

Discussion and Actions from Commissioner's Strategic Board meeting
13th April 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 Geoff Petty (Chief Finance Officer)
 Mr Cerith Thomas (Chief of Staff)
 Deputy Chief Constable Mr Matt Jukes,
 Assistant Chief Constable Mr Jon Stratford
 Assistant Chief Constable Mr Richard Lewis,
 Mr Umar Hussain (Director of Finance and Administration),
 Mr Mark Milton (Director of Human Resources),
 Mrs Nia Brennan (Head of Joint Legal Services),
 Mr Huw Cogbill (Assistant Director of Corporate Development),
 Mrs Cath Llewellyn (Head of Corporate Communications),
 Mrs Kate Carr (Communications and Public Engagement Manager),
 Chief Superintendent Jon Edwards,
 Miss Christina Strode (Staff Officer/Researcher),
 Ms Helen Bennett (Project Lead for Mental Health),
 Ms Hannah Jenkins (Equality & Social Justice Manager)
 Inspector Tim Morgan

Ref:	Subject Item:	Discussion/ Comments	Action/ Decision	Assigned to:	Required by:
	Apologies for Absence	No apologies for absence were recorded.			
	Immediate and Urgent Items	Mr Michael stressed the importance of receiving papers in a timely matter to ensure that all present have the opportunity to read in advance of the meeting. Matt Jukes highlighted that the move to a single architecture of meetings would assist to achieve a healthy bureaucracy and aid this process.			

		<p>Mr Michael commended Sophie Howe and Matt Jukes for their work on this area.</p> <p>Mr Michael gave an update on the Child Sexual Exploitation report. The recommendations included in the first draft of the report did not have sufficient detail and there was no action plan included. The second draft of the report was in the process of being finalised. This would be an item at the next Commissioner's Strategic Board.</p> <p>Mr Michael gave an update on Estates Management. He emphasised that the previous strategy had worked well.</p> <p>The group were asked to note that a board had been established to focus on the plan ahead to address what is needed given the future financial situation. Mr Michael, Mr Vaughan, Umar Hussain, Geoff Petty, Chris Stattock and ACC Lewis would sit on the board going forward.</p> <p>There was an update given on the Innovation fund decisions. Mr Michael expressed his disappointment at the lack of funding given to Project Fusion. This was an area that needs focus on how to manage this going forward.</p> <p>Umar Hussain explained that the gap in funding would be bridged through collaboratively working with Gwent Police. In addition the allocation of top-slicing funding from the Home Office had not been finalised.</p> <p>Mr Michael expressed his surprise at the success of the Tri-service centre innovation funding bid. This was discussed at the Estates Management Board. This would allow a complete renovation of the main building at the Headquarters site.</p> <p>Matt Jukes explained that the Chief Officer team would temporarily move out to Cardiff Central Police Station in order for</p>			
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		the renovation to take place. He stressed the need for flexibility in working practices and to make better use of technology such as video conferencing to ensure this move would cause as little disruption as possible. There had also been provision for office space to accommodate the Commissioner's office staff to work at Cardiff Central police station as and when required.			
Part 1	<u>Presentations</u>				
13.04.15.1	Mental Health – Helen Bennett	Helen Bennett the lead for the Mental Health project gave a presentation on the Mental Health project. The board noted the presentation and thanked Helen for her presentation and work to date.			
13.04.15.2	BME Thematic Review	Mr Michael stressed that this is a draft report and draft presentation at this stage and is not to be circulated at this stage. Mr Michael commended Tim Morgan & Hannah Jenkins for their report. The conclusions and actions need to be sharper to reflect the work that was needed to achieve improvements in this area. The Board discussed how a traditional recruitment fayre does not work in this area, There was a requirement for a targeted approach to BME recruitment. Matt Jukes expressed urgency in this area, BME are underrepresented in the organisation; austerity had compounded this. There was a need to recognise where the organisation was. Long term sustainable relationships with communities who would put BME candidates forward was needed. There was recognition that retention and progression are also hugely important and the organisation need to support these people. The board discussed the possibility of a bursary scheme and the mechanics of this.	Tim Morgan & Hannah Jenkins to develop the points discussed within the report. Mr Michael, Matt Jukes, Sophie Howe, Jon Stratford and Nia Brennan to look at details of a bursary scheme.	Tim Morgan & Hannah Jenkins Mr Michael, Matt Jukes, Sophie Howe, Jon Stratford & Nia Brennan	

		There was reference to National Guidelines including assessment process, core employment legislation and provision in the equality act	Mark Milton & Nia Brennan to provide comments on the National Guidelines to report back to this board.	Mark Milton & Nia Brennan	
<u>Part 2</u>	<u>Items For Decision</u>				
13.04.15.2a	Launch of South Wales Police 101 Service	<p>Mr Michael expressed his concern for launching 101 during the purdah period. They have continued with a soft launch and are looking for a suitable date.</p> <p>Jon Stratford confirmed he had provided Mr Michael with a series of possible dates. Mr Michael would agree a date that week.</p> <p>Mr Michael confirmed that purdah would end on the date that a government was formed which may not be the 8th May. Mr Michael would take the necessary advice after this date.</p> <p>Mr Michael expressed his understanding of the frustrations that Cath Llewellyn's team are feeling and asked Cath to pass this message on to the team.</p>			
13.04.15.2b	Communications Strategy	<p>Cath Llewellyn presented a communications strategy which was a commitment over the next 12 months. This had been informed by the views of Mr Michael and Mr Vaughan and was brought for discussion to the group.</p> <p>Mr Michael welcomed the progress and endorsed the strategy. Mr Michael confirmed that he was meeting Cath Llewellyn that week, Cath Llewellyn asked the group to note that the Communications sub-group had been successful and had aided this process.</p>			
13.04.15.2c	Equality Action Plan	<p>The board noted the Equalities team had now stood down.</p> <p>Mr Michael asked for clarity on which the lead on the force was for</p>			

		<p>the Equality Action Plan. Matt Jukes confirmed that he did not want to identify one lead. Management arrangements were in place to reflect the actions plan and there was a mechanism to deliver this.</p> <p>Hannah Jenkins was to liaise with Matt Jukes's staff officer.</p>			
13.04.15 2d	Public Health Wales, Memorandum of Understanding	<p>The board agreed the principle of the Public Health Wales Memorandum.</p> <p>It was commented that this was positive and was a major step forward for collaborative work in this area.</p>			
13.04.15 2e	Commissioner and Chief Constable's meetings with local authority Chief Executives and Leaders	<p>Mr Michael confirmed that these meetings have become more valuable but suggested that the Local Authorities could be given the opportunity to raise issues on the agenda.</p> <p>It was suggested that the Local Authority was given the agenda in advance of the meeting.</p>	Cerith Thomas to email the group to request items for inclusion on the agendas for the next round of meetings.	Cerith Thomas	17 th April 2015
Part 3	<u>Standing Items</u>				
13.04.15.3a	Joint Planning & Performance Management report	<p>John Rose highlighted to the board that within the manual of governance there was a need to develop a learning and development strategy, workforce plan and ICT strategy.</p> <p>The board discussed the need for a joint architectural structure. At present there were many projects and governance which required collating into an uncomplicated structure. It was highlighted that both Mr Michael and Mr Vaughan need to be kept informed at all stages of the process.</p> <p>Once clarity on this had been progressed this work would need to be presented back at this board.</p> <p>Matt Jukes stressed that performance needs to be presented both as a backward look to have a clear view of the real picture and forward planning with a set of performance measures and goals.</p>			

		These need to reflect change. There was a requirement for measures which show performance against the Police and Crime plan. These need to be more than a set of numbers.			
13.04.15.3ai	Update Report &	The board highlighted that as long as the joint planning and performance board monitors performance there was not a requirement to discuss this in great detail.			
13.04.15.3aii	Performance Scorecard	The board highlighted that as long as the joint planning and performance board monitors performance there was not a requirement to discuss this in great detail.			
13.04.15.3aiii	Police and Crime Plan priority review	Apart from the need to change the governance for the School Liaison Programme the Board was satisfied with the Police and Crime Priority review.			
13.04.15.3aiv	Performance exception report	The Board noted the report.			
13.04.15.3av	Joint Programme Office Report	The Board agreed this in principle. The detail of which would come back to the Board.			
13.04.15.3avi	South Wales Police Youth Volunteer Governance Group	Mr Michael expressed his congratulations to Jon Stratford and John Rose for their progress in this area so far. The process would need to be seamless. John Rose had met with the fire service to discuss their scheme. John Rose highlighted concern over the possibility of an overwhelming response to this scheme. Plans would need to be in place to manage this. The first governance group had members who would be prepared to be critical friends. There was some learning from this process; this would be shared for future			

		thematic reviews. In terms of overall governance there was a need to write a manual of governance over what needs to be achieved.			
13.04.15.3avii	Joint Thematic Review Process	<p>The Board agreed to that it would be helpful to circulate this report ensure all know the process.</p> <p>Timescales need to be outlined from the outset. The Leadership role is critical in this process.</p>	Jon Stratford & John Rose to review this report further and identify learning.	Jon Stratford & John Rose	
13.04.15.3b	Police & Crime Plan	<p>Kate Carr had the first draft of the Police and Crime Plan and would share with Mr Michael and Mr Vaughan.</p> <p>Mr Michael clarified that the Police and Crime Plan would be launched post purdah.</p>			
13.04.15.3c	Chief Constable's Delivery Plan	Matt Jukes gave an update on the progress of the Chief Constable's Delivery Plan.			
13.04.15.3d	Report from Chief Constable's Gold Meeting, including estates, proposed ethics group etc.	<p>Mr Michael and Mr Vaughan had endorsed the approach to a joint ethics committee.</p> <p>The methodology of the joint ethics committee will follow a similar approach to the joint audit committee. The strength of this committee was its' independence without working in isolation.</p> <p>The strategic review process will be applied to this. Sophie Howe and Jon Stratford are to lead on this.</p> <p>Matt Jukes clarified the value for money approach with joint project management.</p> <p>Matt Jukes reinforced that there would be changes in personnel. They are continuing to seek early voluntary retirement following the same scheme as in previous years. This will not be offered to</p>			

		certain groups of people such as the Public Service Centre and Police Community Support Officers as these positions are difficult to recruit into.			
13.04.15.3e	Reports from the Commissioner's Leadership Group	The Board identified there was a need for a structure for reporting on this group going forward listing decisions made in this group.			
13.04.15.3f	Action notes from the meeting on 13 th January 2015	The Board noted the minutes.			
<u>Part 4</u>	<u>Items Raised by report</u>				
13.04.15.4a	Financial monitoring update	Umar Hussain updated the Board on the financial situation.			
13.04.15.4b	Minutes of the Joint Audit Committee 23 rd March 2015	The Board noted the Minutes of the Joint Audit Committee. The Board expressed their pleasure at the last set of the reports. New auditors were appointed from 1 st May.			
13.04.15.4c	Risk Register	All risks have been successfully migrated. The risks would need to be revisited when the Police and Crime Plan was finalised. This would be presented back to this board.			
13.04.15.4d	Commissioner's team update reports	Mr Michael asked if there was anything to be raised by exception from the list. No exceptions.			
13.04.15.4e	Chief Constable's update report	The Chief Constable's board meets next week. The Board expressed their condolences over the death of Sergeant Louise Lucas. Matt Jukes asked if there was anything to be raised by exception from the list. No exceptions.			
13.04.15.4f	Association Updates	Mr Michael asked if there was anything to be raised by exception from the list. No exceptions.			

13.04.15.4g	Update on meetings with Welsh Government	<p>Mr Michael highlighted the conversations he had had with Mark Drakeford concerning mental health and ambulance service adverse incidents.</p> <p>Matt Jukes agreed that there was a need to work out a joint strategy for working alongside health.</p> <p>Sophie Howe spoke about the passing of the future generations bill. Cohesive and safe communities would be an integral part. There was scope to be an early adopter on future generations.</p> <p>This was to be discussed at a future board meeting.</p> <p>Mr Michael asked if there was anything to be raised by exception from the list. No exceptions.</p>			
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Update on action notes from meeting on 13th January 2015					
Ref:	Subject item:	Explanatory note:	Update:	Further Action:	Assigned to:

ACTON LOG:

Ref:	Subject Item:	Discussion/ Comments	Action:	Assigned to:	Required by:
13.04.15.2	BME Thematic Review	BME Thematic Review Draft Report	Tim Morgan & Hannah Jenkins to develop the points discussed within the report	Tim Morgan & Hannah Jenkins	
13.04.15.2	BME Thematic Review	Bursary Scheme	Mr Michael, Matt Jukes, Sophie Howe, Jon Stratford & Nia Brennan to look at details of a bursary scheme	Mr Michael, Matt	

				Jukes, Sophie Howe, Jon Stratford & Nia Brennan	
13.04.15.2	BME Thematic Review	National Guidelines	Mark Milton & Nia Brennan to provide comments on the National Guidelines to report back to this board.	Mark Milton & Nia Brennan	
13.04.15 2e	Commissioner and Chief Constable's meetings with local authority Chief Executives and Leaders	Meeting Agenda	Cerith Thomas to email the group to request items for inclusion on the agendas for the next round of meetings.	Cerith Thomas	17 th April 2015

DECISION LOG:

Ref:	Subject item:	Decision:	Senior Responsible Officer