



## Governance and Scrutiny Board – 11<sup>th</sup> April 2023 13:00-14:30 and 15:00-16:30

### MINUTES

**Venue: Conference Room, Police HQ**

#### Attendees:

Mark Shelford, Police and Crime Commissioner

Sarah Crew, Chief Constable

Nikki Watson, Deputy Chief Constable

Louise Hutchison, Acting Chief Officer – People and Organisational Development

Nick Adams, ASP Chief Finance Officer

Alice Ripley, OPCC Chief of Staff

Paul Butler, OPCC Chief Finance Officer

Vicky Ellis, OPCC Secretariat Manager

#### Part meeting attendance:

Ben Valentine, OPCC Senior Performance and Governance Manager

Jon Reilly, Assistant Chief Constable

Will White, Assistant Chief Constable

Hannah Watts, Head of Business Services

Paul Wigginton, Head of Performance and Assurance

Jon Dowey, Head of Performance and Insight

Jason Sims, Force Duty Officer

Victoria Hayward-Melen, Chief Inspector, Bristol North Central

### GOVERNANCE

Item	Item Name
1	<p><b>Apologies</b></p> <p>James Davis, ASP Delivery Manager – Portfolio            Claire Hiscott, Deputy PCC            Sally Fox, OPCC Director of Performance and Accountability</p>
2	<p><b>Minutes and Action Updates</b></p> <p>The Minutes of the Board held on 7<sup>th</sup> March 2023 were agreed as accurate for publication.</p> <p>The Board had received updates on all outstanding actions and these were all closed. The Board particularly welcomed the update related to ASB and the new lead, who will be invited to the June Board to provide a further update.</p>
3	<p><b>Business Cases:</b></p> <p>a) Outline business case for Yeovil</p> <p>ACC Reilly and Hannah Watts presented the outline business case relating to the Yeovil Police Station, outlining the background and highlighting differences compared</p>

	<p>to the previous presentation, advising the Independent Advisory Group had been consulted as part of the work.</p> <p>The Board discussed questions posed by the PCC and his team, who sought assurances on the planned communications on the business case, the capacity of the Estates team with at least two other large projects already underway and the impact on other sites and cost savings.</p> <p>A communications plan for both internal and external stakeholders had been drafted with important key messages included. The team had liaised with the South West Procurement team to discuss options regarding engaging an external project manager and setting a cost control limit.</p> <p>There will be a number of options prepared in the full business case which would include the consideration of incorporating a canteen or restaurant in the refurbishment.</p> <p>The PCC agreed to the outline business case as presented, noting the advised timeline of early next year for the first draft of plans and thanking the team for their work on the project so far. The PCC acknowledged this news would be welcomed by both staff and local residents.</p>
<b>4</b>	<p><b>Finance</b></p> <p>The ASP Chief Finance Officer confirmed that work on the Outturn report which will be provided to the June GSB.</p> <p>The team have identified £3.4m of savings for delivery in this financial year against the £3.7m from reserves, advising the full plan to balance the budget without the need to draw down on reserves will be presented by the end of Quarter 1.</p> <p>£8m of savings have been identified for the 5 year plan.</p>
<b>5</b>	<p><b>Major Projects: Highlight Report</b></p> <p>The PCC was informed that Trinity Road Police Station will be vacant by 19<sup>th</sup> April and the decision regarding the Bath site is being considered by the landlord.</p>
<b>6</b>	<p><b>Decisions:</b></p> <p>Decision notice for the approval of the Yeovil Outline Business Case to be prepared for signature</p>
<b>7</b>	<p><b>A.O.B</b></p> <p>None raised.</p>

## SCRUTINY

<b>8</b>	<p><b>Chief Constable's Update</b></p> <p>The Chief Constable advised on the risks and issues that are the focus for Avon and Somerset Police (ASP).</p> <p>Given that ASP are required to make millions of pounds of savings over the next few years they have started the process to identify where these savings will come from and are working to reduce the impact on their staff by managing vacancies as they arise.</p> <p>ASP continue to manage the 'growing pains' caused by a rapidly growing and inexperienced workforce. However having now achieved the target uplift of officer</p>
----------	---

	<p>numbers this issue will reduce over time.</p> <p>Following the publication of the HMICFRS PEEL report the Chief Constable is overseeing the actions required to improve.</p> <p>Declining Public Confidence continues to be an issue the Chief Constable is concerned about. The Chief Constable recognised that changing police culture is central to restoring public confidence. The Chief Constable noted there is a need to continue to dismiss officers and staff whose behaviour and actions leave them unfit for service. This must be balanced against looking after and nurturing those officers whose behaviour and actions reflect the values of the organisation. The Chief Constable acknowledged the need to improve the connection between senior leaders and frontline staff.</p> <p>The Casey Review reflects that policing has stepped into areas that should be covered by other agencies, which is impacting the core policing mission and capacity. The Chief Constable committed to assessing ASP against the 4 tests outlined in the Casey review and will report the findings to a future GSB.</p> <p>The Chief Constable noted that the National Race Action Plan will be published shortly.</p>
<p><b>9</b></p>	<p><b>Key Organisational Risks and Issues</b></p> <p>The Board discussed the paper provided by the PCC outlining the risks and issues for discussion at the meeting.</p> <p>Following the national report from the Children’s Commissioner regarding the strip searches of children, the DCC advised that ASP had submitted all the data as requested to the end of March 2022, of which 6 had been highlighted for review. Whilst one had been subject to an error of inputting relating the DOB the other 5 were being reviewed and it was likely all would be referred to the Independent Office for Police Conduct. It is now mandatory to have an appropriate adult present and independent appropriate adult would be sought if necessary. The DCC noted that of the 10 searches last year exposing intimate parts of young people under the age of 18 there were findings in 3 of the cases, 2 arrests and 1 subject of an interview. There have been 2 searches this year, both at home with the parents present and items were found in both cases. The PCC was assured that ASP have clear oversight of the use of this police power.</p> <p>The Constabulary provided assurance to the PCC regarding the national ASB action plan published the previous month. The new lead for this area is reviewing the threats and opportunities and connecting with partners to make the most of these opportunities. The financial pressures partners are facing are having an impact and the Community Safety Partnerships (CSPs) are key to engaging successfully with partners. The PCC confirmed his support to working with partners in this area, confirming his staff continue to attend CSP meetings.</p>
<p><b>10</b></p>	<p><b>Tackling Disproportionality and Racism</b></p> <p>ACC White provided an update to the Board on some of the work ongoing in this area, highlighting in particular work to engage young people, for example using TikTok videos for which funding has been received and a meeting with the Cathedral School to discuss other ideas for engaging with young people.</p> <p>Work continues on progressing the recommendations from the Identifying Disproportionality report, transitioning the status of these to green. ACC White had a separate meeting booked with the PCC to provide a more detailed update.</p>

	<p>The cross-CJS Steering Committee next meet in May.</p>
<p>11</p>	<p><b>Performance against Police and Crime Plan:</b></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><b>a. Integrated Performance and Quality Report</b></p> <p>The Head of Performance and Assurance and the Head of Performance and Insight responded to questions from the PCC and his team.</p> <p>The use of the new supervisor review template had seen a decline. The Board were advised this was due to feedback that it is not appropriate to be used in every review and the measure of use will be adjusted to reflect those reviews to which it is appropriate. It is providing benefit to those where it is appropriate to use it.</p> <p>The decline in 28 day victim contact was concerning given the organisational focus on the requirement. The Board was advised that this does remain a focus for directorates and had been discussed at the Constabulary Management Board. Compliance was higher in the neighbourhood teams compared to the CID teams, where investigations can be lengthy, often over several months and victims were being updated when there had been a development. The DCC has reviewed this approach and requested that all victims receive regular contact.</p> <p>Following the CDI review 18 offences had been identified as not having had rape offences properly recorded, the Constabulary were asked to provide some context to these. The Board were advised these were all being looked into to ensure there was a full understanding for each case. It was found that mostly these related to cases where an investigation was already underway and the victim was being properly looked after and supported and at a later stage had reported a further rape, which had not been recorded correctly. It was noted that following a national review of crime recording standards there will be amendments and changes to recording requirements which should make it clearer for officers nationally.</p> <p>The PCC sought assurances in relation to the plan for tackling summer demand, and the communication of this plan to the workforce, noting the issues raised to him by officers last year. The Chief Constable confirmed the Chief Officer Group have been discussing this and believe there will be mitigating factors due to reduced impact of PCDA this year, the success of Op Reset and improved forward planning. There should be less need to re-deploy NHP compared to last year.</p> <p><b>b. Five Year Plan (Single Delivery Plan)</b></p> <p>Following questions from the Chief of Staff, the DCC advised the draft plan would be available in May and sign off is expected in June. The work will be overseen by the Change Portfolio team working with ACC White and the OPCC will be linked in to the work. The plan will be managed under quarterly governance structure, aligning with the Police and Crime Plan and tying in with the Force Management Statement.</p> <p><b>c. Assurance Report – Use of police powers</b></p> <p>The force leads for stop and search and use of force, responded to questions from</p>

	<p>the PCC and his Senior Performance and Governance Manager.</p> <p>Following a recent benchmarking exercise against other forces the force lead for stop and search will be reaching out to colleagues to understand what they do differently and to gather any best practice.</p> <p>Additional outcomes following use of force had been added to the report such as voluntary attendance or community resolution in recognition that when officers have been required to use force it might not result in the need to go to custody. This was particularly noted around young people, where previously the data would have shown no outcome but now there are other positive outcomes or interventions that will be shown.</p> <p>The force lead for stop and search has recognised that the supervisory oversight and review of both stop and search and use of force is in need of review and improvement. There is scrutiny through the PCC's independent panels and learning has been provided to the constabulary via these groups. The tactical lead is now also reviewing the supervisor package and providing support to supervisors in using the templates, focussing on the quality of the reviews. The Professional Standards Department and Counter Corruption Unit are also now more proactive in looking at any trends in the use of force by officers.</p> <p>Some insight is provided by the complaints data on the use of police powers, although complaints in this area are low, and reasons for this would need to be understood; some reasons suggested included people may not feel able to raise a complaint or may be put off by the lengthy process. The work in other forces such as Surrey, Sussex and Hertfordshire is being explored for any learning on the complaint process and making it more accessible. An example of a change instigated is the issuing of PAVA spray to officers, previously this had been recorded manually and now there is a digital system which provides a better control facility.</p>
<p><b>12</b></p>	<p><b>HMICFRS PEEL report 21/22</b></p> <p>The DCC advised this will be a written update at future meetings. Currently an improvement plan has been developed with leads as well as stakeholders identified for each area. The leads have been written to and updates requested by 17<sup>th</sup> April, after which the work will be formally presented to the PCC.</p>
<p><b>13</b></p>	<p><b>People and Organisational Development Update</b></p> <p>The Acting Chief Officer – People and Organisational Development introduced the report provided to the Board, before answering questions from the PCC and his CFO.</p> <p>Attrition for officers in Avon and Somerset was highlighted as being in the lower quartile and there are now enough detectives going through training to fill all the vacancies. The DCC had been chairing a gold group regarding recruitment for police staff and this has now closed and is feeding into usual business. There was good feedback received from hiring managers that has informed the work.</p> <p>Following the pension remedy due in October the team are identifying any potential retirees and clarifying the position to ensure they are prepared for any further recruitment needs.</p>

	<p>The Occupational Health Unit are facing high demand at the moment and have some vacancies they are working to fill. The team are reviewing the approach of other forces nationally to seek any best practice and have undertaken the Oscar Kilo self-assessment and are working on the areas identified within that.</p> <p>All directorates have completed their action planning from the people survey and review progress regularly.</p> <p>The constabulary continue to consider how best they can support student officers practically.</p>
<b>14</b>	<b>A.O.B</b>
<b>15</b>	<b>Items for Publication</b>

**Date of the next Governance and Scrutiny Board: 17<sup>th</sup> May 2023 13:30 – 15:00 and 15:30 – 17:00**