

Police and Crime Board, 30th August 2018 13:00 – 17:00

Venue: Somerset Room

Attendees:

- **Chief Constable**
- **Deputy Chief Constable**
- **Director of People and Organisation Development**
- **OPCC CEO**
- **OPCC CFO**
- **OPCC Office and HR Manager**
- **OPCC 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

Police and Crime Commissioner

2. Minutes and Actions

3. Performance against Police and Crime Plan (Focus on Strategic Priority 2 – Strengthen and Improve Local Policing Teams)

- a. Assurance Report (specific assurance on force response to Anti-Social Behaviour)
- b. Quest presentation
- c. Performance Overview

4. Decisions (to be signed at the meeting)

- MFSS decision notice

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

6. Key Organisational Risks and Issues

7. Finance: Budget/ MTFP Planning Discussion Paper

8. HR Data

9. Major Projects Highlight Report

10. A.O.B

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

Date of the Next Meeting: 11th October 2018, 13:00 – 17:00

DRAFT Minutes of the Police and Crime Board, 30th August 2018

Attendees:

Andy Marsh, Chief Constable

John Smith, OPCC CEO

Mark Simmonds, OPCC CFO

Sarah Crew, Deputy Chief Constable

Julian Kern, OCC CFO

Nick Adams, Deputy Director – Transformation and Improvement

Dan Wood, Deputy Director – People and Organisational Development

Michael Flay, Governance Secretariat Manager

Karin Takel, OPCC Strategic Planning and Performance Officer

Alaina Davies, Resources Officer

1. Apologies

Sue Mountstevens, Police and Crime Commissioner

Mark Milton, Director of People and Organisational Development

2. Minutes and Action Update

The Board agreed the minutes from the Police and Crime Board Meeting held on 1st August 2018 and discussed the actions update:

- Communication Department – it was reported at the last Police and Crime Board that the Constabulary provide support to the Metropolitan Police when their incoming 999 lines are at capacity. The Constabulary confirmed that there have not been repeated requests for support.
- OCG Management – new pilot in Sedgemoor. Bespoke targeted training for key staff. An update on this pilot will be given at a future Police and Crime Board Meeting.
- Commissioning Funding Requests – the OPCC CFO will work with the new OCC CFO with regards to commissioning funding requests. Looking at where the requests have come from, what priorities do the requests align to and whether requests are for one off funding.
- Lighthouse – the Constabulary confirmed that the manual check for ensuring that all victim referrals to Lighthouse are picked up will be activated again by 12th September 2018. Recruitment will be complete by September and training will be underway.
- Savings Position – the updated saving position over the next 3 years will be included in the Medium Term Financial Plan work.
- Neighbourhood Policing Review – plans with regards to the Neighbourhood Policing Review will be presented to the PCC in September 2018 and will include the Communication plan. This will then be shared with the Police and Crime Panel.

3. Performance against the Police and Crime Plan

a) Assurance Report (Focus on Strategic Priority 2 – Strengthen and Improve Local Policing Team)

The assurance report presented focused on the Constabulary response to Anti-Social Behaviour (ASB). It has taken time to define ASB as the scope and volume is huge. The Qlik Sense app was previously only drawing on three categories of ASB which only accounted for half of the cases reported but this has now been improved. The effective recording of ASB data was discussed so that it is only recorded in one place – this is being considered by the Constabulary IT department and it is hoped that a solution can be found which is collaborative.

The Constabulary will be carrying out an audit of ASB cases following on from work carried out by the OPCC in Autumn 2017. The audit will highlight any consistency issues, repeat victimisation not being identified and incorrect grading of incidents as well as looking at unseen risks and whether connections are being made between victims, perpetrators and or locations.

The issue of repeat victimisation was discussed and the OPCC CEO sought assurance regarding the message from the Chief Officer Group regarding the response to ASB. Incidents are looked at on a threat, harm and risk basis and looking at repeat victimisation as well as local area concerns which affect public confidence. There is a vulnerable repeat victim app available now.

Making sure that the whole picture is considered can help establish the cause of the ASB. The Constabulary recognise the need to improve action and problem solving in this area of business and ensure that data is being used effectively at Beat level.

The Constabulary highlighted the good work of the officer in charge of Op Buell which targeted a group of youths responsible for ASB relating to motorbikes in Bristol.

b) Quest Presentation

The Quest Lead for Positive Outcomes gave a presentation on the current performance of the Constabulary, what the challenges are and ways to improve. The focus will be on timeliness and quality.

Recruiting to Establishment and maintaining the numbers will bring improvement. There is currently a 12.5% vacancy rate in investigations which has a knock on effect for response who are having to pick up cases at the same time as business as usual. Vacancies are expected to be filled by March 2019 although staff will then be training. Once staff are in place and have the skills to do the job this should free time for response.

Focus is now turning back to positive outcomes following the busy seasonal demand period. The importance of leadership and accountability was discussed. Qlik sense measures help to identify where reviews have taken place but the Constabulary recognise the need to dip-sample the quality.

The next update on this area of business to the Police and Crime Board will be February 2019.

c) Performance Overview

The OPCC raised concerns with regards to Victims Code of Practice (VCOP) compliance. It was agreed that the OPCC CEO will work on a Victims Governance Multi-Agency proposal.

The figures provided on Op Tonic were useful and the OPCC CEO asked what happens when a report is made but no unit is available to attend. The Constabulary confirmed that the information is retained and followed up at a later date e.g. report of someone regularly drinking in a certain pub and driving.

Improvements are starting to be seen with regards to file quality and this should improve further as changes become available to the wider organisation and not just Criminal Justice.

Implementation of the new Neighbourhood Policing Model was discussed – there will still be a PCSO shortfall of 10% when it goes live.

4. Decisions

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

2018/018 ERP System – The PCC robustly investigated the most efficient and effective available options in the market and has decided to continue with the SAP ERP system inherited at the end of the 10 year contract with Southwest One. This is the most stable cost and delivery platform and most available option for a core ERP solution for Avon and Somerset PCC and Constabulary over the medium term. The Decision Notice will be signed and published on the PCC's website.

5. Chief Constable's Update

The Chief Constable raised the following:

- Tri-Force – concerns regarding timescales. The Chief Constable would like a Gant Chart week by week to ensure delivery within the right timescale.
- Reprofile the three year savings plan following the decision not to join MFSS.
- Recruitment.
- Focus on aspects of performance that need improvement.

Concerns are reducing in the following areas:

- Community tensions – constructive meetings recently and positive progress being made.
- Demand concerns have reduced now the high seasonal demand period is coming to an end.

6. Key Organisational Risks and Issues

Workshop being held on 5th September 2018 to discuss the Police and Crime Needs Assessment. As part of the development of this risks, issues and opportunities are being looked at across a number of identified themes and it is hoped that the list can be rationalised through work with the Constabulary.

7. Finance: Budget/ MTFP Planning and Discussion Paper

The papers outlines the process of developing the Medium Term Financial Plan (MTFP) and asks the Police and Crime Board (PCB) to give direction. The PCB agreed that the MTFP should be developed with the following assumptions based on what is currently known:

- Assume a further freeze to the main grant funding throughout the course of the MTFP. The Constabulary and PCC will continue to look for increases but this can't be built into the MTFP.
- Don't assume that the legacy council income tax will remain frozen throughout the MTFP. It would be prudent to assume that this may reduce.
- Continue to assume the Victims Commissioning grant from the Ministry of Justice will remain frozen throughout the MTFP.
- Model 1.5% council tax base growth.
- Constabulary were given a steer on the PCC's intentions regarding the Council Tax precept throughout the MTFP. Important for the Constabulary to show the trajectory for recruiting to establishment.
- Continue to model 2% increase in pay for staff and officers.
- Difficult to give a steer regarding LGPS employer contributions at this stage until hearing from the actuaries.
- Keep an eye on the effects of Brexit with regard to business rates as this creates a risk of increase.
- Note the risk regarding Government plans to look at the funding formula again.

The final MTFP will be presented at the December Police and Crime Board and then the Police and Crime Panel in January 2019.

8. HR Data

Concerns were raised regarding the increasing level of sickness absence being reported over the last three months and how this compares to other similar sized organisations. The Constabulary are mitigating the risks through a number of wellbeing interventions and will report to the next Police and Crime

Board on reasons for this increase in sickness absence. It was agreed that this should be included in the risk register.

The Constabulary will update the PCC at the next Police and Crime Board on their response to the results of the Staff Survey. Corporate analysis is currently taking place, it will then be fed to SLT reviews and filter down.

The Apprenticeship Scheme was discussed and a paper will be submitted to the next Police and Crime Board outlining the reasoning behind the Constabulary process for selecting a Higher Education Partner and how they will be doing this.

9. Major Projects

Service Redesign

The decision not to join the Multi-Force Shared Service (MFSS) and the reasons behind this has been signed and will be published on the PCC's website. Exit plans from this project are being considered and the project team is focusing on closing down and capturing the learning. The Deputy Chief Constable assured the OPCC that she has already written to Cheshire with regards to data recovery. The Constabulary will submit an outline plan to the Police and Crime Board on the short to medium term Enterprise Resource Planning (ERP) options. The OPCC was assured that urgent activity to stabilise payroll and recruitment is already underway. Remodelling of savings and costs associated with the ERP solution will take place as part of the Medium Term Financial Plan (MTFP) work. Stakeholder feedback was generally supportive of the decision taken with regard to MFSS. The Constabulary are stabilising before looking at the longer term ERP options and working in collaboration would still be favourable.

Infrastructure

Estates updates were discussed. There are delays with Kenneth Steele House but the Constabulary are hoping to get this back on track. Yeovil Business Case will be submitted to the October 2018 Project Board and then discussed at Police and Crime Board in November 2018. Work is ongoing with regard to Minehead and Williton options and the PCC and Chief Constable have made site visits recently – decision will be evidence based and discussed at the Programme Board next week. Disposal options for the site in Taunton were discussed.

Digital

A presentation was given at the last Programme Board on Digital Evidence Transfer. This would be a new cost to the Revenue budget. DEMs will talk to the National DETs and feed into the Criminal Justice system – cloud based interface which reduces the security risk of transferring evidence. Avon and Somerset would need to join at the right time and ensure return on the investment.

Wi-Fi and Laptops

All on track to go live next week. In car Wi-Fi is delayed but the IT and Fleet departments are working hard to rectify issues as soon as possible. Development of Airpoint would be a Capital Investment which is to be considered as the Constabulary are developing the Capital Plan and MTFP. The Treasury are still showing huge interest in the benefits of mobilisation. The Benefits Tracking Framework is good and will be reported to the Police and Crime Board in future once fully developed.

10. A.O.B

Discussed the following:

- Office for Data Analytics
- Reducing Reoffending Seconded
- Criminal Justice Transformation Senior Responsible Officer (SRO) role
- Lammy Review work

As this is the last Police and Crime Board to be attended by the current OCC CFO before he leaves the OPCC CEO thanked him for his contribution over the last 10 years.

11. Publication

The following items were agreed for publication:

- 1st August 2018 Police and Crime Board Agenda
- 1st August 2018 Police and Crime Board Minutes
- Q1 Financial Performance Report

Actions List:

See Exempt Actions List

Date of the Next Meeting: 11th October 2018