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

**STRATEGY AND PERFORMANCE BOARD**

 **5th MARCH 2025**

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

J Mudd – Police Crime Commissioner (PCC) (Chair)

 S Curley – Chief Executive (CEx)

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

 S Slater – Head of Strategy (HoS)

 S Howells – Standards and Governance Officer (SGO)

 C Latham – Communications & Engagement Officer (CEO)

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

 M Hobrough –Chief Constable (CC)

N McLain – Temporary Assistant Chief Constable, Organisational (T/ACC Org)

M Coe – Chief Finance Officer – CC (CFO-CC)

N Brennan - Director of Joint Legal Service (DoJLS)

K Thomas – Senior Manager, Business Change (SMBC)

J White – Chief Superintendent, Local Policing Area East and First Point of Contact (Ch.Supt.LPA East&FPOC)

 **Staff Associations**

L Davies – Unison

D Lanfear – Police Federation (PF)

 The meeting commenced at 10:00am.

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| 1. **APOLOGIES**

Apologies for absence were received from N Brain, Temporary Deputy Chief Constable (T/DCC), V Townsend, Temporary Assistant Chief Constable (T/ACC - Operations), E Thomas, Deputy Police and Crime Commissioner (DPCC), J Regan, Head of Assurance and Compliance (HoAC), E Lionel, Principal Finance and Commissioning Manager (PFCM), R Guest, Head of Communications and Engagement (HoCE) and J Everson, Unison. | **Action** |
| 1. **MINUTES & ACTIONS**
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| We received and confirmed the minutes of the meeting held on 25th November 2024. We agreed they were a correct record. The Chief Constable (CC) re-assured us that the actions had been reviewed.  |  |
| 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.**
 | **Action** |
| **4a) SAFER SCHOOLS**The Chief Superintendent, Local Policing Area East and First Point of Contact (Ch.Supt.LPA East&FPOC) gave an overview of the Safer School’s programme where each school has a designated officer. They explained that a Police Community Support Officer (PCSO) was designated to every primary school and high schools were covered by Police Constable (PC) ward managers. We were asked to note that a digital portal had been set up by the Digital Service Division (DSD) to capture and record school engagement which wasbeing used well.The Ch.Supt.LPA East&FPOC highlighted that each school had been given a graded tier status, ranging from tier 1 being minimal engagement to tier 4 needing significant support. They did advise there was an additional school in Newport currently on tier 1 due to several incidents that gave cause for concern. The PCC welcomed the commitment to strengthening the relationship between the neighbourhood teams and schools stating this would be beneficial going forward. The PCC asked what level of confidence the force had in the current tier structure in place and if schools were accurately categorised. Ch.Supt.LPA East&FPOC gave reassurance and gave an overview of a recent review of a school in Newport. They advised that the school and the force knew what needed to be reviewed and by working together along with the seconded officers, they were able to talk about what support and interventions needed to be in place. The PCC suggested that when the implementation phase had finished, it would be beneficial, if possible, to disaggregate the engagement data to allow a better understanding of engagement in terms of physical contact as well as splitting routine correspondence and support headteachers/safeguarding leads need. The CC agreed that physical face to face and visible presence was needed. They stressed the importance of the two school liaison officers was becoming more apparent and there was further opportunities for them to develop a wider remit of neighbourhood staff.The PCC noted that a feedback survey had been sent out to schools to gather their views and that the report stated there would be a post implementation review. They asked if the feedback on the baseline would be reported back and what the time frame for the post implementation review was. The CC advised that the school liaisons were in place until the end of term so that force would be looking at the end of the school year. The PCC was pleased to hear the force was going to work with headteachers and that meetings had been lined up with councils in terms of lockdown issues. The PCC suggested it was a perfect scenario to work with the University of South Wales (USW) in terms of their hydra suite facility and asked if the force had considered undertaking modelling which would then enable colleagues in neighbouring forces to join.   | **Ch.Supt.LPA East&FPOC** **Action****Ch.Supt.LPA East&FPOC**  |
| **b) STRATEGIC RISK REGISTER**The PCC thanked officers for adding the RAG rating into the Strategic Risk Register document. The SMBC talked through the 18 risks and issues highlighted. There were 6 highs, 7 mediums and 5 lows. They explained that the narrative had been updated for the financial position 2025/26 and that all high risks continued to be monitored at governance boards. We were also informed that at a recent Scrutiny Executive Board (SEB), there were changes around the driver training risk that would be reflected in the next version of the risk register. The PCC noted the areas of high risk and queried what was level of confidence in the mitigations that were in place to manage the risks. The CC assured us that each risk had oversight at executive level with a designated lead assigned to each risk. They asked us to note that some risks, although red, were low priority red opposed to high priority red. They used Criminal Investigation Department (CID) Professionalising Investigations Programme (PIP) accreditation as an example explaining that this was in a healthy position compared to a few years ago where there had been shortages in PPU and CID. The CC provided more reassurance stating that each risk was reviewed and covered off at a specific Board such as Organisational Resource Board, People and Resources Board, or Culture and Engagement Board which then goes through to SEB. The CEx talked about the culture risk asking whether the force had met any interim goals which would allow Chief Officers to feel confident enough to move it out of the red and into amber. The CC commented that this would only happen if the force had absolute confidence that they had embedded everything they wanted to do. They told us that the force had programmes which were in transit working with the USW in terms of the Hydra Model as well as programmes with the College of Policing. They assured us there was confidence that the force were moving in a really positive trajectory in relation to culture. |  |
| 1. **The information contained in the report(s) below has been deemed not to be subject 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 not deemed to be exempt from publication under Section.**
 | **Action** |
|  **6a)** **HMICFRS PEEL INSPECTION UPDATE REPORT**The PCC asked if the force could consider a better way of presenting the information in the PEEL Inspection report in order to better show progress. We agreed that future reports would provide wider updates on HMICFRS Areas for Improvement (AFIs).The CC introduced the HMICFRS PEEL Inspection Report. They gave us assurance that the force would have a draft document potentially on the week beginning the 31st March 2025 that would highlight top level findings and areas of improvement. They added that the force would then have a period where they could respond, clarify and make additions for the consideration of HMICFRS with the final report likely to be published in June. The CC shared a document that showed a series of graphics for the first three AFIs and asked to note that there had been changes to the fourth AFI in terms of the force making changes to the operating model which assisted the rape investigations team enquiries which had improved on timelessness of investigations.  The CC talked through the fifth AFI in relation to the Domestic Violence Disclosure Scheme (DVDS) advising that the force had brought in better ways and processes as well as seeing an uplift in staff. They informed us that there had been a reduction in the backlog which had now gone from 35 to 28 days, however this still needed to improve. We were asked to note that as of yesterday there were 67 right to know disclosures and 158 right to ask disclosures waiting to be processed. In terms of the Multi Agency Risk Assessment Conference (MARAC) demand, there were daily reviews of MARAC referrals and if they needed to be escalated to the multi-agency panel for review. If these cases then needed to go to MARAC, they needed to be done within 24 hours. We were told if the case did not meet MARAC requirements, the case would then have an owner who would put a safeguarding package together. The CC talked through the last two AFIs asking us to note that the force business planning cycle had been reviewed to ensure force priorities were met and fall in line with inspection preparation and internal audit. The PCC commented that it was helpful to see the comparative data presented in the way the CC provided it. They asked if the CC was content with the progress being made. The CC advised they were content, however the requiring improvement grading for responding to the public was still a priority. They did assure us that there were plans to renew their focus on neighbourhood policing to understand what communities want from the force. The PCC asked how the force was progressing with implementing the recommendations raised in the recent Custody Inspection and when they thought this work would be complete. The CC suggested they were happy for HMICFRS to come back in and undertake a review as areas for improvement had been addressed and any issues had been rectified. We were told that there had not been a date scheduled in for them to come back but the SMBC would find out. The CC talked about custody and praised the work of Superintendent John Davies as the force had seen a huge drop in wait times in custody.  | **Action****SMBC** |
| **b) ORGANISATIONAL PERFORMANCE REPORT AGAINST THE POLICE AND CRIME PLAN PRIORITIES QUARTER 3 2024/25.** The T/ACC Org took us through the Organisational Performance Report against the Police and Crime Plan priorities for quarter 3 of 2024-25. They highlighted that reported crime this year had been a lot higher than the year previous which could mainly be attributed to improved crime data integrity (CDI).The PCC asked how the force defined ‘solved’ in terms of investigations. The T/ACC Org advised that each investigation that comes to an end has an outcome. They told us there were 22 outcomes ranging from charged, cautioned, and insufficient evidence amongst others. The CFO (PCC) queried for the 88% of unsolved category, what were the top three. The T/ACC Org advised outcomes 15 and 16 were the largest outcomes as they covered the victim withdrawing their complaint and insufficient evidence. We were informed that Gwent Police’s data was different to national data with the force’s number of outcome 16s being lower than outcome 15s. The PCC advised that when talking to the citizens of Gwent, public perception was a common theme on queries regarding solved crimes. They welcomed the comparative information on Gwent Police’s position and advised that it did come back to a communications piece around public perception. The PCC commented on the positive Anti-Social Behaviour (ASB) levels that seemed to be lower than last year and asked what kind of impact Operation Lumley had. The CC confirmed it had been very positive and that areas selected for Operation Lumley had seen a 10% reduction in ASB and that continued funding was welcomed. They added that they wanted to see more education programmes and rehabilitation programmes that could contribute towards tackling ASB long term. The PCC welcomed the strong focus on early intervention and shared that citizens they spoke to would welcome some reports of ASB that had been converted into crimes. The CFO (PCC) noted that cyber data was decreasing. The T/ACC Org advised it was dependent on national agencies and Action Fraud. They added that it could be that Action Fraud had changed their recording processes or a staffing issue. The CC commented that it was reassuring from a financial fraud asset recovery perspective and asked us to note that the force still sat at 2nd in the country consistently. The PCC commented that the OPCC had been doing work on illustrating some priorities with quotes from the public survey and there was a very positive one around financial fraud that would be included in the new Police, Crime and Justice Plan. The HoS noted the timeliness around investigations and asked what assurance the force had that everything had been done in the investigation before they were closed. The T/ACC Org asked us to note that some enquiries got left behind due to officers retiring and moving on. They added that the 1,500 crimes were senior level and all those crimes got through crime management before they were closed. We were told there was a template that was followed to ensure that anything that needed to be done had been done. The CEx asked what was in place in terms of delays resulting in offences being statute barred. The T/ACC Org advised that the T/ACC Operations was starting to look at how many crimes were coming up to the 6 month limit with scrutiny then being overseen at Inspector level. That work was welcomed by the OPCC. | **Action** |
| **c) FINANCE MONITORING REPORT**The CFO (CC) introduced the Finance Monitoring report, highlighting that there was a forecast underspend of £2,788 against the original budget of £176M which was where the force were expecting to be. The CFO (CC) talked about the pay variances, advising there was a £2.2M overspend forecast for the year. However, £1.7M was the difference between the budget pay award and the actual. They added that the £1.7M of income would be the offset. We were informed that agency costs were not budgeted for and so would be an extra cost, however, the force were expecting that cost to be circa £400K by year end. Our attention was drawn to the overtime figures with the CFO (CC) asking us to note that there was a £1.7M overspend that mainly included the Operation Lumley elements. The CFO (CC) told us that the force would always have pressures in protective services and custody from an overtime perspective as that it was very demand led; but that did not mean to say that, from a whole operating model perspective, the force did not need to look at minimum staff levels in rotas. They added that changes within the Human Resources (HR) team which brought the rota management unit in-house alongside workforce planning would also help. We were told that the overtime budget was being reviewed by the force for next year’s budget as it was a flat cash overtime budget. They explained that the overtime budget did not go up with each pay award so the force had kept the budget at £2M. The CFO (PCC) commented that £2M was removed around 10 years ago, intending to remove the cultural aspect of overtime. The CFO (CC) talked about non-pay elements relating to policing premises such as the Ystrad Mynach custody unit, where revenue budgets were being utilised to fund them.   The CFO (CC) explained that transport costs was where there had been damage to a member of the public’s car by a police vehicle and where that member of the public had made a claim against the force. They informed us that claims data was sent through by Joint Legal Services (JLS) and that costings for this year were around £40,000. The CC highlighted there had been fewer complaints following the installation of telematics and the scrutiny of the results. The CFO (CC) concluded that driver training and learning were all having an impact. We were told that a big area of spend was around supplies and services and there was an underspend on uniform. The CFO (CC) explained that a full stock take was happening in the coming week, which would result in a report showing the value of stock on the systems versus what was on the shelves. Following this, a full briefing would be available in the next couple of weeks. The CFO (CC) made us aware that the kennelling of dangerous dogs was a major issue and in terms of cost, would hit the £500,000 point over the next year. However, a provision was made and recognised in the 2025/26 budget. The CC explained that some of the requests from the Home Office to go onto the next stage of follow up enquiries of the dogs on the database that had been neutered were being pushed back on, as the force were not going to take on additional responsibilities due to there being no considerations given to the force for the original ones. They added that sensitive discussions were ongoing. The PCC commented that the force were experiencing the unintended consequences of introducing legislation aimed at protecting the public, but with a lack of consideration of how that may be funded. The CC agreed and told us that financial figures on kennelling and veterinary bills did not account for the investment made for temporary housing, additional vehicles and extra training for staff. They concluded that the unintended consequences were significant. The CFO (CC) told us that the force had benefited from other elements coming through in terms of grants with income from mutual aid and new firearms licensing costs also coming through. They added this would help cover some of the firearms licensing costs that the force funded themselves. We were informed that from a working capital perspective, the force were seeing debtors settling quickly and consequently, creditor days were down to 16 days against a target of 30 days. The PCC was pleased to hear this. From a capital perspective we were asked to note that the Commissioner had not borrowed and had a spend of £11.8M out of a revised budget of £22.5M. The CFO (CC) added this was mainly on the firearms range, security and refurbishment at Bettws and Ystrad Mynach custody works. We were asked to note a risk in the report which was the outcome of the ongoing review of the Funding Formula was still unknown and the predicted loss of funding from 2024/25 was not included in the Medium Term Financial Plan’s recurring deficit at 2028/29 of £10.9m. They added that an organisational risk had already been raised via Service Improvement Board (SIB) to reflect the in-year and medium-term financial issues.The PCC talked about the provision made around borrowing and exploring innovative approaches on what the force do with their assets. They asked what options there were. The CFO (CC) made us aware that the force had met with Monmouthshire and Torfaen Councils planning departments in terms of the deadline to get a feel for any big projects that were in their estate programmes. They added they had arranged to meet with Caerphilly Council. The PCC commented that it was important to keep an eye on the deficit going forward and that the asset management and estate strategy would provide the force with solutions in terms of recognising what the force had available to them in the medium term. | **Action****Action** |
| **d) FORCE DELIVERY PLAN 2025/26**The CC gave an oral update on the Delivery Plan 2025/29 highlighting that it mirrored the 5 themes prioritised in the Police and Crime plan. In addition to the 5 themes, there was a strong intention to improve public confidence as a mission statement for Gwent Police which would be broken down into seven areas that expand on ethical leadership such as; Professional Standards, Community engagement, Transparency, addressing misconduct, and offending, Training and Development, Representative workforce and retention, utilising the best technology and data and a strong focus on health and safety wellbeing/welfare. They added the force were looking to make a final document to bring to future Strategy and Performance Boards (SPB). The PCC gave thanks to the teams and recognised the work of the SMBC and Superintendent Continuous Improvement.  |  |
| **e) STRATEGIC RISK MANAGEMENT FRAMEWORK**The SMBC introduced the Strategic Risk Management Framework report. They advised that it came to the previous SPB where some errors were flagged. They had since been corrected. They told us that it clarifies the governance for risk management, the process the risks go through, the evaluations and who was responsible for them. The CEx advised the OPCC had provided their comments which had been taken into account. The SMBC asked us to note that Andrew Blackmore from the Joint Audit Committee (JAC) had been engaged in the writing of the framework.  | **Action** |
| **f) ASSET MANAGEMENT STRATEGY 2022/25**The T/ACC Org introduced the Asset Management Strategy advising this strategy ran over a 3 year cycle ensuring that the assets provided by the PCC were used effectively. The T/ACC Org talked about the governance routes and how the force maintain assets and told us that the force were implementing a bespoke system which would allow them to manage system assets especially in terms of disposals of laptops. We were advised there had recently been a TIAA audit on sustainability and that the force were leading in terms of electric vehicles, fleet and buildings. However, the force does not have a resource solely for sustainability which was picked up in the audit. The T/ACC Org added that the force would need a resource in the future to focus on data collection, grant allocation, funding models and future proofing. We were asked to note there was an All Wales workshop recently that was focused on sustainability where questions on costs were answered by Policing in Wales . The T/ACC Org talked about the strategy showing collaboration about keeping people safe and ensuring that Gwent Police staff had the best assets.The PCC shared their delight to hear that there had been a workshop and asked if that meant a revised strategy would address any gaps was imminent and if it was possible to have any advance insight. The T/ACC Org agreed to share in advance and advised there was a Policing in Wales meeting the following week, however, asked us to note it would be the following Policing in Wales that it would go to. The PCC recognised there was a real challenge across the public sector especially in Policing, around the lack of Capital investment and in order to move forward with a sustainability strategy there would need to be a significant investment. They asked if it would be a challenge for Welsh forces to acquire resources especially as there was not an accountability to Welsh Government (WG), but WG leads on sustainability for Wales. The ACC/T Org advised there was a risk however, the force had reporting mechanisms for Carbon reduction which used the WG methodology. The CFO (PCC) asked if the funding was Salix funding and if it was national. The T/ACC Org advised that particular funding was hard to get. The CFO (CC) suggested there was an opportunity due to two funding streams and that Gwent Police should apply for green schemes that were available. They highlighted that having a sustainability officer or resource in Gwent would be key to monitoring any sustainability opportunities. The SMBC made us aware that there was a funding partnership manager who had made previous bids but they had not been successful. The PCC asked if there was any feedback available as to why Welsh forces were not successful in their bids. The T/ACC Org advised they would check what feedback the force had received. The PCC commented that it would be useful from their perspective to better understand. The HoS suggested it was not necessarily an issue in Wales but all forces had struggled to get the funding. The CFO (PCC) asked if there had been a policy review process on any outstanding ICT assets or fleet disposals. The SMBC told us that the policy was brought up to date in 2024 and that disposals were now done through the devices team.  | **T/ACC Org****Action****T/ACC Org** |
| **g) CHILD CENTRED POLICING – SITUATIONAL UPDATE REPORT**The T/ACC Org introduced the update report explaining the strategy and governance within the force for Child Centred Policing (CCP).The T/ACC Org talked about the vision ‘To create a culture of Children Centred Policing across the whole of policing in England and Wales’ and informed us this was now owned by the force’s Superintendent for Criminal Justice. They informed us that three of the four workstreams fell under Superintendent Davies due to them being linked to criminal justice. These were children as victims, children as offenders and custody and coercive powers.We were told that the report identified initial areas of focus within Gwent Police; stop and search, looked after children, detention in custody and the criminalisation of children and young people, and the relationship between young people and the police.The T/ACC Org informed us that the purpose of the group was to put local implementation of the National Police Chiefs Council (NPCC) strategy in place. They advised each workstream was owned by a Chief Inspector within the force who were tasked with attending governance boards and representing the views of the child. Following those boards, the four Chief Inspectors then report into the strategic level which then results in a report going to all Wales National CCP Leads meeting which is chaired by the T/DCC. The T/ACC Org talked about the engagement and prevention that covered all aspects on engagement with Children, and includes Children’s Independent Advisory Group, Schools, and Heddlu Bach. They concluded this sat within the Neighbourhoods workstream. The PCC asked us to note that as part of their role and as a commitment as PCC was to deliver a charter for children and young people in Gwent in the first year of the plan. They noted the work being done was to implement the national strategy recognising there was currently no Gwent strategy. The T/ACC Org confirmed there was not yet a Gwent strategy and advised the intention was to adopt the national strategy and localise it. The PCC queried if this was reflective of the work the force undertook on other thematic areas or if the force would develop the Gwent strategy in other areas of activity. The CC told us this would be the first position and the force would then focus on additional things that may be required from a local perspective. They indicated that with better interaction with people and schools, this would then lead to identifying schemes which were Gwent specific and outside the national criteria. This would then lead the force to having a localised strategy. The PCC highlighted paragraph 3.10 of the report where it stated that the strategy would be considered in each of the tactical leads would ensure that the Strategy was considered in each of those governance areas. They asked what that would mean from a strategic point of view and if the force were confident in the assurance that this would be a joined up approach. The CC agreed that the force were confident due to it feeding into a number of boards, however, they advised that going forward they would like to do something separately outside of governance. The SMBC commented that the SEB has overall oversight of the delivery of the plan, however, as there were many streams, it was about separating them to ensure it was delivered but also ensuring good governance. The T/ACC Org added that the T/DPCC led nationally and was well engaged and confident that this was what they needed at an all Wales level and within force. The PCC asked if there was a potential gap due to there not currently being a Gwent specific strategy in terms of reporting. The SMBC to check how it would fit into governance and obtain the delivery plan from the national strategy to ensure it was covered off. The PCC shared that they would like to see a Gwent level strategic approach rather than the national one.  | **Action****SMBC** |
| **h) COMPLIANCE WITH SAFEGUARDING – CHILD WELFARE ANNUAL REPORT 2024/25**The T/ACC Org introduced the report highlighting the statutory obligation for safeguarding of children advising us of the four key areas; Child protection, child sexual exploitation (CSE), child criminal exploitation (CCE) missing children and domestic abuse (DA). We were told that the Detective Superintendent Public Protection (DSPP) was the responsible lead and that the team were currently up to establishment in staffing for this area. The T/ACC Org asked us to note there was national drive for professionalisation ensuring staff were trained with a national programme being developed. They highlighted what was working well for Gwent Police’s teams was the level of professionalism in the Public Protection Unit (PPU) team with everyone effectively trained. They asked us to note that in the CID teams, all had received Specialist Child Abuse Development Investigation Plan (SCADIP), (Specialist Sexual Assault Development Investigation Plan) SADIP and ABE (Achieving Best Evidence). The T/ACC Org talked about the Operation Soteria National Operating Model which had developed guidance for the investigation of rape. They added the force ensured they apply those principles to child offences too. The force were ensuring that they held children in custody, only when it was necessary to do so and that they were looked after with the correct resources. We asked to note that there was a multi-agency exploitation toolkit that had been rolled out in the five local authorities in terms of child exploitation. Our attention was drawn to safeguarding work and the Disclosure Barring Service (DBS) where the backlog has increased in demand by 40% meaning there were 10 a day coming in. The T/ACC Org advised the plan was to increase the resources in that area. The PCC quoted a statement from the report asking how the emphasis was placed on ensuring the voice of the child was central to service delivery and partnership working. They added that there was nothing in the report on how the force include the voice of the child and asked if the report was from an adult’s perception. the CC and T/ACC Org acknowledged that the work to embed the voice of the child was aspirational with plans in place to make it a fundamental part of their work.The PCC talked about children who had been indirect victims and the lack of support. They added that they seem to fall between statutory pillars where the parent has been arrested or investigated and they were not the victims but were the children in the family home. There was often a lack of contact and information whilst the investigation was ongoing. The PCC asked us to note that the number of indirect victims could increase in the future and if there was a commissioning service that could help with supportThe CC talked about the trauma experienced by the child which can have an effect in later life. The PCC commented that there was a gap where the inequity between trauma and the legislation around domestic abuse where children were not recognised as victims. The CC agreed there was a gap and the T/ACC Org advised there was currently no service being commissioned. The CFO (OPCC) asked who the organisation was who would trigger the involvement. The DoJLS advised us there were some support trusts aligned to prison service and that once a family member became involved in the criminal justice system there was a wide network that supports families and children. They added it was important that the force had a holistic approach when collaboratively working with partnership agencies. The PCC suggested that they would be keen to continue this discussion at Policing in Wales.  | **Action****Action** |
| **i) GWENT POLICE STRATEGIC EQUALITY PLAN****The Plan had been provided to the OPCC outside of the formal meeting structure.**The CC advised that Strategic Equality & Diversity Manager (SE&EM) was putting together a piece of work around micro aggressions. The SMBC to follow up with the SE&EM. The OPCC asked to be sighted on this important piece of work.  | **SMBC** |
| **8. ANY OTHER BUSINESS**There was no other business discussed. |  |
| **The meeting concluded at 13.20pm.** |  |