

Police and Crime Board, 4th December 2019 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 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

- a. Assurance Report (Vulnerability & Effectiveness of Victim Support – Hate Crime)
- b. Swan/VOCAS Reporting
- c. Performance Overview
- d. SPR

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. Finance: Draft MTFP

8. Major Projects:

- a. Highlight Report
- b. Service Redesign – Uplift – project initiation and terms of reference

9. Information Governance Update (update from 31st October SIMB)

10. A.O.B

- a. ASCEND Update
- b. Police Constable Degree Apprenticeship – Community Stakeholder Engagement Progress
- c. Health and Wellbeing Board Update

11. Action Update

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

Date of the Next Meeting: 8th January 2020, 13:00 – 17:00

DRAFT Minutes of the Police and Crime Board, 4th December 2019

Attendees:

Sue Mountstevens, Police and Crime Commissioner

Sarah Crew, Deputy Chief Constable

John Smith, OPCC CEO

Mark Simmonds, OPCC CFO (part of the meeting)

Nick Adams, OCC CFO (part of the meeting)

Mark Milton, Director of People and Organisational Development

Superintendent Deryck Rees

Marc Hole, OPCC Head of Commissioning and Partnerships

Ben Valentine, OPCC Strategic Planning and Performance Officer

Nick Ridout, Governance Officer

Alaina Davies, Resources Officer

1. Apologies

Andy Marsh, Chief Constable

2. PCC Opening Comments

Still in purdah. The two parties are suggesting different ways of managing the police and the whole Criminal Justice system which creates uncertainty and difficulties in planning. The police are also alert to the potential increase in Hate Crime linked to political uncertainty.

3. Minutes and Action Update

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

4. Performance against the Police and Crime Plan

a) Assurance Report (Vulnerability & Effectiveness of Victim Support – Hate Crime)

This assurance report focuses on the Constabulary response to Hate Crime. The first section provides an update on the Constabulary progress against recommendations from the HMICFRS “Understanding the difference” report. The Constabulary report an improving picture.

SARI referrals are back to the level prior to the introduction of GDPR. It was clarified that the police do not directly refer to SARI, this is done through the LSU as they are best placed to assess the most appropriate referral route on each case.

The OPCC highlighted the amount of work the Constabulary have done with community groups to build positive relationships, particularly in Bristol. The

Chief Constable has said that he would like the Constabulary to be an Outstanding force for tackling Hate Crime. The structures are now in place to help realise this ambition but this will require the investment of staff and officers now. There are effective governance structures with partners in place for sharing the victim journey, data sharing and identifying victims in communities. The Constabulary have launched a themed assurance process every other month with dip-sampling in between. Every LGBT case is to be dip-sampled to ensure it has been dealt with correctly and provide learning as necessary. Cases are discussed at local tasking meetings with visible problem solving.

The PCC queried the low BRAG completion rate and the logs with no protective characteristics noted. Notes are added where it is obviously Hate Crime but the next step is to ensure officers are questioning the motives of a crime where it is not obvious and noting it as Hate Crime if appropriate. It was noted that it is most challenging for call handlers to identify Hate Crime as a motive where it is not obviously identified by the caller. The Constabulary will be raising awareness internally through the Chief Constable Roadshows, Chief Constable Blogs and Hate Crime Awareness Week.

The Constabulary believe that Hate Crime is significantly under-reported and that through increased trust and confidence this could improve. The Constabulary have a great online reporting tool which they are asking all charities they work with to use. The effectiveness of the Strategic Independent Advisory Group (SIAG) was highlighted and it is hoped that there can be four local IAGs each with a strong range of representation.

It was reported that 19% of Hate Crime Offenders are repeat offenders and responsible for 40% of Hate Crime. The Constabulary are doing some work relating to repeat offenders and hope to see real improvement – an update on this will be provided to the Police and Crime Board in six months.

Data Quality was discussed in relation to Hate Crime. It was noted that there are some technical issues with Storm to Niche conversion but an automated solution is being looked at to resolve these issues.

There appears to be a geographical difference in positive outcomes for Hate Crime and the PCC requested some narrative to explain this for the March Police and Crime Board.

The Constabulary are also working with partners on putting together a Housing Group.

The OPCC are very supportive of this area of work.

b) Swan/VOCAS Reporting

Briefing provided by the OPCC Commissioning Team on the Swan Advocacy delivery of the Victim of Crime Advocacy Service (VOCAS).

Assured regarding the delivery and it was noted that the demand is higher than it was for the previous provider. There have been positive outcomes for cases that have been closed.

c) Performance Overview

The PCC was assured that the Constabulary response to demand has not worsened but is not where they want to be. Clear plans are in place to reduce demand led by the Demand Management Group. The PCC raised concerns regarding the percentage reported of Priority High and Standard calls which are outside of Service Level Agreement (SLA) – this is affected by the issues in relation to increased demand on Patrol discussed at the last Police and Crime Board. This is a complex picture and the Constabulary are looking to take a holistic approach going forward to avoid the risk of moving demand pressure from one area of the organisation to another to deal with an issue – this work will inform where the new resources into the organisation are placed.

One of the learning points from Op Demand was the need to ensure the ongoing basic skills of officers are kept up to date e.g. use of Niche. This will ensure that all officers can be utilised in future similar operations where there is a Force wide push on reducing live logs.

The PCC queried the timeline for seeing improvements as a result of the demand work the Constabulary is doing. The Constabulary are focused on using data science in mapping this piece of work intelligently to draw together the different work across the directorates – this is a critical piece of work that the Constabulary must get right as the foundation for decisions on where to place additional resources in the organisation.

Intelligence comment in the report regarding severe and high categories by end of December relates to plans to be more prescriptive and proactive about ensuring officers know what is required locally to add to the intelligence picture in these categories.

The OPCC raised concerns that positive outcomes appears to have gone down over the last three months. The PCC was assured that the rolling average shows improvement and that the reported figures are likely to be a result of data inputting timing issues.

The OPCC queried why an increase in Out of Court Disposals is not being seen – this will be discussed in more detail at the ASCEND Update item on the agenda. The Constabulary will check that Neighbourhoods are correctly recording Community Resolutions so that they are included in the data.

It was noted that the Constabulary have initiated a piece of work to reduce the number of live Warrants. Currently awaiting information from Intelligence regarding the cases not being dealt with before allocating them an Office in Charge (OIC) and then having a push on clearing these. Need to ensure

working with the courts and custody on this push. A report on progress will be submitted to the December Constabulary Management Board.

A report was given at the November Constabulary Management Board on the challenges for Op Remedy. They looked at burglaries and found that many were classed a dwelling but weren't – as a result Operation Remedy will now have oversight of all domestic burglary to ensure this doesn't happen and to identify trends and series.

d) Strategic Policing Requirement (SPR) Self-Assessment

PCCs and Chief Constables are required to have regard to the Strategic Policing Requirement in exercising their duties. The Constabulary check and test this every six months by completing a self-assessment against six mandated categories (Terrorism, Organised Crime, National Cyber Security Incident, Public Order, Civil Emergencies and Child Sexual Abuse & Child Sexual Exploitation). The Constabulary also choose to look at three other categories of enabling services (Forensics, Firearms and CBRN).

Terrorism – medium risk. The National threat level is Substantial which means an attack is likely (there was an incident in London last Friday). Against the National backdrop the risk level cannot reduce locally but the Constabulary assured the PCC of the processes in place to respond locally to an incident should it occur. The PCC sought assurance on the response times if there were to be a local incident. Training is ongoing to ensure the Communication Team identify any such incident quickly and plans are activated without delay. The PCC was assured that following the recent incident in London patrols have been increased in high footfall areas. STRA is a national template and the Constabulary always ensure they are resources up to the level to meet the STRA. There was a Counter Terrorism inspection in the last six months that looked specifically at firearms capability and the Constabulary received positive feedback from this.

Organised Crime – low risk. Progressing against the HMICFRS inspection recommendations from 2018. Working with Local Authorities on Disruption Panels – some areas not as well established as others and it was agreed that this should be raised at the next Chief Executives Meeting.

National Cyber Security Incident – medium risk. The digital technology advances are vast. It is a challenge to recruit, train and re-train digital investigators as pay in the private sector is higher and therefore there is a high turnaround. Challenge regarding forensic demand – the Constabulary is working with South West Forensics.

Public Order – low risk. The Constabulary is in a strong position with the right number of trained accredited officers and a good number trained in command.

Civil Emergencies – medium risk (increased). Training and engagement with LRF is excellent. The risk has increased as it has been identified that

there are areas of the Business Continuity Plans that need to be renewed and refreshed but there is currently a lack of capacity to complete this work.

Child Sexual Abuse & Child Sexual Exploitation – medium risk. This is a huge area of demand. Avon and Somerset Constabulary are taking part in a pilot regarding images on computers and working closely with the National Team to keep on top of the demand. Risks were highlighted regarding recruitment and training – not a short term fix as the skills and required level of accreditation are necessary. The Constabulary are working very hard to keep ahead of the risk but there may be a bid soon for more resources.

Forensics – medium risk. Restructuring work is ongoing. South West Forensics have sought an outside provider to carry out fingerprint work. Plans are in place to reduce backlogs.

Firearms – medium risk. The return of staff from the Tri-Force arrangement has gone well and the next stage is the change in shift patterns. The smooth integration of the three STRAs into one was discussed. There is now a Qlik app which shows how many local policing incidents they have been deployed to. Also the Constabulary are working on linking the training database with Qlik.

CBRN – low risk. This is included as the Constabulary must be assured of its capability in this area and it links in with the Counter Terrorism risk. Strong regional capability and the PCC was assured that Constabulary have enough people trained and the right equipment.

5. Deputy Chief Constable's Update

The Deputy Chief Constable raised the following:

- Terror attack – confident regarding the regional capability. Looking at local risks. CT network working together. Concern potential for increase in Hate Crime as a result of the recent attack in London.
- Election – political uncertainty, election campaigns and the general election result have the potential to cause divisions and Hate Crime. The Constabulary are contributing to the National effort to plan for responding to any incidents.
- Op Uplift – investment in policing announced but with a degree of uncertainty for the police and Criminal Justice as a whole. Despite uncertainty the Constabulary are progressing with Op Uplift. Distribution of additional resources will be based on a strong evidence base and what outcomes the Constabulary may be asked to deliver with the extra investment. The PCC was assured that the Chief Constable will be able to talk to the Police and Crime Panel in February 2020 about where resources might be placed. New resources will not be fully operational for some time with the recruitment and training timescales. It was also noted that whilst there is extra investment promised in officers this will be strongly directed and as such there are still going to be financial constraints on the Constabulary.

The HMICFRS provisional score on the recent PEEL inspection was discussed.

6. Key Organisational Risks and Issues

Police Complaint and Conduct Reforms – the Constabulary assured the PCC of the work being done in readiness. An Improvement Consultant has been allocated but it has been agreed that a project team is not needed. Cultural change needed. The OPCC raised concerns that previously cases dealt with locally have had varied results compared to those dealt with in PSD but it was noted that the assessment will still be done in PSD it's just the structure and reporting framework that will be different. There have been concerns raised in the past regarding the management of poor performance and this will be followed up with line managers as part of the work being done in response to the staff survey results.

Cybercrime – the Constabulary have completed the DAT/CII assessment (to assess readiness) but are waiting for this to be quality assured. This will be submitted to the Deputy Chief Constable on 13th December ahead of the 16th December deadline. It is not yet known how the National Team will benchmark.

Data Quality – the OPCC have asked to see the roadmap of expected activity and outcomes. It was highlighted that the work the Constabulary is doing to tackle this issue is seen positively nationally and others may look to the solution found here.

7. HR: Monthly HR Data

The Director of People and Organisational Development gave a presentation on Workforce Plan progress. It was highlighted that the Constabulary is now working six days a week on recruiting and training uniformed officers to meet the target establishment.

The number of officers coming up to retirement age was highlighted and their decision whether to retire could be affected by the upcoming pensions ruling.

It was noted that the percentage of female officers is increasing. The investment in diversity was discussed. It was noted that there are still quite a number of people choosing prefer not to say/not stated or other when asked for their ethnic background – the Constabulary are trying to build mechanisms into the new process to encourage users to complete this.

Nationally there have been issues with attraction but Avon and Somerset have not seen this and are about to launch new recruitment branding. Resources moving around the organisation and the need to fill vacancies is a consideration.

The different officer entry routes were highlighted.

PCSO recruitment – the Constabulary are confident they will meet the establishment target by the end of 2019/20. The Constabulary are aiming to

over establish and as such this will need to be monitored and a decision made at the half-year point in 2020/21 on the planning for this going forward.

Special Constabulary recruitment – concern regarding low female representation and the PCC asked what could be done to change this.

The gap between the number of patrol officers not on probation and student officers in probation was highlighted. According to the projections the worse point for number of student officers in probation outweighing patrol officers not on probation will be in 2022.

The Board discussed how plans are coming along for the community engagement part of the Police Constable Degree Apprenticeship (PCDA). The outline plan is due to the Police and Crime Board in January 2020. Governance of the PCDA was discussed. The OPCC CFO was assured that there are regular contractual meetings between the Constabulary contract manager and UWE.

8. Finance: Draft Medium Term Financial Plan (MTFP)

The funding settlement is not expected be announced until January 2020. The paper is based on a set of reasonable assumptions and gives a balanced budget for three years with an emerging deficit in the following years. Capital funding concerns were discussed and how important it is to protect reserves as much of the Capital Plan is unfunded from central grant funding. Workings for the assumptions are included in the paper. The paper will be submitted to the Police and Crime Panel for discussion next week.

It was noted that other forces may be presenting a much more prudent picture but this is because they are starting from a different position. The savings Avon and Somerset have made to date have meant they are now in a more positive position than others.

Once the funding settlement is announced there will be a very tight turnaround for the Finance Team to complete the MTFP.

9. Major Projects

Highlights

Estates updates given.

IT re-design delays but the draft Business Case should be finalised by the end of December. The Constabulary have put a lot of time and effort in to reflect the importance of getting this piece of work right.

Process automation is off to a good start. It was reported that 7 weeks' worth of work can be done in terms of uniform ordering in just five days. Avon and Somerset are leading on process automation and are keen to be transparent and share with others what is being done.

The OPCC CFO has asked that the financial reporting side of major projects be stronger in future.

NEP update given.

Op Uplift – numbers included in the report have been included in the MTFP.

10. Information Governance Update

Update from the Strategic Information Management Board meeting on Information Management Governance. Quality assured against national standards. Tactical changes will be made where any gaps have been identified. Recommendations have been made in relation to Data Quality. Making progress on storage work – no existing external storage facilities being used and the audio tapes and VHS are being digitalised. The Constabulary are going to review where they are against the Information Governance Risk as a result of this work and might reduce the risk.

The issue of collaborations was discussed and where the SIRO risk sits. Proposal to put together a regional team to work on this was discussed at the Regional Director of Finance meeting last week and they agreed to underwrite the work.

Partnership working was discussed. The basic infrastructure of governance is there for data sharing with partners but the Data Protection Officer reviews each agreement to ensure compliance.

11. A.O.B

ASCEND Update

Reduced the Out of Court Disposals (OoCD) down to two and Conditional Cautions replaced Simple Cautions. Recent performance has dipped as two members of staff left and it has been difficult to replace them with the future of this project being uncertain.

ASCEND accounts for 47% of all relevant disposals. It provides a centralised consistent approach which saves officers times and provides advice on what to impose. There has been good feedback from officers, victims and offenders. Pleased with the level of compliance with conditions but where there are breaches the PCC was assured that offenders are prosecuted.

Work to encourage more OoCD from Neighbourhoods.

The OPCC Head of Commissioning commented that the results have been encouraging. The evaluation is due in May/June 2020. The pilot is only funded until November 2020 and it was agreed that the future of this project need to be discussed soon and a decision made. It was noted that if this were not to continue it would place additional demand on Response.

Police Constable Degree Apprenticeship – Community Stakeholder Engagement Progress

Discussed in the HR Update above.

Health & Wellbeing Board Update

Staff access to information on Health and Wellbeing opportunities were discussed. There is information on Pocketbook but the Constabulary are working on how to push information more. National Framework and Plan – access to self-help tools are integrated into Pocketbook. The Constabulary have been invited to complete the national self-assessment which they will be doing in the next few months and following that National benchmarking will be available.

Health Assured are the telephone based counselling service offered to employees (NHS waiting time is very long) and it was noted that half of all employees access this within a year for 1-8 engagements. This is very positive and a good investment. People are accessing for a range of reasons.

The Constabulary are engaging with Mindcop which is a self-help app.

Health and Wellbeing Passports have been introduced which ensure that employees who have clinically assessed limitations do not have to explain this when moving around the organisation.

Other initiatives include:

- Force Gyms.
- Wellbeing Champions across the force.
- Half-day workshops on Health and Wellbeing.
- Free Flu Jabs offered.
- Agile working – need to support some managers in how to encourage this and make it work within their teams.
- New Bike Scheme – Green Commute Scheme to get a discount on a new bike.
- Promoting financial wellbeing – outside company that offers financial advice regarding consolidation of debt etc.
- Trialled offering health screening in Somerset in conjunction with the NHS – take up has been high but many have not turned up for the actual appointments.

As a result of the staff survey the Constabulary are looking at how to shorten timescales for disability adjustments.

The Constabulary are working on a calendar which promotes when the various Health and Wellbeing opportunities are through the year.

The Constabulary were awarded a highly commended award by Oscar Kilo in relation to health and wellbeing work.

12. Action Update

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

- Lighthouse Safeguarding Unit (LSU) Update – the OPCC Head of Commissioning visited Somerset LSU recently and the significant amount of work being done is evident. Concerns raised that Keynsham is closer to establishment but still has a high backlog. Lot of tactical problem solving work being done – Somerset are doing a specific piece of Domestic Abuse related work. Recruitment update given – vetting backlog concerns. The Post Implementation Review (PIR) report is due to be discussed at the next Police and Crime Board.
- Vulnerability Update – update on the DA work on identifying patterns of vulnerability. Attended a national steering group regarding the Minerva and Niche flags that are being disregarded as this will have an impact on the work. There are also still Data Quality issues to address.
- Police Constable Degree Apprenticeship (PCDA) Diversity Figures – the PCC requested the diversity figures from the latest PCDA cohort. 34% Female, 10% with disability, 4% from underrepresented groups, 22% identified as other sexual orientation and 37% were under 25.

13. Publication

The following items were agreed for publication:

- 6th November 2019 Police and Crime Board Agenda
- 6th November 2019 Police and Crime Board Minutes
- Quarter 2 Financial Performance Report
- OPCC 2019/20 Mid-Year Outturn and 2020/21 Budget Report
- Half-Year Treasury Management Report

Actions List:

See Exempt Actions List

Date of the Next Meeting: 8th January 2020