



Llywodraeth Cymru
Welsh Government

Report to the Public Accounts Committee

Safer Communities Programme Update

November 2020

Contents

| | Page |
|---|-------------|
| One – Introduction | 2 |
| Two – The Safer Communities Programme | 6 |
| Three – Programme Closure | 8 |
| Four – Transition Towards Business as Usual | 8 |

Document 1 – Welsh Government: Working Together for Safer Communities recommendations

Document 2 – Safer Communities Programme Closure Report

Document 3 – SRO closure letter to Chairs of Safer Communities Board

Document 4 – Response letter to SRO from Chairs of the Safer Communities Board

ONE

INTRODUCTION

In 2016, the Wales Audit Office published a report into Community Safety in Wales. The report concluded that complex responsibilities make it difficult for public bodies to co-ordinate a strategic approach to community safety, which weakens collective leadership and accountability, and undermines the potential to help people stay safe.

We agreed with the fundamental conclusion of the then Auditor General, however we emphasised the point that community safety in Wales is a complex area for many reasons. The Commission on Justice in Wales in its report “Justice in Wales for the People of Wales” highlighted the extent to which community safety matters straddle the “jagged edge” between devolved and non-devolved areas of responsibility and the complexity arising as a result. These issues are addressed briefly below and in further detail in the main chapters of this report and include (but are not limited to):

- (i) The complexity of delivering non-devolved functions in a devolved landscape. This is something which impacts across all levels, politically and operationally.**

Whilst the landscape is complex there is a commitment from all devolved and non-devolved partners to work together to improve community safety in Wales. Very early on in the Programme we collaboratively developed a leadership statement setting out that commitment and the importance of the Programme’s work.

Policing in Wales is devolved to the four Police & Crime Commissioners (PCCs), who, along with the four Chief Constables, have a close and productive working relationship with Welsh Government Ministers and officials. This relationship has strengthened since the start of the pandemic. The Policing and Partnership Board for Wales ensures dialogue between Welsh Government and the PCCs and Chief Constables on a quarterly basis. The last meeting held in September and was chaired by the Deputy Minister and Chief Whip. The thematic for the meeting was Diversity, Equality and Community Cohesion. The Minister for Health and Social Services and Secretary of State for Wales also attended the meeting and the Ministry of Justice and the Home Office were actively represented by senior officials.

We work very closely with UK Government departments ensuring criminal justice policy is developed to ensure the maximum alignment with devolved services in Wales. For example, we have previously engaged with a Home Office consultation on a new legal duty to support a multi-agency approach to preventing and tackling serious violence. We questioned whether their preferred option (option one in the

consultation document¹ - to legislate to place a new duty on specific organisations to have due regard to the prevention and tackling of serious violence) would have the legislative competence to place a duty on devolved service providers in Wales. This is just one example of many that illustrates how we work with UK Government departments to ensure, so far as possible, their policies and legislation are appropriate for the Welsh landscape.

During the Covid-19 pandemic, Welsh Government worked closely with HM Prison & Probation Service (HMPPS), Public Health Wales and Health Boards to manage and control outbreaks in the prisons. We worked closely with HMPPS and the Probation Service in Wales to plan ahead – for prisoners being released under the UK Government early release programme, and also for standard releases. It is important that we not only secure appropriate accommodation for those being released from prison, but are also providing the support and social care services needed.

In May 2020 we received confirmation that the first Residential Women’s Centre will be developed in Wales. The residential women’s centre is a core part of the Female Offender Blueprint, and will be an alternative to custody, which considers an individual’s circumstances and needs.

Based on data and evidence around offender numbers and short term sentences a decision has been made to site the Residential Women’s Centre in South Wales. Welsh Government are working in partnership with the Ministry of Justice, who are the overall project lead, and other key partners to agree timescales, the service design model and the specific site.

(ii) The complexity and number of groups and organisations at regional and local level poses a significant challenge in terms of strategic and joined up leadership and alignment.

There are productive and collaborative meetings that cut across the devolved and non-devolved landscape held at national and regional level. For example, the Criminal Justice in Wales Board has representation from the Prison Service, Courts Services, PCCs, Chief Constables, Third Sector in Wales, local government in Wales and Welsh Government. This strategic all Wales Board provides direction and sets work priorities for the Integrated Offender Management (IOM) Cymru Board at a regional level². However, below the regional level the local landscape of organisations and groups has become crowded, complex, sometimes not joined up or aligned, with the same people representing their organisations at multiple meetings on similar or related themes. The “message” or ambition has not always been clear or consistent across the various groups and may not have best served the national and regional priorities and objectives.

During the course of the Programme we have completed a piece of work that has identified the most significant national and regional groups. The Safer Community

¹ <https://www.gov.uk/government/consultations/serious-violence-new-legal-duty-to-support-multi-agency-action>

² <https://www.iomcymru.org.uk>

Programme's local government manager met regularly with local authorities and other local groups and organisations to understand and, where appropriate, help these groups to better align with the national and regional structure. We recognise that this element of work of the programme will take time to achieve, although there has already been some good progress. For example in Gwent all local organisations now operate under the umbrella of Safer Gwent³ which allows them to take a more joined up and holistic approach to the commissioning of services.

We have contributed funding to support the rationalisation of Community Safety regional partnership structures in North Wales. A number of Locality Reviews undertaken in North Wales by the Violence and Vulnerability Unit found that regional partnership structures were unclear and complex to navigate. A rationalisation of current structures was recommended, with four new strategic boards replacing the existing nine. The funding provided by Welsh Government has been used to engage resources to support the planning, transition and implementation of the new structure and boards. The newly established Safer Communities Board⁴ will take oversight of this work going forward.

(iii) Data – at the moment a multitude of organisations are collecting data but it is not always consistent and used appropriately. And organisations are often not sharing it for use on a multi-agency basis.

Multi-agency data sharing and analysis is required to underpin effective community safety partnership working and this was highlighted as a major weakness across Wales. Significant barriers, such as lack of resources, a risk-averse data culture and ineffective personal information sharing protocol arrangements have hindered early intervention and prevention work on a multi-agency basis. Although good practice existed in Wales, for example, the Newport Serious and Organised Crime Board which has been praised for its multi-agency partnership approach in dealing with serious and organised crime at a local level⁵, these instances were isolated.

A comprehensive business case for multi-partner investment to increase and improve analytical capacity and digital 'data sharing' technologies has been developed. Increased capability and capacity supported by better technology will improve strategic and tactical decision-making, enhance service planning and help ensure the right services are commissioned to address emerging trends and issues identified through expert analytical research.

The Violence Prevention Unit (VPU) has appointed two senior analysts, from Public Health and Policing. This provides a complimentary skill set to analyse data as well as access to different systems to draw data from. Since April, the VPU have been producing Violence Monitoring reports for all of Wales which also analyse the impact of COVID 19 on all forms of violence. These reports combine a range of data

³ <http://www.gwent.pcc.police.uk/engagement/partnerships/safer-gwent/>

⁴ The Safer Communities Board was established in 2019 and is co-chaired by the WGLGA and Policing in Wales. Its purpose is to provide leadership, oversight and direction to a joint programme between local government and policing in Wales, involving other partners, with the aim of ensuring effective shared leadership is provided to support local partnership working that will support safe, strong and more confident communities.

⁵ <https://www.newport.gov.uk/en/Council-Democracy/News/articles/2019/February-2019/Praise-for-partnership-project-tackling-Serious-and-Organised-Crime.aspx>

including from police, ambulance, health and third sector organisations. It also incorporates qualitative analysis of the threats posed.

Thematic reports have also been developed, such as the cost of violence to the NHS, the Night Time Economy, knife crime etc. Again these have utilised data from different agencies in Wales. Health ED (Emergency Department) data is available in South Wales which, in combination with Police and Ambulance data, helps to uncover hidden harm and unreported violence. The VPU has also commissioned a Violence Prevention Data Hub. Initially this will hold Police, Health and Ambulance data but has the facility to expand further. It is also working with a wide variety of organisations including the Youth Justice Board and Police Forces to ensure data that may help to prevent violence is obtained and used effectively.

(iv) Resources, in terms of money and frontline staffing.

From our partnership discussions with local government and other partners including (but not limited to) third sector organisations and safeguarding service providers, it is clear there is a collective will to improve community safety. However, a common theme is that after a long period of austerity there has been a general lack of capacity and capability to move from a reactive to a proactive position of delivery. The numbers of organisations' frontline staff have been seriously depleted which has severely hampered the delivery agenda, with a significant impact of community safety functions and programmes.

The outlook for public finances remains very challenging, however we have committed funding this financial year to establish an All Wales Safer Communities Network, hosted by the WLGA, which will support the development of community safety skills and knowledge. Recruitment to key posts within the Network is currently underway. This is a key deliverable for Welsh Government and commitment has been given for future funding. Partners will however need to continue to spot opportunities to work smarter and together so as to align their community safety activities within "business as usual".

In some areas – such as North Wales and Pembrokeshire – ambitious work has been undertaken to develop appropriate intelligence products to support and stimulate more effective partnership working. As noted above North Wales is also actively reviewing its partnership 'landscape' with a view to rationalising and simplifying structures to achieve better alignment around tackling vulnerability and criminal exploitation of communities and individuals (e.g. county lines, modern slavery, child sexual exploitation).

(v) Related policy areas are not consistently aligned across UK, Welsh and local government.

Misalignment of policy aims, objectives and implementation across the various partners is a significant issue. A key piece of work in this respect is the development of a Serious Violence Framework for Wales, commissioned jointly by the four PCCs and co-developed with the Home Office Violence & Vulnerability Unit and supported by Welsh Government. The framework will provide an effective toolkit and guidance to underpin local partnership working – hand-in-hand with the ongoing work to

develop locally appropriate intelligence around serious & organised crime, gangs and serious violence.

In partnership with HMPPS and Youth Justice Board we published the Female Offending and Youth Justice Blueprints in May 2019, which are included on the Welsh Governments Continuity and Recovery plan. Development of robust governance arrangements, including the creation of a Programme Board of senior officials from Welsh Government (Chair), Ministry of Justice, Youth Justice Board, Home Office, Police/Police and Crime Commissioners and the Welsh Local Government Association.

The issues highlighted above heavily influenced the Programme's delivery plan and objectives to ensure some of the key barriers were addressed.

TWO

THE SAFER COMMUNITIES PROGRAMME

In response to the WAO's 2016 report, the Welsh Government undertook a detailed review of community safety in Wales which concluded with the publication of the *Working Together for Safer Communities* report⁶ in December 2017. This report included 11 recommendations to improve community safety working in Wales. These recommendations are detailed in Document 1.

The review also established a new shared vision for community safety in Wales in which:

1. Every community is strong, safe and confident in a manner that provides equality of opportunity and social justice, resilience and sustainability for all;
2. The shared responsibility of government, public and third sector agencies is to work together with the communities they serve and the private sector to address activity or behaviour that is unlawful, anti-social, harmful to individuals and society and to the environment;
3. Sharing knowledge and ensuring early intervention with prompt, positive action tackles local issues and addresses vulnerabilities.

To achieve the vision, the Review set out six principles. These principles were the foundation of the Safer Communities Programme and subsequently became the Programme work-streams.

A Senior Responsible Officer (SRO) from the Programme Board was appointed to lead each of the six work-streams. The Board agreed the delivery plan would utilise dispersed leadership methodology to ensure involvement from all key stakeholders, and would be collaborative and integrated in its approach. It placed an emphasis on sustainable action that would be preventative or intervening as early as possible.

⁶ <https://gov.wales/sites/default/files/publications/2019-03/working-together-for-safer-communities.pdf>

The Senior Responsible Officers (SRO) were drawn from the wider community safety stakeholder group (Police and Crime Commissioners (PCCs), Fire and Rescue Services, Local Government, Welsh Government, Public Health and the Third Sector) named against each of the work-streams below:

- Evidence-based and intelligence-led; - Dafydd Llywelyn, Dyfed Powys, Police Crime Commissioner (PCC).
- Supported by appropriate skills & knowledge; - Chris Davies, Chief Fire Officer (CFO) Mid and West Wales Fire and Rescue Service.
- Sustainably resourced and locally appropriate; - Naomi Alleyne, Director Welsh Local Government Association (WLGA).
- Engaging and involving citizens; - Bernie Bowen Thomson, Chair of Community Justice Cymru
- Preventative and intervening as early as possible; - Joanne Hopkins, Director ACE Support Hub, Public Health Wales.
- Focused on long-term improvements and benefits. – Reg Kilpatrick, Director Local Government, Welsh Government.

These **key principles**, together with 11 priority commitments, were designed to support the realisation of the shared vision for community safety partnership working in Wales and became the Welsh Government's Safer Communities Programme (2018-2020).

The 'Safer Communities Programme' was taken forward under the governance and direction of a multi-agency Programme Board, chaired by the then Cabinet Secretary for Local Government and Public Services, Alun Davies MS, and subsequently by Jane Hutt MS, Deputy Minister & Chief Whip. The Director of Local Government, Welsh Government, assumed the role of Senior Responsible Officer for the Programme.

- Membership of the programme board includes representatives of:
 - Welsh Government;
 - Home Office;
 - Ministry of Justice;
 - Welsh Police & Crime Commissioners and Chief Constables (Policing in Wales Group);
 - the Welsh Local Government Association (WLGA);
 - Society of Local Authority Chief Executives (SOLACE);
 - Her Majesty's Prison & Probation Service (HMPPS);
 - Youth Justice Board (YJB) Cymru;
 - Welsh Fire & Rescue Services Chief Officers;
 - Public Health Wales (PHW);
 - Community Justice Cymru (CJC); and
 - Welsh Local Health Boards (LHBs).

THREE

PROGRAMME CLOSURE

The Programme was concluded at the final board meeting on 15 June 2020. Board members had the opportunity to consider and comment on the draft closure report and final work-stream update reports provided by each SRO. The Programme closure report has been agreed by the Board and is attached at Document 2.

Like many government priorities the Safer Communities Programme has been affected by the recent unprecedented public health crisis. It is worth noting that the outbreak of Covid-19 has undoubtedly changed Community Safety in Wales; while much of the work within this Programme had been temporarily scaled back, there has been a huge amount of engagement and activity within local communities as a result of the collective response from all agencies. There is an opportunity to reflect on the potential implications of Covid-19 for those stakeholders involved in community safety work, and indeed, an opportunity to understand how to capitalise on enhanced partnership working.

As a result of the pandemic and the scaling back of some of the work during the height of the crisis and the reprioritisation of resources, some of the objectives have not been advanced as much as the Programme had planned. However a significant amount of work has been achieved and a summary of key achievements can be seen at section 4 (pages 3-8) of the closure report at Document 2.

FOUR

TRANSITION TOWARDS BUSINESS AS USUAL

As noted above, progress been hampered by the Covid-19 pandemic. This has resulted in the transition to a 'business as usual' model before some of the work has fully developed and matured. Existing governance arrangements are in place for many of the outstanding objectives and are summarised in section 5 (pages 9-10) of the closure report at Document 2.

However, some of the outstanding work is still at an early stage and needs oversight and governance before it becomes fully embedded into existing business as usual arrangements. The Programme SRO wrote (Document 3) to the chairs of the new Safer Communities Board to ask that they provide governance for a small number of outstanding objectives (listed in Appendix A of the letter at Document 3). The chairs have agreed to the request and will oversee the transition of these objectives to business as usual (Document 4). In the response letter (document 4) the chairs reference the work that is ongoing with community safety partnerships at a local level. It is agreed that Welsh Government will continue to have an interest in any local community safety partnership rationalisation.

The new Safer Communities Board has also agreed to provide the ongoing strategic leadership for Community Safety in Wales, maintaining the vision developed by the Safer Communities Programme, and supported by Ministers.

Document 1: Welsh Government: Working Together for Safer Communities recommendations

1. Work with the newly established Justice Commission for Wales in considering how we can do things differently in Wales and identify options to develop a distinct Welsh justice system, which improves people's access to justice, reduces crime and promotes rehabilitation and is truly representative of Welsh needs.
2. Establish a dialogue with the Home Office to consider the appropriateness of the Crime & Disorder Act 1998 in a way that better reflects Welsh devolution.
3. Develop a different relationship and strategic approach with non-devolved community safety partners that establishes a more effective leadership role for Welsh Government in areas of devolved responsibility related to community safety partnership working.
4. Establish a community safety 'partnership' policy & practice leadership function within the Welsh Government, working in close partnership with the Home Office, Ministry of Justice and other relevant 'devolved' leads for UK Government.
5. Develop new Wales-specific guidance that builds on the sustainable development principle and the Hallmarks of Effective Partnership and outlines how community safety partners and partnerships can ensure they are:
 - Evidence-based and intelligence-led;
 - Supported by appropriate skills & knowledge;
 - Sustainably resourced and locally appropriate;
 - Engaging and involving citizens;
 - Preventative and intervening as early as possible;
 - Focused on long-term improvements and benefits.

Proposed areas for the guidance to cover will include:

- Clarifying expectations around strategic assessment and intelligence-led business approaches, including partnership service planning & commissioning and the sharing of both personal and aggregated data;
- Strengthening the impetus for compliance with the statutory requirements of the Crime & Disorder Act Section 17 'mainstreaming' (closely linked to the sustainability requirements of the Well-being of Future Generations Act);
- Streamlining national, regional and local partnership structures to ensure more effective governance & accountability and clarification of the link to/role of PSBs while still meeting the statutory requirements around CONTEST, Substance Misuse APBs, Reducing Reoffending, VAWDASV, Substance Misuse, Modern Slavery etc.,;
- Ensuring every local authority chief executive in Wales is able to evidence compliance with the Crime & Disorder Act – whether via local or regional partnership arrangements – including provision of a recognised lead function for community safety with the stability and appropriate skills and knowledge to drive forward the Safer Communities agenda within the local and regional partnership context;

- Strengthening the role and status of third sector organisations within community safety partnership working and developing and promoting more effective public sector procurement approaches that minimise the impact of 'marketization' on third sector providers;
 - Clarifying the role of elected politicians (including PCCs, local councillors and PCP members) in scrutinising the activities and effectiveness of community safety partnership working;
 - Clarifying expectations around citizen engagement and involvement in community safety partnership working and service planning & commissioning.
6. Consider how to establish a new and inclusive national community safety network for Wales, drawing on the Scottish model and building on the foundations established over many years by WACSO, that will support future Welsh community safety policy and practice development and to help to build the 'appropriate skills and knowledge' required to implement the new vision.
 7. Consider how to establish an online community safety library and resources database for Wales hosting guidance, toolkits, online learning, effective practice, case studies, research & evaluation, together with re-establishing a specific Welsh programme of community safety learning & development incorporating the various themes identified throughout this document (partnership problem-solving, intelligence-led business process, analysis, project management & evaluation, commissioning, community engagement, etc.).
 8. Explore the opportunities for piloting joint thematic inspection arrangements for community safety partnership working around the 'reducing reoffending' theme with relevant devolved and non-devolved audit and inspection regimes.
 9. Consider how to improve community safety funding programmes to secure longer term and more flexible 'outcomes focused' funding that supports more holistic, collaborative partnership service planning & commissioning arrangements, including co-production models and participatory budgeting elements.
 10. Recommend a cross-governmental review of regional 'footprints' to ensure they are fit-for-purpose.
 11. Recommend an assessment of the WASPI arrangements to ensure it remains effective and appropriately applied at a local level.



Llywodraeth Cymru
Welsh Government

Safer Communities Programme

Closure Report

Author: **Hannah Johnson**

Status: **Final Version**

Owner: **Karin Phillips**

Version: **Final**

| Contents | Page |
|---|-------------|
| 1. Introduction | 2 |
| 2. Context | 2 |
| 3. Safer Communities Programme | 2 |
| 4. Programme Achievements | 3 |
| 5. Transition Towards Business as Usual | 8 |

Annex A - WAO 2016 Report: Recommendations

Annex B - WAO 2016 Report: Welsh Government Response

Annex C - Safer Communities Programme Board Membership

Annex D - Welsh Government: Working Together for Safer Communities
recommendations

Annex E - Overview of Regional Partnership Rationalisation (Community Safety,
Policing & Criminal Justice)

1. INTRODUCTION

This Programme Closure Report reviews how the Safer Communities Programme has met the objectives within its programme plan and the recommendations to support the vision of the *Working Together for Safer Communities* review which was commissioned by the then Minister for Social Justice and Local Government, Carl Sergeant and his successor Alun Davies, then Cabinet Secretary for Local Government and Public Services. This report also provides an overview and outlines a pathway on how outstanding objectives will be taken forward for completion.

2. CONTEXT

In 2016, the Wales Audit Office (WAO), on behalf of the Auditor General for Wales, published the *Community Safety in Wales* report which made several recommendations to improve Community Safety in Wales. This report is presented in Annex A. The report concluded that complex responsibilities make it difficult for public bodies to co-ordinate a strategic approach to Community Safety, which weakens collective leadership and accountability, and undermines the potential to help people stay safe.

Welsh Government noted the recommendations and committed to undertake a wider review, *Working Together for Safer Communities*, to move the community safety agenda forward and respond to the Auditor General's recommendations. Annex B presents the official response to the WAO report. This was reported to the Public Accounts Committee in correspondence from the Welsh Government in February 2018. Following the publication of the *Working Together for Safer Communities* review in 2017, the Welsh Government, in partnership with its devolved and non-devolved partners and stakeholders in Wales, established the 'Safer Communities Programme'.

3. SAFER COMMUNITIES PROGRAMME

The 'Safer Communities Programme' was taken forward under the governance and direction of a multi-agency Programme Board, chaired by the then Cabinet Secretary for Local Government and Public Services, Alun Davies MS, and subsequently by Jane Hutt MS, Deputy Minister & Chief Whip. The Director of Local Government, Welsh Government, assumed the role of Senior Responsible Officer for the Programme. Members of the Programme Board are included in Annex C.

The *Working Together for Safer Communities* review set out a new shared vision for Community Safety in Wales in which:

- Every community is strong, safe and confident in a manner that provides equality of opportunity and social justice, resilience and sustainability for all.
- The shared responsibility of government, public and third sector agencies is to work together with the communities they serve and the private sector to

address activity or behaviour that is unlawful, anti-social, and harmful to individuals, society and to the environment.

- Sharing knowledge and ensuring early intervention with prompt, positive action tackles local issues and addresses vulnerabilities.

To achieve the vision, the Review set out six principles. These principles were the foundation of the Safer Communities Programme and subsequently became the Programme work-streams. Many of these work-streams were led and supported by the Safer Communities Programme Manager, Stephen Carr. Each work-stream was led by a Senior Responsible Owner (SRO) drawn from the wider community safety stakeholder group (Police and Crime Commissioners (PCCs), Fire and Rescue Services, Local Government, Welsh Government, Public Health and the Third Sector) named against each of the work-streams below:

- Evidence-based and intelligence-led; - Dafydd Llywelyn, Dyfed Powys, Police Crime Commissioner (PCC).
- Supported by appropriate skills & knowledge; - Chris Davies, Chief Fire Officer (CFO) Mid and West Wales Fire and Rescue Service.
- Sustainably resourced and locally appropriate; - Naomi Alleyne, Director Welsh Local Government Association (WLGA).
- Engaging and involving citizens; - Bernie Bowen Thomson, Chair of Community Justice Cymru
- Preventative and intervening as early as possible; - Joanne Hopkins, Director ACE Support Hub, Public Health Wales.
- Focused on long-term improvements and benefits. – Reg Kilpatrick, Director Local Government, Welsh Government.

4. PROGRAMME ACHIEVEMENTS

Each work-stream SRO provided a closure report for their work-stream setting out what had been achieved and how the outstanding objectives will transition into business as usual for completion.

1. Evidence-based and intelligence led

- The All Wales Criminal Justice Board (AWCJB) considered a business case for additional resources available to progress the All Wales Data & Analysis Hub/Team in July 2019. The Director of Local Government at Welsh Government subsequently wrote to the Chair of the All Wales Criminal Justice Board in March 2020 to endorse the case for additional resourcing.
- The Board agreed there was a case for better alignment and commissioning of analytical products and resources which would result in greater efficiencies and agreed the need for additional resource in principle. The establishment of a multi-agency data & analysis network for Wales (as part of the broader Safer Communities network proposal – section 2 below);

- Policing in Wales, the four Welsh PCCs and Chief Constables supported a 12-month secondment for a Principal Analyst to join the Wales Violence Prevention Unit⁷ to progress an All Wales Multi-Agency Data & Analysis Hub/Team approach.
- The individual took up post on 1st June 2020. The first task for this individual will be to develop a pan-Wales Strategic Needs Assessment of 'county lines' type criminal violence and exploitation of vulnerability, using the All Wales Multi Agency Data & Analysis Hub model described as 'proof of concept'. Part of this role will also be to undertake a detailed assessment of community safety, policing and criminal justice analytical capacity, and support the development of a business case for increasing capacity.
- North Wales and Dyfed Powys regions completed multi-agency intelligence products to support partnership working to address Serious & Organised Crime, Serious Violence and county lines type activity, with similar products for South Wales now being developed.

2. Supported by appropriate skills and knowledge

- A detailed business case for the establishment of a Safer Communities Network for Wales was completed and submitted to Welsh Government for consideration. The network is critical to the success or otherwise of the Safer Communities Programme and the primary means of delivering against outstanding objectives. The proposal for the Network has been agreed by Ministers and arrangements are in hand for grant funding for this financial year.
- Neighbourhood Policing training modules, incorporating key multi-agency themes such as problem-solving, community engagement, etc., were completed and are available online via the [Knowledge Hub](#)⁸.
- A multi-agency learning and development module around understanding and addressing criminal exploitation of vulnerability has been jointly developed with WAO. It has been successfully piloted with Public Services Board (PSB), Community Safety Partnership (CSP), Area Planning Board (APB) and Regional Partnership Board members in North and South Wales. Following requests from some delegates the module will be deliverable to others in PSBs/RPBs. However this is currently on hold due to Covid-19. This training product can be transferred to the Community Safety Network when established.

3. Sustainable resourced and locally appropriate

⁷ Established through funding from the Home Office in 2019, the Violence Prevention Unit is a partnership that works together to prevent all forms of violence across Wales. The Violence Prevention Unit seeks to understand the causes of violence based on evidence, taking a public health approach to preventing violence.

⁸ The Knowledge Hub is an online portal and has been created by the Police ICT Company in collaboration with the National Police Chiefs Council and College of Policing for UK policing and its public and private sector partners, to help share information, discuss ideas and opportunities and encourage greater collaboration. It provides an opportunity to share leadership knowledge, experience, evidence and ideas and learn from others to support continuous professional development and professional practice.

- Strategic discussions around the resourcing of community safety co-ordination and activity have continued with the benefit of a higher profile at meetings, such as the Policing Partnership Board for Wales.
- Home Office and Ministry of Justice officials have led key pieces of work around tackling serious violence.
- The majority of local authority Community Safety Partnership leads and co-ordinators are regularly accessing expert advice, guidance and support on a wide range of issues via the Programme Manager, including requests for coaching and mentoring for inexperienced officers.
- Local Government and Policing have jointly agreed the continuation of funding for the continuation of the Programme Manager role as a central programme co-ordination and support resource for a further two years.
- A pan Wales Safer Communities Board has been established which is jointly led and chaired by the Welsh Local Government Association (WLGA) and the police.
- This Board will provide ongoing leadership and governance for Community Safety Partnership working and will take ownership of outstanding work from the Safer Communities Programme referred to in the previous bullet point.
- Partnerships in North Wales and Dyfed Powys have access to business intelligence products on which to base activity. This activity is driven by CSPs or PSBs, APBs and local and regional Serious Violence & Organised Crime Boards.
- Work to develop similar products for partnerships in South Wales and Gwent has been initiated by the Violence Prevention Unit. It is the intention to begin focus in Cardiff and Swansea, with the aspiration to extend and roll out to pan Wales with the new Principle Analyst appointment.

4. Engaging and involving citizens

- Ongoing multi-sector support and commitment for engagement and involvement of service users/citizens with lived experience of the Criminal Justice System (CJS) is reflected in the development of a new Blueprint Communications and Involvement Lead⁹, funded by multi-agency partners and reporting directly to the Women in Justice Board (WIJ)¹⁰
- Multi-agency commitment made to supporting communication and citizen involvement within the WIJ. The citizen engagement work has been undertaken reflecting women's current experiences of different parts of the criminal justice system, a report has been produced, alongside two third Sector-led Women in Justice Summits, contributed to informing the implementation of the Women Offender Blueprint.

⁹ The Female Offending and Youth Justice blueprints were developed jointly by Welsh Government, HM Prison and Probation Service (HMPPS), and Youth Justice Board and predicated on the basis of early intervention and prevention; considering people can be diverted away from crime in the first place, but where we do have to work with offenders, we do so in a holistic and rehabilitative way. .

¹⁰ The Women in Justice Board acts as the principal Group in Wales, providing governance and strategic direction for criminal and social justice partners, ensuring the effective delivery of the women in criminal justice agenda in Wales and implementation of relevant strategic/policy direction.

- Funding for Communication and Involvement Lead secured through HMPPS (Her Majesty's Prison and Probation Service) and supported by the WIJ Board.
- Communication & Involvement Lead recruitment completed.
- Development of a Female Offending Blueprint and Youth Justice Blueprint Communication and Stakeholder Engagement Strategy.
- The Community Justice Cymru Network¹¹ Manifesto was refreshed, informed by Third Sector Organisations from across Wales. Co-production and citizen engagement was identified as key and reflected throughout the Community Justice Cymru Network Manifesto (part of the Third Sector Partnership arrangements).
- The Community Justice Cymru Manifesto was presented to the Wales Criminal Justice Forum in March 2020, specifically highlighting the commitments within the Community Justice Cymru Manifesto for continually involving people in service development and collaborative working. This was endorsed by the Board and members were interested in greater involvement with this work.

5. Preventative and intervening and early as possible

- Underpinned by the Partnership Agreement, the Early Action Together (EAT) Programme has brought policing and partners together to fundamentally change the way the policing and criminal justice system in Wales identifies, understands and supports individuals who have experienced ACEs and trauma.
- Development of the bespoke Adverse Childhood Experiences Trauma Informed Multi-Agency Early Action Together (ACE TIME)¹² training module. This has been delivered to in excess of 6,000 front line police, new recruits and partners to introduce them to the concept of ACEs, the impact of childhood trauma and how it shapes behaviours particularly in respect of vulnerable people police regularly come into contact with.
- An adapted version of the ACE TIME training module has been in development with criminal justice partners for delivery to operational staff. A series of train the trainer events have been run to train prison and probation staff to deliver the training with delivery continuing into 2020/21.
- In partnership with Barnardo's Cymru, the ACE Coordinator Service was rolled out across the four Welsh forces. In addition to delivering the ACE TIME training, the ACE Coordinators worked to embed a trauma informed approach to policing within their host for providing independent advice.
- The programme launched the [Early Action Together Learning Network](#) which serves as a home to useful information and research about ACEs as well as best practice and resources.

¹¹ The Community Justice Cymru Network was chaired and supported by Safer Wales and part of the Third Sector Scheme facilitating Welsh Government and Third Sector working together

¹² ACE TIME training is designed to support the workforce to increase awareness of ACEs, related trauma and impact across the life course. This supports a whole system approach with partners in preventing and mitigating ACEs.

- As part of the ‘public health approach’ the programme’s activities have been underpinned by a substantial body of research and evaluation to measure and evaluate the programme’s impact. A number of research reports have already been published with further reports to follow over summer 2020.
- A commitment is in place from the four forces to continue to work towards mainstreaming the approach adopted by the EAT programme and to move the programme’s activities into core business.
- In working to develop a ‘joint thematic inspection’ approach of partnerships, rather than individual partners, involving both devolved and non-devolved audit and inspection regimes and focusing on ‘reducing re-offending’, some progress has been made in piloting methodologies. Care Inspectorate Wales (CIW), Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), Healthcare Inspectorate Wales (HIW), Her Majesty’s Inspectorate of Probation (HMIP) and Estyn carried out the Joint Inspection of Child Protection Arrangements (JICPA), a multi-agency response to abuse and neglect in Newport. This inspection included an evaluation of how local services responded to child exploitation. Further discussion will take place to build on the success of this pilot, and to consider holding further ‘JICPA’ inspections, following resumption of core inspection activity in 2021.
- Criminal Justice Joint Inspection (CJJI) inspections continue to have a joint focus on community safety: involving police, probation and Youth Offending Teams (YOTs) and to undertake core inspections of YOTs. Recently published CJJI reports include ‘Integrated Offender Management (IOM)’, which included a focus on IOM in Wales.
- HMI Probation continues to conduct thematic inspections examining how probation services and youth services in Wales and England, have coped during COVID-19 Exceptional Delivery Model arrangements.

6. Focused on long-term improvements and benefits

- Provided leadership for effective cross government working across a wide range of initiatives, ensuring engagement of all relevant partners (devolved and non-devolved) to maximise impact. The development of strong relationships and partnership working has been key to delivering this. Some examples include engagement on Violence Prevention Unit; Residential Centre for Women and reforms to Probation Services.
- The Strategic Partnership Review reported to the Partnership Council in June 2020. It concluded there was no requirement for restructure and that changes to simplify the partnership landscape would be for local determination.
- North Wales Safer Communities Board undertook a strategic review of Community Safety Partnerships and provided the Board with an update in December 2019. Other areas are also looking to review their Community Safety Partnership landscape.
- The ‘Framework to Support Positive Change for Those at Risk of Offending in Wales’ was launched in April 2018. This is a 5-year programme (ending 2022).
- Welsh Government has engaged with the UK Government and outlined its position that Probation Service should be returned to the public sector in

Wales. Wales has been ahead of the game in terms of reform, with responsibility for offender management returning to the National Probation Service from the 1 December 2019.

- A further announcement was made on the 11 June 2020, indicating that from June 2021, the National Probation Service will also deliver offender unpaid work and behavioural change programmes. Ministry of Justice (MOJ) and Her Majesty's Prison and Probation Service (HMPPS) have announced their intention to take forward this work.
- Worked closely with the Home Office and Office of the Police & Crime Commissioners for Wales (OPCC) to ensure the Serious & Organised Crime (SOC) launch event for Wales, focused on the Welsh devolved landscape and included themes and information directly relevant to Wales
- Published Female Offending and Youth Justice Blueprints in May 2019, which now form part of the First Minister's priorities moving forward Development of robust governance arrangements, including the creation of Programme Board of senior officials from Welsh Government, who also act as Chair, Ministry of Justice, Youth Justice Board, Home Office, Police/Police and Crime Commissioners and the Welsh Local Government Association.
- The All Wales Criminal Justice Board has recently revised its short and long-term priorities, with flexibility built in for horizon scanning and to tackle urgent situations that arise which do not necessarily fit under the Board's priorities
- Justice in Wales Strategy Group, terms of reference has been reviewed with a refreshed membership from across Welsh Government and Ministry of Justice departments to ensure engagement on key areas of policy development and reform.

5. TRANSITION TOWARDS BUSINESS AS USUAL

This multi-agency programme is necessary to continue the implementation of the objectives on a dispersed leadership basis. It is anticipated that some SROs will continue their roles under the new Safer Communities Board to ensure that outstanding actions will continue to progress under new governance arrangements. These governance details will be documented in a letter from the Safer Communities Programme SRO to the Chair of the newly formed Safer Communities Board requesting that the newly established Safer Communities Board will take responsibility for overseeing their progress.

It is worth noting that the outbreak of Covid-19 has undoubtedly changed Community Safety in Wales; while much of the work within this Programme has been temporarily scaled back, there has been a lot of engagement and activity within local communities as a result of the collective response from all agencies. There is an opportunity to reflect on the potential implications of Covid-19 for the Safer Communities Programme going forward, and indeed, an opportunity to understand how to capitalise on enhanced partnership working.

As noted earlier, the progress of a number of the Programme's objectives has been hampered by the Covid-19 pandemic. This has resulted in the transition to a 'business as usual' model before some of the work has fully developed and matured,

and been fully embedded in business as usual. Governance arrangements are in place the outstanding objectives noted below.

Supported by appropriate skills and knowledge

- Establish the Community Safety Network to support partnership working, skills, guidance, best practice, training etc.
- Establish an online resource for community safety practitioners in Wales (to be hosted/maintained by the new network).
- Collaboratively develop Welsh specific guidance to support the shared vision statement for community safety in Wales.
- Develop Wales-specific toolkits, case studies, learning & development products, resources etc.
- Establish a Wales academic 'centre', which will see the collaboration between the Wales Centre for Crime & Social Justice (WCCSJ) and the Wales Governance Centre (WGC) to better inform justice policy and practice in response to the findings and recommendations of the Thomas Commission.
- Undertake training and development for community safety partnership leads across Wales so they are 'appropriately skilled and knowledgeable' in order to achieve the shared vision.

Preventing and intervening as soon as possible

- Work on the research and evaluation reports continues and the contracts of the research team have been extended until the end of June to complete this. The following reports are now publically available:
 - **Transitioning from Police Innovation to a National Programme of Transformation: an overview of the up-scale of Adverse Childhood Experience (ACE) and trauma-informed training and evaluation**
 - **Understanding the landscape of policing when responding to vulnerability: Interviews with frontline officers across Wales**
 - **An evaluation of the adverse childhood experience trauma informed multi-agency early action together (ACE TIME) training: National roll out to police and partners**
 - **Enabling Early Intervention and Prevention in the Policing of Vulnerability: An Executive Summary**
- Trauma informed prevention and early intervention approaches to service delivery (and commissioning) will continue to be aligned and mainstreamed across all public services. A further series of reports will be published over the summer:
 - Police perspectives' on the impact of the ACE TIME training across Wales
 - Enhancing Resilience and Self-Care Skills (ERAS) training: a pilot evaluation of the delivery of a psycho-educational training programme within policing
 - Understanding non-emergency and non-deployed demand to North Wales Police: An observational study of the Joint Communications Centre

- Evaluation of the Criminal Justice Adverse Childhood Experience (ACE) training and Trauma Awareness Training (TAT) within a prison and probation setting
- Evaluation of Enhanced Case Management and Youth Justice ACEs agenda/Trauma Recovery Model training
- A commitment is in place to continue with the EAT programme's activities for a further year. In 2020/21 the aim is to present an overall evaluation of what the Home Office funded programme delivered, along with a set of recommendations on how this could be further up scaled and embedded to transform Welsh systems. A new SRO has been appointed and the EAT programme board will close but will be replaced by an expert advisory panel which will provide scrutiny, assurance and advice on the work this year.

Focused on long-term improvements and benefits

- Encourage and support continued partnership working among agencies and the importance of continued leadership towards community safety in Wales
- Continue to implement the 5 year 'Framework to Support Positive Change for Those at Risk of Offending in Wales' (ending 2022).
- Five-year delivery framework for the blueprints, with short, medium and long term recommendations, to be delivered by May 2024.
- The commitment of bringing the Crime and Disorder Act 1998 up to date in a way that better reflects devolution will be encompassed by the work being taken forward by the Justice Transformation team in Welsh Government although, like other work, this has been paused due to Covid-19.
- CSP working needs to be continued to be embedded locally within the PSB/APB and RPB structure working together to agree and take forward local priorities.
- Establish a digital skills academy in Ebbw Vale to improve public bodies' digital engagement with citizens and communities, and ensure better public service outcomes. This work will form part of the Welsh Government's Digital Wales Strategy.

Some of the delivery of the work however is still at an early stage and needs oversight and governance before it becomes fully embedded into existing business as usual arrangements. The Programme SRO has written to the chairs of the new Safer Communities Board to clarify future governance for the following areas of work.

Evidence based and intelligence led

- Detailed development of the All Wales Multi-Agency Data & Analysis Hub/Team approach, including development of business cases for multi-agency investment in partnership analysis and establishment of appropriate long-term governance arrangements
- Provision of multi-agency business intelligence products to support partnership working to address Serious & Organised Crime, Serious Violence and county lines type activity in the South Wales and Gwent regions

- Establishment of the multi-agency data and analysis improvement and innovation network for Wales as a key sub structure of the Safer Communities Network
- Support community safety 'strategic assessments' and endeavour to ensure that intelligence product commissioning and development are mainstreamed and continuous processes, are appropriately aligned to Well-being Assessments, Health Social Care & Well-being Assessments and Welsh Government's public services 'digitisation' agenda
- Support the 'Evidence-based, Intelligence-led' principle and its application within local/regional partnership working is sustainably resourced

Sustainably resourced and locally appropriate

- Address the common issues facing all 'CSPs' and their 'responsible authorities' across Wales which impact their capacity to progress vital plans and partnership working on community safety
- Consider strategic partnership rationalisation activity to simplify the structural landscape that enables community safety partnership working

Engaging and involving citizens

- Communication & Involvement Lead developing the service user involvement model. The Female Offending Youth Justice Blueprints, coupled with access through Community Justice Cymru Networks, provide real opportunities to demonstrate the tangible, sustainable benefits of engagement and involvement approaches.
- Engagement and involvement approaches and outcomes to be supported by appropriate skills and knowledge work stream and threaded across future developments - recognising the importance of citizen-voice in the development and delivery of services.
- The new Safer Communities Network, working in partnership with and supporting the Community Justice Cymru Network, third sector, pan-Wales networks and membership organisations, to champion the engaging and involving citizens principle within the shared vision for community safety via the development of Wales-specific products and resources (toolkits, guidance, case studies, training etc.), and making the case for citizen/community engagement and involvement to be sustainably resourced.
- Identifying and implementing learning from COVID-19, 'engagement and involvement citizens' work. The Community Justice Cymru Network, alongside Membership organisations, has a role to play, engaging across the Voluntary and Community Sectors to access and facilitate citizen voice in national/regional and local partnership working.

Annex A

WAO 2016 Report: Recommendations

| Recommendations | |
|--|---|
| <p>R1 Improve strategic planning to better co-ordinate activity for community safety by replacing the existing planning framework with a national strategy supported by regional and local plans that are focused on delivering the agreed national community-safety priorities.</p> | <p>Welsh Government, Home Office Wales Team, Police and Crime Commissioners and local authorities</p> |
| <p>R2 Improve strategic partnership working by formally creating effective community-safety boards that replace existing community-safety structures that formalise and draw together the work of Welsh Government, police forces, local authorities, health boards, fire and rescue authorities, WACSO and other key stakeholders.</p> | <p>Welsh Government, Police and Crime Commissioners and local authorities</p> |
| <p>R3 Improve planning through the creation of comprehensive action plans that cover the work of all partners and clearly identify the regional and local contribution in meeting the national priorities for community safety.</p> | <p>Welsh Government, Police and Crime Commissioners and local authorities</p> |
| <p>R4 Review current grant-funding arrangements and move to pooled budgets with longer-term funding commitments to support delivery bodies to improve project and workforce planning that focusses on delivering the priorities of the national community-safety strategy.</p> | <p>Welsh Government, Police and Crime Commissioners and local authorities</p> |
| <p>R5 Ensure effective management of performance of community safety by:</p> <ul style="list-style-type: none"> • setting appropriate measures at each level to enable members, officers and the public to judge progress in delivering actions for community-safety services; • ensuring performance information covers the work of all relevant agencies; and • establishing measures to judge inputs, outputs and impact to be able to understand the effect of investment decisions and support oversight and scrutiny. | <p>Welsh Government, Police and Crime Commissioners and local authorities</p> |
| <p>R6 Revise the systems for managing community-safety risks and introduce monitoring and review arrangements that focus on assuring the public that money spent on community safety is resulting in better outcomes for people in Wales.</p> | <p>Police and Crime Commissioners and local authorities</p> |
| <p>R7 Improve engagement and communication with citizens through Public Service Boards in:</p> <ul style="list-style-type: none"> • developing plans and priorities for community safety; • agreeing priorities for action; and • reporting performance and evaluating impact. | <p>Public Service Board members</p> |

Annex B

WAO 2016 Report: Welsh Government Response, 2017

Addressing Assembly Members in the Senedd, the Cabinet Secretary said he intends to establish an Oversight Group to review current community safety arrangements and to develop a shared vision for safer communities in Wales.

The Cabinet Secretary said:

“The safety and security of our communities has always been a priority. That is why we are supporting our emergency services and other agencies in building and strengthening their capability to protect us from these risks.

But the agenda is, by nature, complex. Legislation and policies straddle devolved and non-devolved responsibilities. Seventeen years of devolution have necessarily resulted in differences between our policy approach and that of the UK Government. These changes have brought new opportunities but have not all simplified the context in which we work.

Late last year, the Auditor General for Wales published a report on Community Safety in Wales. The report reflected the complexities of the agenda, highlighted some of the positive work within Wales but also raised a number of matters. I believe the report provides a valuable opportunity for us all to take stock.

With the agreement of, and alongside, those key partners who hold the levers for change, I am establishing an Oversight Group to review the current arrangements. It will help to develop a shared vision for safer communities in Wales that builds on the excellent work already done or underway. This review will also take account of the recommendations from the Auditor General for Wales. I want the review to be ambitious in its thinking and develop a clear vision for community safety that is robust, relevant and responsive. A vision for the long term.”

Annex C

Safer Communities Programme: Board Membership

Membership of the programme board included representatives of:

- Welsh Government
- Home Office
- Ministry of Justice
- Welsh Police & Crime Commissioners and Chief Constables (Policing in Wales Group)
- the Welsh Local Government Association (WLGA)
- Society of Local Authority Chief Executives (SOLACE)
- Her Majesty's Prison & Probation Service (HMPPS)
- Youth Justice Board (YJB) Cymru
- Welsh Fire & Rescue Services Chief Officers
- Public Health Wales (PHW)
- Community Justice Cymru (CJC)
- Welsh Local Health Boards (LHBs).

Annex D

Welsh Government: Working Together for Safer Communities recommendations

12. Work with the newly established Justice Commission for Wales in considering how we can do things differently in Wales and identify options to develop a distinct Welsh justice system, which improves people's access to justice, reduces crime and promotes rehabilitation and is truly representative of Welsh needs.
13. Establish a dialogue with the Home Office to consider the appropriateness of the Crime & Disorder Act 1998 in a way that better reflects Welsh devolution.
14. Develop a different relationship and strategic approach with non-devolved community safety partners that establishes a more effective leadership role for Welsh Government in areas of devolved responsibility related to community safety partnership working.
15. Establish a community safety 'partnership' policy & practice leadership function within the Welsh Government, working in close partnership with the Home Office, Ministry of Justice and other relevant 'devolved' leads for UK Government.
16. Develop new Wales-specific guidance that builds on the sustainable development principle and the Hallmarks of Effective Partnership and outlines how community safety partners and partnerships can ensure they are:
 - Evidence-based and intelligence-led;
 - Supported by appropriate skills & knowledge;
 - Sustainably resourced and locally appropriate;
 - Engaging and involving citizens;
 - Preventative and intervening as early as possible;
 - Focused on long-term improvements and benefits.

Proposed areas for the guidance to cover will include:

- Clarifying expectations around strategic assessment and intelligence-led business approaches, including partnership service planning & commissioning and the sharing of both personal and aggregated data;
- Strengthening the impetus for compliance with the statutory requirements of the Crime & Disorder Act Section 17 'mainstreaming' (closely linked to the sustainability requirements of the Well-being of Future Generations Act);
- Streamlining national, regional and local partnership structures to ensure more effective governance & accountability and clarification of the link to/role of PSBs while still meeting the statutory requirements around CONTEST, Substance Misuse APBs, Reducing Reoffending, VAWDASV, Substance Misuse, Modern Slavery etc.;
- Ensuring every local authority chief executive in Wales is able to evidence compliance with the Crime & Disorder Act – whether via local or regional

partnership arrangements – including provision of a recognised lead function for community safety with the stability and appropriate skills and knowledge to drive forward the Safer Communities agenda within the local and regional partnership context;

- Strengthening the role and status of third sector organisations within community safety partnership working and developing and promoting more effective public sector procurement approaches that minimise the impact of ‘marketization’ on third sector providers;
 - Clarifying the role of elected politicians (including PCCs, local councillors and PCP members) in scrutinising the activities and effectiveness of community safety partnership working;
 - Clarifying expectations around citizen engagement and involvement in community safety partnership working and service planning & commissioning.
17. Consider how to establish a new and inclusive national community safety network for Wales, drawing on the Scottish model and building on the foundations established over many years by WACSO, that will support future Welsh community safety policy and practice development and to help to build the ‘appropriate skills and knowledge’ required to implement the new vision.
18. Consider how to establish an online community safety library and resources database for Wales hosting guidance, toolkits, online learning, effective practice, case studies, research & evaluation, together with re-establishing a specific Welsh programme of community safety learning & development incorporating the various themes identified throughout this document (partnership problem-solving, intelligence-led business process, analysis, project management & evaluation, commissioning, community engagement, etc.).
19. Explore the opportunities for piloting joint thematic inspection arrangements for community safety partnership working around the ‘reducing reoffending’ theme with relevant devolved and non-devolved audit and inspection regimes.
20. Consider how to improve community safety funding programmes to secure longer term and more flexible ‘outcomes focused’ funding that supports more holistic, collaborative partnership service planning & commissioning arrangements, including co-production models and participatory budgeting elements.
21. Recommend a cross-governmental review of regional ‘footprints’ to ensure they are fit-for-purpose.
22. Recommend an assessment of the WASPI arrangements to ensure it remains effective and appropriately applied at a local level.

ANNEX E

Overview of Regional Partnership Rationalisation (Community Safety, Policing & Criminal Justice)

Update as of: January 2020

| REGION: | Dyfed Powys | Gwent | North Wales | South Wales |
|--|--|---|---|--|
| Current Position (January 2020) | <p>There is currently no significant discussion within the Dyfed Powys area around strategic partnership mapping and rationalisation, although the regional Serious & Organised Crime Board, which meets back-to-back with the regional CONTEST board, has now become a Serious Violence & Organised Crime Board rather than establishing a separate board. Both 'SVOC' and CONTEST also have duplicative local structures at county level within Dyfed Powys.</p> | <p>Gwent has been considering strategic partnership rationalisation in a variety of pan-Gwent forums including the Safer Gwent regional community safety board and the G7 strategic leaders forum for the past four years. A number of thematic boards – such as VAWDASV – have been operating at a regional level for some time and there have been several attempts at structural mapping at both the regional and local levels. There is no 'vision statement' for what Safer Gwent should become as yet, or plan of how to get to</p> | <p>North Wales is the only region actively progressing strategic partnership rationalisation and anticipate the establishment of new thematic 'shadow' boards by April 2020 and the transition to the new reduced structure completed by April 2021. This is dependent upon successfully identifying a regional resource to lead this ambitious project and a business case for a co-ordinator role has been submitted to Welsh Government. There are also sub regional community safety boards for Gwynedd and Ynys Mon, and for Denbighshire and Conwy.</p> | <p>South Wales has raised the prospect of creating a regional community safety strategic board to provide improved support for local partnership working and better alignment across the force area around issues such as Serious & Organised Crime, county lines etc. This is still in the early discussion stages, awaiting a 'community safety deep dive' by the OPCC and South Wales Police. South Wales is the only region to have already merged its LCJB and IOM Board into a joint 'criminal justice' board. Cwm Taf PSB has a sub-regional joint community safety board for RCT and</p> |

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|-------------------------------------|----------------------|---|--|--|
| | | <p>where they want to be. At the last meeting they agreed a broad aspirational concept – “aligning community safety themes regionally and supporting community safety partnership working locally”. However progress has been hampered by discussions with the Home Office around the possibility of ‘merging’ individual CSPs to give Safer Gwent a statutory footing, and around the future governance arrangements linking to a possible pan-Gwent PSB. Discussions concerning whether or not to regionalise the PSBs are ongoing.</p> | | <p>Merthyr Tydfil, following a comprehensive partnerships review in 2016. There are no current discussions around partnership mapping and rationalisation at a regional level. Cwm Taf already has a sub-regional community safety board as it sits within the PSB and discussions around incorporating Bridgend as a result of health boundary and proposed BCU changes are ongoing. The Cwm Taf board meets back-to-back with the Area Planning Board.</p> |
| Actions for the next quarter | TBC – whose actions? | A discussion meeting has been scheduled for January 30 th | Continue to monitor progress and support activity where invited/requested, | TBC – whose actions? |

| | | | | |
|--|--|--|--|--|
| | | and the Safer Gwent lead officer is making contact with the North Wales leads to learn more about their approach and what can be applied to Gwent. | and to continue sharing learning with other regions. | |
| Current Position (April 2020) | | | | |
| Actions for the next quarter | | | | |
| Current Position (July 2020) | | | | |
| Actions for the next quarter | | | | |
| Current Position (October 2020) | | | | |
| Actions for the next quarter | | | | |

Document 3 – SRO Closure Letter to the Chairs of the Safer Communities Board



Llywodraeth Cymru
Welsh Government

Safer Communities Programme

Dear CHAIRS

Following the publication of the *Working Together for Safer Communities* review the Welsh Government, in partnership with its devolved and non-devolved partners and stakeholders, established the 'Safer Communities Programme'. The Programme was taken forward under the governance and direction of a multi-agency programme board, and sought to achieve a new shared vision for, and leadership of, community safety in Wales.

The Programme has reached its conclusion and the final report produced – final draft attached. A final closure report is being prepared for submission to the Senedd's Public Account Committee later this month. However before both of these documents can be finalised I am writing to clarify future governance for some ongoing work. I am also looking for confirmation that the Safer Communities Board will provide the ongoing strategic leadership for community safety in Wales maintaining the Vision developed by the Safer Communities Programme, and supported by Ministers.

Like many priorities the Safer Communities Programme has been affected by the recent unprecedented public health crisis. The progress of a number of objectives has been hampered by the COVID-19 pandemic which has resulted in the transition to a 'business as usual' model before some of the work has fully developed and matured, and been fully embedded in business as usual.

Governance arrangements are in place for many of the outstanding objectives. However some of the delivery is still at an early stage and needs oversight and governance before it becomes fully embedded into existing business as usual arrangements therefore, I am writing to request that the recently established Safer Communities Board takes responsibility for overseeing their progress. These are listed in Annex A below.

As SRO for this Programme, I have been delighted with the participation from across the sector and I am grateful to the workstream SROs in particular, supported by Stephen Carr, for their commitment throughout this Programme and the progress

that each has overseen. My understanding is that they would be happy to continue in their respective SRO roles.

I would be grateful if you could confirm that your Board is content to take over the governance role set out in Appendix A and provide strategic leadership for community safety in Wales.

I will then arrange for the final report to be circulated and the Public Accounts Committee updated.

The Welsh Government is committed to working with you to continue to improve community safety across Wales.

Yours sincerely,

Reg Kilpatrick

Appendix A: Safer Communities Programme Table of Outstanding Achievements

| Work stream & Safer Communities Programme Board SRO | Work to be carried forward |
|---|--|
| <p>Evidence based and intelligence led</p> <p>SRO: Dafydd Llewelyn, Dyfed Powys, Police & Crime Commissioner</p> | <ul style="list-style-type: none"> • Detailed development of the All Wales Multi-Agency Data & Analysis Hub/Team approach, including development of business cases for multi-agency investment in partnership analysis and establishment of appropriate long-term governance arrangements • Provision of multi-agency business intelligence products to support partnership working to address Serious & Organised Crime, Serious Violence and county lines type activity in the South Wales and Gwent regions • Establishment of the multi-agency data and analysis improvement and innovation network for Wales as a key sub structure of the Safer Communities Network • Support community safety ‘strategic assessments’ and endeavour to ensure that intelligence product commissioning and development are mainstreamed and continuous processes, are appropriately aligned to Well-being Assessments, Health Social Care & Well-being Assessments and Welsh Government’s public services ‘digitisation’ agenda • Support the ‘Evidence-based, Intelligence-led’ principle and its application within local/regional partnership working is sustainably resourced |

| | |
|---|---|
| <p>Supported by appropriate skills and knowledge</p> <p>SRO: Chris Davies, Chief Fire Officer Mid & West Wales Fire & Rescue Service</p> | <ul style="list-style-type: none"> • Establish the Safer Communities Network to support partnership working, skills, guidance, best practice, training etc. • Establish an online resource for community safety practitioners in Wales • Collaboratively develop Welsh specific guidance to support the shared vision statement for community safety in Wales • Develop Wales-specific toolkits, case studies, learning & development products and resources • Establish a Wales academic ‘centre’ to better inform justice policy and practice in response to the findings and recommendations of the Thomas Commission • Undertake training and development for community safety partnership leads across Wales so they are ‘appropriately skilled and knowledgeable’ in order to achieve the shared vision |
|---|---|

| | |
|---|---|
| <p>Sustainably resourced and locally appropriate</p> <p>SRO: Naomi Alleyne, Deputy CEO, WLGA</p> | <ul style="list-style-type: none">• Address the common issues facing all 'CSPs' and their 'responsible authorities' across Wales which impact their capacity to progress vital plans and partnership working on community safety• Consider strategic partnership rationalisation activity to simplify the structural landscape that enables community safety partnership working |
|---|---|

| | |
|--|---|
| <p>Engaging and involving citizens</p> <p>SRO: Bernie Bowen Thomson, Chair of Community Justice Cymru (CJC)</p> | <ul style="list-style-type: none"> • Communication & Involvement Lead developing the service user involvement model. The Female Offending Youth Justice Blueprints, coupled with access through Community Justice Cymru Networks, provide real opportunities to demonstrate the tangible, sustainable benefits of engagement and involvement approaches. • Engagement and involvement approaches and outcomes to be supported by appropriate skills and knowledge work stream and threaded across future developments - recognising the importance of citizen-voice in the development and delivery of services. • The new Safer Communities Network, working in partnership with and supporting the Community Justice Cymru Network, third sector, pan-Wales networks and membership organisations, to champion the engaging and involving citizens principle within the shared vision for community safety via the development of Wales-specific products and resources (toolkits, guidance, case studies, training etc.), and making the case for citizen/community engagement and involvement to be sustainably resourced. • Identifying and implementing learning from COVID-19, ‘engagement and involvement citizens’ work. The Community Justice Cymru Network, alongside Membership organisations, has a role to play, engaging across the Voluntary and Community Sectors to access and facilitate citizen voice in national/regional and local partnership working. |
|--|---|

Document 4: Response letter to SRO from chairs of Safer Communities Board

Dyddiad /Date: 4th November 2020
Gofynnwch am/Please ask for: Naomi Alleyne
Llinell uniongyrchol/Direct line: 029 2046 8660
Eboest/Email: naomi.alleyen@wlga.gov.uk



CLILC • WLGA

Reg Kilpatrick

Dear Reg

Safer Communities Programme

Thank you for your letter dated 15th September 2020 seeking confirmation that the Safer Communities Board established jointly by Policing in Wales and the Welsh Local Government Association will provide the strategic leadership for Community Safety in Wales in future and take forward some on-going areas of work previously governed by the Safer Communities Programme Board which you chaired. This was agreed at a meeting of the new Board on 24th September.

You will be aware that the purpose of the Safer Communities Board is to provide leadership, oversight and direction to a programme of work shared by Local Government, Policing in Wales and other partners with the aim of ensuring effective shared leadership is provided to support local partnership working that will support safe, strong confident communities. We attach a copy of the Terms of Reference of the Board for your reference. The role of the Board is fully in line with Welsh Government's vision for community safety in Wales. We hope this provides the assurance you seek that the Safer Communities Board will continue to provide strategic leadership for community safety work for Wales, in line with the agreed vision.

The Board is also content to provide direction, leadership and governance for the outstanding objectives and oversee progress as they become more embedded as 'business as usual', as set out in Appendix A of your letter. The two significant priorities for the Board are the establishment of the Safer Communities Network and the development of an all Wales multi-agency data and intelligence hub/team. We feel both these developments will be of enormous benefit to those working in making our communities safer and we welcome the funding from Welsh Government to help take forward the Network. However, further discussions are needed on whether the Board will accept responsibility for regular updating of the table included as Appendix E of the closure report relating to structural reviews and rationalisation.

You will be aware that Welsh Government has been invited to join the Safer Communities Board and am sure your representative will keep you updated on progress. It may however be helpful for us to meet on an annual basis to discuss progress being made against the agreed vision and in ensuring all partners are working well together to progress the safety of communities across Wales. We would welcome your thoughts on this.

Yours sincerely



Alun Michael



Cllr Mathew Dorrance

Joint Chairs
Police and Crime Commissioner WLGA Spokesperson for Community Safety
South Wales