

# West Mercia Police

## Quarterly Performance Monitoring Report

April - June 2022



### Purpose

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

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Purpose	<b>Overview of Force Performance</b>
Author	<b>Performance Team, Strategy, Planning and Insight</b>
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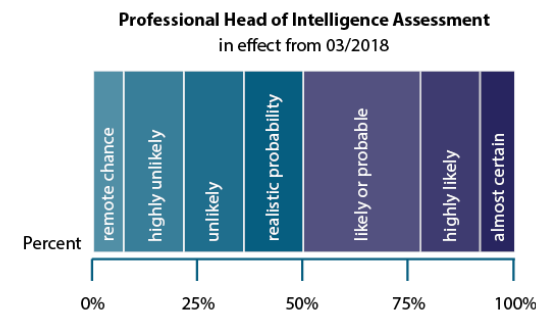
Providing a quality  
policing service,  
protecting  
people from harm.

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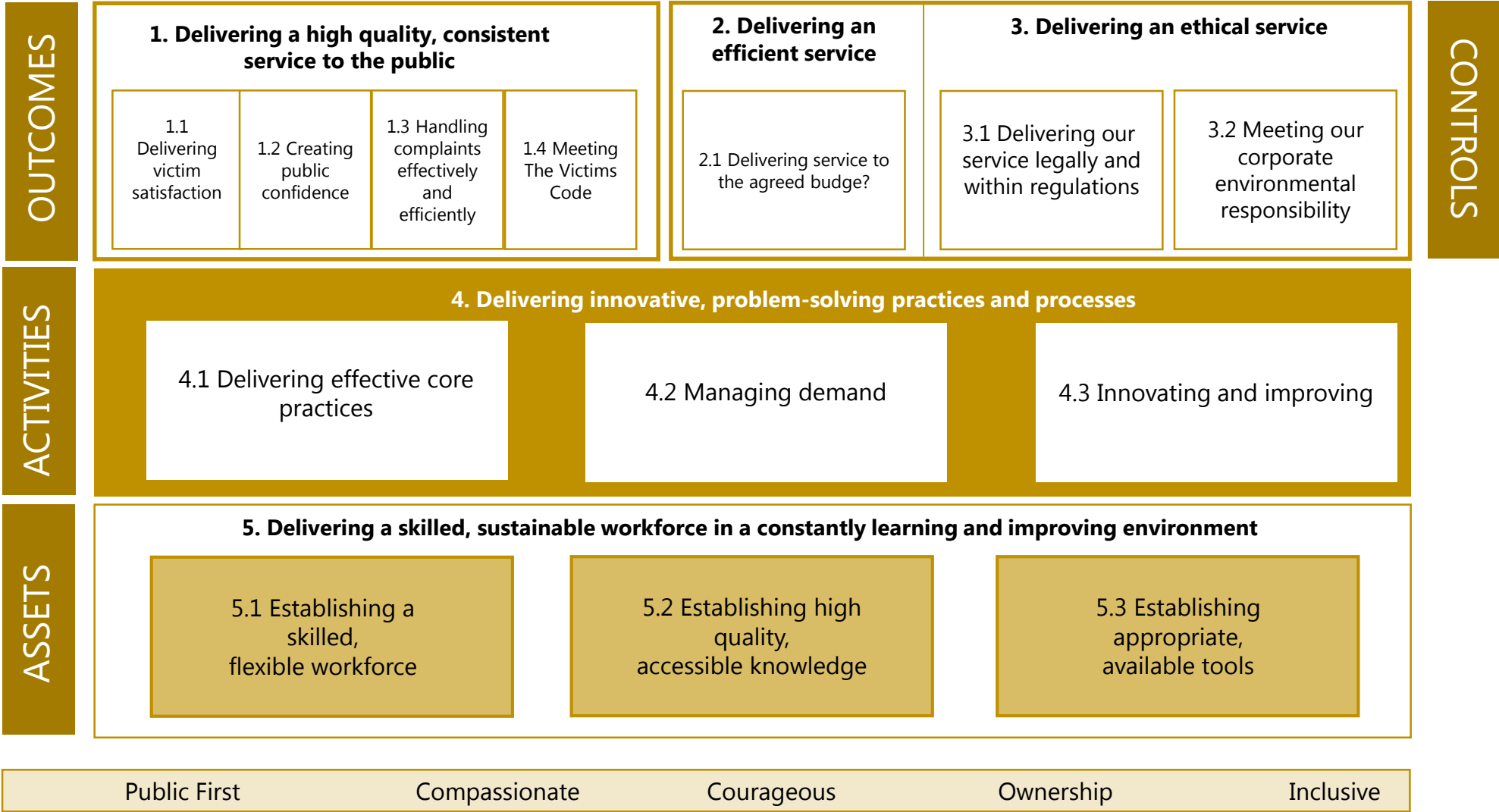
## Introduction

- The purpose of this report is to reflect a force wide picture of performance, specifically the key 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.
- 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.
- 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.
- The Probability Yardstick is a scale used within the report to demonstrate broad ranges of certainty or uncertainty to create consistent language and as a measure of the likelihood of achieving 'What Good Looks Like' within the desired timescale.



# Gold Balanced Scorecard

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.



## 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	Likelihood of achieving What Good Looks Like by intended date	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 - 71% - 2% increase on previous Burglary - 73% - consistent with previous Violent Crime - 60% - 1% decrease on previous Hate Crime - 63% - 1% decrease on previous	25% - 35% Unlikely	11
	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 82% - 2% decrease on previous.	25% - 35% Unlikely	15
	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	24 conducts recorded so far in this policing year, recent months have seen a decrease in the number of cases recorded per month.	55% - 75% Likely or probable	18
			1.3.2	% of complaints upheld				Consistently exceeded 'What Good Looks Like' in the quarter.		
	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	Under review	Quarter one saw a referral rate of 25.1% with all LPAs achieving over 20% in June 2022.	To be assigned	19

## Summary

OFFICIAL

5

Strategic Objective	Key	Key Performance Question	KPI Ref	Key Performance Indicator	Police and Crime Plan		WDGLL for that section (made up of subsections)	Update	Likelihood of achieving What Good Looks Like by intended date	Page No
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.	Figures not yet published.	To be assigned	N/A
			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 - increased from 18% to 23% SAR rate - increased from 53% to 81%.	10% - 20% Highly unlikely	21
			3.1.3	Crime data integrity inspections			N/A	Annual Audit - Compliance rate increased from 80% to 89%.	Not applicable	22
			3.1.4	Internal CDI audits			N/A	Violence Against the Person Audit - 72% (278) recorded within 24 hours.	Not applicable	23

## Summary

OFFICIAL

6

Strategic Objective	Key	Key Performance Question	KPI Ref	Key Performance Indicator	Police and Crime Plan		WDGLL for that section (made up of subsections)	Update	Likelihood of achieving What Good Looks Like by intended date	Page No
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.	6.0% - decrease compared to previous month.	55% - 75% Likely or probable	24
			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.	32.2% - Total Recorded Crime 61.2% - Domestic Abuse Both an increase on previous month.	40% - 50% Realistic possibility	28
		How well do we prevent crime?	4.1.3	Problem Solving Hub	Building a more secure West Mercia	16	Further 200 Staff to receive Problem Solving Training by end Sept 2022.		40% - 50% Realistic possibility	30
			4.1.4	Suspected IOM re-offending data	Building a more secure West Mercia	9	To be determined	Decrease in IOM suspect reoffending on previous month at 23%.	To be assigned	31
			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.	Small fluctuations in Total Recorded Crime and Domestic Abuse repeat victim rates.	40% - 50% Realistic possibility	32
			4.1.6	Repeat DA offenders	Building a more secure West Mercia	28	A reduction in 'high frequency/ high severity' repeat suspects and a decrease in repeat rates.	Small fluctuations in Domestic Abuse repeat suspects rates.	40% - 50% Realistic possibility	34
		How well do we investigate crime?	4.1.8	Caseload and OIC workflows.			An 'optimum' band is thought to be around 8,000-10,000 open investigations at current recording volumes	11,856 Open investigations. A 2% increase on previous month.	40% - 50% Realistic possibility	35



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Delivering innovative, problem-solving practices and processes	4.2	How does West Mercia ensure that public contact is managed effectively?	4.2.1	Volume of 999 calls	Reassuring West Mercia's Communities	40	N/A	Highest volumes recorded since July 2021 and 3rd highest recorded since April 2017.	Not applicable	39
			4.2.2	Average call answer time for 999 calls	Reassuring West Mercia's Communities	40	90% answered within 10 seconds	90% - Consistently above 90% over the previous nine months.	95%-100% Almost certain	
			4.2.3	999 Abandonment rate	Reassuring West Mercia's Communities	40	N/A	2.4% - a slight increase on previous month.	Not applicable	
			4.2.4	Volume of 101 calls	Reassuring West Mercia's Communities	40	N/A	Slight decrease in demand.	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	45% - continues to fluctuate. Lowest since October 2021.	55% - 75% Likely or probable	
			4.2.6	101 Abandonment rate	Reassuring West Mercia's Communities	40	N/A	24.5% - increase on previous month.	Not applicable	
			4.2.7	Public demand via new platforms and technology	Reassuring West Mercia's Communities	41	To be determined	2162 - Consistent use represents a regular contact channel of choice.	To be assigned	41
			4.2.8	Response times by grade	Reforming West Mercia	36	Grade 1 - 90% attendance within 12 mins.	Median response time - Grade 1 - 12:37 - within target	95%-100% Almost certain	42
			4.2.9	Unresourced	Reforming West Mercia	37	To be determined	Revised methodology used. Overall volumes are very high.	To be assigned	44

## Summary

OFFICIAL

8

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Delivering innovative, problem-solving practices and processes	4.2	How well does WMP manage crime?	4.2.10	Volume of ASB incidents	Building a more secure West Mercia	10	N/A	Relatively low volumes recorded, within control limits.	Not applicable	45
			4.2.11	Volume of mental health incidents	Putting victims and survivors first	6	N/A	Volumes fluctuating, within control limits.	Not applicable	
			4.2.12	Volume of Total recorded crime	Building a more secure West Mercia	21	N/A	Slight decrease in volumes however, exceeded upper control limits.	Not applicable	
			4.2.13	Volume of rural crime	Building a more secure West Mercia	17	To be determined	1% (14) increase compared to last month and a 15% (238) increase from the same month last year.	To be assigned	56
			4.2.15	National policing measures: - Homicides;	Building a more secure West Mercia	11	N/A	Slight reduction in homicide figures: 4 offences in Q1 2022 – 2023.	Not applicable	57
			4.2.16	National policing measures: - Serious Violence (Inc. knife crime /gun crime);	Building a more secure West Mercia	12	N/A	Hospital admissions for assault with a sharp object are fewer than 8 each month.	Not applicable	
			4.2.17	National policing measures: - Drug-related homicides / CLs;	Building a more secure West Mercia	13	N/A	1 drug related homicide recorded in Q1 2022 – 2023. There is no change here compared with the previous quarter. Currently there have been fewer drug-related homicides than the same period last year.	Not applicable	



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Delivering innovative, problem-solving practices and processes	4.2	How well does WMP manage crime?	4.2.18	National policing measures: - Neighbourhood crimes (burglary, robbery, vehicle offences and theft from a person);	Building a more secure West Mercia	14	N/A	Thefts from a person, and residential and business burglaries, have increased in Q1 2022 – 2023 compared with the previous quarter.	Not applicable	
			4.2.19	National policing measures: - Cyber crime.	Building a more secure West Mercia	15	N/A	The Force works closely with the West Midlands’ regional Cyber Crime Unit along with all of the regional Cyber Crime Units.	Not applicable	
			4.2.20	Volumes of Domestic Abuse	Building a more secure West Mercia	20	Increased reporting	Decrease in volumes. Small reduction in DA Arrest rate at 31%.	40% - 50% Realistic possibility	59
			4.2.21	Volumes of Residential Burglary			25% reduction in a post-COVID operating environment	Continued increase in volumes. 22% increase YTM compared to last year.	0% - 5% Remote chance	45
		To what extent is WMP disrupting SOC?	4.2.23	Volume of SOC disruptions	Building a more secure West Mercia	19	To be determined	42 Disruptions – 7 with Major or Moderate impact.	To be assigned	62
		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	Majority of KSI causalities are powered 2 wheelers 51% (18).	To be assigned	63
			4.2.25	Volume of people seriously injured	Building a more secure West Mercia	32		Thefts from a person, and residential and business burglaries, have increased in Q1 2022 – 2023 compared with the previous quarter.		

## Summary

OFFICIAL

10

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	4.3	To what extent are we improving the practices and processes that we undertake?	4.3.2	Volume and Average age of outstanding HMICFRS recommendations			We establish a position in the top National quartile of 43 forces, re having the fewest Open recommendations, AFIs and Causes of concern.	There have been no changes in the number of open AFIs and Causes of Concern for West Mercia in the last month.	10% - 20% <b>Highly unlikely</b>	64
Delivering a skilled, sustainable workforce in a constantly learning, improving environment	5.1	Are we effectively managing our staff development?	5.1.3	% of staff with complete PDR			To be determined	Overall completion rate of objectives set across the force at 77%.	To be assigned	65
		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.	Volumes declining but still above WDGLL.	25% - 35% <b>Unlikely</b>	67
			5.1.5	% police staff absence			Absence Levels below previous year Most Similar Group average.	Volumes starting to increase following a decline. Above WDGLL.	25% - 35% <b>Unlikely</b>	
			5.1.7	Attrition rates			Better than national average attrition rates.	Attrition rates continue to be above national average for Officers and Staff	10% - 20% <b>Highly unlikely</b>	68
		Is a WMP a representative workforce?	5.1.8	Representative workforce			Women's Representation at 50%, and 3.8% Ethnic Minority Representation in line with local community representation from Census.	Black, Asian and Other Ethnic Minority representation - Lower than national Female - Higher than national.	40% - 50% <b>Realistic possibility</b>	69
	5.3	To what extent do we have the most effective tools?	5.3.2	ICT managed assets	Reforming West Mercia	33	Develop Reporting Capabilities	This is a new area of reporting that is being developed. There are currently 3156 tickets and 144 work packages in the pipeline.	To be assigned	70
			5.3.3	System availability and ICT outages	Reforming West Mercia	34	Develop Reporting Capabilities	In Q1 22/23 a total of 3106 events resolved.	To be assigned	
			5.3.4	Fleet - Expenditure on collisions			Reduction in 'Own Fault' accidents.	Volume of 'Own Fault' accidents continues to fluctuate.	0% - 5% <b>Remote chance</b>	71

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

### 1.1 To what extent are we delivering victim satisfaction? - Burglary, Violent, Hate, Domestic Abuse (DA), Road Traffic Collision (RTC)

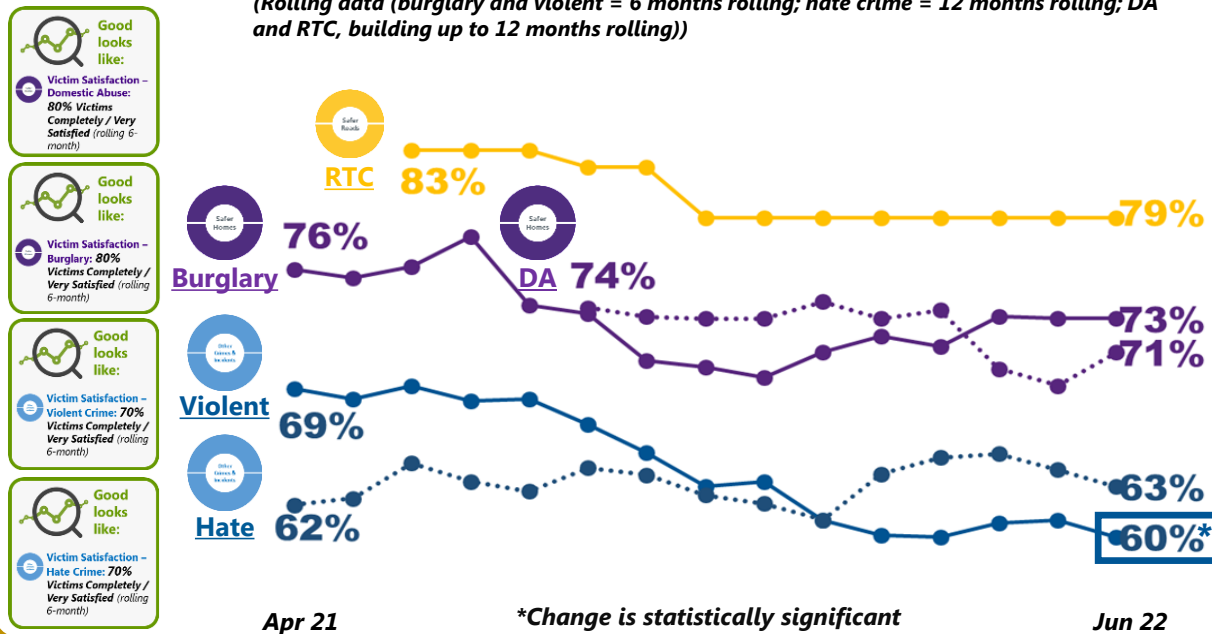
**Number of victims spoken to:** Survey targets were not met during Quarter 1 due to staff absences and ICT issues. However, targets were largely met during the months of May and June.

#### Satisfaction Headlines

- At force level, none of the aspirational satisfaction levels have been achieved at the end of this quarter.
- Violent crime satisfaction levels have decreased at a statistically significant level over the reporting period shown, with a latest figure of 60% against the aim of 70%.
- Burglary satisfaction has decreased over the reporting period shown, although this decrease is not statistically significant.
- Hate crime satisfaction has remained fairly consistent over the reporting period. Satisfaction levels continue to vary markedly by Local Policing Area.
- Domestic Abuse satisfaction has seen a decrease over the reporting period, although this is not statistically significant. Large variation in satisfaction levels exist between the Local Policing Areas.
- Road Traffic Collision satisfaction has seen a decrease over the reporting period, although this is not statistically significant. Over recent months satisfaction has remained stable.

#### 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))



#### Victim Satisfaction: Strategic Focus

From March 22, new Victim Satisfaction governance arrangements were put into place, with this being provided by a monthly Tactical Satisfaction Review Panel, chaired by C/Supt Local Policing and attended by all LPA Supts., and a quarterly Strategic Satisfaction Board, chaired by ACC Jones.

Some of the actions being progressed include:

- **Victims' voice:** Victims' first-hand accounts of the service received are being captured through **victim videos**. These can be used to supplement training / to structure training around, and ensure that learning is informed by the victim's voice and to bring what the data tells us 'to life'. The planned launch date for these is end Quarter 2 / start Quarter 3 22/23. In addition, all victim interviews are now being audio-recorded as a matter of course using call recording software; this will allow powerful **soundbites** to be used, again, to ensure that victims' accounts inform service improvement activities.
- **OCC process mapping:** SP&I has undertaken process mapping with managers from within OCC following the observation of **a trend of statistically significantly falling levels of satisfaction with the initial contact** in the case of burglary and violent crime (see, over) in order to identify possible points in the process which may be contributing to this downturn. Further work is to be undertaken in July.
- **Victim Care award:** A victim care staff award is being introduced to **recognise and reward staff who demonstrate excellence in respect of victim care**.
- **Disproportionality work:** Significantly **lower satisfaction has been identified involving victims self identifying as having a disability**. Further analysis is being undertaken to understand this finding better with a view to some **targeted engagement** being carried out with this group.

#### 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.

#### Next Steps / Recommendations

A progression of the actions set out in the Victim Satisfaction action plans.

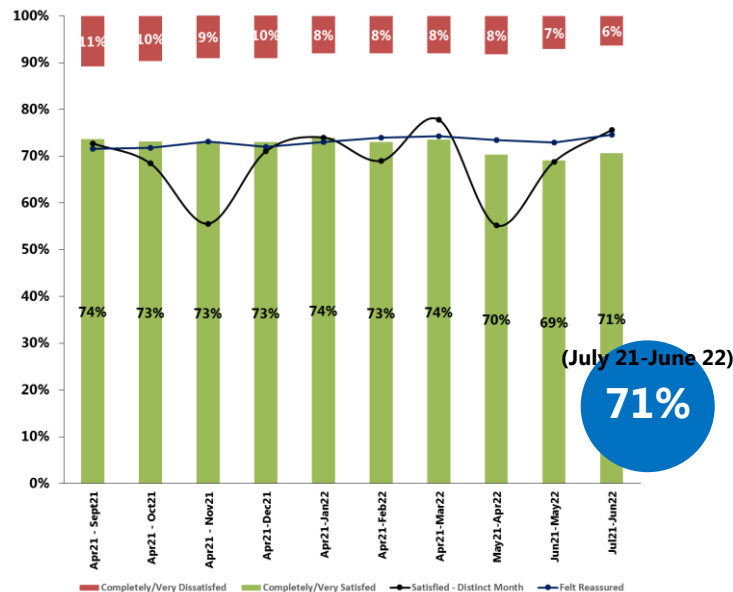
Action Required?

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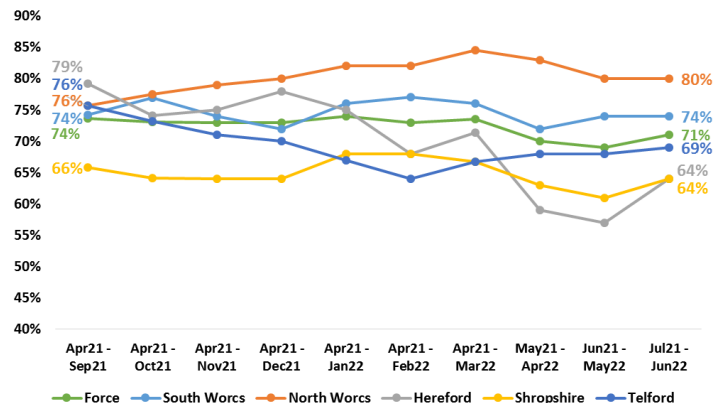
# 1. Delivering a high quality, consistent service to the public

## 1.1 To what extent are we delivering victim satisfaction? Domestic Abuse (DA)

### Force Performance (Completely or Very Satisfied)



### LPA Performance (Completely or Very Satisfied)



### Domestic Abuse Satisfaction: Headlines

- Domestic Abuse satisfaction levels have **decreased over the period shown; this decrease is not statistically significant**. Over the time period shown, **satisfaction has decreased with all LPAs** with exception of **North and South Worcestershire**, where satisfaction has increased / remained unchanged, respectively.
- **Herefordshire and Shropshire continue to have the lowest satisfaction levels**. However, there has been a marginal increase in these LPAs for June 2022. These changes are not statistically significant.
- On 22<sup>nd</sup> **November 2021, South Worcestershire and Herefordshire LPAs began to pilot an initiative of removing the DA diary car** and adopting an 'arrest as default' position. These victims will have started to have been included in the victim satisfaction data from February 2022. **This model was rolled out to all remaining LPAs on 28<sup>th</sup> February 22**; these victims will have started to appear in the satisfaction data in May 22.

### Violence Against Women and Girls (VAWG): Analysis of Domestic Abuse Satisfaction Data

Analysis of DA satisfaction data has been undertaken for inclusion within the force's VAWG Problem Profile (the development of a Problem Profile is a national requirement). This covered the period April 19 to May 22. A summary of key findings has been outlined, below:

- When considering **only female victims**, the decrease in satisfaction seen over the time period studied is **statistically significant**, while **satisfaction has reduced most significantly with female victims falling into the youngest age categories (under 24 and 25-34 years)**.
- **Driver analysis**, when considering female victims only, has identified that there have been **statistically significant reductions in the percentage of victims agreeing that the officer took their case seriously**, that the **officer cared about them** and that they were **satisfied with the action taken**.
- Considering the longer-term trend going back to April 2019, there have been **statistically significant increases in the proportion of female victims who indicated in the survey that they had not wanted the police to take further action to progress the investigation**.
- **Analysis by outcome** has identified that **satisfaction is highest for female victims where the offence has resulted in an Outcome 16 (76% (May 22))** while **satisfaction is lowest with victims of an ongoing investigation (58% (May 22))**. Further, Satisfaction has **decreased statistically significantly for surveyed victims of ongoing investigations** over the time period studied.

### Mandated Stalking Survey

From April 22, under a Home Office mandate, **all forces were required to implement a Stalking Survey** (offence 8Q), in addition to the mandated Domestic Abuse survey. The new survey sample will comprise victims of **DA-related and non DA-related stalking offences**. Currently, victims of DA-stalking offences are included in the Domestic Abuse survey; however, this will change following implementation of the new stalking survey (expected to be end Quarter 2 / start Quarter 3 22/23) and so **results of this survey will not be comparable with DA satisfaction data collected to date and the data will need to be 're-set'**. Further, recognising the fact that several of the **recent homicides in the force have been within the context of familial DA**, the **proposal is also to include these offences within the DA surveys** looking forward (currently, the sample includes only partner on partner offences), again, **affecting the comparability of data being collected**.

### Next Steps / Recommendations

Given the current trends alongside the recently implemented DA Deployment Model, **DA satisfaction will be closely monitored and high level analysis undertaken** to further explore causes of falling satisfaction.

Action Required?

Yes



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

## 1.1 To what extent are we delivering victim satisfaction? Violent

OFFICIAL



13

### Violent Crime Satisfaction Headlines

- The variation in violent crime satisfaction existing between the five Local Policing Areas (LPAs) has decreased since last quarter, this is likely due to a combination of an **increase** in satisfaction in **Shropshire** and **Telford LPA**, and a **decrease** in **Herefordshire LPA** which will have contributed to this **gap being closed**.
- At the financial year-end, **none of the LPAs have achieved the aspiration of 70% satisfaction**.
- Despite some **changes in satisfaction between Quarters 4 21/22 and Quarters 1 22/23**, **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, the overall decreases in satisfaction seen across the force, and also in Shropshire, for this reporting period, are statistically significant.**

### Next Steps / Recommendations

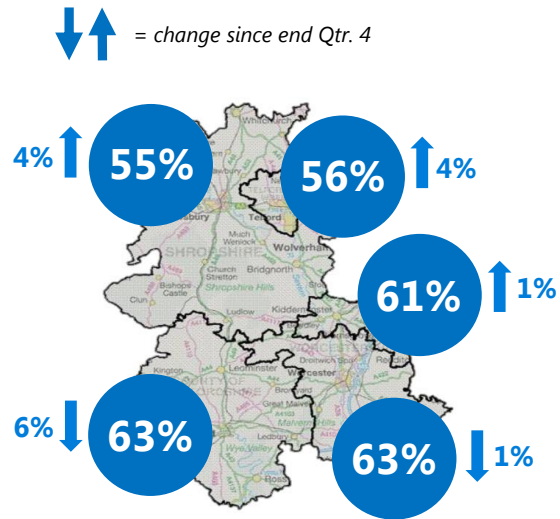
**Progress against the action arising out of previous Force Delivery Group:** Consider commissioning further work to understand the differences experienced between a victim of burglary and a victim of violent crime, and review if appropriate the approach taken by West Mercia.

The volume of violent offences precludes the delivery of an enhanced service offer to all violent crime victims as a matter of course (as is the case with burglary victims). However, analysis will be undertaken to identify possible **cohorts or strands within the larger violent victim population with a view to considering the feasibility of an enhanced service to this group(s).**

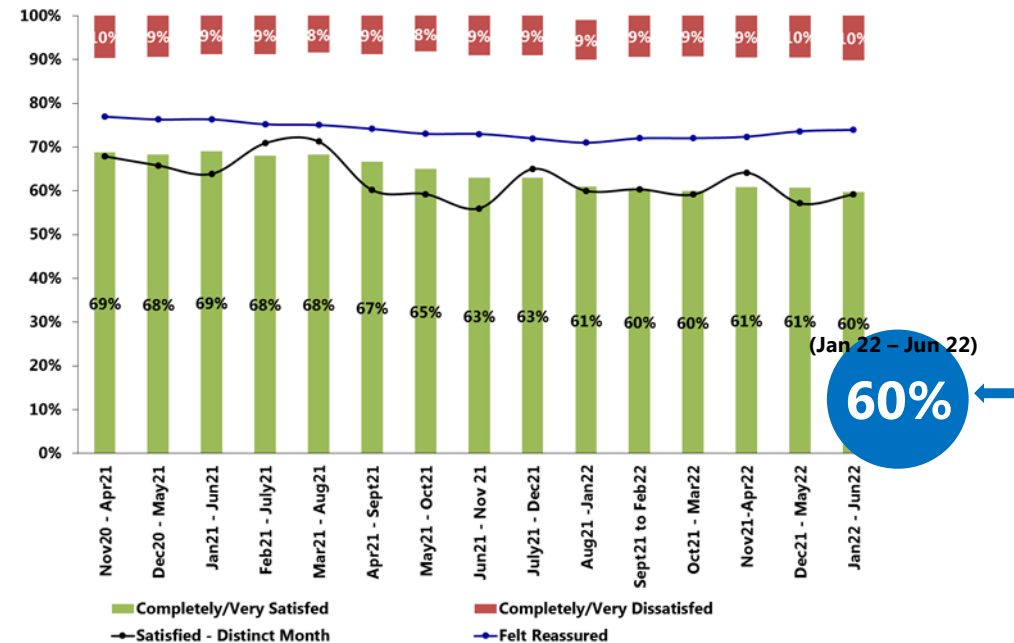
Action Required?

Yes

### LPA Performance (Completely or Very Satisfied) (Jan 22 – Jun 22)



### Force Performance (Completely or Very Satisfied)



### Violent crime satisfaction: how we can improve it

#### What causes satisfaction...



"The (officer) took me seriously, he listened and assured me I was not going bonkers and that I had done the right thing to report it as it was not acceptable. He (officer) was calm and lovely and he explained it all properly and clearly to me. I felt reassured by him telling me what was going to happen and that he is keeping in touch."



"I cannot fault them in any way, they have all been so kind... I wasn't sure if my attacker lived near me which was worrying me, but the OIC reassured me they didn't, and the police sent me alarms for my windows.... I felt silly being anxious but they reassured me that how I was feeling was understandable and normal...."



"The officers cared about my wellbeing. I was reassured because they explained everything in detail and also told me that if there was anything else I could ring them."

"A few officers arrived at the scene very quickly, they arrested the suspect... the officer who stayed with me was brilliant, this was my first involvement ever with the police.... he took me through the process and explained what would happen at the station..."



"I was attacked and had photographic evidence of the incident. There has been no follow up from the officers dealing with the case, and they haven't spoken to potential witnesses to the incident. The suspect... has not been spoken to by the officers."



"The officers told me they were going to ring me up and let me when they had spoken to her (perpetrator). As yet, I have heard nothing at all and to me it feels like it doesn't matter and I do feel unfairly treated.."



"When the officers arrived at the scene their body language indicated that they were not interested and this would just be a tick box exercise. The officers said they were not prepared to chase the vehicle, but if the suspects were caught for something else then this crime would be included. We had phone footage of the incident."



"I did not hear anything for 2 weeks, so I called the police again. I have not heard anything since and do not know what is happening. It does not give you much confidence in the Police."

#### What causes dissatisfaction...

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

## 1.1 To what extent are we delivering victim satisfaction? (Initial Contact)

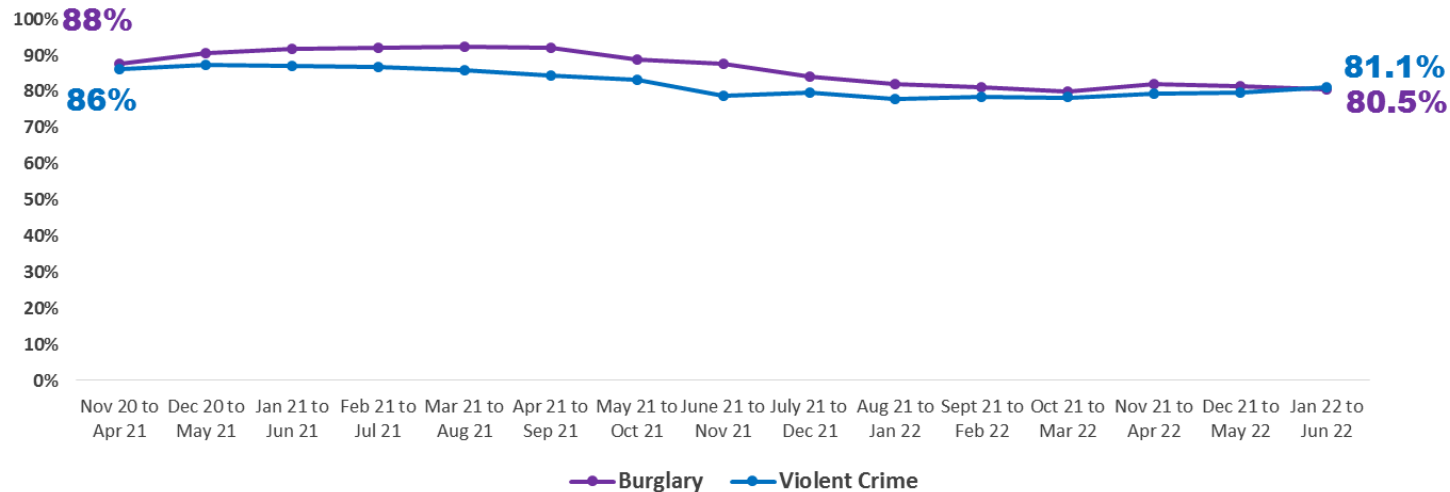
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14

## Satisfaction with Initial Contact: Headlines

- Satisfaction with the initial contact has **decreased** over the reporting period in the case of both **burglary** and **violent crime**. These changes are **statistically significant**.
- Satisfaction is marginally higher for those victims who made contact via 999 compared to those using 101. This difference is not statistically significant.

### Force Performance: Initial Contact (Completely or Very Satisfied)



### Initial Contact: Next Steps / Recommendations

Free text comments from the **burglary and violent crime surveys**, highlight that victims are **not** always informed regarding **speed of police attendance / delayed police attendance**, which is consistent with the PEEL Victim Service Assessment (June 21). Some responses would suggest that **victim expectations** regarding attendance is not always managed as well as they could be.

In May 22, **SP&I met with OCC managers** to understand the process of when an initial call comes into the OCC to the arrival of the officer(s) at the incident. As a result of this meeting, a draft process map has been produced and it has been shared with OCC managers.

A **further visit to OCC has been scheduled for July 22**, where SP&I will have the opportunity to engage with the call handlers and listen to incoming calls. This will allow SP&I to explore some of the potential issues highlighted.

**Recommendation:** for SP&I to continue to work with the OCC to identify gaps in the initial contact stage where the process may be falling down from the victim perspective.

Action Required?

Yes

## Victim's Voice: Initial Contact Free text Comments

"I was **told that officers would come out** and I told the call handler that I would **stay out of the house until someone came, but no-one did**. CID and Forensics **came out the next day**." (burglary)

"The Police **took four days to arrive** and I was surprised because **I was promised to be seen the next day**. I wasn't necessarily disappointed with how long it took for the Police to arrive, but **just that they didn't arrive when they said they would**." (violent crime)

"When the incident was reported by my wife, **we were advised that the police would come out and no-one did**. We had adolescents in the garden who were supposedly going to be interviewed when the police arrived, **so we were all waiting for them to come out**. It was **getting really late we called the police back** and they said to let the witnesses leave. The next day my wife rang the police again, but it was **several days until we had a call back from an officer**." (violent crime)

"The **call handler said that the police were coming out on blue lights but didn't arrive**. I rang back on 999 three more times, the first time I was told that 'they (police) were on their way', the second time I was told 'they would get to me as soon as they can' and the final time, they arrived within 10 - 15 mins. **Overall it took about 4 hours for them to turn up**." (violent crime)

"**I was told that the police would come out on the same day**, and not to touch anything, but it was in fact **eight days before anyone came**. I was called three times during that week to say that police were coming and I **waited in each time and no one came**." (burglary)



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

## 1.2 Creating public confidence

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Legitimacy – Requires Improvement

HMICFRS  
27 Sept 2019

15

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

↓↑ = change since end Qtr. 3

Discrete Quarter  
(Q4)



(Previous  
Quarter (Q3):  
76%)

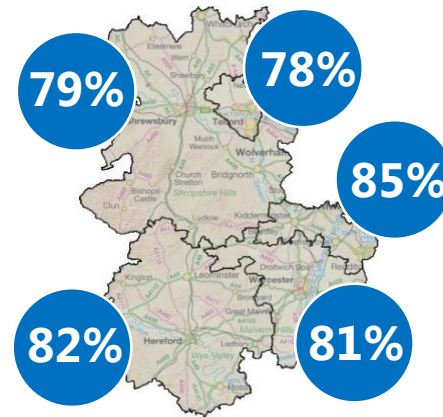
Rolling 12  
months (Mar 22)



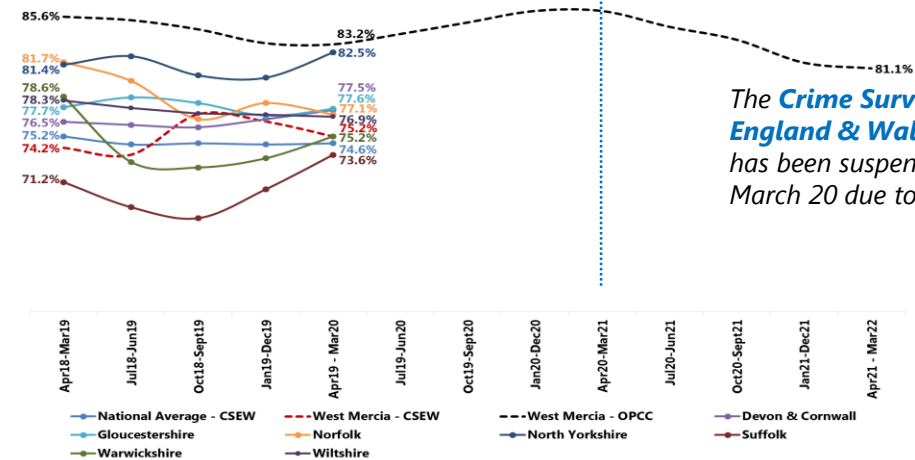
(Previous  
period: 82%)

\*Change is statistically significant

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



### Trend Data



The **Crime Survey England & Wales** survey has been suspended since March 20 due to Covid.

### Public Confidence Headlines

- As at end March 22, with a figure of **81%**, the force is **significantly below the aspirational figure of 88%**.
- There has been a **statistically significant reduction in public confidence this financial year** – decreasing from 86% at end 20/21 – while **levels have also decreased further slightly this quarter (although not significantly so)**. However, the latest discrete quarterly figure (83%) is statistically significantly higher than the previous discrete figure. There is a **remote chance** that the **force will achieve the 88% aim by the end of Quarter 4 21/22**.
- **Analysis is being undertaken by SP&I in order to better understand the reasons for the decrease in public confidence** seen in West Mercia.

### Measuring Public Confidence: Proposed Changes to the Crime Survey of England & Wales (CSEW)

- A **consultation process is taking place regarding methodological and design changes the Office for National Statistics (ONS) are proposing to make to the CSEW**.
- The **two proposed major changes involve** the move to use of a **Panel** (with members being surveyed annually for three years rather than, as is the case now, 'fresh' respondents being selected each time) and the use of a **'multi-modal' survey** (i.e. using a blend of telephone, online and face-to-face methods rather than the current approach of a solely face-to-face methodology).
- **Key drivers for these changes include:**
  - Stabilisation of the CSEW post Covid
  - Improve key statistical outputs by doubling the number of interviews on which key estimates of crime are based
  - A transformed CSEW in line with overall ONS survey strategy and aligned to new digital standard
- This approach will offer **improved cost effectiveness**.
- A trial of the proposed changes has taken place and results awaited. It is envisaged that the **full set of changes will be implemented with those surveys undertaken from April 2024 onwards**.

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

1.2 Creating public confidence

Official Sensitive

Contents of this page is not to be shared outside of West Mercia Police

Public Confidence: National Comparisons

As a result of Covid, the **Crime Survey England & Wales (CSEW)** survey was suspended from **March 20** with no data releases since that time. This has **prevented any national comparisons being made in terms of public confidence figures.**

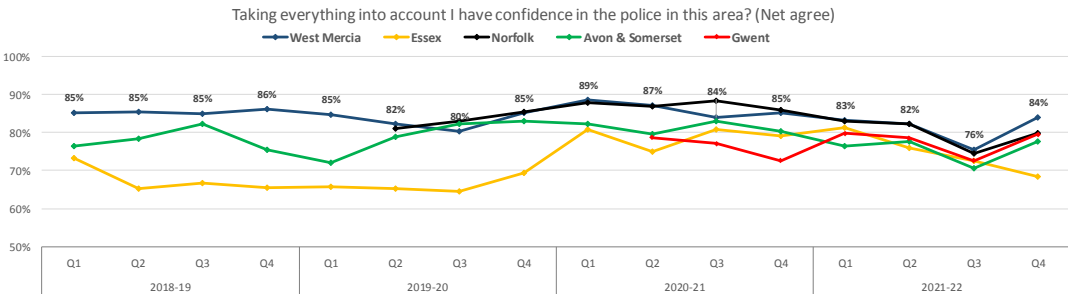
Since April 2018, the OPCC commissioned an internal confidence survey; this was outsourced to external market research company, SMSR. **Compiling data from ‘SMSR’ forces enables proxy comparisons to be made in the absence of CSEW data** (although it should be noted that there may be subtle differences in the questions asked and so results are not strictly comparable, while confidence levels of the different forces’ datasets will vary). This includes those of **Norfolk, one of the forces in our Most Similar Forces Group.**

Results of the headline confidence measure can be seen in the chart, below left (this shows discrete quarterly data); confidence levels of the forces generally look to have converged over the time period shown with **West Mercia, in general, seeing highest levels of confidence when compared to the other forces.**

An **area for concern is the markedly lower percentages of respondents in West Mercia agreeing that the police are doing an excellent or a good job** (see chart, below right); this is a measure of police effectiveness, is shown to be a key driver of our headline confidence measure, while it is used as an alternative confidence measure in other forces.

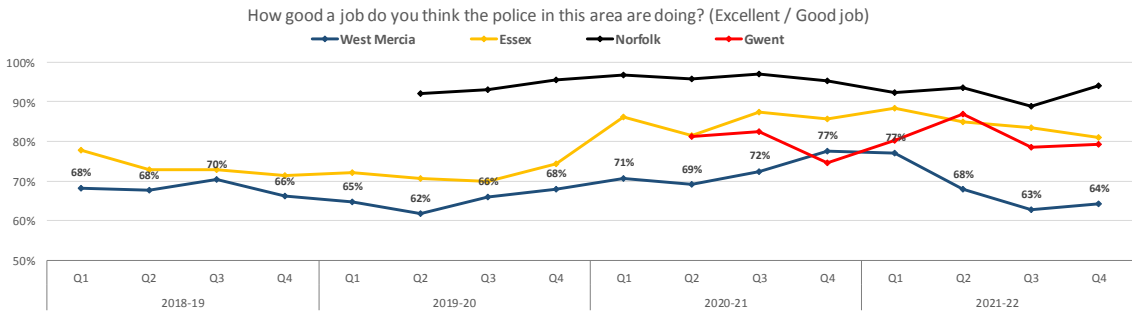
Please say how much you agree or disagree with the following statement: Taking everything into account I have confidence in West Mercia Police?

Taking everything into account I have confidence in the police in this area? (Net agree)																
Force	2018-19				2019-20				2020-21				2021-22			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
West Mercia	85%	85%	85%	86%	85%	82%	80%	85%	89%	87%	84%	85%	83%	82%	76%	84%
Essex	73%	65%	67%	66%	66%	65%	64%	69%	81%	75%	81%	79%	81%	76%	73%	68%
Norfolk						81%	83%	85%	88%	87%	88%	86%	83%	82%	74%	80%
Avon & Somerset	76%	78%	82%	76%	72%	79%	82%	83%	82%	80%	83%	80%	76%	78%	71%	78%
Gwent										79%	77%	73%	80%	79%	73%	80%



In general, how good a job do you think the police are doing in your local area?

How good a job do you think the police in this area are doing? (Excellent / Good job)																
Force	2018-19				2019-20				2020-21				2021-22			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
West Mercia	68%	68%	70%	66%	65%	62%	66%	68%	71%	69%	72%	77%	77%	68%	63%	64%
Essex	78%	73%	73%	71%	72%	71%	70%	74%	86%	82%	87%	86%	88%	85%	83%	81%
Norfolk						92%	93%	95%	97%	96%	97%	95%	92%	93%	89%	94%
Gwent										81%	82%	75%	80%	87%	79%	79%

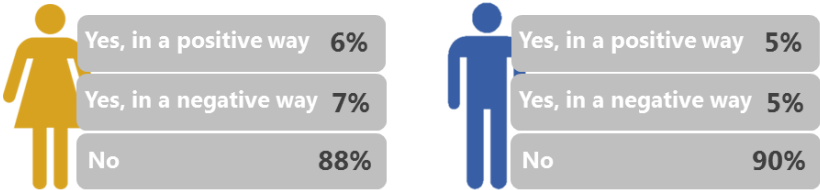


Public Confidence: The Effect of the Media and National Context

Analysis of confidence data has been undertaken for inclusion within the force’s VAWG Problem Profile (the development of a Problem Profile is a national requirement). This covered the period April 19 to May 22. This explored the possible causes of the reduction in public confidence seen in the force area including a review of respondents’ free text comments.

As the results summary shows, below, a slightly higher percentage of female respondents relative to males reported that a particular event had affected their levels of confidence in a negative way (7% compared to 5%). Reasons given point to negative perceptions following the death of Sarah Everard as well as concerns around corruption in the police, a lack of trust in the police and a general poor attitude towards women.

Has any particular event affected your confidence in the police in the last 12 months?  
April 2021 – March 2022



Please tell us why your confidence has been affected negatively: Females only

- "The events that have happened to women around the country."
- "The Sarah Everard story makes me less confident in the police."
- "They have recently have had negative press in the papers that has affected my view."
- "Police crime and corruption."
- "The constant reports of the police over using their powers but that does reduce your confidence in them."
- "The Sarah Everard story, I don't think all police are bad but it just brings things to the forefront."
- "Poor attitude towards women."
- "Corruption in the police nationwide."
- "The murder of the woman by a police officer and smaller incidents which haven't been dealt with appropriately."
- "General feeling the police are not trustworthy. There are more attacks on women."
- "The issues against women like Sarah Everard."
- "The Everard case worries me as a woman."
- "The police in general have provided very little confidence in the public with all the publicity that has been in the news."
- "They let a man who spiked a girl's drink last week go without any consequences, which makes me worry that the police do not take certain things seriously."

## 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

55% - 75%  
Likely or probable

#### Key Points

- Month on month, the number of recorded complaints **continues to fluctuate** however the 12 month rolling average **is starting to show a slight reduction** in the number of recorded complaints
- During Q1 the **proportion of complaints** dealt with outside of schedule 3 **exceeded** 'What Good Looks Like' target.
- 24 conducts** recorded so far in this policing year, **recent months have seen a decrease** in the number of cases recorded per month.

#### What does this mean?

- There are **15 employees currently suspended** from duty.
- The **key themes** for the investigations recorded this policing year are: **Misuse of computer systems, Inappropriate Behaviour, Social Media Breach, Data Protection** and **Honesty and Integrity**

#### Next Steps / Recommendations

- Continued to be **monitored**.

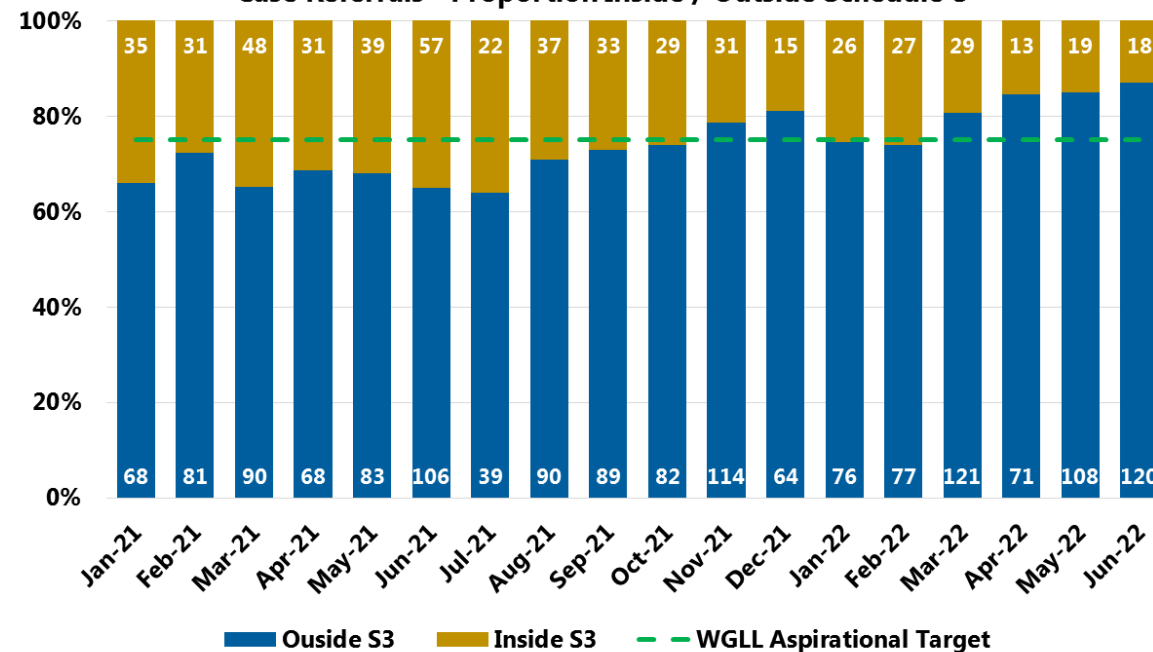
Action Required?

No

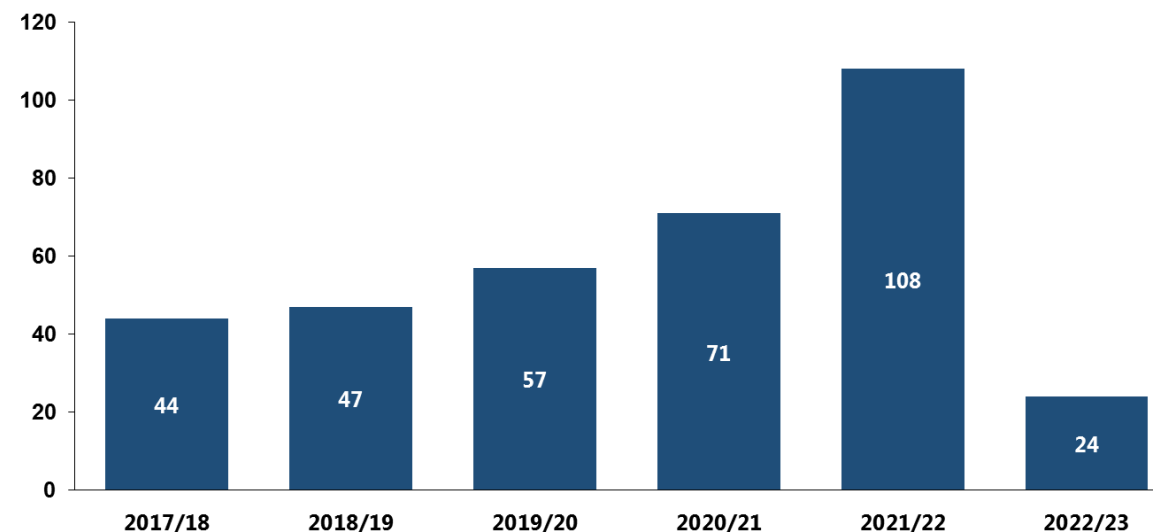
OFFICIAL

18

Case Referrals - Proportion Inside / Outside Schedule 3



West Mercia - Total Conducts Recorded Per Year



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

**Good looks like:**

**Under Review**

**Key Points**

- VAL referrals** as a percentage of Victim-Based Crime are at **25.7%** for last month, above What Good Looks Like Target.
- Cumulative Referral Rates for **Year to Date 2022/23** are marginally **above What Good Looks Like** at **25.1%**.

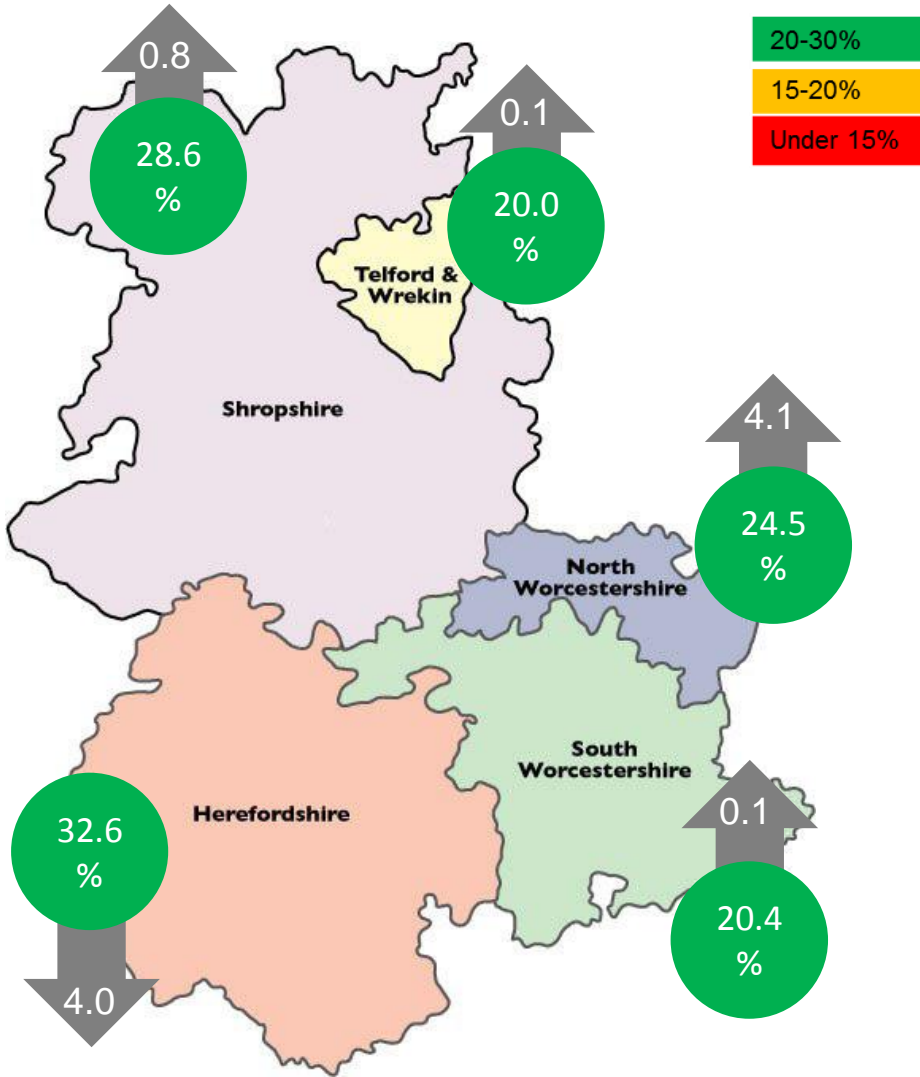
LPA	April	May	June	Cumulative Year to date 2022-23
CLPA	21.6%	20.3%	20.4%	20.8%
DLPA	18.6%	20.4%	24.5%	19.5%
ELPA	34.4%	36.6%	32.6%	35.5%
FLPA	28.6%	28.6%	29.4%	28.6%
GLPA	22.2%	19.9%	20.0%	21.0%
Force	25.3%	25.0%	25.7%	25.1%

**Next Steps / Recommendations**

- Develop focus to not just look at volume of referrals but also quality.

Action Required?

Yes

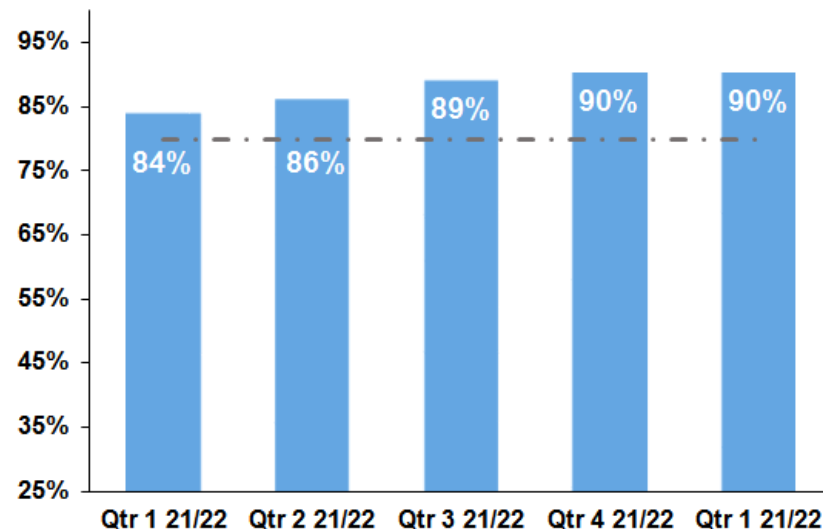


### 3. Delivering an ethical service

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

##### 3.1.1 Completion of Mandatory Training

Managing Information



#### What does this mean?

- Levels of staff and officers training in **Managing Information** has **remained the same** as the **previous quarter**.
- Managing information** training has been **above 'good looks like'** for a full year.

#### Next Steps / Recommendations

- Continued to be **monitored**.

Action Required?

No

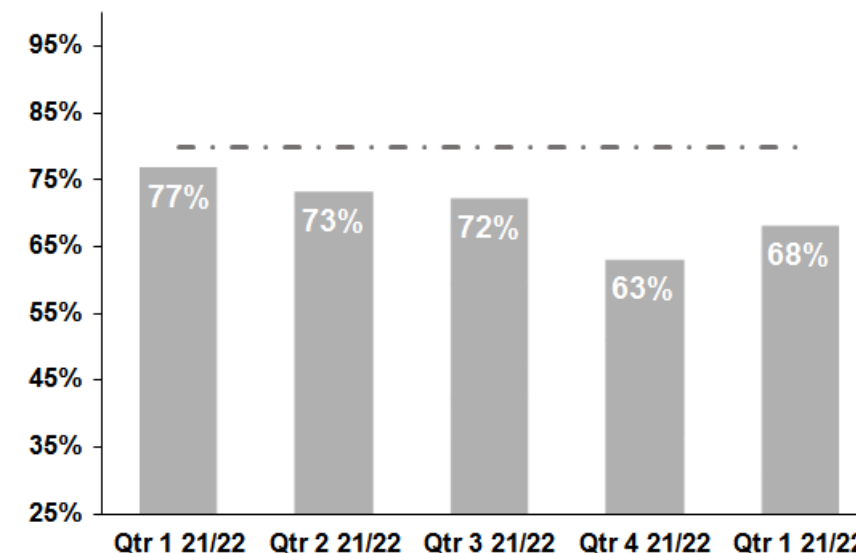
**Good looks like:**

**Training:**  
80% complete within time limit

WDGLL has been reviewed and agreed by the subject lead Jul 2022

95% - 100% Almost Certain

Data Protection - Foundation



#### What does this mean?

- Data Protection – Foundation** trained staff and officers has **increased by 5 percentage points** from the previous quarter.
- Completion** has been **below what "Good Looks Like"** for **over a year**.
- Business Leads** have been **asked to promote** this amongst their areas.

#### Next Steps / Recommendations

- Continued to be **monitored**.

Action Required?

No

**Good looks like:**

**Training:**  
80% complete within time limit

WDGLL has been reviewed and agreed by the subject lead Jul 2022

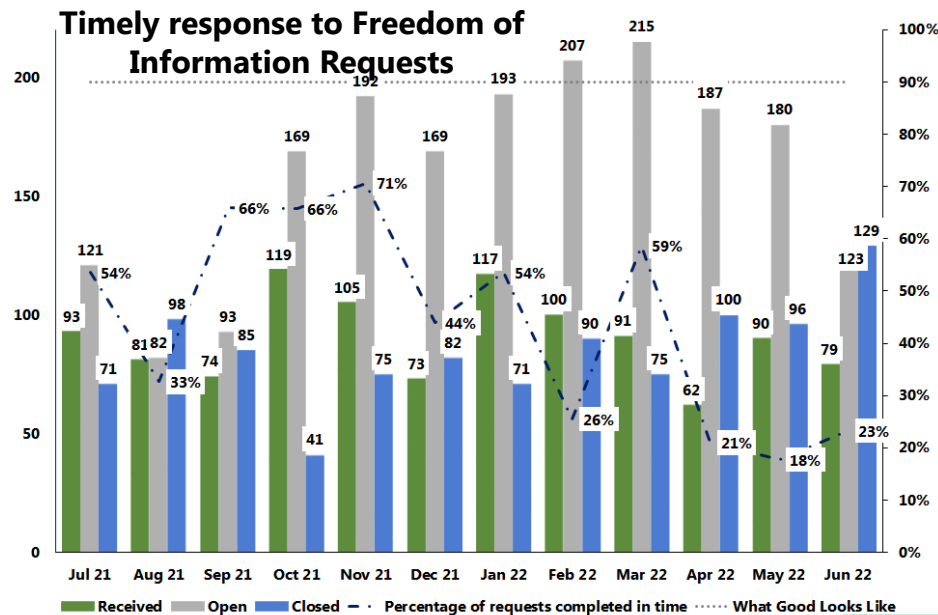
40% - 50% Realistic Possibility



### 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



#### What does this mean?

- There has been an **increase** in **FOIs completed on time** by **5 percentage points**
- There has been an **increase** of **34% (33)** in **FOIs closed** and an **increase** of **76% (13)** in **FOIs closed within 20 days**.
- **Open FOIs decreased by 32% (57)**; the third consecutive month of a reduction in volumes.

**Good looks like:**

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

WDGLL has been reviewed and agreed by the subject lead. Jul 2022

0% - 5% Remote Chance

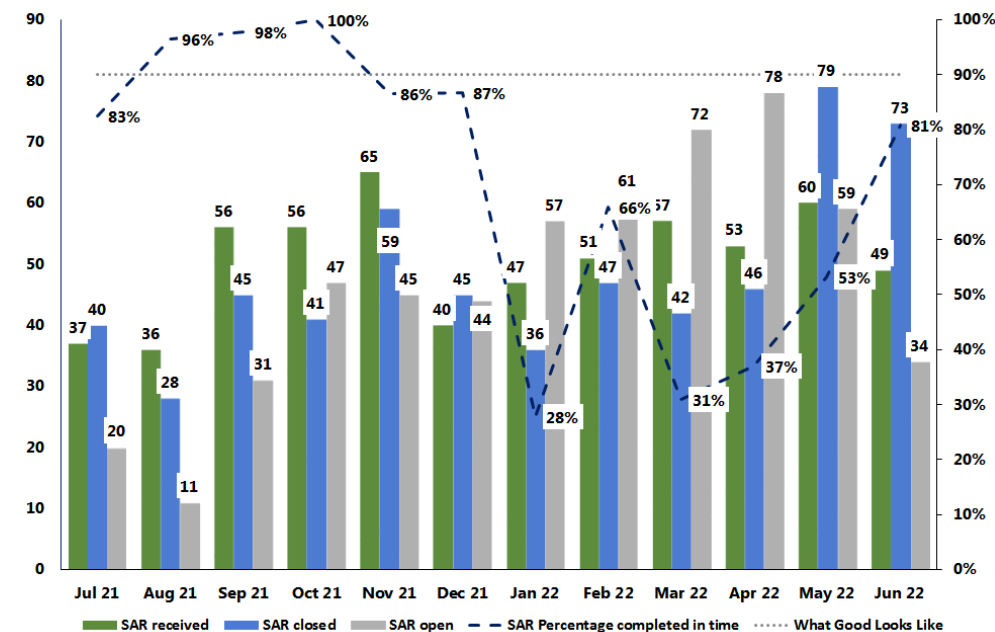
#### Next Steps / Recommendations

- Action plan is in place to address backlog.
- Continued to be **monitored**.

Action Required?

No

#### Timely response to Subject Access Requests



#### What does this mean?

- There has been an **increase** in **SARs completed on time** by **28 percentage points** from the previous month.
- Number of **SARs received** have **decreased by 18% (11)**.
- The number of **closed SARs** has **decreased by 6% (8)** whilst those **closed within the deadline** has **increased by 40% (17)**.
- Demand management is being implemented where justified.

**Good looks like:**

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

WDGLL has been reviewed and agreed by the subject lead. Jul 2022

40% - 50% Realistic Possibility

#### Next Steps / Recommendations

- Continued to be **monitored**.

Action Required?

No

### 3. Delivering an ethical service

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

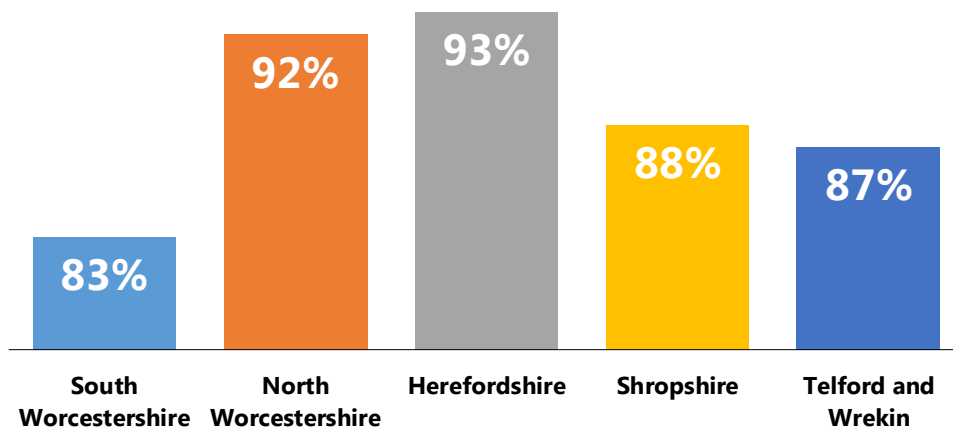
##### 3.1.4 Internal CDI audits

###### Annual Audit Report – 2021/22

Rag Rating	
Green	Successful delivery of the recommendation/AFI with no significant outstanding issues.
Yellow	Significant progress has been made. Oversight is being provided from the relevant governance group and planning is in place to deliver and reality test any outstanding elements.

	2020/21	2021/22
Overall Compliance Rate	80%	89%
Rape and Other Sexual Offences	92%	97%
Hate	84%	93%
Stalking and Harassment	86%	93%
Violence Against The Person	88%	92%
Recorded Within 24 Hours	66%	67%
Protected Characteristics	60%	83%

Local Policing Area Overall Compliance - 2021/22 Audit Results



\*ASB has been excluded from the above analysis due to a lack of comparable data sets from the two financial years

### Key Points

- **Improvements** have been made in **all areas** included in the annual audit report.
- In **60% (4)** of the areas audited the force achieved a **RAG rating of 'Green'**.
- There has been a **drastic improvement** in the **recording of protected characteristics** from **60% to 83%** despite remaining 'Amber' rated.
- **Both North Worcestershire and Herefordshire** achieved a **RAG rating of 'Green'** with a **92% and 93% compliance rate** respectively.
- **Violence without Injury** accounted for the **largest volume of missed classifications (38%)** followed by **Stalking and Harassment (34%)**.

### What does this mean?

- The audit concluded that the force **has strong leadership and governance around CDI** and that West Mercia **record serious high harm offences well**.
- **A high level of accurate information** from victims is being **obtained** and recorded by OCC **Call handlers**.
- The **quality assurance** completed within the Investigation Management Unit is to a **high standard** and is in **compliance with HOCR**.

**Good looks like:**

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

Last reviewed by subject lead Jul 2022

### Next Steps / Recommendations

- The force must **improve** the collection of **protected characteristics** data.
- **Improvements** to be made in **recording crimes within 24 hours**.
- To improve the way **officers recognise and record course of conduct** crimes.
- **Officers** need to apply the **record to investigate approach** to crime recording and be more **victim focused**.
- **Officers** need to get better at **recognising and recording crimes** reported in the **DASH**.


Action Required?

Yes

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

3.1.4 Internal CDI audits

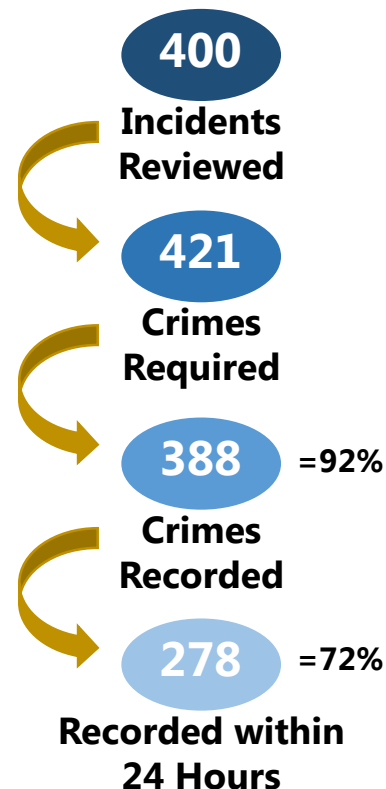
Violence Against the Person  
Audit Report

**Good looks like:**  **CDI Audits: 90% compliance** or above on crime recording for CDI audits in general (HMICFRS).  
Last reviewed by subject lead  
Jul 2022

**Violence Against the Person HMIC Audit**  
– Jun 2019



**Violence Against the Person Internal Audit**  
– Mar 2022



Key Points

- The **internal audit** completed in March 2022 used a **statistically significant sample size** and a methodology chosen to **replicate the HMICFRS audit** in 2019 in order to compare results.
- There has been a **4 percentage point increase** in **compliance** between the two audits from **88% to 92%**, with the force **performing above 'Good Looks Like'**.
- There has been a **significant improvement** in crimes **recorded within 24 hours**, from **64% to 72%**.
- 39 course of conduct** crimes were **recognised** by officers and IMU and were **recorded accurately**.
- 34 Crime flags** (key words on Athena) **had been missed**. These included **26 Alcohol**, **7 repeat domestic abuse** and **1 use of knife or other sharp instrument**.
- Violence against the Person** accounted for the **largest volume of missed classifications (55%)**, followed by **course of conduct (24%)**.

What does this mean?

- IMU** are **consistently good** at **recognising additional crimes** within the quality assurance (QA) process.
- The **delay in recording** was often **as a result of a delay in resourcing or as a result of a diary appointment** being made and the crime not being recorded until the victim was seen.
- There **are still occurrences** where **officers are not recording crime based on the content of the incident logs** and first disclosures from the victim.

Next Steps / Recommendations

- The force should ensure that the **Crime Data Integrity training is absorbed into officers working practices and decision making** when receiving reports of crime.
- Improvements** to be made in **recording crimes within 24 hours**.
- Officers** to **improve crime recording** decision making **at the point of call**.
- Officers** to **improve** recognition of **course of conduct crimes**.

Action  
Required?

Yes

## 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.

**Under review**

55% - 75%  
Likely or probable

#### Key Points

- Usage of **Charge/Summons** has slightly **decreased both in volume and proportion rate** for the **fourth month running**.
- The volume **decrease** is driven by a **14% reduction** in **Outcome 1** from **445** offences in **May 22** to **381** offences in **June 22**.
- In contrast, the number of **Outcome 1A** offences has **stayed consistent** between **May 22** and **June 22**.
- Year to month 2022/23 view (1,257):** The use of **Charge/Summons** has **increased**:
  - 8% (117) increase** compared to **year to month 2021/22 (1,448)**
- Total offences outcomed: Very small volume decrease (7)** compared to the previous month.

#### What does this mean?

- The **Designated Decision Makers' backlog** is **high in volume** with a **RAG rating 'Red'** due to high levels of **staff abstraction**, with **380 crimes** awaiting an outcome. **Unresourced levels** have been substantially higher across all policing areas so there is a **risk of evidential opportunities, securing support and engagement from victims being lost**.
- It is **probable** that **outcoming levels** will continue to **remain low** as:
  - Sickness** is beginning to **increase** again likely due to a **new wave of Covid**. Summer is a **high annual leave period** and it is probable this will **add further to staff abstraction**.
  - The **Extended Public Contact Service Centre (PCSC)** will be expanded **from 20 to 40 officers (currently at 31)** as of the 6<sup>th</sup> June to **complete telephone investigations for Grade 3's and 4's on the unresourced** and to relieve pressure on **frontline officers**. The **impact** of this initiative will **take effect in due course**.

#### Next Steps / Recommendations

- Continued focus on **action plan delivery** and continued monitoring via Crime Management Board.

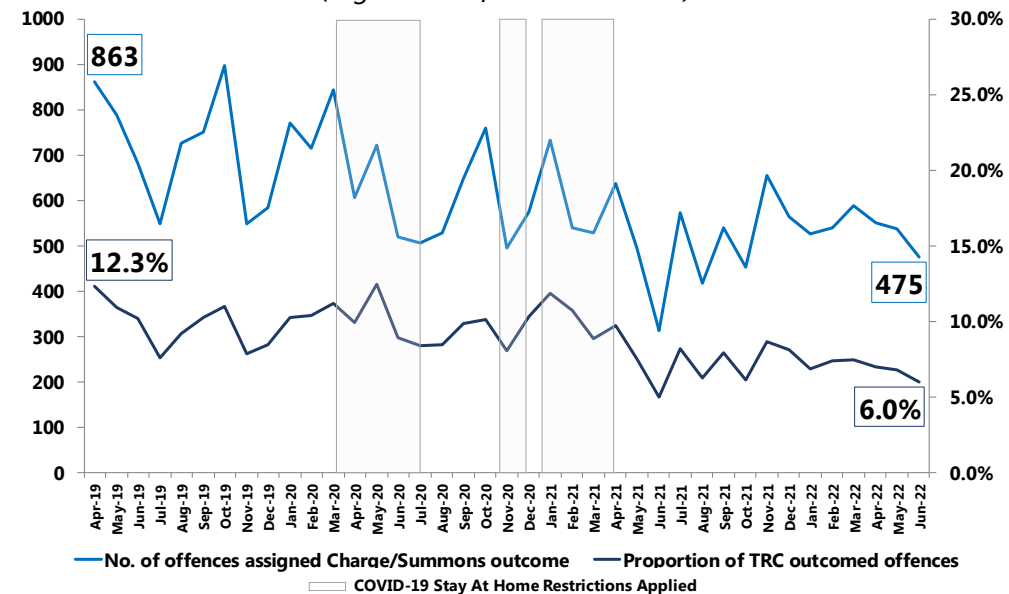
**Action Required?**

**No**

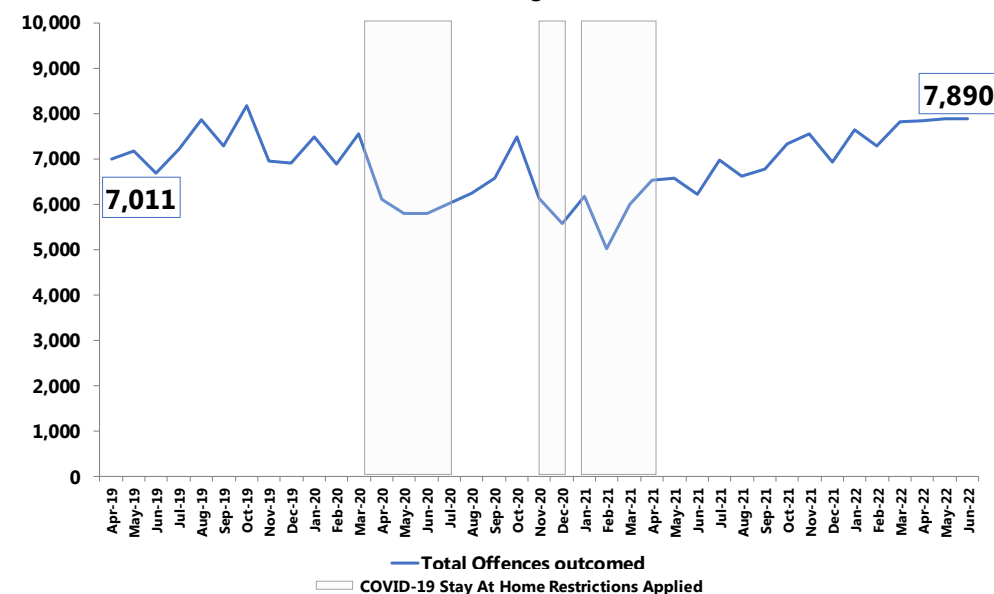
Work is **ongoing** to determine a **standardised approach** internally to **reflect the figures reported nationally**.

Within **Most Similar Group (MSG)**, the force has moved to **6th place out of 8**, with **1<sup>st</sup> place** reporting the **highest Charge/Summons rate** due to **another force** submitting new figures. Remains **below the MSG average**. The most recent data release relates to **April 2022 data**.

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



#### TRC Outcomed Offences (regardless of when recorded)



## 4. Delivering effective prevention and intervention

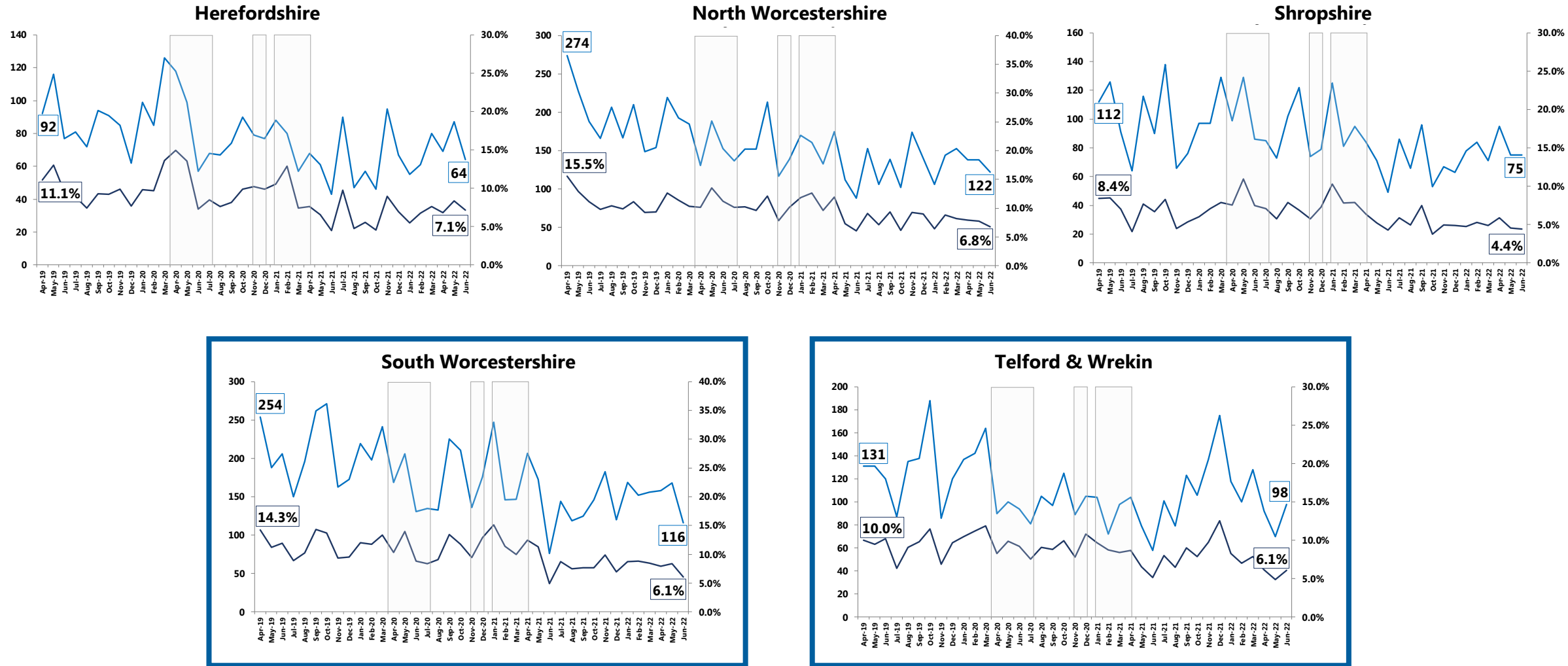
## 4.1 How well does West Mercia Police bring offenders to justice?

## 4.1.1 % of positive action by LPA

Telford & Wrekin are the only LPA to see volume and proportion rate increases.

Most substantial volume and proportion rate decreases seen in South Worcestershire.

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



— No. of offences assigned Charge/Summons outcome — Proportion of TRC 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 offences assigned an **Outcome 1** or **1A** result.

**Under review**

55% - 75%  
Likely or probable

#### Key Points

- Usage of **Charge/Summons** has **seen a 21% (24) decrease** compared to **previous month** but a **54% (31) increase** when compared to **June 2021**.
- The monthly outcomed proportion rate is **5.9% (88)** for **June 22**; a decrease of **2.1 percentage points** compared to the **previous month**.
- Year to month 2022/23 view (301): 20% increase** in the use of **Charge/Summons** compared to the previous year to month (251).
- Total DA offences outcomed: Volume increase** of **83** from **1,405** to **1,488** when compared to the **previous month**.

#### What does this mean?

- The **Designated Decision Makers' backlog** is **high in volume** with a **RAG rating 'Red'** with **380 crimes awaiting an outcome**. **Unresourced levels** have been substantially higher across all policing areas so there is a **risk of evidential opportunities, securing support and engagement from victims being lost**.
- It is **probable** that **DA outcoming levels** will continue to **fluctuate** as:
  - DA Deployment operating model** has been **rolled out** across **all policing areas** and **regularly reported upon**, with the aim of improvements in **'positive outcome' levels** (Charge/Summons). However if DA unresourced becomes too high the **DA Trigger Plan** is used to re-prioritise the use of the **diary car** for **those DA incidents** sat on **unresourced**. This was **triggered for most of June** so it is possible the impact of the new model has been dampened.
  - Sickness** is beginning to **increase** again likely due to a **new wave of Covid**. We are also moving into a **high annual leave period** and this will **add further** to **staff abstraction**.

#### Next Steps / Recommendations

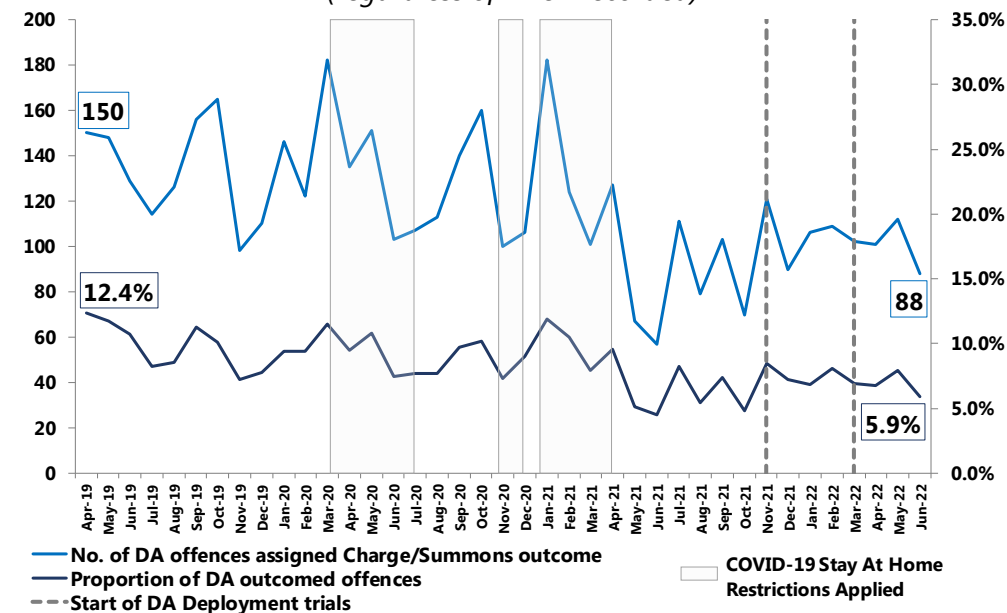
- Continued focus on **action plan delivery** and continued monitoring via Crime Management Board.

Action  
Required?

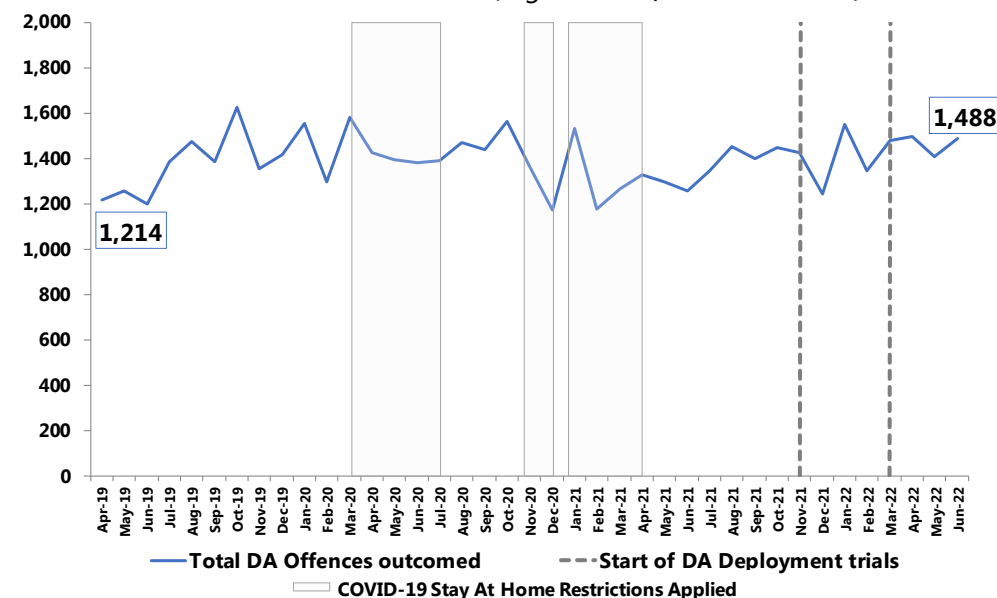
No

**No comparison** to MSG, National view or other Athena forces as **DA outcome data is not monitored**.

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



#### DA Outcomed Offences (regardless of when recorded)





## 4. Delivering effective prevention and intervention

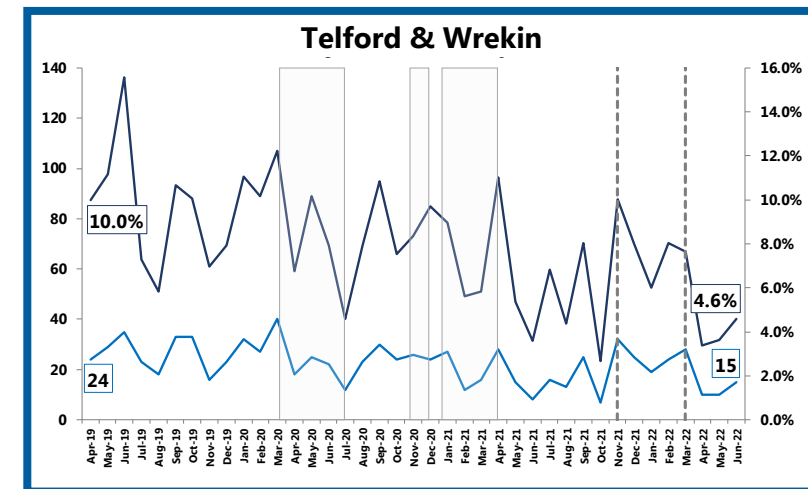
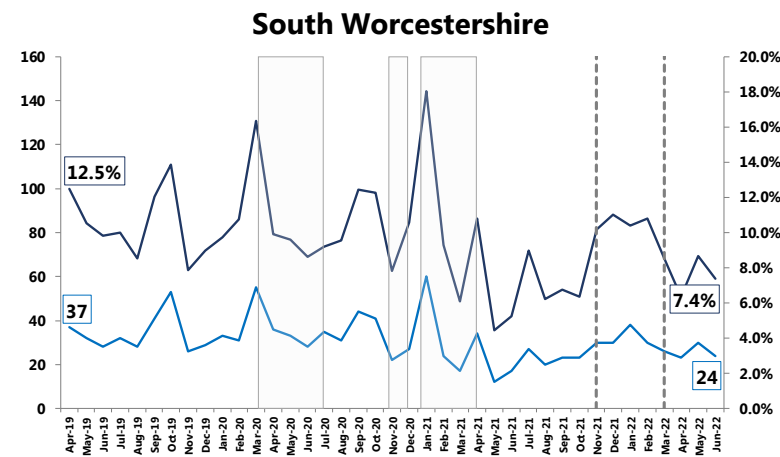
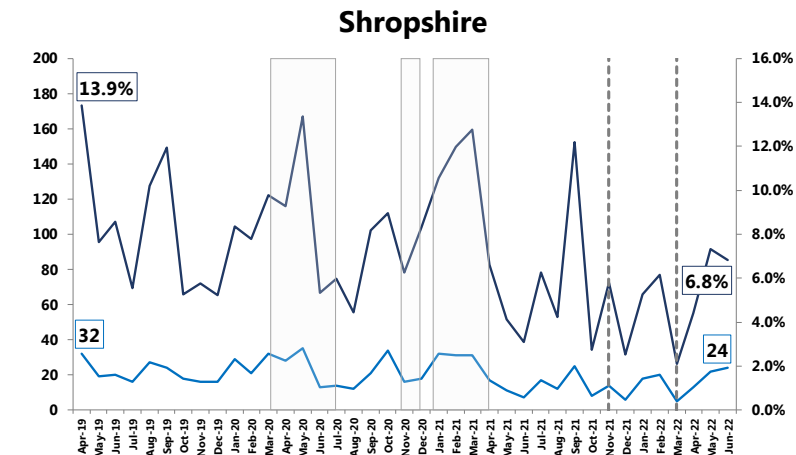
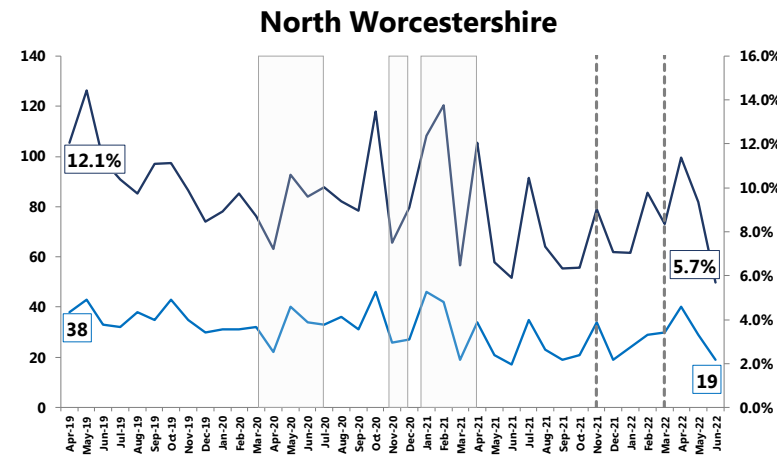
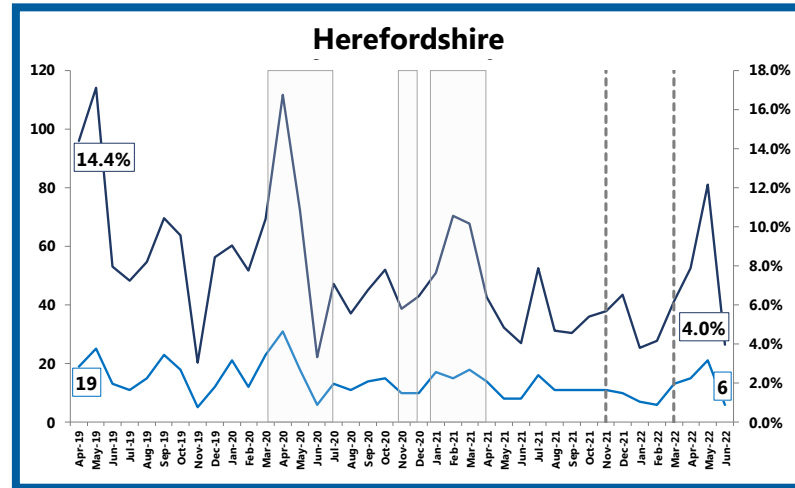
## 4.1 How well does West Mercia Police bring offenders to justice?

## 4.1.1 % of positive action – DA outcomes by LPA

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

Herefordshire has seen the largest decreases in volume and monthly proportion rate from the previous month

Telford & Wrekin is the only LPA to see volume and proportion rate increases.



— No. of DA offences assigned Charge/Summons outcome  
 — Proportion of DA outcomed offences  
 - - Start of DA Deployment trials

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

Under review

#### Key Points

- There have been **slight increases** in both the monthly volumes and proportion rates for **both** total recorded crime offences and DA offences
- Total recorded crime**
  - 6% increase** in the volume of **offences (2,543)** assigned **Outcome 16** last month compared to the previous month (2,395).
  - The **proportion** of offences assigned Outcome 16 has **increased by 1.9 percentage points** in the last month compared to the previous month.
- DA offences**
  - 6% increase** in '**Outcome 16**' **DA offences (910)** last month compared to the previous month (857).
  - The **proportion** of offences assigned Outcome 16 has **increased by 0.16 percentage points** in the last month compared to the previous month.
- Year to month 2022/23 view:**
  - Volumes have seen an **8% increase** from **6,844** to **7,391**. However there has been a **4 percentage point decrease** in outcome 16 from **35.4% in YTM 2021/22** to **31.3% in YTM 2022/23**. It is **highly probable** the volume increase is due to the growth in overall outcoming levels and the **appropriate application** of outcome 16.

#### What does this mean?

- The **Designated Decision Makers' backlog** is **high in volume** with a **RAG rating 'Red'** with **380 crimes awaiting an outcome**. It is **possible** outcome 16 levels are **increasing** due to a **lack of correct rationale** for **OC20** and **OC22**.
- It is **probable** that **outcome 16 levels** will **continue to fluctuate due to two reasons**:
  - The **LPA Outcome Action Plans** and **DA Deployment trial** continue to take effect, leading to the **more appropriate application** of Outcome 16.
  - The **Extended PCSC policing initiative** to **complete telephone investigations for Grade 3's and 4's** to relieve pressure on **frontline officers**, may lead to an **increase in Outcome 16 volumes**.

#### Next Steps / Recommendations

- Continued focus on **action plan delivery** and continued monitoring via Crime Management Board.

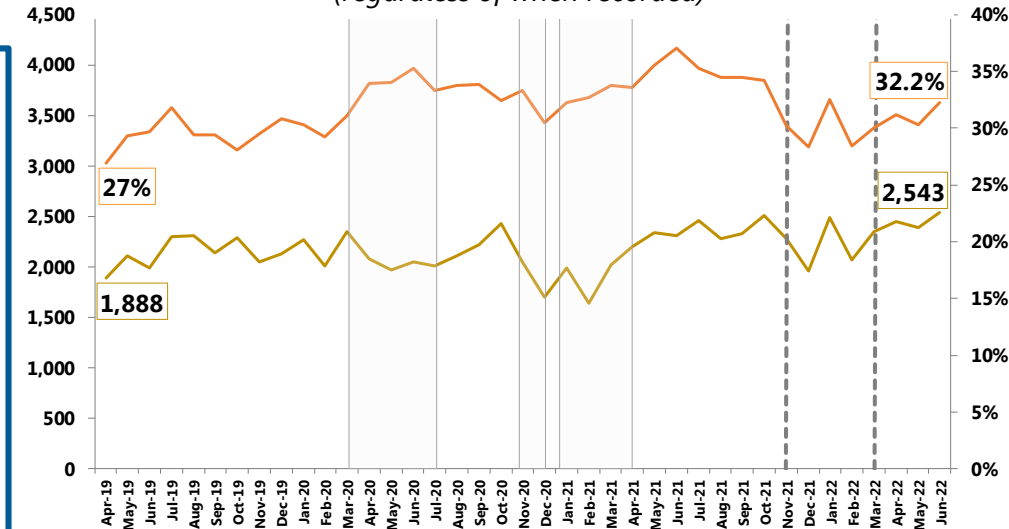
Action Required?

No

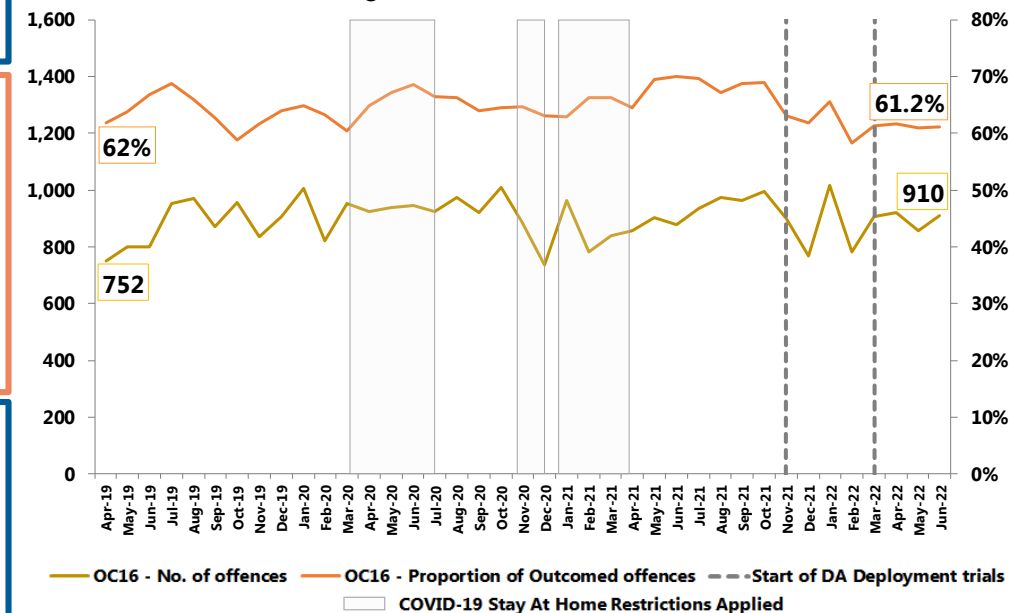
Work is **ongoing** to determine a **standardised approach** internally to **reflect the figures reported nationally**. Within **Most Similar Group (MSG)**, the force **ranked 2<sup>nd</sup> out of 8**, with **1<sup>st</sup> place** reporting the **highest Outcome 16 rate**, and **slightly above the MSG average**. The most recent data release relates to **April 2022 data**.

'Evidential difficulties prevent further action; victim does not support police action' **Outcomed Offences (OC16)**

Total Recorded Crime Offences  
(regardless of when recorded)





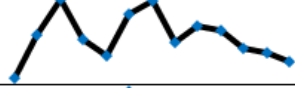

Outcomed DA Offences (OC16)  
(regardless of when recorded)



## 4. Delivering effective prevention and intervention

## 4.1 How well does West Mercia Police bring offenders to justice?

## Headline Outcome Spotlight

		Jan 22 - Mar 22		Apr 22 - Jun 22		Comparison between Time periods			Proportion Rate - Monthly View - 13mths	Jun-22
		Outcomed Offences	% Outcomed	Outcomed Offences	% Outcomed	% Change (in offences)	% Point Difference	Difference (No. of offences)		
OC17	Prosecution time limit expired: Suspect identified but prosecution time limit has expired.	168	0.7%	115	0.5%	-32%	-0.3	-53		0.5%
OC14	Suspect not identified – victim declines to identify the offender	1,962	8.6%	2,214	9.4%	12.8%	0.7	252		9%
OC20	Transferred to external agency	215	0.9%	180	0.8%	-16%	-0.2	-35		0.7%
OC22	Not in public interest to prosecute - diversionary, educational or intervention activity undertaken	309	1.4%	267	1.1%	-14%	-0.2	-42		1.0%

## Key Points

- **Outcome 17**
  - **32% decrease** in **Outcome 17 offences** for **Q1 2022/23 (115)** compared to **the previous quarter (168)**.
  - It is **possible** that the introduction of an **earlier review date** from **Op Riverport** has ensured **less offences are timing out**.
  - It is likely that figures will **continue to decrease and then stabilise** in light of a **new performance dashboard to monitor OIC crime baskets**.
- **Outcome 14**
  - **12.8% increase** in **Outcome 14 offences** for **Q1 2022/23 (2,214)** compared to **the previous quarter (1,962)**.
  - Since February 2022, there has been an increase in **public order** offences due to a change in recording for ASB. The **rise** in OC14 is in part driven by **an increase in victim based public order offences**. These have seen a **69% (126) increase** in those assigned OC14 since Q1 2021/22.
- **Outcome 20**
  - **16% decrease** in **Outcome 20 offences** for **Q1 2022/23 (180)** compared to **the previous quarter (215)**.
- **Outcome 22**
  - **14% decrease** in **Outcome 22 offences** for **Q1 2022/23 (267)** compared to **the previous quarter (309)**.
  - **Both Outcome 20 and 22** are being pushed as a **positive action outcome** for those offences in which **prevention methods** are seen to be more effective. However it has been reported that the **rationale from the OIC is not strong enough** to justify an OC20/22 and therefore it is **likely** they are being **assigned to an OC16**, leading to an increase.

## Next Steps / Recommendations

- Findings to be reported to the Crime Management Board and sent to Op Reset team.
- Reinforce educational practices regarding rationale for OC20 and OC22.

Action Required?

Yes

## 4. Delivering effective prevention and intervention

### 4.1 How well does West Mercia Police bring offenders to justice?

#### Restorative Justice – West Mercia Youth Justice Service

##### Key Points

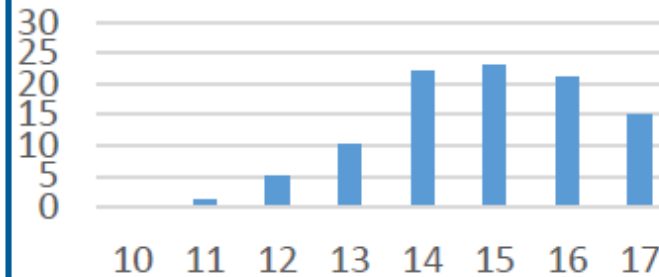
- Reporting on restorative justice is one quarter behind therefore **Q4 21/22** is included in this report.
- 97** cases were subject to joint decision making in West Mercia in the last quarter.
- The most frequently occurring offence types were:
  - violence against a person offences** - 59%
  - criminal damage** - 9%
  - drug offences** - 7% of referrals.
- These **three offence types** therefore accounting for **75%** of all referrals.
- Of the 97 cases, **67** were **diverted** from formal justice system disposals through the use of **NFA, Community Resolutions and Outcome 22**.
- A further **22** young people were diverted from formal justice system disposals via Police led **Community Resolutions**.
- 14** known **Looked After Children** were subject to joint decision making of which:
  - 11 (79%)** were **diverted** from formal justice system sanctions
  - 2 (14%)** received one of the **youth caution** outcomes and
  - 1 (7%)** of the known Looked After Children cases were referred back to CPS or for charge decisions as the panel felt the case was unsuitable for an out of court disposal.

OFFICIAL

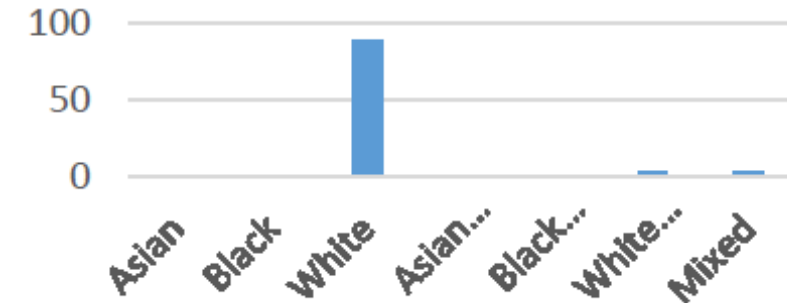


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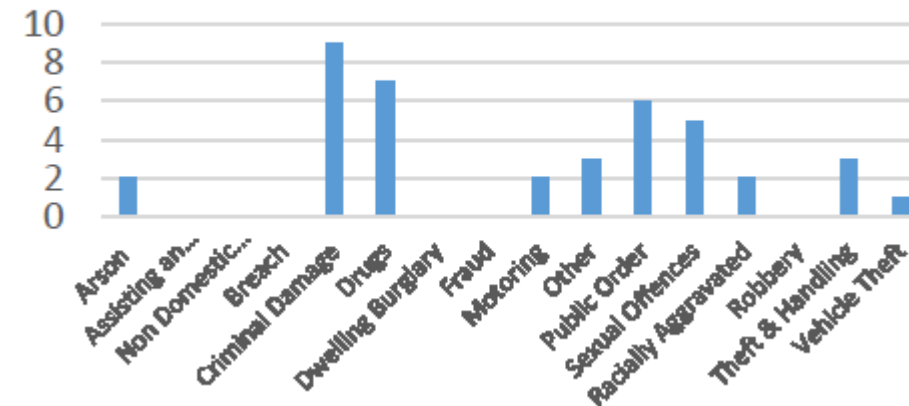
Referrals to Joint Decision Making Panels  
By Age



Referrals to Joint Decision Making Panels  
By Ethnicity




Referrals to Joint Decision Making Panels  
By Offence type



## 4. Delivering effective prevention and intervention

### 4.1 How well do we Prevent Crime? – Problem Solving

#### 4.1.3 Problem Solving Hub

 **Good looks like:**

Further 200 Staff to receive Problem Solving Training by end Sept 2022

40% - 50% Realistic Possibility

Last reviewed by subject lead Apr 2022

#### Key Points

- **Problem Solving training continues** – currently being rolled out to CID and Crime Scene Investigators. 'Advanced' problem solving workshops are also taking place.
- Developing an in-force problem solving award event, to celebrate and encourage good projects.
- Plans are being utilised particularly as a platform for the new intervention and prevention work. As a result there are currently a **greater number of open plans** than there have been previously.

#### Problem Solving Plans by Local Policing Area (Snapshot – 08 July 2022)

Policing Area	Red	Amber	Green	Unscored	Grand Total
South Worcestershire	0	1	19	31	51
North Worcestershire	0	0	1	18	19
Herefordshire	0	1	6	8	15
Shropshire	0	3	6	28	37
Telford & Wrekin	1	2	2	19	24
<b>Total</b>	<b>1</b>	<b>7</b>	<b>34</b>	<b>104</b>	<b>146</b>

#### What does this mean?

- Problem Solving are encouraging **team ownership of plans**, driven by a supervisor and actions allocated out to the team and partners. This **appears to be generating successful activity**. The number of **Unscored Plans** are higher than typical levels due to the commencement of intervention and prevention officers using Problem Solving Plans to record their work. These plans are not scored.
- The need to **improve the 'Assessment' element of SARA** within Problem Solving Plans has been identified, in order to be able to **share good practice** and **build corporate memory**. In order to achieve this, "assessment" will be introduced in phase 2 training, supervisor checks will be encouraged, reminders will be provided at meetings and best practice will be circulated. Greater assessment of problem solving activity is being marketed as the final part of the SARA process. The aim is to develop a push to improve this across the force, through plan owners and independent assessment / evaluation.
- West Mercia problem solving activity, **in general, produces positive results in terms of reduction of incidents and community satisfaction**. In order to evidence this, the aim is to develop a university academic evaluation of some projects, with PCC to fund academic assessment of a project by Worcester University.

#### Next Steps / Recommendations

- Contribute to the new Prevention Strategy.
- Work with the OPCC and Worcester University in relation to developing the academic evaluation.

- Develop Award Event

Action  
Required?

No



## 4. Delivering effective prevention and intervention

### 4.1 How well does West Mercia Police bring offenders to justice?

#### 4.1.4 Reduction in reoffending – Integrated Offender Management (IOM)

##### Key Points

- The **total number of IOM offenders** has continued to decrease as previously reported, with **176 IOM offenders** in **March 2022** reducing to **156** in **June 2022**.
- Monthly suspected re-offending rates** have **decreased** in the **last quarter** compared to the previous quarter.
- Q1 2022/23** is showing a **higher average re-offending rate** (24%) than in **the same quarter in the last year** (19%).

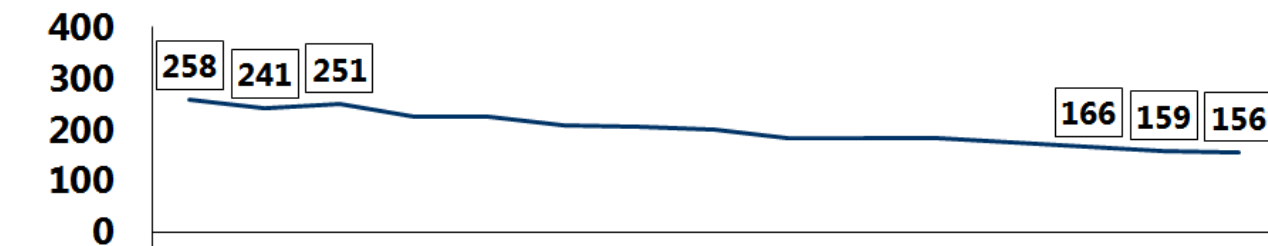
##### What does this mean?

- Over the last year, a parameter was brought in whereby individuals who are given a sentence of **longer than 2 years custody** are **automatically removed from the cohort**, and after this time are re-referred by Probation if they are to be placed back on the IOM scheme.
- Additionally, since the introduction of the **Fixed, Flex and Free Categories** in October 2021, the **threshold** to be brought onto IOM is **more stringent**, so we have seen a **decrease in the number of nominals** without them being placed back on at the same speed.

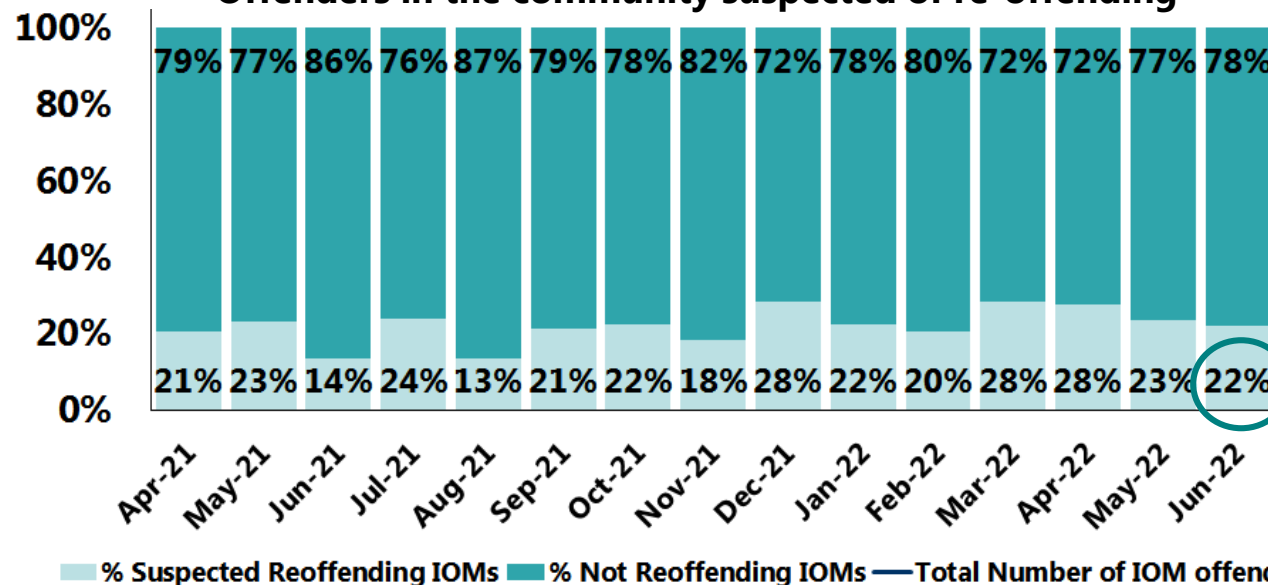
##### Methodology

- 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**.

#### Offenders in the community that are within the IOM cohort



#### Offenders in the community suspected of re-offending



#### Next Steps / Recommendations

- The development of **holistic performance measures** to **correctly quantify the success of IOM** across West Mercia is **in progress**.
- Determining **'What does 'good' look like?'** is still a focus.

Action  
Required?


Yes



## 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)

 **Good looks like:**

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

25% - 35% Unlikely

Last reviewed by subject lead Oct 2021

#### Key Points

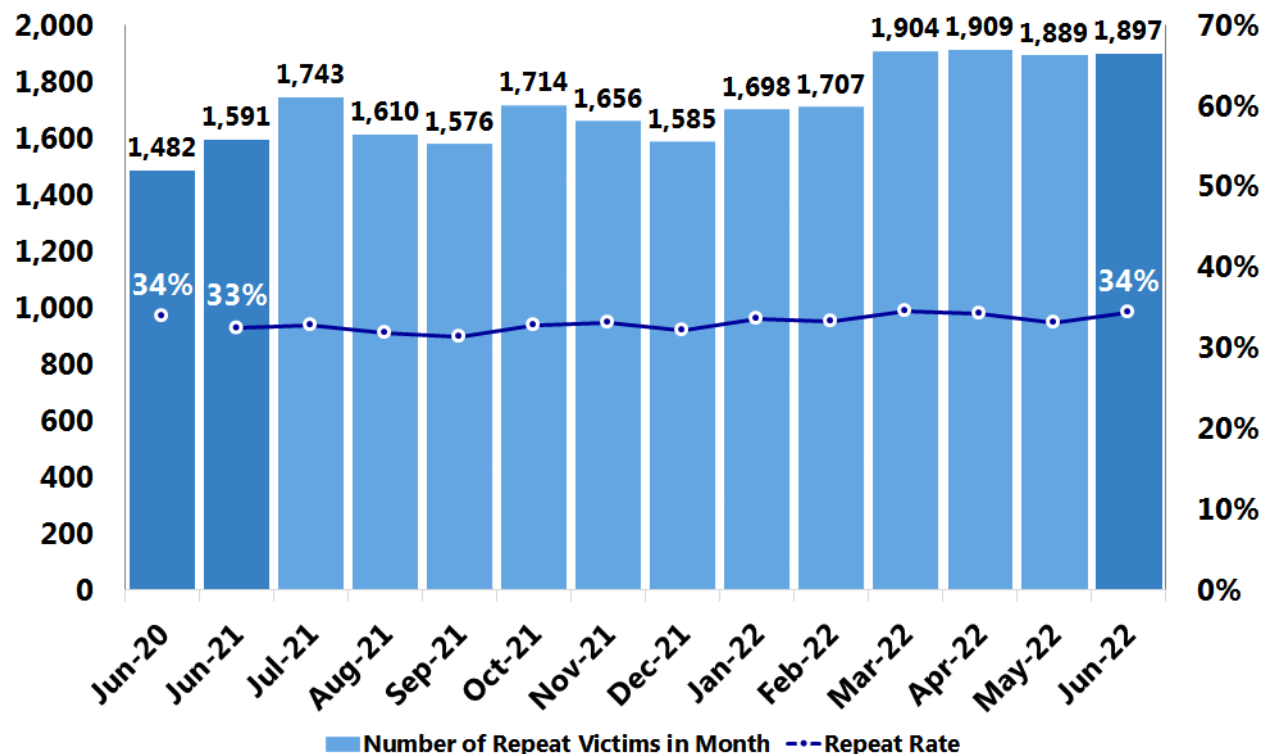
- **Total Recorded Crime repeat victim rate** has remained **relatively stable** over the last three months.
- The **continued uplift** in **Total Recorded Crime repeat victim** volumes is linked to the **growth** in **overall crime recording**.
- **June 2022 (1,897)** remains **higher than volumes** seen in previous years:
  - **19% increase (306)** on **June 2021**
  - **28% increase (415)** on **June 2020**

#### What does this mean?

- The **growth** in **overall crime recording** is driven by an increase in **victim-based Public Order** offences and **Violence without injury** offences, specifically **Assault without injury, Malicious Communications** and **Harassment** offences.
- A **change in recording practices** around **Public Order offences** and **Malicious Communications offences** following improvements to **SAAB ASB incident recording**, has led to **substantial growth** in victim-based **Public Order** offences and **Malicious communications/ Harassment offences** as opposed to an organic growth happening within our communities.
- It is probable that over the coming months, **increased financial pressures on households** will lead to a **rise in crime recording**, so it is **highly probable** that **repeat volumes** will **increase** too. These pressures are linked to the **cost of living crisis** with increased costs of food, energy and fuel.

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**.

#### Repeat Total Recorded Crime Victims per Month



#### Next Steps / Recommendations

- The new **Prevention Strategy** for **2022-25** has been launched with the overarching strategic aims focused on **fewer victims**, less crime, increased public confidence in policing and greater public involvement in preventing harm.
- **VAWG problem profile** – All police forces to submit by **September 2022**. West Mercia currently working towards delivery of this requirement.

Action Required?

Yes

## 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 (DA-specific victims)



#### Good looks like:

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

Last reviewed by subject lead Oct 2021

40% - 50%  
Realistic Possibility

#### Key Points

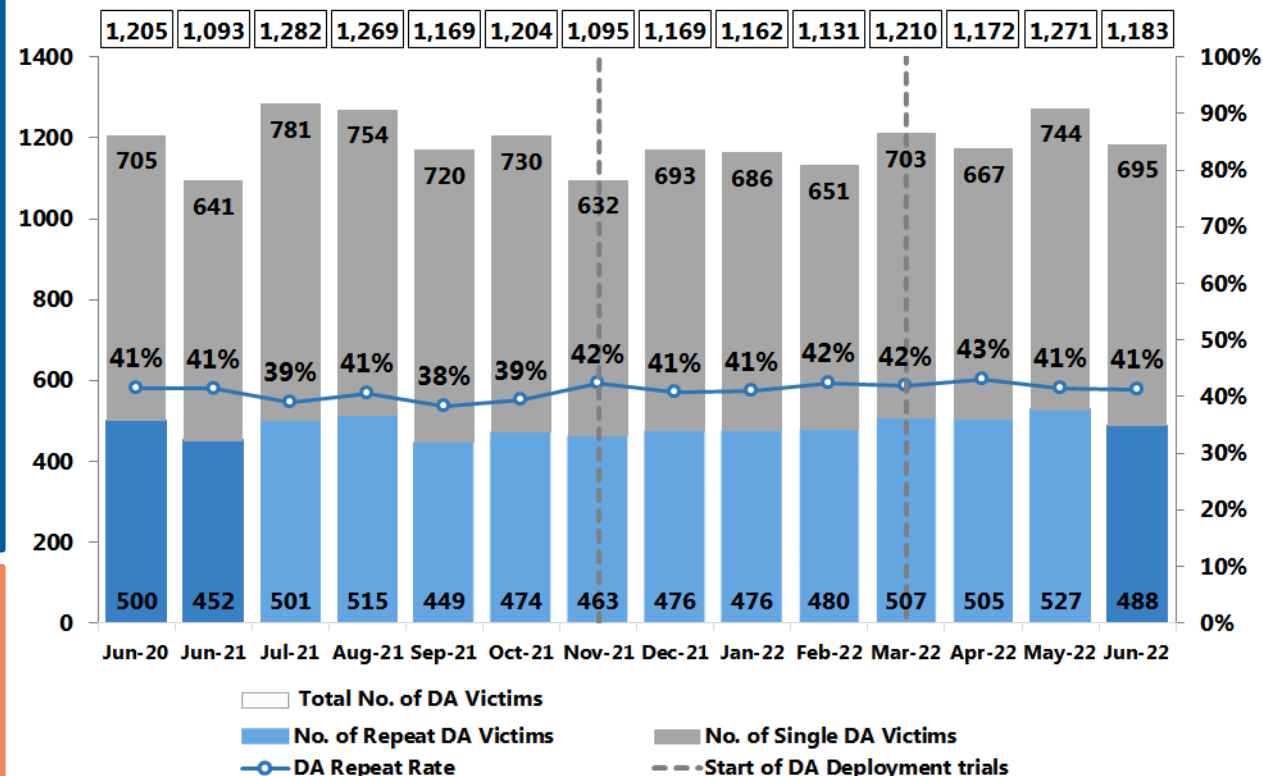
- There has been a **decrease** in the number of **Domestic abuse (DA) single offence** victims and **repeat DA** victims in **June 2022**, although the **DA repeat rate** has remained **relatively stable** compared to May 2022.
- June 2022's decrease** in **repeat DA** victims follows **three months** of increased numbers.
- June 2022's DA repeat rate (41%)** has remained stable when compared to June 2020 and June 2021.
- Average monthly repeat rate range** for the **last 8 months** during **DA Deployment trial**:
  - DA repeat rate - **41% to 43%**.

#### What does this mean?

- The **growth** in **overall crime recording** has been driven by an increase in **victim-based Public Order** offences and **Violence without injury** offences, specifically **Assault without injury**, **Malicious Communications** and **Harassment** offences.
- However, this has not been reflected in the numbers of **DA victims** and **repeat DA victims**.
- It is a **realistic probability** that the **DA deployment operating model** has had an **influence** on **DA crime recording**.
- It is probable that over the coming months, **increased financial pressures on households** will lead to a **rise in crime recording**, so it is **highly probable** that **repeat volumes** will **increase** too. These pressures are linked to the **cost of living crisis** with increased costs of food, energy and fuel.

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

#### Repeat Domestic Abuse Victims per Month



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

#### Next Steps / Recommendations

- The new **Prevention Strategy** for **2022-25** has been launched with the overarching strategic aims focused on **fewer victims**, less crime, increased public confidence in policing and greater public involvement in preventing harm.
- VAWG problem profile** – All police forces to submit by **September 2022**. West Mercia is currently working towards delivery of this requirement.


Action  
Required?

Yes

## 4. Delivering effective prevention and intervention

### 4.1 How well does West Mercia Police bring offenders to justice?

#### 4.1.6 Volume / rate of repeat perpetrators (DA-specific suspects)

 **Good looks like:**

A reduction in 'high frequency/ high severity' repeat DA suspects and a decrease in repeat rates

40% - 50% Realistic Possibility

Last reviewed by subject lead Oct 2021

#### Key Points

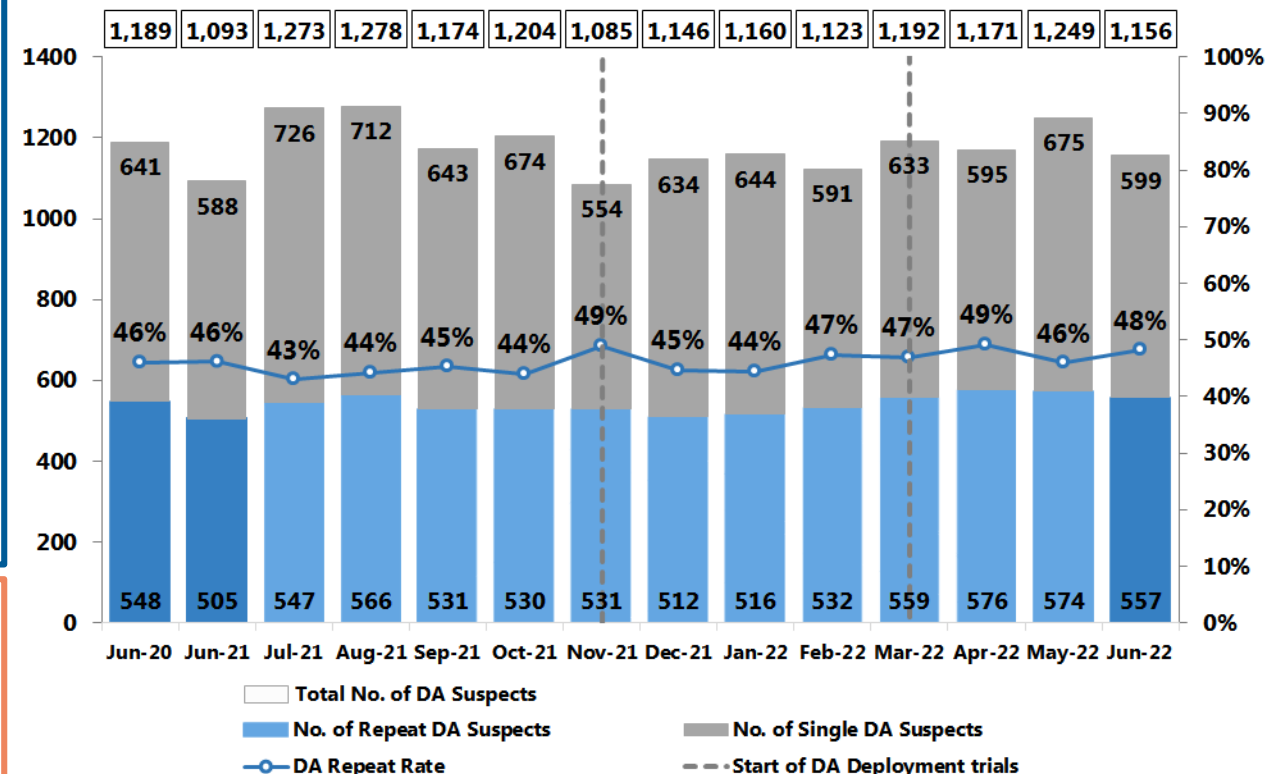
- There has been a **decrease** in the number of **Domestic abuse (DA) single offence** suspects and **repeat DA** suspects in June 22, although the **DA repeat rate** has **increased** by **two percentage points** compared to May 2022.
- June 22's decrease** in **repeat DA** suspects follows **three months** of increased numbers.
- Higher number of DA repeat victims (557)** and **greater DA repeat rate (48%)** in **June 22** compared to volumes and rates seen in June 2020 and June 2021.
- Average monthly repeat rate range** for the **last 8 months** during **DA Deployment trial**:
  - DA repeat rate - **44% to 49%**.

#### What does this mean?

- The **growth** in **overall crime recording** has been driven by an increase in **victim-based Public Order** offences and **Violence without injury** offences, specifically **Assault without injury, Malicious Communications** and **Harassment** offences.
- However, this has not been reflected in the numbers of **DA suspects** and **repeat DA suspects**.
- It is a **realistic probability** that the **DA deployment operating model** has had an **influence** on **DA crime recording**.
- It is probable that over the coming months, **increased financial pressures on households** will lead to a **rise in crime recording**, so it is **highly probable** that **repeat volumes** will **increase** too. These pressures are linked to the **cost of living crisis** with increased costs of food, energy and fuel.

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

#### Repeat Domestic Abuse Suspects per Month



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

#### Next Steps / Recommendations

- The new **Prevention Strategy** for **2022-25** has been launched with the overarching strategic aims focused on **fewer victims, less crime**, increased public confidence in policing and greater public involvement in preventing harm.
- VAWG problem profile** – All police forces to submit by **September 2022**. West Mercia currently working towards delivery of this requirement.

Action Required?

Yes

## 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 Workflows

**Good looks like:**

New **upper** and **lower** control limits have been generated based on average monthly open investigations during 2021/22.

**Reviewed by subject lead Jun 2022**

40% - 50% Realistic Possibility

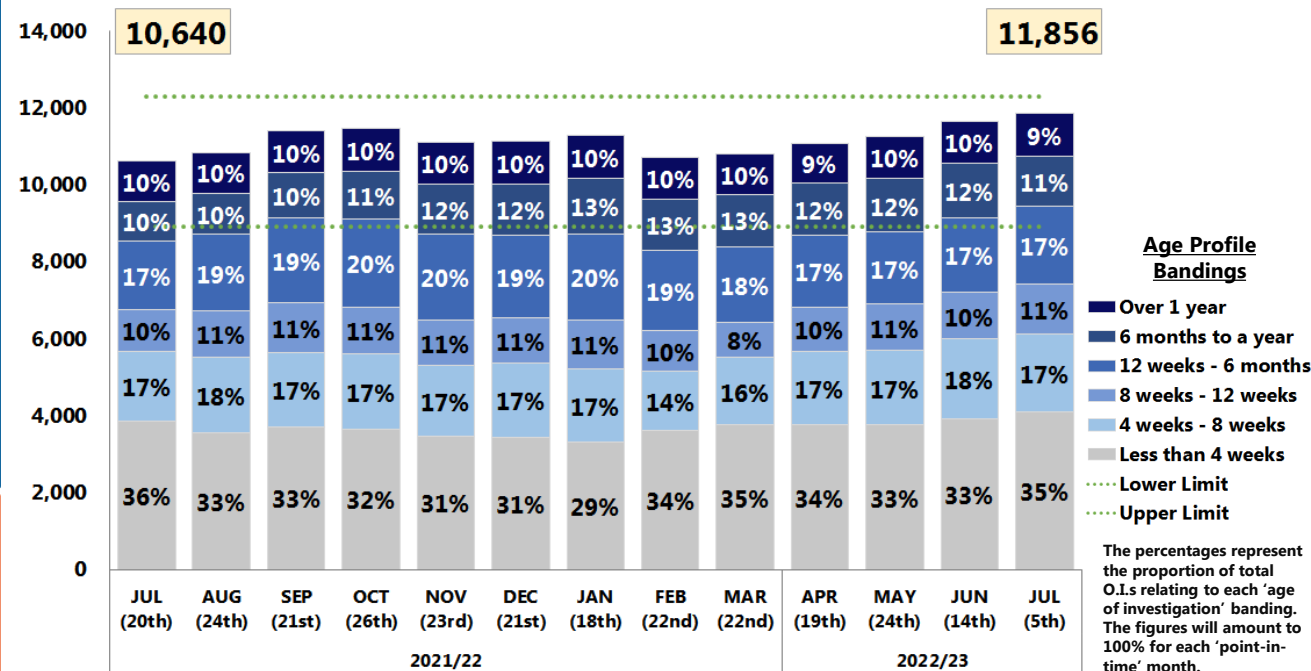
### Key Points

- Overall O.I. volumes have **increased** for the **fifth** consecutive month.
- The **uplift in Feb 2022** of O.Is that are '**Less than 4 weeks**' old has **further increased** in **July 2022 (35%)** driven by:
  - A **decrease** in offences **older than 6 months**. It is **probable** that policing area initiatives to **reduce O.I. volumes** has been the cause.
- There has been **no variation** in the **proportion of O.I.s with a 'Domestic abuse' marker** in the **last 12 months**.
- The **continued effect** of the **change in crime recording** of **Public Order** offences and **Malicious Communication** offences is **almost certain** to be the cause.

### What does this mean?

- The **Designated Decision Makers' backlog** is **high in volume** with a **RAG rating 'Red'** due to high levels of **staff abstraction**, with **380 crimes awaiting an outcome**. **Unresourced levels** have been substantially higher across all policing areas for **both TRC and DA**, so there is a **risk of evidential opportunities, securing support and engagement from victims being lost**.
- Probable factors** behind **O.I.s continuing** on this **growth trajectory** in the **short term**:
  - Sickness** is beginning to **increase** again likely due to a **new wave of Covid**. Summer is a **high annual leave period** and it is probable this will **add further** to **staff abstraction**.
  - The **continued effect** of the **change in crime recording** of **Public Order** offences and **Malicious Communication** offences.
  - The **Extended Public Contact Service Centre (PCSC)** will be expanded **from 20 to 40 officers (currently at 31)** as of the **6<sup>th</sup> June** to **complete telephone investigations for Grade 3's and 4's on the unresourced** and to relieve pressure on **frontline officers**. The **impact** of this initiative will **take effect in due course**.

Open Investigations – Age Profile (point-in-time view)  
(Point-in-time view: 5<sup>th</sup> July 2022)



**21%**  
(2,201) O.I.s  
have a Domestic  
Abuse Marker

20<sup>th</sup> Jul 21

**21%**  
(2,536) O.I.s  
have a Domestic  
Abuse Marker

5<sup>th</sup> Jul 22

### Next Steps / Recommendations

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

Action  
Required?

No

**11%**  
Since Jul 21

**2%**  
Since Jun 22



## 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 Workflows

(Point-in-time view: 5<sup>th</sup> July 2022)

##### Open Investigation Workflows within 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 OIC Workflows	Total No. of Open Investigations	%Share	% Change from last month (7th June)	Open Investigations -to- Officer in Charge Workflow Ratio (Last 11 mths)	'O.I.-to-OIC Workflow' Ratio (5th Jul)
	No. of OIC Workflows	No. of Open Investigations	No. of OIC Workflows	No. of Open Investigations	No. of OIC Workflows	No. of Open Investigations	No. of OIC Workflows	No. of Open Investigations						
South Worcestershire - C LPA	129	268	106	761	122	1,583	5	119	362	2,731	23%	1%		7.5
North Worcestershire - D LPA	141	329	122	855	63	776	1	20	327	1,980	17%	-1%		6.1
Herefordshire - E LPA	121	259	71	456	56	753	7	163	255	1,631	14%	12%		6.4
Shropshire - F LPA	115	264	95	663	92	1,279	18	402	320	2,608	22%	-1%		8.2
Telford & Wrekin - G LPA	115	273	110	748	53	642	3	65	281	1,728	15%	-6%		6.1
North Team*	39	63	1	8			5	127	45	198	2%	1%		4.4
South Team**	57	94	3	21	4	73	2	43	66	231	2%	5%		3.5
Public Contact	22	45	20	146	19	253	4	92	65	536	5%	31%		8.2
Protective Services - PS	39	73	8	59	6	73			53	205	2%	-1%		3.9
Other***	8	8							8	8	0%	0%		1.0
Grand Total	786	1,676	536	3,717	415	5,432	45	1,031	1,782	11,856	100%	2%		6.7

**15% increase in OICs with 20+ O.I.s**  
(7<sup>th</sup> June 22 to 5<sup>th</sup> July 22)

**One** PC South Worcestershire PC (PCSC + Patrol Progression)  
**43 O.I.s**

**6% increase in OICs with multi workflows from 104 to 110**

Public Contact and Herefordshire have seen a **substantial growth** in **O.I.s** compared to previous month.

Growth in **OICs with 20+ O.I.s** has been **driven** by an **increase** in **South Worcestershire** and **Herefordshire**.

The **PCSC** team (4) within **Public Contact** continue to feature in the **OICs with 20+ O.I.s** cohort.

The number of **OICs with 10-19 O.I.s**. Jul 22 (415) has **remained relatively stable** on the last previous month (416).

##### OICs with 20+ O.I.s

**Violence without injury offences (25%), Violence with injury (14%) and Obscene Publication offences** under **Miscellaneous crimes against society (13%)** represent the **majority** of their offences.

**46% (51) of the 110 OICs with multiple workflows** are **Student Officers/Probationers** (within 2 years).

**Shropshire (8.2) and Public Contact (8.2)** have the **highest 'O.I. to OIC Workflow' ratios**.

#### Next Steps / Recommendations

- Data report has been **circulated** to Crime Management team and Superintendents across Local Policing, Investigations and Public Contact.
- Continued to be **monitored** via Crime Management Board.
- Continued support** to be given to **LPA Commands** and in order to **focus attention** on the **increase** in **officers with 20+ O.I.s**

Action Required?

Yes

North Team\*: MIU North, Online CSE North, Shrops and T&W RPO & AFOs.

South Team\*\*: MIU South, Online CSE South, Worcs Dogs Team, Worcs Prisons, Worcs MASH staff and Worcs RPO & AFOs.

Other\*\*\*: Pre Athena, Ops and Other.



4. Delivering effective prevention and intervention

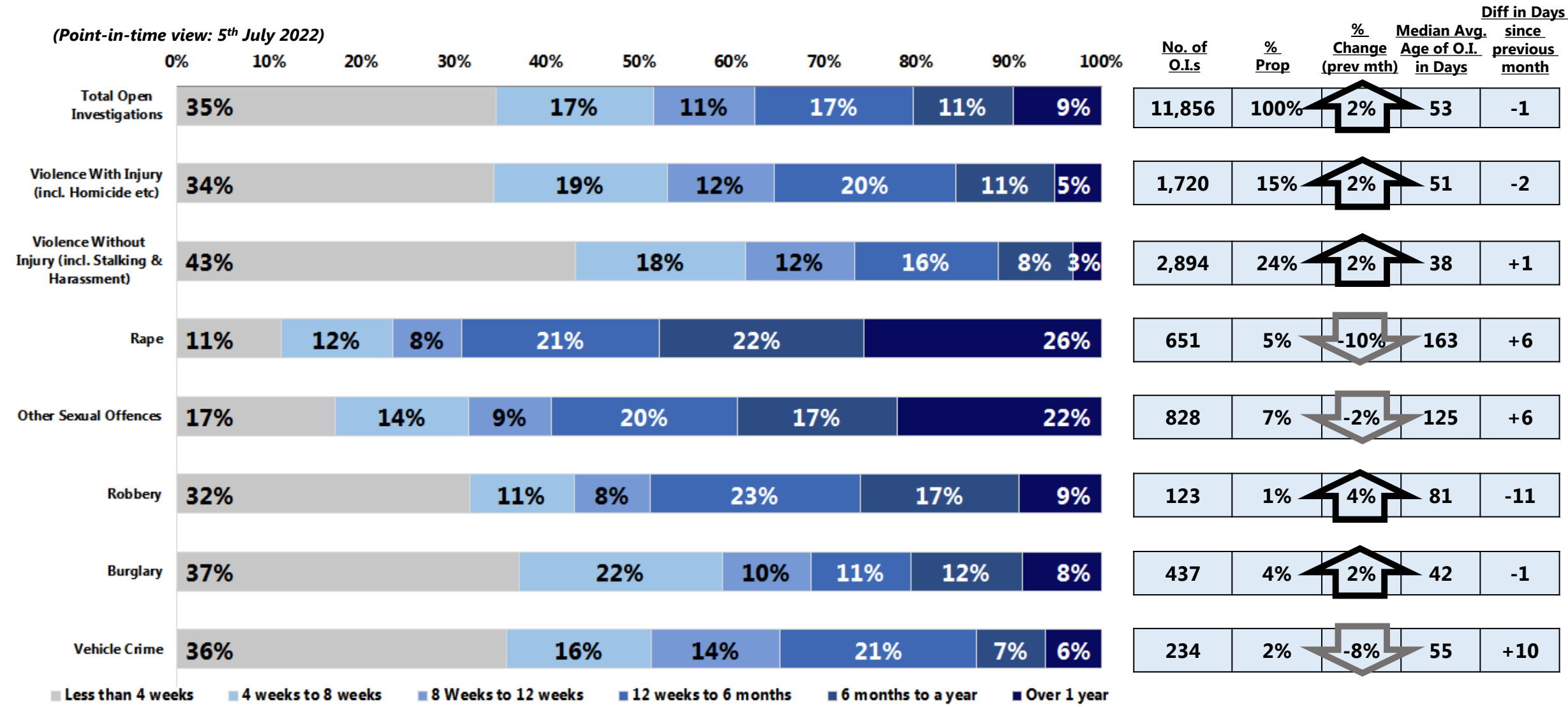
4.1 How well does West Mercia Police bring offenders to justice?

4.1.8 Open Investigations – ‘Age of Investigation’ Vs Crime Categories

OFFICIAL

Key Points

- Despite an overall **10% decrease** in **Rape** offences, the **median average age** for an open rape investigation has **increased** from **157 days** to **163 days**.
- There has been a **4% increase** in **Robbery** offences, of which **32% of Robbery** offences are **‘less than 4 weeks’** old, an **increase of 7 percentage points** from the previous month (25%).



## 4. Delivering effective prevention and intervention

## 4.1 How well does West Mercia Police bring offenders to justice?

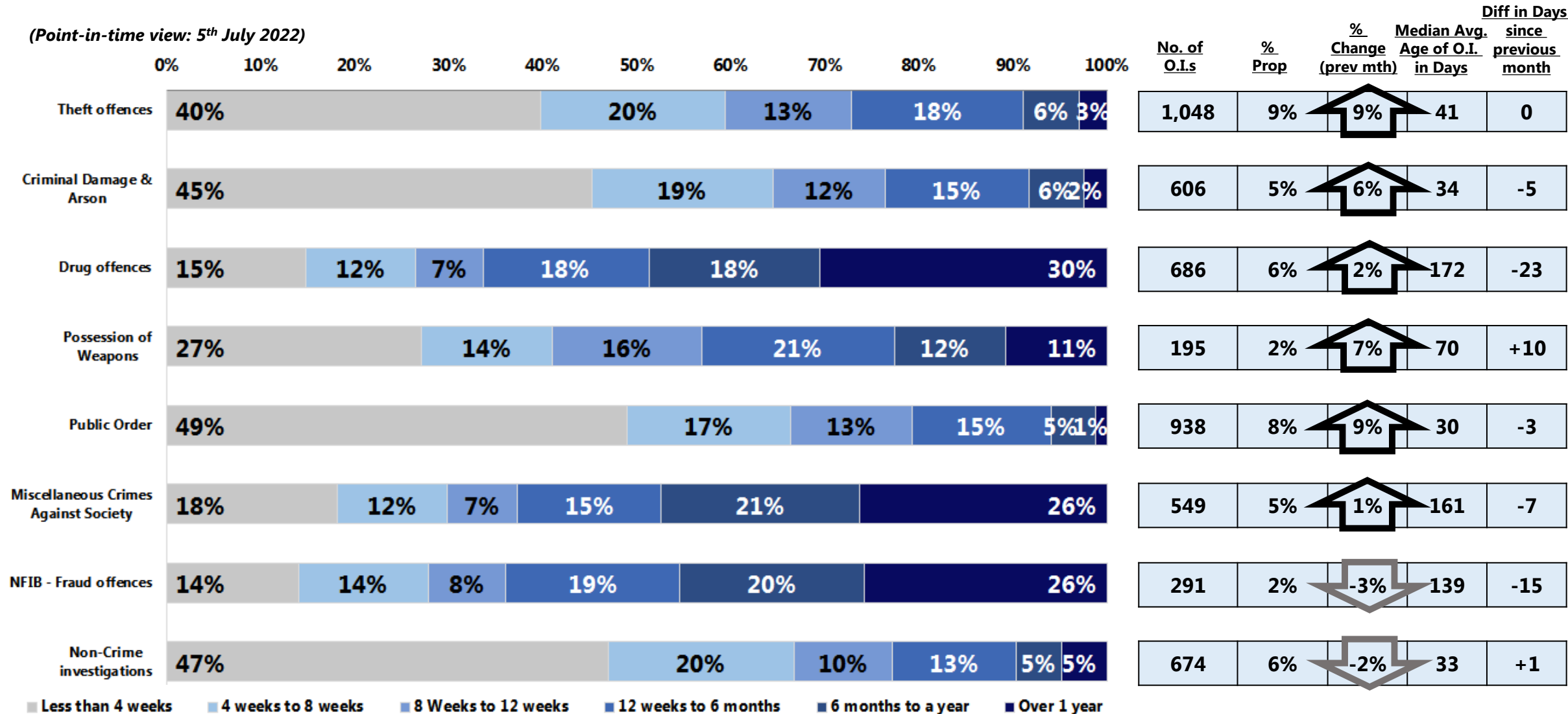
## 4.1.8 Open Investigations – ‘Age of Investigation’ Vs Crime Categories

OFFICIAL

39

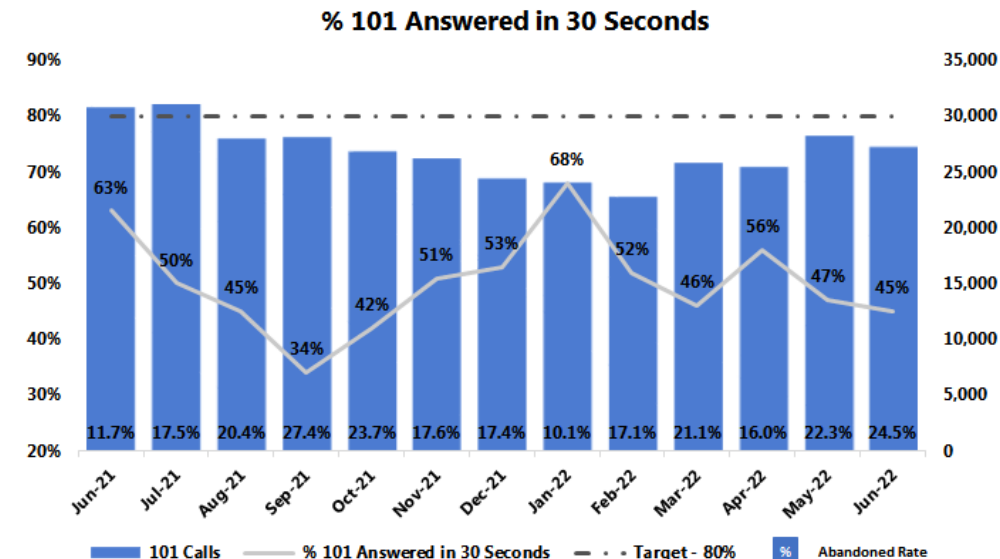
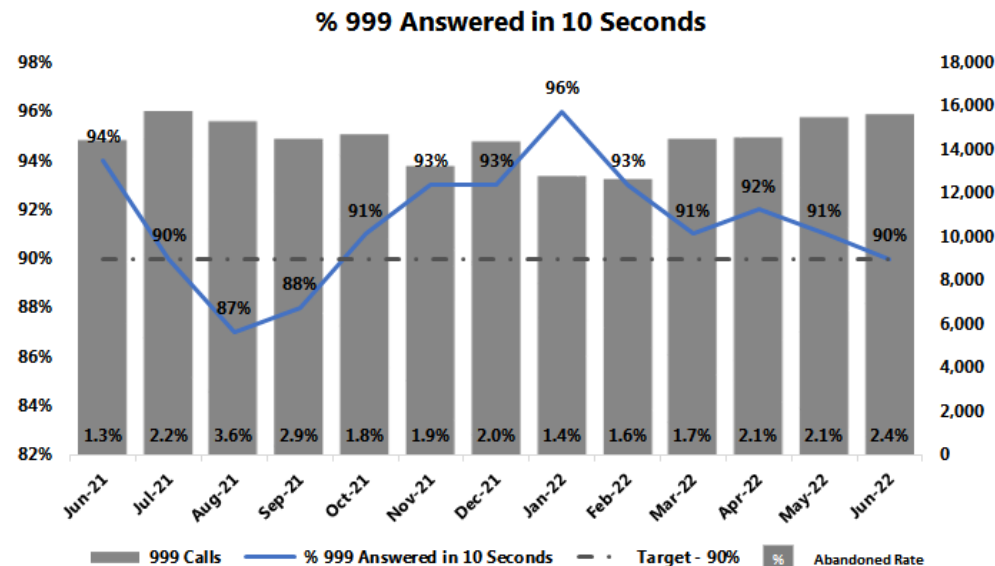
## Key Points

- For the second half of the crime tree there has been a **9% increase** in both **Public Order** and **Theft offences**.
- There has been a **7% increase** in **Possession of Weapon offences (195)** since the previous month (183) and the median average age for an investigation has **risen by 10 days** from **60 to 70**.

(Point-in-time view: 5<sup>th</sup> July 2022)

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

### 4.2 How does West Mercia ensure that public contact is managed effectively?



#### What does this mean?

- **999 demand increased** slightly compared to the previous month and was the **highest since July 2021**, when the Euro's took place. Volumes are the **third highest** recorded since **April 2017**.
- **Performance fell** by **one percentage point**.
- The **statutory 999 target** was **met in all three months of Q1** despite systems challenges, persistent callers, abstractions and surge calls from neighbouring forces.
- **999 abandonment increased slightly**, rising to **2.4%** as demand steadily grew coupled with the systems outages and abstractions.



**Good looks like:**

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

Last reviewed  
by subject  
lead Jan 2022

Action  
Required?

No

95%-  
100%  
Almost  
Certain

#### What does this mean?

- **101 demand decreased** slightly compared to the previous month whilst **performance fell** by **two percentage points**.
- It is highly probable that this was **driven by** the in 999 calls and issues involving **systems outages, surge demand calls** from other forces and **abstractions**.
- The previous what "**Good Looks Like**" target has **not been achieved**.
- **101 abandonment increased** by **2.2 percentage points**.



**Good looks like:**

**101 calls:**  
**80%**  
**answered**  
**within 30**  
**seconds**

Last reviewed  
by subject  
lead July 2022

Action  
Required?

No

55% -  
75%  
Likely or  
probable

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

### 4.2 How does West Mercia ensure that public contact is managed effectively?

**Good looks like:**

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

Last reviewed by subject lead Jan 2022

**Action Required?**

**No**

55% - 75% Likely or probable

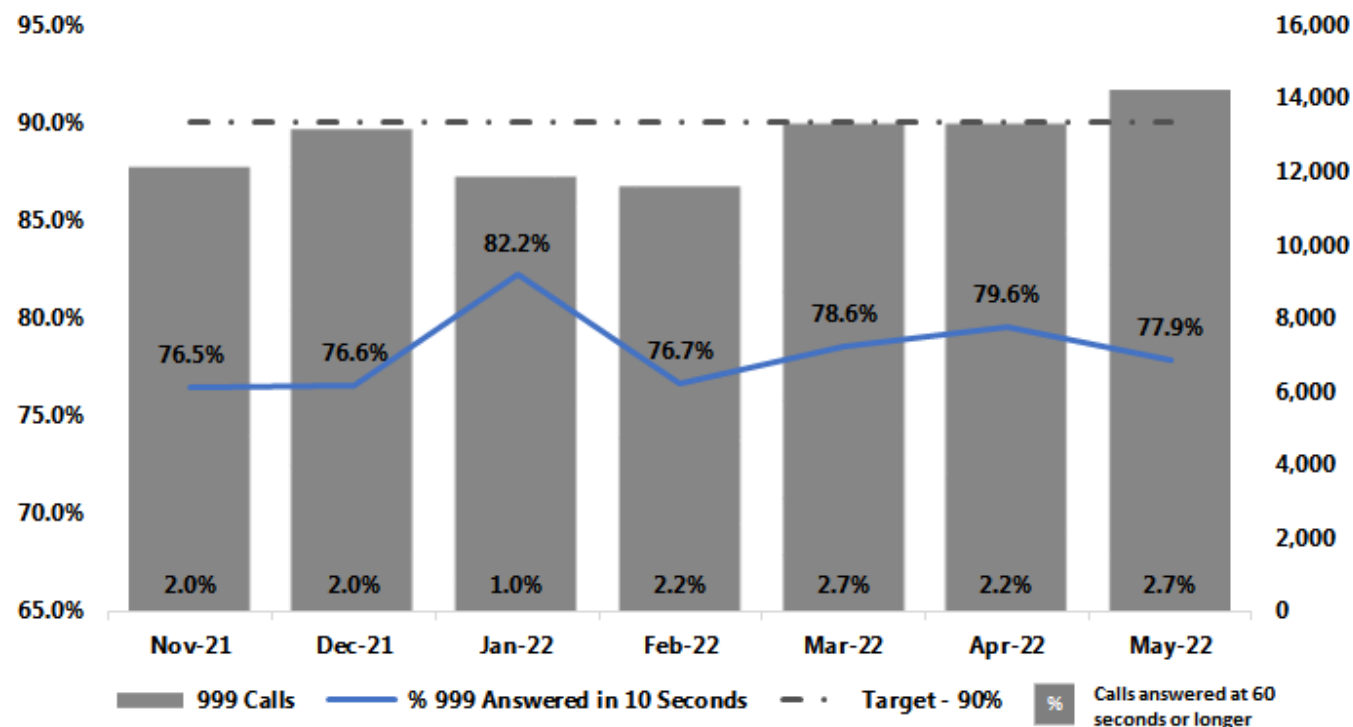
#### Key Points

- Recent **Home Office measurements** of 999 performance taken from BT include a **2 second delay** from BT.
- 999 performance** is **around 15% lower** than the 90% target achieved by OCC metrics when accounting for this two seconds.
- Performance** has been **consistent** for the **last 3 months**.
- Despite the **second highest demand**, in **May 2022; West Mercia** achieved the **second best performance** in its Most Similar Group.

#### What does this mean?

- Home Office **data is one month behind**, therefore the latest figures are for May 2022.
- Home Office call volumes differ from OCC volumes.** This can be due to an answer delay counting as a new call for BT or due to calls being counted as for the original force contacted and not if it was transferred. Therefore it is **probable** that **neighbouring force surge calls** have contributed to the **increasing demand**.
- Within West Mercia's **Most Similar Group (MSG)**, the force ranks **2nd out of 8**, with 1<sup>st</sup> recording the highest performance rate. It also recorded the second highest call volume and ranked 3<sup>rd</sup> in relation to call taking longer than 60 seconds or longer to answer.

#### % 999 Answered in 10 Seconds



Within West Mercia's **Most Similar Group (MSG)**, the force ranks **2nd out of 8**, with 1<sup>st</sup> recording the highest performance rate.

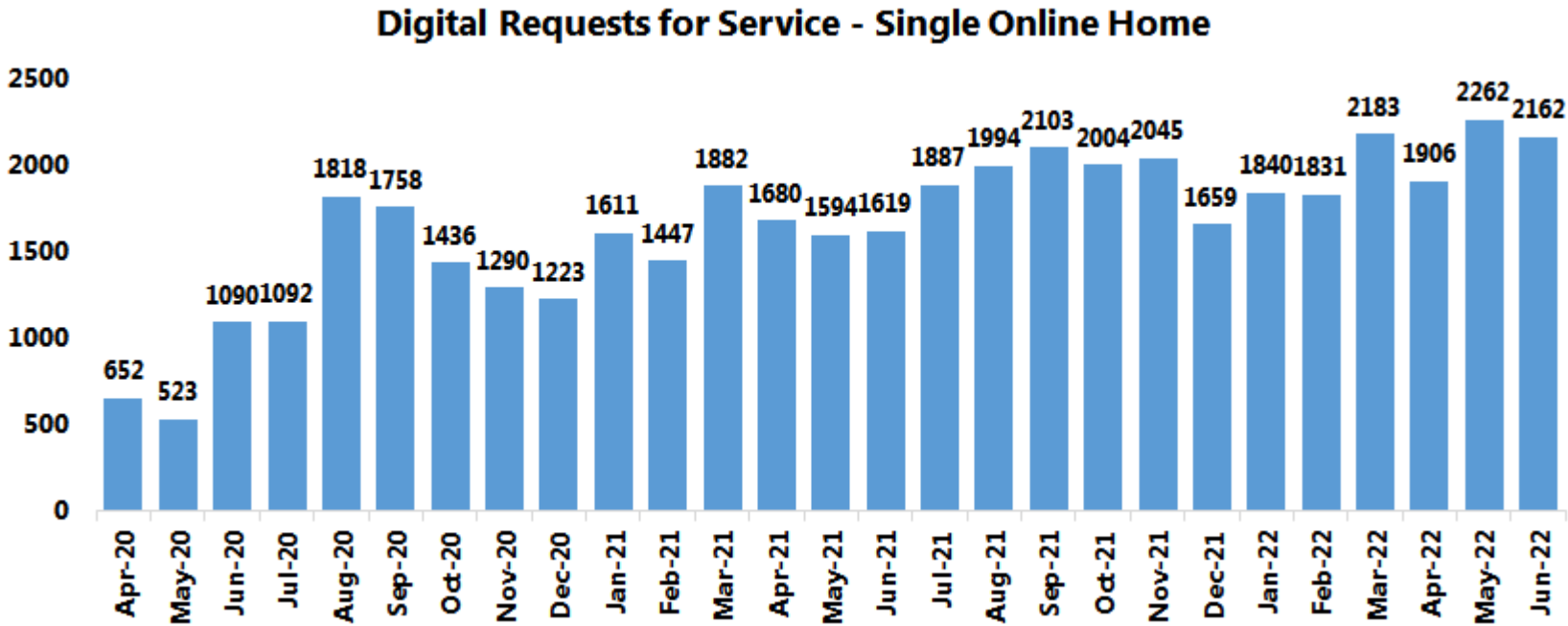
West Mercia's ranks **2nd out of 8** for call volume with 1<sup>st</sup> recording the highest volume.

West Mercia's ranks **3rd out of 8** in relation to calls taking longer than 60 seconds or longer to answer with 1<sup>st</sup> recording the least.

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



### Key Points

- Digital contact via **Single Online Home** saw a **4% decrease from the previous month**.

### What does this mean?

- Consistent use** represents a **regular contact channel** of choice.
- The **growth** in digital demand is **expected to continue** as Public Contact explores greater accessibility and social media reporting channels.

### 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

Key Points

- Within West Mercia the median response time for **grade 1** is **12:37** and the median response time for **grade 2** is **1:07:19**.
- Both are **within target**.
- In June 2022 West Mercia **attended 74.8% within the target** for **grade 1** incidents, however this is a **1.4% decrease** on the **previous month**.

What does this mean?

- Data has been signed off and is now available although it should be noted that the frequency of failure to acknowledge when dispatched and when at scene is being monitored.
- Due to SAAB being unable to back record convert data, **analysis and insight** is only available from **March 2022 onwards**.
- It is **highly probable** that Grade 2 incidents dispatch time is due to a large volume of **unresourced incidents** and a tendency to **'over-grade' incidents**.

Next Steps / Recommendations

- Processes for ensuring 'Acknowledge', 'Dispatch' and 'Arrival at Scene' buttons are pressed need to be improved.

Action Required?
Yes



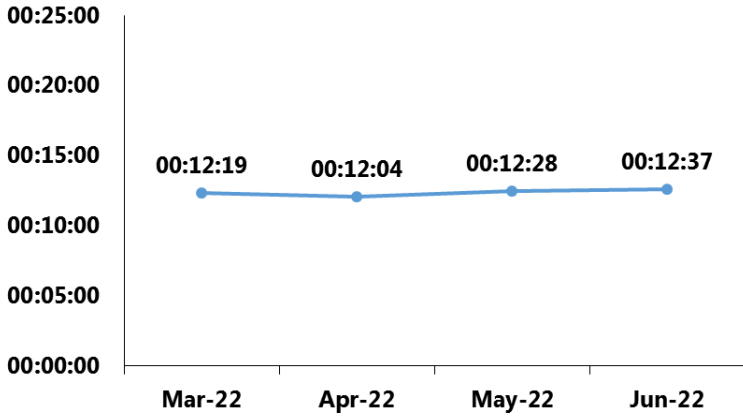
Good looks like:

- Grade 1 - 90% attendance within target.
- Grade 2 - Reduction in dispatch time.

WDGLL has been reviewed and agreed by the subject lead in June 2022.

Grade 1		Grade 2	
Attended %		Attended %	
Jun-22	74.8%	Jun-22	60.3%

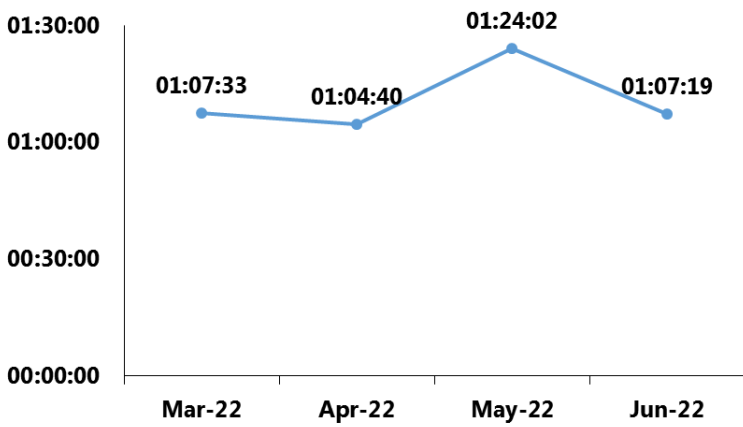
West Mercia Response time  
 Grade 1 - Target 20 minutes



**Officer time** is defined as time the unit is dispatched to time the unit has arrived on scene.

The **majority** of West Mercia's **grade 1** response time is **Officer time** which correlates with the force being classified as 'Rural'.

West Mercia Response time  
 Grade 2 - Target 2 hours



**Dispatch time** is defined as time the OCC Controller acknowledges an incident to time they dispatch a unit.

The **majority** of West Mercia's **grade 2** response time is **Dispatch time**.

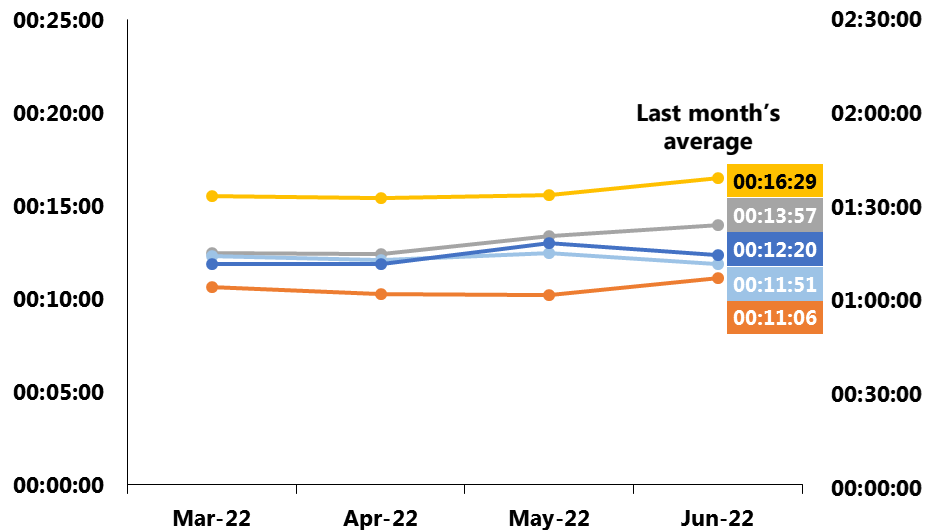
## 4. Managing Demand

### 4.2 How does West Mercia ensure that public contact is managed effectively?

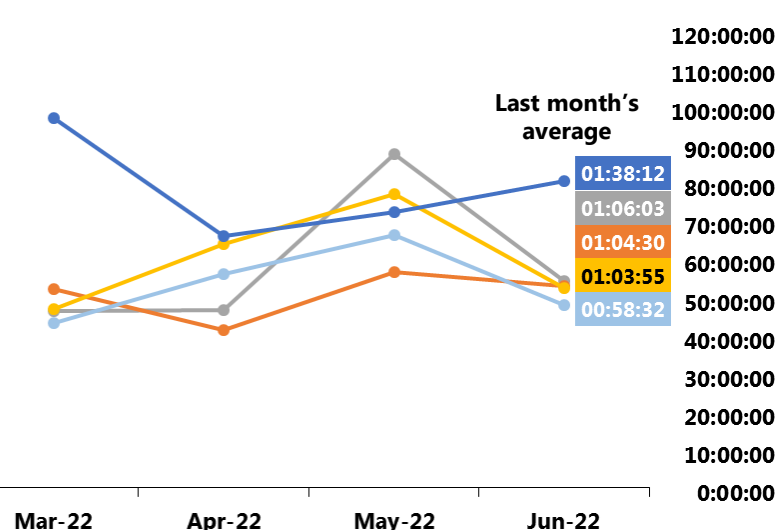
#### 4.2.8 Response times by LPA

South Worcestershire North Worcestershire Herefordshire  
Shropshire Telford & Wrekin

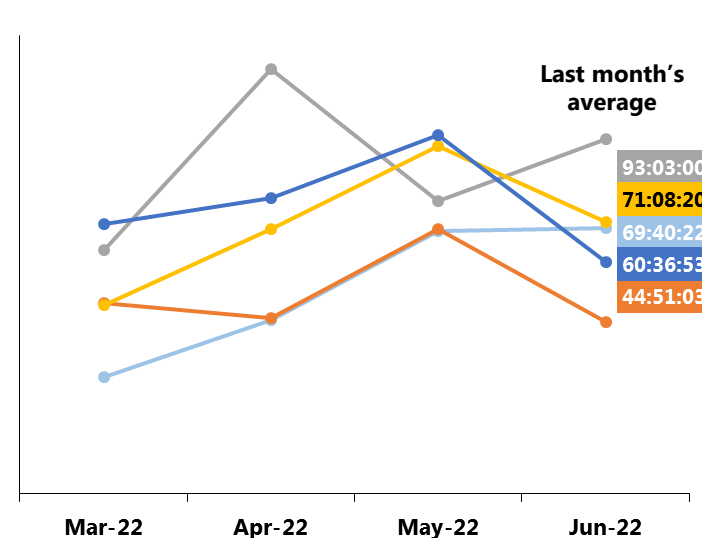
West Mercia Response time  
Grade 1 - Target 20 minutes



West Mercia Response time  
Grade 2 - Target 2 hours



West Mercia Response time  
Grade 3 - Target 48 hours



### Key Points

- **North Worcestershire** consistently has the **lowest median response time** for **grade 1 incidents** however it is **highly probable** that this is due to the other LPA's being more rural.
- **North Worcestershire** attended the largest percentage of grade 1's **within the target (82.6%)** followed by **South Worcestershire (79.8%)** in **June 2022**.
- **Median response times** for grade 1's has remained **consistent** across the LPA's.
- **Median response times** for grade 2 and 3 are **less consistent**.

### What does this mean?

- Grade 1 **median response times** are consistent with the **geographical size** of each **LPA**.
- Grade 2 incidents are the **highest demand** evidenced by the large **unresourced** list and **likely** due to the tendency to **'over-grade' incidents**.
- Currently **limited insight and analysis** as data has only been available from **March 2022**. Further data is needed to provide **insight and analysis** on long term trends.

## 4. Managing Demand

### 4.2 How does West Mercia ensure that public contact is managed effectively?

#### 4.2.9 Unresourced



**Good looks like:**

To be reviewed by the subject lead

#### Key Points

- The force has reverted back to a previous **method of measuring unresourced** based on a daily average unresourced taken from daily reads each hour between 08:00 and 22:00.
- Unresourced** at 30 June 2022 = **701**
  - 12% (84) increase on previous month
  - 42% (291) increase on same point last year

#### What does this mean?

- Due to **anticipated increases in crime** reporting and **officer abstractions** for training, sickness and mutual aid, it is highly probable that in the coming months **demand will increase**.
- 43% (298)** of unresourced relate to **grade 2 incidents** of which **35% (106)** were recorded on **South Worcestershire**.
- 39% (273)** of unresourced are **grades 4 and 5** which are allocated to the PCSC.

#### Next Steps / Recommendations

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

Action Required?

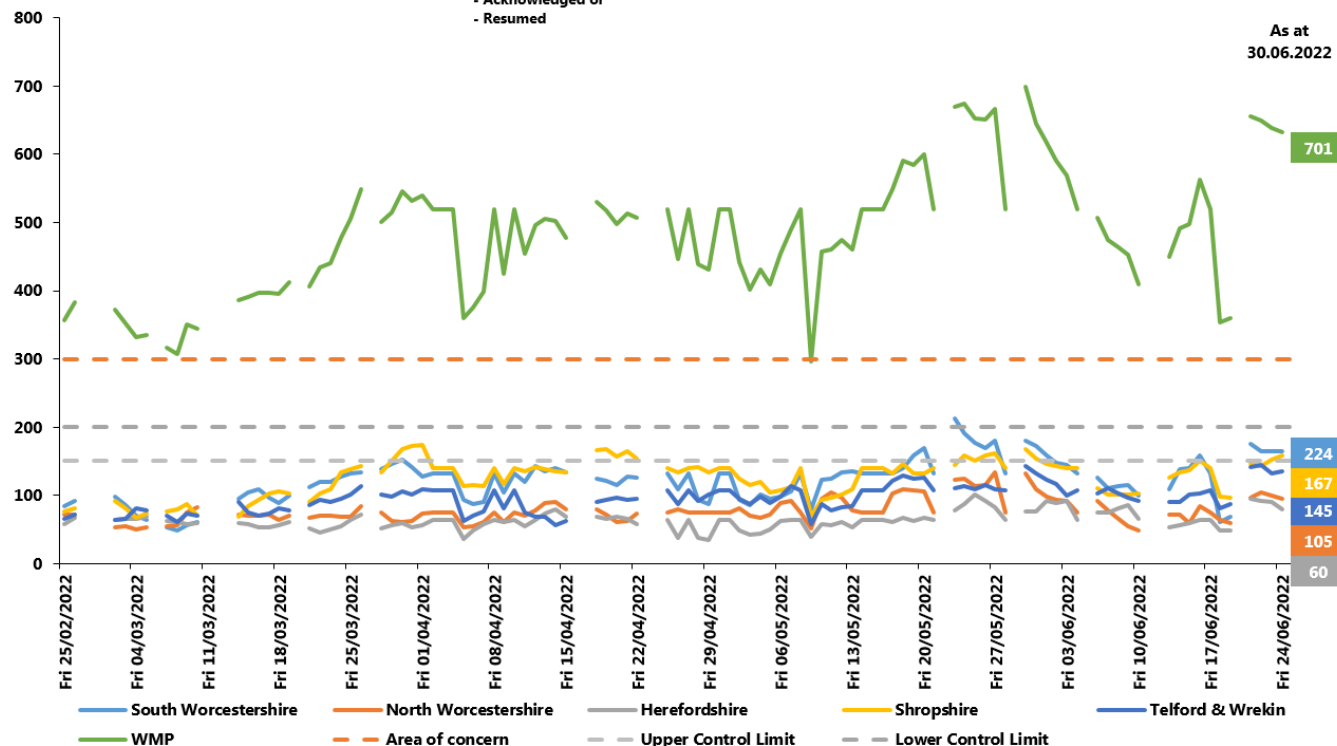
No

#### Daily Average of Unresourced By LPA (All Grades)

Unresourced calls are made up of calls that are classed as;

- New
- Acknowledged or
- Resumed

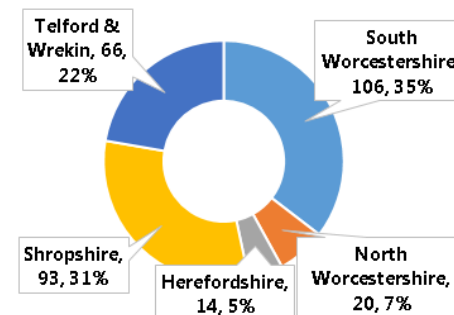
Gap in the data denotes a systems error



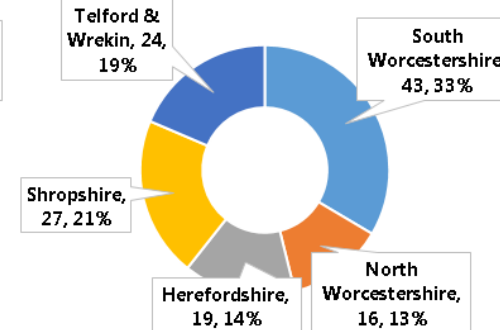
#### Grade 1s

0 Grade 1s Unresourced

#### Grade 2s



#### Grade 3s



Point in time

Thu 30/06/2022

4. Managing Demand

4.2 How well does West Mercia manage crime?

		Jun 2022	Jun 2021	Prev 12 Months	YTM % Change 22/23 Vs 21/22	Does <b>not</b> directly relate to crime recorded in the YTM time period		
						Total Outcomed YTM 22/23	Positive Action Prop. Rate YTM 22/23	Outcome 16 Prop. Rate YTM 22/23
Total Recorded Crime	7996 6556	8338	7094		20%	23640	7%	31%
Violence With Injury	1023 836	1048	918		14%	2732	9%	45%
Violence Without Injury	2510 2014	2467	2235		15%	7196	4%	52%
Rape	160 84	109	137		-6%	355	5%	49%
Other Sexual Offences	251 181	221	207		10%	624	11%	32%
Personal Robbery	54 28	52	41		33%	143	7%	20%
Business Robbery	8 1	4	3		20%	20	30%	5%
Residential Burg Dwelling	237 115	204	172		22%	718	3%	2%
Burg - Business & Community	269 137	209	166		42%	534	5%	11%
Vehicle Offences	522 214	382	238		50%	1229	4%	4%
Theft from Person	46 26	41	34		43%	117	3%	20%
Bicycle Theft	74 29	53	47		2%	1693	18%	8%

		Jun 2022	Jun 2021	Prev 12 Months	YTM % Change 22/23 Vs 21/22	Does <b>not</b> directly relate to crime recorded in the YTM time period		
						Total Outcomed YTM 22/23	Positive Action Prop. Rate YTM 22/23	Outcome 16 Prop. Rate YTM 22/23
Shoplifting	624 390	636	455		29%	157	3%	6%
All Other Theft Offences	661 493	734	598		32%	2086	2%	14%
Criminal Damage & Arson	816 643	742	747		7%	2289	4%	19%
Drug Offences	231 128	152	192		-17%	500	25%	4%
Possession of Weapons	88 56	87	79		24%	227	22%	13%
Public Order	853 487	1032	685		46%	2598	7%	35%
Misc. Crimes Against Society	158 102	165	140		16%	422	14%	15%
Serious Violence	1073 415	1048	919		14%	2732	9%	45%
Alcohol Related	613 415	528	520		14%			
Incidents	24987 17959	20590	24143		-11%			
Anti Social Behaviour	4826 1076	1865	4224		-51%			
Mental Health	24 2	13	13		-31%			

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 21/22. It is possible for the previous month to be coloured differently from the month in 2021/22 even if volumes are similar. This is due to the upper and lower control limits changing annually based on volumes in the previous year.

It should be noted that pandemic restrictions were still in place during May 2021, which will have affected volumes of certain crime types.

Next Steps / Recommendations

- Continued strategic **monitoring** by performance.

Action Required?

No

Key Points

- Volumes of **Violence With Injury, Shoplifting, All Other Theft Offences, Public Order** and **Misc. Crimes Against Society** are exceptional. **Further analysis** is included on **pages 51 to 55**.

## 4. Managing Demand

## 4.2 How well does South Worcestershire manage crime?

		Jun 2022	Jun 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Total Recorded Crime	2036 1569	2056	1799	6177	5120	21%		
Violence With Injury	273 167	261	228	738	631	17%		
Violence Without Injury	555 383	554	567	1667	1578	6%		
Rape	40 10	25	28	85	84	1%		
Other Sexual Offences	60 27	62	62	184	169	9%		
Personal Robbery	16 5	12	12	33	32	3%		
Business Robbery	3 0	1	0	4	1	300%		
Residential Burglary (Dwelling)	80 38	55	43	137	108	27%		
Business & Community Burglary	113 59	73	35	215	137	57%		
Vehicle Offences	150 77	94	54	342	199	72%		
Theft from Person	29 4	16	10	50	23	117%		
Bicycle Theft	34 11	16	13	50	37	35%		
Shoplifting	200 113	169	126	490	341	44%		
All Other Theft Offences	205 106	175	161	558	408	37%		
Criminal Damage & Arson	253 170	207	164	631	535	18%		

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 21/22. It is possible for the previous month to be coloured differently from the month in 2021/22 even if volumes are similar. This is due to the upper and lower control limits changing annually based on volumes in the previous year. It should be noted that pandemic restrictions were still in place during May 2021, which will have affected volumes of certain crime types.

## Next Steps / Recommendations

- Continued strategic **monitoring** by performance.

Action Required?

No

OFFICIAL

47

		Jun 2022	Jun 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Drug Offences	65 32	37	52	134	164	-18%		
Possession of Weapons	23 9	15	25	61	65	-6%		
Public Order Offences	162 85	245	184	691	515	34%		
Misc. Crimes Against Society	39 13	39	35	107	93	15%		

Domestic Abuse (Crimes & Crimed Incs.)	644 442	542	542	1574	1572	0%	
Hate Crime (Crimes & Crimed Incs.)	61 23	73	75	182	181	1%	
Vulnerable Adults (Crimes & Crimed Incs.)	296 206	258	307	790	917	-14%	
Child At Risk (Crimes & Crimed Incs.)	463 344	425	518	1371	1390	-1%	
Child Sexual Exploitation (Crimes & Crimed Incs.)	26 2	14	13	40	21	90%	

Incidents	7322 5423	5378	6123	16127	17783	-9%	
Anti Social Behaviour	1130 537	508	1091	1569	3134	-50%	

## Key Points

- Volumes of **Other Sexual Offences**, **Hate Crime**, **Misc. Crimes against Society** and **Public Order Offences** are exceptional.



## 4. Managing Demand

### 4.2 How well does North Worcestershire manage crime?

		Jun 2022	Jun 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Total Recorded Crime	1839 1448	1926	1618	5749	4841	19%		
Violence With Injury	239 172	229	198	672	612	10%		
Violence Without Injury	560 426	544	483	1663	1443	15%		
Rape	39 12	17	32	72	87	-17%		
Other Sexual Offences	65 30	56	41	145	127	14%		
Personal Robbery	15 6	15	9	43	27	59%		
Business Robbery	3 0	3	3	4	7	-43%		
Residential Burglary (Dwelling)	71 22	65	41	143	128	12%		
Business & Community Burglary	56 16	28	30	141	85	66%		
Vehicle Offences	134 58	94	65	341	236	44%		
Theft from Person	15 3	11	5	26	29	-10%		
Bicycle Theft	15 4	11	6	27	25	8%		
Shoplifting	141 98	160	125	420	385	9%		
All Other Theft Offences	161 102	179	149	498	402	24%		
Criminal Damage & Arson	197 125	181	180	511	439	16%		

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 21/22. It is possible for the previous month to be coloured differently from the month in 2021/22 even if volumes are similar. This is due to the upper and lower control limits changing annually based on volumes in the previous year. It should be noted that pandemic restrictions were still in place during May 2021, which will have affected volumes of certain crime types.

#### Next Steps / Recommendations

- Continued strategic **monitoring** by performance.

Action  
Required?

No

		Jun 2022	Jun 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Drug Offences	61 23	29	45	114	155	-26%		
Possession of Weapons	25 8	22	18	79	46	72%		
Public Order Offences	210 108	252	152	680	433	57%		
Misc. Crimes Against Society	42 23	32	36	117	103	14%		

Domestic Abuse (Crimes & Crimed Incs.)	591 475	549	558	1435	2663	-46%		
Hate Crime (Crimes & Crimed Incs.)	73 28	46	63	132	153	-14%		
Vulnerable Adults (Crimes & Crimed Incs.)	376 191	266	319	794	999	-21%		
Child At Risk (Crimes & Crimed Incs.)	526 321	508	458	1566	1378	14%		
Child Sexual Exploitation (Crimes & Crimed Incs.)	11 3	9	6	39	21	86%		

Incidents	5626 3871	4639	5352	14271	15689	-9%		
Anti Social Behaviour	1065 256	431	865	1435	2663	-46%		

#### Key Points

- Volumes of **Personal Robbery**, **All Other Theft Offences**, **Shoplifting** and **Public Order** are exceptional.

## 4. Managing Demand

### 4.2 How well does Herefordshire manage crime?

		Jun 2022	Jun 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Total Recorded Crime	1094 915	1091	992	3268	2921	12%		
Violence With Injury	164 117	147	134	403	373	8%		
Violence Without Injury	377 288	341	315	1040	956	9%		
Rape	30 10	21	22	59	71	-17%		
Other Sexual Offences	48 21	29	29	127	116	9%		
Personal Robbery	6 0	2	1	7	6	17%		
Business Robbery	1 1	0	0	0	0	0%		
Residential Burglary (Dwelling)	38 5	19	26	75	62	21%		
Business & Community Burglary	37 14	23	30	121	77	57%		
Vehicle Offences	48 13	33	21	85	66	29%		
Theft from Person	7 1	5	6	19	11	73%		
Bicycle Theft	23 0	14	5	39	28	39%		
Shoplifting	72 14	53	27	178	103	73%		
All Other Theft Offences	103 54	106	103	300	254	18%		
Criminal Damage & Arson	122 84	87	104	268	308	-13%		

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 21/22. It is possible for the previous month to be coloured differently from the month in 2021/22 even if volumes are similar. This is due to the upper and lower control limits changing annually based on volumes in the previous year. It should be noted that pandemic restrictions were still in place during May 2021, which will have affected volumes of certain crime types.

#### Next Steps / Recommendations

- Continued strategic **monitoring** by performance.

Action  
Required?

No

#### Key Points

- Volumes of **Misc. Crimes against Society**, **All Other Theft Offences**, and **Public Order Offences** are exceptional.

		Jun 2022	Jun 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Drug Offences	39 19	25	30	79	95	-17%		
Possession of Weapons	15 3	13	4	23	20	15%		
Public Order Offences	128 76	135	110	366	319	15%		
Misc. Crimes Against Society	32 5	38	25	79	56	41%		

Domestic Abuse (Crimes & Crimed Incs.)	375 264	320	319	918	949	-3%	
Hate Crime (Crimes & Crimed Incs.)	40 15	33	26	104	96	8%	
Vulnerable Adults (Crimes & Crimed Incs.)	329 171	261	303	684	849	-19%	
Child At Risk (Crimes & Crimed Incs.)	362 236	311	332	985	962	2%	
Child Sexual Exploitation (Crimes & Crimed Incs.)	11 0	8	6	20	23	-13%	

Incidents	3498 2392	2679	3307	8104	9695	-16%	
Anti Social Behaviour	697 170	235	597	741	1720	-57%	

## 4. Managing Demand

### 4.2 How well does Shropshire manage crime?

		Jun 2022	Jun 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Total Recorded Crime	1658 1243	1618	1404	5079	4147	22%		
Violence With Injury	217 162	197	213	589	562	5%		
Violence Without Injury	537 376	504	445	1557	1291	21%		
Rape	33 13	20	20	75	64	17%		
Other Sexual Offences	64 32	32	37	132	129	2%		
Personal Robbery	12 3	8	8	18	29	-38%		
Business Robbery	3 0	0	0	2	1	100%		
Residential Burglary (Dwelling)	53 15	41	35	126	79	59%		
Business & Community Burglary	71 33	62	53	183	158	16%		
Vehicle Offences	97 28	86	40	269	157	71%		
Theft from Person	11 1	4	9	22	16	38%		
Bicycle Theft	19 0	7	14	27	35	-23%		
Shoplifting	134 49	105	88	336	295	14%		
All Other Theft Offences	163 91	148	107	450	322	40%		
Criminal Damage & Arson	202 114	120	164	487	480	1%		

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 21/22. It is possible for the previous month to be coloured differently from the month in 2021/22 even if volumes are similar. This is due to the upper and lower control limits changing annually based on volumes in the previous year. It should be noted that pandemic restrictions were still in place during May 2021, which will have affected volumes of certain crime types.

### Next Steps / Recommendations

- Continued strategic **monitoring** by performance.

Action  
Required?

No

		Jun 2022	Jun 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Drug Offences	56 15	27	34	93	118	-21%		
Possession of Weapons	16 8	18	13	55	37	49%		
Public Order Offences	156 70	214	103	569	298	91%		
Misc. Crimes Against Society	40 10	25	21	89	76	17%		

Domestic Abuse (Crimes & Crimed Incs.)	545 382	424	460	1370	1317	4%		
Hate Crime (Crimes & Crimed Incs.)	58 24	45	33	132	126	5%		
Vulnerable Adults (Crimes & Crimed Incs.)	318 197	216	266	696	809	-14%		
Child At Risk (Crimes & Crimed Incs.)	528 323	431	431	1286	1415	-9%		
Child Sexual Exploitation (Crimes & Crimed Incs.)	16 6	9	10	40	35	14%		

Incidents	5263 3935	4266	5152	13268	14958	-11%		
Anti Social Behaviour	977 231	384	912	1219	2550	-52%		

### Key Points

- Volumes of **Possession of Weapons** and **Public Order Offences** are exceptional.

## 4. Managing Demand

### 4.2 How well does Telford & Wrekin manage crime?

		Jun 2022	Jun 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Total Recorded Crime	1528 1209	1647	1281	4785	3804	26%		
Violence With Injury	216 136	214	145	596	454	31%		
Violence Without Injury	496 396	524	425	1599	1256	27%		
Rape	37 12	26	35	73	83	-12%		
Other Sexual Offences	46 24	42	38	115	98	17%		
Personal Robbery	16 2	15	11	49	19	158%		
Business Robbery	3 0	2	0	2	1	100%		
Residential Burglary (Dwelling)	36 17	24	27	77	79	-3%		
Business & Community Burglary	47 8	23	18	79	62	27%		
Vehicle Offences	110 39	75	58	228	185	23%		
Theft from Person	11 1	5	4	25	18	39%		
Bicycle Theft	19 0	5	9	20	35	-43%		
Shoplifting	172 69	149	89	373	274	36%		
All Other Theft Offences	106 74	126	78	363	258	41%		
Criminal Damage & Arson	148 107	147	135	425	381	12%		

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 21/22. It is possible for the previous month to be coloured differently from the month in 2021/22 even if volumes are similar. This is due to the upper and lower control limits changing annually based on volumes in the previous year. It should be noted that pandemic restrictions were still in place during May 2021, which will have affected volumes of certain crime types.

### Next Steps / Recommendations

- Continued strategic **monitoring** by performance.

Action  
Required?

No

		Jun 2022	Jun 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Drug Offences	46 11	34	31	104	97	7%		
Possession of Weapons	21 11	19	19	56	53	6%		
Public Order Offences	174 77	186	136	509	361	41%		
Misc. Crimes Against Society	38 13	31	23	92	90	2%		

Domestic Abuse (Crimes & Crimed Incs.)	534 450	450	446	1412	1437	-2%		
Hate Crime (Crimes & Crimed Incs.)	62 25	48	60	136	149	-9%		
Vulnerable Adults (Crimes & Crimed Incs.)	303 187	237	245	672	806	-17%		
Child At Risk (Crimes & Crimed Incs.)	529 304	539	406	1547	1316	18%		
Child Sexual Exploitation (Crimes & Crimed Incs.)	21 0	11	25	39	46	-15%		

Incidents	4434 3041	3628	4209	10959	12432	-12%		
Anti Social Behaviour	853 155	307	759	1018	2035	-50%		

### Key Points

- Volumes of **Total Recorded Crime**, **All Other Theft Offences**, **Child at Risk Crime** and **Crimed Incidents** and **Public Order Offences** are exceptional.

## 4. Managing Demand

## 4.2 How well does West Mercia manage crime? – Exceptional Volumes

## Key Points

- Volumes of **Violence with Injury** exceeded the upper control limit last month with a marginal **increase of 2% (22)** from the **previous month**, and an **increase of 14% (130)** from the **same month last year**.
- 12 month rolling average** has **gradually increased** since February, with a **Year to month increase** of **14% (366)** compared to 2021/22.

## What does this mean?

- The most frequent offence description at **92% (960)** is “**Assault with Injury**”, followed by “**Assault with Intent to cause Serious Harm**” at **5% (57)**.
- Seasonality** should be considered – as we move into summer months, **sunnier, drier weather is correlated with a greater number of Violence with Injury offences**, observing the trend in previous years. Month on month increases are anticipated.
- Some **COVID-19 restrictions** were still in place during June 2021 and therefore it is highly probable reduced volumes.
- Within West Mercia’s **Most Similar Group (MSG)**, the force ranks **4th out of 8**, with 1<sup>st</sup> recording the smallest number of crimes per 1000 pop, and **in line with the MSG average**. This is **consistent** with the **previous month**. The most recent data release relates to May 2022 data.

## Next Steps / Recommendations

- Continued strategic **monitoring** by performance.

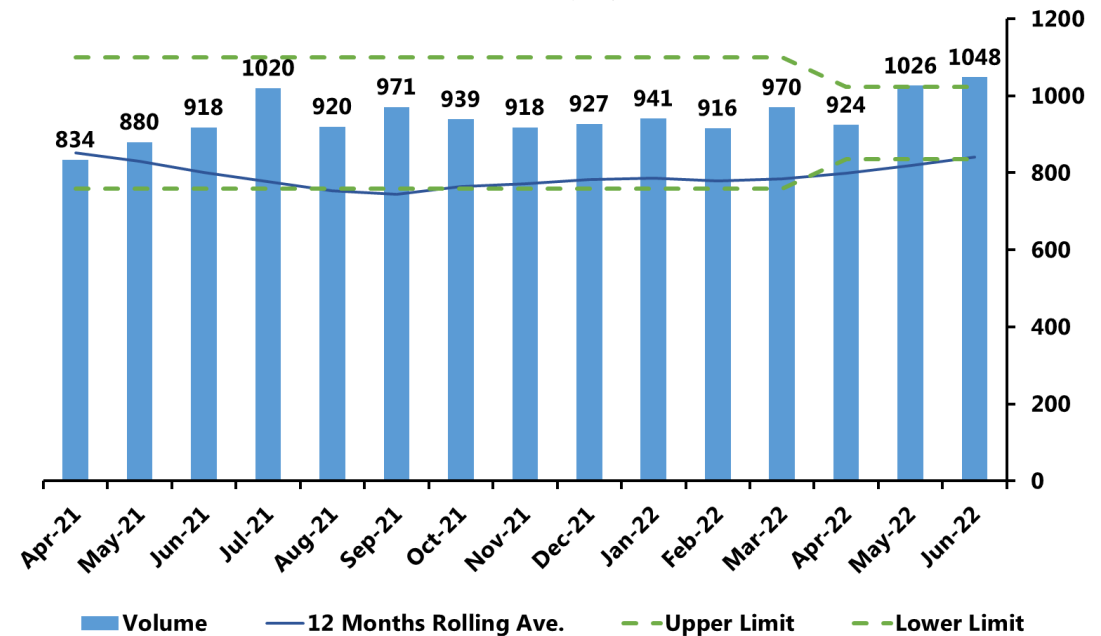
Action  
Required?

No

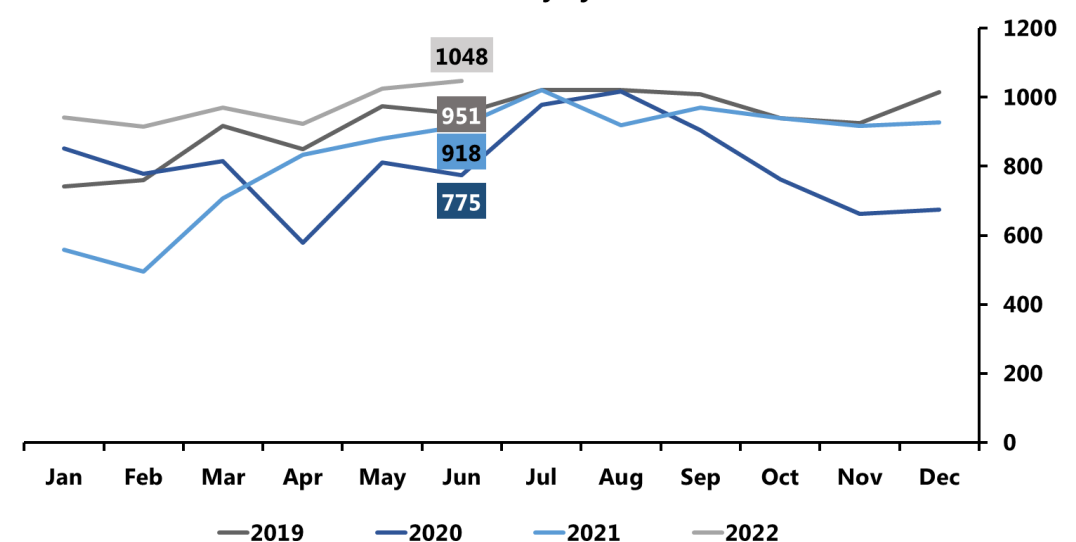
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52

Violence With Injury Offences



Violence With Injury Offences





## 4. Managing Demand

## 4.2 How well does West Mercia manage crime? – Exceptional Volumes

## Key Points

- Volumes of **Misc. Crimes Against Society** exceeded the **upper control limit** last month with a **decrease of 2% (4)** from **the previous month** but an **increase of 15% (25)** from **the same month last year**.
- 12 month rolling average** has been **steadily decreasing** since January.
- Year to month **increase of 16% (26)** compared to 2021/22.

## What does this mean?

- Misc. Crimes Against Society is made up of a **combination of varied crime types**, including: Obscene Publications, Threat or Possession with Intent to commit Criminal Damage, Other Forgery, and Attempting to Pervert the Course of Public Justice.
- The majority of offences remain **Obscene Publications, Etc. And Protected Sexual Material**, accounting for **53% (87)**, consistent with previous months.
- Within West Mercia's **Most Similar Group (MSG)**, the force ranks **3<sup>rd</sup> out of 8**, with 1<sup>st</sup> recording the smallest number of crimes per 1000 pop, and **in line with the MSG average**. This is **consistent** with the **previous month**. The most recent data release relates to May 2022 data.

## Next Steps / Recommendations

- Continued strategic **monitoring** by performance.

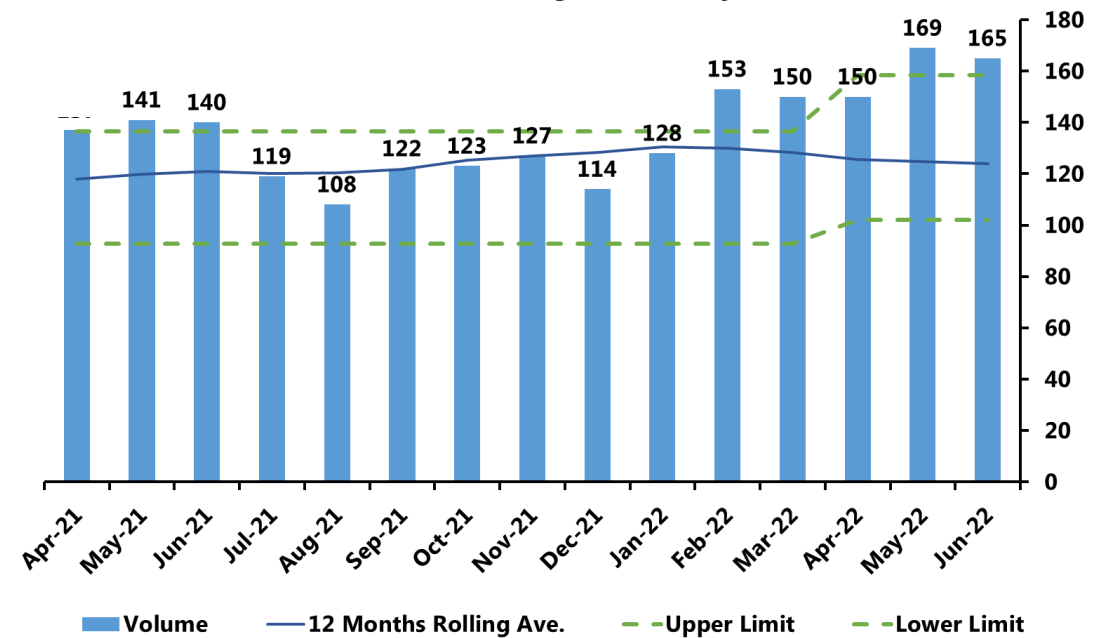
Action Required?

No

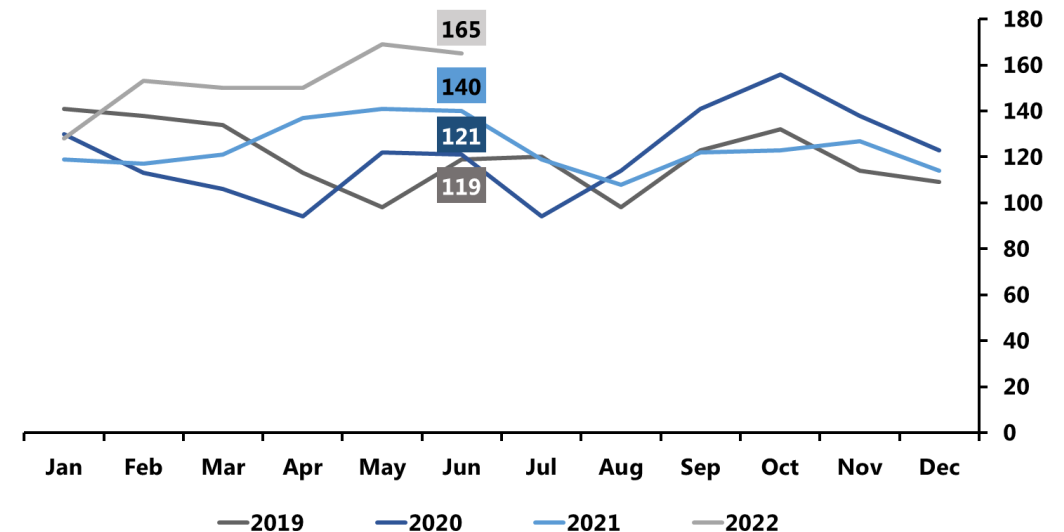
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53

Misc Crimes Against Society



Misc Crimes Against Society



## 4. Managing Demand

## 4.2 How well does West Mercia manage crime? – Exceptional Volumes

## Key Points

- Despite re-evaluating the control limits as a result of changes in recoding practices relating to **Public Order** offences, volumes **exceeded** the **upper control limit**.
- This represents an **increase of 13% (132)** from **the previous month** and, an **anticipated**, substantial **increase of 34% (347)** from **the same month last year**.

## What does this mean?

- Incidents with an **opening classification code of "CR – Public Order"** make up a **substantial proportion of the combined total of ASB & Public Order incidents** since February, when the **opening code "CR – Public Order Offence"** was **added to SAAB**.
- Following the introduction of this opening code, **volumes of Public Order crime offences have also increased substantially**, while the combined total of **ASB & Public Order incidents** has **remained relatively stable**.
- Within West Mercia's **Most Similar Group (MSG)**, the force ranks **5th out of 8**, with 1<sup>st</sup> recording the smallest number of crimes per 1000 pop, and **in line with the MSG average**. This is **consistent** with the **previous month**. The most recent data release relates to May 2022 data.

## Next Steps / Recommendations

- Continued strategic **monitoring** of incident classification by performance.

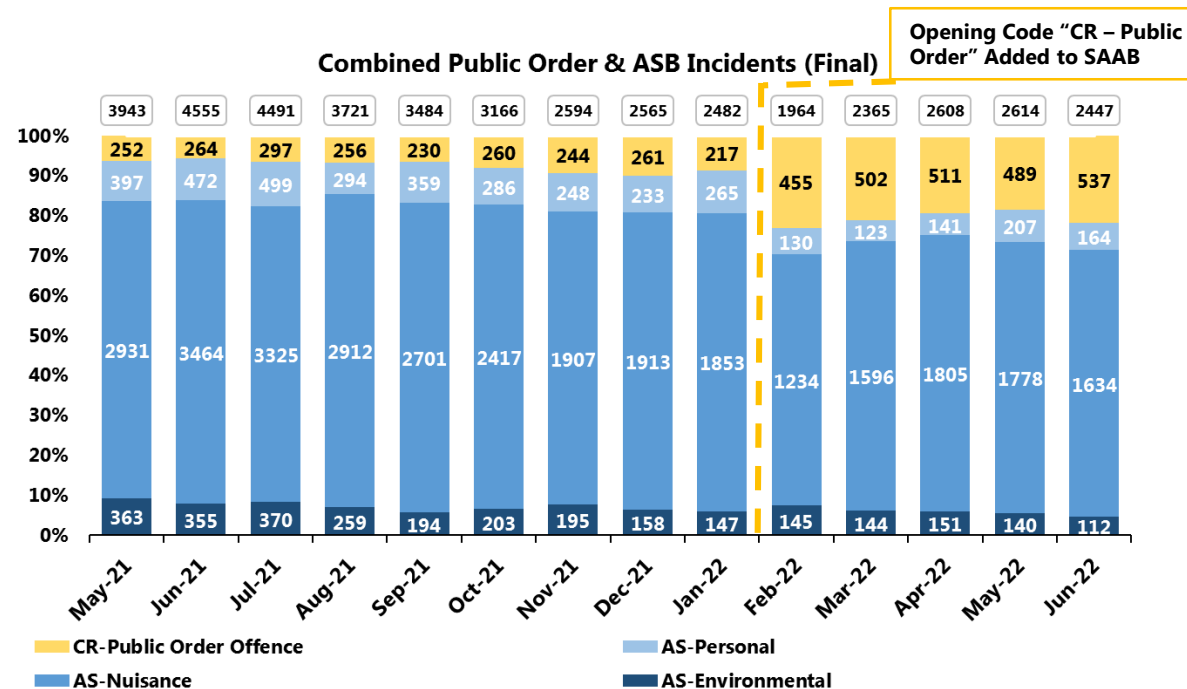
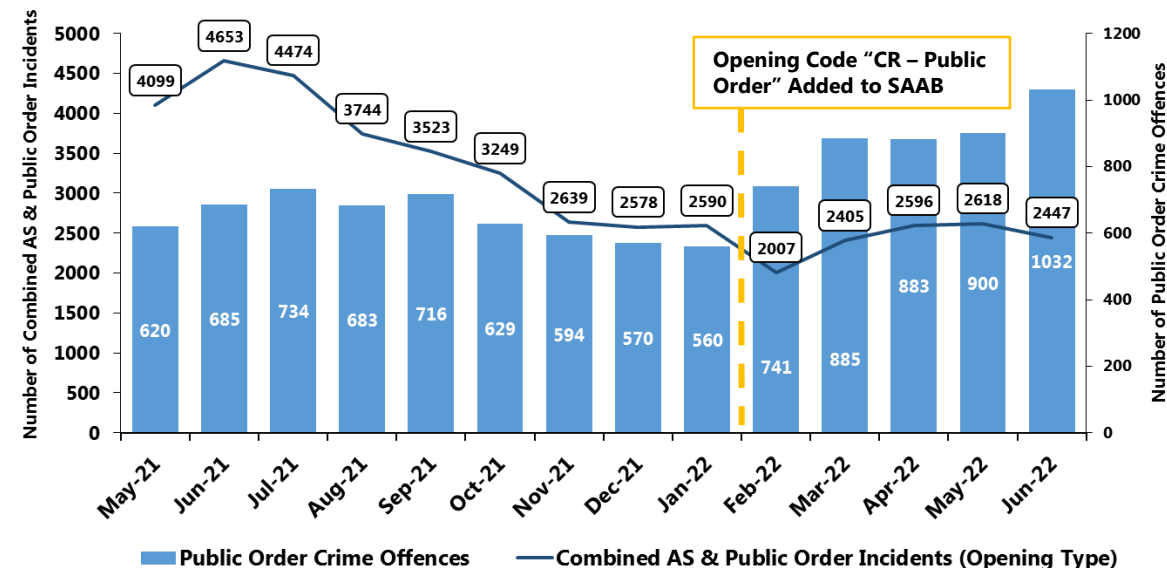
Action Required?

No

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54

"Public Order Crime Offences" vs "Public Order &amp; ASB Incidents"



## 4. Managing Demand

## 4.2 How well does West Mercia manage crime? – Exceptional Volumes

## Key Points

- Volumes of **All Other Theft Offences** exceeded the upper control limit last month with an **increase of 3% (22)** from the previous month and, an **increase of 19% (136)** from the same month last year.
- Year to month **increase of 32% (525)** compared to 2021/22.

## What does this mean?

- "All Other Theft Offences"** is made up of a **combination of crime types**, including: Other Theft, Making Off without Payment, Theft In A Dwelling Other Than From An Automatic Machine Or Meter, and Blackmail.
- The most frequent offence description at **67% (493)** is **"Other Theft"**, followed by **"Making Off without Payment"** at **16% (116)**. As identified with weekly performance monitoring it is **highly probable** that the force is significantly **under recording** by using 'Other Theft' incorrectly.
- Within West Mercia's **Most Similar Group (MSG)**, the force ranks **6th out of 8**, with 1<sup>st</sup> recording the smallest number of crimes per 1000 pop, and **above the MSG average**. This is **consistent** with the **previous month**. The most recent data release relates to May 2022 data.

## Next Steps / Recommendations

- Continued strategic **monitoring** by performance.

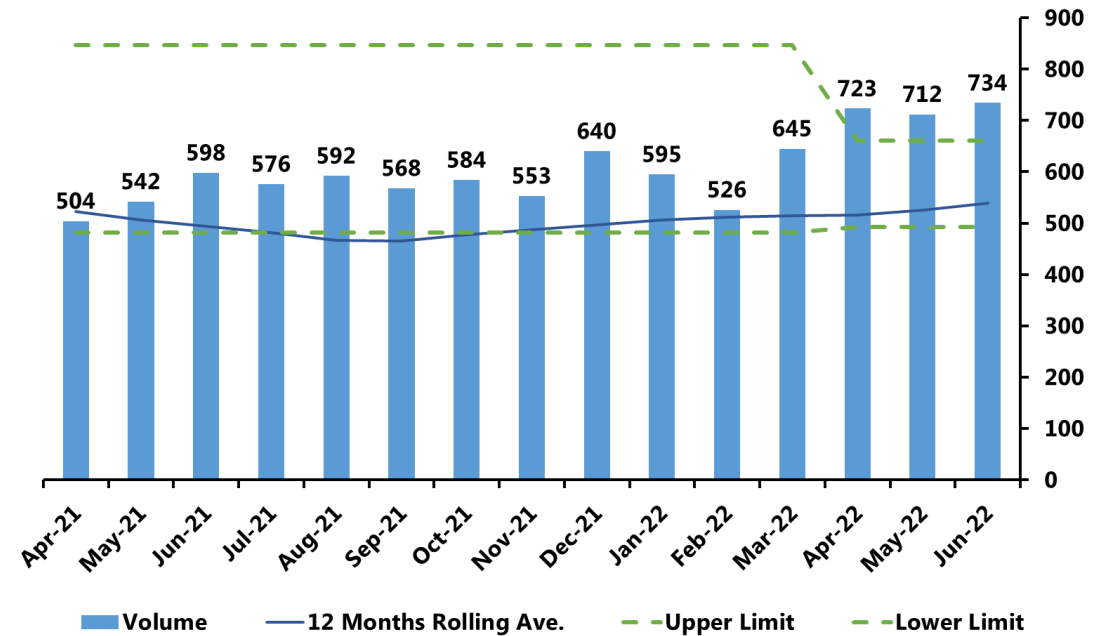
Action  
Required?

No

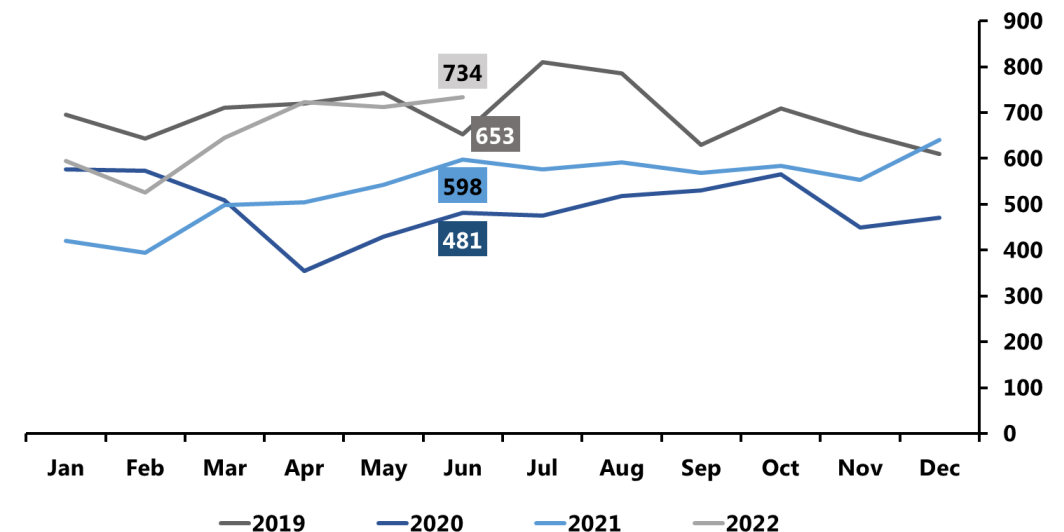
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55

All Other Theft Offences



All Other Theft Offences



## 4. Managing Demand

### 4.2 How well does West Mercia manage crime? – Exceptional Volumes

#### Key Points

- Volumes of **Shoplifting Offences** exceeded the upper control limit last month with an **increase of 12% (68)** from the previous month and, an **increase of 40% (181)** from the same month last year.
- 12 month rolling average** has **gradually increased** since January.
- Year to month **increase of 29% (399)** compared to 2021/22.

#### What does this mean?

- It is highly probable that there has been an **increase in acquisitive crime** as a result of the **cost of living crisis** putting West Mercia communities under **financial pressure**.
- South Worcestershire** makes up the largest proportion of shoplifting offences with **27% (169)**, followed closely by North Worcestershire at **25% (160)**.
- Within West Mercia's **Most Similar Group (MSG)**, the force ranks **8th out of 8**, with 1<sup>st</sup> recording the smallest number of crimes per 1000 pop, and **above the MSG average**. This is **consistent** with the **previous month**. The most recent data release relates to May 2022 data.

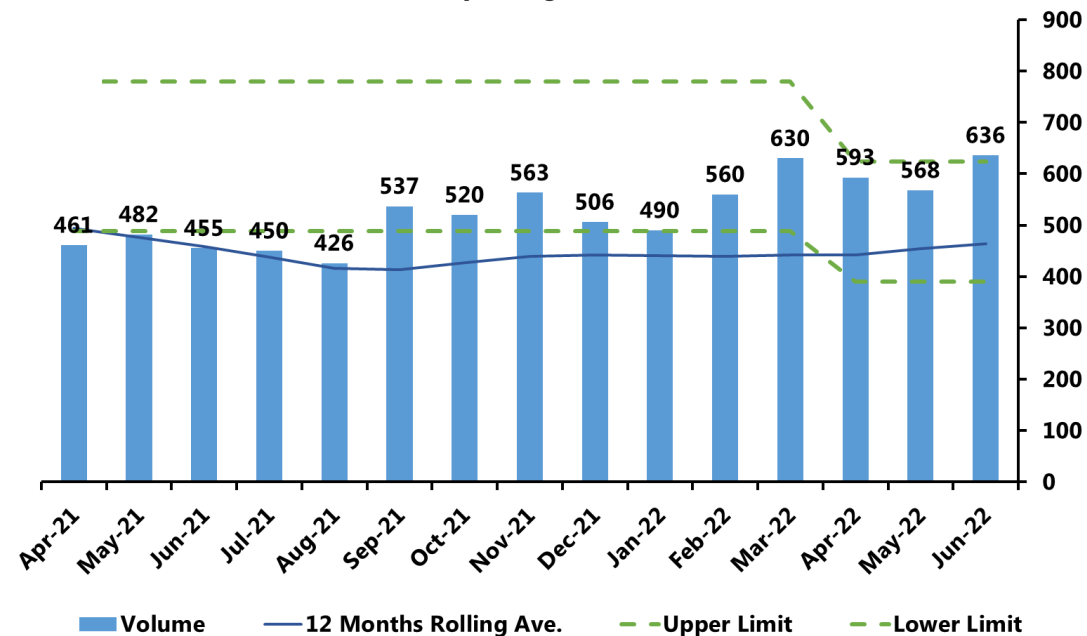
#### Next Steps / Recommendations

- Continued strategic **monitoring** by performance.

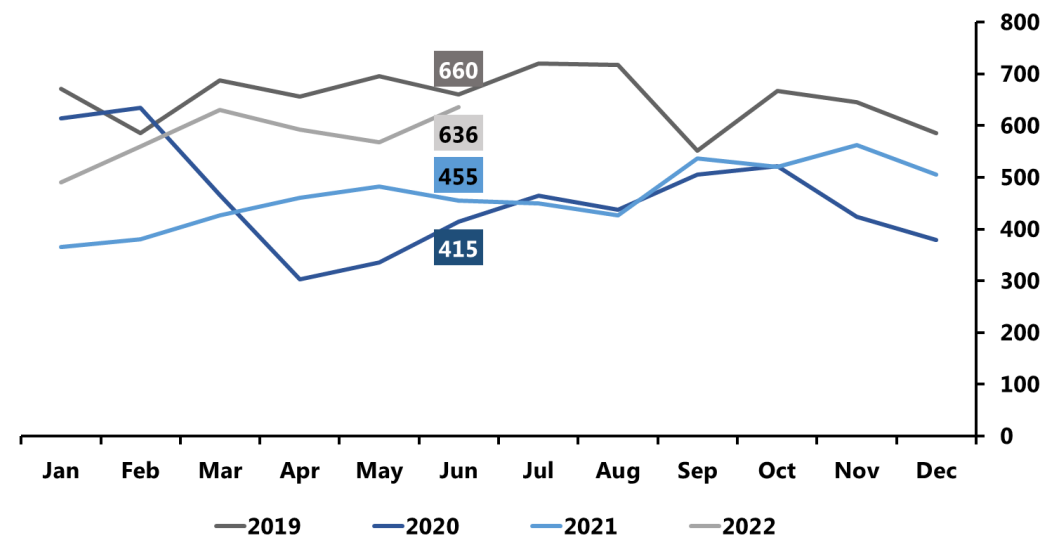
Action  
Required?

No

#### Shoplifting Offences



#### Shoplifting Offences



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

4.2.13 Rural Crime

Key Points

- For the purpose of this report, **rural crime** has been **defined as any crime which takes place in a "rural" Output Area (OA)**. OAs have been classified as rural/urban **on the basis of the 2011 ONS Rural-Urban Classification for Small Area Geographies**.
- Volumes of 'Rural Crime' have seen a **1% (14) increase** compared to last month and a **15% (238) increase** from the **same month last year**.
- The largest **volume increase** was **Stalking and Harassment**, which has seen a **49% (60)** rise since the **same month last year**. This increase was expected due to changes in recording practices.
- All Other Theft** has seen as **33% (50) increase** since the **same month last year**.
- The largest increases** have been seen in **Shropshire** with a **25% (138) increase** when compared to the **same month last year**.
  - This was followed by **South Worcestershire** with a **17% (77) increase** on the **same month last year** and **4% increase** on the **previous month**.
  - Herefordshire** is the only LPA to have seen a marginal **decrease** when compared to the **previous month (2%, 7)** and the **same month last year (2%, 6)**.

What does this mean?

- It is **probable** that **increases in rural crime** will continue during the **good weather over the summer months** as this trend has been seen consistently in the past 3 years with the exception of summer 2020, highly likely due to Covid restrictions.
- Due to the **increase in fuel prices and living costs**, it is **highly likely** that **related crime** such as **petrol theft, food theft** and **theft of renewable energy sources** has and will continue to **increase Other Theft** offences.

Next Steps / Recommendations

- Continued strategic **monitoring** by performance.

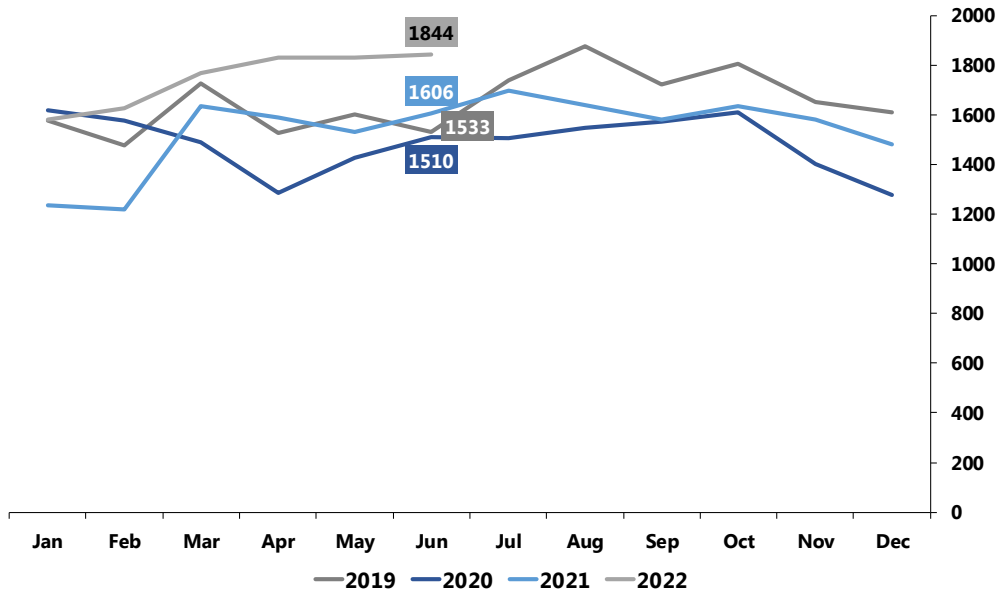
Action Required?

No

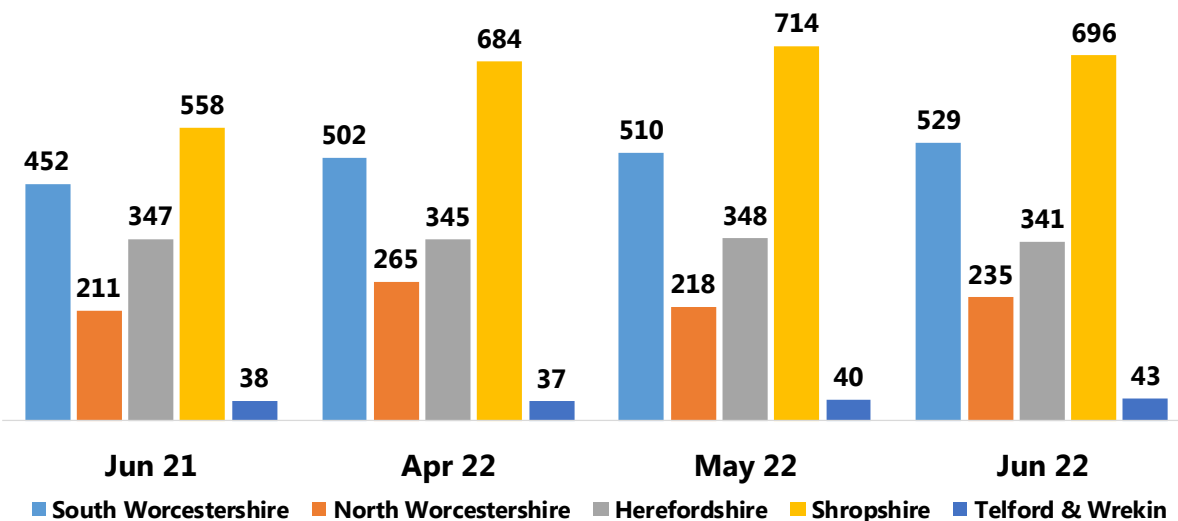
Good looks like:

In Development

West Mercia Rural Crime Comparison to Previous Years



West Mercia Rural Crime Comparison to Previous Months





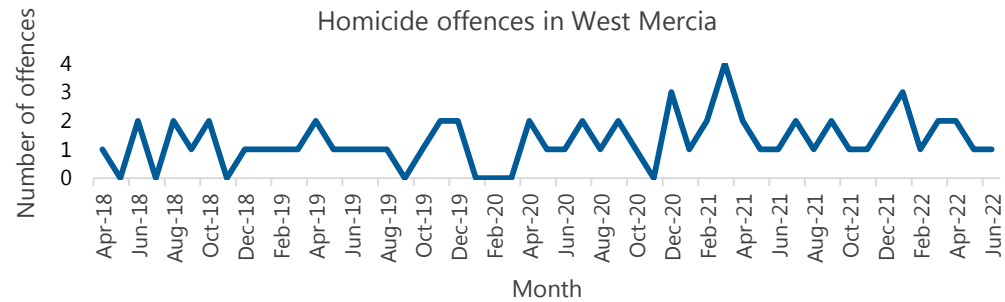
4. Managing Demand

4.2 How well does West Mercia manage crime?

**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.**

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Measure	Source	Change	Comment
Reduce murder and homicide	Police Recorded Crime	↓	Slight reduction in homicide figures: 4 offences in Q1 2022 – 2023, compared with 6 in Q4 of 2021 – 2022. The number of homicides in Q1 2022 – 2023 is the same as figures in Q3 2021 – 2022.
Reduce serious violence	NHS (National Health Service) Digital and Police Recorded Crime	↔	Hospital admissions for assault with a sharp object are fewer than 8 each month predominantly, with the exception of March 2022, where 10 offences occurred. Since the beginning of the financial year in 2020, 5 months have consisted of 0 hospital admissions. Data has not been released for May 2022 onwards, as of July 2022. 3 offences in Q1 2022 – 2023 involved the discharge of a firearm, compared with 0 offences the previous quarter. One of these offences includes a suicide.
Disrupt drug supply and county lines	Police Recorded Crime and Public Health England	↔	1 drug related homicide recorded in Q1 2022 – 2023. There is no change here compared with the previous quarter. Currently there have been fewer drug-related homicides than the same period last year.
Reduce neighbourhood crime	Crime Survey England and Wales and Police Recorded Crime	↔	Thefts from a person, and residential and business burglaries, have increased in Q1 2022 – 2023 compared with the previous quarter. Thefts from a vehicle and robberies have decreased, albeit by small numbers. All neighbourhood crime offences (robberies, burglaries, thefts) remain approximately 30% below the national baseline period (Jul 2018 to Jun 2019). Data is currently from Police Records as the CSEW data can not be used at force level.
Improve satisfaction among victims, with a particular focus on victims of domestic abuse	Crime Survey England and Wales	↓	Domestic Abuse satisfaction data has not yet been released for May to June 2022. The number of respondents has increased since January 2022, but the percentage of satisfied victims has not changed significantly. The last recorded month of data, April 2022, showed 70% of DA victims were satisfied with the whole experience. Q4 of 2021 – 2022 showed an average of 72% satisfaction. Whole experience satisfaction has reduced following its reintroduction, however the number of victims participating is much fewer than pre COVID-19. Satisfaction for victims of all crime types has decreased since last year. Data has not yet been released for Q1 2022 – 2023. First contact respondents for DA reported the highest levels of satisfaction consistently, meanwhile follow up DA respondents reported the lowest levels of satisfaction; in April 2022, 89% were satisfied at first contact, and 58% were satisfied at follow up.
Tackle cyber crime	Department for Digital, Cultural, Media and Sports	↔	The data from the Dept. for Digital, Culture, Media and Sport is not available. Further police held proxy measures are being developed.

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. Substantial 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 Ps 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 force's ability to prioritise resource. Teams within SOCU are often small.	Issues exist with limited surveillance capability. Limited funding available for enhanced equipment.	With offenders active across borders it is vital that 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 the 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 Crown Prosecution Service is also a crucial partner who the Force works closely with on a regular basis.
	National Cyber Security Incident	The Cyber Crime Unit (CCU) has minor staffing gaps to enable response to cyber security incidents, but a significant upward trend in demand.	The CCU is mostly fit for purpose, but moderate skills and equipment gaps exist. Standards are met currently, but concerns exist regarding future demand and minimal resource. Additional vehicles however are required.	The Force works 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 within Gold, Silver, and Bronze. Staffing gaps exist in terms of Commanders, but these are minor, and easily rectifiable.	There are optimum skills to meet the Force's requirements, and officers are currently trained in line with national requirements. The Force does not have a protest removal contingent, but support from surrounding forces mitigates this risk, albeit with financial constraints.	For events, West Mercia 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. Such a small team creates issues when staff have time off work. Discussions of bringing a new team member to mitigate this, funded with multi-agency partners.	Severe issues with equipment exist which limits capability when connecting and sharing information with partners. Optimum skills to manage demand due to highly experienced, yet small, team.	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)	Moderate staffing issues exist due to recruitment issues, particularly for specialists, attributed to the severity of offences. Despite this, the supply of officers as a whole is not an issue.	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? 4.2.20 – Domestic Abuse

 **Good looks like:**

**Increased Reporting**

40% - 50%  
Realistic Possibility

Last reviewed  
by subject lead  
Jan 2022

**Key Points**

- Volumes of Domestic Abuse **Crimes and Crimed Incidents decreased by 5% (114) last month** with similar reductions occurring in June in the previous three years.
- This is **driven by a decrease in Assault without Injury 12% (50) and Stalking 18% (42) offences** in all Policing Areas except Stalking in Herefordshire.
- Year to Date **increase of 1% (55)** compared to 2021/22, and **decrease of 3% (194)** compared to 2020/21.

**What does this mean?**

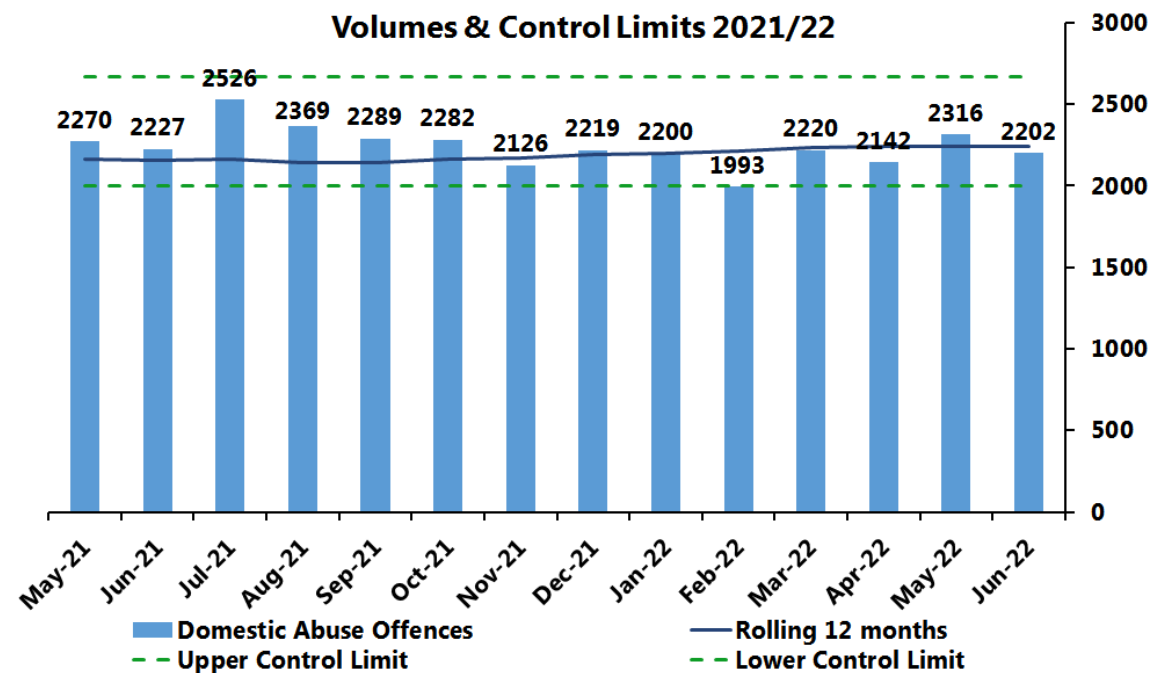
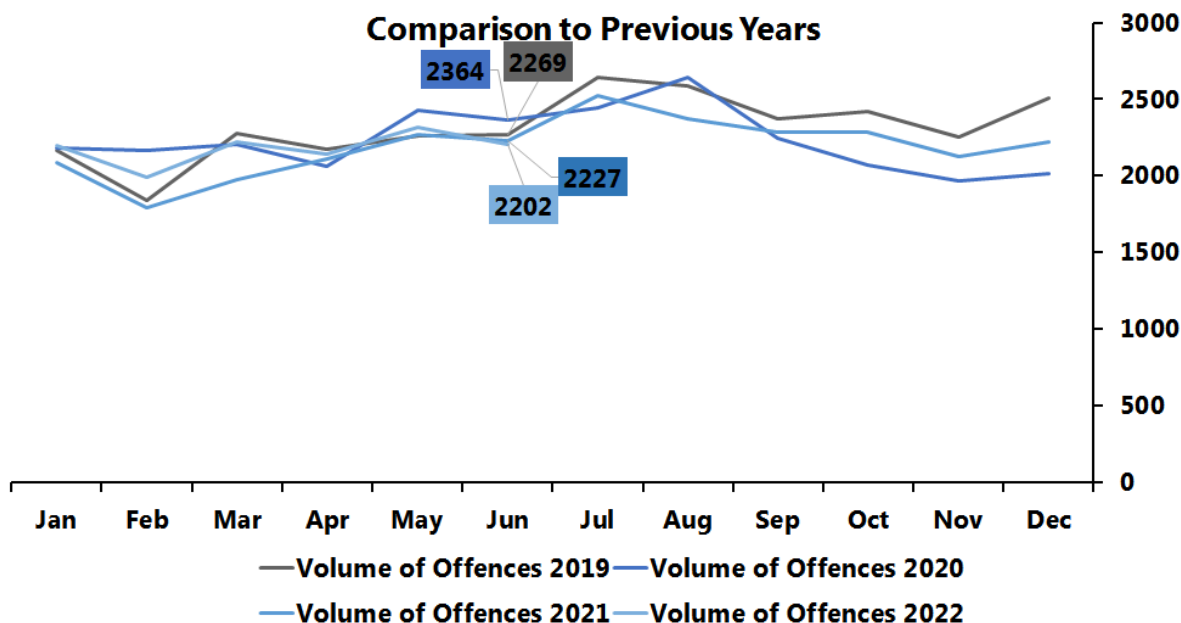
- Volumes remained **consistently within the control limits** for the **previous 12 months**. This is reflected in the **rolling 12 month figure**, demonstrating **continued stability** in volumes.
- 21% (474)** of crimes related to **Stalking and Harassment**, a **decrease of 9% (45) from the previous month** and an **increase of 10% (40) from the same month last year**.
- 50% (2)** of all **homicides in 2022/23** relate to **Domestic Abuse**.
- ONS reports that West Mercia is the highest in its MSG** for both DA crimes and incidents alongside the highest rate per 1000 people in the **year ending March 2021**. However, forces record DA differently making it difficult for comparison.

**Next Steps / Recommendations**

Continued strategic **monitoring** by performance

Action  
Required?

No

**Domestic Abuse Crimes & Crimed Incidents - Volumes & Control Limits 2021/22****Domestic Abuse Crimes and Crimed Incidents - Comparison to Previous Years**

## 4. Managing Demand

## 4.2 How well does West Mercia manage crime? 4.2.20 – Domestic Abuse

## Key Points

- The Domestic Abuse **arrest rate decreased by 2 percentage points from the previous month**. The number of **offences decreased by 7% (110)** with a **larger decrease in arrests by 12% (62)**.
- However, the **arrest rate has increased by 7 percentage points from the same month last year** with increases in both offences and arrests.
- All LPAs have decreased arrest rates** except North Worcestershire which, at 27%, remained the same as the previous month.
- The **arrest rate has remained consistent** for the previous 5 months.

## What does this mean?

- Herefordshire** have achieved a **38% arrest rate**, but with a **7 percentage point decrease from last month**, the third month of consistent decrease. The number of offences remains the same with a **decrease in arrests 17% (15)**.
- The **second highest arrest rate** is **Telford & Wrekin 31%**.
- Overall **arrest volumes** appear to **fluctuate inline** with the **number of offences**, so if offences increases, so do arrests.
- It is **highly probable** that this has **contributed to fewer arrests** in June.

## Next Steps / Recommendations

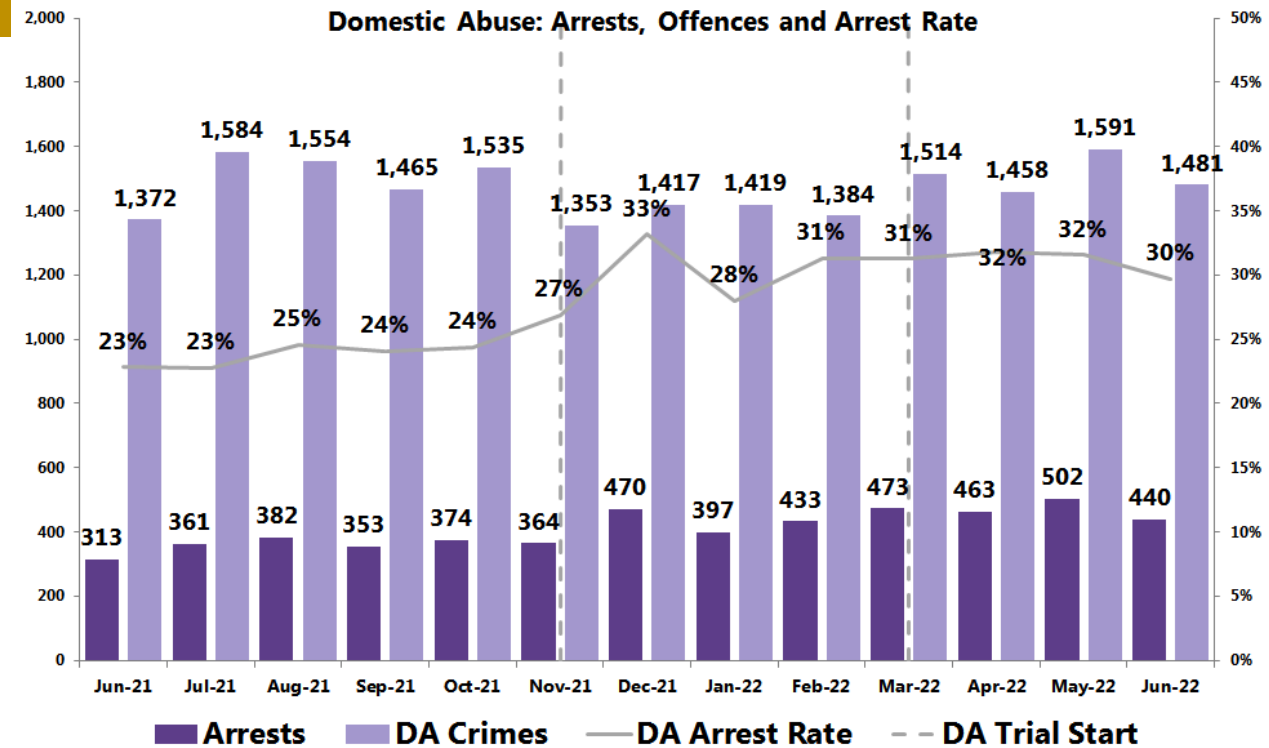
- Weekly reporting continues
- Change in methodology delayed due to systems instability.

Action  
Required?

No

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61



## Methodology

- Data is generated from offences and arrests in Athena where a 'Domestic Abuse' keyword has been applied.
- Arrest Rate is calculated by dividing DA arrests by the number of DA offences.
- We are currently **unable to link offences and arrests** using Athena.
- This can present an **issue with the calculation** of the arrest rate as multiple reasons for arrest will count as one and an arrest in one LPA and custody in another will not be linked.
- This methodology **will be reviewed** as soon as data from other sources becomes available.

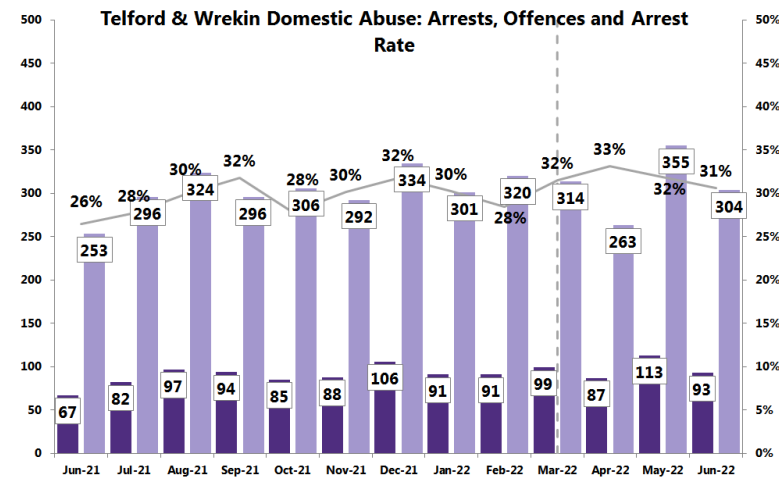
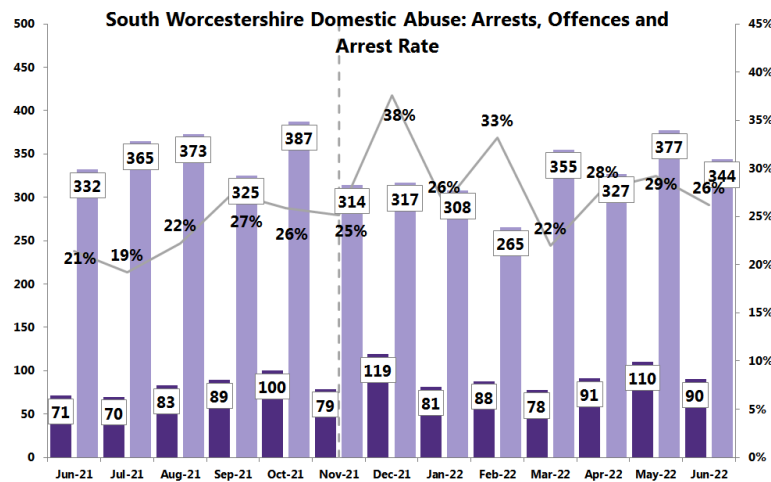
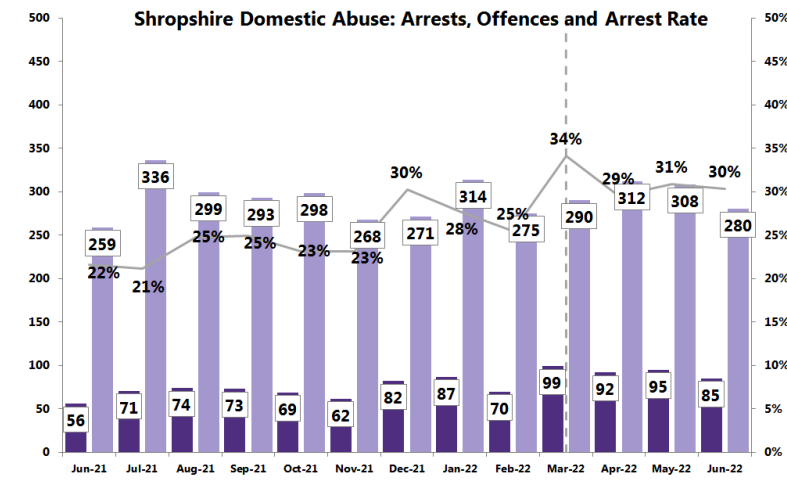
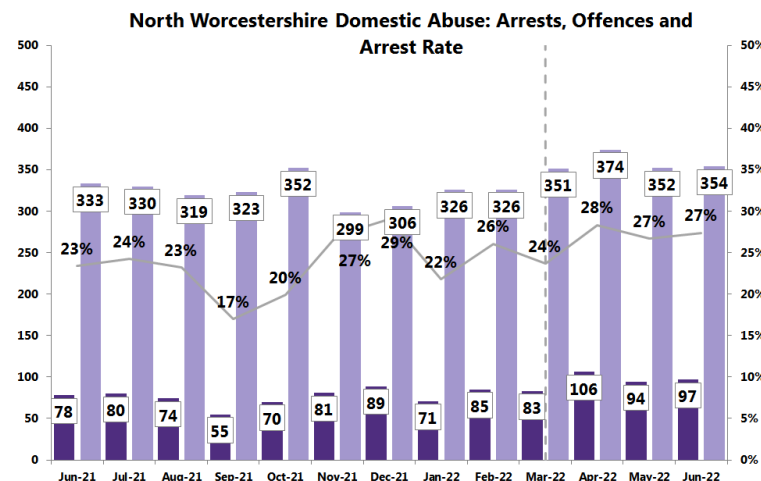
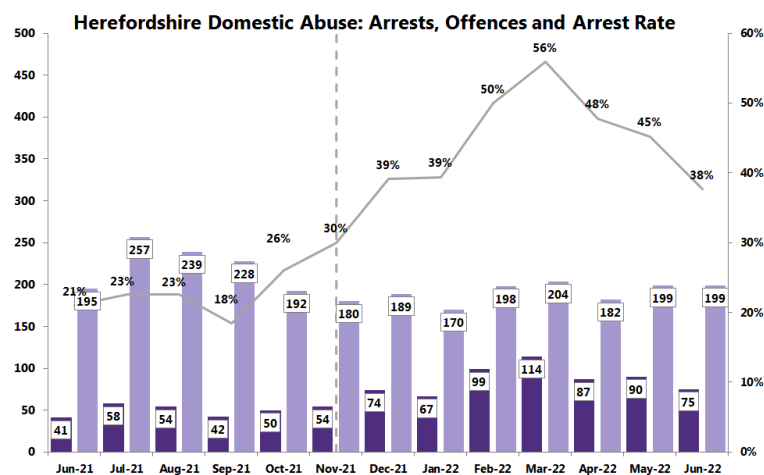
**ONS** reports that nationally police forces had an **arrest rate of 33% of domestic abuse-related crimes** in the **2020/21**; the same as in the 2019/20 (in the 38 police forces that supplied complete data in both years). Monthly West Mercia figures remain below this average force figure. However it is unknown what methodology other forces use.

## 4. Managing Demand

## 4.2 How well does West Mercia manage crime? 4.2.20 – Domestic Abuse

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62





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

## 4.2 Managing demand

## 4.2.23 Volume of SOC disruptions

## Key Points

- 32 active OCGs – active OCGs remains above the monthly average** for the past 12 months and is the **highest number** recorded in West Mercia **since March 2020**.
- 42 Disruptions were recorded in Q1**, an **increase of 13** from the previous quarter; and is the quarter with most disruptions in the previous 12 months.

## What does this mean?

- Disruptions data is provisional for Q1 2022/23** due to the cut off date for disruption moderation being earlier than usual this quarter – any disruptions recorded after this date will be claimed next quarter and included retrospectively.
- Q1 figures exceeded the forecasted no of disruptions** and are in line with the quarterly average for West Mercia for the past 2 years. This should be considered in the context of a downward trend in the number of disruptions and positive disruptions more generally.
- Disruptions** for Q1 2022/23 are **spread across 18 OCGs** – driven in the **main activity** occurring in **Telford & Wrekin** and **South Worcestershire**.

## Next Steps / Recommendations

- Continue to be monitored.

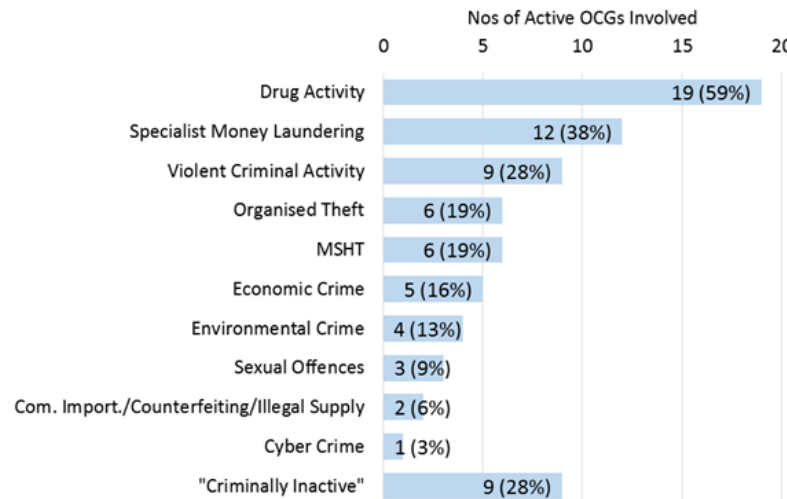
Action  
Required?

No

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63

## Current Criminality Exhibited by Active West Mercia OCGs



"Criminally Inactive" - An active OCG for which, at the latest rescore, there has been no intelligence to suggest that the OCG has been involved in any of the listed criminality types during the review period. Consequently a zero criminality score on PND

	Qtr 1 22/23	Qtr 4 21/22	Trend Previous 4 Qtrs	YTD % Change
OCG SOC Disruptions	42	29		-16%

## Criminal Justice / Offender Management – Q1 2022/23



25 Arrests  
5 Charges  
8 Conviction (sentencing totalling 20 yrs)  
0 SCPOs obtained  
0 Other ancillary order obtained

## Seizures – Q1 2022/23



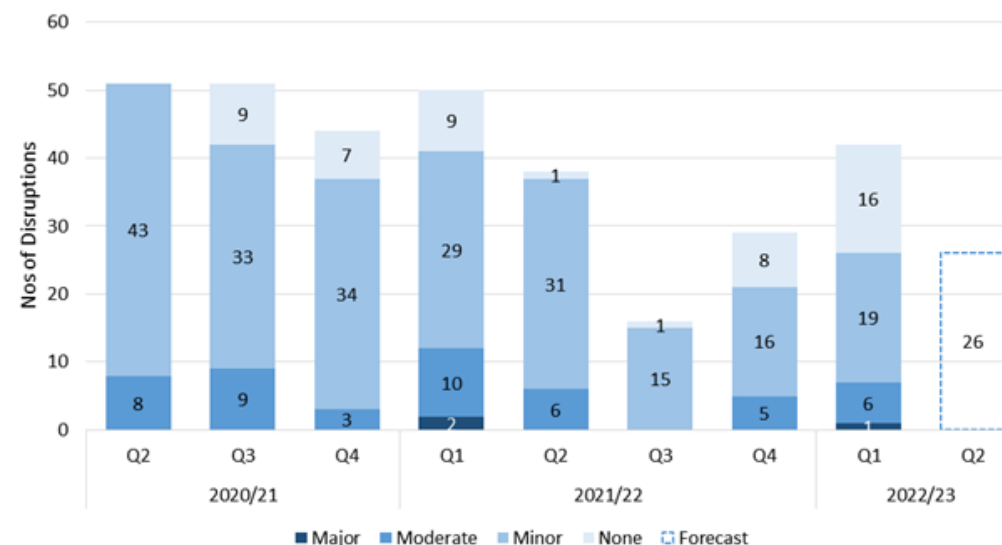
1 Guns  
1 Other firearms

## Safeguarding – Q1 2022/23



2 Adults  
Safeguarded  
0 Child  
Safeguarded

## OCG Disruptions by Impact (Inc Forecast for Q2 2022/23)



## 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:**

To be reviewed.

#### Key Points

- **KSI casualties** have **decreased 26% (12)** from the previous month.
- **KSI collisions** have **decreased 21% (9)** from the previous month.
- **35% (12) of collisions** occurred in **South Worcestershire**. The majority of these occurring across **Wychavon 58% (7)**.
- **Fatalities** were recorded as **two motorcyclists** and a **pedestrian**.
- The **majority of KSI casualties** are **powered 2 wheelers 51% (18)**.

#### What does this mean?

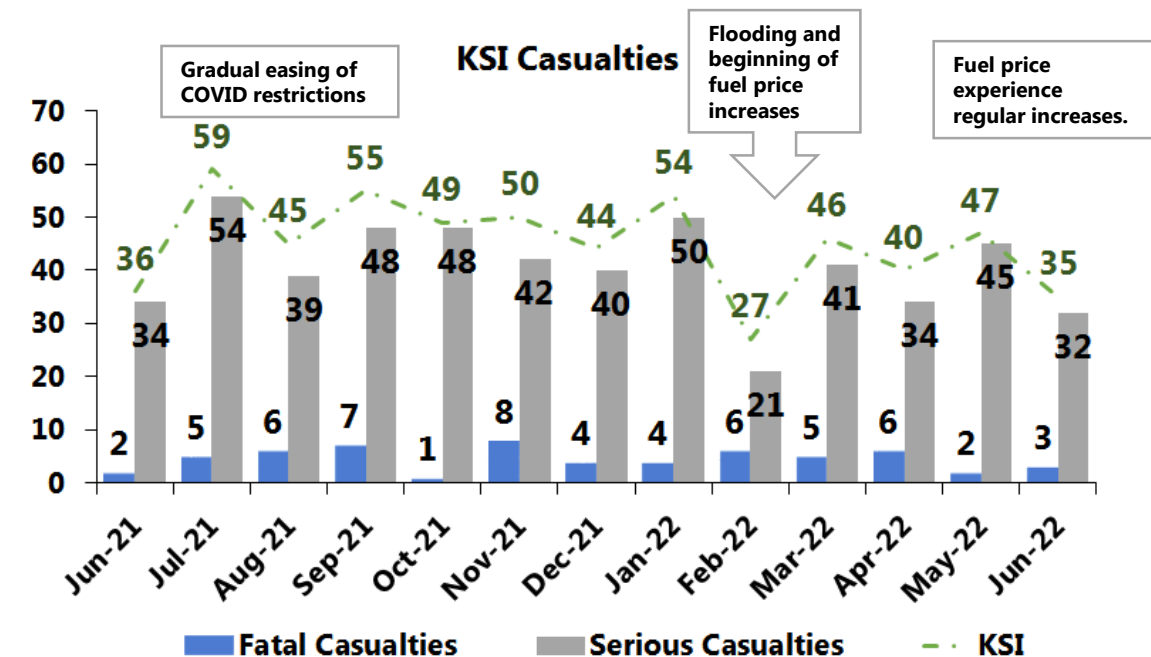
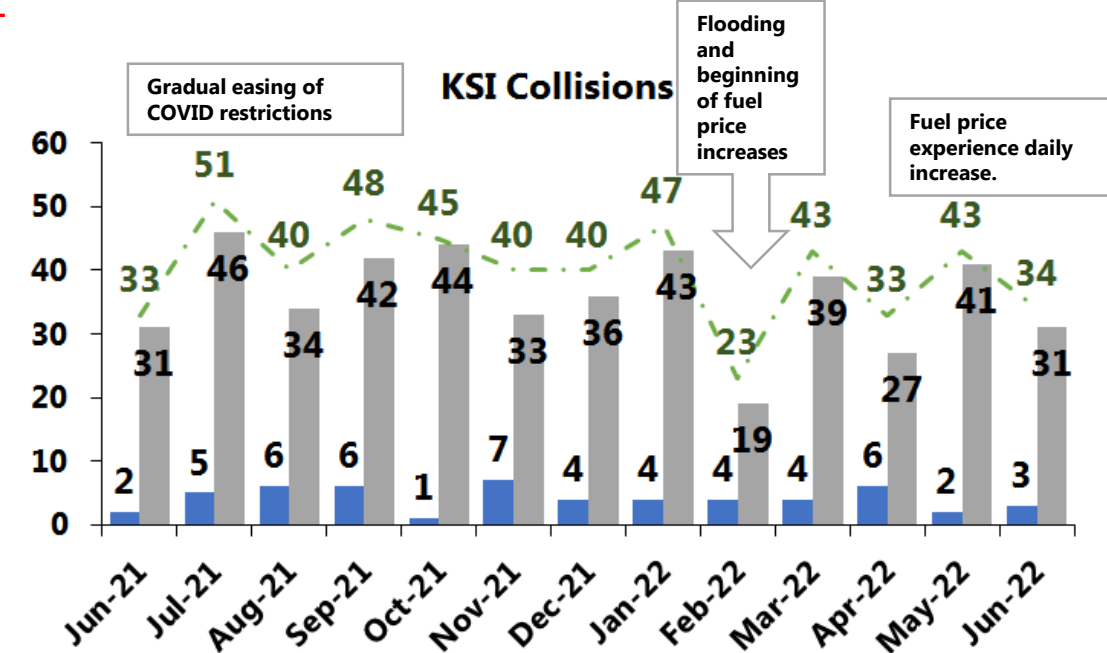
- Following a refresh of data, **May saw an uplift of 12 collisions and 13 casualties** showing that there is a likely lag between the event occurring and the submission of the report. Therefore, it is **highly probable** that when refreshed the **June figures will also see an increase in volumes**.
- The Department for Transport's latest report on road usage shows that **between January and June national road usage** is, with a few daily exceptions, **similar to that pre-Covid**; with **KSI increasing to pre-COVID levels**.
- As collisions are only slightly reduced from 2021 this suggests that **fuel costs** are **not effecting the number of drivers as of yet**.

#### Next Steps / Recommendations

- Continue to be monitored

Action Required?

No



## 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:**

*The force establishes 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 Jul 2022

10% - 20% Highly unlikely

#### Key Points

- There have been **no changes** in the number of **open AFIs and Causes of Concern** for **West Mercia** in the **last month**. This is **similar to all forces within the MSG groups** apart from one.
- The **national average/MSG** has **stayed fairly consistent** with **65 and 68** respectively.

#### What does this mean?

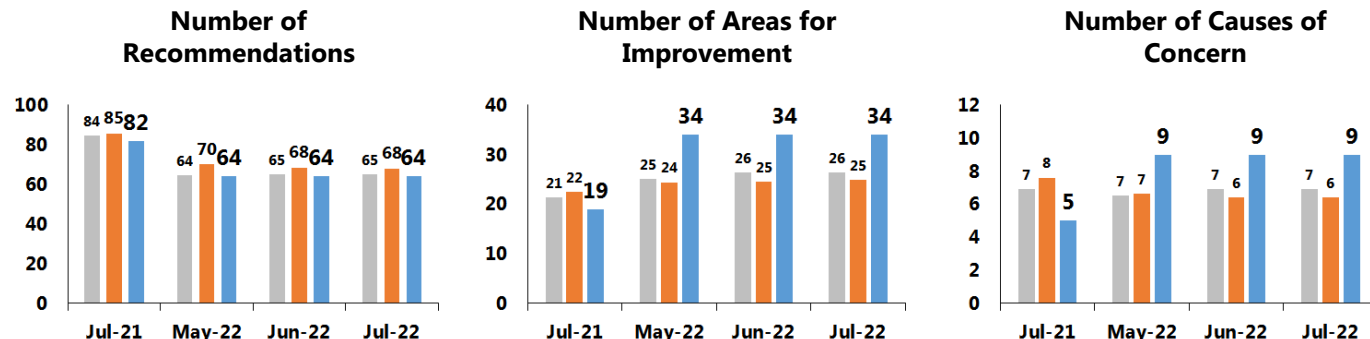
- The **final PEEL report** for West Mercia was published April 2022 which saw an increase in all areas (AFI's, recs. and CoCs) – however the force **remains below average in MSG forces** who have yet to be inspected.
- Custody** recommendations also **increased** but some of these are expected to be closed shortly.
- It is probable that there will be **a slight reduction for all forces in Autumn** as **HMICFRS** are giving consideration as to whether some of the **older recommendations/ AFIs** remain relevant or **should be closed down**, subject to Chief Constable signoff per force.

#### Next Steps / Recommendations

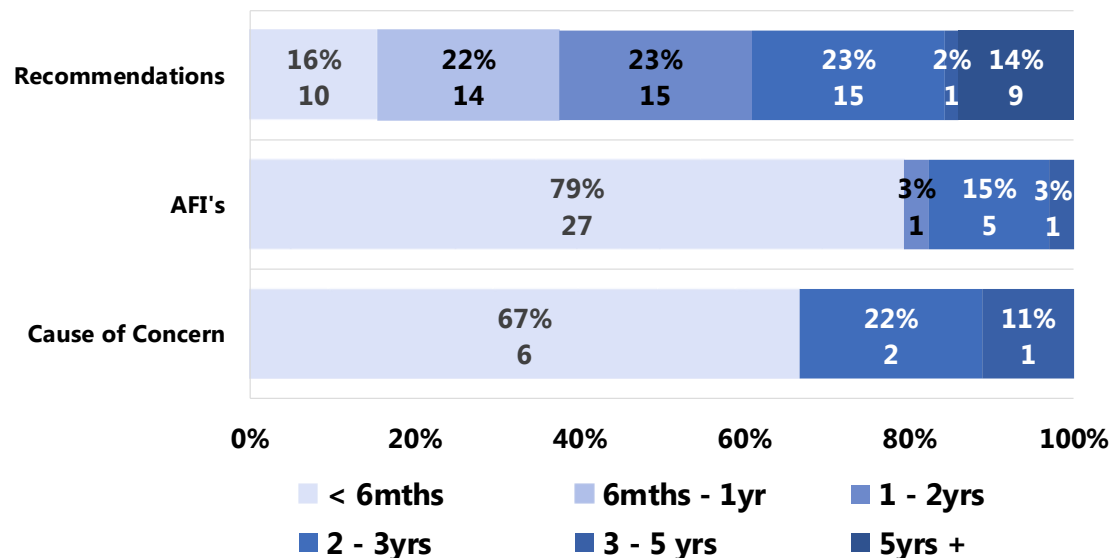
- Continued strategic **monitoring** by performance.

Action Required?

No



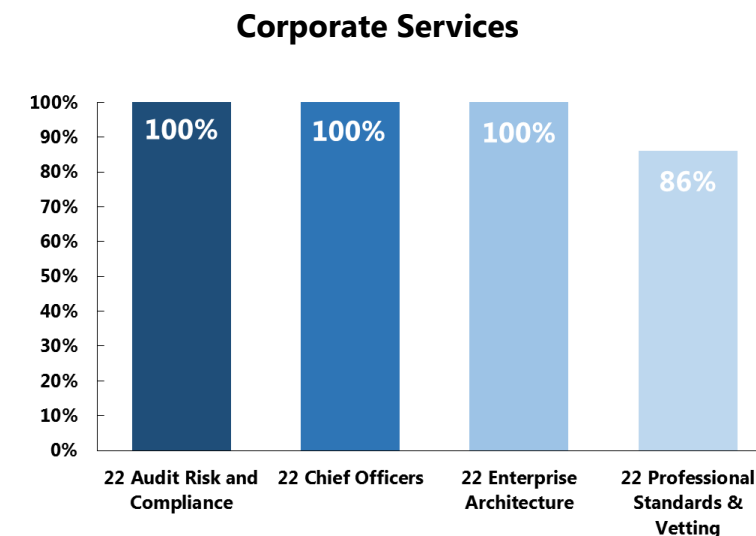
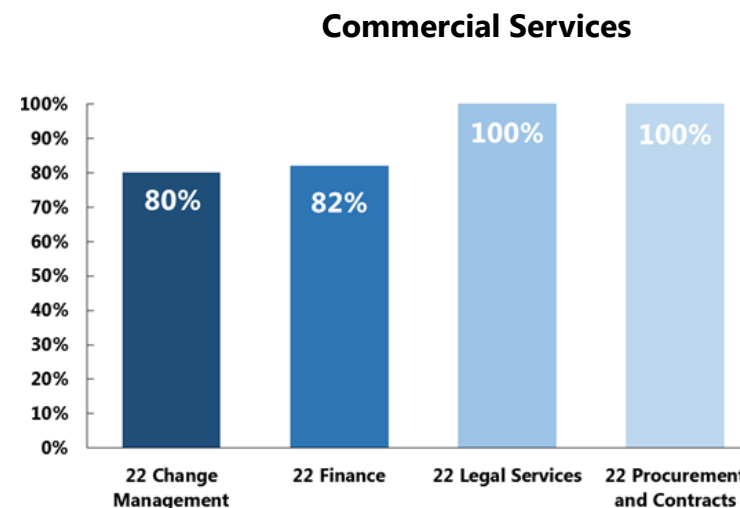
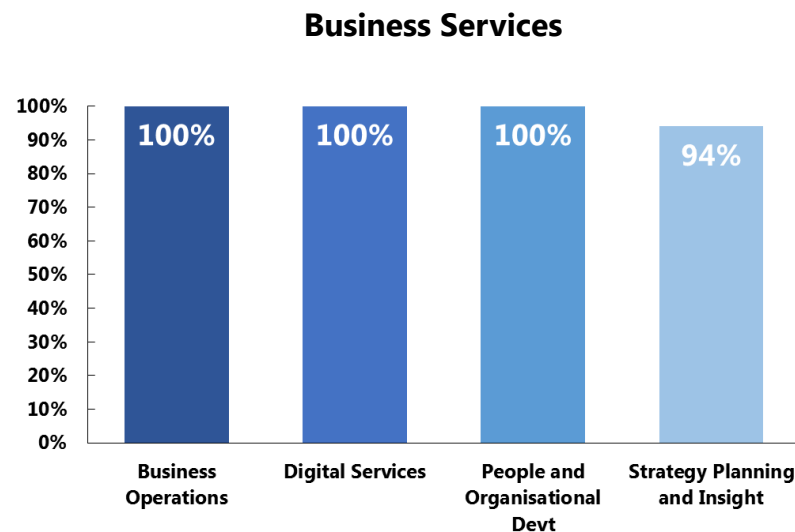
#### Age of West Mercia's Recommendations, AFIs and Causes of Concern (Jul 22)



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

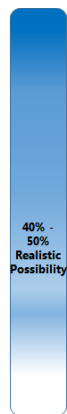
### 5.1.3 – Are we effectively managing our staff development?

#### PDR Objective Set Completion Rates



 **Good looks like:**

100% objective set completion rate across the force  
Last reviewed by subject lead Jul 2022.



#### Key Points

- **Overall completion rate** of objectives set across the force at **77%**.
- **Police Officer** Completion rate of **66%**.
- **Police Staff** Completion rate of **89%**.

#### What does this mean?

- **7 of the 28** Business Functions (**25%**) **below the force completion** rate.
- **8 functions** at **100% completion** rate.

#### Next Steps / Recommendations

- **Increased Objective setting & recording** across Departments.
- **Evidence** of completing and working towards Objectives to be recorded.
- **Six month review** to be completed.

Action Required?

No

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

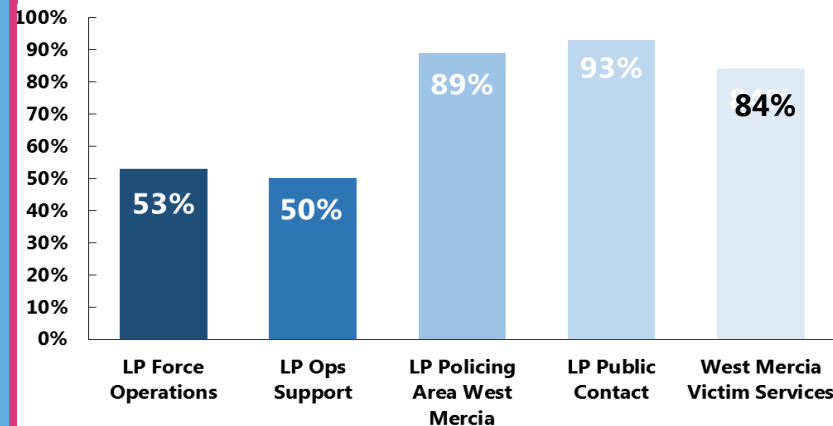
### 5.1.3 – Are we effectively managing our staff development?

#### PDR Objective Set Completion Rates

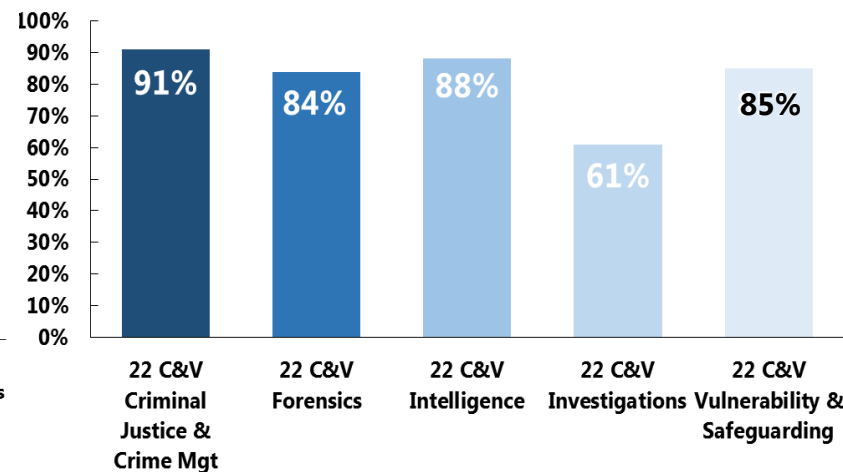
#### Police Officer Tutor Numbers

- Total Number of Students: **321**
- Total Number of Tutors: **210**
- Student: Tutor Ratio: **1:1.5**

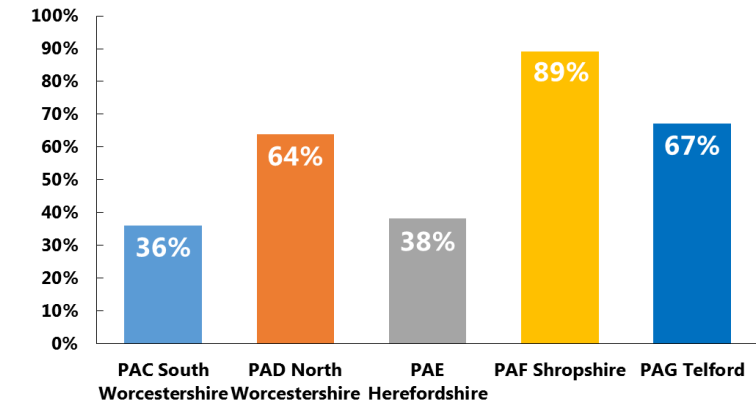
#### Local Policing – Operations Support



#### Crime & Vulnerability



#### Local Policing – Local Policing Areas



#### Good looks like:

100% objective set completion rate across the force.

Last reviewed by subject lead Jul 2022

0% - 5% Remote Chance

#### Key Points

- **4 of the 5 LPA's are below** the intended force completion rate.
- **South Worcestershire** has the **lowest completion rate** at **38%**.
- **Maximum of 192 tutors are required** at any one time to deliver current 2022/23 Resourcing Plan. **This demand can be met** from our existing tutor numbers subject to allocation of student officers across LPAs.

#### What does this mean?

- If an additional student PEQF course is approved (Jan 23), the **tutor requirement will increase** to a maximum of 240.
- **Recruitment of further tutors** is therefore required to meet this demand from June 2023.

#### Next Steps / Recommendations

- **Recruitment of 50 additional tutors** to allow for increased student cohorts & resilience.

Action Required?

Yes



## 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:**

Force Target of 4% Sickness. Both Officer and Staff currently above Force Target.

25% - 35% Unlikely

Last reviewed by subject lead Jul 2022.

#### Key Points

- Officer sickness in June** is continuing to decline month on month, with a **0.02 percentage point decrease** on the **previous month**.
- Biggest Contribution** to Police officer sickness days lost :
  - South Worcestershire – 19.7%**
  - Telford - 17.8%**
  - Force Ops – 10.6%**
- Staff sickness** in contrast is **increasing** month on month, with June up **0.5 percentage points** on the **previous month**.
- Biggest Contribution** to Police staff sickness days lost:
  - OCC– 22%**
  - C&V Forensics – 8.5%**
  - Business Operations – 8.4%**

#### What does this mean?

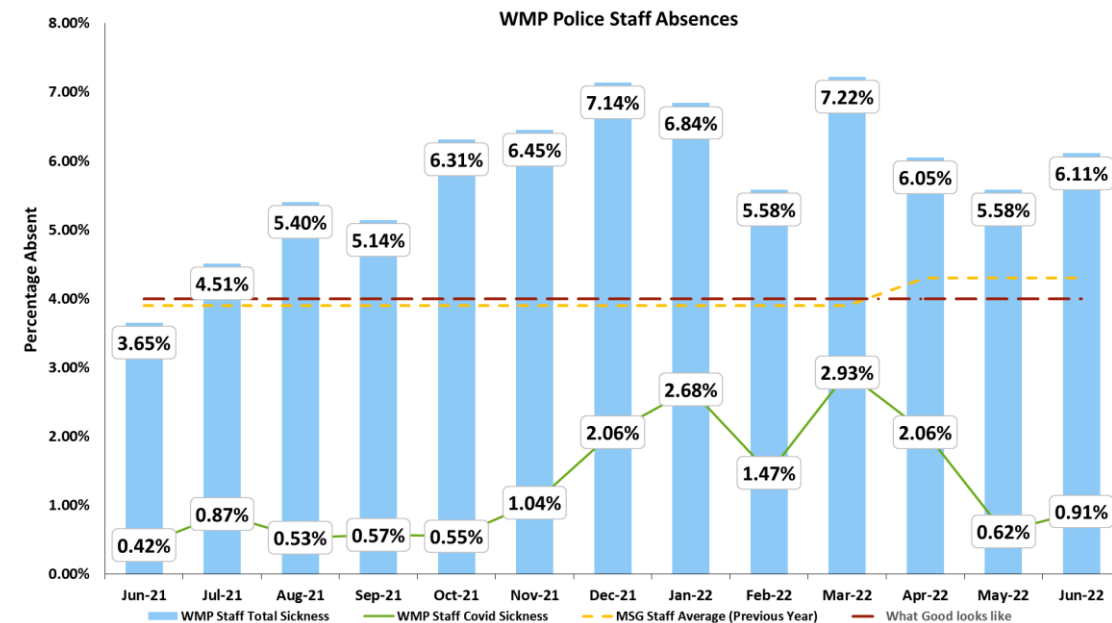
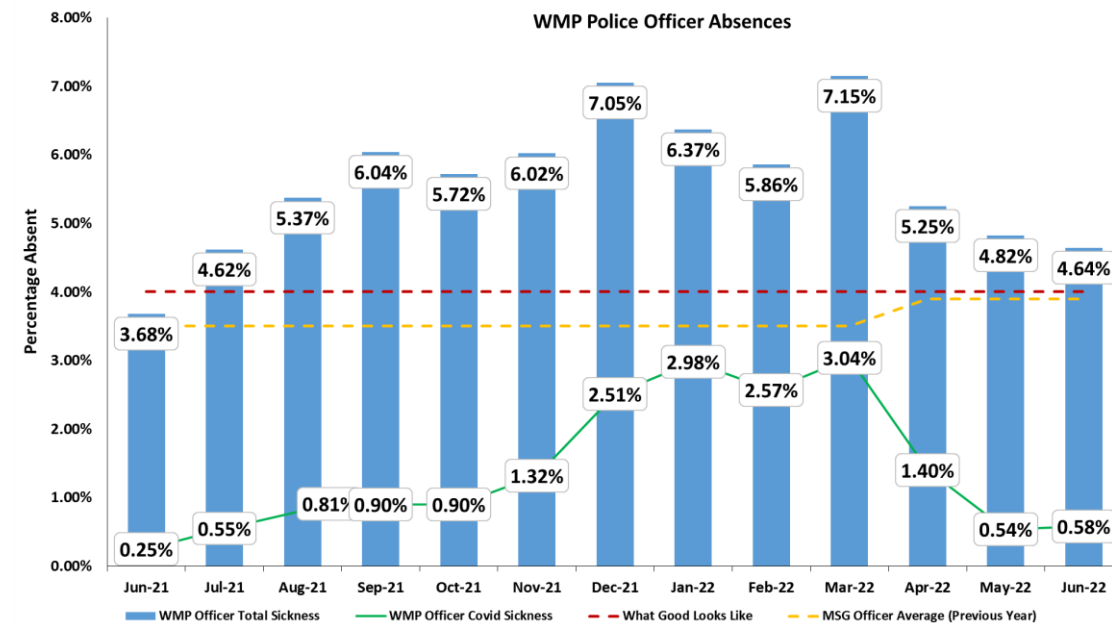
- Psychological Disorders** is this the **biggest contributor to force sickness** accounting for **26.4% of all sickness days lost in June**, followed by Respiratory (19.3%) and Musculo Skeletal (16.2%)
- COVID sickness** is showing an **increase** month on month **for both officers and staff**. The 30<sup>th</sup> June saw **60 recorded as COVID Positive and/or ill with symptoms** across the force (**22 Police Officers, 38 Police Staff**) – up from 21 at the same point in May.

#### Next Steps / Recommendations:

- Due to the current national and local uplift in Covid cases it is recommended that the force's **policies** relating to **Covid** to be **reviewed**.

Action Required?

No



## 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%

10% - 20%  
Highly unlikely

Last reviewed by subject lead Jul 2022.

### Key Points

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

- Police **Officers (8.6%)**.
- Police **Staff (14.2%)**.

**West Mercia compares favourably** to the national average for:

- **PCSO (10.5%)**.

### What does this mean?

- **8.7% of officer leavers** in LTM had **less than 12 months** service.
- Taking out retirements trends, **officers** are **more likely to leave** when they have **between 2 and 3 years service**.

### Next Steps / Recommendations

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

Action Required?

No



22/23 Q1 Intakes:  
25/4/22 - 29 PCDA

Upcoming Intakes  
22/23 Q2:  
25/7/22 – 29 PCDA  
05/9/22- 50 DHEP

## 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 officer Representation at 35% and overall representation of 50%, and 3.8% Ethnic Minority Representation in line with local community representation from Census.

Last reviewed by subject lead Jul 2022.

40% - 50%  
Realistic Possibility

#### 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%**, but is **below National Average (7.3%)**.
- **Female officer representation exceeds the national average (31%)** with **35%** and has achieved our target.
- The ranks of Constable, Superintendent, Chief Superintendent and Chief Officer all **exceed** the **national average** of female representation.

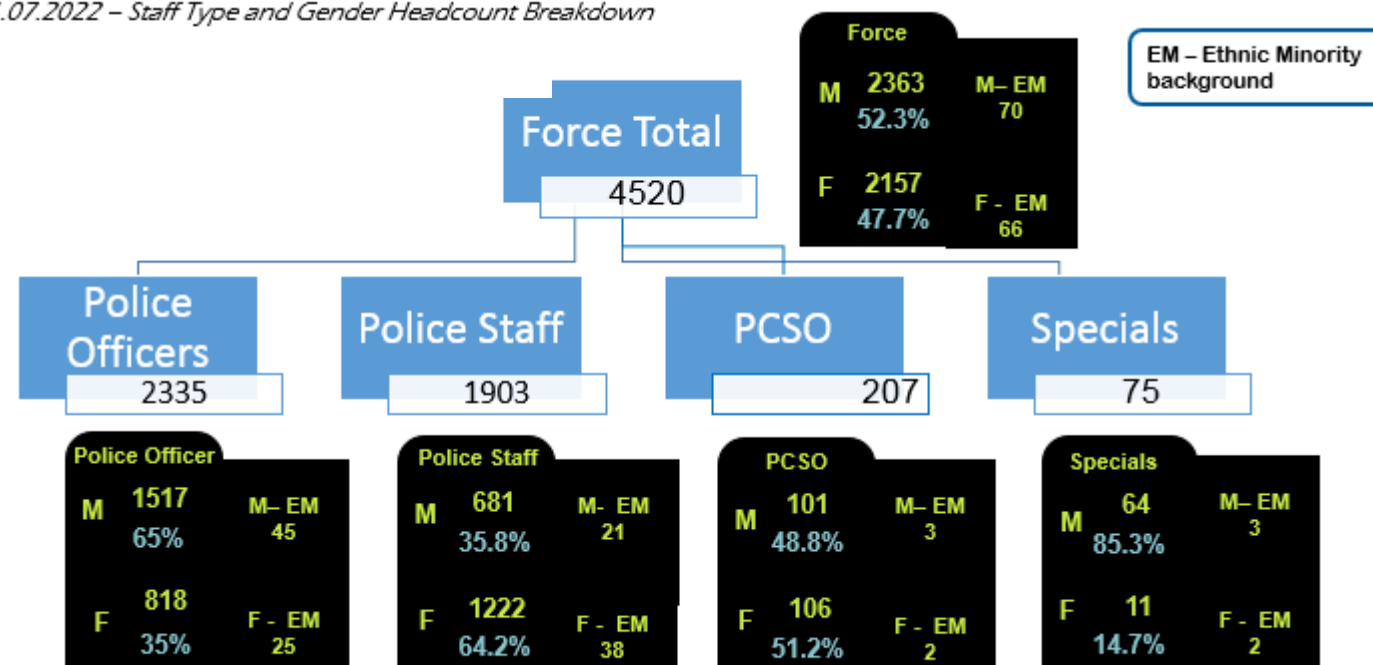
#### Next Steps / Recommendations

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

Action Required?

No

As at 01.07.2022 – Staff Type and Gender Headcount Breakdown



\* New Census Data is expected in " Late 2022"

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

### 5.3.1 To what extent do we have the most effective tools? – Digital Services

 **Good looks like:**

Develop Reporting Capabilities

40% - 50%  
Realistic Possibility

Last reviewed by subject lead Apr 2022

#### Key Points

- **Notable Incidents** negatively impacting a substantial number of officers and staff within Q1 2022/23 **included:**
  - Email Faults
  - Athena Issues
  - Issues with Applications
- A substantial number of events occurred within category of "Unidentified Incidents"
- Total number of resolved events was **3106**

#### What does this mean?

- In order to improve understanding of this area, the **following metrics are being developed:**
  - **Theme of tickets** – Top 5 incidents. This metric will show the items which are attracting the highest volume of tickets, which may be different from any notable incidents listed under the Customer focused metrics
  - **Number of items** (e.g. laptops, Body Worn Video, Mobiles etc.) with a ticket against them against the number of these items required in force.

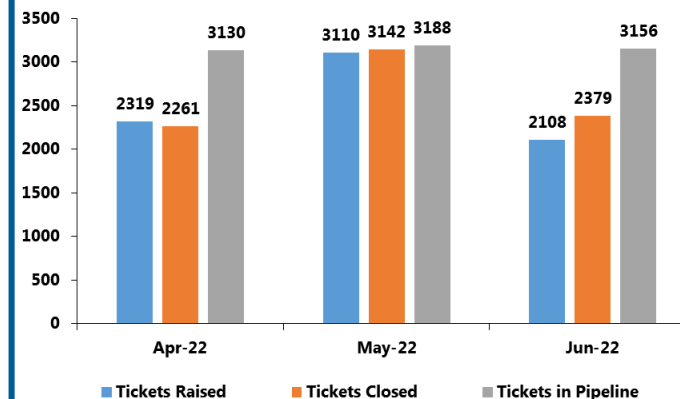
#### Next Steps / Recommendations

- Continue to develop reporting capability in this area.

Action Required?

No

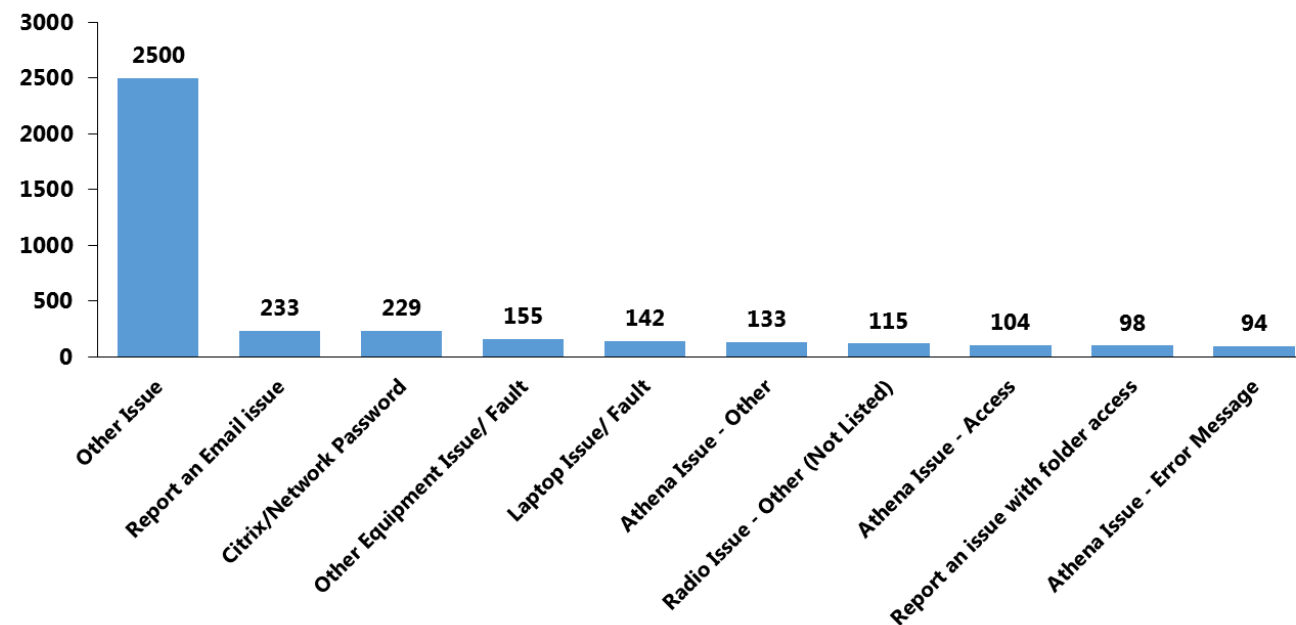
Number of Tickets Raised, Closed and in Pipeline



Number of Work Packages Raised, Closed and in Pipeline



Frequency of Events by Issue Type in Q1 2021/22 (Top Ten)



## 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**.
- '**Own Fault**' collisions regularly remain **above 50%** of all collisions.

#### What does this mean?

- Two** of the '**Own Fault**' collisions relate to hitting an animal equating to **£10,755**.
- At present there is a **remote chance** that 'Own Fault' collisions will reduce in a controlled way to **meet What Good Looks Like**.
- A greater understanding around the collisions may assist.

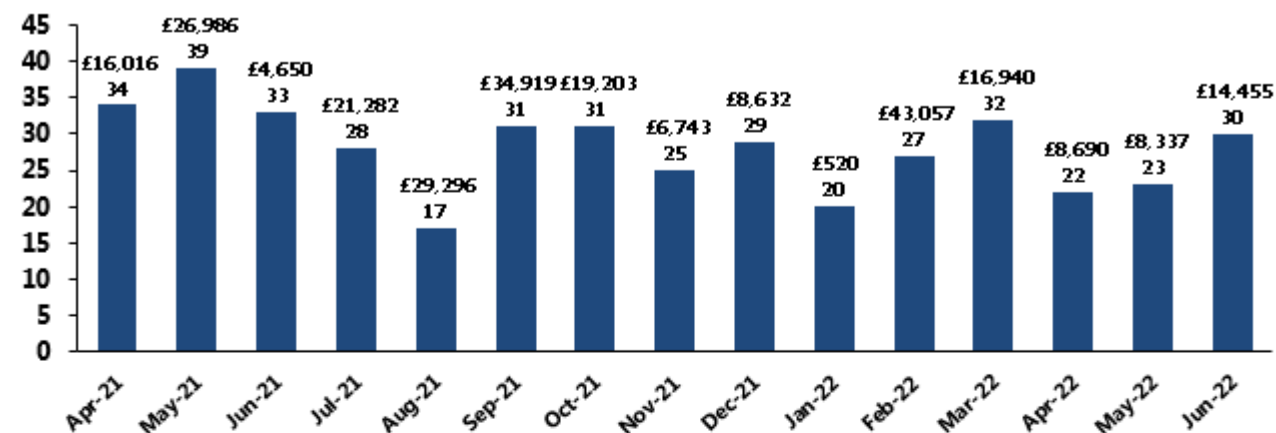
#### Next Steps / Recommendations

- New Telematics PIA to look into drivers of 'Own Fault' collisions once in post.

Action Required?

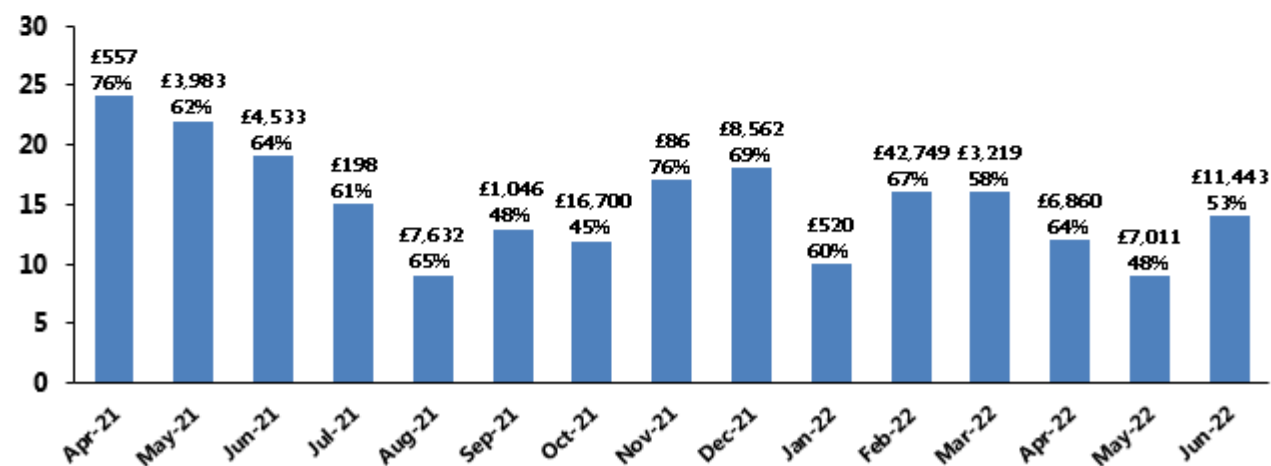
Yes

Collisions Per Month - Force Level



Only those collisions that have received an estimate cost or repair cost have been shown on the chart. Those collisions 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 collisions that were classed as "Own Fault" and the total cost of all "Own Fault" collisions.



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