



Governance and Scrutiny Board agenda – 13th June 2023 13:00-14:30 and 15:30-17:00

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
Alice Ripley, OPCC Chief of Staff
Paul Butler, OPCC CFO
Sally Fox, OPCC Director of Performance and Accountability
Ben Valentine, OPCC Senior Performance and Governance Manager
James Davis, ASC Delivery Manager, Portfolio

Part meeting attendance:

Sarah Crew, Chief Constable
Louise Hutchison, Chief Officer – People and Organisational Development
Nick Adams, OCC Chief Finance Officer
Justin French, Somerset West Chief Inspector - ASB Lead
Gavin Jennings, Anti-social Behaviour (ASB) Coordinator
Kirstie Cogram, Manager - Serious & Organised Crime Investigation Team
Trevor Simpson, Road Safety and ANPR Manager
Hannah Watts, Head of Business Services
Jason Shears, Supporting Head of Performance and Assurance
Joanne Hall, Assistant Chief Constable
Will White, Assistant Chief Constable
Mike Carter, Head of Learning
Bethan Attwell, Head of HR Operations
Jon Dowey, Head of Performance and Insight
Rachel Shields, Chief Superintendent - Head of Investigations
Lisa Simpson, Detective Superintendent
Helen Jeal, Improvement and Assurance Manager
James Riccio, Detective Superintendent
Jess Aston, Detective Chief Inspector - ICAT and Topaz

GOVERNANCE

Item	Item Name
1	Apologies None received
2	Minutes and Action Updates The Minutes of the Board held on 17 th May 2023 were agreed as accurate for

publication.

The Board received an update from the Constabulary leads on the progress of the ASB team in relation to an action from a previous Board. The Board were particularly interested in the review of the reporting process and how this might be improved for members of the public using it and the revised guidance booklet for officers and requested an update on these at the December Board meeting. The team confirmed they are working with local authorities to agree their responsibilities in this area.

Following updates received in advance of the meeting two actions were deferred to the July meeting; the remaining actions were all closed.

3

Finance

a) 2022/23 Outturn Report

The ASP Chief Finance Officer provided a highlight presentation on the outturn report to provide background to the over and underspends presented. Inflationary pressures had impacted particularly on fleet and transport costs. Overachievement on income was due to additional uplift grant, pay award grant, increased return on investments and income from mutual aid national operations that had not been known when setting the budget. Committed spend had been identified and carried forward to the next financial year. The overall position is an underspend of £3.7m, as reported to the Board in May.

The PCC sought assurance on the confidence in producing a budget to work to; the CFO confirmed that whilst there may be some challenges around inflation which is difficult to predict, the Constabulary are confident in the predictions around pay and are working to reduce the pressures on the overtime budget.

The Board accepted the recommendation in the report on the proposed reserve accounting.

b) Treasury Management Report

The Board were assured that Treasury Management had operated within agreed parameters, noting the anticipated use of drawing down long term debt had not been required as yet due to robust management. The PCC was assured this is managed in the most effective and efficient way.

c) Proceeds Of Crime Act Update

The Board discussed the paper presented by the Manager of the Serious and Organised Crime Investigation team, who answered questions from the PCC.

The Board acknowledged the increase in income over the last 6 months, largely due to one large pay-out.

Nationally forces have experienced difficulty in retaining financial investigator staff due to competition from other providers offering higher remuneration. This is seen to be slowing now and following some regrading of posts within the team and changes in the allocation of cases the rate of attrition of staff has slowed.

d) ANPR Business case

The Board had read the business case provided and, having confirmed data sharing would continue across the forces and nationally would not be impacted by the proposed changes, agreed Option A as recommended in the report.

<p>4</p>	<p>Estates:</p> <p>a) Quarterly update on Estate Asset Management Plan</p> <p>The Head of Business Services provided a verbal update to the Board on the work to date, advising the Strategic Estates plan will be presented to the Constabulary Management Board in August 2023. A number of workshops are underway with users of buildings across the estate to feed into the objectives of the plan; alongside considerations of ways of working such as blended working, the age of some of the estate and any planned development growth in residential areas.</p> <p>The PCC asked the team to include the potential welfare benefits to staff of having offices available to come to work in alongside their colleagues.</p> <p>b) Annual Sustainability Report</p> <p>The Board had read the report provided and the Head of Business Services responded to questions from the PCC.</p> <p>ASC have been making progress in reducing the carbon footprint of the service and will continue to look for opportunities to reduce this further, noting a net zero target would not be achievable.</p> <p>The Head of Business Services will be meeting with the Head of Performance and Insight to understand how the team can make sense of the data collated and how this can inform sustainability plans.</p>
<p>5</p>	<p>Major Projects: Highlight Report</p> <p>The Board had read the report provided and the additional update provided by the ASC Delivery Manager ahead of the meeting.</p> <p>The PCC received assurance that the stated timelines for work to progress at the Trinity Road site would go ahead.</p> <p>The Board requested further information on the timelines for the CCTV live feeds project.</p>
<p>6</p>	<p>Chief Constable's Update</p> <p>The Deputy Chief Constable highlighted some of the current risks and issues for Avon and Somerset Police, answering questions from the PCC.</p> <p>Public trust and confidence continues to be low locally and nationally. ASP have continued their work to improve this in Avon & Somerset, for example to identify and address any institutional racism, working with communities and staff; work on the Race Action Plan and the Tackling Disproportionality work; and redeveloping the leadership training for officers and staff.</p> <p>Work on the Right Care, Right Person approach continues with partners and ASP await updates from the national programme with templates and other resources anticipated to further inform and facilitate this work.</p> <p>The summer demand operation Hibiscus approach has been revised for this year to ensure a more balanced allocation across all departments, with Reset Days brought in to support and work with partners to reduce demand. The internal communications of the plan have been enhanced this year.</p>

7	<p>Key Organisational Risks and Issues</p> <p>The Board discussed the paper provided by the PCC outlining the risks and issues identified for discussion at the meeting.</p> <p>The concerns raised around CID capacity and any potential impact on patrol officers were discussed. It was confirmed that there are a number of new staff in the department who are not all fully accredited, and this is having an impact on allocation of cases temporarily; the allocation policy is not due to be reviewed.</p> <p>The Deputy Chief Constable had provided reassurance on the summer demand and Right Care, Right Person queries under item 6.</p>
8	<p>Tackling Disproportionality and Racism</p> <p>ACC White provided a verbal update to the Board on the work since the last meeting in relation to Tackling Disproportionality and Racism.</p> <p>Avon & Somerset Police had considered the four key tests outlined in the Casey Review in reference to ASP, noting some staff had claimed to witness racism in the staff survey; the workforce was not representative of the 2021 census and the evidence identified in Desmond Brown's Identifying Disproportionality report.</p> <p>A highlight report of the Tackling Disproportionality work will be provided for the next Board.</p>
9	<p>Performance against Police and Crime Plan:</p> <p>The Board had read each report received and the PCC and his team raised several questions.</p> <p>a. Integrated Performance and Quality Report</p> <p>The increase in the number of named suspects outstanding was believed to be due to seasonal demand.</p> <p>The Criminal Justice and NPCC roadshow had identified some learning and highlighted best practice from Essex in relation to DGC compliance and improvements in this area was expected by the end of the year.</p> <p>Victim satisfaction continues to decline and work is ongoing to understand the factors influencing this, exploring the links to file quality and investigative standards. More in depth assurance work will be scheduled to assist in providing insight into this area of work.</p> <p>b. Quarterly Serious Violence Update</p> <p>Licensing officers in ASP build an intelligence picture and provide reports to Licensing Committees to assist in their decision making, with a view to using the licensing process to prevent violence in the night time economy.</p> <p>A clear intelligence picture has been built of the Organised Crime Groups that live or operate within the ASP area, a number have been disrupted or have moved on over the last year.</p> <p>c. Quarterly Vulnerability &VAWG Report</p>

	<p>Operation Soteria and Bluestone are seeking to identify repeat Rape and Serious Sexual Offences (RASSO) offenders in an effort to prevent additional offences. Noting a high proportion of these offences occur within relationships, it is not always a stranger. ASP are working with partner agencies to try to prevent these offences by increased awareness and education of issues such as modern slavery and identifying abusive relationships.</p> <p>ASP are working to improve the use of evidence led prosecutions and increasing awareness of these across all departments. There is an Area For Improvement identified within the PEEL report which relates to this and progress will be recorded as part of that piece of work.</p> <p>ASP are working on the best ways to get the voice of the victims and measure their feedback to use it to improve services in this sensitive area and the ISVAs and IDVAs can assist with this. There have been improvements on the victim journey and ASP would like to build on this.</p> <p>Following changes in the Intelligence Directorate there are no longer dedicated analysts to support the team that deal with Child Exploitation and the team have seen a decrease in referrals. There is a pilot underway to improve this.</p> <p>d. Assurance Report – Representative workforce</p> <p>There is a great deal of work ongoing to attract diverse talent into ASP and retain it. This includes work on LinkedIn and the communications around recruitment; hosting voice of the customer meetings with applicants and candidates to assess what they are looking for from a career; reviewing market factor payments and offering these where relevant. When the new case management system is introduced the data from this will be interrogated to provide richer information regarding where people fall out of the recruitment process.</p> <p>The Board were assured that the team are working hard to understand the issues, noting that retention of diverse joiners is good, it is about attracting diverse candidates to apply.</p> <p>It was agreed future People and Organisational Development update reports would include data on the ethnicity of the workforce.</p> <p>e. Force Management Statement</p> <p>The Board noted the publication of Force Management Statement 5. ASP agreed to work with the Commissioner’s office as the next Force Management Statement (FMS) is prepared. ASP are working on building the FMS into a strategic planning cycle and 5 year plan</p>
10	<p>HMICFRS PEEL 21/22 update</p> <p>The Board discussed the progress on the Areas For Improvement identified in the report, particularly noting the continuation of the pilot in relation to the recording of rape cases and the decline in the number of unallocated cases.</p>
11	<p>People and Organisational Development Update</p> <p>The Board had read the report and the Chief Officer for People and Organisational Development highlighted the improvement in workforce planning with the data specialists and the management of the proposed savings required.</p>

	The Board acknowledged the opening of the Communications Centre in Bridgwater which is anticipated to support staff retention for that team.
12	Any Other Business None
13	Items for Publication <ul style="list-style-type: none">• Minutes of 17th May 2023 Governance and Scrutiny Board meeting

Date of the next Governance and Scrutiny Board: 17th July 2023 11:30 - 13:00 and 13:30 - 15:00