

Police and Crime Board, 3rd April 2019 13:00 – 17:00

Venue: Conference 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

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

- a. Quest – VCOP/BRAG and Lighthouse Referrals
- b. Quest – Outcomes
- c. Quarterly Vulnerability Report
- d. Assurance Report (focus on mental health)
- e. Performance Overview

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

5. Key Organisational Risks and Issues

6. Monthly HR Data

7. Major Projects:

- a. Highlight Report
- b. Update on DEMS
- c. Update on ICT redesign
- d. Yeovil options

8. Update from the Inclusion and Diversity Board

9. A.O.B

- Regional Gateway Review

10. Action Update

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

Date of the Next Meeting: 1st May 2019, 13:00 – 17:00

DRAFT Minutes of the Police and Crime Board, 3rd April 2019

Attendees:

Sue Mountstevens, Police and Crime Commissioner
Sarah Crew, Deputy Chief Constable
Stephen Cullen, Assistant Chief Constable
John Smith, OPCC CEO
Mark Simmonds, OPCC CFO (part of the meeting)
Nick Adams, OCC CFO
Mark Milton, Director of People and Organisational Development
Sarah Omell, Head of Improvement
Karin Takel, Strategic Planning and Performance Officer
Ben Valentine, T/Governance Secretariat Manager
Alaina Davies, Resources Officer

1. Apologies

Andy Marsh, Chief Constable
Veronica Marshall, Deputy Director – Transformation & Improvement
Marc Hole, OPCC Head of Commissioning and Partnerships

2. PCC Update

The PCC talked about the ongoing concerns regarding knife crime and serious violence. The lack of a stable government slows down initiatives the force are trying to progress.

The launch of Operation Remedy on Monday was brilliant, it was good to see the officers present keen to make a difference for local residents. The PCC once again highlighted the importance of being able to evidence the success of this operation over the next year – this will be a key part of discussions with the Treasury, Home Office and local residents on the results that can be achieved with more police funding.

ACC Cullen mentioned that he visited Glastonbury earlier today and everyone he spoke to was very positive about the work of the Neighbourhood Team there.

3. Minutes and Action Update

The Board agreed the minutes from the Police and Crime Board Meeting held on 6th March 2019.

4. Performance against the Police and Crime Plan

a) Quest – VCOP/BRAG and Lighthouse Referrals

An engine room was held in December 2018 and an action plan created following that – all of the actions from this have now been completed and the Constabulary are now at the stage of embedding the changes.

Officers were asked to complete a survey which asked them why victim referrals were not being made. It was reported that 72% of those that completed the survey were not referring due to lack of awareness. Issues also identified in the results of the survey were lack of understanding of the threshold for referring and also other demands on the time of officers.

Warwickshire and West Mercia had similar issues with victim referrals and so commissioned Behavioural Insights to carry out a review. These forces developed a package of training and communications materials which has brought about a change in attitude and improvements can be seen – it has been agreed that this package will be used in Avon and Somerset.

Using the systems and automation will be a good way forward but it is recognised that the cultural change needs to come too. The Constabulary reported that they have trialled automation on victim referrals relating to Hate Crime – 90% of these referrals were correct which gives confidence in the system working. Referrals are going to be captured on the back to basics measures on Qlik Sense, so it will be clear which teams are performing well and which are not, the Constabulary can then explore the reasons for this.

The PCC sought assurance that improvements are sustainable. The Governance around this area of business has been strengthened and a cultural and automation solution now identified. This needs to be addressed through a training and communication plan in order for officers to see and understand when to make referrals. This should be part of the assurance model monitored on a monthly basis.

b) Quest – Outcomes

There was no engine room as Positive Outcomes is being taken forward by the Investigative Standards Forum. The Constabulary have carried out dip-sampling in order to have an evidence base of the problems and are now looking at ways to approach sustainable improvement. The Investigative Standards Forum has a new Terms of Reference. It is important to develop assurance and audit areas which link to Custody, Criminal Justice and Forensic processes into the Organisational Learning process.

The Learning Department are currently working on an example of what a good supervisor review looks like and will cascade this once completed. Need to look at interdepartmental sharing of learning.

The OPCC CEO sought assurance that the Constabulary are being mindful of the crossover of work here with the Criminal Justice Transformation Project.

Timeliness issues with the use of release under investigation (RUI) were discussed, there are less controls than under bail but this was introduced following legislative changes.

The PCC queried the custody review options and was assured that outsourcing of detention services has never been in scope.

c) Quarterly Vulnerability Report

The high number of Rape and Serious Sexual Offences (RASSO) investigations making up the workload of the Investigations Directorate (42%) was noted. The number of historic offences is now consistent.

The use of civil orders has been a good way to protect people at the same time as reducing demand but the communication around this needs to be better i.e. explaining what these orders are and why they are in place.

The National plan and vulnerability checker was discussed. This will help identify gaps and opportunities and is expected to provide a benchmark against other forces.

Disclosure is a continuing challenge in complex investigations. Five principles of disclosure are being put before the Chief Constables Council next month for agreement and it is hoped that this will help.

The PCC sought assurance that there has been no adverse affect from changes in relation to the missing person processes.

The PCC was assured that Op Remedy won't change any of the processes around Child Sexual Exploitation (CSE) or vulnerable adults. This is an opportunity to identify more cases.

There is reference in the paper to an audit taking place in relation to Female Genital Mutilation (FGM) which the PCC would like to know more about. The PCC is concerned about referrals reducing.

A Criminal Justice review has been announced by the Government which will focus on Policing, CPS and Judicial performance measures.

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

This assurance report focused on Mental Health. The Constabulary have a better picture of the demand of mental health than they did 12 months ago. The Constabulary now have evidence when in conversation with partners enabling the organisation to affect change. The Constabulary put forward 6 key strategic risks at the last Crisis Concordat meeting which were all accepted.

The PCC queried the increased demand percentage quoted in the report for the total number of mental health related calls as this felt too low. The percentage of incoming calls identified as relating to mental health issues does not give an accurate picture of demand because it does not take account of complexities, processes and officer time. This is an issue which is reflected nationally as a symptom of police systems not being set up to deal with these complex mental health issues. It is difficult at the moment to measure how long an officer is involved in a job relating to mental health and how many officers are involved. There is now a definition by which to identify an incident as mental health demand so data should be more accurate and comparable with other areas in future.

The PCC was assured that the Constabulary are using Section 136 as appropriate and not overusing it. Each force is different and will be impacted differently by mental health demand. Once detained under Section 136 the process must be followed though even if the causes are not felt to be mental health related in the end. It is often better to use Section 136 for the safety of the individual e.g. a person is showing intent to harm themselves.

The performance of the Mental Health Control Room Triage was discussed. A 3 month review was carried out to provide an evidence base for where improvements need to be made. There are national discussions ongoing with regard to improving how people will access mental health services in the future.

Conveyancing of individuals to places of safety was discussed and how the Constabulary feel this is working at a local level. The PCC will raise this issue at the South West Emergency Services Forum.

The lack of referral routes when officers have concerns for an individual's mental health, but where the individual has not been previously recognised, has been identified as a strategic risk at the Crisis Care Concordat.

The Deputy Chief Constable wanted to note the tremendous amount of work that has gone into this area of work over the past year which puts the Constabulary in a good place to provide evidence in discussion with partners on improvements which need to be made. This was agreed and supported by the PCC.

e) Performance Overview

It was requested that context be provided in the report in future to the figures for reducing harm from managed offenders.

The trend for recorded crime is showing a general reduction across the force area with the exception of two areas (North Somerset and East Somerset) – the OPCC have asked for the reasons behind this.

The PCC was assured that the organisation feels improvement in crime recording have been made and this activity is to continuously improve.

Regular updates will be provided to Police and Crime Board as part of the Performance Report.

It was requested that the totals be provided in future for the Out of Court Disposals.

A brief action plan on Op Remedy was given. Op Remedy was launched on Monday. Phase 1 is focusing on getting the team and management structure in place, creating a wave of activity, monitoring and reviewing how it fits in with existing tasking and intelligence. There will be a big and dynamic plan for phase 2 and a structured and timed calendar will be provided once completed. A breakdown of where the funding will be spent will be sent to the PCC soon. An update will be available for the Police and Crime Panel at their meeting in June 2019, by then Members will have been invited to go out with the teams.

5. Decisions

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

2019/004 Serious Violence Coordination Fund – Decision to agree the OPCC's plan for distribution of £100k to Community Safety Partnerships in support of the coordination of work to tackle serious violence across Avon and Somerset. The Decision Notice will be signed and published on the PCC's website.

6. Deputy Chief Constable's Update

The Deputy Chief Constable raised the following:

- Inclusion and Diversity – New strategy and values. The five ideas previously discussed at Police and Crime Board are progressing. The issues around culture and behaviour are recognised. The eight directorate heads and the Chief Officers all have actions and recognise that inclusion and diversity needs to be at the core of all leadership work.
- Op Remedy – risk of not maximising the benefit of the extra investment. This will provide evidence of the value of extra investment.
- Data – data quality is a risk but also the ethical use and governance of the use of data. The Constabulary feels better sighted on the risk now.
- Regional Collaboration – the Constabulary are putting their best effort into achieving the right outcome regarding Forensics.
- Brexit – risk could emerge from a public lack of faith and confidence in the political system.

7. Key Organisational Risks and Issues

Discussed the activity over the past year which should be highlighted in the Annual Report. An update was given on the Force Management Statement (FMS) which suggests a more agile and innovative organisation who are dynamic with resources. The draft FMS will be available internally in May.

The OPCC queried the tools the Constabulary have to understand the skills base available – this is currently held across a number of data sources but a business case is being drafted for a new consolidated system.

8. Monthly HR Data

The Director of People and Organisational Development reported that although the Constabulary have started the year below headcount they are a dozen officers above the plan and 4 short of PCSOs. The Constabulary feel confident of delivering the extra officers as they are in a stronger position with staffing and have the benefit of already working at a high pace to deliver the required recruitment in 2018/19.

The Constabulary confirmed that they have published the Gender Pay Gap report on time. There was a negative shift in the figures in relation to bonuses which was disappointing and the PCC asked for specific examples of cases where bonuses have been given, which should also include the total number of bonuses given. In many cases it is thought that bonuses have been awarded based on the type of work which is carried out by roles which tend to be occupied by males e.g. body recovery.

The PCC queried whether the Constabulary felt that the number of leavers for the month was higher than expected. Retirement numbers are based on joining dates and any resignations are followed up with an exit interview. There are a number of factors that could be affecting resignation which are driven by changes in society meaning people are less likely to enter into a job for life, policing has changed and also the pension benefit has changed. There are also concerns regarding the number of people not in the pension scheme due to financial hardship – the PCC was assured that there is an audit trail of those individuals being offered the pension scheme. The PCC was assured that the Constabulary base planning around 17 leavers per month – this needs to be made clear to the Police and Crime Panel and how the numbers fit with the recruitment plan.

The Police Constable Degree Apprenticeship (PCDA) and curriculum was discussed. The PCC asked the Constabulary to confirm that they are planning to recognise the achievements of student officers at regular points during the course of the three year degree course.

9. Major Projects

Mobilisation

Roll out of mobile technology being delivered on time and under budget. Benefits update will be reported to the June 2019 Police and Crime Board.

Estates

Concerns raised regarding the increase in capital on estates projects. The PCC was assured that the Constabulary have learnt lessons and Business Cases are more robust. They are currently going through all of the projects in the

capital plan to identify any further issues. The PCC approved the additional spend on Shepton Mallet.

Update given on the disposal of Taunton and the options for relocation of the backup communications centre – look at collaboration again and also look at the costs again based on the basics of what is needed to manage for a short time. The OPCC CFO is pushing for detailed disaster recovery plans across all areas.

Response will move from Broadbury Road on a six month pilot and the Constabulary will then assess the impact on the community. Need to be clear that Neighbourhood are not moving from Broadbury Road area and the Constabulary are mindful of the need for their presence within the community.

Digital

DEMS/Body Worn Video (BWV) update, Reveal software up for renewal in November and there would be a cost of moving. Mobile technology refresh will need to take account of ESN. Need a clear plan of how Avon and Somerset map onto National Programmes – Constabulary to confirm status regarding Single Online Home.

10. Update from the Inclusion and Diversity Board

The final Strategy and Plan have been published on the website. Updates on the five big ideas was given. Supporting the staff networks was discussed and how they learn from each other. More of a focus on diversity and inclusion needs to be included in the assurance framework.

11. A.O.B

South West Police Collaboration Programme – Gateway Assurance Review

Discussed the review of the regional collaboration units in the South West. The main areas of business are Serious and Organised Crime (ROCU), Forensics, Counter Terrorism and Special Branch, Major Crime – Tri Force and Special Operations – Tri Force.

12. Action Update

An update was given on the actions from previous Police and Crime Board Meetings as follows:

- Hate Crime – Update on the joint progress against the Ebrahimi Enquiry Day in 2018. When updates from partners will be available discussed.
- Recruitment – It was reported that under the current model it takes 29 to 32 weeks from training to becoming fully operation (considered fit for independent patrol) for a student police officer. What the time scales under the new model will be are not yet known.

13. Publication

The following items were agreed for publication:

- 6th March 2019 Police and Crime Board Agenda
- 6th March 2019 Police and Crime Board Minutes

Actions List:

See Exempt Actions List

Date of the Next Meeting: 1st May 2019