

Governance and Scrutiny Board (GSB), 16th January 2023 13:00-15:30

Venue: Gordano Room, Police HQ

Attendees:

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Mark Shelford, Police and Crime Commissioner
 Nikki Watson, Deputy Chief Constable
 Dan Wood, Chief Officer – People and Organisational Development
 Louise Hutchison, Director of People and Organisational Development
 Nick Adams, OCC Chief Finance Officer
 Alice Ripley, OPCC Chief of Staff
 Sally Fox, OPCC Director of Performance and Accountability
 Paul Butler, OPCC Chief Finance Officer
 Ben Valentine, OPCC Senior Performance and Governance Manager
 James Davis, Delivery Manager, Portfolio
 Vicky Ellis, OPCC Secretariat Manager

Part meeting attendance:

Will White, Assistant Chief Constable
 Jon Dowey, Head of Performance and Insight
 Paul Wigginton, Head of Performance and Assurance
 Dr Kirstie Cogram, Complex Crime Unit Manager
 Marc Hole, OPCC Director of Policy and Partnerships
 Clement Goodwin, Detective Inspector - IMPACT Northern Hub
 Robert Cheeseman, Chief Inspector – Business Crime lead

AGENDA

Item No	Item Name
1	Apologies: Sarah Crew, Chief Constable Claire Hiscott, Deputy Police and Crime Commissioner
2	Minutes and Action Updates The Minutes of the Board held on 7 th December 2022 were agreed as accurate and for publication. The Board had received updates on the majority of actions and these were closed. Updates were received on two of the open actions as below. Action 68/22 – CC CFO to provide a timeline for the Estates Asset Management

	<p>Plan</p> <p>Action 80/22 – the Director of People and Organisational Development is building a scorecard approach to enhance the HR data provided to the GSB.</p>
<p>3</p>	<p>Chief Constable's Update (any risks or issues that the Chief Constable wishes to raise)</p> <p>The Deputy Chief Constable provided an update in the absence of the Chief Constable, noting the risks and issues that are the current focus for the Constabulary.</p> <p>The main focus at the moment is supporting the Commissioner in preparing the work on the funding position to inform the report that will be submitted to the Police and Crime Panel for the precept increase.</p> <p>The Tackling Disproportionality work was reflected favourably in the recent HMICFRS report.</p> <p>There is a continued focus on the Violence Against Women and Girls work.</p> <p>The Constabulary are checking performance against the Police & Crime plan.</p> <p>The HMICFRS report and gradings have been received by the Constabulary for factual accuracy checking and once received formally an improvement plan will be built around the recommendations. The PCC requested the inclusion of a RAG status to assist in monitoring activity and progress.</p> <p>The Humberside partnership working continues and the Constabulary are ensuring they are raising this with partners efficiently.</p>
<p>4</p>	<p>Update on Identifying Disproportionality</p> <p>Assistant Chief Constable (ACC) White provided an update on the Disproportionality work of the Constabulary and agreed to provide a monthly highlight report to the Board going forward.</p> <p>Some of the highlights this month included support from Bristol University in identifying projects that will make the most difference; ongoing engagement work with communities and the Constabulary continue to contribute to the national Ice Breaker work.</p> <p>It was noted that the Strategic Independent Advisory Group had also received an update on the Disproportionality work at their last meeting.</p> <p>The Deferred prosecution model is also being considered by 3 other Forces which the Constabulary are linked in with and the PCC will receive a more in depth update at a separate meeting on 14th January.</p> <p>In terms of Stop and Search the Constabulary have tasked a Chief Inspector to review any changes that may be required to the process.</p> <p>The PCC asked about the structure, enquiring how the Constabulary would go about turning it into operations. ACC White advised that the Bristol University work was looking to bridge the gap between the police approach and what the community would like to see, acknowledging it is about cultural change and leadership rather than training.</p>

5	Decision Notice: None
6	<p data-bbox="240 136 1418 181">Key Organisational Risks and Issues</p> <p data-bbox="240 215 1418 282">The Board had received a Risks and Issues report and discussed concerns regarding some of the elements.</p> <p data-bbox="240 327 1418 461">In relation to the Domestic Homicides and Suspected Victim Suicides Report, the Constabulary were asked to explain their local governance around implementation of these recommendations and provide a timescale for when an update can be provided to the OPCC?</p> <p data-bbox="240 506 1418 797">The DCC advised there is a Chief Superintendent who holds the strategic lead for this work and the DCC is COG lead. The work is managed through the Vulnerability Governance Committee which is supported by the performance and assurance teams. There is a Chief Inspector leading on improvement activity in this area, which has included introducing the Domestic Abuse pledge; continuing the work in supporting staff as victim survivors; and working externally with a survivor forum. An update on all work in this area will be included in the next Quarterly Vulnerability report.</p> <p data-bbox="240 842 1418 1200">The Board then considered the Avon & Somerset Police People Survey to try to understand what was behind the changes. The Board noted that employee engagement had been seen to be decreasing. The People and Organisation Development Team are working to understand the questions that were starting to drive the drop in engagement; working on inclusion and diversity report intending to have a report for the February People Committee to consider. Directorates had also been asked to look into what is driving the change for their area and action plans were requested by the end of February for consideration at the April Constabulary Management Board. The Constabulary have also linked in with work the Met have been doing looking at Psychological Safety at work.</p> <p data-bbox="240 1245 1418 1312">The leadership events were held to help show the 'you said, we did' of the work undertaken as a direct result of the survey.</p> <p data-bbox="240 1357 1418 1603">The Constabulary were asked how they would manage the inevitable changes for staff and advised they planned early engagement with the Federation and Unison and monthly meetings have already been established and were currently working through communications to share with staff as the plan progresses. The DCC confirmed this is linked in to the strategic 5 year plan and will feed in the organisational learning to this as well. The Constabulary are also capturing ideas and innovation from staff.</p> <p data-bbox="240 1648 1418 1984">The Board were interested to know what measures were being put in to improve the reporting process in relation to bullying and harassment. The DCC advised that the Confidence and Legitimacy committee were looking at this, picking up with Directorates where no improvement had been seen in 3 years. It had been considered that part of the issue in low reporting might be due to the amount of time taken to go through the grievance process as a result the Constabulary are training business staff in mediation to improve the process for staff, the full process is still being prepared and would take account of the independence and it is likely the mediator won't work in their own area.</p>
7	<p data-bbox="240 2007 1418 2051">Performance against Police and Crime Plan:</p> <p data-bbox="240 2085 1418 2112">The Board considered the reports received under the performance item, with a</p>

number of questions being raised by the PCC and his team.

a. Integrated Performance and Quality Report (IPQR)

It was noted that despite the focus on victim contact, follow-up satisfaction continues to decline. The Constabulary were invited to explain how they would address this.

The Head of Performance and Insight advised this links to the supervisor review and the new process should have an impact on this area and improve the process for victims.

The PCC noted that the most recent census showed a change of numbers for Avon and Somerset, leading the Constabulary to be less representative than previously and he was interested to know what action the Constabulary will take to close this gap.

The DCC advised that there is a large piece of work around recruitment diversity underway for officers which is open hyper locally. Police staff diversity is a bigger challenge yet in theory there should be less barriers compared to being an officer (officers may face more cultural challenge). Currently, nationally there is not as much awareness about the roles police staff; there is disproportionality in staff recruitment processes; any learnings from police staff recruitment work will also feed in to police officer recruitment.

b. Assurance Report – Reducing Reoffending

The PCC was surprised to read there is no formal training for those involved in offender management. The Detective Inspector (DI) advised that the best source for any new offender managers is current offender managers, there is a handbook provided as well as mentorship and quality control checklist. The PCC asked the Constabulary to review this.

The Chief of Staff asked whether most of the most dangerous offenders were managed or are there some who aren't and should be?

The DI confirmed that they should be and cohorts will be adjusted accordingly as more dangerous offenders are identified; using a Qlik app that generates a risk based league table which is always updated to ensure the right people are managed. Mix of data and professional judgement.

The PCC asked if there should be more unscheduled visits to limit any preparation offenders can do. The Board discussed the potential for the offender not being there and the associated was of time for the officer, the most risky would be the ones to receive more unscheduled visits.

The Director of Policy and Commissioning asked when will the team be at full establishment, the MI and strategic element being needed urgently. The DCC advised more posts had been put into the Offender Management team but they might not be filled yet.

c. Business Crime report

The Board were advised that in relation to the issue with the reporting into Niche that there are 16 other forces also experiencing this issue and working on a resolution.

	<p>There had been a rise in the reporting of retail crime and the Constabulary were working to understand this. There were a few hypotheses, such as an increase in reporting confidence or concern regarding the cost of living increase driving more to commit the crime. Analytical support is required to help understand the drivers behind the figures.</p> <p>The CFO queried how the Constabulary were evaluating the success of the business crime plan?</p> <p>The Chief Inspector advised he was looking at the engagement of beat teams outside of Bristol – which is seen as an efficient model – and sharing this best practice.</p>
8	<p>People and Organisational Development Update (Including updates on Culture, Training and Leadership Academy)</p> <p>The Director of People and Organisational Development highlighted that the police officer leaver figures were starting to improve; though Police staff had stayed approx. the same. The team were holding Voice of the Customer workshops to understand this. Currently turnover is at 12%.</p> <p>The PCC asked about culture, training and the leadership academy – exciting day as new app now launched and tailored to the user – more dynamic and can link to IPR. Leapwise working on curriculum and programme which is the next iteration. Launched trauma informed steering group and looking at wellbeing – big challenge especially over next few years. Spoken to national medical advisor about what would clinical supervision look like for trauma? NES Assessing A&S for culture currently and results will be shared. PCC asked what that would mean. Would be benchmarked against other organisations and give detailed report on areas to strengthen. Will also show where made progress since last report.</p> <p>The People Committee will be considering the increased demand from the College of Policing, e.g. the increase in first aid training from 1 day to 2 day and the additional pressure this brings.</p>
9	<p>Finance: a. Medium Term Financial Plan (MTFP)</p> <p>The PCC asked what the confidence levels were around staff underspend.</p> <p>The Chief Finance Officer advised the team have been focussing their energy on completing the Medium Term Financial Plan (MTFP) and have not yet completed the Q3 outlook which is due later in the month. The CFO would expect to see a tight position on police officer pay and underspend on staff. Underspending but not excessively. Will be tighter than last report of £3.4m; overspending on fuel by £700k for instance.</p> <p>The PCC had previously agreed that reserves can be spent whilst the Constabulary balance the books and asked what is the aspiration to minimise the use of this.</p> <p>The CFO advised the Constabulary hope and expectation was to minimise the call on the £3.4m provided to balance the budget and this will become clearer as the ongoing savings work progresses.</p>

	<p>The PCC stated he believes that inflation will be driven down as soon as possible but acknowledged it may not, asking what happens if it does not? The CFO advised that if the financial situation worsens the policing service as a whole will need to speak to government as to what they can realistically do without funding. The CFO expects to see inflation risks carrying on, advising there is already national debate about police officer numbers and sustaining these.</p> <p>b. General Reserve Risk Assessment Update – Verbal update Paper to come to next meeting.</p> <p>c. POCA Update The PCC asked why has performance dropped off? The Complex Crime Unit Manager advised this was in relation to the dip in reports during the covid period which is now feeding in to the current results, due to the time it takes to go through investigations, as well as a reduction in compensation due to time for processes to go through. There has also been an issue in the retention of staff for the department, noting around 50% of staff left the team in last 6 – 8 months, and the impact this has had on capacity. The Unit is now fully staffed again and work is ongoing to retain staff so should start to see improvements. This time next year the Manager expects the figures to return to levels above those prior to this current dip and some jobs in the pipeline are just going through the courts.</p>
<p>10</p>	<p>Major Projects: Highlight Report</p> <p>The Delivery Manager noted that following the Change Committee the previous week that 8 projects have moved on since the report that was issued to the Board in the papers. The are five outline or full business cases due for decision over the next few months, notably the LSU which will be presented at the March GSB; the Outline Business Case for Yeovil is expected for the April GSB and June GSB will see three presented which are Broadbury Road; Digital Evidence and Command & Control.</p> <p>The Board then considered those projects with an Amber or Red RAG rating.</p> <p>The new Case Management product has an issue identified around transition period and work is ongoing to understand the impact of this on business.</p> <p>Taser storage - appreciate responses – would like to understand the other peripheral issues?</p> <p>Options were discussed in relation to the location of any station in Bath location and support was given to exploring an option at Minerva House. There is an opportunity on Redbridge House, would look to move patrol to free up Redbridge House to be released as soon as possible. If the Neighbourhood team were to relocate to Minerva House a touchdown would be require at Lewis House for officers.</p> <p>The PCC was clear that the ideal for Bath residents was for the City Centre team to remain at Lewis House and outer Bath team and response team move to Minerva.</p> <p>There was no update on the Seahorse Centre at Minehead and the PCC offered to engage with the local Council leader if that would be helpful.</p>

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

**Date of the next Governance and Scrutiny Board: Exceptional Board on 2nd February 2023
11:00 – 12:00 to consider Finance items**