



Philip Secombe
Police and Crime
Commissioner
for Warwickshire

Governance & Performance Board

OPEN Minutes 6 December 2022

Meeting Record:

Chair	Philip Secombe, Police and Crime Commissioner
Police and Crime Commissioner	Attendees: Philip Secombe (PCC), Emma Daniell (DPCC), Polly Reed (PR), Claire Morris (CM) Apologies: Sara Ansell (SA) Minutes: Imogen Forrest (IF)
Warwickshire Police	Attendees: Debbie Tedds (DT), Alex Franklin-Smith (AFS), Steve Russel (SR), Alison Hall (AH), Jeff Carruthers (JC) Apologies: N/A
Date of Next Meeting	3 rd January 2022

Actions and Matters Arising

Reference	Discussion	Action
01.06/12/2022	Minutes from the previous meeting on 1 st November, were agreed as an accurate and true record. PR updated the CC on the PCC's Grant Scheme which launched on 5 th December.	

Performance

Reference	Discussion	Action
	<p>SR explained that Total Recorded Crime has been answered first, due to further questions relating back to it and action that has been taken.</p> <p>All agreed that the document had been read prior to the meeting so BS advised he would briefly discuss each response and would open up for any further questions.</p> <p>Total Recorded Crime</p> <p>A discussion took place around what measures the force will be taking in the intervening periods to address the action rates for TRC before implementing Empower-People change programme in April 2023.</p> <p>PCC was advised that a step change in performance on action taken will only be achievable with a structural change within the force' operating model but there is existing work which can aid this:</p> <ul style="list-style-type: none"> • Use of Investigations Standards & Outcomes board to help improve use of OOC's • Improvements in file quality and standards driven by ISO. • Supporting audit programme to ensure crime outcome standards are met. • Training initiatives designed to improve quality of investigating and supervising. • Training to help improve investigations standards and decision making <p>DPCC questioned how long after Empower is implemented would we see an improvement in rates? BS stated that during COVID months the demand on the force was a lot less which resulted in there being more time to investigate cases thoroughly. However, once the delivery of Empower has taken place improvements, especially in volume crime investigations, will be expected to show 6 months after delivery.</p> <p>CC agreed with BS and advised that when there is a high demand the force cannot cope with the current</p>	

	<p>resources but hopeful it will change with the new model.</p> <p>AFS advised that there is an expectation for there to be an improvement with the new model due to dedicated patrol teams. However, due to their being a young workforce it is not expected to change on day one, but hopeful that overtime there is continued improvement along with increased experience and knowledge.</p> <p>PCC advised that all officers should have the same training so they have the same skill sets. Learning and Development should also have frequent training.</p> <p>CM questioned how may 'Disclosure Champions' do the force currently have. BS advised he would find out and report back to CM.</p> <p>Vehicle Crime</p> <p>Further measures that the force are taking to improve the position for Neighbourhood crime due to Warwickshire being an outlier was discussed. PCC was advised this also refers back to the above question in relation to the overall approach to maximising action taken.</p> <p>DPCC questioned if the 'Vehicle Crime Strategy' had been written. BS advised that the final product is going to be reviewed on the 12th December.</p> <p>DPCC asked if the marketing campaign that is currently being developed could be explained further. BS advised that the campaign is in two-phases and is utilising behavioural change graphics in order to locate hot spot locations across the county.</p> <p>BS also advised that there is a lot of social media work around how to keep your vehicle safe, as the crime is a challenge in Warwickshire.</p> <p>Violence Offences</p> <p>A discussion took place around what measures the force are taking in the intervening period to address and improve action taken rates for all violent crime.</p> <p>Other Sexual Offenses</p>	<p style="text-align: center;">BS</p>
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	<p>The measures the force are taking in the intervening period to address levels of other sexual offenses and improve the action taken rates was discussed.</p> <p>PCC questioned if the force had noticed any increases in DA offenses during the World Cup? SR advised that there has not been anything noticeable but it will be monitored as England get through each stage. There has been enhanced resources put in place for the festive period and when England is due to play.</p> <p>Burglary</p> <p>A discussion was taken place around what measures the force will be taking in the intervening periods to address the action taken rates for burglary offenses. PCC was advised this also relates to the overall approach discussed in TRC question.</p> <p>AFS advised that several things are in place to address the rates:</p> <ul style="list-style-type: none">• Warwickshire have now signed up to attend all domestic burglaries to improve investigations, victim satisfaction and public confidence.• A plan is in place to address levels of neighbourhood crimes which has been commissioned via the Executive Board.• Partnership work to tackle burglary with cross-border meetings with West Midlands and Leicestershire. <p>A discussion took place around decision making for when officers would attend a burglary. AFS advised that a call handler would send a 999 response if the crime was committed at the time of call. If not then a normal response would be sent out.</p> <p>PCC asked if there was a timescale on when officers should attend the scene. AFS advised there is no national time scale it would be dependent on the resources and priority calls on that day.</p> <p>Possession of Offensive Weapons</p> <p>A discussion took place around what measures the force are intending to take to address the crime type that causes fear and concern to communities. Analysis identified that the vast majority of possession of</p>	
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	<p>offensive weapons often occur in public spaces which then leads to services being called out.</p> <p>Domestic Abuse</p> <p>A discussion took place around the historical seasonal increase in domestic abuse over the festive season and World Cup tournament and how the force were intending to do to prevent, enforce and detect offenses. BS advised this was briefly discussed in the meeting but there has been enhanced local policing resources on duty to detail with the anticipated spike, especially when England are due to play.</p> <p>There will also be two additional double crewed cards specifically on duty to respond to domestic abuse related incidents.</p> <p>Road Safety</p> <p>A discussion took place around measures the force intend to take to enforce and prevent drink/drug driving offenses. PCC was advised there is significant marketing and target social media activity planned throughout December to encourage people to not drive if under the influence. BS also advised there are a number of dedicated force specific operations in this area.</p> <p>Repeat Victimization</p> <p>A discussion took place around if there was a case to amend the KPI to focus on the small cohort of victims that are subject to high risk/ numbers of repeat victimisation to provide more meaningful measure of the reduction of harm/crime achieved. PCC was advised that there is an idea has been put forward by ASI.</p> <p>Vehicle Crime – Victim Satisfaction</p> <p>Action taken to improve the declining position with victim satisfaction rates for vehicle crime was discussed. PCC was advised that vehicle crime rates have been stable since June 2022 and have showed sustained improvement over the last 3 months.</p> <p>CC stated that a review will take place every 6 months.</p>	
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	<p>Police Staff Sickness</p> <p>A discussion took place around the forces understanding around the nature of the sickness absence in police staff and what is being done to reduce overall sickness and improve wellbeing.</p> <p>The PCC was advised that duty changes was the biggest concern raised at the engagement seminars back in the summer. The force are considering doing a deep dive around this to understand this issues and come up with resolutions.</p> <p>DPCC questioned if there was any way to equip first line managers to support their young officers. CC advised that this is done through the 'Personal Support Passport'. The passport allows staff to work with line managers and HR to identify the most effective way of managing your physical/mental health and wellbeing.</p> <p>Police staff sickness and agile working was discussed. SR advised that if agile working was not an option then sickness levels would be higher. However, if staff are not well enough to work they are told to take time off to recover.</p> <p>CC advised that a large amount of staff do need to be on the premise to work so a high number of staff cannot work remotely which can become difficult to manage at times.</p> <p>Digital Services</p> <p>The timescales for the implementation of the KPI's in the performance report was discussed. PCC was advised that KPI's in relation to Digital Services will appear in the December performance report and be reported quarterly thereafter.</p> <p>Digital Contact</p> <p>OPCC asked if the OCC analyst report on Digital Contact could be shared which force confirmed that it can shared and attached along with this written response.</p> <p>A discussion took place around the SOH figures dropping.</p>	
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	<p>BS advised that the 101 calls are improving which is resulting in fewer people using SOH. When call demands increase so does the use of online reports so there needs to be a balance.</p> <p>SR highlighted that there was a peak in demand during summer but that was expected. However, in recent weeks there has been less demand as expected but it is starting to pick up leading up to Christmas.</p> <p>Protection Orders</p> <p>A discussion took place around the scrutiny applied to ensure that opportunities to apply of a DVPO are not missed. The PCC was advised that more applications could be made by the force and this finding was reflected in the HMICFRS Inspection report.</p> <p>CM questioned if there was a time frame on the bitesize briefing, which is to further raise awareness of the DVPN process. BS advised that it has already been done.</p>	
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Empower People

Reference	Discussion	Action
	<p>BS advised that there has been some minor adjustments to the presentation from when it was last presented at the Engagement Seminars back in the summer, due to budget costs.</p> <p>BS went through the presentation briefly and was open for questions.</p> <p>BS highlighted the key benefits of the new Operating Model, the Programme Governance and the Chief Officers and departments they oversee. BS then went on and discussed the Local Policing structure, what it is made up of and the benefits of the local policing areas.</p> <p>BS discussed the main responsibilities, what has changed, the benefits and the implementation updates for Patrol, Safer Neighbourhood Teams, Patrol Investigations, & Local Policing Resolution Centre.</p>	

	<p>PCC stated that he had been advised that the police station in Bedworth isn't open and was questioning if there was a reason/solution. The PCC was advised that there is a resolution centre in Nuneaton with allocated senior officers for each area, so if there are any issues it should be going to them. Bedworth front office was closed in 2011.</p> <p>BS stated that in the new model, each area will have a superintendent and chief inspector who will be expect to travel around their area extensively. CC advised she will email across senior positions, what their accountability is and point of contact. PCC advised that this a good step forward and shows tangible solutions.</p> <p>BS explained that there has been significant changes to the way uniform inspectors are deployed with a creation of a team of new central inspectors with key roles:</p> <ul style="list-style-type: none"> • Force Incident Manager – OCC based and managing all incoming incidents from within OCC. • Force Duty Inspector – mobile and force wide responsibilities <p>A discussion took place around public contact within the OCC and Resolution Centre. The PCC was advised that the changes made within the OCC were minor but all police officers are being removed from call handler positions and being redeployed into more operational posts. In the resolution centre, shift patterns have switched from 5 shift system to 4 shift system.</p> <p>PCC was advised of the changes within roads policing, with the introduction of dedicated roads policing Sergeants. The current model has no dedicated supervision which have caused some concerns around performance. There has also been shift patterns changes within this department also with a 4 shift system and removal of unnecessary training weeks.</p> <p>BS then went on to Protective Services highlighting the public protection unit which is made up of the following:</p> <ul style="list-style-type: none"> • DART – Domestic Abuse & RASSO team 	
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	<ul style="list-style-type: none"> • CATE – Child Abuse Trafficking and Exploitation team • Strategic Development team • SMCRT – Statutory and Major Crime Review Team • Missing team • OCSET – Online Child Sexual Exploitation Team • CRSU – Central Referral and Safeguarding Unit <p>BS then highlighted the main responsibilities, changes, benefits and implementation updates for CATE, DART, Force CID, Intelligence & Prevention Hub.</p> <p>A discussion took place around the other areas of Public Protection which included OCSET, CRSU and the Strategic Development Team. BS also discussed the Cyber and Digital teams, Offender Management, Learning and Development and Legal and Disclosure.</p> <p>The overview of the programme plan was briefly discussed which BS highlighted it had been RAG rated and there are no real red flagged issues, so the timeline for April is looking positive.</p> <p>PCC stated that this is a good piece of work that has been produced and wanted to thank all who were involved on their hard work and dedication.</p>	
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Establishment Details

Reference	Discussion	Action
	<p>AH joined the meeting.</p> <p>A discussion took place around the establishment report that had been circulated prior to the meeting. The report included multiple graphs which presented figures on establishment, FTE strength, headcount, recruitment & leavers for Warwickshire Police Officers, PCSOs, Police Staff, Specials and Volunteers in 2022/23.</p>	

	<p>AH noted that these figures are from the beginning of November so they may differ from the weekly reports that have been circulated throughout the month.</p> <p>CC advised that the force is more confident in reaching the uplift target for April, as figures are in a much better position than in previous months.</p>	
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Finance

Reference	Discussion	Action
	<p>The Money Matters Q7 report which was circulated prior to the meeting was discussed briefly. JC advised that the report has provided all relevant information and highlights all changes since Q2 in bold.</p> <p>PCC thanked JC for the report provided as it is useful for moving into the budget setting process. JC advised he will communicate any materials to help the process further.</p> <p>JC advised that he will intend to present a money matters report in January. PCC thanked JC and finance for providing reports to this meeting and JASC and getting them submitted on time and to where they need to be.</p> <p>PR advised that there were outstanding questions SA wanted to raise but due to her absence it was agreed it will be picked up in one of SA&JC's regular meetings.</p>	

Any Other Business

Reference	Discussion	Action
	<p>OPCC Office Move</p> <p>A discussion took place around possible options for the OPCC team to move to LW headquarters. CC shared concerns around potential operational impacts but</p>	

	PCC reinforced that operational policing is a key priority but initial view space can be made for his team.	
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Approval

P.Secombe on ...03.01.2023.....

D. Tedds on03.01.2023.....