



**OFFICE OF THE POLICE AND CRIME COMMISSIONER
FOR BEDFORDSHIRE**

MONTHLY BUSINESS REVIEW MEETING

06 August 2020 at 14:00hrs – SKYPE Call

Chair – Clare Kelly – Chief Executive

Attendees: Clare Kelly (CK), Val Ross (VR), Katie Beaumont (KB), Zoe Fraser (ZF), Mary Robinson (MR) Grace Foster (GF)

Apologies: Simon Powell (SP), Phil McCarthy (PMc), Antonina Belcheva (AB)

No.	Business Review Meeting	Actions
	Minutes from the last meeting in July 2020 were agreed to be a true and accurate record.	
	Terms of Reference were agreed. KB stated that no other changes were made apart from job titles being added and old roles being deleted.	
	Actions Update <ul style="list-style-type: none"> • Training for all staff needs to be completed as a priority – H & S and Data Protection. PCC to complete DP training – Outstanding update needed at next BRM. • SARC - PMc explained that video link issues are being worked through and PMc will keep CK fully updated on this. Put Videolinks – on CJ Board Agenda (from 02.07.2020 meeting) – Outstanding update needed at next BRM. • MR to send the final 2030 vision to KB for BRM placement when it arrives electronically and KB to place on agenda at BRM – Outstanding document has not been received yet – however MR is aware that this needs to be sent to KB/CK • CK asked for all managers to go through the milestone plan with their direct reports, as we need to ensure that all team members are aware of the plan and that we complete it – Outstanding – CK stated she is aware that this has not been completed, however it is so important that it is completed and this is our role and this gives concise information to why we are completing tasks in the fifth year. The Milestone plan highlights the ambitions for the fifth year of PCC term and everyone in the team plays a role in this plan. Updates are given to the PCC surrounding milestones so when KB asks for certain bits of information 	<p align="center">SP/VR/GF/AB</p> <p align="center">MR</p> <p align="center">PMc/SP/VR</p>



	<p>there needs to be understanding on how this fits towards the milestone plan. Everyone should have one on one time with their first line managers to ensure the plan is understood to what we need to deliver. CK has asked that this be delivered and it is not delivered by the 27th August 2020, she will cover this in a session, but hopes it is completed by then.</p> <ul style="list-style-type: none"> • CK explained that the work completed by VR/KB and herself also covered the diary sheets. These need to be reviewed by all and items added from your areas, as this has not been completed in great detail – outstanding – individuals were asked to complete this task and add events/comms/other important aspects to the sheets. CK asked MR to add any important dates such as 10th August Bid deadline. CK asked VR to add commissioning timeline. • CK asked for a narrative/short paragraph to be drafted surrounding the Signpost performance – This was not completed and had to be chased by CK – Closed. • VR asked for first line managers (FLM) to ensure that an ongoing programme of 1-2-1s for the whole team is set up. One to ones should not be a 10 minute conversation, they should be meaningful and a minimum of 30 minutes – Outstanding CK asked for all FLMS to ensure one to ones are being completed – update at next BRM. • CK asked if GF has linked with the schools/school liaison Richard Denton surrounding this. GF stated she has emailed, however has not received anything back. VR stated she could link with old contacts in school, if CK wishes for her to do so, to share the links. CK agreed to this approach – Update – GF stated that no comms have been received from Richard Denton, GF has received feedback from Central Beds however GF stated that she required clarification. CK stated that she had set the task back in March and has clarified this previously. CK stated there are a lot of new channels/avenues out there and she was asking for GF to link with the new channels using social media/newsletters to promote the YouTube Channel. CK asked if no promotion has happened since March despite her request? GF stated it has gone on FB/Instagram/Twitter. <p>CK asked GF to re-prioritise this is a high priority to link in with groups to promote the channel, i.e PTA Groups/Mums Groups/School Groups/Volunteer Groups. Discussions was had and GF confirmed she understood. CK mentioned a volunteer group that the OPCC has worked with that meet on a Monday and have 600+ on their whatsapp and GF should link with them. CK stated we need to improve the reach and this must be completed.</p> <ul style="list-style-type: none"> • GF suggested to CK that the size of the newsletters is now reduced as the last newsletter which was sent out was 20+ pages. Discussions were surrounding this. CK agreed that press releases within the newsletter needs to be a paragraph and a link to the full release – Update – CK stated that this was agreed however newsletters were not prepared on time, so asked whether this was completed for August. GF confirmed that it has been and PCC has approved newsletter and this has helped to reduce the size of the newsletter – closed. 	<p>All</p> <p>PMc/SP</p> <p>GF</p>
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	<ul style="list-style-type: none"> GF explained that a handover from Corporate Comms is still required now that Signpost now sits under the OPCC, SP asked for GF to link with 'Sunja' in Signpost as she has been doing some work with Twitter – Update – GF stated she has limited details from corporate comms and she has not linked with Signpost yet. CK stated this needs to be reprioritised and the meeting with Signpost needs to be completed ASAP, as Comms need to be picked up for Signpost. GF stated that two meetings have had to be cancelled previously and rearranged. One time was due to GF and other she cannot recall the reason. CK asked KB to add a new action. CK to link with SP after leave to understand what has gone on. ZF stated the Twitter engagement event went really well, would the PCC like to do the event again? CK to raise to PCC. CK stated she would speak to her on Monday. ZF stated partners are willing to be included again – update – aiming to be completed in September 2020 – to remain open until completed. CK asked GF to see whether or not the OPCC can link with other websites or individuals for messages for young people. i.e Mohammed Ali's daughter – update – GF confirmed that this has not been completed, however she will complete this. 	<p>GF</p> <p>GF</p> <p>GF</p>
	<p>Chief of Staff Update</p> <ul style="list-style-type: none"> Office Updates <p>CK informed the team that the team days will be in Marston ideally Tuesdays, these will be completed once a month from September to January 2021. CK has put these in to place as not everyone will be able to return to the office at one time and these days will help us reconnect as a team. ZF is working through date options and will send invitations to all.</p> <p>CK would like everyone who is able to go into HQ and tidy up their own area. The Office will be tidied by CK and then a deep clean ordered before a phased return in September. CK explained that she will be going into HQ to redesign the office to ensure social distancing can be adhered to. There are other work spaces within HQ which can be used – however it is unlikely that all team members will be able to return to the office at once.</p> <ul style="list-style-type: none"> Strategic Board <p>CK explained that the focus of the August Board will be stop and search and promotion of diversity across the service. The July board went well considering the volume that had to be achieved. CK noted thanks to KB for stepping in to minute this complex meeting. CK stated it is no easy task to record the decisions, actions and discussion areas of the scope that this meeting covers.</p> <ul style="list-style-type: none"> Police and Crime Panel 	



CK explained that the PCP is on the 11th August and members will document the annual report. The OPCC did submit this in April but the panel did not share due to Covid-19. The milestone plan will be gone through.

CK completed a 'training' presentation on all things OPCC on the 30th July 2020, however only a low number of members joined. CK has offered a second opportunity to panel members for a briefing as only 5 members made it to the first date.

- **Eastern Region Alliance Summit (7 force)**

The 7 Force governance proposals were agreed and ICT programme plan confirmed by all as options to explore with appropriate finance mixes decided upon.

- **Strategic Governance Board (ERSOU)**

No ERSOU has been held since last meeting - no update.

- **Legislation, Publications, Consultation updates**

CK stated the PCC Consultation/PCC reforms have commenced however this work will take approximately a year and will not be complete before the elections in May. CK stated she will keep everyone updated throughout the process. CK stated that the OPCC may be called upon to consult, CK will keep team updated.

- **Business Continuity – any issues**

CK stated she has gone through the schedule for commissioning and has completed the plan for 21/22 and will seek approval on Aug 11th from the PCC to keep the continuity needed here before the Commissioners A.L.

- **Milestone Plan**

CK explained that the detail of the plan was gone through at the managers meeting, CK expects each manager to have briefed their team by now on the objectives and timelines. CK stated this has not been done as previously discussed, so she expects this action to be completed ASAP by FLMs.

- **Strategic Risk Register**

CK stated that there are no new risks to log and informed the team that KB and CK will go through the SRR before the next JAC to ensure everything is monitored and updated.

- **J.A.C**

CK explained that preparations for the deep dive session to be held on October for JAC members. Preparation regarding the OPCC SRR will be completed by KB and CK for the risks surrounding the OPCC and how we identify risks.

- **Audits**



<p>The Governance audit has been confirmed as 'Substantial Assurance' with no actions – this is the highest level with no actions at all – great result. CK asked for her thanks to KB to be documented, CK believes the pre-audit work completed with the auditors by KB offered them additional assurance across all areas as everything could be located and passed to them without issue. CK stated that working with the auditor is key and this was completed by KB.</p> <p>Office Performance</p> <p>CK stated that the Office is not achieving the weekly ambitions set on the Monday morning call in full. This is causing future weeks to be too full and has added to pressure on other roles who end up assisting to make deadlines.</p> <p>CK has reported frequently having to re do work and putting her own work on hold or doing it in the evenings to keep the schedules moving and is aware others are doing the same.</p> <p>This needs to stop so the workload for all and not the few is manageable and can be quality assured as well as creating space for thinking through new ideas and programmes of work.</p> <p>CK thanks those who contribute to deadlines but if we can plan accordingly we should be able to manage our diaries and deadlines better.</p> <p>CK stated everyone needs to have self-regulation and identify there priorities and if they are not going to be achieved management needs to be informed with full explanation. The week should look like this: Monday Morning Call – Set tasks/priorities for the week Wednesday Morning Call – Give update/flag any concerns/seek clarification Friday Morning Call – Report back completion.</p> <p>All members of staff need to ensure work logs are updated and before leaving for the weekend as CK uses this to set tasks for the following week.</p>	
<p>CK stated as PMc is on annual leave she would complete his update. CK asked KB if she had received a paper from PMc before his leave, KB confirmed paper was not received.</p> <p>Project Manager Policing and Contact</p> <ul style="list-style-type: none"> • Project work against the Police and Crime Plan <p>CK stated that this is urgent work that needs to be completed – Priority one for PMc after leave. CK asked KB to email PMc to raise this.</p> <ul style="list-style-type: none"> • Direction <p>CK stated Direction is working well and does need the same level of project management as other areas, as this is really BAU.</p> <ul style="list-style-type: none"> • SARC 	

<p>CK stated that this is urgent work that needs to be completed – Priority two for PMc after leave. CK asked KB to email PMc to raise this. CK explained that she visited the SARC and she was very disappointed. She has sent PMc an action plan to complete when he returns from leave.</p> <ul style="list-style-type: none"> • Estates <p>CK explained that the spade in ground picture for custody new build has been taken and work continues. Updates are being sent through regularly. CK requested for KB to link with PMc, as she would like ICVs to be involved in the process and ICVs consulted on aspects in custody, perhaps to link with the project board. KB explained that this would be great engagement with our volunteers. KB explained that there are Home Office approved plans for how custody should be and hopefully these are being considered but it would be great to involve ICVS.</p>	
<p>Transparency Manager</p> <ul style="list-style-type: none"> • FOI/DP requests <p>KB explained that no requests have been received with any concerns.</p> <p>KB stated the Signpost work continues, only a few actions which are now outstanding surrounding this work. Great Team working with the OPCC/Force/Signpost Team. KB stated a meeting was held yesterday and during the meeting actions have been identified to review the lawful basis of recording calls which will happen when Signpost return to HQ – the recording of the calls is to protect the VCC and Victim however the lawful basis will be different, as this cannot be same as previously as it is not for a law enforcement basis.</p> <ul style="list-style-type: none"> • ICVs / Dogs <p>KB explained that the re-introduction to ICVs to restart monitoring will be commencing on the 17th August – Phase 1 - calls to custody and speaking with Custody Staff.</p> <p>These calls will only be with custody staff not detainees at this time just to allow the first phase to settle in and the ICVs to get used to using teams and conducting monitoring over the phone.</p> <p>Phase two – I am aiming for this to go live on 31st August – talking to detainees over phone – however a few concerns have been raised with custody inspector as the use of the mobile phone is not for ICVs – so I have made a request to Clare to order two mobiles from ICT (so calls can be blocked as per custody protocol) – one for Luton and one for Kempston. Awaiting sign off.</p> <p>CK authorised purchase of two mobile phones for custody. KB has emailed ICT on the 06.08.2020, making the request.</p> <p>KB stated that the online meet with ICVs went really well and it was lovely to see all of the faces which joined.</p> <ul style="list-style-type: none"> • LQCs/Misconduct 	



The OPCC has received notification surrounding the Fees of LQCs and discussions are currently being had across the region on terms and conditions being re-issued to all.

- **Complaints**

KB explained that 5 reviews have been received this week. KB confirmed that 4 drafts have been completed ready for CEO sign off today. Once signoff has been received, I will be sending out to complainants.

One review was only received on Monday, so this will have to wait until I return from leave, as have to give 7 days for further representations to be received by the complainant.

VR asked KB to give an example of a review. KB explained that there are so many aspects of a review, however the outcome needs to be assessed whether it was reasonable and proportionate. If failings are found in the complaint, however the failings would not of changed the outcome, the review cannot be upheld. KB stated that BRM isn't the correct forum to go through specifics, however if VR wanted more information KB could find some time.

KB explained that we still have one outstanding CC complaint, which was referred to the IOPC. The IOPC are still awaiting update from IOPC in regards to the MOI. The complainant has contacted the OPCC asking for an update. KB confirmed she responded explaining we are still waiting for the IOPC decision.

- **Decisions**

KB stated she is unaware of any formal decisions, however if people have been at a meeting or have documented any decisions, please let KB know as the relevant paperwork needs to be completed.

- **Website Compliance – Specified Information Order**

KB explained that the Accessibility work – proving difficult awaiting guidance from APCC. APCC have written to the accessibility individuals asking about audit and companies that we can get to complete an audit – KB chased yesterday so awaiting outcome.

KB stated the partnership Trust website log in details are trying to be located to add recite me tool. CK asked for Partnership Trust information to be added to OPCC website i.e the application form, until the website can be sorted out. Discussions were had surrounding the Signpost and Partnership Trust drop down menus on OPCC website. KB stated that she is awaiting permission from volunteers to add there details on to the website. This work will be complete by next BRM.

CK stated that long term solutions for the Trust's website needs to be discussed with ZF. KB stated she would review whether or not the trust is covered by the regulations.



There is a meeting in place regarding Comms and Signpost, this was initially delayed so we could incorporate, individuals needed into one meeting. Update will be given at next BRM Meeting.

Signpost:

- **Performance – Qualitative and quantitative**

Performance is still at a level where SP would expect it to be, but referrals are progressively starting to increase as we move out of lockdown. The Team are working hard to sustain the current levels they are working at. As stated at last BRM meeting, SP had identified a back log in the non-referral emails and letters. This back log has now been brought down from 900 to under 100, and these are the levels I expect us to stay at. The Team have coped well with all the abstractions over the past month with various Team Members being on leave. Levels have not dropped and moral is high. The welcome addition of Karen Clark as a now full time Supervisor of the Signpost Team has been received very well by the team. The Team are still working for home and are aware of the possibility of returning back to work in September.

- **New elements to log (issues or success)**

The Teams Supervisors have successfully negotiated the last months referrals with less Team Members due to leave, and have shown good initiative in doing this.

SP has had a productive meeting with Wendy Bird (CIP) and she, using our role profile for volunteers, is going to advertise for 5 volunteers at a time on behalf of us and forward any CV's she feels meets our criteria to me for consideration. This process will continue until we have our bank of 25 volunteers.

We currently have three of our original 6 volunteers now engaging and working on cases.

- **Communication plans to share**

SP has this week advertised for a new Victim Care Coordinator. This will enable Signpost to cope with our increasing demand as moving forward SP fully expects the work load to increase significantly. In the next coming month, SP will also be advertising for 2 more Victim Care Coordinators to cover maternity leave.

Bedfordshire Police Partnership Trust:

- **Performance – Qualitative and quantitative**

The Bobby Scheme is still providing telephone support and we now have one of the Bobby Vans out and about again.

- **New elements to log (issues or success)**

After a successful Trustee meeting, the Trustees have agreed to a PPT Logo change and for a website revamp, they have also agreed to employing a new Bobby Van Team Member. This is something SP will look into in September.



SP is having a meeting with Mo Aziz in three weeks' time with regards to how PPT and the Police can work better together and forge a better working relationship.

- **Communication plans to share**

DA Training has been costed, (thank you AB) SP is now working on the dates and is also hoping to incorporate Change Ur Life and Volunteers into this training, this will be done over two half days on Teams.

Victim Care:

- **Partnerships.**

Change Ur Life and Signpost are working well together, and referrals are being made to them. The current CSA bid, if accepted will see us working with Chums and will enable to work closely with them and forge new relationships.

Delivery Manager

- **Overall team performance:**

Successes of previous month include:

- New grant funding applied for and achieved and new funds identified to bid into e.g. Safer Streets (£880k), VERU Small/Micro Charities £74k; CSA for 12th August; Women drawn into Crime for 10th August.
- Special mention re the Safer Streets initiative – an exceptional and unexpected result with both bids being successful. Already members of the communities affected are getting in touch with the OPCC which bodes well with engagement and also emphasises how long awaited these sustainable interventions have been. Very much a partner led and collaborative project.
- Now that Signpost is part of the OPCC family both VR and PMc conducted interviews for the Victim Care Supervisor Post – post appointed.
- Health and Safety Audit – completed forms received from the team. A number of actions arising and necessary equipment identified.
- The reconvening of the Bedfordshire LCJB at which a good turnout. Thanks to our colleagues at Herts OPCC, we were able to present a dashboard of related data which enabled the Board to look at trends, consider the reasons behind crime and court data. One of the most pressing issues for the Board is the backlog of court cases and the serious impact this has on victims and in the ability of the service to deliver.
- Candidates selected for interview for the Executive PA/Research Assistant post. Interviews take place this afternoon with VR and KB.



- The opportunity to grow our team, filling unfilled posts and creating two new posts one of which is for our Transparency area, the other of which is to augment the capacity of the Bobby Scheme.
- ICV – Custody visiting is being reintroduced in a different way to compensate for Covid-19 restrictions. Successful meeting convened last week with ICVs ahead of this.

Areas for improvement or issues to go through from previous month:

- Responding to urgent issues
- Importance of planning and accountability
- Reprioritising
- Thinking outside the box

Workplanner and tasking:

- Reviewing how best to task
- Encourage ownership and ensure that completion is achieved.
- Clarity in tasking and also the importance of checking understanding of the task is vital.
- Setting of deadlines/completion dates and improving monitoring.
- Regularly updating the Workplanner
- Folder and file management - Retrieving information in the absence of a colleague e.g. during holidays is unnecessarily time consuming in some cases.
- Ensure clear labelling of folders and files and clear pathways

Goals and priorities for the next month:

- Getting into the habit of a task to completion mindset
- Developing a WFH induction pack for new starters
- Ensuring that all staff feel connected
- Reviewing bhouse

Team Updates

Handovers – ensure that manager/colleagues aware of pressing deadlines and outstanding. As much detail as possible to minimise impact on team and on subsequent potential delays responding to partners and funders.

CK stated as AB is on annual leave she would complete her update. CK asked KB if she had received a paper from AB before her leave, KB stated she believed she had completed the paper, however it has not been saved in file.

Commissioning Officer

CK explained the recent success of the Safer Streets – Two bids. She explained that AB would be the project manager for the bid as a career/development opportunity. Local Authorities have agreed this, so the project can start immediately and not have to wait



<p>for recruitment. The structure will be the project manager (AB) and two project coordinators – one from Luton and one from Bedford.</p> <p>Also this means that we have a temporary position coming up as the Commissioning Officer until March 2021. So recruitment will start for this, this individual will be managed by AB.</p> <p>CK stated that she has worked on the timeline and this is under BHOUSE-Commissioning-20/21 – planning, and it is the excel document. The document lists remaining funds for 20/21 and financial planning for 21/22 which CK is going to present to the PCC. CK worked through the dates and Bids/Funding to all the team.</p>	
<p>Communications Officer</p> <p>GF stated the she is working through the 2 Press releases which is required weekly. GF stated on weeks where there is only one she would like to have a press release focussed on Commissioner services.</p> <p>CK stated she like the commissioned service focus and believe it would work, working with our partners would be positive.</p> <p>GF stated she will look into Ormiston families. CK informed her they have not been operating during Covid-19. GF stated she would look into other organisations.</p> <p>Discussions were had surrounding RVT. GF stated she was thinking to do a release on RVT and the work they have completed during Covid-19 supporting the bereaved. CK stated yes and please disclose amounts – RVT were given more. It is normally 60,000 and this year were given 70,000. CK asked GF to also link in with Brake. CK asked MR to get email address for BRAKE and pass to GF.</p> <p>Schedule Update – amendments need to be made from above.</p> <ul style="list-style-type: none"> • Comms of PCCs events / projects i.e social media, Facebook, public and corporate correspondence <p>Instagram advert nearly ready to go, to promote Youtube Channel. GF just needs to change a couple of pictures following VR sign off and details for payment. GF asked whether or not the ad needs to be posted on any other platforms? CK asked for GF to link with other groups which were discussed earlier to share.</p> <ul style="list-style-type: none"> • Community Tensions or issues <p>Bedfordshire CCG still reporting high levels of Covid-19 cases. Campaigns ongoing to make public aware and encourage use of face masks. PCC asked if she would like to feature in this campaign. PCC replied saying she will do it. CK stated she would take a picture when she next sees the PCC and then the piece can be written.</p> <p>Website Review</p>	<p>GF/MR</p>



<p>Vacancies to be added when signed off – VR to pass them to GF to add to website.</p> <p>GF stated that there is a need to update website accessibility statements for all websites. KB stated that she has this on her work log to draft and will send to her for review.</p> <p>Meet the Team pages (partnership trust and signpost) still need finalising – KB stated that she is awaiting permission from volunteers before these will be finished.</p> <p>Recite Me – teething issues we are currently dealing with. We might need to add a user guide explaining it on the website. It is currently playing automatically – KB stated this is something we can look into and for GF to complete.</p> <p>CK raised concerns surrounding the VERU page and amendments needing to be made. CK explained exact changes which need to be made to GF – to state funding is now closed in red – GF understood and stated she would complete.</p> <p>Policing Minister Visit</p> <p>Photographer requested however Force photographer is on leave. Press release draft with PCC. Have liaised with Comms as his media office has contacted them, awaiting reply from comms. CK asked for GF to complete a full brief for the PCC and to link with Rachel Glendenning.</p>	
<p>Events/Engagement Officer</p> <ul style="list-style-type: none"> • 100 Conversations <p>ZF explained that the conversations are going well and transcripts are all with the PCC. Tools to make it easier have been purchased. Emails have been sent out to all commissioned services asking for their engagement in the process and have requested that the commissioned services send out to all communities.</p> <p>Contact has also been made with the community cohesion team to send out to all afro Caribbean communities.</p> <ul style="list-style-type: none"> • BYC <p>Discussions were had surrounding the logo which has been completed by the youth group. CK stated that the logo looks similar to political logos which have been released recently. ZF to go back to BYC and ask for amendments.</p> <p>ZF gave an explanation to the work surrounding BYC and engagements moving forward. ZF wants to link VERU to BYC and CK suggested EMBRACE.</p> <p>ZF went through her work log and everything is being progressed.</p> <p>CK informed the team that events are planned to be reinstated in the New Year 2021.</p>	<p>ZF</p>



	NPAS – completed by CK.	
	<p>Annual Report</p> <p>CK asked for KB to add VERU – 75K and Safer Streets 880k to log.</p> <p>Discussions were had surrounding the report – CK stated she believes that the PCC may complete a release of the 100 conversations and include information about her 5th year. But OPCC still needs to complete annual report for PCP.</p>	
	<p>AOB</p> <p>CK asked for all FLM to ensure all staff are being managed appropriately and deadlines have been met or could leave to formal performance management.</p> <p>Meeting closed at 12:10hrs.</p>	