



**Philip Sec
Police and
Commis**

Open Minutes

Force Governance Board (FGB)

Tuesday 22 February 2022

11:00 hrs to 13:00 hrs

Attendees

No	Name	Ref	Capacity	Person	Teams	Rotate
1	Philip Secombe	PCC	Police and Crime Commissioner	x		
2	Debbie Tedds	CC	Chief Constable	x		
3	Ben Smith	BS	ACC Local Policing	x		
4	Steve Russell	SR	Head of A&SI	x		
5	Alison Hall	AH	Head of HR	x		
6	Jeff Carruthers	JC	Director of Finance	x		
7	Sara Ansell	SA	Chief Finance Officer	x		
8	David Patterson	DP	OPCC Assurance Lead / Minutes	x		

Apologies

Name	Ref	Capacity
Alex Franklin-Smith	AFS	Deputy Chief Constable
David Gardner	DG	ACC Protective Services
Polly Reed	PR	OPCC CEO

Minutes

Reference	Item	Actions
01.22/02/22	<p><u>Minutes 25/01/22</u> Minutes of the previous meeting of the 25/01/2022 were discussed and minor amendments to the Open minutes were requested to by CC to reflect the meeting more accurately - agreed. DP to forward amended version to CC for approval.</p> <p><u>Actions 25/01/2022</u> Decision Notice to be completed in respect of the PSAA External Audit. Completed and discharged.</p>	
02.22/02/22	<p><u>Establishment and Recruitment</u> AH provided a comprehensive update. Key points:</p> <p>Police Officers</p> <ul style="list-style-type: none"> • The number of leavers were now approaching pre-Covid-19 pandemic levels. CC commented that some leavers were Authorised Firearms Officers (AFO) transferring to larger forces for the greater progression opportunities that existed there. In other cases, it was primarily due to family circumstances in. Warwickshire Police was not currently open to receiving transferees from other forces. • AH predicted an increase in leavers next year and would work with JC to factor in the pension's situation to better model the predictions • BS commented that the general labour market was improving, and this was an additional factor for people leaving the organisation. • CC commented that the pension challenges were an influence on the officers with 30-years' service • JC commented that there would be 10-year modelling to take account of the effect of the different pension schemes on the workforce. Also, that an underspend may allow for the recruitment of transferees who are more expensive than new recruits, • CC stated that she was open to the proposition to recruit a small number of transferees for the experience and skills that they bring, but it needed to be financially viable to do so. • AH noted that the ambition to have achieve an establishment of 1.1k officers would not be realised until March 2023. • PCC stated that this aspect of the establishment should be assessed on headcount and, from the information provided in the graphs presented, the desired numbers were not being realised quickly enough – being set up to fail. He considered that 	

an additional intake was required to meet the target officer numbers.

- JC considered that the Medium Term Financial (MTF) plan could accommodate a small number of transferees.
- AH commented that Learning and Development (L&D) did not have the capacity to deliver additional recruitment and training.
- PCC reinforced his position that he wanted to see a headcount of 1.1k officers as soon as practicable.

PCSO's

- PCC asked if the actual numbers of PCSOs could reach the establishment as soon as practicable, where the budget would allow. The public were very supportive of their visibility and role with their local Safer Neighbourhood Teams (SNT).
- AH commented that recruitment for PCSOs was challenging given the competition with a buoyant job market.
- CC observed that PCSO pay was not particularly attractive in comparison with the private sector and many were doing it for a career change rather than the financial reward. PCSO recruitment campaigns were scheduled.
- PCC asked the CC if the position of the SNTs were included in the Empower review. CC responded that 'all' was being considered, but major changes were not anticipated.

Police Staff

- AH stated that modelling was ongoing, and the force were currently working on the basis of 'recruit to fill vacancies'.
- JC commented that there were high levels of leavers at the lower grades and pay scales as the salaries were not particularly attractive. Also, recruitment was slow due to the remoteness of Leek Wootton in terms of public transport and public amenities.
- AH observed that development opportunities at the lower grades were also limited.
- CC stated that the Empower Estate Plan was centred on filling the police estate to maximum capacity.
- SR noted that there was the option to outsource services, rather than deliver them inhouse, but there were implications for doing so.
- PCC commented that all options need to be considered to provide an effective and efficient police service.

	<ul style="list-style-type: none"> • JC commented that outsourcing was more expensive but provided a premium service. • CC noted that working for Warwickshire Police was seen as an excellent brand to work for, but there were several factors beyond the control of the force, including pay freezes, that negatively affected recruitment and retention and this was a national issue. • AH commented upon the ‘Kick Start’ apprenticeship scheme and that it would take and effort to recruit and train the candidates • CC noted that a ‘market supplement’ had been paid to certain roles where difficulty had been experienced in recruiting due to the competitive job market. Empower had been asked to look at the significant pool of Grade B staff to see if there were opportunities to combine roles to provide greater efficiency and resilience. • CC commented that research would suggest that the elements of job satisfaction was one third pay and two thirds work / life balance. • PCC again reinforced that he wanted to see police officer headcount at 1.1k as soon as practicable. <p>Special Constabulary</p> <ul style="list-style-type: none"> • AH noted that recruitment to the Specials was presently challenging. • CC observed that the timing for recruitment wasn’t optimal due to the Commonwealth Games later in the year where there were numerous opportunities to volunteer. • AH commented that Supt Lee Kemp was conducting a review of Specials. • CC noted that the Specials were also proactively conducting a review of their officers to identify those who were no longer participating in the scheme. • AH commented that there would be a review of the police officers and PCSO recruitment plans prior to focusing on Specials. • PCC noted that the Special Constabulary provided much need police visibility to Warwickshire’s communities. • CC viewed that the Commonwealth Games may provide an opportunity for Specials recruitment, as volunteering would be energised. 	
03.22/02/22	<p><u>Finances</u></p> <p><i>Exempt FOIA under Section S.43 (Commercial Interests)</i></p>	
04.22/02/22	<p><u>AOB</u></p> <p>CC commented that she had been invited to a meeting</p>	

	with North Warwickshire councillors, but negotiations were taking place as to whether this would be in person. Meeting concluded at 12:35 hrs	.
Agenda Item	Summary Of Actions	Allocated
	Nil	