



This is my report to the Police and Crime Panel on the activities of the Police and Crime Commissioner’s Office. It is intended to assist the Panel in reviewing and scrutinising decisions made and actions taken by the Commissioner, in accordance with its statutory responsibilities.

1 Decisions

1.1 A summary of decisions for up to the end of June 2019 has been presented to the Panel at previous meetings. Table 1 below covers the period July and August 2019. In addition to the list below, a further decision was made at the August meeting but will not be published as it has not been deemed of significant public interest.

Table 1: Summary of decisions recorded by the OPCC (July and August 2019)

Month	Subject Matter	Decision
July 2019	Request for funding from People Services	<p>D20-2019: People Systems Executive Summary and Business Cases – request for funding</p> <p>A paper was presented that provided an overarching contextual summary to support the business cases for both the Core HR System (HR) and the Duties Management System (DMS) and requests allocation of appropriate budgets to allow for procurement and implementation of these systems.</p> <p>The HR and DMS systems are core components of an integrated approach to people systems and data. The procurement and implementation of an E-recruit solution has already been subject to business case and relevant approvals.</p> <p>The development of the People Systems and Data work-package has been a priority for the programme following the initial discovery phase. The programme objectives are as follows:</p> <ul style="list-style-type: none"> • Improve the experience of service users – internal and external • To ensure that there is a clear definition of the role of People Services within the Constabulary • To design and deliver options for a new HR Operating model which is agile, modern, efficient and reflects the defined role of HR within the Constabulary • To design and deliver fit for purpose People processes supported by appropriate technology and which are digitally enabled • To undertake initial discovery work in the L&D environment • Delivery of a framework for streamlined People policy development. • Delivery of a framework and content map for a People intranet site which will deliver efficient and effective self –service advice and guidance for leaders and staff across the Constabulary <p>The Draft Business Cases for both systems have been presented to both Planning for the Future and Constabulary Governance Board. They were both supported.</p> <p>Decision: The PCC supported the allocation of budgets to allow the</p>

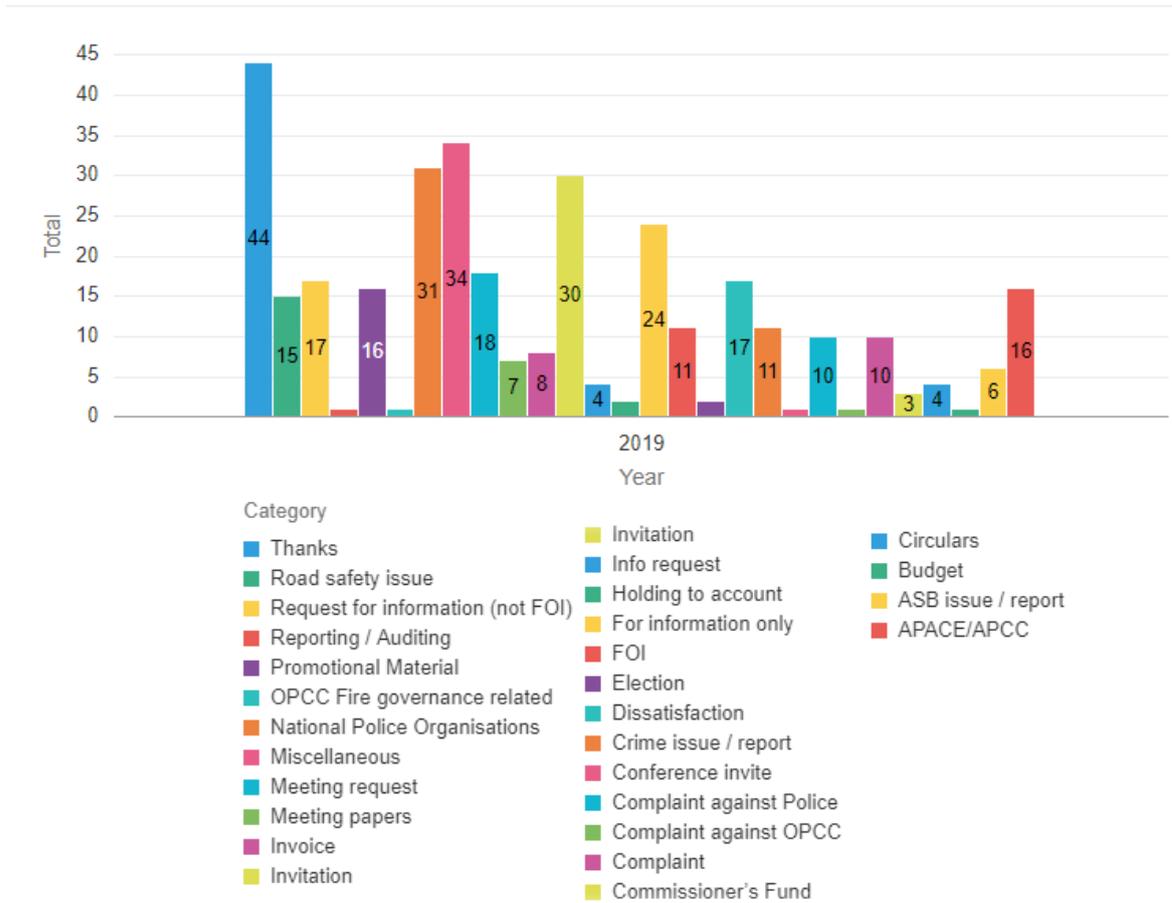
Table 1: Summary of decisions recorded by the OPCC (July and August 2019)

		<p>Constabulary to progress with the procurement and implementation of a Core HR systems and a Duties systems.</p> <p>In total, the budgets being requested were:-</p> <ul style="list-style-type: none">• Core HR system – capital cost (over 3 years) = £650k; plus staff costs for implementation of £287k• Duties system – capital cost (over 4 years) = £683k; plus staff costs for implementation of £242k <p>There are also increases to the annual revenue for each system which will be covered from within existing Constabulary budgets.</p>
August 2019	SWPPD Annual Review	<p>D22-2019: South West Police Procurement Department Annual Review 2018/19</p> <p>The Annual Review for the South West Police Procurement Department (SWPPD) for 2018/19 is presented to the meeting for noting. The report has been presented to the Regional Procurement Board. The CFO represents the PCC and the Chief Constable on this Board.</p> <p>The main points to note from the report are:</p> <ul style="list-style-type: none">• SWPPD launched in April 2012• Cost for 2018/19 for Gloucestershire was £174k• Cashable on-going savings of £159k were recorded for Gloucestershire in 2018/19• The impact of the Police Commercial Organisation (PCO) on the current SWPPD functions will have to be reviewed. <p>Decision: The report was noted.</p>

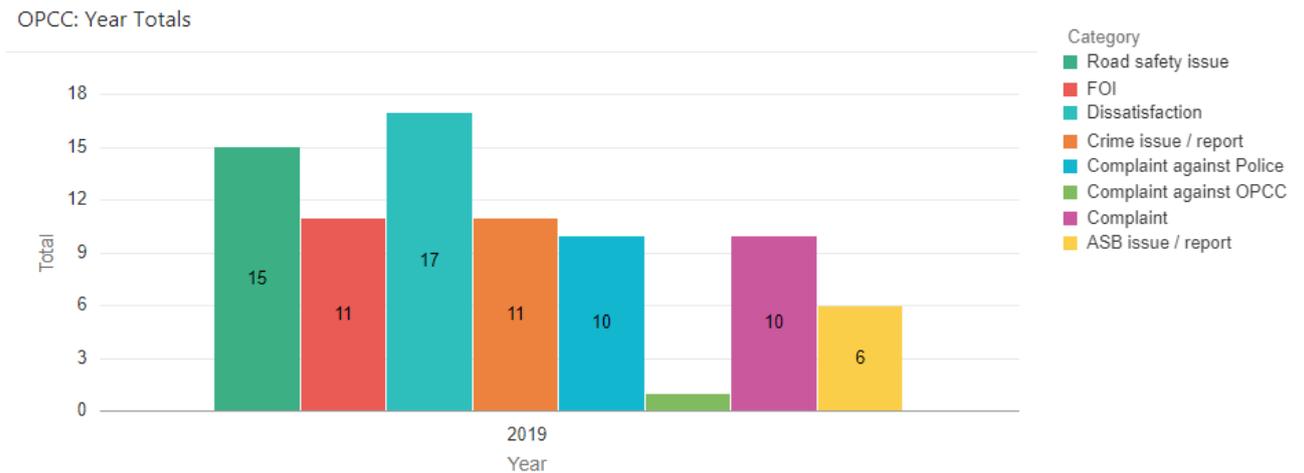
2 Contact, complaints and Freedom of Information Act requests

- 2.1 The OPCC and Constabulary regularly receive letters, emails and telephone calls from the public, community representatives and statutory bodies that provide both thanks and feedback. As reported to the Panel in July, a correspondence application called APEX has been developed that is used to register and manage correspondence and identify good work in the form of thanks as well as opportunities for improvements.
- 2.2 The chart below shows all correspondence received by the OPCC since APEX was introduced in June (up to 02/09/19):

OPCC: Year Totals

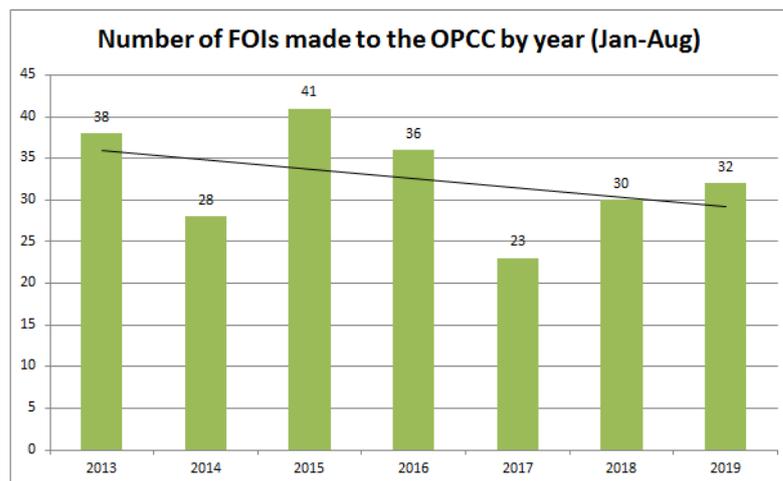


2.3 The chart below shows just complaints and FOIs received by the OPCC for the same time period:



2.4 The 17 contacts recorded as 'dissatisfaction' cover a range of issues that cannot be categorised under one of the other headings. Further categories can be added and analysis of data obtained will be provided to the Panel as APEX develops.

2.5 In total (and including the 11 included in the APEX total above) there have been 32 Freedom of Information Act requests in 2019 representing a 6.6% increase (2) compared to 2018:



2.6 Twelve of the 32 FOI requests (37.5%) were referred to the Constabulary as they related to information not held by the OPCC. These tend to be in relation of police statistics which, as a separate legal entity, the OPCC is unable to provide.

3 Crime data

3.1 As explained in previous reports, the OPCC is able to compare national and local crime rates via various Home Office performance management tools. Unfortunately, due to the conditions of use we are unable to share the full content publicly but the table below provides information about how Gloucestershire is performing when compared to the national picture.

3.2 Table 2 provides an overview of current performance in relation to crime in Gloucestershire:

Table 2: MSG¹ positions, crime rates per 1000 population and percentage changes for the 12 months up to the end of June 2019

Crime	Gloucestershire				South West		England & Wales	
	MSG position	Rate	MSG average rate	% change	Rate	% change	Rate	% change
All crime	2/8	56.432	65.123	+4%	67.6	+1.09%	88.5	+5.7%
BCS Crime ²	2/8	26.953	31.721	-1%	32.2	+1%	41.7	+3.78%
All Burglary	6/8	6.514	5.389	+6%	4.8	-7.9%	7.1	-3.77%
Violent Crime	1/8	20.282	28.416	+13%	31.4	+6.95%	39.7	+13.36%
Theft offences	6/8	25.490	24.894	-3%	23.6	-5.71	33.6	-0.39%
Robbery	4/8	0.521	0.575	-2%	0.6	+16.21%	1.5	+11.96%
Criminal damage & arson	2/8	7.336	7.968	+4%	8.5	-0.9%	9.5	-3.04%

¹ MSG positions: These are a groups of peers deemed most similar demographically according to the Home Office

² BCS Crime: These are the crimes the respondents to the British Crime Survey say cause the most amount of harm. Includes burglary, criminal damage and arson, violent crime and robbery.

3.3 Crime trends and performance are continually monitored by the OPCC in order that the PCC is able to hold the Chief Constable to account in accordance with his statutory responsibilities.

3.4 For more information about crime rates by area, please go to www.police.co.uk. This is publically available data from the Home Office that shows, through charts and maps, how Gloucestershire Constabulary is performing and includes analysis by crime type.

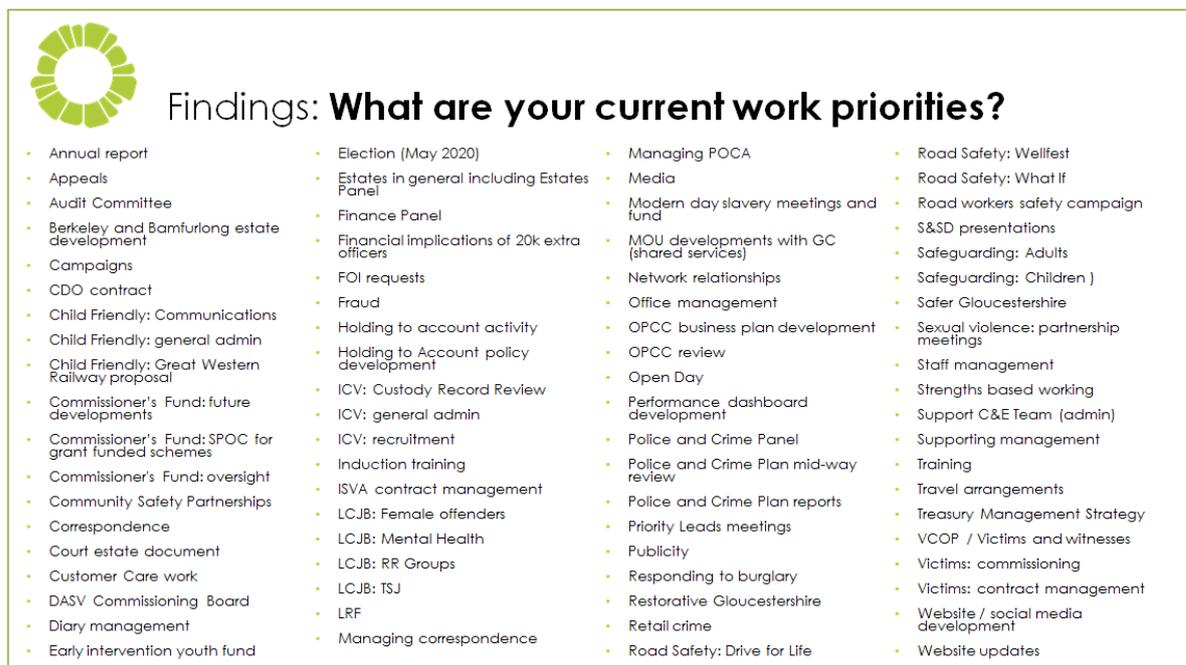
4 Holding to account

4.1 Members will be aware that a new holding to account policy has recently been developed by the OPCC. Under the new approach there has been one issue raised with the Chief Constable: the Constabulary response to the HMICFRS inspection into Crime Data Integrity. The PCC has requested a monthly update with regards to the improvement plan has been requested and the OPCC will continue to monitor progress.

5 OPCC review

5.1 Following the recent staff changes in the OPCC, it was decided that a review of structures and activity would be undertaken by Ruth Greenwood and myself. The review has consisted of interviews with all members of the OPCC and included questions about current work priorities, identified gaps, activity that the OPCC could possibly step away from, line management structures and how to improve office efficiency.

5.2 Staff were asked about their current work priorities. The following is a slide of the team's responses:



Findings: What are your current work priorities?

- Annual report
- Appeals
- Audit Committee
- Berkeley and Bamfurlong estate development
- Campaigns
- CDO contract
- Child Friendly: Communications
- Child Friendly: general admin
- Child Friendly: Great Western Railway proposal
- Commissioner's Fund: future developments
- Commissioner's Fund: SPOC for grant funded schemes
- Commissioner's Fund: oversight
- Community Safety Partnerships
- Correspondence
- Court estate document
- Customer Care work
- DASV Commissioning Board
- Diary management
- Early intervention youth fund
- Election (May 2020)
- Estates in general including Estates Panel
- Finance Panel
- Financial implications of 20k extra officers
- FOI requests
- Fraud
- Holding to account activity
- Holding to Account policy development
- ICV: Custody Record Review
- ICV: general admin
- ICV: recruitment
- Induction training
- ISVA contract management
- LCJB: Female offenders
- LCJB: Mental Health
- LCJB: RR Groups
- LCJB: TSJ
- LRF
- Managing correspondence
- Managing POCA
- Media
- Modern day slavery meetings and fund
- MOU developments with GC (shared services)
- Network relationships
- Office management
- OPCC business plan development
- OPCC review
- Open Day
- Performance dashboard development
- Police and Crime Panel
- Police and Crime Plan mid-way review
- Police and Crime Plan reports
- Priority Leads meetings
- Publicity
- Responding to burglary
- Restorative Gloucestershire
- Retail crime
- Road Safety: Drive for Life
- Road Safety: Wellfest
- Road Safety: What If
- Road workers safety campaign
- S&SD presentations
- Safeguarding: Adults
- Safeguarding: Children
- Safer Gloucestershire
- Sexual violence: partnership meetings
- Staff management
- Strengths based working
- Support C&E Team (admin)
- Supporting management
- Training
- Travel arrangements
- Treasury Management Strategy
- VCOP / Victims and witnesses
- Victims: commissioning
- Victims: contract management
- Website / social media development
- Website updates

5.3 They were then asked to identify areas that they felt they could possibly step back from. In contrast to the 77 priority areas identified above, only five potential areas were identified.

5.4 We felt this information was worth sharing to help particularly the newer Panel members understand more about OPCC activity. The OPCC is a relatively small office (currently 15 members plus two shared roles with the Constabulary and two vacancies) consisting of a number of teams:

- Chief Executive
- Chief Finance Officer (shared role with the Constabulary)
- Communications:
 - Head of Public Affairs (shared role with the Constabulary)
 - Media Advisor
 - Communications and Engagement Officer (currently vacant)
- Policy:
 - Head of Policy, Performance and Strategy
 - Policy Officer: Criminal Justice
 - Policy Officer (currently vacant)
 - Information and Research Officer
- Two Personal Assistants (one supporting the PCC and DPCC and one supporting the Chief Executive and Head of Public Affairs)
- Intern placement
- Commissioning:
 - Commissioning Manager
 - Commissioning and Contracts Officer
 - Commissioning Officer
- Police Officer secondment (special projects)
- Appeals, Contact and Complaints:
 - Independent Appeals Officer
 - Contact and Complaints Officer

5.5 Activity includes statutory and non-statutory functions and has expanded alongside the remit of the PCC. The 'pillars' (core business) of the office are as follows:

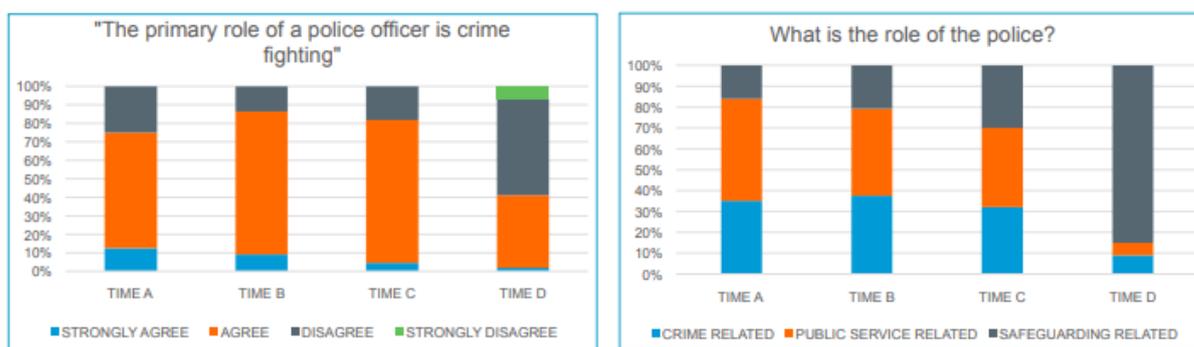


5.6 Should members be interested, we would welcome the opportunity for the Panel to meet the OPCC and discuss work areas further.

6 OPCC research into non-crime demands on policing

6.1 The Panel have discussed on many occasions the impact non-crime issues have on police demand. A recent study of frontline police officers about how they see their role found that, with more service, officers feel their role as less about fighting crime and more about

safeguarding. The charts below provide further detail (NB. Time A: after the first five weeks in the job; Time B: after six months; Time C: after one year; and Time D: after four years).³



6.2 Recent public sector cuts in health and social care and mental health services (not to mention policing itself) have brought into focus the enormous range of non-crime related activity which the police are associated with. The College of Policing estimates that non-crime related incidents account for 83% of all 'command and control' calls that come into call centre staff.⁴

6.3 The impact of non-crime demand has on policing was brought to attention again recently in a July letter from the then Policing and Fire Minister, Rt Hon Nick Hurd MP. In the letter, titled *Policing and Mental Health demand*, the Minister writes:

Today (10th July 2019), I set out the Home Office's response to the Front Line Review. A major theme within the Review, is the subject of police involvement in mental health incidents. As I have made clear today, I am determined to do what I can to ensure that we get to the heart of what is, and is not, legitimate demand on the police in this context, and to tackle inappropriate use of police time and resources. This is not simply to take pressures off the police, although that is certainly important, but critically, to ensure that those in need of specialist care receive the right help as promptly as possible...

...we need to accurately measure the volume and type of mental health demand on the police and whether we are making progress in tackling this. This has proved difficult to date, with police forces having an inconsistent approach to identifying mental health incidents, and difficulty in categorising and accurately recording what is legitimate police business and what is not.

Rt Hon Nick Hurd MP, July 2019

6.4 Like all other forces, demand for police time in Gloucestershire has increasingly moved towards safeguarding. The OPCS hears regular anecdotes about the impact of this for the front line and we are in the process of exploring the potential for conducting a study to translate some of these anecdotes into evidence. The evidence will then be shared with the Home Office in response to the above letter and with partners to support conversations about local commissioning requirements.

6.5 We felt this worthy of mention as, on several occasions, panel members have raised concerns about police response in their wards and, while we feel it is absolutely right to raise these concerns, we also feel the wider context of modern policing requirements is absolutely necessary. We will provide further updates when available.

³ [From crime fighting to public protection: the shaping of police officers' sense of role](#) Sarah Charman, Institute of Criminal Justice Studies, University of Portsmouth (2018)

⁴ [Estimating demand on the police service](#) College of Policing analysis (2015)

7 Public Health duty to tackle serious violent crime

In July, the then Home Secretary Sajid Javid MP announced a new Public Health duty to tackle serious violence. The new 'public health duty' will cover the police, local councils, local health bodies such as NHS Trusts, education representatives and youth offending services. It will ensure that relevant services work together to share data, intelligence and knowledge to understand and address the root causes of serious violence including knife crime. It will also allow them to target their interventions to prevent and stop violence.

- 7.1 This announcement has been welcomed by the OPCC and supports the approach we have taken under the Safer Gloucestershire banner with the appointment of a shared OPCC / Public Health Violence Prevention Manager. Sophie Jarrett is in the process of developing a strategy for Gloucestershire in relation to tackling and preventing violent crime which, if required, can be presented to the Panel at a later date.

8 OPCC Staff update

- 8.1 Since the last meeting, I can report that we have recently recruited a new individual to the vacant Policy Officer post following the promotion of Ruth Greenwood to the Head of Policy, Performance and Strategy post. The successful applicant is currently going through the required vetting procedure and we are hopeful she will join us within the next two months.
- 8.2 I can also announce that our Communications and Engagement Officer, Beth Cox has just left the OPCC to join Gloucestershire County Council. We wish Beth all the very best and will shortly be recruiting to the vacant role in the OPCC.

9. Annual Open Day

- 9.1 The Constabulary and OPCC will be opening the doors on Saturday 14 September between 10am and 3pm, for the annual Open Day. This popular event attracts around 8,000 visitors and provides the public with an opportunity to see demonstrations from the dogs unit and firearms team, meet the mounted section, have a look at custody and the control room, talk to specialists such as colleagues from Forensic Services and visit exhibits from a number of projects in the county, supported by the Commissioner's Fund.

Richard Bradley
Chief Executive
Office of the Police and Crime Commissioner for Gloucestershire
September 2019