

## Monthly Assurance Meeting October 2018 – Meeting Notes

Date: Friday 26 October @ 10:00  
 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)
	Anthony Bangham	Chief Constable (CC)
	Amanda Blakeman	Deputy Chief Constable (DCC)

<b>Apologies:</b>	Tracey Onslow	Deputy Police and Crime Commissioner (DPCC)
	Andy Champness	Chief Executive for the Police and Crime Commissioner (CEX)

1.1	OUTSTANDING MATTERS / ITEMS BROUGHT FORWARD	ACTION
	There were none.	
2.	<ul style="list-style-type: none"> <li><b>HOLDING TO ACCOUNT</b></li> </ul>	
2.1	<p><b>Performance against the Safer West Mercia Plan:</b></p> <p><b>1. <u>Demand</u></b></p> <p><b>The interim policing model</b></p> <p>The PCC commented that a revised shift pattern had been introduced in April to better align resources to deal with peak demand and asked the CC for assurance on how any of the benefits could be achieved following a reversal back to the old shift pattern. In response the CC and DCC said:</p> <ul style="list-style-type: none"> <li>The Incident Progression Team (IPT) is being used to clear demand during the day so officers have more capacity to deal with the peak during the night time. The IPT also manage the diary car, releasing an officer back onto shift and are able to carry out domestic violence prevention orders.</li> <li>There is still work to do as the IPT won't entirely manage the 10% of</li> </ul>	

	<p>demand the slip shift changes were meant to address. The ACC will be engaging with the Police Federation in the New Year, to work on demand modelling and shift patterns for the future.</p> <ul style="list-style-type: none"> <li>• File builder has been introduced in the north of the force area and will be extended to the south. This system enables officer to more effectively prepare post charge files and the time saved will give officers more time to manage demand.</li> <li>• A resolution team has been established in the north of the force area with a wide remit to deal with non-emergency incidents. A similar team is being established in the south of the force area.</li> </ul> <p>The PCC said that his perception was that Special Constables were not always seen as an additional resource and asked the CC whether there is an appropriate system in place to ensure Specials are being fully utilised to help meet demand.</p> <p>The CC responded that local managers should have a good understanding of the availability and skill set of their Special Officers so that their use can be built into the local management of resources. However the CC is not confident that they are utilised effectively in all areas</p> <p><b>ACTION: A meeting to be arranged for the PCC, CC and ACC to discuss the use of Specials and update on Op Vesta. (policing in Telford)</b></p> <p>At two recent meeting it had been stated that a focus in managing 999 call demand would reduce the response to 101 calls. The PCC asked the CC how he would ensure public expectations are managed so that this is understood. The CC and DCC responded:</p> <ul style="list-style-type: none"> <li>• It is important that the public understand that 999 calls are the priority and will always be responded to.</li> <li>• The CC is not confident that the force are getting across the right message to communities. This includes the public understanding that they can help as well.</li> <li>• The control room is becoming more responsive to using social media to warn people that the service is busy.</li> <li>• The wide promotion of the mobile numbers of SNT officers has helped to remove some of the demand in the control room.</li> <li>• The work to reduce demand links into the move to the Single Online Home, which is expected to take place in June or July 2019.</li> </ul> <p>The PCC asked for reassurance that corporate and strategic benefits are not lost when resourcing decisions are agreed locally rather than through the central duties system. The CC response was that while there needs to be a corporate level of understanding of resource requirements it is possible for local decisions to be made on a risk basis. The central duties</p>	<p>PCC / CC</p>
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	<p>function is needed, but there is a disconnect between duties at the centre and the Chief Superintendents who are responsible for managing the service.</p> <p>The PCC had been told that the duties team did not have access to a corporate smart phone and would access the officers' WhatsApp' groups using their own phones and queried the lack of smart phones. The CC questioned whether this was the role of duties or line managers, but did acknowledge that there had been a cultural issue around the issue and efficient use of smart phones across the organisation. This is to be addressed by Business Services who would be proactively engaging with the workforce to determine who needs smart phones etc to work more efficiently.</p>	
	<p><b>2. <u>Digital channel shift</u></b></p> <p>The PCC asked if the CC was satisfied that the force had fully evaluated phase one of the digital channel shift project and could demonstrate what difference it had made. The CC responded that it was hard to quantify whether it had made any difference. The PCC said that it was important to do more digital channel shift work and to try new ideas, but recognise that it won't always work.</p> <p>The 'report a crime' function has been switched off on the force website. The PCC has been told this is because of GDPR and queried if and when it could be brought back into use. The CC responded that this decision should have been made on a risk basis and would look into getting it reinstated.</p> <p><b>ACTION: The DCC to review whether the crime reporting function can be switched back or whether an alternative can be implemented</b></p>	
	<p><b>3. <u>Visibility</u></b></p> <p>The PCC questioned whether PCSOs and Specials are able to fully utilise mobile technology to increase visibility and said that if there was a financial resource implication then he should be made aware of it. The CC responded that there was no reason for any delay in them having this technology. The more PCSOs and officers are able to work remotely and agilely the better, it won't necessarily impact on demand but would improve visibility.</p> <p>The PCC asked the CC what he considers to be the role of supervisors in optimising the use of mobile data amongst frontline officers and if he is satisfied that this is achieved. The CC responded:</p> <ul style="list-style-type: none"> <li>• Morale and other issues are impacting on supervisor ranks at the present time as a consequence they often struggle to keep on top of their reactive role.</li> <li>• The number of supervisors is to be reviewed to help address this</li> </ul>	

	<p>including a Sergeants promotion board in November, which would also be advertised externally. This would be accompanied by a personal message from the DCC confirming that the alliance announcement would not impact on this process.</p> <ul style="list-style-type: none"> <li>• The rank of sergeant is influential and these officers can have a big impact on the organisation.</li> <li>• Some work has been done to try and understand and address what is ‘tying’ supervisors to their desks. This is starting to lead to improvements.</li> <li>• Sergeants should be optimising any quiet time they have to do their supervisory work.</li> </ul> <p>The PCC commented that in 2018 visibility isn’t just about having a physical presence but also a digital one and asked whether the force is using and exploiting its digital presence to the maximum. The CC responded that some individual officers and teams were very good, others not so. SNTs have engagement and visibility plans, but what is key is their delivery. Officers need to understand their communities and engage with them in a way that suits the community. Having two communications leads in place will help determine what is right for local communities.</p> <p>The PCC said he had recently attended a local parish council meeting where the PCSO was shared between two SNTs but appeared well known and everyone was positive. In contract at another local council meeting where a newly promoted inspector was working really hard to work with the council the perception was negative.</p> <p>The PCC asked the CC if he was confident the work on visibility would change perceptions. The CC replied that some town and parish councils were positive but the message back from others is always that the police are never seen. This is in part about managing expectations but also about being able to demonstrate what is being done. If councils don’t see or understand their policing service then negative perceptions will not change.</p> <p><b>ACTIONS:</b></p> <p><b>The PCC’s town and parish survey results to be included in meeting on OP Vesta and the Use of Specials referred to under Demand</b></p> <p><b>The PCC and CC to discuss as part of the holding to account programme for 2019 before it is finalised.</b></p>	
<p>2.2</p>	<p><b>HMICFRS inspection programme / Matters arising from the Service Improvement Board (SIB)</b></p> <p>The CC and PCC would be attending a meeting with HMICFRS and the Home Office to discuss progress in response to the PEEL Effectiveness</p>	

	inspection..	
<b>3</b>	<b>OPERATIONAL AND REPUTATIONAL OPPORTUNITIES AND RISKS</b>	
	The CC confirmed that the peer review findings into the death of police dog Ivy had been published the previous day.	
<b>4</b>	<b>CHIEF OFFICER MEETING / EXECUTIVE BOARD - UPDATE</b>	
	None	
<b>5</b>	<b>AOB</b> None	
<b>6</b>	<b>CONFIRMATION OF NEXT MEETING TYPE / DATE / TIME / VENUE:</b> Performance Meeting Tuesday 27 November at 10:00 am, Room 1.38	