



Police and Crime Board, 7th July 2021 13:00 – 17:00

Venue: Meeting to be held via Teams

Attendees:

- **Police and Crime Commissioner**
- **Chief Constable**
- **Deputy Chief Constable**
- **Chief Officer – People and Organisational Development**
- **OCC CFO**
- **OPCC Interim CEO**
- **OPCC Interim 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. Chief Constable's Update (any risks or issues that the Chief Constable wishes to raise)

4. Key Organisational Risks and Issues

5. Performance against Police and Crime Plan

- a. Integrated Performance and Quality Report
- b. Assurance Report – RASSO
- c. Strategic Policing Requirement (SPR) – deferred from June PCB

6. Decisions (to be signed following the meeting)

- a. 2021/006 – Appointment of Temporary Chief Constable
- b. 2021/007 – Appointment of a Consultant for the Chief Constable and OPCC CEO Appointment Process

7. People and Organisational Development Update

8. Finance:

- a. Draft Annual Accounts (verbal update)

b. Update on Underspend Decision (verbal update)

9. Major Projects - Highlight Report

10. A.O.B

- **Regular LSU Update**

11. Action Update

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

Date of the Next Meeting: 4th August 2021, 13:00 – 17:00

DRAFT Minutes of the Police and Crime Board, 7th July 2021

Held via Teams

Attendees:

Sarah Crew, Temporary Chief Constable
Sally Fox, OPCC Interim CEO
Paul Butler, OPCC Interim CFO
Nick Adams, OCC CFO
Louise Hutchison, Director of People and Organisational Development
Jon Reilly, Assistant Chief Constable
Will White, Temporary Assistant Chief Constable (part of the meeting)
Ben Moseley, Superintendent (part of the meeting)
Carolyn Belafonte, Chief Superintendent (part of the meeting)
James Davis, Delivery Manager – Portfolio
Jon Dowey, Head of Performance and Insight (part of the meeting)
Ben Valentine, OPCC Strategic Planning and Performance Officer
Alaina Davies, OPCC Resources Officer

Observing:

Soushila Phipps, OPCC Administration Officer

1. Apologies

Mark Shelford, Police and Crime Commissioner
Nikki Watson, Temporary Deputy Chief Constable
Dan Wood, Chief Officer – People and Organisational Development
Marc Hole, OPCC Head of Commissioning and Partnerships

2. Minutes

The Board agreed the minutes from the Police and Crime Board Meeting held on 2nd June 2021.

3. Chief Constable's Update

The Chief Constable raised the following:

- Transition period with a new PCC and Chief Constable. The Temporary Chief Constable and new PCC will be focusing on continuity but with this being a new chapter. Good and positive start.
- Concerns around performance which reflect issues highlighted by the OPCC in the Key Organisational Risks and Issues paper on the agenda. The organisation is not yet fully reaching its potential but has great insight and as such is on the brink of seeing the benefits of improvements – there is a framework for driving improvement forward and the priorities in the new Police & Crime Plan, when it is developed, will provide a good road map. Focus is on leadership and management opportunities to get the best out of people – the PCC is particularly interested in the Leadership Academy.

- Crime Data Integrity (CDI) and Victims Code of Practice (VCOP) – these both form part of HMICFRS victim service assessment; the expected intensity and depth of this new HMICFRS Victim Service Assessment (VSA) regime was highlighted. There is a task force in place to DRIVE improvements on CDI/VCOP.
- Workforce representation – seeing improvement in numbers but representative recruitment is not keeping pace with the scale of overall growth. Lots of innovative work has been done around attraction, recruitment, progression etc. The Chief Constable raised concerns that external engagement has an impact on this e.g. disproportionate use of police powers can deflect the good work being done. Work on driving the recommendations of the Lammy Report forward was highlighted – genuine outcomes will need to be attached to this.
- Rape and Serious Sexual Offences (RASSO) – Avon and Somerset has been drawn into the spotlight due to the Chief Constable’s national role in this area of business. There is an opportunity for the RASSO work to impact positively on and improve the wider performance.
- Impact of Covid-19 – people most at risk have been vaccinated but there are still issues in terms of operational resilience due to the current rules around self-isolation. This is having an impact at a time of increased demand but the Chief Constable assured the OPCC that the demand plan is working. The OPCC was assured that the Constabulary have considered the impact on demand of the release of Covid-19 restrictions in July and a potential heatwave at the same time – it is recognised that this could be a difficult period. The OPCC CEO highlighted the significant achievement of being at demand level 1 entering into July.

The OPCC CEO urged the Constabulary to take the opportunity to utilise the support of the new PCC in working with partners or liaising with government when it would be of benefit in any particular area of business or with resolving issues.

4. Key Organisational Risks and Issues

Protection Orders – Stalking, harassment and domestic abuse

HMICFRS highlighted, both locally and nationally, the low number of Stalking and Harassment Orders – the OPCC asked if the Constabulary know why this is and how to improve. The Constabulary recently carried out some assurance and benchmarking around stalking and harassment – benchmarking shows Avon and Somerset are in line with other forces. Avon and Somerset has a proactive and engaged legal services department handling the prevention orders. The Chief Constable explained that these orders should be used as a safeguarding measure in the interim but that a criminal justice outcome should be sought, as such they ought not to be used in instead of this.

The OPCC were assured that there have been no breaches in protection orders that were issued by Avon and Somerset. The Constabulary explained the process for beaches in Domestic Violence Protection Notices (DVPNs) and Domestic Violence Protections Orders (DVPOs) and that any breaches in stalking and harassment orders should follow that same process.

There is a meeting on Monday to discuss Uplift design and within that the proposed investment in stalking and harassment. There is an interim inspection out today on Violence Against Women and Girls (VAWG) with recommendations.

Positive Outcome Rate

OPCC asked the Constabulary about their relative low rate compared to other forces. The Constabulary hope to drive improvement in the positive outcome rate through the Bluestone approach. The Constabulary have laid the groundwork for improvement with scrutiny work, changes to tasking and governance. Need to give people the capability for good ethical performance. It was also noted that some positive outcomes in relation to RASSO have not yet been applied which would have improved Avon and Somerset's position. Building strong cases with the Crown Prosecution Service (CPS) and joint working is important.

Op Remedy

The rationale for the precept increase was in support of Operation Remedy and as such the Police and Crime Panel need to be able to see the impact that this investment of public money has had – the OPCC asked the Constabulary to think how they can better demonstrate this.

Op Remedy is targeted on prevention but the new Police and Crime Plan and performance monitoring is an opportunity to co-design something that best shows the impact. It was noted that the Chief Constable presented specific examples of the work of Op Remedy to the Police and Crime Panel in 2019. The OPCC CFO encouraged the Constabulary to also look backwards to provide assurance on what the original precept increase which supported the introduction of Op Remedy achieved. The Constabulary suggested community audits might be helpful to get the view of communities on what the impact has been in their areas.

Victims of Child Sexual Abuse

The Engagement with children and young people report, published in June 2021, highlighted some views of children and young people that engaging with the police had been negative (none of these cases were in Avon and Somerset). The Constabulary carried out some assurance work and found 1 case where they were unhappy with language used and this was dealt with under direct line management intervention. The Constabulary are introducing Trauma Informed practise and recognise the need to look after the wellbeing of individuals working in this area of business. Avon and Somerset are different to other forces in having Op Topaz – investigation is split from the victim support function which is provided by Barnardo's.

5. Performance against Police and Crime Plan

a. Strategic Policing Requirement (SPR)

The Constabulary presented the current self-assessment risk rating and associated updates.

Terrorism is rated medium. The national threat level is substantial. Prevention approach was highlighted and the risks. The Counter Terrorism Policing (CTP) Next Generation work stream is moving forward. There was recently a review of the South West Counter Terrorism (CT) policing model. There is a good national infrastructure, which flexes to where the need across the country is, but the OPCC encouraged the Constabulary to liaise with them if any support is required e.g. resources. Anything the PCC can do to highlight prevention at a partnership level is welcome.

Organised Crime is rated low. Capability is effective in this area with uplift set to increase this. Strong oversight, leadership and governance in this area. A force wide look at the tasking process will dovetail with the intelligence review.

National Cyber Security Incident is rated medium. Challenge to keep up to date with technology. Part of the precept uplift to fund a Digital Media Advisor.

Public Order rating has gone from low to medium. Command and capability is strong but the change in rating reflects the potential risk of changes in senior leadership and changing demand structure. Lots of public support and PCC support following the All Party Parliamentary Group report on the Kill the Bill protests in Bristol – sources of the information used to inform the report were discussed.

Civil Emergencies is rated high. Climate change, Covid-19 and cyber crime are national concerns. The government are keen to build on Local Resilience Forums (LRFs). The OPCC are interested in the conversations around LRFs and keen to link in. Local partnership agreements are being worked on and it was noted that there is a real desire to collaborate as a region to maximise extra funding. It was noted that the PCC is now the APCC lead for Economic and Cyber Crime and this provides an opportunity to influence at a national level.

Child Sexual Abuse & Child Sexual Exploitation is rated as medium. This is a strategic threat priority for the force. Increasing area of complexity but mitigated by the Op Ruby approach.

Forensics has moved from a medium to low rating. New finger print technology will be available in the Autumn.

Firearms is rated medium. Update given on capability and uplift of AFOs. The OPCC was assured that there is sufficient interest and pipeline for vacancies in this area but obviously there is a high standard of training that must be passed.

CBRN is rated as low. Assessments and reviews have been done and the force is in a strong position.

The Chief Constable made the Board aware that VAWG may become part of the SPR going forward.

b. Integrated Performance and Quality Report (IPQR)

The Board discussed the Crime Data Integrity (CDI) update. There will be monthly assurance based on activity which will be focused on what HMICFRS will look at. HMICFRS will be looking at closed Anti-Social Behaviour (ASB) cases being correctly recorded – the Constabulary CDI Team have looked at all Storm logs closed in a certain period and identified a compliance level of 84.8% for that sample of cases which is positive. In terms of the reasons for non-compliance a number of recommendations are made in the report which include:

- Mapping crime recording routes.
- Looking at crimes hidden in existing records which have not been picked up by officers in the case or supervisors. IAU have started recording instead of sending to officers to complete – update next month on the impact of this on compliance. The OPCC sought assurance that this change of approach will not impact the effectiveness of the IAU in terms of desktop investigation – this has not been the case yet but the Constabulary are going to be monitoring this closely and will provide assurance.
- Looking at process automation opportunities.
- Training – evidence shows completion of training helps compliance.

The Constabulary will be approaching other forces to gather ideas on best practice. The OPCC CEO asked what percentage it would take to achieve an outstanding grade from HMICFRS – it was noted that culture and leadership also have an impact on the grading and not just the compliance percentage. The Chief Constable highlighted that this improvement work would drive crime numbers up and it is important to have a narrative to put this into context and ensure the PCC is aware of this.

Workforce representation is a concern for the PCC and the OPCC CEO will be reaching out to other OPCCs to enquire as to what they are doing.

It was noted that an improvement in data quality was reported. There is a wider piece of work on data strategy as part of the digital road map to get data quality right from the start – the Constabulary is still focused on driving down the errors while the strategy is being developed.

Victim contact timeliness is still a concern. Need the statistics to back up the victim focus of the organisation.

One of the spotlights in the report is Individual Performance Reviews (IPRs). Completion levels are always a challenge. The OPCC queried if the low percentage reported of those who do not perform satisfactorily is felt to be correct or whether there is a confidence issue in challenging under-performance – this is being picked up under the Leadership Academy. The Constabulary highlighted that there is no category for recording effective performance (currently it just goes from good to under-performing with nothing

in between) and a technical fix for this is being looked at. The Constabulary have plans in place to improve housekeeping e.g. ensuring a line manager is assigned in the system and Leadership Academy and Continuous Professional Development (CPD) work to drive improvements. Leadership and training is so valuable in enabling and empowering. Learning is one of the 4 Constabulary values.

c. Assurance Report – Rape and Serious Sexual Assault (RASSO)

The report looked at the following areas:

- To what extent are supervisors effectively directing, overseeing and reviewing longer-term RASSO investigations.
- Key factors that adversely impact upon the timeliness of RASSO investigations.
- How effective are the Constabulary at managing RASSO investigation suspects.
- Are the Constabulary maximising the use of recent measures and improvements that have been introduced.

The Constabulary continue with the learning from Project Bluestone (the Home Office funded project which involved academics collaborating with the force to review RASSO investigations and suggest improvements).

National issues regarding forensic toxicology submissions were discussed.

Digital Media Advisors will be a positive step and there are clear plans to deal with resources challenges.

In terms of managing suspects it was noted that prevention orders could be better utilised and there is an opportunity to link better with Integrated Offender Management (IOM).

There have been considerable improvements in the relationship with the CPS and it is important to keep this going.

The OPCC commented that it is clear the Constabulary are working on arrest timeliness. The Constabulary reported that they expect to see benefits over the next 12 months of improvements already implemented.

Delays due to the Attorney General (AG)/Director General (DG) Guidance were reported – time taken to deal with Disclosure, IMD and Redaction commitment (when digital media is involved this takes longer due to the need to view, crop and redact any media).

Defining measures of success in this area are important. This will be looked at as part of Bluestone and nationally as the government will be introducing a scorecard, which was announced as part of the rape review. It was noted that the Constabulary are already working collaboratively with Criminal Justice (CJ) to find insight across the whole criminal justice system on what is happening

with RASSO and develop a prototype app in the next couple of weeks which will evidence performance across the system as a whole – currently working on information sharing agreements being signed. This insight will help in the discussion regarding measures of success and what good looks like.

The Constabulary will consider how the PCC can support in this area.

The Government review talks about returning to 2016 levels by the end of parliament and the OPCC asked if this could be turned into a percentage rate of positive outcomes. The Constabulary advised caution in setting targets and being aware that the 2016 levels would not be very ambitious. Need to be focused on ensuring high quality cases are submitted to CPS so that more cases are taken forward to charge.

The report discussed the utilisation of Independent Sexual Violence Advisors (ISVAs) and the OPCC asked that the Constabulary liaise with the OPCC Commissioning Team for support on this and what any plans might involve. Everyone knows the benefits of ISVAs but need to consider the significant backdrop of demand for ISVAs.

6. Decisions

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

2021/006 Appointment of Temporary Chief Constable – decision to appoint Temporary Chief Constable Sarah Crew. This decision has been ratified by the Police and Crime Panel at a Confirmation Hearing. The Decision Notice will be signed and published on the PCC's website.

2021/007 Appointment of a Consultant for the Chief Constable and OPCC CEO Appointment Process – decision to appoint a consultant to support the recruitment of a Chief Constable and OPCC Chief of Staff (role previously known as CEO). This will provide independent assistance, integrity of process and ensure the best pool of talent. The Decision Notice will be signed and published on the PCC's website.

7. People and Organisational Development Update

Inclusion and Diversity

The PCC and Police and Crime Panel have concerns regarding workforce representation, while recognising the significant amount of working which has gone into making improvements, and are keen to lend support to helping the Constabulary make improvements.

The Constabulary presented the workforce representation (of ethnicity) figures comparing May 2018 with May 2021 which shows an increase of 34 officers and 28 staff that are 'other than White'. Due to Uplift the overall establishment of officers has gone from 2784 to 2998 and as such represents a smaller percentage effect on workforce representation numbers – the pipeline is not

representative enough to keep up with the increase. It was also noted that the new census information from 2021, when released, is likely to make the force look less representative.

Activity planning starts next week to make further improvements. Previously people reported being worried about encouraging their children into a career in the police for fear of them not reaching their full potential as representation could not be seen at senior ranks but this has now been improved.

Female representation has been good but is starting to fall in the Police Constable Degree Apprenticeship (PCDA) attraction rate and this is something the Constabulary is monitoring.

The Constabulary reported good news in terms of retention.

The Black Police Association (BPA) are great partners so the PCC relationship is important.

The OPCC asked about the work being done to evidence the effectiveness of the Outreach Team – what they have achieved and what they can achieve. The link to Oleo needs to be better to track this and need to look at where outreach works come in to support as application form submission stage is often too late. There have been difficulties with engagement due to Covid but there is a community focused plan in place which includes 3 attraction events before Christmas. Focus on community links and even on attraction in particular communities where attraction has traditionally been low.

The Constabulary are considering the pipeline and number of intakes. Other forces give even more support with the application process and this is being looked at.

Staff workforce representation is challenging and the Board discussed why this is not more diverse. The Constabulary will be completing a staff recruitment audit by September and it was agreed that they would look at whether office locations were affecting diversity and what could be done if so. Need to consider even more questions around attraction, location and prospects – ensure the message is clear that the Constabulary are a flexible employer.

The OPCC CEO asked why the number of vacancies in Neighbourhoods was higher than expected. This is due to Uplift numbers in relation to IOM and local Op Remedy being included which are new roles not yet filled – the Constabulary will confirm exactly how many vacancies are attributed to this.

Discussion around PDCA students landing in Patrol and whether consideration has been given to other areas. This has been looked at and discussed with UWE. It was felt that at this point it should remain as it is as the levels of tutors available in other areas are lower and the Constabulary need to ensure students are getting the support they need.

8. Finance:

a. Draft Annual Accounts (Verbal Update)

Draft Accounts were circulated in the Joint Audit Committee (JAC) papers yesterday and will be discussed at the JAC on 14th July 2021. These have been delayed due to Covid grants and the election of a new PCC. A report on the JAC member questions and answers on the annual accounts will be produced and published on the JAC page of the PCC's website.

b. Update on Underspend Decision (Verbal Update)

The PCC, OPCC CFO and Constabulary CFO met following the last Police and Crime Board (PCB) to discuss the proposed use of the 2020/21 underspend. At this meeting the PCC approved the use of the underspend as proposed in the 2020-21 Revenue and Capital Financial Performance Report presented at the last meeting of the PCB.

9. Major Projects: Highlight Report

22 live projects with 1 closed since the last PCB and 2 closing soon. Enterprise Resource Planning (ERP) will be added to the live projects soon.

Updates were given on Estates projects (Yeovil, Trinity Road and Wells). At the Digital Board it was agreed to proceed with the outline business case for Facial Recognition. Other updates were given in relation to Pronto, Mobile biometric, Body Worn Video (BWV) live stream, Uplift and Verto.

Verto will enable the use to look at projects and see what point they are at. It was noted that it will interface with Office 360 and Microsoft Teams and in addition the Constabulary are looking at interfacing with Qlik but there may be a small cost associated with this.

10.A.O.B

a. Regular Lighthouse Safeguarding Unit (LSU) Update

A breakdown of the 11% increase in referrals needs looking at in detail and this will be done as part of the LSU review. An update on in tray volumes was given – significant drop in Bristol. Assurance given that all cases are looked at, risk assessed and triaged. The new text system has only seen 4% coming back for further information so this needs investigating but when they do come back they are prioritised – can we track where people might be following up themselves through website footfall to understand where people might be looking for support. Need to understand the journey of the victim care needs and how this has changed.

Think can do better with the victim packs and so will be putting forward a proposal for improvements – this could replace the text system.

Update on recruitment – using bank to fill positions quickly. The advert for the Partnership Liaison Manager closes next week – it was right to take time over this as it is a crucial front facing role for partnership relationship building.

Additional funding announced (£4m nationally which means £94k for Avon and Somerset and an extra £1m Innovation Fund forces can bid for).

The Constabulary CFO welcomes the new money but does not think it reflects the demand and will raise this for discussion at NPCC Finance. Need evidence of the demand to feed into this discussion – all forces regionally are facing similar demand increases.

The meeting in June to start discussions on the LSU review was productive and the Constabulary updated that resources have been allocated to the review now – Project Manager and Business Analyst. Terms of Reference for this are being worked on.

11. Action Updates

- The Constabulary are working with the OPCC on suitable forms of measures and assurance against the Police and Crime Plan priorities and objectives.
- Regular assurance on CDI will feed through Constabulary Management Board (CMB) to PCB.
- Avon and Somerset is leading regionally on the use of Cyber Specials and volunteers and the Constabulary will keep the OPCC up to date on how this going.
- Update on Constabulary plans to educate vulnerable people on cyber crime and the medium for doing this.
- A joint review of the Lighthouse Safeguarding Unit (LSU) is underway and updates will be given under the regular LSU item at PCB going forward.

12. Publication

The following items were agreed for publication:

- 2nd June 2021 Police and Crime Board Agenda
- 2nd June 2021 Police and Crime Board Minutes

Actions List:

See Exempt Actions List

Date of the Next Meeting: 4th August 2021