**Attendees**

Alun Michael– Police and Crime Commissioner (Chair)

Peter Vaughan– Chief Constable

Matt Jukes– Deputy Chief Constable

Jeremy Vaughan – Assistant Chief Constable

Jon Drake – Assistant Chief Constable

Umar Hussain– Chief Finance Officer

Nia Brennan– Head of Joint Legal Services

Mark Brace– Assistant Police and Crime Commissioner

Bonnie Navarra– Assistant Police and Crime Commissioner

Lee Jones – Assistant Police and Crime Commissioner

Cath Llewellyn– A/Director of Corporate Communications

Richard Watkins – Corporate Communications

Michelle Cooper – Staff Officer Police and Crime Commissioner

**Minute Taker**

Harry Hendricks – Staff Officer (Police & Crime Commissioner)

**Agenda**

**Part 1 – Standing items**

1. **Apologies for absence**

Apologies for absence were received from Chief of Staff to the Police and Crime Commissioner Cerith Thomas, Geoff Petty – Treasurer, Richard Lewis – Assistant Chief Constable, Mark Milton – Director of Support Services.

1. **Immediate and urgent items**

2.1 Mr Michael notified the board that Emma Wools would be joining the Police and Crime Commissioners Team as the new Deputy Police and Crime Commissioner over the coming weeks. Lee Jones was also welcomed into his new role as one of the Assistant Police and Crime Commissioners. Mr Michael highlighted that there had been strong developments coming from work undertaken in the Bronze Boards and these were beginning to form strong working relationships between the Assistant Commissioners and the Assistant Chief Constables.

2.2 Mr Michael updated the board regarding the refresh of the Police and Crime Plan and emphasised that during the next twelve months the plan needed to be kept up to date and relevant to our objectives and delivery. The public service boards provide an opportunity for South Wales Police to ensure that our issues are kept at the forefront of the agenda.

Mr Michael had spoken to Carl Sargeant with reference to ‘save confident communities’ to ensure that this was also reinforced with the public service boards to be raised as an item for discussion.

**ACTION: Mr Michael to write out to the Public Service Board’s to inform them of this push to ensure that ‘safe confident communities’ are kept as a theme for the Boards.**

2.3 Mr Michael updated the board on the progress of the refreshing of the Youth Offending Teams, there had been a reduction in first time offenders and their subsequent re-offending. The 18-25 project had had the first indications from the pilot undertaken in Bridgend. Mr Michael had spoken to Keith Towler earlier in the week and the feedback received was that the impacts of the 18-25 interventions have had a massive positive impact already. The evaluation taking place would be invaluable, there was also a further requirement for funding from partners in order to sustain the project. The Child Advocates were also showing positive results however, ensuring that the finance was sustained and continued was a constant issue.

2.4 Mr Vaughan mentioned that Matt Jukes would be taking more of an active approach with the Commissioners team during the next few months. A visit by Mr Vaughan that took place with Cardiff Council during the week has firmly reinforced our representation and provided assurance that South Wales Police were viewed as being one of the key stakeholders.

2.5 Mr Hussain provided an early notification that the Police Innovation Fund may disappear but the funding would instead move into the Transformation fund. This would be the vehicle to provide collaboration and local working. Mr Michael discussed the difference between the two funds and highlighted that there was a requirement for match funding for the innovation fund.

Mr Vaughan confirmed that Mark Bellis would be the Policing representative for the fund, this would be raised at the All Wales Policing Group next week. Mr Michael added that the Commissioners had agreed that Arfon Jones should represent the four forces, there was also a group of Commissioners treasurers. Mr Hussain suggested that it would be helpful to write to the All Wales Policing Group on this matter, there was concern that the specifics were not lost within the conversations taking place.

**ACTION: Mr Vaughan and Mr Michael to raise with the All Wales Policing Group that Mark Bellis will be acting as the Policing Representative.**

**2.6 Protected Personal Carriers collaboration agreement**

A request that items that had been sent to the Commissioner without sufficient time for due diligence and care when signing the documents. Mr Vaughan expressed that this is a good opportunity to highlight the upcoming items and a list can be passed to Mr Michael as early as possible outlining the contracts which need to be viewed and signed off.

**ACTION: Upcoming items requiring signatures to be circulated to Mr Michael as early as possible.**

* 1. **2.7 Home Officials visit to South Wales Police**

The Home Office had requested discussions with the Commissioner and the Chief Constable followed by a visit to South Wales Police with something actively involved and operational. Mr Michael suggested that a series of three minute presentations to Nazir Afzal worked well and gave a good overview. It was further suggested that something similar could be presented to the Home Office representatives.

Jon Edwards added that an overview of fusion could be presented given the current energy surrounding this and due to the receipt of Welsh Government funding. Mr Michael confirmed that there had been no date set yet for the visit, although the Home Office initially requested a date within the next two weeks, therefore we needed to view this as an opportunity to highlight what the finances were being used for. Jon Edwards confirmed that despite the lack of funding, the scale of our ambitions had not been dampened.

Mr Vaughan summarised that South Wales Police could have rushed to get money for our body worn video, but instead we approached it with care and looking for how we could make the best use of it.

1. **Silver Board Report**

Mr Michael raised two items; Operation Liberty and the Missing Persons Child Advocacy Service these both recognised the power of the headline statistics particularly with the interest from Carl Sargeant.

* 1. **Escalated issues from the Silver Board**

Matt Jukes expressed that the apprenticeship levy was a concern, as an employer we would be levied for the cost of providing apprenticeships. Mr Michael had written to Carl Sargeant personally and copied to the other three Welsh Commissioners on this issue. Mr Jukes highlighted that we had a good track record with apprenticeships with staff and officers serving in the force from it.

The second issue was the progress of the code of ethics, the project phase of this was complete and had been rolled into our business. Mr Michael clarified how and where this would sit in the Bronze Boards, Jon Edwards indicated that we still had the Independent Ethics Committee and other forces were interested in how we had implemented ethics throughout the force. Within a year the approach to ethics had improved tenfold.

* 1. **Performance**

The headline for Liberty was that we are acknowledging the challenges faced when dealing with vulnerable people. Across most of the issues which had been raised by frontline officers, there was a lack of awareness of the work in which we were doing to combat these issues such as missing children and mental health.

Jon Drake confirmed that we now had a bi-weekly structure to try to amend and address some of the issues raised by Liberty, this will in turn help to filter down to the frontline staff. Matt Jukes raised the Gold Board Overview which was now on Connect and the fact that there would hopefully be a similar piece for the Commissioners Strategic Board.

The mental health concordat was a work in progress, there would be a challenge to see a better response from health partners. Mr Michael responded there was a problem with the sanctuary proposals within the Cardiff Health Board and highlighted that those within A&E had been positively engaged but there was room for progression. The escalation of this was appropriate and it should be kept at the top of the agenda. Reflected on this, Matt Jukes added that the daily numbers of those suffering from mental health issues within custody was still a reality and dealing with this is an area of importance.

Sickness absence and wellbeing was raised. There remained a decline in attendance and capacity in work and a significant increase in mental health issues. Matt Jukes suggested that this was a shift away from categorising mental health incorrectly. There were a number of working groups due to take place over the coming weeks to aim to address some of these issues. Mr Vaughan had sat on a divisional sickness meeting that week, it would appear that the work being done on wellbeing was progressing slowly. There were parts of our wellbeing world that were very positive and strong and others that could do with additional work. Matt Jukes added that our rates were relatively low compared to other public sector areas but we should exercise caution. Our communities have relatively poor health outcomes and as such this will affect our statistics as we draw our information from the last areas.

Matt Jukes asked the Bronze Chairs in Silver to focus on the key messages in communication and to filter some of the excess noise, there should be some priority and capacity given to the key issues and objectives. We were trying to ensure that there are two or three key messages for the Boards to carry forward.

* 1. **Delivery**

The highlights from the Bronze were presented to the board. Mr Michael added that it was important to ensure that we acknowledged crossover and co-working and it was reassuring that the important issues were being brought to the top.

There were no issues highlighted by the chairs of the Bronze Boards for the Governance Operating Manual.

Mr Michael expressed his pleasure at the work that had been done on the recent terrorism arrest within Cardiff and the communication with our communities during that time.

Mr Vaughan and Bonnie Navarra raised that the PCSO review has been underway and that the review focussed heavily on vulnerability and this provided an opportunity to reinforce the role of PCSO’s and their role in reducing vulnerability in our communities.

Lee Jones discussed the professional development policy and the wellbeing agenda, and the work that had been done. Mark Brace raised the issues of funding and communicating the work that we were doing to a wider audience.

Matt Jukes raised three issues that need to be developed within performance, there were a set of areas which we watched closely. We must understand the business benefits and the outcomes of the projects, we are now in a position where we could probably now take stock on a number of the projects. The overall performance framework now needed to go back down to a local level and then a personal level in terms of Professional Development. The exception report and the three bronze boards had well developed processes but the Strategic Policing Requirement was still an area which was difficult to develop. The Anti-Social Behaviour picture in Bronze Board one showed that there was an increase in the long term decline, we were seeking to understand this a bit better before concluding that this is a long term trend.

Mr Michael added that it was always important to ensure that we kept sight of those trends. Mr Vaughan discussed how we could keep stock of the trends over a longer period. Bonnie Navarra discussed the data and the trends within the graphs, we had developed a performance framework which looked at ASB on a wider perspective and although we had seen a slight increase, we were still lower than Gwent. On the serious issues we still came out lower than the average and with the summer average these are likely to be higher.

Matt Jukes also discussed the Post-Brexit hate crime increase, we had seen a return to the levels experienced previously and a large amount of work had gone into reinforcing our zero tolerance policy on Hate Crime. The satisfaction of victims of Hate Crime and BME crime had increased. Mr Michael responded with the fact that the reduction and the repeat was shallow and if it could be brought down then that could be positive.

Matt Jukes discussed the performance of call handling, we had experienced a difficult period with staffing and technical issues. Jeremy Vaughan discussed the figures putting South Wales at the top of the table nationally regarding contacting the force via the 999 and the 101 service. Mr Michael made the point that he had received complaints about the manner of the call handling and the attitudes of handlers. Mr Vaughan responded highlighting the fact that the handlers were there to ensure that the information was disseminated but we were focussing on the quality. Matt Jukes added that the provision of online services was going to be key going forward.

Bronze Board 3, the data displayed showed a data issue and there is work underway addressing maternity, menopause and the spike in absence of women during the seasonal periods. We were about to go to the workforce with a survey undertaken by Cardiff Met University to understand why we were seeing these features and what we could do.

Mr Michael reinforced the fact that the work being done was reassuring and good to see that progress was being made throughout the Bronze Boards.

* 1. **Governance Operating Manual**

Discussions took place regarding the work that had been put into the manual and Matt Jukes provided some alterations that were required to some elements. Nia Brennan agreed to work with Mark Brace to remove any inconsistencies within the manual, as some of the overarching manuals didn’t reference the Bronze Boards correctly. Mr Vaughan was happy for the co-chairs to be highlighted within the manual to ensure accountability and assurances. Mr Michael agreed for the work to take place.

* 1. **Review of the Police and Crime Plan and the Delivery Plan**

Discussions had taken place earlier in the meeting regarding the time frame and the alterations which needed to take place. Matt Jukes mentioned that we had a secondee to the future generations team, Matt Jacobs, who is there to provide support and to give us some understanding of what was taking place and that our plans reflect the wellbeing goals.

**ACTION: AM and Mr Vaughan to write a letter to Carl Sargeant to detail this secondment and how it will affect our goals.**

1. **Financial update report including** 
   1. **Period 5 report**

Mr Hussain provided an overview of the financial report to the board. Arising from this was at the same time as we have been making savings, there were still significant investments which needed to take place. In terms of overall revenue, we had two Transformation bids in, one regarding facial recognition and if the funding did not come through, given the Champions League football final in 2017 there would still be room to implement this.

The replacement of mobile technology was raised and this would become more of an issue with the move toward an agile workforce. Further to this, a significant proportion of our estate was beyond its economic life and newer buildings would be required.

The design of custody in Swansea was discussed. The HMIP report highlighted this and it was no surprise due to the other three upgraded custody suites. We needed to consider a replacement as a part of our wider estates strategy, currently Umar Hussain is waiting for the final report. Mr Vaughan, highlighted the fact that this was a changing theme and that Swansea was cutting edge seven years ago.

Discussions took place regarding the Swansea Custody suite and how the suite would age more and more and at this current time the pace at which this is taking place is increasing rapidly. The previous reports had always highlighted the inadequacies of our custody suites. The value for money plan was on track. The capital programme was also on track, there were slight issues with the delivery of the new HQ, Fusion and the new Dark Site project.

Mr Michael questioned whether the slowing down of the Dark Site was due to revenue or due to limitations of the IT department. Mr Hussain highlighted that the annexes were supporting of the document and provided clarity on the voluntary requirement rate. Mr Vaughan asked Umar to work a percentage of the budget to use this money elsewhere instead of staff on sickness or absence. Umar had been asked to overachieve to ensure that we are not overpaying for those individuals who were always on maternity or absent. The top of appendix two showed that we would exceed the extended target. Mr Vaughan discussed the reality of the budget and how this would reflect the changing workforce going forward.

The force contingency budget had recognised that there was potential for room to manoeuvre and that the projection to Welsh Government had also reflected this. Mr Michael asked for the Police and Crime Commissioners Team to be defined as this in the budget rather than the ‘Office of the Police & Crime Commissioner’ - this was then reflective of the joint projects and work going on between the two stakeholders.

* 1. **Annual Statements of Accounts 2015/16**

All of the financial management processes bodies had come back positively, the Joint Audit Committee suggested that the accounts came back quicker than last year and the accounts books will would be able to be closed by July instead of September. We were are currently working towards a plan that would will slowly bring us back year by year and by 2019 and we would need to accelerate this process.

Mr Michael and Mr Vaughan added that their annual discussion with the Joint Audit Committee and the feedback that came back was very positive.

* 1. **Annual Audit Letter**

The Annual Audit Letter was agreed and acknowledged by the board.

* 1. **Annual Governance Statement.**

The Annual Governance Statement has been signed off and submitted to the Wales Audit Office on time and has received positive feedback.

1. **All Wales issues**
   1. **Devolution of policing**

Mr Michael highlighted that the four Police and Crime Commissioners had agreed a statement on the devolution of policing and the powerful statement was unanimously agreed. Essentially it stated that the devolution of policing was inevitable but as to when it would happen was an ongoing process. It was about ensuring that everything from inspection and complaints were planned for. Mr Michael highlighted that we had received a positive response from Karen Jones and positive engagement from Carl Sargeant and that progress had been made. Mr Hussain raised that the last issues of the funding formula that came through were due to deny Wales £45million in grants, devolution should therefore be discussed ensuring that devolution should take place on the right financial settlement.

**ACTION: Mr Michael and Mr Hussain to discuss the financial settlement for Wales.**

* 1. **All Wales Deputy Chief Constable**

Mr Michael discussed the fact that the appointment of an All Wales Deputy Chief Constable had been put on hold, there was room for engagement with operational roles of WECTU and other collaborative projects. There should be a change in the unit of Welsh Government to represent the whole of Welsh Policing, we were on the verge of making that appointment and that would be a much more significant development as a result. Mr Vaughan suggested that the biggest move to have taken place was the way in which the Commissioners were now working and that there is a general consensus on issues going forward. The new structures meant that this was much more do-able, hopefully we should make progress at the next All Wales Policing Group meeting on Tuesday the 11th of October. There were still details to work through over the coming weeks and months.

* 1. **Future arrangements**

Mr Michael suggested that we were moving towards sharing of work with other forces, however, we should express caution in sharing this work before we have undertaken the actual work required. There was a challenge in moving together without causing problems and that we had laid good foundations within South Wales.

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

Cath Llewellyn provided a long list of communications activity including the Cold Caller’s campaign, the talk initiative and the club crew campaign. There was lots planned moving forward to Anti-social behaviour, get safe online and the child advocates. Finally the health and wellbeing agenda would be coming to fruition during the autumn period. There had been big changes in the team, the entire news team was new and that would take time to settle. In terms of communications on a broader perspective, some of the activity in the report did not directly read across to the Bronze and Silver Highlights. There were two recommendations outlining the communications activity at the beginning to the Bronze Boards and clarifying this moving forward. Cath Llewellyn suggested whether there was actually a need for the long report and instead shouldn’t this be amalgamated into the silver report?

From a strategic perspective, the internal communications needed to be a focus going forward and hopefully an update can be provided at the next board. Lee Jones suggested that there was work to do going forward and try to move away from being reactive and being careful not to dilute the message.

Mr Vaughan and Matt Jukes had a long meeting discussing the report and took a great deal of reassurance from this. There was still a requirement for the group to look at communications on a strategic basis, it then moved to communications on a daily basis rather than a separate strand. Mr Michael expressed a great deal of confidence within the communications team and the social media activity, there was a large amount of resonance between the particular teams.

DCC Jukes praised the communications team and that there was consistency currently across the board. There still needed to be news management on a 24 hour basis due to the operational needs. Moving to internal communications there needed to be a mechanism to ensure that key messages were passed effectively.

Mr Michael also added that the partnership working between South Wales Police and GetSafeOnline had been good to see.

* 1. **Action points and matters arising from previous meeting**

The action points from the previous meeting were discussed, Mr Michael requested that the action regarding a letter to be sent to head teachers be tracked. The demand project was circulated, Jon Edwards examined whether there were increased benefits in collaborative working within the health sector. A letter regarding PCSO activity was drafted, Mr Michael discussed the fact that there was no will to stop the funding of PSCO’s in Welsh Government, despite this, we should be more vociferous to ensure that Welsh Government funding was taken.

**Action: Mr Michael to invite Carl Sargeant to attend a session or a meeting to discuss PCSO’s.**

Bonnie Navarra raised concerns that funding may not be cut completely but may steadily decrease and we should be forward looking to track this.

The move from the Ambulance Service into Headquarters was discussed, Matt Jukes attended a WASP meeting and the feeling was that the Ambulance perceive that there should be clarity over the amount of Welsh speaking staff and clarity on Welsh Language.

* 1. **Register of Uncertainty**

Mr Hussain discussed the fact that this was now deeply embedded within the Bronze Boards, Item 6 on the update report was raised regarding any items for escalation. The approach to implementing MASH was raised, there was a requirement for additional partners in Cardiff, heading further West to Neath and Swansea there was a need for consistency. The estates strategy needed to address issues on health and safety and finally the apprenticeship levy which was previously discussed.

Mr Michael discussed the inconsistencies of MASH, Bridgend’s is keen to move, the new leader was Huw David and this would be positive moving forward. Swansea and Neath Port Talbot was a difficult area, work had taken place using a different approach. Jonathan Drake discussed this work and how we can better utilise the area going forward. Bonnie Navarra raised the contact that she had had with the BCU commander and how this could be progressed further. Jon Edwards added that we were keen to get MASH to work and be implemented in Neath Port Talbot.

**Action: A grid to be developed looking at the benefits to the partners.**

Mr Hussain discussed the apprenticeship levy and made the recommendation that even if the levy didn’t come into action that this was the way in which we were heading.

* 1. **Minutes of the Joint Audit Committee**

The minutes of the Joint Audit Committee were acknowledged.

* 1. **Joint Audit Committee Annual Report**

Mr Hussain picked up on the committee’s overall positive comments and also noted that, there were some areas for improvement which had been identified on the last page of the report. The committee believed that partnership and communication were key to working within the organisation.

Mr Michael discussed the collaborative working and the agreement that was made regarding this, the audit committee may have issues with this and we should identify from an early point as to whether something was working rather than wait for a longer period of time.

The collaborations that the force had were raised by Mr Vaughan. Nia Brennan confirmed that our agreements fitted in with section 22 agreements and that the NPCC were looking widely at police collaboration currently. The chair of the joint audit committee was used to the environment of the 101 service and that this history had caused problems.

* 1. **Report on body worn video cameras**

Jon Edwards discussed the body worn cameras, despite the slow start, as previously mentioned by the Mr Vaughan, we were now getting to a point where we would be above the rest of the forces. The costs incurred had been reduced and the numbers of the cameras had been raised, there had been around 200 cameras for the Joint Firearms Unit. The financial investment was almost ready to go and in around a week or two we would be ready.

Mr Michael queried the annual licence fees and the purchasing and whether discussions had been made with the Police ICT Company, which hadn’t. The Police ICT Company had worked to reduce license fees, we had entered with Dyfed Powys to try to reduce the license costs. Jon Edwards highlighted that the timelines that the implementation would have taken place, we have embedded the storage within the agreement and at a significantly reduced cost. Mr Michael requested an update with the ICT Company going forward. Discussions took place regarding Gwent and their contract and in the longer term Gwent may look to be included within our agreement.

**Part 2 – Items raised by exception**

1. **Commissioner and Chief Constable’s meetings with local authority Chief Executives and Leaders**

There had been issues with the requirement of BCU Commanders at Local Authority meetings and it had been decided that the Assistant Commissioners would attend and that there would be no requirement for the BCU Commanders to attend due to the existing level of contact on a daily basis.

1. **Public Service Boards**

Mr Vaughan and Mr Brace discussed the Public Service Boards and the changes that had taken place.

1. **Update on Welsh Government and all Wales meetings – Commissioner and Chief Constable**

Mr Michael recognised that we now had a social landlord vulnerability steering group in Welsh Government, and that Bonnie Navarra was providing a direct line to the office with her secondment taking place one day a week.

**Part 3 – Items raised by report**

1. **Commissioner’s team update report**

The Board noted the report, Mr Michael clarified the decisions contained within the report and the Welsh Language Compliance Notice. Mr Vaughan headlined the implications of the notice and suggested that there was an appeals notice and to be clear about the implications of this notice. Work was ongoing within this area at the Welsh Language Board. Mr Michael and ACC Vaughan discussed the lack of clarity contained within the notice and the Welsh policing perspective that would arise out of this compliance notice.

The decision regarding Neil Pitman was linked to the departure of John Stratford.

1. **Chief Constable’s update report**

The report was noted by the board. Mr Vaughan raised item 5 regarding child protection and the excellent work that had come out of this area.

An update on the items escalated from the Gold Board, in particular the Joint Scientific Investigation Unit recruitment. The Organisational Change required a process of reviewing work streams and insuring that the policy was up to date. Investigative Resources highlighted barriers to the CID departments and the new risks experienced by officers, Paul Hurley woauld become the new Head of Profession to provide a single point of contact for guidance and best practice. The internal fuel pump on the site would be decommissioned and fuel would be obtained from alternative sources.

Mr Michael commended the work which had gone on in the past year as a result of our performance in the top employers list.

1. **Association updates**

There was nothing of note.

1. **Update on Welsh Government Meetings**

There was nothing of note.

The next Commissioner’s Strategic Board meeting would be held on 29th November 2016 in Conference Room, Cardiff Central Police Station.

## Action Table

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| Action Point: | Action | Assigned To | Update |
| 2016 10 06 2 | Mr Michael is going to write out to the PSB’s to inform them of this push to ensure that ‘safe confident communities’ are kept as a theme for the boards. | Alun Michael |  |
| 2016 10 06 2 | Mr Vaughan and Mr Michael to raise with the All Wales Policing Group that Mark Bellis will be acting as the Policing Representative. | Peter Vaughan & Alun Michael |  |
| 2016 10 06 2 | Upcoming items requiring signatures to be highlighted to Mr Michael as early as possible. | Peter Vaughan |  |
| 2016 10 06 3e | Mr Michael and Mr Vaughan to write a letter to Carl Sargeant to detail this secondments and how this will affect our goals. | Alun Michael & Peter Vaughan |  |
| 2016 10 06 5a | Mr Michael to invite Carl Sargeant to attend a session or a meeting to discuss PCSO’s. | Alun Michael |  |
| 2016 10 06 5a | Mr Michael and Mr Hussain to meet to discuss the financial settlement for Wales | Mr Michael & Mr Hussain |  |
| 2016 10 06 5b | A grid to be developed looking at MASH and the benefits to the partners. |  |  |

## Decision Log

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| --- | --- | --- |
| Subject | **Decision** | Date of Decision |
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