



**Police and Crime Board, 13<sup>th</sup> January 2021 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)  
- include SPM December meeting outcomes and outputs

**4. Key Organisational Risks and Issues**

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

- a. Integrated Performance and Quality Report
- b. Assurance Report – Victims
- c. Assurance Report – Public Order report (c/f from December PCB - raves and protest)

**6. People and Organisational Development Update**

- a. Update from I&D Board
- b. Recruitment
- c. IPDU

**7. Finance:**

- a. MTFP & Precept review settlement
- b. General Reserve Risk Assessment Update

**8. Major Projects:**

- a. Highlight Report
- b. Telematics Business Case
- c. Digital projects roadmap and overview (Exec overview of local, regional and national projects and their phasing) - presentation

**9. A.O.B**

**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> February 2021, 13:00 – 17:00**

## **DRAFT Minutes of the Police and Crime Board, 2<sup>nd</sup> December 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  
Stephen Cullen, Assistant Chief Constable  
Paul Butler, OPCC Interim CFO  
Nick Adams, OCC CFO (part of the meeting)  
Dan Wood, Chief Officer – People and Organisational Development  
James Davis, Delivery Manager - Portfolio  
Alaina Davies, Resources Officer

#### **1. Apologies**

John Smith, Deputy Police and Crime Commissioner  
Karen Michael-Cox, Director of Transformation and Improvement  
Marc Hole, OPCC Head of Commissioning and Partnerships  
Ben Valentine, OPCC Strategic Planning and Performance Officer

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

The Board agreed the minutes from the Police and Crime Board Meeting held on 3<sup>rd</sup> November 2020.

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

The Chief Constable talked about how stretched the organisation is and having to mitigate the increased demand pressure since September. The Chief Constable also raised the following:

- Financial sustainability – concerns regarding the risk to the organisation's ability to deliver services which underpin the Police and Crime Plan. Need to be aware of the impact of growth and the wellbeing of the workforce. The Constabulary will be explaining what the impact of the 2020/21 precept increase has been (rate of burglaries solved has doubled and the number of burglaries has reduced). The Constabulary will also be providing an explanation of what they haven't been able to do, what they could do and highlighting risks. The ability to deliver required savings over the next three years is a concern.
- Focus of policing Covid-19 restrictions – the 4Es (Engage, Explain, Encourage and Enforce) approach in Avon and Somerset feels right with policing being fair, justifiable and necessary. View of the Government on this was discussed. It was noted that the NHS have actively been communicating with the public regarding the pressure they currently face.

#### **4. Finance: Draft Medium Term Financial Plan (MTFP) Paper**

The OCC CFO gave a presentation highlighting what is known at the current time in relation to drafting the Medium Term Financial Plan (MTFP) and what assumptions are being made. Some of the assumptions are based on the Spending Review and messages from NPCC and APCC officials.

Key messages from the 1 year Spending Review announcement last week are:

- Inflationary pay freeze for police officers (expect those earning under £24,000 who will get £250 pay increase) – staff were not included in this as this is subject to consultation but it is assumed that all forces will mirror the officer position.
- Main grant freeze – it was highlighted that while the grant will be frozen the force will still have to fund the full year effect of the September 2020 pay increase (5 months worth).
- Officer uplift – National model has slowed down and it is assumed that Avon and Somerset will be expected to have uplifted the establishment by 274 by March 2022 based on this. This is ring-fenced funding which is paid in arrears based on numbers recruited. It was also highlighted that the national Uplift grant funding in 2021-22 will be £400m after a top-slice of £120m for cashable efficiencies. Although the national model has slowed the Government still remain committed to uplift.
- Capital funding remains frozen.
- Council Tax – support of 75% offered to Local Authorities for 2020/21 deficits. Forces will still have a proportion of the Council Tax deficit to cover which is not yet known. The cap for the Council Tax policing precept is set at £15.
- Serious Violence funding looks set to continue – it is not clear whether this means the surge funding or Violence Reduction Units (VRUs) funding or both.

It is hoped that next year the Spending Review will be across 3 years which would enable for effective forward planning. This will be affected by the Covid-19 situation.

With the slowing down of the Nation Officer Uplift in 2021-22 it is assumed that this will mean Avon and Somerset will need to increase the establishment by 457 by March 2023 which will be the most significant increase in the plan. It was noted that some of the officer numbers will be allocated to the Regional Organised Crime Unit (ROCU) but the details of this have not yet been announced – this will be a challenge to the force as the officers allocated to ROCU will need to be experienced. The PCC raised concerns that this is effectively a top-slice.

The police officer recruitment trajectory was discussed. It is assumed that the national slow down in officer uplift would mean Avon and Somerset recruiting 70 less by March 2022 than planned and then accelerating in 2022/23. The trajectory has been adjusted to bring recruitment down to what is possible within the recruitment plan. The underspend on officers to date in 2020/21 was

discussed – recruitment was more frontloaded in the original plan but the PCC was assured that there will be 150 new joiners in quarter 4. It was also highlighted that the number of officer leavers this year has been significantly less than planned and the Constabulary have taken steps to better understand this for future forecasting.

The OCC CFO also highlighted that £5m had been taken out of the officer budget this year based on the Standard Unit Cost of an officer (the difference between the bottom and top of the scale being £16,000) and it is proposed that a further £3m could be taken out going forward. Although in 4-5 years, as the new officers entering the organisation reach the mid-point of the scale, this position will start to reverse.

The staff underspend is largely due to the full year effect of the police staff investigators funded by the precept increase – the Covid-19 pandemic has slowed the recruitment. An update on the latest position was given.

The OCC CFO highlighted the funding position for 21/22 as below:

- £9.1m assumed officer uplift grant
- £0.5m projected share of the reduction in collection fund
- £0.5m predicted reduction in the Council Tax base (due to fewer people paying the full Council Tax)
- £336.5m is the expected funding level for 2021/22 before the precept decision is made

The cost growth for 21/22 was highlighted a below:

- £328.5m 2020/21 budget
- £12.5m cost of delivering the officer uplift
- £3.5m increase in pension pay and allowances
- £3.5m growth (IT, ASCEND, Disclosure, Pronto, DHEP, NPAS)
- £1.5m inflation
- £0.7m reduction in income
- £0.3m increase in OPCC controlled budgets to support the increase in commissioning work
- £7.3m savings and adjustments identified
- £343m 2021/22 budget requirement (this rises to £345m if continue to work to the current recruitment plan rather than reduce numbers in line with the national model)

Four different precept scenarios were discussed which are:

- Freeze the Council Tax precept
- Increase by 2%
- Increase by 5%
- Increase by £15

The OPCC CFO highlighted concerns that the officer uplift grant appears to be less than the costs of uplift and therefore appears not be fully funded. The Government thinking behind the way they have issued the uplift grant and the

main grant was discussed. If there hadn't been a top-slice for cashable efficiencies then the cost of uplift would be fully funded.

The deficits per year based on the four scenarios were highlighted. Scenario 4 would support a balanced budget over the next 3 years and allow the recruitment plan for officers to remain the same and not slow down in line with the national model. The OPCC asked the Constabulary to breakdown what the additional 70 officer by March 2022 would mean in terms of service difference. The OPCC is currently consulting with the public regarding opinion on the precept increase.

The next steps were discussed:

- Police and Crime Panel 8<sup>th</sup> December 2020
- Settlement and officer uplift target expected 16/17<sup>th</sup> December 2020
- Council Tax base to be confirmed by end December 2020
- Collection fund deficit should be known by mid-January
- The Chief will advise the PCC on how any additional officers funded from precept would be deployed to improve the police service to the public
- Final MTFP and paper to Police and Crime Panel 4<sup>th</sup> February 2021

The OPCC CEO sought assurance on Capital funding and was assured that the capital plan across the next 4 years is understood and sources of funding identified. The Constabulary are working on the phasing of the digital projects.

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

The PCC was assured that the Constabulary will produce an annual Strategic Threat Assessment in January 2021.

The OPCC asked how the Constabulary intend to sustain the positive improvement in residential burglary positive outcome rate. The burglary reduction rate is the biggest seen in the last decade. Dwelling burglary is still a focus for Op Remedy but it is acknowledged that further improvements could be made by Op Remedy linking better with local tasking.

The OPCC raised a query regarding bullying and harassment which is the only area not to have made significant positive gains in the 2020 people survey. There has been a small improvement and it should be noted that this is against a higher completion rate for the survey. The Constabulary know that in this area one case is one case too many. Confidence around the grievance process is discussed at the Standards committee. The Constabulary will also be putting out more messaging around addressing bullying and harassment.

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

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

The Board discussed victim contact timeliness and whether there is a change of culture needed to improve this. The Constabulary report that officers are

committed to contacting victims in a timely manner and that issues are likely to be as a result of demand pressures. Back to Basics and the use of the My Work App is very important in making improvements in this area. The PCC was assured that other measures of assessing vulnerability are positive i.e. HMICFRS and public feedback. It is also thought that taking measures to speed up investigations would help – it was agreed that the message should be reinforced to officers that even if there is no update on the investigation they should still make contact with the victim.

The PCC sought assurance on what work is being done to identify the reasons for apparent drop off in throughput through the Domestic Abuse (DA) court.

The PCC noted that the number of outstanding warrants has been stable over the past 6 months but queried if this could be further reduced. The Constabulary are working on reducing the number further by addressing any intelligence gaps in outstanding warrants.

The OPCC CEO asked what the impact so far has been of the call grading changes introduced on 22<sup>nd</sup> October 2020. The impact has not been as great as expected at this point. With a significant amount of work now being dealt with centrally by the enhanced IAU a high number of officer attendance hours have been saved – this is positive and what this team was intended to do. The Constabulary expect to see a much bigger impact of these changes by summer 2021. There is a weekly assurance process with dip-sampling as part of this – a PCC level summary of this will be provided at the February 2021 PCB and this will continue to be monitored through the IPQR. The Constabulary assured the OPCC that this was the right action to take due to the number of cases which were previously inappropriately being categorised at high priority.

## **b. Strategic Policing Requirement (SPR) 6-monthly Self-Assessment**

The Constabulary carry out the SPR self-assessment every 6 months and the National assessment is meant to be done every 3 years – this is being done now as it hasn't been done for 5 years and Avon and Somerset are engaged with the process. There are 6 threat areas (Terrorism, Organised Crime, National Cyber Security Incident, Public Order, Civil Emergencies, CSA & CSE) set out by the Home Office that the Constabulary must assess themselves against. The Constabulary also choose to assess themselves against 3 enabling capabilities (Forensics, Firearms, CBRN) to help manage these threats.

### Terrorism – Medium Risk

The national threat level has increased to severe but Avon and Somerset have good capability and capacity. The PCC was assured that the Constabulary ran Op Plato during lockdown to ensure Communications know the right actions to take should they need to. Op Plato is always under review. Command training is all up to date. A new App is going to be rolled out to all frontline officers called Stay Safe and will provide guidance – the Constabulary are working on getting this added to phones. The PCC has found desktop exercises helpful

and suggested that this be kept in mind as something that could be helpful to the new PCC.

#### Organised Crime – Low Risk

The Constabulary works well with the region and is coordinated with ROCU. Capability has been enhanced with Op Remedy and the Disruption Team. The Constabulary continues to develop the Lead Responsible Officer (LRO) cohort. Continue to work with partners around Disruption Panels.

#### National Cyber Security Incident – Low Risk

The Force continues to develop capacity and capability in this area of business which is fast moving. From the Transformation Fund the team has doubled in size. South West Forensics is trying to develop capacity around less complex cases. Digital and technological advances are vast and the Constabulary are constantly having to mitigate the risks. There is an issue with retention of staff as the private sector pay is better. The PCC will look to share an appropriate level of detail with the Police and Crime Panel around this area of crime growth.

#### Public Order – Low Risk

The Constabulary have a wide range of capabilities in this area business which was significantly tested in the summer. The Chronicle training records system is in place. The debrief from the HMICFRS thematic inspection in this area of business was positive. The PCC sought assurance with regard to the number of senior staff – this is under constant review regarding the demand and the cohort will be increased once the number trained have their accreditation signed off.

#### Civil Emergencies – increased from Medium to High Risk

This is the only area which has an increased risk rating. The EU transition on 31<sup>st</sup> December poses a risk as well as the Covid-19 pandemic which will place additional pressure on the winter months. While there has been good partnership engagement around the Local Resilience Forum (LRF) this has been heavily supported by the Constabulary. As a result of all of this there is a resilience issue and backlog created in terms of the Permanent Operational Orders. The next assessment will be done in June 2021. This is an area that the Constabulary want to invest a small number of officers from the uplift in.

#### Child Sexual Abuse (CSA) & Child Sexual Exploitation (CSE) – Medium Risk

Op Ruby coordinates the use of SCAIDP trained and accredited staff. There is better constabulary attendance at case conferences and partnership work is improving. ICAT is a big area of demand with concerns raised around attracting staff into roles. The Constabulary are looking at the science in this area to understand and streamline the process. The delays in the court system was discussed and the extra demand on the LSU.

#### Forensics – Medium Risk

ARVs are well resources and equipped. Training has been a challenge to the team through the Covid-19 pandemic. The Constabulary have fast access to specialist tactics. A Qlik app has been introduced to look at the data around ARVs deployments and attendance times.



### CBRN – Low Risk

The Constabulary is the lead in the region with high quality capability and so are in a strong position to mitigate threats.

### **c. Assurance Reports**

#### **Public Order**

This report will be discussed at the 13<sup>th</sup> January 2021 Police and Crime Board due to Officer availability to present the report.

#### **Traveller Encampments**

The Constabulary is adopting a Neighbourhood style approach to Unauthorised Encampments recognising the Gypsies, Romas and Travellers (GRT) community as a protective characteristic. The Constabulary are making steps to educate around the GRT community i.e. appreciating that this community travel as part of their heritage, history and to feel part of their community. It is important to learn and engage with this community understanding the risks they face in terms of such things as access to education, access to health care, domestic abuse and bullying and discrimination.

A standardised approach is needed and as such MOUs have been agreed with the Local Authorities regarding unauthorised encampments – the PCC was assured that each Local Authority has signed up to the same MOU so it is consistent. This MOU agrees a Neighbourhood/Council led approach to enforcement.

It was noted that currently it is the responsibility of the landowner to respond to unauthorised encampments and the role of the police to engage with the community and understand their needs in order to support them. There is a potential change in law coming which will see the police become responsible for responding to unauthorised encampments rather than the landowner – this would need careful implementation so as not to reverse positive steps taken to develop relationships between the GRT community and the police.

The Constabulary have been liaising with SARI regarding victims from this community and trust and confidence in reporting.

A number of recommendations were highlighted in the report with regard to engagement, partnership working and communications. The PCC is supportive of what the Constabulary is trying to achieve.

### **7. People and Organisational Development Update:**

#### **a. Future Ways of Working – Scoping Paper**

A helpful guidance around working from home and virtual meetings has been produced. The Constabulary have been exploring the ways of working options

post Covid-19 restrictions being lifted in the future and taking the learning from this period of working from home. Two options were presented to Constabulary Management Board (CMB) which were to return to the previous ways of working or progress to a blended approach. Looked at what work requires bringing people together in a physical location and estates savings that can be made from a blended approach. The blended approach was agreed and work has begun on a timely and practical plan to put this into practice – this has been communicated to staff and officers today. Leaders should be seen to be leading the way forward in this blended approach.

It was noted that currently 33% of the organisation is working from home. Lots of engagement has been done regarding future ways of working. Performance has not been impacted by working from home but the biggest area of concern was the affect it would have on mental health. The majority working from home reported no change in their mental health. Concerns were raised regarding screen time and workload. It was again noted that the investment in IT has enabled the working from home. The OPCC stated that this was a good piece of work and that the organisation now needs to move from crisis mode to business as usual for this way of working.

#### **b. Recruitment Update**

The Constabulary, last week, achieved a disability confidence level 3 for inclusivity.

A summary of the officer and staff vacancy levels was given. A number of posts have been offered and are going through checks. Additional courses have been added to close the gap in Specials numbers. The gap is being closed with regard to PCSO numbers and the Constabulary are targeting the need based on a geographical map of vacancies. The remaining Oleo function relating to OPCC recruitment will be added in the Spring.

The OPCC asked for a breakdown of officer numbers which highlights the number in training and under tutorship. There are 460 in training currently and 86 under tutorship.

### **8. Finance: POCA Six-Monthly Update**

The projected income for the year was discussed – the Board were informed of the result of a civil recovery case which was referred to the NCA which positively affects the income projection.

The number of orders are showing a decrease as smaller cases are affected by the courts backlog. The PCC queried what the time limit is for cases having to be heard and how cases nearing that limit are monitored. This is dealt with by the CPS Central Convictions Unit but the Constabulary are chasing where they know cases are nearing the time limit.

The investment in the Financial Investigation Officer has returned £450k to force from Account Forfeiture Orders and it was noted that if the Constabulary

had more of these investigators they could take on more of this work – the OPCC encouraged the Constabulary to come forward with a business case for more investigators.

Returns to victims are down this year due to trials not happening. The PCC asked how many fraud trials had been delayed.

## **9. Major Projects Highlight Report**

There are currently 36 project but this will reduce in the New Year and there should be 20-21 projects to load onto Verto when it is live. Estates updates were given. Niche upgrade goes live on 18<sup>th</sup> May 2021. Project management of ESN to be discussed at the project board next week. Governance was discussed – new committees will be in place January/February 2021. Under the new governance processes business case will still come to CMB/PCB for sign off as appropriate. Discussions still to be had about a digital programme board to provide oversight of the digital projects at national, regional and local level.

## **10.A.O.B**

### **a. Impact of Attorney General's Guidance**

Changes to the Attorney and Director General's Guidance come into effect on 31<sup>st</sup> December 2020. The 4 areas of change are around:

- Disclosure of unused material – to be presented to CPS at the point of charge. This frontloads the work and created 25% more work.
- Redact material – this will be most complex around Body Worn Video.
- Investigation management document – briefing to the CPS which has not been used before.
- Introduction of pre-charge engagement – informal discussion with defendant to speed the investigation forward. This will need careful planning.

Guidance is not due from the college of policing on these changes until 15<sup>th</sup> December 2020 and an operating model will need to be in place by 18<sup>th</sup> December 2020 to allow go live on 1<sup>st</sup> January 2021. There will be a structured plan and the Niche change piece will need to happen on 23<sup>rd</sup> December 2020. There is risk around these short timescales but the Constabulary assured the PCC they have the right people working on this. The gold standard will not be implemented on day 1 and the product will be developed throughout the year – CPS are also taking this approach.

### **b. Lighthouse Safeguarding Working Pattern**

The OPCC CEO asked about the impact on staff morale of the changes to the working pattern (moving away from weekend working to Mon-Fri). Morale is ok but there are mixed responses to this change – some see it as positive. This does have financial implications for staff which the Constabulary need to be mindful of. Consultation with Unison now.

## **11. Action Update**

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

- Lighthouse Safeguarding Unit (LSU) – update on recruitment given (all posts filled and now recruiting for bank staff). Due to the number of staff in training the impact on performance won't be seen until quarter 4.
- Finance – proposals for the use of the underspend to be discussed at the March 2021 PCB.

## **12. Publication**

The following items were agreed for publication:

- 3<sup>rd</sup> November 2020 Police and Crime Board Agenda
- 3<sup>rd</sup> November 2020 Police and Crime Board Minutes

### **Actions List:**

See Exempt Actions List

**Date of the Next Meeting: 13<sup>th</sup> January 2021**