**Attendees**

Alun Michael– Police and Crime Commissioner (Chair);

Peter Vaughan– Chief Constable;

Matt Jukes – Deputy Chief Constable;

Richard Lewis – Assistant Chief Constable;

Jeremy Vaughan - Assistant Chief Constable;

Jonathan Drake - Assistant Chief Constable;

Mark Milton– Head of Human Resources;

Umar Hussain– Chief Finance Officer;

Nia Brennan– Head of Joint Legal Services;

Cerith Thomas – Chief of Staff (Police and Crime Commissioner);

Mark Brace– Assistant Police and Crime Commissioner;

Kate Carr– Assistant Police and Crime Commissioner;

Dr Emily Warren – Assistant Police and Crime Commissioner;

Cath Llewellyn – Assistant Director of Corporate Communications;

Carl Walters – Business Manager;

Hannah Jenkins – Equality & Social Justice Manager (Police & Crime Commissioner)

**Minute Taker**

Cerys Parker – Staff Officer (Police & Crime Commissioner)

**Agenda**

**Part 1 – Standing items**

**1. Apologies for absence**

Apologies for absence were received from Geoff Petty, Treasurer and Chief Superintendent

Jonathan Edwards.

**2. Immediate and urgent items**

**It was noted that Mr Jukes would be leaving the meeting at 11:00am for urgent business, therefore it was agreed to discuss Mr Jukes agenda items 3a, 3b, 5c and 5d first.**

Mr Michael welcomed everyone to the meeting and noted welcome to ACC Jeremy Vaughan and ACC Jonathan Drake to their first Strategic Board Meeting since taking up their new roles as Assistant Chief Constables with South Wales Police.

Mr Michael stated that the first role of a new Police and Crime Commissioner is to produce a Police and Crime Plan. Our Police and Crime Plan was previously endorsed by the Police and Crime Panel.

Mr Michael noted that we will not be starting a new process for the Police and Crime Plan but there will be confirmation of the existing Plan at the next Police and Crime Panel meeting.

Mr Michael explained that there are still some issues around papers for the meeting, so therefore action point 2016 03 23 2 will be carried forward and applied before the next meeting of the Board and all papers to be ready and circulated a week in advance of the next meeting.

**ACTION: 2016 03 23 2 noted and carried forward. All to prepare and submit papers for the Strategic Board at least a week in advance going forward.**

Mr Michael stated that clarity is required across the board regarding portfolios and once new roles within the Commissioners Team have been appointed portfolios will be agreed and shared. This is a good opportunity for clarity for the future.

Mr Vaughan stated that the Police and Crime Plan reflects our Priorities and Communities. There is continuity within my team now and once the roles within the Commissioners Team have been appointed things will become clearer.

Mr Jukes noted apologies from 11:00am.

Mr Lewis stated that all systems are currently down as planned. The outage is due to last from 09:00am – 14:00pm, there are contingency plans in place for the phones and for all staff.

Mr Michael outlined the impact of Purdah and the 5th Assembly Elections and with the elections the changes in ministers. Carl Sargeant will now have the Community Safety Brief and he will be attending the meeting with all Welsh Commissioners and Chief Constables in July. Mark Drakeford has the Communities and Local Government Portfolio and Vaughan Gething will be taking over the Health brief.

**2a) Mental Health Crisis Care Concordat**

Mr Michael explained that along with ACC Stratford they have been leading work in relation to the Mental Health Crisis Care Concordat and outlined Helen Bennetts work and the Sanctuary proposal, plans will be ready for sign off shortly. It was noted that Dr Warren and Maria Battle, Chair of the Cardiff and Vale Health Board have been working on the plans and Mike Hardy for Welsh Government will be supporting this work going forward. This work will begin in Cardiff then move forward to Swansea and wider areas.

The group noted that this work will now come under ACC Drake’s portfolio.

**3. Silver Board Reports**

1. **Change and Development Board and Performance and Delivery Board Including Bronze Board outcomes**

Mr Jukes provided the group with an update from the Silver Board meetings.

The Change and Development Board received good structured reporting from the Bronze Board Meetings highlights and key points from the Boards were as follows:

Policing and Communities Bronze Board

Early Intervention Project: A visit to Lancashire Constabulary has taken place to see what they were doing on Early Intervention in order to identify good practice that could be incorporated into work being developed within South Wales Police; a project plan would be drafted and a progress update provided at the next round of meetings.

Victims, Offenders & the Criminal Justice System Bronze Board

Child Sexual Exploitation (CSE): A summit had taken place in May 2016 to discuss CSE issues. Mr Jukes asked for a 1 year on progress report to be prepared and submitted to the next Bronze Board; followed by a progress update to the next Change and Development Board.

Developing People to Deliver Bronze Board

HR/People Strategy: An updated version of the People Strategy had been circulated to Chief Officers prior to the meeting and it was agreed that it would be important to ensure the strategy was underpinned by the ‘fixed, flexible and field’ concept.

Mr Jukes outlined the Performance update from the Joint Performance & Delivery Group, the highlights and key points were as follows:

* Members of the Joint Performance & Delivery Group agreed the importance of focussing on Violent Crime, including Violent sex-related crimes and further discussion will take place at the next meeting.
* Work with Barnardos, Child Advocates was discussed, as well as consideration of next steps; it was agreed that evaluation of the Child Advocates will be important in relation to tackling Child Sexual Exploitation in the future.
* It was noted that a root and branch review was currently being undertaken in relation to the Missing Persons Protocol and a terms of reference would be developed for the work. It was agreed that future discussions with Local Authorities will be crucial.

Mr Brace stated that the Bronze Boards are making good progress, the key is what comes next. Silver Board meetings still need to be adjusted slightly to ensure we are getting the most out of them.

Discussions took place around figures and statistics and the need to ensure the correct message is being given to the public and the opportunity to tell the story of the delivery of the priorities within the Plan.

The group discussed the importance of making the key connections and a clear single system between Bronze, Silver and Gold meetings.

**Action: DCC Jukes and Mr Brace to take forward and integrate a clear single system of escalation from Bronze Board Meetings, Sliver Board Meetings, Gold Meetings, Commissioners Leadership Team meetings and the Commissioners Strategic Board.**

1. **Governance Operating Manual**

Mr Jukes explained that the Governance Operating Manual was written before the Police and Crime Plan was finalised. It outlines the hierarchy of the Boards and Priorities. This document will develop over time, after personnel are settled. It is timely to have a governance refresh as the Bronze and Silver Boards have had time to develop,

A diagram entitled Bronze Board Governance and Reporting has been developed some key areas of the document are:

* Standard agenda items for Bronze Boards, (with an opportunity for flexibility, this will set out minimum discussion requirements to help with a consistent approach to business
* Performance pack, to provide the quantitative and qualitative information
* Project Stack, provide a holistic overview of the programme
* Project Highlight Reports, outline key project issues by exception to the Bronze Boards
* Silver Escalation Report, to present an overview of progress to the Silver Board and outline issues by exception
* Uncertainty Register, to capture the key strategic risks associated with the effective delivery of the Joint Change and Development Programme and outline the measures in place to deal with them.

Mr Jukes outlined an initial project prioritisation exercise that has been undertaken by the Joint Programme Office, which when ready will be submitted to the gold board for final ratification.

The group discussed that it would be helpful to map out the landscape to identify the delivery groups which sit underneath the Bronze Boards. Work has started in this area and will be ready over the next few weeks.

Mr Jukes updated that work is continuing in relation to developing the Territorial Policing Hub, clarity is needed around the connections with the Joint Programme Office and the Commissioner’s Office.

Mr Vaughan explained that the Governance Manual was a point in time and agreed that the refresh was now needed to clarify the links between the current plans and current activity to enable clarity and subdivision of workloads.

Discussions took place around once clarity has been provided around the new structure, the governance can be reflected in the agenda for the Strategic Board meetings. The board noted that once the governance refresh has been completed internal communications will also need to be looked at to reflect the changes.

**5. Other reports and decisions.**

**C) HMIC Vulnerability Report**

Mr Jukes provided the group with an update on progress following the HMIC PEEL Police Effectiveness 2015 (Vulnerability) inspection of South Wales Police. The inspection focused on the following areas:

* How well does the force identify those who are vulnerable and assess their level of risk and need.
* How well does the force respond to vulnerable victims
* How well does the subsequent police action and work with partners keep victims safe
* Howe well does the force respond to and safeguard specific vulnerable groups

The final report was published on December 15th 2015 and assessed the force as requires Improvement in relation to how we deal with vulnerable people. It was noted that the national picture showed that HMIC assessed 12 forces as Good, 27 forces as Requiring Improvement and 4 forces as Inadequate.

There were 4 areas for improvement identified by the HMIC for South Wales Police. These are:

* The force should improve its initial response to incidents by ensuring that call handlers complete assessments of threat, risk and harm to appropriate standards and consistently record them on force systems
* The force should improve its investigations of cases involving vulnerable victims, by ensuring that cases are allocated to officers with the appropriate professional skills and expertise to carry out such investigations and these are effectively supervised.
* The force should improve its response to persistent and repeat missing children and those children at risk of sexual exploitation by developing its understanding of the scale and nature of the issue and ensuring effective oversight of safeguarding activity.
* The force should improve its response to domestic abuse by ensuring that it provides victims of cases assessed at standard and medium risk with an effective and consistent safeguarding service. The force should further review its domestic abuse policy and the interpretation of it by frontline officers, to ensure that appropriate action is taken against perpetrators of domestic abuse. The force should also ensure that it has processes in place to assess and refer public protection notifications in a timely manner.

In December 2015, Chief Officers commissioned a review of the suite of recommendations emerging from the various HMIC reports across the vulnerability spectrum.

Mr Jukes explained that we have in place a very good broad action plan, the final report was presented to the Chief Constables Gold meeting in May 2016 with 40 recommendations that were agreed. It was noted that the HMIC will be back in force in the autumn to revisit our approach to vulnerable people as part of their PEEL effectiveness inspection.

Mr Lewis stated that meetings have been ongoing with BCU Commanders and Department Managers to accelerate the key areas of work and work with partners and the Commissioners team to help us deliver these recommendations.

Mr Michael updated the board in relation to a letter written to HMI Wendy Williams outlining the idea that the inspections are needed in line with the priorities within the Police and Crime Plan. Mr Michael noted the very positive joint working within the report.

Mr Vaughan explained that we are aware that HMIC will be in force in the autumn but there is a need for a wider communication piece to make sure everyone is aware of the visit. Mr Vaughan noted the excellent work by the Force, Commissioners team and partners in these areas has moved on since the report.

**d) Communications Update**

Ms Llewellyn provided the group with an update on Communications activity over the last period. Reporting has been aligned to the Bronze Boards. Ms Llewellyn noted that there is still work ongoing in some areas that the Communications Team may not be aware of and work is ongoing in these areas.

Ms Llewellyn stated that the Communications Strategy document will be ready and on the agenda for the next Strategic Board Meeting.

Ms Llewellyn updated the group on newsletters, through profiling work 46 ‘priority’ wards of 232 have been identified for the force wide rollout of the newsletters. The rollout has now commenced in Eastern, Western and Central BCU’s. Northern BCU currently awaiting the conclusion of the pilot initiative before refinement of content and extension of the initiative across the BCU. The content of the newsletters focusses on action to deal with local concerns as well as appropriate signposting to partnership agencies and 101 to raise awareness and encourage reporting of incidents.

Ms Llewellyn noted that as the Hub review is progressing to implementation and the communications requirement is significant, the communications team are therefore continuing to support the work stream requirements and a briefing document which outlines the proposals for the future and timescales is being drafted.

The group noted the many campaigns ongoing within the force. Including the Know the Score campaign, South Wales Police is part of the policing operation linked to UEFA EURO 2016, the Know the Score campaign will target sporting enthusiasts heading into night time economy venues throughout South Wales and travelling to France.

The board was updated that the promotional work to align with the code of ethics to our values was completed ahead of the HMIC visit, along with the ongoing promotion of monthly ethical dilemmas.

Discussions took place around social media. Training has been provided by the Communications Team to a number of teams since the last update to help improve public engagement via social media. Within Central BCU plans are currently being put in place to host the first local level Twitter chat on the BCU #AsktheInspector.

Mr Michael noted from the report a letter outlining the possibility of changes to the All Wales School Liaison Programme as a consequence of the ongoing review to be sent to all Head Teachers within the force area, will need to be drafted jointly.

**ACTION: Joint letter to be drafted and sent to all Head Teachers within the South Wales Police Force area.**

*Mr Jukes and Ms Llewelyn left the meeting at this point.*

**4. Financial Update.**

Mr Hussain provided the group with a financial, value for money and procurement update.

Mr Hussain summarised the annual return and stated that South Wales Police procurement is in the top quarter being 4th in the Country at the moment. It was noted that procurement is very positive.

Mr Hussain explained that the Wales Audit Office are now conducting a procurement landscape review across Wales which will look at 4 key areas:

* Arrangements for public procurement
* Appropriate arrangements
* Financial Benefits
* New Legislation being addressed

The group noted that the Annual Statement of Accounts has tight timescales and that all 4 forces have to ensure the report on collaboration is consistent and work is underway and is continuing with all forces on this.

Mr Hussain stated that at the end of this month we will be able to sign off the draft accounts.

**5a) Gender Delivery Plan.**

Mr Michael introduced The South Wales Police Delivery Plan for Female Recruitment, Progression and Retention. The plan was developed jointly by Hannah Jenkins from the Commissioner’s Office and Joe Makin for South Wales Police.

Ms Jenkins outlined the delivery plan to the group and thanked Joe Makin, Lisa Gore Chair of the Female Police Association, Jacqui Johnson and Jan Wainwright for all of their help and work on the plan. There are three key themes that the delivery plan addresses:

* Encouraging women to join us and progress
* Promoting a supportive working environment
* Promoting women’s health and wellbeing.

Within the plan these three themes each have a set of outcomes and indicators.

Ms Jenkins explained that this is a balanced report and a positive way forward.

**ACTION: Mr Milton and Dr Warren to provide any comments and feedback to Ms Jenkins.**

Mr Milton stated that it will be helpful to communicate the delivery plan as it is now, we have worked closely with Ms Jenkins on the plan, the monitoring data and governance process now needs to be put in place around the document. Mr Milton noted that he is very confident in this document.

Dr Warren stated that parts of the document are quite revolutionary and noted the excellent work by Hannah Jenkins and Joe Makin. It was noted by Dr Warren that Chwarae Teg and Academi Wales will be contacted as an external critical challenge.

Mr Vaughan stated that he is very happy with the plan and thanked everyone involved in the process.

Mr Michael agreed with Mr Vaughan and asked the group if all were happy with the document.

The group agreed all happy with the document.

*Ms Jenkins left the meeting at this point.*

 **5b) Demand Project update report.**

Mr Lewis provided the group with a copy of the report.

**ACTION: Mr Lewis to circulate an electronic copy of the report to the group after the meeting.**

Mr Lewis outlined the National Demand Reference Group which is led by Chief Constable Steve Finnigan. The Group has representatives from 23 forces, including South Wales along with the College of Policing, Police Federation, Local Government, HMIC, Home Office and academia.

5 working groups were created there were:

* Setting the National Approach: This group is aimed at achieving a considered and consistent approach amongst forces in terms of how we define, record, measure and present the demand we face.
* Predicting Demand: This group is aimed at making recommendations that will move the service from a purely reactive approach to demand to a position where we can predict the demand we are likely to face.
* Resourcing and Productivity: This group is aimed at ensuring that our focus is not just on demand, but also on supply, looking to make the most productive use of the resources that we have.
* Demand Management and Capacity: This group is aimed at assisting forces in better managing demand.
* Communications and Engagement: This group is aimed at pulling together the various strands of the project to try to develop understanding of demand and its context.

In addition to these 5 a groups an additional task and finish group was also to set up to inform the funding formula. An update from each of these groups is due shortly.

Mr Lewis provided the group with an update on the All Wales Work, ACC Stratford was asked to create an All Wales Demand Board to provide an opportunity for forces to discuss strategic demand issues and to learn more about the nature of demand on the four Welsh forces. The first meeting of this board took place on 6th June with representations from four forces.

It was noted that ACC Lewis is the new lead for demand in South Wales Police.

Mr Lewis explained that the board has seen a number of collaborative initiatives agreed, for example:

* A consistent methodology to support further exercises to quantify a “day in the life”
* Creating a common website architecture for all three forces
* Improving the prediction of mental health demand
* Online platform for relevant local government officers to pass on information to the police.

Mr Lewis provided an outline to the group in relation to the process evolution software.

Mr Lewis noted that locally all of the recommendations from the 2day in the life2 exercise have been incorporated into each of the bronze boards.

Mr Lewis outlined further work planned including:

* A further demand day for the Public Service Centre
* A review of the Forces unseen and complex demand
* The predictive Policing Project which is a collaborative project with Gwent Police, a technological solution is being developed that can be used to predict demands on policing at a ward, BCU and Force level.

**ACTION: Mr Lewis to provide the names of Welsh Government representative to Mr Michael**

**5e) Action Points and matters arising from previous meeting on 23rd March 2016.**

The group noted that action 2016 03 23 2 All to prepare and submit papers for the Strategic Board at least a week in advance going forward, would be carried forward and applied from today.

It was noted that action 2016 03 23 4a was deferred until after the elections, now that elections are complete letter to be sent to Carl Sargeant and Mark Drakeford.

**ACTION: Letter regarding PCSO delivery to be drafted to Carl Sargeant and Mark Drakeford.**

Action point 2016 03 23 5d was deferred until the end of the year as it was noted that the Ethics Committee was still in the early stages and had not received any live cases as yet, the next meeting is on 20th July. It was noted that once the committee had settled in place there will be forthcoming reports and that once a year the Chief Constable and the Commissioner would meet with the Ethics Committee.

**5f) Joint Risk Register Update.**

Mr Hussain explained that the South Wales Police risk management process had continually evolved over the past 7 years, whilst the approach has demonstrated good practice it has been recognised that the approach has plateaued and a change is required to improve our understanding and effectiveness of risk management.

Mr Hussain outlined some of the processes that would benefit from a refresh:

* The register focuses on negativity and by default could miss the opportunity for capturing positivity of potential outcomes.
* The content is stale which does not encourage challenge or discussion.
* The risks whilst assessed for severity are not measured against risk appetite and there are areas where the organisation can tolerate and accept higher risk.
* The current register whilst comprehensive, provides little governance assurance recognition where as in practice there are significant good governance processes in place to prevent unplanned adverse outcomes.
* The current process would benefit form a clear escalation protocol to enable Gold group and the Commissioners Strategic Board to address cross cutting concerns.

Mr Hussain explained and outlined the new template to the group. The new template will have 1 page for each Bronze Board and a space for any decision required and need for escalation comments can be added. The Governance Framework is in 3 key areas Operational, Management and Independent. The template has a critical review and is supported by academic research, it seeks to address the identified improvements. The template has been road tested at the Using our Resources to Deliver Board and is endorsed by the Board for wider adaptation.

It is recommended jointly by Mr Hussain and Mr Petty that the revised Register of Uncertainty be adopted by the programme Boards and the Bronze Boards.

Mr Vaughan updated on discussions around the Register of Uncertainty template at the latest Gold meeting, this is a good document and a great starting point that we can develop from.

The group discussed the title of the register and the use of the risk or uncertainty.

Mr Michael stated that Mr Petty will now discuss further with the Commissioners Leadership Team and feedback will be provided shortly.

**ACTION: Commissioners Leadership Team to discuss the Register of Uncertainty and provide feedback to Mr Hussain.**

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

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

Mr Michael noted that the new pattern of meetings with local authorities will be underway shortly, the meetings will now be 3 times a year instead of quarterly. A meeting has been held with all of the BCU Commanders which was very productive to set the scene in each BCU. At each meeting with the local authority, myself, Chief Constable, relevant Assistant Police and Crime Commissioner and BCU Commander will attend going forward to provide a strategic overview.

There is no report from these meetings as yet, the first meeting is due next week, will report back to next board meeting with a further update

**Part 3 – Items raised by report**

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

Mr Michael noted that the results of the Police and Crime Commissioner Elections 2016 has changed the geography of the APCC.

Mr Michael updated that there will be some changes within the Commissioners Leadership Team, interviews are currently ongoing and an announcement will be made shortly after appointments.

Mr Brace noted the positive results of the triage project and referred the group to the copy of the one year report for further information.

Mr Michael noted some events attended:

* Cardiff University Police Science Institute Event
* Niche Conference
* Police Federation Annual Conference
* APCC National Anti- Trafficking and Modern Slavery Network
* Womens Empowerment Roadshow 2016

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

Mr Vaughan noted that the months ahead are busy with a number of major events happening across the force area.

April and May 2016 saw in excess of 80 events such as premiership and championship football matches, Welsh Union Rugby, Public Military Events, concerts and the 2nd Velathon.

June 2016 will have in excess of 40 events such as concerts, music festivals, UEFA European Championship 2016 and The Royal Opening of the Senedd.

It was noted that the force is becoming closer to utilising body worn video and ACC Lewis will be arranging a meeting shortly with the Commissioners Team to update on the progress.

**ACTION: Mr Lewis to arrange a briefing for the Commissioners Team.**

Mr Vaughan outlined the latest victim satisfaction data, very encouraging results.

**9) Association updates**

Nothing to note.

**10) Update on Welsh Government Meetings**

Nothing to note.

**Additional discussion**

Mr Michael asked the board if there were any additional items to note.

Ms Warren explained that she is now part of the Tata Steel Steering Group, happy provide update paper if required.

Mr Lewis stated that there is a period of high demand operationally and noted the hard work of the front line.

Mr Hussain outlined discussions with Gwent in relation to 111, support also from Vaughan Gething, and would like to engage in discussions as soon as possible, more than happy to help take this forward.

**ACTION: Mr Hussain to provide an update note to Mr Michael.**

**ACTION: Mr Michael and Mr Vaughan to discuss 111 further with Gwent and Vaughan Gething**

Mr Thomas noted the All Wales Policing Group meeting is due shortly, which will be the first of the year and chaired by South Wales.

Mr Michael noted that this Strategic Board meeting is the last board that Ms Carr will be in attendance before her departure to her new role with the Future Generations Commissioner’s Office. Mr Michael and the group noted thanks to Ms Carr for all of her hard work and contributions whilst working with South Wales Police.

Ms Carr thanked the board and noted that she is proud to have worked here and thanked the Commissioner’s Office and South Wales Police for the fantastic opportunities.

**Next Meeting**

The next Commissioner’s Strategic Board meeting would be held on Thursday 6th October 2016.

## Action Table

|  |  |  |  |
| --- | --- | --- | --- |
| Action Point: | Action | Assigned To | Update |
| 2016 03 23 5d | Action carried forward.Report from Ethics Committee to be provided to the next appropriate Commissioners Strategic Board  | Chief Superintendent Jonathan Edwards | Carried forward – deferred until the end of the calendar year. |
| 2016 06 14 2 | 2016 03 23 2 noted and carried forward from previous actions. All to prepare and submit papers for the Strategic Board at least a week in advance going forward. | All |  |
| 2016 06 14 3a | Mr Jukes and Mr Brace to take forward and integrate a clear single system of escalation from Bronze Board Meetings, Sliver Board Meetings, Gold Meetings, Commissioners Leadership Team meetings and the Commissioners Strategic Board. | Mr JukesMr Brace |  |
| 2016 06 14 5d | Joint letter to be drafted and sent to all Head Teachers within the South Wales Police Force area.  | Communications  |  |
| 2016 06 14 5a | Mr Milton and Dr Warren to provide any comments and feedback to Ms Jenkins on the Gender Delivery Plan. | Mr MiltonEmily Warren |  |
| 2016 06 14 5b | Mr Lewis to circulate an electronic copy of the demand project update report to the group after the meeting. | Mr Lewis |  |
| 2016 06 14 5b | Mr Lewis to provide the names of Welsh Government representatives on the National Demand Reference Group to Mr Michael | Mr Lewis |  |
| 2016 06 14 5e | Action recorded 2016 03 23 4a Letter regarding PCSO delivery to be drafted to Carl Sargeant and Mark Drakeford. | Mr Thomas | Action was deferred at previous meeting until after the elections when Government portfolios would be confirmed.Letter can now be drafted as per action. |
| 2016 06 14 5f | Commissioners Leadership Team to discuss the Register of Uncertainty and provide feedback to Mr Hussain. | Commissioners Leadership Team |  |
| 2016 06 14 8 | Mr Lewis to arrange a briefing for the Commissioners Team on body worn video | Mr Lewis |  |
| 2016 06 14 additional discussion | Mr Hussain to provide an update note on 111 to Mr Michael.Mr Michael and Mr Vaughan to discuss 111 further with Gwent and Vaughan Gething  | Mr HussainMr MichaelMr Vaughan |  |

## Decision Log

|  |  |  |
| --- | --- | --- |
| 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 &14.06.2016 |
| The South Wales Police Delivery Plan for Female Recruitment, Progression and Retention.  | The group noted the document. | 14.06.2016 |