

Police and Crime Board, 7th March 2018 13:00 – 17:00

Venue: Somerset Room

Attendees:

- **PCC**
- **Chief Constable**
- **Deputy Chief Constable**
- **Constabulary CFO**
- **Director of People and Organisation Development**
- **OPCC CEO**
- **OPCC CFO**
- **OPCC Head of Communications**
- **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 3 – Right People, Right Equipment, Right Culture)

- a. Assurance Report (specific assurance on Learning and Development as well as diversity and staff retention)
- b. Performance Overview

4. Decisions (to be signed at the meeting)

- 2018/004 – Treasury Management Strategy
- 2018/005 – Out of Court Disposals

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

6. Key Organisational Risks and Issues

7. Finance – Confirm Precept and MTFP

8. Major Projects

- a. Strategy and Transformation Portfolio Highlight Report
- b. ERP Working Group Tracker

9. Professional Standards Department

- a. Quarterly Update (Deferred from January 2018)
- b. IOPC Independent Investigations Update (Deferred from January 2018)

10. A.O.B

- a. Business Continuity Disaster Recovery – focusing on ICT infrastructure and Disaster Recovery in Control Room/Dispatch (Deferred from January 2018)
- b. Use of Force Police Custody
- c. Op Topaz Business Case
- d. Update on Action 8 – Road Safety Performance Measure Proposals

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

Date of the Next Meeting: 4th April 2018, 13:00 – 17:00

DRAFT Minutes of the Police and Crime Board, 7th March 2018

Attendees:

Sue Mountstevens, Police and Crime Commissioner
Andy Marsh, Chief Constable
John Smith, OPCC CEO
Mark Simmonds, OPCC CFO
Julian Kern, OCC CFO
Mark Milton, Director of People and Organisational Development
Nick Adams, Deputy Director – Transformation & Improvement
Beccie Hehir, OPCC Head of Communications
Karin Takel, OPCC Strategic Planning and Performance Officer
Michael Flay, Governance Secretariat Manager
Alaina Davies, OPCC Resources Officer

1. General Comments

The PCC had a positive meeting with Wendy Williams, HMIC. She thinks the force is in a good place with a good direction of travel. She also praised the Chief Constable Roadshows.

The PCC thanked staff and officers for their outstanding work and for going above and beyond during Storm Emma. The PCC was kept fully briefed. Lots of preparation and planning work was done and agencies worked well together. The PCC and Chief Constable discussed whether they could have highlighted, through the media, during the storm the hard work and dedication of police staff and officers e.g. communications staff bringing sleeping bags and staying at work.

2. Apologies

Sarah Crew, Deputy Chief Constable

3. Minutes and Action Update

The Board agreed the minutes from the Police and Crime Board Meeting held on 31st January 2018 and discussed the actions update:

- Vulnerability Update (Stalking and Harassment Clinic) – the Constabulary are looking at arrangements for introducing Stalking and Harassment Clinics and have been to visit Gloucestershire and Hampshire who already have arrangements in place. An update will be provided on this as part of the quarterly Vulnerability Update report at the next Police and Crime Board.
- Referrals to Lighthouse – the PCC sought assurance that the work around for referrals to Lighthouse will not be switched off until the Constabulary can assure her that they are confident the number of Officer victim referrals has increased and cases won't be missed.
- HR Quarterly Update (Annual Leave figures) – the PCC was assured that the percentage of operational officers on leave during the Christmas

period (24th – 31st December 2017) was 8.64%, which is about what the Constabulary would expect and well within the 15% tolerance.

- HR Quarterly Update (Neighbourhood Officer Numbers) – the Constabulary are going to confirm the number of Neighbour Officers which are ringfenced to the PCC to ensure a consistent message and it was agreed that the PCC would performance manage the Constabulary against this figure.
- HR Quarterly Update (PCSO numbers and recruitment) – some PCSO's go on to become Police Officers which increases the number of vacancies (this is positive as it is good progression for the individuals). The implications of speeding up recruitment timing for PCSO's were discussed as the PCC was keen for this to be considered. This would have an impact on the recruitment team at a time when the implications of MFSS are being felt and on the training capacity. Neighbourhood Teams would also be worried about having the capacity to support a high number of new recruits at once. The increase in the council tax precept meant that the Constabulary did not have to delete posts from Neighbourhood Teams but the Constabulary recognise they need to assure the PCC of their plans and timescales to reach full establishment.
- HR Quarterly Update (Retention) – there is not currently a formal retention plan as the Constabulary have been focusing their efforts on workforce representation and attracting the community to the organisation. Informal retention work is going on but the Constabulary recognise the need to formalise a plan.
- Assurance Report (Burglary satisfaction) – the PCC is still concerned regarding follow up with victims during burglary investigations. The Constabulary recognise the need to improve in this area.

4. Performance against the Police and Crime Plan

a) Assurance Report (Focus on Strategic Priority 3 – Right People, Right Equipment, Right Culture)

The Constabulary confirmed that the Diversity and Inclusion Strategy will be published by the end of April 2018.

The PCC asked about the outcomes of the Wellbeing Survey. There was a negative response regarding representative workforce which feeds into the work required around retention. Local teams have been asked to look at the results and feedback with actions. Each Chief Officer is a lead for a diversity strand. The target for BME officer recruitment is 8% - the PCC queried if there is a target for staff? This would be too complicated due to organisational change and internal movement of staff to reduce the requirement for redundancies.

The rate of 37% return for exit interviews was discussed and anything that can be done increase this. The form is currently 17 pages long and so the plan is to shorten the form. The Chief Constable is keen that advice and learning is captured from those choosing to leave the organisation. The

Constabulary are confident that the message to staff about the organisations commitment to wellbeing is evident.

The new policing degree was discussed and the Constabulary confirmed that they have been informed of the funding per recruit now and so are ready to move to procurement. The Constabulary will confirm procurement timings to the OPCC as soon as possible.

Evaluation of training was discussed. Evaluation is important for PCC assurance on the effectiveness of training and learning. The Constabulary are considering the options for this.

b) Performance Overview

There has been an improvement in Avon and Somerset Police national ranking for public confidence.

The PCC queried why attendance timings were not better during a period of lower demand and is concerned as the force is about to go into the summer high demand period. The Constabulary explained the context that during periods of lower demand the Constabulary can proactively focus their efforts more on Back to Basics areas such as outstanding suspects, which saw a decrease during this period. Suspect management will be reported to the Constabulary Management Board and Police and Crime Board in April 2018.

What good looks like across the whole performance picture was discussed. Some of the performance reported is for the Chief Constable to be sighted on rather than to be performance managed and the PCC sought assurance that staff and officers are clear on the purpose of the reporting. The OPCC has consistently identified Follow Up as an area for improvement – at a recent IAG a case was highlighted where a really good investigation took place but the victim was not informed. The PCC would like to understand the reasons for a worsening in performance in relation to rape and serious sexual assault. The Constabulary should make clearer in the report areas which are improving.

5. Decisions

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

2018/004 (Treasury Management Strategy) – The Treasury Management Strategy 2018/19 was approved. Increasing the borrowing limit to £60m will allow enough room to fund the Capital Programme. The uncertainty of the timing of capital receipts was discussed – there is no question that they will be delivered just a question over the timing. This Strategy is agreed annually. Cash levels are holding up at the same level as this time last year at £59m cash reserves due to the underspend on the revenue budget. The PCC sought

assurance that there will be a reduction in reserves. The Decision Notice will be signed and published on the PCC's website.

6. Chief Constable's Update

The Chief Constable raised the following:

- MFSS (Multi Force Shared Service) – go live date still not secured but a lot of time and effort has gone into this project.
- Tri-Force – good time to redefine the collaboration into a better structure. Hope for a decision on 12th March to give assurance to Avon and Somerset Officers
- Performance – more thought on agreeing and presenting what good looks like.

7. Key Organisational Risks and Issues

This paper will inform the annual PCC annual report. This paper and the approach taken will be discussed at the Constabulary Strategy Day and then be discussed at the next meeting of the Police and Crime Board. It is important to ensure that the OPCC and Constabulary have a consistent understanding of performance and risk.

8. Finance – Confirm Precept and MTFP

The 2018 budget and Council Tax precept increase was agreed by the Police and Crime Panel. The policing part of council tax on an average (Band D) property will increase by £12 per year – this follows the government decision to allow PCC's to increase the council tax precept to this level. This means that the Medium Term Financial Plan (MTFP) is balanced for the next 2 financial years but still leaves a £4m deficit at the end of the MTFP period which will require further savings to be made. It needs to be made clear to the public that in reality this does not mean that the Avon and Somerset Police has more money as costs go up year on year – this does however mean that less savings need to be made. Communication to the public about the benefits of mobilisation and how transformational this has the potential to be to the organisation was discussed.

9. Major Projects

a) Strategy and Transformation Portfolio Highlight Report

Digital

Well done to the team on the progress – rolling out smartphones, WiFi, DEMS, ANPR and getting ready for Niche upgrade. The OPCC CFO is working with the Constabulary to define the benefits of mobilisation. The OPCC queried how the Constabulary plan to deal with the cultural change and embed mobilisation into the organisation? Desktops will be removed and officers will receive mobile kit which will contain the applications they need. There will be Digi Spocs to help. People will want to use good technology. BEAT(ESN) remains a risk to the OPCC and Constabulary – an update is expected in May. DEMS Evidence Works decision due in March.

Infrastructure

Fleet Review was discussed – good progress on the Neighbourhood Bike pilot. Update on Estates was given.

Service Redesign

Some of the savings will be slightly reduced from what was reported in the Business Cases due to delays through Union consultation – 13 Business cases being dealt with at once was always going to be challenging and a big volume for Unison to consider. This is a complex change programme. The Constabulary and PCC are conscious of the distress this is causing staff and hope to complete the work with Unison soon.

b) ERP Working Group Tracker

The timing of the go live date with MFSS is a concern and it was agreed that details of the contingency and a go live date further in the future than 1st July should be agreed over the next few days and a letter should be sent to inform MFSS. It is hoped this will allow proper checking and testing before go live and ensure a smoother transition from one system to another with least risk. It will need to be made clear to partners that it is a concern that a go live date before ready would present a risk to policing in the local area. Communication with Staff was discussed.

10. Professional Standards Department

a. Quarterly Update

The OPCC Chief Executive reviewed this outside of the meeting with the Head of the Professional Standards Department.

b. IOPC Independent Investigations Update

The OPCC Chief Executive reviewed this outside of the meeting with the Head of the Professional Standards Department.

11. A.O.B

a) Business Continuity Disaster Recovery

Discussed future options for the Communications Department disaster recovery once Taunton closes. Collaboration opportunities have been explored as well as options for buying the DS300 as well as the kit and finding an appropriate existing police building to locate it in. A decision notice was requested for the next meeting of the Police and Crime Board.

b) Use of Force Police Custody

The PCC requested this report to provide assurance following a letter from HMICFRS to the Chief Constable in January regarding ongoing concerns

regarding use of force in police custody across England and Wales – the PCC has a responsibility to monitor this. The Scrutiny of Police Powers Panel will look at this during a future meeting.

c) OP Topaz Business Case

Op Topaz is responding to the threat of Child Sexual Exploitation. Really positive that this is being rolled out across the force and the PCC queried whether this will include wider vulnerability issues in the future? The answer to this can be included in the assurance report which will be submitted to the Constabulary Management Board and Police and Crime Board in September 2018. The Chief Constable highlighted that this is an example of the really positive work being undertaken by the Constabulary that is not captured in the performance overview.

d) Update on Action 8 – Road Safety Performance Measure Proposals

The Head of Road Safety talked about the new problem profile and strategy and moving to the delivery plan. They are linking in with the National Road Safety Calendar. There is a significant amount of good work going on and positive partner relationships which the Constabulary are looking to maximise on. The Constabulary are working on a draft Performance Framework on Qlik Sense which will look at a number of areas.

The Problem Profile highlighted an issue of a spike in accidents involving drivers over 70 years old so the Constabulary are now working with partners on ways to mitigate this risk – bespoke work is under way in Somerset which could to be rolled out across the force.

Accidents can now be reported online. Near miss data is now being captured in order to put in preventative measures in areas where issues are identified e.g. Patchway roundabout (the Constabulary are working with partners to make this area safer). Another avenue for the public to report dangerous driving is sharing dashcam footage with the police.

In terms of partnership working agencies are now coming together 24 hours after major road incidents to problem solve in Somerset – this approach will be rolled out across the force following the trial in Somerset.

Motorway closures – the Constabulary are bringing together good practice from the local area and other force areas to write a Terms of Reference in conjunction with Highways England who have responsibility for motorway closure. Public education is also required regarding why motorway closures happen and who's responsibility it is.

e) Other

Bristol City Council's proposed approach to spending the Police and Crime Grant in 2018/19 was discussed and the implications of this. Also discussed their view regarding to their share of the Coroners funding.

12. Publication

The following items were agreed for publication:

- 31st January 2018 Police and Crime Board Agenda
- 31st January 2018 Police and Crime Board Minutes

Actions List:

See Exempt Actions List

Date of the Next Meeting: 4th April 2018