



Office of the  
Police and Crime  
Commissioner  
for Warwickshire

# OPCC

# PERFORMANCE AND SCRUTINY REPORT

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Report Prepared for	Performance Accountability Meeting 28 September 2021
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Security Classification	Official
Disclosable under Freedom of Information Act?	Yes

# Force Performance Scrutiny – August 2021

## 1. Information

The purpose of this report is to formally scrutinise Warwickshire Police's performance during August 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 28 September 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 report: -

- Appendix A - Warwickshire Police Performance Report August 2021 (Performance Report).
- Appendix B - Weekly Performance Summary Week 37.
- Appendix C - Operations Communications Centre (OCC) Weekly Performance Week 37

The commentary in the Performance Report is noted, regarding the performance framework that has been introducing 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 corresponds to the number of the pertinent slide of the Performance Report. Not all aspects of performance are commented upon in depth in this scrutiny report, only

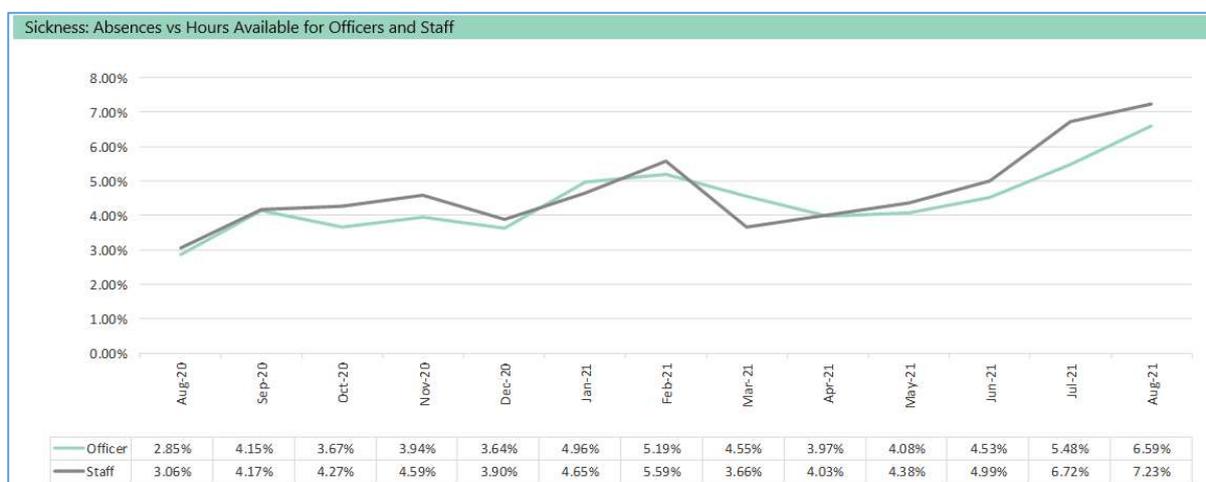
those areas of particular interest. Most percentages in this report have been rounded to the nearest integer for the purpose of presentation.

## 2. Effective and Efficient

### 3. Sickness

In August 2021, the sickness absence levels for police officers of 6.59% was above that experienced in the previous month and was significantly above the 2.85% attained at the same period in 2020 .

In August 2021, the sickness absence levels for police staff of 7.23% was above that experienced in the previous month and was significantly above the 3.06% attained at the same period in 2020.



Graph 1 - Sickness levels

It was noted in the July 2021 OPCC Performance Scrutiny Report that,

*‘The impact of Covid-19 and the requirement for self-isolation following close contact clearly has had a significant impact on these rates, which will hopefully improve as restrictions continue to be modified and become less proscriptive. The issue of Covid-19 is raised as a standing agenda item at the PAM and the force’s understanding, response and contingency arrangements to manage the impact of the pandemic have been discussed at length. As such, it is not proposed to re-visit this matter at this time but performance will continue to be monitored.’*

Q1. Given that the sickness rates are continuing to deteriorate for both police officers and staff, there is concern as to the compounding effects of winter Covid-19 / Flu on sickness absence during Q3 and Q4. It would therefore be helpful to have a better understanding as to the reasons for the current high sickness absence rates and reassurance provided as to when they are anticipated to start to reduce and what measures being taken to improve this position.

### 4. Assault Police

In August 2021, there was a reduction in assaults on officers (n=24) when compared to the previous month (n=33), and were consequently below the monthly average of

26. This reduction in assault on officers also corresponds to a reduction in the volume of public order, albeit those volumes remain above the upper control limit.

## 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

Performance data is pending.

## 7. Staff Personal Development Reviews

Noted.

## 8. Staff Diversity Profile

The proportion of Black Asian and minority ethnic officers (BAME) has remained static throughout the last twelve months, despite the best efforts of the Warwickshire Police and its Positive Action Team (PAT) to increase recruitment and retention.

Gender and Black, Asian & Minority Ethnic (BAME)												
	POLICE OFFICERS				POLICE STAFF				SPECIALS			
	2020/21 Q2	2020/21 Q3	2020/21 Q4	2021/22 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4	2021/22 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4	2021/22 Q1
Female (%)	33.2%	33.3%	33.0%	33.8%	62.4%	63.2%	62.7%	63.4%	18.0%	18.4%	17.1%	16.8%
BAME (%)	5.2%	5.3%	5.2%	5.3%	8.2%	8.2%	8.0%	8.3%	8.0%	8.2%	10.0%	9.9%

*Table 1 – Staff Diversity Profile*

Q2. At a previous PAM it was discussed that the activity of the PAT in attempting to improve the position in terms of a truly representative work force would be reviewed by the force to see what more and how better it could be done to influence BAME officer recruitment. What was the outcome of that review and what is the current position with PAT in terms of recruitment, retention and development of BAME officers.

Q2b. What is the position in respect of the advancement of female officers in supervisory and managerial ranks, where the Performance Report notes that an additional 22 female sergeants and 7 female inspectors are required to meet 35% female representation?

## 9. Learning and Development - OST

The issue of assaults on police officers and the associated matter of Officer Safety Training and First Aid Skills Police (FASP) training was recently raised with the Chief Constable at the PAM in June 2021, where reassurance was provided that a plan was in place to address the numbers of officers with expired accreditation of these

two skills. It was commented upon that performance would be continued to be monitored by the OPCC

In respect of the expiry of OST accreditation it is disappointing to note that there has been a deterioration in this position during the last three months:-

### March to May 2021

Tier 1	Mar-21	Apr-21	May-21
% Expired	13.7%	9.4%	7.0%

Tier 2	Mar-21	Apr-21	May-21
% Expired	35.7%	32.3%	21.1%

Tier 3	Mar-21	Apr-21	May-21
% Expired	44.8%	46.4%	43.3%

### June to July 2021

Tier 1	Jun-21	Jul-21	Aug-21
% Expired	5.7%	12.2%	14.6%

Tier 2	Jun-21	Jul-21	Aug-21
% Expired	19.2%	20.3%	23.1%

Tier 3	Jun-21	Jul-21	Aug-21
% Expired	28.2%	39.4%	50.0%

Of particular note is that the highest number of officers with expired accreditation is the public-facing Communities and Response (n=64).

## 10. Learning and Development – FASP

Similar questions to the OST expiry rates was also raised in respect of First Aid Skills Police (FASP) by the PCC at the PAM in **March 2021**, where on that occasion **45% (n=390)** of staff had expired FASP accreditation.

In **August 2021**, the number of officers with expired FASP accreditation was now at **46.2% (n=405)**, again representing a deteriorating position

The commentary in the Performance Report is noted, regarding the pressures and challenges faced by Learning and Development, the pressures on resource levels through training abstractions and the requirement for other mandatory training to be delivered; however: -

**Q3. With the present rates of OST and FASP accreditation expiry it would appear that it's going to take many months to reduce it to reasonable levels at the current rates of training delivery. What does the Chief Constable consider to be 'acceptable' levels of expiry for OST and FASP and what is the anticipated time-frame to achieve this position.**

## 11. Health and Safety

In Q1 2021/22, the number of H&S incidents has decreased (n=70) when compared to the previous Q4 (n=70), with a total of 283 incidents for the rolling year. The data is indicative of the value and need for OST and FASP training, where 107 of these incidents were due to physical assault.

## 12. Professional Standards

The comments in the Performance Report are noted, particularly the regarding the total number of complaints (n=199) in August 2021 and the proportion of complaints dealt with inside Schedule 3 (23%) and those dealt with outside (74%). Also, that the average time for initial contact with a complainant once the complaint has been

logged has been less than a day. This represents a stable position when compared to the previously levels, proportions and timeliness when last reported in June 2021.

### 13. Contracts and Procurement

The comments in the Performance Report are noted regarding the running total of substantial savings that have been made, particular in respect of ICT and the provision of free fuel during Covid-19, demonstrating financial prudence.

### 14. Digital Services

The issues regarding current ICT provision and the challenges faced in moving to a new model independent of West Mercia Police are well understood and as such are not expanded upon further in this report.

### 15. Freedom of Information

The reporting of Freedom of Information (FOI) performance data is a new and positive development. The comments in the Performance Report are noted, regarding the current number of FOI requests awaiting conclusion (n=131), together with the causes for the backlog and the key actions to be taken to address this situation.

## 3. Prevent & Protect

### 16. Total Recorded Crime

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

### 17. Total Recorded Crime - Forecast

In August 2021, the variance to the forecast was -241 crimes (TRC n=3,396). Of note is that the 2021/22 end of year figure for TRC is anticipated to remain relatively static to this three year average.

### 18. Violence with Injury

In August 2021, levels were slightly above the upper control limit (n=426), representing a slight increase on the previous month (n=409). This position will be monitored going forward.

### 19. Violence without Injury

In August 2021, levels dipped below the upper control limit (n=995), representing a reduction on the previous month (n=1,112). Of note is that malicious communications and assault without injury offences continue to be the largest sub-categories, accounting for 26% and 46% respectively of the total volume. This position will be monitored going forward.

## 20. Rape

In July 2021, levels were significantly above the upper control limit (n=84) due to multiple crimes arising out of the Op Mawse investigation. In August 2021, levels have now declined to more usual levels and are now below the upper control limit and towards the mean (n=49).

These matters, regarding the force's capacity and capability to investigate both Rape and Other Sexual Offences, were raised with the Chief Constable at the PAM in June 2021. As such, it is not proposed to re-visit this matter at this time but performance will continue to be monitored.

## 21. Other Sexual Offences

In August 2021, levels were below the mean (n=64), representing a significant and continuing decrease from the previous months (n=107 and 85 respectively). Noted.

## 22. Robbery

In August 2021, levels were above the mean (n=33), representing a decrease from the previous month (n=39). Noted

## 23. Residential Burglary

In August 2021, levels were below the mean (n=72) and stable when compared to the previous two months. Noted

## 24. Business & Commercial Burglary

In August 2021, levels were below the mean (n=74) and relatively stable. Noted.

## 25. Vehicle Crime

In August 2021, levels were slightly above the mean (n=298), representing an increase when compared to the previous two months (n=210 and 277 respectively). Of note is that Rugby experienced a 38% increase (n=15) in Vehicle Crime during the month. These increases may be the start of a trend and are of concern, the position will therefore continue to be monitored by the OPCC.

## 26. Drug Offences

In August 2021, levels were below the mean (n=102), representing an increase when compared to the previous month (n=77). This increase was predominantly in possession offences and maybe indicative of increased proactivity given that this area of offending often only comes to police attention when actively sought. Noted.

## 27. Possession of Weapons

In August 2021, levels were above the mean (n=42), representing a significant increase of 28% when compared to the previous month (n=31). The comments in the Performance Report are noted, regarding the anticipated upward volumes over the summer period as more time is spent outdoors and later into the evenings. Noted.

## 28. Public Order Offences

In August 2021, the significant increase in Public Order experienced in the last quarter continued to be significantly above the upper control limit (n=334) and therefore continues to be of some concern, albeit volumes were lower than that experienced in the previous month (n=369). The sub-category of Public Fear, Alarm or Distress remains the largest sub-category accounting for 75% of the total volume.

This matter was raised with the Chief Constable at last month's PAM in June 2021 and additional reassurance was provided regarding the force's capacity to manage these high levels of public order demand. As such, it is not proposed to re-visit this matter at this time but performance will continue to be monitored.

## 29. Domestic Abuse

In August 2021, levels were above the mean and approaching the upper control limit (n=515) but were relatively stable when compared to the previous two months. Of note is that domestic abuse accounted for 39% of all violent crime.

Domestic Abuse is scheduled for the 'spotlight' subject at the next PAM in October 2021 and as such is not further commented upon at this time.

## 30. Hate Crime

In August 2021, levels continue to remain above the upper control limit (n=114) and were consistent with the previous two months (n=118 and 113 respectively). The subject of Hate Crime has already been explored in depth at previous PAMs and a question was posed to the Chief Constable at last month's PAM in July. In addition, Hate Crime was also subject to deep-dive at the PAM in January 2021. As such, it is not further commented upon in this report but will continue to be monitored.

## 31. Cyber Crime

In August 2021, there was a reduction in cyber-crime towards the lower control limit (n=118). Noted.

## 32. Road Traffic Casualties

Road safety is reported one month in arrears.

In July 2021, there were three fatalities on Warwickshire's roads - a car driver, a motorcyclist and a pedal cyclist. These individual tragedies again serve to demonstrate the vulnerability of two-wheel road users and consequently the disproportionality seen in the number of road traffic casualties.

Of note, in the same month nearly 20,000 Notice of Intended Prosecutions (NIPs) were issued since the beginning of the financial year for speeding offences in the county.

# 4. Respond and Reassure

## 33. Outcomes - Total Recorded Crime (TRC)

In August 2021, the proportion of 'Action Taken' outcomes for TRC was at 10%, representing a 3% decrease from the previous month. A contributory factor to

fluctuating TRC Action Taken rates is the changing nature of crime, particularly during Covid-19, where different crime types inherently have varying prospects for their solvability. This effect is evident in the higher Outcome 16<sup>1</sup> rates experienced since the beginning of the financial year.

### 34. Outcomes - Domestic Abuse

In August 2021, a very similar position to TRC was experienced for Domestic Abuse where the proportion of ‘Action Taken’ was at 9%, representing a 5% decrease from the previous month. Of note is that in August 2021 the Outcome 16 rate for DA offences was at 66%, which serves to demonstrate the previous point regarding different crime types inherently have different prospects for a particular outcome.

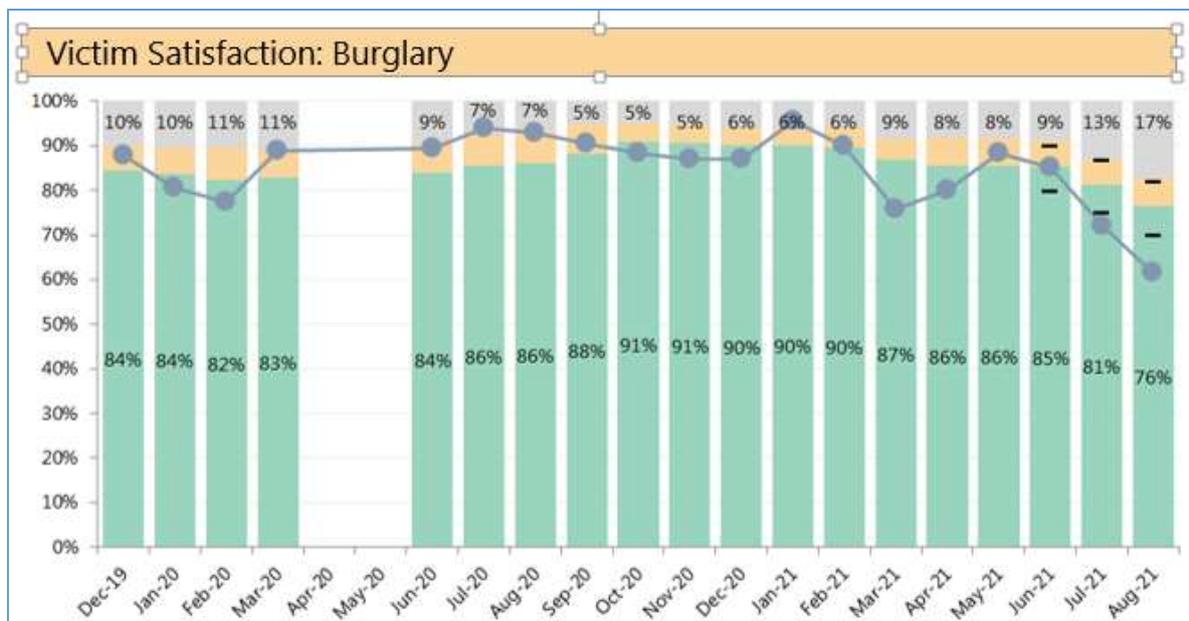
Given the complexity of Outcome rates and the investigative processes and procedures involved, including capacity and capability issues, the subject is scheduled to be explored in depth as a ‘spotlight’ subject at the PAM in November 2021. As such, it is not further commented upon at this time.

### 35. Victim Satisfaction - Neighbourhood Crime

In August 2021, the six-month rolling average rates for victim satisfaction were: -

- Burglary 76%
- Vehicle Crime 74%
- Violence 67%

Whilst the figures for Vehicle Crime and Violence are relatively consistent with the previous two months, there appears to have been a recent and marked decline in Burglary satisfaction rates, with a fall of 15% from the highest satisfaction rate of 91% that was attained during the same period in 2020/21.



Graph 2 – Burglary Victim Satisfaction Rates

<sup>1</sup> **Outcome 16** – Named suspect identified: evidential difficulties prevent further action; victim does not support (or has withdrawn support from) police action.

Whilst the subject of victim satisfaction has been explored in depth at previous PAMs, with the implementation of the Victims Code and the creation of a Victims and Witness Board it was anticipated that rates would begin to improve.

Q4a. Is there any explanation for the apparent decline in the August 2021 Burglary Victim Satisfaction Rates?

Q4b. It's understood that A&SI are conducting a review of Victim Satisfaction methodology and improvement measures. An update to the Commissioner on this work would be welcomed.

### 36. Victim Satisfaction - Vulnerability

In August 2021, the six-month rolling average rates for victim satisfaction were: -

- Hate Crime 74%
- Domestic Abuse 77%

In August 2021, the monthly victim satisfaction rate for Hate Crime represents a 7% increase from that attained in April 2021. This improvement is a very positive development and would appear to be the product of the new and improved arrangements that the force's Harm Hub has employed to drive service improvement, and as a consequence victim satisfaction.

In respect of domestic abuse, of note are the comments in the Performance Report regarding the sample sizes being slowly increasing each month, where for August 2021 it was at 38 participants against a target sample size of 40-50 per month.

### 37. Operations Communication Centre - Emergency Calls

The subject of Operations Communication Centre (OCC) performance and public contact is scheduled to be explored as a 'spotlight' subject at this month's PAM. The latest weekly performance data for the OCC has therefore been included at Appendix C of this report for advance information and to assist informed discussion.

### 38. Operations Communication Centre - Non-emergency calls

As above.

### 39. Operations Communication Centre – Unresourced Incidents

As above.

### 40. Appendix

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

## 5. Comments

### 5.2 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: -

- **Sickness Absence**

**Q1.** Given that the sickness rates are continuing to deteriorate for both police officers and staff, there is concern as to the compounding effects of winter Covid-19 / Flu on sickness absence during Q3 and Q4. It would therefore be helpful to have a better understanding as to the reasons for the current high sickness absence rates and reassurance provided as to when they are anticipated to start to reduce and what any measures being taken to improve this position.

- **Staff Diversity Profile**

**Q2a.** At a previous PAM it was discussed that the activity of the PAT in attempting to improve the position in terms of a truly representative work force would be reviewed by the force to see what more and how better it could be done to influence BAME officer recruitment. What was the outcome of that review and what is the current position with PAT in terms of recruitment, retention and development of BAME officers.

**Q2b.** Also, what is the position in respect of the advancement of female officers in supervisory and managerial ranks, where the Performance Report notes that an additional 22 female sergeants and 7 female inspectors are required to meet 35% female representation?

- **Learning and Development**

**Q3.** With the present rates of OST and FASP accreditation expiry it would appear that it's going to take many months to reduce it to reasonable levels at the current rates of training delivery. What does the Chief Constable consider to be 'acceptable' levels of expiry for OST and FASP and what is the anticipated time-frame to achieve this position.

- **Victim satisfaction**

**Q4a.** Is there any explanation for the apparent decline in the August 2021 Burglary Victim Satisfaction Rates?

**Q4b.** It's understood that A&SI are conducting a review of Victim Satisfaction methodology and improvement measures. An update to the Commissioner on this work would be welcomed.

## 5.2. Schedule of Spotlight Subjects

Agreement is required as to the selection of 'spotlight' subjects for future PAMs and 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
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	Domestic Abuse
Nov	Oct		R&R		Investigation and Outcomes
Dec	Nov		E&E		Sustainability
Jan 2022	Dec	Q3	P&P		Roads Policing
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 37

	Last week (Mon-Sun) Week No. 37	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	821	859	-4.4%	777	761	2.1%	19,629	1.8%	18,773	3.5%
Homicide	0	1	-100.0%	1	0	100.0%	8	100.0%	9	125.0%
Violence With Injury	114	101	12.9%	100	97	3.1%	2234	5.4%	2176	6.1%
Violence Without Injury	270	181	49.2%	239	214	11.6%	5899	7.9%	5777	10.7%
Rape	15	6	150.0%	10	10	2.6%	304	39.4%	295	49.7%
Other Sexual Offences	20	16	25.0%	17	20	-13.8%	507	15.2%	466	11.8%
Business Robbery	0	1	-100.0%	0	1	-50.0%	15	25.0%	15	36.4%
Personal Robbery	10	11	-9.1%	6	5	15.0%	156	5.4%	153	9.3%
Burglary - Residential (dwelling only)	34	29	17.2%	23	20	13.9%	414	-19.3%	426	-9.4%
Burglary – Business & Community (incl. Res. no	17	37	-54.1%	15	21	-25.6%	467	-35.0%	426	-30.7%
Vehicle Offences	52	119	-56.3%	59	57	3.9%	1491	-12.1%	1388	-7.1%
Theft from Person	0	4	-100.0%	5	5	5.6%	77	-16.3%	77	-12.5%
Bicycle Theft	10	20	-50.0%	8	9	-10.8%	217	8.0%	198	-6.2%
Shoplifting	41	67	-38.8%	41	54	-23.6%	1018	-19.1%	955	-17.2%
All Other Theft Offences	71	93	-23.7%	70	67	5.6%	1681	7.9%	1608	13.5%
Criminal Damage & Arson	83	77	7.8%	72	76	-5.6%	1907	2.0%	1832	3.1%
Drug Offences	16	20	-20.0%	20	23	-15.2%	635	-7.0%	537	-18.4%
Possession of Weapons	6	13	-53.8%	11	7	66.7%	218	-20.4%	210	-12.9%
Public Order Offences	52	53	-1.9%	68	64	7.1%	1947	25.8%	1865	21.6%
Misc. Crimes Against Society	10	12	-16.7%	13	14	-7.3%	434	-5.9%	360	-18.9%
Burglary - Residential - National	44	42	4.8%	29	29	-0.9%	598	-31.7%	598	-23.7%
Burglary - Business and Community - National	7	23	-69.6%	9	12	-19.6%	283	-20.3%	254	-15.6%

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APPENDIX C

OCC Weekly Performance Summary – Week 37

