

PERFORMANCE ACCOUNTABILITY MEETING (PAM)

OPEN MINUTES

Date:	Tuesday 25 th August 2020
Time:	10:00 hrs to 11:30 hrs
Location:	Gold Room, Police HQ – Covid Secure Capacity 14
Chair:	Philip Seccombe - PCC for Warwickshire
Minute Taker:	OPCC Secretariat

Attendees

No	Name	Capacity	Dial
1	Philip Seccombe	Police and Crime Commissioner for Warwickshire	
2	Martin Jelley	Chief Constable Warwickshire Police	
3	Richard Moore	Deputy Chief Constable	
4	Alex Franklin-Smith	ACC Local Policing	
5	Debbie Tedds	ACC Protective Services	
6	Steve Russell	Head of Analysis and Service Improvement	
7	Tania Coppola	Director Enabling Services	
8	Berni Gaughan	Head of Learning & Development	
9	Pete Hill	Detective Superintendent -Vulnerability & Safeguarding	
10	Neil Hewison	OPCC CEO	x
12	David Patterson	OPCC Development and Policy Lead - Performance	
12	Richard Long	OPCC Development and Policy Lead - Vulnerability	
13	Nargis Begum	OPCC Secretariat - Minute Taker	

Apologies

Name	Representative
Richard Moore	Nil
Tania Coppola	Berni Gaughan - Head of Learning & Development

Items for Discussion

Number	Item	Action
01.25/08/2020	The Minutes of the previous meeting dated 21/07/2020 were agreed and approved. Thanks were given to Force for the comprehensive written response provided for item 02.21/07/2020	

02.25/08/2020

L&D Deep Dive – Comprehensive summary and presentation handout given by Head of Learning & Development.

Areas of OPCC Focus:

- Covid Secure and its impact on L&D
- Current and future position in respect of equality and diversity training in light of the BLM movement.
- Mayor's Office for Policing and Crime (MOPAC)

1. *Is learning and development embedded and articulated in force strategic priorities or mission statements?*

Yes, the Learning and Leadership Development strategy signed off by the Chief Constable feeds into the People Strategy and the 5 year strategic plan 'Fit for the Future'.

2. *Does the force have a routine mechanism to capture the learning and development needs of the local force, say in the next year and in five years' time?*

Yes, recently Warwickshire police completed the skills project case study for the investigative portfolio, this evidenced based process will now be rolled out to other policing areas such as NHT and patrol and other back office functions. At the same time learning requirements and prioritisation of learning is discussed at the monthly Workforce Development group. A future skills workshop is under development to understand the skills requirements over the next 5 years.

3. *How do you know that the kinds of learning the force offers helps improve performance?*

Training outputs are measured to monitor the number of officers who require mandatory training i.e. Officer Safety Training and First Aid. In the future, training outputs will be expressed as the number of student training days delivered, to track and predict future demand based on current and future organisational requirements. In addition we are currently carrying out a PCDA evaluation with Staffordshire University and other regional forces to measure the effectiveness and the impact of the training. Learning and Development will adopt the industry recognised evaluation model. Level 1 measures how students react to the training and Level 2 measures what the students have learned. In the future evaluations will take place to

understand the impact on individual and organisational performance resulting from new training delivered.

4. Does learning and development as a function for improvement feature in your discussions of IOPC or HMICFRS reports with the senior command team?

Yes L&D are stakeholders at the Warwickshire Assurance Board chaired by the Deputy Chief Constable, which discusses all HMICFRS improvement areas. At the same time the Director of Enabling Services is a member of COM to provide weekly people updates. In addition the Director of Enabling Services provides a monthly People update at the executive board, the Head of L&D also attends this meeting.

5. How does the senior command team know that police officers and staff are up to date in their knowledge of key priority areas (not only of legislation) and how well do officers apply this knowledge?

As part of the MAX conversation officers can discuss their CPD requirements that can then be addressed through workplace learning. Additionally, to help address strategic skills gaps, a range of products are in place such as bite size learning products to deliver short bursts of learning in the workplace and classroom based Sergeants development days are in place. The disclosure CPD training programme, which will be launched in the summer of 2020 includes content from a third party such as mobile devices. The Adult Safeguarding training day uses the Terry Smith death in custody aligned to the Mental Health Capacity Act (2005), Gemma Hayter case study brings to life the Care Act (2014) and Alice Ruggles case study focuses upon the Stalking and Harassment Act (1997). Evaluation feedback will be used to understand the experience of the training along with measuring the long term impact of training.

6. Does learning and development have a place at the management table in routine performance strategic reviews?

L&D attend the Evidenced Based Policing / Organisational Learning Board which is made up of internal stakeholders plus members from different academia institutions, who are currently developing research proposals to demonstrate how they can contribute to help solve some organisational

problems. The Investigative Skills Project and Investigations, Standards and Outcomes Board aims to strengthen police responses / outcomes in investigations. At the same time the force is implementing a Cambridgeshire police initiative, the Sherlock Investigator Development Programme that is designed to both embed basic investigative principles in all officers joining the organisation, whilst offering a framework for career progression towards a formalised attachment into a PIP 2 role. The aim of the programme is to improve detective recruitment levels whilst addressing the wider issue of improving investigation standards across the force.

7. Does the force have the right estate and digital plan for learning and development that matches its geography?

L&D currently based at SRH are moving back to Leek Wootton, planning is in the advanced stages. Conference rooms will be converted into classrooms and some of the first floor rooms will be converted into breakout rooms and smaller classrooms. The CC and PCC recently announced plans to join West Midlands Police back-office function that modernises the transaction function of L&D. Additionally we are looking at developing a business case for blackboard ultra to transform the L&D offering. Whilst digital learning is in place, there is a need to re-invest in digital technology so that inspiring digital content can be developed. As part of Covid Recovery Training Plan we are trialling more blended learning solutions, including using Skype as an online classroom, this will help to future proof L&D delivery. As part of the L&D development strategy chief officers wanted everyone to have access to coaching and mentoring as traditionally coaching and mentoring was only made available to those in senior police leadership positions. To do this we joined West Midlands Police employers coaching and mentoring pool, this gives the workforce access to coaching and mentoring in over 25 public sector organisations of which seven are within Warwickshire. At the same time this platform gives us the opportunity to build our own internal cadre of mentors and coaches which is currently under development.

8. Does the force have the right people with the right qualifications in L&D roles?

All PCDA trainers are required to be level 7 qualified (Masters level) which are presently in the process of being completed by some staff members to build internal coaching and mentoring capacity. Three

	<p>members of L&D are completing a coaching qualification. As part of the programme uplift and to address trainers' skills gaps, we have fed into the region the need to invest in trainers so they can deliver training in a virtual way and maximise technology for learning.</p> <p>Points to note: -</p> <ul style="list-style-type: none"> • The Warwickshire Police workforce rotation process for students on the Police Constable Degree Apprenticeship (PCDA) has received acknowledgement of good practice on how the initiative is run from the Director of Education at Staffordshire University. • Director Enabling Services sits on the Diversity and Inclusion Board. • A mentoring / coaching scheme has been launched with under-represented groups being the initial priority • Positive Action Team visit new recruits in training • There is unconscious bias content in: OST training, stop and search training, new Specials, PCSO's and police staff induction. Valuing difference and inclusion in PCDA programme • There is a planned learning activity to further create an inclusive culture where all colleagues feel a sense of belonging through the Diversity and Inclusion (D&I) learning strategy <p>Both the PCC and Chief Constable thanked the Head of Learning & Development for a comprehensive report and the continued improvement works carried out by the whole team.</p>	
03.25/08/2020	<p>Performance Scrutiny Report.</p> <p>Question 1. Given that cyber-crime is one of the Strategic Policing Requirements and also appears in the force's strategic assessment: - What action is being taken to resolve this issue and to provide a better understanding of cyber enabled and cyber dependent crime? What is the force's position in respect of the 4 x E's in addressing cyber-crime post termination of the alliance?</p> <ul style="list-style-type: none"> • <i>Cybercrime is identified by use of an Athena marker, there is no distinction between cyber-enabled and cyber-dependent crime. Whilst cyber has increased during Covid-19 the causes are not clear from the data.</i> 	

	<ul style="list-style-type: none"> • <i>Force has a good relationship with ISO board.</i> • <i>Digital Investigations Team – A new team is in the process of being set up following the termination of the Alliance. It includes an experienced D.Insp who previously worked at the ROCU. .</i> • <i>A Cyber Strategy is being formulated for the force, with an input from partner agencies.</i> • <i>Force collaborating nationally and raising local awareness to make a difference to victims. Online awareness developing.</i> <p>Question 2. The findings of the latest Public Confidence survey, together with an assessment of the opportunities and challenges that exist in improving his position.</p> <ul style="list-style-type: none"> • <i>Latest data available is for March 2020</i> • <i>The figures show a slight improvement of just under 3% from the previous survey in December. The MSG position has consequently risen to 6th out of the 8 MSF.</i> • <i>The further growth in officer numbers should have a positive effect going forward, as will the force’s response to the Covid-19, which from the surveys that were conducted with the public at the time showed very positive results.</i> 	
04.25/08/2020	<p>Domestic Abuse (“DA”) Scrutiny Focus. Summary given by DS Hill - Vulnerability & Safeguarding and the OPCC Development and Policy Lead – Vulnerability.</p> <p>Volume of Domestic Abuse Offences The volume of domestic abuse offences has risen slowly since February 2020, but the levels still remain within the upper control limit. In previous years domestic abuse has tended to increase as you move from spring into summer, it falls away slightly in the autumn, with peaks associated with Christmas, Easter and Bank Holiday weekends. It also appears that when there is a period of prolonged hot weather this also tends to result in an increase in domestic abuse. On the 23rd March 2020 as a result of the coronavirus pandemic the government introduced a range of lockdown restrictions that resulted in the initial closure of all but essential shops, schools and licensed premises. There was initially a drop in the number of</p>	

domestic abuse offences being recorded but numbers quickly returned to levels of around 31 incidents per day. Over the last 3 weeks the average figures have been 33, 23 and 37 incidents per day respectively, the variation in the figures over the last 3 weeks highlight the need to be cautious when reaching assumptions around changes in demand. There have been noticeable spikes in reporting over Bank Holiday weekends and also linked to prolonged periods of hot weather. Prior to the coronavirus pandemic ASI had predicted levels of domestic abuse would rise, it is too early to conclude whether or not the pandemic has led to an increase in domestic abuse or whether it is simply following predicted trends. Set against reductions in acquisitive crime (burglary, theft, auto crime etc.) and violence associated with the high time economy it is to be expected that domestic abuse would contribute more in terms of percentages to all recorded crime.

Domestic Abuse Outcomes - There is always slight month-to-month variations in the proportion of 'Action Taken', since January 2020 levels have hovered around the 13% mark. As highlighted in the report 15% of crimes resulted in 'Action Taken' in June 2020 and 12% in July 2020. The level of 'Action Taken' will continue to be closely monitored through the Investigations, Standards and Outcomes board to ensure that there is not a drop-off. For a prolonged period of time the percentage of domestic abuse investigations filed using Outcome 16 (victim does not support a prosecution) has shown a steady decline, standing currently at 57% from a high of 72%. This is a positive step as it means that more victims of domestic abuse feel able to support a prosecution, it is far more difficult to achieve a positive outcome if the victim feels unable to support a prosecution as the police would need to mount an evidence led prosecution.

The DA victim satisfaction survey was temporarily suspended as a result of the coronavirus pandemic. In July, when the survey recommenced, 86% of victims were satisfied, the satisfaction levels pre-lockdown and post lockdown easing remain stable.

As of the 21st August 2020 the Witness Care Team report:

- There are 160 DA cases pending a court appearance
- From the 23/03/20 to date there has been 52 DA cases finalised at court, this includes both Guilty Anticipated Plea (GAP) and Not Guilty Anticipated Plea (NGAP).

- The courts have conducted 47 Pre-Trial Review hearings since the start of the pandemic.

1. When will the force have in place a published Domestic Abuse Strategy and a Delivery Plan to achieve it?

Responsibility for developing vulnerability related policies, procedures and guidance sat with the Vulnerability and Safeguarding Business Unit within the Alliance. Following the recent transition to a standalone force Heads of Departments were tasked with completing a review of the policies owned by them with a view to developing a plan to refresh and renew all policies. It is acknowledged that the Domestic Abuse Strategy is a policy that needs to be refreshed.

It was hoped that the refresh of the DA policy would coincide with the Domestic Abuse Bill becoming law but now it seems there will be a delay in the Bill passing through the various stages before becoming law. The Domestic Abuse Strategy and Delivery Plan will be developed within the next 3 months taking into account the key aspects of the Bill, which include:

- Establishment of a Domestic Abuse Commissioner;
- Automatically entitle DA victims to special measure in family and civil proceeding;
- Prohibit the cross-examination of the victim by the perpetrator in person if to do so is likely to diminish the quality of the witness's evidence or would cause significant distress to the witness;
- Will contain a presumption that children who see, hear or experience DA are victims.

In April 2019, AVA (Against Violence and Abuse) was commissioned by Warwickshire County Council to undertake a strategic review into domestic abuse services across the county with a view to developing a new five-year Violence Against Women and Girls (VAWG) strategy for Warwickshire. Warwickshire Police were actively involved in the review process which involved interviewing police officers and staff working within the field of domestic abuse. This review has led to the development of Domestic Abuse Strategic Review Delivery Plan that was published in June 2020. Warwickshire Police is working in partnership with VAWG to deliver the plan.

2. What plans does the force have to improve the way in which Domestic Abuse is subject to regular and detailed analysis to understand the profile of

victimisation, perpetration and reporting? How can this be better done in partnership with Warwickshire County Council, CSP Analysts and providers of local Support Services, to ensure there is a holistic picture of Domestic Abuse in the county?

Warwickshire Police is currently in the process of reviewing the domestic abuse dashboard, as part of this review the strategic lead for domestic abuse has linked in with the DA Commissioner for Warwickshire County Council to look at developing a joint dashboard using police and County Council data. It is hoped that this will lead to the development of an enhanced product which will provide a richer understanding of DA in Warwickshire.

There is meeting planned between the Detective Superintendent from Vulnerability and Safeguarding and the Principal Analyst to look at the Key Performance Indicators for vulnerability, which will include domestic abuse. There is already a bi-weekly dial-in meeting between the Principal Analyst and Analysts within Warwickshire County Council, the aim of these meetings it to make more effective use of resources and data sources available.

3. Local services providing support to victims / survivors of Domestic Abuse or Sexual Violence, have all reported significant increases in self-referrals during the pandemic, which do not appear to be matched by the reporting seen by Warwickshire Police. Does the force have a view on why this may be the case? Can anything more be done with partners to encourage reporting to the police?

Throughout the pandemic Warwickshire Police have participated in the regional domestic abuse dial-in with West Midlands Police, West Mercia Police and Staffordshire Police. The dial-ins also include an update on the national picture provided by the West Midlands Police lead who represents the region at these meetings. From the beginning of the pandemic it is true that services providing support to victims did report significant increases in demand. The significant increase in demand did not correlate with what was being seen by Warwickshire Police, police forces regionally or nationally. Angela Whitaker, National Domestic Abuse Coordinator, West Midlands Police has advised that academic research is being undertaken to explore this further.

4. During the pandemic a number of substantial changes have been made to the way in which the force reviews Domestic Abuse cases after initial attendance and then, where necessary, allocates them for secondary investigation and / or risk management. This has affected practice across both Local Policing (Patrol and Safer Neighbourhoods) and Protective Services (Harm Assessment Unit, Domestic Abuse Unit and Harm Hub). How have these changes been documented and introduced to ensure that there is a consistent service to victims / survivors through this new approach and that the required standards of both protection and investigation are being successfully delivered?

There has been a number of changes made over the last few months. For example the responsibility for dealing with Operation Encompass referrals has passed from the Domestic Abuse Unit to the Harm Assessment Unit. The DAU took initial responsibility for the process in order that Operation Encompass could be implemented earlier as at that time this team had greater capacity. It was always the intention for this process to pass Vulnerability and Safeguarding – Warwickshire Police back to the Harm Assessment Unit. The actual procedures that underpin Operation Encompass have not changed.

Warwickshire Police have also changed the way STANDARD risk assessments are dealt with, these are no longer assessed by the Harm Assessment Unit allowing them to focus those incidents that carry greater risk. A procedure has been written outlining how the process operates. The Domestic Abuse Risk Officers have always worked closely with the Harm Assessment Unit when dealing with HIGH risk domestic abuse offences, historically the focus of the DARO would be on the victim however they are now being encouraged to 'Think Family' and to consider the impact of DA on children. As a result they are now expected to be more actively involved in making suitable referrals to Children's Services to alleviate demand on the HAU. The complexities and challenges created as a result of policing the pandemic have been significant. It has been necessary to make changes in relative quick time to respond to this unique situation. Over the coming months all changes made will be reviewed and where appropriate incorporated into existing procedures.

5. How has the force proactively supported the police workforce in relation to their own safety and welfare in the context of the expected increase in

Domestic Abuse due to home working/ lockdown/ quarantine during Covid-19?

At this time it is not possible, in my opinion, to say whether or not home working / lockdown / quarantine has resulted directly in an increase in domestic abuse. Although not specifically aimed at the workforce there has been regular DA related messages put out from Corporate Communications, statutory and voluntary partners. There has also been regular features in the media at a local, regional and national level. The focus of the communications internally centred on keeping police officers and staff safe from risks associated with the coronavirus.

6. I understand that the 'Encompass' information sharing initiative with schools, which is led by Warwickshire Police, has continued to operate during the Covid-19 lockdown. Are there examples as to how this has helped to safeguard children during the pandemic who have been at risk of exposure to Domestic Abuse?

Operation Encompass has continued throughout the pandemic despite the fact most children were not in school. Schools put plans in place to ensure that contact was maintained with children not in school, particularly those children considered to be vulnerable. Although I cannot provide any specific examples I remain convinced that by providing this information to Designated Safeguarding Leads the police are helping to keep children safe.

7. I understand that the force has been working closely with its Warwickshire partners to regularly address concerns and emerging themes in relation to Domestic Abuse taking place during the pandemic. Has this assisted the force in considering its own approach and how will the positive aspects of these arrangements be developed for the future?

The coronavirus pandemic has resulted in the development of better working relationships between Warwickshire Police and its statutory and voluntary partners as has exiting the Alliance with West Mercia. Throughout the pandemic the Detective Inspector from the Domestic Abuse Unit has played an active part in the VAWG partnership meetings. In addition to this a weekly dial in meeting is held between the Detective Chief Inspector from Vulnerability and Safeguarding and senior managers from Children's Services where concerns or escalations are discussed. It is clear that more effective use of time can be achieved by holding

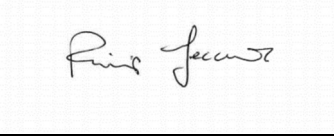
meetings virtually as it removes the time wasted travelling to and from meetings. Although there will always be benefits of holding face-to-face meetings the pandemic has shown that partners can operate more effectively and efficiently by making better use of technology.

8. I understand that the force has adopted a 'business as usual' approach to Domestic Abuse during CoVID-19, ensuring that all incidents that require attendance continue to be allocated a resource. As part of this, the force did not take up the option of temporarily utilising Telephone Resolution for certain Domestic Abuse incidents (as made permissible by guidance issued by the National Police Chiefs Council and College of Policing in relation to the pandemic). Has an assessment been made of the success, or otherwise, of this approach?

The modern police service has never had to operate in a pandemic before and as such the first few weeks following the implementation of the lockdown were challenging. There were concerns in the early stages that the extent of the virus could result in a significant reduction in police resources due staff absence caused by the virus or the need to self-isolate. With this in mind plans were developed that set out how police resources would be utilised should resource levels drop significantly. In March of 2020 guidance was developed in Warwickshire based on the College of Policing guidance just in case it became necessary to deal with certain incidents of DA by telephone resolution. Although the guidance was prepared there was never a need to implement the guidance as Warwickshire Police have been able to operate as 'business as usual' throughout the crisis. The evaluation of the Telephone Resolution pilot conducted in a small number of forces is yet to be released and as such it is unclear whether or not telephone resolution is an appropriate way to deal with DA. Once the pilot has been fully evaluated consideration will be given to implementing in Warwickshire only if it is found to provide a better service to the victim/survivor. Until the findings of the evaluation are known I would be against resolving DA incidents over the telephone unless it became necessary as a result of a reduction in resources

The PCC noted the important work D.Supt. Hill and his whole team carry out which is very much appreciated by partners and expressed his thanks to the whole team for their continued efforts both in investigations and the emotional support offered to the public.

	The PCC also noted the detailed report and questions raised by the OPCC Development and Policy Lead and the continued good working relationship between the OPCC and the Force in this area.	
05.25/08/2020	<p>Deep-dive Subjects</p> <p>It is proposed that the future PAM deep-dive subjects for additional scrutiny are: -</p> <ul style="list-style-type: none"> • September - Equality, Diversity and Inclusion. • October Q2 - Roads Policing. • November - Health and Wellbeing. 	

Formal Approval of Meeting Record	
Signature:	
Print Name:	Philip Seccombe, Police and Crime Commissioner
Date:	29 September 2020