



**DRAFT Minutes of the Governance and Scrutiny Board (GSB), 18<sup>th</sup> October 2022 10:30 – 13:00**

**Venue: Avon Room, Police HQ**

**Attendees:**

Mark Shelford, Police and Crime Commissioner  
Sarah Crew, Chief Constable  
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  
Jon Reilly, Assistant Chief Constable  
Will White, Assistant Chief Constable  
Sally Fox, OPCC Director of Performance and Accountability  
Louise Hutchison, Director of People and Organisational Development  
James Davis, Delivery Manager – Portfolio  
Ben Valentine, OPCC Senior Performance and Governance Manager  
Marc Hole, OPCC Director of Policy and Partnerships  
Victoria Caple, Head of Victim Care, Safeguarding and Vulnerability  
Phil Baxter, Program Director, ERP  
Jon Dowey, Head of Performance and Insight  
James Raphael, Detective Superintendent, Operations Department  
Vicky Ellis, OPCC Secretariat Manager

<b>Item No</b>	<b>Item Name</b>
<b>1</b>	<b>Apologies</b>  Dan Wood, Chief Officer, People and Organisational Development
<b>2</b>	<b>Minutes and Action Updates</b>  The Board agreed the minutes of the Governance and Scrutiny Board held on 7 <sup>th</sup> September 2022 as an accurate record for publication.  Action 7: The DCC confirmed the Streetsafe Tool is on social media and promoted there by ASC. The PCC suggested it should also be available on the website – ASC agreed to promote it there as well.  Action 8: Update received and action closed.  Action 9: Update not received. The OCC CFO provided a verbal update – the query is understood to stem from concerns regarding taser storage and compatibility with systems under NEP – for storage a stand alone desktop computer is required– working on getting to the bottom of it and understanding the specification required and will

update.

The PCC challenged that it is required on all procurement – making sure solutions are interoperable and workable. The OCC CFO advised that national contracts drive the standardisation and there are multiple documents for each procurement. The PCC recommended following similar line of delivery used through the military which might help which list infrastructure one line to go through and gave an example of the impact where this fails. Action carried over to next meeting.

Action 10 – remains ongoing ahead of precept decisions.

Action 11 – The PCC was grateful for the update received but also requested sight of the actual calendar format to see the heat spots of events. The DCC agreed to arrange this.

Action 12 – Exceptional GSB now scheduled in November to look at principles due 16<sup>th</sup> November.

Action 13 – Estates Asset Management plan – in development for delivery end 2022 – The PCC asked ASC to consider a ‘sleeve’ contract for any energy produced by ASC to ensure don’t waste money. The OCC CFO advised that energy is purchased through Crown Commercial Services to ensure best value for money.

Action 14 – Due date moved to 7<sup>th</sup> December.

Action 15 – update received and action closed.

Action 16 – Meeting booked and action closed.

Action 17 – interim update received; action carried over to 7<sup>th</sup> December.

Action 18 – Update received and action closed.

Action 19 – no update received; carried over to 7<sup>th</sup> December.

The CoS thanked ASC for the answers received to the follow up questions from the last meeting.

**3 Chief Constable’s Update (any risks or issues that the Chief Constable wishes to raise)**

The Chief Constable raised the following:

- Resilience – both individual and organisational from a sense of demand and also wellbeing – at every level of the organisation – driven by financial concerns and context and also by the external narrative about policing at the moment. The Chief Constable is working to address this and talk about it in the planned Leadership events.
- Culture and impact on confidence – national events seem to keep this in the headlines and even locally such as race or misogyny and there are real issues to tackle – both people with wrong intent but also people where their intent is right but the impact is wrong – lots of work in the Tackling Disproportionality work and in the Race Action plan, within the VAWG campaign; the misogyny campaign; and the Race Matters week.
- Effectiveness – in the context of the scheduled HMICFRS inspection. In A&S they have built the performance framework in IPQR to prepare for HMICFRS.
- Context within which working – there is a lot of uncertainty including around the

	<p>economic picture and this influences how people are feeling.</p> <p>The PCC agreed and highlighted the importance of leadership support during this time. The PCC was supportive of the Chief Constable looking at resilience. The PCC commended the Chief on some good cultural initiatives – great to bring attention to the difficult conversations.</p> <p>The PCC congratulated the Chief Constable on the improved RASSO charging rate which sees A&amp;S move from around 40<sup>th</sup> to 22<sup>nd</sup> nationally. The Chief Constable acknowledged it was good – but not good enough and will keep working to improve the rates, focusing on incremental changes with partners.</p>
<p><b>4</b></p>	<p><b>Update on Identifying Disproportionality</b></p> <p>ACC White updated the Board on the local and national work which has been brought together with pillar leads into one plan updating on workshops held over the summer to shape thinking and capture plans. Outcomes have been shared with all networks and feedback received that it is seen as a good way to engage with people. ACC White has sighted Bristol Strategic Leaders meeting on this work. The plan has been shaped and a survey has been designed by local agency for local people to share their thoughts, it is being finalised ready to be launched. ACC White is bringing all the work together into an anti racist strategy which includes engaging people with lived experience to feed into this.</p> <p>ACC White is clear on the items that can drive change and will be bringing a plan to the CC and PCC for consultation.</p> <p>It was noted there are Race Matters workshops next week which are a good way to promote the current activities and awareness raising. Work is also planned on building a living history which feeds into the national work.</p> <p>National work is currently out for consultation and will be published in November – Avon and Somerset Police have been nominated as an icebreaker force for four of the actions from the national plan.</p> <p>The PCC advised he had attended the Bristol Muslim Council Day with the Bristol Police Commander – feedback he received indicated they felt supported by the police who were good at talking to the community. The PCC noted he had been told the Somali community may not feel as well supported. The CC advised that a new outreach worker with Somali background and excellent links had commenced with the Constabulary and would expect to see improvements in this connection.</p> <p>The Chief of Staff thanked the ACC for the RAG rating on the plan and requested it be provided as a standing item for GSB each time. The ACC confirmed that would happen and advised that it can be published with the minutes.</p>
<p><b>5</b></p>	<p><b>Key Organisational Risks and Issues</b></p> <p><u>Burglary attendance</u></p> <p>The NPCC had made a public pledge that all home burglaries will be attended. Within Avon and Somerset, recent data indicated this would equate to an additional 600 dwelling burglaries to attend each year.</p> <p>The PCC supported the pledge, and asked how would the CC service this additional</p>

demand and what impact might this have on performance in other areas?

The DCC explained existing force policy already stated that officers would attend all domestic burglaries and it would only be in specific circumstances that exceptionally they may not attend, examples included where the property was vacant; where they were requested not to or if there was a medical reason such as Covid. The DCC explained the 600 figure was taken from the Storm log where officers had not attended at the point the log was closed for reasons such as closed and sent to beat team. When followed up on Niche it was confirmed officers did attend later – just not at the time the log was created. Therefore in the last 12 months officers have actually attended 92.3% of dwelling burglaries. This would mean around 130 additional dwelling burglaries will need to be attended as a result of the recent pledge and this is achievable.

PCC suggests we should publicise the fact that we are already doing this.

The Board noted that CSI attendance at burglaries is currently at 39% - so do need to improve this. The CC talked about standard operating procedures such as CSI attendance and additional services and follow up visits. ACC Reilly believes the Constabulary is in a strong position with a common sense approach; a burglary response plan, which will include follow up visits, is currently being drafted.

The PCC asked for confirmation that the operator who receives the reporting call from a member of the public is giving them sensible and clear advice around actions they should take to maximise investigative opportunities. ACC Reilly confirmed that CSI triage calls and will assess the likelihood of opportunities, comfortable we are not missing evidence.

The Senior Performance and Governance Manager asked about future oversight and whether the OPCC can see accurate data. The DCC confirmed there is an app being built in Qlik to show the information properly all the way through the process.

#### Incident Allocation Unit (IAU) allocation

The IAU are now allocated and resolve a significant proportion of crimes in Avon and Somerset. It is acknowledged that this has been driven by demand and resource challenges in other parts of the organisation such as Investigations and Patrol. It is also acknowledged that victims would often get a quicker response when their case is dealt with by IAU compared to if it were allocated for officer attendance.

However, by not attending in person there is a risk that safeguarding and other investigative opportunities could be missed; this is a particular concern in cases involving domestic abuse.

The DPCC asked if staff in IAU receive the Domestic Abuse (DA) Matters training.

The DCC confirmed that the IAU deal with a much smaller proportion of DA crimes – 3.75% - at the less serious end of the scale. There are officers and staff within the IAU and DA tagged crimes are only allocated to officers and overseen by Sergeants – ensuring they are appropriately risk assessed, DASH forms are completed, cases are dip sampled to ensure right type of crimes are allocated and dealt with appropriately. For those appropriate cases it means the public get a quicker service.

The Head of Victim Care, Safeguarding and Vulnerability confirmed that all DA crimes

	<p>are tagged and sent to the Lighthouse Support Unit so they will be picked up and the victim will receive support.</p>
<p><b>6</b></p>	<p><b>Lighthouse Safeguarding Unit Business Case</b></p> <p>The PCC welcomed the report on the review, and sought assurance that there is a sustainable future, noting it was important not to rush the decision.</p> <p>ACC Reilly advised discussions had started a year ago and there are a number of complex issues to discuss and unpack. The LSU covers Victims and Witnesses as well as Safeguarding and is supporting the most vulnerable individuals. The model in A&amp;S is seen as best practice nationally.</p> <p>The Board noted the need for the PCC to be assured that the funding provided from the MOJ grant is being used in line with requirements of that grant.</p> <p>The Head of Victim Care, Safeguarding and Vulnerability provided a presentation, giving the background to the evidence led review commissioned by the PCC's Police and Crime Board in September 2021.</p> <p>The Unit currently has seen an increase in demand with no corresponding uplift to resources, which has caused issues. There are inconsistencies between the hubs and there is a need to future proof the service.</p> <p>Two options to address this were presented and discussed.</p> <p>The PCC thanked the team for all the information in the report and presentation.</p> <p>The Director of Policy and Partnerships highlighted the need for a robust evidence base for decisions going forward, stating there will need to be further discussion and work following the Board meeting. It would be important to revisit the original requirements to ensure they are being delivered. The need to consider the impact of upcoming changes in legislation on the horizon was also noted.</p> <p>Following further discussion it was agreed further options need to be explored.</p> <p>The PCC asked the Constabulary to have a new decision making report for the PCC to consider by 1<sup>st</sup> December.</p>
<p><b>7</b></p>	<p><b>ERP Business Case</b></p> <p>The Outline Business Case has already been approved by the Board. The Programme Director presented the Full Business Case for approval which had been circulated with papers.</p> <p>The Board discussed the progress of the project; savings identified and wider communication of the work.</p> <p>The Programme Director confirmed there had already been a saving of £2m from Outline Business Case to Full Business Case due to savings made on systems purchased compared to costs forecast.</p> <p>The PCC asked the extent to which ERP will meet our needs and replace existing standalone systems around recruitment, scheduling, training etc</p> <p>The Programme Director confirmed yes for scheduling, go live with chronicle and then</p>

copy across to ERP – move staff out of chronicle but leave officers in.

The PCC requested the detail of what can't come across from Chronicle – also requesting to see the migration package. The Programme Director confirmed the team were working with the Federation and Unison and communicating with them.

Decision: Business Case approved.

**8 Performance against Police and Crime Plan:**

**a. Integrated Performance and Quality Report**

Discussion of CID Transformation Review focused on the importance of landing a new corporate culture. ACC White is accountable for this culture change to the CID of the future and will be able to say COG have listened to the feedback from the team.

In relation to Op Hibiscus the Director of Performance and Accountability recognised the success of this Operation in managing the demand and the return to level 1 demand was achieved far quicker than previous years. The Director of Performance and Accountability asked how would COG work with staff next year to address their concerns notwithstanding this success.

ACC Reilly confirmed planning for comms is beginning much earlier for summer 2023 – a key learning point was the apparent disconnect between achievements and staff view. The DCC confirmed the planning starts now and will learn every year and improve, assuring the PCC they will be better at communicating and creating the understanding next year. The CC wants staff to be proud of what they have achieved through the summer events.

The PCC agreed and noted the need to tackle this including providing lines to take for front line officers recognising it as helpful positive supporting activity.

The Senior Performance and Governance Manager asked whether now that CID are almost at establishment is it appropriate that so many offences are still being directed back into Patrol to deal with. The DCC advised they had a long debate at CMB and there will be a transition over time to reduce the amount directed to Patrol, noting that whilst vacancies have been filled it takes 2 years to get investigators up to standard. The DCC agreed to update the PCC with a timescale following a meeting during w/c 24<sup>th</sup> Oct – current Qlik projections show the key date is Feb 2025 when accreditation levels will hit their peak.

**b. Assurance Report – Public Engagement**

The Board noted the thorough report which highlighted that, while there is good work ongoing in different teams, there is a need to bring this together, as well as to measure what works. This had also been highlighted in recent discussions between the OPCC and chief officers, where the implications for public confidence in the police had been emphasised. ACC Reilly highlighted the positive plans in the report and the need to bring the new Director into post.

The CoS asked when an update might be due and the CC advised it would take 6 months to develop and embed a strategic approach.

The PCC stated engagement is a really important part of the work done together – looking forward to new Director of Comms and Engagement coming to see how can improve this area.

	<p><b>Serious and Organised Crime</b></p> <p>D/Supt Raphael provided an update on the Organised Crime Groups identified within Avon and Somerset, sharing details of some positive results. Training for NPT officers on what is relevant intelligence to report is underway.</p> <p>It was noted a thematic inspection for Serious and Organised Crime is expected next April/May.</p>
9	<p><b>People and Organisational Development Update</b> (Including updates on Culture, Training and Leadership Academy)</p> <p>The Director of People and Organisational Development highlighted the police officer recruitment picture for August – moving through Resource Management Panel – decision made to pause movement whilst managed summer demand period – will see the PC picture improving as moves start to happen again which will be reflected in October update at next meeting.</p> <p>PUP – doing well with uplift, very confident – good buffer for March 2023 – lot of energy and commitment around meeting that target. Aware of regional uplift for ROCU and the commitment there.</p> <p>It was noted that there are some challenges recruiting officers and staff in the south of the force area and this needed to be improved. However, this was a tension with improving diversity as the population in that area of the force is less diverse.</p> <p>Further discussion covered areas including reasons for leavers during August, exploring DHEP options and the PCC noted he was keen to look at ways to increase cyber analysts and IT specialists within the Force.</p> <p>The PCC asked for a focus on turnover in departments in future reports.</p> <p>The PCC asked whether more staff were needed in occupational health. The CC had discussed OH and shortfalls and stated the broader ambition to be a trauma informed organisation – objectives and a plan have been to People Committee – the CC will chair and set strategic direction.</p>
10	<p><b>Major Projects: Highlight Report</b></p> <p>An update on major projects had been circulated in the papers. The Board discussed the red and amber projects which included the upcoming need for a decision regarding the Police and Fire co-location in Bath and the new Case Management System.</p>
11	<b>A.O.B</b>
12	<b>Publication</b> (agree any items for publication other than the Minutes and Decision Notices)

**Date of the next Governance and Scrutiny Board:**

**Exceptional GSB 16<sup>th</sup> November 2022, 15:00 – 16:00**

**Full GSB 7<sup>th</sup> December 2022, 13:00 – 15:30**

