



Providing a quality  
policing service,  
protecting  
people from harm.

# West Mercia Police

## Quarterly Performance Monitoring Report

January - March 2022



### Purpose

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

### Handling Instructions:

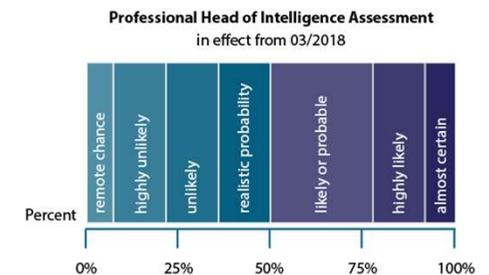
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Author	<b>Performance Team, Strategy, Planning and Insight</b>
Owner	<b>DCC J. Moss</b>

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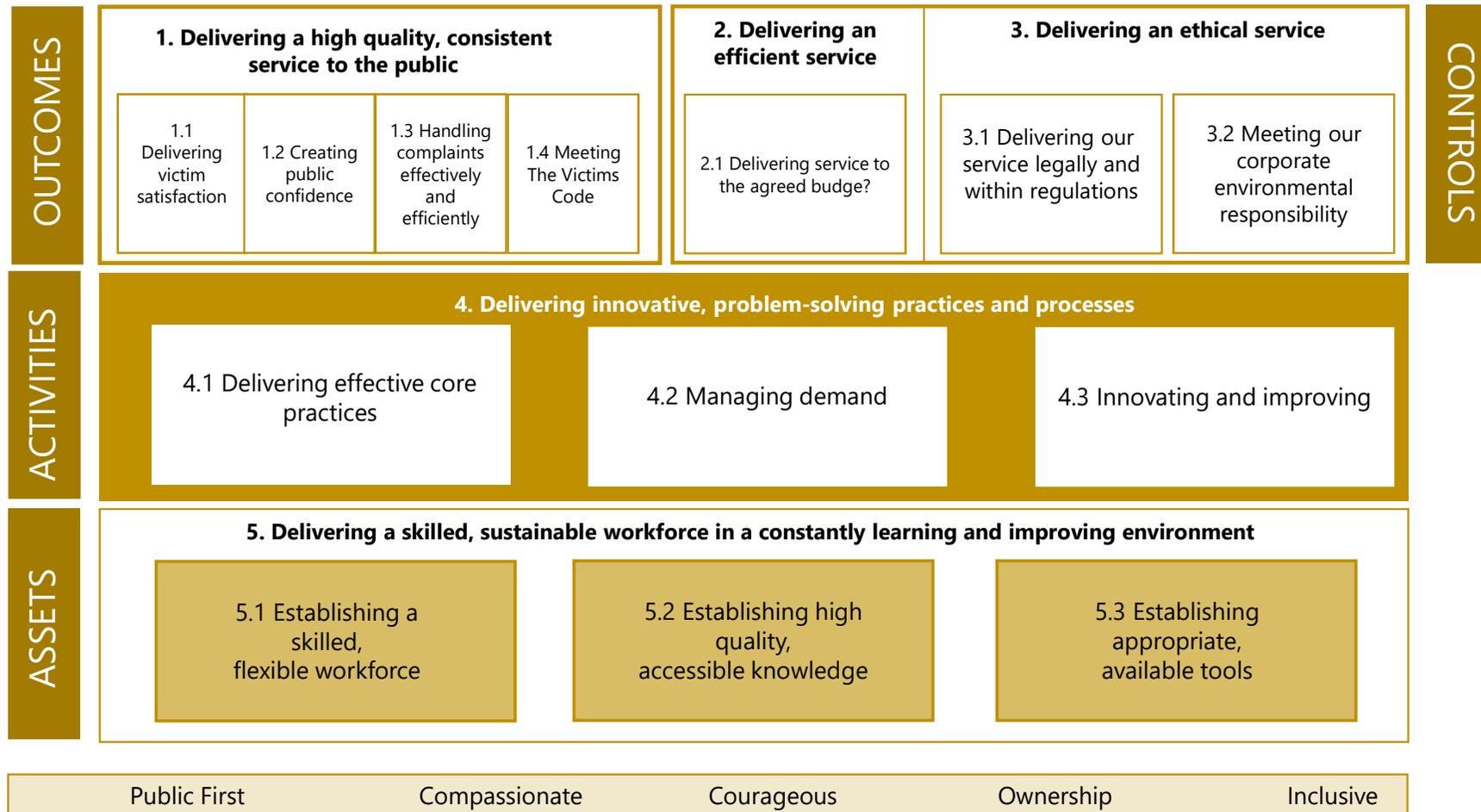
## Introduction

- The purpose of this report is to reflect a force wide picture of performance, specifically the keys issues faced by the force, particularly in relation to force priorities and key practices.
- This report focusses on Gold level key performance indicators (KPI). The number of measures in this report will continue to be refined to ensure that they are *key* performance indicators.
- Some indicators are under development and so do not feature as of yet.
- 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 2021-2022

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



## 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 12 months DA - 74% - 1% increase on previous Burglary - 71% - 1% decrease on previous Violent Crime - 60% - same as previous Hate Crime - 65% - 1% increase on previous	25% - 35% Unlikely	11
	1.2	To what extent are we creating public confidence?	1.2.1	% of respondents that agree or strongly agree they have confidence in local policing	Reassuring West Mercia's Communities	38	Public Confidence at 88% or over	Rolling 12 months 82% - 2% decrease on previous	25% - 35% Unlikely	14
	1.3	How well are we handling complaints effectively and efficiently?	1.3.1	Volume of complaints from the public			Consistent progress towards aspirational target of 75% Outside Schedule 3	Month on month, the number of recorded complaints continues to remain stable.	95%-100% Almost certain	15
			1.3.2	% of complaints upheld			Consistently exceeded 'What Good Looks Like' over the previous six months.			
1.4	How well do we meet The Victims Code?	1.4.1	Compliance with the Victims' code (Inc. timeliness of updates etc.)	Putting victims and survivors first	1	Increase referrals to 25% of victim-based crime by April 2022.	Year end - 24.7%	40% - 50% Realistic possibility	16	

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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 an efficient service	2.1	To what extent is the service being delivered for the agreed budget?	2.1.1	% variance from budgeted expenditure		Remain within budget for financial year.	Figures not yet published. The end of year figures will be available in May 2022.	55% - 75% Likely or probable	N/A
			2.1.2	Assessment of financial position					
Delivering an ethical service	3.1	To what extent are we delivering our service within legal and regulatory frameworks? • How robust is our management intervention?	3.1.1	% of staff who have completed mandatory training		80% complete within time limit.	Managing Information - 90% Data Protection - 63%	55% - 75% Likely or probable	17
			3.1.2	Freedom of Information and Subject Access Requests compliance		90% complete within time limit.	FOI rate 59% SAR rate stable at 31%	10% - 20% Highly unlikely	18
			3.1.3	Crime data integrity inspections		N/A	Audit on ASB carried out - 59% (24) crimes missed	Not applicable	19
			3.1.4	Internal CDI audits		N/A	Stalking & Harassment Audit - 17 of crimes missed.	Not applicable	20

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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 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.	7.5% - slight increase compared to previous month	55% - 75% Likely or probable	21
			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.	30% - Total Recorded Crime 62% - Domestic Abuse Both an increase on previous month	40% - 50% Realistic possibility	25
	4.1	How well do we prevent crime?	4.1.3	Problem Solving Hub	Building a more secure West Mercia	16	Further 200 Staff to receive Problem Solving Training by end Sept 2022.		40% - 50% Realistic possibility	27
			4.1.4	Suspected IOM re-offending data	Building a more secure West Mercia	9	To be determined	Increase in IOM suspect reoffending on previous month at 28%	To be assigned	28
			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 Total Recorded Crime and Domestic Abuse repeat victim rates	40% - 50% Realistic possibility	29
			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	40% - 50% Realistic possibility	31
	4.1	How well do we investigate crime?	4.1.8	Caseload and OIC Crime Baskets			An 'optimum' band is thought to be around 8,000-10,000 open investigations at current recording volumes	10,673 Open investigations. A 1.2% decrease on previous month	40% - 50% Realistic possibility	32

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Delivering innovative, problem-solving practices and processes	4.2	How does West Mercia ensure that public contact is managed effectively?	4.2.1	Volume of 999 calls	Reassuring West Mercia's Communities	40	N/A	Highest volumes recorded since Oct 2021	Not applicable	36
			4.2.2	Average call answer time for 999 calls	Reassuring West Mercia's Communities	40	90% answered within 10 seconds	91% - Consistently above 90% over the previous six months	95%-100% Almost certain	
			4.2.3	999 Abandonment rate	Reassuring West Mercia's Communities	40	N/A	1.71% - a slight increase on previous month	Not applicable	
			4.2.4	Volume of 101 calls	Reassuring West Mercia's Communities	40	N/A	Highest volumes recorded since November 2021.	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	46% - continues to fluctuate. Lowest since October 2021.	55% - 75% Likely or probable	
			4.2.6	101 Abandonment rate	Reassuring West Mercia's Communities	40	N/A	21.11% - 3% increase on previous month.	Not applicable	
			4.2.7	Public demand via new platforms and technology	Reassuring West Mercia's Communities	41	To be determined	2183 - Highest recorded volumes.	To be assigned	37
			4.2.8	Response times by grade	Reforming West Mercia	36	To be determined when unit data is available	Work ongoing to progress data availability.	0% - 5% Remote chance	38
			4.2.9	Unresourced	Reforming West Mercia	37	To be reviewed, meeting arranged for May.	Volumes on an upward trend since the start January 2022.	To be assigned	38

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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	Continued decrease from the high volumes recorded during lockdown. Year end - 9% decrease on 19/20	Not applicable	39
			4.2.11	Volume of mental health incidents	Putting victims and survivors first	6	N/A	Volumes fluctuating. Year end - 35% decrease on 19/20	Not applicable	
			4.2.12	Volume of Total recorded crime	Building a more secure West Mercia	21	N/A	Continued increase in volumes, Year end - inline with 19/20	Not applicable	
			4.2.13	Volume of rural crime	Building a more secure West Mercia	17	To be determined	Proposal for force definition made.	To be assigned	45
			4.2.15	National policing measures: - Homicides;	Building a more secure West Mercia	11	N/A	Increasing trend: 6 offences in Q4 compared with 4 in Q3 of 2021 – 2022. Also remaining consistently higher than previous years.	Not applicable	47
			4.2.16	National policing measures: - Serious Violence (Inc. knife crime /gun crime);	Building a more secure West Mercia	12	N/A	8 offences involving discharge of a firearm in 2020-21 (most 2 a month) Hospital admissions for assault with a sharp object are fewer than 8 each month – only detail shared. Six of these months have had none (last 2 years). Data has not been released for Q4 yet.	Not applicable	
			4.2.17	National policing measures: - Drug-related homicides / CLs;	Building a more secure West Mercia	13	N/A	2 drug-related homicides in last two years. None in the latest quarter.	Not applicable	

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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 innovative, problem-solving practices and processes	4.2	How well does WMP manage crime?	4.2.18	National policing measures: - Neighbourhood crimes (burglary, robbery, vehicle offences and theft from a person);	Building a more secure West Mercia	14	N/A	All crimes are reducing in last two years (burglary - domestic and commercial, robbery, vehicle crime, theft from person). However thefts of and from a vehicle have increased in the previous 2 quarters. Data is currently from PRC as the CSEW data does not offer enough detail.	Not applicable	
			4.2.19	National policing measures: - Cyber crime.	Building a more secure West Mercia	15	N/A	The data from the Dept. for Digital, Culture, Media and Sport is not available. Further police held proxy measures are being developed.	Not applicable	
			4.2.20	Volumes of Domestic Abuse	Building a more secure West Mercia	20	Increased reporting	Increase in volumes. DA Arrest rate inline with previous month at 31%.	40% - 50% Realistic possibility	
			4.2.21	Volumes of Residential Burglary			25% reduction in a post-COVID operating environment	Continued increase in volumes. Year end - 9% increase on 19/20.	0% - 5% Remote chance	39
			4.2.22	Volume of repeat Missing Persons			Reduce proportion of missing person incidents relating to repeat MISPERs	Increase on previous month but likely to increase in the summer months.	40% - 50% Realistic possibility	51
		To what extent is WMP disrupting SOC?	4.2.23	Volume of SOC disruptions	Building a more secure West Mercia	19	To be determined	29 Disruptions – predicted volume.	To be assigned	52
		How effective is WMP's activity to make the roads safer?	4.2.24	Volume of people killed	Building a more secure West Mercia	32	KSI: A sustained 5% reduction on 19/20	Overall, increase on very low volumes recorded previous month as anticipated.	25% - 35% Unlikely	53
			4.2.25	Volume of people seriously injured	Building a more secure West Mercia	32		Year end - 13% increase on 19/20.		

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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	
	4.3	To what extent are we improving the practices and processes that we undertake?	4.3.2	Volume and Average age of outstanding HMICFRS recommendations		We establish a position in the top National quartile of 43 forces, re having the fewest Open recommendations, AFIs and Causes of concern.	During the last 3 months, decrease in West Mercia numbers but national/ MSG average numbers have remained stable.	10% - 20% Highly unlikely	54	
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?	5.1.1	Mandatory Courses		Over 85% Completion rate for eLearning training courses	44% (8) of all eLearning courses (18) have not reached the 85% completion rate.	40% - 50% Realistic possibility	55	
		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.	Highest rates ever recorded.	0% - 5% Remote chance	56	
			5.1.5	% police staff absence		Absence Levels below previous year Most Similar Group average.	Highest rates ever recorded.	0% - 5% Remote chance		
			5.1.7	Attrition rates		Better than national average attrition rates	Attrition rates continue to be above national average for Officers and Staff	40% - 50% Realistic possibility	57	
		5.1.8	Is a WMP a representative workforce?	Representative workforce		Women's Representation at 50%, and 3.8% Ethnic Minority Representation in line with local community representation from Census.	Black, Asian and Other Ethnic Minority representation - Lower than national Female - Higher than national	40% - 50% Realistic possibility	58	
	5.3	To what extent do we have the most effective tools?	5.3.2	ICT managed assets	Reforming West Mercia	33	Develop Reporting Capabilities	This is a new area of reporting that is being developed. There are currently 2939 tickets and 136 work packages open.	To be assigned	59
			5.3.3	System availability and ICT outages	Reforming West Mercia	34	Develop Reporting Capabilities	In Q4 22/23 a total of 8918 issues were reported.	To be assigned	
			5.3.4	Fleet - Expenditure on accidents			Reduction in 'Own Fault' accidents.	Volume of 'Own Fault' accidents continues to fluctuate.	0% - 5% Remote chance	60

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

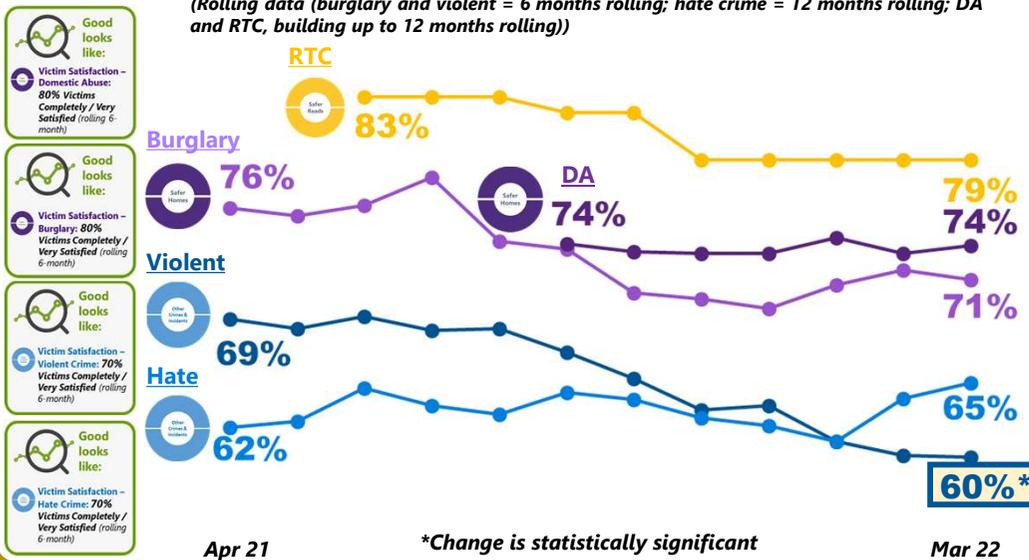
**Number of victims spoken to:** Survey targets were not met during Quarter 4 due to staff absences and ICT issues.

**Satisfaction Headlines**

- **None of the aspirational satisfaction levels have been achieved this financial year-end.**
- **Violent crime satisfaction** levels have **decreased at a statistically significant level** during the 2021/22 financial year, with a latest figure of 60% against the aim of 70%.
- **Burglary satisfaction** has decreased markedly this financial year, although this decrease is not statistically significant.
- **Hate crime satisfaction** has increased this financial year, although this increase is not statistically significant. Satisfaction levels continue to vary markedly by Local Policing Area.
- There has been no change in **Domestic Abuse satisfaction** since reporting began in September 2021.

**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))



**Satisfaction Trends: Context**

While **burglary** and **violent crime satisfaction** show **marked downward trends this financial year**, the **longer-term context should be considered**. When considering data trends going back to the start of the previous financial year – April 20 – **satisfaction levels have shown a slight increase in the case of burglary** while **violent crime satisfaction levels have shown negligible change**. This is also the case when looking back further – to April 19 and April 18.

The **decreases seen this financial year** are as a result of marked rises seen in **satisfaction during the period spanning January 21 to June/July 21** (this was particularly evident with violent crime), with sustained falls seen thereafter. It should be noted that, due to the use of rolling data and the delay between crime record creation and interviewing taking place, the **high satisfaction levels seen during the first half of 2021** are a **product of feedback from victims surveyed in the six/eight-month period prior to that** (spring – winter 2020) during which time **exceptional circumstances existed due to Covid and the associated lockdowns**, the **effect of which** (in terms of the interplay between changes in levels of demand, staffing, workload, morale and public perception) **are still not understood**.

**Victim Satisfaction: Governance**

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**.

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

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

**Next Steps / Recommendations**

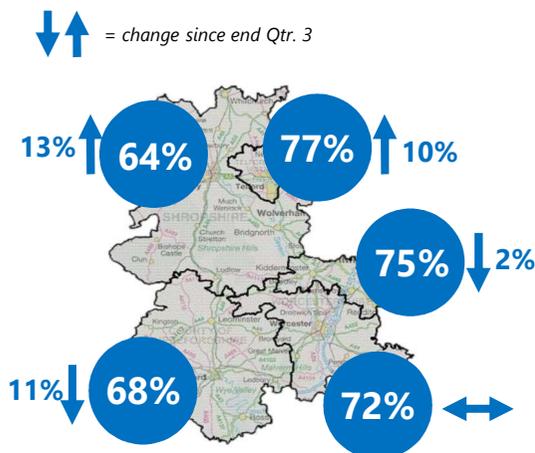
A **consideration around the strategic victim satisfaction actions to be prioritised and progressed in 22/23 should take place at the first Strategic Satisfaction Board** (5<sup>th</sup> May 22).

Action Required?  
 No

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

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**Burglary - LPA Performance**  
 (Completely or Very Satisfied)  
 (Oct 21 – Mar 22)



Number of victims spoken to: **Qtr. 4 170**  
 Target: 240  
Targets have not been met due to staff absences within SP&I and ICT issues.

**Burglary - Force Performance**  
 (Completely or Very Satisfied)



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

**Burglary Satisfaction Headlines**

- The variation in burglary satisfaction existing between the five Local Policing Areas (LPAs) has decreased since last quarter, largely due to the increase seen in Shropshire (now 64%) alongside the decrease seen in Herefordshire (now 68%). Figures range from 64% (Shropshire) to 77% (Telford).
- At the financial year-end, **none of the LPAs have achieved the aspiration of 80% satisfaction.**
- Despite some marked changes in satisfaction between Quarters 3 and 4, **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**

- Being managed through the monthly tactical Satisfaction Review Panel, a number of **LPA-owned actions**, which should support the delivery of enhanced victim satisfaction, were **implemented in February 22**. These include: prioritised **Patrol attendance to residential burglary cases**; **reassurance follow up visit to victims** within a week as a matter of course; issuing officers with **WDBC aide memoire** and **reassurance process maps**.
- A consideration around the strategic victim satisfaction actions to be prioritised and progressed in 22/23 should take place at the **first Strategic Satisfaction Board** (5<sup>th</sup> May 22).

Action Required?  
**Yes**

**Burglary satisfaction: latest learning and how we can improve it**

- Due to the **significant proportion that student officers comprise of the total officer establishment** (as at December 21, over 50% of the victims spoken to through the satisfaction surveys had been dealt with by a student officer OIC, compared to 20% in September 19), **SP&I have conducted in-depth analysis to identify any differences in satisfaction between victims having a student Vs non-student officer OIC. As at end December 21, there was an 8% satisfaction gap between these two groups in the case of burglary, with victims having student officer OICs having lower satisfaction**; further, **satisfaction levels for this cohort have declined significantly during the period Jan-Dec 21** while the same finding is not seen for victims where the OIC is a non-student officer. **This finding will feed into the Strategic Satisfaction Panel chaired by ACC Jones.**

**What causes satisfaction...**



"An **officer arrived really swiftly** within 15 minutes...[He] **checked all the garden** with his torch and **went to speak to the neighbours**, as well as **advising** us to get CCTV which we have. Although we decided to take NFA...the officer kept us **fully informed** and I understand that the parents were spoken to. The officer was **really competent and reassuring.**"  
 "They...were **nice, sympathetic and kind**. I had a **call from our local PCSO who said she would be coming by to check up on us** and would put in **extra patrols in the area**, I found this **really reassuring**. I was **not made to feel in any way that I was a nuisance.**"



**What causes dissatisfaction...**

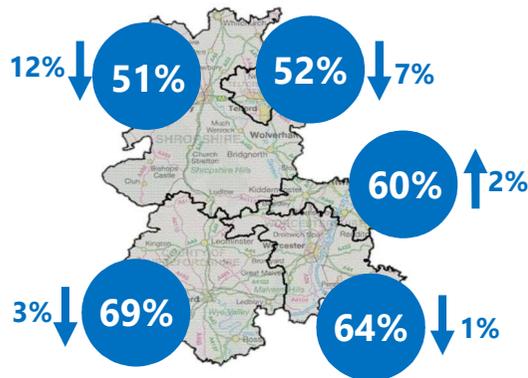
"Because we **wanted practical advice in the moment, but didn't get any**. They said they would **send someone on three occasions that night** when we called... I asked if there would be one out that week and she said "I can't say". It was **five days later when we saw someone from the local constabulary** and the following day a woman came out, PC \*\*\*\*, with forensics and did a load of swabs. They said they found fingerprints, but we **haven't heard anything about that since.**"  
 "The **updates have been sparse, and since I made the second statement, I have not heard anything**"



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

**Violent - LPA Performance**  
 (Completely or Very Satisfied)  
 (Oct 21 – Mar 22)

↕↕ = change since end Qtr. 3

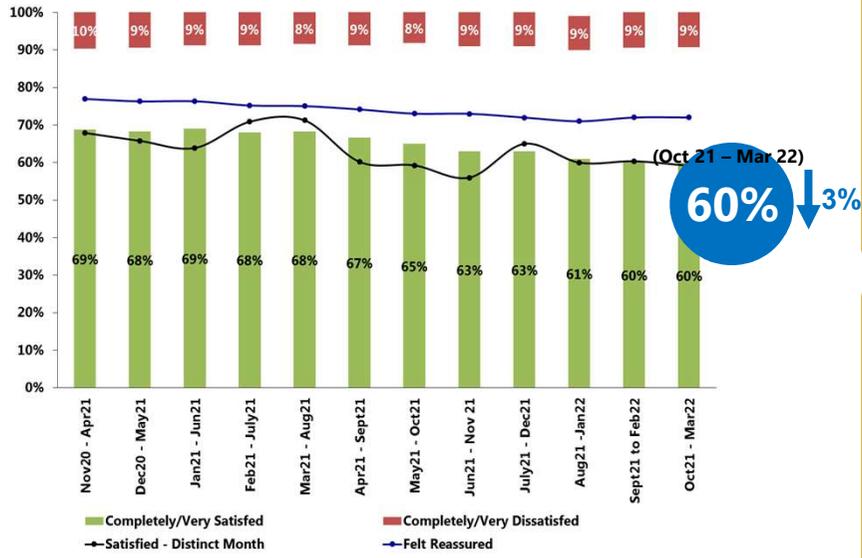


Number of victims spoken to: **Qtr. 4 308**  
 Target: 480  
Targets have not been met due to staff absences within SP&I and ICT issues.

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

**Violent - Force Performance**  
 (Completely or Very Satisfied)



**Violent Crime Satisfaction Headlines**

- The variation in violent crime satisfaction existing between the five Local Policing Areas (LPAs) has increased since last quarter, largely due to the decrease seen in Shropshire (although not significant) (now 51%); Herefordshire has the highest satisfaction levels (69%), albeit levels have fallen slightly since end December 21.  
 - At the financial year-end, **none of the LPAs have achieved the aspiration of 80% satisfaction.**  
 - Despite some marked changes in satisfaction between Quarters 3 and 4, none of these changes are statistically significant (it should be noted that statistical significance testing is affected by sample size which is low when analysing by LPA). **However, the overall decreases in satisfaction seen across the force, and also in Shropshire, this financial year are statistically significant.**

**Next Steps / Recommendations**

- Being managed through the monthly tactical Satisfaction Review Panel, a number of **LPA-owned actions**, which should support the delivery of enhanced victim satisfaction, were **implemented in February 22**. These include: **training and awareness delivered to all Patrol and SNT officers at the West Mercia CPD training sessions by L&D; violent crime victim focus and crime satisfaction feature at each monthly supervisor meeting held by C/Insp. with Insp. and Sgts.**  
 - A consideration around the strategic victim satisfaction actions to be prioritised and progressed in 22/23 should take place at the first Strategic Satisfaction Board (5<sup>th</sup> May 22).

Action Required?  
**Yes**

**Violent crime satisfaction: latest learning and how we can improve it**

- As per the previous slide, SP&I have conducted in-depth analysis to identify any differences in satisfaction between victims having a student Vs non-student officer OIC. As at end December 21, there was a 4% satisfaction gap between these two groups in the case of violent crime, with victims having student officer OICs having lower satisfaction; further, satisfaction levels for this cohort have declined significantly during the period Mar-Dec 21, while the same finding is not seen for victims where the OIC is a non-student officer. **This finding will feed into the Strategic Satisfaction Panel chaired by ACC Jones.**

**What causes satisfaction...**



"The officers **arrived really quickly** and **made sure I was safe**. The officers were **patient** with me as I was **intoxicated and angry**. The officers **took me home** which was **reassuring**. I felt they **cared about me being safe**."



"The officer was **very kind, sympathetic, supportive and calming**. The officer took the **time to go through everything and explain things**. It was **reassuring** that following the officer coming to see me, **he went to see the suspect** and arranged for the **dogs to be removed that night**."



**What causes dissatisfaction...**

"I called 999 and the **call handler said they would send someone out. I waited all night, but no one came**. 24 hours later I had a call from an officer and he asked me to make a statement. I am a HGV driver and work all week in London, the **officer said he would call me back on the Friday, but no one called and I have(n't) heard anything since...**"



"**What respect I had for the police has completely disappeared**. I feel that I was **treated like the person who had committed the crime**. She (officer) seemed to be **nit-picking at everything** I said, **rather than just listening to what I said and then responding**. I **felt that they (police) did not believe me**."

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  
 HMI/CFRS  
 27 Sept 2019

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

↑↓ = change since end Qtr. 2

Discrete Quarter (Q3)



(Previous Quarter (Q2): 82%)

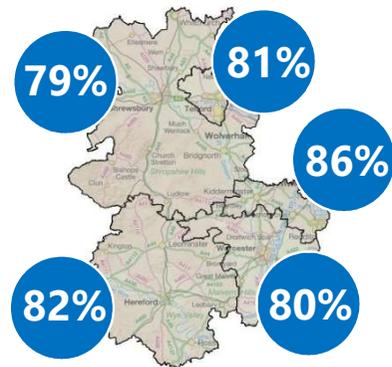
Rolling 12 months (Dec 21)



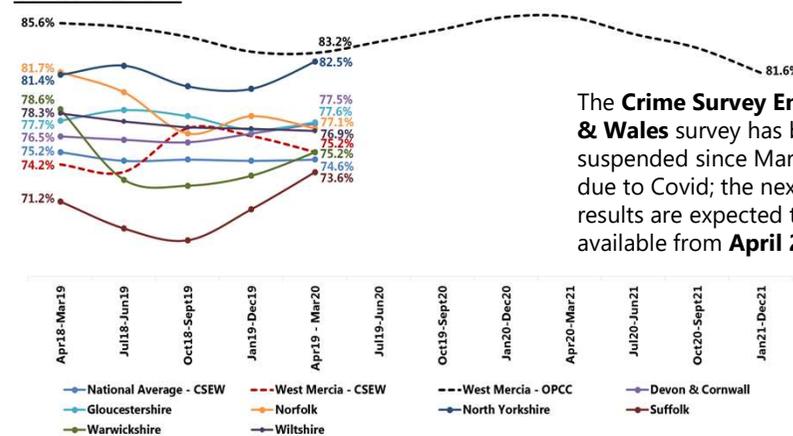
(Previous period: 84%)

\*Change is statistically significant

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



**Trend Data**



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

**Public Confidence Headlines**

- As at end December 21, with a figure of **82%**, the force is **significantly below the aspirational figure of 88%**.
- There has been a **statistically significant reduction in public confidence this financial year** – decreasing from 86% at end 20/21 – while **levels have also decreased significantly since last Quarter**. There is a **remote chance** that the **force will achieve the 88% aim by the end of Quarter 4 21/22**.

**Public Confidence: LPA**

- Compared to the **previous Quarter**, there have been **no significant changes in public confidence by LPA**.
- However, **this financial year, South Worcestershire, Shropshire and Telford** have all seen **significant falls in public confidence** (falling from 87%, 86% and 86% at end March 21, respectively).

**West Mercia Public Confidence Board and Next Steps**

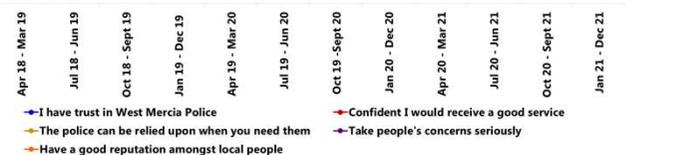
**Purpose of Board:** Chaired by the DCC, the purpose of this new Board is as follows: to make **building public confidence everyone's business** within West Mercia Police; to **drive improvement in the confidence** of those who live, work and visit within the West Mercia Police area; to **coordinate activity** to counter the local impact on confidence as a consequence of national / International events; to **monitor, understand the drivers to confidence, report on trends in confidence levels and promote an evidenced based approach**; to oversee **public cooperation** and **encourage active citizen participation** in policing within West Mercia Police; to ensure **effective practice is captured both internally and from external sources** and replicated across departments and LPAs.

**Next steps include:**

- Review the existing Confidence Strategy
- Review and refresh understanding around the drivers of public confidence
- Undertake analysis to understand reasons for falls in confidence this quarter and this financial year.

Action Required?  
**Yes**

**Confidence: Key Driver Diagnostics**



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

**Good** looks like:

95%-100%  
Almost Certain

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

Last reviewed by subject lead Oct 2021

**Key Points**

- Month on month, the number of recorded complaints **continues to fluctuate**; since December 2021, numbers recorded are **steadily increasing**, but have not exceeded the number of complaints recorded in June 2021.
- During both Q3 and Q4, 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.

**What does this mean?**

- The **key themes** for the investigations recorded in the last 12 months are:
  - Inappropriate Sexual/Suggestable Behaviour,
  - Domestic Abuse, Abuse of Position for a Sexual Purpose,
  - Dishonesty,
  - Use of Force and
  - Harassment.
- Over the last 12 months, **four members of staff have resigned under investigation** and were subsequently dismissed and an additional **six serving officers/members of staff were dismissed at misconduct hearings/meeting**.

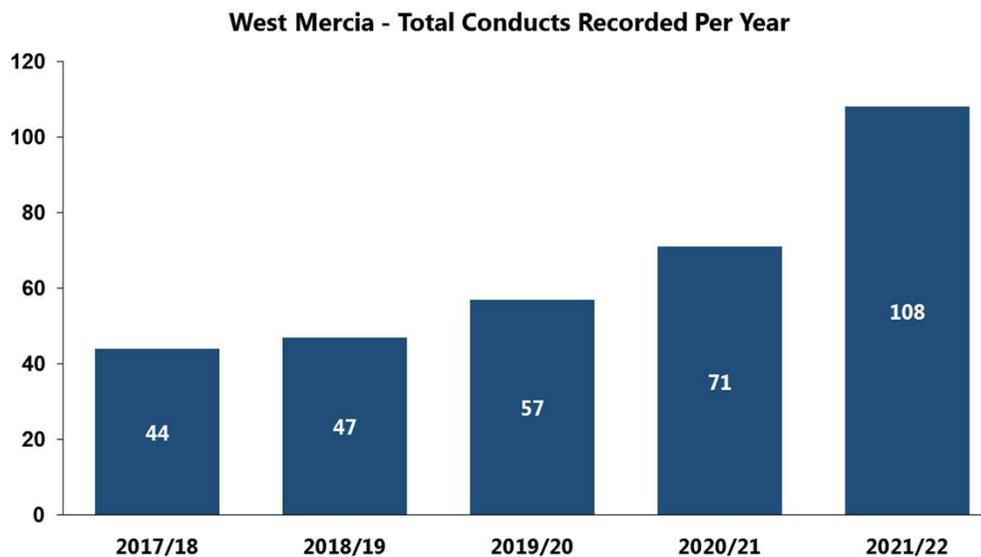
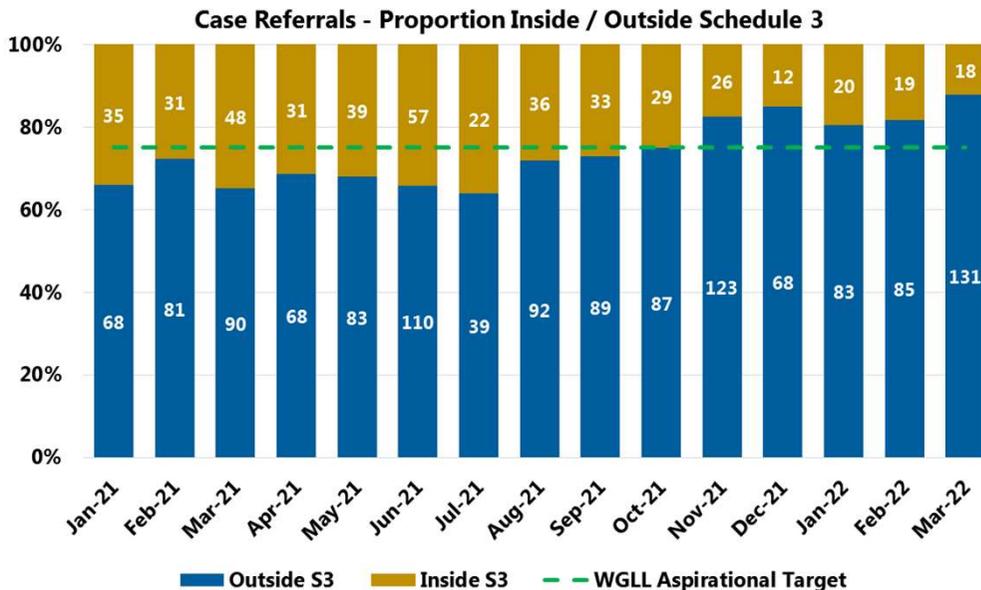
**Next Steps / Recommendations**

- Continued to be **monitored**.

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?

**Good looks like:**

Increase referrals to **25% of victim-based crime by April 2022.**

Last reviewed by subject lead April 2021

40% - 50% Realistic Possibility

**Key Points**

- VAL referrals as a percentage of Victim-Based Crime are at **26.5%** for last month, above What Good Looks Like Target
- Cumulative Referral Rates for **21/22** are marginally **below What Good Looks Like** at **24.7%**.

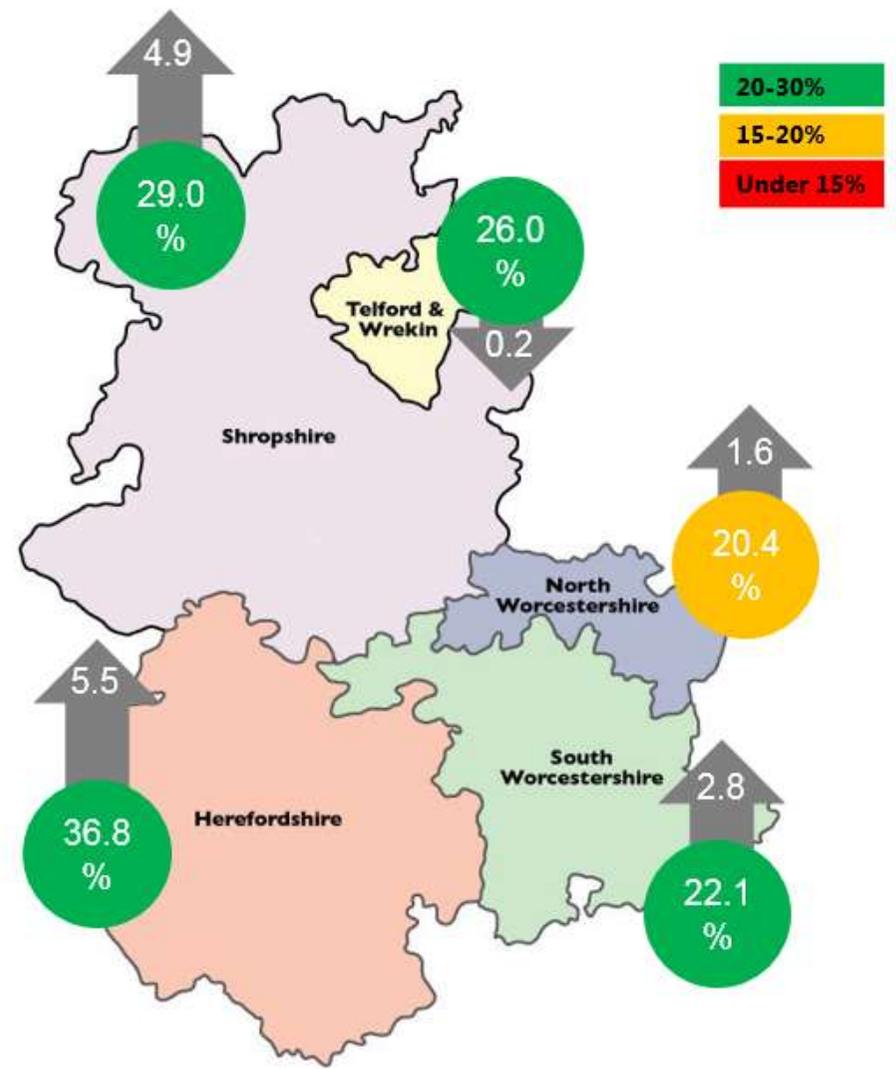
	January	February	March	21/22
South Worcestershire	19.0%	19.3%	22.1%	21.6%
North Worcestershire	21.3%	18.8%	20.4%	22.5%
Herefordshire	26.8%	31.3%	36.8%	30.5%
Shropshire	21.4%	24.1%	29.0%	23.9%
Telford & Wrekin	24.1%	26.2%	26.0%	25.1%
Force	22.6%	23.8%	26.5%	24.7%

**Next Steps / Recommendations**

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

Action Required? **Yes**

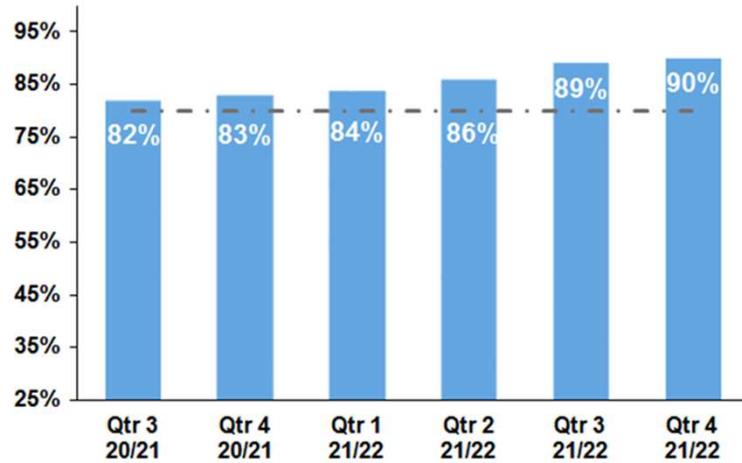
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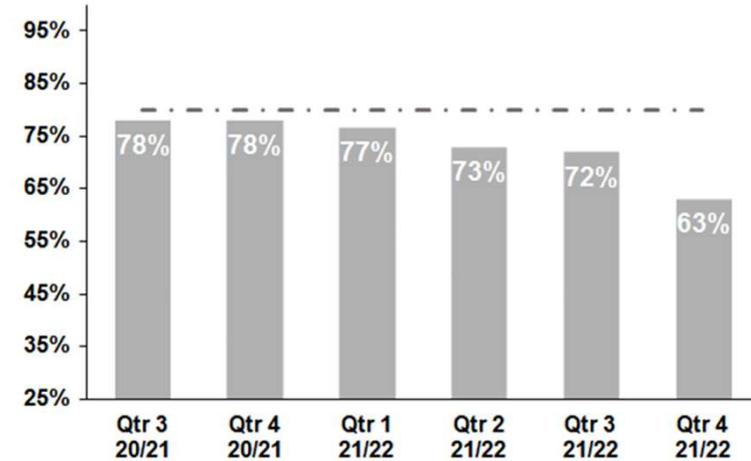
3. Delivering an ethical service  
3.1 Delivering our service legally and within regulations

3.1.1 Completion of Mandatory Training

Managing Information



Data Protection - Foundation



What does this mean?

- Managing Information has seen a **small increase in Q4** by **one percentage point** compared to Q3 to 90%.
- 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

Next Steps / Recommendations

- Continued to be **monitored**.

Action Required?

No

What does this mean?

- Data Protection – Foundation has **substantially decreased by 9 percentage points**, following a **gradual decrease below 'what good looks like'** over the previous 3 quarters.
- This is looked at in greater detail in section 5.1.1.

**Good looks like:**

40% - 50%  
Realistic Possibility

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

WDGLL has been reviewed and agreed by the subject lead

Next Steps / Recommendations

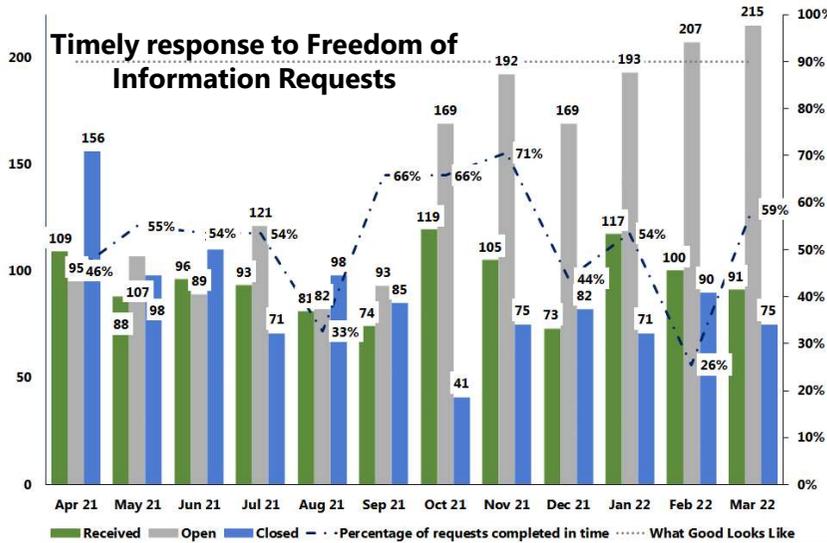
- Recommend that a reminder is sent out to employees with out of date training and their line managers.

Action Required?

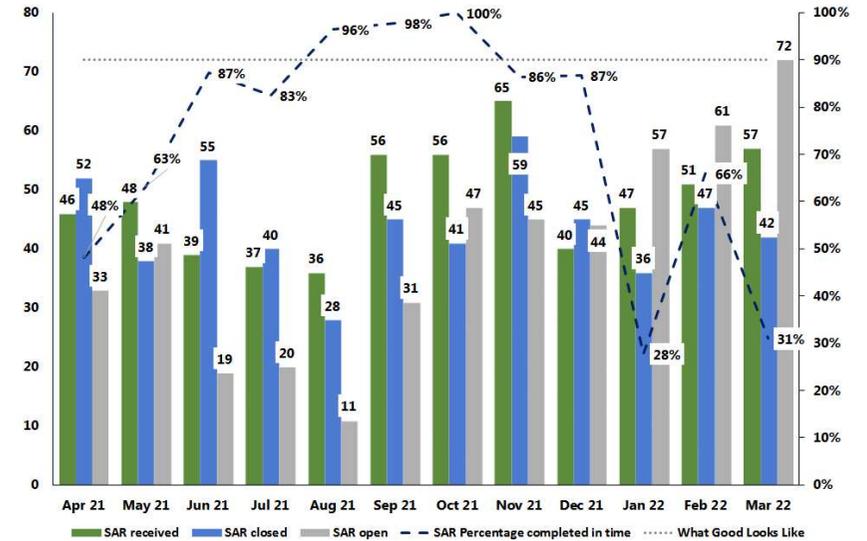
Yes

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 Subject Access Requests



What does this mean?

- There has been an **decrease of 9% (9)** in FOIs received last month compared to the previous month.
- **Decrease of 25% (25)** in FOIs closed, but an **increase of 91% (21)** in FOIs closed within 20 days.
- **Open FOIs increased by 4% (8)**; the fourth consecutive month of increases.
- **Increasing complexity** of requests resulting in taking longer to complete.
- Demand management has been implemented where justified.

**Good looks like:**

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

WDGLL has been reviewed and agreed by the subject lead

0% - 5% Remote Chance

Next Steps / Recommendations

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

Action Required?

No

What does this mean?

- The percentage of SARs completed on time has **decreased by 35 percentage points** to 31% in March from February.
- Number of SARs received have **increased by 12% (6)**.
- Numbers closed and those closed within the deadline have **decreased by 11% (5)** and **58% (18)** respectively.
- **Increasing complexity** of requests resulting in taking longer to complete.
- Demand management has been implemented where justified.

**Good looks like:**

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

WDGLL has been reviewed and agreed to the subject lead

40% - 50% Realistic Possibility

Next Steps / Recommendations

- Continued to be **monitored**.

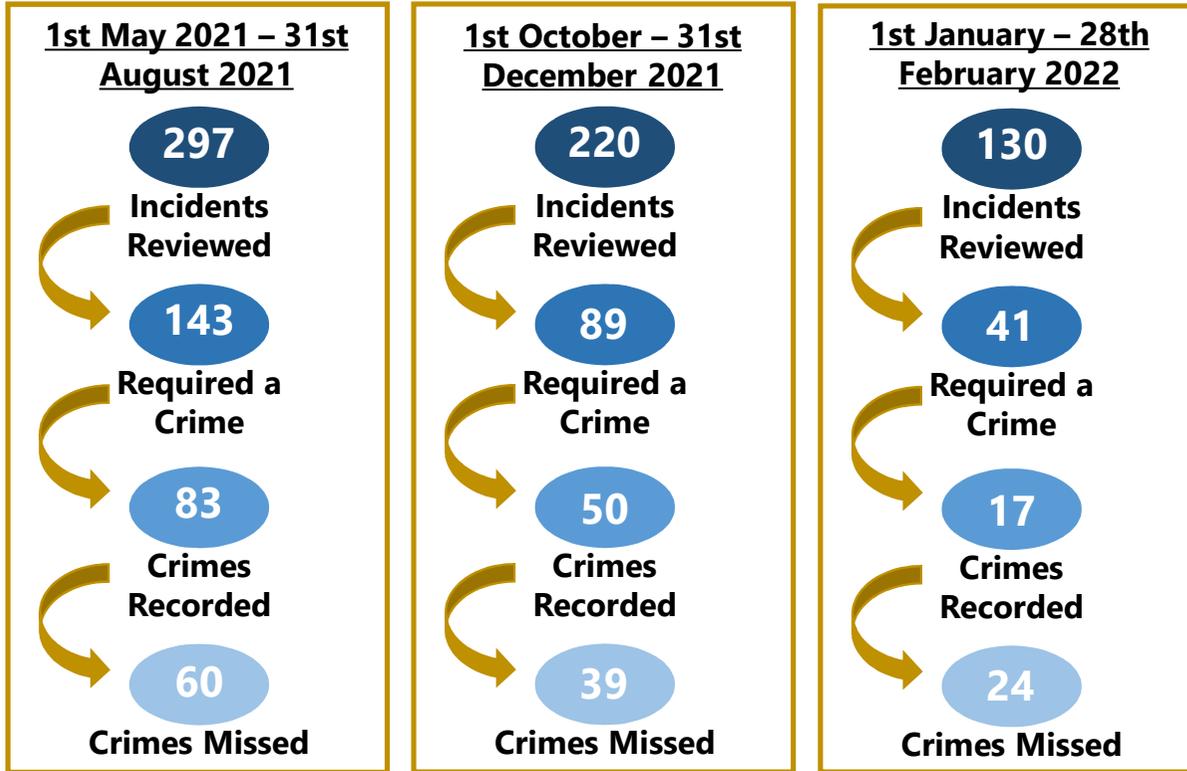
Action Required?

No

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

3.1.3 Crime data integrity inspections

ASB audits - 1st May 2021 – 28th February 2022



Good looks like:

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

Next Steps / Recommendations

- Force Crime Registrar to ensure that key issues are shared with local policing areas.

Action Required?  
**Yes**

Key Points

- Compliance is below the aspired 90%.
- 58% of crimes were recorded correctly in the first audit. This decreased to 41% in the most recent audit.
- Missing crimes - x8 Harassment (neighbours), x1 Common Assault, x4 Malicious Communications, x8 Public Order and x3 Criminal Damage.
- During February the number of Safe logs closed as ASB fell to 127 compared to 265 in January – this is significant & correct direction of travel.
- New CR Malicious Communications and Public Order opening codes on Safe have been created allowing for greater scrutiny in the OCC which has resulted in 31% increase in Safe logs resulting in a crime being recorded as these crime types.

What does this mean?

- Updated aide memoirs have been provided to all Public Contact staff.
- There has been increased supervisory scrutiny in Public Contact for ASB.
- ASB or Crime training package planned to progress in May to provide on-line learning with assessment and monitoring of completeness.
- LPA & Ops to support the ASB / Public Order Action Plan.
- FCR internal ASB audits will re-commence April.

## 3. Delivering an ethical service

## 3.1 Delivering our service legally and within regulations

## 3.1.4 Internal CDI audits

## Stalking and Harassment Audit – January 2022

Stalking and Harassment Audit**Key Points**

- For **Stalking & Harassment**, **93%** of crimes **were recorded correctly**, however only **53%** were recorded **within 24 hours**.
- Of **100 Safe logs** opened as Stalking, Harassment or Domestic Abuse, **50 required a crime**, of which **40 (80%) crimes were recorded**, of which **8 (20%) were recorded within 24hrs**.
  - **Missing 10 crimes** = **x5 Stalking**, **x2 Harassment**, **x2 Malicious Communications**, **x1 Breach of Non-Molestation order**.
- There were **32 incidents** where a **diary appointment** had been booked this **delayed the recording of crime by over 24hrs** meaning only **20%** of incidents were **recorded within compliance**.
- **32 out of 47** crimes classified as **Harassment** which were DA partner on partner **should have been classified as Stalking**.
- In **74 crimes** the victim had **responded positively to DASH Q.8**, "Does (name) constantly text, call, contact, follow, stalk or harass you?" **4 crimes** had been **missed**, an **improvement** compared to 27 missed in previous audit.
- **1 out of 7** crimes **audited as an 'included classification'** (within the body of another crime) crime of Controlling Coercive Behaviour **was missed**.
- Out of **14 Breach of Orders**, **23 required a crime**, of which 22 crimes were recorded. **1 crime of Stalking was missed**. Multiple breaches can come from one order.

**What does this mean?**

- **Many officers** (incl. Supervisors) **do not know the difference between Stalking & Harassment** and the heightened risk to victims subject to Stalking.
  - **CDI SPOCs** to **re-inforce** this message
  - **CDI 10 Top Things** covers this subject
- **Training has been provided** to all **Public Contact** staff.
- **IMU** are to **scrutinise DASH Q.8** and **create a crime** where one should have been created but missed.
- **Student Officer training** includes this subject, however **0 of the 38 student officers** with nearly 12 months service asked **said they were aware** that course of conduct crimes are recorded as Stalking where its partner on partner.

**Next Steps / Recommendations**

- **Ensure that there will be appropriate safeguarding for victims** from Stalking predators in instances where IMU changes Harassment to Stalking.



**Good looks like:**

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

Action Required?

Yes

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

**4.1.1 % of positive action**

**Good looks like:**

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

**Last reviewed by subject lead Oct 2021**

55% - 75% Likely or probable

**Key Points**

- Usage of **Charge/Summons** has **increased** for the second month running, with the monthly outcomed proportion rate at **7.5% (583)** for **March 22**; an increase of **0.1 percentage points**.
- Monthly view – 7.5%** consists of:
  - 6.2% - Outcome 1** - Charge/ Summonsed
  - 1.4% - Outcome 1A** - Charge/ Summonsed - alternate offences.
- The volume **increase** is driven by a **11% rise** in **Outcome 1** from **432** offences in **February 22** to **478** offences in **March 22**.
- In contrast, the number of **Outcome 1A** offences have **remained relatively stable** from **February 22** to **March 22**.
- Total offences outcomed: 7% (503) increase** on the previous month, and it is the **highest monthly volume (7,755)** seen since **October 19**, higher than January 22's peak (7,619).

**What does this mean?**

- Crime Bureau monthly input** – There is **no longer** a **Designated Decision Maker (DDM) backlog** assisted by the DDM team now being at **full establishment strength**. As of 12<sup>th</sup> April, the Crime Bureau are at **RAG rating 'green'** with **44 crimes awaiting outcome**.
- It is **probable** that **outcoming levels** will **continue to increase** as:
  - DA Deployment trial** has been **rolled out** across **all policing areas** and **regularly reported upon**, with the aim of improvements in **'positive outcome' levels** (Charge/Summons).
  - Local Policing Area Outcome Action Plans** and **Op Riverport policing initiatives** continue to be reinforced and will be **influencing factors**.
  - Staff abstraction** returns to normal over time. **Current levels have been high** from Covid/Respiratory sickness or self isolation, as a result, **current outcoming levels** could have been **even higher**.

**Next Steps / Recommendations**

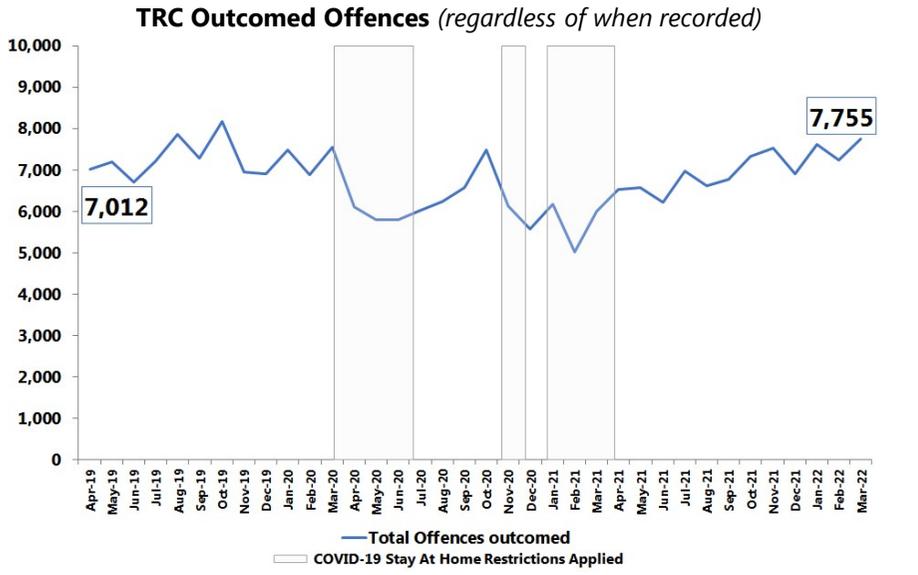
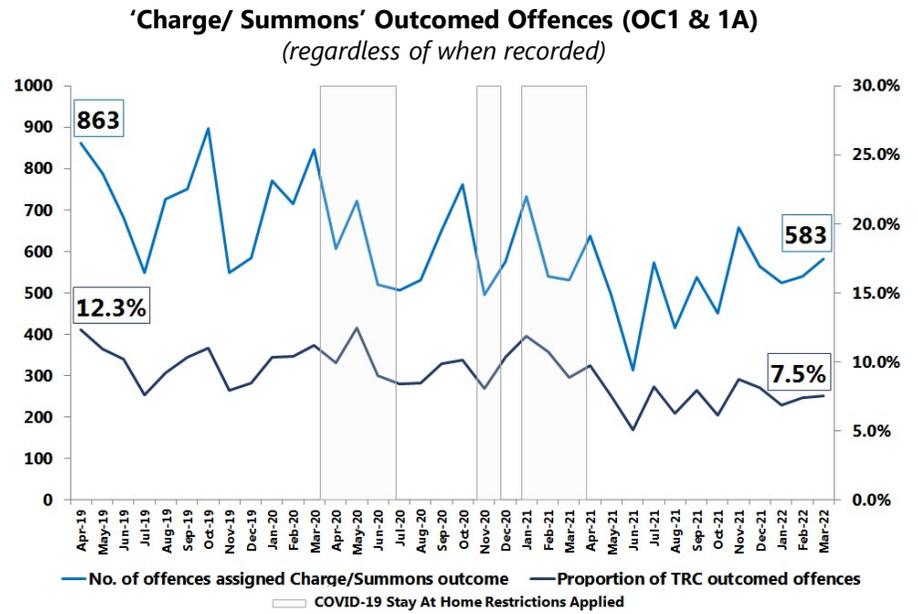
- Continued focus on **action plan delivery** and continued monitoring via Crime Management Board.

**Action Required?**

**No**

**No comparison** to MSG, National view or other Athena forces at this time due to **differing data/counting rules**.

This will **change** with the **launch** of **'Clean and Relevant' crime data universe**



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

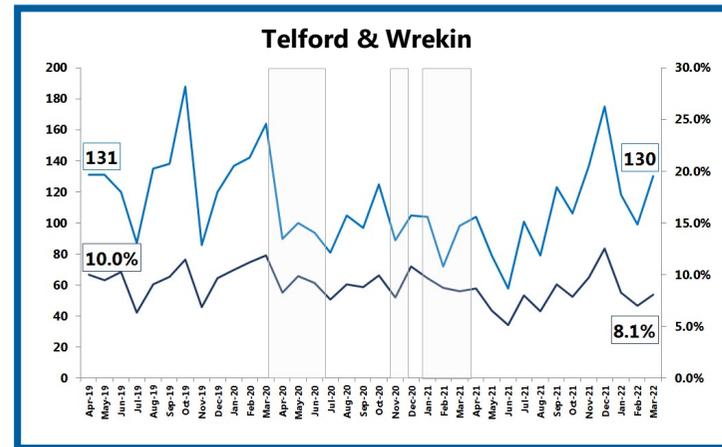
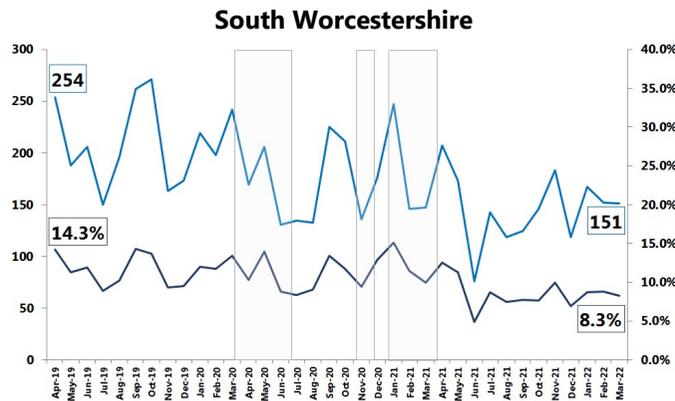
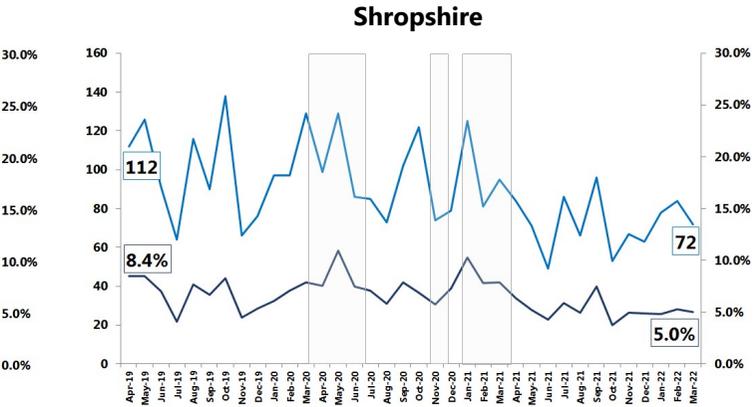
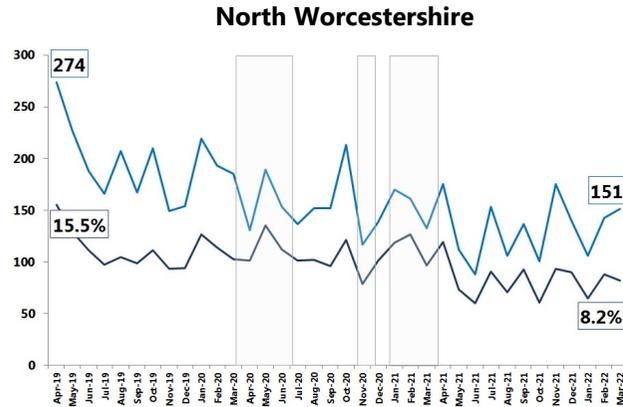
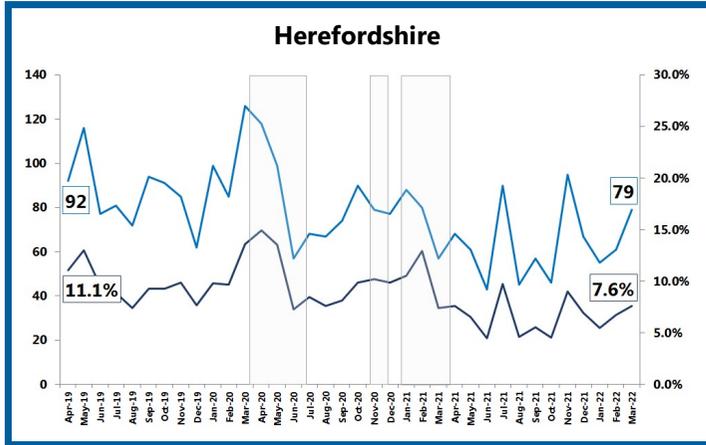
4.1.1 % of positive action by LPA

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Most substantial volume and proportion rate increases seen in Telford & Wrekin and Herefordshire.

Remaining policing areas have seen proportion rate decreases in OC1 & 1A.

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



— No. of offences assigned Charge/Summons outcome — Proportion of TRC outcomed offences  
 □ COVID-19 Stay At Home Restrictions Applied

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

**4.1.1 % of positive action – DA outcomes**

**Good looks like:**

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

Last reviewed by subject lead Oct 2021

55% - 75% Likely or probable

**Key Points**

- Usage of **Charge/Summons** has **remained stable** over the **last 3 months** within a **range from 100 to 110 'Charge/Summons' DA offences per month**.
- The monthly outcomed proportion rate is **7.0% (102)** for **March 22**; a decrease of **1.1 percentage points**.
- Monthly view – 7.0%** consists of:
  - **4.7% - Outcome 1** - Charge/ Summonsed
  - **2.3% - Outcome 1A** - Charge/ Summonsed - alternate offences.
- Total DA offences outcomed: 9% (120) increase** on the previous month, continuing the variable upward growth trend since **February 21**.

**What does this mean?**

- Crime Bureau monthly input** – There is **no longer** a **Designated Decision Maker (DDM) backlog** assisted by the DDM team now being at **full establishment strength**. As of 12<sup>th</sup> April, the Crime Bureau are at **RAG rating 'green'** with **44 crimes awaiting outcome**.
- It is **probable** that **outcoming levels** will **continue to increase** as:
  - **DA Deployment trial** has been **rolled out** across **all policing areas** and **regularly reported upon**, with the aim of improvements in **'positive outcome' levels** (Charge/Summons).
  - **Local Policing Area Outcome Action Plans** and **Op Riverport policing initiatives** continue to be reinforced and will be **influencing factors**.
  - **Staff abstraction** returns to normal over time. **Current levels have been high** from Covid/ Respiratory sickness or self isolation, as a result, **current outcoming levels** could have been **even higher**.

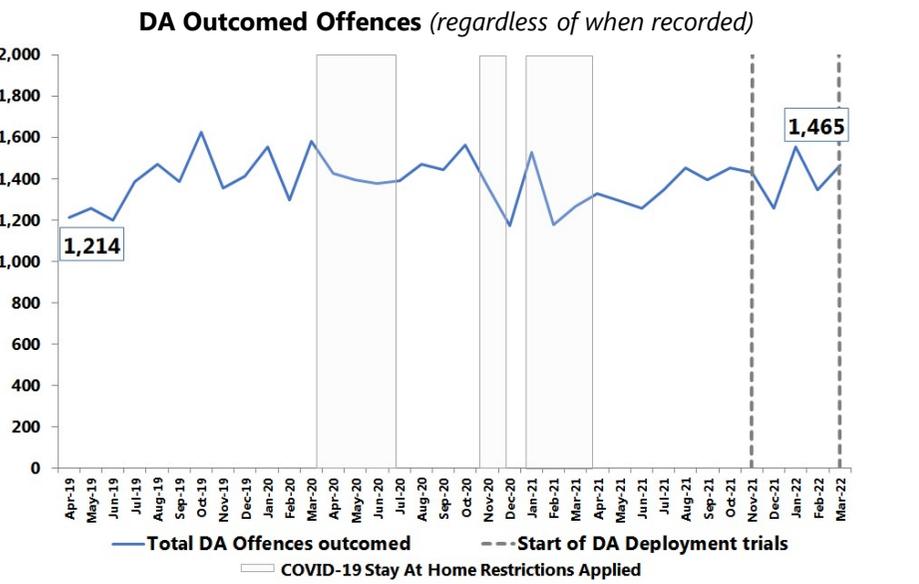
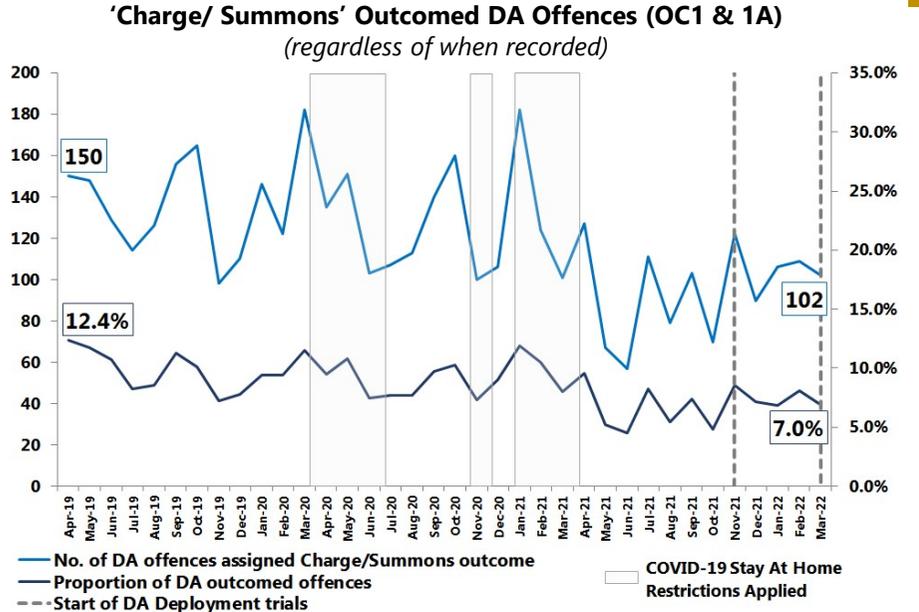
**Next Steps / Recommendations**

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

Action Required?

No

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



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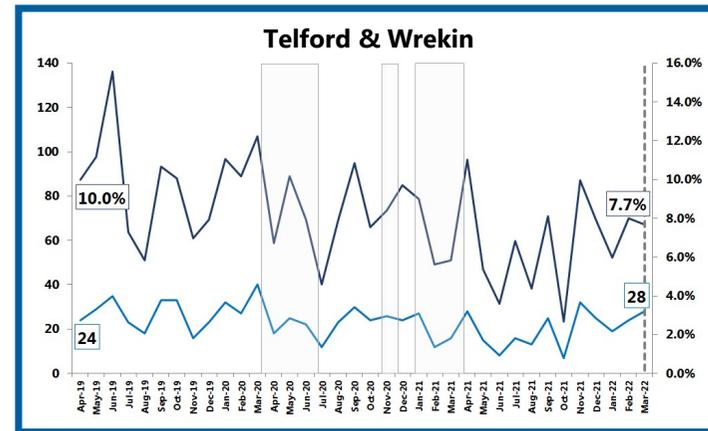
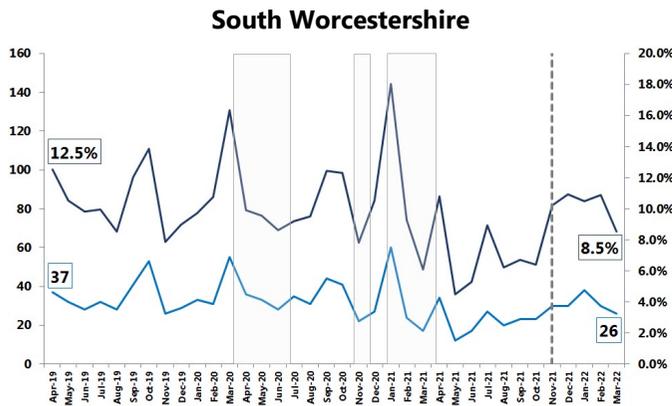
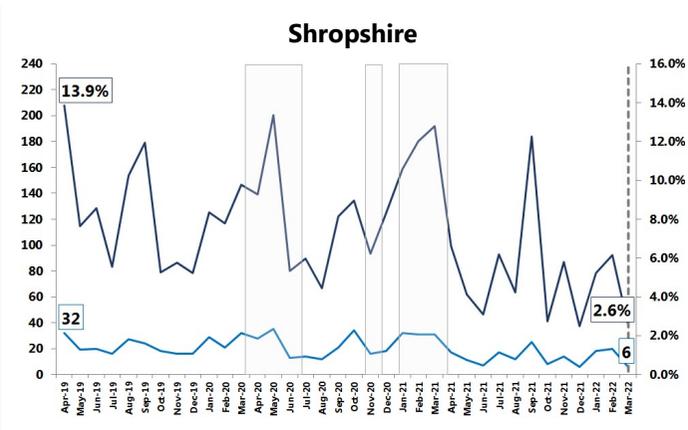
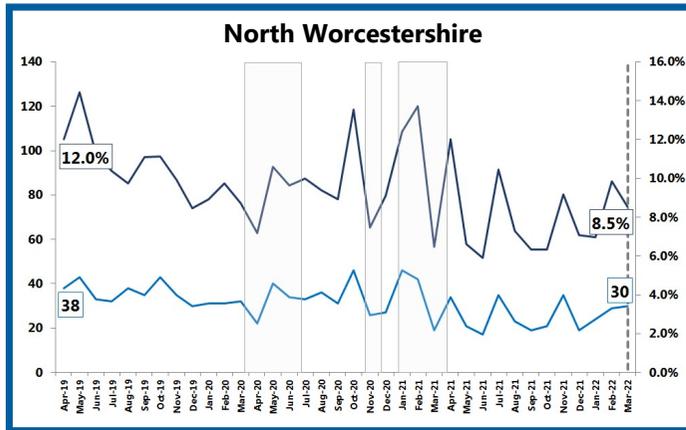
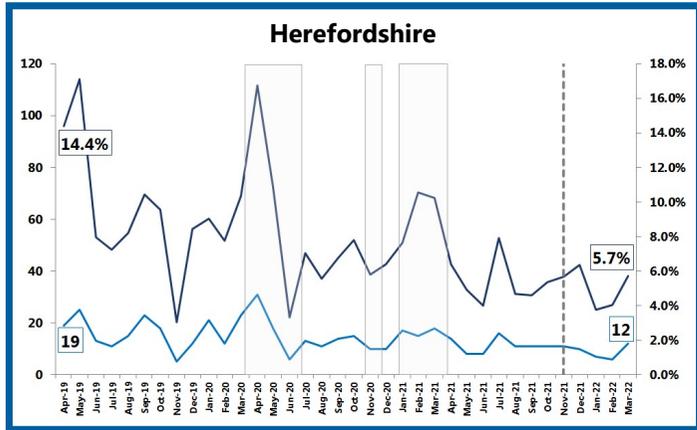
4. Delivering effective prevention and intervention  
 4.1 How well does West Mercia Police bring offenders to justice?

4.1.1 % of positive action – DA outcomes by LPA

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

Herefordshire is the only policing area to see an increase in both OC1 & 1A volume and monthly proportion rate

An increase in OC1 & 1A volume but a dip in the monthly proportion rate is seen in North Worcestershire and Telford & Wrekin



A decline in OC1 & 1A seen in South Worcestershire for the last two months, although small volumes.

- No. of DA offences assigned Charge/Summons outcome
- Proportion of DA outcomed offences
- - - Start of DA Deployment trials
- COVID-19 Stay At Home Restrictions Applied

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

4.1.2 Reduction in use of Outcome 16

**Good looks like:**

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

Last reviewed by subject lead Oct 2021

40% - 50% Realistic Possibility

- Key Points**
- There have been **increases** in both the monthly proportion rate and volume for **both** total recorded crime offences and DA offences, yet volumes and rates are still **lower than** levels seen earlier in the year.
  - **Total recorded crime**
    - **13% increase** in the volume of **offences (2,340)** assigned **Outcome 16 in March 22** compared to February 22 (2,070).
    - The **proportion** of offences assigned Outcome 16 has **increased by 1 percentage point** from **29%** in February 22 to **30%** in March 22.
  - **DA offences**
    - **14% increase** in '**Outcome 16**' **DA offences (902)** in **March 22** compared to February 22 (791).
    - **3 percentage point increase** in the **proportion** of offences assigned Outcome 16 from **59%** in February 22 to **62%** in March 22.

- What does this mean?**
- **Crime Bureau monthly input** – There is **no longer** a **Designated Decision Maker (DDM) backlog** assisted by the DDM team now being at **full establishment strength**. As of 12<sup>th</sup> April, the Crime Bureau are at **RAG rating 'green'** with **44 crimes** awaiting outcome.
  - It is **probable** that **outcome 16 levels** will **start to decrease again** as the **LPA Outcome Action Plans** and **DA Deployment trial** continue to take effect, leading to the **more appropriate application** of Outcome 16.

**Next Steps / Recommendations**

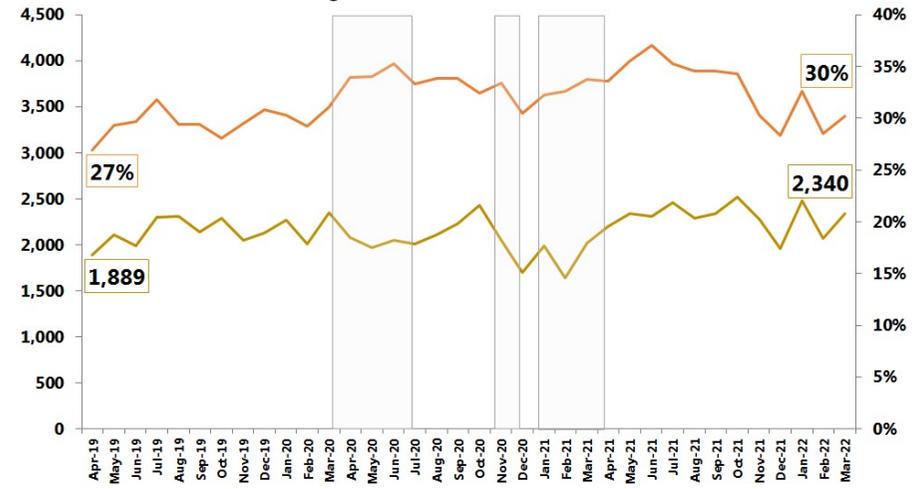
- Continued focus on **action plan delivery** and continued monitoring via Crime Management Board.

Action Required? **No**

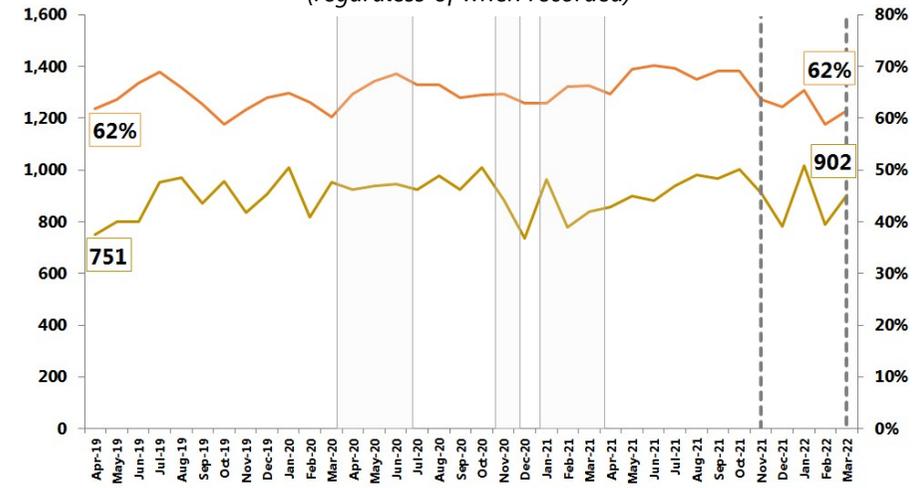
**No comparison** to MSG, National view or other Athena forces at this time due to **differing data/counting rules**.

This will **change** with the **launch** of '**Clean and Relevant**' crime data universe.

'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    OC16 - Proportion of Outcomed offences    -- Start of DA Deployment trials  
 COVID-19 Stay At Home Restrictions Applied

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

Headline Outcome Spotlight

**Outcome 17 – Prosecution time limit expired offences**

		Oct 21 - Dec 21 Outcomed offences	Jan 22 - Mar 22 Outcomed offences	% Change (in offences)	Proportion Rate - Monthly View - 13mths	Mar-22
OC17	Prosecution time limit expired: Suspect identified but prosecution time limit has expired.	130	176	35%		0.7%

- **22% decrease** in **Outcome 17 offences** in **March 22 (51)** compared to **February 22's peak (65)**.
- **35% (46) increase** in **Outcome 17 offences** in **Q4 2021/22 (130)** compared to Q3 2021/22 (176), **driven** by increases in **January 22 (60)** and **February 22 (65)**.
- It is **probable** that this figure will **remain high** due to the number of investigations sitting in **OIC crime baskets** remaining high, leading to a **greater propensity** for **timing out**.

**Outcome 15 – Victim supports but evidential difficulties prevent further action**

		Oct 21 - Dec 21 Outcomed offences	Jan 22 - Mar 22 Outcomed offences	% Change (in offences)	Proportion Rate - Monthly View - 13mths	Mar-22
OC15	Named Suspect identified: victim supports but evidential difficulties prevent further action	3,403	3,813	12%		17.1%

- **5% increase** in **Outcome 15 offences** in **March 22 (1,328)** compared to **February 22 (1,259)**. **17%** of all outcomed offences have been assigned **Outcome 15** in **March 22**.
- The **highest monthly volume** seen for the reporting timeframe starting in April 2019, an increase on last month's peak (1,259).
- **12% increase** in **Outcome 15 offences** in **Q4 2021/22 (3,403)** compared to Q3 2021/22.
- It is **probable** that these figures will **continue to increase** due to the emphasis on the **appropriate application** of **Outcome 16** on policing areas, along with the policing initiatives of **Op Reset** and **Op Riverport** which **aim to improve standards of investigation** at **force level** and **policing area level**.

**Outcome 9 – Prosecution not in the public interest (CPS) (all offences)**

		Oct 21 - Dec 21 Outcomed offences	Jan 22 - Mar 22 Outcomed offences	% Change (in offences)	Proportion Rate - Monthly View - 13mths	Mar-22
OC9	Prosecution not in the public interest (CPS) (all offences)	2	13	550%		0.1%

- **6 offences** were assigned **Outcome 9** in **March 22** compared to **February 22 (1)** however, **four relate to one individual and two linked incidents**.
- **550% (11) increase** in **Outcome 9 offences** in **Q4 2021/22 (13)** compared to Q3 2021/22 (2), **driven** by increases in **January 22 (6)** and **March 22 (6)**.
- It is **probable** that this figure will **remain high** until the policing initiatives of **Op Reset** and **Op Riverport** take effect.

**Next Steps / Recommendations**

- Findings to be reported on in Crime Management Board and sent to Op Reset team.

Action Required?  
**No**

## 4. Delivering effective prevention and intervention

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

#### 4.1.3 Problem Solving Hub

**Good looks like:**

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

40% - 50% Realistic Possibility

Last reviewed by subject lead Apr 2022

#### Key Points

- **Problem Solving training continues** – currently being rolled out to CID and Crime Scene Investigators. 'Advanced' problem solving workshops are also taking place.
- In excess of **500 staff now trained**. These are mainly Safer Neighbourhood Teams, Police Now and Specials.
- Plans are being utilised particularly as a platform for the new intervention and prevention work. As a result there are currently a **greater number of open plans** than there have been previously.

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Problem Solving Plans by Local Policing Area (Snapshot – 17.03.22)

Policing Area	Red	Amber	Green	Unscored	Grand Total
South Worcestershire	0	2	13	28	43
North Worcestershire	0	0	12	20	32
Herefordshire	0	1	6	14	21
Shropshire	0	2	5	42	49
Telford & Wrekin	0	1	2	26	29
<b>Total</b>	<b>0</b>	<b>6</b>	<b>38</b>	<b>130</b>	<b>174</b>

#### What does this mean?

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

#### Next Steps / Recommendations

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

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)**

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**Key Points**

- **Total number of IOM offenders** has been on a **downward trend since January 21** from **277 IOM offenders** to **176** in **March 22**.
- **March 22** re-offending rate was **28%**.
- **Suspected re-offending rates** have **increased** over the latter part of 2021/22.
- **Q4 2021/22** is showing a **higher average** re-offending rate (**24%**) than any other quarter throughout the year.

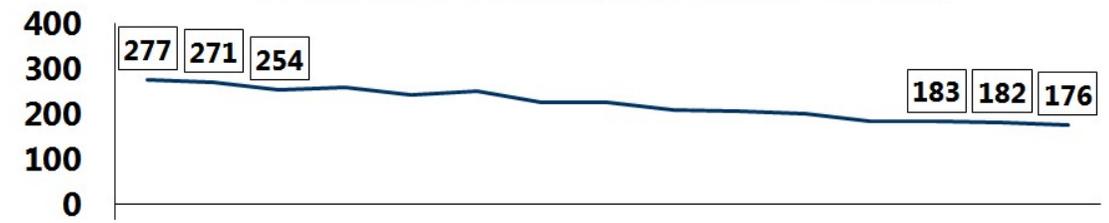
**What does this mean?**

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

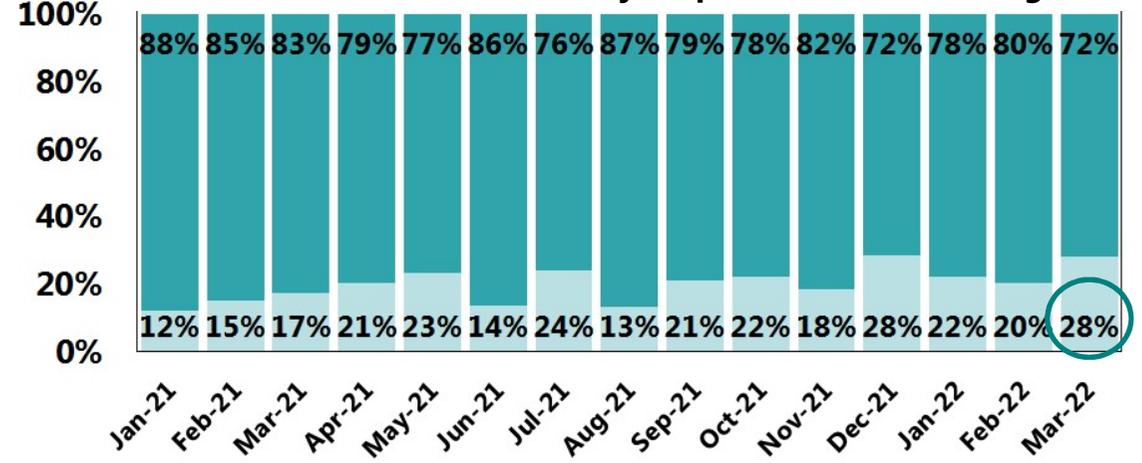
**Methodology**

- The data is based on **IOM nominals** who are **linked to investigations recorded** each month by way of a suspect role (irrespective of whether or not an arrest was made).
- The numbers provided are based on nominals who show as in the **community** and **custody** at the **end of each month**, as those who are **proved to re-offend** at the **beginning of the month**, may be in **custody** at the **time of reporting**.

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



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



■ % Suspected Reoffending IOMs ■ % Not Reoffending IOMs — Total Number of IOM offenders

**Next Steps / Recommendations**

- A priority but complicated issue is to define **'What does Good look like?'**.
- The **IOM team** will be **developing** this during **Q1 2022/23** but it is predicated by the imminent release of some national guidance.

Action Required?  
 Yes  
 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 (All victims)

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

**Good looks like:**

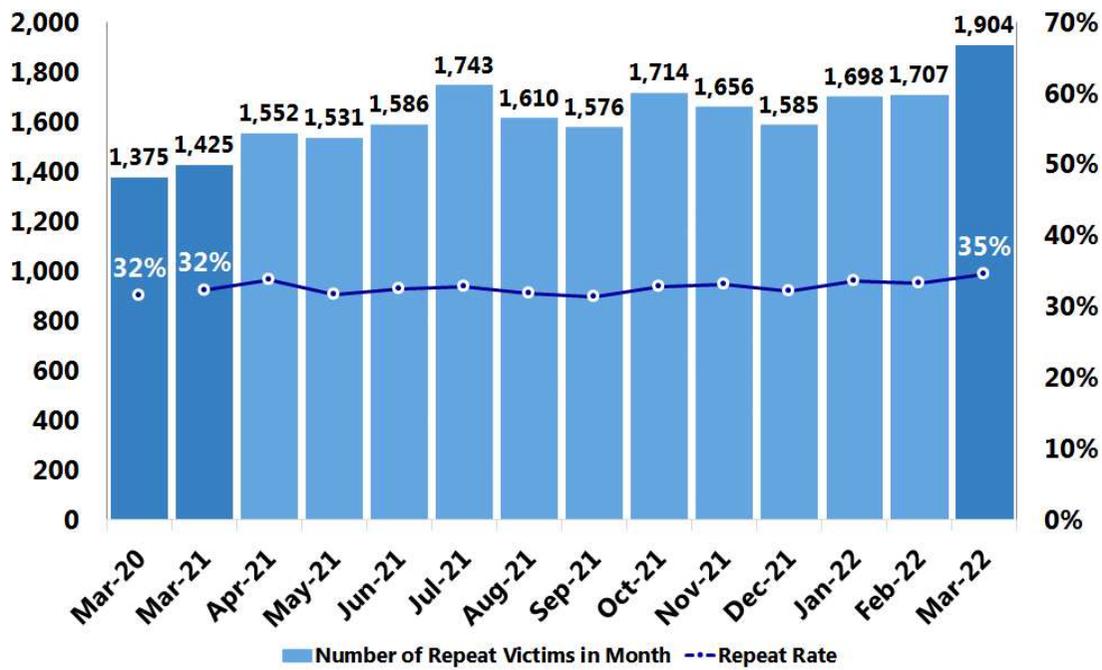
A reduction in 'high frequency/high severity' repeat victims and a decrease in repeat rates

40% - 50% Realistic Possibility

Last reviewed by subject lead Oct 2021

- Key Points**
- A sharp increase in Total Recorded Crime repeat victims has been seen in March and on previous years:
    - 12% increase (197) compared to February 22
    - 34% increase (479) on March 21
    - 38% increase (529) on March 20
  - The uplift last month is linked to the growth in overall crime recording.
  - 35% Total Recorded Crime repeat victim rate has been seen in March:
    - The highest rate seen since January 21 (35%)
    - 3 percentage points higher than the repeat rates seen in the same month for the previous years (32%)

Repeat Total Recorded Crime Victims per Month



What does this mean?

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

**Next Steps / Recommendations**

- Continue to develop analysis to support Early Intervention and Help.
- VAWG framework - The performance framework was published in April 2022. West Mercia to work towards delivery of this performance requirement.

Action Required? **Yes**

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

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

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

**Good looks like:**

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

40% - 50% Realistic Possibility

Last reviewed by subject lead Oct 2021

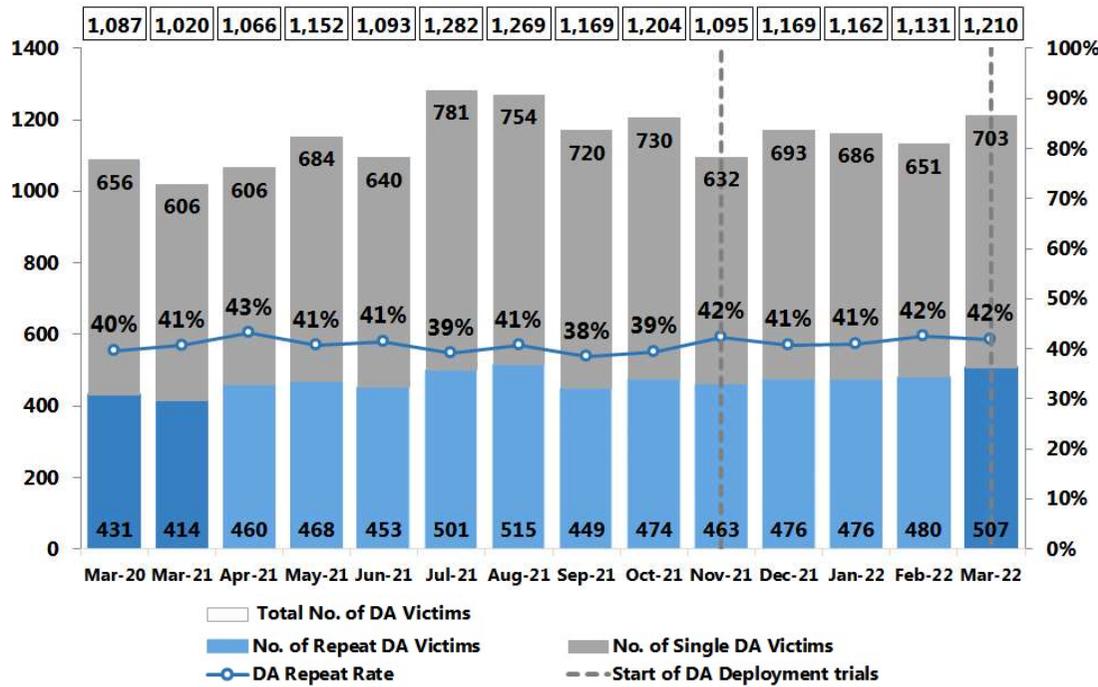
**Key Points**

- There has been an **increase** in the number of **Domestic abuse (DA) single offence** victims, **repeat DA** victims in March 22, although the **DA repeat rate** has remained **relatively stable** compared to February 22.
- There are **increased numbers of DA victims** in **March 22** compared to the same month in the two previous years.
- **Average monthly repeat rate range** for the **last 5 months** during **DA Deployment trial**:
  - DA repeat rate - **41% to 42%**.
- It should be noted however that March 22 includes the **roll out** of the **DA Deployment trial** across **North Worcestershire, Shropshire and Telford & Wrekin**.

**What does this mean?**

- Over the coming months, **increased financial pressures on households** could lead to a **rise in domestic abuse crime recording**, so it is **highly probable** that **repeat volumes will increase** too.
- These pressures are linked to the **cost of living crisis** with increased household costs of food, energy and fuel despite the reduction in fuel duty. There are areas of **social deprivation** within West Mercia which are among the **10% most deprived areas nationally** (English Indices of Deprivation, 2019).
- **Further in-depth analysis** is required to understand the **turnover rate** at which repeat DA victims leave West Mercia's repeat DA victim cohort and are replaced with new repeat DA victims. This work should be scheduled dependent upon existing performance work commitments and resources.

**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**

- Continue to develop analysis to support Early Intervention and Help.
- **VAWG framework** - The **performance framework** was published in **April 2022**. West Mercia to work towards delivery of this performance requirement.

Action Required? **Yes**

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

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

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

**Good looks like:**

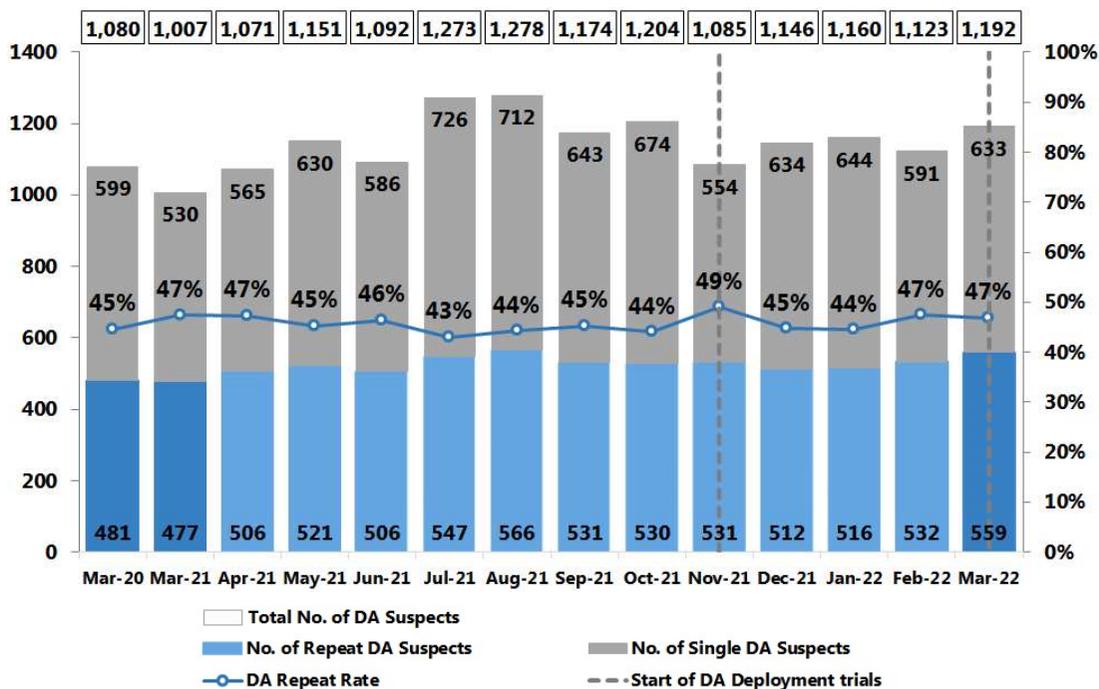
A reduction in 'high frequency/ high severity' repeat suspects and a decrease in repeat rates

40% - 50% Realistic Possibility

Last reviewed by subject lead Oct 2021

- Key Points**
- There has been an **increase** in the number of **Domestic abuse (DA) single offence** suspects, **repeat DA** suspects in March 22, although the **DA repeat rate** has remained **relatively stable** compared to February 22.
  - **Increased numbers of DA suspects in March 22** compared to the same month in the two previous years, although **DA repeat rate** remains the same compared to **March 21**.
  - **Average monthly repeat rate range** for the **last 5 months** during **DA Deployment trial**:
    - DA repeat rate - **44% to 49%**.
  - It should be noted however that March 22 includes the **roll out** of the **DA Deployment trial** across **North Worcestershire, Shropshire and Telford & Wrekin**.

**Repeat Domestic Abuse Suspects per Month**



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

**What does this mean?**

- Over the coming months, **increased financial pressures on households** could lead to a **rise in domestic abuse crime recording**, so it is **highly probable** that **repeat volumes** will **increase** too.
- These pressures are linked to the **cost of living crisis** with increased household costs of food, energy and fuel despite the reduction in fuel duty. There are areas of **social deprivation** within West Mercia which are among the **10% most deprived areas nationally** (English Indices of Deprivation, 2019).
- **Further in-depth analysis** is required to understand the **turnover rate** at which repeat DA suspects leave West Mercia's repeat DA suspect cohort and are replaced with new repeat DA suspects. This work will be scheduled in dependent upon existing performance work commitments and resources.

**Next Steps / Recommendations**

- Continue to develop analysis to support Early Intervention and Help.
- **VAWG framework** - The **performance framework** was published in **April 2022**. West Mercia to work towards delivery of this performance requirement.

Action Required?  
**Yes**

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

**4.1.8 Open Investigations – Caseload and OIC Crime Baskets**

**Good looks like:**

A target band is thought to be around **8,000-10,000** open investigations at current recording volumes

40% - 50% Realistic Possibility

Last reviewed by subject lead Oct 2021

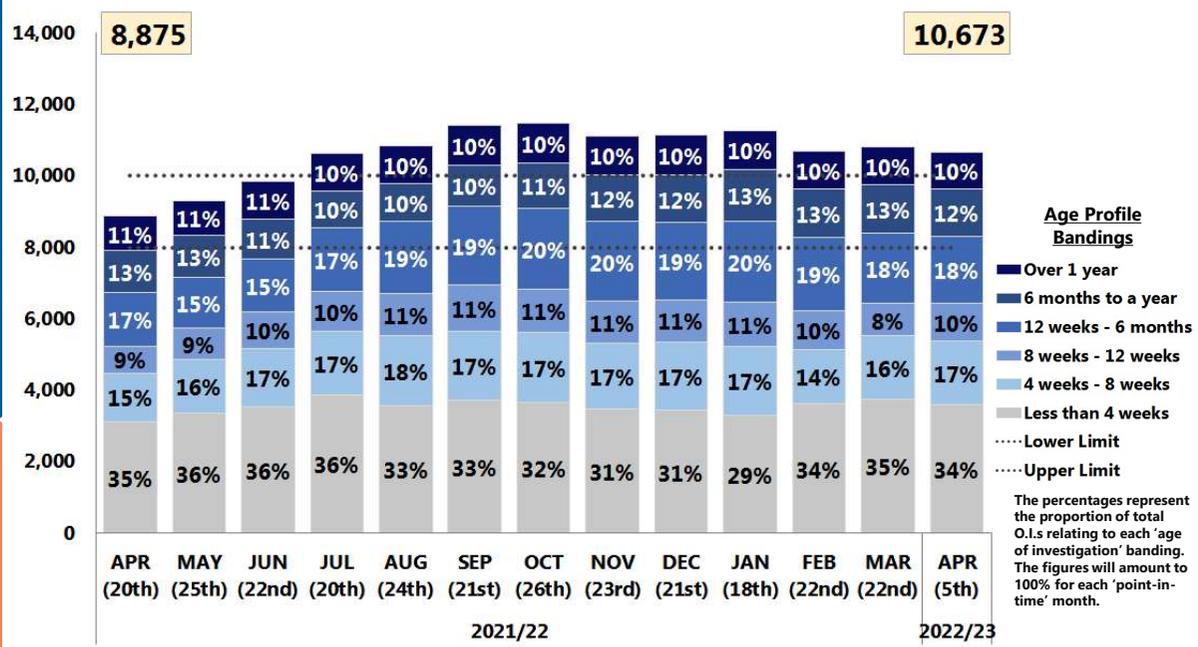
- Key Points**
- There has been a **20% decrease** in Open Investigations (O.I.s) since **April 21** and a **1.2% decrease** compared to **March 22**.
  - **Overall O.I. volumes** have been stabilising in recent months with **no significant decreases** to return to the **target range**.
  - Over the last 3 months, the proportion of **'Less than 4 weeks'** aged O.I.s has increased from **29%** to **34%**, driven by an **uplift** in **crimes** being recorded .

- What does this mean?**
- The **Op Reset team** has been set up to understand some of the broader **investigative issues at force level**. At this stage, it is too early to determine the impact upon open investigation volumes.
  - Policing area initiatives, e.g. **Op Riverport**, are in place and is stating to influence different areas of the process including **reducing O.I. volumes**.
  - **Probable factors behind O.I.s remaining above target range:**
    - A **change in recording practices** around **Public Order Offences** and **Malicious Communications offences** following improvements to **SAAB ASB incident recording**, has led to **substantial growth** in **Public Order offences** and **Malicious communications/ Harassment offences** as opposed to an organic growth happening within our communities.
    - **Overall Staff abstraction remains high** from Covid/ Respiratory sickness or self isolation.
  - It is **probable** that **O.I.s will remain at this level in the short term**, despite the new policing area initiatives, **until staff abstraction improves**.

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



**Next Steps / Recommendations**

- Continued to be **monitored** via Crime Management Board.
- Implementation of **Op Reset** which aims to understand the full complexity of the **crime pathways** and seek out **detailed solutions** at force level.

Action Required?  
 No

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

4.1.8 Open Investigations – Caseload and OIC Crime Baskets

25% increase in OICs with 20+O.I.s (1<sup>st</sup> Mar 22 to 5<sup>th</sup> Apr 22)

One North Team DC Online CSE North 34 O.I.s

One Shropshire DC Vulnerability Shift C 31 O.I.s

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

Open Investigation Crime Baskets by Command

Officer in Charge (OIC) Command	A: 1 - 4 Open Investigations		B: 5 - 9 Open Investigations		C: 10 - 19 Open Investigations		D: 20+ Open Investigations		Total No. of OIC Workflows	Total No. of Open Investigations	%Share	Open Investigations -to- Officer in Charge Workflow Ratio (Last 8 mths)	'O.I-to-OIC Workflow' Ratio (5th Apr)
	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	114	264	108	747	109	1,472	9	199	340	2,682	25%		7.9
North Worcestershire - D LPA	173	415	111	752	41	485	1	22	326	1,674	16%		5.1
Herefordshire - E LPA	112	252	84	579	39	490	1	23	236	1,344	13%		5.7
Shropshire - F LPA	115	254	92	644	92	1,209	19	437	318	2,544	24%		8.0
Telford & Wrekin - G LPA	108	254	96	648	54	659			258	1,561	15%		6.1
North Team*	27	41	1	5	1	19	4	106	33	171	2%		5.2
South Team**	46	73	3	22	5	77	1	26	55	198	2%		3.6
Public Contact	20	45	20	135	11	136			51	316	3%		6.2
Protective Services - PS	34	57	8	65	3	40			45	162	2%		3.6
OPCC	2	5	1	9					3	14	0%		
Other***	7	7							7	7	0%		
<b>Grand Total</b>	<b>758</b>	<b>1,667</b>	<b>524</b>	<b>3,606</b>	<b>355</b>	<b>4,587</b>	<b>35</b>	<b>813</b>	<b>1,672</b>	<b>10,673</b>	<b>100%</b>		<b>6.4</b>

**Internal change in reporting terminology** where 'workflows' are now used to represent the number of unit/s linked an OIC's Open Investigation crime basket, instead of the previous 'multiple crime basket' term.

It is possible that an OIC is linked to open investigations spanning multiple units across different police functions.

This situation is justifiable due to the long investigative process associated with complex crimes.

Continual monitoring is required of multi OIC workflows when linked to the rotation of student officers around different units.

Key Points

- South Worcestershire and Shropshire have seen a 6% to 7% increase in their number of O.I.s compared to the other policing areas which have seen a reduction since March 22.
- There has been a 42% reduction in the number of OICs with multiple workflows from 01 Mar 22 (117) to 05 Apr 22 (68).
- 25% increase (7) in the number of OICs with 20+O.I.s. between 01 Mar 22 (28) to 05 Apr 22 (35) with 813 (8%) of all O.I.s in their crime baskets. This increase was driven by Shropshire with a substantial increase from 9 to 19 OICs with 20+O.I.s representing 437 O.I.s.
  - Student Officers with less than 2 yrs service represent 16% (3) of Shropshire's 19 OICs with 20+O.I.s handling 71 O.I.s.
  - North Team has maintained 4 OICs with 20+O.I.s since last month representing 102 O.I.s.
- Shropshire has the highest 'O.I. to OIC Workflow' ratio (8.0) out of the OIC Commands.

What does this mean?

- The implementation of Athena Crime Management team's new procedures for updating Athena investigations with new OIC or OIC unit has led to a reduction of OICs with multiple workflows within their crime basket.
- It is highly probable that Open Investigations volumes will remain above the upper threshold whilst staff abstraction remains high from Covid/ Respiratory sickness or self isolation.

Next Steps / Recommendations

- Continued to be monitored via Crime Management Board.
- Monitor the progress of local initiatives to improve standards of investigation, e.g. Op Riverport.
- Support to be given to Shropshire Command in order to focus attention on the increase in officers with 20+ O.I.s

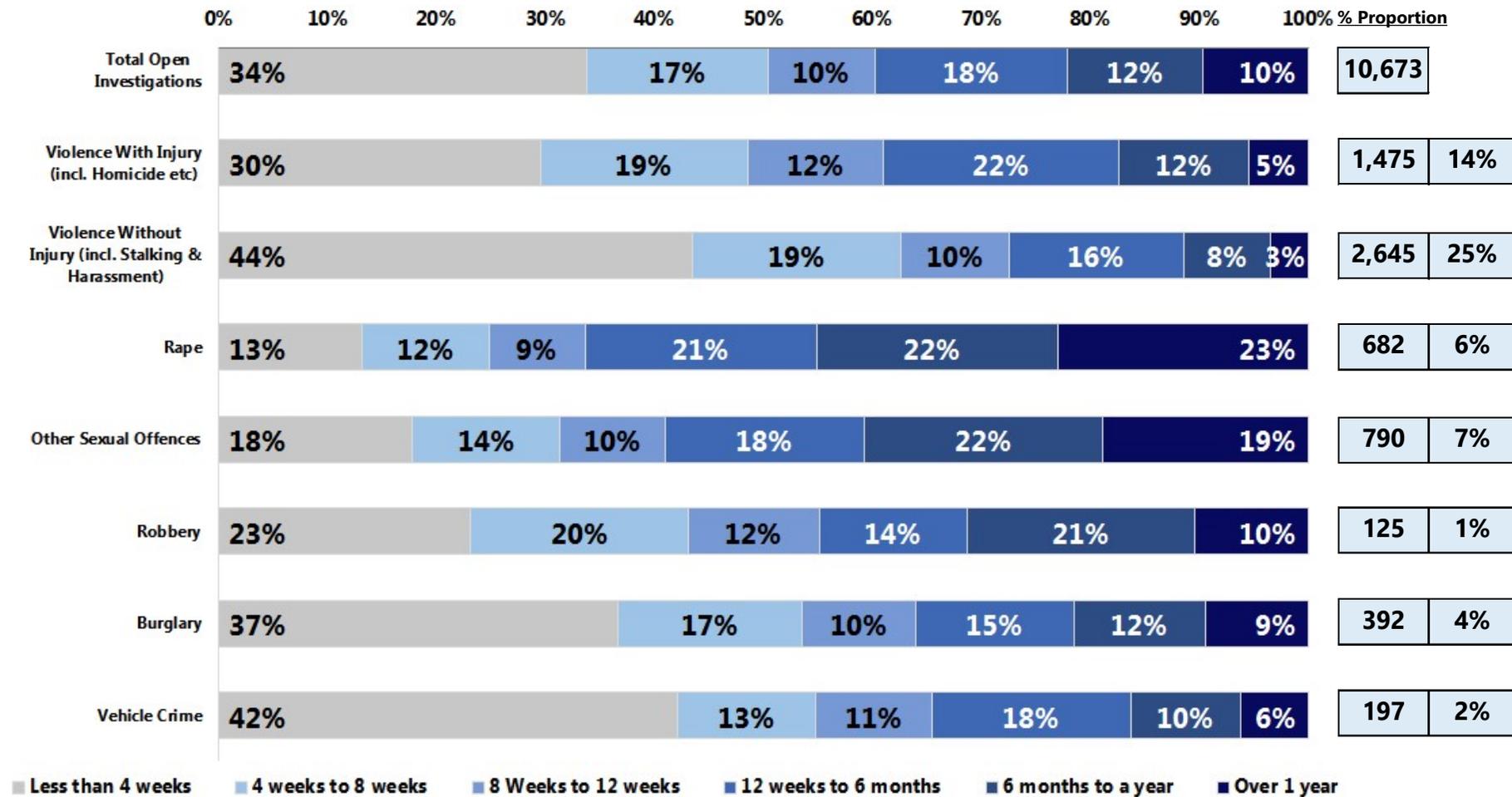
Action Required?

Yes

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

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

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



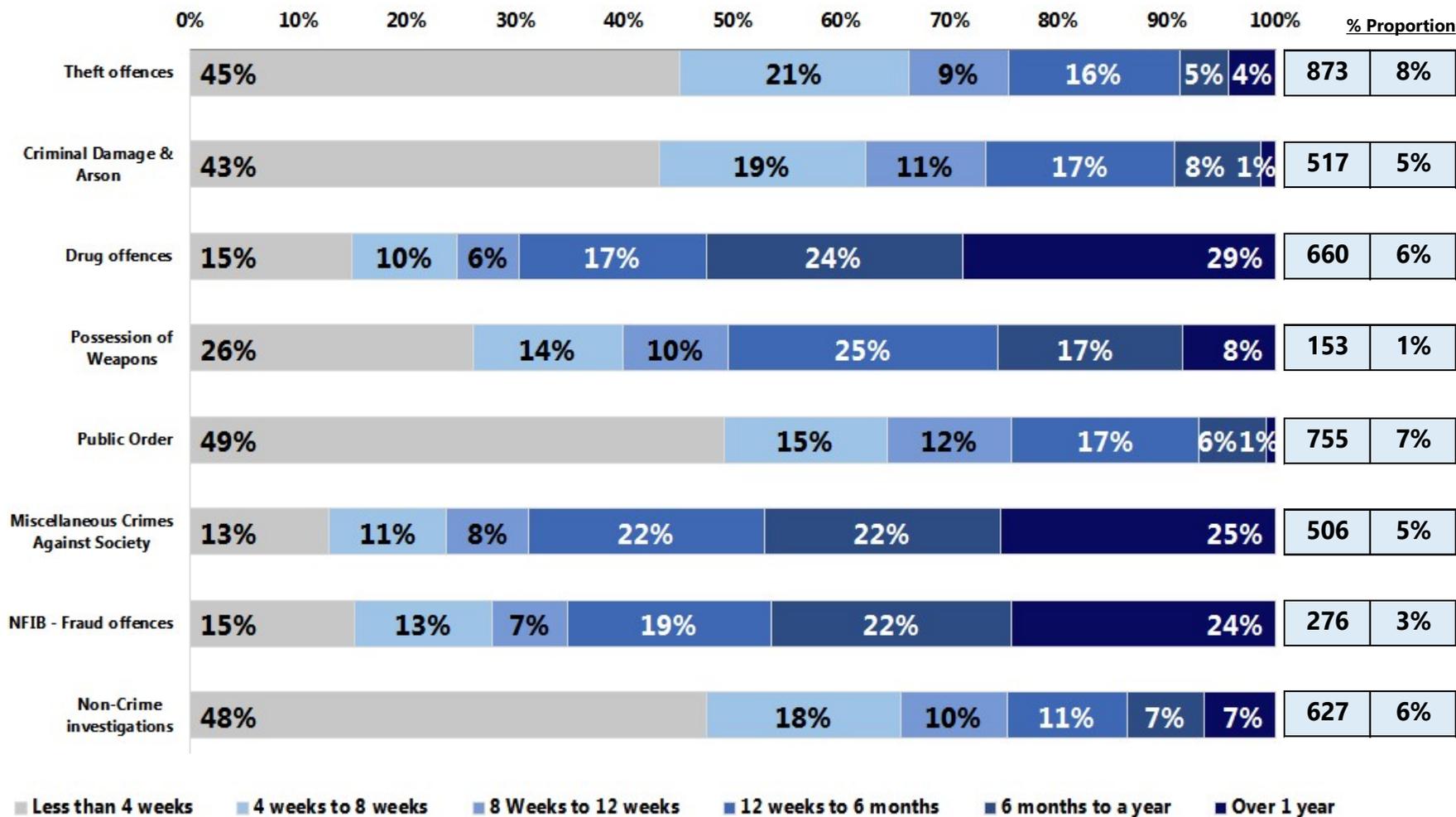
**Key Points**

- 25% of all O.I.s relate to **violence without injury offences**. 44% of these offences are **‘less than 4 weeks’** old.
- **Rape and Other Sexual offences** have **high proportion rates** for offences that are **‘over 1 year old’** (19% to 23%). This is as would be expected due to complexity.

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

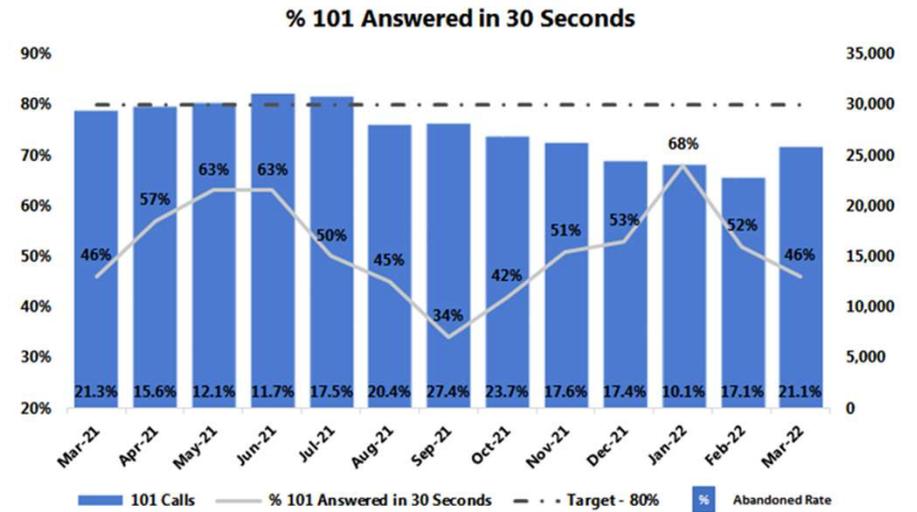
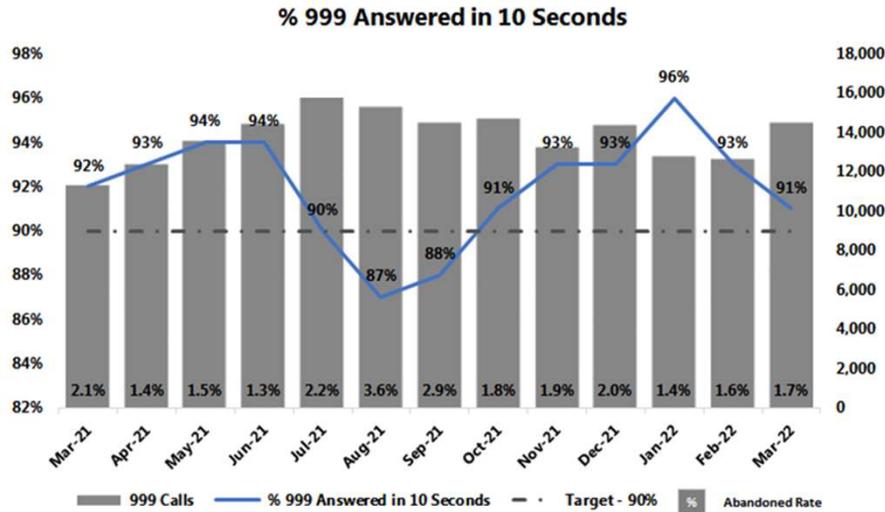
(Point-in-time view: 5<sup>th</sup> April 2022)



Key Points

- 9% of all O.I.s relate to **non-crime investigations (6%)** and **NFIB fraud offences (3%)**.
- **Drug offences and miscellaneous crimes against society** have higher proportions of offences that are **‘over 1 year old’ (24% to 29%)**.
- Between **42% - 49%** of **criminal damage and arson, theft and public orders offences** are **‘less than 4 weeks’ old**. A return to **traditional crime reporting pre-pandemic** is being seen.
- There has been a **change in recording practices around Public Order Offences** following improvements to **SAAB ASB incident recording**. This has led to **substantial growth** in the recording of **Public Order offences in the last 2 months** as opposed to an organic growth happening within our communities. As a result, **64% of undetected Public Order offences** are **less than 8 weeks old**.

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



What does this mean?

- 999 **demand increases by 15% (1842)** between February and March. This was a **28% (3147) increase** on March 2020/21.
- **Demand** is the **highest since August 2021**.
- **Performance decreased by 2 percentage points**, the second month of decrease, though still above what Good Looks Like.
- The **abandonment rate increased by 0.1 percentage points to 1.7%**, driven by increased demand.

**Good looks like:** 95% - 100% Almost Certain

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

Last reviewed by subject lead Jan 2022

Action Required? **No**

What does this mean?

- In **March** there has been a **13% (3036) increase in demand** from February and an **13% (3902) reduction from March 2020/21**.
- **Demand** is the highest since **November 2021**.
- **Performance decreased by 6 percentage points**, the second month of decrease.
- **101 abandonment increased by 4 percentage points to 21.1%**.
- **Reduction in performance** has been driven by levels of **sickness** and an **increase in demand**.

**Good looks like:** 55% - 75% Likely or probable

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

Last reviewed by subject lead Jan 2022

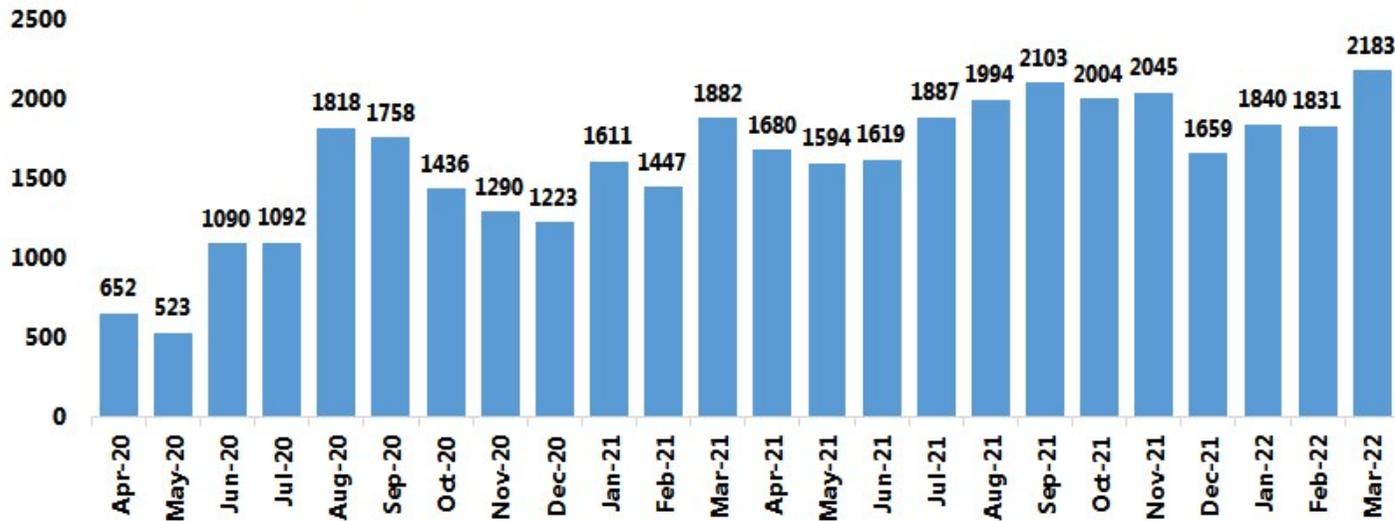
Action Required? **No**

4. Managing Demand

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

4.2.7 Public demand via new platforms and technology

Digital Requests for Service - Single Online Home



Key Points

- Digital contact via SOH saw a **19% (352) increase in March** compared to February to the **highest figure since launch**.
- **Overall growth** likely represents SOH as a regular contact channel of choice.

What does this mean?

- The **growth in digital demand** is **expected to continue** as Public Contact explores greater accessibility and social media reporting channels.
- **Increase** in March **mirrors growth found in 999 and 101 calls** for service to **highest demand for several months**.

Next Steps / Recommendations

- What Good Looks Like needs to be determined.

Action Required?

Yes

**Good looks like:**

To be reviewed by subject lead

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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**

- **Successful testing** following two new dimensions being added to **SAAB Safe** took place in March.

**What does this mean?**

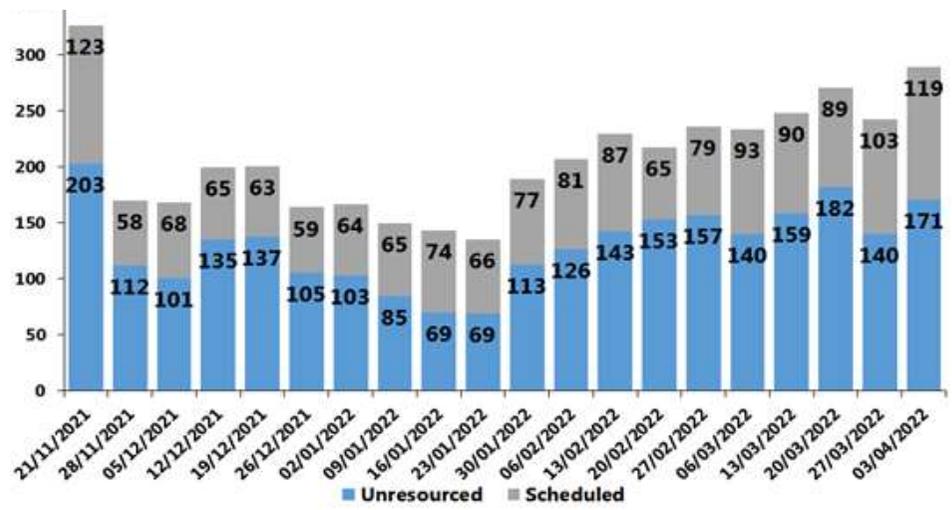
- There are still **technical issues** that need to be resolved due to the limitations of the system, but data is expected to be available for reporting **from Q1 22/23**.
- However, due to SAAB being unable to back record convert data, meaningful **analysis and insight** will only be available from **May 2022 onwards**.

**Next Steps / Recommendations**

- Issues identified since testing that time clocks do not adjust is to be rectified.
- Data are rules to be agreed.
- A dashboard is in development.

Action Required?  
No

4.2.9 Unresourced WMP Weekly Average - Unresourced and Scheduled



**What does this mean?**

- Force wide **unresourced fluctuated** throughout March but saw an **overall increase on February**.
- Daily scrutiny and use of available resources has kept **unresourced below 200 incidents**.
- **Demand is expected to increase** in coming months due to likely **seasonal trends**.
- There will be a **recruitment drive in August** to resolve staffing issues.

**Next Steps / Recommendations**

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

Action Required?  
No

**Good looks like:**

Meeting in place to discuss with subject lead.

4. Managing Demand

4.2 How well does West Mercia manage crime?

	Mar 2022	Mar 2020	Prev 12 Months	YTM % Change 21/22 Vs 19/20	Does <b>not</b> directly relate to crime recorded in the YTM time period			
					Total Outcomed YTM 21/22	Action Taken Prop. Rate YTD 21/22	Outcome 16 Prop. Rate YTM 21/22	
Total Recorded Crime	8211 6315	8156	6255		0%	84093	10%	33%
Violence With Injury	1073 415	970	815		0%	10521	12%	46%
Violence Without Injury	2228 1662	2537	1795		16%	26077	6%	54%
Rape	129 76	138	75		19%	1354	5%	42%
Other Sexual Offences	197 164	257	167		20%	2448	10%	32%
Personal Robbery	63 36	47	45		-16%	472	9%	26%
Business Robbery	9 1	5	9		-12%	46	33%	7%
Residential Burg Dwelling	257 196	221	203		-22%	1987	4%	9%
Burg - Business & Community	366 278	162	274		-37%	2476	4%	3%
Vehicle Offences	503 377	425	363		-16%	4335	2%	4%
Theft from Person	91 30	40	37		-40%	409	2%	21%
Bicycle Theft	94 43	55	54		-25%	610	6%	5%

	Mar 2022	Mar 2020	Prev 12 Months	YTM % Change 21/22 Vs 19/20	Does <b>not</b> directly relate to crime recorded in the YTD time period			
					Total Outcomed YTD 21/22	Action Taken Prop. Rate YTD 21/22	Outcome 16 Prop. Rate YTD 21/22	
Shoplifting	780 489	630	466		-20%	5891	22%	8%
All Other Theft Offences	847 482	645	509		-13%	6780	3%	15%
Criminal Damage & Arson	869 731	744	739		-9%	8520	7%	20%
Drug Offences	230 152	174	168		-6%	2278	46%	3%
Possession of Weapons	114 44	71	69		-9%	825	34%	12%
Public Order	583 318	885	361		49%	7630	13%	37%
Misc. Crimes Against Society	136 93	150	106		14%	1434	19%	21%
Alcohol Related	744 341	514	468		-5%			
Incidents	28634 21803	20426	22101		-15%			
Anti Social Behaviour	4290 2186	1830	3461		-9%			
Mental Health	35 4	12	11		-35%			

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 2019/20 so that control limits are not influenced by the effects of Covid restrictions. This will change in reporting moving forward to being based on 21/22 volumes. NB. It is possible for the previous month to be coloured differently from the month in 2019/20 even if volumes are similar. This is due to the upper and lower control limits changing annually based on volumes in the previous year.

Next Steps / Recommendations

- Continued strategic **monitoring** by performance.

Action Required?

No

Key Points

- Volumes of **Violence Without Injury, Rape and Other Sexual Offences** and **Public Order** are exceptional. Further analysis is included on **pages 40 to 44**.

4. Managing Demand

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

Key Points

- Volumes of **Violence Without Injury exceeded the upper control limit** in March with an **increase of 11% (254)** from **February 2020/21**. This is the third month above the upper control limit.
- **12 month rolling average** has **remained steady** since an increase in October.
- Year to Date **increase of 20% (4605)** compared to 2020/21, and **increase of 19% (4359)** compared to 2019/20.
- West Mercia sits **5<sup>th</sup>** out of **8** in its Most Similar Group.

What does this mean?

- The most frequent offence description at **40% (1028)** is **“Assault Without Injury”**, followed by **“Malicious Communications”** at **21% (539)**.
- The **largest increase** compared to the previous month was **Threats to Kill 51% (25)** with an increase of repeat addresses; one being a prison.
- **17% (425) of addresses were repeats**; the largest repeat being 6. These refer to an incident in a primary school with six victims and the other being a repeat victim of DA and course of conduct offences.

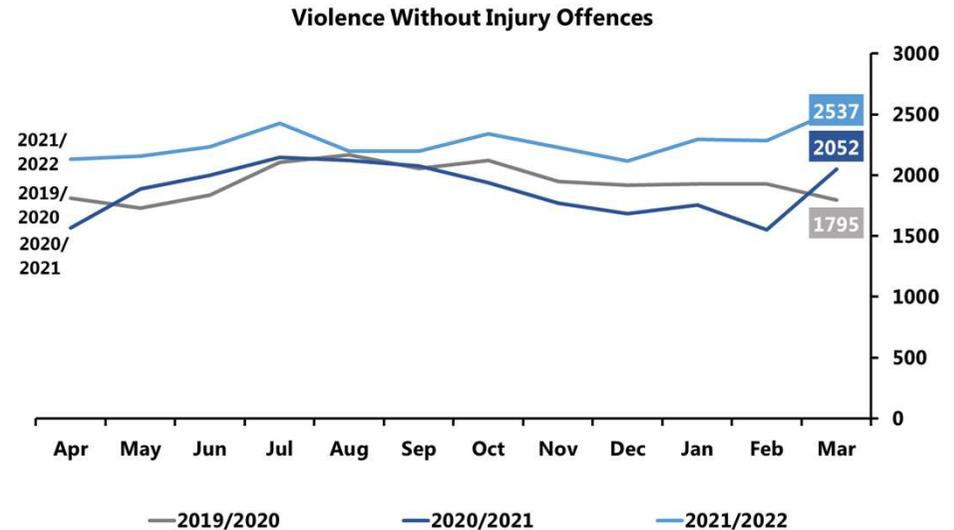
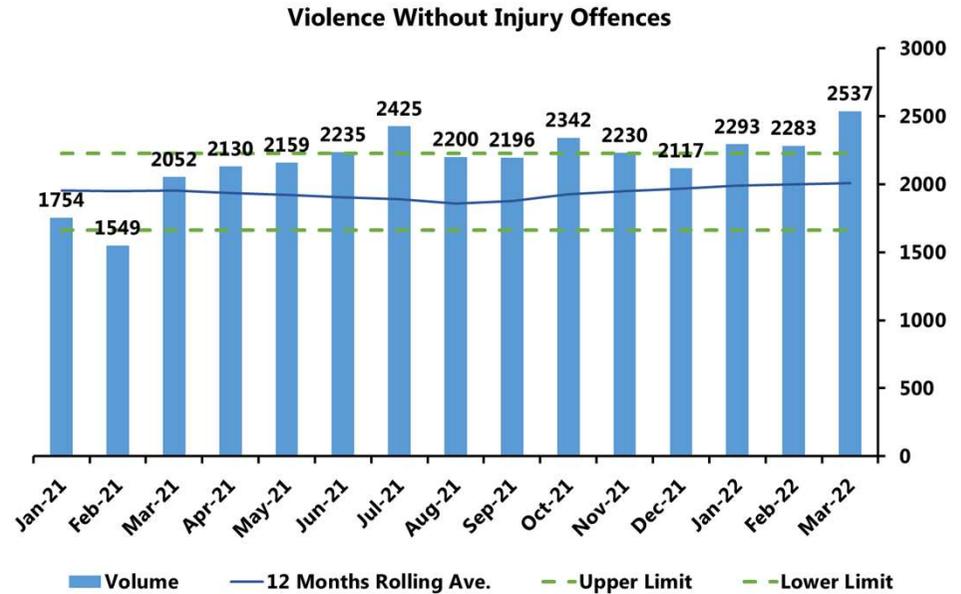
Next Steps / Recommendations

- Continued strategic **monitoring** by performance.

Action Required?

No

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

**Key Points**

- Volumes of **Rape Offences** exceeded the upper control limit in March with an **increase of 10% (13)** from **February 2020/21** the third consecutive month of increases.
- **12 month rolling average** has **remained stable** since an increase in September and October.
- Year to Date **increase of 25% (297)** compared to 2020/21, and **increase of 19% (237)** compared to 2019/20.
- West Mercia sits **3<sup>rd</sup>** out of **8** in its Most Similar Group.

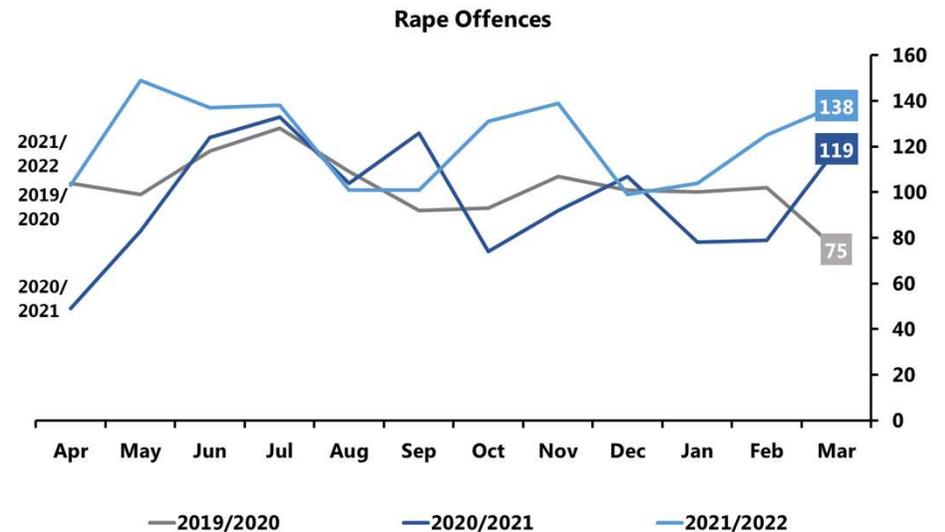
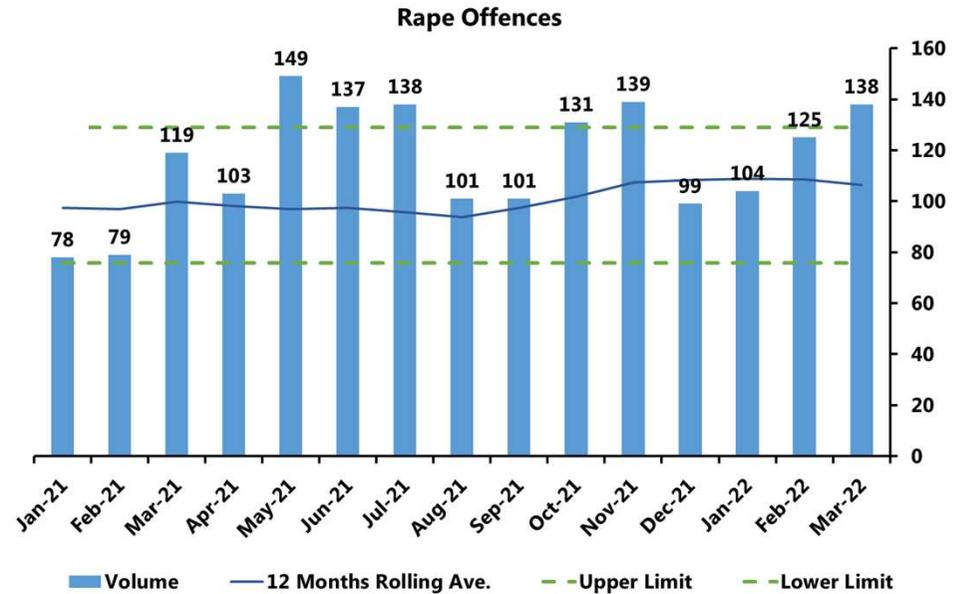
**What does this mean?**

- Overall **62% (85)** relate to **non recent offences** meaning the offence was committed over 28 days previous to reported date.
- Approximately **12%** may relate to the **Night Time Economy**. This is difficult to identify due to a large volume majority being given a start date of midnight.
- There were **12 repeat victims**, 4 of which were victims of 3 Rape offences. There were **2 repeat suspects**.
- **2 offences involved spiking**, both of which are non recent.

**Next Steps / Recommendations**

- Recommend **communications** in relation to the need for **accurate recording** of **'offence committee time'** in Athena, as this would enable more accurate reporting on the Night Time Economy.

Action Required?
Yes



4. Managing Demand

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

Key Points

- Volumes of **Other Sexual Offences exceeded the upper control limit** in March with an **increase of 24% (50)** from **February 2020/21**. In the last year only two months were below the upper control limit
- **12 month rolling average** has **increased** over the last 7 months.
- Year to Date **increase of 33% (645)** compared to 2020/21, and **increase of 20% (428)** compared to 2019/20.
- West Mercia sits **3<sup>rd</sup>** out of **8** in its Most Similar Group.

What does this mean?

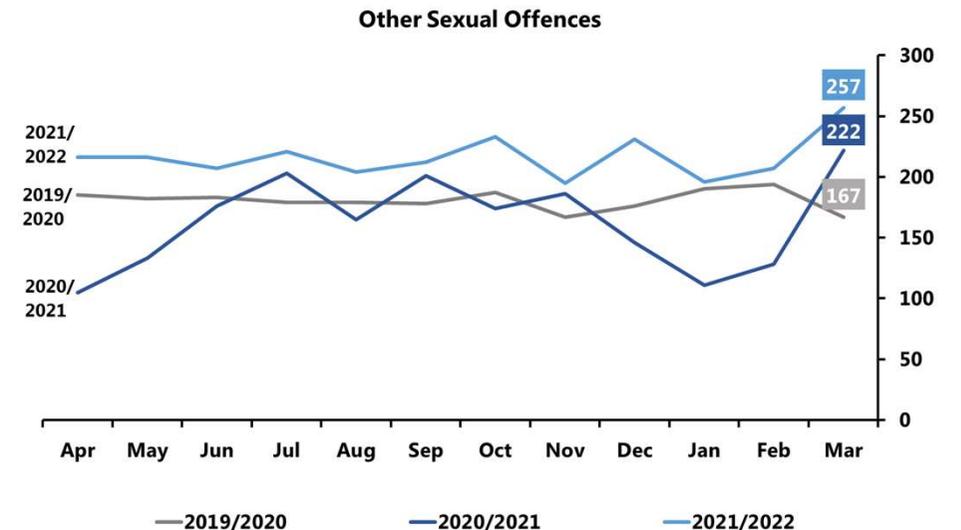
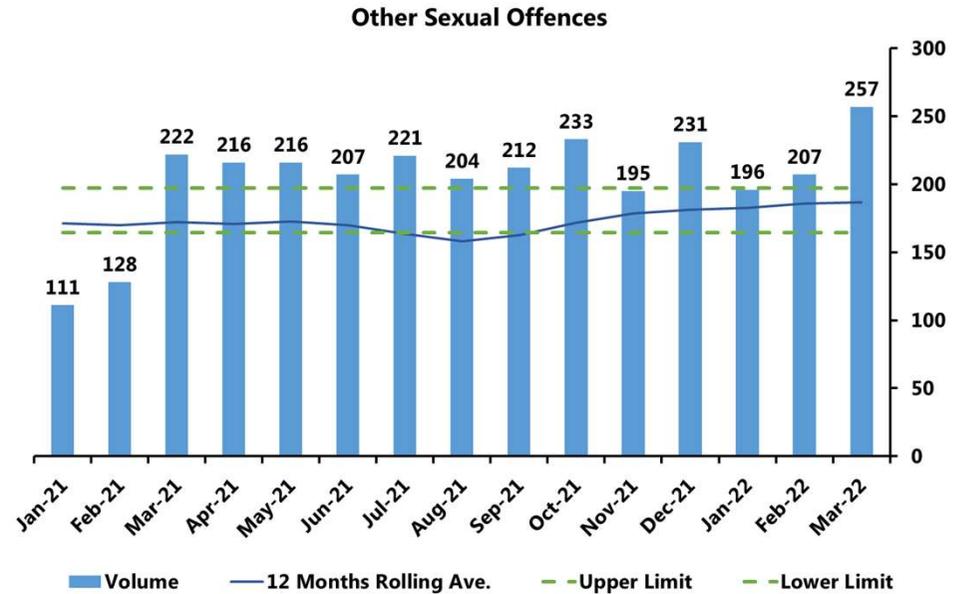
- The most frequent offence description at **41% (104)** in March is **“Sexual Assault on a Female Aged 13 and Over”**, followed by **“Sexual Activity Involving a Child Under 16”** at **17% (44)**.
- Overall **35%** (90) relate to **non recent offences** meaning the offence was committed over 28 days previous to reported date.
- There are **9 repeat victims** and **8 repeat suspects**.
- **2 offences involved spiking**. This was an incident where the suspect spiked two victims.

Next Steps / Recommendations

- Continued strategic **monitoring** by performance.

Action Required?
No

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4. Managing Demand

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

Key Points

- Volumes of **Misc. Crimes Against Society** exceeded the upper control limit in March with a **decrease of 2% (3)** from **February 2020/21**.
- **12 month rolling average** has been **steadily increasing** with a slight decline over the last two months.
- Year to Date **increase of 7% (102)** compared to 2020/21, and **increase of 4% (61)** compared to 2019/20.
- West Mercia sits **6<sup>th</sup>** out of **8** in its Most Similar Group.

What does this mean?

- Misc. Crimes Against Society is made up of a combination of varied crime types there for it can be difficult to identify a key driver.
- However, the majority of offences remain **Obscene Publications, Etc. And Protected Sexual Material**, accounting for **55% (83)**, consistent with previous months.
- Of these **28% (23)** were recorded in **Telford & Wrekin**.
- There are **five repeat addresses**, all for Obscene Publications.
- There are **no repeat victims** and **1 repeat suspect**.

Next Steps / Recommendations

- Continued strategic **monitoring** by performance.

Action Required?

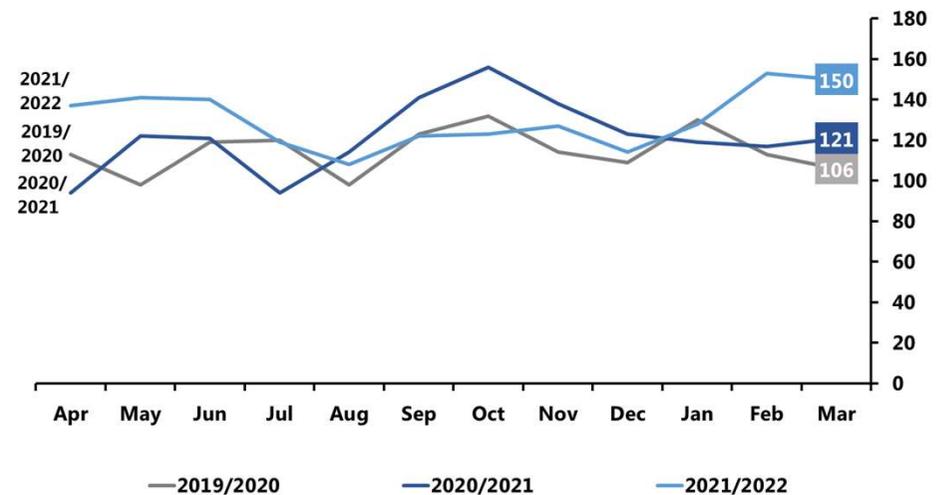
No

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Misc Crimes Against Society



Misc Crimes Against Society



4. Managing Demand

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

Key Points

- Volumes of **Public Order** offences **significantly exceeded** the **upper control limit**. This represents a substantial **increase of 64% (347)** offences compared to March 2020/21 (within lockdown period), and an **increase of 19% (144)** on February 2021/22 volumes.

What does this mean?

- It is probable that **recording practices around Public Order Offences have improved following changes to SAAB** in the last two months resulting in increased volumes of Public Order Crime Offences, as opposed to an organic increase in crime offences happening within our communities.
- Incidents with an **opening classification code of "CR – Public Order"** make up a **substantial proportion of the combined total of ASB & Public Order incidents** since February, when the **opening code "CR – Public Order Offence"** was added to SAAB.
- Following the introduction of this opening code, **volumes of Public Order crime offences have also increased substantially**, while the combined total of **ASB & Public Order incidents** has **remained relatively stable**.
- West Mercia sits **4<sup>th</sup>** out of **8** in its Most Similar Group.

Next Steps / Recommendations

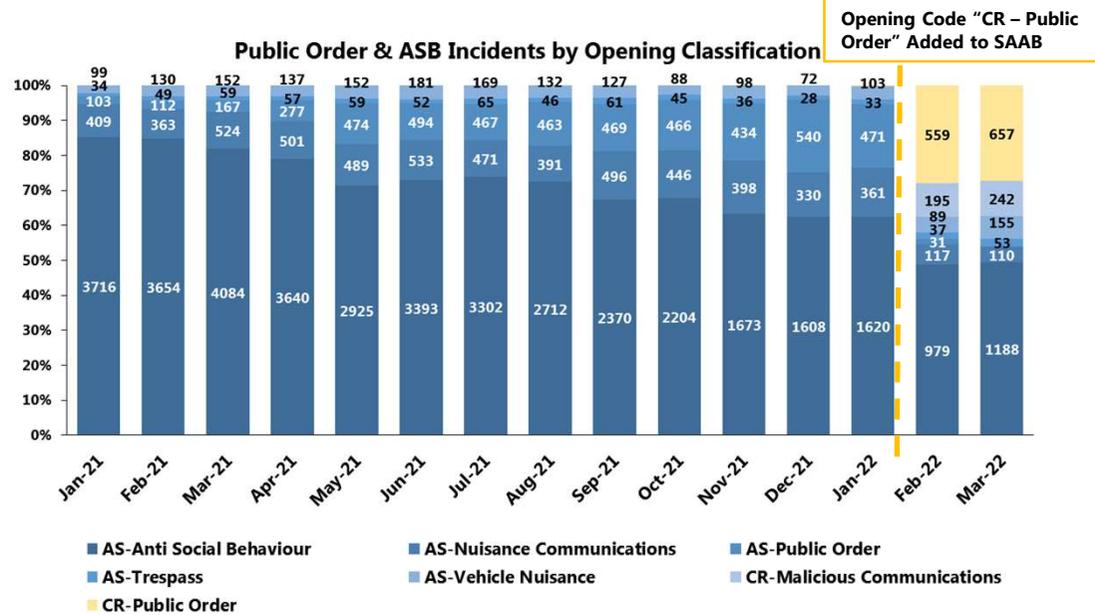
- Continued strategic **monitoring** of incident classification by performance.

Action Required?

No

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



4. Managing Demand

4.2 How well does West Mercia manage crime?

4.2.13 Rural Crime

Key Points

- **The definition of Rural Crime** has been considered but **not agreed**. 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**.
- **West Mercia** has seen a **9% (143) increase** in volumes of rural crime when compared to the **previous month**, and an **8% (135) increase** when compared to **March 2021**.
- **The largest increases** have been seen in **North Worcestershire** with a **31% (54) increase** on the previous month, however only a **6% (13) increase** when compared to last year.
- **Shropshire** has seen a **20% (85) increase** on the previous month and a **21% (87) increase** on March 2021.
- Both **Herefordshire** and **Telford & Wrekin** have seen a **decrease** when compared to the previous month and to March 2021.

What does this mean?

- It is **likely** that there will **be increases in rural crime** as the **weather improves over the spring/summer months** as this trend has been seen consistently in the past 3 years with the exception of March 2020, highly likely due to Covid restrictions.
- Due to the **increase in fuel prices and living costs**, it is **possible** that **related crime could increase** such as **petrol theft** and theft of solar panels/ other **renewable energy sources**.

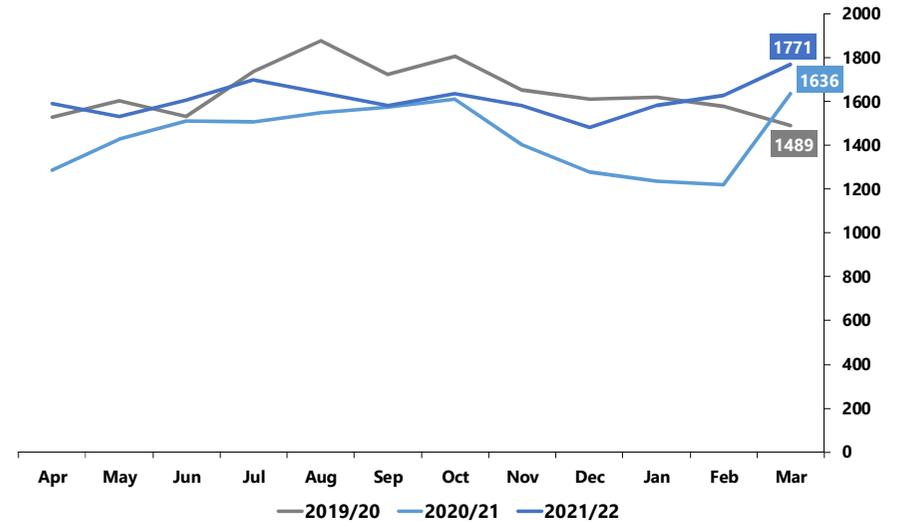
Next Steps / Recommendations

- Recommendation to **formally agree** that a **geographical definition of Rural Crime** for use across the force moving forward.

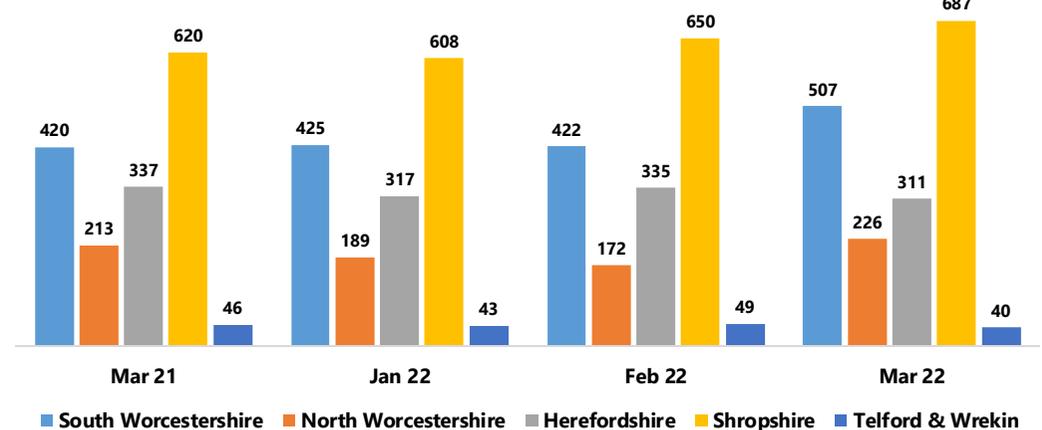
Action Required?

Yes

West Mercia Rural Crime Comparison to Previous Years



West Mercia Rural Crime Comparison to Previous Months



Good looks like: In Development

4. Managing Demand  
4.2 How well does West Mercia manage crime? 4.2.20 – Domestic Abuse

**Good looks like:**

Increased Reporting

40% - 50% Realistic Possibility

Last reviewed by subject lead Jan 2022

**Key Points**

- Volumes of Domestic Abuse **Crimes and Crimed Incidents increased by 11% (222)** compared to similar levels in January after a decrease in February.
- This is **driven by an increase in Crimed Incidents 17% (101)** which was reduced last month due to the fewer number of days.
- **Increase of 13% (253)** compared to **March 2020/21**.
- Year to Date **increase of 1% (188)** compared to 2020/21, and **decrease of 4% (1138)** compared to 2019/20.

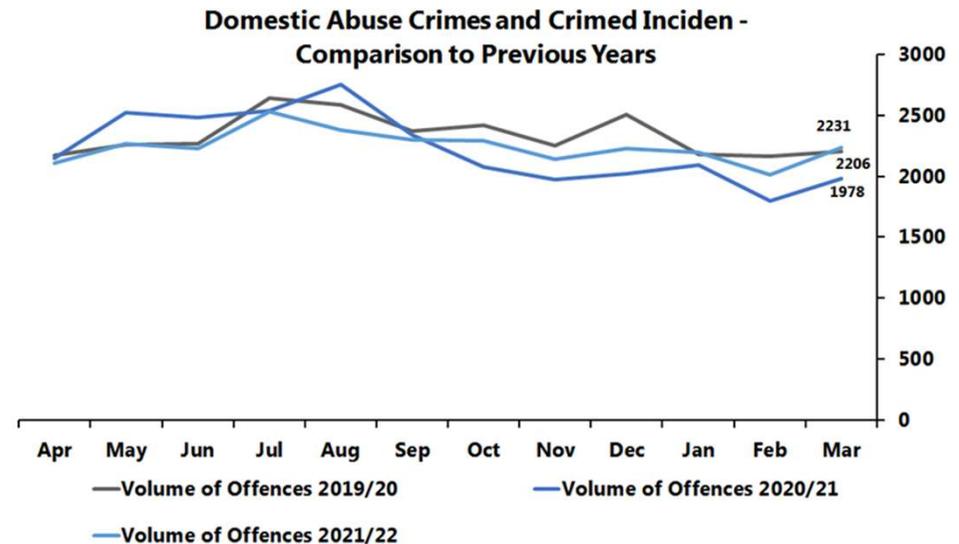
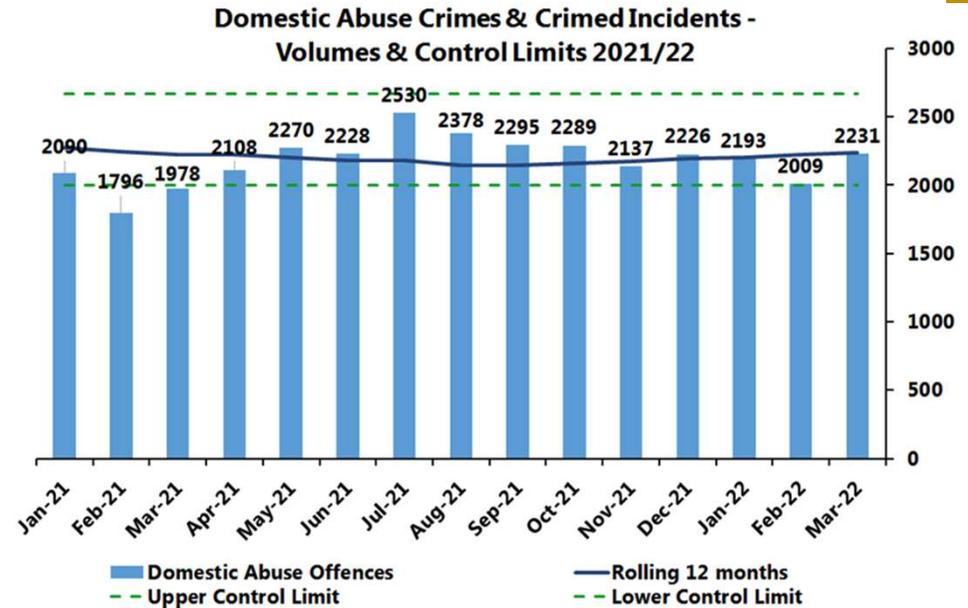
**What does this mean?**

- **Rolling 12 month figure** for 2021/22 demonstrated **continued stability** in volumes with a slight increase in the last few months.
- **31% (474)** of crimes in **March** related to **Stalking and Harassment**, an **increase of 9% (40)** from February and an **increase of 8% (35)** from March 2020/21.
- **35% (7)** of all **homicides in 2021/22** relate to **Domestic Abuse**. This is a decrease from 2020/21 where 42% (8) of homicides related to Domestic Abuse.
- Most Similar Group and national figures are being looked into but forces can record DA differently therefore we are unable to add any additional context presently.

**Next Steps / Recommendations**

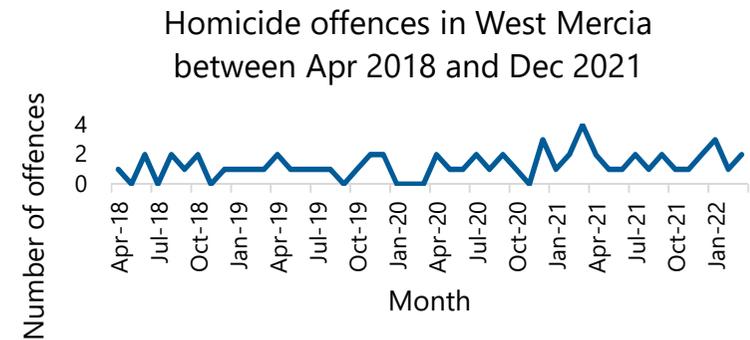
Future comms to also include other DA relationship dynamics (child on parent, female on male etc.) in line with the force's approach to inclusivity.

Action Required?  
**Yes**



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**



Measure	Source	Change	Comment
Reduce murder and homicide	Police Recorded Crime	↑	Increasing trend: 6 offences in Q4 compared with 4 in Q3 of 2021 – 2022. Also remaining consistently higher than previous years.
Reduce serious violence	National Health Service and PRC	↔	8 offences involving discharge of a firearm in 2020-21 (most 2 a month) Hospital admissions for assault with a sharp object are fewer than 8 each month – only detail shared. Six of these months have had none (last 2 years). Data has not been released for Q4 yet.
Disrupt drug supply and county lines	PRC and Public Health England	↔	2 drug-related homicides in last two years. None in the latest quarter.
Reduce neighbourhood crime	Crime Survey England and Wales	↔	All crimes are reducing in last two years (burglary - domestic and commercial, robbery, vehicle crime, theft from person). However thefts of and from a vehicle have increased in the previous 2 quarters. Data is currently from PRC as the CSEW data does not offer enough detail
Improve satisfaction among victims, with a particular focus on victims of domestic abuse	CSEW	↑	Whole experience satisfaction is improving since its reintroduction however the number of victims participating is much fewer than pre COVID-19. Currently none of the aspirational satisfaction levels will be achieved by the end of the financial year for any of the crime types.  Satisfaction with the police among victims of domestic abuse is stable with follow-up consistency lower than other areas of the victim journey.
Tackle cyber crime	DDCMS	↔	The data from the Dept. for Digital, Culture, Media and Sport is not available. Further police held proxy measures are being developed

## 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. Small issues with security of supply due to time taken for vetting and training, however projection of vacancies and supply of assets from region help reduce impact.	Optimum training levels with surge capability if required.	Collaboration with partners is vital to enable West Mercia to deliver under the four P's detailed in the CONTEST Strategy and Action Plan. Relationships are maintained through regular contact, meetings and sharing of information.
	<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 forces 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 West Mercia continue communications with partners/agencies not just across the UK but overseas as well. The force works closely with a number of agencies such as Gain, HMRC, airlines and Border Force to ensure intelligence and information is shared accordingly. The Force has an embedded Serious and Organised Crime Joint Action Group (SOCJAG) structure which brings together a host of partners on a regular basis to work to tackle Serious and Organised Crime collectively. The CPS is also a crucial partner who the force work closely with on a regular basis.
	<b>National Cyber Security Incident</b>	The Cyber Crime Unit (CCU) has optimum staffing levels to enable response to cyber security incidents.	The CCU is fit for purpose and capability is constantly improving within the team to maintain good standards. Additional vehicles however are required.	The force work closely with the West Midlands regional Cyber Crime Unit along with all of the regional Cyber Crime Units. Also linked into the National Cyber Security Centre and the National Cyber Crime Unit to enable partnership working across the UK. Regular contact is established with National Fraud Intelligence Bureau (NFIB), Action Fraud and Get Safe Online.
	<b>Threat to Public Order and Public Safety</b>	Optimum levels of staff with well above the nationally-specified number of trained officers.	Some issues may exist in the accreditation of roles in 2020, however officers are currently trained in line with national requirements. National commitment to mobilise response but not enough vehicles to fulfil this.	For events, the force works with a variety of partners depending on the event taking place. For example, frequently events planners and coordinators will be in contact with safety advisory groups, local councils, sporting clubs and other event organisers.
	<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.	Issues with equipment exist which limits capability when connecting and sharing information with partners.	Local Resilience Forums (LRFs) ensure collaborative working and are an integral part of the process in ensuring the production of contingency plans and individual agency plans for mitigation and response. The LRFs are a significant and vital element of working in partnership and taking a multi-agency approach to action.
	<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

#### Key Points

- In **March** the **arrest rate stayed the same as February**. The number of **offences increased by 9% (121)** with a corresponding **increase in arrests by 9% (38)**.
- Herefordshire** (one of the initial trial areas), **Shropshire and Telford & Wrekin** have seen an **increase in the arrest rate**.
- Herefordshire** have achieved a **58% arrest rate**, a 9 percentage point increase from February. There was an **increase in arrests of 15% (15)** with a **decrease in offences by 3% (7)**.
- North Worcestershire** and **South Worcestershire** have seen a **decrease in their arrest rates**. Both have seen a decrease in arrests and increase in offences with South Worcestershire having an increase of 35% (93).

#### What does this mean?

- The **second highest arrest rate** is **Shropshire 33%** with a increase in offences of 41% (29).
- South Worcestershire** saw the **largest decrease in arrest rates** with a **12 percentage point decrease** where in the previous month it had the second highest arrest rate.
- No homicide offences** have been recorded with a DA marker in March.
- Diary car has been reinstated for 24 hour periods at LPA level.
- It is hoped that a new methodology for calculating arrest rates will be live in the coming weeks.

#### Next Steps / Recommendations

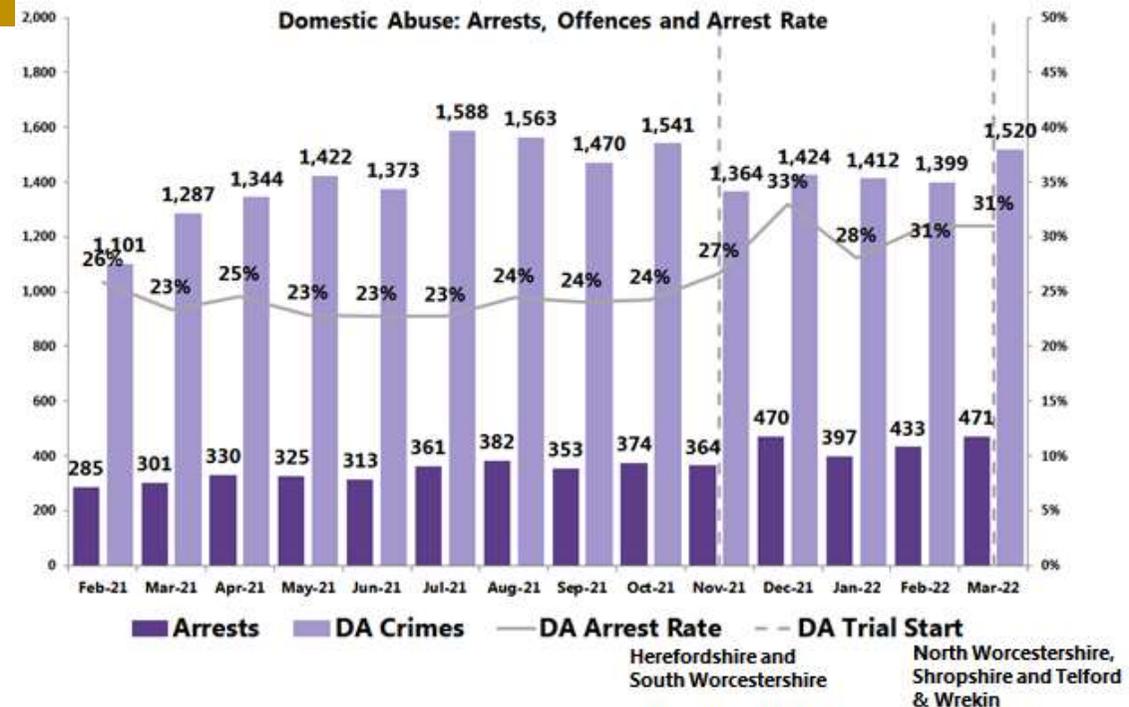
- Weekly reporting continues
- There is potential to move to a new methodology in relation to how Domestic Abuse arrest rates are calculated in the coming weeks.

Action  
Required?

No

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49

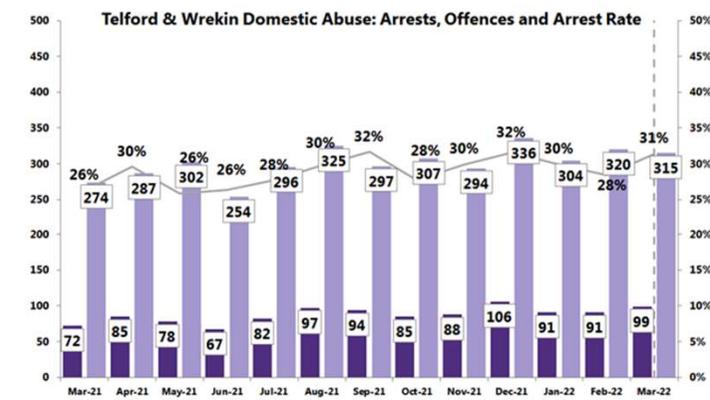
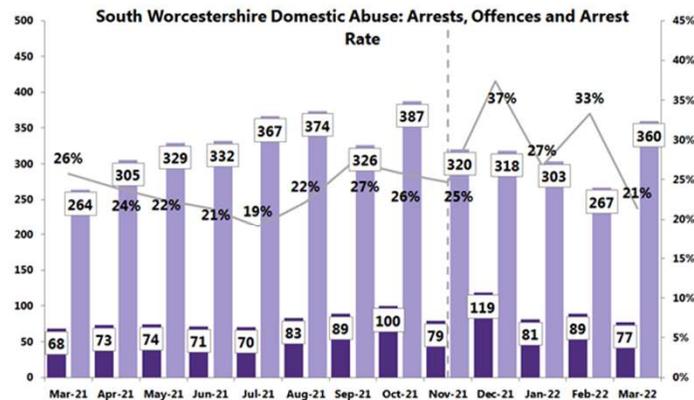
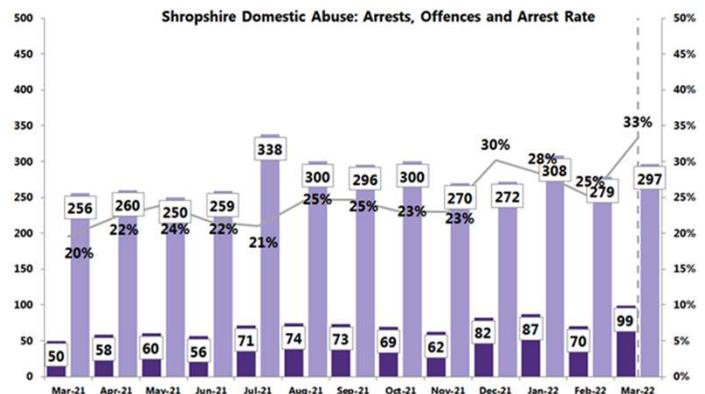
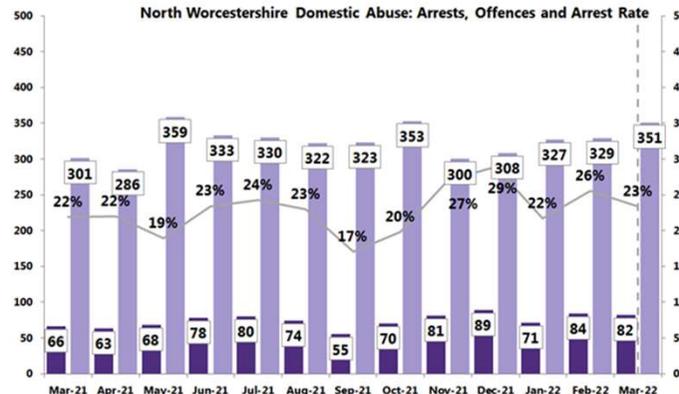
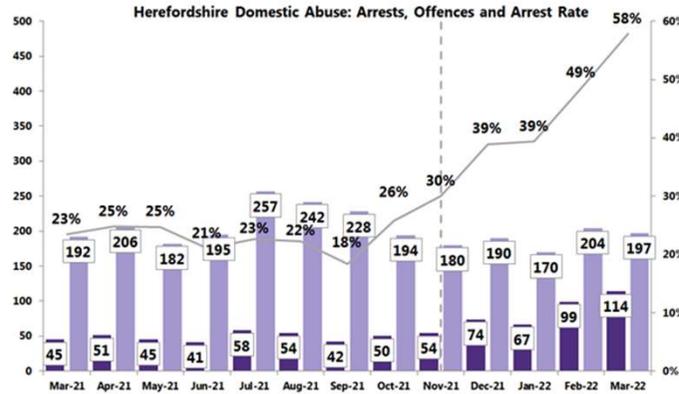


#### Methodology

- This data is generated from Athena where a 'Domestic Abuse' crime 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 at the local level which uses the detention location as suspects can be taken to a detention location outside their LPA due to the proximity.
- This methodology **will be reviewed** as soon as data from other sources becomes available.

4. Managing Demand

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



Arrests
  DA Crimes
  DA Arrest Rate
  DA Trial Start

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4. Managing Demand

4.2 How well does West Mercia manage crime?

4.2.22 Repeat Missing Persons



**Good looks like:**

Reduce proportion of missing person incidents relating to repeat MISPERs

Last reviewed by subject lead Oct 2021

**Key Points**

- The **monthly proportion** of Missing Person reports relating to repeat MISPERs has **increased** since the previous month from **22%** to **34%**.
- All areas** have seen an **uplift in volumes** in the last month, however **this trend has been seen in 2020/21 and 2021/22** with both years seeing very similar levels.



40% - 50%  
Realistic Possibility

**What does this mean?**

- It is **probable** that monthly volumes will **increase** in the coming months.
- This is likely due to **reinforced recording practices** and **high levels of mental health** issues to **due covid/ restrictions**.
- A **change in SAAB** will also mean **COMPACT records will be created automatically** which will most probably cause an **increase in reports**.

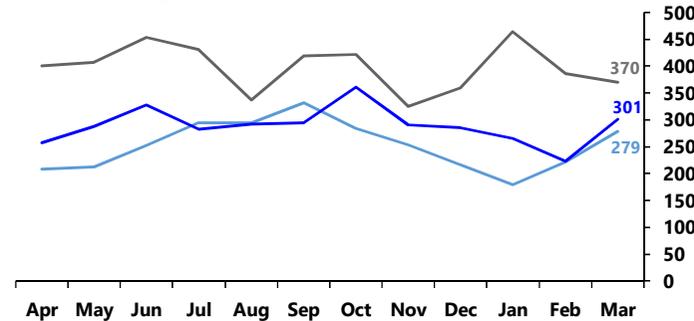
**Next Steps / Recommendations**

- Continued strategic **monitoring** by performance.

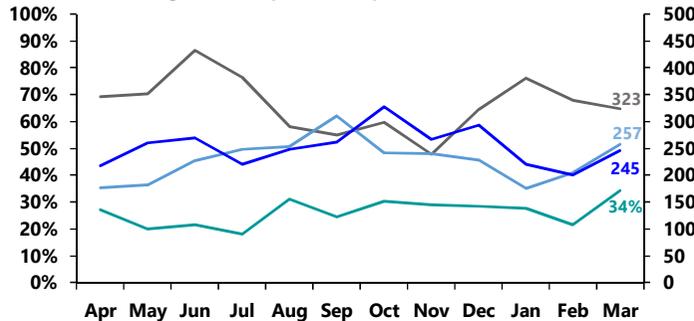
Action Required?

No

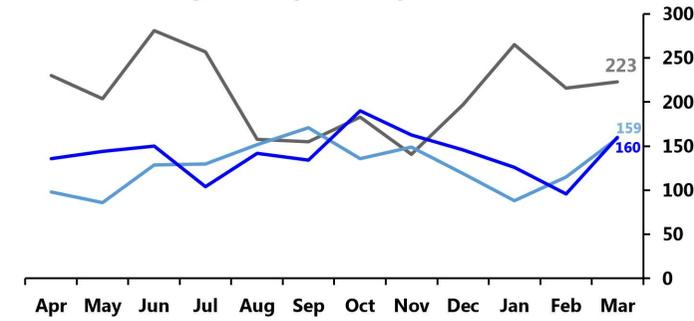
Missing Person Incidents - Comparison to Previous Years



Missing Person Reports- Comparison to Previous Years



U18 Missing Person Reports - Comparison to Previous Years



— Volume in 2019/20 — Volume in 2020/21 — Volume in 2021/22 — Proportion of Missing Person Reports from Repeats (2021/22)

**Repeat MISPERs**

Missing Person Reports from Repeat Misperes - Comparison to Previous Years

Year	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2019/20	~150	~150	~150	~150	~150	~150	~150	~150	~200	~150	~100	118
2020/21	~50	~40	~60	~60	~60	~60	~60	~60	~60	~40	~40	82
2021/22	~60	~50	~60	~50	~60	~60	~80	~60	~60	~40	~40	84

Repeat Missing People - Comparison to Previous Years

Year	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2019/20	~50	~40	~50	~50	~50	~50	~50	~50	~50	~50	~40	34
2020/21	~20	~15	~30	~30	~30	~30	~20	~20	~20	~15	~15	27
2021/22	~25	~30	~30	~20	~30	~30	~40	~30	~30	~20	~15	30

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

4.2.23 Volume of SOC disruptions

Key Points

- **29 Disruptions** were recorded in the last quarter – a **significant increase of 81% (13)** from the previous quarter, and in line with projected.
- Of the disruptions **83% (24)** were **Pursue** disruptions and **17% (5)** were **Prevent**.
- **72%** of all disruptions this quarter were **positive**.
- Currently West Mercia has **30 active OCGs** – down from 31 in March 2020.

What does this mean?

- When considered in the context of the 2 year view, **figures for Q4 are level with the forecasted number of disruptions**, but **remain below the quarterly average** for the force for the past 2 years (40 per quarter) and continue the downward trend in positive disruptions being recorded since Oct 2019. The downward trend in disruptions means that Q3 is now no longer considered an outlier.
- A **response** to this is **being put in place** with both internal and external partners.
- The provisional forecast for Q1 2022/23 (Apr to Jun 2022) is based on the West Mercia trend for the past 2 years up to Mar 2022.

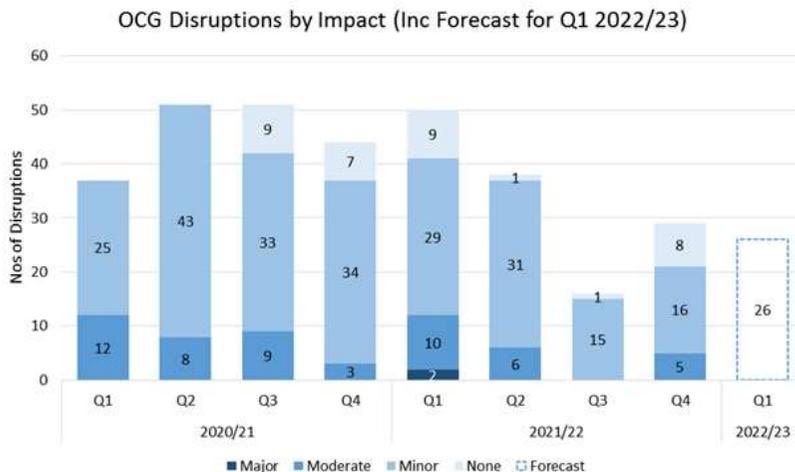
Next Steps / Recommendations

- Continue to be monitored.

Action Required?  
**No**

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	Qtr 4 21/22	Qtr 3 21/22	Trend Previous 4 Qtrs	YTD % Change
OCG SOC Disruptions	29	16		-27%



**Criminal Justice / Offender Management – Q4 2021/22**

- 12 Arrests
- 7 Charges
- 7 Conviction
- 0 SCPOs obtained
- 2 Other ancillary order obtained

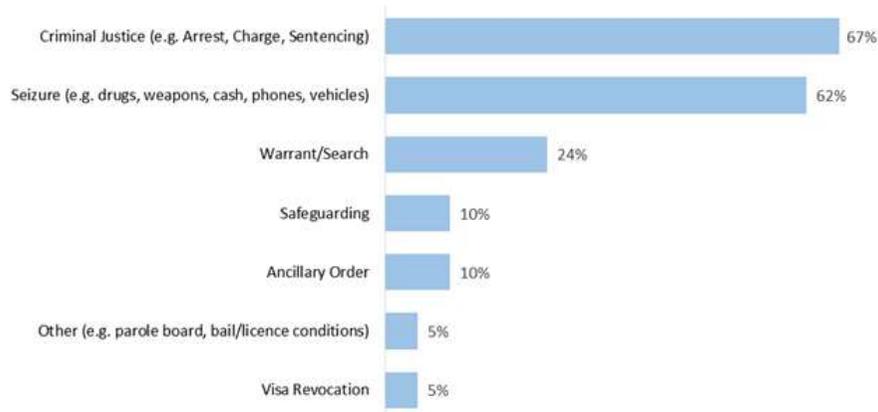
**Seizures – Q4 2021/22**

- 0 Guns
- 0 Other firearms

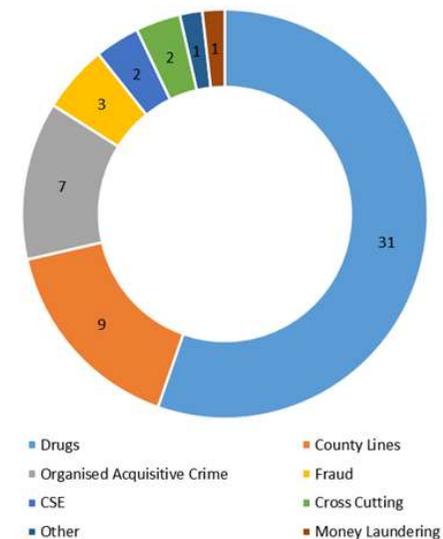
**Safeguarding – Q4 2021/22**

- 7 Adults Safeguarded
- 4 Child Safeguarded

Breakdown of disruption activity by events involved (For Positive Disruptions Only) Q4 2021/22



OCGs by Primary Crime Type



4. Managing Demand

4.2 How effective is WMP's activity to make the roads safer?

4.2.24 Volume of killed and 4.2.25 Volume of seriously injured

**Good looks like:**

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

Last reviewed by subject lead Jan 2022

0% - 5% Remote Chance

**Key Points**

- **KSI casualties** have increased **37% (10)** from the previous month and **KSI collisions** have increased **52% (12)**. Both had seen a significant decrease in February.
- Last month collisions were most likely to occur in **Shropshire 23% (8)**.
- Collisions are **most common** on weekdays with **Wednesday** being the worst day for collisions with **10 being recorded**, 1 being fatal. **Peak times** for collisions are **12:00-13:00 and 16:00-18:00**.
- The **five fatalities** were **3 drivers, 1 motorcycle rider** and **1 E-scooter rider**.
- Vulnerable road users such as **Pedestrians** accounted for **16% (6)** of **KSI casualties** in the last month; with **pedal cyclists** accounted for **13% (5)** of all KSI casualties.

**What does this mean?**

- Compared to last month March saw a significant increase in KSI. However, **March** still saw a **decrease than previous months**. This is probably due to flooding that occurred in February and an increase in fuel prices causing decreased road usage.
- **Year to Date KSI has increased 13% (62) on 2019/20**, driven by a **25% (11) increase in fatalities**. KSI has also increased by **25% (112) on 2020/21**.
- This indicates that **volumes** have returned to **pre covid levels**.

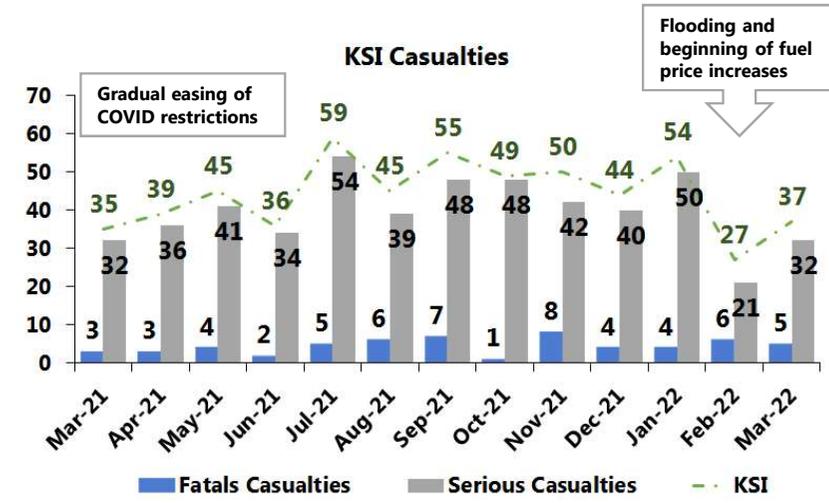
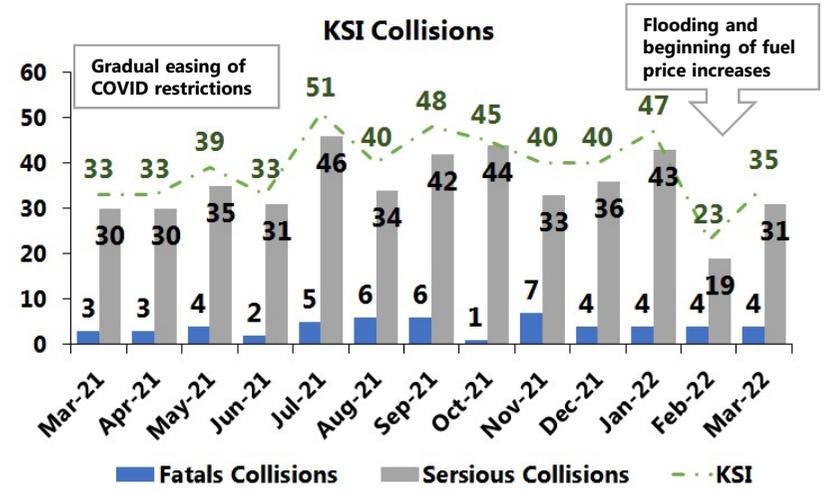
**Next Steps / Recommendations**

- Continue to be monitored

Action Required?
No

	Qtr 4 21/22	Qtr 4 19/20	Trend Previous 12 Months	YTD % Change
KSI	134	76		13%
Fatals Casualties	7	7		25%
Serious Casualties - Casualties	127	69		12%

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



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

4.3.2 Volume and average age of outstanding HMICFRS recommendations

**Good looks like:**  
 We establish a position in the top National quartile of 43 forces, re having the fewest Open recommendations, AFIs and Causes of concern.  
 Last reviewed by subject lead Jan 2022

10% - 20% Highly unlikely

**Key Points**

- During the last 3 months West Mercia numbers for recommendations decreased slightly from 80 to 76 whereas the national average/MSG has stayed the same.
- West Mercia's Area's for Improvement have also seen a decrease over the last 3 months from 19 to 12.

**What does this mean?**

- HMICFRS volumes have been **stable in the last month**. Largely due to **very limited publication activity** from HMICFRS and West Mercia's **PEEL 2021/22 and Custody inspection report**.
- The **final PEEL report** for West Mercia is due publication April 13th, so it is **probable** that an increase across all three areas (CoCs, Recs and AFIs) will be seen.
- Following that we may see a **slight reduction for all forces** as **HMICFRS** are giving consideration as to whether some of the **older recommendations/ AFIs** remain relevant or **should be closed down**.

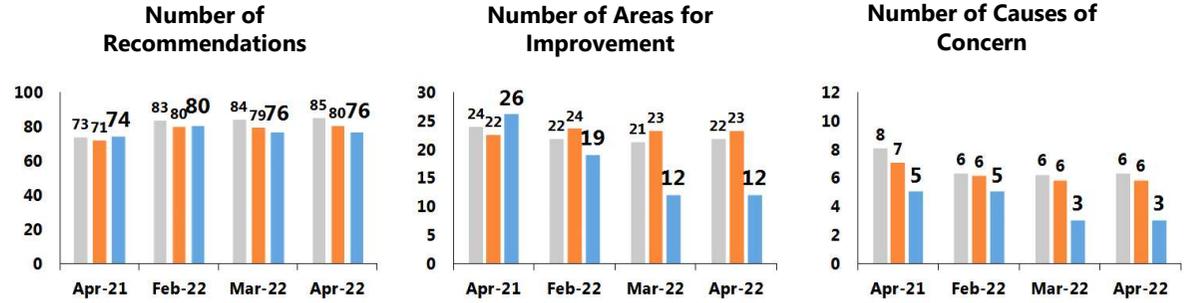
**Next Steps / Recommendations**

- Continued strategic **monitoring** by performance.

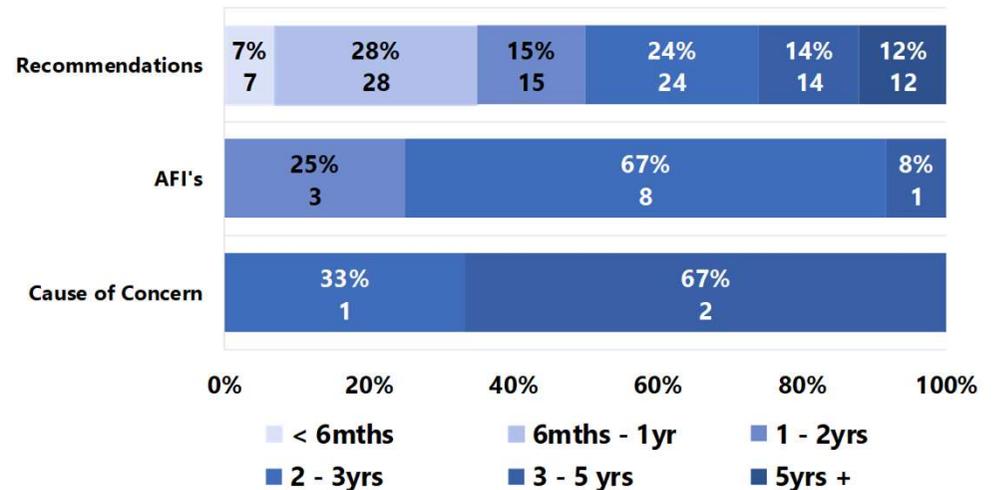
Action Required?

No

National Average  
 MSG Average  
 West Mercia



**Age of West Mercia's Recommendations, AFIs and Causes of Concern (Apr 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?

5.1.1 eLearning – Mandatory Courses – Under 85% Completion rate

**Good looks like:**

Over 85% Completion rate for eLearning training courses

40% - 50% Realistic Possibility

Last reviewed by subject lead Apr 2022

**Key Points**

- 44% (8) of all eLearning courses (18) have not reached the 85% completion rate.
- **Operation Plato** is the **newest training course** and so it is anticipated that it would have the **lowest completion rate (29.3%)**.

**What does this mean?**

- With **demands on policing areas increasing**, it is **probable** that it may be **more difficult** for **protected time** to be provided to officers and staff.
- **Completion rates for Data Protection package** requires **renewal after 2 years**. All officers and staff may not be aware of this requirement.

**Next Steps / Recommendations**

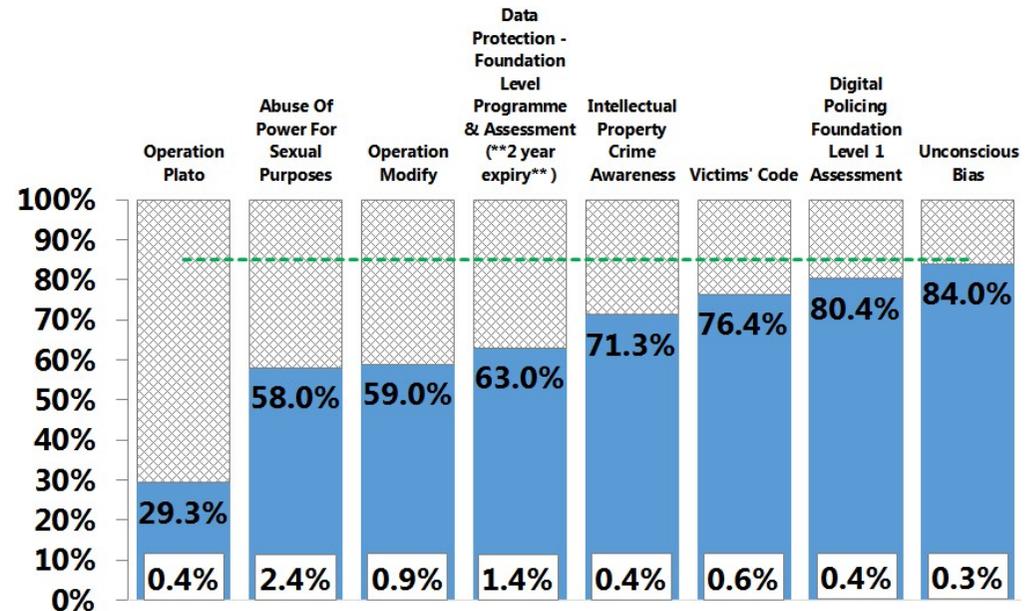
- **Learning & Development** to continue to provide departmental leads with data.
- **Departmental leads** to utilise data to **manage completion rates** focussing on **mandatory packages**.

Action Required?

No

**eLearning Courses – Under 85% Completion rate**

(Point-in-time view: 31<sup>st</sup> March 2022)



Police Officers (excl. Student Officers)	35%	71%	63%	65%	73%	80%	82%	93%
Police Staff	25%	49%	50%	61%	61%	66%	76%	77%
Specials	32%	73%	48%	73%	44%	72%	64%	69%

■ Employee Average Completion rate    
  Not Complete

- - - 85% Completion Rate Target    
 % Overall % Growth from 22nd Mar 22 (Last Data Point)

Above 85% Completion rate scores exceeding target

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

**Good looks like:**

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

Last reviewed by subject lead Jan 2022

0% - 5% Remote Chance

**Key Points**

- Rates are at the **highest ever** recorded for both Officers and Staff. This is driven by both **COVID sickness** and **respiratory conditions**.
- **Respiratory conditions** increased by 75% (52) on the previous month.
- **Staff absence levels** have seen a **1.64 percentage point increase** when compared to the **previous month** and a **3.2 percentage point increase** when compared to the **same month last year**.
- **Officer absence levels** have seen a **1.29 percentage point increase** when compared to the **previous month** and a **4.23 percentage point increase** when compared to the **same month last year**.

**What does this mean?**

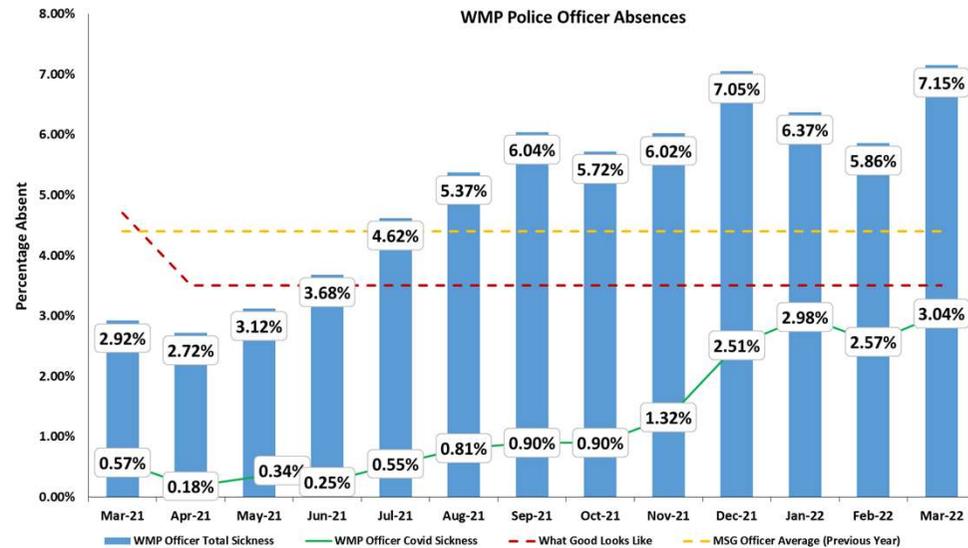
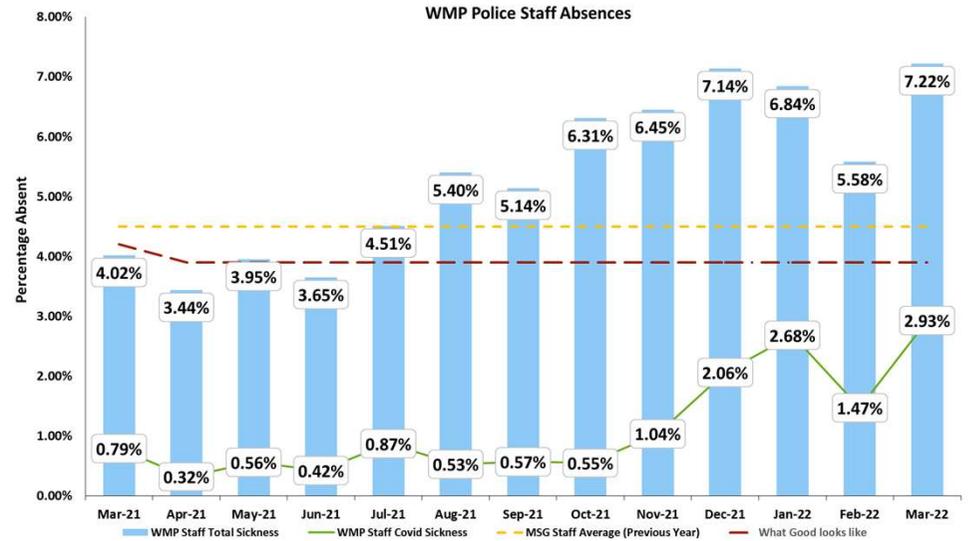
- It is **probable** that with the continuing spread of Omicron, these volumes will **continue to rise heading into the new financial year**.
- It is also **likely** that **psychological disorder** will **increase** if the **rising Covid and respiratory sickness** continues to **impact low staffing levels** increasing pressure and stress on staff.

**Next Steps / Recommendations**

- **Recommendation to include Covid sickness within the weekly report** to give a more representative overview sit in line with absence reporting within Gold.

Action Required?

Yes



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



**Good looks like:**  
 Better than national average attrition rates

Police Officer 4.7%
Police Staff 7.8%
PCSO 10.6%

Last reviewed by subject lead Jan 2022

40% - 50%  
Realistic Possibility

### Key Points

- West Mercia has a **higher attrition rate** than the national average for:
  - Police Officers** (8%),
  - Police Staff** (13.6%)
- West Mercia has a **lower attrition rate** than the national average for:
  - PCSOs** (10.4%)
- 13.1% (309)** of all Police Officers have **less than 2 Years Service**.

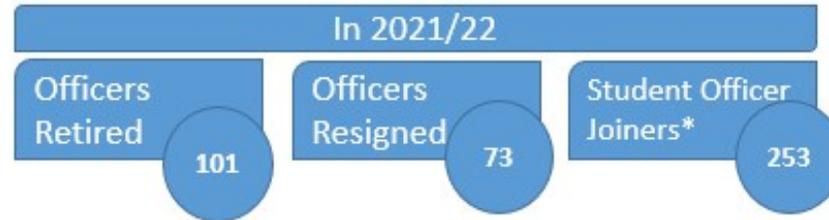
**What does this mean?**

- There is a **substantial cohort** of Police Officers with little to no policing experience prior to Covid restrictions. As a result, as Crime and ASB volumes return to typical levels, **this may represent a risk to Officer retention**.
- Volumes of **Assaults on Police Officers** are currently similar to figures observed in previous years however, this will continue to be monitored as a potential contributing factor to officer resignations.

**Next Steps / Recommendations**

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

	Action Required?
	No



\* These Officers will have had limited experience policing a full night time economy as a result of Covid restrictions.

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

**Good looks like:**

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

Last reviewed by subject lead Jan 2022

40% - 50%  
Realistic Possibility

**Key Points**

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

**What does this mean?**

- Black, Asian and Other Ethnic Minority representation exceeds the **Most Similar Group Average (2.8%)** with **3%**, but is **below National Average (7.3%)**.
- Female officer representation **exceeds the national average (31%)** with **34.6%**, however is **below What Good Looks Like Target**.
- The Ranks of Constable, Superintendent, Chief Superintendent and Chief Officer all exceed the national average of female representation.

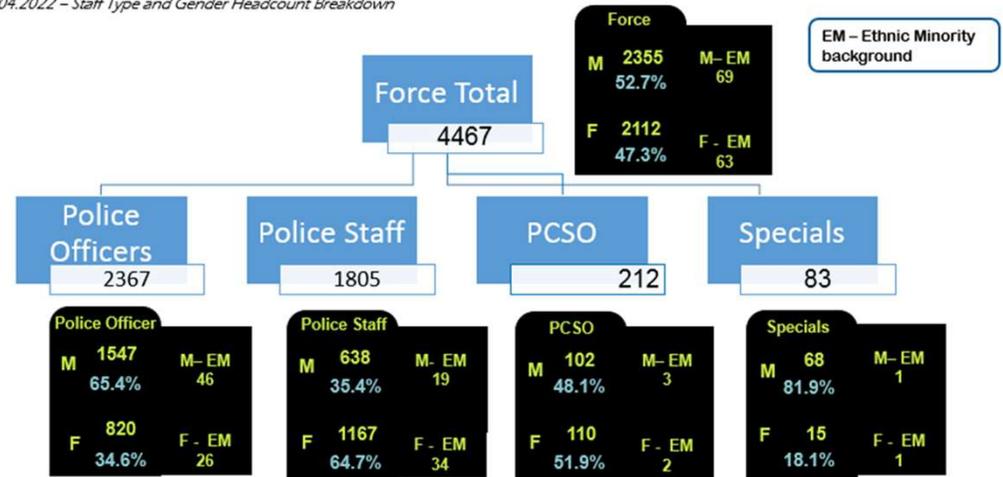
**Next Steps / Recommendations**

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

Action Required?

No

As at 01.04.2022 – Staff Type and Gender Headcount Breakdown



\* New Census Data is expected in "Early Summer 2022"

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

**Key Points**

- Overall volume of **collisions** per month continues to **fluctuate**.
- Volume of '**Own Fault**' accidents also continues to **fluctuate**.

**What does this mean?**

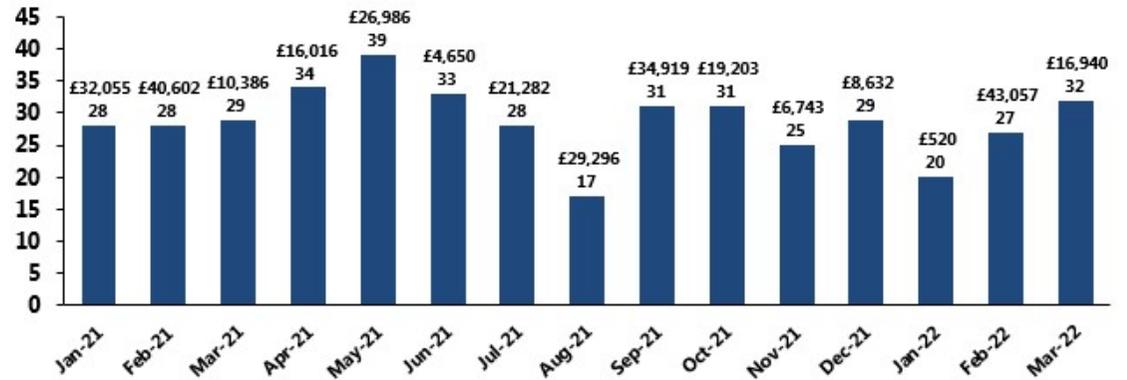
- '**Own Fault**' collisions regularly remain **above 50%** of all collisions.
- At present there is a **remote chance** that 'Own Fault' collisions will reduce in a controlled way to **meet What Good Looks Like**.
- A greater understanding around the collisions may assist.

**Next Steps / Recommendations**

- New Telematics PIA to look into drivers of 'Own Fault' collisions once in post – not expected before June 2022.

Action Required?
Yes

**Collisions Per Month - Force Level**



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

**Responsibility - Force Level**



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

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

**Good looks like:**

Develop Reporting Capabilities

40% - 50% Realistic Possibility

Last reviewed by subject lead Apr 2022

### Key Points

- **Notable Incidents** affecting a substantial number of officers and staff within Q4 2021/22 **included**
  - Force Desktop Issues,
  - Direct Access Connection,
  - Stuck Citrix sessions and
  - performance issues with PNC.
- A substantial number of Events occurred within category of "Other Issue", with **folder access** also a frequent theme.
- Total number of events was **8918**

### What does this mean?

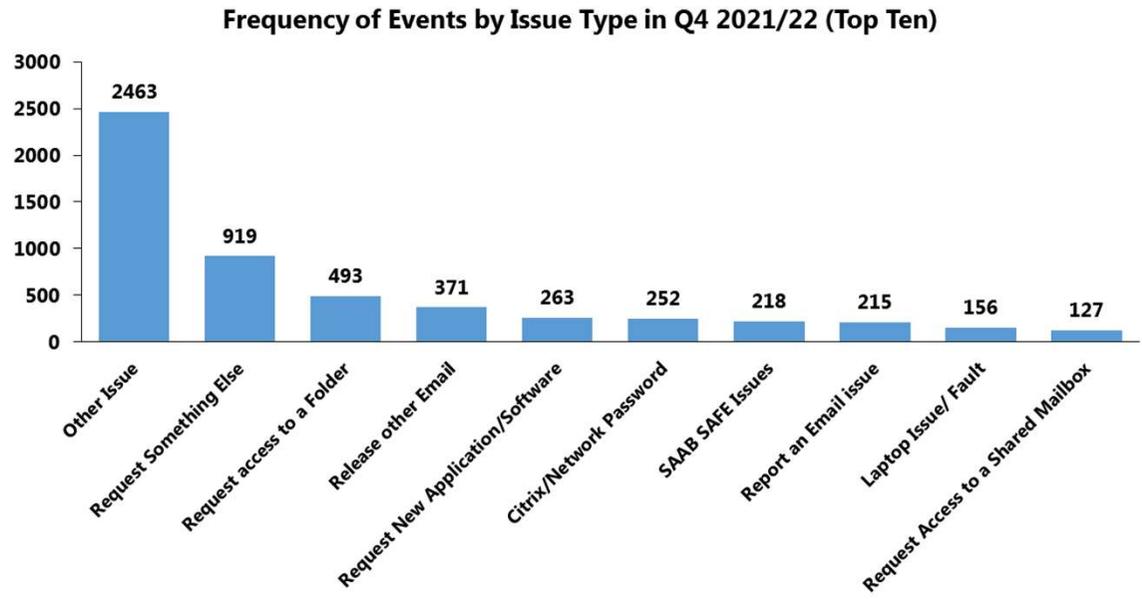
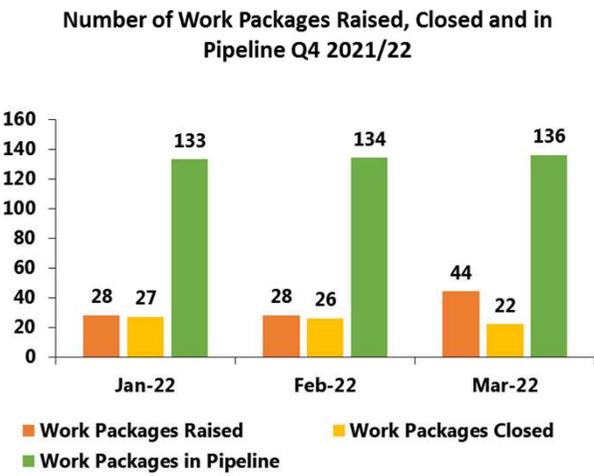
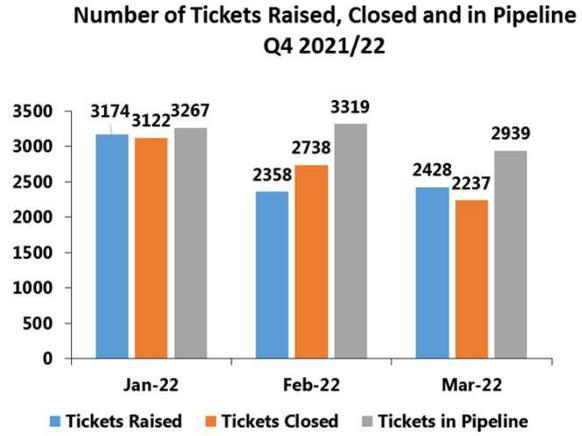
- In order to improve understanding of this area, the **following metrics are being developed:**
  - **Theme of tickets** – Top 5 incidents. This metric will show the items which are attracting the highest volume of tickets, which may be different from any notable incidents listed under the Customer focused metrics
  - **Number of items** (e.g. laptops, BWV, 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



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