

DRAFT Minutes of the Governance and Scrutiny Board (GSB), 7th September 2022 13:00 – 15:30

Venue: Port Onys Room, Police HQ

Attendees:

Mark Shelford, Police and Crime Commissioner
Nikki Watson, Deputy Chief Constable
Claire Hiscott, Deputy Police and Crime Commissioner
Alice Ripley, OPCC Chief of Staff
Paul Butler, OPCC CFO
Nick Adams, OCC CFO
Sally Fox, OPCC Deputy Chief of Staff
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	Apologies Sarah Crew, Chief Constable
2	Minutes and Action Updates The Board agreed the minutes of the Governance and Scrutiny Board (GSB) held on 6 th July 2022 and the extraordinary GSB meeting on 1 st August 2022. Action Updates: Performance dashboard – performance against the Police and Crime Plan measures have mostly been built into Qlik and the Constabulary will continue to work with the OPCC on the small number of remaining measures. Streetsafe Tool – an update was received on what is done to promote the use of this. The OPCC asked that further work be done to ensure the online promotion of this tool which provides an easily accessible link. The OPCC also asked that the Constabulary write to councils providing the link and asking them to promote it. IPQR – allocation policy compliance rate has been added to the CID transformation section of the IPQR. Disproportionality – the Constabulary provided an update around governance. It was agreed that a draft of the mapping across the Identifying Disproportionality and Police Race Action Plans will be shared with the PCC as soon as possible – this should highlight crossover areas, areas that don't crossover, named owners and a Risk Assessment Grading (RAG). The Constabulary confirmed that they are already working on this mapping document. Regional Organised Crime Unit (ROCU) Uplift – an update was given on what is being done to address the shortfall in meeting the ROCU uplift target. The disproportionate contribution from Avon and Somerset in the baseline for uplift was highlighted.

	<p>Interoperability – in response to issues regarding the NEP and new Taser Storage system incompatibility the PCC sought assurance that consideration of interoperability is included in the procurement process.</p>
<p>3</p>	<p>Deputy Chief Constable’s Update (any risks or issues that the Chief Constable wishes to raise)</p> <p>The Deputy Chief Constable raised the following:</p> <ul style="list-style-type: none"> • Politics – this has been a significant week in politics. The appointment of the new Home Secretary and Policing Minister is likely to create change in policing. It will be important to understand the priorities of the new Home Secretary as soon as possible. • Public confidence – this is a high risk area and a discussion took place around planning an information campaign to support trust and confidence. • Risk of political and economic unrest – the cost of living crisis, war in Ukraine, possible industrial disputes and potential protests are risks. The PCC sought assurance on the way in which Avon and Somerset Intelligence project forward the need for operational response and where this is based on particular calendar dates. • Performance – national focus is on effectiveness, particularly around outcomes. The context of the full demand picture needs to be made clear as there are other significant pressures on the police service e.g. mental health. The PCC offered to raise this in a letter to the Policing Minister. • Finance – moving into tighter financial times with a focus on spend to save. • Serious violence – an increase in serious violence was highlighted which is also being seen nationally. There is to be a refresh of the Bristol Tensions Group looking at interventions and preventions.
<p>4</p>	<p>Major Projects:</p> <p>a. Workforce Planning Business Case</p> <p>A business case for increased investment in Workforce Planning, creating a dedicated Workforce Planning and Resource department, was discussed. The Constabulary highlighted the benefits of this and confirmed the growth amount required is just under £300,000.</p> <p>How operational colleagues feed into this strategic level planning was discussed. The OPCC CFO highlighted that this investment will impact savings and investments across the Medium Term Financial Plan (MTFP). The Constabulary have prioritised this investment in order to be able to effectively plan the workforce into the future.</p> <p>The PCC asked the Constabulary to draft the principles for savings and efficiencies that may be required across the MTFP.</p> <p>Following a lengthy and detailed discussion, the PCC agreed that he is content with the recommendation in the business case presented.</p> <p>b. Broadbury Road Business Case</p> <p>An outline business case was presented for the refurbishment of Broadbury Road Police Station. The business case featured three options with option 2 being the preferred option – this offers an enhanced and complete refurbishment of the police station and is less disruptive to service. The Constabulary are going to look into making alterations to the exterior of the building in addition to what was presented in the business case. The PCC was assured that this option includes solar panels.</p>

	<p>Decarbonisation/ sustainability goals were discussed both in terms of this project and in general across the estate. The PCC requested a draft of the Estates plan by the end of 2022 which includes a holistic plan regarding sustainability goals and the vision for the future.</p> <p>Following detailed discussion, the PCC approved option 2 as set out in the outline business case presented. This will now go onto the procurement stage and final business case. The final business case may need to be approved outside of GSB if timings don't match up with GSB meeting dates.</p>
<p>5</p>	<p>Update on Identifying Disproportionality</p> <p>There are 83 recommendations in the Identifying Disproportionality Report, 41 are owned by Avon and Somerset Police or jointly with partners. The Chief Constable chairs the sub-committee of the Local Criminal Justice Board which looks at all the recommendations.</p> <p>The Police Race Action Plan (which focused solely on black people) has 4 workstreams (not under-protected, not over-policed, involved (governance of the police) and represented (workforce)).</p> <p>The Constabulary have mapped both the Identifying Disproportionality Report and the Police Race Action Plan to ensure nothing is missed and that the work complements each other in drive forward improvements. The Constabulary governance around driving forward activity was discussed and the PCC sought assurance that each action will have an owner. The PCC asked the Constabulary to start drafting how outcomes will be measured.</p>
<p>6</p>	<p>Key Organisational Risks and Issues</p> <p><u>Burglary Outcomes</u></p> <p>The OPCC asked, given recent trends, what the Constabulary are doing to ensure positive outcome rates in relation to burglary do not decline further which would impact on victims' satisfaction and confidence.</p> <p>The investment in Op Remedy, where burglary was one of the three areas of focus, saw an increase in performance. The recent drop off in performance relates to the Constabulary managing demand across the service. Op Remedy have been supporting Investigations over the summer due to vacancies in this area – this is now being reviewed with more focus on neighbourhood crime. With Uplift creating a neighbourhood side of Op Remedy to work with local neighbourhood teams there will be more focus on problem solving, working with partners and more proactive work e.g. reassurance visits, referrals to the bobby vans and designing out crime officers.</p> <p>The PCC asked, at what stage in a new development, the designing out crime team would become involved and whether it is before the planning agreement stage so that they can effectively influence plans. It is understood that involvement is at the early development stage but the Constabulary will confirm.</p> <p>The Integrated Offender Management (IOM) work was highlighted and the positive effect of the GPS tagging trial.</p> <p>The PCC will raise burglary at the next Performance and Accountability Board (PAB) and raise the question of whether learning has been taken from other forces with a reduced rate of burglary and good rates of positive outcomes.</p>

Illegal encampments

The OPCC asked the Constabulary to provide assurance of their response to calls relating to illegal encampments and whether the new powers have been used in the two months since they were enacted.

The overarching approach remains unchanged, which is to engage, negotiate and engage with partners. In the last two months 83 calls have been logged under illegal encampments but some of these may relate to the same place/incident.

The PCC asked to speak with the lead for illegal encampments about the strategic plan, which should include ensuring that people have somewhere to go.

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

The PCC asked how Inspectors and Chief Inspectors are held to account for their team's performance in relation to investigative standards. This is looked at by Constabulary Management Board (CMB) where all of the Senior Leadership Team (SLT) are represented, this is then discussed at departmental level and with Sergeants. The Constabulary are looking to introduce a learning input into the Leadership Academy on how to review investigations and what needs to go in the file as some issues maybe a result of inexperience. The Constabulary is currently mapping what specific learning is required at every role level to identify which cohorts need to be offered what specific training.

The PCC acknowledged the recent improvement in file quality but asked what the aspiration was. The aspiration is to be well above the national average. The Constabulary CFO has suggested that the Constabulary should try to quantify the time spent on not getting this right the first time.

The OPCC queried whether the vacancy level within the enquiry office, which is impacting opening times and ability to respond to online demand, is causing an increase in 101 calls. 999 calls are prioritised over 101 calls and the Constabulary have also been taking a number of 999 calls for other forces recently as part of the service level agreement when other forces need assistance. The enquiry office has been doing a great job of processing the online demand to date but due to increased numbers the structure around this needs looking at.

The process for determining the RAG rating around the Police and Crime Plan health check in the report was discussed.

Due to the over-running of previous items, it was agreed that further questions on the IPQR would be raised with the Constabulary outside of this meeting.

b. Assurance Report – Mental Health

The PCC raised concerns about the amount of time response teams are spending in hospitals. The Constabulary is investigating the reasons for this.

The Board was informed that a number of the individuals the Constabulary are dealing with are being treated under Structured Clinical Management which takes around two years for the therapy to work. Under this treatment the health service provides a 'hold the line' response which the police are not doing – this means that the police may be overcommitting and sending too many resources too quickly. Work is underway

	<p>between the Constabulary and health service regarding information governance issues associated with sharing data.</p> <p>The Constabulary is working with the Integrated Care Group (ICG) on the police response to high intensity service users who are treated under Structured Clinical Management.</p> <p>The Constabulary is also working with partners on potential for the police to make mental health referrals – the Constabulary are not currently able to do this, only through the Mental Health Triage who can refer to a secondary service (Mental Health Service).</p> <p>c. Quarterly Vulnerability Report</p> <p>Work continues on the 4 focus areas (evidence led prosecutions, officer norms, recruitment and voice of the victim) and identifying the cross vulnerability in these areas. Joint governance meetings are being set up. It is still too early to measure the impact of the work being done.</p> <p>Under the voice of the victim there is a focus on working with partners and the OPCC asked if there were any plans to work with service users. There are no plans under the vulnerability work but this is being looked at under Violence Against Women and Girls (VAWG) with links to the womens Independent Advisory Group (IAG).</p> <p>Due to the over-running of previous items, it was agreed that further questions on the Quarterly Vulnerability Report would be raised with the Constabulary outside of this meeting.</p> <p>d. ASP Corporate Strategy</p> <p>There are currently 4 strategies and the intention is to refresh these into one Corporate Strategy through the strategic planning process mechanism by next year. This was discussed at the most recent CMB.</p>
8	<p>People and Organisational Development Update (Including updates on Culture, Training and Leadership Academy)</p> <p>The PCC asked how the staff turnover data provided compares with other forces. There is no national data to compare forces but the latest public sector labour turnover was 15.6% and the force is not out of kilter with this. The retention strategy was discussed. The PCC asked the Constabulary to contact other similar group forces to compare data.</p> <p>The Constabulary will continue to monitor the Police Constable Degree (PCDA) graduation numbers and liaise with the PCC if necessary on whether there is a need to engage on the subject of return of service.</p>
9	<p>Finance: Medium Term Financial Plan (MTFP) Update</p> <p>The Constabulary CFO presented an early high level set of assumptions for the development of the MTFP. Spending review headlines are included in the assumptions. The effect of Police Officer and staff pay awards were highlighted and the rapid growth of the organisation.</p> <p>A more formal set of numbers will be reported at the December GSB with a final version to be discussed in January and presented to the Police and Crime Panel on 1st</p>

	<p>February 2022.</p> <p>The impact of general inflation, utilities inflation, fuel inflation and specific areas of inflation (PFI, cleaning contracts, premises maintenance costs, Microsoft licences and medical retirements) were discussed.</p> <p>Areas of growth and investment highlighted:</p> <ul style="list-style-type: none"> • Police pay point zero • Corporate Communications • Investigations targeted variable payments • Workforce Planning • Intelligence analysts regrades • Criminal Justice (CJ) review • Apprenticeship levy • Officer uplift <p>Areas of savings and adjustments highlighted:</p> <ul style="list-style-type: none"> • Custody healthcare • Degree Holder Entry Programme (DHEP) fees • Express Park business rates • Intelligence and tasking • Estates and facilities management <p>Grant funding assumptions were discussed and the assumed precept increase – different scenarios can easily be modelled regarding the precept increase if requested by the PCC.</p> <p>There is much uncertainty to manage and assumptions are likely to be fluid up to date of reporting to the Police and Crime Panel on 1st February 2022. The PCC asked for any data/ information which can support conversations with the Police and Crime Panel in the run up to the meeting. The information campaign discussed earlier in this meeting will also support this.</p>
<p>10</p>	<p>Major Projects: Highlight Report</p> <p>Due to the over-running of previous items, it was agreed that further questions on the Major Project Highlight Report would be raised with the Constabulary outside of this meeting.</p> <p>The Constabulary highlighted the following business cases which will presented over the coming months:</p> <ul style="list-style-type: none"> • Facial recognition outline business case • Enterprise Resource Planning (ERP) • Lighthouse Safeguarding Unit (LSU) • Information Governance
<p>11</p>	<p>Professional Standards Update:</p> <p>a. Quarterly Update Report</p> <p>The OPCC asked for a narrative in future reports to give context to what the data says about the complaints picture and what the areas for concern are.</p> <p>b. IOPC Independent Investigations Update</p> <p>There are 15 cases with the IOPC and 11 of these are related to death or serious injury following police contact – this feeds into the mental health conversations earlier in the</p>

	<p>meeting.</p> <p>c. OPCC Complaints Review An update was received for information.</p>
12	<p>Quarterly Joint Audit Committee (JAC) Update</p> <p>An update was not given as all GSB attendees were in attendance at the last JAC meeting. The OPCC CFO highlighted the upcoming recruitment for a new JAC Chair and the ongoing conversations around the JAC Terms of Reference.</p>
13	<p>A.O.B</p> <p>None</p>
14	<p>Publication (agree any items for publication other than the Minutes and Decision Notices)</p>

Date of the next Governance and Scrutiny Board: 18th October 2022, 13:00 – 15:30