

**Discussion and Actions from Commissioner's Strategic Board meeting at 09:30  
8<sup>th</sup> July 2015**



**Attendees**

Mr Alun Michael (Police and Crime Commissioner),  
Mrs Sophie Howe (Deputy Police and Crime Commissioner),  
Dr John Rose (Assistant Police and Crime Commissioner),  
Mr Mark Brace (Chief Planning & Performance Manager),  
Mr Cerith Thomas (Chief of Staff),  
Deputy Chief Constable Mr Matt Jukes,  
Assistant Chief Constable Mr Jon Stratford (until 11.30),  
Assistant Chief Constable Nikki Holland (until 11:30)  
Mr Mark Milton (Director of Human Resources),  
Mr Umar Hussain (Director of Finance and Administration),  
Mrs Nia Brennan (Head of Joint Legal Services),  
Mr Huw Cogbill (Assistant Director of Corporate Development),  
Superintendent Jon Edwards  
Mrs Cath Llewellyn (Head of Corporate Communications),  
Mrs Kate Carr (Communications and Public Engagement Manager),  
Miss Christina Strode (Staff Officer/Researcher),

Ref:	Subject Item:	Discussion/ Comments	Action/ Decision	Assigned to:	Required by:
<b>Part 1</b>	<b>Standing Items</b>				
08.07.15.1	Apologies for Absence	Chief Constable Mr Peter Vaughan, Mr Geoff Petty (Chief Finance Officer) Assistant Chief Constable Mr Richard Lewis			
08.07.15.2	Immediate and Urgent Items	<u>Appointment of Chaplains of Muslim faith and other faiths.</u>			

		<p>Mr Michael updated the group on the progress made on the appointment of chaplains. Chaplains had been appointed from multiple faiths.</p> <p>Matt Jukes highlighted that the chaplains would be key in terms of post incidents and trauma for support with staff.</p> <p><u>Continued coverage of extremism</u></p> <p>Assistant Chief Constable Nikki Holland provided an update to the board.</p> <p>Syed Choudhury, the Cardiff teen extremist was jailed for 3 years and 4 months for preparing acts of terrorism. This was part of an overt disruption operation of 5 men. The remainder of the group were still on police bail.</p> <p>Nikki Holland updated the board on Prevent. This included an update on the work of Samina Khan on “Movement for Change”.</p> <p>The Women’s manifesto was launched on 7<sup>th</sup> July 2015 at Ty Hywel by former MP Sian James. Superintendent Steve Fernham attended the event.</p> <p>There had been positive publicity on the “Keep Safe Cymru” card. Mr Vaughan and Mr Michael had met with Mark Drakeford who was considering expanding this across Wales with the inclusion of Local Authorities.</p> <p>There had been continued discussion on the likelihood of Welsh Government launching a 111 service. The pilot was planned for a 6 month period in Swansea. There was a possibility that this would go Wales wide. The Ministerial</p>			
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		<p>steer was that it would go wider. There was a possibility of it being based in Police HQ.</p> <p>Matt Jukes updated the board on three highlighted areas:</p> <ol style="list-style-type: none"><li>1. This had been a busy period for operational demand. The Chief Constable had recognised the efforts of frontline officers and staff.</li><li>2. There had been a focus on tackling organised crime and the proceeds of crime,</li><li>3. There had been disruption of organised crime and operations in relation to car washes (links with Child Sexual Exploitation).</li></ol> <p>Forty six new Police Community Support Officers had joined South Wales Police in July. Also, there had been 14 members of Special Constables who had joined from diverse communities.</p> <p>The next iteration of mobile data was ready to be implemented. The board commended the work of Project Fusion.</p> <p>The first minister would be officially opening Ty Richard Thomas on Friday 9<sup>th</sup> October 2015.</p> <p>Control works were going live on the 29<sup>th</sup> September 2015.</p> <p>Cath Llewellyn gave up date on Communications. The force and Commissioner's website went live early July 2015.</p>			
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		<p>There was a planned programme for social media. This included the introduction of Facebook accounts for each of the 4 BCUs.</p> <p>Crimewatch had recognised South Wales Police's proactivity and would like to learn from this.</p> <p>Mr Michael stressed the need for a consistent reassurance message to be communicated to the public.</p> <p>Sophie Howe also emphasised the need to be monitoring what the public were saying on social media. Tweets from the force and Commissioner's office must be responsive to what was topical.</p> <p>In addition there was a need for coordination between local social media teams and the Commissioner's team to ensure that consistent messages were going out.</p> <p>Cath Llewellyn reassured the board that this would be included in the training package to officers and staff.</p> <p>Jonathan Edwards highlighted that Project Fusion had enabled many more officers and staff to have access to the South Wales Police's social media accounts through mobile data.</p>			
08.07.15.3	Joint Planning & Performance Management Group	<p>John Rose updated the board on the Joint Planning and Performance Management Group which was held on 1<sup>st</sup> July 2015.</p> <ol style="list-style-type: none"> <li>1. Police &amp; Crime Reduction Plan</li> </ol>			

		<p>The next planning round had commenced. The concept and timing had been agreed by Mr Michael and Mr Vaughan. The plan would span 5 years from 2016 until 2021.</p> <p>Concerns were highlighted within the Joint Planning and Performance group that the timescales were tight and a draft by the end of July was not achievable.</p> <p>Mr Michael stressed to the board his understanding of the concerns and clarified that it was a “skeleton” plan that was expected by the end of the Summer - not a “draft” plan. The four to five key themes would need to be agreed initially. This would be achievable. The plan would also need to be considered in parallel with the financial strategy.</p> <p>2. Proposed single architecture</p> <p>Mr Michael stressed that this was an improvement to what had been previously. All that had been included was valuable but there was a need to simplify further. Mr Michael would discuss this with Matt Jukes.</p> <p>Sophie Howe emphasised the need to receive the most recent iteration of this before the structure of the boards was finalised. The titles of the boards would need to be reworded to reflect what each of the boards would deliver.</p> <p>The board meetings under the new structure would need to be diarised by the Autumn.</p> <p>3. Innovation Fund</p> <p>The Joint Planning and Performance Group had suggested that the project teams under the single architecture structure</p>			
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		<p>would develop ideas for bids under the innovation fund. It was highlighted that the process had become more competitive. There was a need for a timeline to ensure that bids were submitted in a timely manner.</p> <p>There had been discussion at the All Wales Policing Group regarding the Innovation fund bid process and the possibility of collaborative bids.</p> <p>The Innovation fund looks at benefits to policing and favours police collaboration rather than with partners. Larger collaborative bids were preferred.</p> <p>Mr Michael stressed that there was a need to ensure that the bids that were submitted were linked in with South Wales Police's priorities.</p> <p>The proposed timeline was linked to the All Wales Policing Group. It was agreed by the board that a detailed paragraph for each bid would need to be submitted to Mr Michael and Mr Vaughan three weeks prior to the next All Wales Policing Group.</p> <p>For those current innovation funded projects sustainability and an exit plan needed to be considered.</p>			
08.07.15.4a	<p>Other reports and decisions</p> <p>Public Health Wales, Memorandum Of Understanding</p>	<p>Mr Michael asked the board to agree in principle the Public Health Wales, Memorandum of Understanding. Public Health Wales had signed off the report at their executive level.</p> <p>It was recognised that there was a need for timelines for delivery and jointly appointed leads.</p>			

		<p>Public Health Wales had replied with a willingness to establish the joint role which would be taken up by Janine Roderick. Janine Roderick would be employed by Public Health Wales but report jointly to Mark Bellis and Sophie Howe. The Commissioner's office would fund the approach until 1<sup>st</sup> April 2015. Public Health Wales would fund from April to August 2015 and then funded jointly for the future of the role.</p> <p>The board AGREED to support the Memorandum of Understanding in principle and the jointly funded post.</p>			
08.07.15.4b	Police and Crime Plan	The Police and Crime Reduction Plan 2015-2018 had been published on the website.			
08.07.15.4c	Chief Constable's Delivery Plan	Matt Jukes stressed that the Chief Constable's delivery plan would continually be monitored.			
08.07.15.4d	Finance Update Report	<p>Umar Hussain updated the board on the 2015-16 financial position. South Wales Police had achieved the £32m cash efficiency savings. Delivery of the Value for Money plan had been successful. There was a good year end position for the force overall. 82% of the capital programme had been delivered; disaster recovery funding from Gwent police was the only slippage.</p> <p>Umar Hussain summarised the national picture of police reserves. By the end of 2017/18 South Wales Police would have a small amount of risk assessed reserves and some ear-marked reserves. The Home Office would challenge all</p>			

		<p>reserves but were supportive of what South Wales had planned.</p> <p>There would be a balanced budget as long as the value for money plan was delivered successfully that year.</p> <p>There was still £23m savings to be achieved. £3m savings had been identified from within the workstreams but there was still £20m savings to achieve.</p> <p>The board questioned the impact of the £20m savings. The next Joint Change Board would challenge what further savings could be made within the workstreams and would report back to the Commissioner's Strategic Board. Umar Hussain clarified that £10m of savings needed to be identified <i>this</i> year.</p> <p>Mr Michael stressed that he would be proposing a 5% increase in precept. There would be a need to be explicit in stating to residents that this was needed to protect the policing service and they should have confidence that everything has been done to make savings.</p> <p>Huw Cogbill highlighted that this would result in job cuts and service cuts.</p> <p>Umar Hussain clarified that all claims for the A19 process had been dismissed.</p>			
08.07.15.4e	Police Innovation Fund	Mr Michael asked for any further thoughts on the Innovation Fund to himself or Matt Jukes.			



08.07.15.4f	Action Notes and matters arising from previous meeting on 12 <sup>th</sup> May 2015	<p>The temporary relocation of chief officers to Cardiff would need to be discussed in September to establish the effectiveness of this.</p> <p>The Estates Management Board would be held on 24<sup>th</sup> July in Cardiff where the Chief Superintendent of Eastern division would be present.</p> <p>Mr Michael commented that he had not received the detailed information on demand and costs savings under the Station Enquiry Officers - Workstream Reform Report.</p> <p>There was a discussion on progress made with the late night levy. Richard Lewis had appointed Nigel Griffiths to undertake some work with this.</p> <p>Mr Michael highlighted that this needed to be included on the agenda for the Local Authority Meetings in the Autumn.</p> <p>Mr Michael clarified that although there were two corporation soles there was a need to instil joint working practices.</p> <p>Mr Michael requested a copy of the problem profile of Child Sexual Exploitation.</p> <p>Mr Michael clarified that Helen Bennett was due to complete her report by the end of July not June as stated in the minutes.</p> <p>Mr Michael requested the following items for inclusion on the next Commissioner's Strategic Board as they were not present at this meeting</p> <ul style="list-style-type: none"> <li>• Schools Liaison Programme</li> <li>• Joint Programme Office Report</li> </ul>	<p>Richard Lewis to provide Mr Michael with detailed information on demand and cost savings.</p> <p>Sophie Howe &amp; Matt Jukes to meet to discuss the progress of the Late Night Levy</p> <p>Nikki Holland to forward the problem profile of Child Sexual Exploitation to Mr Michael</p>	<p>Richard Lewis</p> <p>Sophie Howe &amp; Matt Jukes</p> <p>Nikki Holland</p>	
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08.07.15.4g	Joint Audit Committee meeting 24 <sup>th</sup> June 2015	<p>Umar Hussain updated the board on the Joint Audit Committee meeting held on the 24<sup>th</sup> June 2015. The board NOTED the minutes.</p> <p>Disaster Recovery was an issue but this was coming to a conclusion.</p> <p>The committee were content with the corporate governance arrangements.</p> <p>There was a concern noted that the risk register at silver level was not robust.</p> <p>Mark Milton would update the Joint Audit Committee at a future date on the Human Resources strategy. Mr Michael expressed a wish to have sight of this.</p> <p>The group agreed that the Human Resources Strategy would be reported through “Our People’s Board” within the single architecture. This would then be escalated through Joint Planning and Performance and the Commissioner’s Strategic Board.</p> <p>Mr Michael provided clarity on how the Human Resources strategy was meeting the training needs embedded within the Police and Crime Plan.</p> <p>The Communications strategy had been signed off at the Commissioner’s Strategic Board. The delivery plan was still work in progress.</p>			

		Umar Hussain commented that the Joint Audit committee was a positive group and provided robust challenges.			
08.07.15.4h	Joint Risk Register	The board noted the Joint Risk Register.  At the next Commissioner's Strategic Board the Joint Risk Register would reflect the upgraded silver register. This would be reflected in the planning process going forward.			
<b><u>Part 2</u></b>	<b><u>Items raised by exception</u></b>				
08.07.15.5	Commissioner and Chief Constable's meeting with local authority Chief Executives and Leaders	Mr Michael updated the group on the progress made with the quarterly meetings with the Leaders and Chief Executives of the seven local authorities. These meetings had been taking place for over two years. It was noted that it was imperative to ensure that priorities of the police and local authority are aligned given the austerity cuts.  Matt Jukes stressed there was a need to feedback the issues that had been discussed with the local authorities with the BCU commanders.  Mr Michael suggested that there should be sessions arranged with the BCU commanders before the next round of quarterly local authority meetings and also involve them in the drafting on the Police and Crime Plan.	Rob Blunt to compile a process for feedback from and to meetings with the Local Authorities.	Rob Blunt	
<b><u>Part 3</u></b>	<b><u>Items raised by report</u></b>				
08.07.15.6	Commissioner's team update report	The board NOTED the report.			

		<p>Mr Michael updated the board on some of the key meetings/events his team had attended. Mr Michael expressed that he was happy to feedback on any of the meetings listed.</p> <p>Mr Michael highlighted the meeting on the Future Generations Bill as this was required to feed into the planning process. It was commented that this related to the upcoming secondment of Richard Watkins to Welsh Government.</p> <p>Matt Jukes thanked Mr Michael for the Decision Log report and would feedback with any comments. Matt Jukes stressed that minutes of the Gold meeting would be available at future meetings.</p>			
08.07.15.7	Chief Constable's update report	<p>The board NOTED the report.</p> <p>John Rose questioned the accuracy of the numbers highlighted within the Young Volunteer section of the report.</p> <p>It was highlighted that absence management was a concern as performance had fallen. However, it was noted that South Wales Police are comparable to other forces nationally. Work is being undertaken on Health &amp; Well-being.</p> <p>Sophie Howe commented that it would be helpful to have knowledge of the numbers of promoted female officers and numbers of recruited females.</p> <p>Mr Michael commented that it was positive that two out of the 14 special constables appointed were of a BME</p>	Mark Milton to provide further breakdown of	Mark Milton	

		<p>background. However Mr Michael required further detail on the others.</p> <p>Mr Michael commented the South Wales Action Plan for Child Sexual Exploitation needed to be completed.</p> <p>Mr Michael is also concerned with issues affecting the traveller community. The board agreed that further work is needed on this area.</p>	<p>statistics on recruitment and promotion to Mr Michael</p> <p>Mark Brace to add the traveller community to the agenda of the academic board</p>	Mark Brace	
08.07.15.8	Association updates	<p>Cerith Thomas updated the board on the recent Association of Police and Crime Commissioners meeting. There had been discussions on the Police and Crime Commissioner elections 2016.</p> <p>There had also been a discussion on the decision to appoint a regional coordinator for Neighbourhood Watch which was rejected.</p>			
08.07.15.9	Update on Welsh Government Meetings	Mr Michael updated the board on recent Welsh Government meetings.			
<b>Update on action notes from meeting on 12<sup>th</sup> May 2015</b>					
<b>Ref:</b>	<b>Subject item:</b>	<b>Explanatory note:</b>	<b>Update:</b>	<b>Further Action:</b>	<b>Assigned to:</b>
12.05.15.2	Immediate & Urgent Items	Update on the HMIC Inspection	Richard Lewis & Nikki Holland to share presentations with Mr Michael		Richard Lewis & Nikki Holland
12.05.15.2c	Station Enquiry Officers, Workstream Report	Proposed changes to opening times had been made in	Richard Lewis to provide Mr Michael with detailed information on demand and cost savings.		Richard Lewis

		the Workstream Report.			
12.05.15.3	Joint Planning & Performance Management Group, minutes of the meeting on the 6 <sup>th</sup> May 2015	There was a discussion on the Late Night Levy.	Mr Michael, Sophie Howe, Richard Lewis and Janine Roderick would meet to discuss this further		Mr Michael, Sophie Howe, Richard Lewis
12.05.15.4e	Action Notes from the last meeting	Minutes of the meetings	Christina Strode to prepare the minutes of this meeting as soon as possible.		Christina Strode
12.05.15.8a	Commissioner's team update report	Mr Michael agreed to include a summary report of issues discussed at Leadership Team meetings	Mr Michael to discuss with his Leadership team the inclusion of a summary report to this board.		Mr Michael

**ACTION LOG:**

<b>Ref:</b>	<b>Subject Item:</b>	<b>Discussion/ Comments</b>	<b>Action:</b>	<b>Assigned to:</b>	<b>Required by:</b>
08.07.15.4f	Action Notes and matters arising from previous meeting on 12 <sup>th</sup> May 2015	Mr Michael had not received the detailed information on demand and cost savings requested under the Station Enquiry Officers – Workstream Reform Report.	Richard Lewis to provide Mr Michael with detailed information on demand and cost savings.	Richard Lewis	ASAP
08.07.15.4f	Action Notes and matters arising from previous	Progress of the work on late night levy was discussed	Sophie Howe and Matt Jukes to meet to discuss the progress of the Late Night Levy	Sophie Howe & Matt Jukes	

	meeting on 12 <sup>th</sup> May 2015				
08.07.15.4f	Action Notes and matters arising from previous meeting on 12 <sup>th</sup> May 2015	Mr Michael had requested a copy of the problem profile on Child Sexual Exploitation.	Nikki Holland to forward a copy of the profile on Child Sexual Exploitation to Mr Michael	Nikki Holland	ASAP
08.07.15.5	Commissioner and Chief Constable's meeting with local authority Chief Executives and Leaders	There was a need to feedback the issues discussed with local authorities with the BCU Commanders.	Rob Blunt to compile a process for feedback to and from the meetings with Local Authorities	Rob Blunt	
08.07.15.7	Chief Constable's update report	Recruitment and Promotion – Female and BME candidates	Mark Milton to provide further breakdown of statistics on recruitment and promotion to Mr Michael	Mark Milton	
08.07.15.7	Chief Constable's update report	Traveller Community	Mark Brace to add the traveller community to the agenda of the academic board.	Mark Brace	

**DECISION LOG:**

<b>Ref:</b>	<b>Subject item:</b>	<b>Decision:</b>	<b>Senior Responsible Officer</b>
08.07.15.4a	Public Health Wales, Memorandum of Understanding	The board agreed to support the Memorandum of Understanding in principle and the jointly funded post.	Mr Michael