



Monday 23<sup>rd</sup> November 2015 10am

## Attendees

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Alun Michael– Police and Crime Commissioner (Chair);  
Peter Vaughan– Chief Constable;  
Sophie Howe – Deputy Police & Crime Commissioner  
Matt Jukes– Deputy Chief Constable;  
Jon Stratford– Assistant Chief Constable;  
Mark Milton– Head of Human Resources;  
Umar Hussain– Chief Finance Officer;  
Nia Brennan– Head of Joint Legal Services;  
Geoff Petty– Treasurer;  
Cerith Thomas – Chief of Staff  
Mark Brace– Chief Planning and Performance Officer;  
Kate Carr– Communication and Public Engagement Manager;  
Cath Llewellyn– A/Director of Corporate Communications;  
Jonathan Edwards – Chief Superintendent

## Minute Taker

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Christina Strode – Staff Officer (Police & Crime Commissioner)

## Agenda

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### Part 1 – Standing items

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#### 1. Apologies for absence

Apologies for absence were received from Assistant Police & Crime Commissioner John Rose, Assistant Chief Constable Nikki Holland & Assistant Chief Constable Richard Lewis.

#### 2. Immediate and urgent items

Mr Michael asked the group to note that he was not receiving papers and briefings in advance of meetings where decisions were required of him. He had raised this on a number of occasions. He asked the board to note as a decision that where issues are in Mr Michael's rebate he must be sighted and fully briefed by the appropriate chief officer in advance. He was not able to make a decision on the ANPR cameras as he had only receive the financial document that morning and had only received a telephone call from ACC Nikki Holland immediately prior to the meeting.

The final set of Legally qualified chairs interviews had taken place last Friday. It was agreed that the training would be undertaken in the first instance before the final selection was made.

**ACTION: Cerith Thomas to send Jon Stratford the profile of the successful candidates.**

No reports had been received on bronze boards as no meetings had been undertaken since the last Strategic Board. Mr Michael said he was concerned that there were not terms of reference for all of the bronze boards. However, the work that had been undertaken on the plan and the delivery plan would assist with this. There was a need to ensure that all the elements of the plan sit under the bronze board structure. Mark Brace said that the terms of reference would be revisited and would be complete before Christmas. Matt Jukes added that there was outstanding projects, some of which sat within the force and some sat within the Commissioner's office. These would need to be lined these up underneath the boards. Jon Edwards was working on this together with Carl Walters and Steve Routledge.

Mr Michael updated the board on the recent meetings he had attended with Jon Stratford that week. Discussions had taken place on the planned changes within Justice and Partnerships. There was a need to have clarity on how the partnerships are worked. Mr Michael highlighted that it may be appropriate for members of the Commissioner's team to be aligned to the partnerships area. Matt Jukes confirmed that Jon Stratford had prepared a short note on the proposed partnerships structure. Jon Edwards was working on the "Corporate hub" They would consider the roles within the Commissioner's team as part of this process.

The group discussed the future legislation, which would lead to Public Service Boards. There was a Ministerial conference on Thursday, which Mr Michael and Sophie Howe were attending. It was considered timely to put down a marker to say that South Wales Police and the Commissioner's office were an early adopter. The Chief Constable and the Commissioner had been invited to be members of the Public Service groups. Mr Michael and Mr Vaughan had agreed for Mr Michael to write on behalf of both of them, to all Local authority and Ministers to say that they would like be involved from the beginning. Some of the Public Service boards would be joint boards i.e. Northern, Cardiff and the Vale.

Mr Michael and the wider group expressed congratulations to Sophie Howe on being appointed as Future Generations Commissioner.

Mr Vaughan had no further urgent items to raise.

### **3. Draft Police & Crime Plan and Delivery Plan**

Mr Michael expressed his thanks to all for the work that has been undertaken so far on this to get to this stage.

Mark Brace added that it was positive to be at the intended stage within the timescales. The plan was at a stage where it could be finalised with input from the Chief Constable's team on the executive summary and operating model.

Matt Jukes agreed that the quality of joint work had been impressive this year. Lessons had been learned from previous years and a joint team established to work on this. Matt Jukes clarified that the document circulated within the papers wasn't the most up to date. This paper had since been circulated.

#### **a. Internal poster and other communications**

Progress had also been made to compile with a one year list of priorities for the force. This would be done within a poster style format. This would go alongside a clear statement for the road map document and both these would be clearly presented on noticeboards throughout the South Wales Police estate. Matt Juke said that there was a great opportunity to finesse and refine this each year.

Mr Vaughan expressed his thanks to the work that had been done on the plan as great progress made.

The language still needed to be agreed. It was suggested that both prompt and positive action needed to be included as this was the language that would be taken to the early intervention summit. This would also be the language that would be recognised by partners.

**ACTION: Matt Jukes would consider the draft of the Chief Constable's team contribution to the police and crime plan with an intended finalised version to be produced by the end of the week.**

There was a discussion on the single architecture structure. Mr Michael had compiled a pictorial representation of a the structure which he circulated to the group for discussion and comment.

**b. Final Crime Plan Executive Summary**

Kate Carr gave an update on the intended design and presentation of the Police and Crime Plan. The executive summary of the plan would be received by Tuesday for sign off. The executive summary would go to Cerith Thomas for inclusion in the papers distributed prior to the Police and Crime panel. This would also be available on the day of the Police and Crime Panel for members to sign off. The full plan would exist online only.

Stakeholder engagement would take place in Early January. Communications would be centred on launching the plan as part of the early intervention summit,

**ACTION: Mr Michael to draft a letter to Chief Executives of Local Authorities with early sight of the date of the Early Intervention Summit. Cerith Thomas to follow this up.**

**c. Early Intervention and prompt action paper**

Mr Michael summarised the intended order of the day and suggested speakers to the group. There was a discussion within the group on innovative ideas for the day.

**4. Joint Planning & Performance Management Group update**

Matt Jukes asked the group to note the minutes of the recent Joint Planning and Performance Group. . Terms of reference for the bronze boards had been discussed at the group.

All had been concentrating on the development of the Police & Crime Reduction plan.

There was a discussion on the work undertaken by UPSI and the need to ensure it always meets the needs of South Wales. The question was asked - Is the work that is being commissioned being used effectively to inform and drive change? Examples discussed included the master classes and grass fires. Mr Michael said the onus lies on all to ensure that the commissioned work was being used.

Matt Jukes confirmed that Daryl Fahey was looking at the Police and Crime Plan and developing an effective performance framework to ensure that performance monitoring occurs and at the right levels.

Time had been spent looking at violence and domestic violence outcomes. In the past the perspective of victims hadn't been taken into account. Paula Hardy and Ceri Fowler from the Commissioner's team were informing this next stage of work.

Clear timescales were needed across all of the boards on when performance reports would be produced and whether these would be regular performance updates or more detailed thematic type reviews. Sophie Howe suggested the use of the template for the performance reporting of Violence against women and girls to be used across all areas. Mr Michael said it was important to get clarity on this and avoid duplication across the boards. Each of the bronze boards were responsible for the development of the plan and should be accountable for the work on delivering the plan. The new name for Joint Planning and Performance would be "Performance and Delivery".

Sophie Howe said there was still more work to be done. Issues that could not be resolved at a bronze board level should be escalated up to Joint Planning and Performance and up to this board.

Joint Planning and Performance Group needs to be above the bronze boards as per Mr Michael's diagram and the bronze boards also needed to feed into the Change Board.

**ACTION: Matt Jukes to refresh the single architecture structure following the discussion at this board to ensure effectiveness.**

**5. Other reports and decisions:**

**a. Finance Update report**

Umar Hussain presented the finance update report to the board. The group discussed the report including early release of staff on early retirement, potential commitments for the HQ site and upgrading of the ANPR structure across Wales.

It is likely that this year's targets with regards to the value for money plan would be achieved. There was confidence in terms of delivery.

The capital programme was 99.9% spent. The capital programme board had been monitoring expenditure. In terms of treasury management there had been poor returns. There was a £100k shortfall in terms of this account. Further details were given in the report.

It was intended to include this report on the agenda of the next Police and Crime Panel. It aligns itself to the medium term strategy going forward.

Geoff Petty confirmed that this was a very positive report.

**ACTION: Geoff Petty and Umar Hussain to consider which questions need to be raised on redistribution in Wales.**

Mr Michael confirmed that the proposed precept of 5% would go to the next Police and Crime Panel meeting.

Mr Vaughan commented that there are three considerations from the report

1. How are we going to a make our savings?
2. ANPR – Mr Michael had the report in detail to consider.
3. Headquarters estate.

Umar Hussain said that the headquarters estate was on the agenda of the next Estates Strategy Board. This agenda item would include the Professional Standards Department in Ty Richard Thomas.

**b. Police Innovation Fund bids**

Geoff Petty confirmed that the final submission date for the Innovation Fund Bids was the 18<sup>th</sup> December.

Jon Edwards said that that compilation of the bids was almost complete. They were due to come into the Commissioner on the 30<sup>th</sup> of November for final sign off.

There was a discussion on the proposed bids including the collaborative bids. Mr Michael queried the cyber crime bid. It led to a discussion on Getsafeonline. There had been an event held in Cardiff City Centre which Mr Michael wasn't aware of until a couple of days before.

**ACTION: Jon Edwards to link in with specialist crime and update Mr Michael on this.**

**ACTION: Umar Hussain to see if there is any appetite with other forces on collaboration of back office functions.**

**c. Procurement Strategy**

The procurement strategy had been agreed in principle across three forces. The next step would be to work towards some of the set objectives. Mr Michael said there was a need to decide what success looked like. Whatever is purchased would need to be fit for purpose across the three forces, meet operational need and save money.

E-technology would need to be considered and standardise what was bought and at a cheaper price.

Sophie Howe commented that procurement would be one of the things that would be looked at under the future generation act.

The National Procurement Strategy would have to be amended to reflect the future generations act, that could be piloted or trialled here.

The group agreed there was a need to monitor the spend on own goods/services . This should be included as an agenda item at this board. This would start at the Our Resources Bronze board and be escalated up to this board as required.

**ACTION: Geoff Petty & Umar Hussain to look at this and discuss with Matt Jukes & Sophie Howe**

**d. Final Report and actions plan – Early intervention to prevent individuals with mental health and/or learning disabilities in crisis entering the Criminal Justice System**

The group noted the report written by Helen Bennett. Helen has undertaken many of the recommendations.

It was noted that this was an excellent piece of work. It had taken longer than expected as Helen only works one day per week.

The key highlights included:

- 83% of detentions were people previously known to mental health services.
- 16% haven't had mental health problems in the past. They were often at a point of crisis in their life and had links with alcohol and substance misuse
- 40% of those taken to hospital were admitted.
- 30% detained under Section 136 didn't require any further action. (People in crisis)
- Being under the influence of alcohol was a barrier
- The community health team could only be accessed through a GP
- Homeless individuals were not registered with a GP

Helen had come up with a number of recommendations on how to deal with issues. Jon Stratford and Mr Michael had been involved in developing the mental health concordat.

There were lessons to be learnt across the other health boards. Sophie Howe said there had been an approach by AMBU to undertake a similar piece of work in their area.

The Sanctuary was based on a model from Leeds. People who had experienced mental health issues ran this sanctuary. It involved taking people there to give them a comfortable environment with some support whilst they wait for assessment.

Other recommendations included which the board considered:

- Discussions with Area planning board. They deal with substance misuse and there was a need for recognition that it affects them.
- The possibility of Innovation fund bid by GOMAL and Hafal. Cardiff area planning board identified two possible locations for the sanctuary.
- The development of a tool to assist police officers. The group discussed the possibility of approaching UPSI for the development of an application.
- Additional training for police officers from people who have lived through mental health.
- To include someone with mental health expertise in the Public Service Centre to assist the call handler to say what action they should take.
- Further work needs to be done to break down barriers to access the community health teams.

The Mental Health Concordat would be launched on the 10<sup>th</sup> December. The danger is that the Welsh Government would consider this as a policing problem, when this was a health problem. The

group agreed to publish the executive summary of Helen Bennett's report before the 10<sup>th</sup> December to evidence that South Wales were taking the lead on this.

The group agreed that an action plan would need to be included in the published report.

**ACTION: Jon Stratford to write the action plan based on Helen Bennett's recommendations.**

The group agreed to publish the executive summary and action plan on or around the 3<sup>rd</sup> December. The full plan would be included on the website.

There was a discussion on the communications needed for this, both internally and externally.

**ACTION: Kate Carr and Cath Llewellyn to consider the communication needed in partnership with Cardiff and the Vale health board.**

**e. Collaboration update report**

Matt Jukes had been tasked from the All Wales Policing Group to produce a change management process. This work was on-going.

The Joint Firearms unit was looking to re-commission a review on the unit to establish whether the unit was over subscribed. This work was underway.

**f. Communications update report**

Cath Llewellyn provided a verbal update on comms, which included the Night time economy summit being held early March.

**g. All Wales Schools Liaison Programme**

All forces have undertaken their own reviews on the School Liaison Programmes. Proposals had been taken to the last meeting. The onus was on trying to get flexibility at a local level rather than taking an All Wales view. Mr Michael was concerned that the report had been submitted to Welsh Government before he had had sight of it. Jon Stratford assured Mr Michael the report that Richard Watkins had written had not been submitted.

**ACTION: Mr Michael to read the report and provide comments to Sophie Howe and Jon Stratford.**

**ACTION: Jon Stratford to circulate the report to Mr Vaughan and Matt Jukes.**

**h. Actions notes and matters arising from previous meeting on 29<sup>th</sup> September 2015**

The group agreed the minutes and actions from the previous meeting on the 29<sup>th</sup> September. All actions were considered and complete.

**i. Draft Minutes of the Joint Audit Committee**

The group noted the draft minutes of the recent Joint Audit Committee

**j. Joint risk register**

Umar Hussain said that as a result of the revised governance process the joint risk register would need to be realigned. TIAA had reviewed the register and it was considered to be on the right track.

**k. Police Misconduct Hearings**

This was dealt with earlier as part of the agenda.

## **Part 2 – Items raised by exception**

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**6. Commissioner and Chief Constable's meetings with local authority Chief Executives and Leaders**

Mr Michael said that there was work being undertaken with Richard Lewis on improving these meetings.

**7. Police and Crime Panel Meeting – 15<sup>th</sup> December 2015**

The questions raised by the Police and Crime Panel were being answered. Holly Taylor was responding to the question on psychoactive substances.

**ACTION: Mr Michael to forward Matt Jukes the article in South Wales Evening Post**

Mr Michael raised that the numbers of Syrian Refugees are minimal compare to Somali refugees in 90s. This is an operational issue which Matt Jukes would deal with. Holly Taylor was working on the response to this as well.

## **Part 3 – Items raised by report**

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**8. Commissioner's team update report**

The board noted the report.

**9. Chief Constable's update report**

The report was noted by the board.

**Future Operating Model**

Mr Vaughan set the scene of the future operating model. Mr Jukes gave further detail. This included the operating model over 5 years. Chief Officers also fed back to where the mid-point on that would be.

It was highlighted that there were tight deadlines for decision making to ensure that staff had a dignified exit from the organisation whilst celebrating the work that they had achieved in their time within the organisation.

There would be the introduction of a corporate hub for scanning and planning the future.

There would be further work undertaken on "A day in the life".



There was still merit in having separate Basic Command Units. There was a possibility of these being reduced to 3 in the future under local authority restructuring.

There was a need great technology and great people and to find ways to integrate both of these.

More details would be shared with Mr Michael outside of this meeting on early release of staff by department.

It was commented that 176, non-warranted staff could be released. 56 of these posts were currently vacant. 50 early voluntary retirement/ voluntary redundancy. 54 staff were potentially at risk. But this equated to 19 at risk if people are shuffled around. 18 of these are former police officers. The financial consequences of this mean that the earlier the decisions are made, the better.

The Current steer of early voluntary retirement runs out the 31<sup>st</sup> December. Staff would be released no later than 31<sup>st</sup> March. The introduction of capping on early exit packages could mean this would be less attractive in time. However, there was no need to rush on these decisions as a result of capping.

This would equate to the necessary £6.2 million savings with a re-profiling of budgets.

Consultation is being undertaken with trade unions. Broadly speaking the trade unions recognise the benefits to their members to early voluntary retirement. They were also aware of suggestions that replace staff roles with police officers. There had been great support from both GMB and Unison.

Feedback from this exercise would be taken to the Gold meeting at the end of this week.

Mr Michael agreed that this is the right way to do this. Mr Michael recognises the amount of work that has gone into this by the Chief Constable's team.

Mr Michael commented that the following needed to be considered:

1. How to make best use of the information available on demand and time spent.
2. Consideration of the Police and Crime Plan and clarity over chief officers' portfolios.
3. Partnerships.
4. Corporate Development hub - how this works and how this works at local level and with Commissioners team.

In addition, the consideration of corporate comms and the need to point to the digital future. There was a need to recognise how people communicate with us and how we communicate with them. Not either or. It was about taking the public with us.

Digital online crime – this was brigaded under specialist crime. The connection between the two was needed.

There was a need to consider the Finance and Business unit and the general awareness of these. There was a need to be engaged.

Human Resources – there was no mention of recruitment here. Recruitment and retention of BME and Women in policing was important.

Learning and Development Services – The 70/20/10 concept was interesting. Has some background in self-managed learning, there was a need for clear parameters.

Mr Michael remains confused with the need for the Public Service Centre to still have a switchboard but understood that is being looked at further.

Mr Michael endorsed the section on Professional standards.

Finally, looking at territorial policing. It was important to consider how partnerships were dealt with including the local level of partnerships and the strategic level of partnerships.

Sophie Howe added that some of these issues had been discussed in the bronze boards. It was important to recruit on the value-based model. The question on how this would be achieved going forward and how to embed this in the current workforce. Sophie Howe and Mark Milton had spoken in the People Board on this.

Mr Vaughan would feed back to Mr Michael on the discussion after the Gold meeting.

#### **10. Association updates**

There was nothing of note.

#### **11. Update on Welsh Government Meetings**

There was nothing of note.

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The next Commissioner's Strategic Board meeting would be held on Friday 15<sup>th</sup> January @ 10:00am in Conference Room, Cardiff Central Police Station.

### **Action Table**

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Action Point:	Action	Assigned To	Update
2015 11 23 2	<b>Legally Qualified Chairs</b> Cerith Thomas to send Jon Stratford the profile of the successful candidates of the Legally Qualified Chairs	Cerith Thomas	
2015 11 23 3a	<b>Police &amp; Crime Plan</b> Matt Jukes would consider the draft of the Chief Constable's team contribution to the police and crime plan with an intended finalised version to be produced by the end of the week.	Matt Jukes	

2015 11 23 3b	<b>Early Intervention Summit</b> Mr Michael to draft a letter to Chief Executives of Local Authorities with early sight of the date of the Early Intervention Summit. Cerith Thomas to follow this up.	Alun Michael Cerith Thomas	
2015 11 23 4	<b>Single Architecture Structure</b> Matt Jukes to refresh the single architecture structure following the discussion at this board to ensure effectiveness.	Matt Jukes	
2015 11 23 5a	<b>Redistribution of Funding</b> To consider which questions need to be raised on redistribution in Wales.	Geoff Petty Umar Hussain	
2015 11 23 5bi	<b>Getsafeonline</b> Jon Edwards to link in with specialist crime and update Mr Michael on this.	Jon Edwards	
2015 11 23 5bii	<b>Collaborative bids</b> Umar Hussain to see if there is any appetite with other forces on collaboration of back office functions.	Umar Hussain	
2015 11 23 5c	<b>Monitoring of spend on goods/services</b> Geoff Petty & Umar Hussain to look at this and discuss with Matt Jukes & Sophie Howe	Geoff Petty Umar Hussain	
2015 11 23 5di	<b>Mental Health Action Plan</b> Jon Stratford to write the action plan based on Helen Bennett's recommendations.	Jon Stratford	
2015 11 23 5dii	<b>Mental Health Report</b> Kate Carr and Cath Llewellyn to consider the communication needed in partnership with Cardiff and the Vale health board.	Kate Carr Cath Llewellyn	

2015 11 23 5gi	<b>All Wales Schools Liaison Report</b> Mr Michael to read the report and provide comments to Sophie Howe and Jon Stratford.	Mr Michael	
2015 11 23 5gii	<b>All Wales Schools Liaison Report</b> Jon Stratford to circulate the report to Mr Vaughan and Matt Jukes.	Jon Stratford	
2015 11 23 7	<b>Psychoactive Substances</b> Mr Michael to forward Matt Jukes the article in South Wales Evening Post	Mr Michael	

## Decision Log

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Subject	Decision	Date of Decision
Reports for Decision	The board AGREED where issues are in Mr Michael's rebate he must be sighted and fully briefed by the appropriate chief officer in advance.	23.11.2015