

Police and Crime Board, 9th January 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 Office and HR Manager**
- **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 2 – Strengthen and Improve Local Policing Team)

- a. Assurance Report (specific assurance on the Neighbourhood Review Implementation, Burglary, Drugs and operations funded by the ring fenced budget from the increased precept)
- b. Performance Overview
- c. Quarterly Vulnerability Update
- d. Quest – BRAG

4. Decisions (to be signed at the meeting)

- Apprenticeship

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

6. Key Organisational Risks and Issues

8. Finance:

- a. General Reserve Risk Assessment Update
- b. MTFP update - summary report (the report will be provided at the meeting)

9. Major Projects:

- a. Highlight Report
- b. Street Business Case

10. A.O.B

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

Date of the Next Meeting: 6th February 2019, 13:00 – 17:00

DRAFT Minutes of the Police and Crime Board, 9th January 2019

Attendees:

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

1. Apologies

John Smith, OPCC CEO
Mark Milton, Director of People and Organisational Development
Kate Watson, OPCC Office and HR Manager

2. Minutes and Action Update

The Board agreed the minutes from the Police and Crime Board Meeting held on 12th December 2018 and discussed the actions update:

- Neighbourhood Policing Review – initial review of the implementation of the new model will be available to the Police and Crime Board in February 2019 with the full post implementation review following later in the year.
- Vulnerability Update (Stalking and Harassment Clinic) – an update on the force response to stalking and harassment and the possibilities of clinics in relations to this was given under the Quarterly Vulnerability Update agenda item.
- Lighthouse Referrals – the Victim Sub Group are working on an effective way of monitoring performance of VCOP (Victims Code of Practise) compliance. The OPCC Head of Commissioning and Partnerships wrote to the Constabulary to set out requirements regarding assurance and timescales for the work.
- Breakdown of Unfunded Posts – the Constabulary provided a breakdown of unfunded posts within the organisation as requested by the PCC. The Constabulary assured the PCC that they are working on unpicking all of the information in relation to the number of these posts. Some of the posts reported will be as a result of timing issues during changes to the organisation and there are also issues with the structure of the ERP system. The PCC was informed that these posts are part of the headcount numbers reported to the Police and Crime Board and to be aware of how this affects the figures i.e. a department may look as if it is at full establishment but some of the posts may be unfunded so it is not actually at full establishment.

There are circumstances where decisions are made to intentionally create unfunded posts. The Constabulary acknowledge that they must be more robust in their process for creating unfunded posts ensuring that the intention and by who it has been agreed is clear. The Constabulary will report back on progress later in 2019.

- Diversity and Inclusion Proposals – more detail and cost breakdown of the Mobilising the whole workforce campaign proposal will be provided to the Service Redesign Board and if agreed adopted at that Board.

3. Performance against the Police and Crime Plan

a) Assurance Report (Focus on Strategic Priority 2 – Strengthen and Improve Local Policing Teams)

The report focuses on the force response to Burglary and Drugs, including Op Remedy.

Burglary

Some good work is highlighted in the report in relation to burglary but the PCC raised concerns that in some cases the basics don't appear to be being covered. The report focuses in particular on attendance which the force are good at but it is acknowledged that where attendance has not been timely it has a negative impact on satisfaction. It is also recognised that there is a lack of consistency across the force on follow up. More cases need to be shifted into Investigations to get more positive outcomes for victims. Part of the Quest work on outcomes was to have an Investigative Standards Forum and improvements are now starting to show – the same should be applied to burglary. Keeping victims informed of what work is going on is key to improved satisfaction. Being consistent with where detail of cases is recorded is important to improving data quality.

Drugs

The drugs strategy was revised early last year but the ability to deliver operationally was limited back then as a result of funding constraints and problem profiling was unaffordable. The strategy focuses on working with partners. As part of Op Remedy a problem profile will now be done.

The Multi Agency Testing (MAST) was discussed, which allows people to have their drugs tested in an attempt to reduce the risk – this is partnership funded.

The PCC raised concerns regarding open drug dealing on the streets. Whilst the PCC understands the behind the scenes work the Constabulary are doing to disrupt those leading the drugs supply she would like to see more prevention of open drug dealing. There are lots of tactics that the Constabulary can use to prevent this which they did not previously have the resources for – Op Remedy can have a big impact on this.

Op Remedy

Next year is an important year for performance and Op Remedy is going to be a key part of it. The PCC will be particularly scrutinising the three areas identified (burglary, drugs and knife crime) where the Constabulary have said they will be making improvements as a result of the increase in the Council Tax precept. The PCC will be looking for solid evidence that the investment is having a real and visible impact for the communities of Avon and Somerset by December 2019. Developing a benefits tracker for Op Remedy will be important to measure the success. It is hoped that differences will be visible fairly quickly once extra resources are in place. The PCC asked the Constabulary to be mindful of the communications challenges that may arise, in particular regarding knife crime, it will be important to reassure the public that the activity they are seeing is as a result of additional resources being put into tackling these areas of crime now that the opportunity has arisen to do so.

An update on recruitment was given. Work is ongoing to identify what success looks like and how this should be measured. A deep dive audit will be carried out on the three crime types. Over the next month the Constabulary will be working on what delivery looks like. The PCC requested sight of the formal benefits plan and offered OPCC Team support if required. Partnership working is being considered as part of the planning and the OPCC informed the Constabulary that some CSP (Community Safety Partnership) managers have already approached them regarding how they can get involved.

b) Performance Overview

It was noted that outcomes is showing an improvement. The impact of the new Neighbourhood Policing model on patrol and neighbourhood was discussed – early signs are that neighbourhood staff do feel that they have more time available to do problem solving work and the Constabulary are trying to understand the reasons in areas where this is not felt.

The need to improve victim satisfaction was discussed. Various improvements were identified through the engine room, Op Remedy will also affect this as well as ensuring the basics of victim contact. Consideration will be given to the most appropriate suite of satisfaction measures as the Plan is refreshed.

A small improvement in File Quality was reported.

The PCC queried how the new appointment system is going. The assessment of the success of this is ongoing but the Constabulary have seen demand benefits and it has been well received.

c) Quarterly Vulnerability Update

The PCC asked what impact the new role of the RASSO (Rape and Serious Sexual Offences) Gatekeeper is having. This person was in post from late

October 2018 and has been working with the CPS (Crown Prosecution Service) two days per week to understand their needs and what the organisation could do better when submitting files in order to get it right the first time to get a CPS charging decision within 28 days – the Gatekeeper is giving a presentation today on how processes should improve.

Disclosure – nationally forces are looking at technical options e.g. AI devices that will pick out key words. There is a cost to this but would save resources.

The high number of RASSO offences (42%) being the workload of Investigations was commented on – this does include Child Sexual Abuse (CSA) and Child Sexual Exploitation (CSE). It was noted that the number of historic sexual offences being reported seems to have plateaued.

Stalking and Harassment – the PCC is disappointed the BRAG is not being used properly. If the Constabulary decided on Stalking and Harassment clinics now would be a good time given the recent case in the public domain. The Constabulary are still looking at the right way to deal with stalking and harassment and what resources would be required. The Constabulary are considering what technical solutions can be put into place to help identify stalking and harassment cases which are non Domestic Abuse.

MISPERS – the PCC queried the reduction in the number of missing people reported. A range of measures could be contributing to this reduction such as the problem solving and early intervention work the Constabulary has been doing, focusing on those who repeatedly go missing and ways to reduce the number of times this happens, as well as increased confidence in the completion of the risk assessment. The Constabulary have done a lot of Mental Health work as well as working with Children's homes, hospitals and mental health facilities.

FGM (Female Genital Mutilation) – the PCC raised concerns regarding the reduction in the number of FGM referrals. This is due to a change in the criteria which looks at the risk assessment process – previously the risk factors were very generic so a disproportionate number were being referred where as it is more focused now. The Constabulary are still working with partners to ensure that they are flagging cases – some GP's not making referrals is still a concern.

Mental Health – the PCC asked to see the problem profile referred to in the report. The Constabulary carried out a 24hr "snap shot" of demand before Christmas and the report is expected to be ready in the next week on the findings of this – the Constabulary will look to re-run the demand exercise in August 2019.

The PCC was assured that the Constabulary have not delayed the force training on vulnerability as a result of having to comment back to the

College of Policing on improvements that could be made to their vulnerability course.

d) Quest – BRAG

An automatic way of referring victims to the LSU was discussed. The PCC fully recognises the benefits of this but wants to ensure that officers are competent at recognising vulnerability. It is proposed that the Business Objects search is displayed within a Qlik App with the responsibility for reviewing moving from Lighthouse to Supervisors. They will be able to identify cases where referrals have not been made as appropriate and query with individual officers why not. Work is also being undertaken to understand why officers fail to make referral, for example they may already think it is an automatic referral, and to develop internal communications that provide victim stories of being supported by the LSU so that officers understand the importance of making the referrals and the impact it has.

This needs to be communicated effectively to staff to ensure they understand that this is a measure being put in place to help them.

4. Decisions

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

2019/001 Police Constable Degree Apprenticeship – agreed to award the contract for the Police Constable Degree Apprenticeships to the University of the West of England (UWE) at a cost of £22,400 per officer over 3 years. The Decision Notice will be signed and published on the PCC's website.

5. Chief Constable's Update

The Chief Constable raised the following:

- Risks regarding the Brexit uncertainty and potential public order offences and social unrest.
- Importance of securing organisational growth of people is very important – still need to focus on making appropriate saving and efficiencies to build and keep the capability. It is recognised that this is a really important time to reinforce budget controls. The organisation has gone through very difficult times, with a reducing budget and made appropriate efficiencies to maintain service delivery in the face of this, so is now in a position to benefit from the increase in the council tax precept rather than simply balancing the budget. Discussed the importance of the evaluation of the benefits of the extra investment – this will then influence future decisions.
- Operation Remedy is very important and offers a great opportunity to demonstrate what can be achieved with increased funding.

6. Key Organisational Risks and Issues

Discussed under the Medium Term Financial Plan agenda item.

7. Finance:

a. General Reserve Risk Assessment Update

This update looks at the amount of reserves in the General Fund against the Strategic Risk. The police funding settlement announcement reduces the risk in terms of the budget and the amount of savings required to balance the budget across the MTFP. The government looking at changing the police funding formula still remains a risk although this keeps being delayed – it may be addressed through the CSR (Comprehensive Spending Review).

Risk relating to ESMCP remains unknown. Ill health retirements slightly increased as running above budgeted levels. Frozen Council Tax Support grants discussed – change as and when there is a need. Pension deficit liabilities increased risk which is already allowed for in the MTFP. New proposed amount for supplier market place issues risk – having to look at non-profit contracts. Discussed if Brexit should be a consideration – the numbers are still flexible due to the uncertainty so it could be included later.

The Police and Crime Board recommended that the minimum level of the General Fund Balances should not change. This will be reported as part of the full MTFP report.

b. Medium Term Financial Plan (MTFP) Update

The position following the police funding settlement announcement is an increased position of just under £37m across the MTFP period. Growth will cost £5.5m with the surplus next year to fund Op Remedy and underspend at the end of 18/19 will be put into capital. Capital receipts will run out by the end of the MTFP period.

Extra 100 officers assumed with on-costs and the cost of kitting them out have been built into the MTFP. The PCC queried whether the training department would be able to cope with the extra demand of the additional 100 officers.

The Constabulary don't think that the services provided under the Tri-Force arrangements will cost any more after they have been integrated back into the operating model.

The MTFP assumes savings of £4.9m rising to £5m during the MTFP period.

The cost of capital over the MTFP period was discussed. Total expenditure of £81.6m with only £61.8m of funding leaving a shortfall.

8. Major Projects:

a. Transformation Portfolio Highlight Report

There is a Tri-Force Management Board meeting today and an update on this can be given at the February or March Police and Crime Board.

The ICT redesign has been pushed back by a month or two following review of the business case. More detail is required to demonstrate how the design will provide a resilient and secure operating model as well as support and enable transformation. It was agreed that an external peer assessment would be good practise. The extra time will enable this to take place.

People and Organisational Development update was that team morale is looking more positive with new leadership as well as building capability and capacity.

Updates were given on Estates. A paper on Fleet is due in April 2019 to be presented to the Police and Crime Board. DEMS review paper is due in February 2019 to the Programme Board.

b. Street Business Case

The recommendation in the business case was agreed.

9. A.O.B

HR Data

Vacancies are still showing 34 PCSO's and 80 Police Constables – is the Constabulary still on track to reach full establishment? Yes the Constabulary are still committed to this within the agreed timescales. The PCC sought assurance on the succession planning processes for retiring officers. The PCC is pleased to have received a report which states that the Neighbourhood and Response numbers are the best they have been in the last 10 years.

10. Publication

The following items were agreed for publication:

- 12th December 2018 Police and Crime Board Agenda
- 12th December 2018 Police and Crime Board Minutes

Actions List:

See Exempt Actions List

Date of the Next Meeting: 6th February 2018