

Notes and Actions from Commissioner's Strategic Board meeting 26th November 2014



Attendees

Mr Michael (Police and Crime Commissioner),
Ms Pickles (Assistant Police and Crime Commissioner),
Dr Rose (Assistant Police and Crime Commissioner),
Mr Brace (Chief Planning & Performance Manager),
Mr Petty (Chief Finance Officer),
Chief Constable Mr Vaughan,
Deputy Chief Constable Mr Jukes,
Assistant Chief Constable Mr Lewis,
Assistant Chief Constable Ms Holland,
Mr Madge (Director of Legal Services),
Mr Hussain (Director of Finance and Administration),
Mr Milton (Director of Human Resources),
Mrs Brennan (Head of Joint Legal Services),
Mr Cogbill (Assistant Director of Corporate Development),
Mrs Llewellyn (Head of Corporate Communications),
Superintendent Jonathan Edwards (Programme Manager Project Fusion),
Mr Nicholls (Business Manager Project Fusion),
Sergeant Ross Crutcher (Staff Officer),
Ms Strode (Staff Officer/Researcher),
Mr Rees (Project Lead for Victim Services),
Mrs Navara (Project Lead for Anti-Social Behaviour),
Ms Hardy (Project Lead for Violence Against Women and Girls),
Ms Cram (Project Lead for Improving Prospects for 18-25),
Mrs Roderick (Project Lead for Violence Reduction).

Ref:	Subject Item:	Discussion/ Comments	Action/ Decision	Assigned to:	Required by:
<u>Part 1</u>	<u>Standing Items</u>				
26.11.14.1	Apologies for Absence	<ul style="list-style-type: none"> • Apologies from Assistant Chief Constable John Stratford • Apologies from Cerith Thomas (Chief of Staff) • Apologies from Deputy Police and Crime Commissioner Mrs Sophie Howe 			
26.11.14.2a	Immediate and Urgent Items	<p><u>Crime recording at source</u></p> <p>Mr Michael commented that there had been tremendous response on crime recording and an endorsement for South Wales Police. The decision to revert to criming at source was timely considering the reports that had surfaced.</p>			
26.11.14.2b		<p><u>Activity on extremism</u></p> <p>Mr Michael spoke about the direct work with Ms Holland. Mr Michael mentioned that he had seen the video of the three boys last night in Cardiff. He was confident we had the right approach with regards to engagement.</p>			
26.11.14.3	Joint Planning and Performance report	<p>Mr Jukes explained that a communications strategy for the year ahead was being developed.</p> <p>Finance was picked up within the full meeting.</p> <p>There was further discussion over workforce diversity. Both the Commissioner's team and the Chief Constable's team were keen to meet to discuss a force cadet scheme and student placement scheme.</p> <p>The performance scorecard was discussed. Mr Jukes highlighted that criming at source had skewed baselines and switched the</p>			

		<p>dials to red.</p> <p>Violent crime had seen a modest increase, particularly in violence without injury.</p> <p>Mr Michael highlighted that the scorecard did not make the distinction between domestic violence (where an increase in reporting was sought) and those violent crimes where reductions are sought.</p> <p>Mr Jukes commented that in broad terms there had been an increase in reporting of domestic violence and serious sexual offences.</p> <p>However, victim satisfaction was an issue and had declined slightly.</p> <p>The positive side was that the satisfaction gap between white and BME victims was closing and compliance with victim satisfaction in general was good.</p> <p>Mr Jukes highlighted to Mr Lewis that there were concerns within Eastern BCU on victim satisfaction levels. Victims needed to be a focus.</p> <p>The discussion on the programme manager role was mentioned.</p> <p>Dr Rose commented that there was a need to get the meetings aligned so each fitted into the next.</p> <p>A discussion was held on risk management. Mr Jukes mentioned that both the planning cycle and the risk register needed to take account of the working environment.. It did not include joint risks – those that affect South Wales Police and our partners.</p> <p>Mr Jukes used the example of cuts in taxi marshals in Cardiff and the effect this may have on violence within Cardiff on the night time economy.</p>			
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		<p>Dr Rose made a general point on communication. He highlighted that we needed to continue to work on our communication between the Commissioner's office and the Chief Constable's team. There needed to be a "no surprise" culture.</p> <p>Mr Jukes added that they would do whatever they could to assist.. For example, if there was a need to co-locate staff then they would accommodate that. He also highlighted that they had 5000 staff that may be able to assist with the work being undertaken on the projects undertaken by the Commissioner's office. Mr Jukes mentioned that he had met with Ms Bennett on the mental health work that she was undertaking.</p>			
26.11.14.4	Action notes from meeting on 2 nd October 2014	<p>Action notes from meeting on 2nd October 2014 Nothing to note.</p> <p>Mr Michael said we needed to look at the questions from the Police and Crime Panel and then submit them. Mr Cogbill (Assistant Head of Corporate Development) and Mr Thomas (Chief of Staff) to meet to discuss the questions for the next Police and Crime Panel.</p>	Mr Cogbill (Assistant Head of Corporate Development) and Mr Thomas (Chief of Staff) to meet to discuss the questions for the next Police and Crime Panel.	Mr Cogbill Mr Thomas	
<u>Part 2</u>	<u>Items raised by exception</u>				
26.11.14.5a	Victims Services, Adam Rees	<p>Adam Rees gave a presentation on the work that was being undertaken on the Victim Services project.</p> <p>Mr Michael added that the victim needed to be at the heart of everything but there was very little practical work supporting this.</p> <p>The responsibility for victim support had been devolved but also the budget had been devolved. However, the Commissioner was going to keep running this for another year as the legislation wasn't in place to devolve on 1st April 2014. Financial responsibility would be taken on 1st April 2015. In the past the budget hadn't been managed properly. Whilst the Ministry of</p>			

		<p>Justice was managing this it was a tick in the box exercise that clearly didn't work, that's why it had been devolved. Witness support hadn't been devolved to the Commissioner's office which did not make sense at all given that victims were often witnesses. The Ministry of Justice had given extra funding but that had been used this to support victims of Anti Social Behaviour.</p> <p>The question was asked "What did it mean to put the victim at the heart of everything?" What victims want more than anything else is for it not to happen again and to ensure they were safe in their own homes.</p> <p>Mr Vaughan reiterated that the victim being at the heart of everything was the South Wales Police vision. The telephone research unit was brought in house which was more cost effective and it provided better value from of the data.</p> <p>Mr Petty indicated that there needed to be a checks and balances approach to the funding to ensure the service provided met the needs of the victim.</p> <p>Ms Holland asked if there was any work being undertaken on MISPERs in the victim services project. Adam Rees indicated that that was something they planned to look at as if they could identify the repeat perpetrators early on they may identify possible victims.</p> <p>Richard Lewis was looking at this from an operational perspective and commented that the skills that we bring were not the same as the third sector. How seamless was the transition from the police to the other services? At the moment it was systematic but this needed to be redesigned.</p> <p>Mr Hussain raised this as a criticism of the current system and asked what the transition process was for those who were on the current path. Adam Rees clarified that they would be working</p>			
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		<p>alongside victim support for the next 52 weeks to ensure that victims get the added service.</p> <p>Mr Michael assured that there would be continuity of service but there would be transition into a better service for victims.</p> <p>Mr Petty commented that we needed to understand better what we want to commission. The four forces in Wales had all gone with a grant approach to victim services. South Wales Police were fortunate to have a good relationship with victim support.</p> <p>Mr Jukes suggested taking this back into the planning and performance world. He commented that the presentation had been extremely useful and he had gained a lot of knowledge on the project.</p> <p>It was reiterated that victim satisfaction needed to be kept in-house and we needed a similar model for victim support. At the moment we did have the feedback from victim support once the victim was dealing with them.</p> <p>Adam Rees commented that different victims would like different services and that needed to be taken into account.</p> <p>Mr Vaughan commented that we needed to get things right with victim support.</p> <p>Mr Michael reiterated that victim support should be in-house and on police premises. Rumney police station was a good example of that.</p> <p>Mr Jukes emphasised that we needed the feedback from victim support to ensure it was fed back to officers on the front line. That provided officers with the opportunity to identify vulnerability.</p>			
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		Mr Michael stressed that the work was time limited. Money for victim services was needed for the longer term. The funding for victim services was only ring fenced for a year at present.			
26.11.14.5b	Project Fusion (innovation fund)	<p>Supt Edwards and Mr Nicholls gave a presentation on Project Fusion.</p> <p>Mr Michael raised the question around data sharing from our partners in that it would be useful to share systems with them. Mr Jukes agreed and said we all needed less IT systems which would save money, require less support and there would be less chance of things slipping through the gaps.</p> <p>There were currently 20 forces using the Niche system. If we could deliver something from South Wales Police using Niche, for example on Anti Social Behaviour, we could be a leading force in that area.</p> <p>Mr Jukes commented that improvements to mobile data would:</p> <ul style="list-style-type: none"> - Increase officer time out of the system - Reduce demand on the Public Service Centre - Reduce complaints etc. <p>Supt Edwards spoke about the project that Ms Alison Brown's team were undertaking on predictive policing.</p> <p>Mr Michael asked if it had taken into account the predictive demands on partners as the Policing and Crime Plan indicated the importance of partnership working.</p> <p>Supt Edwards clarified that at that moment they were keeping it tight to demands on policing to ensure it was right.</p> <p>Mr Vaughan highlighted how impressive the Fusion Project was.</p>			

26.11.14.5c	Refreshing Youth Offending Teams	<p>Dr Rose spoke on the refresh of the Youth Offending teams.</p> <p>He raised three issues: Firstly the reconfiguration of governance. The seven local authorities' Youth Offending Teams / Youth Offending Services had merged to three.</p> <p>In addition, there were two reviews:</p> <ul style="list-style-type: none"> - The role of the police officer within Youth Offending Service That review had been finalised and was working its way through the system. - The review of Youth Offending Services in a general sense. A draft was being sent to the Commissioners' office that day.. <p>Both these reviews had been undertaken jointly with the Chief Constable and the Commissioner.</p>			
26.11.14.5d	Reducing Re-offending in the 18-25 year age group (innovation fund)	<p>Penny Cram gave a presentation on Reducing Reoffending in the 18-25 age-group.</p> <p>Mr Vaughan asked what resources she had for reopening Youth and Community centres. She stated that it was down to the persuasion of staff within the local authorities.</p> <p>Mr Michael and Dr Rose had a conversation about the governance of Youth Offending Services in that area.</p> <p>Mr Hussain indicated that a single approach going forward was required. There were different models which work in different areas but the underpinning principles remained the same.</p> <p>There was a need for a robust evaluation process. Part of that was to convince partners of the effectiveness of the system and encourage them to take forward the governance.</p> <p>Mr Michael highlighted that the local authority and health authority were reducing services and said "We're going to bear the brunt</p>			

		<p>and shrink together”.</p> <p>Dr Rose mentioned that there were 140 community work degree students that needed to do 800 hours in the field. They could be used to increase community capacity.</p> <p>Mr Lewis raised the fact that the local authorities were dictating what services they could or could not provide in the future down to budget cuts. There should be a consistent approach to cuts in services with a consultative approach.</p>			
26.11.14.5e	Violence against Women and Girls (innovation fund)	<p>Paula Hardy prepared the presentation “Violence against Women and Girls”</p> <p>Mr Michael stressed that was all about relationship building. It’s grabbing people’s attention about what’s really happening.</p> <p>Mr Jukes mentioned it would be helpful to have a contemporary set of case models which gave the victims account of what was happening.</p> <p>Mr Jukes consider the operational links in the Chief Constable’s team with the projects.</p>	Mr Jukes to work out the operation links in the Chief Constable’s team and the projects.	Mr Jukes	
26.11.14.5f	Violent Crime (innovation fund)	<u>Carried forward to next meeting</u>		Janine Roderick	
26.11.14.5g	Anti-Social Behaviour	<u>Carried forward to next meeting</u>		Bonnie Navarra	

26.11.14.5h	Mental Health	<u>Carried forward to a future meeting</u>			
26.11.14.6	Commissioner and Chief Constable's meetings with local authority Chief Executives and Leaders.	<p>Mr Michael said he was grateful for the amount of engagement with the local authorities. That was an example of good relationship building.</p> <p>That should remain a regular item on the agenda and on the Joint Planning and Performance Group agenda.</p> <p>Mr Vaughan said that was a rare opportunity to have a conversation with them. Child Sexual Exploitation was standing out to be on the agenda for these meetings.</p> <p>Mr Cogbill and Mr Brace should be involved with the agenda preparation.</p> <p>The agenda needed to be structured in a more timely way. Mr Jukes suggested that it should be a medium term agenda – i.e. what's happening in the next 2-3 months. Mr Vaughan commented that the force had a good scanning team to see what was on the horizon of concern/issue.</p>	Mr Cogbill and Mr Brace should be involved with the agenda preparation for the Quarterly Leader and Chief Executive meetings.	Mr Cogbill & Mr Brace	
<u>Part 3</u>	<u>Items Raised by report</u>				
26.11.14.7	Manual of Governance	<p>Mrs Brennan outlined the changes to the Manual of Governance considering Gareth Madge's imminent retirement.</p> <p>Mr Michael added that he was grateful for work being done for the future when Gareth Madge retired.</p>			
26.11.14.8	Financial Monitoring Report	Mr Hussain indicated that all was satisfactory for now but he would discuss it in more detail at Tuesday's Budget meeting.			
26.11.14.9	Equalities updates	Mr Vaughan took the lead on this area: <ul style="list-style-type: none"> a. Joint Equality Action Plan. 			

		<p>A new approach was needed on this on this to bring it back on track. There had been frustrations in relation to this area and a new joint plan was needed which took into account there was no longer a police authority and there were more ambitious goals around equality.</p> <p>Mr Jukes commented that more work needed to be done on this and it was not ready for endorsement yet. He suggested that the draft version needed to go to the Equality Diversity Human Rights board which had representatives from both the Chief Constable's team and the Commissioner's office. In addition the staff associations and networks were present.</p> <p>There was an intention to have a product by the middle of February which would have endorsement from the staff networks. Mr Michael agreed that he was happy to wait until the product was correct and fit for purpose.</p> <p>b. Quality Assurance Panel</p> <p>Mr Michael indicated that this was another area of frustration. He added he was yet to see evidence of what was going to replace the current system.</p> <p>Mr Milton commented that the Quality Assurance Panel had made recommendations and the force's response to them had been made. Mr Michael commented that neither panel members nor he had seen how it looked further forward.</p> <p>Mr Vaughan indicated that we needed to see how the structure looked going forward, the Quality Assurance Panel's comments on it and our joint response to it.</p> <p>Mr Vaughan reiterated that members of the Quality Assurance Panel were not decision makers, that was the responsibility of Mr Vaughan and Mr Michael.</p> <p>c. Workforce Representation Report</p> <p>That was part of the consultation with critical friends. It could be translated into the recruitment plans in the new year.</p> <p>20% of the intake of Special Constables in January were BME</p>			
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		<p>and 10% of the intake of police officers would be BME.</p> <p>Mr Stratford presented a thoughtful paper on BME.</p> <ol style="list-style-type: none"> 1. It would take time; goals needed to be set along the way. 2. Regularity of our recruitment and promotion cycles was needed to give meaningful support to BME candidates. <p>Mr Rose added that preparation was key and the work they were doing with BME community groups would help greatly with that. We needed suggestions from the community on how we could assist with the process rather than relying on South Wales Police to make the suggestions.</p> <p>Mr Michael added that it had been a long time coming but there was more commitment now than ever. We needed visible transition in the short term to have confidence in the long term. In addition Mr Rose added that there were other volunteers that could be used and encouraged BME representation other than police officers, Police and Community Support Officers and Special Constables.</p> <p>There was a need to be effective in managing success but also in managing disappointment.</p> <p>To ensure the candidates who were unsuccessful came out with the right attitude towards the process we needed to ensure the process was transparent and fair.</p>			
26.11.14.10	Child Sexual Exploitation	Ms Pickles and Ms Holland gave a joint presentation on the work on Child Sexual Exploitation.			
26.11.14.11	Communications Strategy	Ms Llewellyn gave a short update on the progress of the Communications Strategy. Good progress had been made in that area. The Communications Sub Group had met and had a plan for the next steps. The goal was to have a Joint Communications Strategy for 2015-16.			
26.11.14.12	Joint Audit Committee	Mr Petty stated that the Joint Audit Committee had approved the accounts without qualification. There was concern raised on the communication strategy.			

26.11.14.13	Commissioners' team update reports	Mr Michael asked if there was anything to be raised by exception from the list. No exceptions.			
26.11.14.14	Chief Constable's update report	Mr Vaughan asked if there was anything to be raised by exception from the list. No exceptions.			
26.11.14.15	Association Updates	Mr Michael asked if there was anything to be raised by exception from the list. No exceptions.			
26.11.14.16	Update on meetings with Welsh Government	Mr Michael asked if there was anything to be raised by exception from the list. No exceptions.			

Update on action notes from meeting on 2 nd October 2014					
Ref:	Subject item:	Explanatory note:	Update:	Further Action:	Assigned to:

Part 2 - Restricted

Ref:	Subject Item:	Discussion/ Comments	Action:	Assigned to:	Required by:

DECISION LOG:

Ref:	Subject item:	Decision:	Senior Responsible Officer
26.11.14.5f	Violent Crime (innovation fund)	It was decided the that the presentation on the Violent Crime (innovation fund) project would be an agenda item for next meeting.	Mr Michael

26.11.14.5g	Anti-Social Behaviour	It was decided the that the presentation on Anti-Social Behaviour project would be an agenda item for next meeting.	Mr Michael
26.11.14.5h	Mental Health	It was decided the that the presentation on Mental Health would be an agenda item for next meeting.	Mr Michael