



OFFICE OF THE POLICE AND CRIME COMMISSIONER FOR BEDFORDSHIRE
PERFORMANCE AND GOVERNANCE BOARD
TUESDAY 28 NOVEMBER 2023

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

Agenda Item		Action
ITEM 1 Welcome Minutes of meeting held and for agreement and matters arising	<p>AV opened the meeting.</p> <p>AV held a discussion with PW on the Performance and Governance Board meetings frequency and how they are timetabled with Police and Crime Panel and the Force Executive Board.</p> <p>In the New Year there will be a discussion on how these meetings are timetabled going forward.</p> <p>Apologies:</p> <ul style="list-style-type: none"> • John Murphy • Pauline Stewart <p>The minutes from the previous meeting were ratified.</p> <p>No matters arising.</p>	
ITEM 2 OPCC Questions or items to raise	<p>2.1 Actions from previous meetings</p> <p>KB referred to the outstanding actions specifically for November discussion:</p> <p>Homicide Prevention and Serious Youth Violence Work</p> <ul style="list-style-type: none"> • Moved to the February 2024 Performance and Governance Board. <p>The Executive Team to provide information on the four red risks</p>	

	<ul style="list-style-type: none"> KB will review and discuss with FD after the meeting. <p>Operation Protect briefing and updates to be added to the January 2024 Performance and Governance Board</p> <ul style="list-style-type: none"> DV updated that there is a paper which has been circulated to His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). DV stated that this could be tabled at the December 2023 Board. The Board agreed. <p>All other remaining actions have been completed.</p>	<p>Action Force Exec</p>
	<p>2.2 Information Document</p> <p>AV invited KB to address the Board to present the Information Document. No matters arising surrounding the document.</p> <p>KB thanked FD for providing the information for publication.</p>	
<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>Neighbourhood Crime</p> <ul style="list-style-type: none"> KB raised a question surrounding the neighbourhood crime section of the dashboard. The dashboard states that vehicle crime in Leighton Buzzard has been raised as a priority issue at the Neighbourhood Crime Meeting. As this has been highlighted, can you please tell us what the Force are doing surrounding this? DV stated that as a Force we have recognised that we need to be doing more in the prevention space. We have seen an increase in vehicle crime; specifically, theft from vehicle. We can reduce this level of crime by getting strong messages out to members of the public regarding not leaving possessions or valuable items out on display or in the vehicle. This isn't just specifically for Leighton Buzzard and is across the board. DV stated the Force have taken the decision to make some additional investments in their leadership capacity across the Force and one of the responsibilities of the new Superintendent who is coming in the Force will be looking at and driving forward the prevention approach. From a tactical point of view, it has been identified that there is a short term spike of theft from vehicle specifically in Leighton Buzzard and the Force have put in some additional resource on neighbourhood response. <p>Personal Robbery</p> <ul style="list-style-type: none"> KB raised a question surrounding the personal robbery section of the performance dashboard. The dashboard states that personal robbery in Central Bedfordshire has increased and is now significantly above the mean, other areas are showing a decrease 	

such as Luton and stability in Bedford. What is the Force doing surrounding personal robbery?

- DV stated that any level of robbery in the county is a level of robbery which is too high and we want to ensure this is reduced. DV isn't as concerned on this performance area due to it being relatively small in numbers and small changes on numbers can have a significant impact in terms of reporting and percentages. Most personal robberies across the county occur in Luton and Bedford. In Central Bedfordshire this has always been low therefore with one or two offences being recorded; this can cause a spike in the percentages. Initial tactical work is being completed on this area in the same way as neighbourhood crime.
- PW echoed DV's comments and stated that the Force have noticed the spike in Central Bedfordshire, this is small numbers as DV has stated but there is a specific piece of practical work through the tactical coordination group focussing on that area. Hopefully within a couple of months an improvement will be shown.

Victim Based Crimes

- KB provided an overview of the performance pack data. Bedfordshire are currently ranking at 39 for Victim Based Crimes. KB asked the Force what they are doing and requested a top level summary to move from 39 for Victim Based Crimes?
- DV stated that the Force want to improve the level of detection of or positive resolution of crimes. One of the areas which have been benchmarked against similar Force's, where the Force are doing significantly less well is in community resolution. The Force have commissioned a piece of work which is going to be driving this forward and will hopefully see some improvements over the coming months.

Customer Services Report

- KB stated that the full report has been read and noted. From the report we can see that there is a delay and it is often noted when completing complaints reviews that officers are not responding to complainants in a reasonable timeframe. What is in place to ensure that the response times that officers and line managers are responding to Customer Services? Is there a plan to help and aid with responses being sent to Customer Services?
- DV stated that this is part of a package of data which is replicated in other areas, we need to improve in providing feedback to people and closing the loop. DV has spoken with the Superintendent who has responsibility for the patrol function which is the area where we receive vast majority of feedback from members of the public.
- DV continued stating that we have a relatively inexperienced workforce, not just the frontline but also in our first line

	<p>supervisors, and most complaints come to a first line supervisor to resolve. DV isn't yet convinced that all of the supervisors know the importance of responding to feedback from the public and how to close off the loop. We are putting in place some training and core messages to improve awareness and understanding as well as performance in that area.</p> <ul style="list-style-type: none"> • KB asked if there are any communications which are going out to frontline staff and supervisors surrounding complaints following the deep dive review. KB stated she hadn't been made aware of any communications being sent. DV stated this is a good point and hasn't been formally completed as far as he is aware. • PW stated he doesn't think we have but from the last meeting held the Exec are working more closely with the Head of Customer Support based on that point. Once the training has been completed, communications will be sent out to officers. • AV stated that this is an area that the PCC focuses on and will remain an area of focus. Discussions have been held on if there is a new PCC after the elections in May 2024, which areas will remain a priority for them and within their Police and Crime Plans. This is a focus for us and a watching brief. • AV stated that those high demand areas such as Emerald, the Force Control Room and Customer Services are the ones which receive the bulk of dissatisfaction and these are highly pressurised areas. KB stated that with the low dissatisfactions and the dip sampling of lower dissatisfactions undertaken by the OPCC, there has been a major improvement especially in regard to the data. • DV stated there is recognition that during the Covid pandemic, we changed the method of reporting and a lot of different processes. We now need to break out of those practices which were embedded throughout the pandemic and need to return to a normal way of operating. We have opened another front line leaders programme to reinforce standards and leading across the Force, it has been very well received. 	
	<p>3.2 Force Control Room triaging regarding shoplifting</p> <p>AV made reference to the Force Control Room triaging regarding shoplifting report.</p> <ul style="list-style-type: none"> • AV asked the Force how they are going to be working with retailers to ensure a joint approach and if they are going to be looking at using CCTV for hotspot areas? This may be an area to cover in the meeting but to also be revisited in the upcoming precept survey. • DV stated that shoplifting has been significantly in the national media with retailers reporting increase in stock loss and shop lifters to be violent, aggressive, or anti-social behaviour when being challenged by members of staff. We are not an outlier in Bedfordshire in terms of impact and financial difficulties that members of the public are facing. An action plan has been pulled 	

	<p>together following this with a high level summary. This has been discussed at Force Executive Board with some further work being undertaken including clear objectives and timescales for delivery against each of the 4 P's – protect; prepare; pursue; prevent.</p> <ul style="list-style-type: none"> • PW explained that there is a piece of work being undertaken surrounding CCTV and how we can use AI and CCTV in the retail crime area. We will complete a trial initially in certain hotspots. Following our collaboration with AWS, we have set them a specific task on how they can help across this process chain. We have a meeting with AWS in early December and we anticipate there will be enhancements in technology in this area. PW agrees that this can link into the precept survey and report. <p>Update to be provided in Spring 2024 surrounding the task and work being completed by AWS on retail crime.</p> <ul style="list-style-type: none"> • WH stated from the Safer Streets bid we have bid for increased capability surrounding mobile CCTV. The PCC is planning the business crime conference so if we can begin to hold conversations surrounding opportunities to explore, we can involve this within the conference and join this up. Discussion surrounding dates of the business conference, WH will follow up with the OPCC team outside of the Board meeting to ensure this can be held in February with advanced notice given to the Force Exec for attendance. 	<p>Action Force Exec/Phil Wells</p>
	<p>3.3 Priority 6 (PCC Plan) Force Spotlight Report</p> <p>AV referred to the Priority 6 (PCC Plan) Force Spotlight Report.</p> <ul style="list-style-type: none"> • KB stated that within the report it stated about the senior leadership visibility service visits. We are trying to build up a picture on how this looks. How frequent are they? • PW stated that these were put into place throughout the Covid pandemic when we were unable to complete face to face visits, so that we had a way of communicating with our staff including junior and middle ranks. These are now face to face and have been run since 2020. We have now seen every single unit and are on our second visits to each unit. We try to have two of us at each meeting. Around three a month are completed. KB stated this is a very positive approach. • KB explained that the Force 'Digi' Desk is mentioned in the report and notes that this is being reviewed through PBB. Does this desk talk to members of the public via social media? • DW stated KB is welcome to sit with corporate communications to understand how the Digi Desk operates. Originally, we had three pools of staff who managed and staffed the Digi Desk – Communications Officer; Force Control Room Staff; and Community Policing Staff. This was due to part of the function being putting out community messages, managing demand and communications messaging. The task is two-fold, to proactively monitor social media such as incidents in specific areas and interject and respond to those reducing demand. 	

	<ul style="list-style-type: none"> • DV further explained that the Digi Desk is also used on a more proactive approach to put out messages such as crime prevention, community reassurance and positive engagement with members of the public. There is ongoing discussion and this will be reviewed to ensure that the correct resources are aligned and whether the community are viewing this as a positive intervention. DV has commissioned a review and this will hopefully be received in January 2024. • KB stated that the report mentions 'community listening circles' and that there is a weekly meeting held every Tuesday with a focus on Violence Against Women and Girls (VAWG). When do these occur as KB hasn't seen anything about this and wasn't aware? • DV stated that the activity is very much focused towards particular community groups and is something that the Public Protection Unit (PPU) have been pushing forward. In terms of the frequency there is usually one held every month but is slightly ad hoc and needs based. An example is that there is a listening circle taking place today between members of the PPU engaging with a community group. AV had received some feedback surrounding ensuring these meetings are more structured. DV stated that it would be helpful recognising the feedback that we put this into a structured programme without losing the need to be flexible. • KB stated the Chief Constable has announced a commitment in the Education and Diversion Team, do we know what this looks like and the estimated time surrounding this? AV stated the announcement was made at the Summit which was held in Luton. • PW confirmed that DV has already mentioned the piece of work being completed by the Superintendent on prevention. This is a key management investment and now looking at a process on this role being filled. The other four are officers that we are looking at enhancing our education and diversion capability within schools across the county. We are going to look at this as part of the review of community policing under PBB before this is set out, as will need to link into levels of resource. PW stated that we need to ensure our community numbers are getting close to the 95% target by the end of January. This will be a Force wide prevention capability and will not just focus on one area. 	
	<p>3.6 Demand/Planning Brief</p> <p>Delivery Plan</p> <ul style="list-style-type: none"> • KB stated that the Delivery Plan objectives were sent to the OPCC and thanked the Force. There have been some concerns highlighted and the OPCC would like to seek reassurance that these are going to be met. What is the Force doing to ensure that we can meet those objectives within 2023-24? PW covered these risk areas. • Trust and Confidence – PW stated this is a piece of work being completed by JM. We have a plan on how this is going to look, it 	

	<p>requires some external investment. We want JM to own this due to where it sits in the Force, we are hoping in the New Year it picks up some pace. The grading is correct at present and JM will be able to provide some direction.</p> <ul style="list-style-type: none"> • Race Action Plan – We are completing some very good work, however if staff were asked on what work is being completed, there may be several different answers. The focus is on the governance and structure to ensure when somebody is asking the Force, there is a proper understanding. • Incident Response – This is ensuring that demand that patrol officers are being sent to is correct. Once the piece of work surrounding right care, right person begins, this will enable ability to provide more efficient response from patrol. • THRIVE – Under DV’s supervision, there is still some work which is to be completed. A College of Policing peer review was completed in the Force Control Room surrounding this and it has given some highlights and feedback on what can be built on. PW is sure that this will be improved on by the end of the financial year. • Investigation Standards – A Board has been put in place surrounding investigation standards. We are starting to see some improvement however this will be a rolling programme. • Force Recruitment – We have plans in place to deliver on the 1466 officers that we are required to deliver as part of the uplift. Because of the drive around recruiting and sustaining on the uplift, we are not doing specific and proactive work around attraction, engagement, and ethnicity of officers. • Student Hub – This was discussed at Force Executive Board. It was set up as student officers were leaving very quickly. The Student Hub has prevented this on a number of cases. We need to complete a PIR on ensuring that it is not just dealing with attrition and to start focussing on making sure that when officers leave the Student Hub, are equipped to deal with the day to day responsibilities of a patrol officer or crime investigator. • Workforce Optimisation – They are likely to continue beyond 31st March 2024. There is a lot of work surrounding used cases. • Detective Resilience – We will be able to demonstrate work which is being completed on training and attrition is reduced, and that we are bringing in new recruits and transferees. 	
	<p>3.7 Victims Code of Practice (VCOP)</p> <p>KB thanked the Force for providing the paper.</p> <ul style="list-style-type: none"> • KB stated there was an aspect surrounding analysis taking place with a potential of 17% of non-compliance. When will the further analysis be available for review? • PW confirmed the internal audit has been completed. Recommendations from the internal audit are in place and are not 	

	<p>outstanding. We have brought in a Chief Inspector to review VCOP and Victim Care. Bringing together all victim strands under one Chief Inspector ensures we have a rounded picture. PW recommended bringing an update on VCOP around February/March 2024 to Performance and Governance Board.</p> <p>Update report to be provided to Performance and Governance Board in February or March 2024 surrounding VCOP and Victim Care analysis.</p>	<p>Action Force Exec</p>
	<p>3.8 Volunteers (Force)</p> <p>KB thanked the Force for providing information on volunteers and the Neighbourhood Watches as this will be taken to the Police and Crime Panel.</p> <ul style="list-style-type: none"> • KB stated from the charts and hours that are shown without the report, there is a large drop on hours provided by the Special Constabulary to assist the Force. What are the numbers we expect to achieve following the intake? • PW stated that whilst there is a ringfenced level of funding for police officers, there does need to be a focus on specials. There are around nine coming in January 2024 and will be looking during the recruitment plan for 2024-25 to bring another 40 in. We will also be looking at how we focus the activity of the Special Constabulary. May give us the ability for the Specials to assist with the speeding threat across the county. • WH asked if the Force has an idea on how many Specials are required? Is there a defined number? PW stated there is a target of 150. We are trying to make sure that Specials that we recruit are able to provide longevity and commitment. We'd like to focus on less volume and more focus. We are looking at a recruitment plan. 	
	<p>3.9 Domestic Abuse (DA) Spotlight Report</p> <ul style="list-style-type: none"> • KB stated that there were comments made in regard to a holistic approach review for the NHS and mental health services surrounding evidence base of domestic abuse perpetrators who commit suicide. Do you know whether or not this cascades down to custody and is there work being undertaken with the Samaritans to prevent deaths in custody? • DV stated that we have mental health triage in custody and there is risk assessment prior to release. We can signpost detainees to a number of support agencies if required, the Samaritans being one of them. DV stated that we may have to obtain and provide this information after the meeting. • KB stated in regard to Operation Cadbury, duty times had changed. Are you content that Operation Cadbury is effective and how could it be more effective? 	

	<ul style="list-style-type: none"> • DV stated that the duty change times was aligned to demand. There is always room for us to review and see how we can improve. Conducted a review and have commissioned a piece of work in terms of the effectiveness of Cadbury. • KB asked in regards to the outcome rates and solved rates, do you know how this correlates to victim satisfaction. The Customer Services paper shows a high level of dissatisfaction in these areas? • PW stated are we making sure our student officers understand the impact of dissatisfaction and obtain high levels of satisfaction, this is being pushed from a Student Hub perspective. There is a greater level of engagement across the portfolios including significant discussions between crime and patrol. There is a lot of vulnerability training being completed by officers. We are pushing up work around evidence-led prosecutions. We have shifted our victim engagement officers so they are more aligned to the Emerald team with a focus on domestic abuse. We are looking at minimising domestic abuse telephone appointments and increasing face to face. • KB stated within the performance pack the domestic abuse statistics states the long term rate is stable, can you talk us through the domestic abuse performance information and how the domestic abuse perpetrator link in with the Force surrounding this piece? • DV explained that a lot of this comes from the response from the Force Control Room and immediate response. A lot of this is dealt with in the patrol function. PW has explained what is working and what steps are being undertaken by the Force. This includes surveys, the listening circles spoken about earlier in the meeting and feeding back regarding the service provision. • KB asked how are the Force going to ensure that internal communications are sent out and that referrals are received surrounding the Domestic Abuse Perpetrator Chrysalis Programme funded by the OPCC? • DV stated this is well in hand and the review meeting was attended by the Force. This messaging has been delivered to Emerald, Patrol and Crime Investigation Teams. WH stated that there has been a whole series of communications which has been actioned alongside the Communications Officer in the OPCC. 	
<p>ITEM 4</p> <p>Risk</p>	<p>4.1 Risk (Change in risk OPCC and Force)</p> <p>Risk of a new PCC with the May 2024 elections to be tabled at the January 2024 meeting.</p> <p>There is going to be a Senior Leadership Day focussing on the PCC elections therefore it would be more appropriate to discuss this risk in January.</p>	<p><i>Action OPCC</i></p>

	<p>Medium Term Financial Plan</p> <p>PW updated that the medium term plan continues to be refined. PBB panels are next week and they will conclude by the end of next week. We have a challenge panel tomorrow for the deep dive work being undertaken surrounding the collaborative units. This will provide a sense of direction and be taken to JCOB. Hopefully by the time we get to settlement we would have concluded the PBB process so this should be ready for a budget paper to be presented in January 2024.</p> <p>Budget paper to be provided for January 2024 Performance and Governance Board.</p>	<p><i>Action Phil Wells</i></p>
<p>ITEM 5 Collaboration</p>	<p>5.1 Collaboration updates – JPS/ERSOU/BCH Functions (i.e PSD/HR etc)</p> <p>Being tabled at the January 2024 Board. No matters arising.</p>	
<p>ITEM 6 Complaints</p>	<p>6.1: Chief Constable Complaints</p> <p>KB stated that there were no complaints.</p> <p>6.2: Reviews</p> <p>KB stated that she has finalised nine reviews since the previous meeting. No concerns and two reviews which are outstanding.</p>	
<p>ITEM 7 Quarterly Reporting Efficiency Budget/ Efficiency</p>	<p>7. Quarterly Reporting Efficiency</p> <p>KB updated that there wasn't a set paper for this however an extraordinary meeting for Performance and Governance Board will be held in January 2024 and will include the PCC and Deputy PCC.</p>	
<p>ITEM 8 AOB</p>	<p>8.1 IMU Report – Tri – Force Monitoring Report</p> <p>The report was noted.</p> <p>AOB</p> <ul style="list-style-type: none"> • WH thanked the Force surrounding an overview meeting on PSD delivered to the OPCC. • WH stated him and the Deputy PCC attended the environmental committee as they wanted to raise feedback surrounding a survey on Bedfordshire Police. Are there any updates on future use of Lime Street building? • PW answered stating Lime Street was right at the time (around 2017) for the size of community teams. Community teams have now increased. Discussion surrounding the Student Hub being at Lime Street. There is some visibility however it operates similarly to Bossard House at present. 	

	<ul style="list-style-type: none">• Discussion held surrounding the agenda for the next meeting. <p>KB closed the meeting.</p>	
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Next Meeting: Wednesday 20th December 2023