

Police and Crime Board, 11th October 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. Assurance Report (specific assurance on the force response to FGM)
- b. Assurance Report (specific assurance on the force response to Child Exploitation – Sexual and Non-Sexual)
- c. Quest Presentation – Abstraction Management
- d. Performance Overview
- e. Quarterly Vulnerability Update

4. Decisions (to be signed at the meeting)

- 2018/019 – IRP Member Term Extension

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

6. Key Organisational Risks and Issues

7. Finance: Q2 Outturn Verbal Update

8. HR Data

9. Major Projects:

- a. Highlight Report**
- b. Williton and Minehead Response Base**
- c. ERP next Steps**

10. Quarterly Update from the Diversity and Inclusion Board

11. A.O.B

- **Final Strategic Framework**
- **Call In Project Progress Update**

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

Date of the Next Meeting: 7th November 2018, 13:45 – 16:45

DRAFT Minutes of the Police and Crime Board, 11th October 2018

Attendees:

Sue Mountstevens, Police and Crime Commissioner
Andy Marsh, Chief Constable
John Smith, OPCC CEO
Mark Simmonds, OPCC CFO
Sarah Crew, Deputy Chief Constable
Nick Adams, OCC CFO
Mark Milton, Director of People and Organisational Development
Ben Valentine, Governance Secretariat Officer
Karin Takel, OPCC Strategic Planning and Performance Officer
Alaina Davies, Resources Officer

1. Apologies

Marc Hole, OPCC Head of Commissioning and Partnerships

2. Minutes and Action Update

The Board agreed the minutes from the Police and Crime Board Meeting held on 30th August 2018 and discussed the actions update:

- Lighthouse referrals – the Constabulary assured the PCC that the manual check for picking up referrals to Lighthouse has been switched on and an update will be given at the next Police and Crime Board (PCB) to ensure this is working.
- ASB audit – the PCC will be briefed on the findings of a planned Constabulary ASB audit at the PCB in March 2019.
- Victims Governance Multi-Agency Proposal – the OPCC Chief Executive Officer had drafted this and sent it to the Chief Constable for review.
- Staff Survey – report on the findings will be sent to the PCC and the action can be closed.
- Apprenticeship Scheme – Procurement team dealing. Decision Notice will be signed off at a future PCB.

3. Performance against the Police and Crime Plan

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

The assurance report focused on the Constabulary response to female genital mutilation (FGM). The PCC asked if the FGM helpline run by the NSPCC has generated many referrals – it is a helpful tool but has not made a big difference to the referral numbers. The PCC enquired whether the Constabulary has enough resources to support this area of work – The lead officer for FGM has worked hard to ensure that there is a network of people in the organisation with FGM knowledge.

The approach is changing following learning from a previous case with a failed prosecution. The PCC was assured that the Constabulary's model for responding to FGM is about raising awareness, education and prevention rather than a specific focus on prosecution. This recognises that this is a complex cultural issue which it is believed is still openly practiced in some parts of the world.

The Constabulary believe that if there was to be a prosecution in the UK for FGM it would change the landscape and the demand would increase with more referrals coming forward.

The funding provided by Bristol City Council to the Refugee Women of Bristol (RWOB) charity is not specifically for FGM but for asylum and refugee issues. This is a good organisation to support which provides a valuable resource in bridging the gap between the community and responsible agencies.

The OPCC found this to be an excellent report and the PCC thanked the lead for all her work in this area. The PCC confirmed that FGM has been discussed at the Criminal Justice Board and the Crown Prosecution Service now has a greater knowledge of the subject.

The PCC will be informed if there are any short term requirements for funding in this area or any opportunities for the PCC to raise awareness with partners of the need for resources and support.

This is also a social care issue and as such the PCC will raise this with relevant partners.

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

This is a good and detailed assurance report on the force response to Child Sexual Exploitation (CSE) and Child Criminal Exploitation (CCE). The PCC sought assurance with regard to police attendance at safeguarding meetings – there are no issues with attendance at statutory safeguarding meeting but there have been some issues with attendance at sub-group meetings, which is being looked at. It would be helpful if the meetings could be run differently allowing use of technology to attend the meeting remotely rather than all attend a specific location – this is also a far more sustainable approach to running meetings. There also appears to be a lack of understanding from Local Authorities regarding roles within the police and that the most appropriate person to attend might be a member of staff rather than an officer.

The PCC raised concerns regarding the expansion of the remit of Operation Topaz to cover CCE as well as CSE within the existing resources. This is the national and local direction. This is planned within existing resources as many cases overlap. The roll out of Operation Topaz across the force area is positive and a decision will need to be made in the future whether to

make this Business as Usual (BAU) and therefore make the staffing arrangements permanent – staff are currently abstracted and their substantive posts backfilled.

The Constabulary are seeing less CSE operations as a consequence of the preventative measures and earlier disruption. Any gaps in the support services for victims of CSE were discussed and the PCC suggested the liaising with Barnardo's with regard to identifying any further funding and also speaking to the Dawes Trust regarding the decision to stop Catch 22.

c) Quest Presentation – Abstraction Management

Qlik Sense now shows an overview of who is on duty and what skill sets are available at any time. Further steps in this process will be to make the technology forward looking.

The next Quest will look at Victim Satisfaction and will be reported to the November Police and Crime Board.

d) Performance Overview

As the Constabulary goes into an expected period of lower demand they will be giving consideration to changing the way they manage demand next year and focusing on improving performance in many areas. Public expectation of policing against a backdrop of reduced funding was discussed – there needs to be a dialogue with the public about this. There needs to be clarity that the police must balance the need to respond to new/emerging crimes with managing traditional crime types. Legitimacy is a concern and either more money for policing in Avon and Somerset is required or new thinking/approaches to dealing with demand.

The PCC raised concerns regarding file quality. The Box software roll out did not go as well as expected due to training and preparation rather than any issues with the technology. The launch of this software was implemented locally rather than through the Change Programme. The PCC was assured that training is now underway and this should see an improvement in the number of cases being referred back by the CPS due to file quality.

Victim Satisfaction was discussed and concerns regarding Victims Code of Practice (VCOP) compliance. Victim Satisfaction is the subject of the next Quest being reported to the November Police and Crime Board (PCB) and will cover issues with VCOP compliance.

Avon and Somerset Police have now purchased a Drone and publicity regarding the use of this in the next couple of months would be good.

The re-launch of Neighbourhood Policing was discussed. 10 days in and initial feedback from officers is positive. Success will be evident over time when demand reduces in areas where there are a high number of issues

reported. Proactive publicity regarding Neighbourhood operations would be helpful. There has been lots of media coverage of the roll out in some areas of the Mini Police which has been good community engagement and there are also tools available for schools to use on the website. An update on how the implementation of the new Neighbourhood Policing model has gone will be given at the November 2018 PCB.

e) Quarterly Vulnerability Update

Custody resource issues were discussed and the risk of high turnover of staff in this area. The Constabulary confirmed that 178 officers have completed the Specialist Child Abuse Investigator Programme (SCAIDP) and there are a further 100 working towards accreditation which is a greater number than before.

The PCC was assured that the decrease in missing person reports being seen by Avon and Somerset Constabulary versus the national increase is thought to be because of more effective application of risk assessments. A study is underway to support continuous improvement of missing person management.

4. Decisions

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

2018/019 IRP Member Term Extension – Decision to extend the term of two members of the Independent Residents Panel (IRP) to beyond the May 2020 PCC elections for continuity reasons. The Decision Notice will be signed and published on the PCC's website.

5. Chief Constable's Update

The Chief Constable raised the following:

- Opportunity to focus on certain areas of performance during time of lower demand such as Hate Crime, Burglary, Drugs and File Quality;
- Tri-Force – positive direction;
- Community Confidence – making a success of the new Neighbourhood Policing model;
- Funding – additional funding concerns due to local government pension fund issues. The impact is not yet known but this is a massive concern across the whole public sector;
- Leadership and Development – what this looks like over the next three years. The way technology is used, wellbeing and the way decisions are made.

6. Key Organisational Risks and Issues

Risks and issues reflected within the Police and Crime Needs Assessment were discussed. Positive feedback on the assessment was received from the

Police and Crime Panel. However the panel suggested that more emphasis be put on the additional pressures facing the police service as other services detract what they offer due to a lack of funding. The Board agreed the assessment was fair, balanced and articulated all the key risks and issues.

7. Finance: Q2 Outturn Verbal Update

No verbal update to give at this stage. The Quarter 2 Financial Outturn Report will be submitted to the next meeting of the PCB on 7th November 2018.

8. HR Data

It was noted that the previous high sickness absence data reported to the PCB was incorrect – absence data at the end of September was a total of 4.3% working hours lost. The PCC commented that it was surprising that areas of higher sickness absence did not correlate to where there are high levels of vacancy, with the exception of PCSOs.

It was acknowledged that great leadership makes a difference to the sickness absence. The most common reason for sickness absence is Mental Health related – there is free over the phone 24hrs and 7 days a week support (for 8-9 support sessions) but the Constabulary would like to invest more in this in future if possible. A pilot for health screening in the Constabulary has just been agreed and Flu Vaccine vouchers have been made available to the workforce again this year.

The PCC enquired what the projected retirement numbers are based on – based on upward trend and increased at the recent level, although this will be adjusted if the numbers plateau. HR will keep a close watch on numbers and matching up with recruitment of new officers – need to aim above establishment level to get the right numbers. Any decision to slow recruitment once it is felt that numbers are at the right level to do so will be agreed by the Police and Crime Board.

9. Major Projects

a) Highlight Report

Tri-Force – Funding Formula discussion is ongoing.

Enabling Services – lost savings as a result of the decision not to joint MFSS. Savings would have also been lost if Avon and Somerset Police had joined due to the increasing costs of the MFSS service. Change initiatives will be coming forward for savings in IT, Admin and Fleet but more needs to be added to the pipeline. The Fleet Review will be submitted to the November 2018 Programme Board.

Infrastructure – The work at Kenneth Steele House is starting following initial delays but the team think they can manage this within the cost envelope. Yeovil options are still being discussed and the communications around this decision

were discussed. Awaiting news from the NHS with regard to Southmead and costs.

Digital – issue with BES. The Programme Board agreed a review of DEMs and then to look at options in the market place.

MFSS – the Legal Services Department are dealing with the decision not to join MFSS and agreeing outstanding costs due. The OPCC Chief Executive Officer will work with the Legal Services Department on framing a response letter setting out the position of Avon and Somerset Police in order to clarify costs owed.

b) Williton and Minehead Response Base

Business Case will need to be approved and Decision Notice signed off.

c) ERP Next Steps

Looking at optimising current systems whilst continuing to monitor the market place for opportunities. Approaches and principles will be set out to help inform long term planning. Big decisions will need to be signed off by the Police and Crime Board. Procurement work needs to start immediately for contracts coming to an end next summer.

10. Quarterly Update from the Diversity and Inclusion Board

Update from the recent Diversity and Inclusion Board which looked at the three strands in the Inclusion and Diversity Delivery Plan and how they come together. The Constabulary is currently working on a Qlik Sense app which highlights performance against the three strands.

The Board also talked about the results of the staff survey and had updates from the staff networks.

11. A.O.B

Final Strategic Framework

Improvements to branding of buildings cannot be expensive and changes need to be approved from a diversity and inclusion perspective i.e. are there fonts that should be avoided.

The Strategic Framework now includes the PCC priorities. It was requested that the OPCC Service Delivery Assurance (SDA) be included in tier 3 of the approach to assurance.

The next step is to put the 18 strategic objectives into a clear plan. Improvements to governance are being reviewed. This has been commissioned as a project within the Change Programme and the new structure should be in place April 2019. There will be one system to capture all actions. Quality

assurance will be carried out as part of the change and the Constabulary will liaise with the OPCC to ensure a common approach to governance.

Call in Project Progress Update

The idea for the Call In Project came from the United States of America. This pilot scheme will be a bespoke mentoring service for 18-25 year olds aiming to divert them away from criminality and (with the help of business) into employment. Needs Based Assessments will be carried out and individuals invited to the Call In Panel to gauge if they are open to change. The offer will be a Conditional Caution for 6 months where they will agree not to commit crime, agree to a number of measures and receive bespoke mentoring. Currently working on recruiting a cohort of mentors. This pilot is taking place in a high risk area to start with. The PCB are very supportive of this pilot and hope it goes well and if it does future plans and funding will need to be considered.

12. Publication

The following items were agreed for publication:

- 30th August 2018 Police and Crime Board Agenda
- 30th August 2018 Police and Crime Board Minutes

Actions List:

See Exempt Actions List

Date of the Next Meeting: 7th November 2018