

Police and Crime Board, 4th September 2019 13:00 – 17:00

Venue: Somerset 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 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. Performance against Police and Crime Plan

- a. Assurance Report (Vulnerability and Effectiveness of Victim Support)
- b. Vulnerability Update
- c. Performance Overview

4. Decisions (to be signed at the meeting)

- 2019/005 – Yeovil Police Station Business Case

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

5. Key Organisational Risks and Issues

6. HR Data

7. Finance:

- a. 2019/20 Underspend - verbal update and short paper at board
- b. MTFP planning assumptions - discussion

8. Major Projects: Highlight Report

9. A.O.B

- a. **Tri-Force Ad Hoc Arrangements**
- b. **Update on Brexit – paper to follow**

10. Action Update

- **Road safety and SEU reserves – proposals for use**

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

Date of the Next Meeting: 9th October 2019, 13:00 – 17:00

New Joint Audit Committee Member, David Daw, is coming to observe.

DRAFT Minutes of the Police and Crime Board, 4th September 2019

Attendees:

Sue Mountstevens, Police and Crime Commissioner
Andy Marsh, Chief Constable
Sarah Crew, Deputy Chief Constable
Stephen Cullen, Assistant Chief Constable
John Smith, OPCC CEO
Mark Simmonds, OPCC CFO
Nick Adams, OCC CFO
Dan Wood, Deputy Director People and Organisational Development
Marc Hole, OPCC Head of Commissioning and Partnerships
Niamh Byrne, OPCC Head of Communications
Ben Valentine, OPCC Strategic Planning and Performance Officer
Nick Ridout, Governance Officer
Alaina Davies, Resources Officer

1. Apologies

Mark Milton, Director of People and Organisational Development

2. Minutes and Action Update

The Board agreed the minutes from the Police and Crime Board Meeting held on 1st August 2019.

3. Performance against the Police and Crime Plan

a) Assurance Report (Vulnerability and Effectiveness of Victim Support - RASSO)

The report looks at National issues in relation to Rape and Serious Sexual Offence (RASSO) and what the local position is in respect of these issues. The reduction in the number of referrals resulting in a CPS decision to charge was discussed – there have been changes in what the CPS expect and the Constabulary are working on ensuring that the referrals put forward meet the threshold for a decision to charge (the RASSO Gatekeeper is leading on this). Only a small number of cases referred by the RASSO Gatekeeper have been rejected by the CPS and a record of this is being kept to inform improvements. It was noted that the police and CPS have different Key Performance Indicators (KPI's). The South West graph included in the report shows an increase in Admin Finalised cases – these are cases referred to the CPS which they have returned to the police for further action before charging decision and then have closed if the response is not received within a certain time period. This means these cases will not appear in the count of cases charged or not.

The PCC queried if the reasons why victims disengage are known. The Constabulary are conducting a deep dive into the demographic and ages of those who disengage with the process to try and better understand this. It was noted that 84% of rape only victims are female and 89% of victims who declined to prosecute were female. Many of the victims declining to prosecute are aged 17 and under – reasons for them declining to prosecute include school, exams and Child Sexual Exploitation (CSE).

It was highlighted that there have been issues with recording ethnicity. This is a technical issue across all crime types and a strategic solution needs to be considered.

The Board discussed reasons for victims declining to prosecute. There is evidence which suggests that completing an ABE straight away reduces the risk of the victim declining to prosecute – in some cases the victim doesn't want to do this but the Constabulary is looking at the effectiveness of handovers to ensure there is no delay on the part of the organisation in completing an ABE. It was noted that in some cases a victim might be reporting a different crime, however there is DASH Risk Assessment question which asks about anything of a sexual nature without consent and this could account for the increase in reports. Victims sometimes don't want to engage as they feel that would increase the risk to them.

The PCC queried how the current performance in this area of business compares to when Operation Bluestone was in existence (launched in 2009). The comparison would be difficult to make due to a range of factors such as increased and better recording of crimes, more complex communities, mental health, demographic, more historic cases. National Disclosure issues have also had an impact.

The PCC raised concerns that the Constabulary could be putting less cases forward to the CPS due to the number of referrals to charges – are the CPS challenged when it is felt that a decision not to charge is wrong? There is an action from the last Constabulary Management Board to see if there is any evidence regarding decision not to charge being wrong. It was noted that there has been an increase in the number of civil orders applied for meaning that criminal cases are being displaced into civil courts.

The Constabulary stated that success would be getting a charge within 28 days but it was noted that they need to ensure the referral paperwork is right to improve on this and there are some legacy issues the RASSO Gatekeeper is working through.

The PCC asked why the number of positive outcomes had reduced. The Constabulary are trying to understand this but it is thought to be a result of legislative changes, disclosure issues, different approaches and workloads.

The Board discussed ensuring a positive narrative about the work that is being done and encouraging victims to report. The focus is not only on conviction rates but also working with partners in relation to victim welfare.

The Constabulary are currently working with a documentary maker on highlighting the story of what happens in RASSO cases, how complex they are and what improvements are being made. Ways for victims to cope and recover are important and OPCC Commissioned services are part of this. The Constabulary will be looking at ways of doing things differently in relation to RASSO and a proposal should be discussed at December Police and Crime Board.

b) Vulnerability Update

The Constabulary clarified that in Domestic Abuse (DA) cases the Constabulary should always consider bail rather than Release Under Investigation (RUI) – an Inspector is asked to take the gatekeeper decision.

A stalking and harassment awareness day is planned for November 2019, the date is to be confirmed and the OPCC will be invited to attend.

Confirmed that Operation Topaz also looks at criminal exploitation as well as CSE. This will cause more disruption to criminals.

The PCC sought assurance that relevant partners have been made aware of the Independent Inquiry into Child Sexual Abuse (IICSA) work.

Whilst the PCC understands the community concerns regarding FGM she is disappointed with less activity than in previous years. The Constabulary have been asked to report any issues to the PCC they feel could be discussed with Bristol Airport personnel in terms of working together on this issue.

It was agreed that Hate Crime should be included in the assurance plan for future scrutiny.

The Constabulary were asked to confirm the timescales for the DA work on identifying patterns of vulnerability. A new piece of work is being done putting flags against vulnerable people and locations but the timescales for completion are not yet known.

c) Performance Overview

The PCC queried the positive outcomes figures reported – more detail will be provided in the next report.

Response timeliness will be discussed at November Police and Crime Board.

The PCC queried what is being done to improve the percentage of face to face visits with IMPACT offenders within the required target days from 56%. Work has been done with Neighbourhood Officers and an improvement plan is needed. The PCC has spoken to Neighbourhood teams who have stated they are doing this so it might be that the percentage is higher but there are

issues with recording that it has been done. The Neighbourhood Policing Continuous Professional Development (CPD) events are being relaunched and will include offender management.

The dip in Out of Court Disposals was discussed. August data given is part month and July was showing an upward trend. Consistent increase since ASCEND was embedded. A national comparator should be included in the report in future.

There is a lot of qualitative data available regarding Operation Remedy which is going well. The Constabulary are working with a local university on producing an evaluation and the report should be available around January 2020. The PCC asked if more could be done to publically communicate the work Operation Remedy is doing – the team has done a great job tactically but need to improve the communication around it. The PCC is keen that good news is fed back to the public in the face of the increase in the policing part of the Council Tax which was asked for this year. Police and Crime Panel visits to see the work of Operation Remedy begin this week.

4. Decisions

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

2019/005 Yeovil Police Station Business Case – the decision was approved to proceed with development of a new build police station at the existing site at Yeovil – with a forecast cost range between £4.730m and £5.768m (final figure subject to contract). The Constabulary will be looking hard at how they manage the construction risk and have someone to manage the ongoing assurance around the management of the project. It has already been communicated externally that a policing presence will remain in Yeovil and that staff will be temporarily relocated to another site and this decision does not change that – still need to consider further communication opportunities. The Decision Notice will be signed and published on the PCC's website.

5. Chief Constable's Update

The Chief Constable raised the following:

- Measures to cope with the seasonal demand over the summer proved useful. Resourcing Operation Remedy has created some gaps to fill in the organisation. Moving to becoming a growing organisation is going to be complicated and the risk to highlight is ensuring that there is an accurate vision for what the organisation should look like and where the establishment should be placed to support this.
- The employment market is changing and there is a risk that the Avon and Somerset Constabulary package of employment is not attractive enough. It is proposed that some of the underspend is utilised on attracting people to the organisation and retaining them.
- Officer safety has always been a big concern and there is a need for Chief Constables to agree on the solutions for addressing this risk. The

OPCC have always welcomed the Chief Constable's obvious focus on officer welfare.

- The PCC was assured that there are plans which can be put in place to mobilise large numbers of officers if there was a need to respond to civil unrest in this way.

6. Key Organisational Risks and Issues

The recommendations in the report were agreed:

- approval of the method(s) of defining performance ranges.
- approval of the same method for disproportionality issues.
- the OPCC Strategic Planning and Performance Officer, Head of Improvement and Head of Business Intelligence will agree how trends will be calculated.
- the Police and Crime Plan Qlik App amendments to support the new framework will be a priority for Business Intelligence, subject to a look at workload and priorities for them.
- agree a method for applying a graded judgement to Op Remedy by the next Police and Crime Board.

7. Finance

a. 2019/20 Underspend

The Constabulary presented proposals for spend of the projected 2019/20 underspend of £10m. Proposals include:

- Invest in the Local Government Pension Scheme (LGPS) to reduce the future liability risk. This would reduce future increases to the employer contribution.
- PCC commissioned offender management.
- Various initiatives to attract people to the organisation, accelerate existing plans and address key risks and issues for the future.

The PCC is very supportive of the initiatives presented and urged the Constabulary to invest in technology at this time which will provide a strong position for the organisation in the future should there be funding reductions again. The Constabulary will ensure that convergence with national projects continues in the way intended but recognise these initiatives may provide opportunities to lead e.g. robotics. Track implementation at PCB as well as the programme boards. The OPCC CFO will work with the Treasury Management service regarding the impact if the PCC were to invest some of the underspend in the LGPS as suggested.

b. MTFP Planning Assumptions

The OPCC and OCC CFOs ran through the highlights of the spending announcement by the Chancellor this afternoon. Police Officer uplift is 20,000 extra nationally by the end of 2023 – it is not yet confirmed what this will mean in terms of numbers for Avon and Somerset Constabulary but it was noted that no mention of precept increase was mentioned suggesting that this will be an

uplift to the main grant. It was confirmed that the Serious Violence funding and the pensions grant has been rolled forward for another year.

It was noted that more detailed explanation will be required in the MTFP, which is yet to be developed, regarding where the additional funding will be placed. More clarity will be needed on the details before the MTFP can be developed for presentation to the Police and Crime Board.

The Constabulary recognise they will need to be scientific about where the new capability fits within the organisation and the PCC was assured that the Operating Model was designed to expand or retract.

8. HR Data

The Deputy Director of People and Organisational Development gave a presentation which shows how the Constabulary are proposing to manage the predicted uplift in officer numbers – the profile assumes an uplift of 500 over three years and 16 leavers per month. This would mean moving to an intake of 360 per year through the Police Constable Degree Apprenticeship (PCDA). The Constabulary have been looking at the recruitment and training departments as well as engaging with UWE to ensure they are in the best position to be able to deliver an uplift on this scale. Given negotiations with UWE regarding the numbers the PCC would like assurances regarding the risks if plans had to be scaled down.

9. Major Projects: Highlight Report

The IT redesign is yet to come to the Board. There is a good programme to land the enabling services savings. Estates updates were given on Taunton, Williton and Trinity Road. The National Enabling Programme (NEP) is predicted to bring huge benefits. Review of Body Worn Video (BWV) later in the year (November/December). The Biometrics pilot has been approved.

10. A.O.B

Tri-Force Ad Hoc Arrangements

Still in transition to the new team structure which will include additional AFO's. Need to keep an eye on cross deployments. Now have better management information on firearms officers available – the Constabulary will carry out an assurance exercise in the New Year.

Brexit Update

The PCC was assured that the Constabulary receive regular National updates and bullet points of these updates will be provided to the PCC. Updates are useful when meeting with Local Authority leaders.

11. Action Update

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

- Lighthouse Safeguarding Unit (LSU) – the Constabulary have been unpicking the issues in relation to the LSU to be clear on the medium and long term work that needs to be done. There have been ongoing resourcing issues and so the PCC was assured that support from other areas of the organisation will be available for a short term uplift to staffing levels whilst the recruitment process continues – it has been agreed that vetting should take no longer than a month in order to fast track filling the posts. A number of short term recommendations were presented and agreed by the Police and Crime Board. The PCC was informed that the most high risk cases are prioritised on a daily basis. Monthly updates will be given at Police and Crime Board on the progress. Concerns were raised that merging Lighthouse and the Safeguarding Unit could have attributed to these issues. Need to carry out detailed work to understand the demand. The staff survey highlighted staff feeling they were having to do more work in less time, shift patterns and flexible working patterns are not working, volume of work is highlighted as a concern and communication – the Constabulary are looking at addressing these issues. The timings of the Business Objects search (manual search to pick up any victims not referred by officers) has been amended. The Chief Constable repeated an earlier comment that he would expect higher Public Confidence due to the LSU service was discussed and understanding what question within the set of questions relate to LSU. The OPCC Head of Commissioning and Partnerships highlighted that outcomes are defined by the Ministry of Justice (MoJ) – generally when victims are referred to LSU and they are properly resourced the outcomes achieved are good. The PCC was very clear that the service must be Victims Code of Practice (VCOP) compliant and she was assured that the recommendations in the paper are VCOP compliant. Referrals will be made to The Bridge for all RASSO cases and be closed by the LSU – this had already been requested by the Sexual Assault Referral Centre (SARC). The PCC wanted to recognise the hard work of the staff in the LSU and that where they are supporting victims a good services is being provided – the issues are with the processes for referring victims and reducing the backlog. Option 3 was approved on a temporary basis with monthly PCB and 2 weekly SLT reporting against staff numbers, referrals and backlogs
- Road Safety and Speed Enforcement Unit (SEU) Reserves Proposal for Use – the Road Safety Support Unit is paid for from the receipt of funds received as a result of speed enforcement. Due to vacancies within the unit costs of running the unit are currently not being covered by funds received. The paper set out some proposals for the use of the reserves, while keeping a reserve back for any future shortfall in funding the unit. Proposals include:

 - rebranding and promoting the Road Safety fund
 - new mobile handheld cameras
 - purchasing the static speed cameras from Bristol City Council (for a nominal fees as with other Local Authorities) but there would be

a cost to getting them up and running – this depends on agreement from Bristol City Council

- funding to support the road safety strategy

The PCC will speak with the Mayor regarding the Bristol static cameras. The Road Safety fund amount should be reviewed on an annual basis.

- Officer Visibility Public Portal – the Constabulary are making progress on the public portal showing officer visibility. There are ideas on mapping linking in with local pages and social media. A pilot will be run and then reported back to the Police and Crime Board.

12. Publication

The following items were agreed for publication:

- 1st August 2019 Police and Crime Board Agenda
- 1st August 2019 Police and Crime Board Minutes
- 2019/20 Quarter 1 Financial Performance Report

Actions List:

See Exempt Actions List

Date of the Next Meeting: 4th September 2019