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Commissioner
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WARWICKSHIRE POLICE
PERFORMANCE SCRUTINY
Q3 2018/19

This report has been prepared in response to the
'Warwickshire Police Performance Summary for October to December 2018.'
Its purpose is to enable the Warwickshire Police and Crime Commissioner to
formally scrutinise force performance and hold the
Chief Constable to account.

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PERFORMANCE SCRUTINY

1. INTRODUCTION.

The purpose of this report is to enable informed discussion between the Warwickshire Police and Crime Commissioner (PCC) and the Chief Constable in respect of force performance. This aim is coherent with the PCC's statutory responsibilities to: -

- I. Hold the Chief Constable to account for the performance of the force.
- II. Secure an efficient and effective police service for Warwickshire.

It 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 2016-2020', namely: -

- I. Putting Victims and Survivors First.
- II. Protecting People from Harm.
- III. Preventing and Reducing Crime.
- IV. Ensuring an Effective and Efficient Police Service

The report has primarily been prepared through scrutiny of the performance data provided in the Assurance & Service Improvement (A&SI) report 'Warwickshire Police Performance Summary October to December 2018'. It has also considered additional sources of information, namely: -

- Strategic Roads Policing Update January 2019.
- Public Contact Balance Score December 2018.
- Criminal Justice Performance Data November 2018.

The report also recognises national performance data provided by iQuanta and ForceSight, the detail of which is unable to be placed in the public domain due to the constraints imposed by the 'Office for National Statistics' (ONS).

2. PERFORMANCE.

Not all aspects of performance are commented upon, only those areas of particular interest that are provide either reassurance or concern: -

PUTTING VICTIMS AND SURVIVORS FIRST.

- **Confidence in Police.**

An upturn in public confidence in Warwickshire Police is pleasing to note, rising to 79% when last surveyed in June by the Crime Survey for England and Wales (CSEW), consequently driving an

improvement in the force's position for both the Most Similar Group (3) and national (16) rankings of forces.

- **Victim Satisfaction.**

The new method of representing victim satisfaction in the Performance Summary is noted, where a figure for December 2018 of 77.5% being 'satisfied' and 86% of victims being 'not dissatisfied' with their whole experience represents a relatively stable position. However, this figure needs to be considered in context with the alliance aspiration for 90% of victims to be satisfied with the overall service provided. The issue of declining victim satisfaction from the peak achieved August 2017 is of interest to the PCC, particularly in context with the objectives of the 'Victims and Witness Charter' that was introduced in November 2017

The force's engagement of an independent consultant to review the process for assessing victim satisfaction has been a welcome development and the subsequent report of findings and recommendations from the review is noted. The commentary provided in the Performance Summary as a consequence of this review, combined with the 'Victim Satisfaction' event of the 18th December 2018, regarding the proposed changes to the victim satisfaction survey performance metrics and diagnostics in order to drive service improvements, is also noted.

Progress in this area of performance management will be monitored by OPCC representation at the alliance 'Strategic Victim Satisfaction Working Group', chaired by C.Supt. Travis.

- **Repeat Victims.**

The number and percentage of repeat victims appears to be declining in recent months. This is a positive development, as are the comments in the Performance Summary regarding A&SI liaison with the 'Integrated Victim Management' (IVM) to refine the reporting requirements around repeat victimisation, together with the concept of developing performance metrics for the IVM cohort. In addition, the PCC is due to visit the Harm Hub in February 2019 to scrutinise its operation and monitor progress in this regard.

PROTECTING PEOPLE FROM HARM.

- **Hate Crime.**

The number of Hate Crimes for December has returned to the statistical mean following the increases seen in previous months and with relatively static rates of victim satisfaction at 75.5% for December 2018, albeit this is a downward trend from the high of 81% achieved in April 2018. Similarly, progress

in this area of performance management will be monitored by OPCC representation at the aforementioned 'Strategic Victim Satisfaction Working Group'.

- **Sexual Offences.**

The increase seen in November 2018 in the percentage of repeat victims of sexual offences (16%) when compared to the previous month (9%) is noted, together with the relatively small numbers involved and the commentary in the Performance Summary regarding the recording of historical offences.

- **Domestic Abuse. (DA)**

The relatively high and stable 'whole experience' victim satisfaction rates for DA victims continues to be a positive position, where 94% of victims *would 'recommend contacting the police to others in a similar situation.'*, albeit the 'follow up' element continues to be a significant weakness in the process.

The comments in the Performance Summary regarding the force implementing a 12 point plan for domestic abuse aimed at improving the response to victims of this crime, are noted. Rates of DA are now below the statistical mean following the seasonal spikes experiences during the summer Q2 period. In addition, the force's investment in dedicated resources to mitigate against the predicted increase in DA during the December festive period was a positive initiative and its outcomes and outputs are awaited with interest.

These actions taken by the force to address DA should provide significant impetus in reducing the relatively high percentage (35%) of repeat victims of domestic abuse and thereby supporting the force's aspiration at being *'great at protecting the most vulnerable'* and the aims of the PCC's 'Victims and Witnesses Charter'.

- **Road Traffic Casualties.**

The performance data provided in the 'Strategic Roads Policing Update January 2019' is of value and progress in this area of performance management will be monitored by OPCC representation at the 'Strategic Roads Policing Group', chaired by ACC Wessell.

The figure of 10 fatalities for Q3 on Warwickshire roads (October being particularly costly) is noted, together with the positive commitment in enforcement activity during the 'festive' period that resulted in 90 arrests both for drink and drug driving, in contrast to the 80 arrests during the same period in 2017. This 13% increase, coupled with the fact that 43,300 speeding offences have been detected in Warwickshire since April 2018, is of concern in terms of continuing unacceptable driver behaviour.

- **Serious and Organised Crime. (SOC)**

The recent reporting in the Performance Summary on Organised Crime Groups (OCG), together with performance metrics on their disruption, is a welcome addition to performance scrutiny and management. Of note are the five firearms and quantity of ammunition seized in Q3.

PREVENT & REDUCE CRIME.

- **Total Recorded Crime. (TRC)**

As of the 14th January 2019 the Year to Date (YTD) figure for TRC shows a modest increase of 0.1%, although the predicted rise of 3% at year-end is of some concern given the specific objective of the 'Police and Crime Plan 2016-2020' to reduce crime. This however needs to be put in context with the national picture where some 34 forces are predicted to show a year-end increase in TRC.

C.Supt Ben Smith's comments in his email of the 18th December 2018 regarding the reduction in TRC experienced in Q4 2017/18 following the introduction of Athena are noted, together with his assessment that there will be consequently be pressures in Q4 2018/19 in maintaining TRC year-end performance if monthly recorded crime levels remain at present levels.

Of particular concern are the predicted 19% increases experienced in both the crime categories of 'Violence without Injury' and 'Personal Robbery'. The former is a high volume offence that adversely impacts on TRC figures, the latter a serious crime with a high impact on the victim.

The November 2018 'spike' above the upper control limit in the category 'Personal Robbery' experienced in north Warwickshire has now significantly reduced to within expected levels and constitutes a welcome development.

- **Outcomes.**

The commentary in the Performance Summary regarding the review of how the reporting of 'Outcomes' is undertaken with a view to improving the consistency and accuracy of the data, which for a variety of reasons has been ambiguous for some time, is a most welcome development. Similarly, the report on 'Outcome 16' that is to be presented at the 'Performance Management Group' (PG) later this month is awaited with interest.

Of concern from the data presented in the Performance Summary is that 'action taken' (previously AKA Detections) has deteriorated from 11.8% for the period Jan to Dec 2017 to a figure of 8.9% for the same period in 2018. The category of 'no action taken' (suspect identified, evidential difficulties) accounts for the biggest percentage increase.

Of additional concern is the deterioration in the 'action taken' rates for the categories of Violence with Injury (15.1% - 2017 / 12.5% - 2018), Rape (3.9% - 2017 / 1.2% - 2018) and Other Sexual Offences (6.1% - 2017 / 3.2% - 2018). The indicative and comparative data from iQuanta in respect of MSG forces would tend to support the view that Warwickshire Police is currently not performing well in this regard.

The increase in the percentage of crimes that are provided with an outcome on the same day (7.8% - 2017 / 18.1% - 2018) is indicative of the success of the demand reduction work-stream undertaken by Supt. Mike Smith.

Progress and developments in this area of performance management will be monitored by OPCC representation at the 'Warwickshire Outcomes Group', chaired by D.Supt. Harrison.

- **Burglary Dwelling.**

The volume of burglary dwelling recorded in Q3 2018/19 is of concern in that they are 25% above those experienced in Q2, albeit levels have since returned towards the statistical mean. The increase in the numbers of rural burglary dwellings from 62 offences in Q2, to 106 offences in Q3 is of particular concern.

- **Public Order.**

The levels of public order offences have returned towards the statistical mean from the extraordinary high levels above the upper control limit that were experienced in Q2 2008/19.

- **Business Crime.**

Business Crime is identified through the application of an Athena keyword, as such the significant increase in this category may be due to inconsistent, but improving, recording practices.

- **Cyber Crime**

Since the introduction of Athena with the application of the 'on-line crime' keyword, the data in respect of the category 'Cyber-Crime' has been unreliable. The comments regarding the recognition by the Home Office and NPCC that Cyber-Crime data quality needs to be improved nationally is a welcome development and their guidance on this matter is awaited with interest.

- **Anti-Social Behaviour (ASB).**

The 29% reduction in ASB experienced in Q3 is noted and a welcome development, albeit a seasonal reduction was anticipated.

EFFECTIVE & EFFICIENT POLICE SERVICE.

- **Operations Communication Centre. (OCC)**

The 'Warwickshire OCC Performance Scorecard' is of value in scrutinising OCC performance, acting as an enhancement to the data and narrative provided in the Performance Summary.

- **Response Times**

The proportion of emergency incidents responded to within 20 minutes has remained static at 82% in Q3 2018/19 when compared to Q2, albeit there was a 7% reduction in the number of emergency calls (83%) recorded.

- **Call Handling**

The significant improvement in the percentage of 999 calls answered within the target time to above the expected level of 90% is a positive development, as is the decrease in the rate of abandonment. This improvement has however come at the cost of declining performance in 101 call performance, in terms of both the percentage of calls answered within the 30 second target and the rate of abandonment. The decision of the Chief Constable to employ an additional five call-handlers in the OCC to mitigate against this effect is a welcome development.

The work of ACC Wessell in driving OCC improvement and performance through the 'Public Contact Improvement Group', at which the OPCC are represented, is noted.

- **Absence Management.**

The significant levels of police officer and staff sickness continues to be a major concern. Whilst there have been modest fluctuations in the preceding months, the rates for December 2018 stand at 7.31% and 5.07% respectively and are intolerable. The OCC absence rates also continue to remain particularly high at an annualised rate of 9.42% and is a declining trend.

The issue of high sickness rates has previously been raised, recognising at the same time the efforts the force have made to remedy this situation including the leadership and personal investment of the Chief Constable in chairing the 'Health and Well-Being Board', the designation of 2019 as the 'Year of Health and Wellbeing' and the appointment of PI Boulton to drive improvements in this area.

CRIMINAL JUSTICE.

File quality has been commented upon in previous reports. The information subsequent provided by Supt. Mike Smith and ACC Alex Franklin-Smith as to the specific measures introduced to drive improvement in this area of performance was of value and appreciated.

Modest improvement has recently been evident, although the latest data from November 2018 is concerning where 19% of files were deemed by CPS to be erroneous, with a failure to comply with the 'National File Standards' continuing to be the cause of error in the vast majority of cases.

On a more positive note, the implementation of File Builder to replace the Athena Case Module has realised tangible benefits including improved efficiency, reduced user-error and the submission of digital remand files to CPS.

3. COMMENTS

It's requested that the Warwickshire Police Chief Constable provides his professional judgement to the Warwickshire Police and Crime Commissioner regarding the key challenges with force performance over the short to medium term, particularly in respect of the highlighted issues of: -

1. Total Crime Rates.
2. Personal Robbery.
3. Violence without Injury.
4. Absence Management.
5. Outcomes.

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