

Police and Crime Board, 20th December 2016, 10:00-14:00

Venue: OPCC Meeting Room

Attendees:

- **PCC**
- **Chief Constable**
- **Deputy Chief Constable**
- **Constabulary CFO**
- **OPCC CEO**
- **OPCC CFO**
- **OPCC Office and HR Manager**
- **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 and Actions

3. Decisions (to be signed at the meeting)

- **Nailsea**
- **Taunton**
- **Yeovil**
- **Appointment of Additional IRP Members**

4. Key Organisational Risks and Issues OPCC paper (KT)

5. Planned Scrutiny: Performance against Police and Crime Plan

- a. Performance Overview to focus on the high areas of concern and where progress is being made (3 of each) – include performance summary/dashboard for publication.
- b. Strengthen and Improve Local Policing Teams: 1. Back to Basics (general update on Back to Basics from CIM which will include burglary); 2. Community Engagement (update on the Citizen and Community Engagement Strategy and Participation in Policing – Local support to Police Volunteer Family).

6. Planned Scrutiny: HR (Report on the use of overtime to assure the PCC that it is being used appropriately and welfare of officers is not negatively affected (see action 7 from 22nd Sept P&C Board) Verbal Update from OCC CFO

7. Planned Scrutiny: Major Projects

- a. Change and Savings Plan (SW1 succession, Enabling Services and PBR) **Verbal Update from OCC CFO**
- b. BWV Update

8. Planned Scrutiny: Finance MTFP & Precept Options

9. Dynamic Scrutiny: Mobile Update

10. A.O.B

- Taser

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

Date of the Next Meeting: 31st January 2017, 13:00-17:00

DRAFT Minutes of the Police and Crime Board, 20th December 2016

Attendees:

Sue Mountstevens, Police and Crime Commissioner
Andy Marsh, Chief Constable
Sarah Crew, Assistant Chief Constable
Julian Kern, OCC CFO
Mark Simmonds, OPCC CFO
Kate Watson, OPCC HR and Office Manager
Karin Takel, OPCC Strategic Planning and Performance Officer
Hardy Husain, Chief Constable's Staff Officer
Ashley Jones, PCC's Staff Officer
Alaina Davies, Resources Officer

1. Apologies

Gareth Morgan, Deputy Chief Constable
John Smith, OPCC Chief Executive Officer

2. Minutes and Action Update

The Board discussed updates on the actions from the last meeting of the Police and Crime Board on 10th November 2016:

- 101 service delays – update on improvements to date and ongoing improvements
- Speed Enforcement Unit delays – initially the delay in dealing with contacts was six months and this has now reduced to 8/9 weeks. The Chief Constable has requested another update on the ongoing improvements.
- PCC has had discussions with the CEO of UBHT regarding various areas of business where there are opportunities for working together to improve services.
- The OPCC Strategic Planning and Performance Officer is working with the Constabulary on a performance summary for presentation to the Police and Crime Board which will be published.
- An update on Priority Based Resourcing was discussed at item 5a.
- Decision Notices relating to Nailsea, Taunton and Yeovil are on the agenda at item 3 for discussion and agreement.

3. Decisions

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

Nailsea – It was agreed to complete negotiations with Avon Fire and Rescue Service for the provision of a new Nailsea Police Station within Nailsea Fire Station and to commence procurement of the necessary conversion works. The Decision Notice will be signed and published on the PCC's Website.

Taunton – It was agreed to complete negotiations with Taunton Deane Borough Council for the provision of a new police station for Taunton within a completely refurbished Deane House and to commence marketing Taunton Police Station for sale. The Decision Notice will be signed and published on the PCC's Website.

Yeovil – It was agreed to move the neighbourhood policing team and police enquiry office out of Yeovil Police Station and into Yeovil Fire Station. The Decision Notice will be signed and published on the PCC's Website.

Appointment of Additional IRP Members – The PCC has appointed four additional members to Independent Residents Panel (IRP) and added four 'appointable' people to a Reserve List. The Decision Notice will be signed and published on the PCC's website.

4. Key Organisational Risks and Issues

Suggested improvements raised by a COG Peer Review were discussed. The high vacancy number in Manage and Protect back in the summer was discussed and the actions the Constabulary have taken in relation to this. A Task and Finish Group was set up to oversee the solution to this. Specific skills are required to fill these posts – initially officers were moved from other areas of the organisation and some transferees have filled the posts.

Another risk issue highlighted was the budget deficit which was discussed in more detail at item 8.

5. Planned Scrutiny: Performance against the New Police and Crime Plan

a) Performance Overview

The report focuses on three areas of progress (Performance of 101 call, HMIC PEEL Governance Approach and Burglary Outcome Performance) and three areas of Concern (Victim Satisfaction, Data Quality and Serious Sexual Offences Outcomes).

The Police and Crime Board and Constabulary Management Board (CMB) dates are aligned going forward ensuring that the CMB happens the week prior to the Police and Crime Board ensuring maximum effectiveness of both Boards and giving the PCC more meaningful updates.

Area of Progress 1 – Performance of 101

Consistently reduced abandonment rates have been reported for the last two months. Demand is normal for the time of year. There are plans for the switchboard to increase to 7 days a week. Call Handlers now have a tool to allow them to see how many calls are waiting. The new Forecasting Intra Day Solution Tool (FIS) has been introduced to allow forecasting of future demand but so the benefit of this is yet to be realised. Email enquiries are now being forwarded to Front Offices to

be dealt with. Positive results of the hard work to improve this service are starting to show. The PCC queried if there are any issues with the new IT and was informed that there are some issues with interface but not the product itself. The Constabulary recognise that the challenge will be to keep the service consistent throughout the year with changing demand.

Area of Progress 2 – HMIC PEEL Governance Approach

There are now few outstanding HMIC recommendations with a Governance Group, attended by Business Leads, having oversight of these. The Governance process for HMIC and Internal Audit Recommendations is now much more efficient and effective. The PCC raised that next year she will be required to respond on each individual HMIC recommendation and will need the Constabulary to flag up any recommendations they will not be meeting and the reasons for this. The Board discussed the costing element of recommendations which are not taken into account by the HMIC but which is an issue for the PCC and Chief Constable to consider. The Board recognised the work of the Joint Audit Committee in recognising the importance of driving improvements to the governance process in relation to recommendations.

Area of Progress 3 – Burglary Outcome Performance

The burglary outcome performance has been improving and the Constabulary are focusing on sustainability of this balanced against other areas of business. The PCC raised concerns regarding the Asian gold burglary cases and was assured that the Constabulary are taking advice from other forces and employing creative investigative tactics in relation to this. The link between burglary and drugs was discussed – the drivers for this type of crime have not changed and effective offender management remains a powerful tool in the prevention of reoffending.

Area of Concern 1 – Victim Satisfaction

The Constabulary has developed a new framework for measuring victim satisfaction and public confidence with a wider approach than previously. The PCC was assured that this would not make comparison difficult. The PCC raised concerns about the number of officer referrals to Lighthouse. The supervisor app on Qlik Sense includes Lighthouse referrals so that they are able to view referral rates and drill down on that information. The Chief Constable is keen to make processes, such as referring victims to Lighthouse, automated if possible. Lighthouse are sometimes finding referrals from reports to 101 before an Officer has even attended and had a chance to tick the box to refer to Lighthouse. The Constabulary and the PCC want to ensure that no referrals are being missed and that the right organisational culture in relation to victim care has been created.

Area of Concern 2 – Data Quality

The MDM tool for picking up duplicate records in NICHE was discussed and the potential for rolling this out beyond what it already has done is to be reviewed later today. Qlik Sense is to be rolled out to all officers giving them an understanding of their data quality profile. Qlik Sense is being used by CLAD to identify those who may require training in certain areas and the Supervisor app will help to inform conversations with officers on performance and development. The Constabulary are keen to use this ground breaking approach to promote a culture of professionalism with support and accountability from Board to individual level. The Constabulary are confident that they are getting to the point where the right technical tools to support the service are in place. However, it was agreed that adequate Supervision and training are required to ensure that best use is made of the new information available via Qlik Sense.

Area of Concern 3 – Serious Sexual Offences Outcomes

The low charge rate was discussed. Avon and Somerset are good at recording cases compared to other forces and have the best conviction rate in the country of those cases that are charged. It is possible that other forces record less cases but which have a higher conversion rate to charge.

b) Strengthen and Improve Local Policing Teams

Back to Basics

The PCC asked how the Constabulary planned to maintain the momentum of the Back to Basics programme of work once it has ended. All of the changes should be mainstreamed and progress maintainable but being mindful of quality of work as well as the quantity. Intervention by leaders has provided interesting and exciting work boosting productivity.

Community Engagement

The Citizens and Community Engagement Strategy was agreed 12 months ago encouraging active citizenship. There are 33 engagement toolkits which are easy to use, evidence based and have been loaded onto the intranet (Pocketbook). The Citizens Academy has been introduced and has been a success – this is a 10 week programme with 2 programmes per year planned, supplemented by specific masterclasses e.g. focus on Stop & Search. A range of people have signed up to this from the general public (some wanting to become officers), Independent Advisory Group (IAG) members or Neighbourhood Watch members. This has created a positive forum for engagement and understanding. The PCC would like to be involved in all of the Citizens Academy programmes that are run.

The PBR process is looking at the One Team approach for shaping the future of local policing. Early intervention and managing demand was discussed. The Constabulary are piloting an Engagement Insight

Session in January 2017 to engage with parts of the community they have been unsuccessful in engaging with until now using an established contact with a community network – if this is successful the Constabulary will look to build on this.

The Constabulary is working with the developing Strategic Independent Advisory Group (SIAG) and IAGs to provide critique and quality assurance.

SARAID are a charity made up of ex service personnel. We are working with SARAID and Avon Fire and Rescue to establish a Community Resilience Team on a model pioneered in Wiltshire. The Neighbourhood Watch Association is now a fully constituted independent association with force-wide coverage; it has the potential to be a significant strategic partner for the Constabulary and OPCC. The PCC would like an agreement between Neighbourhood Watch Associations and the police regarding the expectation on officer time so that they have a clear expectation about the support they can expect to receive from the police and creates a level of consistency. Police support for volunteers was discussed and this will be considered as part of the PBR work. The Cinnamon Network was discussed. The Constabulary should liaise with the PCC/OPCC regarding community engagement work of the PCC.

The review of the Special Constabulary was discussed and ensuring that going forward it caters for both those wishing to go on and become regular officers and those who don't.

A lot of work was done a couple of years ago on what drives confidence when a confidence target was introduced – this has been looked at again and refreshed to be presented to the CMB in April 2017. All the work that has gone into community engagement is recognised and appreciated.

6. Planned Scrutiny: HR

The PCC asked for assurance that the high levels of overtime reported in the quarterly HR report at the September meeting of the Police and Crime Board is not having an adverse effect on the health and wellbeing of officers. The best assurance of this will be the response to the staff survey (the PCC has been provided with a copy of the survey). The high level of vacancies in Manage and Protect discussed at item 4 led to some health and wellbeing issues but this has been dealt with. Ongoing monitoring of overtime was discussed – this is discussed at SLT on a weekly basis. The PCC will look at the level of overtime again when it is reported to the Police and Crime Board in January 2017 as part of the HR Quarterly report.

7. Planned Scrutiny: Major Projects

a) Change and Savings Plan

The PCC was given an update on the work of the PBR and the timescales for a Business Case and Decision to the Police and Crime Board. The PCC was assured that savings can be delivered within timescales with minimal impact on morale and performance. Lines of accountability must be clear. There will need to be a clear communications strategy around PBR decisions.

Most of the Enabling Services work will be post SW1 exit transformation but £1.5m saving from Enabling Services has been identified for 2017/18.

The Southwest One exit was discussed. Options to bring more service lines back early are being considered. ERP decision will need to be made by end of February 2017 with a 6-9 month implementation.

b) BWV Update

The Board discussed the positive impact of the introduction of Body Worn Video Cameras and recent examples where this provided invaluable evidence. The PCC has asked for assurance that the audio does not get turned off when using BWV as some of the effectiveness is lost without it – the Chief Constable will look into this and would not advocate switching audio off. Data storage was discussed.

8. Planned Scrutiny: Finance

The Police and Crime Panel indicated they would be supportive of a 1.99% precept increase (the Government have capped the increase at 1.99% again). A 2.2% increase in employer contribution to the Local Government Pension Scheme puts an additional budget pressure of £1.2m on the budget on top of the news that the increased topslice to the main policing grant will result in a 1.4% cut instead of the 1% cut modelled in the draft MTFP.

The Police Transformation Fund was discussed and liaising with other forces on opportunities for applying for funding. What should be included as reinvestment in the MTFP was discussed – initiatives to tackle cyber crime and protecting the most vulnerable from harm should be included.

9. Dynamic Scrutiny: Mobile Update

The PCC has had an update on this outside of the Board meeting.

10. Publication

The following items were agreed for publication:

- 10th November 2016 Police and Crime Board Agenda

- 10th November 2016 Police and Crime Board Minutes
- 2016/17 Quarter 2 Financial Performance Report
- 2016/17 Mid-Year Treasury Management Report
- 2017/18 OPCC Budget and 2016/17 Half-Year Outturn

11.A.O.B - Taser

The CMB agreed an uplift in the number of officers trained to use Taser based on the evidence of a growth in demand. The possible reasons for the increase in demand were discussed. Taser has been used successfully as an alternative to firearms. It is not proposed to purchase additional devices and any minimal costs of this uplift in trained officers have already been built into the budget.

Other A.O.B

The Chief Constable confirmed that the Constabulary are reviewing security measures following the events in Berlin last night.

Discussion regarding the use of Proceeds of Crime funding on a cyber protect officer for 2 years.

Actions List:

See Exempt Actions List

Date of the Next Meeting: 31st January 2016