



**POLICE AND CRIME COMMISSIONER FOR BEDFORDSHIRE
STRATEGIC BOARD MINUTES**

25th February 2021

Confirmed with	Kathryn Holloway, PCC Chair (KH)
	Clare Kelly, Chief Executive, OPCC (CK)
	Gavin Chambers OPCC CFO
	Garry Forsyth, CC (GF)
	Trevor Rodenhurst, DCC (TR)
	Sharn Basra, Assistant Chief Constable (SB)
	Rachael Glendenning, CC Staff Officer (RG)
	Katie Beaumont, Transparency Manager (KB) - Minutes

<u>ITEM 1 - WELCOME & MINUTES OF MEETING HELD AND FOR AGREEMENT AND MATTERS ARISING</u>
<p>KH welcomed the board members to the February Strategic Board meeting. Minutes of the January meeting were discussed and were amended for errors or corrected narrative. Accepted by the Board as accurate after changes made.</p> <p>Apologies were received from Phil Wells (PW) – Chief Finance Officer for the Force.</p>
<u>ITEM 2 – ACTIONS FROM PREVIOUS MEETINGS</u>
<p>STANDING ITEM:</p> <p>Please see the Strategic Board action log. The action log was updated accordingly.</p>
<u>ITEM 3 – PERFORMANCE FOCUS</u>
3.1 Crime performance figures
<p>KH stated she wished to concentrate on certain aspects of this report. KH stated that she notes that the Force is 1200 Crimes Lower in January 2021 than in 2020. We are seeing certain crime types move down, such as rape or sexual assault. Burglary is also down in both types domestic and commercial. KH stated that we all must accept that all of these figures have been impacted due to lockdown and people needing to stay local.</p> <p>KH asked the exec team, what the plans for Bedfordshire Police will be when lockdown is lifted, given we know what happened last time it was lifted, we know we are going to get a surge surrounding OCGs wanting to reclaim territory. For all of the markets out there, drugs, weapon, people, whatever it may be. We need to be on top of that when lockdown</p>



ends particularly bearing in mind that our officers must be pretty exhausted by now with the extra enforcement which has had to be delivered and the inability to take proper breaks.

GF stated that the Force completed plans the last time when the lockdown was lifted and the force learned lessons through that plan. So SB through the Gold Group commenced that planning in anticipation of the lock down cessation a couple of weeks ago and GF handed over to SB to take the PCC through some of the detail.

SB stated that the full report will not come back to us until Tuesday's gold group in readiness for next week. But what we do know, is that there are two elements in one and glad that you already picked up on.

SB stated the Force is going to use the Prime Minister's road map as the Force's Road Map in terms of response and dealing with outcomes, by identifying what does the 8th March actually look like and what does our response look like, the Force will also be looking at all the significant milestones which have been announced and what needs to be done moving forward.

KH stated this is a perfect time to discuss this and believes the Force should go in front of the Stop and search Scrutiny panel, to talk about Op Sparkler and Op Boson as we are aware this is going to go up which will lead to an increase of stop and searches and we need to understand the correlation of the end of lock down and the rise in crime.

CK raised that Stop and search Scrutiny is tonight and nothing has been placed on the agenda and the next meeting is not going to be for another 8 weeks, do we need to look at a bespoke meeting. GF stated that the exec is attending the panel tonight and top updates can be headlined and additional information can be forwarded to the panel.

KH asked for RG to ensure that the stop and search panel were informed tonight which was agreed.

SB informed the board that the incorrect slide was sent out (Slide 4 in the pack) and he will resend out. CK stated she was aware and has received the amended slide.

SB informed we have talked heavily about disproportionality, and that the Force has been completing some analysis work on Use of Force. The work supports the disproportionality piece and the Force has identified some aspects which need further review, for example, ten out of twelve use of forces are against black and minority ethnic background, officers which are high at using force are also being reviewed and one to ones are being completed and individual learning, SB informed all that a meeting is set tomorrow with the Chief inspectors to set expectations and how this review will be completed. Any issues surrounding this will result in learning, rest assured we are looking at other areas of disproportionality not just stop and search.

KH explained that all the separate panels need to be joined up and information to be shared:

- Use of Force Scrutiny Panel
- Stop and Search scrutiny Panel
- IAG Panels
- CC advisory panels

Then you are pulling it all in one place and raising to our key partners.



3.2 Police assaults

KH stated that she has reviewed the data available and is surprised, due to the beginning of lockdown there were 100 assaults on our officers and the expectation was there for staff assaults to rocket however, even though the numbers are unacceptable they are in line with previous years and have not escalated due to the pandemic. However it shows that you now got information allows you to know where the flash points/hot spots are and times.

KH asked what mitigation has been introduced, as the PCC is aware of the restraints on double crewing.

GF explained that there has been a push on this and has resulted in a better understanding which has led to everything being recorded, where previously it would not have been recorded. Vast majority of assaults are at the lower level – good level of compliance with that.

Mitigation has been reviewed in regards to times and location, however the reality of it is, the majority of our officers are double crewed. This is due to the throughput of student officers and the limited number of current drivers being low, we have which has led to double crewing.

GF explained that the Force are currently factoring a de-escalation piece to be worked through the SB spoke about, we have also identified the repeat victims and we have put some intervention to support them more effectively and to reduce it happening again. The final strand is BWV being used leading to guilty pleas, this needs to be pushed out to the CJ board, we are having difficulties but needs refocussing, lost it due to Covid, but do not want to lost the emphasis.

TR has a regular meeting with the federation and it has been identified the support and feedback that the individual gets training, calls from exec, call from FED and get follow ups and that it is taken seriously and that actually that this force cares about this issue which I think is important.

KH wanted to know if the process is continuing that the CC and the Exec team are still providing the Victim Impact Statements to be submitted to the courts as this has been beneficial to Avon and Somerset areas, showing what we have to deal with. GF has confirmed this continues and assured PCC.

SB stated the three key messages are one, the outcomes and deeper dive into outcome 16 which is a real interesting one when the victim doesn't support prosecution, Force has commissioned work to understand it completely. Secondly, repeat offenders and really going to magistrates through the CJ system and highlighting they are a repeat offender and showing this individual is a repeat offender for assaults on emergency workers and thirdly really keen to promote internally and contributing to national picture, feeding in to Op Hampshire, which is Hate Crime. To be insulted or assaulted due to your appearance or ethnicity is being looked into as this will affect recruitment and being a priority for the force.

KH stated from reviewing the teams slide, the current position, it shows overwhelmingly that this effects the response teams and when you roll out the de-escalation training, the PCC assumed that the response teams would be the first to receive this, to keep the new officers and teams safer.



<p>SB confirmed this and stated to support this and to kick start it, the wellbeing team are promoting the Oscar/Kilo week of wellbeing starting on the 15th March , which will have the exec speaking out about wellbeing, which is focused at the response teams but includes all.</p>
<p>ITEM 4 - VERU</p>
<p>4.1 VERU Performance</p>
<p>SB did not have anything specific to highlight surrounding the submitted report.</p> <p>CK requested for the following to be captured in the minutes that the VERU Governance Board is tomorrow and that the Force are happy with the plan for the monies. Tomorrow we will receive sign off.</p> <p>The PCC stated that she is very pleased to see that VERU are working with the Prison, it is building on all of those relationships which have been built by the PCC and CC, the fact that direction is working with the prison with ‘through the gates’ program. Now we have a situation that the prison is fully aware of the gang and drug issues within the prison and organisations are working with the prison to provide support in these areas to stop individuals reverting back to crime.</p>
<p>ITEM 5 – COMMUNITY POLICING</p>
<p>5.1 Community Policing Spreadsheet and info on CET.</p>
<p>GF confirmed renaming of NET to CET.</p> <p>TR explained the latest position to the PCC, he is conscious the dog issue, will likely need them back at the airport before long, however the latest is, 1 SGT is awaiting release from the student assessment centre to go into community policing. This will enable the Force to put the PC back into their substantive position back in to Community policing as they have been acting up.</p> <p>We have 5 officers which have been recruited through the recent community policing campaign they are all with CIP – this will be choreographed and organised through postings, anticipate the March postings will sort this.</p> <p>We have plans to run an additional recruitment campaign for community officers in March or April. Again we need to look where they come from as we seem to be attracting individuals from CIP but this is a pressure area, however we should be able to rotate officers around to ensure posts are filled.</p> <p>CET – current position is an acting SGT, 4 PCs and 5 vacancies that is the position we are still in as we have been prioritising the community main stream however now this can be looked at. Now the Force have appointed Aaron Kiff he has been looking at the team and running a community campaign. TR explained it is a balancing act however wished for the PCC to be assured that the Force are maintaining their commitment to community policing. One area is green on the demand assessment.</p> <p>PCC recognised the great work being completed in the Leighton Buzzard area with working with MPs and the work surrounding the Traveller community funerals which will be covered within the CC update.</p> <p>CK raised a concern that the Force may wish to raise an opportunity through PBB to see whether they need to re-evaluate the plan before the elections as three out of five candidates have pushed for community policing and incorporating this within there pledges. CK believes it will be beneficial if the Force gather all the evidence to be able to</p>



<p>show the candidates and set the stall in the current position, to show that the Force has delivered on the current PCC promise.</p> <p>GF stated that this is a really good idea and this piece should be completed before the briefing sessions with the PCC candidates, GF confirmed this would be discussed with the exec team.</p> <p>KH stated in regards to the incoming PCC, they will need the narrative surrounding policing numbers and KH stated she has advised the candidates not to start writing blank checks and making promises, they needed to hear what was affordable and why we deploy the numbers we do before pledges are made.</p> <p>GF stated his position is that Community Policing is incredibly important to the Force and we have made great strides, but without additional growth, we cannot reduce other numbers elsewhere within the organisation to boost community policing further and GF has real concerns surrounding this. GF thinks we are at the optimum level to achieve the Force's ambition without adversely effecting other areas within the organisation. GF confirmed evidence will be gathered to present.</p> <p>KH stated it ultimately is the decision of the CC to where he deploys police officers and where the commitment has been made to community policing, the decision sits with the CC.</p>
<p>ITEM 6 – OPCC Focus Request</p>
<p>6.1 Culture and cost (separate from usual bi monthly update)</p>
<p><i>Topic issued Jan 15th, detail issued Jan 25th, response from Force, not enough notice to write paper for Feb 26th, asked for it to be on March agenda instead. Item carried forward.</i></p>
<p>6.2 Community Remedy</p>
<p>DECISION: No issues raised – CC entirely happy with the document. Board agreed sign off.</p>
<p>6.3 Independent Scrutiny of custody</p>
<p>CK happy from OPCC point of view, we have the ICV imbedded program. We asked the additional questions to custody surrounding the vulnerable detainees, the additional questions can be asked from ICVs. KH wanted assurance surrounding vulnerable detainees leaving custody and she has received this, that the Force provide support.</p>
<p>ITEM 7 RACE AND DIVERSITY</p>
<p>ITEM 7.1 Recruitment and Uplift</p>
<p>CK stated that she has no direct questions after receiving the paper and its good to see where the numbers are. CK informed the board she had a meeting with the Home Office and they were complimentary of Beds Police with the promise of the Uplift, the concerns are raised in the last aspect of the report in regards to the retention, which CK believes will be picked up in the culture piece later in the agenda. As CK believes the issue is the culture and with this there will always be retention issues and concerns.</p> <p>CK explained that culture has been raised to her previously in regards to racism, sexism and homophobia. CK believes a focus needs to be made in regards to the tutors of student officers, she acknowledges that they themselves are still</p>



young in service but the approach of making officers cry is not appropriate. CK stated we do need to review what support is available for the tutors to stop the culture and this approach continuing. If this continues the concerns surrounding retention will continue. The cost of recruitment and having to go around in circles to keep recruiting and having to go through the process is a risk which needs logging and highlighting.

KH explained that consideration needs to be given to the different tolerances that people perceive to be 'banter'. People have very different perceptions to humorous remarks and what is offensive and this needs to be discussed as the culture piece and training to the Force, as when has it gone to far. We cannot allow individuals to discriminate.

GF confirmed he recognises that the culture piece needs to be done right on a human level. 'Banter' has increasingly been used as a code word for micro aggression and misogyny and its too easy to dismiss it in the way of labelling it 'banter'. It is the right thing to do to incorporate this in to the culture piece and we need to get it right.

GF confirmed that the Force is now breaking this down in a monthly dashboard presented at FEB board and the black, Asian and ethnic candidates who leave the organisation within 2 years or shortly thereafter, Beds Police are an outlier in this because we are ahead in the game. The figures are displayed on recruitment nationally and it is surprising to see other Forces have not recruited any black, Asian and ethnic candidates and not having any black officers in the ranks, this is why it is essential to get it right.

The culture piece will take time to fix, the Force did not appreciate the issues and GF recognises the culture piece should have been completed five years ago when recruitment started, the culture is fundamental, the most important part which needs to be sorted.

TR explained we are seeing some green shoots in this work the latest support group meeting has reported back a positive difference in the work that is being completed with student officers at the moment and predictions have been made that we will start to see a reduction in leavers. TR explained that he thinks it is good that we have that buy in and the independent view of this focus group which can be fed back to the exec.

GF thanked CK for mentioning the special constabulary which he believed needed to be mentioned in its own right, GF recognises that the Force has allowed the special constabulary to operate as a vacuum over the past few years, GF confirmed he has been made aware of the abhorrent and outrageous behaviour which needs to be worked through and we are trying to get a grip with that now with the organisational restructure and having the coordination role having it more aligned to the organisation, however GF recognises there will be a lot of work to do in the special constabulary.

CK stated that the specials she spoke with were aware of the restructure and appreciated it, however highlighted that it wasn't enough, the main issues are not with just one person, but throughout the specials organisation. Also mentioned Main force not just specials.

ITEM 8. CC UPDATE

ITEM 8.1 Written update from the Chief on items he wishes to formally notify the OPCC of, that are not already on the agenda

Firstly GF explained the HMICFRS Custody reinspection, that they were very complimentary with the work the custody team has done, only 2 AFIs remain on red which is Athena stability and the provision of Local Authority overnight beds in line with the concordat. GF is aware this was discussed earlier in the action log (action number 31). GF stated he would take this forward and speak to the leaders in the Local Authorities at the Chief Exec Meeting surrounding this and feedback to the board.



Secondly the extensive policing arrangements which have been put into place for traveller funerals, the Force has worked with Hertfordshire on a couple of occasions, with the most recent one having a joint gold meeting which the learning was used from the previous ones. GF confirmed the Force has responded to community concerns from the outset of the pandemic, we have put into place pretty significant but proportionate responses in place for the levels of Covid breaches the Force has encountered.

The most recent traveller funeral caused the Force to deploy three PSUs, which is approximately 100 officers with the substantial numbers in attendance, however the Force has managed to police them very effectively minimising disruption to local communities.

Most recent Covid breaches there were 27 fines at the start of the week and on one of the occasions to individuals were arrested albeit due to them fighting each other in the street not due to the Covid breaches.

Action: KH stated that this is a Covid cost, she requested for the Exec to review what can be reclaimed back in regards to Covid-19 related costs. Can the significant demand be reviewed in regards to funerals/weddings?

GF confirmed he would raise this with PW to raise through the cost recovery for Covid. GF confirmed that not all resource is additional as this comes from elsewhere in the Force and resource on the day, however this does have a knock on effect and effects the level of productivity elsewhere. Not all events have been traveller related, GF confirmed there have also been car cruises and weddings which lead to significant demand. GF confirmed this messaging has been fed back to the NHS surrounding the traveller community.

GF informed the board that the funeral for Sir Captain Tom Moore which will be held this Saturday it is a low key family event; however it is going to be televised by the BBC. It will be a full honours funeral, military guard, which presents some difficulty. There will 9 members of the family there for the service itself, the funeral cortege will be flanked by the police motorcycle outriders which will be met by the military guard of honour when it reaches the cemetery and that will comprise of 34 military personnel. GF confirmed that the Force position has been through the military for them to seek the exemption though the government to enable for it to happen.

KH would like to note the work that has been completed by TR on this, we have ensured a respectful stance, struck a balance as we cannot be a police force that can enforce a traveller funeral and not the funeral of a much loved public figure. So you have got the balance just right and we expect the dispensation in writing for the larger number to be there – this is the right course of action to take. TR stated he cannot take the credit as David Boyle has been the Gold Commander surrounding this work and he deserves the credit. Through the Gold Group there has been communication with the Cabinet Office and the response has been that the PM has requested a Military Honours Funeral, ceremony duties is part of the military core business they cant do that from home, it will be completed outdoors and socially distanced.

CK stated that she was absent from Covid Gold this week due to JPS board but asked whether there is an update regarding the action raised surrounding drones being used to view traveller funerals, so tactics could be observed, making sure we are operating correctly and keeping out officers safe and ensuring we are adopting the correct tactics in terms of management.



<p>SB confirmed that it wasn't mentioned in Gold but they can discuss outside of this meeting and ensure it is addressed by the Force. CK thanked SB for this and stated she believed this to be important as we didn't want to have any criticism that we were handling funerals in different ways.</p> <p>Action: Sharn Basra to ensure the video footage of funerals is reviewed to ensure covid-19 compliance across all funeral operations</p>
<p>ITEM 9. EFFICIENCY</p>
<p>9.1 Section 106 submissions</p>
<p>Action: KH stated that reports that are falling to the Assistant Chief Officer she will move forward to the next Strat Board.</p>
<p>9.2 Force Moves, people or remits</p>
<p>PCC asked for RG to Submit a written update. The OPCC received the following:</p> <p><i>Detective Superintendent Hodgkinson is now in post in Crime</i></p> <p><i>Superintendent Bates is now in his temporary position as Supt of Operations.</i></p> <p><i>Sgt Suzie Carr was successful in being appointed as the Specials Coordinator and will be starting in post on 1st May.</i></p> <p><i>CIP are conducting a current review in relation to training of Specials, Cambs use L&D to provide training so we are scoping that which will mean that there is an administrative vacancy and it is unlikely this requires a Police Officer post.</i></p>
<p>9.3 PBB Update (no written update available)</p>
<p>Action: KH stated that reports that are falling to the Assistant Chief Officer she will move forward to the next Strat Board.</p>
<p>ITEM 10. EFFECTIVENESS</p>
<p>10.1 Signpost and VNA update</p>
<p>KH stated that the sample taken for the report was much too small a sample for it to warrant the extremely glowing results of the report, giving us absolute reassurance that our victim care is as superb as stated as far too small a sample has been reviewed to be the case. We know the IDVNAs are not flowing as they should and as they are required to. As previously stated we have been looking at this for six months now, so KH wants to know what is going to be done to get this unblocked. We have already seen what is happening around DA, so you have this piece of work that is being done around those 900 plus cases, what is happening with the other cases?</p> <p>SB stated the commitment is everything not just DA with those cases, we have gone into every response team to highlight the IDVNA referrals and Signpost and their responsibility to ensure those referrals are happening to show the priority which has been set to improving the victim experience. SB stated that he whole heartedly agrees that the sample is not big enough of the Satisfaction surveys, from March onwards the Force will be seeking to reach out to 1400 victims per month, which will be 700 DA and 700 non DA will be contacted moving forward. Previously the force would have put one call of contact in, he would like to offer assurance that three calls will be attempted to the victim before it is not taken</p>



further. The second element is in relation to 'ECHO' and the business case/interim business case for ECHO, as we want to promote the interim phase of victim satisfaction which will be going to BCCIB in the March board in terms of sign off and making it happen.

KH raised that she had some concerns, firstly around the individuals conducting the surveys, whether they have suitable training to be talking to DA victims, the commissioner remembers how the Force was roundly criticised by HMICFRS for putting in calls to DA victims at all, in itself potentially exposes them to violence from a perpetrator. To make three repeat calls to a phone where the number isn't recognised could expose a victim and put them at risk. It is a hugely sensitive matter and the Commissioner would like SB to meet with CK and SP to ensure DA victims are protected.

KH stated that she provides paid for smart devices, dedicated mobile phones and tablets to DA victims going through the family drug and alcohol courts and the reason the Commissioner does this is because it simply isn't safe for them to be called on other phones or contacted via email. KH wants this to be taken outside strategic board as it is such a sensitive issue to be discussed, she appreciates that we have an objective and we absolutely want to know about the victim experience, but we have to ensure we are protecting the people we are asking the question to.

CK stated that she is a huge fan of ECHO and it is one of the actions of the VNA but we don't want it just for that section, Hertfordshire use it for all of their witness care and when we looked for Beds data there is nothing. So CK believes there is more opportunity with using ECHO which could be explored.

Other things that have come out of the VNA, if we spent more time and resource into giving individuals updates and keeping them informed with their cases, it would lessen complaints and the resource would be focussed on updates and not complaints. Through the Focus Groups and engagement, the biggest issue is the VCOP failings of keeping people informed and up to date, something that was also linked to that was managing expectations. For instance we all know there is crime out there that we are not going to launch an investigation, examples have been reviewed that an individual submits an initial report, it is passed around, sent to someone on rest days/leave, then it is looked at and 14 days after the initial report they are informed no further action. The issue is there has been no contact with the individual, the victim believes for those 14 days that the Force is looking into their report which ends in a complaint. If the Force had managed expectations earlier around the lines on enquiry, the complaint may never have happened.

The VNA has listed a number of police actions surrounding process and others have highlighted how the Force link in with Signpost, with recent goings on with the Fraud team stating that they did not wish for Signpost to have any contact with victims of fraud, CK explained that we have been talking about fraud since August 2020 and CK believes this is a massive problem for the Force. The Fraud team have informed the OPCC that they have it all in hand, but CK believes this has to be looked into. This is a formal recommendation in the VNA that we need to be reassured and know what the provision is for victims of fraud.

CK highlighted that the findings of the VNA has highlighted that it is the same for Robbery and ASB and CK believes that Signpost could do more for those two areas.

Another area surrounding DA which was raised is that officers were not aware of how to get provisions which have previously been mentioned by the Commissioner, the DA bags or food vouchers and where that actually existed. We believe there is not enough understanding about the third sector resource, about the programs people can go on, so we think this is a re-education piece of knowing what is out there.



<p>ACTION: Concerns were raised surrounding the DA support bags/Vouchers and the officers which are connected do not understand the process. CK/ACC and Dee Perkins to review the process and look at an education piece to the Force, map it out and offer to Emerald team</p> <p>CK confirmed the VNA will be sent out on Monday to all partners asking for comments and feedback before the report is formally published. CK assured all that the OPCC has made all the actions/recommendations measurable with owners. CK is aware the Force has voiced they are committed we just have to match the action to it.</p>
<p>10.2 Victim Care</p>
<p>Covered in the above section</p>
<p>ITEM 11. LEADERSHIP AND CULTURE</p>
<p>Item 11.1 Chief Constable Complaints</p>
<p>One CC complaint outstanding at present, this has been referred back to the IOPC. No further update at this time.</p>
<p>Item 11.2 Reviews</p>
<p>Since the last Strat board, we have received six reviews. Five have not been upheld, however one has been upheld. The upheld review resulted in no further recommendations as further information was given to the complainant by the review officer in the OPCC in line with stat guidance.</p>
<p>Item 11.3 Culture Update</p> <p><i>Moved from Nov Board, then moved to Jan, then moved to Feb, previous item cancelled on this agenda, leaving the usual update here</i></p>
<p>KH stated that she is really happy to see a couple of things within the report, one is the emphasis on professionalism as an objective for the whole organisation, it is something that has come strongly out of the 100 hours work that has been completed, there has been excellent input from an individual that is on our scrutiny boards.</p> <p>Also really pleased to see the language used surrounding inclusivity which is reflective right the way though the report.</p> <p>KH stated that she has reviewed the report and can see that 1500 invites went out however only received 15% response rate. KH recognised that this must be touch for the Force as this whole program is trying to be built on such a small sample. KH asked how the Force was going to build on that small sample and initial responses. Some are mentioned in the report however the commissioner would like them mentioned here to be minuted to show that we have a real understanding across the organisation and across all ranks.</p> <p>GF stated firstly that this is not the finished product and still welcomes views, we want this to something that is collectively owned in the organisation rather than just something that is coming from the Force Exec. In addition to survey work we have conducted a number of focus groups so all ranks and roles giving us a richer picture. Following on from the survey and individuals having survey fatigue, we are going to keep the focus groups as a part of the culture piece moving forward. So this will be the back bone to ensure it is being received and ensuring we land it properly, it is going to be key with the commitments we give as well. With reviewing the avenues which have been taken to engage, including the teams broadcasts, there would be over 600 people, we cannot account for duplication, however 600 people had an opportunity to comment on this in some way.</p>



For an organisation our size he doesn't believe that is too bad and this is a demonstration to the commitment of the CC, and it is ongoing commitment, around listening. This is something that the CC wanted to do as soon as he started, he has met with all inspectors one to one, all the sergeants except two on a three to one, and has now started to meet with police staff managers, approximately 20 so far.

From all that we have done so far we are in a good position and a good product which is going to land very well and do what the Force needs it to do.

KH stated that she will be righting a response to this report and slide show as it is so important and precision with language is the PCCs thing. KH wanted to raise some initial points however will add a lot more detail in her response in writing to the Chief Constable.

PCC comments:

To immediately following to deliver an outstanding police service that improves safety for all communities of Bedfordshire. That is tough on crime and is an employer of choice for all, would be an amendment to takes it shorter.

I think when we came up with three statements between us, we will endeavour to, we will do our best to, we will do our utmost to, which are much stronger. We will try to sounding slightly defeatist and slightly weak. KH stated she wants to give this some real thought and from what has just been said, she wants GF to know that she has taken it and will give feedback and work on it further.

KH stated she really like the idea of listening. and one of the phrases that I often use when talking in cultural training for people who are having a crisis, is I used to use the phrase, don't just here, Listen, which we might wish to consider. The Force might wish to consider building into this, and KH was in view of the recent events that we've seen around specific cases around the Force, the absolute core of this, as the PCC is the Force being able to convince the workforce and make sure that it's true that people can have the confidence to report inappropriate behaviours and know that it is not going to be counter to their self-interest at any point in their career moving forward.

The back story shows the journey the Force has been on and highlights the length of time, but it is worth it and getting it right. GF specifically mentioned the Launch Plan. There is a number of pieces of work that the exec wish to do with the IAGs and make sure they are brought into it, as the exec approached them at the beginning of the process but they have not gone back to them with the this product.

Point to note that when we go to launch, is going to be a whole new branded launch, for instance new lanyards etc. The exec wants to do videos to reinforce the messaging, highlighting the commitment of the Force and the individual responsibility. There will be ongoing communications which get singed off weekly though COG. GF went though the Cultural report and content discussions were had about getting it off the page and out there. GF said it is important that one to ones need to happen to ensure that individuals know they are valued and that the Force care, higher level of supervision and support are needed.

We are going to be recruiting a police staff member to lead this, Equality and Diversity Lead. GF shared the video from Avon and Somerset and GF wants to do something similar for Beds, which sums up the inclusivity aspect.

KH stated she loved the video and thinks it is absolutely brilliant and can provide the last line 'Bedfordshire Police where I can be me – be you'!

Production – we have to ensure that the writing is clear and easily readable.



CK stated that she thinks it is a brilliant video but if we were to make a video are we not going against the essence of the video by having one Equality and Diversity Lead. That post was previously in Bedfordshire Police and it was taken away as we found that one individual was being utilised for a number of things, the essence of the video was everyone brings their own lived experience not that it is the responsibility of one individual.

CK asked wouldn't it be better if we had a series of people come in and advice on all areas and not just one person bringing their view and their lens to equality and diversity. Think it's a risk of history repeating itself.

GF stated that the lead for Equality and Diversity is him. We need more do'ers to complete the work. TR leads the EDI board and we have a lead in the force. This will be a coherent piece and core of what we are doing. GF stated this is not a tick box and he will be held to account for this.

CK stated that the IAG was mentioned, the IAG Comms meeting was last night, they are not happy as they feel they were included right at the start, they have requested updates for a year with no response. The Force did attend to offer the first view but it was just a screenshot, it was felt that some of the language used was 'victim blaming'. Comms were not aware of the piece, so I think there is still quite a bit of work to be completed surrounding this. CK said if you look at the schedule of Launch, this is going to be launched in mid-march, you only have 2 to 3 weeks, to do all of that engagement with partners. Is this achievable?

The report also links to the four year plan, CK would urge against that as the elections are in May, we could quite quickly after this timeframe have a new Police and Crime Plan, so if you set your plan before the police and crime plan that will be a problem.

GF assured CK that the link to the plan is adaptable.

KH stated she really loved the slide on 'our identity', having consistent branding is so important. Ensure consistent branding over everything, ensure the logos are consistent.

KH stated in regarding to the videos which were mentioned earlier, KH believes that videos from all ranks, police staff and the special constabulary will be essential to ensure buy in. We have to ensure all departments are included and are asked to contribute to this project.

CC agreed that this is the plan and for each area to get videos to what courageous means to them, for standing up for the right thing and for what is right. Ensure everyone is included and involved and contributing. We know that this is a real challenging timeline, GF wanted it completed in January and there has been delays. There is heavy lifting now between now and launch specifically with the IAG. GF thinks he can do that in the timeline.

KH stated that if the exec requires any help with recommendation son who to use for videos etc, the office will gladly help.

ITEM 12 Quarterly Reporting
12.1 Demand
Action: KH stated that reports that are falling to the Assistant Chief Officer she will move forward to the next Strat Board.



KH stated she wants to move this to the board as there needs to be a real discussion surrounding this so CK can brief the incoming PCC on the pressure points. The incoming PCC will require to have the full explanation surrounding this to help them in the role moving forward.

CK stated she only had one comment in regards to this report, Signpost is listed as Green however from the discussions she does not believe this to be a true reflection so this will have to be reviewed before any induction with the PCC.

12.2 Finance Capital programme

KH asked if GC if he had any comments surrounding this report.

GC has liaised with PW before the meeting, it is comprehensive report that has been submitted to you. GC has asked PW a number of questions surrounding the report which have been answered in full by PW. GC has no concerns surrounding the report and appendixes.

In year position is positive, in terms of update GC linked in with the Finance Department this morning and the 6 million lending was expected to happen in February and now this is happening in March.

ACTION: KH raised a few things to note, she will need GC to sit with PW to review the sources of borrowing. KH wants GC to ensure there is no early repayment fees/penalties. GC confirmed he would be doing this.

ACTION: Discussions were had surrounding the sale of Greyfriars – KH asked GF and CK to raise at the next gold meeting, we need to ensure Bedford Borough Council are properly engaged around Greyfriars.

ITEM 13 COLLABORATION

13.1 Risks and any key updates from the Force to OPCC if any

GF highlighted:

- Cambs OPCC has requested a review of the CJ collaboration.
- 7 Force DAMs project – discussions were surrounding the business case.

GF stated which will likely delay its progression to full business case because of the position of Kent and Essex with Axon and the need for some middleware to facilitate that into the provider. In the outline business case. GF will update separately but just wanted to record it here. KH stated that for the benefit of this absolutely, and she would just say recording for the benefit of this, that we have had discussions within BCH, but when business cases have been presented on behalf of policing, we put the business cases together. Have thought that the brief is to prove that something should happen. It's imperative in this case that it's a business case to evaluate whether it should happen, not that it should happen, and make a case for it.

13.2 BCH Budget sign off

KH asked for GC views on the draft revenue budget across the Tri-Force, KH recognised that GF wanted to explain why it is why we couldn't maintain all the vacancies and why it why we need the extra investment. GC stated he has no concerns.

CK stated that Cambs and Herts are approving and believes that Beds can for this year, however for next year's sign off, CK believes we need significantly more oversight and the lead up to signing off these budgets. In Beds PCC gives us



real insight to what is needed, Cambs is just getting there with their process and Herts isn't doing this. We seem to just be accepting the need, missing any scrutiny as they are just starting on that process.

GF stated that over the years we have relied on JPS for the delivery of savings and as such is a very lean focussing operationally, we have relied on a high vacancy factor in there which led to more overtime cost. The Force has taken the approach that the vacancies need to be filled to ensure resourcing is in there what we need in line with the increase demand.

TR stated in regards to the aspect of JPS and Bedfordshire aspect which is governed 'Jasper' the PBB process was used for this. CK stated she has oversight on that however meant the wider collaboration aspect, we need to know the need in the whole of JPS to understand the Budget and to sign it off.

KH asked for her recommendation to be noted in the minutes, that in areas which have not been through a PBB type process in JPS, that this happens. KH would ask for a new PCC to review this moving forward to have full oversight over the budget. But KH stated she is satisfied given our own robust processes that where JPS is concerned, we have made sure that we can justify every officer, every member of staff and all significant expenditure across every Department.

13.3 Updates from the OPCC if any

CK raised that back in the August Strat board the Force was advertising commissioning surrounding mutual gains/surge fund and we were asked to be informed of this before it happened again. It happened again last week, the Force are releasing 15K for bids. CK thinks it would be great for the Force to link in with the OPCC and inform CK as the office has extensive knowledge in funding and bids throughout Bedfordshire.

Action: GF will review this and update CK to what is going on with the mutual gain 15k payments

GF stated he is unsighted in this, the exec are not aware of this. GF will review this and update CK to what is going on.

13.4 Athena

CK informed the Commissioner there is no other way around extending the contract however there is two options. The question is around whether we expand now with the money that is on the table, saving 2,000,000 instead of adding on a 30 day cool off period. Which would lower the saving to 1,000,000. CK stated she is in favour and the other Chief execs agreed yesterday, to do it now, however stated that it is KH decision.

KH stated that her decision is that we will go with it because of the savings in kind, but that we should record for the minutes, that is with the greatest possible reluctance, reminding Northgate that its CEO sat in front of KH and gave the guarantee, a personal guarantee, that we as a police force and the adopters of the BCH would not experience similar teething troubles as those of early adopters which turned out to be a guarantee that was hollow and baseless.

DECISION: PCC made the decision to act now making the 2,000,000 saving.

ITEM 14. AOB

14.1 Information Management Updates



CK stated no concerns surrounding this month's report

14.2 Reminder to Force about pre-election

ACTION: CK raised concerns that the PCC Candidate brief has not been shared with individuals in the Force and this leaves a risk and gap in the process. RG will share the briefing to individuals within the Force.

CK was informed at the Learning and development board and all confirmed it had not been shared.

14.3 Agenda for March:

Fraud. Request paper to follow with detail

Cost of Culture, detail already set January

VNA

OPCC Annual Report

KH confirmed this is her last Strategic Board before the pre-election and she wanted to confirm briefly how her role is going to run from this point onwards, KH will continue of course, to liaise with CK constantly over the work of the OPCC, right to the very end. She will continue to do all the national civil contingencies work and take part in the operation. She will continue to speak every week with the CC and DCC. She will continue to be involved in any dispute resolution, such as with the airport, if necessary with Greyfriars and in relation to special grants. Decisions will be reviewed between her and CK whether we think they are meant to major to be taken within the pre-election period or not.

And she will put my nose happily to the grindstone of finalising those elements of the estate and which have proved the best part of the role in terms of a diversion from the major battles in terms of finishing off the in Luton and Bedford and the rest areas in Biggleswade and so on and so forth. KH stated that this has been without a doubt, the most challenging and rewarding of my entire professional life, and she feels that I have worked with colleagues who she has liked and respected more than any she has worked with in 33 years in the workplace, and she sincerely hopes that she has made not only professional alliances here, but certainly lifelong friendships.

GF proceeded to offer his formal and recorded thanks to PCC Holloway for her 5 year term of dedicated service to the role.

Next Meeting: 25th March 1pm – 3pm