



Governance and Scrutiny Board (GSB), 7th March 2023 13:00-15:30

Venue: Port-Oyns Room, Police HQ

Attendees:

Mark Shelford, Police and Crime Commissioner
Claire Hiscott, Deputy Police and Crime Commissioner
Sarah Crew, Chief Constable
Nikki Watson, Deputy Chief Constable
Nick Adams, ASP Chief Finance Officer
Louise Hutchison, Acting Chief Officer – People and Organisational Development
Alice Ripley, OPCC Chief of Staff
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:

Sally Fox, OPCC Director of Performance and Accountability
Marc Hole, OPCC Director of Policy and Partnerships
Jon Reilly, Assistant Chief Constable,
Victoria Caple, Head of Victim Care, Safeguarding and Vulnerability
Will White, Assistant Chief Constable
Helen Jeal, Improvement and Assurance Manager
Liz Hughes, Chief Superintendent Neighbourhoods and Partnerships
Paul Wigginton, Head of Performance and Assurance
Ed Yaxley, Senior Responsible Officer, Project Bluestone
Helen Goodland, Improvement Consultant
Becky Tipper, Head of Command and Control
Claire McFadden, Deputy Head Performance and Assurance
James Raphael, Detective Superintendent, Operations Department

Item No	
1	Apologies: Rachel Shields, Head of Investigations
2	Minutes and Action Updates The Minutes of the Board held on 16 th January 2023 and the Exceptional Board on 2 nd February 2023 were agreed as accurate and for publication. In relation to action 68/22 the Board would receive an update quarterly on the

	<p>Estate Asset Management Plan. The Board had received updates on all outstanding actions and these were all now closed.</p>
<p>3</p>	<p>Chief Constable's Update (any risks or issues that the Chief Constable wishes to raise) The Chief Constable advised on the three issues that continue to be the focus for Avon and Somerset Police.</p> <p>Culture and Public Confidence – the Constabulary continues to work on building an inclusive culture that builds public trust and confidence, facing into issues in an open and transparent way. The Steering Committee has now been established for the Tackling Disproportionality work.</p> <p>Growing Pains – at the end of March the Constabulary will have overachieved their target uplift of officer numbers. The Chief Constable thanked the team for achieving this and recognised as a result the growing pains will be at the largest peak currently as more people are at university or being tutored than at any other time and this will continue until the end of the month.</p> <p>Economic Impacts of Inflation – the senior team are going through the strategic planning process and the increase in the precept will provide some stability. The Chief Constable recognised there will be some consequences to the decisions needing to be made, wants the loss of police staff to be as small as possible. Will be reviewing the uplift design and will need to invest in some areas such as skills and leadership support for the new inexperienced workforce. Will be entering into collaborations to create capacity for the organisation.</p>
<p>4</p>	<p>Update on Identifying Disproportionality</p> <p>ACC White provided an update to the Board following the one year anniversary of the publication of the Identifying Disproportionality report. The work in this area is now known as Tackling Disproportionality. It was acknowledged the work is picking up momentum and intentions will be presented to the Chief Officer Group, after which they will be shared with the PCC before opening wider for consultation. The recommendations made within the report are all on track.</p> <p>The PCC had attended the multi-agency meeting that morning and was pleased to see the progress being made.</p> <p>The PCC suggested the Local Criminal Justice Board could be used to encourage partners in relation to their statutory duties in this area and to hold them to account for delivery.</p>
<p>5</p>	<p>Finance and Business Case:</p> <p>a. Treasury Management Strategy</p> <p>OPCC CFO presented the Treasury Management Strategy, which reflects the figures in the MTFP.</p> <p>The PCC agreed to sign the recommendations as presented.</p> <p>b. Lighthouse Safeguarding Unit Business Case</p>

	<p>The business case was presented by the Head of Victim Care, Safeguarding and Vulnerability to the Board. The business case addressed three key areas: lack of capacity; the need to future proof and efficiency gains through robotics. The Board were advised of the current challenges facing the unit and the proposals to address these. The business case recommendation was for an additional 18 posts.</p> <p>The PCC approved the business case with the following conditions:</p> <ul style="list-style-type: none"> • Clarity was provided regarding where the savings are coming from to fund this increase – including where the Uplift officers are coming from • Any further changes to the LSU to come to GSB for PCC decision / oversight, even where the usual financial threshold for approval is not met • ASC to develop a safeguarding performance framework to show quantifiable improvements to the service delivered and to report back to GSB at suitable intervals • The victim care element of the service to continue to be looked at separately through the process already set in train in order to determine future provision
<p>6</p>	<p>Key Organisational Risks and Issues</p> <p>The Board considered the report provided by the PCC outlining the risks and issues for discussion at the meeting.</p> <p>The Board noted the newly refreshed Strategic Policing Requirement (SPR) which had increased in length and will be subject to much greater political oversight from the Home Office. The Constabulary advised they undertake a full SPR assessment annually and an update assessment on a six monthly basis to ensure they respond to any changes as necessary.</p> <p>Referring to the responses received in relation to the precept survey, where 70.9% of those who had identified they worked for the police agreed they had confidence in the police, the Senior Performance and Governance Manager asked how the Constabulary might be able to improve the confidence levels of their workforce. The Constabulary proposed holding focus groups to explore the question and to highlight the leadership, cultural improvement and engagement work that had been undertaken, ensuring staff knew they would be listened to.</p> <p>The Constabulary also provided assurance to the PCC on the work being undertaken to address attendance management and ensure the process is being implemented consistently across the workforce, which is recognised to be very supportive to an individual when followed correctly. Tripartite meetings have been established to increase directorate responsibility, as well as strengthening training and cultural beliefs around the processes.</p>
<p>7</p>	<p>Performance against Police and Crime Plan:</p> <p>The Board considered the reports received under the performance item, with a number of questions being raised by the PCC and his team.</p> <p>a. Integrated Performance and Quality Report</p> <p>The Head of Performance and Assurance responded to questions from the PCC and his Chief of Staff.</p>

The new review templates have been in use for three months now and whilst a third of reviews were not meeting the grading of adequate or above standard, there was a positive trend and a marked improvement had been seen as the training was rolled out. Directorates were carrying out their own scrutiny in this area.

The decline in crime allocation compliance despite CID being fully established was acknowledged as a challenge. It was noted that the Criminal Justice Review is expected to have a positive impact here and the crime allocation guidance will be revisited in June.

The PCC requested the internal communications around any summer demand operation be very clear this year as feedback from officers had not been good last year. The Acting Chief Officer for People and OD advised this was already underway this year and corporate communications would be providing support.

The PCC understands that officers are failing fitness tests and are being removed from frontline delivery, querying if this was normal. The Acting Chief Officer for People and OD advised the number looked high due to the increasing number of officers taking the tests and confirmed it was not outside of expectations. It does remain a priority, it is an increasingly less fit work force compared to 5 – 10 years ago, although this is a reflection of the wider population. The PCC offered OPCC support in the work around this and the link to culture and leadership.

b. Assurance Report – Response to calls for service

The PCC recognised the excellent work in the comms centre and strategically wants to be able to support and help the team. The ASP Head of Command and Control answered questions from the PCC, the DPCC and the Chief of Staff.

The process in relation to the automatic routing of calls to the Incident Assessment Unit (IAU) after 48 hours had been in place for a number of months and seemed to be working well. Incidents would be assessed at that point of referral which would mean contact with the victim and appropriate allocation as required.

The online script was noted to mirror the script if a user was reporting direct through 101 and should not refer a user to call 101. 5,500 incidents are now reported online and after a Threat/Harm/Risk assessment will either be entered onto Niche or if necessary the user will be directed to call 999.

There has been a rise in sickness levels within the team over the last 3 years, with a rise in psychological sickness, partly due to the type of incidents being dealt with but also post covid. The Command and Control centre also encompasses the IAU which is partially staffed by officers, some of whom have fitness issues and are unable to undertake frontline work. This will also lead to higher than average sickness levels for the department. Staff wellbeing is very important to Head of Command and Control and there has been a lot of work to ensure staff feel safe and looked after, an example being the new welfare room.

The incoming voice analytics software is anticipated to assist with closing the gap on quality assurance as all calls will be analysed automatically to assess stress levels, use of language, nature of incidents and this will support check ins on staff by highlighting any calls that may be of concern.

The tender for advice in relation to the job evaluation scheme will go out to tender

at the end of March.

c. Quarterly Vulnerability Report

The Senior Responsible Officer Project Bluestone and the Deputy Chief Constable responded to questions from the Deputy PCC.

ASP are developing an evaluation to understand the success of the DA Matters training. Avon and Somerset had also trialled a survey with a subset of victims through The Bridge, this had good academic insight built into it and it is likely to feed into future surveys for use with other victims. It had a low response rate for the victims through the Bridge and so A&S will wait for the national solution for a survey in this area.

d. Quarterly Serious Violence Update

The Detective Superintendent answered questions from the PCC.

An additional 6 Organised Crime Groups have been identified following the introduction of the new meeting process aligning the north and south, showing the benefits of the intelligence model.

The Major Crime and Investigation Team lead on prevention as well as investigation when it comes to homicide, linking in with the Neighbourhood Policing Team who feedback to the community where it is appropriate.

One strategic meeting brings all the intelligence together, including the Integrated Offender Management Team and working across all directorates.

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Professional Standards Update

a. Quarterly Report

The Deputy Chief Constable answered questions from the PCC.

The increase in gross misconduct and misconduct cases would be due to a number of reasons. There had been a spike in reports after the Wayne Couzens case and the David Carrick case and the internal 'This is not who we are' campaign led to a number of reports. Most reports are picked up through internal referrals or are flagged by systems and it is good that staff have the confidence to make reports. Each case takes a long time to investigate and the department are working on this.

The workload in the Professional Standards Department (PSD) has been higher for over a year now, partly due to the increased reporting but also there is national database work that needs to be reviewed and worked through. Due to this there has been an increase in resources for PSD.

There has been some delay to some cases due to the lack of Legally Qualified Chairs (LQCs) available to chair misconduct hearings, with the recent increase in LQC's some of this should start to ease now.

b. IOPC Independent Investigation Update

The Board noted there are 16 ongoing investigations currently.

	<p>c. OPCC Complaints Review</p> <p>The OPCC Review manager has a good working relationship with the PSD, sharing best practice and learning.</p>
9	<p>People and Organisational Development Update (Including updates on Culture, Training and Leadership Academy)</p> <p>The Acting Chief Officer for People and Organisational Development provided an update to the Board and answered questions from the PCC.</p> <p>The higher number of leavers in the Ops Support unit was due to the unit having a higher number of longer serving officers who retire. The higher numbers of staff leavers in January was a seasonal peak and may also have been impacted by the implementation of the Criminal Justice review in January. The police staff turnover in CID was in relation to the progression of staff into officer roles.</p> <p>The new app for the Leadership Academy had received good interaction leading to a 250% increase in workforce engagement with the Academy. The Constabulary will launch a listening project with Brigstowe. The Leapwise business case will be presented to the Constabulary Management Board in March.</p> <p>The Constabulary are linked to the national meeting on Op Uplift and the learning coming out of that in training, and moving into maintenance of uplift numbers focusing on retention and support of the new officers.</p> <p>The Constabulary are also engaging with an organisation in relation to virtual reality training and expect to provide a paper on this to the Board in the next few weeks.</p> <p>The Constabulary is recruiting a new Head of Learning and continues with cultural interventions such as reverse mentoring, inclusive leadership, a network for advocacy and measures to put in for an ethical climate.</p>
10	<p>Major Projects: Highlight Report</p> <p>The Delivery Manager – Portfolio answered questions from the PCC’s Chief Finance Officer around the highlight report.</p> <p>The Yeovil Business case will be presented to the March CMB and is expected to be presented at the April GSB.</p> <p>Following a meeting regarding Minerva that morning a survey has identified £2.5m of work required to bring the building to a rentable standard. The landlord is now considering options, including the sale of the building and the Constabulary are considering their options including the possible purchase of the site.</p> <p>There have been some delays for The Guinness Partnership with the Trinity Road plans and they are looking to retender. The decant of officers has begun.</p> <p>Two projects are due for closure, the Criminal Justice Review and the laptop roll out.</p>
11	A.O.B

12	Publication (agree any items for publication other than the Minutes and Decision Notices)
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Date of the next Governance and Scrutiny Board: 11th April 2023 13:00 – 14:30 and 15:00 – 16:30