



**AVON &
SOMERSET**
POLICE & CRIME
COMMISSIONER

Governance and Scrutiny Board Minutes – 14th December 2023 09:00-10:30 and 11:00-12:30

Venue: Gordano Room, Police HQ

Attendees:

- Mark Shelford, Police and Crime Commissioner
- Jon Reilly, Deputy Chief Constable
- Paul Butler OPCC CFO
- Alice Ripley, OPCC Chief of Staff
- Vicky Ellis, OPCC Secretariat Manager (Minutes)
- James Davis, ASP Portfolio Delivery Manager

Partial meeting attendance:

- Nick Adams, ASP CFO
- Sally Fox, OPCC Director of Performance and Accountability
- Hannah Watts, Head of Business Services
- Mike Carter, Interim Director, People and Organisational Development
- Rebecca Marshall, Pathway and Partnership Coordinator
- James Turner, Superintendent, Head of Neighbourhood Crime Interventions Command
- Larisa Hunt, Detective Chief Inspector, Early Intervention Team lead
- Kirstie Morgan, Head of Integrated Offender Management
- Jon Dowey, ASP Head of Performance and Insight
- Helen Jeal, Improvement and Assurance Manager
- Rachel Shields, Head of Investigations
- Helen Goodland, Improvement Consultant
- Jon Owen, Mental Health Coordinator
- Ed Yaxley, Senior Responsible Officer, Project Bluestone

GOVERNANCE

Item	Item Name
1	<p>Apologies Sarah Crew, Chief Constable Claire Hiscott, Deputy Police and Crime Commissioner Ben Valentine, OPCC Senior Performance and Governance Manager Louise Hutchison, Chief Officer – People and Organisational Development Will White, Assistant Chief Constable</p>
2	<p>Minutes and Action Updates</p> <p>The minutes of the Governance and Scrutiny Board held on 9th November were accepted as accurate for publication.</p>

	<p>The Board discussed the open actions. A further update on the Mental Health Triage post will be provided for the Board in January, noting the current expectation that officers will commence training in February ahead of deployment in March.</p>
<p>3</p>	<p>Finance</p> <p>a) Draft MTFP</p> <p>The Board noted the draft MTFP circulated in the board pack and discussed the content expected to be covered in Government’s funding announcement due to be released the same day, anticipating:</p> <ul style="list-style-type: none"> • Core grant funding to be confirmed at levels forecast in the MTFP and as set in the spending review two years previous • Addition of £50m for pay grant to be awarded on formula basis • New grant of £260m to assist with pension payments, distributed on formula basis leading to £6m for ASP, with a £100,000 - £200, 000 shortfall • Other grants to be announced but detail not known in advance • Changes to IT charges expected at 19% and the Board noted this had not been included in the MTFP and would likely add £400,000 - £500,000 cost • Reimbursements for retaining uplift officers <p>The PCC and the DCC commended the work of the finance team in the preparation of the MTFP, noting also the positive feedback from the external auditors.</p> <p>The Board discussed the messages that had been shared with the Police and Crime Panel when the MTFP was presented at the meeting, noting in particular the unfairness of the funding formula and the difficulty this creates for ASP.</p>
<p>4</p>	<p>Major Projects/Business Cases</p> <p>The Board noted the Portfolio Highlight report, acknowledging it provides information on the corporate change level projects and estates projects are managed through the estates plan.</p> <p>Confirmation was given that Outline Business Cases and Final Business Cases will continue to come to GSB.</p> <p>a) Minehead Outline Business Case</p> <p>The Board noted the Outline Business Case provided in the board pack and moved to discuss the potential risks to the project in relation to the Council’s financial position, acknowledging payment may be slow.</p> <p>The Board approved Option 2 as recommended in the business case for the refurbishment of the Seahorse Centre in Minehead to provide a new police station.</p>
<p>5</p>	<p>Quarterly Estates Update</p> <p>The Head of Business Services provided an update to the Board on the key estates projects and milestones, and describing those currently on pause.</p> <ul style="list-style-type: none"> • In relation to Bath the issue of parking continues to be explored, along with suggestions provided by staff • The HQ utilisation project review is due to be presented to the Board in February • The people survey allowed staff to select their work location to assist with looking at the suitability of police buildings –highlighting potential areas of concern to be reviewed.

6	A.O.B No other business was discussed.

SCRUTINY

7	<p>Chief Constable's Update</p> <p>The Deputy Chief Constable provided an update on behalf of the Chief Constable in her absence.</p> <p>Where 2023 has been focused on planning for ASP, 2024 will be focussed on leadership, which will be the enabler for ASP to focus on performance in 4 key activities:</p> <ul style="list-style-type: none"> • Answering the phone • Sending officers out • Investigating offences • Accurately recording crimes <p>ASP acknowledged that the next 12 months will continue to be challenging – conflict internationally continues; policing pressures nationally increase and mutual aid requirements continue.</p> <p>The Chief Officers met for strategic planning last week and created coherent plans for 2024 with realistic savings plans and plans to ease pressure on patrol officers.</p> <p>The PCC highlighted the importance of good communication; both with the public and also within the organisation.</p> <p>The Board discussed the Story Films documentary due to launch early in the new year, noting the Home Office plan to use the documentary in their launch of an anonymous reporting line. ASP will brief key stakeholders ahead of the documentary being aired.</p> <p>The Board also discussed the 8 base model, noting it was working in many ways but there may be some minor changes made following an evaluation.</p>
8	<p>Key Organisational Risks and Issues</p> <p>The Board discussed the slight fall in ASP's place in comparison with other forces in the national Crime Survey for England and Wales (CSEW) relating to overall confidence in the police, seeking to understand if there was any underlying explanation of this in the data available in the rest of the CSEW.</p> <p>The DCC advised the Board that ASP were working to increase confidence and described work ongoing to engage with communities in different ways, including use of social media and ensuring visibility of officers.</p> <p>The Board discussed Feelings of safety – as measured by the local survey, which show a significant reduction at night, noting this was replicated across all geographical areas and most demographics.</p> <p>The DCC highlighted some of the initiatives ASP were using to reverse this trend, such as:</p> <ul style="list-style-type: none"> • the Street Safe app, which can be used by the public to anonymously report concerns about specific streets or areas; • the Walk and Talk scheme, where females can request to walk with an officer and show them places they don't feel safe;

	<ul style="list-style-type: none"> • training bar staff to spot signs of spiking and providing guidance on what to do • DA Matters training of officers, aimed to increase the public's confidence to report incidents
<p>9</p>	<p>Tackling Disproportionality and Racism</p> <p>The Board was advised of the challenges experienced in relation to the hosting of the Chair and Deputy Chair of the Tackling Disproportionality Independent Scrutiny Board and the risk posed to the programme as a result.</p>
<p>10</p>	<p>Performance against Police and Crime Plan:</p> <p>a) Integrated Performance and Quality Report (IPQR)</p> <p>The Board noted the IPQR and discussed a number of queries the PCC and his team raised in relation to it, considering some areas of good performance such as the increasing positive outcome rates, Operation Hibiscus success and reductions in re-offending; as well as some areas of challenging performance such as the increase in outstanding warrants.</p> <p>The increasing positive outcomes rate was thought to be related to the new Op Soteria approach and the academic research which had driven performance and created greater working with CPS. ASP seek to roll out this working practice to other departments but are mindful of the resources required for this.</p> <p>The data showed reduced demand levels during Op Hibiscus and the Board discussed the plans for the approach next year and the possibility of implementing at different times of the year as required. The Board also discussed the use of Op Reset which is used throughout the year to ensure skill sets are kept updated.</p> <p>The number of outstanding warrants has doubled to over 1000 in the last two years. ASP have discussed this at the Constabulary Management Board and the Criminal Justice Team now take the lead on reviewing these everyday, working with a renewed focus, noting it will be the Neighbourhood Teams who work to track down offenders and arrest them.</p> <p>b) Assurance Report – Reducing Reoffending</p> <p>The Board noted the report provided in the pack. The PCC stated it was hard to accept a rating of assured due to a lack of outcomes data. ASP recognised the absence of data and the concerns caused and confirmed work is underway on a performance framework. ASP also highlighted the good feedback received from partners and the Child Safety Inspection report which reflected the good work of the Early Intervention Team.</p> <p>The Board discussed the need to ensure that the money spent by taxpayer in the Violence Reduction Partnership is ensuring children are safer. ASP are working on ways to record the beginning, middle and end of cases involving children in order to show the impact of the work being undertaken with them, anticipating this will be available next year.</p> <p>The Board noted the changes in the Qlik app planned over the next few months which will impact the data provided in relation to the Integrated Offender Management Unit and Out of Court Disposals, both of which are being influenced by national legislative and performance management changes.</p> <p>c) Quarterly Vulnerability and VAWG Report</p>

	<p>The Board noted the report provided in the pack.</p> <p>The PCC and his team raised queries in relation to the DVDS backlog, the lack of intelligence received in the Topaz team, DA offences, and the use of Section 136.</p> <p>ASP expect to see 3 PC posts filled in the beginning of February, this significantly increases the capacity of the team to assist with the DVDS backlog.</p> <p>Topaz has seen a new intelligence stream recently and there are problem profiles now up and running with increased intelligence being worked through, ASP expect to see this reflected in next quarter in the HMICFRS Inspection.</p> <p>While there appears to be a reduction in DA offences this is seen as being within the normal range over a 6 year period and seen as broadly stable.</p> <p>The Mental Health Coordinator confirmed he does link in with other forces and explores their initiatives but noted the ASP way of working with triage is unique and is seen as best practice nationally, other police forces often express interest in knowing more about it. The Board discussed the numbers of Section 136 cases and ASP being an outlier and using it more often, noting it is hard to know what is right – lower ones could be underusing it. Qualitative research is required internally to ensure officers are using it sensibly and this is being incorporated into the Right Care, Right Person work. The Board also noted the number of people who receive follow up – used to be 25% with no follow up and is now down to 12% - so those being detained under Section 136 needed intervention.</p> <p style="text-align: center;">d) Crime Prevention Plan/Strategy</p> <p>The Board noted the strategy document provided in the board pack, and sought assurance there was a supporting action plan and outcome framework to support it.</p> <p>The Board were advised the performance framework is still in development, awaiting a national steer. ASP are developing their own framework in the interim to manage the strategy. The work will be overseen by the operational committee, which is attended by a representative from the PCC’s office.</p>
<p>11</p>	<p>HMICFRS Recommendations and Area For Improvement (AFIs) Focus: Managing Offenders and Suspects</p> <p>The Board noted the report and the 8 recommendations closed within the last month and the 9 moved to HMICFRS for closure.</p> <p>The Board discussed the AFIs, noting the APCC held a Holding to Account workshop this week, reviewing scrutiny and assurance by PCCs.</p>
<p>12</p>	<p>People and Organisational Development Update</p> <p>The Interim Director of People and Organisational Development attended in the absence of the Chief Officer for People and Organisational Development to provide an update to the Board and respond to questions from the PCC and his team.</p> <p>The Board heard that</p> <ul style="list-style-type: none"> • ASP will be advertising for a specialist HR Director in the new year • ASP acknowledged they will be entering a period of change and potential movement of people, will review any impact

	<ul style="list-style-type: none"> • ASP are leading nationally on retaining DHEP students. • Still some pressure on firearms recruitment, noting this is a national issue. ASP have increased firearms courses and are seeing improved success rate on training. • Response drivers – trained more in the last year than the last 12 years but have still seen a net loss. • Sergeants Promotion Board undertaken seen lower numbers than previously and looking into why. • Going live with Chief Inspector Board in January, with Inspector Boards to follow afterwards. • Working to ensure the right people are in right place with skills balanced across the force. <p>The PCC acknowledged that the Interim Director of People and Organisational Development was retiring early in the new year and thanked him for all that he had done over the years for Avon and Somerset Police.</p> <p>The Board discussed the number of promotion boards held over the year and whether increasing the number would provide more flexibility. ASP have no plans to review this currently.</p> <p>The Board discussed the accuracy of training forecasting and the investment in workforce mapping will increase this, though the training department is still working through a backlog of training requirements currently.</p> <p>The Board discussed the possibility of using army instructors to assist with training police firearms officers.</p>
13	<p>A.O.B No other items of business were discussed.</p>
14	<p>Items for Publication Minutes of the 9th November GSB Minehead Outline Business Case</p>

Date of the next Governance and Scrutiny Board: 16th January 2023 11:00 - 12:30 and 13:00 - 14:30