

## Monthly Assurance Meeting April 2018 – Meeting Notes

Date: Tuesday 23 April 2018 @ 10:30  
 Chair: John Campion  
 Minutes: Jackie Irvin, Policy Officer, OPCC  
 Venue Meeting Room 1.38 – Hindlip

	<b>Name:</b>	<b>Capacity:</b>
<b>Attendance:</b>	John Campion	Police and Crime Commissioner (PCC)
	Tracey Onslow	Deputy Police and Crime Commissioner (DPCC)
	Anthony Bangham	Chief Constable (CC)
	Amanda Blakeman	Deputy Chief Constable (DCC)
	Martin Evans	Assistant Chief Constable (ACC)

**Apologies:** Andy Champness Chief Executive for the Police and Crime Commissioner (CEX)

1.	<b>OUTSTANDING MATTERS / ITEMS BROUGHT FORWARD</b>	<b>ACTION</b>
	None	
2.	<b>HOLDING TO ACCOUNT</b>	
2.1	<p><b>HMICFRS PEEL EFFECTIVENESS 2017</b></p> <ul style="list-style-type: none"> <li>The PCC explained that the focus of the meeting had changed to concentrate solely on the Effectiveness inspection as it was important to fulfil his statutory role in ensuring the force was effective and making progress in addressing HMICFRS' findings. The scrutiny of offender management would still take place and a series of questions on areas the PCC felt he needed further reassurance on would be sent to the Chief for a response. The findings would then be published on the PCC's website along with the notes from the meeting.</li> <li>A letter from the Policing Minister had been sent to the both the PCC and the CC on the inspection and a response was being prepared.</li> <li>The CC is to meet with HMI Wendy Williams to discuss the report in more detail. The CC explained that the current process for the inspections meant that West Mercia and Warwickshire were now inspected together as an alliance and the subsequent two force approach of having an alliance action plan to address any issues</li> </ul>	

	<p>identified in the inspection could mean that specific West Mercia issues were not always highlighted or appropriately addressed. As a consequence the CC would be proposing the HMI Williams that allowing for the practicalities of shared officers, the two forces should be inspected separately.</p> <ul style="list-style-type: none"> <li>• Work had been undertaken by the DCC and ACC to distinguish the West Mercia element of the alliance action plan so that it is more focused on the needs of West Mercia than the alliance. The action plan was good but there were complexities of rolling out activity across multiple areas which meant that everything had to be challenged.</li> </ul>	
<p>2.1.1</p>	<p>The PCC asked the CC to outline the force response to each of the areas for improvement (AFIs) or recommendations contained in the inspection report and for each explain what progress has been made or is planned to address the issues identified.</p> <p><b>Preventing Crime and ASB</b></p> <p><b>AFI 1:</b> <i>The force should ensure that local policing teams routinely engage with local communities and undertake structured problem solving with partner organisations to prevent crime and anti-social behaviour.</i></p> <ul style="list-style-type: none"> <li>• HMICFRS had identified that Safer Neighbourhood Teams (SNTs) were not effectively problem solving. Problem solving is now an integral part of the new policing model and is very much about them being visible in communities and using problem solving. There has been training around problem solving for SNTs and PCSOs to support this.</li> <li>• The work around problem solving was being led by a Chief Supt, with a target date of 1 June for substantive progress to have been made.</li> <li>• The PCC asked what the difference would be this time as it had been raised in the last two HMICFRS reports. The CC responded that the focus now was on a simplified approach with problem solving at its centre.</li> <li>• The PCC had recently attended a town council meeting in Oswestry where the local policing inspector had been able to articulate the local problems very well. The PCC sought reassurance that the problem solving approach is being applied consistently. The ACC responded that problem solving would form part of PDRs to support this and his quarterly meeting with Supts. would now include it.</li> <li>• A problem solving data base is being developed to capture the work and evidence what has been done.</li> <li>• Durham Police who are recognised as good in this area have provided some assistance and an officer from that force would be coming into West Mercia at the end of May to review and advice on work done.</li> </ul>	

	<ul style="list-style-type: none"> <li>• The DPCC questioned whether there is an issue of resources versus demand preventing SNTs from problem solving. The CC responded that there had been feedback from some SNTs at recent events that this does happen, however, for some officers it is because their role is hybrid, but that overall it isn't about demand, but a cultural issue. A structured approach to problem solving is being introduced and officers will need to comply and be able to demonstrate they are applying it.</li> <li>• The PCC asked for reassurance that the CC's commitment to fill vacant police and PCSO posts was happening. The CC responded that all PC posts had been filled and PCSO posts were either filled or out for recruitment. There is now a need to promote SNTs with the public.</li> </ul> <p><b>AFI 2:</b> <i>The force should evaluate and share effective practice routinely, both internally and with partner organisations, to improve its approach to the prevention of crime and anti-social behaviour.</i></p> <ul style="list-style-type: none"> <li>• The problem solving process has been developed, the next step is to get partners involved and one of the Chief Supts. is leading on a series of partnership / multi agency workshops.</li> <li>• The PCC asked if the CC was confident that the force knows who its partners are. The DCC responded that it is the responsibility of SNTs to identify their local partners. Reviews will have been completed by 1 September 2018.</li> </ul> <p><b>AFI 3:</b> <i>The force should work with local people and partner organisations to improve its understanding of local communities, to understand their needs. It should supplement this with focused analysis to inform activity and prioritisation.</i></p> <ul style="list-style-type: none"> <li>• Community profiling is being progressed.</li> <li>• Focused analysis forms part of the structured problem profile model used and all SNTs should be able to do this. To gain assurance that it has been implemented it will be audited. The Service Improvement Board (SIB) will sign off once audited.</li> </ul> <p><b>Actions arising:</b>  <b>AFI 1:</b> Headlines from Durham work to be shared with PCC</p>	CC
	<p><b>Protecting vulnerable people and supporting victims</b></p> <p><b>AFI 1:</b> <i>The force should improve its service to vulnerable people, particularly domestic abuse victims, when officers have been unable to attend or attendance is delayed. This should include a re-assessment of the risks that victims face so that safeguarding support can be prioritised.</i></p> <ul style="list-style-type: none"> <li>• Work has been done to understand and manage the volume of unresourced incidents across the LPAs.</li> </ul>	

- A process of continual review has been developed by the lead Supt and is being introduced in the OCC including the requirement to reassess an incident if a new call is received. The process is not fully embedded yet and some training in the OCC was needed.
- All unresourced incidents are reviewed on a 24 hour basis by supervisors, and every day the top 8 considered the highest risk are given to the early shift local inspector to raise at the 09:15 Daily Management Meeting and to agree a response. This provides clear ownership.

**AFI 2:** *The force should ensure that frontline officers become more proficient in completing DASH risk assessments at initial response and there is sufficient supervisory oversight to ensure opportunities to safeguard vulnerable victims are not missed.*

- The lead Supt for vulnerability and safeguarding has put in place a comprehensive plan which was fully reviewed at SIB.
- Balancing training demands versus organisational capacity to deliver is challenging and the Supt has a priority to ensure frontline officers and supervisors have increased understanding by 1 June 2018.
- The DPCC queried whether there is either an Athena or a confidence issue around the completion of the DASH forms. The DCC responded that it was both. To complete a DASH assessment well takes time and using Athena had made it more challenging, but officers were now getting more confident with using Athena.
- The PCC sought assurance that supervisory training was sufficient to ensure they are able to provide the necessary oversight. The CC responded that this formed part of the lead Supts. work.

**AFI 3:** *The force should take steps to understand the reasons why a high proportion of crimes related to domestic abuse fall into the category 'Evidential difficulties; victim does not support police action', and rectify this to ensure that it is pursuing justice on behalf of victims of domestic abuse.*

- The use of outcomes had been a focus at April's Performance Management Group, but the CC was not satisfied with progress reported and the ACC would now be leading on some work for West Mercia to get a structure in place to identify and understand any issues.
- The PCC questioned how confident the CC could be that frontline officers understand the domestic abuse policy. The DCC responded that probably not all officers would understand the policy or the outcomes.
- The findings of the work may or may not change the number of crimes outcomed, but should provide the confidence that the reasons are

	<p>understood. Shropshire LPA is an outlier has do its own review, which didn't identify any problems, but now it is important to get an external assessment.</p> <p><b>Actions arising:</b> None</p>	
	<p><b>Tackling serious and organised crime</b></p> <p>The CC explained that actions in the alliance plan have been developed into a West Mercia specific action plan covering all the recommendations within the effectiveness report.</p> <p><b>Recommendation 1:</b> <i>Engage routinely with partner agencies at a senior level to establish intelligence sharing arrangements and an effective, multi-agency response to serious and organised crime. This should include the creation of a local profile for serious and organised crime which provides the force and its partners with a single, comprehensive picture of the threat</i></p> <ul style="list-style-type: none"> <li>• Although serious and organised crime partnership meetings were taking place in all of the five LPAs, an audit of the minutes has identified that they were being run consistently. Work has now taken place to implement a consistent format with the same attendees etc. The Staff Office's sergeant is to reality test this by attending each of the meetings.</li> <li>• The PCC questioned who 'owned' the meetings, ensuring attendance etc. The CC confirmed that it is the responsibility of the local superintendent, however one meeting for Worcestershire is being considered.</li> <li>• The PCC asked how close to being operating as envisaged they currently are and was told that were probably about 30% close to ideal. A target date to get them running as required has been set as 30 June 2018.</li> <li>• It is the responsibility of the Chief Superintendents to ensure sufficient and appropriate partnership attendance.</li> </ul> <p><b>Recommendation 2:</b> <i>Ensure that it maps all organised crime groups promptly following identification and re-assesses them at regular intervals in line with national standards. All mapped organised crime groups are to be subject to regular scrutiny and oversight, enabling it to routinely identify and pursue opportunities for disruption and investigation</i></p> <ul style="list-style-type: none"> <li>• Mapping of organised crime groups (OCGs) has been done.</li> <li>• Every OCG has a 4 P's plan, owned by a local inspector which is discussed at force tasking on a monthly basis and also at the serious and organised crime partnership meeting.</li> <li>• There is a dedicated central team supporting the OCG work across the</li> </ul>	

	<p>alliance, who can provide wrap around support to the local inspectors.</p> <ul style="list-style-type: none"> <li>Force tasking feeds into regional tasking. A number of the OCGs operating in the force area come from outside West Mercia and maybe managed by the Regional Organised Crime Unit (ROCU).</li> <li>Merseyside Police hold the national lead for SOC and have offered to review the West Mercia SOC plan and provide some peer support.</li> </ul> <p><b>Recommendation 3:</b> <i>Assign capable lead responsible officers to all active organised crime groups as part of a long-term, multi-agency approach to dismantling them. These officers should have a clear understanding of their responsibilities, and adopt a 'four Ps' (pursue, prevent, protect, prepare) approach to tackling serious and organised crime</i></p> <ul style="list-style-type: none"> <li>The PCC asked the CC if he was confident with the leadership now in place. The CC responded he was as the lead responsible officer was usually a detective chief inspector, with a good understanding of the 4P's, with central support available.</li> </ul> <p><b>Recommendation 4:</b> <i>Identify those at risk of being drawn into serious and organised crime, and ensure that preventative initiatives are put in place with partner organisations to deter offending</i></p> <ul style="list-style-type: none"> <li>It is now important to ensure all the police work is pulled together with partners and their own intelligence to develop a full picture.</li> <li>The PCC asked how confident the CC was that the force had identified those at risk. The CC responded that the force was confident in its own assessment, but the partnership input is still needed. As the SOC partnership meetings become more mature in approach this should improve.</li> </ul> <p><b>Recommendation 5:</b> <i>Begin to measure its activity on serious and organised crime across the four Ps, and ensure that it learns from experience to maximise the disruptive effect of this activity</i></p> <p>This is an ongoing piece of work and the lead officer has been tasked with reporting back by 20 June 2018.</p> <p><b>Actions arising:</b></p> <ol style="list-style-type: none"> <li>The PCC committed to his office attending each of the partnership meetings for the next 12 to 18 months.</li> <li>The CC to provide the dates of all the partnership meetings to the PCC.</li> <li>A progress review of all AFIs and recommendations arising from the Effectiveness inspection to be brought to the July holding to account meeting.</li> </ol>	<p>1.PCC 2.CC 3.CC</p>
--	---	--------------------------------

2.1.2	<p>In the second part of the meeting the PCC asked the CC to respond to the following questions set out in the agenda.</p> <ul style="list-style-type: none"> <li>• The report states that a cause for concern is : <i>'The force's approach to tackling serious and organised crime lacks the essential features expected of an effective force and is putting the public at risk of harm'</i>. What reassurance can the CC provide in response to this statement?</li> <li>• The CC responded that he could not see the evidence for the conclusion and felt that the issue was that the force had not been able to clearly demonstrate what was being done to address serious and organised crime had led the inspectors to draw their conclusion.</li> <li>• The PCC is disappointed that a number of the AFIs / recommendations were identified in earlier inspections but not fully addressed by the time of this inspection and sought assurance that this would change. The CC responded that there had been some significant steps to change governance and leadership including aligning a specific ACC to the force back in September, the work around the alliance action plan to build an understanding for West Mercia rather than alliance and the positioning of the Chief Superintendents.</li> <li>• The PCC asked for reassurance that current demands on ICT would not adversely delay or prevent any of the changes that are IT dependent. The CC responded that force transformation were involved in its prioritisation and ICT know what needs to be developed and when. He is confident that no interventions will be needed.</li> </ul>	
3.	<b>OPERATIONAL AND REPUTATIONAL OPPORTUNITIES AND RISKS</b>	
	<ul style="list-style-type: none"> <li>• A series of protest marches in and around Telford are being planned for; the largest being an EDL march in Mid-May. The PCC asked to be kept informed of any community impact.</li> <li>• Attempts were being made to prevent the airing of a TV documentary, the PCC would be kept informed of the outcome.</li> </ul>	
4.	<b>CHIEF OFFICER MEETING / EXECUTIVE BOARD - UPDATE</b>	
	A complaints triage business case for the Professional Standards Department had been approved subject to certain requirements being met.	
5.	<b>AOB</b> None	
6.	<b>CONFIRMATION OF NEXT MEETING TYPE / DATE / TIME / VENUE:</b> <ul style="list-style-type: none"> <li>• Performance including satisfaction and confidence</li> <li>• Consolidation</li> </ul> 10:30 am on 29 May 2018 in Room 1.38	