**OFFICE OF POLICE AND CRIME COMMISSIONER FOR GWENT**

**STRATEGY AND PERFORMANCE BOARD**

 **7th MARCH 2024**

**Present:** **Office of the Police and Crime Commissioner (OPCC)**

Mr J Cuthbert – Police Crime Commissioner (PCC)

Ms E Thomas – Deputy Police and Crime Commissioner (DPCC) (Chair)

 Mrs S Curley – Chief Executive (CEx)

 Mr D Garwood-Pask – Chief Finance Officer (CFO)

 Mrs J Regan – Head of Assurance and Compliance (HoAC)

 Mr S Slater – Head of Strategy (HoS)

 Mr R Guest – Head of Communications and Engagement (HoCE)

 Mrs Z Morris – Principal Finance and Commissioning Manager (PFCM)

 Mr S Howells – Standards and Governance Officer (SGO)

 Mrs N Warren – Governance Officer (GO)

 Ms N Merrick – Office Manager (OM)

 **Office of the Chief Constable (OCC)**

 Ms P Kelly – Chief Constable (CC)

 Ms R Williams – Deputy Chief Constable (DCC)

Mr M Hobrough – Assistant Chief Constable, Operations (ACC Ops)

Mr N Stephens – Assistant Chief Officer, Resources (ACOR)

Mrs N Brennan - Head of Joint Legal Service (HoJLS)

Mrs V Townsend – Chief Superintendent, Head of Continuous Improvement (HoCI)

Ms N Brain - Det/Ch/Superintendent, Head of Protective Services (HoPS)

Mr M Coe – Head of Finance (HoF)

Mrs B Barne – Governance Policy & Risk Manager

 **Staff Associations**

Ms J Everson - Unison

 The meeting commenced at 9:00am face to face and online via Teams.

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| 1. **APOLOGIES**
 | **Action** |
| Apologies for absence were received from the Police Federation (PF) and Mr N McLain, Assistant Chief Constable, Organisation.  |  |
| 1. **MINUTES**
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| We received and confirmed the minutes of the meeting held on 22nd November 2023. We agreed they were a correct record of the meeting and no amendments were required.  |  |
| 1. **ACTIONS**
 | **Action** |
| We received and noted the actions from the meeting held on the 22nd November 2023.**Action 3, 22nd November 2023, Collaboration Update**The DPCC requested that this was marked as complete but that a check was undertaken to ascertain if the slides could be circulated after oversight from the CC. **Action 4, 22nd November 2023, His Majesty’s Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) Police Effectiveness, Efficiency, Legitimacy (PEEL) Inspection Report Quarter 2 Overview**The DPCC advised that conversations had now taken place between the HoCI and HoS regarding the oversight of youth justice and could be marked as complete. **Action 5, 22nd November 2023, Off Road Biking Update**The DPCC advised that an update on the issue of off road biking would be presented to a future Strategy and Performance Board meeting and requested that it was added to the forward work plan. The action could then be marked as complete.**Action 3, 6th September 2023, Organisation Performance Report**The DPCC highlighted that the two thematic areas did not appear to be covered in detail as part of this meeting and asked for these to come to the next meeting. **Action 10, 6th September 2023, Fleet Management Report** The DPCC asked for the action to be marked as complete as the annual report was on the agenda for this meeting.  | **CC****GO****GO****HoCI****GO** |
| 1. **HMICFRS PEEL INSPECTION REPORT INCLUDING THE ORGANISATIONAL PERFORMANCE REPORT AGAINST THE POLICE AND CRIME PLAN PRIORITIES AND THE ANNUAL REPORT ON DATA QUALITY**
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| 1. **HMICFRS PEEL Inspection Report**

The HoCI provided an update on progress with the PEEL inspection recommendations. She highlighted that the report had been reformatted to focus on areas of prioritisation for the force. The HoCI advised us there were seven Areas For Improvement (AFI) remaining from the PEEL 2021-22 period, however, these would not be reviewed by HMICFRS until the next PEEL inspection cycle 2023-25. The HoCI guided us to paragraph 3.1 in the report which stated that the force needed to improve the recording of reasonable grounds for stop and search. There would be a new training programme to support this area of work with the focus being on Inspectors and Sergeants. This approach was being tested with the HMICFRS Force Liaison Lead (FLL) to ensure it was fit for purpose and met the requirements of the recommendation. We were informed there were three AFIs in relation to protecting vulnerable people with the first one relating to the governance structure. The HoCI stated they were satisfied there were appropriate meetings now in place and advised that a Strategic Workforce Planning Board would be implemented in April 2024 to ensure there were sufficient resources in the prioritised areas. We also noted that the force had recently received a positive response from an internal audit in relation to their governance structure.The second AFI related to the Domestic Violence Disclosure Scheme (DVDS) which was split into two elements. The first element related to the initial 10 day contact, which Gwent Police were satisfied they were achieving and were meeting the needs of the victim. The second element related to the 28 day disclosure which continued to be an area of focus with significant work being undertaken.We were asked to note the five points in the document relating to the Multi-Agency Risk Assessment Conference (MARAC) and how Gwent Police was meeting demand in this area. The HoCI advised there was one AFI in relation to building, developing and looking after its workforce and how Gwent Police could use its understanding of factors contributing to sickness and absence to improve the well-being of the workforce. She added this was an area of focus and there was more work that needed to be carried out to understand the underlying reasons for sickness. We noted that there was a sickness management framework in place along with the force wellbeing strategy and wellbeing plan. The CC advised that a meeting was held every week to look at sickness and the reasons for it as well as the impact of sickness and vacancies on staff and subsequently on the service provided to the public. In relation to force planning and managing the organisation, the HoCI advised work was ongoing to ensure there was an effective strategic planning framework in place. We were advised there had been progress on the management of the business cycle linked to financial planning with key pieces of work, such as the Force Management Statement, now being a central part of the planning process. This ensured any risks and issues were identified and progressed at the earliest opportunity. We were asked to note that three of the AFIs would be achieved against the parameters set out by HMICFRS, two of them were partially achieved with three ongoing. We were advised that there were governance processes supporting the outstanding AFIs to ensure progress was made and that there was scrutiny by chief officers.The DPCC thanked the force for the work being undertaken in relation to the PEEL recommendations and also for the update on the scrutiny and management arrangements that were in place to support this work. She highlighted that as the original HMICFRS PEEL inspection was in the public domain, when used as a source by the public to show the performance of Gwent Police, it did not reflect the improvements that had been made. She queried how the force was creating the narrative around the recommendations to provide assurance, both internally and externally.The DCC stated that the force had discussed how they publish data and the explanations that support that data in the public domain. We noted there was an opportunity for the work that was being carried out internally by the HoCC that could also be reflected externally. In relation to 999/101 calls, the DCC asked us to note the coverage Greater Manchester Police had recently when they stated they were the best performing control room in the country. She added that when the force made available similar information it wasn’t used in the same way by the press. She indicated that there was more the force could do to try and change that. She also stated that there was work to do with HMICFRS regarding the amount of work undertaken and the improvements made by the force in relation to the PEEL inspection report and how this was shared publicly.The DCC credited the HoCI for reducing the number of outstanding inspection recommendations as well as explaining that over the past 12 months there had been a significant improvement in the force’s policies, procedures and governance structure, as well as in the scrutiny being undertaken. She highlighted there was a good news story in this work albeit not as exciting as other policing work, but that the force needed to find a way of promoting it as it was key to improving the service received by the public in Gwent.The CC gave us assurance that the FLL was now more engaged with the force which had improved the relationship with HMICFRS. She advised the force needed to be open and transparent in relation to the ongoing misconduct issues in order to build trust with the public. She reassured us that the force would continue to work through these diligently and as transparently as possible. She suggested that a way forward would be a focus on the force’s success stories to increase public confidence and stated it was crucial to create a plan showing this journey over the next 6-12 months. The CEx informed the CC that once this communication plan was in place, the OPCC could also share positive news stories along with evidence that robust scrutiny had been undertaken. The DPCC acknowledged that both the force and OPCC were on a journey in relation to the work on the perpetrator programme. The HoCI advised there were changes from a Cautioning And Relationship Abuse (CARA) perspective that the force would be reviewing.  | **Action****Action****DCC/HoCC****DCC/HoCC** |
| 1. **ORGANISATIONAL PERFORMANCE REPORT AGAINST THE POLICE AND CRIME PLAN PRIORITIES, QUARTER 3, 2023/24**

We received the Organisational Performance Report against the Police and Crime Plan priorities for quarter 3 of 2023-24.The HoCI informed us that since quarter 1, there has been a significant increase in the positive outcome trend for all crime which is sat at 13% for the overall calendar year; a 3.4% increase from the previous year. The HoCI highlighted that the positive outcome rate for all crime currently sat at 14.3% but advised us that the victim based perspective placed the rate at 11.4% which was above the national average of 10%. She added that although this was positive for the force from a national perspective, it was not positive from a victim perspective so the force now consider both figures and had amended their performance documents to reflect this. The DCC advised that it was difficult to compare the victim based perspective rate with other forces and advised caution. She requested that if the OPCC wanted to use this data for comparative purposes, to contact the force prior to undertaking any work.In relation to drug supply and organised crime, we were asked to note that in the Beating Crime Plan, one of the priorities was around homicide. The way the force track whether there was an opportunity to decrease the numbers of homicides was to monitor the link to drug offences. The HoCI explained that 48% of homicides had links to drug and trafficking offences. We were informed from a drug/trafficking perspective, the force performance rate was at 50.3% positive outcome rate which was an increase of 15% over the calendar year. We were assured that appropriate governance processes were in place and that this was an area scrutinised frequently by chief officers.The HoCI informed us of the excellent work that has been undertaken by neighbourhood teams in the East Local Policing Area following the discovery of several cannabis cultivations in Newport. As well as multiple arrests being made, a significant amount of cannabis was recovered, estimated to be worth between £2.5 million and £7.5 million. The disruption to this supply had also benefited local communities as well as reducing the impact on businesses such as the National Grid where it was estimated to have caused a £1.5 million loss. The HoCI highlighted that this was a good demonstration of the link to the Police and Crime Plan and the impact it was having on the communities in Gwent. The HoCI gave an overview on the performance of rape investigations and positive outcomes. She stated that although it showed a spike in investigations, the actual number was small. She added that the force had recognised there was serious demand on workloads and that it was imperative to monitor this area, ensuring they were supporting the team appropriately. We were told that it was positive from a performance perspective however, it was an area the force was continuing to watch to make sure they had the right people with the right skills in the team. We were informed that a case study had been included in the report in relation to Child Sexual Exploitation (CSE) regarding a 12 year old who was admitted to hospital after suffering side effects from a tetrahydrocannabinol (THC) laced vape that had been used to exploit the young person. As a result, two adults were arrested and a warrant executed at their home address. and 19 offences charged. Both were subsequently charged with 19 drug related offences, with one offender being remanded in custody. We were given a positive update in relation to 101 demand, being advised that a significant amount of work had been ongoing within the Force Control Room (FCR). We noted that the abandonment rate had decreased steadily over the past 7 months and currently stood at 11.4%. The average answer time for 101 calls during quarter 3 of 2023-24 was two minutes and 20 seconds, an improvement of two minutes and 45 seconds when compared to the previous quarter. The HoCI explained that the force had set themselves a 1 minute target to answer 101 calls. We noted that there were national conversations ongoing in relation to the performance metric for this area.  The DPCC gave thanks for the way the performance summary had been produced. She could see a distinct improvement and reflection of the amount of work that had been carried out. The DPCC informed us that she and the ACC Operations (ACC Ops) appeared before the Youth Question Time panel in Gwent, where they received challenging questions in relation to vapes and their impact and the concerns raised around safety, adding this was an area that needed be looked into more broadly. The PCC stated that he was pleased with the improvement in the time taken to answer 101 calls as well as the reduction in the abandonment rate and asked if there was a relationship between the decrease in 101 calls and any increase in 999 calls. The HoCI advised that there was no correlation and that the trends the force were seeing were replicated nationally. She explained the force would likely see a decrease in the number of calls until the end of April with demand increasing from May onwards. We were told that chief officers had queried whether there were enough resources in place to continue the improvements already made in the FCR, especially with calls likely to increase. Reassurance had been provided by the Superintendent - First Point of Contact, regarding the plans that were in place to ensure the improvements made were embedded and could be sustained. The CC added that it would be worthwhile now looking at their most similar forces performance in this area in order to provide benchmarking information. In relation to repeat victims, the DPCC asked if the force understood who their repeat victims were, the crime types and what support was available to them. The HoCI explained that the Operational Performance Board chaired by the ACC Ops reviewed repeat victim and serial offender data and that a Violence Against Women and Girls (VAWG) performance report was currently in draft that would also focus on repeat victims and offenders specifically in this area. The CC advised it was essential that the force looked at repeat offenders in priority, high impact areas such as VAWG, domestic abuse and rape, and serious violence. She stated she would like to see a partnership strategy on dealing with vulnerability and repeat victims and offenders when the data allowed. The CC asked us to note that the Chief Crown Prosecutor for Wales had praised the work of Detective Superintendent Chaplin in engaging with the Crown Prosecution Service (CPS) in relation to vulnerability and repeat victims. The DPCC echoed the feedback on Detective Superintendent Chaplin’s engagement in relation to the CPS, the safeguarding board and the work the force were undertaking on perpetrators. The HoS asked if the force knew the maximum outcome rate they could achieve in this area. The DCC advised that it was difficult to determine and stated that chief officers had asked to understand what the positive outcome rates looked like now and then how they were impacted by changes in policy or process. The DCC stated it was important to focus on the satisfaction of the victim throughout the process and the trust and confidence of the public rather than placing a statistical target on this area. | **Action****Action****ACC Ops/DPCC**ACC Ops**Action** |
| 1. **MANUAL OF CORPORATE GOVERNANCE ANNUAL REVIEW**

We received the annual review of the Manual of Corporate Governance (MoCG) for approval.The CEx thanked the HoAC for drafting the report and also thanked the ACOR and HoJLS for their support. She explained the importance and value of the document in clarifying clear roles and responsibilities, particularly when circumstances changed.The CEx advised the main changes related to the chief officer level regarding the scheme of delegation. A query was raised relating to the approval of ill health retirements. We noted that certain functions would become the responsibility of the Chief Finance Officer for the Chief Constable from 1st April 2024 but that the DCC would be responsible for recommending the ill health retirement of both police staff and officers to the CC. The CEx added it was likely that a report highlighting further changes would be presented to the Strategy and Performance Board (SPB) in 6 months due to changes brought in by the Procurement Act. She advised that there may also be further changes required after the PCC elections in May. The CEx highlighted a further change not covered in the report relating to the procurement thresholds. She informed us that the upper limit of the level two threshold would increase in certain cases to £100,000 excluding VAT (£120,000 including VAT) which would therefore increase the lower level 3 threshold amount. The HoJLS advised there would be changes in relation to delegation but highlighted that core elements such as key principles, code of governance and standing orders would be untouched. She explained that a national template document was being produced by the Association of Police and Crime Commissioners’ Chief Executives (APACE). Elements of the final draft had been included in this review but a further review of the final version would be beneficial to further rationalise and bring the document up to date. The ACOR asked when the updated MoCG was due to go live and be published. The HoAC confirmed that after consideration by the Joint Audit Committee (JAC) and final approval from the PCC and CC, the new MoCG would go live from 1st April 2024. The PCC and CC agreed to approve the changes in principle and asked that the final document was shared before final approval was provided.  | **Action****HoAC** |
| 1. **FLEET MANAGEMENT STRATEGY 2024-2027**

The ACOR introduced the report and advised us that the new strategy would take effect from April 2024 to March 2027 and that the force would monitor activity throughout the year and report on progress on an annual basis. The ACOR asked us to note that by the end of March 2024, the force would have 33 electric vehicles in its fleet and the first marked operational vehicle by May 2024. He advised that the force aimed to acquire 74 electric vehicles by the end of the 2024/25 financial year. The DPCC noted the report had been presented to the force Scrutiny Executive Board and asked for the perspective of the DCC as Chair of that Board on the discussion and scrutiny of the strategy that took place. She added that the strategy was aspirational and asked what challenges the force foresaw in its implementation. The DCC explained that the force needed to ensure that operationally, the strategy was sustainable. She suggested that further consideration needed to be given regarding the infrastructure required to support electric vehicles for operational policing such as a potential collaboration with an organisation who had fast speed chargers who could give the force the opportunity to use such a facility. The ACOR confirmed that scrutiny, challenge and ownership in this area was key in terms of managing the issue going forward as there was a cultural change needed, with officers and staff ensuring the cars were charged after use. The DCC suggested the development of a mechanism to report issues arising with the charging vehicles and how the force then dealt with those issues. The CC acknowledged that the strategy was ambitious but balanced and advised that the force needed to explore what vehicles were available and suitable for use by the emergency services. | **Action****ACOR** |
| 1. **FINANCE MONITORING REPORT**

We received the Finance Monitoring Report for quarter 3.We were advised that there was a forecast outturn of just over £3 million. The ACOR summarised a number of initiatives in place such as centralisation of budgets, officer and staff vacancies and significant overtime controls in place. The ACOR highlighted that some of the expenditure initiatives had been frozen and that certain areas of capital expenditure had been delayed, the most significant being the Joint Firearms Unit (JFU) Training programme. The ACOR informed us that with the cost control measures in place supported by some additional income from higher interest rates, additional money the force had received through Operation Uplift and a delay in the requirement for borrowing, what had potentially been a challenging year had actually been a positive one. The DPCC gave thanks to the ACOR and HoF for their leadership and significant support they had provided along with the finance team to the OPCC during the absence of the CFO which helped to confirm the approval of the proposed precept by the Police and Crime Panel. The DPCC asked if the changes in the end of year forecast were on the investment income and if this related to the base rates the force were setting. The ACOR explained that when the budget was set, the force assumed a certain level of cash holdings and advised that interest rates had increased significantly but were expected to decrease to a more consistent level. He also advised that more cash was held to gain interest on due to the delay in capital expenditure and not needing to borrow any money. We were advised by the HoF that when setting the 2024/25 budget, the force had assumed an increase in investment income, however, this would not be at the same level that the force experienced in 2023/24 due to the expected reduction in interest rates. He added that the force had assumed £750,000 of investment income for 2024/25 which was substantially lower than the £1.7 million the force were likely to receive for the current financial year. The HoF asked us to note that he expected the interest rate would be around 3%. The DPCC asked what confidence the ACOR had in terms of continued trends on overtime rates. The ACOR explained that the Global Rostering System (GRS) and time management system enabled identification of who had claimed and authorised overtime within each individual team along with the reason. He added that the ACC Ops monitored overtime and was able to challenge decision making,The ACC Ops asked us to note that he was able to drill down into the detail and that Heads of Service had been holding meetings to understand overtime trends in their areas. He asked us to note there was a defined difference in the forces’ processes between planned and spontaneous overtime. Spontaneous overtime had to be approved by the Silver Commander who was at Chief Inspector level. He concluded that planned overtime was therefore easier to manage and they could ensure it was used in the right way. The DPCC asked what the plans were to make best use of the Anti-Social Behaviour (ASB) investment that the Government were providing. She added that whilst there was a commitment to reduce overtime, the ASB funding could lead to an increase in overtime. The HoF advised the force would be working with the ACC Ops and OPCC to ensure there was specific budget code set up so that the force could capture and identify any overtime associated with this funding so that it matched against the income. The CFO stated that there was a theme throughout the report relating to the profiling of budgets and a reliance on a linear rather than a phased approach being taken. He suggested further work needed to be undertaken to move towards a phased approach. The HoF advised that work had been completed in the 2023/24 budget to ensure the phasing reflected actual receipts. He added that the Home Office (HO) started providing funding upfront rather than on a monthly or quarterly basis but agreed that phasing of budgets needed to be as accurate as possible to minimise the year-to-date variances.The CFO asked to note that paragraph 3.21 of the report referenced the Police Computer Company which was an outdated term. He also highlighted that the budget line was wider than the terminology indicated and asked for this to be refined and the narrative updated.  | **Action****HoF** |
| **The meeting was paused at 10:35pm for a 10 minute break.** |  |
| 1. **The information contained in the report(s) below has been subjected to the requirements of the Freedom of Information Act 2000, Data Protection Act and the Office of the Police and Crime Commissioner for Gwent’s public interest test and is deemed to be exempt from publication under Section 7.**
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| **5a)** **COMPLIANCE WITH SAFEGUARDING/CHILD WELFARE ANNUAL REPORT 2022/23**We received a presentation on the force’s statutory duty to safeguard children and promote their welfare under sections 10 and 11 of the Children Act 2004. This met the PCC’s statutory duty to hold the CC to account for the safeguarding of children. We were asked to note the work of a number of partner organisations Gwent Police worked with, ensuring the safeguarding of children was done in the best way possible. The HoPS provided an overview of the work ongoing in relation to child protection, child sexual exploitation, online offending and missing children. We noted that the missing children’s team had now integrated into the child exploitation team which was working well. We also noted that the voice of the child was embedded into systems with the risks of children in areas such as domestic abuse situations being better recognised by front line officers as well as better working with partner organisations. The HoPS provided us with an update on progress against the outstanding HMICFRS inspection recommendations. We were made aware that work had been undertaken to develop a truancy policy which supported frontline officers in their dealings with missing children. The HoPS advised this was monitored daily as part of the missing children debrief process.Operation Encompass was now used by the Police OnLine Investigation Team (POLIT). We were advised that although it was now fully embedded, there was still work to do with colleges, private and independent schools. The HoPS stated that children in custody was an area now incorporated into her vulnerability meetings. She suggested a custody representative needed to attend to discuss the statistics and the reasons those children were being detained. She added that Public Protection Notices (PPN) were now being submitted regularly and consistently by custody. We were advised that finding secure accommodation for detained children continued to be an issue and a monitoring and review panel had been established to consider this area.The DPCC stated that the presentation demonstrated the detail of the work the force was undertaking. She stated that the OPCC would continue to work with the force to further develop the report. The DPCC stated that it was important to note that the issue of children in police custody was not one that could be resolved by policing but was confident that the force was doing everything it was able in order to best manage this area. The DCC advised that other agencies needed to understand and apply the same level of scrutiny as the force did in this area. The DPCC queried if the CC felt assured that the right governance and processes were in place in relation to the safeguarding of children. The CC advised that she was satisfied with the processes in place and that they had assisted in identifying the areas where further work was required. The CC stated that the force still had a young workforce and had work to do to ensure there was a whole organisation approach in relation to protecting children. | **Action** |
| 1. **JOINT RISK REGISTER**

The DCC highlighted four key areas on the risk register as well as new risks arising during the last quarter but advised us that these had not yet been through the force’s formal governance structure. The DCC highlighted the areas where there was an increased level of risk such as the accuracy and availability of data. She added there were solutions that could be implemented but these were not immediate fixes. The DCC asked us to note good news around the risk of evidential property, advising that the force had seen a significant improvement in the number of outstanding items in property stores. The DCC affirmed that the force hoped to reduce the level of this risk within the next quarter. The DCC advised that the force had been working on the recruitment of detectives and was making good progress. The DCC asked us to note there were certain elements of risk that were causing a significant amount of challenge. These included the funding required to resolve the risks identified, the development of technology which as well as providing opportunities also brought risk and the training that was mandated by the College of Policing (CoP) and the financial and operational impact this had.The CEx asked if there was an update from the CoP regarding the unintended consequences of the mandated training being considered. The CC advised that the force was waiting on a response.DPCC welcomed the way the strategic challenges were presented and suggested it would be a helpful way of presenting to the JAC. She added that the understanding of how we mitigate risk especially for the funding of risks was crucial. The DCC suggested that she meets with the HoF to discuss the financial assessment of risk and how to link in with the JAC.  | **DCC/HoF** |
| 1. **COLLABORATION UPDATE - EXECUTIVE SUMMARY OF OPERATIONAL AREA**

The CC asked us to note the presentation that had been to the Welsh Chief Officers’ Group which provided an overview of progress on work related to the Sexual Assault Referral Centres (SARC) accreditation, Right Care, Right Person and the forensic alliance programme. The CC advised that it would be key to have a separate meeting with ACC Gunney for her to provide a briefing and assurance on the ongoing collaborative work with attendance from the ACC Ops to provide a Gwent perspective. The CEx welcomed the idea to have a joint meeting to understand the benefits, impact and challenges the collaborations had for Gwent Police. The CC made us aware of the Joint Firearms Unit (JFU) platinum meeting was due to take place in the near future. She advised that it would be useful for the ACC Ops to present the work he was doing strategically in this area to the PCC, DPCC and CEx, prior to the platinum meeting taking place. The DPCC asked us to note there was an outstanding action to provide an update relating to the JFU range to the PCP. The DPCC asked for a sperate meeting to be held with the HoF to discuss this further.  | **CC/ACC Gunney****Action**ACC Ops**HoF** |
| 1. **ANY OTHER BUSINESS**

We noted that it was the last SPB for the PCC, DPCC and ACOR. The PCC and DPCC thanked the ACOR for his leadership and the contribution he has made to his significant portfolio of business.The PCC also thanked the DPCC, together with the CEx, for how they had led the OPCC in his recent absence. He highlighted the positive partnership working between the OPCC and force and hoped this would continue going forward whilst respecting the role the OPCC played in the scrutiny of the force. |  |
| **The meeting concluded at 11.40.** |  |