



POLICE AND CRIME COMMISSIONER FOR BEDFORDSHIRE STRATEGIC BOARD MINUTES

26th November 2020

Confirmed with	Kathryn Holloway, PCC Chair (KH)
	Clare Kelly, Chief Executive, OPCC (CK)
	Garry Forsyth, Chief Constable (GF)
	Phil Wells, ACO (PW)
	Trevor Rodenhurst, DCC, (TR)
	Sharn Basra, Assistant Chief Constable (SB)
	Rachel Glendenning (RG)
	Gavin Hughes-Rowlands, Staff officer (GHR)
	Phil McCarthy OPCC - minutes

<u>ITEM 1 - WELCOME & MINUTES OF MEETING HELD AND FOR AGREEMENT AND MATTERS ARISING</u>
<p>KH welcomed the board members that were present in person and those on-line. Minutes of the October meeting were discussed and were amended for comments or corrected narrative. Accepted by the Board as accurate.</p>
<u>ITEM 2 – ACTIONS FROM PREVIOUS MEETINGS</u>
<p>STANDING ITEM:</p> <p>Please see the action log. The action log was updated accordingly.</p> <p>Additional comments to actions:</p> <p>Action 18 – discussion regarding the paper requested. Ck stated the paper was completed. PW stated his preference was to keep the paper to a high-level overview rather than too detailed at this stage. KH added that as it was for the Police and crime Panel, along with new panel members there may be questions raised that need detailed information.</p> <p>Action: PW will provide further details for ‘If asked’ questions.</p>
<u>ITEM 3 – PERFORMANCE FOCUS</u>
<p><u>3.1 Domestic Abuse</u></p> <p>SB gave performance review. DA crime figure 683 this month, overall increase by 5.2%. Two main areas saw an increase; Violence without injury and Criminal Damage. These are not high-risk offences within DA. There is a decrease in solve rates of 1.5%.</p>



There has been a decrease in DA repeat victims and this divides opinion during Covid-19, it could mean that Police and Partners had an opportunity to move early to reduce repeats or victims were unable to make contact during Covid. Overriding figures show year to year there has been an increase in offences and a decrease in solved crimes.

Emerald Team

Team 7 RASSO has moved to PVP.
Rape performance; SB noted a 4-month period of consistent improvement.
There is realignment of processes.
Demand continue to outweigh resource levels.
Emerald is part of the current PBB review.

MARAC

MARAC is in place across all three local authority areas, however there is inconsistency across these.

RELAY

Looking to have a consistent and improved service, moving to Encompass (a change in name but not service)

DA Problem profile:

Problem profile is required across Pan-Beds. The DA Co-Ordinator will be tasked to complete the DA Problem Profile across the County. This is a PCC funded post.

SB stated that Emerald was never fully resourced due to competing pressures within the Organisation.
GF stated there was a real pressure in Emerald, only 10 out of the 30 Detectives are in post but still incredibly motivated. Victim Engagement Officers (VEOs) are very positive in role.
KH recognised heavy workload in Emerald.

SB noted we are fast approaching a pinch point, out of the 24 vacancies within Emerald, 17 are filled with SOCU officers and they are returning on the 17th December to their substantive roles.

GF stated there is a plan in place, however "it is like squeezing air in a balloon". Detective capacity is challenging both locally and Nationwide.

Short term plan to be in place, where student officers rotate which is good but does come with a level of risk. Accelerated Detective Constable Programme (ADCP) is targeting external transfers.

Another short-term plan involves agency staff being recruited to be in place when SOCU officers return to their substantive duties.

Plans around reducing workload in Emerald include Force Appointments moving from CIT to Response which has been positively received, freeing up capacity within CIT. Some non-familial investigations can go into CIT, leaving some capacity within Emerald.



Response Investigation Team (RIT)

Moving Investigations back into Response, which will provide student officers grounding in basic investigations.

KH stated that is exactly the issue that Emerald had three years ago.

GF replied Emerald has been overwhelmed by the volume and capacity issues.

KH noted that as the Force knows, the PCC Victims fund is over £300k and wants to ensure police teams are aware that they have access to this apply for this funding as well.

CK added that the victim journey would be part of a full Victim Needs Assessment (VNA) that the new Criminal Justice and Victims Project Manager will lead on.

KH mentioned a very positive meeting that she had with ACC Basra, DCS Perkins and Simon Powell (Signpost) around DA and stalking.

TR, referring back to capacity issues within Emerald, added that the timing of the move of appointments has led to effective utilisation of staff working from home and that CIT were happy that they have the capacity to deal with today's work today. He also noted that Emerald are at the end of the line when it came to seeing the benefits at this time. However, in January 2021 ACDP staff will provide extra investigative resource and 25% of Emerald demand will be moved elsewhere.

GF added that he has seen a skip in the step within Emerald as they recognise things will improve in the near future.

TR noted that in CAVVA their four ACDP officers have been very well received and responded well to their caseloads and it is anticipated that Emerald will have the same outcome.

SB said this shows ongoing commitment towards vulnerable victims. He was cognisant of new experiences within these specialist teams, and through PBB, a safeguarding hub within Emerald will be created to focus on supporting and passing on knowledge in relation to DA (DVPN, DVPOs and Clare's Law) This will allow a collective approach for key issues to be addressed. Despite the pressures and workloads, the force has, in the last 12 months, had 2 DA Homicide reviews, with neither making any recommendation back to the Force.

KH noted that this was extremely rare and welcomed this news.

SB confirmed the MARAC co-ordinator post was still in place.

Technical Surveillance

KH noted that when she spoke to Technical Support Unit (TSU) that they stated they had capacity for the most demanding DA cohort. KH asked if this had been utilised.

SB noted that VARAC feature in Force Tactical Tasking Co-ordinating Group (FTTCG) which he Chairs. He has not had any approaches or requests for this specialist support.

Action: SB to review FTCCG process concerning TSU support being available for those within DA who are high users of police resource.

TR noted that TSU are within the current PBB process.



SB noted the rape conviction rate was raised at CJB this week and SB mentioned the 4-month consistent improvement. GF raised the point that rape conviction rate in this period was 100% whilst the national average was 83%.

CK referred to the abandoned call rate and asked the Force if there was understanding around why people disengage. She was aware that FCC and Customer Services are within the current PBB process and that the PCC will receive a full update on the current PBB process in due course, but CK wanted the Board to know that she was impressed with the panels, SSID getting the work together and commended the presentations. KH said there is a perceived lack of understanding of the PBB benefits and a simple and clear explanation is required that include genuine savings and clear rationales.

SB referred back to the performance pack and in slide 23 there was a recorded spike in October of 17 offences and he wanted to put context around this, this related to a historical case around one individual.

3.3 Custody Report

SB advised that the custody performance feeds into the strategic alliance, however, it is still important to see local performance within the custody suits.

GF added that standard custody product will include racial disparity reports.

KH added that during her 100 Conversations programme, she constantly reiterates the need to recruit independent custody visitor (ICVs) to the Black community as currently ICVs tend to be older people, retired and predominantly white.

CK noted that complaint themes have been tested with ICVs which do not support the issues raised.

KH said that this is proper independent scrutiny.

GF noted that half of all strip searches are carried out on Black and Asian detainees. There is a clear criteria for strip searches in custody for a specific need and although he is not saying these searches were in any way wrong, the force need to be aware and able to understand and explain the rationale behind these figures.

ITEM 4.1 VERU Performance

SB stated that the VERU performance report, SB stated that the YIS have a caseload of 86 cases. CK raised the issue that at the last Start board she had raised the point that YIS team were managing 85 cases and as this number had slightly changed, she wanted to understand are these permanent cases or are they replaced by new interventions. SB outlined these figures represent a cycle of on-going intervention with potentially new cases coming on and older ones being finalised or dropping off

CK said there is a need to have outcomes and roles of YIS cases as this impact on performance of VERU. Need to be evidence based - staff costs against performance data to ensure partners understand the overall position.



KH stated she noted there appears to still be an issue concerning data sharing, which has been a long-term issue with VERU and partners. CK added this concerns Health data not being provided but Dr David Kirby is working to resolve this.

SB stated the monthly report can be revised.

Action: SB to build in VERU report into the 1-2-1 he has with CK.

Action PM to liaise with VERU concerning the first Oversight Board update concerning 2 late deliveries mentioned in the VERU Update report.

ITEM 5 – COMMUNITY POLICING

ITEM 5.1 Community Policing report

KH stated she felt that in the submitted report. She did not want the Community Hub team to wait for the schools to relax their restrictions and to be proactive in the opportunity to get into schools.

GF confirmed that Chief. Supt. John Murphy had this in hand.

SB noted there had been a real buy-in from all Local Authority education leads.

KH asked that by January Strategic board, the Community Hub plan for schools will be in place. KH also added that she believed there was an opportunity to work with Dog Watch (Juliet Wright in CiP) and present an opportunity to work with Community Dog handlers.

Action; GF to feed this action back to Community Police Hub management.

KH raised the deployment number of Neighbourhood Enforcement Team (NET) attaining the 1x Sergeant and 9 x Constables from its current 1x Sergeant and 4x Constables. PW stated this was the ambition from previous Strategic Board meetings.

KH added that the Leighton Buzzard meeting that GF attended, where queries about the Community Hub and uplift were asked.

GF added these were constant issues faced by the force. At the meeting he met perception with reality including the facts concerning that area. GF reiterated at the meeting, deployment of resources is based on Threat/ Risk and Harm facts. The message was largely positive with notable exceptions and GF gave an undertaking to return to that meeting in six months.

CK asked if there was anything that need to be amended to this paper following discussions as this will be presented at the next Police and Crime Panel. GF asked for the figure for overall numbers to increase from 61 to 67. (P2 on report)

ITEM 6 – OPCC Focus Request

Item 6.1 European Exit - Police Update

SB presented his EU update report. He outlined what Bedfordshire Local Resilience Forum

KH stated that the APCC had required PCC's to raise with Chief Constables their Strategic Plan concerning Brexit.



GF outlined that the National Police Chief Council (NPCC) was writing to the Government outlining what will be lost if no security plans or assurances are not in place for example EAW (European Arrest Warrants) and Schengen Agreement (European intelligence sharing)

KH further commented that with 20% of those in custody having some foreign national characteristic to lose information sharing would be of critical importance to the police in managing offenders in custody.

critical information sharing will be vital to police, with a real possibility of those suspected on serious offences walking away from custody as the information is not available and go on to cause further offences.

GF continued that this is not of Police UK's making but one that needed urgent attention.

KH asked if there was an information sharing agreement at London Luton Airport (LIA) similar to the one Kent Police have with French counterparts in Dover.

GF outlined that French police have officers based in Kent posts and Kent police have officers based in French ports, but LIA do not have this as the reach of the destinations is too many. GF stressed that passenger manifests currently enjoyed at LIA would be lost, meaning Police will be somewhat in the dark.

TR added that Counter Terrorism teams will continue to share information but not have the agreement to act on it on each other's behalf.

GF stated this is a sub optimal position the force faces and raised with National Crime Agency (NCA)

KH stated it was right that the EU 'Brexit' and police readiness was featuring in Strategic Board meeting and to note the above points.

6.2 Schools

Chief Inspector Lee Haines had produced a report entitled Education and Diversion Strategy 2021-22 – Pre-Briefing for the Strategic Board.

KH stated the building of relationships with schools and students, as also emphasised following the '100 Conversations' was so important to achieve. KH asked about Junior Police Squad?

GF added Chief Supt Murphy has this in his plans and Chief Inspector Lee Haines will be the lead for this.

KH added the OPCC could be used to fund aspects of the programme if required.

6.4 Candidates Briefing for PCC elections

CK presented two papers setting out the PCC election process and the run up to the election, formerly known as Purdah but that term has been deemed inappropriate and should no longer be used, begins on March 22nd 2021.

CK stated the papers and briefing are being set earlier than last time. National guidance for the force and candidates can be found in the report submitted. This will lead to a Memorandum of Understanding (MOU) to be signed between OPCC and Chief Constable. CK stated it is important that middle managers are aware of the practical guidance within the report.

The OPCC are logging candidate election campaigning materials and where appropriate will push back if they are not accurate, CK suggested the force take a similar position when dealing with requests to attend police premises or seek to



interview officers. CK added there is nothing wrong in accommodating requests, other OPCC Chief Executives do not offer this type of access, but it does need to be transparent and fair to all candidates.

The Electoral Commission will make the final decision as to whether PCC elections will take place in May within the second week of March. Luton Chief Executive will remain as Bedfordshire's PARO. CK stated she has arranged two formal briefings in March – which will include the DCC.

KH added that there will be no knee-jerk reaction if there is another delay. If there is another election delay, there are two possibilities open to OPCC's in law:

- PCC's official deputy will be given the PCC role for the period between elections, as Bedfordshire has not had a full deputy this option is not viable.
- The second option is for the OPCC Chief executive to deputise for the PCC.

Previously KH stated she would have felt personal abandonment for the role if she had left when the initial election was cancelled earlier in the year, but now it is different. Circumstances have changed and KH stated the detailed plan was for CK to take on the role if the decision is to further cancel PCC elections. GF stated it is more suitable to have a planned transition.

ITEM 7 RACE AND DIVERSITY

ITEM 7.1 Recruitment, Retention and Representation

PW started this area of the meeting noting a fractional drop back of Black, Asian and Minority Ethnic recruits. GF stated he is not unduly concerned at this stage as he has seen the recruit profile that are in the application process and the projected figures are looking more positive.

KH commented that the new designated officer in place should impact on this area as well and would like to see a report on his progress in this area. Furthermore, GF advised force is still seeking data from College of policing to understand the SEARCH issues in greater detail to give force an opportunity to support new applicants. More SEARCH places have been requested for the force.

Action: PC Mo Ali to produce a report outlining his thoughts on how to improve Black, Asian and Minority ethnic recruitment

KH suggested recruiting from events force engages with, for example Stop and Search group, which has a lot of younger members who show commitment and real interest. KH also asked if the Buddy Scheme (mentoring and support) was still in operation for Black and Minority Ethnic officers? GF confirmed it was and the force conduct on line events concerning recruitment. PW commented that on-line seminars are occurring even at weekends to support new applicants, but with short notification of the SEARCH on line dates means the team on occasion have very little time to support applicants.

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

GF updated the board on his report concerning Video Remand Hearings. He has presented the report to the Her Majesty Court and Tribunal Service (HMCTS) and local Criminal Justice Board, with the view to get to 50/50 virtual and in person appearances during the week. In December all Saturday remand hearings will be done face to face across BCH.

ITEM 9. EFFICIENCY

ITEM 9.1 Force Moves, people or remits

Chief Constable Staff Officer Update given by GHR:

SOCU officers being returned to core duties as explained in the meeting earlier.

Chief Superintendent process saw John Murphy and Dee Perkins confirmed in post with Julie Henderson waiting for a posting.

Superintendent process and deployment / move:

Det. Supt. Dave Cestaro will replace Rob McCaffray as the Authorising officer when Rob McCaffrey retires in December. T/ Det.Supt. Zara Brown was also successful in the process.

Response Investigation Team

Negotiations for shift changes are on-going for the above team, they will take on lower level investigations from CIT, as discussed earlier in the meeting.

ITEM 10. EFFECTIVENESS

Item 10.1 Signpost

CK gave the Board an update covering Signpost performance. Data has hardly changed since the last board meeting. CK stated new Signpost staff will start on 4th December so all the Signpost office space will be required. It was confirmed that CRB will be out of the location by that time as they do not require recordable telephone lines, which Signpost do.

CK introduced the Victims Needs Assessment (VNA) which was last completed prior to current PCC coming into role. The VNA requires a review and refresh. This will be the first project with the new Criminal Justice and Victims/ Witnesses Project manager in OPCC.

Action: CK to present back in March Strategic Board the VNA report.

KH added the VNA will be key for the new PCC to be aware of the victims needs and understand how it impacts on their role.



<p>Victim Care:</p> <p>SB apologised as he had not prepared a formal report and will update at the next board.</p> <p>SB confirmed the surveys have started but in fact need more time to present worthwhile data. All actions have been addressed. DCI Craig Laws is driving this agenda very well. KH added that the Stalking paper was excellent.</p>
<p>ITEM 11. LEADERSHIP AND CULTURE</p>
<p>Item 11.1 Chief Constable Complaints</p>
<p>. CK to complete a table top exercise concerning a complaint about the Chief Constable</p>
<p>Item 11.2 Reviews</p>
<p>CK updated the board that eight reviews were conducted in this period, which included seven not upheld and within them only one note to PSD and the majority concerning conduct. But no notes of learning have been identified within the reviews which is positive. The last remaining one was invalid.</p>
<p>Item 11.3 Culture Update</p>
<p>Staff Survey:</p> <p>During this item, a full discussion ensued concerning Staff Survey points and force culture:</p> <p>KH asked if the force understood why in Slide 15 – descriptions such as ‘toxic’ and ‘corrupt’ being made.</p> <p>GF due to confidentiality, force cannot go back and clarify ratings by respondents. GF added the words used are a sobering thought for the Executive and although important to take on board, this is not the only barometer to view how the force culture is perceived. High profile issues such as sexual harassment and bullying cases have been widely communicated through the organisation which may reinforce certain people’s perception of the organisation.</p> <p>GF added that he knew there is a strong coalescence about where the culture needs to be had to be redone, that staff were proud to work for Bedfordshire Police but there was a status imbalance between staff and officers. GF continued and used a definition for culture as being learned, shared, based on symbols, integrated and dynamic. Culture is a way of life. The test of good organisational culture is ‘what do people do when no-one is looking’. Leaders have an important part to play in shaping and keeping culture; lead by example, be visible demonstrate values and ethics as we espouse.</p> <p>KH asked if this was representational across other forces? Following on from comments from a previous HMIC inspector, TR confirmed other forces faced very similar issues when it came to culture. KH added that its hard as the Executive sit at the apex of the organisation and she appreciated the challenges faced when trying to set or adjust culture in the organisation.</p> <p>GF replied that the culture must have a consistent theme, he went to give an example of empowerment. If he sends messages this tends to get watered down when the message goes through the ranks and grades. This is why he holds meetings with Sergeants as they have the greatest influence with the newest members of the organisation.</p> <p>CK asked why not engage with police staff managers on same level? GF answered there is a reason for this, priority is the front-line officers (including first line managers) and new officers at this time as they have less than five years’</p>



service, but recognises staff management levels are important and the fact he will be conducting these sessions with first and second-line staff managers should show there is not a divide.

GF went on to add that at the next Senior Leaders meeting there will be discussions over the refreshed Vision, Mission, Values and identity. The responses will be publicised and looking for agreement for the final product which will lead to structured and engaged communication. There are already known work strands from this piece of work relating to sexual harassment and bullying.

GF added that there are also focus groups to also add to balance the survey, these focus groups balance out the positive and negative results seen.

CK asked if these were same as SSID focus groups, which GF said they were taken from those on duty and volunteers. GF added that he also has recently seen all the inspectors and most of the sergeants and over 30 officers recently who were about to attain their NVQ qualification for policing and the DCC had been out on visits and patrol and the Executive feel there is a lot of positivity around the organisation.

GF said that although terms such as 'Toxic' 'leaderless', nepotistic and 'Corrupt' have been used, the other side is terms like 'progressive', caring', 'awesome' and 'fair' have also been used. This shows the polar views within the force.

GF said this (Culture and Vision) is an achievable task and has the team to achieve it. He stated that losing Better for Bedfordshire had removed a positive engagement opportunity for the whole organisation.

CK challenged GF as it appeared this was diminishing the poor side of the results and said it was important to listen to all voices.

GF replied that was not the case, the survey was completed by 227 people who need to be listened to but this is not replicated through other interactions the Executive have had, and these other interactions did not replicate the poor comments.

CK asked what the support organisations said about the survey. GF said the support organisations such as BME support group had issues with the bullying, negativity and racial elements around micro aggression contained within it. We know we had issues around sexual harassment, CK asked why and the Women's Network was not consulted? CK commented that the Women's Network have arranged an event to be consulted the following week, but the report was going to be completed without them initially. CK added that all of the support organisations, except Federation and Unison, are looking for new Chairs – does this say a lot about their experiences?

CK noted that with only 15% it is not a large enough survey for a technically meaningful result, however the results were there and needed addressing. CK suggested action was what was needed. That the Force could make results of cases where conduct has not been held to the highest standard very available to all and this would be a positive impact on the Force, actions say a lot to the staff. Anonymous letters of complaint signed off for example as 'the collective' is worrying as people are not confident to make a complaint by name, therefore fear ramifications. CK stated it was important that people felt their voices/ views would be heard and acted upon.

GF stated he needed to re-double the communication effort as rumour can fill the space. GF stated that at the Senior Leader's event, need to ensure that the command teams lead by example .



<p>KH stated this is a chance for a clean slate approach to get the culture right. People want to hear what the Chief's vision is. GF stated this is a collective effort not just his and this will take time. GF wants to be in a position by February to have consultation finished and iterations that are required before launch and then review back in six months' time.</p>
<p>ITEM 12 Quarterly Reporting - None reported from Finance or Demand</p>
<p>None for November</p>
<p>ITEM 13 COLLABORATION</p>
<p>Item 13.1 Risks and any key updates from the Force to OPCC</p>
<p>GF reported that in the Superintendents process one successful candidate that was coming from the Metropolitan Police Service is contemplating staying in the MPS due to them now offering them a Superintendent post.</p>
<p>Item 13.2 Updates from the OPCC</p>
<p>None discussed</p>
<p>AOB</p>
<p>14. 1 Management of Information. KH noted the report shows all down to individual error, no significant issues raised for the Information breaches for a significant period of time.</p> <p>14.2 Agenda for January PBB updates Budget</p> <p>KH thanked the Board as the agenda was very full and a lot of information has been discussed</p>

Next Meeting: 28th January 2021,10am -12noon,