



## **OPCC- Force Performance Scrutiny – Q4 2017/18**

1. It is again noted that the introduction of Athena has potentially impacted on data timeliness, quality and quantity in a number of key areas of performance, namely: -
  - Repeat Victimization - Significant reduction recorded since the introduction of Athena in October 2017.
  - Domestic Abuse - Latest data from January and a 13% significant reduction on 2016/17 period.
  - DVPN data - Data a month behind and not available at LPA level.
  - CSE - Data a month behind and a 21% reduction on 2016/17 period
  - Child at Risk - Data a month behind and a 12% reduction on 2016/17 period
  - Vulnerability Factors - Data a month behind and significant reduction in all categories since introduction of Athena.
  - Cyber Crime - Data a month behind and an estimated 74% reduction.
2. Athena has previously been discussed at length on a number of occasions, regarding the data challenges faced by the force through its introduction and in rectifying the associated user errors. It continues to be of significant concern given that little improvement is evident upon reviewing the latest available performance data, namely February's. The Chief Constable is requested to provide his professional judgement on the current situation with Athena, in terms of when he anticipates that the benefits of the action taken to rectify these deficiencies will be realised and demonstrated?
  - Overtime Athena users are becoming more competent, which is reducing the time spent inputting reports with error rates reducing also.

- We have an inspector working with front line supervisors and teams to ensure the new processes are fully understood. This is a time consuming process but will help us reach the data standards required and realise the benefits of the new system. Our Detective Superintendent is taking personal responsibility for this work.
  - Custody staff continue to report high satisfaction levels and intelligence/information reporting is returning to normal levels.
  - File data quality remains a high priority for the Athena CIMM along with crime reporting and effective use of keywords.
3. The stable 80% rate of public confidence in the police is welcome, together with the positional improvement in the Most Similar Group (MSG) and national ranking of forces.
- Noted and an issue which we continue to monitor each quarter.
4. Victim satisfaction rates are disappointing given that the force has an aspirational rate of 90%, but only achieved 82% in Q4. This also represents a declining trend when comparing the performance levels achieved in Q3 and Q2. Most notably there was a 6% decrease in satisfaction for the *'follow up' category*. This position is also replicated in Domestic Abuse (DA) satisfaction rates where only a 70% satisfaction rate was achieved for *'follow up'*. Conversely, it is reassuring to observe that in all other respects of DA there is high level satisfaction, particularly *'initial contact'* and *'recommending contacting the police to others in a similar situation'* with satisfaction rates of 94%. Putting victims and witnesses first is a priority for the Police and Crime Commissioner. Are the force therefore able to explain why *'follow up'* appears to be area of weakness in the victim's experience and what measures will the force employ to improve this specific area of performance?
- *'Follow up'* has always been the most challenging area for victim satisfaction, being consistently lower performance than the other 4 categories. The Force continues to invest in this area with a Victim Management Unit and this forms a core part of the new policing model.
  - Since Athena implementation, victim satisfaction has shown a declining trend. It was therefore positive to see this trend reverse in March with a significant upturn in *'whole experience'* performance.

- 'Victim Care' was a core theme in the recent Force leadership seminars with the production of a 'victim's experience' video produced and presented to the entire workforce. These seminars were attended by the majority of our officers and staff and chief officers provided personal leadership on the issue of 'follow up.'
5. The data in respect of repeat victims where six individuals were each subject to 10+ offences in the last 12 months is of concern. As such, the commentary provided in the performance summary regarding the information being presented to the Integrated Victim Management Unit with a view to breaking the cycle of repeat victimisation, together with the development of a performance framework to track activity and impact, is a welcome development.
- We firmly believe our approach to integrated victim management is the best means of providing the best service to repeat and vulnerable victims.
6. The drastic decline in the recording of Hate Crime was raised at the February Performance Meeting. On that occasion it was acknowledged that there was no obvious explanation for the decline, however some reassurance was provided with reference to the relatively high levels of victim satisfaction - this continues to be the case. The OPCC will continue monitor long term trends in this key area, with an emphasis on the outcomes of the action plans that are being produced to further improve satisfaction rates.
- Noted, an area that we must continue to scrutinise carefully to understand emerging trends or system problems.
7. The situation with missing persons, in terms of numbers and frequency would appear to be an improving situation. A very welcome development given the risk of harm associated with this activity. The OPCC will continue to monitor long term trend in this key area, with particular emphasis on the outcomes of the Missing Persons Teams that are to be implemented under the new policing model. A timescale for the introduction of this capability and their capacity would be of value in providing additional context going forward.
- The Warwickshire operational command team have submitted a proposal to Warwickshire Chief Officers as to how the Missing Person Team and the other precept funded teams may be able to be created in a shorter timescale. Recruitment at this stage is focussed on student officer and officer transferees.

- Persistent missing persons are a great concern to us, owing to their vulnerability and the time taken by officers and partners to locate and safeguard them. The precept rise this year will allow investment in this area to improve safeguarding and to reduce demand on front line officers and staff.
8. Of particular note is the 11% reduction in recorded crime from Q3. This is really excellent news and is a reflection of the enormous amount of good work conducted by the force to tackle the previously unacceptably high levels of recorded crime in Q1 and Q2.
- This is a reflection on the hard work and focus of our teams. The core performance position has been improving steadily, since the end of summer 2017. We must work effectively now to continue this trend into the new performance year.
9. This welcome development is also replicated in respect of violence with injury offences where a 16% reduction on Q3 was experienced, burglary dwelling offences where a 19% reduction was achieved, together with a notable decrease in rural crime.
- Noted
10. It is also recognised that whilst the volumes of recorded crime for the year 17/18 was disappointingly 12% higher than the previous year, it would appear that this increase is similar in magnitude to that experienced by MSG forces. Professional judgement as to the anticipated / projected trend in crime types and volumes in the medium term would be of value going forward.
- Projected crime levels will be discussed at the April Performance Management Group meeting, but local plans are in place driven via the force tasking and priorities process. Initial Crime Data Integrity (CDI) audits suggest the Force's compliance levels are high which is positive ahead of our HMIC CDI inspection later this year. The last 3 years have involved significant focus around improving crime recording standards and there has been widespread comment (including the National Office of Statistics) that rising crime levels have been influenced by improved crime recording. 2018/19 will potentially act as a new baseline year.
  - The last 6 months has shown significant reductions in Total Recorded Crime across a range of crime types. This is continuing into the start of this

performance year with currently a -11.3% reduction in Total Recorded Crime and reductions in nearly all monitored crime types. The local operational command team have put considerable effort into aligning our resources against demand and local priorities for the year ahead, supported by ensuring the smooth and successful landing of a new policing model.

11. The introduction of Athena has also created some challenges in respect of file preparation. The continuing high rate of erroneous files, particularly from North Warwickshire and especially in respect of not complying with national file standards, is disappointing. What are the causes of this geographical anomaly and what measures are being taken to address this performance issue?

- It is important to highlight the fact that this was expected. A new standard and assessment process has been introduced by the West Midlands Regional CPS and the outcome here mirrors that elsewhere in the country. To improve performance, an Inspector has been dedicated to driving activity that will improve officer knowledge with regards file quality standards. Performance has been steadily improving and we remain confident this will continue to be the case.

12. The significant improvement and downward trend in officer sickness is very positive and again reflects the hard work undertaken to address the high levels previously experienced and also the personal commitment of the Chief Constable to the health and wellbeing of the workforce.

- Noted

13. Complaints against the police is an area requiring some further scrutiny of concern, given that only 52% of complaints were recorded within the aspirational three days. However, it is recognised that 97% of complaints were recorded within the nationally proscribed 10 day period, which is excellent. The OPCC attend a specific PSD performance group and this matter can be better explored in that meeting.

- Noted and agreed. The aspirational target is worthy of discussion and review. If we maintain the aspirational target we should be clear which areas it is most suitable for and how that might improve public confidence.

14. The declining performance in emergency response, in terms of both the percentage attended within the required 20 minute response time and the average time of response, is noted. The recent introduction of the new policing model should positively impact on response times and the OPCC will continue to monitor this performance measure with interest.
- [Our new operating model commenced on the 8<sup>th</sup> of April, and we are monitoring these response times carefully to ensure we realise the benefits of the new shift pattern.](#)
15. It's reassuring that the performance of the OCC emergency call handling remains above the aspirational levels of 90%, albeit somewhat below the projected level based on previous performance.
- [Noted](#)
16. It is pleasing to note that Firearms Licensing pending applications levels remains at manageable levels although they are somewhat higher than those experienced in October 2017. The OPCC will continue to monitor the situation.
- [Noted, I will ensure you get a more thorough update from this department. The overall story is one of significant improvements for firearms licence holders, and a more efficient cycle of work for the department.](#)
17. In summary, some very positive developments in performance, albeit Athena remains a concern, and gives cause for optimism for the year ahead.
- [Thank-you, we remain committed to providing the best service to the communities of Warwickshire](#)
  - [Richard Moore, Assistant Chief Constable](#)