

Monthly Assurance Meeting January 2019 – Meeting Notes

Date: Wednesday 30 January @ 10:00
 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)
	Anthony Bangham	Chief Constable (CC))
	Geoff Wessell	Assistant Chief Constable (ACC)
	Natasha Noorbakhsh	Policy Officer
Apologies:	Tracey Onslow	Deputy Police and Crime Commissioner

1.1	OUTSTANDING MATTERS / ITEMS BROUGHT FORWARD	ACTION
	<p>Action arising from the November 2018 meeting:</p> <p>Integrated Victim Management</p> <p>The implementation, delivery and effectiveness of IVM was raised at a number of meetings during 2018 and a full update and review of IVM at the January meeting was agreed in August 2018. The update provided should include and or address the following:</p> <p>IVM across the LPAs</p> <ol style="list-style-type: none"> 1. Provide clarity around what the IVM model is in the north and south of the force 2. Explain how partners / partnerships are engaged in these processes, particularly if they are able to refer victims into IVM for consideration. <p>Outcomes of IVM reviews</p> <p>In August 2018 it was said that the aims / outcomes and delivery of IVM were being reviewed against the capacity of the small teams involved.</p> <ol style="list-style-type: none"> 3. Explain the outcome of this work. 4. Clarify the strategic direction for IVM in 2019/20. <p>Governance - Provide clarification around the governance in place for IVM.</p> <p>Performance / Management Information</p> <ol style="list-style-type: none"> 5. Provide a more detailed explanation as to how the monthly report referred to in November 2018 tracks victims on the cohort. 	

	<p>Explain how repeat victim data is used to identify victims suitable for IVM</p> <p>Update:</p> <p>The PCC asked the CC to confirm the rationale for any changes with IVM. The CC responded:</p> <ul style="list-style-type: none"> • He was not convinced that IVM was an effective model for West Mercia. • The DCC had looked at the model and concluded that it seems to work in Warwickshire, but not so well in West Mercia. • IVM was to be incorporated into a wider ranging review of customer service delivery. The impact of this review will not be known for a period of time. <p>The PCC commented that the latest quarterly public confidence figures show a reduction in confidence in West Mercia Police and that ‘follow up’ remained an issue. The resolution centre in the north of the force appears to provide an improved response to meeting the needs of victims and the PCC asked for assurance that it was effective. The CC responded that while there has been good progress in Telford, the biggest challenge is to secure consistency across the 5 local policing areas. This was a key role of the two Chief Superintendents. The confidence figures will remain a challenge and be difficult until there is an improvement.</p> <p>The PCC challenged the CC to explain how the force is strategically trying to address the police and crime plan priority of <i>putting victims and survivors first</i> as he felt this was unclear. The CC / ACC replied:</p> <ul style="list-style-type: none"> • The force is working more strategically with partners. • The resolution centre offers a timely, responsive service by the right people and should result in improving satisfaction. • It was rolled out in the north of the force first as a result of resource issues, in response to unresourced incidents. • Resolution needs to be owned and gripped by local policing, who need to work together with the OCC. • Follow up issues need to be addressed. <p>The PCC asked what the CC would do if he were the PCC and needed assurance that the force was strategically addressing the police and crime plan priority. The CC responded that he would want to have a clearer agreed direction on how an improved victim service would be delivered and suggested a plan with a timeline would be helpful. It should be possible to articulate the wider service delivery into a plan. The PCC agreed but would want the cohort of prolific victims to be considered.</p> <p>Actions arising: Within two weeks the CC to provide a plan of strategic delivery with timelines in line with the police and crime plan</p>	
<p>2.</p>	<p>HOLDING TO ACCOUNT</p>	

<p>2.1</p>	<p>Performance against the Safer West Mercia Plan:</p> <p>1. <u>Digital Forensics</u></p> <p>Following a more in depth scrutiny of digital forensics in 2017 a written update report on the service was provided for the PCC in March 2018. The PCC acknowledges the considerable work undertaken by the force to achieve accreditation for digital forensics in 2018. Attaining and maintaining accreditation is an ongoing process which puts significant demand on the Forensics Department and has contributed to the increased backlogs.</p> <ol style="list-style-type: none"> 1. Performance management data shows that there is an increasing backlog in the HTCUC. Can the CC outline what action is being taken to mitigate this backlog? 2. What reassurance can the CC give that activity is prioritised and risks managed? 3. Can the CC give reassurance that the force can achieve the national standards whilst providing an effective and efficient service to operational officers and staff? 4. Performance data provided in March 2018 showed that over a third of kiosk operators in West Mercia hadn't undertaken a single examination within the last quarter (Jan – Mar 18). Can the CC provide an update on the use of kiosks by trained personnel? 5. Is the CC satisfied that there is now a suitably robust performance management system in place around digital forensics? 6. The £1.54M budget for an upgrade to the forensic estate has recently been increased by an additional £800k from the capital estates to provide the Digital Forensic Unit (DFU) with an improved uninterrupted power supply. Is the CC satisfied that future digital capabilities and requirements are sufficiently understood to ensure that the current investment will provide the infrastructure required to provide an efficient DFU? <p>Findings</p> <p>The update in the weekly performance dashboard is starting to show a stabilised picture for digital forensics, but there is still a backlog. The CC commented that the available data only showed a limited breadth of performance information and that the digital forensic unit (DFU) is working with the force performance team to widen the data available to improve it.</p> <p>The PCC questioned how the CC could be confident with resourcing and performance using the available management information. The ACC responded that he was confident on a daily basis the workload was being prioritised and the high risk cases were identified and actioned. Over the last three months the backlog variation was between 865 and 893, with between 37 to 60 new cases (average 52 pw) into the unit every week.</p>	
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This showed that the same workload volumes were being maintained, despite the estimated 20% uplift in time to process cases because of accreditation standards.

The PCC questioned how confident the CC was that performance management information was providing an accurate assessment of the backlog and was told that it is reliant upon professionals within the unit reporting the numbers using manual processes.

The PCC questioned why the number of people actively using the kiosks remained low compared to those who had completed the training. Assurance was given that there is no delay in kiosk turnaround and performance is good. What has happened is that locally certain individuals have become experts whereas others are not so competent.

The PCC asked whether staff would need to be retrained for accreditation and was told that the kiosks were soon to be subject to ISO accreditation. The ISO accreditors see the trained cadre as being too large and as a consequence a dedicated operator approach may be the way forward.

The PCC commented that he had recently agreed to an extra £800k of investment into the digital estate over and above a previously agreed project cost. Accepting that the additional costs were in part a client issue, the PCC asked for assurance that the issues leading to this were fully understood and owned. The CC responded that the issue of an interrupted power supply (USP) and project overspend had been explored and he acknowledged that there hadn't been enough strategic grip of the project.

The PCC asked for assurance that the investment being made now would provide sufficient for the unit's operating requirements. The ACC explained that a USP was critical to enable systems to run over night and prevent blips in power which leads to hours of work being destroyed. Allowing for wider IT infrastructure limitations, the investment is fit for purpose in the here and now but the nature of the work means there is no guarantee that further investment won't be needed in the future.

The PCC questioned how performance management is looked at and how the Superintendents were aware of what was being submitted by their area impacted on demands in the DFU. The CC responded that the Service Improvement Board is used to look at strategic issues, but this is not where demand is addressed. The Chief Superintendents are there to drive delivery of strategy and the Superintendents should be held to account by them. The ACC said he had been holding quarterly performance meetings with service heads but recognised this should be for the Chief Superintendents, who in turn would brief the ACC.

The PCC asked the CC how he would seek to change the governance role of senior leaders. The CC responded that he wants to see a shift with the Chief Superintendents meeting with the Superintendents with fact

	<p>based agenda. It is the Chief Superintendents that the Chief needs to hold to account.</p> <p>The PCC said that it was likely he would want to bring digital forensics back to a future holding to account, but it was likely that this would happen virtually, rather than at a scheduled meeting.</p> <p>The PCC commented that the work done by the unit to attain accreditation was impressive and not to be underestimated.</p>	
	<p>2. <u>Demand</u></p> <p>In October, revisions to the shift patterns, the implementation of Incident Resolution Teams in the north and south of the force area and the introduction of file builder were included in the discussion as to how the force is seeking to better manage demand.</p> <ol style="list-style-type: none"> 1. What reassurance can the CC give that the changes implemented are having a positive impact? 2. The volume of unresourced incidents continues to fluctuate across the LPA's and a number of LPA's are consistently failing to be within the agreed acceptable level. Is the CC satisfied that there is sufficient identification and management of risk around incidents? 3. Can the CC outline the force's long term approach to reducing the number of unresourced incidents? <p>The PCC asked whether the changed to the shift patterns were having a positive impact on demand and was told :</p> <ul style="list-style-type: none"> • The signs are that it is improving, but some investment won't be seen for the next 12 months. • Shift patterns have been improved and there is better control room consistency, blips still occur but the force is starting to manage demand better. • It is recognised that there is still inconsistency between the north and south of the force and the next stage is for the two local policing Chief Superintendents to understand these differences. • Work is being done to increase the organisations capacity to respond to demand by removing hindrance factors, including the introduction of file builder. • Stability of service is improving in the OCC. When volumes have gone up the service has been maintained. The 101/ non-emergency response is also more stable. The previous weekend had seen call levels equivalent to a normal weekend in July, resulting in a slight reduction in performance, but the OCC had coped. • There has been an increased understanding and use of THRIVE to help manage demand as it enables officers to prioritise and think more 	

	<p>widely about issues, improving customer service.</p> <ul style="list-style-type: none"> • More needs to be done to understand of all the 101 calls coming in how many are being resolved by the OCC and how to widen the number of pathways for resolution out of the OCC. • The previous week had seen a significant uplift in the number of unresourced incidents, other than in Herefordshire, which is a consistent outlier. This needs to be understood when balancing resources. • The activity around reducing demand is becoming more structured, this in part as a result of the knowledge the ACC has brought into his role. 	
	<p>3. <u>Recruitment</u></p> <ol style="list-style-type: none"> 1. A primary objective of the force’s Diversity and Inclusion Strategy is to recruit and retain a workforce that is representative the communities they serve. Can the CC provide any indication as to whether the recent drive to recruit an additional 100 officers will have any positive impact on the diversity of the workforce? 2. If the PCC’s budget proposals are accepted, the force will be able to recruit a further 115 officers. How will the CC utilise this further recruitment activity to increase diversity? 3. Can the CC provide a refreshed projection chart taking into account the proposed 115 officers? <p>Findings:</p> <p>The CC explained that there was a tension in the recruitment system as a result of a push to make it easier for those already in a service such as paramedics and military to get into the police. These services are already less diverse than the police and recruiting from them does not improve diversity.</p> <p>Looking across all strands of diversity then numbers are improving, there are more women recruits for example and the force is becoming more inclusive but it remains a struggle to recruit visible BME individuals.</p> <p>The PCC asked the CC to look forward a year to when there may be over 200 additional officers and to think whether he will be more satisfied with the mix of officers then than he is now. The CC responded that more diverse and qualified officers were being sought and there was a need to tap into a different market. Police Now and the Direct Entry Scheme were helping to achieve this but there is a long way to go. Unless something different is done then in a year from now there may have been a lost opportunity.</p>	

<p>2.2</p>	<p>HMICFRS inspection programme / Matters arising from the Service Improvement Board (SIB)</p> <p>In October 2018 Staffordshire Police concluded their peer review into the death of PD Ivy and submitted a number of recommendations into the handling and welfare of West Mercia Police Dogs. The report and the proposed actions in response to the review were published on the force website.</p> <p>Can the CC confirm that the 12 recommendations to be actioned before the end of December have been implemented and provide an update on progress in relation to the 5 which were to be addressed by the end of March 2019?</p> <p>Findings</p> <p>The CC provided assurance on the progress made and confirmed all but one of the recommendations had been completed and that this would be soon be concluded.</p>	<p>DPCC</p>
<p>3</p>	<p>AOB</p> <p>HMICFRS would be providing chief officers with a hot debrief that afternoon following their two week on site inspection.</p>	
<p>4</p>	<p>CONFIRMATION OF NEXT MEETING TYPE / DATE / TIME / VENUE:</p> <p>Thematic on Child Vulnerability, Tuesday 26 March, 10:00am Room 1.38</p>	