

# West Mercia Police

## Quarterly Report

### Q4 Jan - Mar 2021



#### Purpose

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

<b>GSC Level</b>	<b>Official</b>
<b>Date of publication</b>	<b>April 2021</b>
<b>Product Reference</b>	<b>SPI/2021/082</b>
<b>Version</b>	<b>Final</b>
<b>Purpose</b>	<b>Overview of Force Performance for Jan to Mar 2021</b>
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<b>Owner</b>	<b>DCC J. Moss</b>

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people  
from harm





## Introduction

This is the Q4 Performance Report reviewing activity between January to March 2021. This purpose of this report is to inform the Force Delivery Group meeting on April 28<sup>th</sup> 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 with lockdown measures in place in seeing reductions in physical acquisitive crime, vehicle crime, burglary and shop-lifting, with continuingly higher than projected cyber crime.

The OCC performance in relation to 999 and 101 call handling decreased mainly due to significant and critical abstractions as a result of Covid and track and trace. Performance improved in March.

Q4 continues to be dominated by the impact of Covid 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.

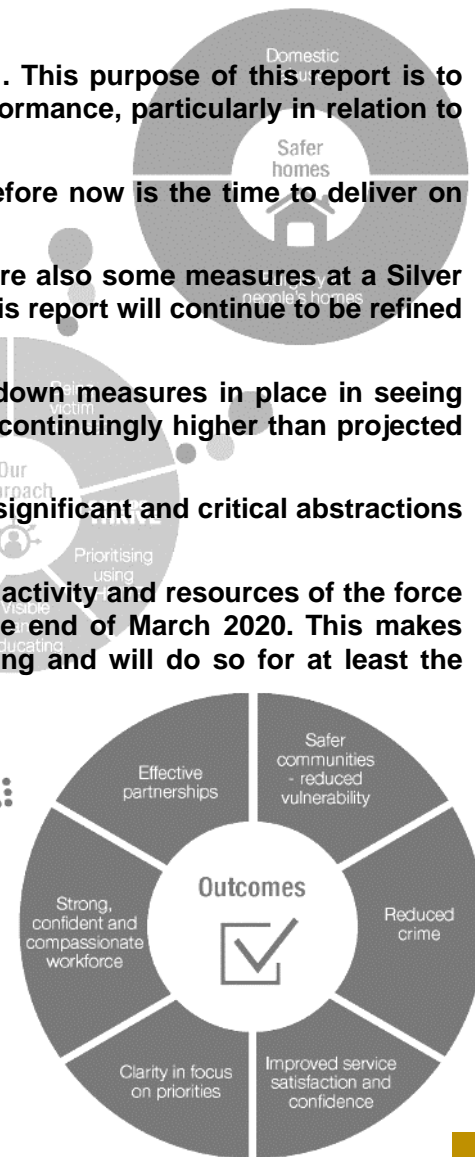
Due to the impact of Covid on crime in 2020/21, the upper and lower control limits for 21/22 are set against 19/20 figures. It is intended that this will provide more realistic limits than if the normal practise of the previous financial year was used.

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.



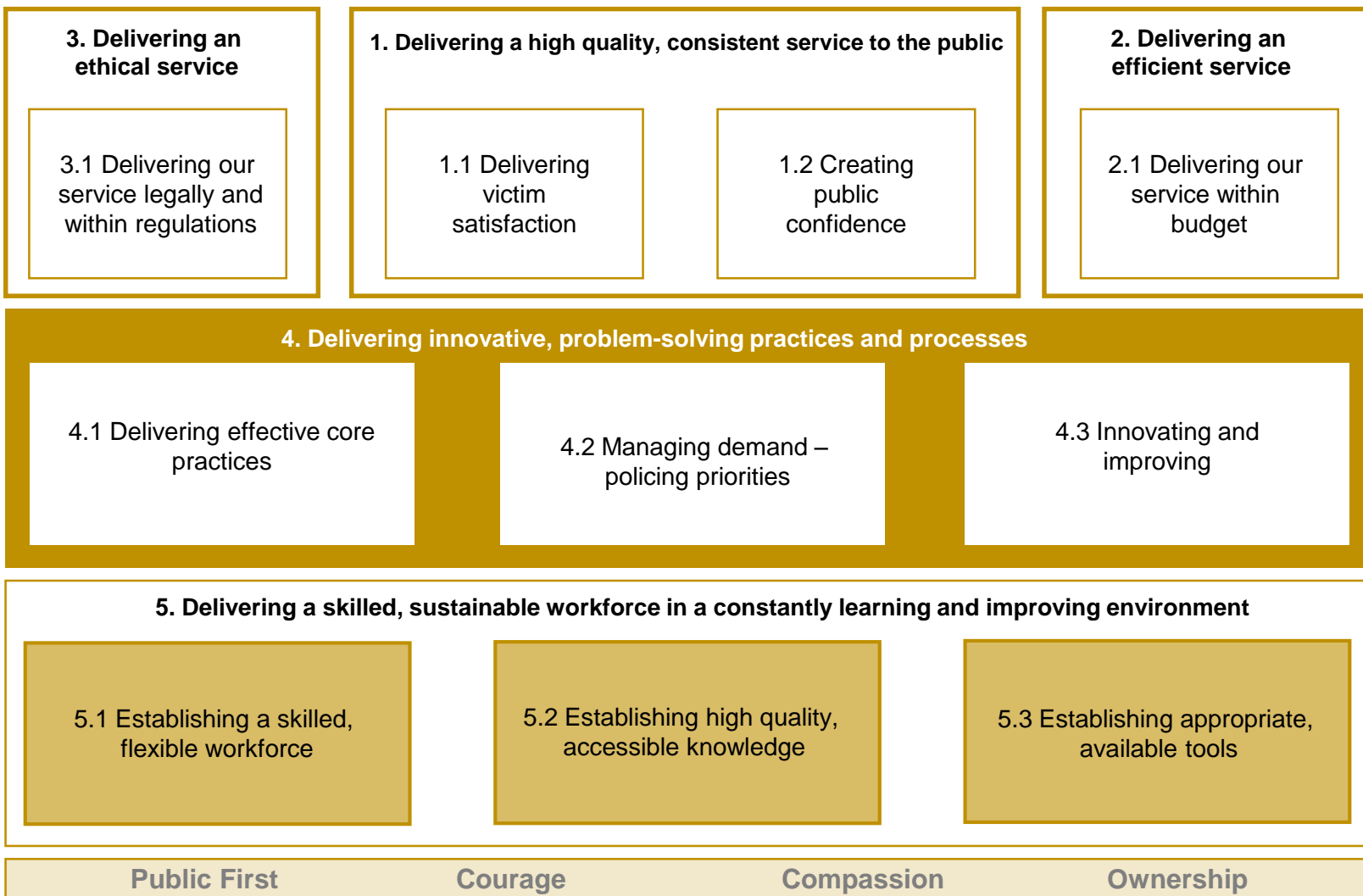
### Recommendation:

It is recommended that a review of all 'What Good Looks Like' with business area leads in line with the start of the new financial year





## Gold Balanced Scorecard 2020-2021



# Performance Management Framework

## Balanced Scorecard progress



GOLD

100%

SILVER

BRONZE

Scorecards are created



Reporting governance and mechanisms in place



The process is automated

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

**April**  
Business plans populated with information including contractual commitments, budgets and demand profiles as well as scanning to inform business area leads

SPI use the outcomes of the Strategic Assessment and the Force Management Statement to fill sections of the Business Plans for all of the business areas. Further sections are pre-filled with information and data from across Business Services, such as the staffing levels and ICT that is solely used within the business area.  
**To be completed by the end of April**

**May**  
Business area leads develop plans for the coming year

Business Area leads use the pre-populated business plan to inform the development of the content of their business plan. Business Area leads might seek the support of SPI to undertake a SWOT analysis of their business area and to ensure improvement activity is fully documented. Senior officers and, then, Chief officers will sign-off the business plans for their areas.  
**To be completed by the end of May**

**June**  
Business plans reviewed and signed off by Chief Officers and improvement and development activity costs and benefits defined

All business plans to be discussed by ACCs/ACO and then shared across all Business Area leads to ensure no gaps and cross-overs. This should ensure that all improvement activity that requires the input of another area are fully identified. Third week of June is set aside to share and challenge plans.  
**All plans to be submitted to the CC by end June**

Business Plans

Requests sent to business services teams to pre-populate business plans

Business Plans sent to Business Area leads to develop plans for the following year

First drafts of Business Plans are completed

ACCs/ACO to have all Business Plans

ACCs/ACO meet to review plans

Week to share and challenge all plans

All plans with the DCC

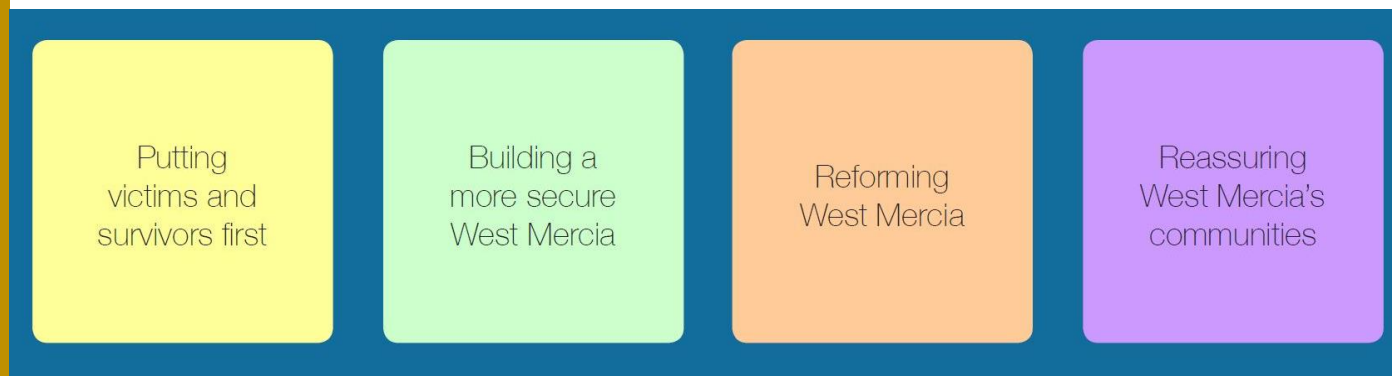
All plans submitted to Chief Constable

The Balanced Scorecards will be integrated into the annual business planning cycle and all reviewed as we deliver the Business Plans 2022-2023

### The Business Planning Cycle



## Safer West Mercia Plan 2016-2021



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

## Sample Numbers

*Samples for surveying are reduced due to the overall decrease in volumes of recorded crime as a result of Covid and the national lockdown.*

This is particularly apparent in the case of **burglary** and, most recently, **Hate Crime**. Lower sample numbers result in **reduced numbers of completed surveys** despite measures being put in place in SP&I to increase the number of survey attempts – for example from five to ten in the case of burglary surveys, where a victim does not answer the call.

Due to the time lag between a crime record being created and a survey being attempted, the effect of lockdown on achieved survey samples is expected to continue to be seen until late summer / early autumn 2021.

## Burglary

*Levels of burglary satisfaction have increased since last quarter* – both when considering the discrete and rolling data; however these increases are not statistically significant. Over the entire period studied, going back to April 2019, levels of satisfaction have remained unchanged. With a latest rolling figure of **74%**, the force remains **off target**.

**Shropshire and Telford Local Policing Areas** are most significantly below target, with satisfaction levels of 69% and 64%, respectively. Since last quarter, Shropshire has seen a marked increase in satisfaction, while Telford has seen a further reduction.

Analysis has been undertaken to explore the lower than average satisfaction levels in Shropshire which points to this being as a result of the following factors:

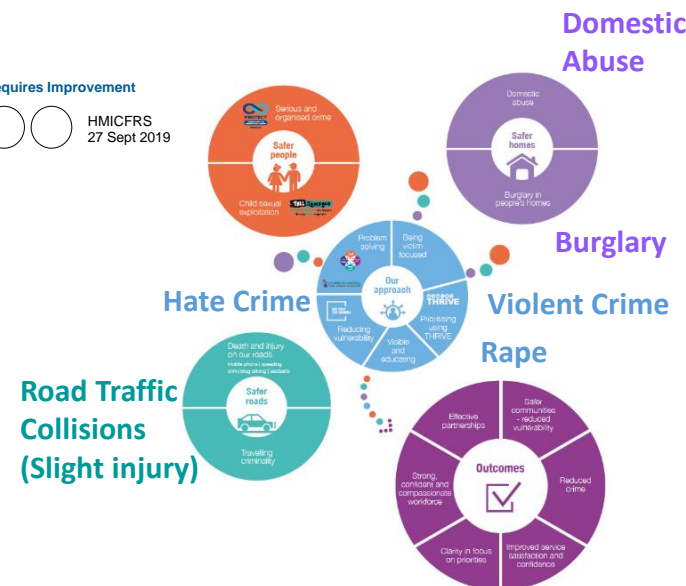
- Reductions in satisfaction with the **speed of arrival** of the police to residential burglaries
- A reduction in satisfaction of **victims being dealt with entirely over the phone**
- The need to deliver **improvements around**:
  - How victims were **treated** by officers (whether they were **reassured**, whether the officer showed they **cared** and displayed **empathy**)
  - How victims were **kept informed of the progress** of the investigation
  - The **action taken** by the police to fully investigate the crime

An initial exploration into **Telford's** figures shows a **reduction in all of the key drivers** with exception of officers keeping the victim updated as agreed which increased markedly over the period. Further analysis will be undertaken.

Legitimacy – Requires Improvement



HMICFRS  
27 Sept 2019



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

### 1.1 Delivering victim satisfaction

## Violent Crime

*After a long-term trend of stable violent crime satisfaction levels, there has been an uplift since December 20* with a latest rolling figure of **69%** - slightly off the target of 70%. The increase in the rolling figure since last quarter - of 9% - is **statistically significant**.

In particular, **Herefordshire** Policing Area has seen a **marked increase** since last quarter, increasing from 55% to 71%, while South Worcestershire has seen a 10% rise to 70%.

**In-depth analysis of violent crime satisfaction will be undertaken to explore the possible causes of the increases seen in Herefordshire and South Worcestershire and to explore the reasons for the lower levels seen in Telford.**

## Hate Crime

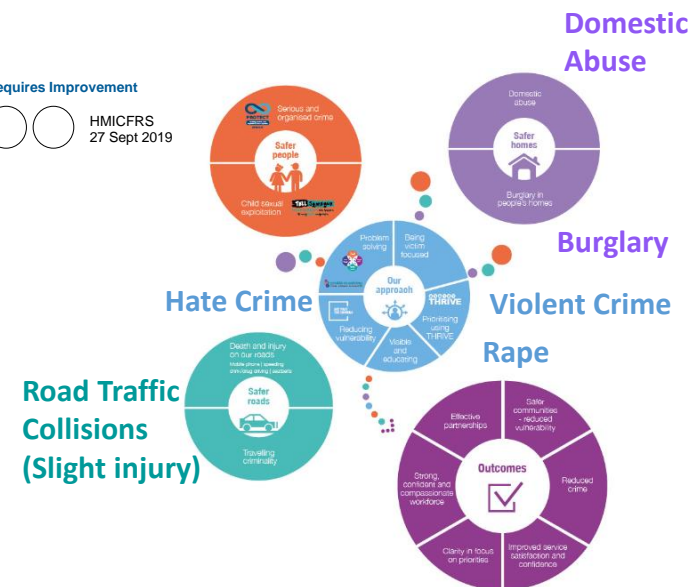
*Since last Quarter there has been a decrease in levels of hate crime satisfaction*, although these are not statistically significant, and with a latest figure of **62%**, the force remains off target. **The discrete quarter 4 figure is markedly lower than that for Quarter 3**; however, the **reduced survey samples should be borne in mind** (see 'Sample Numbers', over) and it is recommended that the rolling figure is focused on for this reason.

**With the exception of North Worcestershire – where levels of satisfaction have remained unchanged – all Policing Areas have seen a reduction in the rolling figure since last quarter at end Quarter 4.** With a rolling figure of 52% – which marks a reduction of 4% since end Quarter 3 – **Herefordshire is a cause for concern**. With the force-wide rollout of the **Dedicated Hate Crime Officer Model** looking forwards (which is currently operating in Telford), this is expected to positively impact on all Policing Areas' hate crime satisfaction levels in due course, although this will be reviewed.

Legitimacy – Requires Improvement



HMICFRS  
27 Sept 2019



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

### 1.1 Delivering victim satisfaction

Legitimacy – Requires Improvement


 HMICFRS  
27 Sept 2019

## Road Traffic Collision (RTC)

*Quarter 4 marks the first quarterly data release since the RTC survey began in December 20. Sample volumes for surveying are still lower than expected due to high proportions being screened out due to missing data fields.*

ICT developments to the Crash app are expected to result in this situation improving. SP&I are engaging with Force Operations to review this looking forward.

Due to small sample sizes, results should be treated with caution until a statistically valid volume of surveys has been achieved (12 months' rolling).

## Domestic Abuse

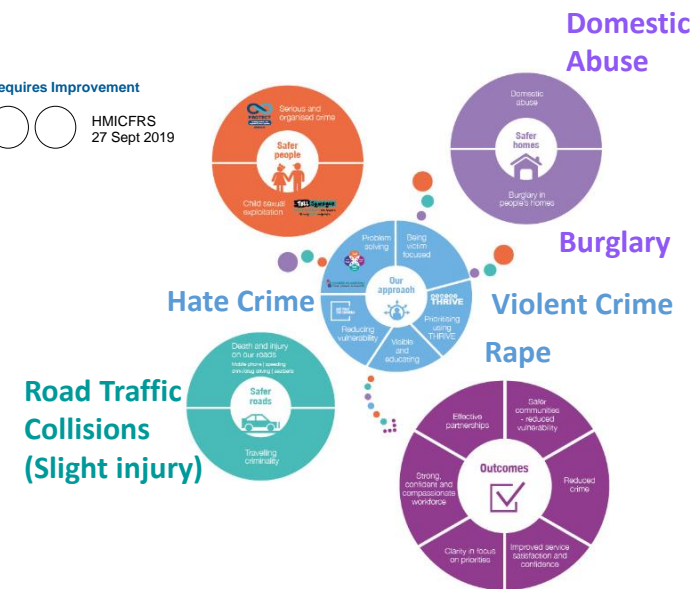
Due to significant staffing absences in the Victim Satisfaction Surveying Team since Covid, and heightened risk to victims during lockdown, **Domestic Abuse (DA) surveys ceased at end March 20.**

These resumed at start April 21, with the first set of data expected to be available from end Quarter 1 21/22.

## Rape

Again, due to significant staffing absences in the Victim Satisfaction Surveying Team since Covid, and heightened potential risk to some of these victims during lockdown, **Rape surveys ceased at end March 20.**

Work has been undertaken by SP&I to review the Rape Survey and the process by which victims are screened to ensure suitability for surveying. Surveying is expected to recommence during Quarter 1 21/22.





## Victim Satisfaction - Burglary

OFFICIAL



## Number of victims spoken to:

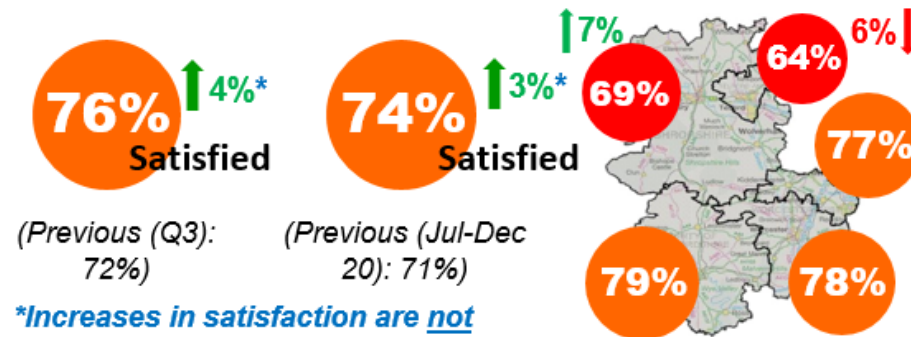
Previous Quarter: 260  
Target: 291

Targets have not been met due to a reduction in the number of recorded residential burglary offences as a result of COVID-19.

## Quarter 4's Performance (completely or very satisfied)

Discrete Data  
(Q4)

Rolling 6-months  
(Oct 20 - Mar 21)



\*Increases in satisfaction are not statistically significant

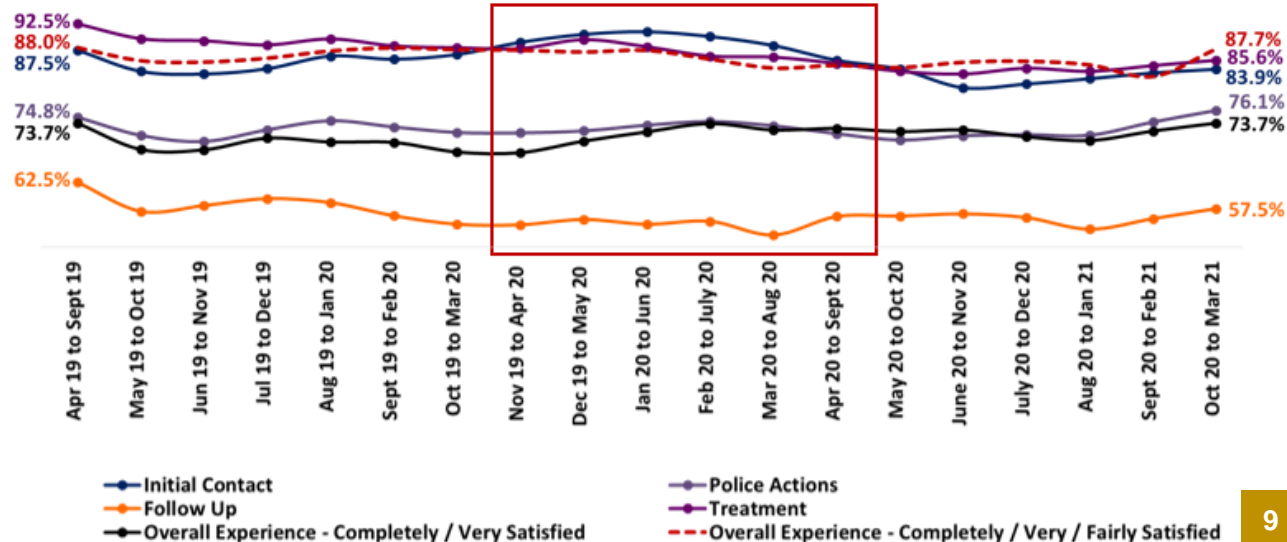
## Key Drivers (Rolling 6-months)

(in order of decreasing significance)

	Latest (Oct 20-Mar 21)		Previous (Jul-Dec 20)
Victim felt <b>REASSURED</b> (% Yes, fully)	80%	↑ 1%	79%
Officer treated you <b>SYMPATHETICALLY</b> (% Yes, fully)	89%	↑ 1%	88%
Officer took crime report <b>SERIOUSLY</b> (% Yes, fully)	89%	↓ 1%	90%
Officer <b>LISTENED CAREFULLY</b> (% Yes, fully)	93%	↑ 3%	90%
Officer <b>UPDATED VICTIM AS AGREED</b> (% Yes)	81%	↑ 9%	72%
Officer explained <b>WHAT THEY WERE GOING TO DO</b> (% Yes, fully)	81%	↑ 3%	78%

## Satisfaction by Service Stage

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



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

## Victim Satisfaction – Violent Crime

OFFICIAL

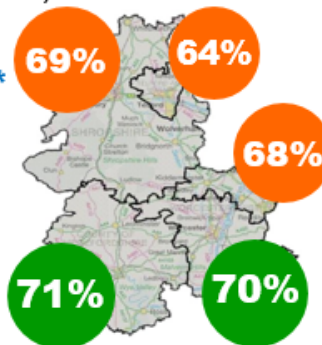


## Number of victims spoken to:

Previous Quarter: 318

Target: 516

## Quarter 4's Performance (completely or very satisfied)

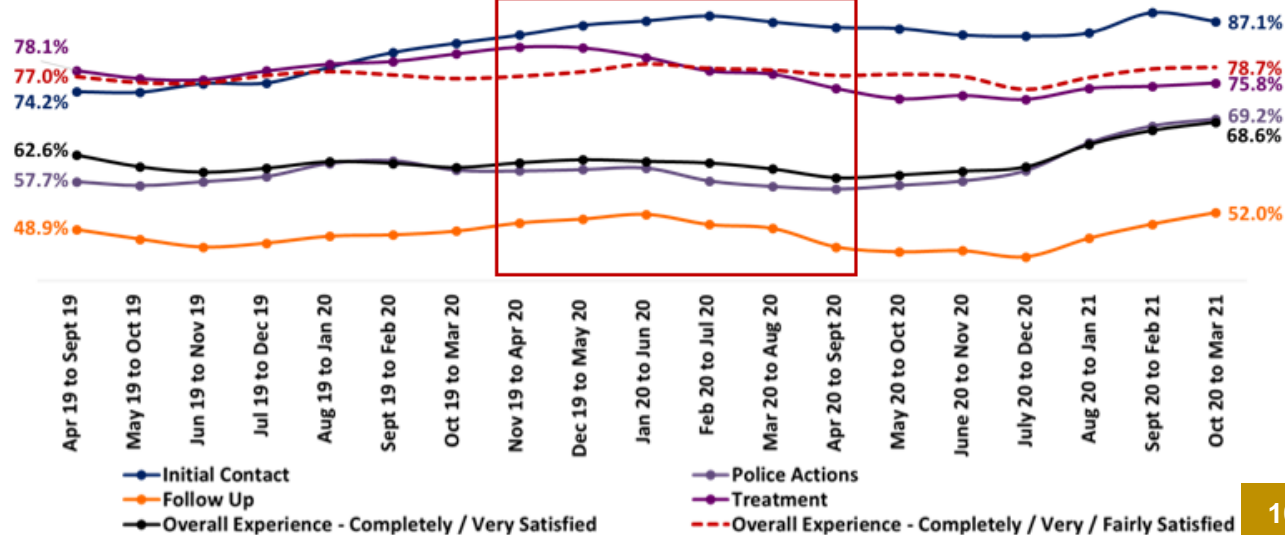
Discrete Data  
(Q4)Rolling 6-months  
(Oct 20 - Mar 21)(Previous (Q3):  
65%)\*Increase in satisfaction is not statistically  
significant(Previous (Jul-Dec  
20): 60%)\*\*Increase in satisfaction is statistically  
significant

## Key Drivers (Rolling 6-months)

(in order of decreasing significance)

	Latest (Oct 20-Mar 21)		Previous (Jul-Dec 20)
Victim felt <b>REASSURED</b> (% Yes, fully)	77%	↑ 5%	72%
Officer treated you <b>SYMPATHETICALLY</b> (% Yes, fully)	82%	↑ 1%	81%
Officer took crime report <b>SERIOUSLY</b> (% Yes, fully)	84%	↑ 1%	83%
Officer <b>LISTENED CAREFULLY</b> (% Yes, fully)	86%	↑ 1%	85%
Officer <b>UPDATED VICTIM</b> <b>AS AGREED</b> (% Yes)	82%	↑ 25%	57%
Officer explained <b>WHAT THEY</b> <b>WERE GOING TO DO</b> (% Yes, fully)	74%	↑ 2%	72%

## Satisfaction by Service Stage

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

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

## Victim Satisfaction - Hate

OFFICIAL



## Number of victims spoken to

Previous Quarter: 103

Target: NA\*

Due to significant staffing absences during April – November 20 (COVID-19), reduced survey numbers were achieved.

\*Due to low numbers and variation in volume per quarter.

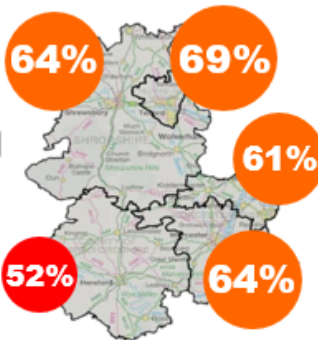
## Quarter 4's Performance (completely or very satisfied)

Discrete Data  
(Q4)Rolling 12-months  
(Apr 20-Mar 21)

60% Satisfied

(Previous (Q3):  
69%)

62% Satisfied

(Previous: (Jan 20-  
Dec 20) 65%)\*Decreases in satisfaction are not statistically significantGood  
looks  
like:

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

\*Completely/Very/Fairly Satisfied

\*\* Key drivers use 11 months' rolling data (April 20 data missing due to COVID-19)

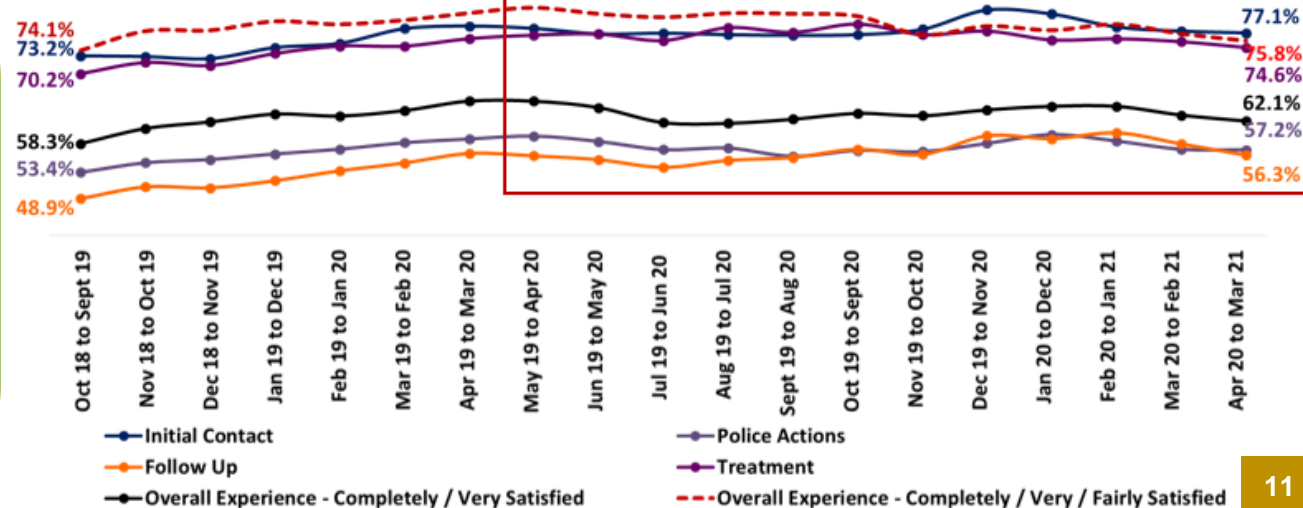
## Key Drivers\*\*

(in order of decreasing significance)

	Latest (Apr20-Mar 21)	Previous (Jan-Dec 20)
Treated <b>SYMPATHETICALLY</b> (% Yes, fully)	78% ↓ 2%	80%
<b>LISTENED</b> carefully (% Yes, fully)	83% ↓ 1%	84%
Victim felt <b>REASSURED</b> (% Yes)	77% ↓ 3%	80%
Case taken <b>SERIOUSLY</b> (% Yes, fully)	79% ↓ 4%	83%
Dealt with <b>FAIRLY</b> (% Yes, fully)	84% ↓ 2%	86%
Updated as often as <b>EXPECTED</b> (% Yes)	60% ↓ 4%	64%

## Satisfaction by Service Stage

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





## Victim Satisfaction - RTC

OFFICIAL



## Number of victims spoken to:

Previous Quarter: NA

Target: 99



- Potential 'eligible' slight injury RTC incidents where police attended
- Incidents excluded as missing contact details for 1 or more listed 'involved parties'
- Number of RTC incidents identified as suitable for surveying

Quarter 4's Performance  
(Completely or Very Satisfied)

Discrete Data (Q4)

Rolling 4-months (Dec 20-Mar 21)

84%

Satisfied

(Previous (Q3): NA)

81%

Satisfied

(Previous (rolling end Q3): NA)

What went well...

"The police arrived really quickly, within about 10 minutes. They said "we'll take it from here" and they completely took control, which was really reassuring... They helped me to empty the contents from my car. They sorted everything out for me."

"The officers were helpful, patient, considerate and reassuring. The officers came to the hospital and waited patiently for me to be treated before they questioned me."

"It was a very scary situation for me as this was my first car incident. The PC who came was really good, she made me feel calm and at ease and got on with her job, which she was very good at. She told me exactly what she was doing, so I could understand what was going to happen."

"...I was shook-up and had never given a breath test before the officers put me at ease and did their job."

What could be better...

"...police didn't seem to care about my mum, I wanted to get into the ambulance with her as soon as it arrived. But the police were far more interested in doing my breath test and getting my statement.... She is 91 and didn't understand what was happening..."

"I heard nothing at all until 3 weeks later when traffic police turned up at my home and said I wasn't insured.... I don't know why it took 3 weeks, didn't the police know at the time of the incident about insurance?"

"I'd like it to be dealt with more quickly. I'm still off work because of my injuries and may need another operation on my arm. Who else is this bloke going to hit in the meantime?"

"...I am not sure what is going on... told at the scene it would not be investigated but had a call... to say they would be looking into it. As far as I was concerned it had been dealt with..."

Quarter 4's Performance by Service Stage  
(Completely or Very Satisfied: rolling 4-months)

## Initial Report



90%

Satisfaction

## Initial Actions



85%

Satisfaction

## Follow-up



67%

Satisfaction

## Investigation



63%

Satisfaction

## Treatment



86%

Satisfaction

## Whole Experience



81%

Satisfaction

## 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:

- Officer/staff briefing toolkit circulated** to LP and Public Contact Supts, CIs and victims SPOCs.
- NCALT MLE Module**, approved as mandatory by Strategic Training Panel.
- Development of WMP Performance Framework** in first draft phase- KPIs, MI, data sources and frequency of reporting - further development required to source data.
- Implementation of Victim Letter as standard** – In line with comms from Ch/Supt Moxley to LPA and Public Contact Supts.
- Victim Reassurance train-the-trainers** - Train-the-trainers 3 x 2 days.

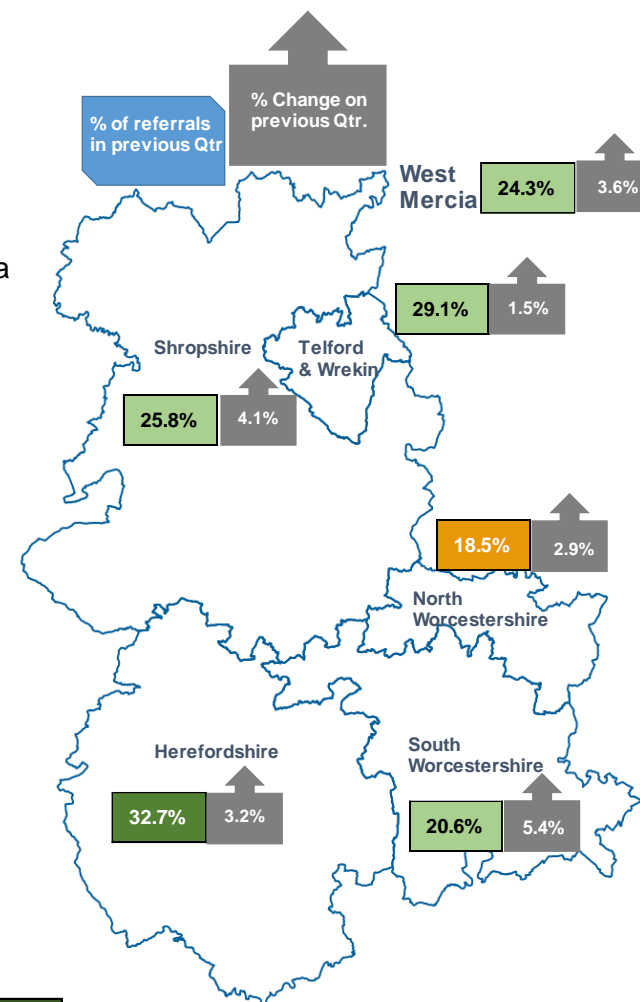
Qtr 4 20/22	Jan 2021	Feb 2021	Mar 2021	Trend Previous 12 Months	Year To Date
South Worcestershire	15.8%	24.9%	21.0%		16.1%
North Worcestershire	19.5%	17.4%	18.7%		14.7%
Herefordshire	30.5%	30.4%	35.5%		22.2%
Shropshire	29.6%	26.2%	23.1%		18.5%
Telford & Wrekin	32.5%	27.3%	28.4%		19.9%
West Mercia	24.2%	24.4%	24.2%		17.8%



**Good looks like:**

**Referrals: 25% by April 2021**

*Previous month's referral rate: 13.1%*



**Key:**

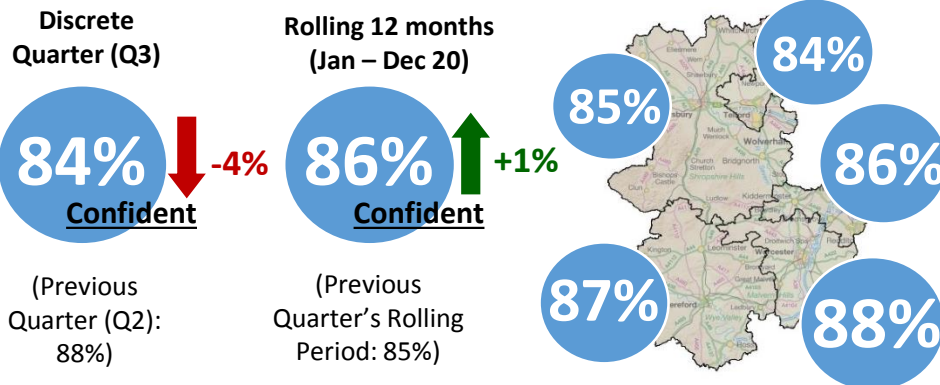
31% to 35%
20% to 30%
15% to 19%
Below 15%



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

## 1.2 Creating public confidence

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

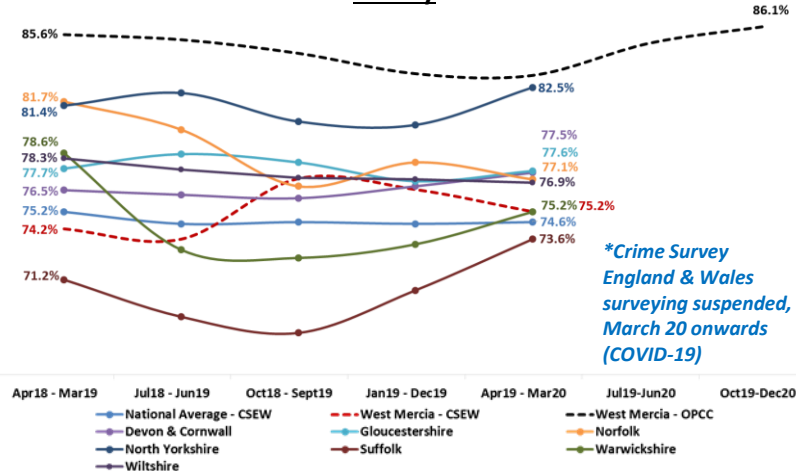


West Mercia data presented uses

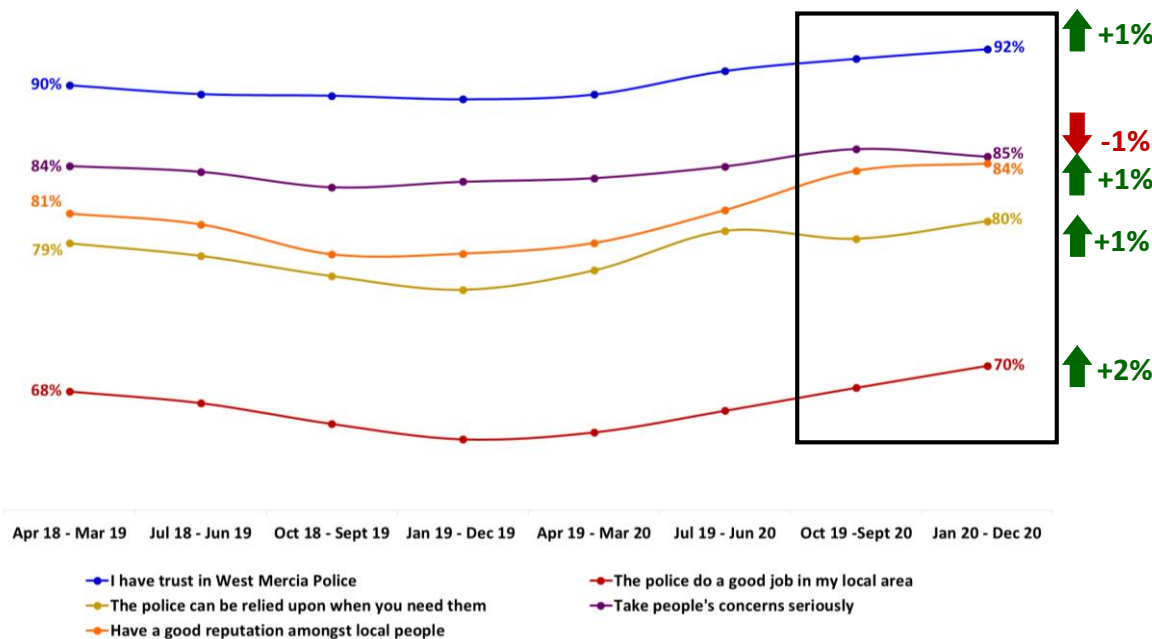
WMOPCC Perception Survey (rolling 12-months unless otherwise stated)

Legitimacy – Requires Improvement  
HMCIFRS 27 Sept 2019

### Crime Survey England & Wales\* incl. WMOPCC Perception Survey

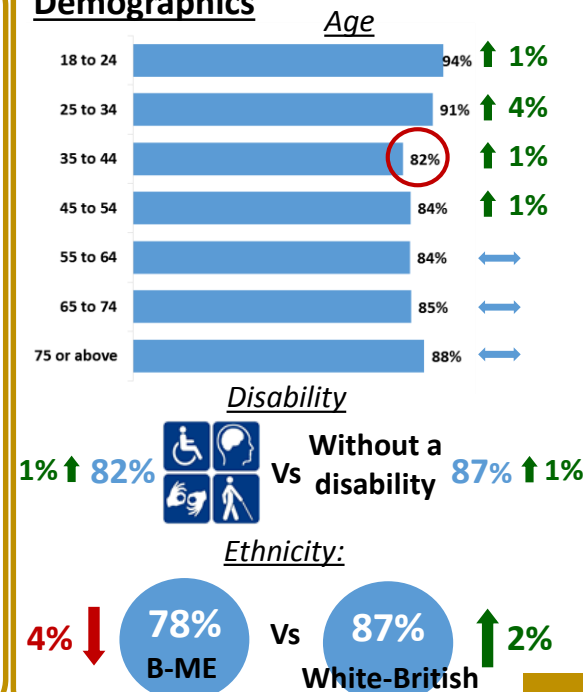


### West Mercia Police – Confidence Key Drivers



### Demographics

(Arrows indicate change since previous Qtr)



## 2. Delivering an efficient service

### 2.1 Delivering our service within budget

#### Financial Management

Data for March is not yet available due to year end adjustment needing to be applied. This will be available from the 5<sup>th</sup> May.

Directorate	Current Budget £m	Budget YTD £m	Actual YTD £m	Variance YTD £m	Actual Forecast for Year £m	Forecast Variance to Budget £m
Crime & Vulnerability	27.249	24.968	23.431	1.537	26.420	0.829
Operations Support	37.864	34.678	35.802	-1.124	37.738	0.126
Local Policing	101.67	93.117	95.276	-2.159	102.478	-0.808
Business Services	40.109	36.765	41.333	-4.568	41.357	-1.248
Corporate Support	4.236	3.883	3.799	0.084	4.201	0.035
PCC & YOS	16.124	14.863	12.626	2.237	15.611	0.513
Directorate Total	227.252	208.274	212.267	-3.993	227.805	-0.553
Corporate Budgets	6.973	6.44	6.684	-0.244	7.011	-0.038
Total	234.225	214.714	218.951	-4.237	234.816	-0.591
Funding	-234.225	-214.754	-210.377	-4.377	-234.225	0.000
Total	0	-0.04	8.574	-8.614	0.591	-0.591

Net expenditure to the end of February 2021 totalled £218.952m, indicating net spend and operating income of £18.264m during the last month. This is £1.324m less than the previous month.

The overall budget is £234.225m. In December Money Matters an expected overspend for the year of £3.227m (1.4%) was reported, by the January report this expected overspend had been pulled back £2.052m as a consequence of numerous interventions. These are still in place and working successfully.

Spend analysis indicates the estimate can now be pulled back further to £234.816m, leading to a reduced £0.591m overspend. The major areas of saving and increased income are detailed in the body of this report.

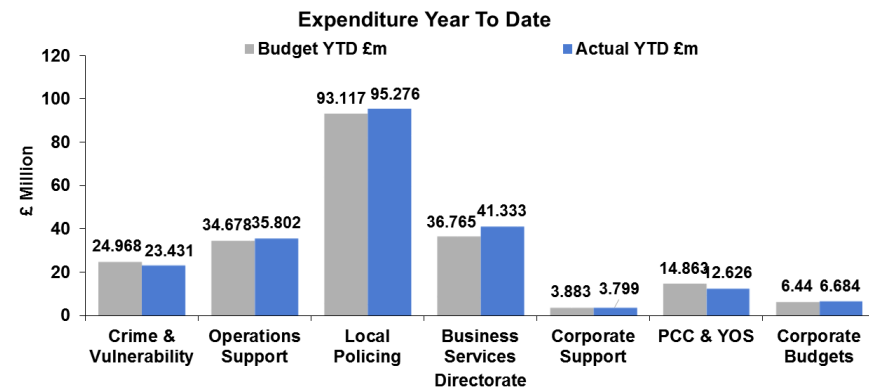
A significant positive outcome is the receipt of a further £0.901m unconditional Covid grant, all forces have received this grant following submissions detailing spend and losses incurred during the pandemic period.

A budget of £244.364m has been set for 2021/22 as set out at section 3.h. Due to the timing of further S22 agreements with Warwickshire Police the figures for Digital Services, Forensics and Business Operations are subject to change. There will be no amendment to the overall budget total, however the profile of income and spend budgets will alter to account for establishment and supplies recouped by income from Warwickshire Police. Income from overheads will be shown as a forecast benefit.



**Good looks like:**

**Budget:** Remaining with budget for the *Financial Year*



### 3. Delivering an ethical service

#### 3.1 Delivering our service legally and within regulations

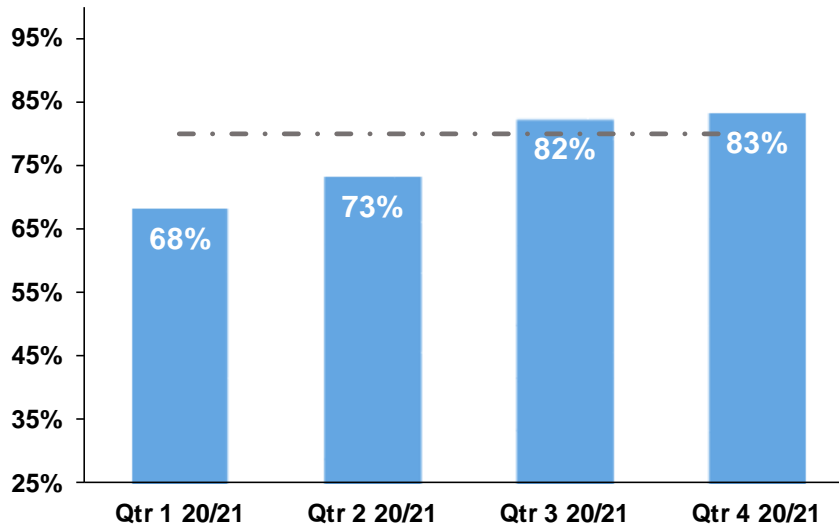
##### Completion of Mandatory Training



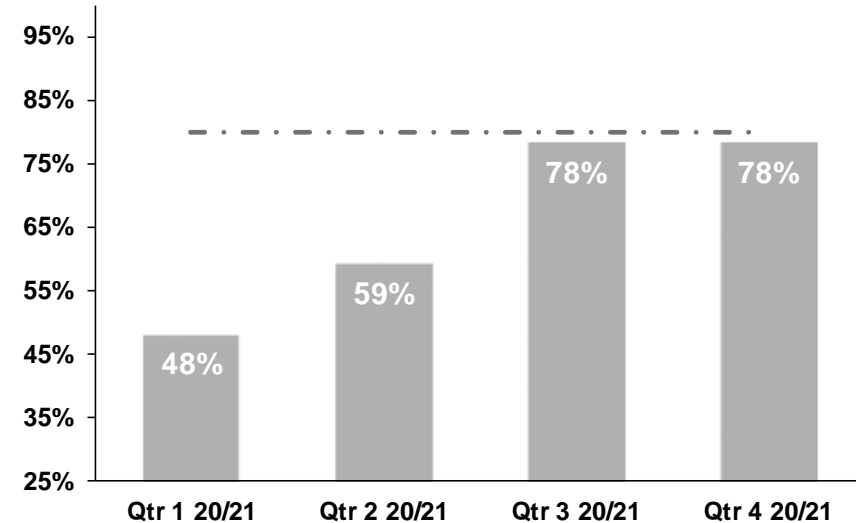
**Good  
looks  
like:**

**Training: 80%**  
complete by April  
2021

Managing information



Data Protection - Foundation



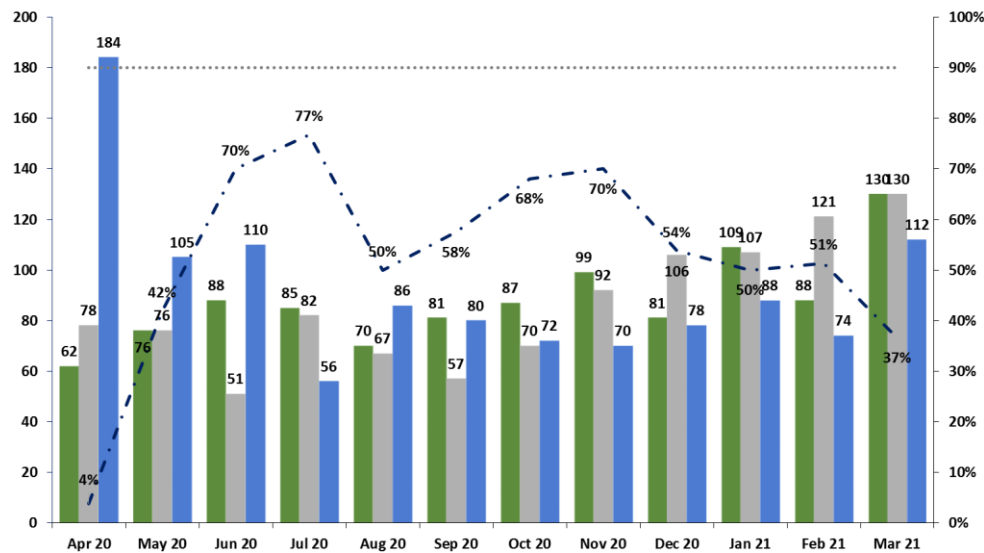
**Managing Information** has seen small progress from last quarter, it is likely that this is due to other competing priorities within the business areas who still need to complete the training.

**Data Protection – Foundation** has also seen small progress from last quarter, the above will apply but also as individuals have to complete this every 2 years, those who were not on the list in previous months now appear and therefore the volume has changed.

### 3. Delivering an ethical service

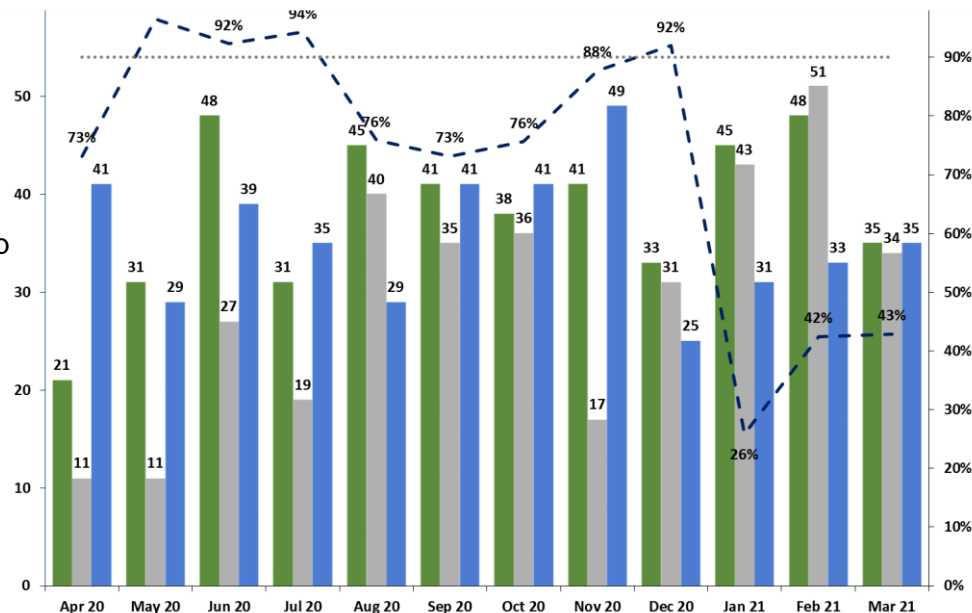
#### 3.1 Delivering our service legally and within regulations

##### Freedom of Information Requests



##### Subject Access Requests

SAR performance drop due to **time taken** to deal with individual requests



**Good looks like:**

**Requests: 90%**  
complete within time  
limit

**Key:**

■ Received

■ Open

■ Closed

- - Percentage of requests completed in time

..... What Good Looks Like

### 3. Delivering an ethical service

#### 3.1 Delivering our service legally and within regulations

#### Audit, Risk & Compliance

##### Stalking & Harassment Audit – March 2021

#### Case Study

*"Female victim reporting ex-partner banging on front door of her ground floor flat threatening to smash the door down. He is shouting that he believes she has someone else in the flat. She describes him as being very agitated and has mental health issues. Victim lives alone with 2 children, 4yrs & 1yr (though not present on this occasion). Victim states, "I am really, really scared."*

*Parties have been together 10 weeks where female ended relationship 2 weeks ago. Since the split, male texts and phones numerous times every day.*

*Male is prolific offender, warnings for drugs, violence & firearms, Restraining Order 2016 & Non-Molestation Order 2020 from previous relationship."*

#### Issues

- Officers attend at time of call, area search no trace. Incident dealt with as a **non-crime Domestic Emotional incident**. Later this was changed to **Malicious Communications**.
- Officer failed to recognise / record / investigate any **Stalking element** of the incident. Officer didn't feel this was **Harassment** as the victim had made contact with the suspect.
- One week later, victim was contacted and asked if she wished to make a statement, to which she declined.
- **Outcome 16** assigned to the investigation
- Stalking not recorded until **2 months later** when picked up in audit.
- **Positive answers** were recorded on the **DASH**.

#### 278 records assessed

100%  
278

logs required a crime report

238

crimes recorded. **56%** (135) were recorded **within 24 hours**

40

missing crimes included – Stalking, Controlling, Coercive Behaviour, Harassment, Malicious Communications, Assault without Injury, Attempt Sexual Assault, Public Order & Criminal Damage

27

missing crimes were disclosed during the DASH

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

#### Next steps

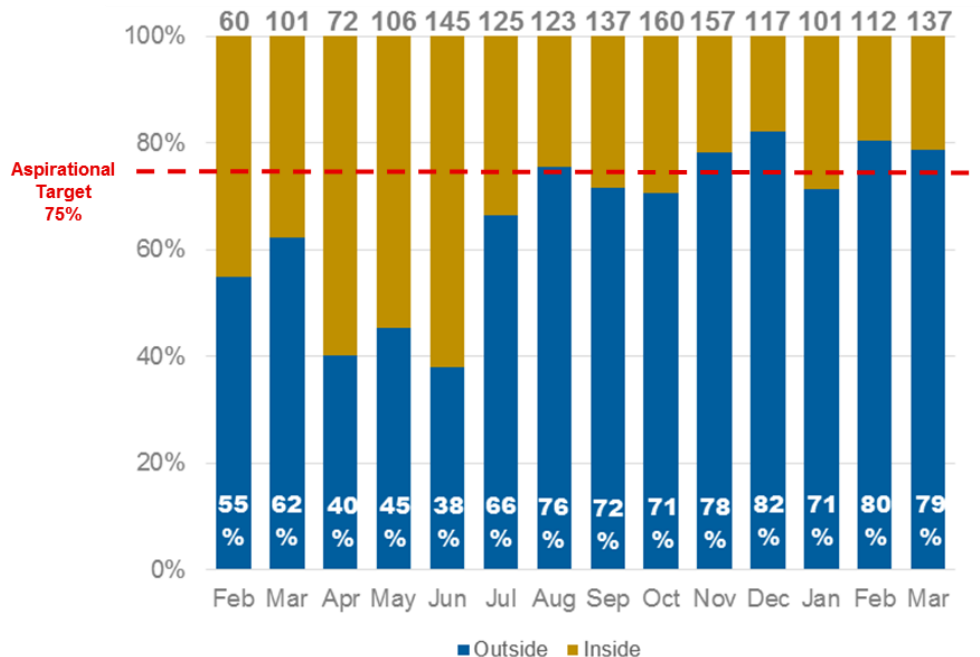
- All officers up to rank of Chief Inspector to take and apply CDI '10 Top Things' mandatory training
- All officers up to rank of Chief Inspector to take and apply 'ASB or Crime' training
- Training discussed and monitored at LPA DDM (details provided by SLDP)
- March Stalking & Harassment audit & recommendations to be discussed at LPA DDM
- Public Contact SMT to discuss Stalking & Harassment audit & recommendations
- FCR to re-visit Stalking & Harassment audit end of 2021



### 3. Delivering an ethical service

#### 3.1 Delivering our service legally and within regulations

#### Complaints



#### Good looks like: Outside Schedule 3: $\geq 75\%$

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.

During lockdown, the number of recorded **complaints has decreased**, however due to the easing of Covid restrictions, the **number of complaints**, as expected, are beginning to **rise to the levels recorded during the summer of 2020**.

The latest adjusted data for the percentage of complaints dealt with outside of schedule 3 shows that in the last quarter, the **aspirational target** for dealing with complaints outside of schedule 3 **has been exceeded in February and March**.

The aspirational target was not met in January. This was due to more complaints having to be dealt with inside schedule 3 because the complainant wished or the Force/LPB determined they had to be.

#### Vetting

The **biometric vetting process** is also brought **in line with Home Office guidance** meaning that new applicants will **no longer be given conditional clearance** pending their biometrics.

With the lockdown **Special Branch** are working on **vetting checks at a reduced rate** due to staffing levels; urgent requests have been prioritised. This means that in the last quarter, the **number of pending applications have increased**.

Prior to HMIC inspection, the team are aiming to ensure that all vetting reviews including that of local contractors are **complete**.

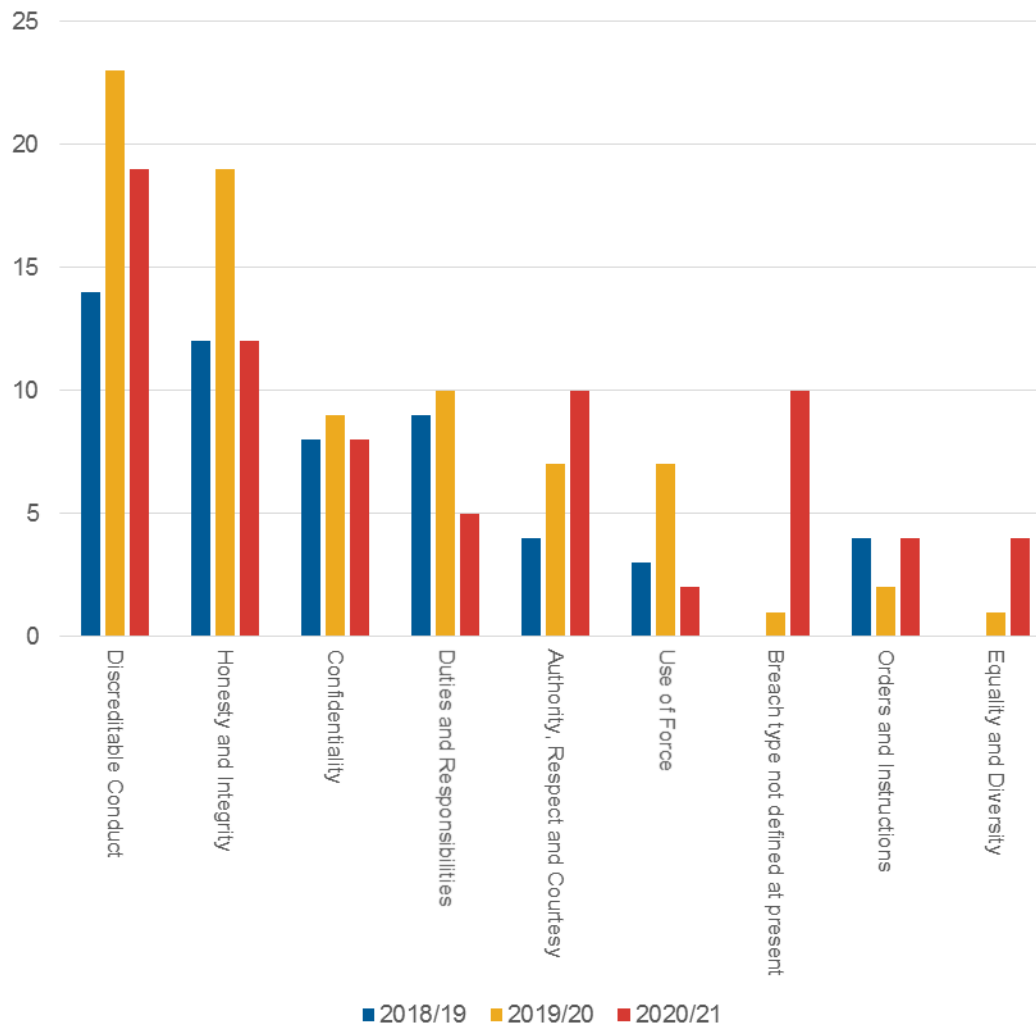
### 3. Delivering an ethical service

#### 3.1 Delivering our service legally and within regulations

2018/19	2019/20	2020/21	Grand Total
47	55	68	170

#### Conducts

Yearly Comparison of Conduct Cases by Breaches of Standards of Professional Behaviour  
1 April 2018 to 31 March 2021



**Year on year** from 2018/19, there has been an **increase in the number of conduct cases** recorded in West Mercia.

Consistently the **two main breaches** are for **Discreditable Conduct** and **Honesty and Integrity**, however in **2020/21**, there has been an **increase in** the number of breaches of **Authority, Respect and Courtesy** and **Equality and Diversity**.

**Breaches for Duties and Responsibilities** and **Use of Force** have both **decreased** in the last year.

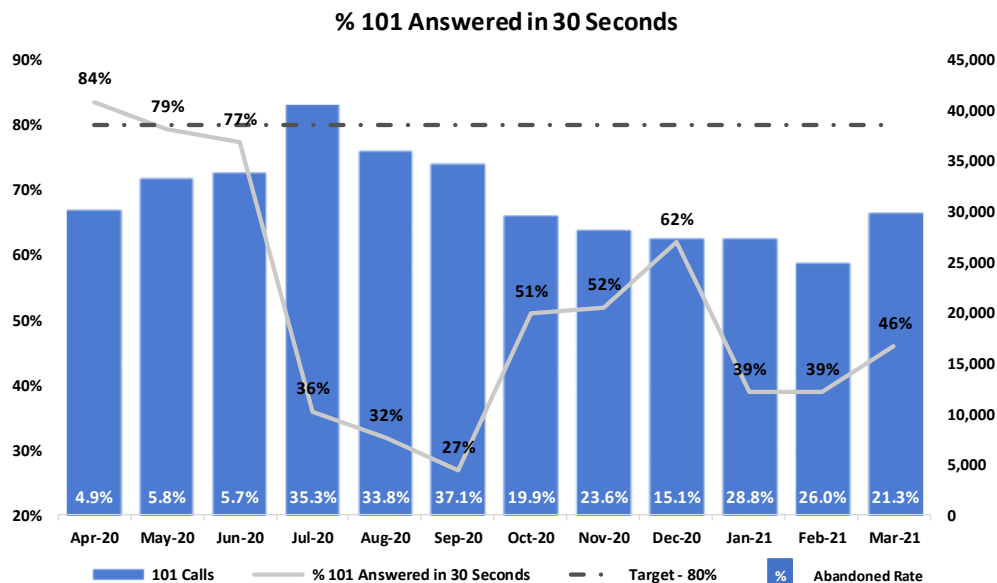
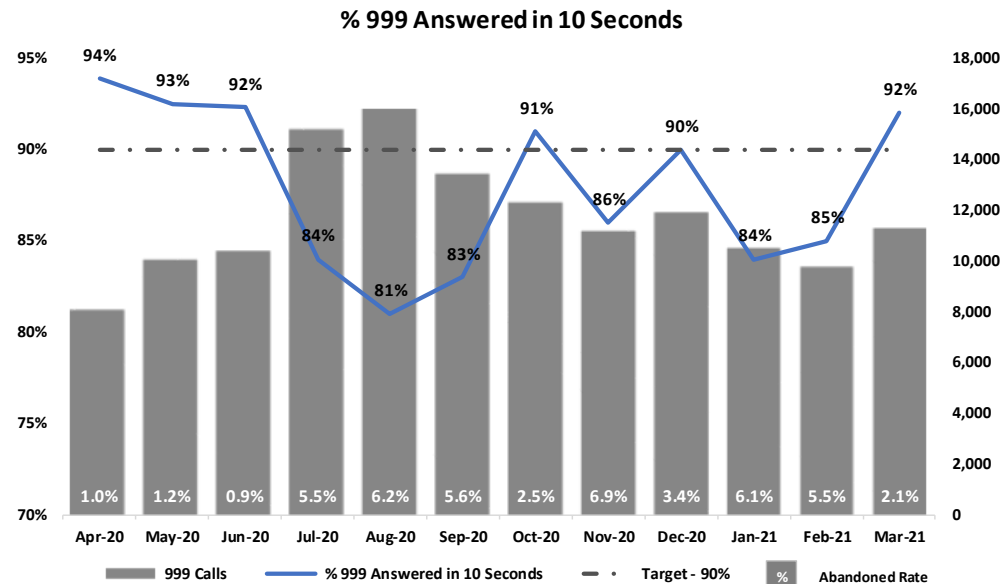
**Analysis conducted** in January 2021 for the themes of breaches shows that from January 2019, the **breaches in the main relate to**;

- Honesty/integrity
- Use of force
- Misuse of force systems
- Racial comments
- Abuse of overtime
- Leave or expenses,
- Abuse of position for sexual purpose and
- Off duty sexual assaults

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

### 4.1 Delivering effective core practices

#### Response to calls for service



**Good looks like:**

**999 performance:** 90% answered within 10 seconds

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

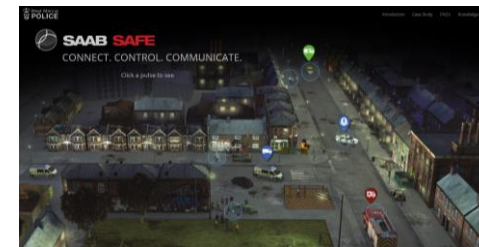
**101 wait times:** 80% answered within 30 seconds

**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 demand **fell 10.6%** when compared to the previous quarter however remained similar to the same quarter last year.

Despite the reduction, the OCC presented a **2% decrease in performance to 87% for the quarter.**

The **statutory 999 target was met in March (92%)** but did not meet the target in January and February. This was due to the OCC experiencing track and trace disruption and the additional loss of staff through isolation.

**999 performance** has now **consistently stabilised** as a result of improved staffing levels.

This has resulted in a **decline in 999 abandonment** volumes during the last quarter – ending at 2.11% in March 2021.

#### 101 Performance



In the last quarter there has been a **3.5% reduction** in call **demand** compared to the previous quarter and a **23.6% reduction** on the same quarter last year. Call demand has continued to be unpredictable.

Despite the reduction, the OCC presented a **13% decrease in performance to 44% for the quarter.**

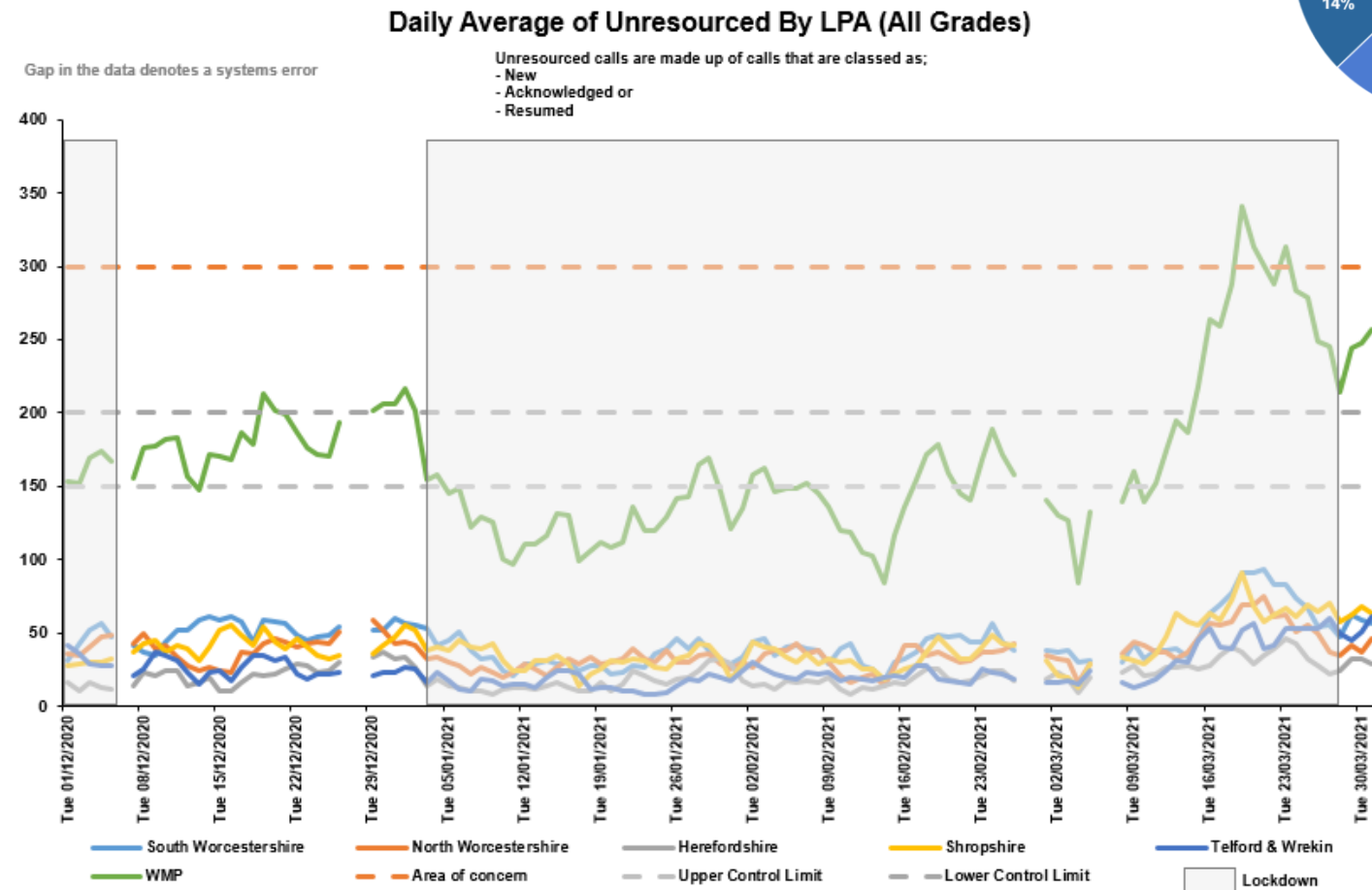
As 101 abandoned rates have decreased, the likely impact is that less people are dropping the 101 call and switching to 999 due to waiting too long.

Non-emergency **performance** has delivered month on month improvements in the last quarter and **continues to improve.**

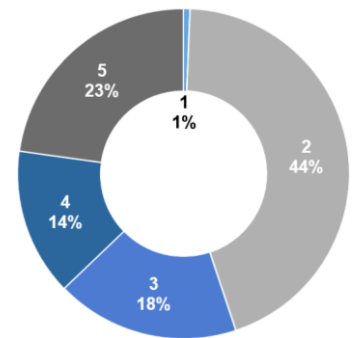
## 4. Delivering innovative, problem-solving practices and processes

### 4.1 Delivering effective core practices

#### Response to calls for service



Grade Breakdown of Unresourced Since 20/7/2020



**Good looks like:**

Unresourced:  
between 150-200  
unresourced calls

As expected levels, of **unresourced levels** continue to **remain low** as a result of lockdown measures. Following discussions between SP&I and the OCC has been identified that an alternative approach to reporting unresourced levels is required in order to provide better insight. This is currently being developed.

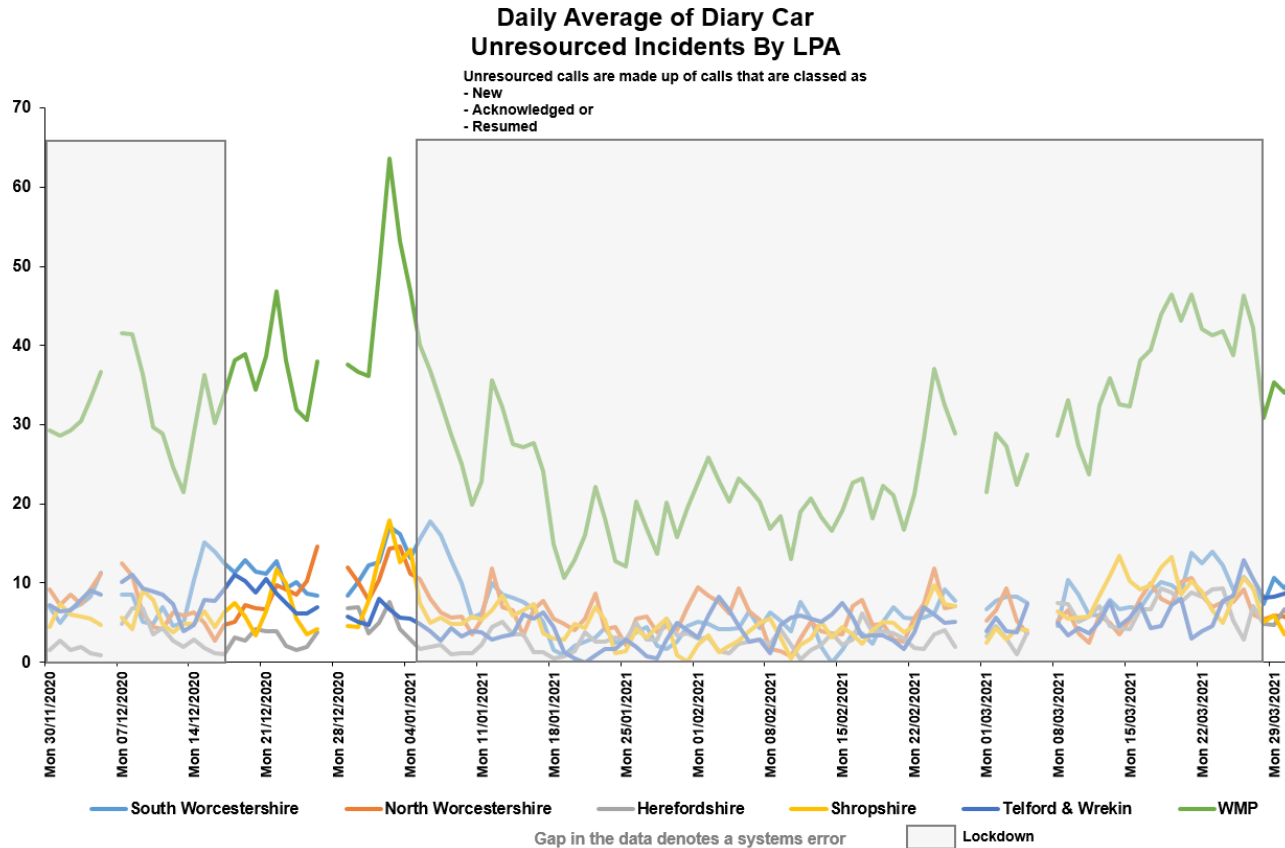
It **highly probable** that volumes will **rise** in the coming months across all **policing areas** in the coming months due to progression through the 'Road Map' laid out by the Government and improved weather.



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

### 4.1 Delivering effective core practices

#### Response to calls for service



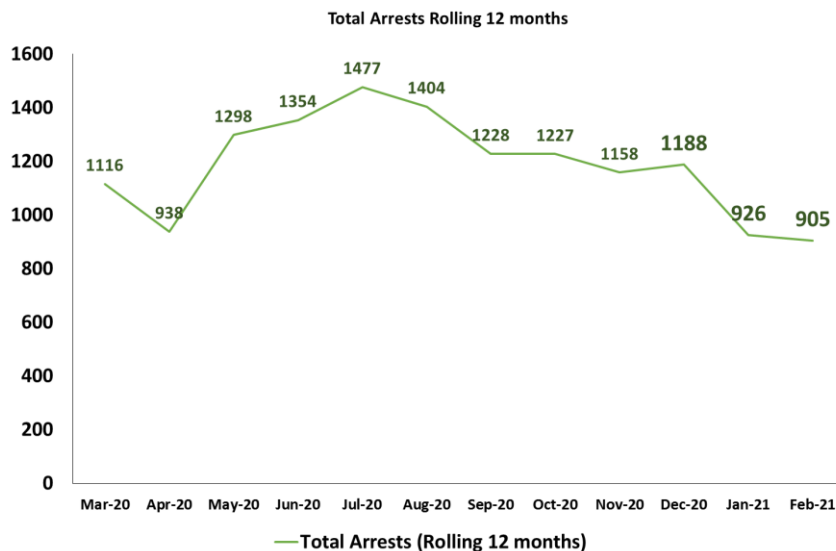
#### Emergency Response Times

Following the move to SAAB Safe all data is being rigorously tested. **Data relating to emergency response times** was scheduled to be **tested late 2020** however, **reduced access to critical resources** impacted on progress significantly. Testing will **recommence in April** however the ability to report on emergency response time can not be guaranteed.

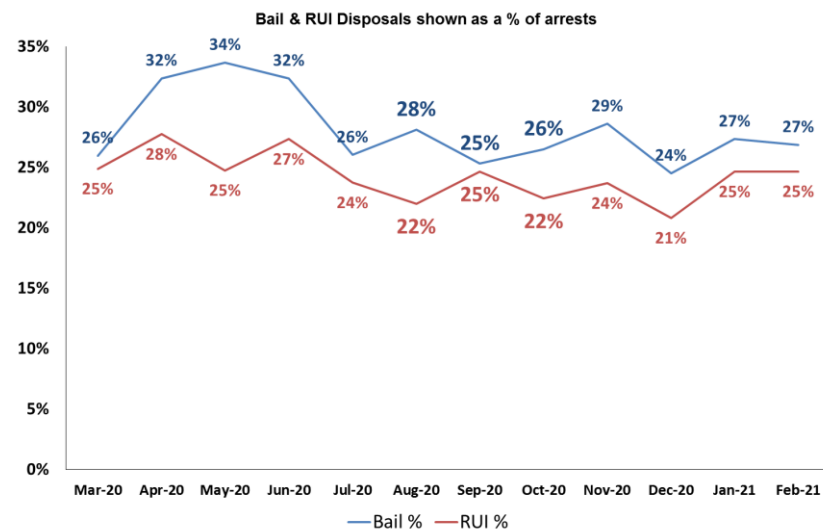
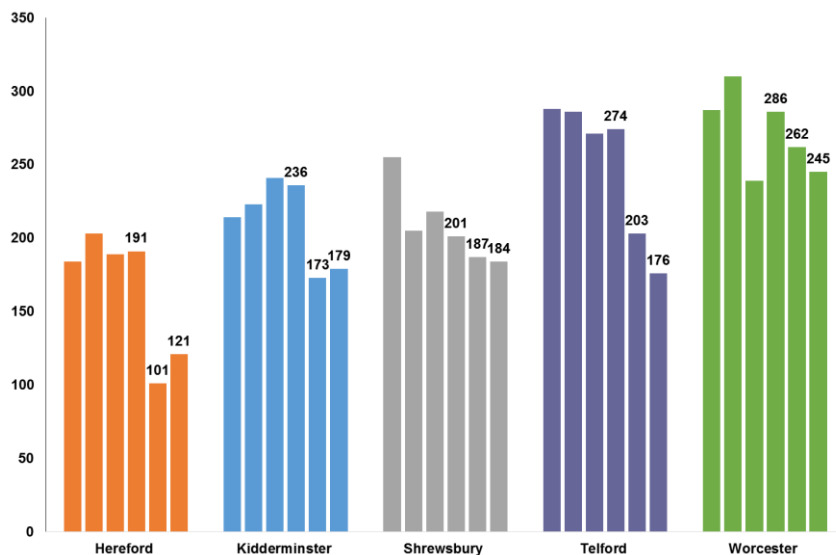
## 4. Delivering innovative, problem-solving practices and processes

### 4.1 Delivering effective core practices

#### Custody

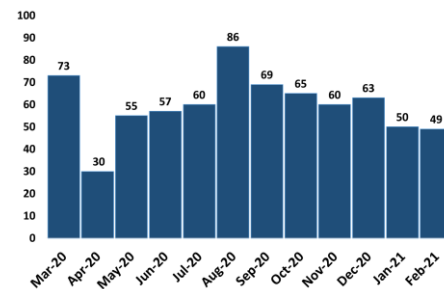


#### Arrests per month by custody station – Previous 6 months

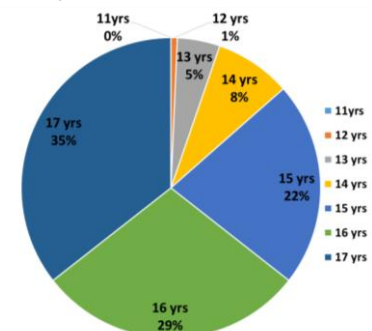


#### C&YP Arrests

##### Number of C&YP Arrests



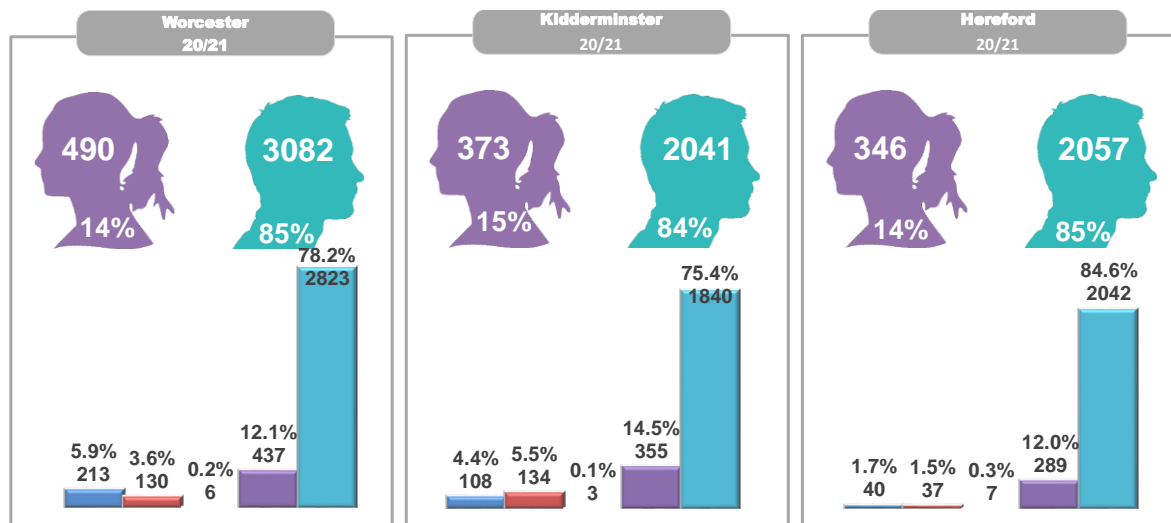
##### Proportion of C&YP Arrests by Age



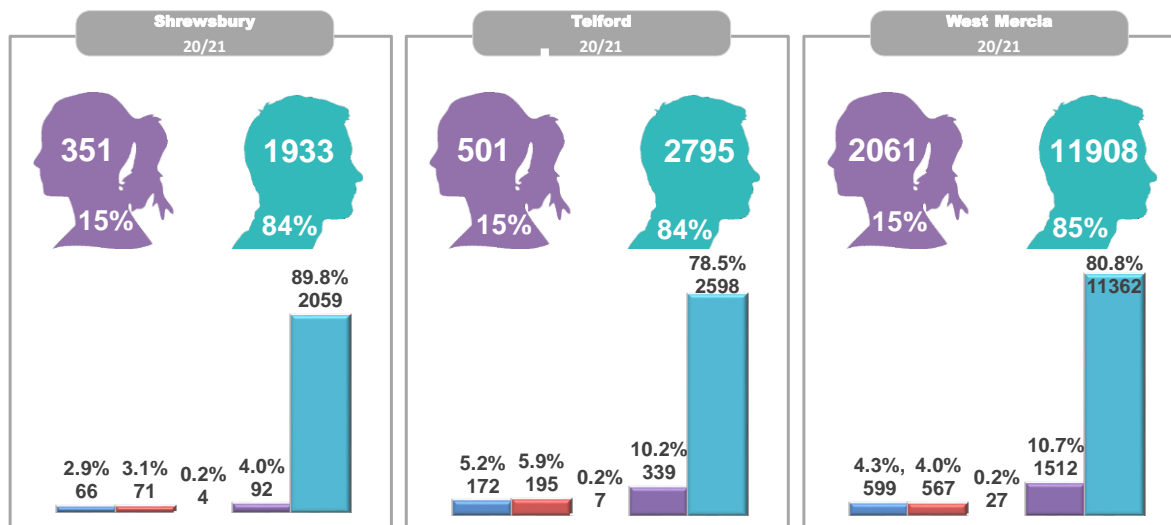
## 4. Delivering innovative, problem-solving practices and processes

### 4.1 Delivering effective core practices

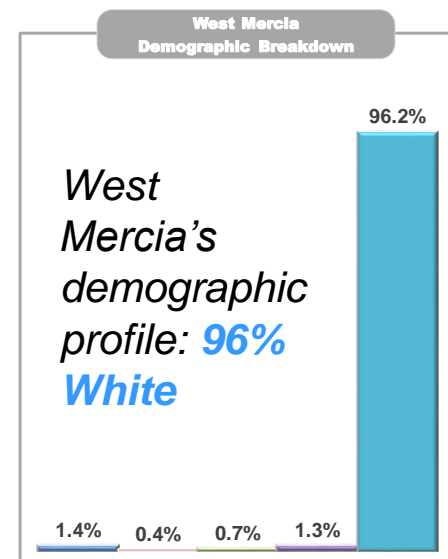
#### Custody – Gender and Ethnicity Breakdown



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



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

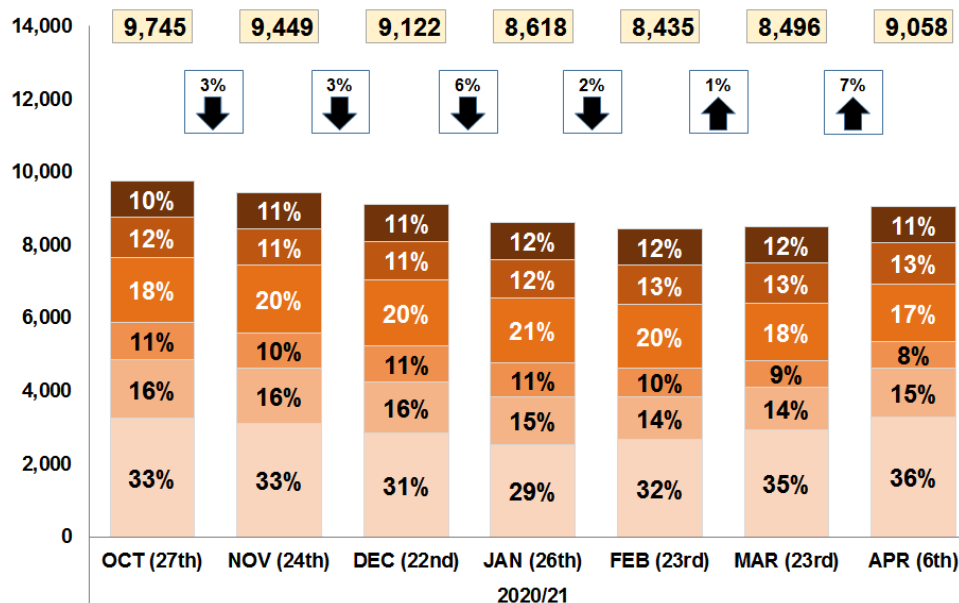


## 4. Delivering innovative, problem-solving practices and processes

### 4.1 Delivering effective core practices

#### Crime Management

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



**9,058** Open Investigations (O.I.s) consisting of notifiable offences, fraud offences and crimed incident investigations sit within **1,757** OIC crime baskets.

- **7% increase** compared to the previous point-in-time in March (8,496).
- This attributed to the **31% increase** in crime recording from 4,982 in February to 6,505 offences in March.
- **74% (6,727)** of O.I.s have 1 or more suspects attached, the remainder do not have a suspect

Operational support to investigations has been maintained in the face of significant demand to support the Covid response. Intel Analysts are currently providing support to over **50 investigations** including **11 murders**.

It is highly **probable** that O.I. volumes will **increase** in April due to an increase in crime recording, set against the backdrop of further easing of Covid restrictions specifically with outdoor hospitality re-opening on 12<sup>th</sup> April, along with increased vaccination numbers and the warmer Spring weather encouraging outdoor socialising.

##### 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 January 2021

- **February 21** - **South Worcestershire, North Worcestershire** and **Herefordshire** went live with suspect risk management process so now in line with Shropshire and Telford & Wrekin who went live last year and were noted by HMICFRS.
- **Early March** - Resolution teams centrally and Crime bureau have been trained so there is now a consistent approach to suspect risk identification from the outset.
- Crime Management team perform a **weekly audit** to ensure LPA compliance with named suspects and those with risk completed. Those that aren't are fed into local SPOCs for activity.
- Data was compiled for all crimes **open** and **undetected with a named suspect** present for each LPA to capture those not yet following the process and was added to QPR data for upcoming QPR's for LPA's.
- **Local audits** are now solely completed on overall investigation management by local SPOCS and command team and HMICFRS updated to this effect by Supt Tozer.



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

### 4.1 Delivering effective core practices

#### Outcomes

##### Outcome rates

(offences recorded and outcomed in same period in which the offence was recorded)

	Jan 20 - Mar 20	Oct 20 - Dec 20	Jan 21 - Mar 21	% Change between Q4 vs Q3(20/21)
No. of Offences Recorded	20,172	18,243	16,681	-9%
No. of Offences Recorded <u>and</u> Outcomed	15,137	12,890	11,592	-10%
Outcome Rate	75%	71%	69%	



**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*

#### Volume & Rate of Outcomes for Recorded Offences:

- **69% (11,5929)** of all offences **recorded** between Apr 20 – Feb 21 (13,643) were **assigned an outcome** within the last 3 months. This rate has **decreased by 2 percentage points** on the previous quarter period and **reduced by 6 percentage points** on the same period last year.

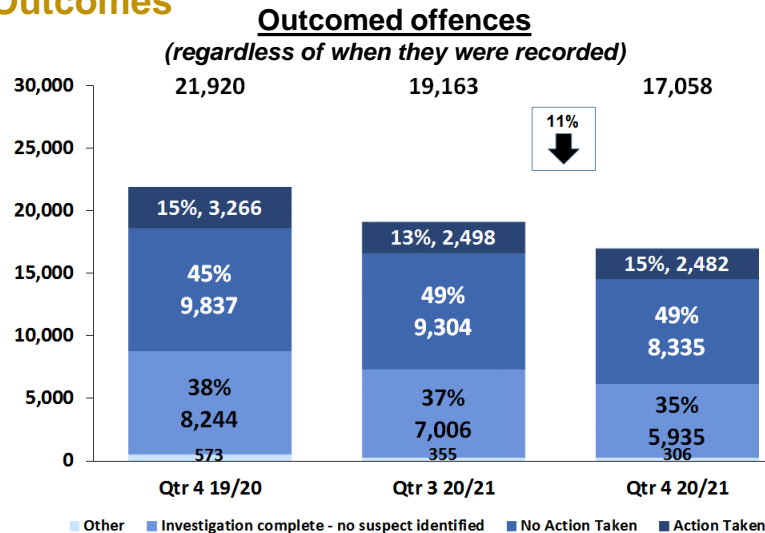
#### Outcome rates Method

- This method of reviewing outcomes allows for **individual crimes** to be **traced from when they were recorded** to when they were **given the outcome**. However, as **specific crime types** (e.g. rape offences) typically **take longer to investigate** than others, the final outcome may not be available at the time of reporting. As a result and in conjunction with demonstrating monthly productivity, the next few slides concentrate on **offences outcomed** in the time period, **regardless of when they were recorded**.

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

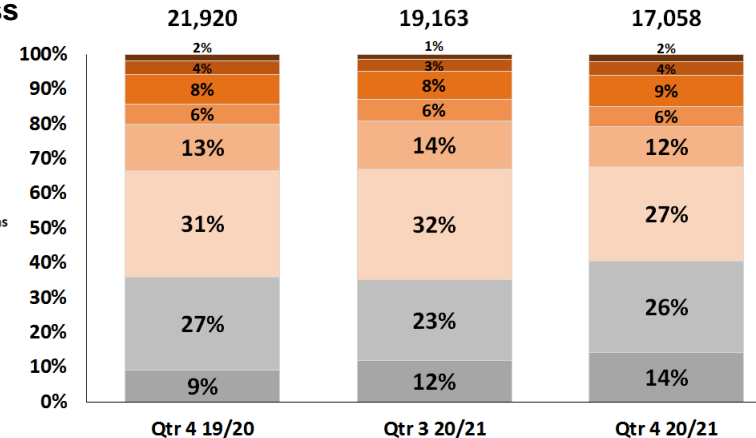
### 4.1 Delivering effective core practices

#### Outcomes



Data analysis undertaken by SPI to identify the driving causes behind why the force has outcomed less offences. Results to be presented at **Force Delivery Group**.

#### Timeliness

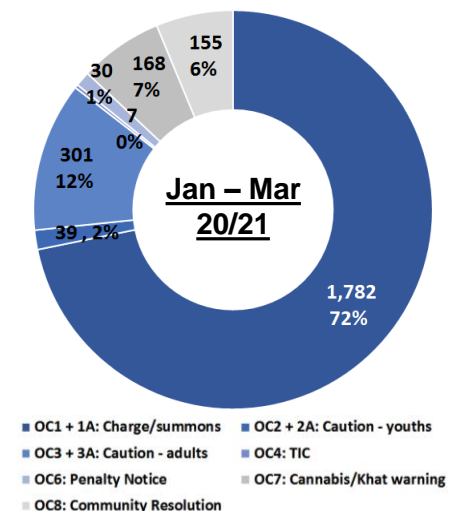


#### Short term trends

- Following the **re-introduction of Covid national lockdown in January 2021**, we can now see that the number of offences outcomed (regardless of when they were recorded) have **decreased by 11% in Q4 2020/21** and is **22% lower** than the same quarter last year.
- Relatively stable volumes of outcomed offences assigned an 'Action Taken' outcome** from 2,498 offences in Q3 20/21 to 2,482 offences in Q4 20/21.
  - Charge/ Summons (Outcome 1 & 1A)** account for **72%** (1,782) of 'Action Taken' outcomed offences. Although **Charge/ Summons – alternative offences (Outcome 1A)** have **grown by 26%** whilst **Outcome 1** has seen a **9% decrease**.

#### Volume and Proportion of outcomed offences by 'Action Taken'

(regardless of when they were recorded)



**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**

#### Investigative Timeliness trends

- For the time taken to assign an outcome after an offence is recorded, an **increased proportion** of offences were recorded and outcomed quicker - **within 7 days (40%) - in Q4 20/21** compared to 35% in Q3 20/21 and 36% in Q4 19/20.
- It is **probable** that outcome volumes will start to increase in April due to an increase in crime recording, set against the backdrop of further easing of Covid restrictions, increased vaccination numbers and the warmer Spring weather encouraging outdoor socialising,

## 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.**

#### Outcome 14

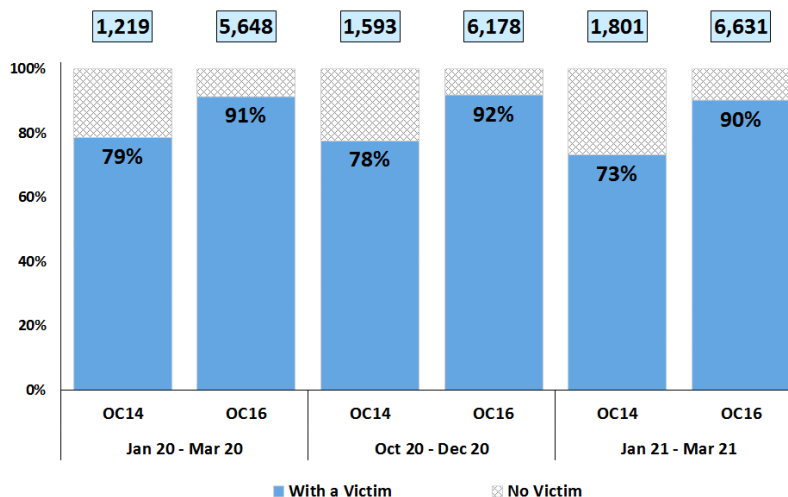
Between Jan 21– Mar 21, the proportion of Outcome 14 offences (**73%**) that have a Victim linked to the offence has **decreased by 5 %points** compared to the previous 3 month period (78%).

This is a **6% point reduction** compared to the same 3 month period last year (79%).

#### Outcome 16

The proportion of Outcome 16 offences that have a Victim linked to the offence has **reduced by 2 %points from 92% in Oct 20-Dec20 to 90% in Jan 21 – Mar 21.**

This is proportion has **remained relatively stable** for the same 3 month period last year (91%).



**Higher % is better**

Based on Offences outcomed during the 3 month periods regardless of when they were recorded



#### Recommendation:

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



#### Recommendation:

To ensure the **correct** application of **Outcome results**, direct and encourage OICS and Sergeants to use Outcome resource material featured on Intranet site:

<https://intranet.westmerpolice01.local/smiupload/n/17271/11446.pdf>

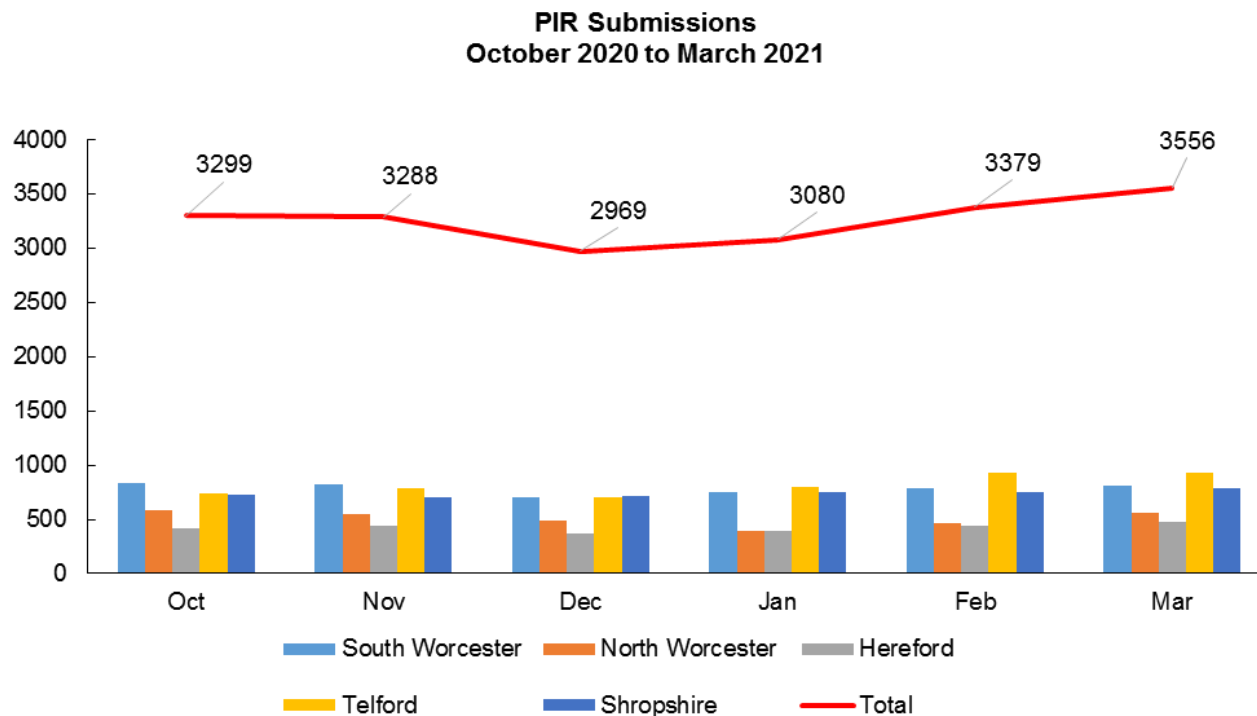
## 4. Delivering innovative, problem-solving practices and processes

### 4.1 Delivering effective core practices

#### Intelligence Management

A **5% (459) increase in the volume of Police Intelligence Report (PIR) Submission** is observed when comparing Q4 2020/2021 to Q3 2020/2022.

**Submission levels** have generally seen a **decrease** as a result of **lockdown** measures but did **not** reach the same levels as April/May 2020. Levels of submissions saw a steady decline from October to December, but then gradually increased to a peak in March.



#### Good looks like:

- **Improvement** in general **quality of PIR submission**
- **Improvements** in **officer training and understanding of intelligence submission**

Raw numbers of PIR submissions are useful to review demand, but the value or **quality** is vastly more **important** than quantity.

To that end, **training materials** on submitting PIRs have been made **available** on the intranet on various platforms.

This **work** will **continue** into Q1 2021/2022, with face to face inputs becoming possible again post June.



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

### 4.1 Delivering effective core practices

#### Current Risk Management Plans (1<sup>st</sup> April 2021)

South Worcestershire		North Worcestershire		Herefordshire		Shropshire		Telford and Wrekin	
Type	No	Type	No	Type	No	Type	No	Type	No
MAPPA	124	MAPPA	117	MAPPA	64	Child	251	Child	181
IOM	59	IOM	40	IOM	55	MAPPA	118	MAPPA	122
Child	53	DA Medium Risk	31	DA High Risk	24	DA Medium Risk	112	DA Medium Risk	86
DA Medium Risk	53	DA High Risk	26	Vulnerable Adult	23	IOM	53	IOM	57
ASB High Risk	17	ASB Medium Risk	20	DA Medium Risk	12	ASB CPW/CPN	24	DA High Risk	25
Vulnerable Adult	13	Child	18	ASB Medium Risk	6	Vulnerable Adult	19	STO	16
DA High Risk	11	Vulnerable Adult	14	Stalking and Harrassment	6	DA High Risk	18	Vulnerable Adult	14
IVM	9	IVM	11	Child	3	ASB Medium Risk	18	ASB Medium Risk	9
ASB Medium Risk	8	ASB High Risk	11	ASB High Risk	1	Cuckooing	15	Cuckooing	8
Cuckooing	7	Stalking and Harrassment	3	Vulnerable Adult Referral	1	ASB MH/High Demand	7	ASB High Risk	6
Stalking and Harrassment	4	Cuckooing	3	Cuckooing	1	Stalking and Harrassment	5	Stalking and Harrassment	3
ASB MH/High Demand	3	ASB CPW/CPN	3			DVPO	4	ASB MH/High Demand	3
ASB CPW/CPN	2	DRUGS	3			Child Referral	2	DRUGS	1
STO	2	Child Referral	1			ASB High Risk	1	Burglary	1
DRUGS	1	DA Referral	1			Neighbour Dispute	1	Child Referral	1
Child Referral	1	Vulnerable Adult Referral	1			DRUGS	1	DA Referral	1
		RSO	1						
		IOM - MAPPA	1						
Total	367	Total	305	Total	196	Total	649	Total	534

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

### 4.1 Delivering effective core practices

#### Current RAG Status

LPA	Red	Amber	Green	Unscored	Total
South Worcs	0	0	9	2	11
North Worcs	0	2	11	4	17
Herefordshire	0	0	7	0	7
Shropshire	0	2	5	0	7
Telford & Wrekin	0	4	2	0	6



problem  
solving

#### 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)

#### Current Aims/Objectives:

- Working with partners to roll out Smartwater spray deterrent for night time economy and off road riders.
- Working with University Academia to provide professional evaluation of problem solving projects
- Working with partners to attract funding for youth violent crime projects.

#### Good News:

- Good quality problem solving to reduce demand – Reducing calls to service from Hospitals and children's care homes
- Activity into tackling rural crime, particularly quad bike theft
- Wide spread activity to reduce theft of catalytic converters

#### Impact Assessment of Plans:

- Each plan has an element of assessment where actions taken are measured against the initial objective. Due to the complexity of certain plans it is often difficult to measure impact, therefore academic evaluation from a local university in order to "dig deep" is being looked into currently.



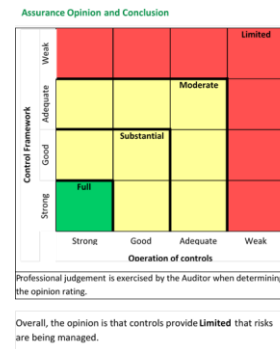
## 4. Delivering innovative, problem-solving practices and processes

### 4.1 Delivering effective core practices

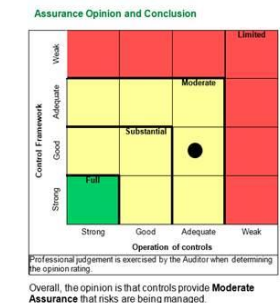
#### Continuity Planning

- 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 4,
  - 94% of departments now have a current BCP** with
  - 52% of those with plans maintained and reviewed up to date.** This is due to a lot of plans presently being reviewed and submissions have slowed.
- Work has been undertaken to ensure business continuity through the Covid response, including:
  - Sending out **reminders** that **review dates** are upcoming for many departments..
  - OPCC have brought Estates** back into house creating a new department. This is recognised as a positive step moving forward from PPL with work already progressing reviewing service level and maintenance contracts for building resilience
  - An **exercise programme continues** across the force with **Severe Weather** and **Cyber security/Blackstart** scenarios being rehearsed
  - A **structured debrief** was facilitated by PHE into the outbreak in the Control Room in Southwell House to capture lessons learned
  - Procurement under new management** has seen new plans submitted and a large number of suppliers have been requested for evidence of their business continuity arrangements for servicing WMP contracts

#### Audit 2019 (‘Weak’)



#### Audit 2020 (‘Adequate’)



**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

		Qtr 4 20/21	Qtr 4 19/20	Trend Previous 12 Months	YTD % Change
Total Recorded Crime	24420 19173	16771	20182		-16%
Violence With Injury	3294 2278	1755	2445		-20%
Violence Without Injury	6670 5006	5448	5656		-3%
Rape	351 263	278	278		-4%
Other Sexual Offences	564 518	471	549		-8%
Personal Robbery	157 140	89	147		-24%
Business Robbery	19 11	12	16		-49%
Residential Burglary Dwelling	757 603	381	635		-31%
Burglary - Business & Community	1004 926	707	946		-28%
Vehicle Offences	1388 1252	892	1271		-35%
Theft from Person	255 110	59	137		-57%
Bicycle Theft	274 138	107	171		2%

		Qtr 4 20/21	Qtr 4 19/20	Trend Previous 12 Months	YTD % Change
Shoplifting	2173 1633	1177	1714		-35%
All Other Theft Offences	2482 1505	1328	1661		-30%
Criminal Damage & Arson	2598 2199	1724	2263		-18%
Drug Offences	685 464	642	563		20%
Possession of Weapons	268 207	156	227		-15%
Public Order	1736 970	1168	1151		-5%
Misc. Crimes Against Society	369 324	377	352		9%
Cyber	1070 324	1292	995		35%
Alcohol Related	2183 1072	986	1246		-14%

Incidents	84806 66504	59961	70344		-8%
Anti Social Behaviour	12433 6997	12708	8902		44%

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

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

### 4.2 Managing demand



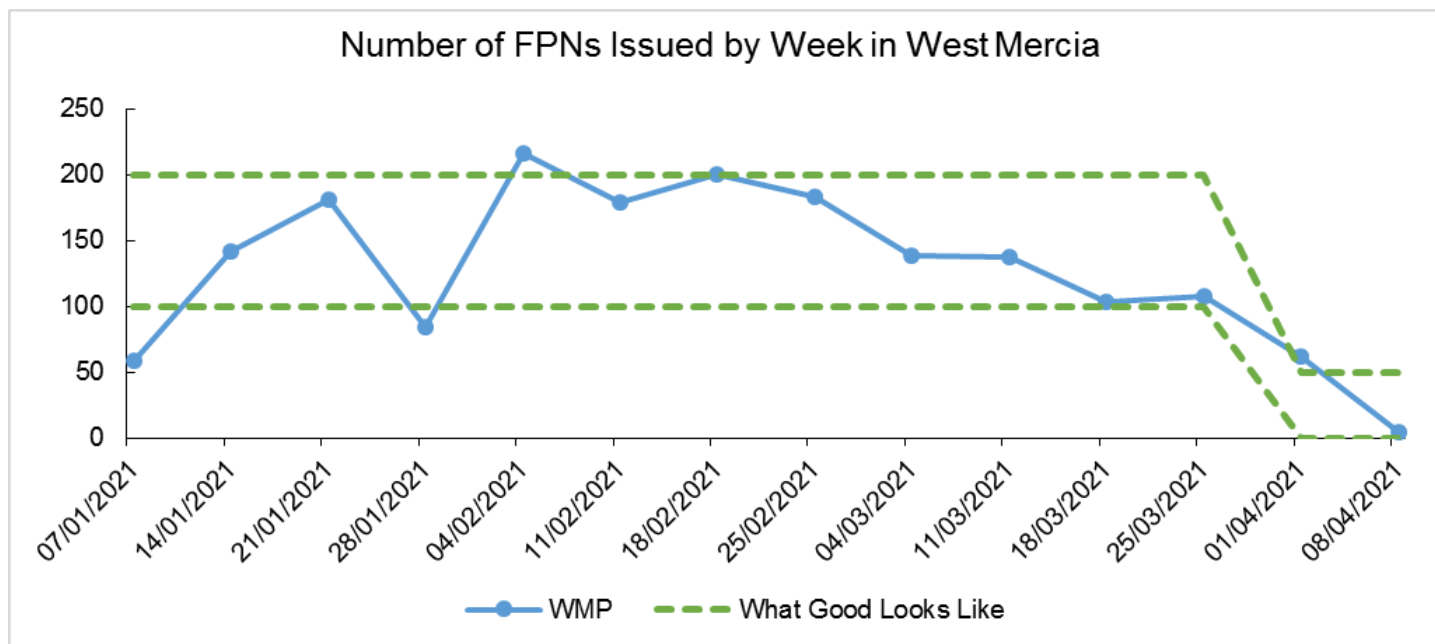
**Good  
looks like:**

FPNs Issued per week:  
*Between 0 to 50*

### Covid Related Fixed Penalty Notices (FPNs)

#### Have Enforcement Levels Stepped Up in Accordance with National Guidelines?

“Number of FPNs Issued by Week Across West Mercia” demonstrates that the force overall has issued FPNs **within the desired “What Good Looks Like”** range per week for the majority of the time period considered, with activity decreasing significantly in the previous 4 weeks. As a result this range has been reviewed and reduced.



It is probable that this **decreased activity is due to national lockdown restrictions being lifted**. With improved seasonal weather as well as falling hospitalisation numbers, it is probable that number of FPNs issued will remain low provided that the national roadmap continues to be followed.

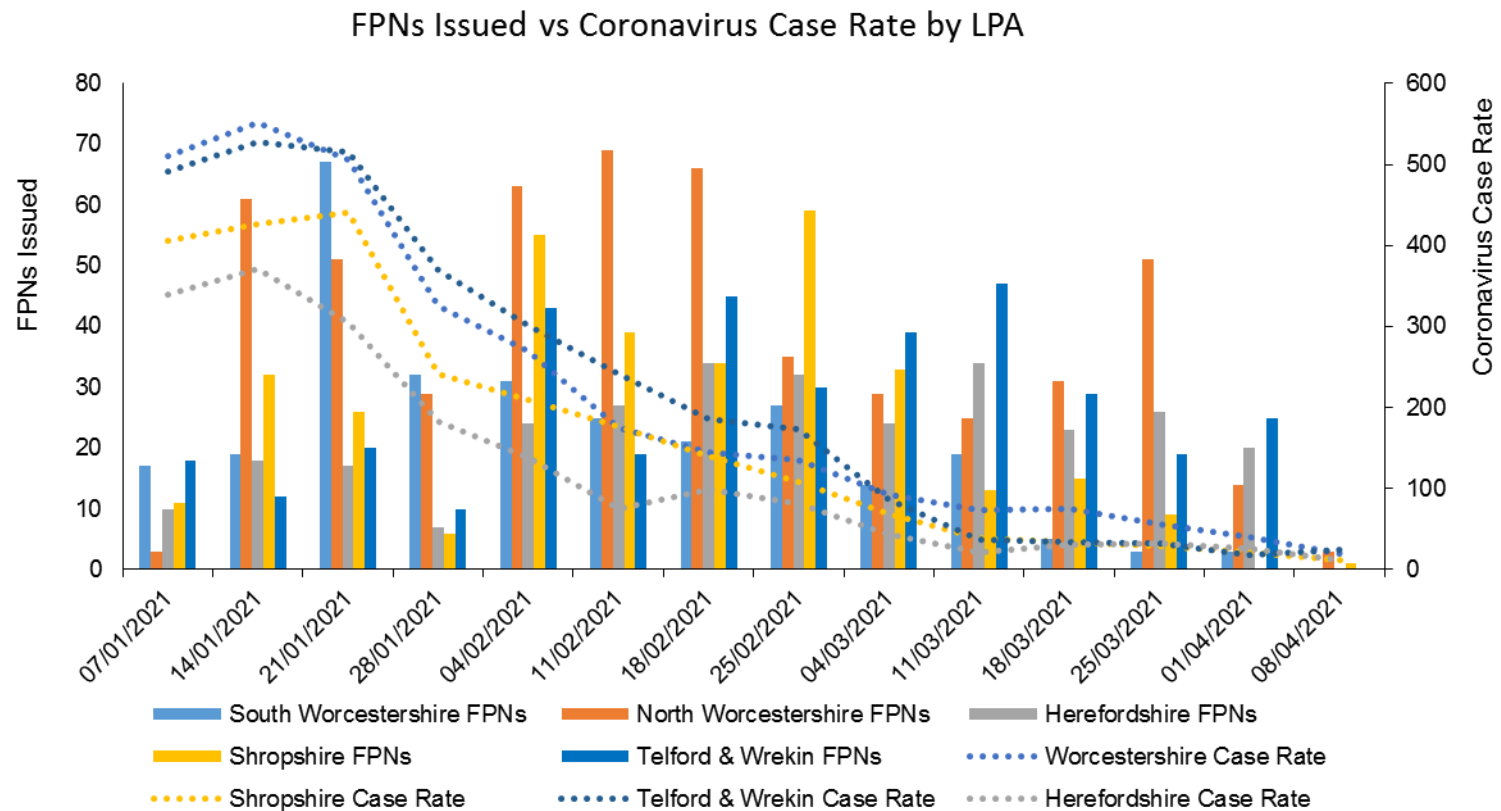
## 4. Delivering innovative, problem-solving practices and processes

### 4.2 Managing demand

#### Covid Related Fixed Penalty Notices (FPNs)



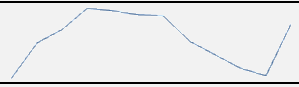
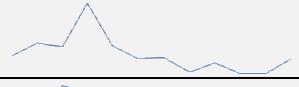
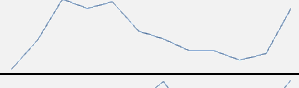

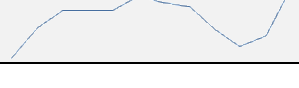

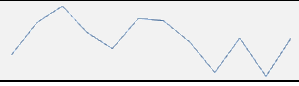

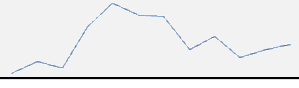

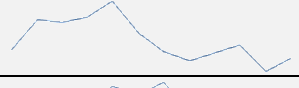

In addition, “**FPNs issued vs Coronavirus Case Rate by LPA**” gives an indication of the activity of each policing area while considering the prevalence of coronavirus. As a result of lockdown and the vaccination programme, **case rates have decreased significantly in every LPA, and FPNs issued have similarly decreased.**

This suggests that policing of Covid restrictions across the force is **responding appropriately with regards to risk to public health.**



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

### 4.2 Managing demand – policing priorities

	 Good Looks Like	Control Limits	Qtr 4 20/21	Qtr 4 19/20	Trend Previous 12 Months	YTD % Change
	Total Crime	10% reduction in a post-COVID operating environment 24420 19173	16771	20182		-16%
	Incidents	Under development 84806 66504	59961	70344		-8%
	Hate Crime	Increased reporting 607 307	451	375		5%
	Vulnerable Adult	Increased reporting 3904 3163	3928	3356		9%
	Child At Risk	Increased reporting 5744 5008	4902	5169		-6%
	Child Sexual Exploitation	Increased reporting 214 75	128	121		6%
	KSI	A sustained 20% reduction	91	76		-11%
Due to systems it is possible for volumes to change up to 30 days after the end of the month.						
	Domestic Abuse	Increased reporting; A reduction in DA repeat victims 7957 6066	6183	6561		-3%
	Residential Burglary	25% reduction in a post-COVID operating environment 757 603	381	635		-31%

Overall most **crime volumes decreased** as anticipated with the lockdown period covering the majority of the quarter however there is a **notable uplift** in volumes in **March**.

It is **probable** that **volumes** in the next month and quarter will **increase** further due to the **national lockdown** easing and improved seasonal weather.

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.

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

### 4.2 Managing demand – policing priorities

#### OCGs

Active  
27Archived  
23

### Serious Organised Crime

The disruptions figures account for disruptions recorded against OCGs with a **tiered response level of 1 to 3**. Disruptions data for Q4 2020/21 awaits moderation by the ROCTA and **may therefore alter**.

	Qtr 4 20/21	Qtr 4 19/20	Trend Previous 4 Qtrs	YTD % Change
SOC Disruptions	47	57		13%



#### Active OCGs Primary Crime

- **63%** drugs supply or **County Lines**
- **19%** organised **acquisitive crime**.

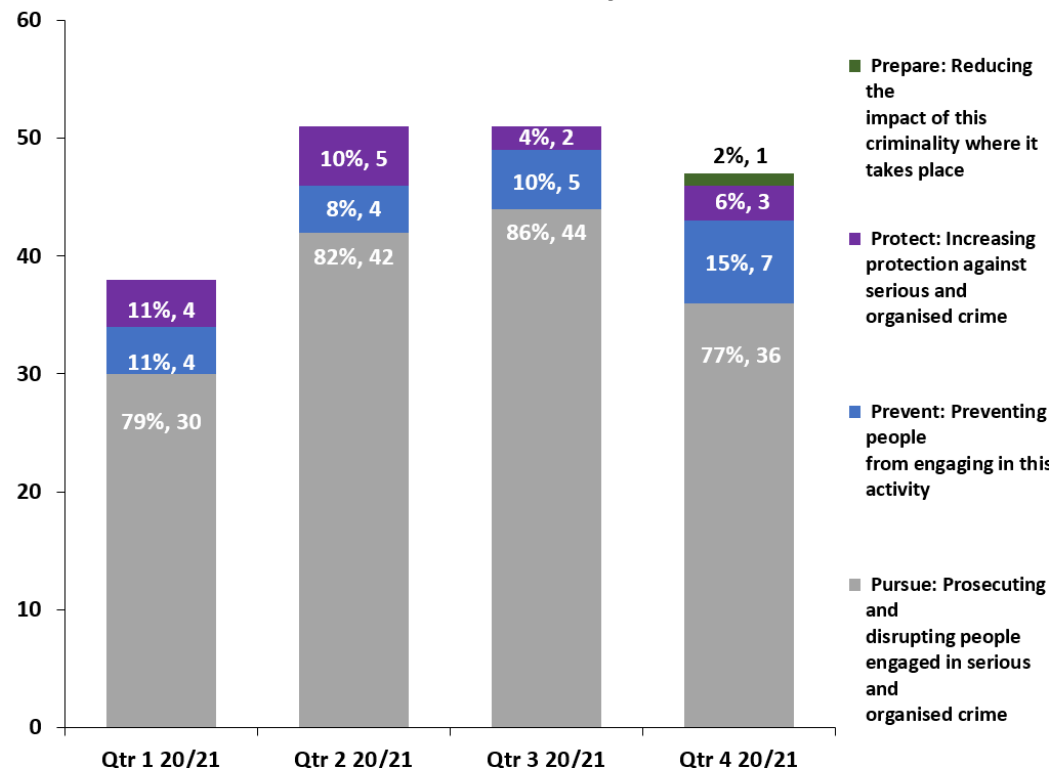
In Q4 2020/21 there were **47 OCG disruptions** recorded – a **decrease on the previous quarter** - the lower number of disruptions is likely to be **attributed** to the **Covid lockdown** (commencing 5th Jan 2021 and only recently beginning to be relaxed) - this **mirrors** the impact of lockdown in **Q1 2020/21**.

**18 arrests** were made in the timeframe. **1 charge and 2 convictions** were also recorded during the quarter. 1 Serious Crime Prevention Order was obtained and **7 nominals** were **safeguarded**.

**Pursue** disruptions account for **77%** of all OCG **disruptions**. West Mercia recorded disruptions are more Pursue driven than the average for West Midlands forces which, in the 9 months to December 2020, were typically 71% Pursue

**91%** of OCG disruptions had a **positive impact**. There were no major disruptions recorded.

#### OCG Disruptions



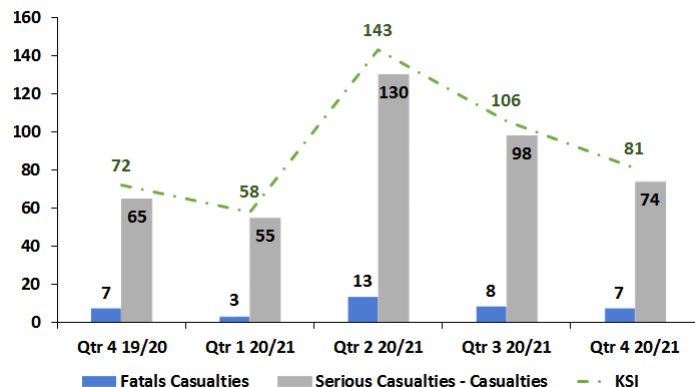
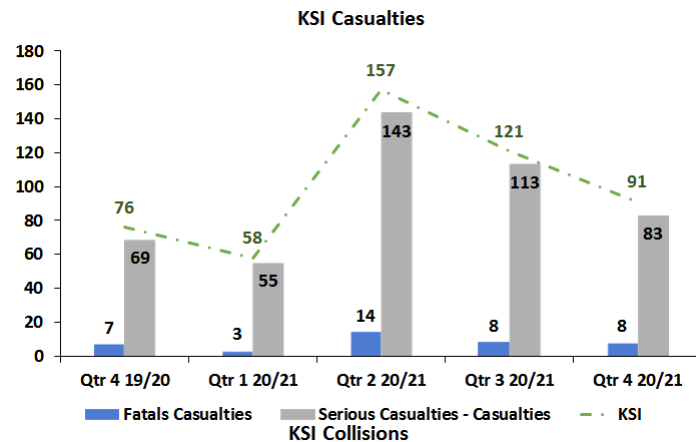


## 4. Delivering innovative, problem-solving practices and processes

### 4.2 Managing demand – policing priorities

#### Safer Roads

Following the re-introduction of Covid national lockdown in January 2021 monthly volumes initially declined and are now starting to increase.



	Qtr 4 20/21	Qtr 4 19/20	Trend Previous 12 Months	YTD % Change
KSI	91	76		-11%
Fatals Casualties	8	7		-25%
Serious Casualties - Casualties	83	69		-9%

Overall, Year To Date volumes are showing a **11% reduction** on the previous year which is to be expected with 'Stay At Home' measures.

In the last quarter, Killed or Seriously Injured (KSI) **casualties** saw a **25% (30) decrease** compared to the **previous quarter** however, it is a **20% (15) increase** compared to the same quarter last year. Fatalities have **remained static (8)**.

It is **probable** that volumes will **increase** in the coming months due to further easing of Covid restrictions moving from 'Stay In' to 'Stay Local' directives, increasing vaccination numbers and the warmer Spring weather encouraging outdoor travelling/socialising.

There is still an issue with the **timeliness** and **standard** of initial submissions. **Collisions** are still **not** being **submitted** to TPU within 24 hours as per force policy. This problem was raised in the Q3 Gold scorecard.



#### Recommendation:

**Educational messages** to be disseminated to officers on the importance of **timeliness** and **standard** of initial submissions.



**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 seen 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

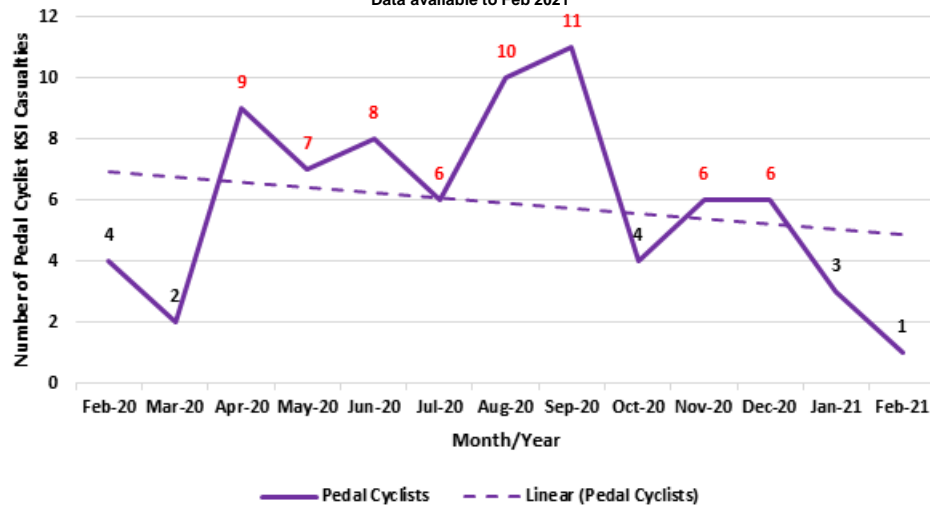
## Safer Roads – Pedal cyclists Killed or Seriously Injured (KSI) Casualties



### Pedal cycle KSI casualties

February 2020 to February 2021

Data available to Feb 2021



Pedal cyclist casualties remain an area of concern despite low figures in January and February 21.

The number recorded over the last 12 months (77 casualties) is a **54% increase** on the same 12 month period the previous year (50 casualties were recorded between February 2019 and February 2020).

It is **possible** there will be a **decline** in **volumes** as those new to leisure cycling gain **more experience** and as projects such as **Op Close Pass** educate vehicle drivers.

However, it is **highly probable** that the further easing of Covid restrictions for commuting and warmer spring weather encouraging solo or group cycling pursuits will restrict the decline in volumes.

### Pedal cycle KSI casualties by LPA

2019/20 Vs 2020/21

LPA	February 2019 - February 2020	February 2020 - February 2021	Percentage Change	Direction
Herefordshire	9	17	88.90%	↑
North Worcestershire	9	22	144.40%	↑
South Worcestershire	18	12	-33.30%	↓
Shropshire	10	20	100%	↑
Telford	4	6	50%	↑
WEST MERCIA	50	77	54%	↑

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

### 4.2 Managing demand – policing priorities

#### Safer Roads – Fatal 4 Offences

During the review period from November 2020 to January 2021, the **NPCC campaign calendar** focused on the **seasonal drink and drugs enforcement** period.

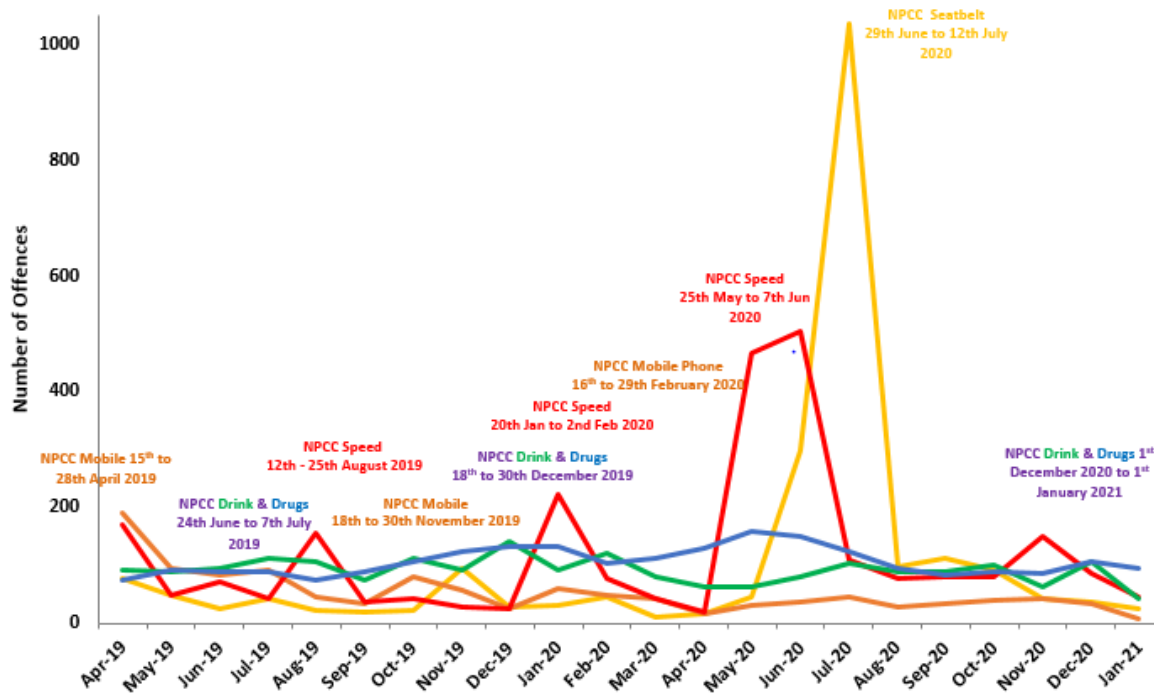
Now moving into the period that covers the commercial vehicle week, the **2 wheels operation** and the **Global Road Safety** week.

The Roads Policing team continue to progress their work in protecting the most vulnerable road users via **Operation Close Pass** and will engage fully in April's national Close Pass day.



#### Number of Offences Detected by LPA/OPU

Data available to January 2021



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

### 4.2 Managing demand – policing priorities

#### Safer roads - Educational Activities & Campaigns



##### NPCC Drink and Drug Drive Campaign (Dec 2020):

- **External press release** and **internal comms** issued
- **22** individual social media messages via **@WMerciaRoads**
- **97 shares** and **183 likes**
- **41,241 impressions** and **528 engagements**
- **Results submitted:**

**1,569** Breath tests

**133** Positive, refused or failed (8.5%)

**145** Drink drive arrests

**110** Drug drive arrests

**Note:** Due to late downloaded results, **2,064** breath tests should have been submitted which would have resulted in a **6%** positive test rate, which is a lot lower than the national result.

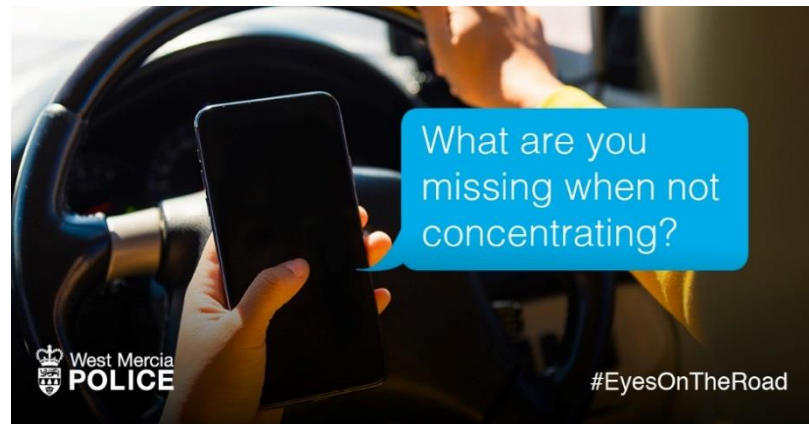


##### Mobile phone enforcement campaign (Feb 2021):

- **External press release** and **internal comms** issued
- **12** individual social media messages via **@WMerciaRoads**
- **68 shares** and **133 likes**
- **25,803 impressions** and **424 engagements**
- **Results submitted:**

**312** TORs

**8** Cautions



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

### 4.2 Managing demand – policing priorities

## Safer roads - Educational Activities & Campaigns

### Campaigns April – May 2021

#### National NPCC campaigns



##### April

- Two wheel operations (14th April National Close Pass Op)

##### May

- Global Road Safety Week - 17<sup>th</sup> May – 23<sup>rd</sup> May

#### Bikesafe:

Bikesafe has been **suspended nationally** due to Covid restrictions; however, West Mercia will be participating in the project once it recommences.

As a result of **West Mercia's on-line workshops**, Bikesafe are putting together a professionally produced **online workshop** which can be accessed online; this is being created to **complement** current, more traditional workshop methods. West Mercia is contributing to this with an **officer delivering a module** later this month. The project is expected to go live during May this year.

#### Recommendation:

**Corporate Comms messages** around road safety inline with:

- More people travelling on the roads
- Some vehicles have not been used for sometime, so may have mechanical issues
- MOT tax/insurance may have expired



#### West Mercia Initiatives



##### Education & Training

- **Green Light** – Continue with virtual delivery with a view to returning to physical delivery in summer term.
- **Year 6** - development of virtual package for Year 6 input and Young Citizens Challenge event not taking place in May.
- **Bike Safety** - Biker Down, Bike Safe & Take Control training to recommence into May onwards.

##### Events

- Support for local events as lockdown restrictions lift (e.g. Shelsley Hill Climb)

##### Operations

##### **Op Close Pass**

- Roll out of initiative across whole force area. Equipment in place to ensure each local policing team is involved in the campaign.

##### **Op Snap**

- Ongoing comms support for the initiative and new monthly social media updates

##### **Red X**



- Motorway enforcement. Social comms support for the initiative with Highways England

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

### 4.2 Managing demand – policing priorities

#### Child Sexual Exploitation

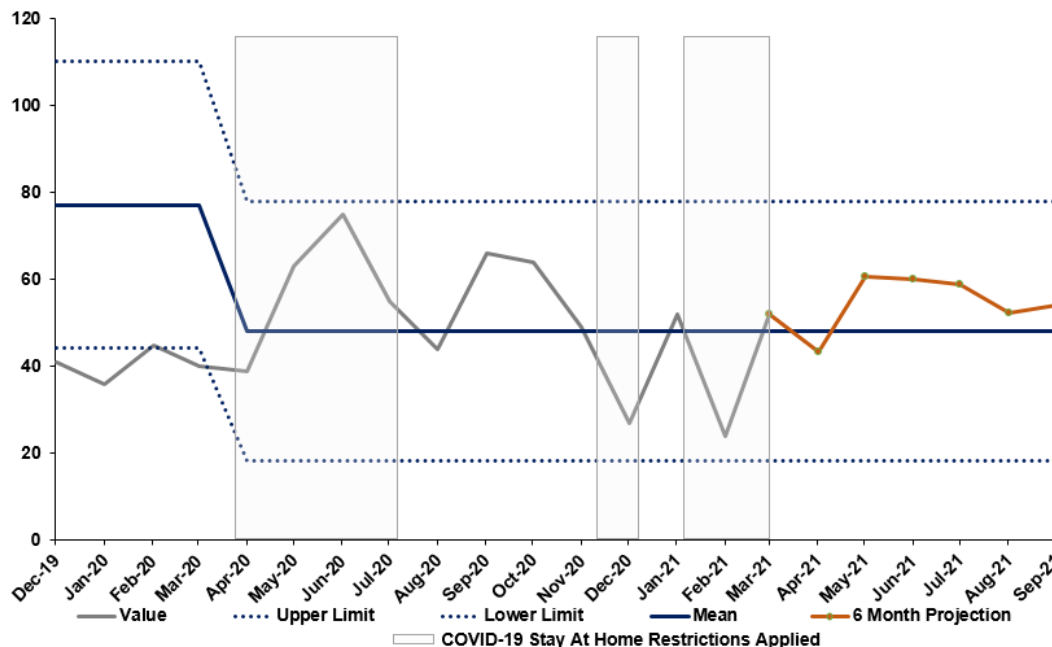
This data is generated from Athena where a 'CSE' crime keyword has been applied.

	Qtr 4 20/21	Qtr 4 19/20	Trend Previous 12 Months	YTD % Change
Child Sexual Exploitation	214	128		6%
	75	121		



Overall there was a **42% (76) reduction** in CSE related offences and crimed incidents compared to the **previous quarter** and an **11% (19) decrease** on the **same quarter last year**.

Having seen a decrease in volumes last quarter it is **probable that volumes will increase in the coming months**. This may be driven by the launch of the new helpline launch by the Government in on 1<sup>st</sup> April. It is to be run by the NSPCC and will provide both children and adults who are victims of sexual abuse in schools with support and advice including how to report a crime.



Note: Projections are unable to factor in current impact of Covid. Mean and limits are based on 19/20 data



**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.



## 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.*

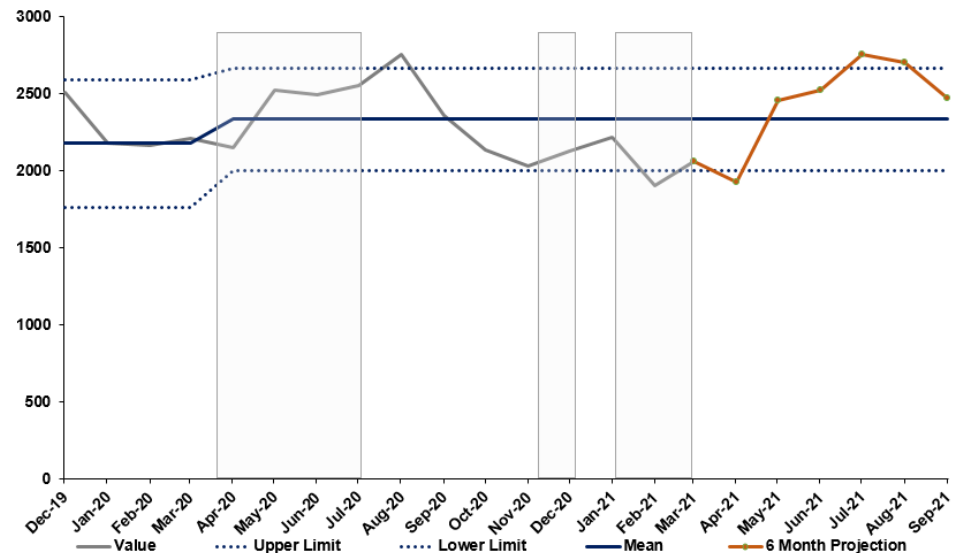
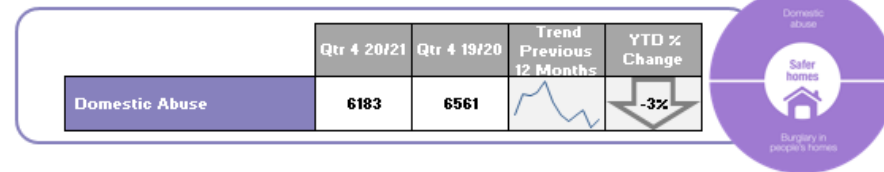
Domestic abuse crimes and crimed incidents saw a **2% (121) decrease** on the previous quarter and a **6% (378) decrease** on the same quarter last year.

It is **highly probable** that volumes will **increase** over the coming months due further easing of Covid restrictions specifically with outdoor hospitality re-opening on 12<sup>th</sup> April with increased alcohol consumption and improved seasonal weather encouraging outdoor socialising.

**Domestic Abuse Delivery Group (DADG)** is monitoring the performance and collating it with the **National Vulnerability Action Plan (NVAP)** perennial issues. The overarching approach to NVAP will sit and report to Crime and Vulnerability and escalate to SIB to drive whole system approaches.

Crime and Vulnerability hope to be able to assess the impact of **Early Help** and **Early Intervention** measures going live imminently in order to **capture the intervention offered to children and adults** by police, problem solving plans, and **Problem Orientated Policing** to prevent and protect. This is not an easy or readily available metric but one which will drive the Early Help agenda, engender an ethos of prevent rather than response.

This data is generated from Athena where a ‘Domestic Abuse’ crime keyword has been applied.

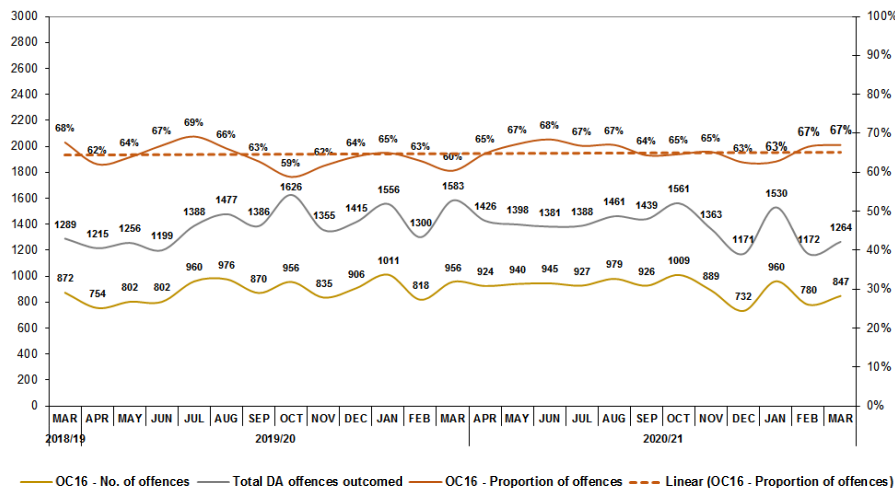


## 4. Delivering innovative, problem-solving practices and processes

### 4.2 Managing demand – policing priorities

### Domestic Abuse Outcomes

Volume & Proportion of Total Outcomed DA offences by Outcome 16



Over the last 3 months, a **pattern of variability** has been displayed with the volumes of DA offences outcomed by **Outcome 16** per month (regardless of when they were recorded).

The proportion rate has **increased** during the last quarter from **63%** in December 2020 to **67%** in March 2021. This proportion increase is linked to an **overall lower volume of total outcoming** during February and March.

During the last quarter, activity has taken place around the **use of bail** and the **point at which Outcomes are applied** has become of keen interest.

- **Too soon** and it will not reflect the actual mature view of the victim.
- **Too long** will possibly indicate a lack of progress and the ability to maintain the victims needs and wishes towards a prosecution.

By working with partners and gain a better understanding how the 'system' and processes assign outcomes is how this is matter will be addressed.

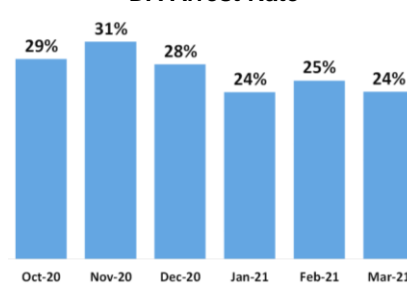
The Outcome process is currently work in progress to ensure data integrity, coupled with the gradual rise in positive outcomes ('Action Taken'), this is a positive sign of workforce focus and development towards tackling DA.

This data is generated from Athena where a 'Domestic Abuse' crime keyword has been applied.

Volume and Proportion of total outcomed offences by 'Action Taken' and Outcome 16 (regardless of when they were recorded)

		Oct - Dec 20		Jan - Mar 21		Comparison between Time periods	
		Outcomed Offences	% Outcomed	Outcomed Offences	% Outcomed		
Total DA Offences Outcomed		4,095	100.0%	3,966	100.0%	-3%	-129
'Action' Taken Outcome Results	OC1 Charge/summons	229	5.6%	251	6.3%	10%	22
	OC1A Charge/Summons - alternate offence	134	3.3%	156	3.9%	16%	22
	OC2 Caution - youths	0	0.0%	1	0.0%		1
	OC2A Caution - Youth - alternate offence	0	0.0%	1	0.0%		1
	OC3 Caution - adults	44	1.1%	47	1.2%	7%	3
	OC3A Caution - Adult - alternate offence	12	0.3%	14	0.4%	16.7%	2
	OC8 Community Resolution	1	0.0%	4	0.1%	300%	3
No Action Taken	OC16 Named Suspect identified: evidential difficulties prevent further action; victim does not support police action	2,630	64.2%	2,587	65.2%	-2%	-43

DA Arrest Rate



No MSG information available on DA Arrest Rates

## 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 January 2021 **volumes in repeat victims** for total recorded crime and domestic abuse have exhibited a **pattern of variability** during Q4 2020/21.

Since December 2020, there was a peak of repeat victimisation in January 2021, followed by a sharp decline in February. The number of repeat DA victims in March has returned to levels last seen in November/ December 2020.

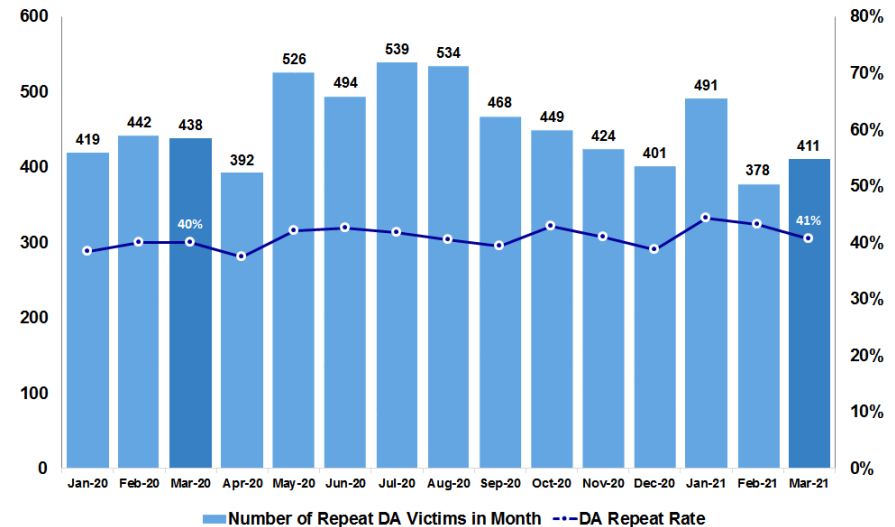
The DA repeat rate has **decreased** over the last 3 months from **44%** to **41%**– returning to a rate last seen in November 2020.

The number of repeat victims for total recorded crime offences in **March 2021 (1,421)** has increased sharply to levels last seen in October 2020 (1,499). These repeat victims have generally been linked Assault with or without Injury, Stalking & Harassment, Criminal Damage & Arson and Public order offences.

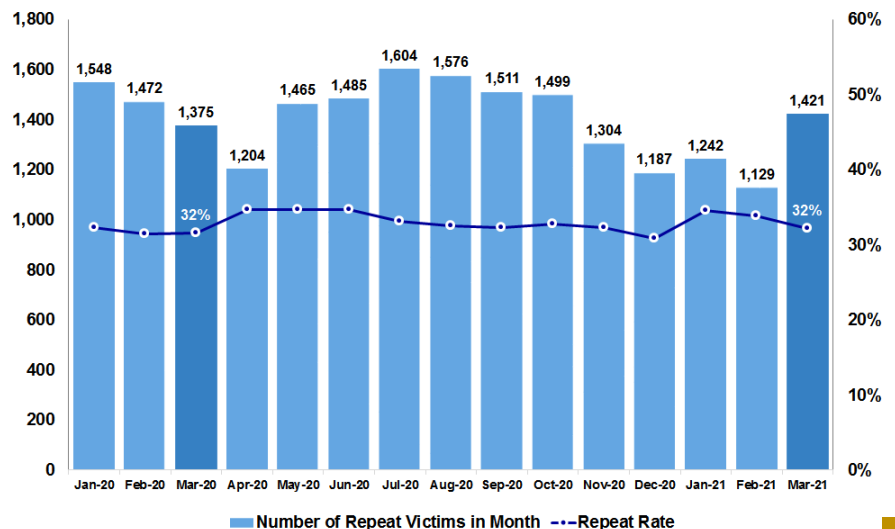
The repeat rate has **decreased** over the last 3 months from **35%** to **32%**– returning to a rate last seen in November 2020.

It is **highly probable** that repeat volumes will **increase** in the coming months due to the easing of Covid restrictions with outdoor hospitality set to reopen coupled with improved seasonal weather.

Repeat Domestic Abuse Victims per Month



Repeat Victims per Month



**Good looks like:**

#### Repeat TRC & DA Victims:

A reduction in 'high frequency/ high severity' repeat victims

Decrease in repeat rates

## 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.



**512** repeat nominals (3+ high harm offences) identified in the March 21 cohort, **19% increase** on last month's figure, n= 430

These repeat nominals represent **2,314** 'total recorded crime' offences in the last three months consisting of **1,981** high harm offences (**86% proportion**).

#### Force View

	Feb-21		Mar-21		Direction of Travel
Repeat Victims only	88	20%	94	18%	↑
Repeat Suspects only	128	30%	167	33%	↑
Repeat 'Victim/ Suspects' Nominals	214	50%	251	49%	↑
	430	100%	512	100%	↑

**63%** of March 2021's 3+ high harm offence repeat nominals have been linked to **DA offences** over the last three months, n= 322.



**Good looks like:**

**Repeat TRC & DA Suspects:**

*Less serial/ repeat DA offenders*

*Decrease in 'recurring' repeat TRC suspects*

*Decrease in repeat rates*

It is **highly probable** that 'high harm' repeat volumes will **start to increase** in over the coming months due to an increase in crime recording, set against the backdrop of:

- Continued easing of Covid restrictions specifically with outdoor hospitality re-opening on 12<sup>th</sup> April with increased alcohol consumption.
- Increased vaccination numbers encouraging outdoor socialising.
- Improved seasonal weather.

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

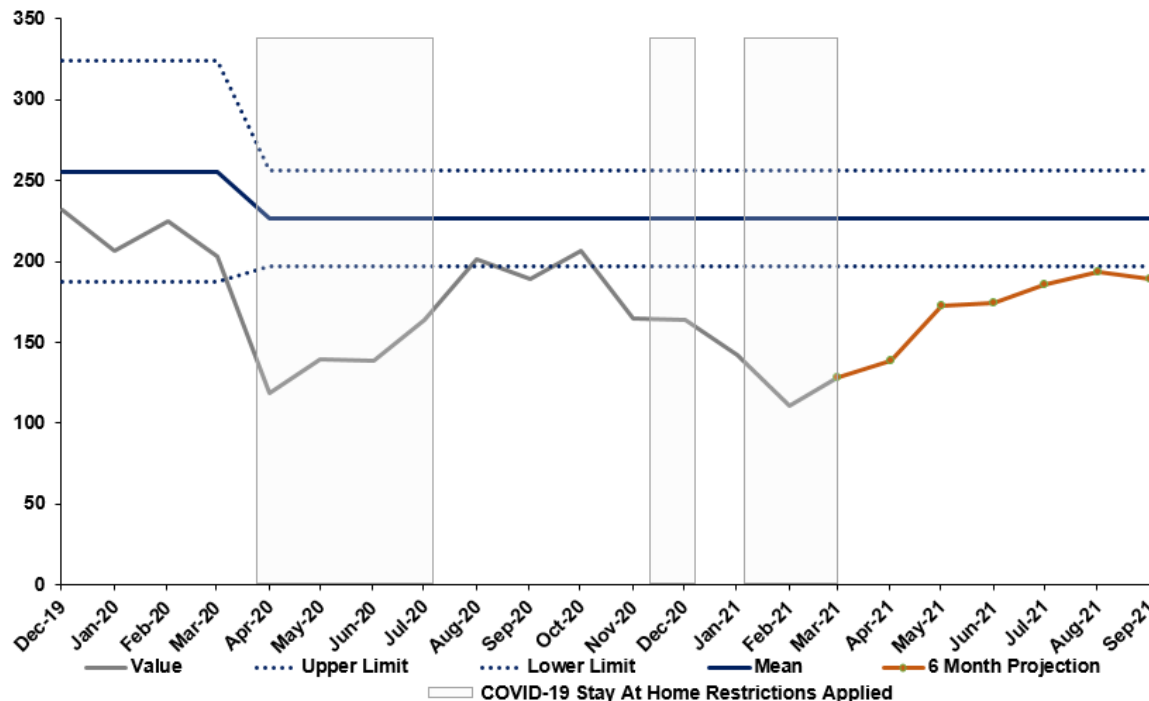
### 4.2 Managing demand – policing priorities

#### Residential Burglary (Dwelling)

Volumes in Residential Burglary – (Dwelling) **decreased by 29% (155)** compared to the previous quarter but remains **47% (254) lower** than the **same quarter last year**.

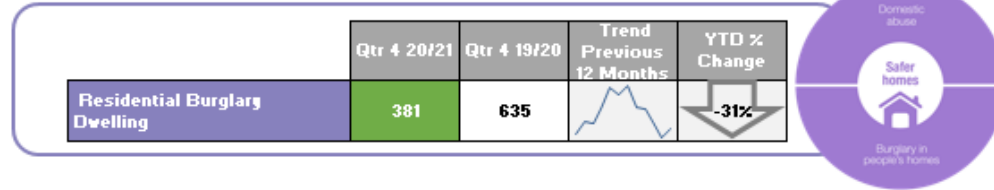
It is **probable** that during winter and spring volumes will **remain stable due** to continued furlough and working from home.

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



Note: Projections are unable to factor in current impact of Covid . Mean and limits are based on 19/20 data

The upper and lower control limits are derived by calculating 2 points of Standard Deviation from the mean.



**Good looks like:**



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

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

### 4.2 Managing demand – policing priorities

This data is generated from Athena where a hate crime keyword has been applied.

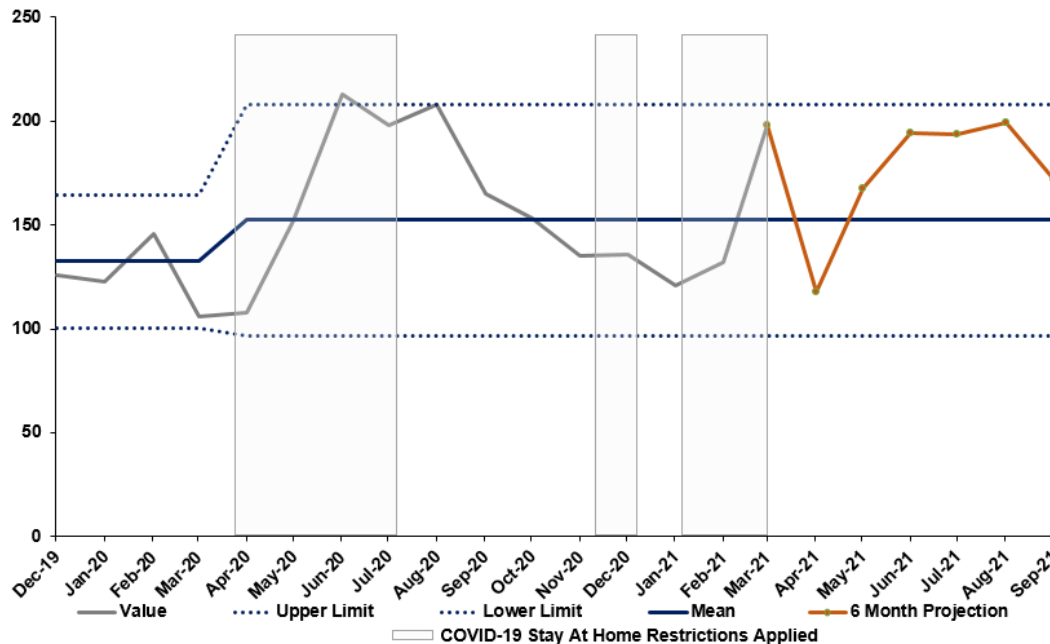
### Hate Crime & Crimed Incidents

As anticipated hate crimes and crimed incidents saw a **6% (27) increase** on the previous quarter and a **18% (76) decrease** on the same quarter last year.

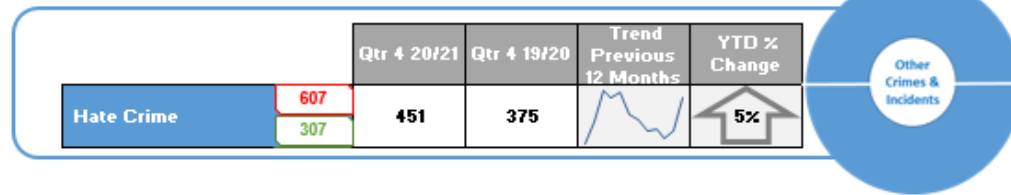
The **increase** was driven by an uplift in **South Worcestershire, 37% (33)** on the last quarter and **Herefordshire, 23% (11)** on the last quarter.

**Racially-related** crimes and crimed incidents continue to account for the **majority of volumes recorded** 67%, (293).

It is **probable** that in the **coming months** volumes will start to **decrease** again as they did coming out of previous lockdowns.



The upper and lower control limits are derived by calculating 2 points of Standard Deviation from the mean.



**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*



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

### 4.2 Managing demand – policing priorities

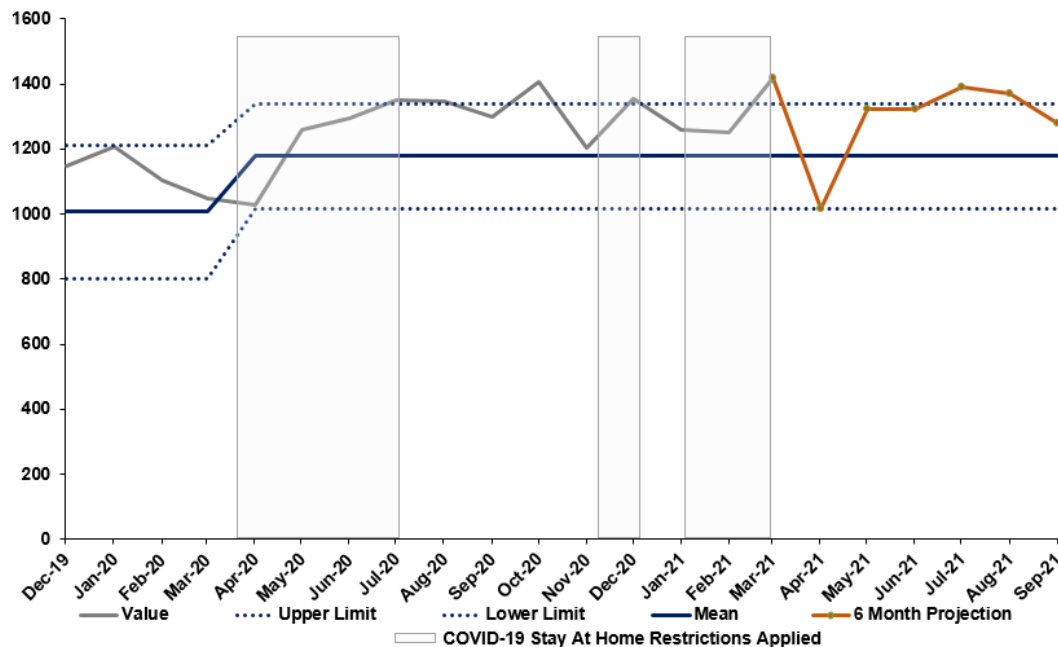
This data is generated from Athena where a vulnerable keyword has been applied.

### Vulnerable Adult Crimes & Crimed Incidents

Vulnerable Adult crimes and crimed incidents saw a **1% (38) decrease** on the previous quarter but a **14% (572) increase** on the same quarter last year.

**Violence Without Injury** accounts for 45% of all offences, in line with previous quarters.

Despite projections indicating a decrease in coming months, whilst some lockdown measure are still in place it is **probable** that **volumes will remain above the mean**.



Note: Projections are unable to factor in current impact of Covid. Mean and limits are based on 19/20 data

	Qtr 4 20/21	Qtr 4 19/20	Trend Previous 12 Months	YTD % Change
Vulnerable Adult	3904 3163	3928	3356	9%

Other Crimes & Incidents



**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.

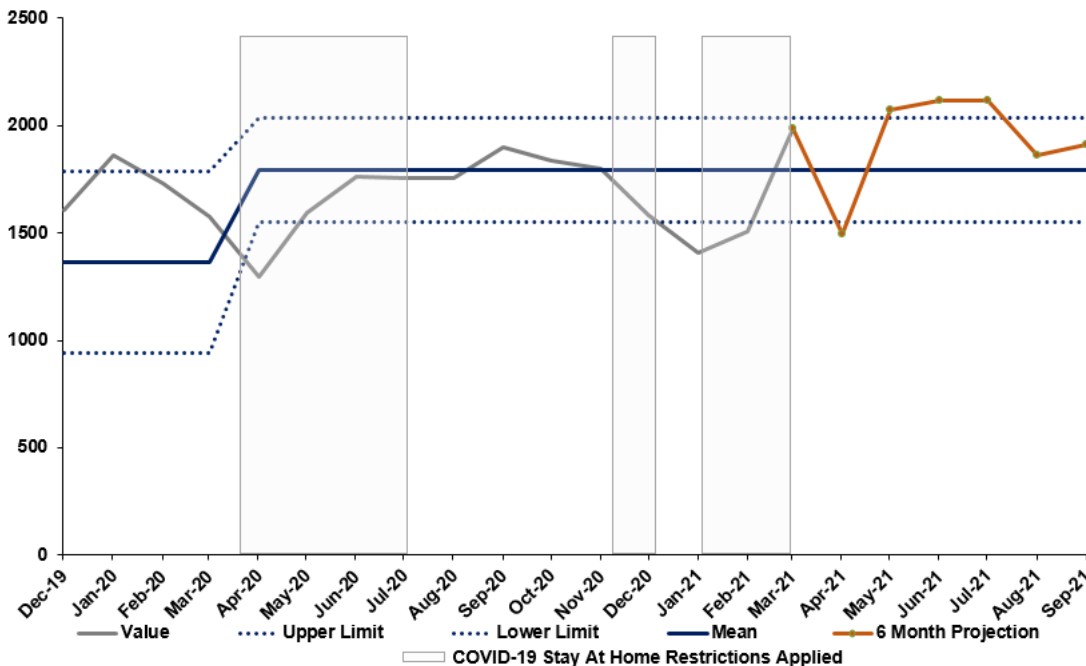
## 4. Delivering innovative, problem-solving practices and processes

### 4.2 Managing demand – policing priorities

#### Child At Risk Crimes & Crimed Incidents

Whilst volumes have **decreased 6% (315)** compared to the previous quarter and **5% (267)** compared to the same period last year, it is notable that volumes **increased 32% (480)** in March on the **previous month**. It is probable that this is due to children returning to schools.

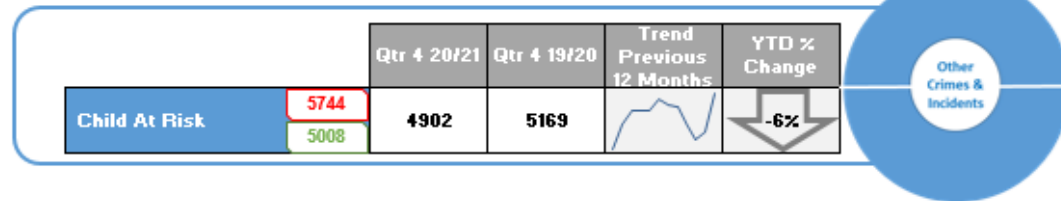
It is **probable** that **volumes will increase** in the coming months as we move further along the roadmap.



Note: Projections are unable to factor in current impact of Covid. Mean and limits are based on 19/20 data

The upper and lower control limits are derived by calculating 2 points of Standard Deviation from the mean.

This data is generated from Athena where a keyword marker has been applied. This can relate to any crime type where a child is present.



**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*

**17** Child Criminal Exploitation (CCE) markers were applied in the last quarter, **8** in **March**.

As two county lines initiatives were held in March it is possible that these markers are being **under applied**.

**Recommendation:** A review is carried out to determine if CCE markers are being appropriately applied



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

### 4.2 Managing demand

#### Missing Persons

		Qtr 4 20/21	Qtr 4 19/20	Trend Previous 12 Months	Year To Date	Year To Date Last Year	YTD % Change
No. of Missing Person Incidents	1325	680	1,220		3,037	4,774	-36%
No. of Missing Person Reports	1228	634	1,042		2,741	3,978	-31%
No. of MP Reports from Repeat Mispers	468	183	370		700	1,339	-48%
No. of U18 Missing Person Reports	821	359	704		1,529	2,510	-39%



**Good looks like:**

#### Missing Person incidents and reports:

*Reduce proportion of missing person incidents relating to repeat MISPERs*

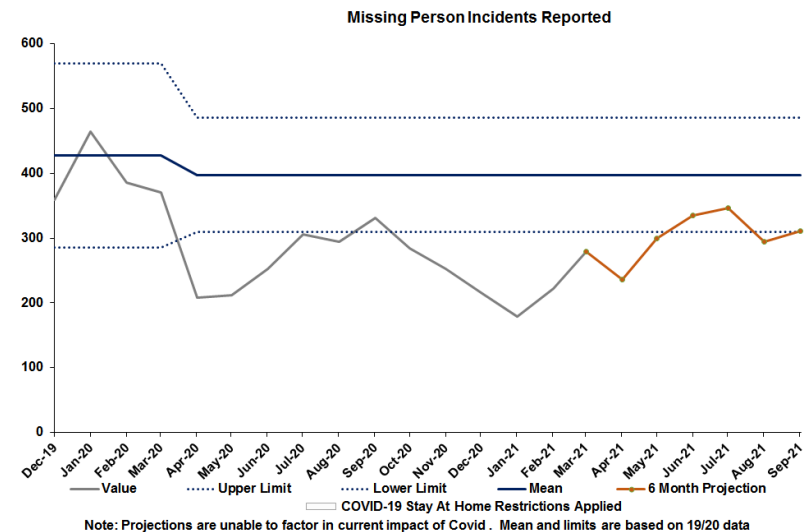
**Future Activity to be developed:**  
New Conversion rate based on Saab SAFE incidents:

*Calls for Service to Compact Records*

In Q4 20/21, the volume of Missing Person incidents has **remained below the lower control limit**. A **10% (73) reduction** has been seen compared to the previous quarter and remains 44% (540) lower than the same quarter last year. Monthly volumes have increased in February and March.

The proportion of Missing Person reports relating to repeat MISPERs has **increased (29%, 183) by 7% points** compared to the previous quarter (22%, 157) and it is **7% points lower than** the same quarter last year (36%, 370).

It is **probable** that monthly volumes will **continue to increase** in the coming months due to further easing of Covid restrictions and improved seasonal weather.



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

#### Misc. Crimes Against Society

Misc. Crimes Against Society saw a **14% (61) decrease** on the previous quarter but a **6% (25) increase** on the same period last year.

Misc. Crimes Against Society is made up of 21 sub categories

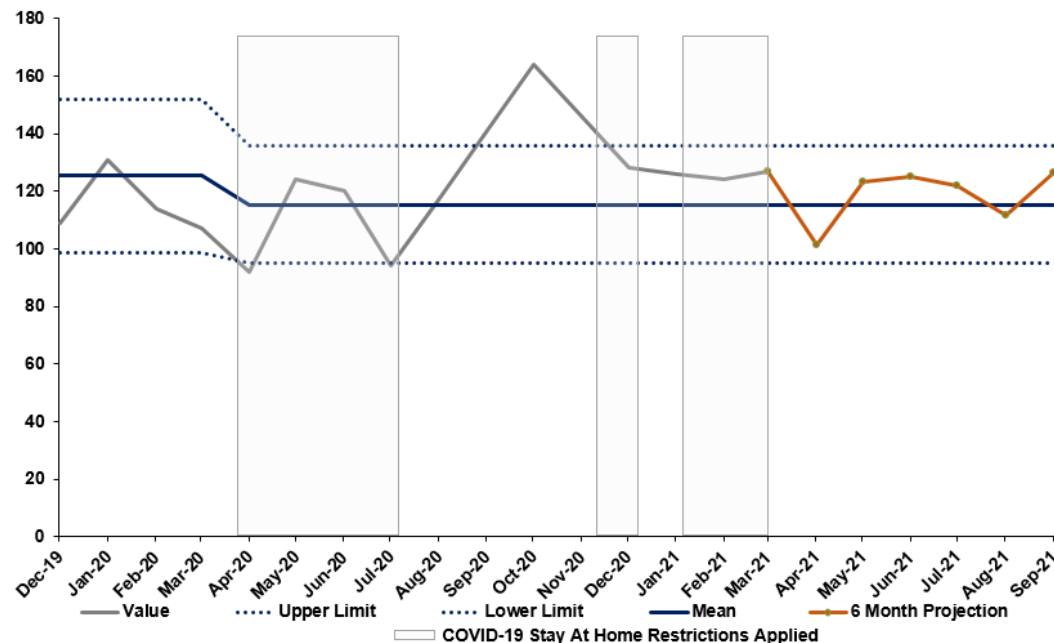
Absconding From Law ful Custody	Going Equipped For Stealing Etc.
Aiding And Abetting Suicide	Handling Stolen Goods
Attempting To Pervert The Course Of Public Justice	Making, Supplying or Possessing Articles For Use In Fraud
Bail Offences	Obscene Publications, Etc. And Protected Sexual Material
Bigamy	Offender Management Act
Dangerous Driving	Other Forgery Etc.
Disclosure, Obstruction, False Or Misleading Statements Etc	Other Indictable Or Triable Either Way Offences
Exploitation Of Prostitution	Possession Of False Documents
Forgery Etc. Of Drug Prescription	Profiting From or Concealing Knowledge of the Proceeds of Crime
Fraud, Forgery Etc. Associated With Vehicle Or Driver Records	Threat Or Possession With Intent To Commit Criminal Damage
	Wildlife Crime

		Qtr 4 20/21	Qtr 4 19/20	Trend Previous 12 Months	YTD % Change
Misc. Crimes Against Society	369	377	352		9%
	324				

**Obscene Publications, Etc. And Protected Sexual Material** offences remain the main driver in this crime category and account for **49% (183)** of the offences. This was driven by Herefordshire who saw a **100% (20)** increase on the previous quarter.

**Threat Or Possession With Intent To Commit Criminal Damage** offences account for the second largest category accounting for **15% (54)** of the offences.

As we move forward out of lock down it is **probable** that **volumes will remain above the mean**.



Note: Projections are unable to factor in current impact of Covid . Mean and limits are based on 19/20 data

The upper and lower control limits are derived by calculating 2 points of Standard Deviation from the mean.

## 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.

Volumes saw a **15% (170) increase** last quarter and a **26% (297) increase** compared to the same period last year.

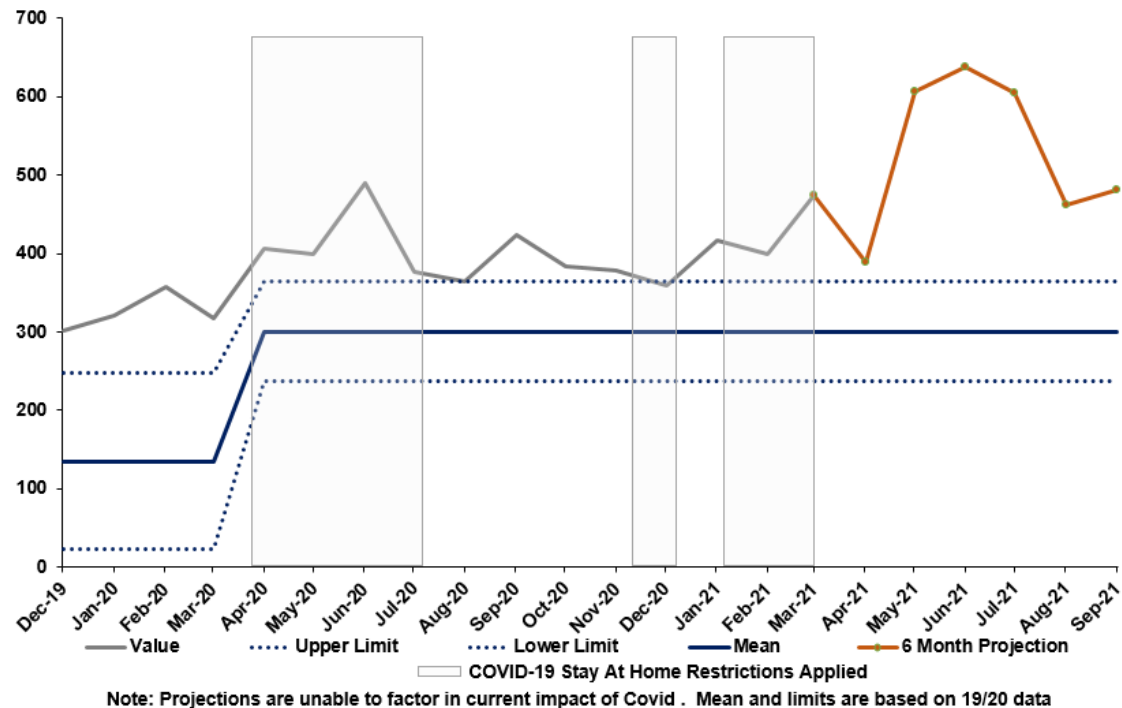
**70% (904)** of all offences relate to **violence without injury**, in line with the previous quarter.

This is driven by **malicious communication** which account for **45% (581)** of all Cyber Crimes and Crimed Incidents offences, a **2% decrease** on the previous quarter.

**Obscene Publications, Etc. And Protected Sexual Material offences** account for **11% (147)** of offences, an increase of **48% (48)** on the previous quarter.

As we move forward out of lock down, with continued changes in online crime it is **highly probable** that **volumes will increase** in the coming months. The National Crime Agency advises that “Cyber Criminal are likely to look to exploit the lifting of lockdown restrictions...”

		Qtr 4 20/21	Qtr 4 19/20	Trend Previous 12 Months	YTD % Change
Cyber	1070	1292	995		35%
	324				



The upper and lower control limits are derived by calculating 2 points of Standard Deviation from the mean.

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

### 4.2 Managing demand – policing priorities

#### Cyber Crimes

Crimes				2019/20	2020/21	2020/21	Change to	Change to
				Q4	Q3	Q4	Q4 19/20	Q3 20/21
Violence Without Injury	3B	Threats to Kill	3	6	8	167%	33%	
	8L	Harassment	183	171	176	-4%	3%	
	8Q	Stalking	20	92	116	480%	26%	
	8R	Malicious Communications	449	526	580	29%	10%	
	8U	Controlling or Coercive Behaviour	1	0	3	200%	300%	
Total			656	795	883	35%	11%	
Rape	19C	Rape Of A Female Aged 16 And Over	1	0	1	0%	100%	
Other Sexual Offences	71	Abuse Of Children Through Sexual Exploitation	3	0	4	33%	400%	
	20A	Sexual Assault On A Female Aged 13 And Over	0	2	1	100%	-50%	
	20B	Sexual Assault On A Female Child Under 13	0	0	1	100%	100%	
	21	Sexual Activity Involving A Child Under 13	37	23	27	-27%	17%	
	22A	Causing Sexual Activity Without Consent	0	1	1	100%	0%	
	22B	Sexual Activity Involving A Child Under 16	65	56	49	-25%	-13%	
	88A	Sexual Grooming	10	13	13	30%	0%	
	88E	Exposure and Voyeurism	0	1	0	0%	-100%	
Total			115	96	96	-17%	0%	
Other Crimes Against Society	79	Attempting To Pervert The Course Of Public Justice	3	3	5	67%	67%	
	86	Obscene Publications, Etc. And Protected Sexual Material	96	99	147	53%	48%	
	Total		99	102	152	54%	49%	
Overall cyber realted offences			943	1095	1283	36%	17%	

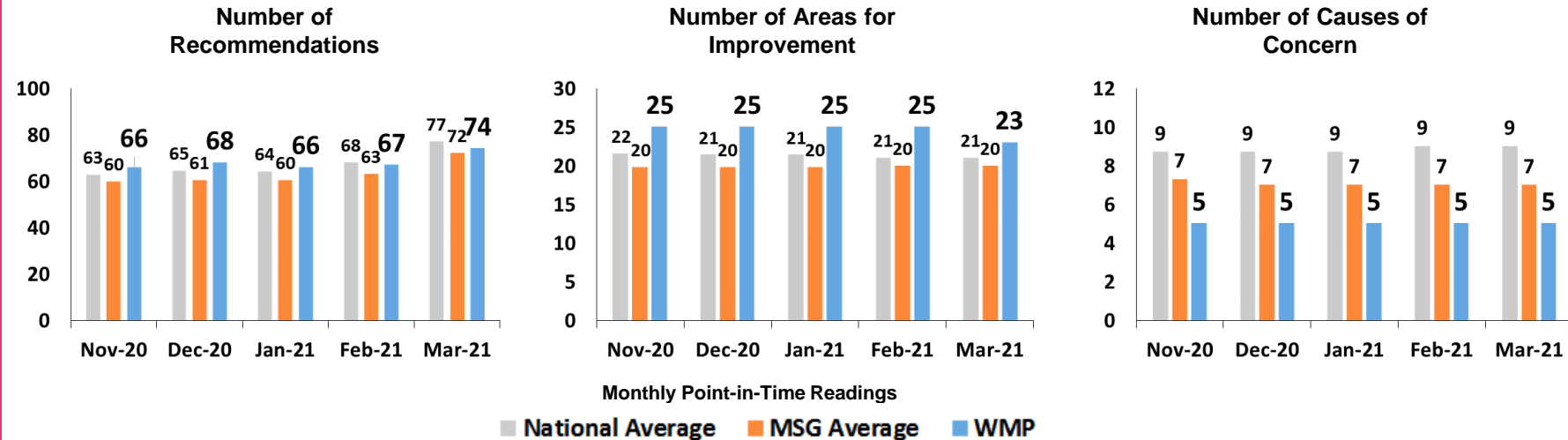
Low harm crime types have been removed from the table but are included in the 'Overall total Cyber related offences' row



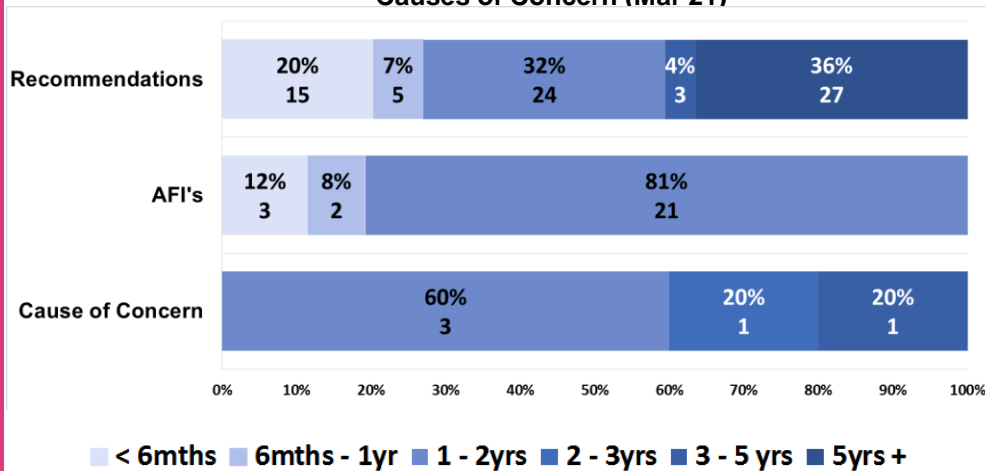
## 4. Delivering innovative, problem-solving practices and processes

### 4.3 Innovating and improving

#### HMICFRS Inspections



#### Age of West Mercia's Recommendations, AFIs and Causes of Concern (Mar 21)



The force has seen an increase in **recommendations**, **36% (27)** of which are 5+ yrs old.

**Areas for Improvement** – Majority of AFI's were raised in 2019, with 2 AFI's recorded in 2020 and 3 in 2021

**Causes of Concern** have remained at 5.

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

### 5.1 Establishing a skilled, flexible workforce

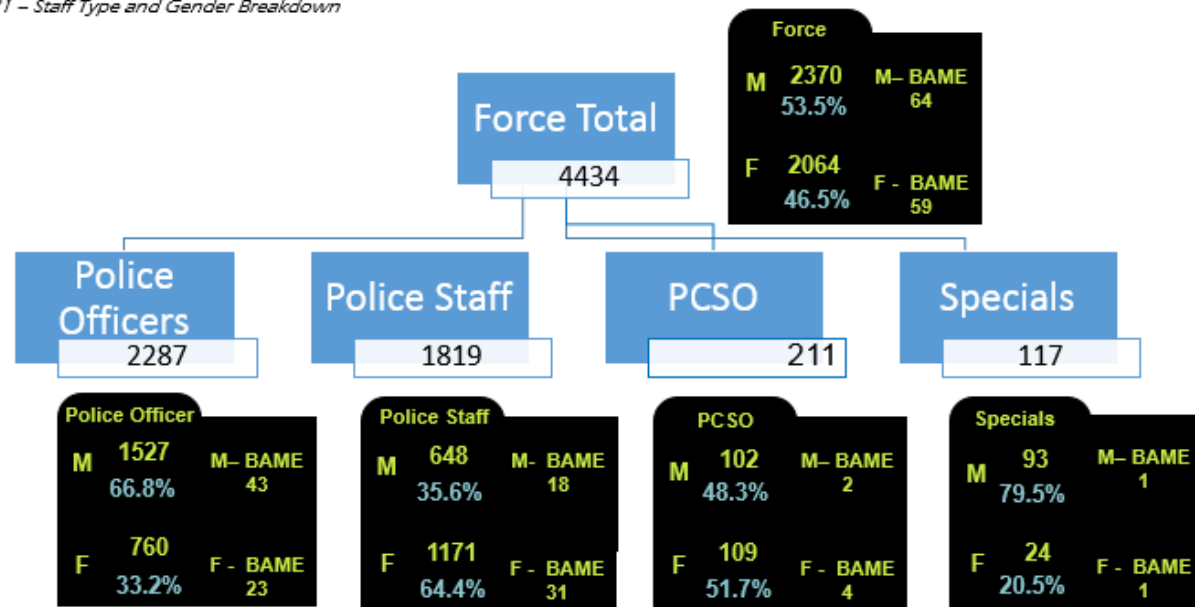
#### Officer and Staff Demographic

West Mercia female representation **exceeds the national average** (31%) with **33.2%** Female police Officers. The Ranks of Constable, Superintendent and Chief superintendent all exceed the national average of female representation at these ranks.

**19.2%** (439) of all Police Officers have **less than 2 Years Service**

Whilst West Mercia proportion of Black and Ethnic Minority Police Officers stands at **2.7%**. Its local communities stands at **3.8%**. The national Police Officer average is 7.3% whilst the population 13% nationally.

*As at 01.04.2021 – Staff Type and Gender Breakdown*



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

### 5.1 Establishing a skilled, flexible workforce

#### Attrition – No. of Leavers

West Mercia has a **higher attrition rate** than the national average for both

- **Police Officers** (6.3%) and
- **Police Staff** (11.1%)

**PCSO** 12 month attrition rates stands at 6.55%, **substantially lower** than the 16.9% national average.



\* These Officers will never have policed a full night time economy or without any Covid restrictions



**Good looks like!**  
Under national average  
Under 10% for PCSOs



**Police Officer**  
5.8%



**Police Staff**  
10.5%



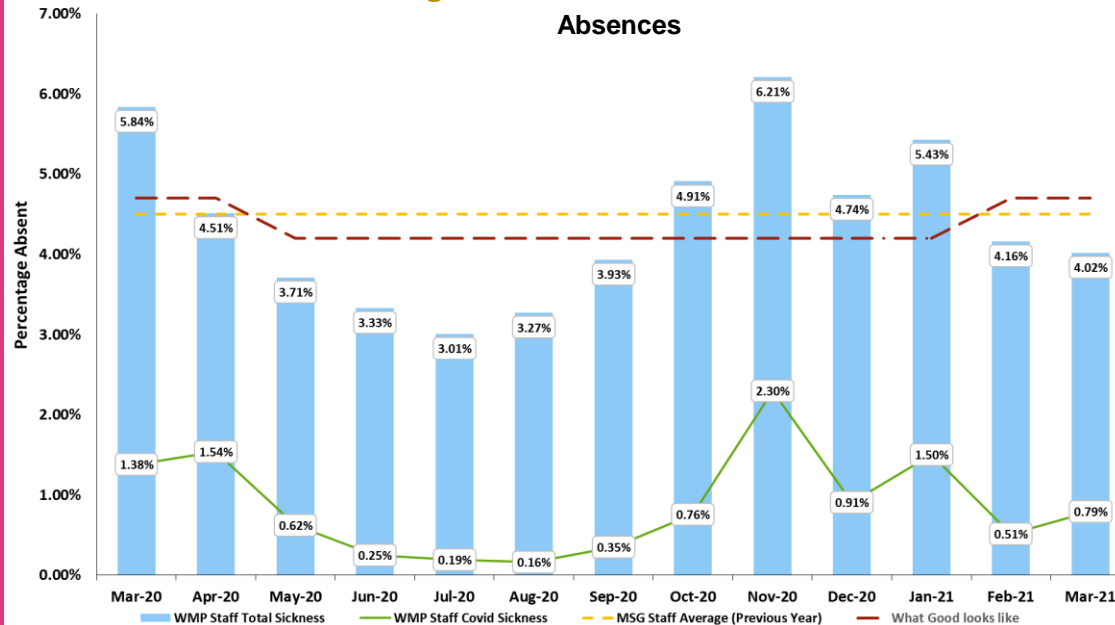
**PCSO**  
16.9%

All figures based  
on national  
average

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

### 5.1 Establishing a skilled, flexible workforce

#### Police Staff Wellbeing



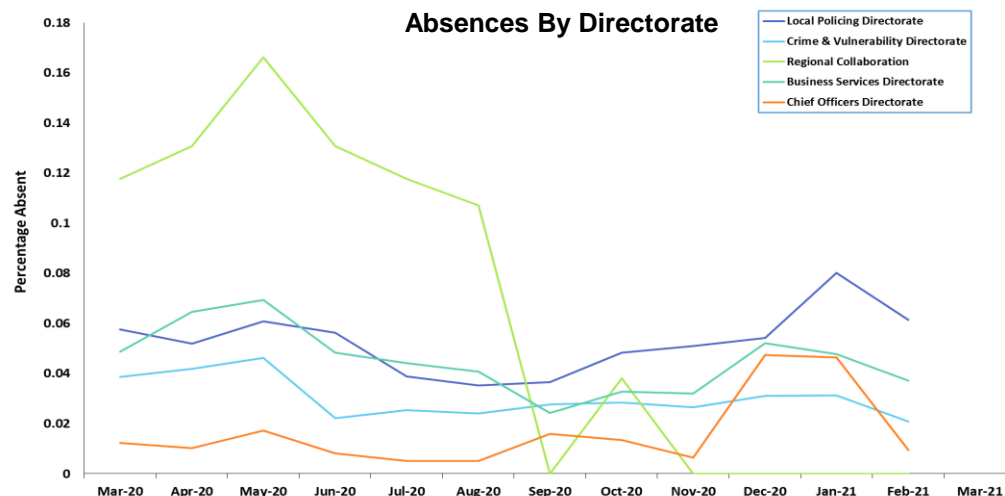
**Police Staff sickness Q4 2020/2021** saw on average a **0.8% decrease on Q3 2020/2021**. February and March achieving below 'what good looks like' targets.

January saw an increase in seasonal absences before returning to relative normal levels in February and March.

It is highly probable that the **reduction of Covid absences** contributed to the improved absence rate.

Police Staff Covid absences saw a **marked decrease in Q4** reflecting strict restriction and work from home guidance people have been operating under.

It is **probable** that with the ease of national restrictions volumes will **increase**, Covid sickness and self isolation will therefore continue to have to be monitored going forward.



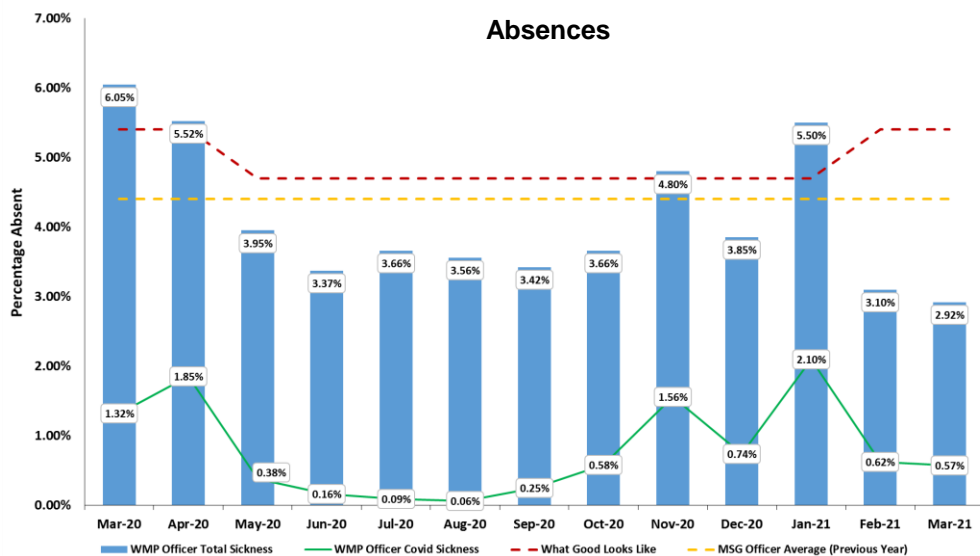
#### Good looks like!

Police Staff 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

#### Police Officer Wellbeing

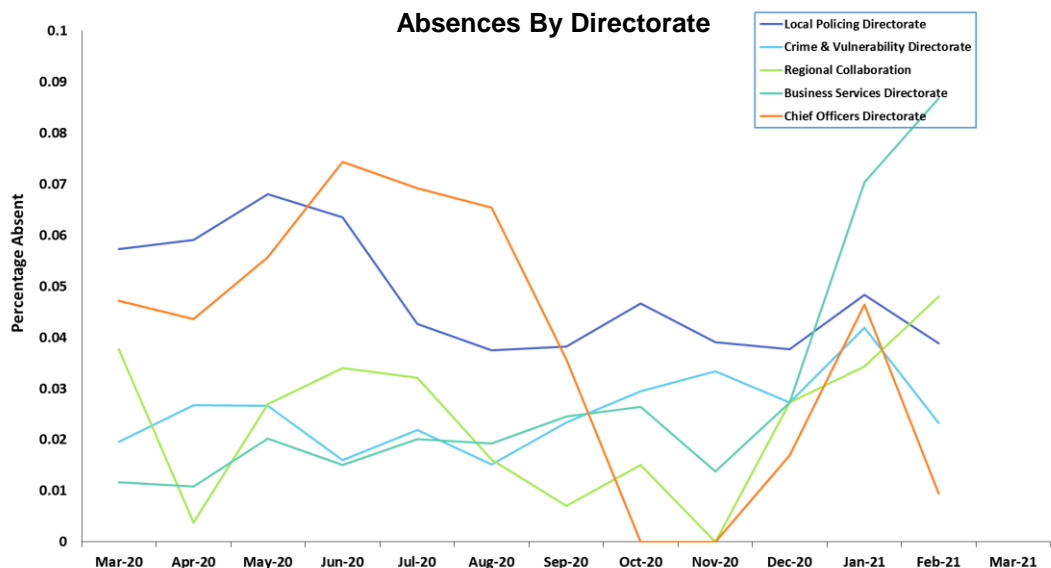


Police Officer sickness in Q4 2020/2021 saw on average a 0.3% decrease on Q3 2020/2021. February and March achieving below 'what good looks like' targets.

A significant decrease in Covid related absences in February and March was a contributing factor to a lower overall level of absence.

39.5% of all Police Officers within West Mercia have now received the first dose of the vaccine further reducing the impact that Covid and self isolations.

However it is likely that the ease of national lockdown restrictions may increase the infection rate and drive up numbers required to isolate whilst being tested.



#### Good looks like!

Police 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 – Planned Improvement Activity

	Area of scope	Detailed Activity	Project Phase	Description
1.	Data Management Governance	Data Council Integration	2021	Council of WMP professionals to ensure any system or process change does not affect smooth flow of data around the organisation and agree resolution to major data issues
		Centralised Data Management Organisational Structure	2021 to 2024	The design and recommendation of a centralised data management function, with appropriate resource and skills to take West Mercia Police Data Management capability to the next level.
		Data Flow Process Mapping	2021 to 2022	The Documenting of the end to end flow and processes surrounding data in major systems across West Mercia Police
		Review of Physical records management governance and management	2021 to 2022	A review of the physical records management system in relation to data management governance
2.	Data Quality Improvement	Master Data Management (Other Core Systems)	2022 to 2024	The design and implementation of a master data management approach to West Mercia Police Data to reduce duplicates and increase accuracy of data
		Genie/Crimes/PNC Issue resolution	2021 to 2022	The resolution of the problems caused with Genie/Crimes/Athena and the PND not fully linked up together
		Data Quality Reporting and KPI Implemented	2021 to 2022	The tracking of data quality across the force using agreed metrics
3.	Data Management Culture and Leadership	Will come with time and dependant on other activities being completed	2021 to 2024	The culture changes required to move West Mercia Police to being a more mature organisation will come naturally with time as long as all other activities are implemented successfully.



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

### 5.2 Establishing high-quality, accessible knowledge

#### Knowledge Management - Planned Improvement Activity

	Area of scope	Detailed Activity	Project Phase	Description
4.	Data Management Tools	Data Quality Tool (s) Tendered and implementation	2021 to 2022	The purchasing of software and tools to be able to automate and manage the new ways of managing data in West Mercia Police
		Service Management Software	2021 to 2022	Software to ensure that the data management team can handle all their requests
		Process/ Data Flow Mapping Library & Software	2021 to 2022	The installation of appropriate software to create and maintain a library of all data management process flows and maps
5.	Data Skills and People Capability	Data Management Skills Assessment & requirements	2021	An activity to ensure West Mercia Police has the right skills to be able to manage Data more effectively
		Data Management Training	2021 to 2022	Working with HR development team, the project will ensure, that the Force has the right training in place for everyone to be able to work within the new processes and systems.
		Data Management Tools Training	2021 to 2022	

#### Activity in the previous quarter :

- CDG universe testing and development work in order to replace Athena MI
- High level roadmap has been established



**Good looks like:**

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

**Start of level 3 (40%) :**

**December 2021**

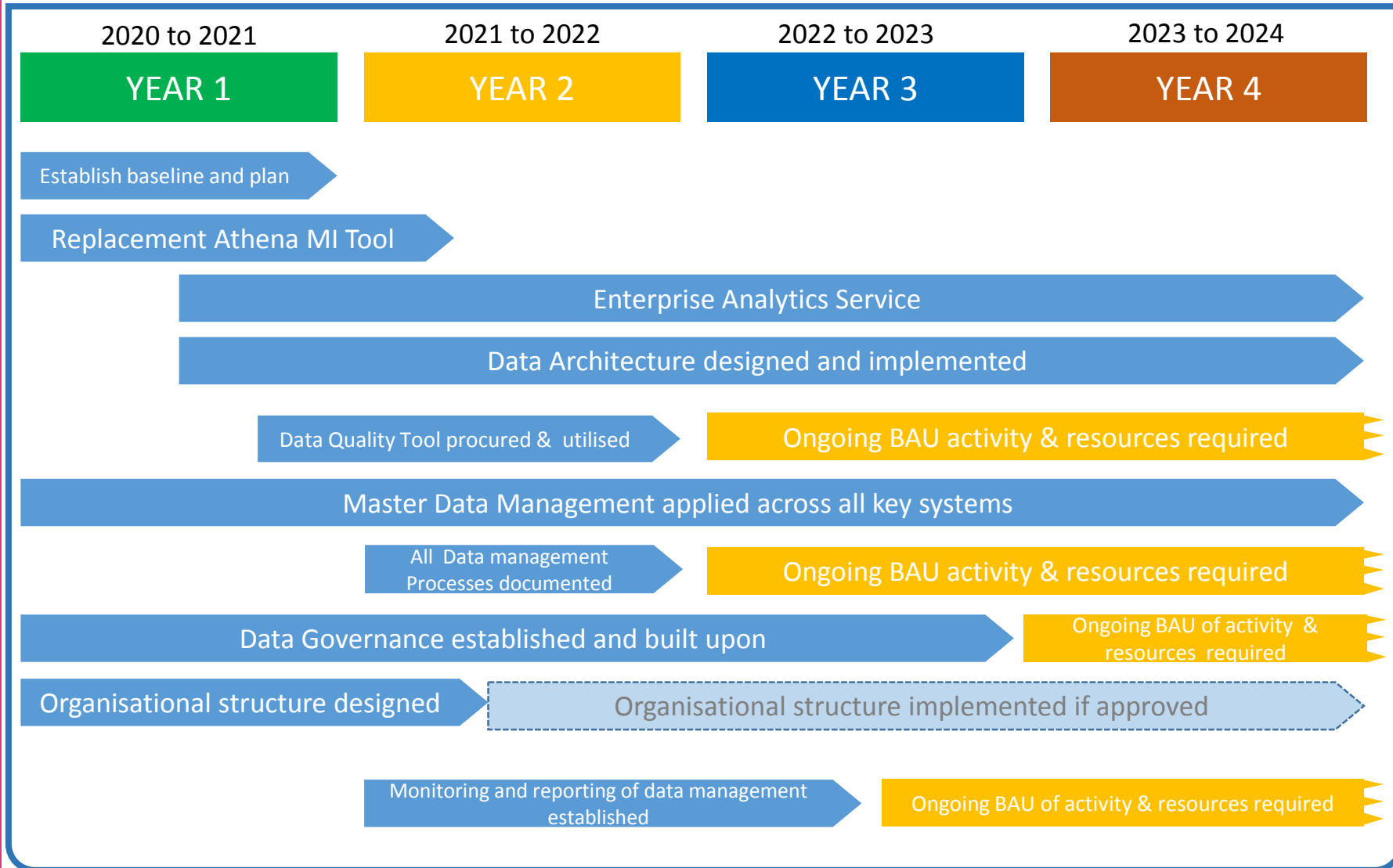
**Top of level 3 (60%) :**

**December 2022**

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

### 5.2 Establishing high-quality, accessible knowledge

#### Knowledge Management – Data and Integration Project



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

### 5.3 Establishing appropriate, available tools

#### Asset Management

##### Digital Services

Performance	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Network availability	99.98%	100.00%	100.00%	100.00%	100.00%	100.00%
Core application availability	99.48%	100.00%	100.00%	99.00%	95.00%	96.37%
Radio availability	99.96%	100.00%	100.00%	99.00%	100.00%	100.00%

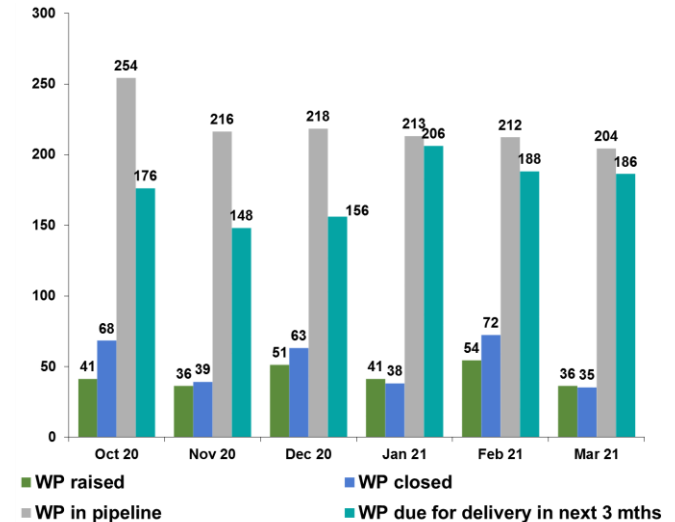
Total ICT managed assets (Mar 2021)	
Desktops	2579
Laptops	4906
Body-worn cameras	3705
Mobile telephones	5122
Radios	4192

**Key Digital Services performance indicators** Network Availability and Radio Availability **have stabilised at high levels**, however Core Application Availability has experienced a decrease in the previous 2 months.

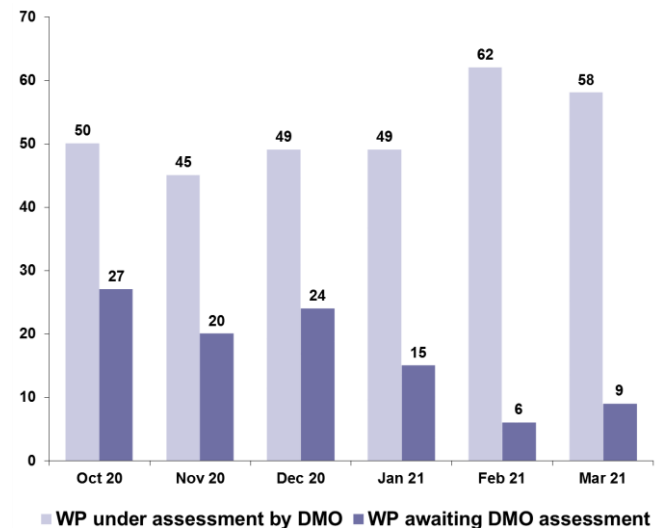
**Pipeline Work Packages peaked in October**, followed by a period of relative stability previously while work packages **raised and closed** remain **relatively low and stable** through Q4.

**Work Packages under assessment** demonstrate a **general pattern of growth** through Q4, with volume of packages awaiting DMO assessment decreasing significantly

Work Packages: Monthly Activity



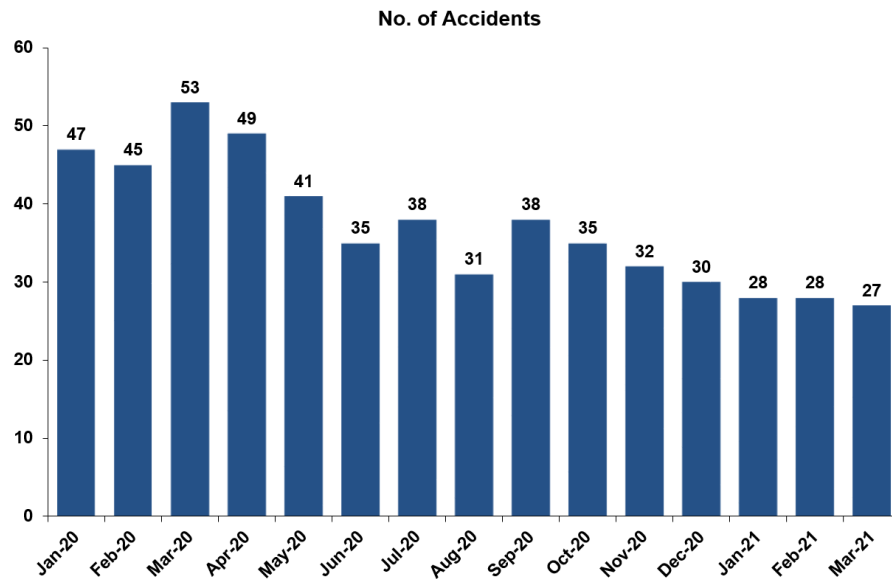
Work Packages: DMO Assessments



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

### 5.3 Establishing appropriate, available tools

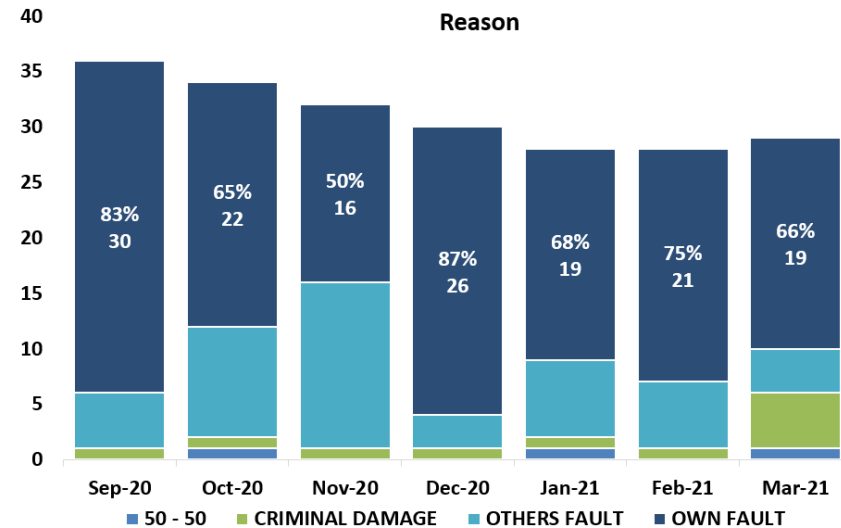
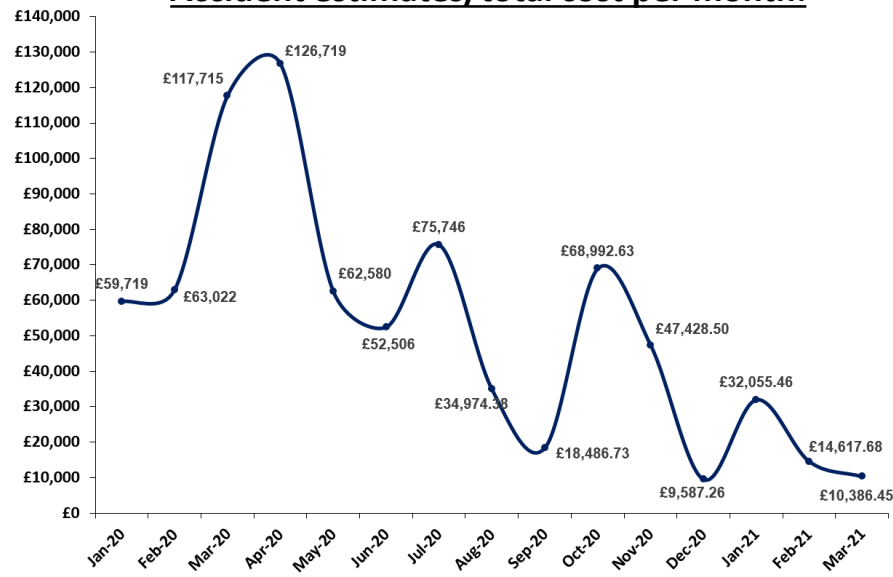
#### Number of accidents per month and cost



Overall the volume of accidents continues on a downward trend with **83** accidents recorded in the **last quarter** a **reduction of 14%** (14) on the **previous quarter**.

**Avoidable accidents** (Own Fault) saw a **decrease of 8%** (5).

#### Accident estimates/total cost per month:



**Good  
looks  
like:**

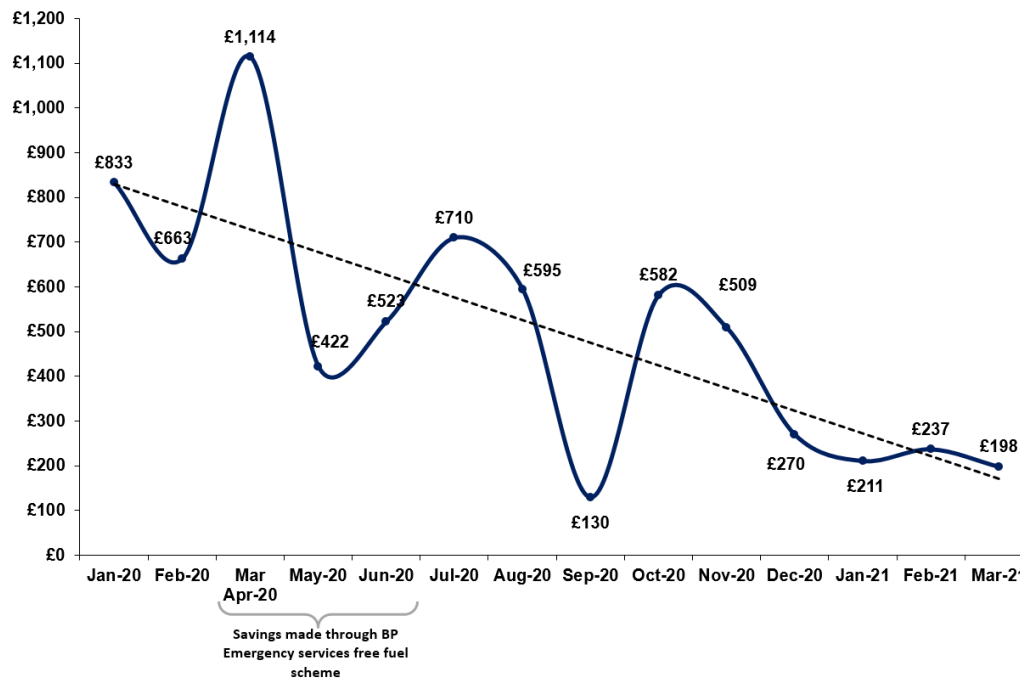
**Reduction:**  
**Avoidable accidents**  
*This is currently being defined*

## 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



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

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



**Good looks like:**

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

#### Vehicle Hire

	Number of vehicles on hire to end of previous month	Total cost of ongoing hire	Proportion %
South Worcestershire	4	£36,231.87	8%
North Worcestershire	0	0	0%
Herefordshire	6	£100,556.38	21%
Shropshire	6	£99,623.50	21%
Telford & Wrekin	9	£98,304.05	20%
Other	20	£147,791.84	31%
Force	45	£482,507.64	

**Reductions** in the long term hire fleet have **been made** however, there are still a large number of vehicles within the force.

Additional scrutiny will be placed on these during the coming weeks to make **further reductions** where possible.

## Recommendations Summary

Business Area	Recommendation	Owner
All	A review of all 'What Good Looks Like' with business area leads in line with the start of the new financial year	Business Area Lead
4.1 - Delivering effective core practices	Educational messages to be disseminated to officers on the application of Outcome 14 and Outcome 16 result codes.	LPA Supts.
4.1 - Delivering effective core practices	To ensure the correct application of Outcome results, direct and encourage OICS and Sergeants to use Outcome resource material featured on Intranet site: <a href="https://intranet.westmerpolice01.local/smiupload/n/17271/11446.pdf">https://intranet.westmerpolice01.local/smiupload/n/17271/11446.pdf</a>	LPA Supts.
4.2 Managing demand – policing priorities	Educational messages to be disseminated to officers on the importance of timeliness and standard of initial road collision submissions.	LPA Supts.
4.2 Managing demand – policing priorities	Corporate Comms messages around road safety inline with: <ul style="list-style-type: none"> <li>• More people travelling on the roads</li> <li>• Some vehicles have not been used for sometime, so may have mechanical issues</li> <li>• MOT tax/insurance may have expired</li> </ul>	Corporate Comms
4.2 Managing demand – policing priorities	A review is carried out to determine if Child Criminal Exploitation markers are being appropriately applied	Audit Risk & Compliance



**Feedback**

Please forward any feedback in relation to this report to [sharon.jones@westmercia.pnn.police.uk](mailto:sharon.jones@westmercia.pnn.police.uk)