

## POLICE AND CRIME COMMISSIONER FOR BEDFORDSHIRE

### MINUTES OF STRATEGIC BOARD

2<sup>nd</sup> February 2017

#### PRESENT

|       |                                                               |
|-------|---------------------------------------------------------------|
| Chair | <b>PCC, Kathryn Holloway</b>                                  |
|       | <b>CC, Jon Boutcher</b>                                       |
|       | <b>Director of Policy for the OPCC, Anna Akerman</b>          |
|       | <b>Chief Finance Officer, Phil Wells</b>                      |
|       | <b>Staff Officer to the Force Executive, Insp Jackie Dadd</b> |
|       | <b>DCC, Mike Colbourne</b>                                    |

|  | Not Restricted – FOR PUBLICATION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | ACTIONS |
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|  | <p><b>1. Minutes of the meeting held on 19 December 2016 for agreement and matters arising:</b></p> <p><b>PCC</b> apologised for the postponement of meeting last week and invited <b>Anna Akerman</b> (Director of Policy) to introduce herself.</p> <p><b>AA</b> - Explained her experience around policing. She is able to interpret PEEL report and highlight where the expectations/recommendations are drawn from. Wishes to work with force to do a deep dive to explore ways in which OPCC can support the force in a critical friend role. Was the lead for armed policing App at the College of Policing (CoP). Vice-Chaired the National Custody Forum for four years. Part of the 'What works' team, wishes to support T/ACC Jackie Sebire for a 'lessons learnt' portal and will soon begin work on a Police Transformation Fund bid to make this a reality. <b>AA</b> has looked into demand activity, knows demand team is stretched and believes more resource can be put into that team from other areas of the force. Happy to ask CoP to review specific vulnerability areas.</p> <p><b>PCC</b> highlights that there 42.45 FT posts in analytical resource available to Beds Police.</p> <p><b>CC</b> has been reassured that there was a need due to large requirement for information and that demand on analytical staff is high. Although there are times that issues like Terms of Reference for employment can mean lack of flexibility amongst departments.</p> |         |

Change Programme Analysts need better join-up for greater understanding.

**AA** attended a Community Safety Partnership meeting last week, an analyst arrived with sheet of raw police data, and it was presented with no context and no responses. There needs to be better joined up approach with CSPs and Partners, more Pan-Bedfordshire analysis.

**CC** – Stated need to plot the future as ‘Team Bedfordshire’ and not four silo organisations.

**PCC** – There should be a single referral form via the Victims Hub, available to accredited victims groups.

#### **MINUTES:**

Page 3 – **PW** - Mobile data did not go Red in January. Trial for Windows 10 begins next week. Results will be taken to Force Executive Board in March.

**AA**- THRIVE training – Standardised language for cutting and pasting in reports not the message that we are trying to put out. Not beneficial for the E (engagement of THRIVE). Hopes OPCC work will support that in terms of a Victims Hub etc. **CC** agrees cutting and pasting is a risk and a balance is needed through use of professional judgement.

**PW** – £5-10k per drone if purchased joint with Bedfordshire Fire and Rescue Service.

**AA** – Police and Crime Bill have received Royal Assent. New requirements on the **PCC** regarding fire and collaboration.

**PCC** – Fire happy to offer Section 151 officer for 2 days per month for financial scrutiny. **PCC** believes there is enough that needs achieving currently as a force to not get too tied up in the new powers from the Police and Crime Bill.

**PW** – There will likely be questions in the next couple of weeks regarding **PCC** stance on new Bill.

**PCC** – Needs more understanding arrangements between all 3 emergency services over whose support is most appropriate to ask for at what time.

**CC** – Bail issue – National lead tried to push back and amend dates on change of legislation. However it will still come into force on April 3<sup>rd</sup>. People will no longer be released on bail; people will be re-released but might be rearrested if new evidence comes to light. CoP

were going to provide material as to what it means to officers. Beds Police are rolling out a communication plan for officers. We will on occasion Bail people but only in rare cases and only when level authorised at a minimum rank of Superintendent.

**Mark Cooper and AA** will look at Missing Persons issues together.

**CC** presented some robbery headlines but more details can be given if required. Applying the same strategy to robbery that led to Bedfordshire Police's vast improvement in burglary last year. Rise in robbery had an impact on 'Solved' numbers. Longer term trajectory on robbery has reduced but with small numbers the percentage impact can be large if gangs from London and other cities come in on a drugs line and cause a spike in robbery numbers.

**AA**

## 2. HMIC:

**PCC** – Force states that Force has had challenges on funding amongst various things. PCC has met with many high-level government officials about effectiveness. Crucial for shared understanding between Force and OPCC.

Home Office is of the impression that Bedfordshire Police's effectiveness and efficiency hurts argument that more money is required for the area.

**PCC** – Issues with getting the simplest of figures within the force. We need absolute figures that when given to HMIC are 'written in stone'.

**CC** made a commitment to always look at HMIC reports for learning opportunities but the data and metrics suggest we are in the middle not an outlier in most recent effectiveness report. However the narrative suggests we need more foot patrols etc, however Ipsos Mori poll shows 10% increase in community satisfaction and there has also been increase in victim satisfaction.

**PCC** – Will stand shoulder to shoulder with the force when the report is published. It should be noted from an investigative viewpoint the report had identified problems the force had already identified.

**CC** – Bedfordshire Police haven't been good at presenting the good work that Bedfordshire Police does on a regular and consistent point. There have been a couple of workshops around the report and tests for factual accuracy.

**PCC** – On fact checking – Highlights Community Hub dates in report

**CC** – By November 2017 we will have populated hubs

**PW** – 39 of the 45 PCSOs will have been recruited plus 8 from the force.

**CC** – Andrew Selous MP believes Beds Police have done well in responding plus getting the unitary authorities to work together.

### **Questions for the Force Executive**

**Q1.** *Given the current arrangements in Bedfordshire Police as of today, how long will it be until the force can demonstrate that it has done all it can to be fully effective and efficient?*

**DCC-** Need to understand that it's raw data. Start position is that we have come a long way on the journey. There is a need to improve around vulnerability and community policy. Long term plans like the police and crime plan are essential for increase in effectiveness and efficiency.

There will soon be a full complement of PCSOs from June this year. We do need to accept that Bedfordshire Police have a higher level of turn-over than most but this will hopefully help when avoidable sickness is reduced.

25% of resources are in collaborated roles which goes to show commitment to efficiency.

**CC** – Do we need to take the three pillars of Effectiveness, Efficiency and Legitimacy, and go “The HMIC say this and we are doing this to meet it”? **AA** agrees and that maybe risk can be included as well.

**PCC** – There is a need to display that for every area of the county that we understand the top demands.

**PCC- How** *are you going to build on the current local crime profile so we have all the data to hand and it is joined up?*

**DCC-** The Force now has more effective structure around our intelligence desk. Reviewing approaches to OCG management. Are now getting the relevant information for individuals.

**CC** – There is a control strategy on what we need to do well. Need to create a profile of the where, when and who. Also a crime map of the county. We need to know the priorities for communities and once we have them the responses of what we are doing about them.

**CC** – Will provide a map of problem profiles, what they are, how long they will take to put plans in place. **AA** will also assist along with Dave

**CC/AA**

Boyle.

**Q2.** *What is needed to achieve this change (structures, culture, leadership etc), and how is this being taken forward?*

**DCC** – Whole network of projects both locally and regionally that will provide greater efficiency and effectiveness. Plus boards like FQIP. Feels overall around the PEEL agenda the Force are in a better position than have been for a long time. Needs a culture piece to make sure that targets are achieved. Also a call for focused demand management work.

Overall force is clear about process and direction of travel against both HMIC and performance outcomes. There is caution about the availability of evidence for this. To evidence we need solid business processes.

**PCC** – Has observed that several times since taking office the organisation has announced that someone will be tackling a certain issue and then only weeks later there was a need to move individuals back to where they were due to demand. We need to be absolutely certain when we announce and that it is not just knee-jerk reaction.

**CC** – What the Force are doing about issues like culture is problem solving. By increasing levels of diversity for instance the Force can potentially improve our understanding of certain community specific issues.

**Q3.** *How are risks (to vulnerable people, communities, businesses etc.) being mitigated in the meantime?*

**PCC** – For six months the force executive and OPCC have been talking about introducing a template to take to foster homes etc. for missing persons so all information is together and joined up.

**AA** – Has been working with several partners on this. One thing that is clear; whilst categorization is a hot issue, it is an enabler, so where investigation has fallen down is we are sending first responders many hours after the first report after mis-categorization, this leads to the investigation being highly compromised due to time lap. This was heavily mentioned in HMIC.

**DCC** – Still in a situation where we need to make sure we have our resources in the right place in the right time to deal with missing persons. There is a plan soon to be place though. New recruits will be involved in this so capability will be increased. Their probation will be extended to ensure they know about specific areas such as this.

**CC** - Length of missing persons has gone from an average of 55 hours to 22 hours. We should get to the point where the Control Room have information on the missing persons if they are from a known vulnerable background.

**PCC** – If we have a form for our responders to ask whether a foster home etc. has a piece of information, if they don't they can get it there and then. Also very important for licensed premises such as hotels etc. The return interview can then lead to the updating of that form.

**CC**

**CC** – Deadline of 2/3/2017 to have the aforementioned template form in place. However there have been issues raised by Cambridgeshire about when something should be classed as absent or missing dependent on their vulnerability levels.

**AA** – We can potentially look into third sector organisation to do preventive interviews.

**PCC** – OPCC will look to commission an organisation to do that.

**AA** – Sharn Basra has suggested a Transformation Fund bid for Missing Persons vehicle in a similar nature to that of the Mental Health Street Triage Vehicle. **PCC** in strong support and had a similar suggestion as part of the Police and Crime Plan.

***Q4.** If Bedfordshire Police were fully effective and efficient (i.e. it could do no more with its level of resourcing), what additional resourcing (money/ officers) would be needed to deal with the policing demand, and can the force provide data or evidence to support this?*

**AA**

**DCC** – Looking into demand saving work. Edward Major is working on this and has presented to **AA** but has yet to have the overarching strategy.

**AA** will get the required document from Edward Major for herself and **PCC**

**DCC** – Higher than average amount of serious inquisitive crime in Luton taking resource away from the other two CSPs. For an average level of serious inquisitive crime we would need 300 extra officers roughly. This number is fluid however as the better we become the less we will need.

**PCC** – Wants information brought to this board about successes that are taking places in new geographic areas. These examples are what needed to be given to HMIC so having a clear log of them will allow us to present them easily.

**Q9.** *How many officers are available to respond to incidents at any time across the county?*

**DCC** – The RMU ensures that the minimum level for response is met each day. Establishment of 208 Officers on response, 52 on duty at any one time which means roughly five on duty for each team. That is the minimum coverage 24/7. The message should be that the number of officers you need for any given night will be the number you will get.

**PCC** – Is in agreement with the DCC and gave the Bedford Prison incident as an example of this and Luton Carnival. However are there issues following an incident in terms of staffing level?

**DCC (in response)** – There is always a strategy for follow-up after an incident. There are even occasions where we keep people on duty longer than absolutely necessary.

**PCC** – Would like to look into going back on incidents and operations to speak to officers to see whether they feel the level of provision and resource support they were given was appropriate, too much or too little.

**Q10.** *What is the geographic breakdown – i.e. does the figure differ across the county?*

**DCC** – The force look at shift patterns on a day to day basis to see where the risk is going to be.

**Q12.** *What arrangements are in place to increase the number of response officers?*

**DCC** – Currently recruiting 96 to obtain our establishment level. Also use overtime when we have to, uptake overtime is down considerably over recent years and is unlikely to do it unless directed to do it. The new shift pattern is better for overtime management.

**PCC** – Has change to four on four off pattern helped at all with overtime uptake?

**SO** – Whilst four on four off is an overall better shift pattern. Officers rarely have the full four days off as training days are always on a rest day and so it impacts on people's availability to do overtime.

**DCC** – There are attempts to avoid incidents such as the above and this will be review in full once the 12 month trial has ended.

***Next Strategic Board will start from question thirteen from list of thirty questions***

### **3. Sickness and Absence:**

**PCC** asked what activity have Bedfordshire Police already been doing on well-being boards etc? What figures can be relied upon?

**PW** – Sickness in 2015 was at 14.5% sickness (Long, Medium and Short term), in 2016 it's 11.5%. Most of the improvements are in Short and Medium Term (Medium 8-28 days, Short term less than 8 days). Long term absence remains similar. However there is an increase in psychological reasons for long term as opposed to muscular/skeletal. **PW** offers paper on this for the **PCC** but needs to review it beforehand.

**PW** – Our policy is you don't have to resign but you are subject to rules and being on duty still when on a career break, it needs adapting so that it is the reverse, unless directly asked to be involved in police activity by the **CC**. This will allow people who are unsure whether they want to remain in policing to determine either way without recruitment process.

**PCC** – Blue Light Mind Management requires individuals to report psychological difficulties to line manager. She has never known this to work as people feel it might impact on their future promotion opportunities.

**PW** – Responding to question from **CC** about increase in Psychological long-term absence: The increase has most likely been an increase in stress.

**AA** – In light of where we are going with HMIC we need to get ahead of this situation early on.

**DCC** – Work needed to prevent psychological issues part of which means need for honest conversations, sometimes with line managers.

**CC** – All forces have looked at Occupational Health support as low hanging fruit when having to make cuts. Stated that there is near constant information and events publicised on the intranet in terms of promotions for mental health work.

**AA** stated that there is a fair amount in place but not a lot has been done to



promote it.

**4. Estates Update:**

*To be discussed with PW in meeting 03/02/2017*

**5. Funding Formula update and discussion:**

*To be carried forward to next meeting*

**6. Terms of Reference for subsequent Strategic Board Meetings:**

*To be carried forward to next meeting*

**7. AOB incl. Force verbal update:**

**PCC** - Inconclusive nature of where the force precept settlement is with various reports being inconsistent. **PW** to confirm numbers. **CC** highlights that precept income can be approximate with certain factors such as Local Authorities council tax collection success levels.

**PW** says he will always give answers where he can before **PCC** releases statements on finances to avoid confusion and misinterpretation of figures.

**AA** requested that there should be standing agenda item for Strategic Board on finance and funding including scrutiny of transformation bids that Bedfordshire Police are partners on, not just the ones they lead on.

**PW** responded that previous OPCC member Jody Nason previously did the oversight. Being linked in with Dorothy and Gavin (Hertfordshire and Cambridgeshire) would be helpful to such a process.

**PCC** highlighted the chances to access funding from various places including EU funds.

**PCC** wants to see performance data for last month, three months, six months, one year and five years ago at future meetings. **DCC** saw no problem in doing this as long as it's taken into account of seasonal comparison, allowing us to fully understand long term trends.

**PCC** wants Strategic Board to be very much focused on Bedfordshire as much as possible in the future as there are other groups that focus on collaboration on a regional level.

**Meeting closed at 16:13**