



Governance and Scrutiny Board agenda – 17th April 2024 13:30-15:00 and 15:30-17:00

Venue: Gordano Room, Police HQ and Microsoft Teams

Attendees:

- Claire Hiscott, Deputy Police and Crime Commissioner (DPCC)
- Jon Reilly, Deputy Chief Constable (DCC)
- Paul Butler OPCC Chief Finance Officer (CFO)
- Nick Adams, ASP Chief Finance Officer
- Ben Valentine, OPCC Senior Performance and Governance Manager
- James Davis, ASP Portfolio Delivery Manager
- Vicky Ellis, OPCC Secretariat Manager (Minutes)

Partial meeting attendance:

- Mark Shelford, Police and Crime Commissioner (PCC)
- Sarah Crew, Chief Constable (CC)
- 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
- Victoria Caple, Head of Victim Care, Safeguarding and Vulnerability
- Tom Herbert, Detective Chief Inspector

GOVERNANCE

Item	Item Name
1	Apologies Sally Fox, OPCC Director of Performance and Accountability Alice Ripley, OPCC Chief of Staff
2	Minutes and Action Updates The minutes of the Governance and Scrutiny Board held on 14 th March 2024 were agreed as accurate for publication. The Board had received updates to close several of the actions and discussed the remaining open actions due, further updates were requested for the next meeting in May in relation to the following:

	<ul style="list-style-type: none"> • Action 052/23, in relation to the work with IBM as part of the Science Technology Analysis and Research bid, the outcome from the analytics tool to be shared with the Board; • Action 68/23, the one page plan showing the timeline of phases required in relation to the Right Care Right Person work will be annotated with a brief description of each phase; • Action 69/23, a further update required on the upgrade of the telephony system following the implementation of the new system; • Action 76/23, meeting to be booked for the PCC to discuss the CCTV policy.
<p>3</p>	<p>Finance</p> <p>The ASP Chief Finance Officer provided an oral update on Finance matters.</p> <p>ASP continue to work on the year end outturn, the insurance fund review and User Acceptance Testing for the new Enterprise Resource Planning (ERP) system.</p> <p>It was noted that ASP had received an additional Home Office grant in March 2024 to cover elements of IT costs. Given there was not time to allocate it in that financial year it will increase any underspend in 2023/24.</p> <p>The Home Office also advised that the grant uplift previously notified was expected to also cover the increased pension costs relating to Counter Terrorism Policing South West; ASP's share of this cost of c. £96k will therefore be taken from ASP's main grant.</p> <p>The ASP savings plan was confirmed to be progressing as expected.</p> <p>ASP's next Strategic Planning Meeting (in June) will consider progress against savings and uplift plans and officer allocation.</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.</p> <p>The PCC and his team raised questions about specific projects and received responses from the Portfolio Delivery Manager and the ASP Chief Finance Officer:</p> <ul style="list-style-type: none"> • The outline Business Case for the First Point of Contact project is due to focus on the Switchboard proposals, with the full business case focussed on one of the options being prepared for June. ASP are co-ordinating with the region to ensure interoperability of systems. It was noted the Right Care, Right Person training starts this month and the Mental Health Link Officers will start in June. There is an opportunity for interoperability across the South West police services. There was also discussion of the resilience and security of the digital cloud solution. • The site at Minehead Townsend Road has recently been given a local heritage listing and the project team are checking any implications this may have around planning permission, subject to which the site will be listed for sale, likely for a future

	<p>residential scheme. It was confirmed the new site at the Seahorse Centre will have an enquiry office.</p> <ul style="list-style-type: none"> • The iCASE project had the project RAG status amended to green in light of the new agreed go live date of 20/05/24. • The Board were advised the expected increase in delivery cost for the ERP project was £1.45m and provision has been made for this in the MTFP. • The Final Business Case for the SOZE project is expected to recommend going ahead due to the efficiencies anticipated despite the lack of improvement to the Digital Forensics Unit throughput. • The Board were advised there had been an error in the paper and the Custody Resilience project is not on pause but is managed locally through Continuous Improvement Activity. The recent HMICFRS Inspection did not raise resourcing as an issue. The potential impact of Op Safeguard was discussed and it was commented that ASP would benefit from a longer term plan from the Government in relation to this to assist with planning. • The national proposal to increase Firearms licencing fees has been paused. This means ASP will not receive the additional revenue anticipated and will need to re-review the previously agreed changes to the Firearms Licensing Team.
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SCRUTINY

<p>5</p>	<p>Chief Constable’s Update</p> <p>The Chief Constable considered the position of ASP through the lens of the Force Management Statement and shared her thoughts on this. The overview in section 1 details a number of achievements to be positive about including savings achieved over the last two years, surpassing the officer Uplift target, launching the first line leadership programme and achieving the maximum precept funding. This additional funding will be used to support local proactive policing operations under the banner of Operation Harmony.</p> <p>Yet on reflection the Chief thought there was a tendency towards a more negative approach and a focus on the distance away from what the force is seeking to achieve rather than the distance that has already been travelled. The Chief would like to see a more balanced approach, acknowledging the achievements in difficult circumstances and talking positively about the challenges to come and the plans in place to ensure they are achieved and mitigate some of the concerns.</p> <p>The immediate focus for the Chief will be spending her visibility time with officers and staff focussing on achievements and building confidence in what can be achieved. The Chief will also provide greater focus on the eight change programmes to provide greater coordination and drive, engaging the workforce in the ambition.</p>
<p>6</p>	<p>Key Organisational Risks and Issues</p> <p>The Board discussed the support ASP offer to victims who have been victimised by multiple offenders, seeking to break the cycle of victimisation and protect them from future harm; noting this was in relation to Violence Against Women and Girls victims explicitly. ASP officers advised there are two elements namely:</p> <ul style="list-style-type: none"> • being perpetrator focussed, researching previous incidents involving either individual and understanding the complexity of the whole situation and not just each individual incident.

	<ul style="list-style-type: none"> Preventing future harm through the use of prevention orders, updating records, and working with perpetrators to change their behaviour. <p>The Board discussed the Serious Organised Crime Inspection and the gaps identified. An improvement plan has been commissioned by the Chief Superintendent and the work will be overseen by the new Assistant Chief Constable (ACC).</p> <p>There has been a national increase in the proportion of counter-terrorism subjects that are children and the PCC discussed this with ASP. It was confirmed that the Contest Board and Channel Panel structure is the mechanism through which vulnerable children are identified and protected in relation to counter-terrorism concerns. This operates in a discrete way to other work which deals with vulnerability of children more broadly.</p>
7	<p>Tackling Disproportionality and Racism Update</p> <p>The Board noted the Race Matters Progress report provided as part of the Board pack and the ACC provided a brief oral update on the Race and the City event which had been held that morning, and the implementation for the scrutiny and advice board progress.</p> <p>The PCC was interested to hear about the proposal for a Black Consultancy Consortium. This had been a suggestion from the chair to create a list of professionals locally to engage with and consult with, increasing openness and transparency, engagement, visibility and understanding.</p> <p>The revised victim service standard work is on pause at the moment and will be reviewed in June.</p>
8	<p>Performance against Police and Crime Plan:</p> <p>a) Integrated Performance and Quality Report (IPQR)</p> <p>The Board noted the report provided.</p> <p>The Board acknowledged the Crime Data Integrity (CDI) position remained in a difficult place but robust plans and governance at strategic and tactical levels kept it progressing positively. ASP had signed off the investment required to address the plan and expect to see improvements as a result.</p> <p>The Board noted that ASP had the highest rate of rape offences recorded in the country. ASP believe this reflects the confidence victims have to report rape to ASP, knowing it will be recorded and investigated. ASP are prosecuting more offenders.</p> <p>The PCC raised the performance of call handling. The Board discussed the challenges in the turnover of call handlers both internally and externally. Other organisations are able to offer call handlers higher pay and home working. Call handlers also move onto other roles internally such as becoming police officers. ASP have limited the number of call handlers that can move onto police officer courses at any one time.</p> <p>The new staff appointed to process Domestic Violence Disclosure Scheme (DVDS) applications have not yet started and the recent increase in DVDS applications meant the backlog had not reduced as anticipated.</p>

The Operation Remedy team are tackling the high number of outstanding warrants and have planned days of action to bring this down.

The Board discussed the number of cases where officers are required to remain on constant observations in hospitals as there are no other available places of safety to take a person after the police have used their powers under Section 136 of the Mental Health Act. ASP are checking and testing that officers are using the power appropriately including the use of mental health triage services. The upcoming investment in Mental Health Link Officers should reduce the number of calls officers have to attend and these calls should be directed to the most appropriate alternative service.

The Board discussed the low response to Domestic Abuse (DA) priority calls and the indication of a cultural problem within the organisation, the Chief accepted this needs to improve. The response to immediate calls was not a concern. Other forces are piloting video calls as an alternative to attendance in person and ASP are following their progress for any best practice. ASP will be using their successful Bluestone model to apply to how they respond to and investigate Domestic Abuse, becoming more perpetrator focussed.

The Board discussed the use of preventive orders which had been graded as inadequate. This was believed to be a capacity issue to enforce them. It was noted there is no evidence to show if they make a difference when used.

b) Assurance Report – Safeguarding

The report was introduced by the Head of Victim Care, Safeguarding and Vulnerability and the Detective Chief Inspector, who highlighted the conclusion which set out the scope, showed good governance but identified concerns about how the workforce recognise and understand adults at risk. The difficulties around data analysis and the impact this has on service delivery was acknowledged.

The PCC wanted to understand what would be done differently in identifying and recording adults at risk. ASP advised training was part of the answer and this would also be discussed in meetings with the Chairs of Adult Safeguarding Boards across the region.

It was noted there are a number of factors contributing to the reduction in referrals to adult safeguarding, COVID was one – the number of referrals from family members around care homes increased significantly and these have now reduced; improved understanding of referral thresholds has also contributed. The difference between vulnerabilities of an individual and what they are at risk of is covered in the multi-agency training provided.

The Board discussed exploring the use of robotics and automation to share notifications with GPs as part of the process, noting the potential to create capacity if used. This would be undertaken within governance agreements and with expectations on partners clearly explained.

The plans for strategic oversight outlined within the report are aspirational and a workshop will be held to understand how achievable they are to implement.

The Organisational Learning process was highlighted by the Inspectorate as a measure for success in child safeguarding and the same process is used for adult safeguarding. The Safeguarding Adults Board Chairs welcome the engagement and attendance. It was noted that there was scope for better collaboration across the region.

	<p>The PCC queried the apparent gap in the data around missing persons which did not include detail about whether people had come to any harm whilst missing. The Board were advised the difficulty with including this is in relation to consent; if an adult asked officers to leave they would have to, where this would be different for children. It was noted trigger plans can be created for individual cases.</p>
9	<p>HMICFRS Recommendations and AFIs</p> <p>The Board noted the report, and the DCC highlighted 13 recommendations had been closed, 9 were in progress and no new recommendations had been added, noting the recommendations from the Angiolini Report will be included next month.</p> <p>The PCC requested an update on the progress with the Child Protection Inspection recommendations. The DCC advised there had been 9 in total, 1 was immediate around safeguarding partnership arrangements and the remainder were to be addressed within 3 months. Work is under way and progress is being made on all recommendations and ASP anticipate these being signed off soon.</p>
10	<p>People and Organisational Development Update</p> <p>The Board noted the report and the Chief Officer – People and Organisational Development highlighted the work ongoing to improve the success rate for officers undertaking the National Investigator Exams; the recent successes seen in staff recruitment following the change in the advertising approach and the positive trend in the retention of Police Constable Degree Apprenticeship officers.</p> <p>The PCC and his team asked about the turnover of Special Constables; the use of the new Management Toolkit; the data on internal moves and the sickness levels among employees with protected characteristics, requesting that future data also includes the number of days on sick leave and not just the percentage.</p> <p>Regarding the turnover of Special Constables (SC), there are not high levels of leavers. ASP does have a lower number of SC than regionally but have been focussing on the SC and have seen an increase in their hours. It was noted in the current cost conscious environment there have been lower levels of applicants for all volunteer roles.</p> <p>The use of the new Management Toolkit is low currently as it is a new system. ASP will ensure this is listed as mandatory training.</p> <p>The data on internal moves is new and there are no trends for comparison, this will be reviewed over time. The high proportion of ASP officers moving into ROCU was noted.</p>
11	A.O.B
12	<p>Items for Publication</p> <ul style="list-style-type: none"> • Minutes for the Governance and Scrutiny Board 14th March 2024

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