



Governance and Scrutiny Board agenda – 12th June 2024 13:15-14:45 and 15:00-17:00

Venue: Gordano 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)
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:

Claire Hargreaves, Head of Finance
Hannah Watts, Head of Business Services
Ed Yaxley, Superintendent Senior Responsible Officer Project Bluestone
Jen Grannan, Head of Digital and Projects
Christina Davis, Delivery Manager
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
Ferzana Shan, Head of Learning
Rachel Shields, Chief Superintendent, Head of Investigations
Helen Jeal, Improvement and Assurance Manager
Kristina Windsor, Detective Superintendent for Vulnerability

GOVERNANCE

Item	Item Name
1	Apologies Nick Adams, ASP Chief Finance Officer
2	Minutes and Action Updates The minutes of the Governance and Scrutiny Board held on 15 th May 2024 were agreed as an accurate record of the meeting for publication. The Board had received updates ahead of the meeting to close most of the open actions. The Board received an oral update from the Deputy Chief Constable on action 022/23

	<p>confirming the training for the mental health triage officers had commenced and the Board agreed to close this action.</p> <p>The Board noted the issues with the telephony system continued, albeit much less frequently. This was impacting the ability of ASP to introduce new software. A further update will be sought at the next Board.</p> <p>The DCC provided an update in relation to the CCTV policy, and confirmed Designing Out Crime Officers were involved in new schemes and direct companies to the Information Commissioner’s Office guidelines on CCTV and layout requirements such as the ability to live stream any CCTV into the police control room as necessary and the ability to download CCTV when required. The Board agreed to close the action.</p> <p>A late update had been received to the action in relation to the Chance to Change Scheme which set out the benefits anticipated to be achieved through the scheme and described how they will be measured.</p>
<p>3</p>	<p>Finance</p> <p>a) 2023/24 Outturn Report</p> <p>The Board noted the report which confirmed the oral update received at the May meeting and noted the amount of work the ASP finance team had achieved whilst also undertaking work on the new Enterprise Resource Planning system that will be implemented.</p> <p>The Board discussed the IT capital and projects over/underspends and the movement from capital to revenue as ASP moved from digital hosting to cloud services. It was noted the cloud project was set up on the accounting system to ensure full transparency of costs, which will be monitored in detail. The team are working to understand consumption costs to be able to provide accurate forecasting and noted the cost will increase as the number of projects increases. It was noted the movement will be made on a quarterly basis so it should be more accurate.</p> <p>The Board noted that insurance costs had increased significantly in terms of public liability due to number of cases in progress and vehicle liability had also increased due to a number of collisions involving police vehicles. The new case management software will allow Legal Services to provision for reserves in a more accurate way and the Finance team will meet with Legal Services on a quarterly basis to make amends throughout the year.</p> <p>b) Treasury Management Report</p> <p>The Board noted the Treasury Management Report which confirmed the operation of Treasury Management was within the agreed governance framework. The Board were advised it had been necessary to make short term borrowings to prevent ASP going overdrawn.</p>
<p>4</p>	<p>Major Projects Highlight Report</p> <p>The Board noted the revised Portfolio Highlight Report which provided a high level overview of ASP’s Portfolio of Change projects, with more focussed information over a shorter period of one month instead of six. The Board welcomed the revised approach and then the Portfolio Manager answered questions from the PCC and her team on some of the projects:</p> <ul style="list-style-type: none"> • The delivery of a learning transformation strategy was shown as an emerging risk. This was to reflect a slight delay with the reporting progress. Since the report was produced this had been moved back to green.

- The ICASE project has taken a long time to deliver and the PCC requested the post implementation review of the project would report to the GSB when it was complete. The Portfolio Manager advised there would be an independent review 6-12 months after project closure to ensure the anticipated benefits were realised. ASP will advise when to report it at GSB.
- The main project UPLIFT was shown as complete, some further elements and actions will be covered under savings/budget management. The post implementation review is planned for March/April 2025.
- It was noted the firearms licencing review was shown as an emerging risk. This is in part due to the government not increasing licence fees as expected. Going forward these changes will be managed by the department rather than through the Portfolio Management Office.
- The timeline for the development of Yeovil Horsey Lane was confirmed with the Outline Business case due to be presented to the Constabulary Management Board on 25th July and if approved, presented to GSB on 13th August seeking approval to proceed to procurement. The importance of managing this project carefully and transparently was highlighted.

The Chief Constable (CC) explained the journey which led to the portfolio of eight programmes and how ASP had transitioned there, and advised they are now reviewing the current position and considering the way forward. Some of the projects will move into Transformation Change and some into Continuous Improvement.

5 Business Cases

a) Final Business Case – SOZE Delivery Partners

The Board noted the Final Business Case with a request to approve the Proof of Value (POV) exercise for SOZE software for 12 months. SOZE provides enhanced search functionality for investigations by performing searches across all data uploaded from all devices, rather than the investigator needing to log in and out of different systems and devices manually. This could save significant amounts of time for investigators and speed up the whole process of investigations.

The Board discussed the significant budget for the project and sought to confirm the total cost and how any shortfall would be covered.

The Board noted there was the potential for efficiencies in the transfer of data between the Digital Forensics Unit and the team using SOZE and this would be explored through the POV.

It was noted there may need to be some flexibility with other IT projects and the supplier have confirmed a flexible contract to allow for this.

The ongoing benefits management will be reported to ASP's Portfolio Steering Board and decision to proceed to implementation or close down the project is expected in September 2025.

The Board noted the financial benefits to ASP were other forces to also invest in the software and it was confirmed this benefit would not influence the decision whether to go ahead or not.

The rationale for including the Regional Organised Crime Unit in the POV was discussed by the board, noting their investigations are often very complex, with many devices and this would provide a good test for the software.

	<p>The CC confirmed that the project can be funded within the existing Medium-Term Financial Plan and on that basis the Board approved the Business Case.</p>
<p>6</p>	<p>Estates</p> <p>a) Quarterly Update on Estate Asset Management Plan</p> <p>The Board acknowledged the clarity provided by the report which provided a high level overview of the status of all current Estate projects. The Board discussed the Electric Vehicle Charging Infrastructure project which was considered critical due to timescales. The programme lead role was expected to be advertised soon and ASP have already started work to understand how they will need to adapt to electrification. It was noted conversations have already been started with the national grid on a site-by-site basis to assist in the development of their plans. An experienced fleet manager is linked in with the national group.</p> <p>b) Annual Sustainability Report</p> <p>The Board discussed the carbon conversion factors which were used to work out the carbon footprint for ASP. These factors are from the Department for Environment, Food and Rural Affairs and when applied in ASP showed the carbon footprint to have reduced.</p> <p>The Board noted it would be easier to evidence sustainability benefits from the investment in vehicle telematics going forward as well as making it clearer to see where vehicles were being used and move them as necessary to fit the demand.</p> <p>The Board discussed the reasons for the increase in electricity consumption, rather than the expected reductions. There are now more air conditioning units across the estate and the transition from gas to air source heat pumps would also lead to increased electricity usage.</p>

SCRUTINY

<p>7</p>	<p>Chief Constable's Update</p> <p>The Chief Constable shared her thoughts on the position ASP are in and compared it to running two races – a marathon and a sprint and the need to keep both under review. The CC advised ASP had entered the summer demand period at the start of June and expected demand to increase and had put in place plans to address this, which she considered to be like a sprint. It was important to remember the marathon which is the 3 to 5 year plan, there will be a number of sprints in that time and it is important the workforce can do both. The CC anticipates the strategic leaders providing the hope and optimism to the organisation and providing the direction and certainty.</p> <p>The CC noted this was in the context of challenges to morale and wellbeing, capacity, and capability as well as the increase in knife crime seen across ASP. There had been refreshed discussions about the Clear Hold Build strategy and the support this would provide.</p> <p>ASP were also entering the more intense part of the HMICFRS PEEL Inspection process which would bring additional pressures to manage.</p> <p>Part of the long-term work was reviewing the change programmes and deciding how they are best managed. This will be done in a considered way, incorporating the strategic imperatives and the means of feedback to the Chief Officer Group.</p>
-----------------	--

The CC noted that policing leaders are good at crisis management and need to also be able to deliver the transformational change and training was being prepared for this.

The CC commented on the funding formula which disadvantaged ASP and the impact this has on the budget concerns especially as significant savings are likely to be expected.

The CC was working with her Chief Officers to explore ways to support the workforce. One consideration is exploring emerging technology and how this can create the space for people to be able to do the required thinking and planning and not just the crisis management.

The CC is looking to define and lead changes to the culture that will rebuild and sustain public confidence.

The PCC noted the need to create the feedback loop into ASP also, sharing good work and the reasons to be proud.

8 Key Organisational Risks and Issues

As part of the Victims Service recommissioning process the OPCC contracted a needs assessment and as part of the fieldwork for this the company undertook surveys and interviews with victims in Avon and Somerset. A significant number of victims expressed frustration and disappointment with both the police and the wider Criminal Justice System (CJS). The feedback was supported by the performance data which has seen victim satisfaction continually decline from 74.6% four years ago to 67.6% now. ASP were asked how they would ensure their officers and staff take a victim-centred approach to their response to crime.

The DCC advised the victim-centred approach is covered in the new training but highlighted that some of the processes affecting victim satisfaction are outside of the police control and are part of the wider CJS. The new victims pack explains the Victim Code of Practice and will inform victims about available support services. ASP were also in the process of launching a new local survey to include higher risk victims to understand what the gaps are with the service provided. The Investigative Standards Forum has a quarterly focus on victim contact. The PCC's team were linked in to the question design for the local survey.

It was noted there are national issues with victim satisfaction, not just locally but the Home Office national survey would no longer be going ahead so there will be no means to compare to other forces.

There had been reports in the media that the new standards for forensics were having a significant impact on the volume of work that could be processed. ASP were asked if they were aware of any challenges the accreditation requirements had caused for South West Forensics, and whether there had been a negative impact on investigations carried out in Avon and Somerset.

ASP had seen the ICO accreditation landing in Forensics and recognised the need to increase the resources in that area and the need to ensure the processes were fit for purpose. They were aware of the challenges and had been considering the impact, particularly in digital forensics where it was noted it was taking longer. The Forensic Science regulator has undertaken a survey to understand impact nationally and there may be some streamlining in terms of what is required following this. ASP confirmed they had a plan and had seen no impact on burglary investigations, noting there had been some impact on mobile investigations.

	<p>The continuity and safety of forensic evidence had always been tested and this will continue and no issues were expected.</p>
<p>9</p>	<p>Tackling Disproportionality and Racism Update</p> <p>ACC White provided an update on the progress with Tackling Disproportionality and Racism. The Chance to Change pilot had gone live on 1st June and progress will be reported monthly.</p> <p>Feedback on any reduction in reoffending rates or impact on offenders would be provided a year after starting on the programme as this has been the length of time used by other Evidence Based Policing projects.</p> <p>Other projects have shown a 57% reduction in offending rates and disproportionality had been reduced. The community will be shown a presentation to explain why ASP are undertaking the programme.</p> <p>Other updates on work in this area included:</p> <ul style="list-style-type: none"> • The updated Stop & Search policy has been launched and training on this has started • The Unjust Stop film premiere was booked for 13th July • Workshops had highlighted some concerns regarding procurement, this will be discussed with the chair of the Tackling Disproportionality Independent Scrutiny Board.
<p>10</p>	<p>Performance against Police and Crime Plan:</p> <p>a) Integrated Performance & Quality Report</p> <p>The Board noted the report which provided an update on the PEEL Areas For Improvement (AFIs), Performance Control Strategy, the Summer Demand Plan and the Performance and Quality Assessment.</p> <p>The Board noted there were a number of AFIs which would not be closed ahead of the final evidence gathering for ASP's PEEL Inspection and considered the likely impact of this. ASP confirmed work was progressing to ensure progress against the AFIs was being made. Since the report to the Board eight of the 17 recommendations had moved to finalisation. ASP were confident they could demonstrate to HMICFRS they had a good understanding of the issues and what was required to address them.</p> <p>The Board noted the risks relating to the summer demand plan such as the current crime allocation levels and the reduced capacity of the Incident Assessment Unit. ASP have a Summer Demand Gold group set up to continually review the position and monitor workloads across all the directorates. ASP had undertaken a number of reset operations to tackle some of the issues that had been identified and believed they were heading into the summer period in relatively good position compared to plan. It was noted there are generally higher levels of planned absences this year compared to last and the Gold Group have considered how best to manage this.</p> <p>The Board noted that ASP are failing to meet minimum resourcing levels, which may already be set too low, which was potentially putting the public and officers at risk. The main reason for this was student officers returning to university to do their training; a particular four week period that had been affected. Courses had been moved in order to maintain levels over the summer demand period. Work had also been undertaken to cross check resources shown on the system match those actually on duty.</p>

The CC confirmed her confidence that the whole organisation had been able to contribute to the summer demand plan and believed it was a good plan that would be monitored and amended as required throughout the period. The CC has been engaging the workforce and ensuring leaders feel empowered to undertake their leadership role and focus on one to ones with their teams and monitoring welfare and they are not carrying investigations they can't or shouldn't.

b) Assurance Report – Training

The Board noted the Assurance Report on Training which showed ASP remained moderately assured in this area. The quality of the training packages and the delivery of them was believed to be good but this was impacted by the resourcing levels and the lack of training days available to officers.

The Board were advised that going forward all officers wanting to put themselves forward for promotion will receive Future Leaders training in advance of being promoted or carrying out acting duties. On demand learning videos will be available from March 2025 to ensure officers will be equipped with the necessary skills.

There are four mandatory modules that have been identified which officers will be required to undertake before they can apply for promotion.

The PCC wanted to understand whether ASP linked organisational outcomes when judging the quality of training in order to truly understand the benefits. ASP had commissioned an evaluation report from University West of England, to assist with this and were also subject to checks and measures from the College of Policing (CoP) and the inspectorate. ASP are licenced by the CoP to confirm that the quality of training is met. ASP also undertake their own evaluation and will be doing a six month impact evaluation for Sergeants and Middle line leaders courses.

The Board discussed the impact of people not attending training when booked and the reduction this can have on peer to peer learning. ASP are looking to provide blended learning to assist with attendance and asking leaders to support their staff to attend.

c) Quarterly Vulnerability and VAWG Report

The Board noted the report and the PCC raised a number of questions in relation to it. In relation to preventative orders the PCC wanted to understand whether more support was required from senior leadership to make progress.

Since the report had been written the team had made progress in this area and had an action plan in place to link in with the civil courts to ensure the referrals were being made to ASP. Governance for this work was through the Confidence and Legitimacy Committee and the team were comfortable the resources were in place to progress this work.

The DCC assured the Board that the preventative orders are being obtained and that it was the oversight that is lagging.

The PCC had noted that ASP had not met the College of Policing deadline for implementing DARA (Domestic Abuse Risk Assessment) and wanted to understand the result of this. It was noted that a number of police forces were in the same position as this was due to not having the technical infrastructure in place and a solution was being sought from the software providers. Following a risk assessment ASP had concluded it would be better to wait until the process can be brought in properly. ASP have had a conversation with the CoP to explain the reasons.

	<p>The Board discussed the new risk described in the report which resulted from changes to the crime recording rules and the concerns on the impact this would have. ASP confirmed some work had been done on this and the risk had reduced and was being monitored in the Investigative Standards forum. It was noted there are also national working groups looking at this. The Crime Data Integrity (CDI) work had been effective in ensuring victims are recognised and work had been done across the force to ensure leads could view their workloads clearly.</p>
<p>11</p>	<p>Force Management Statement (FMS)</p> <p>The FMS is an annual process which is mandated by HMICFRS. ASP advised the Board they were trying to make it a document that actually informs how policing will be done and had linked it with the following two annual agenda items to limit the work required. The PCC noted the clarity that went through the three documents.</p> <p>Four priorities had been identified: Investigative Standards; People Engagement and Connection with the Organisation; Harm Against and Committed by Young People; and Violence Against Women and Girls.</p> <p>The Board discussed recorded crime and the prediction within the report that focussed on CDI, and what consideration was given to actual increases in crime. The SPR (Item 12) was noted to refer to this and how ASP are tracking what is actually recorded.</p> <p>The PCC highlighted the Domestic Abuse trend and what had been seen with Soteria in relation to the perpetrator focussed approach, seeking to understand if this would become more prevalent. ASP intend to review the approach again next year, and would expect some stabilisation if ASP became perpetrator focussed and focussed on those who present the most risk.</p> <p>The Board discussed the Clear, Hold, Build strategy and its effectiveness. ACC Cummins has been tasked to set a gold strategy for this work which sets out how ASP intend to bring the community along with them, a communications plan and a plan to approach Local Authorities formally to take this forward. ASP believe the PCC's role will be important in this approach. ASP expressed concern about the capacity of partners to play their parts, and how to ensure the communities understand and support this. ASP will work to ensure the narrative is right that it is not a police problem that only the police can solve. ASP want the community to see the police as a friend and are undertaking community events and engagements to share this message.</p> <p>The Board noted that there is a set template for FMS reports and part 1 covers forecasting, noting that while some forces do a lot of forecasting, ASP had looked at some focussed elements. ASP welcomed feedback on the report from the PCC and whether there was anything PCC would want to see in the next one.</p> <p>Despite extending the length of the meeting to discuss the lengthy annual documents, the PCC and her team noted they had a number of further detailed questions which they would follow up on with ASP after the meeting.</p>
<p>12</p>	<p>Strategic Policing Requirement Self-assessment</p> <p>The Board noted the report which provided ASP's assessment regarding its capacity, capability, contribution, consistency and connectivity against the national threats. Of the seven national threats and four cross cutting capabilities, two had been assessed as high risk, one was assessed as low with all the others assessed as medium risk.</p> <p>The Board discussed the DA Matters training previously delivered force wide. This had now been embedded into initial training for new officers.</p>

	<p>The training landscape was described as very tight and ASP had introduced bitesize briefings to understand how many were viewed on monthly basis on Sway briefing.</p> <p>Investigative Standards and Violence Against Women and Girls had been highlighted as priorities through the report.</p> <p>There will be training products launching in July which will be assessed to identify training needs to be considered and introduced.</p> <p>The erosion of the capability of Operation Topaz was noted and the Board were advised this was an intelligence driven operation and the level of intelligence received had reduced.</p> <p>Due to time constraints on the meeting further questions and comments from the PCC and her team would be shared with ASP after the meeting.</p>
13	<p>Strategic Threat Assessment and Force Control Strategy</p> <p>The Board noted the Strategic Threat Assessment which provided an overview of the current and long-term issues affecting or likely to affect the Avon and Somerset Policing area and the Force Control Strategy. There were 5 key recommendations contained within the Strategic Assessment.</p> <p>Due to time constraints, there was no discussion of the documents and the PCC and her team would share their questions or comments with ASP outside of the meeting.</p>
14	<p>HMICFRS Recommendations and AFIs</p> <p>The Board noted the report received and were content the discussion under item 10a had provided sufficient assurance.</p>
15	<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 the authorised establishment, with consideration of the key areas of Skills and Training; Turnover; Leavers and Sickness.</p> <p>Due to time constraints, there was no discussion of the documents and the PCC and her team would share their questions or comments with ASP outside of the meeting.</p>
	<p>A.O.B</p> <p>The Board agreed the need to consider how to enable full consideration in future of the very lengthy annual documents that had been added to the agenda. The OPCC would take this away for consideration with ASP colleagues.</p>
	<p>Items for Publication Minutes from the Board on 15th May.</p>

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