



Police and Crime Board, 2nd December 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. Strategic Policing Requirement 6-monthly self-assessment
- c. Assurance Reports
 - Public Order
 - Traveller encampments

6. People and Organisational Development Update

- a. Future Ways of Working - scoping paper – update from CMB
- b. Recruitment update

7. Finance:

- a. Draft MTFP
- b. POCA Six-Monthly Update

8. Major Projects Highlight Report

9. A.O.B

- a. Impact of Attorney General's Guidance
- b. LSU Working Pattern

10. Action Update

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

Date of the Next Meeting: 13th January 2021, 13:00 – 17:00

DRAFT Minutes of the Police and Crime Board, 3rd November 2020

Held via Teams

Attendees:

Sue Mountstevens, Police and Crime Commissioner (Part of the meeting)
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
Dan Wood, Chief Officer – People and Organisational Development
Karen Michael-Cox, Director of Transformation and Improvement
Marc Hole, OPCC Head of Commissioning and Partnerships
Ben Valentine, OPCC Strategic Planning and Performance Officer
Nick Ridout, Governance Officer
Alaina Davies, Resources Officer

1. Apologies

None

2. Minutes and Action Update

The Board agreed the minutes from the Police and Crime Board Meeting held on 7th October 2020.

3. Professional Standards

a. Constabulary Update

Professional Standards Department (PSD) Update

The Constabulary reported on the volume of complaints and highlighted the inflation seen in the summer due to changes in definition of complaints – this is starting to reduce now. The DPCC asked if the data could be compared with others – this is being done but early indications are that Avon and Somerset is not out of step with others. Learning is a core value for the Constabulary which helped in the preparations for change. The Constabulary has identified the need for more roles within PSD which focus on customer service, resolutions and service recovery.

Complaints relating to Covid-19 started off being of a high volume but have come down – there is a risk of numbers increasing with the national restrictions being brought into effect from Thursday. Themes of Covid-19 complaints highlighted were: too much enforcement; not enough enforcement; and allegations of the organisation not following the rules.

Independent Office of Police Complaints (IOPC) Update

There are 10 current cases with another possible case to add to that number. 10 is a low number for Avon and Somerset Police and it was also noted that a number of these are nearing completion. One case was highlighted to the Board as a particular public confidence risk to be aware of. It was noted that the IOPC are referring a number of cases back to the Force for investigation which shows a good level of confidence.

b. OPCC Complaints Review Data

When the new complaints legislation went live earlier this year the PCC became the appropriate appeal body for the management of low level service complaints against the Constabulary (Reviews). The Police and Crime Board (PCB) received a report breaking down the data. This was a significant change but has gone well, with the only issue being that complainants were then submitting complaints against the PCC as responses go out in her name. This is not an appropriate route for further challenge and as such a protocol has been agreed with the Police and Crime Panel to address these cases. The Police and Crime Panel reviewed the same information as submitted to PCB at their last meeting.

The DPCC highlighted the important work of the Independent Residents Panel (IRP) in reviewing the approach to complaints. The IOPC are attending the next meeting of the IRP to observe their work.

4. Major Projects Highlights

The Constabulary highlighted the two red risks in relation to an Estates issue and the ongoing concerns regarding ESN (resource implications, timescales, costs and local, regional and national response). All resources need to be properly mapped out in relation to ESN and the impact on Fleet was noted.

Referrals to Constabulary Management Board (CMB) and PCB were Neighbourhood Supervisory Ratios and the CCTV business case. The CCTV business case received a lot of scrutiny at the Digital Board before going to CMB where it was endorsed and a Decision Notice is now being presented to the PCB.

Ongoing estates issues were discussed. The Constabulary will ensure that the OPCC is kept fully up to date with the Bath estates discussions to ensure responses are aligned.

SAP replacement was discussed. This will not be formally established as a project until the consultant working on this has shaped the options. The OCC and OPCC CFOs were briefed this morning on the progress of this work – good progress and on track to meet the timeline. This will be a long programme which will take up a lot of resource.

The risks regarding the scale of Pronto, the financial implications and the control was discussed. Concerns were raised regarding a lack of clarity on timings for many of the projects within the capital programme – it was agreed that the Constabulary would present the updated capital plan at the next meeting of the PCB with a supporting gant chart to give an overview of timings. Virto will provide the ability to clearly see this information once it is in place.

5. A.O.B

Neighbourhood Supervisory Ratios

It is proposed that to address the long standing Neighbourhood supervisory concerns the PSCO supervisory roles (equivalent to sergeants) which have been piloted in Somerset East and West be made permanent and that this be rolled out across the force. This will address the gap and can be scaled up or down. The OPCC is supportive of this proposal but sought assurance that these PCSO supervisory roles are intended to be a visible frontline presence and that they will still be reported in the PCSO numbers.

The Constabulary will learn from the smooth implantation of the pilot and plan to replicate this. It will be important to get the selection process right for these roles ensuring a shared understanding of how to get the best out of the roles, ensure the most effective use of the resources allocated to a geographical area and that there is staff ownership.

Option 4 in the report was agreed and the funding position around this was clarified. Funding will be ring-fenced from the underspend to pay for this until 31st March 2021 but should be reviewed in a year to make a decision on sustainable future funding as part of the Medium Term Financial Plan (MTFP).

6. People and Organisational Development Update

Police Officer vacancies at the end of September were 37 FTE under-establishment. The Constabulary is projecting to be over establishment for Police Officers and PCSOs by the end of the financial year. The underspend on police staff was discussed – business cases were approved but there was a lag due to recruitment timescales.

The Board discussed managing expectations regarding the uplift in the number of officers. Need to be clear on the number of years it takes to recruit and train a Police Officer. It was agreed that the Constabulary will develop the narrative and graphs for the next meeting of the PCB which differentiates between the number of officers fully operational, the number in training and the number under tutorship. It was noted that Local Authorities have been asking how the uplift in officers translates to numbers in their areas.

The pressure and complexities around filling vacancies in relation to collaborations was discussed. The Constabulary has a session planned to look at this.

Outreach Workers

The Constabulary is more than a year on from the introduction of Outreach Workers and a substantive review of the impact of these roles is happening now and as part of that a benefits tracker has been developed. 7 Outreach Workers were recruited and have gained a good profile over the past year both internally and externally (it was noted that one of the Outreach Workers has been successful in securing a diversity and inclusion role in a new organisation so there will only be 6). Following the review a business case regarding the future of the Outreach Worker roles will be brought forward in February 2021.

The roles are spread geographically around the force area and have established close working relationships with the Neighbourhood Teams. These roles have been instrumental in raising awareness of policing roles with under-represented groups, highlighting routes into the organisation, challenging perceptions, shaping and promoting the employer offer. The Outreach workers have built relationships which have generated insight into communities helping the Constabulary to listen, understand and reflect.

Activities of the Outreach Workers have included:

- Running workshops in communities (now virtual) focusing on what policing is about and aimed at those who may not have considered a career in policing;
- Events focused on topical issues to shape and influence perceptions;
- Community engagement work e.g. working at foodbanks. Positive to ensure that the police are contributing to what matters in communities;
- Support and mentoring through the recruitment process; and
- Wrap around support should an applicant not be successful to encourage them to try again for the same role or a different one.

The Constabulary reported that from the November 2019 and February 2020 recruitment campaigns the work of these roles translated into 34 Police Constable applications and for the January PCSO recruitment campaign their work translated into 14 applications – it was noted that candidate feedback has been positive. The increase in the number of applications from all under-represented groups has been substantial since 2018 which demonstrates the impact of the work being done. The return on the investment takes time as it is about relationship building.

The OPCC commented that the Outreach Workers are a really positive asset.

Staff Survey

It was agreed that this would be discussed in more detail outside of the meeting. The results were positive and headlines as follows:

- Response rate of 62% which is an increase of 16% - the response rate for all directorates increased.
- 63.2% of respondents said that overall they were happy at work which is a 12% increase.
- 66.6% of respondents agreed that they think the force respects individual differences which is an increase of 12.7%.

- 58.7% agreed that they have the tools to do their job effectively which is an increase of 9.2%.
- Force value of being caring was 66.8% which was an increase of 9.8%.
- Force value of being courageous was 56.6% which was an increase of 9.9%.
- Force value of inclusion was 71.5% which was an increase of 11.1%.
- Force value of learning was 52.8% which was an increase of 9.1%.

7. Performance against Police and Crime Plan

a. Integrated Performance and Quality Report (IPQR)

Discussed the outstanding warrants and risk of clogging up the criminal justice system if they are all pursued – need to use intelligence to close cases where appropriate.

Victim declines to prosecute is a concern and the OPCC asked if the Constabulary are looking at what Hampshire are doing. They are doing more front end triage and more Out of Court Disposals. Need to make sure to keep a victim focus.

South West Forensics

Part way through the review of this. Proposals include moving to a single site, streamlining, revised shift patterns etc. On the right trajectory for improvement. Realistic timescales for service delivery improvement are by the end of March 21, with backlogs being dealt with by September 2021. The chemical lab queue was the biggest risk highlighted but the OPCC were assured that of the 110 cases the conversion rate (link to detections) will only be 3.5%.

The OPCC thanked the Constabulary for all their work in this area and requested that they be in touch with the OPCC if there are any issues they would like raised at the regional board.

b. Assurance Reports – Mental Health

The report focuses on what is being seen in communities regarding mental health and the impact on policing. Understanding the demand, which appears to be 6.5% of all demand (against a national picture on 5.3%), is a challenge for the Constabulary. The percentage is based on raw Storm logs but the percentage of these that are attended in comparison to other categories is much higher, the number of hours in attendance and the number of officers is also much greater requiring a huge amount of resource (the average time spent on a S136 would be 16 hours).

There was an increase in S136 demand pre-covid and there has been a surge since the lockdown restrictions started to lift. There are also capacity issues at places of safety. The Constabulary is working with Mental Health colleagues on processes and understanding the policing impact. Two issues were highlighted:

- Covid-19 suppressed demand – people not seeking help during lockdown.

- Covid-19 generated demand – people experiencing issues as a result of Covid-19 causing job losses, depression and anxiety.

The Constabulary is looking to commission a new Mental Health problem profile as the previous one was done two years ago. As part of this they will be looking to improve the Qlik app to help understand and predict challenges.

There are a number of internal issues that the Constabulary are going to be focusing on improving which includes ensuring that crime is not being missed where mental health issues are present – the NPCC lead also picked up on this issue and noted that Avon and Somerset are one of the first to understand this. Ensuring officers are confident to make decisions around mental health in line with the national decision model. Need to ensure that the policing purpose is identified to support public safety and therefore not risk eroding public confidence.

The Mental Health Tactical Advisor network provides advice to frontline officers and it was noted that only a few forces have these. It was noted that training has been co-designed with Mental Health partners.

The NHS service re-design which will include the introduction of a Mental Health A&E was discussed.

Proposals to Constabulary Management Board (CMB) included training, developing the tactical advisor network, effective governance arrangements and cross directorate support.

The PCC highlighted the phenomenal amount of work that has been done in this area and queried how accepted it is within the force that Mental Health is part of core policing business. The issue regarding ensuring the policing purpose/crime is identified (avoid diagnostic overshadowing) will also require engagement with partners such as the CPS – some successful prosecutions in the last 6 months so the narrative is starting to change.

The PCC would like to see a clearer picture of the demand. It is understood that the demand is complex and often hidden within cases but there needs to be a way of showing this.

The OPCC were assured that the use of S136 in custody is appropriate and the processes were clarified.

An update on the Mental Health Triage service was given. This service was not operating as it was intended when it was commissioned. Changes were implemented to improve this and it was reported that the service now operates within the hours originally intended, now operated via phone calls rather than email and another change is that it now operates from a health setting. These changes mean that the impact of the service can be properly evaluated. There had also been data sharing challenges which have now been resolved with data sharing agreements. It was noted that the statistics show that 80% of the mental health cases the Constabulary have dealt with in the last few months

are already known to Mental Health services. This service was critical when it was set up but it might be that evaluation shows that there are other services in place now that fill this gap.

The OPCC will work with the Constabulary on a shorter version of this report to go to the Police and Crime Panel and be published.

c. Quarterly Vulnerability Report

The Constabulary talked about the approach to vulnerability aligned with the National Vulnerability Action Plan (NVAP). The delivery plans for thematic areas have been aligned to this and the tiered approach was highlighted. It was noted that the vulnerability Dashboard is almost complete and this work has been aligned to the new governance framework. The Constabulary will be able to monitor and track KPIs and build a programme of assurance.

Work is being done with the Communications Team on internal and external communications around vulnerability.

The Board's attention was drawn to the two recommendations in the paper:

1. To agree suggested KPIs and the proposed revised approach to addressing Vulnerability against the National Vulnerability Action Plan; and
2. To note the emerging issue regarding BRAG compliance – and support further assurance activity to identify additional learning and recommendations.

The PCC asked the Constabulary to find out if the Domestic Abuse (DA) protection notices/orders changing has increased the work of the Constabulary in monitoring these.

The PCC raised concerns that a big increase has been reported in FGM cases in some countries. The lead in this area will be getting out into communities and also FGM is linked to child protection in the communications plan.

The low positive outcome rate in relation to stalking and harassment is a concern and this is also lower than other forces. The Constabulary are looking at where crimes are allocated, the response to the crimes and why the positive outcomes are low – hope to see improved performance in early 2021.

The OPCC asked if they could be informed of anything to note of interest arising from the DA focus groups with staff.

8. Chief Constable's Update

The Deputy Chief Constable highlighted the following:

- Covid-19 enforcement – important to get right the style, tone, measure and nature of the response to the new national Covid-19 restrictions, coming into effect on Thursday, as part of the 4 Es (Engage, Explain, Encourage and Enforce) strategy. The PCC was given an update on the

response to the recent Rave – the Chief Constable highlighted the number of people the police stopped getting in (250-300) and also highlighted the physical injuries sustained by officers during this. Need to publicise what action is being taken in response to the Rave through the media and blogs. In terms of encouraging public compliance with the new national restrictions it is felt that the voice of the NHS is the most powerful in highlighting the reality of the situation – the OPCC will speak with partners about working together on public messaging. Need to be alive to the exit strategy for this set of restrictions.

- Resilience of the workforce – operational resilience is being tested more than it was in April with teams having to isolate.
- Criminal Justice system – concerns whether the Criminal Justice system is robust enough to sustain this second set of national Covid-19 restrictions.

9. Key Organisational Risks and Issues

The OPCC need regular updates on how well resourced Op Hydrogen is. Policing Covid-19 restrictions will also still remain a core part of Neighbourhood policing work. Local Authorities have been asking about the resources in their area so need to communicate with them on this and on understanding the Covid-19 Marshalls in each area.

Capacity and Demand Status

Discussed the Covid-19 response and the impact on demand of the new national restrictions and policing these. Demand is currently business as usual. It was noted that the Covid Severe demand status would see a 30-39% abstraction rate. Plans are in place to support an increase in demand. The OPCC were assured that the resources are planned to increase at the weekends. The OPCC would like to see the resource broken down and where the resource is deployed – the OPCC Strategic Planning and Performance Officer will liaise with the Constabulary on this outside of the meeting. This will be a challenging time and the Constabulary have the full support of the OPCC.

10. Decision

Please note that Decision Notices are published on the PCC website on the Decisions log under the Reports and Publications section.

2020/005 CCTV – decision to approve the Business case to replace the current CCTV Live Feeds and the recommendations as follows:

- Approve the award of a 3 year contract to the preferred bidder - Tyco Fire Solutions at a total cost of £211,201 over the life of the contract.
- Approve the project to move into delivery phase –utilising the resources and governance arrangements set out in Part 4.

.The Decision Notice will be signed and published on the PCC's website.

11. Finance

a. MTFP Update

No further information has been received on the spending review announcement which was due in December. The PCB discussed the emerging position regarding the Council Tax base and deficit – one council has reported an expected reduction of 1.6%. The Government has announced that councils can claim this back over three years.

The Constabulary finance team continues to work with budget holders on risks and options. Expected reduction in income next year was discussed e.g. probability of Glastonbury Festival not going ahead. NPAS changes to local funding model are still being worked on but capital replacement costs are assumed – this is part of the spending review.

The phase 1 work on savings is under way and the Constabulary report that they are on track for the £6m target set. Work has been done to profile actual costs of staff in posts. The Constabulary is working towards the end of November for an overall picture of what the savings look like and developing the capital plan.

The PCC raised concerns regarding the underspend reported for quarter 2 and how this affects the conversation with the Police and Crime Panel regarding the level of increase to the policing precept for 2021/22. A paper will need to go to the Police and Crime Panel in three weeks which will need to set out the timetable for the MTFP and the variables.

It was also highlighted that a new PCC will want funds to have been set aside to fund new commissioning activity in support their priorities. In these uncertain economic times it is going to be important to have reserves to manage risks. Discussed bringing forward any appropriate business cases by the end of the financial year but also recognising the need to ensure adequate reserves to smooth the ways through any periods of austerity.

b. Quarter 2 Financial Performance Report

It was noted that the forecast underspend could be larger than what has been reported. There will be year-end adjustments e.g. insurance provision, pensions and damages. There will also be ring-fenced reserves such as the request discussed earlier in the meeting to fund the Neighbourhood Supervisory changes from the underspend this year.

The OPCC raised concerns that only 17% of the capital plan had been spent by the end of quarter 2. The Constabulary has just placed Fleet orders, although there is concern regarding timescales which could be affected by Brexit. The Constabulary have order this years response vehicles and half of next years. There has also been a lot of work to move forward the IT asset replacement by the financial year-end. The uncertainty around the national projects was

highlighted again. The Constabulary is confident in increasing the spend over the next 6 months.

The PCC queried what the issue is currently with Speed Enforcement income. There is a lag of 3-4 months between the time of the offence and receipt of the income.

It was agreed to manage the 2020/21 revenue underspend and any reserve movements in a transparent and coordinated way and not make ad hoc decisions. The PCC will need to approve any reserve allocations.

It was agreed to consider a full range of options for utilising the underspend and then agree strategic allocations of the underspend to reserves and to projects that must have approved business cases.

The proposed use of underspend and any associated proposed reserve movements will be presented to the next meeting of the PCB for PCC review and approval. It was noted that the business case to continue Op Remedy would also need to be considered amongst this.

c. OPCC 2020-21 Mid-Year Outturn and 2021-22 Budget Report

The proposed £200k increase in the OPCC office budget for 2021/22 is reflective of the pay award and a small investment in the OPCC to manage further increases in workload for the OPCC team: new commissioning and grants to administer; moving the CJ policy lead into the OPCC; moving reducing reoffending lead policy role into the OPCC; and managing increased workload for complaints, contacts and conduct scrutiny.

It was agreed that, as set out in the OPCC budget paper, a contribution from the MOJ grant funding received would now be set aside annually to fund a post to administer grants and support the commissioning team and the single OPCC finance post. This is in line with national practice from other OPCC and in other commissioning settings.

d. Half-Year Treasury Management Report

The negative economic position, which will be further exacerbated by the new national Covid-19 restrictions to be introduced this week, was discussed. The investment income is £105k less than last year. The PCC was assured around the level of caution and transparency around investments.

12. Action Update

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

- Lighthouse Safeguarding Unit (LSU) – similar situation as reported last time in terms of pre-charge demand levels. There is going to be pressure while training new staff at the same time as managing demand. The LSU

are looking at ways to manage Victims Code of Practice (VCOP) demand differently and will share this once proposals are formed. It was agreed to temporarily make the service Monday-Friday with a view to reviewing how this is working – this will be communicated to staff this week. The six week delay in the northern hub is reported to be a result of staff not having the time to update Niche and close the case down – this will be broken down for the next report. Once the final 4 vacancies are filled the LSU will be 16 posts over-established by the end of the month.

- Neighbourhood Problem Solving Plans – the assurance on this is planned for May/June 2021.
- Race Hate Crime – the increase is to be discussed at Community Safety Partnerships (CSPs) and Leadership meetings as part of business as usual.

13. Publication

The following items were agreed for publication:

- 7th October 2020 Police and Crime Board Agenda
- 7th October 2020 Police and Crime Board Minutes
- Quarter 2 Financial Performance Report
- OPCC 2020-21 Mid-Year Outturn and 2021-22 Budget Report
- Half-Year Treasury Management Report

Actions List:

See Exempt Actions List

Date of the Next Meeting: 2nd December 2020