Philip Seccombe
Police and Crime Commissioner for Warwickshire

Agenda Item 3

Warwickshire Police and Crime Panel

Thursday 20th September 2018

Report on the Work of the

Warwickshire Police and Crime Commissioner

1. **Intention.**

   The purpose of this report is to provide members of the Police and Crime Panel (P&CP) with an update on the key activities of the Police and Crime Commissioner (PCC) that have taken place since the panel last met on 21st June 2018.

2. **Force Performance.**

   - The 'Warwickshire Police Performance Summary Q1 2018/19' is contained at **Appendix A**.
   - I subsequently scrutinised the performance data and held the Chief Constable to account for the force's performance through the mechanism of asking specific questions at one of our weekly meetings. A written report detailing my questions together with the responses provided is contained at **Appendix B.**
   - Both of these documents are now posted on the Office of the Police & Crime Commissioner (OPCC) website for public access.
   - On the 3rd September 2018 P&CP Planning and Performance Working Group scrutinised both of these documents.

3. **Athena.**

   On the 4th October 2017 Warwickshire Police implemented the Athena platform, the most significant change to the ICT of the force in a generation, the effects of which have been far reaching and profound.

   The force subsequently convened a Critical Incident Management Meeting (CIMM), chaired by the Deputy Chief Constable, to manage a number of issues arising from its introduction. My office continues to be represented and engaged at this Athena CIMM and also the recently formed Athena Governance Group.

   I have also commissioned my office to examine the prevailing issues with Athena in detail and to prepare a report on the findings. An extensive report has now been produced by my office and was presented to Warwickshire Police on the 20th August 2018. The purpose of the report is to provide a briefing on Athena, in terms of its selection, processes, governance and the realisation of perceived benefits and risks. The focus of the report is on Athena's affect at the operational and tactical level and its impact on force performance and the management of the risk of harm. This aim is coherent with two of the four objectives of my Police and Crime Plan 2016 - 2021: -

   1. Ensuring effective and efficient policing.
   2. Protecting people from harm.

In summary, the report found that the Athena issues that are currently impacting on Warwickshire Police are: -

1. User error / competency / capability.
2. Inadequate data integrity.
3. Unreliable data returns.
4. Unreliable management information and performance data.
5. Backlogs in the key processes.
6. Unacceptable ICT connectivity, stability and outages.

At present I am unfortunately unable to share the report with the Police and Crime Panel as the force need some time to consider the findings of the report and to provide a formal response. It is however my intention to fully address the issue of Athena with the Panel at the next meeting on the 22nd November 2018, when such a response has been provided and a way forward determined.

4. **Knife Crime.**

At the meeting of the Panel on the 21st June 2018 I reported on the situation with 'knife crime' in Warwickshire, where in 2017/18: -
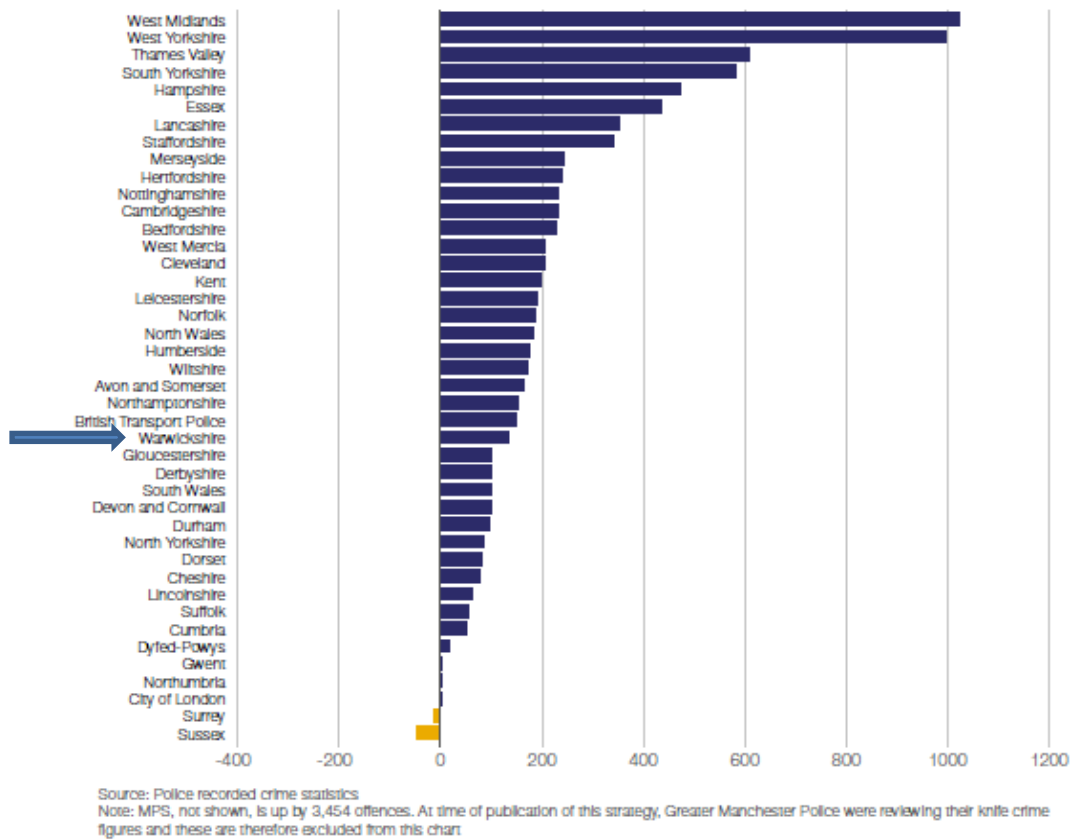
- There was an increase in recorded knife related crime, rising from 215 to 248 offences representing a 15% increase.
- Warwickshire ranks 25th nationally for knife related crime.
- Warwickshire Police sits in the middle of the Most Similar Group (MSG) of forces for knife related crime.

The current data for knife crime offences, as prepared by the Alliance's 'Assurance and Service Improvement' (ASI) department, is as shown below: -

Recorded Knife Crime Offences
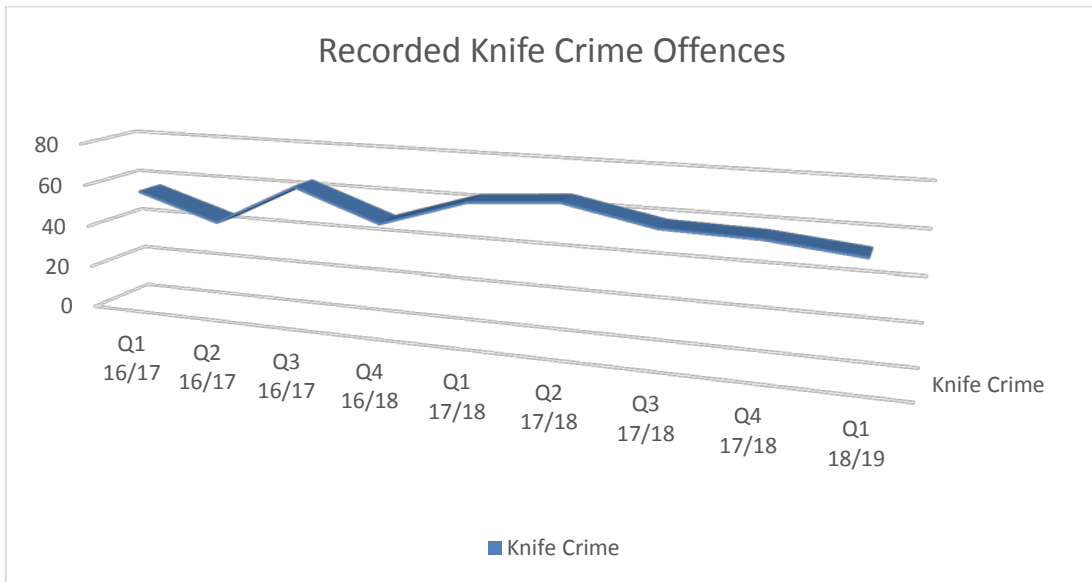
The following chart reproduced from the 'HM Gov't Serious Crime Strategy - April 2018' further illustrates Warwickshire Police's position in terms of knife crime offences: -

Figure 3: Changes in the volume of crimes involving a knife or sharp instrument from the year to September 2014 to the year to September 2017

Source: Police recorded crime statistics
Note: MPS, not shown, is up by 3,454 offences. At time of publication of this strategy, Greater Manchester Police were reviewing their knife crime figures and these are therefore excluded from this chart

The Gov't strategy also identified a clear finding that early interventions were effective in reducing violent behaviour. The Home Office therefore announced £11 million of funding over the next two years through a newly created 'Early Intervention Youth Fund' (EIYF) to work with Police and Crime Commissioners and Community Safety Partners to provide joined up support to

youth groups and communities to support early intervention and prevent violence amongst young people.

My office have consequently held a meeting with partners to discuss the potential options available for Warwickshire to bid against the EIFY fund, with a Home Office deadline for applications of 14th September. The group discussed a wide range of options that could be implemented across the county including an innovative approach to raising awareness and discussing the impacts and risks associated with violence, including themes on 'county lines' drug supply, knife crime and how they could be targeted at vulnerable individuals, groups and locations. A joint bid is also being discussed with the Police and Crime Commissioners from the West Midlands Region to address the challenges presented by 'county lines'. The applications will be submitted by my office on behalf of our partners in time to meet the September deadline. An additional bid for this funding is presently being considered by Barnado's.

5. **Transformation Programme.**

Last year I jointly approved with the PCC for West Mercia an alliance budget of £5million for a transformation programme running through to 2020, to enable Warwickshire Police to adapt and evolve to meet the needs of the force's communities.

Mr Joe O'Sullivan, as the Director of the Alliance Transformation Programme, will provide a 20 minute presentation to the Panel on the extent of the programme.

My role and that of my office has been to closely scrutinise the programme through representation at the Alliance Transformation Board to ensure that it progresses within the given timescales and budget, with the opportunity to hold the Chief Constable to account at the weekly PCC / CC Meeting.

6. **Body Worn Video (BWV).**

In 2017 I jointly approved the business case across the policing alliance to equip front-line police officers with BWV to assist officers to achieve better outcomes and capture important evidence to bring cases to court.

Chief Inspector Keith Gee from West Mercia Police, as the lead officer for BWV for the Alliance, will provide a 10 minute presentation to the Panel on the introduction and impact of BWV from the Alliance perspective.

My role and that of my office has been to scrutinise the following key performance indicators associated with BWV deployment, with the opportunity to hold the Chief Constable to account at the monthly PCC / CC Performance Meeting: -

1. On duty assaults against police officers.
2. Complaints against police officers and their resolution.
3. Evidence quality and Victimless prosecutions.

7. **Force Health & Wellbeing.**

Health and wellbeing surveys were conducted by the Alliance in 2015 and 2016 and a summary of the key findings and the 'direction of travel' is contained at **Appendix C**

For the 2017 health and wellbeing survey Warwickshire Police participated in a national survey, comprising of 36 forces, that was conducted by Durham University and supported by the National Police Chief's Council (NPCC). The survey included both police officers and staff and used a different set of criteria to those that had been used in the previous surveys.

Ms Alison Hall, as a Senior Human Resources manager for the Alliance, will provide a 15 minute presentation to the Panel on the findings of the survey.

In addition, in March of this year the national Police Federation conducted their 'Pay and Morale Survey 2018' of all federated ranks in the 43 forces of England and Wales. A total of 233 responses were received from Warwickshire Police, representing a response rate of around 28%.   Last year's response rate for Warwickshire Police was 52%. In the 2018 survey Warwickshire Police were disappointingly ranked 42nd in terms of the proportion of respondents reporting low personal morale (76%). The main reasons given for the low morale were: -

- How the police as a whole are treated (86%).

- The management of change within the police service (83%).

http://www.polfed.org/documents/Warwickshire%20Pay%20and%20Morale%20Force%20Report%20-%2020-07-18%20-%20v.1.pdf

I have challenged the Chief Constable on this matter and his response has been that the timing of the survey was not advantageous given the imminent introduction of revised shift pattern aligned to the new policing model and the high levels of abstractions and demand experienced over the winter months. The Chief Constable has subsequently instructed his senior officers to engage with operational officers to gauge the current levels of morale and has also circulated an email to all staff, the key messages being: -

- The Chief Constable and senior leaders are acutely aware of the challenges around demand.

- The current position regarding the recruitment of a further 50 officers, both student officers and transferees, following the increase in the precept.
- The position regarding the recruitment of additional PCSOs
- The recruitment of an additional 26 Police Staff Investigators (PSIs) over and above existing levels to spread the investigative workload.
- The success of the newly introduced Incident Progression Team in dealing with 15% to 18% of the incident demand placed on the Operations Communications Centre.
- The greatest positive impact on health and wellbeing that can be achieved is through increasing the numbers of officers and staff, and this is what the Chief Constable is doing.
- Officers and staff continue to do a brilliant job and the Chief Constable thanks them for their continued professionalism and hard work.

In respect of the new policing model and its potential effect on the health and wellbeing of officers and staff, a comprehensive Post Implementation Review (PIR) is being conducted by the programme lead and is due to report in the autumn, thereby allowing sufficient time for the model's impact to be effectively assessed. The PIR will be open to scrutiny by my office.

8. **Recruitment.**

Following my decision to raise the police precept for 2018/19, I undertook to ensure that all of the additional money raised would be spent on police officer posts here in Warwickshire. As the Panel can appreciate there is considerable lag between making the decision to recruit and having those officers in post due to the necessity to advertise, assess, interview, appoint and train; compounded by the constraints of training capacity within the Alliance.

I share the Chief Constable's view that recruitment to achieve full establishment as quickly as practicable is the most important priority for Warwickshire Police at present. As such, every month I have closely scrutinized the processes and progress being made to achieve this aim.

9. **Road Safety.**

Whilst overall there were fewer casualties on Warwickshire Roads in 2017/18 than in the previous year, there was an increased number of fatalities with 34 people losing their lives due to vehicle collisions. This is not acceptable and there is great determination among all parties to halt this increase. As I stated in my annual report 2017/18, I am committed to reducing casualties on Warwickshire roads.

The Panel noted in its response to my annual report that it welcomed and strongly supported my commitment to improving road safety across Warwickshire. However, the Panel also expressed concern at the current absence of a strategic and deliverable plan to access the available budget reserves in order to achieve a reduction in the number of people killed and seriously injured on our roads.

A report on Road Safety has consequently been prepared by Mr Chris Lewis (OPCC Development and Policy Lead - Victims and Road Safety) that outlines the progress that has been made in this regard and is contained at **Agenda Item 7.**

10. **Summary of Activity.**

The list is not exhaustive, but I have attended the following public meetings and events: -

- 21st June - Kenilworth Town Council Meeting
- 26th June - Attestation for the Student Officers and Specials
- 28th June - Harbury Parish Council Meeting
- 29th June - Visit to Control Room
- 3rd July - Problem Solving Event
- 3rd July - Youth Parliament
- 4th July - South Warwickshire Citizens Academy Graduation Evening
- 5th July - 'Fearless' at Trinity School
- 10th July - North Warwickshire Parish Councils Meeting
- 16th July - Confirmation in Rank Ceremony - Student Officers
- 4th August - Night with Leamington Spa Street Pastors
- 7th & 8th August - The Police Cadets Activity Event, Devon
- 12th August - Fillongley Show
- 18th August - Warwickshire Pride Festival
- 19th August - Annual leave
- 3rd September - Return from Annual Leave

In respect of the engagement at the Pride Festival I commented that, *"In Warwickshire we respect and celebrate difference and diversity, so I was delighted to be asked to give the opening address by the organisers. It's very important to me that everyone living in Warwickshire feels safe, supported and accepted for who they are, with access to equal opportunities. I was therefore keen to help get this message across on the day."*

11. **Formal Decisions of the PCC.**

A copy of the non-exempt completed decision forms are published on the OPCC website together with any relevant documents. https://www.warwickshire-pcc.gov.uk/your-pcc/decision-making

I have made the following decisions since my last report to the Panel on the 21st June 2018: -

- WPCC20050 - New Occupational Leases – Leamington Spa and Nuneaton Justice Centres
- A number of other decisions are in the process of being finalised prior to being formally signed off. I will update the Panel in respect of these decisions at the next meeting on the 22nd November 2018.

12. **Appendices.**

- **Appendix A** - Warwickshire Police Performance Summary Q1 2018/19.
- **Appendix B** - Warwickshire Police Performance Q1 2018/19 - Holding to Account
- **Appendix C** - Health and Wellbeing 2015 and 2016

Performance Summary

April - June 2018

WARWICKSHIRE POLICE AND CRIME PLAN
2016 – 2021

A SAFER, MORE SECURE WARWICKSHIRE

Summary

| Topic	Inclusion	Data	Commentary	
Putting Victims and Survivors First				
Confidence	Quarter report	Decrease compared to previous period but above national average.	Confidence strategy launched to drive improvements.	4
Victim Satisfaction	Month & quarter	Decrease compared to previous quarter	Positive results from domestic abuse victim survey	5
Repeat Victimisation	Month & quarter	Growth in the volume of repeat victims	'Repeats' data shared with VMU and SPOCs	7
Protecting People from Harm				
Hate Crime	Month & quarter	Increase on previous quarter. Satisfaction – Decrease compared to previous quarter	Volumes in expected range	9
Missing Persons Reports	Quarter unless exceptional	Increase in missing person reports compared to previous quarter	Volumes in expected range	11
Sexual Offences – Rape	Month & quarter	Comparable to previous quarter	Volumes in expected range	13
Sexual Offences – Other	Month & quarter	Decrease on previous quarter	Volumes in expected range	14
Domestic Abuse	Quarter unless exceptional	Increase on previous month	Volumes in expected range	16
Child at Risk / CSE	Month & quarter	CaR - Increase on previous quarter CSE - Comparable to previous quarter	Volumes in expected range CSE – decrease in monthly average	18
Road Traffic Casualties	Quarter unless exceptional	1 road death in the last quarter		20
Preventing & Reducing Crime				
Total Recorded Crime	Month & quarter	Increase on previous quarter	Increase in line with seasonal trends	21
Violence with Injury	Quarter unless exceptional	Increase on previous quarter	Volumes in expected range	28
Violence without Injury	Exceptional	Increase on previous quarter	Exceptional volumes in May and June	29
Robbery	Quarter unless exceptional	Decrease on previous quarter	Volumes in expected range	31
Residential Burglary-Dwelling	Quarter unless exceptional	Decrease on previous quarter	Volumes in expected range	33
Theft from a person	Exceptional	Increase on previous quarter	Exceptional volumes in June	35
Bicycle theft		Increase on previous quarter	Reduction in the monthly average	37
Public order		Increase on previous quarter	Exceptional volumes in May & June	39
Business Crime	Quarter unless exceptional	Increase on previous quarter	Volumes increased across both Policing areas.	41
Rural Crime	Quarter unless exceptional	Increase on previous quarter		42
Cyber Crime	Month & quarter	Decrease on previous month	Decrease in monthly average	43
Repeat Offending	Month & quarter	**Not included this month due to Athena data issues.**	**We hope to have this available in the near future.**	
Repeat Offending – IOM offenders	Month & quarter	**Not included this month due to Athena data issues.**	**We hope to have this available in the near future.**	
Anti-Social Behaviour	Quarter unless exceptional	Increase on previous quarter	ASB volumes following the expected seasonal trend.	46
Ensuring Efficient and Effective Policing				
Response Times to Emergency Incidents	Quarter unless exceptional	Increase in emergency incidents compared to the previous quarter.	Decrease in the average emergency response time compared to previous month	48
Criminal Justice – File Quality	Quarter report	Errors with non-compliance with national file standards	More detailed CJ Performance report available	50
Sickness	Month & quarter	Increase in Officer and Staff sickness rate;	Health & Wellbeing activity ongoing	53
Complaints	Quarter report	Recording complaints below 80 % aspirational target.		55
Call Handling	Month & quarter	Increase in 999 and non 999 call volumes and abandon rates.		57

Performance Summary

This performance document aims to report on areas of performance that relate to the priorities contained in the Police and Crime Plan and key areas of risk identified in the Alliance Control Strategy.
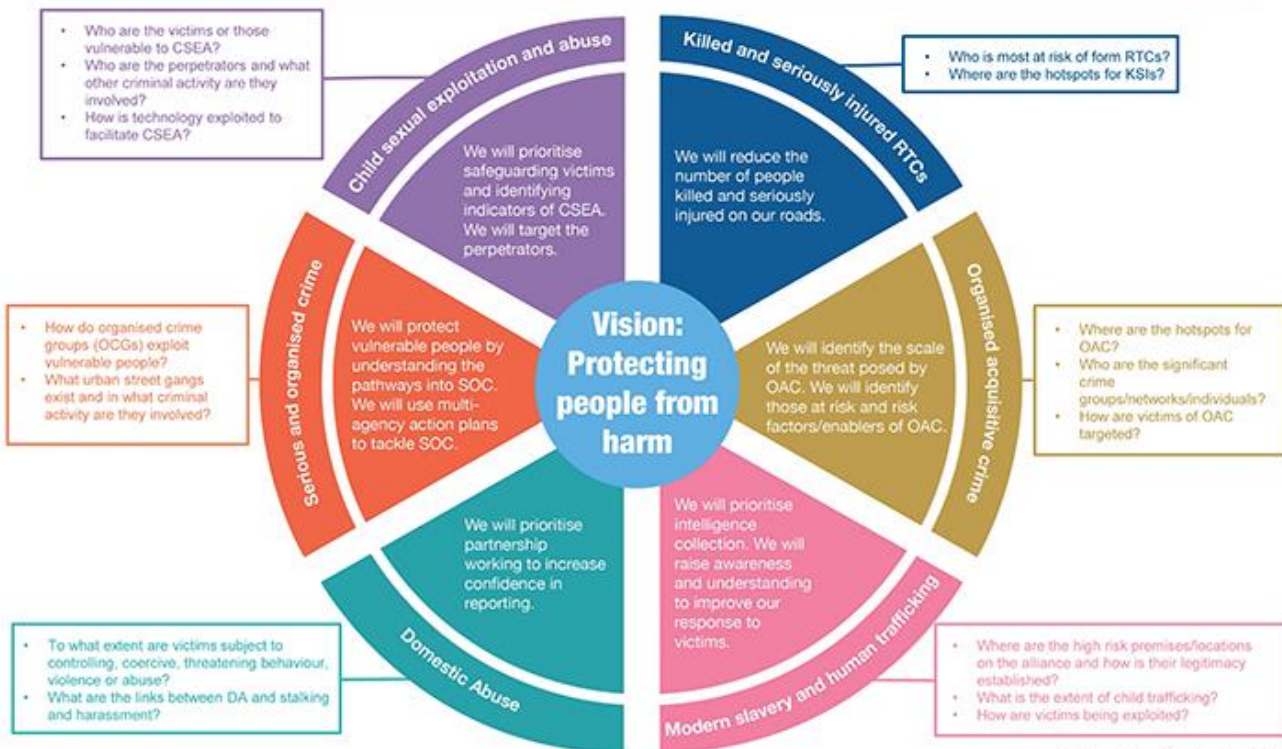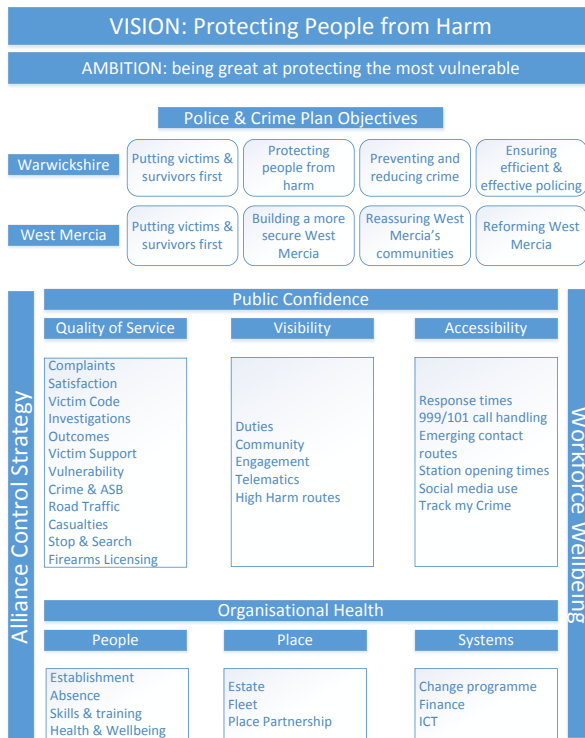
Alliance Performance Framework

The document does not report on all aspects of performance, it comments on areas of high harm and other areas where there has been a notable change. Crime data is presented through control charts. These allow us to see the normal expected variation in monthly offence volumes and identify when outliers occur beyond this stable position, and therefore where further investigation into the cause of this change is needed. The force monitors a wide range of other information to support the management of performance.
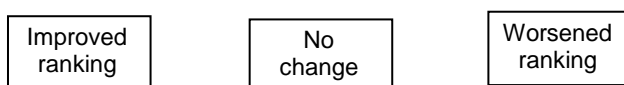
This report provides a quarterly review of performance which then informs the forces Performance Management Group, chaired by the Deputy Chief Constable, where performance information is discussed in greater detail.

Where possible, performance comparisons are made to the Force's 'most similar group' (a group of 8 peer forces designated by the Home Office)[1]. Two issues are highlighted:

1. How the current pattern of offending compares to the group average

Below Group Avg	Similar to Group Avg	Above Group Avg
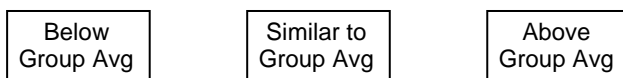
2. Any recent change in the relative position of the force within the group

Improved ranking	No change	Worsened ranking

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[1] Most Similar Forces are: Devon & Cornwall, Gloucestershire, Norfolk, North Yorkshire, Suffolk, Warwickshire, Wiltshire

Putting Victims & Survivors First

Confidence in Police

> **Signs of Improvement would be:**
> ❖ Improved confidence: within force and against MSG peer forces

Public confidence in the police is measured through the national Crime Survey for England and Wales (CSEW). The data is published quarterly, with the latest update covering the period to December 2017.

The force has seen a long term improvement in confidence levels felt by local communities. Latest data shows no significant change, with almost 8 in every 10 (79%) people having confidence in the police in their local area. Performance is in line with the national and MSG average.

Against the Most Similar Group[2] (MSG) of peer forces, Warwickshire is currently ranked 4th of the 8 forces, comparable to the previous reporting period. The force's ranking against all forces has moved 1 place from 18th (Sept 17) to 19th (Dec 17).
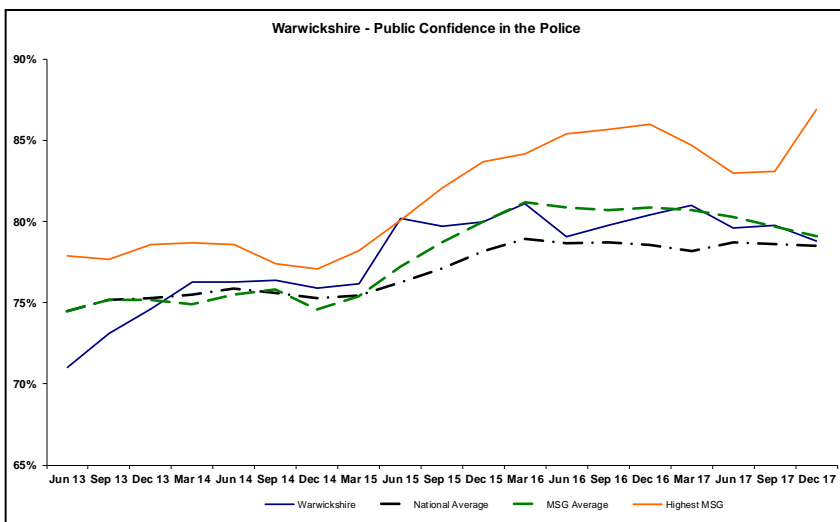
|	Sep-17		Dec-17	
	%	Rank	%	Rank
Warwickshire	79.8%	4	78.8%	4
MSG Average	79.7%		79.1%	

The alliance has recently launched a confidence strategy and this is driving activity from which we expect to see improvements in this area. The strategy is available on the force website.

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[2] Most Similar Forces for Warwickshire are: Devon & Cornwall, Cambridgeshire, Gloucestershire, North Wales, Suffolk, West Mercia and Wiltshire.

Victim Satisfaction

Signs of Improvement would be:
❖ Improved satisfaction: across all four stages & whole experience

Warwickshire - Satisfaction - All Stages
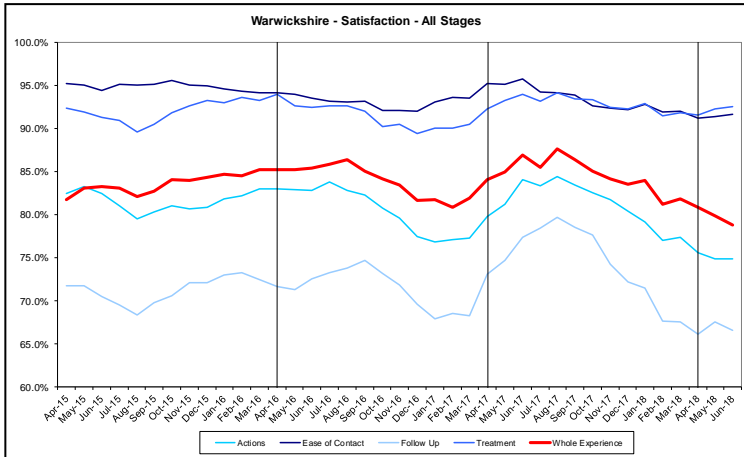
	Apr-18	May-18	Jun-18
North Warwickshire	80.2%	79.2%	78.4%
South Warwickshire	81.6%	80.8%	79.2%
Warwickshire	80.8%	79.9%	78.8%

The alliance aspiration for victim satisfaction is for 9 out of 10 victims to be satisfied with the overall service provided.

Overall victim satisfaction for 'Whole Experience' saw a small decrease last quarter compared to the previous (80% Apr-Jun 18, compared to 82% Jan-Mar 18 - rolling 6 months). Performance decreased across both policing areas and decreased across each measured stage of satisfaction with the exception of treatment.

The following chart should be used to indicate longer term trends rather than month on month variation which is often not statistically significant.


Warwickshire - Satisfaction - Whole Experience
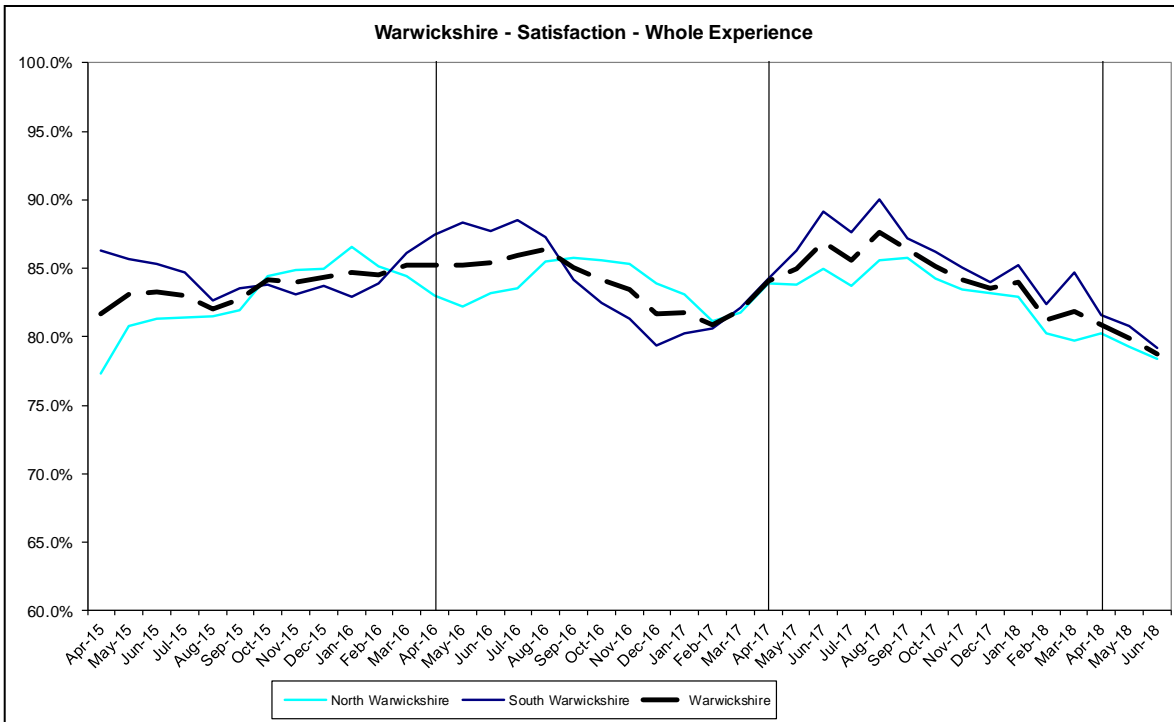
Domestic Abuse

The domestic abuse satisfaction survey aims to gain a better understanding of how police actions affect the victim's experience. As well as measuring the five stages of satisfaction a series of opinion-based closed questions are also included in the survey.

Due to the low volume of respondents each month, data is currently reported on at force level only.
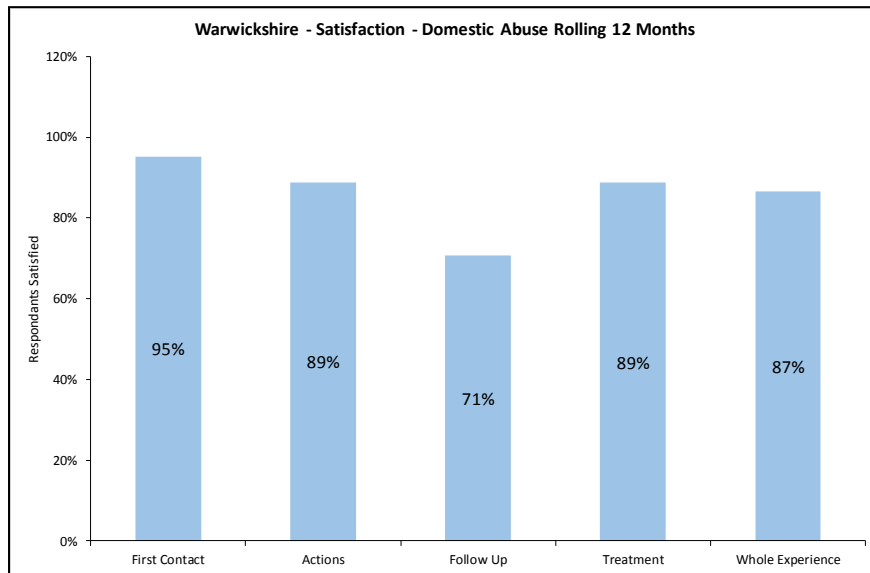
	Apr-18	May-18	Jun-18
First Contact	94.9%	95.7%	95.3%
Actions	88.5%	89.0%	88.9%
Follow Up	70.4%	70.7%	70.8%
Treatment	88.2%	88.5%	88.8%
Whole Experience	85.5%	85.1%	86.6%
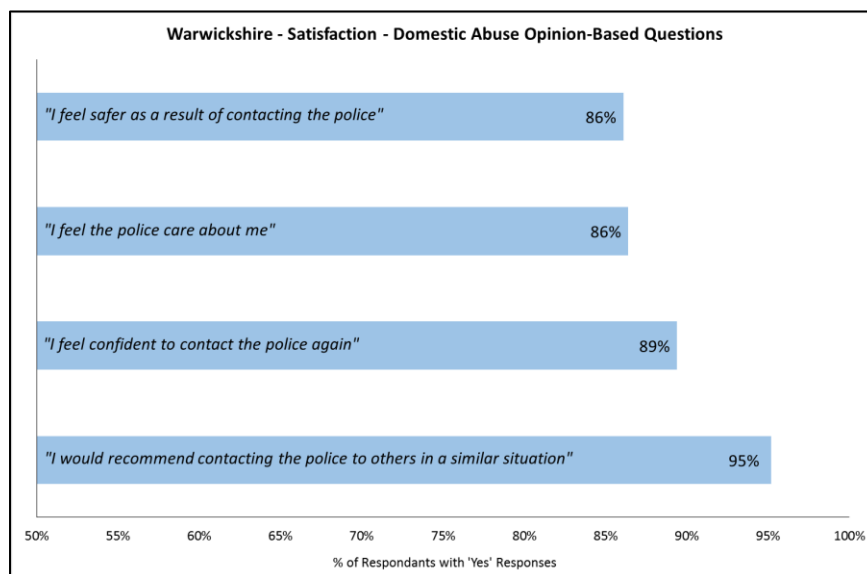
	Apr-18	May-18	Jun-18
"I feel safer as a result of contacting the police"	82.9%	82.8%	86.1%
"I feel the police care about me"	85.5%	84.8%	86.4%
"I feel confident to contact the police again"	88.8%	88.5%	89.4%
"I would recommend contacting the police to others in a similar situation"	93.3%	93.7%	95.2%

Although further improvements can be made, the results from these surveys show that Warwickshire staff provide a consistently high level of service to victims of domestic abuse. However, follow up continues to be an area where there is most scope for improvement.

Repeat Victims

Signs of Improvement would be:
❖ Reduction in repeat victims

A repeat victim is defined as an individual recorded as a victim in the current reporting month that has had at least one other offence in the preceding 12 months. As a repeat victim can have presence in both alliance force areas, these counts reflect Warwickshire's victims/ offenders only, but quantifies total offences across the alliance.

Repeat Victimisation

The introduction of ATHENA has meant a change of process and modelling of repeat victims. This means that the data post October may not be directly comparable to previous months.

As noted in previous reports, due to the delay in linking victim information to an offence, the data presented in this report will relate to the previous month (May) to give a more accurate analysis.


Warwickshire's Repeat Victims By Month
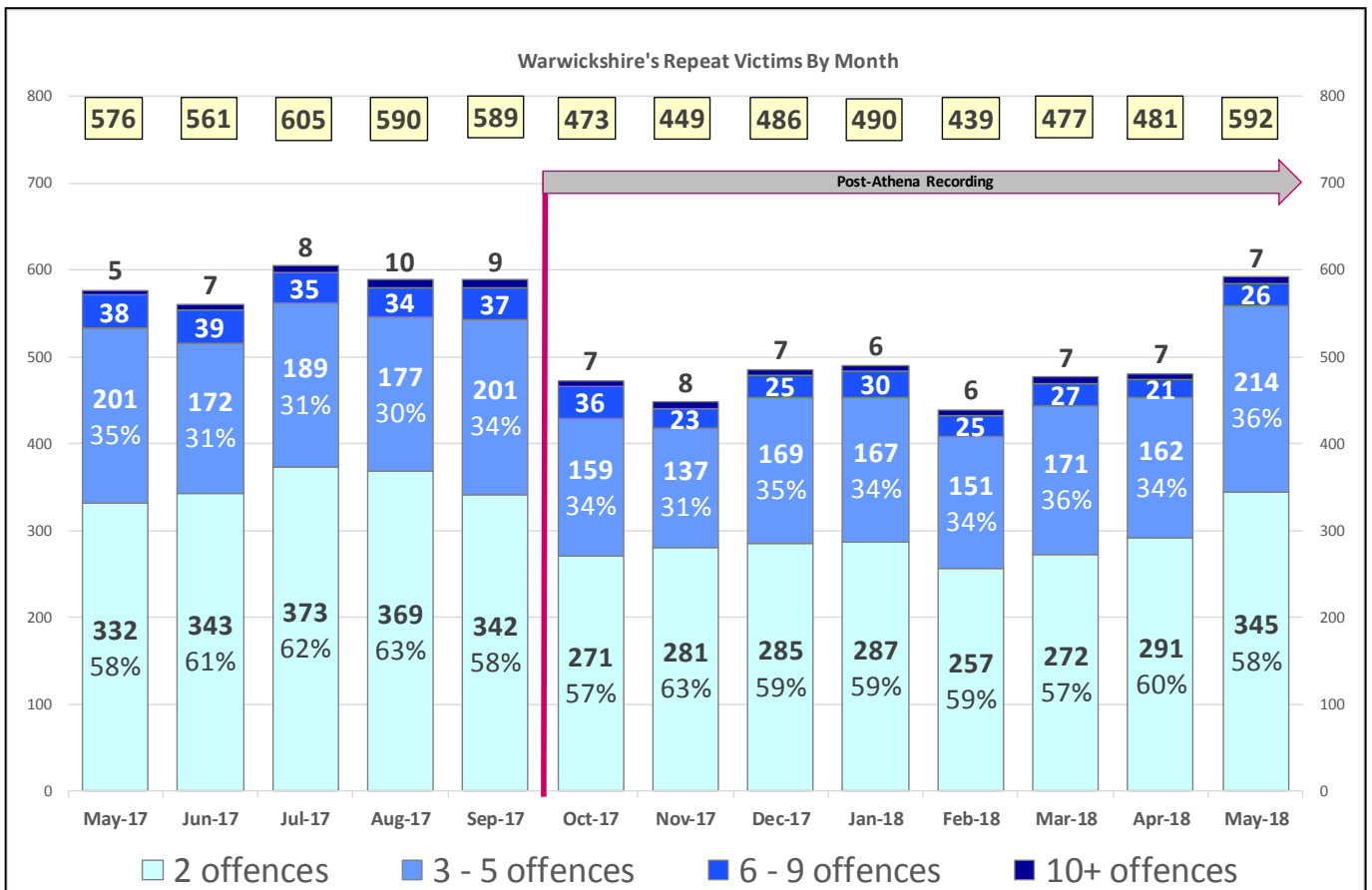
In May, 24% (592) of all victims were repeat victims (subject to at least one further offence in the last 12 months). This is a volume increase from April (481) yet the repeat rate has decreased from 27% to 24% due to more crime victims being recorded in May.

This chart indicates over what period instances of repeat victimisation have occurred in May.

7 individuals have been a victim of 10+ offences, representing 77 offences in total.

- 4 in North Warwickshire
- 2 in South Warwickshire
- 1 across both policing areas

Over the last 12 months, 1 of the 10+ victims have each been a victim of 15 offences, of which 2 offences were recorded in May.
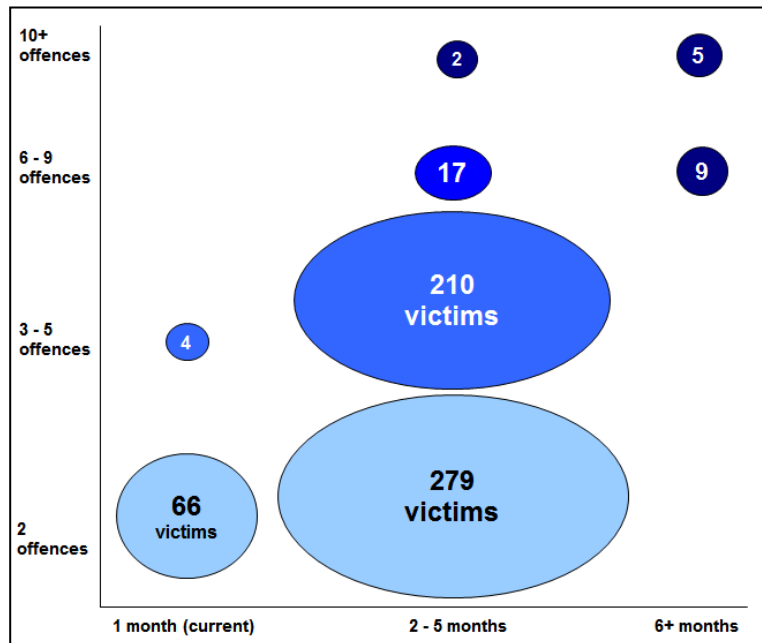
These 7 high repeat individuals are specifically highlighted to the Victim Management Unit to ensure the most appropriate action is taken to support them.

Victim Management Unit

The VMU work closely with partner agencies and police colleagues to help identify those victims with complex needs who could benefit from an enhanced level of victim support from both the police and other agencies.

Potential victims for this cohort are sourced from referrals by SNT and local policing colleagues as well as through close working relationships with partners, including local housing associations and council representatives.

This process is supported by the monthly Repeat Victim analysis developed by ASI which identifies nominals who are experiencing high levels of victimisation or are connected to high levels of crimed incidents at force and policing area levels. These nominals are reviewed and are considered for the VMU cohort. This information is also shared with SNTs and victim satisfaction SPOCs to ensure appropriate contact is made with those individuals who do not form part of the VMU cohort.

Protecting People from Harm
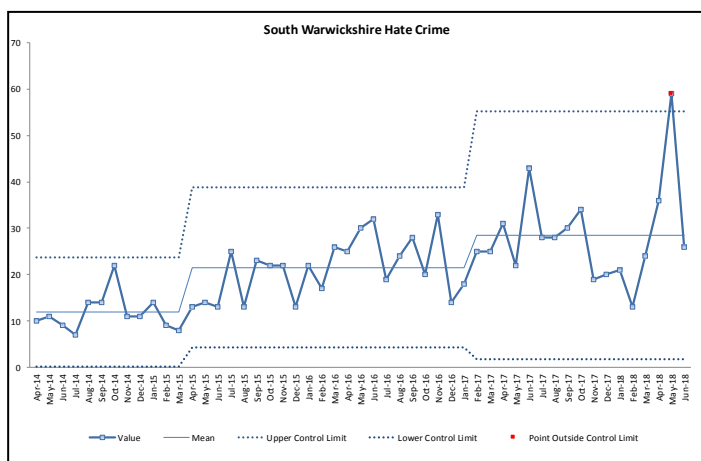
Hate Crime

Signs of Improvement would be:
- ❖ Increased reporting
- ❖ Sustained / improved victim satisfaction

Warwickshire Hate Crime
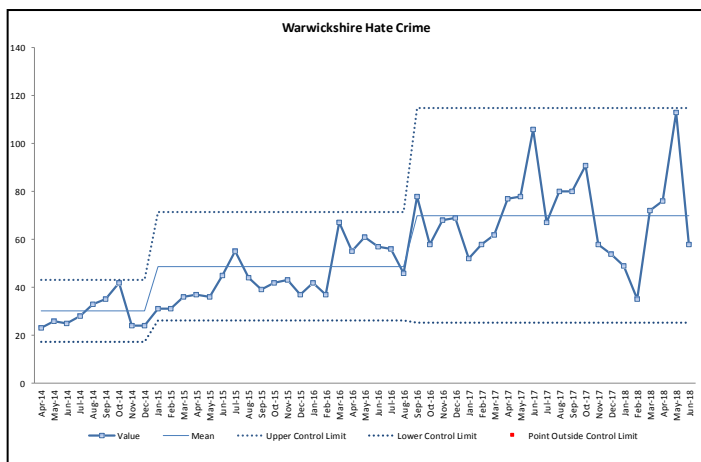
	Apr-18	May-18	Jun-18
North Warwickshire	40	54	32
South Warwickshire	36	59	26
Warwickshire	76	113	58

The force recognises the significant impact of hate crime on victims and the need to continue to encourage those subject to such incidents to have the confidence to report and receive high levels of service. The diversity team review all reported hate crimes and incidents to help identify any trends and ensure victims receive the best level of service. Ultimately, the long term aim is to reduce the volume of offending and the number of victims subject to hate offences.

247 offences/ incidents were recorded this quarter. This is a 58% increase compared to the previous quarter (156) and above the quarter average (208). Increased volumes were seen across both policing areas last quarter compared to the previous quarter.

South Warwickshire Hate Crime

Exceptional volumes were seen across South Warwickshire in May. However, they have now returned to expected levels.

As with the previous quarter, the majority of hate crimes were of a racial nature at both Force and local policing area level.

Hate Crime Victim Satisfaction
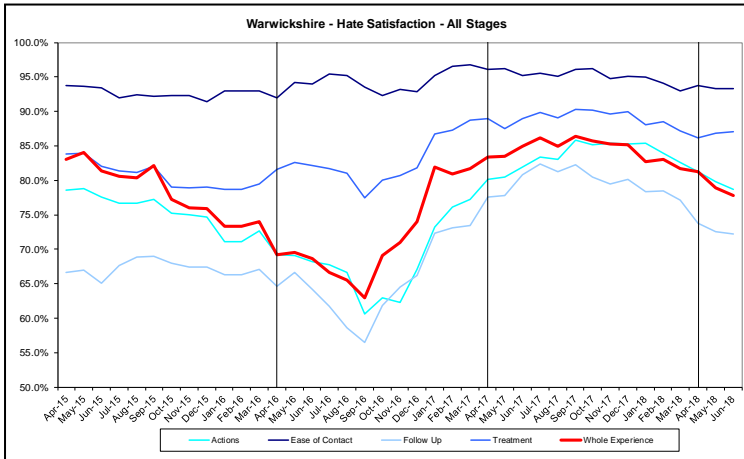
	Apr-18	May-18	Jun-18
North Warwickshire	82.2%	80.3%	79.2%
South Warwickshire	80.0%	76.7%	75.6%
Warwickshire	81.3%	78.9%	77.8%

As the number of reported hate crimes is low, the number of victims who are surveyed each month is also low. This amounts to an average of only 10 per month at force level and in some months there can be no surveys completed at policing area level. The data is shown on the chart as a rolling 12 month average to give a longer term trend and to prevent short term reactions to what can be significant month-on-month variations, however the low sample size will still have some bearing on the results.

79% of hate crime victims were satisfied with their overall experience with the police in the last quarter, a slight reduction compared with the previous quarter (83%).

Performance decreased most notably in South Warwickshire, with 77% satisfied last quarter compared with 81% the previous quarter. Performance decreased slightly in North Warwickshire.

Hate crime satisfaction rates across the force remain an area of concern. Significant activity continues to address the performance in this area, and forms part of the wider review into our approach to victim satisfaction. The strategic equality and diversity advisor has been tasked to engage with a range of victims to get more detailed feedback on the service received from Warwickshire police to identify opportunities for improvements, and scrutiny of each areas response to hate crime continues at the quarterly review meetings.

Missing Persons

Signs of Improvement would be:
- ❖ Reduction in frequency of repeat missing persons
- ❖ Reduction in duration of missing
- ❖ Overall reduction of missing incidents

The figures presented in this section relate to data recorded on the force missing persons system (COMPACT).

Warwickshire COMPACT Missing Person Reports
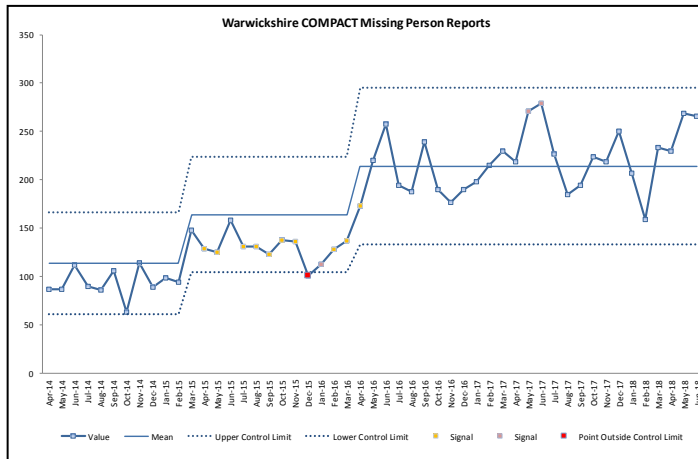
|	Apr-18	May-18	Jun-18
North Warwickshire	135	180	153
South Warwickshire	95	89	113
Warwickshire	**230**	**269**	**266**

765 missing person reports were recorded during the last quarter. This is a 28% increase compared with the previous quarter (599), but is comparable to the same period last year (769). Volumes typically follow a seasonal pattern with volumes increasing during this period following low volumes during the winter.

The increase has been seen across both policing areas.

Warwickshire COMPACT Missing Person Reports from Repeats
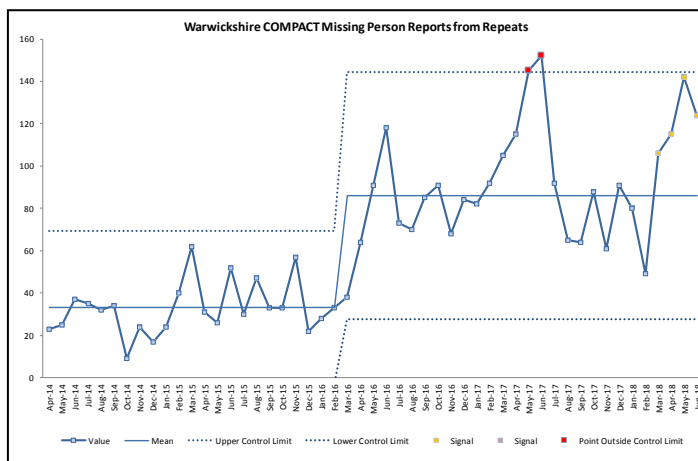
The increase was driven largely by an increase in repeat reports. Volumes are 62% higher for this quarter (381) compared with the previous quarter (235).

The number of repeat missing children increased during the last quarter (97) compared with the previous quarter (73) with 15 children going missing more than 5 times in a single month during the quarter compared with 5 during the previous quarter.

**Warwickshire Frequency of repeat missing children**
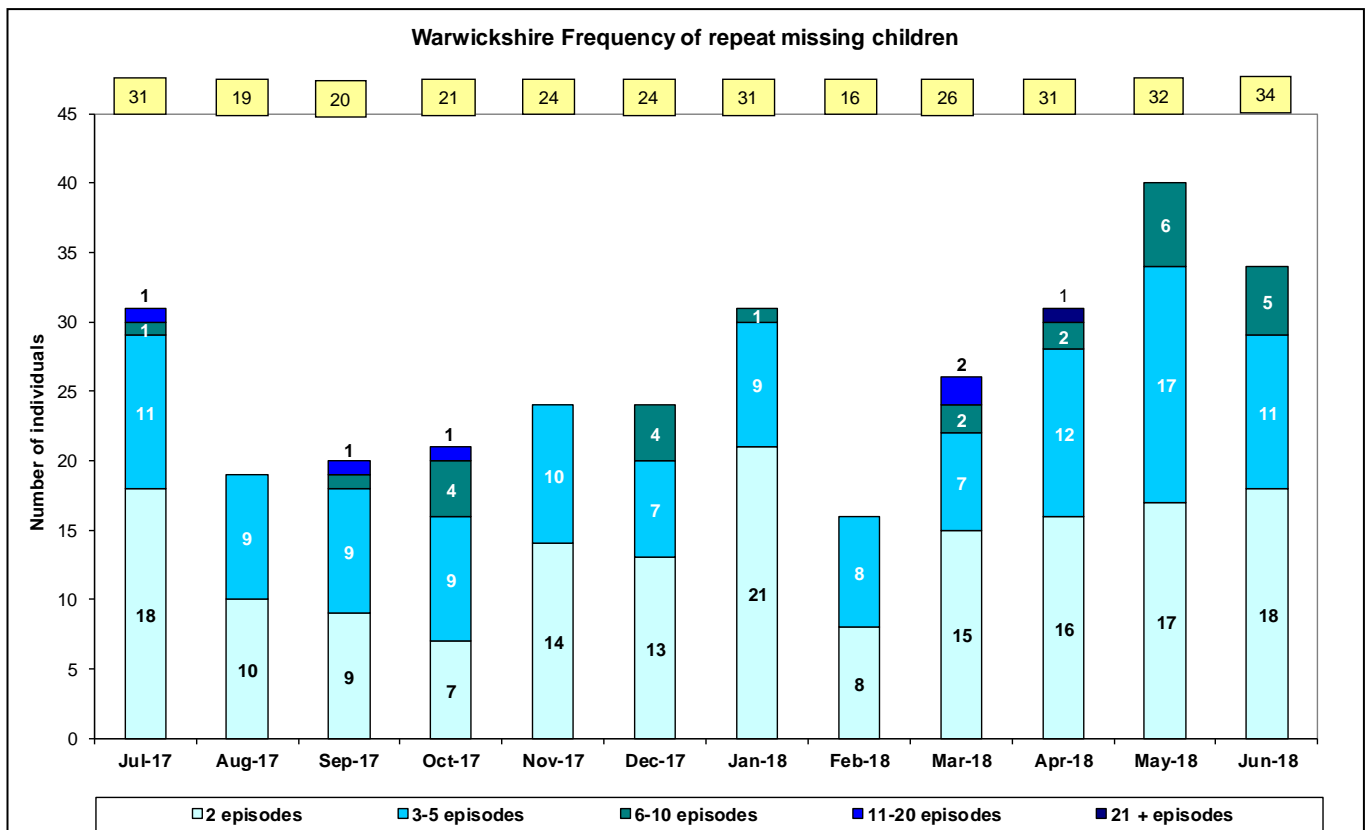
Volumes of missing person calls for service, reports and repeat reports continue to be monitored on a regular basis to identify trends. The missing coordinator and command team in Warwickshire are sent comprehensive data reports to assist them in their understanding of the extent and nature of the missing problem in Warwickshire.

Sexual Offences

Signs of Improvement would be:
- ❖ Wider opportunities for victims to report offences
- ❖ Investigation of offences meeting victim expectations

Rape
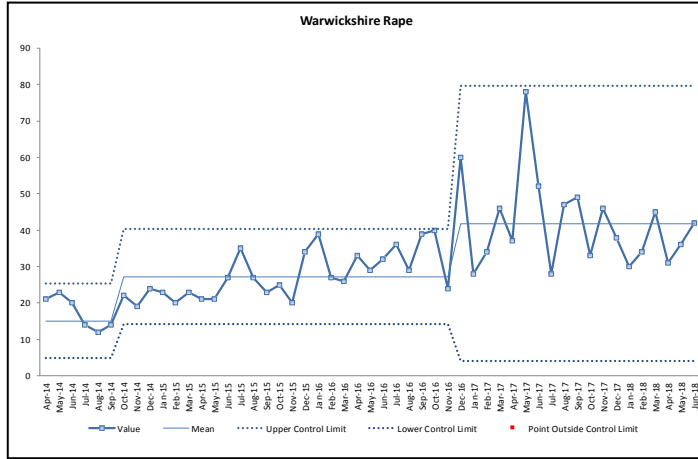
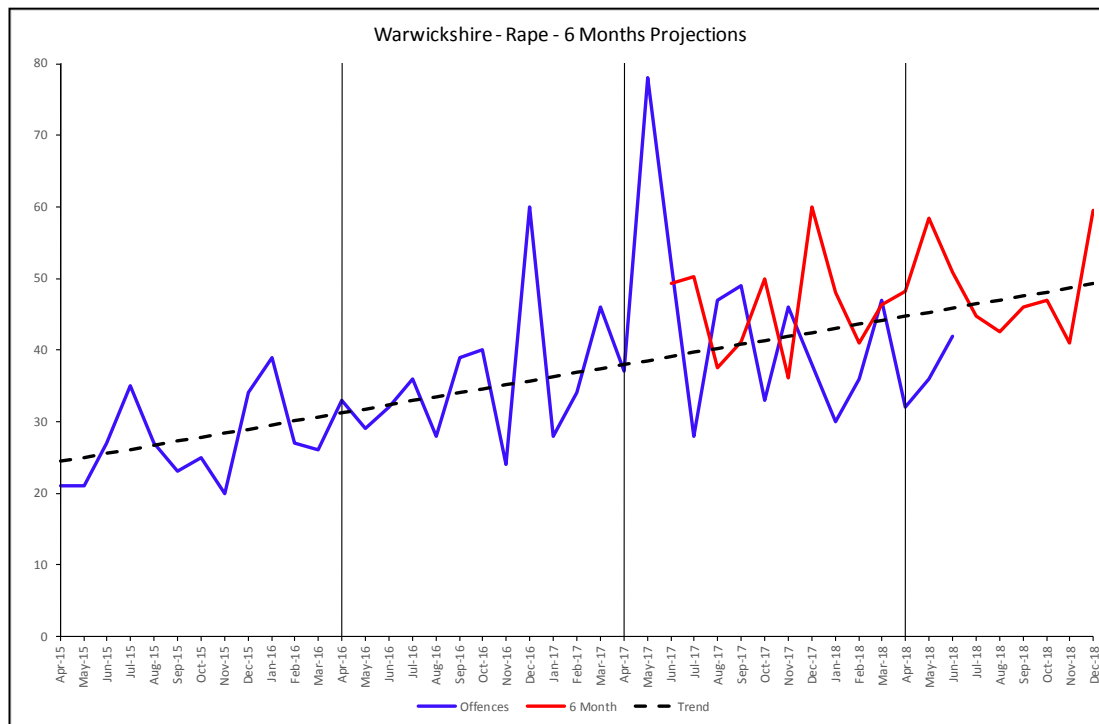|	Apr-18	May-18	Jun-18
North Warwickshire	18	19	20
South Warwickshire	13	17	22
Warwickshire	**31**	**36**	**42**

Peer Comparison	
Offence Volume	Below Group Avg
Relative Position	No change

109 rape offences were reported to the police last quarter, comparable to the previous quarter (109) and below the quarter average (115). 49% (54) of offences reported were 'recent' (recorded within 28 days of the offence) – this is in line with the previous quarter.

Volumes for both policing areas remain within the expected range.

The following chart provides a medium (6 month) projection for rape offences. At force level, the recorded volumes are slightly below our previous projection but continue on an upward trend.

Other Sexual Offences
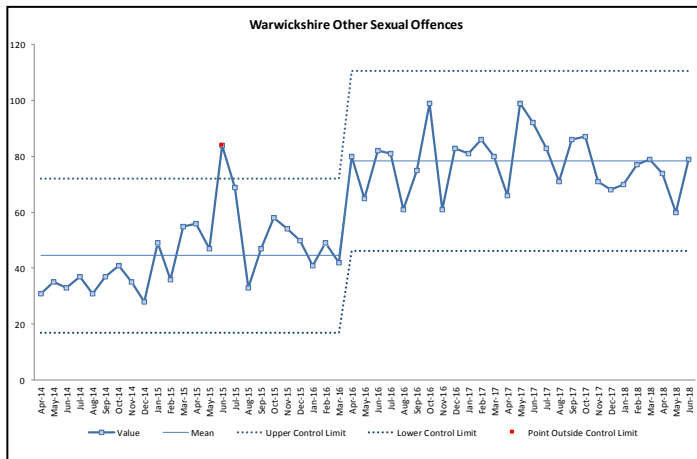
	Apr-18	May-18	Jun-18
North Warwickshire	37	32	48
South Warwickshire	37	28	31
Warwickshire	**74**	**60**	**79**

Peer Comparison	
Offence Volume	Below Group Avg
Relative Position	Improved ranking

The grouping of other sexual offences includes all sexual offences that are not rape, such as offences of sexual assault, sexual activity, abuse of a sexual nature and exposure/voyeurism. Typically about half of all other sexual offences are sexual assault and over a third are sexual activity.

213 other sexual offences were reported to the police last quarter, a reduction compared to the previous quarter (226) and below the quarter average (226). Reduced volumes were seen across both policing areas. 62% (134) of offences reported were 'recent' (recorded within 28 days of the offence) – this volume is in line with the previous quarter.

The following chart provides a medium (6 month) projection for other sexual offences. At force level, the projection indicates an increase in offending in the next few months.
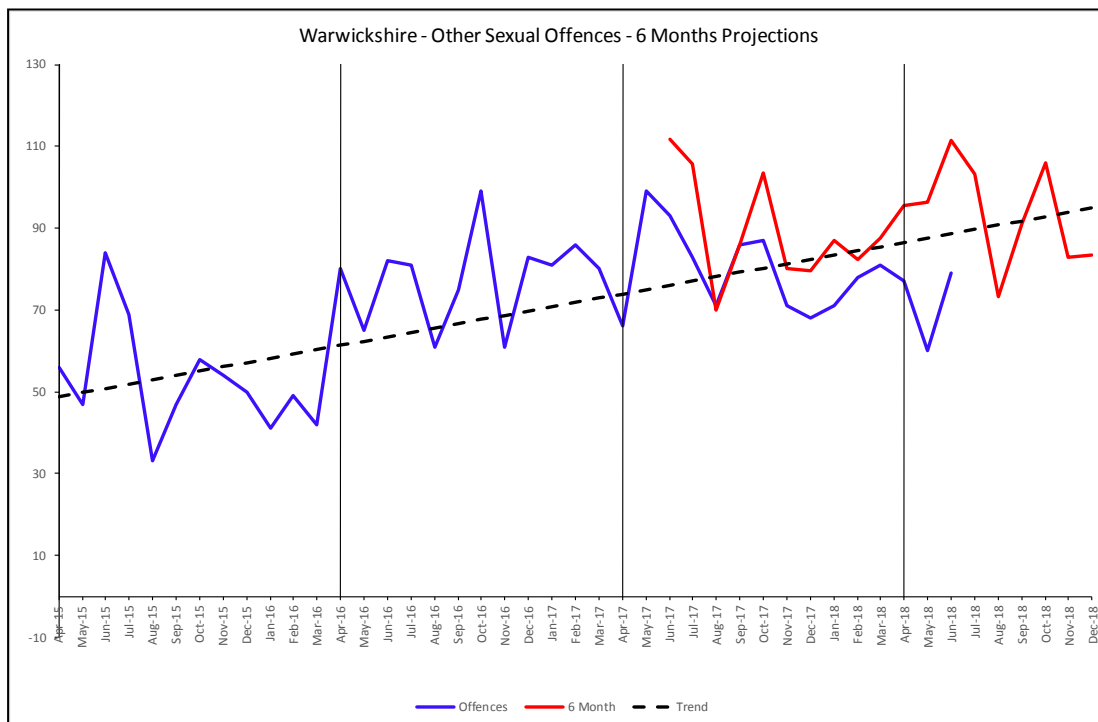
Repeat Victims of Sexual Offences

In May (latest available data), 11% (9) of sexual offence victims across Warwickshire were repeat victims of another sexual offence[3] in the last 12 months. These figures are a decrease on both the number and rate of repeat victims for the previous month (12, 12%). The following chart provides a breakdown of sexual offence repeat victims by instances of repeat victimisation.

Repeat Victims	2	4	3	9

0%   20%   40%   60%   80%   100%

☐ 2 Sexual offences ☐ 3-5 Sexual offences ■ 6-9 Sexual offences ■ 10+ Sexual offences

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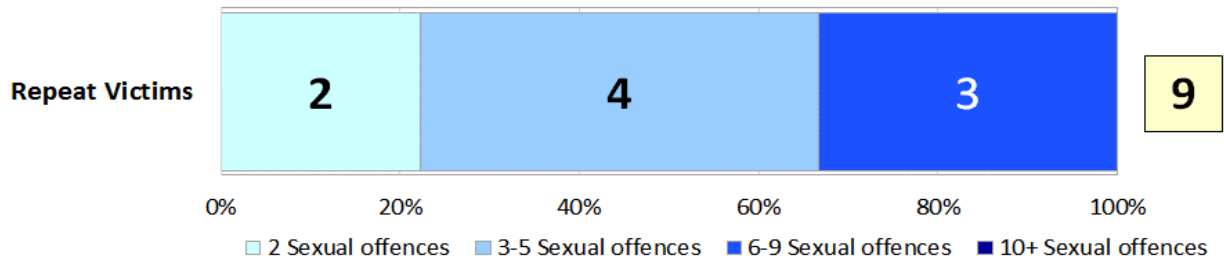
[3] This includes both rape and other sexual offences.
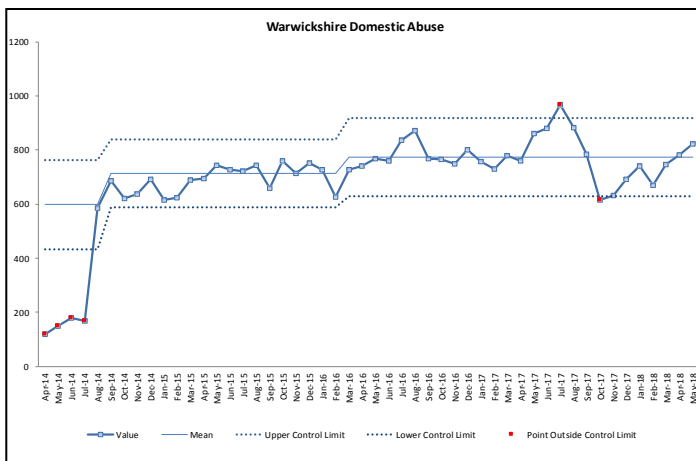
Domestic Abuse

Signs of Improvement would be:
- ❖ Increased reporting, reflecting greater victim confidence
- ❖ Reduction in repeat domestic abuse victims

The force priority for domestic abuse is to promote partnership working and increase confidence in reporting. The use of a marker/ keyword on relevant offences helps ensure we recognise the vulnerability of victims and we apply the appropriate level of service and support with multi agency partners.

In this report we will continue to report on the volume of domestic abuse offences based on the previous month's data as there continues to be a delay in the application of the keyword due to the quality assurance process.

For reassurance, this delay in reporting for performance purposes does not mean that crimes are not being identified as domestic related or that safeguarding referrals are failing to be made to partners.

	Mar-18	Apr-18	May-18
North Warwickshire	451	471	484
South Warwickshire	296	311	340
Warwickshire	747	782	824

824 domestic abuse offences & crimed incidents were recorded in May. This is a 5% increase compared to the previous month (782) and above the monthly average (773). This was driven by exceptional volumes across South Warwickshire and increased volumes across North Warwickshire.
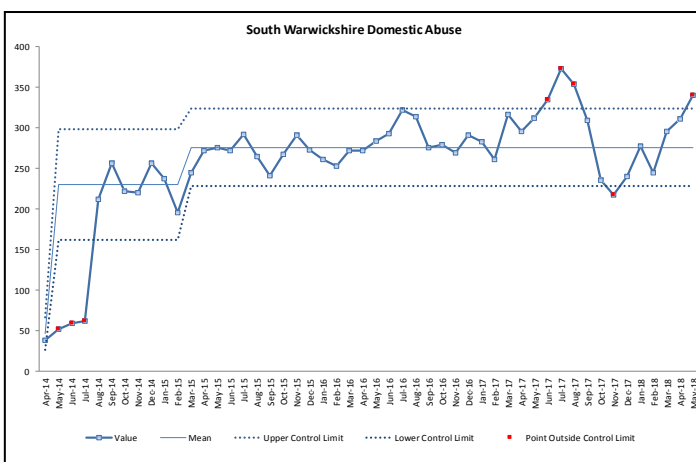
340 domestic abuse offences/incidents were recorded in May. An increase compared to the previous month (311) and significantly above the monthly average (276).

North Warwickshire Domestic Abuse
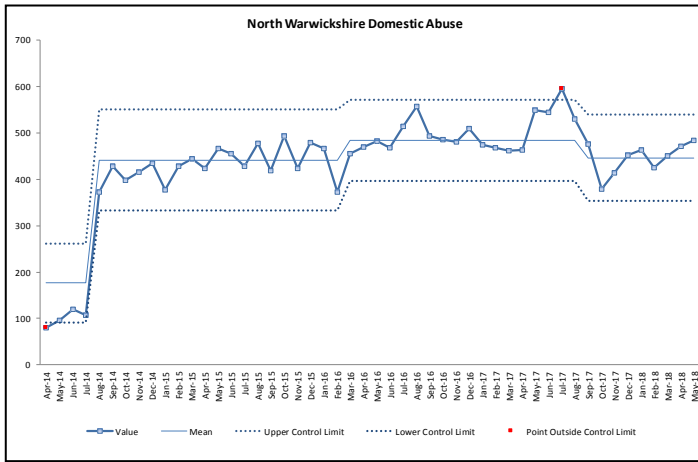
Despite the recent increase in offences, volumes across North Warwickshire have been below the monthly average for 8 consecutive months.

The monthly average has now decreased from 484 to 446 domestic abuse offences/ incidents per month.

Domestic Violence Protection Notices (DVPNs)

Domestic violence protection notices (DVPNs) can provide short term protection for a victim following a domestic incident and therefore are a proactive measure officers can use to support victims. The notice is issued by the police where there is a threat of further violence from the suspect and gives the victim respite from the abuser to allow them an opportunity to engage with appropriate services.

	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18
Warwickshire	5	6	9	8	5	5	3	7	6	6	1	5	5	6

It is acknowledged that there are a number of other civil orders utilised in relation to Domestic Abuse, and we hope to report on these in future in order that a fuller picture of interventions can be achieved.

MARAC (Multi Agency Risk Assessment Conference) Awaiting updates

MARAC is a meeting where information is shared on the highest risk domestic abuse cases between representatives of local police, health, child protection, housing practitioners, Independent Domestic Violence Advisors and other specialist statutory and voluntary sectors.

Warwickshire MARAC - No. of Cases Discussed
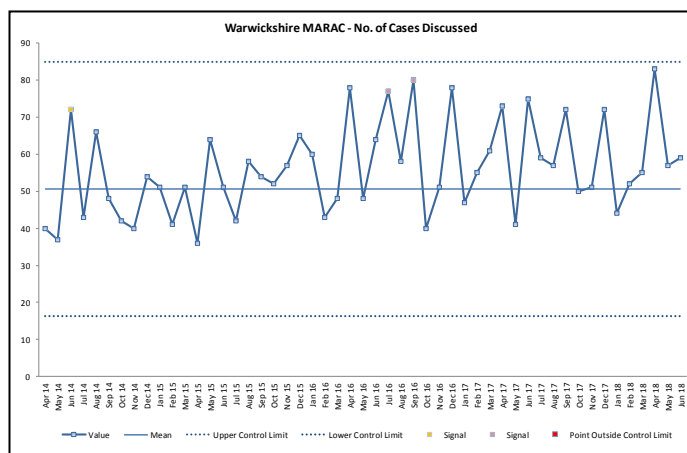
199 cases were discussed at Warwickshire MARACs last quarter (58 repeat cases). This is an increase compared to the previous quarter (151) and above the quarterly average (178).

Child at Risk / Child Sexual Exploitation

Signs of Improvement would be:
- ❖ Increased reporting, reflecting greater victim confidence
- ❖ Reduction in repeat victimisation

Child at Risk and Child Sexual Exploitation offences are identified for analysis purposes through the application of appropriate keywords in the crime recording system.

As noted earlier in this report, due to changes in data processing procedures, we are reporting on the volume of offences based on May data to give a more accurate analysis.

Child at Risk
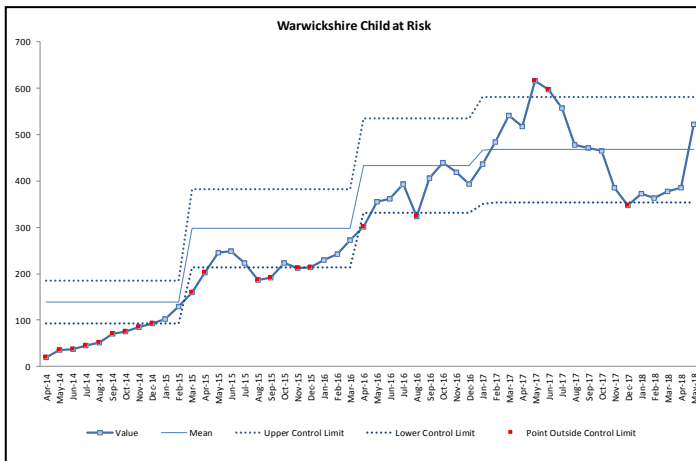
	Mar-18	Apr-18	May-18
North Warwickshire	228	228	322
South Warwickshire	149	158	200
Warwickshire	**377**	**386**	**522**

NB: Child at Risk markers were not used robustly until the start of 2015/16.

522 'child at risk' markers were applied to offences/incidents in May. This is an increase compared to the previous month (386) and above the monthly average (468). Increased volumes were seen across both policing areas. This is believed to be due to an increase in the application of keywords.

Despite this the use of the Child at Risk marker/keyword has decreased by 15% comparing May to the same period last year.

Child Sexual Exploitation
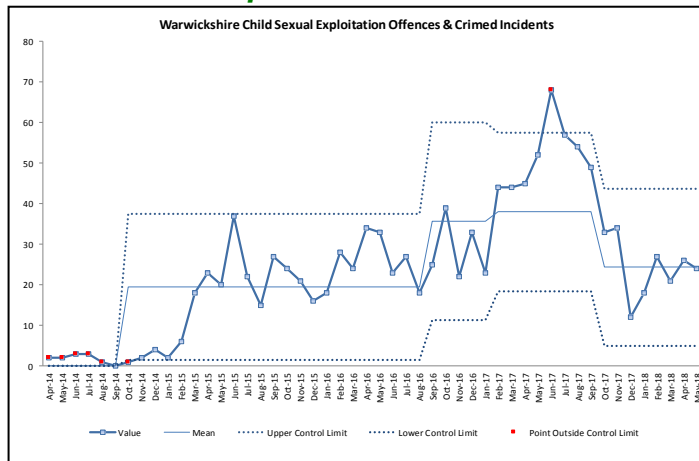
'Child Sexual Exploitation' (CSE) is one specific 'Child at Risk' marker, identifying offences where children and those under 18 have been or are at risk of being involved in exploitative situations where they receive something as a result of performing sexual activities, or having such performed on them.

24 CSE offences/ incidents were recorded in May, comparable to the previous month (26) and in line with the new monthly average (24).

Over the last 8 months volumes of CSE offences / incidents have been consistently below the monthly average. Therefore this monthly average has now decreased from 38 to 24 offences/ incidents per month. The reduction in the monthly average has been mirrored across South Warwickshire (16 to 9 offences/incidents per month).
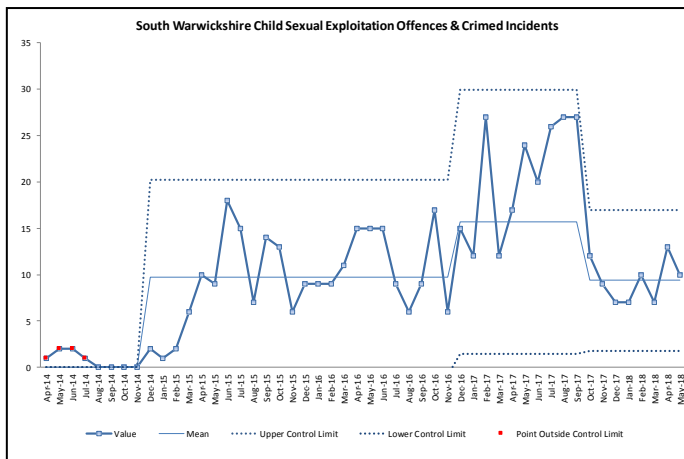
The use of the CSE marker/keyword has decreased by 54% comparing May to the same period last year.

Road Traffic Casualties

Signs of Improvement would be:
❖ Reduction in fatal and serious injury casualties

Warwickshire RTC

KSI Collisions and Fatal/Serious Injury Casualties
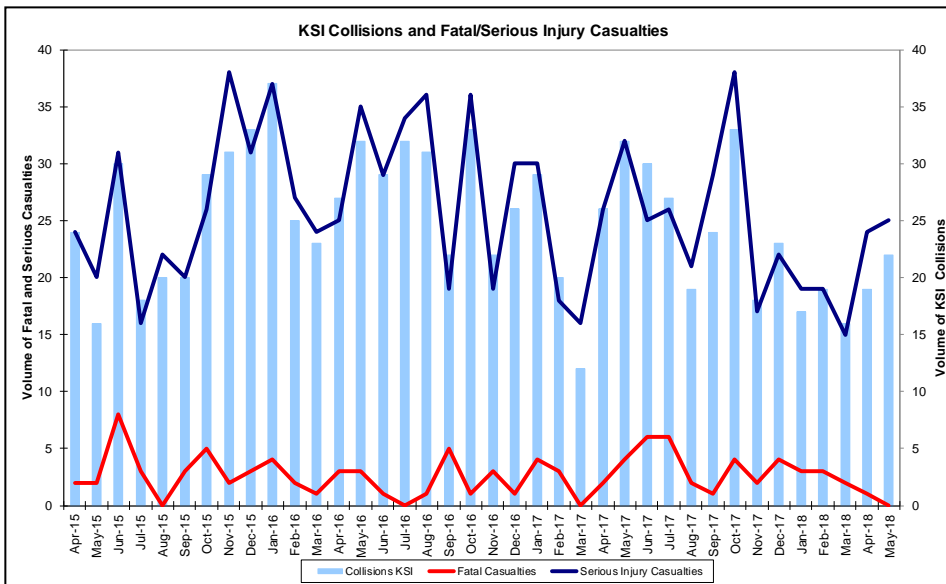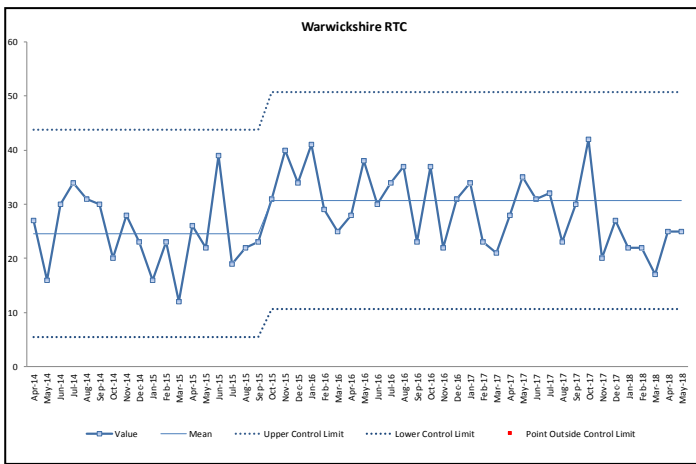
In the last quarter[4] there was 1 road death – a motorcyclist, the fatality occurred in South Warwickshire.

In April & May over two thirds (66%) of all fatal and serious injury casualties were car drivers or passengers; 16% were motorcyclists and 10% were in goods vehicles.

Speed enforcement operates through fixed and mobile enforcement cameras at 107 sites across Warwickshire and 14,181 offences have been recorded from April to June 2018.

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[4] At the time of publication data regarding serious injury casualties in June is unavailable. The omission of this performance data is not affecting our ability to respond to serious RTCs. The fatality data included here is accurate.

Preventing & Reducing Crime

Total Recorded Crime

Signs of Improvement would be:
❖ Recorded crime levels reflect accurate & timely reporting, driven by increased public confidence

Warwickshire Total Recorded Crime

Legend: Value — Mean — Upper Control Limit — Lower Control Limit — Point Outside Control Limit

	Apr-18	May-18	Jun-18
North Warwickshire	1788	2113	2077
South Warwickshire	1412	1461	1479
Warwickshire	3200	3574	3556

Peer Comparison

Offence Volume	Above Group Avg
Relative Position	No change

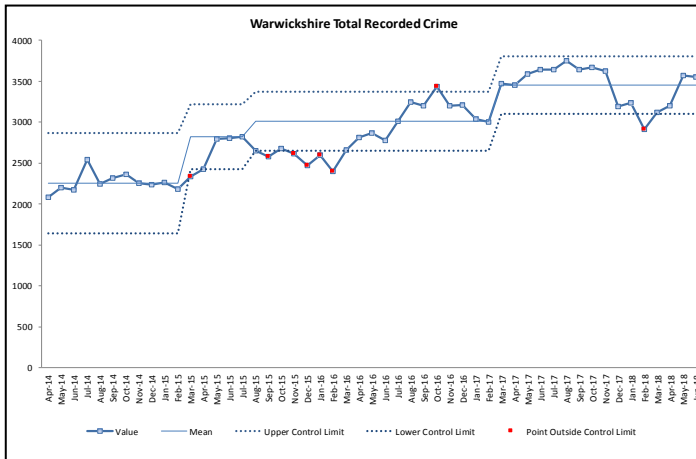10,330 offences were recorded across Warwickshire last quarter. This is an 11% increase compared to the previous quarter (9,275) and is in-line with the quarter average (10,282).

Increased volumes were seen across both policing areas in the last quarter.
Total recorded crime is following a generally seasonal pattern, with the expected volume increases in spring / summer months.

Breakdown of Total Recorded Crime Apr-Jun by proportion

85.2% of TRC

Other Offence Groups 14.8%
Public Order Offences 5.9%
Burglary - Residential - National 6.3%
Shoplifting 8.5%
All Other Theft Offences 10.6%
Violence With Injury 10.7%
Vehicle Offences 11.2%
Criminal Damage & Arson 11.5%
Violence Without Injury 20.4%

April 2018 - 10,330 offences

Offence groups
1. Bus. & Comm. Burglary - 2.7%
2. Drug Offences - 2.1%
3. Other Sexual Offences - 2.1%
4. Misc. Crimes Against Society - 2.0%
5. Bicycle Theft - 1.7%
6. Theft from Person - 1.1%
7. Possession of Weapons - 1.2%
8. Rape - 1.1%
9. Personal Robbery - 0.8%
10. Business Robbery - 0.05%
11. Homicide - 0.03%

Vehicle Offences
1. Theft from a vehicle - 62% - 722 offences.

Criminal Damage & Arson - Main offence
1. Criminal damage to a vehicle - 41% - 509 offences.

Violence without Injury - 3 main offences
1. Assault without Injury - 59% - 1251 offences.
2. Malicious Communications - 20% - 415 offences.
3. Harassment - 13% - 271 offences.

The following chart provides a medium (6 month) projection for total recorded crime offences. At force level, the recorded volumes are below the projection. The projection for the next quarter indicates a possible decrease in recorded volumes.

West Mercia - TRC - 6 Months Projections
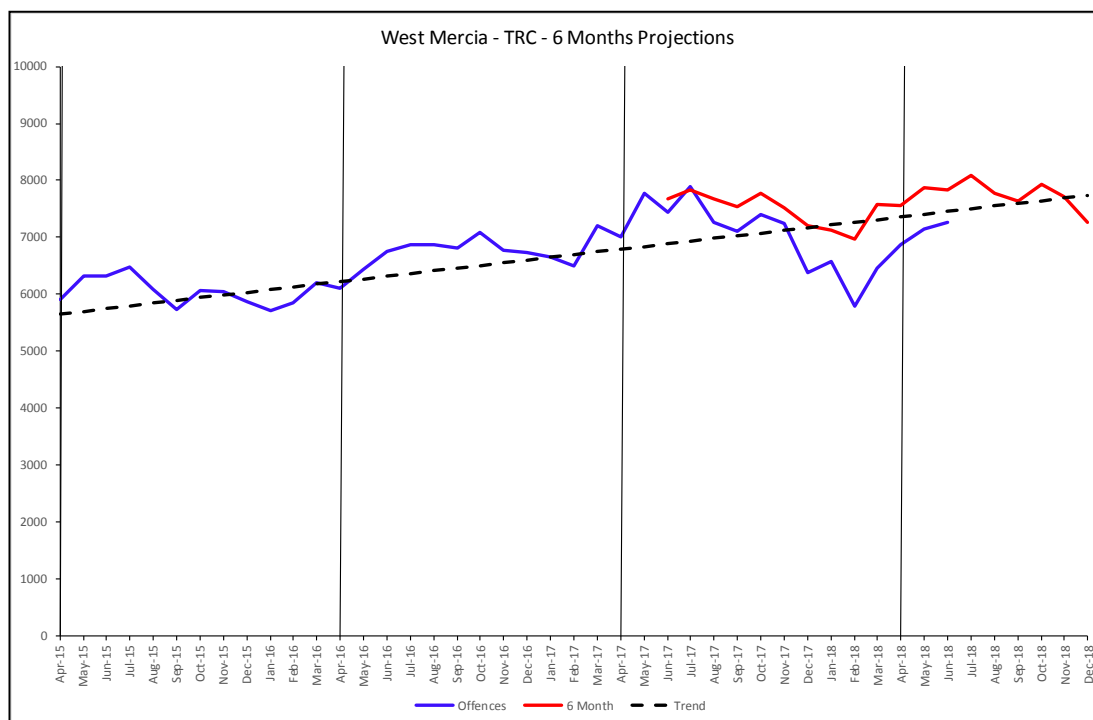
ASI share projection data for key crime types with policing area commanders on a monthly basis. This allows for the continual evaluation of policing plans and their subsequent adjustment to provide the most effective deployment of resources to reduce and prevent crime.

After only 1 quarter of the performance year, it is early to project forward to the year end. However, the following table provides a very early indication of where crime volumes may be at the end of 2018/19. These projections are based entirely on the recorded crime patterns of the previous 4 years and this year to date and do not take account of any changes to the policing or wider environment.

	17/18 Year End	18/19 Projection	Projected % Change
Total Recorded Crime	41486	44279	7%
Violence with Injury	4422	4806	9%
Violence without Injury	7516	9105	21%
Sexual Offences – Rape	517	530	3%
Sexual Offences – Other	949	1025	8%
Business Robbery	76	53	-30%
Personal Robbery	331	349	5%
Residential Burglary - Dwelling	2209	2238	1%
Business & Community Burglary	2298	2051	-11%
Vehicle	4887	5051	3%
Theft from Person	437	496	14%
Shoplifting	3755	3901	4%
Bicycle Theft	958	933	-3%
All Other Theft	4453	4295	-4%
Criminal Damage & Arson	4615	4681	1%

The table below shows a comparison between policing areas. Volumes of individual crime groups are shown as a proportion of total crime in each policing area and also as a rate per 1,000 population. Both of these allow for a level of comparison between the locations. Areas of exception within policing areas are highlighted in the table. Nuneaton and Bedworth District is clear outliers in terms of Total Recorded Crime.

Policing Area Comparison by Crime Type

	Warwickshire				North Warks District				Nuntn & Bedwt District				Rugby District				Stratford District				Warwick District			
	Last Quarter	Quarter Average	%Total Crime	Per 1,000 Pop	Last Quarter	Quarter Average	%Total Crime	Per 1,000 Pop	Last Quarter	Quarter Average	%Total Crime	Per 1,000 Pop	Last Quarter	Quarter Average	%Total Crime	Per 1,000 Pop	Last Quarter	Quarter Average	%Total Crime	Per 1,000 Pop	Last Quarter	Quarter Average	%Total Crime	Per 1,000 Pop
Violence With Injury	1103	1092	11%	1.98	131	126	11%	2.07	349	337	12%	2.75	220	215	11%	2.12	158	156	9%	1.29	245	258	10%	1.74
Violence Without Injury	2104	1914	20%	3.78	205	198	18%	3.24	671	580	23%	5.28	407	381	21%	3.92	313	302	18%	2.56	508	453	20%	3.62
Rape	109	115	1%	0.20	8	13	1%	0.13	35	30	1%	0.28	14	20	1%	0.13	26	22	1%	0.21	26	31	1%	0.19
Other Sexual Offences	213	226	2%	0.38	24	26	2%	0.38	65	61	2%	0.51	28	37	1%	0.27	37	43	2%	0.30	59	59	2%	0.42
Business Robbery	5	15	0%	0.01		1	0%		2	4	0%	0.02	1	3	0%	0.01	1	2	0%	0.01	1	6	0%	0.01
Personal Robbery	81	84	1%	0.15	10	9	1%	0.16	19	30	1%	0.15	18	16	1%	0.17	12	11	1%	0.10	22	18	1%	0.16
Vehicle Offences	1158	1244	11%	2.08	164	187	14%	2.59	354	331	12%	2.79	238	232	12%	2.29	171	201	10%	1.40	231	294	9%	1.65
Theft from Person	116	118	1%	0.21	4	5	0%	0.06	35	31	1%	0.28	18	18	1%	0.17	16	18	1%	0.13	43	46	2%	0.31
Bicycle Theft	179	219	2%	0.32	4	6	0%	0.06	39	49	1%	0.31	64	51	3%	0.62	27	34	2%	0.22	45	79	2%	0.32
Shoplifting	879	924	9%	1.58	49	48	4%	0.77	247	297	8%	1.94	152	159	8%	1.46	106	132	6%	0.87	325	288	13%	2.31
All Other Theft Offences	1099	1077	11%	1.97	160	154	14%	2.53	210	216	7%	1.65	184	177	10%	1.77	290	265	16%	2.37	255	265	10%	1.82
Criminal Damage & Arson	1194	1164	12%	2.14	128	119	11%	2.02	328	319	11%	2.58	216	221	11%	2.08	185	179	10%	1.51	337	327	13%	2.40
Other Crimes Against Society	1154	996	11%	2.07	117	97	10%	1.85	340	320	12%	2.68	241	200	13%	2.32	173	144	10%	1.41	283	235	11%	2.02
Burglary – Business & Community	478	554	5%	2.07	95	99	8%	3.68	114	109	4%	2.16	54	86.25	3%	1.29	136	122	8%	2.62	79	139	3%	1.35
Burglary - Residential (dwelling only)	455	542	4%	1.97	42	64	4%	1.63	106	131	4%	2.01	66	99.25	3%	1.58	123	115	7%	2.37	118	133	5%	2.01
Total Recorded Crime	10330	10285		18.55	1141	1149		18.05	2915	2844		22.95	1922	1918		18.51	1774	1745		14.51	2578	2630		18.36

Data is based on ONS mid-2016 population estimates

Crime Outcomes

Crime Outcomes are the way that forces record how an investigation has been finalised. There are 24 different outcome options which help to give a complete picture of the results of investigations into reported crimes. These outcome options are sub-divided into categories of:

- 'action taken' (i.e. charges and summonses, cautions, penalty notices, cannabis warnings and community resolutions);
- 'no action taken' (i.e. prosecution prevented, evidential difficulties etc)
- 'investigation complete' (i.e. offences where there are no identified offenders and no other productive lines of enquiry)
- 'other'[*]
- 'not yet outcomed' (i.e. offences still under active investigation)

Short term outcome trends are viewed over a rolling three month period. This allows a period of approximately 100 days for outcomes to be assigned – this is considered by the Home Office to be a suitable time for identifying comparable trends. The data below identifies outcome rates for offences recorded and outcomed in the last quarter (Apr – Jun 2018) compared to the previous quarter (Jan – Mar 2018) and the same period last year.

Over the last year we have seen a reduction in the proportion of offences outcomed as 'action taken'. Also, there is a trend for offences to take longer to be assigned an outcome.

We are therefore doing some further investigation to understand what may be driving this change. Initial analysis suggests this may be linked to a number factors, including:

Administration: the QA & linking process within ATHENA does means that it takes longer to process an investigation. Further work has identified that there are a number of crimes awaiting finalisation within the system workflow. Work is continuing to reduce this backlog.
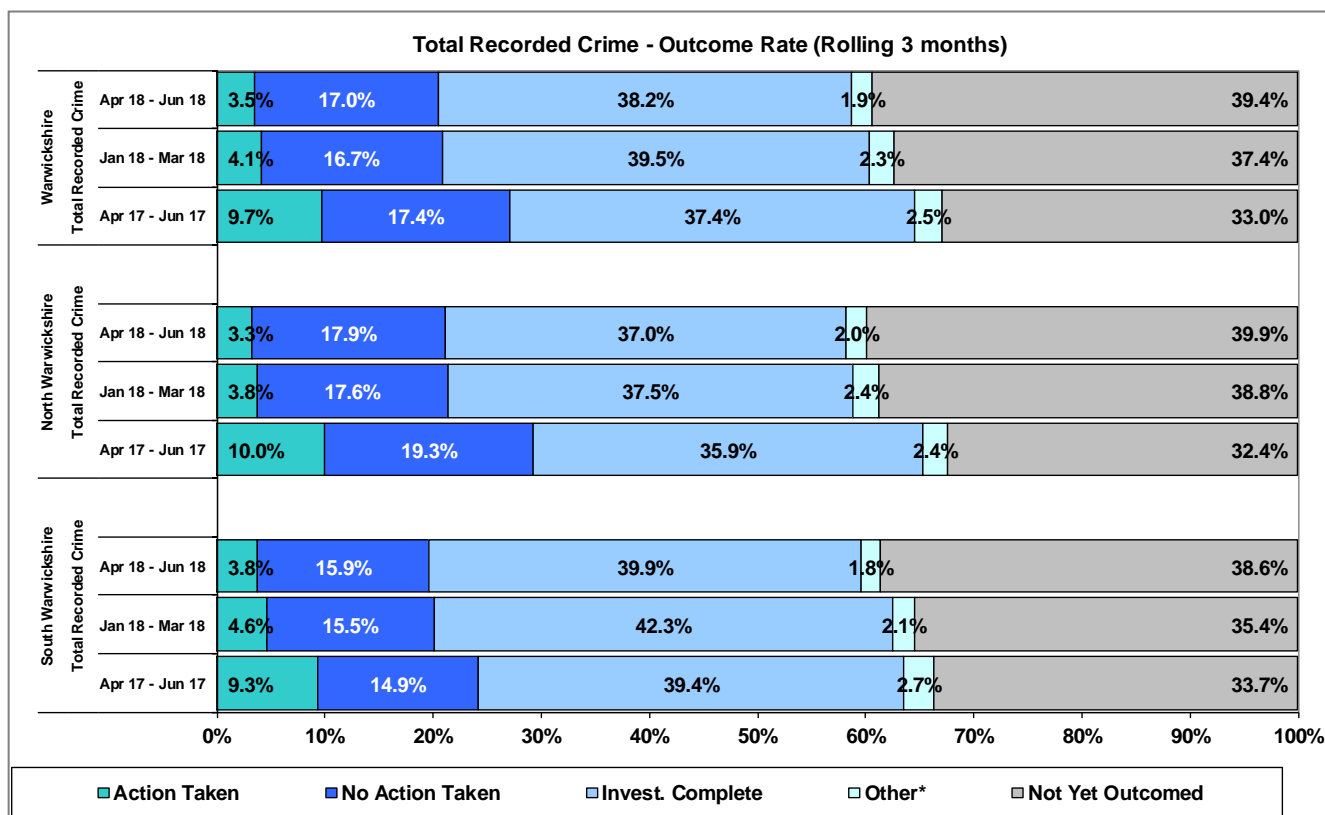
Investigation: an audit in respect of outcome codes was commissioned last month. The final report will be published in August and will therefore be detailed in the next quarter report.

We will provide a more comprehensive report on outcomes when we are more confident on what is driving the change.

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[*] 'Other' outcome category includes: 'further investigation not in the public interest' and 'transferred to external agency'
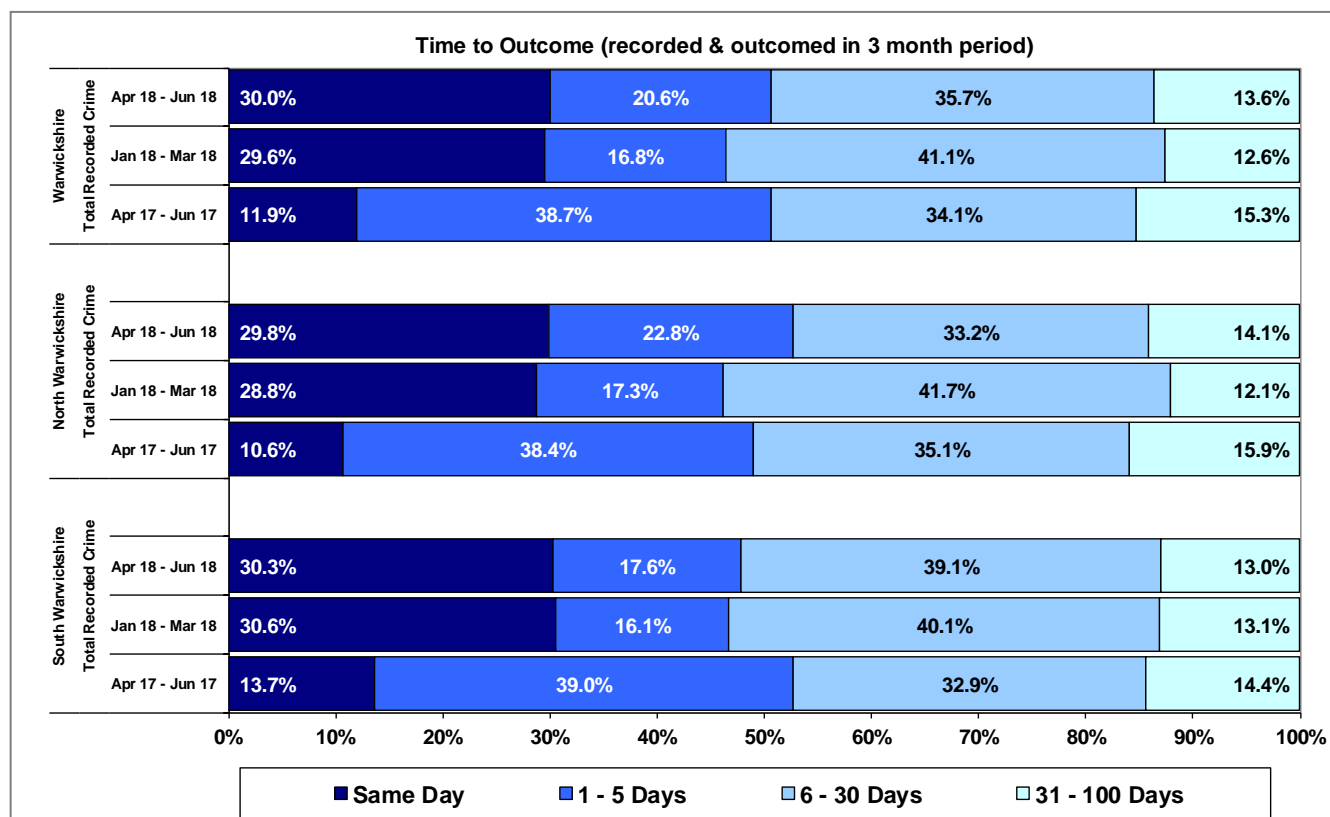
Outcome Rate

The following chart shows the pattern of outcomes for total recorded crime offences for this quarter, the previous quarter and same period last year. The proportions relate to those offences recorded and outcomed in each three month period.

Total Recorded Crime - Outcome Rate (Rolling 3 months)

Area	Period	Action Taken	No Action Taken	Invest. Complete	Other*	Not Yet Outcomed
Warwickshire Total Recorded Crime	Apr 18 - Jun 18	3.5%	17.0%	38.2%	1.9%	39.4%
	Jan 18 - Mar 18	4.1%	16.7%	39.5%	2.3%	37.4%
	Apr 17 - Jun 17	9.7%	17.4%	37.4%	2.5%	33.0%
North Warwickshire Total Recorded Crime	Apr 18 - Jun 18	3.3%	17.9%	37.0%	2.0%	39.9%
	Jan 18 - Mar 18	3.8%	17.6%	37.5%	2.4%	38.8%
	Apr 17 - Jun 17	10.0%	19.3%	35.9%	2.4%	32.4%
South Warwickshire Total Recorded Crime	Apr 18 - Jun 18	3.8%	15.9%	39.9%	1.8%	38.6%
	Jan 18 - Mar 18	4.6%	15.5%	42.3%	2.1%	35.4%
	Apr 17 - Jun 17	9.3%	14.9%	39.4%	2.7%	33.7%

- Across Warwickshire, 61% of offences recorded Apr 18 - Jun 18 were assigned an outcome within the same 3 month period. This is a lower rate compared to the previous quarter Jan 18 – Mar 18 (63%) and a decrease compared to the same period last year (67%).

- 3.5% of offences recorded Apr 18 - Jun 18 were assigned an 'action taken' outcome within the same 3 month period. This is a decrease compared to the previous quarter Jan 18 – Mar 18 (4.1%) and a substantial decline compared to last year's quarter (10%, Apr 17 - Jun 17).

- Total outcome rates across North Warwickshire and South Warwickshire have decreased compared to the previous quarter and against the equivalent quarter last year.

- The 'action taken' rates across both policing areas have reduced in Apr 18 - Jun 18 compared to the previous quarter and have greatly decreased since last year.
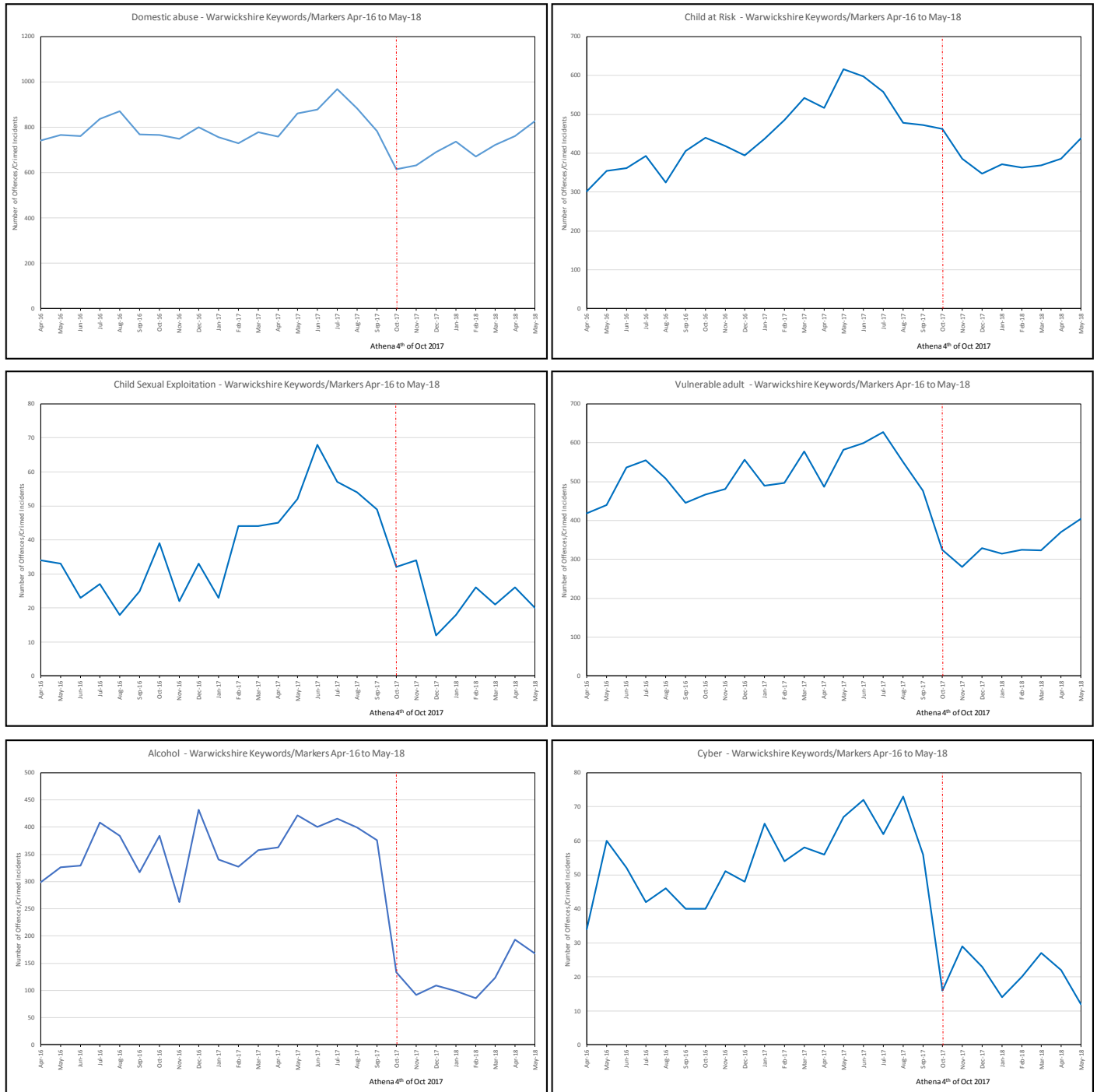
Time to Outcome

The following chart shows the time taken to assign the outcome after the offence is recorded for this quarter, the previous quarter and same period last year. The proportions relate to those offences recorded and outcomed in each three month period.

Time to Outcome (recorded & outcomed in 3 month period)

		Same Day	1 - 5 Days	6 - 30 Days	31 - 100 Days
Warwickshire Total Recorded Crime	Apr 18 - Jun 18	30.0%	20.6%	35.7%	13.6%
	Jan 18 - Mar 18	29.6%	16.8%	41.1%	12.6%
	Apr 17 - Jun 17	11.9%	38.7%	34.1%	15.3%
North Warwickshire Total Recorded Crime	Apr 18 - Jun 18	29.8%	22.8%	33.2%	14.1%
	Jan 18 - Mar 18	28.8%	17.3%	41.7%	12.1%
	Apr 17 - Jun 17	10.6%	38.4%	35.1%	15.9%
South Warwickshire Total Recorded Crime	Apr 18 - Jun 18	30.3%	17.6%	39.1%	13.0%
	Jan 18 - Mar 18	30.6%	16.1%	40.1%	13.1%
	Apr 17 - Jun 17	13.7%	39.0%	32.9%	14.4%

- Across Warwickshire, 51% of offences where an outcome has been assigned were outcomed within 5 days of the offence being recorded. This is an increase compared to the previous quarter (46%) and is the same rate as the equivalent quarter last year (53%).

- For the last 3 months, the proportion of offences assigned an outcome on the same day as being recorded has stayed the same (30%, Apr 18 - Jun 18) when compared to the previous quarter (29.6%).

- The difference increases to 18 percentage-points when compared to last year (12%).

- As a result, a greater proportion of offences are now being outcomed on the same day as being recorded compared to '1-5 day' category. It is believed the Incident Progression Team (IPT) have impacted upon this area.
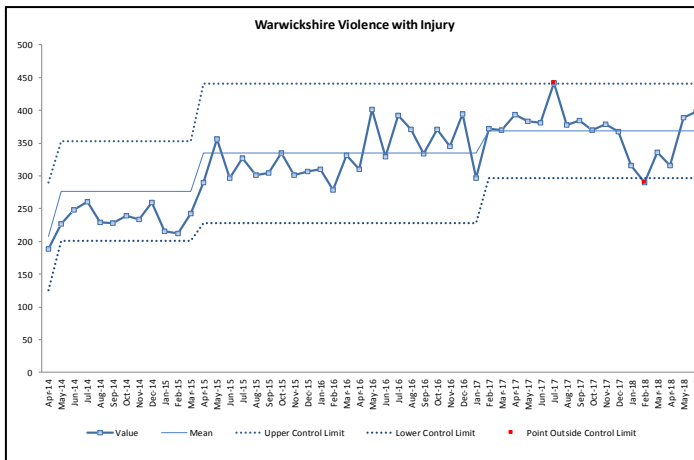
Vulnerability Factors

The force identifies vulnerable victims and offences with a vulnerability factor through the use of markers or keywords. Following a notable drop in the identification of these offences in October it would appear that use of the keywords has stabilised, albeit at reduced levels compared to previous months. We will be engaging our corporate communications team to develop suitable internal communication to help improve the application of the keywords, particularly around alcohol and cyber crime.

Violence with Injury[5]

Warwickshire Violence with Injury

	Apr-18	May-18	Jun-18
North Warwickshire	207	225	268
South Warwickshire	109	164	130
Warwickshire	**316**	**389**	**398**

Peer Comparison

Offence Volume	Below Group Avg
Relative Position	Improved ranking

1,103 violence with injury offences were recorded in the last quarter; a 17% increase on the previous quarter (942) and in-line with the quarter average (1,091). Increased volumes were seen across both policing areas, although volumes remain within the expected range.

The increase is driven by higher volumes of ABH offences in this quarter.

The following chart provides a medium (6 month) projection for violence with injury offences. At force level, the projection indicates an increase in recorded offences in the next few months.

Warwickshire - VAP With Injury - 6 Months Projections

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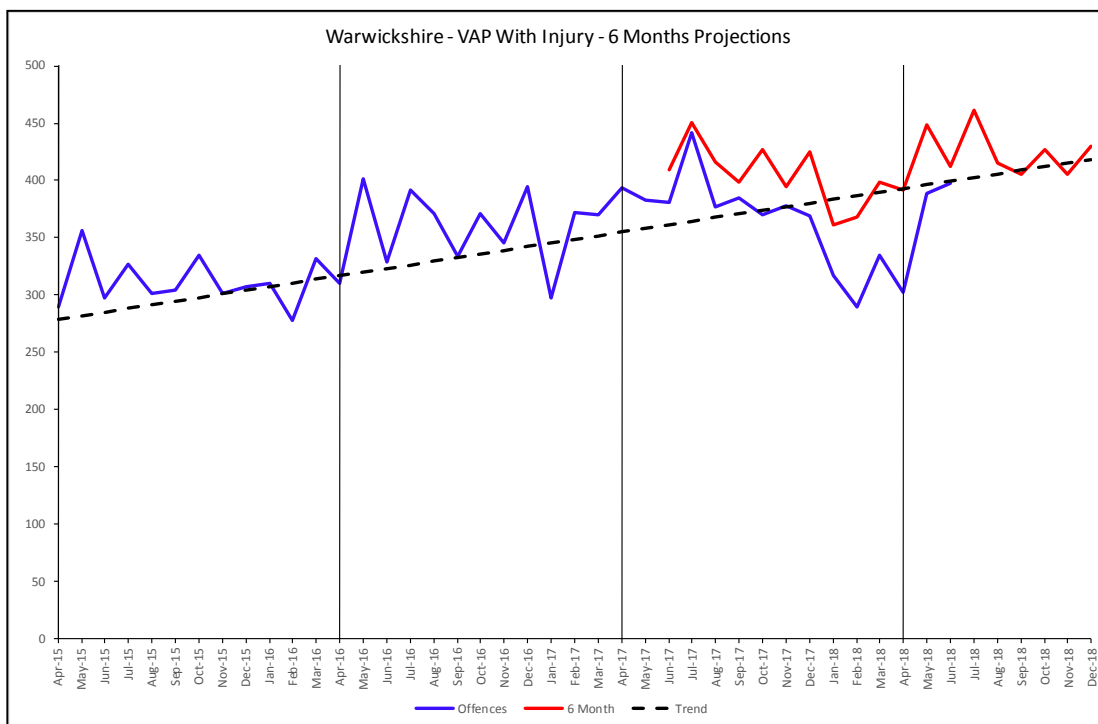
[5]**Violence with Injury** includes murder & attempt murder, assault where there is injury or an attempt to inflict injury and death by driving

Violence without Injury

Signs of Improvement would be:
- ❖ Stable volumes of recorded crime
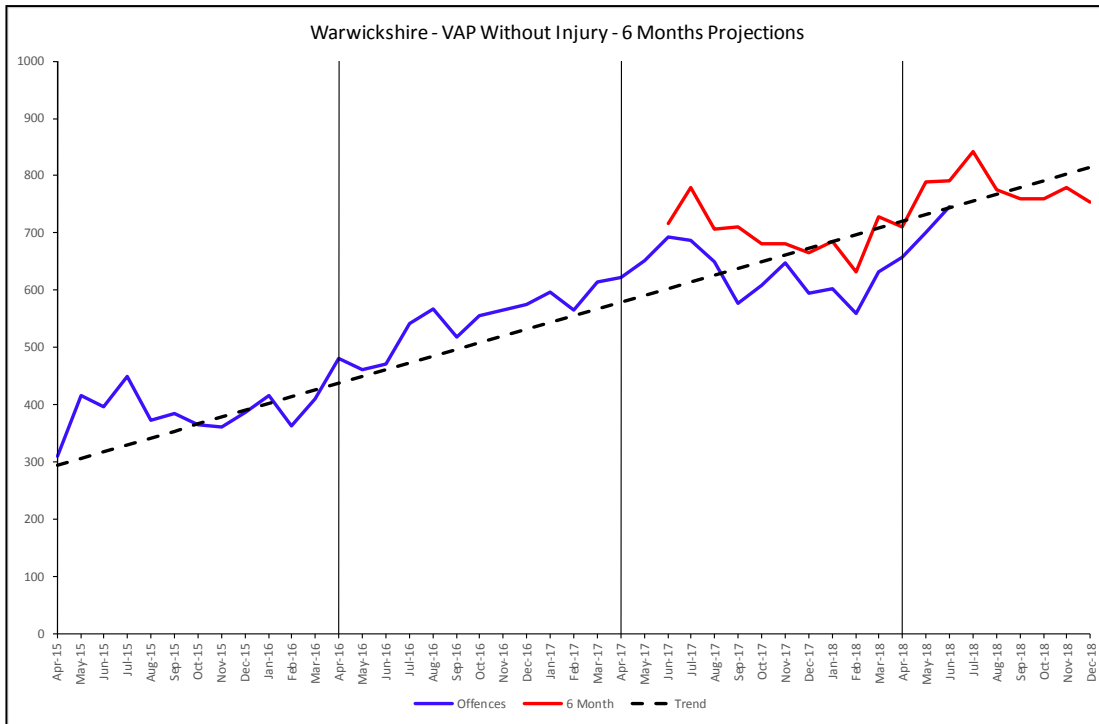- ❖ Trends in line with other forces

Warwickshire Violence without Injury
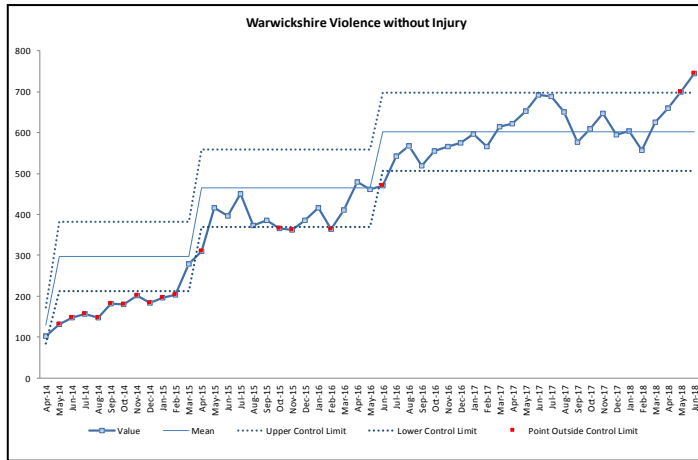
	Apr-18	May-18	Jun-18
North Warwickshire	383	440	460
South Warwickshire	276	260	285
Warwickshire	659	700	745

2,104 violence with injury offences were recorded in the last quarter; an 18% increase on the previous quarter (1,785) but below the quarter average (1,914). This is driven by an increase in common assault and, to a lesser extent, harassment offences.

North Warwickshire Violence without Injury
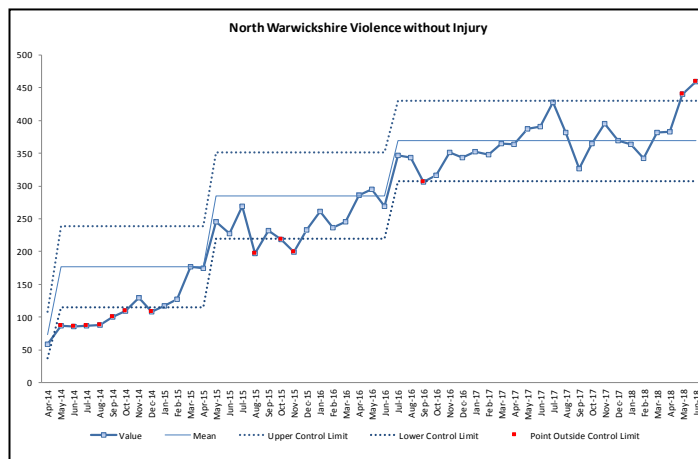
Exceptional volumes were seen in North Warwickshire in May and June.

The following chart provides a medium (6 month) projection for violence without injury offences. At force level, the projection indicates an increase in recorded offences over the next quarter.

Warwickshire - VAP Without Injury - 6 Months Projections

Robbery

Warwickshire Robbery
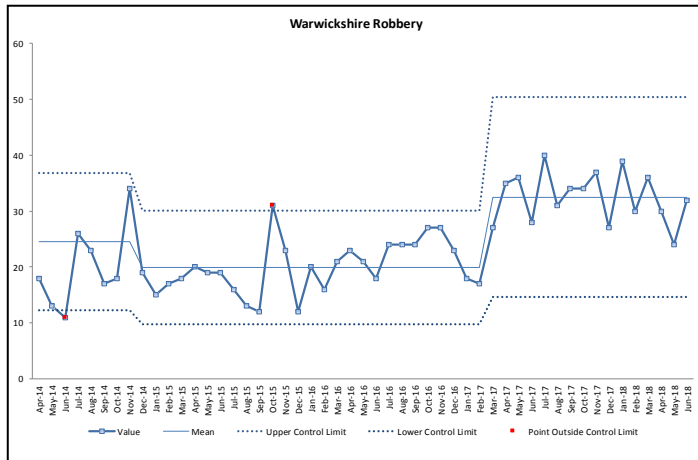
	Apr-18	May-18	Jun-18
North Warwickshire	14	14	22
South Warwickshire	16	10	10
Warwickshire	**30**	**24**	**32**

Peer Comparison	
Offence Volume	Above Group Avg
Relative Position	No change

86 offences were recorded in the last quarter. This was an 18% reduction compared to the previous quarter (105) and below the quarter average (98).

Reduced volumes were seen across North Warwickshire last quarter. However volumes for both policing areas remain within the expected range.

Robbery breakdown
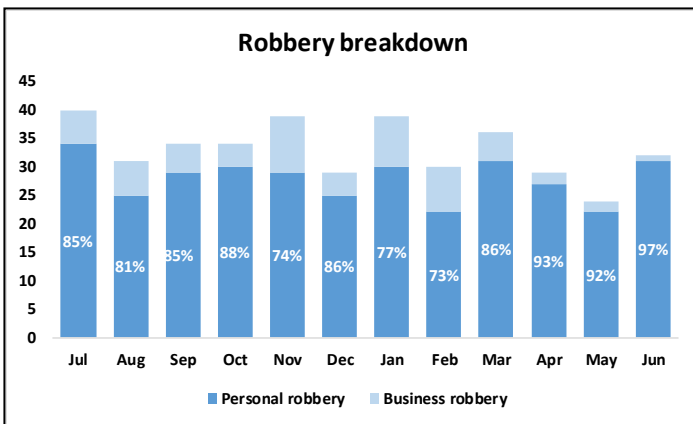
More than 90% of offences throughout the quarter were personal robbery. There were only 6 business robbery offences over the quarter.

The following chart provides a medium (6 month) projection for robbery offences. At force level, the recorded volumes have been below the projection overall for the last quarter but volumes are expected to continue on an upward trend.

Warwickshire - Robbery - 6 Months Projections
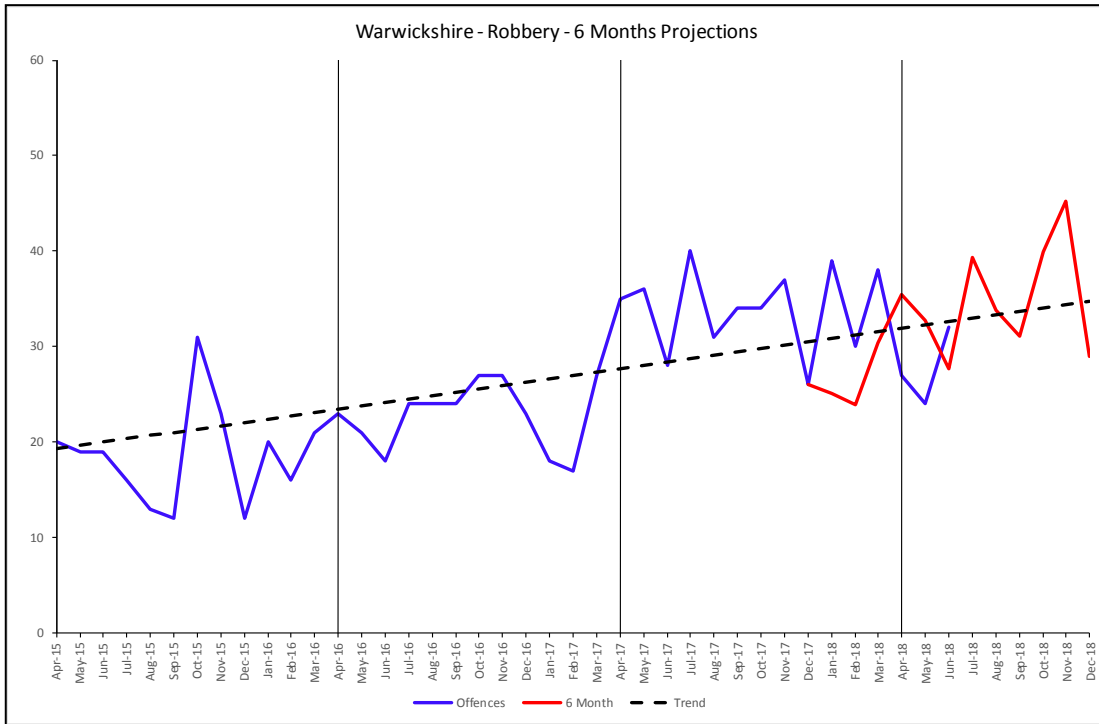
Residential Burglary - Dwelling

Signs of Improvement would be:
- ❖ Stable volumes of recorded crime
- ❖ Trends in line with MSG
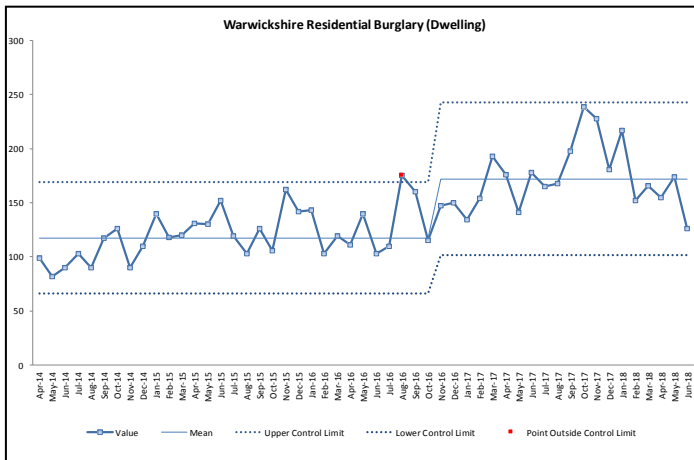
	Apr-18	May-18	Jun-18
North Warwickshire	79	83	52
South Warwickshire	76	91	74
Warwickshire	155	174	126

Peer Comparison

Offence Volume	Above Group Avg
Relative Position	No change

This data is a subset of residential burglary offences, excluding those offences targeting sheds and outbuildings, so that is remains consistent with the previous domestic burglary classification.

455 residential burglary-dwelling offences were recorded in the last quarter. This is a 19% reduction compared to the previous quarter (535) and below the quarter average (542). Reduced volumes have been seen across North Warwickshire but volumes remain within the expected range.

Repeat Residential Burglary-Dwelling
In May (latest available data), 4% (7) of residential burglary-dwelling victims across Warwickshire were repeat victims of another residential burglary-dwelling offence in the last 12 months. These figures are a decrease on both the number and rate of repeat victims for the previous month (11, 7%). The following chart provides a breakdown of residential burglary-dwelling repeat victims by instances of repeat victimisation.
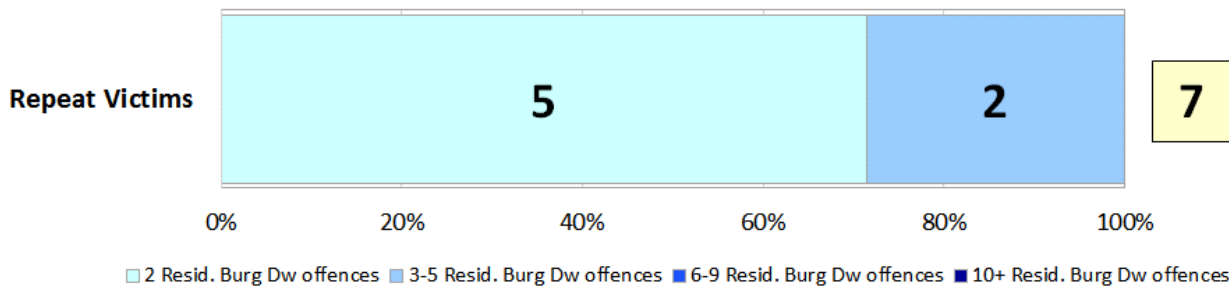
Over the last 12 months, 1 North Warwickshire repeat victim has been a victim of 4 residential burglary-dwelling offences, of which 1 offence was recorded in May.

The following chart provides a medium (6 month) projection for residential burglary-dwelling offences. At force level, the recorded volumes have been below the projection but volumes are expected to continue on a slow upward trend.


Warwickshire - Residential Burglary Dwelling - 6 Months Projections
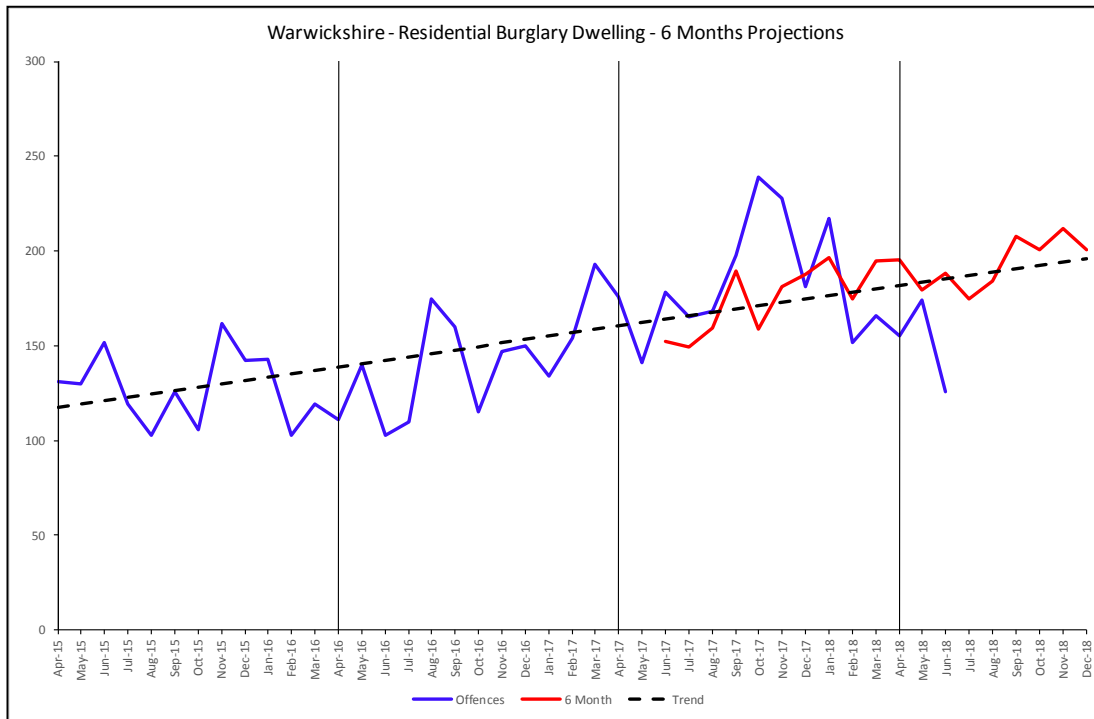
Theft from Person

Signs of Improvement would be:
❖ Stable volumes of recorded crime
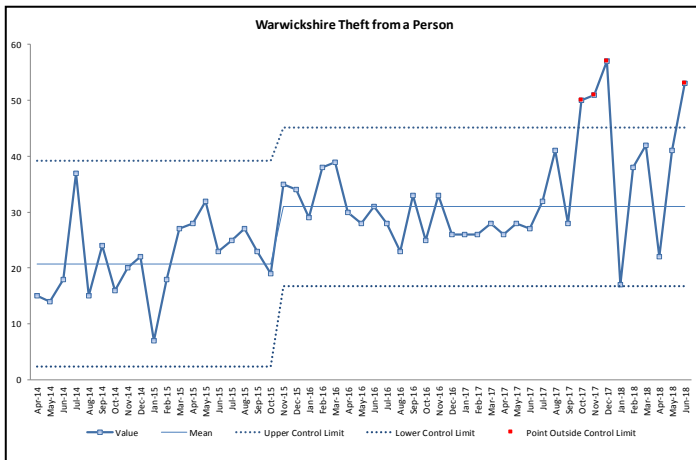
	Apr-18	May-18	Jun-18
North Warwickshire	14	16	27
South Warwickshire	8	25	26
Warwickshire	**22**	**41**	**53**

116 theft from a person offences were recorded in the last quarter, an increase of 20% on the previous quarter (97) and above the quarter average (93). Exceptional volumes were recorded across North Warwickshire (June) and South Warwickshire (May & June). Further analysis is being undertaken to understand the pattern of offences and produce an action plan to address the issue.
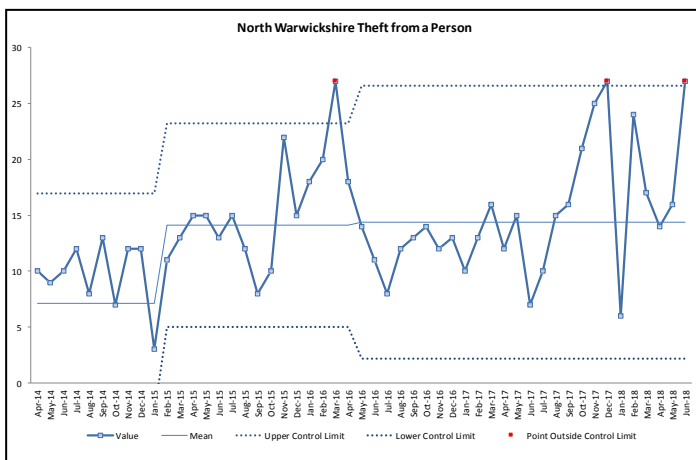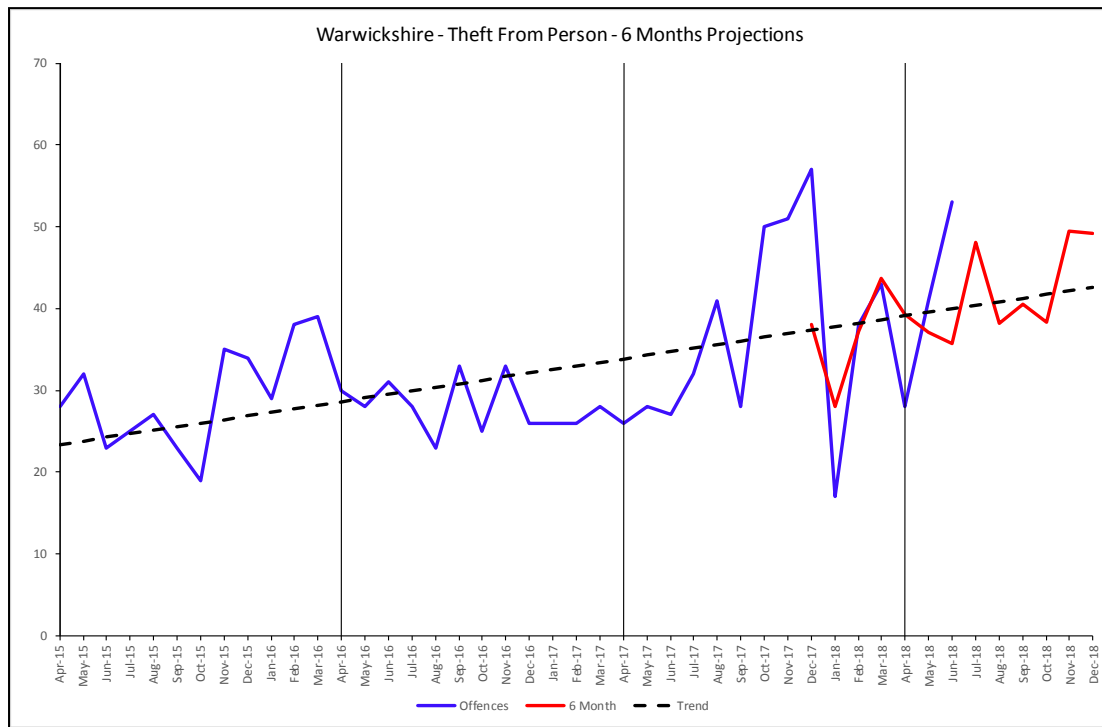

57 offences were recorded across North Warwickshire in the last quarter; a 21% increase compared with the previous quarter (47) and comparable with the quarterly average (55). Exceptional volumes were record in June.
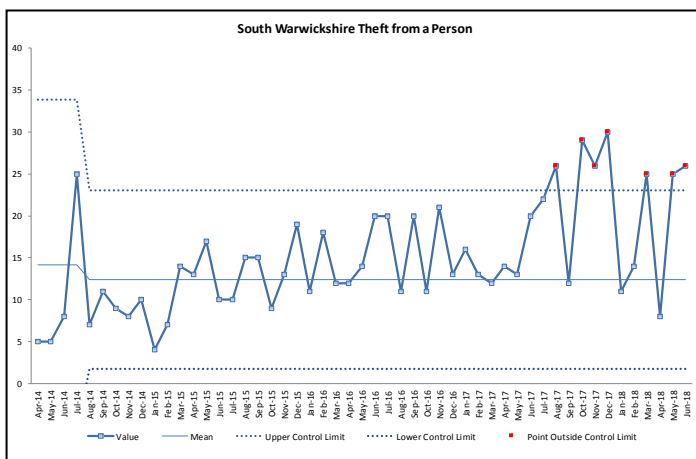
59 offences were recorded across South Warwickshire in the last quarter; an 18% increase compared with the previous quarter (50) and below the quarterly average (118). Exceptional volumes were record in May and June.
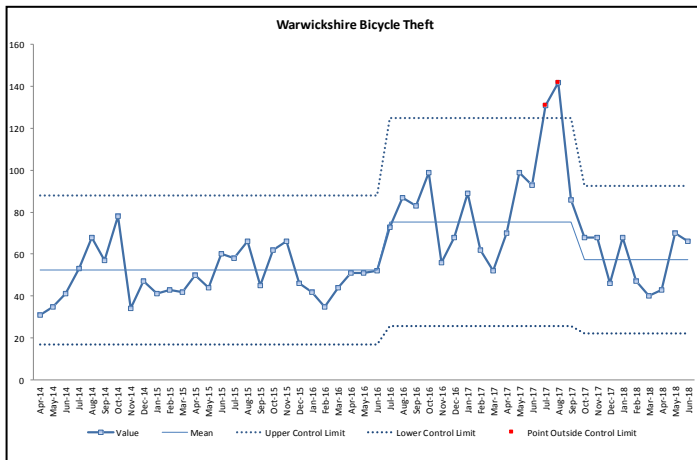
The following chart provides a medium (6 month) projection for theft from person offences. At force level, the recorded volumes are above the projection, however volumes are projected to decrease in the next quarter.
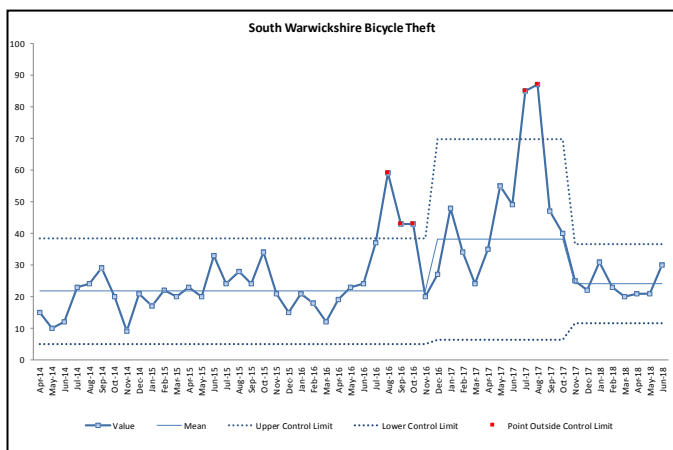

Warwickshire - Theft From Person - 6 Months Projections

Bicycle Theft

Signs of Improvement would be:
- ❖ Stable volumes of recorded crime

	Apr-18	May-18	Jun-18
North Warwickshire	22	49	36
South Warwickshire	21	21	30
Warwickshire	**43**	**70**	**66**

179 bicycle theft offences were recorded in the last quarter, an increase of 15% on the previous quarter (155) but below the quarter average (219). This was driven by increased volumes across North Warwickshire in the last quarter.

Despite this recent increase, volumes have been consistently below the monthly average for the past 8 months, therefore the monthly average has now decreased from 75 to 57 bicycle thefts per month. The reduction in the monthly average has been mirrored across South Warwickshire (38 to 24 offences per month).
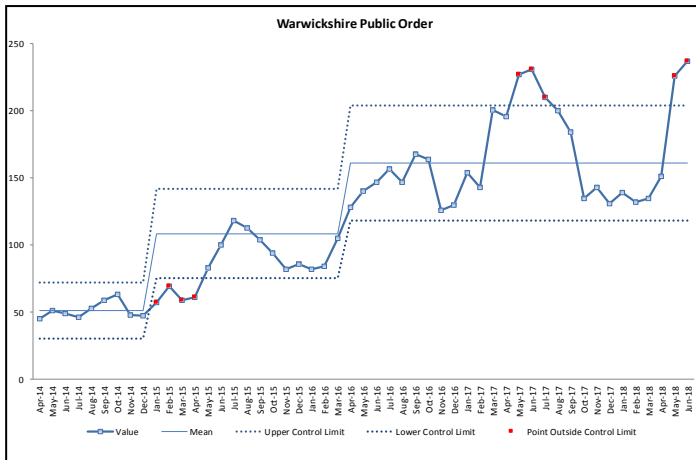
The following chart provides a medium (6 month) projection for bicycle offences. At force level, the recorded volumes have been below the projection but volumes are expected to increase in the next quarter.
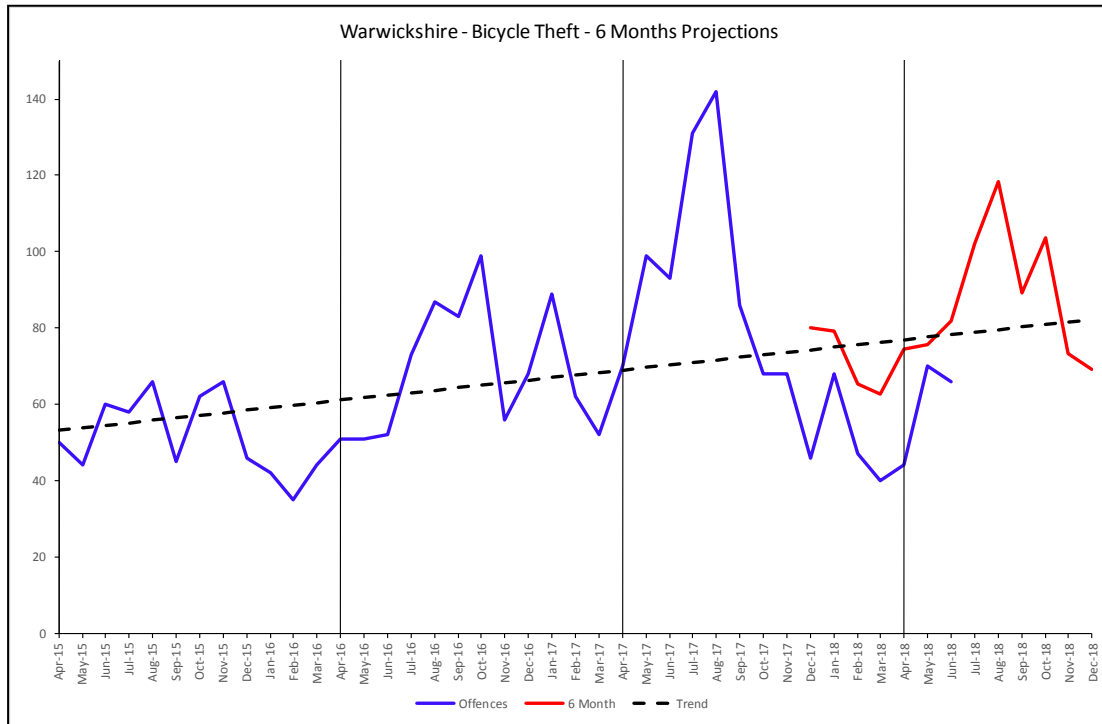
Warwickshire - Bicycle Theft - 6 Months Projections

Public Order

	Apr-18	May-18	Jun-18
North Warwickshire	82	134	153
South Warwickshire	69	92	84
Warwickshire	151	226	237

614 public order offences were recorded in the last quarter, an increase of 34% on the previous quarter (406) and significantly above the quarter average (506). Exceptional volumes were seen in May and June. Volume increases were seen across both policing areas.

Public order offences predominantly consist of public fear/ harassment, affray and breaches of criminal orders. Exceptional volumes in May were driven by an increase in public fear and harassment offences. In July volumes were further compounded by a series of bomb hoax calls to schools.
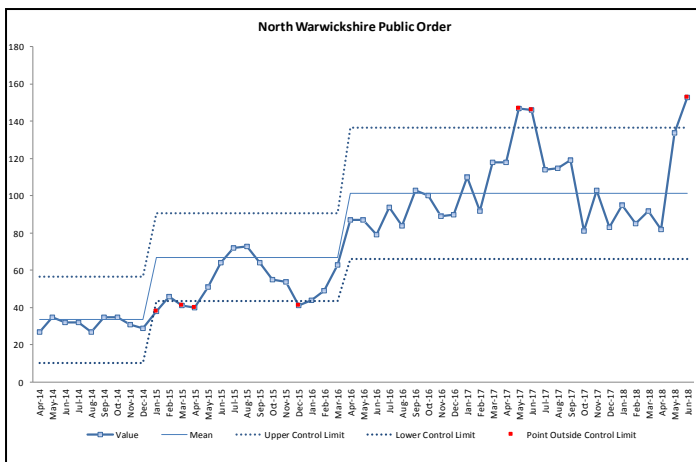
369 offences were recorded across North Warwickshire in the last quarter; a 26% increase compared with the previous quarter (272) and significantly above the quarterly average (101).

Exceptional volumes were record in June.

The following chart provides a medium (6 month) projection for public order offences. At force level, volumes are projected to decrease from current volumes in the next quarter but continue an upward trend.

Warwickshire - Public Order - 6 Months Projections
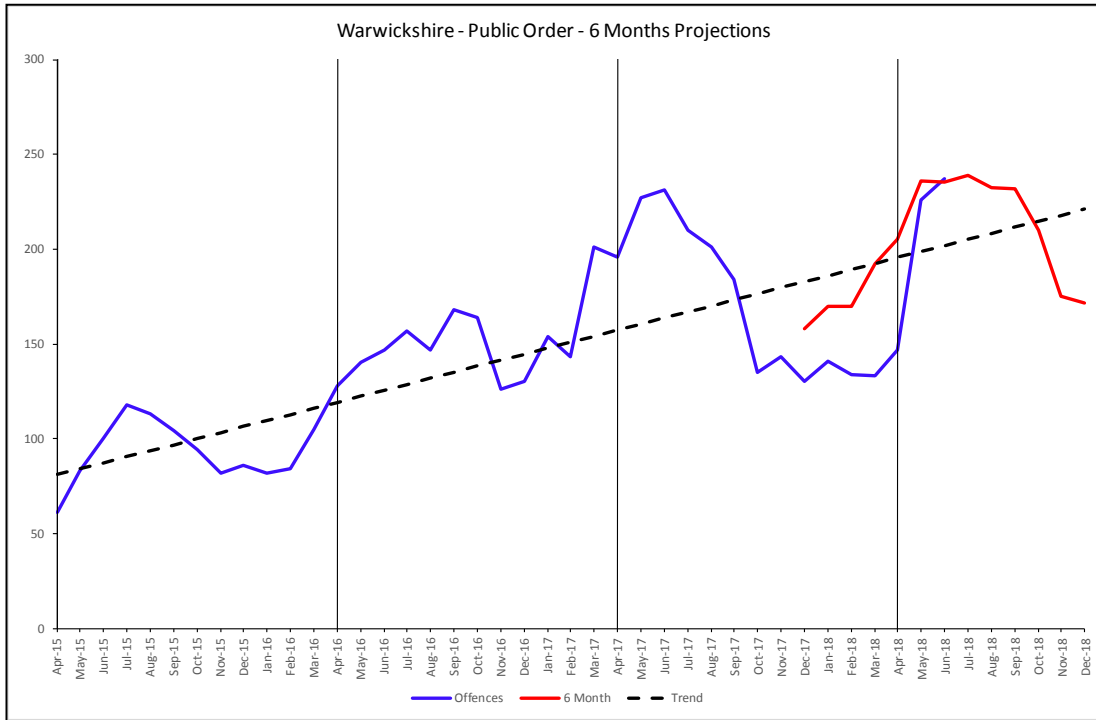
Business Crime

Signs of Improvement would be:
Stable volumes of recorded crime

Business crime is now identified by the application of a keyword. The following chart only shows data from October 2017 as data prior to this is not directly comparable.
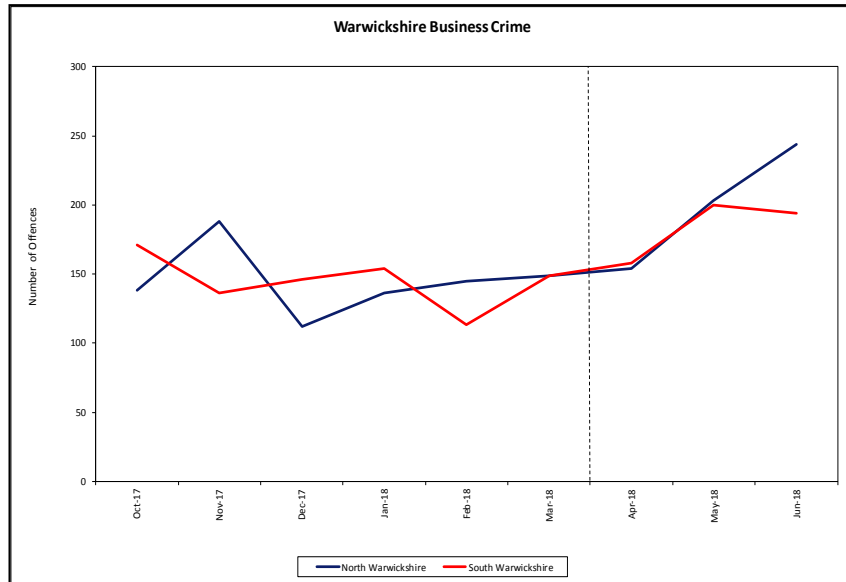
	Apr-18	May-18	Jun-18
North Warwickshire	154	203	244
South Warwickshire	158	200	194
Warwickshire	319	363	438

1,120 business crimes were recorded in the last quarter, a 43 % increase on the previous quarter (784). Increased volumes were seen across both policing areas.

The chart below shows the top 5 'business crime' offence types for Warwickshire, ranked by number of offences with percentage share of total business crime by quarter. Over the last 6 months volumes have increased across each crime type with a notable increase in shoplifting offences.
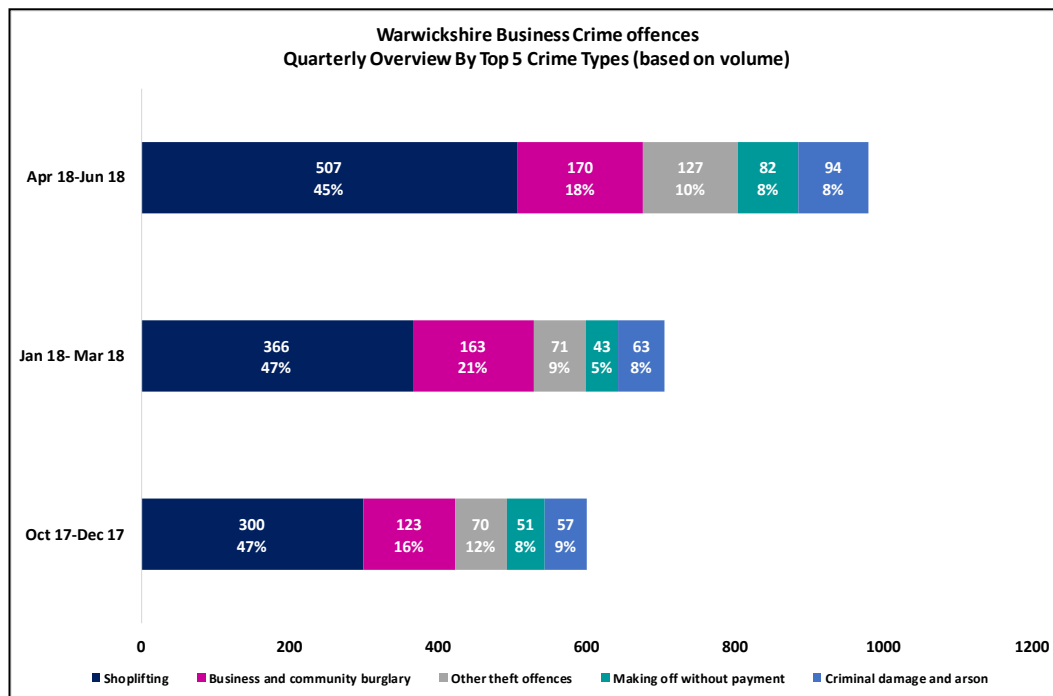
Rural Crime

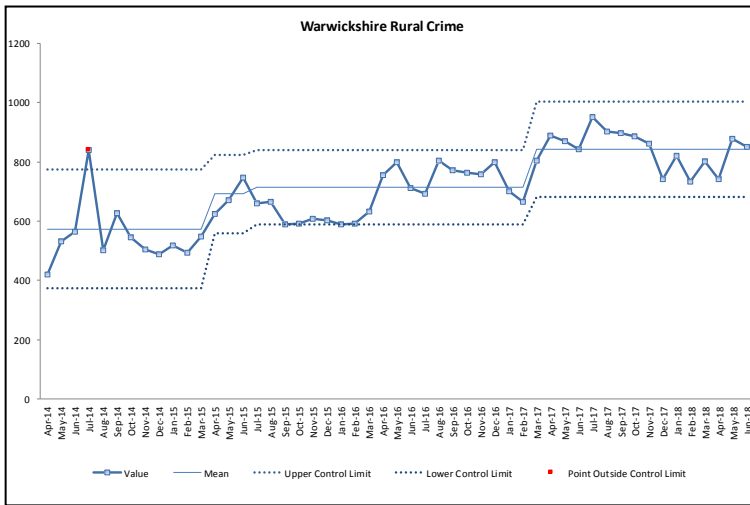|	Apr-18	May-18	Jun-18
North Warwickshire	332	405	381
South Warwickshire	410	474	470
Warwickshire	742	879	851

Rural crime offences are a subset of total recorded crime and are identified by their geographical location[6].

2,472 offences were recorded across Warwickshire last quarter. This is a 5% increase on the previous quarter (2,359) and is lower than the quarter average (2,518). This increase was driven by higher volumes in South Warwickshire (6% decrease).

This chart shows the top 5 'rural crime' offence types for Warwickshire ranked by number of offences with percentage share of total rural crime broken down by policing area for the last quarter compared to previous quarter and previous year.

_____
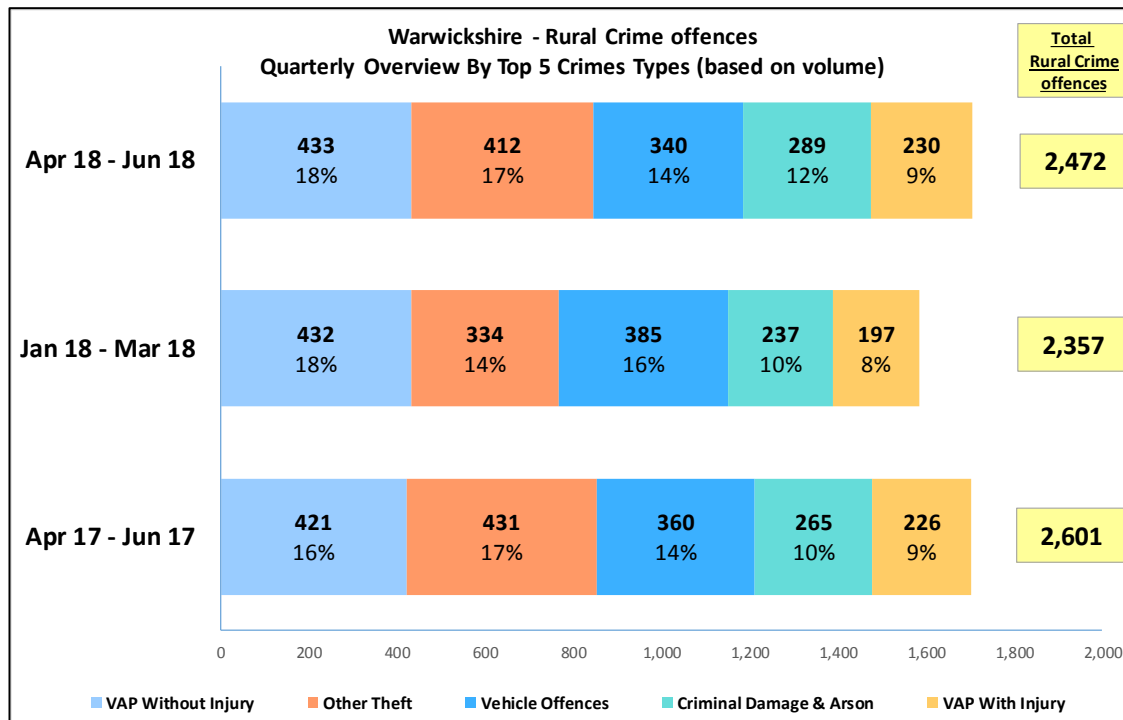
[6] Rural crime is defined as any crime occurring in a rural area as defined by the 2011 ONS Rural Urban Classification

The following chart provides a medium (6 month) projection for rural crime offences. At force level, the recorded volumes have been below the projection and volumes but expected to increase in the next quarter.

Warwickshire - Rural Crime - 6 Months Projections
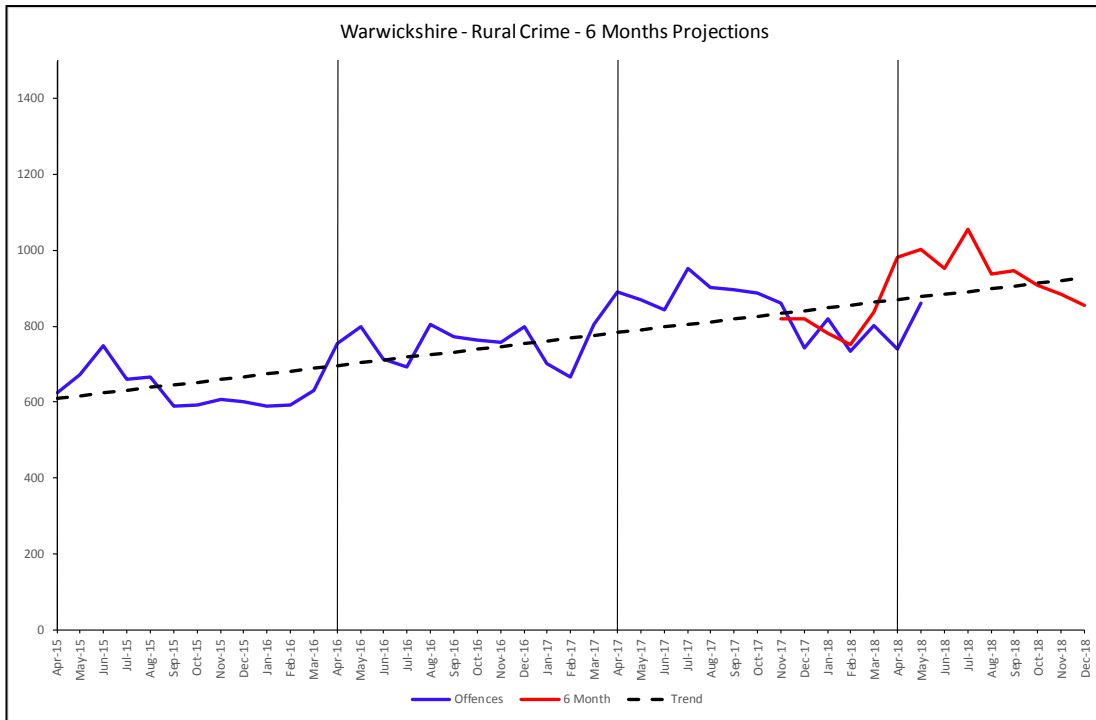
Cyber/ On-line Crime

Signs of Improvement would be:
❖ Increased reporting, reflecting greater victim confidence

A marker for cyber crime offences was introduced in April 2014, in order to assist in the identification of such offences. The marker is an internal method of being able to identify those offences with an online presence, including sexual and violence without injury (harassment) offences.
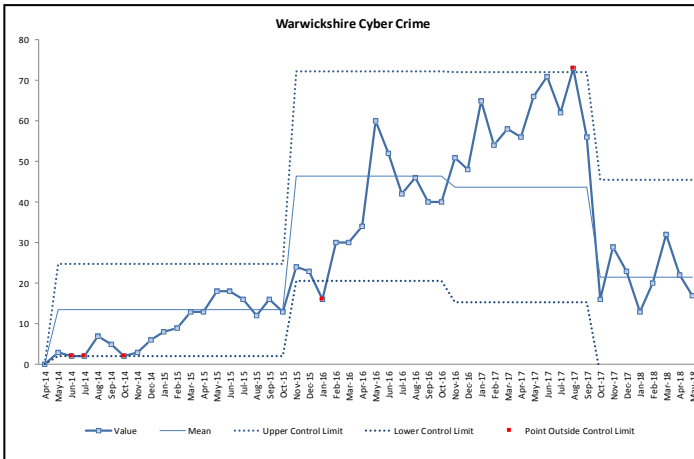
As noted earlier in this report, due to changes in data processing procedures, we are reporting on the volume of offences based on May data to give a more accurate analysis.

Warwickshire Cyber Crime

	Apr-18	May-18	Jun-18
North Warwickshire	16	15	6
South Warwickshire	6	2	6
Warwickshire	22	17	12

12 offences were flagged as cyber crime in May. This was a decrease compared to the previous month (17) and below the new monthly average (20).

Volumes have been below the monthly average for the last 8 months and therefore the monthly average has now decreased from 42 to 20 cyber offences per month.

We anticipate that this decrease is driven by the limited application of keywords in ATHENA. The use of the cyber/ online marker/keyword has decreased by 188% post ATHENA when comparing Feb-17 to Sep 17 and Oct-17 to May-18.

There is a national recognition that there is some confusion over the appropriate use of the cyber/ on-line crime keyword. We will engage our corporate communications team to develop advice and guidance on its appropriate use.

Action Fraud

Fraud offences (including those cyber related) are principally recorded through Action Fraud. Offences occurring within Warwickshire are then disseminated to the force for investigation and safeguarding of vulnerable victims where appropriate.
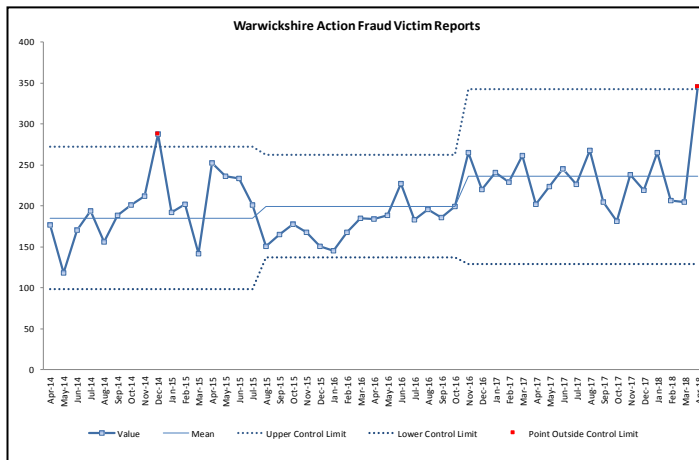
345 Action Fraud victim reports (which exclude company referrals) were recorded in April 2018[7]. This was an exceptional increase compared to March 2018 (205) and is significantly above the monthly average (236).
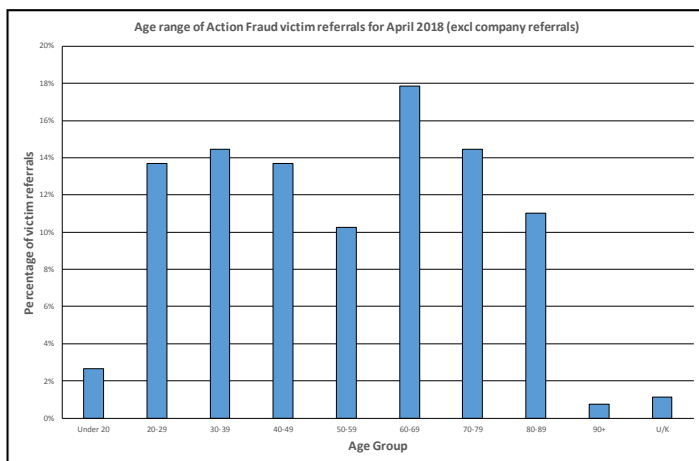
Victims aged 60-69 accounted for almost 1 in 5 Action Fraud victim reports (18%) in April 2018.

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[7] Data is only available to April 2018 due to the delay in receiving and processing the data from Action Fraud.

Anti-Social Behaviour

Signs of Improvement would be:
- ❖ Accurate reporting and risk assessing of ASB incidents
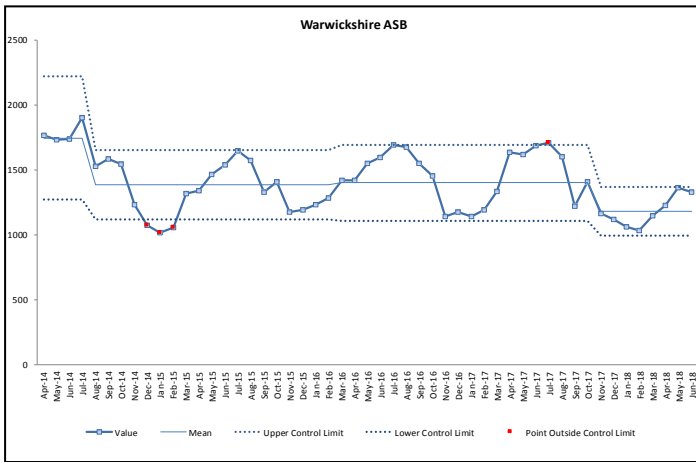
Warwickshire ASB

	Apr-18	May-18	Jun-18
North Warwickshire	706	818	763
South Warwickshire	519	545	566
Warwickshire	**1225**	**1363**	**1329**

3,917 ASB incidents were recorded in the last quarter. This was a 21% increase compared to the previous quarter (3,249) and above the quarter average (3,848). Increased volumes were seen across both policing areas.

Despite this recent increase, volumes across Warwickshire have remained below the monthly average for 8 consecutive months. The monthly average has now decreased from 1,401 to 1,181 ASB incidents per month.
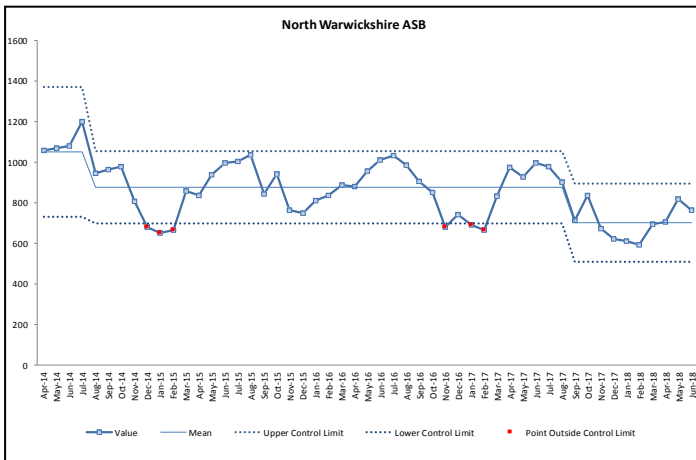
North Warwickshire ASB

Volumes have remained below the monthly average for 8 consecutive months.

The monthly average has now decreased from 878 to 703 ASB incidents per month.
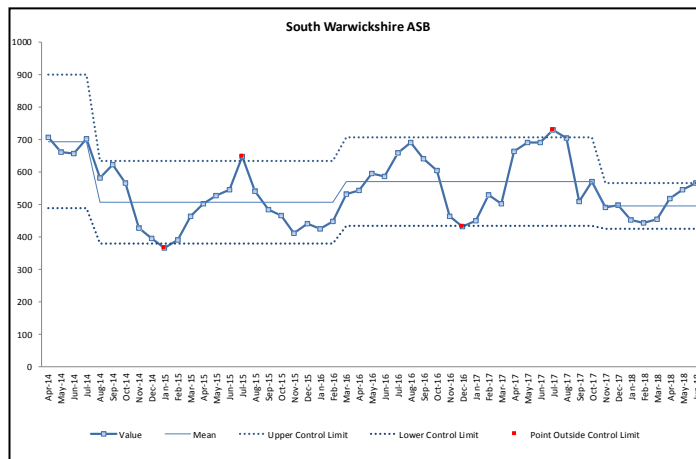
South Warwickshire ASB

Volumes have remained below the monthly average for 8 consecutive months.

The monthly average has now decreased from 570 to 496 ASB incidents per month.

ASB is following the expected seasonal trend. The spring/summer months are expected to show an increasing volume of incidents with volumes at their highest during the summer and with reduced volumes during the autumn/winter months.

There are three recognised types of ASB: 'personal' is behaviour which is targeted to an individual or group rather than a wider community; 'nuisance' is where the impact is felt by a local community in general rather than individual victims; 'environmental' includes incidents where behaviour has an impact on the natural, built or social environment.

Anti Social Behaviour incidents by Category in Warwickshire
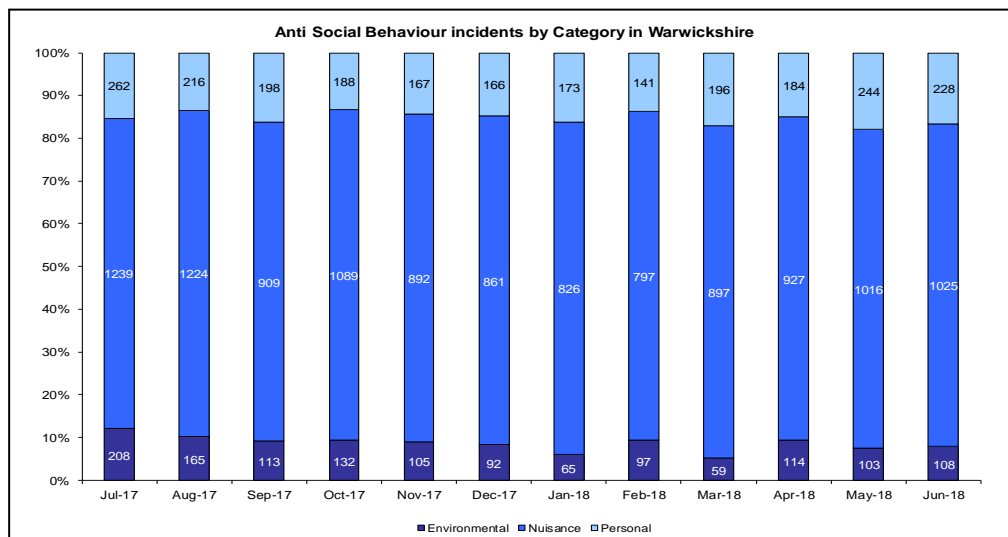
In the last quarter, 75% of all ASB incidents were nuisance, 17% personal and 8% environmental. This is comparable to the previous quarter.

The following chart provides a medium (6 month) projection for ASB incidents. At force level, the projection indicates volumes will continue to increase on a seasonal upward trend.

Warwickshire - ASB - 6 Months Projections
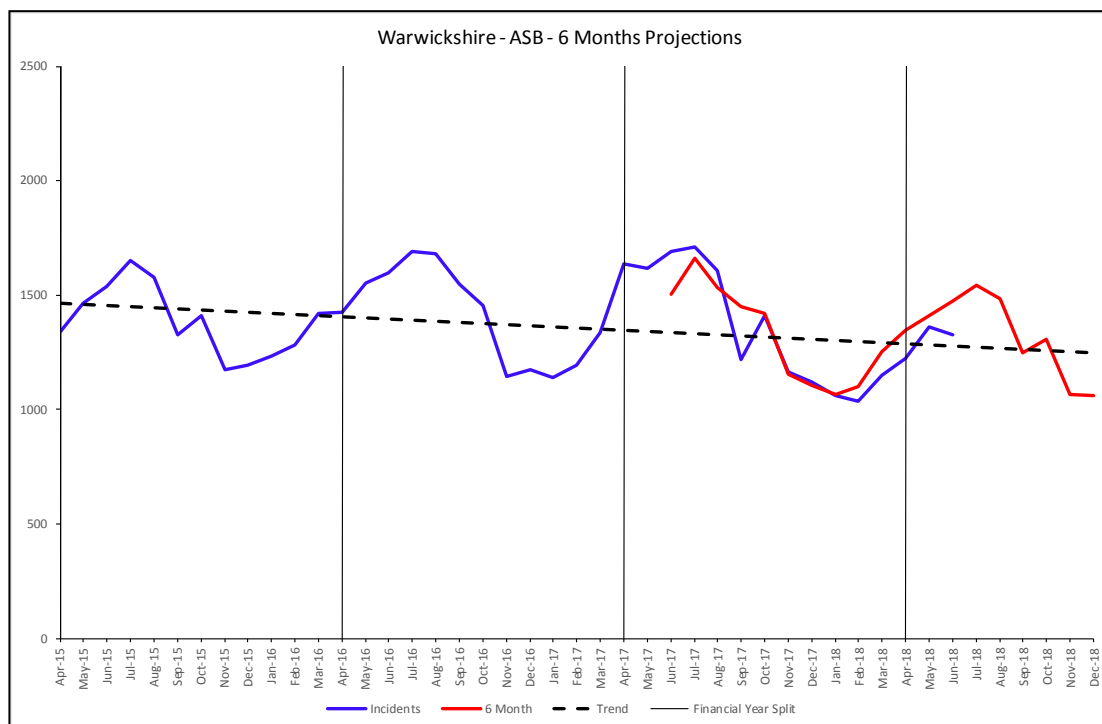
Ensuring Efficient & Effective Policing

Response Times to Emergency Incidents

Signs of Improvement would be:
- ❖ Respond to all incidents in a timely manner and provide a high quality of service

The alliance managed response guidelines are to safely deploy the nearest available and appropriate resource as expeditiously as possible, while assessing the threat, risk and harm associated with the incident and other emergency demands for service at that time. While time of response is a key indicator, the quality of the response is also important and this information should be considered in conjunction with user satisfaction performance.

The National Contact Management Programme recommendation of responding to emergency calls in 20 minutes is regarded by the alliance forces as a minimum standard.

7,690 emergency incidents were recorded in the last quarter, a 12% increase compared to the previous quarter (6,865). The proportion of incidents attended within 20 minutes (87%) is comparable with the previous month.

Warwickshire - Volume of Emergency Incidents and % of Emergency Incidents attended within 20 minutes by month
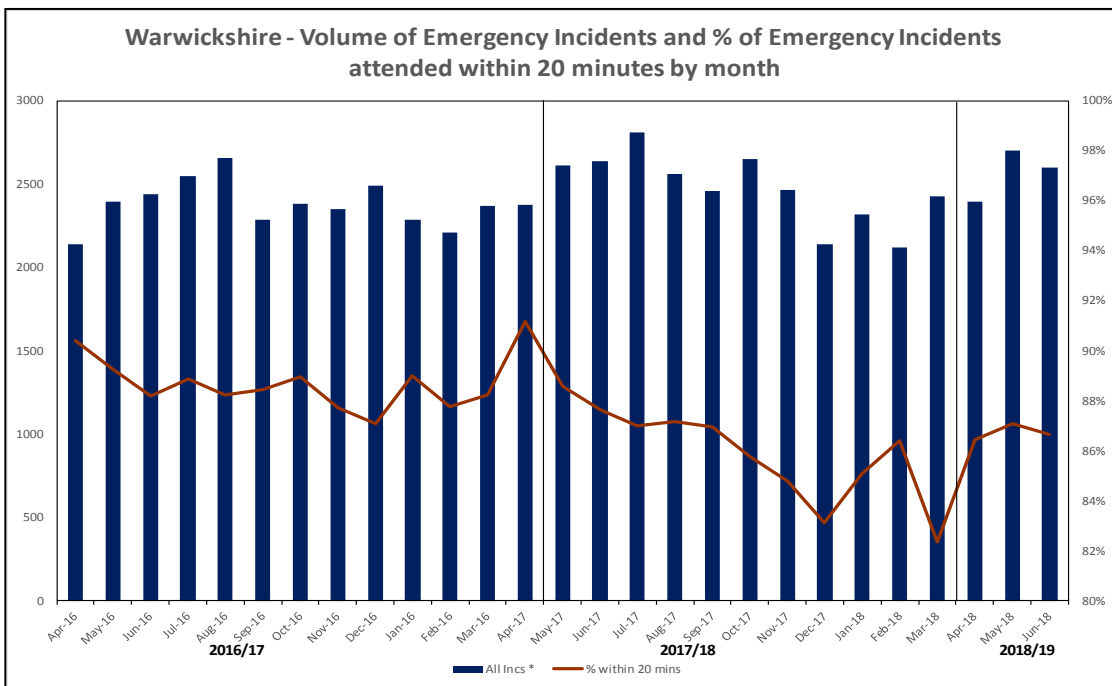
The current average response time for emergency incidents is 12 mins 30 seconds - this is a decrease compared to the previous month (12 mins 56 seconds) and is below the monthly average (12 mins 48 seconds).

Warwickshire Emergency Response Times
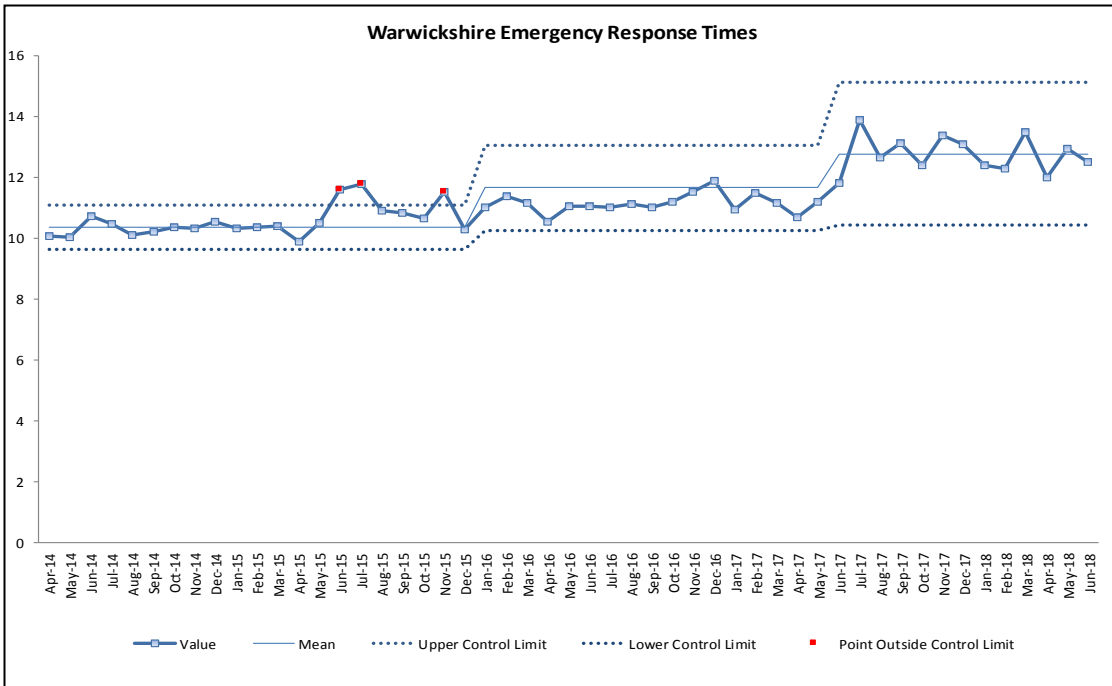
NB: from April 2016 we have been able to produce a more accurate data set

Criminal Justice – File Quality

Signs of Improvement would be:
❖ Improved performance against MSG forces

With the implementation of ATHENA, the case element has created some challenges in terms of file submission and quality. An overview of file quality performance is provided in this report. An additional stand alone CJ report will be published alongside this report, providing greater detail across performance measures.

Case File Quality Assessment (CFQA)
The quality of case files is assessed monthly by CPS, with assessment criteria including complying with national file standards, meeting required evidential standards and meeting victim/witness requirements.

The following chart shows the volume of files that were reviewed by CPS which they deemed to have errors. In each month, the largest proportions were in North Warwickshire.
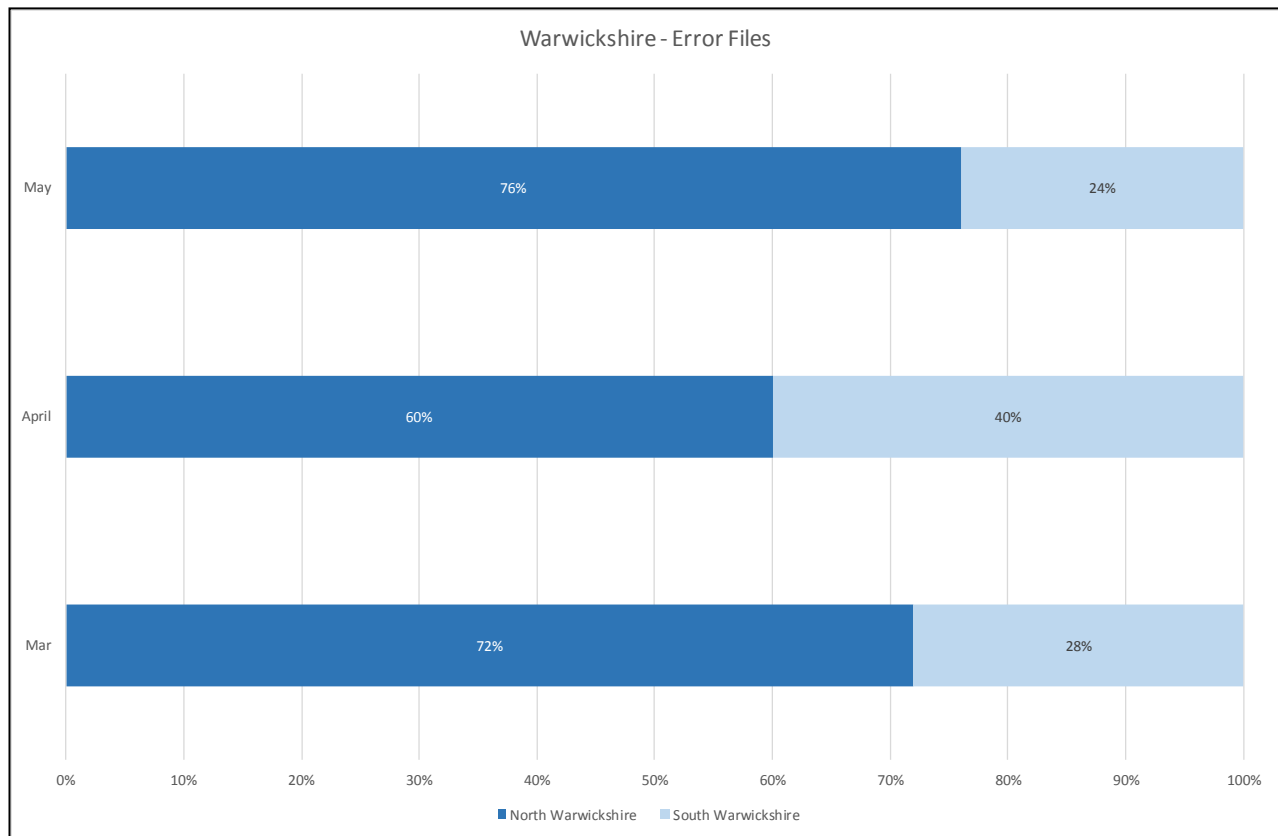
Most of the errors were identified as non-compliance with national file standards.

Warwickshire - Reason For Error

Legend:
- Did not meet victim/witness requirements
- Did not meet required evidential standards
- Did not comply with national file standards

Months shown: May, April, Mar
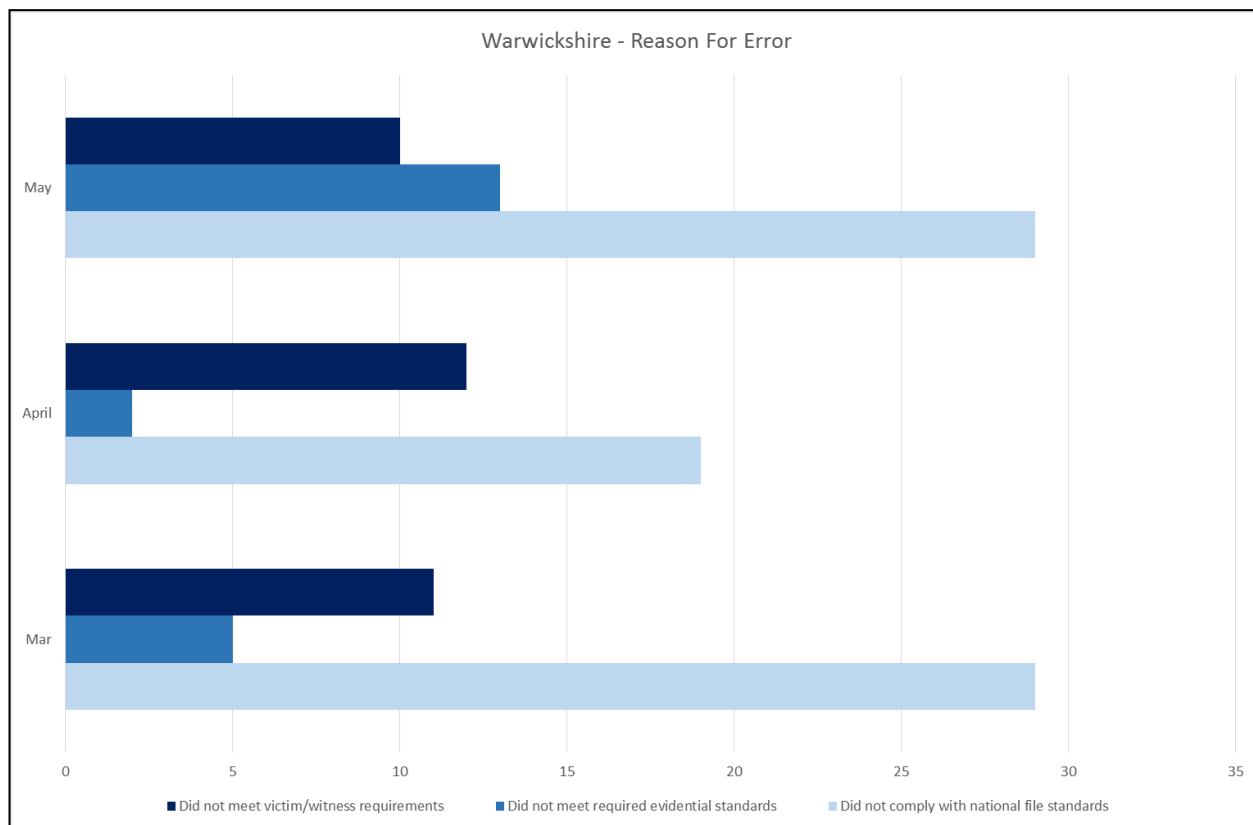
Discontinuance

The number of cases that are discontinued are monitored monthly by our local CPS Team, along with the reasons given as to why the case was discontinued.

32 cases were discontinued across Warwickshire in May 2018.

Policing Area	Cases discontinued (%)	Rank
North Warwickshire	17 (56%)	2nd
South Warwickshire	14 (44%)	1st
Warwickshire	32	

CPS discontinued these cases for 15 reasons. The following chart shows the top 3 reasons.

Main Reasons for Discontinued Cases - Warwickshire

Victim fails to attend — 9 - (28%)

Essential statement, exhibit or other evidence not available — 4 - (12.5%)

No file/upgrade file received from the Police — 3 - (9.4%)

Number of Cases

Sickness

Workforce sickness forms part of the overall Health & Wellbeing Agenda around staff welfare.

The average percentage of hours lost to sickness for Officers in June is 4.93%, which is a decrease from 5.25% in May and the 5th consecutive monthly decrease since January 2018. For Staff, the average percentage of hours lost in June s 5.30% which is an increase from 4.86% in May.

Over the quarter as a whole Officer sickness has decreased compared the previous quarter (5.20% compared to 7.32%) but is higher than the same period last year (4.82%). Staff sickness shows a similar pattern, with a decrease compared the previous quarter (5.17% compared to 6.02%) but is higher than the same period last year (4.22%).

This situation will continue to be scrutinised through the workforce management group.

% Sickness Absence Against Available Hours for Warwickshire Officers and Staff

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Police Officer 2017-18 Warwickshire	5.17%	4.80%	4.50%	5.20%	4.89%	5.91%	6.03%	7.26%	7.63%	8.73%	7.26%	5.98%	5.43%
Police Officer 2018 -19 Warwickshire	5.43%	5.25%	4.93%										
Police Staff 2017-18 Warwickshire	3.78%	4.58%	4.31%	4.75%	4.73%	4.32%	5.13%	4.87%	4.13%	6.29%	5.82%	5.95%	5.34%
Police Staff 2018 -19 Warwickshire	5.34%	4.86%	5.30%										

Health & Wellbeing Board

The Health & Wellbeing Board is held quarterly and is chaired, on behalf of both Forces, by Chief Constable Martin Jelley.

- **The Sickness Absence Profile** - The profile detailing the high level trends for absence, was completed by A&SI and presented at the July meeting. Further detailed analysis has been commissioned by the board to look in particular at the causes of absence due to psychological issues.

- **2017/18 staff survey** - The initial high level results of the survey were shared with the board and communicated to the wider workforce via the intranet on the same day.

- **Health checks** - A series of health checks were carried out across the alliance in June with just under 500 officers and staff taking up the opportunity for a series of checks including blood pressure and cholesterol. 55 people have been referred to their GP based on the results of the checks.

- **Blue Light Framework** - The alliance's self-assessment against the framework has been completed so that the results can be included in the national gap analysis. The results of the assessment will feed into other forums where relevant actions can be progressed and fed back to the Health and Wellbeing Board.

- **Trauma management** - The alliance will be taking part in a pilot survey as part of national research by the Police Dependants' Trust and Cambridge University into trauma management in policing. A benefit of this participation will be a bespoke report regarding our trauma management services.

The next meeting will be held in October 2018.

Complaints

Signs of Improvement would be:
- ❖ Overall reduction in complaints
- ❖ Timeliness within national guidelines
- ❖ Reduction in severity of complaints
- ❖ Reduction in incivility

The following data is supplied by Professional Standards Department and is collated on a cumulative basis. The data below is for July 2017 to June 2018.

Timeliness to Record & Finalise
Due to previous performance issues identified in relation to the timeliness of recording complaints and finalisation of complaints, the below focuses on these two areas. The charts help to provide a greater understanding of the forces position and progress.

The national target is to record cases within 10 days and to finalise within 120 days. The alliance forces have an aspiration to improve on this and to record & action 80% of all complaints within 3 days. In the last quarter only 39% of complaints were recorded in 3 days, well below this 80% aspiration. However 91% of complaints were recorded within the 10 day national target.

Time Taken to Record a Complaint

Month	(A) 0-3 Days	(B) 4-5 Days	(C) 6-10 Days	(D) 11+ Days
July	4	14		6
August	21	4	5	5
September	11	2	12	3
October	30	1		3
November	34	2		1, 2
December	9	3	11	
January	13	6	4	1
February	6	1	5	
March	16	9	6	1
Apr	15	4	8	1
May	6	7	13	3
Jun	13	8	5	4
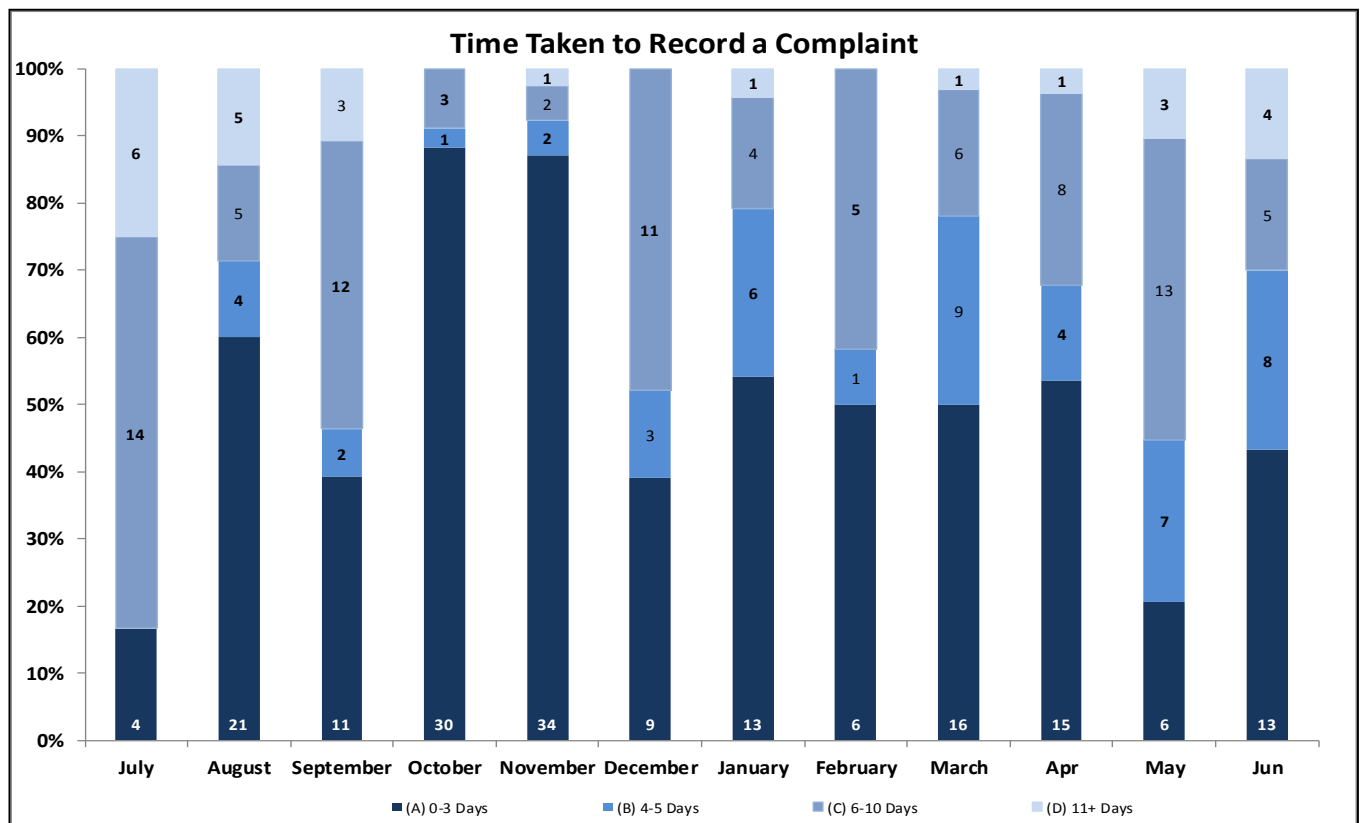
The second national target is to finalise cases within 120 days. In the last quarter 82% of cases were finalised in 120 days, an increase compared to the previous quarter (68%).
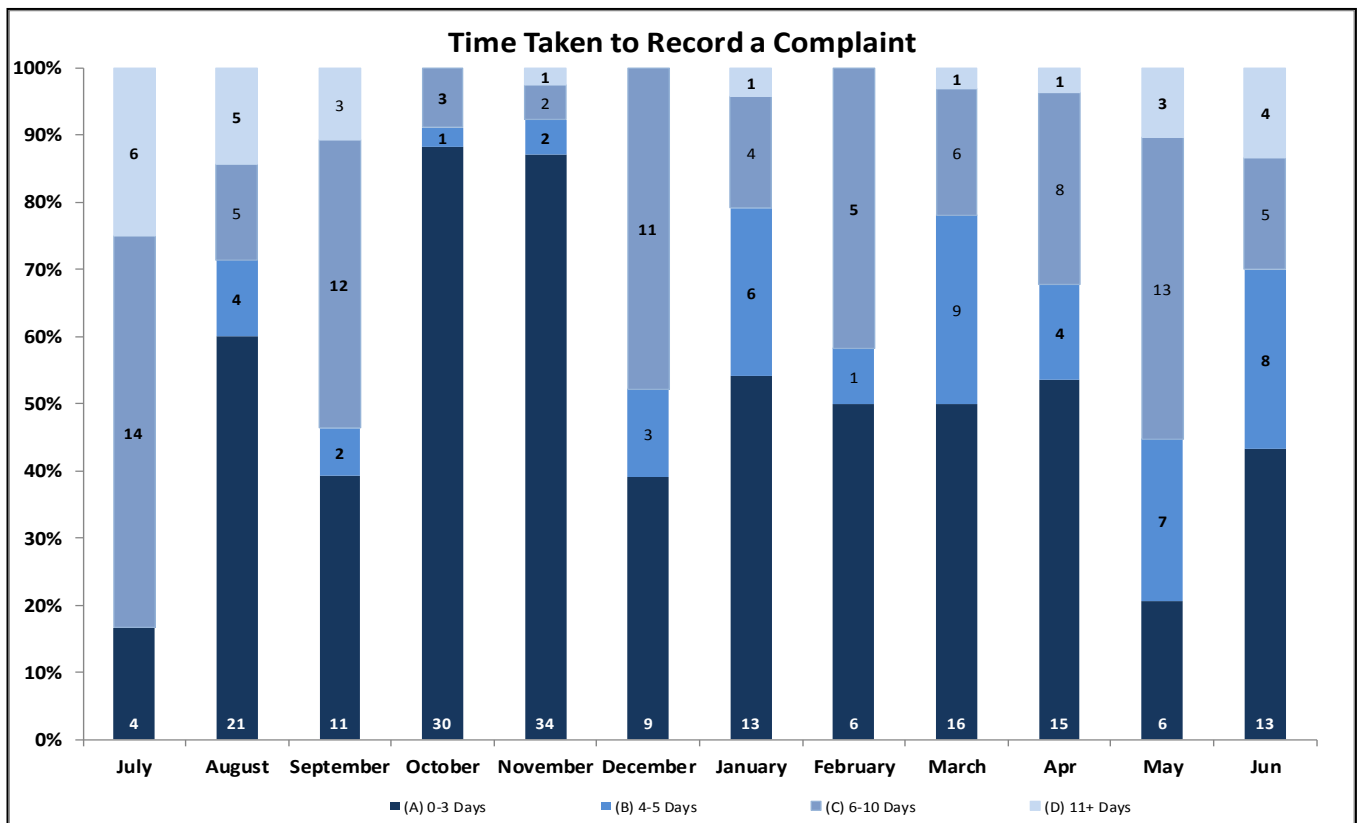
Time Taken to Record a Complaint

Month	(A) 0-3 Days	(B) 4-5 Days	(C) 6-10 Days	(D) 11+ Days
July	4		14	6
August	21	4	5	5
September	11	2	12	3
October	30	1		3
November	34	2	2	1
December	9	3	11	
January	13	6	4	1
February	6	1	5	
March	16	9	6	1
Apr	15	4	8	1
May	6	7	13	3
Jun	13	8	5	4

Legend: ■ (A) 0-3 Days ■ (B) 4-5 Days ■ (C) 6-10 Days ■ (D) 11+ Days

Call Handling

Calls on the 999 system

18,760 calls on the 999 system were received last quarter, an increase compared to the previous quarter (16,090). The percentage of abandoned 999 calls increased last quarter (0.3%) compared to the previous quarter (0.2%).

The following chart shows the trend in call volumes and abandon rate, along with a short (3 month) and medium (6 month) term projection of how this performance may change. The projections (red line) are based entirely on previous performance and demand.

Actual performance for the abandoned rate has been better than projected position. The goal is for OCC performance to remain better than then projection data.

Warwickshire - 999 Volume and % Abandoned
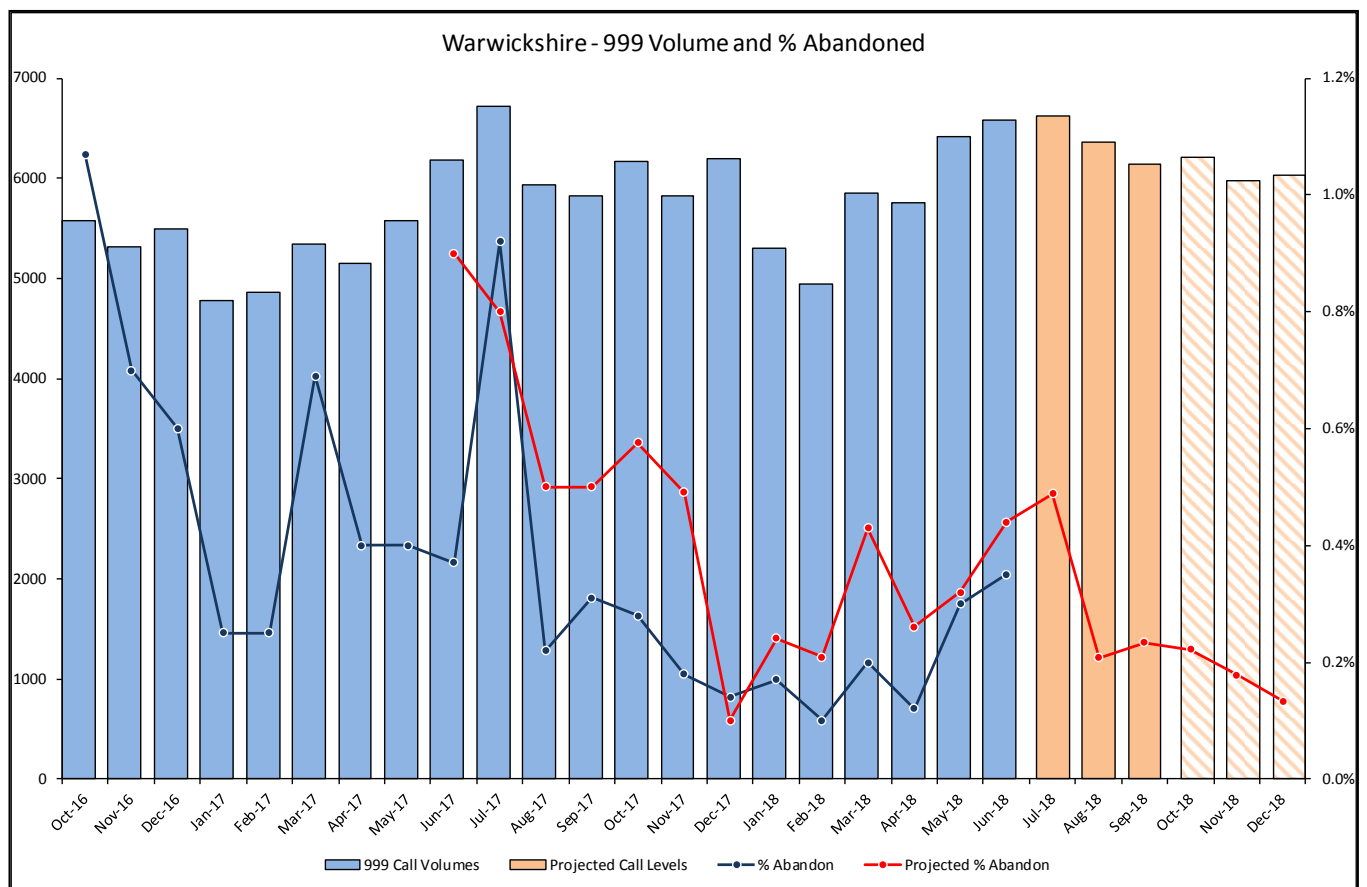
The proportion of 999 calls answered within 10 seconds decreased for the last quarter compared to the previous quarter and was lower than the 90% target. Again, the goal is for OCC performance to be better than then projection data.

Warwickshire - 999 Calls % Answered within Expected Levels
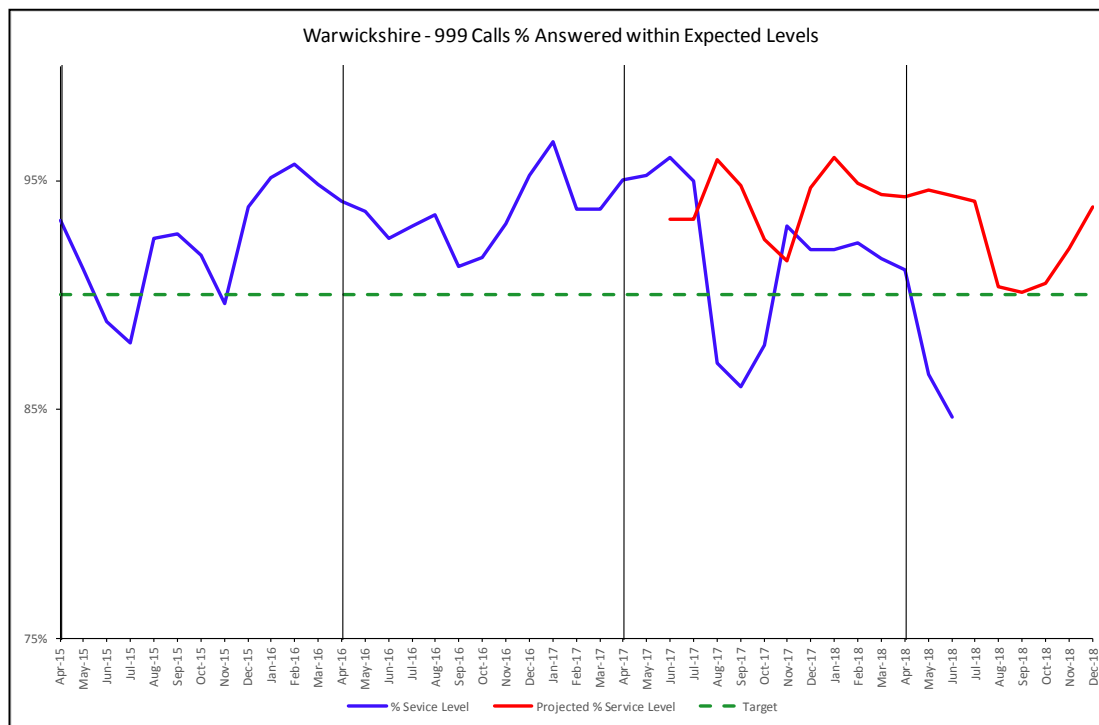
Non-Emergency Calls

56,222 non-emergency calls were received last quarter; an increase compared to the previous quarter (50,420). There has been an increase in the non-emergency calls abandoned rate last quarter (9%) compared to the previous quarter (6%).

The following chart shows the trend in call volumes and abandon rate, along with a projection of future performance. As with the 999 chart, the projections (red line) are based entirely on previous performance.
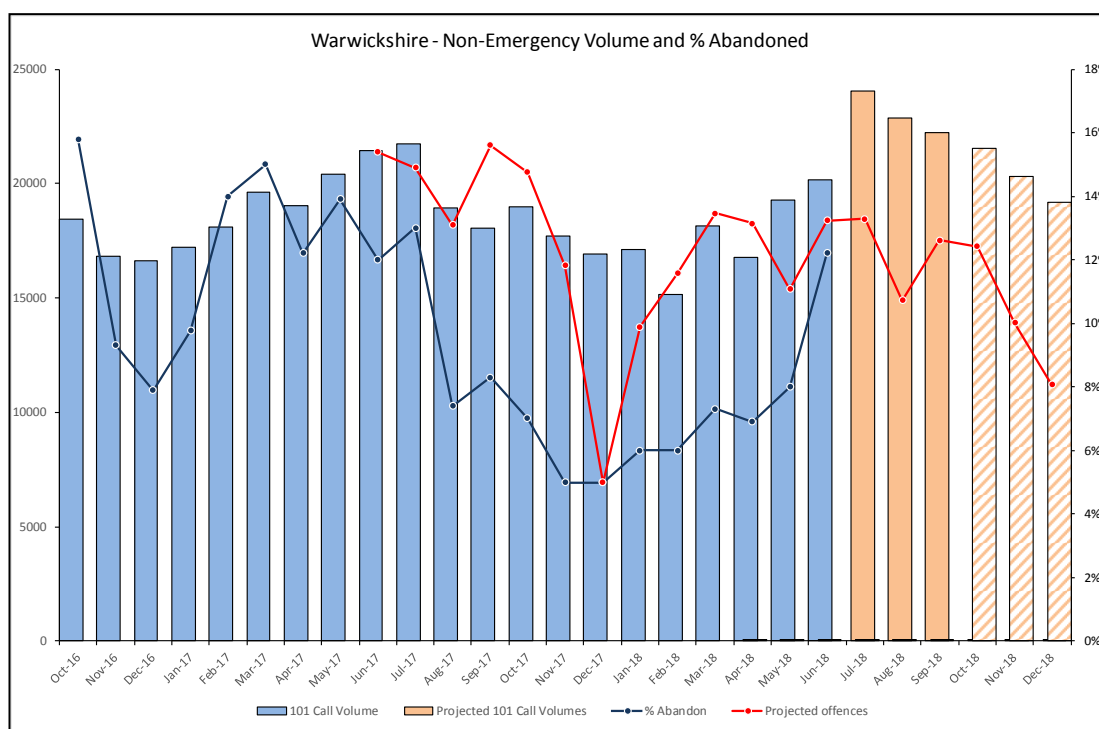

Warwickshire - Non-Emergency Volume and % Abandoned

The % of calls answered in 30 seconds decreased for the last quarter compared to the previous quarter and was lower than the 80% target. Performance is below the projected levels for June and the goal is to reverse this trend.

Warwickshire - Non Emergency Calls % Answered within Expected Levels

**Philip Seccombe
Police and Crime
Commissioner
for Warwickshire**
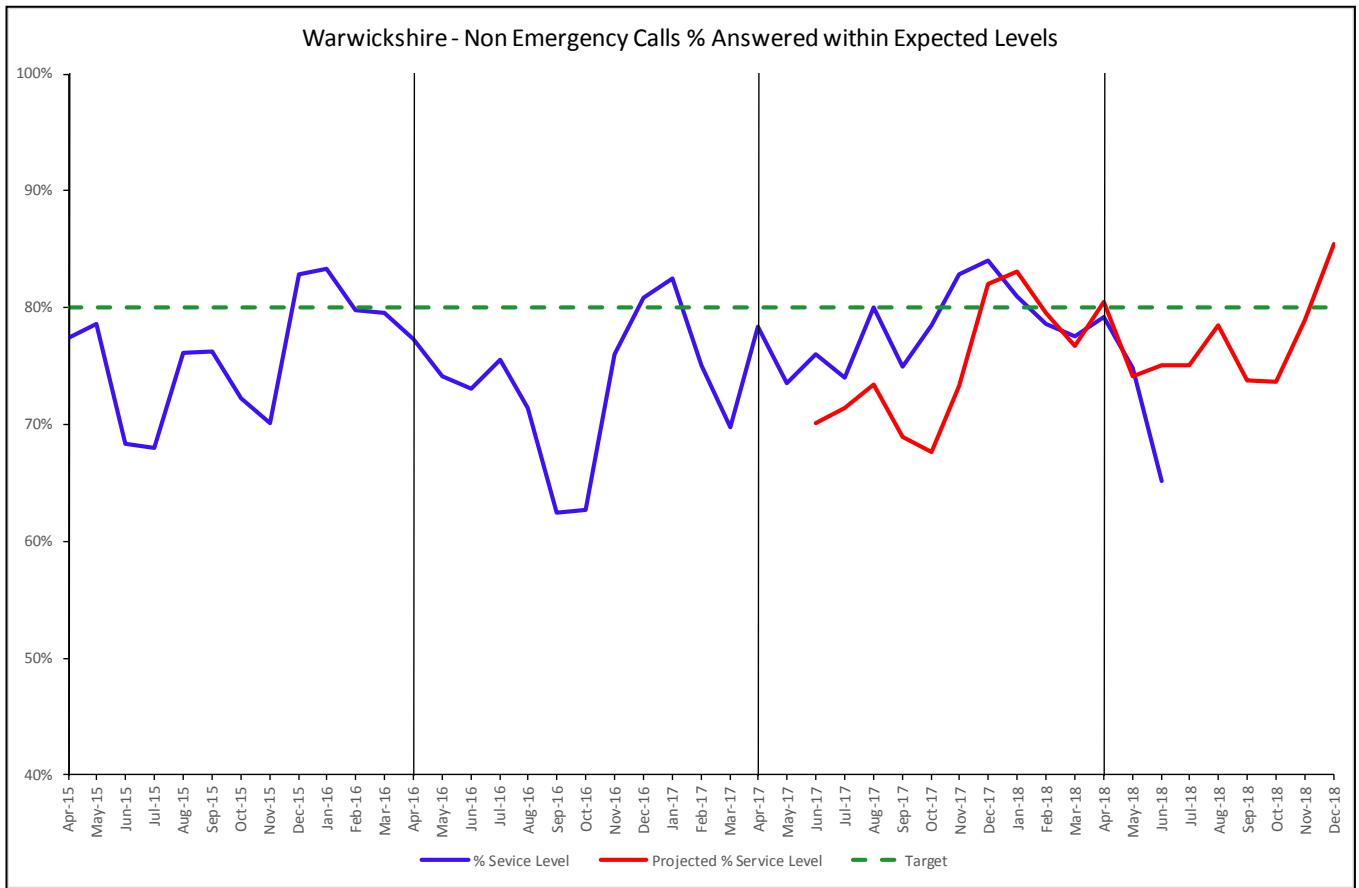
PERFORMANCE SCRUTINY

Q1 2018/19

This report has been prepared in response to

Warwickshire Police's Performance Summary July 2018.

Its purpose is to enable the Police and Crime Commissioner to formally

scrutinise force performance and hold the

Chief Constable to account.

AUTHOR	David Patterson - OPCC
DATE	18th July 2018
VERSION	v1
GPMS	Official

OPCC - Force Performance Scrutiny

Q1 – 2018/19

This report has been prepared on behalf of the Police and Crime Commissioner and is based upon the scrutiny of Warwickshire Police's Performance Summary Q1 2018/19 and the latest weekly performance dashboard of the 16/07/18. Its purpose is to act as a mechanism to hold the Chief Constable to account for the performance of Warwickshire Police.

STABLE

It is noted that the following areas of performance have remained relatively stable when compared to the previous month: -

Recorded Incidents

- **Domestic Abuse Satisfaction** - Remains stable, albeit 'follow up' element continues to be a weakness. However, IMU report only a 60% success rate in the submission of DASH forms.

IMPROVING

It is noted that there have been moderate improvements in the following areas of performance: -

Recorded Crime

- **Total Crime -** YTD figures at 16/07/18 demonstrate a 2.5% YTD reduction on 2017/18. Positive to note that the projection indicates a possible decrease for Q2.
- **Burglary Dwelling -** YTD figures at 16/07/18 demonstrate a 5.3% reduction on 2017/18 and a decreasing trend.

Recorded Incidents

- **Hate Crime** - Levels for May 2018 were outside upper control level for South Warwickshire, but have now returned to expected levels.

Other

- **KSI** - One death recorded for the quarter.
- **ASB -** Volumes remaining below the monthly average for 8 consecutive months.
- **Emergency response -** Improving position on Q4 2017/18 despite the increase in the volume of emergency calls.
- **Sickness Levels -** Further reductions experienced for both police officers and staff, albeit levels still remain above those of 2016/17.

AREAS OF CONCERN

It is noted that there has been a deterioration in the following areas of performance when compared to the previous months and quarter: -

Recorded Crime

- **Violence without Injury -** A significant spike experienced in May and June during the World Cup, particularly in North Warwickshire. This is replicated in incidents of public order which are significantly above upper control limit.

  This category of crime recording includes a wide variety of offences, and is most effected by crime recording, and seasonal impacts, especially with the world cup and unusually hot summer.

- **Business Crime -** A significant increase in Q1, particularly in relation to shoplifting offences.

  Shoplifting continues to be targeted by SNT teams at local hotspots, while there is performance pressure around this area, YTD is currently showing a small reduction at -2%. We will continue to monitor closely

Recorded Incidents

- **Domestic Abuse –** Exceptional levels experienced in South Warwickshire in May and above upper control limit.

  Overall DA crimes are showing a marginal decrease YTD at -1%. We remain focused though on correctly recording DA, and ensuring positive action is taken, focusing on outcomes, and correct use of DVPNs etc.

Other

- **Victim Satisfaction -** A priority area for the PCC and key objective of the Police and Crime Plan.

  At 78.8 % and continuing a downward trend from the previous months and significantly below the high of 86% achieved in September 2017, the 'follow up' element being a particular weakness.

  We will provide a separate briefing on a new approach to victim satisfaction, the implications of managing our vehicle crime service, and the focus of our Harm Hub on repeat and vulnerable victims. Our future approach will seek to report separately on our volume response, and our enhanced response to those victims who are considered particularly vulnerable such as Hate Crime and Domestic abuse. This approach will give a better understanding of our victim satisfaction performance and will be reflected in future reporting. Further updates will follow on this area.

- **Hate Crime Satisfaction -** A priority area for the PCC. At 77.8% and continuing a downward trend from the previous months and significantly below the high of 86.4% achieved in September 2017, the 'follow up' element being a particular weakness

Victim Satisfaction for Hate Crime also suffers from small sample sizes, with some months only single numbers being surveyed. Changes are proposed to our approach to victim satisfaction surveys to make the data better reflect the service provided and to be of more usefulness in driving better service.

- **Repeat Victims** - A significant increase in numbers for May. Positive to note that the high repeat individuals are referred to the Victim Management Unit to provide an enhanced level of multi-agency support.

  Significant focus is now in place on repeat victims through the Harm Hub IVM approach, with good examples coming through of reduced repeat victimisation, and focus on vulnerability. Positive to see the OPCC commissioning of victim services will further help build on this area.

- **Missing Persons -** A 28% increase on Q4 2017/18 with a 62% increase in repeat incidents.

  We have dedicated Patrol officers focusing on missing people, to make our response more efficient, precept funded posts to improve our problem solving capability around repeat missing are being recruited to as quickly as possible. Performance in this area does fluctuate greatly though, with one or two complex cases often skewing the data for short periods.

- **Sexual Violence -** 11% (9) of victims of sexual violence are repeat victims, with 3.3% (3) subject to 10+ sexual offences. Clarity is requested regarding this issue – is the repeat victimisation due to crime recording for multiple non-recent offences, or a safeguarding issue in terms of vulnerability to new offences?

  The repeat victims' data will pick up those cases where multiple historical crimes are reported, which will be the majority of these cases. However repeat victim data is reviewed by the Harm Hub, and so any cases where there is an ongoing safeguarding concern will be picked up and managed through the Harm Hub process.

Athena

- **Vulnerability and Metric Keywords -** Athena reliant data continues to be an area of concern in terms of quality and quantity. For example cyber-crime shows a 188% decrease since Athena's introduction.

  Key word search continues to be a weakness in performance reporting from Athena, although some improvements are being seen in some categories. Work continues to improve this position through the Athena team, ASI, and Chief officer lead.

- **Outcomes** - Athena reliant data continues to be an area of concern due to the backlog exiting in the IMU for finalising 'detected' outcome codes. Interesting to note the significant increase in outcomes being applied in the early stages of the investigation when compared to Q1 2017/18 (30% / 12%) and indicative of the impact of the Incident Progression Team

(IPT). Positive to note the Warwickshire Police work led by D.Supt Investigations to monitor and improve individual and team performance in this area.

The work of the Outcomes group continues, with a focus in individual and team performance. The IMU backlog will have some impact on recorded outcomes.

- **File Quality** - Continues to be a concern, particularly in North Warwickshire with inadequacies in respect of victim / witness requirements and national file standards being the main reasons for discontinuance.

  We continue to have SPOCs in place and are driving performance around this area.

- **Call Handling -** A significant increase from April in the number of 999 calls received (6,412 / 5,761), with a corresponding decrease in the proportion of calls answered within 10 seconds and below the 90% expected standard. A similar decrease in the response to non-emergency calls.

  OCC has been under significant pressure from increased demand over the summer months, as has been the case for policing nationally. Police officer recruitment has also attracted some Call Handlers to apply. There is now focused work on managing demand both for OCC call handling but also for incident deployments with the current IPT team reducing the number of unnecessary deployments by over 15%. The new technology coming to the OCC is expected to give improvements in performance.

QUESTIONS

As an addendum to the earlier performance questions posed by the PCC in June 2018, would the Chief Constable provide his professional judgement regarding: -

1. The key challenges with force performance over the short to medium term.

   Continued challenges dealing with demand over the summer period

   Vehicle crime performance improving significantly but still challenging

2. The impact of the introduction of the new policing model on force performance.

   Overall improvements are being seen. Burglary continues to improve, vehicle crime performance has improved, un-resourced incidents remains generally manageable, sickness has fallen since new model went live. The level of open crime investigations remains high and work is underway to closely monitor this, and we know that increases in demand has been seen across policing nationally, and is putting pressure on our policing model.

3. The matters identified under the 'areas of concern', together with what action is proposed to address these issues.

   Noted above

HEALTH & WELLBEING SURVEYS 2015 and 2016

Health & Wellbeing Measures: Summary

— 2015 — 2016

↔ No Statistically Significant* Change

↓ Change Statistically Significant*
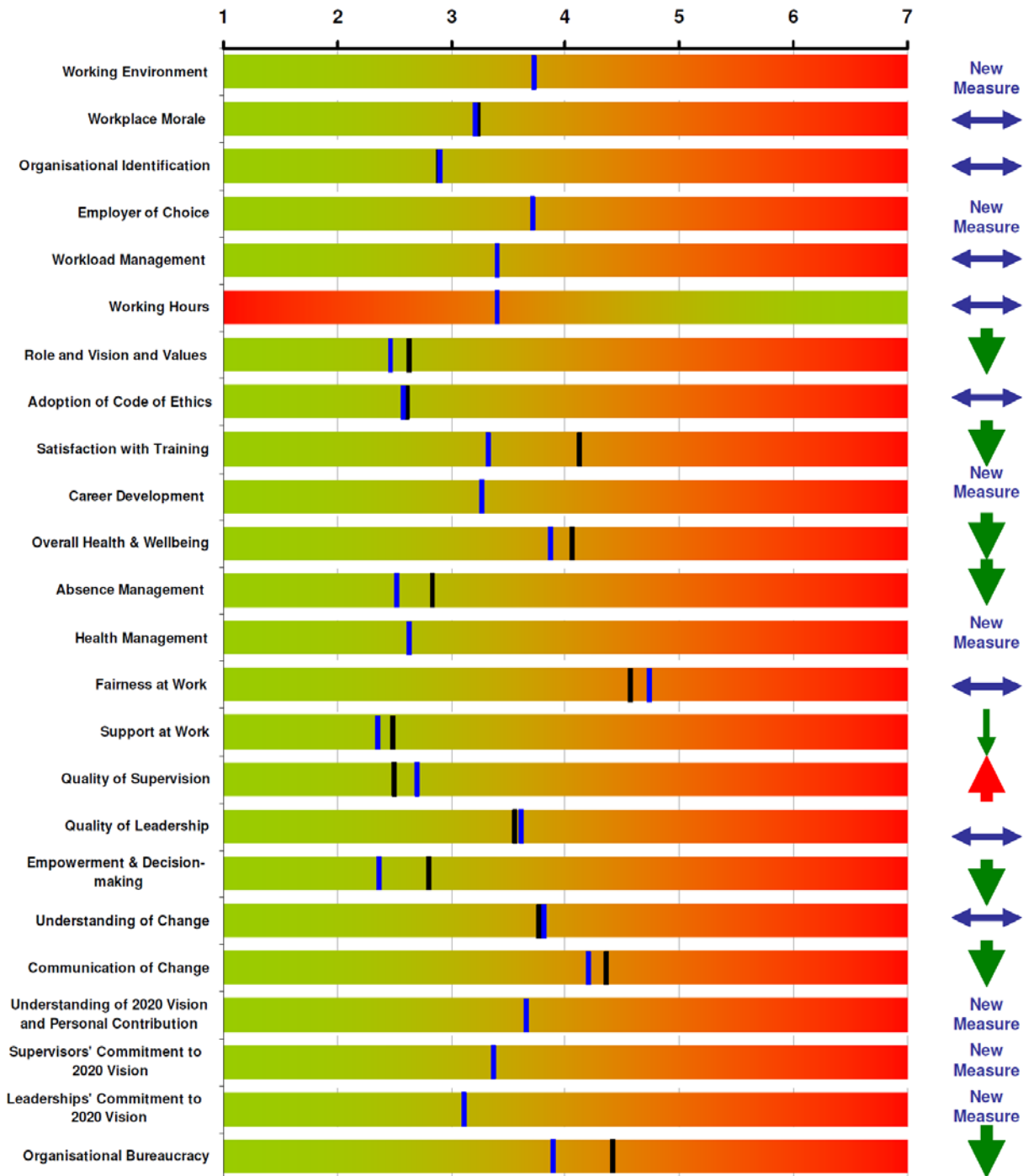
⬇ Change Extremely Statistically Significant*
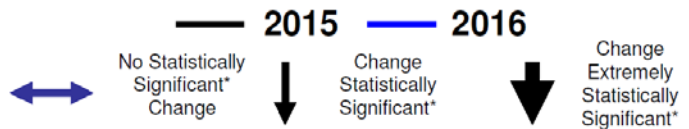
These are the 24 core Health & Wellbeing Measures** showing a comparison between 2016 and 2015, where relevant

Measure	Change
Working Environment	New Measure
Workplace Morale	↔
Organisational Identification	↔
Employer of Choice	New Measure
Workload Management	↔
Working Hours	↔
Role and Vision and Values	⬇
Adoption of Code of Ethics	↔
Satisfaction with Training	⬇
Career Development	New Measure
Overall Health & Wellbeing	⬇
Absence Management	⬇
Health Management	New Measure
Fairness at Work	↔
Support at Work	↓
Quality of Supervision	↑
Quality of Leadership	↔
Empowerment & Decision-making	⬇
Understanding of Change	↔
Communication of Change	⬇
Understanding of 2020 Vision and Personal Contribution	New Measure
Supervisors' Commitment to 2020 Vision	New Measure
Leaderships' Commitment to 2020 Vision	New Measure
Organisational Bureaucracy	⬇

*Using unpaired t-test

**For details of the specific elements comprising the measures, see Health & Wellbeing Measures: Breakdown; Appendix 2

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