



**POLICE AND CRIME COMMISSIONER FOR BEDFORDSHIRE**

**MINUTES OF STRATEGIC BOARD**

**07 March 2017, 10:30 to 12:30**

**Executive Conference Room, Beds Police HQ**

**PRESENT**

<b>Chair</b>	<b>Kathryn Holloway, Police and Crime Commissioner (KH)</b>
	<b>Jon Boutcher, Chief Constable (joined the meeting at 11:05am) (JB)</b>
	<b>Mark Cooper, Chief Executive, OPCC (MC)</b>
	<b>Anna Akerman, Director of Policy, OPCC (AA)</b>
	<b>Phil Wells, Chief Finance Officer (PW)</b>
	<b>Insp Jackie Dadd, Staff Officer to the Force Executive (JD)</b>
	<b>Mike Colbourne, Temp Deputy Chief Constable (MCL)</b>
	<b>Clare Kelly, Head of Corporate for Bedfordshire Police and Head of Strategic Liaison for the OPCC (CK)</b>
	<b>Pauline Gibbons, Secretariat for the Board</b>

	<b>NOT RESTRICTED –FOR PUBLICATION</b>	<b>ACTIONS</b>
<b>1. Minutes of the meeting held on 02 February 2017 for agreement and matters arising:</b>	<p>39 of the 45 PCSOs will have been recruited plus 8 from the force - PW to check that the full complement of PCSOs will be available by June 2017 and report back to KH.</p> <p>KH asked what work had started regarding the creation of the map of problem profiles. Mark Lay is engaging with local authorities to look at the top three around organised crime and the individuals we want to focus on around building that piece of work. Work still ongoing in respect of local profiles and “know your community” where more of the data around specific individuals that are causing problems is being populated. With regards to the top ten lists, this is ongoing.</p> <p>KH asked for an update on the progress of doing this sort of profiling at the next Strategic Board meeting at the end of March. This can be assisted in the interim by the work that MC and AA are going to be</p>	<p><b>PW</b></p> <p><b>MCL</b></p>

doing.

MC advised that HMIC received a large amount of information from the Force last year and they provided back some data packs so there is a question of how they are being used too.

KH pointed out that from the data available for February, the length of time of missing persons has reduced from an average of 71 hours down to 29 hours.

With regards to the risks to vulnerable people, AA has been looking for a third sector organisation to do preventive interviews around return interviews. There is a return interview organisation who has been doing some work for us. Numbers have been low due to categorisation as we haven't been interviewing absent cases. Children from local authority care that have been categorised as missing will now be subject to return interviews. AA not confident how robust and intelligent the return interviews are and will be continuing to work on this.

MC has been speaking to HR regarding sickness figures. Two different systems are being used for when staff are absent and when they return to work which leads to two different results. Problems occur in that people are not always completing them consistently. HR were unable to let MC know the total strength of officers and staff. We are therefore unable to accurately calculate the percentage of officers and staff on sickness absence. CK is due to complete a piece of work by 22 March which will hopefully provide a disposition list for every officer that we have. The aim is to feed this disposition data back into the HR system, Empower, and then to keep this system up to date so that the INSPIRE system, which is fed by Empower, will then also be up to date for everyone to access information such as sickness, restricted duty etc.

PW advised that we don't yet have a system that collectively covers duties, HR and payroll but a new ERP system is scheduled to be in place in April 2018. We need to make HMIC aware that until this new system comes on board, we are doing the best we can with the systems available.

PW advised that Athena is due out in January 2018 but as it feeds off the HR system, we need to consider whether this is delayed until the ERP system comes on board in April 2018 so that Athena is working off a new system for BCH. Discussions about this are taking place and we should have an answer by the end of the month.

AA wanted to capture the point about being able to do a costing and calculate what our expected benefits are around resources having

**PW**

landed these two large IT projects so that so that we can demonstrate that we are on a pathway and our business as usual position will allow us efficiencies in that regard.

## 2. Effectiveness Report Publication

See comments above.

## 3. Follow up to last meeting

Following HMIC's comments in the Effectiveness Report, KH said that JB had pointed out that all Forces measure ASB differently. The criticism specifically from HMIC was that PCSOs are able to go out to an ASB incident and then remove the ASB marker from it once it has been dealt with. The suggestion made in the report was that we wouldn't be gathering intelligence around so called ASB hotspots in order to be able to resource in that area, which we are challenging.

MCL stated that at the time of the inspection, ASB was being recorded and showing an 8.5% rise to March 2016. The largest element of the increase was around nuisance. 75% of nuisance ASB related to vehicle ASB. Personal ASB was actually down by 52%. Some flexibility was allowed to record some incidents in more than one category. Figures could be reduced by categorising certain nuisance vehicle related ASB as transport problems which some Forces are doing. We are therefore not accurately comparing figures with the national figures. We should be looking at what we were doing and what we are now doing.

### **Jon Butcher, Chief Constable, joined the meeting at 11:05am.**

Observations via HMIC labelled us as an outlier. As a result of this feedback in January 2017 the Force ASB Co-ordinator, Nigel Denham, started to dip sample all of our ASB incidents in a one week period to assess how accurately we were recording them against the standards. The results confirmed that we were significantly over recording. It is anticipated that ASB figures will now reduce although other areas are likely to increase. MC suggested producing a graph to help explain the figures to HMIC.

Nigel Denham also went into FCR and identified that ASB disposal codes are being used rather than a more appropriate code for each incident. Staff training on coding has already begun. MCL has spoken to Dave Boyle who will also lead this through his C7 work. Nigel Denham will also, as part of his role, provide an ongoing independent scrutiny of the ASB codes being used.

KH would like MC and AA to check all the figures that we are going to present to HMIC on 22 March.

MC/AA

JB advised that at the PEEL Board we are going to use Berni Marchant-Cheyne (BMC), who now works for the Force and previously worked for HMIC, to ask awkward and direct questions to challenge us. HMIC are likely to ask why it has taken us so long to do the piece of work regarding the disposition list that CK is undertaking. CK advised that we had given HR breathing space whilst transitioning to a tri-force HR.

PW commented that there were some positive points. We have been doing work in “bite-sized” chunks rather than as a whole as well as looking at our resource model on a rank by rank basis rather than on an overall basis. Whilst this is the right thing to be doing it is not as fast as we need in Bedfordshire.

MC suggested that he do the same thing as BMC for the PEEL Board, to give a strong interrogation and scrutiny.

The three core meetings that feed into the PEEL Board are:-

- Change and Continuous Improvement Board
- Performance Board
- Resources Board

KH stated that having asked the questions, provided the evidence and produced the data, MC and BMC need to assist to ensure the narrative is presented and the arguments are made in the most professional way. This is critical to public confidence and staff morale.

#### 4. Efficiency

*“Assessment of how well the Force understands current demand and predicts future demand”:*

PW said that based on the last inspection, we are likely to get questions on the following areas and these are the areas we need to be able to demonstrate efficiency on:

1. Recruitment
2. Resources
3. Workforce Planning (looking at 2 years hence)
4. Increasing the frontline by 10%
5. Savings Plan due to reliance on collaboration. The Savings

- Plan moving forward only has a JPS collaboration saving
6. Demand in terms of future demand, partnership demand and internal demand
  7. Service v Cost Savings

PW stated there are two parts of demand, one of which is incident data, which we are really good at. The other part, where we need to show improvement, is what are we doing around some of the things that are impacting on our demand that are not incidents, e.g. Local Authorities, what are their priorities and how do they fit into our demand structure.

JB also said we need to show what we're doing with Local Authorities and the CSAS Scheme in Luton also.

Good pockets of work are taking place. We need to show HMIC that we have gone as far as we can to close the gap and demonstrate that we are using our resources as effectively as possible. Further funding is required to close the gap completely.

MC stated that the way HMIC will build up their evidence will be through:

- Document request
- Data request
- Strategic presentation
- The questions they ask frontline officers and staff around the Force

We need to ensure that there is no disconnect between the top and the bottom of the establishment. All staff need to be aware of the issues, with top staff knowing them inside out. We need to arrange for senior management to walk the floor and engage with officers and staff in the weeks before the inspection.

Focus groups are starting today. It was felt that staff may be more likely to speak to PW who is not in uniform.

Budgeting is lower in some areas and we therefore expect to see a lower performance in these areas.

## 5. Legitimacy

JB discussed the model used by Kent to improve their culture. They made videos of officers, members of the community and key stakeholders reading out the positive comments that HMIC had made about the Force.

**MCL**

We need to get in front of our entire workforce via roadshows and along similar lines as Kent have done. Jackie Sebire to lead on this.

KH suggested using the title “This is who we are”. KH is keen to hold groups with female officers about what their experiences have been.

JB confirmed that the tactical lead for leadership is Liz Mead, with Jackie Sebire the strategic lead for leadership.

The Force were rated “good” for legitimacy last time and JB would be disappointed if we did not maintain this grading and even push towards “outstanding”.

MC has spoken to Julia Pink recently and she advised that they have settled on the questions for the legitimacy inspection and that she would be happy to come in and talk to us about these. This is not considered a conflict of interest as we need to demonstrate the answers to the questions.

## 6. Finance

Underspend CTC: not taking over provision and maintenance of cameras.

Reserves of £7.8m forecast by 2020/21. In local authorities, reserves, usually around 3% of budget to cover extraordinary events. Grant Thornton monitor all Forces’ reserves.

Underspend in OPCC carried over to next year and will be reviewed in June 2017.

### Capital Programme

Agreeing 2017/18 capital programme for schemes under £250k.

KH is emphatic that the car park scheme is not to proceed and the cost is to be removed from the budget.

PW stated that the windows at Police HQ are likely to be falling out by 2020 and we are considering a phased replacement starting with the ground floor and recycling any windows as appropriate.

With regards to energy efficiency, PW is to provide KH with a report on green measure being considered.

**PW**

It was agreed that the finance reports should be sent to Zoe Billingham at HMIC for the sake of transparency and MC/PW are to compose a covering letter.

**MC/PW**



A separate report is required to document how well we used transformation funds previously in 2016/17.

## **7. Estates**

PW confirmed the following:-

- Terms agreed for Lime Street
- VSOMT relocating to HQ
- Greyfriars has almost been cleared.
- Houghton Regis is not suitable for the Barnhaus model and alternative accommodation will need to be considered
- Various departments are currently relocating
- Luton Police Station – floors 5 & 6 will be cleared by June and we need to consider how they will then be used
- CJ are moving to Hatfield
- It was suggested that BTP move to The Mall in Luton and that we pay accommodation costs. There is no rent to pay although we would have to pay £8k towards utilities and in return will ask BTP to undertake visibility policing on our behalf.

## **8. AOB**

Next meeting: Thurs 30 March 2017, 10am to 12pm