

## Monthly Assurance Meeting July 2018 – Meeting Notes

Date: Tuesday 31 July @ 10:30  
 Chair: Tracey Onslow  
 Minutes: Natasha Noorbakhsh, Policy Officer, OPCC  
 Venue Meeting Room 1.38 – Hindlip

<b>Attendance:</b>	<b>Name:</b>	<b>Capacity:</b>
	Tracey Onslow	Deputy Police and Crime Commissioner (DPCC)
	Anthony Bangham	Chief Constable (CC)
	Amanda Blakeman	Deputy Chief Constable (DCC)
	Andy Champness	Chief Executive for the Police and Crime Commissioner (CEX)

**Apologies:** John Campion Police and Crime Commissioner (PCC)

1.1	<b>OUTSTANDING MATTERS / ITEMS BROUGHT FORWARD</b>	ACTION
	<p>Action arising from the June 2018 meeting:</p> <p><b>Agenda item 4: Unresourced incidents</b></p> <p>Unresourced incidents to be deferred until the July holding to account meeting. The written paper to be circulated at least a week in advance of the meeting.</p> <p><b>Update:</b></p> <ul style="list-style-type: none"> <li>• The written paper was circulated before the meeting as requested.</li> <li>• Increasing volume and complexity of demand, as well as abstraction rates, contribute to the numbers of unresourced incidents.</li> <li>• Additional late shifts are being trialled in Herefordshire and South Worcestershire to see if this has an impact on unresourced incidents.</li> <li>• There are early indicators that this pilot has seen some success in South Worcestershire (linked to the night time economy (NTE)). There has been less of an impact in Herefordshire.</li> <li>• It is acknowledged that the current operating model is an interim model and can be adjusted to capture learning and to respond to changes in demand.</li> </ul>	
1.2	<p>Action arising from the June 2018 meeting:</p> <p><b>Agenda item 6: Operational and reputational opportunities and risks</b></p> <p>CC to provide an update on knife crime to the July holding to account</p>	

	<p>meeting.</p> <p><b>Update:</b></p> <ul style="list-style-type: none"> <li>• The CC provided assurance that there was no evidence of an increase in knife crime, or weapons being carried identified through stops and searches.</li> <li>• Data for the previous financial year shows a decrease in knife-crime related offences; this is in contrast to national trends.</li> <li>• A considerable proportion of knife-related crimes in 2017/18 had an alcohol marker. It was suggested that such offences are linked to the NTE and domestic incidents as opposed to serious organised crime.</li> </ul>	
<p><b>1.3</b></p>	<p>Action arising from the April 2018 meeting:</p> <p><b>HMICFRS PEEL Effectiveness 2017</b></p> <p>This item is a substantive item on the agenda – see below.</p>	
<p><b>2.</b></p>	<p><b>HOLDING TO ACCOUNT</b></p>	
<p><b>2.1</b></p>	<p><b>HMICFRS PEEL Effectiveness 2017</b></p>	
<p>2.1.1.</p>	<p><b>Action arising from the April 2018 meeting:</b></p> <p>The CC will provide a progress review of all AFIs and recommendations arising from the Effectiveness inspection.</p> <p>As the PCC and DPCC are already sighted on much of the work undertaken in response to the AFIs and recommendations, it was agreed that the CC would provide a detailed update on a few key areas of progress. The following areas were chosen by the DPCC:</p> <p><b>Preventing crime and ASB</b></p> <p><i>1. 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> <p><b>Findings:</b></p> <ul style="list-style-type: none"> <li>• Structured problem solving and abstraction of SNT officers had been identified as areas for improvement by HMIC in 2016 and 2017.</li> <li>• The CC provided assurance that a lot of work had been undertaken in respect of problem solving since the last inspection. This included the development of a new problem solving ICT platform, the identification of senior and local problem solving leads, delivery of a number of problem solving days and ongoing activity through the Change team to embed problem solving approaches.</li> <li>• The CC confirmed that SNT officers are no longer being abstracted to other duties. Whilst there is some flexibility in areas with less demand where SNT officers are expected to have a modest caseload, SNTs in busier areas are protected to enable those officers to undertake structured problem solving with partners.</li> </ul>	

**Protecting vulnerable people and supporting victims**

2. *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 re-assessment of the risks that victims face so that safeguarding support can be prioritised.*

**Findings:**

- The CC acknowledged that the threat faced by victims of Domestic Abuse (DA) fluctuates over time, and a different response in regards to deployment may be required as a result.
- A new process has been put in place which includes the Incident Progression Teams and supervisors in the OCC who reassess every unresourced domestic incident every day to continually assess vulnerability.

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’ (OC16), and rectify this to ensure that it is pursuing justice on behalf of victims of domestic abuse.*

**Findings:**

- West Mercia was deemed an outlier in regards to OC16 and HMICFRS are interested in the forces understanding of OC16 use.
- The DCC confirmed that work was being undertaken to better understand this. This includes audits and reality testing to determine the contributing factors. The force is also utilising learning from Hampshire who were in a similar position.
- As a result of this work, changes are being made to the use of diary car appointments and the way in which outcomes are recorded on the system.
- Use of outcome 16 in domestic abuse cases will continue to be monitored and scrutinised as part of the 12 point action plan for DA.

**Tackling serious and organised crime**

4. *West Mercia are currently graded as inadequate in respect of tackling serious and organised crime. There were 5 recommendations identified in the report, a number of which were flagged by inspectors in 2016.*

*An update was provided around governance arrangements, engagement with partner agencies and Organised Crime Group (OCG) mapping.*

**Findings:**

- The CC gave assurance that the force now has the right processes and structures in place. The initial feedback from partners and HMICFRS has been positive and a further peer review has been

	<p>scheduled for October 2018.</p> <ul style="list-style-type: none"> <li>• Governance is provided through the West Mercia Delivery Group. The group meets fortnightly, is chaired by the ACC and is also attended by a PCC representative.</li> <li>• The group is focused on recommendations in relation to SOC and progress is scrutinised against the actions in the improvement / action plans.</li> <li>• The DPCC asked whether Serious Organised Crime Joint Action Groups (SOCJAGs) were established in every area.</li> <li>• The CC confirmed that the meetings were set up in each county. There was now consistency around agendas, attendees and terms of reference. Issues remain with some partner agencies not attending these meetings. This is being escalated to the ACC so he can make contact with the relevant partner Chief Executives.</li> <li>• The CC stated that there were still some issues with data sharing from partner agencies. This is being fed through the PCC's Crime Reduction Board.</li> <li>• The DPCC asked for an update on the number of mapped OCGs and how this compares with most similar group (MSG) forces.</li> <li>• There is growing confidence that the force is applying the appropriate criteria and that the number of mapped OCGs is correct based on current evidence.</li> <li>• A discussion took place regarding the value of comparing numbers of OCGs with MSG forces. This is something that should be raised with HMICFRS.</li> </ul>	
<p>2.1.2</p>	<p><b>PEEL Efficiency 2017</b></p> <p><i>a. Both the 2017 inspection and the forthcoming Integrated PEEL ask how well a force understands demand. Is the CC confident that the force now fully understands both the current and future demands for its services and can demonstrate that resources have been aligned to it?</i></p> <p><b>Findings:</b></p> <ul style="list-style-type: none"> <li>• The DCC emphasised the importance of not just understanding demand, but also the areas of demand which can be successfully driven down through targeted prevention work.</li> <li>• Predicative analytical products were being used by local command teams to anticipate, prevent and / or plan for future demand.</li> <li>• Following the implementation of the new operating model in April 2018, resources are better aligned to demand.</li> <li>• However this interim operation model was based on analysis of 2016/17 data. Since this time, there has been a significant uplift in demand. The analysis needs to be refreshed and also expanded to include demand associated with investigations. This work is being reported through the Change team.</li> <li>• Data and anecdotal evidence also suggests that the 1 hour efficiency savings through mobile technology anticipated as part of the new</li> </ul>	

	<p>model have not yet been realised. This is in part due to issues with the underlying ICT infrastructure.</p> <ul style="list-style-type: none"> <li>• Changes to the ICT infrastructure are being explored, but this is a longer term piece of work.</li> <li>• The CEx highlighted the importance of workforce planning and recruitment rates in aligning resources to demand.</li> <li>• The DCC is exploring options in regards to recruitment as well as looking at tangible options for resolving capacity issues beyond recruitment of additional officers.</li> </ul> <p><i>b. What assurance can be given that future savings plans are robust and clearly defined to ensure that efficient services are delivered and will continue to be delivered which provide value for money?</i></p> <p><b>Findings:</b></p> <ul style="list-style-type: none"> <li>• The CC is confident that the savings plans will be delivered on time and that steps are being taken to ensure they are sufficiently robust. There will be sufficient time before the OPCC – Chief Officer planning day to further brief the PCC on the West Mercia position.</li> <li>• The CEx asked for assurance that workforce planning was adequate.</li> <li>• The CC confirmed there were solid plans in place, however alliance considerations needed to be better understood in relation to the prioritisation of recruitment across the forces.</li> </ul>	
<p>2.1.3</p>	<p><b>PEEL Legitimacy 2017</b></p> <p><i>a. What reassurance can the CC give that the differences in officers' understanding of when an arrest is necessary and their use of powers has been addressed?</i></p> <p><b>Findings:</b></p> <ul style="list-style-type: none"> <li>• The CC stated that additional training around arrest necessity had been incorporated into OST training and training for new recruits. Dip sampling and additional checks are also being undertaken.</li> <li>• The DCC provided assurance all recommendations and areas for improvement are monitored by the HMICFRS team within the alliance. This area for improvement has not been flagged as an issue and was not a cause for concern.</li> </ul> <p><i>b. What reassurance can the CC give that there is appropriate supervisory oversight in place to scrutinise the use of force by officers?</i></p> <p><b>Findings:</b></p> <ul style="list-style-type: none"> <li>• Governance is in place via the Stop and Search Board which is chaired by the ACC.</li> <li>• Data on use of force is now being provided by ASI and will allow for trends to be identified going forward. Dip Sampling is also being undertaken.</li> </ul>	

	<ul style="list-style-type: none"> <li>• Body Worn Video (BWV) had proved to be a very useful tool in regards to monitoring use of force.</li> </ul>	
<b>3</b>	<b>OPERATIONAL AND REPUTATIONAL OPPORTUNITIES AND RISKS</b>	
	<ul style="list-style-type: none"> <li>• There was a critical road traffic collision (RTC) on 30th July 2018, causing disruption to the M5 and the wider roads network in the region. An internal review will be undertaken of the incident.</li> <li>• A further EDL march was being planned for September 2018.</li> </ul> <p><b>Actions Arising:</b></p> <ul style="list-style-type: none"> <li>• The DPCC to be provided with an update following the RTC review.</li> </ul>	
<b>4</b>	<b>CHIEF OFFICER MEETING / EXECUTIVE BOARD - UPDATE</b>	
	No items to update	
<b>5</b>	<b>AOB</b> None	
<b>6</b>	<b>CONFIRMATION OF NEXT MEETING TYPE / DATE / TIME / VENUE:</b> Performance meeting Tuesday 28 August 2018, 10:30, Room 1.38, Hindlip	