

Discussion and Actions from Commissioner's Strategic Board meeting 7th April 2014



Part 1: Attendees Mr Michael Police and Crime Commissioner for South Wales, Ms Howe Deputy Police and Crime Commissioner for South Wales, Mr John Rose Assistant Police and Crime Commissioner for South Wales, Mr Geoff Petty Chief Finance Officer, Mr Cerith Thomas Chief of Staff, Mr Mark Brace Chief Planning & Performance Manager, Deputy Chief Constable Matt Jukes, T/Assistant Chief Constable Liane James, T/Assistant Chief Constable Julian Williams, Mr Madge Director of Legal Services, Mr Milton Director of Human Resources, Mr Hussain Director of Finance and Administration, Ms Brennan Head of Joint Legal Services, Mr Cogbill Assistant Director of Corporate Development, Ms Jenkins Equality and Social Justice Manager, Ms Taylor Staff Officer, Sergeant Ross Crutcher Staff Officer, Ms Parker Acting Staff Officer.

Ref:	Subject Item:	Discussion/ Comments	Action/ Decision	Assigned to:	Required by:
7.4.14.1	Apologies for Absence	<ul style="list-style-type: none"> • Apologies from CC Peter Vaughan, ACC Richard Lewis, James Pritchard • Dr John Rose was welcomed to the meeting as Assistant Crime Commissioner • Ross Crutcher was welcomed as Staff Officer and has been seconded to the Police and Crime Commissioner's Team for 6 months 			
7.4.14.2	Immediate and Urgent Items	<ul style="list-style-type: none"> • Mr Michael updated on quarterly meetings with Leaders and Chief Executives and stressed the need to ensure we make the most of these meetings and achieve the maximum impact. Contributions of agenda items, especially around operational issues, would be helpful. • Increasing the quality of work with volunteers was discussed. A draft agreement with Neighbourhood Watch had been developed through discussion between the Commissioner, Barbara Ranger and representatives of Neighbourhood Watch South Wales. The draft was tabled for information, following discussion at the Planning and Performance Group, and would now be discussed 	<ul style="list-style-type: none"> • Any key issues anyone would like Mr Michael to raise at these meetings to be forwarded to Commissioners Team. 		

		<p>further with Neighbourhood Watch.</p> <ul style="list-style-type: none"> • Mr Michael commented there had been no response from business to the consultation on the Police and Crime Plan despite a large number of invitations to leaders and opinion formers to comment. He found this very concerning. Leanne James mentioned that Welsh Government was reviewing its approach to consultation with business. 			
7.4.14.4	Police and Crime Panel decisions	<ul style="list-style-type: none"> • Mr Michael confirmed the support for the Police and Crime Plan from the Police and Crime Panel, with no suggested amendments. • Mr Michael emphasised at the meeting that it was not for the Panel to 'approve' the Police and Crime Reduction Plan but rather to review it and make a report or recommendations on the same. It was noted that they had not made any recommendations in relation to the same. • The Panel met Mr Rose and Ms Pickles who were very well received 			
7.4.14.5	Force Delivery Plan	<ul style="list-style-type: none"> • Mr Jukes reported developments in the Force Delivery Plan. The Commissioner welcomed the progress made – the Plan was now almost complete and final details could be agreed through the Planning and Performance Management Group • Mr Rose said he would be interested to know how the process of internal consultation works. • Ms Howe raised issue of how we ensure the messages of our work filters down throughout all levels within the force. • Mr Michael said that input to the Police & Crime Reduction Plan should not be in one direction only: This is still a relatively new process and he 	<ul style="list-style-type: none"> • Mr Cogbill to meet with Mr Rose to discuss further internal consultation on the force delivery plan • Mr Brace, Mr Cogbill, Mr Petty and Mr Hussain to look into timetable of developing plan and incorporating the operational side. Planning through Finance to be reported back to the Strategic Board 	<p>Planning and Performance Management Group</p> <p>Mr Brace, Mr Cogbill, Mr Petty and Mr Hussain</p>	

		<p>would welcome more of an operational input to the plan.</p> <ul style="list-style-type: none"> • It was agreed that the Summary Sheet for the Force Delivery Plan needs to be recognisable to both the Commissioner's Team and throughout the Force. • Mr Jukes commended Mr Cogbill and Ms Woodward's teams for all their work so far. 	<ul style="list-style-type: none"> • Mr Vaughan has a meeting with Senior Leaders on 12th May to set out the connections within the plan. 		
7.4.14.6	Stage 2 transfer update	<ul style="list-style-type: none"> • Mr Michael thanked Ms Brennan for all her hard work on the Manual of Governance which was now an excellent document, and thanked Mr Petty for his contribution to the process. • The manual fits in well with the themes we have tried to develop. 	<ul style="list-style-type: none"> • Need to agree the stage 2 letter to all staff. Mr Vaughan and Mr Michael to finalise. • Mr Milton to send Mr Michael a copy of letter that had been sent in January to all staff. 	Mr Milton	
7.4.14.7	Joint Planning and Performance Management report	<ul style="list-style-type: none"> • Mr Rose is to chair the Joint Planning and Performance Board and had now chaired his first meeting. • The Performance Scorecard approach was approved as the means of reporting to the Commissioners Strategic Board. • Ms Howe agreed figures are excellent. Fairly confident that the work ongoing into these issues both internally and externally with partners will link into this and help. • Discussed format of report. • Mr Jukes discussed mapping to read across the Police and Crime Commissioner Priorities to show different areas where they are being picked up within the force. • Need to settle matrix and targets moving forward. • Mr Michael noted the new way in which the report is presented is very helpful; the work of Mr 	<p>Mr Brace and Mr Cogbill working on alternative options, revised reporting mechanism of balance score card.</p> <ul style="list-style-type: none"> • Mr Jukes to meet with Mr Michael. Ms Howe and Mr Brace to discuss targets further. • Ongoing Mr Jukes explained in certain areas we need to understand needs from different stages and priorities before 	Mr Brace and Mr Cogbill	Mr Jukes, Mr Michael, Ms Howe and Mr Brace

		<p>Brace and Mr Cogbill was appreciated</p> <ul style="list-style-type: none"> • Mr Michael raised issues of concern as in some areas there is no target assigned Noted that this is work in progress which should be completed shortly. <p><u>7.4.14.7.1 Crime Recording</u></p> <ul style="list-style-type: none"> • Ms Howe and Mr Jukes referred to forthcoming changes in the way crime is recorded as this could give the impression of an increase in levels of recorded crime, up to 10% in some areas. Agreed that we need a really robust Communication strategy in place to deal with this. • Need to plan public message and also message to be delivered at next meetings with Local Authorities. Ms Howe suggested a joint message from Mr Michael and Mr Vaughan to local authorities and both externally and internally. • Mr Jukes explained the need for an open and transparent approach to this, shifting emphasis to the victim, (even more victim centred approach.) • Mr Michael asked for a public and stakeholder perspective to be applied, with clear explanations and briefing in advance.. • Mr Rose looking into the sequencing of meetings going forward. • Mr Michael responded to a suggestion that the Strategic Board should become Bi-Monthly. He was content to support this proposal provided that there would be no loss of momentum. The new arrangement would provide scope for 2 	<p>proposing targets.</p> <ul style="list-style-type: none"> • Meeting notes and actions from the Planning and Performance board to be copied to Mr Michael and Mr Vaughan • Mr Michael to plan a note as soon as possible for Local Authorities <p>Mr Brace and Mr Thomas to pick up from the Commissioner's Team, Mr Cogbill and Mr Pritchard to take forward from the Force.</p>	<p>Mr Brace, Mr Thomas, Mr Cogbill and Mr Pritchard</p>	
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		planning and Performance meetings to take place in-between. The outcome of the first must be reported to the Chief Constable and the Commissioner for review at their weekly bilateral and deal with any urgent recommendations.			
7.4.14.8	Joint Risk management	<ul style="list-style-type: none"> It was confirmed that reputational damage is included in the risk register 	<ul style="list-style-type: none"> Joint Audit Committee to provide report on risk. Planning and Performance Management Group to conduct a deep analysis once a year and complete exception reporting throughout the year. 		
7.4.14.9	Police and Crime Panel Meeting 7 th May 2014	<ul style="list-style-type: none"> All were happy with the meeting agenda 			
7.4.14.10	Innovation Fund bid, Project Management update on implementation	<ul style="list-style-type: none"> Mr Hussain updated on Home Office event he had attended with Mr Petty. A more evidence based approach to bids was promised this time around, with a focus on what does success look like? Collaboration would be a higher success indicator. Technology bids would be favoured. Currently in discussions with other forces about collaboration work around technology advancements for example NICHE. All Wales Bid will stand more of a chance of success than individual forces. Mr Michael said that its needs to be a priority to settle the funding around Domestic Violence and securing funding for the full period. Mr Petty confirmed it is top of our list. Mr Michael noted that following the agreement on stage 2 and the Manual of Governance the Project Staff will be employed by the Chief 	<ul style="list-style-type: none"> Mr Michael to meet with Dyfed Powys Deputy Commissioner regarding NICHE has previously been postponed, need to look into new date for meeting. Mr Petty has emailed the Home Office last week to arrange for them to visit South Wales to see the work around Domestic Abuse and Domestic Violence will push for it to be this month, pending response at the moment. Mr Hussain to meet with 	Mr Petty	

		<p>Constable but the management will be a joint enterprise between the Force and the Commissioner's Office.</p> <ul style="list-style-type: none"> • Mr Hussain also discussed looking at match funding for 13/14 not an issue for the Home Office but for 14/15 this is now an issue to be considered. • Mr Michael there are two elements to the bids, the evidence of need and the likelihood of delivering the best outcome for the community. • Mr Hussain explained they have really tightened up on the original criteria. • Mr Jukes explained we can show we are leading the way in key areas, need to understand details of match funding before committing, need to understand the impact for us. <p><u>7.4.14.10.1 Project Fusion</u></p> <ul style="list-style-type: none"> • Mr Hussain said that the initiation document for project Fusion is complete. Superintendent Jonathan Edwards will lead in this area. <p><u>7.4.14.10.2 Project Management</u></p> <ul style="list-style-type: none"> • Ms Howe updated on the 3 commissioner-led projects, the recruitment process is complete apart from the 18 – 25 lead this post has gone back out to advert. Within the project team all posts apart from the project office manager and Mr Hussain confirmed that this position had now been secured, with the project manager for Fusion to cover both roles. Communications post – Shortlisting complete interviews this week. 	<p>Ms Howe to discuss the project management role</p>		
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		<ul style="list-style-type: none"> • Joint work with Welsh Government on domestic violence and anti-social behaviour was progressing well. Currently out to advert, due to close shortly, interviews end of the month. 			
7.4.14.11	South Wales Police Tackling Violence Against Women & Girls Plan	<ul style="list-style-type: none"> • Ms Howe said that the Thematic Review is being produced in a public friendly format. Issues raised around using the word strategy or plan, decided to go for plan. Joint between the Commissioner's Team and the Force, and the document would be supported by detailed action groups to be set up around key areas, Very timely with the recent publication of the HMIC report. • Launch to be provided for the Plan. Key areas include Early Identification, Better Intervention and victim centred approach. • ACC James commented that we were able to put this work forward which explained why we did so well within the HMIC report. The Plan is a living document • Mr Michael said that the fact that South Wales Police came out really well within the HMIC report had been highlighted in letters from himself and Ms Howe to all Assembly Members, MPs, Council Leaders and Chief Executives and others. He had also received a really positive letter from Lesley Griffiths. However we cannot be complacent there is still a lot of work to be done to ensure we stay ahead. • Can we agree to circulate the plan to appropriate people within the force and Local authorities? – agreed to take plan to meetings with Local Authority Leaders and BCU Commanders. • Ms Howe thanks Ms Jenkins for all her work on the plan. 	<ul style="list-style-type: none"> • Need to ensure Mr Michael has copies of plan to take to meetings with leaders. 		

7.4.14.12	Quality Assurance Panel	<ul style="list-style-type: none"> Mr Jukes outlined the value that the Quality Assurance Panel could add to the decision-making process, even though it was not itself a decision making body. Mr Michael welcomed progress on agreeing terms of reference but asked for presentation to be clearer and for no initials or acronyms to be used. He did not think it would normally be possible to review more than one work streams with one panel. Mr Jukes agreed. <ul style="list-style-type: none"> Further thought would be given to the possibility of extending the work of the Panel to other areas of activity. <p>On the Equalities Panel, it was agreed that bodies internal to South Wales Police should be given the opportunity to give evidence to the Quality Assurance Panel.</p>	<ul style="list-style-type: none"> Mr Michael had asked Mr Thomas to construct a list of areas of work to be considered by the Panel during the next 12 months and to review that forward list regularly. Mr Thomas confirmed that he was to discuss the details with Supt Martin Jones. 	Mr Thomas	
7.4.14.13	NATO	<ul style="list-style-type: none"> Mr Williams reported that planning has gone well to date, with positive feedback from the Home Office, over 60 countries would be represented 			
7.4.14.14	Commissioner's Team Brief Reports	<ul style="list-style-type: none"> Mr Michael reported on recent activity <p><u>7.4.14.14.1 National Police Air Service</u></p> <p>Mr Michael met with ACC Williams last week to discuss following the meeting with NPAS last month</p> <p><u>7.4.14.14.2 Meeting with Ken Skates, Deputy Minister for Skills and Technology</u></p> <p>Very positive meeting, to be followed up with the Prince's Trust this week.</p>			
7.4.14.15	Chief Constable's	<ul style="list-style-type: none"> Mr Jukes updates he will be meeting with Ms 	<ul style="list-style-type: none"> Mr Michael explained we 	Mr Michael	

	update report	<p>Howe next week if any questions arise from the report to feed back and they can discuss.</p> <p><u>7.4.14.15.1 Special Constabulary</u></p> <p>Looking into equality agenda, recruitment into areas underrepresented. Number of potential transferees which could enable us to get up to standard in Police numbers.</p> <p><u>7.4.14.15.2 Operation Frank</u></p> <p>Drawn to everyone's attention for information.</p> <p><u>7.4.14.15.3 Performance</u></p> <p>Victims Satisfaction was still shown to be rising each quarter: This consistent improvement was welcomed..</p> <p>Ms James referred to the work that the BCU Commanders are doing to enable this work to progress.</p> <p>Mr Jukes explained in the year ahead we need to be realistic about key areas in which we can keep the focus, manage expectations.</p> <ul style="list-style-type: none"> • Mr Michael noted that in the press people perceive that a lot of crime has moved online, and questioned whether this was supported by any firm evidence. Mr Jukes said that there is no real evidence of such a shift, only evidence of the increase in online crime following the continuing increase in online activity generally. There is a cross-over between local Anti Social Behaviour and online bullying. Project Fusion could help us with the broader digital agenda. 	<p>need to develop a narrative for Communication Team around changes to reporting</p>	<p>and Mr Pritchard</p>	
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		Ms James confirmed that there are issues with perception			
7.4.14.16	Association Updates	<ul style="list-style-type: none"> • Mr Jukes noted that the Association of Chief Police Officers is still in existence. Had a meeting last week with the Royal British Legion who provided a presentation on work around veteran victims of crime. <ul style="list-style-type: none"> • Centenary Commemorations for World War One the force will be providing a programme. • Mr Michael reported on meeting with Welsh Government, very positive. • Ms Howe had met with Welsh Government Officials to discuss Domestic Abuse Services; Welsh Government is a key player and have agreed in principle to contribute to funding. • Ms Howe had met the Housing Minister, Carl Sergeant AM and Mike Harvey, hoping to progress legislation into private rented sector as well as Social Housing. • Mr Michael updated on conversation with the Health Minister, Mark Drakeford who was very positive about our collaboration work with Fire and Ambulance Services and links with Health and Violence. • Mr Michael noted that the Fire Service had been successful in their own innovation funding bid and that South Wales Police should now 'press on with this collaboration project with the Fire Service. • Mr Jukes reported on meetings with senior people within Health, mental health action plan moving forward would like ministerial help in moving this forward, will be writing to ministers. 	Mr Jukes to write letter to ministers to see if we can secure ministerial support for the mental health action plan. Copy to be provided to Mr Michael.	Mr Jukes	

7.4.14.3 Update on action notes from meeting on 11th March 2014					
Ref:	Subject item:	Explanatory note:	Update:	Further Action:	Assigned to:
11.3.14.4.2	Force Delivery Plan	The Force Delivery Plan was agreed and will be ready to come into force on 1 st April	Progress will be reported to the Police and Crime Panel on the 7 th May 2014		
11.3.14.8.1	Joint Risk Management	It was agreed that the Planning and Performance Management Group is the best place to look at the risk register and it can be brought back to the Strategic Board for review.	Risk will now be a standing item on the Planning and Performance Board agenda		Planning and Performance Board
11.3.14.12.3	NDORS	A report on the National Driver Offender Re-training Scheme will be presented to the APCC next week	Proposals from ACPO were not accepted by the APCC. All Wales Policing meeting had discussed the possibility of looking at joint commissioning in Wales.	<ul style="list-style-type: none"> • Ms Howe is meeting with other Deputies from Wales to discuss options. • Ms Howe to have briefing from Mr Hussain. • Ms Howe will link in with Mr Hussain to discuss. 	Ms Howe and Mr Hussain

11.3.14.13.1	PCSOS	Mr Milton to provide Commissioner's Team with a breakdown of diversity among those undertaking the Certificate of Knowledge in policing.	Mr Milton said that data would be sent to Mr Michael by the end of the week.		Mr Milton
11.3.14.13.2	Specialist Constables	Mr Milton to draft letter from Mr Michael and Mr Vaughan to community leaders across South Wales on recruitment of Specials	Mr Milton explained Letter has been drafted and pending sign off and signature from Mr Michael.		Mr Michael
11.3.14.10	Overview of Violent Crime	11.3.14.10.1 Mr Michael and Mr Williams to discuss the findings of the report at a later date.	Mr Lewis to link in with Ms Howe. Ongoing issue to be raised again at next meeting.		Mr Lewis and Ms Howe
11.3.14.11	Communication and engagement update	New Communications Post. Develop a strategic communication plan for the whole force	Ms Howe updated that new Communication Post interviews will this Wednesday 9 th April 2014. Ms Howe, Mr Jukes and Mr Pritchard to meet to discuss strategic communication plan.	Ongoing	Ms Howe, Mr Jukes and Mr Pritchard
11.3.14.12.1	Commissioner's Team Reports	Joint Secondment with Welsh Government on domestic violence and anti-social behaviour	Ms Howe updated currently out to advert, due to close shortly, interviews end of the month.		
11.3.14.13.4	Cardiff Scrutiny Committee	Ms Howe explained Committee went very			

		well, thanked all those involved in arranging.			
11.3.14.14	Association updates	Mr Vaughan met with HMI Tom Winsor in his capacity as ACPO Vice President. HMIC indicated they will continue thematic inspections alongside new inspection regime	Mr Michael has spoken with the Inspector within ACPO leading on the formatting of these inspections and raised the importance of the data that is to be collected needs to be collected in a way that is useful to the force.	<ul style="list-style-type: none"> Mr Jukes made a written consultation to HMI will send to Mr Michael. Mr Michael had to cancel meeting with Inspector last week – needs to be rearranged. 	Mr Jukes Mr Thomas
5.2.14.13	Association updates	Mr Petty and Mr Hussain to draft a letter to Jane Hutt AM	Mr Petty is drafting	Still Ongoing	Mr Petty

Part 2 - Restricted

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

DECISION LOG:

Ref:	Subject item:	Decision:	Senior Responsible Officer
7.4.14.11	South Wales Police Tackling Violence Against Women & Girls Plan	Agreed to take plan to meetings with Local Authority Leaders and BCU Commanders.	Mr Michael

7.4.14.16	Association Updates	South Wales Police to progress with the collaboration project with the Fire Service.	
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