

Warwickshire Police and Crime Panel

Date: Monday, 16 March 2020
Time: 10.30 am
Venue: Committee Room 2, Shire Hall

Membership

Councillor David Reilly (Chair)
Councillor Derek Poole (Vice-Chair)
Councillor Nicola Davies
Councillor Jenny Fradgley
Councillor Peter Gilbert
Councillor Maggie O'Rourke
Councillor Andrew Wright
Andy Davis
Bob Malloy
Councillor Ian Davison
Councillor Sarah Whalley-Hoggins
Councillor Christopher Watkins

Items on the agenda: -

1. General

(1) Apologies

To receive any apologies from Members of the Panel

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

Members are required to register their disclosable pecuniary interests within 28 days of their election or appointment to the Council.

A member attending a meeting where a matter arises in which they has a disclosable pecuniary interest must (unless they has a dispensation):

- Declare the interest if they has not already registered it
- Not participate in any discussion or vote
- Must leave the meeting room until the matter has been dealt with (Standing Order 39).
- Give written notice of any unregistered interest to the Monitoring Officer within 28 days of the meeting Non-pecuniary interests must

still be declared in accordance with the Code of Conduct.

These should be declared at the commencement of the meeting.

- (3) Minutes of the previous meeting** 5 - 22
To confirm the minutes of the meeting held on 3 February 2020.
- (4) Public Speaking**
- 2. Report of the Police and Crime Commissioner** 23 - 32
Report attached.
- (1) Transition of Warwickshire Police Services Update** 33 - 36
- (2) Performance Summary (Quarter 3, December 2019)** 37 - 94
- (3) Performance Scrutiny Report (Quarter 3, December 2019)** 95 - 106
- (4) Response of Warwickshire Police to OPCC Performance Report (Quarter 3, December 2019)** 107 - 112
- (5) Rural Crime Team Update** 113 - 120
- (6) Victim Services, Victim Satisfaction and Repeat Victimization Report** 121 - 136
- 3. Home Office Police and Crime Panel Grant** Verbal Report
- 4. Recruitment of a New Independent Panel Member** Verbal Report
- 5. Membership of the National Association of Police, Fire and Crime Panels** Verbal Report
- 6. Work Programme** 137 - 140
To consider and review the Panel's Work Programme.
- 7. Dates of Meetings**
To note the arrangements for future meetings. All Police and Crime Panel meetings start at 10.30 am, unless specified otherwise. The following meetings are scheduled at Shire Hall, Warwick:
- Thursday 18 June 2020
 - Thursday 24 September 2020
 - Thursday 19 November 2020
 - Monday 1 February 2021
 - Thursday 1 April 2021

8. Any Urgent Items

At the discretion of the Chair, items may be raised which are considered urgent (please notify Democratic Services in advance of the meeting).

9. Reports Containing Confidential or Exempt Information

To consider passing the following resolution: 'That members of the public be excluded from the meeting for the items mentioned below on the grounds that their presence would involve the disclosure of exempt information as defined in paragraph 3 of Schedule 12A of Part 1 of the Local Government Act 1972'.

10. Exempt Minutes

To confirm the minutes of the meeting held on 3 February 2020.

11. Complaints

To consider any complaints received and considered regarding the conduct of the Police and Crime Commissioner.

To download papers for this meeting scan here with your camera



Disclaimers

Webcasting and permission to be filmed

Please note that this meeting will be filmed for live broadcast on the internet and can be viewed on line at warwickshire.public-i.tv. Generally, the public gallery is not filmed, but by entering the meeting room and using the public seating area you are consenting to being filmed. All recording will be undertaken in accordance with the Council's Standing Orders.

Disclosures of Pecuniary and Non-Pecuniary Interests

Members are required to register their disclosable pecuniary interests within 28 days of their election of appointment to the Council. A member attending a meeting where a matter arises in which s/he has a disclosable pecuniary interest must (unless s/he has a dispensation):

- Declare the interest if s/he has not already registered it
- Not participate in any discussion or vote
- Must leave the meeting room until the matter has been dealt with
- Give written notice of any unregistered interest to the Monitoring Officer within 28 days of the meeting

Non-pecuniary interests must still be declared in accordance with the Code of Conduct.

These should be declared at the commencement of the meeting

The public reports referred to are available on the Warwickshire Web

<https://democracy.warwickshire.gov.uk/uuCoverPage.aspx?bcr=1>

Public Speaking

Any member of the public who is resident or working in Warwickshire, or who is in receipt of services from the Council, may speak at the meeting for up to three minutes on any matter within the remit of the Committee. This can be in the form of a statement or a question. If you wish to speak please notify Democratic Services in writing at least two working days before the meeting. You should give your name and address and the subject upon which you wish to speak. Full details of the public speaking scheme are set out in the Council's Standing Orders.

Warwickshire Police and Crime Panel

Monday, 3 February 2020

Minutes

Attendance

Committee Members

Councillor David Reilly (Chair)

Councillor Nicola Davies

Andy Davis

Councillor Ian Davison

Councillor Jenny Fradgley

Councillor Peter Gilbert

Bob Malloy

Councillor Maggie O'Rourke

Councillor Sarah Whalley-Hoggins

Councillor Andrew Wright

Councillor Jill Simpson-Vince

Office of the Police and Crime Panel (OPCC)

Sara Ansell, Chief Finance Officer

Neil Hewison, Chief Executive

David Patterson, Development and Policy Lead (Performance and Scrutiny)

Philip Seccombe, Police and Crime Commissioner

Neil Tipton, Head of Media and Communications

Warwickshire County Council Officers

John Cole, Trainee Democratic Services Officer

Tom McColgan, Senior Democratic Services Officer

Jane Pollard, Legal Service Manager

Virginia Rennie, Strategy and Commissioning Manager (Strategic Finance)

1. General

(1) Apologies

Councillor Poole sent his apologies and Councillor Simpson-Vince was present as a substitute.

Councillor Watkins sent his apologies for the meeting.

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

There were none.

(3) Minutes of the previous meeting

Resolved: That the minutes of the meeting held on 21 November 2019 be confirmed as a correct record and signed by the Chair.

(4) Public Speaking

There was none.

2. Proposed Local Police Precept 2020/21

The Police and Crime Commissioner presented the proposed budget for Warwickshire Police including the Proposed Local Police Precept increase of £9.99 (4.38%) for Band D properties (and equivalent percentage increase for all other bands) in the 2020/21 financial year (Appendix 1). In his presentation, the Commissioner welcomed the increased police funding settlement which enabled the setting of a budget which did not require council taxpayers to contribute a greater amount than that provided from central government. He stated that the improved funding would allow scope to increase the number of police officers and allow for greater investment in crucial infrastructure.

The Police and Crime Commissioner reported that he had paid close attention to the results of the precept public consultation which had indicated clear support for continued investment in police services. He added that respondents had also highlighted concerns regarding the effect of a large increase in council tax. On this basis, the Commissioner notified the Panel that he had determined to implement a smaller rise than that which was consulted on.

The Police and Crime Commissioner advised that the budget was subject to considerable cost pressures and that funding from reserves would be utilised to support the cost of the transformation programme precipitated by the termination of the strategic alliance with West Mercia Police. He reported that a settlement with West Mercia Police had not been reached but it was hoped that an agreement would be concluded that would be fair to both parties. He added that resolution of the settlement would help to alleviate financial pressures in coming years, however, the cost of re-establishing independent policing functions would need to be supported by existing finances.

The Police and Crime Commissioner emphasised his commitment to ensure that resources were utilised effectively to the maximum benefit of Warwickshire's residents and communities. He advised that rigorous financial control would be exerted to facilitate continued focus on policing priorities, including:

- Investment in projects that support the Police and Crime Plan, including provision of support for the victims of crime;
- Recruitment of an additional 41 police officers;
- Investment in infrastructure to support front-line policing;
- Doubling in size of the Rural Crime Team to enable six officers to be deployed in the north of the County and six officers in the south;
- Strengthening of patrol policing, including five officers to be deployed in the north of the County and five in the south;

- 12 additional uniformed firearms and roads policing officers to operate county wide;
- Deployment of 13 additional detectives to a specialist Child Abuse, Trafficking and Exploitation Team;
- Creation of a Warwickshire Firearms Licensing Team;
- Deployment of Inspectors to command Control Room functions and the implementation of higher standards of call-taking and responsiveness to high risk firearms incidents.

The Police and Crime Commissioner summarised that the proposed precept increase would constitute an increase of less than 20p per week to the average council tax bill of a Band D household and commended his budget to the Panel.

In response to Councillor Davies, the Police and Crime Commissioner advised that the income generated by the Vetting Service would not impact negatively on voluntary groups or schools as the service was orientated to support private companies and other police authorities in specialist areas, rather than to undertake Disclosure and Barring Service checks.

In response to Councillor Davison, the Police and Crime Commissioner reported that the proposed review of the policing estate would be subject to a climate impact assessment and that it was perceived that improved energy efficiency standards offered a double advantage, benefitting operational costs as well as the environment. He added that the introduction of electric vehicles was an on-going consideration for the Police Force but that this was subject to cost constraints and wider infrastructure limitations such as the availability of charging points.

In response to Councillor O'Rourke, Neil Tipton (Head of Media and Communications, Office of the Police and Crime Commissioner) reported that the General Election in December 2019 had delayed declaration of the National Policing Settlement and presented a challenging timescale for the precept consultation. He advised that these factors had imposed a reduced duration and limited scope for the consultation, as it had not been possible to make a judgement on the status of the budget and implications on the precept proposal without prior knowledge of the National Settlement. He added that the survey had reached a significant number of people, but that response rates were predicated on a self-selecting basis. He accepted that the number of responses represented a small proportion of the population of the County but added that larger policing areas had received a lower proportional response to their consultations. He stated that engagement of a market research company would be likely to increase response rates, but it was felt that this option was prohibitively expensive. The Police and Crime Commissioner added that the consultation had attracted a range of comments which had been especially valuable when reaching a decision.

The Chair acknowledged the limitations imposed on the precept consultation but urged the Office of the Police and Crime Commissioner (OPCC) to reflect upon the concerns raised by the Panel and to consider alternative strategies to improve response rates and encourage wider participation for future consultations of this type. Neil Tipton responded that self-selecting surveys presented inherent limitations and that alternative approaches were already under consideration as part of the Policing Priorities Consultation.

In response to Councillor Whalley-Hoggins, Sara Ansell (Treasurer, OPCC) advised that the projected revenue increase of £2.359million from the budget of 2019/20 to that of 2020/21 was thought to be a reliable forecast based upon income targets which included operation of the Vetting Service.

In response to Andy Davis, the Police and Crime Commissioner advised that securing a fairer funding formula from the government settlement remained a priority and that there was a consensus amongst rural police forces that the current formula was biased in favour of urban forces. He added that he had highlighted the issue to successive Home Secretaries and Policing Ministers in Westminster, and that Warwickshire MPs and local authorities had indicated their support for this disparity to be addressed. He advised that a governmental comprehensive spending review was underway, and that Home Office spending would be addressed as part of this process. He advocated patience and stated that he would continue to lobby for a change in funding allocations.

Councillor Davies highlighted the constraints of the budget and risks associated with overspending. She asked the Police and Crime Commissioner how he intended to hold the Chief Constable to account to ensure that expenditure remained on track.

In response, the Police and Crime Commissioner reported that a monthly “Money Matters” meeting had been set up with the Chief Constable to monitor the budget and ensure that individual projects were not exceeding allowances. He added that the process of ‘holding to account’ was on-going by means of weekly and monthly meetings with the Chief Constable which included regular examinations of specific issues with the input of specialists within the Force. He reported that questions to the Chief Constable were recorded in writing and published on-line alongside written responses to ensure compliance and transparency.

The Chair highlighted that the Budget Report referred to a need to “identify increased savings targets in future years, if other funding streams or efficiencies do not emerge.” He requested clarification in respect of the areas that could be subject to future efficiencies.

The Police and Crime Commissioner responded that detailed planning work had focused on efficiencies and designed a structure for the organisation from the ground up. He added that the ‘Evolve’ change programme had benefitted this process and that the organisation would act in accordance with CIPFA codes of practice. Sara Ansell commented that the budget had been approached from a ‘zero-base’ and that a reviewing process would be scheduled to examine newly created service areas and collaborations once an embedding period had been observed to identify potential efficiencies. She added that savings targets had been built into the Medium Term Financial Plan and that these areas would be monitored across the organisation.

In response to the Chair, Sara Ansell stated that the OPCC had responded effectively to the observations of Her Majesty’s Inspectorate of Constabulary and Fire & Rescue (HMICFRS) in respect of understanding the costs of services. She advised that the ‘Evolve’ change programme and zero-base budget strategy had enabled a firmer understanding of key issues. She added that work was on-going to unpick Alliance budgets but that the outlook suggested that the right approach had been adopted.

The Chair moved that the Police and Crime Panel support the proposed precept for 2020/21. Councillor Simpson-Vince seconded the motion.

The Chair called a vote on the motion which was accepted unanimously by those present.

Resolved:

That the Police and Crime Panel accepts the Police and Crime Commissioner's budget and precept proposal for 2020/21.

The Police and Crime Panel's response to the Police and Crime Commissioner's budget is attached as Appendix 2.

3. Policing Priorities Consultation

Neil Tipton (Head of Media and Communications, Office of the Police and Crime Commissioner) presented a verbal report regarding the Policing Priorities Consultation.

Neil Tipton reported that the Office of the Police and Crime Commissioner (OPCC) had jointly commissioned the consultation with Warwickshire Police, and had commissioned the services of a professional market research company, SMRS, to conduct the survey and analyse the results. He advised that the consultation would aim to reach 750 residents, it would be primarily telephone-based with a supplementary on-line survey.

Neil Tipton stated that the consultation would target a representative sample of Warwickshire residents taking into consideration a proportionate geographic spread as well as factors such as age, gender and ethnicity. He commented that minority groupings would be prioritised to ensure that the results of the survey accurately represented the population demographics of the County. He added that SMRS had undertaken to vary the times of day and days of the week when residents were contacted to increase the scope of the consultation.

Neil Tipton advised that opinions would be sought from the public in respect of priorities for policing, areas or issues that should receive attention, levels of confidence in the police, reasonable response times for 101 calls, perceptions of stop and search practices, deployment of tasers and body worn video apparatus, and attitudes towards policing governance arrangements following termination of the Alliance. He reported that the questions were currently being use-tested prior to launch of the survey. It was anticipated that the consultation would be active for a period of three weeks. Neil Tipton advised that SMRS would analyse the data received at the end of this period and provide headline findings to the OPCC prior to a detailed report. He advised that it was unlikely that the results would be announced before the outcome of the Police and Crime Commissioner election was known in May 2020.

Neil Tipton advised that the Police and Crime Commissioner was supporting a separate on-line survey which would run concurrently with the Policing Priorities Consultation to focus on perceptions of crime, road safety, business crime, hate crime and antisocial behaviour.

In response to Councillor O'Rourke, Neil Tipton reported that representation of minority groups including members of the LGBT+ community and disabled people would not be overlooked by the consultation. He advised that the survey would be conducted predominantly by telephone which would not disenfranchise residents who did not have access to the internet. He added that hate crime awareness events were held across the year and that the OPCC would be seeking feedback from individuals affected by hate crime.

In response to Councillor Davison, Neil Tipton advised that it was not possible to disclose the total cost of the consultation due to commercial sensitivities, however, he reiterated that the project would be jointly funded by the OPCC and Warwickshire Police. He added that, though the project entailed a significant financial outlay, it was a justifiable investment as the information derived from the survey would help to inform the development of the Police and Crime Plan over a five-year period. He advised that, as the Precept Consultation was held annually and did not contain the same breadth of information, it would not be appropriate to commit to the same level of investment. The Police and Crime Commissioner added that the budget for the Office included provision for public consultations.

In response to Andy Davis, Neil Tipton acknowledged that response rates in the Boroughs of Rugby and Nuneaton & Bedworth had been consistently below average. In the case of Rugby Borough, he advised that considerable effort had been made to encourage greater participation in public consultations including targeted advertising, additional media coverage and support from Rugby Borough Council. He reported that these efforts had not prompted a noticeable improvement in participation rates, but that work was on-going to consider strategies to stimulate wider engagement. The Police and Crime Commissioner added that Rugby residents were not hesitant in approaching him in person which suggested that there was an appetite for engagement within the Borough.

In response to the Chair, Neil Tipton reported that the timescales for the Policing Priorities Consultation and the Perceptions of Safety Consultation were aligned, which presented benefits. The Chair observed that the HMICFRS PEEL Report had identified a requirement to consult on future policing governance arrangements; Neil Tipton confirmed that this had been included within the Policing Priorities Consultation.

4. Work Programme

The Panel was notified that the next meeting would take place on 16 March 2020, and that items marked on the Work Programme for consideration on 2 April 2020 would be brought forward.

Bob Malloy called attention to the item 'Outcomes of Criminal Investigations' which had been assigned for future consideration by the Panel. Neil Hewison (Chief Executive, Office of the Police and Crime Commissioner) advised that the OPCC's response to the Panel's Planning and Performance Working Group was being prepared; it was felt that the proposed meeting to discuss the issue (which had been scheduled to follow this meeting) should be rescheduled to another date prior to the next meeting of the Panel. Neil Hewison stated that the OPCC was amenable to timetabling of the item on the Work Programme but underlined that this was a long-term issue that would benefit from an initial consideration by the Panel, followed by a second update in around six months' time. The Chair indicated that the meeting with the OPCC would be rescheduled.

5. Dates of Meetings 2020/21

The Chair invited the Panel to take note of the future meeting dates:

- Monday 16 March 2020
- Thursday 18 June 2020

- Thursday 24 September 2020
- Thursday 19 November 2020
- Monday 1 February 2021
- Thursday 1 April 2021

6. Any Urgent Items

The Chair expressed the appreciation of the Panel for the support provided by Tom McColgan (Senior Democratic Services Officer) who was leaving the organisation and wished him well for the future.

7. Reports Containing Confidential or Exempt Information

Resolved: 'That members of the public be excluded from the meeting for the items mentioned below on the grounds that their presence would involve the disclosure of exempt information as defined in paragraph 3 of Schedule 12A of Part 1 of the Local Government Act 1972'.

8. Exempt Minutes

Resolved: That the exempt minutes of the meeting held on 21 November 2019 be confirmed as a correct record and signed by the Chair.

9. Complaints

There were none.

10. Update on the Strategic Alliance

The Panel received an update on matters relating to the Strategic Alliance.

The meeting rose at 12.30pm

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Chair

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Philip Secombe
Police and Crime
Commissioner
for Warwickshire

WARWICKSHIRE POLICE BUDGET 2020/21 and MTFP

Police and Crime Panel Meeting
3rd February 2020

Budget 2020/21

- 2020/21 Home Office police finance settlement released 22nd January 2020.
- Headline grant increase of £4.484m for Warwickshire.
- Assumes that the precept will increase by the maximum permitted - £10 on a band D property
- Accompanied with conditions around outcomes, efficiency and reform:
 - Recruitment of the first phase of uplift officers
 - Efficiency savings through collaborative procurement and shared services
 - Drive productivity through digital and technological solutions eg mobile working
 - Achieve best value from investment in technology

2020/21 Draft Revenue Budget – cost pressures and efficiency savings

- Net 2020/21 budget of £111.590m
- Use of £3.855m of reserves
- Increased core grant as notified in the settlement of £3.651m
- Uplift grant for the first phase of officers of £1.153m
- Precept increase proposed by the Commissioner and included in the budget of £9.99 or 4.38% on a band D property

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The budget includes:

- Costs of the additional 41 officers as part of the uplift programme
- All known costs and unavoidable spend pressures eg pay inflation
- Efficiency savings of £1.401m
- Increased vetting income of £0.500m

What will the draft budget and precept increase deliver in 2020/21?

- The draft budget will deliver:
- 41 Additional Police Officers:
 - 13 additional detectives deployed to a specialist Child Abuse, Trafficking and Exploitation team (CATE) to operate county wide
 - 12 additional uniformed firearms and roads policing officers to operate county wide
 - 10 additional officers in the force patrol teams to provide improved response to calls for service – 5 in the north and 5 in the south
 - 6 additional officers in the rural crime team to create a separate north and south team

Rebuilt services in Warwickshire:

- Building a firearms licensing capability based at Leek Wootton that is responsive to the local community
- Warwickshire Inspectors taking command within the Control room to provide local deployment to incidents, local management of high risk firearms incidents and higher standards of call taking
- Increased investment in support functions e.g. HR, finance, procurement, corporate communications to ensure we can recruit, support and sustain the increased numbers of police officers

Reserves and Capital Expenditure

- Estimated reserves as at 1/4/20 of £13.4m
 - Includes £5.0m general reserve
 - Includes £1.5m ring fenced reserve road safety
- Change in reserves strategy following the termination notice
 - majority of reserves used to finance one-off & short-term revenue costs
 - £2m retained in infrastructure reserve to finance capital in 2020/21 and 2021/22
- Reserves anticipated to reduce to £7.14m by the end of 2022/23
 - Increased financial risk
 - Requires delivery of MTFP projects on time and on budget
- Increased capital programme 2020/21 - £17.4m investment
- Financed by increased borrowing, reserves, capital receipts and capital grant

Medium Term Financial Plan 2020/21 – 2022/23

- Assumes no increase in central funding other than for additional uplift officers in 2021/22 and 2022/23
- Modest assumptions on council tax
- Based on new collaborative partnerships
- Pay inflation at 2.5% per annum
- Reducing reliance on reserves to support the budget
- Total savings target of £3.2m in 2021/22 and 2022/23, likely to be delivered through more efficient working



Warwickshire's commitment to deliver best value and efficiencies

- Seeking new collaborations to deliver value for money
- Transactional services – improved services should enable front line officers to be more efficient and less distracted by inefficient back office functions
- Forensics – new collaborations which will bring forensic capabilities – to lead to improved investigative capability & improved service
- ICT investment – new collaborative working will enable all staff and officers to work more efficiently on robust systems and infrastructure which will help to create opportunities for future efficiency savings



The future.....

- Stand alone force - majority of services now outside the alliance
- Affordable 2020/21 budget, capital programme and MTFP
 - But with increased borrowing and reduced reserves
 - Careful monitoring of progress and spend over the next 12 months to manage risk
- 6 month Home Office direction to enable smooth transition and facilitate the discussions on finances between the forces to agree a settlement.
- Ongoing collaboration with West Mercia - 4 service areas post April 2020
- New collaborations for improved service delivery



Councillor David Reilly
Warwickshire Police and Crime Panel Chair
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Mr Philip Seccombe
Warwickshire Police and Crime Commissioner
3 Northgate Street,
Warwick
CV34 4SP

7 February 2020

Dear Mr Seccombe,

Warwickshire Policing Precept 2020/21

Thank you for presenting your budget proposals to the meeting of the Police and Crime Panel on 3 February 2020, and for addressing the broad ranging questions posed by Panel members.

I write to confirm that all Members of the Panel present at the meeting voted to support your proposal of an increase of £9.99 (4.38%) in the local policing precept for Band D properties (and equivalent percentage increase for all other bands) in the 2020/21 financial year. In their deliberations the Panel identified several areas of significance that they will seek to scrutinise further over the coming year:

2020/21 Uncertainties

The Panel recognised that the development of a predominantly independent police force following termination of the Strategic Alliance represented a significant achievement. However, it was highlighted that, given the diminished level of reserves and uncertain resolution of the financial settlement with West Mercia, increased vigilance will be required to safeguard against overspending. In these conditions, the Panel noted that limited scope was available to respond effectively to unforeseen circumstances such as a shortfall in anticipated income derived from the Vetting Service.

The Panel observed that the National Policing Settlement had been determined for a period of one year only and recognised that the longer-term outlook of the budget will be subject to future governmental funding allocations. The Panel will continue to monitor the financial position in detail through the Budget Working Group.

Precept Consultation

The Panel acknowledged that the delayed declaration of the National Policing Settlement presented a challenging timescale for the precept public consultation, however, it was felt that wider engagement with Warwickshire residents would contribute to improved representation. The Panel would therefore urge you to consider strategies to broaden the scope of future precept consultations to encourage improved participation.

Climate Change

The Panel emphasised the importance of ensuring that the proposed review of the policing estate includes consideration of priorities determined by the climate emergency and highlighted the potential additional costs of retrofitting. The Panel would welcome information in respect of the energy efficiency standards of refurbished buildings.

Fairer Funding

The Panel emphasised that the issue of fairer funding remained a concern for Warwickshire residents and expressed support for your efforts to secure a more equitable Policing Settlement formula and redress the bias towards urban forces.

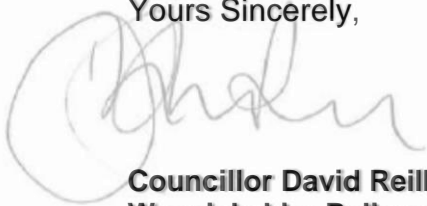
The Panel acknowledged that progress in advancing the issue had been impeded by parliamentary time being occupied by other matters. The Panel would welcome an update in due course.

Conclusion

The Panel will continue to work as your 'critical friend' supporting and challenging as you navigate the delivery of new policing arrangements for Warwickshire in 2020/21.

The Panel would like to record its thanks for the quality of information they have received and commend the open and transparent approach that your office and Warwickshire Police have taken in setting the budget.

Yours Sincerely,



Councillor David Reilly
Warwickshire Police and Crime Panel Chair



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

Warwickshire Police and Crime Panel

Monday 16th March 2020.

Report of the

Warwickshire Police and Crime Commissioner.

1. Intention.

The purpose of this report is to provide the members of the Warwickshire Police and Crime Panel (PCP) with an update on my key activities as the Police and Crime Commissioner for Warwickshire (PCC) since the PCP's last scheduled meeting held on the 21st November 2020. This period excludes the meeting of the PCP on the 3rd February 2020 that was convened specifically to consider the policing precept for 2020/21.

Of note, is that this meeting was originally scheduled for the 2nd April 2020 and has been brought forward in the calendar due to the political restrictions imposed by the period of 'purdah' associated with the PCC election 2020.

2. PCC Election.

On Wednesday 13th May 2020 my term of office as the Warwickshire PCC's will end. The Office of the Police and Crime Commissioner (OPCC) is consequently continuing its preparations for the election of the PCC for the new term of office, including the production of a 'Joint Protocol'.

The following extract from the protocol is pertinent:-

i. Roles and Responsibilities

- The Police Area Returning Officer (PARO) is Mr Chris Elliott of Warwick District Council.
- The Electoral Team Manager is Ms Gillian Friar of Warwick District Council.
- The OPCC CEO and Monitoring Officer is Mr Neil Hewison.

ii. Significant Dates

- Friday 27th March 2020 - The purdah period will commence when the PARO publishes the 'Notice of Election'. The purdah period will only end when the newly elected PCC takes office.
- Wednesday 8th April 2020 - The list of candidates confirmed as standing in the election, known as the 'Statement of Persons Nominated', will be published. There is a distinction between prospective candidates (those nominated by a political party or expressing interest in the role before 8th April 2020) and those confirmed as candidates by the 'Statement of Persons Nominated'.
- Thursday 7th May 2020 - The election for the Warwickshire PCC will take place.
- Monday 11th May 2020 - The vote count for the Warwickshire PCC will be conducted.
- Wednesday 13th May 2020 - The current Warwickshire PCC's term of office will end.
- Thursday 14th May 2020 - The newly elected Warwickshire PCC's term of office will commence.

3. Termination of the Alliance (TOA).

The PCP have requested: -

- i. An update on the progress made towards establishing Warwickshire Police as an independent force six months after the end of the Strategic Alliance with West Mercia Police.

A report is consequently appended for the PCP's attention: -

- **Appendix A** - Transition of Warwickshire Police Services.

I have also provided the following summary to supplement the report, in order to provide some additional context to assist understanding of this protracted and complex subject: -

In my role as the Warwickshire PCC I have a statutory duty to secure an effective and efficient police service. This responsibility also forms one of the four key objectives of my Police and Crime Plan 2016 - 2021.

I have extensively and candidly briefed the PCP on numerous occasions regarding the developments and progress made in respect of the TOA. These briefings have collectively provided an opportunity for the PCP to raise their concerns regarding the implications of this notice of termination and to enable the PCP to consider its role in the process of Warwickshire Police transitioning from the strategic alliance into its new form.

In October 2018 West Mercia notified Warwickshire of their unilateral decision to terminate the strategic alliance formed under a Sect 22 Police Act 1996 agreement between the two forces. This was to take effect with the minimum 12-month notice period, namely the 8th October 2019.

In terms of disaggregating these services from the alliance during this period, of note is that Local Policing (accounting for 55% of the police budget) was taken out of the alliance budget in April 2018. New arrangements were therefore required for the remaining 45% of services (Protective Services and Enabling Services) and to also establish total operational independence.

A significant number of these services were able to be established by Warwickshire Police prior to the 8th October 2019, most notably the Operations Communications Centre (OCC) at Leek Wootton HQ that is now under Warwickshire command.

In respect of those services that were unable to be established in such a brief time-scale by the 8th October 2019, at Warwickshire's request the Home Secretary used her powers to invoke Sect 23G of the Police Act 1996.

This intervention of the Home Secretary extended the termination period by six months to the 8th April 2020, thus allowing sufficient time for the remaining services to be disaggregated and established by Warwickshire Police. Thereby removing the spectre of essential services being suddenly withdrawn and in doing so safeguarded public safety.

Whilst the existing Sect 22 agreement therefore remains in effect until this this new date, the reality of the situation is that Warwickshire Police have incrementally disaggregated services from the alliance when in a position to safely do so.

After the 8th April 2020 there are four services remaining that are more convoluted and complex to disaggregate and establish, which require further collaboration with either West Mercia Police and / or other forces. These are: -

- i. Information Technology (IT).
- ii. Forensic Services.
- iii. Transactional Services.

iv. Evidence and File Storage.

On Friday 28th February 2020, I was pleased to announce that following extensive negotiations West Midlands Police and Crime Commissioner has agreed to deliver a range of services for Warwickshire Police from April 2021. These include the IT services and Transactional Service (payroll, human resources systems and similar business services). Negotiations are continuing for West Midlands Police to deliver Forensic Services for Warwickshire Police too.

In arriving at this decision, I have evaluated all of our options and looked in detail at other providers of services and it is clear to us that West Midlands has the best solution with the investment that has been made in delivering effective services. This agreement represents a real opportunity for Warwickshire Police to take advantage of the best in class services delivered by West Midlands Police and is an important part of our programme to deliver a sustainable future for Warwickshire Police.

4. Warwickshire Police Establishment.**i. Police Officers.**

I appreciate that this issue is of significant interest to the PCP following the precept rises for 2018/19 and 2019/20 and I have undertaken to provide updates on the position with force establishment and recruitment at PCP meetings throughout the year.

The below table demonstrates the significant increase in police officer numbers that have been achieved since the beginning of this financial year, rising from actual strength of 805 officers in April 2019 to 979 officers at the end of the year.

	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Establishment	963.00	963.00	963.00	963.00	963.00	963.00	977.00	977.00	977.00	977.00	977.00	977.00
Actual Strength	805.99	822.74	842.18	853.49	877.42	899.74	929.65	954.45	972.43	991.25	988.71	979.71
Actual Strength Headcount	817	834	854	865	889	910	939	963	983	1002	1000	991

The establishment will rise further to 1004 officers for the 2020/21 financial year ahead, with a predicated actual strength of 1020 officers at year end.

Since recruitment was reopened in 2018, there has been a total of 212 student officers join the force, with a 157 of these being since the start of the 2019/20 financial year. It's of note that 4.7% of the new starters are from BAME background.

The progress made in significantly raising the number of Warwickshire police officers to above the 1,000 figure achieves one of the key targets set out in my Police and Crime Plan.

ii. Special Constables.

Attention is now turning towards the recruitment of Special Constables with an ambition for the force to recruit 200 officers over the next two years. I am delighted that the force will also be supporting National Specials Weekend (31st May to 2nd June) and National Volunteers Week (1st June to 7th June), which seek to celebrate and recognise Special Constables and volunteers across the UK. Our volunteers make up an incredibly important and highly valued section of the

workforce, and dedicate an overwhelming amount of their time to help their local policing teams. They provide essential resources that offer the force a heightened ability to tackle crime and protect Warwickshire's communities from harm.

5. Performance.

On the 28th January 2020 a 'Performance Accountability Meeting' (PAM) was held by the PCC to 'hold to account' the Chief Constable for the performance of Warwickshire Police during Q3 2019/20. The principal documents associated with this PAM are attached for the PCP's attention: -

- **Appendix B** - Warwickshire Police Performance Summary Q3 2019/20.
- **Appendix C** - OPCC Force Performance Scrutiny Q3 2019/20.
- **Appendix D** - Chief Constable's Response Q3 2019/20.

These documents have subsequently been posted on the OPCC website for public information.

6. Rural Crime.

As I stated in my report to the PCP on the 21st November 2019, the first Warwickshire Rural Crime Team was launched on the 7th October to coincide with the National Wildlife and Rural Crime Week of Action, providing a dedicated resource to reducing rural crime across the county.

I am always keen to do more to support rural businesses and communities affected by crime, so when I increased the police precept in order to fund additional officers for Warwickshire Police, I stressed that I wanted to see that uplift being reflected across our rural areas just as much as the more densely populated urban centres.

The PCP have subsequently requested: -

- To receive an update on the rural crime unit and actions taken by the PCC to tackle rural crime in the county.

A report is consequently appended for the PCP's information: -

- **Appendix E** - Rural Crime Team.

7. Victims

The PCP have requested: -

- A report to detail the work of the commissioned Victim Services and how this has impacted on the wider Warwickshire Police Force
- Victim satisfaction is central to assessing the effectiveness of Warwickshire Police and request the PCC to bring a report detailing the work being done to improve satisfaction
- The Panel requests that the PCC bring a report on Repeat Victimisation detailing the numbers of repeat victims, how this is measured and how the force is seeking to protect those individuals with a focus on sexual offences, domestic violence and hate crimes.

A report is consequently appended for the PCP's information: -

- **Appendix F** - Victims of Crime.

8. Office of the Police and Crime Commissioner (OPCC).

Of note are the following recent developments: -

i. Transparency Award

An independent organisation Comparing Police and Crime Commissioners (CoPaCC), which monitors police governance by comparing the work of PCC's, has awarded the Warwickshire OPCC a prestigious national 'Open and Transparent Quality Mark' for openness and transparency.

The award recognises the efforts made by my OPCC to provide the public with key information in an accessible format on their website, including information about projects and activities, how finances are managed, what the key priorities are for the PCC and the progress made against them, as well as information around policies and procedures.

To date, the Transparency Quality Mark has been granted to only 28 of the 41 PCC's offices across the country, with this year being the fifth in succession that Warwickshire has been awarded the prestigious accolade. The criteria for the Quality Mark has been tightened this year, so I am pleased that we have again retained our national recognition.

ii. OPCC Personnel

Since my last report to the PCP there have been a number of changes to the personnel of the OPCC.

- Helen Earp who was the OPCC Development and Policy Lead (DPL) for Vulnerability moved to a new role with Warwickshire County Council at the end of January 2020.
- Richard Long, who was a Superintendent with Warwickshire Police and the lead for Strategic Vulnerability until his recent retirement, is to replace Helen and he is anticipated to be in post by the 10th May 2020.
- Mike Lewis who was one of the two Regional Policy Officer (RPO) has moved to a new role with the West Midlands Combined Authority.
- Louise Williams, who many will know from her previous role with Warwickshire County Council, has recently replaced Mike and takes on his regional portfolio.
- Ernie Hendriks has been appointed as the West Midlands OPCC and Warwickshire OPCC Complaints Review Manager.

I would like to put on record my sincere thanks to both Helen and Mike for all the excellent work and support they have provided to me during their tenure with the OPCC and wish them every success in their new roles. At the same time, I'd like to congratulate the new members of the OPCC on their appointments and I very much look forward to working with them during my remaining term of office.

iii. Commissioner's Grant Scheme.

I have agreed to continue funding for 34 of my current grant projects for 2020/21, due to their important ongoing success. These projects are spread across Warwickshire and tackle a range of

issues such as rural crime, victims of crime, cybercrime, mental health, youth diversionary activities, mentoring ex-offenders and more. The total funding for these grants is £870,375.00.

In respect of new applications for 2020/21, I have made the following amounts of funding available for the following programmes: -

- Reducing Reoffending Fund £15,000
- Domestic Abuse Victim Counselling £25,000
- Small Grants Fund £50,000
- Domestic Abuse Perpetrator £68,000
- Road Safety Fund £500,000

A total of 69 applications have been received from a range of statutory partners, organisations and projects. These include many of the current recipients who wish to expand their services, together with new initiatives and interesting ventures. These applications are currently undergoing evaluation and due diligence by the OPCC prior to decisions being made in mid-March. It's a busy, but exciting time!

iv. Police Complaints

On the 1st February 2020 the Police (Complaints and Misconduct) Regulations 2020 came into effect. The reforms are aimed to make the police complaints system more responsive, independent and customer focused. It is intended to be less aligned around blame and more around service improvement.

The legislation permits PCC's to select from one of three models available to implement locally: -

- **Basic Statutory.** This model provides PCC's with improved powers of oversight to 'hold to account' the Chief Constable Officer for the handling of complaints. It also requires the PCC to deal with complaint 'reviews' in cases that do not meet the threshold to be dealt with by the Independent Office of Police Conduct (IOPC).
- **Triage.** This model requires the PCC to operate the Basic Statutory model and additionally take on the on the initial handling, assessment and resolution of complaints. More serious complaints are still required to be dealt with by the force.
- **Customer Contact.** This model requires the PCC to be operating both the Basic statutory and Triage models and in addition the PCC can take on continued contact with the complainant throughout the complaints process to improve the customer focus PCCs have a mandatory duty to take on model 1 of the legislation, becoming the new review body for all complaint appeals previously heard by the Warwickshire Police Force. More serious reviews will be conducted by the IOPC.

After due consideration, I have decided to adopt the Basic Statutory model in line with the majority of PCC's, whilst the models mature and good practice can be identified for future consideration.

A complaint review will consider whether the complaint process was reasonable and proportionate, with recommendations made to the Police Force if the review is upheld.

Recommendations might include, organisational learning, review of policy or procedure or to reinvestigate the complaint if this was not deemed to have been done properly. Any recommendations made to the Force will be monitored by the OPCC but the Force does not have to act on the recommendations under the legislation.

There are relatively few complaint reviews in Warwickshire under the current system, although it is unclear if this demand will rise or fall under the new regulations. As the numbers are historically so low, numbering approximately 30 per year, it would not be cost effective to recruit an OPCC member of staff to these reviews. As such, I have made the decision to collaborate with the West Midlands PCC and utilise his member of staff to also conduct the Warwickshire reviews. A secondment agreement has consequently been put in place for Warwickshire to contribute 0.1 FTE towards this West Midlands OPCC Complaints Review Manager post.

In other developments, the force's Professional Standards Department successfully been disaggregated from the alliance with West Mercia Police and has been retained at Stratford Police Station with existing members of staff.

9. Engagement and Consultation.

I have continued to undertake an extensive programme of engagements to both inform and reassure. The more notable events and public engagements I have attended since my last report to the PCP include, most notably from a personal perspective, a recent night in police custody.

i. Police Custody.

On the 18th February I spent a total of 14 hours in a locked cell at Leamington Spa Police Station to experience for myself the conditions a detainee would be held in under such circumstances. My purpose in doing so was to help highlight the many different ways the safety of detainees in police custody is maintained. Also, so that I could appreciate some of the vulnerabilities that detainees experience whilst they are held in custody.

During my detention I was visited by the Independent Custody Visitors, whose altruistic work I greatly value. I also used the opportunity to both highlight and donate to the Care of Police Survivors and Army Benevolent Fund charities.

On reflection, it was definitely an interesting and challenging experience and I am glad to have done it, although it's something I probably wouldn't want to do again in a hurry!

ii. Public Priorities Survey.

In January 2020 the first phase of a joint Warwickshire OPCC and Warwickshire Police survey, the 'Public Priorities Survey', was conducted under contract by a professional survey and marketing company.

The survey methodology consisted of both telephone and in person elements with over 700 members of the public, the results of which are currently undergoing analysis. The second phase, conducted on-line, is currently being held throughout the month of March.

The topics covered in the survey relate to the current priorities of my Police and Crime Plan, to evaluate in more depth the four key priority areas. The survey also includes questions as to how Warwickshire Police should work with others to deliver its services; perceptions about stop and search and the use of body worn video by police officers; whether more officers should carry Taser devices and a whole range of other questions focused on operational policing.

It is intended that the results of the survey will both inform the development of the next Police and Crime Plan for the county, as well as assisting Warwickshire Police in determining their future operational direction, to ensure that future plans are fully in line with public opinions.

The survey can be found at: - www.warwickshire-pcc.gov.uk

iii. Engagements.

I have also attended the following events and forums since my last report to the PCP: -

- **November 2019**
 - 28th Neighbourhood Watch AGM
- **December 2019**
 - 3rd Claverdon Parish Council
 - 4th North Warwickshire Farmers
 - 17th Rugby Council
 - 18th Arden Parish Council
- **January 2020**
 - 9th Coleshill Society
 - 13th Mental Health Triage
 - 28th Stratford Town Council
- **February 2020**
 - 3rd Bishops Tachbrook Parish Council
 - 12th ICV South
 - 18th NFU Meeting
 - 24th Safer Communities Atherstone
 - 27th Friendship Project National Award

10. Formal Decisions.

I have made the following decisions since my last report on the 21st November 2019: -

- WPC20095 - Aspire in Arts Summer Music Project.
- Wpc20096 - Allocation of PCC Road Safety Grants.
- WPC20097 - Small Grants Launch Event.
- WPC20098 - Exempt from Publication – Sect 43 Commercial Interests.
- WPC20099 - Joint Corporate Governance Amendments.
- WPC20100 - Donation to National Sikh Police association.
- WPC20101 - Athena Technical Refresh.
- WPC20102 - Recruitment of Specials and Body Worn Video.

OFFICIAL

- WPC20103 - Exempt from Publication – Sect 43 Commercial Interests.
- WPC20104 - Road Safety Grant.
- WPC 20105 - National Police Chaplaincy.
- WPC20107 - Donation to Police Foundation.
- WPC20109 - Exempt from Publication – Sect 43 Commercial Interests.
- WPC20115 - Proposed Precept 2020/21.
- WPC20122 - Setting the Precept and Associated Documents.

A number of other decision notices are awaiting completion. A copy of the non-exempt completed decision notices are published on the OPCC website at: -

<https://www.warwickshire-pcc.gov.uk/your-pcc/decision-making/>

Philip Seccombe. TD.

Police and Crime Commissioner for Warwickshire.



Warwickshire
POLICE

SHORT SUMMARY REPORT

Transition Status update

Michael Tunnicliffe
WARWICKSHIRE POLICE
Ver 2.0
3rd March 2020

1. Introduction:

- 1.1 The purpose of this document is to provide a brief overview of the progress of the evolve team transition work being undertaken to separate functions, assets, systems and information from the current alliance arrangements with West Mercia Police
- 1.2 The change programme is split into five main delivery streams, which include Local Policing, Protective Services, Enabling Services, Digital Services and Estates with some aspects held by a central change support team.
- 1.3 This document focuses on Local Policing, Protective Services and Enabling Services as the other programmes support these transition work streams.

2. Protective Services update:

- 2.1 Initial discussion with West Mercia Police identified a number of service areas, which could be transitioned by the 8th October 2019, 8th April 2020 and 1st April 2021. Whilst no formal agreement for arrangements for service post April 2020 is yet in place, the Alliance Transition Board is proceeding with the assumed timescales.

Table 1: Table showing Protective Services listed and the transition narrative:

Service	Narrative
1.11 Force Intelligence Bureau (FIB) 1.13 Tasking and Co-ordinating 1.14 OCGM /NABIS 1.12 Field Intelligence 1.15 Intelligence 24/7 (i24) 1.16 ANPR 1.17 Intelligence Processing Unit 1.111 Dedicated Source Unit (DSU)	Fully transitioned to support the 8th October 2019 separation date initially agreed for specified services.
3.21 Investigations, 3.22 HOLMES support, 3.23 HOLMES training 5.31 HAU MASH 5.15 Coroner's Office 7.15 Collision Investigation 3.41 Strategic V & S Team 3.42 Statutory & Major Crime Review Unit 3.43 Strategic IOM/MAPPA team	Fully transitioned to support the 8th October 2019 separation date initially agreed for specified services.
3.31 Serious Organised Crime 3.32 Online CSE	Fully transitioned to support the 8th October 2019 separation date initially agreed for specified services.
1.19 System Administration 1.18 PNSB 1.110 Covert Authorities Bureau	Work completed to allow April 2020 transition
11.18 Firearms Licensing 3.34 Economic Crime Fraud 3.36 Cyber and digital investigations 3.37 Comms Data Investigation Unit (SPOC)	Work completed to allow April 2020 transition
4.1 Criminal Justice 3.5 Special Branch	Work completed to allow April 2020 transition
3.1 Forensic Services	The collaboration proposal being finalised with a regional policing partner for full transition by April 2021. In addition discussion on transition arrangement with West Mercia police are continuing for post April 2020 part of future section 22 agreement.

3. Local Policing update:

- 3.1 As indicated in section 2 .1 the 8th October, 8th April 2020 and 1st April 2021 dates have been developed for the Alliance Transition Board meeting.

Table 2: Table showing Local Policing listed and the transition narrative: -

Service	Narrative
Local Policing	Already separated due to prior agreement pre 8th October 2018 decision from West Mercia.
8.13 Road Safety/ Camera Enforcement 8.15 NPAS 8.16 Public order training	Fully transitioned to support the 8th October 2019 separation date initially agreed for specified services.
8.12 Operations Planning-Tactical Planning & Resilience 8.18 Kennelling 8.17 Dog Training 8.19 Dangerous dogs 11.11 OCC Phase 0 - Stabilisation (DRR elements only)	Fully transitioned to support the 8th October 2019 separation date initially agreed for specified services.
8.11 Duties Planning and Support 8.110 Firearms Training, Range & Armoury 8.111 'Firearms CED and Audit (Taser admin/governance) 11.13 Crime Bureau 11.14 IMU 11.12 Telephone investigation part of this (DDMs)	Work being finalised to allow April 2020 transition
11.15 to 11.17 Abnormal Loads, Alarms, Vehicle recovery	Providing support to West Mercia for transition by April 2020, however Warwickshire currently ready to move to stand alone state.

4. Enabling Service update:

- 4.1 As indicated in section 2 .1 the 8th October, 8th April 2020 and April 2021 dates have been developed for the Alliance Transition Board meeting.

Table 3: Table showing Enabling listed and the transition narrative:

Service	Narrative
Corporate Communications ASI apart from Performance MGT and Consultation and Engagement Team Professional Standards Department Occupational Health & Welfare Health & Safety C&P Section, Supplies Section ASI - Performance MGT and Consultation and Engagement Team Knowledge and Information Management Legal Services Change Transport	Fully transitioned to support the 8th October 2019 separation date initially agreed for specified services.
Business Support with the exception of fleet administration	Work being finalised to allow April 2020 transition
Vetting	Providing support to West Mercia for transition by April 2020, however Warwickshire currently ready to move to stand alone state.
HR /Finance Service Centre and HR Systems and HR Recruitment L&D Support Contracts, Procurement & Supplies Transactional Digital Services Detained property and storage	The collaboration proposal being finalised with a regional policing partner for full transition by April 2021. In addition discussion on transition arrangement with West Mercia police are continuing for post April 2020.

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WARWICKSHIRE POLICE AND CRIME PLAN 2016 – 2021

Performance Summary December 2019

A SAFER, MORE SECURE WARWICKSHIRE

Summary

Topic	Inclusion	Data	Commentary	
<i>Putting Victims and Survivors First</i>				
Confidence	Quarter or when updated	Decrease compared with the previous period and below the national average.		2
Victim Satisfaction	Month & quarter	Overall satisfaction saw no significant change compared to previous month.		3
Repeat Victimisation	Month & quarter	Increase in the volume and rate of repeat victims compared to the previous month	Weekly reporting now in place.	5
<i>Protecting People from Harm</i>				
Hate Crime	Month & quarter	Decrease on previous month and below the monthly average.	No exceptional volumes	8
Hate Crime Satisfaction		Overall satisfaction saw no significant change compared to previous month.		
Missing Persons Reports	Quarter unless exceptional	Decrease on previous month and below monthly average.		10
Sexual Offences – Rape	Month & quarter	Increase on previous month but above monthly average.	No exceptional volumes	11
Sexual Offences – Other	Month & quarter	Increase on previous month but above monthly average.	No exceptional volumes	13
Domestic Abuse	Month & quarter	Increase on previous month and above monthly average	No exceptional volumes	14
Child at Risk	Month & quarter	Decrease on previous month but above monthly average	No exceptional volumes	20
CSE		Increase on previous month but below monthly average.	No exceptional volumes	
Road Traffic Casualties	Quarter unless exceptional	2 roads deaths occurred in Warwickshire in December.		22
Serious Organised Crime	Quarter	OCG and disruption data		23
<i>Preventing & Reducing Crime</i>				
Total Recorded Crime	Month	Increase on previous month and above monthly average.	No exceptional volumes.	24
Violence with Injury	Quarter unless exceptional	Increase on previous month and above the monthly average.	Exceptional volumes in South Warwickshire	32
Violence without Injury	Quarter unless exceptional	Exceptional volumes at force level. Increase on previous month and above monthly average.	No exceptional volumes.	34
Robbery	Quarter unless exceptional	Increase on previous month and above monthly average.	Volumes not exceptional	36
Residential Burglary - Dwelling	Quarter unless exceptional	Increase on previous month and below the monthly average.	No exceptional volumes.	38
Business Crime	Quarter unless exceptional	Increase on previous month and above the monthly average.	No exceptional volumes.	39
Rural Crime	Quarter unless exceptional	Increase on previous month but in line with the monthly average.	No exceptional volumes	40
Cyber Crime	Quarter unless exceptional	Increase on previous month and above monthly average.	No exceptional volumes.	42
Anti-Social Behaviour	Quarter	Decrease on previous month and below monthly average.	No exceptional volumes	44
Intelligence Reports	Month & quarter	Decrease in outstanding submissions	Volumes to be processed remain stable.	46
Criminal Justice – File Quality	Quarter	Increase on previous month.		47
<i>Ensuring Efficient and Effective Policing</i>				
Response Times to Emergency Incidents	Monthly	Average response times not exceptional across Warwickshire		48
Sickness	Month & quarter	Increase in Officer sickness rates compared to the previous month. Staff sickness rate remains stable.		50
Complaints	Quarter	100% complaints recorded in 10 days and 95% finalised in 120 days.		51
Call Handling	Month & quarter	Abandon rate has decreased for 999 calls and 101 calls. Answering of 999 calls above the standard but below for 101 calls.		53

Putting Victims & Survivors First

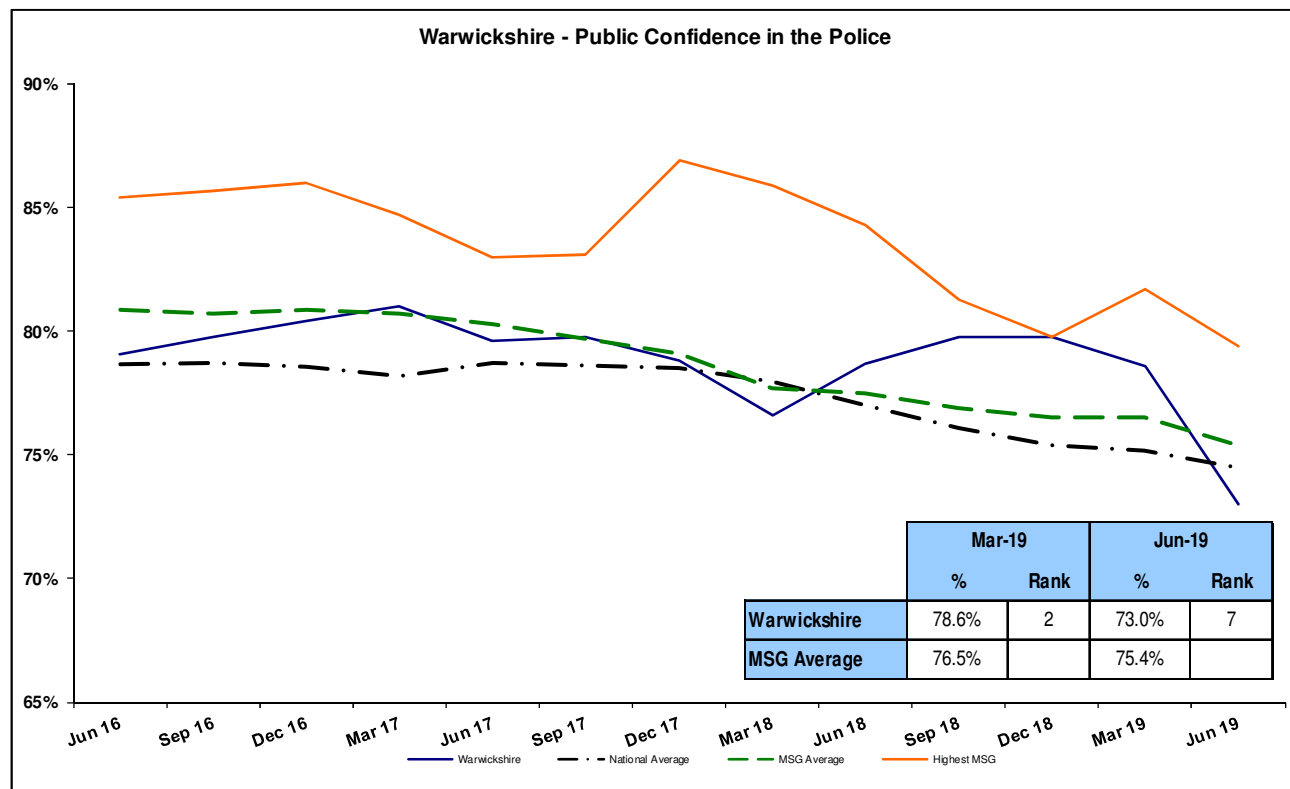
Confidence in Police

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 June 2019. Data to September 2019 is due in the coming weeks.

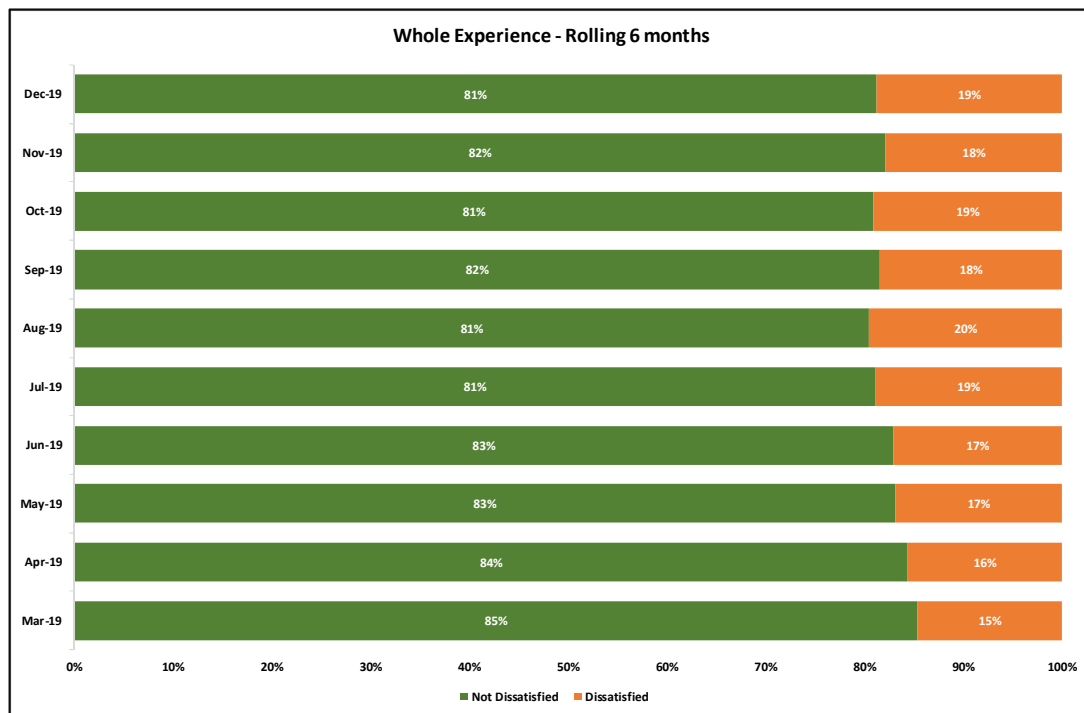
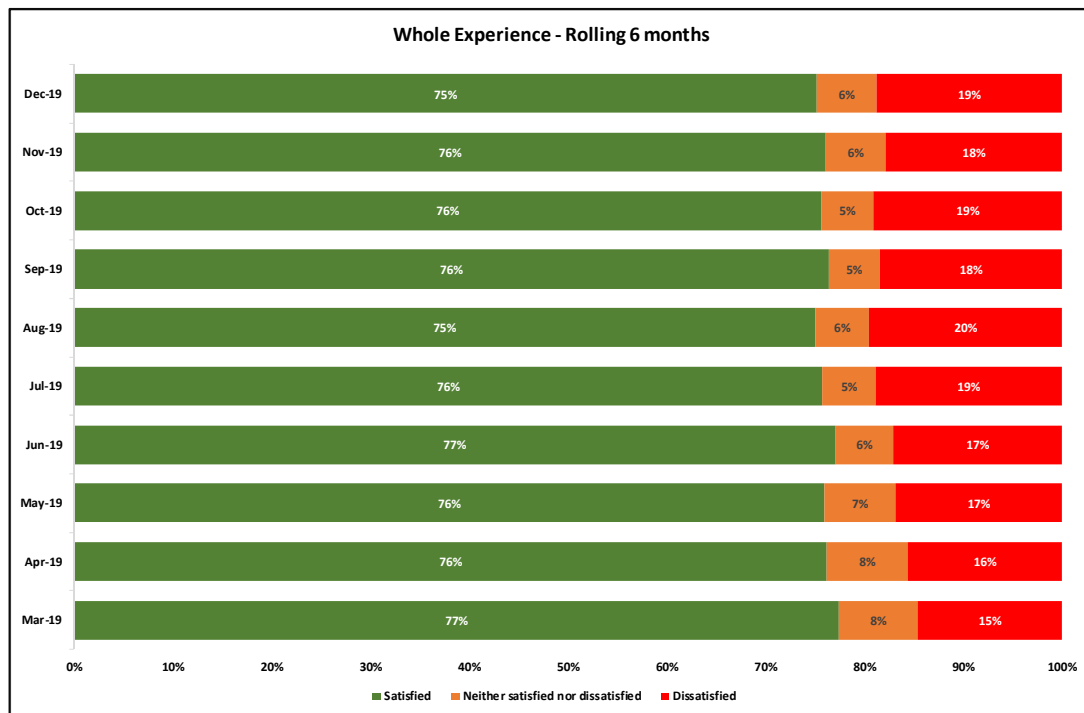
The latest data shows a decrease in performance compared with the previous period, with 73% of people having confidence in the police in their local area in the 12 months to June 2019. Performance is currently below both the national and MSG average.



Victim Satisfaction

Signs of Improvement would be:

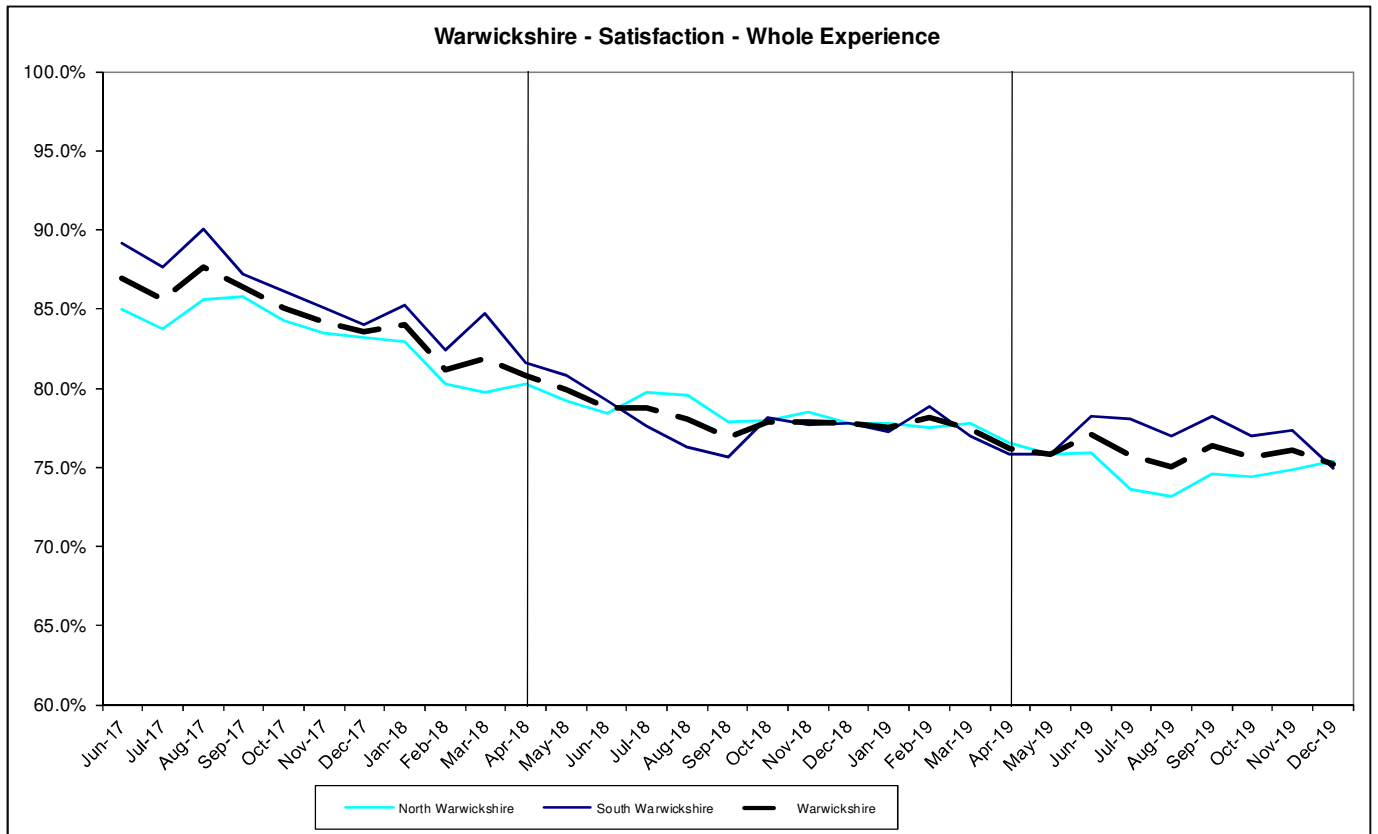
- ❖ Improved satisfaction: across all four stages & whole experience



	Oct-19	Nov-19	Dec-19
North Warwickshire	74%	75%	76%
South Warwickshire	77%	77%	75%
Warwickshire	76%	76%	75%

Overall victim satisfaction with 'Whole Experience' across Warwickshire was 75% in December.

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



A task and finish group which contained membership from Analysis & Service Improvement, Local Policing and OPCC has resulted in a revised approach, which is due to commence from April 2020.

Repeat Victims

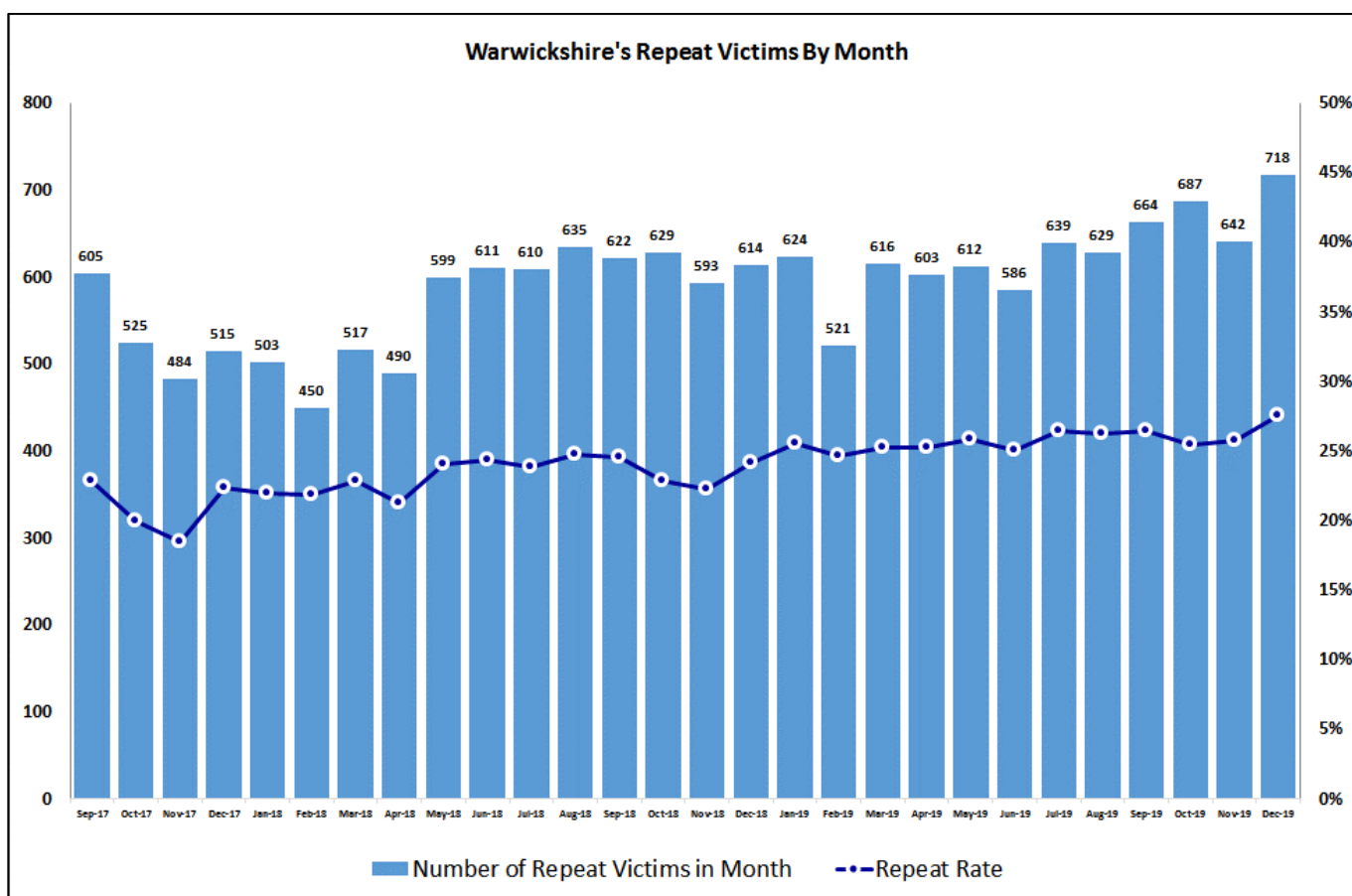
Signs of Improvement would be:

- ❖ 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 force areas, these counts reflect Warwickshire's victims only, but quantifies total offences across the two forces.

Repeat Victimisation

Details of repeat victims are provided to local policing colleagues on a weekly and monthly basis. These reports allow the tracking of high risk repeat victims to ensure all necessary safeguarding procedures are in place.

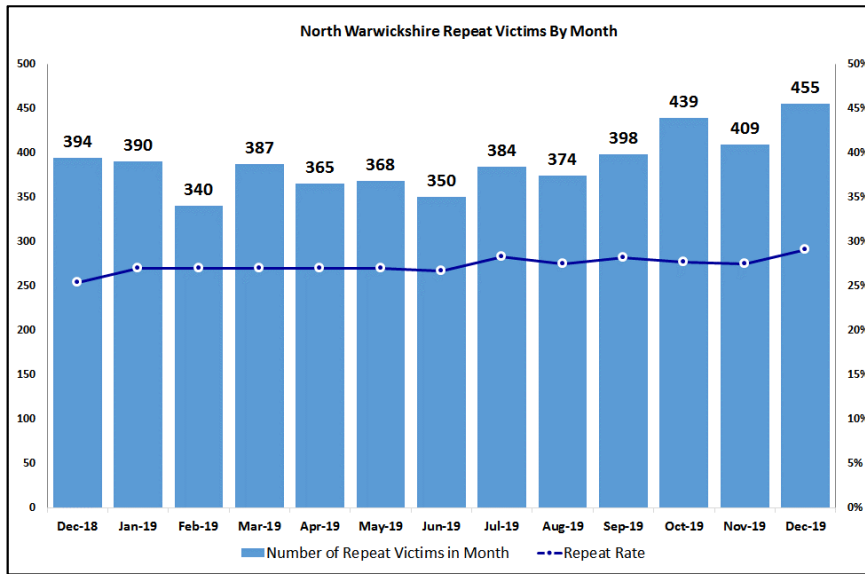


In December, 28% (718) of all victims (2,606) were repeat victims (subject to at least one further offence in the last 12 months). Since September 17, this is highest volume and rate of repeat victims seen.

December's repeat victim figure is a 12% increase on the previous month (642), a 17% increase on the same month last year (614).

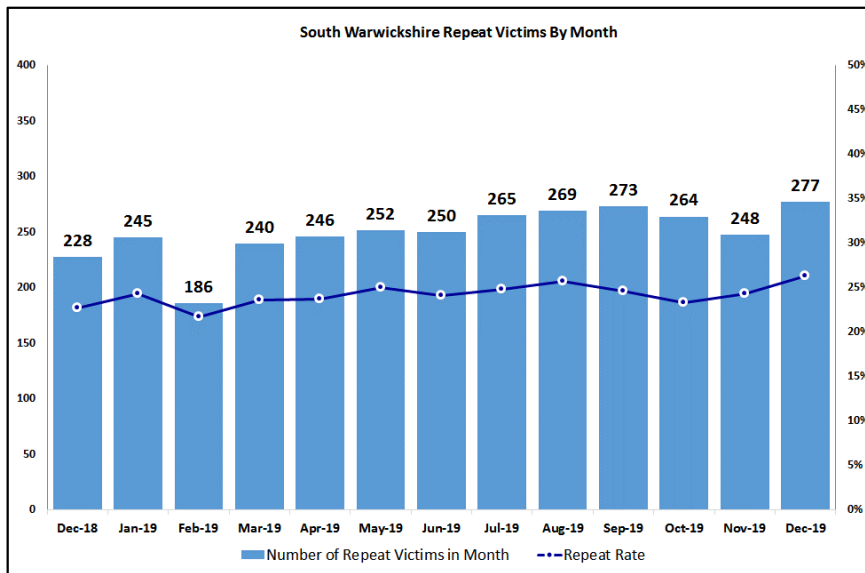
87 (12%) were also a repeat victim in November and 20 individuals (3%) were a repeat victim in each of the last 3 months – October, November and December.

Both policing areas have seen an increase in the number and rate of repeat victims in December.



455 repeat victims were identified across North Warwickshire in December 19; an increase on the previous month (409) and on the same month last year (394). This is the highest volume seen across the time period.

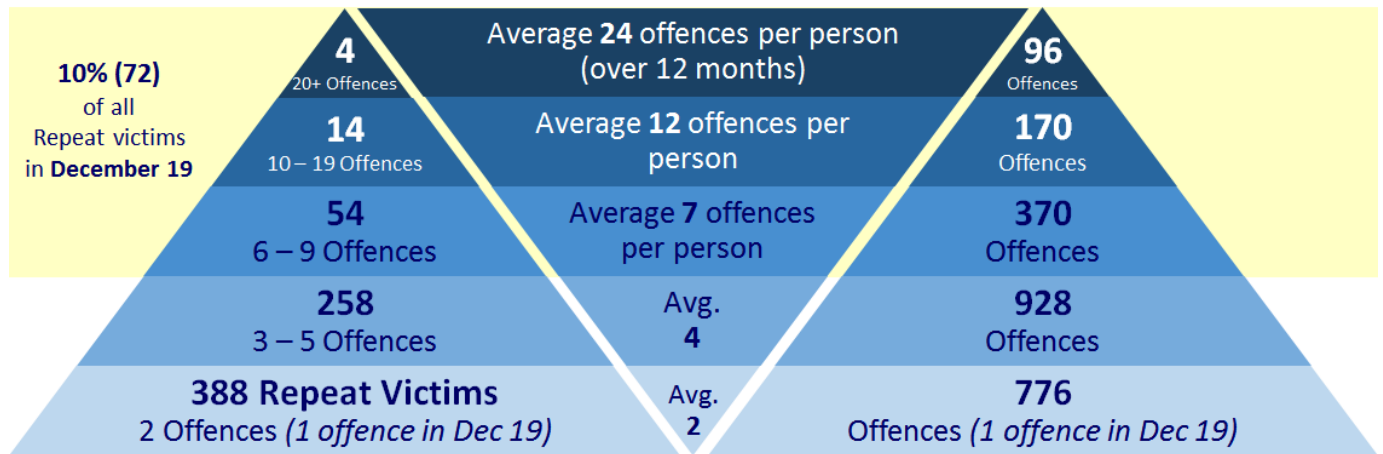
29% of all North Warwickshire victims are a repeat victim, an increase of 1 percentage point from the previous month (28%) and 3 percentage points compared to the same month last year (25%).



277 repeat victims were identified across South Warwickshire in December 19; an increase on the previous month (248) and on the same month last year (228). This is the highest volume seen across the time period.

Over one quarter of all South Warwickshire victims (26%) are a repeat victim, an increase of 2 percentage points from the previous month (24%) and 3 percentage points compared to the same month last year (23%).

Breakdown of Repeat Victims in December by Number of Offences



December’s repeat victim cohort accounts for 2,340 offences recorded in the last 12 months, of which 988 offences were recorded in December.

Analysis of the repeat victims shows that firstly, there has been an increase in low volume repeat victims with 2 offences each (388) representing 776 offences (compared to last month 343 repeat victims with 686 offences).

Secondly, there has been an increase in the number and proportion of repeat victims with 6 or more offences in the last 12 months (10%, 72). This is highest volume and proportion of 6+ repeat victims seen since April 19 (11%, 65). The 72 individuals represent 636 offences of which 131 offences were recorded in December.

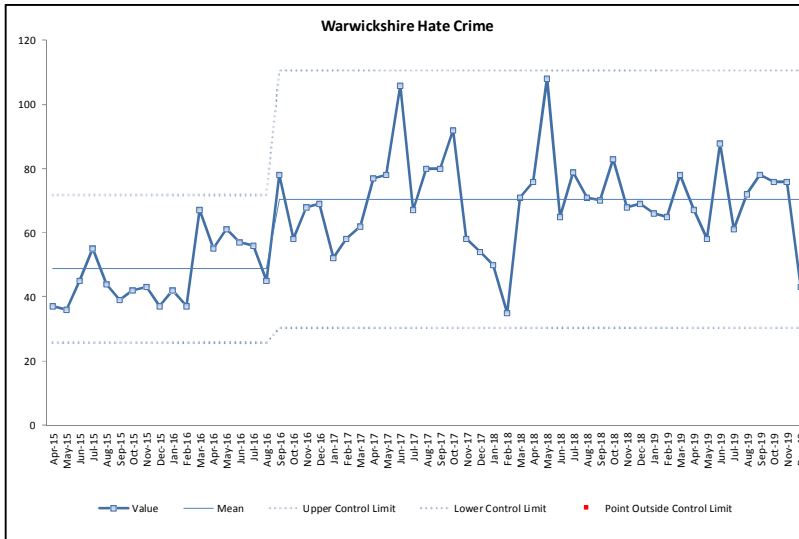
Within this cohort of repeat victims, there are 4 individuals who have 20+ offences reported each that collectively represent 4% (96) of all repeat offences (2,340) in the last 12 months.

Protecting People from Harm

Hate Crime

Signs of Improvement would be:

- ❖ Increased reporting
- ❖ Sustained / improved victim satisfaction



	Oct-19	Nov-19	Dec-19
North Warwickshire	48	43	32
South Warwickshire	28	33	11
Warwickshire	76	76	43

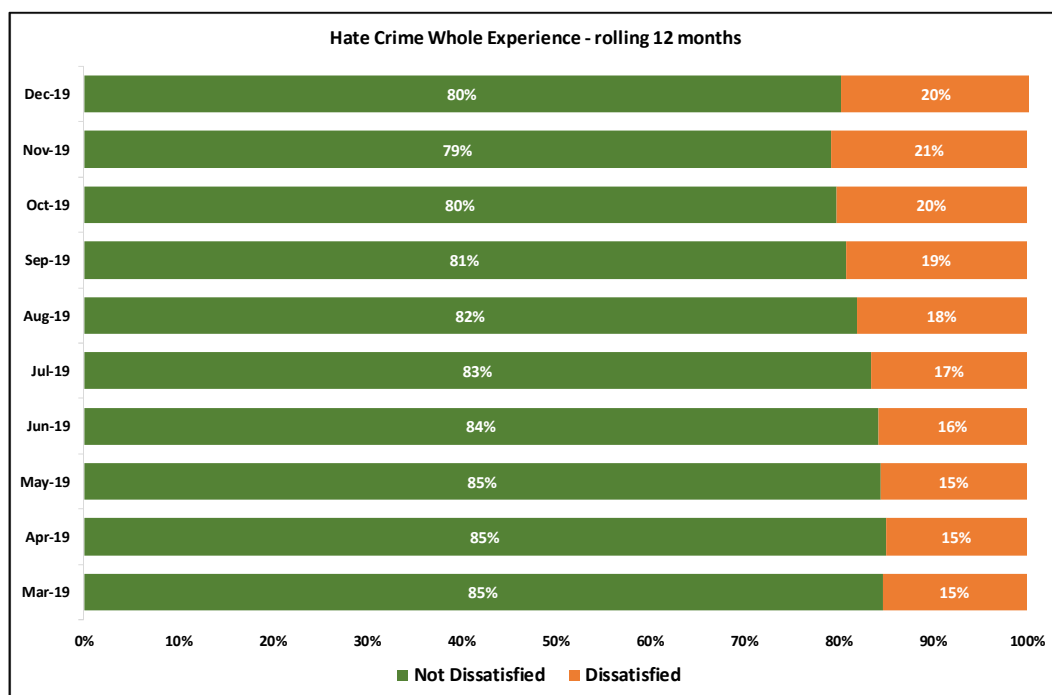
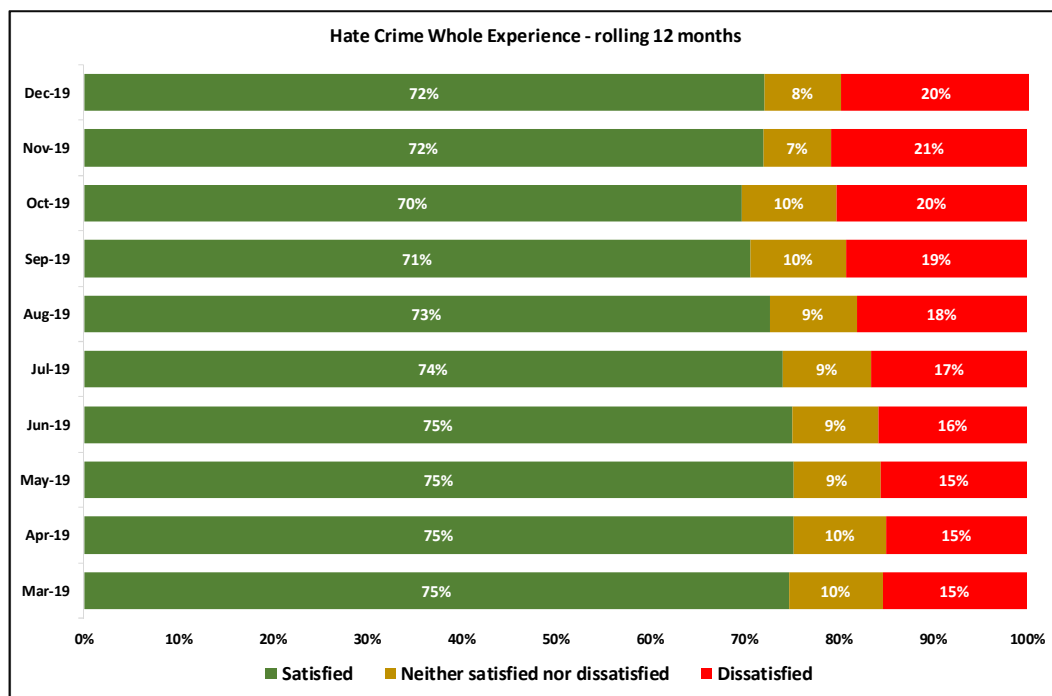
43 hate offences/incidents were recorded in December. This is a decrease compared to November (81) and below the monthly average (71).

A notable decrease in volumes was seen across both policing areas. The hate crime unit are unable to determine any specific reason for this decrease and will continue to monitor the situation.

The breakdown of hate crime remains fairly consistent, with racially based offences/incidents continuing to account for the majority of reports (69%).

Hate Crime Victim Satisfaction

As the number of reported hate crimes is low, the number of victims who are surveyed each month is also low (average of only 10 per month). The data is therefore shown on the chart as a rolling 12 months to give a longer term trend and to prevent short term reactions to what can be significant month-on-month variations.



	Oct-19	Nov-19	Dec-19
North Warwickshire	68%	69%	69%
South Warwickshire	73%	76%	77%
Warwickshire	70%	72%	72%

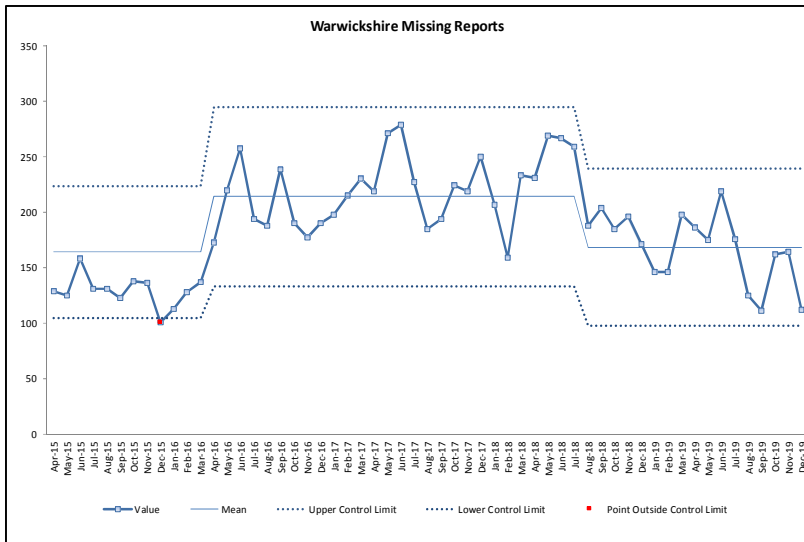
In December 72% of respondents were satisfied, similar to the previous month. Levels of satisfaction have improved since October where the figure was at 70% following a downward trend over the summer period.

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).



	Oct-19	Nov-19	Dec-19
North Warwickshire	112	98	85
South Warwickshire	50	66	27
Warwickshire	162	164	112

112 missing person reports were recorded in December. This is a decrease compared with November (164) and below the monthly average (169).

The decrease is seen for both policing areas and is consistent for missing individuals and U18s. South Warwickshire’s volumes for U18s was exceptionally low in December (9) compared to November (40)

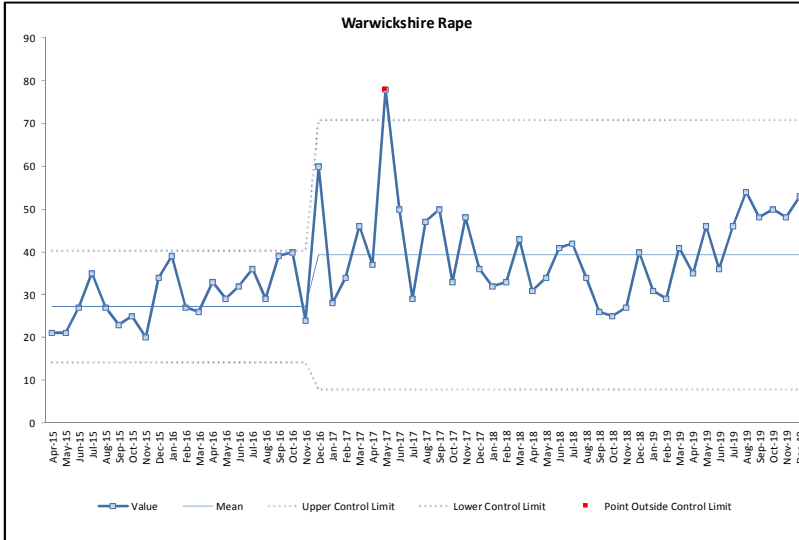
Volumes of missing person calls for service, reports and repeat reports continue to be monitored on a regular basis to identify trends. The missing person’s coordinator and command team in Warwickshire are sent comprehensive data reports to assist them in their understanding of the extent and nature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

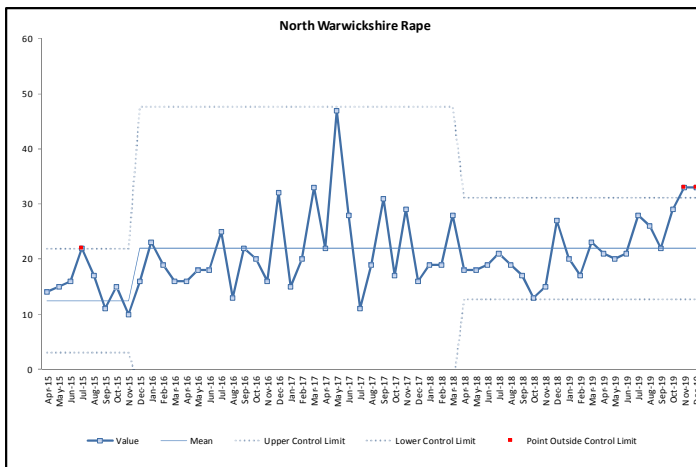


	Oct-19	Nov-19	Dec-19
North Warwickshire	29	33	33
South Warwickshire	21	15	20
Warwickshire	50	48	53

53 rape offences were reported to the police in December. This is a slight increase compared to November (48) and above the monthly average (39).

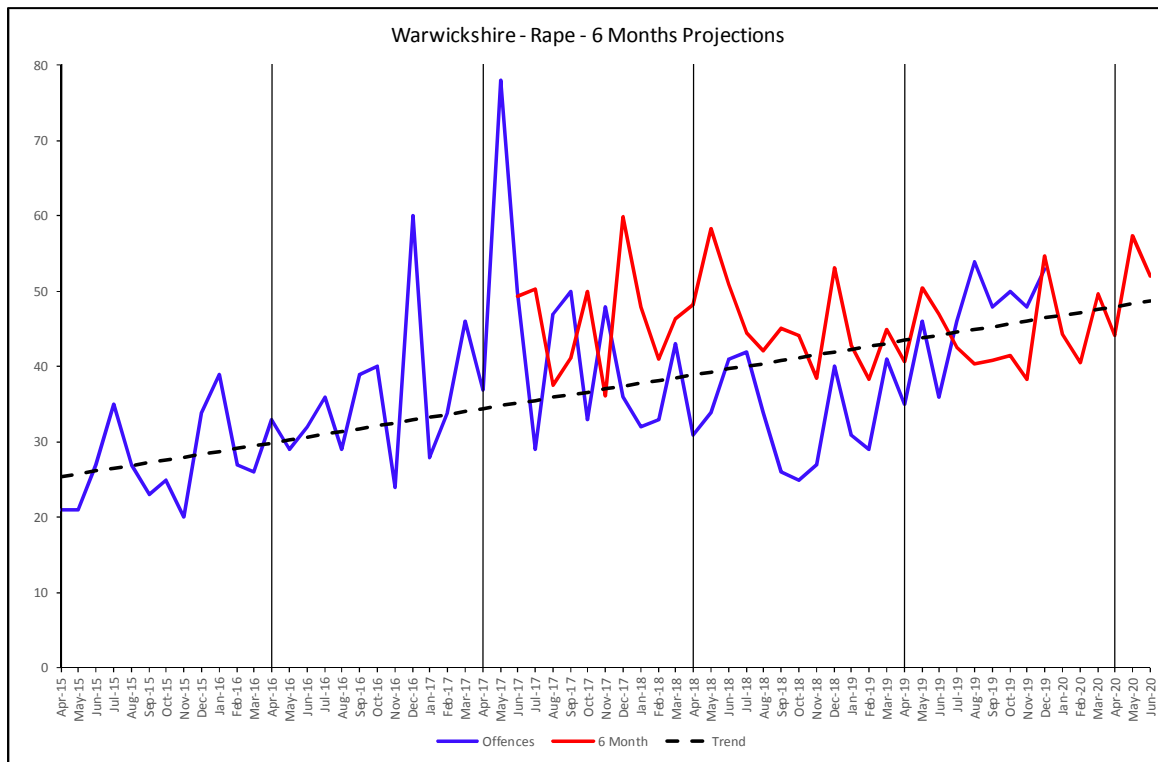
Exceptional volumes were recorded across North Warwickshire in December.

The proportion of 'recent' offences was slightly higher than normal - 60% (30) compared to a monthly average of 57%.

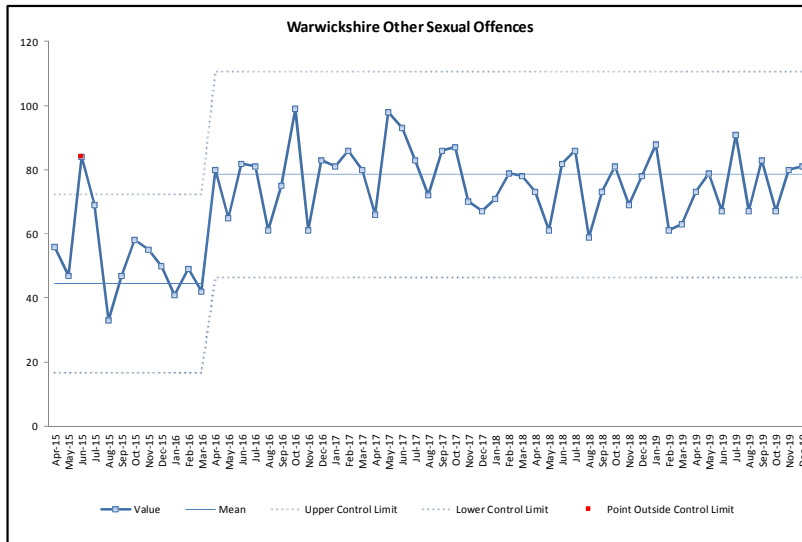


33 rape offences were recorded in North Warwickshire in December; in line with November (33) but volumes remain significantly above the monthly average (22).

The following chart provides a 6 month projection for rape offences. At force level, the recorded volumes are in line with the projection. The pattern of recording suggests a decrease over the next few months.



Other Sexual Offences

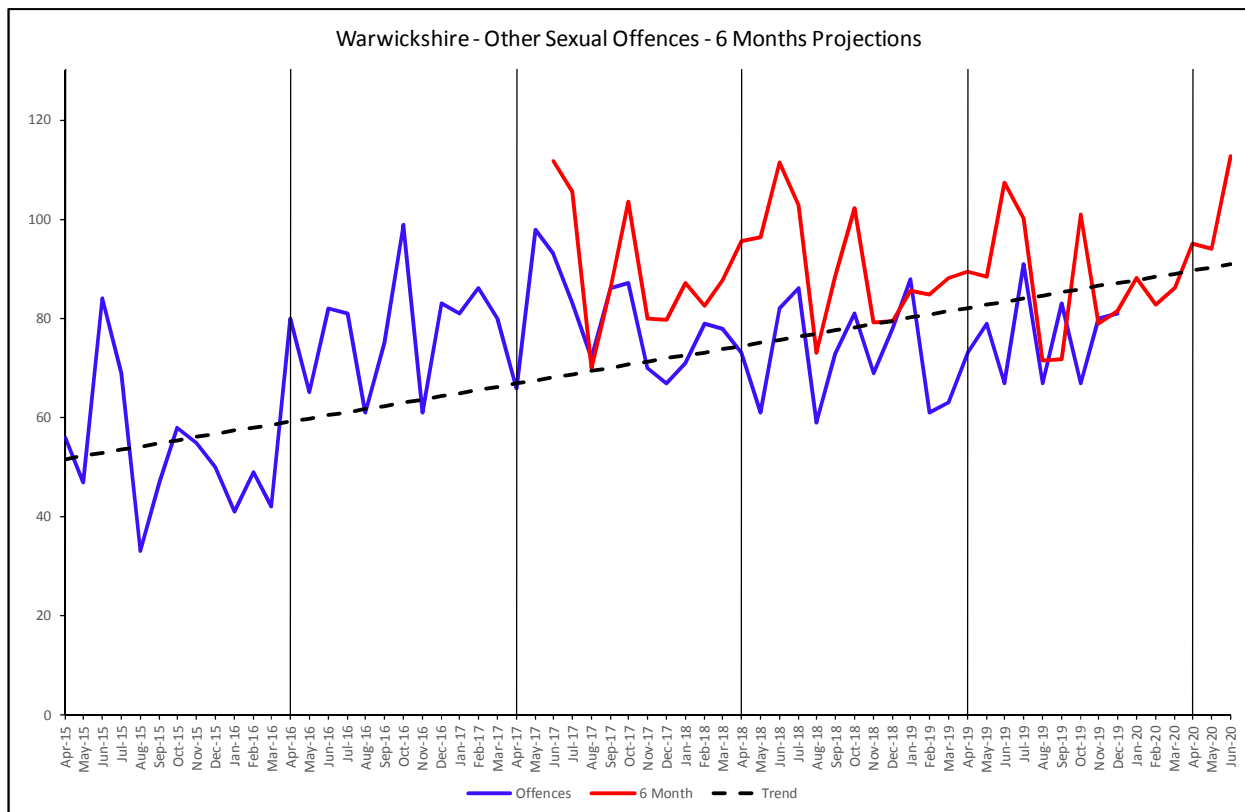


	Oct-19	Nov-19	Dec-19
North Warwickshire	33	46	50
South Warwickshire	34	34	31
Warwickshire	67	80	81

The grouping of other sexual offences refers to 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.

81 other sexual offences were reported to the police in December. This is in line with the previous month (80) and above the monthly average (79). Whilst South Warwickshire saw a decrease in offences, North Warwickshire saw an increase.

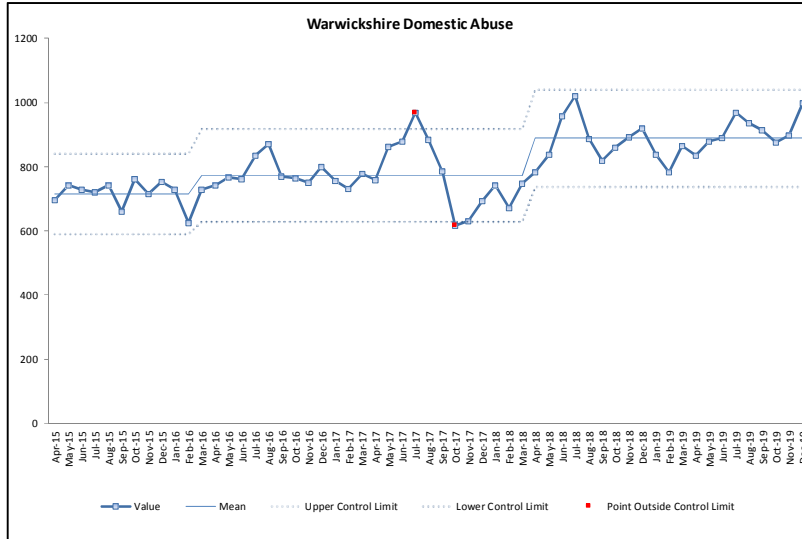
The following chart provides a 6 month projection for other sexual offences. At force level, the recorded volumes are above the projection. The projection is for volumes to increase over the next few months.



Domestic Abuse

Signs of Improvement would be:

- ❖ Increased reporting, reflecting greater victim confidence
- ❖ Reduction in repeat domestic abuse victims



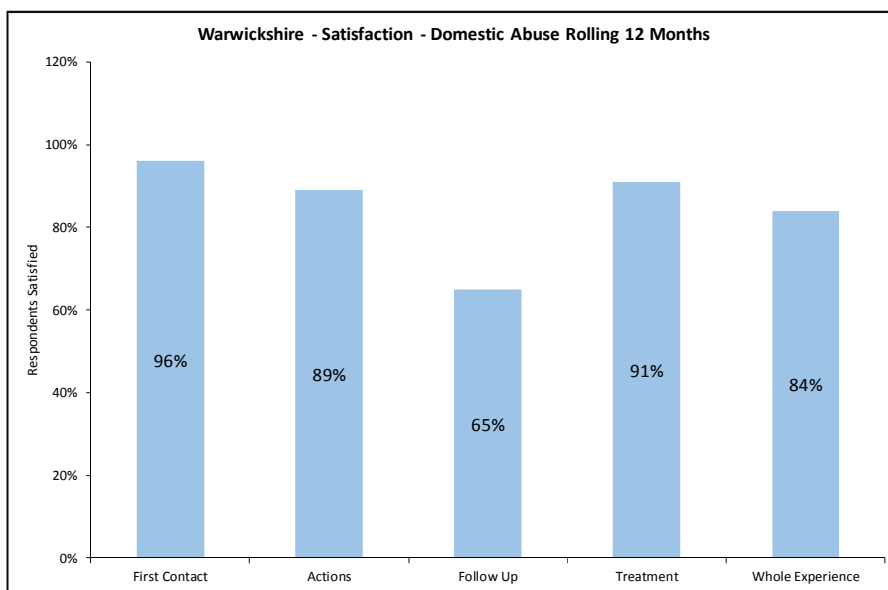
	Oct-19	Nov-19	Dec-19
North Warwickshire	547	589	593
South Warwickshire	330	309	407
Warwickshire	877	898	1000

1,000 domestic abuse offences & crimed incidents were recorded in December. This is an increase compared to November (898) and above the monthly average (889).

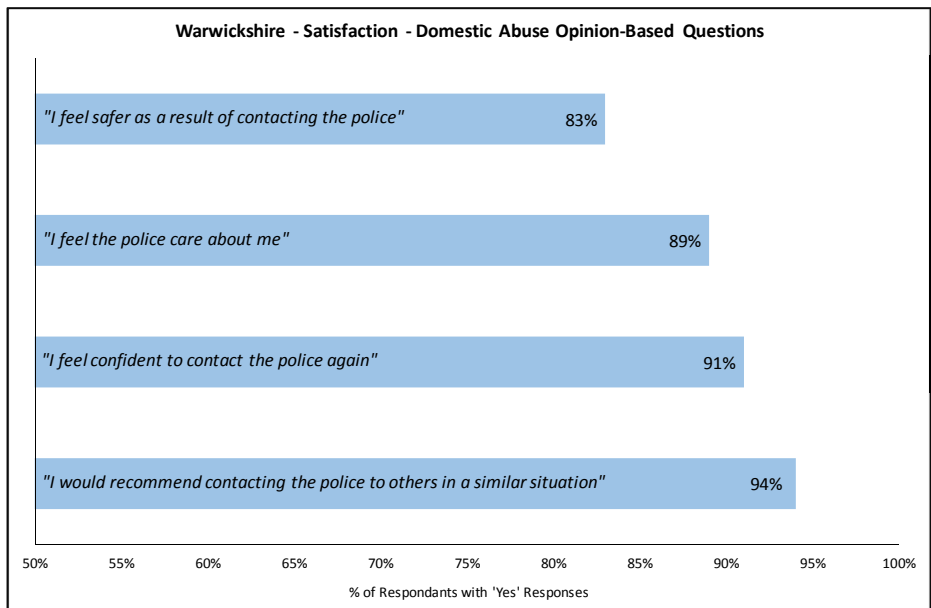
Increased volumes were seen across both policing areas in December.

Domestic Abuse Satisfaction

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.



	Oct-19	Nov-19	Dec-19
First Contact	96%	96%	96%
Actions	90%	89%	89%
Follow Up	64%	63%	65%
Treatment	91%	91%	91%
Whole Experience	84%	83%	84%



	Oct-19	Nov-19	Dec-19
"I feel safer as a result of contacting the police"	82%	82%	83%
"I feel the police care about me"	88%	88%	89%
"I feel confident to contact the police again"	91%	91%	91%
"I would recommend contacting the police to others in a similar situation"	94%	94%	94%

The results of these surveys continue to be stable.

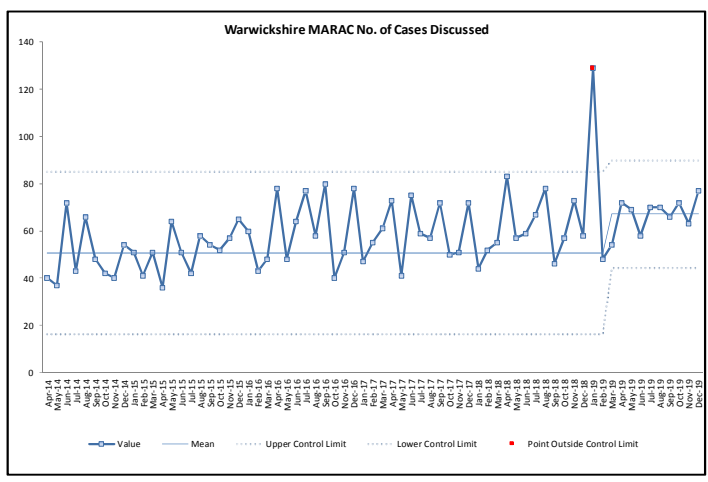
Domestic Violence Protection Notices (DVPNs)

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.

	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19
Warwickshire	5	3	6	15	21	15	8	14	7	12	9	8	5

MARAC (Multi Agency Risk Assessment Conference)

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.

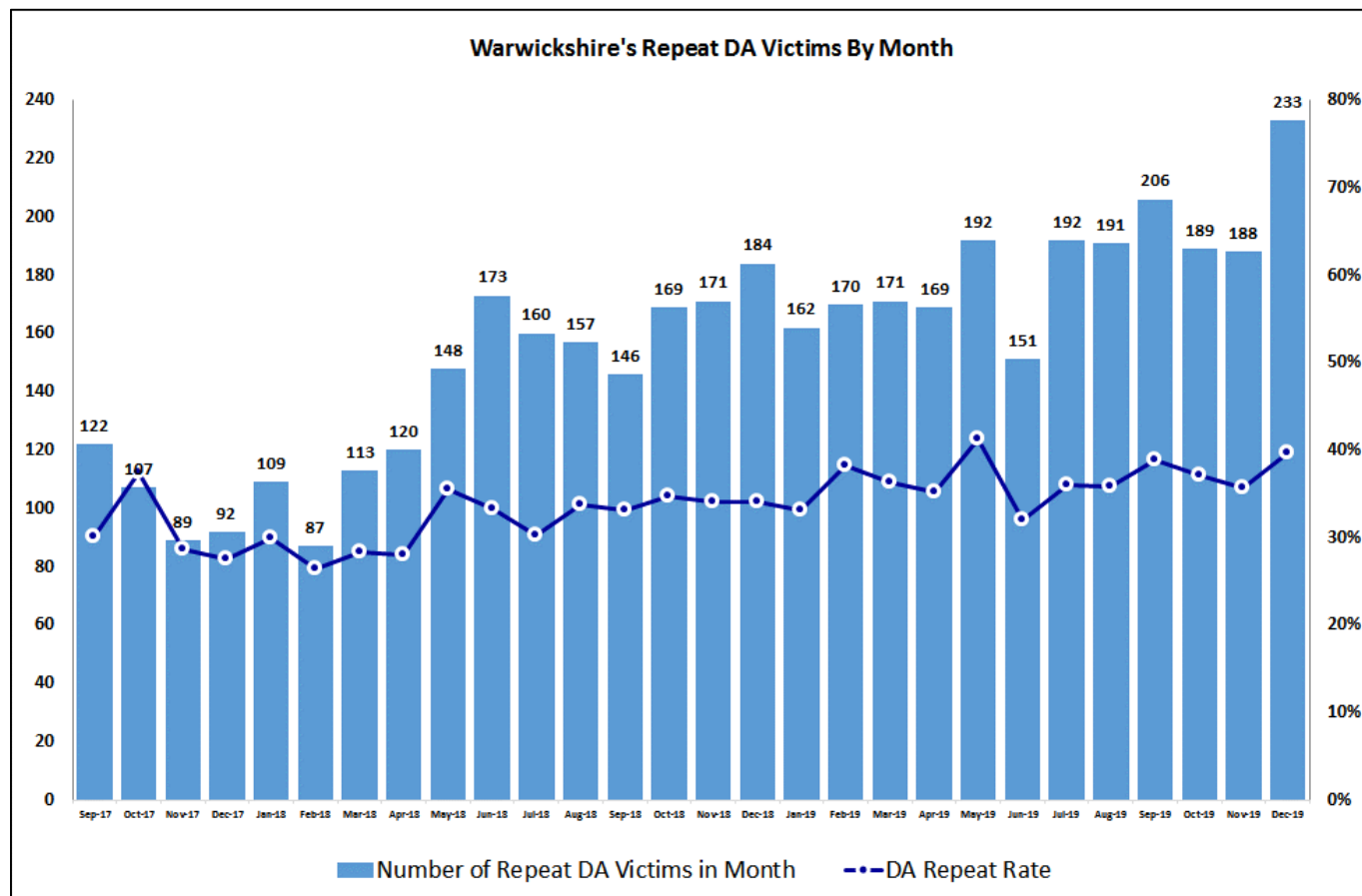


77 cases were discussed at Warwickshire MARACs in December (20 repeat cases). This is an increase compared to November (63) and above the monthly average (67).

In October after 8th consecutive months in which volumes remained above the average; the monthly average subsequently increased from 51 to 67 cases discussed.

Domestic Abuse Repeat Victimisation

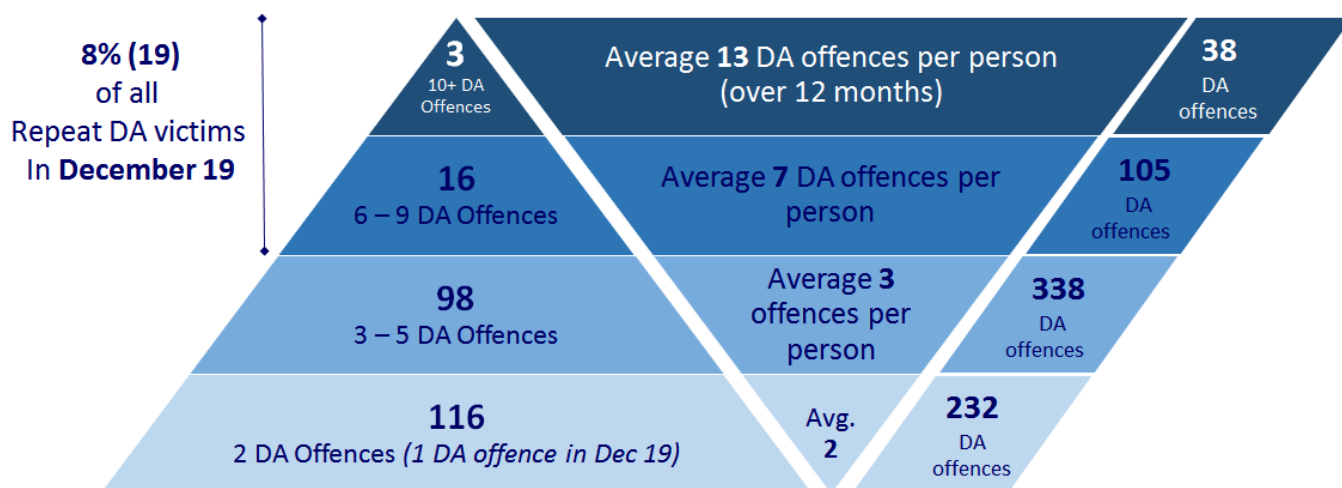
A repeat DA victim is defined as an individual recorded as a DA victim in the current reporting month that has had at least one other DA offence in the preceding 12 months. As a repeat DA victim can have presence in both force areas, these counts reflect Warwickshire’s victims only, but quantifies total DA offences across the two forces. The figures are also affected by the application of domestic abuse markers on offences.



In December, 40% (233) of all DA victims (588) were repeat victims (subject to at least one further DA offence in the last 12 months). Since September 17, this is highest volume and rate of repeat DA victims seen.

23 (10%) of December’s repeat DA victims were also a repeat DA victim in November, with 4 individuals being a repeat DA victim in each of the last 3 months – October, November and December.

Breakdown of Repeat DA Victims in December by Number of DA Offences



December’s repeat victim cohort accounts for 713 offences recorded in the last 12 months, of which 346 offences were recorded in December.

Analysis of the repeat victims shows that firstly, there has been an increase in low volume repeat victims with 3-5 offences each (98) representing 338 offences compared to last month 65 repeat victims with 221 offences.

Secondly, there has been an increase in the number and proportion of repeat victims with 6-9 offences in the last 12 months (7%, 16). This is highest volume and proportion of 6-9 repeat victims seen across the timeframe. The 16 individuals represent 105 offences of which 31 offences were recorded in December.

Two North Warwickshire and one South Warwickshire individuals have had 20+ offences reported each that collectively represent 4% (38) of all repeat offences (713) in the last 12 months.

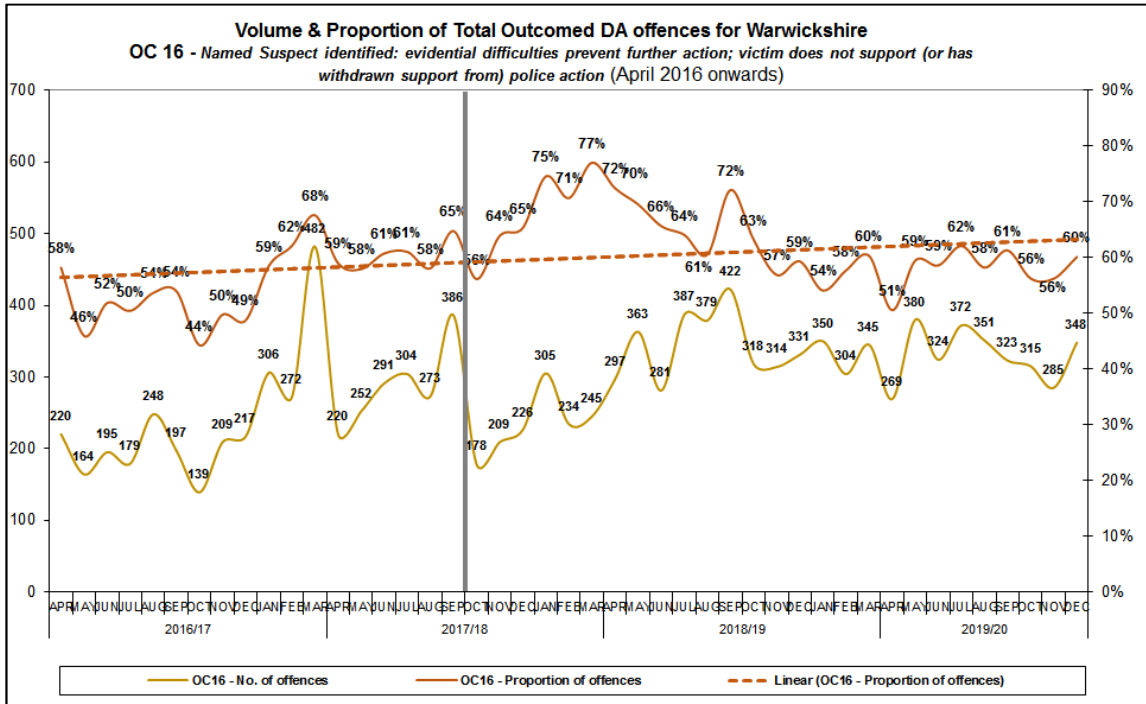
Outcome Rate – Year to Month trends

A review has been undertaken on the reporting of outcomes. By excluding those offences that are yet to receive an outcome, this provides a more ‘like for like’ and stable comparison to be made between time periods. The table below is a 9 month year to date picture, showing the overall outcome rate (% of DA offences recorded in the period that have been outcomed) and a breakdown by outcome type.

		Outcomed DA Volumes and % Outcomed			
		Apr 18 - Dec 18		Apr 19 - Dec 19	
Action Taken	OC1,1A,2,2A,3,3A,4,6,7,8	491	11.8%	479	11.0%
No Action Taken	OC5,9,10,11,12,13,15,16,17	3,396	81.3%	3,643	83.5%
Investigation complete - no suspect identified	OC14,18	209	5.0%	106	2.4%
Other*	OC20,21,22	81	1.9%	134	3.1%
Total Recorded and Outcomed		4,177	100%	4,362	100%
Total Recorded		5,056		5,521	
Outcome Rate		82.6%		79.0%	

- 79% (4,362) of DA offences recorded in Apr – Dec 19 were assigned an outcome within the same 9 month period. This is a 4 percentage point reduction on the equivalent period last year (83%). There was a 9% growth in the number of DA offences recorded in Apr – Dec 19 (5,521) compared to the same period last year (5,056).
- 11% (479) of recorded/ outcomed DA offences (4,362) in Apr – Dec 19 were assigned an ‘action taken’ outcome within the same 9 month period. The number and proportion of offences has slightly decreased compared to the same period last year (491, 12%).

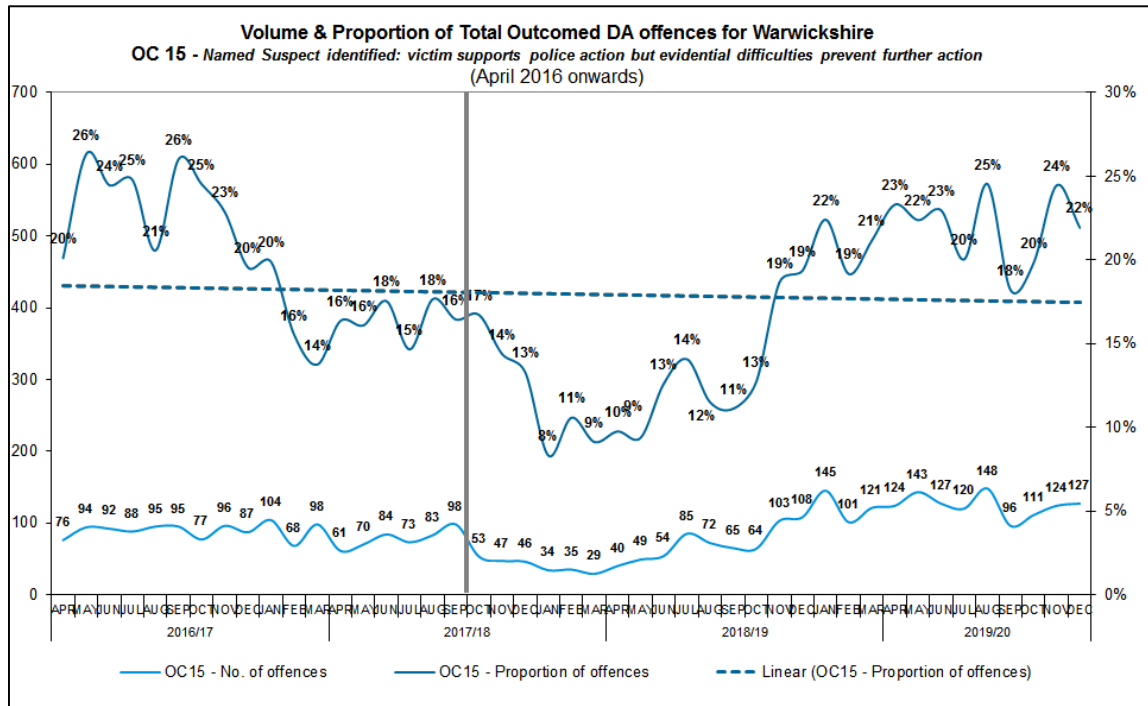
Outcome 16 – Monthly outcome trends



- From July 19 (372, 62%), there has been a downward trend in both the number and proportion of DA offences resulting in Outcome 16. However, performance in December has reversed this trend, with an increase in both the volume and proportion of offences

Outcome 15 – Monthly outcome trends

Since November 18, there has been an increase in the use of Outcome code 15: - ‘Named Suspect identified: victim supports police action but evidential difficulties prevent further action’ as shown by the chart.



- 127 offences (22%) resulted in Outcome 15 in December. This is a relative stable volume in line with the previous month (124, 24%) despite the decrease in proportion.

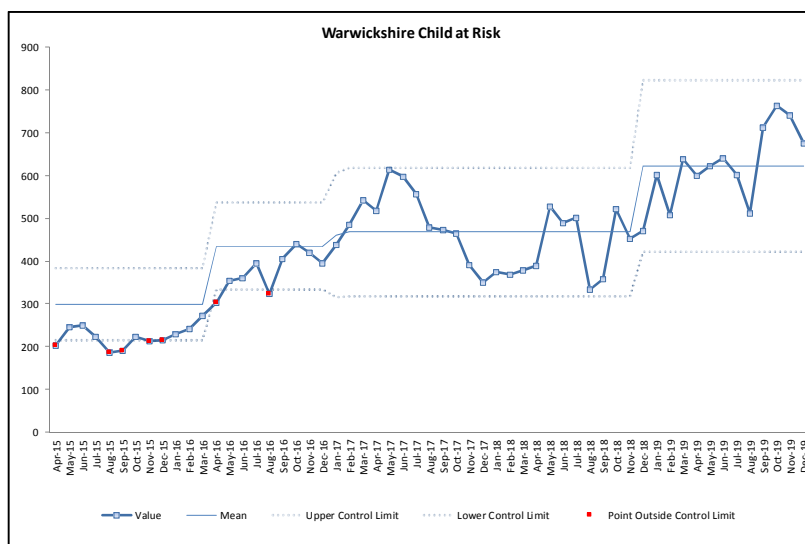
Child at Risk / Child Sexual Exploitation

Signs of Improvement would be:

- ❖ Increased reporting, reflecting greater victim confidence
- ❖ Reduction in repeat suspects

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

Child at Risk

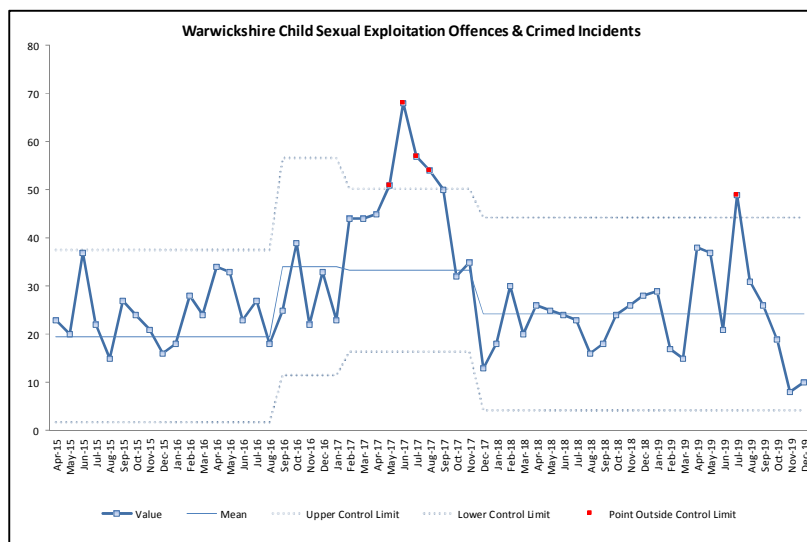


	Oct-19	Nov-19	Dec-19
North Warwickshire	515	473	466
South Warwickshire	249	268	210
Warwickshire	764	741	676

676 'child at risk' markers were applied to offences/incidents in December. This is a reduction compared to November (741) but volumes remain above the monthly average (622).

Decreased volumes were seen across both policing areas - this is likely to be influenced by school holidays.

Child Sexual Exploitation



‘Child Sexual Exploitation’ (CSE) is a specific behaviour, 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.

10 CSE offences/ incidents were recorded in December; a slight increase compared to November (8) but below the monthly average (24).

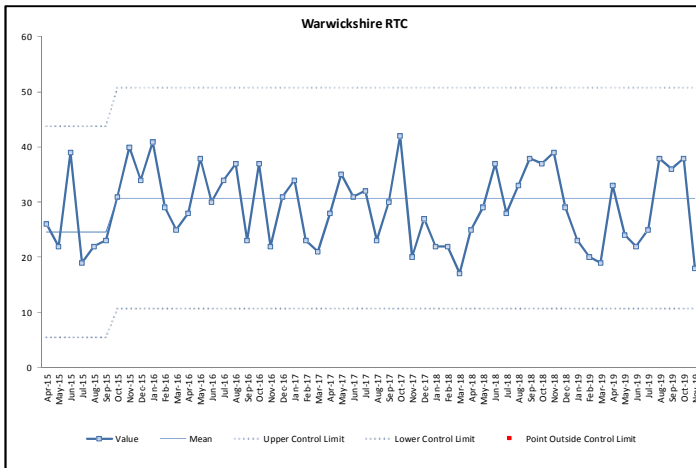
Increased volumes were seen in North Warwickshire in December.

There was a higher proportion of ‘non-recent’ offences recorded in December – 55% (6) compared to a monthly average of 45%.

Road Traffic Casualties

Signs of Improvement would be:

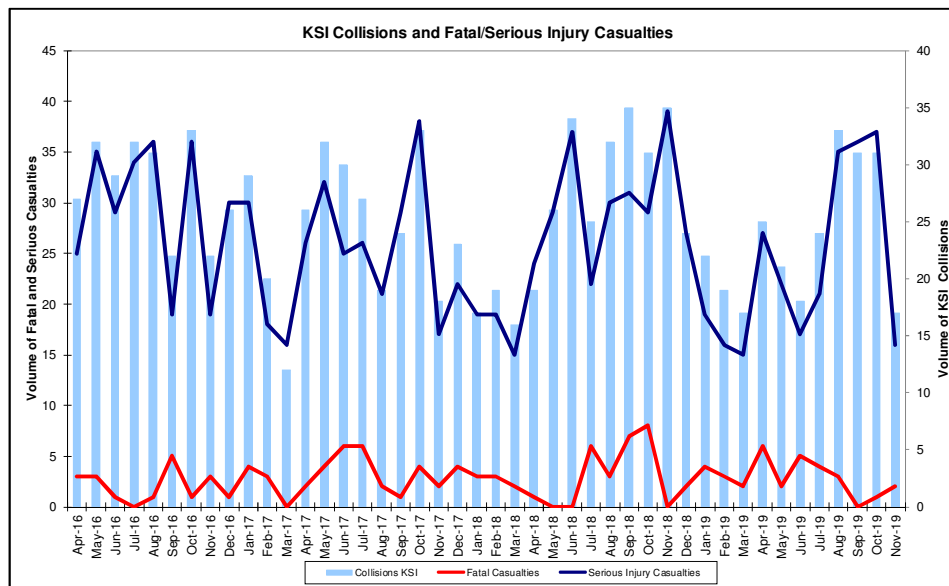
- ❖ Reduction in fatal and serious injury casualties



	Sep-19	Oct-19	Nov-19
North Warwickshire	20	21	11
South Warwickshire	16	17	7
Warwickshire	36	38	18

In December¹ there were 2 road deaths – 1 car driver and 1 pedestrian.

The 2 fatalities occurred in South Warwickshire.



In November over two thirds (71%) of all fatal and serious injury casualties were car drivers or passengers, 17% were goods vehicles and 6% were motorcyclists.

Speed enforcement operates through fixed and mobile enforcement cameras at 76 sites across Warwickshire and 32,966 offences have been recorded from April to December 2019.

¹ At the time of publication data regarding serious injury casualties in December 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.

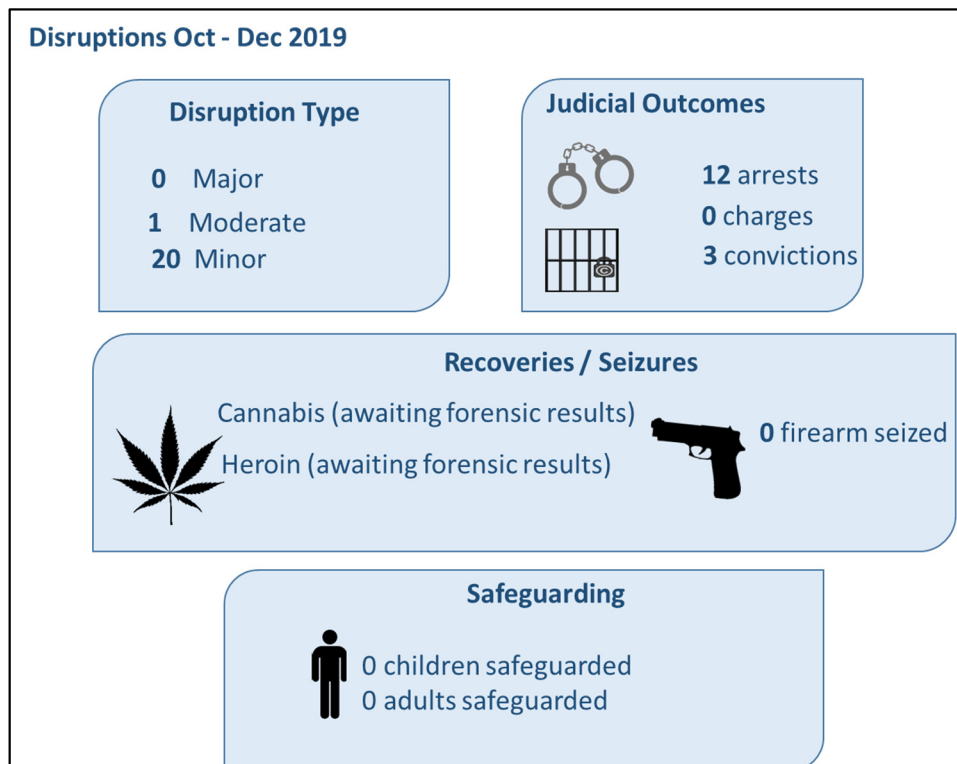
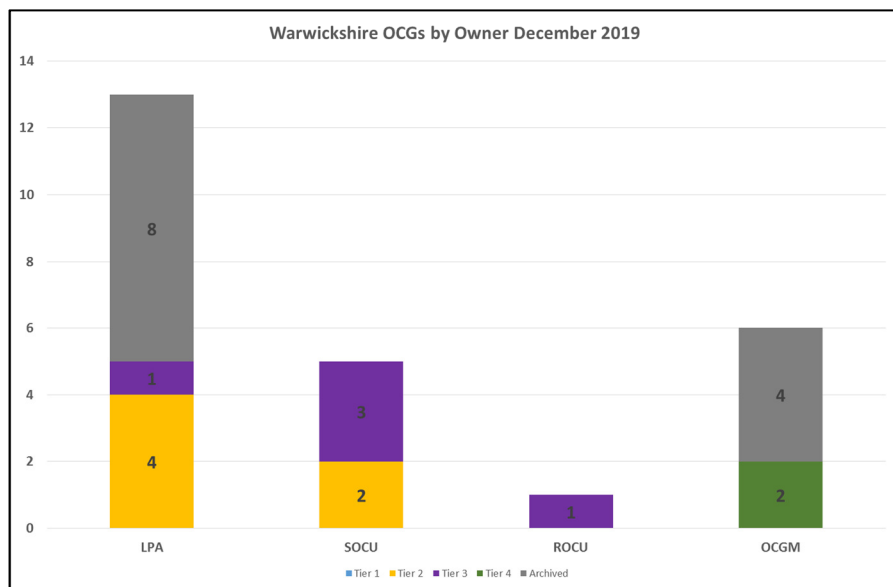
Serious Organised Crime

Signs of Improvement would be:

- ❖ Improved reporting of disruption activity against Organised Crime Groups

OCG management is delivered locally through the LRO who tasks local officers and staff with the delivery of objectives in line with their “4P” plan (Pursue, Prevent, Protect, and Prepare).

As of December 2019, there were 13 active and a further 12 archived OCGs across Warwickshire.

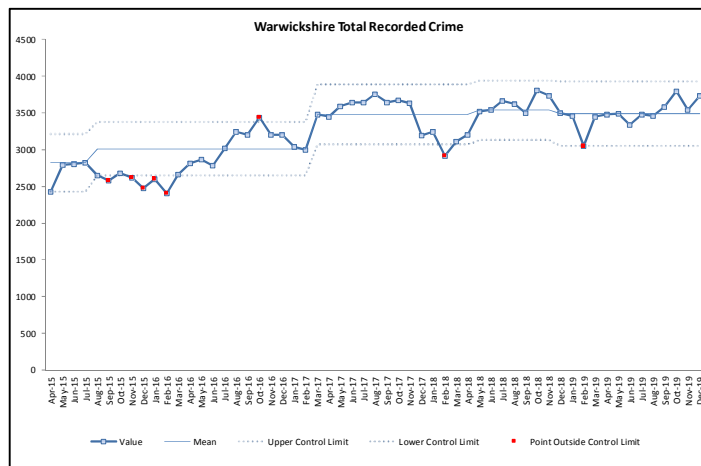


Preventing & Reducing Crime

Total Recorded Crime

Signs of Improvement would be:

- ❖ Recorded crime levels reflect accurate & timely reporting, driven by increased public confidence



	Oct-19	Nov-19	Dec-19
North Warwickshire	2191	2091	2202
South Warwickshire	1601	1452	1536
Warwickshire	3792	3543	3738

3,738 offences were recorded across Warwickshire in December. This is an increase compared to November (3,543) and volumes remain above the monthly average (3,490).

Total recorded crime generally follows a seasonal pattern, with reduced volumes in the winter months. 2019/20 has not shown this typical pattern – volumes did not see the usual summer peaks and we have not seen a reduction in recording in December.

Increased volumes were seen across both policing areas in December.

The table below shows a comparison between districts. 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 districts are highlighted in the table.

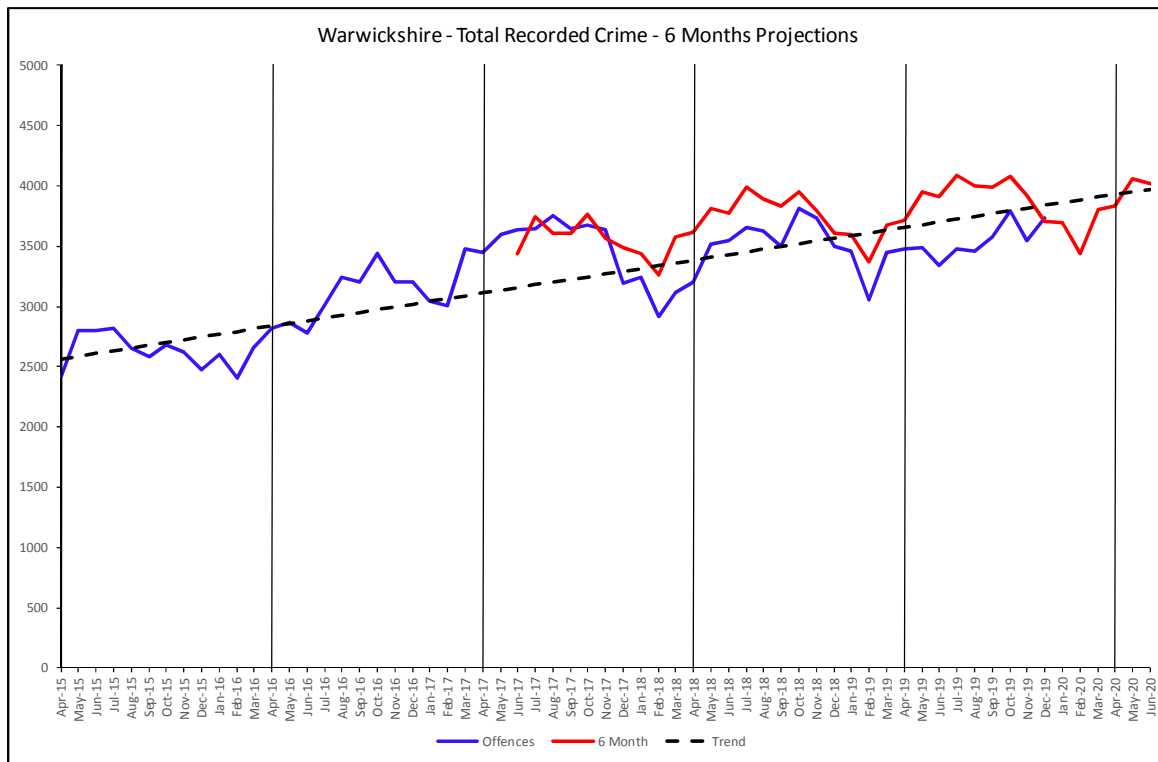
District Comparison by Crime Type

The following table indicates the crime volumes per 1,000 population for each district. The shading indicates an increase in the crime rate compared to the previous month.

Data is based on ONS mid-2017 population estimates

	Warwickshire				North Warks District				Nuneaton & Bedworth District				Rugby District				Stratford District				Warwick District			
	Last Month	Per 1,000 Pop	Per 1,000 Pop (-1)	Per 1,000 Pop (-2)	Last Month	Per 1,000 Pop	Per 1,000 Pop (-1)	Per 1,000 Pop (-2)	Last Month	Per 1,000 Pop	Per 1,000 Pop (-1)	Per 1,000 Pop (-2)	Last Month	Per 1,000 Pop	Per 1,000 Pop (-1)	Per 1,000 Pop (-2)	Last Month	Per 1,000 Pop	Per 1,000 Pop (-1)	Per 1,000 Pop (-2)	Last Month	Per 1,000 Pop	Per 1,000 Pop (-1)	Per 1,000 Pop (-2)
Violence With Injury	453	0.80	0.70	0.70	53	0.83	0.61	0.61	135	1.05	0.98	0.90	80	0.75	0.75	0.87	84	0.69	0.47	0.48	101	0.72	0.66	0.61
Violence Without Injury	922	1.63	1.55	1.66	94	1.47	1.36	1.53	297	2.31	2.29	2.23	173	1.63	1.59	1.97	140	1.14	1.14	1.09	218	1.55	1.33	1.48
Rape	53	0.09	0.09	0.09	10	0.16	0.05	0.06	13	0.10	0.13	0.10	10	0.09	0.12	0.10	7	0.06	0.03	0.08	13	0.09	0.08	0.07
Other Sexual Offences	81	0.14	0.14	0.12	5	0.08	0.05	0.11	38	0.30	0.19	0.13	7	0.07	0.16	0.11	6	0.05	0.08	0.07	25	0.18	0.17	0.17
Business Robbery	6	0.01	0.01	0.02	0	0.00	0.00	0.02	2	0.02	0.00	0.02	1	0.01	0.02	0.03	1	0.01	0.00	0.01	2	0.01	0.01	0.01
Personal Robbery	42	0.07	0.05	0.05	1	0.02	0.03	0.05	17	0.13	0.08	0.03	11	0.10	0.05	0.08	7	0.06	0.04	0.04	6	0.04	0.05	0.05
Vehicle Offences	432	0.77	0.75	0.91	102	1.59	1.00	1.05	105	0.82	0.91	1.07	76	0.71	0.61	0.66	55	0.45	0.55	0.75	94	0.67	0.78	1.05
Theft from Person	34	0.06	0.06	0.07	1	0.02	0.00	0.06	8	0.06	0.10	0.07	3	0.03	0.04	0.04	8	0.07	0.08	0.07	14	0.10	0.06	0.11
Bicycle Theft	29	0.05	0.08	0.10	0	0.00	0.03	0.06	10	0.08	0.14	0.16	6	0.06	0.06	0.11	3	0.02	0.04	0.08	10	0.07	0.10	0.09
Shoplifting	281	0.50	0.45	0.48	13	0.20	0.25	0.22	80	0.62	0.55	0.59	46	0.43	0.34	0.31	57	0.47	0.52	0.47	85	0.61	0.47	0.63
Other Theft Offences	367	0.65	0.68	0.68	49	0.76	0.78	0.70	77	0.60	0.69	0.68	68	0.64	0.58	0.70	89	0.73	0.67	0.85	84	0.60	0.73	0.52
Criminal Damage & Arson	378	0.67	0.61	0.61	46	0.72	0.97	0.61	110	0.85	0.84	0.80	75	0.70	0.46	0.68	58	0.47	0.35	0.42	89	0.63	0.58	0.57
Other Crimes Against Society	379	0.67	0.64	0.67	46	0.72	0.73	0.69	113	0.88	0.92	0.79	74	0.70	0.60	0.74	62	0.51	0.41	0.55	84	0.60	0.60	0.63
Burglary – Business & Community (incl. Res. non-dwelling)	141	0.61	0.61	0.75	32	1.24	1.08	1.16	30	0.57	0.44	0.61	18	0.43	0.50	0.72	31	0.60	0.83	0.98	30	0.51	0.46	0.51
Burglary - Residential (dwelling only)	139	0.60	0.59	0.73	13	0.50	0.50	0.74	33	0.63	0.78	0.99	20	0.48	0.48	0.50	35	0.67	0.46	0.67	38	0.65	0.66	0.72
Total Recorded Crime	3738	6.62	6.30	6.77	466	7.27	6.49	6.52	1068	8.30	8.31	8.23	668	6.28	5.76	6.91	643	5.26	4.94	5.67	893	6.36	6.09	6.52

The following chart provides a 6 month projection for total recorded crime offences. At force level, the recorded volumes over the last few months have been below our projections, however following a similar pattern. Volumes are projected to fluctuate over the next few months.



Crime Breakdown

The following table indicates headline performance of major crime groupings. It shows recorded volumes against the previous month and the same month last year and indicates where performance has become exceptional on the control charts.

	Dec-19	Nov-19	% CHANGE	Dec-18	% CHANGE	Force Level		Policing Area
						Exceptional volumes	Increasing trend	Exceptional volumes
Homicide	1	0	0.0%	0	0.0%			
Violence With Injury	453	396	14.4%	450	0.7%	N	Y	S
Violence Without Injury	922	870	6.0%	792	16.4%	Y	N	
Rape	53	48	10.4%	40	32.5%	N	Y	N
Other Sexual Offences	81	80	1.3%	78	3.8%	N	Y	
Business Robbery	6	4	50.0%	6	0.0%	N	N	
Personal Robbery	42	31	35.5%	36	16.7%	N	Y	
All Robbery	48	35	37.1%	42	14.3%	N	Y	
Burglary - Residential (dwelling only)	139	133	4.5%	211	-34.1%	N	N	
Burglary – Business & Community (incl. Res. non-dwelling)	141	142	-0.7%	168	-16.1%	N	N	
Vehicle Offences	432	419	3.1%	396	9.1%	N	N	N
Theft from Person	34	36	-5.6%	45	-24.4%	N	N	
Bicycle Theft	29	44	-34.1%	43	-32.6%	Y (low)	N	
Shoplifting	281	251	12.0%	210	33.8%	N	Y	
All Other Theft Offences	367	387	-5.2%	348	5.5%	N	N	
Criminal Damage & Arson	378	343	10.2%	358	5.6%	N	Y	
Drug Offences	90	71	26.8%	79	13.9%	N	Y	N
Possession of Weapons	43	41	4.9%	35	22.9%	N	N	
Public Order Offences	180	202	-10.9%	153	17.6%	N	N	
Misc. Crimes Against Society	66	45	46.7%	49	34.7%	N	Y	
TOTAL CRIME:	3738	3543	5.5%	3497	6.9%	N	N	

Performance against annual projections

At the beginning of the financial year we set a projection for crime volumes for 2019/20, based on recorded volumes over the past 3 years. The following table shows this annual projection and the current direction of travel comparing April – December 2019 and the same period last year.

This data should be read as an indication of performance. As we are comparing nine months, the current % change does not fully reflect all seasonal variations that may occur through the year.

	Projected Annual Change	Q1, Q2 & Q3 18/19	Q1, Q2 & Q3 19/20	Change
Total Recorded Crime	↔ 6.6%	32086	31903	↔ -0.6%
Violence With Injury	↔ 5.1%	3525	3568	↔ 1.2%
Violence Without Injury	↑ 19.9%	6600	7392	↑ 12.0%
Sexual Offences - Rape	↔ -2.4%	300	416	↑ 38.7%
Sexual Offences - Other	↔ 2.8%	662	688	↔ 3.9%
Robbery	↑ 25.2%	347	346	↔ -0.3%
Residential Burglary Dwelling	↔ 6.6%	1624	1288	↓ 20.7%
Business & Community Burglary	↔ -2.6%	1487	1493	↔ 0.4%
Vehicle	↔ 10.7%	3818	3480	↔ -8.9%
Theft From Person	↔ 9.4%	359	307	↓ 14.5%
Shoplifting	↔ -1.9%	2556	2549	↔ -0.3%
Bicycle	↔ -5.8%	576	475	↓ 17.5%
All other Theft	↔ 1.5%	3445	3497	↔ 1.5%
Criminal Damage & Arson	↔ 2.5%	3528	3116	↓ 11.7%
Drug Offences	↔ -2.6%	648	660	↔ 1.9%
Possession of Weapons	↑ 23.8%	328	358	↔ 9.1%
Public Order Offences	↑ 19.4%	1781	1767	↔ -0.8%
Misc. Crimes Against Society	↓ -66.0%	502	503	↔ 0.2%

	Projected Annual Change	Q1 & Q2 18/19	Q1 & Q2 19/20	Change
Hate Crime	↑	689	619	-10.2%
Domestic Abuse	↑	7976	8197	2.8%
Child At Risk	↑	4045	5870	45.1%
Child Sexual Exploitation	↑	210	239	13.8%

Crime Outcomes

A review has been undertaken on the reporting of outcomes. By excluding those offences that are yet to receive an outcome, this provides a more 'like for like' and stable comparison to be made between time periods.

Outcome Rate – Year to Month trends

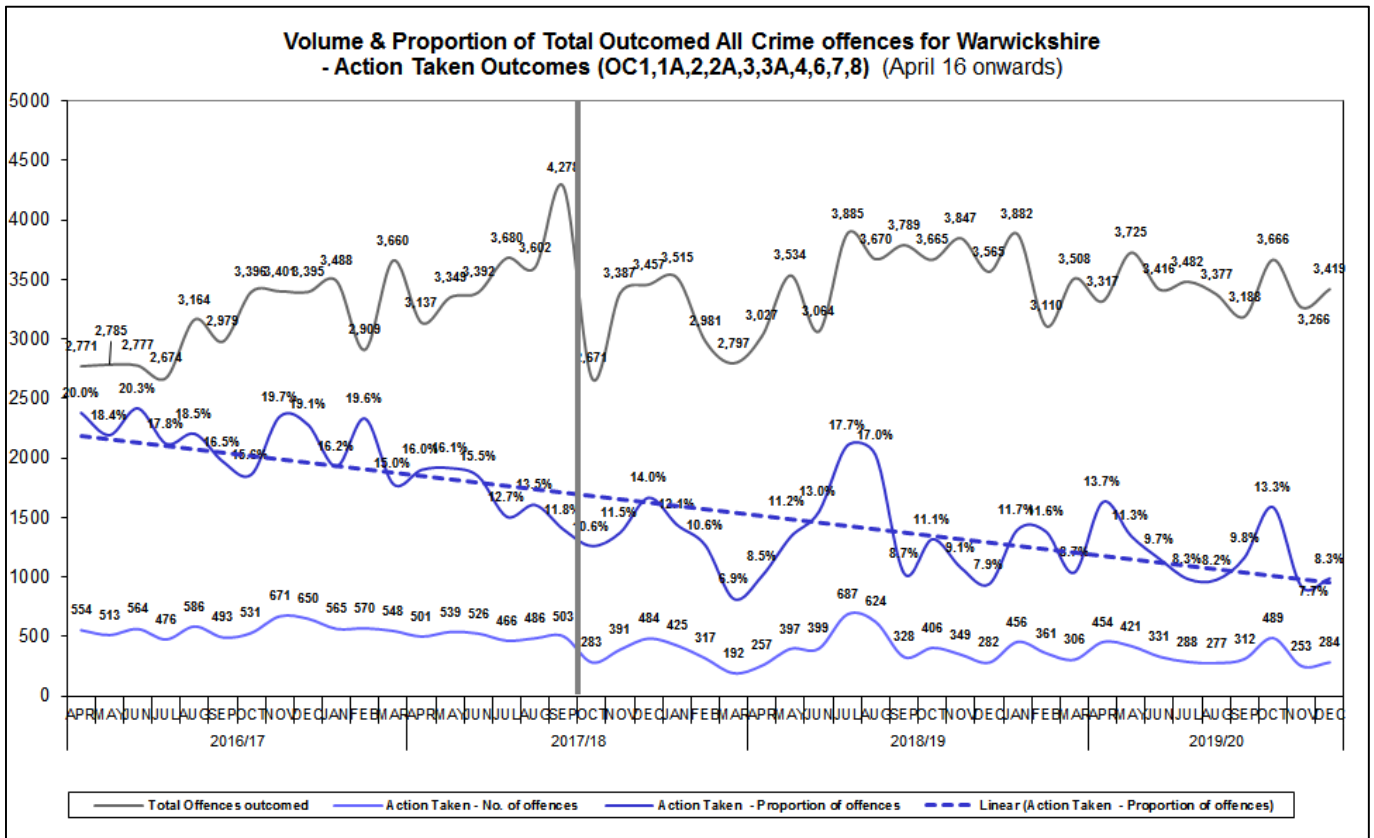
The table below is a 9 month picture, showing the overall outcome rate (% of offences recorded in the period that have been outcomed) and a breakdown by outcome type.

		Outcomed Volumes and % Outcomed			
		Apr 18 - Dec 18		Apr 19 - Dec 19	
Action Taken	OC1,1A,2,2A,3,3A,4,6,7,8	2,589	9.4%	2,135	7.9%
No Action Taken	OC5,9,10,11,12,13,15,16,17	8,941	32.4%	9,418	34.9%
Investigation complete - no suspect identified	OC14,18	15,150	55.0%	14,363	53.2%
Other*	OC20,21,22	883	3.2%	1,090	4.0%
Total Recorded and Outcomed		27,563	100%	27,006	100%
Total Recorded		32,086		31,903	
Outcome Rate		85.9%		84.7%	

- 27,006 offences were recorded and outcomed between Apr – Dec 19. This is a 2% decrease compared to Apr – Dec 18 (27,563).
- 85% (27,006) of all offences recorded Apr – Dec 19 (31,903) were assigned an outcome within the 9 month period. This is a lower proportion compared to the equivalent period last year (86%).
- 8% (2,135) of offences recorded in Apr – Dec 19 (27,006) were assigned an 'action taken' outcome within the period. This is a lower proportion compared to the equivalent period last year (9%).
- A greater proportion of offences were assigned a 'no action taken' outcome in Apr – Dec 19 (9,418, 35%) compared to the equivalent period last year (8,941, 32%). The number of offences resulting in 'no action taken' has increased by 5% from 8,941 to 9,418.
- The number of offences resulting in '*Investigation complete – no suspect identified*' between Apr – Dec 19 (14,363, 53%) has decreased by 5% and the rate has reduced by 2 percentage points since the same period last year (15,150, 55%).

Action Taken' – Monthly total outcome trends

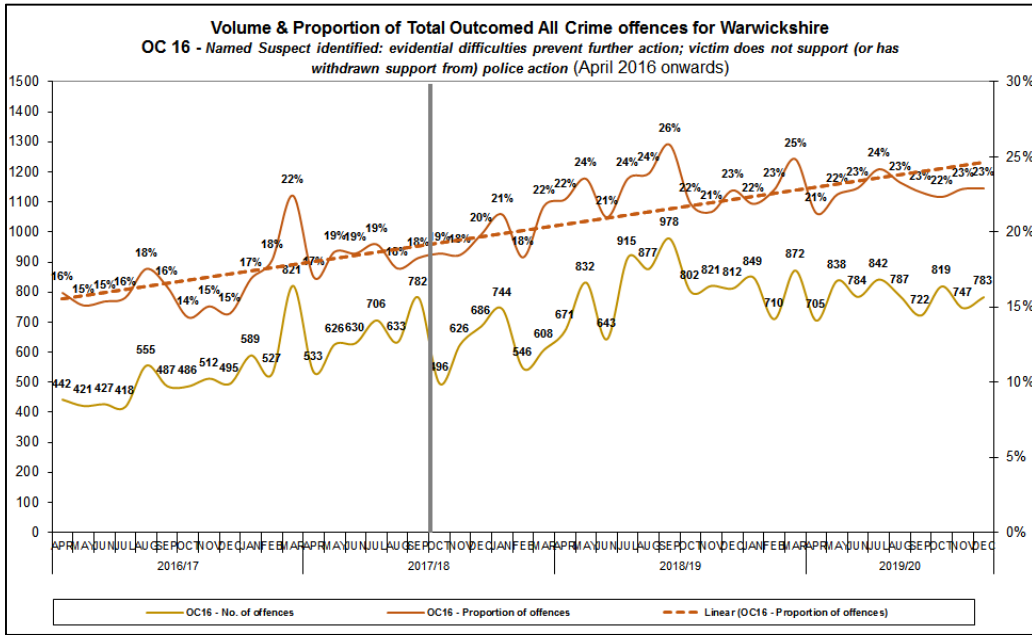
The following chart shows the volume and proportion of total recorded offences outcomed per month by HMIC grouping 'Action Taken' regardless of when they were recorded. 'Action Taken' grouping is made up of Outcome codes for traditional detection outcomes – charge/ summons, taken into consideration, community resolution etc.



- Since April 16, there has been a downward trend in the number and proportion of total outcomed offences assigned an 'action taken' outcome on a monthly basis.
- Out of the 3,419 offences outcomed in December, 284 (8.3%) resulted in an 'action taken' outcome. This is an increase in volume and proportion rate on November (253, 7.7%). Of these:
 - 66% (187) have resulted in a charge/ summons (including alternate offences)
 - 18% (52) have resulted in an adult/youth caution
 - 11% (31) have been assigned a community resolution.

Outcome 16 – Monthly outcome trends

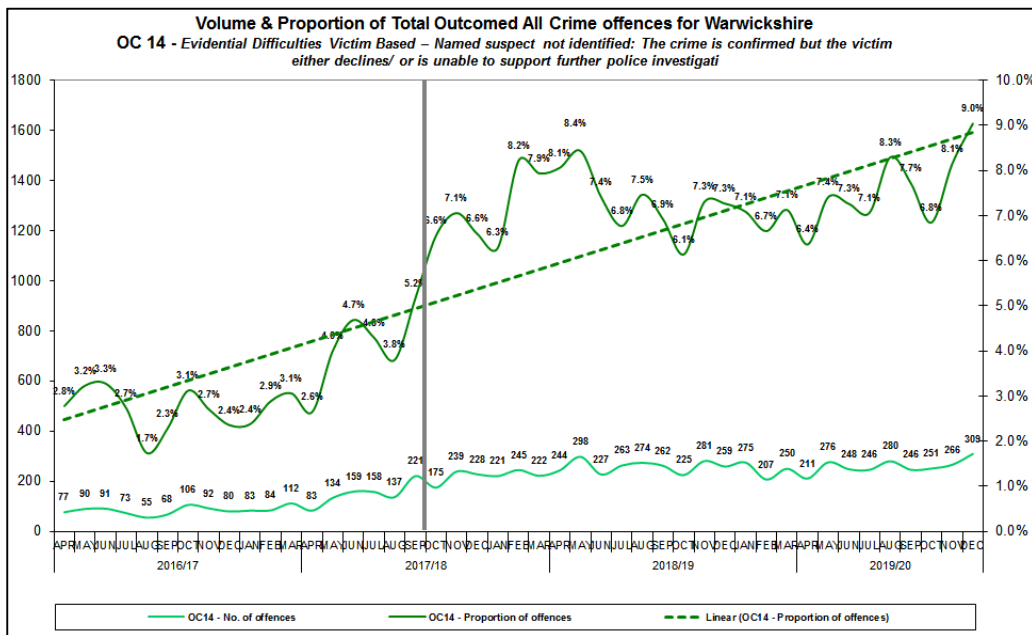
The following chart shows the volume and proportion of total recorded offences outcomed per month by 'Outcome code 16' regardless of when they were recorded.



- 783 (23%) offences resulted in Outcome 16 in December, a volume increase compared to the previous month (747). The proportion rate continues to remain stable within a range of 22% to 24% since May 19.

Outcome 14 – Monthly outcome trends

Since November 17, despite the varying proportion rates, there has been a steady volume increase in the use of Outcome code 14: - 'Evidential Difficulties Victim Based – Named suspect not identified: The crime is confirmed but the victim either declines/ or is unable to support further police investigation to identify the offender' as shown by the following chart.

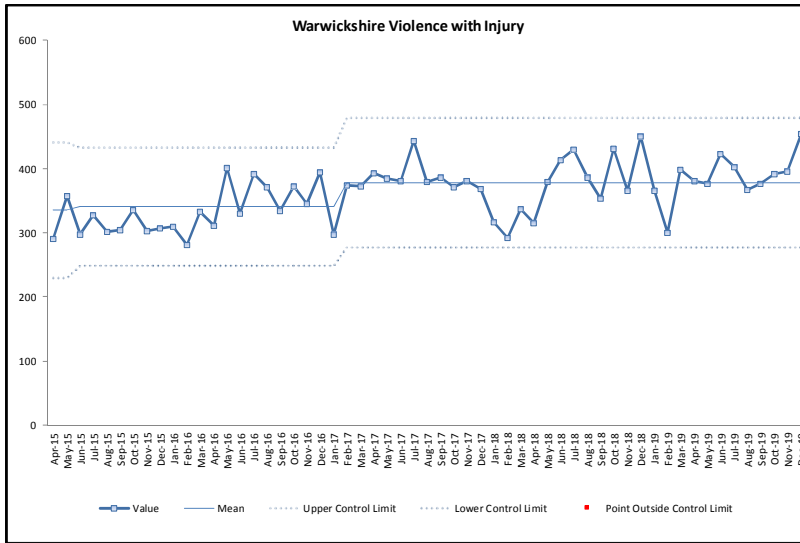


- In December, 309 offences (9%) resulted in Outcome 14 which is the highest volume and proportion rate seen across the time period reviewed.

Violence with Injury

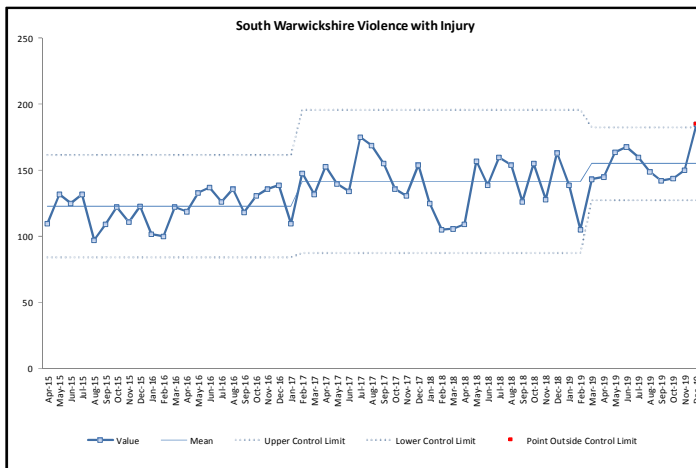
Signs of Improvement would be:

- ❖ Stable volumes of recorded crime
- ❖ Trends in line with other forces



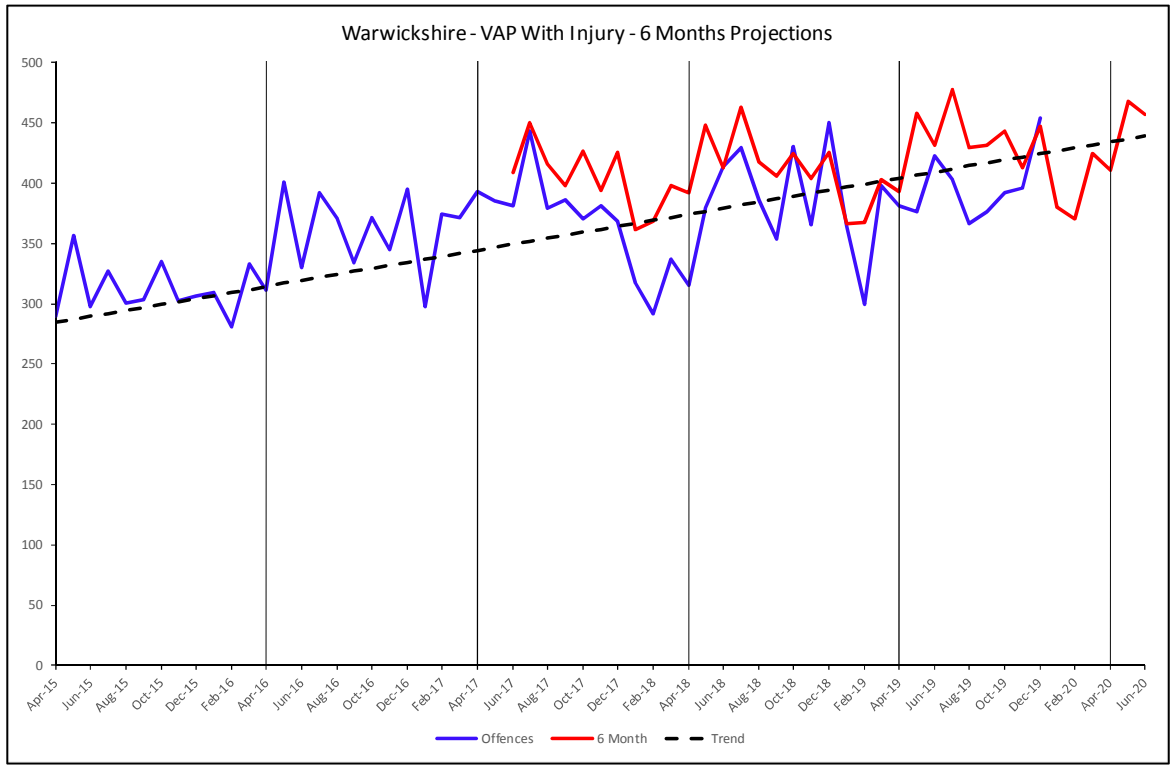
	Oct-19	Nov-19	Dec-19
North Warwickshire	248	246	269
South Warwickshire	144	150	185
Warwickshire	392	396	454

454 violence with injury offences were recorded in December. This is an increase compared to November (396) and volumes remain above the monthly average (378).



Increases were recorded in both policing areas with exceptional volumes recorded in South Warwickshire. This is driven by an increase in ABH and, to a lesser extent, GBH, offences.

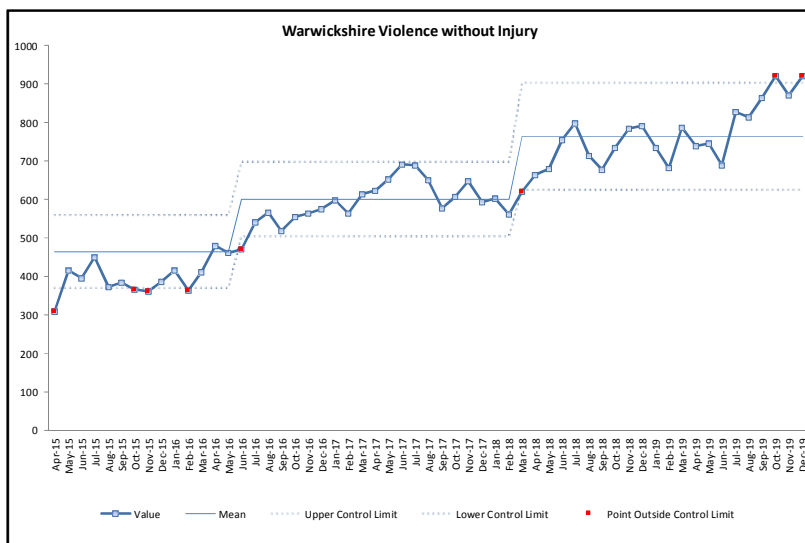
The following chart provides a medium (6 month) projection for violence with injury offences. At force level, the projection indicates a decrease in recorded offences over the next few months.



Violence without Injury

Signs of Improvement would be:

- ❖ Stable volumes of recorded crime
- ❖ Trends in line with other forces

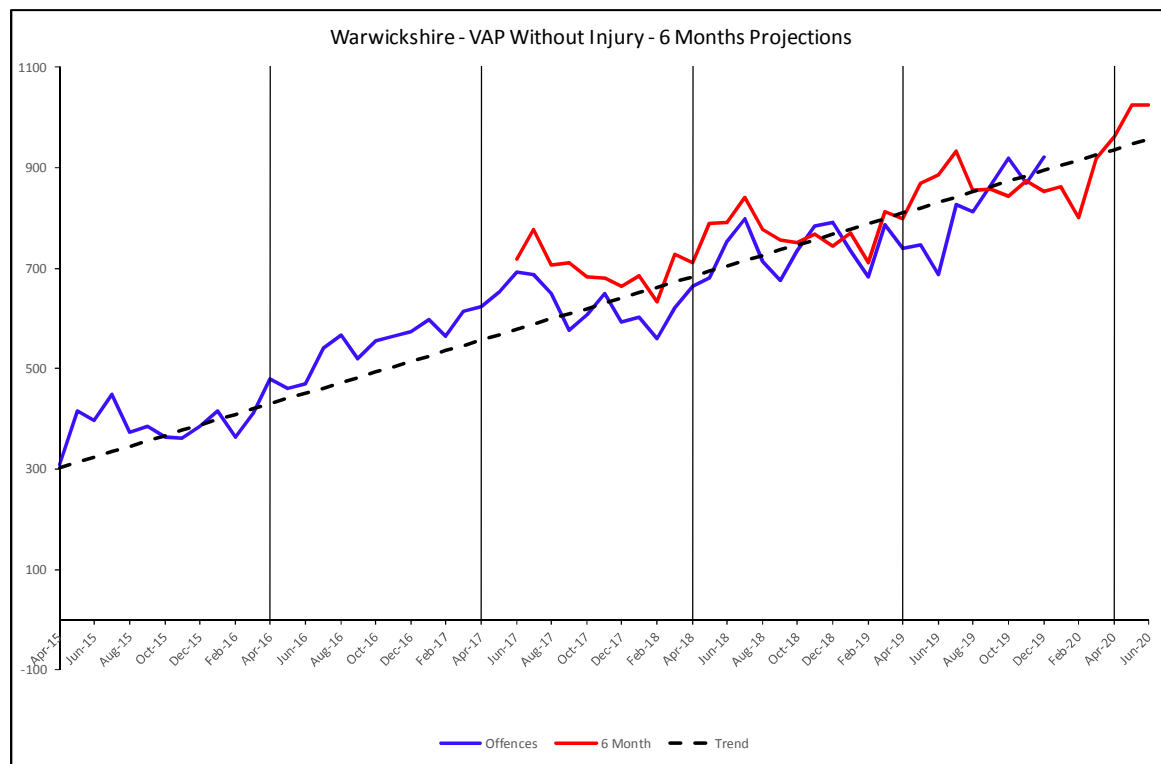


	Oct-19	Nov-19	Dec-19
North Warwickshire	585	548	564
South Warwickshire	335	322	358
Warwickshire	920	870	922

922 violence without injury offences were recorded in December. This is an increase compared to the previous month (870) and significantly above the monthly average (764). This was driven by an uplift in malicious communications offences and harassment offences.

Increased volumes were recorded across both policing areas in December.

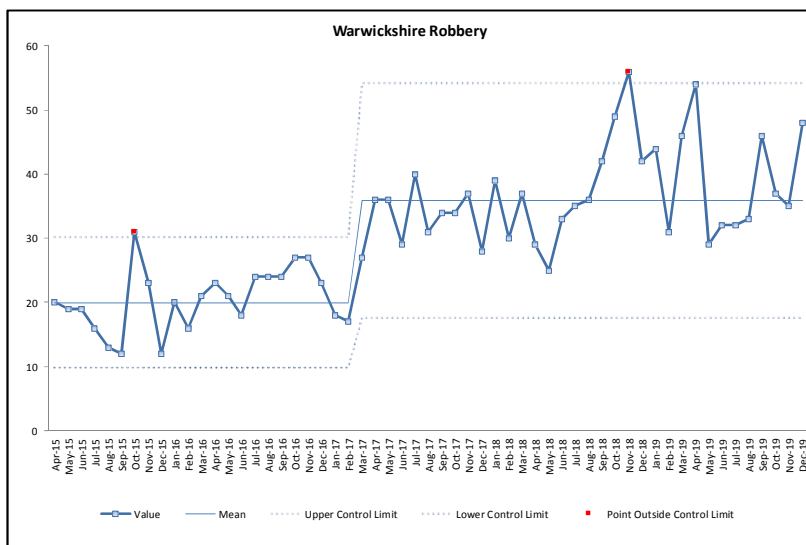
The following chart provides a medium (6 month) projection for violence without injury offences. At force level, the projection indicates a fluctuation in recorded offences over the next few months.



Robbery

Signs of Improvement would be:

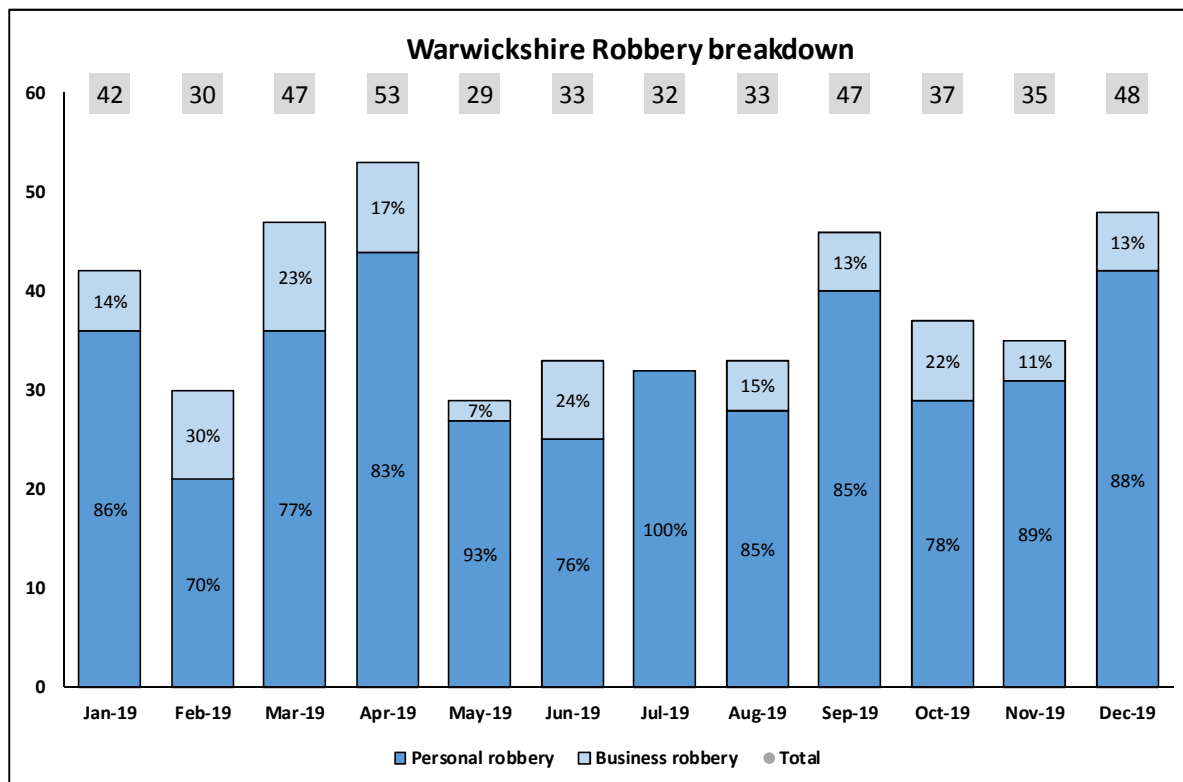
- ❖ Stable volumes of recorded crime
- ❖ Trends in line with other forces



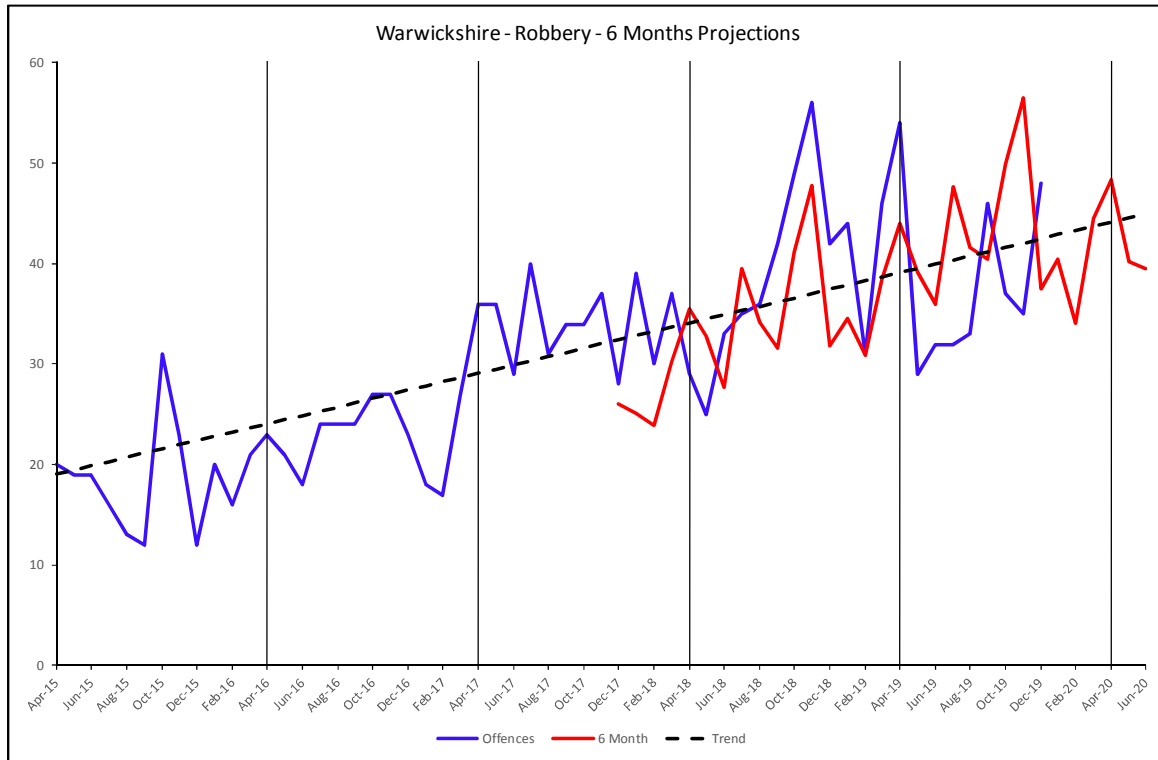
	Oct-19	Nov-19	Dec-19
North Warwickshire	23	22	32
South Warwickshire	14	13	16
Warwickshire	37	35	48

48 robbery offences were recorded in December. This is an increase compared to November (35) and above the monthly average (36). Increased volumes were recorded across both policing areas.

The increase is predominantly in personal robbery offences.



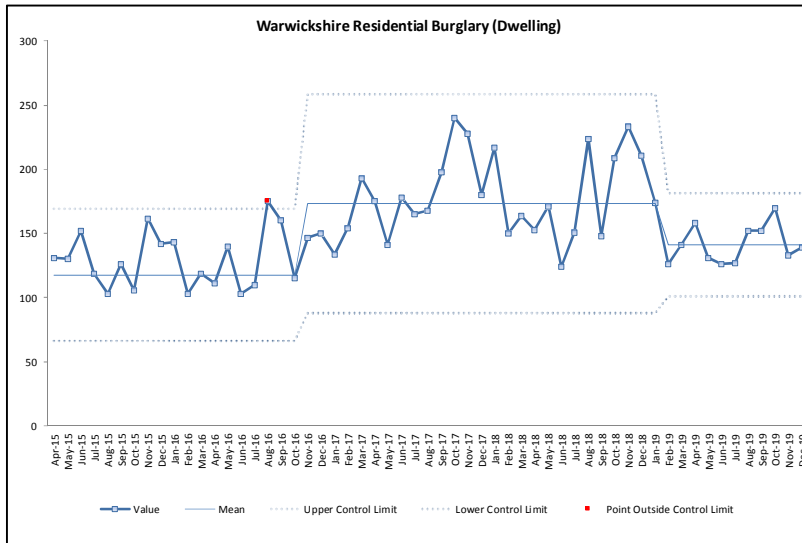
The following chart provides a medium (6 month) projection for robbery offences. At force level, volumes are projected to decrease in the next few months.



Residential Burglary (dwelling)

Signs of Improvement would be:

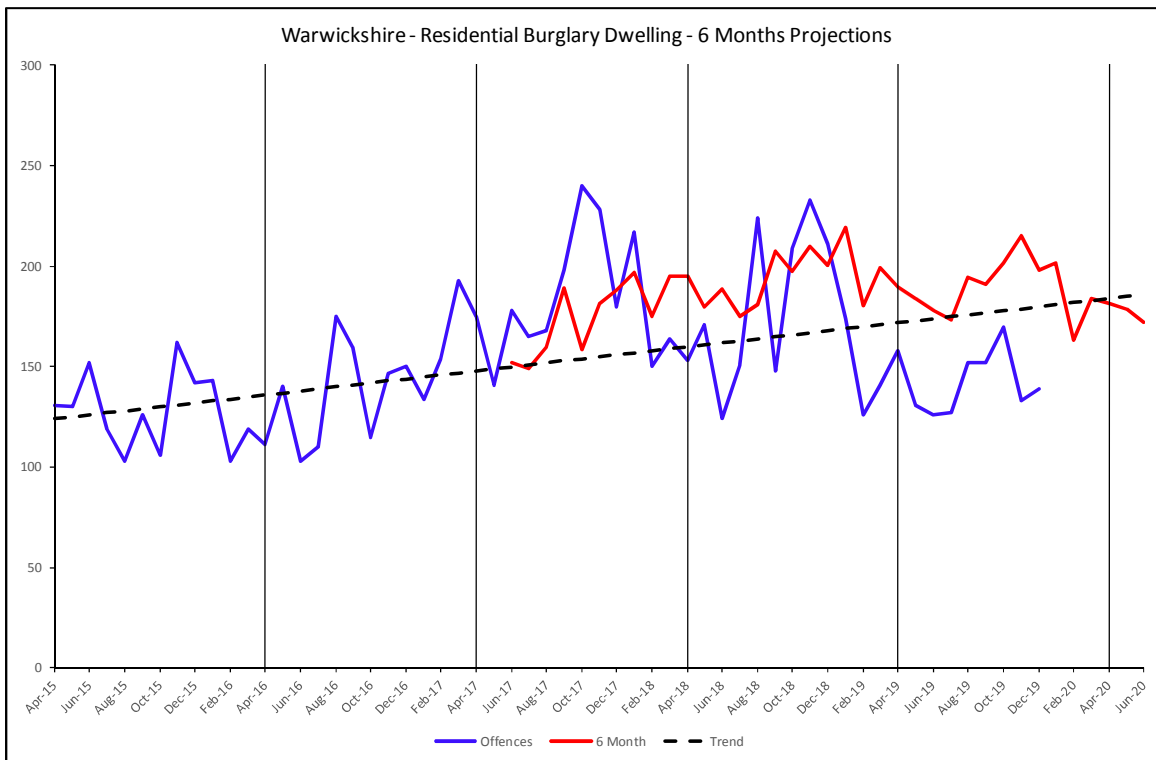
- ❖ Stable volumes of recorded crime
- ❖ Trends in line with other forces



	Oct-19	Nov-19	Dec-19
North Warwickshire	92	73	66
South Warwickshire	78	60	73
Warwickshire	170	133	139

139 residential burglary (dwelling) offences were recorded in December. This is an increase compared to November (133) but below the monthly average (141). Increased volumes were recorded in South Warwickshire in December.

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



Business Crime

Signs of Improvement would be:

- ❖ Stable volumes of recorded crime

Business crime is identified by the application of a keyword. The charts only shows data from October 2017 as data prior to this is not directly comparable.

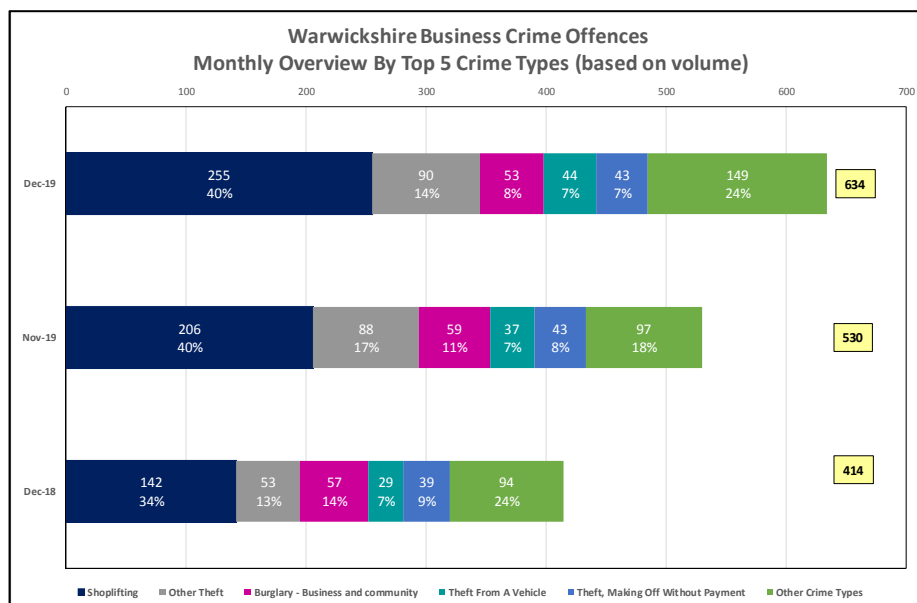


	Oct-19	Nov-19	Dec-19
North Warwickshire	331	294	349
South Warwickshire	291	236	285
Warwickshire	622	530	634

634 business crimes were recorded in December. This is an increase compared to November (530) and above the monthly average (579). Increased volumes were seen across both policing areas in December.

The increase in reporting reflects trends in shoplifting offences and is also influenced by an increased focus on the correct application of keywords by staff in the crime bureau which was instigated in March.

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 month (November vs. December). The percentage breakdown remains broadly similar to the previous month although volumes have increased compared to last year. Shoplifting remains the top offence and represents 40% of 'business crime' offences.



Rural Crime

Signs of Improvement would be:

- ❖ Stable volumes of recorded crime



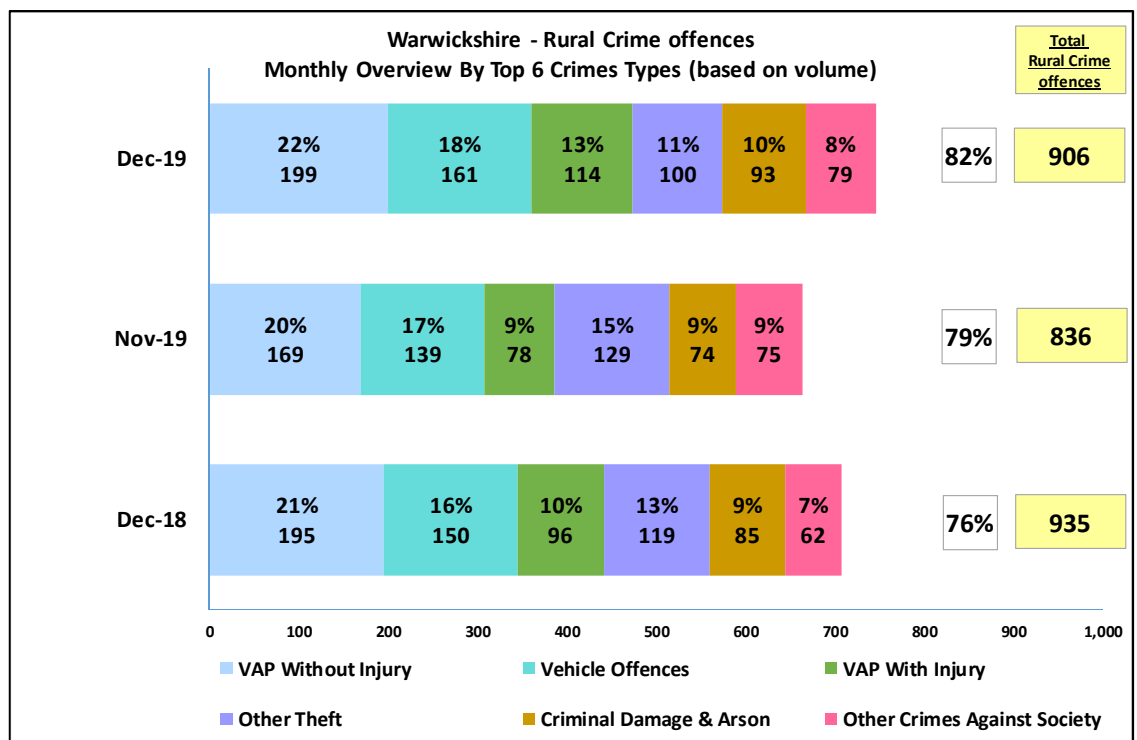
	Oct-19	Nov-19	Dec-19
North Warwickshire	423	389	450
South Warwickshire	524	447	456
Warwickshire	947	836	906

Rural crime offences are a subset of total recorded crime and are identified by their geographical location².

906 rural offences were recorded across Warwickshire in December. This is an 8% increase compared to November (836) but in line with the monthly average (903).

The largest increase in volume was seen in North Warwickshire, with the figure for December (450) returning to a similar level as seen in October (423).

This chart shows the top 6 'rural crime' offence types for Warwickshire ranked by number of offences with percentage share of total rural crime broken down by the last month compared to previous month and equivalent month last year.

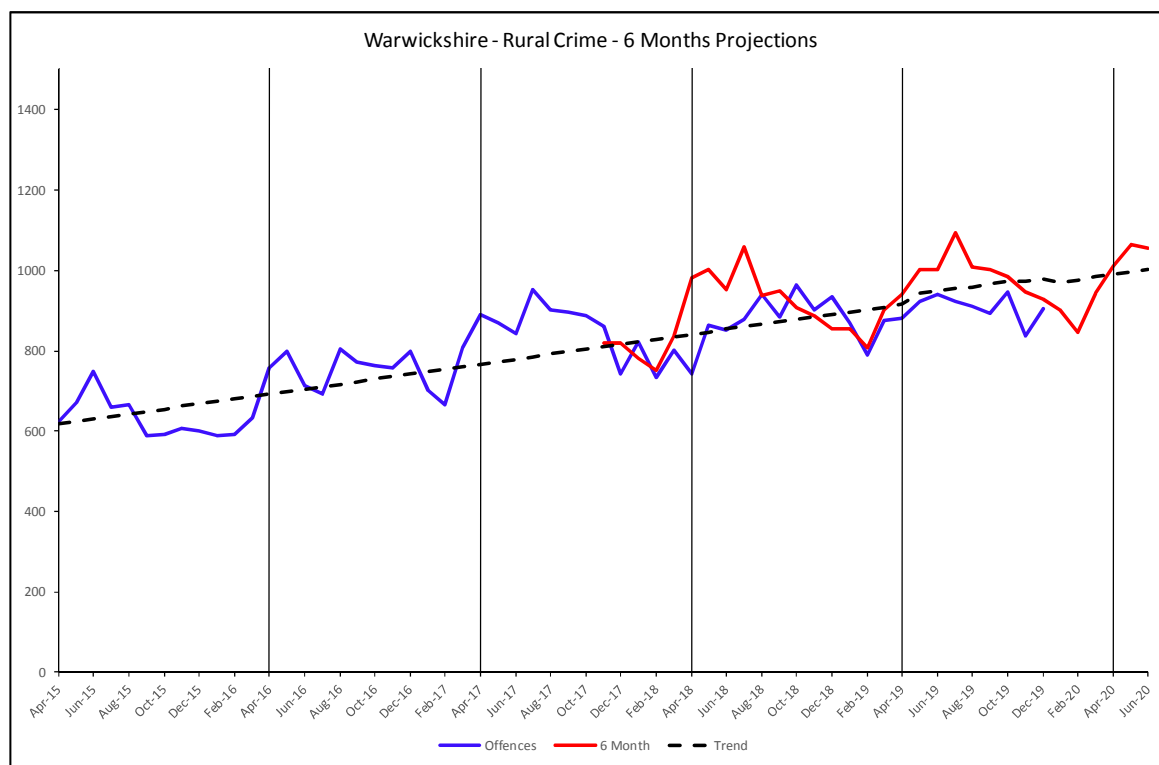


² Rural crime is defined as any crime occurring in a rural area as defined by the 2011 ONS Rural Urban Classification

The top 6 'rural crime' offence types represent 82% of all rural crime offences across Warwickshire in December, which is an increase of 3 percentage points compared to the previous month (79%).

The increase in volume of violent rural offences is a reflection of trends in overall violent offence volumes.

The following chart provides a medium (6 month) projection for rural crime offences. At force level, the recorded volumes are below projections and volumes are expected to decrease over the next two months.



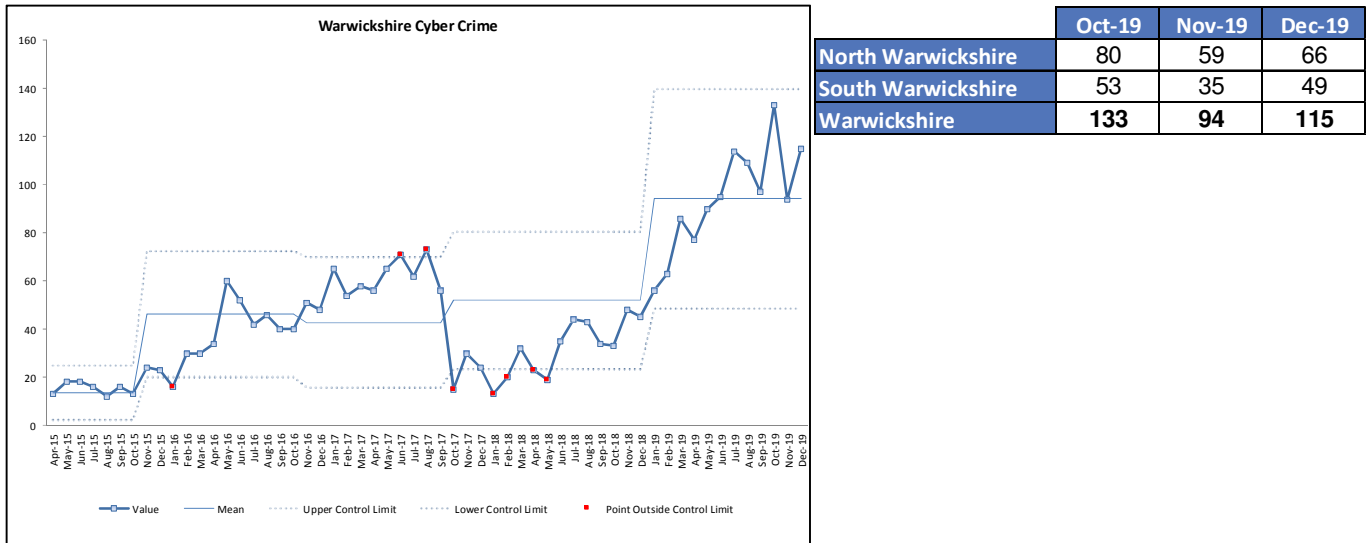
Cyber/ On-line Crime

Signs of Improvement would be:

- ❖ Increased reporting, reflecting greater victim confidence

The cyber/ on-line keyword is used to identify those offences with an online presence, including sexual and violence without injury (harassment) offences.

The continuing increase in reporting is likely to be influenced by an increased focus on the correct application of keywords and a change in the dissemination of Cyber crime by the NFIB with the addition of the national aim to investigate all cyber offences.

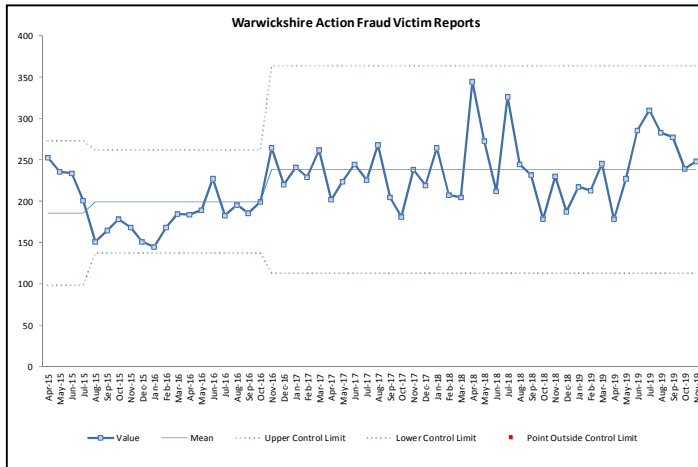


115 offences were flagged as cyber crime in December. This is an increase compared to November (94) and above the monthly average (94).

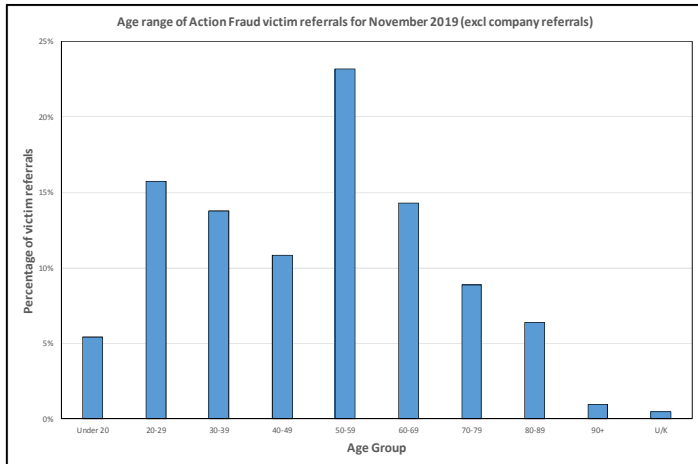
Increased volumes were seen across both policing areas in December.

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.



248 Action Fraud victim reports (which exclude company referrals) were recorded in November 2019³. This is an increase compared to October (239) and above the monthly average (238).



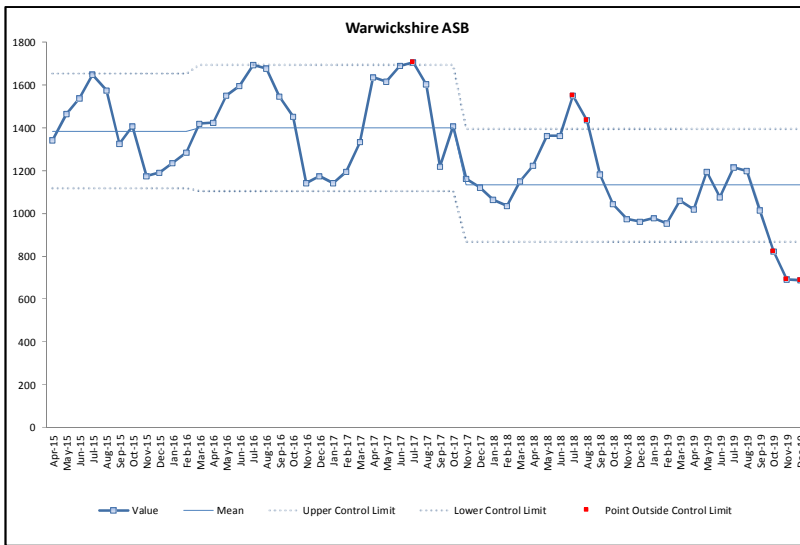
Over a fifth (23%) of all Action Fraud victims were aged 50-59 years.

³ Data is only available to November 2019 due to the delay in receiving and processing the data from Action Fraud.

Anti-Social Behaviour

Signs of Improvement would be:

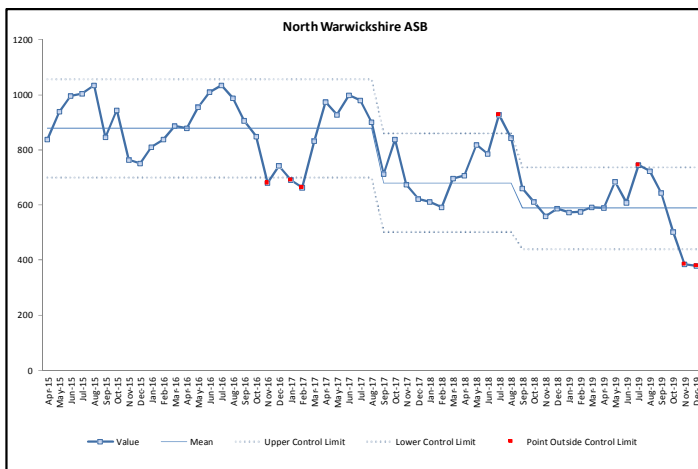
- ❖ Increased reporting, reflecting greater victim confidence



	Oct-19	Nov-19	Dec-19
North Warwickshire	501	385	378
South Warwickshire	322	306	310
Warwickshire	823	691	688

688 ASB incidents were recorded in December. This is a slight reduction compared to November (691) and volumes remain significantly below the monthly average (1,132).

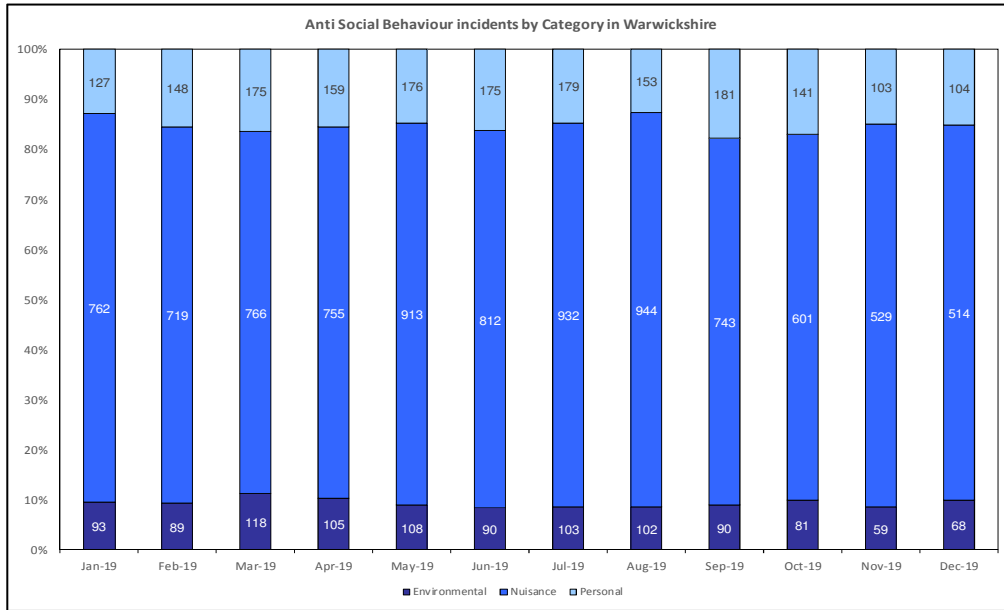
Reduced and exceptional volumes were seen across North Warwickshire in December.



378 ASB incidents were recorded across North Warwickshire in December; a decrease compared to the November (385) and volumes remain significantly below the monthly average (589).

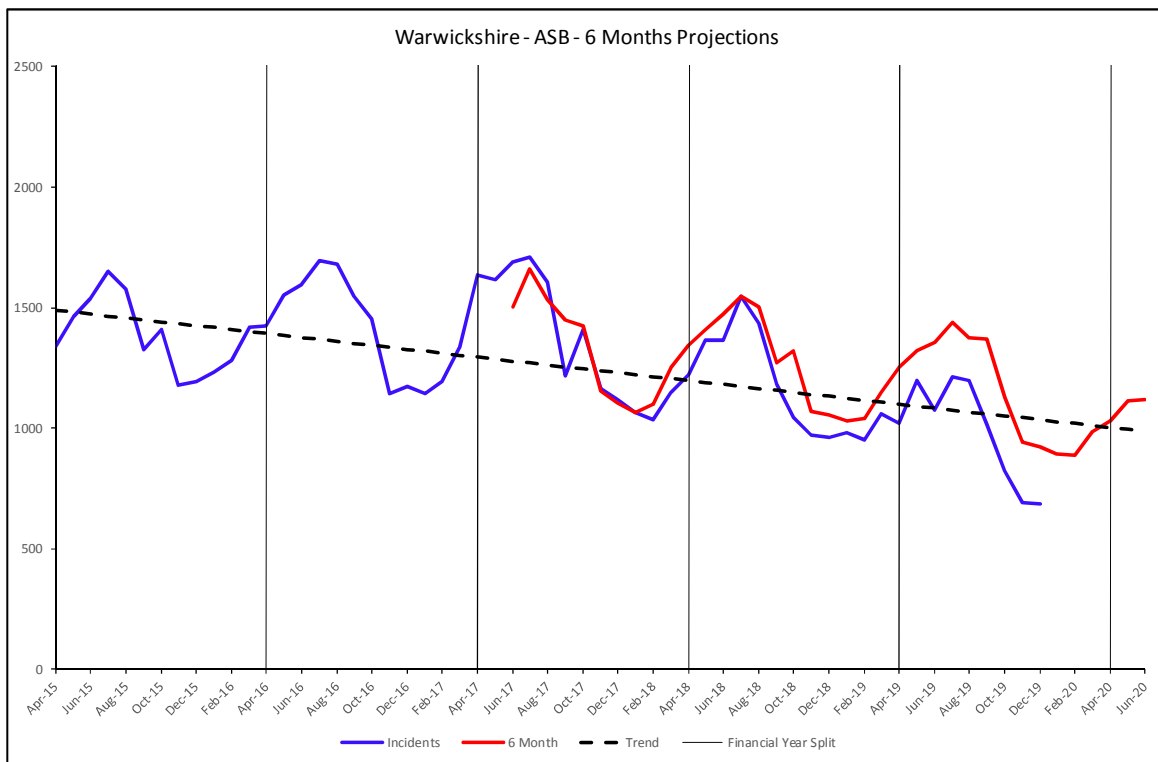
ASB generally follows a very seasonal trend, from which we would expect volumes to be at their highest in the summer and have a stable low period in the winter months. 2019/20 has seen a variation in this pattern. Although there was an increase in the summer, volumes were not as high as in previous years and current volumes are now at their lowest for a number of years.

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.



In December, 75% of all ASB incidents were nuisance, 15% personal and 10% environmental. This is comparable to previous months.

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



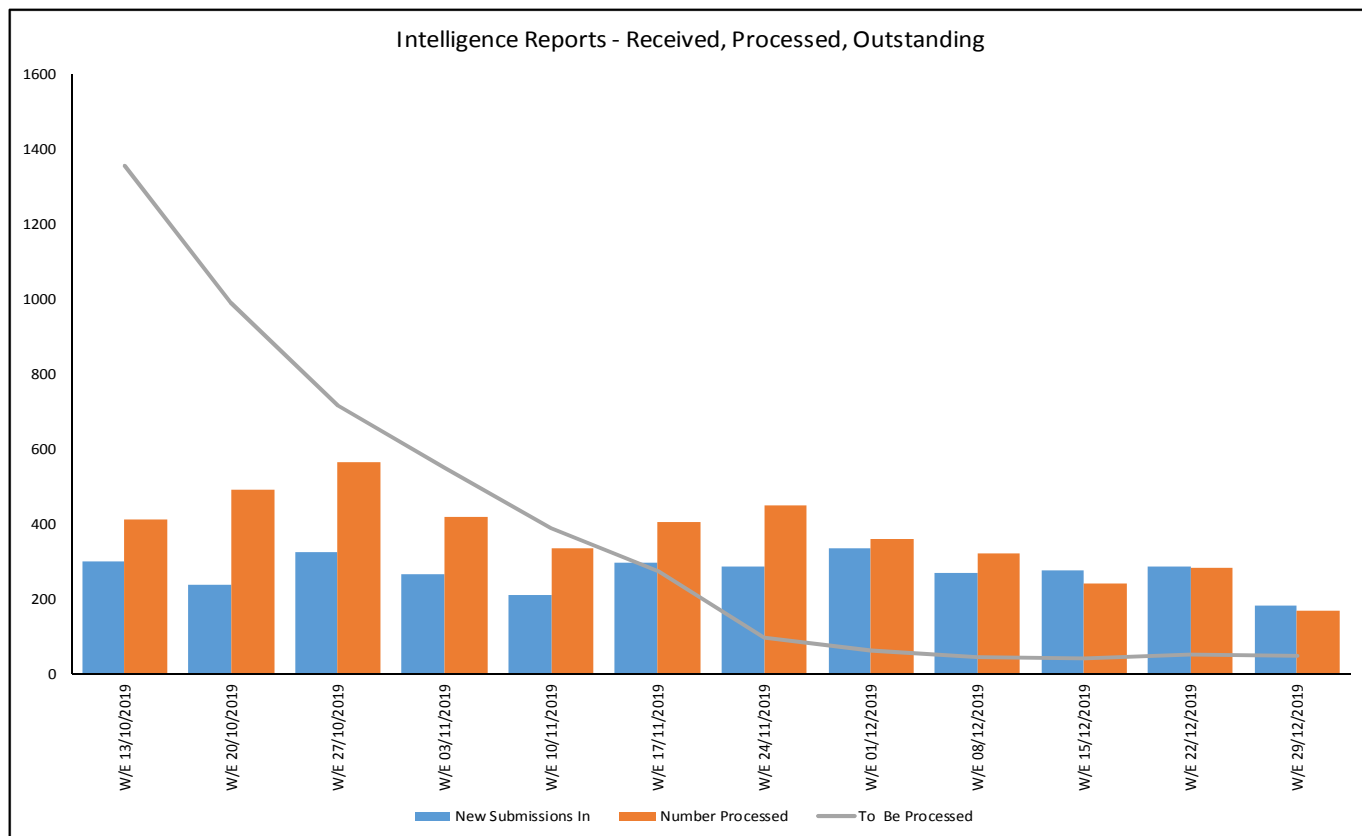
Outstanding Intelligence Reports

Signs of Improvement would be:

- ❖ Manageable volumes of intelligence logs

Data relating to the status of intelligence reports is presented in the weekly performance report. The data shows volumes of new submissions, those that have been processed in the week and the resulting volume that are yet to be processed.

The following chart shows the trend in outstanding reports from April 2018. Volumes to be processed (Outstanding - W/E 29/12/2019 49) have remained stable for the last 4 weeks.



Performance in this area is now in control and will not be included in future reports.

Criminal Justice – File Quality

Signs of Improvement would be:

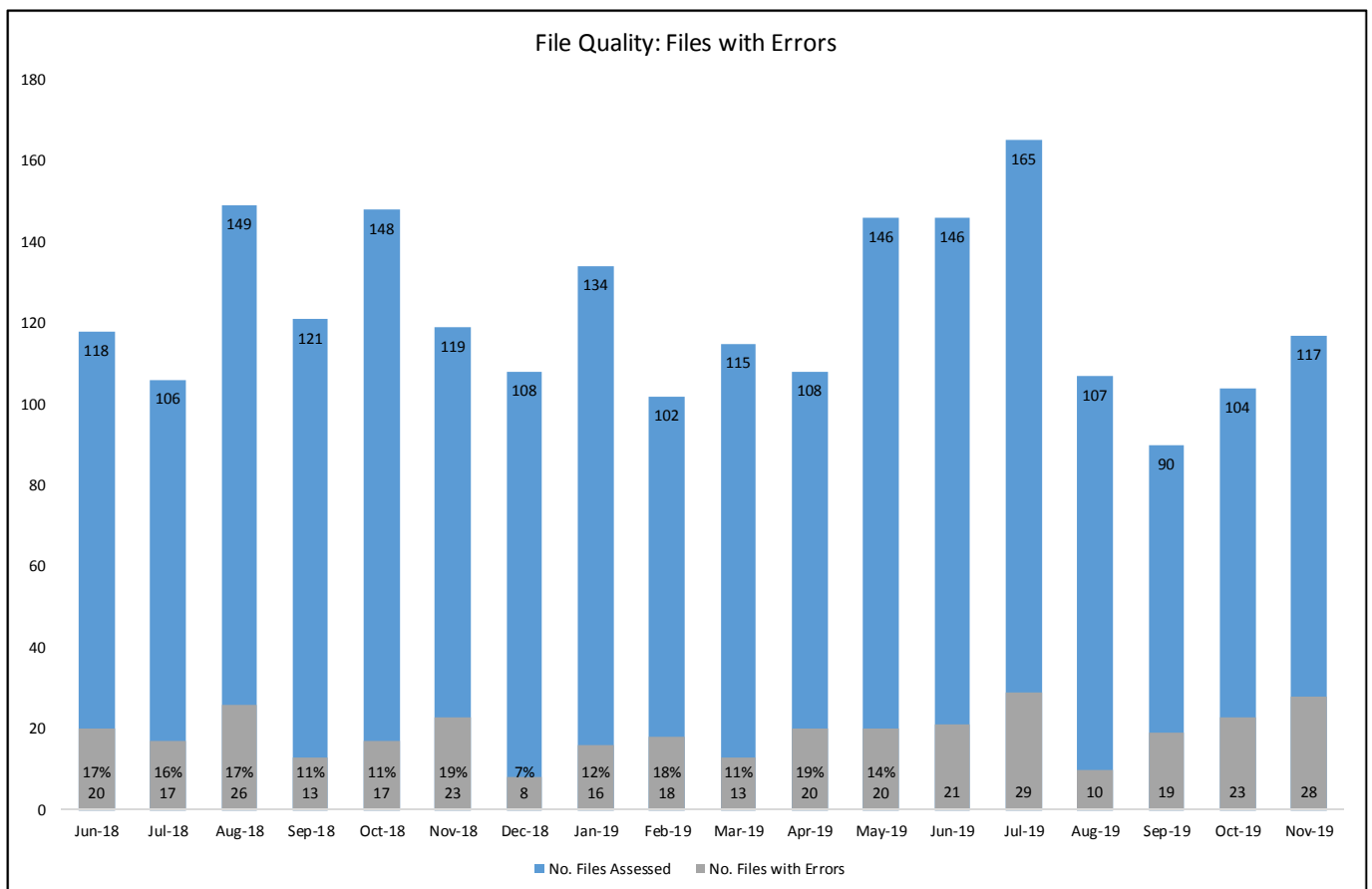
- ❖ Improved performance against MSG forces

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 is 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 and the proportion of those which they deemed to have errors.



Last month 24% (28) of files reviewed had errors, a slight increase compared to the previous month (22%).

Most of the errors were identified as non-compliance with national file standards.

A comprehensive report of criminal justice performance is produced and circulated monthly by the Criminal Justice department.

Response Times to Emergency Incidents

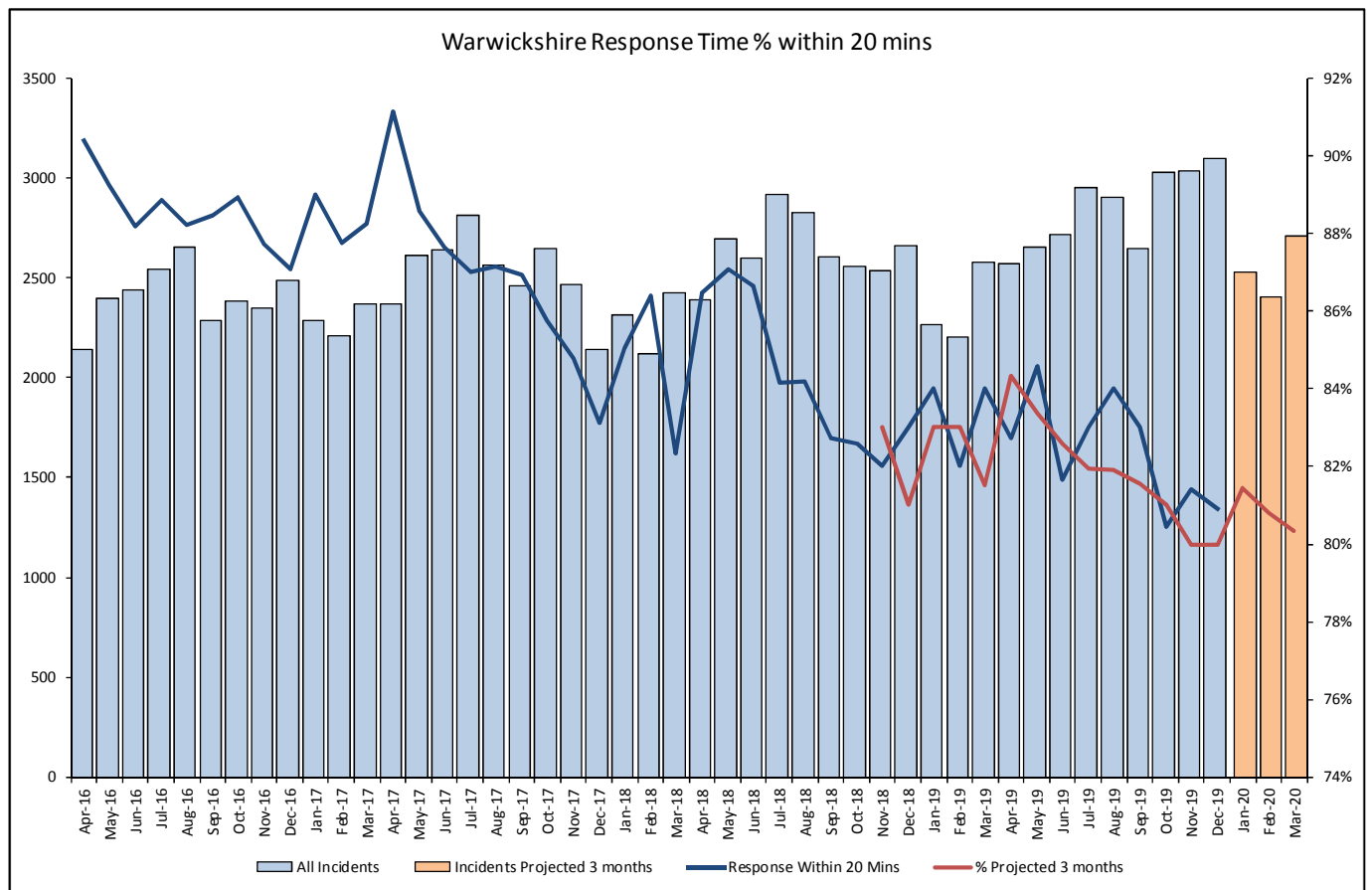
Signs of Improvement would be:

- ❖ Respond to all incidents in a timely manner and provide a high quality of service

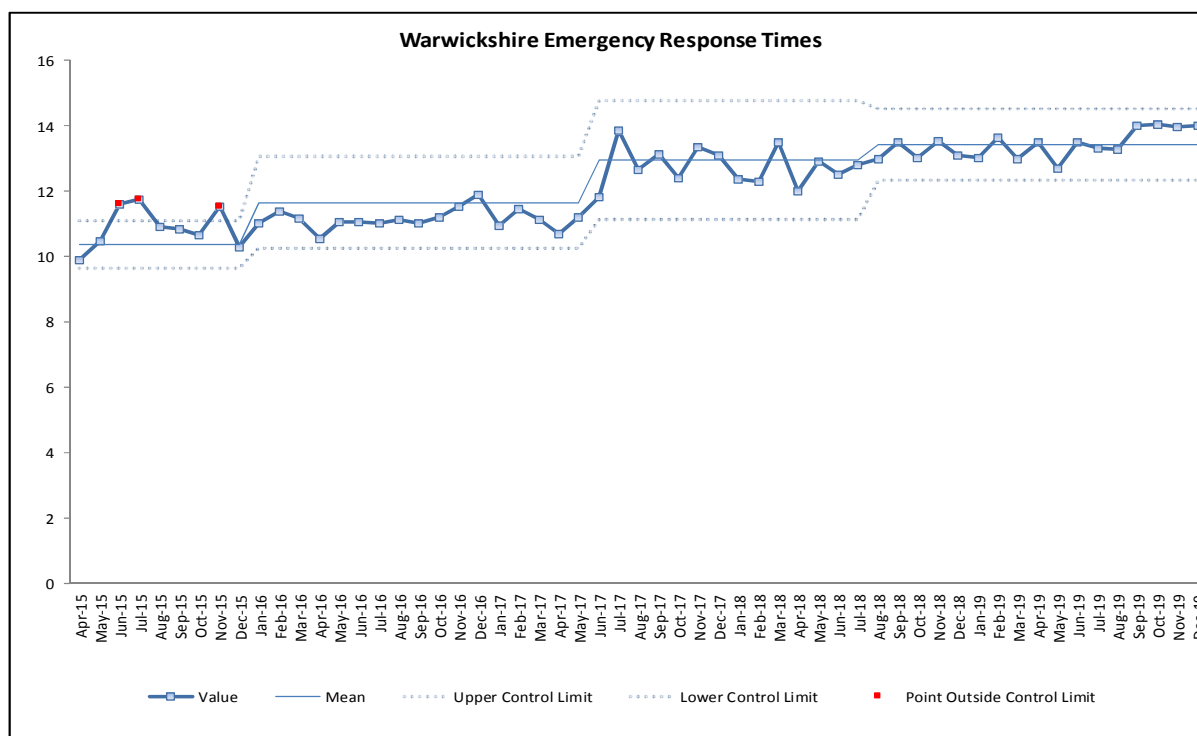
The force managed response guidelines are to safely deploy the nearest available and appropriate resource as expeditiously as possible, while assessing the threat, risk and harm associated with the incident and other emergency demands for service at that time. While time of response is a key indicator, 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.

3,098 emergency incidents were recorded last month, a small increase compared to the previous month (3,038). Over 8 out of 10 (81%) emergency incidents were attended within 20 minutes in the last month.



The average response time for emergency incidents in December is 14 mins 01 seconds, an increase compared to November (13 mins 58 seconds) and above the monthly average (13 mins 24 seconds).



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

Average Emergency response times (mm:ss) for the last 3 months by Force and Borough/Districts

	Oct-19	Nov-19	Dec-19
Warwickshire	14:04	13:58	14:01
North Warwickshire District	18:36	20:42	20:26
Nuneaton and Bedworth Borough	12:24	12:59	12:33
Rugby Borough	11:25	11:27	11:25
Warwick District	13:19	12:08	12:30
Stratford District	16:43	16:15	16:00

Sickness

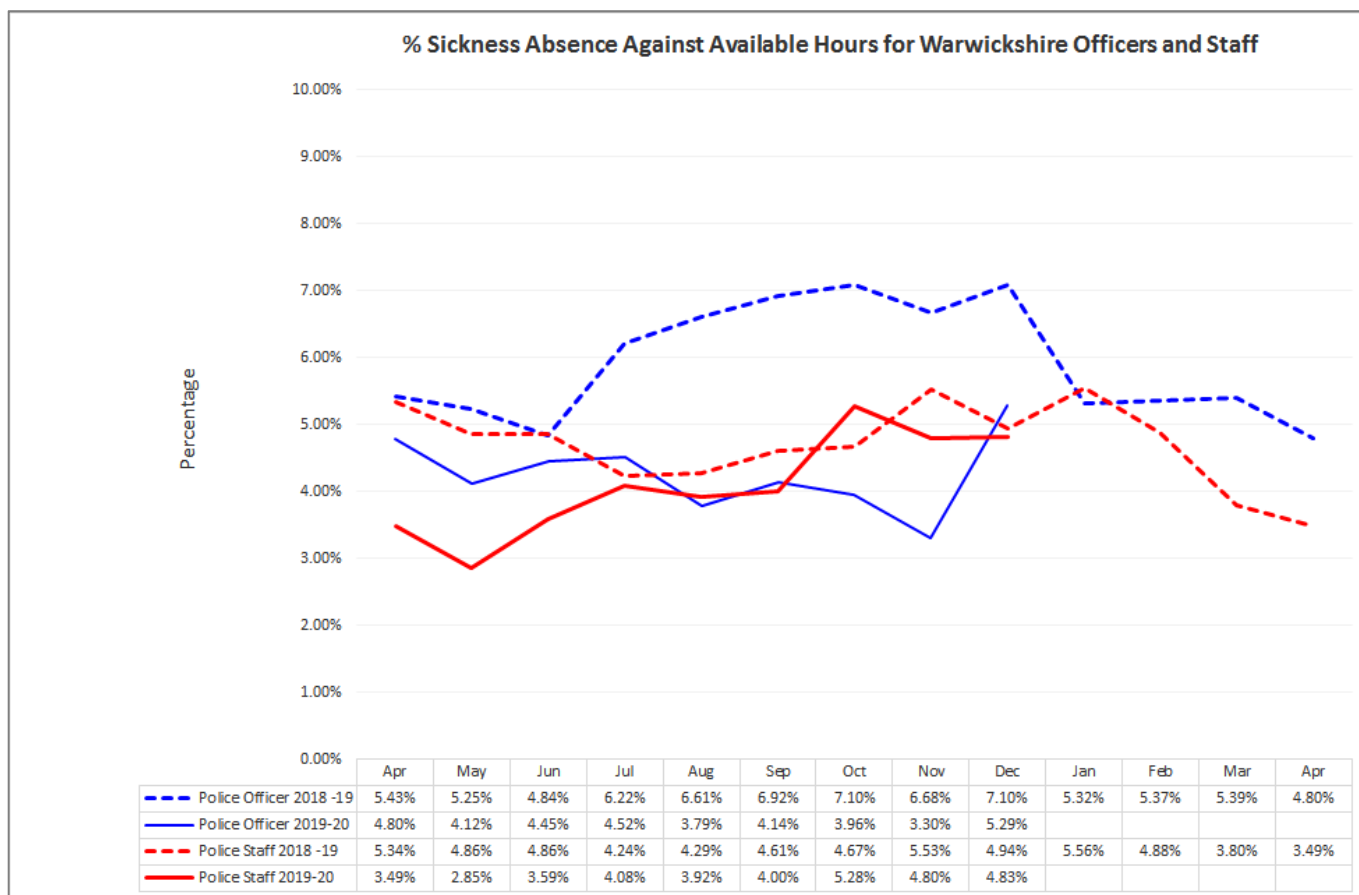
Signs of Improvement would be:

- ❖ Improved staff wellbeing – improving levels of attendance

Workforce sickness forms part of the overall health & wellbeing agenda around staff welfare.

The average percentage of hours lost to sickness in December is 5.29% for Officers, an increase from 3.3% in November but remains lower than the equivalent month last year (7.1%). On closer inspection, this increase was a result of an increase in respiratory and digestive conditions during this month.

For Staff, the average percentage of hours lost in December (4.83%) remaining relatively stable compared to last month (4.8%) and remains lower than the same month last year (4.94%).



Both officer and staff sickness rates continue to be below those seen last year. As we enter a period of change, particularly for police staff, the health and wellbeing team continue to promote the wealth of support available to all staff.

Complaints

Signs of Improvement would be:

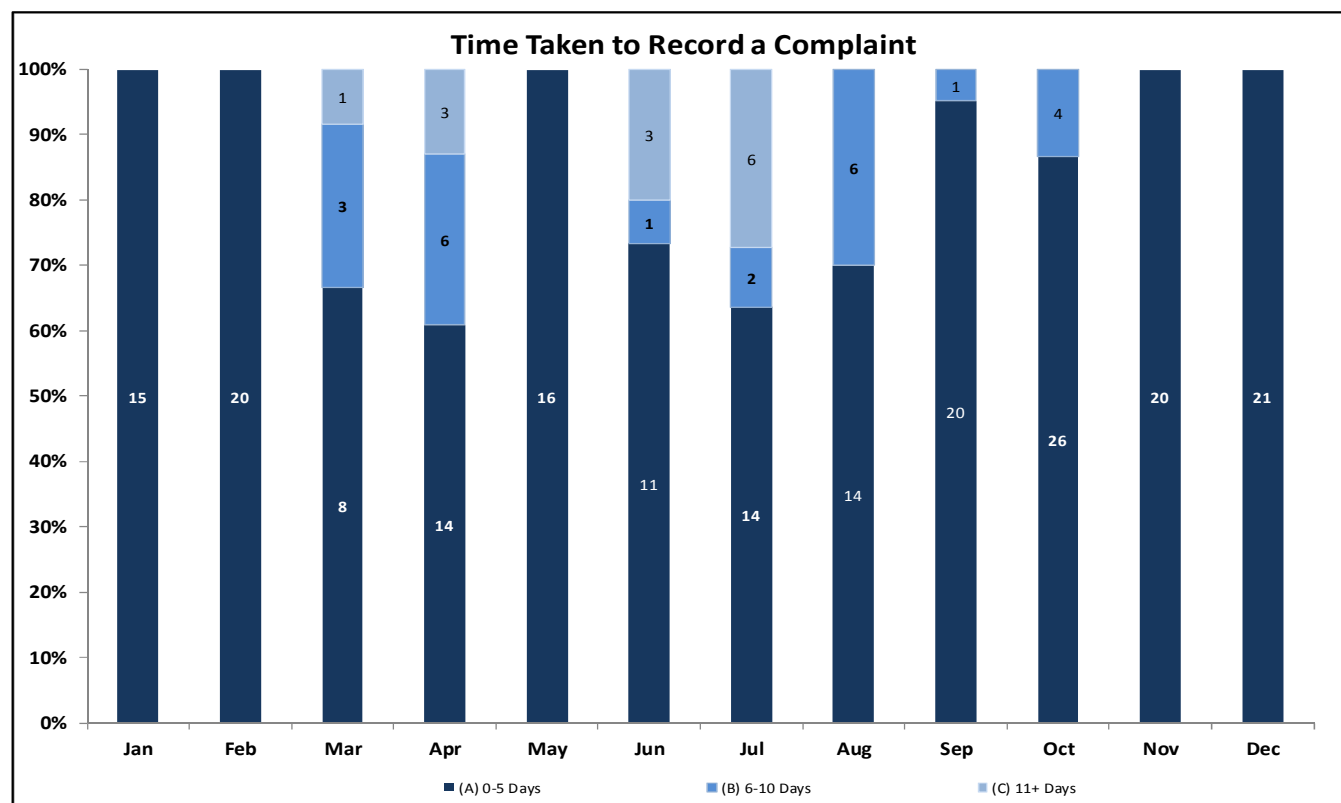
- ❖ Overall reduction in complaints
- ❖ Timeliness within national guidelines
- ❖ Reduction in severity of complaints
- ❖ Reduction in incivility

The following data is supplied by Professional Standards Department and is collated on a cumulative basis. The data below is for January 2018 to December 2019.

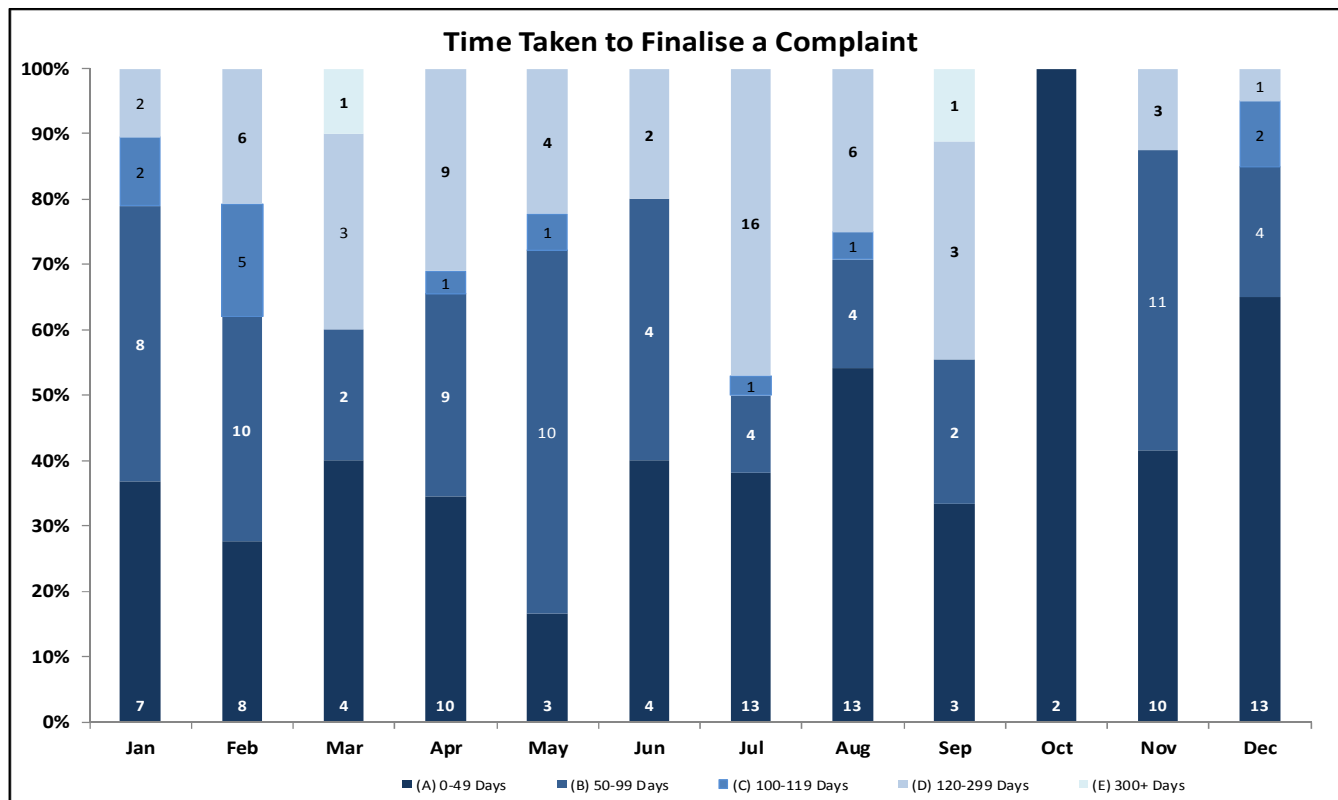
Timeliness to Record & Finalise

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. In December 100% of complaints were recorded within 10 days.



The second national target is to finalise cases within 120 days. In December 95% of cases were finalised in 120 days, an increase compared to November (88%).



Call Handling

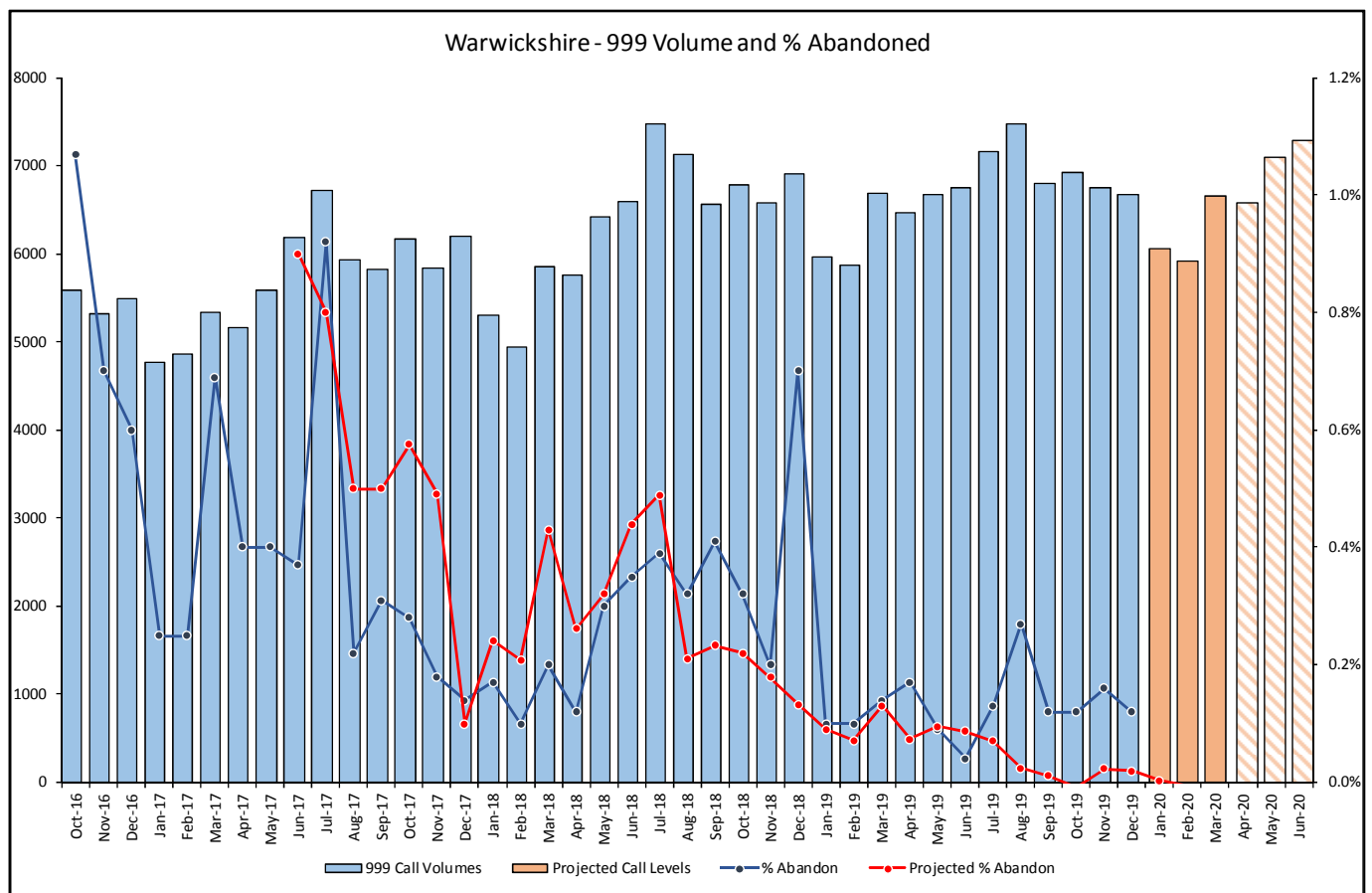
Signs of Improvement would be:

- ❖ Increase % of calls answered in target time
- ❖ Reduction in abandon rates

999 Calls

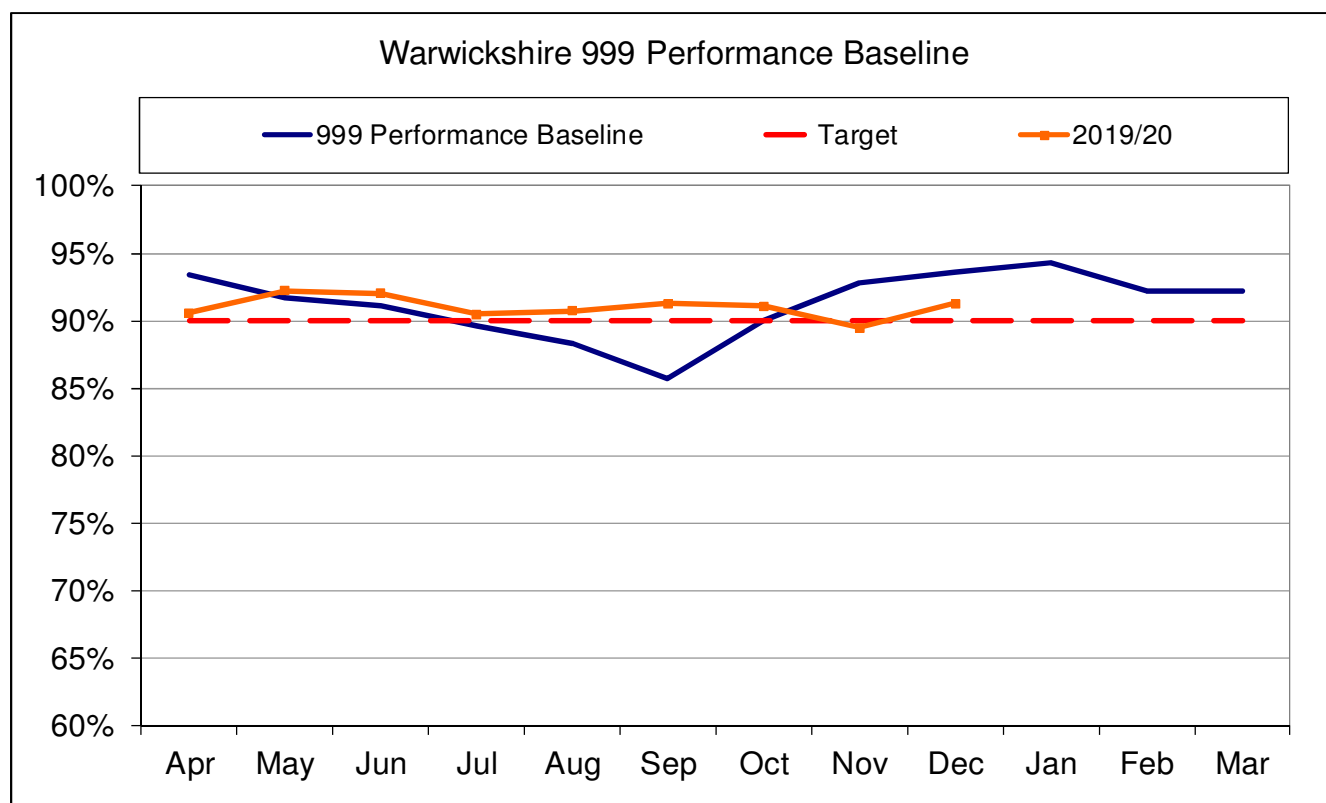
6,677 calls on the 999 system were received in December, a decrease compared to the previous month (6,757). The percentage of abandoned 999 calls last month (0.1%) decreased compared with the previous month (0.2%).

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



Actual abandon rate performance remains worse than the projected position last month.

The proportion of 999 calls answered within 10 seconds in December (91%) increased slightly compared to the previous month (89%) and is above the 90% expected standard but below the baseline⁴ (94%).

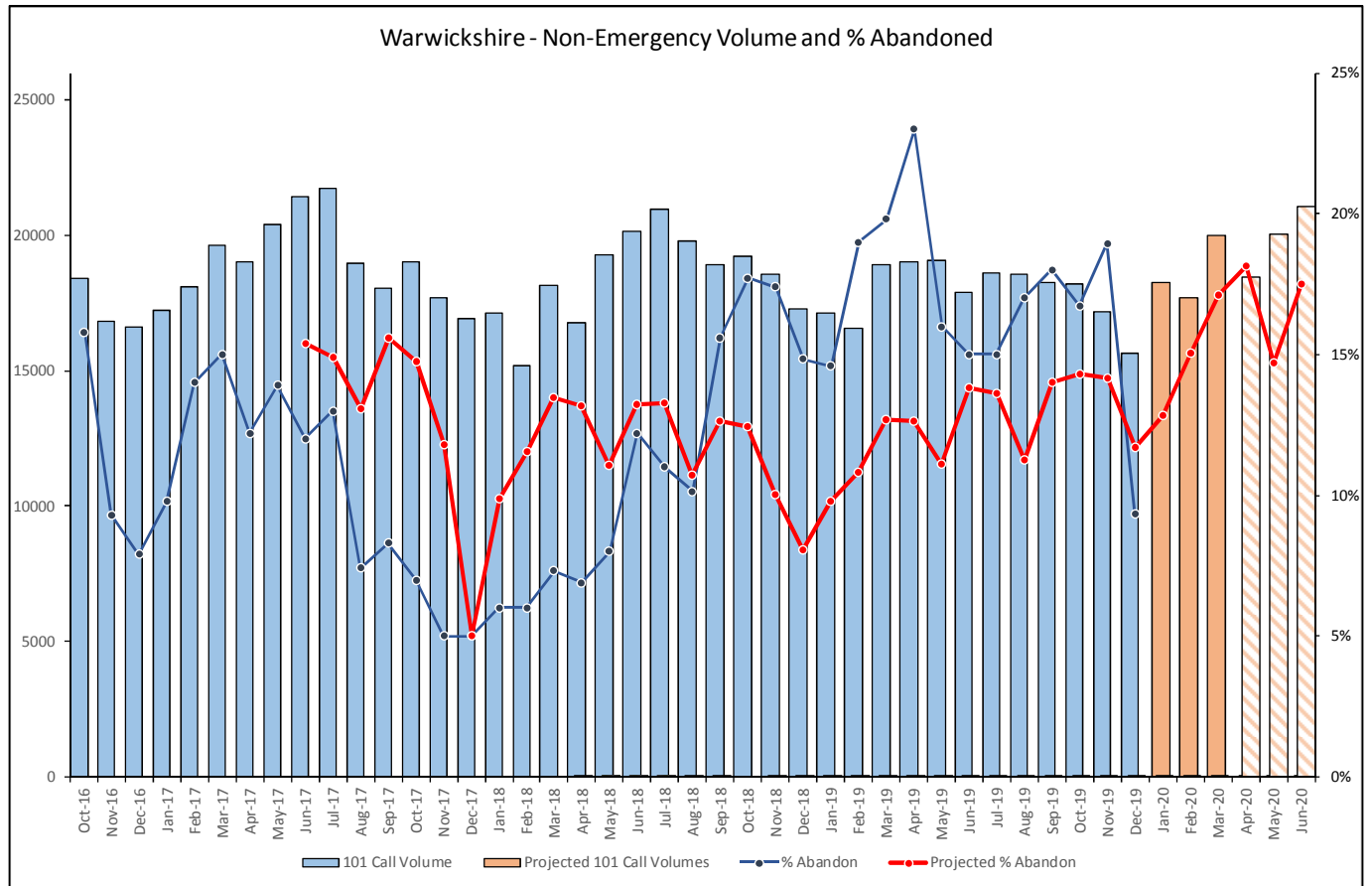


⁴ The baseline is established using the average of the percentage of calls answered within 10 seconds for the last 3 financial years.

Non-Emergency Calls

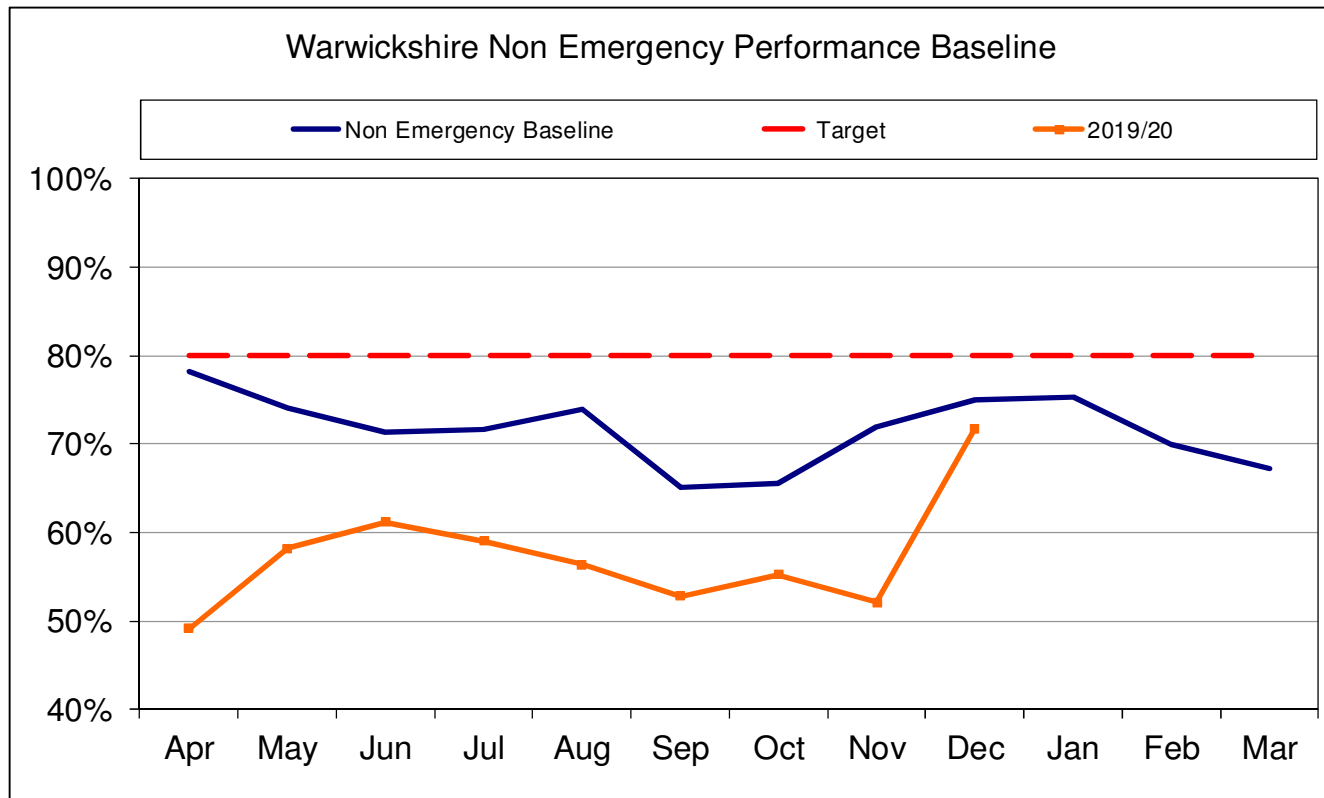
15,667 non-emergency calls were received in December; a decrease on the previous month (17,174). The abandoned call rate in December (9%) has improved notably compared to the previous month (19%).

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 are based entirely on previous performance and demand.



Actual abandon rate performance is better than the projected position last month and significantly improved on the previous month. This may be due to a pilot that started on the 9th December which involved the removal of the protected 999 skillset and the reintroduction of the parking of non-emergency calls. This was with the aim of improving the service offered to the members of the public around non-emergency call handling without detrimentally impacting on the emergency performance.

The % of calls answered in 30 seconds in December (72%) has increased compared to November (52%). Current performance is 3% below the baseline.⁵



⁵ The baseline is established using the average of the percentage of calls answered within 10 seconds for the last 3 financial years.

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OPCC PERFORMANCE SCRUTINY

WARWICKSHIRE POLICE

Q3 - December 2019/20

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GPMS	Official

PERFORMANCE SCRUTINY**INTRODUCTION**

The purpose of this report is to formally scrutinise Warwickshire Police's performance during Q3 of 2019/20 and in doing so allow informed discussion between the Warwickshire Police and Crime Commissioner (PCC) and the Chief Constable (CC) at their forthcoming 'Performance Accountability Meeting' (PAM) performance meeting on Tuesday 28th January 2020. 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 effective and efficient police service for Warwickshire.

It is also consistent with monitoring the progress made by the force in support of the four key priorities of the PCCs 'Police and Crime Plan 2016 - 2021' namely: -

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

The report has been prepared primarily through scrutiny of the performance data provided in the following reports: -

- App A - HMICFRS Both Sides of the Coin Summary - January 2020.
- App B - Warwickshire Police Performance Summary - December 2019.
- App C - Warwickshire Police Performance Dashboard - 21/01/2020.
- App D - Warwickshire Police Public Contact Balance Scorecard - December 2019.
- App E - Warwickshire Police 101 Report - November.
- App F - Warwickshire Police Criminal Justice Performance - November 2019
- App G - OPCC Scrutiny Master Questions

Not all aspects of performance are commented upon, only those areas of particular interest and note.

HMICFRS

- **IPA 2019.**

The grades determined for Warwickshire Police by HMICFRS following their Integrated PEEL Assessment (IPA) 2019 are noted: -

- | | | |
|-----------------|---|----------------------|
| ▪ Effectiveness | - | Good |
| ▪ Legitimacy | - | Good |
| ▪ Efficiency | - | Requires Improvement |

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The report makes clear the very difficult circumstances the force has been placed into over the past year given the situation with the termination of the alliance with West Mercia Police. It should be noted that the report is based on the visit that the inspectors made back in March 2019 and so their concerns reflect their assessment of the force's position at that time.

HMICFRS also identified a cause for concerns with the way the force investigates crime, with capacity and capability issues meaning that some crimes take too long to bring to an outcome. The OPCC has conducted work to examine the underlying issues and the PCC has previously raised his concerns with the CC on this matter.

It has been recognised by both the PCC and CC that this cause of concern is an area that is in need of swift remedial action. A robust governance process has therefore been put in place to manage the required improvements and a monthly 'Investigative Standards and Outcomes' (ISO) meeting has been established to address the identified issues. This meeting is in turn governed by the Warwickshire Assurance Board chaired by the Deputy Chief Constable. The OPCC are represented at both of these meetings.

- **Both Sides of the Coin.**

On the 10th January 2020 HMICFRS published their Both Sides of the Coin report that examined the police and National Crime Agency's response to vulnerable people in 'county lines' drug offending. Whilst there are no recommendations or areas for improvement for Warwickshire Police in the report, there are a number of issues identified that are relevant to police forces.

A summary of the Both Sides of the Coin report has been prepared that captures the key issues and the CC's professional judgement is sought on the effectiveness of Warwickshire Police's position in respect of addressing county lines criminality and vulnerability.

PUTTING VICTIMS AND SURVIVORS FIRST

- **Confidence in Police.**

The previously high level of public confidence in Warwickshire Police has declined, as the below table illustrates: -

	December 2018	March 2019	June 2019
%	80	79	73
MSG POSITION	1	2	7
NATIONAL POSITION	6	10	27

It is probable that both national events and the termination of the alliance have had an adverse effect on public confidence in Warwickshire Police. The latest data from the Crime Survey for England, who conduct the survey, is due in the next couple of weeks and this is awaited with interest.

- **Victim Satisfaction.**

The December 2019 figure of 75% of victims being 'satisfied' with their whole experience represents a stable position, given that rates have plateaued during 2019/20. Likewise, the figure of 20% of victims being 'dissatisfied' with their experience also represents a relatively stable position.

This level of performance should however be considered in context with the force's ambition for 90% of victims to be satisfied with the overall service provided and it is also considerable below the high point of 86% that was achieved in September 2017. This issue of victim satisfaction rates has been raised on a number of occasions at previous PCC / CC performance meetings.

The more detailed data obtained from the intranet 'Performance Dashboard' illustrates that the follow-up element continues to be a weakness in the process, particularly in respect of vehicle crime and violent crime. It is not clear as to whether the cause is omission, a process issue, or some other factor. There is nonetheless a strong correlation between the follow up element and the overall satisfaction rates, which detract from the strong performance seen in some of the other areas of the victim satisfaction metrics.

User Satisfaction - Rolling 3 months					
	Burglary	Vehicle Crime	Violent Crime	All (Standard Survey)	Hate
Ease of Contact	96.8%	92.3%	91.4%	93.0%	94.2%
Actions	85.5%	65.6%	73.6%	74.0%	78.2%
Follow Up	72.7%	47.7%	62.8%	61.2%	72.5%
Treatment	94.4%	91.6%	90.4%	91.8%	89.4%
Whole Experience	85.9%	73.2%	75.2%	77.2%	82.5%

The ISO has initiated work to address this issue, conducted through the Task and Finish Group that has been established to drive activity. The Service Improvement Team (SIT) continue to dip sample investigations and provide analysis on the findings, together with tracking the actions of the ISO. Through this process, supervisory input into crime investigations has been identified as a significant factor in delivering improvement, along with rectifying issues associated with inconsistent data input into Athena by investigating officers.

In addition, it is proposed by Analysis and Service Improvement (A&SI) that the survey method for victim satisfaction be amended once the transition of A&SI from the alliance in April 2020 is achieved. This survey will have a greater emphasis on measuring victim satisfaction against the requirements of the Victims Code and by association the PCC's Victims Charter.

Also, a Public Priorities Survey is due to be conducted in February 2020, as a joint enterprise between the OPCC and Warwickshire Police, which will also provide information on public expectations in respect of victim care that will serve to inform the continuing debate on service provision and performance management.

The OPCC are engaged in these proposed developments and the anticipated improvements in achieving over the medium term greater levels of victim satisfaction across volume crime, domestic abuse and hate crime are awaited with interest.

- **Domestic Abuse (DA)**

The December 2019 figure of 84% of domestic abuse victims being satisfied with the whole experience is stable when compared to the previous two months, as is the 94% of victims who would recommend contacting the police to others in a similar situation. Once again, the follow up element is the enduring weakness in the process at 65%.

- **Hate Crime Victim Satisfaction.**

The December 2019 figures for Hate Crime victim satisfaction levels of 72% satisfied and 20% dissatisfied are stable. Whilst it is recognised that the size of the Hate Crime survey sample is relatively small and therefore subject to wide fluctuations, the current position represents a disappointing position given the nature of hate crime / incident.

It has been suggested by the Harm Hub that the limited legislation and police powers in relation to the recording of hate incidents may be a contributory factor to the relatively low levels of overall hate victim satisfaction. Further more detailed analysis of the data would be welcome to better understand the issues and causes.

- **Repeat Victims.**

The December 2019 figure of 718 (28%) of victims being repeat victims is the highest level recorded in terms of both volume and percentage during the last two years. Whilst season variations have previously been cited as a factor, this volume represent a 17% increase on that experienced in December 2018. In addition, there has been an increase in the volume and percentage of repeat victims subject to six or more offences in the last twelve months, with four individuals who have reported 20+ offences in the last twelve months.

- **Domestic Abuse Repeat Victims.**

The December 2019 figure of 233 (40%) of DA victims being repeat victims of DA is also the highest level recorded during the last two years, albeit the inconsistent application of Athena keywords may be a contributory factor. In addition, there has been an increase in the number and proportion of repeat victims with 6-9 DA offences in the last twelve months, with one individual subject to 20+ DA offences in the last twelve months.

In previous performance summaries there has been commentary regarding *'repeat victim reports being available to track high risk repeat victims to ensure all necessary safeguarding procedures are in place'*. Also, reference made to the co-location of Victim Support in the Harm Hub supported by Integrated Victim Management Coordinators to identify and support the most vulnerable people in the community should enable improved and greater protection from harm. From the performance data it would appear that these arrangement are not achieving the desired effect.

Given the critical importance of protecting the vulnerable and safeguarding repeat victims, the topic of victim management, services and satisfaction is to be explored as a PAM deep-dive topic during Q4. In the meantime any reassurance that can be provided by the CC in this regard would be welcome.

PROTECTING PEOPLE FROM HARM

The following categories remain within their control limits and are therefore not commented upon: -

- **Hate Crime** - Significant reduction in December 2019.
- **Other Sexual Offences** - No Exceptional Volumes (NEV).
- **Domestic Abuse** - NEV.
- **Road Traffic Casualties** - NEV.
- **Missing Persons**

The December 2019 figure of 112 missing person reports is significantly below the monthly average of 169 reports. This represents a declining trend from those levels experienced during 2016 to 2018. This is a positive development given the high level of vulnerability and risk associated with missing persons and pays testament to the work of the Missing Person Teams in driving this improvement.

- **Rape**

The December 2019 levels of Rape offences are shown to be within the control limits for Warwickshire. Of concern however is the data for north Warwickshire that are above the upper control limit and are considered to be exceptional. It is noted that from previous years data that there does not appear to be seasonal spike during the month of December. The Performance Summary comments that a sign of improvement would be for wider opportunities for a victims to report offences.

The CC's professional judgement is sought on whether this increased level of reporting of Rape offences is a positive development or not.

- **Child at Risk**

The December 2019 level of Child at Risk (CAR) incidents remain within the control limits for the county and has declined from the spike experienced in September 2019, with reductions seen across both the north and south of the county. It was noted in the Q2 OPCC scrutiny report that the levels in south Warwickshire exceed the upper control limit and that there appeared to be a disparity between the north and south of the county in the number of cases recorded, which are identified through the application of an Athena keyword. The December 2019 Performance Summary report does not provide a breakdown of CAR cases for both policing areas and as such it is not clear if this phenomena it still prevalent. This situation will be monitored by the OPCC going forward.

- **Child Sexual Exploitation**

The December 2019 level of 10 CSE offences is significantly below the monthly average of 24 offences and represents a positive position. This situation will be monitored by the OPCC going forward.

- **Serious & Organised Crime (SOC)**

The twelve arrest and three convictions for SOC is positive. It is however recognised that due to the complexity of SOC investigation that a true picture of performance in this area of policing is not adequately portrayed in the Performance Summary.

It is proposed that SOC performance is selected as a topic for a PAM deep-dive in Q1 of 2020/21.

PREVENT & REDUCE CRIME

- **Rural Crime** - No Exceptional Volumes (NEV).
- **Cyber- crime** - NEV.
- **Total Recorded Crime (TRC)**

The Warwickshire Police Performance Dashboard at 21/01/2020 shows a -0.4% YTD reduction in TRC and is below projections. This is a positive position, particularly in the context of the 'Police and Crime Plan 2016 - 2021' key objective to Prevent and Reduce Crime and HMICFRS grading of 'Good' following their Crime Data Integrity inspection of Warwickshire Police in 2019.

The 'Performance Summary' provides a table of performance measured against annual projections. It is note that only two offences, namely Rape (+38.7) and Violence without Injury (12%), are rated as red. It is understood that changes to Home Office Crime Recording Standards are a contributory factor to the increase levels of Violence without Injury reports, together with an increase in malicious communications offences.

The situation with the increase in reported Rape offences is less clear and, as aforementioned, the CC's judgement is sought on this issue.

- **TRC Outcomes.**

The April 2019 to December 2019 figure of 7.9% for Action Taken for TRC is noted and represents a declining position when compared to the same period in 2018 of 9.4%.

Following the OPCC review of Outcomes and the publication of the associated report in May 2019, the force accepted the recommendations made and an improved ISO was established to drive activity to improve this position. The HMICFRS subsequent cause for concern in respect of the effectiveness of investigations, which was issued to the force later in the year following the PEEL 2019/20 inspection, has provided additional focus for the work of this group. The issue and causes of fluctuating Outcome 15 and Outcome 165 rates are also examined at this meeting.

It is proposed that this topic of Investigations and Outcomes is selected for a PAM deep-dive at the next meeting in February, given the complexity of this subject matter and the time needed to explore the issues and activity that has been undertaken and the progress that has been made to date.

- **DA Outcomes.**

The April 2019 to December 2019 figure of 11% of DA cases that resulted in Action Taken is noted and represents a stable position when compared to the same period in 2018 of 11.8%.

The Q2 rate for Outcome 16 for DA offences has stabilised at circa 60% and marks a notable reduction when compared to the highest level of 77% experienced in March 2018. A similar position exists for Outcome 15 that has stabilised at circa 22%, albeit that this figure is considerably higher when compared to its lowest level of just 9% experienced in March 2018.

The issue and causes of fluctuating Outcome 16 and Outcome 15 rates for DA are also examined at the ISO meeting.

- **Violence with Injury.**

The December 2019 levels remain within the control limits for the county, however exceptional volumes were experienced in south Warwickshire above the upper control limit, driven by an increase in ABH and GBH offences.

The reasons for this increase is not clear and an explanation is sought as to the possible causes, including the arrangements for policing the night time economy over the festive period.

- **Robbery.**

Concern was expressed during Q2 regarding the increase in Personal Robbery offences. Although the volumes are comparatively small for this serious high harm crime, the force experienced a +24% increase in 2017/18 on the previous year and a further +9.6% YTD increase in robbery. On closer examination of the YTD data this comprised of a +28.2% increase in the north of the county, countered by a -21.6% reduction in the south of the county.

The reason for this disparity in performance was not clear and as such D.Supt. Baker consequently inquired into this issue and commissioned an intelligence product into the north Warwickshire offences and the mechanism of tasking officers.

Although the December 2019 levels show an increase of robbery offences above the monthly average (48 / 36) It is pleasing to note that the Warwickshire Police Performance Dashboard at 21/01/2020 now shows a -7.2 YTD reduction for the county, comprising of a -21% decrease in south Warwickshire and a -0.9% decrease in south Warwickshire 21/10/2019'.

This improvement in performance is worthy of note and the force are to be congratulated on their achievements in addressing this serious crime type.

- **Residential Burglary.**

The Warwickshire Police Performance Dashboard at 21/01/2020 shows a -20.3% YTD reduction achieved in Burglary Residential offences. This represents a very positive position.

- **Business Crime.**

The December 2019 levels of Business Crime remain within the control limits. There is concern however regarding the increase in crime levels when compared to December 2018 (634 / 414). The comments regarding an increased focus by the Information management Unit (IMU) on scrutinising the application of Athena keywords is noted and this situation will be monitored by the OPCC going forward as a new and accurate baseline is established.

- **Cyber Crime.**

Since the introduction of Athena with the application of the 'on-line crime' keyword, the data in respect of the category of Cyber-Crime has been inconsistent and unreliable. The September 2019 data shows a decrease in cyber related crime that is now below the upper control limit. It is not clear if this represents improved reporting or a real increase in the number offences.

The latest data received from Action Fraud, which although is not always cyber related, is within the control limits and provides some reassurance that the increases seen in the use of the cyber-crime keyword in an improvement in recording processes and practices rather than an increase in such cyber-crime offences.

The position will continue to be monitored by the OPCC whilst in effect a new base line is being established.

- **Anti-Social Behaviour.**

The Warwickshire Police Performance Dashboard at 21/01/2020 shows a -25.3% YTD reduction in Anti-Social Behaviour incidents. This is a very positive position and the force should be congratulated on this achievement.

EFFECTIVE & EFFICIENT POLICE SERVICE

- **Intelligence Reports.**

This issue of the excessive number of intelligence reports awaiting processing by the Intelligence Processing Unit (IPU) has been previously raised by the OPCC. It is of note that the performance has significantly improved to stable business as usual (BAU) levels. This is a very positive position and the force should be congratulated on this achievement.

- **Complaints.**

The November and December 2019 figure of all complaints being recorded within the statutory 10 day timeframe is a positive development. Performance will be monitored by the OPCC during the force's transition to the new statutory Police Complaint Regulations, commencing on the 1st February 2020.

- **Call Handling - Emergency Calls.**

The latest 'Warwickshire Police Public Contact Balance Scorecard' for December 2019 shows a figure of 91.3% of 999 calls answered within the 10 second target time and 91% YTD. This is a positive position.

- **Call Handling 101 Calls.**

This issue of 101 performance has previously been raised by the PCC and as such this topic is to be subject to a deep-dive at the PAM on the 28th January 2020. Therefore it is not discussed further in this report, other than to note that 101 performance has recently improved significantly following much work conducted by the managers in the OPCC in an attempt to improve the position through an increase in resources and changes to working practices.

- **Sickness.**

The December 2019 figure for police officer sickness (5.29%) illustrates a relatively stable position, particularly given the impact of seasonal sickness, and is significantly below that seen at the same stage in 2018 (7.10%). The increase in establishment of the addition 'new and fresh' police officers in training has undoubtedly contributed to this improved position.

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The figures for police staff shows a stable position with sickness levels increasing (4.83%) when compared to the previous month (4.80%) and will be monitored by the OPCC. This figure compares to the level of 4.61% seen at the same stage in 2018.

CRIMINAL JUSTICE

The content of the Criminal Justice (CJ) Performance Data for November 2019 is noted. Of continuing concern are the following four issues: -

I. Charge to NFA Ratio.

Warwickshire Police have now moved to a position of 42st nationally. This was preceded by positions of 31 / 25 / 41 respectively in the preceding three months and the force has consistently remained mid to bottom table since January 2016.

A total of 130 individuals were considered for a charging decision in December of which 46 were subject to No Further Action (NFA). This position would appear to result in an ineffective use of both officers and CPS time and would suggest that in such cases a charging decision is needlessly / prematurely sought where there is insufficient evidence available to charge, or that the quality of the evidence presented is inadequate for CPS to pursue the case. This view is supported in CJ Performance Data which comments, *'Warwickshire need to consider if too many cases are being passed to CPS for charging advise that are not ready for CPS Lawyer review, Action Plans are not fully completed'*.

This matter of Charge / NFA has previously been raised by the PCC with the CC and it is suggested that this topic is explored in greater depth at the proposed PAM deep-dive into Investigations and Outcomes during Q4 2020/21.

II. Case File Quality.

The November 2019 figure of 24% of files submitted being erroneous is unsatisfactory, particularly when 30% of the files failed to meet National File Standards and 9% failed to comply with Victim / Witness requirements.

It is envisaged that this performance issue will be progressed through ISO meeting. .

III. Released Under Investigation (RUI).

The November 2019 figure for the numbers of suspects subject to RUI at 915 is the highest recorded this calendar year and continues to grow alarmingly.

rt Area	09 May 19	30 Jun 19	1 Aug 19	1 Sep 19	1 Oct 19	1 Nov 19	1 Dec 19	1 Jan 20
Nuneaton	513	481	525	543	569	538	544	542
Leamington	215	228	256	280	297	306	331	373
Total	728	709	781	823	866	844	875	915

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It is understood that the 'Service Improvement Team' were actively seeking to address this matter in order to identify those cases where it purely a technical Athena issue in closing the record and those that are legitimately still under RUI and the reasons why.

Progress in this regard will be monitored ahead of HMICFRS national thematic inspection of RUI, where Warwickshire have been selected for inspection in Q4 of 2019/20.

In the meantime, in order to provide some reassurance the CC's professional judgement is sought on whether this level of RUI is acceptable. If not what action is proposed to address the situation.

COMMENTS

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

1. HMICFRS – Both Sides of the Coin

A summary of the Both Sides of the Coin report has been prepared that captures the key issues and the CC's professional judgement is sought on the effectiveness of Warwickshire Police's position in respect of addressing county lines criminality and vulnerability.

2. Victim satisfaction

Given the critical importance of protecting the vulnerable and safeguarding repeat victims, the topic of victim management, services and satisfaction is to be explored as a PAM deep-dive topic during Q4. In the meantime any reassurance that can be provided by the CC in this regard would be welcome.

3. Rape Offences

The CC's professional judgement is sought on whether this increased level of reporting of Rape offences is a positive development or not.

4. Serious and Organised Crime (SOC)

It is proposed that SOC performance is selected as a topic for a PAM deep-dive in Q1 of 2020/21.

5. Investigations and Outcomes

It is proposed that this topic of Investigations and Outcomes is selected for a PAM deep-dive at the next meeting in February, given the complexity of this subject matter and the time needed to explore the issues and activity that has been undertaken and the progress that has been made to date

6. Charge / NFA Ratio

This matter of Charge / NFA has previously been raised by the PCC with the CC and it is suggested that this topic is explored in greater depth at the proposed PAM deep-dive into Investigations and Outcomes during Q4 2020/21.

7. Released under Investigation (RUI)

In order to provide some reassurance the CC's professional judgement is sought on whether this level of RUI is acceptable. If not what action is proposed to address the situation.

David Patterson.

Development and Policy Lead - Performance

Warwickshire Office of the Police and Crime Commissioner (OPCC)



PERFORMANCE SCRUTINY
WARWICKSHIRE POLICE
DECEMBER – Q3 2019/20

Force Response

Author:	T/Ch.Supt. Ben Smith
Date:	22 nd January 2020
Version:	1.0
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URN	N/A

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Performance Scrutiny – Warwickshire Police

1.0 This report is provided in response to the Office of the Police Crime Commissioner performance scrutiny report dated 20th January 2020. It provides commentary in relation to the specific areas raised in that scrutiny report.

1.2 The following topics have been included for specific response from the force:

1.3 HMICFRS – Both Sides of the Coin

The force is currently in the process of establishing Protective Services back within the force following the termination of the alliance, along with the governance process that underpin it. This has involved refreshing our tasking process of which Serious Organised Crime is a vital part. The force is effectively focusing its resources on tackling county lines criminality and vulnerability, with our monthly and daily management and tasking process identifying and prioritising the activity. We have strong established OCGM processes, and good links with the ROCU, and West Midlands police. The force has seen a number of high profile incidents recently that it has responded to effectively and positively.

1.4 Victim satisfaction

Victim satisfaction remains a key area of focus for the force. It is however an area that is currently under review and a number of changes will be introduced from April which will help align this performance measure with the force's greater focus on vulnerability. At present there are a number of separate measures (Hate Crime and Domestic Abuse) and then an aggregated measure which combines burglary, vehicle crime and violent crime. It is a confusing landscape, and one in which clarity is required in order to drive the right focus and allocation of resources. The future position will disaggregate all measures and the performance targets will be attributed based on alignment to force priorities.

Areas such as hate crime and domestic abuse will have higher victim satisfaction expectations, whereas areas such as vehicle crime will have lower victim satisfaction expectations. This reflects how the force is prioritising its resources and processes; it will enhance and enable the right activity, and prevent any 'target chasing' which is contrary to the force's vision.

Areas where the force is prioritising resources continue to show strong rates of victim satisfaction. The chart below shows domestic abuse victim satisfaction where 84% of victims are satisfied. It is acknowledged that follow up continues to be a weakness and work continues to address this via the Investigations, Standards and Outcomes Board. It must, however, also be noted that research indicates that there is no, or very limited, correlation between 'follow up' and 'whole experience' satisfaction, so although the force wishes to improve this aspect of victim satisfaction, it is unlikely to impact upon overall satisfaction.

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Performance Scrutiny – Warwickshire Police

	Oct-19	Nov-19	Dec-19
First Contact	96%	96%	96%
Actions	90%	89%	89%
Follow Up	64%	63%	65%
Treatment	91%	91%	91%
Whole Experience	84%	83%	84%

The chart below shows Hate Crime satisfaction. Following changes made by the force in response to disappointing Q2 performance, Q3 shows sustained, improved performance which will not be clearly reflected in the rolling 12month data. The force is confident that this performance will continue into Q4.

Warwickshire Hate Crime Whole Experience	October 2019	November 2019	December 2019
Total Responses (excl. 'Don't Know')	22	15	8
Total Satisfied Responses	17	13	7
% Satisfied	77.3%	86.7%	87.5%

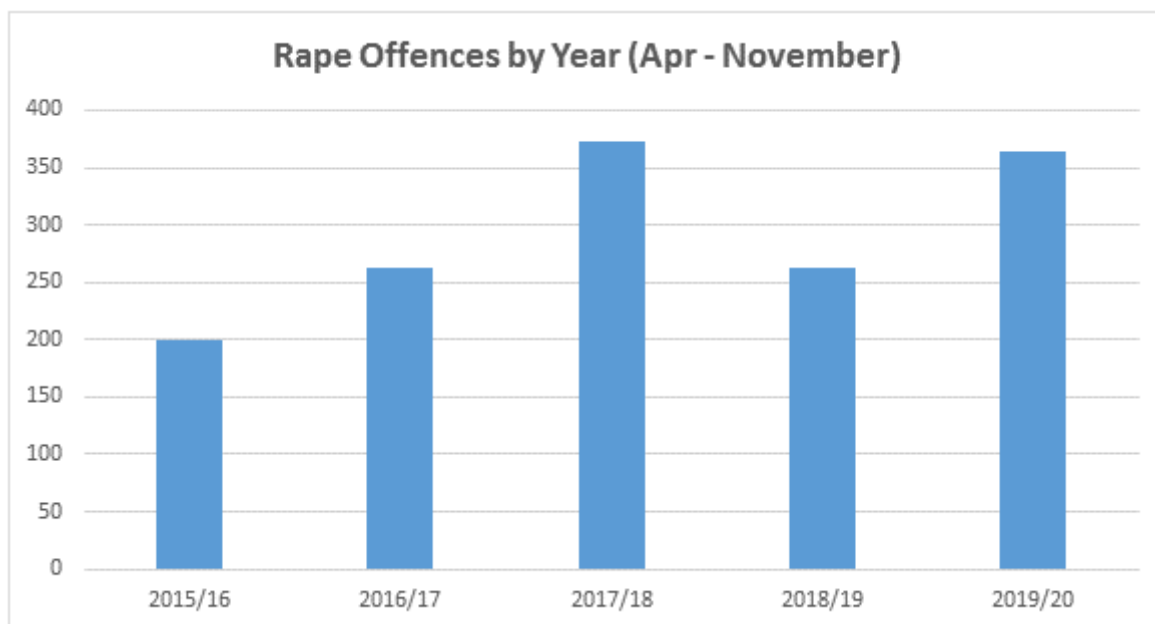
The final point to make is that ASI has engaged in a benchmarking exercise with other similar forces. This has shown general victim satisfaction has been on a declining trend with those forces achieving 78%, 73%, 79% and 77% respectively. The force is therefore satisfied that, although opportunities to improve clearly exist, it is not an outlier in terms of victim satisfaction rates.

1.5 Rape Offences

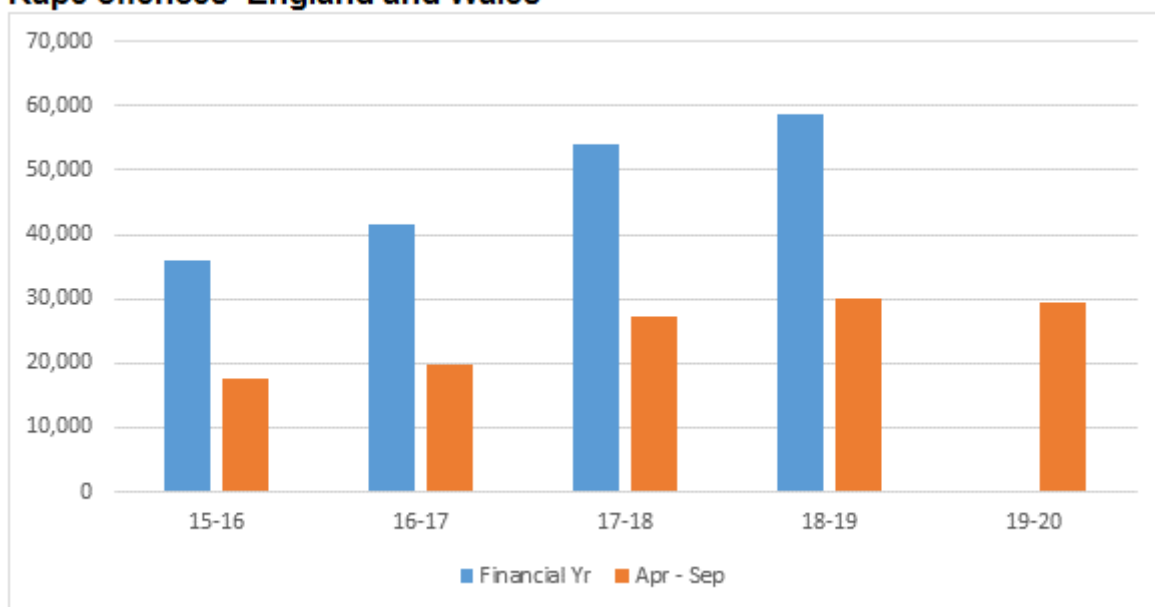
The force acknowledges the increase in reported rape offences and has conducted research into this area. The research has shown that 2018/19 was a year in which rape reporting in Warwickshire was unusually low. This was against the national trend and now that Warwickshire has returned to more expected levels, the performance data does understandably show significant year on year increases.

The force has looked into the low figures from 2018/19 and cannot find any specific reasons for this. Crime Recording has been shown to be good and it is not thought to be linked to Athena or any other process changes. Therefore, at this time, it is considered an anomalous year in terms of rape reporting.

The graphs below show this effect, including how reported rape is below 17/18 levels and our trend is in line with national reporting patterns. Therefore it is the force's view that rape reporting remains within normal and expected levels.



Rape offences- England and Wales



1.6 Serious and Organised Crime (SOC)

The force acknowledges the proposal for this to be subject of a deep-dive in future meetings, and welcomes the opportunity share the work done in this area.

1.7 Investigations and Outcomes

The force acknowledges the proposal within the OPCC scrutiny report:

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Performance Scrutiny – Warwickshire Police

It is proposed that this topic of Investigations and Outcomes is selected for a PAM deep-dive at the next meeting in February, given the complexity of this subject matter and the time needed to explore the issues and activity that has been undertaken and the progress that has been made to date

The force welcomes this as an opportunity to explore the significant work that has been undertaken within the Investigations, Standards and Outcomes Board. The force is confident that much progress has been made and it is in a strong position to welcome HMICFRS into the force to re-inspect in April 2020.

1.8 Charge / NFA Ratio

Charge to NFA ratio is one of a number of measures that are used to provide insight into Criminal Justice performance. The proposal by the OPCC of a deep dive in this area in Q4 is welcomed by the force.

Although this measure does fluctuate considerably, it is acknowledged by the force that Warwickshire has been consistently in the bottom half of the national table. Research has shown that performance in this area has deteriorated following the force's drive to take a more focussed and robust approach towards domestic abuse from September 2019 onwards. The force has encouraged sergeants to look for criminal justice outcomes wherever possible in domestic related incidents and this has led to sergeants approaching CPS more regularly in these type of cases, but consequently it has also led to discontinuances due to the victim not supporting the prosecution. By way of an example, for October 2019 (most recent data) 46 cases were discontinued by CPS and of those cases 29 (or 63%) were DA related. So, although we are keen to make improvements in this area by improving the skills and judgement of our sergeants, the force continues to be committed to seeking criminal justice outcomes for perpetrators of domestic abuse.

1.9 Released under Investigation (RUI)

The force acknowledges that understanding and tackling RUI levels continues to be a challenge for the force. This issue has materialised due to an oversight in the Athena system. What should happen is that when a crime/case is finalised, it should trigger a notification for the RUI to be closed in the custody element of Athena. At present, this doesn't happen and therefore the force relies on human intervention to close these records down.

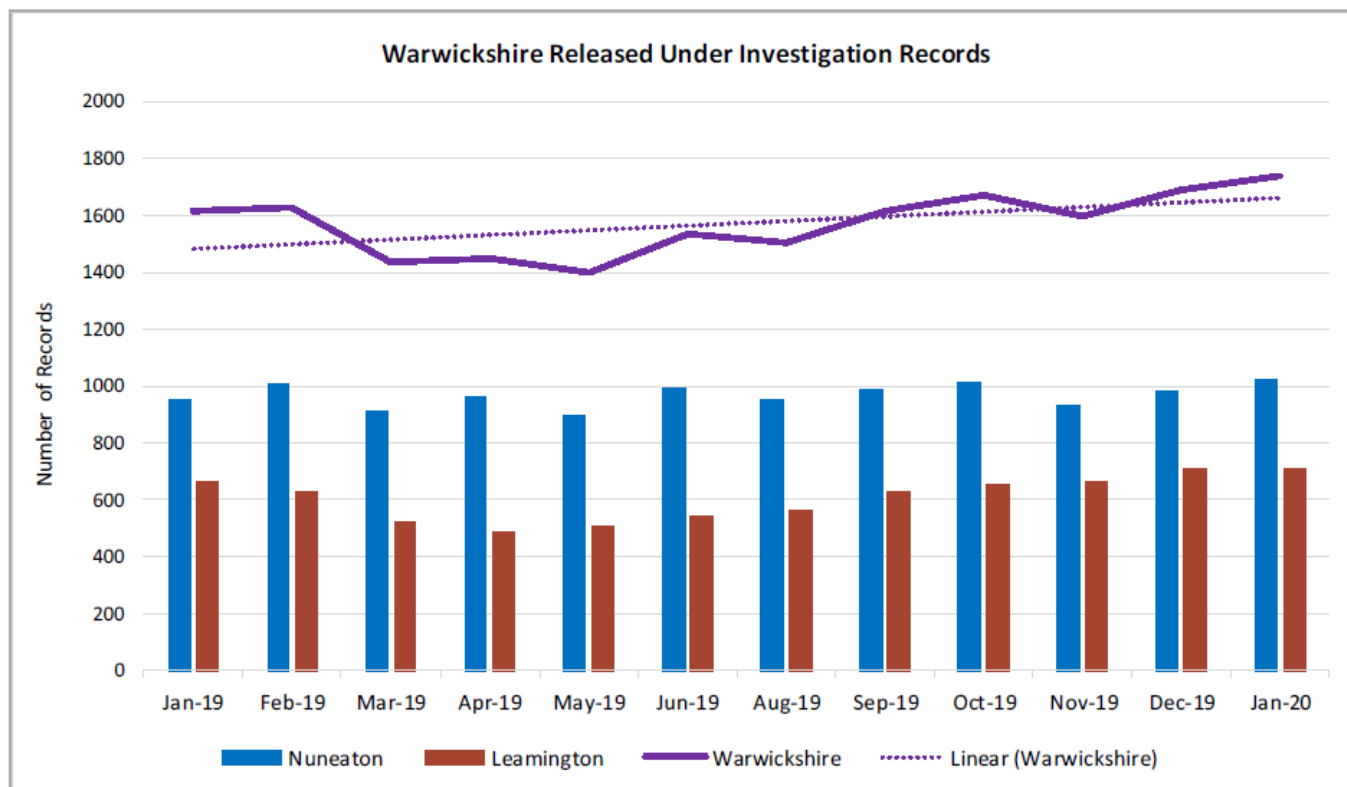
An Athena 'fix' is due later in the year which will resolve this issue but in the meantime the force will need to continue to manage the situation as best as possible and a number of manual

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Performance Scrutiny – Warwickshire Police

interventions remain in place to continue to manage the levels, and mitigate any potential risk to the force.

The data shows that RUI connected to Nuneaton Justice Centre has remained relatively stable over the last 12 months, whereas numbers at Leamington have continued to increase. This will be the focus of further investigation for the force in Q4, in order to understand the reasons for this.



RUI levels are scrutinised monthly at the Investigations, Standards and Outcomes Board. In addition, the appointment of a head of CJ, and the implementation of a Warwickshire CJ Department in April 2020, will further assist in providing insight in this area.

Ben Smith
T/Ch.Supt – Head of Local Policing

APPENDIX E - RURAL CRIME TEAM

RURAL CRIME TEAM

Update for the Police and Crime Panel, 16th March 2020

By Inspector Allison Wiggin

Introduction

The county of Warwickshire has a diverse mix of communities, covering both rural and urban areas. The challenge for the police has always been to deliver a consistent policing service across all areas in the face of the high demands that are brought about by the more densely populated urban areas.

Crime in rural areas has changed from opportunistic thieves to organised criminal gangs that target and exploit rural communities across a range of crime types, from organised theft of agricultural machinery to large numbers of livestock destined for illegal meat markets. Combined with the increase in media attention, this has led to a heightened fear of crime within rural communities.

Policing these large areas comes with its own unique challenges and achieving police coverage at all times is sadly unachievable. However, more can be done to address the concerns of rural communities, who often feel particularly vulnerable as the impact of incidents or crimes can be higher where people may feel more vulnerable because of their isolated location.

This makes it particularly important that we meet the aims of the Rural Crime Strategy that runs in parallel with both the priorities of the Police & Crime Commissioner (PCC) and those of the National Rural Affairs Strategy.

Rural Crime Advisors

A lot of progress has already been made in addressing rural crime. This has principally been achieved by the three Rural Crime Advisors (RCA) funded by the PCC during his term of office. They provide expertise and bespoke crime prevention advice, as well improving engagement with rural communities by working closely with the NFU and other partners to organise a series of rural crime events across the county. In addition, the initiatives that have produced the Rural Watch website and the Supported Villages Scheme have continued to go from strength to strength.

It has however been recognised that there is more to do, including the investment of additional resources to focus on rural crime and through strengthening relationships with neighbouring forces, partners, regional and national agencies to effectively understand and respond to criminality in rural areas.

Rural Crime Team

Whilst the Safer Neighbourhood Teams will continue to be the predominant face of policing to communities, a dedicated Warwickshire Rural Crime Team (RCT) has been created to specifically to focus on these matters. The team presently consist of a police inspector, a sergeant and four constables, complemented by the aforementioned three PCC funded Rural Crime Advisors.

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Rural Crime

One of the main challenges is in defining 'rural crime'. The definition that is commonly used by police forces is: - *'Any crime or antisocial behaviour that takes place in a rural location.'*¹

Given such a broad definition of rural crime, the RCT will prioritise its activity on the offence types that cause significant harm to rural communities, businesses and the farming community. The focus will be on the following themes: -

Thematic Areas

- i. **Farm Machinery, plant and vehicle theft.** Including quad bikes and all-terrain vehicles, vintage tractors, caravans, tools and equipment.
- ii. **Livestock Offences.** Theft and livestock worrying.
- iii. **Fuel Theft.** Including heating oil, diesel and petrol, promote crime prevention.
- iv. **Equine Crime.** Including horse, equipment, tack theft and neglect.
- v. **Fly Tipping.** Including household and commercial waste and organised criminality.
- vi. **Heritage Crime.** Offences which harm the value of England's heritage assets and their settings.

Crime Recording and Analytics

The recording of rural crime has proved challenging for most police forces, but the RCT has developed an approach through the use of a key word search on all reported incidents. Having an overview of these crimes and incidents is essential in order to identify trends and patterns.

Learning and Development

One of the first challenges to be faced was to get rural crime accepted as daily business and part of mainstream policing rather than a specialist topic relying on the skills and time of a few officers.

A key element of the work undertaken to date has been in educating staff in the Operations Communication Centre, as they often are the first point of contact for victims of rural crime. Enhancing their knowledge through regular training sessions provides a better service to the public and ensures the most appropriate response to their concerns. This learning and developments has been extended to include student police officer as they undertake their initial training.

Strategic Delivery

Prevention

In partnership with key stakeholders the RCT will raise the profile of the rural community and the issues faced by it by: -

¹ *Rural locations are defined using the DEFRA / ONS 2004 output areas (excluding market towns), but including hamlet, isolated dwelling and village output areas.

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- Empowering local businesses and communities to protect themselves through advice and guidance on crime prevention.
- Ensuring victim referrals to specially trained rural crime officers to reduce the chance of repeat victimisation and prevent further harm.
- Developing the specialist knowledge and skills of the RCT and ensuring they have the right equipment to do the job.
- Promoting the use of social media and police websites to get key messages on emerging threats or issues disseminated to the rural community in a timely manner.
- Supporting effective Rural Watch schemes.
- Working with Community Safety Partnerships to engage rural communities and support crime reduction.
- Continuing investment in the Supported Villages Scheme.
- Delivering effective community engagement.

Intelligence

Engaging and listening to the concerns of the rural community is at the very heart of the RCT. This focus will improve the sharing of intelligence with partners, neighbouring forces and other key individuals in order to enrich the intelligence picture and thereby prevent, disrupt and detect criminal activity. Specifically: -

- Improve the cross border sharing of intelligence to better understand and target organised criminal gangs.
- Improve on the way the communication and sharing of information with key individuals and partners.
- Encourage the reporting of crimes and incidents to the police.
- Identify those that are causing the most harm to rural communities and that all opportunities are seized in capturing intelligence.
- Have appropriate processes in place to recognise and capture rural crime intelligence at first point of contact.
- Ensure 'golden hour' principles of evidence capture are maximised in rural crimes and seize all available forensic opportunities.

Enforcement

To target offenders who cause the most harm and those localities that are most affected: -

- Ensuring an effective police response to reports of rural and wild life crime.
- Routinely carrying out operations with partners, neighbouring police forces and other organisations targeting rural crime.

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- Developing new ways of working with rural communities and watch schemes to jointly tackle crime.
- Providing advice and subject matter expertise to investigating officers.
- In matters of serious, complex or repeat victims of rural crime, taking ownership to provide an effective police response.

Reassurance

To work with communities, ensuring that people living and working in rural areas feel safe and are confident in the ways they can communicate with the police. The RCT will achieve this by: -

- Supporting effective watch schemes to help improve communication with rural communities.
- Improving the way communication with rural communities, providing timely updates on current trends, activities or emerging threats.
- Providing an input with all newly trained officers on the principles of the rural crime strategy.
- Actively seeking feedback from rural communities in how effective the RCT are in delivering the aims and objectives of this strategy.
- Engaging fully with National Farmers Union (NFU), Country Land & Business associations.
- Making the police more visible in rural areas through public engagement events.

The support of the public is a critical factor in the success of tackling rural criminality. Making rural communities even safer places to live, work and visit relies on engagement, partnership working and the confidence of local people to report suspicious activity. Warwickshire Police remain committed to this approach.

Activity

Following the launch of the Rural Crime Team on the 7th October 2019 the team have been busy engaging with the rural community around the county, following up on incidents, recovering stolen property and serving a number of warrants, plus working with our cross border forces.

Engagement

The events and meeting attended include: -

- Every AGM held by the NFU around the county.
- Regional West Midlands and East Midlands Wildlife and Rural Crime strategy meetings.
- Country Land Owners (CLA) AGM.
- Heritage Crime Day.
- Heritage Crime Regional meeting,
- Young Farmers meeting in Dunchurch.
- Stratford and Stoneleigh livestock markets.

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- Environment Agency meeting.
- British Horse Society meeting.
- Fillongley and Maxstoke events with the local SNT.

Headlines

Suspected Poaching Offence.



On the 01/02/2020 the RCT responded to a call of suspected poaching earlier that day at the National Trust at Charlecote Park near Wellesbourne,.

Four males from Rugby and Leicestershire were detained at the scene. A Volkswagen Golf and three shotguns (pictured) were seized along with a large amount of ammunition and trapping equipment.

Pony Solen in Bristol

A member of the public responded to a Facebook post reporting a pony stolen in Bristol.

RRCT officers attended the report and with help from the person stabling the pony they used Facebook Video Call to make contact with the owner to establish the identity of the pony



Dec 2019 - Large Scale Fly-tipping.

RCT officers worked closely with the Environment Agency and local Farmers to gather information and target those involved in a fly tipping offences in South Warwickshire.

This followed a lead to Birmingham where the RTC tracked down the vehicle that was using false plates and involved in the offences.



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Search Warrants

The RCT has helped in executing five search warrants in South Warwickshire over the past two weeks, relating to stolen property from Southam. Two cannabis grows and stolen property have been recovered, as well as obtaining crucial intelligence relating to an Organised Crime Group.



The RCT have also overseen several jobs relating to HS2, allegations of disruption to badger sets and bat roosts linked to the project. Working with the local SNTs the team have obtained copies of licences, worked with Natural England and local conservation groups to address the concerns.

Communication

- Warwickshire Rural Watch continues to grow with alerts going out every day, including good news stories. The website has had over 80,000 visits to date.
- The Rural Watch social media pages has a growing number of over 4,600 followers.
- The RCT Crime Team has a following of over 8.400 on Facebook.

The work of the RCT is being recognised as best practice in region and the latest force to create a RCT is seeking guidance and advice from Warwickshire. This is impressive for a team only four months old!

Next Steps

The RCT recognise that there is more to do through improving the consistency and breadth of communication with rural communities, partners and stakeholders. Further investment will provide greater capability and capacity to tackle rural crime and provide dedicated experts who understand the specific needs of those communities.

Contacts

- PS Bob Shaw
- PC Andy Timmins
- PC Craig Purcell
- PC Kate Taylor
- PC Andy King
- Rural Crime Officer North - Carol Cotterill
- Rural Crime Officer South - Bob CHURCH

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- Rural Crime Officer South - Baz BAINES.
- www.facebook.com/WarwickshireRuralCrimeTeam/
- www.warwickshireruralwatch.co.uk
- www.warwickshire-horsewatch.co.uk
- Twitter @ruralcrimecops

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APPENDIX F - VICTIMS

VICTIM SERVICES, VICTIM SATISFACTIONANDREPEAT VICTIMS.**1. Overview.**

One of the four key objectives of the Police and Crime Commissioner's 'Police and Crime Plan 2016-2021' is putting victims and survivors first. A 'Victims and Witnesses Charter' was consequently a pledge the PCC made during his election and the OPCC has subsequently worked closely with Warwickshire Police and the other agencies involved in delivering justice to make it a reality. The Charter 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.

On the 28th November 2018, a report was presented by the PCC to the Police and Crime Panel (PCP) on the impact of the Charter since its launch in November 2017. The report also presented an opportunity to more generally review the situation with the provision of victim and witnesses services. The report discussed in some detail the role at that time of Warwickshire Police's Victim Management Unit (VMU) located in the Harm Hub, the purpose of which was to work with repeat victims of crime and reduce their chances of repeat victimisation. It also mentioned the role of Victim Support in supporting victims of crime and the significant investment by the PCC in providing specialist support to victims of domestic abuse, sexual abuse and violence and child sexual exploitation.

This report again discusses these issues in further detail, summarising the progress made and the challenges that still exist to achieve the PCC's objective and realise the ambition of Warwickshire Police to be 'To be great at protecting the most vulnerable'.

VICTIM SERVICES

- i. The PCP requests a report to detail the work of the commissioned Victim Services and how this has impacted on the wider Warwickshire Police Force.

On the 1st April 2019 a new set of PCC commissioned victim services commenced in Warwickshire. This followed an extensive commissioning process, based on the completion of the first ever comprehensive Victim's Needs Assessment (VNA) in the county. Key messages from the assessment were: -

- Victims wanted choice and flexible access to different types of support.
- Support services needed police involvement but needed to retain independence.
- Support services for sexual crimes needed to be specialist and available long term.

Contracts were subsequently granted to the following organisations to provide these services: -

- i. **Victim Support** - To provide general support services to victims of crime.
- ii. **RoSA and Barnardo's** - To provide support services in respect of sexual assault and child sexual exploitation.

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The contracts are for three years, with the options to extend their duration if performance is deemed satisfactory.

In addition, there are also jointly commissioned existing services with: -

- i. **Refuge** - To provide support to victims of domestic abuse.
- ii. **NHS** - To provide support services for paediatric victims of sexual assault.

2. Victim Support.

The 'Code of Practice for Victims of Crime 2015' requires PCCs to be able to offer free support services to all victims of crime. This services is principally delivered by Victim Support in Warwickshire, through an annual contract worth £489k. The contract is designed to specifically offer support to victims of crime who are identified as particularly vulnerable.

Vulnerability assessment is largely based upon age, as older and younger victims of crime are of specific concern. However, mental health, physical health and identifying protected characteristics also feature prominently in determining vulnerability. However, there are no hard and fast rules and if a victim of crime is deemed to be vulnerable then priority support services will be offered.

There is a strong reliance on Warwickshire Police to identify vulnerability for the service to be effective and efficient. There is also a requirement in respect of the accurate and timely recording of victim's personal data in a crime recording context, where Athena is critical to its effective management. There have been well documented challenges to the force in respect of Athena processes, which have also impacted on Victim Support function. The force's Athena user group is focussed on supporting the workforce to make the best use of Athena. Developing the skills of those officers and staff who use the system is critical.

The Victim Support contract also requires specific crime classifications to require priority attention, where the victim will be identified and contacted, needs assessed and support offered: -

- Violence.
- Burglary.
- Hate Crime.
- Anti-Social Behaviour (ASB).
- Cyber enabled crime.

In order to try and ensure maximum efficiency and to develop an Integrated Victim Management (IVM) philosophy, Victim Support were required to become principally located at Bedworth Police Station with the Victim Management Unit (VMU) of the force's Harm Hub. The purpose of the VMU is to ensure the joint resources of Warwickshire Police and Victim Support are co-ordinated to meet the needs of the victim, problem solve, prevent crime and reduce repeat victimisation.

Whilst the concept is sound, the first year of operating in this format has not been completely smooth. The termination of the alliance resulting in the force having to re-organise staff and re-establish structures has presented challenges for those involved in delivering IVM services. There is, however,

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an immense partnership will to get the right service to consistently, effectively and efficiently deliver on the vision.

On average Victim Support will scrutinise about 4,000 referrals per financial quarter. Most of those referrals are from Warwickshire Police. Experience shows approximately 75% of victims will not require any substantial support, but are nonetheless grateful and reassured by the contact made and offer of support provided. The remainder will require ongoing support of some sort.

Most support needs are dealt with over a relatively short time scale, a minority require longer term commitment that are provided without time limits. Typically support needs can comprise of advice, advocacy, emotional support, financial support, practical support, information provision, personal safety advice and access to restorative justice processes.

In respect of repeat victims, there is broadly a downward trend and this cohort attracts a lot of scrutiny and tailored response. The number of victims that are subject to multiple repeat offences are relatively few.

The Victim Support contract also requires the delivery of positive outcomes, as well as outputs. As a consequence Victim Support report on the differences its service has made in respect of personal wellbeing, re-integration, perception of safety, feeling informed, experience of the criminal justice system and the ability to cope. The data strongly suggests that victims receiving integrated support report positive benefits as they progress along their journey of cope and recovery.

Most victims requiring support simply want a reliable, consistent and efficient point of contact that is informative and provides understanding and reassurance. It is the constant challenge to all involved, from the point of very first contact to disengagement at the end of the victim's journey, to consistently get it right.

3. Rape or Sexual Abuse Support (RoSA).

The key elements of the Sexual Abuse and Violence Recovery Service are that RoSA will help assure the short and long term emotional, sexual and physical safety of victims of rape, sexual violence and sexual abuse.

RoSA also provide an ISVA (Independent Sexual Violence Adviser) and ChISVA service (Child Independent Sexual Violence Adviser) for victims of sexual abuse and violence. For RoSA to be successful it is vital they are committed to working in a multi-agency framework approach actively and positively engaging with all agencies from across all sectors.

The impact on Warwickshire Police is that they must also be actively part of that multi-agency approach committed to safeguarding and working in the best interests of the victims immediate and longer term needs. The force, therefore, must be ready to respond to increased victim referral and expectations. For that commitment to be effective and efficient, Warwickshire Police must ensure that their relevant officers and staff are trained to the appropriate skill levels to ensure best forensic opportunities, specialist evidence capture, judicial case progression and constructive participation in a safe, skilled and empathetic victim support process.

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In terms of the investigation and prosecution of sexual offences and in particularly the most serious sexual offences, there are distinct pressures on the police and the whole criminal justice system at present. Court availability, disclosure complexities, media scrutiny, victim blaming, and victim digital history are just some of the pressures that can impact on the chances of a successful prosecution. It is no longer exceptional for some three years to elapse from the point of victim first contact to actual trial. Some victims cannot endure that period of waiting and have been failed by the system.

An assessment of the commissioned service so far indicates that the service is performing well against the specification of the contract. There have been a total of 181 individuals referred to the service (125 adults and 56 children / young people). Increases have been noted in referrals from police, education, local authority and NHS. However, there has been a decrease in self-referrals. The total number of clients receiving a service to date is 614 (479 adults and 135 children / young people). A total of 188 people have left the service - all showing improvements against the set outcomes.

4. Barnardo's.

The Child Sexual Exploitation Victim Service provides support across Warwickshire to children and young people aged less than 18 years who may be vulnerable to being sexually exploited, are being groomed or targeted for the purposes of sexual exploitation or are being sexually exploited through both physical contact and through the use of technology.

Referrals to the service are through Warwickshire Police, other victim services and through self or parent / carer referrals and from case allocation following a multi-agency case allocation meeting. A structured, multi-agency approach is required to support victims of Child Sexual Exploitation (CSE), supported by effective local safeguarding arrangements and information sharing.

Barnardo's are thoroughly integrated into local partnership working, structures and pathways, with an understanding of the local thresholds for engagement and the need to liaise with other agencies and services in the county.

Barnardo's contribute to and operate as part of the Warwickshire CSE multi-agency approach by engaging with multi-agency meetings to work within agreed operating models, providing operational responses, delivering an effective service and responding to patterns and trends of high risk issues. They also provide outreach and training provision which contributes to the prevention and reduction of crime by delivering CSE training and awareness raising programmes in line with Warwickshire's multi-agency CSE strategy and in partnership with Warwickshire Police, Warwickshire County Council and Warwickshire Safeguarding Children's Board.

The contract is performing well against the specification. The Barnardo's workers are embedded within the multi-agency child exploitation, missing and trafficking team at the Leamington Justice Centre. This is a good reflection of Warwickshire Police and their commitment to engage with this very vulnerable cohort of victims. There are currently 53 young people receiving support but the team is very aware of the constantly changing needs of exploited young people. Work is currently underway to ensure working models are able to meet the challenging demand.

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Barnardo's have delivered training to over a 1000 individuals and professionals in this first contract year so far and have worked with 16 agencies to progress the understanding and needs of this form of exploitation. Social media is also a powerful influencer and so far Facebook posts have reached 67,106 individuals in Warwickshire and beyond.

VICTIM SATISFACTION

- ii. Victim satisfaction is central to assessing the effectiveness of Warwickshire Police and the PCP requests the PCC to bring a report detailing the work being done to improve satisfaction.

5. Introduction

Over the last two decades the Home Office (HO) has required police forces to measure victim satisfaction as part of the Annual Data Requirement. This consisted of measuring victim satisfaction for five 'service stages' for a prescribed set of crime types (including particular categories of burglary, vehicle and violent offences) and was restricted to certain types of victims. Most recently, the Home Office required that all forces collect data using a telephone interviewing methodology.

From April 2017, the only mandatory measure of victim satisfaction required by the HO is that of victims of domestic abuse (DA). Forces are also able to decide which methodology they use to collect this data. The rationale behind this is that forces should focus on what they would consider to be their priority crimes. Although the Home Office does not collect comparative data, the expectation is that forces will continue to solicit feedback from victims of crime in line with their own strategic priorities at the local level and, most importantly, to use this feedback to improve services.

6. Victim Satisfaction Surveys: The Alliance Context

At present, the victim satisfaction surveys are conducted by the Consultation and Engagement (C&E) team that sits within Analysis and Service Improvement (A&SI). On the 8th April 2020, A&SI will become disaggregated from the alliance as a consequence of its termination, and until this time A&SI will continue to deliver its function to both forces. A commercial company has been contracted by Warwickshire Police to deliver the victim satisfaction surveys once the transition of A&SI has been completed.

7. Methodology

In line with the previously HO mandated requirements, there are currently three surveys that are conducted using the five service stages, namely: -

1. Aggregate - consisting of: -
 - Burglary
 - Vehicle Crime
 - Violent Crime
2. Domestic Abuse
3. Hate Crime

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A seven-point satisfaction scale is used, with victims being able to select a response from the following options: -

1. Completely satisfied
2. Very satisfied
3. Fairly satisfied
4. Neither satisfied nor dissatisfied
5. Fairly dissatisfied
6. Very dissatisfied
7. Completely dissatisfied

The surveys are undertaken between 6 and 12 weeks after a crime record is reported, the rationale for the time frame is that at this point in the 'victim journey' the victim will have been through the five service stages, including the level of satisfaction with how well they were kept informed.

8. Performance

i. Aggregate Crime.

The current performance levels for Warwickshire Police are as follows: -

Figure 1- Aggregate Whole Experience satisfaction rates (2019/20)



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Figure 2 - Aggregate Whole Experience satisfaction rates (Jan 2018 to Dec 2019)

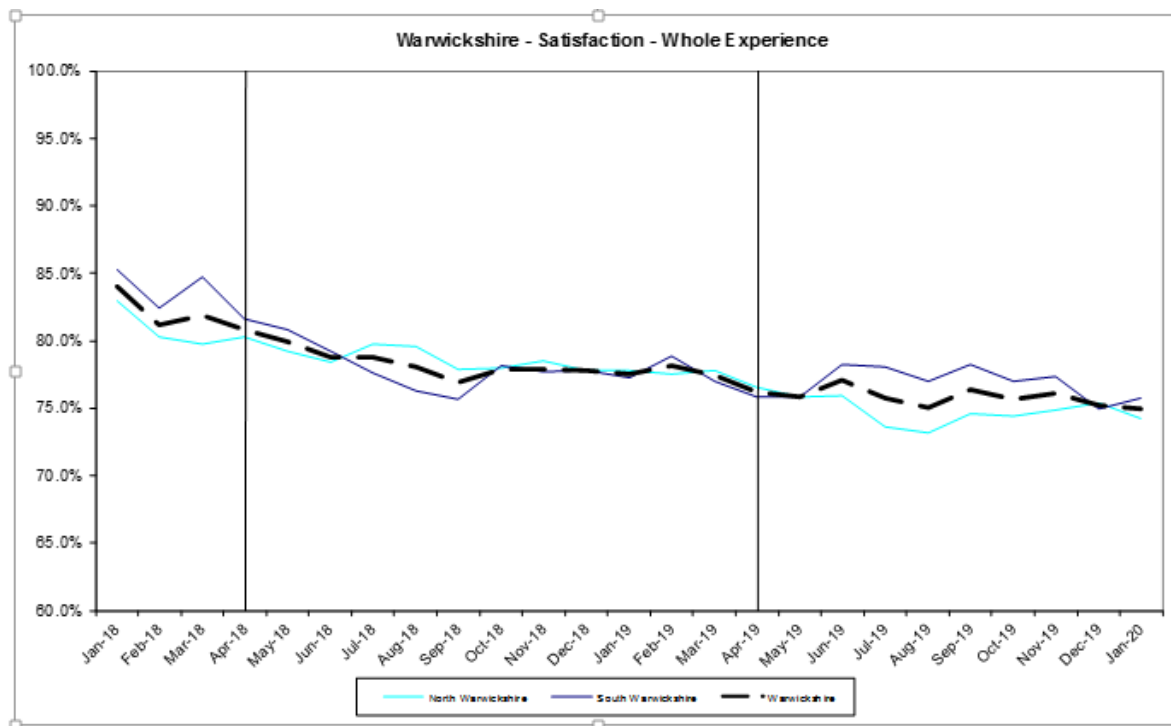


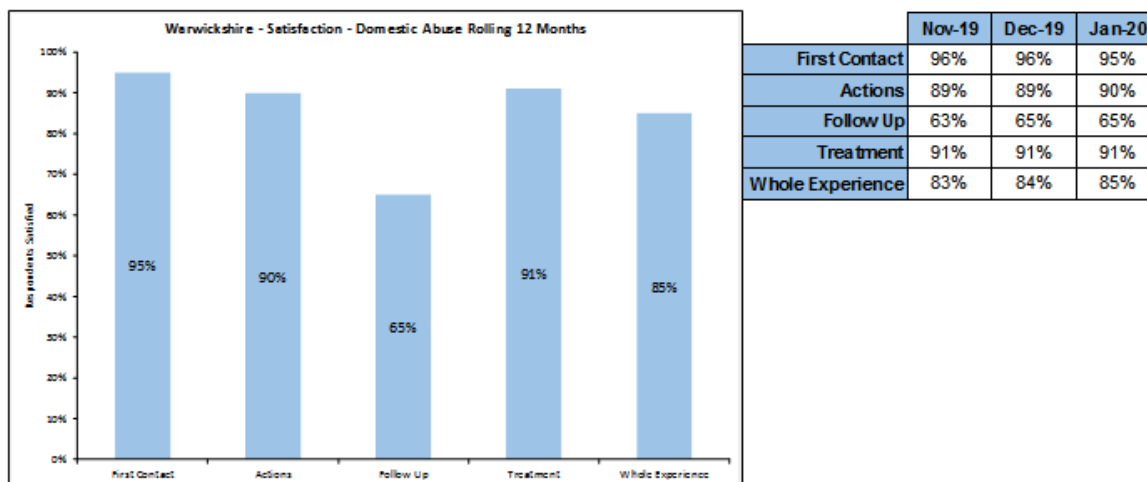
Figure 3 - Aggregate offences victim satisfaction across the 5 service stages (rolling 3 months YTD)

User Satisfaction - Rolling 3 months					
	Burglary	Vehicle Crime	Violent Crime	All (Standard Survey)	Hate
Ease of Contact	96.8%	92.3%	91.4%	93.0%	94.2%
Actions	85.5%	65.6%	73.6%	74.0%	78.2%
Follow Up	72.7%	47.7%	62.8%	61.2%	72.5%
Treatment	94.4%	91.6%	90.4%	91.8%	89.4%
Whole Experience	85.9%	73.2%	75.2%	77.2%	82.5%

Of note are the relatively low levels of 'Follow-Up', particularly for vehicle crime at 47%.

ii. Domestic Abuse (DA)

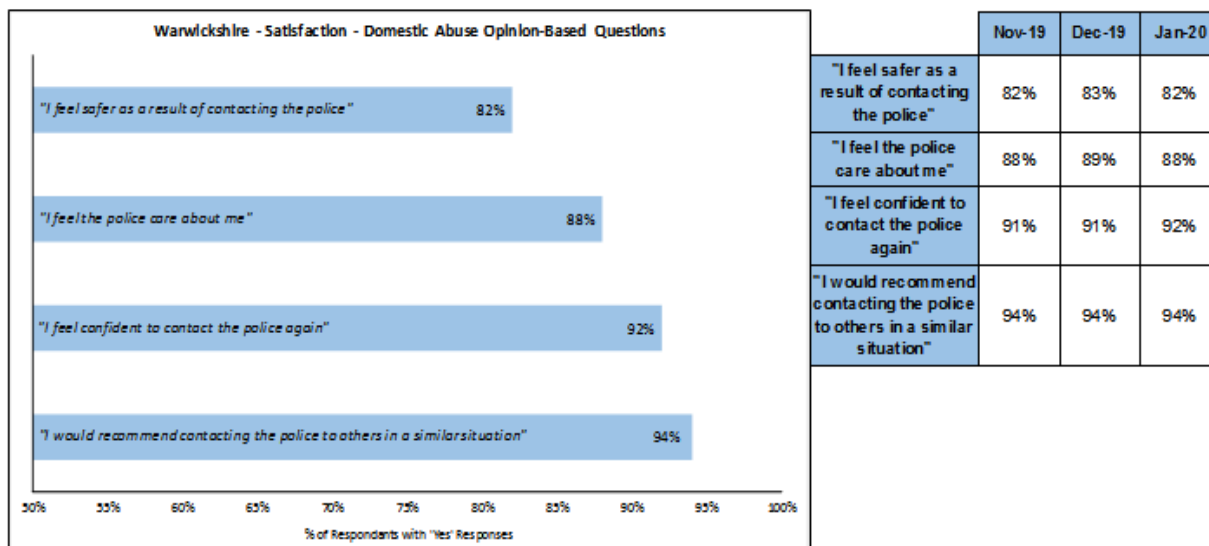
Figure 4 - DA victim satisfaction across the 5 service stages (rolling 12 months).



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The domestic abuse satisfaction survey aims to gain a better understanding of how police actions affect the victim’s experience. So, as well as measuring the five stages of satisfaction a series of opinion-based closed questions are also included in the survey, as shown in Figure 5.

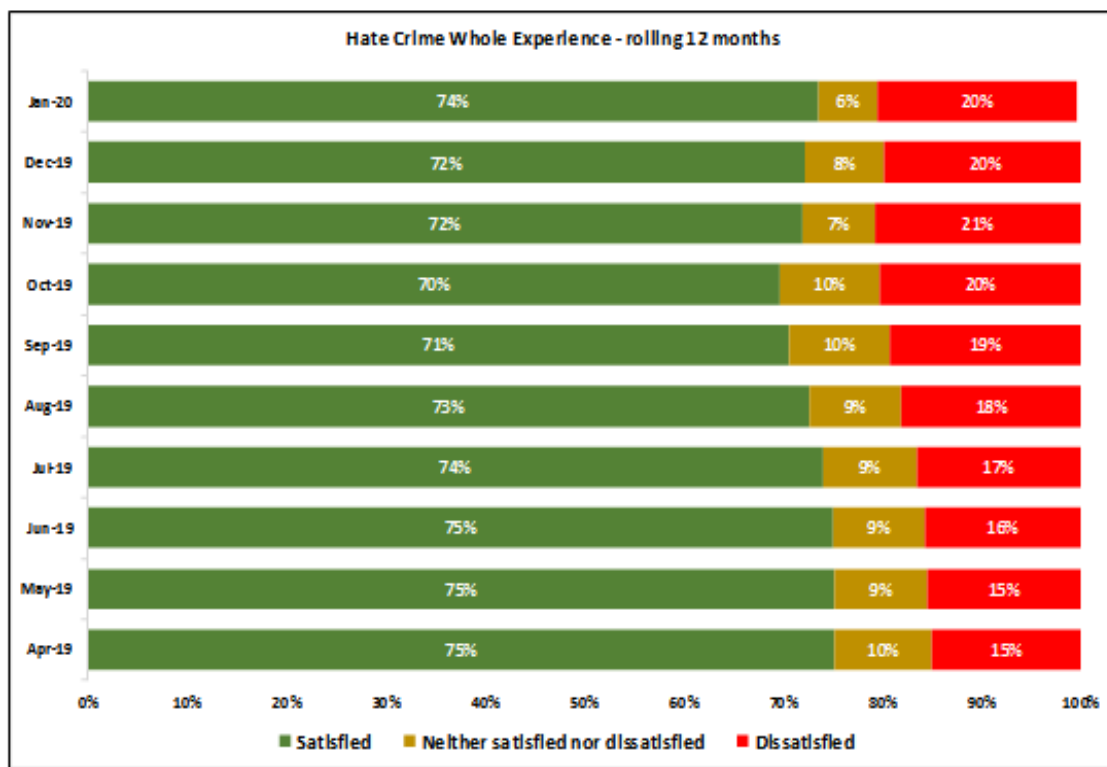
Figure 5 - DA victims opinions (Nov19 to January20).



Of note is that 94% of victims would ‘recommend contacting the police to others in a similar situation’.

iii. Hate Crime.

Figure 6 - Hate Crime Whole Experience satisfaction rates (rolling 12 months)



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9. Commentary.

The more detailed data in Figure 3 (from the force's 'Performance Dashboard') illustrates that the follow-up element continues to be a weakness in the process of the victims journey, particularly in respect of vehicle crime and violent crime. It is not clear as to whether the cause is omission, a process issue, or some other factor. There is nonetheless a strong correlation between the follow-up element and the overall satisfaction rates, which detract from the strong performance seen in some of the other areas of the victim satisfaction metrics.

Of relevance is the investigative 'pathway' a crime may take through the organisation. For example, some 40% of all crime is dealt with by the Crime Bureau and its Telephone Investigators. In the absence of any lines of enquiry the crime may be filed soon after its report. Conversely, a burglary dwelling will usually be investigated by the Serious and Complex (CID) crime teams and be retained whilst lines of enquiry are developed and follow-up is provided to the victim by the officer in the case (OIC).

The differences seen in the victim follow-up for the three categories of aggregate victim satisfaction may therefore be indicative of a process issue, rather than officer behaviour. In the case of vehicle crime for example, the crime may have been dealt with by the Crime Bureau and filed relatively early in the process, the survey is therefore attempting to measure some six weeks later a follow-up service that is not actually provided for that particular type of investigation.

The Investigation, Standards and Outcome (ISO) Board has initiated some work to better understand and address this issue. This board group has recently evolved in name to become the Investigations and Victim Satisfaction Board, in order to reflect its equal focus on the objectives of the Victims Code and its compliance.

This Board is supported by the Task and Finish Group that has been established to drive activity and implementation. As part of this work, the Service Improvement Team (SIT) of A&SI dip-sample investigations and provide analysis on the findings, together with tracking the actions of the ISO.

Figure 7 - Investigations Dip Sampling (rolling 6 months)

Rolling 6 months						
	Crime Data Integrity	Safeguarding / Vulnerability	Investigative Strategy	Supervision	Victim Update	Average No. Respondents Per Area
Mar-19	92%	89%	81%	65%	68%	323
Apr-19	94%	90%	84%	69%	67%	298
May-19	95%	91%	86%	71%	67%	308
Jun-19	95%	91%	86%	72%	68%	302
Jul-19	94%	88%	85%	75%	69%	279
Aug-19	94%	88%	85%	72%	68%	275
Sep-19	93%	88%	82%	64%	68%	277
New sampling method implemented						
Nov-19	NA	87%	81%	64%	67%	356

Through this audit process, supervisory input into crime investigations has been identified as both a weakness and a significant factor in delivering investigative improvement, along with rectifying issues associated with inconsistent data input into Athena in respect of victim contact.

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There have been a number of initiatives introduced to rectify this supervisory issue, including Supervisor Development Days, Officer Development Plans, Supervisor Passport Scheme and the inclusion of relevant criteria for promotion. More specifically a Victims of Code training package has been delivered to all supervisors, which includes prescriptive instructions on the recording of victim contact on Athena to improve compliance.

In respect of Hate Crime, the survey sample is small and therefore maybe subject to wide fluctuations and for this reason it is represented on rolling six month basis. The current rate of 74% of Hate Crime victims being satisfied with the service provided is disappointing given the potential vulnerability of the victims of this crime type. The OPCC have consequently requested that further analytical work is undertaken to better understand the causes. This is to include exploring if there is a distinction between the victim satisfaction rates of those victims subject to a Hate Crime (involving a statutory criminal offence) and those subject to a Hate Incident (an event without a statutory criminal offence), which are subject to entirely different processes and levels of police response that may not meet with the victims expectations.

10. Victim Satisfaction Review.

In July 2018, an external review of the alliance's delivery of its victim satisfaction surveys was commissioned, with a view to professionalising the approach to gathering this data and using it to support the drive to increase victim satisfaction. In December 2018 a report into the findings of the review was published, which contained a number recommendations. Whilst these recommendations were accepted by Warwickshire Police at the time, they were not universally conceded by the alliance. The key points from the review were: -

1. There needs to be a greater focus on understanding the dynamics of satisfaction (i.e. the reasons why some people are more and others less satisfied, and what can be done about achieving improvements).
2. The 'performance culture' needs to evolve from having, primarily, a monitoring function to one which is conducive to gaining a deeper level of understanding around victim satisfaction in order to inform service improvement. This means letting go of the idea that the data must be both recent and local - in truth, they need be neither.
3. There needs to a shift in the performance culture with an increased focus on the broad dynamics of satisfaction, including reassurance, and less of a focus on satisfaction at geographical areas on a month-by-month basis.
4. The practice of holding supplementary focus groups and semi-structured interviews with victims of certain types of crime was also recommended following the review, as these can highlight issues that statistical surveys cannot identify. This is also particularly suited to the most sensitive crime types.

11. Proposals.

Taking cognisance of the recommendation from the victim satisfaction review, it is proposed that once A&SI has transitioned from the alliance in April 2020 that the survey method for victim satisfaction will be amended. The new survey will have a greater emphasis on measuring victim satisfaction against

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the requirements of the Victims Code, and by association the PCC's Victims Charter, rather than the five stages of service delivery.

In the survey there will also be supplementary diagnostic questions that have been identified as being fundamental to providing reassurance to the victims of crime. This will allow measurement of tangible and specific elements of service delivery, which will in turn allow better focus on areas to improve performance. In the meantime, compliance with the Victims Code of Practice is audited by dip-sampling 60 investigations each month to review quality and compliance. A further review of how this data can more efficiently be captured from Athena is being undertaken in order to develop a more accurate recording and assessment process. In addition, the development of 'supervisor's dashboard' to contemporaneously monitor compliance is being progressed.

Analytical work conducted by A&SI from the results of the surveys will be used to identify the investigative pathways taken by certain crime types, thereby identifying where there are weaknesses in processes and thereby permitting improvements to be made.

A Public Priorities Survey is in the process of being conducted during Q4 of 2019/20, as a joint enterprise between the OPCC and Warwickshire Police, which will also provide information on public expectations in respect of victim care that will serve to inform the continuing debate on service provision and performance management.

The OPCC are fully engaged in these proposed developments and the anticipated improvements in achieving greater levels of victim satisfaction over the medium term, in volume crime, domestic abuse and hate crime are awaited with interest.

REPEAT VICTIMS.

- iii. The Panel requests that the PCC bring a report on Repeat Victimisation detailing the numbers of repeat victims, how this is measured and how the force is seeking to protect those individuals with a focus on sexual offences, domestic violence and hate crimes.

12. Introduction.

The current arrangements for the management of repeat victims is centred on the Problem Solving approach that Warwickshire Police has implemented. In July 2018 the initiative was launched by the OPCC and Warwickshire Police at a joint partnership conference in Rugby. This event saw more than 100 delegates hear how structured problem solving techniques can be used across all aspects of policing to ensure that the issues that matter most to local communities can be tackled in a measured way, making the best use of resources and partnership expertise.

At the time the Chief Constable gave his commitment to putting problem solving at the heart of everything the force does in order to tackle the underlying causes of problems and finding workable solutions, with the intention of making a positive difference to communities and in doing so reduce the demand on police and other partnership resources. The force have been at the forefront of its application and this approach has most successfully been utilised to date by the Safer Neighbourhood Teams in addressing persistent issues in relation to locations, victims and offenders, thereby achieving

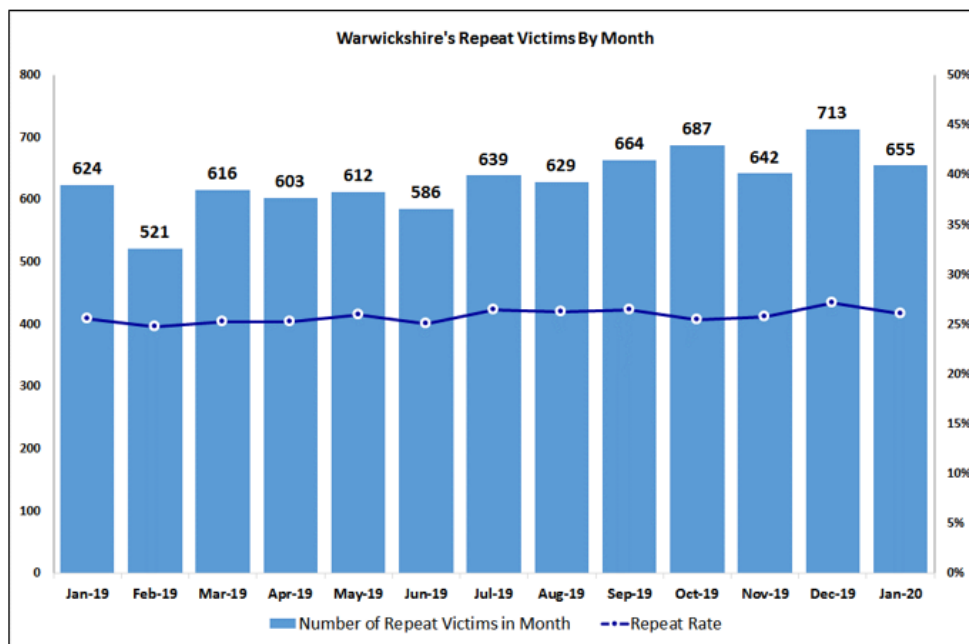
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significant reductions in anti-social behaviour as a result. It is anticipated that this success can also be replicated in reducing repeat victimisation and mitigating the harm caused.

13. Performance.

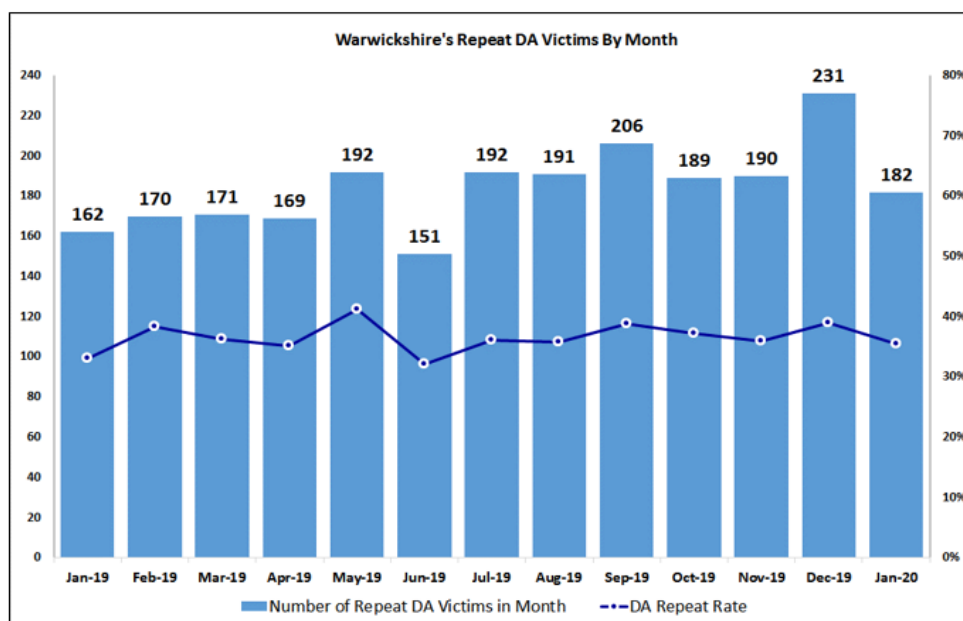
A repeat victim is defined as an individual recorded as a victim in the current reporting month that has had at least one other offence in the preceding 12 months.

Figure 8 - Warwickshire Repeat Victims.



In January, 26% (655) of all victims (2,517) were repeat victims. This represents an 8% reduction from the highest peak seen in the previous month. A total of 25 individuals were a repeat victim in each of the last 3 months.

Figure 9 - Domestic Abuse Repeat Victims.



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In January, 35% (182) of all DA victims (514) were repeat victims. This is a 21% reduction from the peak seen in the previous month. A total of 8 individuals were a repeat DA victim in each of the last 3 months.

14. Victim Management Unit

The Victim Management Unit (VMU) of the Harm Hub has the principal responsibility for supporting and safeguarding the most vulnerable repeat victims. There is a distinction to be drawn between this function and that of attempting to significantly reduce the volume of repeat victims.

The VMU has recently undergone a change of management, structure and processes and is undertaking additional recruitment in order to achieve greater effectiveness and efficiency in its commitment to protect the most vulnerable. The composition of the VMU is key to understanding its function, it consists of: -

1. IVM Coordinators.
2. Problem Solving Coordinators.
3. Hate Crime Support.
4. Designing out Crime Officers.
5. Licensing Officers.

Sitting alongside the VMU in the Harm Hub are the Domestic Abuse Unit (DAU), who have an investigative arm and also Domestic Abuse Referral Officers (DARO) to provide support to those victims of DA who are assessed as being at 'High' risk of harm.

- **Processes**

Prior to December 2019, the process employed to identify those victims considered to be most vulnerable was by analysing the number of crime reports made by a victim. The IVM Coordinators would then create a report on those victims with the highest number of crimes and then arrange a multi-agency meeting with partner agencies. Any actions for the police would be cascaded to the OIC and actions for partners would be allocated to them. A monthly meeting with partners would then be held to review the progress made.

Unfortunately, these monthly meetings were often a duplication of the Problem Solving Meetings that were being held with the SNTs and partners. It was felt that the process lacked clear ownership of the problem solving process, created duplication and was failing to reduce the demand being undertaken by the SNT and other departments who had ownership of the investigations.

The new processes introduced are that the repeat victim data is still reviewed by the IVM Coordinators on a daily basis. However, instead of creating a list of those victims featuring the **highest** number of crimes, the focus is now more on the assessment of the **vulnerability** of the victim. In such cases, the IVM Coordinator will take each individual identified as high risk from the repeat victim data and research the background information from available information systems. The IVM Coordinator will then create Problem Solving Plan referral form. This referral is then assessed by the manager as to its suitability for a formal Problem Solving Plan (PSP) to be created. If agreed, then the matter is

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allocated to one of the VMU Problem Solving Officers to develop a PSP. They will then take on the problem solving process, liaising with the OIC (who still retains ownership for any investigations) and any partner agencies identified. Those referrals that don't meet the criteria for escalation into a PSP will be offered ongoing Harm Hub support, advice and partnership referral.

The previous monthly meeting held with all partners is now condensed into a direct meeting with only those involved, achieving greater focus and efficiency. This also means that tasks required to try to resolve issues or protect individuals occur more urgently and do not need to wait days or weeks to occur. The increasing expertise of the VMU in the PSP process enables the different resources available in the multi-faceted Harm Hub to be utilised more effectively.

15. Domestic Abuse.

All domestic abuse (DA) incidents are reviewed by the Harm Assessment Unit (HAU) of the Multi-Agency Safeguarding Hub (MASH) who will orchestrate actions with partner agencies as needed. All DA incidents are graded on the perceived risk of harm as either High / Medium / Standard following the completion of a DASH form.

If graded as High risk, then alongside the criminal investigation a Risk Management Plan (RMP) is created and allocated to Domestic Abuse Risk Officer (DARO) in the Domestic Abuse Unit (DAU) of the Harm Hub to own and progress.

If three or more Medium risk, or four or more Standard risk with children involved occur in a 12 month rolling period, then these will be reviewed for consideration of taking to the Multi Agency Risk Assessment Conference (MARAC) for a multi-agency focused approach.

If identified as Medium risk (or Standard moving to Medium risk) and any repeat circumstances are identified, then alongside the investigation there will be consideration given to creating a RMP and a request for SNT intervention to manage the activity required.

The appointment of a DA Protection Order Officer to manage the perpetrator programmes and the application of protective orders from both the criminal and civil courts should further reduce DA victimisation. Of note is that the PCC has allocated £68,000 under the Commissioner Grant Scheme 2020/21 in order to fund DA perpetrator projects.

A further enhanced support provision for victims of DA is being piloted in Rugby. This initiative involves a specific single point of contact for RMPs across the policing area to allow a more consistent practise with vulnerable victims. Initial feedback shows that approach has benefited the safeguarding of Medium risk DA victims, led to more confidence in the criminal justice system and improved referrals to support agencies, thereby raising the victims trust and confidence in the police.

16. Hate Crime

Prior to September 2019 the Harm Hub incorporated a High Harm Investigation Team (HHIT) whose focus was primarily on Hate Crime investigation. Following initial recording and assessment these officers would be allocated some of the higher risk investigations to try to focus efforts in this area of

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vulnerability. This would also include crimes which featured repeat victims. This process was subject to review and some short comings were identified.

The investigation of Hate Crime has consequently been replaced by Hate Crime support as a function of the Harm Hub, in an attempt to re-imagine how best the force can achieve its ambition to protect those victims and repeat victims. To that end the Harm Hub are in the process of recruiting a Hate Crime Administrator to provide a more professional focus. In the meantime, Hate Crimes are assessed and the most vulnerable victims included in the PSP process. The Harm Hub will then offer guidance to the OIC's for those investigations.

Letters are also be sent out to all Hate Crime victims providing enhanced follow-up contact, advice on entitlements and providing an offer of continuing support. This has complemented work shared by the Warwickshire Hate Crime partnership to build better confidence in victims of Hate Crime, to improve both reporting and continuing engagement. The process in the Harm Hub is currently being reviewed to focus more pro-actively on those identified as most vulnerable across all areas of business.

17. Sexual Offences

The departmental leads for Serious & Complex Crime, Proactive CID & Offender Management deal with reviewing all sexual offences. Many of the cases relate to repeat historical DA offences and will be given the appropriate focus and attention commensurate with the serious nature of the crime in order to safeguard the victim and reduce the risk of repeat victimisation.

18. Summary

At present there are 14 high risk PSP's owned by the VMU, although this number is anticipated to rise with their increased capacity once fully resourced. The PSP approach of the Harm Hub does not exclude any type of incident or crime type being managed by this process. The focus is solely on the vulnerability of the victim and the perceived risk and level of harm that exists, as opposed to concentrating solely on the investigation. For this reason the referral process will not remain just within the VMU, but will be available to other departments and even partners for consideration to provide either direct action or support.

COMMENTS

In considering the work of the recently commissioned victim services and the impact on Warwickshire Police, it is pleasing to report the force has a Victim and Witness Governance Group on which the PCC is represented. It can be seen that the force has a grip on the resolution of victim and witness issues.

The force is intent on delivering victim focussed policing services that benefit and mutually assist the PCC victim commissioned services. Recent investment in training of supervisors, dip-sampling and quality assuring files and the setting of PDR objectives for all officers and staff in relation to victim focus, investigation and compliance with the Victims Code bodes well for Warwickshire commissioned victim services and how they impact on Warwickshire Police.

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The imminent establishment of Warwickshire Police's A&SI will provide an opportunity to improve the force's audit and survey capability and at the same time develop a new performance framework that meets the needs of the organisation and the public it serves. This advancement will be conducive to gaining a deeper level of understanding around victim satisfaction in order to inform service improvement

The developing work of the VMU and DAU in the Harm HUB and their problem solving initiative to the issue of victim vulnerability provides confidence that those in most need of protection will not only be safeguarded, but that the often complex and challenging causes of the re-victimisation will be addressed through a prompt, coordinated and partnership approach.

The OPCC remain engaged with the force at relevant meetings and discussions to shape the provision and performance of victim services, victim satisfaction and repeat victimisation through a process of scrutiny, support and challenge. The subjects discussed in this report are scheduled to be raised as a deep-dive topic at the PCC's monthly 'holding to account' Performance Accountability Meeting (PAM) in March, where these relatively complex, nuanced and esoteric issues will be explored in depth.

It is hoped that this report demonstrates the PCC's continued commitment to his pledge to 'Put Victims and Survivors First' and to achieving the ambitions of his Victims Charter.

Police and Crime Panel Work Programme

Date of next report/update	Item	Report detail	Date of last report
21 November 2019	Preparations for 2020 elections	To review the election pre-election protocol	
21 November 2019	Representation from the Chief Constable	The Chief Constable will give his view of the Police Service in	
3 February 2019	Police and Crime Commissioners Budget and Precept	To consider the PCC's budget and Policing Precept for 2020/2021.	
02 April 2019	Victim Services Review	Suggested by the Planning and Performance Working Group: A report to detail the work of the commissioned Victims Service and how this impact on the wider Warwickshire Police Force	
16 March 2020	Victim Satisfaction	The Panel recognised that Victim satisfaction is central to assessing the effectiveness of Warwickshire Police and requested the PCC bring a report detailing the work being done to improve satisfaction.	
16 March 2020	Rural Crime	To receive an update on the rural crime unit and actions taken by the PCC to tackle rural crime in the county	
16 March 2020	Repeat Victimisation	The Panel requests that the PCC bring a report on Repeat Victimisation detailing the number of repeat victims, how this is measured and how the Force is seeking to protect these individuals with a focus on victims of sexual offences, domestic violence and hate crimes.	
16 March 2020	Warwickshire Police as an independent force – six month update	To receive an update on the progress made towards establishing Warwickshire Police as an independent force six months after the end of the Strategic Alliance with West Mercia	
16 March 2020	Substance Misuse review		

Police and Crime Panel Work Programme

Standing items*	Complaints	To consider any complaints against the PCC, taking account of the Complaints Protocol (verbal update).	-
	Report of Working Groups (Following a meeting of a Working Group)	The Panel has delegated quarterly budget monitoring to the Budget Working Group, which will report its findings and minutes to each relevant PCP meeting. The Panel has delegated scrutiny of the Police and Crime Delivery Plan and Force Performance to the Planning and Performance Working Group, to identify key issues for Panel enquiry.	-
	Work Programme	To consider and review the Panel's work programme.	-
	Report of the Police and Crime Commissioner	To hold the PCC to account for the delivery of the Police and Crime Plan and to: <ul style="list-style-type: none"> • Review progress updates in the implementation of the Police and Crime Plan and progress made towards recruiting to the additional officer posts created in the 2019/20 budget. • Consider recent work of the PCC, including activities / decisions taken since the last meeting and engagement with national/regional policing initiatives. 	-
Items to be Timetabled			
	Complaints	Update from PCC in light of the new requirements of the Police and Crime Act to come into force in 2019 – implementation has been delayed by central government.	
	Organised Crime	The Panel recognises that Organised Crime requires a partnership approach and asks the PCC to bring a report to the Panel detailing how Warwickshire Police will work with regional partners as well as the National Crime Agency as a stand-alone force. There is also particular public interest in this area given the recent publicity around the harm caused by 'County Lines'.	
	Outcomes	To receive a report on outcome rates and how the Force is seeking to improve outcome rates following the PCC's challenge to the force through an OPCC report in May 2019. The Planning and Performance Working Group to work with the OPCC to determine the timing and nature of the report brought to the full panel.	
	Reporting and Performance Management	The Panel asked the Planning and Performance Working Group to work with the OPCC to consider how performance reports are presented and what is reported. A full report to be brought to the Panel at an appropriate point when the equivalent to the Alliance's Assurance and Service Improvement Team has been stood up.	
	Warwickshire Police as an independent force – 18 month update	To receive an update on the progress made towards establishing Warwickshire Police as an independent force 18 months after the end of the Strategic Alliance with West Mercia	
	Encouraging reporting	To receive a report outlining how victims can be encouraged to report crimes.	

Police and Crime Panel Work Programme

	of crime		
	The Police Estate	To consider the PCC's approach to managing the Police estate.	
Briefing Notes			
Requested	Climate Action	The PCC to provide a briefing note detailing how both the OPCC and Warwickshire Police plan to respond to the Climate emergency and the Government's target of carbon neutrality by 2050 .	
Requested			

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