



**Governance and Scrutiny Board agenda – 16<sup>th</sup> October 2023 11:30-13:00 and 13:30-15:00**

**Venue: Gordano Room, Police HQ**

**Attendees:**

Mark Shelford, Police and Crime Commissioner  
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  
Sarah Crew, Chief Constable  
Jon Reilly, Assistant Chief Constable  
Louise Hutchison, Chief Officer – People and Organisational Development  
Nick Ridout, Governance Secretariat Officer  
Vicky Ellis, OPCC Secretariat Manager (Minutes)

**Part meeting attendance:**

Nick Adams, OCC Chief Finance Officer  
Richard Snook, Project Manager  
Mike Carter, Head of Learning  
Kate McLintock, Project Manager  
Jon Dowey, Head of Performance and Insight  
Mark Runacres, Bristol Police Commander, Neighbourhood and Partnerships, Drugs Thematic Lead

**GOVERNANCE**

<b>Item</b>	<b>Item Name</b>
<b>1</b>	<b>Apologies</b> Claire Hiscott, Deputy Police and Crime Commissioner James Davis, ASC Delivery Manager, Portfolio Deputy Chief Constable Nikki Watson
<b>2</b>	<b>Minutes and Action Updates</b>  The minutes of the Governance and Scrutiny Board held on 12 <sup>th</sup> September 2023 were agreed as accurate for publication.  The Board had received updates in relation to the open actions that were due for response in the papers for the meeting and received sufficient information to close most of the open actions.  Further updates were requested in relation to actions 20/23, 22/23, 37/23 and 39/23 following additional work that was due to be undertaken.

<p><b>3</b></p>	<p><b>Finance</b></p> <p>a) MTFP Update</p> <p>The Board had received a copy of the presentation within the Board pack. The OCC CFO attended the Board meeting to speak to the presentation, highlighting the key headlines and points in consideration while preparing the Medium-Term Financial Plan, which will be presented to the Board at the January meeting.</p> <p>The Board were advised funding will not keep pace with escalating costs, the need to identify savings throughout the course of the MTFP was evident and will be more acute in the early years of the period due to inflationary pressures.</p> <p>Assuming a £3.4m growth in the core grant, a £21.8m increase in funding is forecast for 2024/25 and forecast change in costs for the same period total £23.7m.</p> <p>The 2028/29 forecasts show further growth in revenue budgets and the impact of business cases, with the biggest change in expectations on interest rates and reflects a similar picture to that previously presented to the Board.</p> <p>The Board were advised that plans in relation to Neighbourhood Policing and PCSO resourcing are still being developed and recognised the importance of an engagement plan as part of this work for external and internal stakeholders.</p> <p>Pressures on the overtime budget remain but are reducing and should be resolved for 2025/26 onwards.</p> <p>The Board discussed the provision for innovation within the budget work, using the use of drones as an example.</p>
<p><b>4</b></p>	<p><b>Major Projects/Business Cases</b></p> <p>The Board noted the update report circulated in the papers on the major projects, and the PCC and his team sought clarification on updates in relation to two projects which had a red RAG status.</p> <p>The Board were advised the position in relation to the two projects highlighted would be clearer in March 2024 and were assured work is progressing satisfactorily, with no short-term operational impact expected.</p> <p><b>a) Digital Evidence Outline Business Case</b></p> <p>The Board noted the Outline Business Case circulated in the papers detailing the need for an improved Digital Evidence Management System (DEMS). The report recommended the Board to approve the procurement for a new, fit for purpose DEMS conducted as a regional procurement exercise, with Avon and Somerset Police as the lead force.</p> <p>The Board sought clarification on the funding for the business case and incorporation into the current MTFP, as well as ensuring compatibility of any new system with partner agencies such as the Crown Prosecution Service, His Majesty’s Courts and Tribunal Service and Probation.</p> <p>Following discussion, the Board agreed the outline business case.</p> <p><b>b) Learning Demand &amp; Capacity Business Case</b></p>

	<p>The Board noted the business case which contained four options. The Business Case recommended Option 3 to extend a number of fixed term posts for a further year until March 2025.</p> <p>The Board discussed with the Head of Learning how the department would manage resources so as not to be returning with a request for further extensions to the contracts. The Board was also interested in the progress of courses already underway and the impact these have had on staff and officers.</p> <p>Following discussion and assurance on these points, the Board agreed Option 3 as set out in the Business Case, noting the request for £360,000 from PCC reserves.</p> <p><b>c) Occupational Health Business Case</b></p> <p>The Board noted the Business Case for the changes to the Occupational Health Department, which followed a review of the structure, provision and processes within the department. The recommendation from the Business Case to the Board was to approve Option 3 to Optimise the Structure and creating a new counselling function.</p> <p>The Board considered the risks and benefits associated with the proposed changes, compared to making no changes. The Project Manager also highlighted to the Board the annual costs and the expected implementation costs.</p> <p>The Board discussed the monitoring of the usage and patterns of demand as well as the link to the overall wellbeing strategy to retain a healthy workforce.</p> <p>Following discussion of these points, the Board agreed the Business case for Option 3.</p>
5	<p><b>A.O.B</b> None noted.</p>

## SCRUTINY

6	<p><b>Chief Constable's Update</b></p> <p>The Chief Constable updated the Board on four key risks and issues for Avon and Somerset Police.</p> <p>Trust and confidence of the public in the police continues to be challenged by incidents including a recent case of sexual misconduct going through the misconduct process and the undercover policing case reported in the Guardian. The Story Films documentaries are due to be aired in January 2024, and while it is anticipated they will show Avon and Somerset Police as a progressive, forward-thinking organisation they may also highlight issues of racism. The Chief emphasised the importance of being open and talking about such issues publicly.</p> <p>The international events in the Middle East, and national issues including limited prison capacity, also pose risks to ASP, creating tension and strains on resilience.</p> <p>The financial position will continue to be challenging for a few years. The Chief and her team believe they have a programmatic approach which will create some breathing space and capacity, but the financial position will remain a challenge and will create a limit to some of the plans.</p> <p>The fourth area is people. Officers and staff are facing into trust and confidence issues,</p>
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	<p>consequences of international and national events and this will impact on morale, wellbeing and culture. The Chief advised it is these concerns that underpin the decisions around Occupational Health, training, leadership and wellbeing and the new Head of Organisational Development will lead the work on this.</p> <p>The Chief shared good feedback received from some community stakeholders who observed silver control during some recent live public order incidents. They commented on the impartiality of officers and insight gained into the types of decisions needing to be made at pace and the professionalism of those involved.</p>
7	<p><b>Key Organisational Risks and Issues</b></p> <p>The Board discussed the risks and issues presented in the OPCC paper.</p> <p>ASP contributed to the Soteria/Bluestone survey initially and trialled it ahead of the launch. They have been receiving feedback from Safelink and others since 2021 and have been using the information gained in feedback to inform their approach. Safelink and ISVAs have been providing positive feedback.</p> <p>The Board discussed the backlogs shown in the Collisions data. Whilst it is now easier to report online the backlogs remain in cases where the police are facilitating the exchange of details between parties. ASP are looking for efficiencies and automation to bring this backlog down. The Board were assured prosecutions are not being missed.</p> <p>The Board returned again to the issue of disproportionality in police officer recruitment, which had been discussed on a Media Storm podcast. A response to a Freedom of Information request showed that Black and Asian people were less successful through the process. ASP have investigated the data and identified a number of stages of the process where disproportionality has been seen and they are now looking into how they can improve the process at each stage. ASP continue to go out and speak to communities, encouraging applications. The Board were advised National data shows ASP to be performing differently and they are seeking to understand why. The Board also noted the concerns with delays in vetting which contribute to some candidates withdrawing from the process and taking up roles elsewhere.</p>
8	<p><b>Tackling Disproportionality and Racism</b></p> <p>The Board received a brief oral update from the Assistant Chief Constable on the work underway in relation to the development of the race strategy, the community network being established and work planned for Black History month.</p> <p>The Board congratulated the Chief Constable for being awarded Ally of the Year at the National Black Police Association Conference.</p>
9	<p><b>Performance against Police and Crime Plan:</b></p> <p><b>a) Integrated Performance and Quality Report</b></p> <p>The Board noted the Integrated Performance and Quality Report and the ASP Head of Performance and Insight responded to questions from the PCC and his team in relation to it.</p> <p>Due to little improvement in compliance with the Director's Guidance Assessment, focus continues to be given to the improvement of file quality by providing support and training to officers, focussing on those teams with a high volume of submission of files such as</p>

Detainee Investigation Teams and providing focused interventions for individuals who are not performing to the required standard. File quality is the item of focus at meetings of the Investigative Standards Forum.

The Board heard about the challenges affecting the timeliness from report to charge, including complexity of cases, pressures in the Crown Prosecution Service and delays in the Digital Forensics Unit. The Board discussed ongoing work to address these issues including the piloting of a new tool to assist searching data, acknowledging the national capacity issues which providers are experiencing.

The Board discussed the Right Care, Right Person work and the pilot which is considering the missing person demand and approach.

#### **b) Assurance Report – Drugs**

The Drugs Thematic Lead joined the Board to discuss the Assurance Report and the PCC took the opportunity to thank him for the work over the weekend policing the marches and protests.

The Board noted the report and moved straight to questions from the PCC and his team.

The regional Operation Scorpion has been done well and reflected an increase in disruptions to drug supply and criminal activity. ASP continue to work with drug partnerships to identify risks early. The Op Remedy team availability to support local teams in this work has been highlighted across the force.

ASP are providing additional training and support for officers to convert arrests to charges for drug offences and continually review any national learning and best practice in this area.

#### **10 HMICFRS update**

The Board discussed the length of time some recommendations from HMICFRS had been outstanding; an update on these would be provided to the next Board.

#### **11 People and Organisational Development Update**

The Chief Officer – People and Organisational Development highlighted some of the information from the report, including the 7% leaver rate compared to 9% nationally; the Communications team is now fully resourced, although some sickness continues to cause pressures.

The new resource management system is being used to plan for operations such as Glastonbury festival next year.

In terms of wellbeing, ASP are offering staff and officers flu vaccinations through Boots and the Oscar Kilo van has had good engagement on the different visits across the force.

The PCC acknowledged the Specials team who won an award at a recent ceremony. The Board discussed the training provided for Special Constables.

The Board acknowledged the improved data provided, noting how helpful it was.

#### **12 A.O.B**

	The PCC formally recorded his thanks to Deputy Chief Constable Nikki Watson for her 36 years' service, noting she will leave a lasting legacy.
<b>13</b>	<b>Items for Publication</b>  Minutes of the 12 <sup>th</sup> September 2023 Board Decision notice for Deferred Prosecution Model

**Date of the next Governance and Scrutiny Board: 9<sup>th</sup> November 2023 11:30 - 13:00 and 13:30 - 15:00**