

OFFICE OF THE POLICE AND CRIME COMMISSIONER FOR BEDFORDSHIRE
PERFORMANCE AND GOVERNANCE BOARD
WEDNESDAY 20 DECEMBER 2023

Attendees:	Anna Villette, Chief Executive - OPCC (AV)
	Festus Akinbusoye, Police and Crime Commissioner (FA)
	Trevor Rodenhurst, Chief Constable – Force (TR)
	Dan Vajzovic, Deputy Chief Constable – Force (DV)
	Fiona Dawson, Staff Officer - Force (FD)
	John Murphy, T/Assistant Chief Constable – Force (JM)
	Wayne Humberstone, Director of OPCC Operations – OPCC (WH)
	Katie Beaumont, Head of Governance and Transparency - OPCC (KB)
	Phil Wells, Chief Finance Officer – Force / OPCC (PW)
	Samantha Denness, Performance and Accountability Manager – OPCC (SD)
	Pauline Stewart – OPCC Minute Taker (Not present)

Agenda Item		Action
ITEM 1 Welcome Minutes of meeting held and for agreement and matters arising	<p>AV opened the meeting and welcomed the Commissioner and the Chief Constable to the meeting.</p> <p>AV explained that the first part of the meeting will be chaired by Phil Wells to discuss Special Performance. (7,1, 7.2, 7.3). Following this part of the meeting both the Commissioner and the Chief Constable leave the meeting.</p> <p>Minutes circulated.</p> <p>No matters arising.</p>	
ITEM 2 OPCC Questions or items to raise	2.1 Actions from previous meetings No reference was made to previous actions.	
	2.2 Information Document for Publication	
	2.3 Amendment to Terms of Reference KB will forward questions regarding TOR to FD.	

<p>ITEM 2</p> <p>OPCC</p> <p>Questions or items to raise</p>	<ul style="list-style-type: none"> • KB Monthly Performance and Governance (P&G), papers are required. KB proposed that every other meeting focuses on Performance. Thereafter, specific papers from the Force will be requested. • DV agreed that a streamlined and effective agenda is preferable. The OPCC focus on strategic performance rather than tactical performance. <p>Some discussion was had around the benefits of bi-monthly meetings.</p> <ul style="list-style-type: none"> • PW reminded the Board that the Performance and Governance Meeting is to provide assurance that the Force are being held to account by the Commissioner. Clarity on what the Force need to report on is key. • WH explained that there is an annual schedule of reports required for the Police and Crime Panel (PCP). He went on to ask if some of those could be weaved into the P&G meetings. This would ensure that there is up-to-date data and would save the Force reporting twice when preparing reports for the OPCC to go to Panel. It also demonstrates that the OPCC are holding the Force to account in the right areas. • KB will work on the schedule, and bring back to the January meeting for agreement. Action KB • AV asked in the Commissioner should attend any of the P&G meetings. • KB proposed inviting the Commissioner and the Chief Constable to quarterly or half yearly meetings with a focus on performance . 	
<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>3.2 Serious Acquisitive Crime Update Report</p> <p>3.3 Spotlight Report – Priority 7</p> <ul style="list-style-type: none"> a. <i>Nation contributions – covering:</i> b. <i>Engaging with national review</i> c. <i>The strategic Policing Requirement</i> d. <i>Local connection to nation issues of emergency</i> <p>3.4 Op Protect Briefing Update</p> <p>AV referred Op Protect.</p> <ul style="list-style-type: none"> • DV explained that through Operation Protect PSD are reviewing everybody who works in the organisation across Bedfordshire, Hertfordshire and Cambridgeshire. There are four strands which have an operational name: <ul style="list-style-type: none"> ○ <i>Sentient – Review of honesty and integrity cases</i> ○ <i>Zurich – PND Historic data wash</i> 	

<p>ITEM 3</p> <p>Performance Focus</p>	<ul style="list-style-type: none"> ○ Bratislava – Review of historic PNC traces ○ Beam – Investigative reviews <ul style="list-style-type: none"> • DV explained that the honesty and integrity strand of work looks at anybody who has had a misconduct finding or a criminal conviction for honesty. There are 36 Officers across Bedfordshire, Hertfordshire and Cambridgeshire (BCH) who are subject to Operation Sentient. Seventeen cases have been reviewed and out of the seventeen, three have had their vetting withdrawn. • DV went on to say it is about 1/6 of the cases and two cases have submitted vetting appeals. • DV continued... there are just over 100 Officers and Staff across the organisation, and 10,000 people have a PNC trace which is for a conviction of some description (some could be when they were a youth with a final warning for shoplifting). DV went on to say that they will go through each case to assess if any conviction causes concerns based on the current standards. • DV said that where an Officer has a criminal conviction or caution for dishonesty, they cannot be considered a reliable witness of truth in a court case (under the new vetting standard) and it is unlikely they would retain their vetting. • DV stated that all recruitment standards are set to the new standards. • DV the totality of Operation Protect should be resolved within 2 years. • AV thanked PSD and all colleagues working on this piece of work. 	
	<p>3.5 Right Care, Right Person (RCRP) <i>Presentation</i></p> <p>KB introduced Right Care, Right Person</p> <ul style="list-style-type: none"> • DV Referred to a PPT presentation on screen. Right Care, Right Person (RCRP) is a partnership approach. The Force engaged with a wide system of organisations to take this forward. DV referred to a chart showing all governance pathways. • DV Right Care, Right Person has four streams of work, and the first stream goes live from the 31 January 2024. • DV explained that RCRP is about receiving calls from members of the public or partner organisations where people are expressing concerns for a member of the public's welfare and the Police are asked to deal with it. • DV stated there are about 1500 incidents that fell under Right Care, Right person banner each month and of those about a third had resources dispatched to them, so about 500 incidents per month were having resources dispatched to them which we would no longer send a resource to. 	

ITEM 3

Performance Focus

- DV The second pathway will go live shortly after the first pathway and then third and fourth pathway.
- DV the second pathway refers to 'walk outs' (those having treatments with welfare concerns) from healthcare provisions and it is their responsibility to look after the patient.
- DV explained that the third pathway is the voluntary assessment of voluntary mental health patients and the use of Section 136 of the Mental Health Act. T
 - *The Police are not Mental Health professionals and are called to control the situation to allow an assessment to take place and then transport that person to a place of safety. The Force are going to step away from some of this work because they are not the best people to do it.*
- DV the fourth pathway is the transportation of people from one location to another where the person is not being detained under a criminal investigation.
- DV explained that this is a positive news story and not about police shunting work from policing to other organisations. It is about improving services that the public sector provides to members of the public.
- DV advised that all partners are engaged in the governance and are working on 'Comms' to the public – websites will be updated.
- JM explained that there is an evaluation plan prepared around the impact this had on policing and partners. Training is important as it will be impact in the Force Control Room. Three out of four teams have had training and the final team will complete their training before 'Go Live' on the 30 June 2024.
- AV referred to a recent presentation stating that this will free up 550 occasions a month where Police Officers will be able to attend police incidents.
- AV went on to ask about children going missing from care facilities and if this has been considered?
- JM explained that due to sensitivities and repeat missing persons who are most vulnerable this will be considered in the future with partners.
- JW went on to say that the first tranche is focused on policing and the NHS, the second part is local authorities and their duty towards children. JW went on to say that there has been a gradual build up working with partners so they can be prepared which is really important for child protection.
- PW will cover Right Care, Right Person reports at a future Police and Crime Panel meeting.

<p>ITEM 3</p> <p>Performance Focus</p>	<p>3.6 Technology Presentation</p> <p>AV invited PW to run through the Technology Presentation.</p> <p>DV referred to 3 videos:</p> <ul style="list-style-type: none"> ○ <i>Redaction</i> ○ <i>Palantir - system Foundry</i> ○ <i>The Victims Journey (16 week delivery)</i> <p>Redaction</p> <ul style="list-style-type: none"> • DV referred to the news clip regarding Redaction. <i>Film clip highlighted the use of Artificial Intelligence (AI) to redact personal data from files before passing on to the CPS. This has saved time freeing up shifts for frontline duties.</i> <p>Palantir</p> <ul style="list-style-type: none"> • DV showed the video from Palantir. <i>The video highlighted how Palantir have supported the NHS with their software Foundry which integrates data from multiple disparate sources to drive insights, model courses of action and improves outcomes.</i> • DV explained that rather than accessing data manually the Foundry system pulls everything together in one place. The trial period has already identified a person of interest. • PW provided an example from a police service abroad, whereby a serious crime was being committed and the technology linked phones which resulted in finding a missing child due to having all the data. It is a powerful tool, being trialled in 4 areas. <p>The Victim's Journey</p> <ul style="list-style-type: none"> • DV showed the video for the Victims Portal (initiative – start to finish will be 16 weeks from 1st February 2024). <i>The Victim's Portal has been trialled in Humberside, Thames Valley and Hampshire.</i> • DV explained how the process works, from reporting a crime to following up with timely text messages to the victim, keeping them updated with where the police are at with the investigation. • DV explained that this will prevent the need to invest further resources into the Force Control Room (FCR). In the future (12/18 months) the Force may revisit this to see if it works with Right Care, Right People which would release Police Officers from the FCR into patrol or investigation. • AV summarised that this work enables human resources to deliver more because the Force are being supported by enhanced technology which is doing some of the legwork officers and staff are currently doing.. 	
	<p>4.1 Risk (Change in risk OPCC and Force)</p>	
<p>ITEM 5</p> <p>Collaboration</p>	<p>5.1 Collaboration Updates:</p> <ul style="list-style-type: none"> • Joint Protective Services (JPS) – Quarterly Update 	

	<ul style="list-style-type: none"> Easter Region Serious Organised Crime (ERSOU) – Quarterly Update BCH Functions (PSD / HR / etc) – Quarterly Updates <p>To be presented and discussed at the January 2024 meeting.</p>	
ITEM 6 Complaints	6.1: Chief Constable Complaints No complaints were raised.	
	6.2: Reviews	
ITEM 7 Quarterly Reporting Efficiency Budget / Efficiency	7.1 Revenue and Capital Programme AV invited PW to deliver the report. PW provided context for this part of the meeting. <ul style="list-style-type: none"> PW reminded the Board about the previous precept increase and the intention to recruit a further 10 Officers above the 1456 already in Force. PW explained that everything is in place to achieve this by 31 March 2024. This will provide an opportunity to think about how to move those Officers into Community Teams in 24/25. PW stated that the Force said they would provide: <ul style="list-style-type: none"> <i>4 more Data Analysts. These are in post and working.</i> <i>7 more Victim Engagement Officers. They now have 13 in post.</i> PW explained that 4 people are helping in Professional Standards Department (PSD) around investigation and vetting, resulting in better performance in terms of vetting. PW As a result of the investment, the above will continue in 24/25. At the end of 23/24 the forecast is that the Force should break even and they have delivered within budget. 	
	7.2 Capital Programme	
	7.3 MTFP Report To include Police and Crime Panel request – VFM – over the years for OPCC budget – help provide narrative surrounding the OPCC budget. Briefing to be provided on OPCC before December. MTFP & Budget Summary PW referred to PPT slides for 24/25 MTFP & Budget Summary, to show where the Force are at pre settlement and post settlement and to provide a balanced budget for the Commissioner in preparation for the Police and Crime Panel in February 2024.	

ITEM 7**Quarterly Reporting Efficiency****Budget / Efficiency**

- PW explained that prior to settlement the maximum precept was unknown, as discussed at the Performance and Governance Board and Force Exec Board (FEB) and they were modelling 10 and 15.
- PW went on to say that they didn't know what the pay award for September 2024 was going to be and modelled on 2%. There was a range between 2% and 3% across the country. PW stated that they had limited information (at that time) around tax base for the county.
- PW went on to say that due to the different elements and scenarios there was a shortfall ranging between £2.6M and £4.2M for 24/25 and similar levels in the following two years.
- PW said that following the settlement on the 14 December 2023, the Council tax increase is limited and the maximum amount is going to be £13 (Council Tax Band D). Everything the Minister spoke about in terms of resource into policing included the PCC's raising that precept as the maximum amount.
- PW explained that the shortfall is £1.7M and the Force are in a strong position moving forward. Moving forward from national meetings, the majority of Forces are using 2.5% pay award for 24/25.
- PW went on to say that regarding non-pay, they have gone with 1% inflation (low Retail Price Index (RPI)). Cost on non-pay evens out in terms of that above RPI and below RPI. The only variance is on fuel and energy and estimated at 10%. ICT is 5% and common across Bedfordshire, Cambridgeshire and Hertfordshire.
- PW explained that due to having a joint unit the Special Grants tapering will continue at a similar level to previous years, which is about 5% reduction.
- PW went on to say that in terms of standstill pressure, there is an uplift in pay costs over and above pay award. Due to a young workforce (Officers and Staff) each person will probably move up their pay scale by an increment. It is a national pay scheme, and results in additional costs to the standstill.
- PW stated that capital financing costs are increases in costs as a result of minimum revenue provision and interest payment on the amounts borrowed to fund capital expenditure. Rates increases are a result of revaluations done on a triennial basis by the local authorities.
- PW explained that last year the use of reserves were £0.5M and can only be used once.
- PW Pre settlement there was a £0.7M shortfall to standstill with a £15 precept.
 - *Expenditure to increase to standstill - 5%*
 - *Police Grant represents 60% of overall funding - increases by 1.9%*

- *Precept represents 40% of overall funding – increases by 5.95%*
- *The expenditure was increasing by 5% which is why there was the shortfall.*
- PW went on to explain that additional discretionary costs have an impact in terms of standing still. One is capital – the settlement for the last number of years has not provided the Commissioner with any capital funding whatsoever.
- PW stated that the medium term plan for the next three years is to grow a revenue contribution pot that the Force can use to limit the amount of borrowing incurred in the first year. The Force will put £500k into the pot.
- PW Staffing issues – funded posts, part year in 23/24 will continue in 24/25. This is a discretionary growth, and will be drawn out as part of Priority Based Budgeting (PBB).
- PW Removal of Vacancy Factor – a 1% vacancy factor on police pay albeit looking to sustain the 1466 Officers which will be considered as the Force go through the closure of the budget.
- PW The Force have concluded the PBB process and will look at what this provides in terms of savings and understanding where they need to reinvest.
- PW The Pension Grant (Administration and McCloud) to fund the increased employers contribution as a result of the triennial evaluation. PW explained working with the Home Office (HO) convinced them that they need to allocate the pension grant on more up-to-date data. The Administration Grant is a one off grant which will cover the cost of McCloud.
- PW explained that the Police Grant was lower as they moved some out and put it into an uplift grant to hold the Force to account for delivering and sustaining police numbers. Previously the shortfall was £2.6M. The settlement was £1.1M better. There is a slight reduction in the tax base, although Luton Borough Council could help out as their figures are greater than the Force estimate.
- PW Due to the increase in settlement, they were able to go to 2.5% on pay award rather than 2%. Rather than a £2.6M shortfall PW explained that they are looking at a £1.7M shortfall even with a £13 precept increase. Anything less and the Force would need to find more than £1.7M worth of savings.
- FA asked for savings to be itemised where possible regarding the budget papers in readiness for the Police and Crime Panel (PCP).
- PW agreed and will set out within the report that as a result of £13 increase in precept the organisation had to find £1.7M in savings. This is in addition to the £XM worth of savings since the Commissioner was appointed. PW will create an appendix showing the £1.7M worth of savings.

- PW What can Change? The tax base can change. Final confirmation early January from the three local authorities. PW is taking a paper to the Force Exec Board on the 16 January and will have the finalised figure for the tax base and collection fund. PW will explain the impact of not raising the £13 at the Panel pre-meeting.
- FA would like to reassure the Panel and the Public beyond any doubt that everything that was promised, was achieved from the last budget round including savings.

Special Grant

- PW explained that the Special Grant has been reduced for 24/25 based on what happened in 23/24. If it were to drop again, the £1.7M for everything the Force lose on Special Grant will increase. PW suggested that if the Special Grant is reduced, they do not deliver savings in 24/25 to bridge the gap. Instead, PW recommended using the reserves. PW still working on this and will feedback.

Priority Based Budgeting (PBB)

- PW explained that Panels have been held in Force and everyone has been through the PBB process. PW went on to say that there is an initial assessment and the Exec will come back to explain what the process delivered and if it provides the ability to reinvest in other areas.
- PW explained that Bedfordshire, Cambridgeshire and Hertfordshire (BCH) collaborative budgets are about 1/3 of the Force overall budget. Discussions have taken place with the collaborative units to provide a share of the £2M worth of savings for Bedfordshire. This is being worked through currently and the Exec will feed back.
- PW went on to say that they have over and above the Police Fund, which is usually about 2.5% from 3%. Individual earmarked reserves (one of them is a budget reserve), is there if the Force need to fund 'one-off' issues, which can only be used once. The capital expenditure reserve is likely to be zero next year and there is a need to build up the revenue contribution.

Summary

- PW summarised. The Force need the £13 precept to help manage cuts. The information above is likely to be the final position. The PBB process will be finalised over the next couple of weeks.
- PW stated that Force need to understand the Special Grant position and if it requires the use of reserves or not. PW went on to say that they will work on providing a paper (mid-January) for the Commissioner in readiness for the Police and Crime Panel. This will include the outcome of the Commissioner's consultation regarding the precept.

- PW said that the Force are committed to delivering the five things included in the precept consultation within the budget (that will be set) by delivering the £1.7M savings.
- FA said that he was satisfied with the rationale provided and the evidence over the last 12 months to clearly explain the investment made within the budget for 23/24.
- TR will provide a combination of high level outputs, performance outcomes and cases studies to support the Commissioner and to be included in the budget paper for the Panel.
- AV raised the issue of savings and risks collaboratively and asked that if the proportion of budget going into some of the collaborated units is greater than when the Force stood alone, then this should be looked at how efficient those units are. Work is being undertaken at the moment by the Chiefs with those collaborated units. AV went on to say that it is a third of the budget and it needs a deep dive.
- TR explained that working together they need to come up with a compromise. It has to deliver, and some areas in the past like JPS have been revisited many times. TR stated that it will deliver and he is confident that it will do what is needed.
- PW explained that each Force has built up its own internal capability and well as BCH HR capability. PW went on to say that you cannot compare what the Force had 5 years ago. PW said that the Force will focus on what needs to be delivered locally, what needs to be delivered by BCH HR, what needs to be shared ownership to make sure that questions can be answered regarding value for money. PW stated that is the work that the Chiefs have asked to be done.
- PW provided context regarding the above. Policing was reduced between 2010/2017 over a period of 7 years. The last four years there has been a massive increase in numbers and no time to sit down to look at what is needed from an HR service. The focus was on resources coming together to make sure there was enough Officers, with the right level of training a support. PW went on to say that they are now in a position to do a review.
- FA asked if there is a timeline in place for this work.
- PW explained that the Head of all collaborative departments are aware that their budgets are being reduced by £3M. A process is in place to look at where to deliver the £3M and identify any risk. PW went on to say that the Force are taking the right level of resource to fund the gap from collaboration and the target set by the Chief for those collaborative units is proportionate.

AV updated the Board that the precept survey is live and would like to encourage all colleagues and their families to complete it.

FA thanked the Board for all their hard work for the past year.

Police and Crime Panel Requests ITEM 8 AOB	8.1 IMU Report – Tri – Force Monitoring Report Information Management Unit Report Tri - Force Monitoring Report AV referred to the Report. <ul style="list-style-type: none"> • AV noted that there 	
	8.2 ASB Spotlight (added by Exec)	
	8.3 Fraud Spotlight (added by Exec)	
	8.4 Police and Crime Panel Requests: Criminal Justice (Force Activity) <ul style="list-style-type: none"> a. Victims and Witness Group b. Force activity CJ Board c. CPS and Force relationship d. Anything Criminal Justice Board – Force activity 	
	AOB <ul style="list-style-type: none"> • AV thanked everyone for their hard work in 2023. <p>AV closed the meeting.</p>	

Next Meeting: Thursday 25 January 2024