



2.	<p><b>OPERATIONAL AND REPUTATIONAL OPPORTUNITIES AND RISKS</b></p> <p><b>London terrorist attack:</b></p> <p>A press release had been issued but it was very much business as usual. The reassurance following the attack had come from the national CT centre and this message had been communicated by Corporate Communications. Any local variance would have been as a result of a direct question by local media to their local Superintendent.</p> <p>There had been some national commentary regarding the challenges of recruiting and retaining firearms officers. The role is challenging with increasing demands and it is becoming more difficult to attract officers into the role. The national model is for dedicated firearms officers, but many forces including West Mercia have armed response officers with multi functional roles.</p> <p><b>Robberies</b> – a series of robberies including a carjacking had taken place in North Worcestershire and a warrant had led to an arrest for the offences. Consideration will be given to how in future the PCC and CC could, where appropriate, issue a public comment on results like this.</p> <p><b>Professional standards</b> – An officer on a career break had returned for a public hearing on a conduct case relating to an incident in 2013. The outcome was to issue the officer with a final written warning. This lasts for 18 months and the officer has to follow the Police Code of Conduct whilst on their career break. Career breaks provide a more flexible way of enabling the police service to retain officers.</p>	
3.	<p><b>CHIEF OFFICER MEETING / EXECUTIVE BOARD – UPDATE</b></p> <p><b>Savings Plan</b></p> <p>Chief Officers had looked at the transformation programme with the Interim Transformation Director (TD) and discussed the potential impact of different saving levels across directorates. The TD will be shortly be reporting on what savings will be delivered through the transformation programme.</p> <p>The savings still required over and above those achievable through the transformation programme will have to be met, however the intention is not just to take a top slice from each directorate, but to manage the savings in a more refined way through a whole system review.</p> <p>The PCC wants to see an improved service for victims and an improved service overall which may mean redistributing efficiencies rather than stripping out services.</p> <p>As part of the future budget setting process it is the PCC's intention to publish a version of the joint savings plan.</p>	
4.	<p><b>HOLDING TO ACCOUNT</b></p>	
4a	<p><b>PERFORMANCE AGAINST THE POLICE AND CRIME PLAN</b></p>	

	<p><b>1. Building a more secure West Mercia – Rape and Sexual Offences</b></p> <p>a) <i>How confident is the CC that the force has the resources to manage the continued increasing trend in the reporting of non recent rapes and sexual offences?</i></p> <p>b) <i>How confident is the CC that the force can provide the victims with an appropriate level of service?</i></p> <p><b>Findings:</b></p> <ul style="list-style-type: none"> <li>• There is an escalation process from the tactical lead to chief officers to request more resources if required. Relevant officers have confirmed that although demand is high and a constant challenge they are not at a point where more resources are needed.</li> <li>• The investigative policing model in place will help provide resources. Gaps in the model resulting from the need to train and up-skill officers and staff to be omni-competent were no longer an issue.</li> <li>• The training had also given confidence to some staff whose roles had changed with the new model to take on work previously carried out only by specialist roles. Teams have matured and staff have realised that the volume of work means ways of working have had to change.</li> <li>• The level of service provided to victims through the changes to the new ways of working had not been an issue; many of the processes involve partners. Victims now have much more of a voice now to comment or complain.</li> <li>• Satisfaction levels have generally reduced, but this is only measured by specific crime types. A separate cohort of rapes and sexual assault victims are being tracked through the system.</li> <li>• The take up rate of services can be low. The care needed by victims of historic sexual offences is often very different from those subject to recent offences.</li> </ul> <p><b>Actions arising:</b> There were no actions arising.</p>	
	<p><b>2. Building a more secure West Mercia – Child at risk / CSE</b></p> <p><i>West Mercia has seen a significant increase in the number of CSE offences / crimed incidents over the last six months. Is the CC confident that the force understands the drivers for this increase and can manage these fluctuations when they occur?</i></p> <p><b>Findings:</b></p> <ul style="list-style-type: none"> <li>• The CC is confident that the offences and incidents are being recorded properly and that resources are flexible enough to manage demand.</li> <li>• The uplift in recording reflects a greater awareness and willingness by people to report.</li> </ul> <p><b>Actions arising:</b> There were no actions arising.</p>	

	<p><b>3 Reforming West Mercia – Sickness</b></p> <p><i>What assurance can the CC give that the actions being taken to tackle the continuing trend of increased hours lost to sickness will be effective?</i></p> <p><b>Findings:</b></p> <ul style="list-style-type: none"> <li>• Sickness levels have declined back to levels similar to 18 months ago. The deterioration was spotted earlier this time, but it has not been possible to turn the decline around.</li> <li>• An issue with the system used to record absences had been identified, which is partially responsible for some of the increase. This is being rectified.</li> <li>• Any departments identified as having a sickness problem may need to be managed in a different way.</li> <li>• Sickness will be discussed in more detail at April's Performance Management Group (PMG) which will be attended by the PCC.</li> </ul> <p><b>Actions arising:</b></p> <p>PCC to review sickness levels following PMG.</p>	
4b	<p><b>DELIVERY OF STRATEGIC INITIATIVES:</b></p>	
	<p><b>1. Health and Wellbeing</b></p> <p><i>Results from phase 2 of the Health and Wellbeing Survey 2016 identify a number of departments with consistently low levels of satisfaction across a range of question areas. What assurance can the CC give that the drivers for these results are fully understood and being addressed?</i></p> <p><b>Findings:</b></p> <ul style="list-style-type: none"> <li>• This is the second consecutive year that a staff survey has been undertaken.</li> <li>• Return rates are variable and the findings don't always reflect findings from other surveys such as the Police Federation's.</li> <li>• Chief Superintendents and Superintendents are looking at the results in detail to try and really understand what they mean and what can be done to improve officers' and staff health and wellbeing. Their finding will be fed into the Health and Wellbeing Board.</li> <li>• The low satisfaction response was noticeable in some departments which are public facing and have had changes in their functions and working environment.</li> </ul> <p><b>Actions arising:</b></p> <p>There were no actions arising.</p>	
	<p><b>2. Reforms to pre charge Bail</b></p> <p><i>What assurance can the CC give that the force is fully prepared to cope with all the implications arising for the forthcoming changes to bail?</i></p> <p><b>Findings:</b></p> <ul style="list-style-type: none"> <li>• A strategic lead and tactical delivery group had been put in place to</li> </ul>	

	<p>manage the changes. The group's work included identifying threats and risks, carrying out an impact assessment including an IT appraisal.</p> <ul style="list-style-type: none"> <li>• There has been constant contact with the CPS, both on the magistrates and the crown side.</li> <li>• A communications strategy is in place and training undertaken, including additional training for custody staff.</li> <li>• IT has been one of the biggest national concerns and a lot of work has been undertaken to address potential issues.</li> <li>• Overall everything that can be done has been done, but it is a significant change</li> </ul> <p><b>Actions arising:</b> There were no actions arising.</p>	
4c	<p><b>HMIC INSPECTION PROGRAMME / MATTERS ARISING FROM THE SERVICE IMPROVEMENT BOARD (SIB)</b></p> <p>The PCC and CC had jointly met with HMI Wendy Williams and both felt the meeting had been positive. The recent HMIC PEEL Effectiveness report had acknowledged the differences between West Mercia and Warwickshire; both forces have areas for improvement to address. The CC would be visiting Durham Police as they had been rated as 'outstanding' by HMIC for the last two years.</p>	
5.	<p><b>AOB:</b></p> <p><b>Operational Command Centre (OCC)</b> – Following a recent dip, performance had started to improve again. There are ongoing challenges regarding training, capacity and demand running alongside a whole programme to move to a new OCC facility. The DCC is in discussions with unions with regards to concerns raised by them.</p> <p><b>Body worn video</b> – Chief Officers have asked the lead officer to review and reduce the proposed timescales put forward for the roll out of body worn video across the force area.</p> <p><b>Central Motorway Patrol Group (CMPG)</b> – discussions are ongoing.</p> <p><b>Action arising</b> – PCC / CC to discuss at a future weekly meeting.</p>	
6.	<p><b>DATE OF NEXT MEETING:</b></p> <p>10:30 on 25 April 2017</p>	ALL