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OPCC

Performance Scrutiny

Warwickshire Police

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Force Performance Scrutiny – November 2021

1. Information

The purpose of this report is to formally scrutinise Warwickshire Police's performance during November 2021 and in doing so allow informed discussion between the Police and Crime Commissioner (PCC) and the Chief Constable (CC) at their forthcoming 'Performance Accountability Meeting' (PAM) on Tuesday 21 December 2021. This aim is coherent with the PCC's statutory responsibilities to: -

- To 'hold to account' the Chief Constable for the performance of Warwickshire Police.
- Secure an effective and efficient police service for Warwickshire.

This purpose is also consistent with monitoring the progress made by the force in support of the four key priorities of the PCC's 'Police and Crime Plan 2016 - 2021', namely: -

1. Putting Victims and Survivors First.
2. Ensuring an Effective and Efficient Police Service.
3. Preventing and Reducing Crime.
4. Protecting People from Harm.

The report has primarily been prepared through scrutiny of the performance data and information provided in the following reports: -

- Appendix A - Warwickshire Police Performance Report November 2021 (Performance Report).
- Appendix B - Weekly Performance Summary Week 49 (At page 15).

The commentary in the Performance Report is noted, regarding the performance framework that has been introduced to complement the force's 'Fit for Future Strategy'. Each month there is an enhanced set of performance measures across one of the three pillars of that strategy, namely: -

- Respond and Reassure.
- Prevent and Protect.
- Effective and Efficient.

The focus for this month is on 'Effective and Efficient' and a number of additional key performance indicators have been introduced into the Performance Report. This is a very positive development as it provides a superior insight into areas of business that have not previously been reported upon, thereby enabling improved scrutiny of force performance and a deeper appreciation of the broader 'health' of Warwickshire Police as a large and intricate organisation.

For ease of cross-reference, the numbering of the sub-paragraphs in this report correspond to the number of the pertinent slide of the Performance Report. Not all aspects of performance are commented upon in depth, only those areas of particular interest.

The new method of displaying the data in the Performance Report is noted, where both the current levels and three year average 2017-2020 (excluding 2020/21 due to the distortion effect of Covid-19) is displayed, together with a 'forecast' that is based on the Force Management Statement and professional judgement.

2. Effective and Efficient

3. Sickness

Performance data is pending.

4. Assaults on Officers

In November 2021, assaults on officers were at their lowest for the last twelve months (n=11) and therefore significantly below the monthly average of 26 offences. This development is particularly welcome given the relatively high number of assaults that were recorded over Q1 and Q2, which were partly driven by the opening up of the economy post Covid-19 and the consequential changing crime profile.

5. Establishment

Force establishment is a standing agenda item on the associated Force Governance Board (FGB) and as such is not further commented upon in this report.

6. Employee Turnover

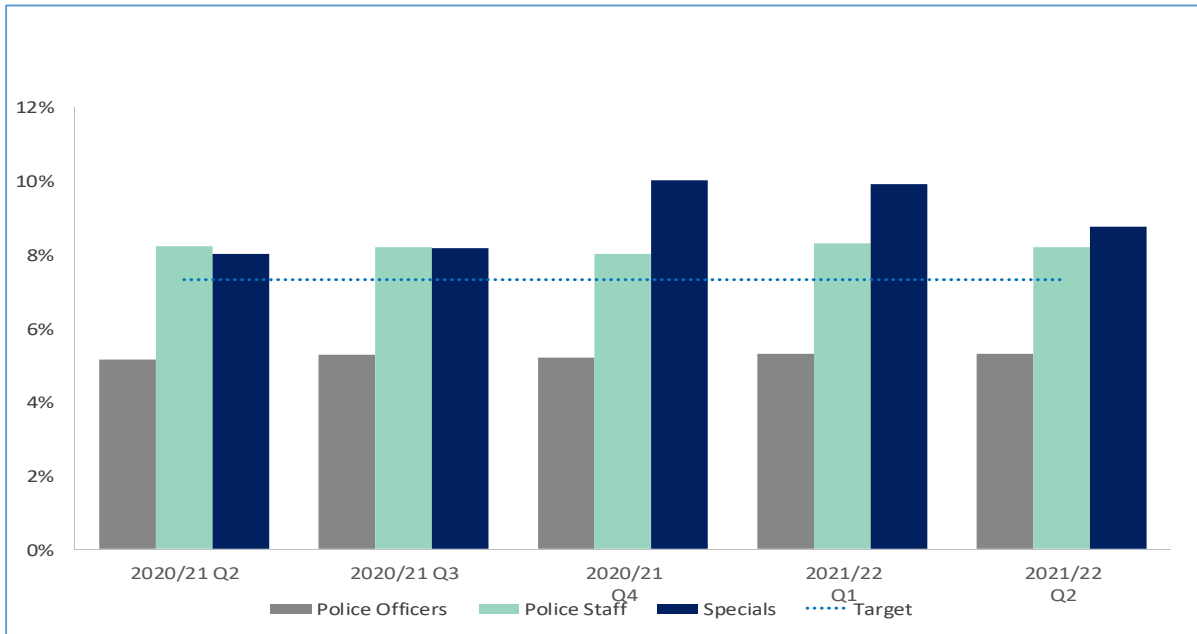
Employee turnover is also discussed at the FGB and as such is not further commented upon in this report, other than to note the comments in the Performance Report regarding the stable position in respect of the voluntary turnover of police staff and that the reasons for leaving are reviewed by the Workforce Development Group and feed into the Ethics, Culture and Behaviour Board in order to identify any trends and themes.

7. Staff Personal Development Reviews

Noted.

8. Staff Diversity Profile

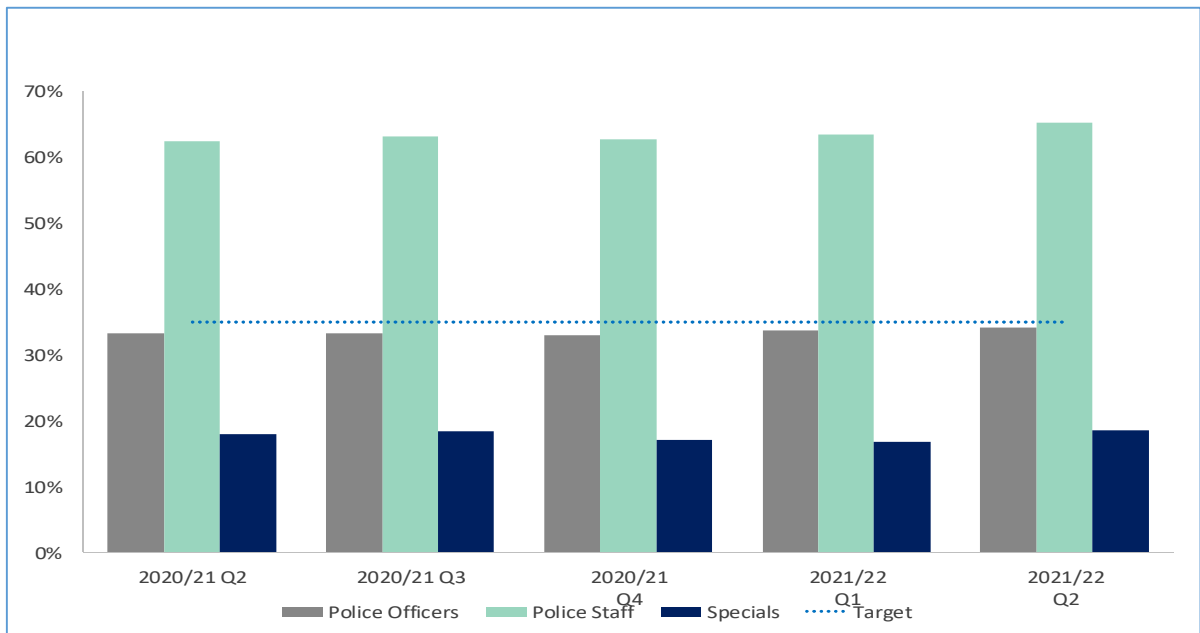
The proportion of Black and Minority Ethnic police officers (BME) has remained static throughout the last twelve months and therefore remains below the 7.3% figure required to be representative of the population of Warwickshire (Census 2011). However, the proportion of BME for the Special Constabulary and police staff continues to remain above this figure, as the below graph illustrates: -



Graph 1 - Workforce Diversity Profile - BME

Whilst the overall BME composition of the workforce is a positive position, police officer representation is the principal issue in terms of the legitimate exercising of police powers and community confidence. This issue has been discussed at previous PAMs, in particular the activity of the Positive Action Team in attempting to improve the position and the challenges faced in doing so.

The situation with female representation is a more positive position as it is only marginally below the 35% target for police officers, and is significantly above this figure for police staff. The low proportion of female members of the Special Constabulary is an anomaly, which will hopefully improve as further recruitment occurs.



Graph 2 - Workforce Diversity Profile - Female

Q1. What is the position with recording and understanding the composition of the workforce in terms of all nine elements of 'protected characteristics' (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation) under the Equality Act 2010?

In light of the recent criticism of the Metropolitan Police Service for allegedly being institutionally homophobic, in terms of service provision what information is captured and monitored to provide assurance that there is equity of service across all of these Protected Characteristics?

9. Learning and Development - OST

Performance data is pending.

10. Learning and Development - FASP

Performance data is pending.

11. Health and Safety

In Q2 2021/22, the number of H&S incidents (n=70) has remained stable when compared to the previous Q1. Of note is that the largest proportion of reports are for 'no injury near-misses' (30%), indicative that a healthy reporting system exists to identify issues before harm is caused.

12. Professional Standards

In November 2021, the total number of complaints (n=73) remained static when compared to the previous month. Also, the proportion of complaints dealt with inside Schedule 3 (24%) and those dealt with outside (76%) remained stable during the last three months.

Of note are the relatively high number of conduct cases recorded over the last four months, particularly in context with the Postmaster of the 12 December 2021 regarding the dismissal of two police officers and a former officer who were found to have breached the Code of Conduct following three separate accelerated misconduct hearings held by the force.

Q2. Given these recent dismissals and the relatively high number of recently recorded police conduct cases - what are the perceived drivers behind these recent increases, is there an acute issue with poor officer behaviour that needs to be systemically addressed?

13. Contracts and Procurement

The comments in the Performance Report are noted, regarding adherence to financial regulations and demonstrating financial prudence, where substantial savings made particular in respect of the recent savings in ICT software and the reduction in costs for breathalysers.

14. Digital Services

The comments in the Performance Report are noted, regarding KPI data for Digital Services being under development as the force continue to separate its ICT from West Mercia Police. Also, that a new set of performance metrics will be agreed and presented once the Warwickshire service is fully operational from April 2022.

15. Freedom of Information

It was noted in the September Scrutiny Report that the reporting of Freedom of Information (FOI) performance data was a new and positive development. Also, that the number of FOI requests awaiting conclusion (n=131) was significant.

In November 2021, a total of 152 FOI requests remain open and only 44% of the cases closed in November (n=40) were completed in the 20 day time limit, representing the lowest percentage since January 2021.

There have been three reasons provided in the Performance Report as to the causes of this situation, namely 1. Level of demand 2. Continued delays in receiving information from within the organisation 3. Staff abstractions / capacity in the FOI team; together with notes on the proposed action to address the backlog.

Q3. The situation with the volume of FOI requests awaiting processing, together with the low proportion of those completed within the required 20 day time limit is a cause for concern. How is this risk being effectively managed and what are the time scales for significant improvement to be made and full compliance with legislated timeframes to be achieved?

3. Prevent & Protect

16. Total Recorded Crime

In November 2021, Total Recorded Crime (TRC) was -108 (n=3,555) below the forecast and similar in volume to the previous month. The comments in the Performance Report are noted, regarding the disparity in TRC volumes between the Boroughs in the north of the county and the Districts of the south (the north seeing increases and the south decreases) when compared to the previous month. Of note is that the North Warwickshire Borough experienced a 12% increase.

Q4. Given the marked geographical disparity in TRC rates between the north and south of the county, in particular in North Warwickshire Borough, are the drivers for these differing levels of TRC understood and what action can be taken to address this disparity?

17. Violence with Injury

In November 2021, levels were -13 (n=357) below the forecast representing a small decrease from the figure of the previous month. It was commented in last month's Scrutiny Report that the recent reduction in volumes was hopefully indicative of a return to more acceptable levels throughout Q3 and Q4. It's therefore reassuring to note the continuing downward trend.

18. Violence without Injury

In November 2021, levels were -5 (n=988) below the forecast representing a small decrease from the figure of the previous month. The comments in the Performance Report are noted, regarding a similar disparity to that of TRC between the north and south of the county.

Of interest is that the sub-categories of Assault without Injury accounted for 56%, and Malicious Communications 25% of the total. Although Violence without Injury accounted for 28% of TRC for the month, this category predominately consists of high volume / low harm offences.

19. Rape

In November 2021, levels were +14 (n=56) above the forecast. The extraordinary high levels experienced in July 2021 are explained by the activity generated by Operation Mawse. This matter, regarding the force's capacity and capability to investigate Rape, were raised with the Chief Constable at the PAM in June 2021, where reassurance was provided.

The associated issue of Violence Against Women and Girls was also raised as the spotlight subject at the PAM in September 2021 and as such it is not proposed to revisit this subject at this time, but performance will continue to be monitored.

20. Other Sexual Offences

In November 2021, levels were +22 (n=96) above the forecast and showing a steady increase over the last three months. It was noted in last month's Scrutiny Report that the position will be monitored going forward.

The comments in the Performance Report are therefore of particular interest, namely *'At district and borough level, North Warwickshire has the highest increase, almost doubling from 8 to 15, followed by Stratford District. North Warwickshire has reported its highest monthly figure since July 2018 (16), and the average number of recorded offences for the previous six months is 9. The proportion of Other Sexual Offences so far in November (77%) is higher in comparison to 2018/19 and 2019/20.'*

Q5. Given the marked increases in Other Sexual Offences, particularly in North Warwickshire Borough, are the causes understood and has the force sufficient capacity and capability to effectively manage this increase?

21. Robbery

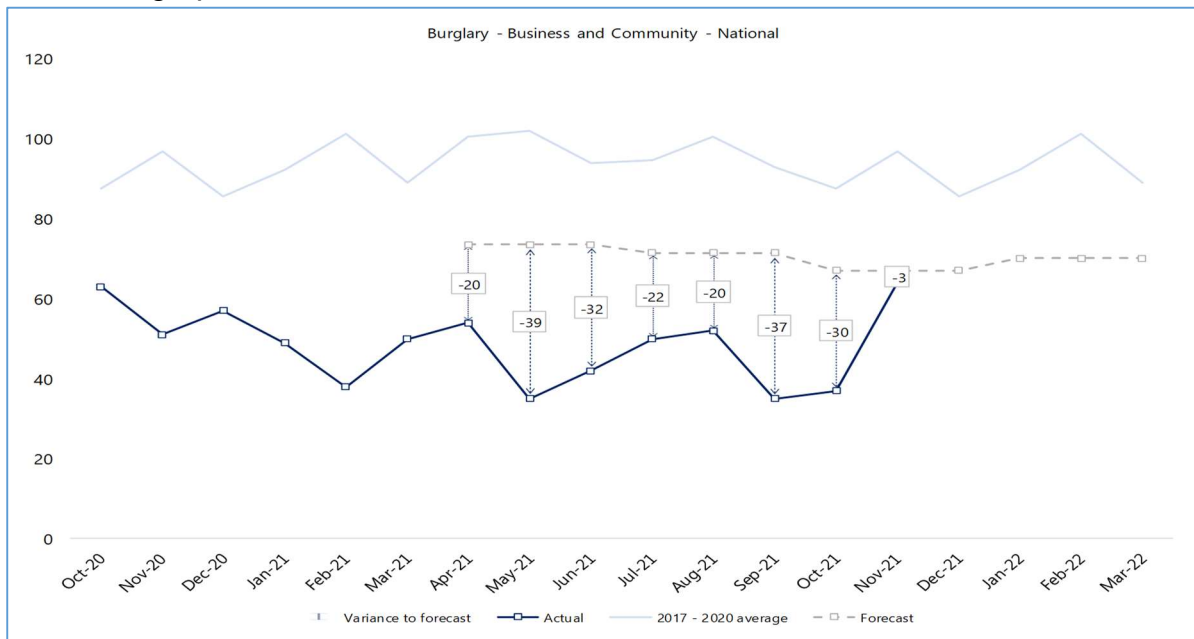
In November 2021, levels were +3 above the forecast (n=37). The increases experienced in Nuneaton and Borough (doubling to 12 crimes when compared to the previous month) is of particular concern. The comments in the Performance Report, regarding the same three suspects being named for three of these offences, provides some reassurance that this spate of offences is resolvable.

22. Burglary - Residential

In November 2021, levels were -89 (n=127) below the forecast. The significant and continuing reductions that have occurred when compared to the 2017-2020 average have previously been favourably commented upon.

23. Burglary - Business & Commercial

In November 2021, levels were -2 (n=64) below the forecast. As with Burglary Residential there have previously been significant reductions when compared to the 2017-2020 average. However, November's figures represent a sharp increase, as the below graph illustrates: -



Graph 3 - Levels of Burglary Business & Commercial

Given that this increase is only evident in one month's data, it is not further commented upon at this time but performance will continue to be monitored.

24. Vehicle Crime

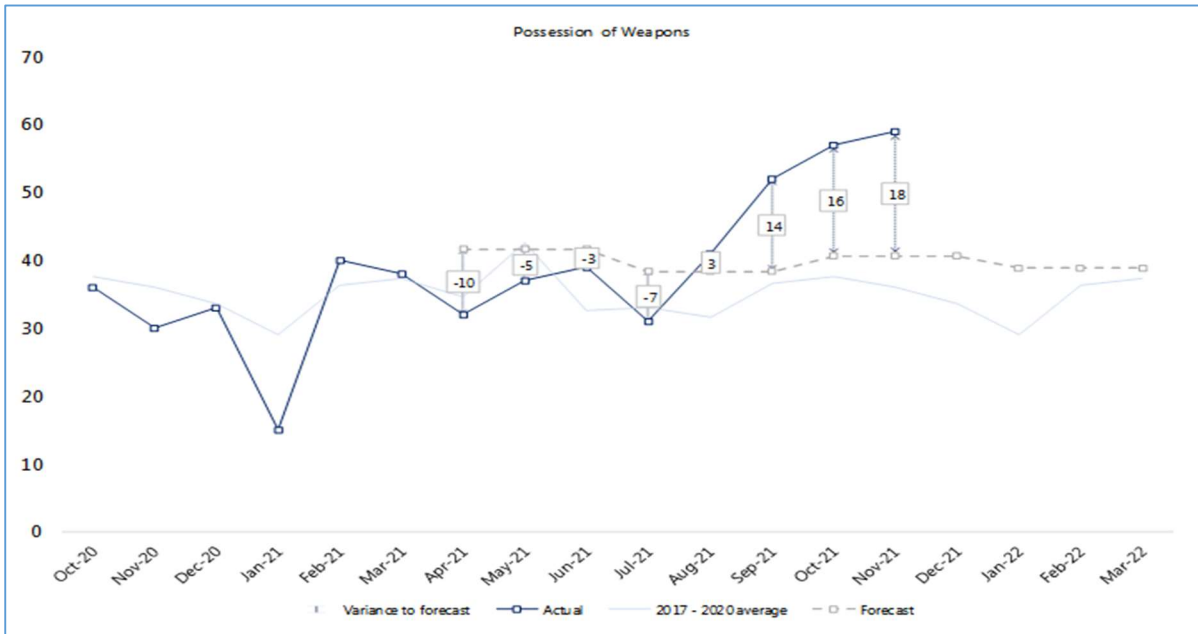
In November 2021, levels were -24 (n=415) below the forecast, but represent a sharp increase on previous months volumes. The issues of rising Vehicle Crime was raised at last month's PAM, as such it is not proposed to revisit this subject at this time but performance will continue to be monitored.

25. Drug Offences

In November 2021, levels were -9 (n=73) below the forecast, albeit levels remain above the 2017-2021 average.

26. Possession of Weapons

In November 2021, levels were above the forecast at +15 (n=56), representing a further increase on the previous month which was considered to be unusually high, as the below graph illustrates: -



Graph 4 - Levels of Possession of Weapons

A question was posed at the PAM in September regarding the nature of those offences and the demographics of the offenders, as such it is not proposed to revisit this subject again at this time, other than to note that Operation Sceptre was operating in the county during the month of November 2021.

27. Public Order Offences

In November 2021, the extraordinary increases in Public Order experienced in the Q1 and Q2 started to reduce, although the levels were still significantly higher (+79) than the estimate and also above the 2017-2020 average. This position will continue to be monitored in the expectation that rates will shortly reduce as the habitual seasonal effect on Public Order levels begins to take effect in Q3 and Q4.

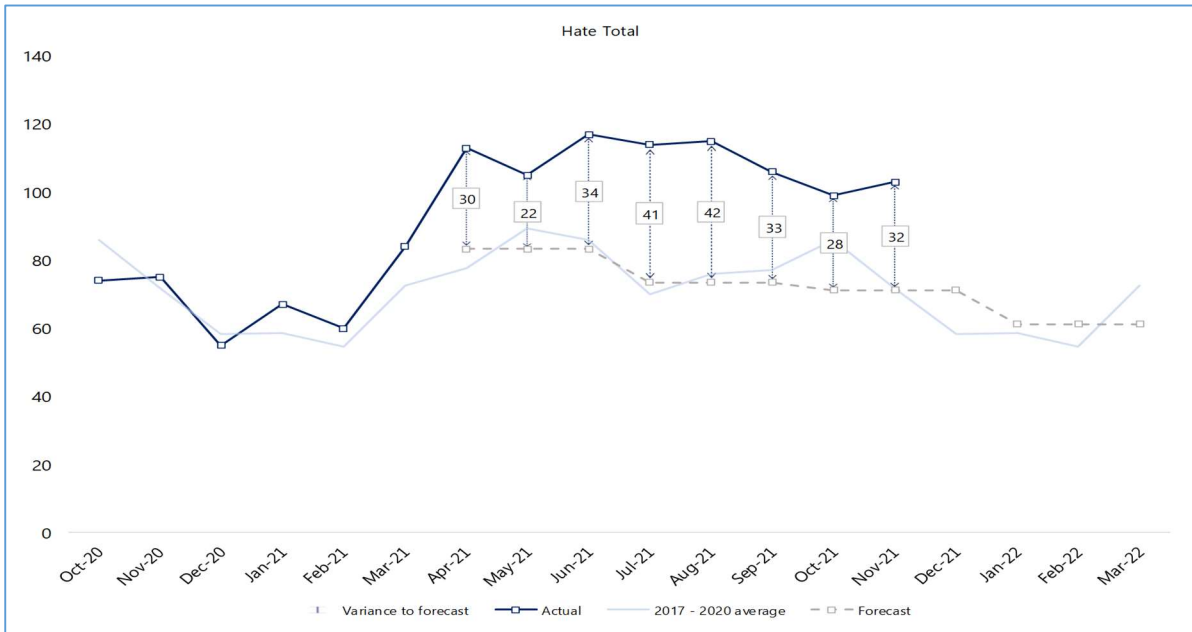
28. Domestic Abuse

In November 2021, the volume of Domestic Abuse (DA) Notifiable Crime & Non-Crime Investigations was below the forecast (-71) (n=892). The comments in the Performance Report are noted regarding DA accounting for 13% of all TRC, compared to the 15% in the previous month. Although this matter continues to be of concern, this reduction in volumes represents an improved position and therefore a positive development.

The subject of DA and VAWG was raised as the spotlight subject at the PAM in September 2021, as such it is not proposed to revisit this subject at this time but performance will continue to be monitored.

29. Hate Crime

In November 2021, levels continue to remain above the forecast at +32 (n=103), representing a small increase on the previous month, as the below graph illustrates:



Graph 5 - Levels of Hate Crime

Race continues to be the predominant element of Hate Crime accounting for 63% of the total.

It is understood from OPCC representation at the December meeting of the Local Policing Performance Board that the subject of Hate Crime was recently reviewed by the force and it is intended to shortly repeat the process in an attempt to identify any themes, in order to generate targeted action.

This subject has already been explored in depth at previous PAMs and a question was posed to the Chief Constable at the PAM in July, as such it is not proposed to revisit this subject at this time but performance will continue to be monitored.

30. Road Traffic Casualties

Road safety is reported one month in arrears. In October 2021, there were three fatalities on Warwickshire’ roads, namely two car drivers in the south of the county and a motorcyclist in the north. Of note, is that nearly 36.4k Notice of Intended Prosecutions (NIPs) have been issued since the beginning of the financial year for speeding offences in the county.

The matter of Road Safety was the ‘spotlight’ subject for the PAM in November 2021 and as such it is not proposed to revisit this subject again at this time.

4. Respond and Reassure

31. Outcomes - Total Recorded Crime (TRC)

In November 2021, the proportion of ‘Action Taken’ outcomes for TRC was 8% representing a small decline when compared to the previous month’s figure of 9%. The 12 month rate of 12% is consistent with that achieved during the same period last year.

Whilst a contributory factor to fluctuating TRC Action Taken rates is the changing nature of crime (particularly due to the continued influence of Covid-19) where different crime types inherently have varying prospects for their solvability, the volume of open investigations (n= circa3k) would appear to be also having a detrimental effect on officers capacity to conduct effective investigations and bring them to a successful conclusion.

Given the complexity of Outcome rates and the investigative processes and procedures involved, including capacity and capability issues, the subject is scheduled to be explored in depth as a ‘spotlight’ subject at the PAM in January 2022, as such it is not further commented upon at this time.

32. Outcomes - Domestic Abuse

In November 2021, the proportion of ‘Action Taken’ outcomes for Domestic Abuse was 10% and continues to fluctuate on a month by month basis, albeit the trend is downwards.

Given the complexity of Outcome rates and the investigative processes and procedures involved, including capacity and capability issues, the subject is scheduled to be explored in depth as a ‘spotlight’ subject at the PAM in January 2022, as such it is not further commented upon at this time.

33. Victim Satisfaction - Neighbourhood Crime

In November 2021, the rates for victim satisfaction were: -

Crime Type	Monthly %	Six-Month Av %
Burglary	75	71
Vehicle Crime	60	72
Violence	73	66

The improvement in the monthly figures for both Burglary and Violence is a positive development. Conversely, the decline in the monthly figure for Vehicle Crime is of concern, particularly give the aforementioned recent upturn in the volumes of Vehicle Crime.

A question on Victim Satisfaction rates was posed to the Chief Constable at last month’s PAM, as such it is not propose to revisit this subject at this time but performance will continue to be monitored.

34. Victim Satisfaction - Vulnerability

In November 2021, the six-moth rolling average rates for victim satisfaction were: -

- Hate Crime 74%
- Domestic Abuse 73%

These figures represent a small downturn when compared to the previous month.

35. Operations Communication Centre - 999

In November 2021, OCC performance for emergency calls stood at 87%, for 7.7k calls, with an average answer time of 4 seconds. This is against the target to answer 90% of 999 emergency calls within the 10 seconds.

This position represent a significant improvement when compared to the previous month's figure of 77%, for 8.2k calls, with an average answer time of 7 seconds.

36. Operations Communication Centre - 101

In November 2021, OCC performance for 101 non-emergency calls stood at 2 minutes 12 seconds, for 13.5k calls, with an abandonment rate of 20%. This is against the target to answer such calls within one minute.

This position represent a significant improvement when compared to the previous month's figure of 3 minutes 17 seconds, for 14.8k calls, with an abandonment rate of 26%.

Of note, are the comments in the Performance Report regarding OCC data being presented to senior officers on a weekly basis, so that any risk to service can be effectively managed. It is understood that a comprehensive Delivery Plan has also been implemented to improve OCC performance.

The subject of OCC performance and public contact was explored as the spotlight subject at the PAM in September 2021, as such it is not proposed to re-visit this matter at this time but performance will continue to be monitored.

37. Unresourced Incidents

The graph illustrating the Unresourced Incidents is noted, as is the downward level experienced in November 2021 indicative of a better match between incident demand and available resource.

38. Appendix

The performance information contained in the graphs of the appendix are noted without further comment, as all are within the control limits.

5. Comments

5.1 Summary of Questions

It's requested that the Chief Constable provides her professional judgement to the Police and Crime Commissioner regarding the key challenges and opportunities that exist with force performance in the short to medium term, particularly in respect of the question posed in this report: -

- **Establishment**

Q1. What is the position with recording and understanding the composition of the workforce in terms of all nine elements of 'protected characteristics' (age, disability,

gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation) under the Equality Act 2010?

In light of the recent criticism of the Metropolitan Police Service for allegedly being institutionally homophobic, in terms of service provision what information is captured and monitored to provide assurance that there is equity of service across all of these Protected Characteristics?

- **Professional Standards**

Q2. Given these recent dismissals and the relatively high number of recently recorded police conduct cases - what are the perceived drivers behind these recent increases, is there an acute issue with poor officer behaviour that needs to be systemically addressed?

- **Freedom of Information**

Q3. The situation with the volume of FOI requests awaiting processing, together with the low proportion of those completed within the required 20 day time limit is a cause for concern. How is this risk being effectively managed and what are the time scales for significant improvement to be made and full compliance with legislated timeframes to be achieved?

- **Total Recorded Crime**

Q4. Given the marked geographical disparity in TRC rates between the north and south of the county, in particular in North Warwickshire Borough, are the drivers for these differing levels of TRC understood and what action can be taken to address this disparity?

- **Other Sexual Offences**

Q5. Given the marked increases in Other Sexual Offences, particularly in North Warwickshire Borough, are the causes understood and has the force sufficient capacity and capability to effectively manage this increase?

5.2 Schedule of Spotlight Subjects

Agreement is required as to the selection of 'spotlight' subjects for future PAMs. The schedule is as below: -

PAM Month	Performance Month		Performance Focus	OPCC Publish	Deep Dive Topic
Oct 2020	Sept	Q2	P&P	P&P	Road Safety
Nov	Oct		R&R		Nil
Dec	Nov		E&E		Nil
Jan 2021	Dec	Q3	P&P		Hate Crime
Feb	Jan		R&R	R&R	Digital Cyber

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Mar	Feb		E&E		Change Management
Apr	Mar	Q4	P&P		Repeat Victims
May	Apr		R&R		Criminal Justice
Jun	May		E&E	E&E	Diversity
Jul	Jun	Q1	P&P		County Lines
Aug	Jul		R&R		Evolve Programme
Sep	Aug		E&E		OCC / Public Contact
Oct	Sep	Q2	P&P	P&P	VAWG
Nov	Oct		R&R		Road Safety
Dec	Nov		E&E		Strategic Assessment
Jan 2022	Dec	Q3	P&P		Investigation and Outcomes
Feb	Jan		R&R	R&R	Stop & Search / U of F
Mar	Feb		E&E		Budget
Apr	Mar	Q4	P&P		Crime Profiles

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APPENDIX B

Weekly Performance Summary - Week 49

	Last week (Mon-Sun) Week No. 49	Weighted Baseline	Weighted Baseline % Change	Last 4 Weeks Average	Last 4 Weeks Average LY	Last 4 Weeks % Change	Last 6 Months	Last 6 Months % Change	Year to Date	Year to Date % Change
Total Recorded Crime	771	863	-10.7%	805	661	21.9%	20,803	3.4%	28,374	5.6%
Homicide	0	0	0	0	0	0	6	50.0%	9	80.0%
Violence With Injury	68	100	-32.0%	79	67	17.5%	2373	8.8%	3204	9.6%
Violence Without Injury	225	211	6.6%	221	189	17.2%	6174	-4.8%	8488	9.0%
Rape	9	16	-43.8%	12	9	27.8%	343	52.4%	437	47.1%
Other Sexual Offences	26	22	18.2%	24	15	62.7%	523	18.1%	730	23.5%
Business Robbery	0	0	0.0%	1	1	0.0%	15	-21.1%	21	0.0%
Personal Robbery	5	7	-28.6%	7	6	18.2%	178	4.7%	224	2.3%
Burglary - Residential (dwelling only)	21	30	-30.0%	23	18	26.0%	524	1.6%	689	-1.7%
Burglary – Business & Community (incl. Res. no	17	30	-43.3%	22	26	-14.4%	480	-22.6%	655	-26.4%
Vehicle Offences	76	105	-27.6%	99	56	78.4%	1702	-2.0%	2278	-2.1%
Theft from Person	7	10	-30.0%	5	4	40.0%	107	1.9%	140	-3.4%
Bicycle Theft	7	7	0.0%	6	6	-8.3%	202	-9.4%	282	-5.7%
Shoplifting	50	57	-12.3%	49	49	1.0%	1108	-16.4%	1500	-15.0%
All Other Theft Offences	80	84	-4.8%	78	58	36.1%	1802	11.9%	2445	13.4%
Criminal Damage & Arson	64	89	-28.1%	70	57	21.4%	2030	2.3%	2815	8.2%
Drug Offences	26	20	30.0%	19	26	-28.8%	532	-20.8%	787	-18.9%
Possession of Weapons	10	13	-23.1%	13	7	82.1%	279	16.7%	368	8.2%
Public Order Offences	65	43	51.2%	62	51	22.8%	2004	19.9%	2725	24.3%
Misc. Crimes Against Society	15	20	-25.0%	17	18	-6.8%	421	-11.9%	577	-11.4%
Burglary - Residential - National	30	44	-31.8%	32	31	3.3%	724	-11.1%	956	-15.9%
Burglary - Business and Community - National	8	17	-52.9%	14	14	0.0%	280	-13.0%	388	-14.5%