



Governance and Scrutiny Board agenda – 14 January 2025 12:30-14:00 and 14:30-16:00

Venue: Gordano 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
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
Paul Butler, OPCC Chief Finance Officer (CFO)
Louise Hutchison, Chief Officer – People and Organisational Development
Nick Lilley, Director of Information Technology
Jon Dowey, Head of Performance and Insight
Helen Cripps, Improvement Consultant

1 Apologies

Will White, Assistant Chief Constable (ACC)

2 Minutes and Action Updates

The Minutes of the December 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 since the last meeting with callers being unable to hear the call handlers. The piece of work to look at the cloud gateway remained outstanding as vetting had not been completed. This was due to be completed next week and then the supplier could begin the work to check the network for any residual issues. A separate action was taken following the PCC's recommendation to undertake a wider review of the IT systems and procurement processes.
- Action 55/24 – The PCC requested additional clarity on the update that had been provided for this action, to cover details of what would change about procurement processes to ensure they were not discriminatory and what the timeline of the changes would be. Action carried over to next meeting.

- Action 061/24 – the work ASP are undertaking on the Geographic Operating Model would be added as a standing agenda item to future GSB meetings.

3 Chief Constable's Update

The Chief Constable (CC) provided an oral update to the Board and followed a look back, look forward format as it was the start of a new calendar year.

In her reflections on the past year the CC highlighted three main emotions that stood out: pain, pride and hope. The pain was felt in the feedback from the workforce and the issues impacting them that had been discussed at previous GSB meetings. Pride was felt for achievements through the year, such as the work in August and Operation Hour, where ASP had worked with communities – not just in restoring law and order but working together. There was pride in the successful court cases such as Operations Barrington and Hardy, as well as some of the national work ASP had been recognised for such as Operation Soteria, the Race Matters work and progress in robotics and AI. There was also resilience and determination shown across the whole organisation and this was another reason to be proud.

As the end of the year was reached and going into this year the CC had started to feel hope. She was starting to see positive results from projects such as Enhanced Video Response and SOZE that would bring more time and space for policing and to be proactive. She highlighted the international interest in the SOZE work and project Bright Light. The CC felt hope for what can be achieved working together with partners despite financial and other challenges.

The CC also noted some key decisions that ASP had made at the end of last year that will affect this year – ASP were working to create a structure that removes any barriers and allows people to be their best and do their best. ASP have developed a new performance framework which they are hoping will address some of the pain felt on the front line.

Over the next two weeks the Chief Officer Group will be engaging with over 1000 of ASP leaders through Leadership Time about the pivot needed in leadership. This work will be – centrepiece for ASP's changes moving forward – shifting away from command and control leadership to move the focus down to those who serve the public. The CC had made four resolutions in her blog to the workforce and recognised the part the PCC and the GSB would have in ensuring the CC is held to account on the resolutions.

The change work would be undertaken at pace and momentum but with care and compassion for the workforce, checking for any unintended consequences. Changes would be made using an evidence base with changes piloted, evaluated and understood before full implementation. There would be engagement at every stage of the programme – including with external stakeholders and taking into account the views of the PCC as the representative for the public as well as feedback from workforce.

The CC would also be working beyond her direct authority to lobby for a better case for policing, using national platforms carefully and with humility. ASP's Strategic Planning Meeting (SPM) in the previous week had looked into the Medium Term Financial Plan (MTFP) and the need to operate within significant financial constraints.

The CC also spoke to some of the strategic threats policing was facing – such as Child Sexual Exploitation and the impacts this can have.

The CC would cover the consequences of not receiving the maximum precept increase in the letter she would write to the PCC, ahead of the precept setting decision she needed to make. The CC highlighted the impact this would have on the service the police could provide to the public.

The PCC agreed that she had seen some excellent policing over the last 12 months and particularly the response to the violent disorder and the follow up to it, recognising the difference between demonstration and other activities. The contribution and sacrifice of officers was also recognised.

The PCC stated the need to understand the processes the CC and her team had discussed at their SPM and the interaction her office would have around those processes to enable good scrutiny.

The CC outlined some of the changes in staffing in the management of the change programmes and some of the work that will be undertaken, and confirmed the PCC and her team would be kept informed.

The CC outlined the desire to make savings through efficiencies in processes rather than removing staff or roles.

It was noted there is a place for the PCC and her office in any communications to the public around the savings plan.

4 Key Organisational Risks and Issues

Public engagement

The PCC's paper had asked about ASP's engagement with the public, asking about processes, clarity on the purpose of the engagement and how ASP use what they have been told through engagement.

The Deputy Chief Constable provided an oral response to the questions posed. Engagement with communities was acknowledged as being important for building trust and confidence in the police. It is one of the six pillars of Neighbourhood Policing with an overarching strategy and each geographical area has an individual engagement plan. This is under review with the new lead in that area. It was noted that engagement will be different in different places to match local needs but across all teams it will include face to face engagement as well as online such as Facebook and Instagram.

ASP do have reduced capability for engagement due to the reduction in Police Community Support Officers (PCSO) and the need for balance between enforcement and engagement would flex as necessary but there remained the intention to hold beat surgeries and for PCSOs to visit key community groups.

Engagement was covered included in Individual Performance Review objectives and was also part of the College of Policing programme.

The DCC recognised there was a gap in closing the feedback loop with communities and ensuring they were aware when action had been taken following their feedback, particularly in under represented communities and among young people. ASP acknowledged the work of OPCC in this space and wanted to align with that work.

ASP were undertaking work to map engagement but noted the need for a universal approach that allowed some flexibility for different areas.

The PCC recognised the needs of communities will be different across the force area and agreed it was important to be aware of this. She noted that she continued to receive feedback from the public where police were absent or had let them down. ASP needed to improve their engagement to increase people's awareness of the impact policing was having, and the activity they were undertaking in their local area.

The Board also discussed mechanisms to draw themes together from the feedback the OPCC received to help ASP build a wider picture of their communities.

ASP are a pilot force for the College of Policing Neighbourhood Policing Programme which trains Neighbourhood Police Officers on various themes: one module being Engagement.

Citizens in policing

The PCC's paper also asked about ASP's work with volunteers and the ways they are maximising the opportunities to support policing locally.

The DCC noted how grateful ASP were to all the volunteers that they are currently working with, which included Special Constables, the different Watch schemes, the Cadets as well as volunteer drivers. All of them were providing support that freed up time for officers. The Watch schemes particularly also offered an opportunity for engagement. Cadets undertake test operations which supports enforcement and provide a link to their communities and friendship groups.

The DCC highlighted that 18% of Special Constables (SCs) are now aligned to neighbourhood policing teams rather than response and are undertaking some of the engagement with communities which will free up officers. The number of hours SCs provide has increased but the number of SCs has been intentionally decreased over the last few years.

Volunteers are also supporting with training exercises – there is a huge range of activities volunteers provide support to.

5 HMICFRS Recommendations and AFIs

The Deputy Chief Constable orally updated the Board that since the report had been provided:

- one outstanding recommendation relating to a cause for concern had been closed.
- all the recommendations relating to the Custody Inspection were due to be closed by February.
- the assurance work to review all allegations relating to prejudicial and improper behaviour had completed. The findings would be shared with the PCC and her team.
- 3 other recommendations had been closed from the inspection in activism and impartiality.

Following a question from the PCC's team the DCC provided an update on the progress against the recommendations under the national operating model for Rape and Serious Sexual Offences.

6 Quarterly Joint Audit Committee Update

The PCC's CFO provided an oral update to the Board on the Joint Audit Committee's most recent meeting. The Committee Members had:

- discussed the risks and issues for each organisation.
- expressed concern around commissioned services and delivering those in light of the reduction in Ministry of Justice income and the impact of external factors and recognising what ASP want to do for public confidence.
- acknowledged the pressure on the staff.
- signed off the accounts for both organisations.
- discussed the PEEL inspection
- suggested there might be a role for the Committee in providing quality assurance on the ERP project, noting it was already subject to a number of governance routes and would need to be clear about their role.
- asked how they could inform the future of the internal audit programme and stated their intention to speak with the new SWAP CEO when they were in post.
- confirmed the Chair for the next year.

7 Portfolio Highlight Report

The PCC's CFO highlighted the good news that response officers had been able to move into the new Minehead station and the attendance from the public had increased.

A quarterly update on the SOZE project was requested as it progressed through the proof of value work over the coming year.

In relation to the Case Management System project, there remained one element to complete for delivery which required a permanent interface to automatically open files to assist with case triage. The process can be completed manually until this is in place so this would not hold up the project closure.

It was noted the Final Business Case for Plymouth House was now expected in May. ASP were in the process of formalising an agreement in relation to personal parking for staff and officers.

The timeline for refurbishment of the Yeovil station and vehicle workshop was not expected to be affected following the discovery of badger setts; alterations to the planning design had been submitted.

The next stage of the Job Evaluation work was a feasibility study and this was expected to complete in July.

It was agreed the PCC would receive a briefing on the Electric Vehicle project.

a) Enterprise Resource Planning (ERP)

The project manager provided the Board with an oral update on the ERP work.

- The close out of the relationship with the provider was continuing and processes were in place to manage this.
- The full Business Case was under review and the project team were updating the cost profile and benefits profile to shape the delivery requirements going forward.

- The procurement strategy and processes to identify a new delivery partner were due to be set out by the end of the week.
- Ways to reduce the direct contractor costs within the programme were being identified.

The PCC requested a written briefing in advance of the next Board and stated risk remained in terms of the cost and the consequence, noting she still had concerns around the project. ASP agreed and recognised this.

The Board discussed the resilience of the resourcing for the project. The PCC also requested sight of the lessons learned in the procurement process, noting it would be useful to understand what could have been done differently and what would ASP do differently as a result. NL will provide once formally written up.

8 Finance

a) Medium Term Financial Plan (MTFP)

The ASP CFO advised the Board the paper presented would be submitted to the Police and Crime Panel, with the PCC CFO's cover paper. Nothing material had changed since the previous month and the detail of the Neighbourhood Policing Guarantee had not yet been received. This could present a risk to the budget.

The MTFP showed the budget would be balanced for the next year but ASP would need to identify £12m of savings over the four years starting in 2026/27 and intended to split this to £3m per year. ASP were looking to identify the savings for the first year over the coming year and aimed to make two thirds of the savings from the non-pay budget, using technology to create efficiencies and create capacity, with the remaining third coming from the pay budget.

The Board discussed the timeline for the work to provide a savings plan, noting that ASP wanted to have open conversations with both the organisation and stakeholders on the potential consequences of any savings identified.

ASP would be looking for collaboration opportunities, as well as making internal plans to find the savings required.

One risk area identified was the amount of overtime and the Board discussed how this had been budgeted for the year.

It was discussed whether the additional capacity created through technology efficiencies could improve performance and also reduce the overtime budget. Savings had already been seen in the Enhanced Video Response with reduced travel time and costs, reduced repeat reading of call logs and reducing repeat calls.

ASP would be providing the PCC with a document outlining all the financial pressures they were facing.

9 Tackling Disproportionality and Racism Update

a) Quarterly Update on Chance to Change

ASP's Improvement Consultant highlighted some headlines from the report submitted to the Board and answered queries that had been provided by the PCC's office in advance.

The Chance to Change Programme had been launched on 1 June and the commissioned service and the app went live at same time. The had been designed to identify the reasons a case would not be eligible for the programme and considered the offenders age, offending history, gravity matrix, any aggravating or mitigating factors and overlays these facts on the Chance to Change protocol. The app would then recommend the suitable out of court resolution for the case. The app had been used 2000 times since it was launched and there had been a large variation of usage across teams and departments. There had been 59 people referred which was 50% fewer than had been anticipated based on the modelling before the app was launched. ASP had commissioned an audit through the ASCEND team to understand reasons for this. It was expected that the number of cases referred would increase as more teams used it.

ASP were working to understand the ethnicity data as this did not match expectations and were considering introducing officer defined ethnicity as well as self defined ethnicity.

The programme reports into the Investigative Standards Forum for governance oversight within ASP.

The next steps for the project were to improve the use of the app across ASP by making it mandatory. This would provide a higher level of referrals so that ASP could look in more detail at the services and pathways used, the level of engagement of participants and the outcomes. There was a formal piece of research underway with the Police Foundation. Comparisons would be able to be made between offenders who go through a referral via the app and those who do not.

The team were looking to create case studies to highlight the positive stories from the use of the Chance to Change programme.

10 Performance against Police and Crime Plan:

a) Integrated Performance and Quality Report

The report provided to the Board laid out the detail of the revised performance framework that ASP had developed and intended to move to. It had previously been shared at ASP's Management Board and with the Chief Officer Group and after GSB would be introduced at the Leadership Time events. The framework moved to an outcome focus and would help frontline officers to recognise their individual contribution to the performance of ASP.

The PCC and her team supported the focus on the outcomes as this would measure the difference made rather than just the activity undertaken. It was noted though that outcomes can be much slower to change and naturally require a longer-term view. Measures of output and process allow for a timelier assessment of how things are performing now and were also helpful in the management of risks and issues. The PCC was keen to understand how ASP would ensure they didn't lose those benefits in the new approach.

The PCC also asked whether the revised performance framework sufficiently covered serious youth violence and exploitation, which was a key priority in her Police and Crime Plan. The DCC advised some of the work in that area would feed through the vulnerability work and committee led by an Assistant Chief Constable. The control strategy included

knife crime but would also include youth violence. The CC welcomed feedback from the PCC and her team in structuring the content of the framework.

Under the performance priorities section of the report, it was noted there were 5 high risk unallocated Child Exploitation Online Packages at the point of reporting. The PCC checked whether they had been allocated since the paper was produced. The DCC confirmed the report provided a snapshot in time and those had been allocated and dealt with. The Board discussed the flow of work and resources in that area.

11 People and Organisational Development Update

The Board noted the report provided. The PCC clarified how confident ASP were that they would meet the target of 3,351 officers on 31 March. The Chief Officer – People and Organisational developed confirmed they were confident they would meet that figure and were also looking at projections through to September.

Items for Publication

Minutes of the December Board

Date of the next Governance and Scrutiny Board: 13 February 2025 13:00 - 14:30 and 15:00 - 16:30