

Police and Crime Board, 1st December 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 – Firearms
- c. Assurance Report – Human Trafficking and Modern Slavery
- d. Strategic Policing Requirement (SPR)

6. People and Organisational Development Update

7. Finance: Draft MTFP

8. Major Projects:

- a. Highlight Report
- b. ERP Project Update

9. A.O.B

- a. LSU Review Update

10. Action Update

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

Date of the Next Meeting: 5th January 2022, 13:00 – 17:00

DRAFT Minutes of the Police and Crime Board, 1st December 2021

Held via Teams

Attendees:

Mark Shelford, Police and Crime Commissioner
Sarah Crew, 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
Ben Moseley, Superintendent (part of the meeting)
Ed Yaxley, Superintendent (part of the meeting)
Charlotte Leason, Superintendent (part of the meeting)
Glenn Bremner, Firearms Licensing Manager (Part of the meeting)
Jon Dowey, Head of Performance and Insight (part of the meeting)
Phil Baxter, ERP Programme Director (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

1. Apologies

None

2. Minutes

The Board agreed the minutes from the Police and Crime Board Meeting held on 3rd November 2021.

3. Chief Constable's Update

The Chief Constable raised the following:

Risks:

- Confidence and Legitimacy – risks in particular around race and violence against women and girls (VAWG). The VAWG strand of work continues and a summit has been arranged. The response to the Lammy review is due to be published shortly.
- Medium Term Financial Plan – the importance of the precept increase was highlighted as this has an impact on planning for the next financial year and future years. The Constabulary want to be a position to plan and invest.

Issues:

- Investigations – lots of innovative work ongoing to address the issues around Investigations capacity but at the current time issues are still impacting other parts of the organisation.
- AD/DG (Attorney General/ Director General) Guidance – potential to seriously impact operational policing if the issues aren't addressed. The Constabulary is influencing improvement locally where possible and needs to influence the national conversation around this.
- Protests – public interest continues and potential for future issues, particularly as the Bill is yet to go through parliament. There is always a small minority looking to subvert peaceful protest and the Constabulary will look to mitigate the risks of this.
- Impact of Trauma on the Workforce – concerned that the impact on the workforce of trauma from assaults, Covid etc could be hidden. The Constabulary are looking to make improvements and be a trauma informed organisation.

The PCC agreed improvement needs to continue around legitimacy and confidence and it is particularly important to increase representation in the workforce.

Conversations around the precept increase need to continue with a clear and well-made argument being presented to the Police and Crime Panel.

Issues around the AD/DG Guidance are shared by a number of the PCCs. The messages around this should be consistent from the police and PCCs to the Policing Minister to inform the conversation.

The PCC agreed that the overall welfare package needs improvement, as well as leadership understanding and identifying issues around workforce trauma. The PCC also sought assurance that the Constabulary will be looking at the trauma caused to civilians in cases of incorrect arrest/ mistaken identity. The Head of Professional Standards is looking into this and how best to support.

The OPCC recognise the impact on the workforce of Covid emotionally, psychologically and financially. The PCC was assured that when line managers see signs of trauma and act swiftly the Constabulary has provisions in place to support staff. This was reviewed at the recent People and Organisational Development Board but suspect the scale of the support needed will increase beyond anything seen before and this would require investment – this is look at regularly.

4. Key Organisational Risks and Issues

Homicide

Due to the number the OPCC sought assurance that there were no missed opportunities in the recent homicide cases. The Constabulary reported that in the 12 month period up until 29th November 2021 there had been 11 homicides compared to 13 in the previous 12 month period. The Constabulary also did a

comparison with the Most Similar Group (MSG) and found that, up until September, the Constabulary had a lower number of homicides per 1,000 population. The Constabulary recognise that even 1 homicide is too many and assured the OPCC that lessons are learned from each case – the Constabulary is reviewing the organisational learning the lessons process and how best to identify, capture and cascade the learning throughout the organisation. A high proportion of the homicide cases will be domestic and there is a huge amount of working going on with regard to Domestic Abuse (DA) prevention. A number of cases were referred to the IOPC which learning can also be taken from.

The Board discussed the definition of serious violence widening to include DA and the OPCC asked the Constabulary to flag anything that can be raised with partners through the work of the Violence Reduction Units (VRUs).

The Murder Suppression Strategy is being reviewed and will be reported to Constabulary Management Board (CMB) and then to PCB. The Constabulary are intending to produce a quarterly serious violence update report for CMB and PCB.

Stop and Search

It is reassuring that Avon and Somerset are 3rd nationally for Stop and Search find rate but against the backdrop of disproportionality the OPCC asked if the Constabulary had any plans to improve the effectiveness of the use of Stop and Search as a tool. The Constabulary highlighted that Stop and Search was introduced to prevent unnecessary arrests. The question needs to be asked – what is effective? This discussion also need to be had with communities, in particularly those disproportionately affected to help define what an effective use of Stop and Search is. Communities want items that cause harm removed from the streets - Stop and Search is an effective tool and also acts as a preventative deterrent but it needs to be used legitimately. The PCC would like to see conversation within the force on this and engagement with communities.

Legitimacy is a big aspect of this. In addition to the Scrutiny of Police Powers Panel the Constabulary need to think about how further assurance can be given regarding the challenge and discussion around the use of Stop and Search.

Racism

The OPCC sought assurance that the Constabulary is equipped to recognise and tackle less overt racism. The Constabulary have a multi-pronged approach, which compares well with other organisations, with a range of things offered. The Board discussed a paper written by Director of People and Organisation which outlines the activity in this area and includes:

- Baseline induction training around values and expectations
- Mandatory Equality Act MLE training
- Built into the Police Constable Degree Apprenticeship (PCDA)/ Degree Holder Entry Programme (DHEP) – in partnership with SARI
- Case studies which talk about institutional racism
- Built into the Leadership Academy
- Inclusive Policing with confidence (with local partners)

- Reverse Mentoring
- Outreach – community engagement and attraction
- Embed inclusion in everything

There is a comprehensive and broad range of activities in place but the Constabulary recognise there is always more that can be done. Can now have that mature conversation about being an anti-racist organisation.

Misogyny as hate

The Constabulary made a decision a number of years ago to record gender based hate crime. The OPCC asked why the numbers have reduced. There was a significant recording issue – initially officers were advised to record DA cases where misogyny was involved but this advice has since been withdrawn as gender hate crime is something that should be recorded when this is identified by the victim as the motivation for the crime. At the start of the VAWG work journey and the strategy will look at the theme of behaviours and culture. Huge amount of Constabulary communications around VAWG, how to identify and record crimes and supporting victims. The PCC highlighted the importance of ensuring lower level command know how to deal with internal reports of misogyny appropriately. Management training on dealing with unacceptable behaviours was highlighted.

5. Performance against Police and Crime Plan

a. Integrated Performance and Quality Report (IPQR)

The Performance Control Strategy was introduced in the report and the improvement activities which sit under this.

The Constabulary have carried out a Crime Data Integrity (CDI) audit, based on the inspection HMICFRS would carry out, and there has been improvement. Further audit activity will be reported in the next IPQR. The PCC was assured that the Constabulary look at the results of other forces inspections to identify any changes. It was noted that this audit sample time period includes 1 month prior to the IAU pilot which has been successful and so this will improve the position further.

The OPCC raised concerns that the thresholds in the report look like targets. It was explained that these are thresholds for the point at which the Constabulary will decide to remove them from the framework because they have reached a successful point – these are not hard targets. These will be monitored monthly so there is a clear grip on performance.

Discussed Response time SLAs and having a meaningful expectation around this – may need commentary to accompany the figures. Need proper stretch targets but ensure they are practical and achievable.

Discussed warrants. Ownership is key and the OPCC was assured that warrants are now allocated to individuals or teams. It was noted that there are currently a number that cannot be progressed.

Drink spiking and injections were discussed and where this best sits in the organisation. The OPCC also asked how much is drink spiking and how much is now injections. It is still predominantly drink spiking being reported. Clear advice and guidance has been provided on how to investigate as the golden hour is so important to gain the forensic evidence to prove the case – this falls to patrol to initiate. There is now a better initial response capturing and securing evidence. Ongoing work around problem solving and engagement with the night time economy on prevention.

The OPCC raised concerns regarding the number of reporting mechanisms into the Constabulary and sought assurance that the risk of inaccuracy was being monitored. The Constabulary are looking at crime mapping and ensuring that everyone who has crime recording responsibilities understands these responsibilities.

The OPCC highlighted the number of additional crimes raised which were DA and sought assurance that appropriate referrals to support provisions were being made in these cases. This will be included in future audit activity work.

The OPCC was assured that, while Bluestone recruitment has not fully been completed, there is increased capacity and this is already having a positive impact on a small increase in charges. Supervisors and leaders are in place to provide support and insight.

Discussed Integrated Offender Management (IOM) pathway concerns. The Constabulary will work with the OPCC to provide an evidence base to be discussed in partnership forums.

Problem solving is key in prevention and the PCC sought assurance that the Constabulary are using this effectively. Lots of work has taken place and the Constabulary need to dip-sample and carry out a survey again to assess the current position. It was suggested that this be a theme of the Leadership Academy. The Chief Officer Group will think through what can be done to drive the use of problem solving.

b. Assurance Report – Firearms Licensing

The OPCC was assured that Avon and Somerset has a robust process in place around firearms licensing. This is a very specialist part of the business with complex legislation around it. It was highlighted that the team deal with more licenses per Enquiry Officer than neighbouring forces and the size of the force area also adds to capacity issues.

It was noted that the cost of a license is lower than the cost to the force of the process of issuing a license (the cost of a license varies depending on the type) – this is being looked at. The PCC is happy to support the conversation around a proportionate rise in license costs.

Whilst it is not legislation, the Home Office have suggested forces put social media checks in place for those applying for and in receipt of licenses. The team would not have the capacity to do this within the existing resource – the PCC asked if process automation had been looked at to assist with this.

The PCC highlighted the importance of the home visit and the ongoing relationship of the licensee with a Licensing Officer.

c. Assurance Report – Human Trafficking and Modern Slavery

This crime type is a strand of vulnerability. This is a complex area of business where offenders prey on some of the most vulnerable people and the crimes stretch around the globe and have origins in poverty and war. The Policing response is complex and requires partnership working. There is no specific team dealing with this area of business, instead there is a network of trained people – this approach makes Avon and Somerset an outlier. Have invested in training and resources to ensure that when an officer comes across a case they handle it correctly. The Constabulary will be reviewing the plan in 2022.

The Constabulary report a 50% reduction in cases compared to this time last year and the OPCC asked if this is something seen in other forces. Yes this has been seen in other forces and is thought to be due to a range of things e.g. change in immigration policy, covid etc.

The NRM referrals process has improved but the OPCC asked if this is working more effectively. The process is more effective but timeliness is an issue – there is a national conversation around this.

The OPCC asked about the victim view and the high number of victim declines. Police engagement with the victim is difficult as these victims often have a fear of the police so more work is required with partners. The Constabulary will work with the OPCC to raise this at a partnership level.

d. Strategic Policing Requirement (SPR)

The 6 monthly self-assessment has been completed and the Constabulary confirmed that the risk ratings remain unchanged from the previous assessment.

Terrorism – the level of Prevent referrals was discussed. Many referrals come from schools so expect levels to return to normal now that schools are open. It was highlighted that there are a number of mechanisms in place to target the right cohort of people online. The national threat level has increased since the paper was written but this does not affect the local level assessment.

Organised Crime – regional meeting to look at the different Organised Crime Groups to ensure they are assessed at the right risk level with appropriate interventions. Level of PCC oversight in this area of business was discussed. The PCC would like to better understand the impact on communities of the actions taken.

Public Order – the PCC asked what could be done to improve the number of command trained officers. There is a high turnover but the PCC was assured there are a sufficient number trained.

Civil Emergencies – the contingency planning team is small and 1 or 2 members of staff being away does impact on capacity. The PCC was assured that a review of the resources is being carried out.

Forensics – the OPCC queried why the risk rating remains the same. Locally the review work is complete, recruitment is complete and accreditations achieved.

6. People and Organisational Development Update

The Constabulary will update the OPCC on the diversity breakdown of the recent cohort of sergeants.

Recently the number of new police recruits dropping out nationally, due to the level of violence and working patterns (weekend working), has been reported in the news. The OPCC asked if this is being seen locally. The Constabulary reported that 12% have dropped out since the start of PCDA which compares to 10% under the previous entry route – although it was noted that the annual number under PCDA is larger so this translates into higher numbers. The Constabulary will be keeping a close eye on this but would be concerned if those applying are unaware of what is involved in the role. The 30+ scheme was discussed and the concern around losing skills and experience.

The PCC urged the Constabulary to look at introducing a return of service. The Constabulary will look at this. The Constabulary are also looking to discuss, at a national level, the standards set for a dissertation pass as they are more stringent than is usual – there is a risk of losing operationally competent people due to this. Also the pay starting point may need looking at.

7. Finance: Draft Medium Term Financial Plan (MTFP)

The working assumption is that there will be a 2.5% pay award for the first 3 years of the MTFP and 2% for the remaining 2 years – this is in line with what other forces are planning. Small variants in these assumptions can have significant impact. Various national conversations around pay reform continue.

There is a capital funding deficit in the fourth year of the plan but there are options available to close this gap. The OPCC raised concerns about the risk of construction inflation impacting capital costs. Assumptions are made based on the best evidence available but this is a real risk.

Conversations around the precept increase narrative will need to continue so the Police and Crime Panel are provided with a clear picture of what the impact is. Need to highlight the projection of the pay profile of officers as they move

forward through the increments – potential danger of reversing workforce modernisation.

8. Major Projects:

a. Highlight Report

Updates were given on estates projects, pronto, case management system, Chronicle, Uplift – meeting on 16th December to brief the PCC on progress, facial recognition, workforce resetting and origins DMS.

b. ERP Project Update

With an ageing SAP system due to end in June 2024 and an unsupported duty management system it is critical to plan for this change now. Options were presented and the preferred option (adopt not adapt approach). The Constabulary have worked with Deloitte on assessing the outline business case which has been through the programme board and CMB for endorsement. The Constabulary confirmed that they will look to deliver cashable as well as non-cashable savings. The treasury green book process has been followed. The Constabulary CFO confirmed that costs have been built into the MTFP planning.

The approach is to remain focused on what Avon and Somerset Police needs but ensure collaboration is possible by providing the ability for others to join if they wish.

Important to ensure risk management – deliver what is needed and get the full return. Also need to ensure the learning from previous options looked at. Ensure people with the right level of skill are working on this and agree the aims and objects from the start – this may involve changing process for the success of the project. Interoperability in the system is important.

The PCC approved the outline business case presented.

9. A.O.B – Lighthouse Safeguarding Unit (LSU) Update

Revised timescales for the review were discussed. Will complete a full review of the LSU to understand all the connected parts – this will be a lengthy but robust process done right and ensuring the LSU is fit for the future.

The OPCC are having regular catch up meetings with the Constabulary regarding this review, looking at what needs to be delivered going forward in a sustainable way. The OPCC asked that external services be involved in discussions.

Once the roadmap is established then key measures of success will be needed to understand sustained improvement. It was noted that the Police and Crime Panel have expressed an interest in the review so need to know what can be shared publically going forward.

10. Action Updates

- An update on the progress of Project ADDER was given.
- Explanation on the internal process/ scrutiny around seizing and holding cash, high value property and drugs was provided.
- The Constabulary provided an update on the action to look into ways of testing satisfaction from complainants and those being complained about when the complaint has been resolved.

11. Publication

The following items were agreed for publication:

- 3rd November 2021 Police and Crime Board Agenda
- 3rd November 2021 Police and Crime Board Minutes
- Quarter 2 Financial Performance Report
- OPCC 2021-22 Mid-Year Outlook and 2022-23 Budget Report
- Half-Year Treasury Management Report

Actions List:

See Exempt Actions List

Date of the Next Meeting: 5th January 2022