

Police and Crime Board, 22nd September 2016, 13:00-17:00

Venue: Avon Room

Attendees:

- PCC
- Chief Constable
- Deputy Chief Constable
- Constabulary CFO
- OPCC CEO
- OPCC CFO
- OPCC Head of Commissioning and Partnerships
- OPCC Head of Communications
- OPCC Office and HR Manager

To support the carrying out of the PCC's statutory functions including overseeing delivery of the Police and Crime Plan, being the forum for formal decision making by the PCC and otherwise allowing for the PCC to scrutinise the work, performance, key projects and budget of the Constabulary and other partners.

AGENDA

1. Apologies

2. Outstanding Actions from Portfolio Meetings, Major Projects & PCC/COG Meetings

3. Decisions

- Qlik Sense
- Southmead Police Station Replacement – Phase 1
- Body Worn Video Cameras
- Police and Crime Board Terms of Reference

4. Police & Crime Plan

5. Performance Framework

6. Scrutiny

- Planned
 - a) HR
 - b) Major Projects
 - c) Finance
 - d) Draft Estates Strategy
 - e) HMIC Activity and Recommendations
- Dynamic
 - f) CT

g) External Governance

7. Quarterly Item

- **PSD – Complaints**

8. Update on ASC/PCC Risks and Issues

9. A.O.B

- **101** (including Speed Enforcement Unit)
- **SW1**

10. Publication

Date of the Next Meeting: 10th November 2016, 13:00-17:00

DRAFT Minutes of the Police and Crime Board, 22nd September 2016

Attendees:

Sue Mountstevens, Police and Crime Commissioner
Andy Marsh, Chief Constable
Gareth Morgan, Deputy Chief Constable
John Smith, OPCC Chief Executive Officer
Rebecca Hehir, Head of Communications
Karin Takel, OPCC Strategic Planning and Performance Officer
Sean Price, Head of Performance and Process Improvement (Part of the Meeting)
Pete Warren, Superintendent, Communications Department (Part of the Meeting)

1. Apologies

Mark Simmonds, OPCC CFO
Kate Watson, OPCC HR and Office Manager
Marc Hole, OPCC Head of Commissioning and Partnerships

2. Welcome and Introduction

The PCC welcomed attendees and set out the purpose of the Police and Crime Board to scrutinise the Constabulary in a more strategic way, building on lessons learned from her first term in office. The PCC will be expecting the Constabulary to proactively raise key issues for the Board to discuss and will be scrutinising delivery of the Police and Crime Plan. The PCC said that the Constabulary currently have a number of performance issues and she will be monitoring progress on these issues at the Board. The effectiveness of the Police and Crime Board will be reviewed in six months to ensure that the new governance model is working for both the PCC and the Constabulary. It was agreed that clear actions were essential.

The Chief Constable welcomed this new approach and it was agreed that clarity regarding what is required by the Board and who will own the actions is needed. Some of the actions will be short term but some will be long term. The six month review was welcomed.

3. Outstanding Actions from Portfolio Meetings and Major Projects

See Exempt Actions List

4. Decisions

Please note that Decision Notices are published on the PCC website on the Decisions page under the Openness section.

Qlik Sense – the procurement of 800 x Qlik Sense license tokens via the HealthTrust Europe's ICT Solution Framework was agreed. The Decision

Notice will be signed and published on the PCC's website along with the redacted 419.

Southmead Police Station Replacement – Phase 1 – Decision Notice signed and will be published on the PCC's website.

Body Worn Video Cameras – the delivery, implementation and roll-out of 2,300 body worn video cameras to Patrol Officers, Neighbourhood Sergeants and PCSOs was agreed. The Constabulary confirmed that Champions have been trained and equipped. A recent example was given regarding a Domestic Violence case where the use of a Body Worn Video has allowed for a victimless prosecution (victim didn't want to come forward) – this demonstrates how Body Worn Video Cameras will impact positively on the future of policing and in particular domestic violence cases. The Decision Notice will be signed and published on the PCC's website along with the 419.

Police and Crime Board Terms of Reference – the Police and Crime Board Terms of Reference were agreed. The frequency of the meetings and agenda setting process was discussed for clarity. The Decision Notice will be signed and published on the PCC's website along with the Police and Crime Board Terms of Reference.

5. Police and Crime Plan

The PCC thanked the Constabulary for supporting the Office of the Police and Crime Commissioner (OPCC) in developing the Police and Crime Plan. Measures are still being looked at and a performance dashboard is being developed to support performance evaluation. The plan will be discussed at the Police and Crime Panel on 12th October 2016. Progress against the Police and Crime Plan will be an ongoing item on the Police and Crime Board agenda.

Qlik Sense – The Head of Performance and Process Improvement gave a demonstration on how the new Qlik Sense technology works and how it will improve the information available to the Constabulary, giving them a complete picture across all areas of business in order to highlight areas for improvement. This tool should help managers informing decision making but it does rely on input. There is a supervisor App, Management App and Specialist Apps e.g. Road Safety and one that will track the delivery of the Police and Crime plan – this will include displaying the performance dashboard.

The PCC queried if Qlik Sense would give the ability to drill down on high level information. The Head of Performance and Process Improvement demonstrated how this was done and how text analytics is also included. A discussion took place about the fall in public confidence in October 2015 during a period of organisational change and how it is important to understand what drives public confidence.

The Board discussed 101 waiting times and abandonment rates. The idea of dynamic rostering was talked about and the flexibility this gives but there are potential HR issues with this. Part of the tri-force work should be looking at changing resources and processes to match demand. The Home Office are about to launch a 101 campaign which could put additional pressure on 101. Qlik Sense could show if there are occurrences of people abandoning calls at the point where the automated message advises that online reporting is available.

The Police and Crime Plan App is aimed at a strategic level whilst the Crime Management App is for all line managers and it will default to the correct team for the line manager. Demand reduction work was discussed as well as preparation with Criminal Justice partners ahead of the change in legislation.

It is intended that local police and crime plans will translate the central one at a local level and potentially will replace Community Safety Plans. However, more discussion with partner agencies are required to scope the plans as priorities and issues are likely to be wider than the policing ones. Updates will be provided to the Police and Crime Board on this work.

6. Performance Framework

The three tier approach was discussed: PEEL Framework; PCC Audit/ Service Delivery Assurance (SDA); and Quantitative Measurement. The Board approved the approach set out and the recommendation to develop report templates. A performance report will be submitted to the next Police and Crime Board and the Police and Crime Plan app will be used to support discussions.

7. Scrutiny

a) HR

The PCC is disappointed with overtime, vacancies and number of Police Officers in non-funded roles. It was explained that 73 of the non-funded roles are student Police Officers going through training so are carried as supernumeraries and not in substantive posts – once they have completed training they will be in substantive posts reducing the number of Police Officer vacancies.

A discussion took place regarding the number of Specials. Some are on restricted duties, some are on suspension and the training of new Specials in October 2016 has been cancelled due to insufficient numbers – 40 trainee Specials are booked to start training in January 2017. The intensity of the training required because Specials are warranted officers was discussed and if it would be appropriate to consider a voluntary equivalent to PCSOs as well. The number of BME Specials recruited was discussed.

Following some of public comments regarding police visibility seen during the Qlik Sense demonstration the Constabulary are concerned that the public may not see PCSOs as part of the police and this should be looked into.

The Constabulary will be taking up to 40 police officer transferees between end of July and up to October 2016 and a discussion took place about how many of those were from underrepresented groups.

The PCC raised concerns for the health and wellbeing of officers given the high level of overtime and would like a report at the next Police and Crime Board focusing on overtime for assurance that it is being used appropriately.

b) Major Projects

The back record conversion from Guardian to Niche was discussed and the PCC asked for specific assurance regarding the outstanding number and date that this would all be complete to understand what is outstanding and whether there is any risk related. The upcoming roll out of Niche 5.04 was also discussed and lessons learned from the roll out of Niche. These lessons will formally be built into the ERP Programme also.

The connectivity between the Police National Database was also discussed. The Constabulary expect this to commence in October 2016 and the Constabulary will report to the PCC if this does not happen.

c) Finance

The report on Proceeds of Crime was discussed and the PCC asked that the Constabulary consider if there are any actions that could be taken to maximise Proceeds of Crime returns. Proceeds of Crime receipts currently fund the cost of the Financial Investigation Unit.

d) Draft Estates Strategy

The draft Estates Strategy was discussed and the PCC was assured that comments previously made by the OPCC have been included in the latest version of the Estates Strategy which will be submitted to the Police and Crime Board in November 2016. The latest draft will be circulated to the PCC and Chief Constable in the next few days for them to complete the Foreword section.

Estates progress was discussed and the Constabulary agreed that the PCC will be kept fully up to date.

e) HMIC Activity and Recommendations

The PCC was assured that the process for tracking recommendations has been improved and the same process is now going to be applied to Internal Audit recommendations. The Constabulary acknowledge that timescales had slipped. The Constabulary are now planning for the

Autumn inspection. Outstanding recommendations and timescales are built into Qlik Sense. The PCC would like to know what the risk is of not implementing an action on time and on the other hand if it is done what is the impact on the organisation.

The Joint Audit Committee also discussed this area of business and as the PCC and Chief Constable or Deputy Chief Constable are also present at those meetings it was agreed that the Board would focus on specific areas of concern flagged up by the Constabulary.

f) CT

The PCC and Chief Constable will meet separately to discuss this report in more detail. Estates matters in relation to CT were discussed.

g) External Governance

The Police and Crime Board should give the PCC time to liaise with partners more and the Constabulary fully support this. This external governance proposal will require a joined up approach with officers to ensure that visits to partners are constructive.

8. Quarterly Item: PSD – Complaints

The PCC asked the Constabulary if they were confident that they are not sacrificing quality for timeliness given that 1 in 2 IPCC appeals are being upheld. Based on the Year to Date performance the Constabulary assured the PCC that the investigation quality has improved.

A discussion took place regarding the reason for the high number of complaints recorded. The Constabulary have looked at why they are recording more complaints in the past by commissioning a peer review done by Derbyshire and Internal Audit focused on complaints – some improvements were made as a result of the peer review but it was found by Internal Audit that Avon and Somerset were ethically recording complaints. The introduction of Body Worn Video cameras might reduce the number of complaints. It was suggested that the Independent Residents Panel or Service Delivery Assurance Panel look at incivility complaints and also formal complaints to identify if there were any that could have been dealt with more appropriately as service recovery. The Service recovery approach was discussed. The Independent Residents Panel have fed back that there has been a lot of progress in complaints.

Since the report was submitted two more IPCC cases have been closed. The Board discussed the ongoing concern regarding the length of time a number of the IPCC investigations have taken and how distressing this is for all those involved in investigations.

9. Update on ASC/PCC Risks and Issues

This agenda item was recently covered in detail at the Joint Audit Committee which is attended by the PCC and the Chief Constable or Deputy Chief

Constable. Issues were discussed and the PCC was assured that resolutions are being progressed.

10.A.O.B

a) 101

The Chief Officer Group are supportive of the proposal outlined to improve the 101 service. A budgetary review paper is awaited.

The demand within the Speed Enforcement Unit was discussed and the PCC was informed that when members of the public are diverted to speed enforcement the line cuts off if not answered in five rings – a solution to this is being looked at.

It was agreed that an update should be given at the next Police and Crime Board on the proposed improvements to the 101 service and the issues with the Speed Enforcement line.

The PCC thanked the Communication Centre Manager for the report provided and praised the work of the Communication Centre Staff.

b) SW1

The best way to ensure that the PCC is fully sighted on the exit plans for SW1 was discussed. A discussion took place regarding the future and how this is affected by the Tri-Force collaboration and briefing Tri-Force partners is important. The OPCC CFO sits on the Exit Board and will be responsible for keeping the PCC up to date and assuring the PCC that all appropriate steps are being taken in a timely manner.

11. Publication

The agenda and minutes of this meeting will be agreed for publication at the next meeting of the Police and Crime Board on 10th November 2016. Documents will be uploaded to the Reports and Meeting page of the Openness section on the PCC's website.

Actions List:

See Exempt Actions List

Date of the Next Meeting: 10th November 2016