



Devon and Cornwall Police

Resources Board

Wednesday 5 July 2023

In the Fowey Meeting Room, commenced at 2.00pm

Attendance

Jim Colwell (Deputy Chief Constable) (Chair)

Nicky Allen (Treasurer – Office of the Police and Crime Commissioner)

Felicity Ridgway (Director of Operations – OPCC)

Sarah Baker (Head of Business Accounting)

Dinah Cox (Non-Executive Director, Devon and Cornwall Police)

Chloe Christine (Administration and Business Support Officer)

Alison Hernandez (Police and Crime Commissioner) (virtual)

Sandy Goscomb (Director of Finance and Resources)

Alexis Poole (Assistant Chief Officer - People)

Robin Wheeler (Head of Finance)

Mike Saltern (Independent Advisor) (Office of the Police and Crime Commissioner)

Jo Warburton (Specialist Support Coordinator)

Guests

Nicky Anderson (Head of People) (for minute reference 07/23/75 and 07/23/76) (virtual)

Jim Saunders (Chief Inspector – Investigation and Resolution Centres (IRC) (for minute reference 07/23/77)

Apologies

Will Kerr (Chief Constable)

Laura Haynes (Head of Estates)

Fran Hughes (Chief Executive – Office of the Police and Crime Commissioner)

Mike Stamp (Director of Legal, Reputation, and Risk)

Glen Mayhew (Assistant Chief Constable Local Policing)

07/23/67 Opening and Declaration of Interests [FOIA Open]

Jim Colwell opened the meeting, welcoming members, and noting apologies. No Health and Safety, or Equality concerns were raised. Members noted the meeting was quorate.

The following declaration of interest was raised:

Item	Member	Reason	Action
07/23/70	Dinah Cox	Chair of Devon Community Foundation	Noted and abstained from any decision making.

07/23/68 Minutes from previous meeting 7 June 2023 [FOIA Open]

The minutes of the previous meeting Wednesday 7 June 2023 were agreed as a true and accurate record, subject to the following amendments:

Minute reference 06/23/61 Revenue and Capital Draft Outturn Position, fourth bullet point to read:

- Members noted the aim of the members to improve the performance of 101 in the Contact Centre had not yet been met.

Minute reference 06/23/65 Estates Update – Exmouth Police Station, sixth bullet point to read:

- Members noted the toilets were three fully contained individual facilities which could accommodate current and future regulations around such provision. Lessons had been learnt from Exeter Police Station (EPS) by having floor to ceiling doors, so cubicles were completely private. Vanity areas outside of the cubicles were for any members of staff to use at any time.

07/23/69 Action Log [FOIA Open unless exemptions below]

- Action 474 Estates Update, and Annual Strategy (previous minute reference 04/23/37) [FOIA Closed s.43 Commercial Interest]**
- Action 478 Environmental Sustainability Action/Progress (previous minute reference 03/23/31, 04/23/36l, 05/23/48m and 06/23/60f) [FOIA Open]**
An Energy Manager had been appointed.
Action closed.
- Action 482 Health and Safety Accident, Incident and Near Miss Data and Compliance (previous minute reference 04/23/45, 05/23/48q and 06/23/60g) [FOIA Closed s.22 Information Intended for Future Publication]**
- Action 491 Estates Update – Exmouth Police Station (previous minute reference 06/23/65) [FOIA Closed s.43(2) Commercial Interests]**

07/23/70 Police (Property) Regulations Funding – Annual Report 2022/23 [FOIA Open]

Nicky Allen presented the Police (Property) Regulations Funding Annual Report 2022/23 which detailed how the funds had been distributed, and the charities and organisation that had received grants. The theme for funding for 2023/24 had been agreed as rural Anti-Social Behaviour (ASB) and non-urban coastal ASB.

The 2022/23 theme for funding distribution had been to support communities to provide diversionary activities from drugs and related ASB. Concern was raised that the grants description showed no tangible evidence that the projects would have had an impact on drugs and ASB. A member of the Office of Police and Crime Commissioner had sat on the Boards agreeing the grant distribution, and would have had evidence of the preventative issues within each community as a holistic view to ensure the projects supported individuals away from drug use. It was accepted that the next report would ensure the description of the grant had an explicit link with ASB to ensure clarity.

It was noted the Devon Community Foundation would produce an impact report for each grant, and would explicitly link outcomes to the prevention and diversionary activities from drugs and ASB. The Board would welcome sight of the report when available.

The Board:

1. Noted the report and was assured regarding the distribution of the funds during 2022/23 collected under the Police (Property) Regulations 1997.

Members thanked Nicky Allen for the report.

07/23/71 Group Budget Monitoring Report 2023/24 - May 2023 [FOIA Open]

Members received and noted the Group Budget Monitoring Report presented by Sarah Baker, which showed the first forecast for 2023/24 as at 31 May 2023.

It was reported that the first forecast had indicated an overspend of £3.4million, mainly as a result of Police Officer overtime and an additional 0.5% on the Officer pay award. The Overtime forecast had been based on the 2022/23 volumes and trends with known changes and in consultation with the Commanders and budget-holders. The outcomes from the Overtime review that had been undertaken by Chief Superintendent Productivity and Efficiency Review have not come into full effect yet. The Overtime review had made a number of recommendations regarding improved overtime budget controls within Basic Command Units (BCUs), the tightening of authorisation control, and to make the claiming process more transparent and less susceptible to errors. A presentation would be provided to every Assistant Chief Constable Board, and information packs sent out via the Local Policing Board to ensure a good understanding of the management and of ownership of overtime. It was noted that the level of overtime had not increased, but the underspends previously seen elsewhere would no longer be available to support the overtime spend.

The Police Officer pay award had been budgeted at 3%, but early indication had showed an unbudgeted increase of 0.5%. It was noted the pay award had not been agreed, however, early suggestion from the Home Office was that additional funding would be available to forces for anything over 3.5%.

It was highlighted to the Board that a key risk in the budget forecast was uncertainty of receipt of the uplift grant from the Home Office. Whilst there had been confidence in maintaining uplift numbers, there were additional check points at 30 September 2023 and 30 March 2024, at which the uplift numbers needed to be maintained in order to receive the grants in January 2024, and May 2024. It was noted that forces nationally had struggled to meet the uplift over recruitment required to receive the grant. The MTFs (2023/24 to 2026/27) includes the September 2023 uplift grant, however, the 30 March 2024 sum had not been included.

The budget forecast also relied on the efficiency savings being met in each department. Ongoing work showed the savings were likely to be met and would be managed and monitored through the Productivity and Efficiency Board. Savings would also be dependent on when and how the efficiencies were made as to whether it was a one off saving or an ongoing efficiency. It was noted there had been a £1 million overspend forecast for police officer pay, this was based on current recruitment plans, which may change.

The budget forecast highlighted pressure in funding in the People Department due to unbudgeted recruitment and assessment centre costs which had previously been funded by uplift. The Board

were requested to approve the use of up to £220,000 of Uplift reserve to fund the unbudgeted activity in the People Department to balance the budget forecast.

The Board:

1. Was assured that the financial forecast as at 31 May 2023 reflected the most likely outturn at 31 March 2024, based on the most recent information and estimates.
2. Agreed to use up to £220,000 of Uplift Reserve to fund unbudgeted recruitment costs in 2023/24.

The Chair thanked Sarah Baker and she left the meeting.

07/23/72 Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) Value for Money Dashboards [FOIA Closed s.21 Information available elsewhere]

07/23/73 2022/23 Treasury Management Outturn Report [FOIA Open]

Nicky Allen presented the 2022/23 Treasury Management Outturn Report for comment prior to approval by the Police and Crime Commissioner.

It was noted that since the report inflation had increased, and bank rates remained high. For the Force that had a positive impact due to the capital for investment. The report showed it was unlikely the Force would be required to do any long term borrowing of funds in 2023/24. The Board were reassured none of the investment had any capital risk.

The Board:

1. Was assured by the report outlining the Treasury Management Outturn Performance for 2022/23.

07/23/74 Going Concern Report 2023/24 [FOIA Open]

The Board received the Going Concern Report 2023/24 from Sandy Goscomb noting the consideration resilience within Devon and Cornwall funding. It was agreed that the report could be made more valuable by the inclusion of other resilience measures in future reports. Such measures were being developed nationally and included cash in bank, debt % of budget, and police staff to officer ratios.

The Board:

1. Noted the content of the report, and supported the assessment that the PCC Group financial statements had been prepared on a going concern basis.

Nicky Anderson joined the meeting virtually.

07/23/75 Agency Staff Review [FOIA Open]

Nicky Anderson presented the Agency Staff Review paper which provided an overview of agency staff in post across the Force. The following key points were highlighted:

- Agency staff remained a key element to the Resourcing strategy.
- There had been an 18% reduction in the number of agency staff across the Force since July 2022.
- Careful consideration of agency staff or fixed term contracts had been given to avoid any risk of redundancy.
- Vacancies had returned to pre-pandemic levels and agency staff were useful to fill gaps in departments.
- Agency staff had been utilised in areas that had undertaken vacancy control reviews prior to the finalisation of changes in order to reduce the impact on permanently employed staff.
- Whilst there was a stated intention not to keep agency staff for longer than six months there was acknowledgment that across the Force there were some agency staff that had exceeded the six months, particularly in uplift and investigators.
- There was an understanding that the use of agency staff carried a risk as they could leave at short notice. However, agency staff were able to apply for internal roles and could be seen as an easy transition into the organisation.

Discussion took place regarding the Professionalising Investigation Programme Two (PIP2) and expectation on the increased resource by 2025. Conversations had taken place with Commanders to understand where gaps would be by the end of March 2024, in order to start to reduce agency staff. It was noted that due to uplift and the Policing Education Qualifications Framework (PEQF) entry route by March 2025, the workforce would only be 45 away from the PIP2 design with 205 detectives in year one to three of service. Discussion would need to take place to understand at what point a PIP2 investigator was deemed competent by the organisation to support workforce planning.

For action by: **Jim Colwell, Alexis Poole, and Sandy Goscomb**

Alison Hernandez requested information on the savings that would be made by the Roads Policing Review and redesign of the Collision and Tickets Section. Jim Colwell would arrange for the review of the Terms of Reference, aims and expected design, and savings to be shared with Alison Hernandez. [FOIA Closed s.22]

For action by: **Jim Colwell**

Action discharged

Jim Saunders joined the meeting in person.

07/23/76 Workforce Supply Plan [FOIA Open]

Nicky Anderson provided the Board with a presentation on the Strategic Workforce Overview (available from Specialist Support Hub) highlighting:

- The target for Police Officer numbers by the end of March 2024 was plus 71 in order to maintain uplift. It could be possible to request the uplift grant without any additional recruitment due to the flexibility in officer numbers.
- The Force averaged around 160 Police Officer applications each week with a number of mechanisms to speed up recruitment. The applications included a number of transferees and returners following retirement, which provided good retention of key skills.
- Retention of Police Officers was reported at 94% which had been higher than Dorset and other local forces. There had been some national concern following the Police Federation Pay and Morale Survey regarding intention to quit policing, and a deep dive would be

conducted in July 2023 in order to understand the reasons behind officer resignations. Nationally there had been a move to resignation being the most common reason for officers leaving policing, rather than retirement.

- Discussion took place regarding resignation of student officers with the main reasons given as the job had not been as expected, work life balance, and wellbeing. The cost of living had started to be noted as a reason for leaving the organisation at the point which student officers became operational.
- Misconduct leavers had been included in the retention rate and would be reported on in future data.
- Police staff vacancies had seen a dip through the post covid period, however, had started to rise.
- Vacancies were controlled by the Vacancy Control Board. However, some departments had held back vacancies for savings prior to submission to the Board. There had been 100 less vacancies out to advert than in previous years. It was acknowledged that the job market was competitive, and it was important to sell additional benefits of working for the Force.
- Police staff retention rate was reported at 89.33, slightly below levels of March 2019. A further review of the data was required as the leavers had included individuals who had transferred roles across the Alliance and changed host Force.
- It had been noted that whilst the contact centre had the largest number of police staff leavers, there had been a range across the Force area and no trends had been identified in specific departments.

The Board thanked Nicky Anderson for her presentation and noted the findings.

Nicky Anderson left the meeting.

07/23/77 Update on Front Desk Provision, and Evaluation from First Reopening [FOIA Closed S.22 Information intended for future publication]

Date, Time, and Location of Next Meeting

There being no other business the meeting closed at 3.50pm. The next Resources Board meeting will be held on Wednesday 6 September 2023, commencing at 2.00pm in the Fowey meeting room.