



Governance and Scrutiny Board Minutes – 15th May 2024 13:30-15:00 and 15:30-17:00

Venue: Main Conference Room, Police HQ and Microsoft Teams

Attendees:

Clare Moody, Police and Crime Commissioner
Sarah Crew, Chief Constable (CC)
Jon Reilly, Deputy Chief Constable (DCC)
Alice Ripley, OPCC Chief of Staff
Paul Butler OPCC Chief Finance Officer (CFO)
Nick Adams, ASP Chief Finance Officer
Sally Fox, OPCC Director of Performance and Accountability
Ben Valentine, OPCC Senior Performance and Governance Manager
James Davis, ASP Portfolio Delivery Manager
Vicky Ellis, OPCC Secretariat Manager (Minutes)

Partial meeting attendance:

Will White, Assistant Chief Constable
Louise Hutchison, Chief Officer – People and Organisational Development
Jason Shears, Superintendent, Supporting Head of Performance and Assurance
Jon Dowey, Head of Performance and Insight
Morwenna Hart, Head of Organisational Development

GOVERNANCE

Item	Item Name
1	Apologies No apologies received.
2	Minutes and Action Updates The minutes of the Governance and Scrutiny Board held on 17 th April 2024 were agreed as accurate for publication. The Board had received updates to close several of the actions and briefings for the new PCC were requested to provide background information where this was relevant. In relation to the remaining actions that were open, further updates were requested for the next meeting in June in relation to the following:

	<ul style="list-style-type: none"> • Action 52/23, kept in view to review progress on the analytics tool diagnosis of the issues experienced with the 101 telephony. • Action 69/23, it was noted the issues following the upgrade of the telephony system have largely stabilised and improvements being seen on a daily basis. This will be kept in view for the next GSB for further assurance before the action is closed. • Action 76/23, the DCC will review the availability of CCTV for officers to ensure they can access what is needed.
<p>3</p>	<p>Finance</p> <p>The ASP CFO provided an oral report to the Board covering the outturn performance for ASP for 2023/24. The final position showed an underspend of £2.8m which is 0.8% of the budget before year-end adjustments. Once the adjustments are taken into account ASP reported a breakeven position.</p> <p>The CFO shared slides that showed the overspends were in the categories of employee costs and pay; Transport costs; Supplies and Services and Central Costs. Compensating underspends were reported in Comms and computing; Premises Costs; Partnership Costs; and Income. The Board were taken through the detail for each of these areas to show how the position had changed since the Quarter 3 forecast.</p> <p>The Board received an update on the Capital and Projects spend against plan which showed a final position of £3.7m of underspend being carried forward to the next year, reflecting unfulfilled commitments made at the end of 2023/24.</p> <p>Total Provisions for 23/24 are £13.7m, an increase of £1.2m from the previous year, the main drivers for these are increases in Insurance Provision and Ill Health Retirement Provision.</p> <p>It was noted the proposed transfer to Capital Reserves will be submitted to the June GSB for the PCC to formally agree.</p> <p>The Board noted that overtime management continues to be an issue. Immediate improvements or material changes this financial year would be unlikely due to the number of student officers and the ongoing need to provide support to patrol teams, but it will improve incrementally as the students move through the courses and graduate.</p> <p>The Board noted the supply side issues for fleet purchases had improved and the ASP CFO advised that the Regional Heads of Fleet have been challenged to identify any collaboration regionally that might be possible.</p>
<p>4</p>	<p>Major Projects</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 and a forward plan detailing when business cases will be expected to come to GSB for sign off.</p> <p>The PCC and her team raised questions about specific projects and received responses from the ASP team:</p>

- The unforeseen additional costs for the Trinity Road Police Station project had been presented by The Guinness Partnership within the contractual definition of 'Technical Costs'. These were accepted by ASP and the sale proceeded at the minimum base price. The Board would receive an update on the progress with the ground conditions – which presented the additional costs – as this becomes available.
- It was confirmed that ASP Legal Services remained on track to proceed with the new case management system of ICASE and will provide support to the OPCC with implementation and finalisation of workflow design as required. IT and Project Management Support would also be provided.
- The PCC requested a specific briefing on the Enterprise Resource Programme, noting it was a major project that is expected to deliver significant benefits for both organisations.
- The de-scoped elements of the Lighthouse project will be monitored through the Change Programmes that they relate to, so robotics solutions, Blue PRISM IT and Single Victim Gateway are being picked up through Programme 2 – Protecting the Vulnerable and Putting Victims First as part of the IT Directorate activity. The final de-scoped area of Victim Portal is part of Programme 1 – Right Service, Right People, Right Time.
- The national RASSO model will embed in Bluestone.
- The PCC confirmed her interest in the savings programme and welcomed quarterly updates.

5 Quarterly Joint Audit Committee (JAC) Update

The OPCC CFO provided an update to the Board from the most recent JAC meeting and noted that whilst it had not been possible to hold a quorate meeting the meeting had still delivered effective scrutiny of the papers and no decisions had been required.

The South West Audit Partnership will be arranging a demo of their new Dashboards for the OPCC and Constabulary CFOs and will then arrange a demo for Joint Audit Committee Members once the new Members are in place. The Dashboards will provide live status and publication of internal audit reports.

The JAC reviewed internal audit reports on:

- Reasonable adjustments – of note were the increase in neurodiversity cases (ADHD, Autism and Dyslexia). The need to balance reasonable adjustments with the demands of certain roles was flagged.
- Criminal justice mid-implementation review which affirmed the methodology and decision-making processes were sound.
- The Strategic Risk Registers for CC and PCC were reviewed. Going forward, the Chief Constable or the Deputy Chief Constable will give an update on their biggest concerns and issues (similar to the update given by the Chief Constable at GSB).

A robust and successful recruitment campaign was run and three new JAC Members have been appointed. There was a big selection pool and a good quality of candidates. The three new JAC Members have experience which includes internal audit, anti-money laundering and banking. Inductions are being planned.

On the Audit progress review, Constabulary leads will be invited to give an update where they have overdue recommendations to ensure progress continues to be monitored.

SCRUTINY

6	Chief Constable's Update <p>The Chief Constable (CC) shared her reflections on her perspective of where ASP are currently including her main concerns.</p> <p>The CC believes the single most important measure of success for ASP is public confidence, without that there is no trust, or consent which is critical for policing. Public confidence is at its lowest ebb currently, in A&S but also nationally and not just for small groups but there is a general lack of confidence in policing. Rebuilding this confidence is the top of the CC's list to focus on.</p> <p>The CC highlighted two elements ASP need to be really good at – doing policing tasks well (respond to emergencies consistently and well, prevent crime, protect vulnerable people and bring offenders to justice); and behaving in a way on and off duty that inspires trust and respect in fellow citizens. The CC has a plan to achieve these two things, recognising this comes down to the people. The CC has spent time talking about the enablers of money/fleet/resourcing and will now be focussing on those who do policing. The CC advised the Board that about 20% of officers have Post Traumatic Stress Disorder and yet continue to report to work knowing they will continue to experience traumatic situations. The CC has been meeting with officers across ASP and reported there are low levels of morale, officers are exhausted and showing signs of burnout; the findings from the Police Federation Survey, Superintendents Survey, and the National Wellbeing Survey support this. There is academic work ongoing nationally to review how this can be tackled.</p> <p>The CC took two points from her reading of the surveys – the first is that those doing policing feel that 70% of their time is not spent on policing tasks and they believe compliance/IT prevent them from doing these. The second is that they don't feel valued – by the public, by the media or by their leaders. The CC believes ASP's mission, vision and values as well as the strategy and change programme is designed to address these two points. The investment made in leadership will start to show the changes to morale.</p> <p>The CC is focused on what can be done to create capacity for policing, through discussions with partners, collaborations and IT to create the space for officers to follow their vocation. The CC wants to make the workforce feel valued and believes the plans will create the capacity and change to show them they are, building the confidence of staff and officers as well as the public.</p> <p>The CC stated her belief that ASP are progressive and ahead of the curve but aware of the challenges and will continue to be open and transparent about those challenges.</p> <p>The PCC welcomed the CC's overview and stated her intention to work together with the Chief Constable to make a difference on the same points.</p>
7	Key Organisational Risks and Issues <p>It was noted that ASP were <i>“flagged as an outlier in its performance against the National Crime and Policing Measure (NCPM) of Homicide in April”</i> under the Home Office Early Warning System based on data from the Digital Crime and Performance Pack. The Board discussed the Homicide Suppression Plan, with the PCC and her team keen to understand what progress ASP had made against it and against the recommendations the HMICFRS</p>

highlighted on Homicide Prevention. The Board were advised the suppression plan, which is overseen by ACC Cummins at a strategic group to look at thematic, is one strand of the strategy ASP have. There is a focus on knife crime with a bespoke team to tackle the issue, looking at early intervention as well as enforcement. ASP will introduce the Walk Away Campaign in the summer.

ASP are working through the recommendations from HMICFRS on Homicide Prevention. Homicide debriefs are undertaken with the Major Crime Investigation Team to identify any initial learning that can be used to prevent a similar incident happening again. The Board also discussed the use of Stop and Search, noting this in itself won't deter people from carrying knives.

The Board then discussed two issues related to Stop and Search: the positive outcome rate and disproportionality. The Board were advised there had been a recording error in the positive outcome rate and the corrected data shows an improving rather than worsening position.

The Board discussed the new Stop and Search Policy that ASP is currently consulting upon, seeking to understand if the new policy was expected to address the disproportional of use on people whose ethnicity is categorised as BAME and the deteriorating positive outcome rate.

ASP were confident improvements would be seen in the disproportionality data later in the year after the new policy was implemented and after training had been provided on it. The internal consultation on the policy was complete and feedback has been sought from the community network which had been supportive. The new policy includes sections on internal supervision and scrutiny with trigger points for Chief Inspectors to review the use of the power by individual officers. The community want Stop and Search used as a tool in policing but want it used fairly and consistently and it was noted it needed to be intel and community led.

ASP also intend to provide briefings in schools to ensure students know and understand their rights, as well as to describe what a good stop and search would look like. ASP will use the Young Person's Independent Advisory Group to engage on this.

ASP aspire to lower the Stop and Search rate but increase the find rate and the interaction with the community. There will be a QR code for people to use to provide feedback.

8 Tackling Disproportionality and Racism Update

The ACC provided a brief oral update to the Board on the Tackling Disproportionality and Racism portfolio of work.

It was noted the Deferred Prosecution project is due to go live on 1st June, communications on this are planned for mid May, providing a link to the ASCEND team and signposting to commissioned services. Three partners are involved in this work.

ASP are planning a launch event for the Annual Report on the Tackling Disproportionality work, and will use it to provide feedback to the community on the work they have undertaken to tackle the issues identified. The ACC was grateful for the healthy challenge provided by the community representatives on the working group.

9 Performance against Police and Crime Plan:

a) Integrated Performance and Quality Report (IPQR)

The Board noted the report provided which covered information on the Performance Control Strategy, emerging issues, the Specified Information Order and a Performance and Quality Assessment.

The Board noted the increase in recorded rape offences and discussed the impact this might have on ASP maintaining the charge rate. The increase in the number of recorded rapes was thought to show an increase in the confidence of victims to report rape offences to ASP knowing that they would be recorded and investigated, this increase of confidence had also been reported by services supporting victims. Further offences reported by a victim would also be recorded and so the increased number of recorded offences did not necessarily indicate an increased number of victims. The Board also noted the impact the higher charge rate was having on the wider Criminal Justice system and the backlog of trials booked into 2025/2026.

The Board highlighted the service level agreement compliance to the response time for Domestic Abuse (DA) Priority calls was significantly lower than other calls and was not showing improvements. ASP advised they currently have insufficient capacity to service all the calls so those classified for 'Immediate' response will be prioritised and the 'Priority' calls will therefore start to slip back. It was noted other police forces are making use of video calls to respond to some incidents and ASP are following their progress for any best practice and this might be appropriate to use for some of these calls. ASP will be applying their learning from their Bluestone model with DA calls. It was noted DA Priority Calls do not always indicate an individual has been assaulted, there are other offences such as social media threats that are contained in this category.

The Board discussed the increasing proportion of outstanding visits to Registered Sex Offenders, noting the reality of carrying out unannounced visits with chaotic individuals and the importance of keeping this practice rather than scheduling visits. Additional resource has been placed in the team but the impact of this has not been seen yet and ASP are working through the next steps to improve this area of business.

The Board discussed investigations, which had one grading of good and two requires improvement, and the work underway to improve these areas. An ACC chairs the recently introduced Investigative Standards Forum which is focussing on the areas to improve and consider any restructuring or approach that may be beneficial. It was noted the governance, understanding and grip of this area is good but with an inexperienced workforce the capability is the gap ASP are looking to resolve. It was noted it may take 3 – 4 years for the inexperience to be worked through.

b) Assurance Report – ASP Response to staff survey

The Board discussed the Assurance Report which showed ASP were Well Assured, noting some room for improvement around the trust in the survey and leaders creating meaningful action plans.

The Board discussed the plans to increase the trust in the survey with the Head of Organisation Development. It was noted the timing of the survey had improved this year and work was underway to improve the 'You said, we did' communication so the

	<p>workforce can see what action has been undertaken as a result of the survey. This work will be overseen by the People Committee.</p> <p>The Board discussed the results of the Bullying question which showed that fewer than half of the people who experienced bullying had reported it and of those that did report two thirds stated it had not been resolved, which suggested the processes may not be effective. It was noted the bullying rates were not out of kilter with similar organisations such as the Civil Service. ASP advised of the work undertaken to improve the Grievance Process and expect to see the impact of this in the next staff survey.</p>
<p>10</p>	<p>HMICFRS Recommendations and AFIs</p> <p>The Board noted the update report which showed no new recommendations had been received in April, 8 had been moved to the closure process and 7 had been formally closed by HMICFRS. Anticipated closure dates had been added to those remaining, reflecting deadlines set by HMICFRS or Business Lead target dates where a formal deadline had not been provided.</p> <p>In relation to the recommendations from the Angiolini Inquiry it was noted the National Police Chiefs Council had directed forces not to deal with these individually and a national approach was anticipated and the CC was part of the group working on this. The Soteria approach was expected to be used for this.</p> <p>An embargoed copy of the Custody Inspection had been provided ahead of the Board meeting which highlighted one cause for concern and 10 recommendations and these would be included in the report to the Board next month. The Board noted the cause for concern had been addressed during the Inspection visit and the evidence to close it had been provided.</p>
<p>11</p>	<p>People and Organisational Development Update</p> <p>The Board noted the report which provided a summary of the workforce planning and recruitment activity in comparison to authorised establishment, with consideration to the key areas of skills and training; turnover; leavers; sickness; and diversity.</p> <p>The higher turnover of staff in the Criminal Investigations Department was noted and it was noted this is likely to be linked to the Police Staff Investigator roles where redundancies are planned and staff may be leaving ahead of the process; though it was highlighted retirement is also a factor.</p> <p>The impact of the reduction of Police Community Support Officers (PCSOs) on the service delivered by ASP was discussed. ASP continue to monitor this carefully and noted the numbers have not reduced in equal measure across ASP and work is ongoing to ensure all beat areas are covered. The capability to respond to the public has reduced, and there is less opportunity for discretionary visible engagement, such as attending village fetes. The uplift plans to increase Neighbourhood Policing numbers were on hold due to the financial situation.</p> <p>The Board discussed the increasing number of officer sickness hours. It was noted this contained some Long Term Sickness cases that were being supported. The levels of sickness had decreased through COVID and have now returned to the pre-COVID levels, noting this was still much lower compared to some other industries. ASP noted their work</p>

	<p>on leadership, quarterly meetings with Department Heads to understand the detail of individual cases and the recent investment in Occupational Health Services was all intended to address any sickness issues.</p>
<p>12</p>	<p>Professional Standards Update PSD)</p> <p>a) Quarterly PSD Report</p> <p>The Board discussed the report from the Professional Standards Department which considered the numbers of complaints and conduct cases dealt with by the department. It was noted that one complaint may have a number of allegations which was reflected in the graphs. The Board were advised that colleagues had been providing reports to the counter corruption unit to investigate and this was good to see the confidence to report increased.</p> <p>It was noted the bi-weekly meeting between OPCC and the Professional Standards Department was working well, in particular in providing early sight of any hearings with a criminal element where the PCC may need to consider pension forfeiture.</p> <p>It was noted new Regulations were laid on 7th May and ASP are in a good position to respond to these and have already provided their concerns that some costs appear to be missing from the information shared. This has been collated by the OPCC Director of Performance and Accountability and shared with the Association of Police and Crime Commissioners and the Association of PCC Chief Eexecutives.</p> <p>b) IOPC Independent Investigation Update</p> <p>The Board noted the report provided. The timeliness of Independent Office of Police Complaints (IOPC) investigations was discussed and ASP will proactively follow up with IOPC where update requirements are not being met.</p> <p>c) OPCC Complaints Review Data</p> <p>The Board noted the Complaints Review report which showed 20% of the reviews conducted by the PCC were upheld and associated recommendations were made to ASP; 69% were not upheld and the remainder were void.</p>
	<p>A.O.B</p>
	<p>Items for Publication</p> <ul style="list-style-type: none"> • Minutes for the Governance and Scrutiny Board 17th April 2024

Date of the next Governance and Scrutiny Board: 12th June 2024 13:30-15:00 and 15:30-17:00