



Governance and Scrutiny Board agenda – 17th July 2023 11:30-13:00 and 13:30-15:00

Venue: Conference Room, Police HQ

Attendees:

- Mark Shelford, Police and Crime Commissioner
- Claire Hiscott, Deputy Police and Crime Commissioner
- Nikki Watson, Deputy Chief Constable
- Alice Ripley, OPCC Chief of Staff
- Paul Butler, OPCC CFO
- Sally Fox, OPCC Director of Performance and Accountability
- Ben Valentine, OPCC Senior Performance and Governance Manager
- Sarah Crew, Chief Constable
- Louise Hutchison, Chief Officer – People and Organisational Development

Part meeting attendance:

- Nick Adams, OCC Chief Finance Officer
- Will White, Assistant Chief Constable
- Jon Dowey, Head of Performance and Insight
- Mark Edgington, Head of Professional Standards
- Zoe Jones, PSD and Vetting Compliance Manager
- Claire McFadden, Deputy Head of Performance and Assurance
- Helen Jeal, Improvement and Assurance Manager

GOVERNANCE

Item	Item Name
1	Apologies James Davis, ASC Delivery Manager, Portfolio
2	Minutes and Action Updates The Minutes of the Board held on 13 th June 2023 were agreed as accurate for publication. Updates had been received in advance of the meeting on all actions. The Board requested additional information in relation to two of the actions, the rest were closed.
3	Finance a) Draft Annual Accounts The Board had received the draft annual accounts which had also been reviewed by the Joint Audit Committee at their last meeting. The ASP Chief Finance Officer advised the Accounts follow the same format as those of previous years and have been produced on a going concern basis. It was noted the accounts reflect the revenue and capital performance as reported to the Board at the June meeting.

	<p>The PCC sought assurance on the capital budget which shows significant underspend, querying the impact delays to local authority planning processes might have on the final amount. The CFO noted there were four projects where planning permission timeliness may have an impact.</p> <p>The PCC sought clarification regarding the provision for ill-health retirement which has decreased. It was noted this is a reflection of those who have had their case agreed but have not left as yet. The figure does fluctuate but no trend has been identified.</p> <p>The Board also discussed the Overtime spend, noting requirements are expected to decline as new officers become fully deployable and abstractions back to university decline.</p>
4	<p>Business Cases</p> <p>a) Vetting Review Business Case</p> <p>The Board had read the business case provided in advance and noted the increase in demand and the subsequent need for increased staffing in the team. The PCC approved the recommendation for expanding the team.</p> <p>The Board then discussed in general terms the presentation of resource allocation and reallocation proposed within future business cases. It was agreed that this will be clearly set out in future business cases including where the required funding will be coming from.</p>
5	<p>Major Projects: Highlight Report</p> <p>The Board had read the highlight report provided and in the absence of the Delivery Manager had sought assurance on three of the projects in advance of the meeting. The Board were advised a new Principal Building Surveyor has been appointed to join the ASP Estates team later in the week and would be in a position to provide a broad indicative project timeline for the Plymouth House project by early September.</p> <p>The Section 106 agreement for the Trinity Road property had been agreed and would require the PCC's signature once received.</p> <p>The delays in the implementation of the new case management system due to failures by the service supplier were not impacting on business as usual for the Legal Services Department as they are able to continue using the current case management system (CMS). The new CMS is expected to now go live in October.</p>
6	A.O.B

SCRUTINY

7	<p>Chief Constable's Update</p> <p>The Chief Constable updated the Board on some of the current risks and issues for ASP, answering questions from the PCC.</p> <p>The Chief Constable reflected on the positive visit from the Home Secretary for the roll out of the Op Bluestone model nationally. The national model is one the Chief is looking to replicate across ASP more generally as the Operating Model is reviewed, in particular focussing on how the police use data, exploiting the digital technology and managing digital evidence and this is feeding in to the ASP five year strategic plan. The plan consists of 8 programmes of work: Right Service, Right Person, Right Time; Protecting the vulnerable and putting victims first; Investigative Standards; Effective and Skilled workforce; IT Futures; Developing a cost-conscious organisation; Ethical</p>
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	<p>and Trustworthy Policing; Ensuring Estates and Fleet are fit for the Future.</p> <p>The announcement of acknowledging that ASP are Institutionally Racist was an important decision and has shown the public that ASP are willing to have the difficult conversations, acknowledge problems and work to overcome them.</p> <p>The Chief Constable remains concerned about the wellbeing, resilience and morale of ASP, both organisationally and individually and is asking at the Chief Officer Talk Time sessions with staff and officers what more can be done to boost morale and wellbeing, acknowledging some of the initiatives already undertaken.</p> <p>The Police and Crime Commissioner asked the Chief Constable to work with her team to provide the PCC with some suggestions on where there are discrete operational projects that could be funded from reserves that would boost morale and provide welfare support.</p>
<p>8</p>	<p>Key Organisational Risks and Issues</p> <p>The Board discussed the paper provided by the PCC outlining the risks and issues for discussion at the meeting.</p> <p>A significant increase in demand had led to an increase in the numbers of arrests and charges in relation to rape offences. Addressing the concerns relating to capacity and capability for the team that investigate rape offences the Board were advised that 30% of the department are accredited to the relevant level and the whole team will be fully accredited by August 2025. Current delays with South West Forensics have also had an impact on the arrest rate. The Board were assured that charge rates have continued to increase over the last 12 months.</p> <p>During Covid the national public confidence survey was suspended and this is being reviewed and is due to relaunch in the autumn. A small pilot survey was undertaken which placed ASP 18th nationally. HMICFRS graded ASP as good and local victim satisfaction surveys showed 85.2%, ASP anticipate the confidence levels being higher when the full survey is undertaken.</p> <p>ASP confirmed that they are exploring the areas of good practice highlighted within the HMICFRS State of Policing report with the forces named.</p>
<p>9</p>	<p>Tackling Disproportionality and Racism</p> <p>The Board had read the Race Matters progress report and Assistant Chief Constable Will White highlighted that 36 stakeholders have volunteered to provide support to the work and a stakeholder has been appointed to coordinate the group. The first stakeholder session will be held online in August and will consult the group's views on behalf of the community on stop and search.</p> <p>The PCC highlighted the need for the information campaign to be consistent both internally and externally.</p> <p>The business case for the Deferred Prosecution Model will be presented to the ASP Design Forum in August.</p>
<p>10</p>	<p>Performance against Police and Crime Plan:</p> <p>The Board had read the papers received and the ASP team responded to questions from the PCC and his team.</p> <p>a. Integrated Performance and Quality Report</p>

	<p>The new ASP Anti-Social Behaviour lead had reported some improvements in victim satisfaction and is reviewing ways to improve this further, including the possible use of volunteers to support the work.</p> <p>New dashboard views have been created within the Qlik app to support supervisors with having oversight of Rape and Serious Sexual Offences.</p> <p>ASP continue to focus on progress within Allocation of cases and with more officers becoming accredited every few months there is oversight that cases are being allocated appropriately.</p> <p>The Operation Remedy team continue to focus on neighbourhood crimes such as burglary, vehicle crime and robberies and do hold some cases for investigation. This has not led to a significant shift in the work of that team.</p> <p>b. Assurance Report – Leadership</p> <p>Reverse mentoring was seen to be more successful where this was voluntary, monitoring of the scheme continues as it is still in early stages but positive feedback has been received.</p> <p>The promotion process for officers has a number of stages at which there are those who do not succeed. The 100% pass rate at the later stage was achieved in part because people can have multiple attempts and will be supported and developed until they do pass. Non-compliance with mandated training or events would lead to failure to achieve promotion.</p> <p>There have been no demotions seen in ASP, the only mechanism would be through the misconduct process.</p> <p>The use of Key Performance Indicators to trigger intervention was discussed as part of the ongoing leadership work.</p>
11	<p>HMICFRS PEEL 21/22 update</p> <p>The Board had read the progress tracker provided and discussed the strict criteria set by HMICFRS for the sign off of Area For Improvement (AFI) recommendations.</p> <p>Whilst ASP await updates to Niche to facilitate improved recording of other protected characteristics, ASP have had a focus on the recording of ethnicity and this has seen improvements recently.</p> <p>ASP await national direction on the recording of sex and gender and will implement as directed.</p>
12	<p>People and Organisational Development Update</p> <p>The Director of People and Organisational Development highlighted the additional data provided in the report as requested by the PCC, before responding to questions from him and his team.</p> <p>Staff turnover at 13% is a little below the national level. An emerging risk is the decline in police officer applications being seen nationally, this with the number of people that fall out of the recruitment pipeline was seen in part as a consequence of the high employment market.</p>

	<p>To mitigate potential bias/discrimination at face to face recruitment interviews an Outreach team member or a community assessor is sitting in.</p> <p>There were no concerns over the number of transferees which currently sees more officers transfer in to ASP than out.</p> <p>The Chief Constable reiterated their desire for a representative workforce and outlined the steps being taken to assist in the achievement of this, including engaging with community leaders, the work of the Outreach team and the positive action taken to push boundaries.</p> <p>The data indicated that employees who identify as LGBT have slightly higher levels of absence and left the organisation in higher numbers. ASP are exploring why this might be and what support can be provided to retain these staff through focus groups and engagement with the LGBT community externally. The national lead has identified concerns from the community who express a lack of confidence in policing to support them and this external environment is thought to be impacting on ASP staff.</p>
13	A.O.B
	Items for Publication

Date of the next Governance and Scrutiny Board: 9th August 2023 11:30 - 13:00 and 13:30 - 15:00