

Police and Crime Board, 4th March 2020 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 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 (RASSO)
- b. Performance Overview

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

5. Key Organisational Risks and Issues

6. HR

- a. Monthly HR Data
- b. Vetting Update

7. Finance update

8. Major Projects Highlight Report

9. A.O.B

- **Mental Health Control Room Triage**

10. Action Update

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

Date of the Next Meeting: 1st April 2020, 13:00 – 17:00

DRAFT Minutes of the Police and Crime Board, 4th March 2020

Attendees:

Sue Mountstevens, Police and Crime Commissioner
Andy Marsh, Chief Constable
Sarah Crew, Deputy Chief Constable
Stephen Cullen, Assistant Chief Constable
Superintendent Deryck Rees
Dan Wood, Director of People and Organisational Development
Marc Hole, OPCC Head of Commissioning and Partnerships
Ben Valentine, OPCC Strategic Planning and Performance Officer
Michael Flay, Governance Manager
Alaina Davies, Resources Officer

1. Apologies

Mark Simmonds, OPCC CFO & Interim CEO
Nick Adams, Constabulary CFO

2. Opening Comments

The Chief Constable and PCC congratulated Dan Wood on being appointed as the Director of People and Organisational Development on a permanent basis following an interview process which concluded today.

3. Minutes and Action Update

The Board agreed the minutes from the Police and Crime Board Meeting held on 5th February 2020.

4. Performance against the Police and Crime Plan

a) Assurance Report (RASSO)

Following the refresh of the Government Violence against Women and Girls (VAWG) strategy in 2019 an end to end review was launched into the handling of rape cases across the criminal justice system. The full report is not due until May 2020 but preliminary findings highlight national issues with timeliness, digital capabilities, expertise, capacity and end to end victim support. Cases are currently built on victim credibility and this needs to switch to focus on the offender. All of these issues contribute to victim attrition.

The Constabulary recognise the need to improve working and communications with the Crown Prosecution Service (CPS) and are looking at a partnership approach. Enhanced victim support is required providing one single point of contact to support the victim from the start to after the trial, this should include better victim support pre-trial.

The Operation Bluestone cadre pilot is to be approved in March 2020 for implementation – this follows the Op Bluestone ethos which was an award winning multi-agency approach taken in Bristol a number of years ago. The conviction rate was higher when Op Bluestone was active in Bristol but the Constabulary expect the measures of success to be different this time and based more on Victim Satisfaction as well as convicting dangerous offenders.

The Constabulary are currently looking at where improvements are most urgent, to develop a timeline of activity for training and improving skill sets ensuring the right level of expertise.

The PCC recently visited the Independent Sexual Violence Advisor (ISVA) provider and met with three victims who shared their experiences of the process. Although they had positive outcomes in terms of prosecution they felt let down by the process as a whole (this includes the police, CPS and courts) but the support of the ISVA was highlighted as particularly important and helpful to the victims. It was noted that ISVA funding is not in the remit of the police and no additional funding is forthcoming. There is a need to understand if the victim support improvements required relate more to ISVAs or counselling or both. The Constabulary highlighted the positive impact in Avon and Somerset of the PCC investment in commissioning victims services.

The Board discussed the HMCPSI review of CPS decision making, which suggested that the CPS have not become more risk adverse in the cases they decide to accept. The findings of this review are being discussed nationally as the experience of stakeholders and the drop in numbers suggests that something has changed. The Government have announced a joint review which will include academics but this may take some time to complete. The Department of Health are to be part of the review and this may generate some more resource or funding in relation to victim support. A joint action plan with the CPS is part of the RASSO 2025 campaign and as such a series of workshops will be held through March 2020 with a range of stakeholders.

The Board discussed the difference in the solved rate locally compared to nationally. Nationally the 1% reported relates to rape only and does not include Domestic Abuse or child element which is included locally making the solved rate higher – this is not widely understood.

The PCC suggested that the new PCC put funding aside for counsel fees to challenge appeals – it would be useful to challenge the process where appropriate.

The OPCC queried the future of the RASSO Gatekeeper role. The role has been successful but the Constabulary always planned to archive this role as others are upskilled.

The PCC thanked the Constabulary for all of the work they are doing in this area of business. It is recognised that victims coming forward is a big ask and they need to be encouraged to report incidents and be supported when they do so. It was noted that the Avon and Somerset Deputy Chief Constable is the national lead for RASSO. The Constabulary will look to apply some additional capacity in this area as part of the uplift.

b) Performance Overview

The number of Admin Finalised cases was discussed (cases which are automatically closed by the CPS if they haven't heard back from the police within three months of returning a case with queries). The Constabulary continues to look at ways of increasing confidence in case building to avoid queries coming back.

The crime allocation rate is currently 72% and the Board discussed whether this is too high – need to understand what is included in this percentage and what is termed as allocated. The Constabulary must focus its resources on delivering the Police and Crime Plan and identify any inefficiencies. The PCC stated that performance needs to go up if the Constabulary reduce the allocation rate. The Constabulary need to create more capacity in order to improve performance, communication around this will be important to manage public and Government expectations. It is important to clarify what is meant by allocated and be clear about this in order to manage the expectation of those reporting crimes.

The Home Secretary recently talked about homicide rates but the PCC was assured that this relates to reducing the numbers rather concerns around solving them, the British police are already highly regarded for solving cases of homicide. This relates to reducing numbers through effective harm and risk reduction, for example through effective response to domestic abuse and the identification and effective management of dangerous offenders.

The PCC queried how the Constabulary are planning to improve the overall positive outcome rate from 14%. The Constabulary highlighted the Criminal Justice taskforce work and plans to increase capacity in patrol and investigations. The Constabulary will be developing proposals for an enhanced insight capability in the coming weeks, to sit alongside the Leadership Academy, to move to outstanding in effectiveness. The Constabulary recognise the need to improve performance and will be focusing more of the Constabulary Management Board (CMB) time on this going forward.

The OPCC queried what is being done to increase the use of Out of Court Disposals (OoCD) given the investment in the ASCEND programme. There is more work to be done to raise awareness internally and more problem solving that can be done by Neighbourhood Teams. The numbers don't currently include Outcome 22 which increases use – the figures will include this next time.

5. Chief Constable's Update

The Chief Constable talked about Covid-19 (Coronavirus) and the contingency planning the Constabulary is doing. The PCC was assured that HR have a role in all aspects of planning in line with National Guidance. It was noted that one of the Avon and Somerset Assistant Chief Constables (ACCs) is the local lead on this and working closely with the national lead. Covid-19 poses a risk to business continuity and recruitment targets. There will be a need to give clear internal communication to ensure staff and officers receive regular updates.

6. Key Organisational Risks and Issues

The Board discussed the year on year increase since 2015/16 in the use of Outcome 16 (Victim declines to prosecute but suspect identified). The Constabulary are looking into the reasons for this but an initial look at cases highlighted that this could be being chosen in error instead of Outcome 14 (Victim declines to prosecute but no suspect identified) as the descriptions are the same at the beginning on the drop down list officers are choosing from. Domestic Abuse and Violence against the person will also be a part of this increase – DASH risk being completed and appropriate safeguarding being put in place but the victim doesn't want to prosecute.

The OPCC queried why the 12 month increase in robbery figures in Avon and Somerset is higher than the national increase of 12% and the South West increase of 13%. This is broken down by personal or business robbery. The Constabulary explained that there has been an increase in relation to business robbery since a change in classification in September 2019, meaning that shoplifting cases where there is violence towards the security staff is now classed as robbery – the Constabulary are liaising with others in the region to ensure that other forces have interpreted the change in the same way. There have been areas around the force seeing an increase in personal robbery and the Constabulary are looking at this.

7. HR Update

a. HR Data

Uplift

The Director of People and Organisational Development has met with the PCC to discuss HR data, projections and the ongoing work that sits behind this – there will be regular updates to the PCC going forward. The Constabulary confirmed they are in a good position with the double March 2020 intake of officers (130). The Constabulary need the Home Office to confirm as soon as possible how the national figure of 20,000 additional officers are being allocated as current financial and recruitment planning is based on assumptions. It was noted that the attrition rate is slightly higher than planned for but the numbers have now been amended to take this into account. The positive position with regard to recruitment is thanks to a huge effort across a range of departments and the PCC thanked the Constabulary for this – staff have worked very hard

and been very committed. The PCC reiterated the need for the Constabulary to provide HR data in both FTE and Headcount going forward.

Diversity

The investment in this area and leadership support has had a positive effect on diversity figures. Recruitment of new officers from BAME backgrounds have improved (72 in 2018, 82 in 2019, and 87 so far in 2020) which is a 20% uplift since 2018. There has been a 30% uplift in BAME staff diversity figures between 2018 and 2020 (65 to 284). The Constabulary recognise that there is still much improvement to bring the overall percentage to 6.7% which is in line with the population of the force area – based on the figures the Constabulary expect to achieve this by 2027.

The Constabulary would like to build on the current momentum and talk about the achievements to date e.g. the outreach work and attraction work. The Deputy Chief Constable will share information with the Scrutiny of Police Powers Panel next week and the Police and Crime Panel are due to look at workforce representation next Wednesday. The impact of the outreach workers supporting people through the whole recruitment process was highlighted. Improvements in BAME figures at higher ranks was also highlighted.

The employer branding workstream has not yet started. Disability specific improvement actions as a result of staff survey results are ongoing.

System Improvement

E-recruitment will be launched in Spring 2020 for staff. This will be a more streamlined, modern and efficient recruitment system from end to end which will improve the experience of the applicant from the start of the process.

Chronicle (Learning and Skills management system) will be key in managing capability, qualifications and repeat/refresh training and assist workforce planning. The Constabulary is prepared that this will initially highlight areas of risk and they will diligently work through this focusing effort accordingly. The Constabulary want to be an intelligence led, focused and evidence driven organisation. This system will improve the way the Constabulary works and how management use the insight from information available to make decisions.

b. Vetting Update

When the vetting Gold Group started there were 700 outstanding vetting applications and the PCC was assured this has been reduced to 300. Applications are now being dealt with in a more timely manner. The process has been collapsed by two thirds and the department has over achieved in relation to Police Constable Degree Apprenticeship (PCDA) so can start to look at other applications. The new web form has been a significant improvement in the process. The organisation is making decisions in line with APP rules but taking reasonable risk. Process automation will be the next step in bringing the timescales down, allowing technology to automatically do the research which will remove this pressure from the department. The Constabulary expect the

Gold Group in March to be the last one and an update will be provided at the Police and Crime Board in April 2020.

8. Finance Update

The additional Surge funding, recently announced for 2020/21 was discussed. The 15 additional PCSOs should be paid for from the Surge funding. The PCC queried whether the OPCC could have the funding from the Council Tax precept that was intended for use on these posts. The money could go to the Strategic Violence Reduction Unit (VRU) for allocation as all of the VRU money has been allocated to the local VRUs.

The PCC suggested that the OPCC Communications Team and the Constabulary Communications department should work together on external communications regarding additional funding.

9. Major Projects Highlight Report

The Board discussed the volume of spend coming out of the change Boards. The PCC was assured that the governance process is clear – Business Cases are submitted to the appropriate programme board where they agree a recommendation to be submitted to the Constabulary Management Board (CMB) or Police and Crime Board (PCB), whichever is the most appropriate decision making forum. The PCC highlighted that the next Police and Crime Board is during purdah so the Constabulary will need to consider this when asking the PCC to sign off decisions.

There have been funding discussions between Avon and Somerset, Wiltshire and Gloucestershire regarding Blackrock. The PCC confirmed that she has fed back her position regarding this.

10.A.O.B

Mental Health Triage

There have been issues with how this service operates. Bristol, North Somerset and South Gloucestershire (BNSSG) CCG is the lead commissioner. There have been issues with the referral pathway – it was intended that this would be via telephone but 80-90% of referrals ended up coming via Storm logs and the number was overwhelming. Staff left and so the operating hours were reduced. The location of the service was also a significant issue – this type of role was not attractive to the professionals required.

Following a remodelling exercise led by the OPCC the referral pathway has changed so officers now have to telephone for advice, which has reduced the volume. There is an ongoing wider discussion regarding location – if the service is located in a health based setting it would help improve morale of the workers and allow them to be cycled between different services for greater job satisfaction, thereby improving engagement, retention and workforce expertise. It has been agreed to move to the model outlined in the paper by 1st April 2020 and the OPCC Head of Commissioning and Partnership sought any comments

from the PCB to feed back regarding this. The PCB discussed performance management which will be via monthly reporting and regular visits. The Constabulary need to encourage use of this service.

Once the service is up and running and fully functional then it can be evaluated to assess the effectiveness and whether funding for it should continue.

Lighthouse Safeguarding Unit (LSU) Underspend

It was agreed that the 2019/20 LSU underspend, created by vacancies during the year, should be spent on recruiting the following posts on 12 month fixed term contracts:

- x4 FTE Scale 4 TSO posts – pooled resource split across 3 hubs
- x1 FTE SO1 Advanced Practitioner Post Bristol LSU
- x1 FTE Scale 6 Misper Coordinator Somerset LSU

The LSU needs to be fully established to enable the next PCC to evaluate whether additional resource is required.

11. Action Update

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

- Lighthouse Safeguarding Unit (LSU) – the continued disparity between the backlog in the northern hub and the other two hubs was discussed. The northern hub is a smaller team so sickness absence and vacancies have a much greater impact. The Constabulary informed the PCC that Children's Social Care pulled out of the Domestic Abuse Triage Programme in Somerset last week and this is likely to affect demand – the Head of Victim Care, Safeguarding and Vulnerability is in talks with the Director of Children's Social Care in Somerset to resolve this situation. Recruitment is progressing to bring the LSU to over-establishment. Demand mapping work is ongoing and two days worth of a business analyst has now been agreed – an Op Check exercise is being planned for two weeks before Easter, with the report from this phase of the work being available during the first week of May 2020.
- Police Constable Degree Apprenticeship (PCDA) Community Engagement – the Constabulary is working on the final plan with UWE and will write to the PCC in the next couple of weeks with the detail.
- HR Data – it was confirmed that the Director of People and Organisational Development will be the single point of contact for providing data to the PCC to ensure accurate and consistent information is available.
- HR – marking the promotion of staff to supervisory level, in a similar way to officers, is part of the wider piece of work the Constabulary is doing on key employment milestones.

12. Publication

The following items were agreed for publication:

- 5th February 2020 Police and Crime Board Agenda
- 5th February 2020 Police and Crime Board Minutes

Actions List:

See Exempt Actions List

Date of the Next Meeting: 1st April 2020