**Attendees**

Alun Michael– Police and Crime Commissioner (Chair);

Peter Vaughan– Chief Constable;

John Rose – Deputy Police and Crime Commissioner;

Jon Stratford– Assistant Chief Constable;

Richard Lewis – 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– Assistant Police and Crime Commissioner;

Kate Carr– Assistant Police and Crime Commissioner;

Jonathan Edwards – Chief Superintendent

Dr Emily Warren – Assistant Police and Crime Commissioner

Stephen Edwards – News and Content Manager

**Minute Taker**

Cerys Parker – Staff Officer (Police & Crime Commissioner)

**Agenda**

**Part 1 – Standing items**

1. **Apologies for absence**

Apologies for absence were received from Deputy Chief Constable Matt Jukes and Director of Corporate Communications Cath Llewellyn.

1. **Immediate and urgent items**

Mr Michael welcomed everyone to the meeting and noted that this is the first Strategic Board meeting since the introduction of the new Bronze Board Structure, the system is working, there has been a major, positive improvement and a clear line of sight developed.

Mr Michael noted the need for time to read the papers in advance if the meeting and therefore asked everyone involved if we could agree that all papers for the Strategic Board in future will be ready at the end of the week prior to the meeting and circulated to allow enough time before to read all of the information in detail in advance of the meeting.

It was agreed by the group that the papers would be ready and circulated a week in advance of the meeting.

**ACTION: All to prepare and submit papers for the Strategic Board at least a week in advance going forward.**

1. **Revised Manual of Governance**

Ms Brennan explained that an Annual Review of the Manual of Governance was required at year end and has been conducted. The document has been updated with any changes throughout the last year. The document has been updated with the new meeting structure, the new iteration of the Police and Crime Reduction Plan and the new Public Contracts Regulations 2015.

Ms Brennan noted that the changes have been done with the help of Cerith Thomas, Geoff Petty and Umar Hussain. The changes have been discussed with both the Commissioner and the Deputy Chief Constable.

Mr Michael noted the changes to the document and stated that the changes had been accepted.

Mr Michael asked the group if there were any questions in relation to the revised Manual of Governance.

No comment from the group.

The document was agreed as complete and signed off by the group.

1. **Progress on recruitment, retention and progression in relation to:**
2. **BME Recruitment update**

The group noted the paper submitted by Hannah Jenkins, Equality and Social Justice Manager.

Mr Michael explained that the paper submitted was a joint paper by both Hannah Jenkins and Tim Morgan and congratulated everyone involved in this area of work.

Mr Michael raised two questions:

1) what would constitute success?

2) what is plan B?

Mr Michael explained that this board may not be the right place to look into the detail of these questions but a matter for the Bronze Boards to discuss.

Mr Vaughan agreed with Mr Michael in relation to the fantastic work of all involved and explained that plan b is more of the same and consistency. Mr Vaughan stated that retention and promotion of individuals is also very important.

Mr Milton updated the group on recent figures and the retention plan that is currently being formulised.

ACC Stratford updated the group on recent discussions with Tim Morgan and Julie Mayberry. Plan b should also include the need to build momentum at all times and use the details we have already agreed going forward.

Mr Michael noted the recent statement by the Home Secretary in relation to recruitment and the need to think where our boundaries are.

ACC Stratford explained that the Certificate of Knowledge in Policing bursary has been a real success and in recent meetings has instructed the second course to go ahead as soon as possible.

Mr Vaughan updated that there will be a Home Office visit on 8th April where some of these issues can be addressed.

**2bii) Thematic Review of Female Recruitment, Progression and Retention update**

Mr Michael stated that this was a good piece of joint work. The report was submitted out of sync and was delivered straight to the last Strategic Board, there will be a proper discussion of the report at the next Strategic Board meeting once the paper has been through the Bronze Boards and Silver Boards for discussion.

**2c) Demand Project update**

ACC Stratford presented the Demand Project Update and noted that Chief Constable Steve Finnigan has set up the National Demand Reference Group which has representatives from twenty three forces, (we are one of them) as well as the College of Policing, Home Office, Police Federation, local Government, HMIC and Academia. The group has developed 6 work streams to drive understanding demand on the Police Service and these were:

* Setting the National Approach (Mapping)
* Predicting Demand (The work South Wales Police has already been doing in this area has been sighted by the group as the best example of best practice.)
* Resourcing and Productivity
* Demand Management and Capacity Generation
* Communications and Engagement
* Task and Finish Group to inform the Funding Formula

ACC Stratford outlined the work commissioned by Gwent Police by the Behavioural Insights Team to investigate the nature and causes of excess demand across the Southern Wales forces. The aim is to learn more about the nature of the demand on police services in Wales and to identify opportunities to reduce it. The project so far has developed 18 recommendations including the creation of an online incident/crime tracking function, crime common website architecture for all three forces and holding a stakeholder forum with partners.

ACC Stratford explained that the Small Business Research Institute, funded by the Welsh Government has asked small IT businesses to develop solutions to provide South Wales Police with predictive demand.

ACC Stratford outlined the two generations of work around the Demand Project. Generation 1 , South Wales Police has completed very well, this looked at a snap shot of demand and analysed where the gaps were and then looked at how we could improve this, generation 2 looked forward to analyse demand. The Small Business Research Institute are putting together a tool that we can input all of our data and it will give us knowledge and understanding of our demand, phase 1 has been complete and phase 2 has just started.

Chief Superintendent Jonathan Edwards explained that 2 companies have pitched and demonstrated their ideas, GPC from Swansea and Access from Derbyshire. It was clear they both had very different ways of working but both complimented each other very well. We have put these two ideas together with the work around IR3 and we will get a very good tool to help us. Currently in the demonstrator phase, ongoing is the 8 months to show us how it will work.

ACC Stratford stated that the tool should be ready for use by February 2017.

ACC Stratford provided the group with updates on:

* Continuous improvement
* National work on understanding demand
* Behavioural Insights Team
* Public Service Centre demand
* Unseen and complex demand
* Traditional crimes v new crime types
* Policing Model

ACC Stratford explained that the South Wales Police local work on understanding demand generation 1 is continuing and further analysis is being completed in areas such as PSC, DMDU, Justice Services and Ed Services development of a website. The 39 recommendations identified in the original exercise have been reviewed, 15 have been completed, 24 are ongoing and a further 8 have been retained by the Demand Oversight Board. The remaining 30 recommendations have now been split across the Bronze Boards and their progress will be monitored by these boards going forward. ACC Stratford updated on ongoing conversations around Fusion, South Wales Police is extremely well set up for this work.

Mr Michael thanked ACC Stratford for the update and stated that things at a National Level are not always suitable for South Wales; we should feed off the National work but not be limited by it.

Mr Michael noted that when looking at demand it would be helpful to have some further information to help shape discussions with partners.

Mr Vaughan asked at the next meeting if ACC Stratford, ACC Lewis, Mr Hussain and Mr Milton would provide an update of the next steps in more detail.

ACTION: Presentation on Demand Project to be provided at the next Strategic Board Meeting by ACC Stratford, ACC Lewis, Mr Hussain and Mr Milton.

ACTION: Agenda item for next Strategic Board meeting, Demand Project follow up presentation.

Mr Michael noted an additional urgent item, in relation to ACC Hollands report on the sex trade, the vulnerability of communities needs to be better understood and looked into further. Mr Michael suggested a round table to be arranged to discuss these issues. It was agreed by the group that this area of work would now be put to Bronze Board 2 for further discussion.

1. **Silver Board Reports**
2. **Change and Development Board**
3. **Performance and Delivery Board**

Dr Rose outlined the discussions at the Silver Board meetings and provided updates on

* The Manual of Governance, has now been renamed as the Governance Operating Model, the document is live and linked to the appropriate Bronze Boards. The work on this document was commended and formally approved.
* Performance data, Dr Rose thanked ACC Lewis for his detailed report and summary that provided a clear focus for the group.
* Research process, discussions took place at the silver board around how we act on evidence that comes from a wide range of areas. Dr Rose updated that the joint paper with Chief Superintendent Jonathan Edwards in relation to academia is complete and will be shared with the group shortly.

Dr Rose noted thanks for the informative briefing on the Territorial Hub.

Discussions took place around the need for all actions and minutes from the Bronze, Silver and Gold Boards need to have an agreed model across them all.

ACTION: Mr Thomas to look at options and provide proposals for minutes and actions going forward.

Chief Superintendent Jonathan Edwards referred the group to paper 3a and noted that this was the first paper of this kind presented to the group and asked for any feedback or comments.

Mr Michael stated that it was a very good paper with sufficient information highlighted. The report from the Silver Boards should be simple and straight forward with any further reports for more detail sitting behind the report.

Mr Vaughan agreed with Mr Michael and stated that the paper was very good but noted that a number of the items in the paper are also on the agenda for the Strategic Board today, it would be useful if the items that are discussed at both meetings are highlighted in the paper.

ACTION: Mr Thomas and Chief Superintendent Jonathan Edwards to ensure the links between the papers and agendas going forward.

The group discussed issues around the escalation of matters from Bronze to Silver Boards.

Mr Hussain stated that a lot of work has been completed to embed the Police and Crime Plan into our structures and suggested aligning the agendas of the boards with the Police and Crime Plan. Mr Vaughan endorsed Mr Hussain’s suggestion.

Mr Michael asked the group for clarity on the work of the Territorial Policing Hub.

Mr Vaughan explained that the Territorial Policing Hub comes under ACC Lewis’ Portfolio but there are links to ACC Stratford’s line of work too.

Discussions took place around academia and work with the University Police Science Institute. The group outlined the need to look at what investments we have in this area and what we are getting from these investments. It was noted that the Memorandum of Understanding with the University Police Science Institute runs until January 2017.

Chief Superintendent Jonathan Edwards updated the group on a paper that is being drafted jointly with Dr Rose which outlines what Universities have provided us with over the past few years. It was noted that the paper is currently with the Commissioner and Deputy Chief Constable for comment.

1. **Financial reports**
2. **Financial Monitoring Report**

Mr Hussain provided the group with the highlights from the Financial Monitoring report:

* The draft Revenue position as at 31st December 2015 and an updated forecasted year end position.
* The 2015/16 Value for Money Plan.
* The Capital Programme
* Treasury Management performance

Discussions took place around PCSO delivery, Mr Hussain noted that the PCSO budget we achieved over 100% we need to have 406 posts and we delivered 410 posts.

ACTION: Mr Thomas to draft a letter to Leighton Andrews about the PCSO delivery.

Mr Hussain provided the group with an update on Avalon, Fusion and the Tri Service Centre project.

Mr Hussain noted that the Capital programme ends with £400,000 slippage which is very impressive and very good for the organisation. Mr Michael stated that this was excellent and not easy to achieve.

Discussions took place around APNR, the report has been sent to the Commissioners Office. ACC Stratford explained further meetings are currently ongoing and will arrange to brief the Commissioner once meetings have taken place.

Mr Hussain outlined issues around ROCU funding. The issues were noted by the group and a meeting will be arranged as soon as possible after the elections to discuss.

ACTION: Mr Thomas to agenda ROCU funding as an item on the next available All Wales Meeting.

1. **Chancellor’s budget implications**

Mr Petty explained that there was not a great deal Police Specific announced.

Mr Petty noted that we should expect flat cash for the foreseeable future and a changing discount rate for unfunded pension schemes which will have an impact in 2019.

**C) Police Innovation Fund bids**

Mr Michael stated that the unsuccessful bids were Fusion and Mental Health Project.

Mr Petty provided the group with a summary of the Innovation Fund bids.

Direct Successful bids:

* Early Intervention
* IDIOM with the Police ICT Company.

Continuation of successful bids:

* Tri Service Centre
* Child Sexual Exploitation
* 18 – 25 Programme

Bids that were successful in partnership with other forces:

* Isomorphic with City of London Police
* Police Youth Volunteers with Devon and Cornwall Police
* Womens Pathfinder with Gwent Police
* National Records Management System with North Yorkshire Police
* Drive project with Sussex Police
* Police data with West Yorkshire Police

Mr Petty noted that we now need to look at the funding of successful bids and how this is streamed through our Bronze Boards, natural route through the resources board.

The group recommended an additional meeting to be held with DCC Jukes, Dr Rose, Mr Petty, Mr Hussain, Ms Warren, Ms Carr and Mr Brace to discuss how we take this forward with the Bronze Boards

ACTION: Mr Petty and Mr Hussain to arrange a further meeting to discuss how the successful bids are taken forward by the Bronze Boards.

The group also noted the need to evaluate the areas that are funding, to map what is working and how we make these permanent areas of work, need to engage with partners as soon as possible. It was noted that the Bronze Boards will take an early approach to this and look at the long term strategy.

Mr Michael outlined the work of the Youth Justice Boards and Youth Offending Teams around first time offenders, the pilots were discussed at the Criminal Justice Board, the pilots currently being run outside of South Wales are showing great successes, in discussions with the Youth Justice Board and Conrad Eydmann they are willing to work with us on the opportunity of running the pilot across South Wales. Mr Michael outlined the possibility of the Bronze Boards taking forward the engagement in this area.

The group agreed to take the work forward with the Youth Justice Board and Conrad Eydmann.

Mr Michael updated the group in relation to discussions with Local Authorities around the Night Time Economy funding in Cardiff and Swansea and outlined two approaches the Business Improvement district and Night Time Levey; both approaches are still being considered by the Local Authorities. Mr Michael asked the Bronze Boards to look into the detail further.

1. **Other reports and decisions**
2. **Communications Update**

Steve Edwards presented the communications update paper to the Board.

The paper outlined Communications activity over the last period for each of the Bonze Boards highlighting

* United Nations Convention on the Rights of the Child
* Newsletter Pilot
* Communications Strategy
* Public Perception
* Know the Score Campaign
* Commissioners Roadshows
* South Wales Violence Reduction Conference
* HQ development

Discussions took place around the Newsletter pilot, ACC Lewis updated that the local communication teams and the centre prepare the newsletter currently a pilot in Northern BCU looking to roll out to the wider force.

Mr Michael noted the successes of the Know the Score Campaign and the Violence Reduction Conference.

1. **Action notes and matters arising from previous meeting on 23 November 2015**

The group agreed the minutes and actions from the previous meeting on the 15th January 2016. All actions were considered and complete.

1. **Joint Audit Committee minutes 9 December 2015**

It was noted that Tiaa have started their contract very well.

Mr Husain noted a number of reports were sent to the last meeting of the Joint Audit Committee

* Assurance review of the Treasury Management arrangements
* Assurance review of the Creditor Payments arrangements
* Assurance reviews of the Governance – Performance Management arrangements
* Compliance review of the Western BCU arrangements
* Appraisal review of the Health and Safety Management Arrangements
* Summary of inertial audit progress report

It was agreed that each Bronze Board going forward would suggest items for scrutiny by the Joint Audit Committee as and when required.

1. **Joint Risk Register**

Mr Hussain explained following the new plan and governance structure there was ongoing work with Tiaa to reframe the risk register.

Mr Michael noted that there was no update from the Ethics Committee on the agenda.

Chief Superintendent Jonathan Edwards updated that there has been a test meeting arranged fro 26th April where the group will meet to discuss test cases in the first instance then the meetings will be arranged quarterly. The group will report back as soon as a live case is presented.

ACTION: Report from Ethics Committee to be provided to the next appropriate Commissioners Strategic Board.

ACC Stratford provided the group with an update on the Code of Ethics and outlined work

* Regional network
* Sharing best practice
* Revitalised internal communications
* To bring officers and staff up to date on the Code of Ethics by discussion method via dilemmas discussion rather than trainer lead.

The group noted the excellent work of Nia Brennan on the Code of Ethics.

**Part 2 – Items raised by exception**

**6) Commissioner and Chief Constable’s meetings with local authority Chief Executives and Leaders**

No areas of concern were highlighted.

Mr Michael updated the group on the new pattern of meetings, in advance of any meeting with Leaders and Chief Executives there will be a meeting with the Chief Constable, nominated Chief Officer, Commissioner, nominated Assistant Commissioner and the BCU Commanders of the relevant area to discuss issues that need to be raised at the meetings with Leaders and Chief Executives of the Local Authority. There will be three rounds of meetings a year.

The group formally endorsed the new pattern of meetings with the Local Authority Leaders and Chief Executives.

ACTION: Mr Thomas to formally write to the Leaders and Chief Executives once the meetings with BCU Commanders have taken place to outline what we would like to discuss and ask them for any agenda items.

**Part 3 – Items raised by report**

**7) Commissioner’s team update report including:**

The board noted the report.

The group noted thanks to all involved in arranging the Early Intervention Summit and the South Wales Violence Reduction Conference.

Mr Michael stated that the BCU Roadshows were really valuable and thanked the group and everyone involved in arranging them.

**8) Chief Constable’s update report**

The board noted the report.

Mr Vaughan provided the group with an update on Digital CaseFile, South Wales will be the first area in the country to implement the Digital Case File which will be piloted in May / June 2016.

**9) Association updates (National Police Chiefs’ Council (NPCC), Welsh Chief Officer Group, Association of Police and Crime Commissioners (APCC) & All-Wales meetings**

Mr Vaughan highlighted the process was complete to remove Association of Chief Police Officers (ACPO) from British Policing and replace with the National Police Chief’s Council (NPCC).

The group disused HMIC reporting and congratulated and thanked everyone involved for their continued hard work and support.

**10) Update on Welsh Government meetings**

No update required.

The next Commissioner’s Strategic Board meeting would be held on Tuesday 14th June 2016.

## Action Table

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| Action Point: | Action | Assigned To | Update |
| 2016 03 23 2 | All to prepare and submit papers for the Strategic Board at least a week in advance going forward. | All |  |
| 2016 03 23 2c | Agenda item for next Strategic Board meeting, Demand Project follow up presentation. | Cerith Thomas |  |
| 2016 03 23 2c | Presentation to the next Strategic Board Meeting on the Demand Project. | ACC Stratford, ACC Lewis, Mr Hussain and Mr Milton |  |
| 2016 03 23 3 | Mr Thomas to look at options and provide proposals for the layout of minutes and actions going forward. | Mr Thomas |  |
| 2016 03 23 3 | Mr Thomas and Chief Superintendent Jonathan Edwards to ensure the links between the silver board and Strategic Board papers and agendas going forward. | Mr Thomas and Chief Superintendent Jonathan Edwards |  |
| 2016 03 23 4a | Mr Thomas to draft a letter to Leighton Andrews about the PCSO delivery. | Mr Thomas |  |
| 2016 03 23 4a | Mr Thomas to agenda ROCU funding as an item on the next available All Wales Meeting. | Mr Thomas |  |
| 2016 03 23 4c | Mr Petty and Mr Hussain to arrange a further meeting to discuss how the successful Innovation Fund bids are taken forward by the Bronze Boards. | Mr Petty  Mr Hussain |  |
| 2016 03 23 5d | Report from Ethics Committee to be provided to the next appropriate Commissioners Strategic Board. | Chief Superintendent Jonathan Edwards |  |
| 2016 03 23 6 | Mr Thomas to formally write to the Leaders and Chief Executives once the meetings with BCU Commanders have taken place to outline what we would like to discuss and ask them for any agenda items. | Mr Thomas |  |

## Decision Log

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| --- | --- | --- |
| Subject | **Decision** | Date of Decision |
| Strategic Board reports and papers. | It was agreed by the group that the papers would be ready and circulated a week in advance of the meeting. | 23.03.2016 |
| Revised Manual of Governance | The revised Manual of Governance was agreed as complete and signed off by the group. | 23.03.2016 |