



Governance and Scrutiny Board agenda – 10 June 2025 11:00-12:30 and 13:00-14:30

Venue: Main Conference Room, Police HQ

Chair: Paul Butler

Attendees:

Paul Butler, OPCC Chief Finance Officer (CFO)
Sarah Crew, Chief Constable (CC)
Jon Reilly, Deputy Chief Constable (DCC)
Ben Valentine, OPCC Senior Performance and Governance Manager
James Davis, ASP Portfolio Delivery Manager
Vicky Ellis, Secretariat Manager (Minutes)

Partial meeting attendance:

Nick Adams, Chief Officer – Finance, Resources and Innovation
Hannah Watts, Head of Business Services
Paul Wigginton, Chief Superintendent, Directorate of the Chief of Staff
Dan Forster, Chief Inspector, Directorate of the Chief of Staff
Nick Lilley, Director of Information Technology
Jon Cummins, Assistant Chief Constable

1 Apologies

Clare Moody, Police and Crime Commissioner (PCC)
Andy Champness, Acting Chief of Staff (CoS)
Sally Fox, OPCC Director of Performance and Accountability
Louise Hutchison, Chief Officer – People and Organisational Development

2 Minutes and Action Updates

Following a minor amend the Minutes of the May 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. Of those outstanding:

- It was agreed the discussion of the findings of the MARAC review would be discussed at a future meeting with the PCC present.
- The written update provided in relation to the regional collaborations would be explored further outside of the GSB and the action could be closed.
- The update on use of EBIT would be tabled at the August GSB, as launch of the tool had been delayed to July.
- Should the OPCC go live with iCase as anticipated in June, then the open action could be closed.

3 Finance

a) 2024/25 Outturn Report

The ASP Chief Officer – Finance, Resources and Innovation provided a brief oral introduction to the 2024/25 Outturn Report, highlighting the key points and messages:

- Prior to insurance adjustments there had been an underlying underspend of £600k, following adjustments ASP were reporting an overspend of £2.3m. The report proposed using a smoothing reserve to balance the budget and acknowledged this would require PCC approval.
- ASP remain overspent on pay primarily due to the pay award.
- Pressures remained on the overtime budget, though this would be partially offset by mutual aid income, the ongoing demand and abstraction challenges remained.
- ASP would continue to report on plans to reduce the spend on overtime to the Board.

The Board discussed the next pay award which may be greater than currently budgeted for and the budgetary pressure expected if there was no central award to support.

The PCC's CFO acknowledged the high level of detail on analysis within the report and was grateful for this. The Board discussed the insurance provision, seeking to understand the position more fully and any future implications. ASP would be reviewing the risk appetite for making insurance provisions and any required changes to the accounting for it. A Gold Group had reviewed the processes in relation to police accidents which accounted for the majority of insurance provisions. The Board discussed the operational and tactical issues that had increased, such as the use of e-scooters, e-bikes and mopeds for criminal activity and the associated risk these brought with them.

The Board discussed the deferred prosecution accounting error referenced in the report. This had been a simple error, and the learning had been documented as part of the budget setting notes for future years.

The offender management overspend had been due to officer overspends and PC growth within the year and this had been adjusted for the 2025/26 financial year.

The overtime within the Remedy team had not been as a result of vacancies within Remedy but as a consequence of Remedy officers supporting other teams with vacancies.

The PCC's CFO noted the pressures on the finance team and the additional work they had been completing and how the quality of the work produced was good.

b) Treasury Management Report

The Board noted the report which complied with governance requirements. There had been a small drawdown of a loan at year end to manage cashflow. The report would return to the following meeting to allow the PCC to raise any questions and approve it.

4 Decisions/Business Case

a) Bath Plymouth House

The Board noted the report which recommended approval to appoint a preferred contractor. The costs were within the budget and improved surveying had been undertaken which included the benefits that would be gained from the investments

both for the workforce as well as the public. ASP confirmed they would be engaging with local stakeholders such as the Independent Advisory Board to share the details of the investments with the community and working with them to create a welcoming environment for the public.

The Board approved the appointment of the preferred contractor as recommended in the business case.

b) Oral update on Outline Business Case for Geographic Alignment Project

ASP provided an oral update on phase 1 of the wider and bigger structural changes and the direction setting that had been completed. The full business case for the work had a deadline of 24 July with implementation planned for 3 November.

Following significant engagement with the ASP workforce, the policing areas (and teams) for Neighbourhood Policing and Patrol had been aligned to Local Authority areas and the structure of the new Basic Command Units (BCU) was discussed. The central area of Bristol will be realigned with the East Bristol Local Policing Area (LPA). Following feedback from ASP colleagues a decision had been made to change the Somerset LPAs from those originally proposed.

The next steps for ASP were to consider ways of working and travel times for staff which would be worked through in detail with the Federation, HR and Workforce Planning support.

The final proposal for sign off would be provided in the full business case in July and would provide the detail of the demand and resource calculations used, and any operational input.

The Board agreed the importance of clear communication on the changes.

5 Constabulary Change Portfolio

a) Operating Model

The Board received an oral update on the Operating Model work. The scoping phase would conclude by the end of the week and the full update on the work would be presented at the ASP Strategic Planning Meeting the following week.

Initial scoping had included all areas of business, and the gaps would be understood at the meeting the following week. Subject Matter Experts from across ASP would be involved in working through how to address the gaps identified. The feasibility report would be provided in October but the Board would be provided with a detailed update in the summer. The delivery plan overview would be shared with the PCC and her team once it had been finalised.

The Board discussed the redeployment of the Remedy team into the Neighbourhood Tasking Teams.

b) Portfolio Highlight Report

The Board noted the Report which provided a high level overview and summary of ASP projects. The Board discussed 4 projects as below:

- The future use of Bridewell by partners in the context of underutilised space and a consistent charging approach and the PCC's interest in this.
- The decision to procure a customer experience platform at a future point and the impact this would have on a number of developing strategies. The

governance on this would be covered through the Digital Board and the Portfolio Steering Board.

- There was one remaining ecology related question which ASP expected to resolve before confirming the date for the Yeovil planning decision.
- The management of community expectations over the development of the site and planning at the Trinity Road site and the mitigations ASP were exploring.

c) ERP

The Director of IT shared highlights with the Board from the meeting that had been held with the new delivery partner the previous day. The full report would be completed by the end of the week when a decision would be required and the business case would be presented to the Constabulary Management Board the following week. There was some additional scrutiny required around the MTFP provision and costs now these were known.

The PCC's CFO confirmed the meeting had provided a good balance of the risk and the challenge and provided assurance. The PCC had provided delegation of decision making to account for her leave.

6 Estates

a) Quarterly Update on Estate Asset Management Plan

The Head of Business Services picked out some key updates:

- The changes to the workforce that were underway and the impact this will have on the Estates plans, highlighting the example of the demand data analysis being undertaken at Fishponds Police Station.
- The works planned for Kenneth Steele House were underway and disruptions were being managed.
- The Electric Vehicle Charging Infrastructure (EVCI) proposal would be presented as an outline business case to the Constabulary Management Board in July.
- A number of big projects had recently completed and closure reports for Minehead, Chard and Broadbury Road were imminent.
- The outline business case for Radstock would be provided in the autumn.

The PCC's CFO welcomed the data analysis at Fishponds and the work underway at Kenneth Steele House and expressed interest in the EVCI, acknowledging the risk in that area. The Board noted it would be helpful for future reports to include the key dates for main projects, particularly completion and operational dates.

The PCC's CFO recognised the previous challenges Estates had overcome and asked that appreciation was passed on to the team.

7 Chief Constable's Update

The Chief Constable acknowledged the halfway point to the year and reflected on the achievements so far and what was still to do.

Achievements included:

- **Areas for Improvement (AFIs)** – there had been good progress against the AFIs, particularly in some stubborn areas. The focus for this meeting at the next agenda item was an area where ASP had excelled. It was acknowledged there remain some new stubborn AFIs to address.

- **Geographic changes** – the work on phase 1, mainly focussed on patrol teams and Neighbourhood Policing (NHP), would set an important shape for the future.
- ASP had responded well to the **Neighbourhood Policing Guarantee** at short notice. Securing funding for an additional 70 officers and the creation of the Neighbourhood Tasking Teams were really positive. The joint effort with the PCC and her team in the Safer Streets Summer Initiative (SSSI) on the plan was good and the ASP approach to protect NHP had been good.
- **Phase 2** of the operating model to review the rest of ASP capabilities had a good foundation and blueprint for the Public Protection Department and good relationships with partners were stronger than ever, particularly with youth harm and MAPPA. The Project Bright Light findings had also provided insightful contributions to the phase 2 work.
- **ERP** – there is critical interdependency on this project and it also sets the date for some of the change that will come. The CC had confidence in the new partner.

The CC went on to look forward and had three priorities:

- **Leadership** – service leadership but also leading organisational change. The CC had invested in leadership training for the Chief Officer Group to prepare them to deliver on the change in a way that supports the front line and addresses the issues raised in the people survey. The CC acknowledged the need to invest time and money in getting the new BCU teams ready.
- **Digital** – the CC expressed the need to have a coherent strategy at an organisational level to address the threats and risks posed in the way the world is changing in a digital way and to seize the opportunities presented. The CC acknowledged the lack of digital knowledge or oversight at a senior command level and this would be discussed at the next Strategic Planning Meeting.
- **One to Ones** – the CC had issued a clear call to action for all leaders across ASP to hold meaningful and regular one to one meetings with their staff and believed this to be the single most important thing to boost morale, wellbeing, culture, standards and public perception as well as productivity.

The PCC's team acknowledged the progress in the AFIs and stated the need to maintain the success in that area.

They also shared that feedback from the business community was positive in relation to the SSSI work and partners had felt an improvement on the approach to the summer demand period each year.

The Board discussed potential ways to improve the digital awareness and strategy within ASP, including linking in with other police forces and working with Microsoft to maximise the tools already available.

The Board also acknowledged the threat that is posed by new technology. For example, perpetrators of male violence against women and girls using Artificial Intelligence to create 'deep fake' intimate images.

8 **Monthly PEEL Question – How good is the force at responding to the public?**

This PEEL question relates to Priority 5 in the Police & Crime Plan. The Board acknowledged the positive progress in this area, highlighting in particular the work undertaken in relation to call handling, where ASP had been first in the country for 999 call answer times in the most recent month. ASP were also due to submit closure letters for two of the AFIs related to 999 and 101.

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

- Governance for changes in the number of call handlers and the introduction of Salesforce would be discussed at the Strategic Planning Meeting.
- Immediate graded calls being responded to within the Service Level Agreement (SLA) in over 80% of incidents.
- Further improvements in timeliness of Priority Attendance, was anticipated following the introduction of Enhanced Video Response and would further improve following the geographic model changes.
- The pilot of the Deployment Sergeant for Domestic Abuse Priority timeliness had been successful and would be rolled out force wide.
- The OPCC would be included in the work to review the SLA for Routine timeliness and it was noted this would also include stakeholder engagement around the plans.
- ASP continue to explore the creation of a 'victim portal', and have looked at systems and solutions used in other forces. Cost and infrastructure requirements were the main issues preventing fruition. This is one of the solutions provided by Salesforce.
- Discussed plans to improve the ways ASP provide advice on preservation of evidence and crime prevention to callers.

Items for Publication

- Minutes
- Decision notice for Bath Plymouth House

A.O.B

Date of the next Governance and Scrutiny Board: 15 July 2025 11:00 - 12:30 and 13:00 - 14:30