



Philip Seccombe  
Police and Crime  
Commissioner  
for Warwickshire

# Open Minutes

## Force Governance Board (FGB)

Tuesday 29<sup>th</sup> March 2022

11:00 hrs to 13:00 hrs

### Attendees

No	Name	Ref	Capacity	Person	Teams	Rotate
1	Philip Seccombe	PCC	Police and Crime Commissioner		x	
2	Polly Reed	PR	OPCC CEO	x		
3	Alex Franklin-Smith	AFS	Deputy Chief Constable	x		
4	Ben Smith	BS	ACC Local Policing	x		
5	David Gardner	DG	ACC Protective Services	x		
6	Steve Russell	SR	Head of A&SI		x	
7	Alison Hall	AH	Head of HR	x		
8	Jeff Carruthers	JC	Director of Finance	x		
9	Sara Ansell	SA	Chief Finance Officer	x		
10	Lynn Aston	LA	OPCC Secretariat - Minutes		x	
11	Imogen Forrest	IF	OPCC Secretariat - Minutes	x		
12	David Patterson	DP	OPCC Assurance and Scrutiny	x		

### Apologies

#### Name

Debbie Tedds

#### Ref

CC

#### Capacity

Chief Constable

## Minutes

Reference	Item	Actions
01.29/03/22	<p><b><u>Minutes 22/02/22</u></b> Minutes of the previous meeting of the 22/02/2022 were discussed and agreed as a true record.</p> <p><b><u>Actions 22/02/2022</u></b> Nil</p>	
02.29/03/22	<p><b><u>Establishment and Recruitment</u></b> AH provided a comprehensive update. Key points:</p> <p><b>Police Officers</b></p> <ul style="list-style-type: none"> <li>• Numbers were targeted for uplift by end of March, which did not include the cohort of new officers who started this week.</li> <li>• Variance to establishment is in FTE terms rather than uplift head count.</li> <li>• Headcount is at beginning of March 2022, which dropped 11 from February 2022.</li> <li>• The February recruitment modelling was working on headcount and based on 1,100 with slightly lower FTE.</li> <li>• PCC stressed the need to hit the 1,100 target by March 2023 as this was part of his pledge to Warwickshire’s communities.</li> <li>• An additional spreadsheet to the establishment spreadsheet, detailed three further establishment and recruitment models 1. Original plan at 5.5% turnover 2. Medium turnover at 7.5% and 3. high turnover at 9%.</li> <li>• These different modelling scenarios detailed the recruitment required and intake of potential transferees to reach the 1,100 requirement by March 2023.</li> <li>• Transferees Section: - <ul style="list-style-type: none"> <li>➤ <b><i>Exempt FOIA under Section S.31 (Law Enforcement)</i></b></li> </ul> </li> </ul> <p>PCC asked AFS how we are going to make sure the 1,100 target is met. AFS advised that the CC is personally reviewing the models and scenarios, meets regularly with AH and is confident that we will hit the target and is content with the plans in place. AFS did advise that the levels in interest in joining the police has waned and we need to ensure we recruit quality officers and staff.</p>	

	<p>AFS further advised that these plans have been presented to SLT and debated through the Workforce Development Group (WDG).</p> <p>PCC noted that he was relatively content with the plans, but the force needed to demonstrate that it would hit the 1,100 target and that he wished to continue to review the progress at these monthly meetings.</p> <p>AH confirmed that the 1,100 target was based on headcount, as this was the measure for all national figures.</p> <p><b>Action</b>  <b>PR and AH to work on reviewing the presentation of the reports to ensure that they enable good conversations and that these are reviewed regularly.</b></p> <p>The PCC requested that DP continues to monitor monthly. The PCC also requested the latest details of applications and number of BAME staff. AFS advised that currently the BAME numbers employed within the force is 5.4% with the number of women in the force exceeding target. The Positive Action Team continues to investment in the recruitment of BAME officers.</p> <p><b>PCSO's</b></p> <ul style="list-style-type: none"> <li>• Police precept budget pledged to recruit 5 more PCSO's.</li> <li>• Recruitment planned for May 2022 and March 2023.</li> <li>• Establishment of 82 PCSOs - to be achieved by Oct 2022.</li> <li>• FTE strength is 65 and will increase, however recruitment only takes place when there are enough to recruit a cohort.</li> </ul> <p><b>Police Staff</b></p> <ul style="list-style-type: none"> <li>• End March 2022 figures still includes those staff in shared services.</li> <li>• 75 posts are vacant pending the outcome of Empower operational review, representing a 10% vacancy factor against a budgeted factor of 3%.</li> <li>• It is harder to model the police staff leavers as normally only a 28-day notice period is given, with recruitment only taking place to fill vacant roles.</li> <li>• The spreadsheet regarding staff is a tracker, rather than a predictive model, but the budget</li> </ul>	<p><b>Action<sup>1</sup></b>  <b>02.29/03/22</b></p>
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	<p>does include for 696 staff allowing for the normal turnover.</p> <p>AFS advised that this year we are predicting an underspend as roles are being held vacant pending the operational review which reports in May 2022. It was acknowledged that this chart will change completely as posts and teams alter. It was agreed that posts would be kept vacant to also enable redeployment opportunities following the review.</p> <p><b>Special Constabulary</b></p> <ul style="list-style-type: none"> <li>• The Specialist Steering Group, which is currently undertaking a review of the Specials, is meeting this week so the plans may change and an update will be provided once decisions are made.</li> <li>• BS has oversight on the position with Specials.</li> <li>• HR Recruitment has concentrated on student officers.</li> <li>• A recent review of the Specials has been undertaken with a number of non-productive Specials removed.</li> <li>• Recruitment in 2021/22 was for 17 Specials, but only 12 was achieved.</li> </ul> <p>AFS advised that the review of the Specials will be brought back to scrutiny in a few months.</p> <p>A further discussion took place about other volunteers logged as Appropriate Adults did not seem to be included as these are monitored by the OPCC. The PCC requested that a full list of volunteers are included.</p> <p><b>Action</b>  <b>BS To liaise with Sian Battle-Welch about the breakdown and inclusion of volunteers linked to the force e.g. Appropriate Adult / JASC / Independent Custody Advisors / Firearms Licensing Unit.</b></p> <p>The PCC concluded by advising that the Home Office Funding Formula Review is now delayed until the outcomes of the 2020/21 Census is known. Following this outcome a consultation exercise will be undertaken to seek views.</p>	<p><b>Action<sup>2</sup></b>  <b>02.29/03/22</b></p>
<p>03.29/03/22</p>	<p><b><u>Finances</u></b>  JC had circulated the P11 Provisional Outturn Money Matters report 2021/22 report.  ➤ <b><i>Exempt FOIA under Section S.43 (Commercial Interests)</i></b></p>	

04.29/03/22	<p><b><u>Proposal – WRSU Operating Principles</u></b>  BS outlined his submitted paper FGB04, which set out a number of principles for how monies generated via the WRSU could be used in the future in order to maximise the safety of road users across the county, whilst delivering optimal value for money.</p> <p><b>Action</b>  <b>IF to set up a meeting with PCC, PR and Chris Lewis to discuss WRSU business case.</b></p> <ul style="list-style-type: none"> <li>➤ <b><i>Exempt FOIA under Section S.31 (Law Enforcement)</i></b></li> <li>➤ <b><i>Exempt FOIA under Section S.43 (Commercial Interests)</i></b></li> </ul>	<p><b>Action<sup>1</sup></b>  <b>04.29/03/22</b></p>
05.29/03/22	<p><b><u>Proposal – Holding to Account</u></b>  PR introduced her paper FGB05 that outlined the reasons for proposing the changes including the PCC’s statutory requirements to hold the CC to account for policing services on behalf of the public.</p> <p>PR had suggested the potential future approach:</p> <ul style="list-style-type: none"> <li>• Monthly scheduled meetings focussed on performance and governance</li> <li>• Weekly meetings with the PCC and CC</li> <li>• OPCC attendance at identified force meetings</li> <li>• OPCC request for information, reports and briefings on topics, brokered through the CC’s office.</li> </ul> <p>PR also outlined the specific change to the current PAM/FGB meeting which currently resulted in four sets of minutes and a 4-hour meeting.  A new Governance and Performance Board (GPB) was suggested which would be for 3-hour duration. Terms of Reference (TOR) were included for consideration, which are not dissimilar to the existing TOR, but suggest some standing agenda items based around the requirements of the new Police and Crime Plan .</p> <p>Finally, the 2022 dates of the PAM/FGB currently fall in the school holidays and it was suggested that these might be reviewed.</p> <p>PR also felt that the OPCC needed to be clearer with the force on what management meetings are attended and why, and the reasons for the information requested.</p>	

	<p>PCC confirmed that he was in agreement with the future approach as outlined in the paper but needed to ensure that the CC and force buy into this new proposal.</p> <p>AFS thanked PR for the paper and the opportunity to comment and welcomed the formalisation of meetings via TORs. AFS also agreed with the joining of the current two meetings into a GFB and the future agenda setting, so that the appropriate briefings can be obtained from Heads of Service. AFS concluded by advising that clarity on who was attending meetings and why would also be appreciated.</p> <p>AFS did ask if the PCC was content with the public scrutiny as some Office of the Police and Crime Commissioner (OPCC) conducted live stream meetings etc. PR advised that the TOR does give this flexibility and with the new Deputy PCC (DPCC) starting it was hoped that more face-to-face and demonstrable public holding to account can take place.</p> <p>DP advised that in terms of practicalities, any movement of dates would need to be agreed with SR and asked if the spotlight subjects on crime profile would proceed for the next meeting. SR advised that with the applications being moved over currently he was unsure if any degradation would take place. DP and SR to take offline and come up with something for the next meeting. An overarching level of approval was given to the proposal.</p> <p><b>Action.</b>  <b>PR to finalise the details of the GPB and to discuss with the CC at a weekly meeting.</b></p>	<p><b>Action<sup>1</sup></b>  <b>05.29/03/22</b></p>
<p>06.29/03/29</p>	<p><b><u>AOB</u></b></p> <ol style="list-style-type: none"> <li>1. DG - PPL – requested that signatures from the CC and PCC were added to the document as soon as possible. PCC confirmed he was happy to sign and thanked DG for all his hard work in concluding this matter looking after Warwickshire's best interests.</li> <li>2. PR confirmed that there is a statutory duty for the PCC to publish the Police and Crime Plan by Thursday 31 March. PR will share the final document with all and confirmed hard copies will be printed and distributed in due course</li> </ol>	<p>.</p>

Agenda Item	Summary Of Actions	Allocated
Action <sup>1</sup> 02.29/03/22	PR and AH to work on reviewing the presentation of the reports to ensure that they enable good conversations and that these are reviewed regularly.	PR &AH
Action <sup>2</sup> 02.29/03/22	BS To liaise with Sian Battle-Welch about the breakdown and inclusion of volunteers linked to the force e.g. Appropriate Adult / JASC / Independent Custody Advisors / Firearms Licensing Unit.	BS
Action <sup>1</sup> 04.29/03/22	IF to set up a meeting with PCC, PR and Chris Lewis to discuss WRSU business case.	IF
Action <sup>1</sup> 05.29/03/22	PR to finalise the details of the GPB and to discuss with the CC at a weekly meeting.	PR