



**AVON &
SOMERSET**
POLICE & CRIME
COMMISSIONER

Governance and Scrutiny Board agenda – 9th November 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
- Jon Reilly, Deputy Chief Constable
- Louise Hutchison, Chief Officer – People and Organisational Development
- James Davis, ASC Delivery Manager, Portfolio
- Vicky Ellis, OPCC Secretariat Manager (Minutes)

Partial meeting attendance:

- Nick Adams, OCC Chief Finance Officer
- Will White, Assistant Chief Constable
- Marc Hole, OPCC Director of Policy and Partnerships
- Charlotte Pritchard, OPCC Senior Commissioning and Policy Officer
- Jon Dowey, OCC Head of Performance and Insight
- Jason Shears, Superintendent Head of Performance and Assurance
- James Turner, Superintendent Head of Neighbourhood Crime Interventions Command
- Karen Corrigan, Chief Inspector, Operation Remedy

GOVERNANCE

Item	Item Name
1	Apologies Chief Constable, Sarah Crew
2	Minutes and Action Updates The minutes of the Governance and Scrutiny Board held on 16 th October were agreed as accurate for publication. The Board discussed the late update received in relation to action 22 and a further update on the Mental Health Triage post will be brought to the December Board. An update received at the Board closed Action 45 as a separate meeting has now been booked in January with the PCC to discuss the Leadership Academy and courses.

	<p>An update received at the Board carried Action 46 over for an update in January following the People Committee in December to discuss the proposal to support applicants obtain driving licences.</p> <p>In relation to Action 47, the DCC will request the Superintendent who oversees the Special Constabulary to review the PCC's suggestions and bring the findings to a meeting with the PCC in January.</p>
<p>3</p>	<p>Finance</p> <p>a) Medium Term Financial Plan Update</p> <p>The OCC CFO provided an oral update to the Board on the draft MTFP which would be presented at the December GSB.</p> <p>There had been some developments in the cost for Police Pensions with contributions expected to increase to around 36.2%, which is expected to be underwritten by the Treasury via grant funding. Other considerations affecting the MTFP included:</p> <ul style="list-style-type: none"> • expected increase in Motor Insurance • the emerging need for electric vehicle charging infrastructure across the police estate, particularly around rapid charging • areas of investment identified in some of the regional collaborations <p>A number of posts have been identified for savings, through natural attrition where possible, working towards the reduced headcount planned over the next couple of years. PCSO recruitment is paused before the next general election.</p> <p>The OCC CFO expects other non-pay savings to be identified as the MTFP is completed.</p> <p>Having queried the impact the extension of the Enterprise Resource Programme timetable would have on the budget for the next year the Board received assurance that the programme costs would be met.</p> <p>b) Q2 Financial Performance Report</p> <p>The Board noted the Q2 Financial Performance Report circulated in the board pack. The OCC CFO highlighted that since the report had been written Operation Safeguard had been stood down and this would reduce the underspend to £1.1m.</p> <p>The Board discussed staffing challenges in some departments such as IT and Comms and the impact this was having on the budget, noting that a comprehensive exercise to review market factors had been carried out. In Comms in particular the high attrition was also partly due to staff moving to other roles within the organisation.</p> <p>The Board discussed the 101 process nationally and the original intention for the number to be a joint service with other partners and the need for a national service wide review of this.</p> <p>The Board discussed the significant overspend in kennelling costs and options to reduce this.</p> <p>Following the discussions, the Board approved the request in the report to transfer £1.8m received for the recruitment of 40 additional officers to reserves, for the continuing cost pressures relating to the delivery and embedding of uplift in 2024/25.</p>

	<p>c) OPCC 2022-23 Mid-Year Outturn and 2023-24 Budget Report</p> <p>The Board noted the report outlining the forecast budget outturn position for the OPCC in 2023/24 and the proposals for the OPCC budget for 2024/25. The OPCC CFO highlighted the reserve of £2.7m for Victims & Commissioning and the inflationary uplift to the OPCC budget of 5%, noting this is the first uplift since PCCs were created.</p> <p>The Board noted the OPCC commissioning budget overspend on staffing was due to the pay award being higher than budgeted.</p> <p>The Board agreed the proposal to increase the OPCC Budget to £2.4m.</p> <p>d) Half-Year Treasury Management Report</p> <p>The Board noted the Half-Year Treasury Management Report which confirmed the Treasury Management activity complies with the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (Revised 2021). The Board discussed the impact of changing interest rates.</p>
4	<p>Major Projects/Business Cases</p> <p>The ASP Portfolio Delivery Manager highlighted to the Board some changes to dates since the paper had been circulated.</p> <p>The Board discussed the progress at the Trinity Road site, noting the purchase is expected to complete in February and work should start on site in March, subject to final sign off at the Executive Board on 29th November 2023.</p> <p>The Board discussed Custody resilience which was shown as green, despite recent staffing challenges on more than one occasion, noting the project as presented for project management is on track to bring papers through as planned. Custody units are fully resourced but there have been some absences due to sickness leading to low resilience.</p> <p>a) Broadbury Road Final Business Case</p> <p>The Board noted the Broadbury Road Final Business Case and discussed CCTV provisions, refreshment provisions for staff and parking arrangements, noting staff had been consulted and did not support the need for a canteen. The site does not allow for additional parking to be provided, proposals such as reserving parking for late tour were being considered.</p> <p>The Board approved Option 2 as recommended in the business case to appoint the preferred contractor for the refurbishment of Broadbury Road Police Station.</p>
5	<p>A.O.B</p> <p>No other business was discussed.</p>

SCRUTINY

6	<p>Chief Constable's Update</p> <p>The Deputy Chief Constable updated the Board on three key areas in the absence of the Chief Constable.</p>
---	--

	<ul style="list-style-type: none"> • Staff survey – this had received the highest response rate since 2010 and shows a stable or increasing rate in many areas with some pressure points to explore. Leaders across the organisation will consider the details and work to improve areas staff have highlighted as issues. • Resilience – cancelled rest days and mutual aid requests from other police areas have impacted officers. Continue to monitor nationally and locally in relation to the ongoing conflict in the Middle East and protests reported in the media and over remembrance weekend. No intelligence to suggest particular issues in Avon & Somerset and liaison continues with different communities. • Savings plans – the Constabulary has some difficult decisions to make operationally over the next few months in order to meet the savings targets required. <p>The Board discussed feedback the PCC had received from the community regarding police interaction, which had been good.</p> <p>The Board also discussed the drop in awareness of the PCC and his office in the staff survey and the office will seek to address this.</p>
7	<p>Key Organisational Risks and Issues</p> <p>The Board discussed the changes to officer roles and uplift and any impact on the Constabulary's ability to prevent crime.</p> <p>The DCC advised there are difficult decisions to make as savings need to be identified. The proactive team Operation Remedy will no longer be rolled out locally and will remain a force wide resource. Crime Prevention is the responsibility of all, including crime prevention advice by call handlers, beat officers and Neighbourhood officers.</p> <p>The Board discussed the Early Intervention Team and the Violence Reduction Partnership and the resourcing of these and consistency across the different local authority areas. A report is due to be presented to the Strategic Planning Meeting on 30th November with proposals.</p> <p>The Board also discussed the use of Stop & Search, seeking to understand the increase in disproportionality and decrease in positive outcomes; as well as changes to the local Stop and Search policy.</p> <p>Following an engagement workshop and staff survey there is an understanding of the impact on particular people, before the end of the year there will be a plan for consultation with stakeholders.</p>
8	<p>Tackling Disproportionality and Racism Update</p> <p>The Board noted the recent challenges experienced in securing partnership resources to support the Tackling Disproportionality Programme, in particular the need to secure a sustainable resource for the Independent Scrutiny Board; failure to provide adequate support to the programme from across the partnership landscape is a real risk. As Chair of the Local Criminal Justice Board the PCC agreed to share the concerns of the Board.</p> <p>The Board discussed the work that had been undertaken including workshops, the film with the community poet Miles Chambers and plans to use Facebook to promote the Tackling Disproportionality work.</p>
9	<p>Performance against Police and Crime Plan:</p>

	<p style="text-align: center;">a) Integrated Performance and Quality Report</p> <p>The Board noted the Integrated Performance and Quality Report and discussed a number of queries the PCC and his team raised in relation to it.</p> <p>The number of problem-solving plans were considered low compared to the number of beat areas across Avon and Somerset and the Board discussed the need for a greater focus on problem solving and the impact it could have for residents and the need for a new course to provide training on this area.</p> <p>The Board discussed the 999-call answering which had seen a dip in performance. This was attributed to attrition and movement of staff out of the Comms team, this has now stabilised.</p> <p>The Board also discussed the 101 system and the number of abandoned calls, noting the work ongoing with HMICFRS nationally and locally that is expected to have an impact.</p> <p style="text-align: center;">b) Assurance Report – Burglary</p> <p>The Superintendent Head of Neighbourhood Crime Interventions Command and the Chief Inspector for Remedy joined the meeting to discuss the Burglary Assurance Report.</p> <p>The Board noted that since the pledge to attend 100% of burglary reports had been made a year ago there had only been a 1.8% point increase in attendance. The Board were advised that attendance was not always recorded in the right way for this to be picked up in the data, a manual look at the incidents previously found attendance was over 90%. Although it was noted that it would never be 100% as some people do not want the police to attend there is still room for improvement.</p> <p>The Board discussed the positive outcome rate and the best practices identified in other police forces that could assist ASP to improve. The use of Operation Remedy is similar to the best practice in better performing police forces and ASP are working to improve their intelligence product to direct resources more efficiently.</p>
<p>10</p>	<p>HMICFRS PEEL 21/22 update</p> <p>The Board discussed the oldest outstanding recommendations and actions underway to close them.</p>
<p>11</p>	<p>People and Organisational Development Update</p> <p>The Chief Officer – People and Organisational Development advised the Board in relation to continued recruitment difficulties for firearms officers, with 9 vacancies to fill, and the options being considered to assist with filling them. A paper will be presented to the Tri Force Board for consideration at the end of the month.</p> <p>The Board discussed the increase in police officer resignations locally identified in the report, and the work underway to understand this; the vision for workforce planning and the performance and insights work underway.</p>

	<p>The People and OD department continue work to improve workforce representation, as well as looking at leadership training and now have a new Head of Organisational Development due to start in December who will pick up wellbeing, trauma informed and EDI.</p> <p>The Board noted the three new indexes on the staff survey – proxy stress indicator, psychological safety index and culture index.</p>
12	<p>Professional Standards Update</p> <p>a) Quarterly Report</p> <p>The Board discussed the upcoming planned changes in the composition of misconduct panels and the challenges this would present.</p> <p>The Board discussed the need to understand the trends and the importance of leadership and culture in addressing issues.</p> <p>b) IOPC Independent Investigations Update</p> <p>The Board noted the update report.</p> <p>c) OPCC Complaints Review Data</p> <p>The Board acknowledged the good collaborative working between the OPCC Reviews Manager and the Professional Standards Department.</p>
13	A.O.B
14	Items for Publication

Date of the next Governance and Scrutiny Board: 14th December 2023 09:00 - 10:30 and 11:00 - 12:30