



Minutes of the Governance and Scrutiny Board (GSB), 7th December 2022 13:00-15:30

Venue: Port-Oyns Room, Police HQ

Attendees:

Mark Shelford, Police and Crime Commissioner
Claire Hiscott, Deputy Police and Crime Commissioner
Nikki Watson, Deputy Chief Constable
Dan Wood, Chief Officer – 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:

Jon Dowey, Head of Performance and Insight
Rachel Shields, Head of Investigations
Helen Jeal, Improvement and Assurance Manager
Helen Goodland, Improvement Consultant
Claire McFadden, Deputy Head of Performance and Assurance

AGENDA

Item No	Item Name
1	Apologies: Sarah Crew, Chief Constable Jon Reilly, Assistant Chief Constable Will White, Assistant Chief Constable
2	Minutes and Action Updates The minutes of the GSB held on 18 th October 2022 were agreed for publication. The minutes of the Exceptional GSB held on 16 th November 2022, were agreed for publication.

	<p>Most actions had received an update and were agreed to be closed.</p> <p>Under Action 3 – the DCC agreed to provide a fuller brief and explanation of 101 abandonment rate for January GSB.</p> <p>Action 5 – further update on the Anti-Social Behaviour Service Standard would be provided at the February GSB following the planned review in January.</p>
3	<p>Chief Constable’s Update (any risks or issues that the Chief Constable wishes to raise)</p> <p>The Deputy Chief Constable shared the update with the Board on behalf of the Chief Constable.</p> <p>The initial HMICFRS feedback had been received verbally by the Constabulary and the PCC. The report for factual accuracy checking is expected in January. The Constabulary will be acting on the feedback received from the HMICFRS Inspection.</p> <p>The Chief Constable is concerned about the economy and finance, policing demand, inflationary costs, competitive job market making it difficult to fill roles and leading to high turnover.</p> <p>The Chief Constable will begin discussions savings with her Chief Officer team on Monday with plan due to be produced for the PCC by the end of January 2023.</p> <p>Regarding reducing demand the Chief Constable is looking at Humberside and the Met for best practice.</p> <p>The inclusive culture and service work continues, with leadership days going well.</p>
4	<p>Update on Identifying Disproportionality</p> <p>A multi-agency Steering Group is in the process of being formed which will be responsible for shaping and steering the Identifying Disproportionality work within Avon and Somerset and establishing timelines for the work.</p> <p>The main focus in Avon and Somerset initially will be establishing baseline measures for the areas to be looked at and creating a disproportionality dashboard with the Qlik data app. There are a number of strands of work in consideration including introducing an Anti-racism strategy; deferred prosecution model; consideration for revised service standard for Black victims of crime and candidate progression and drop off points through recruitment by age, gender, ethnicity.</p>
5	<p>Decision Notice: 2022/003 – Sexual Violence Therapies Service Procurement</p> <p>Agreed.</p>
6	<p>Key Organisational Risks and Issues</p> <p>The Board recognised the improvement in the recording of diversity data of staff</p>

	<p>within Avon and Somerset over recent years, acknowledging the Safe to Say campaign may have had an impact. There are still some improvements to be achieved and there is work ongoing with the gender network in relation to this.</p> <p>The Senior Performance and Governance Manager asked about the re-introduction of Initial Police Learning and Development Programme (IPLDP) and any impact on the force? The Constabulary welcome the multiple entry routes into policing and confirmed they are confident and comfortable with the improvements in Police Education Qualification Framework. The Constabulary have welcomed a number of joiners through the new routes and will be providing feedback to the College of Policing review into the new arrangements for non-degree entry routes.</p>
<p>7</p>	<p>Performance against Police and Crime Plan:</p> <p>a. Integrated Performance and Quality Report (IPQR)</p> <p>The PCC was concerned about the low standards found in the audit of the new supervisor review template. The Constabulary advised the new form had been set up to standardise the format that supervisors assess cases against and to directly address issues around file quality and it was still new and not yet embedded across the whole organisation; improvements should be seen in the next report.</p> <p>The COS queried the increase in the number of suspects with 3 or more Officer In Charge and the inefficiency this would likely lead to. The Head of Performance and Insight confirmed the team were looking at this and working to manage this down as a priority, progress will continue to be reported in the IPQR.</p> <p>The PCC asked about the increase in the time to charge. The DCC advised they were working jointly with the Crown Prosecution Service (CPS) colleagues to address the concerns here which has been largely due to resourcing issues in CPS leading to a backlog of files requiring review. The Constabulary have established a team to work with CPS to review files and limit the need for any to be returned to the investigator for further work, improving the quality of files submitted.</p> <p>The Director of Performance and Accountability asked about public confidence and how the constabulary will manage the expectations of the public. The DCC recognised the need to be really clear about the service offer and then ensure they maintain it. Visibility is important to the public, but the views on what counts as visibility is changing and a lot of younger members of public now see an online presence as being visible, not just in person. The constabulary would work jointly with the OPCC on this and being clear on the service offer.</p> <p>The Senior Performance and Governance Manager was pleased to see the data on Employee Life Cycle, asking how could we draw more insight and info from it? The Head of Performance and Insight confirmed the data would directly support the People Committee and will be used to highlight where a deeper dive would be commissioned. It provides a starting point for discussions and will continue to be refined.</p> <p>b. Quarterly Serious Violence Update</p> <p>The PCC received an update on the County Lines work and was assured that</p>

	<p>learnings are being taken from other areas. Op Topaz continues to identify children at risk and work with them to help them trust the police.</p> <p>The PCC sought assurance that Neighbourhood teams are patrolling Hotspots as part of normal business and received confirmation that these areas are identified at serious violence meetings and tasked via the Qlik app and through governance and tasking meetings.</p> <p>c. Strategic Policing Requirement The PCC will send written questions and ask for a response outside of GSB.</p> <p>d. Quarterly Vulnerability Report The PCC was informed of the Vulnerability Working Group which is looking at vulnerability training as a whole and connecting with the entry level training for new officers.</p> <p>The Board discussed the numerous processes in place to capture lessons learned and identify any training needs which include debriefs, regular curriculum review, evaluation feedback as well as mandated national requirements.</p>
<p>8</p>	<p>People and Organisational Development Update (Including updates on Culture, Training and Leadership Academy)</p> <p>In relation to Operation Uplift, Avon & Somerset is expecting to exceed the national target currently.</p> <p>It was noted there are a number of high level appointment processes running currently including the Director of Engagement; Head of Workforce Planning; Superintendent Boards and the new Assistant Chief Constable role is due to be advertised in January.</p> <p>In conjunction with Leapwise the constabulary are reviewing some of the older policies and programmes, engaging regionally with other forces to ensure alignment where possible.</p> <p>The PCC noted there had been a higher number of police staff resignations and asked why this was. The Constabulary highlighted the challenges in the current employment market and that they often cannot compete with salaries offered in the private sector. They are in the process of reviewing their job evaluation scheme and use market factors (supplementary payments), where this is appropriate, to attract or retain roles.</p>
<p>9</p>	<p>Finance:</p> <p>a. Draft Medium Term Financial Plan (MTFP)</p> <p>Avon and Somerset have started the process to identify and agree the savings that will be required over the period of the MTFP, they will work with the PCC and his office to develop a plan by the end of January. Some concepts to agree and define such as visibility to shape what is key to inform the plan which should be shaped by March 2023.</p> <p>Avon and Somerset will feed into the national review into the police funding formula</p>

	<p>highlighting the areas which currently lead to the force being underfunded.</p> <p>Key risk factors for the budget discussed were the national pay award which is still under discussion nationally; Pensions and possible increasing cost and inflationary pressures such as fuel prices.</p>
10	<p>Major Projects: Highlight Report</p> <p>Red RAG rated projects were highlighted.</p>
11	<p>Professional Standards Update:</p> <p>a. Quarterly Report The quarterly report had been read by all.</p> <p>b. IOPC Independent Investigations Update No investigations highlighted for discussion.</p> <p>c. OPCC Complaints Review Data The Sancus training received by OPCC staff was very helpful, identifying some common themes where reviews had been upheld nationally.</p>
12	A.O.B
13	<p>Publication (agree any items for publication other than the Minutes and Decision Notices)</p> <p>Decision Notice: 2022/003 – Sexual Violence Therapies Service Procurement</p>

Date of the next Governance and Scrutiny Board: 16th January 2022 13:00 – 15:30