



Governance and Scrutiny Board Minutes – 13 May 2025 11:30-13:00 and 13:30-15:00

Venue: Main Conference Room, Police HQ and Microsoft Teams

Chair: Clare Moody

Attendees:

Clare Moody, Police and Crime Commissioner (PCC)
Andy Champness, Acting Chief of Staff (CoS)
Jon Reilly, Deputy Chief Constable (DCC)
Paul Butler, OPCC Chief Finance Officer (CFO)
Sally Fox, OPCC Director of Performance and Accountability
Ben Valentine, OPCC Senior Performance and Governance Manager
James Davis, ASP Portfolio Delivery Manager
James Clements, Staff Officer to DCC
Vicky Ellis, Secretariat Manager (Minutes)

Partial meeting attendance:

Louise Hutchison, Chief Officer – People and Organisational Development
Nick Adams, Chief Officer – Finance, Resources and Innovation
Nick Lilley, Director of Information Technology
Ed Yaxley, Detective Superintendent, CID
Joanne Hall, Assistant Chief Constable

Item	Item Name
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1	Apologies
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	Chief Constable Sarah Crew
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2	Minutes and Action Updates
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The Minutes of the April Governance and Scrutiny Board were agreed as an accurate record for publication.

Updates had been received in advance of the meeting that closed most of the actions due for an update. Action 057/24 was carried over to the next meeting as the findings of the MARAC peer review had not been fully signed off and this was expected to happen in the next month.

The Board discussed the deep dive report on the PCDA leavers that had been provided in relation to Action 063/24. The Chief Officer – People and Organisational Development highlighted the key points from the report and responded to questions from the PCC and her team:

- There was an improving picture for PCDA retention for ASP and over the 36 months ASP were now mid table compared to other forces

- The data analysis had not identified any causal leavers
- The improvements had been part of an iterative process over the course of the 5 years of the new programme and changes had been made with how UWE works as well as the approach from ASP
- ASP would be looking back again in the autumn following the extra work undertaken to review the carousel (selection process used during PCDA recruitment).
- ASP were working with students to encourage them to talk about any mental health or wellbeing concerns or issues.
- ASP expected the geographic alignment model to assist with retention rates.
- ASP undertook exit interviews with those leaving and carried out surveys; the main reason for leaving was cited as 'the role is not for me'.
- ASP work to ensure early identification of students at risk and provide support to individuals as necessary.
- It was noted there was a higher number of leavers from the Bristol area and possible anecdotal reasons for this were discussed.
- There was no disproportionality in those leaving.
- ASP are continuing to encourage applications from diverse communities and are undertaking work within the organisation to ensure the right support is in place and it is a good organisation to work for.

3 Finance

The Chief Officer – Finance, Resources and Innovation provided an oral update to the Board on the progress of the year end work to close the accounts. ASP were assessing liabilities and ensuring the funding was set aside for claims, which was expected to lead to a small overspend of £500,000 at year end. Without the adjustments, ASP would have been reporting a small underspend of £500,000.

The final report would be presented to the Board in June and draft accounts would be presented to the Joint Audit Committee in July.

Work on the required savings was in the early days and a monitoring report would be completed at the end of May. There would be a need for a small change management process by the end of the year as not all the police staff post savings required would be achieved through attrition.

In order to make a start on the savings for the following year, ASP had asked all Directorate leads to achieve a 1% efficiency from their budget and it was anticipated this would achieve the £3m savings required. Progress on this would be discussed at the ASP Strategic Planning Meeting (SPM) in June.

ASP were maintaining focus on reducing the overtime spend and improvements had been seen in this. This would be included in the Q1 report to the Board in August.

ASP confirmed the reimbursement from the Government for Op Navette had covered 100% of their costs.

4 Constabulary Change Portfolio

a) Portfolio Highlight Report

The ASP Portfolio Delivery Manager highlighted the additional summary which had been included in the report this month providing a quick overview summary of projects. The Final Business Case for Bath Plymouth House would be referred to the June GSB. The Outline Business Case for the Geographical alignment project would report to the next Constabulary Management Board. Resources had been aligned to the Neighbourhood Guarantee project for June.

The PCC had raised questions on some of the projects with emerging risks in advance of the meeting and responses are summarised here:

- The resourcing for the Internet Child Abuse Team in response to the increased demand in that area would be discussed at the SPM in June as part of the wider resourcing considerations, but growth in the team was anticipated.
- Operational activity had not been impacted by delays in the contract signing for the replacement DIR kit.
- Work on the ABE suites had been paused as part of the wider Estates plan, ASP were working to understand the demand better and determine the issues with the suites in terms of location/kit/state of building.
- An update on work on the Trinity Police site was provided.

The PCC raised concerns with the length of time the ICASE project had taken and the impact it had on her team and requested a further update, including lessons learned, at the next GSB.

b) ERP

The Director of Information Technology provided an oral update to the Board further to the report that had been submitted:

- The new implementation partner would present their findings on 9 June to the Executive Steer Co and invites had been extended to the wider Chief Officer group for this, as well as the PCC and CC.
- The workshops were progressing well and early feedback indicated there would be a need to rework some areas and other areas were in a good place.
- There had been some delays in agreeing the GRS/Total Mobile delivery contract but ASP expected to recover this time.
- Business Continuity had been strengthened and SAP would be supportable throughout the process.

The PCC emphasised her focus on the progress and the history of the programme and would ensure a representative attended the meeting on 9 June meeting as she would be unable to and requested early sight of the papers ahead of the meeting.

c) SOZE

The Board discussed the impact that implementing SOZE could have in terms of time saved for investigators by speeding up work that would have been done as part of an investigation anyway but also achieving a lot more than would be possible manually. It was noted it would be seen as a project to add value and an investment, rather than a saving and the evaluation of the project would need to describe this.

ASP confirmed business analysts have been identified to provide support to the evaluation process, and they will work to a framework set by the project lead. Anecdotal evidence seen so far alluded to efficiencies, for example, where current ways of working on the same data is 7- 8 hours for a person and 20mins to an hour

for SOZE. The final report will focus on the tangible benefits with numbers to provide the PCC the confidence to sign the contract. The AI in the programme is expected to enable better demand management.

d) Operating Model (Oral)

ASP were in the first phase of the project, the geographical alignment. The Outline Business Case (OBC) would be presented to the Constabulary Management Board that month and decisions would be made at that point. The OBC would cover Neighbourhood Policing and Patrol teams. Following that there would be changes made in SAP to reflect the structure being moved to. The PCC confirmed she would like to be kept updated on the progress of the project.

The DCC shared some of the other considerations ASP had under Part 2 for the other elements of the organisation including:

- possible move to a geographically aligned Crime Investigation Department
- which departments would need to remain centrally managed, such as firearms, Ruby, ICAT.
- proposals submitted by Somerset following stakeholder engagement for ASP to be coterminous to their South/Central split rather than East/West.
- some additional resource in place with Enabling Services

5 Chief Constable's Update

The Deputy Chief Constable provided an update in the Chief Constable's absence and reflected on the notable progress in improving public services, and the importance to celebrate these achievements. ASP would enter the summer with renewed optimism, there are several areas showing positive impact:

- Resources were reallocated to address Areas for Improvement (AFIs), with updates sent to HMICRFS. Some resources are now returning to regular duties as AFIs close. Work remains ongoing in areas such as BRAG, DASH, and investigative standards.
- Priority logs have been reduced using Enhanced Video Response (EVR).
- A new approach is planned to address summer demand with four "Op Reset" days planned for summer, marking a positive shift away from abstractions.
- Neighbourhood Guarantee has seen significant, visible investment in community policing. 70 new officers will be recruited which with the 60 overrecruited for the Met, is significant investment in ASP.
- Few forces have balanced budgets, but small savings are emerging. Improvements are being seen in crime prevention, justice outcomes, and visibility following recent work.
- However, victim-based outcome rates still need to improve, and shoplifting response lags behind other forces.
- Response to service leadership and how this translates across ASP

The DCC also discussed the approach to Race Matters and ASP's desire to be actively anti racist and seen to be tackling discrimination. Noted that following the supreme court ruling there has been fear expressed amongst the community and ASP are waiting for the National guidance on this, which will form part of the anti-discrimination and anti-racism focus.

The PCC acknowledged the good news about the reduction in abstractions over the summer, she had received concerns from the communities she'd met last year over

the lack of visible policing last summer. The Governments Keeping Town Centres Safe This Summer (KTCSTS) programme of work explicitly brings to life the intention around shop theft and ASB and what is experienced in communities –the PCC saw it as a real opportunity for ASP to demonstrate the impact and account for the impact visible policing can have. It would be a way for the public to hold the PCC and ASP accountable.

The PCC also highlighted the need for strong communication by ASP. Visibility is one thing, but sharing the consequence and narrative is another: the Force needs to let the public know ASP will do 'x' and as a result you will see 'x' happen.

The Director of Performance and Accountability had attended the race influencers training and noted how powerful and impactful it was, suggesting it was worth rolling out widely. ASP confirmed they were starting an initiative whereby tutors and supervisors of new recruits from minoritised communities will be given some input from the race influencers training to assist them. The PCC highlighted the need to see a step change in the race matters work and the need to see this reinvigorated.

6 Monthly PEEL Question – How good is the force at safeguarding children and adults at risk?

This PEEL question relates to Priorities 3 and 5 of the Police & Crime Plan and it was noted HMICFRS had changed the language for this question, previously it had been called protecting vulnerable people.

The ACC responded to questions from the PCC and her team and the below is a summary of discussion points:

- A Chief Officer has been identified to lead on the engagements across the 5 Local Authority areas as they develop their Multi-Agency Child Protection Teams. The Chief Officer will develop the relevant governance for this work and consistency across all the Boards for ASP.
- Discussed the connectivity and support for households where there will be both vulnerable children and adults and the holistic approach that would be taken as the new directorate developed.
- There is further work to do on BRAG (risk assessment) following the revisit from HMICFRS for “protecting vulnerable people” as training had only just been put in place so only minor improvements had been seen so far. ASP were confident the foundation was in place for BRAG with layered local accountability through Directorate Leadership Meetings. Oversight would be managed through Gold Groups.
- Long term plan is to have one risk assessment per person and focus groups had commenced to look at this.
- Positive feedback had been received from attendees of the BRAG training and ASP would continue to follow up reminding colleagues of the importance of completing the BRAG form on each occasion.
- ASP anticipated a significant improvement on the position when the HMICFRS Inspectors returned in the autumn.
- There had been good progress against the Domestic Violence Disclosure Scheme (DVDS) and capacity and capability was stable within the team.
- The impact of influential TikTokers in this space was noted as a possible reason for the increase in DVDS requests.

- EVR had been used to improve the response to Right to Ask and Right to Know processes.
- Use of Domestic Violence Protection Notices and Orders (DVPN/DVPO) were discussed, ASP issued lower numbers of DVPNs compared to other forces. ASP were expecting guidance from NPCC on this imminently.
- The Peer review for the Multi-Agency Risk Assessment Conference (MARAC) had been received and was in the process of being signed off by all agencies. ASP had accepted the key findings of inconsistency and lack of standardisation across areas and were working to improve this.
- Areas being progressed within Programme 2 that link to this PEEL question included risk assessment model; multi agency partnerships; intel and data sharing.
- Workshops were underway with staff from across ASP and partners to develop work packages for the portfolio.
- The voice of the victim and the victim's journey would be considered and built in across ASP, in line with the Victims Code of Compliance.

7 Items for Publication

- Minutes of April GSB

A.O.B.

Date of the next Governance and Scrutiny Board: 10 June 2025 11:00 - 12:30 and 13:00 - 14:00