

PERFORMANCE ACCOUNTABILITY MEETING (PAM)

Open Minutes

Date:	Tuesday 23 rd June 2020
Time:	10:00 hrs to 11:30 hrs
Location:	Gold Room, Police HQ – Covid Secure Capacity 14
Chair:	Philip Seccombe - PCC for Warwickshire
Minute Taker:	OPCC Secretariat

Attendees

No	Name	Ref	Capacity	Dial In
1	Philip Seccombe	PCC	Police and Crime Commissioner for Warwickshire	
2	Martin Jelley	CC	Chief Constable Warwickshire Police	
3	Richard Moore	RM	Deputy Chief Constable	
4	Debbie Tedds	DT	Assistant Chief Constable Warwickshire Police	
5	Steve Russell	SR	Head of Analysis and Service Improvement	x
6	Kim Perkin	KP	Senior Public Contact Manager	
7	Nicola Starr	NS	Manager Service Development Unit	
8	Dawn Hartland	DH	Head of Criminal Justice	
9	Neil Hewison	NH	OPCC CEO	x
10	David Patterson	DP	OPCC Development and Policy Lead - Performance	
11	Zeynab Gamielien	ZG	OPCC Development and Policy Lead - CJ	x
12	Nargis Begum	NB	OPCC Secretariat - Minute Taker	x

Apologies

Name	Ref	Representative
Kate Quilley	KQ	Head of Corporate Communications

Minutes of Discussions

Number	Item	Action
01.23/06/2020	<p>Agreement of Minutes 26/05/2020</p> <p>04.26.05.2020 - <i>Based on recent localised information public confidence has improved and risen to 20% above national average.</i></p> <p>To be replaced with: -</p> <p><i>Based on recent localised information public confidence in dealing with COVID19 within the County has improved and risen to 20% above national average</i></p>	

	Subject to the above amendment the Minutes of the previous meeting dated 26 th May 2020 were agreed.	
02.23/06/2020	<p>Single Online Home (SOH) and Digital Platform Updates A comprehensive presentation given by KP and NS, including a 'live' demonstration of SOH functionality.</p> <ul style="list-style-type: none"> • Warwickshire Police went live with its new force website in September 2019 and is provided through Single Online Home (SOH), a nationally developed platform and programme formerly under the Digital Public Contact portfolio of the Home Office's digitalisation programme. • The principle of SOH is to provide a consistent web platform for all UK police forces with the majority of hosting, maintenance, development and content being nationally managed, with a small amount of locally owned and managed content. • SOH is now a critical integrated part of Warwickshire Police, available 24/7, providing members of the public far greater opportunity to be self-informed and self-serve for some services they require. • The main objective of SOH is to be the digital 101 service for the force and offer members of the public policing information and online services. • It currently consists of some 30 online services, some through triage services and others through online crime reporting. Such reporting services are currently integrated into the force email and direct to appropriate force business areas. There is ongoing planning for the future to integrate with other force systems. • Reporting of ASB online went live this month with work progressing to go live with Road Traffic Incident (RTI) reporting. • The SOH platform is hosted externally and managed under a Section 22 agreement, which all forces on-board have signed up to. • SOH uses the Exchange email system to currently deliver reports / requests from members of the public. SOH uses local storage for services so once the information is transferred to the force it is stored on secure force systems. • All previous content from the old force website was either migrated to SOH or has been re-established on Warwickshire Police website. • There are significant benefits that the force should realise from being part of the national police web platform. • Input from the force to help shape and influence future development will be provided through the SOH National Steering Group, to which both the Manager Service Development Unit and Head of Corporate Communications participate. • The recent focus has been on how SOH can support the national police response to COVID-19. There is a current 'roadmap' of development for the platform. 	

	<p>The roadmap outlines the core deliverables within the financial year and reviewed on a quarterly basis.</p> <p>Key areas of development:-</p> <ul style="list-style-type: none"> • Go live of the RTI module – potential of 40% reduction in 101 telephone demand from this service. • The ability to contact SNTs direct/contact details on Single Online Home / Police.UK development. • Online form for Sarah's Law. • Ensure each request is being directed to the correct department and effectively managed. • Proactive marketing of SOH, available advice, online functionality and services • Promotion of 'Right Service, Right Time', with a weekly 'spotlight on' marketing campaign to raise awareness of when you contact the police and what other agencies deal with. • Removal of the OCC Twitter account to focus on the Force Twitter feed with OCC contributing to it with both demand reduction messages and messages responding to current operational demand e.g. serious RTC on a strategic roads network. • Amend 'Out of Office' on Contact Us email address to signpost public to Single Online Home to reduce the direct demand into Contact Us and enable the effective triage on Single Online Home to be utilised. • More effective use of Switchboard in signposting members of the public to support of "Right Service, Right Time". • Development of comprehensive Publication Scheme information so that we are proactively ensuring available information for public to reduce FOI requests. • Consideration of the integration of Live Chat functionality within key service areas. • Further development of the careers pages to improve public experience. • Changes of imagery to support the Positive Action strategy • Development of new community messaging system which works to promote the SOH services and highlight the successes of the force to subscribers. • Better understanding from SOH of timescales and opportunities for future system integration with some of our force systems going forwards. • Development of a digital and social force strategy to support the ongoing development of our website and social media channels ensuring we are using the right channels to engage and reach target audiences in the county. <p>Crime Commissioner's office to link OPCC website with SOH.</p> <p>Thanks were noted by both the Crime Commissioner and Chief Constable for a detailed and informative presentation.</p>	<p>Neil Tipton as OPCC Head of Communications to add SOH links OPCC website.</p>
--	--	--

03.23/06/2020	<p>Criminal Justice ‘Deep-Dive’ A comprehensive presentation given by DN as Head of Criminal Justice</p> <p>April 2020 - Formulation of new standalone Criminal Justice Department following the termination from the Alliance.</p> <ul style="list-style-type: none"> • 23/3/20 - Lockdown began. • 27/3/20 - NPCC request digital Remand files. • 30/3/20 - CJU office Covid Secure arrangements. • 31/3/20 - Create new Covid 19 FPN process. • 1/4/20 - New Warwickshire Police Criminal Justice Department commenced. • 6/4/20 - Digital Remand hearings begin in Warwickshire. Criminal Justice Staff undertook the provision of digital files on a Bank Holiday and Saturday Court. <p>During COVID19 epidemic the department is split into two halves with each half working from either the office or home on alternative weeks. Ensuring an ongoing continued full service.</p> <p>Currently there is in the region of 250 cases pending a court process in both Warwickshire Magistrates and Crown Court. This number is increasing both locally and nationally.</p> <p>Data was presented on court case backlog, finalised prosecutions and new prosecution charges, out of court disposals, bail and RUI numbers.</p> <p>The volume and age of the RUI figures raised concerns and challenge posed as to what is the Force’s 6 month and 12 month plan to address this issue?</p> <p>Ongoing work :-</p> <ul style="list-style-type: none"> • Identification and use of Out of Court Disposals, including cautions and conditional cautions, to keep cases out of the CJS. Other options are available, for example Restorative Justice via Victim support • National roll out of CVP (Cloud Video Platform) initially for remand hearings but will be eventually extended to cover all Magistrates and Crown Court hearings (where deemed appropriate) • To date there has been no offer of venues from Local Councils to provide for alternative court arrangements. • A single open Crown Court jury trial during Covid -19 requires three court rooms instead of one to operate one trial case, this will cause issues for the opening up of Leamington Magistrates Court as both courts are set within the same building and access to the public would become an issue whilst socially distancing. • Arrangements for Traffic Process Courts and police-led prosecutions is undecided. • Single Justice Process is up and running and Warwickshire have no backlogs here. 	
---------------	--	--

	<ul style="list-style-type: none"> Victim contact management during Covid-19 is achieved through individual contact agreements and tailored packages for all victims, with enhanced packages supplied for vulnerable witnesses. CJS Recovery Forums – Presentation to be sent to OPCC for the next meeting and Head of Criminal Justice to attend, if available. <p>Thanks were noted by both the Commissioner and Chief Constable to DH and the Criminal Justice Unit team for their continuous performance and the work undertaken to date in a short period of time since the service was transitioned from the alliance and impacted through Covid-19.</p> <p>Q. Covid 19 FPN - Is there a breakdown in ethnicity of those issued?</p> <p>A. Only a small number of FPN in Warwickshire and not statistically significant. Further analysis to be conducted to take into consideration the county's BAME population. Some of the fines issued have been to non-residents in the county and self-defined ethnicity has not always been recorded as offenders can decline the information. In these situations the officer will have supplied officer-defined ethnicity.</p>	DH to provide presentation for next CJS Recovery Forum.
04.23/06/2020	<p>Performance Scrutiny Report</p> <p>Due to time constraints, it was agreed that the Chief Constable would provide a written response to the following key challenges raised in the report:-</p> <ol style="list-style-type: none"> Hate Crime - Community tensions, proactive engagement and de-escalation. Domestic Abuse - Correlation with Violence without Injury and its impact on TRC figures. Child Exploitation - Proactive identification of cases and the forces capability and response. COVID19: - <ol style="list-style-type: none"> The ongoing impact and implications across the organisation. Progress of COVID Secure arrangements. The potential for a spike in demand as business as usual returns. Progress of plans for post-recovery efficiency savings and new ways of working. 	Response to be provided by Force post-meeting.
05.23/06/2020	<p>AOB</p> <p>There was no AOB</p>	

Actions

01.23/06/2020	NT to add SOH links to OPCC website	NT / OPCC
02.23/06/2020	DH to provide Presentation for next CJS Recovery forum	DH
03.23/06/2020	Performance Scrutiny Report – Written response to be provided by the Force to OPCC	DT
04.23/06/2020	<p>Proposed future PAM deep-dive subjects for 2020/21</p> <ul style="list-style-type: none"> July – Learning & Development August – COVID Secure Arrangements September – Black Lives Matter 	For Review

POST MEETING

1. Released Under Investigation (RUI)

DH subsequently provided the following commentary on the force's proposals to address the RUI concern that was expressed in the meeting: -

Due to the way the figures are retrieved from Athena and given the much awaited fix for the system has still not arrived from Northgate, the Police do not believe the data is fully accurate. The following number of interventions are therefore required to drill down into the data further:-

1. A list to be generated to provide each officer a list of outstanding cases sitting over 6 months in Bail and RUI status, Each officer to provide an update on the status of the case and to ensure the case is updated in Athena. A review to be conducted 3 months and 6 months afterwards to ensure proper management of cases sitting in these lists.
2. A further Options paper to be discussed on closing down all avenues for duplicating records in Athena in the first instance – the fix is again labour intensive (ahead of the AMO forces receiving the Northgate fix)
3. A further resource is making his way through a list of outstanding records (from 28 days old up to 12 months old) ahead of a decision on (2) above, he is closing the existing duplicate records but a fix is required (as outlined in (2) above to prevent them from happening in the first place).
4. The Force to consider alignment of Custody to a shift pattern and both Custody Sergeants and Officers to work together to ensure RUI and Bail data is kept fully updated.
5. The creation of a Supervisors Dashboard will then provide timely and cleansed data on the full status of cases sitting in Bail or RUI status within the force.

2. Force Response to Performance Scrutiny Report

DT subsequently provided the following response to the questions raised in the OPCC Performance Scrutiny Report: -

1. Hate Crime – Community tensions, proactive engagement and de-escalation

We have seen increases in reporting of notifiable crimes through April and May 2020. 94% of hate crime relates to Section 4A Public Order – malicious communications, harassment and assault without injury. Despite the recorded increases the volumes remain numerically low with the largest increases seen in Nuneaton and Bedworth and Warwick districts. Race and sexual orientation are showing higher increases within the reporting period March to May 2020 with the majority of offences relating to neighbour disputes within urban areas.

Further work is being undertaken under the Force Legitimacy Board to understand this in more detail. Representatives on the board, chaired by the Police, is made up of key police stakeholders and IAG chairs from around the county who act as a strategic scrutiny panel.

We are aware that there are increased tensions within communities particularly through the 'lock down' period as a result of the coronavirus pandemic. We continue to closely monitor this situation including hate crime reporting.

Over the past 12 months, through the governance of the Legitimacy Board, there has been a significant amount of work commissioned in order to understand hate crime in more detail. We did experience a dip in hate crime satisfaction in the autumn last year with the rolling 12 months satisfaction level dropping to 70%. Following an amount of interventions within our newly formed Harm Hub the rolling 12 months satisfaction figure has increased to 75% with the 6 months figure increasing to 83.3%. Due to the low number of recorded offences and the 12 month rolling figure this does take some time to translate into a sustained performance but the early signs are promising.

In addition a theme of the Legitimacy Board is to conduct a deep dive into the different strands of hate crime. Over the past 12 months activity has been undertaken around LGBT hate crime, disability hate crime, religious and race hate crime and age and gender related incidents and crimes. It is planned to conduct a deep dive around CoVID hate crime in the next board.

In relation to engagement with communities and wider groups we work closely with our IAG's (Independent Advisory Boards) and Equip who flag any specific concerns or issues directly to the Chair of the Legitimacy Board. At a tactical level, our neighbourhood teams continue to have good links into communities and work with local partners and community groups on any emerging issues. The recent Black Lives Matter protests across Warwickshire and subsequent surge in community activism has given us a number of opportunities to build on existing relationships and encourage further support into our IAG's or other scrutiny groups. As an example one of the BLM organisers for the Rugby event will now become an IAG member in order to develop and support our work further.

2. Domestic Abuse – Correlation with Violence without Injury and its impact on total recorded crime figures.

As identified there is a correlation between domestic abuse reports and recording and violence without injury categories with 80% of domestic abuse reported being violence related. Nationally we have seen a reduction or stabilising of domestic abuse reporting during the coronavirus pandemic which is believed to be loss of opportunity to report matters to external parties and feelings of isolation through the restrictions. As a force we have seen a consistent static reporting pattern with slight increases over Bank Holiday periods coupled with unusually hot weather. The largest increases have been identified within North Warwickshire and Warwick and Leamington districts occurring within residential settings.

We do anticipate domestic abuse reports along with other vulnerability matters to show an increase in reporting as the government restrictions are lifted as part of the 'restart plan' and opportunities for third party reporting and wider support services become more widely available to victims and families.

During the past 3 months we have seen an increase in malicious communications offences which is indicating a move into the 'virtual space'. The lack of opportunity for personal contact due to the regulations and restrictions is also believed to be a contributory factor. We have also seen an increase in counter allegations within domestic situations and stalking and harassment. This may be associated with new stalking and harassment legislation as it becomes more widely understood.

Throughout the coronavirus pandemic we have continued to work heavily with partners to ensure information sharing and joined up activity with many meetings being conducted virtually.

3. Child Exploitation – Proactive identification of cases and the forces capability and response.

The pandemic has made it more challenging for perpetrators of CSE to operate as a result of the various restrictions in place. As these are lifted we do expect the reported numbers of CSE and associated crimes to begin to increase. We have seen a reduction in referrals being made to us which is likely to be as a result of schools being closed and limited opportunity for third party disclosure and reporting.

Due to the above there is a feeling nationally that perpetrators of CSE are likely to have moved further into the virtual space and seeking to take advantage of potential victims within the on-line space. We are also starting to see more offences disclosed as part of the 'county lines' activity within Warwickshire. In order to proactively identify concerns and issues we continue to work closely with our cross border forces and in particular West Midlands Police to identify links across the force area. Warwickshire as a county does tend to be an 'importer' of county lines criminality particularly affected by the West Midlands area. Partnership meetings including Public Health, Environmental Health, Children's Services and Education are key to continue to identify hot spots or share information which have been maintained throughout the pandemic period both at a monthly and weekly level.

Another key part of tackling CSE is continually raising awareness through a variety of social media and other channels both internally within the organisation and wider.

4. CoVID-19 Response

Throughout the CoVID-19 pandemic we have closely monitored crime trends and reporting in order to ensure we are in a strong position to continue to deal with matters arising. We have seen a significant reduction in overall reported crime levels albeit incidents and demand have reduced to a lesser extent. We have experienced a large demand in respect of members of the public reporting low level breaches of the regulations within the various stages of the lock down across the county albeit the vast majority of our communities have continued to do all they can in order to reduce the transmission of the virus and have demonstrated high levels of compliance and personal responsibility.

In respect of the impact and implications for the Force we set up early governance and operational command structures in order to understand the implications and plan for all eventualities. We are also core members of the Strategic Coordinating Group (SCG) and Tactical Coordinating Group (TCG) held under the Local Resilience Forum processes on a wider Warwickshire and West Midlands conurbation basis with key stakeholders and partners. This has proven very successful and allowed greater learning and pooling of assets.

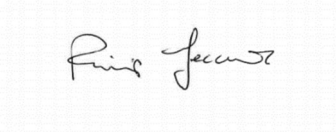
Whilst we did see some increases in absence levels early March, the overall resilience of the workforce has been excellent. Apart from having to adjust in the way we work in line with social distancing, access to appropriate levels of PPE and CoVid secure guidelines we have

been able to continue with the vast majority of our services albeit delivered in a slightly different way.

In order to support the wellbeing of our workforce, their families and members of the public that we engage with we have completed CoVID secure risk assessments for all of our buildings and activities which are in the final stages. The governance will be transferred from our CoVID-19 command structure to the Force health and safety boards for the duration of the requirements which we are anticipating will be for a further 12 – 18 months. This will ensure that they develop in line with revised guidance over the coming months.

As we continue to see the restrictions lifted across the UK nationally policing is anticipating a spike in demand with crime profiles changing. We continue to monitor this on a daily basis which is under the oversight of the Operational Command structure as outlined above. We are fortunate as a Force in as much as we have been very successful with our recruitment campaigns over the past 12 months or so and increased officer numbers considerably. This puts us in a strong position to continue to be able to respond to the demands experienced and continue to support communities and protect from harm in line with our vision and priorities.

In addition to the above we have established a variety of Recovery groups and are actively working through plans to ensure that we are able to maintain services and deal with what the future brings.

Formal Approval of Meeting Record	
Signature:	
Print Name:	Philip Seccombe, Police and Crime Commissioner
Date:	21 July 2020