

**Police and Crime Board, 2<sup>nd</sup> September 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. Finance: MTFP Update**

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

**5. Key Organisational Risks and Issues**

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

- a. Integrated Performance and Quality Report
- b. Assurance Report – Fraud
- c. POCA Update

**7. Decisions** (to be signed following the meeting)

- a. 2021/010 – Interim OPCC Chief Finance Officer (CFO) Contract Extension
- b. 2021/011 – Award of Zscaler Contract

**8. People and Organisational Development Update**

**9. Major Projects - Highlight Report**

**10. A.O.B**

- Regular LSU Update

**11. Action Update**

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

**Date of the Next Meeting: 13<sup>th</sup> October 2021, 13:00 – 17:00**

## **DRAFT Minutes of the Police and Crime Board, 2<sup>nd</sup> September 2021**

### **Held via Teams**

#### **Attendees:**

Mark Shelford, Police and Crime Commissioner  
Sarah Crew, Temporary Chief Constable  
Paul Butler, OPCC Interim CFO  
Nick Adams, OCC CFO (part of the meeting)  
Dan Wood, Chief Officer – People and Organisational Development  
Jon Reilly, Assistant Chief Constable  
Carolyn Belafonte, Chief Superintendent (part of the meeting)  
Mike Buck, Superintendent (part of the meeting)  
James Davis, Delivery Manager – Portfolio  
Jon Dowey, Head of Performance and Insight (part of the meeting)  
Victoria Caple, Head of Victim Care, Safeguarding and Vulnerability (part of the meeting)  
Marc Hole, OPCC Head of Commissioning and Partnerships  
Ben Valentine, OPCC Strategic Planning and Performance Officer  
Alaina Davies, OPCC Resources Officer

#### **Observing:**

Matthew Reed, Inspector  
Alice Jones, OPCC Senior Commissioning and Policy Officer  
Sam Reilly, OPCC Commissioning and Policy Officer

### **1. Apologies**

Nikki Watson, Temporary Deputy Chief Constable  
Sally Fox, OPCC Interim CEO

### **2. Minutes**

The Board agreed the minutes from the Police and Crime Board Meeting held on 4<sup>th</sup> August 2021.

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

Presentation given on the planning for the MTFP which includes a range of assumptions, scenarios and sets out the timeline. The discussion that followed sought to confirm planning parameters.

There is much uncertainty. The Spending Review announcement is awaited as well as Local Authorities confirmation regarding the Council Tax collection rates performance and Council Tax base. Modelling is based on the best, mid and worst case scenarios.

The recommendation for the assumption on the Police Officer uplift numbers was discussed and agreed. This is based on funding received to date. The approximate number of officers out of this which are for the Regional Organised Crime Unit (ROCU) is still uncertain at this stage, as well as the timings – the PCC offered to feed back to government any comments if the Constabulary feel that the ROCU number isn't right when more clarity has been received around this. The Constabulary has been working closely with the OPCC over the last few months while the Police and Crime Plan has been being developed and the PCC would like to see a certain number of rural crimes teams in the detail of the MTFP once developed. How accurate the Home Office view on the average cost of an officer is was discussed as the Constabulary had to make up this shortfall last year. There has been no percentage increase in the main police grant over the past two years to fund inflation. There is also concern that it is assumed the associated costs of uplift, such as recruitment and equipment, will drop away and as such funding will end – this is unlikely to be the case as there will be a permanent increase in costs of technology and software licenses etc. The PCC requested a very short briefing note highlighting the figures in order to discuss with ministers.

The pay inflation assumption was discussed – this is the biggest assumption in terms of the driver for future cost. Three scenarios were presented and the Constabulary will consult with other forces around the country, through the PCC Treasurers society and NPCC Finance Group, to seek the majority view and determine an assumption.

Pension costs are a long term challenge for the whole public sector but in particular for the police following the McCloud ruling and the impact this will have. Significant increases in employer contributions are expected by 2024. The MTFP planning builds in a level of increase the force might be expected to fund but there is a risk this could be significantly higher.

Assumptions for grant funding were discussed. There is a risk that the Spending Review could bring a freeze to the core policing grant or only a very small increase. There is an assumption regarding Uplift but the Constabulary is pushing for clarity. In terms of the non-core grant funding it is assumed that the legacy council tax funding, pensions grant and victims grant will remain frozen – it was noted that there have been increases to the Victims Grant but that this increases the victims commissioning budget held by the PCC and does not affect the wider budget. Three council tax base scenarios were presented and details are awaited from the Local Authorities regarding this and the collection fund deficit around mid-December to mid-January. The level at which the precept increase should be modelled was discussed – need clear messaging from the PCC and Chief Constable around what has been achieved at a local level with previous increases and what can be achieved if there was to be a further increase.

The savings approach going forward was discussed. The PCC would like discussions at an early stage regarding plans and the best forum to bring these forward for discussion with the PCC will need to be agreed.

As IT costs are significant, and increasing, the OPCC sought assurance that the Constabulary have appropriate oversight of the pressures here and the ability to manage those pressures. Increases in costs are a challenge and it is felt that now would be a good opportunity to discuss savings and resilience with the region to coordinate an approach but this would be long term planning.

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

The Chief Constable raised the following:

- Covid numbers are starting to increase and the Constabulary are keeping an eye on resilience as they move into the autumn period.
- Experience of the workforce – good plans are in place to better improve the experience of the Police Constable Degree Apprenticeship (PCDA) students and better integrate the programme within the fabric of the organisation. These are being overseen by the Chief Officer for People and Organisational Development.
- The resilience, experience and performance of the Investigations team will be a spotlight on the next Integrated Performance and Quality Report (IPQR).
- Case progression – redaction is very time consuming at present and is affecting the time officers are out in the community – this may need IT and resource investment to alleviate the burden. PCCs and Forces need to join up on lobbying for change. This will also be a spotlight in October's IPQR.
- Legitimacy – the Constabulary are in a good place regarding Violence against Women and Girls (VAWG) with the introduction of Bluestone and progress against the National Vulnerability Action Plan. In terms of race and ethnicity disproportionality the Constabulary will be looking with enthusiasm and resolve to implement the recommendations in the imminent Lammy report.
- Effectiveness – improving outcomes. Proactive capability plays a critical role. There is a need to focus our proactive capability (Remedy and the new local teams on those criminals who commit the most crime and pose the most harm. This is a critical component within the Constabulary's uplift blueprint.

The PCC raised the following:

- Workforce representation – the PCC wants to hear how the outreach team are getting on practically and has asked for a specific regular meeting to focus on making sure they have the resources and support they need to be effective.
- Leadership management training and education – understanding what can be achieved by courses and mentoring.
- Concerns regarding Crime Data Integrity (CDI) will be discussed later.

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

The OPCC asked a series of questions in response to a number of publications in relation to Domestic Abuse (DA). The Constabulary assured the OPCC that

they are listening and influencing nationally. Also the Bluestone work with a perpetrator focus and partnership working focus puts the force in a good place.

A recommendation from the HMICFRS Review of Policing of DA During the Pandemic – 2021 was that forces should immediately review their use of telephone-based initial response to any DA incidents and crimes. The OPCC were assured that as part of Uplift investment has been made in leadership within the Incident Assessment Unit (IAU) – incidents are triaged and reallocated if risk changes. Need a deep dive assurance on this.

The graph showing the number of cases discussed at MARAC was included in the report and the OPCC asked if there was any insight from the Constabulary available yet relating to this. MARACs are a multi-agency responsibility and this data provided is helpful to be able to discuss in a partnership forum. The LSU Partner Liaison Officer is now in post and this will help partnership working.

The OPCC asked if, following the review undertaken by the Constabulary into supervision in DA cases including CDI outcomes, any particular areas that will drive improvements in positive outcomes have been identified. The learning from the review was to make improvements in gathering evidence at the initial incident stage and in evidence led prosecutions. A learning pack has been developed and a joint training day with the CPS arranged. The use of Body Worn Video (BWV) as early evidence gathering was discussed. Much CDI work has also been done to record DA tagged crimes effectively.

The OPCC asked if there are sufficient information sharing and partnership arrangements in place to help predict and reduce harm in terms of domestic homicides. Need to get the recording of coercive control right to identify the risk and really establish safeguarding processes. Aspiration to use information sharing with partners and build into an app.

The OPCC asked what the Constabulary's views were on the Review of IOPC cases involving the use of Taser that was published in August 2021 and if any improvement activities are needed. The greatest risk to public confidence is when the use of Taser goes wrong so this was a valuable report. Scrutiny around the use of Taser in Avon and Somerset is strong but there could be greater public accessibility to the Scrutiny of Police Powers meetings. The Constabulary and the OPCC could consider some joint messaging around the selection and training of officers to use Taser, how Taser is used and the scrutiny of use. Any increase in the number of Tasers is based on strategic threat and risk but some work could be done to understand the impact of previous uplift – what were the benefits and outcomes. Need to better understand disproportionality and listen to the community but at the same time balance the safety of officers. It was noted that there is an Internal Audit report on the use of force scheduled for discussion at the next Joint Audit Committee on 22<sup>nd</sup> September – there were two recommendations relating to the scrutiny panel and training. The PCC was informed that Avon and Somerset are the pilot force for the new College of Policing Taser training.

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

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

There continues to be a high public confidence rate but it was noted that this dropped slightly in the last quarter – the OPCC asked if this was linked to visibility with demand being back at normal levels and the lifting of Covid restrictions. Visibility did go up during the initial Covid period so sustaining that and maximising on the learning from that period is important. Serious Violence funding has allowed additional patrols in certain areas and the Constabulary assured the OPCC that they are alive to the issue. Discussed the use of Social Media to amplify visibility – the OPCC and Constabulary Communications Teams will be meeting to discuss the annual strategy and themes.

The OPCC would have expected to see more improvement in CDI. Also it was noted that the internal survey response in this area was low and the Constabulary will look into the reasons for this.

The PCC asked that the Constabulary spread the word, through their command channels, about completing the Police and Crime Plan survey.

It was noted that implementation of the new 8 based model has not gone smoothly and the OPCC asked what could be done to improve this. This went live on 1<sup>st</sup> June during a peak demand period and there are lots of things that can be done quickly to make improvements. The PCC was assured that the timing and implementation was the issue and not the concept.

The OPCC asked why the victim contact timeliness had worsened since the implementation of Bluestone. This was a result of the violent disorder in March and the high summer demand period but work has started to catch up and the PCC was assured that the Constabulary are looking at planning for Christmas leave. Also the pipeline of accredited individuals should be realised by then. Feedback from the ISVA service is that there is improved and strong engagement with victims. Need to decide if it would be better to move to capturing a qualitative measure e.g. agreeing contact according to the victim needs.

Part of the Beating Crime Plan talks about violence against retail workers which links to the PCC focus on business crime – the OPCC asked how work in this area was progressing. An update will be given on this in the next month or two. The Constabulary will take up the offer of support from the PCC in partnership working around the development of new houses. The challenge of demonstrating outcomes when it comes to hidden harm was discussed. Crime levels are likely to go up with an increase in confidence to report – risk that demand could outstrip capacity.

## **b. Assurance Report – Fraud**

Recommendations in the report were discussed. Closer working between the Constabulary and PCC, as the National Lead, to bring about better protect advice was discussed. The two Protect Officers and new Qlik app can focus

activities where most needed in communities. The PCC is keen that the joint working between the OPCC and Constabulary begins as soon as possible.

The Constabulary have had a Volume Fraud Team in place since the start of 2021 and believe that a Serious Fraud Team would complement this and provide greater efficiency, effectiveness and capability.

Crime recording outcomes is a challenge. Case study from the report discussed demonstrates the point that the outcome for the potential victim was positive but that it could not be recorded as a positive outcome by the force as the work was preventative.

The PCC has linked cyber enabled crime and fraud together, calling it cyber fraud, for ease of public understanding. Prevention is key and pursuing criminals wherever they are geographically in order to send a strong message. The PCC asked the Constabulary to produce a diagram to a simple guide for the public on the organisations they can engage with about fraud from a local, regional and national level.

Improvements could be made as a whole police service on disruption and repeat offenders. This is an opportunity for joined up working regionally and nationally.

The PCC asked what the Constabulary are doing to seek victim satisfaction information in relation to fraud. Could do more and this links to the communications piece – need to understand the feedback.

A list of all reports made to Action Fraud from victims in the Avon and Somerset area are sent to the force on a weekly basis and the PCC was assured that this list is checked by the co-ordinator and vulnerability identified. The Neighbourhood Team also do preventative work.

Communications with victims is bespoke based on individual preference as per the Victims Code of Practice – will look at the consistency of this across the force area. There are fortnightly performance meetings and line managers could monitor victim contact timeliness.

Regional and National organisations already put out fraud advice and the PCC sought assurance that the Constabulary is using the best of this advice in their communications. Could do more to maximise on the hyper local issues for victims to go further.

### **c. POCA Update**

The report gave an update on performance and income received to date, as well as the forecast income for 2021/22 and compared spend with income. Covid has had an effect due to court backlogs.



The investment in the new post has resulted in 34 new account freezing orders being obtained – it was noted that this is becoming more complex as law firms seek cases in this area of business.

The use of police volunteers and Specials with specialist capabilities in this area was raised by the PCC. Roles for Cyber Specials have already been developed so the Constabulary have started this.

The PCC asked about the process/ scrutiny around cash, high value property and drugs. There is a well defined process in place and cash is placed in a holding account so that the value grows in line with inflation while a case is awaiting trial – the process in relation to crypto currency was then explained as there is a similar issue with ensuring that this does not reduce in value while awaiting trial.

## **7. Decisions**

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

**2021/010 Interim OPCC Chief Finance Officer (CFO) Contract Extension –** Decision to extend the contract of the Interim Chief Finance Officer and Statutory Section 151 Officer until 1<sup>st</sup> April 2022. The Decision Notice will be signed and published on the PCC's website.

**2021/011 Award of Zscaler Contract –** Decision to award the three year contract for the provision of Zscaler as a replacement for Sophos. The Decision Notice will be signed and published on the PCC's website. The PCC asked for more advanced sight of decision coming forward for approval at PCB.

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

On target for Police Officer and PCSO numbers. Working through the details of filling staff vacancies. The Constabulary are working on learning the lessons from the Recruit for Difference pilot. At the last People and Organisational Development Committee there were outline discussions on transition and implementation plans for bringing in new resources and when full capability will be realised. A workshop is scheduled with the OPCC to discuss workforce representation. A series of hyper local recruitment events have been arranged and there will be opportunity for the OPCC to engage with these.

The OPCC asked what the operational impact was of having over 800 PCDA students in various stages of training was. Exciting opportunity for future capability but it is important at this stage to ensure the right rigour around supporting the PCDA students and understand the demands on them to ensure they progress effectively. The PCC queried whether the percentage of PCDA students under closer monitoring was high enough and was assured the Constabulary are going to be looking at this.

The PCC asked the Chief Officer for People and Organisational Development to look at different recruiting schemes. The PCC asked for this to be done as a reflection of conversations between PCCs and communities.

The OPCC Interim CEO visited Nottingham to look at what they are doing in terms of workforce representation. They target 14/15 year olds in schools and have seen a return on that investment in the longer term. The PCC asked if the Constabulary have thought about this approach. The Constabulary does have the Mini Police, Cadets and some of the work the Outreach Team is doing will be a longer return on investment as it is about relationship building.

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

There are currently 27 projects with 2 of these in closure stage (Weston and Mobile Biometrics). Only one project is Red and one is Amber. An update was given on Estates projects (Yeovil, Broadbury Rd, Bath and Trinity Rd). Updates were also given on the Case Management System and Taser Upgrade.

Enterprise Resource Planning (ERP) has been added to Verto. The project got underway a couple of weeks ago and an internal reporting and governance process has been established.

The team is working with the IT department on the Qlik/Verto interface.

Responsibility for benefits management and tracking is being transferred to the Transformation Department.

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

### **a. Regular Lighthouse Safeguarding Unit (LSU) Update**

The Constabulary and OPCC met yesterday to discuss the collaborative approach to the LSU review – it is hoped that an update can be reported to PCB in December 2021. It was agreed that the monthly reporting can move to quarterly now that the review is underway.

Backlog figures have improved again since the report was produced. The PCC and Chief Constable thanked the team for the work undertaken to make these improvements.

## **11. Action Updates**

- The Constabulary reported back on the how much of the percentage of people reporting a decrease in confidence after reporting a crime related to ASB.

## **12. Publication**

The following items were agreed for publication:

- 4<sup>th</sup> August 2021 Police and Crime Board Agenda

- 4<sup>th</sup> August 2021 Police and Crime Board Minutes

**Actions List:**

See Exempt Actions List

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