

# West Mercia Police

## Quarterly Performance Monitoring Report

July - September 2022



### Purpose

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

GSC Level	<b>Official</b>
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Purpose	<b>Overview of Force Performance</b>
Author	<b>Performance Team, Strategy, Planning and Insight</b>
Owner	<b>DCC A. Murray</b>

Providing a quality  
policing service,  
protecting  
people from harm.

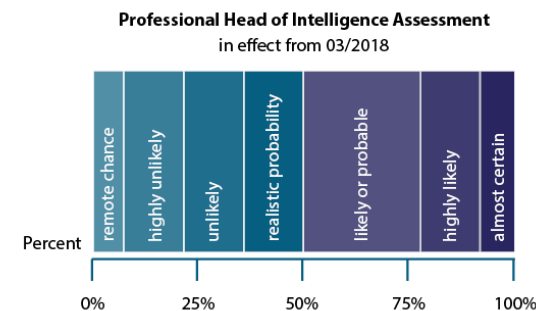
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## Introduction

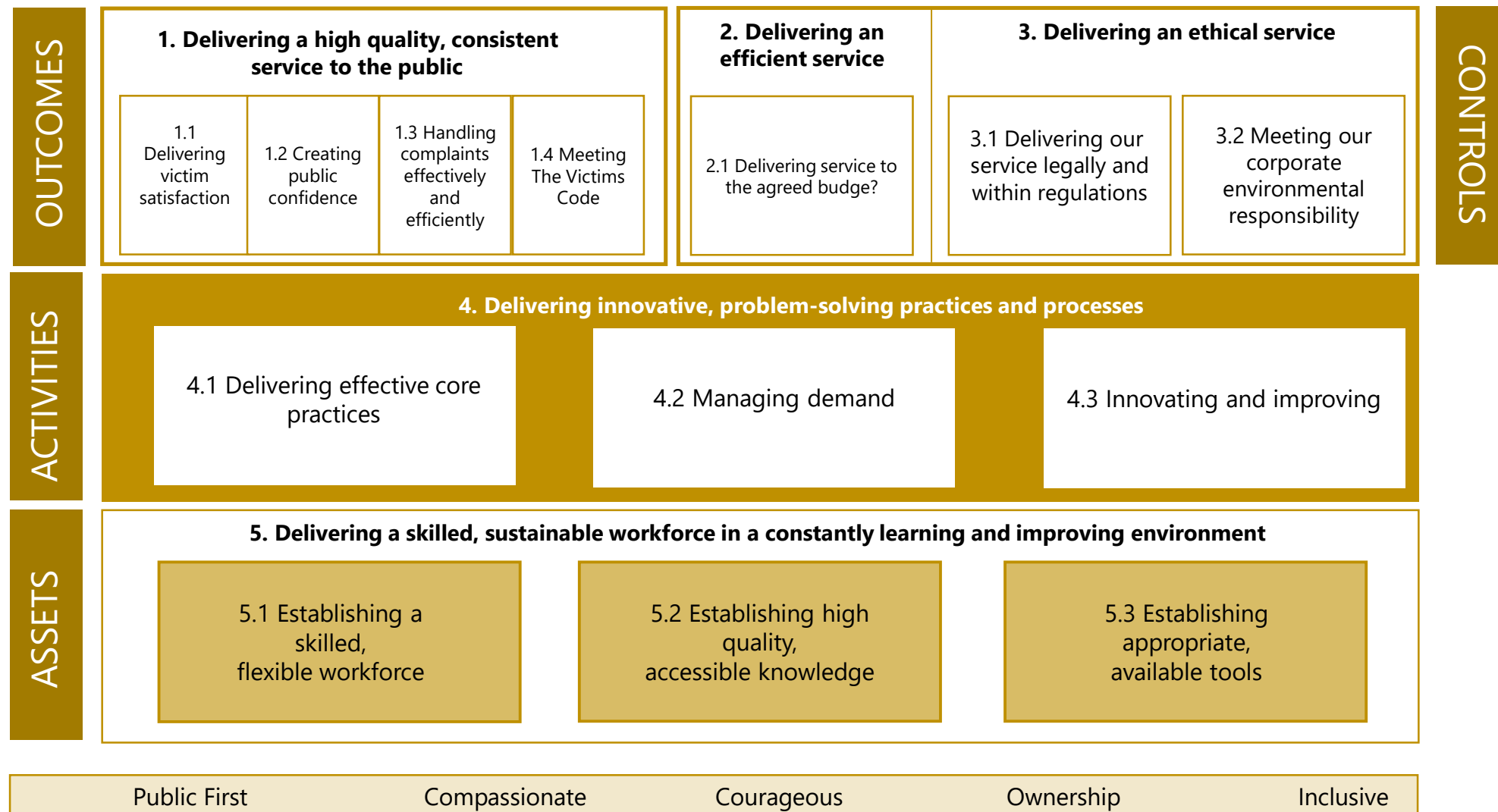
- The purpose of this report is to reflect a force wide picture of performance, specifically the key issues faced by the force, particularly in relation to force priorities and key practices.
- This report focusses on Gold level key performance indicators (KPI). The number of measures in this report 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

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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 average  DA - 71% - slight increase on previous Burglary - 72% - 1% decrease on previous Violent Crime - 59% - 1% decrease on previous Hate Crime - 64% - 1% decrease on previous	25% - 35% Unlikely	10
	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 81% - 1% decrease on previous.	55% - 75% Likely or probable	13
	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	48 conducts recorded so far in this policing year.	55% - 75% Likely or probable	15
			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	Referral rate of 20-25% of total crimes	Qtr. 2 saw a decrease in the referral rate to 22.9% driven by decreases in referrals in all LPAs in September 2022.	55% - 75% Likely or probable	16
Delivering a high quality, consistent service to the public	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	N/A	Achieving green rating on 3 rights, amber on 2, red on 3 and to be determined on 3.	Not Applicable	18
							Initial Victim Needs Assessment: 100% of assessments completed.  Information Leaflet has been sent: all victims should receive the Information Leaflet.	22% - Initial Victim Needs Assessments (INVA) completed.  14% - Information Leaflet sent.		



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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 23% to 38% SAR rate - decreased from 89% to 82%.	10% - 20% Highly unlikely	21
			3.1.4	Internal CDI audits			90% compliance or above on crime recording for CDI audits in general (HMICFRS).	ASB Audit - Compliance rate increased from 69% to 82%.	Not applicable	22
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.	31% (165) volume decrease compared to the previous month. Likely driven by DDM backlog.	25% - 35% Unlikely	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.	5% (121) volume increase compared to the previous month.	25% - 35% Unlikely	27
		How well do we prevent crime?	4.1.3	Problem Solving Hub	Building a more secure West Mercia	16	950 staff to have received problem solving training by end of year 2022.	Over 850 staff have been trained with around another 100 due to receive training by end of the year 2022.	55% - 75% Likely or probable	33
			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 14%.	To be assigned	34
			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.	Increase in the both the number of repeat victims and repeat victim rates for Total Recorded Crime and Domestic Abuse repeat victim rates.	25% - 35% Unlikely	36
			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.	Increase in Domestic Abuse repeat suspects rates on previous month but returning to levels seen in June and July 2022.	40% - 50% Realistic possibility	38
		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	12,092 Open investigations. A 2.2% increase on previous month.	25% - 35% Unlikely	39



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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	3% decrease on the previous month.	Not applicable	43
			4.2.2	Average call answer time for 999 calls	Reassuring West Mercia's Communities	40	90% answered within 10 seconds	Increase to WDGLL following decrease last month.	95%-100% Almost certain	
			4.2.3	999 Abandonment rate	Reassuring West Mercia's Communities	40	N/A	1.8 % - a decrease on previous month.	Not applicable	
			4.2.4	Volume of 101 calls	Reassuring West Mercia's Communities	40	N/A	2.6 – a % decrease on the previous month.	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	Significantly below WDGLL.	55% - 75% Likely or probable	
			4.2.6	101 Abandonment rate	Reassuring West Mercia's Communities	40	N/A	30.3% – a decrease on the previous month.	Not applicable	
			4.2.7	Public demand via new platforms and technology	Reassuring West Mercia's Communities	41	To be determined	Volumes generally stable.	To be assigned	45
			4.2.8	Response times by grade	Reforming West Mercia	36	Grade 1 - 90% attendance within 20 mins.	75% attended within WDGLL.	55% - 75% Likely or probable	46
			4.2.9	Unresourced	Reforming West Mercia	37	To be determined	Volumes have decreased significantly.	To be assigned	48



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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 stable volumes recorded, within control limits.	Not applicable	49
			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 limit. This is driven in part by recording issues.	Not applicable	
			4.2.13	Volume of rural crime	Building a more secure West Mercia	17	To be determined	Increase compared to previous month. This is driven in part by recording issues.	To be assigned	59
			4.2.15	National policing measures: - Homicides;	Building a more secure West Mercia	11	Reduce murder and homicide.	Increase in homicide figures: 7 offences in Q2 2022 – 2023.	Not applicable	60
			4.2.16	National policing measures: - Serious Violence (Inc. knife crime /gun crime);	Building a more secure West Mercia	12	Reduce serious violence.	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	Disrupt drug supply and county lines.	1 drug related homicide recorded in Q2 2022 – 2023. There is no change here compared with the previous quarter.	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	Reduce neighbourhood crime.	Thefts from a person, and residential and business burglaries, have decreased in Q2 compared with the previous quarter.	Not applicable	61
			4.2.19	National policing measures: - Cyber crime.	Building a more secure West Mercia	15	Tackle cyber crime.	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	Volumes remain stable. Arrest rate decreased slightly.	40% - 50% Realistic possibility	62
			4.2.21	Volumes of Residential Burglary			25% reduction in a post-COVID operating environment	Continued increase in volumes. 22% increase YTM compared to the previous year.	0% - 5% Remote chance	49
		To what extent is WMP disrupting SOC?	4.2.23	Volume of SOC disruptions	Building a more secure West Mercia	19	To be determined	33 Disruptions	To be assigned	65
		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 within one standard deviation of the mean of the last 12 months.	KSI casualties exceeded upper control limit.	10% - 20% Highly unlikely	66
			4.2.25	Volume of people seriously injured	Building a more secure West Mercia	32		KSI collisions in line with upper control limit.		
	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			In the top National quartile of 43 forces.	Small increase in the number of recommendations, no changes in the number of open AFIs and Causes of Concern in the last month.	10% - 20% Highly unlikely	67



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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			100% objective set completion rate across the force	Overall completion rate of objectives set across the force at 87%.	40% - 50% Realistic possibility	69
		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 – 4%.	Increase to 5.64%	25% - 35% Unlikely	71
			5.1.5	% police staff absence			Absence Levels below previous year Most Similar Group average – 4%.	Decrease to 5.09%	25% - 35% Unlikely	
			5.1.7	Attrition rates			Better than national average attrition rates. Police Officer – 6% Police Staff – 10.9% PCSO – 14.6%	Police Officer – 9.1% Police Staff – 13.6% PCSO – 11.3%	10% - 20% Highly unlikely	72
		Is a WMP a representative workforce?	5.1.8	Representative workforce			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.	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.	40% - 50% Realistic possibility	73
	5.2	How well do we know our communities?	5.2.2	Local Policing Community Charter			Reduction in Parishes who have not responded.	Number of parishes who have not responded has decreased by 17%.	40% - 50% Realistic possibility	74
	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	There are currently 3365 tickets and 156 work packages in the pipeline.	40% - 50% Realistic possibility	76
			5.3.3	System availability and ICT outages		34		Significant systems issues were experienced.		
			5.3.4	Fleet - Expenditure on collisions			Reduction in 'Own Fault' accidents.	Volume of 'Own Fault' accidents continues to fluctuate.	0% - 5% Remote chance	77



## 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)

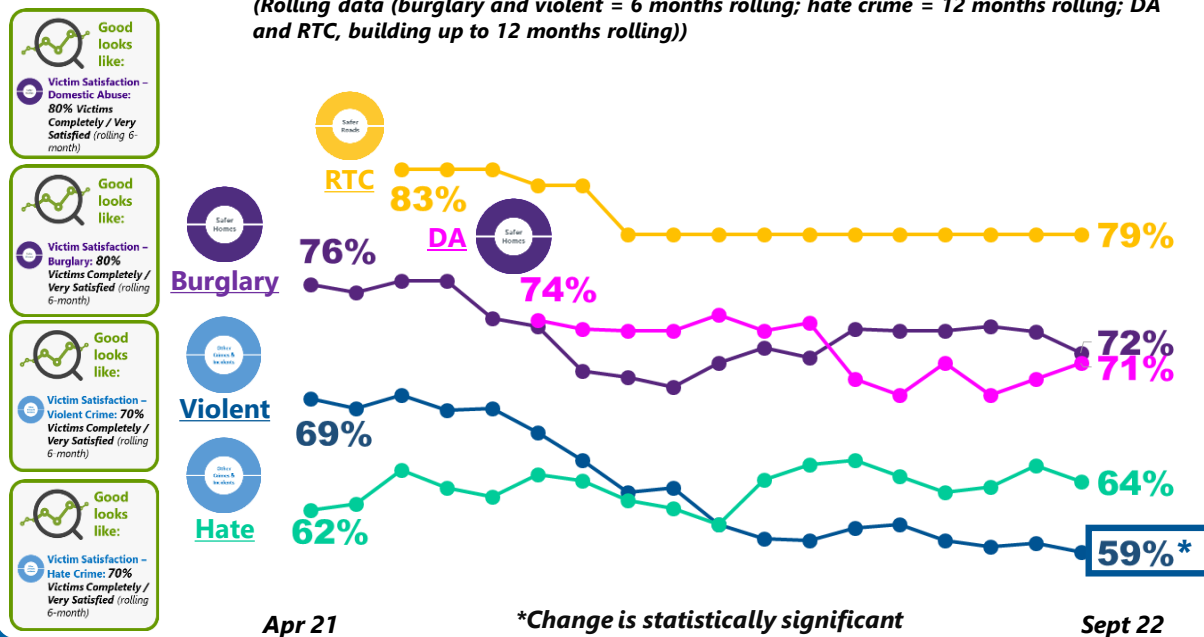
**Number of victims spoken to:** Survey targets were not met during Quarter 2 due to staff absences and ICT issues although targets were met during the month of July.

### 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 59% against the aim of 70%.
- Burglary satisfaction has decreased over the reporting period shown, although this decrease is not statistically significant. Satisfaction levels vary markedly by Local Policing Area.
- 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. Marked 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))



### What drives satisfaction and how can we improve it?

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

### Victim 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 continuing to be progressed include:

- **Embedding the reassurance message:** Work is underway with L&D to consider how a more holistic approach to delivering the reassurance message can be adopted. To date, reassurance training has been delivered through stand-alone inputs; however, the overlap between the reassurance message and other related inputs (such as professional curiosity, seeing beyond the obvious) has been recognised.
- **OCC process mapping:** Following the process mapping work undertaken by SP&I with managers from within OCC (in order to identify possible points in the process which may be contributing to the statistically significantly falling levels of satisfaction with the initial contact seen in the cases of burglary and violent crime), a summary report has been prepared for discussion with the Supt. Public Contact later in October.

### Victim Satisfaction: National Context

- From **April 23, the Home Office intend to introduce a national Victim Satisfaction Survey.**
- More information is awaited; however, the **following intentions have been set out:**
  - A representative sample of all victims (excluding fraud and RASSO) from each force will be surveyed
  - A consistent but mixed methodology approach will be used: ~50/50 telephone and online
  - The survey will allow force comparisons to be made

### Next Steps / Recommendations

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

Action Required?

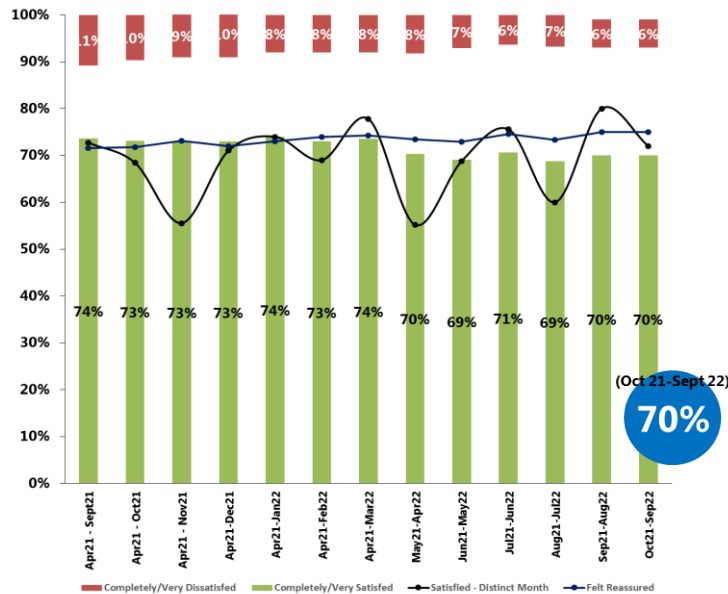
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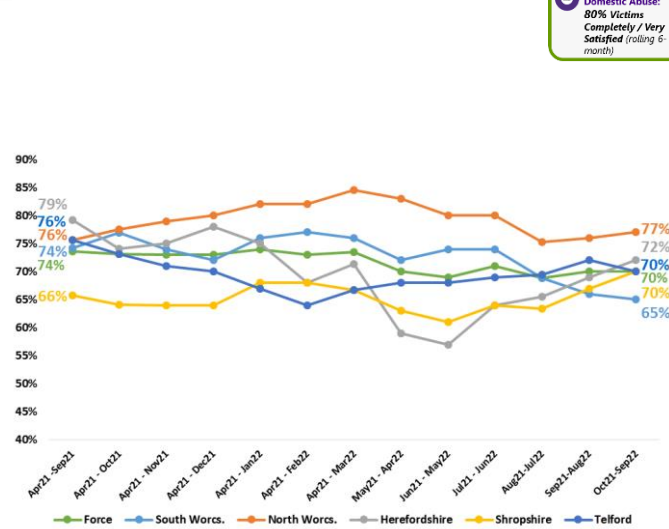
# 1. Delivering a high quality, consistent service to the public

## 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 in South Worcestershire, Herefordshire and Telford** although none of these falls are statistically significant.
- **South Worcestershire** is the LPA with lowest satisfaction levels while **North Worcestershire** is the LPA with the highest.

### 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**. The survey is scheduled to go live during start of Quarter 4 22/23.

### Next Steps / Recommendations

Given the current trends alongside the recently implemented DA Deployment Model, **DA satisfaction will be closely monitored and further analysis undertaken in due course.**

Action Required?

Yes

### Initial Assessment of Impact of DA Deployment Model on Victim Satisfaction

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. This model was rolled out to all remaining LPAs on 28<sup>th</sup> February 22. High-level analysis has been undertaken by SP&I to assess any **early indications** in terms of the possible impact of the model on DA satisfaction:

- Following implementation of the model, **DA arrests only increased with any significance on Herefordshire LPA.**
- Using force data, analysis has identified that, **where a victim indicates that the perpetrator was arrested, satisfaction levels are higher** (due to sample sizes, this difference is not statistically significant).
- However, when the same analysis is run by LPA, while the same result is seen for South Worcestershire, Shropshire and Telford, in **Herefordshire and, to a much lesser extent North Worcestershire, the opposite result is seen, with satisfaction being lower** where a victim reports that the perpetrator was arrested (Herefordshire LPA: 64% (arrested) Vs 90% (not arrested)).
- **Herefordshire has seen a declining trend in the proportion of victims stating in the survey that they would feel confident contacting the police again** (Sep 21 to Aug 22) (all other LPAs have seen an increase over the same period).
- The **percentage of victims in Herefordshire indicating in the survey that they were asked what they wanted to happen has decreased statistically significantly.** The same finding is not seen for the remaining LPAs.
- There has also been a **statistically significant** decrease in the percentage of Herefordshire victims indicating in the survey that the **officer listened fully to what they had to say.** The same finding is not seen for the remaining LPAs.
- A scan of Herefordshire LPA's **free text comments identifies a clear theme of victims stating that they had not wanted the suspect to be arrested.** However, in many cases, victims state that they understand why this was done and that the police were trying to make them feel safer. These are several instances of victims indicating that they felt the incident had been **"taken out of their hands"**.
- **This may go some way to explaining the anomaly around arrests leading to a reduction in satisfaction in Herefordshire whilst, force wide, the opposite is true.** I.e. where a victim is supportive of an arrest approach / has said that this is what they want to happen, a subsequent arrest will result in increased satisfaction. However, if this goes against the victim's wishes, it is likely to have the opposite effect.
- However, **further analysis will be needed once data spanning a longer time period is available.**
- South Worcestershire LPA Supt. Is **overseeing the DA Victim Satisfaction Action Plan;** this includes the **review of additional datasets** to support the above analysis and **engagement with DA support groups.**



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

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

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### Violent Crime Satisfaction Headlines

- Across the reporting period shown on the bar chart, there have been **statistically significant decreases in violent crime satisfaction across the force**.
- **None of the LPAs have achieved the aspiration of 70% satisfaction.**
- With the exception of Telford LPA, all areas have seen reductions in satisfaction over the reporting period, with these decreases being statistically significant in the cases of South Worcestershire, Herefordshire and Shropshire.
- 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).

### Next Steps / Recommendations

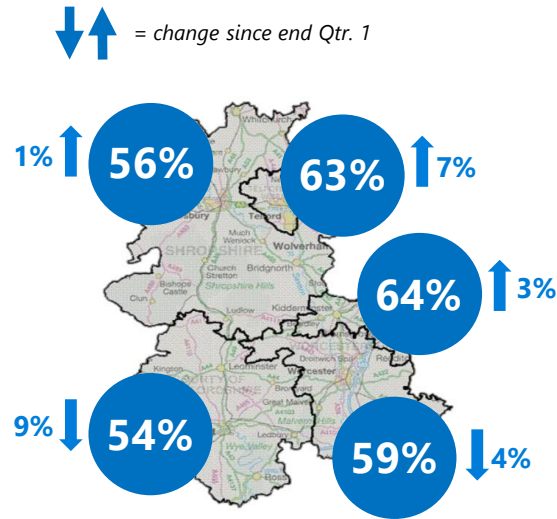
**Progress against the action arising out of Q4 21/22 Force Delivery Group:** Consider commissioning further work to understand the differences experienced between a victim of burglary and a victim of violent crime, and review if appropriate the approach taken by West Mercia.

The volume of violent offences precludes the delivery of an enhanced service offer to all violent crime victims as standard (as is the case with burglary victims). However, from September 23, **victims of violent offences with injury** (Section 47 and above) will be **offered a service which meets a minimum set of service standards**; this approach is being trialled in Herefordshire.

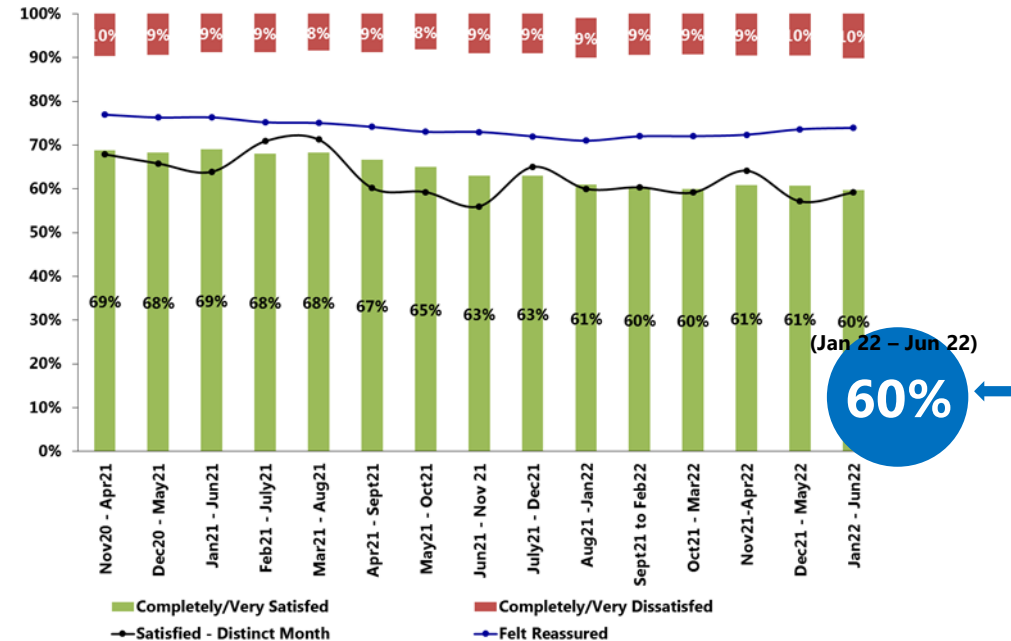
Action Required?

Yes

### LPA Performance (Completely or Very Satisfied) (Apr 22 – Sep 22)



### Force Performance (Completely or Very Satisfied)



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

#### What causes satisfaction...



"The officers **calmed the situation down**, and the one PC spoke to me, and **made me feel safe**. The other officers **spoke to the other parties**, before returning to me to discuss what the other parties had said. The officers were **friendly**, and **offered to escort us back home**, but as they were very busy I declined. They instead **called me later to check we were okay**."



"The officer was **excellent**, he was **sympathetic, empathetic** and it all felt **extremely professional**. It **felt like I was speaking to a friend** so it all felt **really reassuring**."



"PC \*\*\* is **keeping me updated** as and when she has something to tell me which is what I wanted. I have been informed that the **CCTV evidence and witness statements are ready for her and she will then be calling her in for questioning**. All through she has **managed my expectations regarding time scales**."

#### What causes dissatisfaction...



"It **took four calls** to the police by different people before officers attended; **if officers had arrived 10 minutes quicker** it would have **prevented my friend being assaulted**, as the suspects ran off when they heard the police sirens."



"I feel I was **treated disgustingly** and **I have no faith in the police**. The officer was **only with me at the scene for about three minutes**, I was **shaking when the officer arrived** and **still shaking when she left**. I felt **totally dismissed by the officer** at Malinsgate Station"



"...it has taken **nearly two months to sort out** and even though we gave the officers a lot of evidence we have been **advised to drop the case**. **I don't feel I have been treated as a victim** and it feels that as the police would have to make an effort to investigate this crime they have **just not bothered**. I have found the **whole experience to be emotionally exhausting**... The **service has been terrible and unfair**."



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

## 1.2 Creating public confidence

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Good looks like: 88%

Legitimacy – Requires Improvement

HMICFRS  
27 Sept 2019

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

↑↓ = change since end Qtr. 4

Discrete  
Quarter (Q1)

82%  
**Confident**

(Previous  
Quarter (Q4):  
83%)

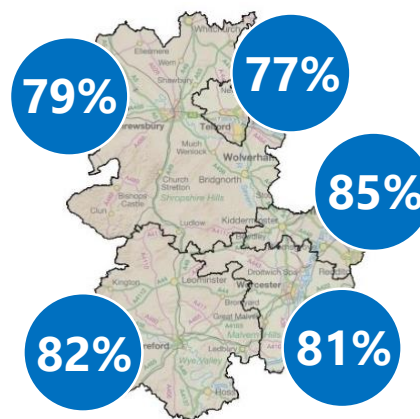
Rolling 12  
months (Jun 22)

81%  
**Confident**

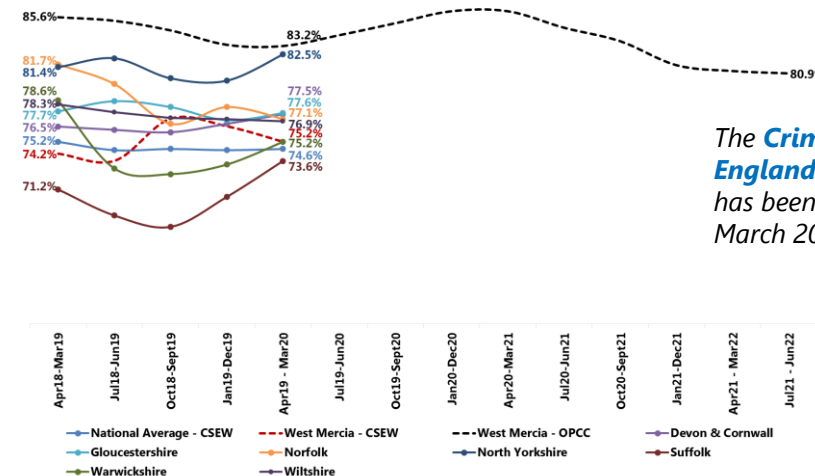
(Previous  
period: 81%)

*\*Change is statistically significant*

West Mercia data presented uses SMSR  
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

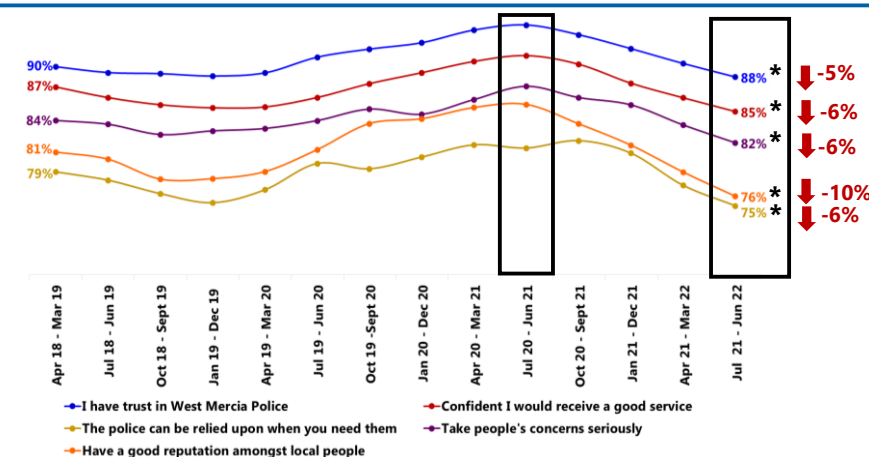
- As at end June 22, with a figure of **81%**, the force remains **significantly below the aspirational figure of 88%**.
- From the period ending March 2021, there is a **statistically significant decline in public confidence** – decreasing from 86%. Whilst the rolling confidence level has remained the same this quarter there is a slight decrease in the discrete quarterly figure (82%) in comparison to the previous discrete figure.
- There is a **remote chance** that the **force will achieve the 88% aim by the end of Quarter 4 22/23**.
- **Analysis into falling confidence levels has been carried out by SP&I; the findings will be shared in due course.**

### Public Confidence: LPA

- Compared to the previous quarter, there has been very little change in public confidence by LPA.
- However, **since the period ending March 2021, South Worcestershire, Shropshire and Telford** have all seen **statistically significant falls in public confidence** (falling from 87%, 86% and 85% respectively).

### Public Confidence: Drivers

- All five **drivers of public confidence have continued to decrease this quarter**.
- From the **period ending June 2021**, there has been a **statistically significant decline in all drivers**. 'West Mercia having a good reputation amongst local people' has decreased most markedly – a fall of 10%, to 76%.





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

Public Confidence: National Comparisons

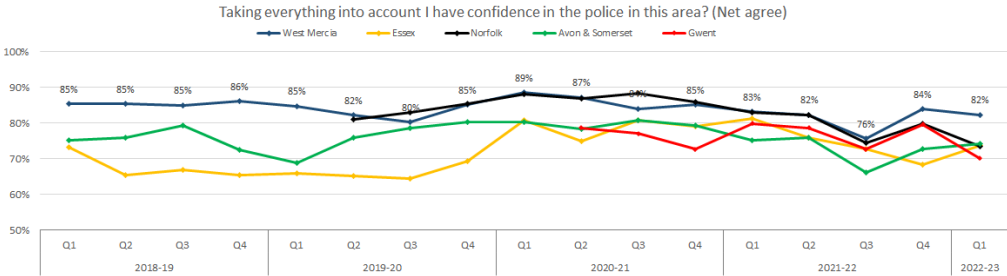
Since April 2018, the force and OPCC commissioned an internal confidence survey; this was outsourced to external market research company, SMSR. **Compiling data from ‘SMSR’ forces enables proxy comparisons to be made in the absence of CSEW data** (although it should be noted that there may be subtle 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 within 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 remains 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); there is a **continuous decline from Q1 2021 onwards**, which is not the case for other forces. This question is a measure of police effectiveness, whilst it is used as an alternative confidence measure in other forces. Analysis to better understand this finding will be undertaken by SP&I.

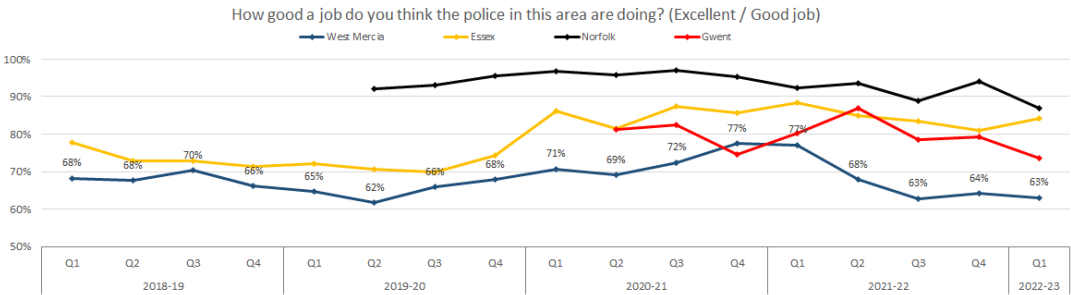
Please say how much you agree or disagree with the following statement: Taking everything into account I have confidence in West Mercia Police?

Taking everything into account I have confidence in the police in this area? (Net agree)																	
Force	2018-19				2019-20				2020-21				2021-22				2022-23
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
West Mercia	85%	85%	85%	86%	85%	82%	80%	85%	89%	87%	84%	85%	83%	82%	76%	84%	82%
Essex	73%	65%	67%	66%	66%	65%	64%	69%	81%	75%	81%	79%	81%	76%	73%	68%	74%
Norfolk						81%	83%	85%	88%	87%	88%	86%	83%	82%	74%	80%	74%
Avon & Somerset	75%	76%	79%	72%	69%	76%	79%	80%	80%	78%	81%	79%	75%	76%	66%	73%	74%
Gwent										79%	77%	73%	80%	79%	73%	80%	70%



In general, how good a job do you think West Mercia 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				2022-23
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
West Mercia	68%	68%	70%	66%	65%	62%	66%	68%	71%	69%	72%	77%	77%	68%	63%	64%	63%
Essex	78%	73%	73%	71%	72%	71%	70%	74%	86%	82%	87%	86%	88%	85%	83%	81%	84%
Norfolk						92%	93%	95%	97%	96%	97%	95%	92%	93%	89%	94%	87%
Gwent										81%	82%	75%	80%	87%	79%	79%	73%





## 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**; the 12 month rolling average is showing a **slight downturn**.
- In Q2, the **proportion of complaints** dealt with outside of schedule 3 **exceeded** 'What Good Looks Like' target.
- Year on year increases** in the raw number of recorded conducts are observed. 48 recorded in the first six months of 2022/23.

#### What does this mean?

- The **key themes** for the investigations recorded in the last six months are: Data Protection Computer Misuse, particularly linked to GENIE, Inappropriate sexual behaviour and APSP.

#### Next Steps / Recommendations

- Continued to be **monitored**.

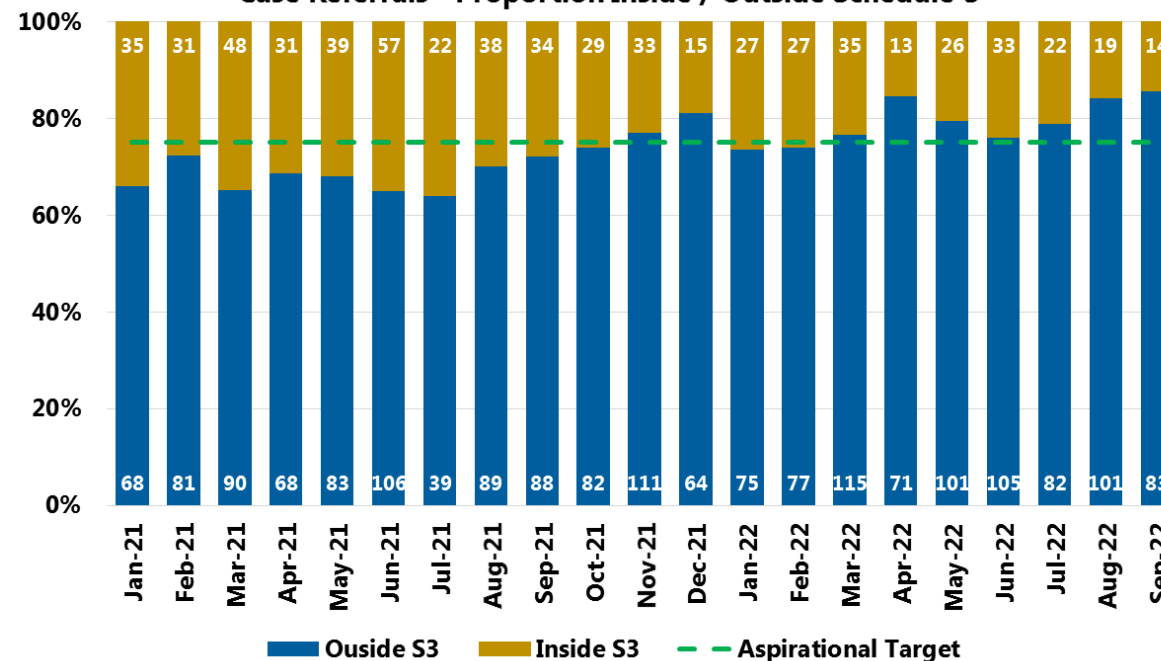
Action Required?

No

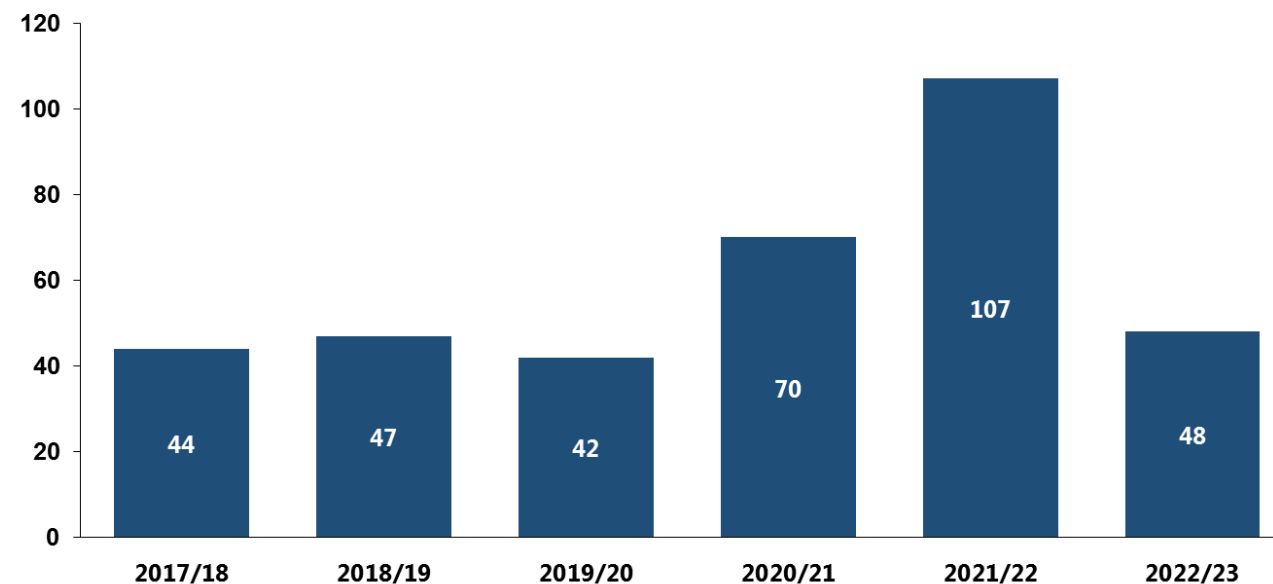
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15

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:**

Referral rate of 20-25% of total crimes

Key Points

- **VAL referrals** as a percentage of Victim-Based Crime are at **17.7%** for last month, **below What Good Looks Like Target.**
- The **decrease in referrals** has been **driven** by **North Worcestershire and South Worcestershire.**
- Cumulative Referral Rates for **Year to Date 2022/23** are marginally **above What Good Looks Like** at **22.9%.**

LPA	July	August	September	Cumulative Year to date 2022-23
South Worcestershire	15.3%	15.0%	12.6%	17.6%
North Worcestershire	20.6%	17.4%	14.3%	19.3%
Herefordshire	31.4%	26.4%	24.7%	31.1%
Shropshire	27.2%	22.1%	19.6%	25.9%
Telford & Wrekin	23.6%	21.0%	17.1%	20.6%
Force	23.3%	20.2%	17.7%	22.9%

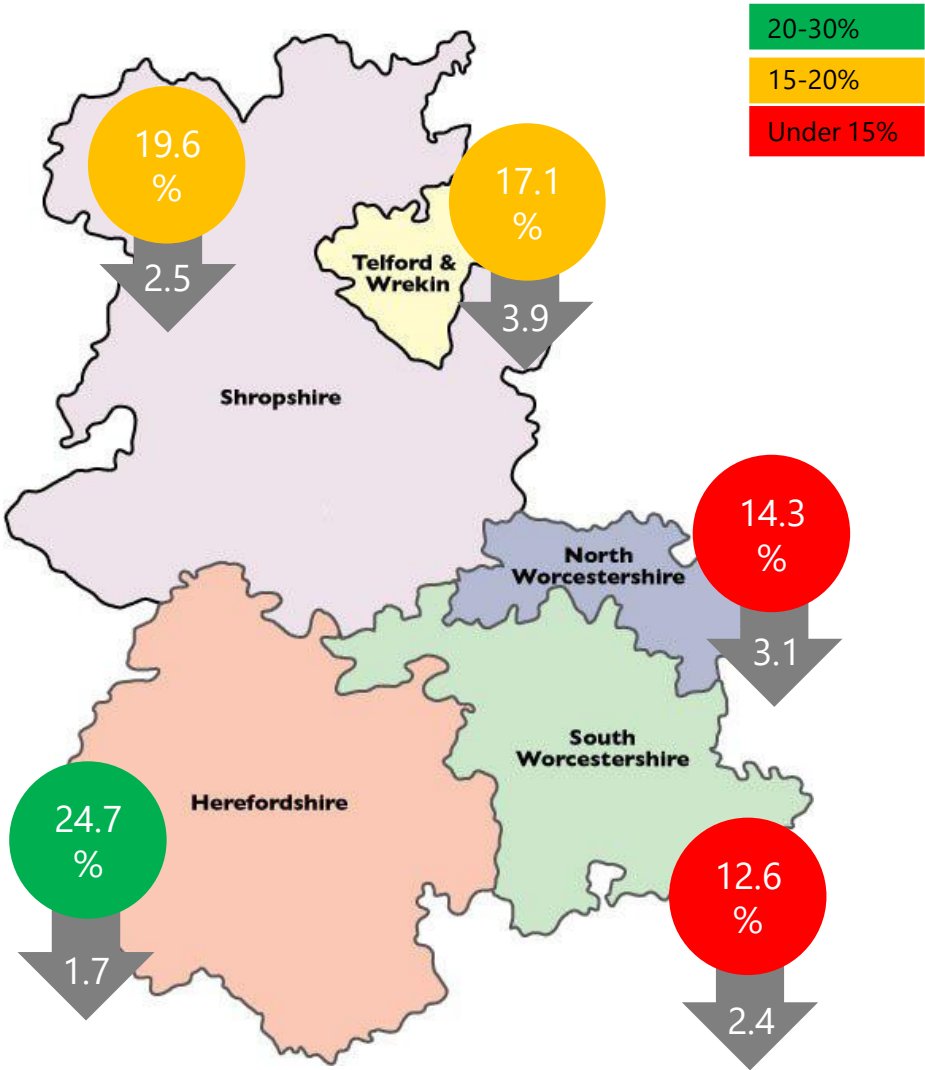
Next Steps / Recommendations

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

Action Required?

No

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

Key Points

- Measuring the **quality of referrals** was introduced in August 2022.
- The **quality of VAL referrals** as a percentage of Victim-Based Crime are at **60%** for last month. This is **below What Good Looks Like**.
- Cumulative Referral Rates for **Year to Date 2022/23** are at **56%**. This is **below What Good Looks Like**.

LPA	August	September	Cumulative Year to date 2022-23
South Worcestershire	49%	53%	51%
North Worcestershire	67%	78%	72%
Herefordshire	52%	53%	52%
Shropshire	51%	65%	58%
Telford & Wrekin	45%	52%	48%
Force	53%	60%	56%

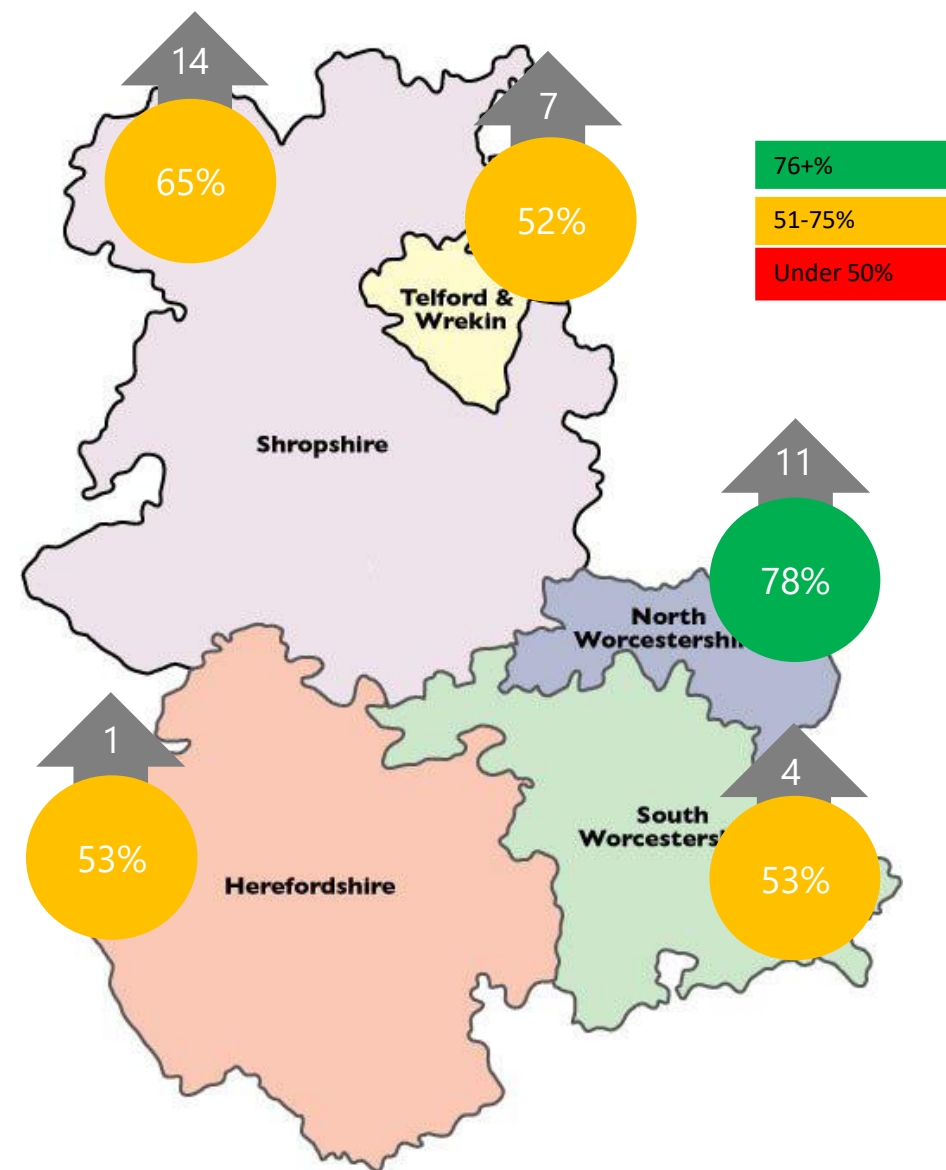
Next Steps / Recommendations

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

Action Required?

No

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

### 1.4 How well do we meet The Victims Code?

Right	What Good Looks Like	Assessment
1: To be able to understand and to be understood	KPI and benchmark not identified	To be Determined
2: To have the details of the crime recorded without unjustified delay	95% of Safe logs requiring a crime are recorded as a crime 90% of crimes are recorded within 24hrs of the crime report	Deteriorating Red
3: To be provided with information when reporting the crime	70% of victim-based crime victims are sent the victim acknowledgement letter	Maintaining Red
4: To be referred to services that support victims and have services and support tailored to your needs	20-25% of victims are referred to the VAL or other support service.	Maintaining Green
5: To be provided with information about compensation	85% of CICA request are responded to within 30 days	Deteriorating Amber
6: To be provided with information about the investigation and prosecution	85% of victims receive a mandatory update within 5 working days (1 day enhanced)	Improving Amber
7: To make a Victim Personal Statement	75% of victims going to trial offered a VPS (To be reviewed in line with MoJ requirements)	Improving Green
8: To be given information about the trial, trial process and your role as a witness	85% of cases victims are warned for trial	Maintaining Green
9: To be given information about the outcome of the case and any appeals	80% of victims informed of the outcome the case within 1 working day	To be Determined
10: To be paid expenses and have property returned	Escalations to supervisor (following 3 reminders to OIC) to arrange for return of property	Benchmarking Red
12: To make a complaint about your Rights not being met	No of complaints made and % upheld	To be Determined

\* Currently there are no measures for Right 11.



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

### 1.4 How well do we meet The Victims Code?

#### Key Points

- All victims **should have an Initial Victims Needs Assessment completed** to identify if they are **entitled** to an **enhanced service**.
- **All Victims (where there is no risk) should receive the Victims Information Leaflet.** This should be completed at the same time as the Victims Letter and **documented** in the **correct location**.
- The dip sampling indicates that these **required actions** are **not being completed** as they should be.

#### What does this mean?

- **Data quality issues** throughout the dip sampling include:
  - Investigations being included in the sample despite not being closed in the month.
  - Information input incorrectly.
  - The location of documentation being incorrect.
- The dip sample report indicates that there are actions that need to be completed, to meet the requirements of the Victims Code.
- The **recommendations** from the Dip Sampling report have been **discussed in several meetings** to provide the opportunity to put into action the changes that are required to drive improvements.
- The creation and development of the **Victims Dashboard** will enable a more **accurate depiction** of what information is being input and how it is **meeting the Victims Code**.

#### Next Steps / Recommendations

Work is actively being carried out to Improve these areas.

Action  
Required?

No



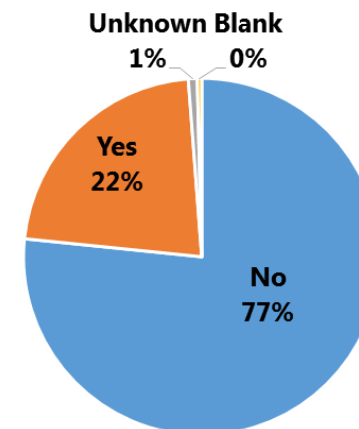
**Good  
looks  
like:**

**Initial Victim Needs Assessment:** 100% of assessments completed.

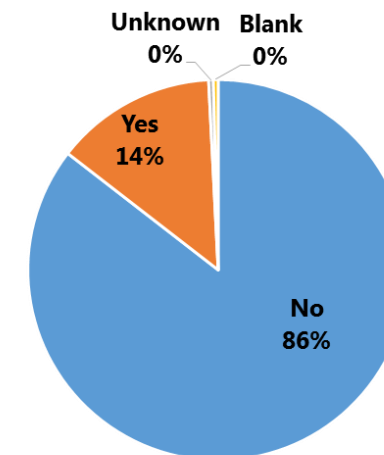
**Information Leaflet has been sent:** all victims should receive the Information Leaflet.

Performance against these metrics will be included in future reporting.

#### Completion of Initial Victim Needs Assessment



#### Evidence that the Information Leaflet has been sent



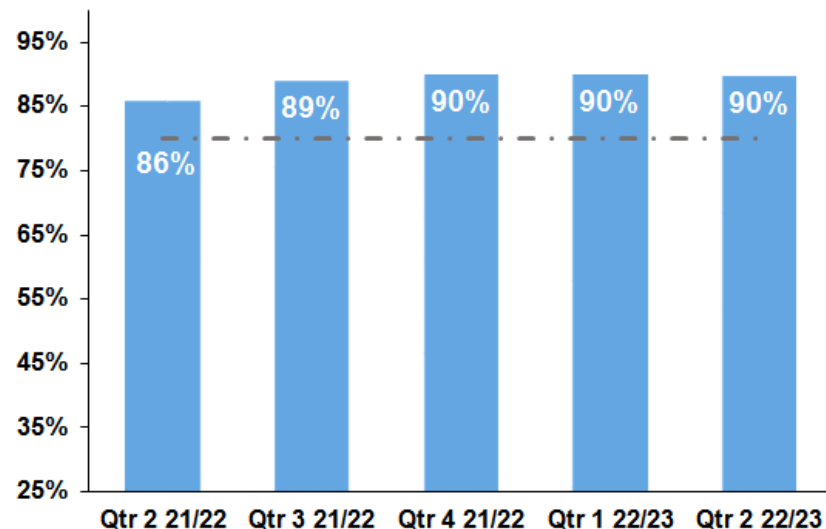


### 3. Delivering an ethical service

#### 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.

**Good looks like:**

95%-100%  
Almost Certain

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

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

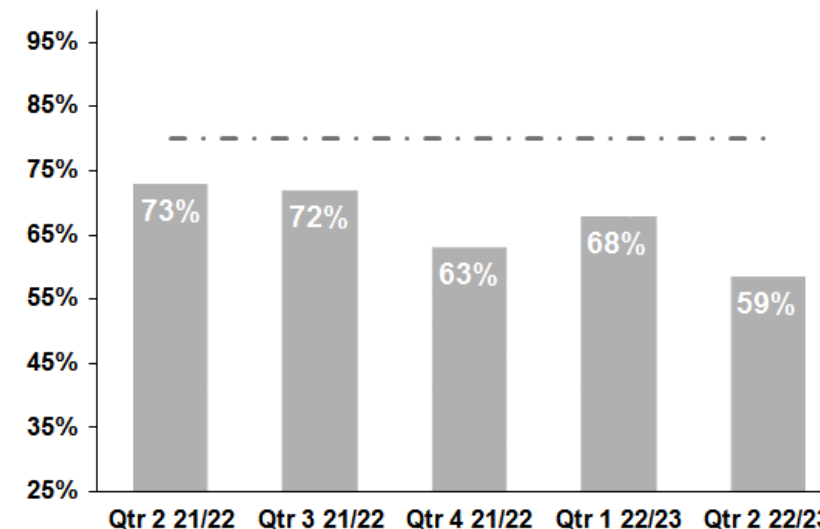
#### Next Steps / Recommendations

- Continued to be **monitored**.

Action Required?

No

Data Protection - Foundation



#### What does this mean?

- Data Protection – Foundation** trained staff and officers has **decreased by 9 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.

**Good looks like:**

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

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

#### Next Steps / Recommendations

- Request that this is promoted by all.

Action Required?

Yes

40% - 50%  
Realistic Possibility

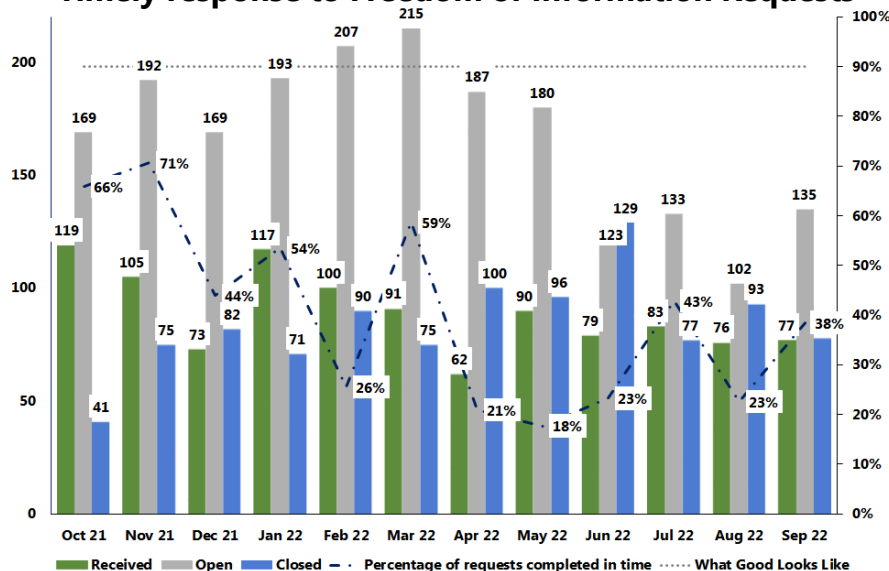


### 3. Delivering an ethical service

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

##### 3.1.2 Freedom Of Information and Subject Access Request compliance

Timely response to Freedom of Information Requests



#### What does this mean?

- There has been an **increase** in FOIs completed on time by **15 percentage points** from the previous month.
- There has been an **decrease** of **16% (15)** in FOIs closed and an **increase** of **43% (9)** in FOIs closed within 20 days from the previous month.
- Open FOIs increased by 32% (33)** from the previous month.
- Action plan** has seen a **reduction in open FOIs** with significant numbers being peer reviewed by Information Compliance.

#### Next Steps / Recommendations

- Continued to be **monitored**.

Action Required?

No

**Good looks like:**

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

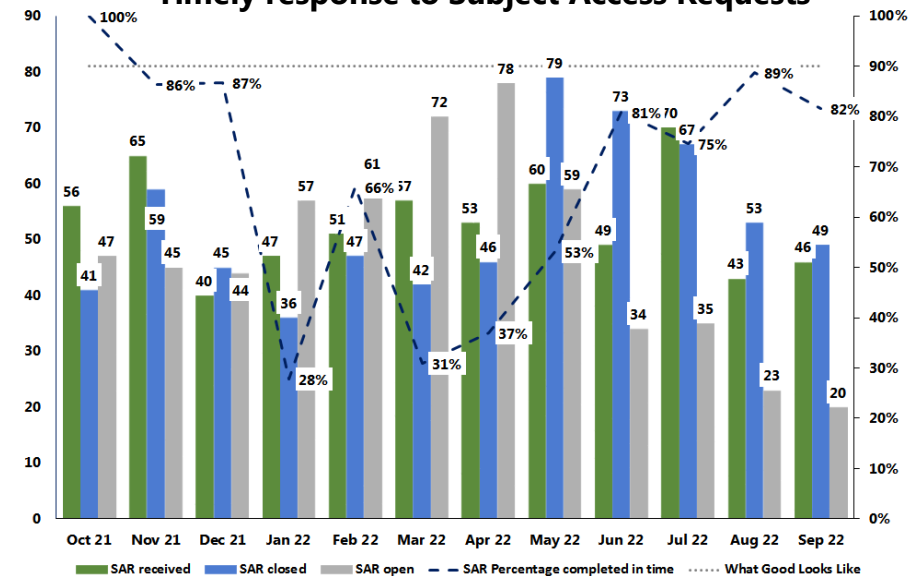
WDGLL has been reviewed and agreed by the subject lead. Jul 2022

0% - 5% Remote Chance

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Timely response to Subject Access Requests



#### What does this mean?

- There has been a **decrease** in SARs completed on time by **7 percentage points** from the previous month.
- Number of **SARs received** have **increased by 7% (3)** from last month.
- The number of **closed SARs** has **decreased by 8% (4)** with those **closed within the deadline** having **decreased by 15% (7)**.

#### Next Steps / Recommendations

- Continued to be **monitored**.

Action Required?

No

**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



## 3. Delivering an ethical service

## 3.1 Delivering our service legally and within regulations

## 3.1.4 Internal CDI audits

Anti-Social Behaviour (ASB)  
Audit

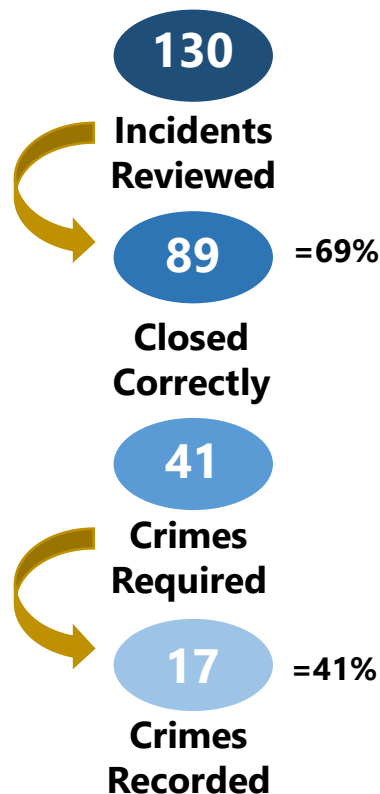
**Good  
looks like:**

Last reviewed  
Jul 2022

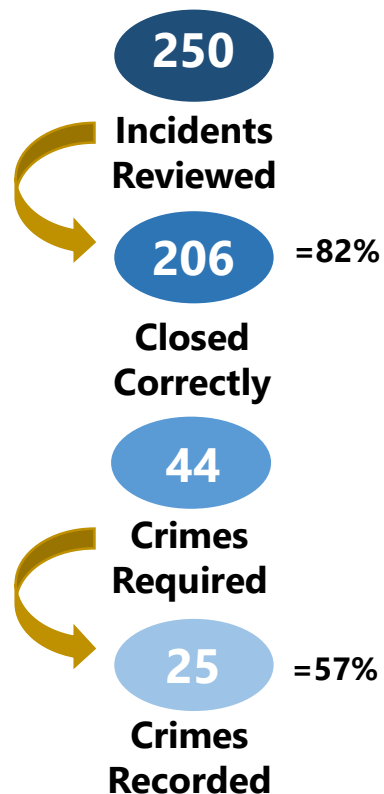


**CDI Audits: 90% compliance** or above on crime recording for CDI audits in general (HMICFRS).

### ASB Audit (AS – Personal) Jan to Feb 2022



### ASB Audit (AS – Personal and AS –Nuisance) Jun to Aug 2022



## Key Points

- There has been an **improvement** in **compliance** between the two audits from **69% to 82%**, however this is still **below WDGLL**.
- There also has been an **improvement** in the percentage of **crimes recorded** from **41% to 57%**. **44** crimes were **required**, with **19** crimes **missing**.
  - **7** crimes missed were **Public Order** related.
  - **6** crimes missed were **Course of Conduct** crimes.
  - The other **6** crimes were made up of **Offences Against the Person, Burglary and Theft**.
- Only **24% (6)** crimes were **recorded within 24 hours**. All crimes were recorded within 7 days.

## What does this mean?

- Positively, OCC Sergeants and Inspectors **are referring more often to HOCR principles** in their **log reviews**. Resulting in more crimes being accurately closed as AS-Personal or AS-Nuisance.
- In many cases where **verbal abuse or threats** were reported, the incident logs had been closed off as **Anti-social behaviour** when very often a **Harassment or a Public Order crime was required**.
- Improvements must be made around **recording crime in 24hrs**.

## Next Steps / Recommendations

- The **CDI and outcomes delivery plan** is in **early stages of development** by FCR supported by Crimes Management. This will include 3 pillars: **Governance and leadership, training and development** and **performance review and scrutiny**. Audit recommendations will be tracked and steps to green identified specifically for ASB.
- Improve **officers and staff understanding** of the **difference between ASB and crime**, particularly **Public Order** and **Harassment**. ASB training package work in progress with L&D.
- **Utilise CDI champions** and **QA sergeants** in driving the **key messages**. Workshops across LPA's planned for new year. **OCC** and **Crime Bureau** completed.
- Improve **recording** crimes **within 24 hours**. Included in CDI performance dashboard to be tracked through DMM.

Action  
Required?

Yes



## 4. Delivering effective prevention and intervention

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

#### Outcomes and Open Investigations - Monthly Background Influencing Factors

##### Short Term Impacts

**Designated Decision Makers' backlog (DDM) is high** in volume (**629**) with a **RAG rating 'Red'**.

The DDM backlog was **rated 'Red' for 2 weeks** within September. It is **probable** that **'Action Taken' outcoming levels** have reduced as a result.

**Investigation Management Unit (IMU) backlog is exceptionally high** in volume (**976**) with a **RAG rating 'Red'** and has had this status **for 3 weeks** within September.

This has created a **delay in the Quality Assurance (QA) process**, consequently impacting other **crime management** processes.

There are **high levels of staff abstraction** in both the **DDM and IMU teams** - (Annual leave and carrying multiple vacancies).

It is **highly probable** that this will **impact outcoming and open investigation levels**.

The **Contact Resolution Centre (CRC)** currently has **34 OICs**.

The CRC Team **workload is high** in volume (**108**) with a **RAG rating 'Red'** and has had this status for the **entire month** of September.

Currently there are **418 Exceptions** (Incident logs without a crime reference number attached). **201** of these are from **August 2022**.

It is **likely** this will **increase backlogs further** as these incidents could require **further crimes being recorded**.

##### Long Term Impacts

**Unresourced** levels have **considerably decreased**.

**Evidential quality and victim support** is **likely to increase** when incidents are responded to quickly, leading to an **increase** in **'Positive Action'** outcomes.

**CPD outcome training** for officers will be delivered in **November 2022** regarding **outcome codes regularly misused**.

It is **likely** this will **increase the accuracy** of future applied outcomes.

The complexities of the **CPS process** creates restrictions that **hold up case file building, hindering the Charge/ Summons** process.

'Action Taken' – Outcome 1 to 8 (Excluding Outcome 5)

'Positive Action' – Outcome 1 and 1A



## 4. Delivering effective prevention and intervention

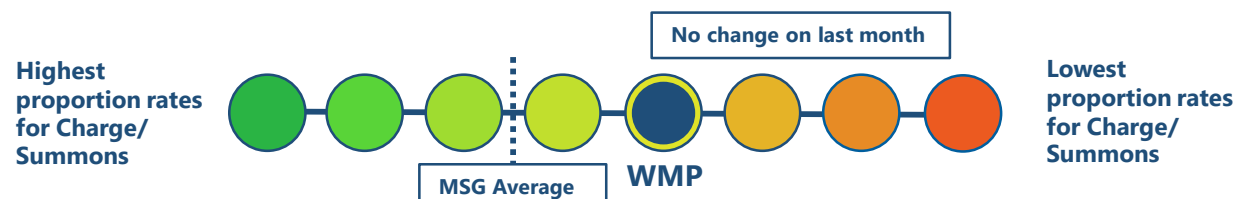
### 4.1 How well does West Mercia Police bring offenders to justice?

#### 4.1.1 % of positive action

##### Key Points

- Both **total outcomes** and **Charge/Summons** have seen a **volume decrease** compared to the **previous month**, continuing the overall **downward trend** seen since **November 2021**. It is **likely** the **DDM Backlog** has **negatively impacted** Charge/ Summons volumes.
- Charge/ Summons** has seen a **31% (165) volume decrease** compared to the **previous month** and a **32% (171) decrease** when compared to the **same month last year**.
- The monthly **proportion rate** has seen a **decrease of 2.1 percentage points** from **7% (535)** down to **4.9% (370)** when compared to the **previous month**.

#### Most Similar Group Comparison – Most Recent Data to August 2022



#### Good looks like:

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

**Under review**

25% - 35%  
Unlikely

#### Next Steps / Recommendations

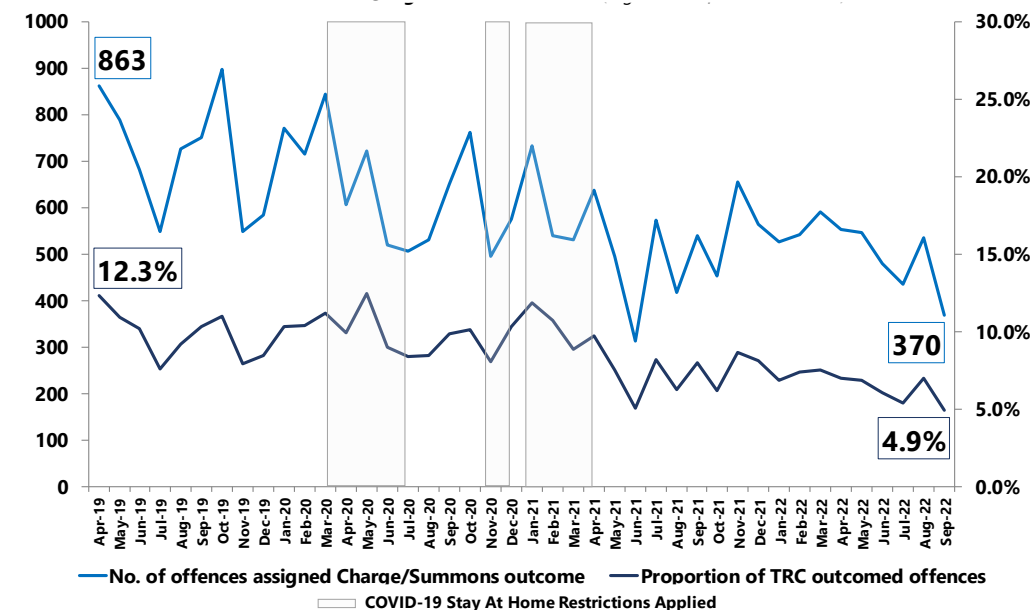
- Continued focus on **action plan delivery** and continued monitoring via Crime Management Board.

Action  
Required?

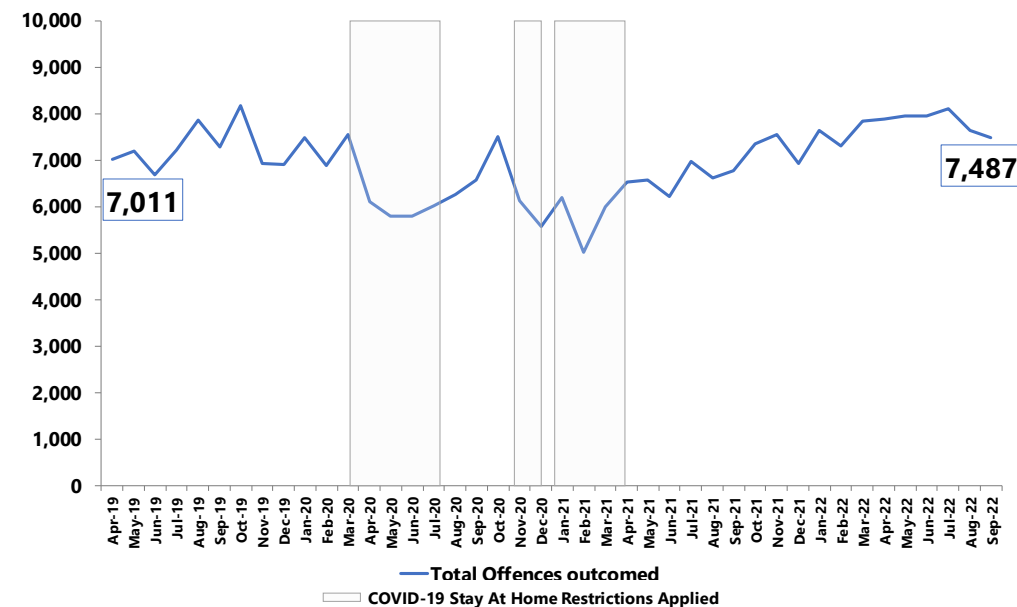
No

#### 'Charge/ Summons' Outcomed Offences (OC1 & 1A)

(regardless of when recorded)



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





## 4. Delivering effective prevention and intervention

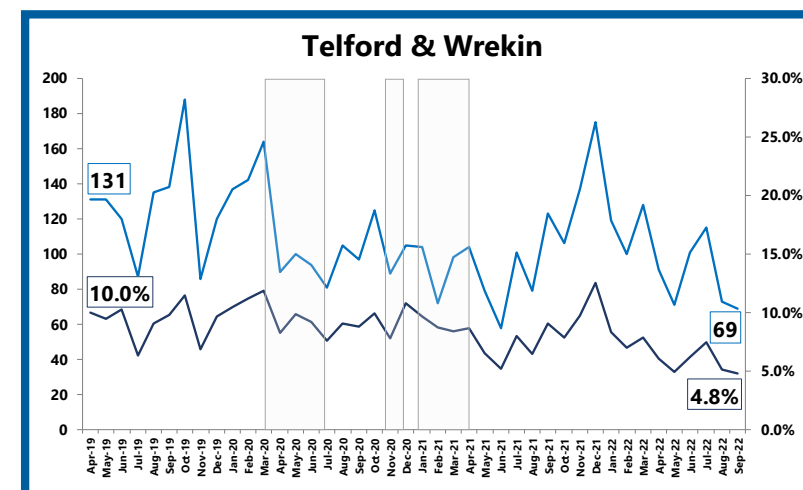
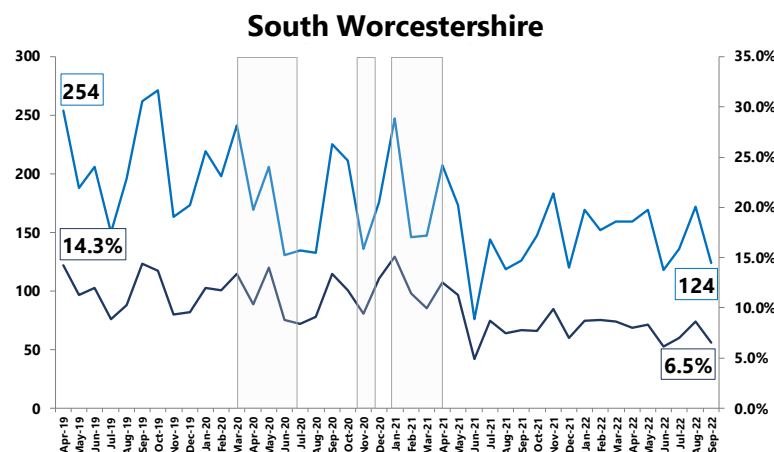
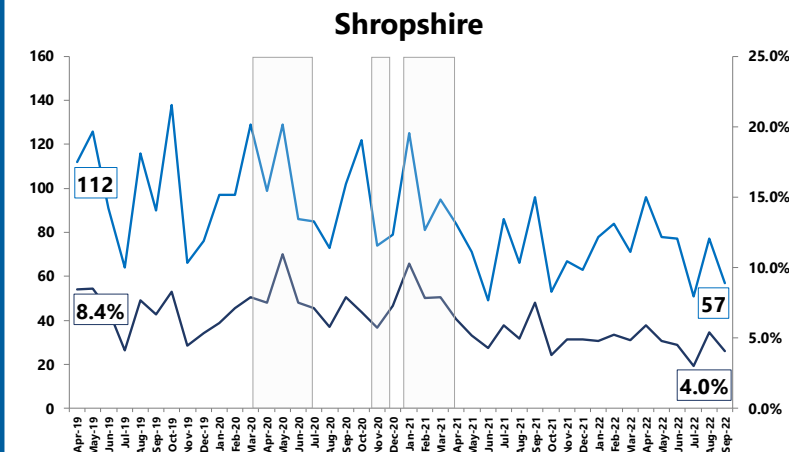
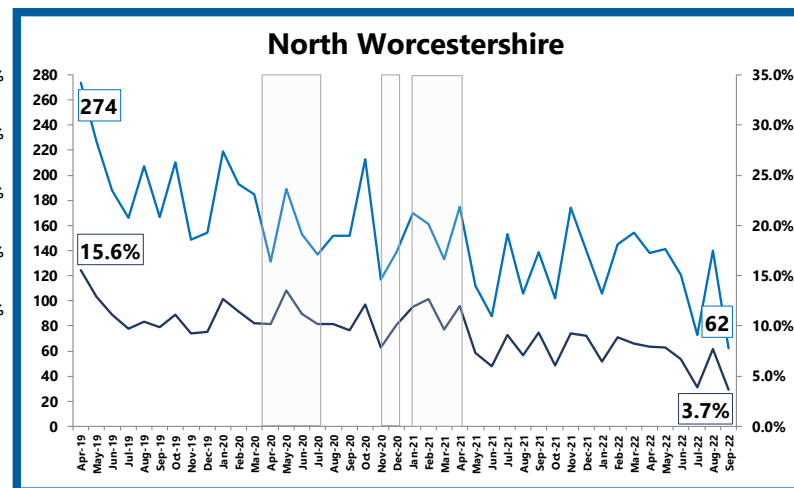
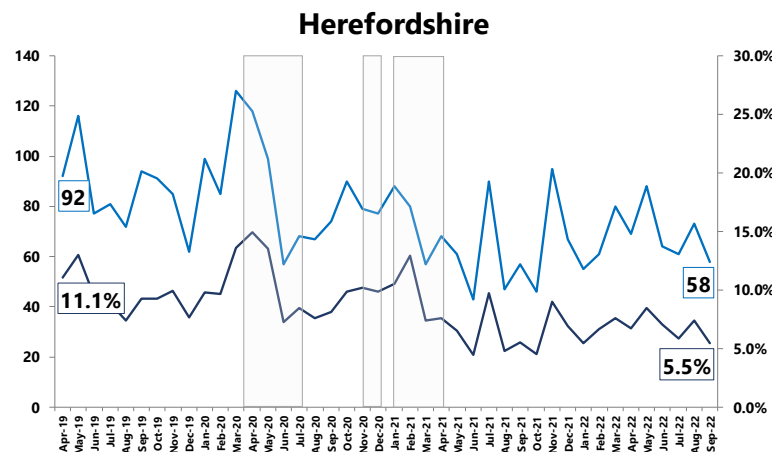
## 4.1 How well does West Mercia Police bring offenders to justice?

## 4.1.1 % of positive action by LPA

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

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

Telford & Wrekin have  
seen the smallest decrease  
in the volume and  
proportion rate, however  
there is still a significant  
decrease since Sep 2021.



— 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 by crime type

##### Key Points – Crime Types of Note

- Public Order** offences have seen a **decrease** in both **volumes and proportion rates** for Charge/ Summons in the **year-to-month** when compared to the same period last year.
  - There has also been a **52% volume decrease** in Charge/Summons and a **3 percentage point decrease** in the **proportion rate** since the **previous month**.
- Rape** offences have seen a **57% volume increase** in offences assigned a Charge/Summons in the **year-to-month** when compared to the same period last year.
  - However the **proportion rate** for **September 2022** has seen a **decrease** since the **previous month** from **6.2% to 4.9%**.
- Burglary – Residential** has seen a **38% volume increase** in offences assigned a Charge/Summons in the **year-to-month** when compared to the same period last year.
  - There has also been an **increase** in the **proportion rate** for the **past two months**.

##### What does this mean?

- It is **likely** other 'Action Taken' offence codes are being **considered for Public Order** offences and therefore the proportion rate for Charge/ Summons has decreased.
- It is **possible** that a combination of moving into **Autumn/Winter** and the **cost of living crisis** has started to **impact the high time economy** and therefore **decreasing** the number of **Public Order** offences.

	Apr 21 - Sep 21		Apr 22 - Sep 22		Comparison to the Same Time Period Last Year			Proportion Rate - Monthly View - 13mths	Charge/ Summons Prop. Rate - Sep-22	Charge/ Summons Volume - Sep-22
	1&1A Outcomed Offences	% of Total Outcomed Offences	1&1A Outcomed Offences	% of Total Outcomed Offences	% Change (in offences)	% Point Diff	Difference (No. of offences)			
Homicide	3	0.1%	2	0.1%	-33%	0	-1			0
Violence With Injury	440	14.8%	440	15.1%	0%	0.3	0		6.6%	57
Violence Without Injury	338	11.3%	314	10.7%	-7%	-0.6	-24		4.3%	49
Stalking & Harassment	250	8.4%	209	7.2%	-16%	-1.2	-41		2.8%	32
Rape	23	0.8%	36	1.2%	57%	0.5	13		4.9%	6
Other Sexual Offences	121	4.1%	108	3.7%	-11%	-0.36	-13		4.6%	9
Business Robbery	0	0.0%	9	0.3%		0.3	9		33.3%	2
Personal Robbery	19	0.6%	16	0.5%	-16%	-0.1	-3		2.9%	2
Burglary - Residential (dwelling only)	29	1.0%	40	1.4%	38%	0.4	11		3.8%	6
Burglary – Business & Community (incl. Res. non-dwelling)	39	1.3%	44	1.5%	13%	0	5		2.1%	5
Vehicle Offences	43	1.4%	63	2.2%	47%	0.7	20		1.0%	4
Theft from Person	3	0.1%	8	0.3%	167%	0.2	5		0.0%	0
Bicycle Theft	14	0.5%	11	0.4%	-21%	-0.1	-3		2.5%	2
Shoplifting	499	16.7%	609	20.8%	22%	4.1	110		14.3%	76
All Other Theft Offences	63	2.1%	69	2.4%	10%	0.2	6		0.8%	5
Criminal Damage & Arson	200	6.7%	205	7.0%	3%	0.3	5		3.4%	25
Drug Offences	122	10.5%	217	7.4%	78%	-3.0	95		16.1%	23
Public Order Offences	358	12.0%	307	10.5%	-14%	-1.5	-51		3.9%	30
Possession of Weapons	312	3.5%	113	3.5%	-63.8%	0	-199		22.4%	19
Misc. Crimes Against Society	104	4.1%	102	3.9%	-2%	-0.2	-2		16.1%	18

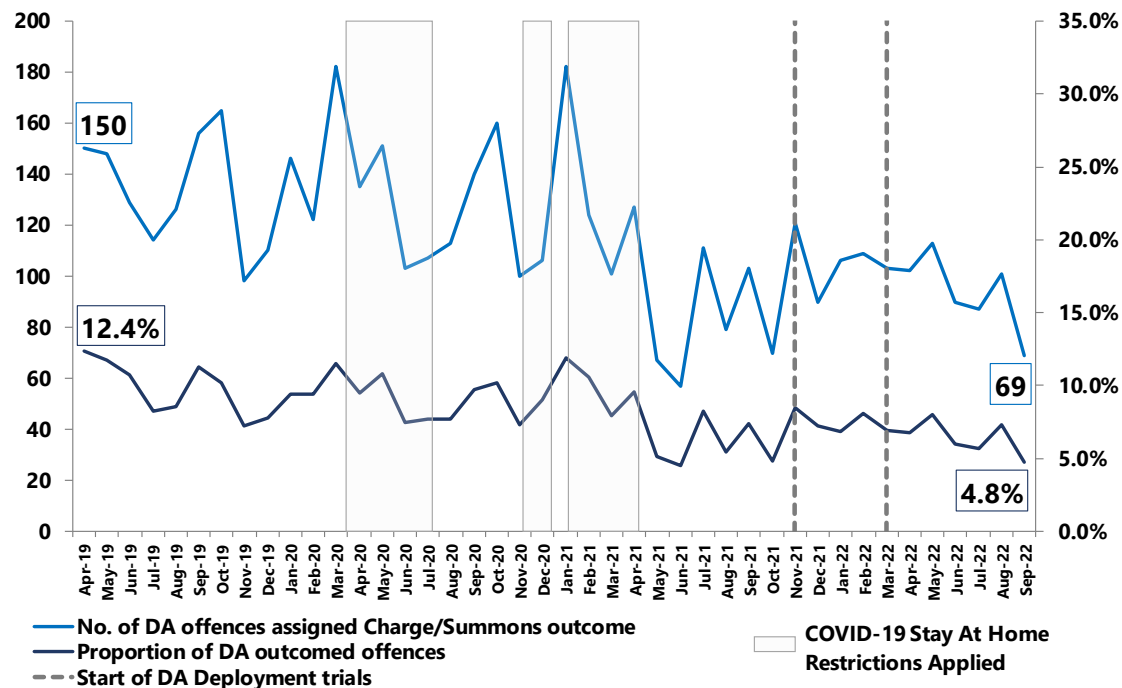


## 4. Delivering effective prevention and intervention

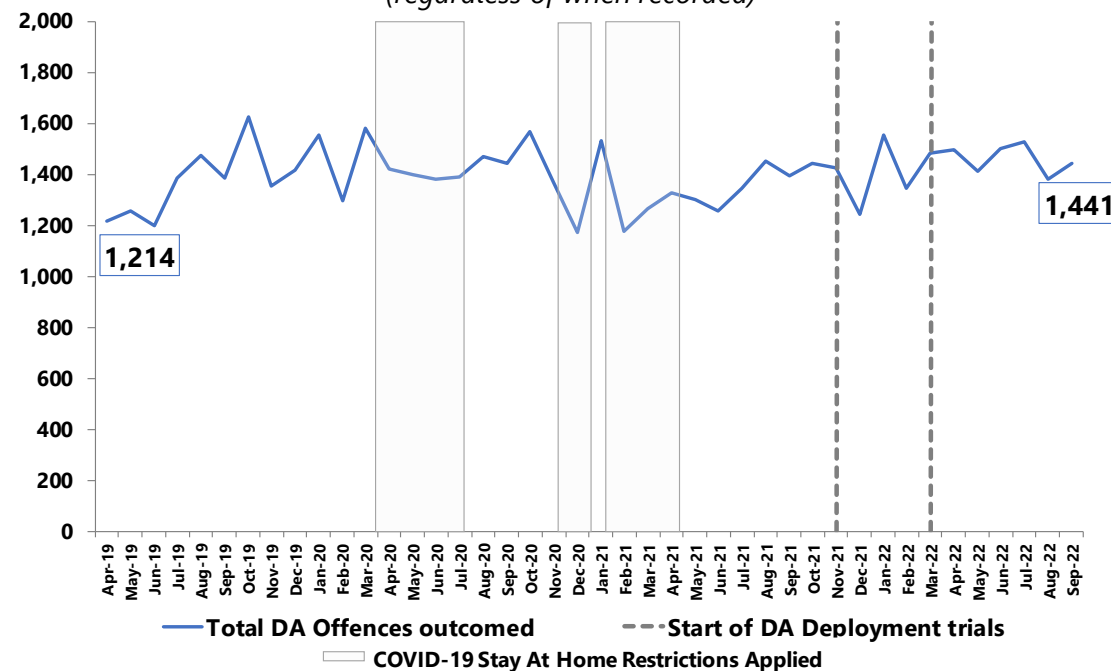
## 4.1 How well does West Mercia Police bring offenders to justice?

## 4.1.1 % of positive action – DA outcomes

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



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



### Good looks like:

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

25% - 35%  
Unlikely

### Key Points

- Total **DA outcome volumes** have seen a **small volume increase** compared to the **previous month**. However **Charge/ Summons** has seen a **decrease**, this is **likely** due to the **DDM Backlog**.
- Charge/ Summons** has seen a **32% (22) volume decrease** compared to the **previous month** and a **33% (14) decrease** when compared to the **same month last year**.
- The monthly **proportion rate** has seen a **decrease of 3 percentage points** compared to the **previous month** and the **same month last year**.

### Next Steps / Recommendations

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

Action Required?

No



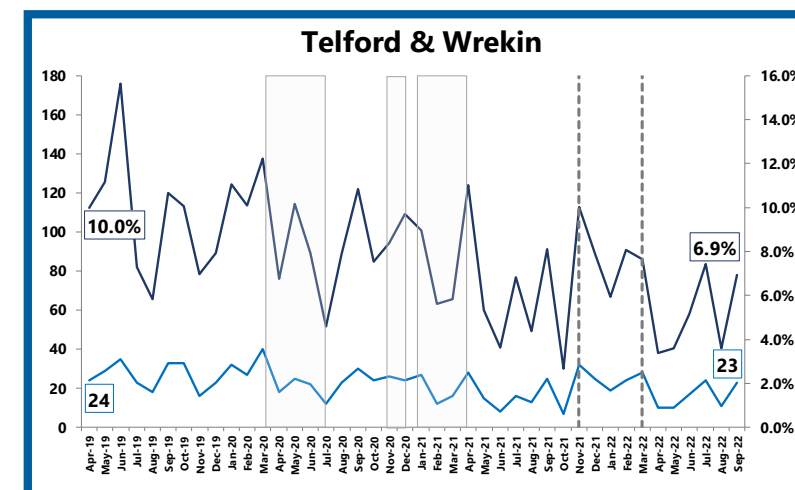
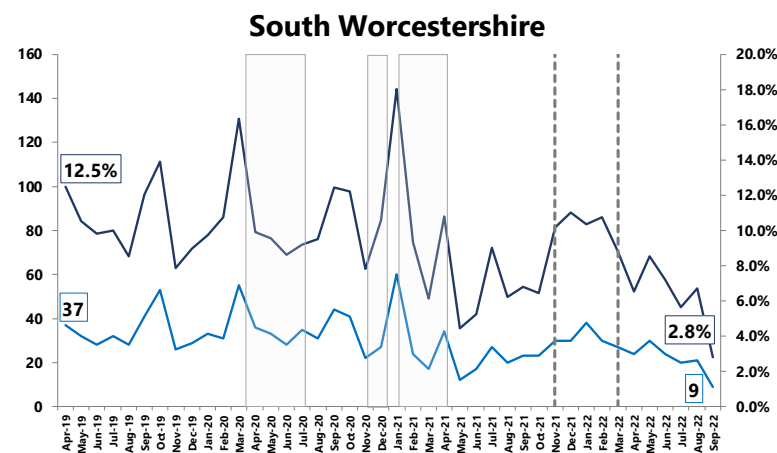
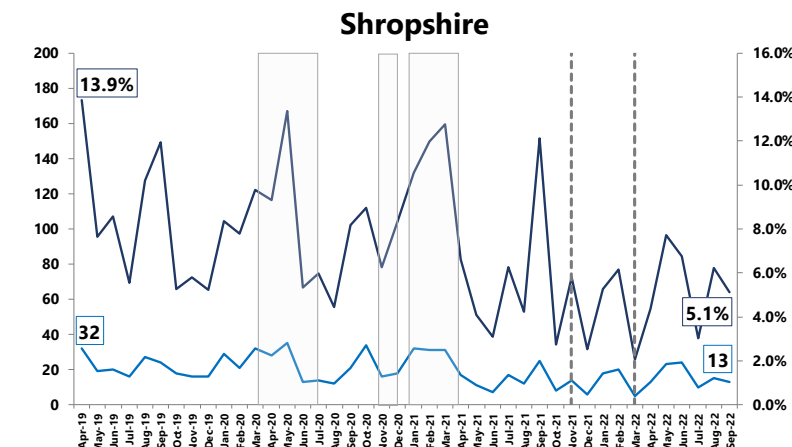
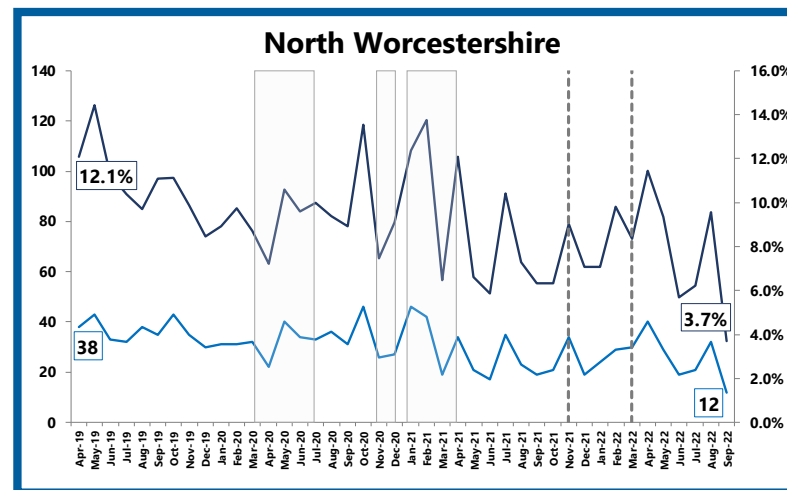
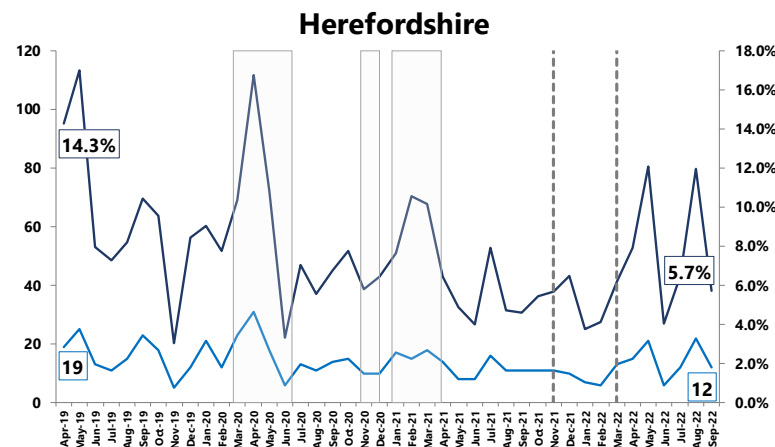
## 4. Delivering effective prevention and intervention

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

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

North Worcestershire has seen the largest decrease in volume and proportion rates from the previous month.

Telford & Wrekin is the only policing area to have seen an increase in volume and proportion rate.



— No. of DA offences assigned Charge/Summons outcome  
— Proportion of DA outcomes  
— COVID-19 Stay At Home Restrictions Applied  
- - - 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

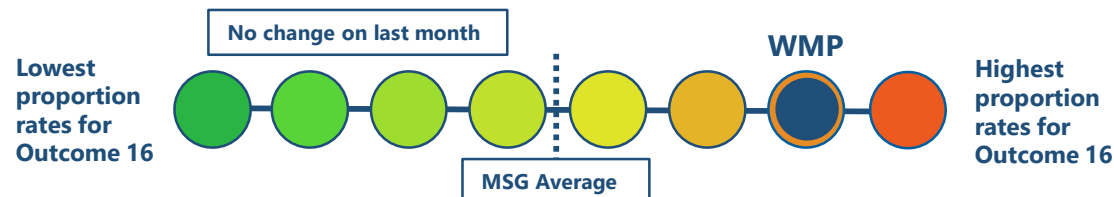
##### Key Points

- Outcome 16 has **increased** in both the **monthly volumes and proportion rates** for **both total recorded crime** and **DA offences**.

##### What does this mean?

- Total recorded crime** has seen a **5% (121) volume increase** in **Outcome 16** and a **proportion increase of 2.2 percentage points** in the last month.
- DA offences** have seen an **8% (66) volume increase** in **Outcome 16** and a **proportion increase of 1.9 percentage points** in the last month.
- Despite this there has been a **3.7 percentage point decrease** in the **proportion rate** when comparing **year-to-month** to the **same period last year**.

##### Most Similar Group Comparison – Most Recent Data to August 2022



##### Good looks like:

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

**Under review**

25% - 35%  
Unlikely

##### Next Steps / Recommendations

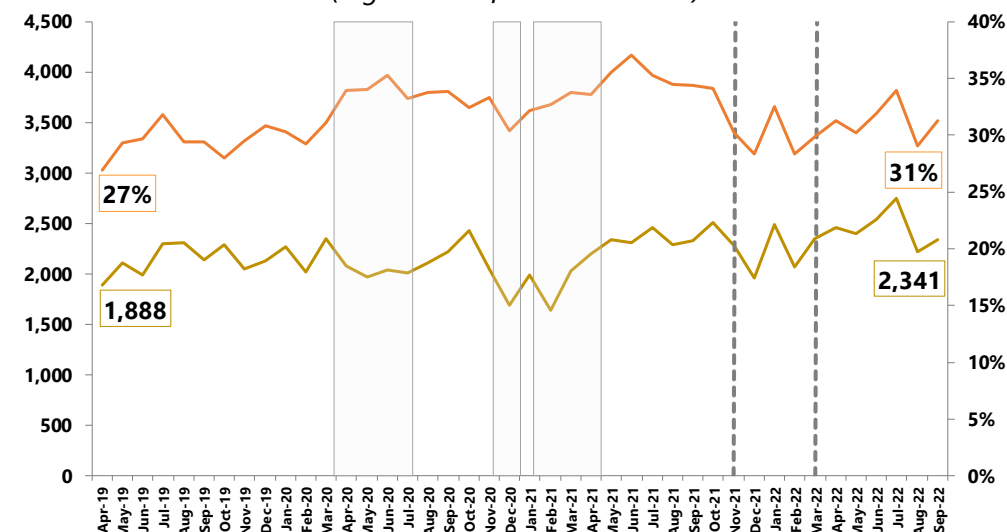
- Continued focus on **action plan delivery** and continued monitoring via Crime Management Board.

Action Required?

No

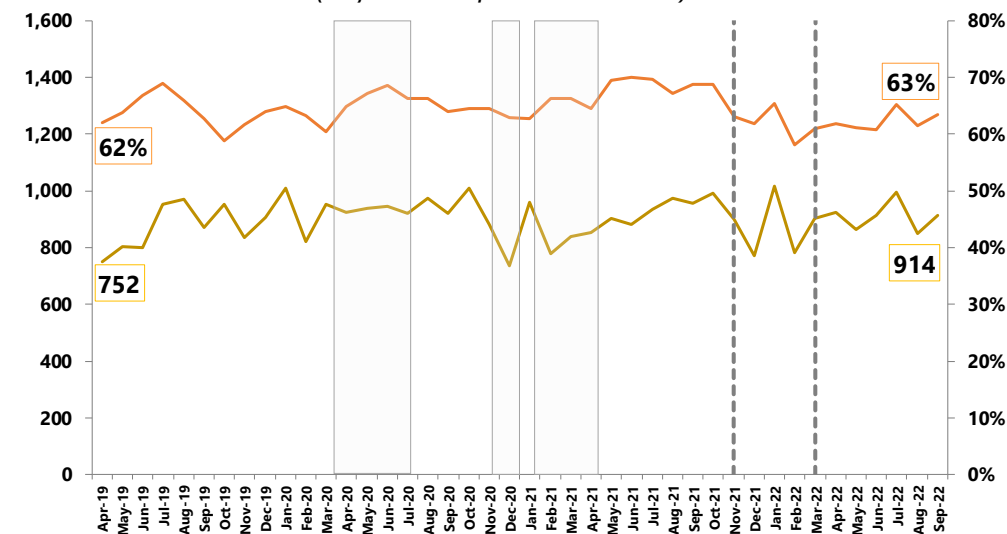
### 'Evidential difficulties prevent further action; victim does not support police action' Outcomed Offences (OC16)

#### Total Recorded Crime Offences (regardless of when recorded)



#### Outcomed DA Offences (OC16)

(regardless of when recorded)



OC16 - No. of offences    -- Start of DA Deployment trials    OC16 - Proportion of Outcomed offences  
COVID-19 Stay At Home Restrictions Applied



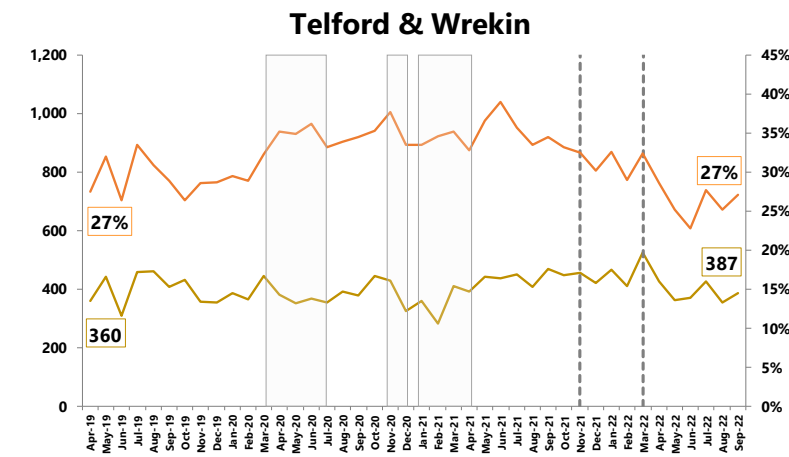
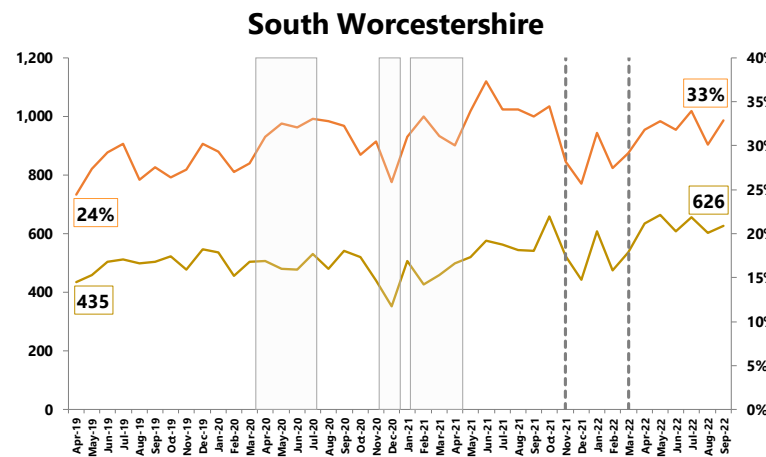
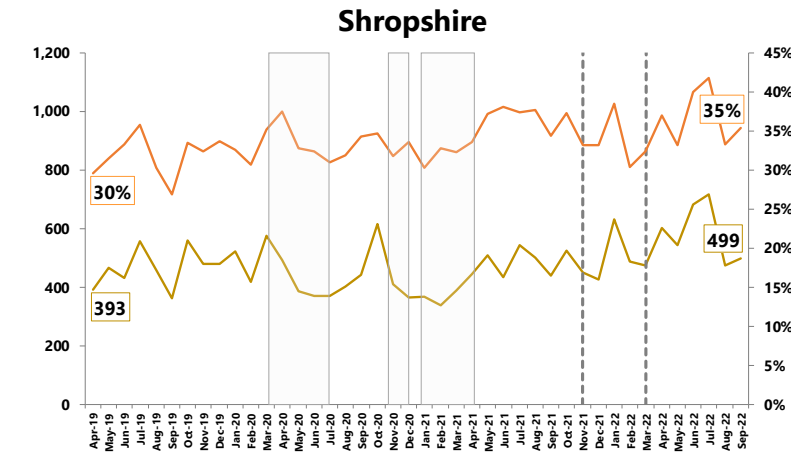
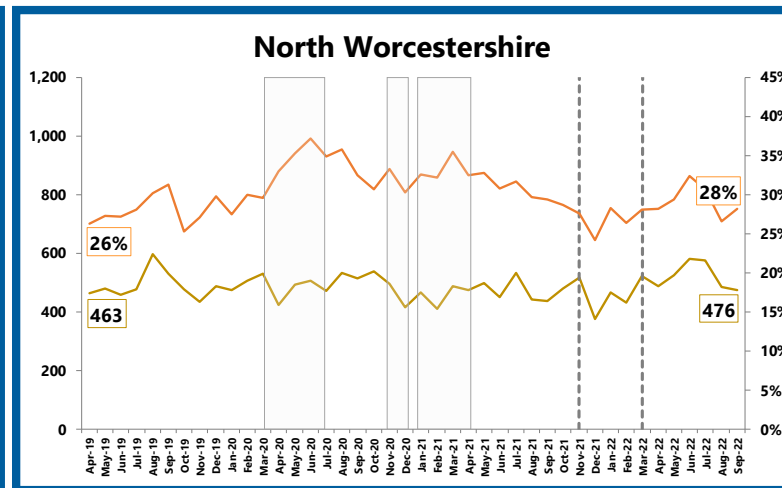
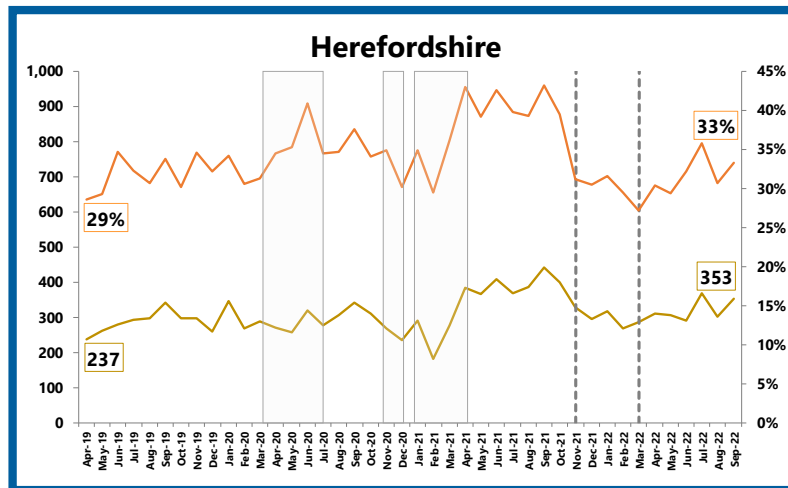
## 4. Delivering effective prevention and intervention

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

#### 4.1.2 Reduction in use of Outcome 16 by LPA

All local policing areas have seen a proportion rate increase. Herefordshire has had the largest increase in both volume and proportion rate.

North Worcestershire is the only policing area to see a small volume decrease (2%).



— OC16 - No. of offences

— OC16 - Proportion of Outcomed offences

COVID-19 Stay At Home Restrictions Applied



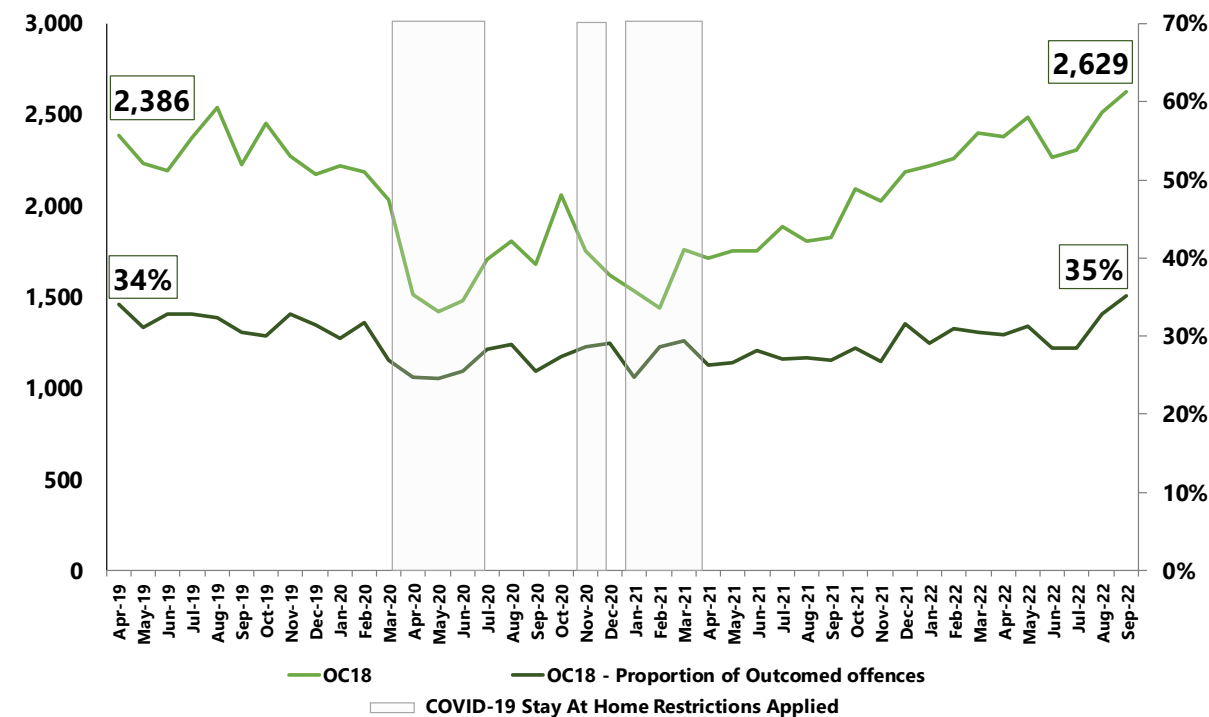
#### 4. Delivering effective prevention and intervention

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

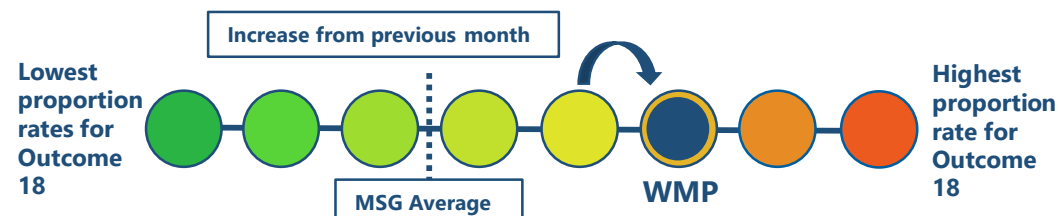
## Headline Outcome Spotlight

- **Outcome 18** has seen a **considerable volume increase**, with a **4% (113)** increase from the **previous month** and a **44% (805)** increase since **September 2021**.
- This is the **highest volume** seen over the reporting period (since April 2019), showing it is exceeding pre COVID-19 levels.
- Currently **3.5% of offences** assigned an Outcome 18 **have a suspect attached**. It is **highly probable** these are **incorrectly assigned**, and should be assigned another outcome code. It is **possible** some of these offences **should** have a **Charge/Summons** outcome.
  - The majority of these offences relate to **Shoplifting, Public Order** and **All Other Theft** offences.
  - The **incorrect use** of Outcome 18 **has been addressed** within the teams most likely to investigate these offences, and further information **will be included** in the next round of **CPD outcome training**.
- At this point, **no causation** in changes in **Outcome 16** and **Outcome 18** has been identified.

**Outcome 18 (OC18) 'Investigation Complete: No suspect identified'**  
**Total Recorded Crime Offences**  
*(regardless of when recorded)*



### Most Similar Group Comparison – Most Recent Data to August 2022





## 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 **Q1 2022/2023** is included in this report.
- **87** 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 - 48%**
  - **criminal damage - 13%**
  - **drug offences - 7%**
  - **Theft and handling offences – 7%**
- These **four offence types** therefore accounting for **75%** of all referrals.
- Of the 87 cases, **71%** were **diverted** from formal justice system disposals through the use of **NFA, Community Resolutions and Outcome 22**.
- **8** known **Looked After Children** were subject to joint decision making of which all were **diverted** from formal justice system sanctions.

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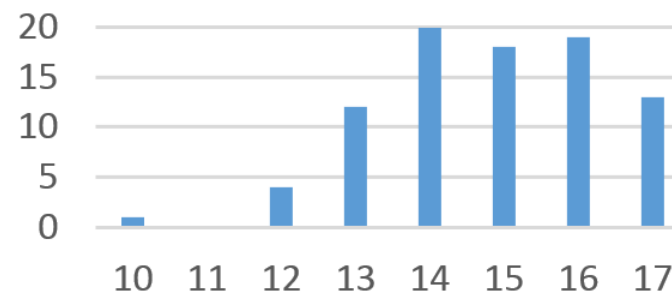
23%



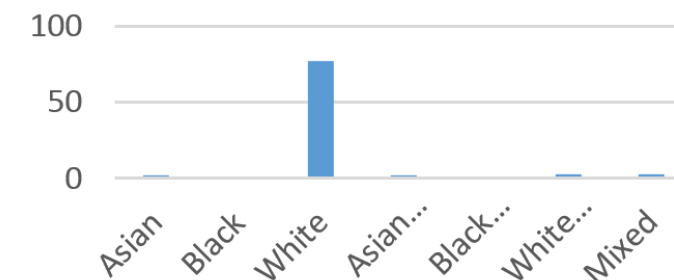
77%

32

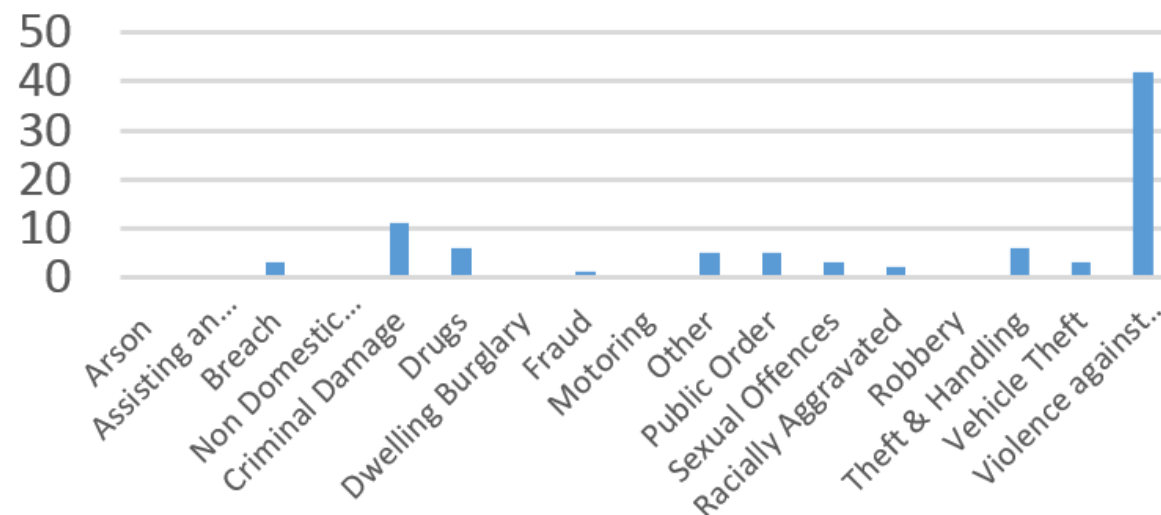
Referrals to Joint Decision Making Panels  
By Age



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:

950 staff to have received problem solving training by end of year 2022.

Last reviewed by subject lead Apr 2022

55% - 75% Likely or probable

#### Key Points

- **Problem Solving training continues** – currently being rolled out to Criminal justice Units and Crime Scene Investigators.
- 2 x **projects submitted** to a **community award** run by the penal reform body.
- Developing an **in-force problem solving award** event, to celebrate and encourage good projects.
- Developing a **prevention plan** with The Cyber Crime Unit

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#### Problem Solving Plans by Local Policing Area (Snapshot – 27 September 2022)

Policing Area	Red	Amber	Green	Unscored	Grand Total
South Worcestershire	0	1	20	26	47
North Worcestershire	0	0	2	18	20
Herefordshire	0	0	5	11	16
Shropshire	0	4	5	26	35
Telford & Wrekin	1	2	2	20	25
<b>Total</b>	<b>1</b>	<b>7</b>	<b>34</b>	<b>101</b>	<b>143</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" has now been 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.
- Since January 2021 **over 850 staff have been trained** with around **another 100 due to receive training by end of the year 2022**. Concentrated on Crime and Vulnerability departments, Forensic services, Covert units, CID, OCSET teams, Case management teams, Typists, FIO's, CJS teams. Also the Prevention/Problem solving input has been delivered to newly promoted Sgt's and the Telephone interview teams (Estimated around 70 people).

#### 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 percentage of nominals suspected of re-offending whilst on the IOM cohort has **decreased** from the **highest peak** of **30%** of the cohort in **March 2022** to the **lowest rate** of **14%** in **September 2022**.
- Monthly suspected re-offending rates** have **decreased** in the **last quarter** compared to the previous quarter.

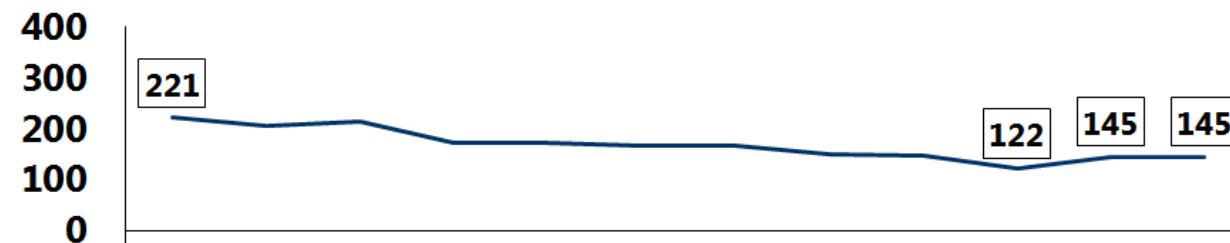
##### What does this mean?

- The IOM scheme has been effective over the last six months at reducing re-offending.
- Less than **20%** of all IOM nominals were **suspected of re-offending** in the last **two** months.

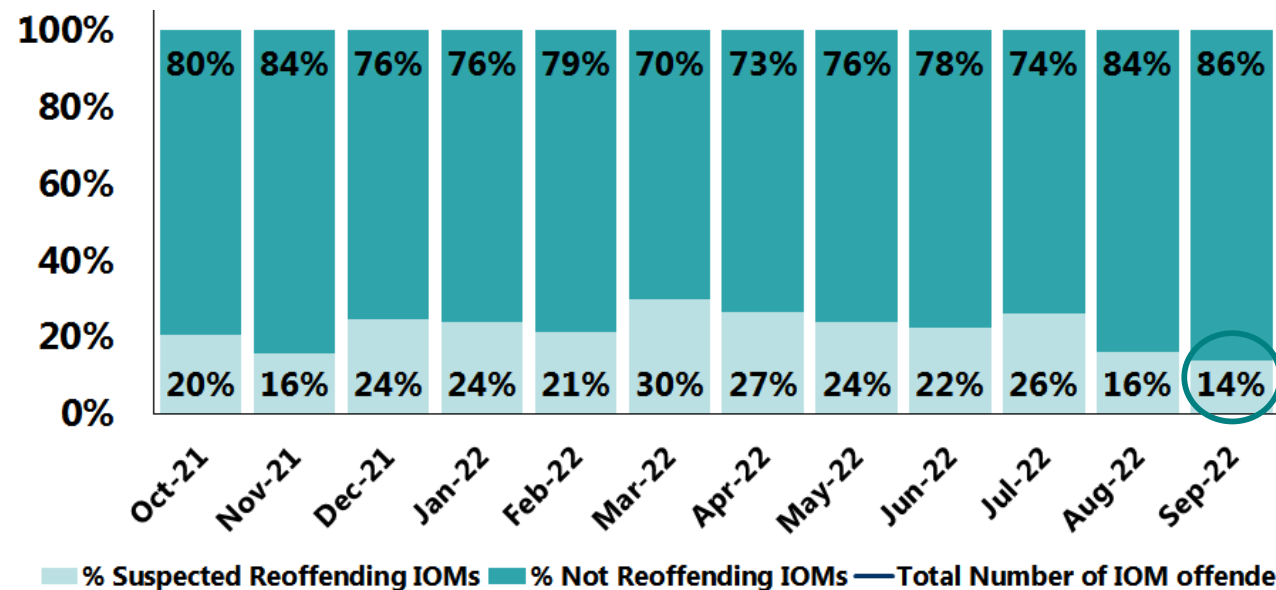
##### Methodology

- Suspected re-offending is calculated where an **IOM nominal** was listed as a suspect for a crime recorded in that month.
- The number of nominals **suspected of re-offending** is then calculated as a percentage of all nominals in the cohort at the end of each month.
- Both those in the **community** and **custody** are counted, as those who are suspected of re-offending at the beginning of the month, may be in custody by the end of the month.

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



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



#### Next Steps / Recommendations

- Establishing the **efficiency** of the IOM scheme on **pathways data** after 6 months, 12 months and 2 years on the cohort.

Action  
Required?

No



## 4. Delivering effective prevention and intervention

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

## Repeat Victimization and Perpetrators - Background and Future Influencing Factors

## Internal Impacts

**Investigation Management Unit (IMU) backlog is exceptionally high** in volume (**976**) with a **RAG rating 'Red'** and has had this status **for 3 weeks** within September.

This has created a **delay** in the Quality Assurance (QA) process for **attaching victims and suspects to a crime**, consequently impacting other **crime management** processes.

A **change in recording practices** around **Public Order offences** and **Malicious Communications offences** following improvements to **SAAB ASB incident recording**.

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.

## External Impacts

**Increased financial pressures on households** linked to the **cost of living crisis** with increased costs of food, energy and fuel, caused by:

- The UK economy affected by the surge in European natural gas prices, caused by Russia's invasion of Ukraine.
- High UK inflation rate
- High mortgage rates
- Post-pandemic supply-chain limitations and labour shortages

**Highly probable** that it will lead to a **rise in crime recording** and by extension, **increase repeat volumes too**.

**New Prime Minister** appointed in **September 2022**.

Proposed **"Back to basics" crime strategy** includes cutting murders and violent crime by **20%**, and to provide in-person visits by officers for every victim of domestic burglary.

**Increased public expectation** for visible officers will increase reactive demand.



## 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

- The **continued uplift** in **Total Recorded Crime repeat victim** volumes is linked to the **growth** in **overall crime recording**.
- The **Total Recorded Crime repeat victim rate** has reached the highest levels with **36%** in **July 2022** and **35%** in **September 2022** compared to the previous 12 months with the exception of March 2022 (35%).

#### What does this mean?

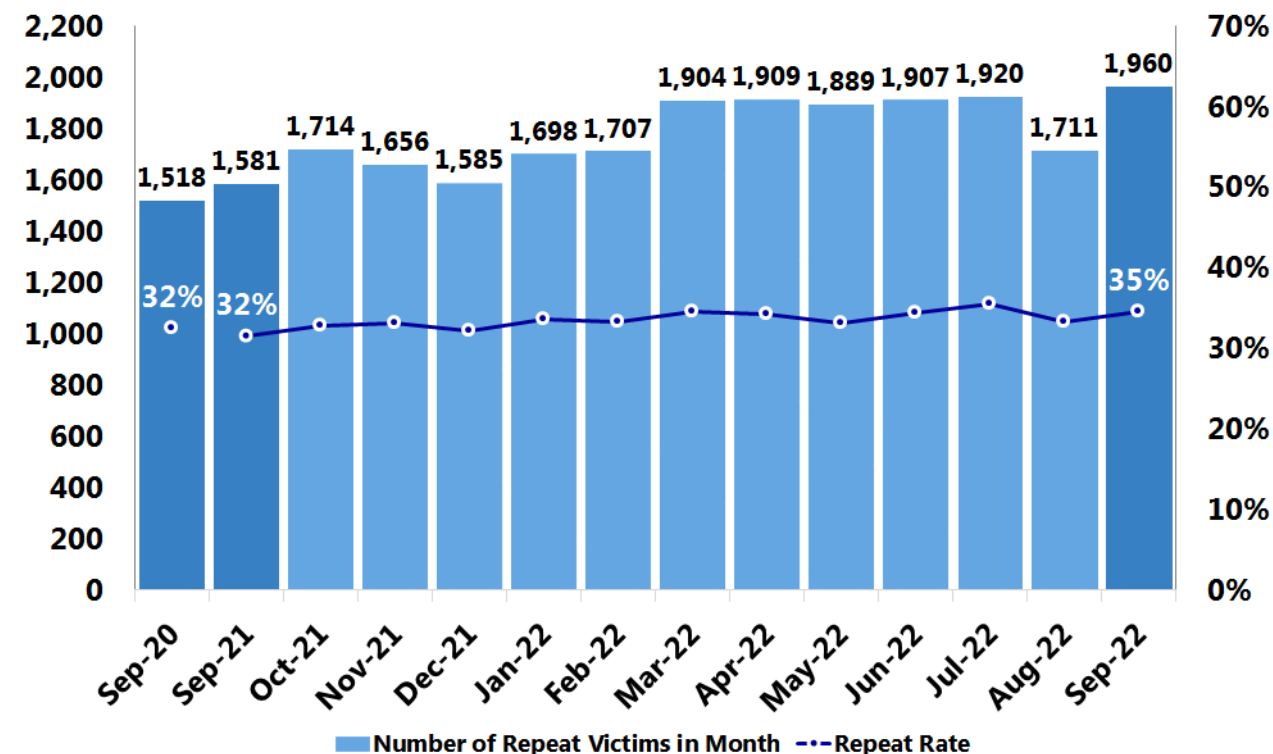
- 3% (61)** of September's repeat victim cohort (1,960) have been a victim of **10 or more offences** in the last 12 months.
  - They represent **820** offences, of which **128** offences were recorded in September.
- The **growth** in **overall crime recording** is driven by an increase in **victim-based Public Order** offences and **Violence without injury** offences, specifically **Assault without injury**, **Malicious Communications** and **Harassment** offences.

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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 release of **Violence Against Women and Girls (VAWG)** data in **November 2022** will be useful for analysis in comparison to West Mercia's VAWG Problem Profile, which was completed in **September 2022**.
- March 2023:** First threat and risk assessment of VAWG will be released.

Action Required?

No



## 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

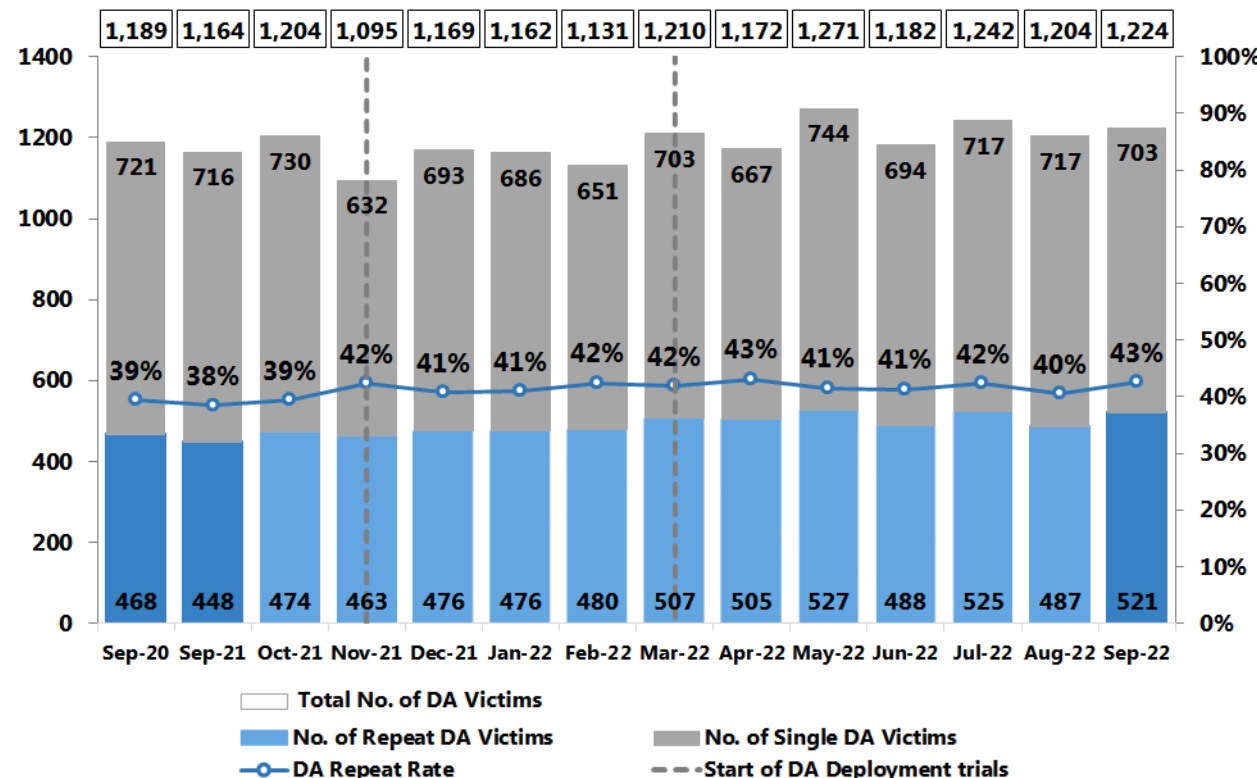
- There has been an **increase** in the number of **total Domestic abuse (DA) victims, repeat DA victims and DA repeat rate** in **September 2022**.
- September 2022's DA repeat rate (43%)** has **substantially increased** when compared to September 2020 and September 2021.
- Average monthly repeat rate range** for the **last 11 months** during **DA Deployment trial**:
  - DA repeat rate - **40% to 43%**.

### What does this mean?

- 8% (44)** of September's repeat DA victim cohort (521) have been a victim of **6 or more DA offences** in the last 12 months.
  - They represent **324** DA offences, of which **70** DA offences were recorded in September.

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 release of **Violence Against Women and Girls (VAWG)** data in **November 2022** will be useful for analysis in comparison to West Mercia's VAWG Problem Profile, which was completed in **September 2022**.
- March 2023**: First threat and risk assessment of VAWG will be released.

Action Required?

No



## 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.

Last reviewed by subject lead Oct 2021

40% - 50%  
Realistic Possibility

### Key Points

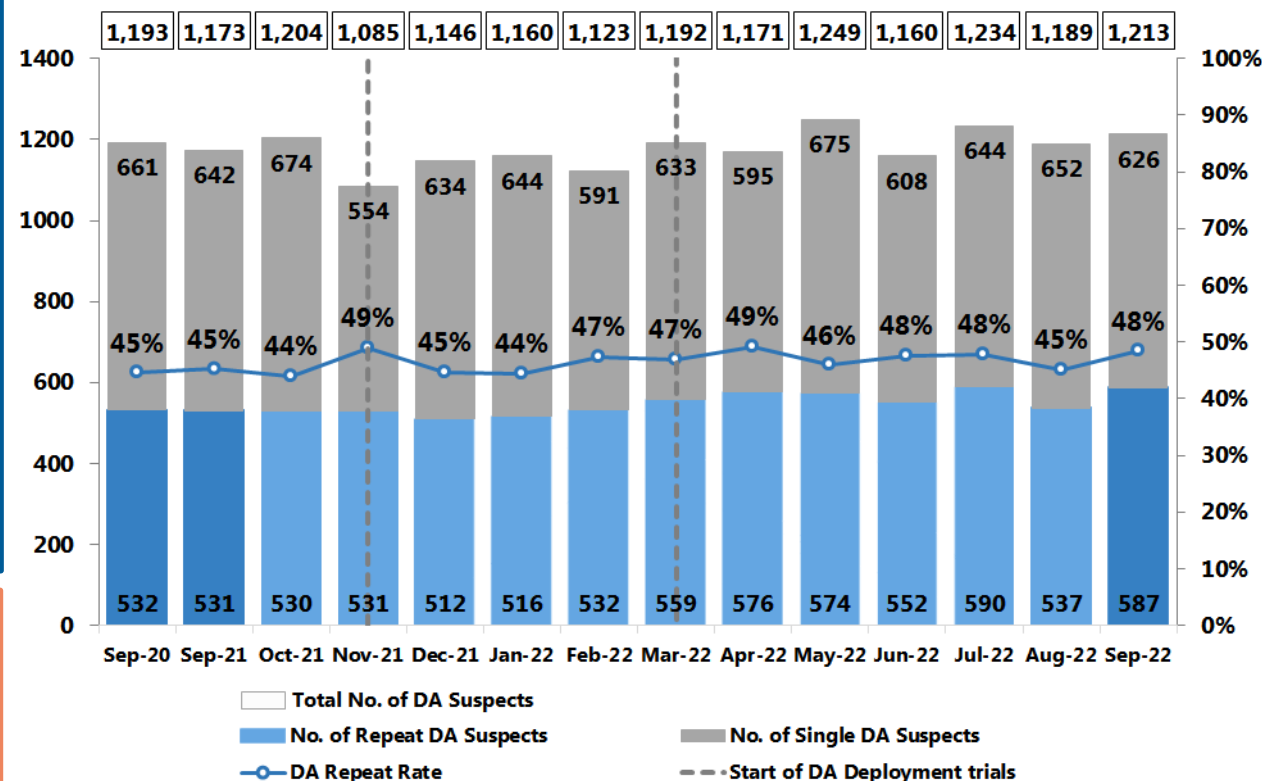
- There has been an **increase** in the number of **total Domestic abuse (DA) suspects, repeat DA suspects and DA repeat rate** in **September 2022**.
- Higher number of DA repeat suspects (587) and greater DA repeat rate (48%)** in **September 22** compared to volumes and rates seen in September 2020 and September 2021.
- Average monthly repeat rate range** for the **last 11 months** during **DA Deployment trial**:
  - DA repeat rate - **44% to 49%**.

### What does this mean?

- 12% (71)** of September's repeat DA suspect cohort (587) have been a suspect of **6 or more DA offences** in the last 12 months.
  - They represent **555** DA offences, of which **132** offences were recorded in September.

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 release of **Violence Against Women and Girls (VAWG)** data in **November 2022** will be useful for analysis in comparison to West Mercia's VAWG Problem Profile, which was completed in **September 2022**.
- March 2023**: First threat and risk assessment of VAWG will be released.

Action Required?

No



## 4. Delivering effective prevention and intervention

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

#### 4.1.8 Open Investigations – Caseload and OIC 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

25% - 35%  
Unlikely

#### Key Points

- **Monthly increase** in **Open Investigation (O.I.) volumes** seen following a **period of stability**.
- **Approaching** the **upper control limit (12,309)** for high volumes of O.I.s.

#### What does this mean?

- **Malicious Communication O.I.s** have had the **highest monthly growth in volumes (+74)** since the previous month.
  - This offence type now represents **5%** of all O.I.s
  - **31%** of all these O.I.s were **recorded** in the **last 4 weeks**.
- **Influencing factors behind this growth:**
  - Following improvements to **SAAB ASB incident recording**, there has been a **change in crime recording** of **Malicious Communication** offences which is **likely** to have **influenced** the **increased O.I. volumes** in October 2022.
  - However the same crime recording change for **Public Order offences** has **not affected** Public Order O.I. volumes in the last month.
- **Backlog** in **DDM's**.

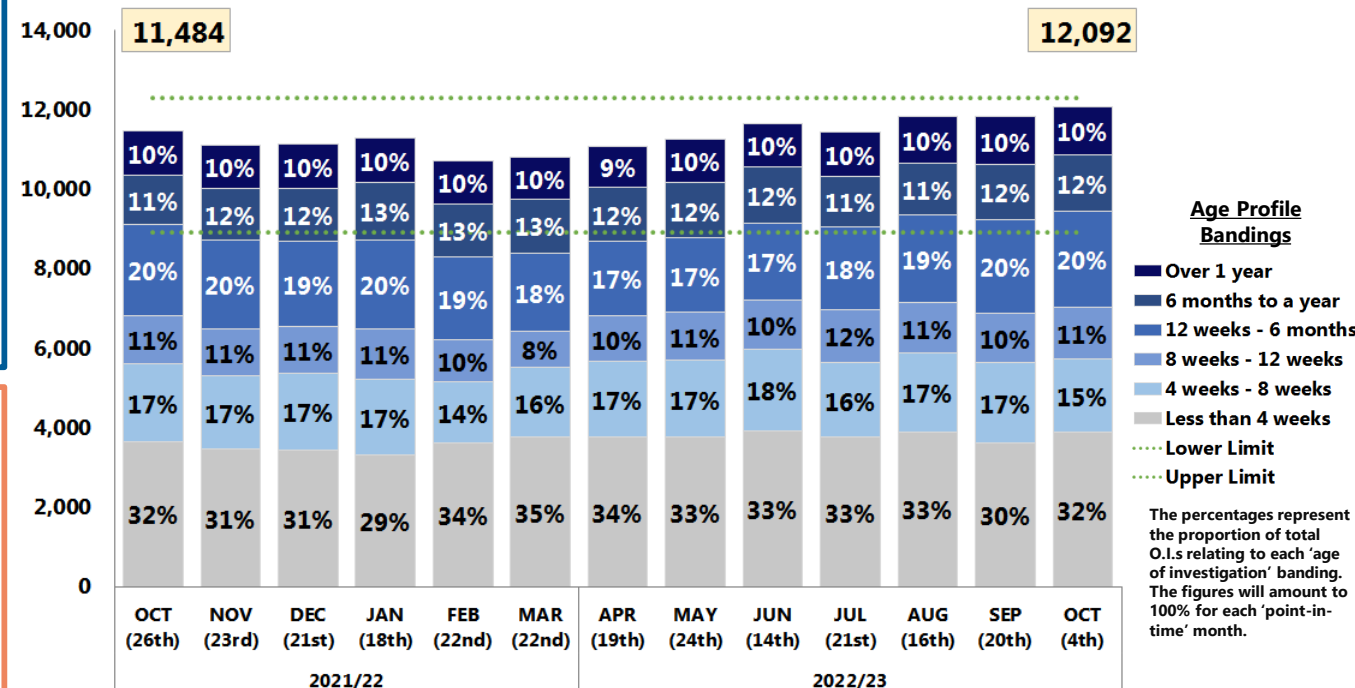
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5.3%  
Since Oct 21

2.2%  
Since Sep 22

Open Investigations – Age Profile (point-in-time view)\*  
(Point-in-time view: 4<sup>th</sup> October 2022)



\* For consistent performance monitoring purposes, point-in-time O.I. figures are selected from the 3<sup>rd</sup> week of the month, with the most recent O.I. figure used for the final data point. This final data point is then updated with the '3<sup>rd</sup> week of month' figures in the following month.

#### Next Steps / Recommendations

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

Action  
Required?

No



## 4. Delivering effective prevention and intervention

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

#### 4.1.8 Open Investigations – Caseload and OIC Workflows

(Point-in-time view: 4<sup>th</sup> October 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 (6th Sep)	Open Investigations -to- Officer in Charge Workflow Ratio (Last 12 mths)	'O.I.-to-OIC Workflow' Ratio (4th Oct)
	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	107	256	102	720	118	1,567	12	274	339	2,817	23%	-1%		8.3
North Worcestershire - D LPA	125	276	125	858	77	976	3	70	330	2,180	18%	4%		6.6
Herefordshire - E LPA	121	241	60	400	61	796	5	106	247	1,543	13%	-5%		6.2
Shropshire - F LPA	110	234	88	599	99	1,354	21	496	318	2,683	22%	6%		8.4
Telford & Wrekin - G LPA	113	252	109	763	50	612	3	67	275	1,694	14%	0%		6.2
North Team*	44	76			1	12	5	140	50	228	2%	5%		4.6
South Team**	60	104	1	5	1	16	5	109	67	234	2%	1%		3.5
Public Contact	29	65	26	175	13	181	3	77	71	498	4%	6%		7.0
Protective Services - PS	34	58	13	85	5	60			52	203	2%	-7%		3.9
Other***	9	12							9	12	0%	20%		1.3
Grand Total	752	1,574	524	3,605	425	5,574	57	1,339	1,758	12,092	100%	1%		6.9

8% (4)  
increase in  
OICs with  
20+ O.I.s  
(6<sup>th</sup> Sep 22 to  
4<sup>th</sup> Oct 22)

One  
South Worcs  
Patrol PC  
38 'Non-  
Crime' O.I.s

OICs with  
Multiple  
Workflows  
Remained stable  
from 149 to 148

#### Key Colour Codings

No. of OIC Workflows	No. of Open Investigations
Exceptional volumes for 20+ O.I.s	
High volumes for 10-19 O.I.s	
High % growth in O.I.s	

Shropshire and North Worcestershire have seen **growth** in O.I.s compared to the **previous month**.

OICs with 10-19 O.I.s. (425) have **exceeded** the average 'OIC Workflow' range (410 to 420) seen since **June 2022**.

Highest 'O.I. to OIC Workflow' ratio: Shropshire (8.4)

Growth in OICs with 20+ O.I.s  
Growth in **South Worcestershire (+3)** and **Shropshire (+2)**.

OICs with 20+ O.I.s across single or multiple workflows  
Top 5 Offence Types

1. Obscene Publication offences (14%)
2. Assault with Injury offences (10%)
3. Assault without Injury offences (6%)
4. Rape offences (Female 16yrs+) (6%)
5. Malicious Comms offences (5%)

**Public Contact** are working to **reduce high volume O.I. workloads** for **CRC team members**.

OICs with Multiple Workflows  
**32% (47)** of the **148 OICs** are **PCDA/ DHEP and PoliceNOW** Student Officers/Probationers (within **2 years**).  
**3% (5)** of the **148 OICs** on the **3rd Year** of the student course.

#### 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?

No

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?

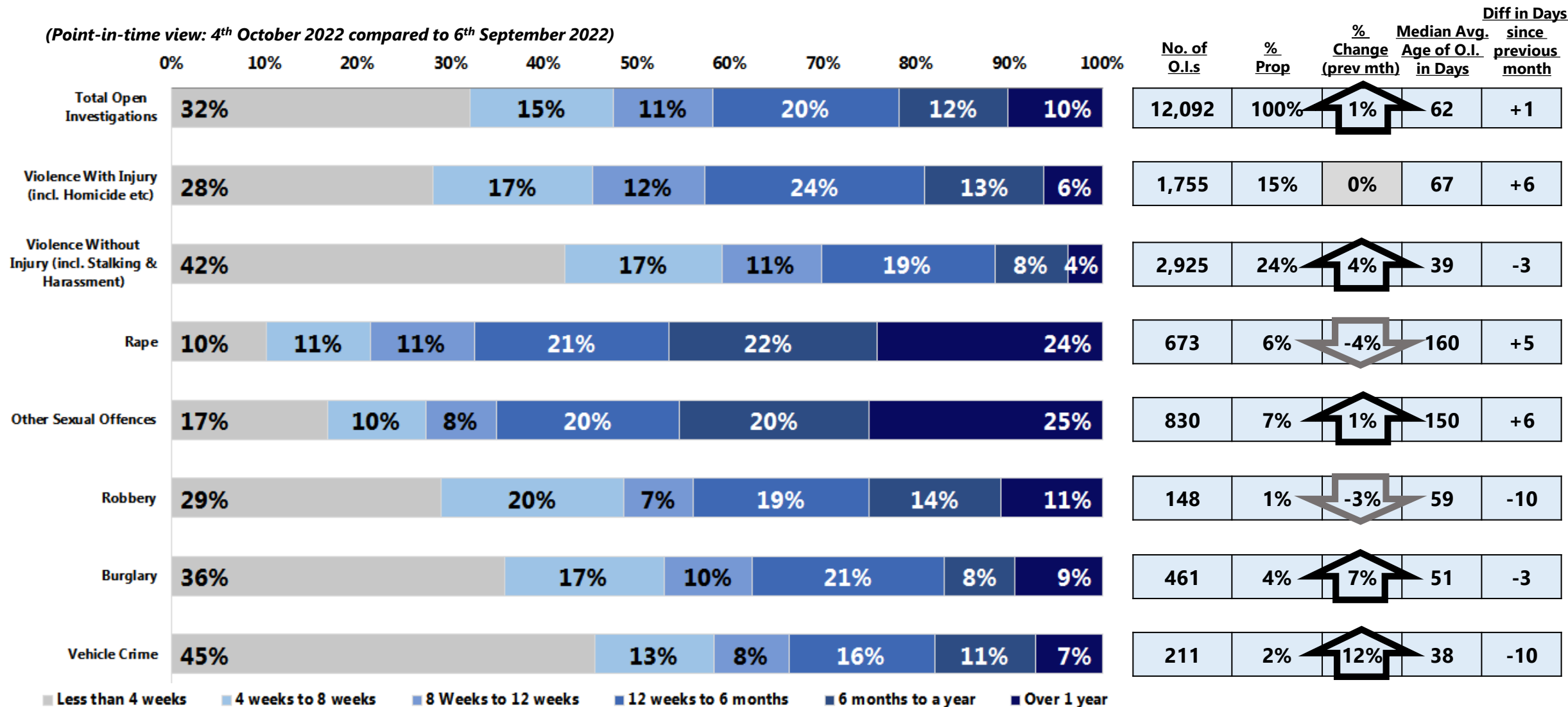
#### 4.1.8 Open Investigations – ‘Age of Investigation’ Vs Crime Categories

OFFICIAL

#### Key Points

- **Violence Without Injury O.I.s** have **increased** for the **second month running** driven by **growth in Malicious Communications (+74), Harassment (+53) and Assault without Injury (+34) O.I.s**.
- **Burglary in a Residential dwelling offences** have **driven the 7% increase (+31) in Burglary O.I.s** this last month, which is **highly likely** as a result of the **‘Back to School’ holiday period**.
- **Vehicle Crime offence O.I.s** have **returned to similar O.I. levels** seen in **July and August 2022**.

(Point-in-time view: 4<sup>th</sup> October 2022 compared to 6<sup>th</sup> September 2022)





## 4. Delivering effective prevention and intervention

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

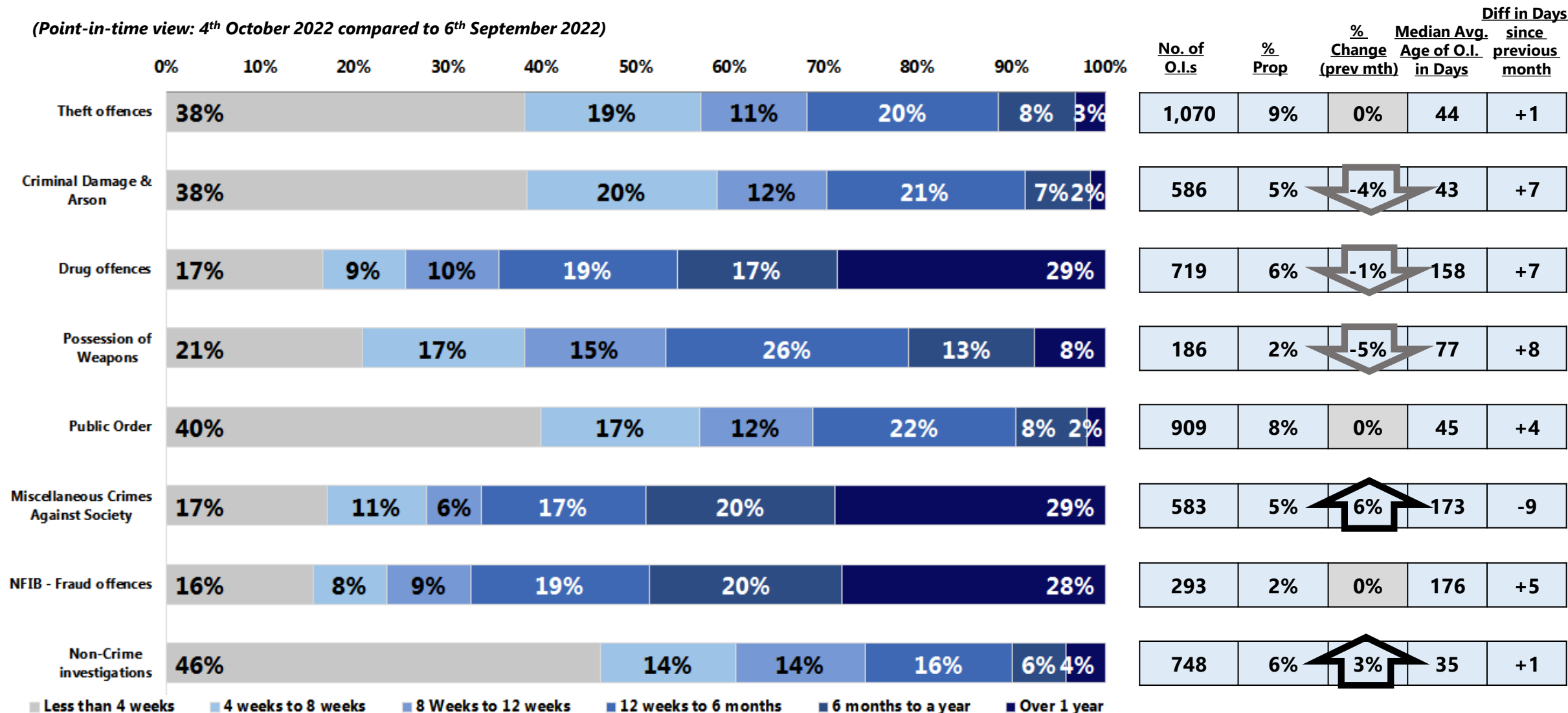
## 4.1.8 Open Investigations – ‘Age of Investigation’ Vs Crime Categories

OFFICIAL

42

## Key Points

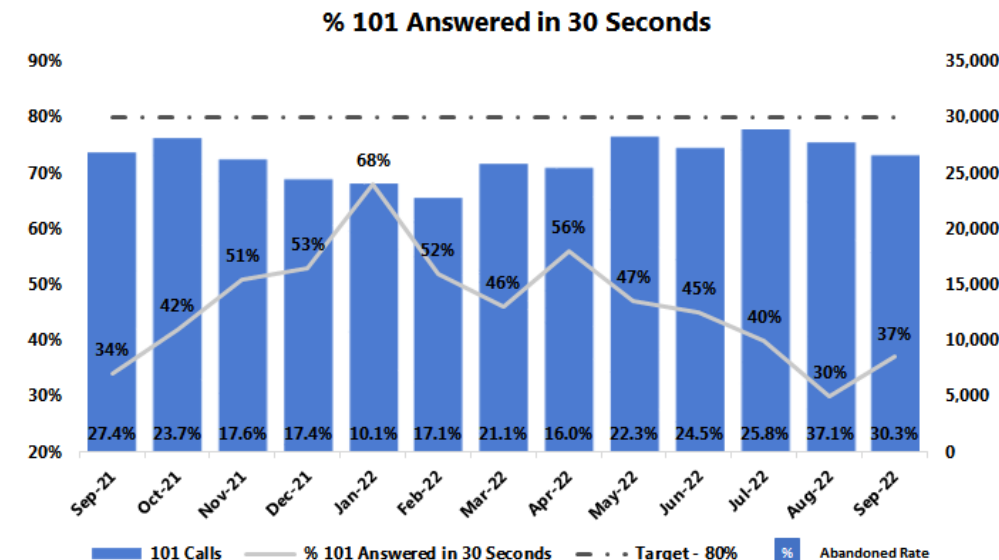
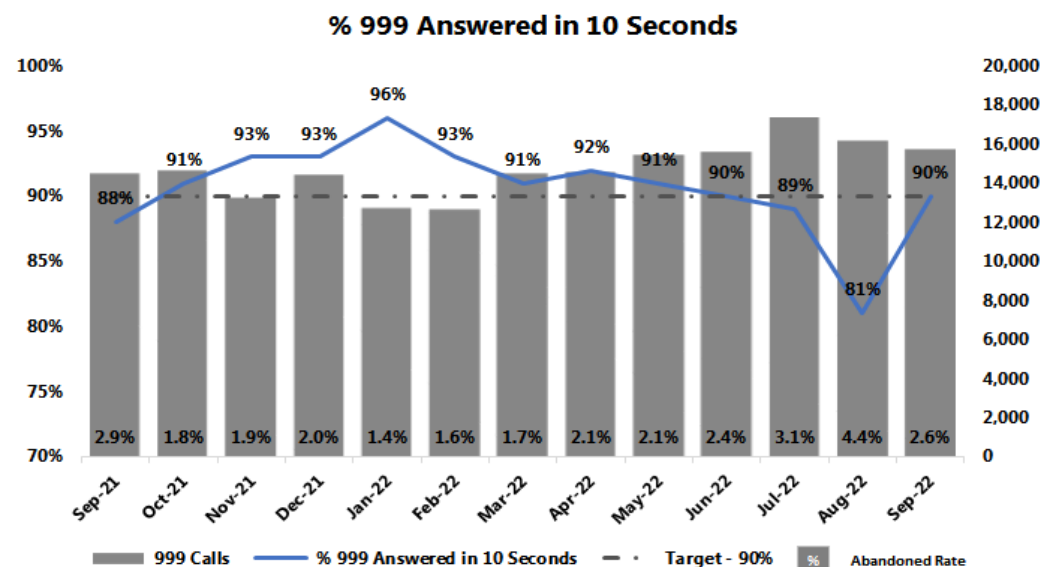
- 6% increase in **Miscellaneous Crimes Against Society O.I.s** driven by an 8% increase in **Obscene Publication O.I.s**. from 375 O.I.s in **September 2022** to 406 in **October 2022**.
- **Non-Crime Investigation O.I.s** have **increased** for the **third month running** due to a **volume increase** in **Domestic and Child Protection** investigations.

(Point-in-time view: 4<sup>th</sup> October 2022 compared to 6<sup>th</sup> September 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?

- In September 2022 the OCC observed **an 3% decrease 999 call demand** compared to the previous month and a **9% increase compared to September 2021**.
- 90%** of 999 calls were **answered within 10 seconds** – a **9% increase** on the previous month which experienced several IT related incidents that decreased performance.
- Abandoned 999 calls improved by 1.8%** on the previous month.
- There was an **overflow of 13 calls to neighbouring "buddy" forces** last month, a **decrease of 94% (209)** from last month which was largely due to **system instability**.



**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?

- In September 2022 the OCC observed **a 4.3% decrease in 101 call demand compared to the previous month** with a **decrease of 5.5% compared to September 2021**
- 101 performance increased by 7%** from last month, resulting in **37% of 101 calls being answered within 30 seconds**.
- 101 abandoned calls saw a **6.8% decrease** when compared to August 2022.



**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

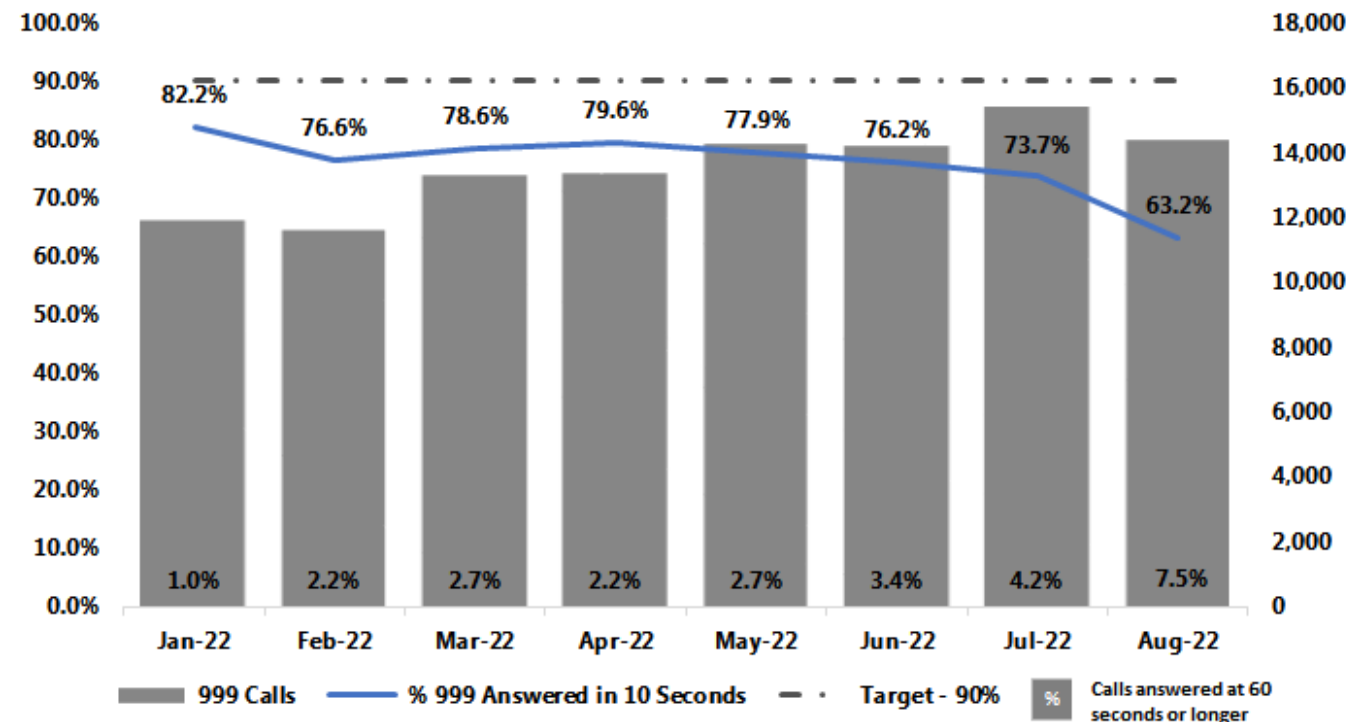
## Key Points

- 999 performance is **17.8 percentage points lower** than the 81% achieved by OCC metrics in August. This is due to a 2 second BT delay.
- 999 performance has **decreased by 10.5 percentage points**.
- West Mercia has the **2<sup>nd</sup> highest demand** and **4<sup>th</sup> lowest number of calls answered within 60 seconds** within its MSG.
- **Calls answered at 60 seconds or longer** have **increased by 3.3 percentage points** from July 2022.

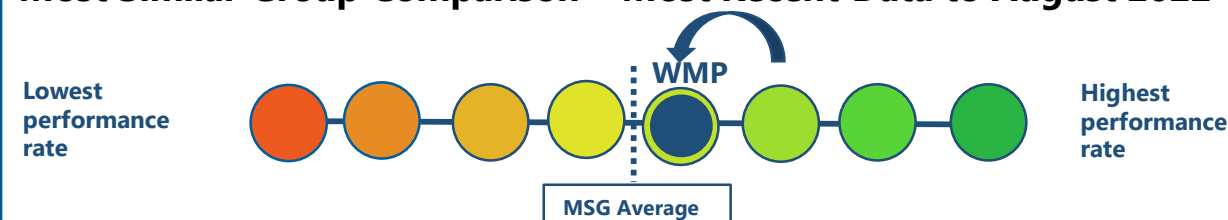
## What does this mean?

- **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**.
- **System outages** and **continued demand** in August is likely to have driven the performance decrease.
- Within West Mercia's **MSG**, the force ranked **4<sup>th</sup> out of 8**, 1<sup>st</sup> recording the highest performance rate, and **above the MSG average**. Latest data up to August 2022.

## % 999 Answered in 10 Seconds



## Most Similar Group Comparison – Most Recent Data to August 2022



Note: Data has a one month lag.

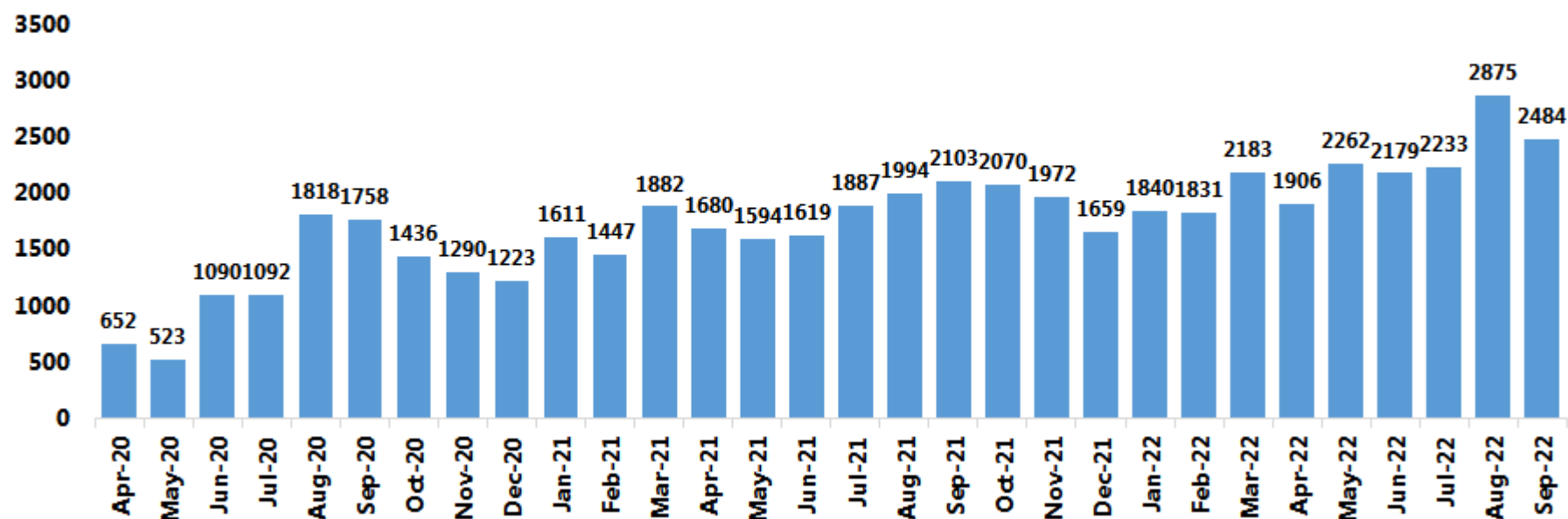


## 4. Managing Demand

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

#### 4.2.7 Public demand via new platforms and technology

Digital Requests for Service - Single Online Home



#### Key Points

- Digital contact via **Single Online Home (SOH)** saw a **14% (391) decrease from the previous month.**
- SOH** saw a **18% (381) increase from the same month last year.**

#### 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.
- Decrease likely driven** by **higher demand in August.**

#### Next Steps / Recommendations

Action Required?

No



**Good looks like:**

A continued increase in SOH reporting



## 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

- In **September 2022**, West Mercia **attended 75% Grade 1 incidents within the target**, a **4% increase** on the **previous month**.

##### What does this mean?

- Data has been signed off and is now available on the intranet. 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**.
- Grade 1 median response time** has **gradually increased** since **March 2022** by **00:00:48**.
- It is **highly probable** that **Grade 2 incidents high 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 **reinforced**.

Action  
Required?

Yes



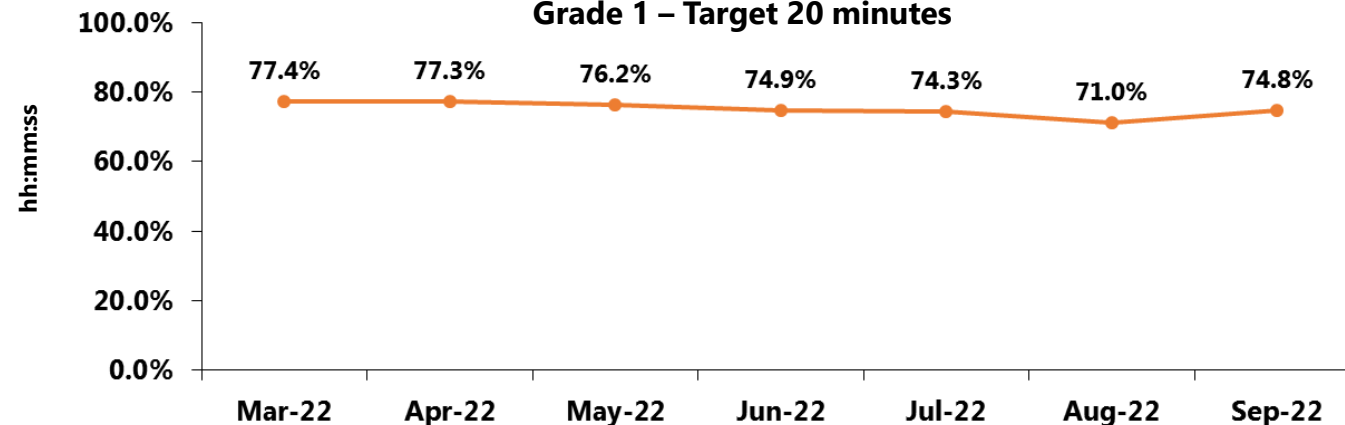
##### Good looks like:

- 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.

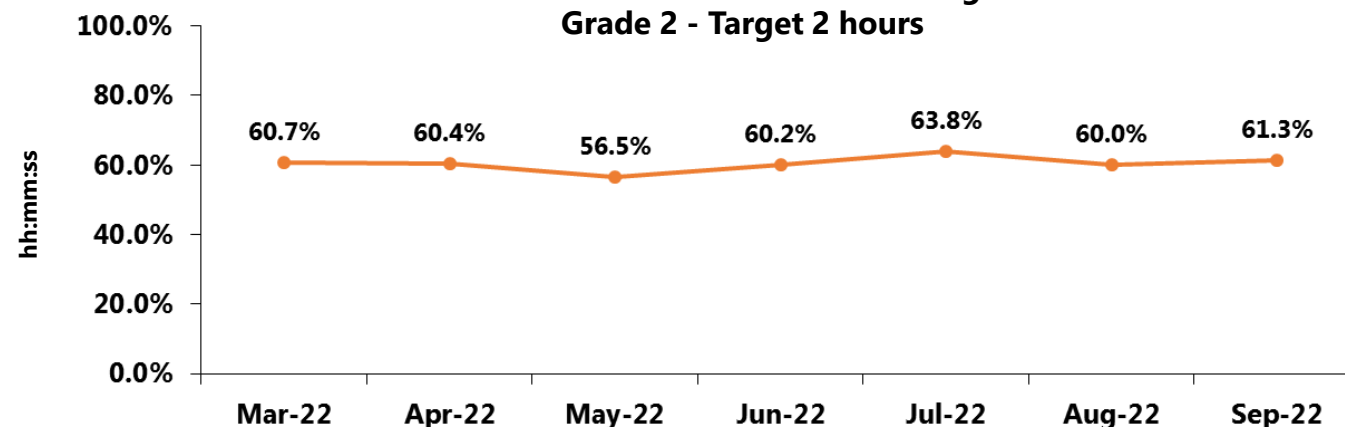
Grade 1	Grade 2
Median	Median
Sep-22 00:13:07	Sep-22 01:06:09

#### West Mercia Attended within target Grade 1 – Target 20 minutes



**Officer time** is defined as the time difference between the first unit dispatched time and the first unit arrived on scene time. The **majority** of West Mercia's **Grade 1** response time is **officer time** which correlates with the force being classified as 'Rural'.

#### West Mercia Attended within target Grade 2 - Target 2 hours



**Dispatch time** is defined as the time difference between the time that the OCC Controller acknowledges an incident to the Dispatch time of the first unit. The **majority** of West Mercia's **Grade 2** response time is **dispatch time**.

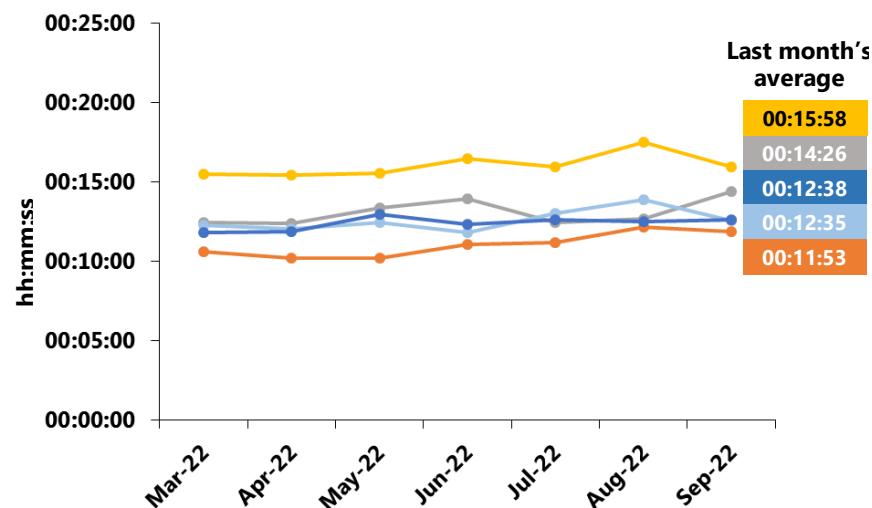


## 4. Managing Demand

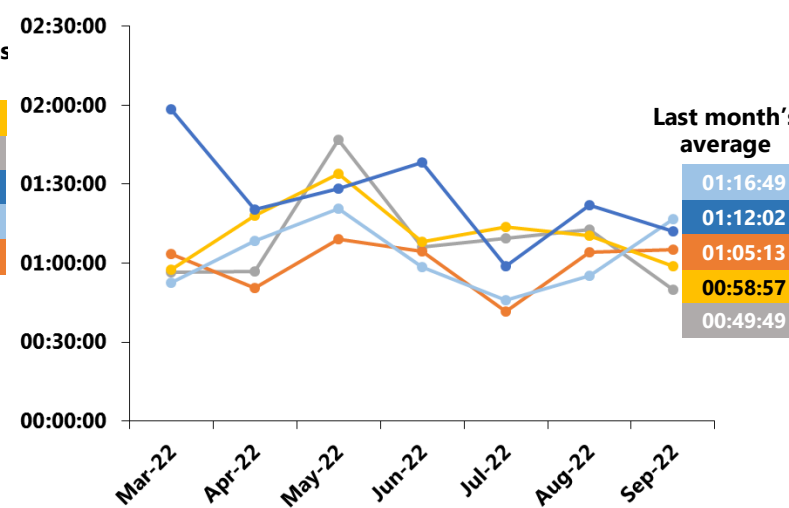
### 4.2 How does West Mercia ensure that public contact is managed effectively?

#### 4.2.8 Response times by LPA

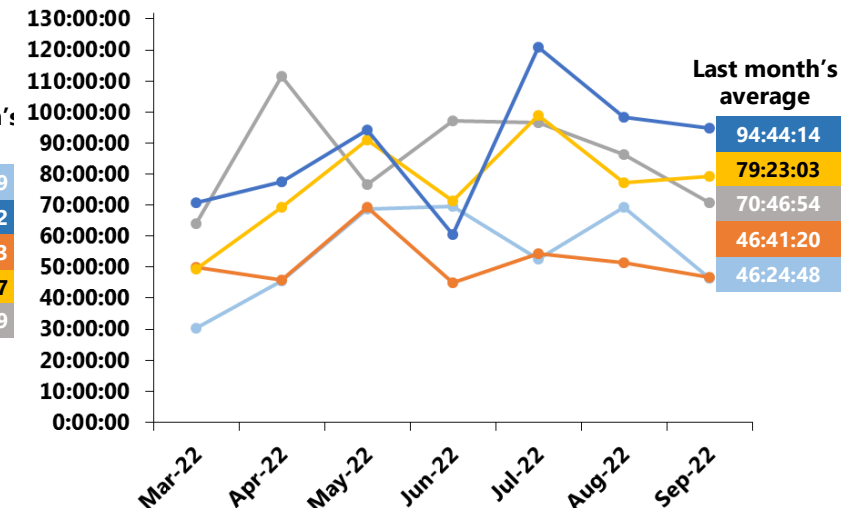
West Mercia Response time  
Grade 1 - Target 20 minutes



West Mercia Response time  
Grade 2 - Target 2 hours



West Mercia Response time  
Grade 3 - Target 48 hours



#### Key Points

- **Median response times** for **Grade 1's** have **decreased** in **North Worcestershire, South Worcestershire** and **Shropshire**.
- **Attended within target** has **increased** for **all LPA's** except for **Herefordshire** in **September 2022**.
  - **South Worcestershire** – 71% to 75%
  - **North Worcestershire** – 77% to 81%
  - **Herefordshire** – 70% to 68%
  - **Shropshire** – 58% to 65%
  - **Telford & Wrekin** – 79% to 80%
- **North Worcestershire** consistently has the **lowest median response time** for **Grade 1 incidents**. It is **highly probable** this is due to **Hereford** and **Shropshire** being more **rural**.

#### What does this mean?

- **Grade 1 median response times** are consistent with the **geographical size** of each **LPA**.
- Although **attended within target** for **Herefordshire** has **decreased**, the **percentage** is **similar** to **Shropshire; West Mercia's other rural LPA**.
- **Attended within target** has **returned** to **similar levels** seen in **July 2022** after the **IT issues** experienced in **August 2022**. This encompasses the **large officer abstraction** experienced due to **Her Majesty Queen Elizabeth II's death** and **funeral** between **8 and 19 September 2022**.
- **Grade 2 incidents** are the **highest demand** evidenced by the large **unresourced** list. It is **highly probable** this is the **cause** of **Grade 3 median response times** being **above the target**.

#### Next Steps

- **Breakdown** of **incidents** West Mercia **did not attend within target** showing how many **minutes** we **missed the target** by.
- **Breakdown** of incident **response time** by **Opening/Closing Type**.
- **Improve** dashboard **data updates** from **monthly** to **daily**.
- Implementing **next steps** currently **hampered** by **West Mercia's IT infrastructure**.

Action  
Required?

Yes



## 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

- **Unresourced** at 30<sup>th</sup> September 2022 = **529**
- **46% (451) decrease** on **previous month**
- **31% (125) increase** on **same point last year.**

#### What does this mean?

- **38% (199)** of unresourced incidents on 30<sup>th</sup> September relate to **Grade 2 incidents** of which **38% (75)** were recorded in **South Worcestershire**.
- **46% (245)** of unresourced incidents are **Grades 4 and 5** which are allocated to the CRC (formerly PCSC) which has received an uplift in resources.
- **34% (182)** of unresourced incidents were recorded in **South Worcestershire**.
- **Improved IT stability**, work by the **CRC**, specific **assigning of unresourced** and **end of the summer leave period** and **mutual aid** have contributed to the **significant reduction** in unresourced.

#### Next Steps / Recommendations

What Good Looks Like to be reviewed.

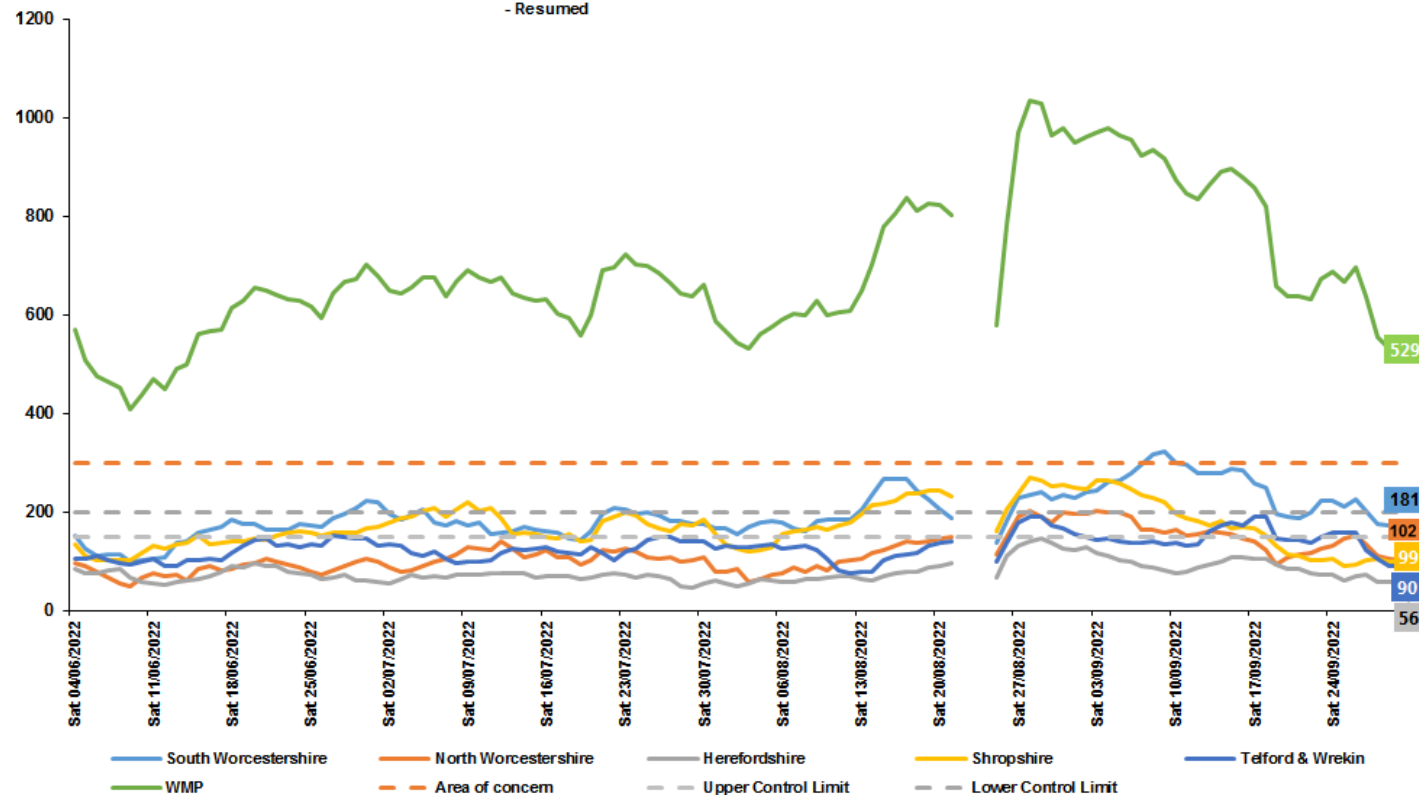
Action Required?

Yes

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

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

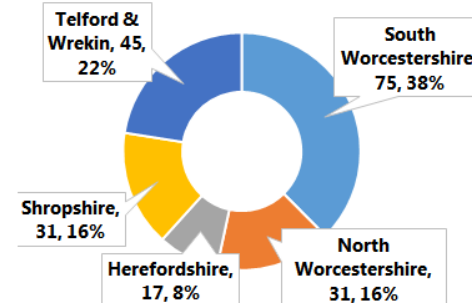
Gap in the data denotes a system error



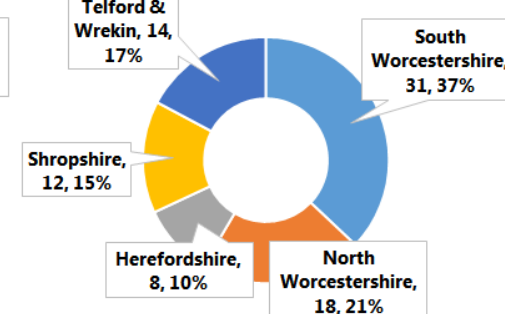
#### Grade 1s

0 Grade 1 unresourced incidents

#### Grade 2s



#### Grade 3s



Point in time

Fri 30/09/2022



## 4. Managing Demand

### 4.2 How well does West Mercia manage crime?

						Does <b>not</b> directly relate to crime recorded in the YTM time period		
		Sep 2022	Sep 2021	Prev 12 Months	YTM % Change 22/23 Vs 21/22	Total Outcomed YTM 22/23	Positive Action Prop. Rate YTM 22/23	Outcome 16 Prop. Rate YTM 22/23
Total Recorded Crime	7944 6563	8379	7199		15%	47006	6%	31%
Violence With Injury	1023 837	980	970		7%	5553	8%	45%
Violence Without Injury	2491 2012	2520	2194		9%	14098	4%	51%
Rape	158 84	101	101		-2%	694	5%	48%
Other Sexual Offences	248 181	218	212		1%	1215	9%	34%
Personal Robbery	54 28	74	37		52%	305	5%	25%
Business Robbery	8 1	12	4		42%	30	30%	10%
Residential Burg Dwelling	225 115	233	216		4%	1013	4%	12%
Burg - Business & Community	269 148	251	189		29%	1371	3%	2%
Vehicle Offences	519 215	414	305		33%	2356	3%	4%
Theft from Person	46 25	51	32		26%	253	3%	17%
Bicycle Theft	74 29	93	62		28%	385	3%	8%

						Does <b>not</b> directly relate to crime recorded in the YTM time period		
		Sep 2022	Sep 2021	Prev 12 Months	YTM % Change 22/23 Vs 21/22	Total Outcomed YTM 22/23	Positive Action Prop. Rate YTM 22/23	Outcome 16 Prop. Rate YTM 22/23
Shoplifting	622 390	611	537		27%	3355	18%	8%
All Other Theft Offences	659 493	716	567		28%	4218	2%	13%
Criminal Damage & Arson	815 644	780	726		9%	4666	4%	20%
Drug Offences	232 127	161	161		-14%	942	23%	3%
Possession of Weapons	88 55	89	51		30%	505	20%	17%
Public Order	942 394	906	715		35%	5236	6%	34%
Misc. Crimes Against Society	155 101	169	120		20%	811	14%	19%
Serious Violence	1073 415	975	958		5%	5553	8%	45%
Alcohol Related	611 423	465	514		-4%			
Incidents	24987 17959	20625	21198		-9%			
Anti Social Behaviour	4822 1085	1914	3198		-46%			
Mental Health	23 2	12	10		-27%			

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.

### Key Points

- Volumes of **Violence Without Injury\***, **Personal Robbery**, **Business Robbery\***, **Theft from Person\***, **Bicycle Theft**, **All Other Theft Offences**, **Possession of Weapons** and **Misc. Crimes Against Society\*** are above the upper control limit and are reported on further later in the report.
- However, some higher volumes in September are due to a delay in offences being recorded in August as a result of systems issues. This is the case for those marked with a \* and therefore no additional reporting is included on these crime types.



## 4. Managing Demand

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

		Sep 2022	Sep 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Total Recorded Crime	2036 1569	2059	1784	12125	10468	16%		
Violence With Injury	273 167	228	231	1432	1319	9%		
Violence Without Injury	555 383	548	510	3232	3189	1%		
Rape	40 10	38	19	191	165	16%		
Other Sexual Offences	60 27	53	48	311	311	0%		
Personal Robbery	16 5	13	3	68	52	31%		
Business Robbery	3 0	5	1	11	5	120%		
Residential Burglary (Dwelling)	80 38	61	64	271	275	-1%		
Business & Community Burglary	113 59	68	54	415	307	35%		
Vehicle Offences	150 77	188	66	740	426	74%		
Theft from Person	29 4	11	15	83	59	41%		
Bicycle Theft	34 11	25	20	130	88	48%		
Shoplifting	200 113	160	139	961	689	39%		
All Other Theft Offences	205 106	161	148	1082	842	29%		
Criminal Damage & Arson	253 170	202	205	1270	1131	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

		Sep 2022	Sep 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Drug Offences	65 32	45	39	261	286	-9%		
Possession of Weapons	23 9	24	13	127	120	6%		
Public Order Offences	162 85	198	177	1354	1039	30%		
Misc. Crimes Against Society	39 13	31	32	186	165	13%		

Domestic Abuse (Crimes & Crimed Incs.)	644 442	489	544	3163	3294	-4%		
Hate Crime (Crimes & Crimed Incs.)	61 23	52	70	351	379	-7%		
Vulnerable Adults (Crimes & Crimed Incs.)	296 206	209	273	1532	1763	-13%		
Child At Risk (Crimes & Crimed Incs.)	463 344	426	432	2607	2730	-5%		
Child Sexual Exploitation (Crimes & Crimed Incs.)	26 2	12	8	61	53	15%		
Serious Violence	266 164	225	227	1411	1301	8%		

Incidents	7322 5423	5260	5239	32260	34416	-6%		
Anti Social Behaviour	1130 537	466	802	3152	5826	-46%		

#### Key Points

- Volumes of **Total Recorded Crime**, **Vehicle Offences**, **Possession of Weapons**, and **Public Order Offences** are above the upper control limit.



## 4. Managing Demand

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

		Sep 2022	Sep 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Total Recorded Crime	1994 1508	1985	1556	11465	9730	18%		
Violence With Injury	253 171	208	199	1300	1239	5%		
Violence Without Injury	511 366	582	468	3323	2897	15%		
Rape	38 11	19	25	136	149	-9%		
Other Sexual Offences	44 24	40	46	261	267	-2%		
Personal Robbery	25 7	30	11	104	58	79%		
Business Robbery	4 0	1	1	13	10	30%		
Residential Burglary (Dwelling)	91 48	69	52	300	298	1%		
Business & Community Burglary	101 32	36	27	245	203	21%		
Vehicle Offences	173 113	115	85	680	523	30%		
Theft from Person	24 6	5	7	51	59	-14%		
Bicycle Theft	20 3	15	13	65	63	3%		
Shoplifting	231 116	162	115	862	728	18%		
All Other Theft Offences	206 113	161	132	1011	798	27%		
Criminal Damage & Arson	216 156	178	156	972	928	5%		

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

		Sep 2022	Sep 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Drug Offences	63 30	41	28	232	277	-16%		
Possession of Weapons	35 7	24	12	154	88	75%		
Public Order Offences	147 63	260	148	1343	908	48%		
Misc. Crimes Against Society	39 14	36	31	212	193	10%		

Domestic Abuse (Crimes & Crimed Incs.)	620 498	588	511	2829	4947	-43%		
Hate Crime (Crimes & Crimed Incs.)	46 16	57	42	304	317	-4%		
Vulnerable Adults (Crimes & Crimed Incs.)	300 223	271	253	1607	1860	-14%		
Child At Risk (Crimes & Crimed Incs.)	481 294	486	400	2996	2605	15%		
Child Sexual Exploitation (Crimes & Crimed Incs.)	14 1	8	8	61	45	36%		
Serious Violence	253 171	207	199	1268	1237	3%		

Incidents	6751 4990	4922	4679	28732	30450	-6%		
Anti Social Behaviour	982 439	403	675	2829	4947	-43%		

#### Key Points

- Volumes of **Violence without Injury, Personal Robbery, Public Order, Hate Crime**, and **Child at Risk** are above the upper control limit.



## 4. Managing Demand

### 4.2 How well does Herefordshire manage crime?

		Sep 2022	Sep 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Total Recorded Crime	1091 911	1122	971	6387	5990	7%		
Violence With Injury	164 117	138	147	828	820	1%		
Violence Without Injury	377 285	373	321	2039	1978	3%		
Rape	30 10	14	14	110	132	-17%		
Other Sexual Offences	48 21	45	32	223	218	2%		
Personal Robbery	6 0	6	4	30	16	88%		
Business Robbery	1 1	0	0	0	0	0%		
Residential Burglary (Dwelling)	30 9	24	18	140	127	10%		
Business & Community Burglary	42 14	42	23	223	150	49%		
Vehicle Offences	48 13	21	29	161	149	8%		
Theft from Person	7 1	7	3	36	26	38%		
Bicycle Theft	23 0	11	6	79	53	49%		
Shoplifting	72 14	49	37	330	196	68%		
All Other Theft Offences	102 54	96	71	576	497	16%		
Criminal Damage & Arson	123 84	101	105	547	619	-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

#### Key Points

- Volumes of **Total Recorded Crime, Business and Community Burglary, Theft from Person, Public Order, Misc. Crimes Against Society, Child at Risk, and Child Sexual Exploitation** offences are above the upper control limit.

		Sep 2022	Sep 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Drug Offences	39 18	21	26	143	180	-21%		
Possession of Weapons	15 3	6	7	44	49	-10%		
Public Order Offences	129 74	138	119	740	675	10%		
Misc. Crimes Against Society	30 6	30	9	138	105	31%		











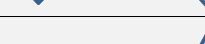




Domestic Abuse (Crimes & Crimed Incs.)	377 260	320	340	1795	2024	-11%	
Hate Crime (Crimes & Crimed Incs.)	40 15	31	27	192	187	3%	
Vulnerable Adults (Crimes & Crimed Incs.)	329 171	229	231	1367	1677	-18%	
Child At Risk (Crimes & Crimed Incs.)	362 236	378	263	1900	1764	8%	
Child Sexual Exploitation (Crimes & Crimed Incs.)	11 0	15	2	40	38	5%	
Serious Violence	161 115	138	146	817	819	0%	

Incidents	3498 2392	2669	2907	16012	18988	-16%	
Anti Social Behaviour	695 176	238	464	1558	3262	-52%	



## 4. Managing Demand

### 4.2 How well does Shropshire manage crime?

		Sep 2022	Sep 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Total Recorded Crime	1644 1248	1704	1436	9891	8496	16%		
Violence With Injury	217 163	216	212	1201	1150	4%		
Violence Without Injury	529 378	509	439	2950	2693	10%		
Rape	32 12	17	21	133	137	-3%		
Other Sexual Offences	64 30	46	55	260	276	-6%		
Personal Robbery	12 2	9	6	45	44	2%		
Business Robbery	5 0	0	0	5	1	400%		
Residential Burglary (Dwelling)	46 18	47	43	236	179	32%		
Business & Community Burglary	69 40	81	48	375	307	22%		
Vehicle Offences	97 28	36	61	423	326	30%		
Theft from Person	11 1	17	5	54	36	50%		
Bicycle Theft	19 0	16	13	69	65	6%		
Shoplifting	133 49	106	84	671	534	26%		
All Other Theft Offences	162 91	182	129	938	704	33%		
Criminal Damage & Arson	202 114	164	141	972	932	4%		

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 **Total Recorded Crime, Residential Burglary, Business and Community Burglary, Theft from Person, All Other Theft Offences, Possession of Weapons, Public Order Offences, Child sexual Exploitation and Serious Violence** are above the upper control limit.

		Sep 2022	Sep 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Drug Offences	56 15	30	37	188	257	-27%		
Possession of Weapons	16 7	19	7	113	70	61%		
Public Order Offences	155 70	166	107	1052	639	65%		
Misc. Crimes Against Society	38 11	43	28	206	146	41%		












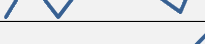



Domestic Abuse (Crimes & Crimed Incs.)	545 378	453	492	2794	2850	-2%	
Hate Crime (Crimes & Crimed Incs.)	58 24	36	38	238	268	-11%	
Vulnerable Adults (Crimes & Crimed Incs.)	318 197	216	243	1360	1641	-17%	
Child At Risk (Crimes & Crimed Incs.)	529 324	443	433	2572	2653	-3%	
Child Sexual Exploitation (Crimes & Crimed Incs.)	17 5	21	14	78	72	8%	
Serious Violence	214 165	215	205	1190	1145	4%	

Incidents	5263 3935	4184	4525	26145	28841	-9%	
Anti Social Behaviour	976 233	451	638	2454	4507	-46%	



## 4. Managing Demand

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

		Sep 2022	Sep 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Total Recorded Crime	1524 1208	1509	1452	9182	7967	15%		
Violence With Injury	216 136	190	181	1142	1014	13%		
Violence Without Injury	496 396	508	456	2978	2586	15%		
Rape	38 12	13	22	146	146	0%		
Other Sexual Offences	45 24	34	31	232	204	14%		
Personal Robbery	17 2	16	13	96	56	71%		
Business Robbery	3 0	3	2	5	8	-38%		
Residential Burglary (Dwelling)	36 17	32	39	145	173	-16%		
Business & Community Burglary	47 8	24	37	161	134	20%		
Vehicle Offences	109 39	54	64	399	388	3%		
Theft from Person	11 1	11	2	46	34	35%		
Bicycle Theft	19 0	26	10	74	58	28%		
Shoplifting	172 68	134	162	759	664	14%		
All Other Theft Offences	105 75	116	87	714	538	33%		
Criminal Damage & Arson	148 107	135	119	828	745	11%		

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 without Injury, Business Robbery, Theft from Person, Bicycle Theft**, and **All Other Theft Offences** are above the upper control limit.

		Sep 2022	Sep 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Drug Offences	46 10	24	31	184	169	9%		
Possession of Weapons	21 11	16	12	115	97	19%		
Public Order Offences	174 77	144	164	979	797	23%		
Misc. Crimes Against Society	38 12	29	20	179	156	15%		

Domestic Abuse (Crimes & Crimed Incs.)	532 450	511	491	2898	2948	-2%	
Hate Crime (Crimes & Crimed Incs.)	63 25	42	42	258	268	-4%	
Vulnerable Adults (Crimes & Crimed Incs.)	303 188	236	256	1436	1598	-10%	
Child At Risk (Crimes & Crimed Incs.)	534 300	447	387	2928	2424	21%	
Child Sexual Exploitation (Crimes & Crimed Incs.)	21 0	15	7	78	74	5%	
Serious Violence	213 135	190	181	1125	1015	11%	

Incidents	4434 3041	3590	3848	21637	24157	-10%	
Anti Social Behaviour	853 156	356	619	2151	3941	-45%	



## 4. Managing Demand

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

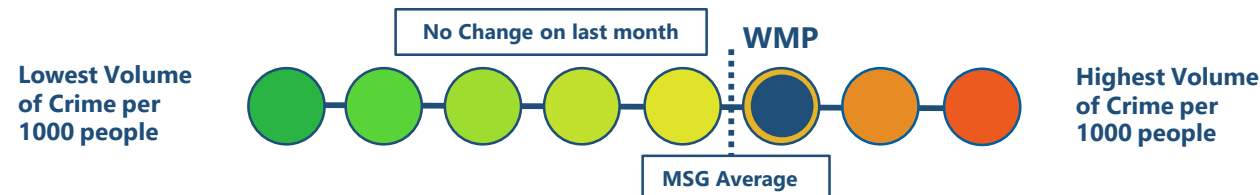
#### Key Points

- Volumes of **Personal Robbery** exceeded the upper control limit last month
- The **12 month rolling average** has **gradually increased** since June.

#### What does this mean?

- 41% (30)** of offences were recorded in **North Worcestershire**, distributed relatively evenly between
  - Bromsgrove District (12),**
  - Redditch Borough (9)** and
  - Wyre Forest District (9).**
- 3 Repeat Locations** were identified within September 2022.
- Money** was identified as a key motivator for Personal Robbery within September, with **35% (25)** of records containing a keyword related to money or cash. Similarly, **Mobile Phones** were also identified, with **29% (21)** of records containing a keyword.

#### Most Similar Group Comparison – Most Recent Data to August 2022



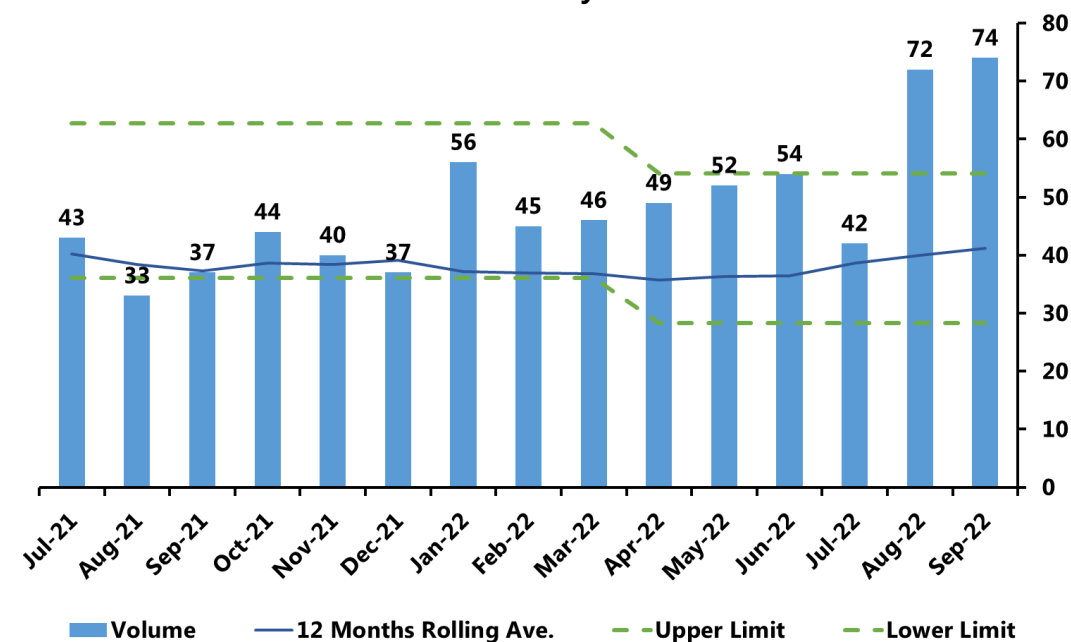
#### Next Steps / Recommendations

- Continued strategic **monitoring** by performance. Repeat locations have been shared with LPAs.

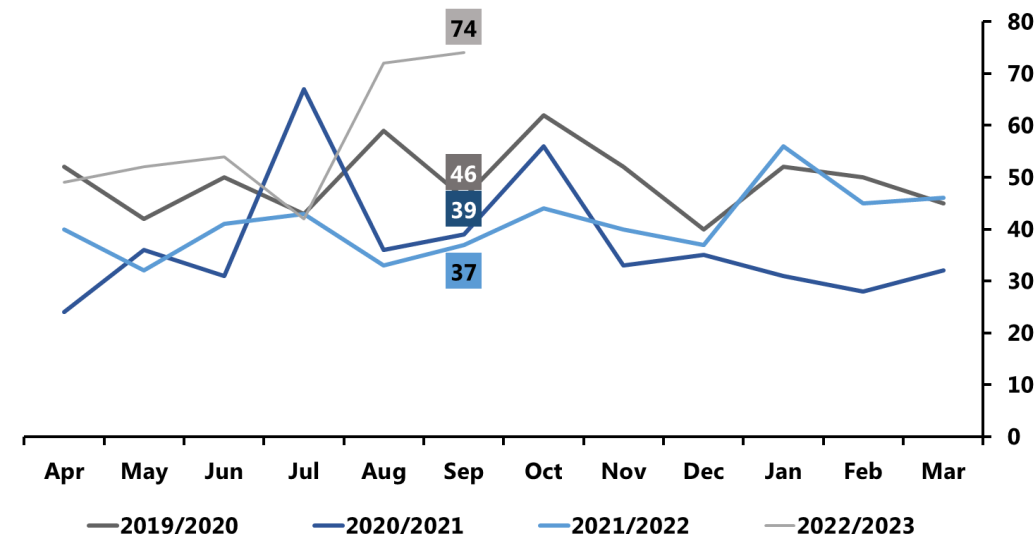
Action Required?

No

#### Personal Robbery Offences



#### Personal Robbery Offences





## 4. Managing Demand

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

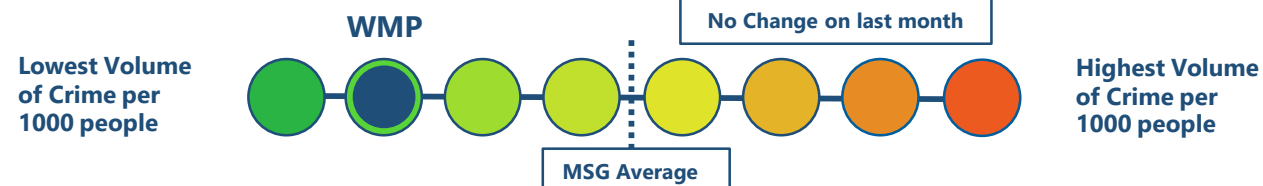
#### Key Points

- Volumes of **Bicycle Theft** exceeded the **upper control limit** last month.
- 12 month rolling average** has **gradually decreased** since **October 2021**, with a **Year to month increase** of **28% (90)** compared to 2021/22.

#### What does this mean?

- The **largest volume** of offences occurred in **Telford & Wrekin** accounting for **28% (26)**, followed by **27% (25)** in **South Worcestershire**.
- The **TF3 postcode area** within Telford & Wrekin had the **largest volume** of offences (**28**) across the uplift in August and September 2022. Within this area there were **5 repeat post codes** with **12 offences** combined.
  - The **WR1 postcode area** within South Worcestershire had the **second largest volume (19)** with only one repeat postcode accounting for 2 offences.
- It is **highly likely** that the **uplift in offences** is linked to **seasonality**, as this trend has been seen across all four years, including during Covid-19.
- It is **likely** that **offences will decrease** during the **Autumn/ Winter** due to less people using bicycles in poor weather.

#### Most Similar Group Comparison – Most Recent Data to August 2022



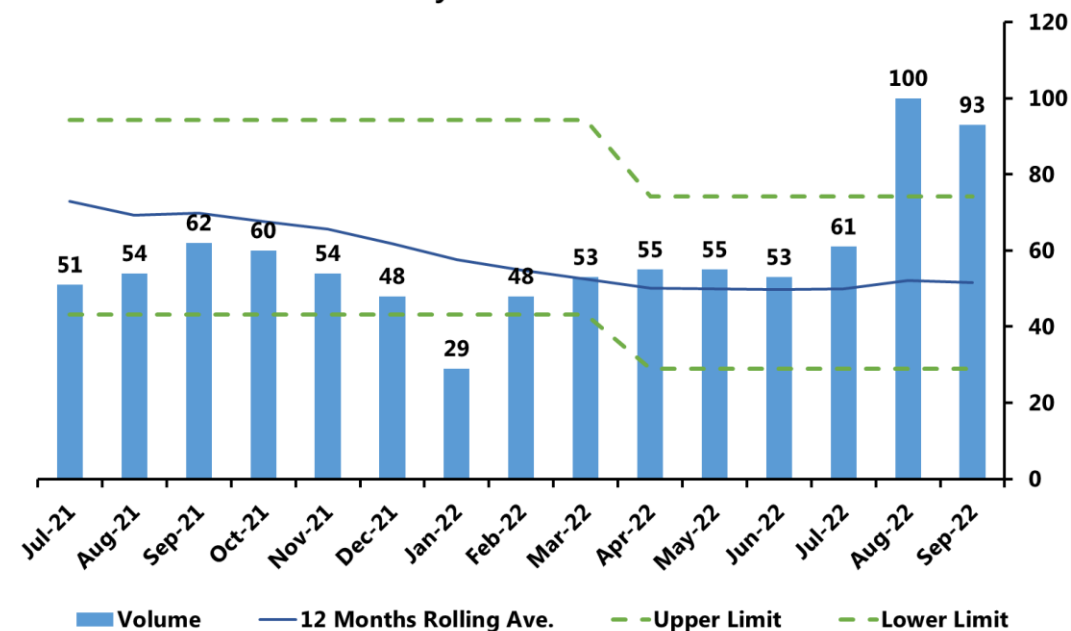
#### Next Steps / Recommendations

- Continued strategic **monitoring** by performance.

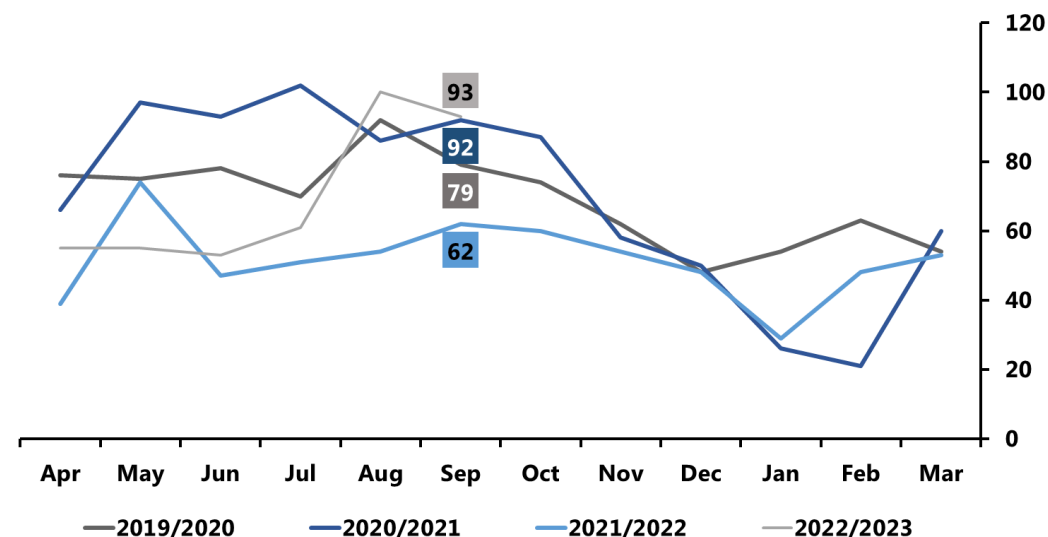
Action  
Required?

No

#### Bicycle Theft Offences



#### Bicycle Theft Offences





## 4. Managing Demand

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

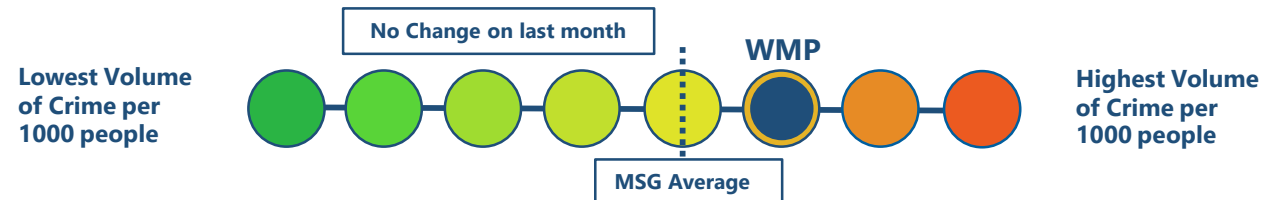
#### Key Points

- Volumes of **All Other Theft** exceeded the upper control limit last month.
- 12 month rolling average** has **gradually increased** since **September 2021**.

#### What does this mean?

- The most frequent offence description in September 2022 is **"Other Theft"** accounting for **65% (465)**, followed by **"Theft, Making Off Without Payment"** accounting for **14% (100)**.
- In September 2022, **23% (168)** of All Other Theft **offences** were **related to fuel**, this figure has **decreased slightly** over the last **3 months** from **181** in **July 2022**.

#### Most Similar Group Comparison – Most Recent Data to August 2022



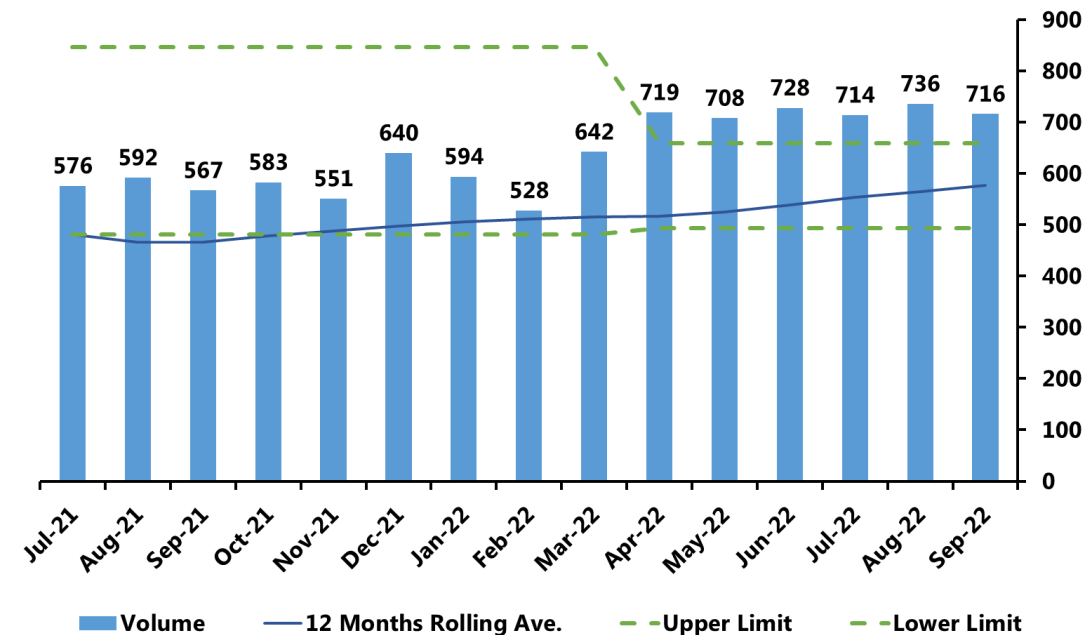
#### Next Steps / Recommendations

- The **cost of living crisis** should be considered when **predicting future levels** for All Other Theft. It is **likely** that volumes may **increase**, particularly with **Making Off Without Payment** offences and **fuel related offences**, if the cost of gas start to increase further. .

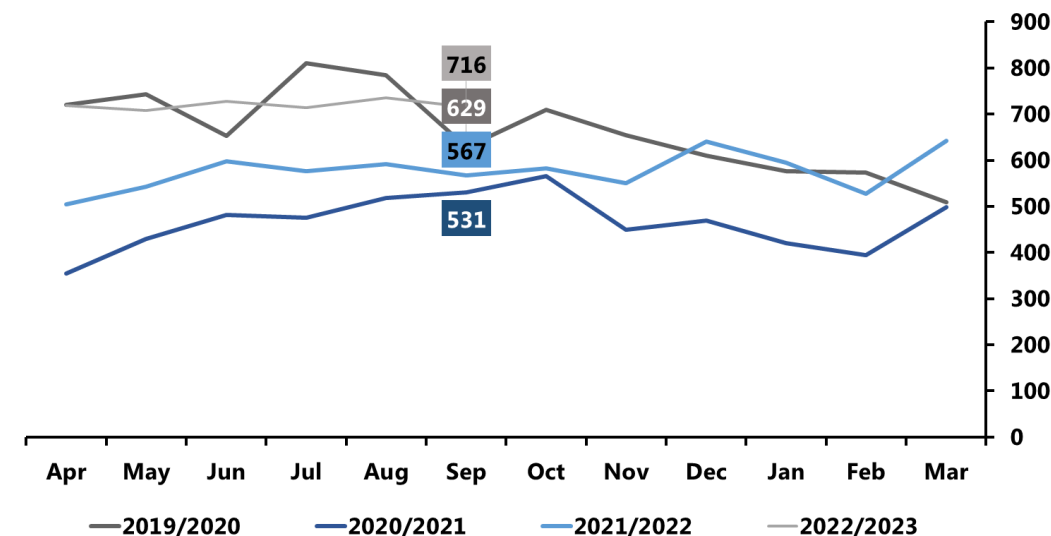
Action  
Required?

No

#### All Other Theft Offences



#### All Other Theft Offences





## 4. Managing Demand

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

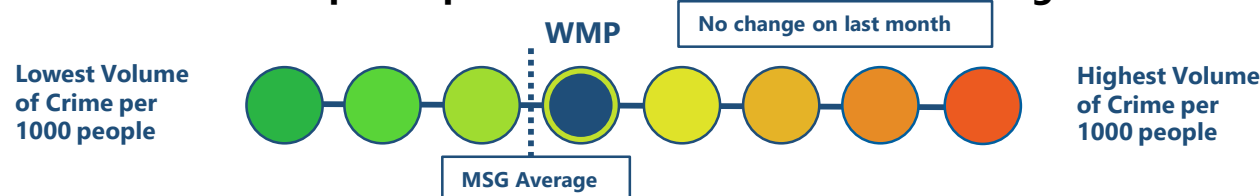
#### Key Points

- Volumes of **Possession of Weapons Offences** are **above the upper control limit**.
- West Mercia has recorded higher volumes consistently for previous 6 months.

#### What does this mean?

- South Worcestershire 41% (7)** is the **only LPA increase** from the previous month; accounting for 27% (24) of offences with 2 repeat suspects recorded.
- Possession of Article with Blade or Point** account for **48% (43) of offences**, a decrease of 4% (2) from the previous month, with 4 being recorded in education institutions.
- The **Home Office Counting Rules** for Possession of Weapons were updated in April 2022, with changes made to categories **10C (Possession of Other Weapons)** and **10D (Possession of Article with Blade or Point)** relating to private and further education spaces. This has **contributed** to an **increase** in volumes since April 2022.
- 10C** has experienced a **29% (45)** increase year to month compared to last year and **10D** has experienced a **47% (87)** increase in the same period.

#### Most Similar Group Comparison – Most Recent Data to August 2022



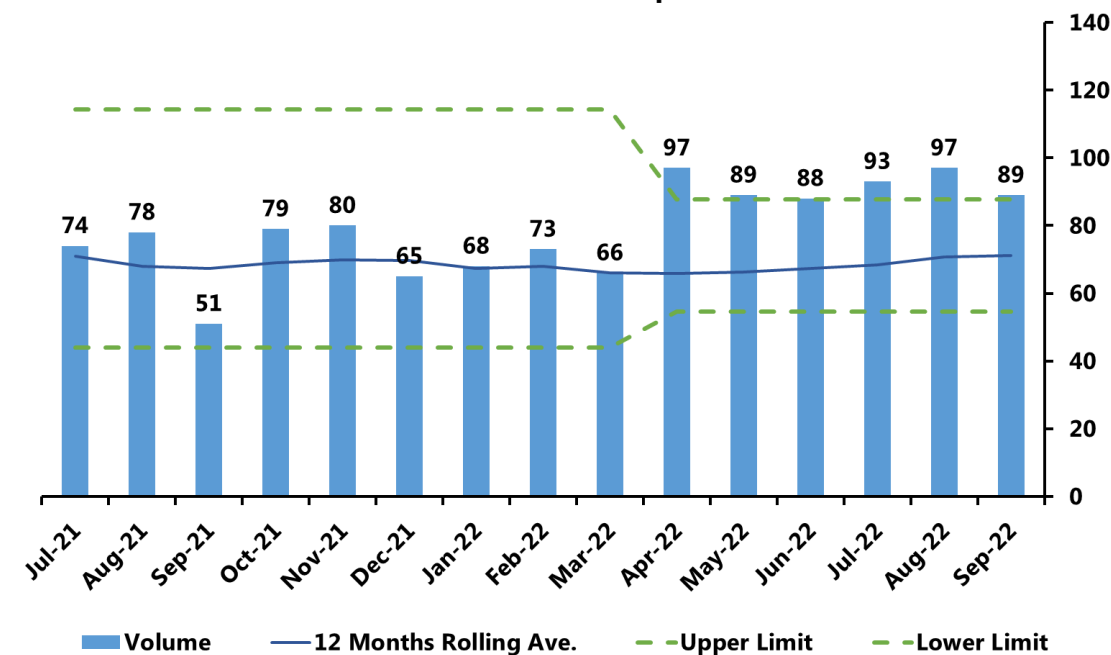
#### Next Steps / Recommendations

- Continued strategic **monitoring** by performance.
- Review control limits to account for Counting Rule changes.

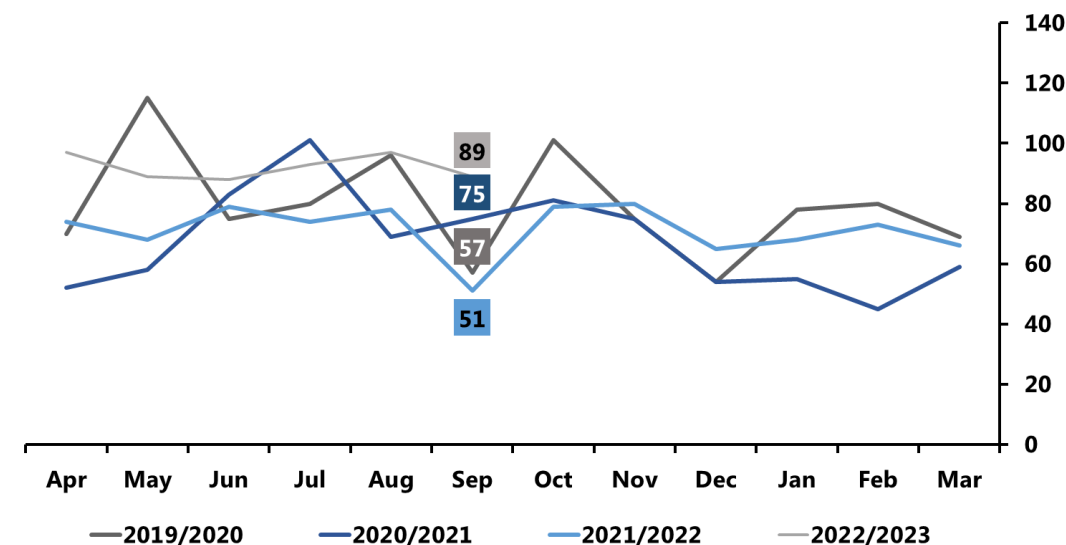
Action Required?

Yes

#### Possession of Weapons



#### Possession of Weapons





## 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 **14% (244) increase** compared to **last month** and a **24% (377) increase** from the **same month last year**.
- This is, **in part**, likely to have been **driven** by the **recording** of some offences in September that **occurred in August** as previously mentioned.

##### What does this mean?

- Offence Types** with the **Largest Percentage Increases**;
  - Theft from Person** has seen the **largest percentage increase** of **167% (5)**, followed by **Bicycle Theft** with an increase of **71% (5)**. However **volumes remain low** for both offence types, and it is **likely** these figures have increased due to a **delay in recording**.
  - Burglary – Residential (dwelling only)** has seen a **40% (19)** rise since the **previous month**.
- The largest increases** have been seen in **Herefordshire** with a **36% (108) increase** when compared to the **same month last year**.
- Telford & Wrekin** is the only LPA to have seen a marginal **decrease** when compared to the **same month last year (2%, 1)**.
- Due to the **cost of living crisis**, it is **highly likely** that **related crime** such as **Fuel theft, Making off Without Payment** and **Burglary** will continue to **increase**.

##### Next Steps / Recommendations

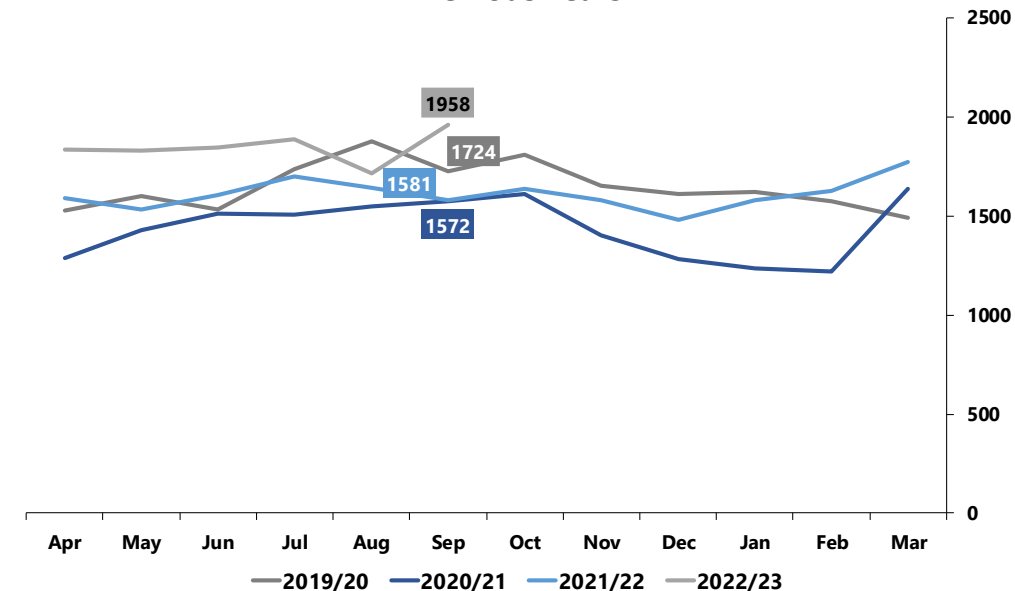
- Continued strategic **monitoring** by performance.

Action  
Required?

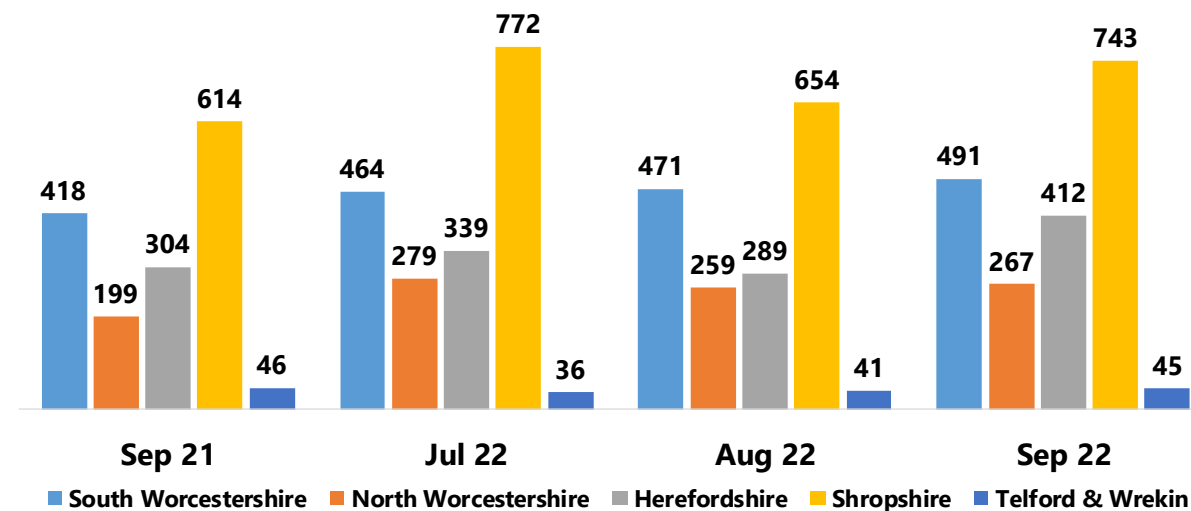
No

 **Good  
looks like:**  
**In  
Development**

#### West Mercia Rural Crime Comparison to Previous Years



#### West Mercia Rural Crime Comparison to Previous Months





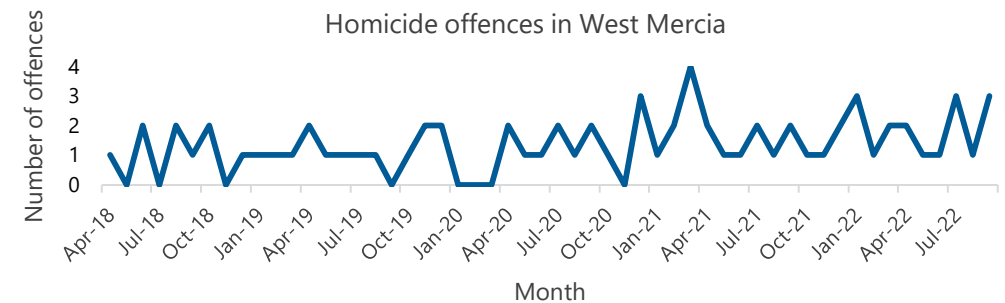
## 4. Managing Demand

## 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.**

OFFICIAL



60

Measure	Source	Change	Comment
Reduce murder and homicide	Police Recorded Crime	↑	Increase in homicide figures: 7 offences in Q2 2022 – 2023, compared with 4 in Q1 of 2021 – 2022. The number of homicides in Q2 2022 – 2023 is greater than Q2 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. To protect patient confidentiality, an asterisk is used where the number of offences sits between 1 – 7 for all sub-national breakdowns. Since the beginning of the financial year in 2022, 3 months have consisted of fewer than 8 hospital admissions. Data has not been released for July 2022 onwards, as of October 2022.
Disrupt drug supply and county lines	Police Recorded Crime and Public Health England	↔	1 drug related homicide recorded in Q2 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	↓	Theft from a person and residential and business burglaries, have decreased in Q2 2022 – 2023 compared with the previous quarter. Annually, figures for all neighbourhood crime offences (robberies, burglaries, thefts) have increased compared with figures from during the pandemic. Data is currently from Police Records as the CSEW data does not offer enough detail.
Improve satisfaction among victims, with a particular focus on victims of domestic abuse	Crime Survey England and Wales	↑	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, August 2022, showed 80% of DA victims were satisfied with the whole experience. Q1 of 2022 – 2023 showed an average of 68% satisfaction. First contact respondents for DA reported the highest levels of satisfaction consistently, meanwhile follow up DA respondents reported the lowest levels of satisfaction; in August 2022, 88% were satisfied at first contact, and 52% 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	<b>Terrorism</b>	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.
	<b>Serious and Organised Crime</b>	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.
	<b>National Cyber Security Incident</b>	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.
	<b>Threat to Public Order and Public Safety</b>	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.
	<b>Civil Emergencies</b>	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.
	<b>Child Sexual Abuse (CSA)</b>	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**

Last reviewed by subject lead Jan 2022

40% - 50%  
Realistic Possibility

## Key Points

- **Domestic Abuse** Crimes and Crimed Incidents volumes **remain stable**.
- **38% (5)** of all **homicides in 2022/23** relate to **Domestic Abuse**, as at the end of September 2022.

## What does this mean?

- **Herefordshire** saw an **increase of 12% (33)** last month, after being the only increase from the previous month, **driven by Domestic Abuse Investigations 41% (3)** and **Public Fear 300% (6)**. **Decreases** were recorded for **Shropshire 7% (32)** and **South Worcestershire 4% (22)**.
- **22% (498)** of crimes relate to **Stalking and Harassment**, an **increase of 18% (76)** from the last month, the only decrease being **Controlling and Coercive Behaviour 21% (13)**, and an **increase of 9% (42)** from the same month last year.

## Most Similar Group Comparison – Most Recent Data to August 2022

Lowest Volume of Crime per 1000 people



MSG Average

No Change on last month

Highest Volume of Crime per 1000 people

## Next Steps / Recommendations

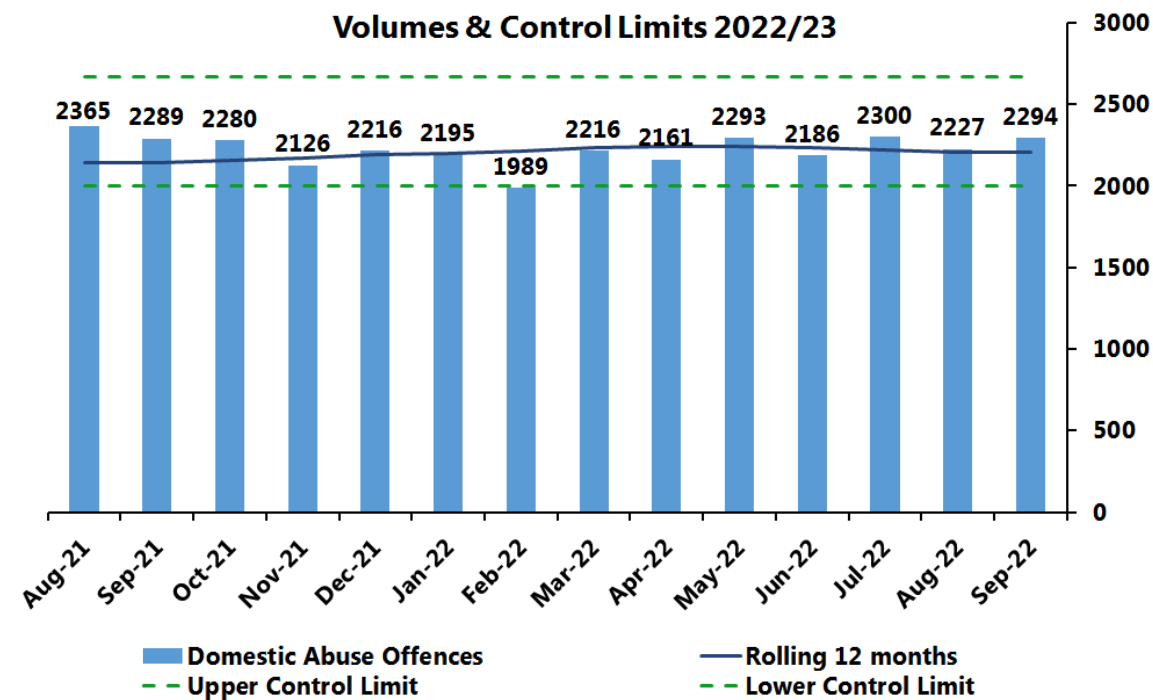
Continued strategic **monitoring** by performance

Action Required?

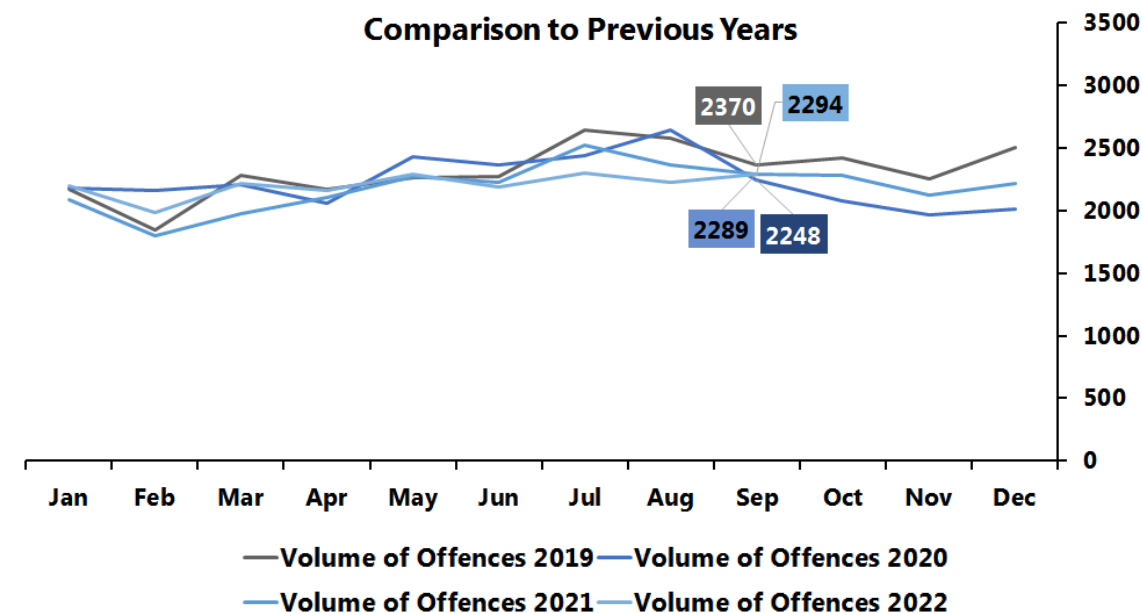
No

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## Domestic Abuse Crimes &amp; Crimed Incidents - Volumes &amp; Control Limits 2022/23



## 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 lowest rate since January 2022.
- This is partially driven by an **increase of offences by 3% (50)** and a **decrease in arrests by 4% (17)**.
- Significant increase in offences and unresourced incidents** around the August Bank Holiday likely have contributed to the decreased arrest rate.

#### What does this mean?

- Herefordshire** have recorded a **36% arrest rate**, a **10 percentage point decrease from last month** after a significant decrease last month. This is due to a **decrease in arrests 21% (19)** and a **increase in offences 1% (2)**.
- Shropshire** and **South Worcestershire** both saw **increases in their arrest rate** by **3** and **7 percentage points respectively**, following monthly decreases since May. Both saw a decrease in offences and increase in arrests.
- The arrest rate for **North Worcestershire decreased by 4 percentage points** due to a **19% (62) increase in offences**.
- The arrest rate for **Telford & Wrekin decreased by 9 percentage points** due to a **13% (38) increase in offences** and a **15% (16) decrease in arrests**.

#### Next Steps / Recommendations

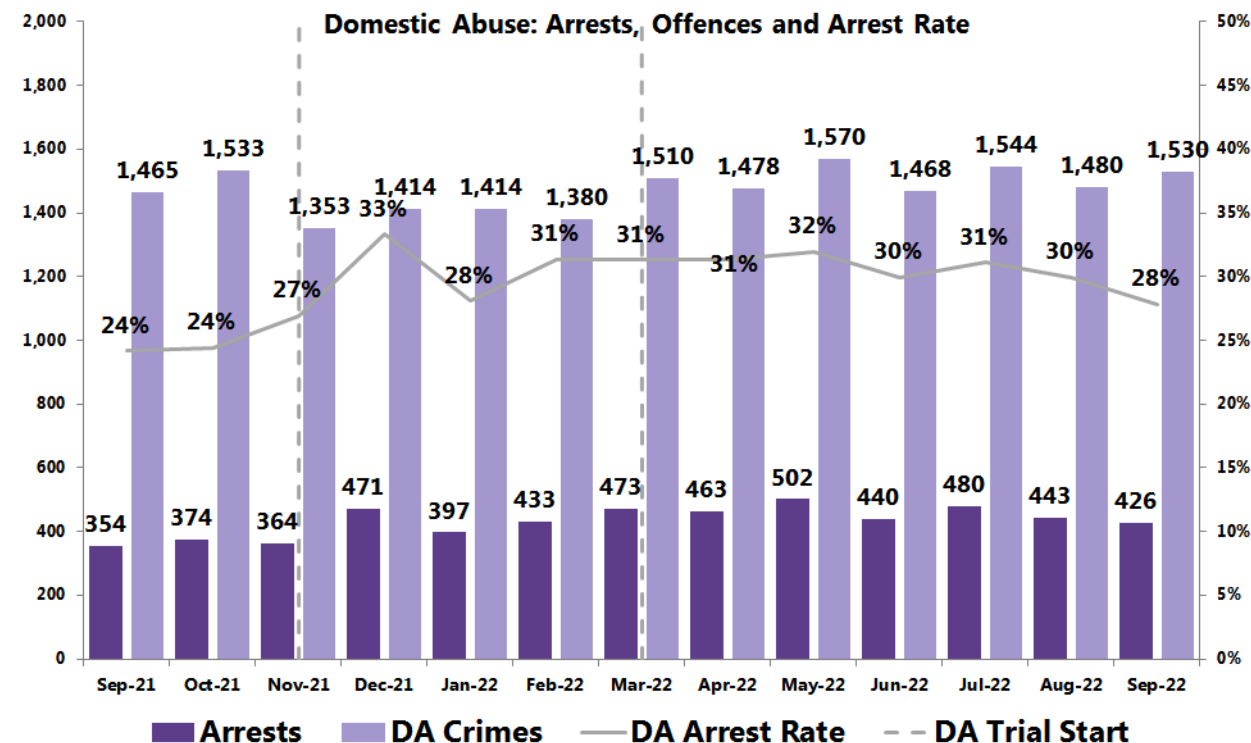
- Weekly reporting continues
- Change in methodology delayed due to systems instability.
- DA incidents are to be excluded from the Diary Car permanently.

Action  
Required?

No

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#### 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.

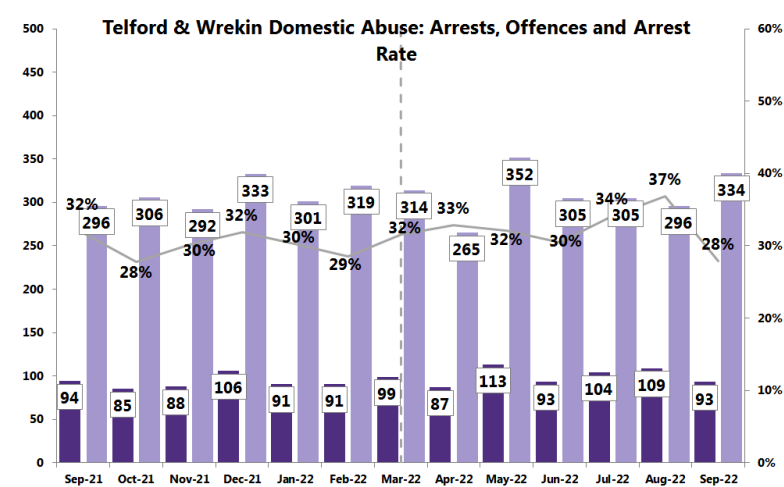
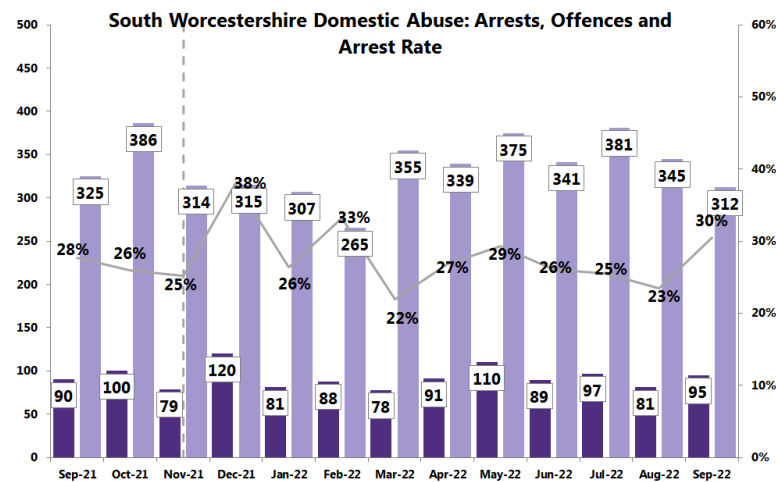
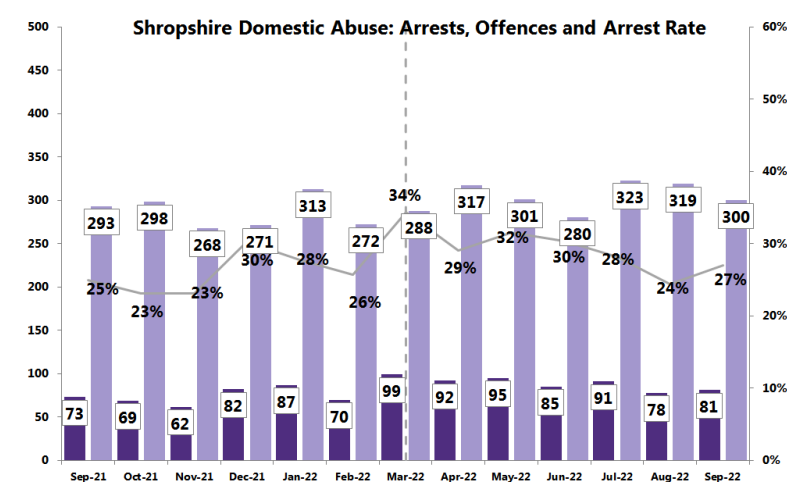
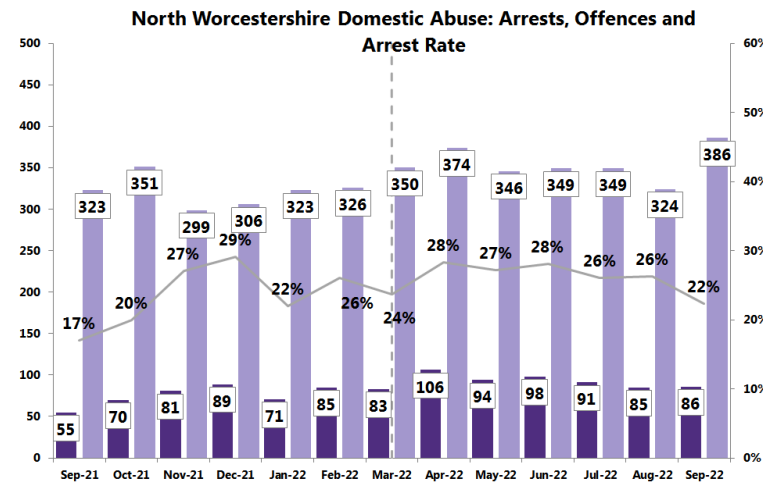
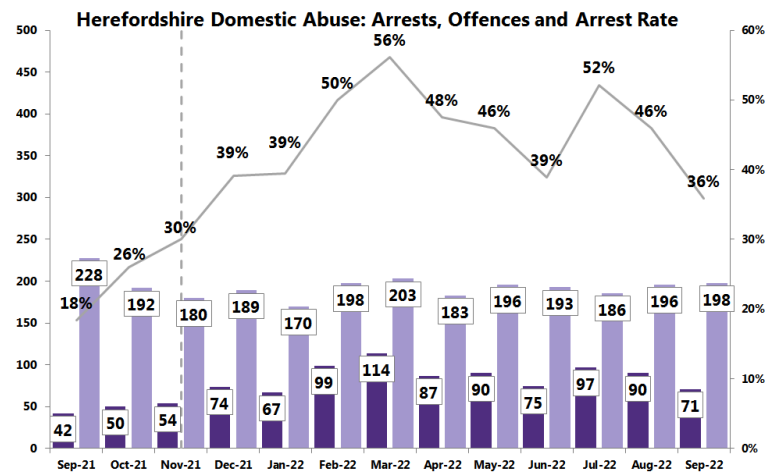


## 4. Managing Demand

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

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

### 4.2 Managing demand

#### 4.2.23 Volume of SOC disruptions

##### Key Points

- **29 active OCGs – below the monthly average** for the past 12 months having decreased from 32 in Q1.
- **33 Disruptions were recorded in Q2**, a **decrease of 16** from the previous quarter.

##### What does this mean?

- **59% (17)** of **active OCGs** are known to be currently criminally active in **drug supply**.
- **7 additional disruptions** added to **Q1 2022/23** bringing a total of 49 disruptions.
- **Q2 figures exceeded the forecasted disruptions** (26) but is **below the quarterly average** the past 2 years (39 disruptions). This should be considered in the context of a downward trend in disruptions and impactful disruptions more generally.
- The **provisional forecast** for **Q3 2022/23** is based on the West Mercia trend for the **past 2 years** up to September 2022.

##### Next Steps / Recommendations

- Continue to be monitored.

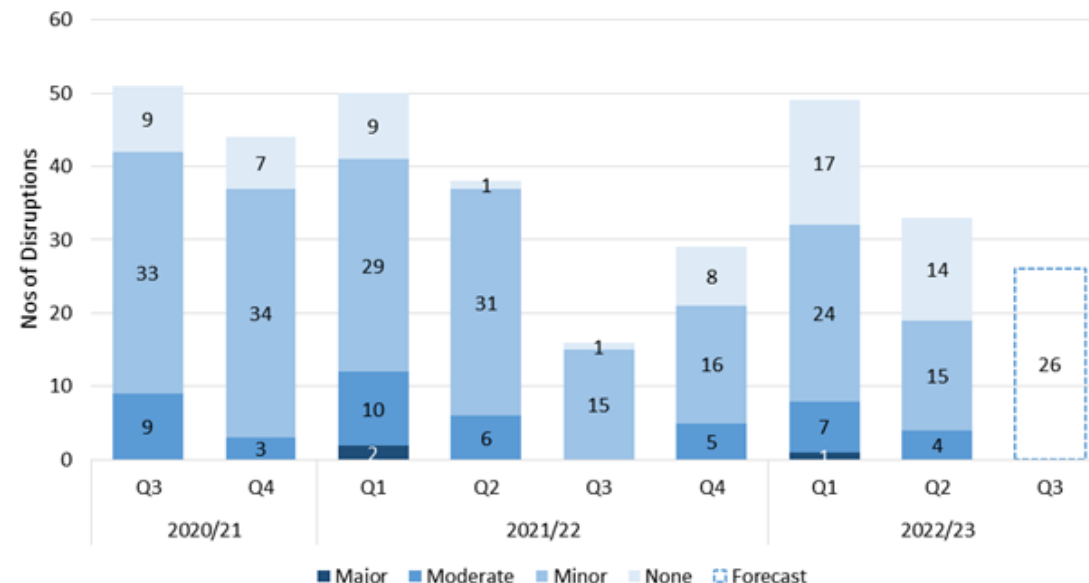
Action  
Required?

No

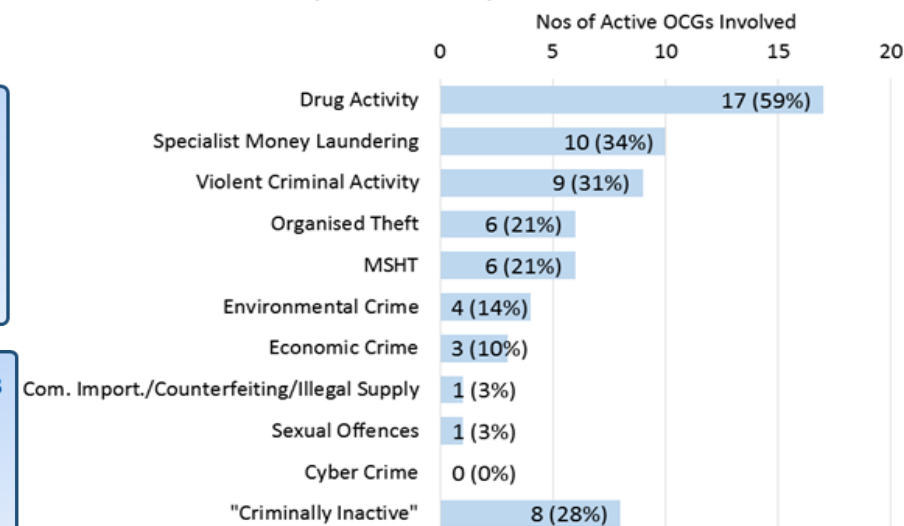
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OCG Disruptions by Impact (Inc Forecast for Q3 2022/23)



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

##### Criminal Justice / Offender Management – Q2 2022/23



33 Arrests  
5 Charges  
5 Convictions  
0 SCPOs obtained  
0 Other ancillary order obtained

##### Seizures – Q2 2022/23



0 Guns  
0 Other firearms

##### Safeguarding – Q2 2022/23



4 Adults  
Safeguarded  
2 Children  
Safeguarded



## 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

KSI reporting a month behind going forward due to **delay** between **collisions** and **data** being available.



**Good looks like:**

KSI within one standard deviation of the mean of the last 12 months.

Last reviewed by subject lead Jul 2022.

10% - 20% Highly unlikely

#### Key Points

- KSI casualties have **increased 10% (6)** from the previous month. This is **above the upper control limit**.
- **67% (4)** of fatalities were recorded as **motorcyclists** in **August 2022**.
- YTM 2022/23 **47% (9)** of **fatalities** are **motorcyclists**.

#### What does this mean?

- **38% (18)** of collisions involved a **motorcyclist**, of which **33% (6)** occurred in **North Worcestershire** followed by **22% (4)** in **Shropshire**.
  - There were **no repeat locations**.
  - **28% (5)** of the collisions occurred on the **weekend** with **2 occurring** in **North Worcestershire** and **2 in Shropshire**.
- The **Department for Transport's** latest report on **road usage** shows that, generally, **national road usage** is in line with **pre Covid-19 levels**. Therefore it is **probable** that the **increase in fuel costs** are **not yet reducing road usage**.

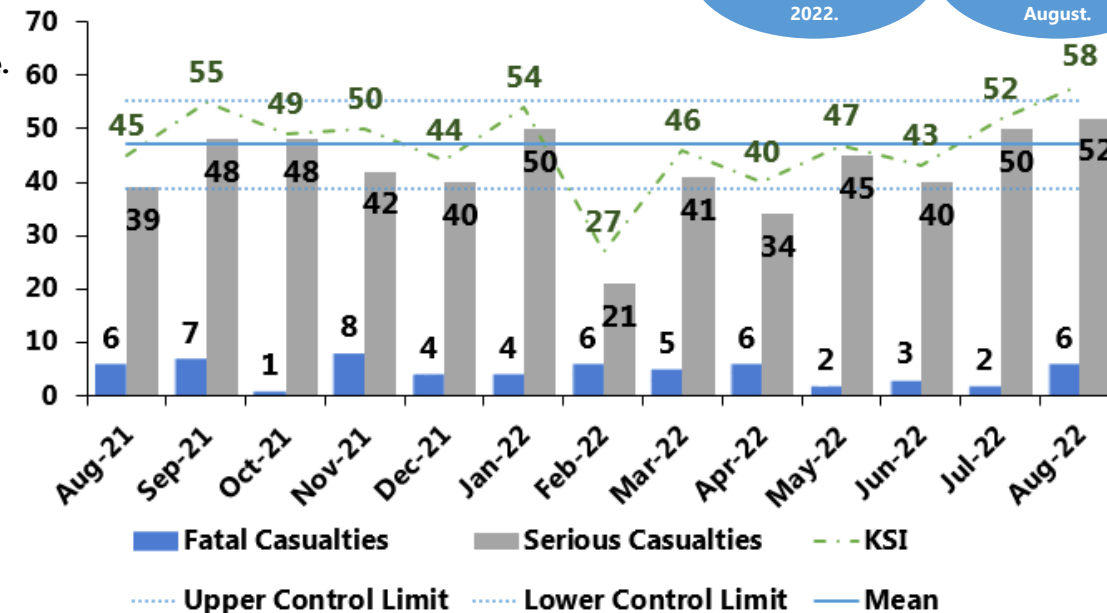
#### Next Steps / Recommendations

- Continue to be monitored.

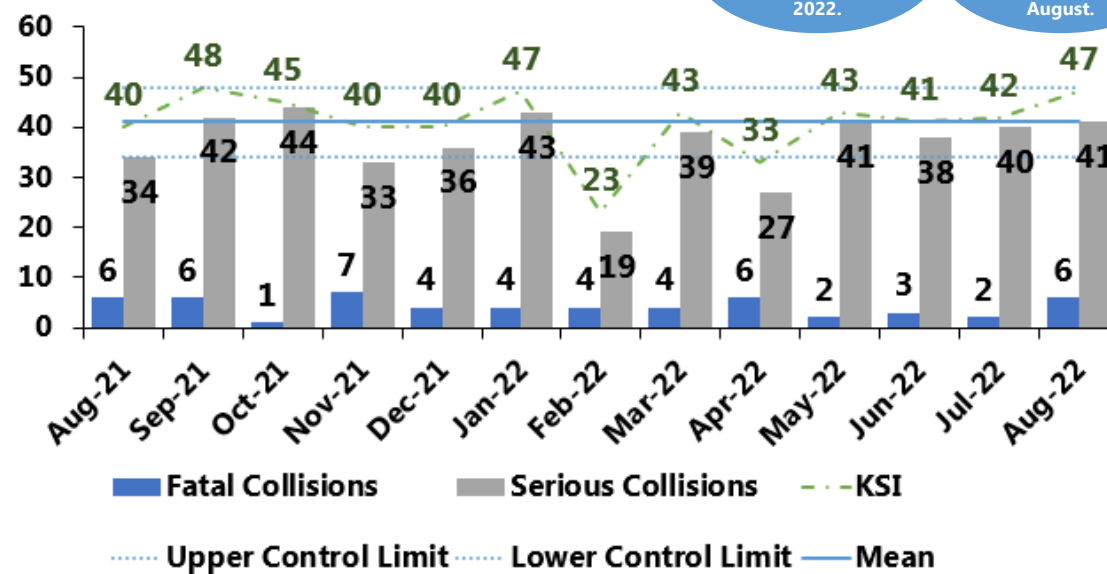
Action Required?

No

#### KSI Casualties



#### KSI Collisions





## 4. Innovating and improving

### 4.3 To what extent is West Mercia Police improving its practices and processes?

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

##### Good looks like:

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 has been a **small increase (2)** in the number of **recommendations** within West Mercia.
- Volumes are **below MSG average** but above national average.
- There have been **no changes** in the number of **open AFIs and Causes of Concern** for **West Mercia** in the **last 3 months**.
- Both the **MSG average** and **national average** have seen a **small decrease** in the number of **AFIs**, with **no change** in the number of **Cause of Concern**.

##### What does this mean?

- The majority of the **outstanding activity** is contained within the **PEEL 2021/22 report** and **custody**.
- The **custody plan** will work to **reduce numbers significantly** once the plan has been agreed with the custody specialist team in **Autumn 2022**.
- It is **likely** that **volumes will decrease** in the next few months due to **increased support** from the **HMICFRS Force Lead Liaison** and **Inspecting Officer**. This will **help to close** Cause of Concerns and Recommendations **where appropriate**.

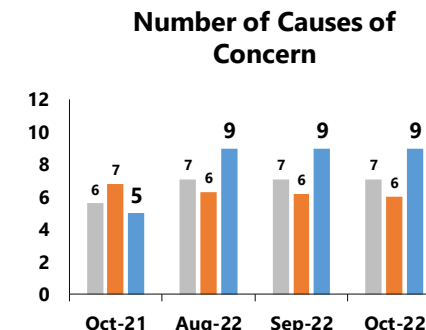
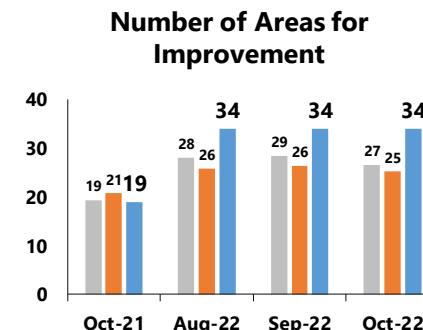
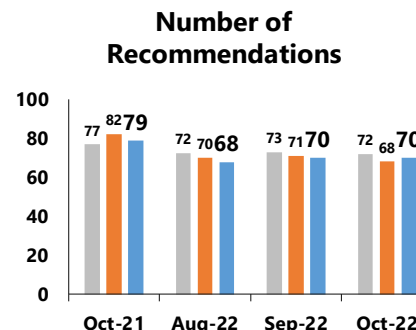
##### Next Steps / Recommendations

- Continued strategic **monitoring** by performance.

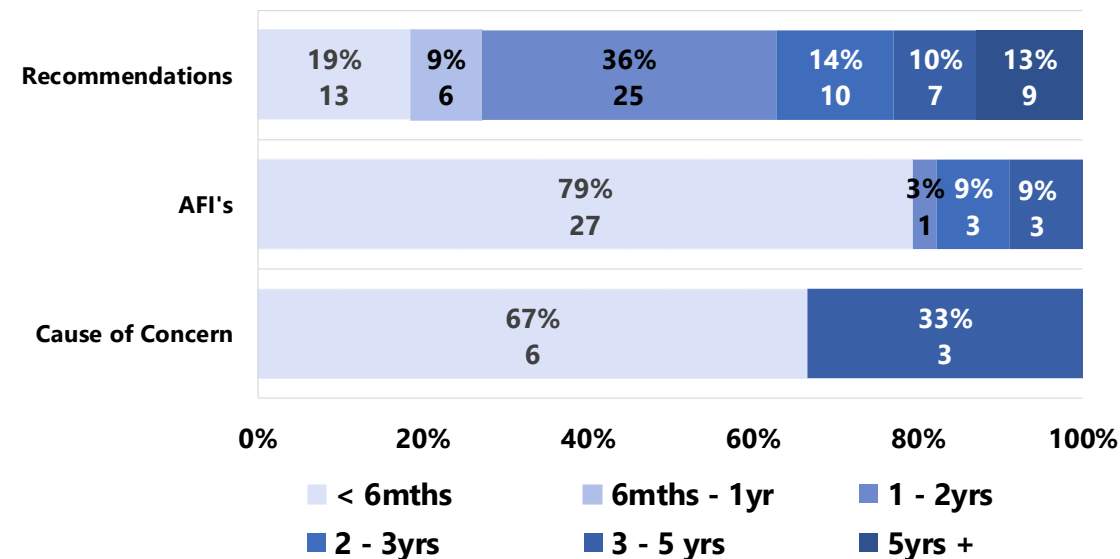
Action Required?

No

National Average  
MSG Average  
West Mercia



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





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

### 5.1. To what extent are we developing our teams to ensure we have the required skills?

#### Key Points

- **North Worcestershire** remain **under or just on Preferred Staffing Levels (PSL)** until the **end of October**.
- **Telford & Wrekin** are **under PSL** mid **October**.

#### What does this mean?

- Modelling is based on a 62% PSL and **38% abstraction rate** for **all** areas.
- **Uplift post abstractions** from Patrol **will have to be factored in** to the above modelling once it is identified which areas successful candidates are from.
- The modelling for **2023/24** already indicates a **significant improvement** of resource on patrol through further planned intakes and current students graduating.

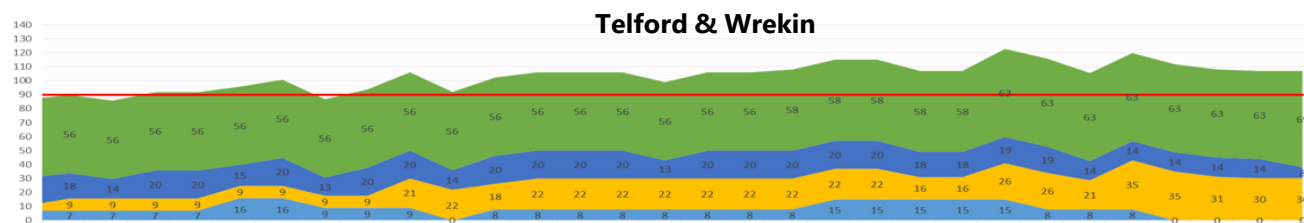
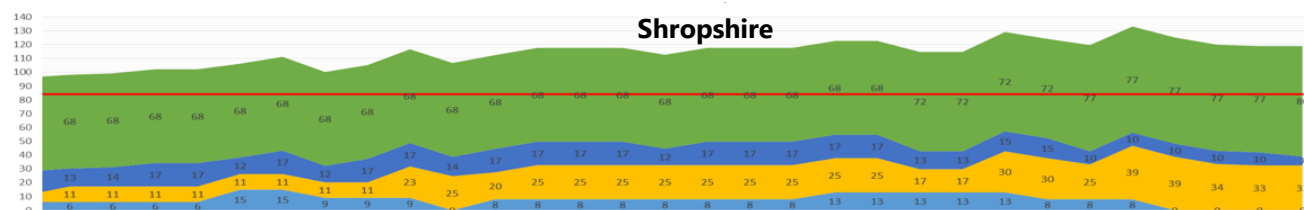
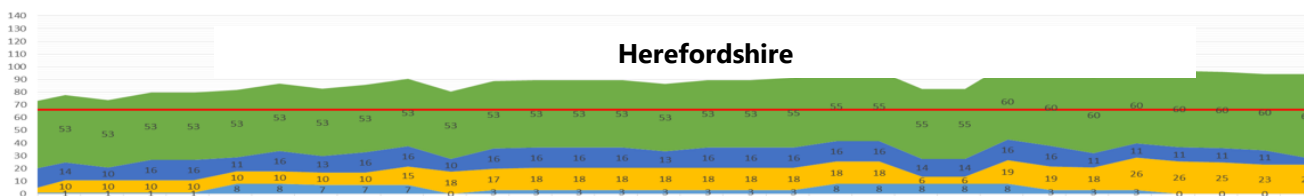
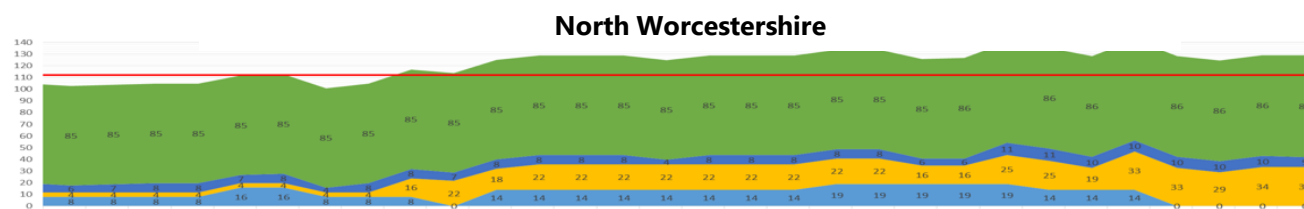
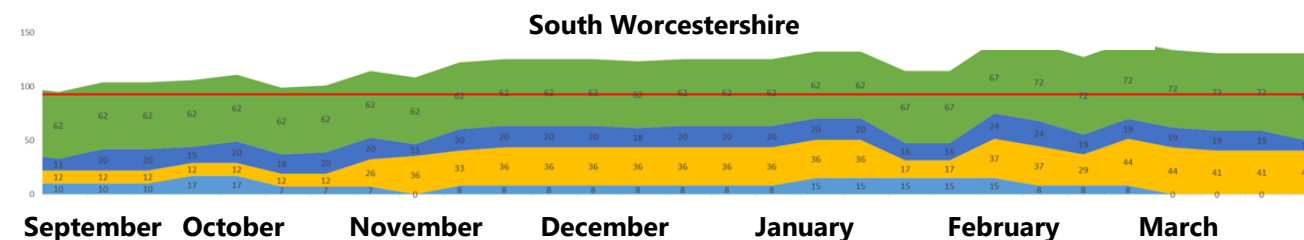
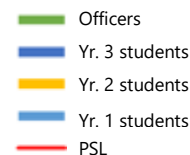
#### Next Steps / Recommendations

Continued strategic **monitoring**.

Action  
Required?

No

#### Total Deployable Resource 10 September to 31 March 2022/23

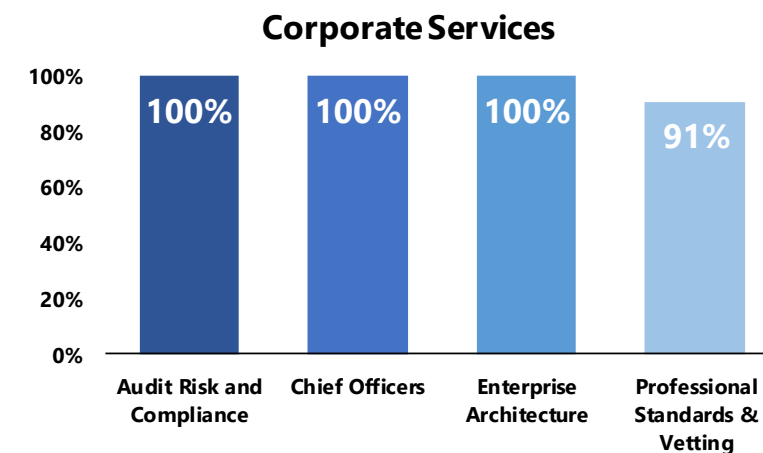
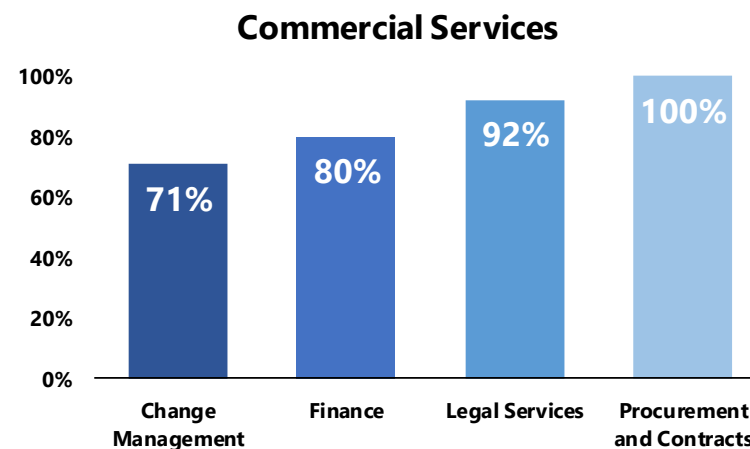
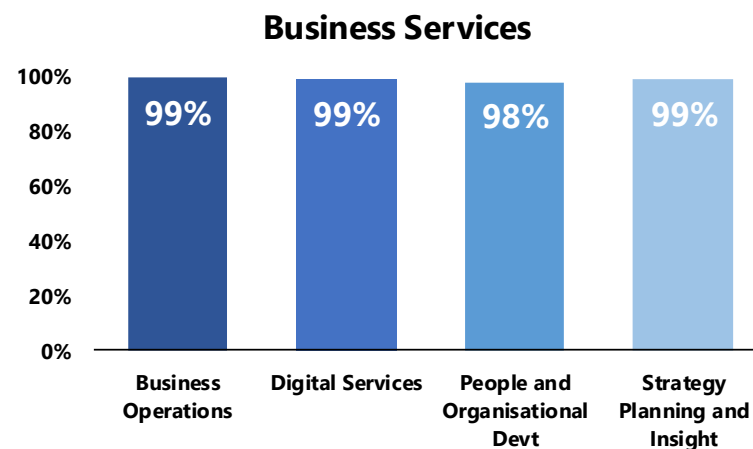




## 5. Delivering a skilled, sustainable workforce in a constantly learning, improving environment.

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

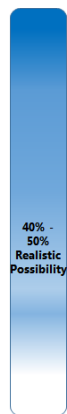
#### PDR Objective Set Completion Rates



 **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 is **87%**, an **increase** from **77%** in the last report.
- **Police Officer** completion rate of **82%**, an **increase** from **66%**.
- **Police Staff** completion rate of **91%**, an **increase** from **89%**.

#### What does this mean?

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

#### Next Steps / Recommendations

- **Continued monitoring** to also include **6 month reviews**.

Action Required?

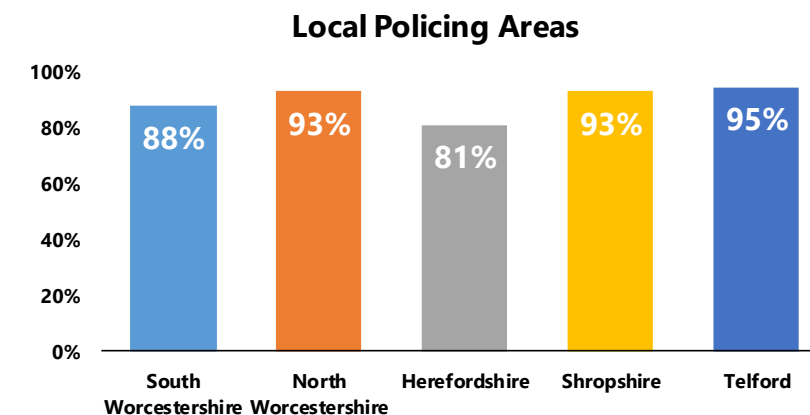
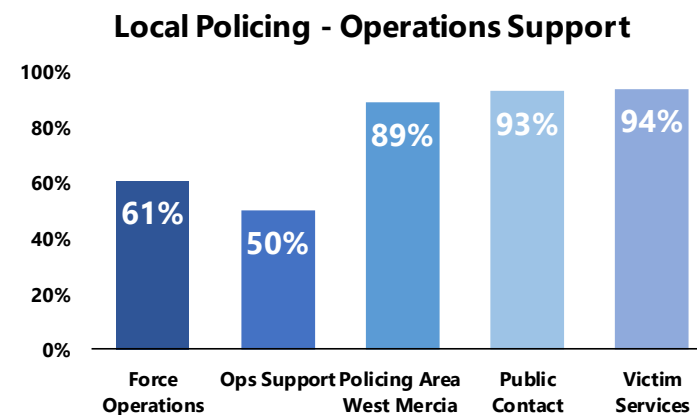
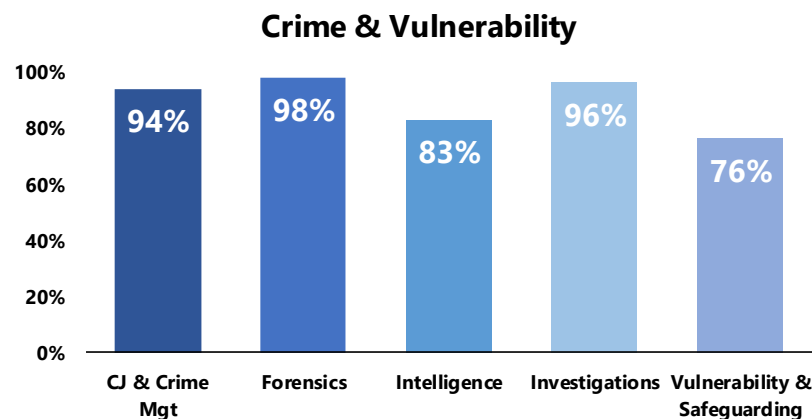
No



## 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



#### Good looks like:

100% objective set completion rate across the force.

Last reviewed by subject lead Jul 2022

55% - 75%  
Likely or probable

#### Key Points

- **2 of the 5 LPA's are below** the **force** completion rate.
- **Herefordshire** has the **lowest completion rate** at **81%**.
- **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.



## 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.

0% - 5% Remote Chance

Last reviewed by subject lead Jun 2022

#### Key Points

- Officer sickness in September** is increasing month on month, with a **0.09 percentage point increase** on the **previous month**.
- Biggest Contribution** to Police Officer Sickness Days Lost June:
  1. South Worcestershire – 23%
  2. North Worcestershire - 20%
  3. Telford – 15%
- Staff sickness** in contrast is **decreasing** month on month, with September down **0.33 percentage points** on the **previous month**.
- Biggest Contribution** to Police Staff Sickness Days Lost June:
  1. OCC– 19%
  2. C&V Forensics – 7%
  3. Business Operations – 11%

#### What does this mean?

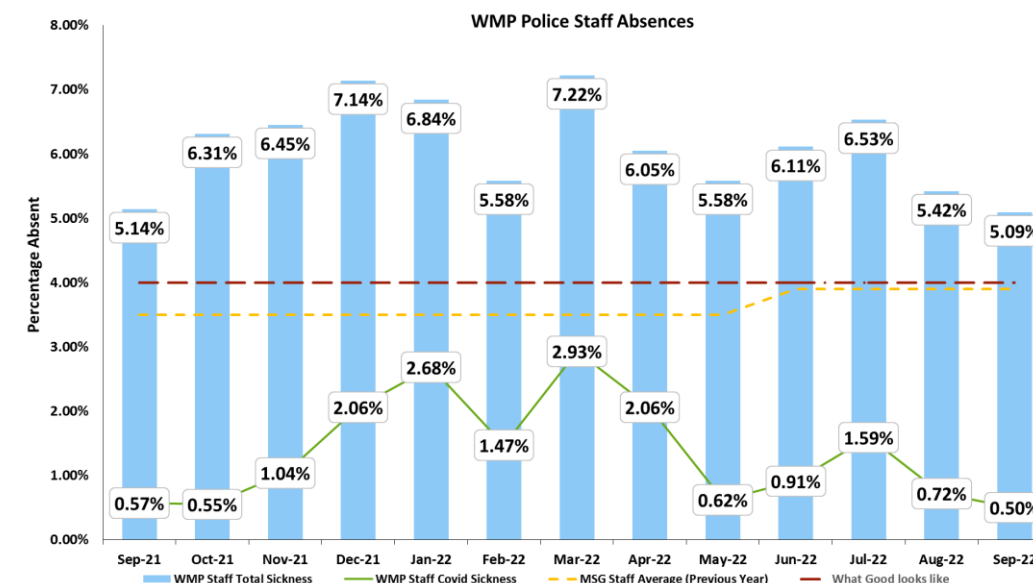
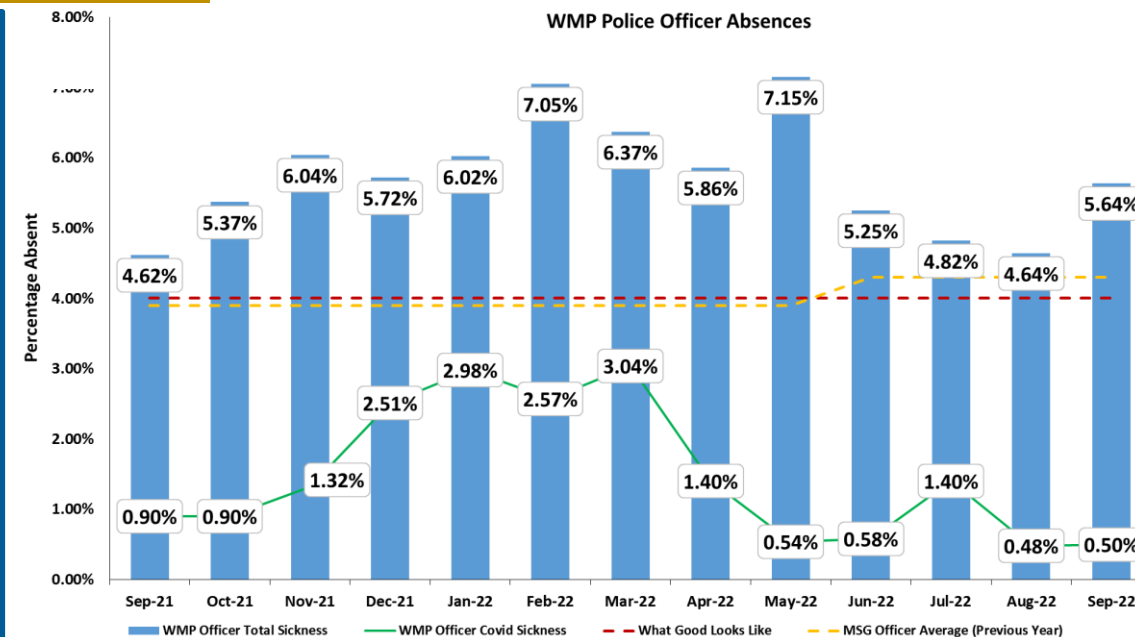
- Psychological Disorders** is this the **biggest contributor to force sickness** accounting for **35% of all sickness days lost in September**, followed by Musculo Skeletal (15%) and Digestive Disorder (10%).
- COVID sickness** is showing an **increase** heading into October **for both officers and staff**; The 10<sup>th</sup> October saw **67 recorded as COVID Positive and/or ill with symptoms** across the force (**25 Police Officers, 42 Police Staff**) – up from 31 at from the 26/9.

#### Next Steps / Recommendations:

- Continued Monitoring within HR.

Action Required?

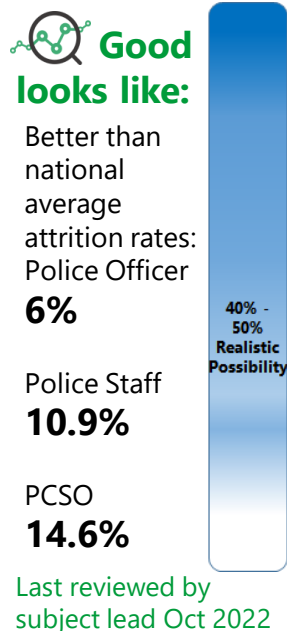
No





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

## 5.1.7 Attrition rates



## Key Points

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

- Police **Officers (9.1%).**
- Police **Staff (13.6%).**

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

- **PCSO (11.3%).**

## What does this mean?

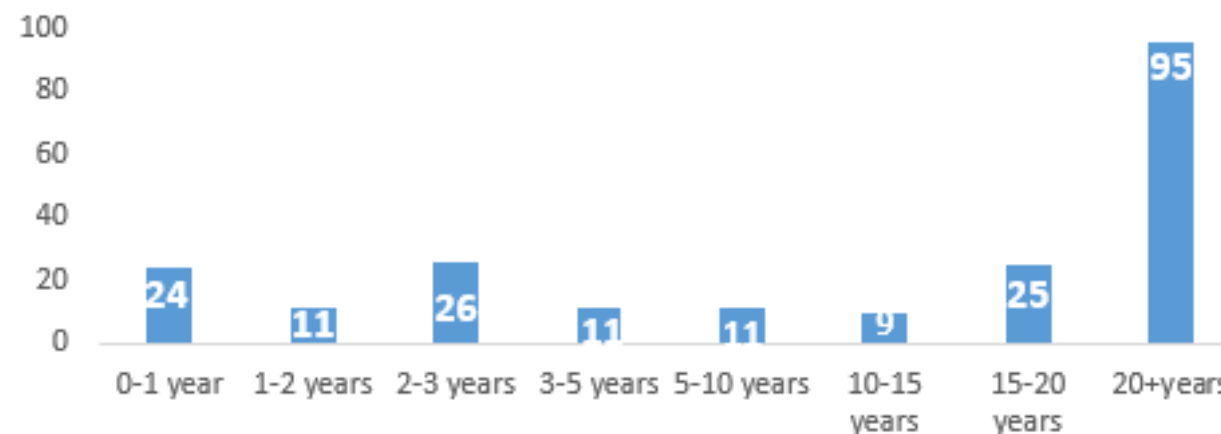
- **11.3% of officer leavers** in the last 12 months had **less than 12 months** service.
- Taking out retirements trends points, **officers** are **more likely to leave** when they have **between 2 and 3 years** service.

## Next Steps / Recommendations

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

Action Required?

No

Police Officer Leavers Length of Service  
Oct 21 - Sep 22

Oct 21 – Oct 22:

Officer Retired: 113

Officers Resigned: 94

Student Officers Joined: 206

22/23 Q2 Intakes:

25/7/22 – 29 PCDA

05/9/22- 31 DHEP

Upcoming Intakes 22/23 Q3:

17/10/22 – 34 PCDA

05/12/22- TBC 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 Jun 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 **3.1%**, but is **below National Average (8.1%)**.
- **Female officer representation exceeds the national average (33.5%)** 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

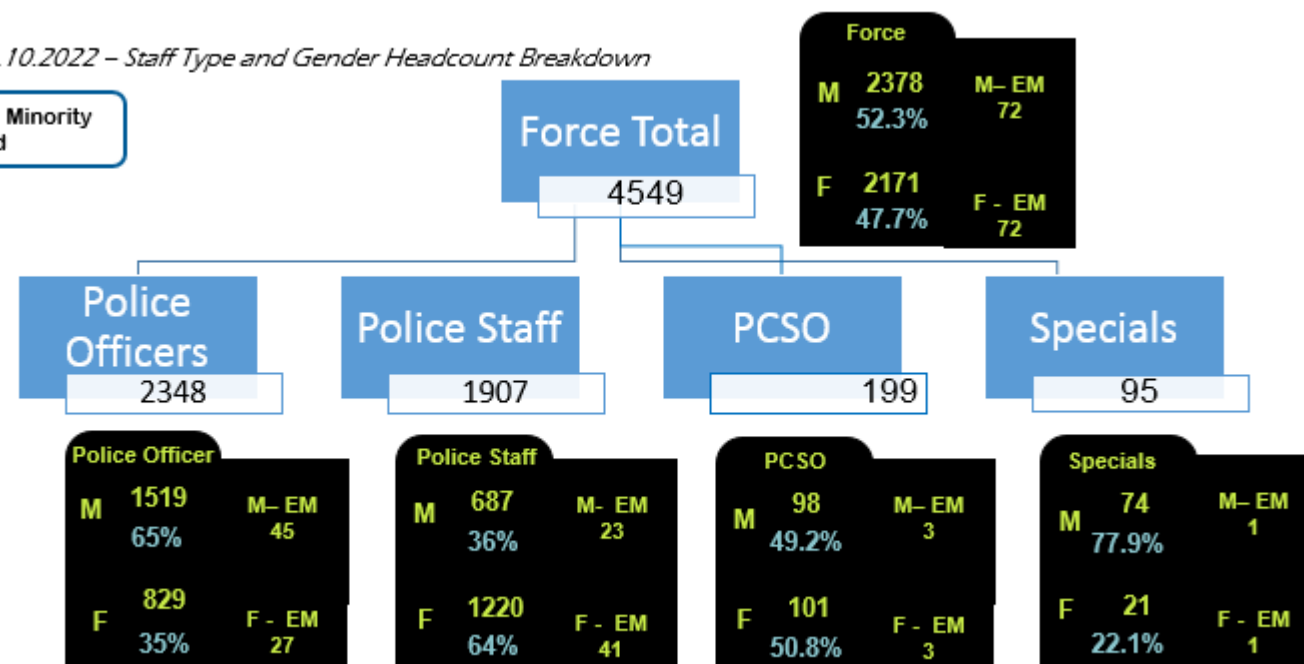
- Continued strategic **monitoring** by HR and performance

Action Required?

No

As at 01.10.2022 – Staff Type and Gender Headcount Breakdown

EM – Ethnic Minority background



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



## 5. Establishing high quality, accessible knowledge

### 5.2 How well do we know our communities?

#### 5.2.2 Local Policing Community Charter

##### Key Points

- **Each parish** in West Mercia is asked for its **top three priorities** each quarter. If they choose to have less than three priorities then 'no priority given' will be selected.
- The number of parishes who have **not responded** has **decreased by 17%**, from **95** down to **79** since May 2022.

##### What does this mean?

- **Safer Roads** is the **highest priority** within **West Mercia**, with this category being selected **403 times**. This was **followed** by **Crime** related priorities which has been selected **286 times**.
- **Speeding** as a priority accounted for **68% (275)** of all **Safer Roads**.
- **Theft** accounted for **64% (184)** of all **Crime** related priorities.
- Currently there are **several ways the force is engaging** with the currently priorities. **Neighbourhood Matters** enables the community to be **updated with current crime threats or ASB** within their area and **help with any appeals** ongoing.
- The **Community Speed Watch Schemes** enable communities to **raise concerns in their area** and can **help understand** if further activity is needed.
- Across the **force** there are **high volumes of social media activity, attended events and meetings**. Newsletter is the least used method for engagement.



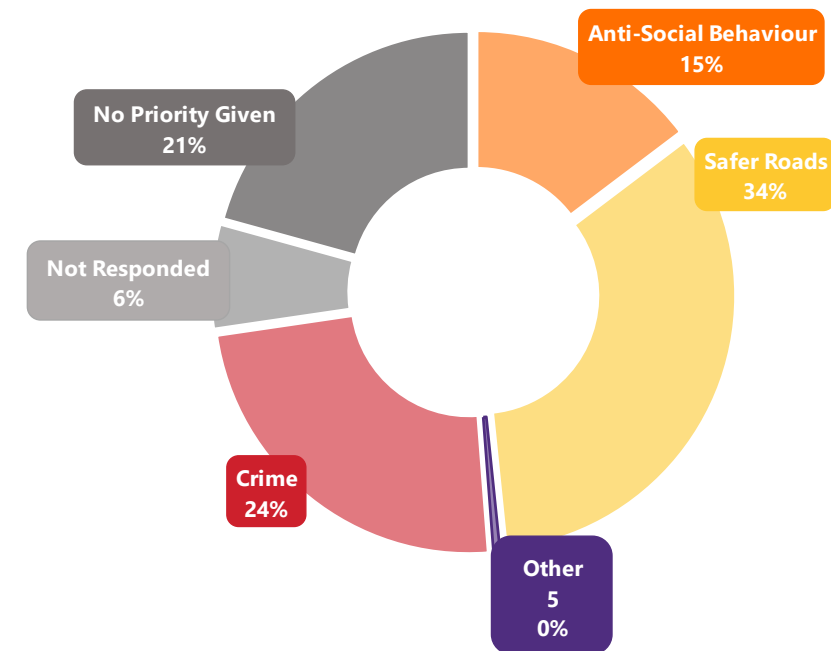
**Good looks like:**

Last reviewed  
July 2022

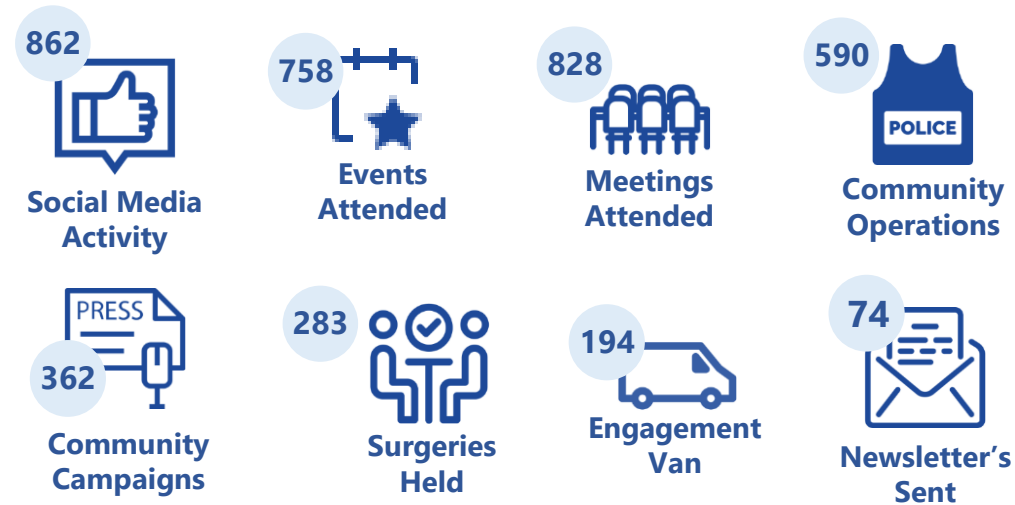
**Decrease** in the number of Parishes that **have not responded**.

40% - 50%  
Realistic  
Possibility

#### Parish Priorities – July 2022



#### Community Engagement – July to September 2022





## 5. Establishing high quality, accessible knowledge

## 5.2 How well do we know our communities?

## 5.2.2 Local Policing Community Charter

## Key Points

- As of July 2022, West Mercia have **20,515 members** of **Neighbourhood Matters (NHM)**, a **10% increase** since May 2022.
- Watch schemes** are free schemes set up to **support and understand communities** on a variety of issues facing those who reside in West Mercia.

## What does this mean?

- Currently there are **367 official Neighbourhood Watch schemes**, and **128 other watch schemes**.
- A further **two schemes** are in the **early stages** of launching; **Heritage Watch** and **Youth Watch**.
- Shropshire** saw the **largest percentage increase** for total members since May 2022 at **13% (363)**.
- South Worcestershire** saw the **largest volume increase** for total members since May 2022 with **503 (11%)**.
- North Worcestershire** have the **largest number of members** when compared to the total **number of households** at **4.6%**.



**Good looks like:**

**30,000 Neighbourhood Matters members by Dec 2022**

Last reviewed July 2022

**25% -35% Unlikely**

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75



Snapshot - July 2022

**Total Members**  
**20,515**



**10% (1,807) increase** from Snapshot in May 2022.

	S. Wors	N. Wors	Herefs	Shrops	Telford
<b>Total members</b>	4924	5661	3753	3159	3018
<b>Percentage of Households</b>	3.6%	4.6%	4.5%	2.3%	3.9%
<b>Messages sent</b>	155	195	77	145	88
<b>Replies</b>	30	25	23	23	25
<b>Reply Rate</b>	19%	13%	30%	16%	28%
<b>People registered in period</b>	198	207	161	171	146
<b>Other registrations (website)</b>	81	39	33	77	59
<b>Admin registered (by officer or PCSO)</b>	117	168	128	94	87

Low Volume High Volume

## Number of Watch Schemes within West Mercia – July 2022



**Neighbourhood Watch 367**

**Residential Community Watch 81**

**Shop Watch 14**

**Pub Watch 13**

**Rural Watch 12**



**Business Watch 3**

**Farm Watch 2**

**Poachers Watch 1**

**Horse Watch 1**

**Street Watch 1**

\*Residential Watch schemes are groups set up by local communities, West Mercia can communicate with them but they do not want to be recognised as an official Neighbourhood Watch Scheme.



## 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

- The **Data Centre outages** had a **significant impact** on work package activities. Outage restoration activities became a **resourcing priority** and the resulting immediate change freeze put a **temporary hold on work package activity**.
- A substantial number of events occurred within category of “**Unidentified Incidents**”
- Total number of resolved events in Q2 2022/23 was **2703**, down from **3106** in the previous quarter.

#### 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.

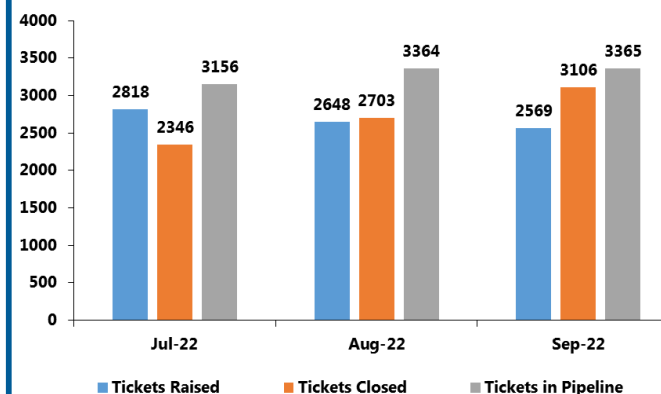
#### Next Steps / Recommendations

- Continue to develop reporting capability in this area.

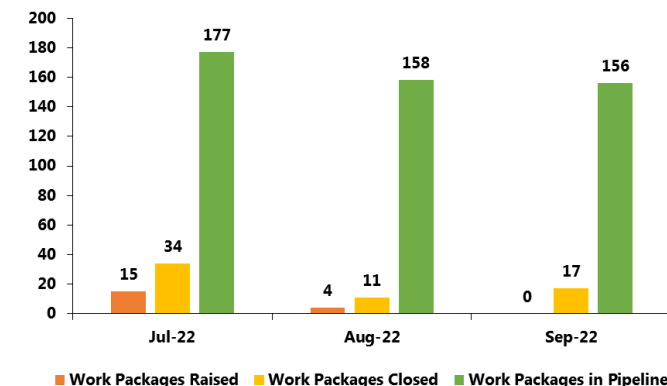
Action Required?

No

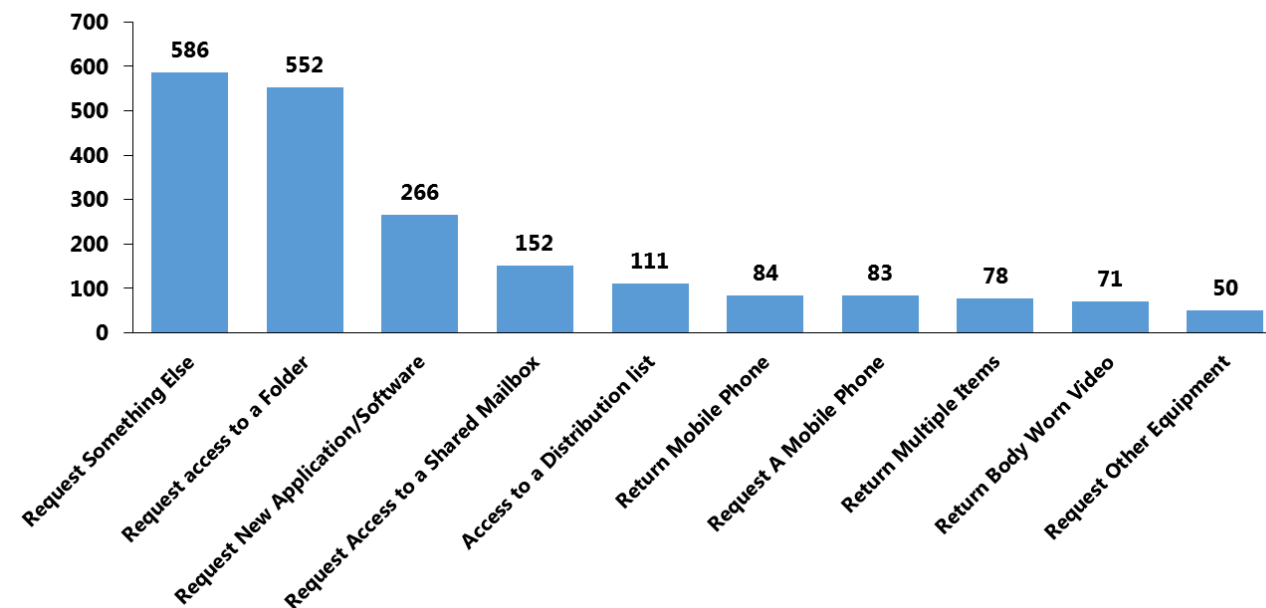
Number of Tickets Raised, Closed and in Pipeline



Number of Work Packages Raised, Closed and in Pipeline



Frequency of Events by Issue Type in Q2 2022/23 (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?

- 21% (14)** of **Collisions** were caused by **reversing** with a total **cost** of **£4054.23** in the last **quarter**.
- 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.

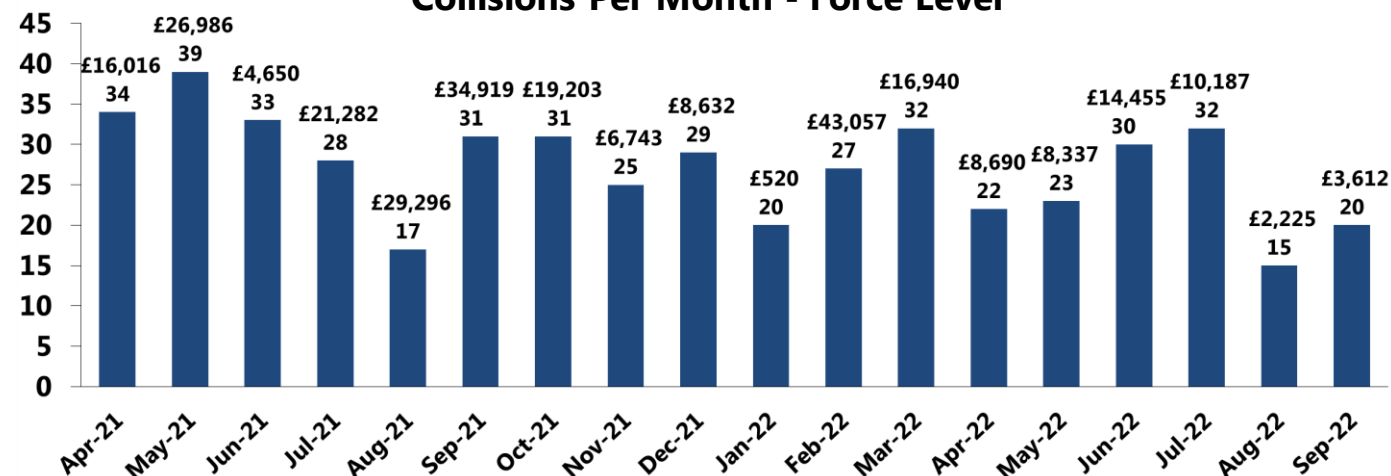
#### Next Steps / Recommendations

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

Action Required?

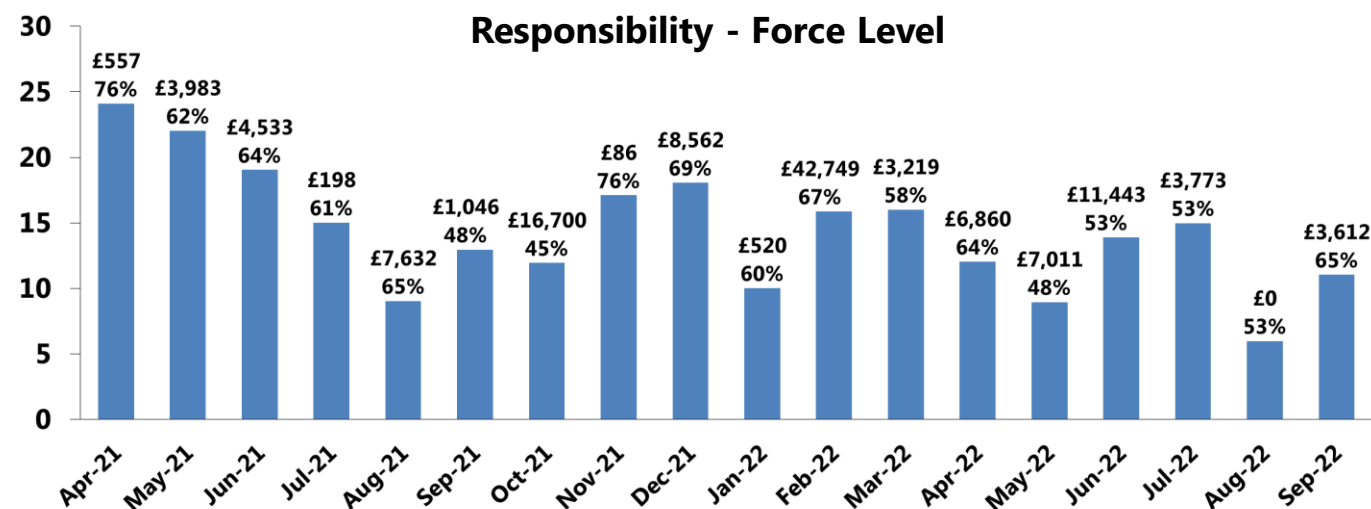
No

#### 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  
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