West Mercia Police

Quarterly Report

Q3 October – December 2021

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

GSC Level	**Official**
Date of publication	**January 2022**
Product Reference	**SPI/2022/011**
Version	**Final**
Purpose	**Overview of Force Performance for Oct – Dec 2021**
Author	**Strategy, Planning and Insight**
Owner	**DCC J. Moss**

Protecting people from harm

West Mercia POLICE

Introduction

- The purpose of this report is to reflect a force wide picture of performance, specifically the keys issues faced by the force, particularly in relation to force priorities and key practices.

- This report focusses on Gold level key performance indicators (KPI). The number of measures in this report will continue to be refined to ensure that they are *key* performance indicators.

- Some indicators are under development and so do not feature as of yet.

- Each metric is measured against 'What Does Good Look Like'. They are set at the start of each financial year in consultation with the subject lead and only reviewed during the year following a change in reporting or process.

- Due to the impact of COVID-19 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-19 is likely to distort the projections. Factoring the impact of COVID-19 within projections continues to be reviewed.

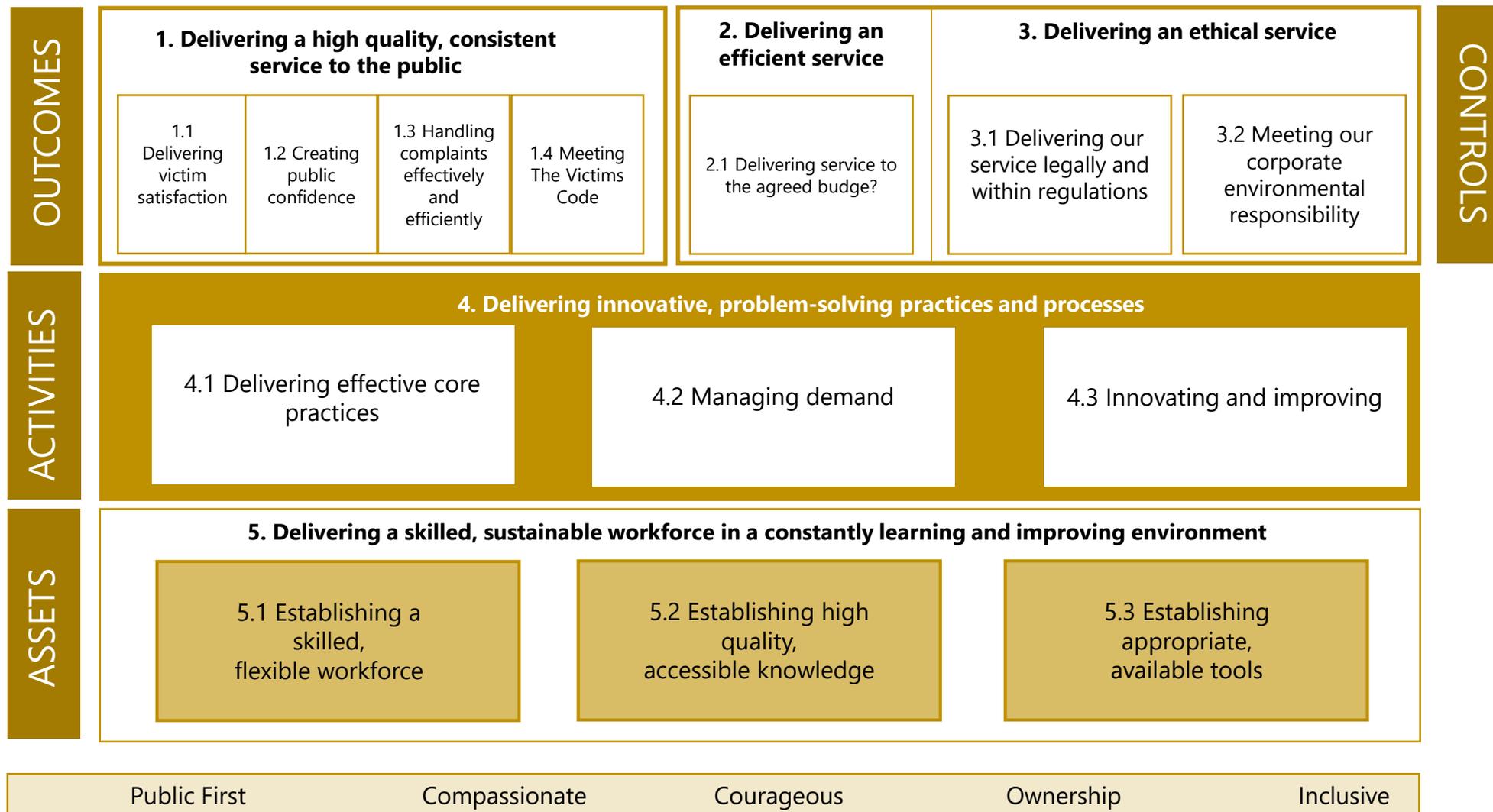**Professional Head of Intelligence Assessment**
in effect from 03/2018

Probability yardstick
This scale is used to demonstrate broad ranges of certainty or uncertainty that create consistent language.

Percent

remote chance | highly unlikely | unlikely | realistic probability | likely or probable | highly likely | almost certain

0%   25%   50%   75%   100%
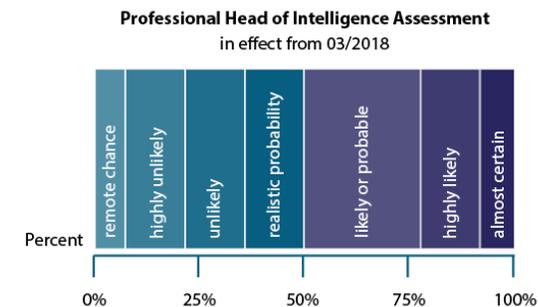
Gold Balanced Scorecard
2021-2022

West Mercia Police provides a quality policing service, protecting people from harm. We are visible and open to all, inspiring everyone to take pride in and feel ownership of their service.

OUTCOMES

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

1.1 Delivering victim satisfaction	1.2 Creating public confidence	1.3 Handling complaints effectively and efficiently	1.4 Meeting The Victims Code

2. Delivering an efficient service

2.1 Delivering service to the agreed budge?

3. Delivering an ethical service

3.1 Delivering our service legally and within regulations	3.2 Meeting our corporate environmental responsibility

CONTROLS

ACTIVITIES

4. Delivering innovative, problem-solving practices and processes

4.1 Delivering effective core practices	4.2 Managing demand	4.3 Innovating and improving

ASSETS

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

5.1 Establishing a skilled, flexible workforce	5.2 Establishing high quality, accessible knowledge	5.3 Establishing appropriate, available tools

Public First	Compassionate	Courageous	Ownership	Inclusive

Summary

Strategic Objective	Key	Key Performance Question	KPI Ref	Key Performance Indicator	Police and Crime Plan		WDGLL for that section (made up of subsections)	Update	Likely to achieve by March 2022	Page No
Delivering a high quality, consistent service to the public	1.1	To what extent are we delivering victim satisfaction?	1.1.1	% of victims satisfied with service	Putting victims and survivors first	2	Victims Completely / Very Satisfied DA - 80% Burglary - 80% Violent Crime - 70% Hate Crime - 70%	• Rolling 12 months DA - 73% - increase on previous Burglary - 70% - decrease on previous Violent Crime - 63% - increase on previous Hate Crime - 62% - decrease on previous	25% - 35% Unlikely	8
	1.2	To what extent are we creating public confidence?	1.2.1	% of respondents that agree or strongly agree they have confidence in local policing	Reassuring West Mercia's Communities	38	Public Confidence at 88% or over	• Rolling 12 months 84%, 1% down	25% - 35% Unlikely	10
	1.3	How well are we handling complaints effectively and efficiently?	1.3.1	Volume of complaints from the public			Consistent progress towards aspirational target of 75% Outside Schedule 3	• Month on month, the number of recorded complaints continues to fluctuate.	40% - 50% Realistic possibility	11
			1.3.2	% of complaints upheld				• During Q3 the number of complaints dealt with outside of schedule 3 exceeded 'What Good Looks Like'		
	1.4	How well do we meet The Victims Code?	1.4.1	Compliance with the Victims' code (Inc. timeliness of updates etc.)	Putting victims and survivors first	1	Increase referrals to 25% of victim-based crime by April 2021.	• YTD Referral rate stands at 24.9%	40% - 50% Realistic possibility	12
Delivering an efficient service	2.1	To what extent is the service being delivered for the agreed budget?	2.1.1	% variance from budgeted expenditure			Remain within budget for financial year.	• Q3 0.55% under budget	55% - 75% Likely or probable	13
			2.1.2	Assessment of financial position						
Delivering an ethical service	3.1	To what extent are we delivering our service within legal and regulatory frameworks? • How robust is our management intervention?	3.1.2	Freedom of Information and Subject Access Requests compliance			90% complete within time limit.	• FOI rate 44% • SAR rate stable at 87%	10% - 20% Highly unlikely	14
			3.1.3	Crime data integrity inspections			N/A	• Audit on ASB carried out - 44% (39) crimes missed	Not applicable	15
			3.1.4	Internal CDI audits			N/A	• Outcomes Audit - 13% (40) of investigations filed with an incorrect outcome code	Not applicable	16

Summary

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Delivering innovative, problem-solving practices and processes	**4.1**	How well does WMP bring offenders to justice?	4.1.1	**% of positive action**	Building a more secure West Mercia	7	An increase in the volume and proportion of offences assigned an Outcome 1 or 1A result.	• Decrease in December driven by abstractions as anticipated.	**40% - 50% Realistic possibility**	17
			4.1.2	**Reduction in use of Outcome 16 'Evidential difficulties prevent further action; victim does not support police action'**			A reduction in the volume and proportion of offences assigned an Outcome 16 result.	• Continued decrease.	**40% - 50% Realistic possibility**	21
		How well do we prevent crime?	4.1.4	**Suspected IOM re-offending data**	Building a more secure West Mercia	9	To be determined	• Increase in IOM suspected reoffending on previous month at 28%	To be assigned	23
			4.1.5	**Volume / rate of repeat victimisation (including DA-specific victims)**	Putting victims and survivors first	5	A reduction in 'high frequency/ high severity' repeat victims and a decrease in repeat rates.	• Decrease in TRC repeat victim rate but increase in DA repeat victim rate	**40% - 50% Realistic possibility**	24
		How well do we investigate crime?	4.1.8	**Caseload and OIC Crime Baskets**			An 'optimum' band is thought to be around 8,000-10,000 open investigations at current recording volumes	• 11, 637 Open investigations. A 4.4% increase on previous month as anticipated	**40% - 50% Realistic possibility**	25
	4.2	How does West Mercia ensure that public contact is managed effectively?	4.2.1	**Volume of 999 calls**	Reassuring West Mercia's Communities	40	N/A	• Slight increase in December following a decrease in November.	Not applicable	27
			4.2.2	**Average call answer time for 999 calls**	Reassuring West Mercia's Communities	40	90% answered within 10 seconds	• 93% in December and above 90% throughout Q3	**95%-100% Almost certain**	
			4.2.3	**999 Abandonment rate**	Reassuring West Mercia's Communities	40	N/A	• 2.0% - a slight increase on previous month	Not applicable	
			4.2.4	**Volume of 101 calls**	Reassuring West Mercia's Communities	40	N/A	• Month on month decrease in volume over the quarter.	Not applicable	
			4.2.5	**Average call answer time for 101 calls**	Reassuring West Mercia's Communities	40	80% answered within 30 seconds by June 2022	• 53% in December and increasing consistently throughout Q3	**55% - 75% Likely or probable**	
			4.2.6	**101 Abandonment rate**	Reassuring West Mercia's Communities	40	N/A	• 17.4% - a slight decrease on previous month	Not applicable	
			4.2.7	**Public demand via new platforms and technology**	Reassuring West Mercia's Communities	41	To be determined	• Decrease in December. Volumes generally fluctuating between 1600 - 2100	To be assigned	28

Summary

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Delivering innovative, problem-solving practices and processes	**4.2**	How does West Mercia ensure that public contact is managed effectively?	**4.2.8**	**Response times by grade**	Reforming West Mercia	36	To be determined when unit data is available	• Work ongoing to progress data availability.	**0% - 5% Remote chance**	29
			4.2.9	**Unresourced**	Reforming West Mercia	37	To be reviewed	• Volumes stable over the festive period	To be assigned	29
		How well does WMP manage crime?	**4.2.10**	**Volume of ASB incidents**	Building a more secure West Mercia	10	N/A	• Continued decrease from the high volumes recorded during lockdown. YTD volumes in line with 19/20.	Not applicable	30
			4.2.11	**Volume of mental health incidents**	Putting victims and survivors first	6	N/A	• Volumes decresing and 37% lower than YTD 19/20.	Not applicable	
			4.2.12	**Volume of Total recorded crime**	Building a more secure West Mercia	21	N/A	• Slight decrease in volumes, remains 4% lower than in 19/20.	Not applicable	
			4.2.15	**Homicides***	Building a more secure West Mercia	11	N/A	• Homicide offence trends stable in Q3, but remain consistently higher than previous years.	Not applicable	33
			4.2.16	**Serious Violence (Inc. knife crime /gun crime)***	Building a more secure West Mercia	12	N/A	• Four offences as of the end of Q3.	Not applicable	
			4.2.17	**Drug-related homicides / CLs***	Building a more secure West Mercia	13	N/A	• Two drug-related homicides in last two years. None recorded during Q3.	Not applicable	
			4.2.18	**Neighbourhood crimes (burglary, robbery, vehicle offences and theft from a person)***	Building a more secure West Mercia	14	N/A	• All crimes are reducing in last two years (burglary - domestic and commercial, robbery, theft from person). However, thefts of and from a vehicle are gradually increasing, as seen in Q3	Not applicable	
			4.2.19	**Cyber crime***	Building a more secure West Mercia	15	N/A	• The data from the Dept. for Digital, Culture, Media and Sport is not available. Further police held proxy measures are being developed	Not applicable	
			4.2.20	**Volumes of Domestic Abuse**	Building a more secure West Mercia	20	Increased reporting	• Increase in volumes however smaller than anticipated. 6% DA Arrest rate increase.	**40% - 50% Realistic possibility**	35

* National Crime and Policing Measures

Summary

Strategic Objective	Key	Key Performance Question	KPI Ref	Key Performance Indicator	Police and Crime Plan		WDGLL for that section (made up of subsections)	Update	Likely to achieve by March 2022	Page No
Delivering innovative, problem-solving practices and processes	4.2	How well does WMP manage crime?	4.2.22	Volume of repeat missing Persons			Reduce proportion of missing person incidents relating to repeat MISPERs	• Decrease on previous month but likely to increase in the summer months.	40% - 50% Realistic possibility	37
		To what extent is WMP disrupting SOC?	4.2.23	Volume of SOC disruptions	Building a more secure West Mercia	19	To be determined	• 38 Disruptions – the lowest number recorded since Q1 2020/21 and a 24% reduction on the previous quarter.	To be assigned	38
		How effective is WMP's activity to make the roads safer?	4.2.24	Volume of people killed	Building a more secure West Mercia	32	KSI: A sustained 5% reduction on 19/20	• Overall decrease recorded however YTD volumes show a 3% increase on 19/20	25% - 35% Unlikely	39
			4.2.25	Volume of people seriously injured	Building a more secure West Mercia	32				
Delivering a skilled, sustainable workforce in a constantly learning, improving environment	5.1	How well does WMP manage staff and officer absence rates?	5.1.4	% police officer absence			Absence Levels below previous year Most Similar Group average.	• Increased on previous month. Above WDGLL	0% - 5% Remote chance	41
			5.1.5	% police staff absence			Absence Levels below previous year Most Similar Group average.	• Increased on previous month. Above WDGLL	0% - 5% Remote chance	
			5.1.7	Attrition rates			Better than national average attrition rates	• Attrition rates continue to be above national average	40% - 50% Realistic possibility	42
		Is a WMP a representative workforce?	5.1.8	Representative workforce			BAME and Women's representation above the National Average	• BAME - Lower than national Female - Higher than national	40% - 50% Realistic possibility	43
	5.3	To what extent do we have the most effective tools?	5.3.4	Fleet - Expenditure on accidents			Reduction in 'Own Fault' accidents.	• Volume of 'Own Fault' accidents also continues to fluctuate.	0% - 5% Remote chance	44

1. Delivering a high quality, consistent service to the public
1.1 To what extent are we delivering victim satisfaction? - Burglary, Violent, Hate
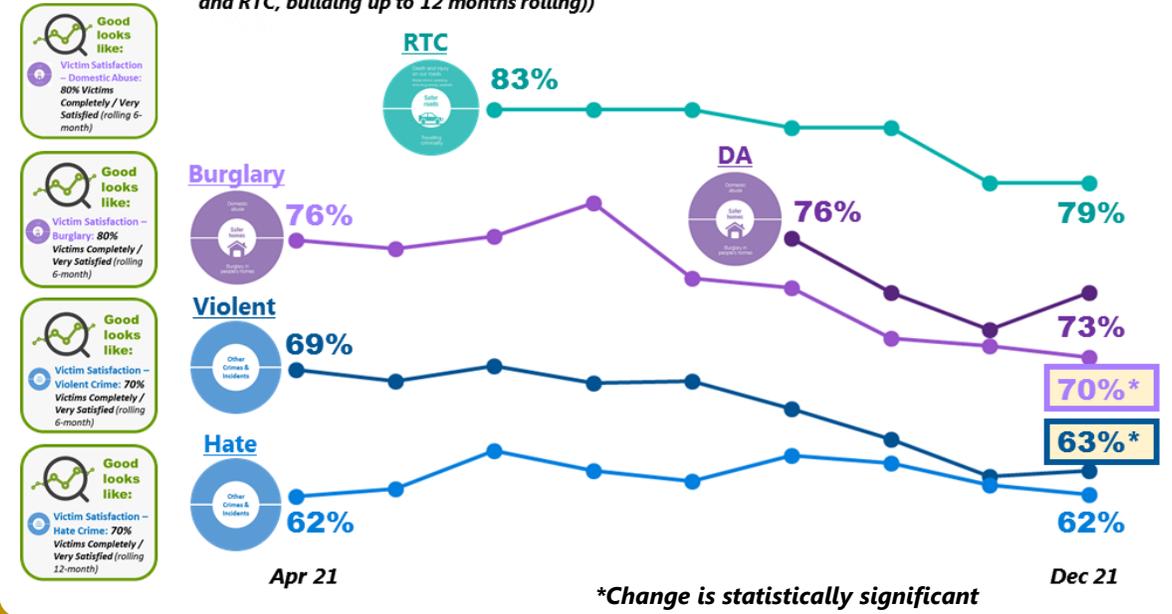
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Number of victims spoken to:
Survey targets were not met during Quarter 3 due to staff abstractions and ICT issues. This adversely affects the statistical validity of the results.

Satisfaction Headlines

- *None of the aspirational satisfaction levels are currently being achieved*.
- It is **highly unlikely** that the **aspirational satisfaction levels will be achieved** by the end of the financial year for any of the crime types.
- *Burglary* and **violent** crime satisfaction levels have **decreased by a statistically significantly level** during 2021/22.
- There is **significant variation in burglary satisfaction by Local Policing Area (LPA)** (see page, over).

Completely or Very Satisfied
(Rolling data (burglary and violent = 6 months rolling; hate crime = 12 months rolling; DA and RTC, building up to 12 months rolling))

Good looks like:
Victim Satisfaction – Domestic Abuse: 80% Victims Completely / Very Satisfied (rolling 6-month)

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

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

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

RTC 83% — 79%
Burglary 76% — 73%
DA 76%
Violent 69% — 70%*
Hate 62% — 63%* / 62%

Apr 21 — *Dec 21*

*Change is statistically significant

What drives satisfaction and how can we improve it?

- *Reassurance* is the **strongest single driver of satisfaction** – first and foremost, this encompasses the **'how'** (officer/ staff **behaviour** (empathy, compassion, understanding)) with process (e.g. keeping victims informed) being secondary. Analysis shows **changes in reassurance over the time period shown above, generally correlate with changes in satisfaction levels**.
- *Dissatisfaction with being kept informed* causes **dissatisfaction** with the overall experience. However, **satisfaction with being kept informed**, on its own, is **not** strongly correlated with **overall satisfaction** with the service received.

Victim Care, Satisfaction and Confidence Strategic Board

Purpose of Board: Through effective cross-directorate working, to coordinate, resource, prioritise and **enable the delivery of the Force's Victim Satisfaction and Confidence Strategies and delivery plans**.
To **monitor performance**, **identify good practice** and **actions to improve performance** so that 80% of burglary victims, 70% of violent crime victims, 70% of hate crime victims and 80% of DA victims are completely or very satisfied and the public report that they have confidence in West Mercia Police.
Be the **point of escalation for risk and issue management** and reporting through the Force oversight and governance arrangements.

Q3 Priority Actions included:
- Supts. tasked with undertaking peer reviews to **identify learning and share best practice** in relation to how we deal with hate crime, burglary and violent crime and report back to C/Supt. Moxley.
- SP&I to work with P&OD to consider how **reassurance 'golden thread' can be weaved into all learning inputs**.
- SP&I to work with LPA Satisfaction SPoCs and Command Teams to **review how survey feedback is used** and ensure processes are in place for this to be used to **identify good performance / training or development needs**.
- Consider rolling-out a force **Victim Care Staff Award** to encourage and reward victim-centric behaviour.
- Create **real victim videos** where victims talk through their positive and negative experiences with the police for use in training and development.
- Promote reassurance through a **communications strategy**.

Next Steps / Recommendations

A **review of progress against Quarter 3 actions** and **setting of new actions for Quarter 4** will take place at the **January 22 Strategic Board**, chaired by C/Supt. Moxley.

Action Required?
Yes

1. Delivering a high quality, consistent service to the public
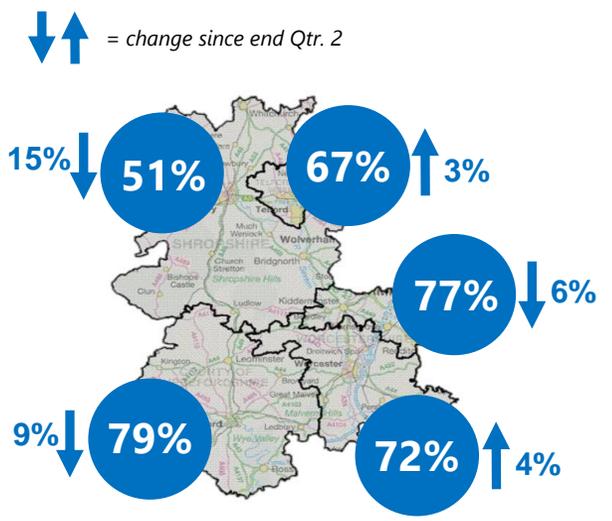## 1.1 To what extent are we delivering victim satisfaction? Burglary

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

LPA Performance
(Completely or Very Satisfied)
(July 21-Dec 21)

⬇⬆ = *change since end Qtr. 2*

15% ⬇ **51%**

67% ⬆ 3%

77% ⬇ 6%

9% ⬇ **79%**

72% ⬆ 4%

Number of victims spoken to:
Targets have not been met due to staff abstractions within SP&I and ICT issues.

Qtr. 3 **211**
Target: 306

Force Performance
(Completely or Very Satisfied)

Period	Completely/Very Satisfied	Completely/Very Dissatisfied
Nov20 - Apr21	76%	5%
Dec20 - May21	75%	4%
Jan21 - Jun21	76%	5%
Feb21 - July21	76%	4%
Mar21 - Aug21	74%	5%
Apr21 - Sept21	73%	5%
May21 - Oct21	71%	7%
Jun21 - Nov21	70%	8%
July21 - Dec21	69%	8%

(July 21-Dec 21) **70%** ⬇ 3%

Legend: ▬ Completely/Very Satisfed ▬ Completely/Very Dissatisfied —◆— Satisfied - Distinct Month —◆— Felt Reassured

Burglary Satisfaction Headlines

- **Significant variation in burglary satisfaction exists between the five Local Policing Areas** (LPAs) ranging from 51% (Shropshire) to 79% (Herefordshire).

- As at end of Quarter 3, **none of the LPAs are achieving the aspiration of 80% satisfaction,** while it is **highly unlikely** that the force will achieve this aim by end of Quarter 4.

- Despite some **marked changes in satisfaction between Quarters 2 and 3**, **none of these changes are statistically significant** (it should be noted that statistical significance testing is affected by sample size which is low when analysing by LPA).

- *However, as stated previously, the **7% reduction in satisfaction** seen during the financial year **is statistically significant***.

Next Steps / Recommendations

- Being managed through the Victim Care, Satisfaction and Confidence Strategic Board, Shropshire are reviewing the different approaches to residential burglary that exist across LPAs with a view to identifying best practice. Findings will feed back into the Strategic Board and reported at the next FDG.

Action Required?
Yes

What drives burglary satisfaction and how can we improve it?

- **Again, reassurance** is the **strongest single driver of satisfaction** – first and foremost, this encompasses the **'how'** (officer/ staff **behaviour** (empathy, compassion, understanding)) with process (e.g. keeping victims informed) being secondary.
- **In-depth analysis** has been undertaken to explore the lower satisfaction levels seen in Telford and Shropshire LPAs. This identified the **following causes**: victims being **misinformed / not updated** around **police attendance / arrival times**, officers **not offering practical help** (e.g. securing property) or **crime prevention advice**, **SOCO not attending (when being advised that they would)**, **victims not feeling reassured** (officer **not listening**, **taking the time**, showing **empathy** and **compassion**).
- It is worthy of note that **Herefordshire's approach is strong in the areas of crime prevention**, **crime prevention advice** and **reassurance** visits; the approach is structured and auditable and coordinated by the Problem Solving Hub.

What causes *satisfaction*...

➕ *"The **response time** **was good** they (police) were **here within 5 minutes**. As they (police) were taking my statement they were reporting it straight on to the radio as they were **actively trying to track down the car**. They gave me **advice on security** and they **stayed at the property**. The **officer gave me a [contact] number** and **told me I could contact them at any time**"*

➕ *"The officers were **very personable**, and **listened** to me and **explained** things, I had a **million and one questions** and they were **happy to answer** them. Detective *** was very **nice and responsive**, and the **forensics** lady *** was very good as well."*

What causes *dissatisfaction*...

➖ *"...I was **supposed to have a meeting with the OIC** on the Halloween weekend, but I had a **phone call instead** with **someone else from the police**, saying a **meeting wouldn't be possible and just giving me the crime number**. **I haven't heard anything** since."*

➖ *"Just because I am **not sure what is happening**, **no further contact** since the day after the event. **Clearer communication** about what might happen next, and **better contact details would be helpful** as I tried to phone the officer the next day, no one answered."*

Good looks like: >=*88%*

Legitimacy – Requires Improvement

HMICFRS
27 Sept 2019

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GOLD

Qtr. 2 Confidence *(Strongly Agree or Tend to Agree)*

West Mercia data presented uses WMOPCC Perception Survey (rolling 12-months unless otherwise stated)

Trend Data

Discrete Quarter (Q2)

82% **-1%**
Confident

(Previous Quarter (Q1): 83%)

Rolling 12 months (Sep 21)

84% **-1%**
Confident

(Previous period: 85%)

83% 83%
86%
83% 83%

*The **Crime Survey England & Wales** survey has been suspended since March 20 due to Covid; the next set of results are expected to be available from **April 22**.*

Trend data chart legend:
- National Average - CSEW
- West Mercia - CSEW
- West Mercia - OPCC
- Devon & Cornwall
- Gloucestershire
- Norfolk
- North Yorkshire
- Suffolk
- Warwickshire
- Wiltshire

Public Confidence Headlines

- As at end September 21, with a figure of **84%**, the force is **slightly under the aspirational figure of 88%**.
- As the figure has remained relatively stable going back to March 19, it is **highly unlikely** that the **force will achieve the 88% aim by the end of Quarter 4** 21/22
- Public confidence **varies only slightly by Local Policing Area**.

Demographics

Ethnicity

Disability

80% Vs **84%**
B-ME White-British

80%
Vs
84%
Without a disability

Acorn Type

75% Acorn Type 56
Low income large families in social rented semis

Age

18 to 24	90%
25 to 34	87%
35 to 44	84%
45 to 54	81%
55 to 64	83%
65 to 74	84%
75 or above	86%

83% Female
84% Male

Victim Care, Satisfaction and Confidence Strategic Board

Purpose of Board: Through effective cross-directorate working, to coordinate, resource, prioritise and **enable the delivery of the Force's Victim Satisfaction and Confidence Strategies and delivery plans**.

A confidence Action Plan is in place and with governance provided by the Strategic Board.

What drives confidence and how can we improve it?

The **drivers of confidence** are shown in the chart to the right. There have been **no significant changes in these** since last Quarter. These drivers can be summarised as follows:

Respond → **Engage** → **Problem Solve** → **Communicate** → **Legitimacy**

There are some statistically **significant variations in confidence by demographics** (see figure, left). **In-depth analysis by age and ethnicity** has identified that **confidence is affected by a complex interplay of factors** (e.g. location of residence, exposure to / victimisation of crime and ASB and subsequent perception of how the police deal with these issues) and so it is **not easy to isolate the impact of demographics alone**; further analysis is required.

West Mercia Police – Confidence Key Drivers

- I have trust in West Mercia Police — 93% -1%
- Confident I would receive a good service — 90% -1%
- Take people's concerns seriously — 86% -1%
- The police can be relied upon when you need them — 84% -2%
- Have a good reputation amongst local people — 82% +1%

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GOLD

1. Delivering a high quality, consistent service to the public
1.3 How well are we handling complaints effectively and efficiently?

Good looks like:

Consistent progress towards aspirational target of **75% Outside Schedule 3**

Last reviewed by subject lead Oct 2021

40% - 50% Realistic Possibility

Key Points

- Month on month, the number of recorded complaints **continues to fluctuate.**

- During Q3 the proportion of complaints dealt with outside of schedule 3 **exceeded** 'What Good Looks Like'.

- PSD introduced a **triage service** in February 2020 that has now been **shared nationally** by IOPC.

What does this mean?

- West Mercia has previously had a **pilot scheme with the Prison Service** with regards to information sharing in respect of new recruits. Prison would share relevant vetting information as required. This **minimised risk** as there are a relatively high number of refusals. West Mercia are now **reliant on HR reference checks and ACU to ACU information sharing**.

- Should the current rate of recorded conducts continue, it is likely by the end of 2021/22 **conduct cases will exceed 100.** This is nearly a **100% increase** on previous years.

Next Steps / Recommendations

- Continued to be **monitored**.

Action Required?

No

Case Referrals - Proportion Inside/Outside Schedule 3

■ Outside Schedule 3   ■ Inside Schedule 3
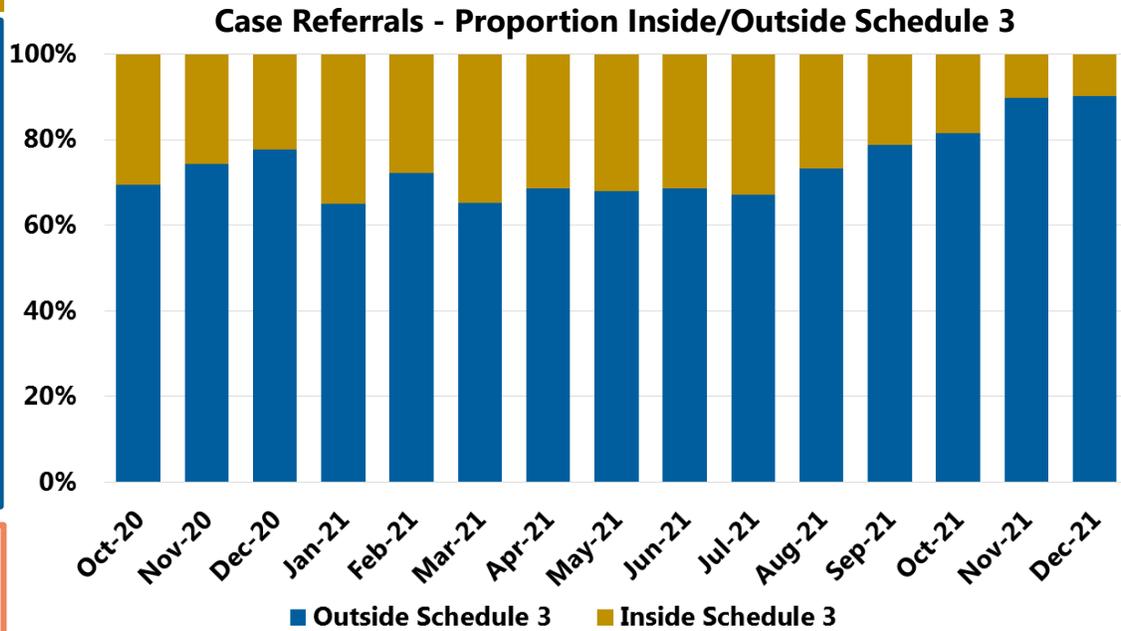
Conduct Cases recorded per Policing Year up to 10 January 22

Policing Area	2019/20	2020/21	2021/22	Grand Total
South Worcestershire	11	8	20	39
Telford & Wrekin	9	12	15	36
Hindlip	9	8	12	29
North Worcestershire	5	14	11	30
Herefordshire	11	4	10	25
Shropshire	8	9	9	26
Out Of Force	2	2	1	5
Total per year	**55**	**57**	**78**	**190**

1. Delivering a high quality, consistent service to the public
1.4 How well do we meet The Victims Code?

Good looks like:

Increase referrals to **25% of victim-based crime by April 2021**.

Last reviewed by subject lead April 2021

40% - 50% Realistic Possibility

Key Points

- **VAL referrals** as a percentage of Victim-Based Crime are at **22.8%** for the month of December, marginally below What Good Looks Like Target

- **Cumulative Referral Rates** across Q3 2021/22 are presented below.

LPA	October	November	December	Year to Date '21/22
South Worcestershire	25.1%	23.7%	21.0%	22.1%
North Worcestershire	23.3%	15.7%	19.0%	23.3%
Herefordshire	27.3%	27.5%	27.7%	30.1%
Shropshire	21.1%	21.6%	21.5%	23.5%
Telford & Wrekin	22.1%	27.8%	23.6%	25.0%
West Mercia	**24.7%**	**24.0%**	**22.8%**	**24.9%**

Next Steps / Recommendations
- Continue **monitoring**
- North Worcestershire referrals to be reviewed during the next QPR and progress reported back at the next FDG

Action Required?
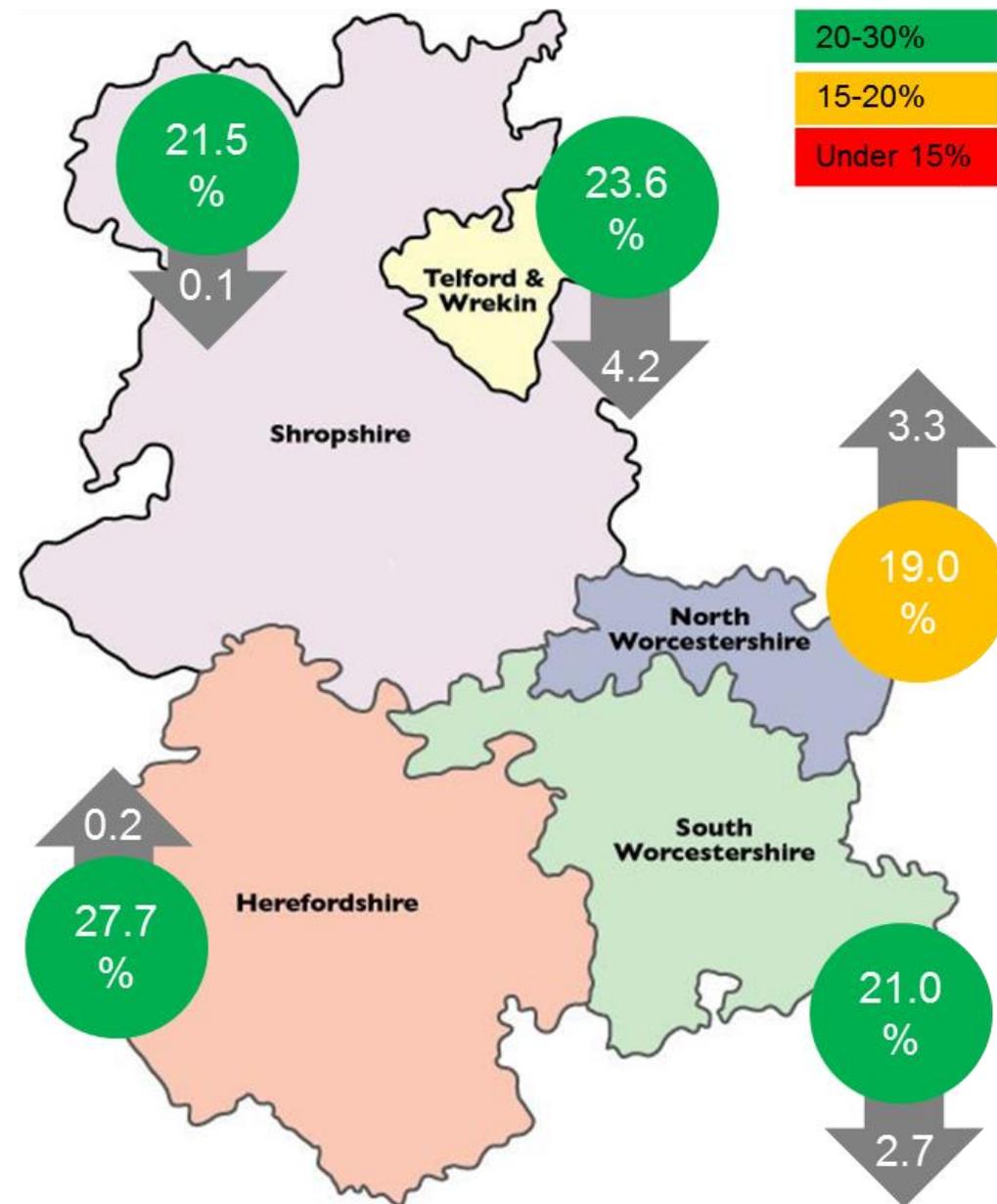
Yes

20-30%
15-20%
Under 15%

21.5% — 0.1

23.6% — Telford & Wrekin — 4.2

3.3 — 19.0%

Shropshire

North Worcestershire

South Worcestershire

0.2 — 27.7% — Herefordshire

21.0% — 2.7

2. Delivering an efficient service
2.1 To what extent is the service being delivered for the agreed budget?

Good looks like:

Remain within budget for the financial year

55% - 75% Likely or probable

Last reviewed by subject lead April 2021

Key Points

- West Mercia is **currently** running a £1.352 million **underspend**.

- This equates to **0.55%**

- The forecast outturn at **Quarter 3** is **£243.245m**

What does this mean?

- There are **expected underspends** in;
  - C&V, Operations,
  - DCC departments and the corporate budgets.

- There are **expected overspends** in;
  - local policing,
  - business services and
  - commercial services

Next Steps / Recommendations
- Continued to be **monitored**.

Action Required?

No

Expenditure Year To Date

■ Budget YTD £m ■ Actual YTD £m
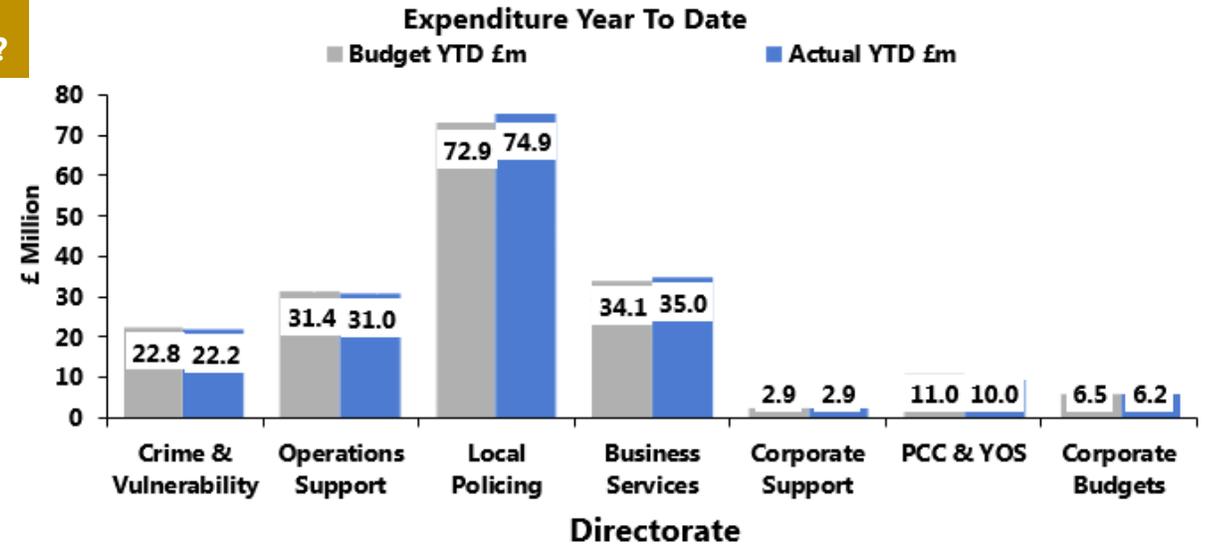
Directorate	Current Budget £m	Budget YTD £m	Actual YTD £m	Variance YTD £m	Q3 Forecast £m	Forcast Varience to Budget £m
Crime & Vulnerability	30.452	22.778	22.156	0.622	29.404	1.048
Operations Support	41.385	31.354	31.024	0.330	39.955	1.430
Local Policing	97.681	72.906	74.889	-1.983	98.817	-1.136
Business Services	48.123	34.126	34.961	-0.835	48.558	-0.435
Corporate Support	4.231	2.913	2.868	0.045	4.211	0.020
PCC & YOS	14.363	10.952	10.032	0.920	13.837	0.526
Directorate Total	236.235	175.029	175.93	-0.901	234.782	1.453
Corporate Budgets	9.225	6.501	6.156	0.345	8.461	0.764
Adjustment for funding to/from reserves	0	0	0	0	0	-0.865
Total	245.46	181.53	182.086	-0.556	243.243	1.352

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

3.1.2 Freedom Of Information and Subject Access Request compliance

Timely response to Freedom of Information Requests
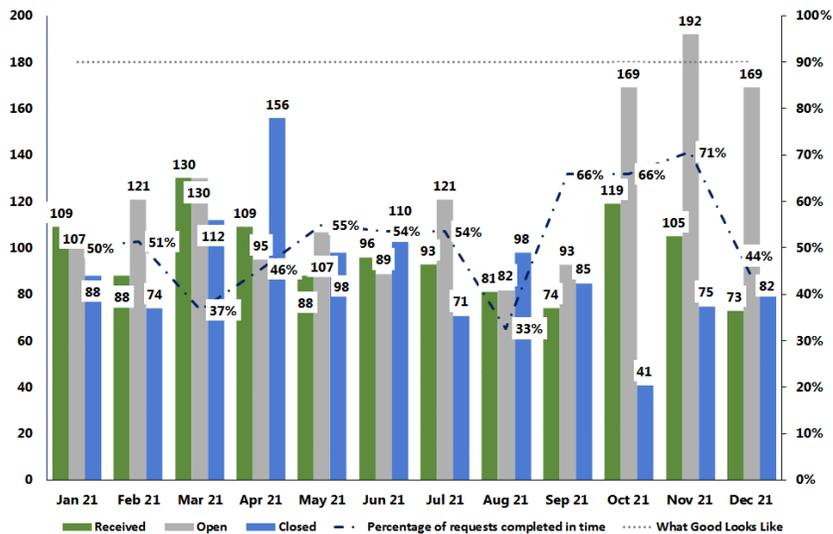
Timely response to Subject Access Requests
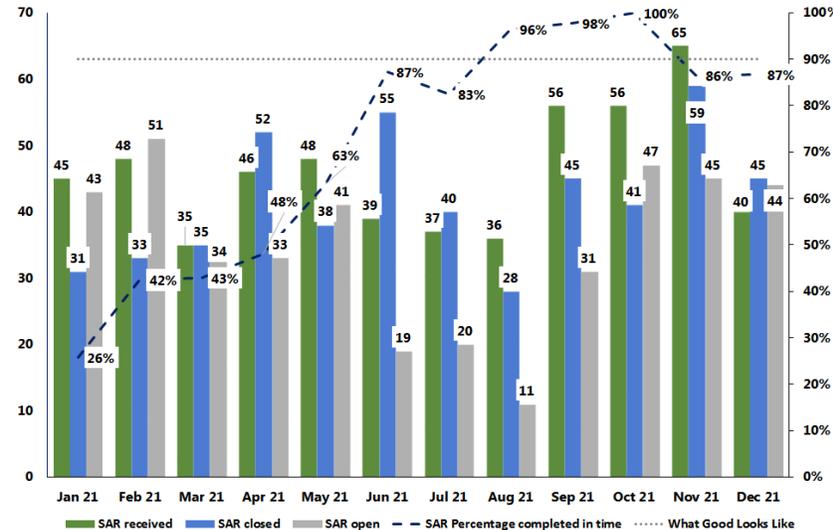
What does this mean?

- **Timeliness** has **decreased** since September 2021.

- Volumes of received FOIs has increased steadily since October.

Next Steps / Recommendations

- Action plan is in place to address backlog.
- Continued to be **monitored**.
- **WDGLL** to be **reviewed** in light of service level changes.

Action Required?

Yes

Good looks like:

Requests: 90% complete within time limit

To be reviewed by subject lead

0% - 5% Remote Chance

What does this mean?

- **Timeliness** has **decreased** since October 2021 and is now below WDGLL at **87%** in December.

Next Steps / Recommendations

- Continued to be **monitored**.
- **WDGLL** to be **reviewed**.

Action Required?

Yes

Good looks like:

Requests: 90% complete within time limit

To be reviewed by subject lead

80% - 90% Highly likely

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

3.1.3 Crime data integrity inspections

Good looks like: *CDI Audits: 90% compliance or above on crime recording for CDI audits in general (HMICFRS).*

ASB audit - 1st May 2021 – 31st August 2021

297 'ASB' safe incident logs assessed

143 crimes identified via audit

58% **83** crimes recorded – Compliance rate

42% **60** crimes missed, which included;
- **Course of Conduct** crimes (20, 33%) and
- **Public Order** crimes (22, 37%).
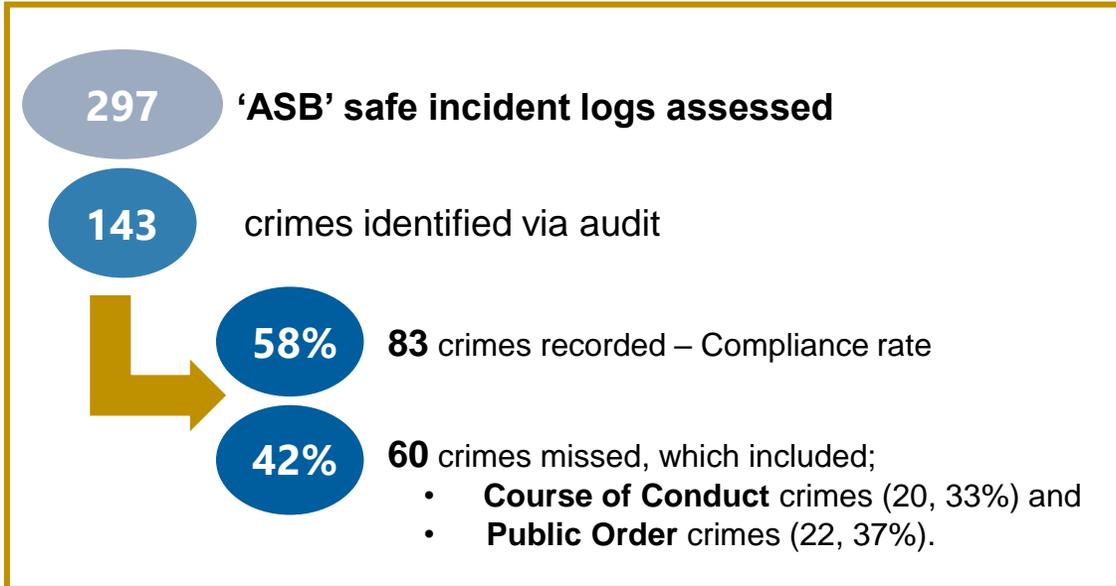
ASB audit - 1st October – 31st December 2021

220 'ASB' safe incident logs assessed

89 crimes identified via audit

56% **50** crimes recorded – Compliance rate

44% **39** crimes missed, which included;
- **Course of Conduct** crimes (9, 23%) and
- **Public Order** crimes (16, 41%).
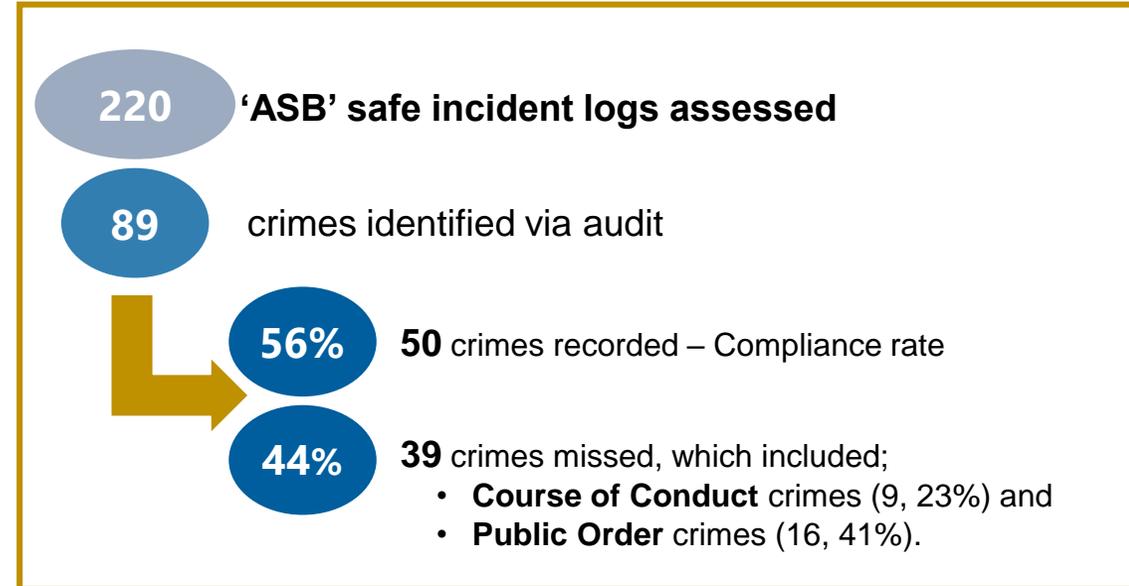
Compliance has dropped between audits

Key Points

- Incident logs were closed and allocated to SNT **without a crime being submitted** when a **crime had been disclosed**, these should have been **allocated to patrol** for investigation and crime recording.

- OCC were closing incident logs using '**AS**' (Anti-Social Behaviour) closing code **instead of** '**CR**' (Crime) closing code when a **crime had been reported** but not **recorded**.

- **1** Rape crime was missed and closed as ASB, OCC process was not followed, rape had never been reported before and should have been recorded immediately.

- **ASB benchmarking** shows a **reduction** in the number of **missed course of conduct crimes** (harassment, stalking, controlling behaviour). This could be due to the **introduction** of the **new closing code** for **harassment/stalking** on **11th November 21** and **training delivered**.

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

3.1.4 Internal CDI audits

Outcomes Audit – Autumn 2021

302 investigations reviewed

87% **262** investigations **filed** with the **correct outcome** assigned

13% **40** investigations **filed** with the **incorrect outcome** assigned

20 **15%** out of **130** investigations assigned an **outcome 14/15/16** had the incorrect outcome assigned.

8 **89%** out of **9** Investigations assigned an **outcome 10** had the incorrect outcome assigned.
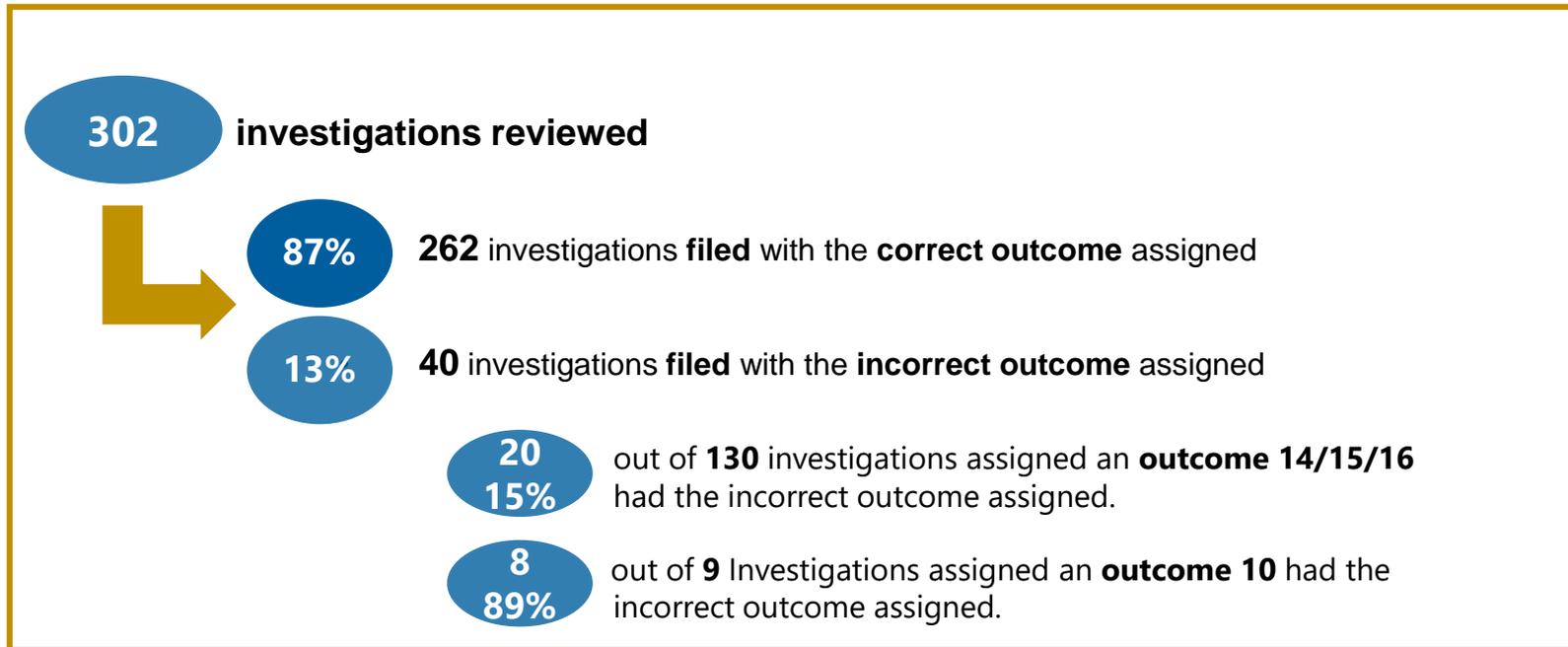
Outcome 10 – *Formal action against the offender is not in the public interest (Police).*

Outcome 14 – *Suspect not identified – victim declines to identify the offender.*

Outcome 15 – *Named Suspect identified:* ***victim supports*** *but evidential difficulties prevent further action.*

Outcome 16 - *Named Suspect identified: evidential difficulties prevent further action;* ***victim does not support*** *police action.*

Outcome 17 - *Prosecution time limit expired: Suspect identified.*

Key Points
- The audit found that of the **48 records** that had **Outcome 17** applied, **35** of them had reached the time limit for prosecution at the time the crime was reported **(73%).**

- **47%** of 14 and 16 outcomes were where **the victim did not support police action** from the **outset**.

What does this mean?
- 73% of crimes reported had **already reached the time limit for prosecution (6 months)** when they were reported. Essentially for recording only because of the delay in reporting, historical reports. The **remaining investigations timed out** during the police investigation which is explained in the CDI audit report.

- There was **no investigation** and **victim withdrew at the time it was reported** so no support was lost as it was **not requested**.
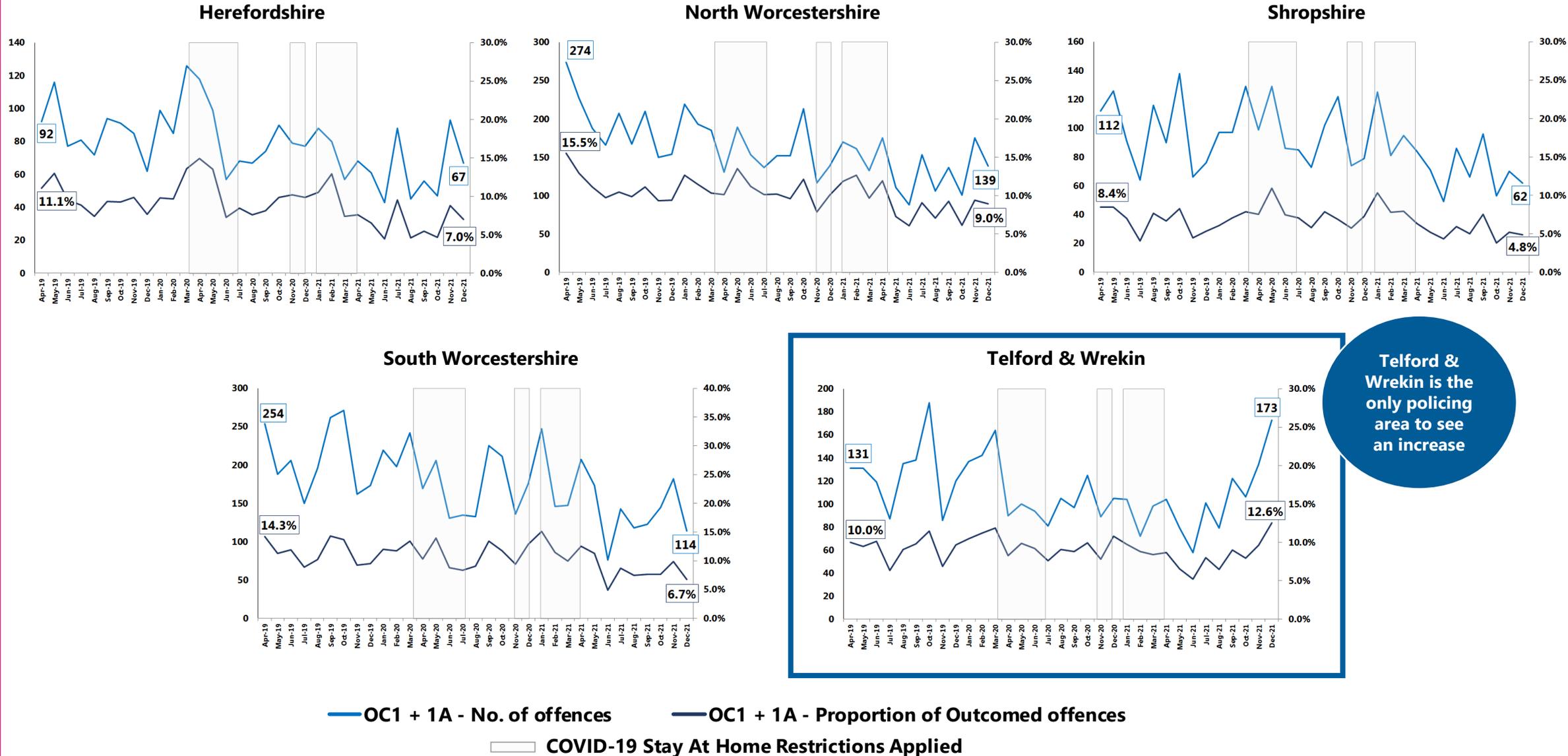
4. Delivering effective prevention and intervention
4.1 How well does West Mercia Police bring offenders to justice?

4.1.1 % of positive action

Good looks like:

An **increase** in the volume and proportion of offences assigned an **Outcome 1** or **1A** result.

40% - 50% Realistic Possibility

Last reviewed by subject lead Oct 2021

Key Points

- Usage of both **OC1 and OC1A** have **decreased** and monthly outcomed volumes to **8.1% (555)** for **December 21**; a drop of **0.6 percentage points**.

- **Monthly view** - **8.1%** consists of:
  - **6.8% - Outcome 1 - Charge/ Summonsed**
  - **1.3% - Outcome 1A - Charge/ Summonsed - alternate offences.**

- **Q3 2021/22 view - 7.7% (1,661 offences)** consists of:
  - **6.3% (1,372) - Outcome 1 -** an **uplift** of **0.2 percentage points** since Q2 2021/22 (6.1%, 1,244).
  - **1.3% (289) - Outcome 1A –** a **drop** of **0.1 percentage point** since Q2 2021/22 (1.4%, 275).

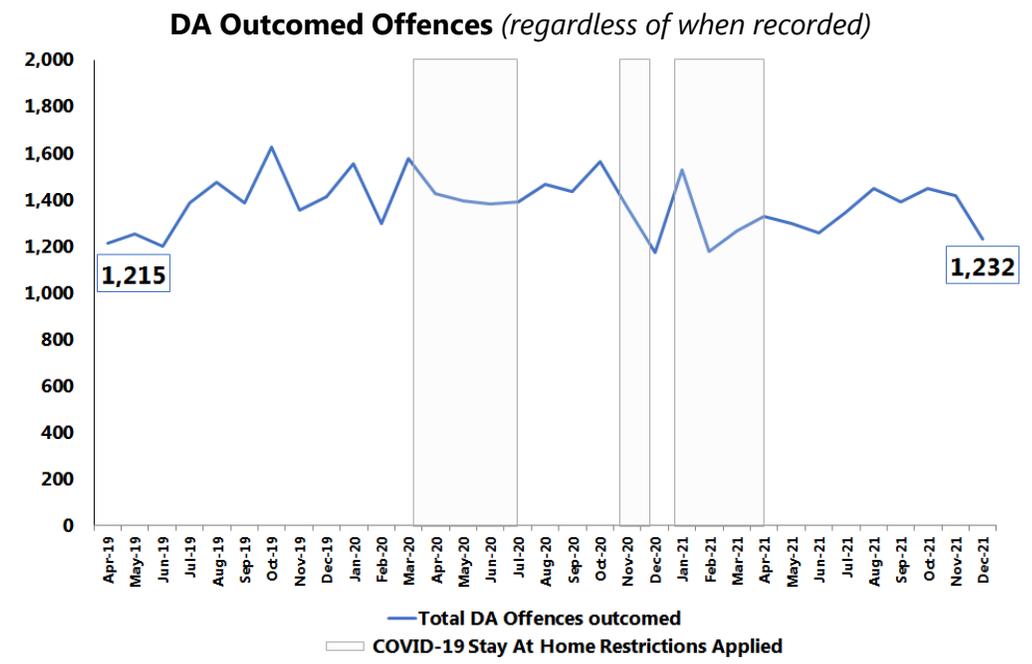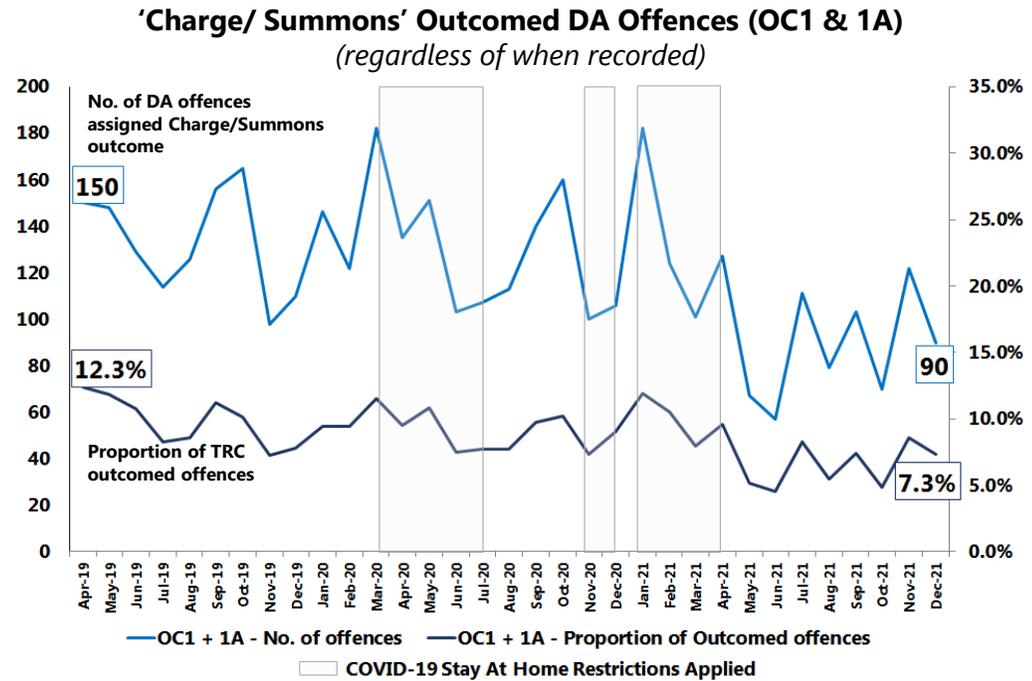- **Total Offences outcomed: 9% decrease** on the previous month, first reduction seen since **August 21**.

What does this mean?

- The monthly **SPI/ Crime Bureau meeting** raised:
  - Anticipated **decreases** in **crime recording demand, IMU basket** and **Designated Decision Maker Backlog (DDM)** during **festive period** were **realised.**
- **LPA Outcome Action Plans** continue to focus upon **improving 'positive outcome'** levels (Charge/Summons), **Outcome 16** application and **reducing** levels of **Outcome 17.**
- It is **probable** that **outcoming levels** will **remain lower** whilst **staff abstraction remains high** from Covid/ Respiratory sickness or self isolation.

Next Steps / Recommendations

- Continued focus on action plan delivery and continued monitoring via Crime Management Board.
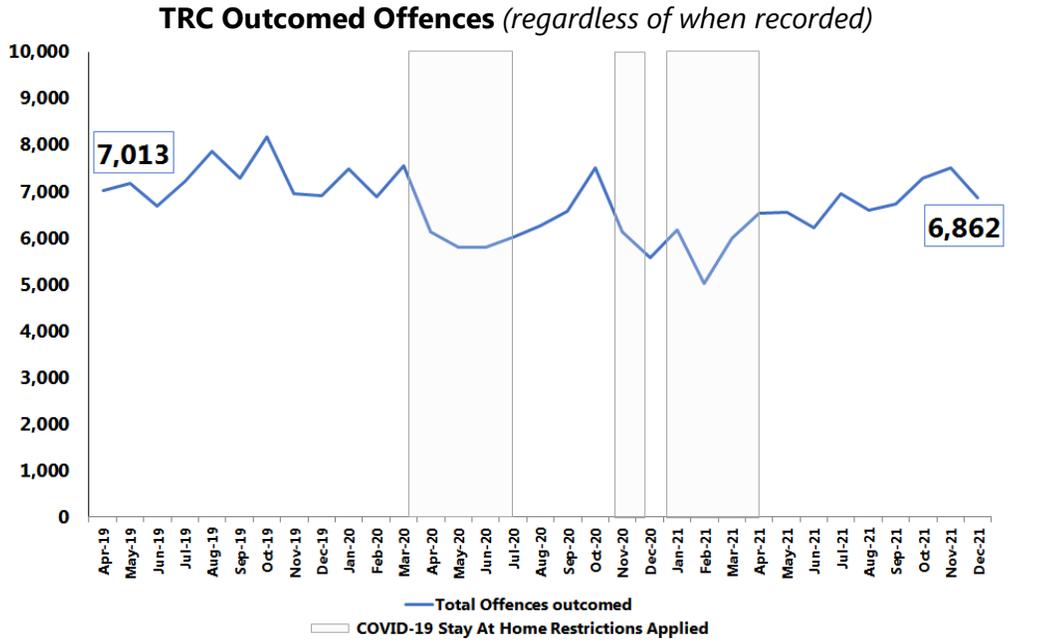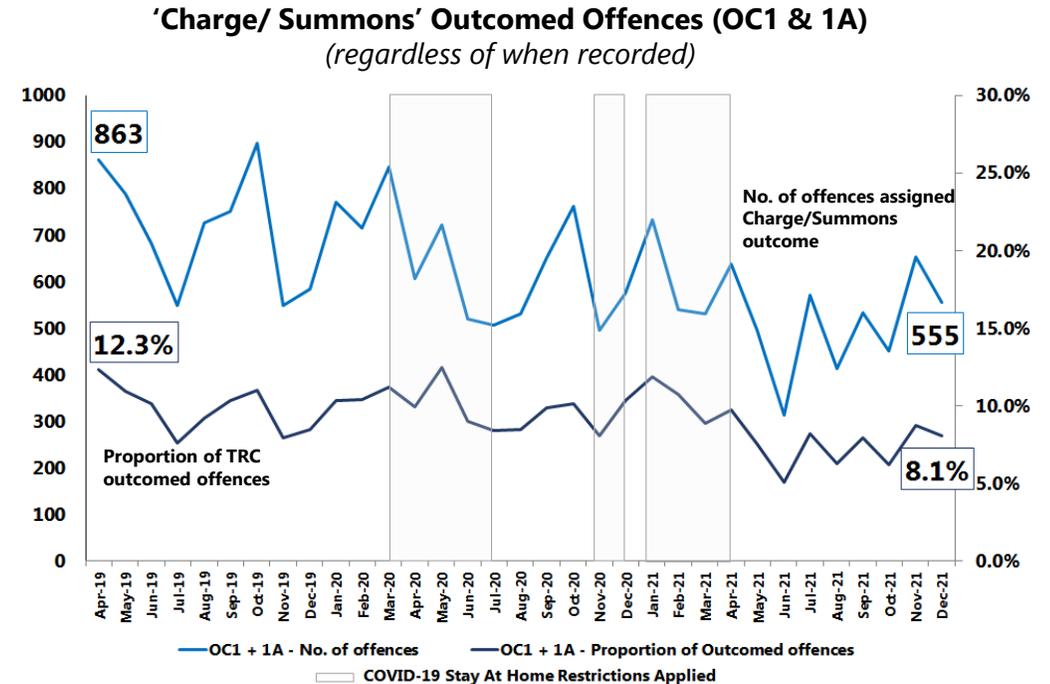
Action Required?

Yes

'Charge/ Summons' Outcomed Offences (OC1 & 1A)
(regardless of when recorded)

863

12.3%

No. of offences assigned Charge/Summons outcome

Proportion of TRC outcomed offences

555

8.1%

—— OC1 + 1A - No. of offences   —— OC1 + 1A - Proportion of Outcomed offences
☐ COVID-19 Stay At Home Restrictions Applied

TRC Outcomed Offences *(regardless of when recorded)*

7,013

6,862

—— Total Offences outcomed
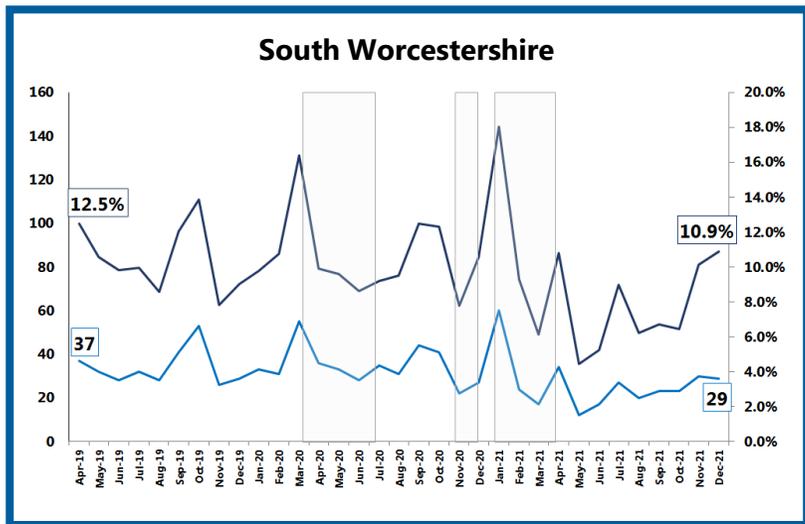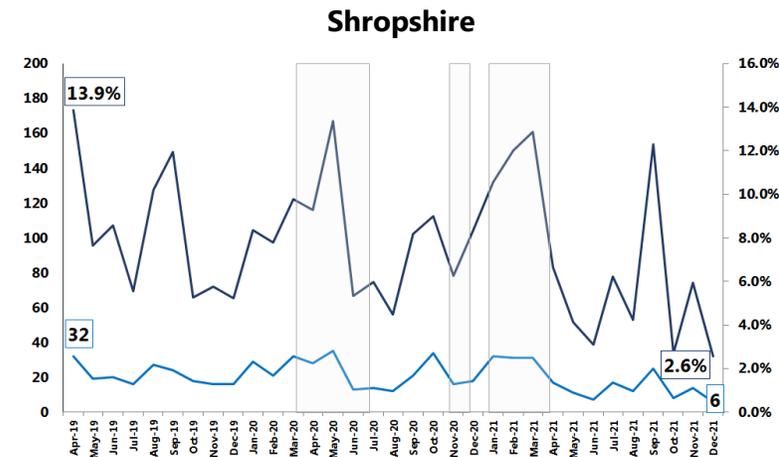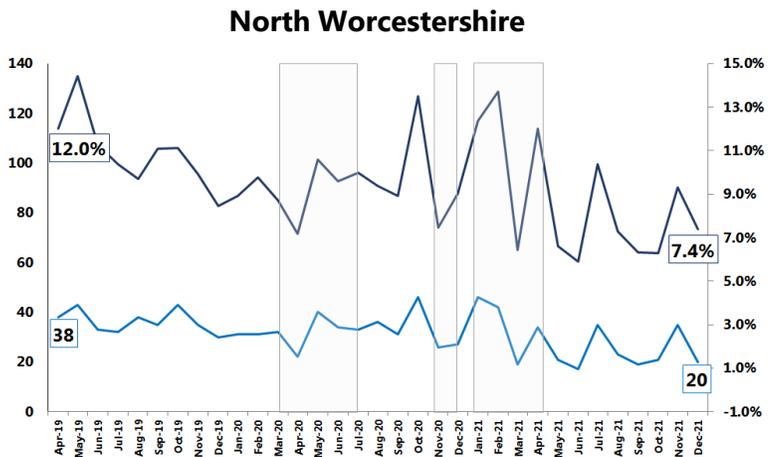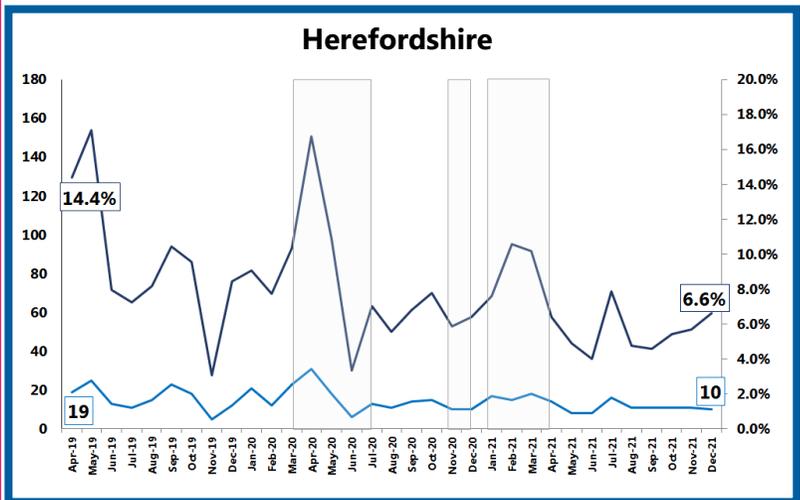☐ COVID-19 Stay At Home Restrictions Applied

4. Delivering effective prevention and intervention
4.1 How well does West Mercia Police bring offenders to justice?

4.1.1 % of positive action by LPA

'Charge/ Summons' Outcomed Offences (OC1 & 1A) *(regardless of when recorded)*

Herefordshire

North Worcestershire

Shropshire

South Worcestershire

Telford & Wrekin

Telford & Wrekin is the only policing area to see an increase

—— OC1 + 1A - No. of offences   —— OC1 + 1A - Proportion of Outcomed offences

☐ COVID-19 Stay At Home Restrictions Applied

4. Delivering effective prevention and intervention
4.1 How well does West Mercia Police bring offenders to justice?

4.1.1 % of positive action – DA outcomes

Good looks like:

An **increase** in the volume and proportion of DA offences assigned an **Outcome 1** or **1A** result.

40% - 50% Realistic Possibility

Last reviewed by subject lead Oct 2021

Key Points
- Both **OC1 and OC1A** have **decreased** in proportion rate and monthly outcomed volumes to **7.3% (90)** for **December 21**; a drop of **1.3 percentage points.**
- **Monthly view** – **7.3%** proportionate rate consists of:
  - **5.1% - Outcome 1 - Charge/ Summonsed**
  - **2.2% - Outcome 1A - Charge/ Summonsed - alternate offences.**
- **Q3 2021/22 view – 6.9% (282 offences)** consists of:
  - **4.6% (190) - Outcome 1 –** a **decrease** of **0.2 percentage points** since Q2 2021/22 (4.7%, 195).
  - **2.2% (92) - Outcome 1A –** a **drop** of **0.1 percentage point** since Q2 2021/22 (2.3%, 98).
- **Total DA Offences outcomed: 13% decrease** on the previous month, for the second consecutive month. **Herefordshire** have seen their **third consecutive month** of **decline** for total outcomed DA offence volumes.
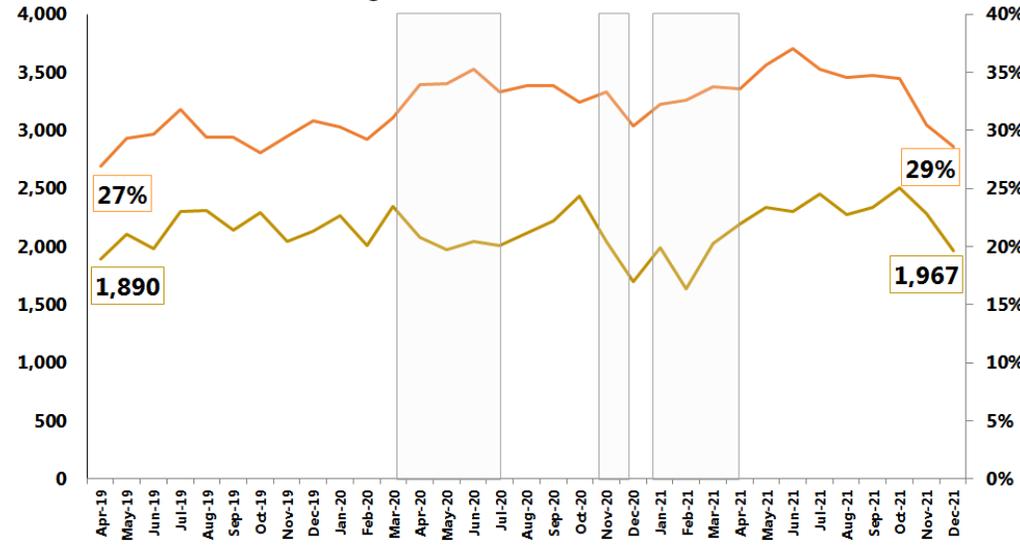
What does this mean?
- The monthly **SPI/ Crime Bureau meeting** raised:
  - That anticipated **decreases** in **crime recording demand, IMU basket** and **Designated Decision Maker Backlog (DDM)** during **festive period** were **realised.**
- **LPA Outcome Action Plans** continue to focus upon **improving 'positive outcome'** levels (Charge/Summons), **Outcome 16** application and **reducing** levels of **Outcome 17.**
- It is **probable** that **outcoming levels** will **remain lower** whilst **staff abstraction remains high** from Covid/ Respiratory sickness or self isolation.

### Next Steps / Recommendations
- Continued to be **monitored** via Crime Management Board.

Action Required? No

'Charge/ Summons' Outcomed DA Offences (OC1 & 1A) *(regardless of when recorded)*

DA Outcomed Offences *(regardless of when recorded)*

4. Delivering effective prevention and intervention
4.1 How well does West Mercia Police bring offenders to justice?

4.1.1 % of positive action – DA outcomes by LPA

'Charge/ Summons' Outcomed DA Offences (OC1 & 1A) *(regardless of when recorded)*

South Worcestershire is the only policing area to see a volume increase in OC1 & 1A.

Herefordshire has had increase in monthly proportion rate but volumes remain static and low.
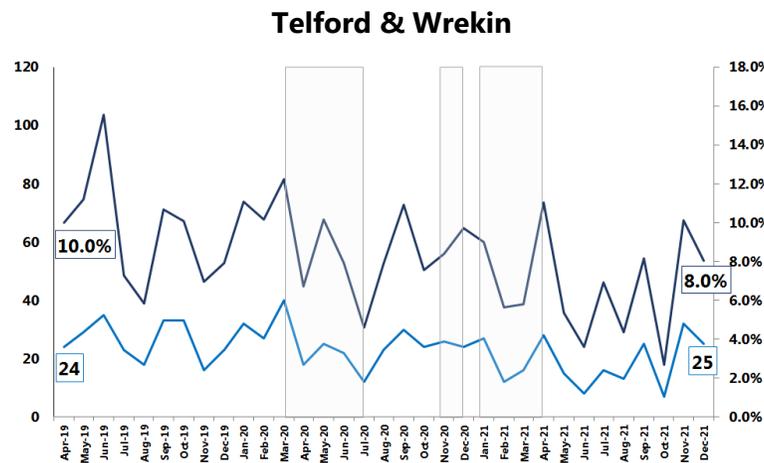
Herefordshire

North Worcestershire

Shropshire

South Worcestershire

Telford & Wrekin

OC1 + 1A - No. of offences　　**OC1 + 1A - Proportion of Outcomed offences**

COVID-19 Stay At Home Restrictions Applied

4. Delivering effective prevention and intervention
4.1 How well does West Mercia Police bring offenders to justice?

4.1.2 Reduction in use of Outcome 16

Good looks like:

A **reduction in the volume and proportion of offences** assigned an **Outcome 16** result.

40% - 50% Realistic Possibility

Last reviewed by subject lead Oct 2021

Key Points

- For offences assigned an **Outcome 16** result, there have been **continual decreases** in the monthly proportion rate and volume for **both** total recorded crime offences and DA offences **returning to similar levels** seen in **April 2019**.

- **Q3 2021/22 view – total recorded crime**
  - **4% reduction** in the volume of **Q3 2021/22 offences (6,765)** assigned **outcome 16** compared to Q2 2021/22 (7,072).
  - The **proportion** of **Q3 2021/22** offences assigned Outcome 16 has decreased by 4 percentage points from **35%** in Q2 2021/22 to **31**%.

- **Q3 2021/22 view – DA offences**
  - **7% decrease** in **Q3 2021/22 'outcome 16'** DA offences (2,673) compared to Q2 2021/22 (2,884).
  - **4 percentage point decrease** in the **proportion** of **Q3 2021/22** offences assigned Outcome 16 from **69%** in Q2 2021/22 to **65**%.

What does this mean?

- The monthly **SPI/ Crime Bureau meeting** raised:
  - Anticipated **decreases** in **crime recording demand, IMU basket** and **Designated Decision Maker Backlog (DDM)** during **festive period** were **realised.**
- **LPA Outcome Action Plans** continue to focus upon **improving 'positive outcome'** levels (Charge/Summons), **Outcome 16** application and **reducing** levels of **Outcome 17.**
- It is **probable** that **overall outcoming levels** will **remain lower** whilst **staff abstraction remains high** from Covid/ Respiratory sickness or self isolation.

Next Steps / Recommendations

- Continued to be **monitored** via Crime Management Board.

Action Required?

No

'Evidential difficulties prevent further action; victim does not support police action' Outcomed Offences (OC16)
(regardless of when recorded)

Outcomed DA Offences (OC16)
(regardless of when recorded)
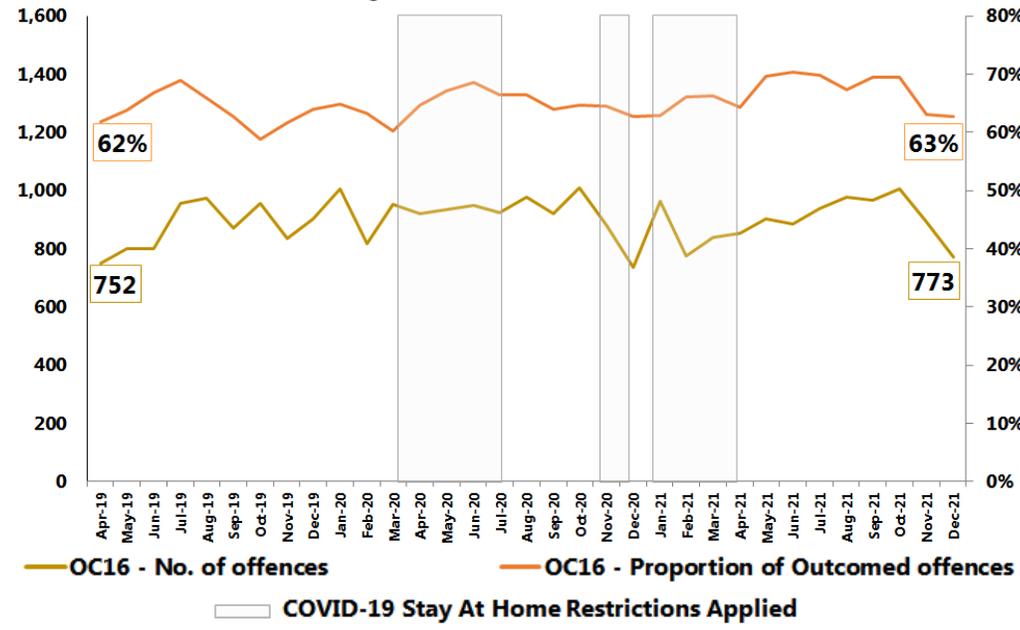
OC16 - No. of offences   OC16 - Proportion of Outcomed offences

COVID-19 Stay At Home Restrictions Applied

4. Delivering effective prevention and intervention
4.1 How well does West Mercia Police bring offenders to justice?

4.1.3 Headline Outcome Spotlight

Outcome 3 – Adult Cautions

		Jun 21 - Sep 21		Oct 21 - Dec 21		Comparison between Time periods		
		Outcomed Offences	% Outcomed	Outcomed Offences	% Outcomed	% Change (in offences)	% Point Diff	Difference (No. of offences)
OC3	Caution - adults	178	0.9%	238	1.1%	34%	0.2	60
OC3A	Caution - Adult - alternate offence	20	0.1%	51	0.2%	155%	0.1	31

- **Resurgence** of the use of **Adult Cautions** during **October 21 and November 21** in **Q3 2021/22** compared to Q2 2021/22.
- It is **probable** that this **level of outcoming** will **continue at this rate** over the coming months.

Outcome 17 – Prosecution time limit expired offences

		Jun 21 - Sep 21		Oct 21 - Dec 21		Comparison between Time periods		
		Outcomed Offences	% Outcomed	Outcomed Offences	% Outcomed	% Change (in offences)	% Point Diff	Difference (No. of offences)
OC17	Prosecution time limit expired: Suspect identified but prosecution time limit has expired.	108	0.5%	124	0.6%	15%	0.04	16

- **15% increase** in **Outcome 17 offences (124)** in **Q3 2021/22**. It is **probable** that this figure will **increase** due to the number of investigations sitting in **OIC crime baskets** remaining high, leading to a **greater propensity** for investigations to **time out.**
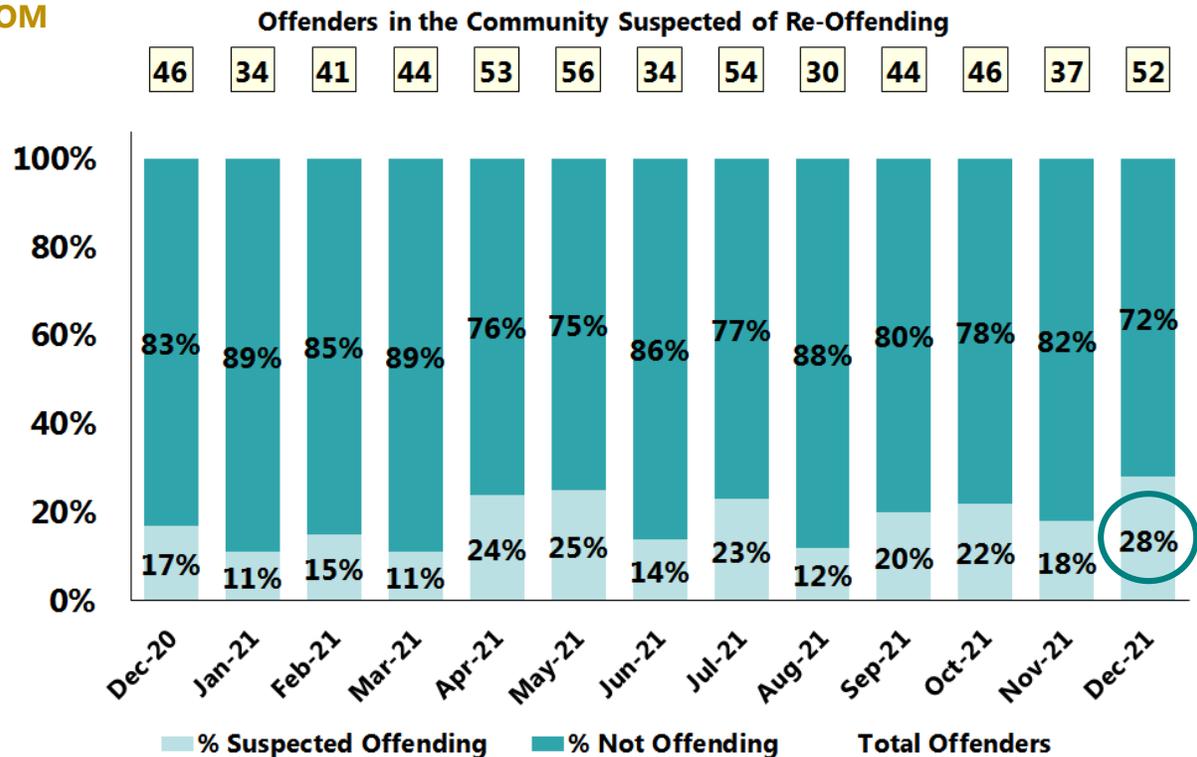
Outcome 18 – Investigation Complete – No Suspect

		Jun 21 - Sep 21		Oct 21 - Dec 21		Comparison between Time periods		
		Outcomed Offences	% Outcomed	Outcomed Offences	% Outcomed	% Change (in offences)	% Point Diff	Difference (No. of offences)
OC18	Investigation Complete: No suspect identified.	5,509	27.1%	6,290	29.1%	14%	1.9	781

- Since **February 2021,** a **continuous growth trend** in **Outcome 18 assigned** offences has been seen for **both monthly volumes** and **proportion rates** reaching **32%** in **December 21.** This is **correlated** to the gradual return of **traditional crime recording levels.**
- **Q3 2021/22** has seen an **uplift Outcome 18's proportion rate (29%)** approaching levels seen pre-Covid, so it is **probable** that this **level of outcoming** will **continue to increase** over the coming months.

Outcome 22 – Not in Public interest – diversionary/ educational activity

		Jun 21 - Sep 21		Oct 21 - Dec 21		Comparison between Time periods		
		Outcomed Offences	% Outcomed	Outcomed Offences	% Outcomed	% Change (in offences)	% Point Diff	Difference (No. of offences)
OC22	Not in public interest to prosecute - diversionary, educational or intervention activity undertaken	144	0.7%	298	1.4%	107%	0.7	154

- **56%** of **Q3 2021/22 'outcome 22' offences** are attributed to **drug offences**, and it is **highly likely** to be linked to **Op Divert**.
- It is **probable** that this **volume of outcoming** will **continue at this heightened level** over the coming months, whilst **Outcome 7** - *Cannabis/ Khat warning* - **will remain low** in comparison.

4. Delivering effective prevention and intervention
4.1 How well does West Mercia Police bring offenders to justice?

4.1.4 Reduction in reoffending - IOM

Offenders in the Community Suspected of Re-Offending

| 46 | 34 | 41 | 44 | 53 | 56 | 34 | 54 | 30 | 44 | 46 | 37 | 52 |

Chart: % Not Offending (top) / % Suspected Offending (bottom) by month:
- Dec-20: 83% / 17%
- Jan-21: 89% / 11%
- Feb-21: 85% / 15%
- Mar-21: 89% / 11%
- Apr-21: 76% / 24%
- May-21: 75% / 25%
- Jun-21: 86% / 14%
- Jul-21: 77% / 23%
- Aug-21: 88% / 12%
- Sep-21: 80% / 20%
- Oct-21: 78% / 22%
- Nov-21: 82% / 18%
- Dec-21: 72% / 28%

Legend: % Suspected Offending   % Not Offending   Total Offenders

Key Points

- **December 21** re-offending rate was **28%.**

- **Suspected re-offending rates** have **increased** over the latter part of 2021.

- Q3 2021/22 is showing a **higher average** re-offending rate **(23%)** than any other quarter throughout the year.

Next Steps / Recommendations

- Continued to be **monitored**.

Action Required?

No

Methodology

- The data is based on **IOM nominals** who are **linked to investigations recorded** each month by way of a suspect role (irrespective of whether or not an arrest was made).

- The numbers provided are based on nominals who show as in the **community** and **custody** at the **end of each month**, as those who are **proved to re-offend** at the **beginning of the month**, may be in **custody** at the **time of reporting**.

4. Delivering effective prevention and intervention
4.1 How well does West Mercia Police bring offenders to justice?

4.1.5 Volume / rate of repeat victimisation (All victims) / (DA-specific victims)

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

Good looks like:

A reduction in **'high frequency/ high severity' repeat victims** and a **decrease in repeat rates**

40% - 50% Realistic Possibility

Last reviewed by subject lead Oct 2021

Key Points

- December 21 has seen a **decrease** in both the **monthly volume** and **repeat rate** of **Total recorded crime repeat victims** compared to the previous month.

- This is linked to the **reduction** in **overall crime recording.**

- **Increase** in the number of **Domestic abuse (DA) repeat victims** in December 21, whilst the **DA repeat rate** has **decreased** but **remaining** at a high level **(40%).**

- **Average monthly repeat rate range for the last 3 months:**
  - DA repeat rate - **39%** to **43% -** which has **increased** since the previous quarterly report **(38%** to **41%).**
  - Total Recorded Crime repeat rate – **32%** to **33% - narrowing** from **32%** to **34%** in the previous quarterly report.

What does this mean?

- Over the coming months**, increased financial pressures on households** could lead to a **rise in domestic abuse** and **total recorded crime recording,** so it is **highly probable** that repeat volumes will **increase** too. These pressures are linked to increased costs of food, fuel and energy.

Next Steps / Recommendations

- Continued to be **monitored** via Early Intervention and Help.

- By **March 2022**, police forces are required to **develop action plans** designed to make all women and girls safer, in response to the new **NPCC national framework** for **Violence Against Women and Girls** (Dec 21) and it is **probable** that **repeat victimisation** will feature.

Action Required?

Yes

Repeat Domestic Abuse Victims per Month

467, 401, 491, 378, 412, 454, 469, 454, 509, 518, 448, 473, 462, 473
36%, 39%, 40%

Number of Repeat DA Victims in Month — DA Repeat Rate
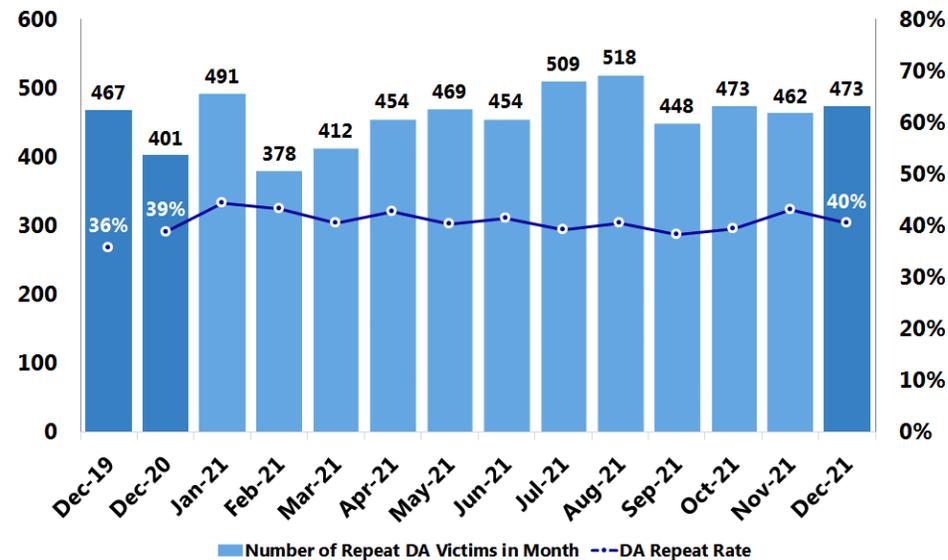
Repeat Victims per Month

1,516, 1,187, 1,242, 1,129, 1,425, 1,552, 1,531, 1,586, 1,743, 1,610, 1,576, 1,714, 1,656, 1,591
31%, 31%, 32%

Number of Repeat Victims in Month — Repeat Rate
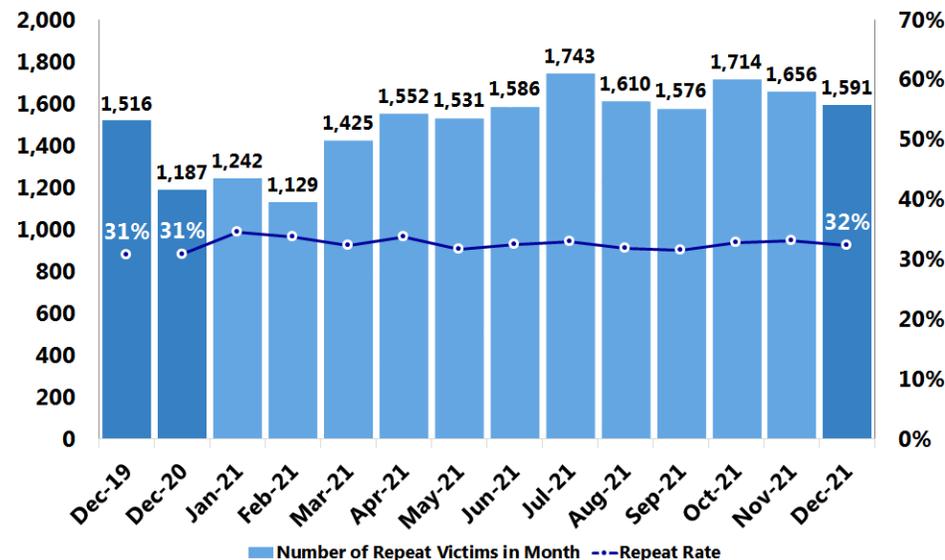
This DA data is generated from Athena where a 'Domestic Abuse' crime keyword has been applied.

4. Delivering effective prevention and intervention
4.1 How well does West Mercia Police bring offenders to justice?

4.1.8 Open Investigations – Caseload and OIC Crime Baskets

↑ 31% Since Jan 21

↑ 1.2% Since Dec 21

Good looks like:

An 'optimum' band is thought to be around **8,000-10,000** open investigations at current recording volumes
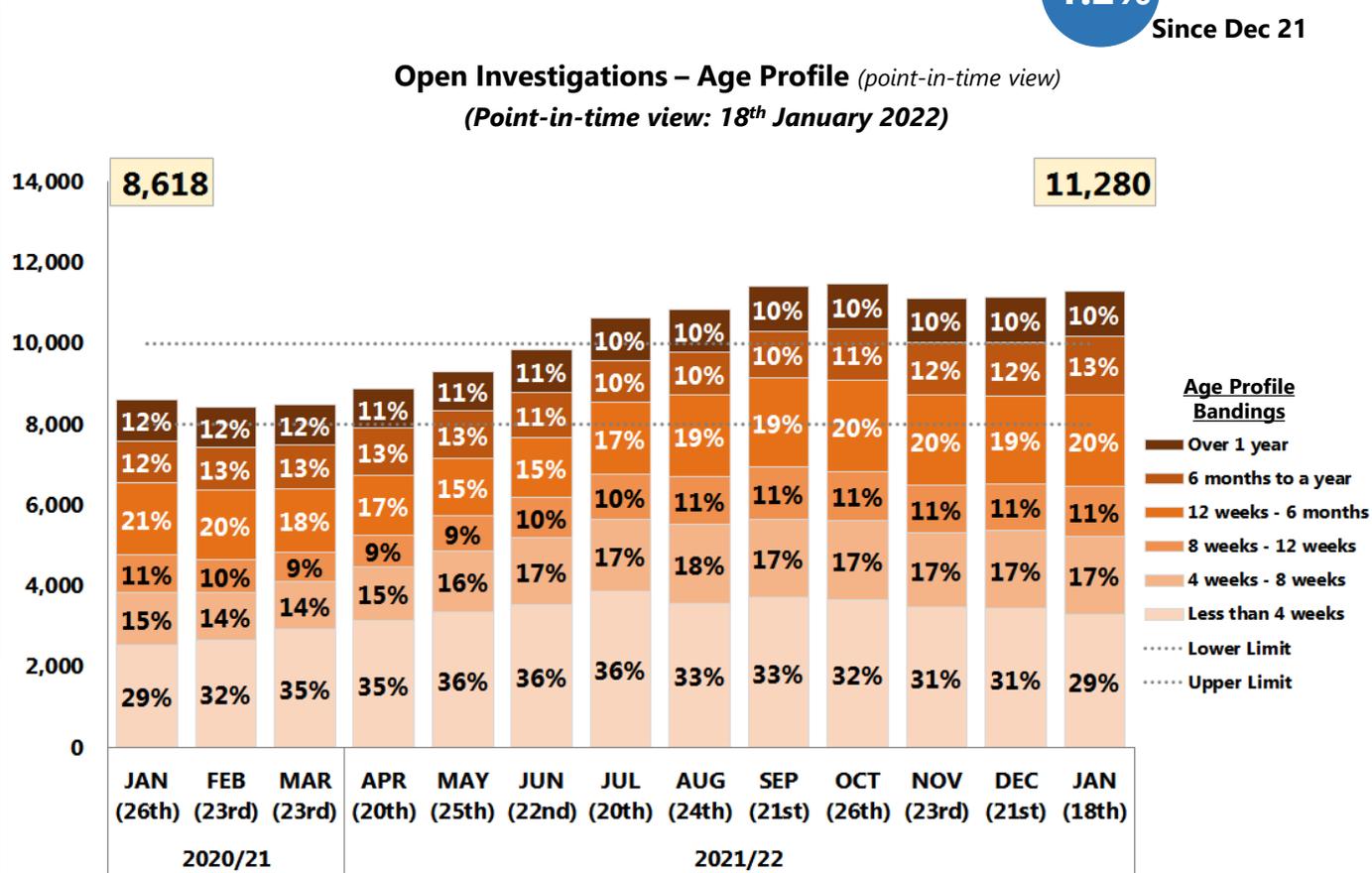
40% - 50% Realistic Possibility

Last reviewed by subject lead Oct 2021

Key Points

- **31% increase** in Open Investigations (O.I.s) since **January 21** and a **1.2% increase** compared to **December 21.**

- As anticipated in **previous monthly report**, open investigation **volumes would grow**, despite a **decrease in crime and incident volumes** for December. This is substantiated by the **lower proportion** of **'Less than 4 weeks'** aged O.I.s **(29%)**.

- However, **two homicide offences did take place** in December, which are resource intensive.

What does this mean?

- The monthly **SPI/ Crime Bureau meeting** raised:
  - Anticipated **decreases** in **crime recording demand, IMU basket** and **Designated Decision Maker Backlog (DDM)** during **festive period** were **realised.**

- **Probable factors behind growth in O.I.s:**
  - **Increased seasonal operations – Less officer availability** to **investigate** crime, so **crime baskets** are **growing** in volume.
  - **Increased staff abstraction** due to sickness and annual leave during the holiday period.

- It is **highly probable** that O.I. volumes will **remain above** the **upper threshold** whilst **staff abstraction remains high** from Covid/ Respiratory sickness or self isolation.

Open Investigations – Age Profile *(point-in-time view)*
(Point-in-time view: 18th January 2022)

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
- Lower Limit
- Upper Limit

Next Steps / Recommendations

- Continued to be **monitored** via Crime Management Board.

Action Required?

No

4. Delivering effective prevention and intervention
4.1 How well does West Mercia Police bring offenders to justice?

4.1.8 Open Investigations – Caseload and OIC Crime Baskets

(Point-in-time view: 18th January 2022)

29% increase in OICs with 20+O.I.s (30th Nov 21 to 18th Jan 22)

Student Officers with <2 yrs service represent **35% - 42%** of **20+ O.I. crime baskets** for Shropshire **(9)** and South Worcestershire **(5)**

Patrol function represents **69% - 75%** of **20+ O.I. crime baskets** for Shropshire **(18)** and South Worcestershire **(9)**

One Shropshire Patrol Officer Shift A / B has **32** Open Investigations across **2** different crime baskets

One Shropshire Detective Constable Shift C **31** Open Investigations

Open Investigation Crime Baskets by Command

Officer in Charge (OIC) Command	A: 1 - 4 Open Investigations		B: 5 - 9 Open Investigations		C: 10 - 19 Open Investigations		D: 20+ Open Investigations		Total No. of OICs	Total No. of Open Investigations in West Mercia	%Share
	No. of OICs	No. of Open Investigations	No. of OICs	No. of Open Investigations	No. of OICs	No. of Open Investigations	No. of OICs	No. of Open Investigations			
South Worcestershire - C LPA	122	267	109	736	109	1,404	12	263	352	2,670	24%
North Worcestershire - D LPA	166	370	144	968	36	463	1	22	347	1,823	16%
Herefordshire - E LPA	118	232	77	522	44	539	2	44	241	1,337	12%
Shropshire - F LPA	123	246	69	475	98	1,346	26	611	316	2,678	24%
Telford & Wrekin - G LPA	130	283	84	587	76	1,054	2	43	292	1,967	17%
North Team*	24	42	3	17	3	49	3	66	33	174	2%
South Team**	48	78	2	17	3	50	3	68	56	213	2%
Public Contact	25	58	18	132	6	67			49	257	2%
Protective Services - PS	35	56	7	57	2	23			44	136	1%
OPCC	1	2	1	7					2	9	0%
Other***	11	16							11	16	0%
Grand Total	**803**	**1,650**	**514**	**3,518**	**377**	**4,995**	**49**	**1,117**	**1,743**	**11,280**	**100%**

Key Points

- **29% increase** in the number of **OICs with 20+O.Is.** between 30 Nov 21 (**38**) to 18 Jan 22 (**49**) with **1,117 (10%)** of all O.I.s in their crime baskets.
  - **Shropshire**, **South Worcestershire** along with **North** and **South teams** have seen an **increase**.
  - **Shropshire** – increased volume – from **19** to **26 OICs with 20+O.Is** representing **611 O.I.s.**
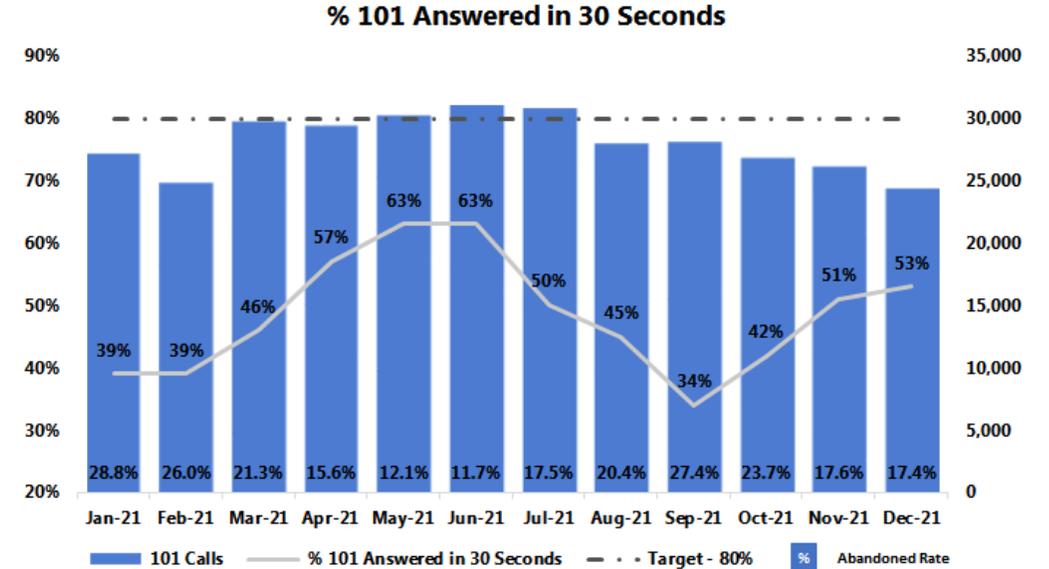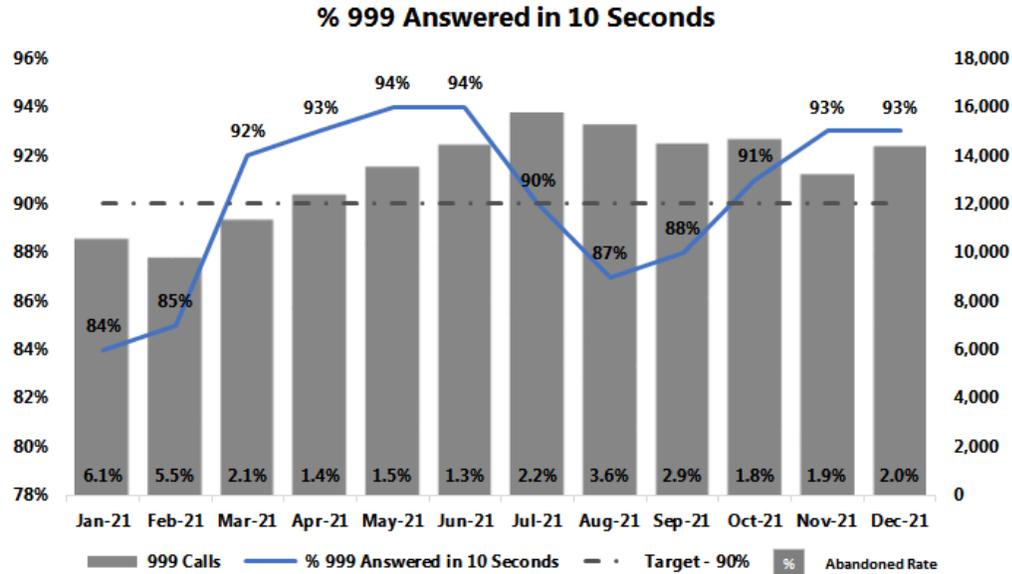
What does this mean?

- It is **highly probable** that Open Investigations volumes will **remain above** the **upper threshold** whilst **staff abstraction remains high** from Covid/ Respiratory sickness or self isolation.

Next Steps / Recommendations

- Continued to be **monitored** via Crime Management Board.
- The **Athena Crime Management team** and the **Systems Athena Admin team** are looking into the issue of **multiple crime baskets for officers.**
  - Identify reinforced **training initiatives** for **student officers** who are **rotating across different units.**
  - Enable **sergeants** and **inspectors** to **review all O.I.s** in **crime baskets for constables** posted to their units regardless of unit origin.
  - **New process map** to be developed for **student officer rotation** to ensure **ORIGIN** is updated in a **timely manner** due to the knock-on effect on crime baskets.

Action Required?

Yes

4. Delivering innovative, problem-solving practices and processes
4.2 How does West Mercia ensure that public contact is managed effectively?

% 999 Answered in 10 Seconds

% 101 Answered in 30 Seconds

What does this mean?

- 999 demand **reduced by 7%** between Q2 and Q3 however was **19% higher** than 999 volumes experienced in Q3 2019/2020.

- Supported, in part, by the decrease the OCC presented a **4% increase in performance** to **92% Q3** compared with Q2 (and a 3% increase from Q3 2020/2021).

- The **statutory 999 target was met in all three months of Q3** despite sporadic ICT failures that rendered core OCC systems disrupted or at times inoperable and an increase in COVID absences owing to the emergence of the Omicron variant.

- The reduction in demand was predicted owing to seasonal trends. 999 abandonment decreased from the typically busier Q2 to return to levels seen in Q1.

Good looks like:

95%-100% Almost Certain

999 calls: 90% answered within 10 seconds

Last reviewed by subject lead Jan 2022

Action Required?

No

What does this mean?

- In **Q3** there has been a **11% reduction** in call **demand** from the previous Q2 and a **8% reduction from Q3 2020/2021.**

- Supported, in part, by the reduction in demand, the OCC presented a **6% increase in performance** to **49% of 101 calls being answered within 30 seconds** for Q3.

- **Abandonment** declined month on month within Q3.

- Monthly 101 performance has grown throughout the quarter (42%, 51% and 55%) and continues to do so in Q4 as demand remains low.

- ICT faults are resolved and abstractions reduce. By way of example, January 2022 call performance currently stands **at 96% 999 and 74% 101** (accurate as of the 9th January), supporting the upward trajectory.

Good looks like:

101 calls: 80% answered within 30 seconds by June 2022

Last reviewed by subject lead Jan 2022

55% - 75% Likely or probable

Action Required?

No

4. Managing Demand
4.2 How does West Mercia ensure that public contact is managed effectively?

4.2.7 Public demand via new platforms and technology

Digital Requests for Service - Single Online Home
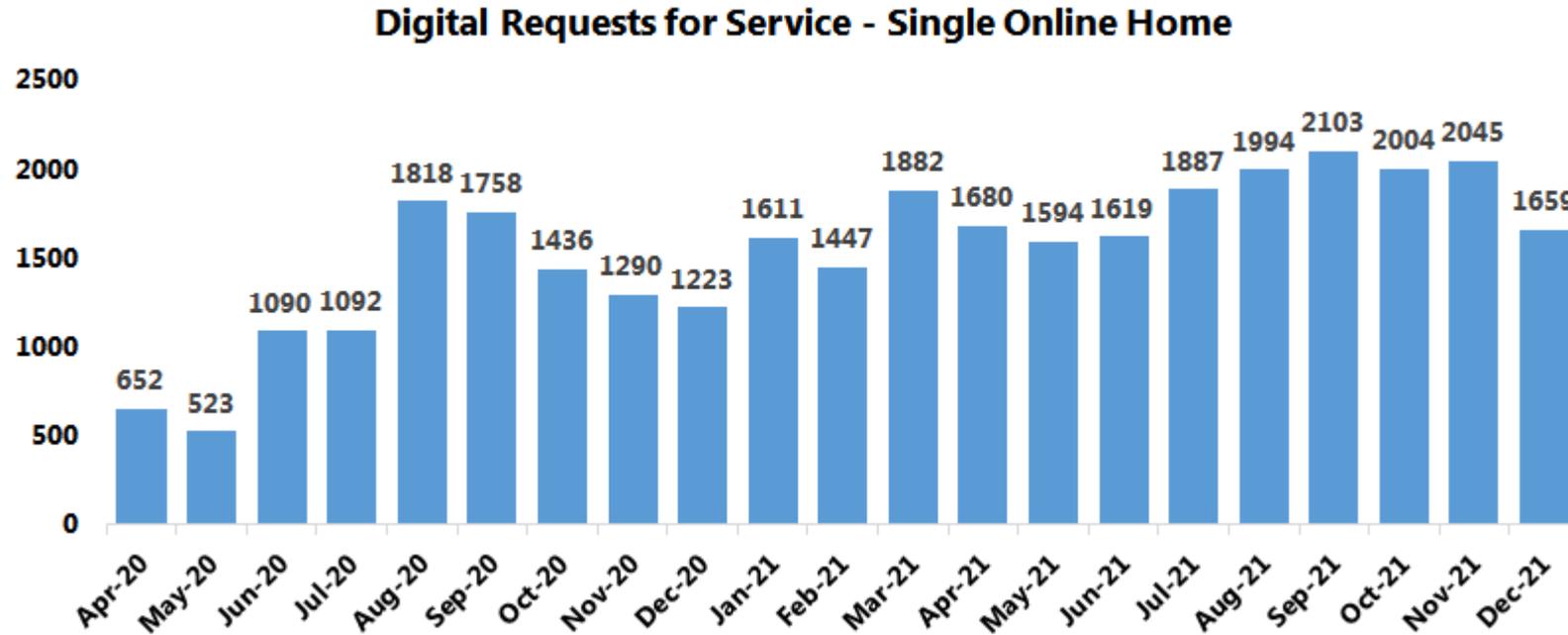
Key Points

- Digital contact via SOH saw a **4% reduction** in Q3 compared to Q2.

What does this mean?

- Despite reduction in December, Single Online Home represents a regular contact channel of choice and the **growth in digital demand is expected to continue**.

Next Steps / Recommendations

- What Good Looks Like needs to be determined.

Action Required?

Yes

Good looks like:

To be reviewed by subject lead

4. Managing Demand
4.2 How does West Mercia ensure that public contact is managed effectively?

4.2.8 Response times by grade

4.2.9 Unresourced

Key Points

- Reporting challenges continue, preventing analysis of response times.

What does this mean?

- West Mercia are presently unable to report on response times by grade.

- Work continues to progress.

- The OCC programme has recently submitted a request to Saab that they open up the relevant databases within SAFE to enable reporting on police Unit Attendance MI.

- Saab have received the request and are currently scheduling the work.

Next Steps / Recommendations

- **Awaiting confirmation** from Saab as to the **dates** for this work to take place.

Action Required?
No

WMP Weekly Average - Unresourced and Scheduled

Chart values (Unresourced / Scheduled):
- 05/09/2021: 178 / 98
- 12/09/2021: 230 / 106
- 19/09/2021: 203 / 107
- 26/09/2021: 191 / 97
- 03/10/2021: 159 / 90
- 10/10/2021: 140 / 100
- 17/10/2021: 157 / 108
- 24/10/2021: 163 / 95
- 31/10/2021: 123 / 73
- 07/11/2021: 120 / 96
- 14/11/2021: 139 / 97
- 21/11/2021: 203 / 123
- 28/11/2021: 112 / 58
- 05/12/2021: 101 / 68
- 12/12/2021: 135 / 65
- 19/12/2021: 137 / 63
- 26/12/2021: 105 / 59
- 02/01/2022: 103 / 64

Legend: ■ Unresourced ■ Scheduled
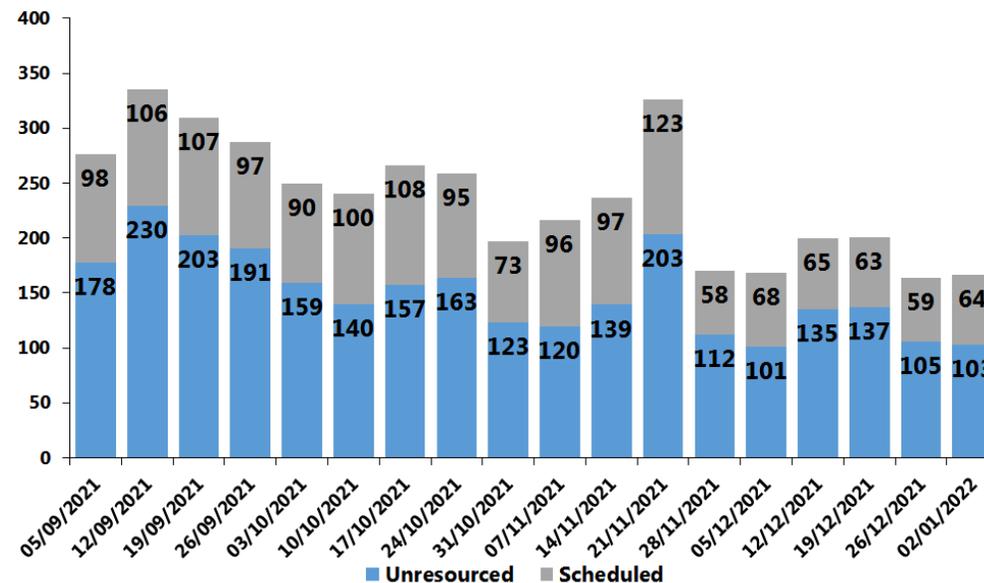
What does this mean?

- Force wide **unresourced** continues to **fluctuate** but has reduced from Q2.
- The move away from the seasonal high demand in Q2 has seen unresourced numbers decline.
- DA Deployment Pilot in Herefordshire and South Worcestershire was in effect throughout December.

Next Steps / Recommendations

- What Good Looks Like needs to be reviewed in line with data changes.

Action Required?
Yes

Good looks like:

To be reviewed by subject lead

4. Managing Demand
4.2 How well does West Mercia manage crime?

		Dec 2021	Dec 2019	Prev 12 Months	YTD % Change 21/22 Vs 19/20	Does **not** directly relate to crime recorded in the YTD time period		
						Total Outcomed YTD 21/22	Action Taken Prop. Rate YTD 21/22	Outcome 16 Prop. Rate YTD 21/22
Total Recorded Crime	8210 / 6315	7035	7149		-4%	61259	10%	34%
Violence With Injury	1073 / 415	924	1014		-4%	7616	12%	47%
Violence Without Injury	2228 / 1661	2129	1918		13%	18997	6%	56%
Rape	129 / 76	97	101		15%	939	5%	42%
Other Sexual Offences	197 / 164	228	176		20%	1790	10%	33%
Personal Robbery	63 / 36	37	40		-22%	331	8%	28%
Business Robbery	9 / 1	2	5		-23%	32	28%	6%
Residential Burg Dwelling	257 / 196	156	232		-25%	1460	4%	9%
Burg - Business & Community	366 / 278	208	325		-39%	1733	4%	3%
Vehicle Offences	503 / 377	471	447		-23%	3044	2%	5%
Theft from Person	91 / 30	32	60		-45%	307	2%	22%
Bicycle Theft	94 / 43	48	48		-25%	495	6%	6%

		Dec 2021	Dec 2019	Prev 12 Months	YTD % Change 21/22 Vs 19/20	Does **not** directly relate to crime recorded in the YTD time period		
						Total Outcomed YTD 21/22	Action Taken Prop. Rate YTD 21/22	Outcome 16 Prop. Rate YTD 21/22
Shoplifting	780 / 489	507	586		-25%	4238	22%	7%
All Other Theft Offences	847 / 482	643	610		-18%	5050	3%	15%
Criminal Damage & Arson	869 / 731	650	800		-10%	6375	8%	20%
Drug Offences	230 / 152	146	233		-3%	1708	50%	4%
Possession of Weapons	114 / 44	68	54		-10%	579	36%	14%
Public Order	583 / 318	572	391		37%	5521	13%	39%
Misc. Crimes Against Society	136 / 93	117	109		11%	1044	19%	22%
Alcohol Related	744 / 341	573	634		-11%			

		Dec 2021	Dec 2019	Prev 12 Months	YTD % Change 21/22 Vs 19/20
Incidents	28634 / 21803	20096	23950		-14%
Anti Social Behaviour	4290 / 2186	2254	2430		0%
Mental Health	35 / 4	4	12		-37%

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 19/20 so that control limits are not influenced by the effects of Covid restrictions.
NB. It is possible for the previous month to be coloured differently from the month in 2019/20 even if volumes are similar. This is due to the upper and lower control limits changing annually based on volumes in the previous year.

Next Steps / Recommendations
- Continued strategic **monitoring** by performance.

Action Required?

No

Key Points
- Volumes of **Other Sexual Offences** are exceptional. Data has been shared with LPA and **further analysis** is included on **page 33**.

4. Managing Demand
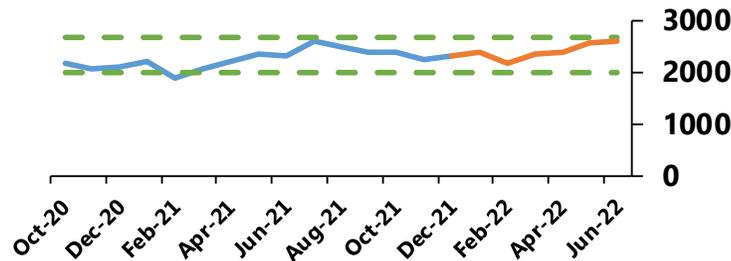## 4.2 How well does West Mercia manage crime? – Policing Priorities

Key Points

- **Total Recorded Crime** remains **within the control limits** with a majority of crime types also within their respective control limits.
- **Residential Burglary** remains **below the lower control limit**, consistent with "What Good Looks Like".
- Domestic Abuse, Hate, Vulnerable Adult and Child at Risk are **all projected to increase above the upper control limit** in the coming months. This will be monitored by performance.

Total Recorded Crime
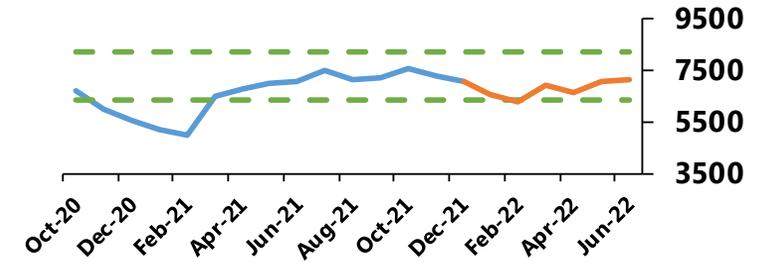
Jan 2022	YTD % Change 21/22 Vs 19/20	Total Outcomed YTD 21/22	Action Taken Prop. Rate YTD 21/22	Outcome 16 Prop. Rate YTD 21/22
7035	-4%	61259	10%	34%

Domestic Abuse Crime

Hate Crime
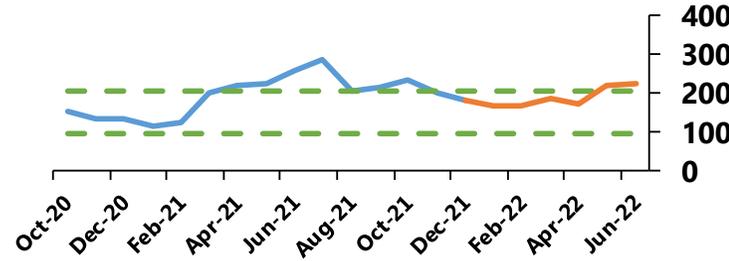
Vulnerable Adult Crime
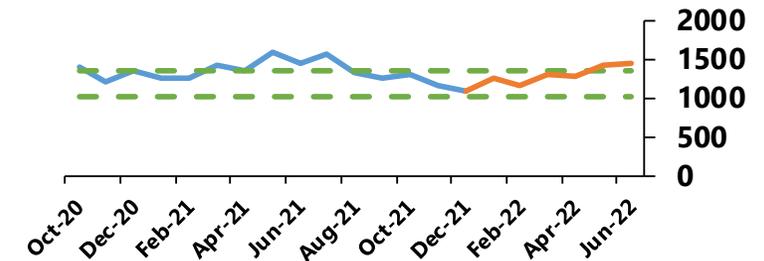
Child At Risk Crime
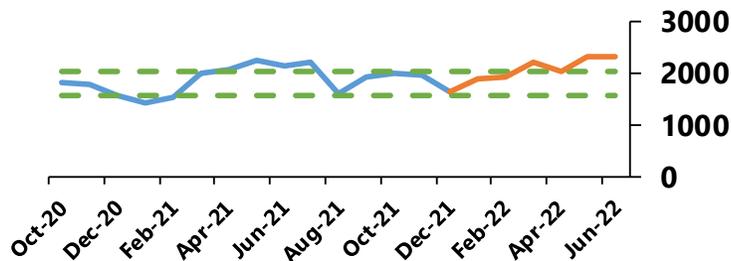
CSE Crime
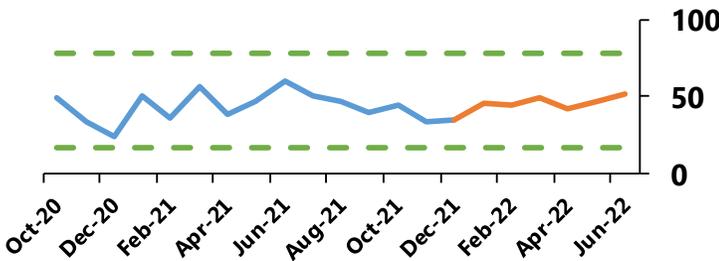
Residential Burglary
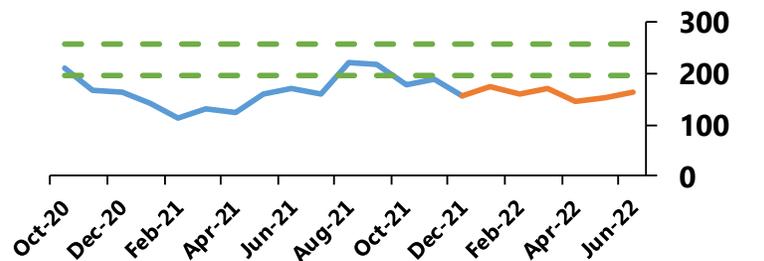
—— Volumes of Crime & Crimed Incidents – – Upper – – Lower —— Projection

4. Managing Demand
4.2 How well does West Mercia manage crime? – Exceptional Volumes

Key Points

- Volumes of **Other Sexual Offences exceeded the upper control limit** in December 2021/22.

- Substantial **increase of 37% (54)** compared to December 2020/21, and an **increase of 14% (24)** on December 2019/20 volumes.

- 12 month rolling average has **increased month on month since Feb 2021**.

- Year to Date **increase of 30% (449)** compared to 2020/21, and **increase of 20% (321)** compared to 2019/20.

What does this mean?

- The most frequent offence description at **44% (292)** in Q3 2021/22 is **"Sexual Assault on a Female Aged 13 and Over",** followed by **"Sexual Activity Involving a Child Under 16"** at **14% (19).**

- Overall **60%** (395) relate to **non recent offences** meaning the offence was committed over 28 days previous to reported date.

- Approximately **12%** may relate to the **Night Time Economy**.

Next Steps / Recommendations

- Data shared with LPA and continued strategic **monitoring** by performance**.**

Action Required?
No

Other Sexual Offences - Volumes & Control Limits 2021/22
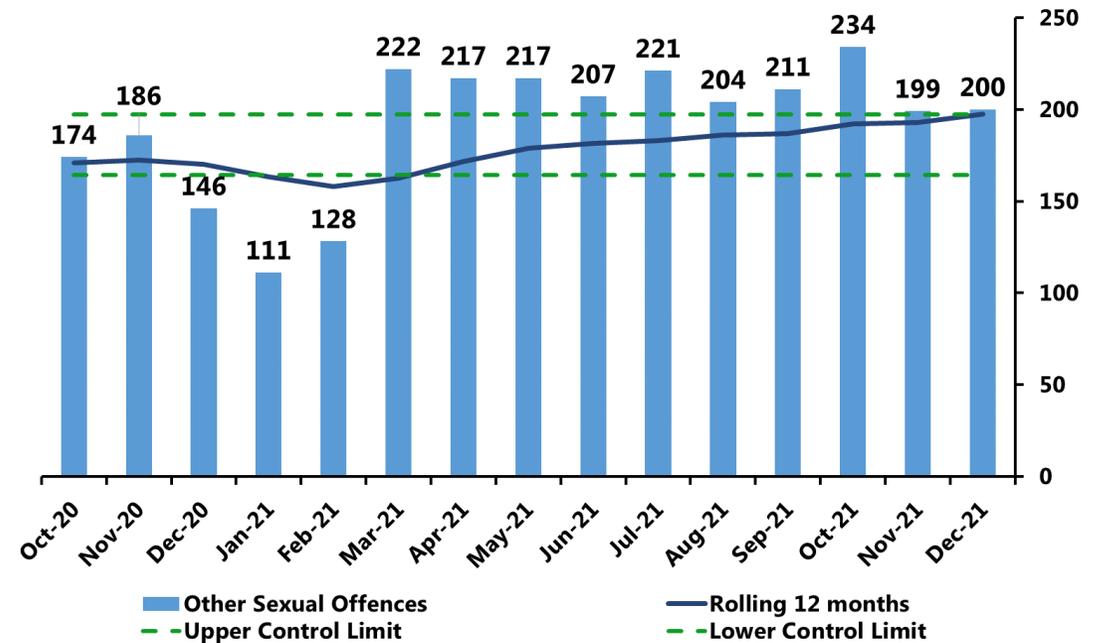
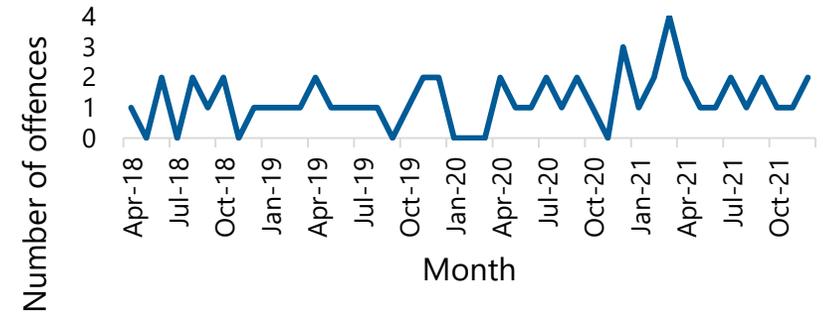**Other Sexual Offences - Comparison to Previous Years**

4. Managing Demand
4.2 How well does West Mercia manage crime?

Homicide offences in West Mercia between Apr 2018 and Dec 2021
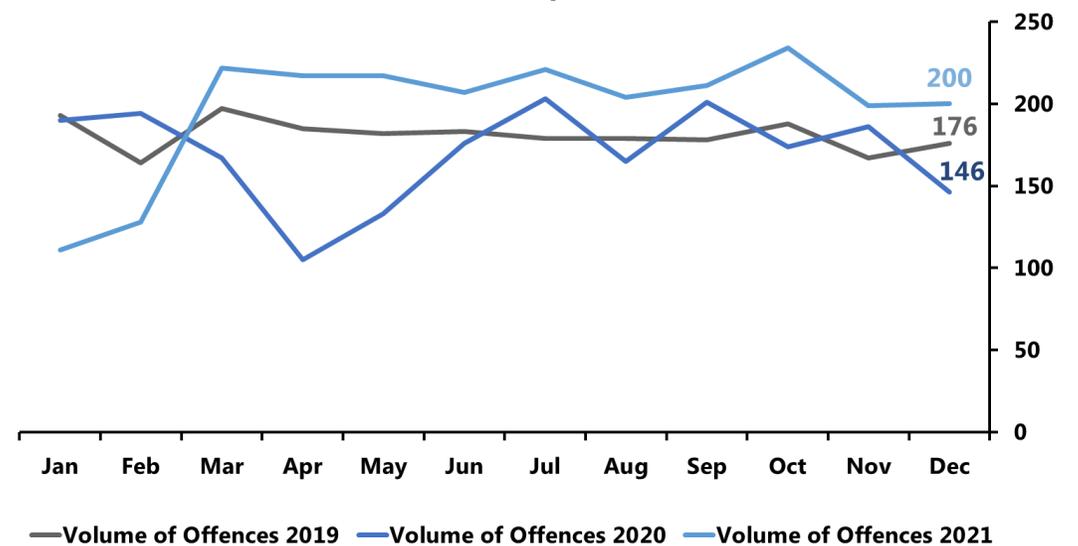
Key priorities: murder, serious violence, domestic abuse, neighbourhood crime and drug supply/county lines
Not numerical targets but key indicators to show improvement against; expectation of significant improvements within 3 years

Measure	Source	Change	Comment	Lead
Reduce murder and homicide	Police Recorded Crime	⟷	• Homicide offence trends remaining stable in Q3, but remain consistently higher than previous years.	ACC C&V
Reduce serious violence	National Health Service and PRC	⟷	• 8 offences involving discharge of a firearm in 2020-21 (most 2 a month). 4 offences as of the end of Q3 in 2021-22. • Hospital admissions for assault with a sharp object are fewer than 8 each month – only detail shared. Six of these months have had none (last 2 years). NHS have not released data for Q3 yet.	ACC C&V
Disrupt drug supply and county lines	PRC and Public Health England	⟷	• There were five drug related Homicides during 2021/2022 to 17 November 2021.	ACC C&V
Reduce neighbourhood crime	Crime Survey England and Wales	⟷	• All crimes are reducing in last two years (burglary - domestic and commercial, robbery, theft from person). However, thefts of and from a vehicle are gradually increasing, as seen in Q3. • Data is currently from PRC as the CSEW data does not offer enough detail.	ACC LP
Improve satisfaction among victims, with a particular focus on victims of domestic abuse	CSEW	⟷	• Currently none of the aspirational satisfaction levels are currently being achieved. It is highly unlikely that the aspirational satisfaction levels will be achieved by the end of the financial year for any of the crime types.	ACC LP
Tackle cyber crime	DDCMS		• The data from the Dept. for Digital, Culture, Media and Sport is not available. • Further police held proxy measures are being developed	ACC C&V

4. Managing Demand
4.2 How well does West Mercia manage crime?

The Strategic Policing Requirement sets out the threats that require a co-ordinated national policing response. The delivery of our response to this requirement to work collaboratively, and with other partners, to ensure such threats are tackled effectively, is collated and summarised below.

		Capacity and Contribution	Capability	Connectivity
National Threats	**Terrorism**	Staffing gaps are minor as possible losses are projected and planned for. Small issues with security of supply due to time taken for vetting and training, however projection of vacancies and supply of assets from region help reduce impact.	Optimum training levels with surge capability if required.	Collaboration with partners is vital to enable West Mercia to deliver under the four P's detailed in the CONTEST Strategy and Action Plan. Relationships are maintained through regular contact, meetings and sharing of information.
	Serious and Organised Crime	Some concerns surrounding the levels of staffing and time taken to train individuals, particularly within SOCU however, this impact is often limited due to the provision of the ROCU and the forces ability to prioritise resource.	Issues exist with limited surveillance capability.	With offenders active across borders it is vital West Mercia continue communications with partners/agencies not just across the UK but overseas as well. The force works closely with a number of agencies such as Gain, HMRC, airlines and Border Force to ensure intelligence and information is shared accordingly. The Force has an embedded Serious and Organised Crime Joint Action Group (SOCJAG) structure which brings together a host of partners on a regular basis to work to tackle Serious and Organised Crime collectively. The CPS is also a crucial partner who the force work closely with on a regular basis.
	National Cyber Security Incident	The Cyber Crime Unit (CCU) has optimum staffing levels to enable response to cyber security incidents.	The CCU is fit for purpose and capability is constantly improving within the team to maintain good standards. Additional vehicles however are required.	The force work closely with the West Midlands regional Cyber Crime Unit along with all of the regional Cyber Crime Units. Also linked into the National Cyber Security Centre and the National Cyber Crime Unit to enable partnership working across the UK. Regular contact is established with National Fraud Intelligence Bureau (NFIB), Action Fraud and Get Safe Online.
	Threat to Public Order and Public Safety	Optimum levels of staff with well above the nationally-specified number of trained officers.	Some issues may exist in the accreditation of roles in 2020, however officers are currently trained in line with national requirements.	For events, the force works with a variety of partners depending on the event taking place. For example, frequently events planners and coordinators will be in contact with safety advisory groups, local councils, sporting clubs and other event organisers.
	Civil Emergencies	Number of resources are sufficient to maintain business as usual and respond to major emergencies, however in the event of a significant incident some BAU demand is disrupted due to low staffing levels.	Issues with equipment exist which limits capability when connecting and sharing information with partners.	Local Resilience Forums (LRFs) ensure collaborative working and are an integral part of the process in ensuring the production of contingency plans and individual agency plans for mitigation and response. The LRFs are a significant and vital element of working in partnership and taking a multi-agency approach to action.
	Child Sexual Abuse (CSA)	Due to a recent uplift in resources there are optimum staffing levels available for contribution.	Issues exist with some interview locations and medical facilities not being fit for purpose. There are a limited number of fully trained and accredited investigators.	Problem Solving Hubs and Harm Assessment Units aim to support colleagues and external partners in reducing harm and risk through problem solving. The officers engage in partnership working using innovative and child-centred policing to proactively provide early intervention.

4. Managing Demand
4.2 How well does West Mercia manage crime? 4.2.15 – Domestic Abuse

Good looks like:

Increased Reporting

40% - 50% Realistic Possibility

Last reviewed by subject lead Jan 2022

Key Points

- Volumes of **Domestic Abuse Offences were within control limits** in December 2021/22.

- **Increase of 8% (204)** compared to December 2020/21, and a **decrease of 8% (208)** on December 2019/20 volumes.

- Year to Date **marginal increase of 1% (206)** compared to 2020/21, and marginal **decrease of 1% (196)** compared to 2019/20.
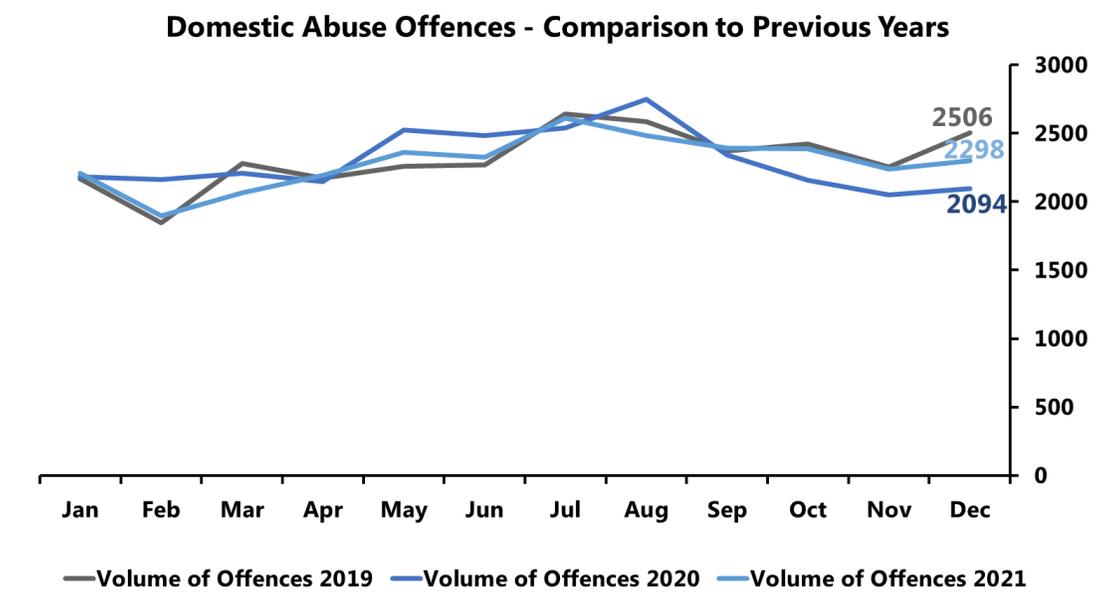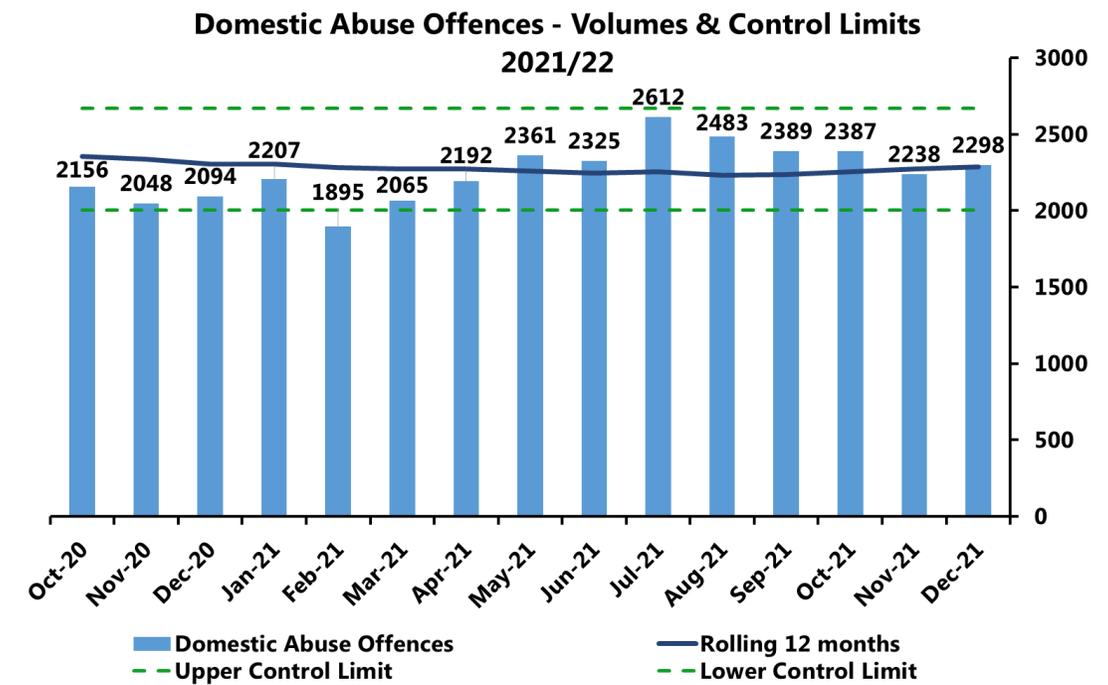
What does this mean?

- **Increase** in volumes however **smaller** than **anticipated**.

- A **successful DA campaign** in December campaign was run with a **focus** on **control & coercive behaviour**. Facebook had a reach of over 600,000 unique impressions.

- A small advert had a reach of over 57,000 which resulted in 2,000 hits on a page to report DA.

Next Steps / Recommendations

- Future comms also includes other DA relationship dynamics (parent/child, female on male etc.)

Action Required?

Yes

Domestic Abuse Offences - Volumes & Control Limits 2021/22

Oct-20: 2156, Nov-20: 2048, Dec-20: 2094, Jan-21: 2207, Feb-21: 1895, Mar-21: 2065, Apr-21: 2192, May-21: 2361, Jun-21: 2325, Jul-21: 2612, Aug-21: 2483, Sep-21: 2389, Oct-21: 2387, Nov-21: 2238, Dec-21: 2298

Legend: Domestic Abuse Offences | Rolling 12 months | Upper Control Limit | Lower Control Limit

Domestic Abuse Offences - Comparison to Previous Years

2506, 2298, 2094

Legend: Volume of Offences 2019 | Volume of Offences 2020 | Volume of Offences 2021

4. Managing Demand
4.2 How well does West Mercia manage crime? 4.2.15 – Domestic Abuse

Key Points

- **Significant increase** in DA **arrest rate.**

- **6% increase** in arrest rate in Dec compared to the previous month.

- In part driven by DA Deployment Pilot held in December (Herefordshire and South Worcestershire).

- However, all LPAs recorded an increase (Herefordshire and South Worcestershire most significantly).

- This suggests a trend of increased arrest rates may be occurring but has been increased by the pilot scheme.

What does this mean?

Offences in the last quarter were driven by:

- Assault without Injury – 27% (1158)
- Assault with Injury – 20% (851)
- Stalking – 12% (536)
- Malicious Communications – 11% (485)

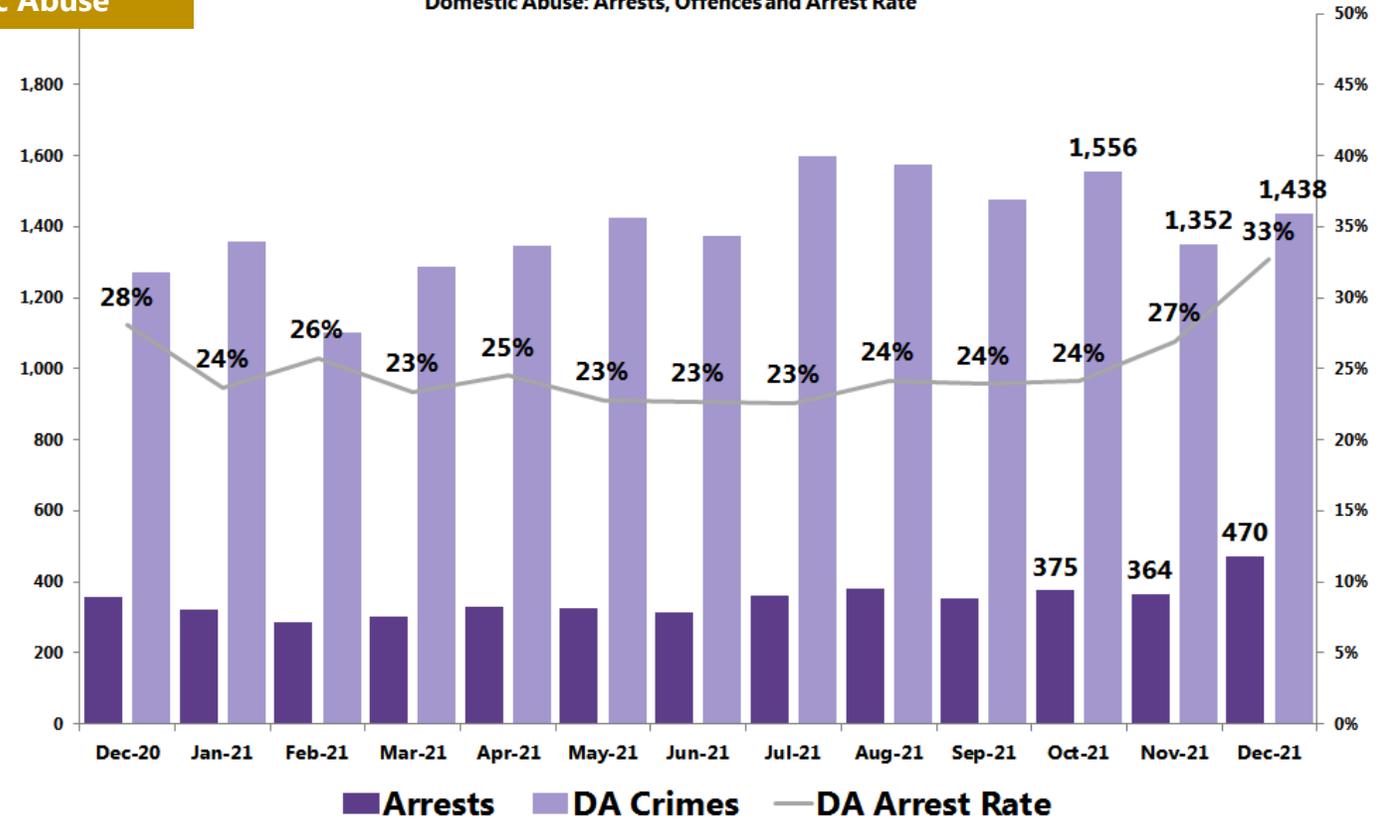Two murders recorded that were DA related in the last quarter.

Next Steps / Recommendations

- Monthly report to be supplied by SP&I on the DA Pilot
- WDGLL to be reviewed

Action Required?

Yes

Domestic Abuse: Arrests, Offences and Arrest Rate

Legend: Arrests | DA Crimes | DA Arrest Rate

Methodology

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

2. Arrest Rate is calculated by dividing DA arrests by the number of DA offences.

3. We are currently unable to link offences and arrests using Athena.

4. This can present an issue at the local level which uses the detention location as suspects can be taken to a detention location outside their LPA due to the proximity.

5. This methodology **will be reviewed** as soon as data from other sources becomes available.

4. Managing Demand
4.2 How well does West Mercia manage crime?

4.2.22 Repeat Missing Persons

Good looks like:

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

40% - 50% Realistic Possibility

Last reviewed by subject lead Oct 2021

Key Points

Monthly view
- The **monthly proportion** of Missing Person reports relating to repeat MISPERs has **been on a downward trend** for the last 3 months from **30%** to **28%**.

Q3 2021/22 view
- **Uplift** in the **quarterly proportion rate** from **37%** for Q2 2021/22 to **39%** for Q3 2021/22, due to an **increase** in **repeat missing persons**.
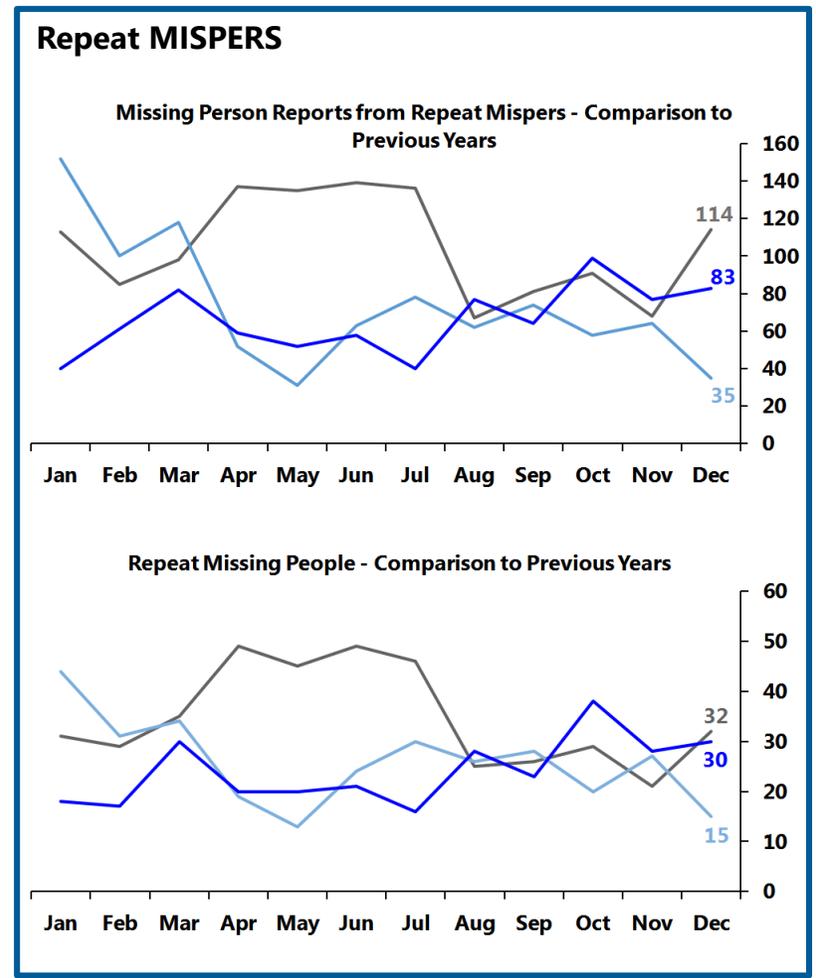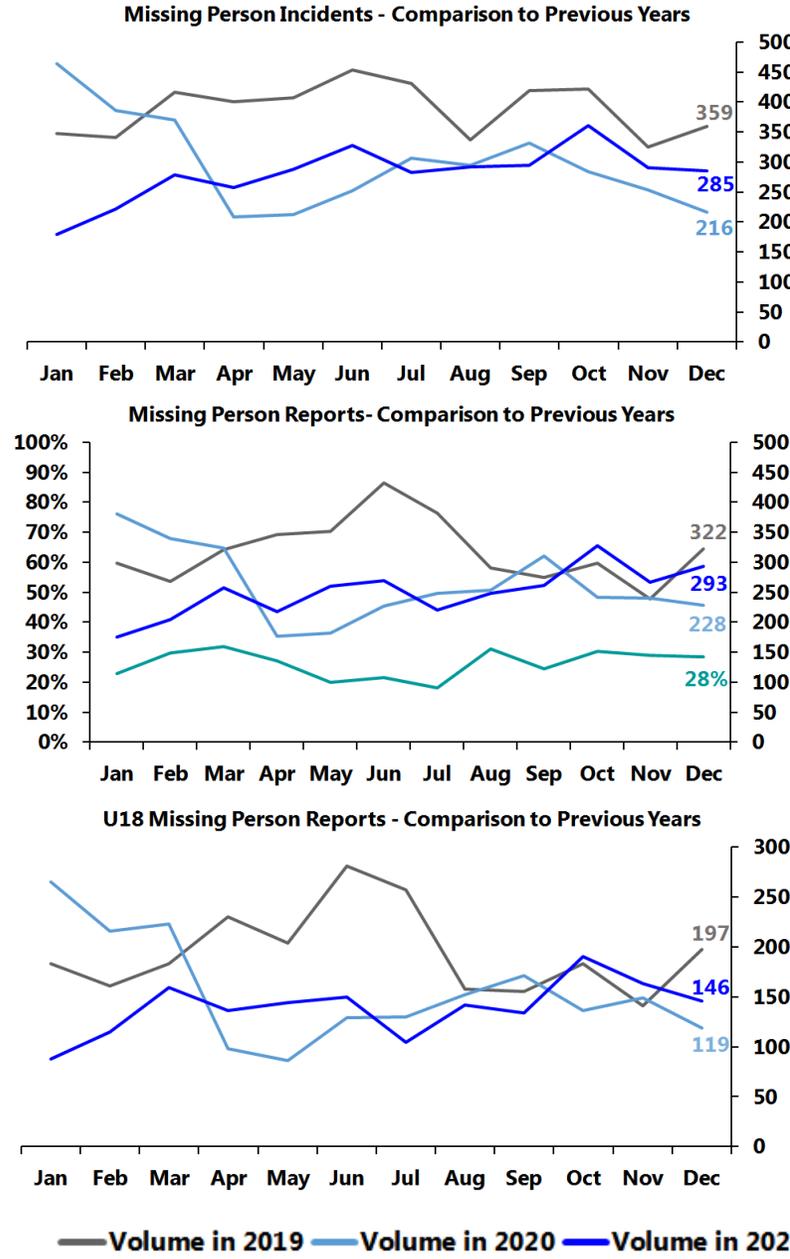
What does this mean?

- It is **probable** that monthly volumes will **increase** in the coming months due to potential **easing of 'Plan B' Covid restrictions** and **improved seasonal weather**.

Next Steps / Recommendations

- Tactical data shared with LPA and continued strategic **monitoring** by performance.

Action Required?

No

Missing Person Incidents - Comparison to Previous Years

359
285
216

Missing Person Reports- Comparison to Previous Years

322
293
228
28%

U18 Missing Person Reports - Comparison to Previous Years

197
146
119

Repeat MISPERS

Missing Person Reports from Repeat Mispers - Comparison to Previous Years

114
83
35

Repeat Missing People - Comparison to Previous Years

32
30
15

— Volume in 2019 — Volume in 2020 — Volume in 2021 — Proportion of Missing Person Reports from Repeats (2021)

4.2.23 Volume of SOC disruptions

Key Points

- **16 Disruptions** – the lowest number recorded since Q1 2020/21 and a 58% reduction on the previous quarter.

- Figures for Q3 represent a **significant decline in disruptions** (65% less than the quarterly average for the past 2 years meaning Q3 is a statistical outlier) and continues the downward trend in the number of positive disruptions being recorded since Oct 2019.

- **97%** of all disruptions this quarter were **positive**.

- Currently **28 active OCGs** – down from 31 in March 2020.

What does this mean?

- Figures for Q3 represent a **significant decline in disruptions** (65% less than the quarterly average for the past 2 years meaning Q3 is a statistical outlier) and continues the downward trend in the number of positive disruptions being recorded since Oct 2019.
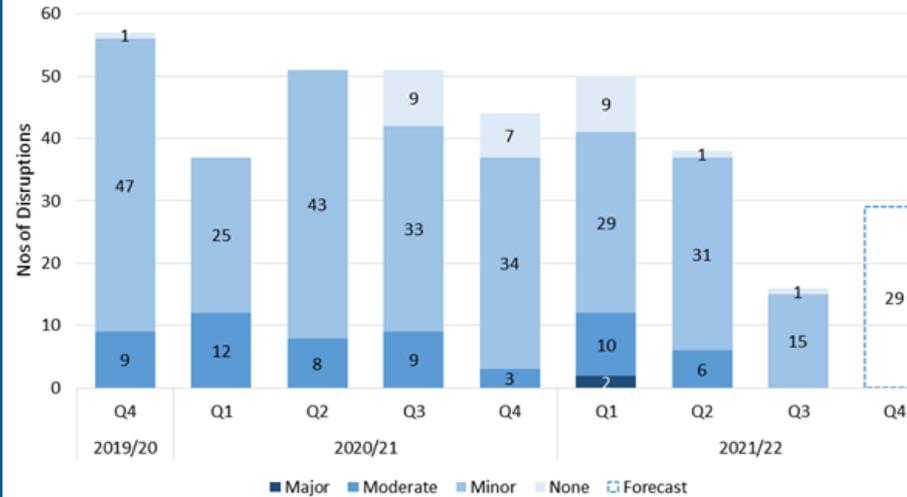
Next Steps / Recommendations

- Work is being undertaken to understand the drop in disruptions.

Action Required?

Yes

OCG Disruptions by Impact (Inc Forecast for Q4 2021/22)

■ Major ■ Moderate ■ Minor □ None ⊡ Forecast

Breakdown of disruption activity by events involved (For Positive Disruptions Only) Q3 2021/22

- Criminal Justice (e.g. Arrest, Charge, Sentencing) — 67%
- Seizure (e.g. drugs, weapons, cash, phones, vehicles) — 53%
- Warrant/Search — 20%
- Safeguarding — 7%

Criminal Justice / Offender Management – Q3 2021/22

- 12 Arrests
- 3 Charges
- 1 Conviction
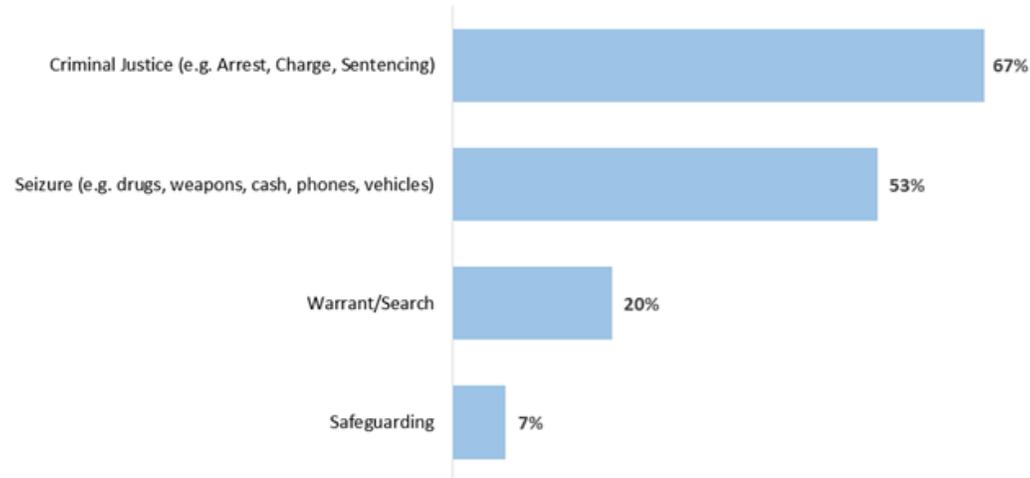- 0 SCPOs obtained
- 1 Other ancillary order obtained
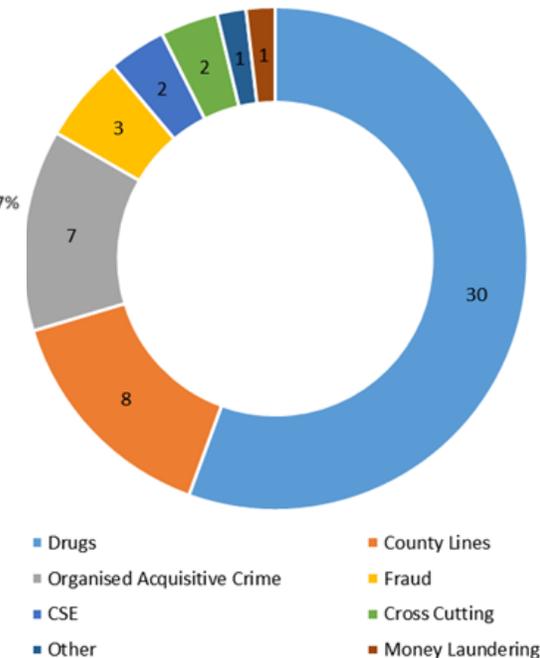
Seizures – Q3 2021/22

- 0 Guns
- 0 Other firearms

Safeguarding – Q3 2021/22

- 2 Adults Safeguarded
- 1 Child Safeguarded

OCGs by Primary Crime Type

- ■ Drugs
- ■ Organised Acquisitive Crime
- ■ CSE
- ■ Other
- ■ County Lines
- ■ Fraud
- ■ Cross Cutting
- ■ Money Laundering

4. Managing Demand
4.2 How effective is WMP's activity to make the roads safer?

4.2.24 Volume of killed and 4.2.25 Volume of seriously injured

Good looks like:

KSI: A sustained *5% reduction on 19/20*

Last reviewed by subject lead Jan 2022

25% - 35% Unlikely

Key Points

- (KSI) casualties saw a **14% (23) decrease** compared to the **previous quarter**.

- Figures are **slightly higher than the same quarter in 19/20** and YTD figures. The biggest decline was in December with 37 KSI casualties.

- Other vulnerable road users **Pedestrians** and **Powered 2 wheelers** also remain areas for concern with **KSI casualties** of **14% (19)** and **16% (22)** respectively.

- **Pedal cyclist casualties** continue to remain an area of concern due to an increase in new/inexperienced cyclists. In the last quarter cyclists accounted for **12% (17)** of all KSI casualties.

What does this mean?

- It is **probable** that the return of some restrictions in England and Wales and messaging from the Chief Medical Officer regarding the Omicron variant have led to less traffic and therefore opportunities for incidents.

- It is probable that this will change in the coming months and traffic volumes will return.

Next Steps / Recommendations

- It is **highly probable** that KSI and collision volumes may be impacted by the recent amendments to the highway code.
- There is potential that not everyone will be aware of the new rules.
- Therefore community engagement is advised.

Action Required? **Yes**
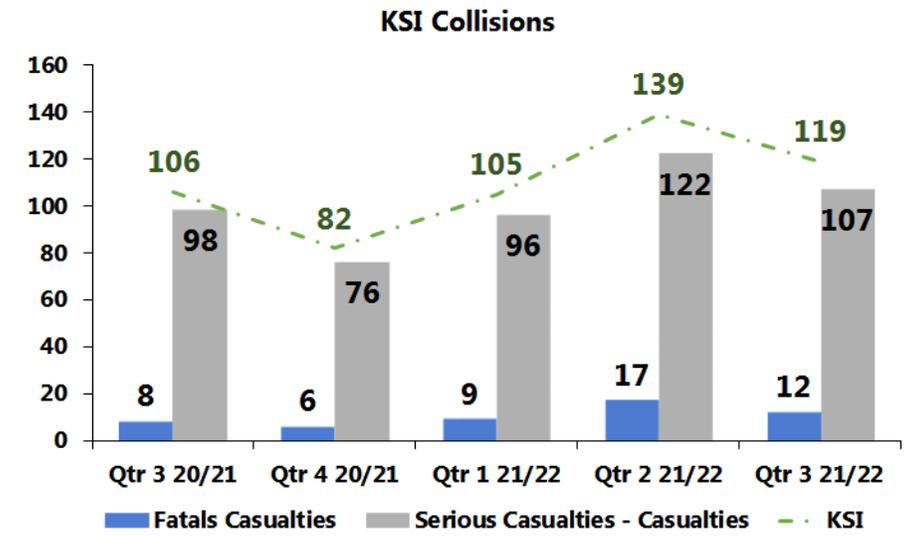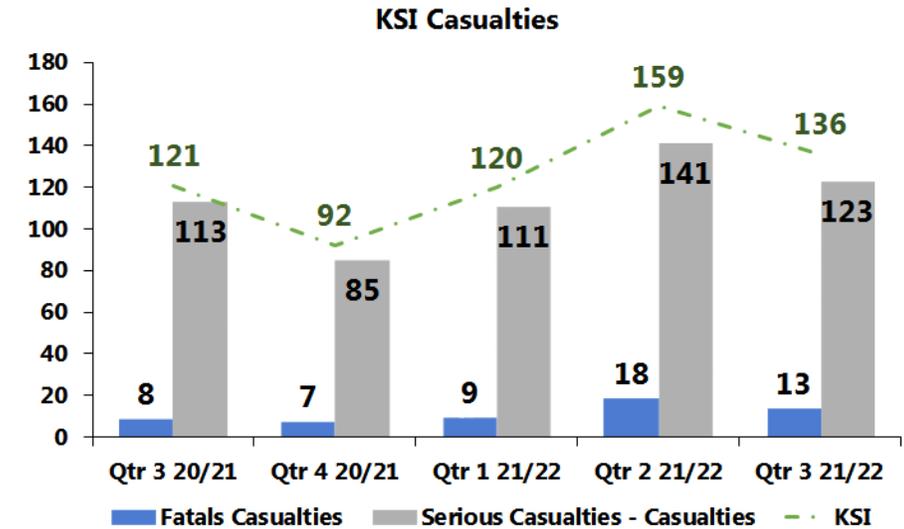
KSI	Qtr 3 21/22	Qtr 3 19/20	Previous 12 Months	YTD % Change
	136	127		3%

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

KSI Casualties

KSI Collisions

4. Innovating and improving
4.3 To what extent is West Mercia Police improving its practices and processes?

### 4.3.2 Volume and average age of outstanding HMICFRS recommendations

Good looks like:

We establish a position in the top National quartile of 43 forces, re having the fewest Open recommendations, AFIs and Causes of concern.

Last reviewed by subject lead Jan 2022
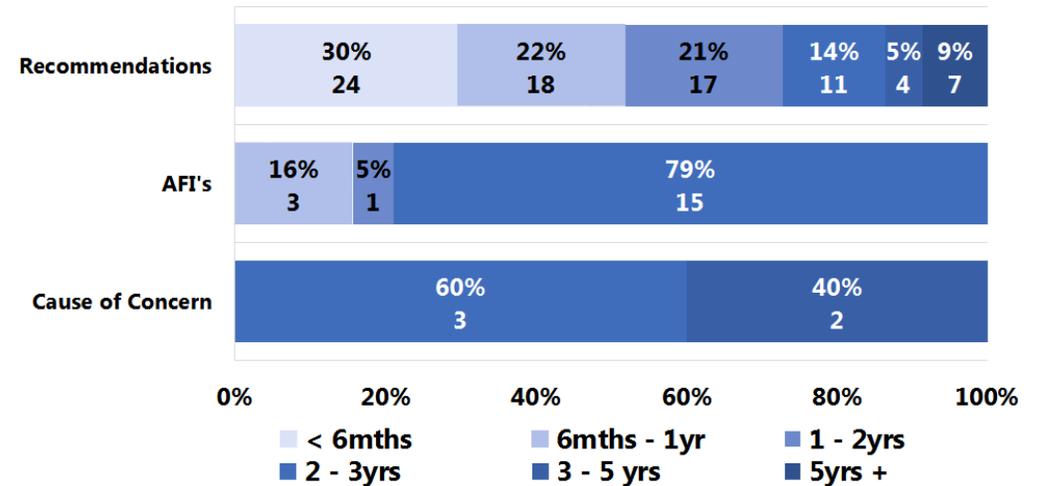
10% - 20% Highly unlikely

Key Points

- During the **last 3 months**, increases in **both** the **West Mercia numbers** and **national/ MSG average numbers for Recommendations.**

- This is as a result of:
  – Publication of a joint thematic report on the Criminal Justice journey for those with mental health issues
  – NCPI publications for two forces
  – PEEL publications for three forces
  – A Custody publication for one force.
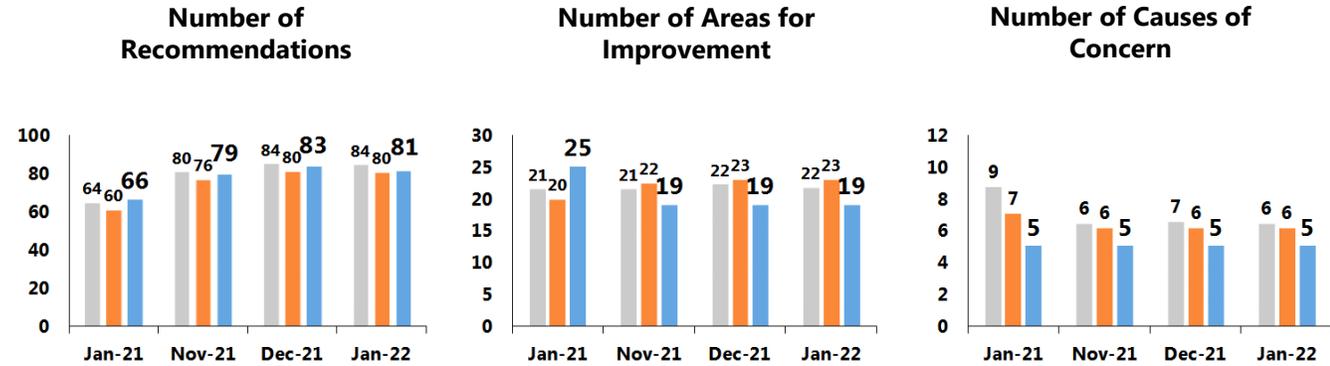
What does this mean?

- There has been **little fluctuation nationally** since December 21 with only three individual force rolling inspection reports published (NCPI/Custody).

- The **draft PEEL report** for West Mercia is due imminently, as such the Force Liaison Lead is likely to have more time to review existing updates and consider closure of recommendations/AFIs (two of the former closed this month).

Next Steps / Recommendations
- The **final PEEL report** for West Mercia is due publication in March, so it is **probable** that a spike across all three areas (CoCs, Recs and AFIs) will be seen.

Action Required?

No

Number of Recommendations

	Jan-21	Nov-21	Dec-21	Jan-22
	64 60 66	80 76 79	84 80 83	84 80 81

Number of Areas for Improvement

	Jan-21	Nov-21	Dec-21	Jan-22
	21 20 25	21 22 19	22 23 19	22 23 19

Number of Causes of Concern

	Jan-21	Nov-21	Dec-21	Jan-22
	9 7 5	6 6 5	7 6 5	6 6 5

Age of West Mercia's Recommendations, AFIs and Causes of Concern (Jan 22)

Recommendations: 30% / 24 | 22% / 18 | 21% / 17 | 14% / 11 | 5% / 4 | 9% / 7

AFI's: 16% / 3 | 5% / 1 | 79% / 15

Cause of Concern: 60% / 3 | 40% / 2

Legend: < 6mths | 6mths - 1yr | 1 - 2yrs | 2 - 3yrs | 3 - 5 yrs | 5yrs +

5. Delivering a skilled, sustainable workforce in a constantly learning, improving environment.
5.1.4 – 5.1.6 How well does WMP manage staff and officer absence rates?

Good looks like:

Police Officer and Staff Absence Levels **below previous year Most Similar Group average**.

Last reviewed by subject lead Jan 2022

0% - 5% Remote Chance

Key Points

- **Officer sickness in Q3 2021/2022 saw on average a 1% point increase on Q2 2021/2022.**

- **Staff sickness** Q3 2021/2022 saw on average a **1.6% point increase on Q2 2021/2022.**

- **COVID sickness** is a **significant contributing factor** in the increase in absences.
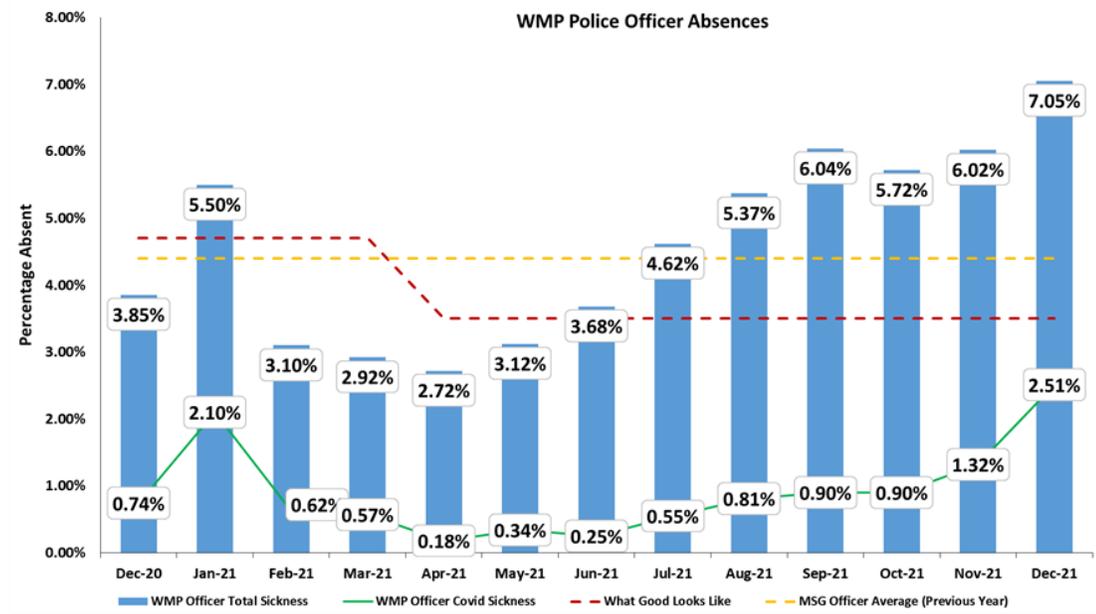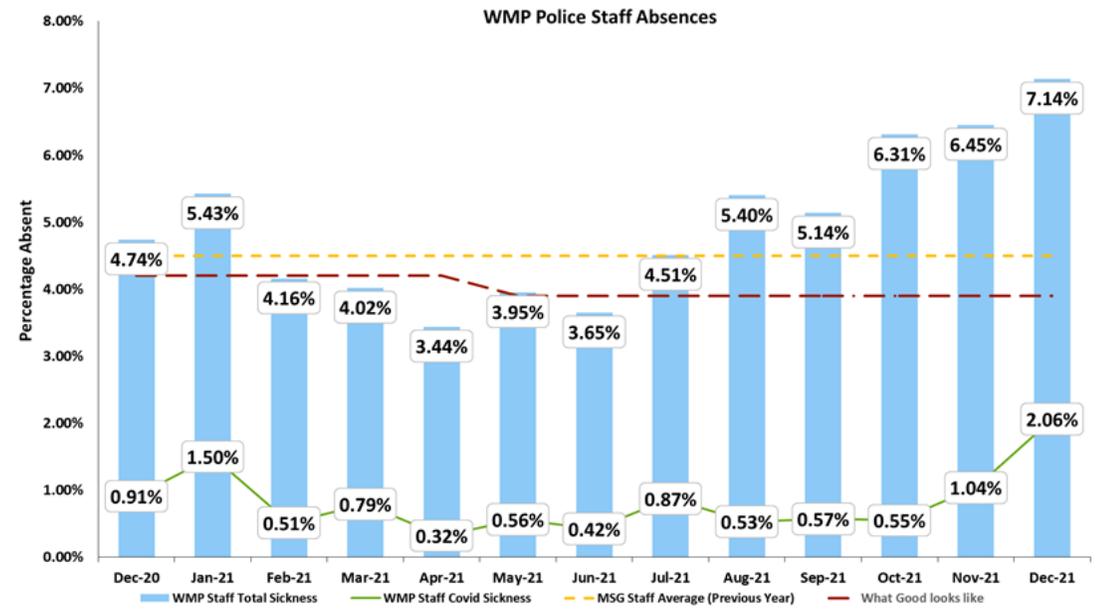
What does this mean?

- Both Staff and Officer Covid Sickness volumes observed repeated **increases month on month** in Q3.

- It is **probable** that with the continuing spread of Omicron and new testing procedures, these volumes will **continue to rise heading into Q4.**

Next Steps / Recommendations

- Continued **monitoring of Covid** related sickness by HR and SP&I and raise any concerns in the Weekly Briefing.

Action Required?

Yes

WMP Police Staff Absences

	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
Total Sickness	4.74%	5.43%	4.16%	4.02%	3.44%	3.95%	3.65%	4.51%	5.40%	5.14%	6.31%	6.45%	7.14%
Covid Sickness	0.91%	1.50%	0.51%	0.79%	0.32%	0.56%	0.42%	0.87%	0.53%	0.57%	0.55%	1.04%	2.06%

WMP Staff Total Sickness — WMP Staff Covid Sickness — MSG Staff Average (Previous Year) — What Good looks like

WMP Police Officer Absences

	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
Total Sickness	3.85%	5.50%	3.10%	2.92%	2.72%	3.12%	3.68%	4.62%	5.37%	6.04%	5.72%	6.02%	7.05%
Covid Sickness	0.74%	2.10%	0.62%	0.57%	0.18%	0.34%	0.25%	0.55%	0.81%	0.90%	0.90%	1.32%	2.51%

WMP Officer Total Sickness — WMP Officer Covid Sickness — What Good Looks Like — MSG Officer Average (Previous Year)

5. Delivering a skilled, sustainable workforce in a constantly learning, improving environment.
5.1.7 Attrition rates

Good looks like:

Better than national average attrition rates

Police Officer
4.7%

Police Staff
7.8%

PCSO
10.6%

Last reviewed by subject lead Jan 2022

40% - 50% Realistic Possibility

Key Points

- West Mercia has a **higher attrition rate** than the national average for:
  - **Police Officers** (7%),
  - **Police Staff** (12.8%) and
  - **PCSOs** (11.3%)

- **15.2% (354)** of all Police Officers have **less than 2 Years Service.**

- These officers will not have policed in a non Covid environment.

What does this mean?

- There is a **substantial cohort** of Police Officers with little to no policing experience prior to Covid restrictions.

- As Crime and ASB volumes return to typical levels, **this may represent a risk to Officer retention**.

Next Steps / Recommendations

- Continued strategic **monitoring** by HR and performance.

Action Required?

No

In 2021/22

Officers Retired 66

Officers Resigned 47

Student Officer Joiners* 150

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

5. Delivering a skilled, sustainable workforce in a constantly learning, improving environment.
5.1.8 Is a WMP a representative workforce?

Good looks like:

Women's Representation at 50%, and 3.8% Ethnic Minority Representation in line with local community representation from Census.

40% - 50% Realistic Possibility

Last reviewed by subject lead Jan 2022

Key Points

- **Black, Asian and Other Ethnic Minority representation** in West Mercia **compares favourably** to Most Similar Group Average, but is **substantially lower** than National Average.

- **Female representation** in West Mercia **compares favourably** to Most Similar Group Average, and is **above** National Average.
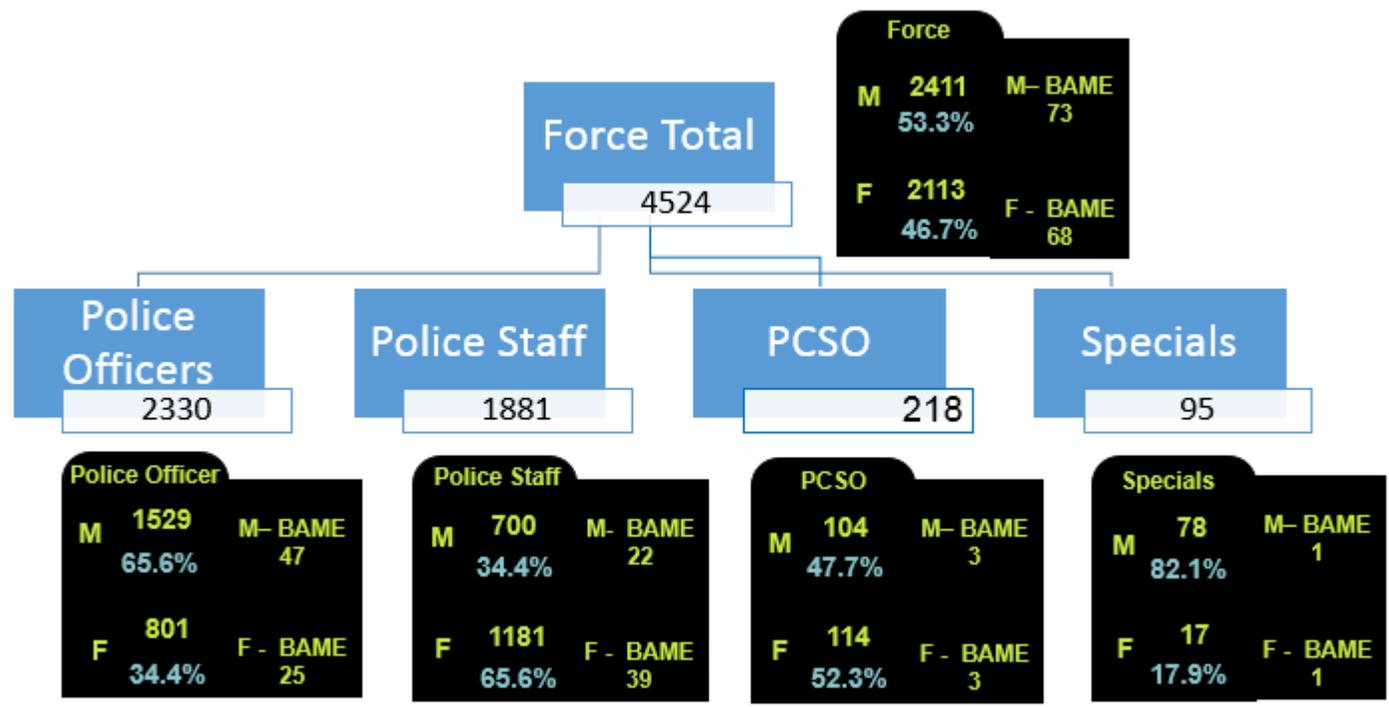
What does this mean?

- Black, Asian and Other Ethnic Minority representation exceeds the **Most Similar Group Average (2.8%)** with **3.1%,** but is **below National Average (7.3%).**

- Female officer representation **exceeds the national average (31%)** with **34.4%**. The Ranks of Constable, Superintendent, Chief superintendent and Chief Officer all exceed the national average of female representation.

Next Steps / Recommendations

- Continued strategic **monitoring** by HR and performance

Action Required?

No

Force Total
4524

Force		
M	2411 53.3%	M– BAME 73
F	2113 46.7%	F - BAME 68

Police Officers
2330

Police Officer		
M	1529 65.6%	M– BAME 47
F	801 34.4%	F - BAME 25

Police Staff
1881

Police Staff		
M	700 34.4%	M- BAME 22
F	1181 65.6%	F - BAME 39

PCSO
218

PCSO		
M	104 47.7%	M– BAME 3
F	114 52.3%	F - BAME 3

Specials
95

Specials		
M	78 82.1%	M– BAME 1
F	17 17.9%	F - BAME 1

5. Delivering a skilled, sustainable workforce in a constantly learning, improving environment.
5.3 To what extent do we have the most effective tools?

5.3.4 Fleet - Expenditure on collisions

Good looks like:

Reduction in 'Own Fault' collisions.

Last reviewed by subject lead Oct 2021

0% - 5% Remote Chance

Key Points

- Overall volume of **collisions** per month continues to **fluctuate.**

- Volume of **'Own Fault'** accidents also continues to **fluctuate.**
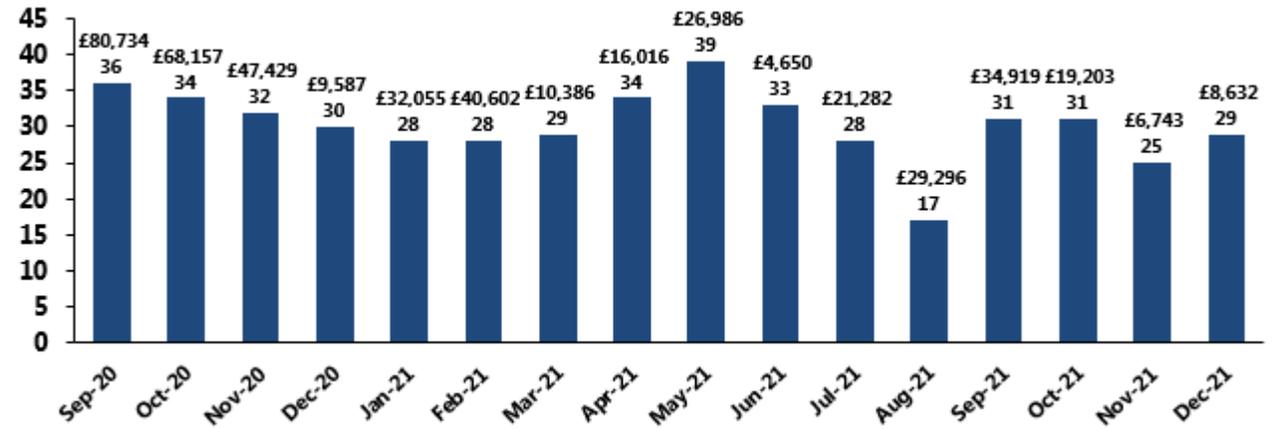
What does this mean?

- There was a month on month reduction in 'Own Fault' collisions seen in April to August 2021 .

- Since then there has been a **consistent increase** each month.

Next Steps / Recommendations
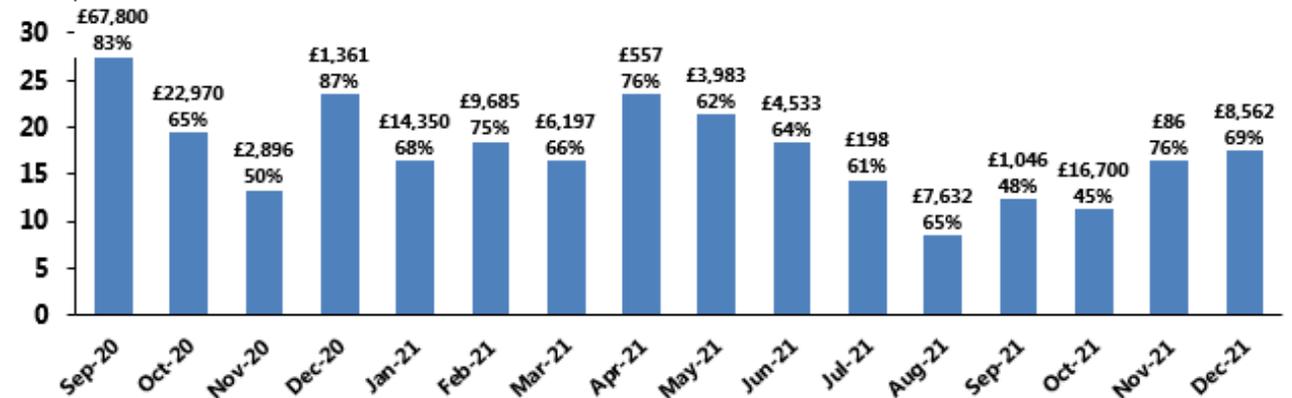- Continued **monitoring** by performance**.**

Action Required?

No

Collisions per month – Force level

Only those accidents that have received an estimate cost or repair cost have been shown on the chart. Those accidents that have not been inspected for damage or received an estimate have automatically been given a £0.00 cost.

Responsibility - Force Level

Proportion of all accidents that were classed as "Own Fault" and the total cost of all "Own Fault" accidents.

Performance Report Q3 Oct – Dec 2021/2022 - SPI/2022/011

GOLD

Please forward any feedback in relation to this report to
SPIPerformance@westmercia.pnn.police.uk