

**TO EACH MEMBER OF THE  
OVERVIEW AND SCRUTINY COMMITTEE**

27 March 2023

Dear Councillor

**OVERVIEW AND SCRUTINY COMMITTEE- TUESDAY 28 MARCH 2023**

Further to the Agenda and papers for the above meeting, previously circulated, please find attached the following reports:

<b>Agenda Item</b>	<b>Description</b>
<b>6.</b>	<b>Gloucestershire Police and Crime Panel Update</b>  To receive an update from the Council's representative on matters considered at the last meeting (24 March 2023).
<b>7.</b>	<b>Gloucestershire Health Overview and Scrutiny Committee Update</b>  To receive an update from the Council's representative on matters considered at the last meeting (14 March 2023).

Should you have any queries regarding the above please contact Democratic Services on  
Tel: 01684 272021

Yours sincerely

**Head of Democratic Services**

## Gloucestershire Police and Crime Panel (PCP) – 24 March 2023

All materials from the meeting, including reports and presentations are available on the GCC meetings website.

### **HMICFRS Improvement plan update**

Detective Chief Superintendent Arman Mathieson provided an update on progress towards implementing an Enhanced Operating Model designed to address performance issues, including those highlighted in the last report from His Majesty's Inspectorate of Constabulary which resulted in the Gloucestershire Police Force being placed under engage measures.

The report highlighted that the operating model was not fit for purpose and that resources had not been appropriately allocated.

A process of continuous improvement and innovation has been instigated and in October 2022 an Enhanced Operating Model (EOM) was agreed upon.

The Force faces significant pressure from demand with some 340,000 contacts a year, resulting in 150,000 incidents being recorded and 60,000 crimes.

The EOM involved a redesign of workflows to improve efficiency and both enhance prevention of crime and offer a better service to the public. 26 core functions have been identified and some 200 activities, as part of the review with staff and officers being mapped across to this new structure.

An innovation on the EOM is the introduction of centre for investigation excellence with a clearer split in responsibilities between response and investigation, to enhance both functions. Of approximately 500 front line officers in the Force, 300 will be primarily responsible for response and 200 for investigation.

The PCC emphasised that the EOM involved a switch to a performance driven culture.

The EOM implementation has involved 1300 staff being allocated postings under the new structure, with some 76% getting their first preference posting. 30 staff are appealing against their new postings and 2 have left the Force.

The PCP asked about the impact of the recent 360 page Baroness Casey Review of the Metropolitan Police for Gloucestershire.

Ruth Greenwood, the CEO of the Office of the police and Crime Commissioner noted that although some of the findings of the report are specific to the Met, Gloucestershire will

need to read the report carefully and consider what it means for the Force. Baroness Casey had suggested 7 areas for change on which progress should be reviewed every two years. The continuous improvement culture in Gloucestershire meant that it was intended to look at these areas on a more regular basis, with detailed reporting every 6 months or year, and that change had occurred before the Casey report had been issued.

When asked about morale, DCS Mathieson noted that he believed that morale had been impacted by the heavy workload, but was good, noting that the EOM would help the Force to emerge from the engage process, benefiting officers and the public.

### **Gloucestershire OPCC Commissioning Team**

A presentation was made on the role of the OPCC Commissioning Team.

The function starts with assessment of the Force as it to identify gaps. A plan is then drawn up based on the review and investigation of what others are doing, identified actions are taken, and the results reviewed and analysed on an 18 month cycle. Examples of areas reviewed included police work on rough sleeping and young offenders services.

The commissioning Team also prepares bids for central government funding from the Home Office and Ministry of Justice for Gloucestershire. It also manages the Commissioner's Fund, which makes grants to local organisations addressing areas related to crime prevention and victims, and monitors the results delivered.

Gloucestershire's two major wins under the Safer Streets Home Office initiative, totalling over £3.0m, highlight the benefits of having an active Commissioning Team.

### **Update from the PCC**

The PCC submitted a report on the current activities of the PCC and the Force.

The PCC highlighted that the Cheltenham Festival had gone well, with actions being taken to help address anti-social behaviour related to the festival.

The recent visit of the Knife Angel to Gloucestershire Cathedral had been a success , helping to get across messages across about the dangers of knives in our community, messaging supported GCC, the City Council and local MPs.

The PCC noted that the Solice multi-agency forum on tackling anti-social behaviour had been signed up to be a number of the local district Councils; he hoped Tewkesbury would sign soon.

The PCC again mentioned his lobbying efforts to get the Police considered as part of the S106 process in local planning applications. He said that he had lobbied for legislative changes to include this as a requirement.

Councillor Gray asked a number of question relating to matters raised at the Tewkesbury Overview and Scrutiny Committee:

- Method of public survey
  - Social media was used to attract participants as well as engagement with local community contacts.
- Treatment of injured officers who are retained in desk jobs for long periods on higher pay
  - It was acknowledged that there were issues with the treatment of officers on “adjusted duties or limited duties’. As part of the EOM process the issue had been looked at, and whilst it remained appropriate that officers injured in the course of their duties were treated sensitively, the number of officers so designated had been reduced and a series of reallocations to more evenly distribute them between functions had been performed.
- Vetting of officers and how to restore women’s confidence in the police
  - These topics had partly been covered in the discussion of the Casey report, but because of the seriousness of the findings of that report and the related topics, it was agreed these matters would be included for more detailed reporting and consideration at a future meeting of the GPCC.

## **OPCC CEO Report**

Ruth Greenwood submitted a report on the performance of the Gloucestershire Force.

A number of questions were raised about the increase in recorded crime. The fact that the Peel report had required a change in culture towards much greater discipline around recording crime has resulted in an increase in the number of less serious crimes and incidents being recorded. Similarly, a change in culture was also likely responsible for higher recordings for crimes such as sexual assault and violence.

A reported jump in the number homicides was likely misleading as many of the investigations were open and would subsequently be removed, resulting in negative statistics for cases in future reporting. Suspicious deaths involving falls, are an example of where such recategorizations can occur.

A new standard Home Office reporting pack is expected soon that will bring greater comparability across forces.

The meeting eded.

Full minutes of the meeting will appear in due course on the GCC website.

The next meeting of the Panel will be on 7<sup>th</sup> July 2023

Report ends.

## Health Overview and Scrutiny Committee – 14 March 2023

The reports and Minutes can be found on the Gloucestershire County Council website. Anyone with a detailed interest should access these as this is a resume from that meeting.

### **Out of Hours (Practice Plus Group) Service Report**

Feedback was given following a CQC inspection of the Out of Hours Service. The report has been published. The last five year reports have shown the service is safe but required improving. HOSC has been looking at this for a while now, including some of the Committee visiting the NHS 111 centre at Bristol.

The Gloucestershire Integrated Care Board (ICS) reported back that new ways of working have shown improved outcomes. The new leadership and closer working with the PPG has looked into each area requiring improvement and produced an improvement plan. This has involved redesigning the service in places, looking more closely at the Out of Hours services and 111. Feedback on use of these services during the pandemic has produced some valuable feedback.

Urgent and Emergency care issues identified in the general hospitals in the Newton Report, also link in with the Out of Hours services and overall improvements that need to be made.

The service aim is to provide a better, more holistic service to out populations.

NHS 111 serves as a central point to support all the areas in a co-ordination role but has struggled with demand, especially over December where there was a high prevalence of Children's respiratory disease and Strep A.

A lot of the areas requiring improvement have already shown signs of this.

It was explained that an action plan is drawn up every time there is a CQC inspection. These improvements are made, only to be given a new list of identified issues the following year. So, although the Out of Hours service has been identified as requiring improvement over the last five years, different aspects are identified each year. It is an ongoing issue. Filling the shifts can be difficult and staff shortages run at about 25%.

### **Winter Sustainability and Surge Management Plan 2022/23 Review**

This feedback reviewed performance against the plan.

The plan targeted eight specific areas which worked well, especially with the increased collaboration and working together. This produces better outcomes and was felt to be successful.

Most action planning items were delivered upon and can demonstrate good assurance.

They were particularly pleased with this, bearing in mind the extra pressures they were under with capacity, demands and strike action.

Ambulance delays at U and E are much improved.

More timely discharge is improving steadily with better working with community and domiciliary care providers.

Virtual wards are looking to grow and meet patient demands closer to home.

Streaming of patients requiring mental health support in the U and E department has improved so they can be discharged and redirected to the correct services.

Voluntary services (VCSE) - bedding used a lot.

In the debriefing, the hospitals are looking at the next steps to try to keep one step ahead of any forthcoming issues.

The key areas of focus were:-

- Virtual wards primary focus was on respiratory illness and managing people at home.
- Kingham Unit- Provide rehabilitation space to support people outside of the acute hospital. This is when they are safe to go home but need rehabilitation.
- Tewkesbury Hospital - 10 bedded short stay hospital, to assess and provide the support services required to keep them at home without an acute hospital admission. Mainly for frail and elderly whose needs are not currently met in their home or existing care facility.
- Acute hospitals have had a discharge area, that can hold up to 27 patients whilst waiting to go home, freeing up the beds earlier.
- Two social workers at Gloucestershire Royal Hospital - working to prevent admissions and speed up discharges.
- Prescott Ward - 35 bedded ward refurbished at Cheltenham General Hospital, ready to cope with winter surges.

GP appointments were discussed and the delay in obtaining a routine appointment is getting longer due to the need to bed so many urgent appointments each day with demand for this increasing.

Pharmacy contracts at present are with NHS England but from 1 April 2023 these will be delivered by the local integrated care boards.

### **Maternity (temporary services changes) update**

The CQC report highlighted that there were not enough midwives to care for the patients.

The services continue to improve, although recruitment and retention is an issue. Recruiting from abroad. This is not helped by high staff sickness and maternity leave within their own staff.

Timetable of the temporary closures and midwifery staffing absence are in the report online on Page 81.

They are maintaining the temporary closures as they do not want a yo-yo effect of units being re-opened and then having to be closed again due to a dip in staff numbers. Will re-open when they have an established workforce. A recent recruitment event saw 31 midwives showing an interest in 25 vacancies so they are hopeful that levels will improve.

The primary objective for the service is to have a 1:1 during labour, which is achieved 97% of the time. They do not want to lose this by reopening units prematurely.