



## **Governance and Scrutiny Board Minutes – 18 December 2024 13:30-15:00 and 15:30-17:00**

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

### **Attendees:**

Clare Moody, Police and Crime Commissioner (PCC)  
Sarah Crew, Chief Constable (CC)  
Jon Reilly, Deputy Chief Constable (DCC)  
Alice Ripley, OPCC Chief of Staff  
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  
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)  
Hannah Watts, Head of Business Services  
Nick Lilley, Director of Information Technology  
Jon Dowey, Head of Performance and Insight  
Kristina Windsor, Detective Superintendent for Vulnerability  
Helen Jeal, Improvement and Assurance Manager

## **GOVERNANCE**

### **Item Item Name**

#### **1 Apologies**

None received.

#### **2 Minutes and Action Updates**

There was one minor typo to correct on the Minutes of the Governance and Scrutiny Board held on 12 November but otherwise the Board agreed they were an accurate record of the meeting for publication.

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

The remaining actions due for an update were discussed:

- Action 69/23 – The issues have stabilised following the firmware update and the few issues being experienced are now believed to be individual issues on the caller's network, not with the ASP system. Work was being completed with the supplier following an independent review of the architecture of the system which had flagged a couple of things to be checked. It was anticipated this action could be signed off once that was complete. The Gold group continued to meet and the PCC's representative continued to attend. The PCC recommended a wider independent review of IT systems and IT procurement.
- Action 41/24 – the business case for the change to the Physical Access System for ASP had been rescheduled to the February Constabulary Management Board. The PCC expressed concerns about the stated urgency of the project when it was previously discussed and sought to understand the risks resulting from the delay. The Board discussed the need to capture the movement of key dates for projects and the reasons for these.
- Action 43/24 – slides had been received about numbers of student officer leavers which closed the action; but a further 'deep dive' report will be presented to a future GSB.

### 3 Finance

#### a) Draft Medium Term Financial Plan (MTFP)

The ASP Chief Finance Officer gave a presentation to the Board which provided the headlines from the 2025/26 Funding Settlement Announcement from the Government and the revised draft MTFP as a result of this.

The Government funding for policing which went to PCCs and local forces had increased by £657m/6.1% to £11.4bn.

The Core police grant funding had increased by £339m/3.7% but this included some previously ring-fenced funding so was not all new funding and would only cover last year's pay award pressure.

There was new ring-fenced funding for the increased Employer National Insurance Contributions (NIC) and Neighbourhood Policing: details and the rules for spending these were not yet clear.

The Government confirmed PCCs can increase the policing part of the council tax (the precept) by up to £14 (for a band D household). This would be needed to cover items such as next year's pay award which was not covered by the grant funding.

ASP would not realise any savings on energy contracts that other forces might achieve as ASP were already part of the Crown Commercial Services framework. There may be some savings in the fleet following further standardisation of fleet procurement.

Under the Neighbourhood Policing Guarantee ASP would receive £2.3m in funding and would be expected to commit to a plan by the end of January but the rules were not yet clear.

The MTFP showed the budget would be balanced for 2025/26 but over the next five years the deficit would grow and by 2029/30 this was expected to be £10.6m.

The ASP CFO shared some detail on the funding and costs forecasting within the draft MTFP, and some of the savings identified. ASP anticipated the need to consider the affordability of some of their Capital and Project plans and the potential need to move these beyond the current 5-year plan. The exceptional work of the ASP Finance team was acknowledged, especially in light of the movement within the team and the disruption.

The Board discussed the impact the ERP project will continue to have on the budget, and the Government's expectation that PCCs implement the full £14 precept increase.

#### **b) OPCC 2023-24 Mid-Year Outturn and 2024-25 Budget Report**

The Board noted the report which detailed a roll over budget. The OPCC CFO highlighted the increases were due to pay award, Employer's NIC, and contractual increases in NHS contracts and advised some areas were yet to be fully resolved. The report would be published on the PCC's website.

#### **c) Half-Year Treasury Management Report**

The Board noted the report which would be published on the PCC's website. The OPCC CFO confirmed the Treasury Management had operated within the required parameters. It was anticipated the debt would be moved to fixed rates once these had reduced further and would likely happen in the financial year 2025/26. The PCC noted that ASP were lending money to Councils and wanted to understand the risk of doing so this given the funding challenges they are facing, with some councils around the country having issued section 114 or saying they were in danger of doing so. The CFO confirmed if a council issued a 114 notice then they would not be given any lending, but this was a very low risk and was being monitored by the team.

### **4 Portfolio Highlight Report**

#### **a) Enterprise Resource Planning (ERP)**

The Director of IT provided an oral update to the Board and advised:

- The close out of the relationship with the provider was progressing as planned and payments were being agreed.
- The design decision in the way time is managed within the rostering system and packages had been agreed.

- Work packages on the future archive of SAP had progressed.
- The User Acceptance Training had been split into two cycles and 81% of tests had been completed by the end of November.
- It had been documented what is deferred and remains to be built in the future.
- Requirements for the new delivery partner were being defined and it was expected to be finalised in January.
- Work was underway to reset the programme vision with all the functional leads and take on board the lessons learned.
- A phased go live was planned.
- The DCC had commissioned a table top exercise to explore what would happen if SAP services failed.

The PCC was keen to understand the top three lessons that had been learned and expressed concern as the governance body of the extension to the delivery date that had been expressed each month.

ASP identified closer management and clearer expectations of the delivery partner; being clearer about the organisational support required; and quality assurance of any delivery partner, including the processes they have in place to provide quality assurance as the top three lessons.

ASP assured they had taken on the best practice guidance around procurement and allowing the broadest set of providers to be able respond to a tender and scrutinising the quality and availability of resources of any provider appointed. ASP had also provided feedback on their experience of the recommended supplier to Oracle. ASP had a new Terms of Reference set out to ensure the project manager role was in place for the project.

## **5 Decisions/Business Cases**

### **a) HQ Operations Building: heating and cooling system replacement**

The Board discussed the Business Case presented to replace the current heating and cooling system in the HQ Operations building, with the PCC and her team seeking to understand the significant changes to cost. The MTFP had included a budget of £1.9m for this project but the preferred option presented estimated the cost at £2.9m - £3.2m. The key reflection on lessons learned from the project team included the need to seek to narrow options earlier, in the outline business case and learning how the complex infrastructure fitted into the corporate change needs. The need to invite transparency and governance at the right stage of the process. ASP now had a specialist role with the department to review consultancy advice as it was received.

The business case presented sought to ensure the solution was future proofed.

The Board noted Options 1 and 2 effectively had an unacceptable risk of breakdown. The differences between Options 3 and 4 were primarily about phasing and had a marginal differential cost.

ASP had reviewed the 5 year plan to allow for the increased spend, noting if funding was not available for Electric Vehicle Funding and Emergency Services Mobile Communication Programme that these and other projects would be reconsidered in the context of the overall capital plan.

The PCC agreed to Option 4 as recommended by the business case.

## **6 Estates: Quarterly Update on Estate Asset Management Plan**

The Board discussed the delays and lessons learned with the changes to the Yeovil and Plymouth House business case timelines. The need for flexibility in complex construction cases and the need to move at pace, with the associated impact on due diligence were noted. ASP recognised that a contingency of 20% was not working and stated their intent to move to 40% contingency in outline business cases.

The Board discussed the need to formalise the appropriate routes for governance and stakeholder engagement on estates projects.

## **7 Chief Constable's Update**

The Chief Constable provided an oral update to the Board on her risks and issues. The Chief Constable (CC) remained concerned about the well-being and morale of the workforce and had received strong messages from the people survey, the HMICFRS Inspection and the engagements with the workforce that also reflected these concerns.

The CC acknowledged the service to the public could be affected by the condition of the workforce and this would also impact on public confidence in the police. Policing is significantly affected by the resources available, and the CC recognised the need to invest in these resources: the people, assets and technology.

The CC had been looking at slides – like those presented at item 3a – since 2010 with the projected future deficits in police budgets and the need to make further savings. At the time the police service thought they would only do it once and yet it continues now. The CC was worried about the impact on the integrity of policing in this context. The CC knows patrol teams want something done about the amount of their (policing) time being spent responding to people in crisis due to the impact of the cuts to other services.

The CC had a sense as a national portfolio lead about the ability of senior officers and HMICFRS to influence the perception the public have of the police.

The CC was concerned about the inequalities that are exacerbated in society and internally when resources are stretched and had seen this play out in the people survey which showed the difference between the experience for frontline officers compared to other areas of the workforce.

The CC had started work to explore how to improve the experience of staff and officers. With her team, she had completed lots of engagement with the workforce, creating an evidence base from which to undertake a review of the operating model for the force and review the crime work load. With her Chief Officer team she had reviewed the evidence and set the direction of travel for change, all of which would be done with the engagement of the workforce.

The Chief highlighted Enhanced Video Response and Evidence Based Investigative Tool as systems that were due to be implemented and would have a positive impact on workloads and advised there were others that could be accelerated.

The DCC had led a quick review of the performance framework, and this will be realigned to focus on outcomes and Areas for Improvement.

The CC acknowledged the importance of leadership behaviour amongst this change and stated her intention to re-orientate the force to be focused on the front line and the intent to start this transformation at leadership events early in the new year.

The final point the CC raised was how to influence the discussion beyond the levers that she had control over. The CC couldn't change public finances but could influence the public debate about policing.

The PCC noted as a Board they had talked a lot about the issues the CC raised and acknowledged this was her first year of looking at future budgets expected deficits, and wished not to have to repeat this in future years. The PCC agreed the public sector finances are extremely challenging and that policing doesn't get to say no, where other services do.

The PCC noted the potential for the loss of local innovation with the national, regional and central models that had been discussed.

The PCC endorsed the CC's decision to take the time to listen to the feedback from the workforce on any operating model changes. She also noted the original move to the directorate model had been to make savings so there would need to be a governance conversation around the changes proposed as there were no savings identified as part of the work.

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

The PCC's paper asked about the Geographic Operating Model and how her team could be involved in and support the process. The DCC stated there would be comprehensive stakeholder engagement in the new year and this would include ensuring the PCC and her team were sighted and engaged on the work.

The CC also stated her intention to engage with Local Authorities, community groups and the wider public, acknowledging the OPCC's role as a convener of stakeholders.

The PCC's paper also asked about the Workforce survey, seeking to understand ASP's key findings and the plan and governance to address these. The Chief Officer for People and Organisational Development noted the award that ASP had received for the quick turn around on the data for the survey and went on to share the headlines with the Board:

- There had been a particular decline in engagement across police officers and PCSOs and across the areas of CID, Response and Neighbourhoods.
- The lowest scoring questions, least positive change and changes by theme indicated change management and senior leadership vision as an area of decline and low agreement rates.
- There had been increases seen in non-operational areas.

The immediate actions ASP were taking included reviewing the flow of crime, the performance framework and the organisational model. There had been some good signs in the results, e.g. Op Hour and positive comments about the Right Service, Right Person, Right Place programme.

Other actions ASP would take included:

- Focussing on wellbeing and the frontline.
- The content for the Leadership days would be informed by the survey results.
- Each Directorate would develop a plan.
- There would be a deeper dive into Equality Diversity and Inclusion aspects.
- There would be input into the Strategic Planning Meeting.
- The bullying, harassment and discrimination results would be analysed in conjunction with data from grievances and PSD.

It was noted the Upstander work appeared to be impacting positively by building trust and confidence to report bullying and harassment.

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

The ACC provided an oral update to the Board following a full day of race meetings. Succession planning was in place to identify new pillar leads following the promotion boards and the outcome would follow. The strategy was clear and the performance data was being developed in line with it.

The Race Matters Independent Scrutiny and Advisory Board (ISAB) had held its first meeting. The Board consisted of 7 members of community and would provide formal governance for certain papers as well as scrutiny and feedback on what ASP had done. The Board would receive training in January and February for awareness and would then hold bi-monthly meetings. The members would be paid for the meetings and scrutiny attended but wider engagement with ASP would be conducted on a voluntary basis.

The community meetings the previous month had gone well, and a Black South West Network member had shared information on inclusive procurement. The ASP lead on this would work with South West Policing Procurement to consider any amends to processes in line with the information.

Conversations with the community stakeholders continued around the Stop and Search deep dive report on the learnings, in particular, how to engage stakeholders. The findings of the deep dive report and subsequent actions are yet to be discussed, including how to achieve accountability.

The ACC advised the programme of work underpinning this work is positive and the direction for 2025 was set.

The PCC's team noted the concern around the ISAB and the Tackling Disproportionality and the need to move forward with a clear vision and ensure that ASP have the community support for the work, as well as the funding agreements and a focus on the collective outcomes that were being sought.

The good work from CPS in this area was highlighted as very positive.

The CC advised the local safeguarding working together arrangements had been signed off and there would be two meetings a year that she would attend and the police would take control of the data sharing. The CC would be able to use that forum to highlight any inequalities for Children and Young People.

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

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

The PCC acknowledged the work that had gone into improving Crime Data Integrity and the significant improvements shown in the peer review, and sought to understand how ASP would be able to sustain the quality, especially given the resource constraints they continued to face. Following the inspection ASP were pleased to have the confidence in their recording of crime and had moved resources internally into the department to ensure the performance continued. The Board recognised the work of the Head of Performance and Assurance in the improvement.



The Board discussed the supervisor reviews of cases and the removal of the initial supervisor review template. ASP recognised the importance of supervisory reviews, especially at the start of an investigation and the importance quality of the review. The template document would remain available to be used where it was useful to structure conversations, but it would not be a requirement for every case. ASP were reviewing the best way to support the workforce with this work, including refresher training and holding focus groups.

The Board discussed the low positive outcomes shown in the performance report and the reasons for this, noting this had also been an area of interest for the Police and Crime Panel. The information would continue to be provided in the performance paper. ASP were focussed on victim-based outcomes and the need to improve these to improve trust and confidence. A positive outcome would not always mean a criminal justice outcome and the Board noted the need to ensure the public understood the other outcomes available.

#### **b) Quarterly Vulnerability and Violence Against Women and Girls (VAWG) Report**

The Board discussed the increase of timeliness to charge for VAWG offences, which had increased by 14% in the last year. It was noted VAWG offences were more complex cases and take more time to do. Over the last 3 months the timeliness had been improving and this trend was expected to continue. There had been an impact over the summer with some delays in the Crown Prosecution Service system.

The Board also discussed the referrals of victims of sexual offences to the Lighthouse and Safeguarding Unit as this was shown at 34%. It was noted there are some complexities to the data, however, ASP assured the PCC that they worked in a trauma informed way and ensuring the correct support is being provided to all victims.

### **11 HMICFRS Recommendations and AFIs**

The Deputy Chief Constable provided an oral update to the Board. The two recommendations from 2019 had been signed off and 46 recommendations were in the closure process.

ASP were exploring what support can be provided to the individual working through the recommendations. ASP would seek guidance from the inspectorate on signing off the more subjective recommendations to ensure they understood what was required.

### **12 People and Organisational Development Update**

The Director for People and Organisational highlighted the information on leaver numbers. The lowest retention of student officers had been in May 2021 at 50% and the highest was January 2020 at 85%. Overall the resignations of officers had reduced but

leaver numbers had increased due to retirement and transferees out. The retention of student officers had increased. There had been a small increase in graduate leavers, usually a transfer out. There had also been a small increase in Sergeant leavers. It was noted 20% of the student officer resignations were from those under investigation.

### **Items for Publication**

- Minutes of November GSB
- OPCC 2023-24 Mid-Year Outturn and 2024-25 Budget Report
- Half-Year Treasury Management Report

**Date of the next Governance and Scrutiny Board: 14 January 2025 12:30 - 14:00 and 14:30 - 16:00**