

Dear Colleague

The Safer Communities Programme for Wales

Following the [Statement](#) by Alun Davies AM, Cabinet Secretary for Local Government & Public Services in December, the Welsh Local Government Association (WLGA) and Policing in Wales (the four Police & Crime Commissioners and the four Chief Constables) responded by agreeing together to provide the necessary local leadership in refreshing community safety across Wales.

Together, they proposed that an appointment be made to support local initiatives across Wales, with two-thirds of the cost being jointly borne by the WLGA and Policing in Wales. The Cabinet Secretary responded by providing the final third share of the cost and I took up the post of Safer Communities Programme Manager in August.

The [review](#) of community safety in Wales has established a new shared vision endorsed by the key partners, including local government and policing, and this has been welcomed by the Auditor General for Wales and the National Assembly's [Public Accounts Committee](#).

Our shared vision for community safety in Wales is one 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.

This vision will be achieved through collaborative and integrated multi-agency activity that is:

- 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.

The priority for my role is to provide an element of co-ordination to what is essentially the local task of renewing community safety partnership working, ensuring there are effective links to relevant regional and national bodies and strategies.

There is commitment and energy from both policing and councils, and from many other partners, but it must be recognised that the impact of austerity has been profound. Policing has lost around a third of the resources they used to receive through the Police Grant while councils have lost around 60% of the community safety funding received prior to 2010. Both local government and policing have had to “do more with less” with big reductions in the people and resources available for community safety work.

With fewer dedicated staff and a significant loss of analytical capacity for all statutory partners it has become increasingly difficult to effectively undertake the detailed strategic assessment work that was an essential part of community safety partnership working from 1998 on.

At the same time the threats and harms from crime are increasing, with a significant rise in serious violence and the expansion of illegal drugs markets impacting on all Welsh communities through ‘county lines’ operated by organised crime, and ever more sophisticated and complex threats from terrorists, people traffickers and online fraud.

However, the energy and commitment shown by all stakeholders in recent efforts to refresh community safety partnership working and joint action to reduce demand, recognise vulnerability and to promote an early intervention approach to crime, disorder and antisocial behaviour is very encouraging. In particular, the Home Office’s Police Transformation Fund is sponsoring a major programme across Wales to enable the police and their partners to take positive joint action, informed by the insights from Public Health Wales [research](#) on the impact of Adverse Childhood Experiences (ACEs).

These new ways of working also underpin the approach of the Safer Communities Programme.

My role is to work with the national programme board – chaired by the Cabinet Secretary – to support local and regional leadership in refreshing community safety partnership working.

Membership of the programme board includes the WLGA, Policing in Wales, the Society of Local Authority Chief Executives (SOLACE) together with representatives of Welsh Government, the Home Office, the Ministry of Justice, the Prison & Probation Service (HMPPS) in Wales, the Third Sector represented by Community Justice Cymru, Youth Justice Board (YJB) Cymru, Welsh Fire & Rescue Services Chief Officers, Public Health Wales, and Local Health Boards.

The programme board has agreed a number of priority commitments – designed to support the realisation of our shared vision for community

safety partnership working in Wales. They include: the development of effective guidance and support for Welsh community safety partnership working; considering how to improve community safety funding and resourcing to achieve sustainability and longer term outcomes; improving data sharing, data development and analysis arrangements; and contributing to the Commission on Justice in Wales' consideration of options for developing a distinct Welsh justice system.

Next steps:

The programme board has determined that the work going forward will be in keeping with the Sustainable Development Principle of the Well-being of Future Generations Act (Wales) 2015. The programme will utilise dispersed leadership methodology to ensure that all key stakeholders have a voice. It will be collaborative and integrated in approach, with an emphasis on sustainable action that is preventative or involves intervening as early as possible.

Serious & Organised Crime and the surge in 'county lines' activity and associated serious violence is a pressing priority for all partners across Wales and the board agreed that helping local areas to respond to this threat is a key priority. It has also recognised the important links between local action on community safety and the police-led programme to tackle ACEs through Early Action Together programme. Both are also linked to the Serious Violence Strategy Task Group which is aligned to the All Wales Criminal Justice Board (AWCJB).

My role:

I will be working on behalf of the 22 Welsh councils, four Police & Crime Commissioners, four Chief Constables and Welsh Government, to support local Community Safety activity. My role is:

- To support strategic leadership on behalf of local government and policing in delivering Safer Communities priorities, ensuring there is wide understanding and buy-in among all partners to the importance of community safety and its connection to other aspects of partnership working, including the work of Public Service Boards and joint work on substance misuse, safeguarding vulnerable people and mental health;
- To coordinate the development and agreement of a programme of work that supports local and joint action with key deliverables and outcomes, ensuring that key partners are kept abreast of any proposed changes in legislation or policy at Wales and UK levels that are relevant to the work on community safety;
- Maintain an overview of the Justice Commission for Wales and identify potential issues and/or implications relating to the delivery of community safety;

- Establish and maintain effective working relationships with key stakeholders on the community safety agenda (including both devolved and non-devolved bodies, especially those working in Wales in the criminal justice system and those working in related early intervention work, such as Public Health Wales), and establish and maintain on-going contact with lead community safety officers in key partner bodies;
- Lead the development of guidance for community safety partnership working that sets out how partners can embed the Sustainable Development principle and the Hallmarks of Effective Partnership;
- Explore and scope the best way forward to establish a national community safety network in Wales which will be efficient and non-bureaucratic while promoting and sharing best practice and ensuring that community safety practitioners are supported to gain the required skills and knowledge to implement the new vision;
- To explore and scope the creation of an online community safety library and resources database for Wales;
- To work with Welsh Government, Home Office, Ministry of Justice and Police & Crime Commissioners to clarify the availability and purpose of funding for community safety partnership working, programmes and initiatives, identifying how improved sharing of resources can be utilised to increase capacity to drive forward strategic and operational community safety work at the local level, including sharing and increasing the capacity of analysts;
- To encourage the development of best practice in relation to sharing intelligence and data.

My Offer:

I would be delighted to offer you and your organisation advice, guidance and support to assist with local, regional and national delivery of improved community safety partnership working and to address local priorities using an evidence-based approach.

To discuss this offer further, and how you and your organisation can get involved and help shape the design and delivery of the Safer Communities Programme, please contact me using the details below.

Stephen Carr

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☎ 029 20 468679 / 07999 409947

ANNEX:

My Background:

Prior to my appointment as Safer Communities Programme Manager in July, I was seconded by the National Assembly for Wales to Welsh Government to lead the Working Together for Safer Communities review – the government’s response to the Wales Audit Office’s ‘Community Safety in Wales’ report of 2016.

My substantive role at the Assembly was senior protective parliamentary security manager, leading on: operational planning; staff recruitment, training and development; emergency planning and business continuity; security site/asset surveying and provision of protective security advice to AMs together with liaison with the dedicated Assembly police unit and WECTU.

Before joining the Assembly in 2012, I was head of community safety for Cardiff and led the design, development and implementation of the award winning Transforming Neighbourhoods model of intelligence-led, evidence-based multi-agency neighbourhood management. I was involved in the establishment of the Cardiff 101 pilot programme, including multi-agency tasking, and Home Office sponsored programmes such as Extending Our Reach and Street Level Up aimed at combatting the threat from Serious & Organised Crime, and Channel Project counter terrorism initiatives.

During this time I was also the WLGA advisor on community safety, a director of the UK-wide National Community Safety Network (NCSN) with lead responsibility for learning & development and a Home Office Advanced Associate Trainer (AAT) delivering accredited community safety problem-solving training to partnerships and agencies in Wales, England and Northern Ireland. As a member of Skills for Justice I co-designed and co-delivered the organisation’s ‘collaborative leadership for justice agencies’ pilot training module that was eventually used for their European-funded leadership training programme.

I was involved in a number of national Home Office advisory boards and working groups, including contributing to the design of the ‘Hallmarks of Effective Partnership’ and drafting of the accompanying guidance and the development of minimum requirements for multi-agency data sharing. I led work to establish joint commissioning approaches for substance misuse and other community safety services and worked with the Institute of Public Care (IPC), Oxford Brookes University, to co-develop a training module for partnership service planning & commissioning.

I was previously community safety manager for Blaenau Gwent County Borough Council, chair of the Wales Association of Community Safety Officers (WACSO) and have been actively involved in crime prevention panels and police/community liaison groups.