

Police and Crime Board, 8th January 2020 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 (Focus on ASB)
- b. Performance Overview
- c. Vulnerability Update

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

5. Key Organisational Risks and Issues

6. HR:

- a. Monthly HR Data
- b. PCDA Community Engagement Update

7. Finance:

- a. MTFP Verbal Update
- b. General Reserve Risk Assessment Update
- c. POCA Update

8. Major Projects:

- a. Highlight Report
- b. Minehead

9. Evaluation of Appointment Pilot

10. Diversity and Inclusion Update

11. A.O.B

- a. LSU PIR
- b. Futures Mandate

12. Action Update

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

Date of the Next Meeting: 5th February 2020, 13:00 – 17:00

DRAFT Minutes of the Police and Crime Board, 8th January 2020

Attendees:

Sue Mountstevens, Police and Crime Commissioner
Sarah Crew, Deputy Chief Constable
John Smith, OPCC CEO
Mark Simmonds, OPCC CFO (part of the meeting)
Dan Wood, Deputy 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
David Daw, Joint Audit Committee Member (Observing)

1. Apologies

Andy Marsh, Chief Constable
Mark Milton, Director of People and Organisational Development
Nick Adams, OCC CFO
Michael Flay, Governance Manager

2. PCC Opening Comments

Following two terms as PCC the PCC has announced that she will not be standing again for PCC in the upcoming election in May 2020. There will be changes ahead for national and local policing over the coming years with the Government promising an extra 20,000 police officers nationally. Over the two terms there has been much austerity to manage, not just within policing budgets but the impact on the police from budget reductions partner agencies were facing – while other agency faced cuts the police were having to plug the gaps created by this at a time when numbers were reducing. Whilst more officers are promised it is not yet known what conditions will be placed on this from central Government. The PCC has been privileged to carry out the role but feels this is the right time for a new PCC.

As well as the PCC not standing for the next election the OPCC CEO has also resigned and it was noted that the OPCC CFO, Mark Simmonds, will be taking on the role in the interim with support from the Constabulary CFO to become the interim OPCC Section 151 Officer. This will be an interim measure for 9 months to allow time for the new PCC to make decisions about the appointment of a new CEO post the election.

The PCC confirmed that up until the May 2020 PCC election the current structure of governance will continue.

The Constabulary Director of People and Organisational Development has also resigned and the PCC thanked him for all of his hard work over what has been a difficult and challenging period.

3. Minutes and Action Update

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

4. Performance against the Police and Crime Plan

a) Assurance Report (ASB)

This assurance report focuses on the force response to Anti-Social Behaviour (ASB) and in particular what has changed since the tragic death of Bijan Ebrahimi in 2013, where the Constabulary is now in their response to ASB and what are the future improvements planned.

The Constabulary have a victim focused approach, a focus on problem solving and have introduced ASB Coordinators which are now embedded into Neighbourhoods. The voice of the victim has been embedded in the Constabulary approach and with improving technology the Constabulary now have better use of analytics (Qlik). There are new staff, investment in ASB training and the culture is changing with the Constabulary having introduced new values and standards.

There is more to be done and the last ASB audit highlighted further areas for improvement such as data quality and ensuring that the systems used by the force talk to each other, making repeat victimisation easier to see.

Two of the ASB Coordinators (from Bristol and Somerset) talked about the local multi-agency meetings. These meetings are held every two weeks in Somerset and once a month in Bristol (which is broken into 4 areas). It was reported that as a result of the actions arising from these meetings and a lot of work 6 premises have been closed in Somerset which were linked to County Lines since June 2019. The involvement in these multi-agency meetings from partners varies across the force area but the force are hoping it will be easier for more to be involved going forward with the use of Skype meaning attendees do not need to attend a specific meeting venue. The make-up and frequency of these meetings vary around the force. The meetings are a forum to discuss individual cases and lead on interventions. Partners are expected to report back on their actions making everyone accountable and demonstrating that ASB is not just an issue that can be resolved by the police.

The PCC was assured that victims who would not report to the police but might be involved with other agencies would be discussed at the multi-agency meetings as issues raised by other partners – a large percentage of the issues discussed are raised by partner agencies rather than the police.

The impact of Local Authority funding cuts on this area was discussed.

North Somerset are running a pilot to ensure that important ASB data is captured on Niche pages where appropriate and where the threshold to set up a PSP has not been met. This is an enhancement of the Qlik app data and North Somerset are working with Jon Dowe regarding the pilot and any subsequent amendments to Qlik.

It was noted that the Lighthouse Safeguarding Unit (LSU) are taking on some repeat victim ASB cases but it is not known what level of enhanced service these cases are receiving.

The OPCC asked the Constabulary to report any issues with partnership working so that this can be raised at senior levels. The OPCC queried how positive the partnership working is with Housing where it has been outsourced – this varies and in some cases the working relationships are very good.

The OPCC sought assurance on how the Constabulary ensure they apply the policies and procedures put in place. The last ASB audit showed that performance is good overall but there were issues highlighted where feedback to individuals will be provided and learning taken. The PCC was assured that incidents are now linked where appropriate.

The OPCC queried how the Constabulary manage counter allegations. These are always difficult and complex cases but it is the job of the police to be objective and this is also a major part of the ASB Coordinators role. Peer reviews are carried out to ensure objectivity. Mediation opportunities were discussed – opportunities for this varies across the force area.

There has been intensive training on Problem Solving Plans and they are now embedded and the normal way in which to tackle complex issues the police cannot deal with alone – they give a framework and structure to dealing with issues. It was noted that the Constabulary have carried out an audit to look at the quality of problem solving plans and a further look is planned for this year. The PCC was assured that Problem Solving plans are also reviewed at Local Tasking Meetings. The Constabulary confirmed that they also utilise the skills of the Problem Solving Team when necessary to advise on Problem Solving Plans.

b) Performance Overview

Attendance timeliness issues were discussed. At the last Police and Crime Board the Constabulary reported 329 priority calls which were outside of the Service Level Agreement (SLA) and it was reported that this is down to 178 today – this is a similar level to October when the demand interventions were put in. The PCC queried what good would look like. The Constabulary's work on understanding the demand flow will influence the way forward as the Constabulary need to drill down and understand what calls are falling outside of the SLA, why that is and what the solutions are to reduce the number. It was noted that there are sometimes outside factors that prevent the Constabulary attending calls within the SLA e.g. traffic.

Vacancies within Investigations is putting pressure on response, and other areas, as they are having to carry cases that should be held by Investigations – plans to fill vacancies were discussed. Once the demand flow work is complete the Constabulary would look to data analysis to project how to achieve 100% compliance with the SLA. This issue may be a focus of dialogue with the public regarding the precept (policing part of the Council Tax).

The OPCC queried why Patrol are reported to be using Community Resolution more than Neighbourhood Policing Teams. The December Constabulary Management Board set a direction to understand this. The Out of Court Disposal Working Group is looking at this issue.

The number of warrants awaiting allocation was raised and how the Constabulary ensure that the number does not become overwhelming. Changes to the court procedures will drive the demand up. The PCC was assured that new warrants are being dealt with quickly and that there is a lot of intelligence work going into reducing the number of old warrants awaiting allocation – looking at what the issues are and what the solutions are based on the intelligence. The Constabulary need to ensure that Officers have full confidence in knowing when they should use their powers of arrest as not doing so when appropriate has consequences e.g. losing the power of search.

Data Quality is now a red Strategic Risk. Improvements are being made and the Constabulary are embracing technology to assist with this. The Constabulary are still being affected by the back record conversion from Guardian to Niche. The cultural shift is still needed to ensure a “getting it right” first time attitude.

CDI was discussed. The Constabulary are working on reducing the duplicates on Niche. Phase 2 of Airpoint will have mandatory fields that should help improve data quality.

c) Vulnerability Update

The update report gives an update on each of the vulnerability areas and some of these areas were discussed.

Modern Slavery – two of the HMICFRS recommendations relating to vulnerability related to officer understanding of Modern Slavery. Assurance reports will help to identify the reason for this.

Domestic Abuse – this will be the focus of the next Assurance Report.

Stalking and Harassment – the stalking and harassment awareness day went well in December and the Constabulary are looking to implement this on a regular basis. There are two HMICFRS recommendations which the Constabulary are working to close. DASH remains an issue but is subject to National changes which the Constabulary await.

Rape and Serious Sexual Offences (RASSO) – the Constabulary are working on implementation of the Bluestone model and ethos 2020. The timeline and terms of reference for the RASSO proposals will be presented to the January Constabulary Management Board (CMB) and will include what the opportunities are, the threats and the benefits.

It was noted that the Deputy Chief Constable is the National lead for RASSO. The PCC sought views on whether the high profile Manchester case reported in the media this week would affect the Government view on dealing with RASSO. The Government had already commissioned a review which had tight timescales; if anything the pace is increasing and the recent case will have contributed to this. This case will have raised awareness of male rape also. Need to seize the opportunity in Avon and Somerset to look at new and innovative ways of investigating this type of crime. The final RASSO 2020 proposals will be presented at March CMB.

Child Protection – looking at workforce skills and working with other agencies. The Constabulary just ran a successful recruitment process to appoint 13 Child Protection officers, this has shown that people respond to specialist roles helping vulnerable people. The Constabulary will run a similar appointment process for RASSO.

An expert from another force area on the subject matter of internet child abuse visited Avon and Somerset Internet Child Abuse Team (ICAT) and gave some feedback which included some actions being worked on e.g. automation. Avon and Somerset receive above the national average for referrals which could be as a result of the risk assessment process and grading of risk. There are plans to recruit police staff into ICAT and the Constabulary hope to see improvements over the next six months.

Child Sexual Exploitation (CSE) – discussed the Independent Inquiry into Child Sexual Abuse (IICSA). The returns being asked for have a specific focus on Bristol and are time consuming. The PCC requested a specific update on this.

It was noted that the Vulnerability statement has been updated and embedded in the Service Strategy.

5. Deputy Chief Constable's Update

The Deputy Chief Constable raised the following:

- Timescales for budget setting once the funding settlement is announced is a concern.
- Investment in policing – expect this to come with more direction from central Government and it is important to know this soon to be able to link it in with the demand work the Constabulary is doing in the Futures Programme.

- Period of change and uncertainty to manage with the current PCC not standing for election in May 2020, the OPCC CEO and the Constabulary Director of People and Organisational Development resigning.
- Findings of a recent Gross Misconduct Hearing highlighted that there is more work to be done to embed in the Inclusive value.
- Capability and capacity within the Investigations Department is a concern and places pressure on all the other directorates, preventing the whole from achieving optimum efficiency and effectiveness. This risks stopping the Force becoming outstanding in effectiveness. They are specialist roles requiring particular skills.
- ERP System.

6. Key Organisational Risks and Issues

The OPCC CFO taking the CEO role on as an interim measure has increased the risk to Governance Failure and Capability and Capacity in the OPCC.

The OPCC Strategic Planning and Performance Officer will work with the Constabulary Head of Improvement on improving sight of risk and data with regard to collaborations.

Discussed minimum staffing levels in Patrol. This is part of the demand work but the Constabulary are looking to put in fixes temporarily to ensure levels meet the minimum. Minimum staffing levels need to be reflected in the demand but the systems don't yet link up.

It was noted that changes to the Improvement Department have been positive. The OPCC Strategic Planning and Performance Officer will liaise with the Constabulary Head of Improvement to see how the extra capacity can support the monthly assurance reports.

7. HR:

a. Monthly HR Data

The November establishment figures were circulated with the papers and an update on the projections was discussed. The Deputy Director of People and Organisational Development will provide detailed briefing to the PCC outside of this meeting. The Board discussed the future of the 15 PCSOs for schools which are funded by the Surge money for 2019/20 – it was agreed that these should be retained but shown as over-establishment numbers to be paid for from underspends in other areas.

b. Police Constable Degree Apprenticeship (PCDA) Community Engagement Update

A plan is progressing and can be presented at the next meeting of the Police and Crime Board. The PCC wrote to the Constabulary setting out her thoughts on Community Engagement for them to keep in mind as they develop the plan.

8. Finance:

a. General Reserve Risk Assessment Update

Risk to the budget of not yet knowing the police funding settlement. Savings do still need to be delivered and the OPCC CFO highlighted the risk of not meeting future savings.

It was agreed that ESMCP should be taken out of the general reserve and added as a specific reserve which is in line with what other forces are doing – risk that there will not be enough in the Capital Plan.

National issues regarding pension funds were highlighted – costs of the age discrimination pension ruling are not yet known. The Police and Local Government pension schemes are in deficit.

The OPCC CFO is suggesting that the total overall minimum level of general funds balances can reduce from £10m to £9m. The OPCC CFO suggested it would be wise to put money into a commissioning fund to cover Reducing Reoffending initiatives and leave a flexible fund for the new PCC to address new initiatives.

b. POCA Update

The report updates on the performance of the Financial Investigation Unit (FIU) and number of receipts from the Proceeds of Crime Act (POCA). An additional Financial Investigator in the FIU was agreed on a temporary basis to exploit the new legislation and increase revenue from POCA. The position has been filled for 8 months and produced a return of £187,000 for the Constabulary, it was therefore agreed that this post should be made permanent. The OPCC CFO will discuss with the Constabulary CFO where the funding would be drawn from to pay for this post in the future should there not be enough return from POCA receipts to cover it – this is to be included in the Constabulary core budget going forward.

9. Major Projects

a. Highlight Report

The Programme Boards were held yesterday. It was noted that after much work the Disaster Recovery facility has now been relocated and is up and running – the PCC thanked all those involved in this work.

Still Awaiting the ICT redesign.

A Decision Notice regarding Body Worn Video should be presented for sign off at Police and Crime Board in March or April 2020.

It was noted that the May 2020 Police and Crime Board will be cancelled due to the PCC election.

The roll out of process automation is positive with lots of future opportunities which free up time, will improve data quality and timeliness.

National Police National Database (PND) issues were discussed and what the Constabulary are doing – there has been no national guidance.

The Futures Programme will be the big service redesign project over the next few years and regular updates will be required at the Police and Crime Board where there will be a focus on outcomes – the Constabulary will need to consider how the new PCC's priorities fit into this work.

b. Minehead

The PCC agreed the preferred option subject to agreement from the Chief Constable. A Decision Notice should be presented at the next Police and Crime Board for sign off.

10. Evaluation of Appointment Pilot

A report was presented on the evaluation of the Appointment Pilot. No decision can be made on the future of this pilot yet as this will be part of the demand flow work the Constabulary are doing. The Constabulary will take note of the learning from this evaluation and continue the pilot while the demand work continues.

11. Diversity and Inclusion Update

The Diversity and Inclusion meeting is attended by outreach workers, staff networks and senior leaders. It was noted that the last meeting was attended by HMICFRS and positive feedback was received. Performance data across the five strands is a work in progress. A task and finish group is taking forward the improvement ideas.

Work is being undertaken with regard to reasonable adjustments following disability comments in the staff survey.

An update on the status in relation to the National Equality Standard was given – there are 7 areas with 35 competencies which forces will be awarded red, amber or green for. The Constabulary have no reds and only need 3 more ambers to achieve the standard which is positive.

Culture and Leadership was discussed.

The positive joint working of the staff networks was noted so that they can have a strong united voice.

Scrutiny of Stop & Search and Use of Force was discussed, including the progress of the new Internal Scrutiny panel.

There is a custody project in Keynsham looking at making the environment better for people with autism to cope with – the Constabulary will assess the impact of this before deciding whether to roll it out anywhere else.

12.A.O.B

Lighthouse Safeguarding Unit (LSU) PIR

14 future considerations were included in the report.

The LSU are working with IBM towards automation and also looking at data sharing with other agencies. Recruitment update was given.

The OPCC recognise the process change and the massive task of bringing the two departments together. The OPCC agreed that, in light of improvements being made, they are happy to move from the two weekly updates currently being received to monthly updates at the Police and Crime Board.

Volume and backlogs are similar to the numbers reported at the December 2019 Police and Crime Board.

Futures Mandate

Important area of work discussed earlier in the meeting.

13.Action Update

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

- ASCEND Update – it was recommended that the pilot be extended to March 2021 to help with maintaining staff while a decision on the future of this is decided. This was agreed and the OPCC CFO will discuss the costs of this with the Constabulary CFO.

14.Publication

The following items were agreed for publication:

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

Actions List:

See Exempt Actions List

Date of the Next Meeting: 5th February 2020