



Performance Accountability Meeting (PAM)

Tuesday 21 December 2021

09:00 hrs to 11:00 hrs

Attendees

No	Name	Ref	Capacity	Person	Teams	Rotate
1	Philip Secombe	PCC	Police and Crime Commissioner	x		
2	Alex Franklin-Smith	AFS	T/ Deputy Chief Constable	x		
3	Ben Smith	BS	ACC Local Policing	x		
4	Steve Russell	SR	Head of A&SI	x		
5	Jon Belcher	JB	D.Supt. Intelligence	x		
6	Katie Tredinnick	KT	ASI Performance Lead	x		
7	Polly Reed	PR	OPCC CEO	x		
8	David Patterson	DP	OPCC Performance Lead / Minutes	x		

Apologies

Name	Ref	Capacity
Debbie Tedds	DT	Chief Constable
Richard Moore	RM	Deputy Chief Constable
David Gardner	DG	ACC Protective Services

Minutes

Reference	Item	Action
01.21/12/21	<u>Minutes 30/11/2021</u> Minutes of the previous meeting of the 30/11//2021 were agreed and approved.	
Action ¹ 02. 30/11/21	<i>Exempt FOIA under Section S.43 (Commercial Interests)</i>	Discharged
Action ² 02. 30/11/21	DP to arrange for the PCC to visit the WRSU. Update - Visit to WRSU arranged.	Discharged
Action ³ 02. 30/11/21	BS to extend an invitation to Chris Lewis (OPCC) to participate in the WRSU Project Board commencing in January 22. Update - Invitation extended to Chris Lewis OPCC.	Discharged
02.21/12/21	<u>Spotlight on Strategic Assessment</u> <i>Exempt FOIA under Section S.31 (Law Enforcement)</i>	
03.21/12/21	<u>Performance Scrutiny</u> DP introduced the OPCC Performance Report for November 2021 and posed a number of questions from the report on the subjects of: - <ol style="list-style-type: none"> 1. Establishment 2. Professional Standards 3. Freedom of Information 4. Total Recorded Crime 5. Other Sexual Offences These questions, together with the force's written response, are provided at Appendix A.	
04.21/12/21	<u>National Policing Measures and DCP</u> SR introduced the subject. Key points: - <ul style="list-style-type: none"> • The Home Office and HMICFRS had introduced a digital table in respect of the National Policing Measures (NPM), enabling comparison with other forces. • The data was restricted and accessible to only few nominated officers and staff with Counter Terrorism Clearance (CTC) vetting. • Local proxy measures had been proposed to capture some of data for the NPM and agreed at the Service Quality Board. 	
05.21/12/21	<u>Covid-19 Update</u> <i>Exempt FOIA under Section S.31 (Law Enforcement)</i>	
06.21/12/21	<u>Operational Update</u> <i>Exempt FOIA under Section S.31 (Law Enforcement)</i>	
07.21/12/21	<u>AOB</u> Nil. Meeting concluded at 10:35 hrs	
Agenda Item	Summary Of Actions	Allocated
02. 21/12/21	To arrange a meeting between DP and KT to ensure Strategic Assessment is coherent with Police and Crime Plan.	DP

Appendix A. OPCC Scrutiny Questions - Force Response.

Q1. Establishment.

What is the position with recording and understanding the composition of the workforce in terms of all nine elements of 'protected characteristics' (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation) under the Equality Act 2010?

In light of the recent criticism of the Metropolitan Police Service for allegedly being institutionally homophobic, in terms of service provision what information is captured and monitored to provide assurance that there is equity of service across all of these Protected Characteristics?

Response

Our Origin HR system records all protected characteristics and we recently have expanded some of the options within these characteristics to reflect current groups / terminology as much as possible within the restrictions of the current system version.

We have set an equality objective specifically focussed on encouraging people to share their protected characteristics as clearly it is not mandatory for our workforce to declare certain characteristics.

We are working with our staff networks to encourage higher levels of reporting in order for us to understand our workforce makeup and ensure that the right support is provided. We have also forced data checks in Origin to prompt people to share. Since these interventions we have seen increases in declaration levels.

We will also be launching a national campaign "safe to say" in January 2022 to encourage greater disclosure of protected characteristics and provide reassurance as to what we use the data for and how educating the organisation will in turn support the workforce to enable us to be inclusive.

To ensure equity of service, our policies and processes include equality impact assessments and are shared with our 'critical friends' which includes representatives from across the organisation and staff networks to ensure the way we operate will not disproportionately impact a specific group.

Data around grievances, disciplinary, complaints is also reviewed around equality impact to ensure there are no disproportionate trends.

We will be running our workforce survey in-house in early 2022, one of the reasons for this is we can better assess if people with specific protected characteristics are likely to respond more negatively, this insight was not provided by previous survey providers.

We also very much encourage two-way engagement from the workforce and groups, our diversity and inclusion board and health and well-being groups are well represented and attended to allow feedback and challenge from staff network, staff associations, unions and others to ensure we are doing all we can to be inclusive to all groups.

Q2. Professional Standards.

Given these recent dismissals and the relatively high number of recently recorded police conduct cases - what are the perceived drivers behind these recent increases, is there an acute issue with poor officer behaviour that needs to be systemically addressed?

Response

The recent dismissals of three officers following accelerated hearings were all for separate matters. The conduct issues are not comparable and no common themes can be drawn between them. They occurred at different times within different directorates but their conclusions happened to coincide.

Newly-recorded conduct cases in recent months have tended to show an increase beyond the monthly average. However, we are still dealing with low numbers so caution is advised around reading too much into percentage increases.

There is no general common theme between all of the cases albeit there have been a small number of separate conduct matters linked to the same complainant / victim. Those cases have been subject of a Critical Incident Management Meeting (CIMM). The number of investigations being investigated or directed by the IOPC remains stable.

The recording of new conduct cases does not reflect what – if any – outcomes there will be at their conclusion, therefore it is only an initial indicator of poor behaviour. Cases that are initially recorded as a conduct matter may not require investigation, or may be resolved early-on through Performance Requiring Improvement.

Officers are increasingly encouraged to challenge and report inappropriate behaviour therefore an increase in cases may – to an extent – be expected.

The volume and type of cases within PSD does not suggest an endemic behavioural problem within Warwickshire Police. However, clearly there is a need to highlight behavioural standards and improve policing culture more generally. The force's Culture, Ethics & Behaviours Board will play a key role in relation to this.

There are a number of conduct matters that need addressing to the wider workforce to raise awareness and prevent further issues. These include 'sexual misconduct' and 'misuse of force systems'. Both of these themes feature within the recent Anti-Corruption Unit (ACU) threat assessment and control strategy and will be the subject of targeted activity, alongside awareness-raising campaigns and inputs, throughout 2022.

Q3. Freedom of Information.

The situation with the volume of FOI requests awaiting processing, together with the low proportion of those completed within the required 20 day time limit is a cause for concern. How is this risk being effectively managed and what are the time scales for significant improvement to be made and full compliance with legislated timeframes to be achieved?

Response

The last few months have seen significantly high levels of FOI requests coming into the force and being driven by public interest in policing as a result of high profile issues around

Violence Against Women and officer conduct (117 requests in October and 90 in November, both higher than average).

The FOI team, which is now operating at full capacity, has continued to close and respond to significant numbers of requests each month (Sept – 95; Oct – 63; Nov – 90). Despite this, the number of FOIs that remain open at close of November remains high (n=152).

The number of FOIs that remain unresolved after the 20 day deadline had been trending downwards over September and October, but the volume and nature of requests in the October demand spike mean that figure has gone back up to 75 at the end of November.

The main contributing factor to the current backlog in requests exceeding the legal time limits, alongside the unpredictable fluctuations in volumes, is the lack of capacity within the Professional Standards Department to provide information in response to FOI requests. This is where a large percentage of the requests sit and current resource levels mean there is very limited staff availability who are trained in accessing the data from PSD systems, to provide the information to enable the FOIs to be responded to.

The risk is governed within the Information Assurance Board, chaired by the Deputy Chief Constable, but the mitigations are limited until additional resource can be allocated. However, as part of the business planning process this has been articulated as an area requiring attention.

It is impossible to state a timeframe for when full compliance will be achieved owing to the variable nature of the monthly volumes of FOIs. It is unclear if we will ever achieve full compliance until we have suitable resource capacity within the high demand business areas to respond to FOIs, and even this may never totally negate some volume of outstanding FOIs because of the unpredictable nature.

Q4. Total Recorded Crime.

Given the marked geographical disparity in TRC rates between the north and south of the county, in particular in North Warwickshire Borough, are the drivers for these differing levels of TRC understood and what action can be taken to address this disparity?

Response

The disparity is a long standing trend, which hovers around 60% of crime in North and around 40% in the South. There are underlying differences in socio-economic profiles across the two areas (reflected in the Index of Multiple Deprivation profile) and this is discussed in the new Strategic Assessment. North Warwickshire also borders both Birmingham and Coventry, so is susceptible to cross border criminality.

Whilst we should be very careful about a perverse response to address this difference (not least because in terms of Total Recorded Crime the size of the population matters) this is something that the new Control Strategy we will seek to understand in our medium-long term strategic objectives of the four enablers of crime.

Q5. Other Sexual Offences.

Given the marked increases in Other Sexual Offences, particularly in North Warwickshire Borough, are the causes understood and has the force sufficient capacity and capability to effectively manage this increase?

Response

There have been a general increase in reporting, with a number attributed to the night time economy (NTE). The next most significant category falls within child protection and reporting from educational institutions. Others relate to domestic abuse disclosure. There is no specific trend or obvious area of focus.

We assess this as likely being attributed to: -

- Reopening of NTE and more social contact than there has previously been.
- An increased awareness of sexual assault due to national coverage of VAIWG leading to increased reporting (a positive step!).
- Disclosures being made via education and children's services, which as we know are generally increasing anyway.

In terms of resourcing, the investigations will be allocated based on severity and whether or not specialist investigative skills are needed.

The resourcing issues in these teams is subject to wider discussion, however given that the numbers being reported are still relatively small increases, I do not believe special arrangements are yet needed.

We will keep this monitored over the coming months, particularly over the festive season. The work that Det. Chief Supt Suzanne Baker is leading around VAWG will focus on safety within the NTE and looking at offender focussed prevent and protect strategies.