

**Police and Crime Board, 5<sup>th</sup> June 2019 13:00 – 17:00**

**Venue: Ops 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**

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**

Sue Mountstevens, Police and Crime Commissioner  
Nick Adams, OCC CFO

**2. Minutes**

**3. Major Projects**

- a. Highlight Report
- b. Tactical Support Team
- c. Learning & Skills
- d. KSH Costs Update
- e. Yeovil Progress Check
- f. Digital Benefits

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

- a. Assurance Report (Report 1 – Protect the Most Vulnerable from Harm. Report 2 – Vulnerability Update)
- b. Performance Overview (including Op Remedy update)
- c. SPR
- d. Quest – Data Quality
- e. Ascend Update
- f. Annual Report

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

## **6. Key Organisational Risks and Issues**

### **7. Finance:**

- a. Annual Treasury Management Report
- b. Annual Accounts

### **8. Monthly HR Data**

### **9. A.O.B**

- a. CJ Governance Proposal
- b. Preparations for Final Phase of Police Complaint and Conduct Reforms
- c. Single Online Home

### **10. Action Update**

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

**Date of the Next Meeting: 4<sup>th</sup> July 2019, 13:00 – 17:00**

## **DRAFT Minutes of the Police and Crime Board, 5<sup>th</sup> June 2019**

### **Attendees:**

Andy Marsh, Chief Constable  
Sarah Crew, Deputy Chief Constable  
John Smith, OPCC CEO  
Mark Simmonds, OPCC CFO (part of the meeting)  
Mark Milton, Director of People and Organisational Development  
Veronica Marshall, Deputy Director Transformation and Business Improvement  
Angharad Morgan, PCC's Staff Officer (part of the meeting)  
Marc Hole, OPCC Head of Commissioning and Partnerships (part of the meeting)  
Karin Takel, Strategic Planning and Performance Officer  
Ben Valentine, T/Governance Secretariat Manager  
Alaina Davies, Resources Officer

### **1. Apologies**

Sue Mountstevens, Police and Crime Commissioner. As part of her National role the PCC was called away to a meeting with the new head of the HMPPS.

Nick Adams, OCC CFO

### **2. Minutes and Action Update**

The Board agreed the minutes from the Police and Crime Board Meeting held on 1<sup>st</sup> May 2019.

### **3. Major Projects**

#### **Highlight Report**

Digital Programme – the mobile technology roll out is now concluded. It is important going forward to align with national projects to ensure local projects complement the national activity and allow the force to benefit fully. The Constabulary is working on a national portfolio update which includes local activity to link the two together – this will be available monthly or bi-monthly at the Digital Programme Board and be included in the Major Project Highlight report at Constabulary Management Board (CMB) and Police and Crime Boards (PCB). The next generation of Body Worn Video (BWV) was discussed and the importance of the software as well as the quality of the cameras. Single Online Home was discussed and the position of Avon and Somerset in relation to this – cannot reduce the services and capability the force currently offer. It was noted that generally Avon and Somerset are open to convergence with national projects which offer benefits. The OPCC CFO asked that the replacement of the current ERP system becomes a programme of work at this stage to ensure options can be presented in around 18 months.

Service Re-design – the savings from Learning and Development will be nearly £1m less than what was included in the Medium Term Financial Plan (MTFP).

People and Organisational Development will deliver £3m of savings. There may be an overall budget underspend in 2019/20 because of recruitment timings. It was noted that the IPLD programme will run alongside the new Police Constable Degree for the next 2 years for the recruits currently going through the old programme.

IT Re-design – the Business Case has been delayed until August 2019. There is a big overlap with national activities. Need a map of timings.

Infrastructure – no update in relation to Taunton. Options for Williton were discussed and it was agreed that the Local Authority option should be explored and a recommendation be presented to the next programme board being mindful of local relationships. In relation to Fleet there is progress regarding the workshop.

### **Tactical Support Team**

The interim arrangements are largely working following the end of the Tri-Force collaboration with only one incident where the process had not been followed but advice was given to those involved to reiterate what the process is. The Constabulary are working on Qlik measures for the Tactical Support Team. The Post Implementation Review was discussed and it was requested that there be a focus on overtime in this. It was reported that morale is good but work was needed to build relations with local teams. Future Governance arrangements will be discussed at the Regional Strategic Meeting. The Terms of Reference for the Post Implementation Review will be signed off at the Service Re-design Board.

### **Learning and Skills**

The Business Case is not ready due to technical issues as a result of legacy issues from Tri-Force in relation to Blackrock. The Constabulary need to ensure that Blackrock is not affected by Chronicle.

### **Kenneth Steel House Update**

The Business Case regarding the updated costs in relation to the refurbishment of Kenneth Steel House was presented at the Infrastructure Programme Board and has been discussed with the PCC. The PCC has approved the additional costs as reflected in the full Business Case presented. The Constabulary will identify the learning from this and ensure improvement in value management and financial look forward.

### **Yeovil Progress Check**

Options being considered and there needs to be a full transparent review of these – costs must be appropriate. Decant arrangements and costs were discussed (this is planned for November). Communications with staff at Yeovil are very important. The review will be completed over the next couple of months.

### **Digital Benefits**

A detailed report on digital benefits was presented at the Constabulary Management Board (CMB) – this is the most thorough approach the

Constabulary have taken to benefits tracking to date and the report includes facts, data and anecdotes. A 2% increase in overall visibility was reported against a baseline of 63%. There has been a notable increase in attendance. 74% of staff and officers said that the technology had enabled them to be more efficient and effective. A 34% decrease in data quality issues was reported. There has been significant positive feedback from across the force.

The benefits working group will continue. Key areas to look at will be those where improvements have been identified. There will be a Post Implementation Review around six months from now which will be reported to the Police and Crime Board (PCB). The Board discussed sharing stories of success and using Digi Spocs to continuously affect cultural change. Digital twin work was discussed.

#### **4. Performance against the Police and Crime Plan**

##### **a) Assurance Report (focus on Protect the Most Vulnerable from Harm and Quarterly Vulnerability Update)**

###### **Protect the Most Vulnerable from Harm**

The Constabulary reported a positive step change in BRAG issues and increase in referrals over the last month. This progress is positive but increases the demand for the Lighthouse Safeguarding Unit (LSU). Current BRAG referral rates from Investigation was reported at 61%, Neighbourhood 71.8% and Patrol 68.7%. All of the work the Constabulary have been doing through leadership and face to face training of frontline officers is thought to be affecting this change. The Constabulary advised that a BRAG completion rate of 80% would be considered good.

There is concern regarding the demand on the LSU and a backlog of 3 weeks on victim contact in some cases. The T/Head of Victim Care, Safeguarding and Vulnerability will work on a Framework for a tiered service which is Victims Code of Practice (VCOP) compliant – currently each victim is offered the same level of service regardless of the severity of the incident.

The Board discussed whether data analytics is being fully utilised. The force visited the Gloucestershire Multi Agency Support Hub (MASH) and it was suggested that visits to other forces might also be appropriate. The Constabulary assured the OPCC that they are working on driving up referrals to commissioned services.

The T/Head of Victim Care, Safeguarding and Vulnerability was thanked for all her work.

###### **Vulnerability Update**

The slight decrease in Rape and Serious Sexual Offences (RASSO) positive outcomes was highlighted – this is reflective of the national picture. Issues around disclosure and digital evidence were noted.

Key areas of improvement identified in relation to Domestic Abuse (DA). Increasing the use of Body Worn Video (BWV) cameras is one of those areas for improvement. The Constabulary have asked the (Detainee Investigation Team) DIT if they can identify issues which are affecting the number of victims declining to prosecute. HMICFRS highlighted concerns which are consistent with the gaps the Constabulary have already identified and are working on improving.

Need to improve LSU referrals in relation to Stalking and Harassment.

Some high level issues regarding confidence around Child Protection – need to understand the learning and training is planned. There are challenges around vacancy and accreditation in Investigations and maintaining child protection skills.

Child Sexual Exploitation (CSE) – Operation Topaz has been formalised and evaluated. Opportunities to look at the link between Serious Organised Crime and CSE were discussed.

Adults at Risk – force linking in with Stop Adult Abuse Week.

## **b) Performance Overview (Including Operation Remedy)**

File Quality improvement was highlighted and the Constabulary is now 13<sup>th</sup> nationally. BRAG compliance increase was noted again – need to fully understand what affected this tipping point. Improvements in outstanding warrants. The Constabulary need to understand why a bigger impact on positive outcomes is not being seen with the improvements in other areas of business.

The Performance Overview report will be in a new format going forward and the Constabulary need to be proactive in anticipating the questions the Police and Crime Panel (PCP) might ask as a result.

### Operation Remedy

An update was given on the performance of Operation Remedy, which focuses on burglary, knife crime and drugs. Examples were given of county lines work where Op Remedy have disrupted organised crime groups, in some places driving them from the area – need to ensure continuing presence in these areas to prevent these groups returning. Working with the British Transport Police (BTP) on knife archways was highlighted. An update was given on recruitment, training and Continuing Professional Development (CPD).

The Constabulary are currently working on understanding the reasons why the burglary outcomes figures are not being more positively affected by the work of Op Remedy.

Discussed how best to demonstrate the benefits of Op Remedy to the Police and Crime Panel (PCP) and the more general communications plan.

### **c) Strategic Policing Requirement (SPR) Self-Assessment**

Terrorism – medium risk which is reflective of the high national threat.

Organised Crime – low risk. Continue to improve since the last HMICFRS inspection. Vacancies in investigations impact this area of work and as such the Constabulary are developing a whole systems approach and building relationships with partners.

National Cyber Security Incident – medium risk which reflects the substantial digital and technological advances. The threat is constantly being reassessed. The Team is small and retention of staff is challenging given the salaries on offer in the commercial world.

Public Order – low risk. Good numbers.

Civil Emergencies – low risk. Business Continuity plans are being reviewed. Development of Apps. Joint JESIP training with partners.

Child Sexual Abuse (CSA) and Child Sexual Exploitation (CSE) – medium risk. High and increasing number of reports. Increased number of SCADIP trained investigators. Operation Topaz has helped with victim engagement, information sharing and joined up work with partners. Op Topaz is now operational across the force area and the ambition is to include adults at risk.

Forensics – increased to medium risk. Delivered through regional collaboration. Significant amount of work to achieve ISO17025 accreditation. Requested weekly performance data.

Firearms – medium risk. Not enough CTFSOs but enough ARVs. Working on the business plan for the future since the end of the Tri-force collaboration. There will be a consultation regarding shift pattern with a view to align with wider organisation. Developing a performance framework.

CBRN – low risk. Good national position and influential. Right number of officers.

Roads Policing – low risk. Some vacancies. Officers well trained. Roads Policing back in-house following the end of the Tri-Force collaboration. Will be developing a STRA for Roads Policing to ensure that the demand can be coped with.

### **d) Quest – Data Quality**

Data Quality issues around Niche and duplicates. Resources uplifted earlier in the year to focus on removing duplicates in relation to people.

Qlik app shows data quality issues with significant emphasis on individual accountability.

The Data Quality national dashboard will be shared quarterly once available.

Strategic investment in MDM software upgrade – deploying the upgraded capability in Autumn 2019.

Home Office trial of Clear Core – Avon and Somerset selected to act as proof of product and will scale if proves valuable.

Avon and Somerset are seen to be leading the way on working with other forces to develop a set of national data quality standards.

#### **e) ASCEND Update**

Initial evaluation of ASCEND (Avon and Somerset; Engage, Navigate, Divert) presented, this project looks at early intervention addressing offending behaviour and reducing future offending. Members of the OPCC met the team today and were very impressed. There is a good chance of cultural change being embedded if the momentum is kept up.

Need to look at business as usual for Out of Court Disposals and where this sits in the organisation.

An update was given on the evaluation plans. The specification for this is expected soon and it is anticipated that the evaluation will begin in Autumn 2019. Need to evidence cost savings from this if ASCEND is to be funded from core budget in future.

#### **f) Annual Report**

Timing of the results of the staff survey discussed and what should be included in the annual report – agreed to include the information from last year and narrative to explain that the data from this year is not yet available. The timing of the staff survey for next year was discussed so that it fits with the statutory need to produce and publish the annual report by a certain date.

The Constabulary will further consider the draft annual report and feed comments back to the OPCC to allow timescales to be met for submission to the Police and Crime Panel and publication of the final report.

The OPCC CEO thanked the OPCC Strategic Planning and Performance Officer for all her work and congratulated her on her new position.

### **5. Chief Constable's Update**



The Chief Constable's main concern raised was with regard to the risk posed by the current political uncertainty and risk of a no deal Brexit.

## **6. Key Organisational Risks and Issues**

The Constabulary confirmed that the strategic framework is mostly on track to be implemented by the end of June. They will be in a position to supply performance data aligned to the new performance framework of the refreshed Police and Crime Plan so that it can be published.

Discussed the ongoing work to define what good looks like in a number of areas. Business leads have been consulted in some areas.

The Constabulary will liaise with the OPCC Strategic Planning and Performance Officer and identify the appropriate person to act as a key contact in the Constabulary to work with on developing supporting frameworks for the performance framework.

It was confirmed that recommendations made within thematic assurance reports will be added to WeKan so that progress can be tracked.

## **7. Finance:**

### **a. Annual Treasury Management Report**

The OPCC CFO reported operating within prudential indicators and within the CIPFA code. Increased cash holdings. Increased borrowing to support the capital plan. £1m extra was invested in the property fund in 2018/19. The Board was assured that the Treasury Management Strategy is a prudent one.

### **b. Annual Accounts**

The draft annual accounts were published on time by the end of May. The external audit is underway. The pensions liability risk was discussed – this is a national risk.

The OPCC CFO thanked the OCC CFO and the Finance Team for their work on preparing the annual accounts.

## **8. HR Data**

The Director of People and Organisational Development reported that his current forecast is to be 10 officers under the target of 2751 at end of March 2020. This means having 200 more officers than in April 2018 whilst at the same time having replaced those leaving the organisation. The Chief Constable will discuss further with the Director of People and Organisation if there is anything that can be done to increase the recruitment numbers and reach the target without negatively affecting the workforce representation work taking place. The OPCC and OCC CFO will discuss financial planning around keeping the establishment numbers up.

## **9. A.O.B**

### **a. CJ Governance Proposal**

The key transformation projects were discussed: Criminal Justice Transformation, Reducing Reoffending, Victims Compliance and the Lammy Review (addressing disproportionality in the criminal justice service)

### **b. Preparations for Final Phase of Police Complaint and Conduct Reforms**

Report on the final phase of police complaint and conduct reforms and the current position of the force and the preparations.

Avon and Somerset are in a good place and have moved a long way culturally. The force is now the second fastest at resolving complaints.

### **c. Single Online Home**

Discussed at item 3a – Major Projects Highlight Report.

## **10. Action Update**

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

- Visibility App – demonstration given of the Visibility App the Constabulary have been working on. This would be a public portal showing officer visibility. The map is split into 3 kilometre hexagons and people will be able to search by area. Data would be for the previous full month. An area which includes very few addresses would not hold any data as there would be a risk of identifying people. This is a very innovative and transparent idea which is supported by the PCC and Chief Officer Group but needs some further work to ensure that the context to the data is also provided (linking with the Beat Pages) before the app is launched.

## **11. Publication**

The following items were agreed for publication:

- 1<sup>st</sup> May 2019 Police and Crime Board Agenda
- 1<sup>st</sup> May 2019 Police and Crime Board Minutes
- 2018/19 Revenue and Capital Performance Report

### **Actions List:**

See Exempt Actions List

**Date of the Next Meeting: 4<sup>th</sup> July 2019**