

Monthly Assurance Meeting September 2019 – Meeting Notes

Date: Tuesday 24th September 2019 @ 10:00
 Chair: John Campion
 Minutes: Charity Pearce, Assistant Policy Officer, OPCC
 Venue Meeting Room 1.38 – Hindlip

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

1.	OUTSTANDING MATTERS / ITEMS BROUGHT FORWARD	ACTION
1.1	<p>Actions arising from the August 2019 meeting:</p> <p>Serious and organised crime (SOC) (from matters arising) DCC to seek further clarity from ACC Wessell regarding the force performance reporting and understand the documents that can be shared with the PCC.</p> <p>Update: Prior to the meeting the PCC was provided with a copy of the SOC performance document and the PCC has been added to the circulation list. ACC Wessell is satisfied that the document is where it needs to be at the moment but that it will be subject to future changes The CC added that the information needs to be available to all and needs to be integrated into the monthly performance report.</p> <p>HMICFRS inspection programme / Matters arising from the Service Improvement Board (SIB) OPCC to revisit in a month to understand whether the answers have already been provided (HMICFRS Policing and Mental Health picking up the pieces).</p>	

	<p>Update:</p> <p>In total there were 5 recommendations made by HMICFRS, ACC Wessell provided a brief overview of the recommendations and the work being undertaken: the national definition has been adopted and all mental health training is now complete. The force are reporting on the required information nationally but more work is being done within the force to provide a more comprehensive picture. ACC Wessell wants to have a greater understanding of the mental health data such as how long each incident takes.</p> <p>The PCC highlighted that lots of money had been spent on Boxi to fix these performance issues. The CC responded that this is a broader issue, there are a number of gaps affecting the fullness of performance data and a solution needs to be found. Boxi was in place pre PCC to be the solution but there are still the same issues, either the system cannot be managed or the wrong system has been purchased. ACC Evans added that there is an opportunity to bring together knowledge and understanding from different departments in order to proactively inform the force.</p> <p>The PCC asked whether there had been enough focus when meetings hadn't occurred. The CC said that if the meeting doesn't take place it doesn't mean the work stops it just makes it harder for the chair to collate the information but agreed that there needs to be tighter governance on this.</p> <p>Action arising from the May 2019 meeting:</p> <p>Outcome 16 performance Use of Outcome 16 to be brought back in the September meeting.</p> <p>Update: Poor performance previously identified has not improved, the force are a significant outlier. The CC said this issue was taken away from the May meeting and he has no doubt that work is being done but it doesn't change that there is no difference to Outcome 16 performance. The force need to reflect on why nothing has changed.</p> <p>ACTION: The PCC to bring Outcome 16 back at the end of the year.</p>	
<p>2.</p>	<p>HOLDING TO ACCOUNT</p>	
<p>2.1</p>	<p>Local Policing</p> <p>1. Wellbeing and development</p> <p><u>Capacity of trainers to train new recruits</u></p> <p>The PCC referenced the recent recruitment drive and the pride and enthusiasm of new officers and sought reassurance that there is the right support, tutoring and supervision in place for new officers to ensure that</p>	

	<p>this continues. The CC said that new recruits will quickly get an alternative view but he is confident there is the right balance as there are enough new officers to challenge any older cynical thinking.</p> <p>The PCC then asked whether there is enough strategic oversight in place to increase the chance of new officers being positive. The CC and ACC Evans responded:</p> <ul style="list-style-type: none"> • Chief Officers recognise that a lot of people don't share the positive views and this can be frustrating. They need to be ensure that tutors are pushing positive messages out and not being complacent. • If tutors are negative then there is a chance that new officers will also become negative. • As officers are being promoted to sergeants they are focused on making sure they are getting the right people through. There are a number of continuing professional development (CPD) modules available as it is a critical position in the force. <p><u>Impact of move away from central L&D delivery to localised CPD days and bitesize learning on shift.</u></p> <p>The PCC asked if the CPD model was having a positive impact and whether it is being tailored around existing force priorities. The CC responded that he isn't confident that areas Chief Officers recognise as being a priority are being delivered on the ground. Sometimes other topics, which are also important are pushed in and crowd the agenda.</p> <p>The PCC commented on the year of wellbeing and asked if there is enough capacity for a consistent standard of care for staff and officers. ACC Evans answered that he doesn't think there is enough grip on occupational health. The CC agreed and added that he sees focus on activity that sounds good but misses the fundamentals.</p> <p>The PCC added that it is worrying to hear those leading are not confident and asked what the CC would be doing about it. The CC responded that current meetings stand-alone from the force and its priorities, a new People Strategy Board will bring both strategies and priorities together.</p> <p>ACTION: The PCC said that this is an area that need to be revisited, as he needs to understand the benefit of year of wellbeing.</p>	
	<p>2. <u>Engagement</u></p> <p><u>Consistency in the use of Social Media (Twitter, Facebook etc.).</u></p> <p>The PCC believes the force doesn't get good coverage on social media for what is done in the community. He highlighted that the force have 141</p>	

twitter accounts and 9 Facebook accounts but sought assurance that there is governance in place to drive consistency and focus on social media. ACC Evans said that the use of social media has improved and there is some fantastic work. He acknowledged that there are inconsistencies across policing areas so the force have linked in with the national NPCC social media lead to better understand how to utilise social media. As a result a 1 month pilot will be run in Telford where all twitter accounts will be combined into one with the aim of being easier to monitor and engage with the public. This is being supported by a digital comms officer to better understand its interactions.

The PCC said it was his contention that twitter is about talking with other professionals and Facebook is the most commonly used platform for the public so should be used more by officers. Wyre Forest was used as an example of a Facebook group that has good engagement but the PCC raised that it is only contributed to by a couple of officers. He asked the CC how social media will be embedded as business as usual and not optional. The CC and ACC Evans said:

- Not everyone naturally uses social media but an additional post is being recruited, one in the north and one in the south of the force to provide support.
- They understand that more work needs to be done but they highlight that some communities may prefer information elsewhere such as newsletters.
- The force needs to get to a standard of a minimum level of engagement is for attending council meetings, schools and so on.
- An engagement plan is in place for each local policing area. This plan links in with other things such as the confidence strategy.
- The appointment of a new Chief Superintendent in October who will drive activity will help to mitigate the inconsistency between the north and south of the force.
- ACC Evans is happy for a member of the OPCC to attend the Local Policing Strategic Board.

The PCC acknowledged the confidence strategy and asked if there was anyone monitoring the overarching strategy. The CC responded that there is no longer a confidence board but there doesn't need to be a meeting for everything, the DCC works through activity with both ACC's.

Reassurance about the contact and accessibility of Local Policing Teams through all channels (Face to face, emails, telephone contact) - for example phone numbers in the email signatures of SNT officers.

Prior to the meeting the PCC carried out some dip sampling of SNT automatic email responses to understand what information the public would receive if contacting their local SNT.

The PCC highlighted his concerns around the lack of personal contacts and inconsistencies on the automatic email response and asked if he repeated the dip sampling in 3 months' time whether it would be better or

	<p>worse. The CC and ACC Evans said:</p> <ul style="list-style-type: none"> • They are confident it will be better in 3 months' time. • The quality checking was something that had never been done before but that it was helpful and identified some IT issues that are now being rectified. • The Local Policing Strategic Board will pick this up and continue to monitor any inconsistencies. • Sometimes differences are seen between the posters presented on the front counters at different stations that may be run by the same Inspector. It identifies that more needs to be done to share best practice and get the right people into leadership roles. <p><u>Use of community meetings to address local concerns.</u></p> <p>The PCC asked the CC if he was confident that the force is using local networks and connections to address community priorities and reassure the public. ACC Evans said that he is confident engagement is fantastic in all areas, he is comfortable that there are differences locally as different communities engage differently. The recent HMICFRS inspection said that the engagement undertaken by SNTs was good.</p>	
	<p>3. Policing priorities</p> <p><u>The impact of central policy (Confidence, Victim Satisfaction Plan, SOC and Problem Solving) in local policing.</u></p> <p>The PCC sought reassurance that frontline officers are 'seeing past the obvious' to ensure all victims have access to appropriate support.</p> <ul style="list-style-type: none"> • They acknowledged that more work needs to be done and as a result of the demand project steady improvements have been seen across LPAs. • Significant improvement has been seen in Telford and the force understand why and will share this best practice across other force areas. • There is a communication plan in place that has already meant all staff have been briefed on Victim Advice Line. • A technical glitch has been identified that prevented victims being referred to VAL and this is going to be rectified. <p>The PCC sought reassurance that the journey to increase VAL referrals is consistent across policing areas. The CC said that the performance in West Mercia is fascinating as it is so different across each of the policing areas, likely due to how leadership is received.</p> <p>The PCC asked whether the CC was confident he understands the</p>	

	<p>reason why there are inconsistencies in confidence and whether he is comfortable with it. The CC and ACC Evans answered:</p> <ul style="list-style-type: none"> • They are proud of where the force are in terms of public confidence in the police. • They have taken the data to try and understand why Shropshire and North Worcestershire are outliers, and are always trying to understand what can be done better. The force has taken sufficient data to ensure it understands why there are inconsistencies. • New officers give the force a better chance and the introduction of new policing teams will allow for recalibration around what is going on from local police stations. <p>ACTION: ACC Evans to share bespoke ongoing work with PCC.</p> <p>The PCC acknowledged work taken to change SNT role profiles but sought assurance that the new role profiles will drive change. The CC responded that he believes that people in SNT roles are largely those that want to make a difference, there is some crossover into patrol officers. ACC Evans agrees that SNT officers are good quality and there are not many vacancies but when there is someone who has a good track record is chosen to fill gaps.</p> <p><u>Use of PCC funding to achieve outcomes locally (e.g. LPCAF).</u></p> <p>The PCC asked if the LPCAF is being used to its best effect and if positive outcomes are being seen. ACC Evans said that he now gives this process more scrutiny than he previously has to be clear on where there is underspend and what it is being spent on. In the focus groups undertaken prior to the meeting officers were confident of what it was and how they could access the funding.</p>	
	<p>4. <u>Interface of local policing</u></p> <p><u>Intersection between local policing and protective services i.e. protective services perceived to lead on SOC however there is a clear need to embed SOC into local policing- how do the two work together; move away from Protective Services specialisms etc.</u></p> <p>The PCC acknowledged the good work around Serious and Organised Crime (SOC) and the rating of 'good' in the latest HMICFRS inspection. He sought reassurance that the change and understanding is fully embedded. The CC said he is confident SOC is properly understood, the work ACC Evans has done around it and keeping a tight grip on it is what has made the difference. This leadership role needs to be kept tight to keep the focus and prevent performance declining again.</p>	

	<p><u>Effectiveness of LPPT teams in reducing crime.</u></p> <p>The PCC acknowledged that the LPPT team have been operating for a while and asked if the CC was confident that the LPPT is not seen as a separate project but is integrated into local policing. The CC responded that he is confident the teams are embedded and being used. ACC Evans said they had been difficult to set up due to a lack of resources but are a fantastic addition to local policing. They have been very effective and their performance is regularly reviewed to ensure a fair spread across policing areas.</p>	
	<p>5. <u>Demand</u></p> <p><u>Crime prevention and problem solving activity to reduce demand.</u></p> <p>The PCC acknowledged he was aware of work being undertaken around reducing demand. He sought reassurance that once concluded the force will be able to maintain the good work. ACC Evans responded that there is an improvement plan in place and he receives regular updates around the work going on. Any slippage in performance would provide an early indicator of a deterioration.</p> <p>ACTION: The PCC asked if he can use his convening powers to support the force in furthering the demand reduction activity being undertaken with partners. This is to be brought back to a future meeting.</p> <p>The PCC asked if the force were aware of the top 10 issues or agencies that cause them disproportionate demand. The CC and ACC Evans said:</p> <ul style="list-style-type: none"> • They are aware of the causes of demand but through professional knowledge and not performance data. Areas that cause significant demand have been identified and they are now being looked at as part of the next steps. • The force still need to help to reshape the roles of patrol and how they can cross to help others i.e. cross border. There needs to be a cultural change where different areas/roles ask for help earlier on and not just when things get extreme, more can be done to break down barriers and allow them to think differently. <p>ACTION: Demand Improvement plan to be shared with PCC.</p> <p>The PCC said that those involved with the creation of the We Don't Buy Crime Initiative had the drive and passion to make a difference and its success has led to more PCC funding. ACC Evans acknowledged the good work around the We Don't Buy Crime initiative and the proactive work with rural and business officers. The CC added that often when people move on so does the idea and drive behind it, they need to ensure that it becomes embedded into the force and is driven by leadership.</p>	

	ACTION: PCC intends to scrutinise investigations and patrol in a future holding to account meeting.	
2.2	HMICFRS inspection programme / Matters arising from the Service Improvement Board (SIB) No items	
3	AOB No items	
	CONFIRMATION OF NEXT MEETING TYPE / DATE / TIME / VENUE: Modern Slavery and Human Trafficking Monday 25 th November 2019.	