

Monthly Assurance Meeting November 2022– Meeting Notes

Date: Wednesday 2nd November, 14:30pm
 Chair: John Campion
 Minutes: Charity Pearce, Assistant Policy Officer, OPCC
 Venue: West Mercia Police HQ

	Name:	Capacity:
Attendance:	John Campion	Police and Crime Commissioner (PCC)
	Marc Bayliss	Deputy PCC (DPCC)
	Natasha Noorbakhsh	Senior Policy Officer (NN)
	Charity Pearce	Assistant Policy Officer (CP)
	Pippa Mills	Chief Constable (CC)
	Alex Murray	Deputy Chief Constable (DCC)
	Rachel Hartland-Lane	Director of Business Services (RHL)

No.	Item	
1.	Outstanding Matters / Matters arising N/A	
2.	Holding to account – Impact of Budget Investment <p>Prior to the meeting the CC provided the PCC with a report setting out the forces progress against the budget investment and this formed the basis of the questions asked.</p> <p><u>Progress against the 2022/23 budget uplift (Reform)</u></p> <p>The PCC asked now we are 6 months into the year whether the CC was satisfied with the pace of recruitment into the uplift posts. The CC said that at the start of the year she set her expectation that all posts will be filled by the 1st January 2023. There will be some exceptions as identified in the report. Sergeant promotions processes currently underway will hopefully fill some gaps but they wouldn't be in place until January. The CC set this aspiration because she wanted to see some of the investment realised this year and show the organisation that she is dedicated.</p> <p>The nature of uplifting into specialist posts whilst more general recruitment is ongoing is challenging. The PCC sought further</p>	

	<p>reassurance as to how it would all be achieved. The CC said that the posting policy had been signed off a number of months ago but not yet put into force. This is not something the force would normally do and they are hoping it is not something they will have to do.</p> <p>The PCC said that there may be some people with the right experience and qualifications to be a detective but may be sat in another role for various reasons. The CC said that this may happen but organisational need may overrule personal preference. RHL added that the force are looking at the rejoiners scheme.</p> <p>The PCC highlighted that this scheme is expensive but recognised the need to get the right qualified people into posts. The CC provided assurance around the college of policing accreditation and said she was confident that they were on the right pathway. The DCC added that PVP posts are crucial there will be some wider work in how they can make these posts more desirable in the future. There are more than 20 police detectives starting in March.</p> <p>The PCC said that the current model used in West Mercia changed from the pathfinder model to the PVP to improve the specialist response, he added that historically PVP has issues around recruitment. The DCC said that the issue is demand and supply, they need to create a steady workload to make the role more attractive.</p>	
2.1	<p><u>Breakdown of Uplift Resources against Crime Type (Secure)</u></p> <p>The PCC asked if the CC was satisfied that there are mechanisms in place to evaluate the impact of the uplift once delivered to determine whether the improvements anticipated have been realised. The CC said that budget metrics were agreed when the budget was set, they are still fit for purpose but additional qualitative detail could be applied over the top.</p> <p>The PCC asked how Chief Officers get confidence that budget metrics are driving outcomes when not agreed. The CC said this meeting is the first time they have looked at them since they were set and suggested that they should feature at West Mercia Governance Board.</p> <p>The PCC sought clarity around where the governance of metrics to support the budget sits outside of this forum. The CC said ones that are agreed are reviewed as part of gold scorecard but she highlighted dissatisfaction with process to agree metrics.</p> <p>The PCC said he was grateful they were on the same page and that he wants to ensure the investment is quantified. The DCC added that key issues were recently discussed at Force Delivery Group that morning. The CC said that being 60% through the year, the investment needs to be fully realised but the force are where they would expect to be</p>	

	<p>currently.</p> <p>The PCC asked if he was to review at Christmas would any improvements be seen. The CC said she would expect to see a difference at the start of the next financial year.</p> <p>The PCC challenged the wider metrics in force performance not improving. The DCC said that the constant challenge is they don't have direct influence over some things.</p> <p>NN added that some metrics are generic performance indicators rather than specific to the investment made. It would benefit from some more specific outcomes rather than generic. The CC will talk about outcomes for public but not set of metrics.</p> <p>PCC said that it was hard to enforce and hard to get the accountability from the force around the investment and metrics set. The DCC said that specific outcomes are easier to see and qualitative context can be added later. The PCC acknowledged that any metrics/outcomes need to be strategic for the public and nuanced around the service provided.</p>	
2.2	<p><u>Introduction of the new vulnerability desk (Victims)</u></p> <p>The PCC sought clarity whether the new Safeguarding Advice Team (SAT) was now live and providing support to vulnerable members of the public. The CC said that 3 positions had staff identified to fill but additional activity was ongoing to fill remaining 3 posts. The CC said she would have a further update on timelines by the end of the week.</p> <p>The PCC and DPCC sought reassurance that the primary function of the SAT will be to identify and support those with complex needs, and not to manage demand out of the organisation. The CC said that:</p> <ul style="list-style-type: none"> • This was a victim centric approach aimed to signpost and ensure they are directed towards the most appropriate agency. • West Mercia uplift wasn't to meet the demands of another public service, she is held to account for PCC investment. <p>The PCC sought assurance that the force has sufficiently engaged with relevant partners in developing the 'most appropriate agency approach'. The CC said that she was due an update and next steps but had no timeline.</p>	
2.3	<p><u>Reducing harm on our roads (Secure)</u></p> <p>The PCC has provided significant investment into Road Safety. He sought clarity as to why the preliminary analysis and outline business case will not be completed until the end of the financial year. The CC said that the decision note was signed off, she is awaiting the timeline</p>	

	for implementation and staff recruitment. A timeline is expected in a couple of weeks, she asked for this to be accelerated so they can be clear on what is required.	
2.4	<p><u>Digital services delivery (Reform)</u></p> <p>The 22/23 budget supported continued significant investment into transforming digital services. The PCC asked if the CC was confident that the force can demonstrate tangible return on investment. The CC responded that they are 3 years into a 4 year programme, they expect this to over run but it will achieve new and improved IT for the organisation.</p> <p>The PCC sought additional reassurance that the organisational benefit will be captured. The CC said they were focussing on qualitative descriptors over quantitative measures. The DCC added that user experience is useful and provided some anecdotal feedback.</p> <p>When asked how the investment will improve the quality of service provision to the public the CC was confident that these benefits will be realised including features such as video calling from the control room and being more responsive on neighbourhood matters. RHL added that infrastructure elements have been done so far, benefits not yet seen will escalate quickly.</p> <p>The PCC acknowledged that the Chief wasn't in role when original business case was set but asked if she was reassured that clear mechanisms are in place to monitor delivery and achieve benefits. The CC said that this was subject to annual review through the budget process, she challenged the budget set last year and it was reduced.</p> <p>The PCC asked if there was a plan for project closure. The CC said that there will be a post implementation review after 12 months.</p>	
2.5	<p><u>Crime prevention (Reform)</u></p> <p>The PCC asked how the ethos and principles set out in the joint prevention strategy are embedded within the workforce to drive true change in the way the organisation operates. The CC said a report to understand the benefits of the investment will be going to the Exec Board and would be shared with the PCC.</p> <p>The force previously submitted a bid to the prevention fund to establish a prevention network. The bid required further work and it was anticipated that a revised bid would be submitted in due course. The PCC asked for an update on this revised bid. The CC said that it was not supported the second time and they are in the process of further</p>	

	<p>developing what this looks like.</p> <p>The PCC welcomed the development of neighbourhood matters to include contact details of officers but acknowledged the difficulty in accessing officers' contact details online remains a frustration. NN added some additional context from public feedback. The CC was satisfied that this was under control through existing governance mechanisms.</p>	
2.6	<p><u>Impact of the uplift on police visibility and accessibility in local communities (Reassure)</u></p> <p>As the Chair of the Victims Board, the PCC highlighted that it may be useful for the board to be sighted on the work around the Investigation Quality Sgts and the links with VCOP. The PCC added that it would be a helpful reminder to partners around the investments to get the investigation right. The CC said she would take it away to understand if this was the right forum. This work would be pulled out in Op Rest presentation.</p> <p>Actions: Op Reset update already agreed for next Victims' Board via ACC Cooper. Action to ensure this includes details around the 4 investigation quality Sgts. CC to discuss with PCC offline.</p>	
2.7	<p><u>Review of force performance against agreed key budget metrics (all pillars)</u></p> <p>Having reviewed current performance against the budget metrics, the PCC asked if there had been a clear return on investment to date. The CC said that officers aren't recruited fully trained, it takes time for them to be fully deployable. Around 63% of uplift roles have an officer in post or identified.</p> <p>The PCC sought reassurance that the force's existing governance arrangements provide enough robust scrutiny of delivery against the commitments in the budget to ensure COs are sighted on both benefit realisation and areas of concern / risk. The CC said she is satisfied with existing arrangements, through her internal Chief Officer meeting and other gold reporting documents.</p> <p>The PCC's contention was that the only oversight of performance metrics supporting budget investment was through this holding to account meeting. The CC said that it receives oversight through many different forums as part of business as usual. The PCC asked how the budget report was shared within the force. The CC said that Chief Officers read it, those lower down in the organisation get output during process. RHL added that it is shared with business leads and it is</p>	

	<p>expected that it is shared in other directorates.</p> <p>The PCC wanted to explore how the force and PCC's office work more collaboratively to develop an agreed set of performance metrics as part of the future budget setting process. The metrics are to drive certainty of outcome. The CC said she wasn't sure why the budget has a separate set of metrics to the Police and Crime Plan metrics when there is overlap. The DCC added that the desire to drive performance through accountability and simplicity is key, less is more.</p> <p>A discussion followed around the OPCC and force better working together to develop the metrics moving forward as well as understanding when this holding to account session would fit best within the financial year to better realise the benefits.</p> <p>Action: NN to engage with CC / DCC to seek views on timing and scope of future thematic sessions focused on the budget.</p>	
3.	<p>AOB</p> <p>N/A.</p>	
4.	<p>Confirmation of next meeting type / date / time / venue:</p> <p>Tuesday 29th November</p> <p>Quarterly Performance Review</p>	