

Together for
a safe, just
and inclusive
South Wales

South Wales Police, Crime and Justice Plan 2025-29



Comisiynydd
yr Heddlu a
Throseddu
De Cymru

South Wales
Police
and Crime
Commissioner



Together for a safe, just and inclusive South Wales



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Foreword

As the Police and Crime Commissioner (PCC) for South Wales, I am committed to working together with the Chief Constable in our respective roles, for a safe, just and inclusive South Wales.



Serving communities across South Wales as your Police and Crime Commissioner and helping to translate your ambitions for policing and crime reduction into action is a real privilege, and it is with great pride that I accepted the elected role in May 2024 with 45.2% of the public vote.

It was an honour to be elected and serve the people and communities I grew up in.



This Police, Crime and Justice Plan sets out in detail, how I will deliver on my commitments to you the public. I aim to use my role to help build trust and confidence in policing and the local criminal justice system through enhancing transparency in the performance of the Force and partners, and through scrutiny of the culture and standards within South Wales Police.

One of my first responsibilities as your Commissioner is to set out my strategic vision, priorities and objectives for working with policing and partners to tackle crime in South Wales. I'm passionate about bringing together community safety and criminal justice partners to reduce harm and help to join up local priorities to address crime and disorder, that is why I have taken the decision to also include reference to Justice within this Plan.

The Plan (2025-2029) is for all local people (including those living, working, studying or visiting the area) and communities in South

Wales, regardless of your background or personal circumstances. The Plan focuses on how I will work with policing and partners to deliver effective policing and justice, fostering community cohesion, ensuring transparency and accountability in the way we tackle crime. In doing so, I am committed to ensuring that my voice is used to magnify yours in shaping police, crime and justice solutions across South Wales.

I have listened closely to your views and experiences as individuals, professionals and partners, and have thoroughly tested my assumptions through a behavioural science lens to apply academic rigour to this process. Adopting a multi-layered consultation approach, which included an extensive online public survey, a small grants programme (to enable local community organisations to lead conversations with their members), alongside professional and business stakeholder consultation exercises has provided me with insights from a diverse range of communities,



including some who have traditionally found it difficult to engage. I am delighted that over 5,000 people shared their feedback with me, reflecting the largest engagement exercise undertaken by the office to date, with strong representation from people from ethnic minority communities in line with National Census data and in some areas, exceeding this.

Whilst this is a 4-year plan, it will be dynamic to respond to any changes in relation to policing, crime and to the associated experiences of communities. With rising complexities in crime and evolving threats - ranging from traditional offences to new challenges like cybercrime and threats from dis and mis-information online, it is essential that we take an approach that effectively harnesses science, innovation and new technologies. We must proactively tackle new threats with new solutions and explore trailblazing approaches to addressing existing crimes such as terrorism, exploitation, hate crime, and serious violence (including knife crime and violence against women and girls). It is more important than ever that the

Chief Constable and I work collaboratively with partners to build resilient communities and provide a responsive, fair, and efficient police service.

With the election of a new UK Labour Government in Westminster and a Welsh Labour Government in the Senedd, this provides a real opportunity to remove barriers to cross government policy alignment and collaboration when seeking to address manifesto priorities such as tackling youth violence, anti-social behaviour and all forms of Violence Against Women and Girls. As Police and Crime Commissioner, I work closely with colleagues in Local Government, Welsh Government and UK Government and have already built a strong, robust and cooperative working relationship with them, to ensure a coordinated approach to delivering on our shared priorities. This Plan will focus on police visibility and responsiveness, community trust and confidence. In line with the UK Governments Safer Streets Mission¹, the Plan will support the commitment to halving Violence Against Women and Girls and knife crime over the next 10 years.





It was an honour to be
elected and serve the people
and communities I grew up in.

The detail of this Plan is comprehensive. As you will see, I have outlined my priorities, in line with what you the public, have asked me to focus on, giving clear examples of what the issues are, how we work to resolve them, and which partners we will work with. I'm committed to continuing an open, honest and frank dialogue with the public about my role, my objectives and how we work together to achieve them.

To accompany this comprehensive Police, Crime and Justice Plan, I have created a Plan on a Page that focuses on my priorities and how we deliver them, ensuring that the public can quickly identify my pledges and judge our progress against them. Alongside this Plan, I have also developed a robust performance framework to provide transparency around the approach that my Office will take in assessing our collective progress and performance in delivering this Plan.

When you elected me as your Police and Crime Commissioner, I made a commitment

to serve all the communities of South Wales, whether you voted for me or not. With this Plan, I am reaffirming that commitment. I will work each and every day, to gain your trust, to listen, to learn and gain your confidence, so that together, we can build a safe, just and inclusive South Wales for all.

I would like to take the time to acknowledge and sincerely thank everyone who has participated in what has been an extensive and insightful consultation process, and I look forward to representing the communities I serve through the delivery of this Plan.

Emma Wools

South Wales Police and Crime Commissioner





Chief Constable

I am delighted to be working alongside Emma Wools as the Police and Crime Commissioner for South Wales, having worked closely with her in her previous role as Deputy Police and Crime Commissioner.

Together we are committed to ensuring that the people who live, work, visit and study in South Wales receive an outstanding police service – one that is accessible, reliable and trusted by our communities. We have a duty to uphold the very highest standards of behaviour to earn this trust and that will continue to be a priority for the force and for the Commissioner.

Putting neighbourhood policing at the heart of our service remains a commitment in both the Police, Crime and Justice Plan and the South Wales Police Delivery Plan. As well as using innovation and technology to ensure that we are efficient and effective to keep pace with the changing environment.



Our focus, however, must and will remain on protecting the most vulnerable. We will do this by providing a first-class service to victims, across all of our communities.

A handwritten signature in black ink, which appears to read 'Jeremy Vaughan'. The signature is stylized with large, flowing letters.

Jeremy Vaughan

South Wales Police Chief Constable

1.0

Your Police and Crime Commissioner

About your Police and Crime Commissioner

Emma Wools is the elected Police and Crime Commissioner for South Wales.

She is the first female, mixed heritage Police and Crime Commissioner to be elected in Wales.

Emma holds the Chief Constable to account for the performance and culture of the force to support crime prevention across our region. Born and raised in Cardiff, Emma is passionate about working to deliver for communities across South Wales. Emma started as a volunteer within the criminal justice system and after graduating university, she joined the probation service. Over the past 24 years, she has accumulated extensive experience and knowledge, working in high-pressure roles across prisons and probation, policing, and community safety, including

working frontline, with some of the most vulnerable and complex members of our communities. Emma built a strong reputation in her work with both victims and people who have offended, guiding, mentoring and understanding the barriers people face, working behind the scenes to achieve real and positive change for the better.

Emma became Assistant Chief Officer as Head of Offender Service Integration for the Probation Service, using her skills and experience to understand the issues and challenges and the changes required to deliver positive outcomes for individuals and communities. Now, as your elected representative, **Emma is working to build a safer, fairer, more inclusive South Wales for everyone who lives, works, studies and visits the area.**



During this time, Emma has been responsible for driving forward innovative cross-sector, partnership and collaborative approaches to reducing crime and keeping people safe. A key focus on advancing the public health approach to addressing the root causes of crime, offending, and collaborative approaches to addressing gender and racial inequality issues. Her leadership within this context has been recognised within a number of national awards, reflecting her commitment to partnership collaboration.

In 2016, she was appointed as the Deputy Police and Crime Commissioner for South Wales. She led violence reduction initiatives and early intervention work to counter the destructive effects of adverse childhood experiences. Emma also led and was responsible for driving forward several successful high-profile transformational change programmes, including the Wales Violence Against Women, Domestic

Abuse and Sexual Violence: Blueprint High Level Action Plan², the Violence against Women, Domestic Abuse and Sexual Violence: Strategy 2022 to 2026,³ the Wales Women's Justice⁴ and Youth Justice Blueprints⁵, and the Criminal Justice in Wales Anti-Racism Programme⁶.

In 2024, Emma became your Welsh Labour and Cooperative Police and Crime Commissioner for South Wales following a successful election campaign that highlighted the need for better community policing, increased focus on crime prevention and innovation to ensure policing is fit for the future. Since taking office, she has developed her 'Contract with South Wales,' a detailed plan to improve community trust and confidence in policing and the criminal justice system. Further information about Emma's contract with the people of South Wales can be found in section 3.



PCC Role and Statutory Duties

My responsibilities as your Commissioner are described in the Police Reform and Social Responsibility Act 2011⁷.



Crucially, I must perform these functions without restricting the operational independence of the force or the Chief Constable who leads it.



2.0

Our Plan

Our Plan, developed using your valued feedback, sets out our priorities and shared vision for policing, crime and justice in South Wales from 2025-2029. It will focus on delivering more focused community policing, fostering community cohesion and ensuring transparency and accountability in the way we tackle crime, through:

- **Visible, connected and responsive community focused policing**, with meaningful engagement and participation opportunities to drive forward collective action that supports safe, inclusive and resilient communities;
- **A proactive approach to addressing** root causes of **crime and violence**, through effective engagement with children and young people, diversionary and supportive activities for those at risk of crime and harm and collaborative investment to increase impact and positive outcomes;
- **Protecting vulnerable people and communities**, in domestic, public and online settings;

- **Strengthening support for victims** through investment in accessible services and monitoring of criminal justice agencies performance relating to victims rights; supporting victims and working with key partners towards an equitable criminal justice system.
- **Policing fit for the future** through building a workforce that is representative of the communities of South Wales; whilst harnessing technologies and digital solutions to innovate and respond to emerging policing challenges.

I understand that one of the biggest challenges will be the investment required to realise our ambitions. The delivery of these ambitions through this Plan, will be led by evidence, need, and available budget or ability to secure additional funding. **Actions identified in this Plan will be reviewed on an annual basis, and where required refreshed in line with emerging evidence.**



3.0

My Vision, Values and My Contract with You

My vision is for South Wales to be a safe, just and inclusive place to live, work, study or visit for everybody - no matter your background or personal circumstances.

This vision is focused on driving positive change by empowering and listening to all local people and communities in South Wales.

The legacy of this Plan will be a Police Service in South Wales that all of our communities can have trust and confidence in and that operates as part of a whole system, multi-agency response to effectively addressing the needs of the people who make up our communities.



My Values

I will take an ambitious, proactive and solution focused approach to tackling the complex issues facing policing. My office values reflect the principles that I stand for as Commissioner, and these will underpin the way that we take forward the priorities under this Plan. They are:

Commitment

Utilise our passion and drive to deliver with ambition.

Collaboration

Focus on strength of working with others.

Creativity

Use curiosity, adaptability and innovation to develop our ways of working.

Integrity

Do and say the right thing.

Efficiency

Achieve our goals through making the most of our people and resources.

Transparency

Be willing to share appropriate information meaningfully.

Respect

Demonstrate regard for the feelings, wishes, rights and lived experiences of others.





My contract
with you

In delivering
this vision,
I will:

- Act in alignment with our values;
- Hold the Chief Constable of South Wales Police to account with you, putting citizen participation and community engagement at the heart of this approach;
- Be accessible, listen and take action to help grow public confidence;
- Continue to develop (and demonstrate) value for money projects and initiatives;
- Provide responsive services to support victims and communities;
- Work with partners as part of a whole system approach to creating safe, just and inclusive communities;
- Be led by quality evidence, taking an agile approach to respond to emerging priorities and crime types.



4.0

Developing our Priorities

I have made this contract with you, the people of South Wales to deliver on the priorities that matter to you. I know and understand that no one person has all the answers, that's why I have consulted with over 5,000 members of the public and professional stakeholder groups, I have engaged directly with different local businesses and community groups all over South Wales, and I have considered a range of data, evidence, policy and independent inspection findings to help to develop and refine the priorities in this Plan.

By adopting a range of feedback methods, I heard from people from different generations, ethnicities, cultures and with varied life

experiences. I received contributions from people with disabilities, mental health conditions, those who have experienced the care system, unemployment, hardship and isolation, and other lived experiences.

Traditionally, the voices of people from Black, Asian and other minority ethnic backgrounds have often been under-represented within public consultation approaches, therefore I have been particularly pleased to see a strong and diverse representation of participants, at levels higher than national census data (2021) within this consultation approach, providing cultural insights across a broad spectrum of perspectives.



I would like to thank the people and the organisations listed who have helped shape the priorities and developments of our Police, Crime and Justice Plan:

OVER

5,000

PEOPLE SHARED THEIR
FEEDBACK AS PART OF
THE CONSULTATION



230+

people shared their feedback
at community stalls.



3,554

people completed the
public survey.



1,100

people took part in
conversations facilitated by
grass root groups on our behalf.



130+

people shared their feedback
with the Commissioner as part
of 'In your Community' visits.



40+

organisations/groups
contacted the office
to highlight specific
areas they felt should
be prioritised in the
development of the Plan.



20+

professional stakeholder
sessions facilitated by the
Commissioner's team with
internal and external agencies.



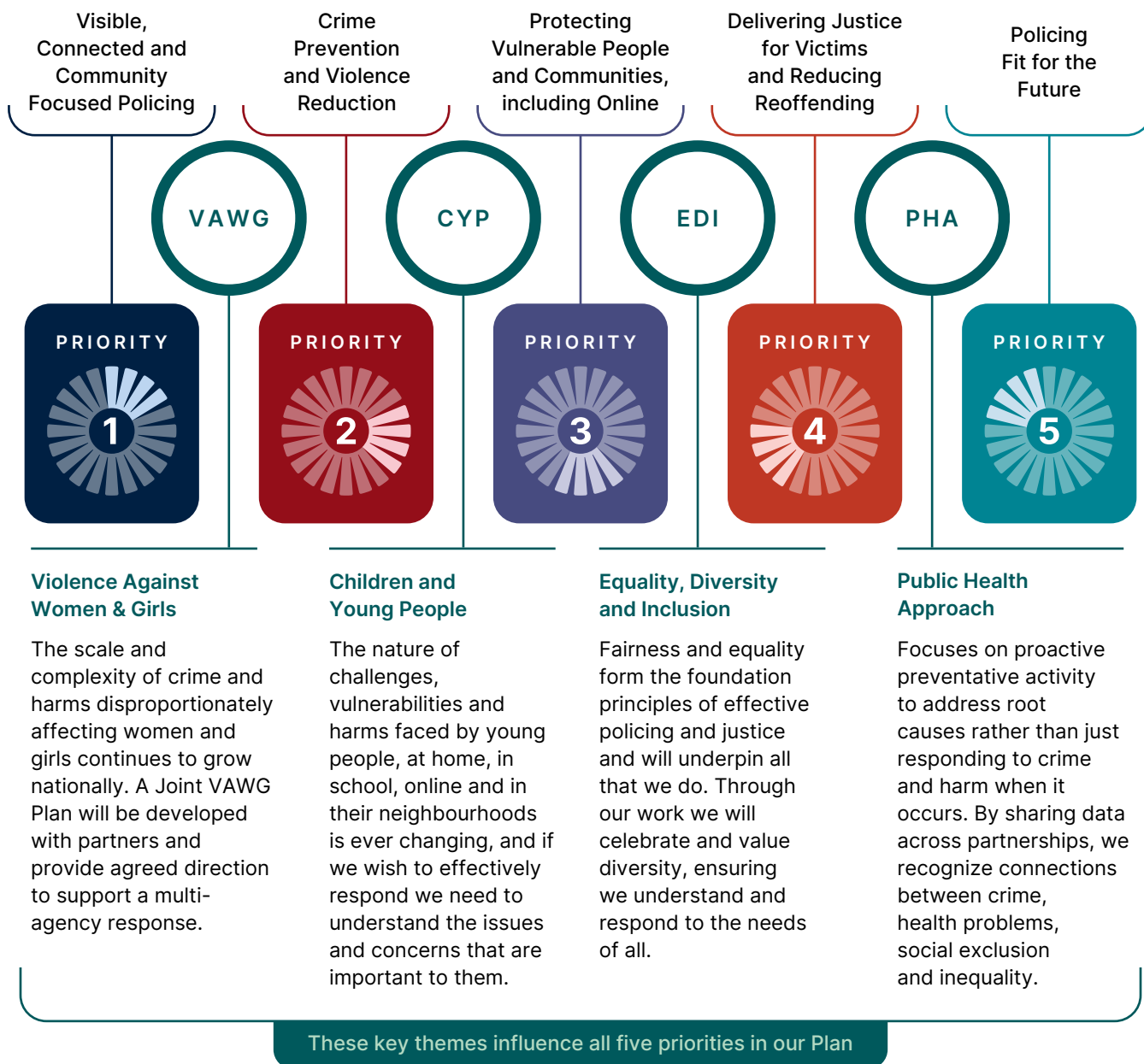


Our Plan on a Page

Our Plan, developed using your valued feedback, sets our priorities and shared vision for policing, crime and justice in South Wales.

The Plan focuses on delivering effective policing, fostering community cohesion, and ensuring transparency and accountability in the way we tackle crime.

Together for a Safe, Just and Inclusive South Wales



OUR ENABLERS

Commissioning Services

Community Engagement and Participation

Effective and Visible Leadership

Robust Delivery Partnerships and Governance

Data and Evidence

Technology



6.0

South Wales at a Glance

The South Wales region is one of contrast, encompassing busy cities and towns, a rich mining heritage and industrial past, and areas of spectacular natural beauty, including 150 miles of the Welsh coastline.

South Wales Police is the largest police force in Wales, serving the nation's valleys, coastal, rural and urban towns and two of the largest cities: Cardiff and Swansea. Cardiff, the Welsh capital, is a popular tourist destination with over 18 million annual visitors and accommodates approximately 100,000 students.

South Wales is a strategic force, with the Chief Constable and Senior Officers having key leadership roles in addressing National

Policing Priorities (including working with Welsh forces), hosting the Wales Counter Terrorism Unit and regional Organised Crime Unit, and the newly established Technology and Science Unit.

Alongside day-to-day policing, South Wales Police faces a number of additional policing demands, relating to the Welsh Government's presence in the capital and the principality's strong royal ties (the Force receives visits from royalty and foreign dignitaries). The Force is also renowned internationally for their successful delivery of major sporting and music events. However, despite the increased demands associated with these responsibilities, the Force operates without the financial benefits of capital city status.







Police Demand Overview



246,115

999 CALLS

379,429

101 CALLS

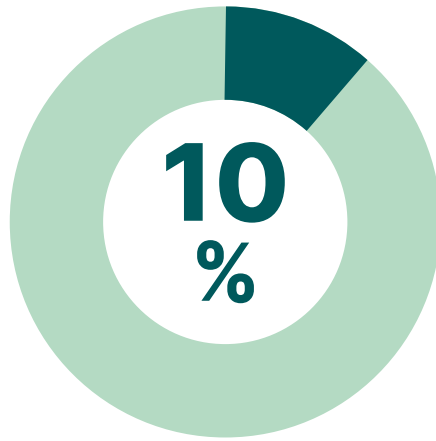


621

MAJOR EVENTS

276

PROTESTS

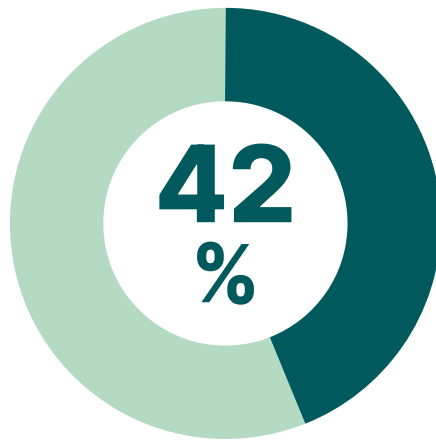


10% OF GEOGRAPHICAL
AREA OF WALES

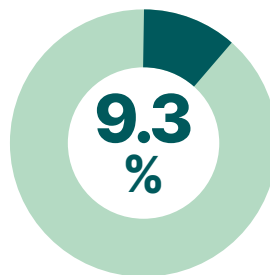
COVERING:

812

SQUARE MILES



42% OF WELSH POPULATION



9.3% IDENTIFIED
AS BELONGING
TO A MINORITY
ETHNIC GROUP

AN AGEING POPULATION

The last census indicated that young people in South Wales (aged up to 16 years) only marginally out-numbered those aged above 65⁸.



24,815

ARRESTS

142,544

CRIME INCIDENTS

267,998

CRIME & NON-CRIME
INCIDENTS

109,841

CRIMES

42%

OF TOTAL CRIME IN WALES

PROVIDING A SERVICE TO:

1.3

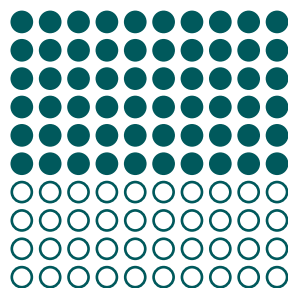
MILLION PEOPLE

100,000

STUDENTS ACROSS
FIVE UNIVERSITIES

60 of the 100

MOST DEPRIVED
COMMUNITIES IN WALES



LARGEST POLICE
FORCE IN WALES

CAPITAL CITY
OF WALES



7.0

Enablers

Commissioning of Services

As Commissioner, I have a mandate to provide services to help victims or witnesses and help to reduce crime and disorder. We will commission a number of different providers including Non- Government Organisations (NGOs) and local community organisations and projects to help deliver these important services, and connect those who are affected by and those who offend with the interventions they require, at a time that they need it.

Wherever possible, I will adopt a joint commissioning approach with partners to support better outcomes and to encourage a shared approach to risk, responsibility and accountability in relation to joint priority areas. I will be developing a commissioning intentions document setting out where we intend to direct investment, based on the following principles:

- **Support effective delivery of Police, Crime and Justice Plan priorities**
- **Reflect local need, be accessible and inclusive**
- **Provide value for money**
- **Evidence-led**
- **Public Health Approach**
- **Informed by lived-experience**
- **Operating to quality standards**

I will publish information on the services provided and the impact they make, as part of my performance framework arrangements and annual report.



Data and Evidence

Data and evidence will remain central to my approach to delivering the priorities in this Plan. In collaboration with the Chief Constable and partners, sharing of data sets and use of analytics to provide evidence to inform the Performance Framework and enable:

- Insights and evidence to support me to hold the Chief Constable to account.
- Better understanding and response to emerging crime trends impacting our communities.
- Better understanding of hidden harms and needs associated with protected characteristics.
- Monitoring of OPCC progress against the Plan, along with the effectiveness of the services that I commission.
- Informed decisions to be taken in relation to policing and criminal justice policy and practice development, based on facts.
- Greater transparency in key performance indicators.

Technology

Over recent years, science and technology has become central to policing's ability to deliver an effective and efficient service, with the NPCC Science and Technology Strategy (2024)⁹ recognising science, technology and innovation as integral to the delivery of a world class police service.

This Plan sets out how, in collaboration with the Chief Constable, we will maximise the opportunities that science, technology and innovation can bring to policing to enable us to keep pace with the rapidly changing nature of criminality, manage demand, support efficiency and productivity and ultimately improve outcomes for the public, whilst adhering to the highest ethical standards.



All forces are embracing a range of technologies because they transform our ability to capture evidence and keep the public safe.

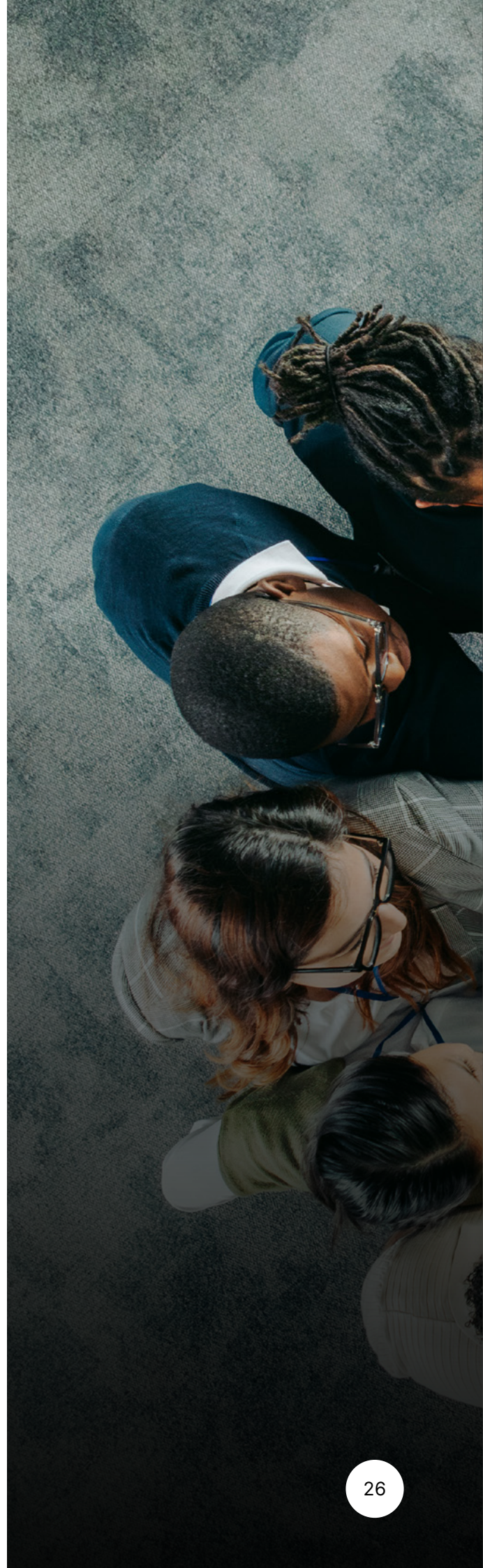
CHAIR OF THE NPCC



Effective and Visible Leadership

Effective and visible leadership will be central to my approach to delivering this Plan. My team and I will take an active role in engaging with policing, partners and the public to share the vision of this Plan, understand the issues that are impacting on local people and communities, acknowledge challenges and assess any potential risks to enable a collaborative problem-solving approach to be taken. This will include:

- **Delivering against my statutory duties** as your Police and Crime Commissioner;
- **Actively participating** in key policing and partnership forums at a national, Wales, regional and local level;
- **Taking leadership responsibility** for key collaborative policing and criminal justice programmes of work;
- **Increasing my visibility** and opportunities for engagement with communities across South Wales;
- **Modelling leadership values** including openness, accessibility, approachability, transparency, and collaboration to promote trust and respect.





Community Engagement, Participation and Communications

Acting as the bridge between the public and the police, as Commissioner, I have responsibility to understand people's views and experiences in relation to policing in South Wales. Seeing how things operate on the ground and speaking with local people allows me to credibly reflect the views and experiences of local communities and ensure policing and criminal justice agencies are held accountable for the services they provide. Maintaining community connections and working together enables me to make informed decisions, suggest solutions and influence policies in the best interest of our communities.

It is vitally important that you, the public, continue to inform my work and I'm committed to ensuring our engagement continues to be meaningful and inclusive. To achieve this, a dedicated engagement plan will be developed, with a focus on amplifying our reach to different generations, ethnicities, cultures, and people with varied life experiences, to enable a rich diversity of views to be heard.

Our aim is to:

- **Develop knowledge and local insights**
Meeting with local people and seeing how things operate on the ground, helps us to make decisions, suggest solutions and influence policies;
- **Monitor public opinion**
Understand any changes or local nuances in the things that matter most to people in relation to crime and policing matters, and
- **Increase understanding**
Improve people's understanding of the role and impact of the Police and Crime Commissioner and how this role can amplify your voice within policing.



To do this, I will:



Increase my visibility (and the visibility of my office) across communities through a range of approaches such as 'In your community days', 'Community Conversations with the Commissioner', and through a presence at community events;



Strengthen community representation within our governance structure;



Learn from young people through the Young Voices model;



Establish community panels to canvass the views of the public to help support the scrutiny and accountability model;



Enhance my communication approach to ensure you are informed of key developments and opportunities.

I will publish the feed back on the outcomes of my conversations with you.





Delivery Partnerships – It's not Just Us

South Wales Police operates in a complex delivery landscape, **spanning 7 local authorities, 3 health boards, and 2 fire and rescue services**. This requires agencies commitment to working closely together to address community needs. There are also a number of wider challenges facing policing, justice and society which require a whole system, cross-sector approach to be effective. This Plan contains a number of shared objectives designed to respond to these challenges which cannot be delivered by the Force and the Commissioner in isolation and is dependent on there being effective partnership governance and delivery arrangements in place at local regional and national level. These arrangements are illustrated on the next page.

The partnership arrangements below underpin how partners work together in South Wales. As Commissioner I will also work closely with wider partners across key areas of policy (supporting the delivery of various frameworks, action plans and blueprints) with businesses, academia and communities to help develop solutions to address local concerns, build trust and confidence, and keep our communities safe.



LocalPublic
Services
BoardsCommunity Safety,
VAWDASV,
Serious ViolenceBusiness
Improvement
DistrictsBusiness Crime
Reduction
PartnershipsYouth Justice
Management
BoardsArea Planning
Boards**Regional
(South Wales)**South Wales
Local Criminal
Justice BoardRegional
Safeguarding
Board**National
(Wales)**Criminal Justice
Board
for WalesPolice
Partnership
Board WalesPolicing
in WalesPolice and Crime
Commissioners
Wales
Exec MeetingVAWDASV
National
Partnership BoardSafer
Communities
BoardYouth
Justice Board
CymruDrugs
Wales Board**National
(UK)**Association of
Police and Crime
Commissioners
NetworkNational Criminal
Justice BoardYouth Justice
Board,
England and Wales

Shared Priorities

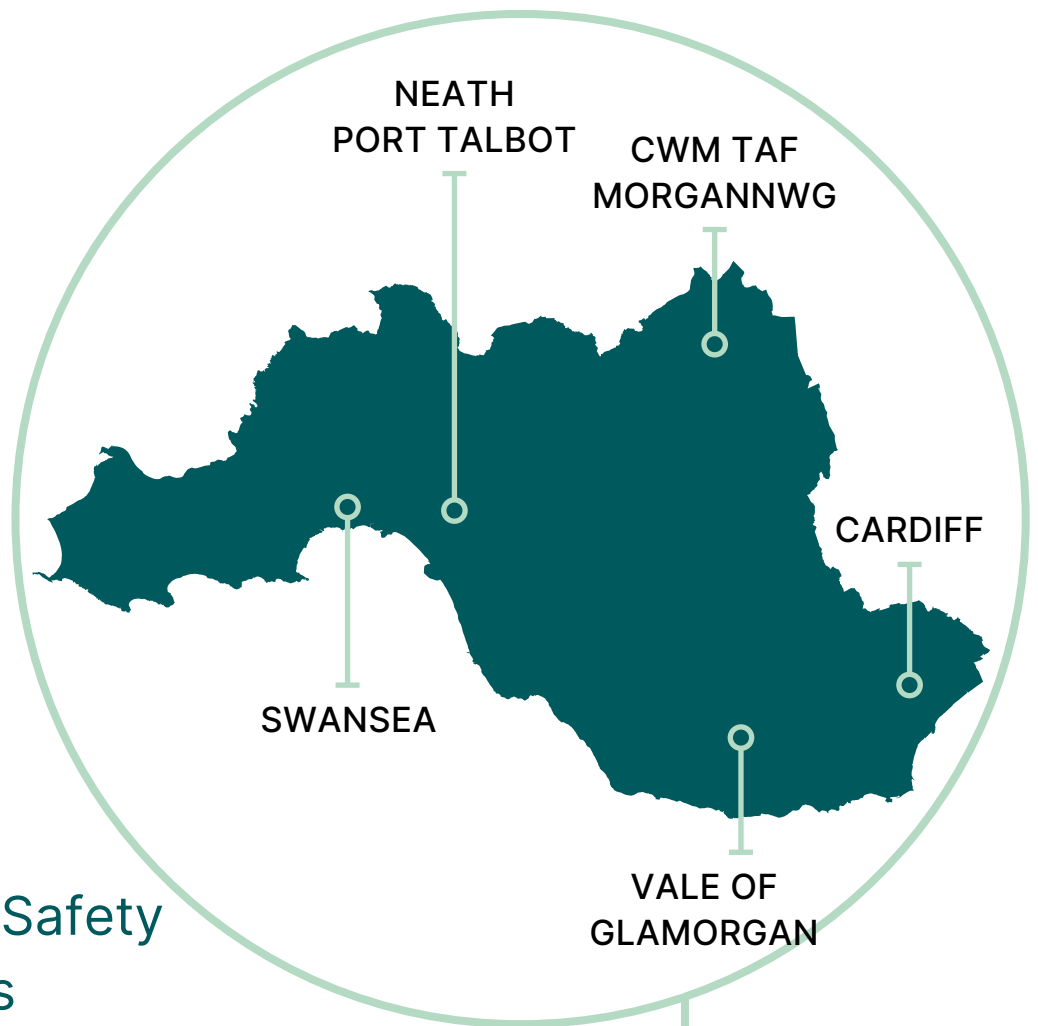
In Wales, areas of policy and legislation underpinning how partners work together cut across both the devolved and non-devolved landscape. Whilst crime and justice legislation are not devolved, essential services that have a role and responsibilities in tackling crime prevention and community safety – for example health and social care, education and housing are devolved.

This means we must prioritise working in partnership on both a national, all-Wales and regional level to ensure we are providing effective and efficient services within our local communities.

Local Criminal Justice Partners and Local Criminal Justice Board

As Commissioner, I have a key role in convening local criminal justice agencies to help drive improvements across the system through the Local Criminal Justice Board. This Plan will help to inform and support priority setting and oversight of performance, to help ensure an efficient and effective criminal justice system for the people of South Wales.



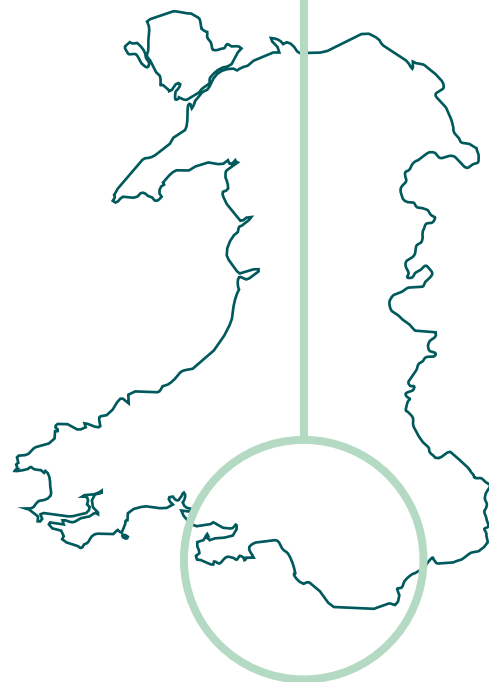


Community Safety Partnerships

Community Safety Partnerships (CSPs), which were established under the Crime and Disorder Act (1998)¹⁰ and are jointly led by local authorities and policing, are key to bringing together local partners who have statutory duties regarding the reduction of crime and disorder in their local areas.

As Commissioner, I have a responsibility to support these partnership arrangements, enabling coordinated local partnership activity to be reducing and preventing crime.

I have engaged with local authorities to consider, analyse and identify synergies between our respective plans and priorities for joint working to maximise our impact.



Welsh Policing Priorities

The four Welsh Police and Crime Commissioners and Welsh Chief Constables (who make up a body known as Policing in Wales), hope that working together on a core of shared endeavours will create lasting change for the people of Wales. For this term of office, the four Welsh Police and Crime Commissioners and Chief Constables are committed to:

- **Giving communities a voice** by encouraging active citizen participation in scrutiny and oversight, seeking ways to amplify the voices of the most socially excluded people, and representing the views of the communities of Wales on UK matters;
- **Working together to achieve a Wales Without Violence**¹¹ by developing primary prevention and early intervention strategies to end violence among children and young people, and tackling all forms of Violence against Women and Girls through a public health, whole-system approach;

- **Working towards delivering a Trauma-Informed Wales**¹² by contributing to a societal approach to understanding, preventing and supporting the impacts of trauma and adversity;
- **Working towards an anti-racist Wales**, through the delivery of the Criminal Justice Anti-Racism Action Plan¹³ for Wales, seeking to actively identify and eradicate the systems, structures and processes that produce significantly different outcomes for ethnic minority individuals and groups, and
- **Achieving value for money** for our communities by collaborating on shared service arrangements where possible. Ensuring social value is promoted and considered with each arrangement.

I will actively participate in a range of collaborations, including the newly established Police Collaboration Oversight Board to help coordinate scrutiny of existing collaboration and drive forward activity in relation to the above shared objectives.
























Strategic Policing Requirement

The Strategic Policing Requirement enables the Home Secretary to set out the direction against the current national threats and the national policing capabilities needed to counter those threats¹⁴. It supports policing, PCCs and Chief Constables to plan, prepare and respond to these threats by clearly linking the local response to the national, highlighting the capabilities and partnerships that policing needs to ensure it can fulfil its national responsibilities. It can therefore help me, in my role as Commissioner to:

- Plan effectively, in consultation with the Chief Constable, for policing challenges that go beyond their force boundaries and respond to national, regional and cross-border threats to crime and public safety;
- Hold the Chief Constable to account for ensuring they meet their duty within the Strategic Policing Requirement, supporting the national effort to protect the public.

As Commissioner, I have a duty to consider the Strategic Policing Requirements when setting my objectives. The Strategic Policing Requirement contains seven national threats. These are presented in the infographic below to illustrate how they have been considered and relate to the priorities within this Plan. While these threats are national in nature, the harm caused can be felt locally.



Strategic Policing Priority	Associated Priority within this Plan				
Terrorism	Priorities				
Serious and Organised Crime	Priorities				
A National Cyber Incident	Priority				
Child Sexual Abuse	Priorities				
Civil Emergencies	Priorities				
Public Order	Priorities				
Violence Against Women and Girls (VAWG)	Priorities				



National Policing Priorities

This Plan will seek to support and hold South Wales Police to account in delivering on national priorities for policing, set out by UK Government. The Government has set out a specific mission to deliver safer streets, focused on addressing both harm and confidence in parallel by taking a whole system approach to:

Safer Streets Mission

Halve violence against
women and girls
in a decade

Halve knife crime
in a decade

Raise confidence in
policing and improve
local response to crime

Raise confidence
in the Criminal
Justice System

The priorities and actions identified within our Plan will support the Government with achieving this mission, with progress reported within the associated Performance Framework for this Plan.

Together with the Chief Constable, I will also monitor developments in new national policing requirements and will play an active role in essential policing reform to ensure South Wales Police remains fit for the future, keeping pace with changes and influencing essential police reform as outlined in the Policing landscape review.



8.0

Cross Cutting Themes

These key themes influence all five priorities in our Plan and guide our engagement, policy, service design, and commissioning activities.



Violence Against Women & Girls



Children and Young People



Equality, Diversity and Inclusion



Public Health Approach

Violence Against Women and Girls (VAWG)

The scale and complexity of crime and harms disproportionately affecting women and girls continues to grow nationally.

Now recognized as a national threat alongside terrorism and organized crime, tackling VAWG and the deep-rooted issues associated with gender norms, expectations and misogyny demands an integrated whole system approach.

By embedding a focus on the safety of women and girls across this Plan we will aim to ensure we are prepared to respond effectively to VAWG in all its forms, adopt a victim-centred approach to protecting and supporting those affected (including working with men and boys, as well as women and girls), pursue perpetrators, challenge behaviours, and drive preventative action to address root causes, creating better outcomes for women and girls.





A **Joint VAWG Plan** will be developed with partners and provide agreed direction to support a multi-agency response.

VAWG

It is a collection of crimes including, but not limited to:

1. Domestic Abuse,

2. Harassment

3. Stalking

4. Rape

5. Sexual Assault

6. Homicide

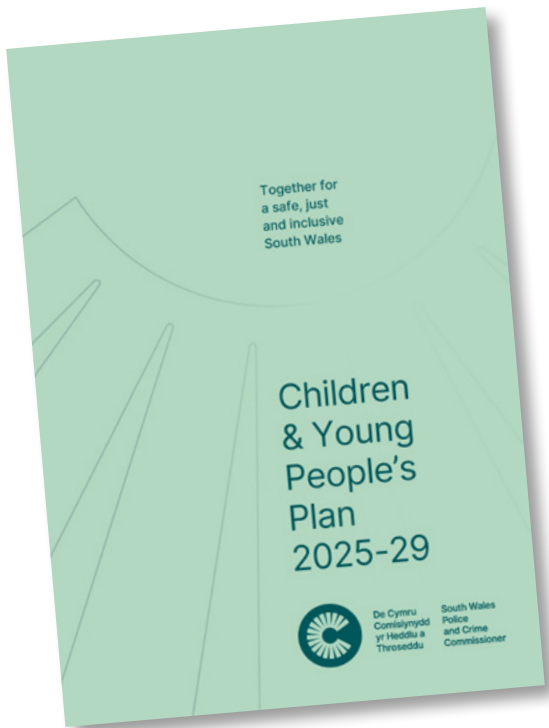
7. Honour-based abuse & coercive control



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There needs to be increased engagement between young people and the police to help change young people’s perceptions of the police from an earlier age

PUBLIC FEEDBACK



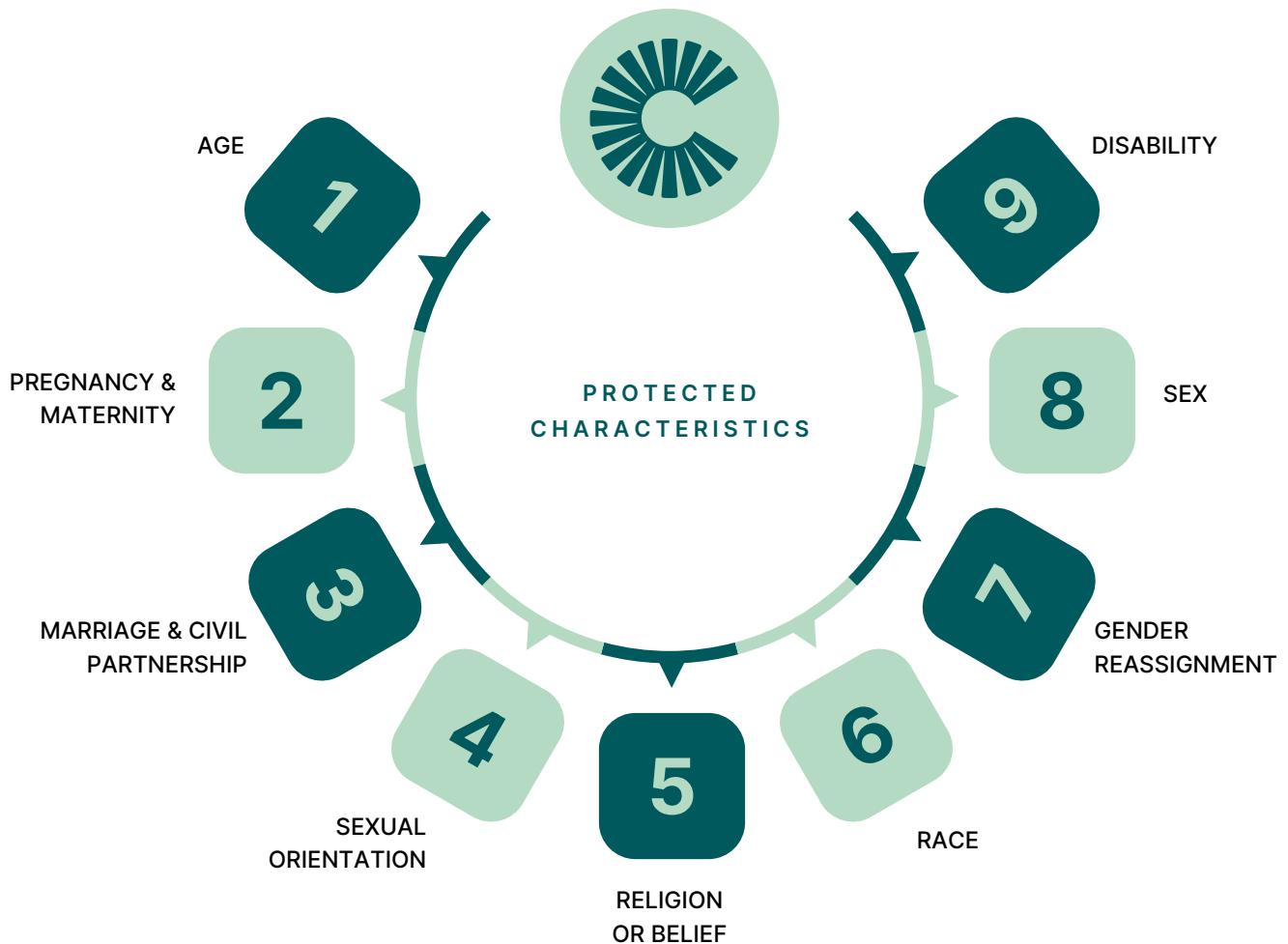
Children and Young People (CYP)

The nature of challenges, vulnerabilities and harms faced by young people, at home, in school, online and in their neighbourhoods is ever changing, and if we wish to effectively respond we need to understand the issues and concerns that are important to them. Taking a “Child First” approach, we acknowledge that young people experience crime and harm differently and that early adverse experiences increase vulnerability

and risk of entering the criminal justice system as a victim or perpetrator. We pledge to place the distinct needs of young people (with a particular focus on boys and young men) at the centre of our work, empower youth voices to identify problems, shape solutions and drive action through a co-developed **Children and Young People’s Police, Crime and Justice Plan**.



Equality Diversity and Inclusivity



Fairness and equality form the foundation principles of effective policing and justice and will underpin all that we do. Through our work we will celebrate and value diversity, ensuring we understand and respond to the needs of all (developing our evidence and data where required). We will actively involve and empower individuals and communities to

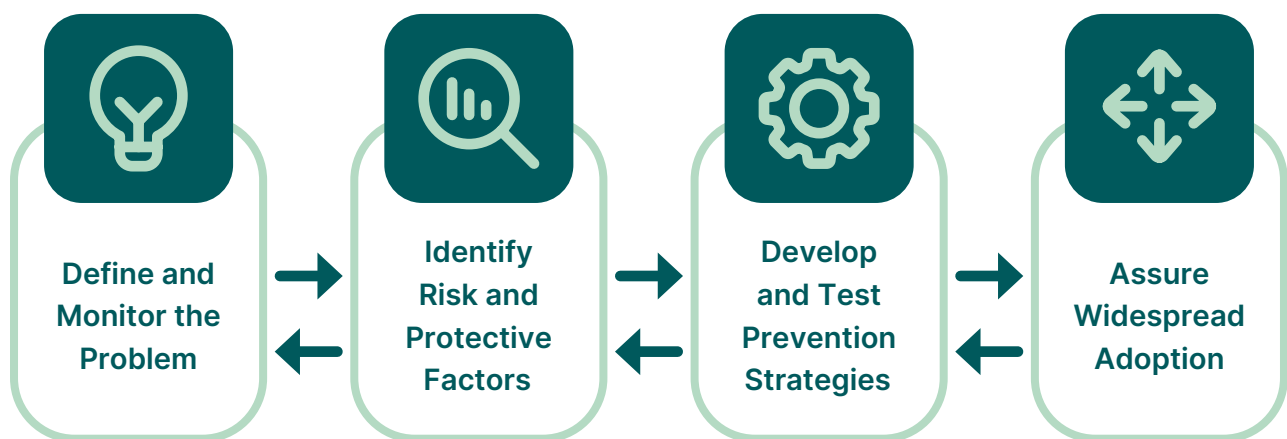
inform and shape our work and importantly hold us to account. Equity, diversity and inclusion will guide how we work, form our partnerships, commission services, and build community relationships.



A Public Health Approach to Policing and Crime Prevention

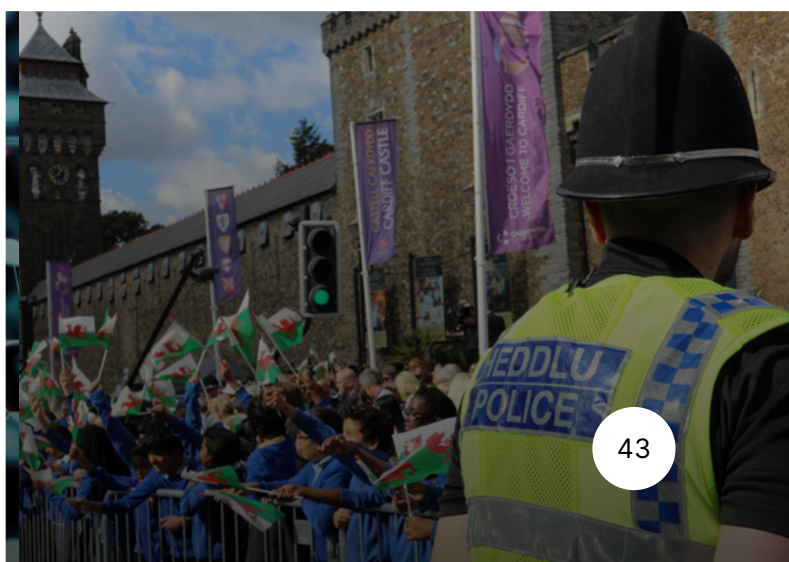
We are committed to working with partners to take a collaborative, public health approach to preventing and reducing crime and harm across South Wales, improving criminal justice outcomes for individuals and communities, and reducing reoffending. This means working across criminal justice partners,

health and education (amongst others) to address root causes of vulnerability such as adverse childhood experiences, mental health issues, and social inequalities by intervening early and focusing on evidence-based practices to deliver effective interventions and support.



In support of this approach, we will work with partners to embed the Trauma Informed Framework for Wales, an all-society Framework to support a coherent, consistent approach to developing and implementing trauma-informed practice across Wales, providing the best possible support to those

who need it most. The Framework establishes how individuals, families and other support networks, communities, organisations and systems can take account of adversity and trauma, recognising and supporting the strengths of an individual to overcome this experience in their lives.



“

The priorities have
been crafted to
reflect our vision
for a safe, just and
inclusive South Wales

EMMA WOOLS





9.0

Achieving Our Priorities





Priority 1

Visible, Connected
and Community
Focused Policing



Ambition

Build people's trust in local policing through ensuring that policing across South Wales remains visible, accessible, and in touch with the needs of every community.

What We Know

You told us that having visible neighbourhood police officers and PCSOs in your communities and schools is your top priority for making policing responsive to communities' needs.

- Evidence concurs that neighbourhood policing is critical to tracking public trust and confidence.
- The UK Government's Neighbourhood Policing Guarantee supports South Wales Police's continued commitment to investing in neighbourhood policing to ensure that the police are visible in our communities.
- A recent South Wales Police public survey highlighted Anti-Social Behaviour (ASB) as a key source of concern for individuals, and this was across all genders, age groups, ethnicities and locations.
- In 2023-24, South Wales Police recorded 11,879 neighbourhood crimes (representing 10% of all crimes) and 25,315 incidents of ASB (including the anti-social use of e-bikes and e-scooters) both placing considerable strain on resources and impacting communities.





Families and communities need to come together to guide young people.

PUBLIC FEEDBACK

- Crime is often highly concentrated to a small number of places, victims and perpetrators, with Operational Sentinel* data (2023) indicating that approximately 20% of Violence and ASB is committed within just 0.3% of the force's jurisdiction.
- Nationally, high street crimes such as shoplifting offences have reached a new high. In South Wales almost 14,000 recorded shoplifting offences to have taken place in the last 12 months. Reports of retail crime have also included instances of abuse, violence and anti-social behaviour towards staff.
- Nationally the decline in investment into youth clubs and organised activities for young people has correlated with an increase in certain types of crime among youths¹⁵. For South Wales specifically, there has been an increase in youth crime relating to violence (without injury).
- Preventing harm through effective placed-based policing also extends to keeping you safe on our roads. Whilst we have seen significant and welcome reductions in both collisions and casualties overall, road traffic fatalities have remained stable over the past decade. In particular, since 2019 there has been a steady rise in the proportion of casualties aged below 25 years, with the latest figure (36% in 2023) being the highest for more than a decade.

* South Wales Police's hotspot policing programme, designed to suppress crime and problem solve against serious violence and knife crime within our most harm-intensive areas, combining data-driven insights with targeted enforcement and prevention strategies, whilst seeking to address immediate risks to tackle the root causes of violence.





What We Will Focus On

I will work with the Chief Constable and partners to:

Objectives

1. Protect and enhance the **Neighbourhood Policing offer** with the aim of delivering an engaged and visible response to all communities in South Wales, including a focus on schools and other youth provision.
2. Take a targeted place-based approach to reducing crime and Anti-Social Behaviour (ASB) hot spots in our towns, cities and rural communities.
3. Tackle ASB at the earliest opportunity through prevention, intervention and enforcement, and through increasing public confidence to report.
4. Strengthen the approach to engaging with communities to encourage greater participation when consulting on local priorities for policing.
5. Work with local businesses and community safety partnerships to deliver safer town and city centres (with a focus on both day and night-time economies).
6. Highlight measures to keep people safe on the roads of South Wales through a focus on: Educate, Engage, Encourage and Enforce.

How we will achieve this (actions include):

- Scrutinise and support implementation of the **Neighbourhood Policing Guarantee**, including promoting and investing in the greater use of mobile policing units to enhance engagement and visibility.
- Support the use of SWP Youth Engagement Officers / service within schools and other youth provision.
- Embed the principles from Operation Sentinel (Hot Spot Policing), drawing on existing learning and good practice.
- Establish a South Wales Safer Communities Partnership network to share learning, best practice and support joint problem-solving in relation to crime and ASB.
- Introduce **local Crime Prevention Agreements** to drive joint action with policing, communities and local partners.
- Reinvest money that is taken from criminals (as proceeds of crime) to tackle local crime prevention and reduction priorities to benefit the community.
- Work with Local Authorities to understand the use of **ASB Case Reviews** and opportunities for improvement.
- Improve data sharing between responsible authorities to identify and respond to repeat and persistent victims and perpetrators of ASB.
- Introduce a **citizen engagement model** to help shape and inform local policing priorities (e.g. through online platforms, community hubs, community panels/forums).
- Explore use of technology to support Community Policing including a review of CCTV provision.
- Work with Business Improvements Districts and Community Safety Partnerships to support the delivery of the **NPCC Retail Crime Action Plan**, with a particular focus on addressing violence against shop workers.
- Identify opportunities for upscaling of night-time economy safety initiatives previously funded through Home Office Safer Streets grants.
- Raise awareness and education around the risk of drug driving through a public communications campaign.
- Support a Wales wide **road safety advocacy service** for people affected by serious road accidents.

Cross Cutting Themes:



Outcomes

- **Trust and Confidence Increases.**
- **Crime and Anti-Social Behaviour is Reduced.**
- **Vulnerable People are Better Protected.**
- **Fewer People are Seriously Injured or Killed on the Roads in South Wales.**
- **People Feel Safer.**







Priority 2

Crime Prevention
and Violence
Reduction



Ambition

Collaborate and target investment to intervene early to reduce crime and violence, particularly amongst young people.



A proactive response is always better than a reactive one.

PUBLIC FEEDBACK

What We Know

In our consultation with the public, seven in 10 people agreed that the best strategy to reduce crime should be a combination of prevention and enforcement.

- Preventing crime and disorder is the basic mission of policing. Preventative strategies are important for making communities safer, reducing the social and economic costs of crime, and reducing demand on policing and wider services.
- Over the last decade there has been a shift in crime patterns across England and Wales. In South Wales, there has been a marked increase in violent crime, in line with national trends, which accounted for 55% of total crime in 2023-24.



- The Serious Violence Duty places a statutory requirement on community safety partnerships to work together to prevent serious violence by or against people under the age of 25¹⁶, whilst the UK Government's Safer Streets Mission includes a commitment to halve knife crime and VAWG over the next decade.
- Taking a 'Prevention First' approach to addressing the drivers of violence and crime within our communities (such as substance use, domestic abuse/violence and trauma) is crucial to protecting those who are most vulnerable, reducing re-offending, and breaking the cycle of generational abuse.
- Drugs, Alcohol and poor Mental Health are repeatedly factored in a range of crime types. Drug-related activity is associated with over half of homicides and acquisitive crimes¹⁷, while alcohol is a factor in 49% of violent crimes in Wales. Mental health issues affect approximately 30% of people in police custody¹⁸.
- The challenges, vulnerabilities and harms that young people experience at home, in schools and neighbourhoods is ever changing. They are more vulnerable to exploitation, victimisation and entering the justice system, reinforcing the importance of intervening early and prevention strategies focused on children and young people including for boys and young men.
- Where there have been effective partnership collaborations to address violence for example, through the Violence Prevention Unit, we have seen positive outcomes relating to significant reductions in hospital admissions. This evidence makes the case for extending the scope of this approach to wider crime and harm types.





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Youngsters will always be the targets of criminals and drug dealers, so we need to protect them.

PUBLIC FEEDBACK





What We Will Focus On

I will work with the Chief Constable and partners to:

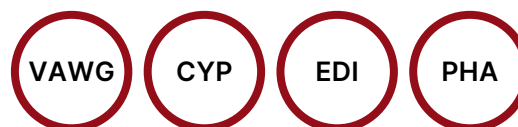
Objectives

1. Embed/promote a preventative policing approach to maximise opportunities to prevent public harm and reduce demand.
2. Prevent and reduce drivers of crime, prioritising high harm and vulnerability, with a focus on:
 - Violence and Exploitation (including child criminal and sexual exploitation)
 - Substance use
 - Hate and Radicalisation
 - Mental health, and impacts of trauma
 - Young people at risk of becoming involved in crime.
3. Prevent and reduce the impact of violence in line with the Serious Violence Duty, with a key focus on:
 - Knife crime, and
 - Violence against women and girls.
4. Better understand and respond to the experiences and needs of children and young people, using data and insights to identify those most at risk.
5. Strengthen the approach to engaging with young people on the policing and justice issues that affect them.

How we will achieve this (actions include):

- Establish a **South Wales Crime Prevention and Violence Reduction partnership** to support and oversee the work of South Wales VPRU and strengthen collective and coordinated action to address crime and harm prevention and violence reduction priorities.
- Work with schools and partners to educate young people about healthy relationships and harmful behaviours, exploring the use of technology to do so (e.g. piloting of None in 3).
- Work with local health board partners to build on and sustain hospital-based violence prevention teams.
- Work with Youth Justice Services, Local Authorities and partners to improve data and information sharing to better identify and respond to violence and exploitation amongst children and young people.
- Draw on best practice evidence from Youth Endowment Fund (including sports-based initiatives) Toolkit and Wales Without Violence Framework to inform investment in effective interventions to engage at-risk young people and provide pathways away from violence and exploitation.
- Expand and enhance the **Not The One** campaign to support trusted adults, including parents, teachers, police officers and youth workers, in educating children and young people on the dangers and consequences of carrying a knife.
- In collaboration with partners, lead the development and implementation of **Young Futures Prevention Partnerships, Panels and Hubs** in each Local Authority area.
- Produce a **Children and Young Person's Police, Crime and Justice Plan** designed by and for Young People (11-24 years), aligned to the PCC's Police, Crime and Justice Plan.

Cross Cutting Themes:



Outcomes

- **Trust and Confidence Increases.**
- **Crime (particularly Violent Crime) is Reduced.**
- **Fewer Children and Young people are Entering the Criminal Justice System.**
- **People Feel Safer.**





Priority 3

Protecting
Vulnerable People
and Communities,
including Online



Ambition

Keep vulnerable people and communities safe from exploitation and harm



For too long, we've heard the terrible, distressing and unbelievable stories of violence against women and girls. We need to address the root causes, working together through positive societal transformation to end violence against women and girls.

EMMA WOOLS

What We Know

You told us that addressing violence against women and girls, and protecting people and places from exploitation by criminal gangs were particularly important to you.

- Violence against women and girls (VAWG) has reached epidemic levels and continues to grow not only in volume but in complexity. In 2024, it was identified by the Home Secretary as a Strategic Policing Requirement, meaning that it must be recognised and responded to as a national threat.
- In 2023-24, VAWG offences represented 32% of all crimes in South Wales. Stalking and Harassment accounted for approximately half of these crimes. The Labour Government's Safer Streets mission includes an ambitious target of halving VAWG in a decade¹⁹.





There is a lot of hatred towards anyone labelled as 'different', so tackling hate crime is a must

PUBLIC FEEDBACK

- Being a victim of hate crime can often have a long lasting and wide impact. South Wales has recorded a growing number of hate crimes, with 3,117 hate crimes (including online) recorded in 2023-24, representing a 9% increase on the previous year. Over half of these crimes (1,720) were race related, whilst 192 were hate crimes linked to religion. But we know that this is an area which is under reported.
- Trust in policing is key to creating good community cohesion, enabling a sense of safety and belonging in our neighbourhoods.
- We are increasingly seeing more complex and sophisticated forms of criminality, with significant and evolving demands associated with **cyber-enabled crimes** (such as **fraud**, cyber-stalking, sextortion and online radicalisation), and AI, deep-fake technology and exploitation of vulnerable people online (including children and older people).
- Organised crime/county lines continue to rise across England and Wales, with children and vulnerable adults often being exploited in forced drug production and supply, which over the decade has become the most common form of exploitation.
- Children and young people are particularly vulnerable to abuse and exploitation. The Jay Review²⁰ has raised concerns around prevalence and impact of grooming and exploitation of children, following a series of high-profile coverages in the media. In 2020 South Wales Police adopted a Children's Rights Charter, outlining how the force will protect children's rights and keep them safe²¹.
- There are many factors that influence a child/young person's vulnerability to exploitation – both within the home and within their wider external environment (including online). To effectively address this we need to take a child-first holistic approach, prioritising early intervention and prevention.





What We Will Focus On

I will work with the Chief Constable and partners to:

Objectives

1. Identify at risk and complex communities and collaborate with partners to address the key issues impacting them, improving safety, resilience and wellbeing.
2. Protect and support victims of all forms of violence against women and girls (including stalking) and better understand and respond appropriately to the drivers of perpetration through a whole system approach.
3. Support greater community cohesion through increasing awareness, confidence to report, and response to hate crime.
4. Safeguard people from harm online, with a focus on those who may be vulnerable to exploitation and/or radicalisation.
5. Extend the multi-agency contextual safeguarding approach to keep vulnerable people safe across South Wales.
6. Reduce exploitation of vulnerable people and places by supporting the targeting and disruption of organised crime, drugs supply and county lines.

How we will achieve this (actions include):

- Utilise Operation Sentinel's data-led approach to identify at-risk hotspots for crime, ASB and vulnerability, and work with partners to respond effectively.
- Work with Health Boards across South Wales to maximise use of Emergency Department data to enable partners to identify hot spots for violence and vulnerability in the night-time economy.
- Explore tools to support improved identification and targeting of places where there is high-risk for VAWG.
- Support the development of community based safe spaces and hub arrangements for key vulnerable groups, including women and young people.
- Work with policing and partners to develop a **VAWG Joint Action Plan**, taking account of the NPCC VAWG Framework.
- Promote learning from Operation Soteria and apply to other forms of VAWG.
- Explore implementation of a multi-agency model to enhance response to stalking.
- Monitor and support the effective application of Prevention and Protection Orders and the Domestic Violence Disclosure Scheme (Clare's Law).
- Commission an end to end review of responses and outcomes to hate crime.
- Scrutinise the Force in their response to reported incidents of hate crime and encourage public confidence to report.
- Introduce a **Community Ambassador scheme** to help build bridges between marginalised communities and the police, improving trust and reducing tensions.
- Work with Welsh Government, public, private, and voluntary sector partners to develop and publish an **Online Safety and Crime Prevention Strategy**, supporting implementation of the Online Safety Act.
- Work with partners to increase understanding and response to risks young people may encounter in schools, local communities, in their peer groups or online.
- Campaign to raise awareness of risks of online myths and mis and dis-information, including within schools.
- Promote learning from multi-agency safeguarding and exploitation teams in South Wales.
- Support the implementation of the **Clear, Hold, Build** approach to tackling serious and organised crime in threatened communities, consider methodology for other complex problem solving.

Cross Cutting Themes:

VAWG

CYP

EDI

PHA

Outcomes

- **Trust and Confidence Increases.**
- **Vulnerable People are Better Protected.**
- **People Feel Safer.**





“

We must have a visible presence of police, particularly in troubled areas. Visibility is key.

PUBLIC FEEDBACK





Priority 4

Delivering Justice
for Victims
and Reducing
Reoffending



Ambition

Deliver with partners our shared priorities to strengthen support for victims, improve justice outcomes for all and reduce reoffending.



I think the only way to break the cycle is to offer people the chance to change.

PUBLIC FEEDBACK

What We Know

You told us that improving support for victims throughout the criminal justice process, delivering effective justice and improving prosecutions was of key importance to you.

- Police and Crime Commissioners have a statutory responsibility within the Local Criminal Justice Board to bring partners together to help drive improvements across the system for the benefit of our communities.
- Lack of confidence in the police and the wider criminal justice system can lead to people not reporting crimes or engaging with the criminal justice process. This is particularly pertinent to the reporting of violence against women and girls, hate crime and exploitation.



- Although victim satisfaction with initial contact from South Wales Police remains strong (86%), this decreases over time, with 57% satisfied with the follow-up action²².
- We know that victim trust and confidence in the justice system needs to be improved. Almost three quarters of victims surveyed in England and Wales questioned whether reporting a crime would lead to justice and less than a fifth were aware of their rights under the Victims' Code²³.
- Quality of support for victims is critical. A recent South Wales Victims (and Witness) Services Review identified unmet need relating to victims of stalking and harassment; families bereaved by traffic incidents; victims of online harm, and children and young people.
- In South Wales, around 24% of all charges result in a completed trial²⁴. Despite notable improvements, charge and convictions rates for certain offences such as Stalking and Harassment continues to be low.
- Out of Court Disposals have long been recognised as an important tool in the criminal justice system toolbox. Viewed as an efficient and effective response to criminal behaviour, particularly in the case of low level offending and providing opportunity for greater victim involvement. However, their use in South Wales is limited.
- Data continues to show disparities in criminal justice outcomes for certain cohorts such as those from ethnic minority backgrounds and women. For example, from the point of arrest through to prosecution, sentencing, and imprisonment, ethnic minority people often face worse outcome²⁵, whilst women are over-represented in the prison population (compared to men), often for low level and low risk offences such as theft.²⁶
- MoJ figures (published July 2024) indicate that reoffending rates in South Wales were higher than the national average for both adults and juveniles²⁷, particularly amongst those who committed theft (62%) and violent offences (32%), indicating the need to continue to invest in effective programmes and interventions for these cohorts.





What We Will Focus On

I will work with the Chief Constable and partners to:

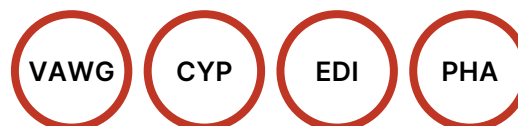
Objectives

1. Support improvements in justice outcomes for all, with a specific focus on domestic and sexual abuse/violence and hate crime.
2. Improve oversight of victim and survivor experience from the first point of contact with police and through the criminal justice process, in line with Victim's Code of Practice.
3. Ensure access to effective person-centred support and recovery services for victims and witnesses and enhance opportunities to influence and inform improvements in policy and practice.
4. Increase number of people (including children and young people) diverted away from the Criminal Justice system for low-level offences, and into support to better meet offending related needs.
5. Reduce disparities and disproportionality in outcomes, with a focus on those from ethnically diverse backgrounds and women.
6. Collaborate with Police, Probation, Youth Justice and partners to deliver effective interventions and services aimed at reducing reoffending.

How we will achieve this (actions include):

- Through the **Local Criminal Justice Board (LCJB)**, co-produce with partners, a justice outcomes improvement plan (from report to court), taking account of HMI recommendations.
- Introduce a robust monitoring mechanism to oversee and improve agencies' compliance with the **Victims Code**.
- Promote and embed, trauma informed, gender responsive and culturally competent approaches into practice across Policing, Criminal Justice and commissioned services.
- Appoint a **Victim's Champion** to promote and advocate for the 12 rights outlined in the Victims Code.
- Implement findings (where appropriate) from the OPCC statutory Victim Needs Assessment for South Wales.
- Expand **VAWG Survivor Network**, drawing on learning from the recent review.
- Encourage improvements for the effective use of **Out of Court Disposals, Restorative Approaches and Interventions** designed to divert young people away from offending.
- Support in embedding Child First Approach within policing.
- Establish a Disproportionality Scrutiny Panel to help drive out disparities in experiences and outcomes in the criminal justice system.
- Work with police and partners to produce a **Reducing Reoffending Plan**, informed by a strategic assessment of crime, offending and need across South Wales.
- Engage with partners across criminal justice and community safety to consider commissioning alliances to deliver services that address offending behaviour, prioritising new generation of substance use treatment and intervention services and sustainable VAWG perpetrator services.

Cross Cutting Themes:



Outcomes

- **Trust and Confidence Increases.**
- **Victims and Witnesses are Better Supported.**
- **Fewer Children and Young people are Entering the Criminal Justice System.**
- **Disproportionality in Justice Outcomes are Reduced.**
- **Reoffending is Reduced.**
- **People Feel Safer.**





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Without real justice,
the cycle of crime and
retribution perpetuates,
so victims come first.

PUBLIC FEEDBACK





Priority 5

Policing Fit
for the Future



Ambition

Build public confidence in South Wales Police by ensuring high standards, ethical policing, and a future-ready force

“

Huge achievements could be made if police address diversity and anti-discriminatory issues

PUBLIC FEEDBACK

What We Know

You told us that preparing for new types of crime, promoting transparency and accountability, and harnessing new technology and innovation is of key importance for a police force that is fit for the future.

- Society has changed exponentially over recent years, and we have a responsibility to the public of South Wales to ensure the police service is contemporary in its capabilities and is prepared for future challenges.
- A modern-day police service must reflect the communities it serves. Evidence suggests that a diverse workforce is more likely to be seen by the public as legitimate and fair, be better equipped to understand and navigate cultural nuances, strengthen organisational performance and create positive and inclusive environment to work.



- South Wales has some of the most diverse communities in Wales, yet only 3.4% police officers and 2.1% of police staff stating they are from an ethnic minority background compared to 9.3% of the population. Whilst it is a better picture in respect of the representation of women within the workforce, there remain areas for improvement across policing workforce.
- Nationally there has been a deterioration in public attitudes towards policing due to high profile incidents of misconduct and criminal behaviour of serving officers. Perception of racism and misogyny within policing has also contributed to increased negative sentiment.
- Evidence indicates that trust in the police across England and Wales has decreased in recent years, and varies by ethnicity and gender²⁸.
- Whilst HMICFRS in 2023-2025²⁹ recognised the work South Wales Police have done to drive improvements in use of police powers, treating the public fairly and respectfully, public perception is that more work needs to be done to provide assurance and ensure transparency.
- Criminals are rapidly exploiting the use of new technology, with cyber and AI enabled crime and harms, such as fraud, ex/sextortion, online bullying, cyberstalking, coercive control and radicalisation, presenting a significant emerging threat. It is clear that policing needs to develop new technologies to keep pace and counter criminal use of these same technologies.
- The increasing volume of crime (by 26% over the past decade) and its complexity has an impact on policing demand. Harnessing new technology and innovation can save time, money and release resources to critical policing functions, increase productivity and ultimately ensure a better service for victims and the wider public.
- The spread of mis and dis information online can impact adversely on individuals and communities, threatening public safety and community cohesion. The Global Risks report 2025 identifies the accelerating spread of false and misleading information as a top 10 risk³⁰.
- Misinformation online fuels division, with riots in 2024 costing £31.7 million and disproportionately affecting vulnerable groups. Young people are particularly at risk, with 17% of those arrested in the 2024 riots under 18.
- Police Forces will require the necessary financial resources and specialist capabilities to foresee the needs of their communities and manage the demand for the service now and in the future.





What We Will Focus On

I will work with the Chief Constable and partners to:

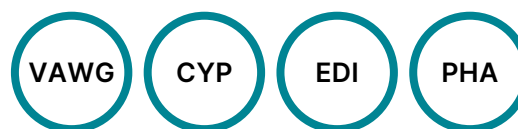
Objectives

1. Instil confidence in the public with regards to the culture and standards of the Force.
2. Promote and support increased diversity and representation of South Wales Police workforce at all levels.
3. Support and promote:
 - Science and technological advancements to improve efficiency and productivity of crime prevention, detection and safeguarding, and;
 - The ethical, transparent, proportionate and lawful development and deployment of technological and digital advancements within Policing.
4. Develop an effective partnership response to help counter and mitigate the impact on individuals and communities of mis and disinformation online.
5. Provide the Chief Constable with the necessary resources to ensure the Force has the capabilities and capacity to respond to current and emerging demand, ensuring value for money.

How we will achieve this (actions include):

- Establish a dedicated **Culture and Standards Oversight Board** and improve the use of data in the oversight of complaints.
- Monitor initial recruitment assessment pass rates, retention and promotion of Black and Ethnic minority staff within the Force.
- Provide opportunities for people from diverse backgrounds to learn about the work of the OPCC through internship programmes.
- Build on learning from approaches such as TABW (service for victims of police perpetrated DA) to strengthen **independent advocacy** offer when reporting concerns relating to the police force.
- Support the engagement and use of specialists and academics regarding the development and opportunities for new technologies.
- Explore the use of the Joint Independent Ethics Committee to support **scrutiny and oversight of science and technology**.
- Work collaboratively with policing, public and private sector partners to identify, test and implement strategies and tools (including technological solutions) to disrupt communication, spread and traction of **mis and disinformation**.
- Lobby UK Government for **capital city funding** grant to enhance force capability to police demands of capital city policing and achieve parity with other UK capitals.
- Support policing response to strategic policing requirements and emerging threats (major and critical incidents, national cyber incidents, acts of terrorism, civil emergencies and public disorder).

Cross Cutting Themes:



Outcomes

- **Trust and Confidence Increases.**
- **Workforce Diversity Increases.**
- **Vulnerable People are Better Protected (including online).**



10.0

How We Will Oversee Delivery of the Plan and Hold the Force to Account

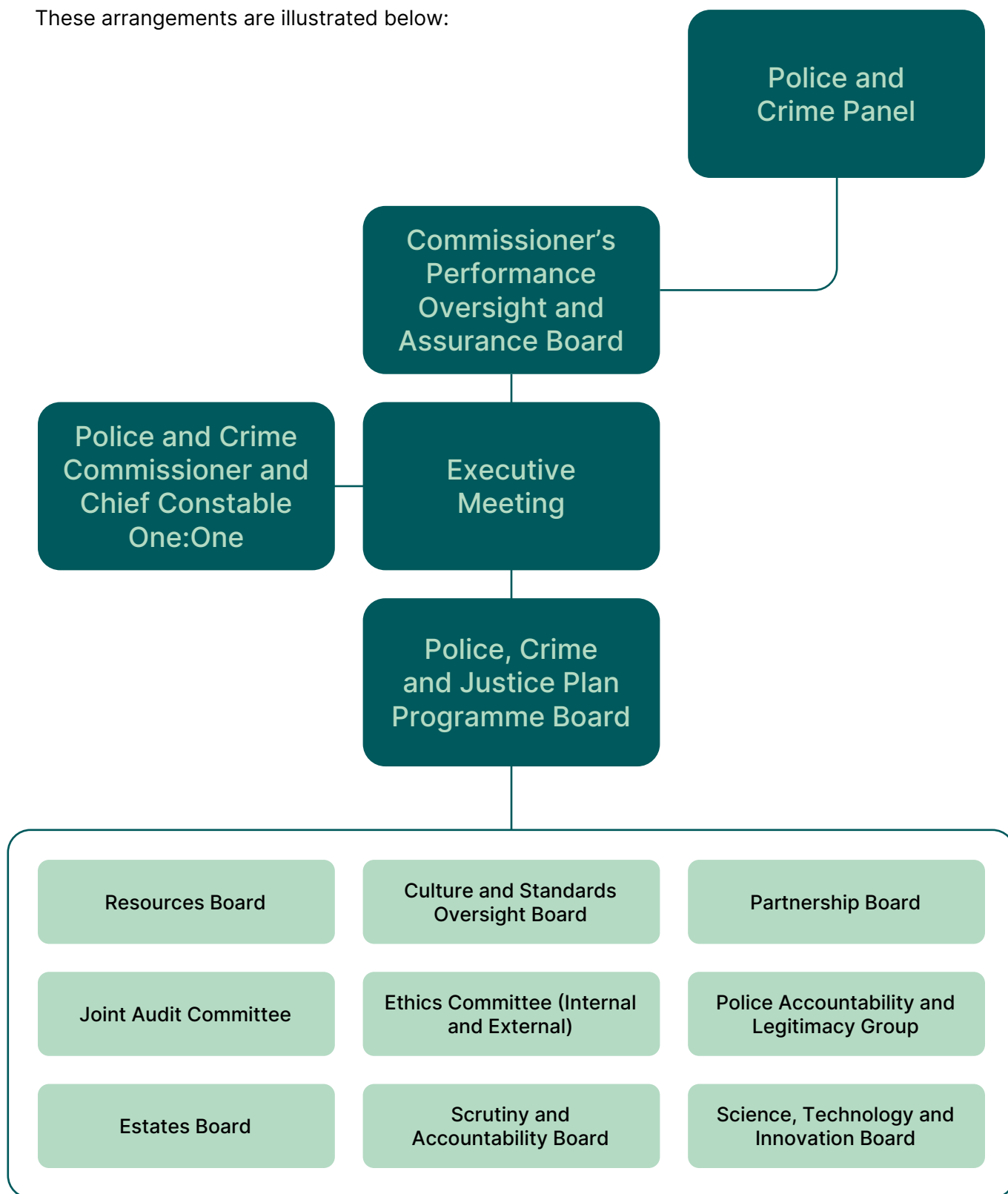
Oversight, Delivery and Accountability Structure

A key part of my role as your Police and Crime Commissioner is to be the voice of local people in policing. To do this, I have established a robust governance and accountability structure to enable me to effectively oversee the delivery of this Plan and to perform my statutory role in scrutinising and holding the Chief Constable to account for:

- The performance of South Wales Police in relation to the priority areas set out in this Plan, and developed in consultation with you, the public;
- The arrangements that South Wales Police has around partnership working and collaboration;
- The arrangements South Wales Police has for engagement with local people, ensuring that our diverse communities are better represented with a stronger role in monitoring the performance of the Force in line with my statutory functions and with the priorities within this Plan, and
- The efficient and effective running of South Wales Police, including financial management arrangements and ensuring Value for Money.



These arrangements are illustrated below:



For a description of these Boards, please see Annex A.





Public Scrutiny and Accountability – Who am I Accountable to?

You can access information on my website about how I am performing my functions as your Police and Crime Commissioner, and how we are progressing with the delivery of this Police, Crime and Justice Plan.

- Under the Police Reform and Social Responsibility Act 2011 I am required to produce an annual report detailing the progress made against the objectives set out in this Plan, which is scrutinised by the Police and Crime Panel and published on my website.
- I am also required to publish additional information for transparency purposes (salary, allowances and register of interests, procedures for the handling of complaints and conduct matters, further details on the size and composition of the OPCC, and information relating to income, expenditure, property rights and allowances, as well as force's performance against the Government's national priorities for policing, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services' summary infographic of PEEL - Police Effectiveness, Efficiency and Legitimacy performance and the latest PEEL report for the force, and complaint handling).

I am ultimately accountable to you, the public of South Wales through the Police and Crime Commissioner elections, held every four years, whilst the decisions I make are also subject to scrutiny by the Police and Crime Panel for South Wales.



11.0

Funding and Resources

As Commissioner, I am responsible for allocating the funding for the budget for the Force and in consultation with the Chief Constable, deciding how resources should be allocated across different departments and initiatives, balancing operational needs with

financial constraints to ensure that funds are used effectively.

The Capital Budget (for purchase of building works, estate maintenance, vehicle replacement and ICT systems) is £49.5M.

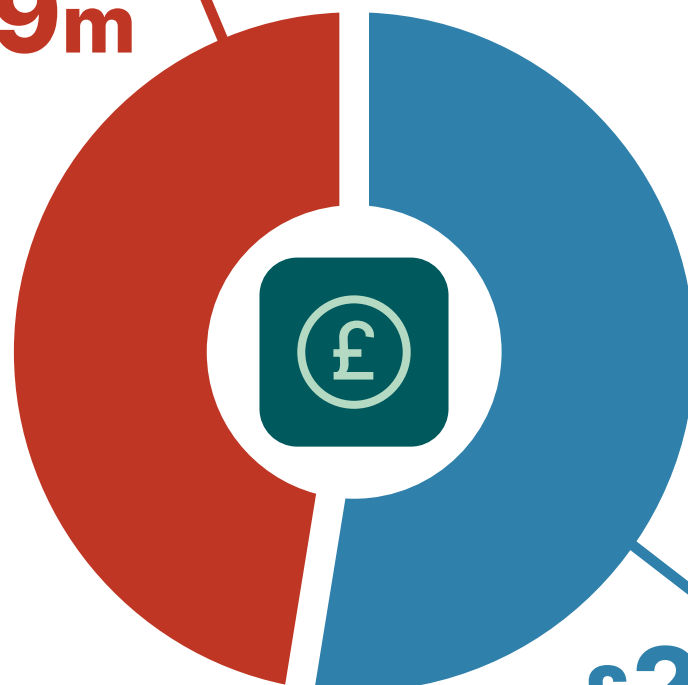
South Wales Police Funding Breakdown - 2025/26

48%

£195.9m

**COUNCIL
TAX REVENUE**

(raised through
local precept)



52%

£214.2m

POLICE GRANT



To further enhance available funding, my team will take a proactive approach to source and secure further income through bidding for and securing additional revenue grants or income streams that enhance the forces response to local policing demand and enable partnership initiatives that add value to your communities.

I will continue to support the Force in their vital work, doing everything possible to ensure they have the funding they need to deliver an effective and efficient police service in line with the approach and priorities set out within this Plan, and that they are in the best position to deal with crime and policing challenges now and in the future. For 2025-26 the budget delegated to the Chief Constable to fund the operational delivery of the police force will be approximately £400M.

This investment will support policing in its totality, whilst delivering on the priorities outlined in this Plan.

I will hold the Chief Constable to account on behalf of the people of South Wales for the efficient and effective use of this budget, through the following principal mechanisms:

- Monitoring spend through regular scrutiny of financial reports, including as part of One to One meetings with the Chief Constable and via the Performance, Accountability and Scrutiny arrangements that I have established;

- Overseeing performance against spend, using the new performance and outcomes framework described below, which includes a focus on social return on investment;
- Being transparent in publishing and strengthening information on crime data, as well as information on Force performance and finances.

Budget

For 2025-26 the Commissioner's core budget will be £3M.

As Commissioner, I will endeavour to ensure cost effectiveness in the running of my office, and value for money in the services delivered. Approximately 50% of the running costs of my Office will relate to the delivery of my statutory functions as Police and Crime Commissioner, with 50% being invested to deliver on the Police, Crime and Justice Plan priorities. I will look to demonstrate benefits arising from investments.

My governance arrangements will ensure that we are effectively monitoring spend throughout the year, and this will be supported by targeted reviews via independent auditors, to ensure that we are effective both in terms of compliance with financial regulations and effective service delivery to end users. This information will be made available on my website.



12.0

Demonstrating Value for Money and Social Return on Investment

Value for Money

I will ensure that value for money is demonstrated against both the funds that I have direct control over and those funds that I have delegated to the Chief Constable to deliver the requirements of operational policing.

I will apply the principles of the joint Corporate Governance Framework developed with the Chief Constable, to monitor performance and outcomes relating to budget in line with value for money. I will monitor this, through regular financial monitoring via the Commissioner's Performance Oversight and Assurance board, with reports covering:

- Information on performance against budget;
- Effectiveness of operational performance;
- Reviews of value for money profiles (via the Resources Board);
- Formal feedback from Audit Wales on demonstration of value for money in each financial year, and
- Feedback from internal audit reviews.





Social Return on Investment

Being able to fully demonstrate the social (as well as the economic) and environmental value that results from our activities (and those of our commissioned services) so that you, the public are able to effectively hold me account for the effectiveness of the services I commission and enable me to hold the Chief Constable to account, is a key priority. I recognise that there can be differences in the things that people from different communities, cultures and situations consider provides value to them.

I will develop and test my approach to demonstrating social return on investment within the first year of the Plan with a view to establishing a robust methodology that considers these nuances and stands up to scrutiny now and in the future.



13.0

Measuring Success and Impact

Performance Framework

Achievements against this Plan will be formally reported to the Police and Crime Panel through a bi-annual progress report and an annual report. These reports will be published on my website.

I will monitor a core set of measures associated with each of the 5 priorities, and which reflect our requirement to respond to the National Policing measures, and my responsibility to bring together community safety and criminal justice partners to reduce harm and address crime and disorder.

I have produced a Performance Framework which sets out how delivery of the Plan can be measured. The Framework will help to ensure that the Plan is effectively executed and that it provides a clear, measurable way to demonstrate success or areas that need improvement, offering the following key benefits:

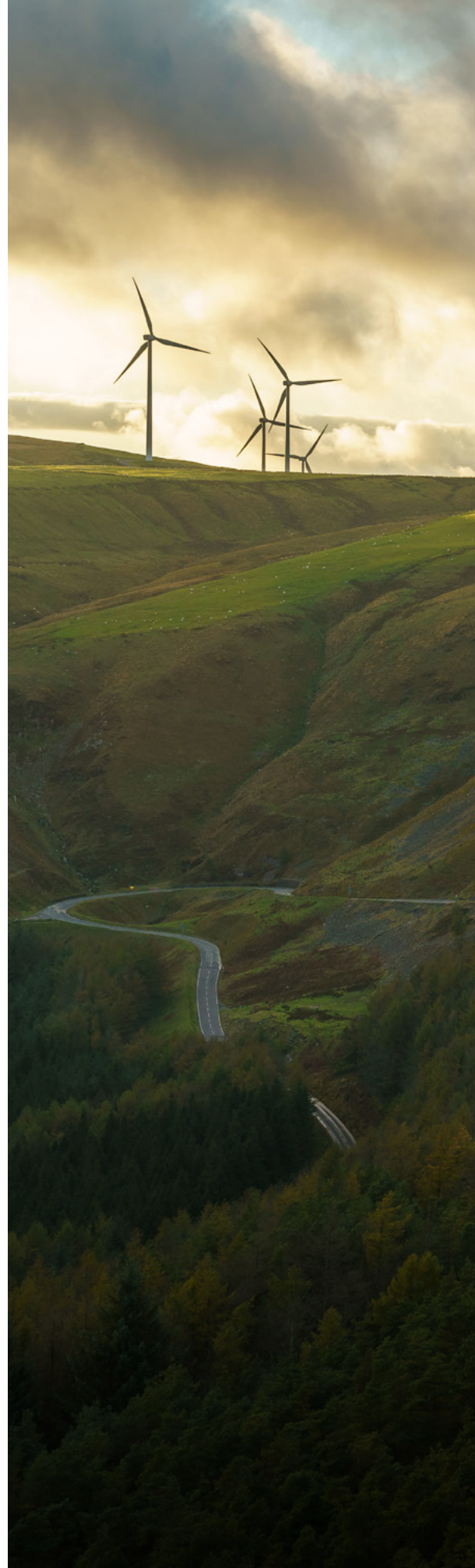
- Providing clearly defined metrics to ensure that the activities and outputs of the Office are clearly aligned with and contributing to the strategic objectives of the Police, Crime and Justice Plan;
- Providing a mechanism for tracking progress toward the goals outlined in the Plan, offering real-time insights into what's working and what needs adjustment;
- Enabling evidence-based decision making – utilising data and evidence to assess whether we are meeting key targets, thereby minimising guesswork and enhancing accountability;
- Enabling the organisation to optimise its use of resources towards areas where there is most potential for impact, by helping to identify areas of success and under performance;



- Fostering a culture of continuous improvement by providing a mechanism for regular reviews to help refine processes and improve efficiency.
- Ensuring transparency by providing stakeholders with clear evidence of delivery;
- Supporting effective risk management by flagging areas where performance may be below expected levels.

The Performance Framework, which can be found in the accompanying documents, will consider a range of qualitative and quantitative information measured through engagement feedback, police recorded crime, publicly available statistics and partnership data.

The Office will also undertake deep dives into commissioned services and projects to better understand impact and effectiveness and to support future policy design and implementation, partnering with academic institutions where appropriate, to undertake evaluations to better understand what works. Scrutiny of key government reports and audits will also be included within the performance management approach.



14.0

How to Get Involved

We welcome your feedback at any time.
To find out more about how you can get
involved, or to get in touch, please contact:

Email:

commissioner@south-wales.police.uk

Telephone:

01656 869 366



15.0

Accompanying Documents

The following associated documents will follow in due course:

- Performance Framework
- South Wales Data Baseline Document
- Equality Impact Assessment
- Findings from public consultation exercises
- Reducing Reoffending Plan
- Children and Young Persons Police, Crime and Justice Plan
- Joint Violence Against Women and Girls Action Plan
- Crime Prevention and Violence Reduction Plan



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APPENDIX A

KEY GOVERNANCE BOARDS

Police and Crime Panel

- This is a non-executive scrutiny body that the Commissioner is accountable to, providing both challenge and support. In Wales, local authorities propose member nominations to be represented within this Panel. A key role of Panel is to provide transparency, enabling the public to effectively hold the Commissioner to account. The Panel can also veto the level of Precept proposed by the Commissioner. The Commissioner is required to submit a draft of this Plan to the Police and Crime Panel for review, alongside an annual progress report. Panels have a wide remit to review or scrutinise decisions made, or other action taken, have oversight of the Commissioner's key documents, decisions and reports, requiring them to provide information and answer any questions which the panel considers necessary.

Commissioner's Performance Oversight and Assurance Board

- This Board is chaired by the Police and Crime Commissioner and is the principle Board designed with the purpose of enabling the Commissioner to discharge her statutory responsibilities in holding the Chief Constable to account for the delivery of an effective and efficient police service and for the delivery of the objectives within this Plan.
- This new Board will include a citizen engagement model, whereby members of the public will be able to submit questions to the Chief Constable, via my office, to enable closer scrutiny, dialogue and challenge in relation to the matters that are important to you. In addition, we will be looking to recruit independent members to this Board from across our communities in South Wales. Further detail about this approach, can be found on my website.

Police and Crime Commissioner and Chief Constable One to One

- These meetings occur on a monthly basis.

Executive Meeting

- This is a meeting between the Commissioner, Chief Executive and Chief Finance Officer with the purpose of overseeing the delivery of business within the Office of the Police and Crime Commissioner, including for example functions relating to: Finance and Commissioning Legal and Compliance matters; Health and Safety matters amongst others.

Police, Crime and Justice Plan Programme Board

- This Board is chaired by the Chief Executive of the Office of the Police and Crime Commissioner and is responsible for the effective oversight and delivery of the Police, Crime and Justice Plan.

Resources Board

- The purpose of the board is to review financial management, risks management, and other governance matters.

Partnership Board

- The purpose of this Board is to ensure that partnership engagement and commissioning activity is consistent with and supports the delivery of priorities within the Police, Crime and Justice Plan and the Chief Constable's South Wales Delivery Plan.

Joint Audit Committee

- The joint audit committee is a key component of the corporate governance arrangements for the Police and Crime Commissioner for South Wales and the Chief Constable of South Wales Police. It provides an independent and high-level focus on the adequacy of the governance, risk and control arrangements. Its role in ensuring there is sufficient assurance over governance risk and control gives greater confidence to the Commissioner and the Chief Constable that those arrangements are effective.
- The Committee is enabled and required to have oversight of, and to provide independent review of, the effectiveness of both the Commissioner and the Chief Constable's governance, risk management and control frameworks, their financial reporting and annual governance reports, helping to ensure that there are adequate arrangements in place for both internal challenge and public accountability.

Police Accountability and Legitimacy Group

- A forum to enable external organisations and independent community members to act as a critical friend to support the Police & Crime Commissioner in their scrutiny role in ensuring that South Wales Police is accountable, transparent and legitimate.



Ethics Committee

- An internal and an external Ethics Committee, providing advice, support and assistance concerning ethical challenges arising from operational, administrative or organisational matters facing the South Wales Police Force.

Culture and Standards Oversight Board

- This Board will support the role of the Commissioner in scrutinising police culture and standards.

Science, Technology and Innovation Board

- The purpose of this new Board is to advise and support the Force in applying an ethical approach to utilising science, technology and innovation to effectively respond to existing and emerging challenges, risks and opportunities. This Board will be chaired by an independent representative from the science and technology sector.

Estates Board

- The purpose of the Estates Board is to oversee and ensure that the South Wales Police estate remains fit for purpose and satisfies operational requirements.

Scrutiny and Accountability Board

- The purpose of this Board is to hold the force to account for the delivery of an efficient and effective police service. The Board scrutinises, supports and challenges the performance of the force on identified priority areas.



APPENDIX B

GLOSSARY

Term or acronym	Definition or terminology
ACEs (Adverse Childhood Experiences)	Potentially traumatic events occurring in childhood, including abuse, neglect, and household dysfunction, linked to long-term negative outcomes.
Acquisitive Crime	Collective term for burglary, personal or business robbery, and motor vehicle crime.
AI	Artificial Intelligence.
APCC	The Association of Police and Crime Commissioners.
Business Crime Retail Partnerships	Collaborative initiatives between police and businesses to tackle shoplifting, fraud, and anti-social behaviour affecting retail environments.
CARA	Cautioning and Relationship Abuse.
Change That Lasts Programme	A coordinated initiative tackling domestic abuse through long-term interventions supporting victims and managing perpetrators.
CJS	Criminal Justice System.
Clear, Hold, Build Strategy	A partnership approach to tackling serious and organised crime in communities.
Community Policing	A policing model focused on engaging with local communities, increasing police visibility, and addressing local concerns through partnership working.
CONTEST Strategy	UK's strategy to reduce the risk from terrorism.
County Lines	The practice of trafficking drugs from major cities into rural areas and smaller towns. Traffickers often recruit and exploit younger and vulnerable people.
Criminal Justice in Wales Anti-Racism Action Plan	A plan outlining the commitment of Criminal Justice partners to do all they can, individually and collectively, to root out any form of racism across the Criminal Justice System in Wales.
Cyber Crime	Criminal activities carried out using digital technology, including fraud, hacking, and online harassment.
CYP	Children and Young People.
Deep dives	A method where an individual or team conducts an intense, in-depth analysis of a certain problem or subject.
Early Intervention	Work which supports people by addressing the root causes of disadvantage at the earliest opportunity.



EDI	Equality, Diversity and Inclusion.
HMICFRS	His Majesty's Inspectorate of Constabulary and Fire and Rescue Services.
Home Office Serious Violence Strategy	A UK Government policy aimed at reducing serious violence, particularly among young people, through prevention and enforcement measures.
Independent Custody Visitors (ICVs)	Volunteers who inspect police custody facilities to ensure the welfare and rights of detainees are upheld.
Misogyny	Ingrained prejudice of women.
NPCC (National Police Chiefs' Council)	A UK-wide body representing Chief Constables, setting strategic direction for policing and coordinating responses to national policing challenges.
NPCC Science and Technology Strategy	A national strategy outlining how policing can leverage technological advancements to improve effectiveness and efficiency.
PCC (Police and Crime Commissioner)	An elected official responsible for overseeing policing in a specific area, ensuring police accountability and setting crime and justice priorities.
PCSOs	Police Community Support Officers.
PEEL Assessment	HMICFRS's key annual review of the effectiveness of individual police forces in England and Wales.
Place-based policing	Place-based policing focuses on places where crimes are concentrated, and it begins with an assumption that there is something about a place that leads to crimes occurring there.
Police Race Action Plan	A national initiative to address racial disparities in policing and improve trust and confidence between police forces and ethnically diverse communities.
Policing in Wales Board	A strategic body composed of the four Welsh Police and Crime Commissioners and Chief Constables, working collaboratively on shared priorities.
Policing Partnership Board	A governance body overseeing police collaboration and ensuring accountability in delivering policing priorities.
Public Health approach	A strategy focusing on addressing the root causes of crime, including social inequalities and mental health, through early intervention and partnership working.
Public Services Boards (PSBs)	Established in Wales under the Well-being of Future Generations (Wales) Act 2015, Public Services Boards are required to assess the state of economic, social, environmental and cultural wellbeing in each local authority area and set objectives that are designed to maximise its contribution to the national wellbeing goals.



Right Care Right Person	A national programme which seeks to ensure that people with mental health needs are responded to by the right person, with the right skills, training, and experience.
Serious and Organised Crime (SOC)	Individuals and groups working together to plan and coordinate serious offences. Often associated with drug dealing, fraud, CSEA, and human trafficking.
Serious Violence Duty	The requirement for local public bodies to work together to produce a strategy detailing how they will respond to serious violence in their area.
South Wales Criminal Justice Board	A multi-agency partnership bringing together criminal justice agencies to improve outcomes for victims and offenders across South Wales.
Trauma-Informed Approach	A framework for understanding and responding to the impact of trauma on individuals, ensuring services are sensitive to their experiences.
UK Government Safer Streets commitment	The safer streets mission aims to reduce serious harm and increase public confidence in policing and in the criminal justice system.
VAWDASV	Violence Against Women, Domestic Abuse and Sexual Violence.
VAWG (Violence Against Women and Girls)	A term encompassing various crimes such as domestic abuse, harassment, stalking, sexual violence, and honour-based abuse, disproportionately affecting women and girls.
Victims and Prisoners Act 2024	Legislation aimed at improving support for victims of crime and reforming the criminal justice system's approach to prisoner management.
Victims' Code of Practice	Defines victims' rights and the minimum standards of service that criminal justice organisations must provide.
Violence Prevention Unit (VPU)	The Violence Prevention Unit seeks to tackle all forms of violence and abuse through adopting a public health approach to violence prevention.
White Ribbon	A national domestic abuse campaign.
Whole system approach	A coordinated, multi-agency strategy that integrates different services and sectors to tackle complex social issues, ensuring a holistic and effective response.
Women's Justice Blueprint	A policy framework aimed at improving criminal justice outcomes for women, particularly in relation to reducing reoffending.
Young Voices Model	A joint initiative launched between the Police and Crime Commissioner's team and South Wales Police in 2021 to target young people aged between 11 and 25 to ensure their voices are heard.
Youth Justice Blueprint	A strategic plan designed to improve the youth justice system by focusing on prevention, diversion, and rehabilitation.



www.southwalescommissioner.org.uk

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Commissioner follow us via:



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Or contact us via:



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Mae'r ddogfen hon hefyd ar gael yn Gymraeg.

This document is also available in Welsh.



Together for
a safe, just
and inclusive
South Wales