**Minutes of the meeting of the Warwickshire Police and Crime Panel
held on 19 March 2018**

Present:

Members of the Panel

Councillors:

Mark Cargill	Warwickshire County Council
Nicola Davies	Warwickshire County Council
John Holland	Warwickshire County Council
Tony Jefferson	Stratford-on-Avon District Council
Gwynne Pomfrett	Nuneaton and Bedworth Borough Council
Derek Poole	Rugby Borough Council
Adrian Warwick	Warwickshire County Council

Independent Members
Andy Davis
Bob Malloy

Office of the Police and Crime Commissioner (OPCC)

Neil Hewison	Chief Executive
Philip Seccombe	Police and Crime Commissioner (PCC)
Rob Tromans	Deputy Police and Crime Commissioner (DPCC)
Elizabeth Hall	Treasurer
Cheryl Bridges	Policy and Research Officer

Warwickshire Police
Alex Franklin-Smith   Chief Superintendent and Alliance Strategic Lead for Criminal
Justice and Custody

Warwickshire County Council Officers

Sarah Duxbury	Head of Law and Governance
Hassan Hafiz	Trainee Solicitor (Interim Panel Support)

1.   **General**

   1) **Apologies for absence**

   Apologies for absence were received on behalf of Councillor Richard Chattaway and Councillor Andrew Thompson. Councillor Neil Dirveiks was substituted by Councillor John Holland.

   2) **Members' Disclosures of pecuniary and non-pecuniary interests**

   There were no disclosures of interest.

3) Chair's Announcements

The Chair, Councillor Davies, introduced and welcomed Hassan Hafiz and explained that he will be supporting the Panel for the next few meetings following the departure of Stefan Robinson. The Chair expressed her thanks on behalf of the Panel for the efforts of Rebecca Parsons following her recent departure from the Office of the Police and Crime Commissioner (OPCC). The Chair stated that the Panel looked forward to working with her replacement David Patterson in the future.

4) Minutes of the previous meetings held on 1 February 2018

The minutes of the meeting held on 1 February 2018 were confirmed as a correct record and signed by the Chair.

2.   Public Question Time

There were no public questions.

3.   Alliance Policing Model

The Chair invited Chief Superintendent Alex Franklin-Smith (Head of Local Policing for Warwickshire), to present a briefing on the new Alliance Policing Model. He began by explaining that the Policing Model had not changed since the Alliance was formed in 2012 with West Mercia Police, however since that date demands on policing have changed radically. He stated that there were three purposes of the new Alliance Policing Model:

1. Modify the current policing model to ensure that resources meet demand in the most effective way possible.

2. Make the most of new technology to drive efficiency.

3. Prioritise and reduce unnecessary demand.

It was explained that the Local Policing Structure within the new Alliance model will continue to maintain its current key components of Investigations, Offender Management, Patrol and Operating Policing Units (OPU) and Safer Neighbourhood Teams (SNT). At the core of the Local Policing Structure sits the Harm Hub which will enable the police to work closely with partners to focus on crime prevention and drive up victim satisfaction.

The panel was informed that the evidence base for the new policing model was derived from three years' worth of data, as well as findings from workshops

conducted across the police force to understand hidden demand. The analysis of this evidence informed the following key areas of change with the new policing model:

1. Better use of mobile technology - improving the ability to work flexibly and out in communities

2. Shift patterns to match demand- to ensure that the right resources are on hand at the right time.

3. Moving the Operational Policing Unit from Protected Services into Local Policing.

4. Seeking to remove 10% of demand by better prioritisation and removal of unnecessary waste.

It was reported that the new shift pattern was due to commence in April 2018 for Patrol and OPU teams and was designed to provide a 10% better match to demand. He explained that this will ensure that the police have sufficient resources on duty at peak times of demand.

In terms of demand reduction it was emphasised that the evidence base suggested that officers are being deployed to incidents that could be resolved more efficiently over the phone, or by means other than deployment. He highlighted the importance of effective prioritisation and stated that they key principle will be to reduce demand with minimal impact on outcomes for victims.

Reference was made to the commitment to strengthen and 'professionalise' SNT teams within the new policing model by protecting them from Incident Demand. SNT teams will have a greater emphasis on problem solving within local communities and will be supported by the problem solving model "SARA" as well as Intranet based "Beat Profiles" which will be used to record and manage key neighbourhood information.

Following the agreed precept rise, it was stated that there would be an investment in 50 officers across the policing model. He explained that a number of key functions will be added to the policing model including a prison processing function at both Nuneaton and Leamington. There will also be a problem-solving team in the north and the south of the county, as well as a Missing Persons Team. The Panel was informed that the policing model increased road policing numbers by 5 officers and that a further 5 officers will be added using the funding from the precept rise. He further explained that officer numbers in SNT and Investigations will be maintained using the precept increase, two areas that would have otherwise faced reductions in the new policing model.

Councillor Cargill asked how the target to recruit an additional 50 officers will be met. It was recognised that this will be a challenge but that recruitment for "Student Officers" was currently underway. He stated that there were two intakes planned,

one for May 2018 and one for September 2018. It was further stated that there were 11 fully qualified Police Constables looking to transfer into Warwickshire Police. Neil Hewison explained that the most recent application round for the Alliance for Student Officers drew 600 applications in just 2 days, demonstrating that the posts are attracting significant interest. He advised that given the volume of applications it will take time to process these applications through to interview stage.

Councillor Jefferson enquired regarding the challenges of the Athena IT system and the potential risks involved in incorporating the system into the new policing model. Chief Superintendent Franklin-Smith acknowledged that Athena has been a challenging project, however progress is being made and the system is becoming more imbedded. He explained that some of the problems with the system were due to user issues which hopefully will be resolved as the workforce becomes more familiar with the technology.

Councillor Jefferson asked how long it would take for Athena to become fully embedded. Alex responded that it was difficult to offer a timescale, however there are indications that progress is being made. One of these indications was a significant reduction in the number of calls to local Athena champions and ambassadors regarding issues with the system.

Councillor Warwick asked for clarification as to whether the problems with Athena could be attributed to the system itself or issues with training and user error. The response was that the issues were a combination of both these factors. However, he emphasised again that given Athena is still a relatively new system it will take time before all of its issues are addressed. Assurance was given to the Panel that the police have invested heavily in training the entire workforce and that this training is ongoing. He added that training is also becoming more focused to address the specific problems facing different teams within the force.

Councillor Holland enquired how the use of technology within the new model may help to tackle low level offences such as speeding which often go unreported. Reference was made to the Camera Enforcement Unit which is part of the Warwickshire Safer Roads Partnership Team. Chief Superintended Franklin-Smith stated that greater investment is taking place to tackle criminality on the roads and that moving OPU's from protected services into Local Policing will support this process. The continuing importance of Community Speedwatch was highlighted which was considered to be the most effective tool to work within communities to tackle criminality on the roads.

Councillor Cargill raised concerns about the lack of key words within Athena which prevents the ability to sort crime data effectively. Chief Superintended Franklin-Smith agreed that one of the problems seemed to be the quality of information that had been input to the system and expressed his commitment to reduce the volume of poor quality information entered into the system, which he attributed to user error. He advised that Athena is a forerunner in improving data quality and hoped that the police will reap the benefits of the system in the long run.

Neil Hewison agreed that some progress is being made with Athena however he pointed out the three most pressing problems that faced the system. Firstly he explained that there was a significant back log of data within the Information Management Unit which meant that crimes on the system were not being processed, leading to delays in investigations. Secondly, there were issues in identifying and assessing "vulnerability" for the purpose of the Multi Agency Safeguarding Hub (MASH) impacting on the effectiveness of safeguarding for victims. Finally he explained that there were issues with the Criminal Justice File submission system. Neil Hewison concluded that the force was acutely aware of these challenges and was working hard to resolve them.

Councillor Pomfrett asked what 'professionalising' SNTs meant and how this will be done. Chief Superintended Franklin-Smith replied that following a HMIC (Her Majesty's Inspectorate of Constabulary) inspection last year, it was identified that neighbourhood policing could be delivered more effectively by improving problem solving. It was stated that problem solving will be facilitated by the use of the SARA Model as well as a greater use of mobile working to allow SNTs and Police Community Support Officers (PSCOs) to remain visible and out in communities. He added that this will lead to professionalisation by allowing SNTs to focus on their specialism and not be distracted by Incident Demand.

The Police and Crime Commissioner (PCC), Philip Seccombe, stated that he was pleased that the rise in precept was being invested in the new policing model. In particular, he highlighted the continuing importance of Safer Neighbourhood Teams and stressed the need to protect SNT's given the valuable role they play in keeping communities safer.

The Chair asked how the PPC will monitor the new policing model. The PCC stated that the model will require some time to become imbedded and that it should be evaluated over a period of 6 months to track its progress.

Councillor Jefferson asked what key indicators may be used to track the progress of the new model. The PCC replied that there are a number of indicators such as response times to patrols as well feedback from communities that will enable the PCC to measure the success of the model. However he also emphasised the need to have responsibility devolved to SNTs and local officers on the ground and not to have the monitoring process overly target driven.

Neil Hewison added that one of the key indicators of the success of the new model will be the recruitment of the additional 50 officers. He explained that the OPCC will be tracking the whole composition of the workforce but in particular will monitor the filling of the additional 50 posts.

Councillor Jefferson asked whether performance against this recruitment outcome could be reported to the Panel on a regular basis. The Chair suggested that monitoring of the implementation of the Model, including recruitment levels be placed as an item on the agenda this time next year for an annual review, to assess effective delivery of the Model. Andy Davis requested that in addition to a 12 month

review, the recruitment numbers be reviewed on a regular basis at subsequent Planning and Performance Working Group meetings.

The PCC stated that he was happy to share the figures pertaining to recruitment with the Working Group and to bring back a fuller report in 12 months' time.

The panel expressed thanks to Chief Superintended Franklin-Smith for his briefing.

Resolved

1. That performance against the recruitment target of the additional 50 officers be reviewed at the next Planning and Performance Working Group.

2. That delivery and impact of the Alliance Policing Model, including officer recruitment be added to the agenda of the Police and Crime Panel meeting in Spring 2019 for annual review.

4. **Police and Crime Commissioner Update Report**

The PCC introduced his report which gave an update on the recent activities since the Panel last met on 1 February 2018. The PCC stated that the OPCC is working with the police to establish how the road safety reserve can best be invested.

The PCC highlighted the continued work of the Blue Light Collaboration Joint Advisory Board. In particular, the PCC informed the Panel that he will be meeting the Chief Executive of West Midlands Ambulance early next month to see what they are doing to fulfil their duty to collaborate with other emergency services in Warwickshire.

The PCC announced that there has been no reduction in monies spent on grants for 2018/2019. He stated that a new grant fund to address "Drugs and Alcohol in the Criminal arena" is going to be launched in Spring 2018.

The PCC reported that Zeynab Gamieldien has been appointed as Policy and Research Officer leading on Criminal Justice for the OPCC, replacing Caroline Ryder who left in September 2017. He also reported that David Patterson has replaced Rebecca Parsons as the OPCC lead for monitoring performance.

The Chair asked whether any of the grants allocated in the last 12 months did not perform or had underperformed. Cheryl Bridges stated all grants were monitored on a quarterly basis. She advised that a number of third sector organisations required support and some recorded underspends for reasons including a lack of capacity. She informed the Panel that any money not spent by the organisations before 31 March 2018 will be claimed back by the OPCC.

Andy Davis noted that the PCC report did not include any mention of the MOU (Memorandum of Understanding) which was signed by Warwickshire County Council (FRS) and the West Midlands Fire Service. Rob Tromans stated that the

MOU was a recent development and that it will be discussed and considered moving forward given that it offers scope for collaboration.

The Chair thanked the PCC for his full response to matters raised by the Panel in his Police Precept letter of 28 February 2018. The invitation from the PCC for a member of the Panel to assist him in the design of next year's consultation process was welcomed. The Chair informed the PCC that Andy Davis had been selected by the Panel for this role.

Neil Hewison provided details on police numbers. He stated that the full time equivalent figure for 1st April 2018 was 893.7 and the current figure as of 1st March 2018 was 791.67. Mr Hewison explained that the Panel should be aware that the figure for 1st March 2018 does not include the additional 50 officers or the 24 detective posts, which explains the difference between the figures.

Councillor Poole referred to the Performance Summary for October-December 2017 and noted that residential burglary figures had risen but there was nothing in the report regarding "car key burglaries". The PCC accepted that there had been a rise in residential burglary crime. However he stated that there had been some success in tackling "car key" crimes which revolved mainly around educating the public and equipping them with the knowledge to take simple steps to protect themselves.

Councillor Poole then referred to the figures on rural crimes and noted that they did not include figures on cross-border crime. The PCC accepted that he did not have data on what percentage of crime in Warwickshire was committed by people who resided outside of the county. The PCC stated that he had recently attended an event in North Warwickshire with Leicestershire Police which highlighted a lot of effective cross border collaboration and that moving forward such collaboration will be vital in addressing this type of criminal activity.

Councillor Warwick raised concerns about the accuracy of the crime figures in light of the problems discussed regarding Athena. The PCC commented that although Athena has its problems, they are being resolved. The PCC emphasised that Athena offers significant advantages, not least because it is used widely by other police forces which makes collaboration easier.

Councillor Warwick stated that given the concerns with Athena he lacked confidence in the figures contained in the Performance Summary for October-December 2017. Neil Hewison acknowledged that the OPCC has similar concerns regarding confidence in the figures produced.

Councillor Jefferson asked whether the recent well-publicised drug crimes in Stratford had been picked up by the force. The PCC stated that drug crime on county lines is an ongoing problem across the county. He stated that there has been some success in Stratford in tackling these problems and hoped that this would continue. Cheryl Bridges added that drug crime is discussed at a county-wide Serious and Organised Crime Group, which met most recently at Stratford District Council to discuss strategies for more effective collaboration between Councils.

The Chair made enquires as to why, unlike previous quarterly reports, the present report did not contain any "Outcomes Data". The Chair noted that "Outcomes Data" is key data needed for effective scrutiny and understanding of performance to take place. Neil Hewison stated that given the issues previously discussed regarding the quality of data being produced by Athena this information was not included.

Councillor Cargill said that he would have expected to see a reduction in crime on new build properties given that they are fitted with modern locks and double glazing. The PCC agreed that new build properties ought to be better protected given these measures. He stated that there was greater scope for district and boroughs to support the 'designing out' of crime with their detailed assessments and planning permission. He added that better use could also be made of building regulation consents to ensure that properties are protected to an adequate standard to better safeguard large developments. Councillor Warwick reiterated his previous concerns about Athena and suggested that the Panel receive regular updates from the OPCC regarding the progress of Athena and the issues surrounding data quality.

The Chair suggested that as part of his update report at the next Panel meeting, the PCC provide an update on any progress/meetings that have taken place in relation to Athena.

Resolved

That the PCC provide an update in his report at the next panel meeting regarding the progress of the Athena IT System.

5.   **The PCCs Approach to Consultation and Engagement**

The PCC provided a short overview of the report on Progress of the Consultation and Engagement Strategy. He emphasised the need to improve levels of engagement and visibility with the community and in particular with young people and community organisations.

The Chair asked whether there were any areas where the PCC felt that he could have engaged with more effectively. The PCC responded that overall engagement had been a success with a cross-section of communities and residents. He added that he would like to do more to interact with business who are victims of crime, as well as with vulnerable individuals who are often the most difficult to access.

Andy Davis asked how groups identified in the report as "less likely to engage" such as younger people, those on lower incomes or more urban areas (it's the opposite way round – see p 83 of 141 for Crime Survey Stats *elderly people in rural areas*) could be reached. The PCC stated that this was a difficult task however some progress has been made. He stated that social media has helped the OPCC to connect with younger people, and that its twitter profile now has over 3,000 followers. The PCC stated that more events are being organised on the outward edges of the county in rural areas in an attempt to boost engagement.

Cheryl Bridges added that engagement is difficult given the limited capacity at the office. She stated that it was important to look at our wider resources such as officers and co-coordinators all of whom represent the OPCC in their daily interactions with members of the community. She explained that engagement should not be limited to one-off events but is an ongoing conversation with the public. She advised that generic engagement has been undertaken in each locality with "open access sessions" in each area.

The Chair asked whether the OPCC had considered publishing materials for schools in PSHE/Citizenship classes to raise awareness. The PCC responded that they try to make themselves available to schools but that the key was to strike the right balance between engagement and efficient allocation of resources. Cheryl Bridges stated that she represents the OPCC at the Safer Schools Partnership Meeting, and is involved in a project to engage with schools in relation to child sexual exploitation and drug and alcohol support services.

The Chair asked whether there has been any discussion with other Police and Crime Commissioners regarding best practice in terms of engagement. The PCC stated that he would shortly be attending the APPC (Association of Police and Crime Commissioners) forum to discuss common themes. He stated that engagement is a problem across the board for most areas and he will look to learn from the successes of other OPCCs in order to enhance his own strategies.

6.   **Planning and Performance Working Group**

Bob Malloy, Chair of the Planning and Performance Working Group, provided a brief summary of his report. In particular he highlighted the group's concerns regarding the accuracy of Athena and looked forward to when the group could have a more stable data set on which to rely.

Bob Malloy also referred to legislation which allows PCCs to request to take over responsibility for Fire and Rescue Services.

The PCC commented that he was intending to proceed on a representation model, which meant that if agreed by the Council, the OPCC would have a representative on the Fire and Rescue Authority, Warwickshire County Council. The PPC confirmed that the detail of the representation model and how this would operate in practice was being worked up with the County Council.

Bob Malloy highlighted the lack of outcome data and also explained that the Working Group could not monitor the number of complaints against the force as there was no up to date information regarding complaints.

Neil Hewison reassured the members of the Working Group that he had reviewed the latest performance data for Warwickshire from the IOPC (Independent Office of Police Conduct). He stated that although there were some performance challenges, he did not identify any serious areas of concerns across a range of performance indicators compared to similar forces or the national average.

Bob Malloy asked whether a date could be set to receive an update on the Transformation Programme. The PCC stated that there is a Transformation Director, Joe O'Sullivan, who could provide this information to a future Panel Meeting.

The Chair suggested that she liaise with Bob Malloy to identify the focus and the information required for a future presentation to the Panel from the Transformation Director to make the most efficient use of time.

7. Budget Working Group

Councillor Warwick, Chair of the Budget Working Group, summarised his report the majority of which had been covered in the course of the Panel meeting. In particular he noted the discussions surrounding the capital slippage in the delivery of ICT projects, the Operational Command Centre, SAABSafe and telephony.

He noted the overspend on overtime which was offset by the underspend on police officer pay. The Working Group also discussed the decline in the uptake of pensions, particularly amongst new recruits.

In terms of police officer numbers, Councillor Warwick emphasised that the OPCC was working to a budget. He stated that in all likelihood there will be fewer officers who are trained and ready to join the Police and there will be a greater reliance on new recruits, which will affect the length of time taken to fill the additional 50 officer posts.

8. Future Work Programme

The work programme was noted as tabled for the next meeting on 21st June 2018. The scheduling of the "Transformation Programme" will depend on liaison with the OPCC and will be incorporated into the work programme at the next appropriate date.

9. Dates of Future Meetings

The Chair invited the Panel to note the future meeting dates:

- Thursday 21 June 2018 – Warwickshire County Council, Shire Hall, Warwick
- Thursday 20 September 2018 - VENUE TBC
- Thursday 22 November March 2018 – VENUE TBC

The Chair invited suggestions for the location of the panel meetings on 20 September 2018 and 22 November 2018. The Panel expressed a preference to meet at Shire Hall due to its central location.

Resolved

That future meetings take place at Shire Hall subject to confirmation of room availability.

10.   Any Urgent Items

There were no urgent items.

11.   Reports Containing Confidential or Exempt Information

There was no requirement for the Panel to move into private session.

12.   Complaints

There were no complaints.

The meeting rose at 12:30

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Chair