

# **Her Majesty's Inspectorate of Constabulary**



## **Baseline Assessment South Wales Police**

**October 2005**

*South Wales Police – Baseline Assessment  
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## Introduction to Baseline Assessment

This report is the outcome of HMIC's assessment of South Wales Police's performance during 2004/05, measuring, where appropriate, the force's progress since the initial baseline assessment published in June 2004, and, where such comparison has not been feasible, gauging performance against agreed standards and known good practice.

Baseline assessment has been developed by HMIC to reflect a dynamic performance environment in which the Police Reform Act and the Policing Performance Assessment Framework (PPAF) have had a significant impact. Baseline assessment makes considerable use of self-assessment and grading criteria to produce one of four delivery grades – *Excellent, Good, Fair* or *Poor* – across a broad range of policing activities. In many cases, a 'direction of travel' grade – *Improved, Stable* or *Deteriorated* – is also noted. Baseline assessment is a diagnostic assessment that generates a tailored programme of inspection activity for each force – ie, future inspection activity will be intelligence-led and will reflect the overall performance of the force.

A number of changes were made to the evidence-gathering frameworks for 2004/05, but the core of the assessment is intact. The changes have:

- absorbed some less substantive issues such as prisoner handling into more comprehensive frameworks;
- enhanced coverage of citizen focus/neighbourhood policing issues; and
- differentiated internal diversity issues such as recruitment from outward-facing service quality and fairness policies.

In 2003/04 we used generic criteria to underpin the various grades, but, with the help of Association of Chief Police Officer (ACPO) business area leads and expert practitioners, specific grading criteria were developed to ensure a more reliable and robust approach to grading this year. Last year's gradings sought to reflect and give credit for improvement – and the converse for declining trends – whereas in 2004/05 the delivery grade is essentially a comparison with peers and performance over time is denoted by the direction of travel grade. Where the framework has changed significantly from last year, as is the case with the two diversity frameworks, it is inappropriate to denote the direction of travel. These frameworks will have a direction of travel assessment in future years. Professional Standards is the subject of a full inspection in all 43 forces in autumn 2005 and therefore has not been graded in this report.

Forces and authorities will be aware of work led by HM Inspector Denis O'Connor, in response to a commission from the Home Secretary to advise him on structural issues, which reviewed forces' capability to deliver 'protective services'. These reviews overlapped with baseline assessments in several areas, notably Tackling Level 2 Criminality and Major Crime Investigation, and HMI determined that the baseline grade should reflect the full body of evidence available. In other areas, such as implementation of the National Intelligence Model (NIM), HMIC is working closely with colleagues in the National Centre for Policing Excellence to arrive at consistent assessments of performance.

The delivery grades for each activity are derived from a combination of objective, quantitative evidence and qualitative assessments that seek to contextualise performance. Judgements are based on available evidence of performance in the year 2004/05, but unfortunately, in a small number of areas, end-of-year data was not available at the point (mid-September) when gradings had to be finalised. The main activities affected are

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Criminal Justice (absence of COMPASS data on file quality, etc) and Fairness and Equality, where information on stop and search activity is not available. In these cases, the most up-to-date information available is used.

The baseline assessment reports for each force will be publicly available on HMIC's website but, for the first time, the summary results (ie, the delivery gradings and direction of travel gradings) will be combined with forces' results against statutory performance indicators (SPIs) to produce a combined assessment. This combined assessment shows performance for each baseline framework and SPI, then combines the results to produce a headline grading for each of the seven domains in the PPAF. So, for example, performance for the Reducing Crime domain might be expressed as *Good* and *Improved*.

The Local Policing domain is intended to show the impact of deploying police resources to meet local (either force or basic command unit (BCU)-level) priorities. HMIC will assess whether these priorities have been derived appropriately and will gauge success in meeting the relevant objectives. Until the Association of Police Authorities has issued guidance to ensure consistent and robust methods of setting local priorities, an interim approach has been agreed. The tripartite PPAF Steering Group has therefore agreed that, for this year and for 2005/06, the Local Policing domain will consist of HMIC's Neighbourhood Policing framework and SPI 1c – the British Crime Survey-based measure of confidence in the force concerned.

The police service is committed to continuous improvement in the quality of services it delivers to local communities. HMIC shares this commitment and sees its activities as a catalyst for improvement. The response of individual forces to last year's assessment has been highly commendable, and tangible improvement is evident in areas such as call handling and volume crime reduction. But because the comparison in performance terms is with the force's peers (using the most similar force (MSF) groupings), it is possible to improve over time and yet still receive a *Fair* or even *Poor* grade. This is notable in the grades for volume crime reduction and reflects the fact that expectations on forces are high, and that the performance of similar forces is the benchmark. Increasingly, the service is setting itself – or is being set by Ministers – demanding targets for the quality of services it provides; wherever such standards and targets have been set, HMIC will inspect against them.

#### *The Future Development and Application of Baseline Assessment*

As the name implies, this assessment represents a baseline against which the force's future performance will be gauged. Using NIM-type risk assessment, HMIC will use the results set out in this report to shape the extent and nature of inspection activity in the coming year. A number of forces will benefit from 'inspection breaks', with only a light-touch validation of their self-assessment in 2006 and an HMI-led assessment of leadership and corporate governance.

While seeking to minimise changes to the structure and content of the baseline frameworks, we will take expert advice on how to tighten them and make them absolutely 'fit for purpose'. Incorporating some of the 'protective services' issues is an important development. An ACPO lead has been identified for each framework area and will have a key role in agreeing the content and specific grading criteria (SGC), and will subsequently be involved in moderating the gradings in summer 2006. The revised frameworks and SGC will be issued together by December 2005.

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*Conclusion*

This assessment is the result of on-site work conducted by HMIC staff officers, on behalf of HM Inspector Mr Denis O'Connor, CBE, QPM, in spring 2005. It takes account of a wide range of documentary evidence, structured interviews at headquarters and in BCUs, and the results of consultation with many of the force's partner agencies and other stakeholders. Performance data has been examined to identify recent trends and to make comparisons with other forces using financial year performance data.

The following forces have been identified as being most similar to South Wales in terms of demography, policing environment and other socio-economic factors: Avon and Somerset, Lancashire, Durham, Gwent, Humberside, South Yorkshire and West Yorkshire. When making comparisons in this report, the average performance in this MSF (most similar force) group will be used.

HM Inspector wishes to thank the members of the force and police authority for their assistance in supplying information, conducting self-assessment and setting aside time to speak to HMIC staff. The assessment would not have been possible without their assistance and contribution.

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| <b>Baseline Assessment 2005 Frameworks</b>  |  |  |   |
|---|--|--|---|
| <b>1 Citizen Focus (PPAF domain A)</b>  |  |  |   |
| <b>1A Fairness and Equality</b> <ul style="list-style-type: none"> <li>• Equality of service delivery</li> <li>• Community cohesion</li> <li>• Engaging with minority groups</li> </ul>   | <b>1B Neighbourhood Policing and Community Engagement</b> <ul style="list-style-type: none"> <li>• Effective mechanisms for obtaining community views</li> <li>• Responding to local priorities</li> <li>• Effective interventions and problem solving with partners and communities</li> <li>• Community involvement with police</li> </ul>   | <b>1C Customer Service and Accessibility</b> <ul style="list-style-type: none"> <li>• Quality of service to victims and witnesses</li> <li>• Customer care</li> <li>• Responding to customer needs</li> <li>• Accessibility of policing services</li> </ul>  | <b>1D Professional Standards</b> <ul style="list-style-type: none"> <li>• Investigation of public complaints</li> <li>• Improving professional standards</li> <li>• Combating corruption and promoting ethical behaviour</li> <li>• Reducing complaints and learning lessons</li> </ul> |
| <b>2 Reducing Crime (PPAF domain 1)</b>   |  |  |   |
| <b>2A Reducing Hate Crime and Crimes against Vulnerable Victims</b> <ul style="list-style-type: none"> <li>• Partnerships on child protection, reducing race crime, domestic violence (DV) and homophobic crime</li> <li>• Performance in reducing these crimes</li> <li>• Multi-agency police protection arrangements (MAPPA) and sex offenders</li> </ul>                                       | <b>2B Volume Crime Reduction</b> <ul style="list-style-type: none"> <li>• Crime strategy</li> <li>• Performance in reducing volume crime</li> <li>• Problem solving</li> <li>• National Crime Recording Standard (NCRS) compliance</li> </ul>  | <b>2C Working with Partners to Reduce Crime</b> <ul style="list-style-type: none"> <li>• Basic command unit (BCU) support for crime and disorder reduction partnerships (CDRPs)</li> <li>• Drugs prevention/harm reduction</li> <li>• CDRP crime reduction performance</li> </ul>  |   |
| <b>3 Investigating Crime (PPAF domain 2)</b>  |  |  |   |
| <b>3A Investigating Major and Serious Crime</b> <ul style="list-style-type: none"> <li>• Detection rates for murder, rape and other serious crime</li> <li>• Integration with overall crime strategy</li> <li>• Compliance with Association of Chief Police Officers (ACPO) murder manual</li> <li>• Early identification of critical incidents that may escalate into major inquiries</li> </ul> | <b>3B Tackling Level 2 Criminality</b> <ul style="list-style-type: none"> <li>• Crime that crosses BCU and/or force boundaries</li> <li>• Support for regional intelligence and operations</li> <li>• Asset recovery (Proceeds of Crime Act (POCA))</li> <li>• Effective targeted operations</li> <li>• Quality packages to National Criminal Intelligence Service (NCIS)</li> </ul> | <b>3C Investigating Hate Crime and Crimes against Vulnerable Victims</b> <ul style="list-style-type: none"> <li>• Investigation/detection of child abuse, race crime, DV and homophobic crime</li> <li>• Integration with overall crime strategy</li> <li>• Joint training (eg with social workers) and investigation</li> </ul> |   |
| <b>3D Volume Crime Investigation</b> <ul style="list-style-type: none"> <li>• Crime strategy</li> <li>• Crime recording</li> <li>• Investigative skills, eg interviewing</li> <li>• Automatic number plate recognition (ANPR)</li> <li>• Detection performance</li> </ul>   | <b>3E Forensic Management</b> <ul style="list-style-type: none"> <li>• Specialist scientific support</li> <li>• Use of National Automated Fingerprint Identification System (NAFIS), DNA, etc</li> <li>• Integrated management of processes</li> <li>• Performance in forensic identification and detection</li> </ul>   | <b>3F Criminal Justice Processes</b> <ul style="list-style-type: none"> <li>• Quality and timeliness of case files</li> <li>• Custody management/prisoner handling</li> <li>• Youth justice</li> <li>• Police National Computer (PNC) compliance</li> </ul>  |   |

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|   |  |  |
|---|--|--|
| <b>4 Promoting Safety (PPAF domain 3)</b>   |  |  |
| <b>4A Reassurance</b> <ul style="list-style-type: none"> <li>Operational activity to reassure communities</li> <li>Use of media to market success</li> <li>Uniformed patrol and visibility</li> <li>Extended police family</li> <li>Performance in reducing fear of crime</li> </ul>  | <b>4B Reducing Anti-Social Behaviour (ASB) and Promoting Public Safety</b> <ul style="list-style-type: none"> <li>Non-crime activities of CDRPs and other partnerships</li> <li>Use of ASB legislation, tools, etc</li> <li>Road safety partnerships</li> <li>Emergency planning</li> </ul>  |  |
| <b>5 Providing Assistance (PPAF domain 4)</b>   |  |  |
| <b>5A Call Management</b> <ul style="list-style-type: none"> <li>All aspects of call handling and call management</li> <li>Initial incident response</li> <li>Early identification of critical incidents</li> <li>Performance in answering and responding to public calls</li> </ul>  | <b>5B Providing Specialist Operational Support</b> <ul style="list-style-type: none"> <li>Management of central operational support</li> <li>Police use of firearms</li> <li>Capability for policing major events/incidents</li> </ul>   | <b>5C Roads Policing</b> <ul style="list-style-type: none"> <li>Effectiveness of arrangements for roads policing</li> <li>Integration/support for other operational activity</li> </ul>  |
| <b>6 Resource Use (PPAF domain B)</b>   |  |  |
| <b>6A Human Resource (HR) Management</b> <ul style="list-style-type: none"> <li>HR strategy and costed plan</li> <li>Key HR issues not covered in 6B or 6C</li> <li>Health and safety</li> <li>Performance in key HR indicators</li> </ul>  | <b>6B Training and Development</b> <ul style="list-style-type: none"> <li>Costed training strategy and delivery plan</li> <li>Key training and development issues</li> </ul>   | <b>6C Race and Diversity</b> <ul style="list-style-type: none"> <li>Action to promote fairness in relation to race, gender, faith, age, sexual orientation and disability</li> <li>Performance in meeting key targets</li> </ul>   |
| <b>6D Resource Management</b> <ul style="list-style-type: none"> <li>Resource availability</li> <li>Effective use of resources to support front-line activity</li> <li>Devolved budgets</li> <li>Finance, estates, procurement and fleet management functions</li> </ul>  | <b>6E Science and Technology Management</b> <ul style="list-style-type: none"> <li>Information systems/ information technology (IS/IT) strategy and its implementation</li> <li>Programme and project management</li> <li>Customer service</li> <li>Adequacy of key systems</li> <li>Business continuity/disaster recovery</li> </ul>  | <b>6F National Intelligence Model (NIM)</b> <ul style="list-style-type: none"> <li>Extent to which structures, processes and products meet NIM standards</li> <li>Integration of NIM with force planning and performance management</li> <li>Use of community intelligence</li> <li>Application of NIM to non-crime areas</li> </ul>   |
| <b>7 Leadership and Direction</b>   |  |  |
| <b>7A Leadership</b> <ul style="list-style-type: none"> <li>Extent to which the chief officer team is visible and dynamic, sets and upholds a vision, values and standards, promotes a learning culture, and sustains a well-motivated workforce</li> <li>Effectiveness of succession planning</li> <li>Promotion of corporacy</li> </ul> | <b>7B Strategic Management</b> <ul style="list-style-type: none"> <li>Integrated strategic planning framework</li> <li>External communication/consultation</li> <li>Relationship with local police authority (PA)</li> <li>Police reform implementation</li> <li>Internal communication/consultation</li> <li>Programme and project management</li> <li>Management of reputation/ public expectations</li> </ul> | <b>7C Performance Management and Continuous Improvement</b> <ul style="list-style-type: none"> <li>Effective performance management structures and processes at all levels</li> <li>Quality and timeliness of performance/management information</li> <li>Internal inspection/audit/quality assurance (QA) systems</li> <li>Effectiveness of joint force/PA best value reviews (BVRs)</li> </ul> |

## **Force Overview and Context**

The South Wales Police area comprises some 812 square miles which, though comprising only 10% of the land mass of Wales, is occupied by 42% (1.2 million) of the principality's population. Its two major cities, Cardiff and Swansea, are both expanding significantly. The annual budget for the force for 2005/06 is £227.44 million, an increase of £10.8 million (4.99%) from the previous year.

The force headquarters is in the town of Bridgend, which forms one of seven basic command units (BCUs) or divisions that centre on: Bridgend (population of 129,878); Cardiff (population of 315,116); Merthyr Tydfil (population of 55,385); Neath and Port Talbot (population of 135,332); Rhondda Cynon Taff (population of 231,600), Swansea (population of 224,642); and Vale of Glamorgan (population of 121,235). Each BCU is coterminous with their unitary authority and their community safety partnership (CSP).

The chief officer team is based at headquarters and comprises the Chief Constable Barbara Wilding, Deputy Chief Constable (DCC) Paul Wood, Assistant Chief Constable (ACC) (Communities and Partnerships) David Francis, Assistant Chief Constable (Corporate Intelligence) Stephen Cahill, Assistant Chief Constable (Crime and Operations) Giles York, and the non-police Director of Finance, Administration and ICT, Paul Wade. The Chief Constable was appointed in January 2004, and the ACC (Crime and Operations) in January 2005, with ACC Stephen Cahill switching from ACC (Crime and Operations) to ACC (Corporate Intelligence) at that time.

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| Summary of Judgements   | Grade            | Direction of Travel |
|---|------------------|---------------------|
| <b>1 Citizen Focus</b>  |                  |                     |
| 1A Fairness and Equality  | <b>Good</b>      |                     |
| 1B Neighbourhood Policing and Community Engagement                | <b>Fair</b>      | <b>Stable</b>       |
| 1C Customer Service and Accessibility                             | <b>Good</b>      | <b>Stable</b>       |
| 1D Professional Standards   |                  |                     |
| <b>2 Reducing Crime</b>   |                  |                     |
| 2A Reducing Hate Crime and Crimes against Vulnerable Victims      | <b>Good</b>      | <b>Stable</b>       |
| 2B Volume Crime Reduction   | <b>Good</b>      | <b>Improved</b>     |
| 2C Working with Partners to Reduce Crime                          | <b>Excellent</b> | <b>Stable</b>       |
| <b>3 Investigating Crime</b>                                      |                  |                     |
| 3A Investigating Major and Serious Crime                          | <b>Good</b>      |                     |
| 3B Tackling Level 2 Criminality                                   | <b>Good</b>      |                     |
| 3C Investigating Hate Crime and Crimes against Vulnerable Victims | <b>Fair</b>      | <b>Improved</b>     |
| 3C Volume Crime Investigation                                     | <b>Good</b>      | <b>Deteriorated</b> |
| 3D Forensic Management  | <b>Fair</b>      | <b>Stable</b>       |
| 3E Criminal Justice Processes                                     | <b>Good</b>      | <b>Stable</b>       |
| <b>4 Promoting Safety</b>   |                  |                     |
| 4A Reassurance  | <b>Good</b>      | <b>Stable</b>       |
| 4B Reducing Anti-Social Behaviour and Promoting Public Safety     | <b>Good</b>      | <b>Improved</b>     |
| <b>5 Providing Assistance</b>                                     |                  |                     |
| 5A Call Management  | <b>Fair</b>      | <b>Stable</b>       |
| 5B Providing Specialist Operational Support                       | <b>Fair</b>      | <b>Stable</b>       |
| 5C Roads Policing   | <b>Fair</b>      | <b>Stable</b>       |
| <b>6 Resource Use</b>   |                  |                     |
| 6A Human Resource Management                                      | <b>Fair</b>      | <b>Stable</b>       |
| 6B Training and Development                                       | <b>Fair</b>      | <b>Improving</b>    |
| 6C Race and Diversity   | <b>Fair</b>      |                     |
| 6D Resource Management  | <b>Good</b>      | <b>Stable</b>       |
| 6E Science and Technology Management                              | <b>Poor</b>      | <b>Stable</b>       |
| 6F National Intelligence Model                                    | <b>Fair</b>      | <b>Stable</b>       |
| <b>7 Leadership and Direction</b>                                 |                  |                     |
| 7A Leadership   | <b>Good</b>      |                     |
| 7B Strategic Management   | <b>Good</b>      | <b>Improving</b>    |
| 7C Performance Management and Continuous Improvement              | <b>Good</b>      | <b>Improving</b>    |

## 1 Citizen Focus (Domain A)

The force has a good approach to citizen focus and ensures that any service provided is equitable and accessible to all sections of the community. As such, there is a high satisfaction rate of the service provided to members of black and minority ethnic (BME) communities and a good detection rate for offences where the victims are from BME groups.

The force is developing its neighbourhood policing style, but already has in place Communities First policing teams that work to local beats/areas and consist of police officers and police community support officers PCSOs, led by dedicated supervisors, meeting the local needs of communities and following intelligence-led policing activities.

Customer service expectations are delivered quite well with high levels of satisfaction among crime victims. The force has also made efforts to be more accessible to the public by opening police stations or offices in retail parks and installing internet access points in the foyers of stations that are not open at all times.

### 1A Fairness and Equality

|      |
|------|
| Good |
|------|

#### Strengths

- Data for 2004/05 shows the force has a high satisfaction rate from BME groups with 57.4% being very or completely satisfied with the service provided. The force is top of its MSF group and in the top quarter nationally. The national average is 48.6%. The force is also top of its MSF group for satisfaction rates among white communities, with 59.3% being very or completely satisfied with the service provided.
- The force detects some 52.4% of offences involving violence against BME groups and is second in its MSF group and within the top few forces nationally, with the national average being 24.5%. Furthermore, in 2004/05, the force detected 48.2% of racially or religiously aggravated offences, compared with the MSF average of 34% and the national average of 36.4%.
- The Chief Constable has an active role in managing diversity and chairs the force diversity strategy group.
- There are two subgroups in respect of diversity – the external diversity strategy group chaired by the ACC (Partnership and Communities) and an internal diversity strategy group chaired by the ACC (Corporate Intelligence). Both these groups cover the six main strands of diversity and clear lines of responsibility are outlined in the force's race equality scheme (RES).
- The force has policies and procedures in place to cover racist incidents and homophobic incidents, to police public sex environments and to deal with repeat victims.
- Diversity information is provided to staff and includes a cultural/religious guide – *Living in Harmony* and additional tactical guidance contained in a manual called *Identifying and Managing Hate Crime – An Operational Guide*. Copies of each publication have been provided to every member of staff.

- Each BCU has its own local community and race relations advisory group made up of a cross-section of community members from different minority backgrounds.
- Each BCU has completed a community profile, which identifies any relevant diversity issues within the BCU policing area.
- The minorities support unit (MSU) has the structure and contacts to facilitate consultation with all minority communities within South Wales. As an example, they have recently appointed a gypsy and traveller liaison officer.
- An anonymous self-reporting and third-party reporting facility has been developed with the three local Race Equality Councils. Information and reporting forms have been printed in a number of languages representing the minority groups.
- A similar scheme has been developed with victim support for the self-reporting of hate crime involving the lesbian, gay, bisexual and transgender community.
- Where critical incidents involving distinct community groups are identified, the MSU provides specialist advice and guidance to the senior investigating officer (SIO). An example is a recent investigation into the murder of an asylum seeker, where the MSU inspector supported the SIO and BCU commander in a tasking and co-ordination role and was able to offer reassurance and appropriate tactical options in dealing with the community issues and concerns.

#### **Areas for Improvement**

- The force has yet to establish its proposed RES management group (RESMAG) to ensure effective communication and evaluation of race and diversity policies throughout the organisation. A member of an independent advisory group (IAG) will be involved in this forum.
- Although there is a compulsory diversity training programme, there are examples of officers never having attended diversity training courses, and some managers have not had any diversity training for at least five years.
- There are no comprehensive training records to identify who has received training, including diversity training.
- There is no formal process for measuring how effectively BCUs and departments are performing in relation to equality of service issues.

**1B Neighbourhood Policing and Community Engagement**

Fair

Stable

**Strengths**

- There is a strong lead from the chief officer group in respect of local policing and engaging with the community. There is an established Communities First programme that has defined areas and beats to solve local problems and to promote feelings of security. Furthermore, there is an ACC lead on community issues.
- The force has a Communities First project co-ordinator who ensures Communities First policing teams are working within areas of the force where there is greatest need. This is an all Wales initiative, attracting support from the Welsh Assembly government, and Communities First policing teams work within the most deprived areas of the force and are established with beat managers and PCSOs working on the same beats.
- A citizens panel has been established to engage the public in a strategic way to inform on key policing issues. The police authority (PA) also engages the public by meeting with community groups through the CSP network. In addition, the authority has recently had 'road shows' where their work has been explained and discussed with the public.
- There are currently 123 PCSOs in place, with a further 49 to start their training in April 2005. The force is integrating the training and management of PCSOs with special constables and there is a plan to recruit up to 400 by 2008.
- The force, in partnership with the University of Glamorgan, has developed a three-day accredited course for officers/PCSOs working in the community. It incorporates officers and members of the public who are delivered a programme on poverty/crime, capacity building and community safety.

**Areas for Improvement**

- 45.9% of people think their local police do a good job, compared with the MSF group average of 46.4%. The force is fifth in its MSF group.
- Although there are Communities First policing teams established in some areas, there is no neighbourhood policing strategy for the force.
- Work is still ongoing to develop a neighbourhood policing model that covers the whole force.
- Communities First policing teams are being extended to include PCSOs, but this has only occurred in a limited way across the force.
- The force has identified the need to develop a more localised approach to consulting and engaging with the public. A process based on Police and Communities Together in Lancashire is being considered, but yet to be developed.

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- There is no process in place to measure the impact of the force approach to neighbourhood policing and community engagement. Police responses to community concerns are measured by way of satisfaction surveys and it is intended that this will be extended to measure community engagement issues.
- Community profiles are formulated by the BCUs, but there is no corporate framework to ensure consistency. Where Communities First policing teams are in place, they are used more effectively due to the involvement of local co-ordinators (supported by the Welsh Assembly Government) and the local knowledge of the officers. This may be a template to apply across the force.
- There are no processes in place to capture community intelligence and use this to inform policing decisions.

## 1C Customer Service and Accessibility

|      |        |
|------|--------|
| Good | Stable |
|------|--------|

### Strengths

- The force is top of its MSF group where victims of burglary, violent crime, vehicle crime or road traffic collisions (RTCs) are very or completely satisfied with respect to making contact with the police, and 72.6% are satisfied, compared with an MSF average of 65.2% (for 2004/05).
- Over 79.5% of victims of burglary, violent crime, vehicle crime or RTCs were satisfied with the action taken by the police, against an MSF average of 74.1%.
- Specific policies are in place, which identify clear service quality standards for the treatment of victims and witnesses; eg, a domestic violence policy, child protection policy, rape policy and victim support referral.
- The impact assessment for the National Quality of Service Commitment has been completed and includes costings for all individual areas for improvement. A detailed plan is in the process of being developed – due to be completed by the end of March 2005, with implementation by November 2006.
- To improve the accessibility of the public to policing services, the force has established police offices in public locations eg, McArthur Glenn retail outlet in Bridgend and ASDA in Swansea. The force has also invested in public electronic notice boards displaying general information for members of the public.
- The force is piloting internet access points (kiosks) based within the communities and is involved in negotiations with the local authorities and British Telecom. A pilot has started at a police station on the outskirts of Swansea (Mumbles).

### Areas for Improvement

- 61% of police buildings (that are open to the public) are suitable for access by disabled people and, although the force has increased this number in the last year, it does not compare favourably with its MSF group or the national average.
- There is no formal customer service strategy that identifies priorities for service delivery and defines how gaps in the quality of service are to be identified and improved.
- Although there is at least one police station within each BCU open 24 hours a day, there is no formal policy on the opening of police stations and other public access points.
- The performance development review (PDR) process in the force is not effective and customer care issues are not covered in any review of performance.

## **1D Professional Standards**

HMIC has a statutory responsibility to remain fully informed as to the effectiveness of forces' handling of complaints. Following the transition to baseline assessment, and the high-profile outcomes of three separate national inquiries, HMIs identified the need for a focused inspection of professional standards (including complaints) in each force to provide a robust comparative baseline for ongoing assessments of progress.

In October/November 2005, every force will undergo a focused inspection of professional standards. The programme has been designed in conjunction with the Association of Chief Police Officers (ACPO), the Association of Police Authorities, the Home Office and the Independent Police Complaints Commission to ensure that the respective interests of each are addressed and that duplicative inspection activity can be avoided.

The programme of inspections will produce separate public reports and gradings for each force and, in addition, a national thematic inspection report that will consolidate themes, trends and transferable good practice. In view of the scale and timing of the full programme of inspections, the 2004/05 grading for professional standards has been deferred to 2006. As a result, there is no professional standards framework content within this report.

## 2 Reducing Crime (Domain 1)

In the main, the force has reduced crime across all categories; with slight increases in some areas, for example, repeat domestic burglaries. Hate crime has been reduced and there is an ACPO lead and clear policies for all hate crime issues. The National Intelligence Model (NIM) is used to tackle hate crime matters.

Crime has reduced by 9.4% and the force is second in its MSF group as a result. Of particular note are the force's efforts to reduce alcohol-related crime by adopting Home Office best practice guidelines, which has seen a decrease in offences in this category.

There is good evidence of working with partner agencies to reduce crime and BCU commanders play a prominent role in CSPs. There is a close working relationship with the police and local authority CSP staff, with shared office facilities providing a one-stop shop for members of the public. The force is also part of the All Wales Police Schools Core programme and has invested considerably in this key area.

### 2A Reducing Hate Crime and Crimes against Vulnerable Victims

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|------|--------|
| Good | Stable |
|------|--------|

#### Strengths

- The force has reduced the number of offences that are racially or religiously aggravated from 0.65 per 1,000 population to 0.61 per 1,000, and also increased detection rates from 44.2% to 48.2%. It remains mid-range in its MSF group.

#### *Hate Crime*

- The ACC (communities and partnerships) carries lead responsibility for the hate crime portfolio. This is managed via the external diversity strategy subgroup, which reports directly to the diversity strategy group, chaired by the Chief Constable.
- All hate crime policies have recently been reviewed and are based upon the ACPO *Hate Crime Manual*. Operational guidance for identifying and managing hate crime has been distributed to every member of front-line staff.
- There is leadership at force and BCU level that is actively anti-racist and anti-homophobic.
- The NIM is used across all areas of hate crime and crimes against vulnerable victims and staff attend level 1 and 2 meetings to contribute to the reduction of crimes in these categories.

#### *Child Abuse*

- The ACC (crime and operations) is the chief officer lead for child abuse investigations and domestic violence issues.
- Staff dealing with child abuse issues work within the People Protection Bureau, which also investigates domestic violence issues and vulnerable victims issues, and there is a close relationship with these disciplines as a result.
- There is a planned approach to the training of child abuse investigators and the

force collaborates with its neighbouring forces for such training, some of which is aimed at partners as well as police staff and officers.

*Domestic Violence*

- There are clear policies that map out the processes for dealing with domestic violence, and investigating staff are clear as to their responsibilities should there be children living in violent households and the actions to be taken when domestic violence occurs in a household involving police officers or staff.
- The force command and control system flags up domestic violence incidents and control room staff correctly classify incidents falling within the definition of domestic violence.
- There is good liaison with partners within the force and evidence that partnership working is effective in the area of domestic violence.

**Areas for Improvement**

- Partner-on-partner violence has increased slightly, resulting in the force being at the lower end of its MSF group.
- There are no up-to-date information technology (IT) databases in place for child protection, domestic violence and missing persons.

## 2B Volume Crime Reduction

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| Good | Improved |
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### Strengths

- The force is second in its MSF group for total crime recorded, with a crime rate below the MSF average. Total recorded crime has reduced, with 102 crimes per 1,000 of the population being committed. The MSF average is 112 per 1,000.
- Violent crime connected with licensed premises has reduced by over 71% and the force is in the top quartile nationally in respect of robbery and violent crime reduction.
- The force is on target to achieve reductions in volume crime. Currently, vehicle crime has reduced by 15.8% with healthy reductions (-11%) in burglary dwellings.
- All crime strategies have recently been updated to reflect the contribution of HQ crime reduction departments to divisions and to conform to the NIM and Freedom of Information requirements.
- There is a strong ACPO lead in relation to crime reduction. The DCC chairs COMPSTAT the ACC (operations) has the lead for crime and operations addressing crime reduction at BCU and volume crime levels and an ACC has the lead for strategic crime reduction issues through the community safety division.
- There are excellent examples of tackling violent crime, including Cardiff After Dark, the Safer Streets initiative and City Centre Triage in Swansea. Community safety has the lead in this area and is developing a force response to this new area of police focus through a partnership approach.
- The force has made use of the Home Office police standards unit good practice guide on tackling alcohol-related crime.
- Each BCU is actively involved with multi-agency partnerships, with subgroups formed at BCU unitary authority level. Each BCU is coterminous with the local authority. PRIME (Problem Resolution in a Multi-agency Environment) has been launched as the best practice in problem resolution.
- The community safety department has a dedicated crime reduction team, including an architectural liaison officer. An officer (detective inspector) sits on force tasking and co-ordination groups (TCGs) and reviews all bids and submissions, from BCU tasking to advice on problem-oriented approaches, which may be more appropriate than traditional policing methods. Divisional crime reduction officers sit on their respective BCU TCGs.

### Areas for Improvement

- Repeat domestic burglaries have risen from 4.9% to 6.5% per 1,000 population.
- The force does not have adequate IT support to monitor crime trends.
- The force is not in full compliance with the National Crime Recording Standard

(NCRS).

- The force level tactical tasking and co-ordination process tends to discuss matters that are level 1 issues, with little evidence of deploying resources and staff to deal with issues beyond the ability of BCUs and identifying them as level 2 priorities.

## 2C Working with Partners to Reduce Crime

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|-----------|
| Excellent |
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| Stable |
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### Strengths

- Total recorded crime per 1,000 of the population has fallen by 9.4% in 2004/05 to 102. The force is second in its MSF group with the MSF average being 112 crimes per 1,000 and the national average being 105 crimes per 1,000.
- The Chief Constable has a clear and unequivocal commitment to partnership, regularly attending the South Wales Police area overarching leadership group, and has appointed an ACC for communities and partnership.
- BCUs include partners in their divisional TCGs and this was observed during the inspection process. With the exception of some covert policing activity, all operations and initiatives in the South Wales Police area will include partnership involvement.
- Police and local authority community safety officers, ensure that BCU and CSP plans include national and force priorities. CSP community safety teams work closely, often in the same room or building, as their council counterparts.
- The force TCG will only consider funding initiatives, unless they are highly sensitive such as covert drugs surveillance operations, if there is partnership involvement.
- BCU commanders are expected to sit on their CSP strategic group and personally ensure that effective partnership working takes place.
- Engaging in partnership with schools is seen as a key priority and 30 extra police constables and a seconded teacher have been employed to work on the All Wales Police Schools Core Programme, ensuring validated lessons in line with key priorities are delivered through schools across the area.
- South Wales Police employs a full-time funding and sponsorship officer who provides a strong co-ordinating role ensuring best practice, giving advice, assisting with processes and identifying funding opportunities.

### Areas for Improvement

- BCU commanders should have objectives within their PDRs measuring contribution to CSPs. The force needs a better PDR system that is integrated competency framework (ICF) compliant.

### 3 Investigating Crime (Domain 2)

The force maintains a good performance for investigating crime, with all major crime being allocated appropriate resources and led by experienced and accredited senior investigators. There are reasonable processes in place for assessing and prioritising level 2 crimes and examples of working with external crime investigation agencies to tackle level 2 criminality. Of particular note is the joint intelligence cell set up in one division, involving customs and immigration as well as the police.

All hate crime and crimes against vulnerable persons are assessed in line with the NIM and, although such crimes do not appear in the current control strategy, HMIC is confident that they have been considered and afforded the priority needed, according to intelligence-led policing protocols.

Apart from robbery, detection rates for volume crimes have fallen slightly although the force remains third in its MSF group. Forensic management has undergone a change process with a new purpose-built complex opening in 2005, and it is envisaged this will lead to an improvement in the performance of forensic issues in crime investigation.

There is effective leadership within criminal justice (CJ) and improvement plans are in place to deliver better service in this area. The force has significantly increased its percentage of court results entered onto the Police National Computer (PNC) in ten days and is second in its MSF group as a result.

#### 3A Investigating Major and Serious Crime

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|------|
| Good |
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##### Strengths

- The force performs well in comparison to its MSF group in respect of the way it investigates major and serious crime and is consistently within the top two of the group across all categories.
- The number of rape offences committed is among the lowest in England and Wales, while the detection rate has increased to 60%. The force is second nationally in this respect.
- Major crime incidents, including murder, are considered in the comprehensive force strategic assessment.
- All major investigations reflect advice contained within the *Murder Manual*. Lines of investigation are subject to ACPO and head of department review and, in the event of a difficult protracted investigation, early use of SIO briefings to SIO colleagues is made to provide a sounding board as to lines of investigation.
- The ACC (crime) may categorise any incident as being a critical incident in line with the national definition. Categories of crime to be investigated by the major crime team and their deployment are included in the force policy and procedures. Investigative support is provided to BCUs in relation to suspicious deaths, drugs deaths, etc.
- The primary SIO is one of the detective chief inspectors and the detective superintendent heads any category A or critical incident.
- The force has a major crime team trained to perform key tasks as set out in major incident room standardised administrative procedures (MIRSAP) manual. The

team consists of some 87 staff who are dedicated to this area of work. They respond to serious offences and homicide and have access to HOLMES (the Home Office Large Major Enquiry System) in three separate areas of the force. When not involved with current incidents, the team is tasked with reviewing 'cold' cases and this means that the team is kept together and not disbanded after each enquiry.

- The force follows the relevant manuals and protocols in respect of major and serious crime (MIRSAP, *MI Manual*), and the head of major crime has experience of contributing to the national homicide working group, which dealt with the early identification of critical incidents.
- Professionalising investigation processes are being implemented within force and the force is a national lead on this matter. A number of key staff have been accredited.
- Force policy dictates that homicides and other serious crimes must be dealt with by a level 3 accredited SIO.
- Where investigations of serious crime are undertaken at BCU level, the major crime team allocates an experienced SIO to advise and support the local investigation.
- The force makes full use of investigative interview advisers and is recognised as one of the lead forces in this area of work.
- The force major crime review team is continuing to review historic murders and stranger rapes with some considerable success.
- Community impact assessments are initiated by the SIO in every case within four hours. The assessment is carried out in conjunction with the divisional commander who takes responsibility for it thereafter.
- An IAG has been established at force level. It is utilised on all major investigations and is linked into community impact assessments.
- The force has an active murder prevention strategy; eg, Operation Tornado is a proactive initiative to tackle gun crime issues, and Cardiff After Dark is focused on town centre violence.
- Debriefs are held after every critical incident and any learning is captured and used in future training events. The manager of the HYDRA suite encapsulates such learning for use on future courses.
- A business case for each investigation is completed in the first 72 hours, indicating the cost of lines of enquiry, etc, which is utilised in the briefing process for the lead ACPO officer.
- There are regular quality assurance checks of major crime and the strategic review group meets with the SIO every two weeks. There are also meetings with CPS (Crown Prosecution Service) to ensure any prosecution case is progressing as it should.

**Areas for Improvement**

- There is a lot of activity in reviewing 'cold' cases, but it is unclear what arrangements are made to minimise the impact of these cases on the community in the same manner as current cases.
- While policies and procedures are in place to identify critical incidents, there is no evidence of such issues being part of any learning event for junior ranks and police staff who may be the first point of contact.
- With the amount of activity being carried out by the major crime team, BCUs have to supply their own staff to deal with serious matters. There were examples of serious crimes being investigated by BCU staff that should have been referred to the major crime team. However, it is acknowledged that in these cases, managerial support was offered by the major crime team.

### 3B Tackling Level 2 Criminality

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| Good |
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#### Strengths

- The detection rate for trafficking controlled drugs is 98% and the force has slightly increased its number of joint operations with National Crime Squad in the last year. The value of confiscation orders has risen to £1.3 million and the force has confiscated more than four times the amount of its MSF average.
- The ACC (crime and operations) is the chief officer lead on level 2 crime. He is regarded as sufficiently intrusive in his approach to ensure that issues are discussed and actioned accordingly.
- The force strategic assessment reviews a broad range of level 2 criminality, reflecting the priorities identified in the national and regional assessments.
- Level 2 crime is assessed and prioritised via a detective superintendent who chairs a 'level two' meeting. (Not really a level 2 and the force may change its name to avoid confusion). This meeting reviews referrals from level 1 and decides whether to allocate back to the BCU offering appropriate support, or whether matters should go to the force level 2 tasking group. Notwithstanding the confusion caused over the name given to this meeting/group, it is seen that the force has a reasonable method of assessing and prioritising operations against level 2 criminality.
- Targeting serious and organised crime, including financial crime, is reflected in the force *3 Year Strategic Plan* and the *Annual Policing Plan*. Objectives and targets are identified by the NIM process, which is also linked to the Regional Tactical Tasking and Co-ordinating Group.
- There is a regional intelligence group that meets monthly involving Gwent, Dyfed Powys, British Transport Police and Customs, and a local set up of a joint intelligence cell in Rhondda Cynon Taf involving Customs and South Wales Police.
- A regional intelligence cell deals with threats from terrorism and other politically motivated crimes. Full risk assessments are undertaken surrounding those individuals considered at risk.
- Standardised profiles and a common scoring matrix have been developed for use by the Welsh forces to identify and prioritise targets. A level 2 intelligence development group has been formed to assist in the identification of level 2 criminality to support the force TCG process. Network analysis has been conducted in relation to Class A drugs and this is being extended to other crime types.
- There is a requirement for all force supported operations to produce an impact assessment. This is to be on a standard template that includes key factors to assist in assessing the efficiency and effectiveness of a range of interventions. Community impact is measured by questionnaires distributed pre and post high-profile operations.

- There are effective two-way processes between the force TCG, the regional intelligence group and the regional TCG for sharing intelligence. The force is involved in the development of the Cross-Regional Information Sharing Project to assist with the exchange of intelligence and the introduction of intelligence standards.
- There is a dedicated investigative capacity for level 2 criminality, which is enhanced through Operation Tarian+, and there are examples of cross-border operations with both Dyfed Powys and Gwent Police. Furthermore, the link between the Serious and Organised Crime Unit and BCUs is strong with regular meetings taking place.
- Customs and Excise works closely with BCUs and the Serious and Organised Crime Unit. There are protocols that have developed where, on a regular basis, Customs and Excise attends at BCUs to exchange intelligence.
- There is a dedicated witness protection officer, who manages tier one cases and advises on tier two and three.
- Performance indicators have been set for measuring the impact against control strategy priorities. These are published monthly in the force *Tactical Assessment*. Impact assessments and results analysis are undertaken at the end of all level 2 operations.
- Criminal networks have been identified and this is done via BCU level 1 intelligence being fed to the force intelligence bureau and developed accordingly. There are recent examples of good activity in response to such analysis, eg Operation Panama.

### **Areas for Improvement**

- Level 2 proactivity tends to be around drug-related criminality. Although HMIC saw evidence of other level two work, for example Operations Tornado and Washer, there needs to be more emphasis on serious crime in addition to the drug crime.
- Some activity is taking place in respect of asset recovery and there are examples of sums of £650,000 and £7 million being processed at this time. However, this issue has not been adopted as quickly as it could have been.
- There is only one detective sergeant who has responsibility for witness protection issues at level 2. There are no structured processes in place for assisting vulnerable victims/witnesses at level 1. Informal arrangements are in place between the investigating officer and the CJ department, but these remain informal.
- The witness protection unit had used witness protection in only a few cases in recent years. The force acknowledged that it was only a matter of time before the issue would impact on the force, and the comment was made that, due to the low volume of people involved, a regional approach could be the best way forward. The force may need to prepare for this approach.

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- It is proposed HM Revenue and Customs attend level 1 TCG meetings, but there is resource implication for Customs as they have insufficient personnel within the area to adopt this approach.
- Computers submitted to the high tech crime unit for examination are taking 15 months to process. This does not assist in tackling cross-border crime, whether across force or BCU borders, and it is felt that insufficient resources are allocated to this 'new' and developing area of criminality.

### 3C Investigating Hate Crime and Crimes Against Vulnerable Persons

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|------|----------|
| Fair | Improved |
|------|----------|

#### Strengths

- Racially or religiously aggravated offences have reduced slightly to 0.61 per 1,000 of the population and the detection rate has increased to 48.2%, which is above the MSF average of 34% and the national average of 36.4%.
- Partner-on-partner violence has increased slightly but the force is within the national average and arrests for domestic violence offences have increased to 66.1%. The force is third in its MSF group for arrest rates in this category.
- All hate crime incidents are given a specific code on the force command and control system, and the divisional hate crime officer is responsible for monitoring all hate crime incidents and ensuring they have been crimed in accordance with NCRS.
- Performance management for hate crime is set out in *Identifying and Managing Hate Crime Operational Guidance*.
- Force policy for hate crime is based on the ACPO *Hate Crime Manual*. A divisional hate crime officer, who is responsible for liaison with MSU to ensure the appropriate level of victim care and referrals to support organisations, has been appointed to every division.
- Divisional analysis of hate crime is undertaken to identify patterns of offending and to direct resources to tackle the problem. The analysis is also used within a multi-agency setting to co-ordinate an effective response.
- Hate crime is assessed every six months as part of the force strategic assessment; it is not currently identified as being a force priority and, therefore, does not feature in the force control strategy.
- The force diversity strategy plan sets out objectives and targets for the force and is applicable to all BCUs.
- Policy and guidance on domestic violence (DV) was published in 2004, with clear guidance for the gathering of evidence by specialist DV officers and non-specialist staff. Roles and responsibilities are contained within the policy.
- A joint protocol exists between South Wales Police, the local criminal justice board, and the CPS dealing with victims of domestic abuse. The protocol is currently being revised in light of No Witness, No Justice and will include the national probation service.
- The domestic abuse information sharing procedures set out the process for sharing information with social services, the National Health Service, the national probation service and voluntary agencies/organisations. This is a dynamic and unique process, which has been developed by the force.
- Dip sampling of command and control incidents has commenced in line with the

police standards unit audit of DV. All DV crimes are disposed of in accordance with Home Office Crime Recording and the force detection policy.

- The well-defined management structure for dealing with DV is set out in policy and procedures.
- Specialist trained officers are available and have been used to interview vulnerable witnesses.
- There are protocols in place for the sharing of information with other agencies and professionals; eg, probation, social services, health, housing and education, as well as relevant voluntary organisations eg, Women's Aid.
- Missing and found persons are dealt with in accordance with force policy. The policy includes matters such as procedures, recording processes and risk assessment, supervisory responsibilities and review requirements.

### **Areas for Improvement**

- The public protection units within BCUs have responsibility for dealing with child abuse investigations, DV incidents, vulnerable adults and sex/dangerous offenders. A detective inspector leads this unit, but numbers of staff are determined by divisional management. It is uncertain whether the units are adequately resourced in respect of staff levels and equipment.
- The force does not have a computerised database for managing intelligence relating to child abuse or DV. A business case has, however, recently been approved and finance made available for the purchase of the computer automated tracking system.
- There is no force strategy for dealing with child abuse investigations but there are policy and procedures documents outlining how investigations should be conducted. Furthermore, in respect of DV, there is no structured training in line with the Centrex modules being delivered and no current strategic document for the force.
- The policy, in respect of dealing with missing and found persons, does not contain any tactical options and there is no available evidence to show that procedures are being consistently followed throughout the force.
- There is no dip sampling of evidence to ensure that the minimum standards of investigation are being met in respect of DV. Specialist trained officers are available and have been used to interview vulnerable witnesses; however, they are not being consistently used.
- Systems for checking intelligence in respect of offences against children are restricted due to the current unavailability of a child protection IT database. During office hours, access is available and is recorded. Funding has recently been granted to implement two pilot schemes that will allow police access to child protection registers. *Policy and Procedures* on child protection clearly defines what information should be shared.

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- There is a central public protection unit consisting of a D/Supt, detective chief inspector and detective inspector, which is the corporate owner of public protection issues. They offer advice and support to BCUs but do not have control of the public protection units on BCUs. It is, therefore, difficult to ensure consistency in the approach and quality of investigation.
- There is no current strategy for child abuse investigations.
- There is no specific target for the reduction of repeat victimisation in respect of DV; however, there has been a significant reduction in the last 12 months.
- The force has set a target to arrest 75% of offenders in respect of DV. It has only achieved a 66% arrest rate.

### 3D Volume Crime Investigation

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| Good |
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| Deteriorated |
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#### Strengths

- The force detects 29% of recorded volume crime compared with 25% nationally. The force is placed 3rd in its MSF group and 15th nationally. Over 23% of notifiable/recordable offences have been brought to justice and the force is second in its MSF group. The national average is 25.7%.
- The force is top nationally in respect of the number of robberies detected, 42.5% compared with a national average of 19.9%, and also for sanctioned detections for violent crime, 50% compared with a national average of 34.3%.
- The force has established a volume crime unit headed by a detective superintendent to provide consultancy and support to BCUs. The unit has developed a series of toolkits to assist BCUs in tackling priority crimes. Furthermore, the volume crime unit provides support for BCUs in the areas of consultancy, forensics, operations and performance.
- There is a business plan for the volume crime unit, which links to the force crime strategy and identifies the type and level of support available to BCUs.
- Investigation support units have recently been established at Bridgend and Cardiff to provide a consistent and thorough approach to the investigation of volume crime. Advice is given to officers about enquiries that need to be done, and then the unit takes over the investigation and submits the file of evidence.
- An all Wales regional assets recovery team has been formed, including police, CPS, Inland Revenue, National Criminal Intelligence Service and Customs; a Financial Investigation Unit at force level exists within crime support, and financial investigators have been trained in each BCU to bring these powers into volume crime issues.
- To ensure continued improvement, an all Wales regional assets recovery action plan has been formed working together with the local criminal justice boards.
- Automatic number plate recognition (ANPR) facilities can be deployed by the operational support division (OSD) and obtained via force tasking and through bids at BCU tasking meetings where OSD representatives have attended. There is ample evidence to show that ANPR is being used in a proactive way to tackle volume crime.
- All BCUs conduct tasking fortnightly, with force tasking assisting in persistent volume crime issues and serious and organised crime issues. Strategic tasking is based on the national assessment templates and results in impactful control strategies.

#### Areas for Improvement

- Performance is static. Robbery statistics are better than those of peers and improving, domestic burglary statistics are in line with peers. The current

indications are that the force will not achieve the target set in respect of vehicle crime detection.

- The detection rates for burglary, vehicle crime and violent crime have fallen, though not in great numbers.
- The force has received an 'amber' grade in respect of NCRS. There is an action plan that has been written by the force inspectorate in consultation with the Audit Commission.
- The force is not fully compliant with the NCRS, the reasons given being the quality of the inputting/coding.
- Although there is a development programme for investigators, it was seen that there is no formal process for making uniformed operational officers aware of key legislative requirements (eg the Regulation of Investigations and Proceeding Act).

### 3E Forensic Management

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|------|--------|
| Fair | Stable |
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#### Strengths

- In the areas of crime scene examination, the force is second and third in comparison to its MSF group for auto theft and dwelling burglary scenes examined, with 90.2% of burglary scenes and 47.4% of motor vehicle scenes attended.
- There is a forensic steering group maintaining a corporate overview of performance.
- There is a structured process in place to manage forensic hits, which includes a central point of contact at HQ to record their return to the force, and a central point of contact on divisions to manage their receipt and actioning.
- The scientific support unit website contains a wealth of material that can be referred to; major efforts are made to publicise this and it is easily accessible 24 hours a day throughout the force area.
- There are detective sergeant forensic managers shared between two BCUs who decide, in consultation with the BCU management, where the forensic priorities are. The daily tasking process ensures that priority is given to the scenes deemed to be the most productive.
- A forensic budget has been identified and costs of forensic services are closely managed. There is a submissions manager who scrutinises exhibits before they are forwarded to the laboratory for examination. Direct contact is made with the officer on the case if there is any indication that there is little benefit in the submission.
- The detective sergeant forensic managers contribute to the daily prioritising of crime scene attendance and also attend the bi-weekly level 1 TCG meetings. The scientific support unit detective inspector attends the force tasking meetings.

#### Areas for Improvement

- The force is bottom of its MSF group in respect of fingerprint identifications recovered from burglary and motor vehicle scenes and seventh in respect of fingerprint conversions into primary detections.
- The force does not have a forensic management strategy, which identifies priorities, objectives and targets. There is no clear view of how the service contributes to force performance or how it is to be improved and developed.
- Although there is advice available on the intranet and in policies in respect of forensic awareness, there is no formal process for delivering forensic awareness training to operational staff and a number of staff confirmed that such training had not been delivered for a number of years.
- The force is below average in relation to identifications by both fingerprints and

DNA.

- Specific difficulties sometimes arise due to lack of staff that, for example, may lead to difficulties with video editing in territorial policing operations. Current technical limitations are restricting support. The new building will resolve many of the technical limitations, but additional staff will be required to meet demand, particularly relating to video work.
- A new forensic science department has been built and the force is capable of responding to forensic issues. However, there is concern that there are insufficient fingerprint experts within the department to deliver a good level of service to the force. There are currently seven vacancies for fingerprint experts. This needs to be addressed by recruitment and by succession planning.
- There is no process in place to encourage or monitor scenes of crime officers' contributions to the crime intelligence system.
- There is no capability in force to recover and analyse footwear impressions.
- There are examples of where money (£100) has been sought for items to be forensically examined, at the request of CPS, but this has been refused, even though it was necessary to prove the case.

### 3F Criminal Justice Processes

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| Good |
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| Stable |
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#### Strengths

- During 2004/05, the force achieved the PNC compliance performance for court resulting onto the PNC. The highest was 90.2%, the lowest 37.2% with an average of 76.8%
- The force sanctioned detection rates for violent crime for 2004/05 has increased to 50% and the force is top nationally. In addition, sanctioned detection rates for robberies have increased to 40%, against an MSF average of 24.7% and a national average of 17.2%, and the force is top nationally.
- An ACC is the ACPO lead on CJ and there is a positive relationship between ACPO and the head of CJ.
- There has been an increase in the areas of responsibility covered by the head of CJ and she has reviewed all policies and strategies relating to her portfolio. She provides strong leadership within the criminal justice unit function.
- The force has created police and CPS co-located criminal justice units and appointed file preparation officers to remove the administrative burden associated with preparing files of evidence from operational officers.
- Within the constraints of the financial situation, there are adequate plans to continually improve CJ issues within South Wales Police. Staffing arrangements are adequate, and have been considered when the department increased its portfolio by taking on custody staff and the NCRS. Staff receive the necessary training and development commensurate with their role.
- Custody suites in the force have been upgraded, which supports the safety and dignity of detained persons.
- Civilian detention officers have been introduced in designated custody suites throughout the force area, freeing up 54 police officers for front-line duties and speeding up the custody process for arresting officers.
- The relationship between South Wales Police and Securicor, the contract provider for civilian detention officers, is good at both senior and operational level, which ensures good team work within custody suites.
- The department has its policies and procedures contained in a *Custody Manual* that is available electronically across the force.
- The force has recently developed an effective witness/victim care unit that is to be co-located with the CPS. The first is to go live in a month with a programme to bring a further two units online in the year. This is seen as a good response to the No Witness, No Justice programme.
- The best value review of CJ presented 52 recommendations for improvement, which were endorsed by the police authority and are now being implemented

under the direction of a project board.

- There is a youth justice strategy. The local youth offending team are supported by the CJ department in monetary and staffing terms, with BCUs also contributing in this respect.
- South Wales Police continues to support a range of youth offending team-related projects to focus on the prevention of offending by children and young people. There are a large number of examples of activity in this area of CJ, with the force having invested in several projects.

### **Areas for Improvement**

- During 2004/05, the force performed on average below the PNC compliance target for entering 90% of arrest/summons registrations onto the PNC within 24 hours. The highest was 88.7%, the lowest 77.5% with an average of 83.6%.
- The force has not been inspected in respect of PNC issues, although it is a consistently good performer in court resulting. There are issues with arrest/summons data and the force has a 'fair' grade from the PNC auditors.
- The CJ department – in partnership with the CPS and the courts – is project-managing the implementation of the Criminal Case Management programme, aimed at bringing more offences to justice and improving the service provided to victims and witnesses. It is yet to report its findings.
- All custody staff receive basic training; however, it is recognised that in some areas training could be improved.
- There is difficulty in filling custody officer roles, particularly since the special priority payment has been removed from role holders. There are also implications in custody management systems that bailing detainees to appear on the same day is filling the capacity of custody suites and does not assist with the timely dealing of arrested persons.
- There is a need to achieve compliance with NCRS.

## 4 Promoting Safety (Domain 3)

The force makes effective use of PCSOs to meet its reassurance obligations. However, there has been a slight increase in the fear of crimes of burglary, vehicle crime and public safety; and the use of local policing teams and effective communication with communities is a way of allaying these fears. Community intelligence is managed in a formalised way by the community safety department in an effort to better reassure local communities.

The force publishes an annual *Roads Policing Strategy* and works with other agencies to achieve its roads policing priorities, particularly the safety camera partnership.

There are well-established protocols for dealing with anti-social behaviour and a cross-agency referral system operates whereby partner agencies are able to access and share information in respect of anti-social behaviour.

### 4A Reassurance

|      |        |
|------|--------|
| Good | Stable |
|------|--------|

#### Strengths

- Repeat offences of DV have dropped from 32% to 19% during 2004/05, and the force is second in its MSF group, which has an average rate of 33%. The national average is 36.5%.
- Neighbourhood policing is currently being delivered through Communities First policing teams that operate across all BCUs. These teams work within deprived areas of a BCU and the force contributes a large amount of funding to the initiative.
- There is effective use of PCSOs and they are being used as part of the Putting Communities First programme. They are being designated as community beat managers to give them ownership and responsibility for specific areas within BCUs.
- PCSOs have been receiving three and a half weeks of training, but this is in the process of being developed with a course being run in conjunction with the University of Glamorgan. This will lead to formal accreditation/qualifications.
- There is evidence to show that the operations department makes use of data to measure reassurance within communities. In addition, there is a dedicated team of officers (1 PS and 5 PCs) who are known as the public reassurance team and are part of HQ operations. They are deployed to sensitive areas after major or serious incidents to provide reassurance.
- The community safety department has a role at all levels of NIM, from tasking to strategic, at force and BCU level and feeds information into TCG meetings to assist with the deployment of staff. This meets the reassurance needs of communities in a formalised manner.
- Some BCUs have a dedicated PR function that seeks to promote reassurance issues within their areas.

- Community intelligence is managed using the Police and Communities Together approach where local officers hold community meetings to establish local priorities and intelligence and feed intelligence/information through to divisional TCGs and, where necessary, to force TCGs.

### **Areas for Improvement**

- There has been a slight increase in repeat burglaries, with 6% of domestic burglaries being repeat offences. This is below the MSF average of 10% but places the force third in its MSF group.
- A comprehensive uniform patrol strategy has not yet been defined.
- There are examples of core cover first response officers responding to so many incidents that deployment is not done effectively due to insufficient resources on the front line to meet the demands.
- The roads policing teams do not engage with their local BCUs for daily deployment. There is a need for the force to develop a more sophisticated approach to briefing/debriefing so that central services contribute to local reassurance issues.
- There is little development training for PCSOs and it has been decided that they should not receive training in conflict management and self-defence tactics. There are examples of PCSOs becoming involved in conflict situations who are ill equipped to deal with matters.
- The force has a Special Constabulary but does not make effective use of this important resource.
- The force is reviewing its media strategy with a view to building on strengths and maintaining a greater focus on the press office to co-ordinate the activities of the divisional press officers so that key messages to the public can be delivered. This is yet to be achieved at force level.

**4B Reducing Anti-Social Behaviour and Promoting Public Safety**

|      |          |
|------|----------|
| Good | Improved |
|------|----------|

**Strengths**

- The Chief Constable has taken a lead in ensuring that the causes and effects of anti-social behaviour (ASB) are tackled holistically through a joined-up partnership framework that ensures the highest standards of service right across the force area.
- The Chief Constable's commitment to tackling ASB was evidenced recently when she gave oral evidence to the Welsh Affairs Select Committee at the Welsh Assembly government.
- Part of the ASB framework ensures that the ASB co-ordinators sit on BCU tasking and co-ordination groups. Up-to-date intelligence is supplied by the co-ordinators, with details of how BCU staff can support existing partnership action.
- Each of the seven CSPs has formed a local ASB unit that, as a minimum, has co-located a local authority ASB co-ordinator and a police ASB co-ordinator.
- A referral system exists across South Wales, which allows partners to refer incidents and offenders to the ASB unit for partnership action. Offenders are managed and tracked via local ASB databases. All partners in South Wales have agreed to use a single ASB database and South Wales Police is taking the lead in developing a system for use by all partners.
- Through the community safety department, the force has a robust system of dealing with Anti-Social Behaviour Orders (ASBOs)/ (ASBC). There is a strategic approach to all issues affecting such behaviour that includes the involvement of partners.
- ASBO issues are also raised at TCG meetings with an input from a member of the community safety department. Furthermore, there is an ASB officer on each BCU dedicated to dealing with the issues from early intervention through to court orders.
- A comprehensive roads policing strategy, in consultation with relevant partner agencies, is produced annually and circulated to all roads policing staff and the wider force. Speed enforcement, primarily through the safety camera partnership, adheres to ACPO guidelines.

**Areas for Improvement**

- Information sharing between partners in respect of ASB issues relies on paper systems and meetings. There is no IT system to support this.
- Although partner agencies attend level 1 TCG meetings, there appears to be little discussion at those meetings of ASB problems in the area.
- There are no local targets in respect of ASBOs or dispersal orders.

## 5 Providing Assistance (Domain 4)

Call management within the force has gone through a restructuring process with staff development taken account of so as to better the service provided in this area. Call centres are managed by local supervisors who are experienced in managing the initial stages of incidents. The force has not achieved its targets for call handling/management.

There are adequate resources within operational support to meet the demands placed on the force and there have been recent improvements in staffing and resource allocation, particularly in respect of firearms officers. Specialist operations are subject to performance management and senior managers within this division are soon to be part of the force's Compstat process. Roads policing teams have adopted the NIM for deployment and tasking and have employed an analyst and intelligence officer to meet the requirements of NIM.

### 5A Call Management

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|------|--------|
| Fair | Stable |
|------|--------|

#### Strengths

- An ACC is the ACPO lead on call handling. This is a recent change in portfolio as a result of the reorganisation of all portfolios with the ACPO team.
- There are measures to identify call answering, duration, etc for all aspects of the communications division. This data is used to develop call management processes.
- The force is preparing an accessibility plan to ensure compliance with key publications and its recent best value review on call handling. A trial site is being piloted at Mumbles police station, Swansea, which involves video-conferencing facilities for members of the public to speak with an officer who is based at a control room.
- There is a training plan for call-handling staff and most have the opportunity to gain external qualifications (NVQ) as a result of their development programme. This is a step forward and is seen as a good motivator for call management staff.
- The communications department has gone through a period of restructuring and this has been handled well in respect of people management issues.
- The force has trained its call handlers to identify potential critical incidents at an early stage. The Metropolitan Police Service definition is used to identify a critical incident.
- All call centre supervisors are trained to take control of critical incidents in the first instance, to cater for the fact that the duty inspector may be at another area control room.

#### Areas for Improvement

- There is no call-handling strategy.
- The force answers 85% of its 999 calls (local target). This is below the national

average and places the force at the bottom of its MSF group. The force fails to answer calls transferred to a secondary extension within 60 seconds.

- Call handling is still a problem for the force. It is difficult for the public to speak with a named officer as resource management systems do not provide this information to call handlers and the voicemail facility is not effective.
- The police authority planning and performance management group are aware that call handling is not as good as it should be, and that there are issues over the transferring of calls to local stations or named individuals. These problems are being mentioned by community groups to police authority members.
- It is recognised that the current processes in force need updating to make them more integrated than at present. This is an issue over many of the force's systems and the onset of NICHE is seen as the main system that will support the integration of these processes.
- The workload of the department has increased considerably over the last few years (now answering 270,000 999 calls a year). There has been no significant increase in staffing levels and it is felt that this is an area that needs addressing with adequate succession planning being incorporated into the department.

**5B Providing Specialist Operational Support**

Fair

Stable

**Strengths**

- The force is compliant with the *Firearms Manual* and codes of practice. No unique local tactics exist and the manual is accessible to all officers via the force intranet system. Taser is to be introduced by mid-2005.
- Selection processes for firearms officers and commanders follow the approved national standards. In respect of armed response vehicles, the minimum standards for accuracy exceed those laid down in the guidelines. All chief officers are trained in the Gold Command arena.
- The policy file/log in respect of firearms includes a section on debriefing the incident and this is a requirement of all Silver Commanders. There is always a hot debrief and, depending on the nature of the incident, a further debrief when issues of disclosure are not a concern. Debriefs are minuted to capture any learning from a particular incident.
- There is a sufficient firearms capability within the force with Gold, Silver and Bronze trained officers available at all times. In respect of Gold trained officers, the cover is from 6pm to 6am weekdays with BCU commanders being responsible outside of this time.
- There are arrangements to work with other agencies. In Cardiff Airport, there is a dedicated firearms team, working with the airport authorities and local authority, attracting special government funding as a result.
- The operations department supports the force key objectives and has a remit to offer support to BCUs in this respect. Some of the specialist units are based out on BCU, resulting in good co-operation at local level, and there are examples of good level 1 support being offered by this department.
- Specialist staff within OSD are measured on performance in a similar fashion to their BCU colleagues. Measurement is carried out by OSD; however, during 2005 the division will participate in the Compstat process.
- Armed response vehicles are subject to performance management in similar ways to other officers and, when not deployed as firearms officers, will be expected to contribute to local policing requirements.

**Areas for Improvement**

- The force received a grading of 'fair' in the recent HMIC inspection relating to the codes of practice on the use of firearms and less lethal weapons.
- The OSD is currently being reorganised and there is no formal deployment strategy in place until after the reorganisation.
- The force needs to consider inviting members of the IAG or other community forums to the debriefs of firearms incidents, as this will allay local concerns and provide a citizen focus to what are traditionally inward-looking debriefs.

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- The arrangements for drawing on force staff to respond to major incidents work reasonably well, but it is a paper-based system, resulting in large numbers of contact calls being made. The force needs to develop an effective duty management system to ensure this issue is handled more efficiently.
- There is little evidence to show that tasking and co-ordination processes apply to specialist support. There are local examples of individuals attending BCU level 1 meetings but this is not a formal approach.
- Little collaboration exists, at this time, with the other forces in Wales. This is set to change but not until the next financial year.
- Standing authority for the overt carrying of firearms exists in South Wales Police, which is at variance with the two other southern Welsh forces. This, on occasions, limits cross-border activity.

## 5C Roads Policing

|      |        |
|------|--------|
| Fair | Stable |
|------|--------|

### Strengths

- The number of RTCs resulting in death or serious injury stands at 0.30 per 1,000 of the population. This is lower than the MSF average of 0.50 and the force is top of the MSF group. The force has a lower rate of RTCs that result in death or serious injury per 100 million vehicle kilometres travelled, which is 3.53 compared with an MSF average of 6.31 and a national average of 5.66.
- The portfolio of the ACC (crime and operations) includes the role of roads policing, which is delegated to and supported by the force operations manager. The ACC is regarded as a proactive leader in this respect.
- A comprehensive strategy, in consultation with relevant partner agencies, is produced annually and circulated to all roads policing staff and the wider force. Volume crime plays a significant part of the strategy.
- An analyst has been appointed recently within roads policing and a vacancy for an intelligence officer is soon to be filled. This will promote better use of the NIM in roads policing.
- There is good evidence of roads policing engaging with external agencies. In particular, there are good partnership arrangements with the Welsh Assembly Government speed reduction initiatives and also liaison with highways and relevant authorities in respect of the Driving Improvement Scheme, which is a process that allows drivers to avoid having penalty points on their licence.
- There is a Bronze capability within the department, with appropriate strategic and tactical support for BCUs in respect of roads policing matters. Furthermore, the investigation of road deaths is carried out by a dedicated road death investigation unit, and Bronze inspectors attend the SIO investigators course with a view to being accredited to level 3 under PIP (professionalising the investigative process).
- It is clear that the ACPO roads death manual is adopted and used.

### Areas for Improvement

- Although there is a roads policing strategy in place, it needs to be amended to incorporate recent changes in the department set-up. The current strategy is regarded as dated and does not encompass other strategic issues within the force.
- Individual and team performance is not measured, apart from minor issues such as the number of tickets issued. There are plans to identify performance indicators but, at this stage, there is no effective management of performance on an individual or departmental basis.
- Roads policing teams are based on areas but are centrally managed and controlled. This has an impact on the interaction between BCUs and roads policing teams. It is felt that, in many instances, it is difficult for roads policing

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teams to contribute to BCU priorities and to be measured in respect of their performance and service to BCUs.

- There is sporadic activity in respect of roads policing being intelligence led. The ANPR is deployed using the tasking process within NIM, but it is unclear how intelligence requirements are cascaded to roads policing staff so that they may contribute to this area.
- The briefing and deployment of roads policing staff needs further development.

## 6 Resource Use (Domain B)

The force has a costed human resource (HR) plan and recent reorganisation has led to the appointment of the head of HR at assistant director level. There are HR advisers on all divisions that are Chartered Institute of Personnel and Development qualified. Sickness levels are an area of concern for the force, although these have improved in the last year.

There are good links between training and performance with needs-based training being offered to staff. Community involvement within training events is good, as well as links to other training providers. There is no costed training plan in place. There is a resource management group on each division that reports to an HQ group. Some 91% of police officers are engaged on front-line duties.

Science and technology management is not effective and there needs to be more investment in this area as the force is lacking in some fundamental IT programmes. There is an IT strategy in place, but more needs to be done to adhere to its action plans as the general view is that IT systems do not support the force effectively.

The force makes good use of the NIM and is developing this to include non-operational departments. In this way, business plans will follow the model with control strategies being prepared and tasking and co-ordination processes adopted to effectively deploy resources and prioritise tasks.

### 6A HR Management

|      |        |
|------|--------|
| Fair | Stable |
|------|--------|

#### Strengths

- The force has reduced the number of police officers and staff retiring on medical grounds by 43.8% and 56.3% respectively, and is second in its MSF group.
- The department has submitted a costed HR plan in line with the template from People Matters. It also operates a comprehensive and interactive operational plan, which is communicated and reported on to senior management meetings and to the HR committee of the police authority.
- The profile of HR has been enhanced with the re-designation of the head of HR to the assistant director HR.
- The force has appointed HR advisers to all BCUs to provide a more focused HR service to operational policing. All HR advisers are Chartered Institute of Personnel and Development qualified and one of their priorities is to identify issues at an early stage (eg grievances) and to enter into consultation, negotiation and mediation in order to resolve them.
- Probationer constables are recruited to the National Recruitment Standard in line with Home Office Circular 54/2003.
- Police promotion processes are in line with the ICF. Police staff recruitment is devolved to BCUs and departments, but is within the policy for recruitment and selection.
- Police staff members record details of their working hours electronically. This system then identifies where any individual works more than 48 hours per week

and supervisors can investigate the reasons why.

- The ACC (crime and operations) has developed the PDR process for BCU commanders so that assessment is made of the contribution of BCU initiatives to force performance and which force issues were being taken to national forums.
- The DCC is the chief officer lead on Health and Safety (H&S) and he monitors all annual health and safety plans to ensure there is a corporate approach. The police authority has also established an H&S group that monitors force plans.
- All 'near misses' and incidents in respect of H&S are reported using the accident reporting form. Any learning is captured and progressed through formal processes to the H&S group.
- HR data is produced to identify where retirements and promotions will leave gaps in skills or resilience. A formal workforce planning day is held annually to succession plan for key positions and to identify any development, coaching or mentoring requirements.

### **Areas for Improvement**

- Although the figures have improved, the force is at the bottom end of its MSF group in respect of the number of working hours lost due to sickness. For 2004/05, the number of working hours lost due to sickness by police officers is 85.13 compared with an MSF average of 80.27 and a national average of 74.84. For police staff, the figures are 84.30 compared with an MSF average of 70.25 and a national average of 66.90.
- The force PDR process is not compliant with the ICF.
- The PDR process has little credibility with operational officers. It is described as a three-stage, bureaucratic process that is of little value. Training and development needs identified are not actioned. The process is used mainly by young, in-service officers seeking other positions or officers seeking promotion.
- Although H&S incidents are investigated, this is done at a local level, using local managers. Some have been trained in this respect, but there is no process to ensure that the results of all investigations are fed into the centre. The decision to refer matters rests with the locally appointed investigator.
- There is an issue over H&S in respect of PCSOs. They have been measured for protective vests and are still waiting issue by the force.
- No personal safety training is given and all PCSOs related incidents whereby they ended up in conflict situations. Requests have been made for such training but have not been granted. The force must conduct a risk assessment in this respect, as some PCSOs work in isolation, in some of the more deprived areas of the force where violent crime is a problem.
- The force appears to be complying with the working time directive for federated ranks, although there is no system to monitor the hours officers have worked. There is concern over the cancelling of rest days and the resource capacity of the

force to allow time off at a later date.

- The force is not complying with working time directives in respect of the 11-hour rest period between shifts for police staff. There is evidence of staff being rostered to return to duty within eight hours. Opt-out agreements are not offered to members of staff who wish to work in excess of 48 hours per week.
- There is no PDR process for PCSOs and little evidence of performance management that links to the reassurance role carried out by these members of staff.
- The federation is not engaged in its role as welfare support at early stages of sickness, and believe it could have a positive impact on the management of sickness if it were involved at an early stage in the process; eg, staff could visit officers early in the sickness period prior to being visited by a supervisor or occupational health worker.

## 6B Training and Development

|      |           |
|------|-----------|
| Fair | Improving |
|------|-----------|

### Strengths

- The local training units are professionally managed by the head of training, in association with the BCU commanders located on the BCUs and managed through the local training boards. Each local training unit has an inspector, with the link between training and BCU commanders provided by the business manager. There was a clear link between training and performance with good leadership among the BCU command team.
- There are formalised and documented meeting structures across the training function for training managers and trainers, which feed into the training boards. The head of training is included in strategic meetings outside the training department and routinely works alongside the Director of Human Resources.
- There has been sound activity that supports the *Managing Learning, Diversity Matters* and *Training Matters* recommendations, together with effective police authority monitoring.
- There are many good examples of community involvement across a broad range of training. Notably, under the head of training, the force has a community involvement co-ordinator, a police sergeant, who is developing a database of community contacts that will support a student officer placement programme. There are plans to use these contacts within the wider training process to design and evaluate future training programmes.
- There are extensive examples of collaboration with external organisations. South Wales Police have been working closely with the Safer Swansea partnership, which includes Swansea City Council, the Jobcentre, CCTV, BTP and the fire service, to provide multi-agency training days on anti-social behaviour for all the partners.
- There is well-led collaboration in terms of e-learning. The South Wales police sergeant leading the project has reinvigorated the national e-learning strategy and brought together most of the forces in England and Wales to share and develop best practice. The force can demonstrate the efficiency gains achieved to date and outline future efficiency savings for the force.
- *The Models for Learning and Development* has been effectively integrated into the development of new training programmes and for all stages of the training process across the force. Furthermore, the processes are also applied by the force training forum and the training boards from the very start of the training process.

### Areas for Improvement

- There is a training strategy but HM Inspector found it relates only to the training department and has not been sanctioned by the strategic force training board (FTB). While the plan includes key training issues, it is not compliant with Home Office Circular 53/03 and so excludes some key development areas. A revised plan is being produced.

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- HM Inspector was concerned to find that the force has no costed plan for the training function. Most of the training planned for 2004/05 was identified but the NCM methodology has not been applied to reveal the cost of training.
- Some new training relating to legislative or procedural changes, as well as training generally delivered outside the training department, such as dogs, mounted and underwater training, is not included in the annual plan. In addition, these training areas fall outside the scrutiny of the FTB.
- The force training management structure is clearly set out in the training department strategy with terms of reference for each level. The ACC has responsibility for the FTB, which oversees the lower level local training boards. There are four local training boards across the BCUs. The majority of staff who were interviewed agreed that they had little confidence in the effectiveness of the strategic FTB. Attendance by senior managers is not consistent and so the ability to make executive and final decisions has been limited. This is compounded by the fact that important areas of operational support training are not subject to FTB scrutiny.
- Some financial management procedures have been problematic. There was evidence that community involvement and outside speakers have been discouraged from attending training because of payment problems. The force needs to review how this issue could be improved.
- There is no formal quality assurance framework across the force. In practice, there is very limited quality assurance being applied within centrally provided training. Notable exceptions are the rigour being applied to firearms training and the appointment of a quality assurance officer for officer safety training. It was encouraging to find policies being developed in relation to reducing non-attendance and the commissioning of new training, but the force needs to ensure these are consistently and robustly applied.
- There is no post dedicated to training evaluation. Instead, the force has merged the previous evaluation resource into its strategic HR planning unit, which has retained some responsibility for evaluation. Tasking and reporting is independently controlled through the unit, which also approves the evaluation priorities, but there is no audit trail or longer term monitoring of the recommendations arising from evaluations.
- The training planning cycle largely exists only within the training department. There has been very little connection with, or synchronisation between, PDR, costs and the corporate planning cycle, and the training department training plan has been produced too late in the planning year to be influential.

## 6C Race and Diversity

|      |
|------|
| Fair |
|------|

### Strengths

- The force is recruiting more police officers from minority ethnic groups than it was last year and is above the MSF average in this respect. 2.9% of the economically active population are from minority ethnic groups and the force recruited 2.5% of police officers from such groups. This compares with MSF data of 1.6% of recruits coming from minority ethnic groups against a 4.3% of minority ethnic groups in the economically active population of the force area.
- It has also recruited a number of female officers in the past year and now 20% of its police officers are female, compared with the national average of 21%.
- Internal and external race and diversity issues are led by two ACCs, and the Chief Constable chairs the force diversity strategy group.
- The diversity unit has recently transferred to the HR department. Since that time, it has revised and published its RES, complete with an effective action plan that is CRE compliant for 2004–07. The force has individual policies for religion and belief, gender and sexual orientation.
- The Breaking Through action plan links to the RES and will inform action plans in relation to other aspects of diversity. The Welsh Language Scheme has been revised, as has the linguistic strategy that accompanies it, which is monitored by the force's Welsh Language Board.
- The force has a holistic approach to diversity and, while the focus is on race, it recognises the importance of other diversity issues such as gender, sexual orientation and disability. In recognition of the commitment to disability issues, the force has been awarded the Positive about Disabled People two ticks symbol.
- The force, in collaboration with Glamorgan University, has developed a course available to all applicants to the force to improve their skills. Members of BME groups are positively encouraged to participate in this course and nine were successful in passing the police assessment centre as a result.

### Areas for Improvement

- Race and diversity is not yet an overarching theme throughout the HR strategy, as the strategy is still being developed.
- The PDR process is used to identify training needs in respect of diversity. However, the PDR process is not regarded as effective and there is the risk that diversity training needs or requests are missed as a result.
- An identified area of weakness was the lack of a gay staff network, which has now been achieved. The force is still working towards the setting up of a force IAG on gay issues.
- The Black Police Association is not part of the internal diversity strategy group.

**6D Resource Management**

|             |               |
|-------------|---------------|
| <b>Good</b> | <b>Stable</b> |
|-------------|---------------|

**Strengths**

- The force has some 91% of its officers engaged in front-line duties, more than the national average (89%) but slightly below that of the MSF group (93%).
- There is a sound working relationship between the force director of finance and the police authority treasurer. The relevant responsibilities of both officers are clearly encompassed in the revised *Financial Regulations*, approved by the police authority in June 2004. Financial monitoring reports (revenue and capital) are submitted to the police authority on a quarterly basis.
- Performance data is produced monthly to monitor force finances. This is fed to the director of finance and to BCU business managers.
- Budgets are devolved in line with an annually agreed budget framework and reporting arrangement. The police authority has a robust relationship with the force and is part of finance processes for activity.
- The estates department is working closely with the crime and reassurance project team to identify and secure alternative solutions for service delivery. This includes offices in supermarkets, high street kiosks and electronic access.
- The vehicle replacement and maintenance strategy is formulated by divisional and departmental vehicle user groups, who formulate vehicle specifications that ensure that the optimum vehicles and equipment contribute to improving operational performance. The maintenance programme is developed using manufacturer’s guidelines and takes into account the role of the vehicle to minimise vehicle downtime.
- The head of procurement is directly accountable to the director of finance, administration and ICT. He is Chartered Institute of Purchasing and Supply (CIPS) qualified and has three CIPS-qualified staff.
- Activity-based costing (ABC) is currently being undertaken for the third year, in line with the statutory guidance, and an action plan is being developed on a force level to show how the data will be utilised at a corporate level; for example, identifying efficiency savings, reducing bureaucracy and identifying areas of good practice. The force has also utilised this data to inform the front-line policing measure.
- In the Audit Commission *National ABC Data Quality Report*, issued in May 2005, the results for the force are shown as:

|                     |      |
|---------------------|------|
| 2003 Issues         | Good |
| Costing             | Poor |
| Internal Controls   | Good |
| Information Sources | Good |
| Reasonableness      | Good |
| Use of Costing Data | Weak |

- The force has demonstrated its commitment to implement ABC and will now, with the authority, wish to continue to develop the use of ABC and activity analysis in particular, as a key element of management information to drive the linking of resources to performance. Progress will be monitored on an annual basis by the Audit Commission with results included in future baseline assessments.
- Each division has an established resource management group, which is also complemented by resource management group meetings held at the centre and chaired by a chief superintendent that look at strategic resource management for the force.

### **Areas for Improvement**

- Although budgets are devolved, concern was expressed as the process is not effective. The business managers are not used and it is felt that central control of finances is still in place, with accountability and performance falling on commanders who have no scope to manage the finances due to the constraints within the force policy. The QLX system is not considered to be effective.
- There is no duty management system in place and this hinders the allocation of resources, particularly when confronted with spontaneous major or critical incidents.
- There is widespread criticism, at all levels of the organisation, regarding the cancellation of the rest days policy. Examples were given of officers working six 12-hour shifts without a day off.
- The process for recording overtime and getting it authorised for payment is described as excessively bureaucratic, with a number of different forms being required for a single claim and an unnecessary checking process (supervisor – administrator – finance, etc). This increases the levels of paperwork for operational officers and lengthens the claims process.
- Concern was voiced over the impact specialist teams and squads have on operational policing, in that there has been little increase in establishment over the years whereas the workloads have increased considerably, as have the number and variations of specialist posts. Resources for such posts invariably come from front-line police officers and staff.
- The force is not complying with the European Working Time Directive as it relates to police staff. Police staff who work shifts are rostered to return to duty without the 11 hours of rest between shifts being allowed.
- There is evidence of a long hours culture for members of the superintending ranks, which the force should monitor.
- The corporate finance department is not currently in the IPF benchmarking club.

## 6E Science and Technology Management

|      |        |
|------|--------|
| Poor | Stable |
|------|--------|

### Strengths

- The force has an information management strategy (updated September 2003). The strategy is currently under review in order to incorporate the National Centre for Policing Excellence code of practice on information management.
- Chief officer lead (director of finance, administration and information and communications technology (ICT)) proactively manages a number of projects via his portfolio on the programme board. In addition, he sits as an executive on a number of major project boards.
- The assistant director (ICT) also sits on a number of project boards and represents the Welsh forces on the ACPO ITAG. All heads of IT for the four Welsh forces meet regularly as part of a Welsh regional ITAG and also as part of the Welsh forces' collaboration work.
- The force supports an external data connection via CJX. A penetration test on this gateway was last undertaken in March 2004 and found that the firewall, and other CJX facing addresses, were well configured with no vulnerabilities detected.

### Areas for Improvement

- Although there has been some investment in technology, eg command and control, custody and case preparation and warrants systems, other important IT systems within the force are dated, not user friendly and are not contributing to providing an effective policing service. IT is a source of frustration at all levels.
- The ACPO information management benchmarking toolkit has not been used to any great extent.
- There are concerns over the capacity of information services and technology to deliver quality products within a reasonable timescale. National projects have let the force down (eg the Police Information Technology Organisation), and although the force is progressing with NICHE, there are other technology systems that the force needs to exploit fully.
- The availability of computer terminals and the outdated applications have been criticised by operational staff. There is no specific IT budget devolved to BCUs. There are no restrictions on BCUs spending money on IT but they would have to move funds from other budgets.
- The IT infrastructure is not healthy due to resource allocation and other priorities. Systems appear not to be integrated and this leads to problems, for example:
  - the crime and information system (CIS) does not link to other IT systems, eg command and control. As a result, officers have to double key information into different systems;
  - there is no IT support for intelligence activity in respect of child abuse issues. The force crime manager stated that the Public Protection Bureau would benefit from such a system;

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- the force IT systems are described as operating in silos rather than being an integrated process. As a consequence, if an officer needed to access information contained on three different databases, s/he would need to log on three times using three different passwords; and
- only some staff have internal e-mail addresses.
- There is no strategy or formal plan in place for disaster recovery or business continuity. All resilient features were tested before the systems went live but there has been no testing since going live.

**6F National Intelligence Model**

Fair

Stable

**Strengths**

- The force has a formal approach to the NIM and associated processes. Approaches to TCG at level 1 and 2 (both force and regional) are adequate.
- Strategic assessments are undertaken every six months and control strategy priorities are reviewed regularly. Operations are limited to these areas, other than in exceptional circumstances. BCU and level 2 TCG meetings are held every two weeks. Force and regional TCG meetings are held monthly.
- The force holds a monthly TCG meeting where matters impacting on the force as a whole are discussed, with the emphasis being on issues raised in the control strategy. The group is chaired by the ACC (operations) and is attended by divisional representatives as well as HQ departments that can offer support.
- Corporate development and the force strategic analyst are currently working together to combine their respective strategic work, thus ensuring no duplicity of effort. All departments (operational and non-operational) have to produce strategic and tactical assessments, identifying issues that will affect their area of work.
- A joint intelligence group has been established at Rhondda Cynon Taff with HM Revenue and Customs and the immigration service being co-located with the police.

**Areas for Improvement**

- Although there is a structured process that is followed, the force needs to consider making the level 2 tasking meeting more dynamic to meet the requirements of the NIM. It was observed that a lot of time was spent reviewing crime figures and trends, with no tasking from the group to deal with the issues or concerns raised.
- The force's intelligence database (CIS) does not meet principles relating to data protection and data standards, and hinders analytical processes. However, a project team is currently reviewing a replacement system.
- Few matters are referred to level 2 tasking. The force is concentrating on level 1 criminality, which means that cross-border issues may not be dealt with effectively. The Tarian regional team has resource capability that meets regional needs, but could be tasked to deal with more level 2 issues if the force referred matters to the regional TCG.
- Analyst roles are adequately resourced, but there is frustration over the IT support offered. This has resulted in analysts leaving the organisation for other law enforcement agencies and, in the last 18 months, five analysts have moved on leaving a resilience problem for the force.
- The force intelligence bureau and BCU intelligence cells do not have sufficient

training (ie intelligence operatives and level 2 surveillance courses). Both suffer abstractions to staff major crime incidents and sporting events.

- The intelligence capability of the force meets the minimum requirements, although there is frustration over the IT support for all aspects of NIM. This is an issue that needs to be resolved as there is the potential for this matter to be even better serviced with proper, robust support systems.
- Officers cannot input intelligence directly onto the intelligence system. The information is logged on a paper record and forwarded to an inputter who transfers it to the CIS. This delays the accessibility of intelligence and impacts on operational effectiveness.

## 7 Leadership and Direction

The chief officer team is regarded as being visible by members of the force and South Wales Police has a high profile within Wales. There is a strong relationship with the police authority and formal meetings take place that discuss leadership issues.

There are annual planning seminars that define the strategy for the next year and the police authority is fully engaged in this process, with the Welsh Assembly government's priorities in respect of community safety taken into account alongside national policing priorities.

Performance management at senior level is conducted by the DCC in respect of the ACCs, and by the ACC (operations) for BCU commanders. There is also a police performance management group that sits to manage performance issues. The PDR process is not effective at measuring performance, particularly at individual level.

### 7A Leadership

|      |
|------|
| Good |
|------|

#### Strengths

- There is a good relationship with the police authority and with the chair in particular, as he has been in place for some years. The police authority chair meets formally with the Chief Constable at least every other month and sets the objectives for the Chief Constable in line with national guidelines.
- Chief Officers hold quarterly 'away days' for the consideration of force development issues. The use of 360° appraisals is an initiative that is being piloted within the business development and performance management units, for potential roll-out across the force.
- The Chief Constable has personally championed a development project on leadership development that considered a number of areas of research, including Centrex and the Home Office police leadership expectations and impact 2004.
- The Chief Constable chairs the force diversity group with membership inclusive of chief officers, senior managers and representatives from the force IAG and staff associations.
- The performance of the ACCs is assessed by the DCC using a Compstat approach, with the Deputy Chief Constable having objectives set by the Chief Constable, the force has a chief officer implementation group meeting where development issues are dealt with.
- Vision and values are published within the *3 Year Force Strategy Plan* and *Annual Policing Plan*. In addition, the force produces internal posters and leaflets clearly stating vision and values and includes the force priorities.
- The chief officer team maintains a reasonably high profile within the media in Wales.
- The force has a process where good work is recognised and formal

presentations are made where appropriate.

- There is a new member of the chief officer team and a recent change around of portfolios has ensured continuity. The team has been relatively stable in recent months.

#### **Areas for Improvement**

- The chief officer team is accessible, although not as visible as it might be. The team will see staff by appointment but there was evidence that visits to stations and less formal interaction with staff was an exception.
- Morale among members of the superintendents association is not as good as it could be, with the demands of improved performance leading to non-compliance with the working time directive and a distorted work/life balance.
- Staff surveys are conducted and the results acted upon. In the last survey, morale was not seen as a concern, although the latest special priority payment scheme has caused some issues within the force that have impacted on morale.

**7B Strategic Management**

|      |
|------|
| Good |
|------|

|           |
|-----------|
| Improving |
|-----------|

**Strengths**

- Vision and values are published as a matter of course within the *3 Year Strategy Plan* and *Annual Policing Plan*. An annual planning seminar is held in October/November whereby the police authority, Chief Constable and chief officers communicate their vision and priorities for the forthcoming year.
- Police reform is led by the DCC who has overall responsibility for the strategic change and development programme.
- The police authority is aware of the process of planning and resource allocation used in the force and contributes to the allocation of resources. The annual planning cycle is closely aligned to the budget-setting process.
- The police authority discusses the priorities for the force and responds to requests from the Chief Constable to allocate financial resources accordingly. This process is seen as effective.
- The force has an effective environmental scanning process that informs strategic planning. This is a daily process that seeks information from the world wide web and key government publications. This includes the Welsh Assembly Government.

**Areas for Improvement**

- There was evidence that the chief officer team could communicate more effectively with its senior managers and that this would lead to a more consistent message to the force.
- There is an example of an increase in bureaucracy as a result of financial pressures, for example the tape transcript service has been amended so that officers have to complete their own full tape transcripts. This can take a number of duty hours to complete.
- The force has integrated the planning process with NIM by agreeing to complete one strategic assessment, linking both operational and organisational issues. However, this is not being produced until May 2005 and, at this stage, there is no tangible link between strategic planning and the NIM.

**7C Performance Management and  
Continuous Improvement**

|      |           |
|------|-----------|
| Good | Improving |
|------|-----------|

**Strengths**

- The force, together with the police authority, complies with the statutory best value guidance and has local processes that are regarded as satisfactory in producing cost-effective reports that are not bureaucratic.
- There is a small force inspection unit headed by a superintendent, with the DCC as the strategic lead.
- The dynamic Compstat process is seen as an effective way of holding senior managers and HQ departments accountable for their contribution to volume crime performance.
- There is a police performance monitoring group within the police authority that meets quarterly and receives performance information such as iQuanta, best value review, Compstat, etc. Meetings also take place between BCU commanders and PA members to discuss divisional performance issues.
- The force is in the process of providing police authority members with access to iQuanta performance information and they are employing an analyst to assist in the interpretation and management of the information.
- The force has involved itself with outside learning providers to show commitment to development and learning. As an example, the close links between the force and the University of Wales at Cardiff are aimed at developing a police school to assist with the training of probationers.

**Areas for Improvement**

- There are no corporate systems in place to monitor individual or team contribution to BCU performance.
- There are no performance measures in place to establish the contribution non-operational departments make to front-line policing.
- The PDR process is not used effectively and is not held in any regard by staff.
- Although action is taken against poor performers through the Compstat and tasking processes, there is no evidence of individuals being held to account for their inactivity. There has been no training or cascading of information in respect of the efficiency regulations and no evidence they have been used to target staff who are under performing.
- There has been a start made on integrating the NIM with other processes and the force is progressing with this approach.
- The force has yet to adopt the ICF and, as a result, PDRs do not drive individual performance.

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- The force uses iQuanta data as the standard for performance information. This information is only available to a limited number of people on a monthly basis. In addition, the availability of real time performance information at a local level depends on the systems put in place by the individual BCUs.
- Performance management is not regarded as good. There is no formal system for capturing good performance or to challenge poor performance. There is no corporate process in place to produce daily performance information to inform daily tasking.
- The force has introduced a system (Dragon), funded by the Home Office and progressed by the Welsh Assembly to collate multi-agency data and present it via a geographical information system mapping package to identify crime and incident locations. While this could be a valuable tool to assist in deploying resources to priority areas, it is only available to a small number of staff.

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## Appendix 1: Performance Tables

| 1A: Fairness and Equality  |        |          |        |                |                 |                     |                      |
|--|--------|----------|--------|----------------|-----------------|---------------------|----------------------|
| Indicator  | 2003/4 | 2004/5   | Change | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| % of victims of racist incidents very/completely satisfied with respect to the overall service provided (SPI 3a) | N/A    | 57.4%    | N/A    | 45.3%          | 1 out of 7      | 48.6%               | 10 out of 37         |
| % of victims of racist incidents satisfied with respect to the overall service provided (SPI 3a)                 | N/A    | 72.2%    | N/A    | 66.7%          | 3 out of 7      | 71.5%               | 22 out of 37         |
| % of white users very/completely satisfied with respect to the overall service provided (SPI 3b)                 | N/A    | 59.3%    | N/A    | 56.2%          | 1 out of 7      | 56.8%               | 18 out of 37         |
| % of users from BME groups very/completely satisfied with respect to the overall service provided (SPI 3b)       | N/A    | 54.4%    | N/A    | 45.4%          | 1 out of 7      | 44.1%               | 10 out of 37         |
| Difference between very/completely satisfied rates (SPI 3b)  | N/A    | 4.86 pts | N/A    | 10.7 pts       | N/A             | 12.7 pts            | N/A                  |
| % of white users satisfied with respect to the overall service provided (SPI 3b)                                 | N/A    | 78.6%    | N/A    | 76.0%          | 2 out of 7      | 78.0%               | 19 out of 37         |
| % of users from BME groups satisfied with respect to the overall service provided (SPI 3b)                       | N/A    | 73.3%    | N/A    | 69.0%          | 3 out of 7      | 71.2%               | 20 out of 37         |
| Difference between satisfied rates (SPI 3b)  | N/A    | 5.34 pts | N/A    | 7.03 pts       | N/A             | 6.8 pts             | N/A                  |
| % of PACE stop/searches of white persons which lead to arrest (SPI 3c)   | *      | *        | *      | *              | *               | *                   | *                    |
| % of PACE stop/searches of persons from BME groups which lead to arrest (SPI 3c)                                 | *      | *        | *      | *              | *               | *                   | *                    |
| Difference between PACE arrest rates (SPI 3c)  | *      | *        | *      | *              | *               | *                   | *                    |
| % detected violence against the person offences for victims from BME groups (SPI 3d)                             | N/A    | 52.4%    | N/A    | 36.9%          | 2 out of 6      | 24.7%               | 2 out of 34          |
| % detected violence against the person offences for White victims (SPI 3d)                                       | N/A    | 34.4%    | N/A    | 25.1%          | 3 out of 6      | 34.6%               | 20 out of 34         |
| Difference in violence against the person detection rates. (SPI 3d)  | N/A    | 18 pts   | N/A    | 11 pts         | N/A             | 9.9 pts             | N/A                  |
| Difference between PACE stop/searches per 1,000 white and per BME population                                     | *      | *        | *      | *              | *               | *                   | *                    |
| Racially or religiously aggravated offences per 1000 population  | 0.65   | 0.61     | -7.4 % | 0.72           | 5 out of 8      | 0.70                | 31 out of 42         |
| % detected racially or religiously aggravated offences   | 44.2%  | 48.2%    | 4 Pts  | 34.0%          | 4 out of 8      | 36.4%               | 12 out of 43         |

| 1B: Neighbourhood Policing and Community Engagement                  |        |        |        |                |                 |                     |                      |
|--|--------|--------|--------|----------------|-----------------|---------------------|----------------------|
| Indicator  | 2003/4 | 2004/5 | Change | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| % of people who think that their local police do a good job (SPI 2a) | N/A    | 45.9%  | N/A    | 46.4%          | 5 out of 8      | 48.6%               | 28 out of 42         |

\* This data was not available at time of publication

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| <b>1C: Customer Service and Accessibility</b>   |               |               |               |                       |                        |                            |                             |
|---|---------------|---------------|---------------|-----------------------|------------------------|----------------------------|-----------------------------|
| <b>Indicator</b>  | <b>2003/4</b> | <b>2004/5</b> | <b>Change</b> | <b>MSF Ave 2004/5</b> | <b>MSF Rank 2004/5</b> | <b>National Ave 2004/5</b> | <b>National Rank 2004/5</b> |
| % of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to making contact with the police <b>(SPI 1a)</b>  | N/A           | 72.6%         | N/A           | 65.2%                 | 1 out of 7             | 65.9%                      | 10 out of 37                |
| % of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to action taken by the police <b>(SPI 1b)</b>      | N/A           | 60.6%         | N/A           | 55.4%                 | 1 out of 7             | 54.9%                      | 13 out of 37                |
| % of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to being kept informed of progress <b>(SPI 1c)</b> | N/A           | 40.2%         | N/A           | 37.4%                 | 1 out of 7             | 38.8%                      | 18 out of 37                |
| % of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to their treatment by staff <b>(SPI 1d)</b>        | N/A           | 72.2%         | N/A           | 68.6%                 | 2 out of 7             | 69.5%                      | 18 out of 37                |
| % of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to the overall service provided <b>(SPI 1e)</b>    | N/A           | 58.9%         | N/A           | 55.6%                 | 1 out of 7             | 55.6%                      | 17 out of 37                |
| % of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to making contact with the police <b>(SPI 1a)</b>                     | N/A           | 89.9%         | N/A           | 85.8%                 | 2 out of 7             | 87.8%                      | 14 out of 37                |
| % of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to action taken by the police <b>(SPI 1b)</b>                         | N/A           | 79.5%         | N/A           | 74.1%                 | 1 out of 7             | 75.4%                      | 12 out of 37                |
| % of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to being kept informed of progress <b>(SPI 1c)</b>                    | N/A           | 56.7%         | N/A           | 54.6%                 | 3 out of 7             | 58.5%                      | 25 out of 37                |
| % of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to their treatment by staff <b>(SPI 1d)</b>                           | N/A           | 87.0%         | N/A           | 85.3%                 | 3 out of 7             | 87.8%                      | 24 out of 37                |
| % of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to the overall service provided <b>(SPI 1e)</b>                       | N/A           | 78.4%         | N/A           | 75.6%                 | 2 out of 7             | 77.3%                      | 18 out of 37                |
| % of people who think that their local police do good job <b>(SPI 2a)</b>   | N/A           | 45.9%         | N/A           | 46.4%                 | 5 out of 8             | 48.6%                      | 28 out of 42                |
| % of victims of racist incidents very/completely satisfied with respect to the overall service provided <b>(SPI 3a)</b>   | N/A           | 57.4%         | N/A           | 45.3%                 | 1 out of 7             | 48.6%                      | 10 out of 37                |
| % of victims of racist incidents satisfied with respect to the overall service provided <b>(SPI 3a)</b>   | N/A           | 72.2%         | N/A           | 66.7%                 | 3 out of 7             | 71.5%                      | 22 out of 37                |
| % of PA buildings open to the public which are suitable for and accessible to disabled people   | 40.9%         | *             | *             | 102.4%                | *                      | 76.9%                      | *                           |

\* This data was not available at time of publication

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| <b>2A: Reducing Hate Crime and Crimes Against Vulnerable Victims</b>   |               |               |               |                       |                        |                            |                             |
|--|---------------|---------------|---------------|-----------------------|------------------------|----------------------------|-----------------------------|
| <b>Indicator</b>   | <b>2003/4</b> | <b>2004/5</b> | <b>Change</b> | <b>MSF Ave 2004/5</b> | <b>MSF Rank 2004/5</b> | <b>National Ave 2004/5</b> | <b>National Rank 2004/5</b> |
| % of domestic violence incidents with a power of arrest where an arrest was made related to the incident <b>(SPI 8a)</b> | 53.8%         | 66.1%         | 12.3 Pts      | 65.9%                 | 3 out of 6             | 55.7%                      | 18 out of 28                |
| % of partner-on-partner violence <b>(SPI 8b)</b>   | 64.4%         | 72.1%         | 7.6 Pts       | 79.5%                 | -                      | 74.1%                      | -                           |
| Racially or religiously aggravated offences per 1000 population  | 0.65          | 0.61          | -7.4 %        | 0.72                  | 5 out of 8             | 0.70                       | 31 out of 42                |
| % detected racially or religiously aggravated offences   | 44.2%         | 48.2%         | 4 Pts         | 34.0%                 | 4 out of 8             | 36.4%                      | 12 out of 43                |

| <b>2B: Volume Crime Reduction</b>  |               |               |               |                       |                        |                            |                             |
|--|---------------|---------------|---------------|-----------------------|------------------------|----------------------------|-----------------------------|
| <b>Indicator</b>   | <b>2003/4</b> | <b>2004/5</b> | <b>Change</b> | <b>MSF Ave 2004/5</b> | <b>MSF Rank 2004/5</b> | <b>National Ave 2004/5</b> | <b>National Rank 2004/5</b> |
| % risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) <b>(SPI 4a)</b> | 6.0%          | 9.7%          | 3.7 Pts       | 5.4%                  | 8 out of 8             | 5.3%                       | 39 out of 42                |
| % risk of a household being victim once or more in the previous 12 months of a household crime <b>(SPI 4b)</b>                           | 16.8%         | 17.9%         | 1.1 Pts       | 19.5%                 | 3 out of 8             | 17.9%                      | 23 out of 42                |
| Domestic Burglary per 1,000 households <b>(SPI 5a)</b>   | 14.57         | 12.97         | -11 %         | 16.22                 | 4 out of 8             | 14.40                      | 28 out of 43                |
| Violent crime per 1,000 population <b>(SPI 5b)</b>   | 18.68         | 17.74         | -5 %          | 22.26                 | 2 out of 8             | 22.44                      | 13 out of 42                |
| Robberies per 1,000 population <b>(SPI 5c)</b>   | 0.62          | 0.45          | -27.7 %       | 0.94                  | 2 out of 8             | 1.68                       | 12 out of 42                |
| Vehicle crime per 1,000 population <b>(SPI 5d)</b>   | 22.32         | 18.79         | -15.8 %       | 16.36                 | 6 out of 8             | 13.99                      | 38 out of 42                |
| Life threatening crime and gun crime per 1,000 population <b>(SPI 5e)</b>  | 0.97          | 0.97          | -0.3 %        | 0.68                  | 8 out of 8             | 0.61                       | 40 out of 42                |
| Total recorded crime per 1000 population   | 113.02        | 102.34        | -9.4 %        | 112.03                | 2 out of 8             | 105.37                     | 28 out of 42                |
| Violent Crime committed by a stranger per 1,000 population   | 9.78          | 5.48          | -44 %         | 8.38                  | 2 out of 6             | 9.87                       | 16 out of 34                |
| Violent Crime committed in a public place per 1,000 population   | 23.06         | 10.26         | -55.5 %       | 11.71                 | 3 out of 6             | 13.86                      | 14 out of 34                |
| Violent Crime committed under the influence of intoxicating substances per 1,000 population  | 6.71          | 3.28          | -51.1 %       | 4.26                  | 4 out of 6             | 4.16                       | 13 out of 32                |
| Violent crime committed in connection with licensed premises per 1,000 population  | 5.13          | 1.46          | -71.6 %       | 1.94                  | 3 out of 6             | 1.44                       | 15 out of 32                |
| % of domestic burglaries where the property has been burgled in the previous 12 months   | 4.9%          | *             | *             | 10.0%                 | *                      | 8.3%                       | *                           |

\* This data was not available at time of publication

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| <b>2C: Working with Partners to Reduce Crime</b>   |               |               |               |                       |                        |                            |                             |
|--|---------------|---------------|---------------|-----------------------|------------------------|----------------------------|-----------------------------|
| <b>Indicator</b>   | <b>2003/4</b> | <b>2004/5</b> | <b>Change</b> | <b>MSF Ave 2004/5</b> | <b>MSF Rank 2004/5</b> | <b>National Ave 2004/5</b> | <b>National Rank 2004/5</b> |
| % risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) <b>(SPI 4a)</b> | 6.0%          | 9.7%          | 3.7 Pts       | 5.4%                  | 8 out of 8             | 5.3%                       | 39 out of 42                |
| % risk of a household being victim once or more in the previous 12 months of a household crime <b>(SPI 4b)</b>                           | 16.8%         | 17.9%         | 1.1 Pts       | 19.5%                 | 3 out of 8             | 17.9%                      | 23 out of 42                |
| Domestic Burglary per 1,000 households <b>(SPI 5a)</b>   | 14.57         | 12.97         | -11 %         | 16.22                 | 4 out of 8             | 14.40                      | 28 out of 43                |
| Violent crime per 1,000 population <b>(SPI 5b)</b>   | 18.68         | 17.74         | -5 %          | 22.26                 | 2 out of 8             | 22.44                      | 13 out of 42                |
| Robberies per 1,000 population <b>(SPI 5c)</b>   | 0.62          | 0.45          | -27.7 %       | 0.94                  | 2 out of 8             | 1.68                       | 12 out of 42                |
| Vehicle crime per 1,000 population <b>(SPI 5d)</b>   | 22.32         | 18.79         | -15.8 %       | 16.36                 | 6 out of 8             | 13.99                      | 38 out of 42                |
| Life threatening crime and gun crime per 1,000 population <b>(SPI 5e)</b>  | 0.97          | 0.97          | -0.3 %        | 0.68                  | 8 out of 8             | 0.61                       | 40 out of 42                |
| Total recorded crime per 1000 population   | 113.02        | 102.34        | -9.4 %        | 112.03                | 2 out of 8             | 105.37                     | 28 out of 42                |

| <b>3A: Investigating Major and Serious Crime</b>                          |               |               |               |                       |                        |                            |                             |
|---|---------------|---------------|---------------|-----------------------|------------------------|----------------------------|-----------------------------|
| <b>Indicator</b>  | <b>2003/4</b> | <b>2004/5</b> | <b>Change</b> | <b>MSF Ave 2004/5</b> | <b>MSF Rank 2004/5</b> | <b>National Ave 2004/5</b> | <b>National Rank 2004/5</b> |
| Life threatening crime and gun crime per 1,000 population <b>(SPI 5e)</b> | 0.97          | 0.97          | -0.3 %        | 0.68                  | 8 out of 8             | 0.61                       | 40 out of 42                |
| Number of abductions per 10,000 population                                | 0.008         | 0.            | -100 %        | 0.027                 | 1= out of 8            | 0.016                      | 3= out of 42                |
| % of abduction crimes detected  | 100.0%        | 0.0%          | -100 Pts      | 26.9%                 | N/A                    | 34.9%                      | N/A                         |
| Number of attempted murders per 10,000 population                         | 0.09          | 0.09          | 0 %           | 0.13                  | 2 out of 8             | 0.14                       | 17 out of 42                |
| % of attempted murder crimes detected                                     | 90.9%         | 100.0%        | 9.1 Pts       | 86.2%                 | 2= out of 8            | 72.7%                      | 7= out of 43                |
| Number of blackmail per 10,000 population                                 | 0.074         | 0.07          | -11.1 %       | 0.13                  | 2 out of 8             | 0.28                       | 4 out of 42                 |
| % of blackmail crimes detected  | 55.6%         | 62.5%         | 6.9 Pts       | 33.1%                 | 1 out of 8             | 26.2%                      | 7 out of 43                 |
| Number of kidnappings per 10,000 population                               | 0.165         | 0.29          | 75 %          | 0.43                  | 1 out of 8             | 0.53                       | 9 out of 42                 |
| % of kidnapping crimes detected   | 80.0%         | 82.9%         | 2.9 Pts       | 52.3%                 | 1 out of 8             | 44.3%                      | 4 out of 43                 |
| Number of manslaughters per 10,000 population                             | 0.025         | 0.016         | -33.3 %       | 0.022                 | 4 out of 8             | 0.025                      | 16 out of 42                |
| % of manslaughter crimes detected   | 100.0%        | 100.0%        | 0 Pts         | 357.1%                | 5 out of 8             | 119.2%                     | 8= out of 43                |
| Number of murders per 10,000 population                                   | 0.115         | 0.091         | -21.4 %       | 0.133                 | 2 out of 8             | 0.138                      | 19 out of 42                |
| % of murder crimes detected   | 78.6%         | 118.2%        | 39.6 Pts      | 94.5%                 | 1 out of 8             | 94.5%                      | 7 out of 43                 |
| Number of rapes per 10,000 population                                     | 1.57          | 1.52          | -3.1 %        | 2.46                  | 1 out of 8             | 2.65                       | 2 out of 42                 |
| % of rape crimes detected   | 52.9%         | 60.0%         | 7.1 Pts       | 30.7%                 | 2 out of 8             | 29.5%                      | 2 out of 43                 |

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| 3B: Tackling Level 2 Criminality   |          |            |         |                |                 |                     |                      |
|--|----------|------------|---------|----------------|-----------------|---------------------|----------------------|
| Indicator  | 2003/4   | 2004/5     | Change  | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| Violent crime per 1,000 population (SPI 5b)  | 18.68    | 17.74      | -5 %    | 22.26          | 2 out of 8      | 22.44               | 13 out of 42         |
| Life threatening crime and gun crime per 1,000 population (SPI 5e)   | 0.97     | 0.97       | -0.3 %  | 0.68           | 8 out of 8      | 0.61                | 40 out of 42         |
| Number of Class A drug supply offences brought to justice per 10,000 population (SPI 6c)                   | 0.21     | 0.40       | 90.5 %  | 0.37           | N/A             | 0.25                | N/A                  |
| % of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine (SPI 6c) | 10.7%    | 15.6%      | 46.7 %  | 15.7%          | N/A             | 21.9%               | N/A                  |
| % of all Class A drug supply offences resulting in a caution or conviction that relate to heroin (SPI 6c)  | 41.8%    | 47.1%      | 12.8 %  | 53.5%          | N/A             | 43.7%               | N/A                  |
| Number of joint operations between the force and NCS   | 2.00     | *          | *       | *              | N/A             | 3.94                | N/A                  |
| Number of joint operations between the force and Revenue and Customs                                       | 1        | *          | *       | *              | N/A             | 6.78                | N/A                  |
| No. of confiscation orders   | 56       | 49         | -12.5 % | 15.2           | N/A             | 43.16               | N/A                  |
| Total value of confiscation orders   | £581,462 | £1,316,144 | 126.4 % | £492,548       | N/A             | £1,179,340          | N/A                  |
| No. of forfeiture orders   | 20       | 7          | -65 %   | 12.1           | N/A             | 18.21               | N/A                  |
| Forfeiture value   | £8,905   | £9,992     | 12.2 %  | £44,767        | N/A             | £79,822             | N/A                  |
| Trafficking in controlled drugs per 1000 population  | 0.51     | 0.53       | 5 %     | 0.53           | 6 out of 8      | 0.45                | 34 out of 42         |
| % detected trafficking in controlled drugs offences  | 92.2%    | 98.5%      | 6.3 Pts | 93.6%          | 2 out of 8      | 91.7%               | 8 out of 43          |

| 3C: Investigating Hate Crime and Crime Against Vulnerable Victims   |        |        |          |                |                 |                     |                      |
|---|--------|--------|----------|----------------|-----------------|---------------------|----------------------|
| Indicator   | 2003/4 | 2004/5 | Change   | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| % of domestic violence incidents with a power of arrest where an arrest was made related to the incident (SPI 8a) | 53.8%  | 66.1%  | 12.3 Pts | 65.9%          | 3 out of 6      | 55.7%               | 18 out of 28         |
| % of partner-on-partner violence (SPI 8b)   | 64.4%  | 72.1%  | 7.6 Pts  | 79.5%          | *               | 74.1%               | *                    |
| Racially or religiously aggravated offences per 1000 population   | 0.65   | 0.61   | -7.4 %   | 0.72           | 5 out of 8      | 0.7                 | 31 out of 42         |
| % detected racially or religiously aggravated offences  | 44.2%  | 48.2%  | 4 Pts    | 34.0%          | 4 out of 8      | 36.4%               | 12 out of 43         |

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| <b>3D: Volume Crime Investigation</b>  |               |               |               |                       |                        |                            |                             |
|--|---------------|---------------|---------------|-----------------------|------------------------|----------------------------|-----------------------------|
| <b>Indicator</b>   | <b>2003/4</b> | <b>2004/5</b> | <b>Change</b> | <b>MSF Ave 2004/5</b> | <b>MSF Rank 2004/5</b> | <b>National Ave 2004/5</b> | <b>National Rank 2004/5</b> |
| % detected of vehicle crimes <b>(SPI 7e)</b>   | 12.6%         | 9.7%          | -2.9 Pts      | 12.5%                 | 6 out of 8             | 10.1%                      | 32 out of 43                |
| % detected of violent crime <b>(SPI 7c)</b>  | 67.9%         | 65.9%         | -2 Pts        | 49.4%                 | 2 out of 8             | 49.5%                      | 5 out of 43                 |
| % detected of domestic burglaries <b>(SPI 7b)</b>  | 18.9%         | 18.4%         | -0.5 Pts      | 17.8%                 | 5 out of 8             | 15.9%                      | 19 out of 43                |
| % detected of robberies <b>(SPI 7d)</b>  | 36.1%         | 42.5%         | 6.5 Pts       | 27.0%                 | 1 out of 8             | 19.9%                      | 1 out of 43                 |
| % of notifiable/recorded offences resulting in a charge, summons, caution or taken into consideration at court <b>(SPI 7a)</b> | 23.3%         | 25.0%         | 1.7 Pts       | 22.0%                 | 2 out of 8             | 21.4%                      | 13 out of 43                |
| % total crime detected   | 29.2%         | 29.0%         | -0.2 Pts      | 25.5%                 | 3 out of 8             | 25.7%                      | 15 out of 43                |
| % sanction detected of vehicle crimes  | 11.9%         | 9.2%          | -2.8 Pts      | 11.8%                 | 5 out of 8             | 9.3%                       | 28 out of 43                |
| % sanction detected of violent crime   | 46.9%         | 50.0%         | 3.1 Pts       | 36.9%                 | 1 out of 8             | 34.3%                      | 1 out of 43                 |
| % sanction detected of domestic burglaries   | 17.0%         | 16.7%         | -0.3 Pts      | 16.4%                 | 4 out of 8             | 14.3%                      | 16 out of 43                |
| % sanction detected of robberies   | 32.0%         | 40.0%         | 8 Pts         | 24.7%                 | 1 out of 8             | 17.2%                      | 1 out of 43                 |
| % detected racially or religiously aggravated offences   | 44.2%         | 48.2%         | 4 Pts         | 34.0%                 | 4 out of 8             | 36.4%                      | 12 out of 43                |
| Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court <b>(SPI 6a)</b>   | 30154         | 30565         | 1.4 %         | 29676                 | N/A                    | 27381                      | N/A                         |
| % of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court <b>(SPI 6b)</b>        | 21.0%         | 24.6%         | 3.6 Pts       | 22.2%                 | 3 out of 8             | 20.7%                      | 12 out of 42                |
| Number of Class A drug supply offences brought to justice per 10,000 population <b>(SPI 6c)</b>                                | 0.21          | 0.40          | 90.5 %        | 0.37                  | N/A                    | 0.25                       | N/A                         |
| % of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine <b>(SPI 6c)</b>              | 10.7%         | 15.6%         | 46.7 %        | 15.7%                 | N/A                    | 21.9%                      | N/A                         |
| % of all Class A drug supply offences resulting in a caution or conviction that relate to heroin <b>(SPI 6c)</b>               | 41.8%         | 47.1%         | 12.8 %        | 53.5%                 | N/A                    | 43.7%                      | N/A                         |

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| 3E: Forensic Management  |        |        |           |                |                 |                     |                      |
|--|--------|--------|-----------|----------------|-----------------|---------------------|----------------------|
| Indicator  | 2003/4 | 2004/5 | Change    | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| Burglary Dwelling - % scenes examined                                    | 85.0%  | 90.2%  | 5.2 Pts   | 82.7%          | 3 out of 8      | 85.4%               | 17 out of 42         |
| Theft of motor vehicle (MV) - % scenes examined                          | 48.0%  | 47.4%  | -0.6 Pts  | 42.0%          | 2 out of 8      | 40.1%               | 25 out of 42         |
| % fingerprint recovery from burglary dwelling scenes examined            | 34.0%  | 33.8%  | -0.2 Pts  | 34.1%          | 6 out of 8      | 32.1%               | 26 out of 42         |
| % fingerprint recovery from theft of MV scenes examined                  | 56.0%  | 56.8%  | 0.8 Pts   | 54.9%          | 4 out of 8      | 48.9%               | 15 out of 42         |
| % DNA recovery from burglary scenes examined                             | 7.0%   | 7.5%   | 0.5 Pts   | 7.4%           | 4 out of 8      | 8.2%                | 26 out of 42         |
| % DNA recovery from theft of MV scenes examined                          | 16.0%  | 17.1%  | 1.1 Pts   | 21.9%          | 5 out of 8      | 20.1%               | 24 out of 42         |
| % fingerprint idents from recovery at burglary dwelling scenes           | 17.0%  | 14.0%  | -3 Pts    | 19.7%          | 8 out of 8      | 16.8%               | 31 out of 42         |
| % DNA matches from recovery at burglary dwelling scenes                  | *      | 35.6%  | N/A       | 37.2%          | 6 out of 8      | 35.5%               | 23 out of 42         |
| % DNA matches from recovery at theft of MV scenes                        | *      | 29.0%  | N/A       | 36.3%          | 7 out of 8      | 38.3%               | 32 out of 42         |
| % fingerprint idents from recovery at theft of MV scenes                 | 25.0%  | 23.1%  | -1.9 Pts  | 28.0%          | 8 out of 8      | 27.9%               | 32 out of 42         |
| % conversion of fingerprint idents to primary detections                 | 88.0%  | 33.9%  | -54.1 Pts | 43.6%          | 7 out of 8      | 45.3%               | 36 out of 41         |
| % conversion of fingerprint idents to total detections (incl. secondary) | 113.0% | 70.1%  | -42.9 Pts | 95.1%          | 6 out of 8      | 82.5%               | 28 out of 41         |
| % DNA primary detections per match                                       | 54.0%  | 64.2%  | 10.2 Pts  | 56.4%          | 3 out of 8      | 49.5%               | 10 out of 42         |
| % DNA total detections per match (incl. secondary)                       | 103.0% | 101.3% | -1.7 Pts  | 110.2%         | 6 out of 8      | 88.7%               | 16 out of 42         |

| 3F: Criminal Justice Processes  |        |        |          |                |                 |                     |                      |
|---|--------|--------|----------|----------------|-----------------|---------------------|----------------------|
| Indicator   | 2003/4 | 2004/5 | Change   | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6a) | 30154  | 30565  | 1.4 %    | 29676.3        | N/A             | 27380.9             | N/A                  |
| % of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6b)      | 21.0%  | 24.6%  | 4 Pts    | 22.2%          | 3 out of 8      | 20.7%               | 12 out of 42         |
| % of arrest summons entered onto the PNC in one day (target 90%)  | 82.5%  | 83.6%  | 1.1 Pts  | 82.1%          | 4 out of 8      | 82.0%               | 18 out of 43         |
| % of court results entered onto the PNC in 10 days  | 31.3%  | 74.6%  | 43.3 Pts | 61.3%          | 2 out of 8      | 54.5%               | 8 out of 43          |
| Number of sanction detections   | 31,915 | 31,050 | -2.7 %   | 29,365.6       | N/A             | 27,659.4            | N/A                  |
| PYO's arrest to sentence within 71 day target (from COMPASS)  | *      | *      | *        | *              | *               | *                   | *                    |
| Prosecution Team performance measurement - using COMPASS data   | *      | *      | *        | *              | *               | *                   | *                    |
| Management and targeted execution of warrants (COMPASS)   | *      | *      | *        | *              | *               | *                   | *                    |
| Implementation of pre-charge advice and monitoring of 47(3) bail (COMPASS)  | *      | *      | *        | *              | *               | *                   | *                    |

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| 4A: Reassurance   |        |        |          |                |                 |                     |                      |
|---|--------|--------|----------|----------------|-----------------|---------------------|----------------------|
| Indicator   | 2003/4 | 2004/5 | Change   | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| BCS Fear of Crime (% very worried about burglary) (SPI 10a)   | 10.1%  | 12.6%  | 2.5 Pts  | 11.2%          | 6 out of 8      | 11.3%               | 31 out of 42         |
| BCS Fear of Crime (% high levels of worry about vehicle crime) (SPI 10a)  | 15.8%  | 20.9%  | 5.2 Pts  | 13.5%          | 8 out of 8      | 12.5%               | 41 out of 42         |
| BCS Fear of Crime (% high levels of worry about violent crime) (SPI 10a)  | 9.5%   | 11.5%  | 2 Pts    | 13.6%          | 3 out of 8      | 15.1%               | 15 out of 42         |
| BCS Feeling of Public Safety (% high levels of perceived disorder) (SPI 10b)  | 14.8%  | 14.0%  | -0.8 Pts | 15.1%          | 4 out of 8      | 15.8%               | 19 out of 42         |
| % of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous 12 months. | 31.9%  | *      | *        | 36.2%          | *               | 37.8%               | *                    |
| % of domestic burglaries where the property has been burgled in the previous 12 months  | 4.9%   | *      | *        | 10.0%          | *               | 8.3%                | *                    |

| 4B: Reducing Anti-Social Behaviour and Promoting Public Safety   |        |        |        |                |                 |                     |                      |
|--|--------|--------|--------|----------------|-----------------|---------------------|----------------------|
| Indicator  | 2003/4 | 2004/5 | Change | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled (SPI 9a) | *      | *      | *      | *              | *               | 5.69                | *                    |
| Number of RTCs resulting in death or serious injury per 1,000 population   | *      | *      | *      | *              | *               | 0.51                | *                    |

| 5A: Call Management                                    |         |        |        |                |                 |                     |                      |
|--|---------|--------|--------|----------------|-----------------|---------------------|----------------------|
| Indicator  | 2003/4  | 2004/5 | Change | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| The local target time for answering 999 calls (secs)   | 10.     | 0.     | -100 % | 10.            | N/A             | 11.1                | N/A                  |
| Number of calls answered within local target time      | 228,159 | *      | N/A    | *              | N/A             | 254,988             | N/A                  |
| % of 999 calls answered within locally set target time | 82.5%   | *      | *      | 87.7%          | *               | 87.3%               | *                    |

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| 5B: Providing Specialist Operational Support   |        |        |        |                |                 |                     |                      |
|--|--------|--------|--------|----------------|-----------------|---------------------|----------------------|
| Indicator  | 2003/4 | 2004/5 | Change | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| Total number of operations involving the authorised deployment of Authorised Firearms Officers where the issue of a firearm was authorised | 250    | 0      | -100 % | 300.5          | N/A             | 378.5               | N/A                  |
| Number of operations where the officers have not commenced operations before being stood down  | 5      | 0      | -100 % | 7.4            | N/A             | 22.5                | N/A                  |

| 5C: Roads Policing: Annual indicators  |        |        |        |                |                 |                     |                      |
|--|--------|--------|--------|----------------|-----------------|---------------------|----------------------|
| Indicator  | 2003/4 | 2004/5 | Change | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled (SPI 9a) | *      | *      | *      | *              | *               | 5.69                | *                    |
| Number of RTCs resulting in death or serious injury per 1,000 population   | *      | *      | *      | *              | *               | 0.51                | *                    |

| 6A: Human Resource Management   |        |        |         |                |                 |                     |                      |
|---|--------|--------|---------|----------------|-----------------|---------------------|----------------------|
| Indicator   | 2003/4 | 2004/5 | Change  | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| Number of working hours lost due to sickness by police officers (SPI 13a) | 90.63  | 85.13  | -6.1 %  | 80.27          | 5 out of 6      | 70.57               | 25 out of 37         |
| Number of working hours lost due to sickness by police staff (SPI 13b)    | 95.67  | 78.96  | -17.5 % | 69.05          | 4 out of 6      | 63.72               | 30 out of 37         |
| Medical retirements per 1,000 police officers                             | 4.11   | 2.31   | -43.8 % | 3.65           | 2 out of 7      | 2.9                 | 13 out of 39         |
| Medical retirements per 1,000 police staff                                | 4.55   | 1.99   | -56.3 % | 3.19           | 2 out of 7      | 2.16                | 16 out of 39         |

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| 6C: Race and Diversity   |         |         |           |                |                 |                     |                      |
|--|---------|---------|-----------|----------------|-----------------|---------------------|----------------------|
| Indicator  | 2003/4  | 2004/5  | Change    | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| % of police recruits from BME groups (SPI 12a)   | 1.7%    | 2.5%    | 0.8 Pts   | 1.6%           | N/A             | 3.9%                | N/A                  |
| % of people from BME groups in the economically active population of the force area (SPI 12a)                          | N/A     | 2.9%    | N/A       | 4.3%           | N/A             | 8.0%                | N/A                  |
| Ratio of BME groups resigning to all officer resignations (SPI 12b) (White officers: visible minority ethnic officers) | 1: 0.49 | 1: 0    | -100 %    | 1: 1.95        | 1= out of 7     | 1: 1.47             | 1= out of 37         |
| % of female officers compared to overall force strength (SPI 12c)  | 19.2%   | 20.2%   | 1.1 Pts   | 21.5%          | 7 out of 8      | 21.2%               | 28 out of 42         |
| % of female police staff compared to total police staff  | 66.4%   | 65.4%   | -1.1 Pts  | 62.5%          | 2 out of 8      | 62.3%               | 11 out of 42         |
| % of white police officer applicants appointed   | 8.3%    | *       | *         | 22.6%          | N/A             | 26.9%               | N/A                  |
| % of BME police officer applicants appointed   | 4.2%    | 0.0%    | -4.2 Pts  | 15.1%          | N/A             | 24.0%               | N/A                  |
| Difference in % of applicants appointed  | 4.1     | *       | *         | 7.4 pts        | N/A             | 2.8 pts             | N/A                  |
| % of female police officer applicants appointed  | 10.7%   | 0.0%    | -10.7 Pts | 27.5%          | N/A             | 29.1%               | N/A                  |
| % of male police officer applicants appointed  | 6.7%    | 0.0%    | -6.7 Pts  | 19.6%          | N/A             | 24.2%               | N/A                  |
| Difference in % of applicants appointed  | 3.9     | 0       | -390 Pts  | 7.8 pts        | N/A             | 4.9 pts             | N/A                  |
| Difference between voluntary resignation rates of male and female officers   | 1: 0.61 | 1: 1.52 | 148.9 %   | 1: 1.59        | 4 out of 7      | 1: 1.41             | 24 out of 39         |

| 6D: Resource Management   |             |             |         |                |                 |                     |                      |
|---|-------------|-------------|---------|----------------|-----------------|---------------------|----------------------|
| Indicator   | 2003/4      | 2004/5      | Change  | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| % of police officer time available for frontline policing (SPI 11a)   | *           | *           | *       | *              | *               | *                   | *                    |
| % of time spent on frontline duties (including crime prevention activities) by all police officers and staff (including CSOs) | *           | *           | *       | *              | *               | *                   | *                    |
| % of police officer time spent on visible patrol  | *           | *           | *       | *              | *               | *                   | *                    |
| % of police officers in operational posts   | 91.0%       | 91.2%       | 0.2 Pts | 92.9%          | 5 out of 8      | 88.2%               | 19 out of 41         |
| Total spending per police officer   | £62,120.75  | £65,318.60  | 5.1 %   | £64,913.54     | N/A             | £121,668.41         | N/A                  |
| Total spending per 1,000 population   | £169,595.86 | £178,554.06 | 5.3 %   | £167,963.08    | N/A             | £320,496.85         | N/A                  |

\* This data was not available at time of publication

## Appendix 2: Glossary of Terms and Abbreviations

|          |  |
|----------|--|
| ABC      | activity-based costing   |
| ACC      | assistant chief constable  |
| ACPO     | Association of Chief Police Officers   |
| ANPR     | automatic number plate recognition   |
| ASB      | anti-social behaviour  |
| ASBC     | Anti Social Behaviour Contract   |
| ASBO     | Anti-Social Behaviour Order  |
| BCS      | British Crime Survey   |
| BCU      | basic command unit   |
| BME      | black and minority ethnic  |
| BTP      | British Transport Police   |
| BVR      | Best Value Review  |
| CDRP     | Crime and Disorder Reduction Partnership   |
| CIPS     | Chartered Institute of Purchasing and Supply   |
| CIS      | crime and information system   |
| CJ       | criminal justice   |
| COMPASS  | a national information technology system for tracking, managing and recording caseload information   |
| Compstat | CompStat (short for COMPuter STATistics or COMParitive STATistics) is the name given to the New York City Police Department's management accountability process now adapted and used by other police forces. |
| CPS      | Crown Prosecution Service  |
| CSP      | community safety partnership   |

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|                     |   |
|---------------------|---|
| DCC                 | deputy chief constable  |
| DNA                 | deoxyribonucleic acid   |
| DV                  | domestic violence   |
| FTB                 | force training board  |
| H&S                 | health and safety   |
| HMIC                | Her Majesty's Inspectorate of Constabulary  |
| HR                  | human resource  |
| IAG                 | independent advisory group  |
| ICF                 | integrated competency framework   |
| ICT                 | information and communications technology   |
| IPF                 | Institute of Public Finance   |
| iQuanta             | a web-based tool for policing performance information and analysis, developed by the police standards unit (PSU) of the Home Office |
| IS/IT               | information services / information technology   |
| Level 2 Criminality | Criminal activity that takes place on a cross-boundary basis  |
| MAPPA               | multi-agency police protection arrangements   |
| MIRSAP              | major incident room standardised administrative procedures  |
| MSF                 | most similar force(s)   |
| MSU                 | minorities support unit   |
| MV                  | motor vehicle   |
| NAFIS               | National Automated Fingerprint Identification System  |
| NCIS                | National Criminal Intelligence Service  |
| NCRS                | National Crime Recording Standard   |
| NCS                 | National Crime Squad  |

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|                     |   |
|---------------------|---|
| NICHE               | a Canadian software supplier who have supplied a Records Management System to a number of forces across the UK  |
| NIM                 | National Intelligence Model   |
| OSD                 | operational support division  |
| PA                  | police authority  |
| PACE                | Police and Criminal Evidence Act  |
| PACT                | police and communities together   |
| PCSO                | police community support officer  |
| PNC                 | Police National Computer  |
| POCA                | Proceeds of Crime Act 2004  |
| PPAF                | police performance assessment framework   |
| PRIME               | Problem Resolution in a Multi-agency Environment  |
| PYO                 | persistent young offender   |
| QA                  | quality assurance   |
| RES                 | race equality scheme  |
| RESMAG              | race equality scheme management group   |
| RTC                 | road traffic collision  |
| Sanction Detections | offences that are detected by way of charge, summons, caution, fixed penalty for disorder or offences admitted on a signed 'taken into consideration' schedule  |
| SGC                 | specific grading criteria   |
| SIO                 | senior investigating officer  |
| SPI                 | statutory performance indicators (SPIs) are used to monitor key aspects of police performance and form a critical component of performance assessments. SPIs are set each year following consultation with partners in line with powers under the Local Government Act 1999. SPIs are also known as 'best value performance indicators' |

*South Wales Police – Baseline Assessment  
October 2005*

Volume Crime

not a technical term but normally refers to high incidence vehicle crime, burglary and in some areas robbery