



Governance and Scrutiny Board agenda – 12th September 2023 11:30-13:00 and 13:30-15:00

Venue: Avon 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:

Nick Adams, OCC Chief Finance Officer
Will White, Assistant Chief Constable
Hannah Watts, Head of Business Services
Jon Dowey, Head of Performance and Insight
Justin French, Chief Inspector, ASB lead
Mike Carter, Head of Learning
Emily Skyrme, Operational Delivery Manager
James Raphael, D/Superintendent
Rachel Shields, Head of Investigations
Ed Yaxley, SRO, Project Bluestone
Roger Doxsey, Programme Lead, Investigation Standards
James Francomb, DCI, Investigations
Helen Jeal, Improvement and Assurance Manager
Dan Ashfield, Crime Prevention Inspector

GOVERNANCE

| Item | Item Name |
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| 1 | Apologies Chief Constable Sarah Crew Deputy PCC Claire Hiscott Louise Hutchison Chief Officer – People and Organisational Development |
| 2 | Minutes and Action Updates The minutes of the Governance and Scrutiny Board held on 9 th August were agreed as accurate for publication. |

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| | <p>The Board had received updates in relation to the open actions that were due for response at the September Board meeting within the papers for the meeting.</p> <p>In relation to action 20/23, 22/23, 33/23 it was agreed further updates would be provided to the October Board meeting.</p> <p>The Board had received sufficient information to close the remaining actions as recommended.</p> |
| <p>3</p> | <p>Finance</p> <p>a) MTFP Update</p> <p>The ASP Chief Finance Officer attended the Board and provided a short presentation. Details of the proposals and assumptions that will inform the Medium Term Financial Plan (MTFP) for the 2024/25 budget were discussed and questions were asked from the PCC and his team.</p> <p>A timeline for the first draft of MFTP was discussed and this will be available for GSB in December which will be prior to the Government grant settlement figures and confirmation of the precept. A final MTFP will be ready in January and ahead of the Police and Crime Panel meeting on 1st February.</p> <p>Taking into account the assumptions there will be a £19million savings requirement by 2027/28. Additional savings have been delivered in 2022/23 negating the need to lean on £3.7m of reserves.</p> <p>It was noted that there will be a growth in Government grant funding due to the 7% pay award which will happen at the end of the September and will include police staff. However, Avon and Somerset may be disadvantaged if the share of the Government grant for 2024 - 2025 is distributed using the grant ratio formula and pressures will be created as a consequence. An additional sum of approx. £12million is expected from a share of £515million.</p> <p>It is not known if the Government will underwrite the new contribution rates for pensions which will be introduced next year. The evaluation is that an increase in costs circa of £3.5million are likely. More information will be available at the GSB in December.</p> <p>Fuel costs continue to fluctuate and a revised forecast will be made for the end of Q2. This will be assessed in the early part of 2024, but there is an assumption of an increase of 5% per annum.</p> <p>Monitoring of utilities will continue as the increases due to inflation are assumed, therefore 4% for every year will be built in.</p> <p>Growth and investment will be tracked and built into the MTFP for projects such as Leapwise, training and development, use of drones and the Change portfolio.</p> <p>Savings and adjustments of circa £3m can be found by staff reductions and PCSO vacancies.</p> <p>Movement for Training and Development, Welfare and Trauma will be assumed to increase at 1% which is below inflation. This is due to the increase in grant funding.</p> <p>Significant house building in parts of Somerset and S. Glos may see betterment in Council Tax in the future, however a precept of £10 is assumed for 2024-2025. The</p> |

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| | <p>PCC cautioned that the £10 precept increase may not be achieved.</p> <p>A full draft report will be prepared for December for finalisation in January 2024.</p> <p>The savings will be released to balance the budget and support projects.</p> |
| <p>4</p> | <p>Major Projects Deferred Prosecution Model Business Case</p> <p>The Board had read the Business Case in advance of the meeting and considered the request for approval. Following discussion it was agreed that:</p> <ul style="list-style-type: none"> - Similar approaches piloted elsewhere in the UK have demonstrated a positive impact on preventing reoffending and successful diversion for the criminal justice system, particularly for those from Black and Minority Ethnic backgrounds. - The approach proposed in the business case will need to be carefully evaluated throughout implementation, and an evaluation process plan will be developed. - It should be commissioned in a similar way to ASCEND, and not through the OPCC. - The PCC was content to fund year 1 through reserves, and the DCC confirmed that subsequent years would be funded through planned ASP budgets. <p>Decision: the PCC approved the business case. This is subject to seeing the evaluation plan. It was confirmed that year 1 would be funded from PCC reserves and from year 2 ASP would bear the costs, building it in to the MTFP.</p> <p>The Board were given updates on other major projects:</p> <p>RAAC - Initial surveys carried out on Plymouth House and the Sea Horse Centre have not identified RAAC, however this was not requested from the surveyor, who will only look for RAAC if instructed to do so. Additional surveys will need to be carried out to give further reassurance.</p> <p>Updates on CCTV will be provided at the GSB in October.</p> |
| <p>5</p> | <p>Estates: Quarterly Update on Estate Asset Management plan</p> <p>The Board had read the report in the papers and had sight of the presentation in advance of the meeting. The plan succinctly sets out a direction of travel with a more structured and consistent approach to managing the budgets and requests. It firmly ties to operational and crime plan priorities.</p> <p>The consideration of One Public Estate was discussed, particularly around the interdependencies with partners. More information regarding the agreement with Somerset Council and their plans regarding Deane House need consideration. Other considerations were discussed around collocating at Plymouth House with other partners and BT's requirement for parking in the basement.</p> <p>Scrutiny of the decision making process for a change in the approach to toilet signing and use were discussed as this will need to be factored in to operation and design of estates going forward. There needs to be a clearer process and the design guide iteration has not been finalised.</p> |
| <p>6</p> | <p>A.O.B</p> |

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| None raised |
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SCRUTINY

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| 7 | <p>Chief Constable's Update The Deputy Chief Constable represented the Chief Constable.</p> <p>The Deputy Chief Constable confirmed that following a long-term piece of work and with huge credit to the team that there will be a formal launch this month of the strategic plan and performance and governance framework. Leads are identified for all existing work and change activity and put into programmes for focus and priority. Work continues to improve performance and give confidence to the community that ASP are a high-performance force 'en route' to outstanding.</p> <p>ASP have reviewed the framework to align performance and assurance activity with the PEEL questions. This will enable ASP to demonstrate clearly how they are improving against the PEEL questions. A new Portfolio Steering Board started this month to oversee the change programmes. The Chief Officer's Group are excited about this structure and focus on performance.</p> <p>The Chief has received two letters from the Home Office.</p> <ol style="list-style-type: none">1. A letter was received directly from the Home Secretary regarding activism and impartiality where several issues were raised in respect of policing to deliver without 'fear or favour' in a non-biased and non-political way. This will be cross referenced historically within the force to form an approach to these issues. HMICFRS will be looking into this further and a letter has also been received in relation to this from His Majesty's Chief Inspector of Constabulary who has been commissioned by the Home Secretary.2. A second letter requested a response in relation to service delivery on crime and ASB for police performance nationally. <p>The team won a national NPCC VAWG reward in relation to the internal 'This is not who we are' campaign.</p> <p>ASP had made a statement following media reports about an under-cover officer who formed a relationship with a member of the public and fathered a child. This was declared a critical incident to form a response, while avoiding identification of individuals and safeguarding the public.</p> <p>The PCC expressed concern around the significant number of deaths and injuries on the road in Avon and Somerset and asked if there is anything more that can be done to improve road safety. For example is there an opportunity for partnerships with motorcycle suppliers to support training for people who have returned to motorcycle riding after a break.</p> <p>Unfortunately, some of the road safety incidents have involved police vehicles and the ACC is looking into standards of driving and training of officers on procedures and policies.</p> |
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| 8 | <p>Key Organisational Risks and Issues</p> <p>The Board had read the paper highlighting the risks and issues and the DCC addressed the queries raised.</p> <p>The HIMICFRS investigation final report has not yet been received, however there will be some recommendations. The highlights were the positive comments that were</p> |
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received about ASP's desire to learn and flex to improve service delivery, that they were impressed with Op Ruby and the commitment of individual officers and staff. However ASP need to improve understanding 'the voice of the child' and look at the process for social care referrals from ICAT.

The Right Care Right Person national toolkit and guidance was released at the end of July. ASP have adopted a proactive approach and have appointed a lead. ASP visited Humberside and an NPCC programme has been established. The national partnership agreement was shared publicly (phase 1) and ASP are waiting for NPCC commissioned legal advice which will be in the form of a Q & A before the next stages of implementation. ASP have signed a national agreement and have written to Senior Health Service Partners. There is a further meeting in October. Phase 2 will be a toolkit and the drafting of policies for local adaption.

The Home Office have announced that they intend to make changes following the review into police dismissal. Timescales are unknown and the changes may not take place until next year. Control is expected to be given back to Chief Constable's which will likely mean panels chaired by an ACC but still with a legally qualified member and an independent member. This will create extra demand for Chief Officers but the details are not yet known.

The performance dashboard shows some fluctuations. Small, but consistent, decreases were seen in the positive outcome rate for drug trafficking. An assurance report will be made available to the October GSB which should answer this question. The PCC requested that the activity from Op Scorpion be considered as this has had a major impact on supply and disruption.

9 Tackling Disproportionality and Racism

Following the Chief Constable's statement about 'Institutional Racism', ASP have engaged with the public, including inviting people to engage in focus groups on Stop & Search.

The national Black workforce survey is being run again this year and this time will allow the results to be broken down by police area.

ASP commissioned a local youth group to run a survey: capturing the views of Black heritage people in Bristol. The findings from this local survey corresponded with other findings and data and broadly showed a lack of confidence in the police.

The Bristol Black Muslim group are looking to put out a survey about policing and have been in contact with the PCC about this.

ASP are considering how we use the voice of people from across A & S as opposed to just Bristol, as ASP recognise that there is a challenge engaging with people outside of Bristol and this is something that they are working on to improve. A discussion meeting re how we can broaden out from being Bristol focused will be arranged with ACC, PCC and DPCC.

**10 Performance against Police and Crime Plan:
a. Integrated Performance and Quality Report**

Since the review there has been no significant uplift in the quality of case files. Targeted support and a training needs analysis may be required, although it is thought this issue may be due to the significant gap in time from completing the training to completing a case file, resulting in skill fade. Design and use of a case builder guide /

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| | <p>training pack and App was discussed. Discussed the progress of training and support through to formal Unsatisfactory Performance Procedures.</p> <p>b. Quarterly Serious Violence Update</p> <p>The superintendent lead for Serious Violence clarified that the South West has a lower supply of firearms than other parts of the country.</p> <p>c. Quarterly Vulnerability and VAWG report</p> <p>ASP have de-prioritised some areas from the National Vulnerability Action Plan (NVAP) in order to re-prioritise HMICFRS areas for improvement. ASP acknowledge they still need to improve in the other areas of the NVAP as well.</p> <p>The OPCC is supportive of independent chairs of scrutiny panels. There is a national review of local scrutiny panels to check they remain fit for purpose. Nationally Soteria are doing similar work with the Criminal Justice system and there is a proposal to roll this out within the vulnerability portfolio, for example, Voice of Victim and in particular children’s working groups. AFIs are evidence prosecutions and governed through other communities. Oversight of this programme is essential for the OPCC and the volunteers that the OPCC have recruited are running substantial panels and it is noted that there is a subtle different working in the child protection arena.</p> <p>Investigation of police perpetrated domestic abuse (PPDA) was discussed. The DCC makes the final decision whether to suspend somebody during the investigation and this is based on the seriousness of the allegation and if it is in the public interest to do so. The DCC has an expectation that in most cases of PPDA there would be a suspension.</p> <p>It was noted that there have been exceptional spikes of complaint referrals since the publication of the cases of Couzens and Carrick, however these spikes are expected to plateau and are expected to stabilise towards the end of 2023 into 2024.</p> <p>d. Assurance Report – Crime Prevention</p> <p>The Board discussed the importance of measurable performance of the effectiveness of crime prevention. A further meeting will be set up to discuss the timelines for developing the local plan. There will be conversations with UWE to ensure crime prevention training is fit for purpose. Linking into College of Policing to share best practice and ensure that this ties in with regional, national and partnership working. Looking at problem solving plans and what has worked well. This report will be shared at the next Police and Crime Panel on 28th September.</p> |
| <p>11</p> | <p>HMICFRS PEEL 21/22 update Focus: Responding to the Public</p> <p>Noting that there are still recommendations outstanding from 2019/20 an update on these will be brought back to the next meeting.</p> |
| <p>12</p> | <p>People and Organisational Development Update</p> <p>The Police Federation recently published The storm of police officer resignations. It claims that poor insight and data management means that real rationales for leavers are not fully understood.</p> |

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| | <p>Retirements and resignations are stable and are usually the same, however there have been fewer retirements since the new pension scheme was introduced.</p> <p>Attrition is generally around 25 per month. This may become higher with the increase in uplift as some new recruits may leave early.</p> <p>Some new recruits appear to be joining at a slightly older age with the average age being 27 years old. There are also more new joiners in their 30s and 40s.</p> <p>There are higher numbers of applicants for certain areas and some areas of the service are more difficult to recruit into than others.</p> |
| 13 | A.O.B |
| 14 | <p>Items for Publication</p> <p>Agreed minutes last meeting</p> <p>Approval of deferred prosecution business case</p> <p>Assurance report for crime prevention published by panel</p> |

Date of the next Governance and Scrutiny Board: 16th October 2023 11:30 - 13:00 and 13:30 - 15:00