



June 2010

Police Authority Inspection

South Wales Police Authority

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Executive summary

1. South Wales Police Authority (the Authority) is performing adequately overall, but performs well in the areas of performance scrutiny and engaging with communities. It is in a strong position to make further progress and improve. The Authority has developed a robust approach to its leadership over the past five years and there is now a more effective, constructive and challenging relationship with South Wales Police (the Force). The Authority has identified a clear strategic direction for the Force and understands the challenges of future resource and financial pressures. The Authority is now implementing *Project Reform*, a wide-ranging and ambitious review of the way policing will be delivered in South Wales to ensure quality services are made available to the public within the resources available.
2. Senior officers are carefully appointed with a view to improving police performance and services for the public. The Authority provides strategic direction and influence to chief officers and works closely with the Force to ensure delivery of their policing priorities. The Authority plays a key role in an all-Wales approach through the Police Authorities of Wales (PAW), a collaborative body of the four Welsh police authorities, which helps drive and strengthen its capacity and capability to deliver good quality service outcomes on behalf of the public.
3. Members understand their performance management role and are effective in holding chief officers and the Force to account. Members' effectiveness in performance scrutiny is supported by ongoing training and development of the Authority's appraisal system. The Authority drives improvement through active involvement in target setting and has a good understanding of the need to improve public confidence. Force performance has improved against the single confidence target, however the Authority acknowledges further improvement could be made. The Authority has developed a management framework aimed at improving its monitoring and scrutiny of key performance areas and plans, particularly the Single Confidence Target and protective services (terrorism, serious crime and other major challenges to public safety). An all-Wales approach in which the Authority is a key player has helped build resilience and sustainability across protective services.
4. The Authority understands and knows its diverse communities. Members talk to local people, listen to their concerns and respond by ensuring local policing and the Policing Plan reflects what is important to them. The Authority is committed to addressing the needs of Black and Minority Ethnic (BME) marginalised groups and vulnerable people. The outcomes of consultation are fed back to communities and keep people informed about how the Force is performing and meeting its objectives. Good partnership working is in place and partners value the Authority's contributions. Members have a high profile within partnerships, are highly influential and promote action in areas from tackling serious crime to dealing with anti-social behaviour. The Authority works effectively with the Welsh

Assembly Government (Assembly Government), public and private sector partners and on an all-Wales basis within PAW.

5. The Authority works effectively with the other Welsh police authorities and partners to identify and develop opportunities for VFM and collaboration.
6. Key areas for further development are:
 - *Project Reform* is key to achieving improvements in the delivery of policing and meeting the financial challenges in the future. The Authority needs to ensure the plan is not only effectively delivered, but also anticipates and acts upon changing financial circumstances to provide an efficient and effective police service. This includes developing members' skills and capacity to address the challenges that lie ahead.
 - The oversight and scrutiny of protective services is maturing and a Protective Services Policy has been implemented which will help to embed the knowledge and skills required to monitor and deliver more effective protective services.
 - Members are influential and provide good linkages between Community Safety Partnerships (CSPs) and the Authority's community engagement strategy. However, some CSPs are performing better than others and the Authority should consider the reasons behind this.
 - The Authority has faced financial challenges but has continued to provide VFM. The Authority recognises the uncertainty and potentially serious financial pressures it faces in the medium to long term. However, the successful implementation of *Project Reform* will be necessary to bridge the funding gap and provide sustainable policing for South Wales.
 - With the introduction of VFM Profiles, the Authority should now use this information to provide greater challenge on productivity and allocating resources.

Summary of inspection scores

Key questions	Score
How does the Authority ensure that both it and the Force have the leadership, capacity and capability needed to deliver good quality service outcomes on behalf of the public?	2
How effective is the Authority in scrutinising and ensuring the Force delivers the priority services that matter to local people?	3
How well does the Authority achieve results through community engagement and partnerships to deliver its ambitions and strategic priorities?	3
How effective is the Authority in ensuring a clear and sustained focus on VFM to secure a good deal for the public?	2
Overall score	2

Setting strategic direction and priorities

How does the Authority ensure that both it and the Force have the leadership, capacity and capability needed to deliver good quality service outcomes on behalf of the public?

7. The Authority is performing adequately in this area. The Authority provides effective leadership and has a constructive and challenging relationship with the Force. It provides direction and influence while working closely with the chief officers to ensure delivery of their priorities and outcomes. A five year strategic plan has been developed and there are good governance systems in place. The Authority has developed a robust and rigorous Chief Officer appointment process and tackles inequality and is improving outcomes for vulnerable people. Through collaboration with PAW, the Authority has helped drive strategic planning and strengthened its approach to provide the leadership, capacity and capability needed to deliver good quality service outcomes on behalf of the public.
8. There are a range of strategies in place, including the development of an overarching strategic approach named *Project Reform*. The project is a fundamental review of the way policing will be delivered in South Wales. It is key to achieving improvements in the delivery of policing and addressing the challenges that lie ahead, including the delivery of a sustainable service. The Authority should continue to build on this foundation and consider whether it is using all of its resources in the most efficient and effective way.
9. The Authority does not provide sufficient oversight and scrutiny of the way in which the Force deals with Freedom of Information (FOI) Act requests.

Strengths

10. The strategic direction of the Force has been influenced and guided by the Authority through building a closer working relationship over the past few years. A joint and balanced approach has been achieved in developing the South Wales Policing Plan, with members being involved in a series of planning meetings and development of the Force's purpose 'Keeping South Wales safe' and its vision 'To be the best at understanding and responding to our communities' needs'. The plan is reviewed annually and the vision for the Authority and Force is clearly laid out and easily understood. The plan was created jointly to capture the future expectations of the Authority, the Force and the public.
11. The Authority has set a vision for policing in South Wales which is shared by the Force. The policing strategy has been extended to a five year vision and planning process. The plan is set against a series of policing measures to effectively stretch the Force and improve public confidence. To support this, *Project Reform*, a transformational change project, is being developed to ensure the Force is able to deliver the five year plan and is configured to maintain Force performance, whilst also dealing with the financial challenges of the next five years. The project is being implemented in stages, with the third phase completed in May 2010.

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12. The Authority and the Force balance local, all-Wales and national priorities which includes a comprehensive assessment of threat and risk. Authority members use a range of consultation methods, including the use of citizens' panels and liaison with the Assembly Government and the Welsh Local Government Association (WLGA). The Policing Plan is underpinned by a comprehensive set of strategies and objectives to improve policing and deliver better value. The Authority has developed a comprehensive and long-term estate strategy.
 13. Members' skills have been aligned to specific governance responsibilities, in particular to specialist functions. The Authority has sound governance systems and processes in place and its Code of Corporate Governance follows recognised good practice principles. The adoption and application of the arrangements provides the public of South Wales with assurances that the Authority has the ability to effectively manage public funds and to help to improve policing for the community. The Authority has an effective executive office and professional team to help meet the demands of future policing. The team includes 10 officers with experience of specialism areas such as community engagement, equality and diversity, human rights, quality of service, partnerships and performance. The officers ensure members are suitably briefed and advised.
 14. The strategic direction of all-Wales policing is heavily influenced by the Authority through its influence and membership of PAW. In March 2008, PAW agreed and published the first National Policing Plan for Wales (NPPW) which is recognised as the first regional delivery plan of collaborative policing. PAW recently received an award from the National Policing Improvement Agency (NPIA) for excellent oversight and governance structures for police collaboration. The Authority plays an active role in scrutiny of police activity in relation to terrorism, serious crime and other major challenges to public safety (protective services) and has devoted additional resources to this area. The most recent threat and risk assessment undertaken by PAW has identified a significant closure in the protective services gap.
 15. The Authority ensures the Force is well led and has made effective senior officer appointments. The Authority has ensured it attracts independent members who have appropriate skills for the roles that are required and reflect its community. The most recent recruitment campaign included using new external communication and marketing techniques. The campaign attracted more than double the applications of the previous recruitment campaign and was shortlisted for the Chartered Institute of Public Relations (CIPR) PRide Cymru Wales Public Sector communications award.
 16. The Authority has developed a strategy to deliver its Single Equalities and Human Rights Scheme, with the majority of its members actively involved in engagement with BME, vulnerable and marginalised groups. Its development included a comprehensive consultation process involving minority groups, Independent Advisory Group (IAG) members and staff associations.
 17. An effective Independent Custody Visitor scheme is in place and the Authority has driven improvement in arrangements for detainees, for example the new facilities based at Cardiff, setting high standards for the role of Custody Sergeant and outsourcing medical provision.

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18. The Authority ensures high professional standards are in place for itself as well as the Force. The Authority has set out cultural values and expectations of itself by creating codes of conduct for all staff and members. This encourages a culture of high standards which is supported by the Authority's Standards Committee.

Areas for improvement

19. Successful implementation of *Project Reform* will be key to achieving improvements in delivery of policing over future years. The Authority faces significant financial challenges in the future and needs to ensure it reviews, anticipates and acts upon changing circumstances to meet the challenges and provide an efficient and effective police service.
20. The Authority is aware that the skills and capacity of all its members are not being used to optimum effect. In light of the challenges which lie ahead the Authority needs to better develop and organise those skills.
21. There is no formal reporting mechanism to enable the Authority to monitor all FOI requests and their outcome. The Authority has appointed a dedicated member of staff to deal with this. It needs to ensure that a formal reporting process is put in place and that FOI requests and outcomes are monitored effectively.

Performance scrutiny

How effective is the Police Authority in scrutinising and ensuring the Force delivers the priority services that matter to local people?

22. The Authority is performing well in this area. The Authority holds the Chief Constable to account with effective and focused challenge. Public confidence has increased and the Authority is driving improvement through a rigorous approach to performance scrutiny and setting challenging targets. The Authority has helped drive improvement in police performance and the single confidence target. Force performance is effectively scrutinised and members are supported by ongoing training and development and have access to guidance and performance information from a dedicated team of support officers. Through an all-Wales approach, the Authority has helped build resilience and sustainability across protective services. However, as the scrutiny process develops and matures, the Authority will need to ensure their effort adds value to its activities.

Strengths

23. The Authority holds the Chief Constable to account for the delivery of policing services. Through its governance structure, the Authority provides an effective and constructive challenge to police performance. The Authority's committees (Groups) have responsibility for performance monitoring and link this with the Authority's aims and objectives.
24. The Authority ensures it has a comprehensive view of Force performance and has increased its ability to deliver effective performance scrutiny. The Authority's

Performance Monitoring Group (PMG) is the principal forum for scrutinising police performance, although all Groups undertake a performance monitoring role. For example, PMG determined that the Authority should retain oversight of high level tactical performance targets and should report performance information to the Authority Groups. All strategic priorities are scrutinised by the Authority's Chairs Advisory Board (CAB), where there is representation from all performance groups. The Authority challenges the Force on operational results, particularly in areas of concern to local communities and those which would have an impact on public confidence. Recent examples include the request for a closer focus on anti-social behaviour and a challenge on the target set for victim satisfaction rates.

25. Members have a good level of understanding of their role in performance scrutiny and have been supported by a professional officer team and relevant training, for example national training on performance monitoring and target setting, treasury management and finance performance training. Following a skills audit, the PMG comprises members with appropriate performance monitoring expertise, thus providing a concentration of skills and experience to support the specific performance monitoring role of this Group.
26. Members take ownership of their own self-development, and their performance is monitored through Performance Development Reviews (PDRs). Members also participate in relevant operational police activities, for example observations during recruitment processes and serious incident debriefings. The knowledge acquired through these activities is increasing members' capacity to influence the Force when monitoring performance.
27. The Authority provides appropriate guidance and independent advice to members to support the performance monitoring role, and members have access to, and appropriately use, police performance information. The Authority has built in effective procedures to follow up actions at future meetings to ensure cross-cutting issues are considered.
28. Members are provided with appropriate briefing notes and guidance to ensure the Authority can challenge the Force on performance issues and make informed decisions. Members undertake reality checks of police performance, for example dip sampling of stop and search forms.
29. The Authority publishes performance information on its website, such as serious acquisitive crime figures, confidence performance, police complaints, hate crime and victim satisfaction. Links to performance are also available on the Authority's Facebook page.
30. The Authority sets challenging targets for the Force and has adopted three stringent principles to ensure targets remain stretching and performance continually improves. The principles are:
 - no target figure should be lower than that set for the previous year;
 - the Force should aim for an average most similar police force position within 12 months; and
 - the Force should aim for a position of first or second within three years when compared to the most similar police forces.

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31. The Authority's target setting process is helping to improve the Force's performance, demonstrated by recent reductions in crime, increased detections and better data quality. However, the Authority acknowledges that performance can further improve within the Force.
 32. Monitoring of the Policing Pledge is carried out by the Authority's Performance Monitoring and Community Engagement Groups. The Authority understands the key issues around the delivery of the Policing Pledge, a national set of promises to the public which every force has signed up to, and has been influential and actively involved in its implementation. Members have been prominent with gaining local council support and co-operation towards achieving the aims of the Policing Pledge.
 33. The Authority is committed to improving victim satisfaction by setting a challenging joint victim satisfaction target of 87 per cent for both white and BME groups.
 34. The Authority is committed to improving the Single Confidence Target and understands the issues that drive public confidence. Confidence in the Force has shown improvement over the last 12 months.
 35. The Authority effectively monitors performance and provides challenge through regular meetings between members and the BCU Commanders. During meetings members focus on performance matters affecting public confidence. Force performance, such as sickness levels are monitored. Members use these meetings to encourage shared learning across the Force and specifically on initiatives that have improved public confidence, such as in the detection and prevention of vehicle crime. Members conduct reality checks on police activities and the results inform discussions at BCU level. Following BCU meetings members complete and submit feedback forms which the Authority uses to share the information with other members, officers and the Force.
 36. The Authority helps to build resilience and sustainability across protective services in Wales through its partnership with PAW. The Authority plays a major role in the provision of protective services projects such as Tarian Plus, the all-Wales taskforce for dealing with serious and drug crime, and the Joint Welsh Extremism and Counter Terrorism Unit (WECTU).

Areas for improvement

37. The oversight and scrutiny of protective services is maturing and a Protective Services Policy has been implemented which will help to embed the knowledge and skills required to monitor and deliver more effective protective services.
38. The recently established Scrutiny Panel will have an important role to play in the new challenging environment. The Authority needs to ensure that the Panel evolves and that the impact of its activities is clear and adds value.

Engaging with communities

How well does the Authority achieve results through community engagement and partnerships to deliver its ambitions and strategic priorities?

39. The Authority is performing well in this area. It profiles its communities, whilst understanding and knowing where the most vulnerable, marginal and potentially disadvantaged groups are placed. The Authority uses a planned range of approaches to find out what matters most to its communities. It ensures that its strategy, local policing and Policing Plan reflects the feedback and needs of its communities. The Authority regularly reviews its approach to community engagement and evaluates the impact, success and cost. It actively promotes equality and diversity with the Force and partnerships with clear aims to make local policing services more accessible and drive improvement. Members have a high profile throughout their communities and are influential on an all-Wales partnership level. The Authority is well represented on partnership groups including all CSPs within South Wales. Partners and stakeholders understand and value the contribution of Authority members, which promotes a sound understanding of the challenges in local communities and provides opportunities to work with partners to deliver joint objectives such as increasing public confidence and reducing local community concerns. The Authority is a key partner within PAW and works effectively towards collaborative arrangements which have produced beneficial outcomes for the public and Welsh police forces. However, the quality of feedback from community engagement can vary and the process including the feedback forms could be improved. The Authority should also identify the key factors of effective partnership working within higher performing CSPs and promote this across all partnerships.

Strengths

40. The Authority is committed to identifying what communities need and want from the police. It has a comprehensive Community Engagement Strategy and uses a wide range of approaches to capture public opinion. It uses feedback to influence the direction of the Force and policing. This includes the '*We asked, You said, We did*' initiative. The Authority delivers joint consultation events with the Force and public service partners and conducts an ongoing review of its engagement strategy to ensure it is fit for purpose and effectively captures the views of communities. The Authority acts on public concerns by supporting local officers on neighbourhood initiatives and by influencing the Policing Plan to make sure it includes public priorities.
41. Regular consultation roadshows are held in shopping centres and supermarkets in each of the seven local authority areas of South Wales. The locations of these are purposely chosen to ensure the most deprived areas of South Wales are represented and feed into the delivery of police services.

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42. Part of the engagement process includes two panels: a large scale, independently run Citizens' Panel, in collaboration with the Force, and a small consultation database of local people. Consultation is accessible in a variety of formats and includes touch screen facilities and feedback forms in Post Offices and through the Authority's interactive website. The Authority has established its own page on a web based social networking site to try and reach people who may not traditionally engage with the Police.
 43. The Authority provides feedback to the community as to how it has reacted to public concerns and issues including face to face meetings, *Your Police: Your Community* newsletters, 'We asked, You said, We did' campaigns and through its interactive websites. The Authority reports progress and what it has done as a result of feedback. It makes it clear how public consultation has influenced local and strategic policing.
 44. The Authority operates a well developed Community Safety Volunteer Award scheme which promotes involvement of younger members of the community in activities which improve neighbourhoods and community safety.
 45. Members engage well with BCU and Neighbourhood Policing Teams and attend regular briefings with Commanders to identify local issues and actions to address them.
 46. The Authority is committed to tackling inequality and disadvantage through effective engagement with BME communities, hard-to-reach, marginalised and vulnerable groups. Examples include effective engagement and mediation with Asian and Muslim communities and participation in BME community representative groups. Members help reduce potential community tensions and provide guidance to BME communities.
 47. The Authority supports Lesbian, Gay, Bisexual and Transgender (LGBT) equality throughout South Wales and is committed to achieving the LGBT Rainbow mark. The Authority has targeted community engagement with marginalised groups.
 48. The Authority is active in addressing disproportionality in stop and search and carried out a number of consultation roadshows across South Wales to the public to raise awareness of stop and search rights. 'Know Your Rights' information is distributed to BME communities, universities and colleges and is prominent on both the Authority's and 'Our Bobby' websites. The Authority has also created a pool of members trained to dip sample stop and search forms and provide feedback to the Force. Members of the BME communities are also engaged in this process to demonstrate the Authority's commitment to transparency.
 49. The Authority provides Welsh language courses for personnel and ensures that local policing services are accessible to Welsh speakers. The Authority shares a dedicated translator with the local Fire Service to be more cost-effective.
 50. The Authority has an effective co-ordinated, strategic approach to partnership working. Members have a good profile on partnership groups, partners understand their role, as distinct from the role of the Force, and members are influential and make valued contributions to collaboration. This is accomplished through good representation at CSP and PACT meetings and regular liaison through PAW, WLGA and Assembly Government.

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51. Through member attendance at CSP and PACT meetings, the Authority identified anti-social behaviour as a high priority in South Wales and subsequently influenced local policing priorities. The action resulted in a 29 per cent decrease in anti-social behaviour.

Areas for improvement

52. The quality of information from community engagement varies and the process including the engagement feedback forms could be improved.
53. Some CSPs are working very well. The Authority needs to identify what makes them particularly effective and promote this across all CSPs and partnerships.
54. There are clear links and liaison between the Authority and Force Staff Associations. However, there is a lack of strategic formal liaison to ensure police officers and staff are fully involved and engaged in providing the Authority with sufficient feedback on major issues which may affect resources and future policing needs.

Value for money and productivity

How effective is the Police Authority in ensuring a clear and sustained focus on value for money in order to secure a good deal for the public?

55. The Authority is performing adequately in this area. It oversees an effective annual planning process, which is based upon thorough assessments of threat and risk. The Authority works jointly with the Force to improve efficiency and effectiveness through workforce modernisation and better use of its resources. The Authority participates, supports and encourages collaboration and joint working across Wales and has contributed towards a number of good practice initiatives which have produced efficiencies and savings with further potential for the future. The Authority and the Force have implemented a planned approach and strategy to provide an appropriate level of service to the public and address the severe financial constraints facing the police service in the future.
56. The Authority should now make full use of HMIC VFM Profiles to effectively assess VFM within the Force. This would help the Authority gauge how the Force compares with other forces and provide greater challenge on VFM, productivity and allocating resources.

Strengths

57. The Authority works closely with the Force and its community to deploy resources appropriately and provide VFM. Key decisions on the use of police resources are based on informed threat and risk assessments.
58. The strategic assessment takes into account PAW's evaluation of protective services, together with national priorities and partners such as CSPs and Local Service Boards. Community priorities and consultation feedback from the public are included when planning resources. The Authority is working jointly with the

Force to implement more efficient ways of working. It has a record of sound budgetary management and it has set efficiency targets which are monitored regularly. The Authority is looking to achieve £4.4 million savings in 2010/11 and is on track to meet its efficiency target.

59. The Authority is working jointly with the Force on *Project Reform*. The Authority has been influential in making changes to police shift patterns which meet the demands of the public. It has been involved in creating more effective management structures within the Force, the development of Tasking and Demand Units (TDMUs) and transfer of administrative tasks from police officers to police staff. The measures have helped the Force to use its resources in a more cost effective way and modernisation proposals have produced £3.4 million savings while moving 70 additional officers into front line policing.
60. The Authority has assessed and approved investment in computer systems to manage police officers and operational vehicles more effectively and improve communication. The proposed introduction of a resource management and decision support solution will improve performance and efficiency of its resources whilst producing cashable savings. The Authority is also looking at more effective procurement, including fundamental changes in the way that it manages its vehicle fleet and estate.
61. The Authority has continued to work effectively with the other Welsh police authorities to identify and develop opportunities for collaboration between all four forces. The Authority is a significant partner in PAW, which was established by its current Chief Executive Officer. The Authority has helped establish robust governance structures to manage collaboration and develop further collaboration opportunities. Through its collaboration with PAW, the Authority has helped develop a range of good practice initiatives including Tarian Plus and WECTU. Authority Members have assisted in the production of an all-Wales joint procurement strategy, with the objective of further maximising buying power and achieving lower purchase costs for the police service in Wales. These are delivering more resilient specialist services while saving Welsh police authorities an estimated £18 million per annum. These and other initiatives have improved operational outcomes for all Welsh authorities and wider benefits for the community.
62. The Authority works closely with the Force to secure more cost-effective services through joint working. It has established shared legal services with Gwent Police Authority and is examining shared human resources and other administrative services with local public sector agencies. The Authority supports and promotes collaboration with English and Welsh forces including participation in the South West and Wales Regional Procurement Group. The Authority also makes use of the collaborative arrangements provided by Value Wales, which is a VFM arrangement for the Welsh public sector.
63. The Authority has promoted and supported the development of a single point of contact for non-emergency calls from the public, 101 Cymru. The initiative has helped to minimise non-essential calls to the police. The initiative has been adopted by all Welsh police authorities and forces and provides better VFM.

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64. Despite budgetary constraints the performance of the Force is improving, with lower crime rates, higher detection of crime, reductions in anti-social behaviour and improved confidence in the service.

Areas for improvement

65. The Authority could make better use of benchmarking. Some performance outcomes and costs are benchmarked with similar areas and the Authority is starting to use HMIC VFM profiles. However, it could compare outcomes, performance and costs more rigorously with other police authorities and public organisations to highlight areas for improvement.
66. The Authority perceives the central government funding formula does not reflect the complexity of policing its capital city, but understands that public sector funding is likely to deteriorate over the next five years. It is engaged in a plan to reduce costs and improve its effectiveness. However, the Authority's full involvement, guidance and direction will be necessary to bridge the funding gap and provide sustainable policing for South Wales.

Next steps

67. We expect South Wales Police Authority to address the areas for improvement identified in this report and secure targeted and continuous improvement. In doing so, the Authority should have regard to the wider improvement planning, support and intervention set out in the Home Office's performance framework and landscape for policing.
68. We have published an interim national report drawing on the findings from the first 10 inspections. The report identifies thematic issues relevant to all police authorities, helping to secure improvement and sharing of good practice. The Authority should refer to and use this report in shaping its improvement planning.

Appendix 1

Context

National Assembly and Assembly Government

Following a 1997 referendum, the National Assembly was established. The National Assembly has powers to decide how Westminster's budget for devolved areas is spent and administered, and has responsibility for agriculture, economic and sustainable development, education, health, housing, industry, local government, social services, tourism, transport and the Welsh language, which has equal status in Wales. The Assembly Government is the executive arm of the National Assembly. While policing is not devolved, it is a vital partner in delivering the Assembly Government's safer and stronger communities agendas across ministerial portfolios. Policy responsibilities for many of the factors that can influence levels of criminality are devolved to Welsh Ministers. There is mutual benefit in promoting and maintaining close working relationships between the police, Assembly Government and the Home Office to deliver crime reduction in a unique administrative and policy environment. Consequently, police authorities in Wales work within different organisational structures, partnerships and funding arrangements compared to England.

South Wales

South Wales Police is responsible for policing an area of 812 square miles (210,307 hectares) comprising the capital city of Wales - Cardiff - and the city of Swansea. There are a number of large and small towns within South Wales including Bridgend, Barry, Merthyr Tydfil, Neath, Port Talbot and Pontypridd.

South Wales is served by seven local authorities: Bridgend, Cardiff, Merthyr Tydfil, Rhondda Cynon Taf, Neath Port Talbot, Swansea and the Vale of Glamorgan. The South Wales area covers only 10 per cent of Wales, but contains nearly 42 per cent of the population (1.25 million people). The BME communities make up 3.3 per cent of the population. However there are wide variances of BME population within South Wales. Based on the latest information from Statistics for Wales (2007), Cardiff has the highest level of BME population with 10 per cent, while Rhondda Cynon Taff, Neath and Port Talbot and Merthyr Tydfil have less than 2 per cent.

Wales has two official languages, English and Welsh, which have the same status in law. Approximately 12 per cent of the population in South Wales speak Welsh.

South Wales is an area of significant contrasts made up of a mixture of urban, rural, valley and coastal areas. The area attracts more than four million tourists every year, with Cardiff, the Gower Peninsula, Porthcawl and Barry being popular destinations. Cardiff International Airport, in the Vale of Glamorgan to the west of Cardiff, is fast expanding its business. There are ports throughout South Wales with the port of Swansea operating a regular service to the Republic of Ireland. Investment in the area in recent years has concentrated mainly on the high technology, service and tourism industries.

Cardiff is one of the fastest growing cities in Europe with a vibrant night-time economy. It is home to the National Assembly and is a significant commercial and business centre. The city's Millennium Stadium hosts regular international rugby and football matches and will be used as a venue for the 2012 Olympic Games. The city holds over 100 major events each year including regular Royal visits. Cardiff has both a Championship football team and regional rugby team based at a newly developed stadium within the city. To the west of Cardiff, Swansea is a rapidly developing city with lively nightlife, a cultural centre and a regional shopping hub. It has a recently developed waterfront and an international ferry port. Swansea has both a Championship football team and regional rugby team.

South Wales has former coal mining and heavy industrial areas which include the Rhondda, Pontypridd, Aberfan, Merthyr Tydfil and Port Talbot. It also has large rural areas including Rhondda Cynon Taf, Vale of Glamorgan and the Gower.

South Wales contains 44 of the 100 most disadvantaged communities in Wales, with Merthyr Tydfil and Rhondda Cynon Taf featuring high on the Assembly Government's index of multiple deprivation. <http://wales.gov.uk/topics/statistics/publications/wimd08la/?lang=en>

The Police Authority

South Wales is one of 43 police authorities in England and Wales. It is responsible for securing an efficient and effective police force and holding the Chief Constable to account. The Authority supports the Force in its purpose 'Keeping South Wales safe' and its vision 'To be the best at understanding and responding to our communities' needs'.

The Authority has 19 members, including 10 elected councillors selected by a Joint Committee of the Local Authorities representing the political make-up of the policing area and nine independent members. An elected Council member chairs the Authority, and members are served by 10 staff led by the Chief Executive.

The Authority's Policing Plan for 2009-2012 contains five key priorities: Making every contact count, Reducing crime and detecting crime, Providing an emergency service, Protecting our communities and Ensuring we are efficient and effective. The Plan incorporates its commitment to the Policing Pledge. The Authority has also produced the Policing Pledge in a separate public document.

South Wales's revenue budget for 2009-10 is £248.5 million, including government and Assembly Government grants of £185.5 million. The capital budget is £18.2 million.

Police Authorities of Wales

The PAW is made up of 16 Police Authority Members, four from each of the Welsh Police Authority areas of Dyfed Powys, Gwent, North Wales and South Wales. The PAW is supported by an Executive Officer, Deputy Executive Officer, Financial Advisor and Legal Advisor. In addition, there are support officers who assist in the running of PAW. The body is legally constituted and has delegated responsibilities. Decisions are also ratified and agreed by each of the individual Police Authorities. The PAW, along with all collaboration work, is funded by contributions from each of the four Welsh Police Authorities. Each year a Statement of Accounts is prepared, and these are audited by the Wales Audit Office. The Financial Advisor to PAW is the Treasurer of South Wales Police Authority.

The PAW's main aims are to:

- consider and act upon issues affecting policing in Wales, particularly those under the control of the National Assembly;
- influence the policing agenda at a national level on behalf of Welsh police authorities and local communities;
- support police authorities in securing efficient and effective policing services across Wales;
- promote awareness of policing needs and the role and achievements of police authorities; and
- uphold and champion the principles of local accountability and policing by consent.

In 2008 PAW and the four Welsh police authorities agreed to fund the all-Wales collaboration programme to facilitate forces working together on shared services and cross-boundary initiatives. In April 2009 PAW appointed an all-Wales Deputy Chief Constable (DCC), whose previous post was DCC of Dyfed Powys Police. The role covers responsibility for all aspects of operational and support services within the NPPW.

The Force

South Wales Police is the largest Welsh force in terms of officer and police staff numbers. The total South Wales officer and police staff strength comprises 3,182 police officers, 315 Police Community Support Officers, 1,943 police staff and 231 Special Constables. The force HQ is at Police Headquarters, Bridgend. The chief officer group includes the Chief Constable, DCC, two Assistant Chief Constables and two Temporary Assistant Chief Constables. There is a Director of Finance and Director of Legal Services.

Appendix 2

Methodology

This report summarises the joint Wales Audit Office and HMIC findings from the inspection of South Wales Police Authority which took place in March 2010.

In July 2009, the Audit Commission and HMIC published the [Police Authority Inspection Framework](#).

The inspection framework comprises four assessment areas:

- **Setting strategic direction and priorities** – How does the Police Authority ensure that both it and the Force have the leadership, capacity and capability needed to deliver good quality service outcomes on behalf of the public?
- **Scrutinising performance outcomes** – How effective is the Police Authority in scrutinising and ensuring that the Force delivers the priority services that matter to local people?
- **Achieving results through community engagement and partnership** – How well does the Police Authority achieve results through community engagement and partnerships to deliver its ambitions and strategic priorities?
- **Ensuring VFM and productivity** – How effective is the Police Authority in ensuring a clear and sustained focus on VFM in order to secure a good deal for the public?

The Inspection team drew on a range of evidence to form judgements against each of the four assessment themes. This included key documentation that the police authority uses to run its business, interviews, focus groups, observations and reality testing with key police authority partners and stakeholders.

Each assessment theme was scored separately on a scale of 1 to 4 and is combined into an overall score. The scores of 1 to 4 for each theme represent the following descriptors of performance.

Score	Descriptor of performance	
1	Police authority does not meet minimum requirements for this theme.	Performs poorly
2	Police authority meets most of the minimum requirements for this theme with some exceptions and areas of concern.	Performs adequately
3	Police authority exceeds minimum requirements for this theme.	Performs well
4	Police authority significantly exceeds minimum requirements for this theme.	Performs excellently

An accredited peer member inspector, a senior officer from a police authority and HMIC Technical Advisor supported the joint inspectorates during this inspection.

We have integrated quality assurance throughout the planning, fieldwork and reporting stages of the inspection. In particular, a quality assurance panel of the joint inspectorates ensured the consistency and robustness of the inspection teams' judgements before the publication of the report. A suitably qualified peer joined the quality assurance panel as an observer.

The HMIC and the Wales Audit Office are grateful for the support and co-operation of the Police Authority, its staff and officers during the inspection.



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