



**OFFICE OF THE POLICE AND CRIME COMMISSIONER
FOR BEDFORDSHIRE
MONTHLY BUSINESS REVIEW MEETING**

Tuesday 15 August 2017 at 10.00, Conference Room 1

Chair: Chief of Staff – Clare Kelly

Attendees: Clare Kelly (CK), Julie Maddocks (JM), Katie Beaumont (KB), Samantha Denness (SD), Grace Foster (GF), Emily Parkin (EP), Nuala Goldsboro (NG), Pauline Gibbons (PG).

Apologies: Bethan West (BW), Marc Hodges (MH), Anna Akerman (AA)

No.	Business Review Meeting	Actions
1.	<p>CK welcomed all to the first Business Review Meeting (BRM). CK explained that the BRM is a formal meeting and her expectations are that the whole team should attend, to ensure all aspects of the office are represented and documented.</p> <p>The minutes of these meetings can also be used as a sort of ‘bank’ of information so that the annual report/framework can be completed at ease. They are also a great tool to ensure that all compliance and governance aspects are documented and recorded, to revert back to when an audit is being completed.</p> <p>CK stated that the Commissioning team could not attend today as they had a high profile victims meeting already booked into the diary.</p> <p>CK explained that moving forward, she would expect all team members to be available to attend the BRMs or a formal update to be given so it can be delivered within the meeting and be minuted.</p> <p>All minutes will be produced by KB and will be published on the website. If restricted information is being disclosed, please ensure you make all aware that it is restricted within the meeting and not to be minuted.</p>	
2.	<p>Chief of Staff Update</p> <ul style="list-style-type: none"> • Office Updates <p>CK gave a hand-out to all attendees of the new organogram/governance chart within the Office of the Police and Crime Commissioner (OPCC).</p>	



	<p>Discussions were had in regards to roles and responsibilities within the office. CK recognises that some individuals within the OPCC are completing additional tasks which are not within their job descriptions. CK has therefore requested that all members of the team review their individual job description and make amendments if required. This action needs to be completed before your one to ones with CK. Once this has been completed it has been agreed during a meeting with Human Resources (HR) – Emily Alleyne – that all reviewed job descriptions will be sent out to an external company to be reviewed and if re-graded if appropriate.</p> <p>CK explained that her previous role as Force Liaison will continue with another individual within the Force - post to be confirmed.</p> <p>JM explained that no formal job description has been agreed for her role – KB to search the system for the job description for the previous Head of Communications.</p> <p>CK explained that the PCC is potentially splitting the roles of combined Chief of Staff and Monitoring Officer. The PCC has delegated responsibility of the Monitoring Officer to JM for the time being.</p> <p>As AA is on leave, CK explained that AA’s role will be to focus on projects which deliver the 8 pledges of the Police and Crime Plan and on research. Also, in building relationships with stakeholders such as the University of Bedfordshire.</p> <p>Gavin Chambers from the Bedfordshire Fire and Rescue Service will assist with financial scrutiny. The PCC wanted to add a layer of consultancy support to the financial element for the current CFO.</p> <p>CK asked all to look at the future organogram and explained that line management may change for some if a Deputy Monitoring Officer role is brought in:</p> <ul style="list-style-type: none"> • KB will be managed under the Deputy Monitoring Officer • MH will be jointly tasked by BW and AA but managed by BW. This change will happen once the commissioning team vacancy has been filled • BW will manage the Guns and Gangs Co-ordinator and the VAWG Co-ordinator. <p>CK explained that PG is now working 3 days a week and is the Personal Assistant (PA) to CK and JM. If a Deputy Monitoring Officer is brought in she will also PA for this person.</p> <p>CK stated that the new admin support that has been recruited will not be a PA but will be administrative support. Their first job will be to scan in all documentation which will result in more space within the office.</p> <p>CK set an action for all of the OPCC team for the next BRM. All need to look at their areas of responsibility and decide who would cover their post during periods of annual leave/sickness.</p> <p>JM explained to all that with effect from the week commencing 28 August, GF will be moving into the OPCC full-time and will no longer be shared with the Force.</p>	<p>Whole Team</p> <p>KB</p> <p>Whole Team</p>
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	<p>GF asked to be known as Grace Foster in future, not Grace Foster Wakeling. JM stated that GF's job title is Public Information Officer and this needs to be amended on the organogram.</p> <p>KB asked CK, now that PG is the PA to CK and JM, would she still be able to assist her with the processing of all invoices - CK confirmed that this would continue.</p> <p>PG raised that CK has to be added to the finance system as an authoriser. PG to complete.</p> <ul style="list-style-type: none"> • Strategic Board <p>CK explained that Strategic Board needs to be on the agenda as she would like all members of the OPCC to review their areas of responsibility to see if there are any specific concerns which should be raised formally - please raise concerns with CK and AA.</p> <p>KB has already raised that the Terms of Reference need to be added to the Strategic Board agenda as a matter of urgency and this is to be completed at the next strategic meeting in September.</p> <ul style="list-style-type: none"> • Police and Crime Panel (PCP) <p>CK explained that the PCC, JM and CK would be attending the Police and Crime Panel meeting tonight. Numerous papers have been requested. The OPCC wants to ensure that good relationships are maintained with the PCP. CK and JM to report back to the team any findings/lessons learned/comments by the PCP.</p> <ul style="list-style-type: none"> • Strategic Governance Board (JPS / ERSOU) <p>NG and CK to set the agenda for the ERSOU meeting.</p> <ul style="list-style-type: none"> • Legislation, Publications, Consultation Updates <p>CK explained that the only consultation that is outstanding is with BW regarding alcohol consultation – feedback needed by BW if it has been completed.</p> <p>JM requested clarification as to whether or not the Public Survey should be added to the agenda under publications. CK agreed that the Annual Survey/Public Survey should be added to the agenda under the Consultations section.</p> <p>Discussions took place regarding the Survey and the sharing of the questions with the PCP. This needs to be reviewed by CK and JM. GF explained that it was agreed by AA during the PCP open day that questions would be shared.</p> <p>CK explained that she has been informed that each member of the panel is being allocated a specific pledge to monitor.</p> <p>The PCC Annual Survey should go out during February to consult on the precept.</p>	<p>CK</p> <p>PG</p> <p>CK/JM</p> <p>CK/NG</p> <p>BW</p>
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<p>CK explained that SD could make contact with the Change team within the Force – Audrey Campbell – and see whether or not survey themes can be linked. It was agreed by CK and JM that a survey will be launched as soon as possible, likely to be in October with a second to follow early next year.</p>	<p>SD</p>
<p>KB explained that she had completed a review of other PCCs’ websites and surveys and it was evident that some, not all PCCs, complete quarterly surveys on different topics, maybe something to think about.</p>	
<ul style="list-style-type: none"> • Business Continuity 	
<p>CK explained that as stated previously, she wants all members of the team to review cover for their role whilst on leave/absence.</p>	
<p>KB explained that she has met with Sgt Cunnington to discuss courses available for Business Continuity. KB has a link and thinks it would be worthwhile if she/CK/JM attend the course. CK requested KB to forward the link to JM and CK.</p>	<p>KB</p>
<p>CK stated that she has concerns surrounding the team as a whole as she is unaware of where everyone is on days when they are not in the office and this is an issue of safety.</p>	
<p>ACTION: Can all staff please ensure they share their meetings/conferences/working from home days/annual leave/ TOIL with PG and the PCC Events calendar pccevents@Bedfordshire.pnn.Police.uk which is managed by SD.</p>	<p>Whole Team</p>
<p>CK is requesting for this to be done with immediate effect because over the last 2 days problems have arisen which could have been avoided.</p>	
<p>JM asked what will happen if this is not completed. CK stated it will be classified as an inappropriate absence which will be formally recorded and if this happens more than 3 times in a 12 month period, a formal process will follow.</p>	
<p>CK explained that she hoped evetone could see that she was also looking at the safety element. If no one knows where you are this is a failing of a duty of care by the office.</p>	
<p>Action: The whole team to review ‘Emergency Contact Grab Bag’ which is hung up in the office to ensure your most recent emergency contact information is available.</p>	<p>Whole Team</p>
<p>JM expressed concerns that she does not believe that we are looking into this enough. JM explained that she had attended Suzy Lamplugh Trust training and JM believes we need to either look at a ‘Buddy Scheme’ to ensure the office is continually updated on your whereabouts and if you are safe, such as call when you have arrived at your destination and when you are due to return.</p>	
<p>CK suggested if we have a work ‘Whatsapp’ group, it can be used as a communication tool within the office, instead of calling etc. This will be a formal work group so please keep it formal. Generic messages can be used – all members of the team to be added although the PCC does not need to be added as we are all</p>	

<p>3.</p>	<p>Governance</p> <ul style="list-style-type: none"> • Strategic Risk Register (SRR) <p>CK explained that that she will be completing a full review of the SRR. However, she requested that the whole team review the SRR considering their own areas. CK stated that KB had done this and that there are things to be added to the SRR. The SRR covers the OPCC and PCC and the team needs to be involved in the SRR.</p> <p>ACTION: Whole team to review SRR before next BRM.</p> <ul style="list-style-type: none"> • Joint Audit Committee (JAC) <p>CK stated that the JAC has not had the attention or attendance that has been required by the office. PG stated that the JAC members were having a development day on Friday 29 September with the quarterly meeting being held in the afternoon. CK stated she would invite the JAC members into the office to meet the team, to build relationships.</p>	<p>Whole Team</p>
<p>4.</p>	<p>Policy Update</p> <ul style="list-style-type: none"> • Policy review • Performance management • Project work against the Police and Crime Plan <p>AA is currently on leave. Update will be given at the next BRM.</p>	
<p>5.</p>	<p>Compliance</p> <ul style="list-style-type: none"> • FOI/DP requests <p>KB explained that there was one outstanding FOI request that is currently with MH for completion – within the time frames. KB stated that there have been quite a few FOI requests received to be completed by the Commissioning team and would like to thank MH for all his work.</p> <p>CK asked the whole team whether we knew which organisations we have funded and the specifics surrounding each project. Team confirmed they did not know all the specifics. CK asked if MH could please put all organisations and what they do on an A3 poster, to put up in the office so all team members were aware.</p> <p>Action: GF to meet with all members of the team to discuss social media (project) – so that the profile of the OPCC is raised when attending meetings/events and when attending the projects which have been funded by the PCC.</p> <ul style="list-style-type: none"> • ICVs / Dogs <p>KB said that she has been asked to become a director again with ICVA – this has been agreed. She will be sworn in at the next Board Meeting in London.</p> <p>KB explained that she is currently working on the Annual Report for the ICV</p>	<p>MH</p> <p>GF</p>

<p>Scheme. All the data has been collated however, time constraints were delaying the draft of the report – on-going.</p> <p>KB is prepping for the ICV quarterly panel which is due to be held on 06 September 2017. KB explained that she is putting a PowerPoint together as a training tool for the panel to reiterate the roles and responsibilities of ICVs.</p> <ul style="list-style-type: none"> • LQCs/Misconduct <p>Nothing to note. KB has requested that she visits Cambridgeshire, who are the lead force regarding misconduct panels, to discuss the process.</p> <ul style="list-style-type: none"> • Complaints <p>KB explained that the normal day-to-day demand of complaints continues. We currently have two high profile complaints that are taking up a substantial amount of time. The fortnightly meetings with the Commissioner continue and the PCC appears happy with all the complaints work being completed.</p> <p>ACTION: Can all members of the team please ensure that the decisions are drafted. If you have any questions, KB will run through the process with you. KB explained that the PCC no longer wants a lengthy decision paper and wants them to be direct and to the point. The surrounding papers/documents need to be saved with the decision paper to ensure that all we have all the information if an FOI is made.</p> <p>CK explained that all decisions need to be raised during comms cell meetings and then to be brought to the BRM when completed and added to the spread-sheet /log.</p> <ul style="list-style-type: none"> • Website Compliance – Specified Information Order <p>KB said that she had conducted a full review of the website and specified information order, an email was sent to CK, JM and PW highlighting issues and concerns. This is to be discussed with CK at the Compliance Meeting. Update needs to be given at next BRM. Once this meeting has taken place, there will be actions for the whole team to complete.</p> <ul style="list-style-type: none"> • Audits <p>KB explained that she had been contacted by Habib from the internal auditors RSMUK to reschedule an auditor to attend the OPCC and finish off the complaints audit. KB to contact Habib with dates so this can be completed.</p> <p>CK explained that there will be an audit/events clipboard drafted so the whole team is aware of audits and events coming up, to ensure all individuals are fully briefed. The template will be filled with events that have been added to the PCC events calendar that has been previously discussed. We need to ensure the team is aware of big dates coming up, to build time surrounding it so all statutory aspects are considered and acted on.</p> <p>Some issues have been highlighted over the last couple of weeks that media and</p>	<p>Whole Team</p> <p>KB</p> <p>KB</p>
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	<p>engagement have not been made aware that certain meetings have happened or are going to happen, with very little notice to gather information required. This cannot happen. All engagements/events to be passed to JM for authorisation, so they can be added into the annual plan and can be factored in to workload etc.</p> <p>Action: SD needs to review the events engagement log and determine:</p> <ul style="list-style-type: none"> • Which events have been advertised and committed to • PCC attendance or OPCC attendance • Briefings to be completed surrounding meeting/event <p>CK stated that she is aware of the Governance Audit which is going to be completed in September 2017. Can all members of staff review their areas and let CK know if any audits have been agreed and dates set.</p> <p>CK requested that PG contact Stuart Goodwin to obtain the full audit schedule for the year.</p>	<p>SD</p> <p>PG</p>
<p>6.</p>	<p>Commissioning/Victims (Monthly)</p> <ul style="list-style-type: none"> • Projects - Programme of work, efficiency, change (Monitoring - Process) • Hub Updates <p>Commissioning/Victims (Quarterly - unless during the commissioning timeframe)</p> <ul style="list-style-type: none"> • Victim Commissioning • Grants - CSF and Victim (Update on funding) • National Policy (Changes of direction MOJ etc.) • Restorative Justice • Partnerships - Local Authorities (Co-Commissioning/Meetings/Community engagements) • Partnerships – CSPs <p>No report given – update will be given at the next BRM.</p>	
<p>7.</p>	<p>Media/Events/Engagement</p> <ul style="list-style-type: none"> • Engagement Events PCC • PR • Comms of PCCs events i.e. social media, Facebook, public and corporate correspondence • Newsletter progress update and distribution list • Engagement Process / comparing to decisions/ commitments (Linked with Compliance) <p>JM explained that following the recent Communications Audit, she has not received anything back from the auditors yet. However, from the feedback given, she believes the results will be positive. JM wanted to thank everyone that was involved in the audit for the work that has been completed and also the work surrounding the website.</p>	



<p>JM explained that she will take responsibility for the entire website as interim Monitoring Officer. However, she asked that all directors and members of the team take responsibility for their own areas as there is so much detail and it would be unfair for this to fall on one individual. JM asked if all directors could familiarise themselves with what needs to be added by their departments, where the OPCC has a statutory responsibility and anything with significant public interest. (Link with Decisions).</p> <p>CK stated that she would add website responsibilities into the Governance breakdown which lists all responsibilities of the directors.</p> <p>JM stated that she would like everyone to attend the website training which is due to take place next week (23 August 2017), and she would like all to note down:</p> <ul style="list-style-type: none"> • Any issues which they have had with the website • Any ideas for the website • Questions for Fluid Studios <p>ACTION: All of the above should be forwarded to SD before the Fluid training so that SD can ensure all questions are asked.</p> <p>JM requested that GF design an information sheet on how information should be added to the website to ensure consistency throughout all areas such as:</p> <ul style="list-style-type: none"> • Font • Font size • Colour of text • Style of the website <p>This needs to be completed as soon as possible.</p> <p>GF explained that she would be reviewing the entire website in terms of style.</p> <p>JM explained that she believes that the OPCC is missing out on opportunities of exposure, as when members of the team attend events/meetings this is not being put out on social media to highlight all the great work we do. JM stated she believes all should be able to have access to all social media platforms such as Twitter so that they can communicate what the OPCC is doing not just the PCC.</p> <p>CK requested that GF set a meeting so that she can explain how the social media channels work once she has received her work phone and is able to do this.</p> <p>It was agreed by all that GF and SD should brief whole team on using social media and if it is being used, how it should be presented.</p> <p>JM stated that the team needs to remember to communicate with each other.</p> <p>CK stated that she believes this meeting alone has highlighted the need for a team day to be set.</p> <p>NG asked if she should be adding PCC engagements to the PCC events calendar. It was agreed that all engagements should be passed to SD who will liaise with NG</p>	<p>JM/AA/BW/CK</p> <p>CK</p> <p>ALL</p> <p>GF</p> <p>GF</p> <p>GF/SD</p>
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	<p>and add them on to the calendar.</p> <p>GF explained that we could set up different accounts for the different teams within the OPCC. It has been evident that when events have taken place in an evening and photos have been sent through to the media team, they are not uploaded immediately due to working days being different. If teams have their own log in, it could be done by them immediately to ensure an opportunity isn't missed.</p> <p>JM clarified that this could be done on the PCC/OPCC account.</p> <p>JM stated that the OPCC is in need of a camera to be able to take photos during meetings and engagements. JM stated she had tasked this to MH to look into. JM also stated that the OPCC may have to look into an editing package and a MAC.</p> <p>JM explained that if a new camera was purchased this would open up opportunities to be able to record and make the newsletter more engaging. There is an issue with the website, that videos cannot be uploaded. GF stated that this was an issue with the hosting of the website and that she was setting up a YouTube account to ensure videos could be linked through.</p> <p>CK explained that she has a meeting on the 21st with Finance and she will discuss this at that meeting and feedback to the team.</p> <p>JM stated that the PCC will be partaking in live chats via Facebook Live, which will be managed by JM. This process will be a lot like Slido which was used at the Better4Bedfordshire sessions.</p> <p>JM explained that the PCC wants to complete unit visits throughout the Force such as Rural, Emerald etc. to meet with staff/officers and speak about concerns and successes.</p> <p>GF stated that the PCC needs a set day each week, fortnightly or monthly, where teams throughout the Force can invite the PCC to attend. This would offer great opportunities for good PR. Ensure the Force are made aware of the dedicated day and wait for invites.</p> <p>ACTION: SD went through the Engagement/Events for the next few months. SD stated she would forward events breakdown out so it can be recorded in the minutes.</p> <p>September</p> <ul style="list-style-type: none"> • Dogs Unit • Annual Parish Councils' Conference • Police Fun Day • Victims Hub • Specials Event <p>October</p> <ul style="list-style-type: none"> • Hate Crime Conference – 19th • ICE Forum (However not confirmed yet – SD needs to discuss with AA) 	<p>MH</p> <p>GF</p> <p>CK</p> <p>SD</p> <p>SD</p>
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	<p>Other information to follow when sent by SD.</p> <p>GF explained that she will conduct a review of the website so it looks consistent. GF stated she will be reviewing the external contacts list to ensure information about the OPCC is being forwarded to everyone it should be reaching.</p> <p>GF stated that recent press releases have been PCC focused, more involvement needed from the whole team. Also, national issues have taken precedence over local issues. Local issues need more focus when drafting press releases.</p> <p>ACTION: When members of the team have attended a meeting or event and have contact details via email or a card given to them, please pass this information on to GF so it can be added to the external contact list.</p> <p>CK requested that KB add 'Key Contacts Made' onto the agenda for BRM.</p> <p>KB suggested that SD start to review and compare engagements against decisions and pledges of the Police and Crime Plan. This was completed previously and KB did not want it to get to the fourth year of the PCC's term and this have to be completed then. It can be used as evidence that pledges are being delivered. SD to look into.</p>	<p>GF</p> <p>Whole Team</p> <p>KB</p> <p>SD</p>
8.	<p>Executive Personal Assistant Update</p> <ul style="list-style-type: none"> Expenses updated (to note) <p>NG thanked KB for uploading the most recent expenses onto the website. NG explained that she is looking forward to the website training so she can upload expenses and the Strategic Board papers which fall under her responsibility.</p>	
9.	<p>Annual Report to be updated with anything from this meeting</p> <p>CK stated that she is going to ask KB to make a spread-sheet so that all actions which need to be added to the annual plan/report can be recorded. This can be used as a reminder when we have to gather the information.</p> <p>Decisions log to be updated with anything from this meeting</p> <p>CK requested that the whole team are aware of decisions and the requirement to ensure they are recorded. CK asked for decisions to initially be discussed at comms cell and then brought formally to the BRM. Can all please ensure these are forwarded to KB and AA.</p> <p>GF asked whether or not the full support of the Commissioner to Maggie's Law would be a decision. CK explained only if this influenced any other decision and process.</p>	<p>KB</p> <p>Whole team</p>
10.	AOB	

