West Mercia Police

Quarterly Report

Q3 Oct – Dec 2020

Purpose
The purpose of this product is to provide a monthly update to current and emerging performance issues relating to West Mercia.

GSC Level	Official
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Product Reference	SPI/2021/022
Version	FINAL
Purpose	Overview of Force Performance for October to December 2020
Author	Strategy, Planning and Insight
Owner	DCC J. Moss

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Protecting people from harm

West Mercia POLICE

Introduction

This is the Q3 Performance Report reviewing activity between October and December 2020. This purpose of this report is to inform the Force Delivery Group meeting on January 27th with a force wide picture of performance, particularly in relation to force priorities and key practices.

The framework has now embedded very well with resource aligned to budgets. Therefore now is the time to deliver on behalf of the public.

This report focusses on Gold level Key Performance Indicators (KPI), however, there are also some measures at a Silver level to create a comprehensive picture across the force. The number of measures in this report will continue to be refined to ensure that they are *key* performance indicators.

Crime and disorder in the last quarter remains similar to previous quarters in seeing reductions in physical acquisitive crime, vehicle crime, burglary and shop-lifting, with continuingly higher than projected cyber crime.

The OCC maintained a good level performance in relation to 999 and 101 call handling despite significant and critical abstractions as a result of COVID-19 and track and trace.

Q3 continues to be dominated by the impact of COVID-19 both in terms of its impact of the activity and resources of the force and the changes in crime and disorder numbers during the lockdown period from the end of March 2020. This makes comparisons to previous quarters and the same period last year extremely challenging and will do so for at least the coming 12 months.

Projections have been included in this report, however, it should be noted that due to their basis on volumes in previous years the impact of COVID is likely to distort the projections. Factoring the impact of COVID within projections continues to be reviewed.

Comparing our Force to others within our MSG generally has not been included in this report due to Forces having been in different tiers during Q3.

Our vision

Protecting people from harm
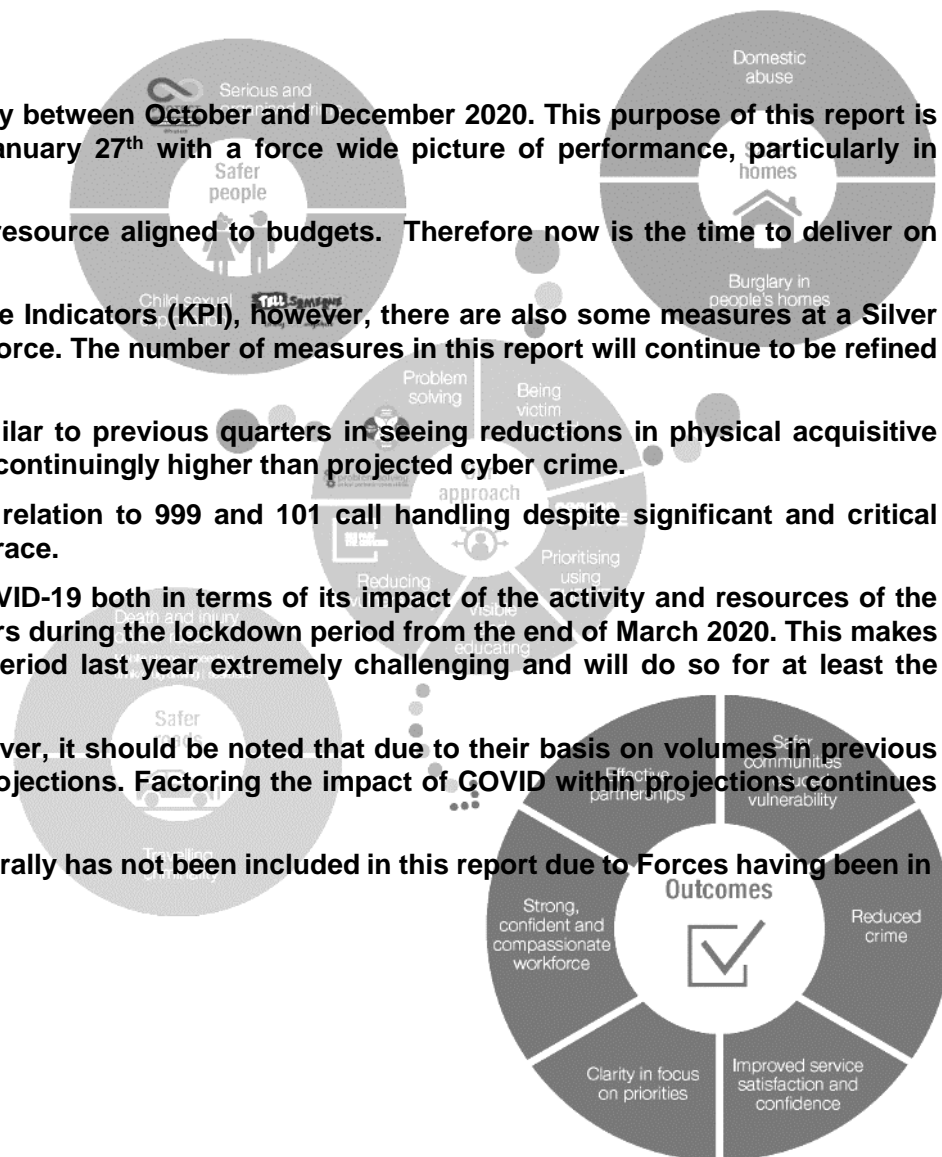
Gold Balanced Scorecard 2020-2021

3. Delivering an ethical service

3.1 Delivering our service legally and within regulations

1. Delivering a high quality, consistent service to the public

1.1 Delivering victim satisfaction

1.2 Creating public confidence

2. Delivering an efficient service

2.1 Delivering our service within budget

4. Delivering innovative, problem-solving practices and processes

4.1 Delivering effective core practices

4.2 Managing demand – policing priorities

4.3 Innovating and improving

5. Delivering a skilled, sustainable workforce in a constantly learning and improving environment

5.1 Establishing a skilled, flexible workforce

5.2 Establishing high quality, accessible knowledge

5.3 Establishing appropriate, available tools

Accountability   Fairness   Honesty   Integrity   Leadership   Objectivity   Openness   Respect   Selflessness

Performance Report Q3 Oct to Dec 2020 SPI/2021/022

GOLD

Performance Management Framework
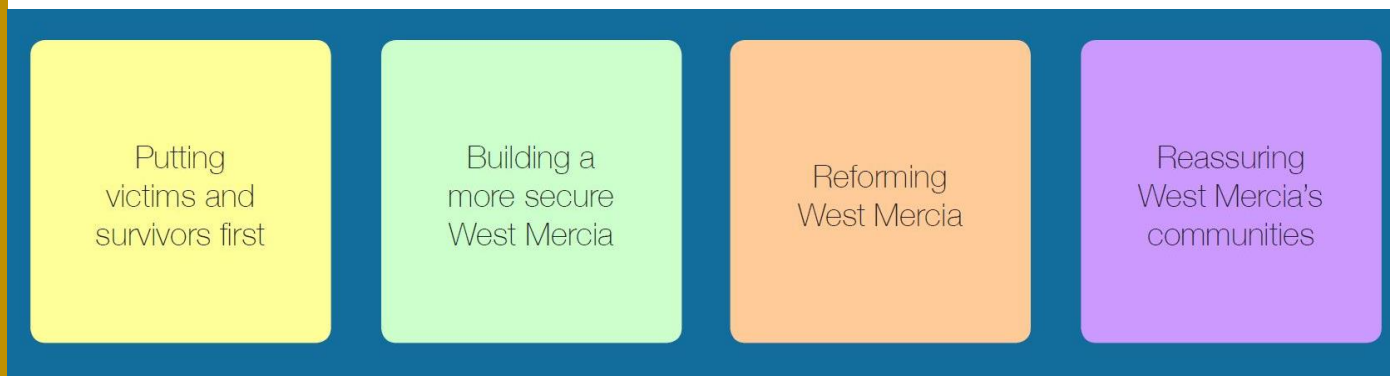## Balanced Scorecard progress

GOLD 100%

SILVER

Scorecards are created ➡ Reporting governance and mechanisms in place ➡ The process is automated

- **There are still some Bronze scorecards to be created**
- **The Silver reporting and the QPR require alignment**
- **There is still considerable progress to be made to automate performance reporting**

Performance Report Q3 Oct to Dec 2020 SPI/2021/022

GOLD

Our vision

Protecting people from harm

4

GOLD

Safer West Mercia Plan 2016-2021

Putting victims and survivors first	Building a more secure West Mercia	Reforming West Mercia	Reassuring West Mercia's communities

The aim of the Performance Management Framework is to reform the way that we manage performance across the force, reinforcing our focus on priorities and delivering our vision.

Core to the balanced scorecard approach is achieving a balanced delivery to all of our communities. Key elements of the scorecard are delivering confidence and creating victim satisfaction and, ultimately, reassuring those communities and making them feel safe.

1. **Delivering a high quality, consistent service to the public**
1.1 Delivering victim satisfaction

Legitimacy – Requires Improvement

HMICFRS
27 Sept 2019

Domestic Abuse Survey

Due to significant staffing abstractions in the Victim Satisfaction Surveying Team since COVID, **Domestic Abuse (DA) surveys ceased at end March 20 and have not yet been resumed**.

Recruitment processes took place in September and October. **The team is now at full establishment with DA surveys expected to recommence from April 21**.

Road Traffic Collision Survey

Following the Victim Satisfaction Surveying review which took place at end of 2019, and the decision to change the victim groups surveyed in order to better reflect force priorities, **agreement was secured to implement a Road Traffic Collision (RTC) survey in 2021-21**.

Piloting of the survey began in November 2020 with the **first results expected to be released in February 2021**. Issues with the quality and timeliness of the data extracted from CRASH has resulted in a significantly reduced sample size; this will limit the validity of the data and how it can be disaggregated below a force level.

Domestic
Abuse

Burglary

Hate Crime

Violent Crime

Rape

Road Traffic
Collisions
(Slight injury)

GOLD
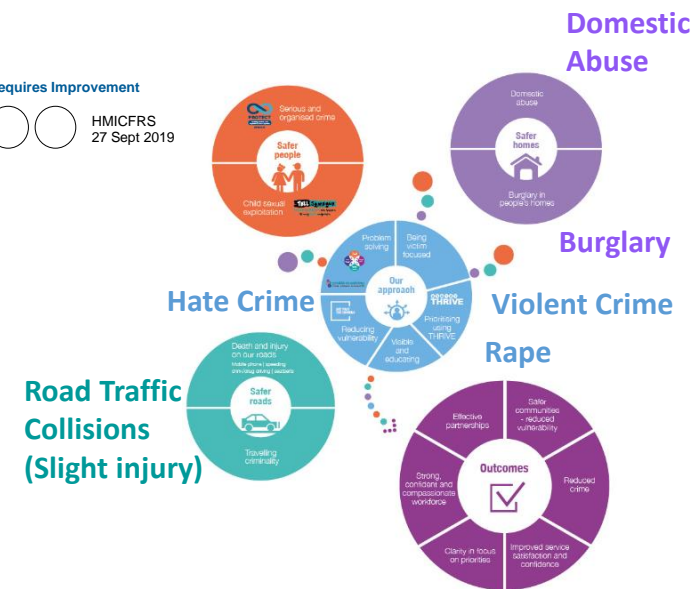
Victim Satisfaction - Burglary

OFFICIAL

Number of victims spoken to:

Qtr. 3
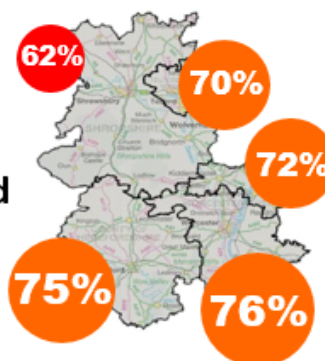**260**

Previous Quarter:	161
Target:	**291**

Due to significant staffing abstractions between April and November 20, targets are not being met. As of end November, all victim surveying staff are in post.

Quarter 3's Performance *(completely or very satisfied)*

Discrete Data
(Q3)

72% ↑2%
Satisfied

(Previous (Q2): 70%)

Rolling 6-months
(Jul – Dec 20)

71% ↓3%
Satisfied

(Previous (May – Sep 20): 74%)

62% **70%** **72%** **75%** **76%**

Note: changes in satisfaction are not statistically significant

Good looks like:

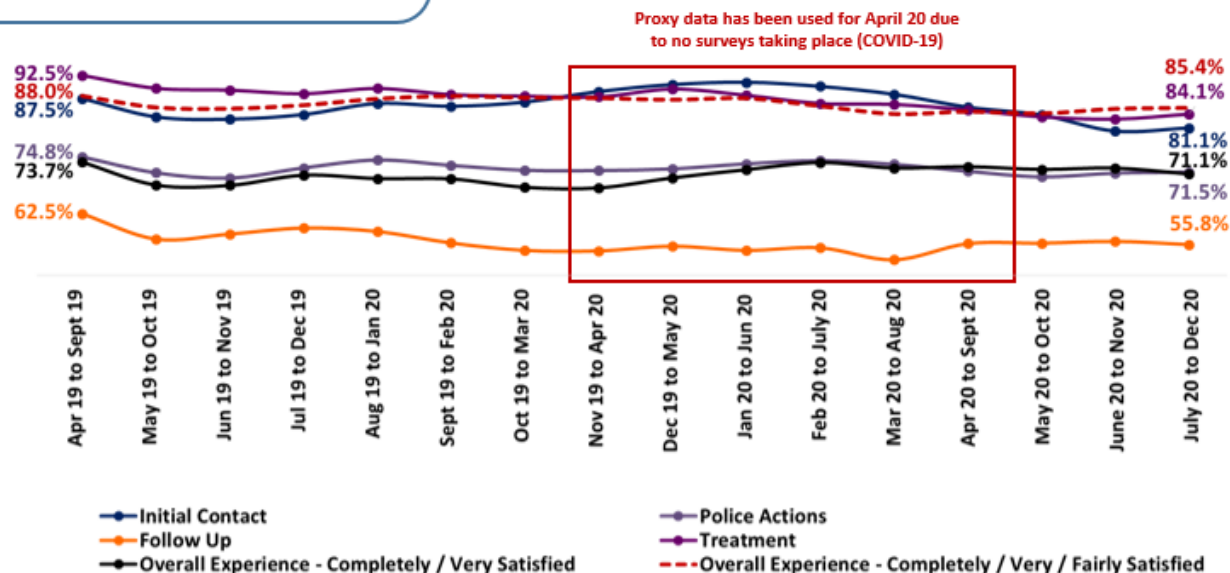**Victim Satisfaction – Burglary:** *80% Victims Completely / Very Satisfied (rolling 6-month)*

* Key drivers are based on historic data due to diagnostic questions not being re-introduced until April 20.

Domestic abuse
Safer homes
Burglary in people's homes

Key Drivers*

	Latest (Jul-Dec 20)		Previous (May-Sep 20)
Victim felt **REASSURED** (% Yes, fully)	**79%**	↓2%	81%
Officer asked how victim was **FEELING** (% Yes)	**76%**	↓2%	78%
Officer **UPDATED VICTIM AS AGREED** (% Yes)	**72%**	↑4%	68%
Officer explained **WHAT THEY WERE GOING TO DO** (% Yes, fully)	**78%**	↔	78%

Satisfaction by Service Stage

Proxy data has been used for April 20 due to no surveys taking place (COVID-19)

92.5%
88.0%
87.5%
74.8%
73.7%
62.5%

85.4%
84.1%
81.1%
71.1%
71.5%
55.8%

Apr 19 to Sept 19 · May 19 to Oct 19 · Jun 19 to Nov 19 · Jul 19 to Dec 19 · Aug 19 to Jan 20 · Sept 19 to Feb 20 · Oct 19 to Mar 20 · Nov 19 to Apr 20 · Dec 19 to May 20 · Jan 20 to Jun 20 · Feb 20 to July 20 · Mar 20 to Aug 20 · Apr 20 to Sept 20 · May 20 to Oct 20 · June 20 to Nov 20 · July 20 to Dec 20

— Initial Contact
— Follow Up
— Overall Experience - Completely / Very Satisfied
— Police Actions
— Treatment
--- Overall Experience - Completely / Very / Fairly Satisfied

Victim Satisfaction – Violent Crime

Qtr. 3 318

Victims spoken to:

Previous quarter: 205

Target: 516

Due to significant staffing abstractions between April and November 20, targets are not being met. As of end November, all victim surveying staff are in post.

Quarter 3's Performance *(completely or very satisfied)*
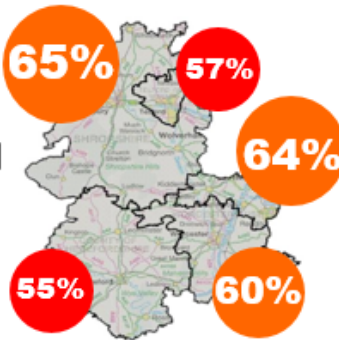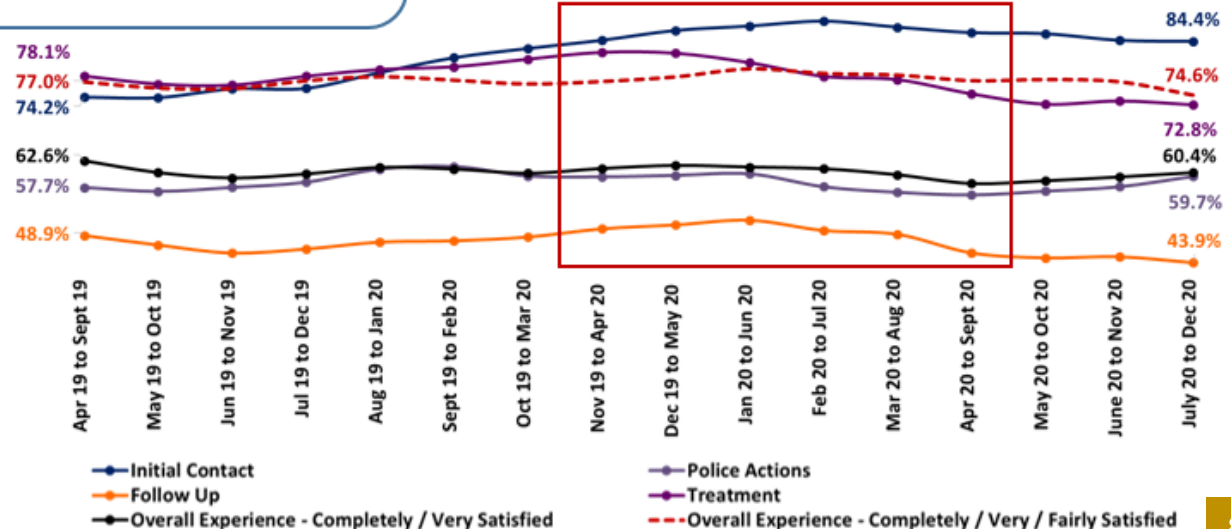
Discrete Data (Q3)

65% Satisfied ↑ 12%*

(Previous (Q2): 53%)

Rolling 6-months (Jul – Dec 20)

60% Satisfied ↑ 2%

(Previous (May – Sep 20): 58%)

65%   57%
55%   64%
60%

*Note: increase in satisfaction __is__ statistically significant

Good looks like:

Victim Satisfaction – Violent Crime: 70% **Victims Completely / Very Satisfied** (rolling 6-month)

** *Key drivers are based on historic data due to diagnostic questions not being re-introduced until April 20.*

Key Drivers**

	Latest (Jul-Dec 20)		Previous (May-Sep 20)
Victim felt **REASSURED** (% Yes, fully)	72%	↑ 2%	70%
Officer asked how victim was **FEELING** (% Yes)	81%	↑ 4%	77%
Officer **UPDATED VICTIM AS AGREED** (% Yes)	57%	↑ 5%	52%
Officer explained **WHAT THEY WERE GOING TO DO** (% Yes, fully)	72%	↓ 4%	76%

Satisfaction by Service Stage

Proxy data has been used for April 20 due to no surveys taking place (COVID-19)

78.1%
77.0%
74.2%
62.6%
57.7%
48.9%

84.4%
74.6%
72.8%
60.4%
59.7%
43.9%

Apr 19 to Sept 19, May 19 to Oct 19, Jun 19 to Nov 19, Jul 19 to Dec 19, Aug 19 to Jan 20, Sept 19 to Feb 20, Oct 19 to Mar 20, Nov 19 to Apr 20, Dec 19 to May 20, Jan 20 to Jun 20, Feb 20 to Jul 20, Mar 20 to Aug 20, Apr 20 to Sept 20, May 20 to Oct 20, June 20 to Nov 20, July 20 to Dec 20

- Initial Contact
- Follow Up
- Overall Experience - Completely / Very Satisfied
- Police Actions
- Treatment
- Overall Experience - Completely / Very / Fairly Satisfied

Victim Satisfaction - Hate

Victims spoken to:

Qtr. 3 103

Previous Quarter: 88
Target: **NA***

Due to significant staffing abstractions between April and November 20, targets are not being met. As of end November, all victim surveying staff are in post.

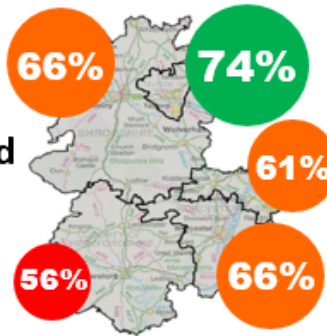## Quarter 3's Performance *(completely or very satisfied)*

Discrete Data (Q3)

Rolling 12-months (Jan – Dec 20)

69% Satisfied ↑3%

(Previous (Q2): 66%)

65% Satisfied ↑1%

(Previous (Oct 19 – Sep 20): 64%)

66% 74% 61% 56% 66%

Note: changes in satisfaction are _not_ statistically significant

Good looks like:

Victim Satisfaction – Hate Crime: 70% *Victims Completely / Very Satisfied (rolling 12-month)*

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* Key drivers use 11 months' rolling data (April 20 data missing due to COVID)

Key Drivers*
(in order of decreasing significance)

	Latest (Jan-Dec 20)		Previous (Oct 19 -Sep 20)
Treated **SYMPATHETICALLY** (% Yes, fully)	**80%**	↓ 2%	82%
LISTENED carefully (% Yes, fully)	**84%**	↓ 1%	85%
Victim felt **REASSURED** (% Yes)	**80%**	↓ 1%	81%
Case taken **SERIOUSLY** (% Yes, fully)	**83%**	↑ 1%	82%
Dealt with **FAIRLY** (% Yes, fully)	**86%**	↓ 2%	88%
Updated as often as **EXPECTED** (% Yes)	**64%**	↓ 3%	67%

Satisfaction by Service Stage

Proxy data has been used for April 20 due to no surveys taking place (COVID-19)

—●— Initial Contact	—●— Police Actions	
—●— Follow Up	—●— Treatment	
—●— Overall Experience - Completely / Very Satisfied	- - - Overall Experience - Completely / Very / Fairly Satisfied	

80.3%
77.6%
75.9%
64.6%
59.8%
59.1%

74.1%
73.2%
70.2%
58.3%
53.4%
48.9%

Oct 18 to Sept 19 | Nov 18 to Oct 19 | Dec 18 to Nov 19 | Jan 19 to Dec 19 | Feb 19 to Jan 20 | Mar 19 to Feb 20 | Apr 19 to Mar 20 | May 19 to Apr 20 | Jun 19 to May 20 | Jul 19 to Jun 20 | Aug 19 to Jul 20 | Sept 19 to Aug 20 | Oct 19 to Sept 20 | Nov 19 to Oct 20 | Dec 19 to Nov 20 | Jan 20 to Dec 20
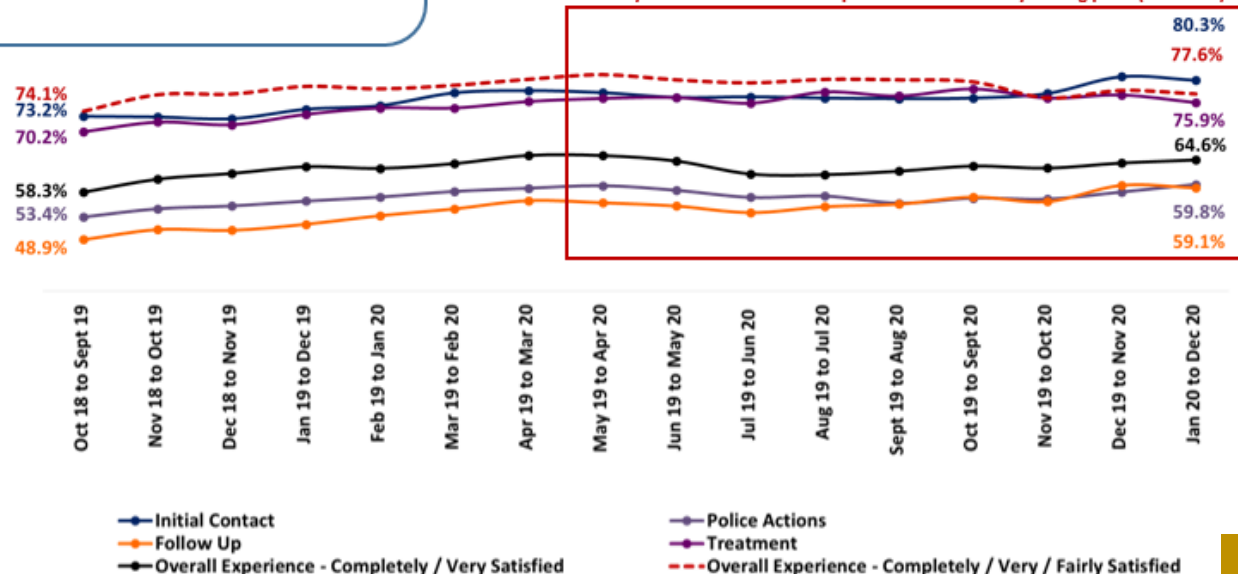
1. Delivering a high quality, consistent service to the public
1.1 Delivering victim satisfaction

Victims' Code Compliance

- **VAL referrals** are an identified priority for Local Policing. The Delivery Plan sets out to increase referrals to **25% of victim-based crime by April 2021**.

Activity this Quarter:

- **Victim Acknowledgement letter templates refreshed** through ATHENA AMO T&F group. This **signposts the victim to other resources**, such as **their rights & entitlements** in accordance with the Victims' Code.

- Inclusion of **new Victim Satisfaction Survey Questions** re explanation of outcome.

- **VAL Digital Learning Tool** produced for rollout in January 21.

- **Satisfaction and Confidence Performance Product** developed with intention to circulate monthly.

- **VAL Referral Tactical Plan** produced and circulated to Supts and SPOCs - to be **updated monthly** and **reported** through **Local Policing and Ops Strategic Board**.

Good looks like:

Referrals: *25%* by April 2021

Previous month's referral rate: 13.1%

% of referrals in previous Qtr

% Change on previous Qtr.

West Mercia **20.7%** 7.0

27.6% 15.3

Shropshire   Telford & Wrekin

21.7% 7.4

15.6% 3.3

North Worcestershire

Herefordshire   South Worcestershire

29.5% 14.3

15.2% 0.4

Qtr 3 20/21	Oct 2020	Nov 2020	Dec 2020	Trend Previous 12 Months	Year To Date
South Worcestershire	9.4%	18.0%	20.0%		14.8%
North Worcestershire	11.1%	15.9%	20.7%		13.7%
Herefordshire	29.5%	28.9%	30.4%		19.4%
Shropshire	15.2%	23.5%	29.0%		16.4%
Telford & Wrekin	17.4%	35.7%	33.7%		17.1%
West Mercia	15.0%	23.2%	25.7%		15.9%

Key:

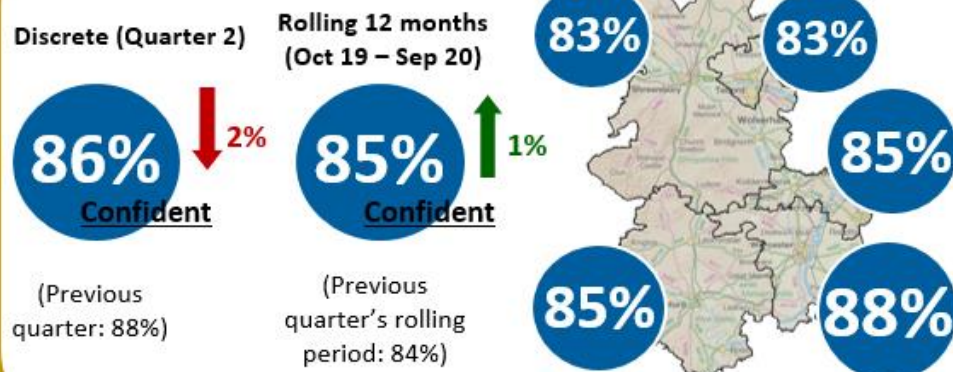| |
|---|
| 31% to 35% |
| 20% to 30% |
| 15% to 19% |
| Below 15% |

10
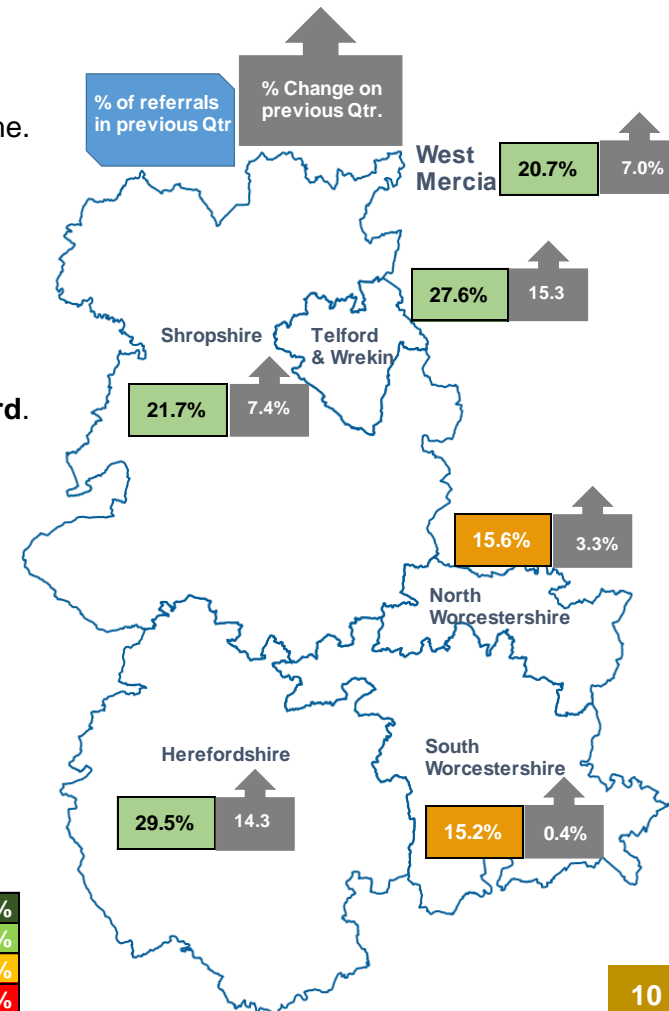
1. Delivering a high quality, consistent service to the public
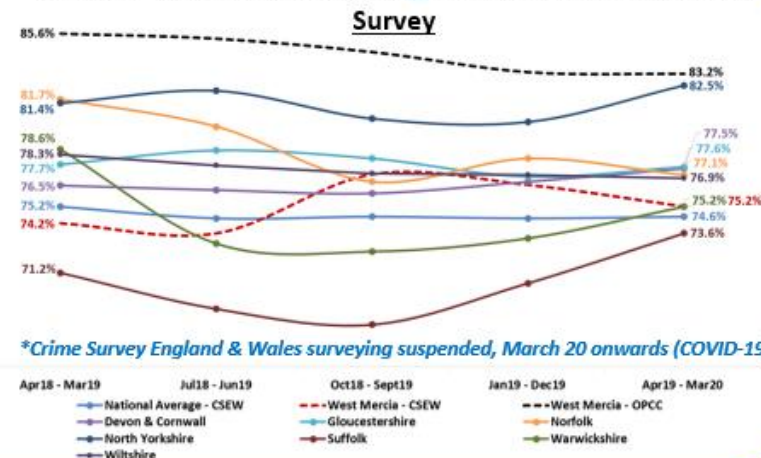## 1.2 Creating public confidence

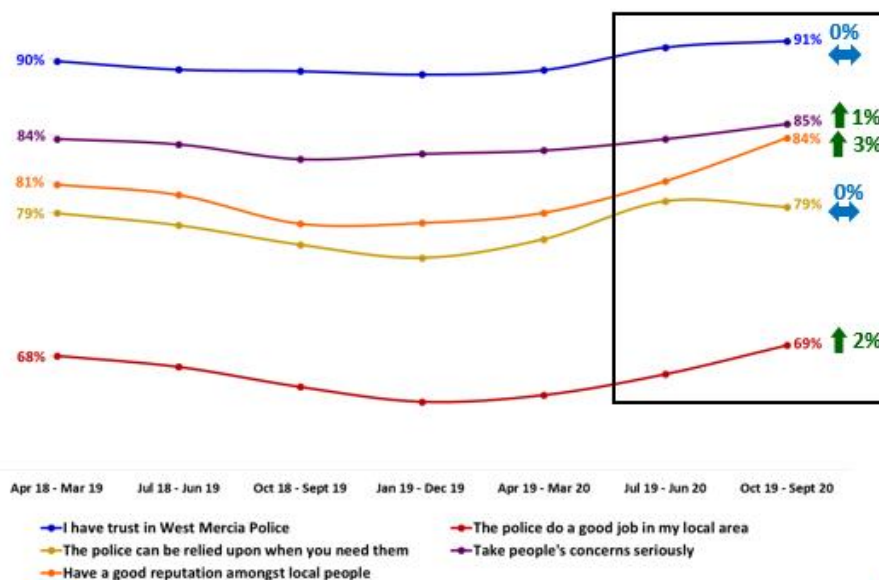Legitimacy – Requires Improvement
HMICFRS
27 Sept 2019

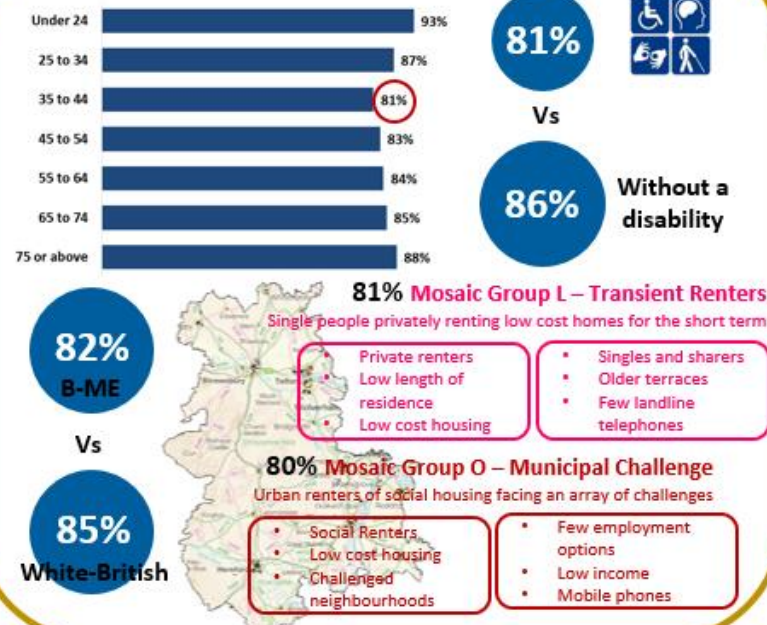### Confidence (Strongly Agree or Tend to Agree)

Discrete (Quarter 2)

86%
Confident
↓ 2%

(Previous quarter: 88%)

Rolling 12 months (Oct 19 – Sep 20)

85%
Confident
↑ 1%

(Previous quarter's rolling period: 84%)

83%   83%
85%
85%   88%

Crime Survey England & Wales* incl. WMOPCC Perception Survey

85.6%
83.2%
82.5%
81.7%
81.4%
78.6%
78.3%
77.7%
77.5%
77.6%
77.1%
76.9%
76.5%
75.2% 75.2%
75.2%
74.6%
74.2%
73.6%
71.2%

*Crime Survey England & Wales surveying suspended, March 20 onwards (COVID-19)

Apr18 - Mar19   Jul18 - Jun19   Oct18 - Sept19   Jan19 - Dec19   Apr19 - Mar20

- National Average - CSEW
- Devon & Cornwall
- North Yorkshire
- Wiltshire
- West Mercia - CSEW
- Gloucestershire
- Suffolk
- West Mercia - OPCC
- Norfolk
- Warwickshire

Key Drivers

90%
84%
81%
79%
68%

91% 0%
85% ↑1%
84% ↑3%
79% 0%
69% ↑2%

Apr 18 - Mar 19   Jul 18 - Jun 19   Oct 18 - Sept 19   Jan 19 - Dec 19   Apr 19 - Mar 20   Jul 19 - Jun 20   Oct 19 - Sept 20

- I have trust in West Mercia Police
- The police can be relied upon when you need them
- Have a good reputation amongst local people
- The police do a good job in my local area
- Take people's concerns seriously

Demographics

Under 24 — 93%
25 to 34 — 87%
35 to 44 — 81%
45 to 54 — 83%
55 to 64 — 84%
65 to 74 — 85%
75 or above — 88%

81% Vs **86%** Without a disability

82% B-ME Vs **85% White-British**

81% Mosaic Group L – Transient Renters
Single people privately renting low cost homes for the short term

- Private renters
- Low length of residence
- Low cost housing
- Singles and sharers
- Older terraces
- Few landline telephones

80% Mosaic Group O – Municipal Challenge
Urban renters of social housing facing an array of challenges

- Social Renters
- Low cost housing
- Challenged neighbourhoods
- Few employment options
- Low income
- Mobile phones

2. Delivering an efficient service
2.1 Delivering our service within budget

Financial Management

Good looks like: **Budget:** Remaining with budget for the *Financial Year*

Directorate	Current Budget £m	Budget YTD £m	Actual YTD £m	Variance YTD £m	Actual Forecast for Year £m	Forecast Varience to Budget £m
Crime & Vulnerability	27.249	20.575	19.826	0.749	27.680	-0.431
Operations Support	37.801	28.148	29.604	-1.456	38.149	-0.348
Local Policing	101.722	76.048	77.522	-1.474	102.509	-0.787
Business Services	40.05	30.036	35.119	-5.083	42.014	-1.964
Corporate Support	4.239	3.179	3.121	0.058	4.256	-0.017
PCC & YOS	16.131	12.099	9.897	2.202	15.833	0.298
Directorate Total	227.192	170.085	175.089	-5.004	230.441	-3.249
Corporate Budgets	7.033	5.275	6.051	-0.776	7.011	0.022
Total	234.225	175.360	181.140	-5.780	237.452	-3.227
Funding	-234.225	-175.669	-135.391	-40.278	-234.225	0.000
Total	0.000	-0.309	45.749	-46.058	3.227	-3.227
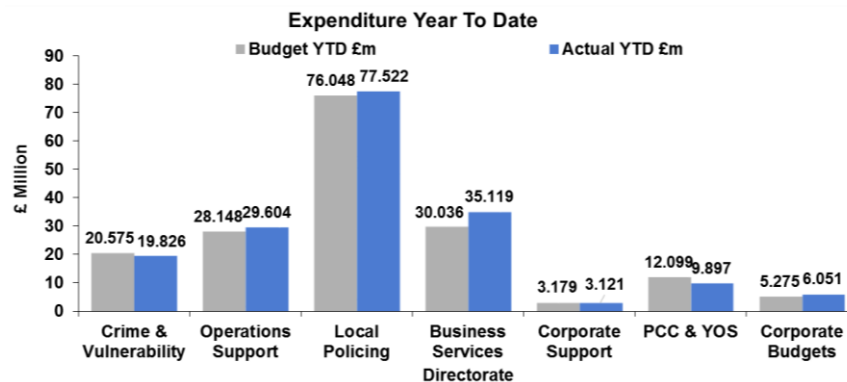
Net expenditure to the end of December 2020 totalled £181.1m with a forecast of £237.4m made against the overall budget of £234.2m. This results in an expected overspend at 31st March 2021 of £3.2m (1.4%) without further intervention. £0.6m of this variance relates to Operation Lincoln which is expected to be refunded in 2021/22 leaving an underlying overspend of £2.6m (1.1%).

Actions to address this projected overspend are proposed in this report and will be supplemented by a further response provided verbally at the board.
The overspend is principally in three areas; police staff pay, overtime and across supplies and services.

The police staff pay variance is across a range of directorates and departments and is arising due to the low level of turnover that has resulted from the economic impact of COVID.

The previously reported officer overtime overspend has been successfully limited across local policing but further pressure has been placed on the OCON part of the budget due to the COVID, Op Lincoln and the recent murders.

The Supplies and Services overspend is driven by those elements of COVID expenditure that have not been reimbursed, Op Lincoln and a small number of other areas.

These three areas are having similar levels of impact, each in the region of £1m to £1.5m. These pressures are in addition to those reported in previous reports which are being addressed.

Expenditure Year To Date

■ Budget YTD £m   ■ Actual YTD £m

Directorate	Budget YTD £m	Actual YTD £m
Crime & Vulnerability	20.575	19.826
Operations Support	28.148	29.604
Local Policing	76.048	77.522
Business Services	30.036	35.119
Corporate Support	3.179	3.121
PCC & YOS	12.099	9.897
Corporate Budgets	5.275	6.051

3. Delivering an ethical service
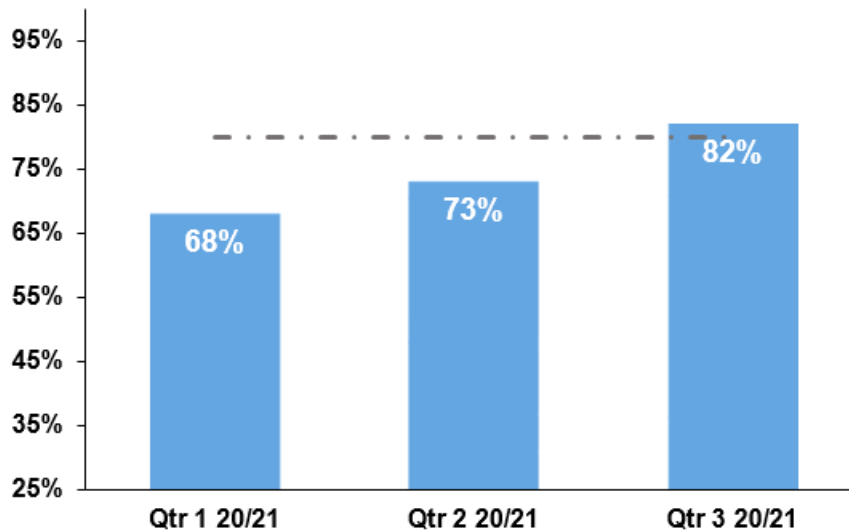## 3.1 Delivering our service legally and within regulations

Completion of Mandatory Training

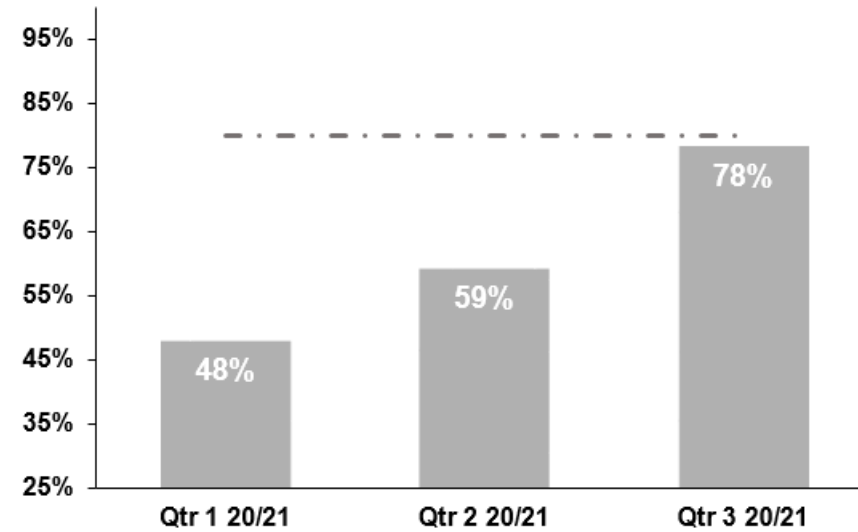**Good looks like:** **Training: *80%*** complete by April 2021

Managing information

	Qtr 1 20/21	Qtr 2 20/21	Qtr 3 20/21
	68%	73%	82%

Data Protection - Foundation

	Qtr 1 20/21	Qtr 2 20/21	Qtr 3 20/21
	48%	59%	78%

Significant progress is being made **towards compliance**, with additional scrutiny from the Audit, Assurance and Compliance Board and the Strategic Training Panel.

OFFICIAL

3. Delivering an ethical service
3.1 Delivering our service legally and within regulations

Good looks like: **Requests:** *90%* complete within time limit

Freedom of Information Requests

Subject Access Requests
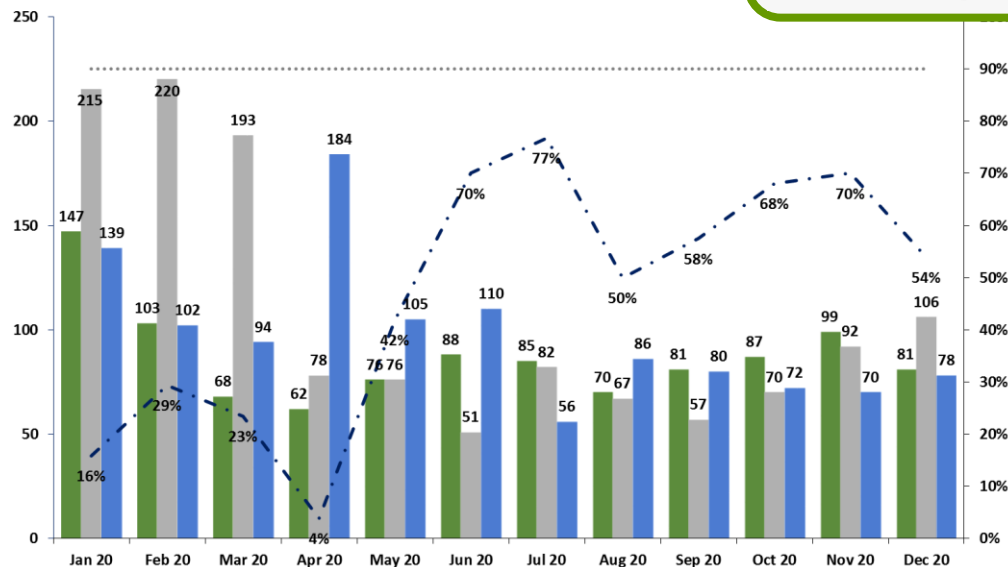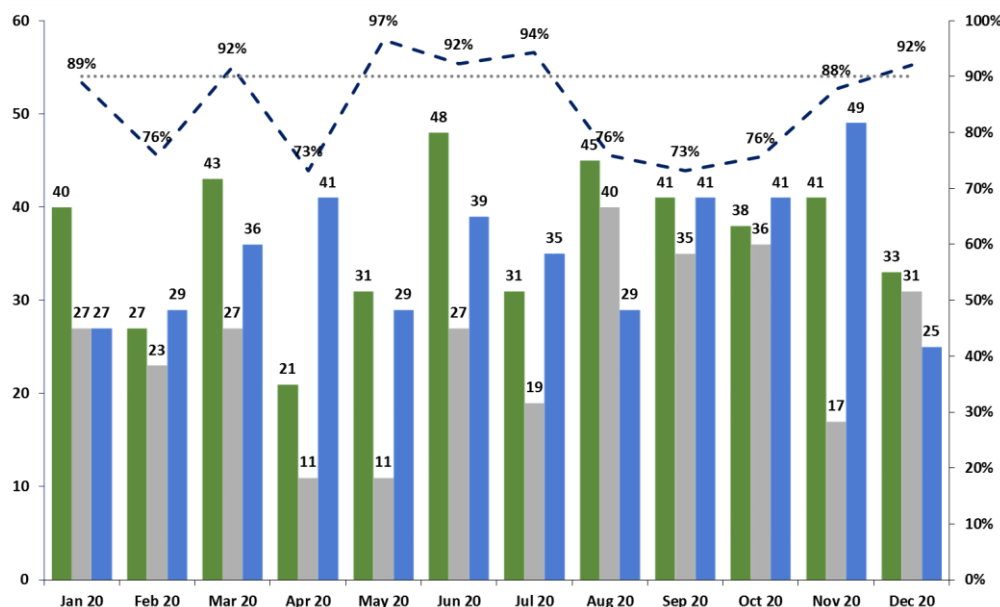
Key:

- Received
- Open
- Closed
- — · Percentage of requests completed in time
- ······ What Good Looks Like

14

3. Delivering an ethical service
3.1 Delivering our service legally and within regulations

Audit, Risk & Compliance

Incident to Crime (CDI) Violence Audit (Nov 20)

Case Study

"*Employer (victim's manager) reports on victim's behalf that she has been subject to domestic abuse for about a year and cannot take anymore. Victim is Polish & has shown employer pictures on her phone of the bruises to her face caused by the suspect (also Polish). Victim is now staying with her manager for her safety. Manager went to collect some of victim's belongings, but suspect refused to hand anything over. Manager was also suspect's employer until a month ago where he was sacked as a security guard.*

Diary appointment booked for 2 days. Patrol officer updates log – "Argument between partners which was heated by alcohol. Argument was getting out of hand so she went to her friend to de-escalate the situation. Victim has decided to give her partner one more chance and has returned to him and will stay there. No police action necessary."

Issues

- No further mention was made of the pictures she has on her phone.

- This incident was treated in isolation despite their continued volatile relationship and being well known on police systems for domestic abuse incidents.

- Suspect previously spoken to where he has admitted he physically abuses the victim.

- One previous report describes the suspect has grabbed victim around the throat and punched her in the head.

- DVPO granted against suspect.

- GENIE shows victim has a heart condition, no other details known

125 VAP SAFE logs assessed

96%
120 logs required a crime report

96 crimes recorded.

24 missing crimes included – Assault with Injury (ABH), Assault No Injury, Theft, Stalking, Controlling, Coercive Behaviour, Harassment of Another, S.4A Public Order & Criminal Damage.

10 missing crimes were Domestic Abuse related.

Clear **indicators** of behavioural traits that **do not align** with **professional and ethical practice**

Next steps

- FCR has a Crime Data Integrity (CDI) input at Quarterly Performance Reviews to provide update to recent audits

- FCR & team continue to work closely with Public Contact, Crime Bureau, Crime & Vulnerability, Criminal Justice & LPA SPOCs

- VAP audit findings & Auditor workbooks have been shared with CDI SPOCs for feedback to OICs & Supervisors

- All missing crimes sent to OIC & Supervisor to ensure these are recorded & review of safeguarding

- CDI VAP audits will form part of FCR audit schedule 2021-2022

- FCR developed **'Top 10 Things' product** which is now in development with L & D for **delivery latest 01/04/21**

- FCR looking into WhatsApp **3 minute learning product** for LPA Command Teams

3. Delivering an ethical service
3.1 Delivering our service legally and within regulations

Audit, Risk & Compliance

Incident to Crime (CDI) Other Offences Audit (Nov 20)

125 Other SAFE logs assessed

17 Crimes determined to be missing, offence types include:–
- Burglary - Residential,
- Attempted Burglary - Residential,
- Theft,
- Public Order
- Making off without payment

GMP Victim Service Assessment (VSA) estimated +80,000 crimes missed. Force placed under 'special measures'

- WMR 2019 Crime Data Integrity inspection (CDI) estimated 9,000 crimes per year unrecorded. Stalking, Controlling Coercive Behaviour, Harassment, Assault with Injury, Assault No Injury

- Graded 'Good'

- No serious or high harm crimes missed. Safeguarding in place for all missing DA crimes

Question: Are there any similarities with the GMP inspection?

Answer: Yes.

- A **common theme**, **particularly** for **domestic abuse** related crime is the **disparity** between the **initial caller's account** of events and the **update from the attending officer**.

- FCR audit is one part of the picture

- **There is a real need for regular & consistent Victim Service Assessment / Crime Data Integrity messages and expectations by LPA Command teams, including some 'reality testing' by LPAs with front line staff.**

- **Some front line officers** have seen the GMP news and are **contacting the FCR** team to check understanding of the crime recording rules – **this is encouraging news**.

16

3. Delivering an ethical service
3.1 Delivering our service legally and within regulations

Complaints

Total recorded complaints

| 60 | 101 | 72 | 106 | 145 | 124 | 124 | 137 | 161 | 156 | 117 |

Chart shows percentage Outside Schedule 3 / Inside Schedule 3 by month:

Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
55%	62%	40%	45%	38%	66%	77%	72%	78%	79%	91%

■ Outside Schedule 3   ■ Inside Schedule 3

During the previous quarter, the number of recorded **complaints increased**, however the number of these where we were able to listen, said sorry and fix it **(recording outside of schedule 3), increased to the highest levels** since the regulations changed in February 2020.

As mentioned previously, there is **no official target** for the **number of complaints to be dealt with outside of schedule 3**, however the PSD have set an **aspirational target of 75%,** therefore December's percentage of **91%** is well above this target.

In dealing with **significantly more complaints "in-house", demand has reduced** on Local Policing Areas.

During the previous quarter **0.9%,** (4), out of 434 complaints are being **investigated** within a local policing area or a department **outside of Professional Standards.**

Vetting

The West Mercia Vetting Team has now been established for nine months.

During the previous quarter the team have continued vetting audits to ensure all of the workforce vetted to the required level, as per HMICFRS requirements and are now progressing to auditing the local contractors/volunteers.

Good looks like: **Outside Schedule 3: >=75%**

There is no official target for the number of complaints to be dealt with outside of schedule 3, however the PSD have set an aspirational target of 75%.

This will allow PSD the capacity to conduct the more "formal" investigations, retaining them "in-house", reducing demand on local policing areas.

3. Delivering an ethical service
3.1 Delivering our service legally and within regulations

Conducts

West Mercia Conducts recorded from 01/01/16 to date
Data is reliant on the Centurion record having the jurisdiction correctly selected.

Local Investigations   **IOPC Independent**

	Time period	
29%	0-3 months	9%
28%	3-6 months	9%
15%	6-9 months	27%
13%	9-12 months	36%
9%	1 - 1½ years	
3%	1½ - 2 years	9%
1%	2 - 2½ years	
2%	2½ - 3 years	
1%	3+ years	9%

Average investigation time approximately 7 months

230 cases in total

Average investigation time approximately 11½ months

11 cases in total
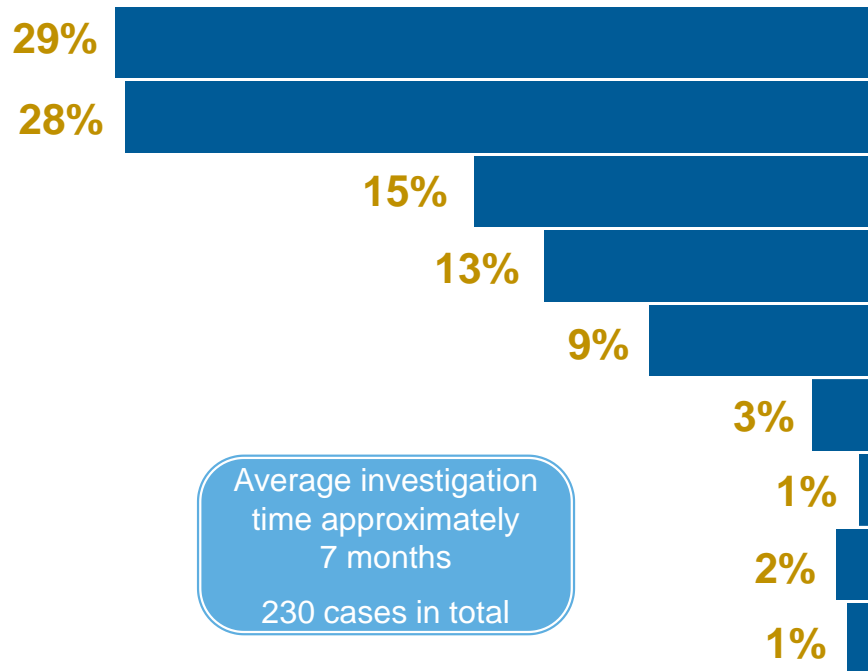
This infographic illustrates the timeliness of investigations for conducts which will also be fed into the Fairness, Policy and Standards Quarterly meeting.

This shows a comparison in the length of investigations for those investigated locally or investigated solely by the IOPC. **57%** of **locally investigated** conducts recorded from 2016 currently have an **investigation time of 0-6 months**, where as the **majority of the IOPC** independent investigations are in the **6-12 month** time window.

The **average investigation time** minus sub judice days for **local investigations is 7 months** where as the **average for the IOPC** independent **investigations is 11½ months**

4. Delivering innovative, problem-solving practices and processes
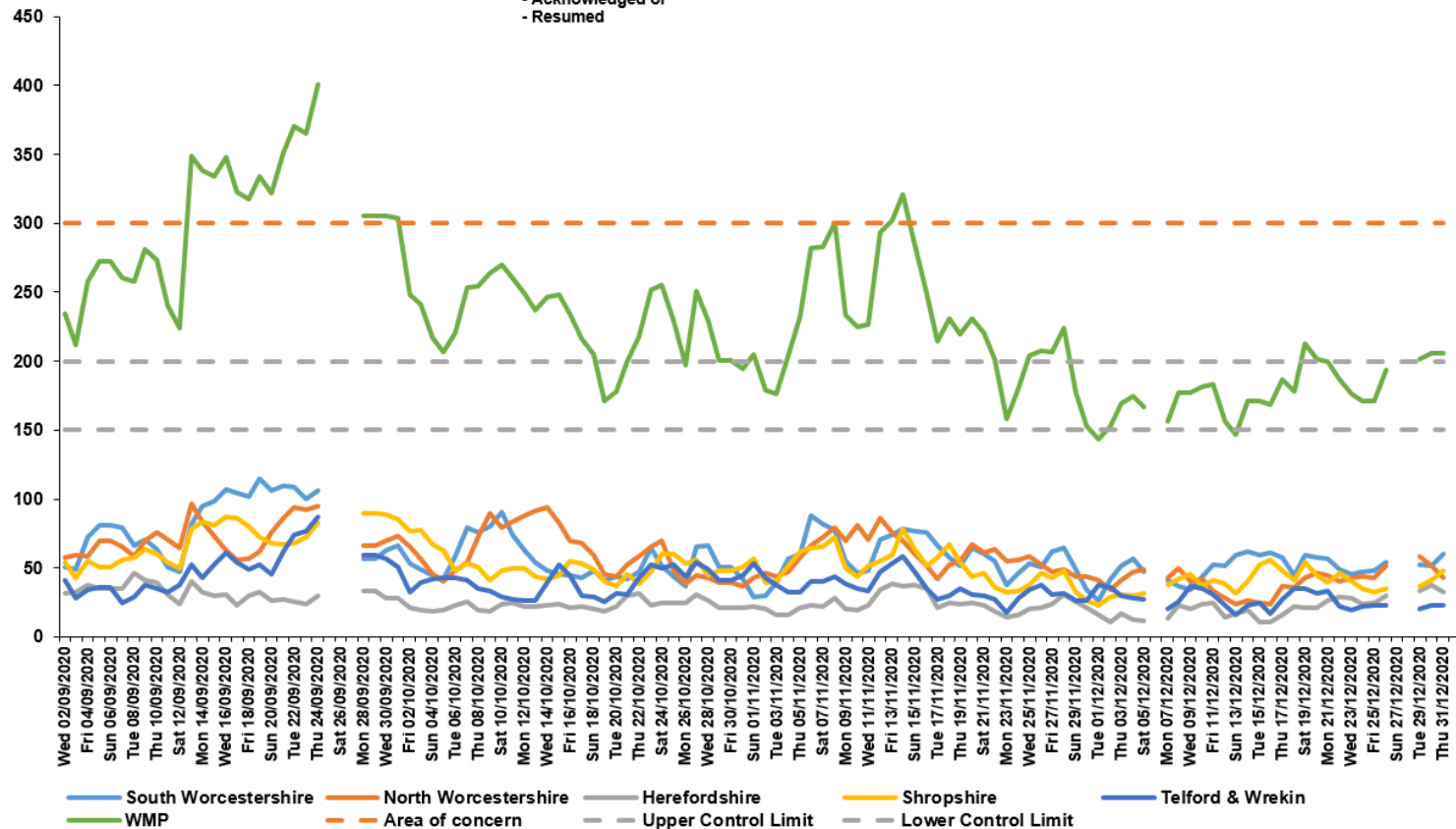## 4.1 Delivering effective core practices

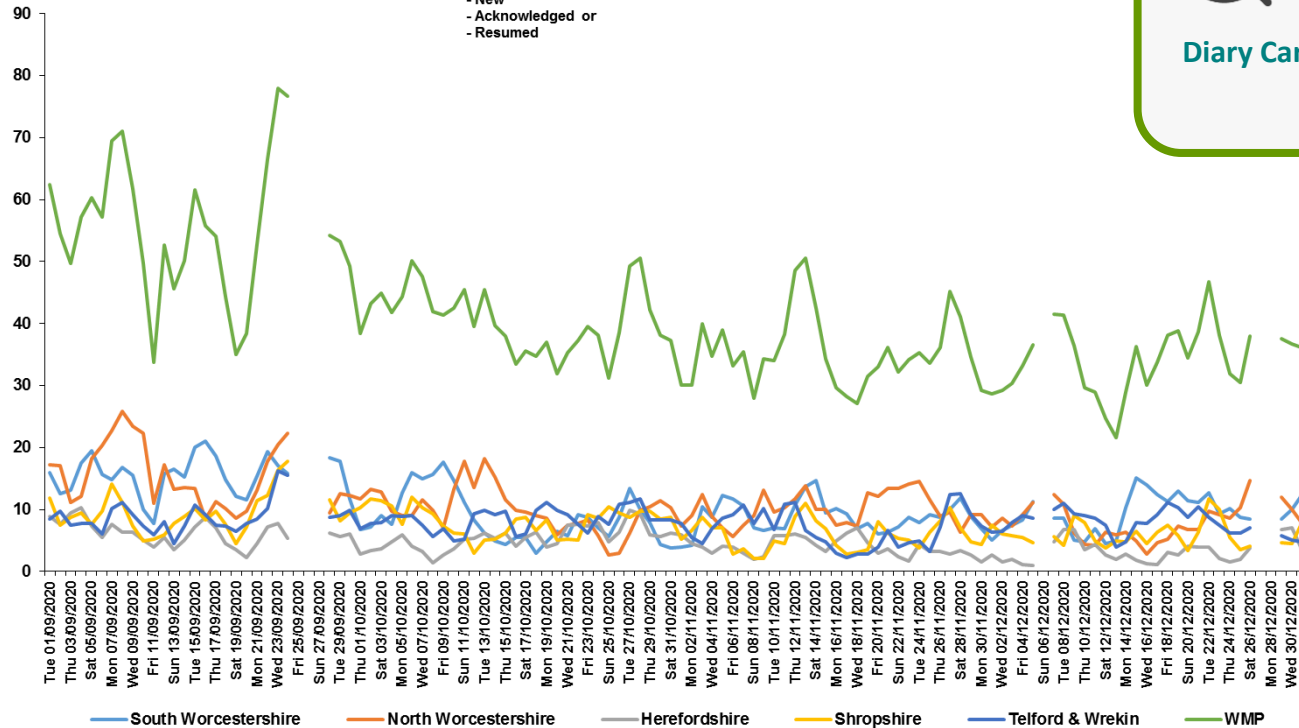## Response to calls for service

% 999 Answered in 10 Seconds

Month	Abandoned Rate
Jan-20	0.9%
Feb-20	1.6%
Mar-20	1.1%
Apr-20	1.0%
May-20	1.2%
Jun-20	0.9%
Jul-20	5.5%
Aug-20	6.2%
Sep-20	5.6%
Oct-20	2.5%
Nov-20	6.9%
Dec-20	3.4%

% 999 Answered in 10 Seconds: Jan-20 94%, Feb-20 89%, Mar-20 92%, Apr-20 94%, May-20 93%, Jun-20 92%, Jul-20 84%, Aug-20 81%, Sep-20 83%, Oct-20 91%, Nov-20 86%, Dec-20 90%

Legend: 999 Calls | % 999 Answered in 10 Seconds | Target - 90% | % Abandoned Rate

% 101 Answered in 30 Seconds

Month	Abandoned Rate
Jan-20	6.0%
Feb-20	11.3%
Mar-20	8.2%
Apr-20	4.9%
May-20	5.8%
Jun-20	5.7%
Jul-20	35.3%
Aug-20	33.8%
Sep-20	37.1%
Oct-20	19.9%
Nov-20	23.6%
Dec-20	15.1%

% 101 Answered in 30 Seconds: Jan-20 78%, Feb-20 64%, Mar-20 78%, Apr-20 84%, May-20 79%, Jun-20 77%, Jul-20 36%, Aug-20 32%, Sep-20 27%, Oct-20 51%, Nov-20 52%, Dec-20 62%

Legend: 101 Calls | % 101 Answered in 30 Seconds | Target - 80% | % Abandoned Rate

Good looks like:

999 performance: *90% answered within 10 seconds*

999 volumes: *To maintain current levels in light of increasing national levels*

101 wait times: *66% answered within 30 seconds by 31st December 2020*

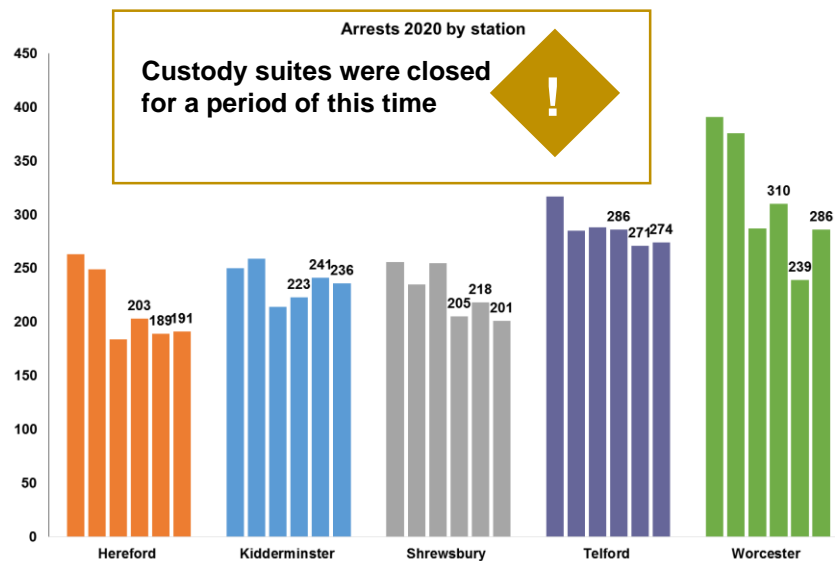**101 volumes:** *Continued sustained increase of online reporting on Single Online Home and an increase in website traffic to advice and information*

4. Delivering innovative, problem-solving practices and processes
4.1 Delivering effective core practices

Response to calls for service
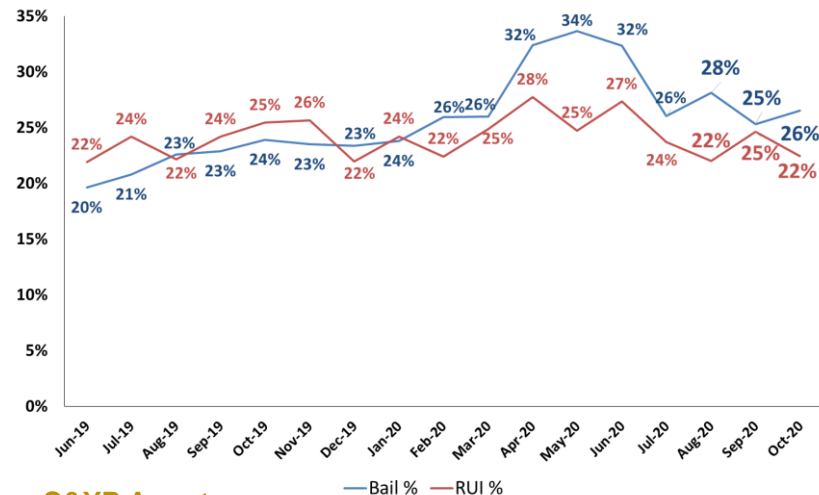

999 Performance

999 performance in the previous quarter has **remained broadly consistent** with call demand in the same quarter last year but represents a significant **20.6% reduction** in demand from the previous quarter as we returned to normal levels.

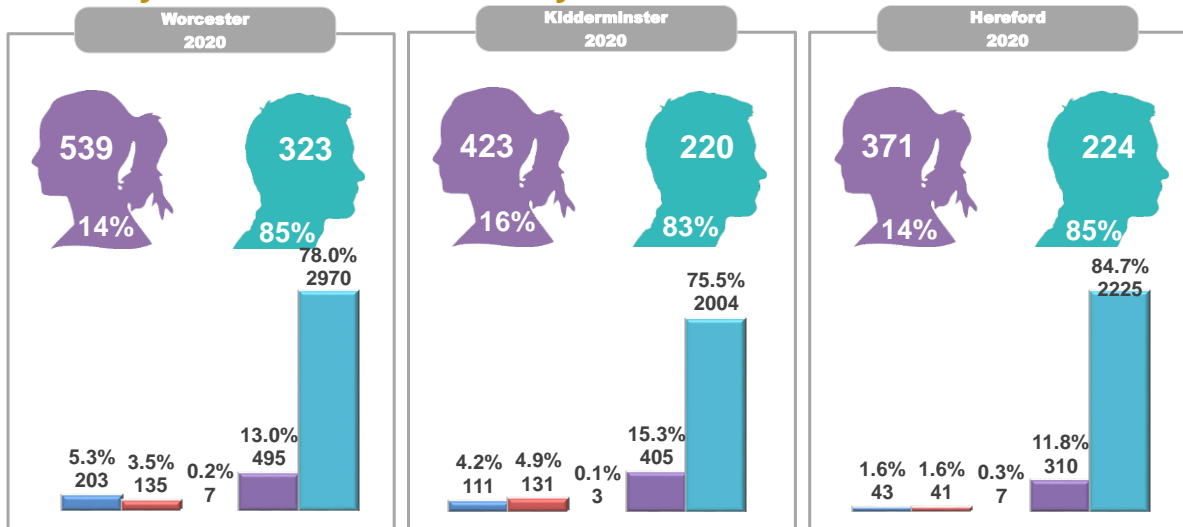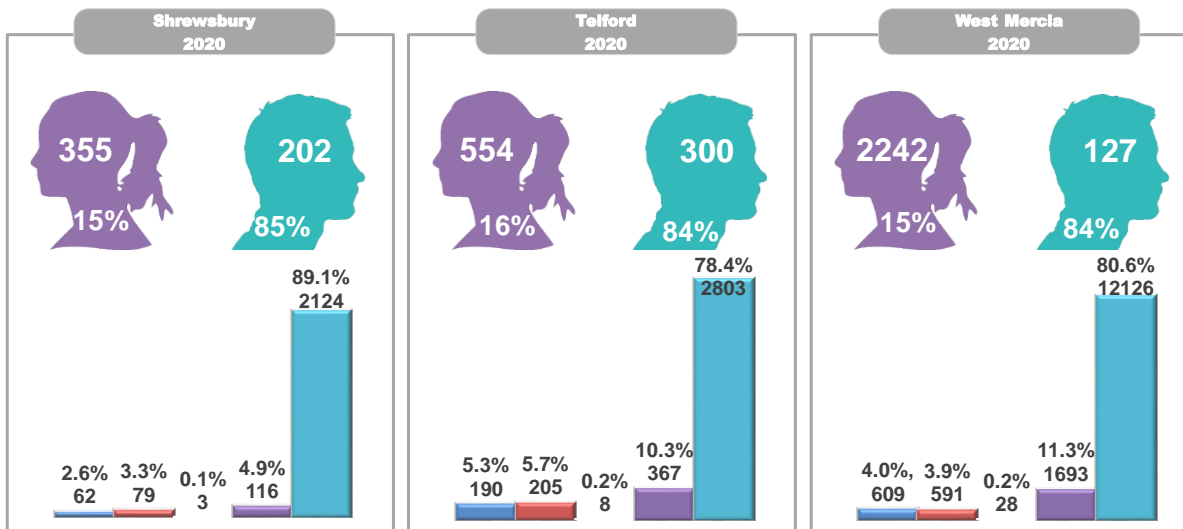This has allowed the OCC to present a **6% increase in performance** to **89%.**

The **statutory target was met in October** before a **COVID outbreak** significantly **disrupted business operations** through **November** leading to a decline to **86%** - which is a strong performance when set against the challenges the critical incident presented.

Effective **recovery from the outbreak** ensured **December performance** returned to **meet the statutory target**.

999 call volume remained **consistent** throughout the previous quarter with a **increase in December** despite the national restrictions. This increase has been **attributed in part**, to calls for service for **COVID breaches**.

101 Performance

In **previous quarter** there has been a **significant reduction** in call **demand** from the previous quarter **(-23.4%),** a figure repeated in comparison to the same quarter last year.

Call demand has continued to **decline consistently since the summer**, with reductions seen in October, November and December.

Non-emergency performance has **benefited** from these reductions and observed **consistent increases** taking **performance to 55%.**

Work continues to reduce demand into the OCC and **divert appropriate calls** towards the **Single Online Home platform**. **Faults** in external partnership services **were identified in December** that caused **non-emergency calls** to intermittently **disconnect** but these were **quickly remedied** and **impact on the public mitigated**.
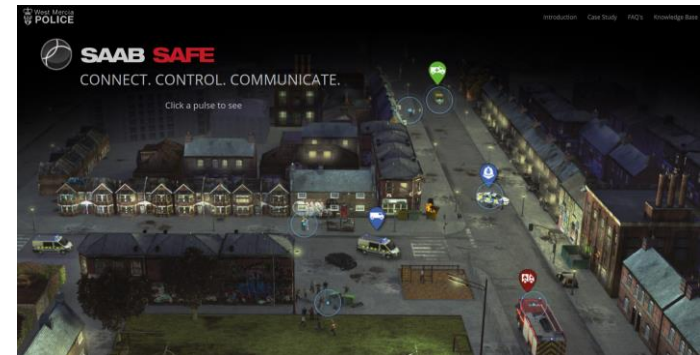
4. Delivering innovative, problem-solving practices and processes
4.1 Delivering effective core practices

Response to calls for service
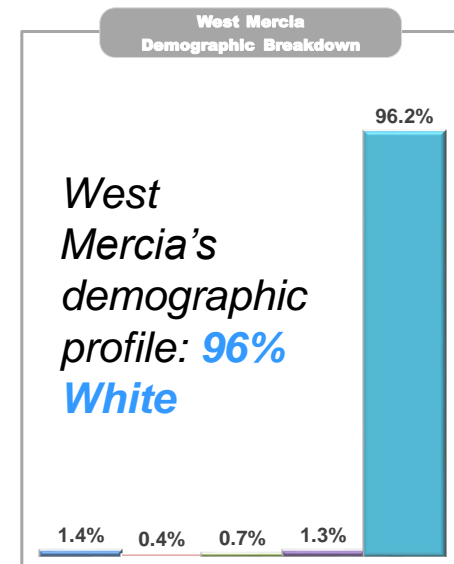
Good looks like:

Unresourced*: between 150-200 unresourced calls*

Grade Breakdown of Unresourced Since 20/7/2020
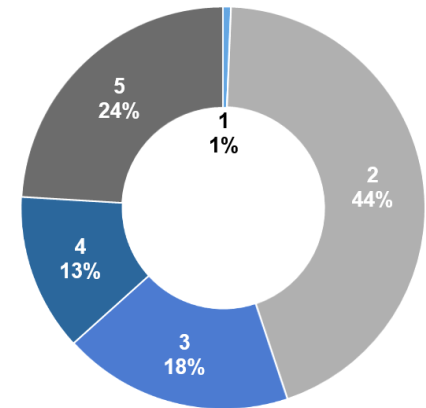
- 5 — 24%
- 1 — 1%
- 2 — 44%
- 3 — 18%
- 4 — 13%

Gap in the data denotes a systems error

Daily Average of Unresourced By LPA (All Grades)

Unresourced calls are made up of calls that are classed as
- New
- Acknowledged or
- Resumed

Legend: South Worcestershire | North Worcestershire | Herefordshire | Shropshire | Telford & Wrekin | WMP | Area of concern | Upper Control Limit | Lower Control Limit

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4. Delivering innovative, problem-solving practices and processes
4.1 Delivering effective core practices

Response to calls for service

Daily Average of Diary Car Unresourced Incidents By LPA

Unresourced calls are made up of calls that are classed as
- New
- Acknowledged or
- Resumed

Legend: South Worcestershire — North Worcestershire — Herefordshire — Shropshire — Telford & Wrekin — WMP

Gap in the data denotes a systems error

Good looks like:

Diary Car Unresourced:
TBC

Emergency Response Times

Following the move to SAAB Safe all data is being rigorously tested. **Data relating to emergency response times** was scheduled to be **tested in October 2020** however, **reduced access to critical resources** impacted on progress significantly. This is currently being **rescheduled**.

4. Delivering innovative, problem-solving practices and processes
4.1 Delivering effective core practices

Custody

Total Arrests Rolling 12 months

Bail & RUI Disposals shown as a % of arrests

Arrests per month by custody station – Previous 6 months

Arrests 2020 by station

Custody suites were closed for a period of this time !

C&YP Arrests

C&YP arrests 2020

Number of C&YP Arrests
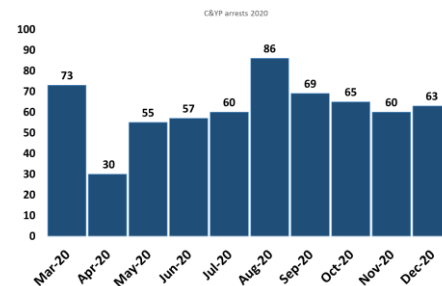
Proportion of C&YP Arrests by Age
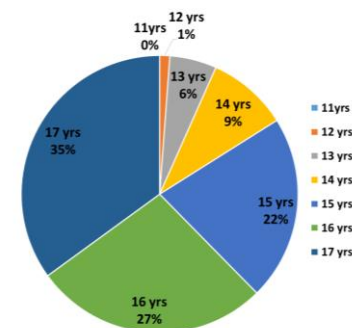
4. Delivering innovative, problem-solving practices and processes
4.1 Delivering effective core practices

Custody – Gender and Ethnicity Breakdown

Worcester 2020

539 — 14%
323 — 85%
78.0% 2970
5.3% 203 | 3.5% 135 | 0.2% 7 | 13.0% 495

Kidderminster 2020

423 — 16%
220 — 83%
75.5% 2004
4.2% 111 | 4.9% 131 | 0.1% 3 | 15.3% 405

Hereford 2020

371 — 14%
224 — 85%
84.7% 2225
1.6% 43 | 1.6% 41 | 0.3% 7 | 11.8% 310

Legend: ■ Asian ■ Black ■ Chinese, Japanese or South East Asian ■ Unknown /Other ■ White

Shrewsbury 2020

355 — 15%
202 — 85%
89.1% 2124
2.6% 62 | 3.3% 79 | 0.1% 3 | 4.9% 116

Telford 2020

554 — 16%
300 — 84%
78.4% 2803
5.3% 190 | 5.7% 205 | 0.2% 8 | 10.3% 367

West Mercia 2020

2242 — 15%
127 — 84%
80.6% 12126
4.0%, 609 | 3.9% 591 | 0.2% 28 | 11.3% 1693

A **disproportionate percentage of individuals in custody** are of a **Black or Asian ethnic origin or their ethnicity is Unknown/ Other**

West Mercia Demographic Breakdown
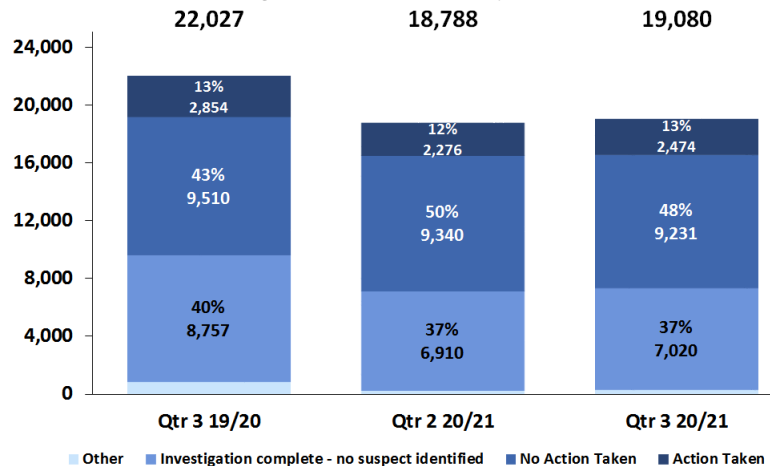
96.2%
1.4% | 0.4% | 0.7% | 1.3%

West Mercia's demographic profile: 96% White

4. Delivering innovative, problem-solving practices and processes
4.1 Delivering effective core practices

Performance Report Q3 Oct to Dec 2020 SPI/2021/022
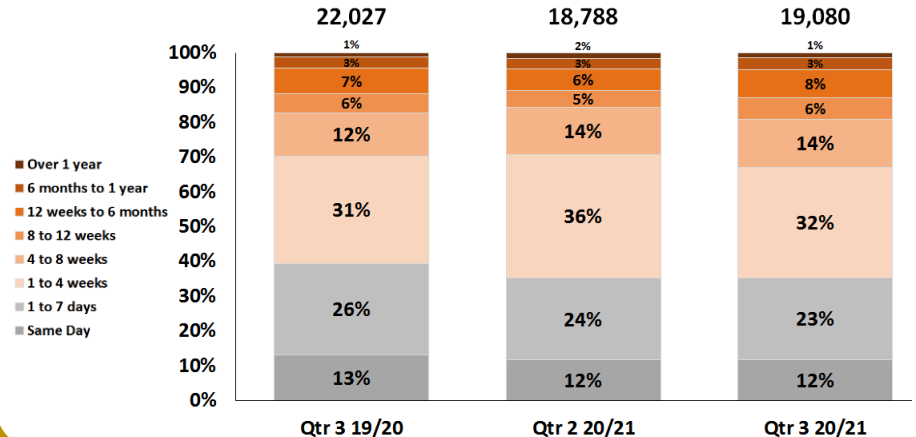
GOLD

Crime Management

9,285 Open Investigations (O.I.s) consisting of notifiable offences, fraud offences and crimed incident investigations sit within **1,705** OIC crime baskets

- **2% increase** compared to the previous point-in-time in December (9,122).
- **76% (7,020)** of O.I.s have 1 or more suspects attached, the remainder do not have a suspect

Further time bandings have been added to Open Investigation reporting to allow **greater local scrutiny** and **track investigation progression** of the previous time banding – **'4 weeks to 6 months'** representing **46% of O.I.s.**

Identification of '**expected' levels of O.I.s** to be further explored, taking into account possible mitigating circumstances on command areas.

Based on figures from the 1st and 2nd National Lockdowns, it is **probable** that O.I. volumes will **increase** in January. This is in response to the impact on staffing levels of Covid-19 sickness abstraction and the 3rd National Lockdown restrictions.

Open Investigations – Age Profile
(point-in-time view)

Age Profile Bandings
- ■ Over 1 year
- ■ 6 months to a year
- ■ 12 weeks - 6 months
- ■ 8 weeks - 12 weeks
- ■ 4 weeks - 8 weeks
- ■ Less than 4 weeks
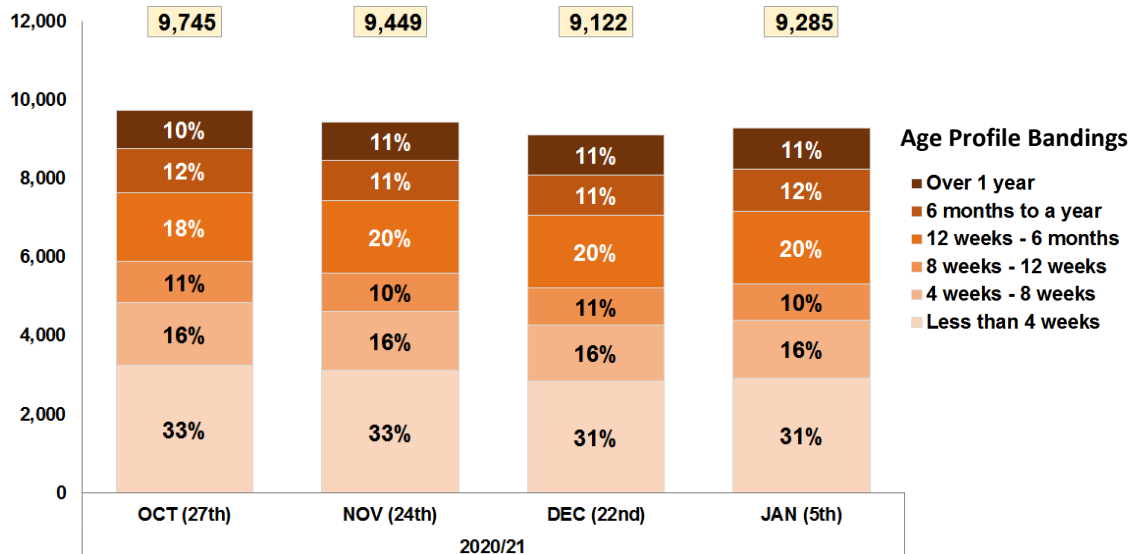
Good looks like:

In development.
An 'optimum' band is thought to be around 8,000-10,000 open investigations at current recording volumes. However, to avoid an incentive simply to close crime this marker would need to be hidden until further work is done to filter out:

1. 'Normal' volume of open investigations awaiting closure with the Designated Decision Makers (DDMs) (currently 5-600)

2. Complex crime types with long average timelines

A better "temperature gauge" of force crime is anticipated to come from combining some metrics: Open crime/ Volume in "baskets"/ Suspects outstanding/ "attrition" rates to some outcomes. This is to avoid over-focus on timeliness at the expense of quality investigations.
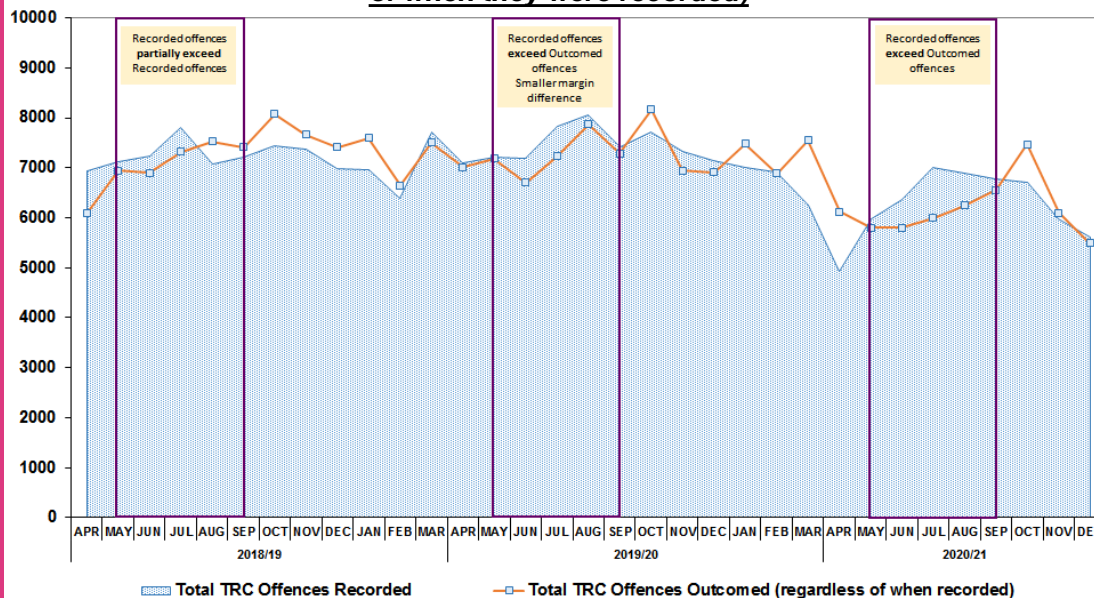
4. Delivering innovative, problem-solving practices and processes
4.1 Delivering effective core practices

Crime Management

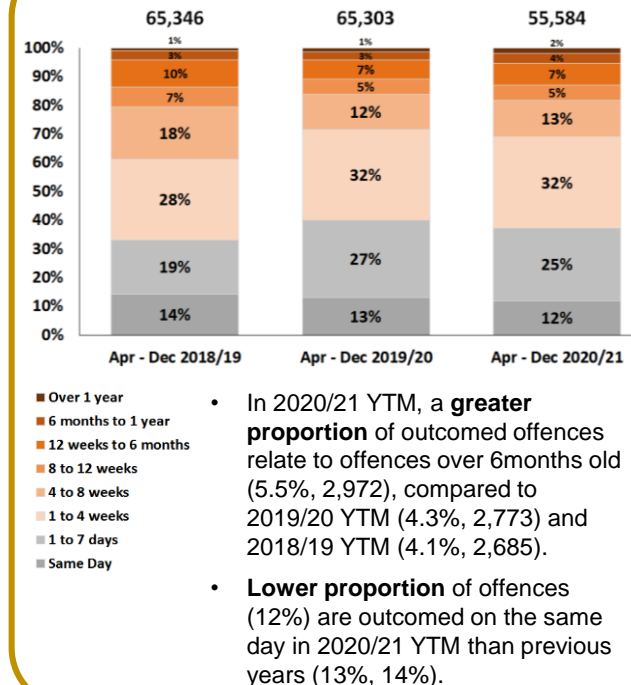### Activity underway since October 2020 - Phase Three

- New **Suspect Management design process** rolled out during October 2020.
  - The rollout on Shropshire and Telford & Wrekin policing areas has been completed. The final 3 LPAs are being done together as an supported online rollout following tests in this process

- During November 2020, SP&I has been able to use the new "Key Improvement Themes" Dashboard metadata to start interrogating the open investigation data from a Command perspective, Function view and Team perspective to inform future work in crime management and knowledge. Initial findings were presented at the recent Quarterly Performance Reviews held on policing areas.
  - Future activity to focus upon reviewing workloads, capacity and efficiency in CID.

- Crime Management team has been carrying out crime audits to identify any **investigation quality** issues with Patrol and CID investigations across each policing area. The central audits look for compliance issues relating to Actions, Enquiry logs, Reviews, Managed Bails and RUIs.
  - Local Compliance Audits are now being conducted by SPOCS who are embedded with local SLTs.
  - To support this activity, the '**Crime Investigation Quality**' intranet site has new 'video training' capability to support Supervisors and OICs.
  - The team have simplified the ATHENA Reviews process to allow early reviews. Training and guidance to be rolled out.
  - The ATHENA AMO has followed our practice and other forces like Essex now using our REVIEW and actions process .

- Crime Management team are now entering the last phases of **the basic investigation quality and process re-modelling** work
  - **SUSPECT MANAGEMENT** and **Risk assessment** – this will link up the work already completed on actions and reviews
  - Following the successful trials on Shropshire and Telford & Wrekin, it has now been rolled out on both policing areas
  - The team have designed and tested an "on line" friendly version of the training and will have a complete rollout on South Worcestershire, North Worcestershire and Herefordshire by mid February.

4. Delivering innovative, problem-solving practices and processes
4.1 Delivering effective core practices

Outcomes

Outcomed offences
(regardless of when they were recorded)

22,027   18,788   19,080

Other | Investigation complete - no suspect identified | No Action Taken | Action Taken

Timeliness

22,027   18,788   19,080

■ Over 1 year
■ 6 months to 1 year
■ 12 weeks to 6 months
■ 8 to 12 weeks
■ 4 to 8 weeks
■ 1 to 4 weeks
■ 1 to 7 days
■ Same Day

Short term trends

- In Q3 20/21, there was a **2% growth** in the number of offences outcomed (regardless of when they were recorded) compared to the previous quarter, but remains **13% lower** than the same quarter last year.

- For the time taken to assign an outcome after the offence is recorded, **35%** of outcomed offences *(regardless of when they were recorded)* were **assigned an outcome with 7 days** during Q3 20/21. This is the same rate compared to the previous quarter (35%) but below the same quarter last year (39%).

  Understandably, variations are seen between different crime groups, with rape offences generally taking longer to outcome than other offence types.

Good looks like:

In development.

However, thought needs to be given around the balance of which outcomes are being applied and if applied appropriately in the circumstance

Action Taken trends

- **9% increase** in the number of outcomed offences (regardless of when they were recorded) **assigned an 'Action Taken' outcome** from 2,276 offences in Q2 20/21 to 2,474 offences in Q3 20/21.
  - Charge/ Summons account for 73% (1,808) of outcomed offences by 'Action Taken'

- It is **probable** that volumes will remain low in the coming months due to the 3rd National Lockdown restrictions with the repercussion on the court process and seasonal wintery weather conditions

Volume and Proportion of outcomed offences by 'Action Taken'

(regardless of when they were recorded)

■ OC1 + 1A: Charge/summons
■ OC2 + 2A: Caution - youths
■ OC3 + 3A: Caution - adults
■ OC4: TIC
■ OC6: Penalty Notice
■ OC7: Cannabis/Khat warning
■ OC8: Community Resolution

Oct – Dec 20/21

4. Delivering innovative, problem-solving practices and processes
4.1 Delivering effective core practices

Outcomes – Further analysis

In the previous monthly report, a question was raised as to why we are seeing a decrease in overall year-to-month outcomed offences compared to the previous year.

It is **not yet understood** as why the force has outcomed less offences. Possible reasons could include the impact of **Covid on staffing levels**, the types of **crimes recorded** and **when** they were recorded. **Further research** is to be carried out to **identify the driving causes**.

Monthly Recorded Crime Volumes Vs Total Outcomes *(regardless of when they were recorded)*

Timeliness: Year to Month

- In 2020/21 YTM, a **greater proportion** of outcomed offences relate to offences over 6months old (5.5%, 2,972), compared to 2019/20 YTM (4.3%, 2,773) and 2018/19 YTM (4.1%, 2,685).
- **Lower proportion** of offences (12%) are outcomed on the same day in 2020/21 YTM than previous years (13%, 14%).

- During 2020/21, it has been observed that **between May 2020 and September 2020**, the trendline for the number of monthly recorded offences has **exceeded** the number of offences outcomed trendline.

- The **lowest levels** of monthly outcomed offences have been observed during this financial year compared to the previous two financial years.

- A **greater level** of **offences were recorded** than offences being **assigned an outcome during** this period, which would have the effect of increased volumes of open investigations during this time.

- For the previous year **2019/20**, a similar pattern is occurring, where recorded offences exceed outcomed offences, during the equivalent month period. However, there is a closer margin gap between the entities.

- Based on figures from the 1st and 2nd National Lockdowns, it is **probable** that both recorded and outcomed volumes will remain low yet recorded volumes will still exceed outcomed volumes in January. This is in response to the 3rd National Lockdown restrictions with the repercussion on the court process and seasonal wintery weather conditions.
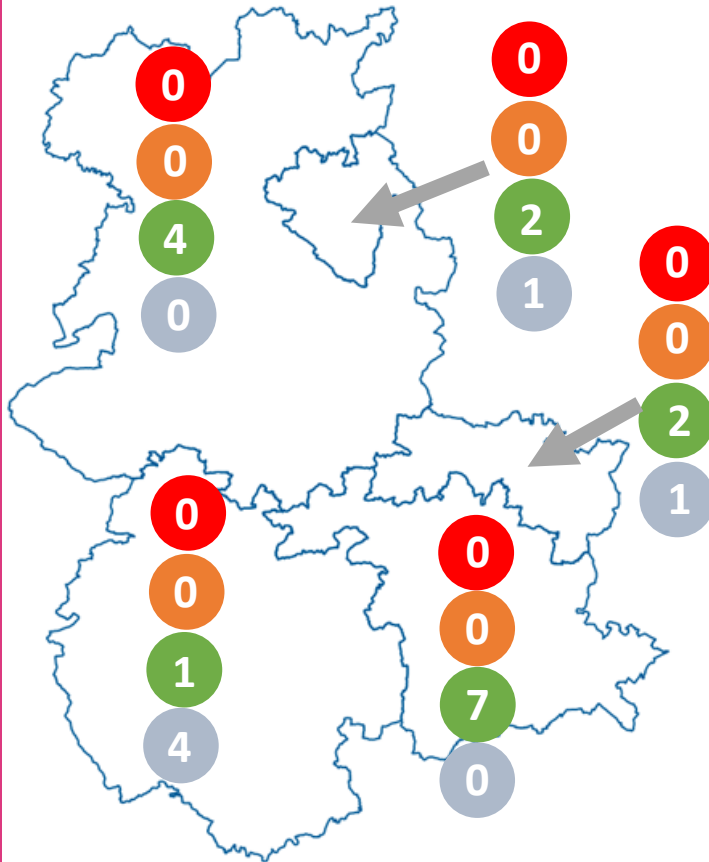
28

4. Delivering innovative, problem-solving practices and processes
4.1 Delivering effective core practices

Outcomes

Outcome 16 – *Victim does not support action*

Outcome 14 – *Evidential Difficulties Victim Based – Named suspect not identified: Victim either declines/ or is unable to support further police investigation*
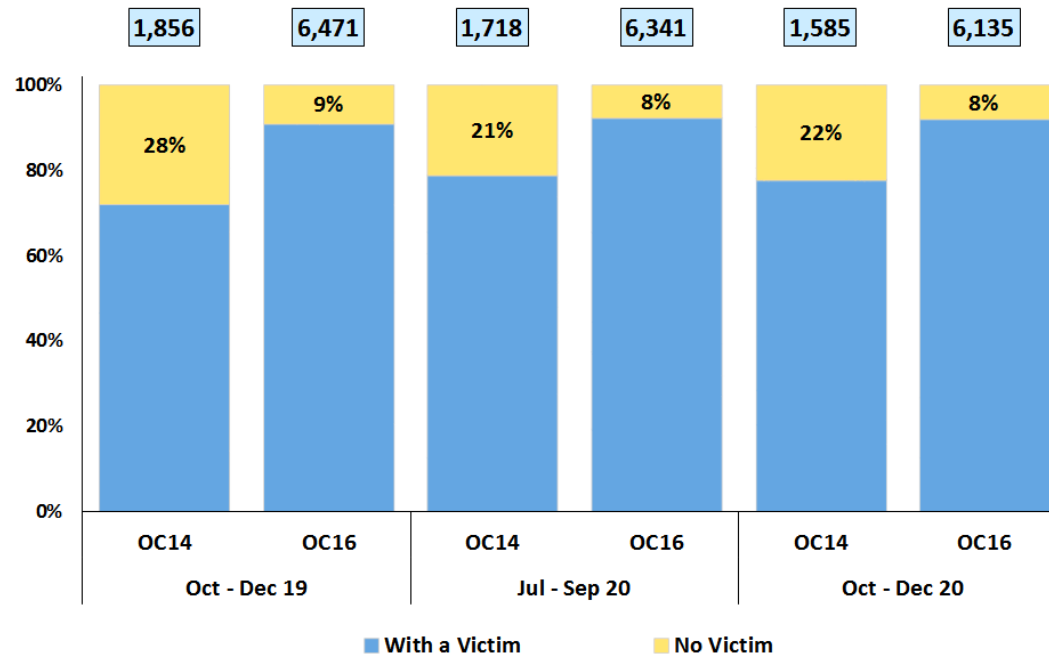
Good looks like:

***100%** of Outcome 14 and 16 offences should have a victim linked to the offence.*

1,856	6,471	1,718	6,341	1,585	6,135

Outcome 14

In Q3 20/21, proportions of Outcome 14 offences that have a Victim linked to the offence have remained **relatively stable** compared to the previous quarter.

Outcome 16

Proportion of Outcome 16 offences that have a Victim linked to the offence has remained **relatively stable** over the 3 quarterly periods (92%).

Levels have not altered over the last three Gold scorecard reports.

Recommendation

- Educational messages to be disseminated to officers on the application of Outcome 14 and Outcome 16 result codes.

Based on Offences outcomed during the quarter regardless of when they were recorded

4. Delivering innovative, problem-solving practices and processes
4.1 Delivering effective core practices

Intelligence Management

An **11% (1205) decrease in the volume of PIR Submission** is observed when comparing Q3 2020/2021 to Q2 2020/2021. Levels of submissions saw a steep decline from July to August, and then a levelling off between August and November with submissions sitting around 3200.

Lockdown was in effect during Q3 2020/2021 from 5th November, with restrictions moving to a tier system on 16th December, **a further decrease was recorded in December, however this is typical over the festive period**. National restrictions continue to impact on social freedom with the night-time economy closed again since 26th December.

It is **highly likely that an increase in submissions could be observed**, provided that levels of staff and officer sickness remain manageable.

Work is currently ongoing to **capture the quality of submissions**, based on number of logs returned for correction, and also a review of the percentage of submissions which align with priority and control strategy items. Raw numbers of PIR submissions are useful to review demand, but the value of quality is vastly more important than quantity. To that end, **training materials on submitting PIRs have been made available on the intranet in Q3 2020/2021** and a **training plan is scheduled to be delivered in January** to improve the quality of submissions.

Good looks like:
- *Improvement* in general *quality of PIR submission*
- *Improvements* in *officer* training and *understanding* of intelligence submission

PIR Submissions July to December 2020

4141
3276
3344
3299
3288
2969

Legend:
- South Worcestershire
- North Worcestershire
- Herefordshire
- Telford&Wrekin
- Shropshire
- Total

GOLD

4. Delivering innovative, problem-solving practices and processes
4.1 Delivering effective core practices

Current RAG Status

Total Open Plans

problem solving

Dept.	Ave. Score	Red	Amber	Green	Unscored	Total
IVM	12.0	0	0	1	0	1
Problem Solving Unit	10.3	0	0	3	3	6
SNT	11.3	0	0	12	3	15

Category	Ave. Score	Red	Amber	Green	Unscored	Total
ASB	11.0	0	0	3	0	3
Burglary	10.0	0	0	1	1	2
Community Impact	10.0	0	0	1	0	1
County Lines	12.0	0	0	1	0	1
Crime	11.0	0	0	2	0	2
Drugs	10.0	0	0	1	1	2
Hate Crime	12.0	0	0	1	0	1
Location	11.5	0	0	2	1	3
Vehicle Crime	11.0	0	0	1	0	1
Vehicle Nuisance	13.0	0	0	1	0	1
Vulnerable Child	11.5	0	0	2	0	2

RAG Scoring
Marks for Problem Solving Plans are assigned by Tactical Advisors, utilising the SARA model. The total number of marks available for an open plan is **13**, scored against a pre-agreed criteria.

Red plans – 0 – 4 points (Poorly presented plan requiring a lot of further work)

Amber plans – 5 – 9 points (Reasonable plan requiring a little more work)

Green plans – 10 to 13 points (Good Standard of plan)

4. Delivering innovative, problem-solving practices and processes
4.1 Delivering effective core practices

Good News

- **PS Tactical Advisors** have worked with ICT to **develop a clear reporting system** which sits behind the PS IT Platform. This is an evolving process and will **continue to develop** going forward. (See information below)

- Tactical Advisors are **refreshing the Problem Solving** intranet page to reflect West Mercia. A **Best Practice** (A to Z) site has **been introduced** with a number of interesting categories and this will be populated through our ongoing research.

- **60 second briefing page** will be constructed together with Simon Neville and this will be sent out to all colleagues to **further embed problem solving,** direct them to the Best Practice intranet page, Introduce PS Methodologies, Good PS plan examples and PS Blog updates.

- Prior to Christmas, **target of NO PSP's in the Red was met**. Currently **no** plans in the **Amber** status either, however 6 plans are not yet scored.

Current Aims/Objectives:

- Researching and promoting external funding stream opportunities to officers. We have identified funding streams for Youth Endowment Funding, Road Safety Trust and Public Health problem solving and currently working with the relevant departments to encourage funding submissions.

- Continue with aim of No open PSP's in the Red and ensure that 70% of Open PSP's are in the green throughout 2021.

- Aiming to encourage more problem solving plans within other departments this year. Currently plans have been received from SNT, IVM and Problem Solving units. We are working with OCC on a demand reduction problem solving plan.

- When Covid allows, more training with officers from different departments will be completed. During 2021 training remit will be broadened to external partners and promote partnership working.

- A Follow up Problem Solving survey is aimed for August 2021 based on last year's questions to gauge Problem Solving activity.

4. Delivering innovative, problem-solving practices and processes
4.1 Delivering effective core practices

Continuity Planning

- The force was **audited** by Warwickshire County Council in relation to its **Business Continuity Management processes** in Quarter 2; the result shows that the rating has improved to '***Adequate***' (that the controls provided are ***moderate*** in terms of risks being managed).

- Great effort has been put into ensuring that all departments have a **Business Continuity Plan** (BCP) in place; as a result as at end of Quarter 3

  - **92% of departments now have a current BCP** with
  - **94% of those with plans maintained and reviewed up to date**

- Work has been undertaken to **ensure business** continuity through the **second Covid** wave including:

  - Covid-19 Debriefs continue now on a two monthly programme with **an Action Plan being managed by Crisis Management Team** (CMT) to ensure learning has been captured. Some actions have been dealt with during the response whilst **others are either in progress or require consideration** in Estates Strategy and Digital Transformation Strategy.

  - **Staff survey** was undertaken to capture feedback from officers, staff and volunteers around how they feel they were directed and supported during COVID and how safe they felt.

  - An **exercise programme continues** across the force and a specific **Covid-19 exercise was held with the OCC** on the 1st October 2020. Other exercises have been in the theme of 'Denial of Access' to buildings for instance loss of utilities and services, including ICT, with a focus on Service Level Agreements, maintenance and service support contracts; and severe weather.

  - A **monthly de-brief document** and process has continued, allowing those involved in the response to communicate their experiences in order that lessons can be identified and recommendations made for future improvement.

Audit 2019 ('Weak')

Professional judgement is exercised by the Auditor when determining the opinion rating.

Audit 2020 ('Adequate')

Professional judgement is exercised by the Auditor when determining the opinion rating.

Overall, the opinion is that controls provide **Moderate Assurance** that risks are being managed.

Good looks like:

100% compliance against *Business Continuity Plans* being in place

4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand – policing priorities

All Crime

All Crime		Qtr 3 20/21	Qtr 3 19/20	Trend Previous 12 Months	YTD % Change
Total Recorded Crime	24420 / 19173	18393	22192		-15%
Violence With Injury	3294 / 2278	2075	2878		-13%
Violence Without Injury	6670 / 5006	5474	5991		1%
Rape	351 / 263	282	303		-4%
Other Sexual Offences	564 / 518	528	529		-9%
Personal Robbery	157 / 140	126	154		-20%
Business Robbery	19 / 11	7	17		-58%
Residential Burglary Dwelling	757 / 603	372	706		-31%
Burglary - Business & Community	757 / 603	536	706		-31%
Vehicle Offences	1388 / 1252	913	1346		-40%
Theft from Person	255 / 110	118	206		-64%
Bicycle Theft	274 / 138	197	184		14%

		Qtr 3 20/21	Qtr 3 19/20	Trend Previous 12 Months	YTD % Change
Shoplifting	2173 / 1633	1333	1898		-39%
All Other Theft Offences	2482 / 1505	1499	1974		-36%
Criminal Damage & Arson	2598 / 2199	2041	2487		-16%
Drug Offences	685 / 464	685	654		32%
Possession of Weapons	268 / 207	215	230		-12%
Public Order	1736 / 970	1202	1298		-7%
Misc. Crimes Against Society	369 / 324	438	357		2%
Cyber	1070 / 324	1122	943		48%
Alcohol Related	2183 / 1072	1227	1658		-6%

		Qtr 3 20/21	Qtr 3 19/20	Trend Previous 12 Months	YTD % Change
Incidents	84806 / 66504	63138	74441		-1%
Anti Social Behaviour	12433 / 6997	11037	8330		49%

The upper and lower control limits are derived by calculating 2 points of Standard Deviation from the mean. The mean is fixed for the year and is based on volumes recorded in the previous financial year.

■ *denotes above the upper control limit.*   ■ *denotes below the lower control limit*

NB. It is possible for the previous Qtr. to be coloured differently from the Qtr. previous year even if volumes are similar. This is due to the upper and lower control limits changing annually based on the previous years volumes.

Good looks like:

Residential Burglary Dwelling: *25% reduction* in a post-COVID operating environment

Total Crime: *10% reduction* in a post-COVID operating environment

34

Performance Report Q3 Oct to Dec 2020 SPI/2021/022
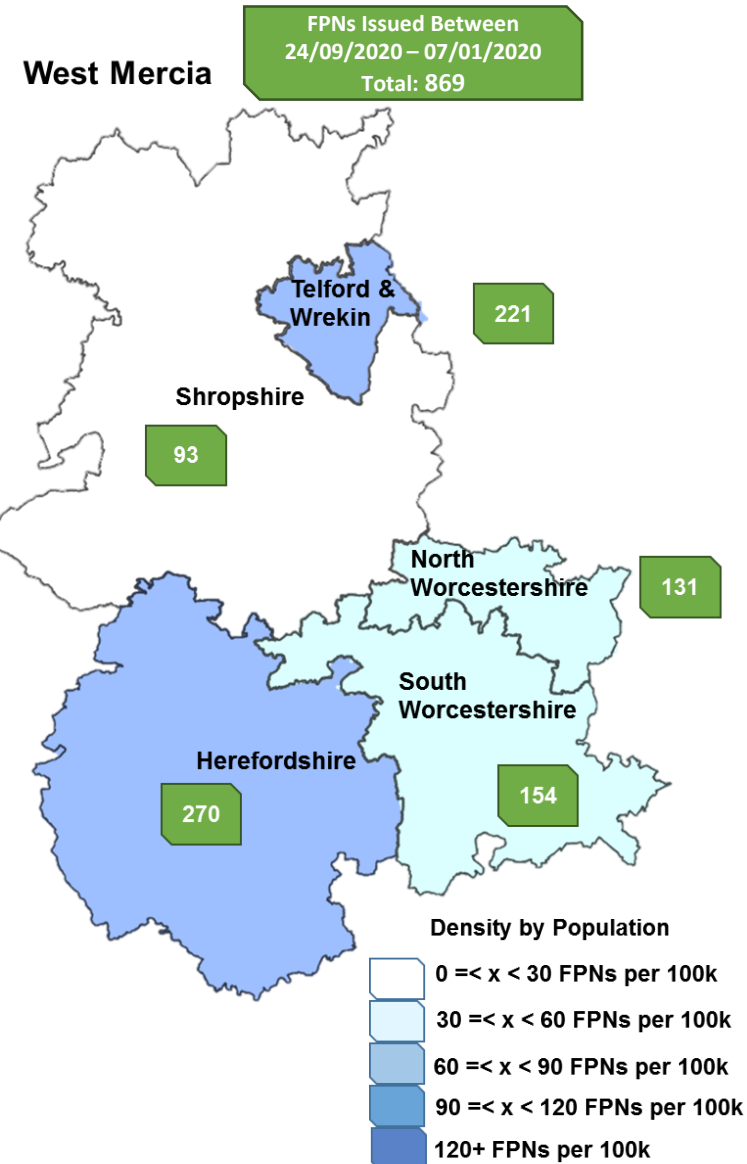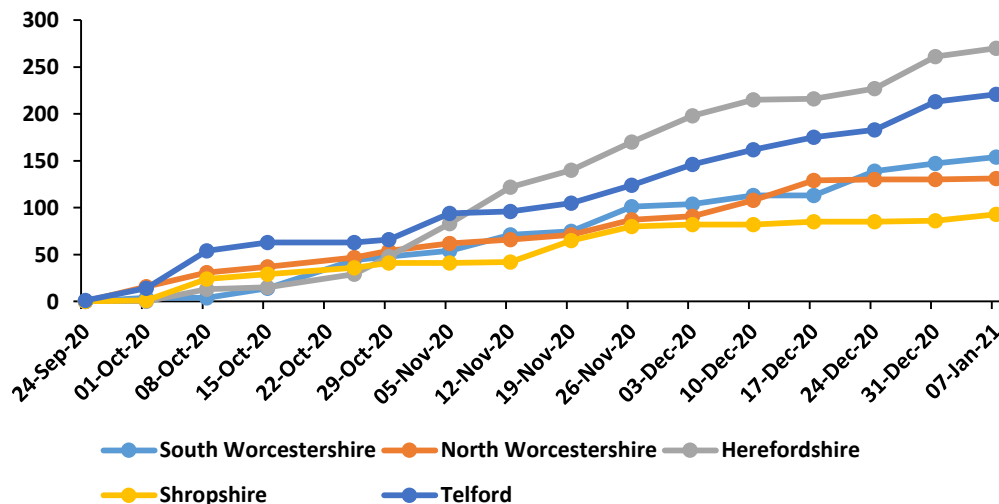
GOLD

COVID Related Fixed Penalty Notices (FPNs)

Herefordshire and **Telford & Wrekin** have issued the **greatest raw numbers of FPNs** within West Mercia, as well as the **highest rates of FPNs per 100k people** after accounting for population size – as demonstrated by the choropleth map.

South Worcestershire and **North Worcestershire** have issued **lower total numbers** of FPNs than both Herefordshire and Telford & Wrekin – this remains true after controlling for population size. **Shropshire** have issued the lowest numbers of FPNs out of the LPAs. Again, this remains consistent after controlling for population size.

This is demonstrated in **"Cumulative FPNs issued by LPA"**, showing the change in the total number of FPNs issued by each LPA over time. Herefordshire and Telford & Wrekin demonstrate a clear pattern of growth following national restrictions being put into place.

West Mercia

FPNs Issued Between
24/09/2020 – 07/01/2020
Total: 869

Telford & Wrekin — 221

Shropshire — 93

North Worcestershire — 131

South Worcestershire — 154

Herefordshire — 270

Density by Population

- 0 =< x < 30 FPNs per 100k
- 30 =< x < 60 FPNs per 100k
- 60 =< x < 90 FPNs per 100k
- 90 =< x < 120 FPNs per 100k
- 120+ FPNs per 100k

Cumulative FPNs issued by LPA

Legend:
- South Worcestershire
- North Worcestershire
- Herefordshire
- Shropshire
- Telford

35

4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand

COVID Related Fixed Penalty Notices (FPNs)

"Total Number of FPNs Issued" demonstrates the performance of West Mercia on the whole, against a "What Good Looks Like" target region of 50-100 FPNs issued per week. The majority of the weeks in Q3 have seen West Mercia fall within the target region, especially over the **November lockdown period.**

"FPNs issued by LPA" demonstrates the performance of each LPA respectively over the previous quarter. Numbers of FPNs issued demonstrate **a pattern of variability** as expected, due to the nature of the Covid response – **certain single events**, such as house parties, **can generate multiple FPNs.**
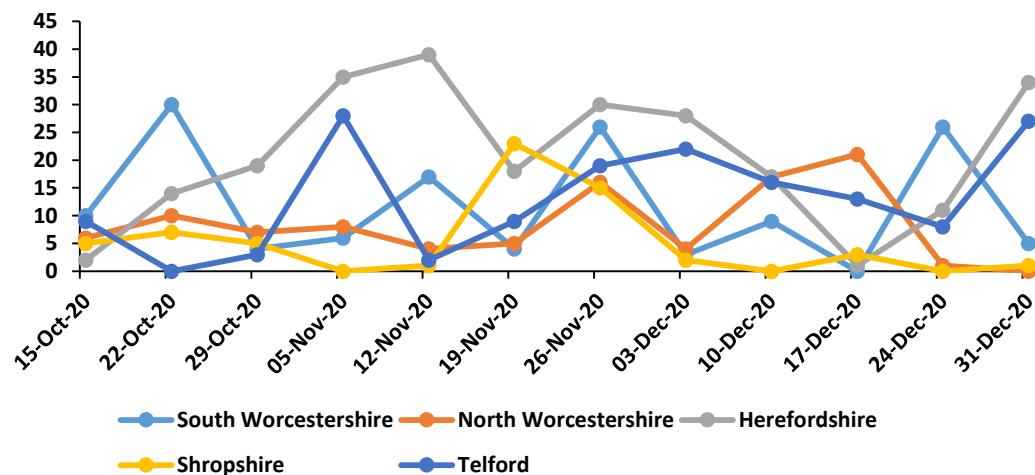
Good looks like:

Approximately 50 – 100 FPNs issued each week across West Mercia in total. A clear, quantifiable response to national guidelines as and when they are introduced.

Total Number of FPNs Issued – Q3 2020/2021

West Mercia   'What Good Looks Like' Region
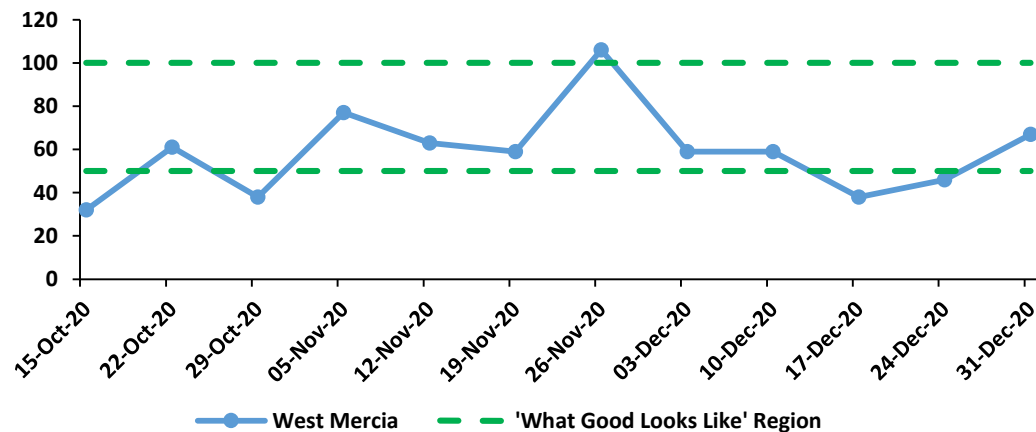
FPNs issued by LPA – Q3 2020/2021

South Worcestershire   North Worcestershire   Herefordshire
Shropshire   Telford

4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand – policing priorities

	Good Looks Like	Control Limits	Qtr 3 20/21	Qtr 3 19/20	Trend Previous 12 Months	YTD % Change
Total Crime	10% reduction in a post-COVID operating environment	24420 / 19173	18393	22192		-15%
Incidents	Under development	84806 / 66504	63138	74441		-1%
Hate Crime	Increased reporting	607 / 307	424	443		3%
Vulnerable Adult	Increased reporting	3904 / 3163	3966	3473		4%
Child At Risk	Increased reporting	5744 / 5008	5217	5330		-9%
Child Sexual Exploitation	Increased reporting	214 / 75	140	109		-2%
KSI	A sustained 20% reduction		116	127		-22%
Domestic Abuse	Increased reporting; A reduction in DA repeat victims	7957 / 6066	6304	7183		4%
Residential Burglary	25% reduction in a post-COVID operating environment	757 / 603	536	706		-31%

Due to systems it is possible for volumes to change up to 30 days after the end of the month.

Overall most **crime volumes decreased** as anticipated with the lockdown period in November and December.

It is **probable** that **volumes** in the next month and quarter will **decrease** further due to the **national lockdown** and 'stay at home' requirement.

The upper and lower control limits are derived by calculating 2 points of Standard Deviation from the mean. The mean is fixed for the year and is based on volumes recorded in the previous financial year.

denotes above the upper control limit.   denotes below the lower control limit

NB. It is possible for the previous month to be coloured differently from the month in the previous year even if volumes are similar. This is due to the upper and lower control limits changing annually based on the previous years volumes.

37

4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand – policing priorities

Serious Organised Crime

The disruptions figures account for disruptions recorded against OCGs with a **tiered response level of 1 to 3** which have been moderated by the ROCTA.

	Qtr 3 20/21	Qtr 3 19/20	Trend Previous 4 Qtrs	YTD % Change
SOC Disruptions	51	51		Not Available

Latest data indicates that there are **29 active** and 21 archived **OCGs** in West Mercia.

.

62% of the active OCGs have a primary crime type of **drugs supply or County Lines**.

21% of active OCGs principle criminality is **organised acquisitive crime**.

In Q3 2020/21 there were **51 OCG disruptions recorded** - this the same as the previous quarter and consistent with pre-Covid levels of disruptions.

31 arrests were made in the timeframe. **12 charges** and **8 convictions** were also recorded during the quarter. **3 nominals** were **safeguarded**.
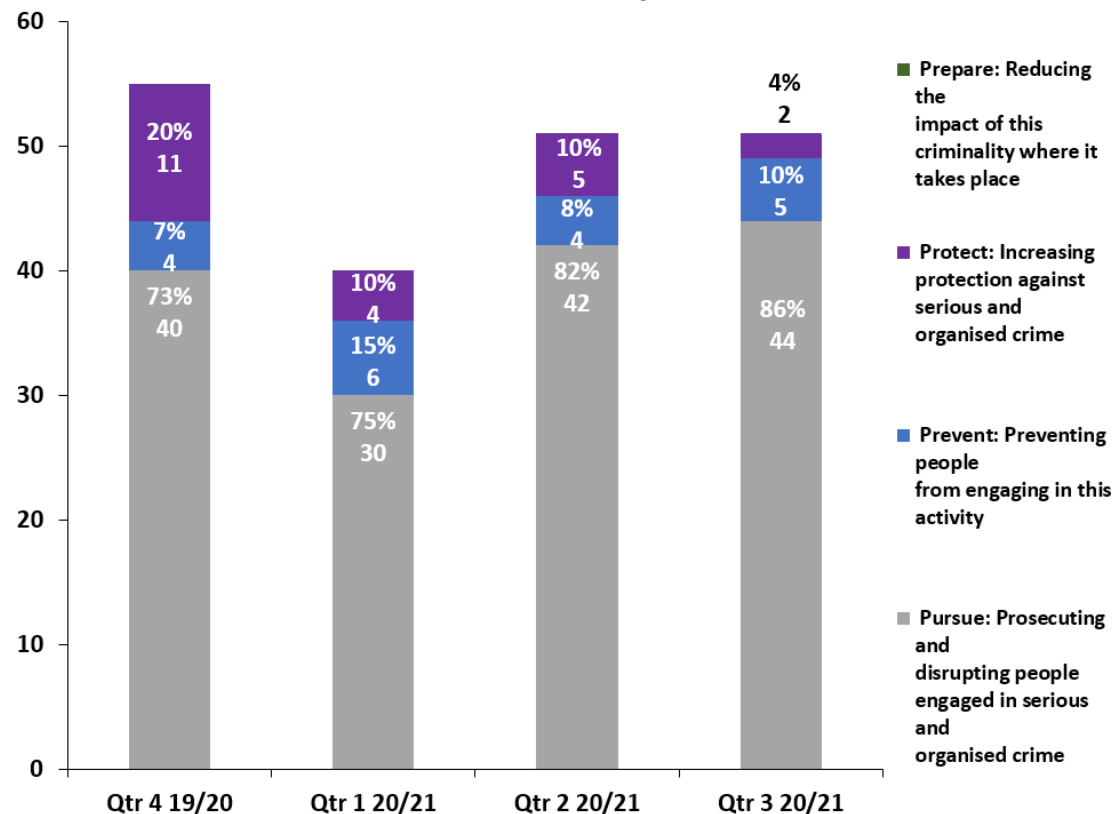
Pursue disruptions account for **86%** of all OCG disruptions - this means that 14% of OCG disruptions were either Prepare or Protect.

82% of OCG disruptions had a **positive impact**. There were no major disruptions approved. Of the disruptions having no impact several related to negative stop searches.

OCG Disruptions

Legend:
- **Prepare: Reducing the impact of this criminality where it takes place**
- **Protect: Increasing protection against serious and organised crime**
- **Prevent: Preventing people from engaging in this activity**
- **Pursue: Prosecuting and disrupting people engaged in serious and organised crime**

The information in the slide is based on the data provided by West Mercia to the Regional Organised Crime Threat Assessment Team.
Please note that due to the timescales this data is yet to be moderated by ROCTA and therefore may be subject to change.
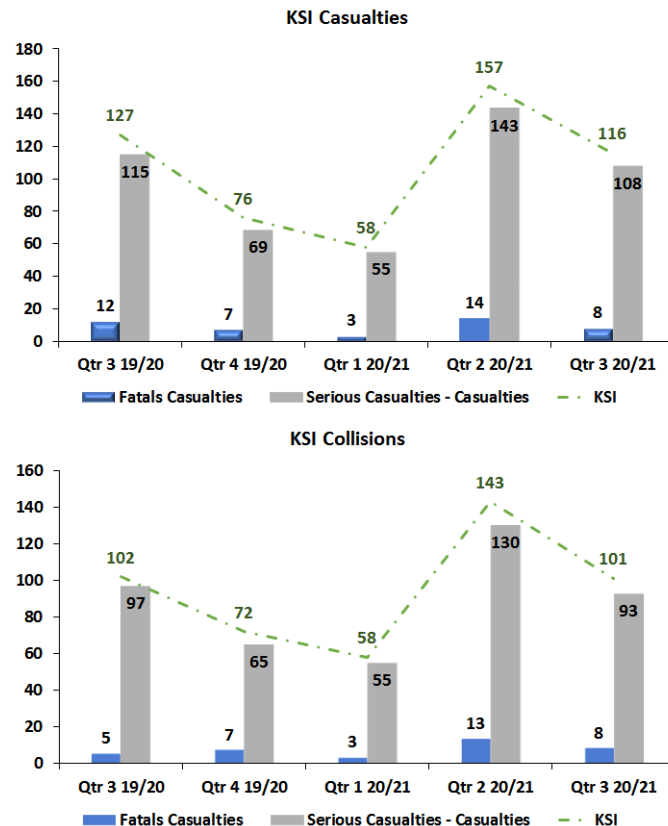
38

4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand – policing priorities

Safer Roads

Following the **re-introduction of COVID 19 national lockdown in November 2020, followed by the transition into tiered** movement restrictions, we can now see that volumes have **decreased in Q3 2020/21.**

KSI Casualties

	Qtr 3 20/21	Qtr 3 19/20	Trend Previous 12 Months	YTD % Change
KSI	116	127		-22%
Fatals Casualties	8	12		-32%
Serious Casualties - Casualties	108	115		-21%

Overall, Year To Date volumes are showing a **22% reduction** on the previous year.

In the last quarter, Killed or Seriously Injured (KSI) *casualties* saw a **9% (11) decrease compared to the same quarter last year including a decrease in *fatalities*;** however, **KSI *collisions*** show a **general pattern of stability** compared to the equivalent quarter last year (102).

It is **probable** that volumes will **remain low** in the coming months due to the 3rd National Lockdown restrictions and seasonal wintery weather conditions

KSI Collisions

There is an issue with the **timeliness** and **standard** of initial submissions with the number of collisions recorded on SAFE, resulted death/injury, where the police have attended does not match those on CRASH.

Collisions are still **not** being **submitted** to TPU within 24 hours as per force policy. Going forward CRASH, which is accessed via the force network, is available to OPU officers based at Bromsgrove.
In addition the latest version of the CRASH app will now be available to those officers later this month.
The **goal** as we enter 2021 is to make CRASH **available to all operational** officers at the earliest opportunity, **removing** many of the **issues** currently experienced.

Good looks like:

KSI: A sustained *20% reduction*

If COVID restrictions relax, the roads will be busier, albeit pre-COVID traffic levels are unlikely to be see again due to working from home initiatives.

Government initiatives resulting in increased incentives for cyclists but without a change in cycle-lane infrastructure will mean increased numbers of cyclists sharing road space with vehicles.

4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand – policing priorities

Safer Roads - Motorcyclist Killed or Seriously Injured (KSI) Casualties

KSI's - Motorcyclists and Pedal Cyclists
November 2019 to November 2020

Data available to Nov 2020

Legend: Pedal Cyclists — Motorcyclists — Linear (Pedal Cyclists) — Linear (Motorcyclists)
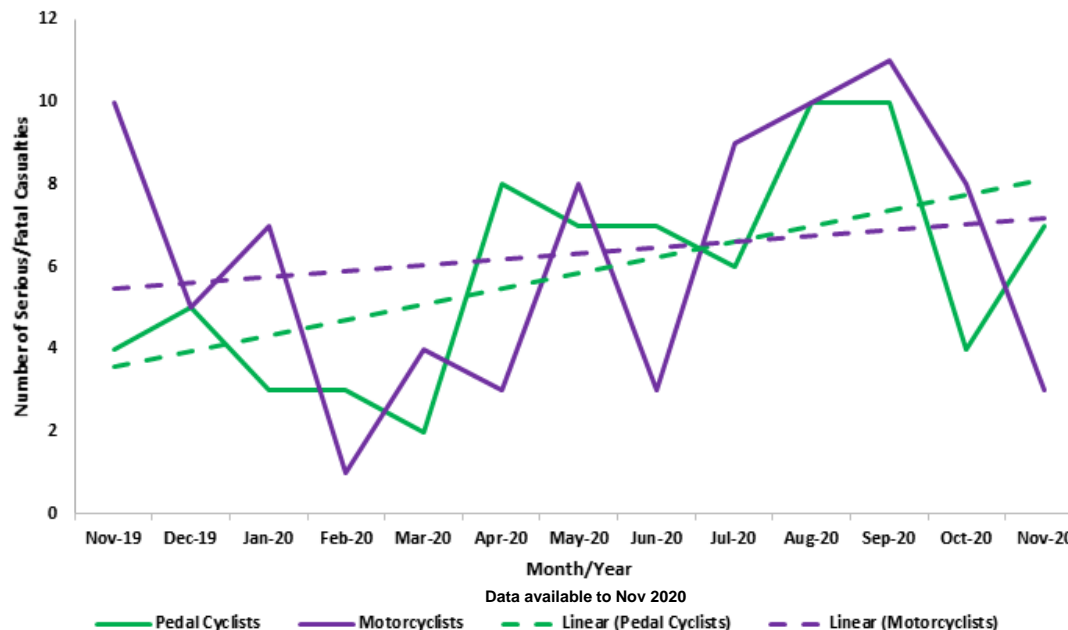
The number of Motorcyclist KSI casualties has shown **a downward trend for October and November 2020**. Overall, KSI Motorcycle collisions have fallen from 101 (2019) to 68 (2020), with all LPA's recording reductions with the exception of Herefordshire where figures have increased from 17 to 21.

The number of **Pedal Cyclist KSI casualties** continues to trend **upwards**, with cyclists accounting for **18.5%** of all Serious and Fatal casualties over the last 11 months.

It is **probable** that volumes will **remain low** in the coming months due to the 3rd National Lockdown for commuting and seasonal wintery weather conditions
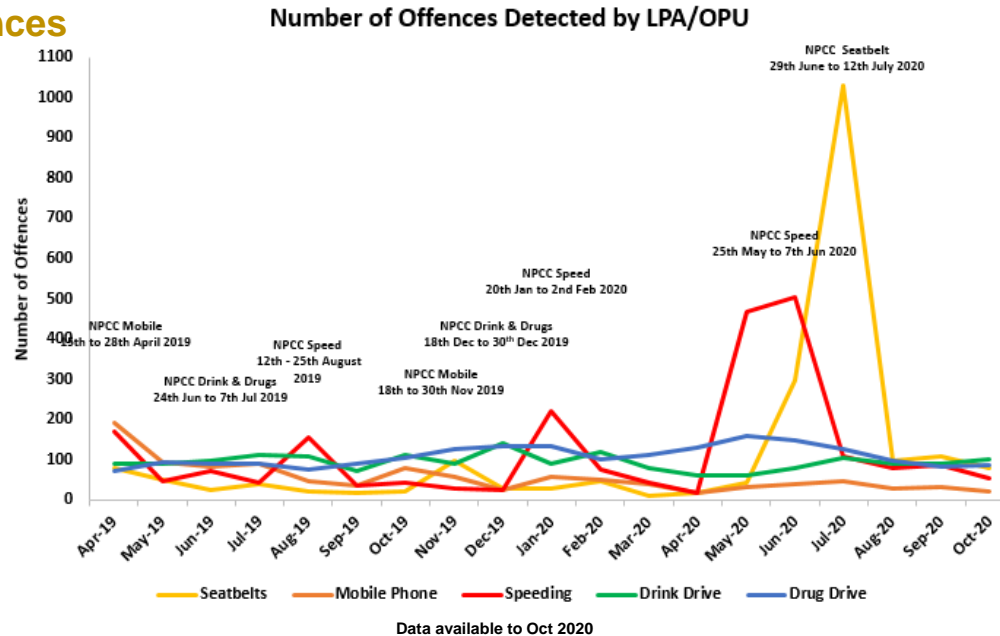
GOLD

4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand – policing priorities

Safer Roads – Fatal 4 Offences

There have been **no NPCC Fatal 4 campaigns** between September to November 2020, West Mercia has however **supported other NPCC campaigns** during this time.

Number of Offences Detected by LPA/OPU

Data available to Oct 2020

Tyre Safety Campaign (Oct 2020):

- **6 individual social media messages via @ThinkSaferRoads**
- **12 shares and 23 likes**
- **8,466 impressions**
- **53 engagements**

- **Resulted in:**

48 TORs   **4** VDRs

54 Cautions

No Insurance Week Campaign (Oct 2020):

- **5 individual social media messages via @ThinkSaferRoads**
- **11 shares and 16 likes**
- **7,041 impressions**
- **79 engagements**

- **Resulted in:**

116 TORs

Vulnerable Road Users Campaign (Nov 2020):
- **325,762 reach via local radio advert (as part of wider winter driving campaign)**
- **9 individual social media messages via @ThinkSaferRoads**
- **135 shares and 228 likes**
- **6,076 impressions**
- **271 engagements**
- **Resulted in:**

343 Engagements

41

4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand – policing priorities

Safer roads - Educational Activities & Campaigns

Educational opportunities during COVID-19 continue to be challenging and more limited.

Green Light – The Green Light education programme has been updated with new videos embedded. Due to restrictions in place from some schools and colleges we have also developed a virtual presentation for each area. Worcestershire Green Light https://youtu.be/aGZcycnIxT4

Dying 2 Drive – A teacher's pack has been developed in order to provide Yr11 tutors with the information needed for them to be able to deliver the Dying 2 Drive package – this includes 4 workshops around the Fatal 4. We are supporting in S Worcestershire to facilitate delivery (HW Fire, SNT and Herefordshire Council covering other areas).

Drink Drug Drive campaign - forming part of the overall West Mercia #ItsNotAGame Christmas campaign (with domestic abuse and cyber-crime) which included social media streaming of the 'Grey Area' video and airtime on Free Radio.

Campaigns Jan – Mar 2021

National NPCC campaigns

February
- Mobile phone, 1st Feb – 21st Feb

March
- CDG, Insecure loads, HGV, 15th Mar – 21st Mar

West Mercia Initiatives

Education
- Green Light – Virtual delivery now started in schools
- Dying 2 Drive Yr. 11 input supporting HWFRS with teacher led delivery

Be Safe Be Seen
- Stop checks with local SNT's and partner agencies across West Mercia. To date engaged with 1,086 cyclists and pedestrians

Op Close Pass
- Three events now been run across Worcestershire and Herefordshire with 3 Close Pass submissions to Op Snap. Further kit on order for the new year.

Op Snap
- Ongoing support, management of Comms

42

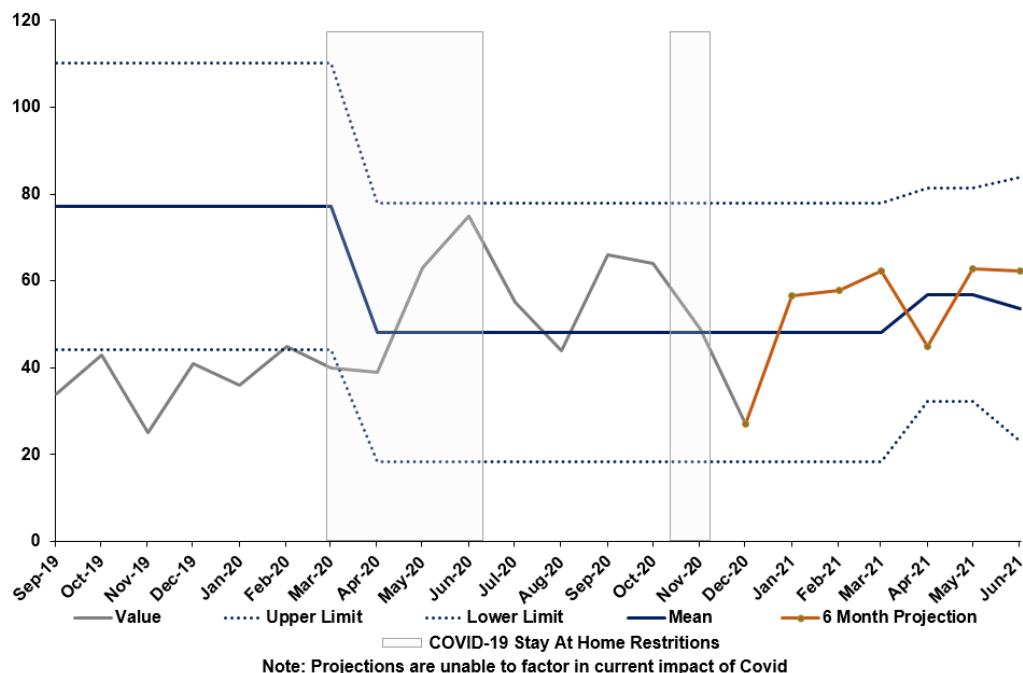## 4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand – policing priorities

Child Sexual Exploitation

Overall there was a **15% (25) reduction** in CSE related offences and crimed incidents compared to the **previous quarter** however this is still a **19% (31) increase** on the **same quarter last year**.

		Qtr 3 20/21	Qtr 3 19/20	Trend Previous 12 Months	YTD % Change
Child Sexual Exploitation	214 / 75	140	109		-2%

47% (47) of offences relate to **other sexual offences** of which **56%** of which relate to **non recent offences. 23% (11)** of which took place before 2020.

Having seen a significant decrease in volumes in December it is **probable that volumes** will **increase in the coming months**.

Note: Projections are unable to factor in current impact of Covid

Good looks like:

CSE: *Increased reporting**

We also need to use the correct markers to ensure the right people are directed to these jobs and so dealt with appropriately

The ongoing exploitation training should continue to see an increased recognition and reporting of CSE by all partners and agencies who have undertaken this training.

Note*: with the **change in use of CSE marker (end of 2019), it is **not possible to make valid comparisons** between the previous 12 months.

The upper and lower control limits are derived by calculating 2 points of Standard Deviation from the mean. The mean is fixed for the year and is based on volumes recorded in the previous financial year.

4. Delivering innovative, problem-solving practices and processes
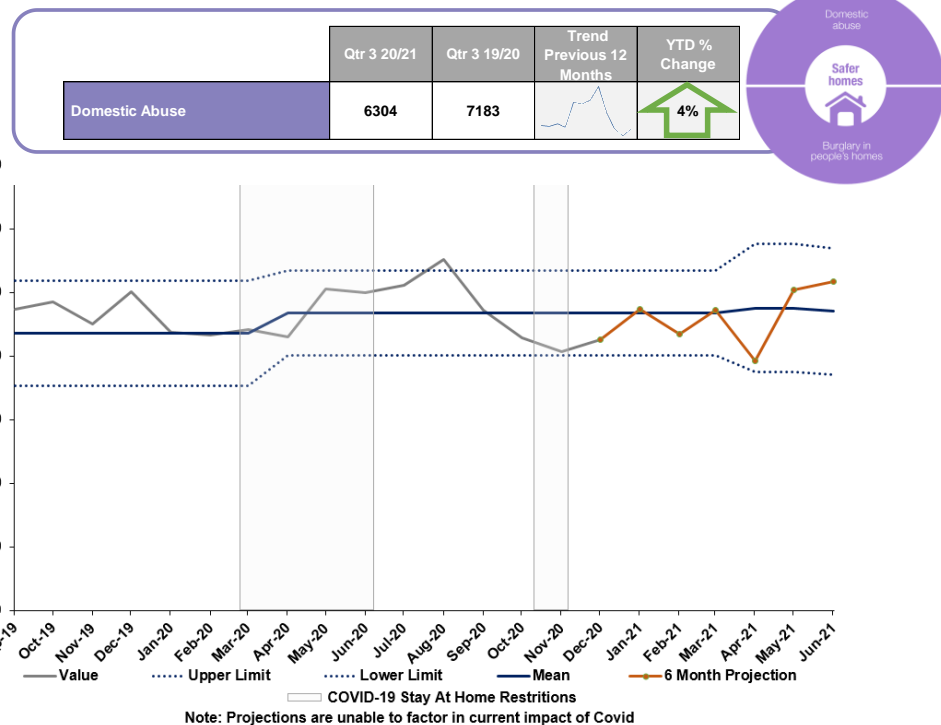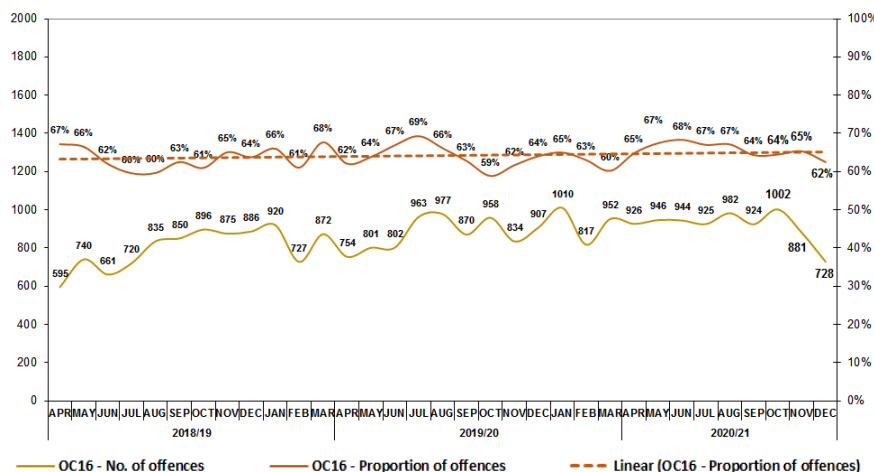## 4.2 Managing demand – policing priorities

Domestic Abuse

Good looks like:

Domestic Abuse:
*Increased reporting;
A reduction in DA repeat victims*

"Good" is better protection from harm, coupled with the best service we are able to achieve for victims of DA. Therefore, every DA report must be encouraged.

We will monitor repeat DA and, through intervening quickly, making proactive arrests as often as possible, using stringent bail and charge rather than DVPNs, should see a reduction in this metric.

	Qtr 3 20/21	Qtr 3 19/20	Trend Previous 12 Months	YTD % Change
Domestic Abuse	6304	7183		4%

Note: Projections are unable to factor in current impact of Covid

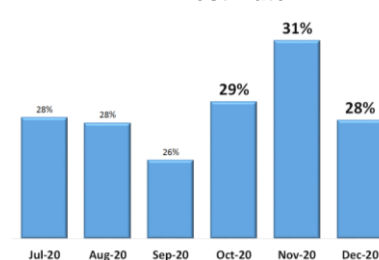**Volume & Proportion of Total Outcomed DA offences by Outcome 16**

Over the last 3 months, the volumes of DA offences outcomed by Outcome 16 per month (regardless of when they were recorded) have **sharply decreased** in November and December 2020.

The proportion rate has **declined** during the last quarter from 64% in September 2020 to **62%** in December.

DA Arrest Rate

It is probable that volumes will **remain low** in the coming months due to the 3rd National Lockdown restrictions with the repercussions on DA reporting for victims and seasonal wintery weather conditions.

4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand – policing priorities

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.

Domestic Abuse – Repeat Victimisation

Following the re-introduction of Covid national lockdown in November 2020, followed by the transition into tiered movement restrictions, we can now see that **volumes in repeat victims** for total recorded crime and domestic abuse have **decreased during Q3 2020/21.**

Since August 2020, there has been **4 months of continuous decline** in repeat DA victims.

The repeat rate has **decreased over the last 3 months (39%)** – returning to rates seen at the end of Q2 2020/21

The number of repeat victims for total recorded crime offences in **December 2020 matched levels recorded in the 1st National Lockdown** in April 2020 (1,204).

The repeat rate has **decreased to the lowest level,** last seen in February 20 (31%).

It is **probable** that repeat volumes will **remain low** in the coming months due to the 3rd National Lockdown restrictions with the repercussions on DA reporting for victims and seasonal wintery weather conditions.
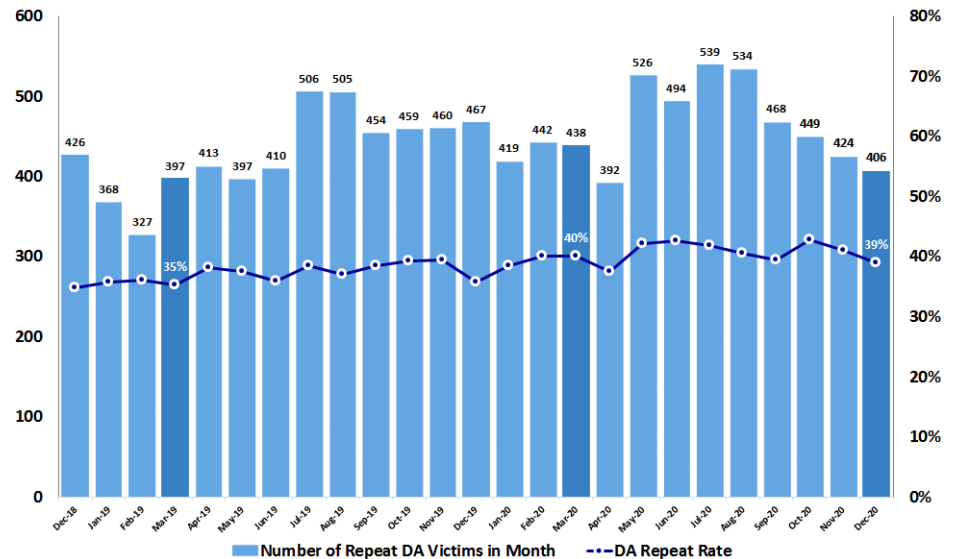
Good looks like:

Repeat TRC & DA Victims:
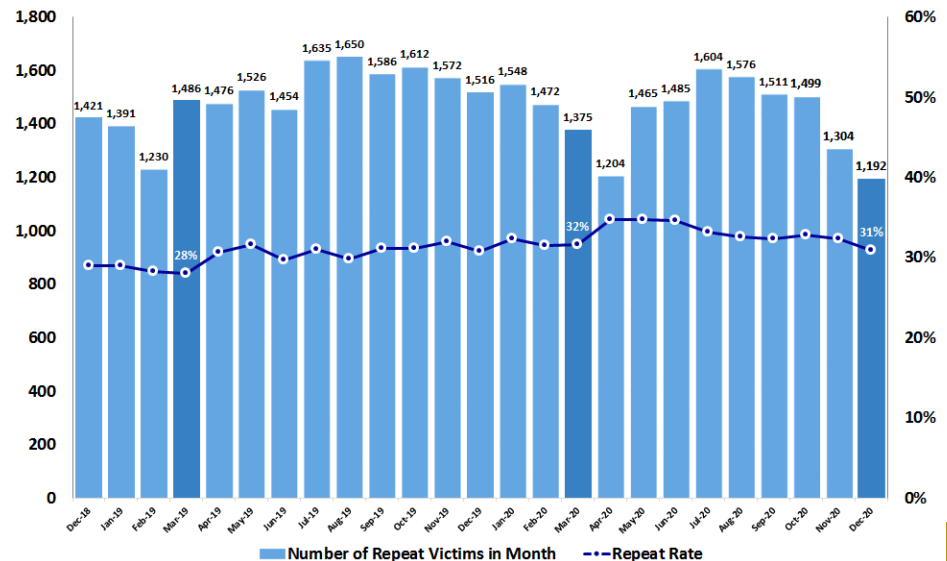*A reduction in 'high frequency/ high severity' repeat victims*
Decrease in repeat rates

Repeat Domestic Abuse Victims per Month

Number of Repeat DA Victims in Month ---DA Repeat Rate

Repeat Victims per Month

Number of Repeat Victims in Month ---Repeat Rate

4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand – policing priorities
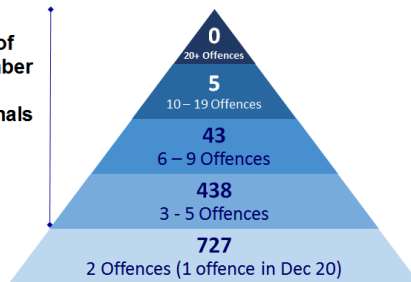
Domestic Abuse – Recidivism

- A monthly breakdown of repeat nominals of high harm offences, with/ without a domestic abuse indicator, across a three month rolling time period.

- This information is circulated across Problem solving teams and Local Policing commanders

- High harm offences including: violence against the person, with or without injury, rape and other sexual offences, homicide, malicious communication and stalking and harassment.

72% of December 2020's **3+** high harm offence repeat nominals have been linked to **DA offences** over the last three months, n= 350

486 repeat nominals (**3+** high harm offences) identified in the December 2020 cohort, representing **1,867** harm offences. This is a **3% increase** on last month's figure, n=470

40% (486) of 1,213 December 2020 repeat nominals

0 20+ Offences	
5 10 – 19 Offences	
43 6 – 9 Offences	
438 3 - 5 Offences	
727 2 Offences (1 offence in Dec 20)	

	Nov-20		Dec-20		Direction of Travel
Repeat Victims only	20	17%	11	13%	⬇
Repeat Suspects only	35	30%	23	26%	⬇
Repeat 'Victim/ Suspects' Nominals	60	52%	53	61%	⬇
	115	100%	87	100%	⬇

	Nov-20		Dec-20		Direction of Travel
Repeat Victims only	20	20%	19	17%	⬇
Repeat Suspects only	27	27%	25	23%	⬇
Repeat 'Victim/ Suspects' Nominals	52	53%	67	60%	⬆
	99	100%	111	100%	⬆

	Nov-20		Dec-20		Direction of Travel
Repeat Victims only	29	20%	22	16%	⬇
Repeat Suspects only	49	35%	44	32%	⬇
Repeat 'Victim/ Suspects' Nominals	64	45%	72	52%	⬆
	142	100%	138	100%	⬇

	Nov-20		Dec-20		Direction of Travel
Repeat Victims only	10	16%	13	16%	⬆
Repeat Suspects only	13	20%	29	36%	⬆
Repeat 'Victim/ Suspects' Nominals	41	64%	38	48%	⬇
	64	100%	80	100%	⬆

	Nov-20		Dec-20		Direction of Travel
Repeat Victims only	23	24%	20	18%	⬇
Repeat Suspects only	25	26%	48	42%	⬆
Repeat 'Victim/ Suspects' Nominals	49	51%	46	40%	⬇
	97	100%	114	100%	⬆

Good looks like:

Repeat TRC & DA Suspects:

Less serial/ repeat DA offenders

Decrease in 'recurring' repeat TRC suspects

Decrease in repeat rates

It is **probable** that repeat volumes will **remain low** in the coming months due to the 3rd National Lockdown restrictions, with the repercussions on DA reporting for victims as well as seasonal wintery weather conditions.

Further analytical developments to be explored with the Safeguarding & Vulnerability team:
- Developing a focus upon Children and Young People, e.g. **Adolescent to Parent Violence and Abuse** (APVA) offences - covered in the media over the Christmas period - and so it is **probable** it will be a re-occurring factor during the 3rd National Lockdown

46

4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand – policing priorities

Residential Burglary (Dwelling)

Volumes in Residential Burglary – (Dwelling) **decreased by 3% (18)** compared to the previous quarter but remains **31% (170) lower** than the **same quarter last year**.

	Qtr 3 20/21	Qtr 3 19/20	Trend Previous 12 Months	YTD % Change
Residential Burglary Dwelling	536	706		-31%

It is **probable** that during winter and spring volumes will **remain stable due** to continued furlough, working from home and home schooling.

Extended **furlough to April** may see a positive impact on **unemployment** figures making a **increase in volumes unlikely**.

Good looks like:

Residential Burglary Dwelling: *25% reduction* in a post-COVID operating environment

Note: Projections are unable to factor in current impact of Covid

The upper and lower control limits are derived by calculating 2 points of Standard Deviation from the mean. The mean is fixed for the year and is based on volumes recorded in the previous financial year.

Performance Report Q3 Oct to Dec 2020   SPI/2021/022

GOLD

4. Delivering innovative, problem-solving practices and processes
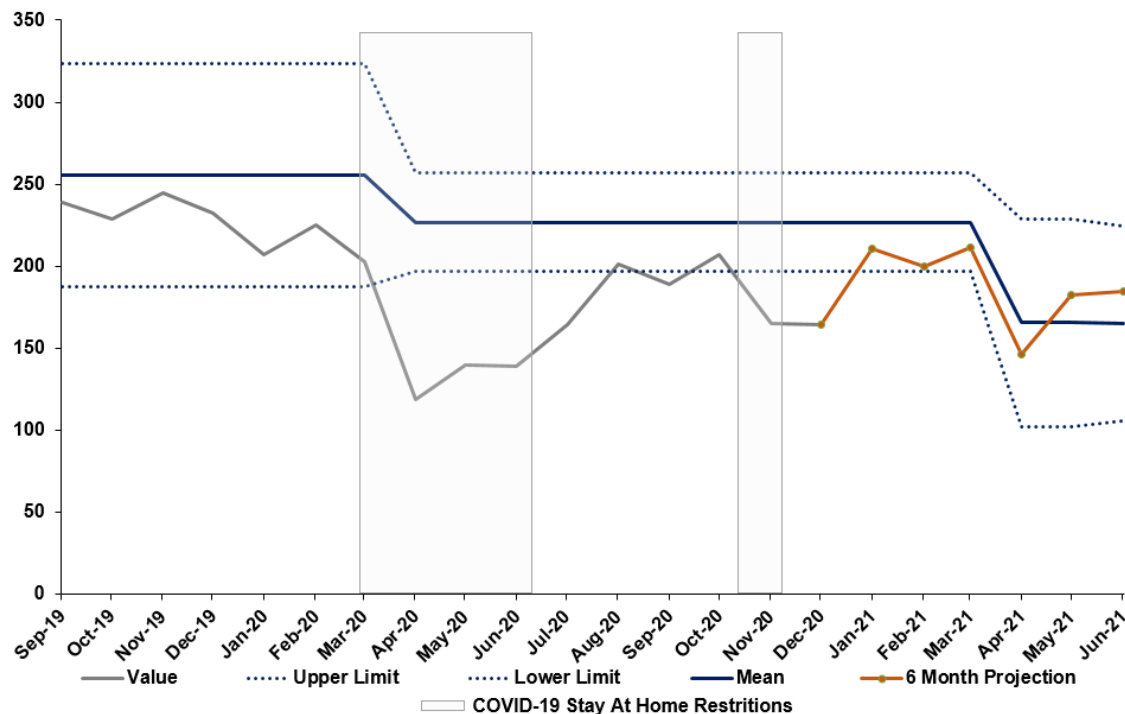## 4.2 Managing demand – policing priorities

Hate Crime & Crimed Incidents

Hate crimes and crimed incidents saw a **26% (147) decrease** on the previous quarter and a **3% (19) decrease** on the same quarter last year. This brings volumes below the mean for the first time since May.

		Qtr 3 20/21	Qtr 3 19/20	Trend Previous 12 Months	YTD % Change	
Hate Crime	607 / 307	424	443		3%	Other Crimes & Incidents

All policing areas have seen a **decrease** in volumes compared to last quarter.

Racially-related crimes and crimed incidents continue to account for the **majority of volumes recorded** 69%, (287).

It is **probable** that in the **coming months** volumes will start to **increase** again as they did in the first lockdown and as projected.

Value · · · · · · Upper Limit · · · · · · Lower Limit ——— Mean ——— 6 Month Projection
COVID-19 Stay At Home Restritions
Note: Projections are unable to factor in current impact of Covid

Good looks like:

Hate Crimes & Crimed Incidents: *Increased reporting*

We also need to use the correct markers to ensure the right people are directed to these jobs and so dealt with appropriately

The upper and lower control limits are derived by calculating 2 points of Standard Deviation from the mean. The mean is fixed for the year and is based on volumes recorded in the previous financial year.

4. Delivering innovative, problem-solving practices and processes
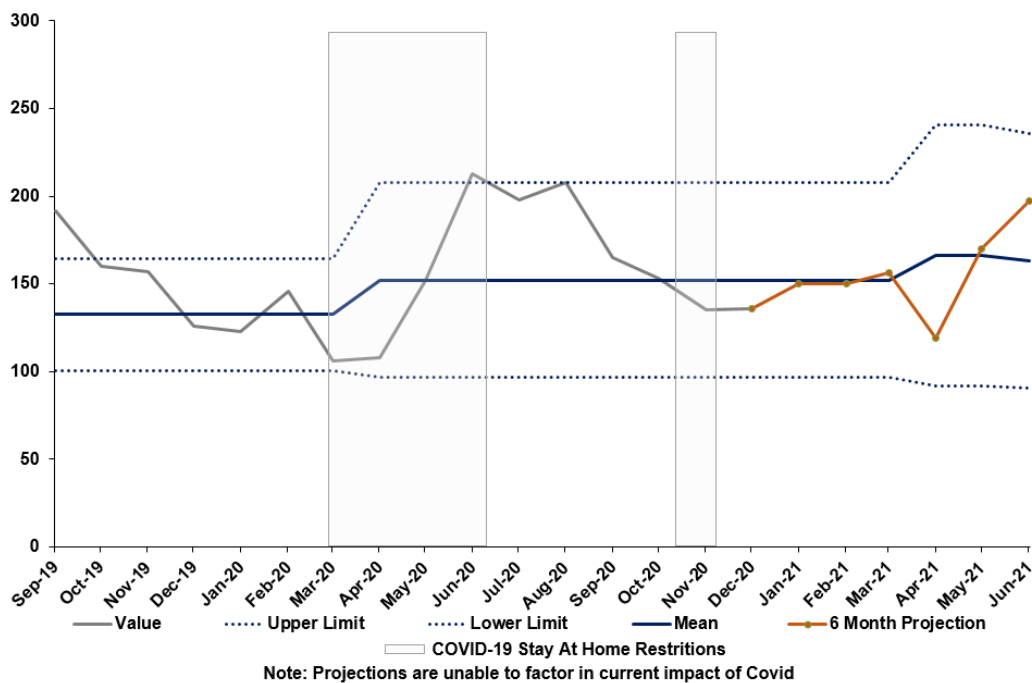## 4.2 Managing demand – policing priorities

Vulnerable Adult Crimes & Crimed Incidents

Vulnerable Adult crimes and crimed incidents saw a **1% (26) decrease** on the previous quarter but a **12% (493) increase** on the same quarter last year.

		Qtr 3 20/21	Qtr 3 19/20	Trend Previous 12 Months	YTD % Change	
Vulnerable Adult	3904 / 3163	3966	3473		4%	Other Crimes & Incidents

North Worcestershire was the only policing areas that saw an **increase** in volumes last quarter.

Despite projections indicating a decrease in coming months, following the 'stay at home announcement it is **probable** that **volumes** will **remain above the mean**.

Value .... Upper Limit .... Lower Limit —— Mean —•— 6 Month Projection ▢ COVID-19 Stay At Home Restrictions

Note: Projections are unable to factor in current impact of Covid

Good looks like:

Vulnerable Adult Crimes & Crimed Incidents:
Increased reporting

We also need to use the correct markers to ensure the right people are directed to these jobs and so dealt with appropriately.

Demand work and significant efforts to manage partners and other professional bodies who create demand, alongside problem solving hubs, a centre of excellence and greater emphasis and resources put into tackling mispers and mental health issues will all contribute towards a reduction in incidents and demand.

However, a move towards dynamic and immediately accessible social media platforms by June 2021, on which contact can be made, will likely see a rise in demand.

The upper and lower control limits are derived by calculating 2 points of Standard Deviation from the mean. The mean is fixed for the year and is based on volumes recorded in the previous financial year.

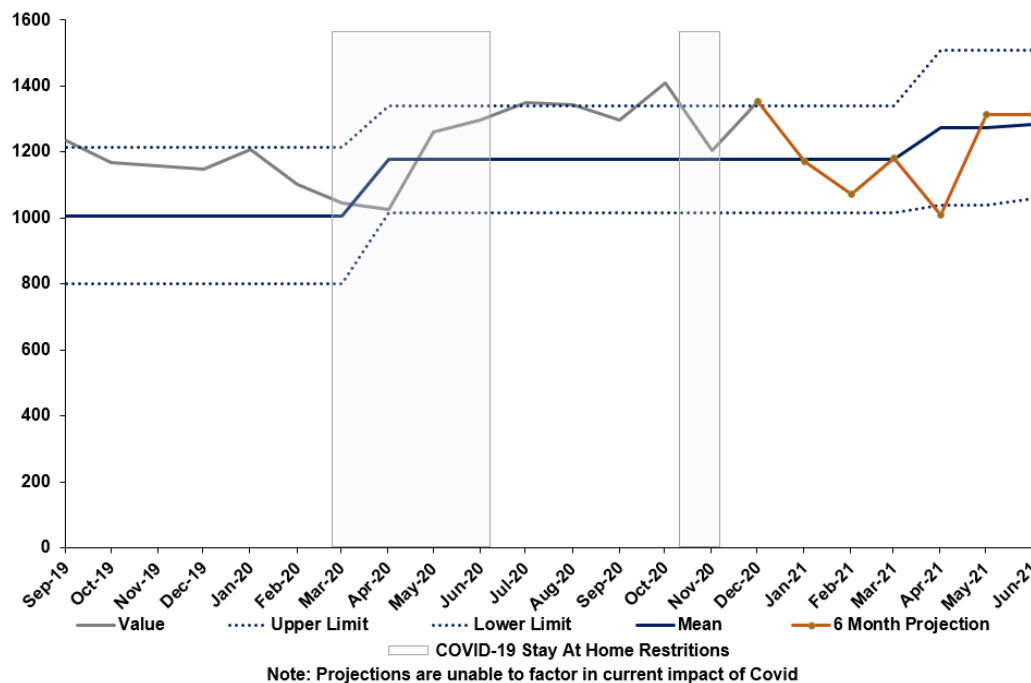## 4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand – policing priorities

Child At Risk Crimes & Crimed Incidents

Volumes have **decreased 4% (196)** compared to the previous month and **2% (113)** compared to the same period last year.

		Qtr 3 20/21	Qtr 3 19/20	Trend Previous 12 Months	YTD % Change	
Child At Risk	5744 / 5008	5217	5330		-9%	Other Crimes & Incidents

The decrease was due to an **reduction in volumes** across **all policing areas** in both crimes and crimed incidents and is expected with **seasonality**.

In line with projections, following the 'stay at home announcement it is **probable** that **volumes will increase** in the coming months.

COVID-19 Stay At Home Restrictions

Note: Projections are unable to factor in current impact of Covid

Good looks like:

Child At Risk Crimes & Crimed Incidents: *Increased reporting*

We also need to use the correct markers to ensure the right people are directed to these jobs and so dealt with appropriately

The upper and lower control limits are derived by calculating 2 points of Standard Deviation from the mean. The mean is fixed for the year and is based on volumes recorded in the previous financial year.

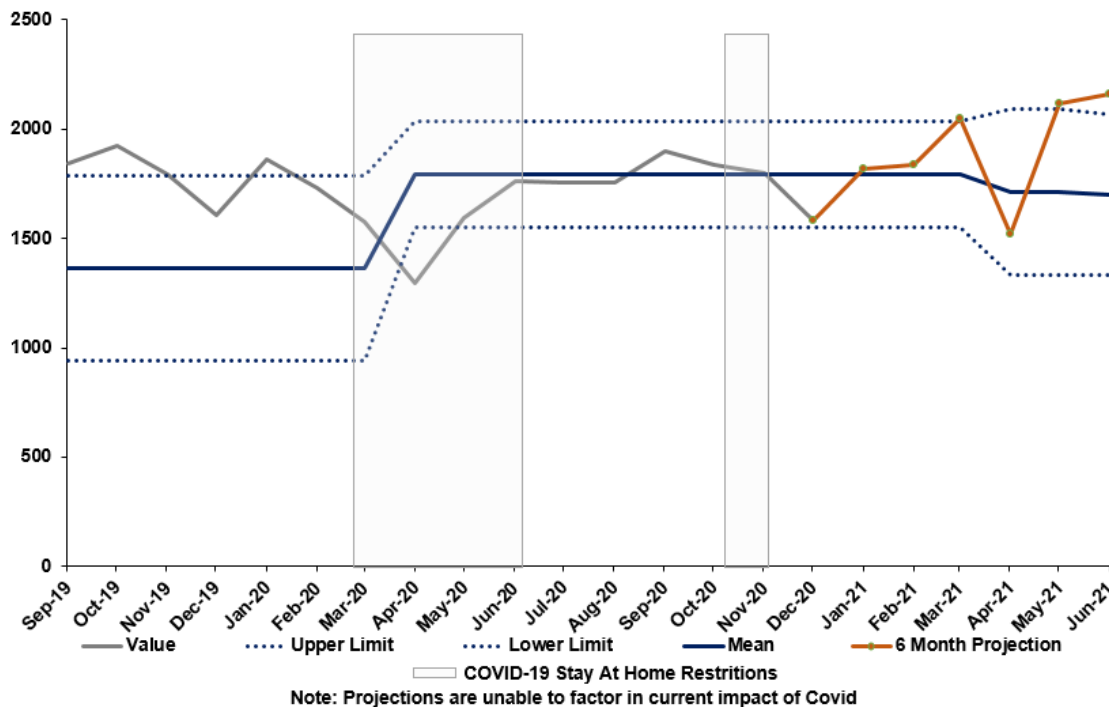## 4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand

Missing Persons

	Qtr 3 20/21	Qtr 3 19/20	Trend Previous 12 Months	Year To Date	Year To Date Last Year	YTD % Change
No. of Missing Person Incidents	1325 / 1062 → 753	1106		2357	3554	-34%
No. of Missing Person Reports	1228 / 761 → 707	859		2102	2936	-28%
No. of MP Reports from Repeat Mispers	468 / 201 → 157	273		517	969	-47%
No. of U18 Missing Person Reports	821 / 434 → 401	521		1165	1806	-35%

Missing Persons

In Q3 20/21, the volume of Missing Person incidents has **fallen below the lower control limit** and a **19% (179) reduction** has been seen compared to the previous quarter and remains 32% (353) lower than the same quarter last year.

In this quarter, the proportion of Missing Person reports relating to repeat MISPERs has **decreased (22%, 157) by 4 percentage points** compared to the previous quarter (26%, 214) and it is 10 percentage points lower than the same quarter last year (32%, 273).

It is **probable** that volumes will **remain low** in the coming months due to the 3rd National Lockdown restrictions and seasonal wintery weather conditions

In March 2021, a new **automated interface between Saab Safe and COMPACT** is being created which should:
- Negate double key data entry – the time it takes to raise a Misper onto COMPACT and PNC at the same time
- Speed up the recording process
- Resolve issues of 'short cut' data recording.

As a result, this should lead to a **higher conversion rate between the first call and conversion rate to COMPACT**.

Existing **'human factor' working practices** may prove difficult to change – i.e. OCC and LPA Inspectors deciding not to compact "just yet" in order to give it time for the person to be located, if they're not seen as genuinely missing.

In November 2020, an **annual missing person audit** was carried out. As a result, **further training** and a **new force procedure** will be released in **January 2021**, which will assist the new interface implementation.

Good looks like:

Missing Person incidents and reports:
Reduce proportion of missing person incidents relating to repeat MISPERs

Future Activity to be developed:
New Conversion rate based on Saab SAFE incidents:
Calls for Service to Compact Records
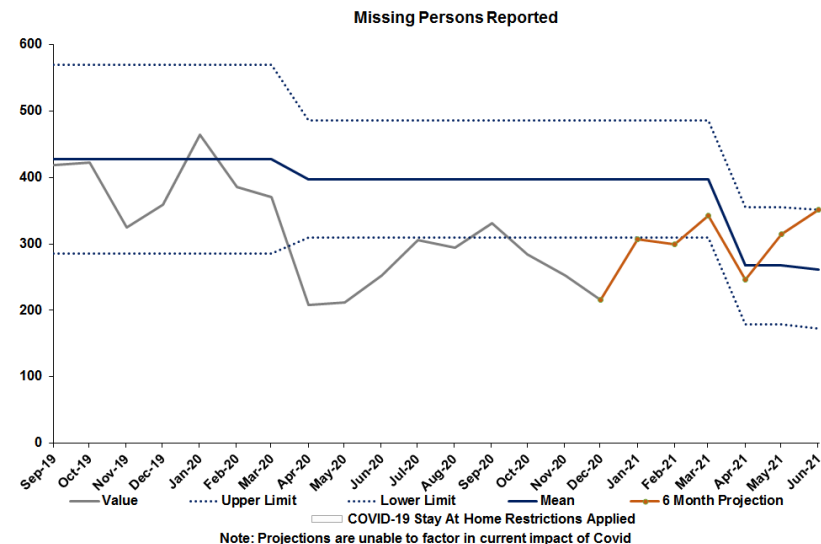
Missing Persons Reported

Legend: Value — Upper Limit — Lower Limit — Mean — 6 Month Projection — COVID-19 Stay At Home Restrictions Applied

Note: Projections are unable to factor in current impact of Covid

The upper and lower control limits are derived by calculating 2 points of Standard Deviation from the mean. The mean is fixed for the year and is based on volumes recorded in the previous financial year.

4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand

Drug Offences

		Qtr 3 20/21	Qtr 3 19/20	Trend Previous 12 Months	YTD % Change
Drug Offences	**685** / **464**	685	654		32%

Drug Offences continue to experience high volumes, however, there has been a **2% (11) decrease** on the previous quarter.

Although volumes have decreased in most policing areas, **North Worcestershire** has seen a **40% (49) increase** in the previous quarter. This was driven by a 61% (39) increase in the volume of 'Having Possession Of A Controlled Drug Class B Cannabis' offences.

Overall this counts for 52% of all offences, in line with the previous quarter. Production Or Being Concerned In Production Of A Controlled Drug Class B Cannabis accounts for 4% (30) of all offences, a reduction of 50% (30) from the previous quarter.

Despite projections indicating a decrease in coming months, following the 'stay at home announcement it is **probable** that **volumes** will **remain above the mean**.

Note: Projections are unable to factor in current impact of Covid

The upper and lower control limits are derived by calculating 2 points of Standard Deviation from the mean. The mean is fixed for the year and is based on volumes recorded in the previous financial year.

4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand

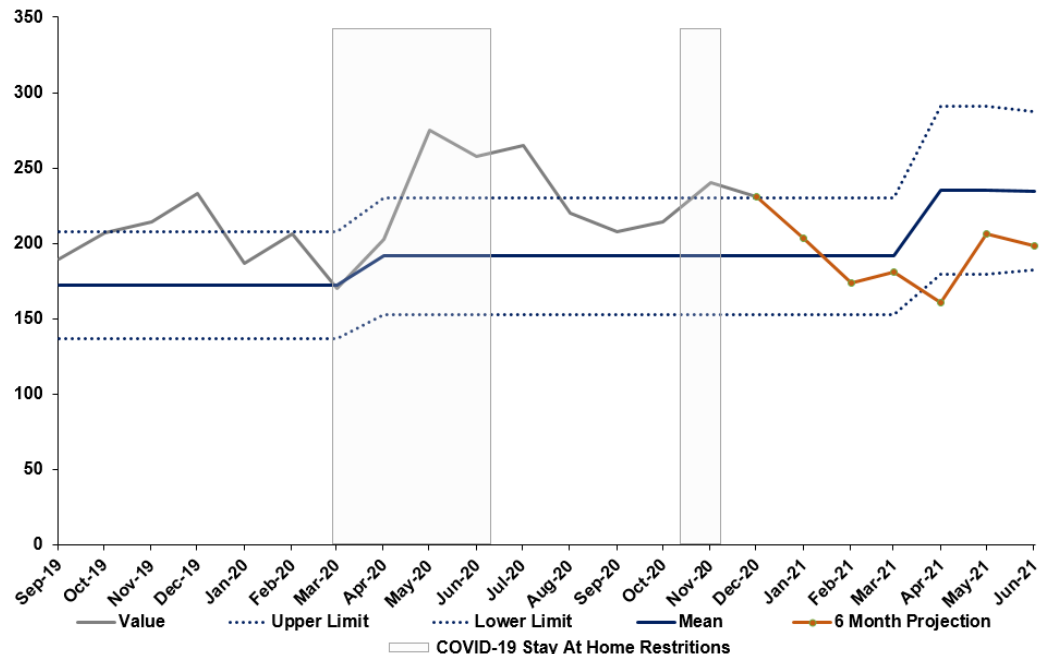### Cyber Crimes and Crimed Incidents Offences

This data is generated from Athena where the **keyword "cyber-enabled"** has been applied to a crime. We saw a significant increase in 2019/20 compared to 2018/19, and this trend continues.

		Qtr 3 20/21	Qtr 3 19/20	Trend Previous 12 Months	YTD % Change
Cyber	1070 / 324	1122	943		48%

Whilst volumes saw a **4% (43) decrease** last quarter they have seen a **15% (179) increase** compared to the same period last year.

74% (815) of all offences relate to **violence without injury**, in line with the previous quarter.

This is driven by **malicious communication** which account for **66% (534)** of all violence without injury offences, a **6% decrease** on the previous quarter.

Harassment offences account for **21% (171)** of all violence without injury offences, an increase of 4% on the previous quarter.

Due to the impact of the new 'stay at home announcement and continued changes in online crime it is **highly probable** that **volumes will increase** in the coming months.
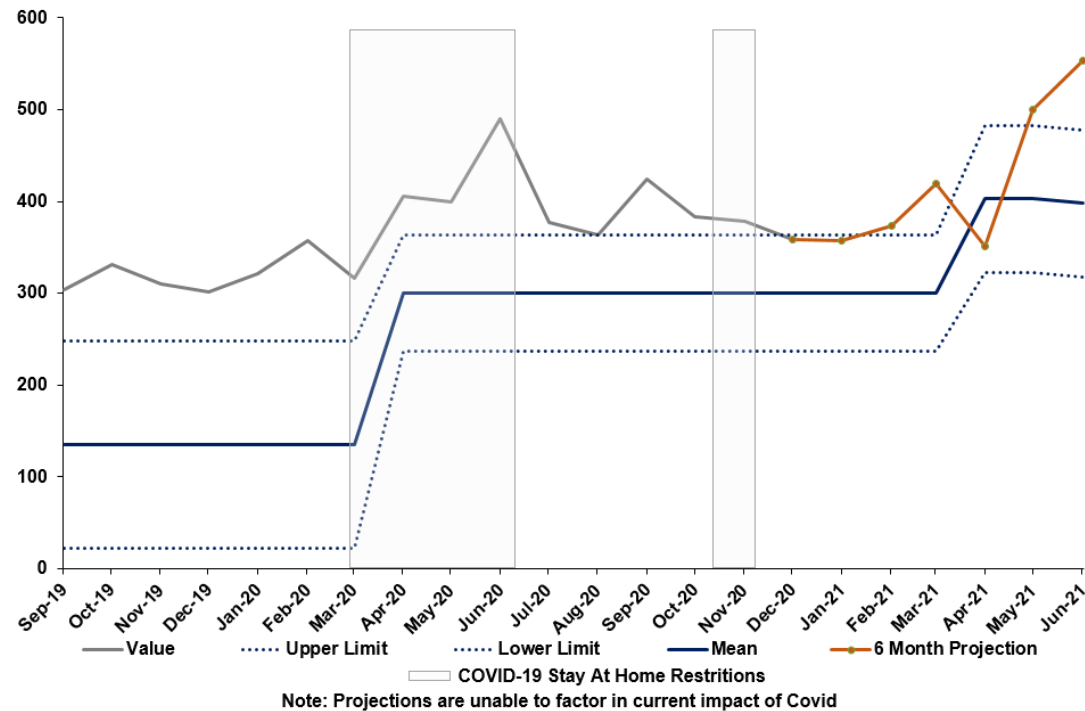
Note: Projections are unable to factor in current impact of Covid

The upper and lower control limits are derived by calculating 2 points of Standard Deviation from the mean. The mean is fixed for the year and is based on volumes recorded in the previous financial year.

4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand – policing priorities

Cyber Crimes

			2019/20 Q3	2020/21 Q2	2020/21 Q3	Change to Q3 19/20	Change to Q2 20/21
Violence Without Injury	3B	Threats to Kill	3	8	6	100%	-25%
	8L	Harassment	183	165	171	-7%	4%
	8Q	Stalking	19	133	91	379%	-32%
	8R	Malicious Communications	449	571	534	19%	-6%
	8U	Controlling or Coercive Behaviour	1	0	0	-100%	-100%
		Total	655	877	802	22%	-9%
Other Sexual Offences	71	Abuse Of Children Through Sexual Exploitation	3	5	0	-100%	-100%
	20A	Sexual Assault On A Female Aged 13 And Over	0	4	2	100%	-50%
	21	Sexual Activity Involving A Child Under 13	37	31	24	-35%	-23%
	22B	Sexual Activity Involving A Child Under 16	65	46	58	-11%	26%
	88A	Sexual Grooming	10	13	14	40%	8%
	88E	Exposure and Voyeurism	0	0	1	100%	0%
		Total	115	99	99	-14%	0%
Other Crimes Against Society	79	Attempting To Pervert The Course Of Public Justice	3	4	3	0%	-25%
	86	Obscene Publications, Etc. And Protected Sexual Material	96	81	99	3%	22%
		Total	99	85	102	3%	20%
		Overall cyber realted offences	942	1154	1108	18%	-4%

Low volume and low harm crime types have been removed from the table but are included in the 'Overall total Cyber related offences' row

54

4. Delivering innovative, problem-solving practices and processes
4.3 Innovating and improving

HMICFRS Inspections

Number of Recommendations

Number of Areas for Improvement

Number of Causes of Concern

Monthly Point-in-Time Readings

■ National Average ■ MSG Average ■ WMP
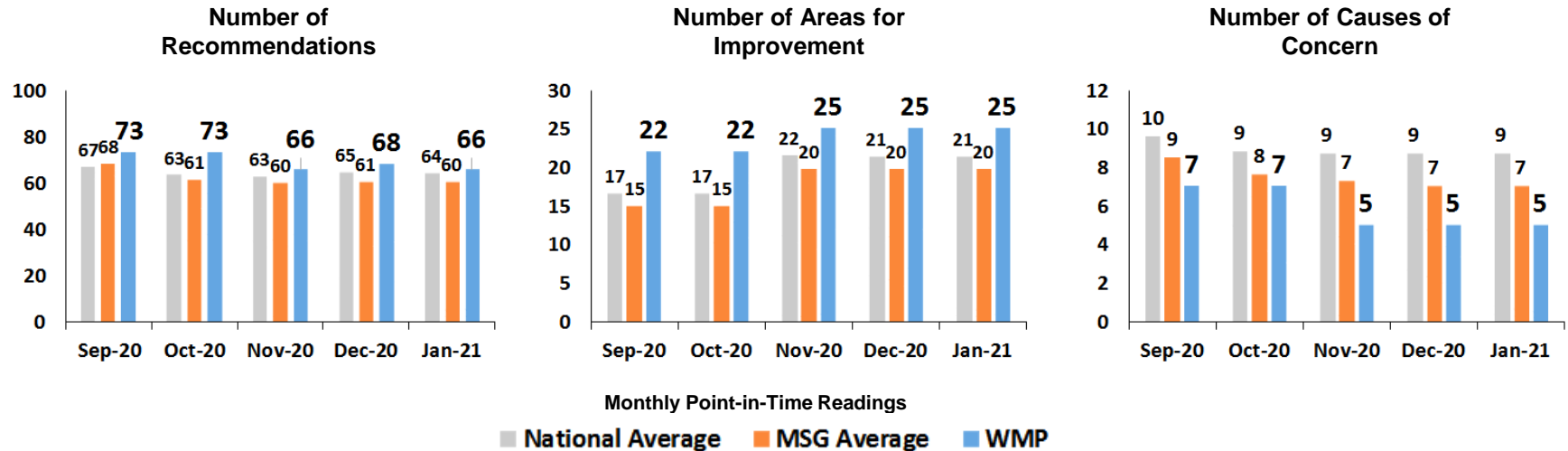
Age of West Mercia's Recommendations, AFIs and Causes of Concern (Jan 21)

Recommendations	3% / 2, 27% / 18, 18% / 12, 6% / 4, 6% / 4, 39% / 26	
AFI's	12% / 3, 88% / 22	
Cause of Concern	60% / 3, 20% / 1, 20% / 1	

□ < 6mths ■ 6mths - 1yr ■ 1 - 2yrs ■ 2 - 3yrs ■ 3 - 5 yrs ■ 5yrs +

Recommendations –
The force has seen a decrease in volume, but **39% (26)** of recommendations are 5+yrs old.
- 17 of these 26 recommendations originate from "An inspection of undercover policing in England and Wales" report.
- All 17 of these recommendations are effectively suspended for forces as they are being monitored as part of the National Undercover Working Group.

Areas for Improvement – Majority of AFI's were raised in 2019, with 3 AFI's recorded in 2020

Causes of Concern have decreased from 7 to 5.

GOLD

4. Delivering innovative, problem-solving practices and processes
4.3 Innovating and improving

HMICFRS Inspection (Nov 2020) Hot Debrief Results

1) The force should improve how it responds to reports of crimes, how it then allocates them, ensuring it allocates investigations to appropriately trained and supported officers, and that it reviews this allocation appropriately throughout the investigation.

The inspection found that **Patrol resources** are predominantly the **first response** to incidents, however **CID will attend where appropriate** and are readily available for dispatch or advice.

On the whole **officers** who were spoken to **felt that they had the required skills** to deal with incidents that they attended and investigations that they were allocated.

There was a **general consensus** that crimes are **allocated appropriately** and are **easily reallocated where necessary** through professional discussion between supervisors.

2) The force should ensure regular and active supervision of the quality and progress of investigations. This supervision should be properly recorded.

HMICFRS found that **guidance on reviews has been issued** and that **use of reviews is being audited and monitored.**

Officers of all ranks **confirmed that reviews are being conducted** which is a positive improvement since PEEL 2018/19. It was apparent that **reviews are now seen as important** and are **valued by officers.**

Sergeants and Inspectors demonstrated an **understanding of the importance of timely reviews**. However, **some** of those interviewed **found the mnemonic to be problematic**. In some instances **Patrol** found the **mnemonic** to be **too complex for basic crimes** whilst there were some reports from **CID** that it **can be too restrictive** for complex investigations. Similarly the **use of actions** was described by some as **cumbersome**, with some supervisors highlighting that **these do not appear in date order** as an enquiry log would.

3) The force should improve its ability to retrieve digital evidence from mobile phones, computers and other electronic devices quickly enough to ensure investigations are not delayed.

The force **does not** yet have the **capacity** to meet its **digital forensics demand**.

Whilst higher **priority cases** receive more **prompt action** this can **see low priority submissions repeatedly pushed back**. However, there are some **promising trials** underway to inform the hub and spoke approach as part of the **digital forensics plan**.

HMICFRS found that **where DMIs are in place** there is **prompt processing** of level one submissions and they are also able to provide expert advice and support. The **DMI role** appeared to offer **far greater efficiencies** than locally trained officers conducting examinations when available around existing role commitments.

HTCU attendance at scenes was reported to be **invaluable for seizure advice** etc.

It is the view of HMICFRS that should **some of these new methods be successfully adopted** force wide then **this could become a national example of innovative/good practice**.
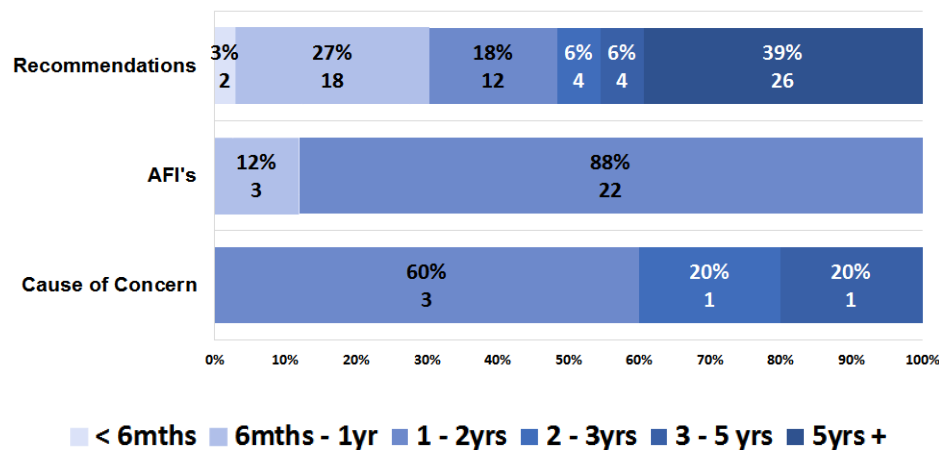
4. Delivering innovative, problem-solving practices and processes
4.3 Innovating and improving

HMICFRS Inspection (Nov 2020) Hot Debrief Results

4) The force should take steps to better understand the data relating to its crime outcomes and put actions in place to ensure that it is effectively pursuing justice on behalf of victims.

It was noted that there is **no current lead** in **relation to outcomes** and that an **outcomes board** has **not met in some time**.

Officers did show an **improved understanding of outcomes** and **sergeants** also **demonstrated a good understanding of outcome** codes. DDMs review these outcome codes and provide feedback where inappropriate outcomes have been used.

Supervisors are **supportive of evidence led investigations/prosecutions** and this is largely **mirrored by colleagues in CPS**.

It was highlighted that **Victim Service Assessments** (part of PEEL 2020/21) **will examine cases in detail** and will assess whether it was possible to pursue an evidence led prosecution.

5) The force should improve its understanding of suspects released under investigation and the management of those released on bail.

HMICFRS established that the **dashboard providing bail and RUI data** is **well regarded** and this affords monitoring through both supervisors and custody teams.

Officers widely reported **using bail** as a **safeguarding tool**.

Appropriate checks were found to be in place to make sure that any decision to move from **Bail to RUI was appropriate**.

Superintendent extensions to bail were reported to receive appropriate scrutiny without being a blocker to applications.

6) The force should introduce consistent processes to effectively manage the risk posed by suspects who are under investigation but have not yet been arrested or circulated as wanted on PNC;

HMICFRS found a **positive culture** in **pursuing suspects who are outstanding** and this is supported through a **good working relationship between Patrol and CID**.

There was evidence of the **management of high risk suspects** through the use of **rolling handovers and associated STEPS packages**.

However, HMICFRS found that **only one DMM made use of the high risk suspect section** of the document despite this featuring in all of the LPA versions.

7) The force should introduce effective arrangements to ensure it complies fully with its disclosure obligations.

The inspection found that there is a force disclosure lead and a small network of disclosure champions – however there was some evidence of limited understanding and awareness of the existence of the latter.

There was evidence of disclosure training having been delivered and HMICFRS are aware that there is a significant further roll out of this still to take place.

General awareness of disclosure was deemed to be good and there was some awareness of resources on the intranet to support those less experienced.

Performance Report Q3 Oct to Dec 2020 SPI/2021/022

GOLD

4. Delivering innovative, problem solving practices and processes
4.3 To what extent are we improving the practices and processes we undertake?

Service Improvement – Change Resourcing Approach

An **updated approach to Change Resourcing** has been implemented to ensure that all Programmes are resourced in an efficient and cost effective way and that we have *full transparency of the true cost of delivery of Change*.

This marks a move towards a more **centralised and consistent resourcing approach** across all Change Programmes.

This will be achieved through doing the following:

1. **Clear identification and costing of resource needs at the beginning of a Programme** (identified through the Business Case).

2. **Clear processes and documentation to ensure financial transparency** and that all Programmes are resourced effectively.

3. **Clear deliverables and ownership** to ensure a smooth transition into Business as Usual.

In Quarter 3, the **Business Change Team have been brought under the Change Department** so as to ensure closer and more efficient working with Programmes and across the business.

Good looks like:

100% of our Change Programmes identify *demonstrable financial and non-financial benefits*.

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4. Delivering innovative, problem solving practices and processes
4.3 To what extent are we improving the practices and processes we undertake?

The Future Change Pipeline

Intelligence Led Policing (ILP) – better informed decisions, more adaptive policing

- National Law Enforcement Data Programme (NLEDS) – improved intelligence data sharing across all Forces
- Record to Report (Electronic Pocketbook) – single mobile user interface
- Robotic Process Automation – reducing manual process intervention
- Digital Evidence Management System (DEMS) – storage of evidence data
- Digital Asset Management System (DAMS) – storage of asset data
- New Partnership Project – collaboration and data sharing with external agencies, e.g. SAAB Safe Command Centre with the Fire Service

Sustainable Policing Model – making the best use

- Target Operating Model (TOM) – continued development and evolution to meet the changing needs of the Force
- Sustainable estates - fit for purpose services and buildings, flexible working opportunities
- Electric Fleet and infrastructure – continued roll out

4. Delivering innovative, problem solving practices and processes
4.3 To what extent are we improving the practices and processes we undertake?

The Future Change Pipeline

Improving Community Engagement – Serving our communities better

- Continual Service Improvement – being open, listening and improving
- Improved Information Sharing – changing/adapting the way we engage with different communities
- Strengthen Existing partnerships - identifying new opportunities for engagement with community groups

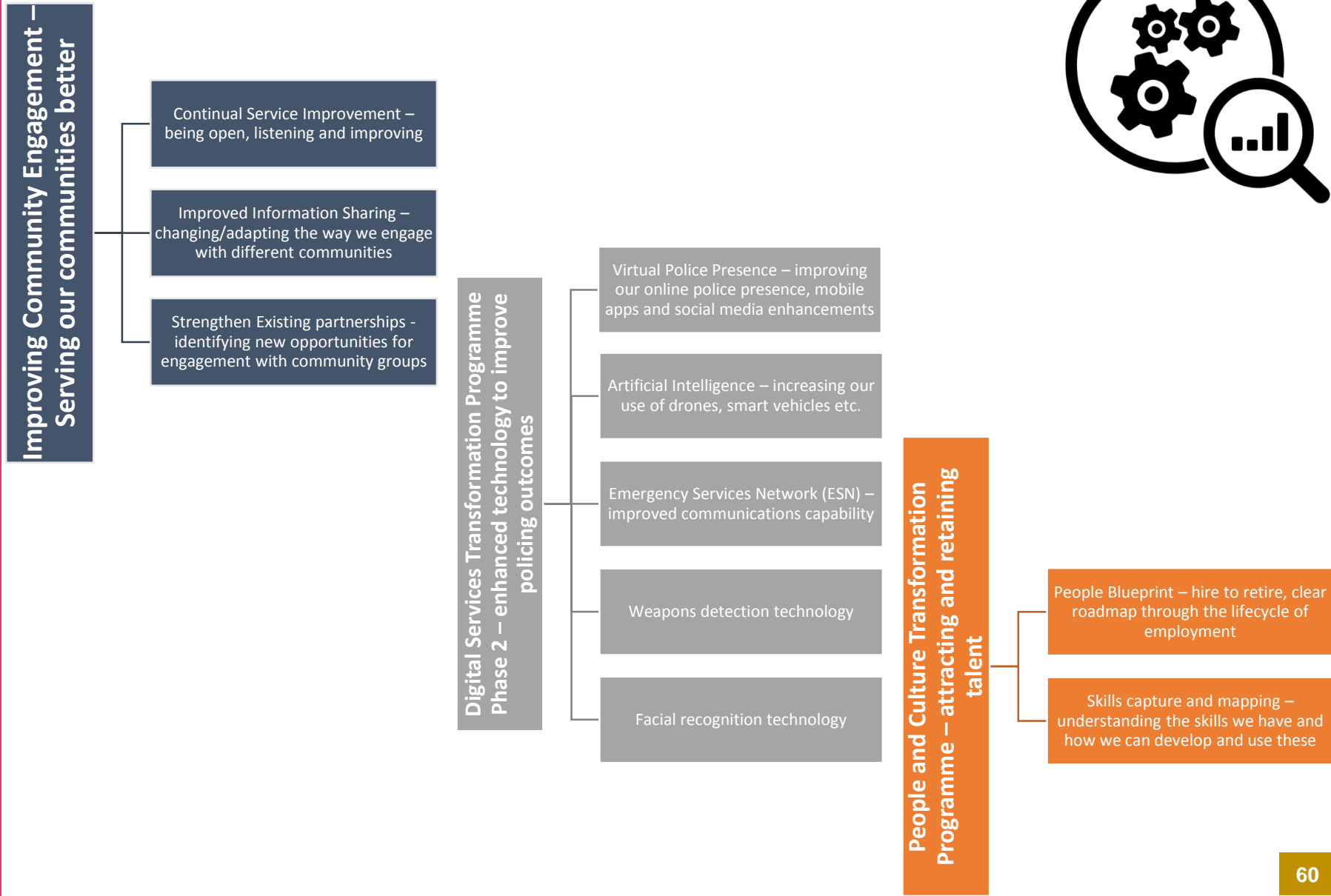**Digital Services Transformation Programme Phase 2 – enhanced technology to improve policing outcomes**

- Virtual Police Presence – improving our online police presence, mobile apps and social media enhancements
- Artificial Intelligence – increasing our use of drones, smart vehicles etc.
- Emergency Services Network (ESN) – improved communications capability
- Weapons detection technology
- Facial recognition technology

People and Culture Transformation Programme – attracting and retaining talent

- People Blueprint – hire to retire, clear roadmap through the lifecycle of employment
- Skills capture and mapping – understanding the skills we have and how we can develop and use these
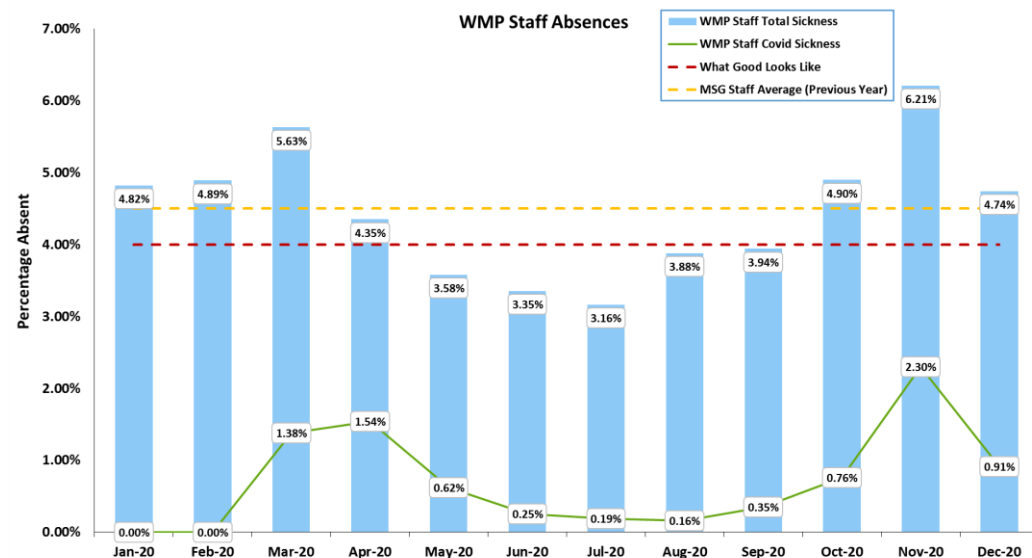
5. Delivering a skilled, sustainable workforce in a constantly learning and improving environment
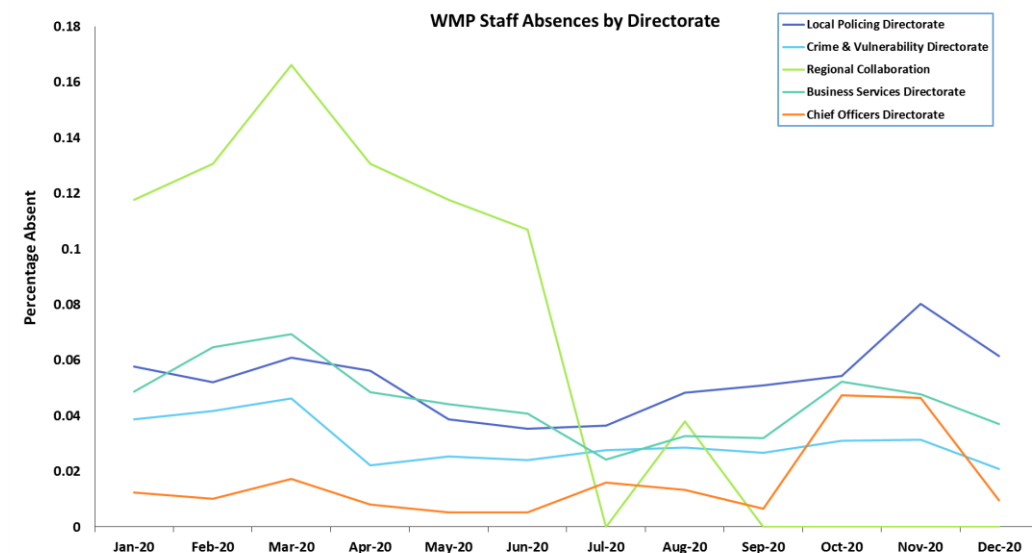## 5.1 Establishing a skilled, flexible workforce

Staff well-being

WMP Staff Absences

Legend:
- WMP Staff Total Sickness
- WMP Staff Covid Sickness
- What Good Looks Like
- MSG Staff Average (Previous Year)

Total Sickness values: Jan-20 4.82%, Feb-20 4.89%, Mar-20 5.63%, Apr-20 4.35%, May-20 3.58%, Jun-20 3.35%, Jul-20 3.16%, Aug-20 3.88%, Sep-20 3.94%, Oct-20 4.90%, Nov-20 6.21%, Dec-20 4.74%

Covid Sickness values: Jan-20 0.00%, Feb-20 0.00%, Mar-20 1.38%, Apr-20 1.54%, May-20 0.62%, Jun-20 0.25%, Jul-20 0.19%, Aug-20 0.16%, Sep-20 0.35%, Oct-20 0.76%, Nov-20 2.30%, Dec-20 0.91%

WMP Staff Absences by Directorate

Legend:
- Local Policing Directorate
- Crime & Vulnerability Directorate
- Regional Collaboration
- Business Services Directorate
- Chief Officers Directorate

Staff sickness Q3 2020/2021 saw on average a **1.62% increase on Q2 2020/2021**.

The latter part of November saw increases in seasonal absences and Muscular/Skeletal with the trend continuing into December.

The **continued risk of covid absences** and the associated impact of organisational performance remains at the forefront, with staff covid absences seeing a **marked increase in November particularly reflecting the spreading of the virus in wider society**.

It is **probable** that with new national restrictions and continued **WFH encouragement**, these volumes will **decrease**, however **covid sickness and self isolation** continues to represent a **significant risk to essential operations** such as the **OCC**.
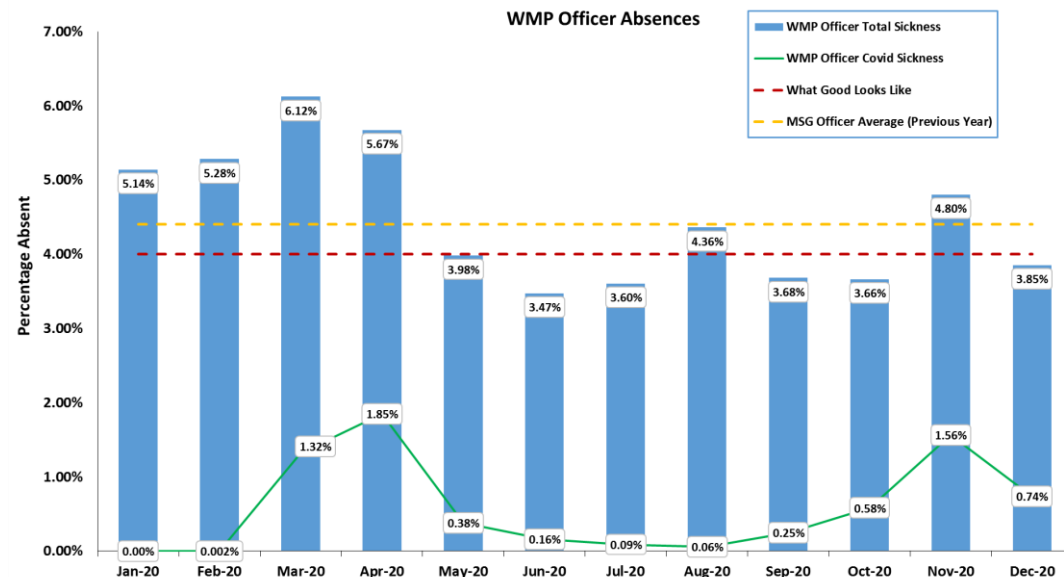
Good looks like:

Less than 4% sickness absences within WMP Officers

Officer sickness levels below the MSG average (previous Year)

5. Delivering a skilled, sustainable workforce in a constantly learning and improving environment
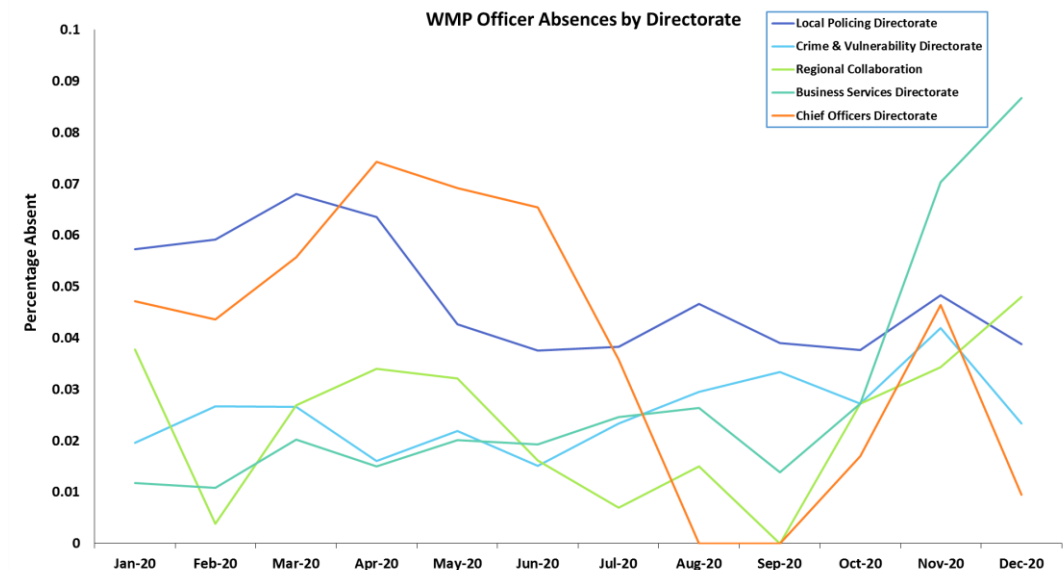## 5.1 Establishing a skilled, flexible workforce

Officer Wellbeing

WMP Officer Absences

Legend:
- WMP Officer Total Sickness
- WMP Officer Covid Sickness
- What Good Looks Like
- MSG Officer Average (Previous Year)

WMP Officer Absences by Directorate

Legend:
- Local Policing Directorate
- Crime & Vulnerability Directorate
- Regional Collaboration
- Business Services Directorate
- Chief Officers Directorate

Officer sickness in Q3 2020/2021 saw on average a 0.2% increase on Q2 2020/2021. October and December however achieved 'what good looks like' targets by **remaining below 4%.**

A **significant increase in covid** related **absences** in November was a contributing factor to a higher overall level of absence. Two dates in Q3 2020/2021 saw significant increases in new absences reported - 06/10 and 12/11 with 17 and 16 new absences respectively.

As with staff sickness, it is almost certain **that covid sickness and self isolation will remain a threat to operations in the coming months**, especially in public facing roles.

On the other hand it is **likely that new national lockdown restrictions will reduce the infection rate** within WMP communities.

Good looks like:

Less than 4% sickness absences within WMP Officers

Officer sickness levels below the MSG average (previous Year)

5. Delivering a skilled, sustainable workforce in a constantly learning and improving environment
5.2 Establishing high-quality, accessible knowledge

Knowledge Management

Following the extensive assessment of **Data Maturity** in the Force presented in the last Gold report, it was established that a **roadmap** will be **built to establish** how the **force moves from the current level** of just inside stage 2 **to a fully completed stage 3** level which is considered a good place for any police force to be operating at.

West Mercia POLICE Data Management Maturity (autumn 2020)

UNAWARE EMERGING LEARNING DEVELOPING MASTERING

0 10 20 30 40 50 60 70 80 90 100

To do that 5 areas of data management would need to be reviewed and improved upon:
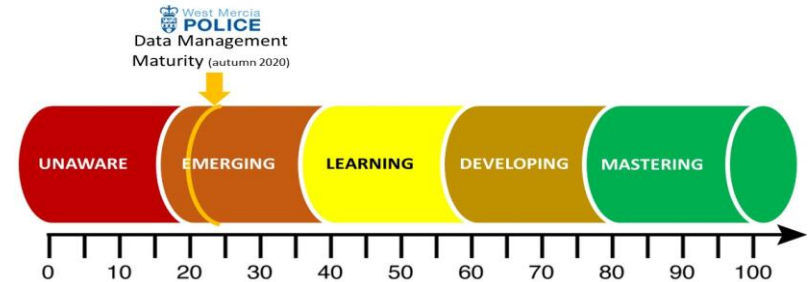
Data Management Governance	Improvement of the processes and controls that manage the end to end West Mercia data management model. This is one of the areas where some quick wins can quickly raise visibility of data management improvement.
Data Quality Improvement	Data quality improvement requirement is so severe that it needs to be a separate focus area on its own. Improvements here range from short to long term but the focus should be on both existing and front end data capture.
Data Management Culture and Leadership	This is the hardest area to change and will certainly take the longest to affect. The key will be to concentrate on leadership first before trying to change the whole organisation structure.
Data Management Tools	The key will be to focus on the tools that the force can use and only buy the next level of tool when the organisation is capable of using it.
Data Skills and People Capability	Knowledge of data management should sit across the entire organisation so that data is captured right at the start of the process and looked after when viewed and used once in the business.

Knowledge Management

Activity in the previous quarter :

- Targets for improvement have been devised

- Data Governance Board established and held first meeting in December.

- Data Quality measurement tools currently being evaluated to provide a data quality quantitative starting point

- Data quality improvement tools also being evaluated

- Full phase II and phase III project proposal currently being circulated for approval – this will be the activity to move WMP up the maturity scale and make the big differences to how we use data and the quality of the data

Next Steps:

- Consider what tools / software West Mercia requires or already has in order to measure our data quality

- A procurement and assessment process will be used in the coming months to determine the right approach to decide on a data quality improvement tool

- Design a data management KPI reporting dashboard to measure data quality
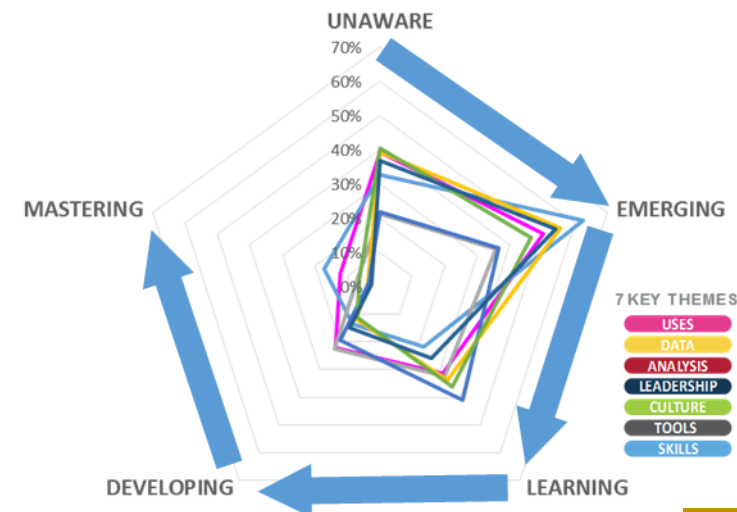
Good looks like:

This is currently being defined however, the interim goal is to achieve;

Start of level 3 (40%) :
December 2021

Top of level 3 (60%) :
December 2022

5. Delivering a skilled, sustainable workforce in a constantly learning and improving environment
5.3 Establishing appropriate, available tools

Asset Management

Digital Services

Performance	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
Network availability	99.98%	99.97%	99.97%	99.98%	100.00%	100.00%
Core application availability	99.44%	99.04%	99.04%	99.48%	100.00%	100.00%
Radio availability	99.88%	99.87%	99.87%	99.96%	100.00%	100.00%

| Total ICT managed assets (Dec 2020)	
Desktops	1827
Laptops	3141
Body-worn cameras	2634
Mobile telephones	3630
Radios	5132

Key Digital Services performance indicators (Network Availability, Core Application Availability and Radio Availability) **have stabilised at high levels**.

Pipeline Work Packages peaked in October following a period of relative decline previously while work packages **raised and closed** remain **relatively low and stable** through Q3 following higher levels of activity in Q2.
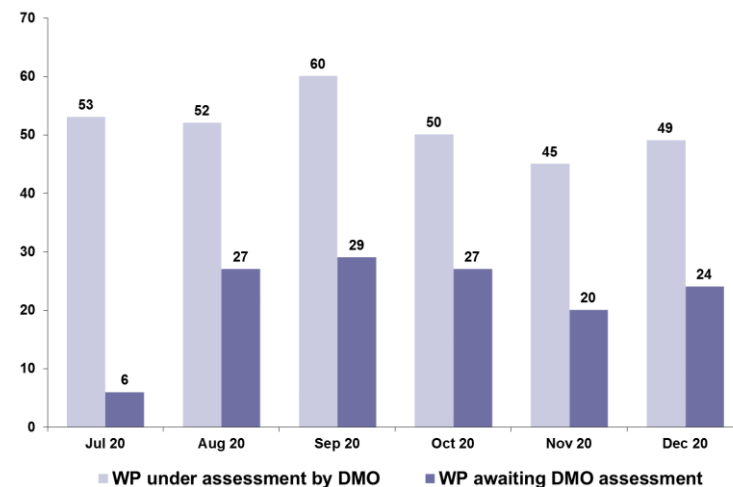
Work Packages under assessment demonstrate a **general pattern of stability** through Q3.

Asset Management complexity continues to **develop** as a result of COVID-19 restrictions.

Work Packages: Monthly Activity

WP raised ■ WP closed ■ WP in pipeline ■ WP due for delivery in next 3 mths
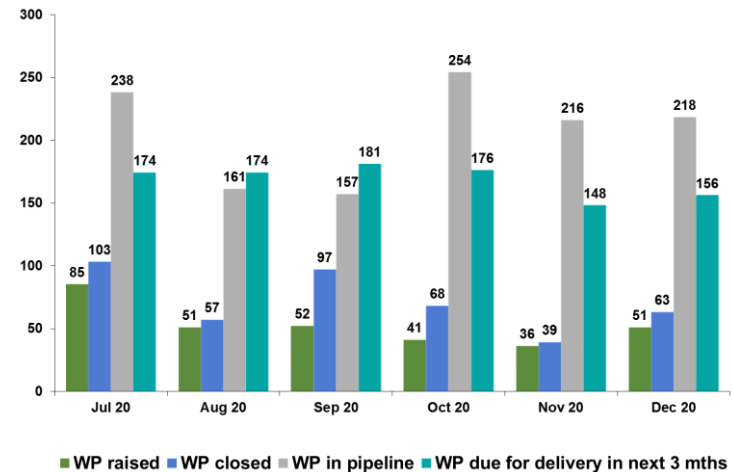
Work Packages: DMO Assessments

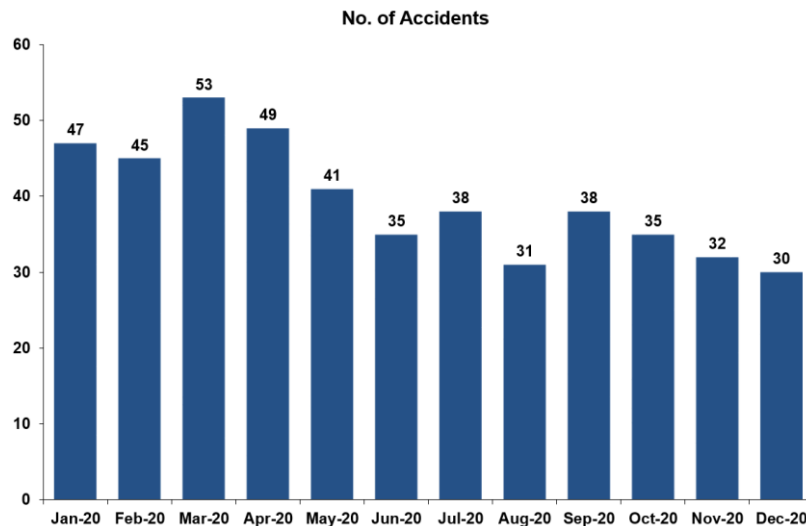■ WP under assessment by DMO   ■ WP awaiting DMO assessment

65

5. Delivering a skilled, sustainable workforce in a constantly learning and improving environment
5.3 Establishing appropriate, available tools

Number of accidents per month and cost

Overall the volume of accidents continues on a downward trend with **97** accidents recorded in the **last quarter** a **reduction of 9%** (10) on the **previous quarter**.

It is believed that this may in part be due to the **scrutiny** applied by the new Accident Management Group in line with WMP policies and driver training.
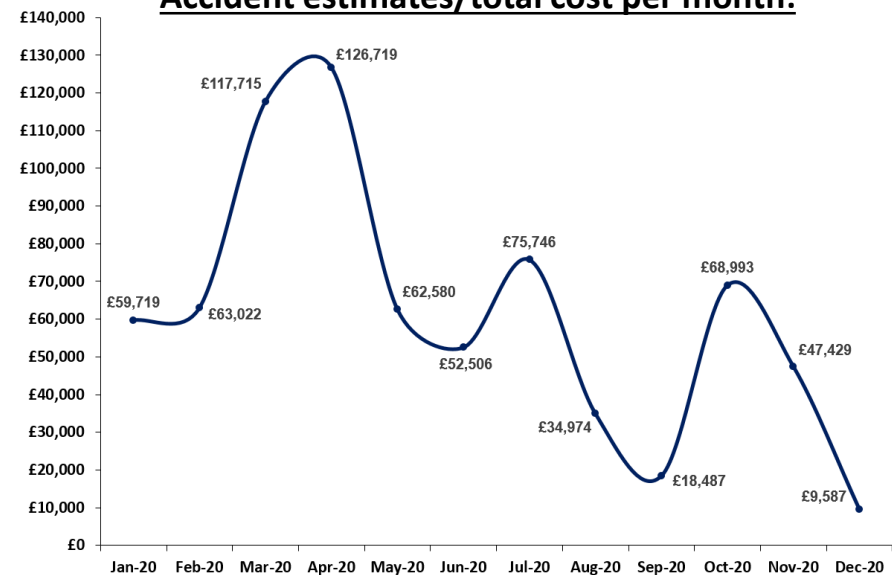
Good looks like: *This is currently being defined however, the interim goal is to achieve*
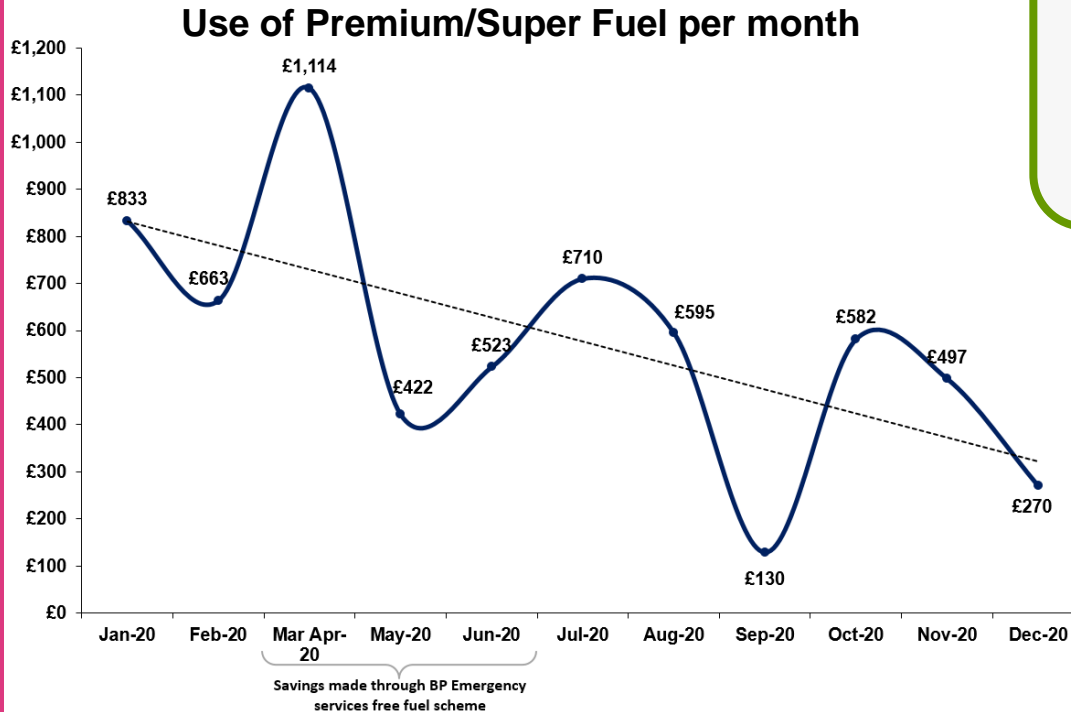
Reduction:
Avoidable accidents

No. of Accidents

Accident estimates/total cost per month:

5. Delivering a skilled, sustainable workforce in a constantly learning and improving environment
5.3 Establishing appropriate, available tools

Vehicle Associated Costs

Use of Premium/Super Fuel per month

Savings made through BP Emergency services free fuel scheme

Good looks like: **Continued reduction:** Premium/ Super Fuel costs & vehicle hire

Vehicle Hire

Location	Number of vehicles on hire	Total ongoing hire cost
Force	6	£13,851
South Worcestershire	9	£53,449
North Worcestershire	3	£21,277
Herefordshire	7	£112,760
Shropshire	13	£160,334
Telford & Wrekin	14	£124,580

Despite the overall decrease a number of areas are **continually using premium** fuel products for the 4th consecutive month.

It has been requested that it be **reiterated to staff** that this should not happen.

The new **electric vehicles** will be rolled out in the coming months once charging points, training and **required infrastructure** is in place. This is currently **being progressed**.

A number of areas have added additional scrutiny to the fleet they have on hire, and subsequently there has been a reduction in a number of areas.

This will continue to be monitored and it should be noted that the **budget is overspent**