

**Police and Crime Board, 7<sup>th</sup> October 2020 13:00 – 17:00**

**Venue: Meeting to be held via Teams**

**Attendees:**

- **Police and Crime Commissioner**
- **Chief Constable**
- **Deputy Chief Constable**
- **Deputy Police and Crime Commissioner**
- **Chief Officer – People and Organisational Development**
- **OCC CFO**
- **OPCC Interim CEO**
- **OPCC Interim CFO**
- **OPCC Head of Commissioning and Partnerships**
- **OPCC Strategic Planning and Performance Officer**
- **Director of Transformation and Improvement**

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

**4. Key Organisational Risks and Issues**

**5. Performance against Police and Crime Plan**

- a. Integrated Performance and Quality Report
- b. Assurance Report – Equality and Disproportionality

**6. People and Organisational Development Update**

**7. Finance: MTFP Update**

**8. Major Projects:**

- a. Highlight Report
- b. Yeovil update

**9. A.O.B**

- Criminal Justice Task Force

**10. Action Update**

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

**Date of the Next Meeting: 3<sup>rd</sup> November 2020, 13:00 – 17:00**

## **DRAFT Minutes of the Police and Crime Board, 7<sup>th</sup> October 2020**

### **Held via Teams**

#### **Attendees:**

Sue Mountstevens, Police and Crime Commissioner  
Sarah Crew, Deputy Chief Constable  
Mark Simmonds, OPCC Interim CEO  
John Smith, Deputy Police and Crime Commissioner  
Stephen Cullen, Assistant Chief Constable  
Paul Butler, OPCC Interim CFO  
Nick Adams, OCC CFO  
Louise Hutchison, Acting Deputy Director of People and Organisational Development  
Karen Michael-Cox, Director of Transformation and Improvement  
Marc Hole, OPCC Head of Commissioning and Partnerships (part of the meeting)  
Ben Valentine, OPCC Strategic Planning and Performance Officer  
Nick Ridout, Governance Officer  
Alaina Davies, Resources Officer

#### **1. Apologies**

Andy Marsh, Chief Constable  
Dan Wood, Chief Officer – People and Organisational Development

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

The Board agreed the minutes from the Police and Crime Board Meeting held on 2<sup>nd</sup> September 2020.

#### **3. Deputy Chief Constable's Update**

The Deputy Chief Constable highlighted the following:

- The balancing act between savings, growth and performance to achieve outstanding. The Constabulary are currently looking at bolstering the Futures Plan and team to be able to meet this challenge. Roles and responsibilities will be clarified and new governance arrangements put in place to deliver the plan. The Constabulary are focusing on building the plan by December Strategic Planning Meeting (SPM). The PCC was assured that the OPCC would be kept informed of the developing conversation regarding the plan. It was noted that the PCC will need to be able to discuss the 2021/22 precept level with the Police and Crime Panel at their meeting in December.
- Covid-19 continues to be a risk. With cases rising nationally more restrictions are likely and the reaction of the public to this is a risk. It was noted that there has also been an increase of cases within the Constabulary. The long term impact of Covid-19 on the Criminal Justice System, people's mental health and the economy creates huge uncertainty – this is amplified by uncertainty surrounding Brexit. It was

noted that the Force's response to Covid-19 has been robust and sound with good planning – learning from this will be applied to any policing issues arising from Brexit.

The OPCC CEO advised that the paper which is presented to the Police and Crime Panel in December regarding the budget is likely to look different to previous years. It is likely to set out the moving parts and give a range of outcomes rather than being the draft Medium Term Financial Plan (MTFP). This approach was supported by the PCC but it was noted that she will need to discuss the uncertainties the Force is facing with the Police and Crime Panel soon. The additional short term funding allocated to the Force and Local Authorities as a result of Covid-19 was discussed. It was noted that the OPCC public consultation closes today and the analysis will be shared with the Constabulary as soon as it is available.

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

##### Response timeliness – calls graded as immediate

The OPCC asked if the performance for Immediate calls had dropped in the last three months because of overwhelming demand or whether there were other issues behind this. There are a range of issues which affected this including the increase in demand seen in August which was a 20% increase in 999 calls compared to the previous year. Demand returned to normal seasonal level in September. Other issues which were a factor included the usual annual leave levels for August and abstraction levels to deal with unplanned operations e.g. policing Black Lives Matter and Extinction Rebellion demonstrations – PSU trained officer were abstracted from patrol. The Constabulary ran Op Demand in September which cleared 550 logs sitting outside of the Service Level Agreement (SLA). All response training will be allocated to patrol for the rest of the year. The call grading decision taken at the last meeting of the PCB will start to come into effect. The new dashboard will include SLA compliance and median times. As part of the uplift work the Constabulary want to be able to better predict demand by this time next year.

##### Problem Solving

The OPCC asked how the problem solving, as part of the neighbourhood policing model, is evaluated and how the effectiveness is evidenced. Also have neighbourhood officers and staff had to respond to reactive work as a result of recent demand issues. The effectiveness of problem solving is difficult to measure given the preventative nature of the work but the Constabulary have done a lot of review work on this in the early part of this year. An assurance framework has been developed and assurance work on a number of plans is done each month to ensure plans are being opened/closed at the right time and there is good use of data – this should be a future topic of PCB assurance. The Constabulary are planning training on problem solving and plan to run in-house awards which are similar to the national Tilly Awards.

The PCC was assured that since 14<sup>th</sup> September (since the rule of six came into effect) there have been 815 calls tagged as Covid-19 and of those 209 met

the criteria to be dealt with by neighbourhoods as problem solving. This also creates a community engagement opportunity.

The DPCC asked what happens with calls that are urgent and need to go to patrol but also need to go to neighbourhoods for problem solving. Problem solving is commissioned through local tasking. The Constabulary are working on consistency regarding thresholds – problem solving is a blend of data and professional judgement.

#### Workforce Modernisation

The risk to workforce modernisation of having to recruit and maintain a certain number of officers was highlighted and discussed. Uncertainty remains until the Spending Review regarding finances. The Force is heavily workforce modernised and the PCC is supportive of this approach to having the right people in roles. There would have to be clear communications with the public if the Force was forced to fill back office roles with officers rather than staff and this would affect the number on the frontline. It is not the intention of the organisation to move in this direction and the focus will continue to be on achieving the balance between savings, growth and performance within the funding envelope.

## **5. Performance against Police and Crime Plan**

### **a. Integrated Performance and Quality Report (IPQR)**

The DPCC asked what is being done to address the high number of vacancies within investigations. The Constabulary gave assurance that they have a trajectory for full establishment by next summer. There is a rich pipeline of candidates to fill the posts from Direct Entry, Detective Now, Police Constable Degree Apprenticeship (PCDA) year 3 officers, Police Constables becoming Detective Constables and police staff investigators recruitment – many are already in the organisation or have been recruited. Professional development and accreditation needs to be accelerated now. All of the police staff investigators have now been recruited and will all be in position by March 2021. The Degree Holder Entry Programme (DHEP) makes a significant difference to being able to achieve full establishment as well as the PCDA officers in their third year. PCDA officers are given the option to specialise in a particular area of business in their third year and it is anticipated that investigations will be popular. The OPCC queried whether the leaver rates have been considered in this trajectory, in particular given the impact of regional collaborations. The Constabulary are working on introducing professional paths. It was agreed that the OPCC would have a quarterly update on the vacancies in Investigations.

The South West Forensics backlog was highlighted. This will be part of the IPQR spotlight at the October Constabulary Management Board (CMB) and November PCB. The OPCC CEO updated that vacancies had been discussed at the regional meeting.

The Constabulary were asked to report back on why the victim follow up rate in the report had gone down. The contact timeliness was slipping and this issue was raised at the August CMB.

The spotlight in the report was on race hate crime. The focus to date has been on encouraging reporting but the Constabulary are now going to also look at using data to identify offenders in a proactive move. One of the recommendations talks about Beat Managers working with high risk schools but the PCC raised concerns that some schools still don't know who their Beat Manager is. The Constabulary have worked on a new schools offer which will address this – the PCC will be briefed on this. The DPCC has picked up on the rise in hate crime as part of community engagement activity and asked if there is anything that can be done working with stakeholders. Working with partners to improve the data picture would help – the OPCC Head of Commissioning and Partnerships should raise this with the Community Safety Partnerships (CSPs). It was agreed that the Bristol figures would be provided to the PCC and DPCC for them to discuss with the Mayor next week. Repeat victimisation is a particular concern.

The Board discussed capturing self-defined ethnicity and how to get this right internally (staff and officer) as well as externally (victims, witnesses and offenders). This was discussed at the recent Diversity and Inclusion Board. The new recruitment tool (Oleeo) asks for self-defined ethnicity but it was noted that ethically the option to select 'prefer not to say' must be included. The Constabulary will continue to work on the messaging around why this information is important to the organisation (it helps give an accurate picture highlighting how much improvement is still to be made to become a representative workforce). The Constabulary will consider including messaging around this at the familiarisation events and quarterly induction for staff.

Officers need to be given the confidence to ask for self-ethnicity and therefore need a sound understanding that this information from victims, witnesses and offenders gives the organisation a more accurate picture of disproportionality and highlighting area for improvement. The Constabulary have started messaging around this and have seen early improvement on Niche which will be tracked. A task and finish group has also been set up to take this work forward and it will report into the Diversity and Inclusion Board.

The increase in Violence Against the Person (VAP) was also a spotlight in the report. This was discussed at CMB and two meetings have been held to discuss this further since then. This has reduced following the spike in August but a 5.8% increase over the last 12 month period was reported.

Incivility complaints were discussed. Changes have been made to complaints recording and there has been a spike in complaints. The Constabulary will be tracking and capturing the learning from this.

An update on Crime Data Integrity (CDI) will be given once there has been time for the improvement activity to be embedded. Further audit in November 2020.

## **b. Assurance Reports – Equality and Disproportionality**

This assurance report focused on equality and disproportionality. The feedback from this at CMB was to clarify what the organisation is trying to achieve and what effect this will have. Data quality is key as accurate data will provide a baseline to track improvement against.

External service development work was discussed. There is a huge amount of external and internal scrutiny work going on. The Constabulary are looking at using the same scrutiny model for use of force that they do for stop and search. It is important to translate the findings from the scrutiny work into improvement activity – the PCC would like this shared with scrutiny panels so they know what changes they have affected. The disproportionality in Somerset was discussed and the hypothesis that this is, in part, related to county lines – this is being looked at by scrutiny panels. The Constabulary have done a lot of training on unconscious bias and now need to look at tracking improvements as a result – possible culture audit.

Internal service delivery was discussed. Work is ongoing regarding attraction for BAME staff and officers. Network support is being increased and there is a positive leadership programme in place. The Constabulary are conducting a piece of work to look at the employee lifecycle with a focus on disproportionality. The Constabulary published the ethnicity pay gap last year and will continue to do this, although it is not mandatory.

The Constabulary are comparing against the 2011 census and it was noted that this is out of date and the Board discussed if there was any other more accurate point of reference.

Engagement with young people was discussed. Part of the five big ideas is taking community engagement to the next level and this includes young people – there is a role for the OPCC in this.

The OPCC recognise the Constabulary commitment to making improvements with regard to equality and disproportionality but asked if consideration has been given to identifying limitations of the Constabulary and recognising what are broader societal issues.

Perception of fairness was discussed. Use of powers should be based on objective reasoning. The rational and grounds for stop and search which are being introduced will help.

## **6. People and Organisational Development Update**

Following the recent PCSO campaign 351 candidates were invited to a familiarisation event, 294 of those invited attended and of those 180 have already been booked in for interviews (the rest are in the process of being booked in). Funding of PCSOs in Bristol was discussed and this will be discussed in more detail outside of the meeting.

The Constabulary have run a Specials campaign and are looking at retention. Numbers have decreased over the last couple of months with some of them being successfully recruited as police officers. There are delays caused with recruitment of Specials as the assessment centre still runs in person rather than virtually.

The PCC was assured that the Constabulary are confident that the pipeline will see them reach the target number of officers by the end of March 2021 and are looking to over establish – the trajectory is scrutinised on a weekly basis with the Constabulary CFO. The September PCDA cohort dropped to 30 based on the Constabulary's assessment of the trajectory and leavers data – the Constabulary are intelligently assessing the cohort numbers on an ongoing basis.

The OPCC asked if there was a risk of a higher rate of officer leavers than expected as a result of the McCloud pension ruling. There is a potential national risk that a cohort of officers may leave based on age, rather than transition to the new scheme that would see them working longer.

Police staff recruitment was discussed. In excess of 6,300 applications for staff posts have been processed since Oleo went live and the average time to hire was 61.6 days. The Constabulary are looking at the data they want to get out of Oleo and one of the things they will be looking to do is break the data down by protective characteristics.

## **7. Finance: Medium Term Financial Plan (MTFP) Update**

The NPCC have worked with the Home Office with regard to the Spending Review. Policing have taken a pragmatic approach by offering up efficiencies. The work on the Spending Review is expected to be complete in November but there is not yet any clarity on when an announcement will be made. Within the Spending Review plans capital funding is to be made available in revenue funding, but a proportion is to be taken from the baseline in the third year – this is to assist forces who need to invest in estates to enable the uplift of officers but the reality is that the IT costs will rise.

The Constabulary are hoping to have the number of uplift officers confirmed by Christmas. Future, in-year funding of officers is set at 70% of the annual uplift.

The pension risk was discussed. The employer risk becomes more acute by 2023 and advice from the national lead is to allow 41% (increase of 10%). It was noted that it is not yet known whether the Government would take some of this cost as this would leave a significant hole in the budgets of individual forces.

There has been a recommendation to change the National Police Air Service (NPAS) model. The effect of this on Avon and Somerset Constabulary is likely to be a change in operating hours and longer term looking at the bases used.



The Constabulary CFO advised of a potential increase in national IT charges which could be imposed of 19% over the next couple of years. The NPCC is pushing back on this as it would be a top-slice.

The savings plan being developed focuses on three options and work is in two phases. Phase one has already begun and will be reviewed at the end of October. The OPCC CFO has been included in discussions.

Letters have gone to Local Authorities asking them to confirm their forecasts regarding the Council Tax base to help with planning.

The Constabulary is expecting £841k reimbursement with regard to the PPE for Covid-19. Also the Constabulary is expecting to claim for some lost income as a result of Covid-19 e.g. Glastonbury, Airport and Speed Enforcement – this will of course be subject to close scrutiny.

The OPCC CEO asked for assurance around the capital plan to be provided.

## **8. Major Projects:**

### **a. Highlight Report**

Two red risks were highlighted in the report. One related to estates and one relates ESN. There is concern regarding the clarity of governance and resources relating to ESN – making progress and a full time project manager has been appointed with the Constabulary CFO being the Senior Responsible Officer.

### **b. Yeovil Update**

No update. Formal decision expected mid-January.

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

### Criminal Justice Task Force

The report discusses the activity of the Criminal Justice Task Force until August and sets out the activity for the Autumn. There is evidence that Avon and Somerset's casefiles improved over the summer. The data from the CPS regarding the number of rejected files has been helpful and provides a baseline for future data.

The PCC congratulated the Transformation and Improvement Superintendent and his team for the work done to date. The PCC asked if the changes seen over the summer are sustainable and the Constabulary acknowledged this would be challenging.

Two other forces in the CPS area are performing better than Avon and Somerset nationally and the OPCC wondered whether it is because they have different models. It was noted that these forces prosecute significantly less

cases and screen their case file submissions – Avon and Somerset do not want to prosecute less.

The OPCC Head of Commissioning and Partnerships informed the Constabulary that a new Senior Commissioning and Policy Officer has been appointed to work in the OPCC and they will have a specific focus on Criminal Justice. The new person will look to support the Constabulary in this work going forward.

#### Covid-19 Marshalls and Police Enforcement

Local Authorities are working closely with the Constabulary regarding the plans for Covid-19 Marshalls but it was noted that they won't all be doing the same thing. The PCC is supportive of the Constabulary's approach to enforcement and the number of Fixed Penalty Notices (FPNs) being issued. Being aware of the number of university student testing positive for Covid-19 was discussed and the link to managing community tensions.

### **10. Action Update**

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

- Lighthouse Safeguarding Unit (LSU) – Merging with council data in Bristol will help demand management and other ways of data sharing will be explored. The Constabulary highlighted the increase in post charge work over the last year (600 cases in December 19 compared to the current 1500 cases). Bristol is the most stable base regarding establishment. New staff are starting in the North East hub at the end of the month to address the resource gap there. It was agreed that the LSU model should be reviewed in January 2021 once the Constabulary have reached full establishment. It was noted that many forces have had to stop this work but Avon and Somerset have been able to use the technology invested in to continue working. The LSU has been under-established for 18 months to 2 years – the Constabulary are exploring reasons for this but report no obvious reasons in the exit interviews. It was also noted that the number of people on maternity leave or short terms promotion adds to the number of leavers so it would be helpful to breakdown the information on leavers. There was a discussion regarding weekend working as the service is 24/7 and whether there is value in this given that specialist support services are Monday to Friday and that is when much of the work needs to be completed – staff on rest days during the week is negatively affecting the ability to complete work when other services are available. It was noted that at the start of lockdown staff were working Monday – Friday but since reverting to weekend working the LSU has seen a negative impact on its ability to manage the pre-charge volume. Working weekends also has a negative impact on morale. Weekend working will be discussed with the PCC.
- Outreach workers – tracking the benefits of outreach workers is discussed at the Inclusion and Diversity Board which is attended by the OPCC.

## **11. Publication**

The following items were agreed for publication:

- 2<sup>nd</sup> September 2020 Police and Crime Board Agenda
- 2<sup>nd</sup> September 2020 Police and Crime Board Minutes

### **Actions List:**

See Exempt Actions List

**Date of the Next Meeting: 3<sup>rd</sup> November 2020**