

Police and Crime Board, 9th October 2019 13:00 – 17:00

Venue: Avon 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 (Prevention and Enforcement) **14:00 – 15:00** (Gary Haskins)
- b. Assurance Report (Civil Prevention Orders)
- c. Performance Overview

4. Decisions (to be signed at the meeting)

- a. 2019/006 – RPA Business Case
- b. 2019/007 – Williton Business Case

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

6. Key Organisational Risks and Issues

7. HR:

- a. HR Establishment Data
- b. People Survey

8. Finance:

- a. MTFP Planning and Assumptions
- b. 2019/20 Underspend – update discussion

9. Major Projects: Highlight Report

10. Inclusion and Diversity Update

11. A.O.B

- a. Update from Constabulary Strategic Planning Meeting
- b. CDI Audit
- c. Taser

12. Action Update

- LSU Update **13:00 – 15:00** (Will White)
- ASB Audit **14:00 – 15:30** (Nikki Watson)

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

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

New Joint Audit Committee Member, David Daw, is coming to observe.

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

Attendees:

Sue Mountstevens, Police and Crime Commissioner

Andy Marsh, 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

Ben Valentine, OPCC Strategic Planning and Performance Officer

Nick Ridout, Governance Officer

Alaina Davies, Resources Officer

1. Apologies

Sarah Crew, Deputy Chief Constable

2. Minutes and Action Update

The Board agreed the minutes from the Police and Crime Board Meeting held on 4th September 2019.

3. Performance against the Police and Crime Plan

a) Assurance Report (Prevention and Enforcement)

The Board discussed the preventative projects listed in the report (Bright Outlook, Insights and 'The Call In' pilot). Overall there has been some great early targeted interventions.

The PCC queried if there have been any issues with employment offers in relation to 'The Call In' pilot. There have been issues with the number of placements made available by Bristol City Council and so the Constabulary would recommend a wider partnership discussion possibly working in partnership with the commercial sector if the programme was to be fully embedded. The costs associated with this kind of mentoring were discussed versus the wide reaching and often hidden costs to society of criminality. The current structure of funding for the programme was discussed and also where this sits in the organisation going forward if it is to continue – could sit best in the Violence Reduction Units (VRUs). Academic assessment is currently being carried out the findings of which will be very important (it is thought that 50% of those included in the pilot have not returned to crime). The Constabulary will consider plans for this programme going forward and report back recommendations to the PCC.

The Home Office funded Serious and Organised Crime (SOC) Community Coordinator pilot was discussed. Avon and Somerset are one of seven

forces selected for this pilot. Discussed how this ties in with the work of the VRUs – the Coordinator will be working with Somerset VRU. The Constabulary are looking at appointing local SPOCs for cohesion. It was noted that the majority of the funding has now been allocated against salary costs and services commissioned – the SOC Community Coordinator is working on the allocation of the remaining funding.

The OPCC raised concerns with regard to the timeliness of cases where young people are involved in knife crime and Released Under Investigation (RUI) – a long period of time could give the perpetrator and community the impression that no action is being taken. Working with the CPS is key in relation to this issue.

b) Assurance Report (Civil Prevention Orders)

The Constabulary highlighted the super complaint raised by the Centre for Women's Justice with reference to all forces across the country using Domestic Violence Protection Orders (DVPOs) and Domestic Violence Protection Notices (DVPNs) and whether these are being used enough – this suggests that Avon and Somerset are one of the forces making good use of these orders. The Constabulary are going to be reviewing whether every appropriate opportunity to use these orders is being taken and it is important to ensure officers know that these orders do not need to be driven by the victim or even have a cooperative victim.

Modern Slavery and Trafficking Risk Orders (STROs) are a new area and the Constabulary are working on spreading awareness of these orders and encouraging bringing these cases before the courts – recent example regarding Nail Bars was given. The PCC was assured that the Constabulary are skilled at presenting a well put together case to the courts. In these cases witnesses are often frightened so it is important that officers understand that a witness statement or cooperative witness is not required.

The PCC enquired about Knife Crime Protection Orders and how these might work. These are not yet in force and it is unknown how they will work but it is possible that they could tie into gang violence injunctions.

The PCC was assured that no further resources are required within the Legal Services department to keep up with demand relating to Civil Prevention Orders – it was agreed that the Constabulary need to look at closing the gap between the Devon and Cornwall number of DVPNs and Avon and Somerset.

Civil Prevention Orders need to be part of Officer training and supervisors need to recognise the benefits of these tools. Officers need to understand the tactical options at their disposal and use them appropriately to deliver better Domestic Violence outcomes in the round. Legal Services will be doing more formalised training with officers and want to ensure officers feel Legal Services are approachable. Legal Services always give feedback to officer's line managers where good work has been done.

The PCC sought assurance that orders are being used appropriately in Child Sexual Exploitation (CSE) cases. Orders have to be practical and enforceable.

c) Performance Overview

Overall there has been a modest decrease in demand but the ability to respond to priority calls has decreased – the Constabulary are looking into what is driving this and findings will be reported to the next Constabulary Management Board (CMB). This appears to be as a result of the equity of workload changing over the past 12 months which has placed more pressure on patrol with more complex work. The PCC was concerned with the percentage of Priority Standard calls being attended within the Service Level Agreement (SLA) – there are a complex set of moving parts contributing to this which will be discussed by the Chief Officer Group on Monday and the PCC will be briefed on actions being taken. There will be a need to manage public expectations with regard to the extra officers being added to the establishment – they will take time to become fully operational and until such time the Constabulary will continue to suffer the impact of times of austerity on resources and capacity.

The PCC queried what action is being taken to clarify where the management of Amber IMPACT offenders are discussed and was assured that more guidance has been issued and this is now a standing item on all Local Tasking Meeting (LTMs). It was noted that there is a lack of consistency across the force area regarding what is done in each area.

The significant progress in relation to warrants in Bristol South was noted but the OPCC queried why the same level of improvement was not being seen in other areas. Outstanding warrants are closely monitored at Local Tasking Meetings.

The PCC noted the positive improvement in Burglary figures since the launch of Op Remedy. Two of the Police and Crime Panel Members have gone out with the team to observe their work and gave very positive feedback. Need to invite Police and Crime Panel Members to see the work of Neighbourhood Policing Teams. It was noted that dwelling burglary is down 9.2% over the last 12 months and the PCC urged the Constabulary to ensure that this is communicated publically.

The Board discussed the percentage of intelligence reported which meets the Strategic Intelligence requirements. This relates to the poor intelligence flow around what the Constabulary want to know about complex areas of business (priority areas in the strategic assessment).

4. Decisions

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

2019/006 Robotic Process Automation (RPA) Business Case – decision to progress the creation of a Process Automation Centre of Excellence embedded within the Constabulary IT Directorate over the next three years at a total additional cost of £1,911,257. It is important to work with staff associations to ensure that the message is clear on the context for this decision – this is about resilience and effectiveness and optimising the value of the people in the organisation. The Constabulary need to move forward in this way and invest in infrastructure. The PCC will require regular updates on this. Progress will be reported through the Service Redesign Programme Board and subsequently updates will be included in the Major Projects Highlight report presented at Police and Crime Board. The Decision Notice will be signed and published on the PCC's website.

2019/007 Williton Police Station Business Case – decision to proceed with option B identified within the Williton Business Case as presented and endorsed at the September Infrastructure Board. This option recommends a co-location with Somerset West and Taunton Council at West Somerset House, Williton. The Decision Notice will be signed and published on the PCC's website.

5. Chief Constable's Update

The Chief Constable raised the following:

- Growth – managing the growth efficiently and deployment of resources. The increase in officers is welcomed but new officers won't be deployed immediately.
- Performance – want to see improvements as soon as possible in underperforming areas.
- Public Confidence – level of public support is good and it is important to maintain that. Increase in Tasers just agreed and need to be mindful of the impact of this on public confidence (use of force). Managing public expectation of when the new officers will be operational.
- Outcomes – dialogue with CPS over the past couple of months. Avon and Somerset have had an offer to take part in an Early Charging pilot. Recognise the need to focus on file quality and going beyond the CPS indicator. Want to work in partnership with the CPS on making improvements.

6. Key Organisational Risks and Issues

Changes have been made to the presentation of the OPCC Strategic Risk Register following feedback from the Joint Audit Committee at their meeting in September. Changes ensure that the document, which is publically available, is clearer to the audience but does not change the actual process. It was agreed that changes would also be made to the Constabulary Risk Register to ensure consistency in approach to presentation.

7. HR

a. HR Establishment Data

The end of September HR data includes 60 more officers which takes the number of FTE police officers to 2675 (2691 if the number on career breaks is included or number on IPLDP). The PCC was assured that the Constabulary are on target to deliver recruitment of the required number of officers and that they had included the increased numbers in the planning. There are currently 900 Police Officer candidates and the PCC queried whether they include a diverse number – the diversity of the candidates is positive at the moment but these are yet to go through shortlisting and selection. Outreach workers are working with candidates. There needs to be another 2-3 tranches of attraction. 330 – 360 officers will need to be recruited next year to meet the target of 137 additional officers (6 cohorts of 60). The Constabulary are working on building a new recruitment brand with a higher profile – this will come to the Police and Crime Board for approval. The 7 outreach workers are enthusiastic and Constabulary would like to expand to other areas of the force outside of Bristol.

There has not yet been any confirmation from the Government of the funding for the enabling services behind the 137 new officers. The on costs of recruiting new officers include equipment, technology, cars etc. Decisions will be needed in relation to this over the coming weeks which will potentially be needed before confirmation from the Government on the level of funding.

The Board discussed the Council Tax precept for 2020/21 and the cost of inflation. The precept accounts for 40% of the total Avon and Somerset Police budget. It was noted that burglaries are down as a result of Op Remedy which was an investment made as a result of the 2019/20 precept increase.

There have been 12 direct entry investigators recruited over the last couple of months – pro-diversity in that group. The Board discussed the number of PCSOs included in the intake of new officers and the PCC was assured that the Constabulary intend to aim for over establishment of PCSOs to account for the inevitable number who leave to become Police Officers. It was also noted that other staff members, such as Communications staff, are applying for Police Officer roles and these jobs also need to be backfilled.

Concerns regarding the workload for vetting causing delays were raised. Also discussed discretionary decision making where appropriate in vetting cases.

b. People Survey

Disappointed that there has been no improvement in the results with regard to Bullying and Harassment and the Constabulary are working to try and understand what can be done. The Constabulary is working with the staff associations and looking at improvements to the whistleblowing line. Looking at briefings to managers to give them confidence to deal with the issues and also seeking to appoint mediators. Need to expand the depth of mediation skills in the organisation. Will amend the policy, put in a new independent

whistleblowing system, appoint mediators and ensure managers have the right skills.

There are local actions plans based on the results and the PCC sought assurance on the oversight of this. Line managers need to take responsibility with support from the HR Team. It was noted that generally all scores are better than last year which is positive. Constabulary Management Board will review progress in January looking at evidence of the actions taken and understanding of what is required to improve.

Performance management was discussed. Need to improve the leadership offer. Grasping poor performance is a leadership challenge.

8. Finance

a. MTFP Planning and Assumptions

The number of assumed officers in the forecast was not far off the confirmed number of additional officers for Avon and Somerset just announced which is 137 per year. The Finance Team will continue to work on the MTFP but are still awaiting the final grant settlement in December.

The paper asked several questions of the Police and Crime Board regarding assumptions. The following was agreed:

- Work up options based on a range of precept increases, as discussed.
- Model 1.5% council tax base growth in the MTFP.
- Model £0.5m as the annual value of council tax surplus in the MTFP.
- Assumptions regarding pay need to be higher than the previous MTFP, as discussed, given that the pay increase agreed for 2019/20 was 2.5%.
- Assume an increase in the LGPS employer contribution as discussed.
- Continue with the previous assumptions for inflation and non-pay budgets.

b. 2019/20 Underspend – update discussion

Updates as follows:

- National Enabling Programme proposal needs more work but has huge potential. Still to decide if a third party is necessary to help the Constabulary realise their ambition. Need to be assured of good value in the proposal.
- Working on Recruitment Branding.
- Looking at investment in meeting spaces (technology).
- Looking at a range of Reducing Reoffending proposals. OPCC looking at Commissioning options offering match funding and need buy in from partners.

At the end of the year a decision will need to be made regarding whether to put some of the underspend in reserves or into reducing the employer pension

contributions. Keep an eye on the Treasury position with regard to reserves to inform the decision.

9. Major Projects: Highlight Report

Bath Business Case – presented to the Programme Board yesterday. Concerns that costs have gone up. Cost are within a range and the Business Case presented represents the upper end of that range. Reasons for the increase were explained and includes a premium for works being carried out in a Bath location. Continue to negotiate with Bath and North East Somerset regarding their costs as landlords and try to keep costs at the lower end of the cost range and ensure a fair split of costs.

Minehead – 13 options have been explored so far and 4 of these explored in detail. The Constabulary will discuss the viable option further before deciding whether it is suitable to continue with a Business Case.

10. Inclusion and Diversity Update

An update was given from the recent Inclusion and Diversity meeting which was attended by members of the OPCC. This was a good meeting with good content including the following:

- performance report
- presentation on the People Survey findings
- revised Transgender procedure approved
- benchmark assessment on the organisations LGBT equality against a set of evidence criteria and recommendations
- presentation on officer assaults flagged as hate crime
- further work on PCDA diversity training

11. A.O.B

Update from Constabulary Strategic Planning Meeting

The following was discussed at the Constabulary Strategic Planning Meeting:

- The uplift in officer numbers
- Risk
- National uplift programme
- Op Remedy
- Strategic Intelligence presentation
- Visioning around the organisational narrative
- Features of a high performing team

Crime Data Integrity (CDI) Audit

Some technical fixes have been identified in response to areas graded as poor and it was noted that some of these areas relate to small numbers. Concerned regarding Safeguarding findings.

Constabulary recognise the need to improve on the training, checking and testing of knowledge, particularly when new rules come in e.g. harassment. This will give more confidence. Also need to upskill Sergeants who are managing officers so that the checking and testing of knowledge is continual. The Constabulary assured the PCC that they are confident improvements will have been made by the next time the audit carried out.

The link between public trust and CDI was highlighted.

Taser

It has been agreed to uplift the number of officers trained to use Taser to 650 by April 2020. Discussed the government money for uplift in Taser trained officers – no details yet of how to bid for the funding. Need to be mindful of ongoing training and equipment costs associated with uplift. The Constabulary are working on the Communications publically, with stakeholders and the Scrutiny of Police Powers Panel.

12. Action Update

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

- ASB Audit – a range of issues were identified through the audit and learning has already been undertaken in some cases. Timescales for actions were included in the report. Lots of work to be done on improving the identification of repeat and vulnerable victims of ASB (linking and tagging) – this was highlighted as particularly important to the OPCC. The ASB lead has been very positive about the audit and has already starting working on actions as a result. Recognise the need to get the first point of contact right e.g. communication department call scripts and right training. Need to ensure the message is cascaded to Neighbourhoods. It was noted that the December Assurance report will focus on Hate Crime and there will be an ASB focus in January. The PCC commented that at the Hate Crime Roundtable there is a perception that the police don't take ASB seriously. It was also noted that in some cases a good service may have been delivered to the victim but this has not been captured correctly (data quality issues) – the Chief Constable is keen for automation to be considered where possible through the organisation. The audit will be repeated once all of the measured have been put in place to affect improvement.
- Lighthouse Safeguarding Unit (LSU) – Amended short term service offer. The PCC was assured that the Qlik App (formally Business Objects Search) to ensure victims get referred has been switched back on. There has been a higher than usual post charge impact on case load and the Constabulary will look into the reasons for this. There has been a reduction in backlog and contact timeframe (mostly in the North and Southern hub) and the Constabulary will look into the reasons for this. Recruitment to address the gap is ongoing and the Constabulary plan to over establish in future. Also need to look at working patterns and

absence management. The OPCC noted there has been improvement in a number of areas. Constabulary will confirm what happens in the event that Qlik is not working and if it would catch up with referrals once working again.

13. Publication

The following items were agreed for publication:

- 4th September 2019 Police and Crime Board Agenda
- 4th September 2019 Police and Crime Board Minutes

Actions List:

See Exempt Actions List

Date of the Next Meeting: 6th November 2019