



Philip Seccombe
Police and Crime
Commissioner
for Warwickshire

Open Minutes

Performance Accountability Meeting (PAM)

Tuesday 22 February 2022

09:00 hrs to 11:00 hrs

Attendees

No	Name	Ref	Capacity	Person	Teams	Rotate
1	Philip Seccombe	PCC	Police and Crime Commissioner	x		
2	Debbie Tedds	CC	Chief Constable	x		
3	Ben Smith	BS	ACC Local Policing	x		
4	Steve Russell	SR	Head of A&SI	x		
5	Suzanne Baker	SB	DCS Protective Services	x		
6	David Patterson	DP	OPCC Assurance Lead / Minutes	x		

Apologies

Name	Ref	Capacity
Alex Franklin-Smith	AFS	Deputy Chief Constable
David Gardner	DG	ACC Protective Services
Polly Reed	PR	OPCC CEO

Minutes

Reference	Item	Action
01.22/02/22	<p><u>Minutes 25/01/21</u> Minutes of the previous meeting of the 25/01/2022 were discussed and amendments requested by CC to reflect the meeting more accurately – agreed. DP to forward amended version to CC for approval.</p> <p><u>Actions 25/01/2022</u> Nil</p>	
02.22/02/22	<p><u>Spotlight - VAWG / Investigation and Outcomes</u> Topic presented by SB with reference to prepared PowerPoint presentation. Key points:</p> <p>1. Force Governance Structure SB explained the key meetings within the force that created a robust governance structure, of particular relevance was the ‘Delivering Effective Justice Steering Group’ chaired by ACC Ben Smith, and the ‘Investigation Standards and Investigation Board’ chaired by SB.</p> <p>2. HMICFRS Assessment (IPA) Reference was made to the annual inspection of the force by HMICFRS in 2019/20, which identified a ‘cause for concern’ in respect of the force’s investigative performance and had consequentially made seven recommendations for improvement. Since this time much activity had taken place to remedy this unsatisfactory position, including:</p> <ul style="list-style-type: none"> • The establishment of the Child Abuse Trafficking and Exploitation (CATE) teams. • Sexual offences courses for new detectives in CATE. • Implementation of a Crime Allocation Policy. • Implementation of a Proportionate Investigation Guide. • Provision of an Investigative Plan Guidance • Amendments to Athena processes. • Establishment of a Skills Capability Board • Introduction of Supervisor Development Days. • Establishment of a Senior Detective Forum • SMCRU review of serious and major crimes to identify learning and provide recommendations for improvement. • Reducing the backlog of digital devices awaiting examination. • The focus has been on enabling a relatively young and inexperienced workforce. • Criminal Justice Unit delivery of training to shifts 	

	<ul style="list-style-type: none"> • Appointment of Disclosure leads • Rape and Serious Sexual Offences (RASSO) guidance provided to officers. • The Sherlock programme of training, which follows the journey of a serious crime from attendance to court. • Detective numbers have been low following the termination of the alliance and time and effort has been invested in increasing the capacity and capability of these resources. • Introduction of Performance Dashboards • The Empower operating model review should ensure a more effective and efficient investigative model. • CC Commented that training was a continual process, and the need was amplified due to an inexperienced workforce. This was a priority area for Learning and Development. <p>3. Investigation Standards & Outcomes (ISO) Board</p> <ul style="list-style-type: none"> • SB outlined the important role of the ISO in both developing and delivering these initiatives for improvement, and addressing the HMICFRS recommendations. <p>4. Outcome Rates – Rape</p> <ul style="list-style-type: none"> • The outcome rates for rape offences were discussed. • CC commented that in recent years there had been a swing away from the occurrence and investigation of the serious acquisitive to one of investigating vulnerability and high harm offences. Empower was reviewing the balance between these two crime types and the correct resources required to meet their respective demands. A vulnerability subject matter expert had been incorporated into the Empower team to provide counsel. <p>5. Outcome Rates - Total Recorded Crime (TRC)</p> <ul style="list-style-type: none"> • BS noted that TRC outcomes was a complex area. • Comparison was made between Warwickshire Police’s performance and that of the Most Similar Group (MSG) of forces, and other Athena forces. • Increased outcome rates coincide with increase police officer numbers and lower demand. • The impact of Covid-19 in reducing acquisitive crime volumes provided time and opportunity for better investigations. 	
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	<ul style="list-style-type: none"> • In Q2 and Q3 of 2021/23 the reduction in police numbers due to abstractions, together with increased demand due to the lifting of Covid-19 restrictions, has led to a reduction in the positive action rates for outcomes. • Empower need to create capacity for the effective investigation of volume crime. • PCC questioned why Warwickshire Police had been particularly adversely affected during this period when compared to other forces who presumably were experiencing similar challenges. The response provided was that Patrol resources had significantly reduced during this period. When demand is low and resources are high, then quality improves. • BS commented that performance was still challenging awaiting the recommendations from Empower and their implementation in Q3 2022/23. <p>6. Outcome Rates</p> <ul style="list-style-type: none"> • A discussion took place regarding outcome rates. • It was noted that the positive action outcomes for the offence of rape was above that of the MSG. • CC questioned that irrespective of comparison with the MSG was Warwickshire Police's performance 'good'? • A discussion took place regarding the 'weighting' of offences according to their seriousness and level of harm to provide a better assessment of success in tackling harm, rather than merely counting the number of crimes receiving a positive action outcome. Cambridgeshire had conducted some work in this regard that was of interest. <p>7. Outcomes Improvement Plan</p> <ul style="list-style-type: none"> • Whilst Empower was expected to provide a systemic improvement in providing a more effective and efficient investigative model, medium-term improvements were anticipated to be realised through achieving a more experienced and skilled workforce, together with embedding the delivery of the aforementioned initiatives. • CC commented that Empower had license to be radical and no 'red-lines' had been given, the Safer Neighbourhood Teams were central to any future model. • CC considered that the force was now in a stronger position, as funding was sufficient coupled with a strong management team. The 	
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	<p>effects would be improved investigations and consequently more positive action outcomes.</p> <p>8. Violence, Abuse & Intimidation Against Women and Girls (VAIWG).</p> <ul style="list-style-type: none"> • SB noted that the National Framework had been recently launched and that Warwickshire Police was ‘ahead of the curve’ in developing its VAIWG strategy. • The strategy consisted of five key themes and much work was required to deliver on its ambitions: <ol style="list-style-type: none"> I. Safety in Public Place II. Criminal Justice and offender management III. Recording of crimes and incidents IV. Internal culture V. Communication and engagement <p>9. VAIWG Toolkit</p> <ul style="list-style-type: none"> • SB provided an overview of the associated VAIWG toolkit, designed to inform local procedures and identify good practice to embed them with responders and investigators. <p>ACTION – Arrangements to be made for PCC to visit investigative teams. DP to orchestrate with SB.</p>	
<p>03.22/02/22</p>	<p><u>Performance Scrutiny</u></p> <p>The Performance Scrutiny report was presented by DP, which included two key questions on force performance for January 2022</p> <p>1. Drug Offences</p> <p>Q1. Given that Drug Offences frequently only come to police attention when proactively sought, is a reduction in volumes considered to be a negative or positive development – what does ‘good’ look like for this performance metric?</p> <p>2. Possession of Weapons</p> <p>Q2. As with Drug Offences, proactivity can influence the levels of Possession of Weapons – particularly in respect of Stop and Search. Is there a case for more nuanced performance data to be presented in the corporate KPI’s to provide a better insight into the nature of the items found during Stop and Search and the influence of proactivity on these two categories of crime that cause fear of crime and are of great concern to Warwickshire’s communities?</p> <p><i>SR responded that drug offences were part of the Home Office crime tree of recordable offences. It was acknowledged that the measure didn’t differentiate</i></p>	

between those offences identified through reactive or proactive policing. Cambridgeshire had conducted some work to better assess the outcomes for proactive policing, which may prove to be helpful. More insightful management information was presented at the Police Powers Board chaired by ACC Smith and further work was required to understand the position more clearly.

Victim Satisfaction

- PCC questioned the rates for Victim Satisfaction and the whether the questions posed were relevant and revealing, as often a victim may be dissatisfied with having been the victim of crime but nonetheless satisfied with the police response.
- SR responded that the survey questions posed were consistent and therefore temporally comparable.
- CC noted that the 'fear of crime' influenced public confidence in the police and that the influence of negative media reporting and social media may reduce levels of confidence levels and satisfaction.

Deployment Bases

- PCC also remarked on the response time for North Warwickshire and the seeming benefits of having a deployment base at Atherstone to reduce the times. It was asked if consideration was included in the Empower operating model review.
- CC responded that it was necessary to better understand the resourcing at the Coleshill base and the incident demand for Atherstone. It was necessary for an appropriate level of resources to be deployed to meet the volume of demand. Consideration also had to be given to the nature of the demand, namely was it for OPU / Patrol / SNT resources.

Stuart Ross House

- It was noted that the OCC would be transferring to Stuart Ross House on the 16/03/2022.
- ICT Services were managing 2k tickets for service and that a programme of in person 'hyper-care was to be undertaken by the team to rectify any residual issues with individual officers and staff.

	<p>Crime Baskets</p> <ul style="list-style-type: none"> BS commented that the open crime investigation had recently been reduced from 3.1k crime to 2.7k crimes, achieved through additional scrutiny and adherence to the Proportional Investigation Guidance. <p>National Policing Measures Section Exempt FOIA under Section S.31 (Law Enforcement)</p> <p>PAM and FGB</p> <ul style="list-style-type: none"> The future composition of these meetings was briefly discussed. The CC commented that her preference was to have both meetings on the same day with just one spotlight subject. <p>Spotlight Topic</p> <ul style="list-style-type: none"> It was agreed that the subject for the PAM in March 2022 would be on Homicide and the National Policing Measures, presented by Steve Russell. 	
04.22/02/22	<p><u>Police & Crime Plan Performance Framework</u></p> <ul style="list-style-type: none"> DP commented that the OPCC were working up some proposals for a Delivery Plan and Performance Framework to complement the Police and Crime Plan 2021- 2025, which should be shortly formally launched. Further updates would be given in due course once arrangements had been progressed. 	
05.22/02/22	<p><u>Covid-19 Update</u></p> <ul style="list-style-type: none"> The force would shortly be communicating with the workforce as to what the lifting on national restrictions means for Warwickshire Police. Operation Talla would provide the lead to ensure consistency across all forces. Absences were remaining stubbornly high, but community levels were starting to decrease, and this should start to have an impact on the workforce too. <p>Exempt FOIA under Section S.31 (Law Enforcement)</p>	
06.22/02/22	<p><u>Operational Update</u> Exempt FOIA under Section S.31 (Law Enforcement)</p> <p>Meeting concluded at 11:55 hrs</p>	
07.22/02/22	<p><u>AOB</u> None raised.</p>	
Agenda Item	Summary Of Actions	Allocated

02.22.02.22	Arrangements to be made for PCC to visit investigative teams. DP to orchestrate with SB.	DP
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