



OFFICE OF THE POLICE AND CRIME COMMISSIONER FOR BEDFORDSHIRE
PERFORMANCE AND GOVERNANCE BOARD
THURSDAY 27 JULY 2023

Attendees:	Anna Villette, Chief Executive - OPCC (AV)
	Dan Vajzovic, Deputy Chief Constable – Force (DV)
	Katie Beaumont, Head of Governance and Transparency - OPCC (KB)
	Phil Wells, Chief Finance Officer – Force / OPCC (PW)
	Fiona Dawson, Exec Staff Officer – Force (RG)
	Sam Denness, Performance and Accountability Manager – OPCC (SD)
	Wayne Humberstone, Director of Operations – OPCC (WH)
	Bethany Coles – OPCC Minute Taker (BC)
	Kimberley Campbell-Lamb – VERU (KCL) - Observing

Agenda Item		Action
ITEM 1 Welcome Minutes of meeting held and for agreement and matters arising	AV opened the meeting and provided KCL with an overview of the purpose of the Performance and Governance Board. Apologies: <ul style="list-style-type: none"> • John Murphy • Pauline Stewart Minutes circulated and agreed. No matters arising.	
ITEM 2 OPCC Questions or items to raise	2.1 Actions from previous meetings AV referred to the outstanding actions. The action log was discussed and updated. Please refer to Action Log document.	
	2.2 Information Document AV introduced the report covering the Information Document for publication. AV thanked FD for the document. AV went on to explain that this is an important part of what the Commissioner does aligned to a number of responsibilities that he delivers through his office. No questions raised.	

<p>ITEM 3</p> <p>Performance Focus</p>	<p>3.1 Crime performance figures with restricted detail</p> <p>Local (Bedfordshire) Dashboard (Monthly)</p> <p>DV introduced the report and provided high level updates as below.</p> <p>DV stated that there is a really positive trajectory in a number of areas of performance. There is a demand across policing and the Force are performing well. Positive news story are on the intranet, shared internally with staff.</p> <p>DV explained that there are two areas not following the trajectory:</p> <p>1. Hate Crime</p> <ul style="list-style-type: none"> • DV There is a changed structure so that a supervisor is overseeing hate crime and allocating it for the investigations to take place in volume teams providing more resilience. • DV explained - As a result of the audit, the change in structure is not the cause in the deterioration of the performance of the outcomes. Carl Perry continues to review community processes to get hate crimes reported. The third-party reporting scheme ensures the Force are having conversations in each of the 3 CSPs. <p>2. Theft from Motor Vehicle</p> <ul style="list-style-type: none"> • DV explained that i-Quanta data has a lag in it. Data shows up until April 2023 – ranked 9th out of 43 Forces across England and Wales for the volume of crime per 1000 of population. Improvement from the previous month of 12th. Risk to our communities is reducing relative to the rest of England and Wales. • DV went on to say that it is not as positive, however it is an improving picture with 28th out of 43 and the previous month the Force were 30th in terms of detection rates. • DV stated that all crime is showing a steady increase since December 2022. The data for Q1 of this year to Q1 of the year before – the total level of crime is lower. Whilst it is increasing compared to December it is lower than the year before for the same period. <p>Force Control Room (FCR) Performance</p> <ul style="list-style-type: none"> • DV explained HMIC identified an issue. Performance doesn't reflect where the Force are at currently. • DV Performance is not where we want it to be for 999 abandonment rate and the speed of which we respond to it. • DV A Gold Group formed in June have met on 2 occasions. A decision was taken to increase the number of resources. • DV explained that the Force have taken Officers from patrol function and put them into FCR. The Force can see performance 	

<p>ITEM 3</p> <p>Performance Focus</p>	<p>from core metrics on how quickly answering calls have improved significantly in last month. This will be reflected in next month's performance pack.</p> <p>AV asked if this was attributed to the decision within the Gold Group.</p> <ul style="list-style-type: none"> • DV You can see a significant step change in the performance by taking 16 Officers off patrol and putting them in the FCR. The dashboard went green after answering 90% of calls, which had not happened previously, before making the decision. • DV A programme of FCR recruitment, training and implementing a retention plan are ongoing. • DV explained that in two weeks' time the FCR are turning Chatbot into a wider functionality so that Operators can respond to multiple chats, increasing the work and efficacy of the process. DV went on to say that in the future the Force will be moving to Voicebot. • DV stated that when completed they can withdraw the Officers and put them back on patrol. DV went on to say that there is a measure in place to reduce community risk. <p>AV asked what is the impact of withdrawing the 16 officers from patrol?</p> <p>DV stated he will deal with that alongside the summer demand question.</p> <ul style="list-style-type: none"> • DV Beds Police have in excess of 400 officers still in probationary period, out of an establishment of 1455/56 at the start of the financial year, with a significant number of Officers in the student hub. • DV explained that normal pattern and Patrol is at strength, more headcount than budgeted for. By taking 16 Officers out, there is still more people in that area of business than would be normally and this hasn't as yet had a detrimental impact on any of the metrics. The Force attendance at incidents is still solid. DV went on to say that the test will be in August, peak demand month and a peak period of leave and abstraction from the workforce. This will identify if the right control measures are in place. • DV Knock on consequences, like filling vacancies in our community roles (like Roads Policing) are paused until Autumn. There are no concerns right now for performance, a further substantive update will be provided in September. <p>AV Where there are improvements in activity in the FCR, DV to ask TR to inform the Commissioner weekly (as and when information is available).</p> <ul style="list-style-type: none"> • DV stated that recently members of the community were concerned about an incident in the county and the OPCC were informed. The Force were already on top of this incident prior resulting in a positive outcome - ASB reported. <p>AV asked if there were any questions with a focus on Summer Demand and ASB.</p>	
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ITEM 3

Performance Focus

- WH In terms of Chatbot, is there anything the OPCC can do to support or signpost people to use Chatbot freeing up capacity to use the telephony system?
- WH Linked to that, was demand profile reviewed prior to moving to Chatbot technology and has there been any thought about reviewing the demand profile and moving hours to fit with demand?

DV Yes to WH's questions and went on to say that it is beneficial to have KB in the Gold Group.

- DV explained that the Force have commissioned a piece of work to look at types of calls going into Chatbot and where they add most value and are working with Rebecca Croft on the Internal Comms Campaign.
- KB explained that this is already written up as an action to ask Rebecca Croft to share with the OPCC to echo the campaign.
- DV In response to WH's second question, DV stated that regarding the hours, channels and people there are 54 Call Operators and 54 Dispatchers – based on data and model pre COVID. DV will provide an answer once it has been remodelled and what Chatbot is capable of.
- DV The Force are currently working on comms for the public to guide them on what they should be calling the police about. Moving demand (appropriately) to a more appropriate channel, hopefully this will stabilise the totality of the demand.
- PW also provided an answer to WH referring to 'what does the control look like in the future'. PW if we understand the type of demand, there will be different answers for how we deal with that demand and we may want the public to deal with some things themselves, i.e., insurance claims etc. DV's work will lead into how we start delivering this.
- WH clarified that the work the OPCC are doing around the self-service technology and the APP means that a button can be created for the demands e.g., *insurance claims*.
- WH went on to say that in previous years the use of ISEC and Hipathe, would identify where staffing was needed.
- DV stated the Force are getting failure demand before they have even failed due to the public using multiple contact methods at the same time such as chat and 101. DV referred to the performance pack and a graph showing the proportion of 999 calls into policing and where there was no need for a policing response.
- DV went on to say that Artificial Intelligence (AI) and system intelligence will allow the public to connect differently over the next 5 years through a series of APPs where they will be able to get an update on e.g., crime reports etc. DV continued that there is a strong partnership with Amazon Web Services (AWS).

<p>ITEM 3</p> <p>Performance Focus</p>	<ul style="list-style-type: none"> • AV Agreed that the future looks promising. Technology that hasn't been invented yet that will help ameliorate issues. • AV Requested that FCR performance and improvements updates are brought back to every board meeting due to the Commissioners Focus on it and for the OPCC to lend support as a critical friend. <p>Shoplifting</p> <p>AV raised shoplifting as a priority for those in business community.</p> <ul style="list-style-type: none"> • AV explained that the Commissioner receives feedback from local businesses, independents and large chains. AV went on to ask if there were any specific Operations running through the summer months (where there is often a spike in crime) and invited the Force to come back to her due to the relationships with the Business community. • AV stated shoplifting is important to local people and the Commissioner would like to be involved in providing comms with the Force to local communities to reassure them. • WH explained that there is an opportunity regarding the OPCC Business Conference and can work with Force around messaging. • WH went on to say that the OPCC are looking to establish a Business Bobby Scheme. WH spoke to SP around a Business Bobby Element that can work with the Designing Out Crime Officers (DOCOs) and Early Intervention Project Manager regarding the cause of the problems and to provide advice re stock loss etc. Can look at this with the Force moving forward. <p>Operation Soteria</p> <ul style="list-style-type: none"> • AV following the recent announcement about the roll out of Op Soteria (and although not part of the pilot) we have had a close alignment with what has been asked of the pilot forces from the Home Secretary. • DV spoke with CC Sarah Crew, Lead for Soteria and Maggie Blythe DC, leading the VAWG, – aware of Beds and strong desire to get on front foot. A representative from the Force will go on to the national Soteria role working with Maggie Blythe to roll this out. • AV Op Soteria to be brought back to Board in order that there is a watching brief over improvement and to implement good practise from pilot areas. • DV to circulate the paper (presented at FEB) to AV regarding Op Soteria. 	
	<p>3.2 ASB Report</p> <p>Anti-Social Behaviour Spotlight</p> <ul style="list-style-type: none"> • AV stated that ASB deferred to the August Meeting. 	

<p>ITEM 3</p> <p>Performance Focus</p>	<p>3.3 Recruitment / Retention Report</p> <ul style="list-style-type: none"> • AV stated that Recruitment is deferred to the August Meeting. • AV provided context around the request from The Police and Crime Panel (PCP) for reports. 	
<p>ITEM 4</p> <p>Risk</p>	<p>4.1 Risk (Change in risk OPCC and Force)</p> <p>AV explained that KB is completing a deep dive of the SRR and will share with PW before finalising.</p> <hr/> <p>4.2 Casey Review update</p> <p>AV – Casey Review is on the schedule for Performance and Governance forthwith.</p> <p>Casey Review Discussion</p> <ul style="list-style-type: none"> • AV stated a regular update will be required and a full report is due. <hr/> <p>4.3 Race Action Plan</p> <p>AV The Race Action Plan is on the schedule for Performance and Governance forthwith.</p> <ul style="list-style-type: none"> • AV stated a regular update will be required and a full report is due. • AV asked if there were any updates for the attention of the Board, in terms of progress or areas of concern. • PW stated that there is a Coordination Group and the Lead is a member of Force Exec to ensure the Exec and the Pillar Leads are working together to deliver what they believe are the right things for Bedfordshire. There are superb pieces of work going on and we want to make sure they are aligned. <p><i>AV OPCC admin for new schedule: 'Titled up as Police Race Action plan – how Bedfordshire Police have termed their response to the Police Action Plan and the delivery thereof.'</i></p> <p><i>DV confirmed - Improving policing for Black people in Bedfordshire.</i></p> <hr/> <p>4.4 HMICFRS Update</p> <p>AV – Introduced the HMICFRS Update</p> <ul style="list-style-type: none"> • AV We will continue to focus on our actions and improvement that emanate from HMICFRS. • <i>Having been asked the question, DV provided an explanation regarding a 'Local Contest Board'. A Contest Board provides governance of the four pillars of the contest strategy and the word 'local' differentiates it between local and regional.</i> 	

<p>ITEM 4</p> <p>Risk</p>	<ul style="list-style-type: none"> • AV Following the actions from inspection - AV asked if the Force are confident and comfortable and on track with pace and implementation? • PW provided an update. HMIC recently announced Forces locally can start to sign off own recommendations from HMIC. • PW explained that there are numerous recommendations across the country and HMIC will have to sign them off. However, they are asking the Force to sign off their own recommendations and the HMIC will oversee this to ensure enough work has been done (does not include red actions). PW and DV will be signing off on behalf of Force. • PW In terms of the red actions – already seeing improvements around investigating crimes, DV is running an HMIC focus group in readiness for the PEEL assessment later on next year. • PW went on to say that the Detective shortfall – is a long term one. Piece of work to be completed. DV will provide updates from his focus group. <p><i>AV Linked on Action 3, one of the red actions talks about recording victim’s views. AV Victim Care Service (BVCS), are these being linked together?</i></p> <ul style="list-style-type: none"> • AV Report provided by SP – indicated that victims would have a smoother pathway through the Criminal Justice System if BVCS was more closely aligned with Force as opposed to sitting outside and with the OPCC. • AV The OPCC and Force have done some work regarding the quality of services the OPCC provides and how we can improve those services. Ongoing work looking at options. • PW stated it will be done in 2 phases and once scoped, ensure to tie in with WH and build on from work completed. • WH said that once work begins the OPPC can ensure that we maximise availability of any services to the team who manages that function going forward. 	
<p>ITEM 5</p> <p>Collaboration</p>	<p>5.1 Collaboration updates – JPS/ERSOU/BCH Functions (i.e., PSD/HR etc)</p> <p>AV introduced the Collaboration Updates and thanked everyone for producing comprehensive reports.</p> <ul style="list-style-type: none"> • AV went on to say that this is an important part of the meeting, to assure the community and partners that things are heading in the right direction. <p>DV key areas:</p> <ol style="list-style-type: none"> a) DV stated we now have a good process agreed on governance across Tri-Force. Performance packs will be received on a quarterly basis, which will be going to JCOB beforehand. The 3 	

<p>ITEM 5</p> <p>Collaboration</p>	<p>CC's, DCCs. CFOs and ACC's will scrutinise the pack and that provides reassurance and governance.</p> <p>b) In relation to JPS, JPS performance pack shows long term trends. DV refers to a slide within the pack which shows a trend on a number of homicides over BCH. On average – homicide rates were higher in 2019, then dropped and have come back up. This can change the percentage. Looks like homicide has gone up, however do not think a threat with communities. Overall trend has gone downward. Need to be sighted on long term trend.</p> <p>c) DV ERSOU pack – ERSOU performance is excellent. Rated good by HMIC, continuing to produce good work. The Commissioner received an update recently and it replicates updates that NPCC are having about the CT system. Adoption of prevent – relaunch of national contest strategy being discussed through various governance boards.</p> <p>DV Areas of concern were discussed. DV went on to say that the Commissioner can continue to lobby to provide support to policing and for yearly CT grants. Another area of concern is recruitment – the 7% pay award is welcomed by Chief Officers across the Country as a necessary investment. In the Performance Pack you will see vacancies for the Eastern Region (replicated across the country).</p> <p>DMO Resourcing Issues</p> <ul style="list-style-type: none"> • AV stated across collaboration there are resourcing issues. In terms of structure, how confident are you that the resourcing issues are being addressed? • DV The Force have had a resurgence into policing and it is a young workforce, taking about 5 years for maturity of the workforce. A lot of collaboration functions are specialist functions, i.e., armed policing, roads, etc. and therefore will need the right skills and experience. • DV went on to explain that all 3 forces are working together to solve this problem. Bedfordshire has not supplied enough people into the Roads Team compared to Cambridgeshire and Hertfordshire. DV further explained that they are covering 2 operating bases, a structural issue that they have determined. DV provided an example - as a solution <i>'take a balanced scorecard approach where we oversupply in the areas where we're better able to do so.'</i> • AV Asked how are the other PCCs and CC's with that approach? • DV stated they are good and in lockstep. <p><i>AV stated for future to extend meetings (where necessary).</i></p> <ul style="list-style-type: none"> • WH stated that the OPCC had a really useful overview from ACC Karena Thomas on JPS. Rising number of issues regarding Kennelling provision where animals are seized. Offences are growing regarding animals and it is anticipated that the cost for 	
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<p>ITEM 5</p> <p>Collaboration</p>	<p>kennelling may increase by 20% next year. WH went on to ask if any consideration has been given around our own kennelling provision and could costs be neutralised if other forces are in same position.</p> <ul style="list-style-type: none"> • WH asked about Scenes of Crime stating that we are going to be the first Tri force in the country to get ISO accreditation (for all locations). WH stated that this brilliant, however the knock-on effect of the ISO requirements is that it may impact upon service provision because of the additional time it is taking. The benefit – due to having ISO we may have less challenge regarding the integrity of exhibits when we get to Court. • WH went on to ask if the Force have thought about any implications on our Scenes of Crime team for that particular impact? • DV stated as ACC for JPS in 2016 re Kennelling and we needed to find a solution. Cost deteriorated and its now gone back up. It is cyclical. • DV Worried on capital pressures. The solution re the dangerous dog kennelling is an operational solution rather than a capital solution. • PW stated we need to look at all the options. In policing demand keeps increasing so deal with the demand. Need to look at how we deal with dangerous dogs. • DV shared positive news from UCAS regarding the requirements of ISO accreditation in the wet forensic labs. • DV went on to say that the Force are working closely with Hertfordshire and Cambridgeshire and bringing areas of business into a single governance framework and will alleviate the resource requirements. DV stated there are no concerns to escalate to this Board at this stage. <p><i>AV to email DV re collaboration questions – response by email and ADD TO MINUTES post meeting.</i></p>	
	<p>5.2 Strategic Policing Requirement Report – Any updates/exceptions to be discussed verbally at July meeting.</p> <p>AV explained that 5.2 is added to schedule and asked is anyone need to raise anything.</p> <p>Nothing raised.</p>	
<p>ITEM 6</p> <p>Complaints</p>	<p>6.1: Chief Constable Complaints</p> <p>AV explained that a complaint was received about the CC, however it turns out it is not the CC. AV stated that KB is managing the complaint.</p> <p>6.2: Reviews</p> <p>AV stated that the AI review is outstanding and due to be completed this week.</p>	

ITEM 7

Quarterly Reporting

7.1 Budget / Efficiency

PW introduced the report and provided updates as below.

Capital Programme

- PW referred to the monitoring report against the Capital Programme. Variance between our estimate of payments against the Capital programme is minor, (£30m programme) about £17k variants at this stage. This will change as we go through the year.

- PW went on to highlight a couple of things not included...
 - a) The Firing Range is subject to a business case being signed off by PCCs. This will be brought back once finalised.

 - b) Work going on re JPS specials training programme facility at Monkswood which will come to PCCs for recommendation.

 - c) Condition On Roofs Survey across the Estate has been completed. Reparatory work and replacement of roofs are possible at some sites. Information brought back to the Board, as it is outside the Capital programme.

AV Regarding the work on the roofs is this an opportunity for implementing part of your Green strategy?

- PW explained that they will be looking at the various options regarding repairs and or replacements, to include sustainability, e.g., solar / and reparatory work (doing two things in one), using one set of scaffolding and type of roofing.

Efficiency – Budget

Pay Award

- PW explained that there is detail to be worked through regarding the pay award. It is likely that all Police Officers will get 7% as of 1 September 2023.

- PW went on to say that within the budget plan they put in 2.5%. The Commissioner agreed from the underspends from 22/23 to put a further 1%. The conversation re the pay award would likely be higher than the 2.5%. In essence he has 3.5% funding available for the pay award.

- Currently the Government have offered additional funding for the pay award of a set sum of £330m for 23/24. No detail as yet however it may be done in the same way as the grant is given to us by the funding formula. On that basis we think we will be able to cope with the 23/24 impact of the pay award.

- PW explained that there may be a shortfall of £0.5m in 24/25 of the full year effect of that pay award. The Home Office funding offered

<p>ITEM 7</p> <p>Quarterly Reporting</p>	<p>in 24/25 is £555m and not a full year effect of £330m they are giving in 23/24.</p> <p><i>AV thanked PW for his advice to the Commissioner in terms of preparation and the PCCs lobbying together.</i></p>	
<p>ITEM 8</p> <p>Delivery Plan</p>	<p>8.1 Delivery Plan Update</p> <p>WH provided and overview of the Delivery Plan against the Force priorities.</p> <p>Key areas are as follows:</p> <ul style="list-style-type: none"> • WH explained that we are moving to a dashboard, not yet fit for purpose. Looking at how to progress under the Chair of the PCP's 5 pillars. • Safer Streets 5 – due to come in September. Another 4 weeks to submit our bids. The Home Office have £1.4 million available. The OPCC need to submit three bids, and provide evidence of 50% match funding (find efficiencies or added value of £700k that can be counted as Officers doing their job to complement). • WH went on to say that they have attended various meetings with individuals and wider partners including ACC John Murphy. <p>8.2 Community Policing Model</p> <p>Establishment Update</p> <p>AV explained this had already been covered.</p> <p>8.3 Spotlight Report</p> <p>Priority three</p> <p>AV Reports need time to reflect upon. AV proposed circulating five questions regarding the report to the Board and would like a written response.</p> <p>All agreed.</p>	
<p>ITEM 9</p> <p>Key Deliverables</p>	<p>9.1 Key Deliverables</p> <p>Risks and Vulnerabilities</p> <p>AV opened up a discussion, no comments.</p>	
<p>ITEM 10</p> <p>AOB</p>	<p>10.1 IMU Report – Tri – force Monitoring Report</p> <p>AV asked KB to cover off IMU in an email to DV.</p> <p>KB confirmed.</p>	

	<p>AOB</p> <p>AV asked if there was any other business.</p> <p>Vetting question</p> <ul style="list-style-type: none">• AV referred to the RAG (Red, Amber, Green) system. AV went on to ask DV if he is content with the service from PSD re Vetting?• DV stated that they are content with vetting and that it is on track. Still dealing with an historic backlog, looking to clear within the financial year (31 March 2024). DV went on to say that they have recruited additional people in the vetting unit. <p>AV closed the meeting.</p>	
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End

Next Meeting: 31 August 2023