

Police and Crime Board, 1st March 2017, 09:30 – 13:30

Venue: OPCC Meeting Room

Attendees:

- **PCC**
- **Chief Constable**
- **Deputy Chief Constable**
- **Constabulary CFO**
- **OPCC CEO**
- **OPCC CFO**
- **OPCC Office and HR Manager**
- **Strategic Planning and Performance Officer**

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. Minutes and Actions

3. Decisions (to be signed at the meeting)

- **Supply of a National Driver Offender Re-training Scheme**
- **Design and Print**
- **RJ Delivery Service**

4. Chief Constable's Update (any risks or issues that the Chief Constable wishes to raise)

5. Key Organisational Risks and Issues – late paper

6. Performance against Police and Crime Plan

- a. Performance Overview to focus on the high areas of concern and where progress is being made (3 of each). Focus on Working Together Effectively with other Police Forces and Key Partners.
- b. Back to Basics Update
- c. Serious Sexual Offences Outcomes

7. HR

- a. Special Constabulary (update on the new approach)
- b. Workforce Representation Update (verbal update)

8. Major Projects

- a. Change and Savings Plan (SW1 succession, Enabling Services and PBR)
- b. Digital Mobilisation Project Update
- c. Digital Evidence Project Update

9. Safeguarding (report on adult safeguarding)

10. A.O.B

- **Enquiry Office Strategy**
- **Sustainability Strategy**
- **Police and Crime Board Six Month Review**

11. Publication (agree any items for publication other than the Minutes and Decision Notices)

Date of the Next Meeting: 12th April 2017, 13:00 – 17:00

DRAFT Minutes of the Police and Crime Board, 1st March 2017

Attendees:

Sue Mountstevens, Police and Crime Commissioner
Andy Marsh, Chief Constable
Gareth Morgan, Deputy Chief Constable
Nikki Watson, Assistant Chief Constable
John Smith, OPCC CEO
Julian Kern, OCC CFO
Kate Watson, OPCC Office and HR Manager
Karin Takel, OPCC Strategic Planning and Performance Officer
Hardy Husain, Chief Constable's Staff Officer
Alaina Davies, Resources Officer

1. Apologies

Mark Simmonds, OPCC CFO

2. Minutes and Action Update

The Board discussed updates on the actions from the last meeting of the Police and Crime Board on 31st January 2017:

- Driver Awareness Course – The Constabulary has considered the Driver Awareness Course fee and taken into account National discussion. The Constabulary has reached a decision to reduce the fee with immediate effect and the PCC was assured that this is in line with budget predictions.
- Speed Enforcement Unit (SEU) – The drop in offences detected between November 16 and January 17 was discussed and the possible reasons behind this. The new sanctions coming into force today with regard to drivers using mobile phones whilst driving were discussed (6 points on licence and £200 fine). The PCC was assured that there is no covert policing within SEU. It was agreed that it would be timely for the Deputy Chief Constable to reiterate the message to all officers that it is unacceptable to use a mobile phone whilst driving.
- PND Update – Progress on the PND update was discussed. At Gateway stage 1, Niche data passed the quality process. Dip-sample on 24th March which if goes well will move to Gateway 2 where all forces can access and then Gateway 3.
- Performance Dashboard – This has been published.
- Leadership Programme – An update was given on the Constabulary's Leadership Development Programme and plans the Constabulary are forming for an ongoing programme of speakers.
- Helicopter Deployment – Update on the control measures which are now in place as a response to the cost Avon and Somerset Police were charged by the National Police Air Service (NPAS) in comparison to other forces. Interim measures have been put into place to moderate the use and make sure that deployments are only sanctioned where essential. The Board requested a further report in six months.

- Scrutiny of Police Powers Panel – Vetting options have been discussed and the way forward agreed. Communication with the Police Federation was discussed and the importance of a constructive relationship with them.

3. Decisions

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

Supply of a National Driver Offender Re-training Scheme – The Board ratified the decision to award the contract for the supply of the National Driver Offending Re-Training Scheme to TTC 2000 Ltd following an OJEU tender. The Decision Notice will be signed and published on the PCC's website.

Design and Print – The formal decision notice was signed following approval at the last Police and Crime Board regarding Design and Print. The Decision Notice will be signed and published on the PCC's website.

RJ Delivery Service – The OPCC Head of Commissioning and Partnerships explained the competitive process for commissioning RJ Services from June 2017 to end March 2019 following the review of the commissioning budget in November 2016. The Decision Notice will be signed and published on the PCC's website.

Extension of Chief Constable Contract – The PCC has made the decision to extend the contract of Chief Constable Andy Marsh. The contract was due to expire on 1st July 2018. Due to a positive performance highlighted in the decision notice the PCC is extending the contract until 1st July 2021 which is just over a year after the next Police and Crime Commissioner elections and provides continuity in leadership during this period. The PCC has been pleased with the overall performance of the Chief Constable. The Decision Notice will be signed and published on the PCC's website.

4. Chief Constable's Update

The Constabulary is to go through a significant period of change and risks were highlighted by the Chief Constable which could undermine that change e.g. single incident. Leadership will need to be confident in these changes which are designed to re-strengthen the organisation and protect local policing (Neighbourhood Policing).

The importance of managing demand effectively was discussed to mitigate the risk of service failure or threatening the health and wellbeing of staff and officers. Qlicksense is a useful tool in helping with this.

The Criminal Justice review currently being carried out was discussed and the effective pursuit of less formal options to prosecution. The importance of increasing the focus of workforce representation this year was discussed.

Other important issues the Constabulary are focusing on are the return of services from Southwest One and the ERP solution.

An update was given to the PCC in relation to IPCC cases and Gold Groups. The Constabulary assured the PCC they are comfortable with recognising what the mandatory referrals to the IPCC are. Repeat victimisation was discussed and the use of predictive analytics to identify victims. The relaunch of the Neighbourhood Policing Teams will focus on protecting the most vulnerable from harm.

5. Key Organisational Risks and Issues

The process for agreeing the content of the Key Organisational Risks and Issues was discussed. The OPCC Strategic Planning and Performance Officer will compare both the OPCC Risk Register and the Constabulary Risk Register and raise issues for debate at the Police and Crime Board providing advanced notice and opportunity for the Constabulary to comment.

The reduction in victim satisfaction was the focus of the discussion. A holistic view of victim satisfaction is required. The PCC asked if there are issues at the frontline with victim focus and demand issues in investigations. The Chief Constable highlighted the positive impact of Lighthouse (which some other forces don't have) and having one of the best Sexual Assault Referral Centres (SARCs) all of which the PCC is supportive of and helped put in place. The Constabulary are aware they need to pick up on the areas for improvement. The Constabulary Management Board discussed victim referral rates at their meeting last week and victim contact is one of the points included in the 12 week plan.

6. Performance Against Police and Crime Plan (Focus on Strategic Priority 4)

a) Performance Overview

The Performance Overview focused on Strategic Priority 4 (Working Together Effectively with other Police Forces and Key Partner Agencies). The Constabulary hosted a Collaborative Laboratory event in November 2015 with a programme of collaborative work following to tackle strategic challenges – case studies were provided in the report.

Imagine St Pauls has been positive however consistent engagement from partners has not been provided. The constabulary Corporate Communications Department have agreed to provide professional mentoring to Avon Fire and Rescue Service (AFRS) with publicity of sessions planned for early March for the public around Community Resilience. One Teams and work on Road Safety have been positive. Early intervention will be mainstreamed into the new Neighbourhood Policing Teams. The PCC asked the Constabulary to provide a summary plan of the continued development of collaborative working which should include timescales.

b) Back to Basics Update

The PCC was assured that the positive direction of travel can be sustained and the Back to Basics programme was designed to be mainstreamed into day to day business. There has been a significant completion of crime investigations which has led to a reduction in the number of crimes being managed per officer. The Constabulary Management Board agreed 7 steps at their meeting last week in building and sustaining Back to Basics as business as usual. Use of QlikSense by all teams was discussed and making sure that officers know that it is a positive tool to help them in their job – it is a fundamental tool for all in the organisation.

c) Serious Sexual Offences Outcomes

The HMIC Rape Monitoring Group Report published in autumn 2016 said that the Constabulary were achieving a very low charge rate against the national picture. The Constabulary are doing lots of work in response to this. The charge rate has gone up to 8.9%. The Constabulary have identified that further training is required around recording crime types properly. The Conviction rate when a case goes to court is high. The fully resolved rate is improving slowly. The Constabulary have challenged five cases which were No Further Action (NFA) by the CPS and had the decision overturned.

Avon and Somerset is still in the top 10 for victims declining to prosecute and the Constabulary need to understand the reasons behind this e.g. length of investigation. The role of ISVAs was discussed and ensuring that the use of them is promoted.

7. HR

a) Special Constabulary

An interim update was given on the ongoing work to devise a new approach to the Special Constabulary. Training, retention and Establishment numbers were all discussed. This work should be linked to the review of the Neighbourhood Police Structure ensuring that Special Constables are part of that. Representation and timing of recruitment are important. It was highlighted that the draft Internal Audit Plan which will be discussed at the Joint Audit Committee in March proposes an audit on the use of volunteers and therefore offers an opportunity in scoping to explore approaches for recruiting, developing, retaining and using Specials.

b) Workforce Representation

Plans for increasing workforce representation are still under discussion and yet to be finalised. Number of intakes for new officers next year

was discussed and areas for opportunities in relation to workforce representation.

8. Major Projects

a) Change and Savings Plan

The Police and Crime Board approved the Accommodation Programme Business Case presented. The PCC was assured that this was already built into the Medium Term Financial Plan.

b) Digital Mobilisation Project Update

The PCC asked for a summary overview of projects to include timelines.

c) Digital Evidence Project Update

The roll out of Body Worn Video cameras has gone well. Current Status in relation to DEMs was discussed and the national discussion which may affect plans.

9. Safeguarding

The cross over between missing persons and adults at risk was discussed. The PCC was informed that the definition of high risk missing persons is changing making it broader which means more will be classed as high risk. There is to be a regional meeting to assemble a regional response to the College of Policing regarding this issue.

The use of QlikSense to recognise pockets of high risk cases was discussed. Staff have the tools to identify high risk cases and the numbers have gone up due to recognition and understanding of complexities in these cases (previously some may have been incorrectly recorded as Absent). Accurate data sharing between partners will also help reduce the police demand e.g. hospitals being able to account for where patients are. The positives of Dementia Pendants were discussed (30 currently being monitored by Bristol City Council). A significant proportion of high risk cases involved people described as having Learning Disabilities so the Constabulary need to work with partner agencies regarding demand and responsibilities. QlikSense is giving the Constabulary data which they have never had before which is enabling them to think differently about solutions.

A review of the S136 system is being undertaken by AWP who provide the Mental Health Control Room Triage. Funding complexities regarding the Mental Health Control Room Triage were discussed. The review of Multi Agency Risk Assessment Conferences (MARAC) was discussed and the need for the new model to include early intelligence and focus on perpetrators as prevention is the long term plan.

10. A.O.B

a) Enquiry Office Strategy

The PCC gave feedback on the Enquiry Office Strategy. It was suggested that the wording be revisited to ensure clarity – the Constabulary want to be open and accessible but in the context of needing to make significant savings. Linking it to the Estates Strategy may help with this as the financial context is made clear in that document.

b) Sustainability Strategy

It was agreed that the foreword should be joint between the PCC and Chief Constable as the Strategy refers to fleet and estates. The objectives and targets set out in the document are ambitious but is what the Constabulary will aspire to.

c) Police and Crime Board Six Month Review

The PCC has found the Police and Crime Board to be of value. A meeting has been arranged for the OPCC and Constabulary Senior Leadership Teams to discuss the Police and Crime Board and suggest any areas for improvement.

11. Publication

The following items were agreed for publication:

- 31st January 2017 Police and Crime Board Agenda
- 31st January 2017 Police and Crime Board Minutes
- Q3 Financial Performance Report

Actions List:

See Exempt Actions List

Date of the Next Meeting: 12th April 2017