



Performance Accountability Meeting (PAM)

Tuesday 30 November 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	Debbie Tedds	CC	Chief Constable	x		
3	Ben Smith	BS	ACC Local Policing	x		
4	David Gardner	DG	ACC Protective Services	x		
5	Warren Little	WL	Force Operations	x		
6	Jeff Carruthers	JC	Director of Finance	x		
7	Katie Tredinnick	KT	ASI Performance Lead	x		
8	Polly Reed	PR	OPCC CEO		x	
9	Sara Ansell	SA	Chief Finance Officer	x		
10	David Patterson	DP	OPCC Performance Lead / Minutes	x		

Apologies

Name	Ref	Capacity
Richard Moore	RM	Deputy Chief Constable
Alex Franklin-Smith	AFS	T/ Deputy Chief Constable
Steve Russell	SR	Head of A&SI

Minutes

Reference	Item	Action
01.30/11/21	<p><u>Minutes 26/10/2021</u> Amendment requested by CC Tedds to: -</p> <ul style="list-style-type: none"> • Page 2 of Minutes of 26/10/2021, to omit the reference to West Midlands Police and the public expectation on 101 response times. • On Page 3 to amend the reference to the CC role in VAWG Governance and Oversight. • On Page 5 to include reference to 'refresher' training for DA Matters. <p>Agreed by PCC.</p> <p><u>Actions</u> No actions arising.</p> <p><u>Estate</u> <i>Exempt FOIA under Section S.43 (Commercial Interests)</i></p>	
02.30/11/21	<p><u>Spotlight on Road Safety</u> A detailed Powerpoint presentation on the subject of Road Safety was provided by Supt. Warren Little: - Key points: -</p> <p>Dedicated Road Policing</p> <ul style="list-style-type: none"> • Tasking is an issue at present to get the right resources, in the right place, at the right time. • Essex Police use a software 'heat map' to manage tasking and this may provide an opportunity for Warwickshire Police to replicate. • The Road Safety analyst in ASI has recently returned to work and this should improve performance data. • Better sharing with partners is required for more effective Road Policing Unit (RPU) / Camera Enforcement Unit (CEU) and ANPR deployment and activity. <p>Proactivity</p> <ul style="list-style-type: none"> • Management of the Commercial Vehicle Unit has been moved to Roads Policing, from the previous arrangement under the Collision Investigation Team. • The RPU shift pattern permits periods for dedicated proactive work. <p>Performance</p> <ul style="list-style-type: none"> • Better performance reporting down to team and individual level will enable more intrusive supervision and management. <p>Partnership</p>	<p>Action² DP to arrange for the PCC to visit the WRSU</p>

	<p>Effective relationships being formed with: -</p> <ul style="list-style-type: none"> • Warwickshire Road Safety Partnership. • National Highways Agency. • Warwickshire Police surrounding forces. • Central Motorway Patrol Group (CMPG). <p>Campaigns</p> <ul style="list-style-type: none"> • Operation Revoke – An initiative to remove driving licences from those understood to use controlled drugs and those suffering from significant medical conditions, rendering them unsafe to drive. • Bike Safe initiative for powered two-wheelers. • National Police Chief’s Council (NPCC) annual Christmas drink / drug driving campaign. <p>Strategic Threat and Risk Assessment</p> <ul style="list-style-type: none"> • The Roads Strategic Threat and Risk Assessment (STRA) has recently been produced and reflects the priorities of the proposed new Police and Crime Plan. <p>BS stated that a Project Board for the RSU was to be established in January 2022 and that an invitation would be extended to the PCC. Action³</p> <p>Warwickshire Road Safety Unit Exempt FOIA under Section S.31 (Law Enforcement) Exempt FOIA under Section S.43 (Commercial Interests)</p>	<p>Action³ BS to extend an invitation to Chris Lewis from the OPCC to participate in the WRSU Project Board in January 22.</p>
03.30/11/21	<p><u>Performance Scrutiny</u> The OPCC Performance Report for October 2021 was introduced and a number of questions from the report were posed to the Chief Constable on the subjects of: -</p> <p>Vehicle Crime <i>Q1. The introduction of the Vehicle Crime Team at the beginning of 2020/21 had a very significant and positive impact on the volumes of Vehicle Crime and the Action Taken rates. Recent performance would appear to have declined, particularly in North Warwickshire which has recorded a recent spate of such offences. An understanding of the reasons why, and what actions is to be taken to reverse this position, would be of value.</i></p> <p>BS responded: -</p> <ul style="list-style-type: none"> • It was important to reflect on where the force have got to. A slide was presented to provide the historical context, in terms of the volumes of Vehicle Crime. • The introduction of the Vehicle Crime Team had been a factor but the biggest driver for the reductions had been Covid-19, resulting in 	

significant reductions across all acquisitive crime categories.

- It was inevitable that acquisitive crime would not remain suppressed forever and in time there would be a gradual return to more normal levels of offending. Volumes were still remaining well below expected levels.
- Levels of Vehicle Crime continue to be monitored, but it falls within that broader category of acquisitive crime and County Lines, and therefore the question is how the force best allocates its proactive resources. For example, of concern in recent weeks was the increase in Burglary Dwelling offences across the south of the county, where the force have consequently reallocated resources to address this acute increase.
- In summary, it is expected that Vehicle Crime offences will gradually increase back towards a new post-Covid normality. The force will very closely monitor this via Force Tasking, set against all of the other proactive policing for threat and risk that are faced. Informed decisions will be made on where best resources are allocated to address that threat and risk.

Burglary Victim Satisfaction

Q2. Given this deteriorating position with Burglary Victim Satisfaction rates, what action is to be taken to improve the service provided to victims subject to this serious and harmful crime?

BS responded: -

- Victim satisfaction continues to be a primary focus for the force across all crime types, and not just Burglary.
- Since the peak numbers of Burglary Dwelling in 2017/18, the force have reduced such offences in the county by 55%.
- This means that so far this year there have been 838 less victims of burglary than there were at this point in 2017/18, which should improve public confidence, if not victim satisfaction.
- This reduction does not mean that the force shouldn't be seeking to provide the very best possible service when people do become victims of crime, especially the harmful offence of Burglary.
- It's relatively clear that there is a correlation between increases in demand, and reductions in Victim Satisfaction. Across the three volume categories of Burglary, Violence and Vehicle Crime as post Covid demand has picked up the

rates of positive Victim Satisfaction have begun to decline.

- It comes as no surprise that victim satisfaction rates peaked when demand was at its lowest during Covid lockdowns
- A lot of work has been progressed via the Victims and Witnesses Engagement Board (VWEB) – Victims Code training, Victims Champions, audit and assurance work, investigations dashboard and scrutiny around victim updates and Victims Code compliance.
- Although compliance with the Victims Code is improving, this is not necessarily something that is then translating through to improved rates of Victim Satisfaction.
- The other area to note is the inevitable impact of the wider Criminal Justice issues on victim satisfaction levels. It is very difficult to measure the true impact of this, but it is known that the ultimate outcome of the case does impact on satisfaction, and where there are long delays then this will not help.
- The biggest challenge for the Operating Model Review is how do we create time and space for investigators to investigate, and manage the victim experience. That is the only thing that will lead to sustained satisfaction improvements.

Stop and Search Disproportionality

Q3. What progress has been made by Warwickshire Police in considering and implementing the recommendations from the HMICFRS spotlight report 'Disproportionate Use of Police Powers' of February 2021?

BS responded: -

- Chief Supt. Bastone chairs the Use of Police Powers Board (UoPP) that examines at all things that affect Stop and Search (S&S). This Board reports into the Deputy Chief Constables' Legitimacy and Equality Board.
- The HMISFRS report 'Disproportionate Use of Police Powers – Published in Feb 2021. There are three themes to the report, replicated below together with the measure that have been implemented:-
 1. Internal Scrutiny
 - Supervisor process for dip-sampling S&S.
 - Audit and assurance.
 - UoPP Board.
 - Chief Officer, Strategic and Tactical Leads.
 2. External Scrutiny
 - Stop Search & Use of Force Scrutiny Panel.

- Body Warn Video.
 - Independent Advisory Group.
 - Officer Safety Training Observer Scheme.
3. Access to Data
- Effective Governance.
 - Regular reporting.
 - Review of skills and training.
 - Academic collaboration.
 - Disproportionality Analysis.

Assault on Police

Q4. What arrangements are proposed for Warwickshire Police to survey the Health and Wellbeing of its officers and police staff?

BS responded: -

- Assaults on police officers is of concern, both locally and nationally, as the trends show an increase.
- The data is regularly reviewed at the Operational Health and Safety meeting to ensure any trends or learning are immediately picked up and responded to. Although there has been nothing obvious so far, it is noted that Warwickshire Police have a high proportion of young in service officers. The training has therefore been reviewed to support officers dealing with conflict - accepting lived experience plays a large part in conflict resolution.
- Additional analysis, such as the types of incident where assaults are more common, will be carried out within the next quarter.
- In addition to local management debrief and support from the Chief Constable, each officer is contacted to check on welfare and the position is reviewed at the weekly Chief Officer Meeting.
- There is now better recording than occurred previously.
- A health and well-being survey across the workforce is scheduled for Q1 of next year

Investigations

In light of concerns raised directly with the Commissioner, the finding of previous HMICFRS inspection reports, and the findings of reviews conducted by the force's own Statutory & Major Crime Review Unit (SMCRU), the following questions are pertinent: -

1. What activity has the force been taking over the last 12 months to improve the quality and timeliness of the investigation of crime?
2. How effective has any improvement activity over the last 12 months been? How has this been

	<p>evaluated?</p> <ol style="list-style-type: none"> 3. To what extent is the Chief Constable satisfied with current quality and timeliness of the investigation of crime? 4. To what extent is the Chief Constable satisfied that police investigators remain objective and focus on a search for truth? 5. What future activity does the force have planned to further improve the quality and timeliness of the investigation of crime and to embed and capitalise on any recent improvement activity? <p>The question on Investigation were only briefly considered due to the complexity of the subject and the time available to explore the issues in satisfactory depth. As such, these questions were postponed and are to be rescheduled for the spotlight subject on 'Investigations and Outcomes' at the PAM in January 2022.</p> <p>It was agreed that the 'spotlight' topic for the PAM in December 2021 would be 'Strategic Assessment and Control Measures', as opposed to the scheduled topic of Sustainability. The rationale being that work on Sustainability would be better presented later in the new year when the work had been further developed. Also, it was now timely to discuss the critical subject of the force's Strategic Assessment, which had recently been completed.</p>	
04.30/11/21	<p><u>IOPC Report</u> PR presented a letter that had recently been received from the Independent Office for Police Conduct (IOPC), which had accompanied their release of their annual data on the performance of complaint handling by individual police forces.</p> <p>CC responded that Warwickshire Police had manage to achieve a position where 76% of public complaints were dealt with outside of Schedule 3 and were therefore ranked highly amongst other forces. Areas for improvement related to Reflective Practice, and also Disproportionality - although not high in the comparison with other forces, further work and monitoring was required. Overall Warwickshire Police were considered to be performing well against the IOPC metrics.</p>	
05.30/11/21	<p><u>Covid-19 Update</u></p> <ul style="list-style-type: none"> • Provided at weekly PCC / CC meeting 	
06.30/11/21	<p><u>Operational Update</u></p> <ul style="list-style-type: none"> • Operation Christmas Presence was scheduled to commence over the festive period to provide additional capacity. • The CC would be unavailable for the PAM on the 21 December 2021. CC Alex Franklin-Smith will represent. 	

07.30/11/21	AOB Nil Meeting concluded at 11:10 hrs	
Agenda Item	Summary Of Actions	Allocated
02. 30/11/21	Action ¹ <i>Exempt FOIA under Section S.43 (Commercial Interests)</i>	BS
02. 30/11/21	Action ² DP to arrange for the PCC to visit the WRSU	DP
02. 30/11/21	Action ³ BS to extend an invitation to Chris Lewis from the OPCC to participate in the WRSU Project Board in January 22.	BS