



**AVON &  
SOMERSET**  
POLICE & CRIME  
COMMISSIONER

**Governance and Scrutiny Board Minutes – 16<sup>th</sup> January 2024**

**11:00-12:30 and 13:30-15:00**

**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)
- Vicky Ellis, OPCC Secretariat Manager (Minutes)
- James Davis, ASP Portfolio Delivery Manager

Partial meeting attendance:

- Nick Adams, ASP Chief Finance Officer
- Sally Fox, OPCC Director of Performance and Accountability
- Ben Valentine, OPCC Senior Performance and Governance Manager
- Louise Hutchison, Chief Officer – People and Organisational Development
- Deryck Rees, Chief Superintendent, Head of Response Directorate
- Jon Dowey, ASP Head of Performance and Insight
- Jason Shears, Superintendent, Supporting Head of Performance and Assurance
- Rachel Shields, Head of Investigations
- Kirstie Morgan, Head of Integrated Offender Management

**GOVERNANCE**

Item	Item Name
1	<p><b>Apologies</b> Will White, Assistant Chief Constable</p>
2	<p><b>Minutes and Action Updates</b></p> <p>The minutes of the Governance and Scrutiny Board held on 14<sup>th</sup> December were accepted as accurate for publication.</p> <p>The Board discussed the open actions and agreed the further work required before they could be closed:</p> <ul style="list-style-type: none"> <li>• Action 046/23 – The PCC provided the details of the Army Liaison contact for ASP to follow up with, with a view to updating the Board in February.</li> <li>• Action 047/23 – deferred for an update to the May Board meeting.</li> <li>• Action 055/23 – the ASP CFO agreed to follow up.</li> <li>• Action 059/23 - the DCC provided some clarification on the number of PC posts within the VRP unit.</li> </ul>

<p><b>3</b></p>	<p><b>Finance</b></p> <p>a) Medium Term Financial Plan (MTFP)</p> <p>The ASP CFO provided a presentation to the Board to highlight the key points within the MTFP that had been provided as part of the Board pack, answering questions from the PCC and his team.</p> <p>The presentation focused on the movement in funding, costs forecast and savings required over the course of the five year MTFP. The next two financial years show a balanced position after accounting for savings already identified, with a deficit forecast from 2026/27 onwards which would require further savings.</p> <p>The Board noted the increase in pension costs, pay awards and adjustments, the savings anticipated from the PCSO recruitment freeze and considered the capital programme over the next 5 years, in particular a number of IT projects.</p> <p>The key risk areas were identified as electric vehicles; pay and pensions.</p>
<p><b>4</b></p>	<p><b>Major Projects/Business Cases</b></p> <p>The Board noted the Portfolio Highlight report and the PCC thanked the team for including the table that explained the stages of the projects as he had requested.</p> <p>The OPCC CFO raised some questions in relation to specific projects which were answered by the ASP attendees.</p> <ul style="list-style-type: none"> <li>• Two designs are being considered for Chard in relation to heating, one of which is an air source heat pump.</li> <li>• The route to market for the SOZE project will be fully explained in the business case and ASP are linked in nationally to this work.</li> <li>• Project team for Almondsbury expected to be in place in April and the communications plan will be started in January.</li> <li>• The sale of Trinity Road is expected to complete in February.</li> <li>• ASP remain confident in the Plymouth House project timeframe, anticipating an Outline Business Case being ready in May.</li> </ul>
<p><b>5</b></p>	<p><b>Quarterly Joint Audit Committee (JAC) Update</b></p> <p>The OPCC CFO provided an update to the Board from the last JAC which had taken place in December. The Committee had reviewed the risk registers for ASP and the OPCC; noted the Councillor Forums, the precept activity and OPCC staffing. The Committee had commented positively on the Discovery Project and the response rates to the ASP people survey.</p> <p>The JAC had acknowledged the recognised and mitigated risk on SAP manual overrides highlighted in the audit findings report and accepted this will be addressed with the replacement ERP system.</p> <p>The annual accounts were reviewed and signed. It was acknowledged this would be more challenging next year due to implementation of ERP.</p> <p>The rolling plan and pipeline for audits had been shared and a dashboard will be available ahead of the next meeting.</p> <p>The recruitment for new JAC members continues as the December meeting had seen a member step down.</p>

<b>6</b>	<b>A.O.B</b> No other business was discussed.
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## SCRUTINY

<b>7</b>	<p><b>Chief Constable's Update</b></p> <p>The Chief Constable highlighted the three areas of concern for ASP:</p> <ul style="list-style-type: none"> <li>• Morale, Wellbeing and Culture of ASP – this remains high on the priority list with local and national factors influencing this</li> <li>• Knowledge, skills and experience (or lack thereof) – acknowledged 49% of the workforce has been recruited in the last 4 years and the impact this has on experience levels</li> <li>• Money and resources – this is both people, technology and the pace of change in all of these</li> </ul> <p>The Chief Constable believes good leadership and strategic workforce planning will provide the key fixes for each of these. ASP have a 5 year horizon set and the strategy plan to achieve it, the focus for 2024 is providing leadership training and focussing on the people.</p>
<b>8</b>	<p><b>Key Organisational Risks and Issues</b></p> <p>The Board discussed the announcement from Somerset Council that they were considering switching off their CCTV due to the critical funding position of the Council. The Deputy Chief Constable advised the Board he was in communication with the Council to express concern at the loss of the detective and preventative opportunities if the CCTV was to be switched off.</p> <p>With cases of police misconduct continuing to be highlighted in the media and affecting public confidence in policing, the PCC and his team raised several questions in relation to the Professional Standards Department (PSD).</p> <p>The first covered the mechanisms to quality assure the investigation and resolution of complaints and conduct matters. The Board were advised there are two routes of investigation, either by Inspectors or by PSD investigators. All will receive a quality assessment review by the line manager and if there is misconduct this will have a severity assessment. The PCC's Independent Scrutiny of Police Complaints Panel (ISPCP) will review some cases and provide feedback and learning for ASP. ASP also review their performance compared to other police forces and do not appear to be an outlier.</p> <p>Issues around staff behaviour that does not amount to misconduct is carried out by the officer's line manager, not PSD. The Leadership Academy recently launched by ASP includes videos and structured practice training to upskill managers and support them through the process. A new conflict resolution process is due to be introduced in April which should assist line managers to deal with issues earlier and hold people to account for their behaviours.</p> <p>The quarterly learning review meeting is used to identify and embed organisational learning from misconduct cases.</p>
<b>9</b>	<p><b>Tackling Disproportionality and Racism</b></p> <p>The Board noted the Race Matters progress report and the TD updates tracker.</p>

	<p>The draft anti-racism strategy has been shared with the PCC's office ahead of being discussed at the working group and being shared with the community group.</p> <p>The Board noted the root cause analysis work was referenced several times in relation to different updates across the work. The outcome of this is anticipated in March and would be used to inform some of the work around stop and search. It was agreed this would be shared with the ISPCP when it was available.</p>
<p><b>10</b></p>	<p><b>Performance against Police and Crime Plan:</b></p> <p><b>a) Integrated Performance and Quality Report (IPQR)</b></p> <p>The Board noted the report provided in the pack. The PCC was pleased to see some improvements in both the timely allocation of Rape and Serious Sexual Offences, and the response timeliness (for Immediate and Priority calls) in November.</p> <p>The PCC and his team raised queries in relation to the compliance of the THRIVE form; reduced levels of ASB reports; problem solving; dealing with backlogs in RSO management; and Organised Crime Groups (OCGs).</p> <p>The Threat, Harm, Risk, Investigation, Vulnerability, Engagement (THRIVE) form completion compliance rates have improved but remain relatively low. ASP continue to focus on training and the latest date already shows improvements.</p> <p>There is assurance work underway to look at the data behind the reducing levels of ASB reports to understand why they are reducing. ASP noted there are a number of problem solving plans in place which may be having a positive effect but the number of abandoned calls to the call centre may mean reports are not being made.</p> <p>Recruitment is underway to provide extra resource to assist with the backlog of work in the teams that manage Registered Sex Offenders (RSOs) and the Domestic Violence Disclosure Scheme as the volume of work exceeds the number of people currently available.</p> <p>The Board discussed the number disruptions undertaken within Avon and Somerset and the impact this will have on OCGs.</p> <p><b>b) Assurance Report – Fraud and Cyber Crime</b></p> <p>The Board noted the report which showed ASP were Moderately Assured in their performance for Fraud and Cyber Crime.</p> <p>The Board discussed the data that was available as measures of success, including data from the College of Policing and how it does not provide a complete picture. Work is underway to create a new reporting system that is anticipated to improve this.</p> <p>The Board were advised that the Fraud Investigators do have the capability, but not the capacity, to investigate all fraud types whether cyber or traditional. The team are looking at the success rate for preventing revictimisation to assess the best tactics for this.</p>
<p><b>11</b></p>	<p><b>HMICFRS Recommendations and Area For Improvement (AFIs)</b> Focus: Disrupting Serious and Organised Crime</p> <p>The Board noted the report and the 16 recommendations closed or referred for closure in the last month and the addition of 13 new recommendations since December.</p>

	<p>The DCC confirmed that ASP have a robust plan for each of the outstanding AFIs and are working to increase the pace of work to address the issues.</p> <p>The Board noted the next Inspection is upcoming, with the initial data collection due to start in May or June.</p>
<b>12</b>	<p><b>People and Organisational Development Update</b></p> <p>The Board discussed the challenges experienced with recruiting to the south of the force area and particularly in Yeovil. The Chief Officer for People and OD described some of the measures taken such as redeploying officers and only accepting DHEP applicants who would be posted to Somerset and using local radio to attract applications. The Board discussed other options that could be considered such as working with local colleges, sponsoring young people in college, any allowances/moving expenses that might be applicable. ASP have identified this as a force level risk at their Constabulary Management Board.</p> <p>The Board discussed the training of response officers to carry a Taser and the need to close the gap between the number required and the number trained.</p>
<b>13</b>	<p><b>A.O.B</b></p> <p>The PCC noted the low response rate from the ASP workforce to his precept survey and requested the support of the Chief Constable to encourage the workforce to have their say.</p>
<b>14</b>	<p><b>Items for Publication</b></p> <p>Minutes of the 14th December GSB</p>

**Date of the next Governance and Scrutiny Board: 13<sup>th</sup> February 2023 13:30 - 15:00 and 15:30 - 17:00**