

Police and Crime Board, 6th March 2019 13:00 – 17:00

Venue: Conference Room

Attendees:

- **Police and Crime Commissioner**
- **Chief Constable**
- **Deputy Chief Constable**
- **Director of People and Organisation Development**
- **OCC CFO**
- **OPCC CEO**
- **OPCC CFO**
- **OPCC Head of Communications**
- **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. Performance against Police and Crime Plan (Focus on Strategic Priority 3 – Right People, Right Equipment and Right Culture)

- a. Assurance Report (plans to address the refreshed plan objectives within SP3)
- b. Performance Overview
- c. Quest – Domestic Abuse

4. Decisions (to be signed at the meeting)

- 2019/003 – Treasury Management Strategy 2019/20

5. Chief Constable's Update (any risks or issues that the Chief Constable wishes to raise)

6. Key Organisational Risks and Issues

7. Police and Crime Plan

8. Monthly HR Data

9. Major Projects:

- a. Highlight Report
- b. Update on IT Redesign Project and Business Case

- c. Update on Estates (KSH & Yeovil & Minehead/Williton)
- d. Custody Project Update
- e. Tri-Force Update

10. Organisational Development & Learning Update

11. A.O.B

- **South West Forensics**

12. Action Update

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

Date of the Next Meeting: 3rd April 2019, 13:00 – 17:00

DRAFT Minutes of the Police and Crime Board, 6th March 2019

Attendees:

Sue Mountstevens, Police and Crime Commissioner
Andy Marsh, Chief Constable
Sarah Crew, Deputy Chief Constable
John Smith, OPCC CEO
Mark Simmonds, OPCC CFO (part of the meeting)
Nick Adams, OCC CFO
Mark Milton, Director of People and Organisational Development
Sarah Omell, Head of Improvement
Mark Hole, OPCC Head of Commissioning and Partnerships
Karin Takel, Strategic Planning and Performance Officer
Ben Valentine, T/Governance Secretariat Manager
Nick Ridout, Governance Officer
Alaina Davies, Resources Officer

1. Apologies

Veronica Marshall, Deputy Director – Transformation & Improvement

2. PCC Update

The issue of knife crime, currently being highlighted in national media, was discussed. The PCC was assured that Avon and Somerset are ranked 32nd in the country for areas worst affected by knife crime – this is thought to be, in part, a reflection of the decision in this area to ring-fence Neighbourhood Policing Teams and the excellent analytics capability of the force.

The PCC highlighted how the recent Chief Constable Roadshow links to Transparency and Engagement. Partners who had been invited have given positive feedback to the PCC. The importance of working positively with partners was discussed and learning from feedback received from partners.

3. Minutes and Action Update

The Board agreed the minutes from the Police and Crime Board Meeting held on 6th February 2019.

4. Performance against the Police and Crime Plan

a) Assurance Report (Focus on Strategic Priority 3 – Right People, Right Equipment and Right Culture)

Through the development of the Single Delivery Plan the Constabulary are identifying gaps in meeting Strategic Priority 3 and working on ways to fill those gaps.

The Constabulary highlighted that there is not currently a Constabulary objective which aligns to Police and Crime Plan objective 3.4 relating to consistently and accurately recording crime and offering an empathetic response when crimes are reported. The PCC sought assurance that this objective is being met by officers and asked what the Constabulary are doing to check and test this. An update on improvement activity focused on compliance with the Victims' Code of Practice, use of BRAG risk assessments and referrals to Lighthouse is due at April PCB.

The OPCC CEO asked why an increase in crime recording has been seen in North Somerset and Somerset East – the Constabulary are currently trying to analyse the reasons for this, but it is thought that it could be due to an increased policing presence in those communities encouraging more confidence and therefore increased reporting of crimes.

The Constabulary highlighted that they are still working through how to clearly demonstrate what activities are being done relating to any particular priority.

The Constabulary is refreshing assurance processes and the OPCC asked that the Police and Crime Plan be a key part of that and that Stakeholders are considered – the Deputy Chief Constable and OPCC CEO will further discuss this outside of the meeting to ensure a joined up direction for the work.

Strategic priority 3.6 relates to recruitment and development of people, optimisation of technology and adoption of agile ways of working. The PCC thanked the Director of People and Organisational Development and his team for all of their hard work over the past year. The PCC sought assurance of what processes are in place to measure the competencies of staff – the Constabulary have been reviewing job profiles over the last 18 months to bring them up to date and been discussing competencies with line managers, which should give a better individual development focus for staff. Development of the 'job family' model will help better identify skills. Any competency concerns and therefore individual development needs are identified through the Individual Performance Review (IPR). The Constabulary will be looking at expanding the staff apprenticeship scheme.

The Liberty report on predictive analytics was discussed. The Constabulary are doing an independent review and the OPCC Strategic Planning and Performance Officer will link in with the Constabulary regarding OPCC thoughts on this.

b) Performance Overview

The PCC asked if the allocation rate in the report is considered to be good – the Constabulary are currently working on what good looks like across a range of areas in order to measure progress. The PCC does not want

targets but does need to be able to measure improvement better and show a significant upward trend in performance.

The trend increase in positive outcomes over a rolling 6 month period was highlighted. The seasonal effects on this was discussed but currently the average workload per officer is 4.4 which is an improved position. Indicators show that workloads are manageable and that officers are having the space to focus more on positive outcomes. The Constabulary are currently looking at the flow of demand – a daily visual of where demand trends are. It was agreed that positive outcomes should continue to be reported on a 6 monthly rolling basis for consistency (this had at one stage been 12 months).

Following ongoing work an improvement was reported in relation to File Quality which should increase the number of prosecutions. The PCC thanked the Head of Criminal Justice for the work he and his team have been doing.

Update report on the Ascend Programme, in relation to Out of Court Disposals, is due to be presented to the Police and Crime Board in May 2019 (this will include evaluation). Simple cautions need to be reflected on the number of Conditional Cautions graph.

The reason for the number of outstanding back to basics issues was queried. This mainly relates to mandatory fields in Niche which have either not been completed or completed in the wrong place. Performance management was discussed and the importance of supervisors encouraging professionalism.

c) Quest – Domestic Abuse

The Constabulary held an Engine Room to discuss the detail of the assurance report on Domestic Abuse. Particular focus was on checking and testing officer competence and improving the utilisation of Body Worn Video (BWV).

Five immediate actions were identified:

- Increase the use of BWV – in particular increasing the use after the event. The Chief Constable asked if DEMs could be linked to Qlik to measure improved use.
- No Further Action (NFA) – Inspector should be the gatekeeper.
- Improved use of BRAG and VCOP compliance.
- Role of the Supervisor in DIT e.g. bail decisions that might help positive outcomes.
- The role of the Custody Sergeant e.g. who they bail.

The Constabulary will update on the assurance report activities at the next Police and Crime Board.

The question of what good looks like in this area was discussed. The Constabulary are looking to create a similar survey to the ISVA survey but for IDVAs.

The OPCC Head of Commissioning and Partnerships asked if there is any link between teams showing good supervisor activity and their treatment of Domestic Abuse.

5. Decisions

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

2019/003 Treasury Management Strategy 2019/20 – decision to approve the Treasury Borrowing Strategy for 2019-20, the Treasury Investment Strategy for 2019-20 and note the Prudential Indicators for the financial years 2019-2022. The OPCC CFO presented the report highlighting the management of the cash flow and debt balance. The PCC was assured that the upper borrowing limited has not changed. The report on use of reserves will be presented to the May Police and Crime Board. The Decision Notice will be signed and published on the PCC's website.

6. Chief Constable's Update

The Chief Constable raised the following:

- Brexit – uncertainty created by the possibility of a no deal scenario.
- Op Remedy – the Constabulary are committed to making a success of Op Remedy. The PCC was informed that 51 of the Op Remedy posts have already been filled and the Constabulary are mindful of the impact this could potentially have on other parts of the organisation and spreading levels of experience thinly. The Chief Constable has invited the Director of Policing in the Home Office to observe the Op Remedy work. The PCC needs a better sense of how the Op Remedy model fits with the work of the rest of the force.
- Scrutiny of Police Powers Panel – the Constabulary fully supports the existence of the panel. The Chief Constable highlighted the balance between making sure officers and staff feel supported to carry out their role against the scrutiny that comes with it. It is important for the Chief Constable to be trusted by the workforce to act fairly – this is an important part of becoming an outstanding force.

7. Key Organisational Risks and Issues

The Board agreed the thematic assurance plan set out in the paper and the Police and Crime Plan objectives and performance framework. It was also agreed that the OPCC risk register should be amended to reflect the increasing risk to governance and decreasing risk to delivery of the Police and Crime Plan – this is due to the new Police and Crime Plan and new Strategic Framework.

The OPCC Strategic Planning and Performance Officer has a presentation for the Police and Crime Panel which includes an explanation of benefits realisation time lags (implementation of improvements/ changes will take a certain amount of time to show benefits).

The OPCC CEO highlighted the additional Early Intervention Youth Funding of £60,000 from the Home Office awarded, in addition to the Grant Funding for the work Barnardos are already doing in 2018/19. The additional funding will go towards translating the national report into serious violence to the local area and also a pilot project working with a certain number of young people at risk of criminality. It was also highlighted that the Call In work has now started.

8. Police and Crime Plan

This was discussed under item 7 above.

9. Monthly HR Data

The Constabulary is going into 2019/20 having exceeded the establishment number of 2651 Police Officers – this gives a positive starting point for recruiting the 100 additional officers by the end of 2019/20 taking the establishment up to 2751. The new apprenticeship will be starting in May for the Police Constable Degree with a planned intake of 30, this will be followed by a planned intake of 50 in September 2019 and 50 in February 2020. The Director of People and Organisational Development gave a timescale of between 12 and 18 months to deliver the 100 extra officers – this will depend on recruiting and training tutors to train the new officers. The Chief Constable and PCC requested the detail on timescales for an officer from recruitment to when they are fully operational. The PCC will make clear to the Police and Crime Panel that there will not be a month on month increase in the number of officers as the numbers rising will be in accordance with the recruitment timescales given. It was noted that recruitment timescales are not an exact science and the number of people leaving the organisation will have an effect. The PCC wanted to note the positive achievement of the Director of People and Organisational Development and his team in doing an excellent job and exceeding expectations over the past year for recruiting the required number of officers (as well as filling vacancies for those leaving).

The representative workforce message has been positive regarding the Police Constable apprenticeship. 107 points (level 3 education) are required to apply for the degree but for the transition period it has been agreed that a candidate can still apply with at least 2 years' experience as a PCSO if they do not have the required level of education.

The number of PCSOs could potentially reach full establishment by April 2019 but this is dependent on a number of applications where the Constabulary are waiting on GP reports. The PCC was assured that the Constabulary have completed the process as far as they can.

The underspend this year was queried. Vacancies were carried at the start of the year and the OCC CFO explained that average cost of a Police Officer has come in lower than budgeted (there is a difference of £19,000 between the top and bottom of the scale). The Constabulary are still carrying significant staff vacancies (8% which is 194 posts) and the majority of these are true vacancies waiting to be filled – it was noted that one reason for this is that Police Officer recruitment has been the priority.

10. Major Projects

Estates

Taunton – discussion on disposal option for this site.

Minehead & Williton – Business Cases are not yet ready.

Southmead – the construction costs have risen 15%. The Programme Board are still supportive of going ahead but recognise the need to more accurately project costs in future projects – the learning from this is already being applied to Yeovil. It was noted that the transparency of updates on these projects is much better.

Bath – imminent announcement. Really positive will give greater visibility. Branding discussed.

MFSS

Update on the current position. The PCC and Chief Constable agreed they are supportive of the final settlement offer as recommended by the OPCC CEO, DCC, OPCC CFO and OCC CFO.

Transport Services Workshop Strategy Paper

The PCC was assured that the Constabulary have been and are still looking at opportunities for sharing space – this did include looking at Fire but this option was affected by the type of vehicle.

Tri-Force

Dragons Den this week focusing on longer term plans for return of services – the new structure should take effect from Oct/November 2019. The PCC was assured that the morale of those officers returning to Avon and Somerset Constabulary from Tri-Force seems to be good.

Mobilisation Survey

A meeting has been scheduled at the end of March 2019 to present the detail of the results of this survey to the PCC and OPCC CFO.

11. Organisational Development and Learning Update

Update was given on the Representative Workforce initiatives:

- Planning around assessment against the National Equality Standard – this a substantial undertaking (1st Big Initiative)
- Still working on the detail and cost of engaging and mobilising the whole workforce in inclusion and diversity (5th Big Initiative)
- Comprehensive community insight gathering in Bristol on how policing feels to those it serves.

12. Action Update

An update was given on the actions from previous Police and Crime Board Meetings as follows:

- Public portal showing officer visibility – demonstration to the PCC and Chief Constable in 3 months for final decision.
- Hate Crime – BCC small pilot regarding third party reporting.
- Cyber Crime – the Constabulary confirmed that the Cyber Protection Officer is Police Transformation Funding until March 2020.
- Hate Crime – the Constabulary will forward the revised overall Hate Crime Action Plan once it has been updated. The PCC queried the joint response to progress against the Ebrahimi Enquiry Day in 2018 – Constabulary to inform the PCC if there are issues to raise with partners.

13. A.O.B

South West Forensics

Update on the collaboration discussions. The Board is concerned if Terms and Conditions cannot be aligned as this has caused issues with other collaborations.

Power Outage

The OCC CFO gave an update on the power outage on 6th January 2019. The power was out across Portishead which caused issues, call handlers still had the ability to take calls but lighting and other facilities were affected. The Communication Department, Estates Department and IT Department had a number of actions arising from the learning from this power outage. The PCC thanked all the teams involved for their work on this.

14. Publication

The following items were agreed for publication:

- 6th February 2019 Police and Crime Board Agenda
- 6th February 2019 Police and Crime Board Minutes
- 2018/19 Quarter 3 Financial Performance Report
- Medium Term Financial Plan (MTFP)

Actions List:

See Exempt Actions List

Date of the Next Meeting: 6th February 2018