



Police and Crime Board, 2nd March 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 – Hate Crime

6. Update on Identifying Disproportionality Report Actions (verbal update)

7. Decisions (to be signed following the meeting)

- a. SARC Procurement Outcome
- b. Treasury Management Strategy

8. People and Organisational Development Update (Including updates on Culture, Training and Leadership Academy)

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: 6th April 2022, 13:00 – 17:00

DRAFT Minutes of the Police and Crime Board, 2nd March 2022

Held via Teams

Attendees:

Mark Shelford, Police and Crime Commissioner
Sarah Crew, Chief Constable
Alice Ripley, OPCC Chief of Staff
Paul Butler, OPCC Interim CFO
Nick Adams, OCC CFO
Dan Wood, Chief Officer – People and Organisational Development
Will White, T/Assistant Chief Constable (part of the meeting)
James Davis, Delivery Manager – Portfolio
Jon Dowey, Head of Performance and Insight (part of the meeting)
Paul Wigginton, Superintendent (part of the meeting)
Marc Hole, OPCC Head of Commissioning and Partnerships (part of the meeting)
Alice Jones, OPCC Senior Commissioning and Policy Officer (part of the meeting)
Ben Valentine, OPCC Strategic Planning and Performance Officer
Alaina Davies, OPCC Resources Officer

1. Apologies

Nikki Watson, Deputy Chief Constable
Sally Fox, OPCC Deputy Chief of Staff

2. Minutes

The Board agreed the minutes from the Police and Crime Board (PCB) Meeting held on 2nd February 2022.

3. Chief Constable's Update

The Chief Constable raised the following:

- Events in Eastern Europe and the impact on policing locally. No national guidance yet. The force is focusing efforts on: monitoring any emerging tensions in the community; ensuring cyber resilience is strong; welfare and wellbeing of the workforce, particularly those who have family members in Ukraine; and general levels of anxiety.
- Uplift implementation dip – measures are in place to mitigate the number of officer leavers and work is ongoing to understand the reasons behind the numbers. This does pose a risk to achieving the uplift target. Capability and capacity in investigations and unallocated sexual offences were flagged.
- Culture and confidence – national as well as local events affect this. Cultural improvement has been adopted as a chief officer priority over the next 12 months.

The PCC asked for an update on the use of civil protection orders. There have been 23 referrals for stalking protection orders since 2019 with 5 applications to the court and 4 pending – 4 were granted. The Integrated Offender Management (IOM) unit is responsible for the ongoing management of these. It was noted that these orders are still new. The Constabulary explained that the order won't be granted in cases where another order is already in place e.g. restraining order. There are 295 Domestic Violence Protection Orders in place and some of these will include stalking. Educating officers on civil law is important. Legal Services have a Senior Vulnerability Lawyer doing work to increase awareness of the use of these orders.

The PCC has previously asked the Constabulary to look into the possibility of introducing a minimum time in service and was informed that this is a national decision. The PCC requested that the Constabulary look at the numbers of the first two groups of Police Constable Degree Apprenticeship (PCDA) student graduating and if necessary use this data to start a national conversation around minimum time in service.

The PCC attended a Bristol City Council meeting this morning where their planning work on the journey to become carbon neutral, which includes the ability to make decisions at speed where appropriate, was discussed. The Constabulary will liaise with Bristol City Council regarding any learning that can be taken from this work.

4. Key Organisational Risks and Issues

The OPCC Strategic Planning and Performance Officer attended the Chief Constable chat this morning on the subject of internal culture and also attended the chat last month on the subject of institutional racism. It is encouraging to see this direct engagement between the Chief Constable and frontline staff.

The OPCC requested an update on Constabulary progress in implementing their Violence Against Women and Girls (VAWG) strategy/plans. The DCC is the Chief Officer Group (COG) sponsor and a written report has been produced that will be shared with the PCB alongside the draft minutes of this meeting. The update includes the following points:

- Developing national work
- Delivery Framework came out December 2021 and each force should have a local plan by end March 2022.
- Extra capability is being added to support this work – x3 PC posts as part of uplift are being allocated to violence and vulnerability.
- Communication

The Chief Constable sits on the national group and highlighted the scrutiny there will be of the force plans. It is recognised that policing can't tackle the issues alone and a summit has been scheduled for 6th May 2022 to bring together a range of different stakeholders. The Constabulary is committed to this work. It was noted that the Bluestone perpetrator strand is providing lots of insight relevant to the VAWG work.

The PCC raised the wider concerns around racism and culture. The PCC sought assurance from the Constabulary regarding the review of the recent case within Avon and Somerset (which was highlighted in the media). Will the lessons from this be identified and how are the Constabulary ensuring this won't happen again? This is an ongoing review which is being conducted properly and with transparency and involves SARI and the BPA. This is a critical moment regarding culture and it needs to be the centre focus of force discussion. The following is needed:

- Courageous conversations with the workforce and communities.
- Decision to invest more resource in internal communications and engagement. Need to cleverly engage with the workforce and mobilise the quiet voices.
- External support on behavioural science.
- Check the confidential reporting system has the confidence of the workforce.
- Build a cadre of confidential advisors.
- Boost capability and capacity in the counter corruption unit.
- Prioritise working on a Qlik app to highlight early warning signs of unacceptable behaviours.
- Revisit National Equality Standards.
- Continue working on the leadership development programme – equipping leaders at every level with knowledge and tools.
- Work with the OPCC on an external scrutiny and oversight panel which will ensure the public can see what is being done.

The PCC asked about the systematic process for ensuring the right lessons are identified and converted to lessons learned. This is part of the work being done by the Portfolio Management Office (PMO) on how the monthly capture of recommendations feeds into the new organisational learning process. The OPCC will discuss with the Constabulary the best way to ensure the OPCC has visibility of implementation of recommendations. The Board discussed the communications with the various staff networks on the culture work.

5. Performance against Police and Crime Plan

a. Integrated Performance and Quality Report (IPQR)

Avon and Somerset are reporting a reduction in Neighbourhood crime (robbery and vehicle crime) but this is not at the same rate as the Most Similar Group (MSG). Personal robbery and vehicle crime was more amplified in the 2020 and 2021 summers than was seen in the MSG – the reasons for this are not known. The PCC was assured that in terms of actual numbers the difference is not large.

The OPCC asked what is being done to improve the public confidence generally but also more specifically what is being done to support female confidence at night. The Safer Spaces Plan sits under the VAWG work and includes:

- Evidence base regarding perpetrators and geographical areas etc.

- Partnership work.
- Education awareness for young people.

The Constabulary are liaising with Bristol City Council on the work they are doing around safety and will look to extend this across the force. Effective partnership working was highlighted e.g. drink spiking issue.

The OPCC raised concerns regarding the unallocated Rape and Serious Sexual Offences (RASSO) cases. The Constabulary acknowledge that this must be immediately addressed and have allocated a lead to work on this – the first meeting to focus on this will be held tomorrow to put plans in place.

The PCC sought assurance the current system can deliver Police Constable to Detective Constable conversion in the time required. The Constabulary stated they have the right channels to deliver this and are working on innovative methods to expedite the process. This issue is reflected nationally.

The Board discussed the section of the report that covers if the workforce has the right tools and working environment to do its best and also progress against the Police and Crime Plan. The basis for the grading under both sections was discussed and it was agreed that the OPCC would be involved in the discussions going forward so that they have a firm understanding of the rationale used for the grading decision and also an opportunity to raise concerns. The PCC wants to be robust in ensuring that the grading is credible.

The PCC thanked the Constabulary for the work to include progress against the Police and Crime Plan in the IPQR. The PCC will be looking to link progress to his manifesto promises 1 year into his term of office.

The PCC asked how the Constabulary intend to define and measure prevention – what metrics will be used. This is difficult to measure, in some cases a reduction in crime levels can be used as an indicator but caution should be exercised as a reduction in some reported crime types can be a negative indicator. Benchmarking and targeted assurance can be used. Identifying the impact from an intervention is important – evaluation to quantify the impact of the prevention activity. The PCC wants to agree a set criteria by which the Constabulary measures prevention.

The OPCC asked for an update on problem solving improvement. A range of activities are underway which includes a Qlik app to measure impact, upskilling and training. Problem solving Pocketbook pages are being worked on and an annual problem solving competition was suggested. This is an area that will routinely need revisiting as new officers join Neighbourhood Policing.

The OPCC raised concerns around the Adults at Risk area of business which does not seem to have shown improvement since the last assurance report to the PCB. There is still no national definition. Partnership working is important and the Constabulary need to work with local authorities on data sharing and referral mechanisms. The Constabulary were asked to make contact with the OPCC to discuss support the PCC can provide in partnership discussions.

The officer recruitment national assessment centre was discussed and consideration being given to whether there would be benefit in bringing this back in-house. The PCC sought assurance on the number of opportunities to check on the behavioural suitability of candidates before the assessment centre stage. The Constabulary highlighted that the PCDA/ Degree Holder Entry Programme (DHEP) routes are providing more opportunities to flag conduct matters.

b. Assurance Report – Hate Crime

There have been 4301 hate crime reports over the past 12 months which represents a 16% increase on the previous year. The impact of Covid lockdown periods was highlighted. The year on year increase in hate crime reporting reflects the national picture. The increase in reporting is positive as it shows confidence in reporting has grown. The impact of world events on this area of business was noted.

The Constabulary highlighted the surprising decision taken not to add sex or gender to the Hate Crime Legal Framework following a review by the Law Commission in 2021. However, Avon and Somerset has been recording this as a distinct category since 2017 and there has been a 40% increase over the past 12 months. This does mean that there is no standard approach to recording across forces.

Positive outcomes need to increase but Avon and Somerset is in line with the national average.

The recommendations were highlighted and the PCC is happy to provide support around recommendation 4 – to achieve tangible change and outcomes listed in the terms of reference for the SPAHC group in Bristol by securing consistent attendance from partners.

The Schools education piece is positive and the OPCC asked what feedback is taken from these sessions. This has been well received and student feedback is sought. 40 separate inputs have reached 1,000 students over the past year. The Constabulary want to capture feedback in a more formal way to inform organisational learning.

TAC reviews are new and will be fed back as part of the quarterly vulnerability report to PCB. What is being done to identify repeat victims, hotspots and offenders will also be reported as part of the quarterly vulnerability report.

6. Update on Identifying Disproportionality Report Actions

A number of different strands of work were highlighted which includes the Chief's courageous conversations, the 5 big ideas to increase workforce representation, the task group looking at disproportionality in the criminal justice system and engagement with the community and staff; this will bring together recommendations from the local and national reports.

The Constabulary will be meeting with the OPCC to discuss the scrutiny panels that the OPCC and Constabulary run and how best to bring together a response to the report.

The first meeting of the Disproportionality Group will take place tomorrow. The Constabulary want the anti-racism plan to be forthright in proactivity in order to be an institutionally inclusive organisation.

7. Decisions

Please note that Decision Notices are published on the PCC website on the Decisions Log page under the Reports and Publications section.

2022/01 Avon and Somerset Sexual Assault Referral Centre (SARC) Procurement Outcome – The Board approved commencement to award as per the NHS England and Improvement recommendation paper and direct relevant authorities in the OPCC and Avon and Somerset Constabulary to sign page 4 of the Avon and Somerset Executive Summary Document. The Decision Notice will be signed and published on the PCC's website.

2022/002 Treasury Management Strategy 2022/23 – Decision to approve the Treasury Borrowing Strategy for the financial year 2022/23 and approve the Treasury Investment Strategy for the financial year 2022/23. The Prudential Indicators for the financial years 2022-2025 were noted. The Decision Notice will be signed and published on the PCC's website.

8. People and Organisational Development Update (Including updates on Culture, Training and Leadership Academy)

Leadership Academy

The Chief Officer for People and Organisational Development gave a brief overview of the Leadership Academy. Three officers were then invited to give their accounts of their personal experiences of the Leadership Academy – all spoke very highly of the experience and in particular the focus on emotional intelligence which is so important in the leadership of others.

The PCC asked if there is any data available on the balance between virtual and live class environments – what is the best mix across the whole education piece.

The PCC asked if the Constabulary are working with UWE to offer opportunities to those officers who didn't come through PCDA as part of the Continuous Professional Development (CPD) work. Also are further education opportunities offered after graduation and what is available to those less academically inclined. These are ongoing conversations.

People and Organisational Development Update

The Officer number projections are suggesting the worst case scenario but the PCC was assured that the Constabulary are adjusting their planning in order to meet the officer uplift target. The Chief Officer for People and Organisational

Development is confident in the problem solving ability of the team to meet this challenge.

The OPCC asked about the impact and duration of vacancies being carried in Intelligence and Criminal Justice. Vacancies are held while making adjustments, this is to minimise the risk of redundancies. Proper time must be allowed to complete the consultation process as per legislation.

9. Major Projects: Highlight Report

Currently one report is produced per month which is submitted to both the Constabulary Management Board (CMB) and PCB a week later – it was noted that it might be appropriate in future to plan to update the report between CMB and PCB.

Updates were provided on Estates matters in relation to Broadbury Road, Trinity Road, Bath and Yeovil and South Somerset. Other updates included the Case Management System, National Enabling Programme, Uplift, Facial Recognition, ERP, Origins DMS and Niche 2022 upgrade.

The roll out of Verto and how well this has been embedded was discussed. This is a huge improvement and the Constabulary are now looking to link it to Qlik. This system relies on relevant leads adding their updates to it regularly. The PCB highlighted the work of the Portfolio Delivery Manager in the success of rolling this out.

10.A.O.B

None.

11.Action Updates

- A report on the review of the impact of Covid on Citizens in Policing was received.
- Update on actions in response to the Identifying Disproportionality Report has been added as a standing item to the PCB agenda.
- Updates on retention and time to hire were given.

12.Publication

The following items were agreed for publication:

- 2nd February 2022 Police and Crime Board Agenda
- 2nd February 2022 Police and Crime Board Minutes
- Decision Notice 2022/001 – SARC Procurement Outcome
- Decision Notice 2022/001 – Treasury Management Strategy 2022/23

Actions List:

See Exempt Actions List

Date of the Next Meeting: 6th April 2022