

Monthly Assurance Meeting November 2021– Meeting Notes

Date: Wednesday 24th November, 14:00 pm
 Chair: John Campion
 Minutes: Charity Pearce, Assistant Policy Officer, OPCC
 Venue Willison Room

	Name:	Capacity:
Attendance:	John Campion	Police and Crime Commissioner (PCC)
	Natasha Noorbakhsh	Policy Officer (JI)
	Paul Benfield	Finance Manager (PB)
	Alfie Bates	PCC Intern (AB)
	Pippa Mills	Chief Constable (CC)
	Julian Moss	Deputy Chief Constable (DCC)
	Damian Barratt	T/Assistant Chief Constable (ACC)
	Rachel Hartland Lane	Director of Business Services (RHL)

No.	Item	
1.	Outstanding Matters / Matters arising One action arising from April 21 meeting on the Positive action resource.	
1.2	<i>The DCC to provide an update on progress in recruiting the additional positive action resource.</i> The PCC asked why there had been such a low level of interest into the role and queried whether this was indicative of the culture within the organisation. The CC responded that they are looking at ways the role can work in a more agile way, once the job advert closes the force will review applicants. RHL added that they could easily post somebody into the role but they want to person to be passionate so felt it was better to have people apply.	

2.	Holding to account – Impact of the budget investment	
2.1	<p>Delivery of the Local Policing Charter/Implementation of Neighbourhood Matters</p> <p>The PCC acknowledged the good work to launch the policing charter but highlighted that the performance metrics showed variances between policing areas and asked how the CC would drive consistency. The CC responded that the force aren't quite where they need to be, they also need to improve how they quality assure. They have a workaround in the ensure officer contact details are accessible but it is important to recognise the differences in communities.</p> <p>The PCC queried that even in areas with similar communities there are still differences. The DCC responded that the inconsistency was due to getting set up. The lead for neighbourhood matters is based in North Worcester and they have seen exceptional results. Currently 13,000 people are signed up across West Mercia.</p> <p>The PCC asked if the CC was satisfied with the forces publication of Safer Neighbourhood Team contact details on social media to date. The DCC said that there is no update on the Single Online Home (SOH) workaround but Chief Officers have set a clear expectation that contact details will be published on all social media channels. The force don't want to put in place an interim measure if they don't have to.</p> <p>Following the implementation of Neighbourhood Matters and the good work seen in North Worcestershire. The PCC asked how best practice was used to improve performance in other policing areas. The DCC answered that the governance structures are in place. Best practice is shared at quarterly performance reviews with local policing command teams.</p>	
2.2	<p>Use of alternative channels</p> <p>The PCC welcomed the increased use of alternative communication channels but asked about the recent front counter consultation and how the findings will inform the development of the forces digital offer. The CC responded that headline data shows a welcome shift to online services and an uptake of digital desk. Initial testing for the digital desk has been done through Independent Advisory Group.</p> <p>The PCC flagged that he has received a number of concerns around changes to accessibility at police stations from members of the public, he sought reassurance that public are appropriately consulted when changes are made. The CC responded that they don't want to survey for everything and cause survey fatigue but will be featured throughout all strategies.</p>	

<p>2.3</p>	<p>Investment in the workforce</p> <p>The PCC welcomed the West Mercia's success in delivering the local uplift in officer numbers.</p> <p>The briefing note set out some of the challenges around having enough deployable resource with a further update provided to the PCC before the meeting.</p> <p>NN said that OPCC are working with the force around workforce planning and that the quarterly meeting is now monthly to ensure governance is in place for these issues. The CC added that frontline stabilisation work shows where the gaps are and will include future planning. There is a strategic plan in place to support the work. RHL added that the force have lots of data but are look at the meaning of it. Monthly meeting will allow them to be more dynamic in making decisions.</p> <p>The PCC added that he is looking forward to seeing the benefits and how it is translated to the public that the force are suffering despite an influx of new officers. The CC added that academic courses on problem solving will equip new officers with skills for a long career.</p> <p>The PCC sought reassurance that lessons learnt following 2 years of the PEQF model are captured and used to inform future recruitment. The CC said they are not at this stage yet, the evaluation will take place with other forces regionally. The DCC added that issues are discussed at national meetings, all forces are having similar issues with having enough deployable resource.</p>	
<p>2.4</p>	<p>Ensure frontline officers receive training in domestic abuse</p> <p>The briefing note set out that the force are moving away for the accredited 'DA Matters' training module. The PCC sought reassurance that any new training implemented will be of a similar high standard. The ACC said that DA matters training is great for raising awareness but has its limitations and needs to be made more operational. The force are looking to build on what is already delivered.</p> <p>The CC added that there may be an opportunity for input from partners including third sector support into a new training programme.</p> <p>The PCC asked if there would be a gap in delivery of training between the different programmes. The ACC responded that the force are working towards no gap in service delivery with new training to be delivered from April.</p>	

2.5	<p>Development and delivery of the forces leadership development programme (LEAD)</p> <p>The PCC welcomed the development of the LEAD programme but acknowledged that awareness of the programme is low. RHL responded that the force are working on an internal communications plan following original advertisement direct to team leaders. Rolling programme will capture what demand looks like and prioritise when resources are needed.</p> <p>NN highlighted that the accelerate programme has made least progress and that the force have failed to recruit into a key talent management role. RHL said that the force are looking at what the process will look like. The current fast track process doesn't accommodate police staff. Talent management strategies need to be clearer. The CC added that a 12 month aspiration seems realistic, it is more important to get it right than roll out quickly.</p>	
2.6	<p>Services that support policing</p> <p>ACTION: Force to bring back overarching update on digital transformation programme.</p> <p>The briefing note highlights that updates to the existing e-learning system and HR system are delayed until 22/23 and 23/24 respectively. The PCC asked if the CC was happy with the pace of change given how integral the systems. The DCC responded that ideally updates would be delivered sooner but changes coincide with wider transformation of the IT systems.</p> <p>The PCC asked if the CC was satisfied that the force was deploying the right resources and focus to deliver all digital transformation problems on time and within budget. The CC said that the challenge is trying to do too much at the same time, the DCC is working on a 3 year plan. Implementation of office 365 is longer than anticipated but they need to get the system right first.</p> <p>The PCC added that West Mercia will be one of the last forces in the country to adopt office 365. The DCC acknowledged this but highlighted that despite other forces adopting 365 a number will not have a user friendly system. The force have learnt lessons and now have the right resources in place to put in place a deployable system.</p>	
2.7	<p>Priority Based Planning (PBP)</p> <p>The PCC acknowledged the significant resource required to run (PBP) and asked if the CC was satisfied that the process has delivered the</p>	

	<p>anticipated benefits. The CC responded that the process works well. Three key issues have been identified; not investing the right resources into it, not engaging key stakeholders at appropriate time and a lack of maturity in the force budget following the alliance split.</p> <p>The PCC asked what would be done differently next year to ensure the process effectively engages stakeholders. The CC said that she would like a structured detailed timetable for the process.</p>	
<p>2.8</p>	<p>Performance management</p> <p>The PCC acknowledged that minimal progress had been made in areas that directly impact victims. The DCC responded that there is still a long way to go but HMICFRS are assured that they have seen plans for this. The force are putting more focus into investigations to improve victim satisfaction.</p> <p>The PCC acknowledged that metrics agreed as part of the budget investment may not be the most appropriate but that he wants a better service and outcomes for victims of crime. The ACC added that he is working with the DPCC around how the Criminal Justice Board challenges partners. There are a number of factors that impact on the forces ability to effect change on investigations.</p> <p>NN asked how the force were addressing performance pressures to improve outcomes for victims of crime. The ACC said that outcome is one element. A new crime management board starting from next year will link in to key governance boards. OPCC are invited to attend.</p>	
	<p>Confirmation of next meeting type / date / time / venue:</p> <p>Monday 20th December 2021; 14:30 – 16:30</p> <p>Thematic- Force Operations</p>	