



STRATEGIC POLICING AND CRIME BOARD 2nd July 2013

ACC Local Policing and Service Improvement Portfolio

PURPOSE OF REPORT

The purpose of the report is to provide members of the Strategic Policing Crime Board with an overview of the portfolio of the ACC Local Policing and Service Improvement of West Midlands Police.

INTRODUCTION

This report outlines to members of the SPCB the areas that combine to make up the Local Policing and Service improvement Portfolio. The paper aims to ensure that members have a brief summary of current activity and work streams in each of the distinct main areas of business as well as highlighting risks that are relevant to the specific work, that are perceived to be of interest to the board members and assist in the discharge of their scrutiny and accountability functions.

In addition to this high level overview the paper also seeks to provide a more detailed description of the forces work with regard to Integrated Offender Management (IOM) which given the recent and sustained performance and delivery in this field, is believed to merit closer examination and consideration by members of the board. The IOM section of this paper will not only highlight notable results but also refer to the recent Quarterly Performance Review of this function and outline proposed actions and areas for further improvement over coming months and years.

AREAS OF BUSINESS UPDATES

Local Policing

The main themes of work under Local Policing are Neighbourhood Policing and the Local Policing Model.

Under Neighbourhood Policing, the findings of the recent QPR process are being used to determine the work programme for the next 9 months. A refresh of the strategy, development of the performance framework, to include community concerns and a review of

training for neighbourhood teams are the key themes arising from what appears to be an inconsistent view of what exactly neighbourhood policing is.

The QPR findings provide an opportunity for reflection and also to develop and share the best practice taken from LPU'S identified during this process. These areas of good practice include, problem solving, community engagement, communications, use of restorative justice and civil interventions and partnership working. A workshop is planned for later in the year to support key stakeholders and the public in shaping and determining the way forward for Neighbourhood policing.

Other specific pieces of ongoing work under neighbourhood policing are as follows: Developing an effective Independent Advisory Group is a piece of work being led by Supt Javid at Sandwell and will broaden out to review wider LPU consultation and engagement. Chief Inspector Maria Fox is reviewing the use of cycle patrol – its purpose, users, equipment and training. This has become a protracted piece of work but proposals have now been put forward and are subject to further consultation. Supt Andy Shipman has led on a review of PCSO'S, their powers and deployment and has influenced the recruitment process to take place shortly. This detailed work is set out in a separate paper for the Police and Crime Panel and is available for board members if required. C/Supt Evans is leading on the development of neighbourhood profiles using the CORVUS platform with opportunities to expand the scope of information available to officers.

The second area of work concerns the governance of the local policing model following the LPU rollout of continuous improvement. The baseline of operating models for each LPU is being confirmed and then any changes or tweaks will be managed through a process held by OSD. This may involve the commissioning of a specific piece of work or consulting with colleagues over preferred practice via the Local Policing Leaders Forum. Other parts of force business which impact on LPU'S are invited to share developments and seek consultation and this has recently included Force Contact. The implementation of contact hubs in July creates a risk for service delivery in attempting to accommodate local variations of operating. This risk will be managed through the Local Policing governance board and service transformation team.

The Local Policing Leaders Forum is an integral part of the portfolio. This is chaired by C/Supt Emma Barnett all LPU'S are represented at Supt and/or Chief Inspector level plus representatives from Contact, OSD, Project Office, Corporate Communications, Learning & Development and Demand Champions in attendance. It is a consultative and best practice forum and supports the work of the whole Local Policing portfolio.

Anti-Social Behaviour

The force's approach to ASB has recently been validated in the HMIC re inspection supported by the "Universities Police Science Institute," of Cardiff University, "Personal, Situational and Incidental Vulnerabilities to ASB Harm". This was a follow up study which positions WMP in third place in the country in the overall performance scores. This report shows that as a force we performed particularly well in our use of Information Technology and in the area of follow up contact with victims.

ASB continues to be a priority for WMP and we are committed to further improving by identifying the most vulnerable people within our communities and prioritising our response. In recent months we have enhanced and tightened up our approach to identify, record and problem solve offences of ASB. These developments have seen an improvement in our satisfaction rate to 79.6%.

As we approach a period of high seasonality we are commencing a media campaign involving victims of ASB and looking at how we can identify our most vulnerable victims and manage threat, risk and harm better. The Government's new ASB bill is at consultation stage and when passed into law will likely provide a range of new powers to deal with matters that affect our communities most.

Working together with our 7 local authorities we are attempting to gain some consistency across the Force with a new Force ASB steering group and smaller groups which sit within Community Safety Partnerships.

In conclusion, notwithstanding our recent success and the fact that we are showing signs of improvement when dealing with ASB our process of identifying risk could be further enhanced. We now have new strategic aims and a performance framework to measure our progress in these areas.

The implementation of the new ASB Bill means there is a need for a force response regarding which elements of the legislation we intend to use and also how we intend to use them. This is a newly commissioned piece of work that will be delivered under the leadership of Superintendent Angie Whittaker

Confidence

The Confidence Board continues its work under the leadership of Chief Superintendent Robinson. There are five specific strands of work underway which are subject of constant review by the Board; these strands of work are as follows.

- (1) The Development of a Force Delivery Plan. The plan is now comprehensively populated and engages all LPU'S/Departments. A full review is currently underway inclusive of RAG status and includes a Peer review with all 10 LPU OSD Inspectors incorporated into that process.
- (2) The Development of LPU Delivery Plans. All LPU'S are currently devising their delivery plans.
- (3) Signals from noise (SFN) Neighbourhood Team (NHT) Sergeant/Inspector coaching/training: A presentation took place by C/Supt Robinson at a recent OSD meeting. The LPU Organisational Service Department (OSD) Inspectors are driving the training to encourage all NPT LPU Sergeants to access and interpret SFN data and adjust local delivery of service in a bid to increase public confidence further. A bespoke OSD training day is now being arranged for all OSD Inspectors and appointed LPU officers.
- (4) Pride in Our police" – LPU Sergeants/Supervisor Forums. These forums are run by our sergeants who through a structured approach will agree the areas of business which require improvement with confidence in mind, drive local standards through the forum with the well formed outcome of raising internal and external confidence further. Three LPU'S to date have set these up (SW, BWC & CV) with the remaining LPU'S being incrementally included.
- (5) Evidenced based Academic experiments -Tipton Green (SW) & South Yardley (BE) are our two designated experimental areas and subject to BMG bespoke surveying by way of proving that the different tactical approach adopted in both areas delivers uplift in confidence. We are now three months into a nine month experiment with everything going according to plan. This experiment runs parallel to a formal

academic study being conducted by Supt Javid in association with Cambridge University.

The cost of the Mosaic data specific to the experimental strand creates a risk if we roll this out across the force. This issue will be addressed through the existing governance process if required.

Satisfaction

The Satisfaction Task and Finish Group concluded on September 2012 having addressed areas of police practice where public feedback indicated commonplace dissatisfaction with service delivery e.g. RTC investigation; contact plans etc and implemented a performance framework which places service delivery at its core. Ongoing work streams continue to be monitored through the Force Confidence plan.

More recently OSD have undertaken some work to explore satisfaction across gender, age and ethnicity both in respect of crime and ASB. There is little statistically significant variation across the different demographic groups but this should continue to be monitored and inform LPU Neighbourhood policing considerations.

The next corporate step in improving service delivery sits under the banner of 'Pride in our Police' the purpose of which is to create a working environment where staff have confidence not only in themselves but also in each other to protect the public from harm and deliver a values driven service that makes communities feel a sense of pride in their police. The focus is on empowering first and second line supervisors to identify and address key cultural issues, exercise leadership and engender a spirit of personal responsibility to drive up the standards, values and behaviours of individuals and teams. It is anticipated that this will have a strong overlap with the Customer Journey work mentioned later in this report.

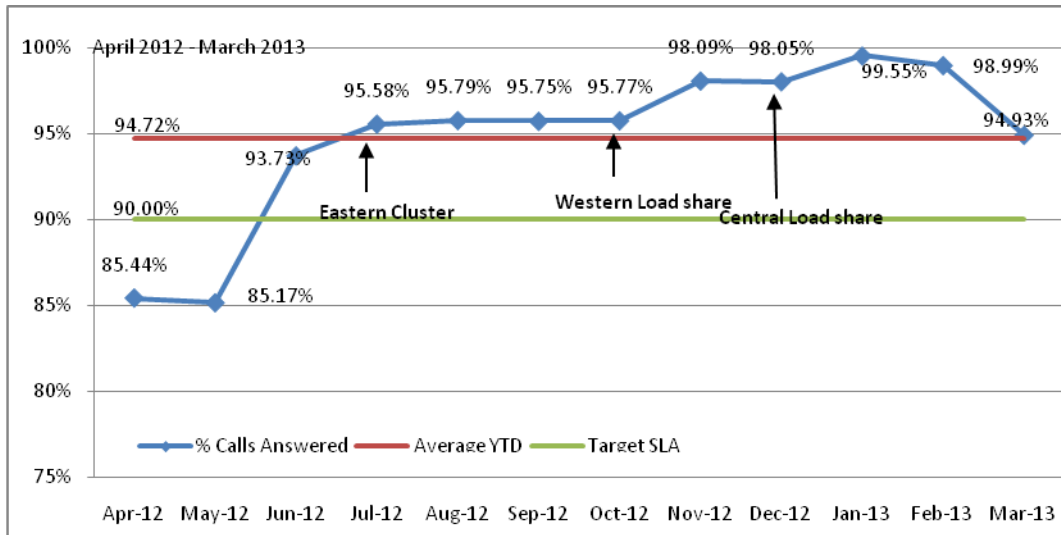
In order to embed the approaches successfully adopted throughout the year and maximise our success in this area of business satisfaction for crime and ASB now features as a standing agenda item in Force TTCG.

Force Contact – 5Ci

Non Emergency Call Handling

The National Call Handling Standards sets a Non Emergency Call Handling Service level of 90% of calls answered in 30 seconds. Prior to Force Contact being formed the service level was 85.44% (April 2012 - YTD)

Following the formation of Force Contact and the move to load share calls (across all three clusters), performance improved to 94.93% (March 2013 – YTD). The improvement in performance can be seen in the below graph which plots calls answered, target SLA and performance.



In addition to an improved service level agreement performance, delayed calls (over three minutes) were reduced from 1900 calls in April 2012 to 250 calls in March 2013.

Force Contact Non Emergency Call Handling Hubs

The Programme of change that will deliver the two stand alone non emergency call handling hubs is on track and will go live in November 2013.

In preparation for the hubs, the “Model Office” has been designed to develop a call handling operating model and a standardised approach to “First Contact Resolution” whilst recognising local priorities, vulnerability and the National Decision Making model.

The Model Office aims to identify “customer requirements” by taking forward the customer journey work and testing it against customer satisfaction and designing QOS measures from the customer’s experience.

The findings from the Model Office when coupled with the objectives of Force Contact will be delivered through learning and development, focusing on changing the way of work, culture and by engaging and empowering staff to make decisions.

Force Contact Operating Model

The Force Contact department are currently rolling out a revised Operating Model for the dispatch function. The OM relies upon the use of telephony to manage all low risk incidents and general enquires generated internally (Log updates, admin PNC checks, FSI, boarding up and vehicle recovery).

The move of non essential demand from the controller function, allows the controllers to focus on the primary areas of risk – immediate and early response incidents. The use of telephony allows (in the same way as non emergency) us to share demand between sites on a cluster basis.

The Western and Eastern Cluster LPUs (The Black Country, Coventry and Solihull) have moved to this model of working. The Force Contact Service Level agreement has also been applied to the Service Desk. Since the move to telephony based service desks 94.48% of calls made to the service desk have been answered within 30 seconds. Feed back from the Officers who use the service is extremely positive; the average call delay is 3 seconds.

Command and Control Project

The next stage in transforming the Force's dispatch function is currently being scoped; the aim of the project is to improve efficiency and effectiveness in deploying resources responding to calls for service.

Public Access Project

Our visitor handling function is based upon the traditional service delivered through police front offices, recently this approach has been tested and some services are now available through joint agency sites. There is huge opportunity to improve and transform service by radically changing the opportunity for the public to access West Midlands Police. A 2 year programme of work aiming to deliver by April 2015, is currently being scoped, it will explore options which include the use of new technology and partnership opportunities.

Crime Services Team (CST)

In early 2013 responsibility for the CST moved to the Force Contact Department. Since that time, the following areas of work have been progressed:

The CST are now at the heart of standardising crime recording practice, highlighting issues such as data quality issues local recording practices and quality of service issues created when officers leave the scene prior to recording crimes. The Force's Leaders are fully supportive of this work and CST are now the sole arbiters of crime recording.

A review of 'non-criming' has been instigated, to review the purpose and processes involved to provide consistent approach in the recording of 'non-crime' and what WMP would expect to take place with such records.

Change of this scale and nature inevitably carries a number of risks, all of which are recorded and tracked through the programme management process. To assist the board the 2 key risks are summarised as LPUs ongoing compliance with the Continuous Improvement Model, and in particular resource levels on Response and Appointment functions. The current utilisation of local response and investigation policies also has the potential to create significant difficulties and performance variations if not resolved in advance of Hub go live.

Integrated Offender Management

Members of the board will likely be aware of the significant investment made by the force in the area of Integrated Offender Management, IOM, as part of the Priority Based Budgeting exercise. Alongside the resource investment the force developed a methodology of scoring offenders on a bespoke system developed by WMP using a range of criteria, thus enabling the targeting of a group larger than the previous statutory cohort of prolific offenders, based on the threat risk and harm they posed. This methodology has been effective in tackling high risk offenders, including gang criminality and as such has attracted national interest. After substantial interest from a number of other forces and the college of policing work is currently underway to explore what opportunities the development of this system presents for the force.

Whilst the developments of the system and tactics are continually being amended and improved the force's efforts in the field of integrated offender management are believed to be a significant contributory factor to recent successes in reducing crime. The force's position in reducing reoffending is impressive but importantly is increasingly sustained

with improvements in successive iterations of the adult reoffending rate performance information, the most recent from the end of May, reproduced below.

Rank	Local Authority	Cohort size	Actual rate of re-offending	Predicted rate of re-offending	% difference
1	Dudley	3,059	5.20%	7.30%	-28.81%
2	Barking and Dagenham	2,862	6.60%	9.05%	-27.05%
3	Sandwell	4,706	5.55%	7.49%	-25.97%
4	Wolverhampton	3,893	6.73%	8.60%	-21.78%
5	Gwynedd	1,445	9.00%	11.47%	-21.58%
6	Bracknell Forest	880	6.82%	8.69%	-21.55%
7	Barnet	2,402	5.91%	7.54%	-21.55%
8	Bath and N.E. Somerset	1,388	7.64%	9.66%	-20.93%
9	Southwark	4,228	6.69%	8.38%	-20.12%
10	Denbighshire	1,177	7.65%	9.53%	-19.77%
11	Walsall	3,730	7.40%	9.16%	-19.21%
12	Havering	1,966	6.56%	8.08%	-18.75%
13	Solihull	1,830	6.67%	8.17%	-18.44%
14	Waltham Forest	3,405	6.31%	7.66%	-17.61%
15	Birmingham	18,918	6.63%	8.03%	-17.37%
16	Croydon	4,848	7.82%	9.45%	-17.31%
17	Kirklees	4,771	8.13%	9.83%	-17.23%
18	Sheffield	6,410	9.52%	11.49%	-17.21%
19	Wokingham	776	6.44%	7.76%	-16.92%
20	Knowsley	2,373	6.41%	7.69%	-16.73%
21	Coventry	4,922	7.38%	8.83%	-16.50%

As can be clearly seen all 7 local authority areas feature in the top 21 nationally out of a total of 255 with Staffordshire and Stoke on Trent featuring at 83 and 144 respectively by comparison.

Proposed developments of the system and methodology aim to replicate the success to date on the widest possible basis whilst continuing the impact and benefits enjoyed so far. Specifically work is currently underway in conjunction with the Business transformation team to develop a scoring approach to Domestic Abuse and Serious Sex Offenders that accurately represents the threat and risk posed by these perpetrators. It is also recognised that there is a need to develop the system to include scoring readjustments of offenders held in prison, minimising the risk they present upon release.

In addition to this work is also underway with partners to develop consistent pathways into cognitive behavioural therapy which is recognised by prominent academics as being one of the most effective tools in preventing and reducing reoffending.

The Drug Intervention Programme, DIP continues to be effective in supporting the work of IOM teams and targeted testing of offenders has resulted in efficiencies in both time and cost by reducing unnecessary expenditure on offenders who do meet the stricter criteria. Whilst this does focus this resource effectively some opportunities to test and divert lower risk individuals are almost inevitably missed.

As part of the force ongoing commitment to develop IOM, this subject was one of the themes for the most recent Quarterly performance reviews which examined the practice and policy of IOM delivery on each of the 10 LPU's. From this a number of

areas of good practice were identified as well as further opportunities for development which are replicated below.

Recommendation 1: Where co-location is not currently taking place opportunities should be explored to bring this about.

Most are co-located, and all LPU's have a version of multi agency working even if they are not physically co-located. i.e. surgeries or at least probation etc.

Recommendation 2: All LPU's should have contingency plans in place to address future potential reductions in service provision across support pathways.

Transforming Rehabilitation will impact on this; however, despite significant concerns about impact on probation, there may be opportunities for service improvement. LPUs have been advised to map out local provisions with partners.

Recommendation 3: There is potential for sharing of effective working practices being adopted across force, such as use of civil interventions and injunctions.

Inspectors and Sergeants Forums already capture good practice. There is also a senior probation officers' forum chaired by probation management. Central IOM team facilitate ODOC (one day one conversation) reviews & peer assessments. They also have access to IOM self assessment toolkit and Home Office Joint Inspection document.

Recommendation 4: High Risk Domestic Abuse offenders to be managed through IOM Corvus to enable accurate measurement of risk and case management.

Setting up of DA steering group led by PPU through programme change board. Use of existing tasking forums to capture and respond dynamically to high risk on LPU driven by force

Recommendation 5: There needs to be a platform where the excellent initiatives taking place across Force to secure additional pathways and support for victims can be shared.

As at 3 above. Central IOM team attend LDG and attended and reviewed ODOC etc. Intranet site, toolkit etc

Recommendation 6: All LPU OMT's utilise this section of the report to highlight areas for development within their own team.

This is already happening and is also supported through central IOM team.

Recommendation 7: A decision around what is appropriate around genuine co-located Offender Management Teams and the placement of PNC terminals needs to be made within Force to secure consistency of approach.

This has been actioned and is now resolved. Central IOM team have liaised with IT force security and agreed for them to attend and review PNC within co location on a bespoke basis.

Recommendation 8: ACC Forsyth to initiate a meeting with directors from G4S to re-establish cohesive working practices between Police and Prisons. This meeting is now scheduled to take place.

Recommendation 9: All OMT's to assess and initiate relevant Learning and Development processes for NHT / Response officers within their LPU structure to equip officers with the necessary knowledge and skills to manage medium risk offenders.

This is partly about increasing local LPU officers' understanding of the various pathways that are available and LPU OMU teams already starting to do this locally through attendance of offender managers on NT briefings, shadowing/mentoring opportunities and sharing of existing learning aids i.e. Sandwell Powerpoint. Briefing matter has included Risk & Harm,

DIP, MAPPA, Seminars etc. Central Team will continue to support through the development and identification of learning opportunities.

Key risks in this area of business are considered to be firstly the potential impact of the MOJs “Transforming Rehabilitation” paper which includes proposals for the outsourcing of the management of lower level risk offenders. Whilst precise details remain unclear at the time of writing the Probation service are key partners in the joint endeavour of IOM and uncertainty going forward presents some difficulty to the continued effective operation.

There is similar concern around the ability of partners to support necessary information sharing as budget reductions across agencies start to take effect. The difficulty of extracting information from both Children’s Services and the Department for Work and Pensions has been an ongoing problem for the life of IOM and proves increasingly difficult to resolve as it is seen as additional demand in the face of budget reductions.

Any changes to scoring mechanisms has the potential to impact on established workloads and resourcing levels and may require additional resource to continue to be effective in a broader field of operation.

Customer Service Strategy

The Customer Journey project was commissioned to provide the organisation an opportunity to review current service quality from the customers’ perspective and to suggest how that insight might be applied to improve the customers’ service experience and our service delivery. The project was designed to provide a base from which the force can transition from cost reduction programmes to ones that offer service transformation in order to reduce demand and create a sustainable long-term cost model.

These must fit the force’s overall goals and support our developing culture and behaviours – namely, the delivery of an enhanced quality of service at an affordable cost. “Better for less”.

The first phase of the project has successfully identified the areas where the force can generate significant improvements as well as a number of opportunities to introduce new service delivery models which will offer better services at lower costs.

It is clear, however, that in order to maximise the benefits achieved by the next tranche of projects the force must recognise that it needs to ensure much greater co-ordination across a number of service functions as well as incorporating current programmes.

The projects primary function will be to ensure that the customer is central to all of our service development. In addition it will form the core Service Development Planning function which was a key recommendation in Customer Journey Report including the production and maintenance of both the Customer Information Plan and the introduction of detailed service development planning, (including overall Information Strategy envisaged in “Improving Service, Achieving Efficiencies”) for front line and key enabling functions. It will also oversee the design of a performance management framework which reflects and supports the development of “Pride in Our Police”.

The project will also be responsible for defining and managing the realisation of agreed benefits including both service improvement and cost reductions and savings. It will ensure appropriate co-ordination and co-operation with and across key projects as well as Service Transformation team activities in Investigation. The project will be overseen by a customer journey programme board chaired by ACC Forsyth and reporting through OCPB.

Hate Crime

A draft hate crime strategy has been created and is currently subject to consultation through the Hate Crime delivery group and will be an agenda item at the next Local Policing Leaders Forum/Governance Board.

The primary West Midlands Police Third Party reporting mechanism utilises the ACPO sponsored True Vision website (www.report-it.org.uk). Reporting through True Vision has increased accessibility for victims who may not wish to visit a police station or engage directly with the police. Revisiting the marketing and reinvigorating the use of True Vision features as a priority on the control plan. Force Contact have introduced an OASIS log tag which will provide a clearer analytical picture of incidents involving hate crime.

Overall hate crime reporting levels (as a year to date comparison) are showing that reporting has increased by 21.5%. When set against the nationally recognised statistic of 60+% under reporting, there is clearly more work to do especially when comparing WMP levels of reporting against other, similar Forces. As an example, official disability hate crime reporting levels for WMP - 33 (2010) 41 (2011), GMP- 55 (2010) 61 (2011), it is clear from recent national level reviews that disability hate crime is not recognised by agencies and the wider public. Any failure to identify such crime creates a significant risk to the Force. Any increase in the levels of reporting hate crime should be considered and marketed as a positive outcome for the Force.

The latest reporting levels for WMP can be found below:
2012/2013 - 447
2013/2014 – 543 (+21.5%)

The current solve and resolve rate has fallen slightly since the last performance year -35.3% (YTD). The increase in reporting is likely to be a significant contributory factor in this slight reduction.

The following areas of work are currently in place to improve effectiveness and satisfaction:

Joint WMP/CPS Service Level Agreement/Maximising opportunities for enhanced sentencing (sec 145/146): The previous service level agreements with CPS focused on these strands, this document has been revised and is now simpler focusing on the main principles of identification, case management and the maximisation of enhanced sentencing.

Hate Crime - Scrutiny Panel: The Hate Crime Scrutiny Panel is lead by CPS allowing scrutiny of hate crime prosecutions by a panel of community representatives and professionals, WMP play an active and integral role in the panel, taking the learning from the cases discussed.

WMP - Guide to Dealing with Hate Crime: A draft guide to dealing with hate crime has been created and is currently subject to consultation.

Review of Hate Crime Manual of Standards: The hate crime manual of standards is currently being reviewed by OSD and Supt Chris Johnson the Force's Silver Lead for Hate Crime.

Identification of Hate Crime at the earliest opportunity: The Living in a Different World report identified identification of hate crime as an essential element of a successful prosecution. The Force Contact Model Office is examining the role of call handlers in identifying wider vulnerability, hate crime features within this area of work and will define the processes for call handlers to follow in the hub structure of call handling.

Data Quality: The Oasis log for hate crime will enable greater scrutiny of failed reports – these are incidents where the callers have alleged the use of language or behaviour which can be perceived as “hate”.

Hate Crime victim and Investigation Plans: A recommendation for the Local Policing Leaders Forum and the Local Policing Governance Board is the robust management of victim and investigation plans for recorded crimes AND incidents.

The WMP Hate Crime Reference Groups for disability, gender identity and sexual orientation are now well established and are producing higher levels of understanding for the Force, this understanding and learning now features in documents such as the guide to dealing with hate crime. A hate crime seminar utilising the membership of the reference groups is planned for September 2013, this will capture and share best practice and the victim’s perspective.

Priority Areas

Priority Areas is a demand management programme operating as part of the Local Policing Portfolio.

An over arching set of governing principles, agreed by Command Team, provide a framework for local implementation.

Local activity is influenced by a specific Problem Profile for each priority area. This is published from intelligence including the newly released Census data. Staff working within Priority Areas have been given bespoke problem solving training provided by the Jill Dando Institute of the University of Central London.

Each LPU has developed a strategic and a tactical governance framework involving partners from the Local Authority, Health and Education and Voluntary organisations. The work is tracked through local delivery plans. There are a number of innovative approaches being explored. For example in BWC a panel of young people is being used to monitor confidence and satisfaction in Priority Areas and in BS there is an engagement plan supported by local businesses to bring employment opportunities into the area for disadvantaged young people. This is a long term structured programme that seeks to develop quality of life through eradication of causes of crime and Anti Social behaviour and in time will become business as usual for the force and partners.

A key risk to the project is the ongoing commitment of partners, particularly with the current austerity measures although as the new Health and well being boards take shape early indications suggest there is some significant overlap with priority areas and areas of concern to Health and wellbeing, potentially creating considerable opportunities to galvanise partnership effort and resource.

Troubled Families

Troubled Families is a Department for Communities and Local Government led initiative designed to ensure statutory partners and the third sector work effectively together to transform the lives of these families such that they become net contributors to society. Defined by way of worklessness, truancy and children engaged in crime and anti-social behaviour, the emphasis is on early intervention to prevent the cycle of decline and social dependency which passes from one generation to another.

Local Authorities are the lead agency, however, West Midlands Police, have been actively engaged in supporting the programme to facilitate identification of the families, compliment

associated multi-agency work plans and ensure coherence with other strands of problem solving and prevention activity e.g. IOM; Priority Areas; Young People strategy and Channel.

The West Midlands Police delivery plan for Troubled Families has therefore, focused on: developing a generic operating model for police support to the programme; facilitating the exchange of data and information to support identification and case management of troubled families; encouraging the design of complimentary mechanisms to task, coordinate and commission future service provision, designing supporting communications and promotions material; developing the necessary skills and capabilities of the workforce and producing a menu of policing Troubled Families tactical options.

FINANCIAL IMPLICATIONS

There are no financial implications.

LEGAL IMPLICATIONS

There are no legal implications.

RECOMMENDATIONS

The Board is asked to note this report.

ACC Garry Forsyth
Local Policing and Service Improvement.