

## ACCOUNTABILITY BOARD: ACTIVITY SCHEDULE 11/09/23

**PRESENT:** Chief Constable, Deputy Chief Constable, Assistant Chief Constable (Crime and Operations), DCC Staff Officer, Force Head of Finance and Business Services, Force Head of People, Force Strategic Planning Manager, Police and Crime Commissioner (PCC), OPCC Chief Executive, OPCC Chief Finance Officer, OPCC Head of Assurance and Statutory Duties, OPCC Assurance Officer, OPCC Contracts and Commissioning Manager.

ITEM	REPORT	BRIEF DESCRIPTION	ACTION	OWNER	TIMESCALE
1	Welcome and Introductions	Meeting at Melton 2. <b>Apologies:</b> Assistant Chief Officer (Resources), Force Head of Corporate Development.			
2	Action Schedule Updates	PCC mentioned new Chief Constable, Deputy Chief Constable, and recruitment to ACC (Local Policing) post in progress. PCC discussed excellent chief officer team and greater visibility. PCC mentioned OPCC Chief Finance Officer leaving and thanked him for his service. Discussed RRD action and OPCC Chief Executive stated this was complete. DCC discussed recruitment of additional staff ongoing and digitising records on target. Largest issue was data quality, improving risk mitigated. People services – OPCC Chief Executive asked for greater detail around Target Operating Model (TOM) timeframes – Force Strategic Planning Manager currently reviewing programme. Considering detective TOM. OPCC Contracts and Commissioning Manager updated on Victim Support – still have 95% caseloads awaiting advocacy, which are enhanced/complex cases. Need to look at remodelling the service, which OPCC doing at present. Could bring in further staff from national, but will take time around public task.	Victim Support service to consider. Need to also capture in PEEL and obtain benchmark data.	OPCC Contracts and Commissioning Manager/DCC	October 2023
<b>Inspections, Audits and Reviews</b>					
3a	HMICFRS Update	DCC and Force Strategic Planning Manager updated. Force Management Statement (FMS) and Control Strategy developed. Force Strategic Planning Manager thanked for work on developing FMS. Current inspections discussed: Joint Case Building – engaged, in-force work soon, ensuring staff engaged. Super complaint stalking – plans in place. Vetting, misconduct and misogyny – issues, but context to be produced when published. Outcome reflects current national mood. Action plan in place. HMICFRS report reflects where Force was a few years ago. Custody – preparing for inspection. Trauma informed murals on wall. Serious Organised Crime – inspect probably May/June 2024, which allows for embedding of tasking and co-ordination process. Thematic inspection actions – progressing well. OPCC Chief Executive asked about the Joint Targeted Area Inspection for Serious Youth Violence, focusing on partnership approaches and reputational impact around Community Safety Partnerships (CSPs). Organisations will get a ten-day notice period.	Develop vetting, misconduct and misogyny response for Home Secretary and HMICFRS.  Joint Targeted Area Inspection issues to be considered and single point of contact developed.	OPCC Head of Assurance and Statutory Duties and Force Strategic Planning Manager  DCC and Force Strategic Planning Manager	October 2023  November 2023

3b	Firearms Licensing Unit (FLU)	ACC (Crime and Operations) updated. Governance now in place with tactical/strategic level reporting weekly/monthly/quarterly. Provision of information following ministerial letter now in place. Force now sending renewals 16 weeks before, with processing close to expiry date. 45 renewal cases currently have extensions, caused by GP delays. There is lobbying nationally to BMA with breadth of support from GPs and checks now required every 5 years, which is positive process but causes delays. Discussed process in place to track where firearms passed to another registered person. OPCC Chief Executive asked about risk management and ACC (Crime and Operations) assured that the process was managed well and numbers change daily. Process working and in stable position. FLU Manager in place and commences soon. Case study provided to outline assurance. OPCC Chief Executive asked whether there was a more appropriate way to gain assurance other than via Ministerial questions. ACC (Crime and Operations) stated consideration of assurance around processes and systems around areas such as Single On-line Home.			
3c	Internal Audit Update	Force Head of Finance and Business Services updated. Finance team working on actions since original report. Payroll now being double-checked, but will change processes. Leavers overpayments now identified quickly and rectified. Mileage claims ongoing/improving. Payroll debt write-offs and payment plans in place. Discussed system difficulties around accounts payable on goods receipts – looking at different ways. KPI for payment of supplier invoices needs consideration – currently working on assurance statement s.151 as some relate to queries around invoicing. OPCC Chief Executive questioned whether target was realistic. OPCC Chief Finance Officer stated need to consider performance on disputed invoices. Signatories also now updated.			
<b>Collaboration and Partnerships</b>					
4a	Regional Procurement Review	Force Head of Finance and Business Services updated. Discussed progress including discussions with Blue Light Commercial and potential approach resourced internally. Timeframe issues highlighted. OPCC Chief Executive asked whether we needed to consider in risk register. Discussion around regional stores and equipment availability, including national issues around uniforms. OPCC Chief Executive raised issues, asked whether health and safety advisor involved, and also if national framework should be revisited. CC was keeping watching brief on this and also the impact on officer morale around correct equipment. Need to define value for money better.			
4b	IS Collaboration	Chief Constable updated. Awaiting consultant to be appointed. CC stated options considered, but full collaboration needed adding as an option. Fundamental differences discussed.	Further update on IS collaboration to future meeting.	CC	November 2023
4c	Regional Collaboration	ACC (Crime and Operations) updated. RSSS provide good service and invest in techniques and practices. Good relationship with Head of RSSS, and regional	Ensure inclusion in future RSSS updates	ACC (Crime and Operations)	March 2024

	Update – Regional Scientific Support	<p>manager located in Humberside. Looking at better integration into force investigations. RSSS is employer of choice and attracting best talent. Only thing not outsourced by Force to RSSS was digital forensics. Discussed past deficit and Senior Investigating Officers (SIOs) had not fully kept pace with change in RSSS. Force now filling that gap with CPD on current techniques, practices and technical capabilities, as well as developing relationship between SIOs and technical experts in RSSS. PCC asked about underspend of £73k and whether this would be reinvested back in. ACC (Crime and Operations) stated that this was the case, to support forensic development. ACC (Crime and Operations) working with RSSS to develop training in a way that enables development of expertise locally. OPCC Chief Executive asked about best approach to track effectiveness of CPD days, raising issue such as lack of awareness of Hollie Guard licences. ACC (Crime and Operations) now had governance in place to help build awareness and corporate knowledge. It was noted that there was an absence of acknowledgement around role of PCC on the budget, with no mention of how held to account.</p>	around acknowledgement of role of PCC with budgetary and holding to account elements.		
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**Risks**

5	Force Strategic Risk Register	<p>DCC updated and provided three updates with two emerging risks. Discussed Connect and Smart Contact/Steria shared contract and transference due to Competition Commission. Discussed J Tomlinson in administration and working through impact of this. Microsoft move to Office 365 and issues now resolved around authentication. IS collaboration and procurement discussed. No significant issues or changes.</p>	Consideration of IS collaboration and procurement risks onto OPCC Strategic Risk Register.	OPCC Chief Executive	November 2023
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**People**

6	People Services Update	<p>Force Head of People updated. Police Officers: Target Operating Model (TOM) stands at 2,222, 2,252.79 fte at 01/08/23, with overall strength 2,265.24 fte. Strong uplift position. OPCC Chief Executive stated it would be useful to know historic numbers. Force is attracting, recruiting and starting to see reduction in turnover. Attrition improving through focus on smaller cohorts. Main reason for leaving is resignation (48.3%). Recent student officer intake highest for representation (61% female), detective pathway also attracted more representative intake. Both quality and skillset improving. Police Now cohorts continues as additional entry route in future. PCC asked about direct entry from College of Policing. Detective position discussed and pathway to become accredited is above national average with strong position. 117 detective intake this year. Uplift in strong position – Force accommodating additional 40 if agreed, with potential for 2,388 officers by March 2024. Police Staff: 1,206.75 fte. PCC asked about funding for police staff due to uplift</p>	<p>Provide historic Police Officer numbers to OPCC Chief Executive.</p> <p>Briefing to PCC around direct entry approach by College of Policing compared to IPLDP+.</p> <p>Provide E-Factor Network details to Force Head of People on South Bank for Special Constabulary recruitment.</p>	<p>Force Head of People</p> <p>Force Head of People</p> <p>OPCC Chief Executive</p>	<p>November 2023</p> <p>November 2023</p> <p>October 2023</p>
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		<p>funds. Force Head of People stated that this was frontloaded.  PCSOs: TOM 148 fte vs. current 137.10 fte. OPCC Chief Executive asked when TOM would be reached – CC stated it was not likely to be reached. DCC raised geographic issues on South Bank and need to consider communications approach.  Workfit: programme to support for individuals with Downs Syndrome.  Supported Internships: opportunities for young people with learning difficulties.  Apprenticeships: increase to 21 since previous report.  Special Constables: work in place on how to increase numbers – currently 105 in place, with focus on use of hours, not numbers and productivity above expected. 168 recent requests for applications. PCC stated need to look at how to utilise skillsets better. DCC holding discussions. OPCC Chief Executive positive around engagement with business community, but need to consider E-Factor on South Bank.  PCC noted My Community Alert (MCA) being explored but need to consider other options, e.g. boosting social media paid approaches.  Volunteers: looking at how to engage/retain. PCC mentioned witness care volunteers. Need to link in with development of OPCC victims’ hub work.  Cadets: good productivity.  CC praised Force Head of People for changes made and focus on recruitment and retention issues.  PCC asked about future of Courtland Road. Report to next meeting.</p>	<p>Consider paid social media approaches for recruitment via Corporate Communications.</p> <p>Develop link between witness care volunteer approach and OPCC work around victims’ hub.</p> <p>Special Constable evaluation report to future Accountability Board.</p> <p>Report on future of Courtland Road.</p>	<p>Force Head of People</p> <p>Force Head of People and OPCC Victim Services Co-ordinator</p> <p>Force Head of People</p> <p>Chief Constable</p>	<p>November 2023</p> <p>November 2023</p> <p>March 2024</p> <p>November 2023</p>
<b>Finance</b>					
7	Finance Update	<p>Force Head of Finance and Business Services updated. Period four reported on, covering full year outturn with £18k underspend.  Significant overspend against pension costs and administration charges higher. Overspend in estates budget on electricity and need to get to bottom of this issue. Underspend on PCSOs. Need to scrutinise further for half-year review. PCC discussed underspend issue of around £5-6m and that this is public monies. OPCC Chief Executive asked when mid-year review would be ready. Force Head of Finance and Business Services stated that this would be reported to at the next Accountability Board.  Discussed pay uplift, income budgets now included in the report as requested, and reserves/capital to be updated in mid-year review report.  PCC asked about People Services £671k overspend and clarified wellbeing issues. OPCC Chief Executive asked about vehicle cleaning and additional travel. Clarified this is specialist cleaning. OPCC Chief Executive stated appreciation of income table, but asked what was flexibility for re-investment as this would be useful to understand.</p>	<p>Mid-year review to next meeting.</p> <p>Develop flexibility for reinvestment into future Finance Update reports.</p>	<p>ACO (Resources)</p> <p>ACO (Resources)</p>	<p>November 2023</p> <p>November 2023</p>

Performance					
8a	Operation Shield Update	<p>ACC (Crime and Operations) updated. Operation to run from September to December 2023 and overlap with Operation Yuletide. Three phases:</p> <ol style="list-style-type: none"> <li>1. Overt to raise public confidence, enhance night-time economy, proactive communications strategy.</li> <li>2. Reduce outstanding crimes for officers on workbooks.</li> <li>3. Enhance policing capabilities – high profile policing. Looking at Clear Hold Build principles.</li> </ol> <p>PCC asked about focus on retail economy (Operation Pegasus) and ACC (Crime and Operations) mentioned focus on organised acquisitive crime. PCC asked about Home Secretary focus on facial recognition.</p> <p>CC to discuss further with PCC around key messages.</p> <p>CC stated need for greater ambition around POCA targets in future, focused on assets as well as cash. ACC (Crime and Operations) wants to develop more ambitious targets.</p> <p>OPCC Contracts and Commissioning Manager asked about focus on key Violence Against Women and Girls (VAWG) areas. Mentioned made of Safer Streets Steering Group and need to invite relevant ACC to key meetings. OPCC Chief Executive added that Community Safety Partnerships (CSPs) have asked about co-ordination around days of action.</p>	<p>Discuss key messages around Operation Shield with PCC.</p> <p>Invite relevant ACCs to key Safer Street Steering Group meetings</p>	<p>CC</p> <p>OPCC Contracts and Commissioning Manager</p>	<p>September 2023</p> <p>October 2023</p>
8b	Lead Framework Update	<p>Force Head of People updated. Force is well positioned with progress to show impacts for HMICFRS.</p> <p>Update provided on what done and where, which identified impacts around Sergeants and equivalent. Taken on board College of Policing and local market best practice. Five-stage model developed, following LEAD (Lead, Engage, Inspire and Develop) approach at all levels.</p> <p>Programme now signed off, with 102 already attending introduction to leadership Level 1, 139 level 2 attendees (all Sergeants undertaken), and cohort of 15 started level 3 in July 2023. Level 4 is facilitated by College of Policing, whilst Level 5 is currently supporting 1 senior member of staff.</p> <p>PCC mentioned the need to ensure we look at how people progress and achieve promotion.</p> <p>Force Head of People stated that mentoring approach being developed. Work also being undertaken on talent identification/management processes.</p>	<p>Provide list of behaviours to OPCC</p>	<p>Head of People</p>	<p>November 2023</p>
8c	Clear Hold Build Programme	<p>Covered in discussion around Item 8a – Operation Shield Update.</p>			
<b>Current and Significant Issues: Force</b>					
9a	Continuous Improvement Programme	<p>CC updated. Plan on a Page and Control Strategy, organisational development, leadership and other structural changes noted, as well as work on Operation Shield and future investment into Organised Crime Groups (OCGs).</p>	<p>Provide further details around Continuous Improvement</p>	<p>CC</p>	<p>November 2023</p>

			Programme to PCC and OPCC Chief Executive.		
9b	Statute Barred Cases Position 2023	DCC updated on small number of offences and minor assaults, summary only offences. Legislation changes provided an opportunity to extend. Currently 0.3% of cases are statute barred (as per national average), but locally Force wants to improve on this. Previously 400 cases, now improved time-period which has significantly improved the situation. OPCC Chief Executive stated percentage worse now than previously, but that the focus needs to be on actuals. DCC could only give assessment based on what had been sent to the Crown Prosecution Service (CPS). OPCC Chief Executive stated need to identify cases sat with officers that have not made it to CPS. DCC outlined process via divisional Local Accountability Meetings (LAMs) and outlined Domestic Abuse (DA) has not fallen outside of six-month window. OPCC Contracts and Commissioning Manager discussed common assault definition issues and specific example.	Pick up issues around statute barred cases with OPCC Chief Executive at future 1-2-1 assurance meeting.	DCC	October 2023
<b>Current and Significant Issues: OPCC</b>					
9c	OPCC Public Survey	OPCC Chief Executive stated the public survey was still running and would be reported back to the next meeting.	Report back on OPCC Public Survey outcomes to next meeting.	OPCC Chief Executive	November 2023
9d	RASSO and ISVA Update	OPCC Contracts and Commissioning Manager updated. Over 60 people attended a recent event, including those with lived experience and partners, to develop future ISVA service. Next steps with the workshop outcomes discussed, including consultation on scrutiny approach for stalking, DA and VAWG. There was appetite to develop scrutiny through a provider-led approach.	Develop options for future ISVA service including how to develop partnership outcomes.	OPCC Contracts and Commissioning Manager, ACC (Crime and Operations) and PVP Partnerships Officer and Unit Manager	November 2023