

Police and Crime Board, 2nd September 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**
- **Director of People and Organisation 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**
- **Governance Manager**

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 Reports – Domestic Abuse
- c. Incident Grading Review
- d. Demand Management

6. People and Organisational Development Update

7. Finance: MTFP update

8. Major Projects:

- a. Highlight Report

- b. Intel and Tasking PIR (verbal)
- c. Governance – update from CMB discussions
- d. Wincanton Business Case
- e. Alternative Policing App

9. A.O.B

- ASCEND Evaluation and Business Case

10. Action Update

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

Date of the Next Meeting: 7th October 2020, 13:00 – 17:00

Please note that new HMICFRS Force Liaison Lead, Steve Gittins, will be attending to observe

DRAFT Minutes of the Police and Crime Board, 2nd September 2020

Held via Teams

Attendees:

Sue Mountstevens, Police and Crime Commissioner
Andy Marsh, Chief Constable
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, Deputy Director Transformation and Improvement
Marc Hole, OPCC Head of Commissioning and Partnerships (part of the meeting)
Ben Valentine, OPCC Strategic Planning and Performance Officer
Alaina Davies, Resources Officer

1. Apologies

Dan Wood, Director of People and Organisational Development
Michael Flay, Governance Manager

2. Opening Comments

The PCC welcomed Steve Gittins, new HMICFRS Force Liaison Lead, who is observing the meeting.

The PCC thanked the Constabulary for their work during a challenging summer. The Constabulary, with stretched resources, have been operating against the background of a pandemic with changing rules and regulations from Government. The Constabulary have had to deal with this as well as business as usual. Officers and staff at all ranks/levels have done an outstanding job. The PCC raised concerns that the Constabulary may not see the usual reduction in public order incidents during the Autumn. It is hoped that the return of schools will signify a return to the 'new normal'.

3. Minutes and Action Update

The Board agreed the minutes from the Police and Crime Board Meeting held on 5th August 2020.

4. Chief Constable's Update

The Chief Constable thanked the PCC for her comments above. The Chief Constable is conscious that his position is strategic but due to current circumstances the issues being highlighted below are short term. Planning

events are scheduled this month to discuss the longer terms vision and delivery of outstanding policing, while maintaining a sustainable work-life balance for officers and staff. The Chief Constable highlighted the following:

- Community tensions and violence, particularly in parts of Bristol. There were three violent incidents close together.
- Covid-19 restrictions enforcement – difficult to get the balance right. The Constabulary are reviewing where they are with enforcement of restrictions and will be putting out some communications around refreshed purpose and role around policing of this. The Constabulary have tried to work to the 4 Es (Engage, Explain, Encourage and if necessary Enforce) throughout the Covid-19 pandemic. The need for community support to uphold the law is recognised and the need to engage with partners.
- Policing business as usual and public gatherings for such things as Black Lives matter marches. It is important that the officers feel valued with public and political support.

The PCC and DPCC met with four of the Local Authority leaders yesterday who are all supportive of the police.

5. Key Organisational Risks and Issues

The PCC has asked the OPCC to look at the risk rating again for SR6 – Lack of capacity/capability within the OPCC. With an increase in resources this should reduce.

Data Quality and Information Governance was discussed. These areas are covered at Strategic Planning meetings and will be in the top list of risks. The Constabulary have recently made a number of decisions and investments in these areas of business – these areas will remain of high concern until progress is seen as a result of the decisions made.

Serious and Organised Crime (SOC), Drugs and County Lines

The Constabulary highlighted the number of identified Organised Crime Groups (OCGs) in the force area which is 65. Out of these 9 are linked to County Lines and 45 to drugs more generally with none associated with firearms. The Constabulary use the Hampshire Threat, Harm and Risk process to determine activity (this is recognised as best practise) – this ranks groups based on a range of vulnerability factors and which part of the organisation should deal with them e.g. Neighbourhood or Regional Organised Crime Unit (ROCU).

It was noted that ‘a disruption’ has a nationally mandated definition which is Major, Modest, Minor or None (Major takes a long time as this is the bringing down of an entire OCG). This is measured on a quarterly basis and the Constabulary reported 92 disruptions in quarter 1 this year which is positive. There has been lots of preventative activity and a strong focus on County Lines and dangerous drugs networks. There have been class A drugs seized and 21 arrests with the safeguarding of 5 adults. Disruptions have been targeted in certain areas.

Op Remedy are now attending local tasking meetings as well as one team tasking meetings (force level) which feeds into regional tasking. Each of the Violence Reduction Units (VRUs) is different and work is ongoing to ensure these link in effectively with the work of the Constabulary. Linking intelligence with data insight and applying science is important.

The DPCC commented on the strong enforcement seen over the last year with positive links to regional and national teams. It is important to make stronger links with partners and the VRUs is a good way of doing this. It was agreed that the PCC and DPCC would raise this with Local Authority leaders at their next round of meetings – briefing on SOC in their local area ensuring that the related safeguarding and vulnerability issues are highlighted and the impact on their local communities.

Hate Crime

The OPCC queried what is behind the rise in Hate Crime and whether this is an actual rise in crime or rather an increase in confidence to report. There have been more public order offences and as a result more verbal abuse reported – partners such as SARI and the LGBTQ+ networks are also seeing a similar increase. This is reflected nationally. There has been proactive engagement with communities to build confidence in reporting – acute focus has been on reaching areas where the Constabulary know there are issues. The Constabulary do think this is a real rise in Hate Crime and are alive to this.

It was noted that a rise in Hate Crime is often driven by national events rather than local events. The highest rise in Hate Crime locally was seen in June 2020 which coincided with a Black Lives Matter protest in Brixham.

It was noted that the positive outcome rate is good in relation to Hate Crime and is higher than the general positive outcome rate. There is a strong focus on investigative standards and it is hoped that this positive trajectory will be maintained.

Public Gatherings

There has been a dedicated response over the summer to public gatherings which will continue throughout September but the OPCC was assured that there is an operational order all year round for raves (Op Hawthorn). The Constabulary will be ready to respond to public gatherings in a way the methodology suggests it is best to do so.

The Constabulary have seen unlicensed events increase in a way they never have before. The Constabulary have developed ways of tagging to track the demand. It was reported that 150 raves were tagged in August and the Constabulary got to 89 of these (this equates to approximately 537 policing hours). Out of these just 7 crimes were recorded which takes a lot of investigative activity. The harm to public confidence of not attending is harder to quantify. A similar tagging process is now being developed regarding car meets to give this same overview of demand.

An update on this will be provided for the Police and Crime Panel as it is important to understand the amount of police time this absorbs. It was also agreed that the OPCC would share with the Constabulary the concerns the public have raised regarding public gathering in order to review the response. Need to work with partners on this issue.

6. Performance against Police and Crime Plan

a. Integrated Performance and Quality Report (IPQR)

The DPCC raised concerns that timeliness of victim contact worsened as demand has increased back to normal levels. Recommendations were discussed at Constabulary Management Board (CMB) last week. Improving the use of the My Work App was discussed – need persistent communications encouraging officers to maximise the tools available to them. Introducing directorate frameworks is going to be key to giving them the tools and insight to improve. The Constabulary is moving away from a corrective to a proactive performance culture.

It was noted that the national comparative figures in terms of file quality are not included in this report. The structure of the report has been changed so it is not included but the information is still available via Qlik. A report on file quality, which sets out where Avon and Somerset sit nationally, will be submitted to the September CMB. It was noted that there have been recent improvements.

An update will be included in the next IPQR on Crime Data Integrity.

The OPCC queried whether the enhanced IAU is now fully resourced. Yes officers on restricted duties have been directed into the enhanced IAU and new police staff investigators are being recruited.

The OPCC found the directorate statements in the IPQR helpful. Concerns were raised over the increase in supervisory reviews over 28 days in the Response directorate. Changes have been made in Qlik to separate sergeant and inspector reviews which changed the baseline but does give a more accurate picture. There have also been supervisory gaps due to the resourcing levels over weekends and the number of new Police Constables to be supervised – promotion boards are coming up.

File quality in investigations was discussed. The Constabulary are gathering data and analysis on this. Improvement is a real focus for the directorate and leadership team. Need to ensure the Police and CPS have the same understanding of the national requirements when submitting a file. There have also been some technical issues which the Constabulary are trying to address through automation. Forensics issues, which are reflected across the country, were discussed – IPQR should put a spotlight on areas where regional teams affect Constabulary outcomes.

The Intelligence Post Implementation Review (PIR) was discussed. This is such an important area. The Constabulary have an improvement plan but this needs

to be more focused. The Constabulary will be arranging a peer review and looking to gain insight from the College of Policing. The Constabulary is trying to be innovative so will be using analytics and data science. Need to look at the tasking process locally, regionally and nationally. This will be a feature for improvement as part of the Futures Programme.

b. Assurance Reports – Domestic Abuse (DA)

An assurance report on the Constabulary response to Domestic Abuse was provided and also a report looking at 50 crimes. The OPCC commented that much improvement has been made over recent months. The PCC asked if the 12% increase in DA reported is reflective of an upsurge since the relaxing of lockdown restrictions – this is part of it.

The Constabulary are planning to do refresher training and messaging around the use of Domestic Violence Protection Notices (DVPNs).

The Courts started to prioritise Domestic Abuse cases without warning but the Constabulary assured the PCC that they are now on top of this.

The PCC was pleased with the percentage of Independent Domestic Violence Advisor (IDVA) referrals made.

A significant decrease in DA prosecutions (down 445) was reported over the last 12 months and the OPCC asked the Constabulary to double check this data. The Constabulary is working on increasing referrals to the CPS. The high percentage of declines to prosecute was highlighted – this is in line with the national picture and also reflects the Rape and Serious Sexual Offence (RASSO) trend. It was noted that the data provided in the report relating to prosecutions is also available on the CPS website.

Concerns were raised regarding the process for the police informing the Local Authority rather than the school where a child has been involved in an incident of Domestic Abuse. There is a concern that this causes delays and therefore does not give schools the chance to have an understanding of what has taken place and be prepared to provide appropriate support – sometimes resulting in children being excluded from school due to behavioural issues. The Constabulary is going to do some work in some local areas to monitor whether information is getting through in a timely manner.

c. Incident Grading Review

The PCC sought assurance that the extra grade would be used appropriately. The paper provided was very thorough and evidenced based. This will be reviewed to check that it is being used appropriately and whether SLAs are being met.

The DPCC commented that expectation management is key – ensuring the public are given a realistic expectation of when they can expect attendance. The PCC was assured that the control room shift patterns now align better with

patrol teams to avoid 'stacking' workload due to incompatible shift patters. The call handling staff will all receive upskilling training and support and there will be internal communications on how this will work and training guidance. The Constabulary will also be carrying out some assurance activity to monitor the use of the new call grade.

d. Demand Management

Good paper showing signs of how the Constabulary are going to get to outstanding and have a better strategic look at demand. HMICFRS have already been positive about Avon and Somerset's understanding of demand but this is the next step. The Demand Status Plan will be a planning tool rather than reactionary tool.

7. People and Organisational Development Update

It will also be a challenge for People and Organisational Development to match resources with the Demand Management work discussed above.

MTFP discussions will impact on People and Organisational Development plans. The Director of People and Organisational meets with the Constabulary CFO on a weekly basis regarding planning and finance.

E-recruitment is live for staff and officers. The Constabulary hope to be able to use this for reporting on the journey of the applicant in six months time and also report on disproportionality impact.

PCSO recruitment opens tomorrow – the Constabulary will need to monitor the volume and manage the expectations of applicants.

The Annual People Survey will be done in September and will include questions relating to ways of working.

The Constabulary advised that Chronicle (workforce planning system) went live for Driver training and this is going well. This will be a phased delivery until January 2021 and the booking facility won't be available until the end. A more detailed update on the delivery will be given later in the year.

8. Finance: Medium Term Financial Plan (MTFP) Update

This paper is a starting point for discussion on the MTFP. In the circumstances there are an infinite number of possibilities and the paper brings together three scenarios which are varied. The Constabulary CFO has spoken to colleagues around the country while putting this paper together to gauge what others are planning for.

The PCC urged caution in planning at this time given the huge uncertainty and unknowns around grant funding, council tax deficit and the spending review.

It was recognised that regardless of which scenario plays out savings will be required earlier than in the previous MTFP. The process of planning for a range of savings options will begin at the Strategic Planning Meeting in September with parameters for the work being set. The Constabulary will aim to have a multi-year savings plan by Christmas, at which time there should be more clarity from Government. Savings plans will need to be discussed as well as what level of reserves would be agreed to smooth next year and the precept options.

The OPCC CEO asked if there was much intelligence yet around the Government announcement. The Constabulary are hoping for clarity soon with regard to planning around the uplift of officer numbers. The Spending Review is due by end November/Early December. The Constabulary are basing their assumptions that the 20,000 uplift in officers will all be allocated to 'territorial policing' but have removed any local stretch target – this assumption gives an extra 457 officers by March 2023. There is uncertainty regarding the funding for uplift and whether the grant will cover the full costs of an officer and inflation for pay awards.

The Chief Constable assured the PCC that the Operating Model was designed in such a way that it will support whichever scenario plays out. Given the focus on law and order there is room for optimism regarding the funding position.

The PCC advised that the Constabulary should model a precept increase of 1%-2%.

9. Major Projects:

a. Highlight Report

There is now weekly reporting on Capital Receipts and a deep dive piece of work is being done.

Estates updates were given regarding Taunton and Yeovil. An Estates meeting is being held with the PCC tomorrow and Yeovil will be discussed in more detail then.

IT Projects update – closing down legacy projects but the pipeline is increasing. A paper regarding the Niche upgrade went to the last CMB. A paper is being written on ESN for the next CMB. The Constabulary raised concerns that a large number of national projects will be happening within similar timeframes – it is important the Government recognise the capacity this will take up. The Constabulary are working on bringing in an independent consultant to define and shape the strategy further in relation to SAP replacement.

b. Intel and Tasking Post Implementation Review (PIR)

Discussed as part of the IPQR item on the agenda.

c. Governance – Update from CMB Discussions

The PCB discussed the new governance framework and arrangements for the Constabulary. The new sub-committees will flow into CMB and the Terms of Reference for these committees are being worked on. The OPCC sought assurance around confidence to land this culturally. Culture, leadership and behaviour are at the heart of this. There will be a period of consultation before the Terms of Reference are adopted.

d. Wincanton Business Case

It was noted that the estates costs in relation to the New Wincanton police station have increased. The Police and Crime Board approved the Mini Business Case presented.

e. Alternative Policing App

The costs of moving to the Pronto mobile policing solution were clarified (increase of £2.4m). The value this will add was recognised in ensuring that the force stays at the forefront of capability on mobile digital technology.

10.A.O.B

Avon and Somerset Constabulary Engage Navigate Divert (ASCEND) Evaluation and Business Case

The CMB approved the preferred option as set in the paper to make the team permanent and increase from 6-7, which will allow the team to work late shifts and weekends and also allow a post in Yeovil. This will also allow the continued funding of commissioned interventions (CARA and SHE). It was noted that the UWE evaluation report identifies the need to increase the number of interventions. The PCB endorsed this decision from CMB.

The OPCC raised the disproportionality between the use of ACSEND in Response compared to Neighbourhoods. The Constabulary now have SPOCs in place to identify best practise and any outliers. Previously PCSOs couldn't give community resolution but this has now changed. ASCEND workers will attend Response Team meetings and Neighbourhood briefings every four months to increase exposure and knowledge around ASCEND.

Victim satisfaction was discussed. It was noted that ASCEND don't deal with victims only the suspects and it is the job of the IOC to update the victims. Victims reported having updates from many people and it is recognised that this needs to be streamlined.

The OPCC are supportive of ASCEND and congratulated the team on their work.

There was a discussion around funding. The Constabulary CFO confirmed that the posts are yet to be built into the MTFP and so this will increase the

challenge. The OPCC CFO and Constabulary CFO will discuss and agree the funding arrangements for commissioned services.

11. Action Update

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

- Lighthouse Safeguarding Unit – An update on the figures in relation to demand and recruitment. The OPCC is concerned regarding contact delays and will discuss this with the Assistant Chief Constable at a meeting next week.
- PSD Update – a comparison of complaints with other forces following the introduction of the new regulations was provided.

12. Publication

The following items were agreed for publication:

- 5th August 2020 Police and Crime Board Agenda
- 5th August 2020 Police and Crime Board Minutes
- 2020/21 Quarter 1 Financial Performance Report

Actions List:

See Exempt Actions List

Date of the Next Meeting: 7th October 2020