

Monthly Assurance Meeting February 2018 – Meeting Notes

Date: Tuesday 27 February 2018 @ 10:30
 Chair: John Campion
 Minutes: Jackie Irvin, Policy Officer, OPCC
 Venue Meeting Room 1.38 – Hindlip

	Name:	Capacity:
Attendance:	John Campion	Police and Crime Commissioner (PCC)
	Tracey Onslow	Deputy Police and Crime Commissioner (DPCC)
	Anthony Bangham	Chief Constable (CC)
	Martin Evans	Assistant Chief Constable (ACC)
	Andy Champness	Chief Executive for the Police and Crime Commissioner (CEX)

Apologies: Amanda Blakeman Deputy Chief Constable (DCC)

1.	OUTSTANDING MATTERS / ITEMS BROUGHT FORWARD	ACTION
	No items.	
2.	HOLDING TO ACCOUNT	
2.1	PERFORMANCE AGAINST THE POLICE AND CRIME PLAN	
a	<p><u>Confidence</u></p> <p>The latest confidence data shows a deterioration in performance compared to the previous quarter. The confidence strategy has been put forward as the framework through which the force will drive long-term improvements in this area.</p> <ol style="list-style-type: none"> In order for any strategy to affect real change in behaviours and culture, it needs to resonate with the workforce. How is the CC going to ensure that there is sufficient buy-in from front line officers and staff? The strategy highlights the importance of organisational justice and the impact this has on wider public confidence. However, the 2016 staff survey identified a number of key issues in relation to organisational justice. How are these issues going to be addressed to ensure the 	

strategy is successfully implemented?

Findings:

- This is the first time the force has had a Confidence Strategy. Its development by the Deputy Chief Constable was informed by a series of engagement events and information from health and wellbeing work, questionnaires and feedback. As a result staff should be able to recognise themes within the strategy.
- Although the strategy is a theoretical / academic piece it will allow the force to address both the short and long term. The strategy is good, but it doesn't replace day to day engagement.
- Getting messages out to the public in the right way is important for driving confidence. There has been a reorganisation of the communications team which will mean there will be dedicated locally based communications officer in both in the north and the south of the force area, who will be supported by the centre.
- The PCC sees this as a real opportunity to improve confidence and asked if there was any help he could give.
- The PCC commented that a google alert on the joint sharing of Peterchurch police and fire station was as an example of where the right messages had failed to get out as it was not positive despite moves of police stations being very sensitive to the public. The CC agreed that opportunities had been missed to send out positive messages around the shared facility and how to contact local policing teams. If done properly it could help public confidence.
- One of the Chief Superintendents has been tasked with ensuring positive messaging, including promoting the use of officers' direct numbers and improving the local appointment system, is fully understood and implemented through all the local policing teams. As yet this work has not been completed.
- Chief Officers have made clear at recent leadership events that senior officers have to take responsibility for confidence and satisfaction. They need to be positive, stop playing down the service and start being more confident and promoting the service.
- It is important to get the internal focus right as this impacts on the external confidence and satisfaction in the police felt by communities. This is how officers are judged but it is not necessary for them to understand this link. There should be some golden threads in the strategy that people can understand. It is the responsibility of senior officers and staff to understand the strategy and how it can impact on activities happening locally.
- At the recent leadership event the CC sensed that officers understood there would be an improvement and greater empowerment. The investment in health and wellbeing, particularly the investment in the last year is starting to improve things. Visible changes such as new gym equipment, improvements in buildings and reshaping the alliance have helped people think more positively about the organisation. More

	<p>recently the work on changes to the shift patterns had received very positive feedback.</p> <p>Actions arising: None.</p>	
<p>b</p>	<p><u>Satisfaction</u></p> <p>There has been no significant improvement in victim satisfaction since its focus at the May 2017 holding to account meeting. Inconsistency of service has been a key concern throughout the year</p> <ol style="list-style-type: none"> 1. Is the CC confident that the strategic lead for satisfaction has fully evaluated the various interventions in place across West Mercia to identify what works and lessons learned? 2. What steps are being taken to ensure sustained improvements are seen across all LPAs, not just those areas that are subject to action plans? 3. Is there any support that the PCC can give to facilitate work in this area? <p>Findings:</p> <ul style="list-style-type: none"> • Herefordshire and Telford and Wrekin have seen some improvements. In Herefordshire this occurred once local staff took over responsibility, highlighting the need for local Superintendents to stay on top of satisfaction. • Satisfaction is one of the ACC’s top priorities with file quality and is always discussed in his regular one to one meetings with the local Superintendents. • The alliance lead for satisfaction changed two months ago to one of West Mercia’s Chief Superintendents. Within West Mercia one of the local Superintendents is now pulling the work together for the force to ensure any changes are followed in all five local policing areas. • Mental health was discussed as one area where the PCC could assist. He has written to the Policing minister on this issue arguing for more support from health agencies. Locally more could be done with health agencies directly. The PCC could also use his influence to seek performance improvements from partners such as the courts services and CPS to seek improvements to the criminal justice system. <p>Actions arising: None</p>	
<p>c</p>	<p><u>Response</u></p> <ol style="list-style-type: none"> 1. There has been a statistically significant increase in average response times for emergency incidents following 8 months of above average recording. Does the force understand the reasons for the deterioration in performance? 	

	<p>2. The number of unresourced calls in West Mercia remains a concern. What reassurance can the CC give that the threat, harm and risk in respect of these unresourced calls is being appropriately managed?</p> <p>3. Does the force understand why a discrepancy exists in the volume of unresourced calls across the 2 alliance forces?</p> <p>Findings:</p> <ul style="list-style-type: none"> • Response times have always been well within the national recommended timescales, but what the acceptable limit should be has not been defined. • Prior to the policing model change in 2012 response times had been quicker, but dropped in 2012. Subsequent refinement of the model saw them improve again and they had stayed relatively stable. More recently changes such as Athena, vacancy rates and the increase demand on resources caused by issues such as mental health have had an impact. • The CC provided assurance that forthcoming changes to shift patterns and changes in the operational policing unit (OPU) will lead to a positive difference in response levels. • Although there has been an improvement in the last few days the ACC is not comfortable with the current levels and will work to understand what an acceptable level looks like. • Overnight supervisors in the Operational Control Centre (OCC) are auditing all unresourced calls and reviewing threat harm risk. • In Warwickshire there is much greater use of the diary appointment system, this moves calls off the ‘unresourced’ list into a 7 day diary. In West Mercia, officers prefer to try and attend calls rather than to diarise them for up to seven days. The diary appointment system can also become fully booked as it did last summer in all local policing areas. • Telford and North Worcestershire regularly have the greatest number of unresourced calls. Telford will benefit more in the new policing model and changes in the OPU mean there will be more resources to attend calls across all policing areas. • The CC provided assurance that senior local officers fully understand the importance of additional resources the precept increase will provide and how they work. <p>Actions arising ACC to share the findings of the Forces work on unresourced incident levels with the CC and the PCC which includes an indication of ‘normal’ levels.</p>	
<p>d</p>	<p><u>Road traffic collisions</u></p> <p>1. There has been an increase in the monthly average of killed and seriously injured (KSI) from 45 to 49. What assurance can the CC give that opportunities are being taken across all policing and partnership functions to enforce, educate and engineer road safety?</p> <p>2. The winter drink/drug driving campaign resulted in a total of 262 arrests across West Mercia. This is a 24% reduction in arrests compared to</p>	

	<p>2016. Can the CC clarify whether the reduction in arrests is due to a reduction in enforcement activity or a change in the behaviour of the public?</p> <p>Findings:</p> <ul style="list-style-type: none"> • The CC’s biggest concern is the increase in fatalities, which is in line with a national trend. • Enforcement, improved driver behaviour, education, roads engineering and maintenance all play a part in road safety. • Until recently there has been a reliance on the Safer Roads Partnership (SRP) leading on this, but this is changing as there is a need for it to be seen as a priority in local policing teams. • An important part of increasing compliance is to get the message out. The Superintendent who heads up force operations has been working with force communications to challenge and improve the SRP’s approach to campaigns. • There has been a lack of partner engagement in the SRP governance group, but it is worth reinvigorating. Road safety is seen as less of a priority for partners, with reduced understanding of the issues. • Technology is an important enforcement tool but it needs to be targeted at those that drivers most need to be changed. • Nationally there were far less stops for drink driving, but a percentage increase in the number of positive stops. • Stops for drug driving have a high conversion rate, but the number of actual stops is low. West Mercia does more than many other forces, but numbers are still low. • Currently only officers in the OPU carry and use the drug testing kit. • Many rural forces are put off using the kits as it can involve a long trip to a police station and there is a national push for mobile testing kits. <p>Actions arising</p> <ol style="list-style-type: none"> 1. The CEx to work with the Head of Force Ops to review the SRP governance model and work up proposals to reinvigorate local partner buy in. 2. The ACC to review and share the work on which officers can use the drugs testing kits. 	
<p>e</p>	<p><u>Athena</u></p> <p>Direct crime recording in the crime bureau has been in place for just over a month. Is the CC confident that the introduction of this function is leading to improvements in data quality, specifically in regards to recording vulnerability factors?</p> <p>Response:</p> <p>Early indications show that the introduction of direct crime recording is leading to an improvement in data quality, however there is a reluctance by some officers to use the service. This reluctance needs to be addressed.</p>	

	Actions arising None	
3.	OPERATIONAL AND REPUTATIONAL OPPORTUNITIES AND RISKS	
	<ul style="list-style-type: none"> • There has been an unprecedented number of homicides, mostly occurring in domestic settings. This has had an impact on resources, but is manageable. • A programmed replacement of body armour is due and provided for in the budget. 	
4.	HMICFRS INSPECTION PROGRAMME / MATTERS ARISING FROM THE SERVICE IMPROVEMENT BOARD (SIB)	
	An embargoed pre-publication copy of the PEEL Effectiveness report has been received and checked for factual accuracy.	
5.	AOB The final government decision on the fire governance proposals is awaited.	
6.	CONFIRMATION OF NEXT MEETING TYPE / DATE / TIME / VENUE: Thematic on The Victims' Journey. Tuesday 27 March 2018 at 10:30 am, Room 1.38	