

Governance and Scrutiny Board (GSB), 5th May 2022 15:00 – 17:00

Venue: Port Oyns Room, Police HQ

Attendees:

- **Police and Crime Commissioner**
- **Deputy Police and Crime Commissioner**
- **Chief Constable**
- **Deputy Chief Constable**
- **Chief Officer – People and Organisational Development**
- **OCC CFO**
- **OPCC Chief of Staff**
- **OPCC Deputy Chief of Staff**
- **OPCC CFO**
- **OPCC Head of Commissioning and Partnerships**
- **OPCC Strategic Planning and Performance Officer**

AGENDA

Item No	Item Name	Time
1	Apologies	
2	Minutes and Action Updates	5 Minutes [all updates to be submitted by the paper deadline]
3	Chief Constable's Update (any risks or issues that the Chief Constable wishes to raise)	Up to 15 minutes
4	Key Organisational Risks and Issues	Up to 10 minutes
5	Performance against Police and Crime Plan: a. Integrated Performance and Quality Report b. Assurance Report – Child Criminal Exploitation c. Quarterly Vulnerability Report	Up to 40 minutes [presentation of assurance and vulnerability reports should be max 5 mins each highlighting any key points or recs to allow for questions/discussion]
6	People and Organisational Development Update (Including updates on Culture, Training and Leadership Academy)	Up to 15 minutes
7	Finance: 2021/22 Outturn Report	Up to 10 minutes (verbal update)
8	Major Projects: Highlight Report	Up to 10 minutes [oral report on red or amber rated only]
9	Professional Standards Update: a. Quarterly Report b. IOPC Independent Investigations Update	Up to 10 minutes

	c. OPCC Complaints Review Data (report to follow)	
10	A.O.B	5 minutes
11	Publication (agree any items for publication other than the Minutes and Decision Notices)	

Date of the next Governance and Scrutiny Board: 1st June 2022, 15:00 – 17:00



DRAFT Minutes of the Governance and Scrutiny Board (GSB), 5th May 2022 15:00 – 17:00

Venue: Port Oyns Room, Police HQ

Attendees:

Mark Shelford, Police and Crime Commissioner
 Sarah Crew, Chief Constable
 Claire Hiscott, Deputy Police and Crime Commissioner
 Nikki Watson, Deputy Chief Constable
 Alice Ripley, OPCC Chief of Staff
 Sally Fox, OPCC Deputy Chief of Staff
 Paul Butler, OPCC Interim CFO
 Nick Adams, OCC CFO
 Dan Wood, Chief Officer – People and Organisational Development
 James Davis, Delivery Manager – Portfolio
 Jon Dowey, Head of Performance and Insight (part of the meeting)
 Marc Hole, OPCC Head of Commissioning and Partnerships
 Ben Valentine, OPCC Strategic Planning and Performance Officer
 Alaina Davies, OPCC Resources Officer

Item No	Item Name
1	<p>Apologies</p> <p>None</p>
2	<p>Minutes and Action Updates</p> <p>The Board agreed the minutes of the Police and Crime Board (PCB) held on 6th April 2022.</p> <p>Action Updates:</p> <p>Performance Dashboard – the Office of the Police and Crime Commissioner (OPCC) continues to work with the Constabulary on developing a performance dashboard to be reported to PCB to measure delivery against the new Police and Crime Plan. The PCC would welcome sight of this at the next meeting, on the understanding it may still be a work in progress.</p> <p>Rape and Serious Sexual Offences (RASSO) Unallocated cases – updates on the work being done to reduce the number of unallocated RASSO cases will be included in the IPQR going forward for continued scrutiny.</p> <p>Measuring Prevention – a criteria for measuring prevention was included in the papers for this meeting and it was agreed that this would be included in standard reporting going forward.</p>

	<p>Criminal Justice (CJ) Scorecards – Performance & Insight will build this into their regular scanning process and then feed through any issues/points by exception to the OPCC CJ lead and Local Criminal Justice Board (LCJB) coordinator for consideration as part of the LCJB agenda.</p>
<p>3</p>	<p>Chief Constable’s Update (any risks or issues that the Chief Constable wishes to raise)</p> <p>The Chief Constable raised the following:</p> <ul style="list-style-type: none"> • Internal culture and public confidence – this important work continues. Debates regarding institutional racism were highlighted. With regard to institutional racism the PCC commented on the balance of recognising historical issues with identifying the small number of individuals still to be weeded out at the same time as keeping morale up – command and leadership is important. • Organisational growing pains – the Chief Constable continues to put out positive messaging through internal Vlogs and Blogs around the bright future. The Chief Constable highlighted the Leadership forums being planned for the Autumn. • Investigative standards – focus on the quality of investigating crimes, prosecutions, feedback to victims etc. The CJ Review provides an important opportunity to make improvements. The governance and oversight of this change will be important and making sure this is in consultation with the Crown Prosecution Service (CPS). • Economic hardship – the Chief Constable highlighted some of the risks to the organisation as a result of the economic hardship people are being faced with and society adjusting to pandemic restrictions being lifted. The PCC recognises the economic hardship officers will also face and asked what could be done to support. The Chief Constable will write to workforce to highlight support and advice that can be given. The PCC was assured that the significant threat to the organisation of corruption as a result of economic hardship is recognised and as such extra uplift investment will be put into anti-corruption. The PCC also asked if life skills, including budgeting, could be included as part of training – this is not part of the core Police Constable Degree Apprenticeship (PCDA) but the Constabulary will look into this.
<p>4</p>	<p>Key Organisational Risks and Issues</p> <p><u>PEEL Inspection – victim service assessment and crime data integrity (CDI)</u> Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) have confirmed the Constabulary will be inspected on CDI and the OPCC asked the Constabulary how confident they are that the inspection will yield better results than the last inspection which was “requires improvement”. The link between this area of business and reputation and public confidence was highlighted. The Constabulary assured the PCC that they welcome the opportunity to demonstrate the huge step change made in this area of business. The CDI taskforce was formed to analyse the problems, lots of learning packages have been developed and the Constabulary have mapped all potential routes of crimes coming into the force. The Constabulary understood the need for cultural change and the importance of officer understanding and there has been a big push on this over the last 12 months.</p> <p><u>Criminal Justice Review</u> The OPCC asked for a timeline for the changes to the organisation in response to the CJ Review and when the impact of these changes is likely to be evident. The consultation process will be complete by the Autumn. The messaging and leadership around the change will be critical. The PCC offered to support with reinforcing any</p>

messaging with the wider family.

5

Performance against Police and Crime Plan:

a. Integrated Performance and Quality Report

The Constabulary highlighted some of the points covered in the report:

- The impact of Op Remedy supporting Investigations
- File quality – where the Constabulary are against the new National guidelines
- Drugs data – the Constabulary is an outlier for recording drug offences. The main focus is prevention.
- CDI
- Second part of the CDI Homicide audit
- Op Bluestone measures of success
- Spotlight on reducing reoffending – this will be graded in the next IPQR.

The OPCC raised concerns regarding the CDI Homicide audit which flagged 4 crimes of attempted murder being missed. The PCC was assured that the victims received service, the crime was investigated and victims safeguarded but the crime category recording was incorrect e.g. recorded as grievous bodily harm rather than attempted murder.

The PCC asked what the reasons are for the people survey difference in bullying and harassment reported under the Integrated Offender Management (IOM) department in the north and south and what is being done to address this. Bespoke plans are being put in place for areas where bullying and harassment has been reported. There is also a focus on building confidence to report bullying and harassment as well as preventing the behaviour.

b. Assurance Report – Child Criminal Exploitation

This assurance report looks at the force response to Child Criminal Exploitation (CCE) – where the force is will this work and where the organisation wants to be.

The PCC noted that the report highlights the lack of resilience within Op Topaz and asked what is being done to address this. A recommendation was agreed at Constabulary Management Board (CMB) last week to prioritise and expedite filling vacancies in this area. The Investigation transformation work will look at the allocation of uplift and this area will also be covered.

Recommendation 3 in the report is around understanding the full cohort of children identified as being criminally exploited or at risk of being, how the Constabulary serves that cohort and, if necessary, to propose a preferred solution to meet the needs of children in the cohort who do not currently receive a service to protect them from being criminally exploited. The PCC asked what the timelines around this work are. CCE needs to be a holistic response. Learning needs to be cascaded to all directorates. Work to increase resilience and accreditation will improve the response in this area. The recording challenges of capturing the extent of CCE in the Avon and Somerset Area were discussed.

The recent case audit of 10 cases with CCE relevance was discussed and the OPCC asked how the failings identified were dealt with. The officers completing the initial assessments were given personal feedback and the learning from this was cascaded to ensure the learning was as wide as possible.

The OPCC asked what training on CCE is included in PCDA/ Degree Holder Entry Programme (DHEP). It is included in the PCDA/DHEP training but is ad hoc thereafter which needs looking at. The training delivered by the Child Exploitation Prevention Officer and Coordinator and her work was highlighted as a positive.

The report suggests that no consideration had been given to child safeguarding as part of Op Scorpion, a force wide drugs initiative, and the PCC sought assurance that the Constabulary would take the learning from this.

The PCC asked how the Constabulary work with partners to support children who are excluded from school to improve their life chances. The Constabulary have been working hard with local tasking areas to have early discussion with partners on supporting children on the edge of crime. The top 10 children at risk, but not yet consumed by Organised Crime Groups (OCGs), are identified. Problem solving is on a weekly or bi-weekly basis.

The PCC asked the Constabulary to let him know if there are ways he can support in getting the traction for improvement in this area.

The gap in ethnic minority data in this area was highlighted and the OPCC sought assurance recommendation 1 around intelligence data would address this. Changes to the flagging system in Niche (the force recording system) was requested in 2020 and the provider has agreed that this will be done later in 2022. Following the requested changes to Niche a year's worth of data will be required in order to produce a problem profile.

c. Quarterly Vulnerability Report

The PCC raised concerns around Adults at Risk (AAR) and sought assurance that lessons had been learned from the Winterbourne View Care Home case. Data on the number of occurrences in a care home is a priority for the next AAR Scrutiny Panel. The Chief Constable assured the PCC that lessons had been learnt and that there is now a flagging system in place to flag if there is a particular premise causing repeat demand. The PCC asked the Constabulary to let him know if there are any issues in terms of data sharing which he can support with.

The PCC noted that Domestic Abuse (DA) reported levels have been the same for the last 2 years and is concerned that not enough people are coming forward. The Constabulary is doing a huge amount of work to encourage reporting and this is an ongoing piece of work.

6 People and Organisational Development Update (Including updates on Culture, Training and Leadership Academy)

The level 2 maths requirement for entry into PCDA was discussed. The Constabulary had made the decision to support successful applicants who didn't have level 2 maths to achieve this during the PCDA. Many have managed to achieve this but there are a small number who haven't and so the Constabulary will be revisiting this approach.

The Chief Officer for People and Organisational Development confirmed that the Constabulary remains on target to achieve the uplift target.

An update on the Leadership Academy was provided after papers had been circulated and includes what is being done in response to discussion around making sure the awareness of what is available is heightened. The Constabulary is looking at moving

	<p>up a level in terms of the sophistication of the offer. The PCC has a day planned in the diary with the Leadership Academy.</p> <p>The PCC raised the leaver numbers issue. The Constabulary are monitoring this and have put in place a retention strategy and will be looking at a granular level at the reasons for people leaving. The PCC asked what percentage level of leavers would represent a threshold being reached by which it would affect the ability to meet the uplift target and therefore the Constabulary would need to consider additional measures.</p>
7	<p>Finance:</p> <p>a. 2021/22 Outturn Report</p> <p>The report will be available for discussion at the GSB on 1st June 2022.</p> <p>b. Proposal for Investigations Directorate Targeted Variable Payments</p> <p>This is a revised Targeted Variable Payment proposal for the Investigations Directorate for 2022/2023. It is intended that this proposal is considered within the context of the current investigations position and improvement work and the Investigations release principles which have recently been agreed and which place restrictions on the movement of Detective Constables within the Investigations Directorate. The Constabulary gave a presentation highlighting all of the considerations that have gone into this proposal.</p> <p>A review of the Scheme of Governance is underway and it was agreed that it should be made clearer whether this kind of decision should sit with the PCC or Chief Constable. The Decision has come to the GSB for PCC approval as the PCC has responsibility for the bonus scheme.</p> <p>The PCC and Chief Constable discussed their reticence when it comes to approving these kinds of payments but recognise that in this case it is key to solving the problems in Investigations and reducing the risk of letting victims down and is key to unlocking the potential of the organisation. The PCC approved the proposal as set out in the paper.</p>
8	<p>Major Projects: Highlight Report</p> <p>Updates were given on the following Amber and Red Risk Assessment Grading (RAG) project:</p> <ul style="list-style-type: none"> • Niche 2022 Upgrade – Amber. It was noted that it is proposed that this be removed from the list as upgrades to Niche are considered part of IT business as usual. The Portfolio Management Office (PMO) undertook to check that this upgrade won't have significant impact on the organisation. • Data Sharing – Amber • Bristol Trinity Road – Amber. The OPCC sought assurance on the timescales as there have been many delays. The PCC was assured that the delays don't impact the budget other than running costs and delays in receiving the capital receipt. • National Enabling Programme (NEP) – Red. Three of the four work streams are on track.
9	<p>Professional Standards Update:</p>

	<p>The quarterly professional standards report, IOPC Independent Investigation Update and OPCC Complaints Review Data papers were noted.</p> <p>The increase in complaints and allegations was discussed. National issues have affected this and the spike in complaints received following the protest a year ago. The Constabulary assured the PCC that they have put extra investment into this area of business so that complaints can be dealt with quickly and it is recognised that complaint numbers and timeliness affects public confidence. It was also noted that an increase in complaints represents an increase in confidence to report issues. A number of data returns required in March affected timeliness as it had a significant impact on demand.</p>
10	<p>A.O.B</p> <p>None</p>
11	<p>Publication (agree any items for publication other than the Minutes and Decision Notices)</p>

Date of the next Governance and Scrutiny Board: 1st June 2022, 15:00 – 17:00