



## Governance and Scrutiny Board agenda – 14<sup>th</sup> March 2024 13:30-15:00 and 15:30-17:00

**Venue: Main Conference Room, Police HQ**

### **Attendees:**

Mark Shelford, 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)  
Louise Hutchison, Chief Officer – People and Organisational Development  
Ben Valentine, OPCC Senior Performance and Governance Manager  
Dan Forster, Temporary Superintendent, Business Crime Lead  
Nick Ridout, Governance Officer  
Vicky Ellis, OPCC Secretariat Manager (Minutes)

### Partial meeting attendance:

Sally Fox, OPCC Director of Performance and Accountability  
Hannah Watts, Head of Business Services  
Richard Snook, Project Manager  
Jennifer Grannan, Head of Digital and Projects  
Will White, Assistant Chief Constable  
Jason Shears, Superintendent, Supporting Head of Performance and Assurance  
Jon Dowey, Head of Performance and Insight  
Jane Wigmore, Superintendent  
Cerwyn Pritchard, Anti-Social Behaviour Co-ordinator  
Nigel Colston, Improvement Consultant  
Rachel Shields, Head of Investigations  
Helen Jeal, Improvement and Assurance Manager  
Kristina Windsor, Detective Superintendent for Vulnerability  
Thomas Herbert, Detective Chief Inspector  
Jon Jeffery, Temporary Deputy Director of Intelligence

## **GOVERNANCE**

<b>Item</b>	<b>Item Name</b>
<b>1</b>	<b>Apologies</b> Claire Hiscott, Deputy Police and Crime Commissioner (DPCC) Nick Adams, ASP Chief Finance Officer

	James Davis, ASP Portfolio Delivery Manager
2	<p><b>Minutes and Action Updates</b></p> <p>The minutes of the Governance and Scrutiny Board held on 13<sup>th</sup> February 2024 were agreed as accurate for publication.</p> <p>The Board had received updates to close a number of the actions and discussed the remaining open actions due, further updates were requested for the next meeting in April in relation to the following:</p> <ul style="list-style-type: none"> <li>• Action 052/23, once improvements have been made to the analytics tool an update on improvements to the abandonment rate for 101 calls to be shared with the Board;</li> <li>• Action 68/23, a one page plan to show the timeline of phases required in relation to the Right Care Right Person work will be provided;</li> <li>• Action 69/23, a further update required on the upgrade of the telephony system</li> </ul>
3	<p><b>Major Projects/Business Cases</b></p> <p>The Board noted the Portfolio Briefing Report and the Portfolio Highlight Report which provided an overview of all live projects across ASP, highlighting changes to project stages and status.</p> <p>The PCC and his team had raised questions about specific projects in advance of the meeting and the Board discussed the responses received:</p> <ul style="list-style-type: none"> <li>• The increased costs for the Broadbury Road Police Station refurbishments associated with the omission of the decommissioning of data cabling infrastructure and supply of new cabling infrastructure from the tender will be covered by the unexpected cost contingency budget.</li> <li>• The CCTV live feeds project was flagged as a Red status. ASP have paused this project while Local Authorities make their decisions on CCTV. The Board also discussed some of the known security concerns with some of the software used to manage CCTV.</li> <li>• It was confirmed the full business case for the SOZE project is scheduled to be delivered in May.</li> <li>• Lessons had been learned from the press coverage of the Chard planning application and opportunities will be taken to promote the positive work underway for ASP to be an inclusive employer.</li> <li>• The impact of the delay to the national timetable in relation to Niche was discussed and ASP were confident of the resilience of the team to meet the requirements.</li> <li>• ASP described the activity underway to agree the Memorandum of Understanding with partners in relation to the Right Care Right Person work for Phase 1. This includes an external stakeholder group that meet fortnightly.</li> </ul> <p><b>a) Estates – HQ Utilisation Project</b></p> <p>The PCC thanked the Head of Business Services for providing the full report into the HQ Utilisation Project to the Board. The Board discussed the next stage for the HQ project and a group will be established to consider the options and the required outcomes and</p>

	undertake stakeholder engagement. A member of the PCC's team will be involved in the group and a cost benefit analysis and a road map will be produced by the group.
<b>4</b>	<p><b>Business Cases and Decisions</b></p> <p><b>a) DEMS Final Business Case</b></p> <p>The Project Manager presented the Final Business Case to the Board, recommending Option 1 to implement NICE Investigate. The software is expected to address current efficiency issues and rationalise the format and location of evidence in the system, leading to one interface with CPS.</p> <p>The Board approved Option 1 as recommended, having confirmed the interoperability with other systems, the provision of the budget within the MTFP and the alignment with regional forces.</p> <p><b>b) Minehead Final Business Case</b></p> <p>The Board noted the Final Business Case provided in the board pack and the recommendation to finalise and appoint a contractor.</p> <p>The Board approved the Final Business Case.</p> <p><b>c) Chard Final Business Case</b></p> <p>The Board noted the Final Business Case provided in the board pack and the recommendation to appoint the preferred contractor for the internal and external refurbishment of Chard Police Station.</p> <p>The Board approved the Final Business Case.</p> <p><b>d) Treasury Management Strategy</b></p> <p>The Board noted the Treasury Management Strategy provided in the board pack and discussed the pressure to move investments out of oil based stock and potential pressures on the pension fund. The Board discussed the risks of Somerset managing the Treasury for the PCC and were assured there would be no risk to the money held if Somerset do have to make cuts. The Board approved the Treasury Borrowing Strategy and Treasury Investment Strategy.</p>
<b>5</b>	<p><b>Estates: Quarterly Update on Estate Asset Management Plan</b></p> <p>The Board noted the paper in the pack which provided an update on all the Estates ongoing projects and showed which stage of the project each was at and the level of risk.</p>

**SCRUTINY**

<b>6</b>	<p><b>Chief Constable's Update</b></p> <p>The Chief Constable noted the start of the year had been a testing period for ASP and this was due in part to the discussions around change that will be required to meet the savings requirements as well as due to several operational incidents that were very traumatic. The</p>
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	<p>Chief Constable was proud of the welfare support that had been provided to those who had attended or been part of dealing with the traumatic incidents.</p> <p>The Chief Constable was also proud of the Outstanding Police Awards and seeing the effect of those on the officers and staff who attended and the support given to all the winners. The CC also noted that it is the 50 year anniversary this year for Avon and Somerset Police and there are plans to celebrate this during the year.</p> <p>The CC and her team have held strategic planning discussions to provide clear direction for the change work that is required.</p> <p>Culture, morale and wellbeing remained high on the list of concerns for the CC and leadership training is planned to assist with improving this.</p> <p>The CC also reported on the plans that ASP have to tackle youth violence which included use of enforcement and disruption as well as work with partner agencies in relation to safeguarding arrangements and ensuring the right people are at the right meetings.</p> <p>The CC is also working with the Professional Standards Department to ensure that the organisation knows those who have been dismissed have done something wrong, not just made a mistake.</p>
7	<p><b>Key Organisational Risks and Issues</b></p> <p>The Board discussed the Angiolini Inquiry Part 1 Report published on 29<sup>th</sup> February. The recommendations contained within had been allocated to the ASP Inspection Team to be managed via the business leads. The recommendations and progress will be included in the report provided to GSB each month.</p> <p>The Board discussed the article published by the BBC following FOI requests in relation to police forces failing to record the ethnicity of missing people. There had been an error in the information provided by ASP and actual data shows ethnicity is missing in 29% of cases. Whilst this is in line with other police forces, ASP acknowledged it was still too high and have been working to improve this and expected to see this improve quite quickly.</p> <p>The Board discussed the results from the Crime Survey for England and Wales which showed a decline in the percentage of people that agreed Avon and Somerset Police can be relied on when needed from 48.5% a year ago to 45.6%. The PCC asked what key improvements to their service ASP have planned to increase this perception of reliability. The DCC stated timeliness and responsiveness will improve people's perception and to assist this a Chief Inspector had been moved into dispatch and improved rates have already been seen. ASP will also be launching automated text updates and have been successful in a Science Technology Analysis and Research bid to receive funding to work with IBM to look at how AI can improve force analytics and technology.</p>
8	<p><b>Tackling Disproportionality and Racism Update</b></p> <p>ACC Will White provided an oral update to the Board on the Tackling Disproportionality and Racism work.</p> <ul style="list-style-type: none"> <li>The strategy to deliver the Police Race Action Plan has been created and linked in to the ASP strategy and the work required has been mapped out;</li> </ul>

	<ul style="list-style-type: none"> <li>• Work to clarify the governance of the Identifying Disproportionality work is underway;</li> <li>• The stop and search draft policy has been created and will be shared with the CC, PCC and stakeholders for feedback;</li> <li>• A successful bidder has been identified for the Deferred Prosecution model and it was anticipated this will start in June;</li> <li>• There have been a number of community network discussions following the documentary series and worked has been identified for the police to do as a result.</li> </ul>
<p><b>9</b></p>	<p><b>Performance against Police and Crime Plan:</b></p> <p><b>a) Integrated Performance and Quality Report (IPQR)</b></p> <p>The Board noted the report provided. The PCC asked if the team were assured that the judgements and gradings within the report reflect the true picture of performance. The Supporting Head of Performance and Assurance confirmed there was a robust process in place to create the report and the business leads provide sign off.</p> <p>The PCC was pleased to note that the admin triage rate had increased significantly over the last 4 months and asked how this will be sustained. The DCC advised the file quality and internal process was showing an upward trajectory and the new ways of working are embedded and will continue to show an increase in this area.</p> <p>The response times to Priority Domestic Abuse (DA) calls was noted to be low and not improving. This had been brought into focus and a Chief Superintendent is leading the work to improve this. ASP will be reviewing learning from Bluestone and RASSO that can be used to improve the response to DA calls. This will be reviewed at the Constabulary Management Board (CMB) on a monthly basis.</p> <p>The CMB had also spotted the decline in BRAG compliance and this should be addressed in the next IPQR.</p> <p>The IPQR noted the volume of intelligence reports but not the quality of them. The DCC confirmed that quality is also monitored through Qlik apps and is important.</p> <p><b>b) Assurance Report – ASB and Street based VAWG</b></p> <p>The Board noted the report provided and the PCC noted the good work in Taunton reducing crime and ASB.</p> <p>Traditionally ASB and Street based VAWG have been dealt with in isolation and the current governance structures and reporting are not joined up but the report had highlighted it would be helpful to link this up.</p> <p>The PCC queried why the data to show how the force performs against the new service standard is not available. There had been a change and a gap in the thematic lead for this work. The new lead is now in place and performance will be provided in future reports.</p> <p>In order to improve the confidence of the public to report ASB incidents a new website has been launched and positive feedback received from users. ASB incidents are now</p>

	<p>recorded in Niche and reviewed so this should improve the victim experience and increase confidence in reporting.</p> <p>The Chief of Staff noted the suggestion that the OPCC should be involved in the ASB Case Review process and advised that this would need to be considered as part of a broader review of resources and demands upon the OPCC. The national PCC Review Part 2 outcome would also need to be understood before any local changes were made.</p> <p><b>c) Assurance Report – Business Crime</b></p> <p>The PCC was grateful for the revised report and acknowledged the improvements made. The new lead provided an oral update on the work undertaken since taking on the lead to understand the impact of business crime and also the work planned to refresh the Business Crime Strategy, using an Evidence Based Policing model to create a 10 point plan. It was noted that retailers in particular only report around 5 – 10% of incidents to the police and it would be important to increase this. A Qlik app is being developed to identify the highest harm and volume offenders in order to target them for attention.</p> <p><b>d) Quarterly Vulnerability and VAWG Report</b></p> <p>The Director of Performance and Accountability was pleased to read that the first vulnerability scrutiny panel had been held and asked how the learning would be shared across the organisation. The Board heard there had been a number of cases reopened following the panel and cross directorate attendance would ensure the learning was shared.</p> <p>The DA offender week of action was still in planning and would be held across 5 days but not in one week.</p> <p><b>e) Strategic Threat Assessment (STA)</b></p> <p>The Board noted the report provided. The Chief of Staff asked how the STA would be used to assist strategic business planning and enable resources to be allocated. The Temporary Deputy Director of Intelligence advised it had identified the three themes that cause the most harm to communities and these would be used by chairs of tasking meetings to assist decision making for directing resources to issues that will have the most impact. The CC confirmed it would be used alongside other documents to feed into the March planning to create a SWOT analysis.</p>
10	<p><b>HMICFRS Recommendations and AFIs</b></p> <p>The Board noted the report provided in the pack and discussed the progress on closing recommendations. It was noted there is an action plan in place for each recommendation and progress can be demonstrated against each one.</p>
11	<p><b>People and Organisational Development Update</b></p> <p>The Chief Officer – People and Organisational Development highlighted that turnover and retention was stable and in a good position relative to the national position. Sickness levels, whilst higher than recent years, have now returned to comparable levels of 2019. Recruitment nationally has experienced a reduction in the number of applicants wanting</p>

	<p>to join the police and ASP now keep recruitment open constantly, it was confirmed ASP remain on track to recruit the additional 20 officers required.</p> <p>ASP have started work to obtain the licence to enable ex-military services recruitment.</p>
<b>12</b>	<b>A.O.B</b>
<b>13</b>	<p><b>Items for Publication</b></p> <p>Decision Notices for:</p> <ul style="list-style-type: none"> <li>• DEMS Final Business Case</li> <li>• Minehead Final Business Case</li> <li>• Chard Final Business Case</li> <li>• Treasury Management Strategy</li> </ul>

**Date of the next Governance and Scrutiny Board: 17<sup>th</sup> April 2024 13:30-15:00 and 15:30-17:00**