



Police and Crime Board, 5th January 2022 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 Chief of Staff**
- **OPCC Deputy Chief of Staff**
- **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 – Business Crime

6. People and Organisational Development Update

7. Finance:

- a. MTFP and Precept Narrative Update – presentation
- b. General Reserve Risk Assessment Update
- c. POCA Update

8. Major Projects: Highlight Report

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: 2nd February 2022, 13:00 – 17:00

DRAFT Minutes of the Police and Crime Board, 5th January 2022

Held via Teams

Attendees:

Mark Shelford, Police and Crime Commissioner
Sarah Crew, Chief Constable
Alice Ripley, OPCC Chief of Staff
Sally Fox, OPCC Deputy Chief of Staff
Paul Butler, OPCC Interim CFO
Nick Adams, OCC CFO
Dan Wood, Chief Officer – People and Organisational Development
James Davis, Delivery Manager – Portfolio
Ben Moseley, Superintendent (part of the meeting)
Jon Dowey, Head of Performance and Insight (part of the meeting)
Chief Inspector, Rob Cheeseman (part of the meeting)
Kirstie Cogram, Complex Crime Unit Manager (part of the meeting)
Rachel Shields, Head of Complex Crime Unit (part of the meeting)
Mark Edgington, Detective Superintendent (part of the meeting)
Ben Valentine, OPCC Strategic Planning and Performance Officer
Alaina Davies, OPCC Resources Officer

1. Apologies

Nikki Watson, Temporary Deputy Chief Constable
Jon Reilly, Assistant Chief Constable
Marc Hole, OPCC Head of Commissioning and Partnerships

2. Minutes

The Board agreed the minutes from the Police and Crime Board (PCB) Meeting held on 1st December 2021.

3. Chief Constable's Update

The Chief Constable talked about the period of adjustment the organisation is going through with the uplift programme and ensuring that the benefits following this implementation pinch point are focused on. The leadership must remain focused on the future benefits with hope and optimism.

The Chief Constable raised the following issues:

- Investigations Directorate – focus on building up the capacity, capability and confidence. It was a bold move to put dedicated resource into this and the Chief Constable has asked for ideas on what can be achieved over the next 12 months.
- Uplift growing pains – lots of moving parts to be carefully navigated over the next 18 month pinch point. There is a great team and plan in place to manage this.

- Creating capacity – Business Analysts have been put out into the organisation to look at innovative ideas and move them forward, this is about mobilising the workforce into sharing innovative ideas.
- Strengthening confidence and legitimacy – good plans in place and Avon and Somerset are at the forefront of National innovation but need to keep focused on the cultural shift (leaders being able to take forward with courage and empathy). Activity such as inclusion in the Leadership Academy, starting a conversation on institutional racism and the VAWG summit were highlighted.
- Particular performance issues – Crime Data Integrity (CDI) and Rape and Serious Sexual Assault (RASSO) were highlighted. Other areas to focus improvement are victim satisfaction and confidence as well as Domestic Abuse (DA) and file quality. The IPQR is well developed but there is still an execution gap in these areas in particular. Once a permanent Deputy Chief Constable (DCC) is appointed closing this gap will be their focus.

The PCC is keen to support Innovation Awards and asked that the Constabulary consider getting designs coming forward patented.

The PCC agrees with the need to keep focused with optimism on future benefits and the new Police and Crime Plan will help do this. A new performance dashboard will need to be developed and reported to PCB to measure delivery against the plan.

The OPCC commented that there is good infrastructure around improvement and accountability in relation to Investigations improvement and asked to be made aware of timelines when possible.

4. Key Organisational Risks and Issues

Drugs

Following publication of the National Drugs Strategy (From harm to hope: a 10-year drugs plan to cut crime and save lives) the OPCC asked how the Constabulary are going to incorporate this into local plans and governance around drugs as a theme and how this will feed into Constabulary Management Board (CMB) and PCB. The OPCC also asked if the Constabulary saw any risks from the National strategy.

The National strategy is good and not significantly different from what Avon and Somerset is doing with targeted enforcement, harm reduction and working with partners. Project ADDER in Bristol was highlighted and the Constabulary will look to take forward the learning from this and roll out forcewide.

The Constabulary's own strategy refresh was on hold awaiting publication of the National strategy. The PCC was assured that this refresh will now begin and will cover governance as well as assurance.

There is lots of capacity going into tackling this area of crime but the risk is that there is always more to be done which needs to be balanced with other local priorities.

The National strategy talks about creating a local partners meeting and the PCC would be very keen to Chair this in order to provide consistency across the local authority areas – the VRU hub and spoke model was highlighted as a good example.

Avon and Somerset Police People Survey 2021

The results show a broad decline on last year (although improved against the 2018 and 2019 results) and the OPCC asked if the Constabulary knew the reasons for this.

The Constabulary explained the process for communicating the results quickly to the organisation and then analysing the details to report to January CMB and from there actions can be assigned. It was noted that the verbatim comments provide rich insight. There are a series of steps to build a strong evidence base and put together an action plan at corporate, directorate and department level. The OPCC was assured that the Constabulary look at trends and outliers.

Anecdotally the Constabulary highlight some possible reasons for the decline which include a period of change at leadership level and the higher level in 2020 could have been a result of specific questions being asked around the resetting work. A permanent Chief Constable is now in place which provides more stability and alleviates concerns people may have had around shifting in values and direction.

In terms of concerns on the protective characteristics results, particularly disability, were discussed. This will be drawn out in the report. A number of things are already being done to make improvements such as wellbeing passports, workplace adjustments and reverse mentoring.

Concerns were raised about the bullying and harassment results – the category of sexual harassment was also added. Much communications work is being done internally and externally as well as training and development to make sure people have the confidence to report. The Constabulary assured the OPCC that they target directorate heads and provide support from the centre to build an action plan and that the same departments are not showing as outliers from year to year.

5. Performance against Police and Crime Plan

a. Integrated Performance and Quality Report (IPQR)

The latest CDI audit shows the positive impact of the IAU pilot and this is also picking up whether safeguarding referrals have been made where appropriate. The PCB recognised the outstanding work of the IAU staff as well as the work and leadership of Superintendent Moseley. The Constabulary assured the OPCC that they are finalising the transition from pilot to business as usual.

Counter allegations and how they are dealt with has been raised by the Force Crime and Incident Registrar and the OPCC asked what more could be done to improve. The Constabulary are in the process of developing a bite size learning input around the most up to date Counter Allegation Policy, which will be supported on the Microsoft Sway platform, and then further assurance activity will be undertaken. The Microsoft Sway platform allows the Constabulary to see how many people have used the learning and how long it was viewed for. Learning will be added to Pocketbook.

The OPCC welcomed the approach from the Constabulary to be part of the RASSO Independent Scrutiny Panel but were unable to attend the first meeting due to capacity issues. The reopening of cases following the meeting shows the value of it.

The OPCC queried when the positive outcome rate for rape is expected to improve. There is a lag but there has also been an uplift in RASSO reports. The Constabulary is only quarter of the way through implementing Bluestone capacity and are encouraged by improvements so far. The risk to the system being able to cope with an uplift in reporting, resulting in greater charges, was highlighted and the potential impact on victims. The PCC offered to lend support to communication with partners around education. The PCC was assured that the Bluestone model is a wider holistic approach which also focuses on prevention as below:

- Disruption to offenders – use data insight to identify offenders and disrupt them; and
- Improve data quality and build problem profiles.

The Board discussed the victim contact deep dive. The initial creation and development of the Victim Pack has been led by the Head of Victim Care, Safeguarding and Vulnerability - this has now been passed to the Transformation and Improvement Department to help take forward and the OPCC was assured that this will be as inclusive as possible. It is not sustainable for the Communications Department to carry out 'call backs' for logs older than 48 hours and the OPCC was assured that this is short term measure.

It was noted that Anaplan did not add as much value as hoped during the summer demand. The learning has been taken from this and it will be used in a different way going forward.

The OPCC sought assurance that issues relating to PCDA abstractions are being addressed. This is being reviewed with UWE but this has to be balanced with delivering the learning outcomes. There are hundreds of people at various stages of the programme and it is important to get the timing of abstractions right. This is a new programme and as such the Constabulary are having to problem solve as issues arise.

The evaluation of the 8 based model is planned for quarter 1 of 2022/23.

Demand felt better last summer and more controlled but the pressure on patrol was noted. Feedback on Op Demand will be fed back to the organisation through communication from the Chief Constable.

b. Assurance Report – Business Crime

The Business Crime assurance report and Business Crime Plan 2022-2025 was presented to CMB in December. The importance of identifying the definition of business crime and understanding how wide it is was highlighted.

The Constabulary explained the £50 value taken into account when recording as a factor in indicating a justified and proportionate response. The Constabulary need to address the misconception with the business community that this is a limit.

Operation Heron was introduced as a national response to retail crime and was not well received by the business community and has further impacted the lack of confidence in reporting.

Business crime is under reported nationally. The Constabulary recognise the lack of ability to accurately record business crime and this needs to be addressed to be able to produce reliable data – the new Business Crime Plan seeks to address this. The Constabulary is prepared to see an increase in crimes as the recording issues are resolved and confidence increases.

The Business Crime Forum is good but it is recognised that there are high expectations from the business community with low levels of confidence and there is much work to be done to build confidence. Results of the confidence survey are included in the report but the low engagement from the community on this is another indicator of low levels of confidence. The plan has been shaped and moulded through the forum and is seen as a joint document.

National best practice of managing offenders through behaviour orders to disrupt them was highlighted. Assaults on retail staff was highlighted as this has a national focus.

Support to victims of business crime should be provided as per the Victims Code of Practice. The timing of the completion of impact statements was discussed and whether this would be better done earlier on. The OPCC suggested linking in with the LSU regarding the self-referral options available to victims on the website in case it might be appropriate to signpost business crime victims to any of these.

There are 5 main Business Crime Reduction Partnerships, with a number of smaller ones, and this is a helpful link between neighbourhoods policing and the business community.

Opportunities for funding through the Business Improvement Districts was highlighted. They are looking for innovative crime and disorder prevention ideas

to invest in e.g. they funded drink spiking kits so there was no delay in getting these.

Crime prevention is through neighbourhood teams as well as Crime Prevention Officers. There is sometimes a conflict between a business model and the prevention advice.

The PCC is fully behind the Business Crime Plan presented and recognised the good work that has already gone into increasing confidence. The PCC was assured that data sharing agreements were now in place in all areas of the force. The PCC is supportive of the addressing the misconception that there is a lower value limit for reporting.

Progress should be reported regularly through the IPQR and a report back to the PCB in 12 months on development and improvement.

6. People and Organisational Development Update

The OPCC asked if there were any updates on work around retention and pre-emptive surveys as a result of national issues being report around PCDA students leaving. Exit questionnaires are reviewed regularly and some pre-emptive surveys have been done which are not showing major indicators of people considering leaving. The OPCC commented that they would have hoped for a national steer around this issue.

7. Finance:

a. Medium Term Financial Plan (MTFP) and Precept Narrative Update

A presentation on the MTFP was circulated.

The PCC discussed the proposed savings and timing of engagement with the OPCC on proposals. It was agreed that the PCC and OPCC CFO would be added to the invite for Strategic Planning Meetings (SPM), as was the case with the previous OPCC CFO, and this is where early discussions take place.

The Board discussed improving the response from the police family to the precept consultation and communicating the importance of this given the impact it has on the organisation.

The deficit in years 4 and 5 of the MTFP was discussed. There is uncertainty around years 4 and 5 and so the MTFP is based on a number of assumptions which includes the increase in main grant funding of 1% per annum, increase in pay awards at 2% per annum (pay increase outpacing grant increase), Council Tax precept at 2% per annum and there is also significant increase around pensions expected. The scale of the savings for years 4 and 5 are more speculative at this stage.

The precept survey responses received to date show 43% of respondent in favour of no increase, 11% in favour of a 2% increase and 46% in favour of a 4.1% increase – this means that 54% of respondents so far would not be in

favour of the 4.1% increase. The public's view will need to be considered in discussions with the Police and Crime Panel.

b. General Reserve Risk Assessment Update

The OPCC CFO proposes to keep the level of general reserve the same as 2021 – this was increased last year to reflect ongoing uncertainty on a number of factors such as the economy, pay awards and difficulties contractors are having in maintaining prices. This level represents 3.5% of turnover and the board was assured that CIPFA recommend 3-5%. This level allows sufficient reserves to manage likely risks until they can be moved into the MTFP proper.

c. POCA Update

The returns for last year and estimated returns for 2021/22 were highlighted.

The investment in a Financial Investigator and the subsequent returns to the force from Account Forfeiture Orders was highlighted. Further investment will come from uplift for 2 more Investigators. It was noted that the Account Forfeitures are subject to a lot of challenge which needs senior officer attention – investment in a further DI will increase capacity.

The potential return on investment with additional posts was discussed in the report – this was prompted by a paper from the regional team. The PCC would like a paper on this with clear recommendations.

8. Major Projects: Highlight Report

Updates were given on estates, uplift, facial recognition, ERP and beyond the visual line of sight. The Board was advised that there is a new timeline for the Criminal Justice (CJ) review to allow the project team more time to complete the work. There are also new timescales in relation to the facial recognition work.

The Business Case process is changing. CMB will retain the role to endorse outline Business Cases with full Business Cases being submitted to March and September Strategic Planning Meetings (SPM) and then to April and October PCB. Full Business Cases expected at March SPM are Bristol – Broadbury Road, Facial Recognition and CJ Review.

9. A.O.B

The PCC visited the Court Witness Services this morning and highlighted to the Board a number of suggestions they had made which included a visit to court being part of the PCDA.

The PCC attended the West Somerset IAG. An issues was raised about the length of time one volunteer had been waiting for their vetting – the PCC asked if this length of time was usual for volunteers and flagged the risk of volunteers losing interest if that is the case.

10. Action Updates

- People Survey – the Senior Leadership Team are due to discuss proposed questions about the PCC and Police and Crime Plan for inclusion in the next people survey.
- The paper which outlines the inclusion work being done has been forwarded to the OPCC.
- A meeting has been scheduled to brief the PCC on the actions taken in relation organised crime and how this impacts communities.
- The diversity breakdown for the recent cohort of sergeants was provided.

11. Publication

The following items were agreed for publication:

- 1st December 2021 Police and Crime Board Agenda
- 1st December 2021 Police and Crime Board Minutes

Actions List:

See Exempt Actions List

Date of the Next Meeting: 2nd February 2022