



Governance and Scrutiny Board (GSB), 6th July 13:00 – 15:30

Venue: Conference 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	Update on Identifying Disproportionality	Up to 5 minutes
5	Key Organisational Risks and Issues	Up to 10 minutes
6	Performance against Police and Crime Plan: a. Integrated Performance and Quality Report b. Assurance Report – Equality and Disproportionality c. ASC Service Standard d. Annual Sustainability Report	Up to 45 minutes [reports will have been read in advance. A max of 5 mins is allowed to highlight any key points or recs on each report before moving to questions/discussion]
7	People and Organisational Development Update (Including updates on Culture, Training and Leadership Academy)	Up to 15 minutes
8	Finance: Draft Annual Accounts	Up to 15 minutes
9	Major Projects: a. Highlight Report b. Corporate Comms Business Case (for	Up to 15 minutes [Highlight report - oral report on red or amber rated only. Business

	approval)	Case - a max of 5 mins is allowed to highlight any key points or recs before moving to questions/discussion]
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: 7th September 2022, 13:00 – 15:30

DRAFT Minutes of the Governance and Scrutiny Board (GSB), 6th July 2022 13:00 – 15:30

Venue: Conference Room, Police HQ

Attendees:

Sarah Crew, Chief Constable
Claire Hiscott, Deputy Police and Crime Commissioner
Alice Ripley, OPCC Chief of Staff
Paul Butler, OPCC CFO
Dan Wood, Chief Officer – People and Organisational Development
James Davis, Delivery Manager – Portfolio
Ben Valentine, OPCC Strategic Planning and Performance Officer
Alaina Davies, OPCC Resources Officer

Item No	Item Name
1	<p>Apologies</p> <p>Mark Shelford, Police and Crime Commissioner Nikki Watson, Deputy Chief Constable Sally Fox, OPCC Deputy Chief of Staff Nick Adams, OCC CFO Marc Hole, OPCC Head of Commissioning and Partnerships</p>
2	<p>Minutes and Action Updates</p> <p>The Board agreed the minutes of the Governance and Scrutiny Board (GSB) held on 1st June 2022.</p> <p>Action Updates:</p> <p>Performance Dashboard – the Constabulary continues to work with the Office of the Police and Crime Commissioner (OPCC) to develop a performance dashboard to be reported to GSB to measure delivery against the Police and Crime Plan. The majority of work has been completed but the action will remain open until the remaining elements are complete.</p> <p>Police Officer Leaver Rates – the Constabulary reported the leaver rates from the first two cohorts of Police Constable Degree Apprenticeships (PCDA).</p> <p>Life Skill Training (including personal budgeting) – the Constabulary reported proposals for offering life skills training through remote bite size provision. The PCDA curriculum is nationally defined, and it has not been suggested it would be included at a national level. There may be scope to adapt but space would be a challenge. The OPCC is keen for this training to receive a high level of buy in to ensure the workforce is well supported.</p> <p>Data Sharing – the Constabulary will ensure they inform the PCC if they are experiencing any issues in relation to data sharing that he can support on.</p> <p>National Street Safe App – the Constabulary is liaising with the OPCC Communications Team regarding the communications around the National Street Safe App.</p> <p>Downgrading of Calls – the number of calls ‘downgraded’ and the reasons for this were</p>

	<p>reported. The OPCC asked for ongoing reporting of this to be built into the assurance process. Reports should be provided six-monthly to provide assurance that the calls being downgraded are appropriate. This reporting can also include the wider assurance reporting done by the Communications Department.</p> <p>South West Forensics Retention – issues discussed. Regional Chief Constables are due to discuss next steps.</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"> • Police culture, public confidence and how they interact – it is a continuous focus for the Constabulary to manage this risk, which is impacted by national or regional factors and is often outside of the control of Avon and Somerset Constabulary. The continued focus on Violence against Women and Girls (VAWG) and the Police Race in Action plan was highlighted. The Constabulary is clear that leadership drives culture and the investments in leadership programmes were noted. The police forces placed in special measures following Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HHMICFRS) inspections were discussed and the impact this has on public confidence. The Constabulary assured the OPCC that they are preparing, ahead of the inspection, to present evidence in a clear and auditable way. • Executive/Senior level capacity – the organisation has been delivering Uplift based on a structure that was put in place before the Uplift was announced and during a period of planning for savings. This means that the Chief Officer Group is small in comparison to other forces of a similar size and as such needs to grow by x1 Assistant Chief Constable (ACC) in order to uplift the strategic capacity, particularly around communication and engagement. • Discontent – the risk from social, economic and political discontent was highlighted. Protests put policing right in the middle of this and the need to maintain impartiality was highlighted. The Constabulary will continue with their transparent approach and inviting scrutiny. These are polarised times which are unlikely to improve in the immediate future. • Attraction and retention of new people into the organisation – a paper will be discussed later in the agenda on police officer starting pay. Competition in the job market means this is an emerging risk. <p>In relation to the increase in Chief Officer Group resource the OPCC note that the Constabulary is effective at focusing on targeted areas e.g. VAWG but recognise that this additional resource will give the capacity to drive the day to day performance and some of the end to end work. This will also address the welfare concerns around the long hours people are currently having to work. The Constabulary do not yet have a timescale for recruitment.</p>
<p>4</p>	<p>Update on Identifying Disproportionality</p> <p>This update will be given as part of the assurance report on Disproportionality on the agenda.</p>
<p>5</p>	<p>Key Organisational Risks and Issues</p> <p><u>Engagement with the public</u> The OPCC asked how the Constabulary’s engagement plan seeks to address issues with local people being aware of opportunities to have their say about policing and if</p>

there are opportunities for OPCC engagement to support this. There is a strategic lead and tactical lead in place for this. It was noted that during Covid restrictions the level of basic neighbourhood engagement reduced and also a lack of confidence to engage with the public among more inexperienced officers can be seen. The ASB Service Standard, discussed later in the agenda, will address this by bringing back 'call backs' and helping to gain a sense of where problems are and promote engaging with purpose. The Corporate Communication business case, later on the agenda, will support improvements to digital/virtual engagement.

It was noted that the PCC has added Police perpetrated Domestic Abuse: Report on the Centre for Women's Justice super-complaint to the August Performance and Accountability Board (PAB) for discussion.

6

**Performance against Police and Crime Plan:
a. Integrated Performance and Quality Report**

It is positive to see improvement in some of the key areas and the Board discussed when this is expected to translate into improvements in positive outcomes. Need to focus on areas for improvement rather than the overall positive outcome rate. Improving investigating standards and supervisors giving early investigative direction will be needed. The new ACC will take on the overview of this. It was noted that other forces who are doing better in terms of their positive outcomes rate have elements that reflect the Bluestone model.

The DPCC raised concerns regarding comments by investigators on consent highlighted during the audit of Rape and Serious Sexual Assault Offences (RASSO) filed under certain categories. The DPCC sought assurance that this was prior to implementation of the Bluestone Model.

Good progress is reported on the CID transformation review.

Concerns were raised in relation to Serious Organised Crime (SOC). The Constabulary recognise there has been a lack of accountability and ownership in actioning recommendations from the January 2021 Spotlight. With one of the Superintendents identified to take responsibility the business lead believes improvements will be made. The Constabulary should report back on progress at September GSB and also feed back if they need PCC support in talks with the local authorities about Disruption Panels.

b. Assurance Report – Equality and Disproportionality

The Constabulary is developing a disproportionality programme of work which uses the four pillars in the National Police Race in Action plan. The Constabulary outlined the multi-agency work being undertaken which includes a summit in the Autumn. Feedback from the summit will be reported as part of the standing agenda item on the Performance and Accountability Board (PAB) agenda on Identifying Disproportionality.

The Constabulary highlighted the need to understand and address the underlying causes for the disproportionality shown in the public complaints data for complaints not upheld. The Constabulary also need to understand the reasons that victim satisfaction fell below the white community last year. Ethnicity is also not sufficiently recorded against outcomes.

A workshop was held yesterday looking at the four pillars and where the gaps lie.

It is anticipated that the strategy will have been completed and all partners will have agreed to it by the September workshop.

Improving recording of ethnicity in areas such as RASSO is being looked at by the Constabulary already in an effort to implement change as soon as possible where appropriate.

The OPCC asked if the Identifying Disproportionality Report and the national Police Race in Action Plan recommendations can be mapped. The local recommendations are more detailed at a granular level whereas the national recommendations are focused on training and development of policy. At the workshop yesterday the Constabulary mapped out a delivery plan of what good looks like and delivery against that. A narrative against both sets of recommendations can be given.

c. Anti-Social Behaviour (ASB) Service Standard

The OPCC sought assurance on how the chief officers are going to lead the change needed to ensure the ASB Service Standard is delivered. The cultural change required was discussed at Constabulary Management Board (CMB) last week and fully supported by the Chief Officer Group. The use of Communications will also be important in this area to ensure stories are shared.

d. Annual Sustainability Report

The Constabulary will look to identify sustainability cost benefits in future business cases in order to track those. It was noted that it is difficult to quantify how much decarbonisation is as a result of actions by the force as opposed to outside factors e.g. decarbonisation of electricity by the National Grid. Need to look at what the whole organisation can deliver both at work and personally.

The Government approach to the grant funding process was discussed and the OPCC sought assurance that the Constabulary have projects they can put forward within short timescales when funding becomes available to bid for.

The contents of the report will be shared with the Police and Crime Panel.

7

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

The Constabulary team met with the PCC to listen to areas he would like focus on regarding the Leadership Academy.

The Leapwise governance work was highlighted. The final report has been reviewed and recommendations were well received.

The College of Policing have launched Standards and a Framework on leadership curriculum which the Constabulary will look to adopt and build on.

The Constabulary is progressing work with IBM on technical leadership academy solutions.

The OPCC noted that the report highlights not being on course to reach the Regional Organised Crime Unit (ROCU) uplift target and sought assurance on what is being done to close the gap. The Constabulary continue to work with regional colleagues to

	<p>address the challenges and will report back in more detail.</p> <p>The options for IT recruitment being considered were discussed. Whether the business model and using the employment model to resource it is viable was discussed.</p> <p>Police Constable Degree Apprenticeship (PCDA) Starting Pay</p> <p>The Constabulary explained how they arrived at the starting salary recommended in the paper – this was felt to be the right balance for a differential between pay point 0 and 1. This is also sustainable across the life of the Medium Term Financial Plan (MTFP).</p> <p>The PCC/ Governance and Scrutiny Board endorsed preferred Option 4 as presented in the paper.</p> <p>Reasons for leaving will continue to be monitored.</p> <p>It was also noted that this is likely to impact on the gender pay gap and the Constabulary will look to improve this through recruitment.</p>
8	<p>Finance: Draft Annual Accounts</p> <p>The draft Statement of Accounts have been published and the public inspection period started on 30th June 2022 and ends on 10th August 2022. The external auditors will then begin their work in August, with the final Statement of Accounts being discussed at the Joint Audit Committee in October and Audit Opinion being issued – the final signed Statement of Accounts should be published towards the end of October.</p> <p>The OPCC CFO noted that the covering paper provided was very clear and that the reconciliation with the outturn was welcome.</p> <p>Areas it is anticipated the auditors will focus on are property valuations and pension valuation.</p>
9	<p>Major Projects:</p> <p>a. Highlight Report</p> <p>Amber and Red RAG rated projects were highlighted.</p> <p>Delays in relation to Trinity Road were discussed and the incompatibility issues with NEP and the new Taser Storage system – the OPCC has asked for a summary of what the issues were.</p> <p>b. Corporate Communications Business Case</p> <p>It was noted that the PCC is supportive of this business case. The OPCC asked if the Constabulary have considered implementing Option A for a year before considering the need to expand to Option B. Option A addresses cultural change and employee engagement but Option B brings in the media suite and the virtual/digital reach and this is where the value to the public comes in. Option A alone will not give the added value in terms of community engagement digitally/virtually. Option B enhances Option A.</p> <p>The DPCC approved the preferred Option B as presented in the paper.</p> <p>It was noted that a robust discussion was had at the Strategic Planning Meeting (SPM)</p>

	around this business case. Key areas of business lack communications support which directly impacts the ability to deliver.
10	A.O.B None
11	Publication (agree any items for publication other than the Minutes and Decision Notices)

Date of the next Governance and Scrutiny Board: 7th September 2022, 13:00 – 15:30