



# **PERFORMANCE SCRUTINY**

## **Q2 - 2018/19**

**This report has been prepared in response to  
Warwickshire Police's Performance Q2 2018/19.**

**Its purpose is to enable the Police and Crime Commissioner to formally  
scrutinise force performance and hold the  
Chief Constable to account.**

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## **Force Performance**

### **1. INTRODUCTION**

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

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

The report has primarily been prepared through scrutiny of the performance data provided in the A&SI document 'Warwickshire Police Performance Summary July-September 2018'. It has also considered additional sources of management information, namely: -

- Report of the Director of Enabling Services Q2 2018/19
- Warwickshire County Council's Insight Community Safety Performance 2018/19
- Domestic Abuse Dashboard 2018/19

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

The following observations and comments highlight areas of both reassurance and concern: -

### **2. CONFIDENCE IN POLICE**

The reduction in public confidence from 79% in Q1 to 77% in Q2 is noted, as is the forces deteriorating ranking position when compared with both the MSG (Most Similar Group) and nationally.

### **3. VICTIM SATISFACTION**

One of the four key objectives of the Police and Crime Plan 2016-2020 is 'Putting Victims and Survivors First'. In November 2017 the PCC launched the 'Charter for Victims and Witnesses' that consists of nine key expectations that set out the standards of service communities should receive from the police and criminal justice agencies in the county if they fall victim to, or witness, a crime. The first of which is that *'A victim or witness can expect to be given useful, informative and timely communication about the progression of the crime investigation from Warwickshire Police,*

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*tailored to the circumstances of each victim.*' The Police and Crime Panel are to review the success, or otherwise, of the introduction of the charter at their next meeting in November.

Victim Satisfaction rates have been declining month on month through Q1 and Q2 and currently stand at 76.9%, significantly below the high of 88% achieved at the same point in 2017. Whilst there has been a decrease across all five measured stages of satisfaction, this decline is largely attributable to the 'follow up' element with satisfaction rates of just 65%. An identical situation also exists in cases of domestic abuse with 'follow up' satisfaction rates of 66% and Hate Crime at 68%.

This element of 'follow up' has been a chronic weakness in the processes since the start of ASI reporting in April 2016 and detracts from the excellent service initially provided. It has been commented upon in previous PCC 'holding to account' reports and whilst the force's recent efforts to remedy this situation through intranet messages are acknowledged, such remedial activity does not appear to have yet achieved the desired results.

The relatively high 'whole experience' victim satisfaction rates for domestic abuse victims continues to be a positive position, where 95% of victims *would 'recommend contacting the police to others in a similar situation.'*

The progress and results of the refined model for surveying and measuring victim satisfaction rates for both volume crime offences and vulnerable victims, as proposed by C.Supt. Gardner in his paper of June 2018, is awaited with interest.

**4. REPEAT VICTIMS**

The increased analysis of repeat victimisation by A&SI is a welcome development, as was the explanation of the Integrated Victim Management (IVM) process provided by ACC Franklin-Smith to the OPCC following July's PCC / CC meeting.

Of some concern is the seemingly high rate of all victims being repeat victims (25%). In addition, the number of victims reporting 10+ offences stood at a high of 46 victims in September 2018, compared to a low of 21 victims in April 2018. Marginal increases in total numbers over Q2 were also experienced, mirroring the seasonal increases in reported total crime. Of note is the welcome decrease in the percentage (12%) of sexual offences repeat victims, as is the low rate (4%) of burglary dwelling repeat victims.

**5. DOMESTIC ABUSE (DA)**

DA volumes are reported upon using the previous month's data due to process issues with Athena. The Q2 'vulnerability factors' data for DA, as identified by Athena keywords, is an improving position

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as levels are beginning to return to those seen pre-Athena, thereby providing a more accurate measure of performance in this key area of protection.

DA volumes were extraordinarily high in June and July, presumed to be caused by a seasonal variation as similar spikes are also evident in the last three years data. The DA rates for August are now improving and are below the upper control limit. DA trends will continue to be monitored throughout Q3 in expectation of a further reduction.

Of concern is the associated DASH forms and the low rate of correct completion on first submission, as identified by Strategic Vulnerability and Safeguarding. DCC Moore's recent communique to the workforce on the importance and necessity of accurate and timely DASH submission is a positive development. As is the development of a DA performance Dashboard by A&SI and also D.Supt. Quinn's initiative to hold a DA Daily Management Meeting (DMM) to review the actions taken in respect of all new DA incidents.

**6. VULNERABILITY FACTORS**

Following the decline in the KPI figures that coincided with the introduction of Athena in October 2017, the recovery in the Athena led data for DA. Some inconsistent improvement has been experienced in the in the other areas of vulnerability, but they have not returned to pre-Athena levels. The issues of Athena is being addressed through other forums and mechanisms and as such no further comment is made.

**7. INCREASING**

- **Theft from Person**

The greatest percentage increases in crime has been experienced in this category showing a 20% increase on Q1 and a 23.8% increase YTD and currently is significantly above the upper control limit. It is however recognised that in terms of actual numbers (202) this form of crime represents approximately 1% of the total crime figures. An explanation is sought as to the causes of this significant increase.

- **Violence without Injury**

This category comprises the second largest percentage increase at 10.8% YTD and is the largest of all the crime categories, accounting for 20.2% of all crime. Any improvements achieved in this area of performance should consequently result in significant reduction in the total crime figures. An explanation is sought as to the causes of this significant increase, together with an understanding of what action is proposed to address this issue.

- **Business Crime**

To date, this category has remained above the mean control limit for all of 2018/19 and whilst the proportions of the six business crime categories have remained relatively stable, with shoplifting the largest category, it is of concern that Q2 figures are nearly double those experienced in Q3 of 2016/17. An explanation is sought as to the causes of this significant increase.

### **Robbery**

Whilst there was a 24% increase in robbery offences in Q2 when compared to Q1, YTD figures demonstrate a 1.1% increase in Personal Robbery and a 37.5% decrease in business robbery. Trends will continued to be monitored throughout Q3.

## **8. SEASONAL**

Following on from the increases that exceeded the upper control limits during the summer months the following categories have now declined, albeit they still remain above the mean control limit-

- Public Order
- Harassment
- Malicious Communications

Historical data would strongly indicate that such increases are externally influenced by season. Trends will continue to be monitored throughout Q3 in expectation of further reductions.

## **9. IMPROVING**

It is noted that following seasonal spikes the below KPI's are currently either on, or below, the mean control limit and show a YTD improvement. National data would tend to support the positive direction of travel of improving performance and as such no adverse comment is made: -

- Total Crime - 2.4% YTD
- Burglary Residential, albeit a significant spike was experienced in August - 5.9% YTD
- Burglary & Community Burglary - 16.9% YTD
- Vehicle Crime - 0.9% YTD
- Hate Crime - 6% YTD
- Sexual Offences. Rape - 30%
- Other Sexual Offences - 13.6%
- Child Sexual Exploitation - 60.2% YTD
- Violence with Injury - 2.4% YTD

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- Anti-Social Behaviour - 16.9% YTD
- MARAC Cases
- Malicious Communications
- Missing persons
- Rural Crime. Of interest is that the most prevalent rural crime (19) is 'violence without injury', rather than the acquisitive offences traditionally associated with rural crime. Also, the proportions of the 'top' five rural crime offences have remained relatively stable during the last fifteen months.

The PCC is aware of the recent achievements by the Eastern SOCU and ROCU in relation to the supply of controlled drugs and firearms within the county. The success of the operation is to be congratulated.

**10. OUTCOMES**

The previous issue with obtaining reliable, accurate and current data outcome data due to process issues with Athena are acknowledged. The production of a comprehensive annual outcome review by ASI is therefore a welcome development and is awaited with interest. From the data included in the 'Performance Summary Q2' it is of concern that the picture appears to be of a deteriorating position in terms of the length of investigation and with a 4% reduction (9.3%) in 'action taken' when compared to the same period last year, despite an increase in the proportion of offences where a suspect is identified. National and MSG data would also tend to support this view. The report by D.Supt. Tedds on the usage of Outcome 16 is awaited with interest.

Of note is the current increase in the number and percentage of investigation assigned outcomes on the same day as reported, 15.1% compared to 8.8%, indicative of more effectively managing demand.

A formal request is made to the force for a report on outcomes performance that the OPCC can share with the Police and Crime Panel Working Group.

**11. ROAD TRAFFIC CASUALTIES**

Sixteen fatalities occurred on Warwickshire roads during Q2, compared to 1 fatality in Q1, with July being particularly disheartening. Six of the deaths were motorcyclists and five pedestrians, demonstrating their vulnerability. This is further exemplified by motorcyclists comprising 16% of all KSI's, but only constituting some 2% of all road users. Whilst the 26.5k speed enforcement offences

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recorded during the first five months of 2018/18 demonstrate comprehensive speed enforcement activity, further work at a pace is clearly required to develop the county's road safety agenda.

**12. CALL HANDLING**

The number of 999 calls are projected to fall following the seasonal increases experienced during Q2. When the number of calls increases then, somewhat predictably, the abandoned rate and time taken to answer the calls also increases.

The significant drop off in performance since the start of 2018/19 in terms of the percentage of calls answered within 10 seconds, currently at 80%, is significantly below the goal of 90% is of concern as are the abandoned rates of 101 calls which have consistently remained above projected levels for the 15 months.

The current pressures on the OCC in terms of staffing, training and experience are understood and the formation by ACC Wessell of a 'Public Contact Improvement Group' is a positive development, as is the work undertaken by the OCC Service Development Manager.

**13. SICKNESS**

Of real concern is the rate of sickness for police officers that has increased throughout Q2 and as at Sept accounted for a loss of 6.96% of available hours. Although it was of interest to note at the last Health and Wellbeing Board that the numbers of officers absent officers was actually below the national average, revealing that it is the length of absence that was resulting in the high figure of loss of available hours. This unsatisfactory position is compounded by the current shortfall in officer establishment. The results of the Health and Wellbeing Survey and the Police Federation Pay and Morale survey are also indicative of adverse stresses within the workforce, together with the higher than anticipated number of officers leaving the organisation (20 leavers in Q2).

It is acknowledges that an ambitious programme of recruitment has been undertaken and that much work has been done by the Health and Wellbeing Board to address this position. The deployment of a Police Inspector to a dedicated Health and Wellbeing position is a welcome development, as is Human Resources intention to provide detailed absence data on a monthly basis across all ranks, departments and locations.

**14. CRIMINAL JUSTICE.**

The proportion of erroneous case files submitted from North Warwickshire is disproportionately high when compared to South Warwickshire. Reassurance has been provided by the force that an Inspector has been allocated as a resource with a view to addressing this issue. Further detail would

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be of benefit to understand what action has since been taken and what improvements have been achieved as a consequence.

**15. COMMENTS**

The current policing landscape of ever increasing complexity and demand is acknowledged, as is the ongoing activity by the force's to recruit to full establishment and reduce the levels of sickness in order to increase capacity and capability.

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

1. Victim Satisfaction – Follow Up. Clarity would be helpful in better understanding the causes of this area of performance. Is it a failure of officers to provide agreed updates to the victims of crime, or a weakness in the survey where more crimes are increasingly being filed at the time of report where no 'follow up' is required and will therefore will be poorly reported upon by the victim. Of note is that the survey satisfaction rates from those dealt with by the Incident Progression Team (IPT) by telephone indicated 100% satisfaction. What action is proposed to address the causes of this issue, in order to support the aims of Commissioner's 'Victims and Witness Charter'?
2. Increases in the specified crime categories.
3. Outcomes rates.
4. Road safety.
5. Criminal Justice file quality in North Warwickshire.

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