

**Police and Crime Board, 12<sup>th</sup> December 2018 13:00 – 17:00**

**Venue: Somerset Room**

**Attendees:**

- **Police and Crime Commissioner**
- **Chief Constable**
- **Deputy Chief Constable**
- **Director of People and Organisation Development**
- **OCC CFO**
- **OPCC CEO**
- **OPCC CFO**
- **OPCC Head of Commissioning and Partnerships**
- **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**

**2. Minutes and Actions**

**3. Performance against Police and Crime Plan (Focus on Strategic Priority 1 – Protect the Most Vulnerable from Harm)**

- a. Thematic Assurance Report (specific assurance on the Force response to Hate Crime)
- b. Performance Overview
- c. SPR Self Assessment
- d. Quest – Data Quality (Rachel Williams)

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

**5. Key Organisational Risks and Issues**

**6. Police and Crime Plan Refresh**

**7. Finance:**

- a. Draft MTFP
- b. Six-Monthly Proceeds of Crime Update

**8. HR:**

- a. Monthly Data
- b. Diversity and Inclusion Proposals

**9. Major Projects: Transformation Portfolio Highlight Report**

**10. Professional Standards Department** (deferred from November agenda):

- a. Quarterly Performance Information
- b. IOPC Independent Investigations Update

**11. A.O.B**

- Proposal for Drugs and Burglary Operations (verbal update)
- Blackrock

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

**Date of the Next Meeting: 9<sup>th</sup> January 2018, 13:00 – 17:00**

## **DRAFT Minutes of the Police and Crime Board, 12<sup>th</sup> December 2018**

### **Attendees:**

Sue Mountstevens, Police and Crime Commissioner  
Andy Marsh, Chief Constable  
John Smith, OPCC CEO  
Sarah Crew, Deputy Chief Constable  
Mark Simmonds, OPCC CFO  
Nick Adams, OCC CFO  
Mark Milton, Director of People and Organisational Development  
Veronica Marshall, Deputy Director Transformation and Improvement  
Marc Hole, Head of Commissioning and Partnerships  
Karin Takel, Strategic Planning and Performance Officer  
Ben Valentine, T/Governance Secretariat Manager  
Alaina Davies, Resources Officer

### **1. Apologies**

None

### **2. Minutes and Action Update**

The Board agreed the minutes from the Police and Crime Board Meeting held on 7<sup>th</sup> November 2018 and discussed the actions update:

- The Constabulary confirmed that the starting salary for Police Constables under the new police entry route will be over £20,000.
- Update will be given at the January Police and Crime Board regarding the launch of a public portal showing officer visibility. The Police and Crime Panel have enquired when this will be ready. The Constabulary want to be as open and transparent with this data as possible and have been working through a number of issues. The Team have carried out a range of stakeholder engagements in relation to this. Concerns have been raised over possible misinterpretation of data so context will need to be provided with the data.
- The Victim Sub Group of the Criminal Justice Board met for the first time last week to discuss Victims Code of Practise (VCOP) compliance and look at effective ways of monitoring performance against this. The group is working on trying to establish a baseline for monitoring performance.
- Lighthouse Safeguarding Unit (LSU) update – the PCC has asked for regular updates on the LSU. Concerns raised regarding the resources required to complete daily Business Objects searches and that victim referrals are still being missed. The PCC is concerned that efforts to address the situation have not been successful – the OPCC will be asking to see full VCOP compliance within an agreed timescale. The Constabulary have an Engine Room planned next week to look at all the issues such as culture, skills, processes and systems. It was suggested that it might be helpful for the LSU to look

at process mapping outside of the LSU end to end to understand the process as a whole. The PCC was assured that the constabulary do not believe there would be an issue with the LSU coping with an increased number of referrals.

### **3. Performance against the Police and Crime Plan**

#### **a) Assurance Report (Focus on Strategic Priority 1 – Protect the Most Vulnerable from Harm)**

This assurance report focuses on the force response to Hate Crime. Detailed work has been done to pull several action plans into one. A problem profile refresh will be done in April 2019. There is an increase in confidence in the relationship with the mosque community in Bristol. There is a concern regarding under-reporting in some disability categories.

The Constabulary is trying to positively improve and promote Third Party Reporting. It was explained that the third party could be a friend, family member, third party agency etc. The PCC asked for names of Third Party Agencies the Constabulary regularly hears from so that she can visit these organisations and recognise the work that they do.

The quality of crime recording and investigation was discussed. Governance arrangements relating to Hate Crime were discussed – Governance has increased since the last report to the Board. The PCC was assured that each Local Authority has a complex case review panel.

The Chief Constable confirmed that Hate Crime is one of the areas in which the Constabulary aim to become outstanding.

The Constabulary confirmed that they are in touch with Hampshire Police with regard to learning from them in respect of improving the low number of cases where the suspect is known but the victim declines to take the matter any further. The Constabulary commented that the first contact with victims across all crime types needs to be better and methods of contact preferable to the victim should be established from the start to improve the number of victims disengaging. Reporting is increasing but there appears to be a lack of confidence from victims after this which needs to be addressed. Investigative standards are currently being looked at and college of policing vulnerability training is planned.

The Constabulary is considering setting up a scrutiny panel to look at Hate Crime cases which would be similar to the scrutiny panels the OPCC runs. These panels dip-sample cases and write a report following their review of them to give feedback to the Constabulary on areas considered positive and areas for improvement.

## **b) Performance Overview**

The Police and Crime Board review the performance report submitted and no additional updates were given at the meeting or new questions raised this time in relation to the performance report.

## **c) SPR Self Assessment**

Discussed the potential impacts of the Tri-Force decision on Firearms and Roads Policing – it will make it easier to see what officers are on duty and in which locations. The overall Forensics risk assessment has increased from the time of reporting as the risk has been reviewed – this relates to ISO accreditation, staff engagement and survey results.

The PCC queried the comment regarding change of shift patterns for Firearms Officers. Nothing has been decided this simply relates to the Constabulary having to consider how they fit back into the organisation following the end of the Tri-Force arrangements.

## **d) Quest – Data Quality**

Culture, capability and capacity issues in relation to data quality were looked at. The Constabulary need to ensure that the quality of the training and follow up training is improved ensuring that they check and test competency. Need to find ways of ensuring that officers and staff understand the consequences of errors. Through engagement with frontline officers it became apparent that forms have too many fields and take too long to complete. Niche needs to be improved to make it more user friendly and staff and officers need to know who to contact when they have a problem and require advice on the use of the system. The PCC enquired regarding the two versions of Niche being used in the force – there has been an issue with version 4 being better for desktop use and version 5 being better on mobile devices. The Constabulary are trying to get everyone using version 5.

Moving people around to different roles more regularly was discussed to avoid deskilling and ensure everyone has enough experience regarding file quality.

The Board discussed ways that the Constabulary could improve on the poor number of staff and officers that disclose their ethnicity.

The importance of data quality to the organisation was discussed and it was noted that this is the highest risk on the Constabulary Strategic Risk Register.

## **4. Chief Constable's Update**

The Chief Constable raised the following:

- Concerns regarding the capability and capacity to grow the organisation should additional funding be available through an additional increase in the council tax precept.
- Concerns regarding uncertainty over funding.
- Concerns regarding National political issues and Brexit.

## **5. Key Organisational Risks and Issues**

The risks raised in this paper were discussed under the Finance item looking at the Draft MTFP.

## **6. Police and Crime Plan Refresh**

Outputs from the Stakeholder meeting were circulated. The refresh takes into account the Strategic Framework and also looks at partnership accountability. Consultation with the Police and Crime Panel is due in January 2019.

## **7. Finance:**

### **a. Draft Medium Term Financial Plan (MTFP)**

The announcement on the provisional police funding settlement will be announced by the government tomorrow. The Constabulary are keen to look at efficiencies and productivity gains and are aiming to have a good pipeline of ideas for the June 2019 Constabulary Strategy Board – the Constabulary must keep looking for savings and investments.

Reserves have halved since the peak in 2015 and could run out meaning no reserves to fund the cost of change.

Capital funding received is only £1m per year and the average spend is £6m which means eventually capital will have to be funded from revenue.

The PCC was assured that the budget will be balanced for 2019/20.

### **b. Six-Monthly Proceeds of Crime Update**

The Board was advised that there has been a lag in recovered funds which will create a deficit of around £120,000 for 2018/19 which the CFO's are aware of and they will make decisions on dealing with this as part of the end of financial year processes.

It was noted that the value of compensation paid to victims has been very much increased in 2018/19 in comparison to other years.

The force investment in an additional Financial Investigator to use the benefits of the new Criminal Finances Act has been very positive and the Board agreed that this was a good decision. The post should be retained as it has demonstrated positive outcomes, some case studies were highlighted in the paper provided to the Board. It was highlighted to the PCC that the

new Act gave no provision for what would happen to the assets seized under it and the Head of the Financial Investigations Unit has been working with the Home Office to resolve this issue which is thought to be an oversight – the assets are currently sitting with the Treasury. The PCC will also write to the Home Office about bringing a speedy resolution to this matter.

## **8. HR:**

### **a. Monthly Data**

The Constabulary reported that they are confident that they will reach full establishment of Police Constables by the end of March 2019 which is a massive achievement and the Recruitment team have been great. The biggest risk is not reaching full establishment for PCSOs as many of them are going on to become Police Constables, which is good but affects the PCSO numbers negatively – the Director of People and Organisational Development proposed a way of improving the chances of recruiting to full PCSO establishment by the end of March 2018. This was agreed by the PCC and Chief Constable.

The Apprenticeship levy was discussed and how long before the Constabulary would be taking up the full monthly levy. The PCC was assured that staff apprenticeships are not on hold.

The PCC was informed that at the recent Sergeants Promotion Board the pass rate for BAME candidates had significantly increased to 50% and 10% of all of those that passed were BAME candidates. There was also an increase in LGBT candidates passing. The Constabulary did acknowledge that they did not see a similar positive trend in disability candidates pass rate.

### **b. Diversity and Inclusion Proposals**

The Constabulary put forward proposals for increasing diversity within the organisation. Five suggestions were put forward with four of them being agreed by the Police and Crime Board and one of them requiring further detail before being agreed. Suggestions included:

- Setting an ambitious standard (National Equality Standard). Agreed.
- Three Tier Approach – cultural intelligence, constabulary wide approach and initial training. Agreed. The PCC was assured that proper procurement processes will be adhered to.
- Attract diverse talent – recruit a small team of people to work on representative workforce (similar to youth worker roles). Agreed. The PCC was assured that this would work alongside encouraging uniformed officers to be advocates.
- Recruiting for difference. External review and focus required for this. Agreed.

- Mobilising the workforce – internal awareness raising and understanding campaign. Not yet agreed more detail requested. PCC is mindful that anything agreed needs to stand up to scrutiny.

Need to work with staff networks to ensure they have the capacity and capability to support an increased number of people. Also need to involve partners and look for the value they can add and their support.

## **9. Major Projects: Transformation Portfolio Highlight Report**

The Police and Crime Board reviewed the paper submitted. The only further update to give was in relation to proposals on the disposal of Taunton Police Station. More detail on the proposals are needed.

## **10. Professional Standards Department – Quarterly Performance Information and IOPC Independent Investigations Update**

The Police and Crime Board reviewed the quarterly professional standards performance information provided and the update on IOPC Independent Investigations. No additional updates were provided at the meeting. The OPCC CEO has regular meetings with the Head of the Professional Standards Department to discuss the information and briefs the PCC on an ongoing basis as appropriate.

## **11.A.O.B**

### Victims Recommissioning

The OPCC Head of Commissioning and Partnerships gave a brief update on the process to commission victim services. A Victims Recommissioning Board was established at the start of the process which included someone from VOSCUR. This has been a robust process with engagement from victims and a needs assessment was carried out. The OPCC are considering any learning from this process.

### Proposal for Drugs and Burglary Operations

A Think Tank day was held a couple of months ago in relation to this proposed operation (Remedy) and it was decided that this should also include knife crime. Progress in relation to planning for this operation is reported monthly to the Constabulary Strategic Board and then to the Constabulary Management Board. This is about tackling crime that is most worrying for communities and making a sustainable difference. More detail on this will need to be available to the Police and Crime Panel in February 2019.

The possibilities for the provisional police funding settlement were discussed. Longer term planning needs to keep in mind the gap in pension costs which will have an impact on forces in 2020.

### Tri-Force Update



An update was given on the Tri-Force position and planning for the exit of the contract on 1<sup>st</sup> April 2019. An extraordinary Tri-Force Management Board has been held to discuss transition arrangements. Clarity on an agreed way forward was discussed. A proposed structure is being submitted to the commissioning board at the end of January 2019. Key areas of focus currently are:

- Blackrock – how the use of the building will be managed.
- CTSFO.
- Collision Investigation.

Avon and Somerset PCC will write to the other PCC's clarifying the position of Avon and Somerset Police to ensure expectations are managed.

## **12. Publication**

The following items were agreed for publication:

- 7<sup>th</sup> November 2018 Police and Crime Board Agenda
- 7<sup>th</sup> November 2018 Police and Crime Board Minutes

### **Actions List:**

See Exempt Actions List

**Date of the Next Meeting: 9<sup>th</sup> January 2018**