



POLICE AND CRIME COMMISSIONER FOR BEDFORDSHIRE STRATEGIC BOARD MINUTES

23 March 2021

Confirmed with	Clare Kelly, Chief Executive, OPCC (CK)
	Garry Forsyth, CC (GF)
	Trevor Rodenhurst, DCC (TR)
	Sharn Basra, Assistant Chief Constable (SB)
	Rachael Glendenning, CC Staff Officer (RG)
	Wayne Humberstone, Delivery Manager OPCC (WH)
	Katie Beaumont, Transparency Manager (KB) – Official Log

<u>ITEM 1 - WELCOME & MINUTES OF MEETING HELD AND FOR AGREEMENT AND MATTERS ARISING</u>
<p>CK welcomed the board members to the March Strategic Board meeting. Minutes of the February meeting were discussed and accepted by the Board.</p>
<u>ITEM 2 – ACTIONS FROM PREVIOUS MEETINGS</u>
<p>STANDING ITEM:</p> <p>Please see the Strategic Board action log. The action log was updated accordingly.</p>
<u>ITEM 3 – PERFORMANCE FOCUS</u>
<p>3.1 Crime performance figures</p> <p>CK explained to the board that she wishes for the core messages to be reviewed and for them to be covered in the early Strat Boards with the New PCCs. We need to be clear and to land messages with the new PCC. CK wants to ensure that the PCC is clear with the demand.</p> <p>GF stated this would be really helpful.</p> <p>Discussions were had about changing the Strategic Board date to another available as the CC would not be available for the proposed date. CK stated that PW responded saying there was no other availability to do the Strat. CC believed there was room for Strat Board on the Thursday, CK explained that BCH is on that day also, she would not advise to have Strat on the same day.</p> <p>CK asked if the board if they were happy not to go into the detail in this meeting but use the time to think of the core areas to deliver in May, CK explained that she wanted which ever topic is driving performance board to be front and centre delivered to the new PCC.</p>



SB explained that the April focus, is the year in reflection which may a good start in terms of this is what the last year has looked like and this is what the next years focus will be, an overarching reflection, that should a line with the control strategy and annual priorities. CK stated she really liked that approach to show the intel led way, showing why the decisions have been made.

TR explained to CK that the board may wish to consider the incoming Special Grant in terms of things like Op Costello and showing the focus in these areas and take the opportunity to expose the threat/focus of that resource alongside the other aspects previously discussed.

CK stated she understands why this would be considered however do not want the new PCC to only focus on the 'shiny interesting things' which are put in front of them, when the early decisions need to be considered and to influence the wider piece they will need to own.

GF stated that he thinks it would be beneficial to have a session outside of Strat board to consider all aspects which need to be discussed regarding the incoming PCC and the Focus, for the Exec to sit with CK to ensure the balance is right. CK asked SB if he would like to incorporate this action in there next one to one to work out a list of topics and discuss. This was agreed.

ACTION: CK and SB to discuss next steps and focus for the Exec to deliver info on demand and performance to the incoming PCC.

CK explained to SB that she would have asked her usual questions surrounding the paper however her questions have been answered around the outcomes, warrants etc, she asked if there was anything which he wanted to raise specifically.

SB stated only one which was covered in Covid-19 Gold this morning, the overall, overarching demand piece and in particular Serious Violence, there has been an increase in February and no doubt this will continue. SB stated to give CK reassurance on how we are managing that, the Force is completing enhanced sparkler patrols and a really successful academic piece of work surrounding Op Rowan, which has been recognised nationally by the Home Office. This piece is being delivered at an event at the end of this week. SB stated that CK is acutely aware of the work being completed surrounding DA, he stated that these are the two areas of principal concern.

ITEM 4 - VERU

4.1 VERU Performance

CK stated there was no papers for this aspect, however had the quarterly report last month. CK understands the direction and is familiar and everything was agreed at the last board, however CK highlighted that we have to start looking at the exit strategy in case we are not re-funded for year four.

CK raised a particular issue that she is trying to sort out regarding VERU work premises and being moved out of the building without prior notification. CK stated that we manage things really well and it is all going through Covid Gold, so when something unexpected like this pops up, it makes individuals feel terrible and it doesn't benefit anyone.



SB stated KL has raised this to SB directly, SB has to look into the detail and is thankful of CK and her intervention. SB has spoken to KL and it will be resolved.

GF not aware of this issue. CK explained the issue to GF. Estates were not aware that VERU were based there.

SB gave CK an update on VERU, Monthly performance was delayed due to KL prepping for the Home Office visit this week. KL was outstanding on her delivery to the Home Office and SB has received really positive feedback that she is doing a great job and captivated them throughout her presentation.

CK stated that she is thrilled to hear that, she knew the event may happen but if she had received an invitation she would have loved to have seen it, but she did not receive an invitation so couldn't comment.

ITEM 5 – COMMUNITY POLICING

5.1 Community Policing Spreadsheet and info on CET.

CK explained that we were able to give the PCP full assurance on the community policing numbers. CK asked through PBB did the exec believe anything needed to be changed and if not, the numbers need to remain where they are, as all incoming candidates have been briefed on this. CK explained that she has seen Jacki Whittred presentation on the body of community policing and it looks really good. CK asked if we are going to change our narrative away from the chart to the body which was presented. GF stated he would like to, he explained the numbers of community policing are where they are going to stay, we will not be enhancing these numbers. GF stated we will struggle to keep those numbers however will seek to try and do this. GF explained this area has a lower vacancy rate however believes another piece of work needs to be completed surrounding capability and what it does and not solely on numbers. Numbers will vary throughout the year and we should be look at the capability. GF stated there is a good description through PBB to what we want our community policing to do.

ACTION: CK asked if the OPCC could get the description from PBB for the OPCC to merge it with the document which has been presented by Jackie which has already been shared with CK, so that it can be used in the PCC induction piece. GF agreed. This is for community.

ITEM 6 – OPCC Focus Request

6.1 Culture and cost (separate from usual bi monthly update)

Requested in January

CK has been through the report, she was informed by PW it is not the paper she asked for, which she agrees with, but starts a conversation at least. CK stated she does not want to lose sight of it, the ending of the paper she fully agrees with, however CK does not believe it goes into the issues that we wanted it to. It describes at a very high level about retention rates, acknowledge it isn't great and this is the issue, and the culture piece will help and support it, however the report was about understanding the cases which have happened and really getting into the data because if we look at the cases which have been passed to PSD which would not have been if we would have intervened sooner.

CK wanted the report to look at the wider piece, that we are not just looking into good behaviour, but how do we engage when something isn't right or recognising what we deem as poor behaviour and if they are influenced by other things such as Mental Health/stress.

ACTION: PW Culture paper to come back to April Board

ACTION: CK update the specials she met with on the culture work



GF stated that he is aware that the OPCC gave the exec a lot of notice, however when PW and Karena started unpicking it, the overwhelming volume of data was recognised and the exec are aware it needs to be unpicked and worked through.

CK stated that with respect, the volume in itself is a problem and there should be a continuous review of this data. GF informed CK that the Dashboard is delivered during F.E.B now, which looks at all concerns on a monthly basis. CK questioned that it could be gathered for F.E.B but not strategic Board. GF stated we couldn't until now.

CK stated that the IAG Communications meeting is later on this evening, CK did try to make the point ahead of the PCC Candidate information session that there was going to be concerns raised and there quite rightly has been. CK states that it comes back to managing expectations and specifically their involvement with the culture piece, it was explained that the Force would go back and engage with them. They had their meeting with Audrey which they appreciated however they have raised that this is too late and they should have been engaged through the process as promised at the start. CK confirmed that it is too late, she attended Luton police station yesterday and noticed posters 'You Matter' linked to response week etc up in the lifts and she is aware of how long it takes to get stuff put up and then we are engaging after that process has happened. CK said that she believes that something is fundamentally wrong with that engagement piece and she explained she would not be defending the Force within the meeting and the Force will have to take the lead with this as CK has repeatedly raised warnings to the exec.

SSID confirmed that they did email Nigel from the IAG however has found that they emailed the wrong email address and CK explained what she has learnt through partner engagement over the years, is that if you want to engage, want to hear someone's voice and have not received a response, then a call can be made not an email. There are members of the IAG that have said they wish to leave as they believe they are not being listened to or acknowledged.

GF hears what CK is saying and explained he has had direct communications with some of the individuals, however the Force did include members of the IAG in both the Focus Groups and getting feedback on the draft originally, albeit it didn't include all of the individuals, the IAG have been part to those conversations throughout, albeit I do accept that the engagement with the specific individual yesterday was last minute but we have included the IAG.

CK confirmed it has been recognised by the IAG that they have been involved in the Focus Groups a year ago, but none have received the draft back and it is coming from four individuals within the IAG not one. GF explained the draft had been fed to Mark and he gave feedback on it and it also went to Nigel as well but he did not feedback. CK stated that it is good to know so TR can feed that back tonight when asked the questions.

GF confirmed that this was also reviewed by the Chiefs Advisory Group, not in great detail but feedback was received. GF confirmed that Delphi was a part of that group and there have been opportunities to feedback.

CK asked for GF to confirm that the response to the IAG for tonight's meeting will be that the Force have engaged the IAG. GF confirmed that a proportion of the IAG have been engaged but not the IAG in its totality, like many of the Forces partners only a proportion have been engaged, like the workforce only a proportion of the work force have been engaged not all of it in its totality. GF explained that there is a desire to move it along at pace and involving a proportion of people.



CK stated that she understood and that the update was that the IAG have been engaged. TR stated that he will be there so he will be able to provide the response.

6.2 Fraud Update

CK asked if the Exec reviewed the paper before it was submitted to the OPCC. GF stated he doesn't believe it was as he only saw it yesterday. CK stated that we have been talking about Fraud for approximately a year now and she knows that the Force wanted to increase staff in that area and the 6 team members and the plan moving forward sounds great. However CK thinks the Force need to acknowledge what the paper says, that we have been failing people for years and we have not been looking at anything beyond 2 or 3 cases at a time. CK asked how has this not been raised previously in any of the Force's modelling around this crime type.

GF explained that structurally and systemically it has sat with Action Fraud and it has not been clear for the organisation. GF explained that through the reporting the Force has focussed on the vulnerability aspect of that reporting. GF stated we have not been providing a great service, its been going in to CIT and only a small percentage are being looked at. It has been identified that Fraud investigations can be long and drawn out and require a specialist capability, which we are now putting in place. We have not provided a good service and we are not unique in that; a number of other Forces are in the position.

CK explained that 'Vulnerability' has been discussed with cyber and the OPCC has been going back and forth regarding Victim Care provision and the use of Signpost. Cyber have stated they do not need Signpost to provide victim care and CK has listened to this, however CK raise serious concern surrounding how are cyber completing victim care, how are they delivering a great service victim for the victim. CK has accepted Cyber rejection of the service, she thinks it is a mistake however will allow time for the new team to be imbedded and for the Force to sort that aspect out.

GF stated that he doesn't believe that is the right thing to do either and asked SB why wouldn't we want Signpost?

SB stated within the report which has been submitted for Strategic Board, there is a process chart within the report, one of the roles within the model is the DS and they will be that triage function and there is three aspects to that role:

1. Cyber Protect
2. Investigation in terms of allocation
3. And most important is victim care

Within the process map within the paper there is a definite link to Victim Care and referrals to Signpost. They are committed to working with Signpost.

CK has email chains highlighting cyber do not need Signpost and that they are doing victim care themselves. SB stated we are committed to victim care and working with Signpost. GF stated he agrees and it is a no brainer for Signpost to be involved.

ACTION: CK has changed Signpost documents to reflect the direction given on emails from Cyber, so she will wait before further amendments are done surrounding this. SB is sure what he wants to do and our Fraud team will work with Signpost to give the best victim care. CK asked for the Exec to review and let her know.



TR stated he notes that CK has recognised that it is a sizeable increase comparable with other forces within the region which is in line with the uplift doubling the size and capability of the regional tier. Service to date isn't what we want it to be but moving forward with Beds team and regional team the impact will be significant.

CK stated that yes she recognises that, but it is her role to champion victim causes and currently we are still delivering a poor service as the team have not started yet. CK does recognise that the plans looking forward are great but we are not there yet.

TR stated that it had to be sequenced this way to ensure other services didn't divert resources away from other areas of vulnerability and would have caused other significant issues which no doubt would have been a matter for this board.

CK stated that this is interesting and would like an action for April Board looking into how the force assesses vulnerability.

ACTION:;, CK is requesting a paper on Vulnerability and Assessment and what weighting the police give in different vulnerability areas, we will have a look at it all together, in the same way we use heatmaps for performance and demand, we would be able to do this for Vulnerability and we can see where it has the bigger impact.

ITEM 7. CC UPDATE

7.1 Update from the Chief Executive on the Chief Constables focus from the Police and Crime Plan and additional year and the OPCC Annual Report

CK wanted to focus on what CC had achieved against the Police and Crime plan to update the incumbent, CK stated she did not request a paper for the CC update but has got one so handed over to the CC to give his update instead.

GF explained the inquest into the death of Leon Briggs concluded on the 12th March 2021. The finding was a narrative verdict of neglect for the organisation. There will be many conversations on this moving forward and this week (w/c 15th) several engagement meetings with key community members have been planned. It is important a degree of humility is taken when speaking with the community. The Chiefs Advisory Panel will also be taking place this week to give them feedback on this and this will be the last of the planned scheduled engagement that the Force have. The advisory group is expected to have a separate engagement with the FED to discuss the FED statement which was released. The MPs also have a meeting on Friday with the Exec.

GF confirmed that he has spoken to all of the officers involved bar one in regards to FED statement as he believes the statement was not an accurate reflection of all of their views. TR has also done this. The FED has identified and accepted that the statement didn't hit the right note, however she will show why they did what they did, the statement needs to be explained and why that was released and they will also be working with the community with a degree of humility, recognising the impact on the community.

CK asked if the FED were changing the statement, GF confirmed that there was a re-draft of a statement however it has to go back through the channels nationally to the legal department, national FED office and through their comms office. TR has confirmed to the Chief previously that he has sought guidance from the IAG (Mark and Nigel) and it was thought by the time it was released with the time elapsed it would be deemed injurious and lacking in authenticity to put something out. So GF stated if it gets raised again it will be corrected.



CK asked GF to confirm that it was Mark and Nigel that were approached. GF asked TR to confirm. TR explained on the IAG Chairs call on Monday, he believes CK was on the call, TR stated he spoke about the FED. CK stated you spoke they listened, she does not believe that that idea was from the IAG to not do anything.

TR stated his reading of that room was that they thought it was too little too late. CK said that is different to the IAG saying that if you do it now it will cause an issue, too little too late is how they feel not what was said. I just wonder why now we have taken that as we definitely shouldn't do nothing in this area.

TR said he thought the conversation was slightly less ambiguous than that, certainly got that it wasn't a good idea and it should have already been done. TR stated if CK has interpreted it differently then he would be willing to listen. CK stated that this can be discussed tonight with them and listen to their thoughts.

GF stated he believes that the time has passed to do anything now. Force will have to try and mend that with the FED and the position with the Community. CK stated that the Force should acknowledge that people are in a mistrusting place as they do not understand the difference between FED and Force, if the Force didn't welcome that view why hasn't the Force put nothing out in regards to the statement or against it or commented on it. GF stated he has not put nothing out directly about the statement, but he has made his views known to the community and on Force broadcast this morning and to the FED directly, which has led to the FED doing the engagement piece to the community directly as this is most appropriate.

CK stated ok I will raise this tonight with the IAG. GF explained that it came directly from Lloyd Denny and believes it is important that Emma liaises directly with members of the Luton Community that have been most affected by that, with the Black Community particularly. Emma has agreed to do that and the Force will facilitate that. So CK asked if this was going to be delivered to Nigel's group?

TR explained that it was not going to involve the whole of the IAG it would only be a small group, that Lloyd picks who he feels are closest to it. CK stated we need to look at the language as they are out KINS but not IAG. GF stated the Force will liaising with community members directly not the IAG.

CK stated that the Force need to let the IAG know that the Force are using different community members and not them. TR stated we are using the people that are closest to the family, that was Lloyd's suggestion not the Force and GF believes it is a good course of action.

CK stated so we are not going back to the IAG that raised the issue with the FED statement, we are going back to Lloyd Denny and the Faith Groups and individuals close to the family, who we had the initial meeting with. GF stated we have already gone back to the IAG and we are at the IAG tonight but Emma is not going back to the IAG.

VAWG

CC explained that a national piece has been completed with the Chief Council, the Force have taken this opportunity to look at the VAWG agenda locally, there a lot of things in train in relation to that. The Force are part of the embedded joint CPS/Police action plan on Rape, nothing to celebrate as are too low however there have been recent positive outcomes, our outcomes for rape and SSO are showing an upward trend.



In late January 2021 Operation Hydrant conducted a peer review of Bedfordshire’s public protection unit support team. Hydrant are the national coordination centre responsible for the policing response to non-recent child abuse committed by prominent public figures or in an institutional setting. The review was conducted virtually with full access to process and numerous staff were interviewed. The review was largely complimentary and have recommendations which are being addressed.

CK asked if the Forces response is going to be the ‘Ch Insp’ one minute long video?

GF said there is more being completed we want to step into the space in a more holistic way too, we are doing work surrounding this and working it out. CK stated that the community have provided feedback in regards to VAWG which she advises the Force to listen to and if we rely solely on this video, CK expects things to get worse. CK is aware of the Public Order that we expect to have on it. The more we can bring it back the better. GF stated he tweeted something this morning which will aid the comms consideration.

← Tweet



Garry Forsyth ✓
@CCGarryForsyth

I've listened to many conversations recently and in challenging times that have past and will likely come again it's worth remembering that there is no them and us, we are all one and we need to give the public the reassurance that we listen and hear them when they speak #peelian

9:17 · 23 Mar 21 · Twitter for iPhone

6 Retweets 1 Quote Tweet 56 Likes



7.2 Verbal opportunity for the CC to raise anything to the OPCC

Discussed above

ITEM 8. EFFECTIVENESS

8.1 VNA update

CK stated she has completed the engagement piece and considered amendments before launch this week. However CK thought it was worth while bringing the four main recommendations to the Board that are connected to the Force.



<p>There are 28 recommendations and some include partnership working what we all will have to work on but CK wanted to focus on the 4 for the Force to discuss and agree steps forward.</p> <p>CK addressed the first one and that it covers the culture piece to ensure that the Force and all organisations to do with Victim care is truly focussed on victims. We often use the expression at the heart of everything we do. CK raised specific cases which did not back up this statement. Walking the talk.</p> <p>Number 2 increasing engagement with Victims, some of the same issues you have been having with engaging the IAG, CK believes this can be worked through in terms of victims as well, we have put in a lot of in regards to complaints, however if we dealt with individuals earlier it wouldn't lead to the complaint. CK stated that her and SB looked at ways forward and CK stated that previous it was looked at for a self-service platform to be able to log in and see the updates as there is a huge volume of calls going through the force control room and this could reduce this. CK believes this could be raised through Change Board. Ck explained that for each recommendation she has made suggestions to where they would sit to be able to properly assess them, Timeline them etc.</p> <p>Number 3 is linked to it – ECHO – SB is already bringing in ECHO to the Force, but the recommendation is for the Force to consider widening the ECHO functionality. It can assist with VCOP and logging dissatisfaction.</p> <p>Number 7 is unified approach to logging complaints, work needs to be completed with Customer Services and PSD in the way complaints are logged. Example given the recent FOI published in terms of Race complaints, the substantive issue for the complaint was not race. We have to be careful how we log.</p> <p>CK asked if the Exec are content with the recommendations which have been passed?</p> <p>SB stated that he was thankful and apologised in the sense that after he looked at the report briefly an email was sent to Eliot. The Force is hugely committed to this agenda, the victim focus will be reinforced. SB is aware that CL is working with EJ, the OPCC has the buy in from the BCJB and internally through the Victims and Witness board. We are heavily committed to this.</p> <p>SB explained that in terms of ECHO he has prioritised the work surrounding victims in the first instance. SB has linked in with Herts and have seen what they are doing but first and foremost he wants the focus to be on Victims. SB stated that he agrees with CK and if it wants to be used in terms of the engagement piece, it should go to BCCIB platform. SB confirmed full support.</p> <p>ACTION: CK raised concerns surrounding Victims and Witness Board, The chair does not understand why the board feeds into the BCJB board. The board used to be run by the OPCC and it did does fit and was presented at the PCC day. There are actions for the Victims and Witness board and for BCJB so would be good if all flowed. CK asked for a communication piece to be completed to the management roles managing those meetings so they understand the links.</p>
<p>8.2 Force response and commitment to VNA</p>
<p>CK confirmed with the Exec that they were happy to sign off the VNA and actions – Confirmed.</p>
<p>ITEM 9. LEADERSHIP AND CULTURE</p>
<p>Item 9.1 Chief Constable Complaints</p>



<p>CK explained that there is one outstanding currently with the IOPC – awaiting direction from IOPC.</p>
<p>Item 9.2 Reviews</p>
<p>CK informed that 4 new reviews have been received and all are currently being worked through.</p> <p>CK stated that Duncan has introduced himself in his new role. CK is very happy with the relationship between PSD and OPCC.</p> <p>One concern to raise at this point as we are talking about PSD, the IAG have voiced that they wish to complete Dip Sampling, CK has explained to them that the OPCC is not the appropriate authority to authorise this. CK stated that it has taken a long time for the relationship to be built between the OPCC and PSD and does not want that diluted but CK has informed the IAG that they can make a request to the Force as the group is managed by them not the OPCC, CK has passed that request to the DCC already.</p>
<p>ITEM 10 Quarterly Reporting</p>
<p>10.1 Financial regs combined log</p>
<p>Approved on email however wanted to formalise the decision on Strat minutes. No concerns have been raised by OPCC and Force (PW) has signed it off.</p> <p>ACTION: Financial regs combined log Decision paper to be drafted by KB.</p>
<p>10.2 Capital and Treasury strategy</p>
<p>CK stated that she has no direct issues and comments and is suggesting that a summary of the conversation between PW and GC is inputted into the minutes – PW agreed.</p> <p>Those points were: the 2020/21 year end underspend may well be over £2m now (due to receiving Covid money and mainly the Costello grant at £2.1m).</p> <p>As the last Strat Board reported a breakeven position by the Force, we need an update from the force on this significantly different position to capture</p> <p>Action: Update from Force required on significantly different financial picture from Feb to March Strat Board</p>
<p>ITEM 11 COLLABORATION</p>
<p>11.1 Risks and any key updates from the Force to OPCC if any</p>
<p>GF no new updates from last time mentioned last time the CJ review that was being instigated by Cambs – no reference to Roads Policing in there, touched on at SAS – issue provision discussed which need to be put in front of the new PCC.</p> <p>CK agrees, she thinks having the SAS meeting was a good thing and thinks we will be in a better position than we would have been.</p> <p>CK raised slight risk on 7 Force, she hasn't heard anything in regards to the Deps bringing ideas to the Chiefs, CK has raised to Karen at Chief Exec board last week, going to look at the next steps. CK didn't want to lose momentum as the</p>



Chief Execs will get side tracked with the new PCCs and focus will change. CK wants the focus to be still on collaboration as this will bring us success in the future and her commitment is there but she has asked for this to speed up as come may nothing will be happening. GF did state that Simon Bailey will be retiring in the summer, so the Chair for that meeting will have to be reviewed.

BCH HR – CK wants this decision to be formally minuted that Beds OPCC has outsourced their HR provider and will happen from 25th March 2021. We have gone through procurement to get it in. HR do not understand the OPCC and the makeup, it has been raised several times and has not received any satisfactory support from them. CK cannot run an office without any HR support, the OPCC has got the contract at very low cost. She will be sharing this with the Force on Thursday ensuring BCH HR are aware and give the assurance that the OPCC will work towards Health and Safety Guidance of the Force when working in the building.

GF stated he thinks this is a reasonable approach and understand CKs recent frustrations.

ITEM 14. AOB

12.1 Information Management Updates

CK stated from reading the paper she finds it really surprising how good we are doing in this area, considering remote working, breaches are low.

12.2 Reminder to Force about pre-election

CK stated she has seen that RG has put in the teams chat that the comms on this went out on the 16th. CK asked if this was via email/comms piece? RG stated it was put on the intranet on the A to Z. RG stated that David Old informed her that he was waiting for sign off from CK. CK stated that this isn't the case, however she will speak to him later.

Two out of the five candidates continue to use Beds Police imagery, at no officers fault. CK has written to all candidates and shared guidance informing them they cannot do that. If they do not take it down CK will be writing on there social media stating that Beds Police and Beds OPCC do not support their campaign, as this is the only action the OPCC can take. It is really important that the community are aware we are not supporting either candidate.

12.3 Agenda for April :

- **PBB Update for the OPCC to fully understand and potential changes so they can plan effectively for the new PCC plan**

CK would like to go through the outcomes – need to understand the changes or non-changes to explain to next PCCs. PW said he is working through this and April is no issue whatsoever to bring to the next Board.

- **Control Strategy and Annual Plans update**

CK said that she is aware that the plans are linked to PBB if we could go through it all in April it would be great. She is aware of the difficulties as some of the plans would already be signed off etc. Need to understand timescale and how we are going to incorporate the Police and Crime Plan in plans. GF said that the Force will pause it and carry it forward to a line with the Police and Crime Plan. CK stated she is aware normally all the research has been done and would appreciate if this could be passed to her to work through. The OPCC is currently working through all of the pledges which have been released by all the candidates. There are things that will easily fit, need to know of full picture.



ACTION: GF stated the Force have the FMS draft, strategic demand assessment, planning cycle for four year and one year and the delivery plan which all can be shared with CK to review with plans moving forward.

CK had a suggestion and asked would it be helpful towards the end of the FEB to bring CK in or a member of the OPCC in to cover off what we need to do around Strat because a new PCC will be coming with such energy, which will need a process to facilitate it. CK informed the Exec that her or the OPCC attend all Force meetings that we are able to and it would be nice to attend the end of FEB to feed in the Police and Crime Plan and see what FEB can do to contribute.

GF said he is open to work together and the dialogue with the Exec and when the new PCC comes in we can discuss next steps but did not agree to CKs suggestion. CK stated ok, she will leave the Exec to manage the actions from strategic board and hopefully this will improve.

No other AOB raised.

Next Meeting: April