



Governance and Scrutiny Board agenda – 13th February 2024 13:30-15:00 and 15:30-17:00

Venue: Gordano Room, Police HQ

Attendees:

- Mark Shelford, Police and Crime Commissioner (PCC)
- Sarah Crew, Chief Constable (CC)
- Claire Hiscott, Deputy Police and Crime Commissioner (DPCC)
- Jon Reilly, Deputy Chief Constable (DCC)
- Alice Ripley, OPCC Chief of Staff
- Paul Butler OPCC Chief Finance Officer (CFO)
- Louise Hutchison, Chief Officer – People and Organisational Development
- Ben Valentine, OPCC Senior Performance and Governance Manager
- James Davis, ASP Portfolio Delivery Manager
- Vicky Ellis, OPCC Secretariat Manager (Minutes)

Partial meeting attendance:

- Sally Fox, OPCC Director of Performance and Accountability
- Claire Hargreaves, Head of Finance
- Hannah Watts, Head of Business Services
- Jason Shears, Superintendent, Supporting Head of Performance and Assurance
- Ronald Lungu, Chief Inspector, Business Crime Lead

GOVERNANCE

Item	Item Name
1	<p>Apologies</p> <p>Nick Adams, ASP Chief Finance Officer</p> <p>Will White, Assistant Chief Constable</p> <p>Jon Dowey, ASP Head of Performance and Insight</p>
2	<p>Minutes and Action Updates</p> <p>The minutes of the Governance and Scrutiny Board held on 16th January 2024 were agreed as accurate for publication.</p> <p>The Board had received updates to close a number of the actions and discussed the remaining open actions due for an update.</p> <ul style="list-style-type: none"> • Action 022/23 – the Board requested a further update at the March meeting in relation to the Mental Health Liaison Officer

	<ul style="list-style-type: none"> Action 060/23 – carried over to April Board due to difficulties obtaining the required data regarding Approved Premises in the Avon and Somerset area.
<p>3</p>	<p>Finance</p> <p>a) Medium Term Financial Plan (MTFP) Update</p> <p>The Head of Finance presented the MTFP which had been updated following the Police and Crime Panel meeting at which the PCC had received support for his proposed precept increase of £13.</p> <p>The key change to the plan was noted as growth in police officer costs of £1.8m across the medium term to reflect ASP’s plan to permanently maintain as many of the additional 40 officers as they can afford within this plan. This will allow ASP to move as swiftly as possible to provide for the planned growth in proactive neighbourhood policing capabilities.</p> <p>The Board heard about the visible benefits that the public will be able to see from the increased precept including:</p> <ul style="list-style-type: none"> 10 targeted locally focused operations using hotspot funding; commitment to filling vacancies in Neighbourhood Policing Teams; additional proactive roles funded by retaining 40 roles across 24/25; delaying the point at which ASP will need to realise police staff funding, retaining staff capacity for longer and potentially removing the need for a management of change process in 24/25 <p>The Board discussed the need to consider where vacancies are held and redeploying to fill roles as necessary.</p> <p>b) Q3 Financial Performance Report</p> <p>The Head of Finance provided a presentation to highlight some of the key points from the Q3 Financial Performance Report.</p> <p>At the end of Q3 73% of the total annual budget has been used and the forecasted Revenue Outturn for 31st March is an overspend of £0.5m, equivalent to 0.2% of the total. The largest variances to budget are expected to be on pay, overtime, central costs and income. The higher pay award of 7% compared to the budgeted 3% will mean an overspend of £4.4m for officers and £1.6m for staff.</p> <p>The overtime budget for officers is expected to be overspent by £3.4m at year end and this is largely driven by increased resourcing of bank holidays, abstraction of PCDA students, protests in London and Bristol and summer demand. Operations overspend was offset to an extent by income. The police staff overtime budget is forecast to be overspent by £1.2m and is largely driven by covering for sickness, vacancies, abstractions and summer demand.</p> <p>The forecasted income as at the end of March 2024 is an overachievement of £.7m.</p> <p>The PCC asked some questions regarding the management of overtime which remained an ongoing issue, wanting to know how it is monitored and challenged in year. The Board discussed the possibility of including overtime in the core budget if it happens every year. The analysis of overtime is expected to improve with the implementation of the new</p>

	<p>Enterprise Resource Programme (ERP) and once the number of recruits and abstractions has stabilised. The PCC expressed concern for the welfare of those officers working excessive overtime.</p> <p>The Q3 Financial Performance Report will be published with the minutes.</p> <p>c) General Reserve Risk Assessment</p> <p>The Chief Finance Officer highlighted that £12m in reserves would be held in reserves which is 3% and within the guidelines. Increases would be made for the ill health reserve and for the electrification of the fleet but with the removal of pensions, overall there was no change to the level of reserves held. The report was welcomed by the Board.</p> <p>It was noted that next year it is anticipated to be possible to present the General Reserve Risk Assessment alongside the MTFP in January.</p>
<p>4</p>	<p>Major Projects/Business Cases</p> <p>The Board noted the Portfolio Briefing and the Project Highlight report that provide oversight of changes to project stages and status.</p> <p>The PCC asked about the pressures and resilience issues still apparent within Custody and the improvement works referred to. The Board were advised that the Criminal Justice team are working through the recommendations from the Resilience Review and will be developing a service specification/operating model for Custody that should address the issues identified in the review.</p> <p>The Chief of Staff asked for more information in relation to the Right Care Right Person project, specifically what will be delivered at each stage and the timing of each. The Board were advised an exceptional report will be presented to the Portfolio Steering Board within the next few weeks and more detail will be shared after that.</p> <p>The Chief Finance Officer requested an update on the silent call issue raised at CMB previously, where callers were unable to hear the call handlers. The Board were advised this was due to a known issue in the OpenScape system which happens sporadically at times of high demand on the call system. This is monitored closely and resolved temporarily by resetting the system. A permanent resolution will occur when the system is upgraded and this is being worked on.</p> <p>a) Estates – HQ Utilisation Project</p> <p>The Head of Business Services provided a brief update on the HQ Utilisation Project, explaining the data collection methods used and sharing some of the high level results. The PCC requested sight of the full report and this will be discussed at the next GSB.</p>
<p>5</p>	<p>A.O.B</p>

SCRUTINY

<p>6</p>	<p>Chief Constable’s Update</p> <p>The Chief Constable highlighted the three areas of concern for ASP:</p>
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	<ul style="list-style-type: none"> • Morale, Wellbeing and Culture of ASP – acknowledged this had been impacted by the Storyfilms Channel 4 documentary series; as well as the change announcements made internally; and the ongoing IOPC investigation into a domestic incident where a number of officers have been charged with gross misconduct • Standards, performance and confidence – ASP will be revisiting some standards work again including drill and appearance • Knowledge, skills and experience – still building this after influx of new officers and staff <p>The CC is focussing on middle managers this year, ensuring the Senior Leaders are visibly demonstrating courageous conversations and role modelling the behaviour and culture aspired to.</p> <p>The increased precept has provided an opportunity for extra officers, to provide investment in the workforce and an opportunity to bring teamwork, pride and results, ensuring people feel valued.</p>
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<p>7</p>	<p>Key Organisational Risks and Issues</p> <p>The Board discussed the actions ASP are taking to prevent and respond to vehicle crime.,. Tasks and opportunities are identified by call handlers and any lines of enquiry will be pursued by the investigative team. All reported incidents are mapped into systems to create control plans. ASP issue prevention advice and information about how to keep cars safe through corporate communications and social media. Op Hemlock was highlighted as an example of responding to vehicle crime, particularly motorcycle crime.</p> <p>The PCC then asked the following in relation to the Code of Ethics and the Code of Practice for Ethical Policing, recently produced by the College of Policing:</p> <ul style="list-style-type: none"> • Has the Constabulary developed clear plans for implementing and embedding the Code of Ethics and the Code of Practice for Ethical Policing? • Are relevant Constabulary policies and procedures being reviewed and updated to ensure they reflect the revised Code of Ethics? • What training is being put in place to support the implementation and application of the ethical policing principles of courage; respect; empathy and public service across the force? <p>ASP confirmed they are undertaking a soft launch internally, the DCC will share a timeline of the ASP plans to implement and embed the Code of Ethics and will publish a blog on this highlighting the mandated learning and the documents circulated. There will be spotlight stories on the internal website and HMICFRS will look at this as part of their inspection. The Ethics lead is working with the College of Policing and the plans cover 8 – 12 weeks as there will be updates for all forces at the same time. The policies are being reviewed and updated to embed the revised Code of Ethics. The College of Policing are providing a roadshow to all forces and this will come out in the next couple of months.</p> <p>The Board then discussed school absences, particularly where children are missing education altogether and the relevance of this to police officers, PCSOs and police staff. ASP advised the Board they are working with schools to educate children around the dangers of carrying knives; where patrolling officers identify children not in school, they will make referrals and liaise with the relevant local authority; and the Chief Constable will be attending the safeguarding partnerships to support more effective working with and</p>
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	<p>between the agencies. The PCC suggested more primary schools being involved in the Mini Cops may be helpful based on experiences of other force areas who have been more successful in increasing diversity when recruiting.</p>
<p>8</p>	<p>Performance against Police and Crime Plan: a) Integrated Performance and Quality Report</p> <p>The Board noted the report provided and the PCC was pleased to see continued increase in the positive outcome rates for the Criminal Investigations Directorate (CID) and also the increase in the recording of victims' self-defined ethnicity.</p> <p>The PCC and his team then raised questions around some of the performance information.</p> <p>ASP consistently fail to achieve 90% compliance in Crime Data Integrity. It was explained this is due to the changes made taking some time to bed in. Positive increases are being seen each month and a planned detailed audit in the near future is anticipated to provide more information around this. The upcoming PEEL Inspection would also be looking at this data.</p> <p>It was noted that over the last 6 months CID had 17% fewer crimes allocated whereas Patrol had 11% more. Given the high staffing levels in CID the Board sought to understand why this would be. It was noted that the complexity of crime has increased significantly over the last few years and consequently investigations take longer. ASP had reviewed 900 complex crimes that had been held by patrol officers and moved 400 into CID under the new allocation policy which details which teams should investigate which crimes.</p> <p>It was noted the number of trainee and inexperienced officers remains quite high and they are still building their experience and knowledge, which will also increase the length of time investigations take. Staff are being moved into the Detainee Investigation Team and the control room to help – so for patrol and response officers there is a feeling they have been listened to and change is happening. ASP are continually reviewing the changes and assessing progress. The Board also discussed the quality of files submitted to Crown Prosecution Service (CPS) and noted volume crime cases have improved and the focus is now on Crown Court and Rape cases to improve the quality. This includes learning from Rape and Serious Sexual Offences such as seeking early advice from CPS and using face to face communication wherever possible. Senior leads from ASP and CPS are working together to create a solution to resolve the backlog of cases and provide a way forward.</p> <p>The Board discussed what work ASP are undertaking to record other protected characteristics which may affect the context / service received, in particular considering disability and sexual orientation. The change in the annual data requirement from the Home Office had driven the change for recording ethnicity and the same requirement has not been issued in relation to disability or sexual orientation yet. The Board noted there is an AFI focussed on self-defined ethnicity and this is with HMICFRS for sign off.</p> <p>The Board discussed the call handlers QA scores which were presented as 74% and graded as good, when the target is 85%. The Board were advised of assurance work that is underway to understand this better, noting the 85% is a local benchmark and not a national one.</p>

	<p>b) Assurance Report – Business Crime</p> <p>The Business Crime Assurance Report did not contain the detail expected by the PCC and a revised version was requested to be presented at the next meeting in March.</p> <p>The Board noted that the positive outcome rates show a strong downward trend at 4.7% points lower than they were three years ago. The Board discussed some possible explanations for this and the work underway to understand the reasons and identify activities to address, including what shops can do to assist and ensuring the method for reporting is easy to use.</p> <p>It was also noted that incidents will be filed while waiting for evidence such as CCTV from a store and will be reactivated and allocated to an officer once that is received.</p> <p>The Board noted that a new ASP lead for Business Crime will be identified; it was anticipated this would be in early March.</p>
<p>9</p>	<p>HMICFRS Recommendations and AFIs</p> <p>The Board noted the report which details several of the recommendations which have been closed.</p> <p>The Board noted there were four recommendations in relation to the child protection report that were due to be complete before the next GSB.</p>
<p>10</p>	<p>Professional Standards Update</p> <p>a) Quarterly Report</p> <p>The Board noted the report and discussed the increase of 900 allegations (20%) year on year which was available in the performance data on Qlik. The Board were advised a complaint can have a number of allegations within it, therefore a slight increase in complaints could mean a significant increase in allegations, noting that this could indicate people have more confidence to raise complaints.</p> <p>It was noted that while the recording of allegations appears to have improved there are still some explanations provided to the public in a way they do not understand.</p> <p>The Board discussed the recent national Historic Data Wash exercise, noting the insight the exercise provided and subsequent improvements to the vetting regime, which was now considered to be robust. There should be no requirement to repeat the data wash in the future.</p> <p>b) IOPC Independent Investigation Update</p> <p>The Board noted the number of outstanding IOPC investigations that have taken 12 months or more. There is work ongoing with the IOPC, the CPS and PSD to discuss the issues this causes for those officers under investigation and to agree how updates will be provided going forward.</p> <p>c) OPCC Complaints Review Data</p>

	<p>The Board noted the report and the constructive working relationship between the OPCC review officer and PSD. The OPCC are working collaboratively with PSD in relation to reflective practice.</p>
11	<p>People and Organisational Development Update</p> <p>The Board noted the report in the pack, in particular noting the diversity of ASP in relation to certain protected characteristics including sexual orientation.</p> <p>The Domestic Abuse (DA) Matters training is part of the training programme for new recruits and DA Champions are part of the annual training that officers receive. The People and OD team are in the process of drafting the learning strategy and undertaking a skills audit to identify the skills and behaviours needed in the future.</p> <p>Regular meetings are held with Directorate leads to review the sickness data and the high proportion of sickness in Performance and Assurance was thought to be due to a small number of long term sickness cases.</p> <p>The Board discussed the promotion process for officers. The pass mark will change depending on the number of vacancies that need to be filled, the National Police Promotion Framework does not set a pass mark for promotion boards. The process includes a work based assessment, a supporting statement from the line manager and an application form and candidates have to meet a set standard. It was noted that the College of Policing are reviewing the whole process and the outcome from this work is anticipated in 2026.</p> <p>It was noted that nationally there has been an overall reduction in applications to be police officers and this trend is now starting to be seen in A&S. The Chief Officer for People and OD is monitoring this.</p>
12	A.O.B
13	<p>Items for Publication</p> <p>Q3 Financial Performance Report</p>

Date of the next Governance and Scrutiny Board: 14th March 2024 13:30 - 15:00 and 15:30 - 17:00