



## **Governance and Scrutiny Board agenda – 15 October 2024 11:30-13:00 and 13:30-15:00**

**Venue: Avon Room, Police HQ and Microsoft Teams**

### **Attendees:**

Clare Moody, Police and Crime Commissioner (PCC)

Jon Reilly, Deputy Chief Constable (DCC)

Alice Ripley, OPCC Chief of Staff

Paul Butler OPCC Chief Finance Officer

James Davis, ASP Portfolio Delivery Manager

Vicky Ellis, Secretariat Manager (Minutes)

### **Partial meeting attendance:**

Nick Adams, ASP Chief Finance Officer

Louise Hutchison, Chief Officer – People and Organisational Development

Will White, Assistant Chief Constable (ACC)

Jason Shears, Superintendent, Supporting Head of Performance and Assurance

Victoria Hallett, Head of Technology

David Wilson, Project Manager

## **1 Apologies**

Sarah Crew, Chief Constable (CC)

Sally Fox OPCC Director of Performance and Accountability

Ben Valentine, OPCC Senior Performance and Governance Manager

## **2 Minutes and Action Updates**

With one minor amendment to the timing of future proposals under Item 5c, the Custody Resilience Business Case, the Minutes of the Governance and Scrutiny Board 17 September were agreed as an accurate record for publication.

The Board had received updates to close several of the actions due.

The remaining actions due for an update at the October Board were discussed:

- Action 69/23 – The issues with the telephony system had been stable since 1<sup>st</sup> October, with only 11 calls losing connection or silent. 2 of these had been 999 calls. Software and hardware updates had been completed. ASP have requested a statement of works on the network from the supplier. ASP will continue to review until completely reassured and will continue with the Gold Group to monitor the work. The PCC had a representative at the Gold Group.

- Action 26/24 – It was agreed there will be a quarterly report to the Board on the Chance to Change report.
- Action 32/24 – The Portfolio Delivery Manager is completing some work to consider the organisation risks through the PEEL lens following suggestions from the Joint Audit Committee. This will feed into how the risks and issues are covered at the GSB.
- Action 38/24 – The Chief Officer for People and Organisational Development provided the headlines from the PCDA survey results and agreed to share the slides with the PCC and her team. Some of the strengths captured in the survey included: people were happy at work; enjoying the programme; enjoy working shifts; know what is expected of them; strong confidence in the support received. Areas for consideration and focus included: effectiveness of training; feeling valued for the work; confidence in providing the best service; expectations of the programme. The PCC requested further information on the response rate to the survey.

### **3 Finance**

#### **a) Medium Term Financial Plan (MTFP) Update**

ASP's Chief Finance Officer provided an oral update to the Board on the progress of the MTFP, which would be presented as a draft at the December GSB.

The Finance team were working through the pay award and increment changes recently announced.

Risks identified included the deliverability of savings through the First Point of Contact and Enterprise Resource Platform projects, the potential investment required following the SOZE proof of value project; increased kennelling costs, IT cloud consumption costs, recruitment and the fees associated with the new Police Constable Entry Programme (PCEP) and the limited market for motor insurance for police vehicles.

Opportunities identified included reductions in fuel prices, the anticipated competition ruling relating to AirWave, the reduction in the issue of mobile phones across the workforce, and the removal of local WiFi provisions.

The amount of overtime being undertaken continued to cause concerns, especially in terms of the welfare of officers and staff but also the pressure it had created on the budget. This had been identified as a concern by the HMICFRS Inspection team also. ASP were exploring what could be done to bring the levels down.

The content of the Government Budget announcement was discussed. National Insurance costs were expected to increase; clarity on the additional officers and PCSOs were expected to be included as well as the Government's ambitions for regional collaboration between Police forces. The level of precept that PCC's could apply to the Council Tax would also be detailed in the budget announcement, along with any conditions or expectations of use the Government might apply to it.

The PCC noted the upcoming Regional Strategic Collaboration meeting would discuss regional collaboration, the associated governance processes and the suitability of them.

The PCC's confirmed that responses so far from the public to her survey indicated support for an increase to the policing element of the precept.

The PCC requested more information on the overtime spend to show which teams were affected, and on the difference between the costs for Police Constable Degree Apprenticeship and PCEP and the timeline for when it would be brought in. The PCC noted the budgeting for overtime should be a temporary issue while ASP recruit to their baseline establishment.

#### **4 Portfolio Highlight Report**

The Board discussed the Job Evaluation Framework project. Following a procurement process Skills for Justice had been appointed to support the work and provide a scoping report. It was anticipated that an initial findings report would be provided in November. It was noted there may be regional interest to join the work and this would be helpful for regional collaboration projects.

The Board discussed the Electric Vehicle (EV) Programme of work, the PCC sought to understand what would be required to move the project from amber to green. The Programme lead had started in role at the end of September and had started work on developing an Organisation Electrification Position Paper to summarise the activity to date, the status of EV deployment and infrastructure and the short /medium term opportunities. This would be progressed into an Outline Business Case, which was expected to be ready in early 2025. The project would likely remain amber through this work until there was a clear plan or direction in place to measure progress against.

The Board discussed the update in relation to the redevelopment of Trinity Road Police Station. Bristol City Council Planning Department had accepted the temporary communal gas boiler option, with a view to the permanent solution being the District Heating Network (DHN) when available. Bristol City Council Building Control Department, however, are not accepting this and further meetings between The Guinness Partnership (TGP), Hill and Bristol City Council are being pursued. The ASP Project Team have sought clarification from their legal advisors regarding the change, who have advised if the scheme has hit an issue with the DHN and it is no longer a feasible option, we would be deemed to be unreasonably withholding consent if TGP had identified a viable suitable alternative.

ASP's CFO provided an oral update on the progress with the Enterprise Resource Platform (ERP). The original ambition for the project had been to do as much as possible on the one system but ASP were now exploring holding data in two systems that would work together and were halfway through this work. ASP were working to understand the due diligence of this approach. ASP were in the review, replanning and rebuild stage of testing on the payroll section of ERP but had needed to pause the testing of the rostering section. ASP were now considering a phased 'go live' of the project rather than all at once as there were elements that were capable of being ready to use sooner. The project team had not yet identified a date for the switchover to the new system, further certainty was expected towards the end of November.

The PCC sought clarification on the funding of the additional licensing costs for the legacy system and was assured these were captured in the MTFP. The PCC and her team advised they would expect an update on the ERP project as a standing item on the GSB agenda.

The PCC had been concerned to see in the report that the Final Business Case (FBC) for the Horsey Lane programme of work had moved from February 2025 to March. This change had not been flagged at the Estates Asset Management Board in September. The Board were advised the change had been made due to the timings of tender returns and reviews and the time required for the FBC to be reviewed and submitted. It was noted the programme could be subject to further change due to the asbestos removal programme requirements.

The Board had received an update on the Right Care Right Person Project. Phase 2 has a planned launch date of 31/10/24 and Phase 3 work had been started. The Project Team are meeting in November to review and update the benefits of the project and it was noted that the performance of the project was reported and monitored at ASP's Operational Improvement Committee.

## **5 Decisions/Business Cases**

### **a) Outline Business Case for Physical Access System**

The Board had received an outline business case for the replacement and upgrade of the Physical Access System across every ASP site. The Board discussed the imminent withdrawal of support for the current system and the risk presented by that. The Procurement team would support the IT team with the process. The Board noted the report needed to be updated to reflect the additional information presented at the Board and to include the proposed timescale.

The PCC approved the Outline Business Case and noted the need to publish a public interest notice.

## **6 Chief Constable's Update**

The Deputy Chief Constable provided an update to the Board in the absence of the Chief Constable. ASP had received their HMICFRS Debrief where a few areas for improvement had been identified. These had all been issues ASP were aware of and working on, including management of sexual and violent offenders, investigative standards and overwhelm of officers and staff.

ASP have launched their people survey and some of the feedback received so far highlighted concerns around siloed working, capacity vs demand and overwhelm. The Chief Officer Group (COG) expect some of the change programmes, such as the SOZE project, to assist with addressing capacity concerns.

The work on Leadership continues and an external consultant is assisting with this work. COG will also use the upcoming Strategic Planning Meeting to reflect on the HMICFRS feedback and discuss what needs to be put in place for next year, particularly looking at performance and morale. The right governance and leadership was believed to be in place and this now needs to translate to the change for the workforce.

The PCC acknowledged it is not a surprise that the workforce is feeling the stretch. It is clear from the business cases received and the MTFP that ASP is under resourced. The distribution of the resources is therefore important.

The Board discussed how they could be assured they are aware of issues going forward as some had not been ones the PCC was aware of. It was noted there were some numbers that ASP would need to look into to understand, and the ask of front line supervisors was identified as a concern by the DCC.

It was noted new Areas For Improvement would be issued following the finalisation of the PEEL Inspection report.

## **7 People and Organisation Development Update**

The Board discussed the Police Constable Degree Apprenticeship (PCDA) leaver numbers. These had seen some fluctuation each month but the overall trend was lower, down from 24 a month to 21. It was noted the rate was highest in the first year. ASP Learning Department were working with University West of England and the Patrol teams to address this and reduce this. The Board requested a specific report providing more detail on the PCDA and DHEP leaver numbers.

The Board noted that ASP officer leaver numbers were slightly lower than those being seen nationally, and this is being monitored. It was noted that for the budget ASP forecast on 19 leavers per month but this excludes the PCDA leavers and this may need to be reconsidered.

It was noted that turnover is an ongoing concern for the Police and Crime Panel and the PCC is regularly asked to provide information on this.

## **8 Key Organisational Risks and Issues**

The report to the Board highlighted the Stalking Super-Complaint and the recommendations made, seeking to understand if ASP would be able to comply with them. The ASP Inspections team were co-ordinating the response to the recommendations and creation of the action plan to address them. It was anticipated the plan would be in place by the end of November.

Operation Atlas was also raised and asked if ASP had any engagement with the Operation and whether it was under consideration for implementation in ASP. It was confirmed this was being considered as part of the Suzy Lamplugh work and would likely be an intelligence function.

The Board also discussed Police Perpetrated Domestic Abuse (PPDA), with the PCC seeking an update on the volume and outcomes of cases since ASP had introduced a tag for PPDA on their complaint system. The DCC advised there had been 65 allegations of PPDA since the tag had been introduced, which translated to 42 cases with 38 officers. 21 of the cases had been finalised. There were 6 – 7 criminal PPDA cases live and once the criminal proceedings concluded the misconduct process would begin. ASP believed there was more confidence amongst the workforce for reporting and believing it would be taken seriously.

## **9 Tackling Disproportionality and Racism Update**

The Board received a brief oral update advising the multi-agency Tackling Disproportionality Workshop had been held that morning; interviews for members for the

new scrutiny continued and one article had been published so far about the Intimate Search policy.

The Board Discussed the use of the Chance to Change App since it had gone live in June. Uptake was at 80% which was considered to show the communication and promotion of the App had gone well. ASP were undertaking work to understand the detail behind the usage to ensure there was no decision bias in the use of the App. The report to GSB would build each time as more information and insight into the usage became available. In particular the team will be seeking to understand if the project has helped to address the disproportionality seen in this area previously.

## **10 Performance against Police and Crime Plan:**

### **a) Integrated Performance and Quality Report**

The Board noted that some of the items in the IPQR had been discussed at the HMICFRS debrief the previous day so it would not be necessary to revisit those.

The Board discussed the backlog in the Domestic Violence Disclosure Scheme (DVDS) applications. When ASP had carried out the modelling for resource requirements in this department 18 months ago the demand had been significantly lower. The current demand showed an increase in resourcing levels was required and a Business Case would be submitted to address this.

The report had shown significant backlogs and delays in the Investigation Assessment Unit (IAU) also, which also deal with Domestic Abuse cases. ASP advised that the backlogs would be addressed with the new Crime Data Integrity (CDI) structure which will go live in January. The new model has worked in other police forces. It was noted the high-risk cases where there is a risk to the victim are captured first so it is the lower risk tasks that form the backlog. The report next month would focus on the CDI rather than the IAU.

The Performance and Quality Assessment within the IPQR focussed on the PEEL question 'How good is the force at preventing and deterring crime, ASB and vulnerability?' The Board discussed the Positive Outcome rates for neighbourhood crime as ASP were shown to be in the bottom quartile nationally. To address this and bring focus to this area, the proactive Operation Remedy team were being moved back into Neighbourhood teams to assist with investigating burglary, vehicle and robbery crimes.

The use of ASB Legislation showed a high number of Warning Letters had been issued with much lower use of other elements of the escalation process. The PCC requested more information on the use of Warning Letters and escalation, seeking to understand if the lack of use of escalation showed the letters had been effective.

It was noted that while personal robbery was still an issue in Bristol the number of incidents had reduced compared to 15 years ago. ASP undertake Night Time Economy Patrols and Sexual Violence Patrols which will provide some deterrent effect. The Board discussed reasons this crime type had reduced to explore what more can be done to reduce it further.

The Board discussed the use of Problem Solving Plans (PSPs) and the lack of supervisor reviews for a third of the cases, as it was shown supervisors were adding value where

they were involved. ASP acknowledged there was a cultural piece of work to do to ensure supervisors understood why they were reviewing PSPs and how this translated to the experience for members of the public. The quantity and quality of PSPs was also considered to be an issue.

## **11 HMICFRS Recommendations and AFIs**

The Deputy Chief Constable advised that since the report had been provided to the Board 10 recommendations had been closed and 32 had been added. The final recommendation relating to Cause of Concern was in the closure process and anticipated to come off the list soon. ASP continued work to close the remaining outstanding recommendations.

The PCC acknowledged that ASP would have learned from responses to previous inspections so would be well prepared. The PCC was keen to understand how much crossover there had been from the Child Protection report in 2023 and the Joint Targeted Area Inspection (JTAI) from this year and whether there would be join up in responding to them. The DCC advised some of the themes were similar and a multi-agency response would be provided to the JTAI.

**Date of the next Governance and Scrutiny Board: 12 November 2024 11:30 - 13:00 and 13:30 - 15:00**