



**POLICE AND CRIME COMMISSIONER FOR BEDFORDSHIRE
DELIVERY AND BEATING CRIME MINUTES – PART 1**

20 October 2022

Attending:	Festus Akinbusoye, Police Crime Commissioner - OPCC (FA)
	Dan Vajzovic, Acting Deputy Chief Constable (DV)
	Trevor Rodenhurst, Acting Chief Constable - Force (TR)
	Sharn Basra, Assistant Chief Constable – Force (SB)
	Phil Wells, Chief Finance Officer – Force (PW)
	Anna Villette, Interim Chief Executive – OPCC (AC)
	Katie Beaumont, Transparency Manager - OPCC (KB)
	Rachel Glendenning, Staff Officer - Force (RG)
	Gavin Chambers, Chief Finance Officer – OPCC (GC)
	Gemma McCormack, Executive Assistant – OPCC (GM) – Minutes Part 2
	Pauline Stewart, Executive Assistant – OPCC (PS) – Minutes Part 1

<p>ITEM 1 - WELCOME & MINUTES OF MEETING HELD AND FOR AGREEMENT AND MATTERS ARISING</p> <p>FA welcomed everyone to the meeting.</p> <p>Apologies: Gavin Chambers (Chief Finance Officer OPCC).</p> <p>FA Referred to the September minutes (all correct).</p>
<p>ITEM 2 - OPCC QUESTIONS OR ITEMS TO RAISE</p> <p>2.1 Actions from Previous Meeting</p> <p>KB Met with Leanne Greenacre (LG). Work in progress regarding the information document. There is an issue with doing copy and paste from the iQuanta system, due to a disclaimer underneath the data. LG working on this, and it will be brought to the next Board for review.</p> <p>KB working on this for the December meeting. Action KB</p>
<p>FA Outstanding Action Points</p> <ul style="list-style-type: none"> Item number 31 – Local Authorities and ongoing local mental health provision? <p>TR recently chaired the Chief Exec Forum. AV was also in attendance. This issue was an agenda item. It has been agreed to have an ‘Away Day’ to work through ‘wicked’ issues</p>



collectively (cross sector): including, EDT, A&E and searching for children who should be in care homes (who are not missing, just not where they should be) and being used as a taxi service. 3 areas of focus. No resolution but determination to progress to a solution.

FA proposed keeping the issue open until TR has attended the Away Day. Close once agreed between the partnership. **Action to remain open**

TR suggested that the Commissioner continues to do what he is doing whilst lobbying and influencing Stakeholders. A pincer movement between the Force and the OPCC.

FA attended a cluster meeting with Councillors in North ward, in Luton. Councillors were not aware that this was happening or the scale of the issue until they had seen Force data. They are going to take it (as are Central Beds) to the Health Oversight Board Committee to see what is being done about it. FA proposed leaving this open.

FA Apart from 1 - 7 all other points have been actioned.

2.2 Information Document

2.3 S.I.O Report and amendments needed from the Force

ITEM 3 - PERFORMANCE FOCUS

3.1 Crime Performance Figures with Restricted Details

FA invited SB to share his report.

SB went through the headlines as discussed in February.

- County wide threat – 11 mapped gangs, 24 OCGs, 4 priority individuals, 21 county line groups operating 57 lines. This is the highest for quite some time due to changes in the counting rules as to when they come off.

Positive news – 24 OCGs, 10 of those are going through the judicial system. Due to Operation Costello – focus, watch, monitor, collate intelligence and actual enforcement. In terms of the custody paper, there is nothing by exception.

A couple of headlines from the actual performance pack:

- September - crime has gone down in terms of recorded crime and the solved rate has gone up. Replicated in certain crime types. Previously spoken about being high levels - robbery, domestic abuse and rape have all seen reductions in recorded crime, whereas the solved rate has gone up. Burglary across the board, residential is still strong in terms of continued reductions and a very healthy solved rate.

- Serious youth violence has gone down across the three CSPs. We have seen a slight increase in gang tension within Luton and an increase in vehicle crime, in particular theft of motor vehicle. We have commissioned some quick time analysis as the hotspot areas and recommendations of activity and whether or not that sits with local policing in terms of patrols, reduction, prevention. Once the papers are produced, we will have an idea of what this looks like.

Stop Search - the Q2 update. In line with Sparkler Patrols, these have increased in the Luton area. This has coincided with an increase in the number of Stop Searches in Q2 compared to Q1 and they have predominantly been in Luton.

SB went on to say that we consistently see steady progress in relation to disproportionality and disparity figures. Across the county White to Black in terms of Stop Search is 1 to 4.3 and Asian is 1 to 2.9, that's way below national averages and in line where we have been recently. In Luton that goes down to 1.2 for Black and 1 to 1.7 for Asian. The outlier there is Central Beds. Central Beds will suggest that the ratio of White to Black stops is 1 to 1.6, however the numbers of stops across Central Beds equates to 9 Black individuals being stopped, so the number is very low. We are still seen as good practice nationally. As part of the Race Action Plan, and Pillar Two, we will have a particular focus on the use of powers against Black and minority groups.

FA asked two things on the solved rate as well as Stop and Search.

1. FA referred to SB - What are you doing to improve the solved rate (national average 9.9)?
2. What is being done to maintain it?

SB explained that this forms part of our ongoing focus. HMRC told us that we require improvement in investigating crime. The mainstay of investigating crime is that we investigate quickly with good, experienced officers, which is likely to solve more crime and therefore provide a better service to the victims. We have got a regime of supervision across the crime domain.

Criminals selecting individuals who are responsible for the vast number of minor crimes. Focusing on crime types that cause the greatest harm.

Offenders responsible for lower-level crime (but commit more so), for example from shops. If we know that there is one individual who is responsible for a spate of offending, we will target them. We have identified 21 people that forms part of one of our FTTCG priorities with a view to focusing on them and seeking to address their offending but also assist in trying to increase the solved rate.

FA Stop and Search – a couple of months ago, we got some data on the find rates. Are we doing more of Stop and Search compared to BOSON?



Is this still the case and apart from that in terms of fine rate? Do we have any data? Any follow up from the progress and which teams are doing most of the Stop and Search?

SB stated - our CET can support our frontline, our patrol function. The data would predominantly be BOSON. BOSON and our CET are the two most proactive teams across the organisation who deal with the problem areas and problem crime types. They will be doing the lion's share of the stop searches.

SB went on to say - as part of the quarterly report, I receive data on those individuals who complete the most stop searches. This allows me to check against the legitimacy. If officers are identified as only stop searching Black or Asian people, then we would drill into those. We seek to educate, but I am always satisfied that, for example, within the Luton area, that the slight rise in gang tension, I would expect there to be more stop searches on Black and Asian people because they feature as the two mapped gangs that are in conflict.

TR we are trying to improve the solved rate against the right things. Historically, we did it through a lot of performance driven outcomes that were not in the best interests. The ratio of being two times more likely to be stopped and searched in Luton if you are Black, than if you are White. That is the lowest level of disproportionality I can recall seeing. For a large town with the demographics that Luton has, when you compare that across the country, it is not a significant outlier because we have not stopped searching people.

FA said that it is a good message to our residents and that Stop and Search is improving and its outcome does not mean less. Officers do their job and that is what the public would expect them to do, so long as it is done properly, it is being scrutinized and there's very good oversight of that.

Other Forces would do well to leverage what has been done here in Bedfordshire. It is a good balanced approach against the risk that our residents face.

SB informed the group that the data is in the performance pack.

SB went on to discuss the Control Room.

In September there was a slight reduction in calls whereas in July and August we saw extreme figures. July was the highest number of 999 calls that we have had for 12 months. August was the second highest month that we have had for 12 months. The quarter July to September is the highest quarter and those three months individually and collectively are the highest months in the last 12 months.

This puts in perspective the demand on the Control Room. When numbers come down the service level goes up. The issue within the Control Room is getting people fully recruited to enable them to answer calls in a timely fashion. The September response to immediate incidents was identical



to that in August. From the 4 October we went to patrol sections. We are monitoring this on a daily basis and SB will report next month on a full month of data. **ACTION SB**

SB asked if there were any questions regarding crime performance.

FA regarding the Force Control Room the target is about 90% in 10 seconds. What is our plan to keep improving?

SB explained that we need more people. There are other areas of the business where we can be smarter, a little bit more effective in terms of how we do things. For example, crime investigation, we know we have got to get the supervision and the reviews, again we need resources. PW and RG will talk later about what the vacancy factor looks like. After police officer recruitment that is next in line in terms of our vetting processes.

FA invited TR to provide an update.

TR stated that PW will provide exact numbers, however the future technology we are investing in to help us manage and filter out demand does not require one of our trained people. The BOT is live and is taking about 30% web chats.

TR went on to say that we are in a much better position than when we started the Gold Group back in January. He is reassured and 100% agrees with SB that the here and now is getting people on seats and trained ones. And the vacancy gap will be closed by the end of the performance year.

TR explained, clearly there will be a training lag. This will be a topic for panel at the end of Q1 next year. We still see demand going up and every time we open a new channel, it creates more demand.

FA asked if this is because of the pipeline you have got, and you can demonstrate this?

TR stated, it takes planning. We have got people being recruited by the company that we are using to specialise in people with the right skills. So, they are more likely to get through the assessment. The more we get in there, less pressure.

FA went on to say that having attended the Force Control Room recently, three staff members had transferred from the Met. They live locally, and they like working in a smaller force, however they were quite surprised as to the wider range of responsibility they would have to carry as opposed to the Met. Nice to get people from the Met rather than the other way around.

PW provided clarity on figures. Vacancies in June - the Force Control Room was running about 20% vacancies. Now it is between 10% and 11%. We are going in the right direction. By the time we get to March, we are hoping that vacancy levels are right down to near enough nothing.



FA sought further information - where do you think we could be in terms of our performance? What impact will it have with a full complement by March next year?

PW linked to what TR said. We have reduced the vacancy factor; however, those people need to be trained. We are going to bring people in by end of March and they will need to be trained. At the end of Q1 performance year 2023/24 we should be in a better place. We need to build in SB's caveat around future conversation. Our daily monthly calls are about 11,000, and that demand keeps increasing.

FA where is all this demand coming from and why?

TR explained that we are the agency of last resort. People desperately trying to get through to their GP because of mental health issues and when they cannot get to a specialist, and they are in a crisis they call us. There is a definite increasing overspill from a system that is already under pressure.

FA said that we absolutely need to keep banging on about this subject matter with partners and keep raising this with government. We need to keep making noise, and he will keep making this public. It is important for residents to know the reality of the demands your people are facing, and how that impacts on overall performance.

TR partners want to provide a good service, but their resources are stretched to the brink. It is a system wide challenge.

FA responded - police resources are stretched, and we cannot have it accepted that this is the default position. Everyone is having to be creative with their resources and I am not pointing the finger at anyone, but it is also important to inform the public.

PW building on TR's point. All the BOT is doing at the moment is showing where we are chatting to someone online, 30% of that chat demand is nothing to do with Beds police. BOT is saying you do not need to contact Bedfordshire police, you need to contact X Y and Z and redirecting them.

Where calls are made to Beds police and are not anything to do with us; if we can get technology that works without going to an operator, where a 'voice' says "You need to speak to Highways, Waste Collection", this will gradually allow the Force Control Room to deal with emergency demand.

FA stated – there is an early indication regarding the innovation that we've applied in the Force Control Room resulting in 30% of people contact the FCR and yet it is nothing to do with the police.

FA asked for this to be highlighted in the Public Section.

WH building on what TR / PW said. It is incredibly simplistic regarding the FCR - if you have the right amount of people on seats then it takes some pressure off, and I think it is a very positive step that the recruitment is moving forward.

I know Hertfordshire had some really positive experience with Croton generating quality candidates that then remained. There is no doubt they are experiencing demand that has never been seen before, but also there's failure demand where people are ringing back. The ability to have the chat BOTs to filter out calls that should not be coming in, in the first place can only be a positive thing. I met with 'single online home' this morning. WH went on to say he was scheduling a meeting with John Murphy as he is keen to have a dialogue to see if there is any other technological innovations worth looking at or that Bedfordshire could be considered for, in addition to the ones that we are looking at with Amazon Web Services. **ACTION WH**

WH went on to say that a technological solution and transforming contact management is a very different way of contacting the police for services and definitely the right move. There are some positive steps being seen.

FA stated that the Gold Group is clearly having real impact. He thanked SB for allowing KB to join in and hopes that it will continue. FA stated that he thinks it will probably be a long time before we really get on top of the FCR.

3.2 VCOP Compliance / Victims Charter Paper

SB went on to talk about VCS

SB VCS - we concede it is a mixed bag and inconsistent in terms of our approach. SB stated that he could baffle everyone with the raw data and referred to the performance pack, which suggests that we are 81% compliant with VCOP. However, sitting behind that, we appreciate that there is a lot more to do.

SB went on to say... We have developed a new VCOP performance document dashboard through power BI, and considers all 12 rights of the code. SB explained that he has referenced some of these within the paper. There were some gaps because we are still trying to collate all the data from the areas under the 12 points. This ties in with some of the data quality issues that we face within Athena and also pulling together victim satisfaction, victim dissatisfaction and complaints that we get from victims.

Currently we are going through the PBB process. We have been looking at each department and their contribution towards victim care. We have people trying to address some of these key issues on top of their day job.



We have developed the data pack, the dashboard and that is going to help shape our improvement and we need to focus on what that support looks like.

FA stated that he is concerned that referrals are not happening in line with the VCOP responsibilities. He asked if it is a matter of training or are officers very, very busy? Do they want to move on to investigating and therefore the victim care part is not being handled as it could be because of the area of focus? What are the plans to try and improve this?

SB explained that the key elements in terms of the Victims Code of Practice is factored into investigating crime and requires improvement. Supervision updating, crime reports, updating victims, keeping them updated, making them aware of their rights, etc., currently this is captured on Athena. The dashboard that we have created will extract each of those 12 pillars under the Victims Charter and provide that data and gap analysis.

Officers might update their victims page and say they have updated the victim and that will give us that 81%. The new dashboard will drill into that against all 12 pillars and therefore be able to identify where there are specific gaps that people are not complying with.

FA asked SB when was this dashboard created?

SB explained that it is the first time he has reported on it.

FA asked if SB could provide a report on how it is panning out in a couple of months.

SB said that once they have gathered a full quarter of data, he will provide a report at the end of Q3. SB will provide analysis on what this supports and then feed into the HMIC Task and Finish Group, to show how we are addressing it and where it requires improvement on investigating crime.

TR went on to say that they recognise there is a gap. It sits firmly within our HMIC recommendations, where we must make improvements and we will have a conversation post PBB regarding what else we might be able to do. What is relevant is the demand against asset and the shortfall in those teams that investigate crime and look after victims, however it is an improving picture albeit slowly improving.

TR stated that he is confident that it is going to get better as we start to populate those crime teams because we are now seeing a growth. It is the right thing to do for victims and our staff want to do it and we must do it well.

FA asked is there something that can be introduced that automates? Such as contact and updating process that gives reassurance that the police have got this in hand, and it is being dealt with.



Where there are concerns FA asked if we could contact victim care services, just to keep ongoing engagement?

FA went on to ask is there something that we can have as a stopgap in between that might help the HMIC requirements?

SB stated, we invested heavily in our victim satisfaction survey. Now we have to phase that. How are we going to do it because we do not have a team. Who is going to look at all the data and look at all extract? We prioritised certain offence types when sending out the victim satisfaction survey. We cannot guarantee how many reply to it but when they reply to it, we have people doing this on top of their day job. We have to find the time to look at what they are actually saying and then feedback into the workforce to see those improvements, which then overlay with both our HMIC observation, the victim service assessment and the audit that has been completed in terms of victim care as well.

SB said that he had spoken with Simon Powell (SP) previously about how the victim care team and victim care service can support. SP will be invited to future board meetings.

3.3 Violence Against Women and Girls paper – Force progress/action plan (Male Violence Against Women and Girls MVAWG)

SB Male violence against women and girls.

SB stated that the profile is nearly complete. It is just being topped and tailed and then we will be able to consider that and look at what our countywide response looks like.

SB went on to say that an action plan has been submitted to Maggie Blyth National Group and we presented at the national meeting one year on earlier in the week. There is a lot of good practice coming out of Beds that we talked about on the day. The first data return has been completed inhouse.

SB summarised - you are still more likely as a female woman or girl to be in danger by the person sat next to you than in public spaces. Where the perpetrator is male the data reflects domestic related incidents. Where there is an intimate relationship, the male offender is up at about 80%. The data is still raw however this is the headline figures that are coming out.

FA asked SB if we are we able to map a trend and is there a pattern to these perpetrators and the number of times that they get reported? Some women may be close to them and know their perpetrator. Are we able to predict future behaviour?



SB explained that it is supported by science and evidence-based policing footprint. We focus on repeat victims of domestic abuse. Repeat DNA is one area that we particularly focus on because we know both the perpetrator and the victim. If they have been a perpetrator of DA or a victim, they are more likely than others to be victims again.

FA asked if we are still working with the perpetrators to reduce the likelihood of reoffending?

SB M-DAP - domestic abuse perpetrators. We have a cohort that we consider to be the most harmful to victims of domestic abuse.

SB said that RG has done some excellent work in that space and there is a paper that has been submitted and asked if FA was satisfied with the paper.

FA Said that he was satisfied with the paper and thanked RG for her hard work.

ITEM 4 - CC UPDATES

4.1 Verbal Opportunity for CC to Raise Items to the OPCC

FA invited TR to raise items to the OPCC.

TR stated he had two things that he would like to raise

- The Casey review. I want to set out the position here comparative to that, which we will probably touch on in some other agenda items when we talk about the Race Action Plan. The Casey Review highlights problems that we were becoming concerned about in 2019. That became a priority and therefore we have focused on those issues over the last three years.

TR went on to say - the disparity in PSD, for example, and highlighted the two elements.

- a. People supervisors not supervising properly. Potentially when you have got a Black and Asian ethnic minority colleague, avoiding a difficult conversation because you might be accused of racism. And then if there are performance issues waiting until that becomes some sort of behaviour and referring it to PSD when it should never have been referred.
- b. The other element of that of course is colleagues being inappropriate (behaviour) where people are, for example, asked to evidence something twice and a white colleague is not. Those things have been the absolute centre and focus of our engagement with all First and Second-Line Managers because they are key. We have met with every single one of them and talked about these issues.

The other side of that is PSD itself and its diversity of force, how it does its assessment. We now have the independent scrutiny panel of PSD. However, it is more than that. It is an advisory panel that is quite extensive in the makeup of that panel, that actually gives advice prior to decisions being made.



The two key elements for me that distinct us from the Met report (the most concerning bits in the Met report) we now see no real disparity in referrals to PSD.

Decision making that is completely distinct to the 80% of disparity that was described in the Casey Review.

TR Continued... To reassure you, we have been looking at that data, there was disparity, and I am still waiting to find out the actual percentages, so I can give you that in a comparable way, which I do not have today. There is not a disparity and PSD brought that to my attention and said it is incredible. They have noticed this change and that is a good.

We are asking questions regarding the timeline of exonerating good officers through the process, and also bringing officers who should not be in service or need to face sanctions to a conclusion, particularly where there is a criminal allegation. DV is working with PSD and focusing on what can be done in parallel.

There are other things raised in that report. In terms of the whole culture, we have a vastly different approach which is to look after your people, set standards and be aware of any kind of microaggression, any kind of thing that creates bias in the system. We followed that up with Better for Beds with the whole workforce and other things that we are now doing through the Race Action Plan and our independent scrutiny of our use of powers in terms of the public.

I wanted to take the opportunity to put this on record and my position on this. It is highlighted and the Force has got that in a good place.

FA acknowledged that this is a tremendous outcome by the team in PSD and he went to see them to learn about all the things TR has spoken about. They did not talk about the disparity outcome; they did talk about the terms of the measures and system they have put in place. It was inspiring with Martin Brunning, Duncan Young and Jane Gyford?

TR confirmed that Jane Gyford is the Cambs Dep, DCC lead for that part of the collaboration.

FA thanked TR for his Force leadership and for taking this seriously enough to actually want to dig deeper at the data and not just stop there, but actively try to do something about it.

FA went on to say that the collaborative effort between the leadership and those who on the front line to address that is something that every other Force could learn from. FA asked if TR would be happy for him to share this at the right time in public or is not verified data yet?

TR confirmed that he is happy for the PCC to share. He went on to say that he brought in two independent very experienced DCC's who have both held key roles in diversity and inclusion nationally, Sunita Gamblin and Phil Cain. They were asked to come in and agreed to terms of



reference with our Diversity Support Group to look at the reporting of some specific Bedfordshire cases where there were concerns.

The report came back with a few recommendations of things that we could do, but actually what they found was good practice in this area and they did not find disparity. They make recommendations on things we can think about together like, cultural competence of LQCs to sit on particular cases. TR went on to say that we still have areas that remain a focus for us.

FA responded to TR by saying that he genuinely wholeheartedly commended him. Whilst Garry Forsyth was a big part of this, he said that TR, SB, and everyone else in the room had played a part and hopes we do not ever become complacent.

FA asked if we should use the MET as a standard to measure ourselves? As the leader of the organisation FA wanted to make sure TR has a finger on the pulse. It is not about putting the Met down. FA wants to be sure that TR and his team know what is going on in the organisation.

TR reassured FA that he has his finger on the pulse. TR took the opportunity to mention and thank a couple of people. PW and RG who have done a lot of heavy lifting and thinking around this. It has been a whole team effort. TR went on to say that it will remain a priority and clarified that it was not done because of the Met, it was done for our own needs.

TR explained that PW and his team are in the early stages of looking at finances for next year. With the pay increase, made this year, which was above what we budgeted for, what we think will be a pay increase next year and what we think may be the funding position. There are some assumptions about precept, even if you take up the maximum, we are looking at £4M / £5M gap which may not be for the whole of next year.

TR went on to say that for the first time in a number of years we have a significant gap and that there will be some difficult decisions over the next few months. TR wanted to raise awareness so that they are prepared in readiness to work through the detail. Looking at opportunities where we can pull levers to reduce cost, being mindful of impacts.

FA explained that the bulk of the pressure is from the pay awards primarily. TR agreed and said that there is also an additional pressure of inflation.

PW stated that the biggest hit will be pay awards. The grant funding that we expect them to put in for uplift does not pay for uplift.

PW proposed running a session with the panel, to help them understand some of the difficult decisions you will have to make when considering precept.

FA agreed. Action AV and PW to coordinate (ahead of the game). **ACTION PW AND AV**



FA went on to say that it would be worthwhile, appreciating the main drivers and the things that are beyond our control. That could kibosh a lot of the things that are already signed off on within the police and crime plan. If they want them delivered this is where they need to be looking.

TR stated good performance hangs on police staff professionals. A capability that relies on that - and if the grants locked into cops remain (at the moment) but does not give as many places, it will be difficult, albeit we have options. TR said he did not want to end on a low, but it needs to be highlighted.

ITEM 5 - LEADERSHIP AND CULTURE

5.1 Chief Constable Complaints

FA Invited KB to raise any concerns or complaints.

KB Stated that there are no complaints against Chief Constable Trevor Rodenhurst.

5.2 Reviews

KB Stated that there are no concerns against Chief Constable Trevor Rodenhurst.

5.3 Cultural Update and 5.4 Race Action Plan Update

FA – Proposed reporting on 5.3 and 5.4 together.

TR went on to say that they have the Race Action Plan as a substantive item.

TR provided a PPT with slides. TR explained that five weeks ago there was a visit from Tyron Joyce, the NPC lead for the Race Action Plan. Some Forces had sent Tyron Joyce a written plan, and some had sent him to meet their diversity lead. TR said that we invited him to the Force for a half day and he spent time with all of the Exec and a couple of other individuals that were brought in. TR explained where we are in terms of how we presented ourselves re the Race Action Plan - what the governance is, what we have and how we have identified some gaps and what we are doing to fill them.

TR facilitated a PPT online session and said he would take questions at the end.

In terms of the Race Action Plan, all of our governance is in place (bearing in mind some Forces are probably still thinking about how they are going to deal with this).

We have run through this with the NPCC lead. This has resulted in us being called an 'Ice Breaker Force' so that we can go on calls with other Forces and tell them about what we are doing.

We have four key pillars. There are some recognised gaps.

The 4 Pillars:

- Pillar One – Representation
- Pillar Two – Equity
- Pillar Three – Involvement
- Pillar Four – Support
- Recognised Gaps

TR referenced photos within the PPT. In previous years people in leadership roles, running Forces trying to address these issues with little progress. In order to change that as the diversity is changing within the senior leadership of the Force. We had to bring people in lower down the ranks. We have got a picture of MO Aziz and Ruth Honegan who have who got Empire medals for what they did to change the diversity of this Force from one of the lowest in the country to now one of the best in terms of its diversity.

TR Stated, that in terms of maintaining representation this is only the start. Shortly after joining the team there were two key moments.

- A senior leader was walking around abusing his position and thought he could come in the office and lie to me, and we pursued that. Following lots of legal challenge, he was dismissed from the Force and at the same time we had two of our colleagues go to the BBC and gave an expose experience of what it was like to be Black or Asian officers in our Force.

Their story was not good and caused us to take an inward look amongst ourselves. We put 'culture' at the top of our agenda. That is where we started and focused on culture and leadership sessions. Before doing that, we did a detailed survey on what we have done before and after and did this with the PCC on another occasion. This was part of that journey.

Pillar 1 – Representation, Julie Henderson is the strategic lead. All the strategic leads report into our Force Exec Boards every other month on progress. It is tracked through governance that we oversee.

This thread runs through the whole Force. Recruitment is going well and continues to evolve to do reach out. We have had the conversation internally and externally about institutional racism and what it means and why it is still a problem for police and for policing. We have explained that it does not mean that all of our people are racist, in fact quite the reverse. It has been explained in detail - some Forces are still struggling to have that conversation. We have done it publicly. We have done it internally and it has allowed us to move on which is an important part of the journey.

We have invested in 'Above Difference' who are rolling out the Cultural Intelligence Training. The training has been delivered to all levels of DI and above and we have created a team



that have been trained by Above Difference to continue to roll the training out to the entire Force. There are road maps of how this threads through all of our workforce and the values within the organisation and how we deal with victims, witnesses, etc.

TR mentioned The Better for Beds video. It is explaining what we do brilliantly and why the Community bit it is so important in terms of engagement and confidence building within the Community.

Live life experiences. As part of Better for Beds and the supervisor sessions, TR described where we have not got it right with expose examples and to show that we still have had some 'not good stories' and made them aware of that. We can reflect on how we need to conduct ourselves.

We are probably one of the only Forces that lets people take their Bank Holidays when they want to take them. If you are of a different faith and you do not celebrate Christmas, we need people to work Christmas so you can pick your Bank Holiday at Ramadan or Diwali, therefore making us operationally more effective and considers the needs of our staff. If you'd rather work nights when you are fasting, we provide choice for individuals.

Phil Cain and Sunita Gamblin came in to look for something. Not only did they not find it, but said they found some best practice in our PSD side of things. The talent management bit is where we have got some good stuff going on, but it is not consistent, so this remains an area of focus.

We have our inclusivity video, which everyone has watched with their teams. TR refers to the PPT and the changes made regarding Race.

PSD Scrutiny panel is being put forward as a national good practice and has been instrumental in changing things. There is a delivery plan aligned to all 4 pillars. Everything we do PSD is represented on all the pillar meetings. This shows the level of detail that's gone into thinking about anti racism and complaints of that nature and the flow chart and how that's thought through.

Pillar 2 – Equity, TR explained that SB leads on this.

TR went on to say - This is where we get into our stop and search and the scrutiny described earlier. We continue to expand how we look at stop and search; we continue to look at where we expand our use of force, at the moment use of force is kind of clumped together.

We are going to break that up into Taser and other things. When we look at it, we will look at the de-escalation or escalation that occurred in those. We are continuing to expand how we are doing it.



Garry Forsyth was one of the first Chiefs to push 163 road traffic stops and where we record ethnicity. As previously discussed, our data isn't yet complete to give us a full story. We can see that there is definite lack recording gaps of our officers and staff. That is a cultural thing that we are working on.

TR refers to the PPT slide – team images of panels, which show independent training and live life experience.

Pillar 3 – Involvement, John Murphy leads on this. Our community expects a lot and we engage a lot. TR refers to the PPT and a photo of the PCC, stating it is important to have you there as you are the only Black PCC, that brings reach to the Force that we would not otherwise, have. SB is shown at the IAG National Conference that Beds hosted. The Chief's Advisory Panel, a challenging forum. Examples of Covid messages in every language supported by cultural leaders.

FA asked TR if he was going to keep the Advisory Group?

TR responded by saying that if he became the Chief, he would keep the Advisory Panel. He will look at the makeup of the group and may invite others to join it. It is a useful forum.

TR referred to the PPT slide regarding a Case Study of 'death in custody'. The inquest was the most important part for the family to get answers. TR explained that we brought in a QC to explain the legality to council leaders. TR was worried that this would damage our relationship with the community. We shared everything with the community even before it went out on TV. We did it in the right way.

WoCiP – Women of Colour in Policing, the Force is leading the way. National conference hosted in Beds. Supporting people staying in service. Important intersectional plan. Governance, the leads report every other month to the Force Exec Board. We own it as a collective.

Religious leaders having conversations with young people regarding joining the police. We need to continue these discussions.

FA proposed a 2-weekly gig on Luton Urban Radio. We are doing a lot to reach out to the community. We are developing close ties with Luton 6th Form College – this is important to us.

Pillar 4 Support, Kimberly owns this. Forums we offer: Bluebell, VAWGs, Listening Circles in the Community – VERU supporting, and Safer Streets.

TR refers to PPT slide regarding areas for development. Reverse mentoring (liked Amazon way of doing this) leadership training, promotion processes linked to positive action.



Attraction and engagement – not delivering against older Black men in particular, Black community interaction, Ethnicity pay gap.

TR explained that this gives a flavour of what we are doing.

FA This is so impressive, it is not an easy thing to do. There are sometimes pushback in policing. In leadership positions we have to make difficult decisions. In Bedfordshire we take all of this seriously and in years to come we will see the benefits. I will keep singing the praises of Beds Police Leadership for implementing this.

TR It could not have happened without Garry Forsyth taking the national level and the Diversity Support Group are involved at every meeting and can scrutinise.

FA Asked to modify the agenda due to time.

ITEM 6 - QUARTERLY REPORTING EFFICIENCY

6.1 2022/23 Budget Monitoring (revenue and capital)

FA asked PW if we could go over 6.1 and 6.3 together

PW – 6.1

PW stated he would talk through the Exec summary. As discussed at the last board we are still confident we will achieve the uplift and the agreed precept increase which is an additional 72 officers.

We have mentioned that the first half of the year has been difficult mainly due to new recruits not understanding the entry routes into policing. The PEQF intakes have been a lot smaller than anticipated, alongside that our attrition have increased. We have put various things in place during the year which have not had the desired impact.

We made a big change around the student hub which is now live to see if this will help the attrition journey. The majority of those 72 will be recruited into the final half of the financial year. The benefit of that (it does have some drawbacks), is that those people coming in at the final half of the year will all be on IPLDP, so they will all be on the two-year probationary framework rather than the 3-year PEQF framework. If we can retain them and our attrition improves, we will have a quicker route to having permanent officers in Force.

FA Of the 72 how many have we recruited so far?



PW In terms of net between the people we have recruited and the people who have left about 13 /14 so we still need 59.

FA Are you confident we will be able to do this and go above target of 72?

PW Stated that the uplift target is irrelevant. You have given us a target of 1456; the target we need to hit the uplift target is 1436 and I'm confident we will achieve this but it is better if we achieve 1456.

Through IPLDP, we need 650 applications to get that number in and we have received about 700, that is why we are relatively confident we will achieve it depending on how quickly we can turn those applications in to people on seats.

FA stated that we still have a problem with vetting.

PW the discussion with vetting at JACOB provides some assurance as vetting has had an increase in resource and for Bedfordshire there are no permanent vacancies in the vetting team, only one temporary vacancy. They see no issue delivering uplift. The issue we may have is to deliver uplift people that should be re-vetted may not be re-vetted in time. That is a risk we are prepared to live with as long as we achieve uplift. We can then focus on the re-vetting once uplift has been achieved.

FA added a caution regarding re-vetting and the wider issues in policing and advised trying to keep the pressure on. We do not want any challenges like in the past.

PW there is a risk-based approach to that re-vetting so that will continue, and any high areas of risk will be vetted at that time.

PW in terms of rural crime that is linked to the increase in 72. We wanted to achieve this by October of this year, and this did not happen, so we are committed to get them in by March / April 2023. The ads are out there, and people are starting to apply. We will not be able to release those people into rural crime until January and will look to phase them into rural crime in January and March.

FA asked PW of the 4 budgeted for rural crime, how many are in place? The Rural Crime Conference is taking place soon and he would like to update them on deliverables.

PW the 4 vacancies remain – we have had to balance the increased need in response and community, and this is where the focus has been. We will look to get the 4 in by 31 March 2023.



In terms of the work they are doing with the 5 and the extra support they have been given at PBB panel they have shown the extra service they have been able to provide. We can give you the additionality they have achieved without the people.

FA said that he will be pleased to see the 4 in place. What are numbers on the ground?

PW responded - We have 5 PCs in there at the moment and this will take us to 9.

PW update regarding Vacancies – VEO posts were in at the beginning of the financial year. 2 vacancies being advertised. Issues with VEO's, what is affordable moving forward.

PW PSD resources. We have resources in PSD and vetting and they will remain in there until we have delivered our uplift.

PW Electric vehicles – 5 ordered after the budget was set. Market for new vehicles is slow. Vehicles are due in January. PW explained that we cannot use them in response, but we can use them in communities. The business case for EV is not good at the minute due to cost of electric vehicle versus petrol driven vehicles is significant. Energy cost is similar to petrol car. We will move temporary custody and put in infrastructure for energy efficient vehicles. 2 of the vehicles will be tried with ERSOU to see how well we can use them.

FA said that low emission vehicles are still an ambition. Given the wider economic issues, how do we justify the cost, however we are trying to balance this.

6.2 Estates Strategy and Update

FA Skip 6.2 – I am satisfied with our chat this morning regarding:

- Biggleswade
- Greyfriars
- Halsey Road

It was agreed.

6.3 Proceeds of Crime Report

FA invited PW to give his report.

PW 6.3 quickly. Sets out funds that we get ad hoc based on our activity that we do as an organisation.



One of those all of the funding comes to you, from the Police Property Act to deal with how you please.

The other two are linked to what we did through austerity where we tried to increase capability at the same time tried to reduce costs. We have set a budget target at the level of income that we need to get and that is £200k. I think the key thing is that when we hit £200k then the decision on how we use any surplus funds should be considered as part of the outturn report that is produced. You will have initiatives that you want to run, and we may have initiatives in the Force that we may want to run, and I think we need to have a conversation around the surplus and how best to use the surplus and decide at the end of the financial year if we achieve that target.

FA How is it looking at the moment?

PW Difficult to understand as the payments are out of date as they go through the HO. We get to the end of Q2 we probably know the fourth quarters return. When we get to the outturn report we will probably have Q3 data and have a reasonable idea what is in the filter. We will be able to have that discussion about June time every year.

FA clarifies that we will have some idea in the middle of next year. Will there ever be self-funding?

PW possibly. That is a decision for you and the Chief in terms if we do exceed what we've got and if we want to make it self-funding or if we want to use them for a pot of initiatives, bearing in mind its ad-hoc you might want to think about anything above £200k how best to use it.

FA proposed moving on to item 7 on the agenda.

ITEM 7 – COLLABORATION

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

FA invited TR to Report on item 7 on the agenda.

TR explained there is no risk that is different other than what has been spoken about previously. If we have got £4M or £5M gap and Cambs and Herts have got one, then there is going to be pressure in all directions. Costs are increasing for example in places like JPS and other places.

There will be limited opportunity to give any sort of investment into those areas and in fact the best we could get them to deliver is a kind of standstill position - even then there are efficiencies



we will have to look at collaboration as we will at the Force. We are still early, and we are working through the budget planning cycle staff side of that.

The other bit to flag is ERSOU, on the same theme, about £2M, I think it might be £3M of their budget comes from the Home Office (HO) grant and the HO are under pressure.

We are being asked to increase the size of our ERSOU by 116 officers that has closed the vacancy factor to zero in that command. There is no slack in that budget and if there is a grant pressure caused by the Home Office saying we need to find 20% or similar in that area that could unpick the whole direction of the uplift which has an extra year to run in the region and that is a voluntary year by Forces, but all Chiefs in the East and across the country currently back it. That could be a different picture if that central grant does not come.

You will have the choice of keeping your police staff in there, or do you want to keep them here? Those kind of things will need to be considered. Not sure how this will fall. Where I sit nationally, I will lobby Donna Jones due to her national role on and I will site you the same because, you've got Bedfordshire impact and the lead PCC for the Eastern region.

FA Agreed he was happy to do that and would try to organise a meeting with the Home Secretary as soon as practicable.

ITEM 8 – AOB

8.1 Information Management Updates

FA – Number 8

FA stated that he was satisfied with the comprehensive response;

1) Do you know why the attrition rate is so high, and are you confident in the rationale you have for this?

2) What concrete plans are in place or are planned to arrest this serious issue?

3) How confident are you in these plans? Might there be a need to have an external body look into this for us?

The back drop to this is that we have the highest proportion of student officers of our total officer numbers of any force in country. We know that officers are more likely to leave in the first few years of their service which is one of the main drivers of our attrition rates. We have seen some officers leave to take other careers which pay more due to cost of living pressures.

Similarly in terms of transferees we have generally always been a net donor for a combination of live style choices in terms of moves to coastal areas or other parts of the country. However we are now



seeing more transferees coming here than we have done in the past for example 8 firearms officers from TVP which are in the process of joining. We now also have the London weighting of the Met and other forces and the influence of the cost of living on decisions to transfer which will continue to be an attraction to some.

I share your concerns on the impact of attrition and this is the key driver behind the change to the model we presented to you on last week at Delivery Board which went live this week. The bringing together of RIT and Response into a Patrol function has enabled us to create a dedicated Student Hub. This means tutorship can be delivered in a controlled environment tailored to the developmental needs of the student rather than on shift. This is a not insignificant change to introduce however the need to provide better support to students is paramount and this change should help us retain more officers.

In addition to this we are investing in our first line managers through the First Line Leaders programme as sergeants are key to providing daily support.

We have also increased our SE allowance to the maximum we can afford and have given a commitment to maintain our shift pattern which our officers tell us really matters to them.

FA asked KB is she was happy to have that response to the questions included in the Minutes.

TR was in agreement for email with PCC to be included in the minutes.

FA thanked everyone and concluded Part 1 of the meeting. Part 2 to start in 5 minutes.

End

8.2 Vetting – Serious Concerns re: Delays

Next Meeting: December 2022