



Philip Secombe
Police and Crime
Commissioner
for Warwickshire

Governance & Performance Board

OPEN Minutes 1 November 2022

Meeting Record:

Chair	Philip Secombe
Police and Crime Commissioner	Attendees: Emma Daniell (DPCC), Polly Reed (PR), Claire Morris (CM), Sara Ansell (SA) Apologies: Philip Secombe (PCC) Minutes: Imogen Forrest
Warwickshire Police	Attendees: Debbie Tedds (CC), Alex Franklin-Smith (AFS), Ben Smith (BS), Suzanne Baker (SB), Steve Russel (SR), Tania Coppola (TC), James Davies (JD), Jeff Carruthers (JC) Apologies: Alison Hall (AH)
Date of Next Meeting	6 th December 2022

Actions and Matters Arising

Reference	Discussion	Action
1.01/11/2022	The minutes of the meeting held on 27.09.22 were agreed as a true and accurate record	
2.01/11/2022	OCC DPCC highlighted the improvement within the OCC performance data and asked if this was down to	

	<p>anything specific. CC advised that there has been less demand coming in, but will increase towards Christmas.</p> <p>CC also advised that recruitment is ongoing and there is going to be another intake soon. BS highlighted that there has been a higher level of recruitment interest recently which could be beneficial.</p> <p>BS who is leading on the Gold Group for OCC performance data, advised that there is work ongoing to understand the abandonment rate and ways to improve it. Supt Warren Little has been tasked to look into the demand the force receives and ideas of how to prepare for the summer months.</p> <p>AFS stated that supporting neighbouring forces is a standing agenda item to be discussed at Regional Deps and advised that other forces are facing similar issues.</p>	
3.01/11/2022	<p>SNT</p> <p>DPCC advised the CC of the recent correspondence the OPCC received regarding SNT reductions within the areas of Southam and Wellesbourne. BS & CC advised that the SNT officer who has been within that area for 16 years has left and taken new employment which has raised concerns from residents. CC confirmed there is a flexible worker currently in Southam.</p> <p>CC advised that the SNT officer in Wellesbourne is in post until April and then being moved to the Resolution Centre which has also raised concerns.</p>	
4.01/11/2022	<p>Empower People</p> <p>A discussion took place regarding an update on Empower People. CC suggested bringing it to the GPB in January as the force will be in a better position to give an update. DPCC advised the office will discuss if this is an appropriate agenda item and will confirm once decision has been made.</p> <p>BS is currently reviewing Empower People programme and once papers are shared with CC, they will be shared with the OPCC.</p>	<p>OPCC</p> <p>CC</p>

DVA/RSSO

Reference	Discussion	Action
5.01/11/2022	<p>A set of questions had been prepared by the OPCC around DVA/RSSO which had been circulated prior to the meeting. The forces responses were discussed with follow up questions by the DPCC.</p> <p>Partnerships</p> <p>A discussion took place around what current statutory and non-statutory partnerships are in place to ensure that public spaces, night-time economy, education establishments and public transport hubs are safe for women and girls. SB advised that CSP is in place and they have regular meetings to discuss priorities, along with work undertaken in relation to Safer Streets Projects.</p> <p>DPCC stated that there is a statutory requirement for CSP's to write a strategy that sets out how they will reduce crime and disorder in their area. DPCC requested that the 4 strategy documents are shared with the OPCC.</p> <p>SB advised that the force is looking into regular multi agency operations to target night time economy which also works alongside VAWG, a board that SB chairs. DPCC was advised that the board has linked in with both Coventry and Warwick University to engaged them in events and raise awareness around keeping safe in public.</p> <p>Warwick University students attended the VAWG board and presented some ideas which the force want to act and help on.</p> <p>Victim Outcomes</p> <p>A detailed discussion was held around the outcomes for domestic abuse offenses and what the force are doing to assure improved outcomes for victims. SB advised that due to the summer demand and high abstraction rates, officers found it challenging to prioritise all investigations but is confident that once Empower is in place in relation to the Patrol</p>	<p>SB</p>

	<p>Investigations Unit, DA outcomes will improve and it will allow the force to be more intuitive.</p> <p>SB explained that the PIU will take large responsibility for investigating medium risk DA offenses which accounts for a large proportion of recorded DA crime.</p> <p>SB advised that for the more serious offences there will be SSO / DART teams implemented. The Empower team are looking into training to ensure those individuals have the appropriate skills.</p> <p>DPCC asked when the DART team will be fully staffed and trained. SB advised that the DART team will be implemented sooner rather than later, unable to provide a definitive date but looking into recommendations first and training will be trialled after Christmas.</p> <p>Training</p> <p>A discussion took place on what training has been delivered to increase the knowledge and skills of the workforce to address Violence and Intimidation Against Women and Girls (VAWIG). SB advised that Mike Smith has carried out training focusing on trauma in terms of the impact on the officers, with 25 officers already completing this training and looking at 40 officers to be trained every year thereafter.</p> <p>DPCC made a reference to the forces prepared response regarding a request having been made to the Home Office to secure funding for additional training and asked what the funding was for? SB confirmed it was for specialist witnesses interviews.</p> <p>Effective Policing</p> <p>A discussion was held on how effective the force are in ensuring women and girls feel confident, assured and respected to report their experiences of harm to the police directly and indirectly, safe in the knowledge that they will be taken seriously. SB advised that she chairs the VAIWG board and leads a holding to account for the delivery plan and has recently launched a VAIWG scrutiny panel. SB stated that the panel will allow further partnership work as</p>	
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	<p>CSP sit within it and they look into old cases and reinvestigate evidence that has been missed.</p> <p>SB advised that there is going to be a survivors group for VAIWG where female victims will talk about their experience around police processes during investigations in order for the force to learn from previous cases.</p> <p>Dedicated Resources</p> <p>A detailed discussion took place on what dedicated resources, capacity and capability the force have to tackle the perpetrators of VAIWG, to ultimately reduce the prevalence of violence against women and girls.</p> <p>SB advised that the Empower policing model will lead to an increase in capacity to allow for the prevention hub to be more involved with DA offenders and currently looking into if OOCd can be more effectively used with the lower level DA perpetrators.</p> <p>A discussion took place on the Managing Offender board and their priorities. One of which included the development of a managing offender toolkit so that officers can refer to, in order to inform activity that will be undertaken to locate and arrest perpetrators. It is currently being mapped out.</p> <p>Victims Code</p> <p>A discussion was held around how the force have ensured the embedding of the Victims Code and that support for the victims of VAIWG is both appropriate and effective. SB advised that a series of video briefings will be developed based on a victim who was sexually assaulted and then went on to make a complaint about how let down she was by the force, based on the Victims' code. The idea around this is to ensure that front line officers understand the importance of the Victims' code.</p> <p>DPCC asked what has been done to ensure that staff know their obligations under the code and comply with them. SB advised there is going to be a new customer service plan established but want to look into how other forces have delivered it. However, there is inhouse training for the OCC.</p>	<p>SB</p>
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	<p>Processes and Protocols</p> <p>A discussion took place on what processes and protocols are in place to provide internal accountability and legitimacy in cases where staff abuse their position of power for sexual and emotional gain. SB advised that each new starter receives training from a senior member of PSD which includes all the requirements from the College of Policing and each new member of staff receives a handbook to ensure they understand the Code of Ethics and Standards of Professional Behaviour.</p> <p>DPCC was also advised that PSD held a partnership event in September which was well attended and a good learning experience. It was an opportunity for officers to come forward and share their experiences and if they had been subjected to any abuse or harassment. Partner agencies have agreed to engage with the force to promote understanding and support around identifying victims, reporting offenders and to eradicate misogynistic behaviour, which will be commissioned through the VAWG board and brought to SLT to be signed off.</p> <p>The forces 'Know the Line' campaign was discussed. SB advised that the most recent video release was viewed 234 times by staff, which DPCC questioned if this was a high or low number of people. CC advised that not all members of staff/officers have enough time to review the intranet so new ideas are being suggested on how to engage the force member more.</p> <p>AFS highlighted that it was discussed in Regional Deps and agreed that people would rather short and snappy headlines or face to face interaction. TC suggested that pushing it through management and giving dedicated time to review the intranet would be more beneficial and to look into introducing QR codes so that you are automatically brought to the page rather than browsing through everything.</p> <p>The forces intention to create a culture in which such values are embedded and contributed to the change in culture within policing and public perception was discussed. DPCC was advised that there are a number of strategies in place to support cultural</p>	
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change through the strategic wellbeing board and the culture and ethics board.

Operation Soteria

A discussion took place around what learning has been applied from the Operation Soteria pilot. SB advised that the force is in the early stages of the pilot, a team is being put together and they have attended meetings to understand the pilot. SB highlighted that she chairs the Soteria programme board monthly to ensure that the force is on track in regard to the deliverables and a focus group has been set up.

RASSO

Effectiveness within the RASSO team was discussed relating to investigations; being suspect focused, disrupting repeat and risky perpetrators whilst delivering a procedural justice approach to victims' engagement. SB advised that the CSP RASSO team helps support suspect focused approaches and supported police CPD training on suspect focused investigations and when the DART team is implemented improvements will follow.

Public Confidence

A discussion was held around what the force are doing to ensure public confidence and improve the feeling of safety in both public and private. SB advised that there has been a lot of work done with SNT's to target activity in relation to all profile events and develop a joint communication strategy to highlight the increase in DA associated with the World Cup and Christmas. Teams will be engaging on social media to provide high visibility policing.

SB highlighted that whilst working with Warwick University, students expressed feeling unsafe in certain situations and explained why. DPCC asked what the plan around this was? SB advised that work is being done with CSP's on Safer Streets Project which identifies hotspots for criminal activity and improved lighting and CCTV have been installed for the public to feel safer.

Spiking

	<p>A discussion took place around how effective the force has been in investigating and responding to reports of spiking and needle spiking and what they have done to communicate and educate the public around staying safe on a night out. SB advised that the force ran a communications campaign earlier in the year aiming to raise awareness around signs that a drink has been spiked, the consequences of that happening and what to do if you or friend have been spiked.</p> <p>In relation to reported needle spiking, DPCC was advised that none had found any evidence of drugs being administered and the overall figures have reduced and broadly stabilised.</p>	
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Empower Place

Reference	Discussion	Action
6.01/11/2022	<p>TC advised that the following information presented is based on the information request received by the OPCC, which requested an update on the progress of the Empower Place programme in respect to the plans and estates.</p> <p>JD highlighted the prioritised activities discussed under the 5 key aims of the programme and gave a brief overview of each.</p> <p>Estate and location planning - to update the estate in line with policing requirements post transition out of the alliance and into the future</p> <p>JD advised that there are lots of projects that are set out for the rest of this and next year's financial year and the Estate and Location planning links in with Empower People and the geographical model, which is currently being mapped out.</p> <p>Agile working – to maximise utilisation of our freehold estate by embracing new technologies and supporting agile working</p> <p>JD advised that the agile working will help maximise the estate, to ensure that the main priority teams will be onsite. But there is still a decision to be made around</p>	

	<p>the teams that could potentially work from home as there are a lot of factors to consider.</p> <p>Maintenance and modernisation – to improve working conditions and the appearance of the estate, with focuses on safety and wellbeing, in line with staff and public expectations</p> <p>JD provided an update regarding the sustainability initiatives that were granted by the PCC. Work on the solar panels and electric charging points have started but it just a pilot before rolling out to other sites.</p> <p>Sustainability – to adapt our estate in order to ensure that we are fit for a sustainable future</p> <p>The cost of heating was discussed and was agreed that all sites must control heating suitably.</p> <p>Security – to align our psychical security provisions to modern information assurance requirements and psychical threat profiles</p> <p>The security of the building was discussed in detail. JD advised that security consultants have been out and he is just waiting for the report to come in to then act on the recommendations.</p> <p>Year 0-5 Capital Programme</p> <p>A detailed discussion took place around the conditional surveys, which JD advised the in house building surveyor identified a mass of work that needs to take place and once it has been costed it will then be validated from an out of house source.</p> <p>The 'must do' capital expenditure was discussed outlining the priority along with determined budget costs. The priorities were determined through the factors: Health and Safety obligations, basic maintenance, operational requirements and fit for the future strategy priorities attainment.</p> <p>A presentation slide highlighted the capital and revenue projects for the for finical year 22/23, which included the project, the forecast, dates and confidence rating. Most capital projects had a high confidence rate which was reflected as a positive.</p>	
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	<p>Financial Planning</p> <p>JC discussed the financial planning for the 2022/23 revenue forecast outturn for the force, presented in a table which included several categories, budget, actuals & commitments, forecast and variance. A similar table was produced for 2022/23 revenue forecast for the PCC, North & South Justice centres and WRSU (Warwickshire road safety unit). JC then went onto discuss the 2023/24 – 2025/26 revenue budget for the force, followed by the 22/23 Capital forecast outturn.</p>	
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Establishment Details

Reference	Discussion	Action
7.01/11/2022	<p>In AH absence, TC discussed the establishment report which been circulated prior to the meeting.</p> <p>The report included multiple graphs for Police Officers 22/23 & 23/24, PSCOS's, Police staff, Specials & Volunteers identifying and predicting recruitment, leavers, headcount strength and establishment figures.</p> <p>A detailed discussion took place on the CC's more recent data regarding the current figures, future courses and transferees.</p> <p>CC highlighted that the recent recruitment event was a success with over 100 attendees and the force will continue to advertise in order to hit the target of 1100 officers. A discussion took place on what the force intends to do after reaching the uplift target. DPCC was advised that recruitment will still continue after April.</p> <p>CC advised that the force have organised a specially designed postcard to be delivered to every household across Warwickshire. The postcard will include a QR code which will link to a site that the force can control and determine what information is provided</p>	

Finance

Reference	Discussion	Action
8.01/11/2022	<p>A brief discussion took place around the Q2 Money Matters report which had been circulated prior to the meeting.</p> <p>The report included accrued income and expenditure as well as commitments up to the end of September 2022. The report also included details on recommendations, 22/23 revenue budget executive summary and detailed analysis, capital programme position for 22/23 and plans up to 2026/27 and reserves.</p> <p>DPCC was advised that further detail around the budget will be discussed in the budget meeting on Thursday 3rd November.</p>	

Approval

P. Seccombe on06.12.2022.....

D. Tedds on06.12.2022.....