



Governance and Scrutiny Board – 19 March 2025 11:00-12:45 and 13:15 -14:30

Venue: Port-Oyns Room, Police HQ and Microsoft Teams

Attendees:

Clare Moody, Police and Crime Commissioner (PCC)
Jon Cummins, Assistant Chief Constable (ACC)
Sally Fox, OPCC Director of Performance and Accountability
Ben Valentine, OPCC Senior Performance and Governance Manager
James Davis, ASP Portfolio Delivery Manager
Vicky Ellis, Secretariat Manager (Minutes)

Partial meeting attendance:

Paul Butler, OPCC Chief Finance Officer (CFO)
Nick Adams, ASP Chief Finance Officer
Louise Hutchison, Chief Officer – People and Organisational Development
Mark Almond, Detective Chief Inspector
George Headley, Superintendent, Head of Strategic Planning and Change
Paul Wiggington, Head of Performance and Assurance
James Raphael, Detective Superintendent

1 Apologies

Sarah Crew, Chief Constable (CC)
Jon Reilly, Deputy Chief Constable (DCC)
Alice Ripley, OPCC Chief of Staff
Hannah Watts
Jane Wigmore

2 Minutes and Action Updates

The Minutes of the February Governance and Scrutiny Board were agreed as an accurate record for publication.

The Board discussed the actions due for an update at the meeting:

- Action 069/23 – there had been no further issues reported regarding the problem with callers being unable to hear the call handlers. The checking of the network was underway and a further update would be provided at the April Board meeting.
- Action 41/24 – No update had been received in relation to the action. The ASP Portfolio Delivery Manager agreed to follow up on it.
- Action 57/24 – the peer review of MARAC was delayed and expected in April.
- Action 78/24 – updates had been received on the amber projects and the action was closed
- Action 79/24 – The action taken to improve delays with the national vetting system was noted, the improvements had not been felt as yet. Board agreed to check with regional

counterparts and follow up as necessary through regional governance processes. Action closed.

All other actions were carried over to a future meeting.

3 Decisions/Business Cases

a) Final Business Case for Crime Allocation (Evidence Based Investigative Tool (EBIT))

The PCC and her team had provided questions to the project team in advance of the meeting following the receipt of the business case. The questions focused on some risks that had not been identified in the business case and sought to understand the mitigations the project team intended, as well as looking to understand how the tool would be used. The project team had received a written response to the questions raised and the PCC acknowledged how helpful that had been.

The PCC confirmed her desire to understand the processes behind some of the decision making and requested a presence at meetings with the Cambridge Centre for Evidence Based Policing to fully understand the algorithms. Quarterly updates to the GSB were also requested on the progress of the use of the tool.

The Board discussed Equality Impact Assessments more widely and the need to ensure they were being completed and any improvements that could be made to them.

The PCC agreed to sign off the Business Case and thanked the team for all the work that had gone into it and answering her questions.

b) Final Business Case for UWE Contract Extension

The Board had received the business case which recommended a 10 year contract renewal with a 6 month break clause. The Board noted the lack of a viable alternative as the only other local provider relied more heavily on in-house delivery which ASP would not be able to provide currently and was more of an accreditation scheme.

The PCC had shared some questions ahead of the meeting and was assured that the costs for the PCDA degree were covered by the apprenticeship levy. ASP shared their plans to bring a proposal for further apprenticeship options covering a variety of topics such as finance, car mechanics, IT and Leadership for Women later in 2025. These would also be covered by the apprenticeship levy and would be delivered at no cost to ASP.

ASP stated their intention to undertake an evaluation of impact and would progress this with an academic partner, other options suggested included the College of Policing or a research council. ASP would define the terms of reference for this work and share it with the PCC.

ASP will be introducing the Police Constable Entry Programme entry route alongside the Police Constable Degree Apprenticeship.

The PCC recognised the work undertaken on the negotiation of the contract.

The PCC agreed to sign off the Business Case but noted the short timescale on it and requested more timeliness for future business cases more broadly.

4 Finance

a) General Reserve Risk Assessment

The Board noted that Reserves had been discussed in the recent John Darvall interview the PCC had given earlier that week.

The General Reserve Risk Assessment paper confirmed the figure provided in the Medium Term Financial Plan presented to the February Board. The figure of £12m was just under 3% of turnover and this was accepted as being close enough to the expected range of 3% - 5%.

The PCC confirmed she was content with the position.

5 Estates

a) Quarterly Update on Estate Asset Management Plan

The representative for the Estates item had provided apologies for the meeting so the PCC and her team had provided questions on the Quarterly Update on the Estate Asset Management Plan, seeking clarification on some of the projects listed. These had been answered by the Head of Business Services. The PCC clarified that she would not expect stations to be closed without the provision of an equal option or without an evidence base for the need to close it. The PCC wanted to understand all the options in relation to the ending of the lease for the station at Fishponds. ASP noted there was no provision within the capital budget other than to decant to an existing space. Any options available would be provided to the PCC in the autumn.

6 Constabulary Change Portfolio

a) Portfolio Highlight Report

The Board noted the report and were orally advised that two projects had been pushed back from their original plan due to sickness. It was acknowledged there had been little change since the previous report.

b) Enterprise Resource Planning (ERP)

A new implementation partner had been appointed to work with ASP to deliver the ERP project. ASP were in the process of collecting references on the new partner and the PCC's office would be involved in that process.

The lessons learned paper would be circulated to the Board once it was complete.

c) Operating Model

The Board received an oral update on the Operating Model work:

- A concept report had been approved by ASP at their Portfolio Steering Board.
- Work on feasibility and scoping was underway to identify where the focus would be and what would have the most impact.
- Two change programmes are planned to conclude and be absorbed into business as usual to create additional resource.
- Wider resources are needed for the work, including business analysts, workforce planning staff, IT support. Some investment may be needed to achieve this as some specialist skills required.
- A feasibility report would be provided in the autumn, following scoping work through the summer.

The PCC sought assurances on the timeline the project were working to, noting it was contingent on the ability to recruit the specialist resources required. ASP acknowledged the challenging timeframe and budget and were already working on the recruitment. It was noted that resources would become more pressed and the project team were looking at ways to create capacity for the workforce. The PCC wanted to understand the cost of the activities paused. It was confirmed no projects had been stopped and all work in progress would continue but planned future work would be reconsidered once the operating model work was clear.

The PCC sought confirmation that the Tackling Disproportionality/Race Matters work would continue, noting the imminent retirement of the lead Chief Officer. ASP confirmed the Deputy Chief Constable had been appointed as the new lead and the work would continue, noting the importance of that work.

The Board discussed the engagement and communications of the work with staff and this was being carefully planned with engagement sessions being held across the force at different locations to ensure all staff were given the chance to feed their ideas in to the work.

The PCC highlighted the links from the work being undertaken to the Police and Crime Plan.

7 Chief Constable's Update

The Assistant Chief Constable provided an oral update in the Chief Constable's absence. The focus for senior officers was on the Neighbourhood Policing Guarantee and the plans for this for ASP, noting it will be a significant change to the ways of working. 70 officers would be redeployed under this work and 70 new officers recruited. It was seen as a positive change and would be aligned to priorities such as tackling knife crime. The planned date for this change was 9 June. By the end of March ASP would have 3421 officers. The ACC emphasised the engagement with staff that was taking place as part of this work.

ASP were consulting with PCSOs around their role and powers and the change of their role within the Early Intervention Team, where the intention was to move PCSOs out of that team and move PC's in.

An Enhanced Video Response (EVR) pilot had commenced in South Bristol Neighbourhood team and this was expected to provide some early indications of the positive impact it could have on summer demand.

A Rapid Video Response (RVR) was also planned to begin in the summer, which would see a direct transfer from the caller to an officer, particularly for Domestic Abuse cases.

The Outstanding Policing Awards ceremony had been a good opportunity to recognise excellent work by staff and officers.

ASP were working to address the HMICFRS Area for Improvement (AFI) around engagement with the workforce and the recent Talk Time Monthly had been hosted by an operational officer rather than a Chief Officer to emphasise and get connection to the frontline.

The new performance framework had been produced the previous month with the focus on the HMICFRS AFI's and would be reviewed by ASP's monthly committees under the governance structure.

The challenges with resourcing the Internet Child Abuse Team remained, and ASP were considering options such as targeted variable payments that might assist with this. This was an area of demand that was expected to increase by 10% year on year.

ASP continued their work on good leadership and had put a focus on meaningful one-to-ones with staff, providing workshops to leaders to give support.

The PCC highlighted one of the areas she wanted to see improve was the external communication around consequences, this is linked to public trust and confidence, and it was important for the public to see consequences of criminal activity. The ACC noted an independent advisory group member had also agreed ASP do not publicise successful policing operations sufficiently.

The Board discussed the moves planned for the Op Remedy team and the Neighbourhood Policing changes and the work underway to engage staff in the changes.

8 PEEL Question – How good is the force at disrupting serious and organised crime (SOC)?

This PEEL question relates to Priorities 2, 3 and 5 of the Police and Crime Plan.

ASP had received the embargoed report *An inspection of the southwest regional response to serious and organised crime* for factual accuracy checking and had shared some of the feedback received from HMICFRS more broadly with the PCC and her team. ASP had been working on the feedback – provided by the Inspectorate in a hot debrief last year –to address some of the concerns. One of these had been the introduction of a dedicated SOC desk to build expertise in relation to Organised Crime Groups (OCGs). Improvements had been seen in the identification of and recording of OCGs as a result.

Resourcing of intelligence and surveillance teams was discussed.

Serious Youth Violence and County Lines were highlighted as a priority and ASP stated their ambition to create a multi-agency Child Exploitation Team.

The Board discussed the need to create sustainable models for operations that were due to come to an end.

The work was now covered in the Strategic Threat and Risk Assessment annually and included in the governance processes, with Chief Officers involved in the tasking process.

The Detective Superintendent highlighted the recording of disruptions of SOC and the need to ensure these were being recorded accurately. It was believed major disruptions were captured but minor ones were possibly going unreported. The use of robotics to assist with identifying and recording disruptions from case reports was discussed and funding for licences for this caused an issue.

The Detective Superintendent would be chairing the multi-agency group that was being set up to move the two operations into business as usual and would have a local partner as the deputy chair. It was anticipated this would strengthen the multi-agency links and ways of working.

The PCC and her team were assured to hear about the governance that was being established around the work but expressed some concern about the potential single point of failure in the one role the Detective Superintendent was undertaking. ASP confirmed this was an interim measure until the operating model work had been completed and then the geographic leads would be in place. The work also reported into the Chief Officer Group so there was appropriate oversight in place.

The PCC stated that she would follow up with a letter to the Chief Constable about Serious Youth Violence in particular as this does not just relate to SOC.

7 Items for Publication

- Minutes for February GSB
- General Reserve Risk Assessment

A.O.B

The PCC acknowledged the improvements ASP had made in their response to 999 calls, which had seen them move from 42nd nationally to 2nd.

Date of the next Governance and Scrutiny Board: 15 April 2025 11:00 - 14:30