



Governance and Scrutiny Board agenda – 9th August 2023 11:30-13:00 and 13:30-15:00

Venue: Gordano Room, Police HQ

Attendees:

- Claire Hiscott, Deputy Police and Crime Commissioner
- Sarah Crew, Chief Constable
- Nikki Watson, Deputy Chief Constable
- Alice Ripley, OPCC Chief of Staff
- Sally Fox, OPCC Director of Performance and Accountability

Part meeting attendance:

- Claire Hargreaves, Head of Finance
- Louise Hutchison, Chief Officer – People and Organisational Development
- James Davis, ASC Delivery Manager, Portfolio
- Hannah Watts, Head of Business Services
- Sharon Baker, Chief Inspector, Tactical Domestic Abuse lead
- Jason Shears, Supporting Head of Performance and Assurance
- Jon Dowey, Head of Performance and Insight

GOVERNANCE

1	<p>Apologies PCC Mark Shelford; Paul Butler; Ben Valentine; Nick Adams; Will White</p>
2	<p>Minutes and Action Updates</p> <p>The minutes of the Governance and Scrutiny Board held on 17th July were agreed as accurate for publication.</p> <p>The Board had received updates in relation to the open actions that were due for response at the August Board meeting in the papers for the meeting.</p> <p>In relation to action 20/23 and 22/23 it was agreed further updates would be provided to the September Board meeting and to the October Board meeting for action 28/23.</p> <p>The Board had received sufficient information to close the remaining action.</p>
3	<p>Finance</p> <p>a) Q1 Financial Performance Report</p> <p>The Board had read the 2023/24 Q1 Financial Performance report. The Head of Finance attended the Board and provided a short presentation highlighting some of the detail of the report before answering questions from the PCC’s team in his absence.</p> <p>The Board noted that Q1 overall is broadly on budget, forecasting an overall £1.2</p>

	<p>underspend (0.3% of budget), but with the usual range of compensating variations. The figures include the 7% pay award for officers as announced by the Government and estimated funding. The report forecasts overachievement on income including in part from the increased Government grant funding for the increased pay award, higher interest income from higher Bank of England interest rates and from the provision of custody cells to the prison services.</p> <p>In relation to the 34 PCSO vacancies that will remain on hold Avon and Somerset Police responded this will need to be managed within HR rules to ensure they match geographical needs.</p> <p>The forecast assumes 22 leavers per month, though the Board noted the actual level has been less than this. ASP meet weekly to monitor uplift and would update the forecast quarterly as necessary.</p> <p>Continuing high rates were considered to be contributing to the overspend in Repairs and Maintenance despite the in base budget.</p> <p>The Speed Enforcement Unit and Command and Control were discussed as area of expected high attrition and the impact this can have on the budget in terms of overtime. This position is improving and the need for overtime should decrease.</p> <p>The Board were advised ASP are now beginning to work on the savings plans for years 2 and 3 and will provide an update on this work quarterly.</p>
4	<p>Quarterly Joint Audit Committee update</p> <p>The OPCC Chief of Staff provided an update following the most recent Joint Audit Committee (JAC) meeting which had considered the OPCC Strategic Risk Register, noting the recent OPCC recruitment to vacancies, and also upcoming recommissioning work re victim services. JAC discussions on the ASP Strategic Risk Register focussed on the financial position and the progress made on savings plans; progress towards becoming a trauma informed organisation; and the ongoing public confidence agenda.</p> <p>JAC had considered the draft accounts and noted the delayed audit timetable and debated the Internal audit report on Wellbeing.</p>
5	<p>Major Projects:</p> <p>a) Minehead Acquisition Decision</p> <p>The Board had read the report in advance noting the three recommendations requesting approval;</p> <ul style="list-style-type: none"> • The purchase of the Seahorse Centre at £400k to provide a new Police Station for Minehead; • The marketing and eventual disposal of the existing Minehead Police Station on Townsend Road; • The start up of a new project to deliver the new Minehead Police Station. <p>The PCC had posed several questions to the Head of Business Services ahead of the Board, seeking assurances that the needs of the response team had been fully considered; checking for any operational, security or GDPR issues arising from the colocation and confirming relevant covenant insurance would be in place.</p> <p>The Head of Business Services was able to confirm the needs of Response officers had been tested and would be met by the ability to touch-down at Minehead whilst continuing to parade from Williton. There would be a Data Protection Impact Assessment and advice</p>

would be sought from operational and information security experts throughout the project lifestyle but there are no concerns identified currently.

ASP have a communications plan to ensure residents are informed of plans and progress and to identify any individuals or properties that may have benefit of the covenant.

The Deputy PCC agreed to the recommendations presented on behalf of the PCC.

b) Project Highlight Report

The Board had read the Project Highlight Report and noted that the ICASE project status was shown as red. The Board were advised this was in relation to the delays in implementing the new system, due in part to difficulties with supplier communication and management. It is not related to the anticipated delivery of benefits, and there is still a view from business leads that the original benefits case presented in the business case is sound. The project is progressing and efforts are continuing by the project team to clarify delivery timescales. In the background, a stocktake is being undertaken to review the overall position of the project with reference to benefits, finances, commercials etc and to support any future decision making and the Board would be updated once this was completed.

The Portfolio Manager updated the Board following the Design Forum which had endorsed proposals on Occupational Health and the Deferred Prosecution Model. Mandates had also been approved for Role Based Access Control Software and Digital Communications. A New Portfolio Steering Board will commence from 13/09/23 which replaces the Design Forum.

SCRUTINY

6 Chief Constable's Update

The Chief Constable updated the Board on some of the current risks and issues for Avon and Somerset Police.

Morale and wellbeing continue to be a focus and are affected by growing pains associated with increasing officer numbers and also the summer period which can see increased demand whilst officer numbers are decreased due to leave. The shaken public confidence will also affect morale and wellbeing and officers and staff are likely to think the public think more negatively of police than they actually do, due to the nature of the stories reported in the press. The Chief also recognised the impact of asking the workforce to confront some uncomfortable truths, in reference to the recent statement on Institutional Racism.

The Chief is doing a lot of work getting out and speaking with officers and staff and has heard less negative reports of Op Hibiscus this year, the balance is reportedly better.

The Chief noted that plans are coming to fruition in the Leadership work that has been undertaken as part of the five year strategy and recognised the impact that the new Director of Communications and Engagement has had on the work.

A number of key strategic estates decisions have been taken which should improve morale including Yeovil, Minehead, Trinity Road, Bath and Broadbury Road.

In relation to the statement about Institutional Racism there has been positive engagement with diverse communities and feedback that they are keen to work with the police for positive change.

The Chief was mindful of potential issues on the horizon, noting HMICFRS are going to be

	<p>more robust. The child protection debrief was very useful and gave a balanced picture including strengths and weaknesses. ASP is not due to have a reinspection and revisit but do have a lot to address.</p> <p>There should be visible public outcomes as a result of the refreshed ASP strategy such as increased public confidence, better response to emergencies, child protection, bringing cases to justice. Some of this work will involve collaboration with partners and all will be undertaken in the context of finance – some investments and balance with savings required.</p>
7	<p>Key Organisational Risks and Issues</p> <p>The Board had read the paper highlighting the risks and issues the PCC intended to discuss at the Board meeting. The DCC and the Chief Officer for People and OD addressed the queries raised.</p> <p>In terms of equipping first-line leaders to understand and manage performance effectively the chief officer group are reviewing all the data currently available to leaders to ensure they have access to the right information to manage performance for their teams. The learning and development opportunities are also under review to ensure leaders are provided the personal skills to use the data and engage with their teams effectively.</p> <p>The new first line leader programme will have 3 streams – ‘acting ready’ (this will be mandatory and officers will not be able to act up to sergeant without attending the course first) then a further course upon promotion to sergeant and a refresher course for those who are supervisors already. The course aligns to the College of Policing programme and programme for middle leaders is due to follow swiftly. Each year there will be a Mastery Class in a different topic which will be decided each year by chief officers based on what is required.</p> <p>The ASP approach to reviewing, assessing, prioritising and where relevant implementing good practice highlighted through the HMICFRS and the College of Policing Practice Bank is under review and will become more systematic. The work will be overseen by the newly established Operational Improvement Board and will include evaluation of any good practice implemented.</p>
8	<p>Tackling Disproportionality and Racism</p> <p>The Board had read the Tackling Disproportionality progress report; receiving additional updates verbally from the Deputy Chief Constable (DCC).</p> <p>Engagement and advisory sessions with Black heritage community leaders are underway, the current one focusing on Stop and Search. The new Engagement Coordinator for the Tackling Disproportionality work is now in place.</p> <p>It was noted that following the recent murder in St Pauls there has been no charge yet, officers have undertaken community engagement and radio shows.</p> <p>The Bleed Kits installed so far have been well received by the community and officers are working with their communities to identify further locations for installation.</p> <p>A Quarterly newsletter will be prepared for stakeholders including a full report on progress.</p> <p>Pillar leads are now in place for taking forward the recommendations for the Tackling Disproportionality work and the team are meeting with each agency to confirm their acceptance of their recommendations, either in part or in full. ASP have an agreed vision and outcomes in place.</p>

	<p>Communication of the work is as important as the work and the team are considering a documentary, noting the need for the right balance between central communication and a local feel to the work.</p> <p>A full business case is being prepared in relation to the Deferred Prosecution Model, which is expected to have a positive impact both on disproportionality and reducing reoffending.</p>
<p>9</p>	<p>Performance against Police and Crime Plan:</p> <p>a. Integrated Performance and Quality Report</p> <p>The Board had read the report provided which looked at priorities and key headlines, strategic areas of focus and a spotlight analysis considering a refined approach to performance management. The Board moved straight to questions from the DPCC and team with the Chief and her team providing responses.</p> <p>The FDO and the Duty Superintendent roles moving to a geographical model is expected to improve allocation and improve the relationship between the patrol and Neighbourhood teams.</p> <p>The summer demand operation Hibiscus has allowed ASP to maintain demand at level 1 so far and it was confirmed there is agility in the deployment of resources within the operation which allows resources to return to primary roles if demand is not there within Hibiscus.</p> <p>A Gold Group has been established to manage the demand within Crime Data Integrity and consider ways to improve performance, in particular to ensure any missed rape offences are identified and recorded.</p> <p>The overall approach to performance management proposed within the papers was welcomed by the PCC's team.</p> <p>b. Assurance Report – Domestic Abuse</p> <p>The Board had read the paper which reported moderate assurance about ASP performance in relation to Domestic Abuse (DA). The DPCC asked a number of questions of the tactical lead, which had also been shared in advance of the meeting.</p> <p>There are national issues in relation to the implementation of Domestic Abuse Risk Assessment (DARA), the new tool developed by the College of Policing, meaning it may not be implemented by April 2024 as expected by the College of Policing. A number of police forces are subject to the same issues. Once implemented there may be a dip in recording but ASP have training planned to mitigate this.</p> <p>Whilst increasing, the positive outcome rate for DA offences remains lower than that for non-DA offences. There were barriers and issues highlighted that will continue to prove challenging for these offences, including more complex choices for victims. Whilst police will work with partner agencies to ensure support for victims this will always be a difficult area.</p> <p>The Board were concerned about the high non-attendance rate (29%) for the first wave of DA Matters training. The next wave begins in September and ASP will consider this as an accreditation and identifying all officers who require training and ensuring they receive it. The Professional Standards Department have been identified to receive the training earlier than originally planned.</p> <p>The Board noted that 'The further people are from a custody unit the less likely there is to be an arrest for DA'. Officers are expected to use their discretion, but guidance is clear that positive action must be taken and would want it to be equitable. More insight is required to</p>

	<p>understand this statement and to ascertain if it is DA specific or is this true for other offences also.</p> <p>The Board heard that arrest rates for breach of bail are double that for the original offence, providing some assurance the risk to victims is being considered.</p> <p>The recommendation raised in the paper would be considered by the Local Authority DA commissioners at their forum.</p>
10	<p>Professional Standards Update</p> <p>a. Quarterly Report</p> <p>The Board noted the quarterly report and had no major queries. The Director of Performance and Accountability agreed to raise any questions on the quarterly report when she next met with the Head of the Professional Standards Department.</p> <p>b. IOPC Independent Investigation update</p> <p>The Board had read the summary update report in relation to the ongoing IOPC Independent Investigations. The Director of Performance and Accountability queried if there had been any changes to current decision making for IOPC and if there had been any impact on the capacity for ASP investigating officers, as well as seeking assurance that ASP have no outstanding actions in relation to the 4 current investigations originally referred in 2021.</p> <p>Whilst an increase has been noticed nationally in death and serious injury cases there has been no notification of any amendments to guidance from the IOPC, and ASP are confident they are referring cases correctly and have no outstanding actions for the investigations from 2021.</p> <p>c. OPCC Complaints Review Data</p> <p>The Board noted the report from the PCC's Complaints Review Officer.</p>
11	<p>HMICFRS PEEL 21/22 update</p> <p>The Board had read the HMICFRS Recommendations and PEEL AFIs update report, which included an AFI Focus on Investigating Crime.</p> <p>The Chief of Staff conveyed the PCC's desire to support improvements to Court Backlogs and CPS challenges in his position as LCJB Chair. The Chief Constable spoke of recent meetings with the Weston circuit judges where she had presented the work of Bluestone and the results, Operation Soteria and the national figures highlighting the current backlog and anticipated additional work expected, advising there are a number of suggestions to trial to try to improve the process and decrease the time people need to wait for justice.</p> <p>In response to a question from the Director for Performance and Accountability the DCC advised dip sampling of supervisor reviews is being undertaken by the Investigative Standards Group and any concerns are being addressed.</p>
12	<p>People and Organisational Development Update</p> <p>The Board had read the two detailed reports provided for the meeting, the first on workforce planning and recruitment activity and the second on culture, leadership and training. The Chief Officer – People and Organisational Development responded to questions from the</p>

	<p>Deputy PCC and provided some additional comments on the current position.</p> <p>Avon and Somerset police have a decreasing resignation and leavers rate for police officers currently and are mid table nationally on this measure.</p> <p>Police staff turnover appeared high in the Criminal Investigation Department; however this was due to staff leaving to enter police officer roles, therefore not leaving the organisation.</p> <p>ASP remain on track for their uplift target for March.</p> <p>The Command and Control team is at full establishment now; although the high sick absence is receiving focus and attention.</p> <p>The Occupational Health business case has been presented to the design forum and includes plans to restructure the provision. The full time Doctor's post will reduce to 0.6 FTE and a Unit Manager position will be introduced to allow the clinician to have a focussed role. A counselling provision is also proposed in the new structure. The full business case will provide all the detail and will be presented for the PCC's decision in due course.</p> <p>ASP have noticed an increased demand in terms of their people's health in PSD but also through response and neighbourhood teams. There has been an increase in traumatic incidents officers are having to deal with. ASP are working to take a trauma informed approach with their workforce, in the same vein in which they are asking officers to deal with the public.</p>
13	A.O.B
	<p>Items for Publication</p> <ul style="list-style-type: none"> • 2023/24 Q1 Financial Performance Report

Date of the next Governance and Scrutiny Board: 12th September 2023 11:30 - 13:00 and 13:30 - 15:00