



**Police and Crime Board, 6<sup>th</sup> April 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 – Rural Crime

**6. Update on Identifying Disproportionality Report Actions**

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

- a. Talent Acquisition and Succession Planning Report
- b. Retention Update

**8. Major Projects:**

- a. Highlight Report
- b. Case Management System

**9. A.O.B**

**10. Action Update**

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

**Date of the Scrutiny Board: 5<sup>th</sup> May 2022, 13:00 – 17:00 (details and agenda still TBA)**

## **DRAFT Minutes of the Police and Crime Board, 6<sup>th</sup> April 2022**

### **Held via Teams**

#### **Attendees:**

Mark Shelford, Police and Crime Commissioner  
Sarah Crew, Chief Constable  
Claire Hiscott, Deputy Police and Crime Commissioner  
Nikki Watson, Deputy 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  
Ben Moseley, Superintendent (part of the meeting)  
Dickon Turner, Superintendent (part of the meeting)  
James Davis, Delivery Manager – Portfolio  
Jon Dowey, Head of Performance and Insight (part of the meeting)  
Ben Valentine, OPCC Strategic Planning and Performance Officer  
Alaina Davies, OPCC Resources Officer

#### **1. Apologies**

None

#### **2. Introduction**

The new Deputy Police and Crime Commissioner, Claire Hiscott was welcomed to the meeting.

#### **3. Minutes**

The Board agreed the minutes from the Police and Crime Board (PCB) Meeting held on 2<sup>nd</sup> March 2022.

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

The Chief Constable raised the following:

- Internal culture and external confidence – this is an ongoing focus and priority in all strands of work.
- Wellbeing and resilience – understanding how people feel locally. Bluestone academics have conducted a survey, used nationally by the NHS, which showed the level of burnout in policing. This has also been raised in the Strategic Review of Policing. The Chief Officer for People and Organisational Development is looking at refreshing the Wellbeing Strategy with a view to ensuring that the Constabulary is a trauma informed, aware and responsive organisation.

- Leavers and attrition – there are lots of factors contributing a threat to the Uplift target but the Constabulary are currently on track. The financial context of attraction and retention is for discussion.
- Detection and positive outcome rate – balancing the focus on detection of crime and bringing offenders to justice with the focus on prevention.

The PCC sought assurance on the Constabulary response to cars being set alight which is currently a big concern for the community.

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

### Proactive Policing

With Op Remedy being used to support the boarder investigative work and likely support the frontline during summer demand the OPCC asked what impact this has on the Constabulary's proactive and preventative capability. The use of Op Remedy will be flexible and local tasking meetings will identify local prevention and problem solving work. PCSOs will work on problem solving strategies. It was noted that Op Remedy is not the only proactive resource within the Constabulary.

### Homicide Suppression

The Constabulary were asked what the biggest challenges are in delivering their Homicide Suppression Plan 2021-2024 and where the biggest opportunities are to help prevent homicide. The plan is being reviewed and refreshed and closely ties in with the serious violence work and the problem profiles being done. The Home Office are suggesting that constabularies have a Homicide Suppression Officer (to look at the history of a case and identify the learning to reduce future risk) as well as a Prevention Officer – the Constabulary is still considering the information coming from the Home Office and how to apply this locally. The Constabulary is focused on building and strengthening the in force capability to tie in with the Domestic Abuse (DA) and Perpetrator Programmes. The Constabulary have identified a gap in relation to neighbourhood disputes which have escalated over a period of time, this crosses over with Antisocial Behaviour (ASB) Strategies and Standards. It was noted that the number of homicides in Avon and Somerset compared to other force areas with a similar profile is low.

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

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

The OPCC asked why the percentage of supervisory reviews overdue is smaller in Response than the other directorates. There has been a big push on communicating the importance of these reviews and Response have focused on making improvement. The capacity and numbers within Investigations was highlighted. It is hoped that significant improvement will be evident in the May reporting. The capacity and capability issues within Investigations is also affecting the victim contact within 28 days performance.

The PCC asked if burglary incidents are followed up with visits by investigators. Op Remedy have been attending all dwelling burglary but it was noted that they are not included in the statistics for Investigations. Victim satisfaction for dwelling burglary is currently 76.3% which is one of the strongest satisfaction rates.

The OPCC welcomed the progress regarding Warrants Management which is going to be removed from the IPQR given the level of improvement – assurance was sought on the ongoing performance management. The Constabulary will keep collecting the data and looking for insight to flag if there are any issues with performance in the future.

The Board discussed the number of unallocated Rape and Serious Sexual Offences (RASSO) cases and the geographical location of accredited investigators. The PCC was assured the Constabulary is always reviewing resource management and deployment as well as looking to train and accredit more investigators. It was noted that the Constabulary are making strong progress in building the Bluestone capacity and the cohort is significantly stronger than it was last month. The rebuilding of Investigations was discussed focusing on capacity, capability, confidence and culture. It was noted that the broader structural change in Investigations will look at specialists for a wider range of crime types.

The PCC asked what the impact is of not using the correct forms or filling the forms incorrectly in relation to sudden deaths. It is inefficient and causes time delays as the Coroners Officer has to chase this up before the information can go to the Coroner. The process for recording on Niche has evolved and is causing confusion. The Major Crime Review Team is working on a more streamlined process with clear indication of which template should be used.

Whilst the national data in the report suggest that Avon and Somerset is a negative outlier for the number of officer leavers it was noted that the data may not be comparable. The Constabulary are looking into the reasons for officer leavers. The percentage of people who have completed an exit questionnaire who stated they have witnessed or experienced bullying and harassment was discussed and the trajectory of this having increased over the past six months – verbatim comments are not available to provide insight into this and the Constabulary will look into resolving this.

It was also noted that only 25% of those that left the organisation have completed an exit questionnaire and the Constabulary were asked what they could do to improve this as it could provide valuable insight.

The Chief Officer for People and Organisational Development will soon be bringing forward an evidence based business case around attraction and retention.

#### Local Criminal Justice (CJ) Scorecards

The new local scorecards looking at adult rape and all crime became publically available in March. The next iteration will include file quality. These scorecards

will be a key source for local CJ insight and the team will continue to monitor these. It was noted that feedback on the scorecards is welcome.

## **b. Assurance Report – Rural Crime**

The PCC has asked his team to engage with the Constabulary Lead for Rural Crime to encourage the convening of a meeting of the Rural Crime Forum, focused on current issues within that community.

The PCC highlighted the importance of ensuring Constabulary engagement with Parish Council meetings as often as possible.

The benefits of Farm and Horse Watch were discussed and in particular the cascading of preventative advice.

The PCC was assured that the Rural Affairs Delivery Plan is a working document which all Neighbourhood Managers have and updates will be shared regularly going forward on progress against this.

Higher response times in rural areas were discussed.

Creative ways of connecting with rural communities were discussed e.g. police donation to rural healthcare hubs. The PCC also suggested considering whether police staff could carry out some of the work in the Rural Affairs Team if there is work that does not have to be done by officers.

The South West Region Strategic Group meets quarterly and is well attended. This group shares good practice and learning. An operational group sits below this.

A report on rural crime will be presented to the Police and Crime Panel.

## **7. Update on Identifying Disproportionality Report Actions**

The PCC requested that future reports on this include RAG ratings against the recommendations and what good looks like. The OPCC Strategic Planning and Performance Officer will work with the Constabulary on the format of the presentation of the information.

The OPCC Deputy Chief of Staff is overseeing the recommendations from the report which are directed at the OPCC, and gave the following update:

- Portfolio leads have been identified
- Recommendations are primarily around the Scrutiny of Police Powers Panel and the Independent Residents Panel scrutinising complaints that pivot on disproportionality – it is important to maintain the integrity of the independence of these panels.
- The possibility of a youth panel was highlighted but the administration around these panels has to be considered.

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

### **a. Talent Acquisition and Succession Planning Report**

The Chief Officer for People and Organisational Development will be bringing forward some bold proposals to the Chief Constable and PCC around workforce representation and positive action. The OPCC sought assurance that the proposals would seek to address attraction within black communities – this is also a focus for the Outreach Team. The PCC would support increased as well as more creative activity. The DPCC asked if the Constabulary have considered reaching out to refugee communities.

Communications around the Leadership Academy at all levels in the organisation was discussed.

The national reaction to the Home Office suggestion of bringing the Uplift target forward by three months was discussed. Meeting the Uplift target in terms of collaborations was also discussed e.g. ROCU.

The movement of PCSOs into the Police Constable Degree Apprenticeship (PCDA) is seen as positive for those looking to progress their career in that direction. It was also noted that this has had a positive impact on workforce representation.

### **b. Retention Update**

The report was noted and retention has been discussed above.

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

### **a. Highlight Report**

Updates were given on Estates matters, Pronto, the Case Management System, the National Enabling Programme, Body Worn Video Streaming, Chronicle, Uplift, Anaplan, Facial Recognition, Workforce Planning and Enterprise Resource Planning (ERP).

Other updates included:

- Governance – the Leapwise diagnostic report will be presented to the Chief Officer Group on Friday.
- The Constabulary Delivery Plan has been refreshed for 2022/23 and built into Verto.
- Force Procedures are managed via Verto - there will be a SWAP audit in quarter 3 on force procedures. The OPCC asked how many had been reviewed and were in date.
- The new Corporate Risk Register was presented to the Joint Audit Committee in March.

### **b. Case Management System**

This was approved at the last Constabulary Management Board (CMB). The OPCC is happy with the robust process and option endorsed by the CMB. It was noted that the Scheme of Governance should be clearer in terms of the financial threshold for approval by the PCC.

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

### Changes to the Police and Crime Board

This will be the last meeting of the Police and Crime Board before moving to a new two meeting structure for the PCC scrutiny and decision making from 5<sup>th</sup> May 2022. The two meetings are as follows:

Performance and Accountability Board (PAB) – this will be a meeting which is open for public viewing to allow greater transparency and public scrutiny. This meeting will take place once a quarter.

Governance and Scrutiny Board (GSB) – this meeting will be closed to the public and will take place twice a quarter.

Both meetings will be held on 5<sup>th</sup> May 2022 (PAB will be followed by GSB).

## **11.Action Updates**

The action update will be discussed at the start of the GSB meetings going forward.

- The draft retention plan was included in the papers for this meeting.
- The Constabulary shared the VAWG plan.
- OPCC Strategic Planning and Performance Officer has been invited to KPQ grading panels.
- Update received on the work being done to reduce the number of unallocated RASSO cases. Another update should be given at GSB on 5<sup>th</sup> May 2022.
- Meeting held on Monday to discuss criteria for measuring prevention. A report will be shared prior to GSB on 5<sup>th</sup> May 2022.

## **12.Publication**

The following items were agreed for publication:

- 2<sup>nd</sup> March 2022 Police and Crime Board Agenda
- 2<sup>nd</sup> March 2022 Police and Crime Board Minutes

### **Actions List:**

See Exempt Actions List

**Date of the Next Meeting: 5<sup>th</sup> May 2022**