



Police and Crime Board, 13th October 2021 13:00 – 17:00

Venue: Meeting to be held via Teams

Attendees:

- **Police and Crime Commissioner**
- **Chief Constable**
- **Deputy Chief Constable**
- **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**

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 – Citizens in Policing (including Specials)

6. Decisions (to be signed following the meeting)

- a. 2021/012 – OPCC Chief of Staff

7. People and Organisational Development Update

8. Finance: MTFP Update (verbal update)

9. Major Projects - Highlight Report

10. A.O.B

11. Action Update

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

Date of the Next Meeting: 3rd November 2021, 13:00 – 17:00

DRAFT Minutes of the Police and Crime Board, 13th October 2021

Held via Teams

Attendees:

Mark Shelford, Police and Crime Commissioner (part of the meeting)
Sarah Crew, Temporary Chief Constable
Nikki Watson, Temporary Deputy Chief Constable
Sally Fox, OPCC Interim CEO
Paul Butler, OPCC Interim CFO
Nick Adams, OCC CFO
Dan Wood, Chief Officer – People and Organisational Development
Jon Reilly, Assistant Chief Constable
James Davis, Delivery Manager – Portfolio
Paul Underhill, Superintendent (part of the meeting)
Ben Moseley, Superintendent
Marc Hole, OPCC Head of Commissioning and Partnerships
Ben Valentine, OPCC Strategic Planning and Performance Officer
Alaina Davies, OPCC Resources Officer

1. Apologies

Jon Dowey, Head of Performance and Insight

2. Minutes

The Board agreed the minutes from the Police and Crime Board Meeting held on 2nd September 2021.

3. Chief Constable's Update

The Chief Constable raised the following:

- Violence Against Women and Girls (VAWG) – focus has been on Professional Standards Department (PSD), Vetting and internal police process and culture. Expect the focus to shift to Rape and Domestic Abuse (DA) and the wider criminal justice system. The PCC was assured the Constabulary are in a good place with regard to PSD and vetting. The work on the local VAWG strategy, introduction of the Bluestone model, inclusion work and the upcoming summit were all highlighted which demonstrate that VAWG is a focus for the Constabulary.
- Investigations – this is a spotlight in the Integrated Performance and Quality Report (IPQR). Senior leaders have been giving a great deal of thought to the issues in Investigations and recognise the need to take decisive action. Issues are affecting other operational functions within the organisation.
- New joiners to the organisation – critical to get this opportunity right so there is a need to pause, reflect and review at this point.

- Leadership Academy – developing the work and how this fits into the strategic plan.
- Balanced budget in the medium term – need to get ahead of the savings curve in order to enable investment. Police Officer numbers are ring-fenced. Transformational plans are needed and will be discussed in the coming weeks and months.
- Winter of discontent – rising costs of living, media talk of shortages, tensions e.g. climate change protests at the same time as the cold weather could have an effect on community cohesion and impact on police demand. Need to keep close to communities and work with partners.

The PCC is supportive of the reform work in Investigations and recognises how difficult this will be.

With the statutory request by government for Rape and Serious Sexual Offences (RASSO) reporting the force needs to have an accurate handle on performance and the factors that are affecting it. It was agreed that improvements following implementation of the Bluestone Model should be monitored in the IPQRs going forward. Positive outcomes have gone up but this will be monitored closely and the Constabulary aspires for a much higher percentage of positive outcomes. The OPCC supports the summit the Constabulary are arranging and the need for Avon and Somerset to be a zero tolerance area for VAWG – these actions help in the responses to concerned members of the public who contact the PCC.

The OPCC are looking for increased and sustained performance but are concerned this will be affected by the issues in Investigations.

4. Key Organisational Risks and Issues

VAWG

The OPCC asked for an update on the plans. The Deputy Chief Constable has been appointed as the strategic lead for the VAWG work. The Constabulary has been working on a number of improvements for some time and the National focus has helped to gather thoughts and put all of that work under one workstream. The NPCC have developed a National VAWG Strategy and Avon and Somerset are developing a local strategy which will be consistent with this. Themes of the local strategy will include:

- safety in public spaces
- working closely with the Criminal Justice system to increase charges, prosecutions and victim support
- Accurate reporting of gender hate crime
- Internal behaviour/culture – much work has been done to identify issues and work is being done to ensure confidence in reporting unacceptable behaviour. Work is being done on the [He for She campaign](#).

The Constabulary is working with the women's IAG and other community groups to gain their views on VAWG.

In terms of monitoring it was noted that the thematic lead has been appointed and the leads for all of the theme areas are being identified. Terms of Reference are being drawn up. This work will be coordinated with other areas of work to avoid duplication.

There is a lot of work going on nationally with regard to VAWG and the Constabulary gave assurance that they are well connected to this.

The PCC raised the importance of hate crime being recorded by sex as well as by gender.

Stalking Protection Orders (SPO)

The OPCC sought assurance on the decision making process when investigators decide to apply for an SPO. The Constabulary acknowledge that the usage of these order is not high enough. A new national guidance pack has been produced. A new thematic lead has been appointed and the Constabulary is looking to take the learning from Devon and Cornwall who have produced a guide for staff. The Constabulary will monitor this and expect to see the usage of SPOs increase. This will also be covered in the training for the next cohort of Police Constable Degree Apprenticeship (PCDA) and Degree Holder Entry Programme students.

Police and Crime Plan Survey

Only around 10.5% of people employed by the Constabulary completed the Police and Crime Plan Survey and the OPCC asked the Constabulary if they had any views on why this might be.

There was a lot of publicity around completing this but there have been a lot of surveys over the last few months which may have created some some fatigue around completing them. The Constabulary assured the OPCC that this is not a low percentage compared to some other survey responses. The OPCC want to get as high a level of engagement and legitimacy around the Police and Crime Plan as possible and asked the Constabulary to feedback anything further that can be done over the next couple of weeks. It was also suggested that the Constabulary could look to include a question regarding the PCC and the Police and Crime Plan in the People Survey in future years.

The OPCC formally recognised the feedback from the Chief Constable on the Police and Crime Plan, which was supportive, and it was noted that the relevant revisions have been made to the draft plan as a result of the feedback. The OPCC and Constabulary will continue to work together to establish a performance baseline. The OPCC also thanked the Deputy Chief Constable for supporting the programme board.

5. Performance against Police and Crime Plan

a. Integrated Performance and Quality Report (IPQR)

The OPCC recognise that the public having their say in policing is a joint responsibility and engagement is a priority for the PCC.

The OPCC asked if the Constabulary had a view on why the public confidence figure was decreasing year on year. It is likely that the view of the public on local policing is impacted by National events.

The OPCC support the Constabulary approach to prioritising 999 calls and understand that the increased demand for 999 calls is negatively impacting on the 101 calls abandonment rate. Predicted demand has not matched the actual demand due to the number of people staying at home during the holiday period. The Constabulary is working hard to manage this within the normal parameters.

The spotlight in the report is on Investigations. The Chief Officer Group spent time discussing the issues and next steps on Friday last week following the Constabulary Management Board the day before. This is an organisational issue now as it is affecting Patrol, Neighbourhoods and Op Support. It was agreed that the following 7 areas would be looked at:

- Pipeline in to investigations
- Capability – timescales for achieving accreditation
- Attraction and retention
- Clear purpose and identity
- Op Check approach – understanding the demand
- Culture and leadership
- Visibility – what the data says

Need to be clear on the plans and timescales. Need to come up with some transformational ideas. A new Superintendent post has now been put into Investigations and Op Remedy will also support.

The OPCC sought assurance that investigations are being appropriately allocated. Urgent work is going on to look at this, in particular in terms of rape investigations to ensure they are allocated to an experienced officer.

Response timeliness is a concern which is being impacted by the issues in Investigations but the OPCC asked what else can be done to improve this. The Constabulary plan to make some tweaks to the 8 based model which may have a positive impact but this needs further consideration. The Constabulary will report back on this in early 2022.

The OPCC recognise the huge amount of work that has been done to drive improvements in Crime Data Integrity (CDI). The number of recorded crimes has gone up as a result of this and the messaging to the public on the reason for this needs to be clear. The Neighbourhood area commanders are feeding this through to community groups and partners to make sure this is understood. The IAU pilot will be monitored over the next couple of months to ensure there is no negative impact and then will become business as usual.

b. Assurance Report – Citizens in Policing (including Specials)

The Constabulary are confident they have the right resources in the right place with the right focus with regard to Citizens in Policing (CiP). It was noted that Covid had a significant impact on the Mini Police and Cadets as delivery had to

stop. The Constabulary are looking to start these schemes again but face issues with retention of leaders – need to look at the leaders being representative. Need to invest in the right leaders and role models.

A review of the impact of Covid on CiP has been recommended and also a review of what is expected of Mini Police and Cadet leaders.

There were 106 CiP resignations in 2020 and the Constabulary are looking to understand the reasons for this.

The target number of Specials was discussed. It is more important to look at the quality and productivity of Specials rather than the quantity – this is a view that is shared by the PCC. The OPCC sought assurance on the supervision of Specials – they have a management structure.

Discussed the Durham model where their CiP has charitable status and is chaired by the PCC.

6. Decisions

Please note that Decision Notices are published on the PCC website on the Decisions page under the Openness section.

2021/012 OPCC Chief of Staff – Unanimous agreement by the Appointment Panel to appoint Alice Ripley as Chief of Staff and it was agreed to propose that the Police and Crime Panel endorse the appointment. The Decision Notice will be signed and published on the PCC's website.

7. People and Organisational Development Update

28 over establishment on Police Officers at the end of August and on track to deliver the 2021/22 target. There are 1,000 Police Officers in various stages of training at the moment which is complex to manage.

There have been hyper local targeted recruitment campaigns in short bursts and the Constabulary are working hard to increase workforce representation in future intakes – this is also being done for PCSOs. The session with the PCC on workforce representation recently was positive.

The senior team and stakeholders met with UWE recently to discuss developments and improvements.

31.5 over establishment on PCSOs at the end of August. The October and March intakes have been cancelled and the January one kept but leaver trends are being carefully monitored.

The importance of the Leadership Academy was discussed and continuing to grow and upgrade this offer in order to impact on performance and culture.

The Constabulary took part in the Black Internship Programme which was valuable and they will look to do this again.

Blackrock training centre licence has been achieved. The Constabulary are looking to bring forward a peer review on health and safety and security.

Some short term decisions have been made to alleviate pressure on Occupational Health. The increased emphasis on speaking up and raising awareness has increased demand. The Constabulary will be looking to bring forward a thorough review of resources.

The annual People survey has been launched.

ERP work continues and an outline Business Case will be presented soon.

Vetting delays were discussed but the importance of remembering why vetting is there was highlighted and making sure it is right and compliant with the APP. There is no indication that more frequent vetting renewal might be required but there may be inspections on compliance.

The OPCC congratulated the Constabulary on the success of the LGBT conference and the impact it had.

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

An update was given on the budget preparations and MTFP progression. Capital plans are developing. Benchmarking against the region is being done to ensure consistency in approach to the assumptions, particularly around pay awards which is a critical assumption. The draft MTFP paper will be presented to the Police and Crime Panel on 9th December 2021.

Updates were given against actions from the last Police and Crime Board which included outlines of what the increase in precept has funded in 2019/20, 2020/21 and 2021/22. Examples of disruption and dismantling of county lines by Op Remedy were given and the Constabulary continue to develop the narrative around this. There have been improvements in all areas that Op Remedy has been involved in but this has been impacted by Covid – Op Remedy is also part of the wider uplift plans. Police Staff Investigator recruitment was delayed as a result of Covid but all posts have been filled since April 2021 and are starting to make a difference, although this has coincided with the wider challenges around detective numbers. The Constabulary is delivering on the accelerated uplift of officer plans, the numbers were 3,150 at the end of September compared to 3,076 at the end of March 2021 – this is forecast to hit 3,183 by the end of the financial year but this may be affected by leaver numbers. Need to be very clear on the messaging for the Police and Crime Panel on what these increases have funded and what the impact has been.

There is uncertainty around planning until the Spending Review announcement in two weeks and the grant settlement which is expected mid-December. The

announcements will affect the level of savings required. The Council Tax position is also uncertain – the PCC requested that any precept increase be presented in both amount and percentage.

The Constabulary have been developing savings plans which include a number of continuous improvement and transformational options. The potential scale of the savings required was highlighted and high level discussions are required to discuss the parameters and principles of planning for these savings.

The PCC would like to see proposals for the use of any underspend in 2021/22. The PCC also raised the risk associated with the PCDA investment if students decide to leave the organisation after graduating and what can be done to mitigate this risk.

The OPCC asked how the budget would be affected going forward from delays in recruitment and vetting. Some staff underspends are planned for and not all due to vetting and recruitment delays. There have been challenges in filling IT vacancies due to higher paying competition in the market place. Improvements around vetting were highlighted.

The number of officer retirements and resignations was discussed. It is more difficult to forecast for the number of resignations as there has been a marginal increase in resignations after 15 years.

The OPCC CEO highlighted that there will be an assurance report on Op Remedy discussed at the Police and Crime Panel in December 2021. An assurance report will be discussed at October CMB and November PCB.

9. Major Projects: Highlight Report

There are currently 25 active projects. Weston-Super-Mare and Biometrics have closed. There has been no change to the RAG status of any of the projects. Updates were given on the Estates, Body Worn Video Streaming, Uplift and Taser storage.

The OPCC survey coding is complete – comments have been captured and coded. The OPCC thanked the Constabulary for this. A Qlik app has been built so that Constabulary colleagues can also make use of this information.

The Corporate Risk Management Process has been approved and will report into the Joint Audit Committee going forward.

10.A.O.B

Discussed an action to review the Response times SLA.

11.Action Updates

- MTFP – produced a short briefing for the PCC with the figures on the shortfall of an average cost of an uplift officer, inflationary pressure and ongoing costs associated with uplift.

- MTFP – the Constabulary gave an outline of what has been achieved with the precept increase in 2019/20, 2020/21 and 2021/22. This includes 100 officers for Op Remedy, 67 new police staff investigators and acceleration of officer uplift ahead of the funding from Government in order to maintain the momentum.
- Fraud – the Constabulary provided assurance that arrangements are in place to check the weekly list provided by Action Fraud of reports from victims in the force area when the Coordinator is not working.

12. Publication

The following items were agreed for publication:

- 2nd September 2021 Police and Crime Board Agenda
- 2nd September 2021 Police and Crime Board Minutes

Actions List:

See Exempt Actions List

Date of the Next Meeting: 3rd November 2021