



Performance Summary (West Mercia)

April – June 2016

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| Author: | Performance Review |
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Summary

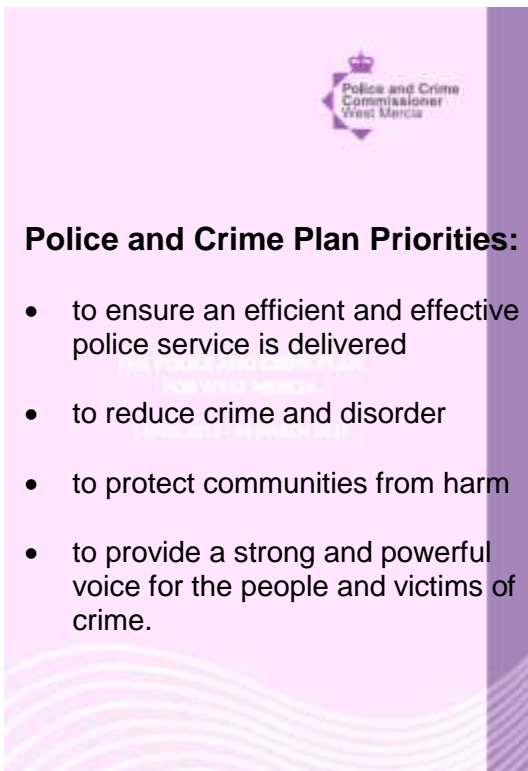
| Topic | Data | Activity | Page |
|--|--|---|------|
| To Protect Communities from Harm | | | |
| Confidence | Above national average. | Next data published late July 2016. | 4 |
| Hate Crime | Above qtr average volumes and increasing trends in satisfaction of hate crime victims. | Increase reporting through raising awareness. Specific local activity in response to EU Referendum. | 5 |
| Victim Satisfaction | No significant change – 83% | Significant local activity to improve follow up service. | 7 |
| Outcomes | Small decrease in total outcome rate compared to same period 2015/16. | Redesign of outcomes performance framework and development of outcomes 'Action Plan'. | 8 |
| Repeat Victimization / Offending | Increase in no. of offenders managed within IOM across the alliance. | Data in relation to 'Repeats' to be discussed at Aug Performance Management Group. | 11 |
| Repeat Missing Persons | Significantly above average due to changes in recording practices. | Pro-active work ongoing | 12 |
| To Reduce Crime & Disorder | | | |
| Violence with Injury | Above qtr average due to increased volumes of ABH. | | 15 |
| Sexual Offences – Rape | In line with average. | Analysis of sexual offences delivered to Head of Protective Services. | 16 |
| Sexual Offences – Other | Above qtr average. Increase in South Worcestershire due to ongoing operations into historical abuse. | Analysis of sexual offences delivered to Head of Protective Services. | 17 |
| Domestic Burglary | Below average. | Format of Alliance Burglary Steering Group to be revisited. | 18 |
| Robbery | In line with average. | | 19 |
| Business Crime | Increase compared to previous qtr. | 'Your Business Matters' activity continues. | 20 |
| Rural Crime | Increase compared to previous qtr. | 'Rural Matters' activity continues. | 21 |
| Domestic Abuse | Increase compared to previous qtr and above qtr average. | Development of domestic abuse dataset. | 22 |
| Child at Risk / CSE | Increase compared to previous qtr and above qtr average. | Intel. threat assessment to be updated by Sep 2016. | 23 |
| Cyber Crime | Increase compared to previous qtr. | Development of pilot project to improve service to cyber crime victims. | 24 |
| Anti-Social Behaviour | Increase compared to previous qtr (reflecting seasonal trends) | Incident-to-crime conversion audit currently underway. | 25 |
| Road Traffic Casualties | Decrease in KSIs compared to previous qtr. | High harm routes subject to daily tasking. | 26 |
| Response Times to Emergency Incidents | Increased trend in average time to respond. | Strategic lead commissioned analysis | 27 |
| To Ensure an Efficient and Effective Police Service | | | |
| Sickness | Stable compared to previous qtr. Improved national ranking position. | Scrutiny Panels met to identify wider wellbeing challenges. | 29 |
| TOIL/RDIL | Further improvements in numbers exceeding limits. | Department level data disseminated | 30 |
| Complaints | Improvements in recording timeliness during this qtr. | Subject to ongoing monitoring | 32 |
| Firearms Licensing | Temporary Permits issued to ensure all license holders are certified. | Process under review to manage future renewal issues. | 34 |

Performance Summary

1. Introduction

This performance document aims to report on areas of performance that relate to the priorities contained within the Police and Crime Plan and key areas of risk identified in the Alliance Control Strategy.

This report covers the first quarter of the performance year and shows a developing picture of force performance across a broad range of data. The report does not report on all aspects of performance, though comments on areas of high harm and other areas where there has been a notable change. The force monitors a wide range of other information to support the management of performance. This document is used as the basis of accountability both by the force and PCC and feeds into the Performance Management Group, chaired by the Deputy Chief Constable, where senior leaders explore performance and improvement activity in more detail.



The graphic features the logo of the Police and Crime Commissioner for West Mercia at the top. Below it, the text 'Police and Crime Plan Priorities:' is followed by a list of four bullet points. The background is a light purple color with a vertical purple bar on the right side and wavy lines at the bottom.

Police and Crime Plan Priorities:

- to ensure an efficient and effective police service is delivered
- to reduce crime and disorder
- to protect communities from harm
- to provide a strong and powerful voice for the people and victims of crime.



The graphic is a screenshot of the 'Alliance Control Strategy 2015' document. It features a title at the top, followed by a navigation bar with several buttons. Below this is a table with three main sections: 'Risk and Impact', 'Strategic Objectives', and 'Critical Path'. Each section contains a list of items with brief descriptions. The bottom of the graphic shows the 'POLICE' logo.

Alliance Control Strategy 2015

The Control Strategy identifies priorities based on assessment of areas of highest risk and harm.

2. Summary of Performance

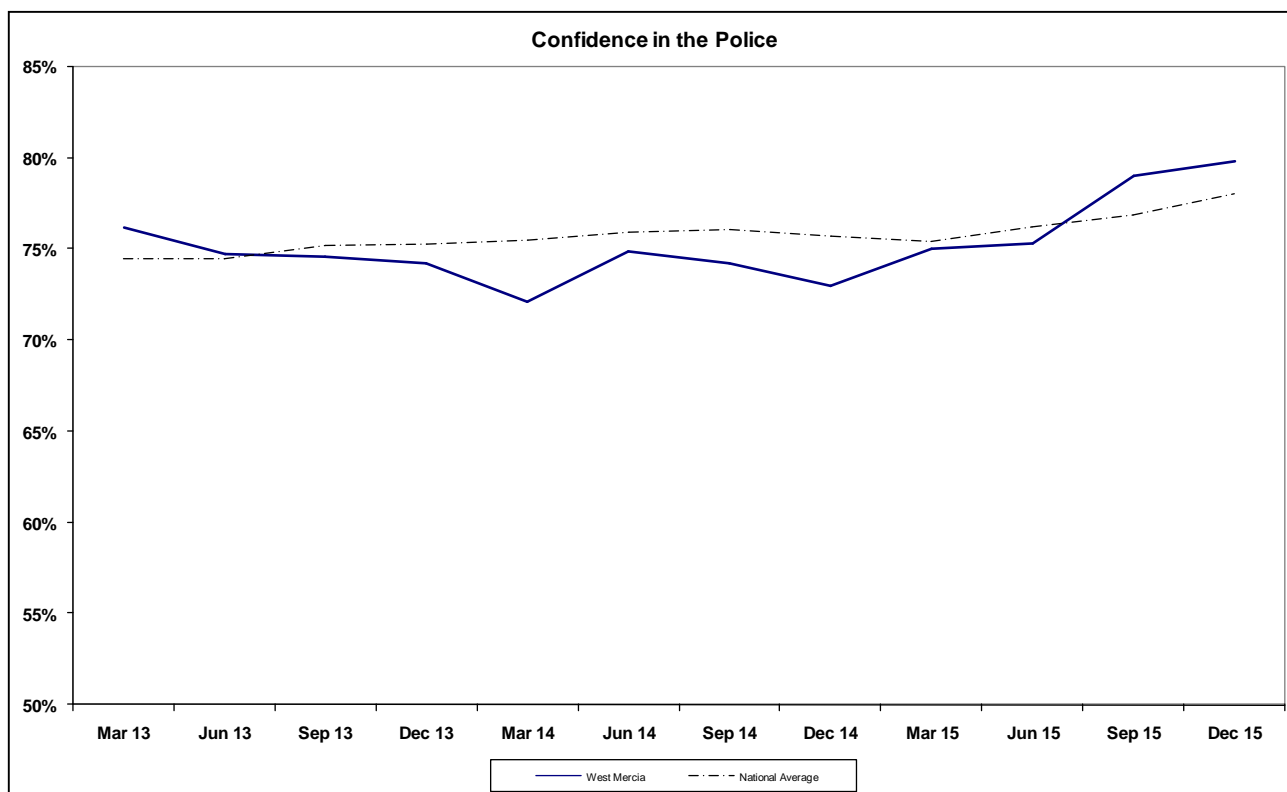
Aim: To Protect Communities from Harm

2.1 COMMUNITY

2.1.1 Confidence in Police

Public confidence in the police is measured through the national Crime Survey for England and Wales (CSEW). The data is published quarterly, with the latest update covering the period to December 2015. The next update will be published in late July 2016 and will therefore be included in the August monthly summary.

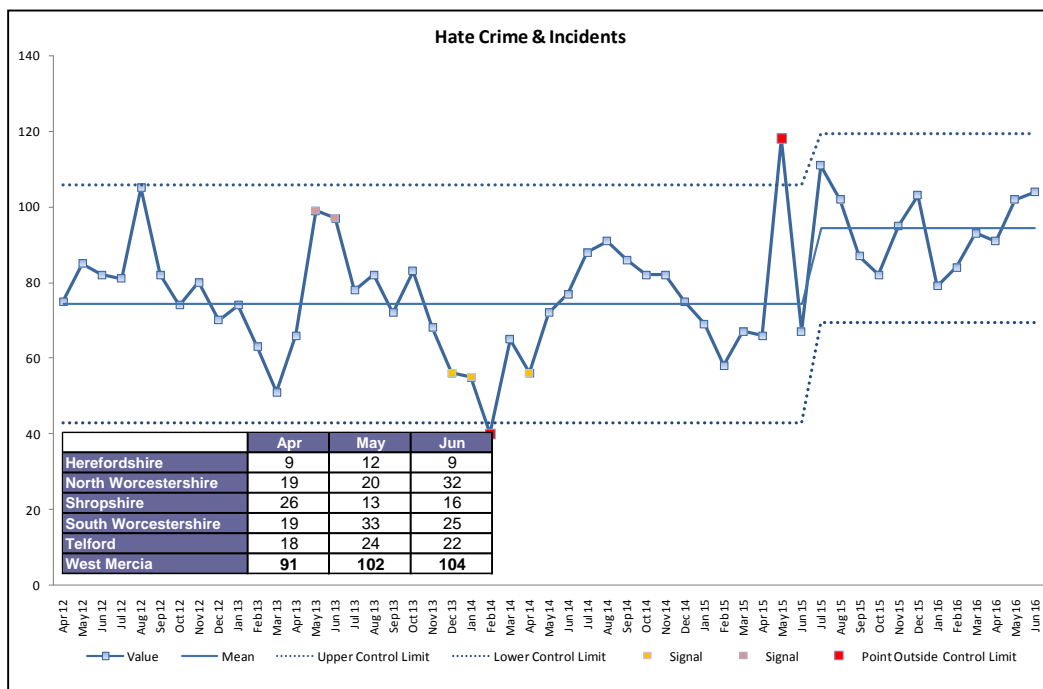
The force has shown a steady improvement in the levels of confidence felt by local communities since December 2014 and continues to be above the National average. 8 in 10 people (80%) have confidence in the police in their local area – a continued improvement on previous quarters.



2.1.2 Hate Crime

Signs of Improvement would be:

Increased reporting
Sustained/ improved victim satisfaction



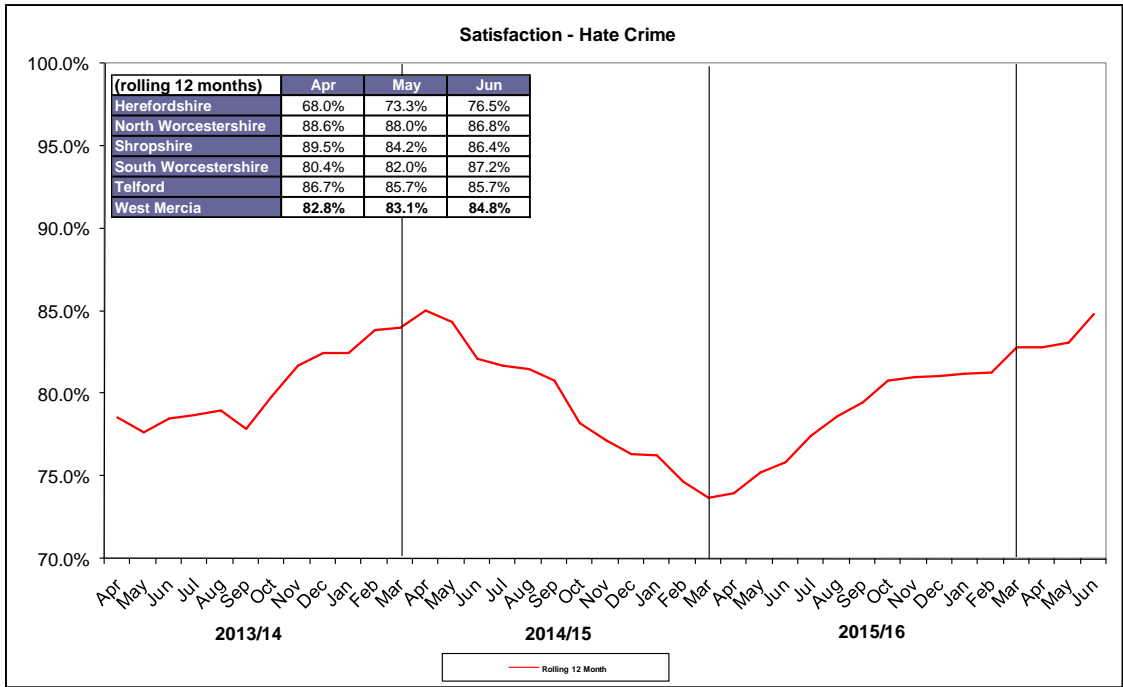
The force recognises the significant impact of hate crime on victims and the need to continue to encourage those subject to such incidents to have the confidence to report and receive high levels of service. The diversity team review all reported hate crimes and incidents to help identify any trends and ensure victims receive the best level of service. Ultimately, the long term aim is to reduce the volume of offending and the number of victims subject to hate offences.

297 offences/ incidents were recorded last quarter. This is a small increase compared to the previous quarter (256) and is slightly above average (283). The uplift in offences in part reflects seasonal trends in hate crime (volumes historically at their highest during the summer months). A small increase has been seen across all policing areas.

Nationally, concerns have been raised in regards to the impact of the EU Referendum on hate crime volumes. Analysis undertaken shortly after the vote indicated no significant variation in recorded volumes in the week following the Referendum compared to previous weeks. Volumes will continue to be monitored on a regular basis in order to identify any long term trends.

However, although there was no discernible increase in recorded offences/ incidents, information passed to the diversity team from our communities suggests that a number of Referendum-related incidents have occurred across the alliance. A number of minority communities have also voiced feelings of vulnerability which did not appear to exist prior to the Referendum. As a result, a series of small community events are planned, to build confidence and encourage formal reporting of incidents. Work is also being undertaken with the corporate communications team to ensure our communities are reassured that hate crime will not be tolerated and that work is proactively being undertaken to tackle prejudiced behaviour.

Hate Crime Victim Satisfaction



As the number of reported hate crimes is low, the number of victims who are surveyed each month is also low (average 34 per month). The data is therefore shown on the chart as a rolling 12 months to give a longer term trend and to prevent short term reactions to what can be significant month-on-month variations.

The rolling 12 month average, shown by the red line on the chart, shows a generally increasing trend over the last year with satisfaction levels increasing from 76% in June 2015 to 85% in June 2016.

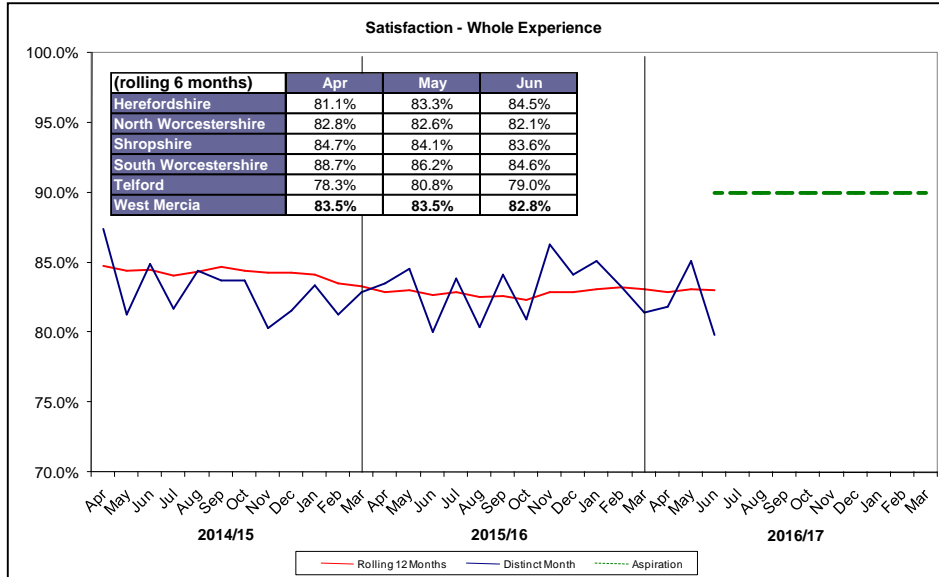
Issues surrounding hate crime satisfaction are discussed within the Victim Satisfaction Improvement Group who meet quarterly.

2.2 VICTIMS

2.2.1 Victim Satisfaction

Signs of Improvement would be:

Improved satisfaction: overall & with follow up
Change against comparative Forces



Overall victim satisfaction remains stable across the different stages (Ease of Contact, Actions, Follow-up, Treatment & Whole Experience) with 83% satisfied with their 'Whole Experience'.

The Alliance Victim Satisfaction Improvement Group has defined an aspiration for 9 out of 10 (90%) victims to be satisfied with the service they receive from us.

Only 1 force in the country is currently achieving this level though it is something that we aspire to meet.

National comparison data is only available up to March 2016 with more recent data not being available until August 2016. As of March, West Mercia performs relatively well within its peer group of most similar forces¹ for 'Ease of Contact' (ranking 3rd) though less favourably in respect of 'Treatment' (7th), 'Actions' (8th) and 'Follow up' (8th). 'Follow up' is the area where there is considerable variance from the most similar group average (-6.3%) and the top performing force (-13.4%).

Significant local activity has been undertaken across the policing areas, primarily to raise awareness among officers about the importance of 'putting the victim first' and focusing on providing a good 'follow-up' service. Various training/briefing sessions have been undertaken, both through senior management teams and being integrated into existing training sessions. The message has been further reinforced by an impactful poster developed in Telford & Wrekin and shared across the alliance. Supervisory monitoring has also been introduced in some areas, including dip sampling, compliance audits and holding supervisors to account with regard to the timeliness of updates.

As a result of a review of satisfaction levels and the force's aspiration of achieving a 90% satisfaction rate, further focused activity has been undertaken in two policing areas that were identified as having areas for improvement. Activity in Herefordshire has included the delivery of face to face briefings to all front line staff regarding the Victim Code as well as the re-introduction of dip-sample audits by sergeants to ensure processes are adhered to and updates are provided. This has led to an improvement in overall satisfaction in the last few months. In Telford, Victim Care is a subject for discussion at shift and handover briefings and training has

¹ Most Similar Forces are: Devon & Cornwall, Gloucestershire, Norfolk, North Yorks, Suffolk, Warwickshire, Wilts

been delivered to Safer Neighbourhood Teams and PCSOs with regard to the management of Risk Management Plans and ensuring the needs of different victims are met. A small improvement has been seen in satisfaction rates.

This activity continues to be discussed and co-ordinated through the Victim Satisfaction Improvement Group.

A new qualitative survey of rape victims has just been introduced and the roll out of the Home Office mandated survey of domestic abuse victims will go live very shortly - an update on these satisfaction surveys will be included in future reports.

2.2.2 Crime Outcomes

Signs of Improvement would be:

Improved proportion of offences with 'action taken' outcome
Improved timelines of recording outcomes

Following previous reporting around overall outcomes and detailed discussions at Performance Management Group, a Strategic Lead was appointed in April in order to understand in more detail the quality of investigations and outcomes for victims of crime. As part of this work a review has taken place into the governance around outcomes and an audit conducted in order to identify areas for improvement. The key focus has been on the quality of investigations and therefore identifying and seizing opportunities to bring offenders to justice and provide high levels of service. This work has emphasised the importance of going 'back to basics', with effective leadership, supervision of crime investigations, improved standards of investigation and increased scrutiny of investigations all being highlighted as key drivers of outcome performance. An action plan is currently being developed, with initial activity including an improved performance framework to ensure better access to outcome data. This will be a main feature of the forthcoming Performance Management Group in August.

Crime Outcomes are the way that forces record how an investigation has been finalised. There are 21 different outcome options which help to give a complete picture of the results of investigations into reported crimes. These outcome options are sub-divided into categories of:

- 'action taken' (i.e. charges and summonses, cautions, penalty notices, cannabis warnings and community resolutions);
- 'no action taken' (i.e. prosecution prevented, evidential difficulties, transferred to external agency etc)
- 'investigation complete' (i.e. offences where there are no identified offenders and no other productive lines of enquiry)
- 'not yet outcomed' (i.e. offences still under active investigation)

Short term outcome trends are viewed over a rolling three month period. This allows a period of approximately 100 days for outcomes to be assigned – this is considered by the Home Office to be a suitable time for identifying comparable trends.

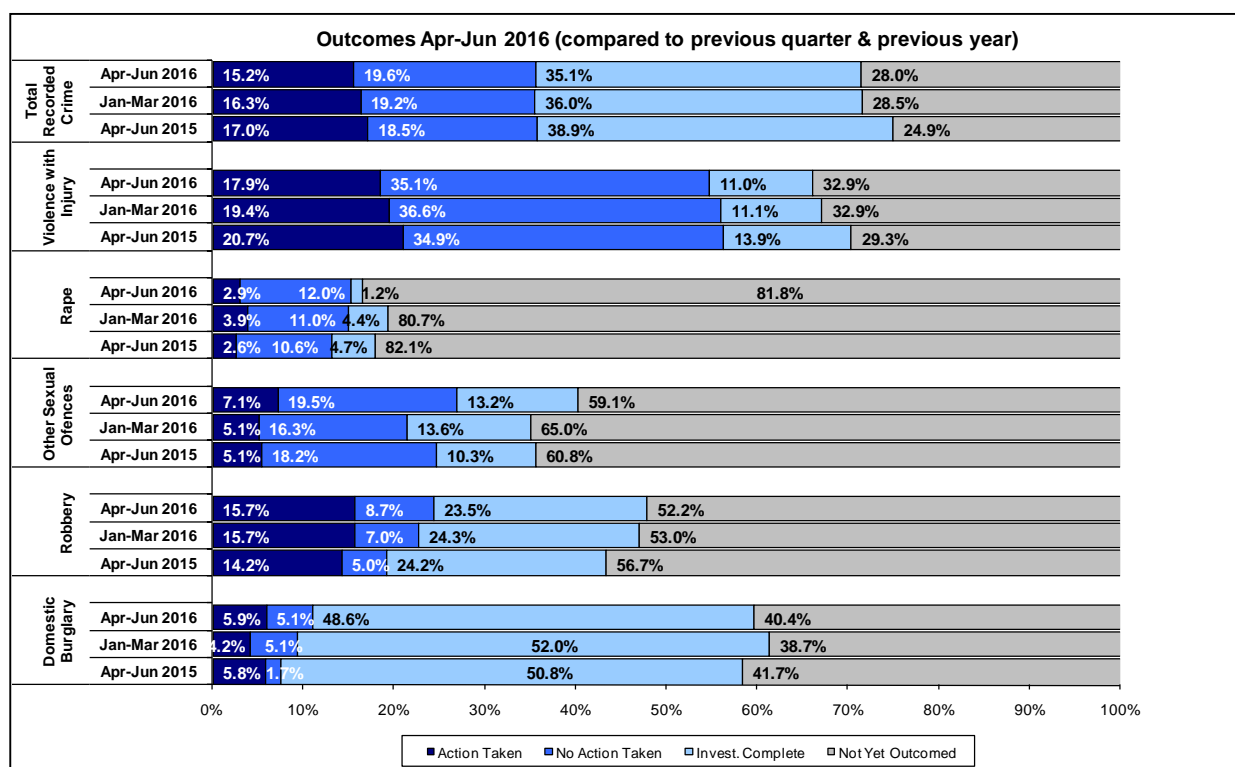
The chart below identifies outcome rates for offences recorded and outcomed in the last quarter (Apr-Jun 2016) compared to the previous quarter (Jan-Mar) and the same period last year.

Overall performance has reduced marginally, with 72% of offences having an outcome assigned, compared to 75% last year.

The reduction is seen in the application of 'action taken' outcomes, most notably in VAP with Injury offences.

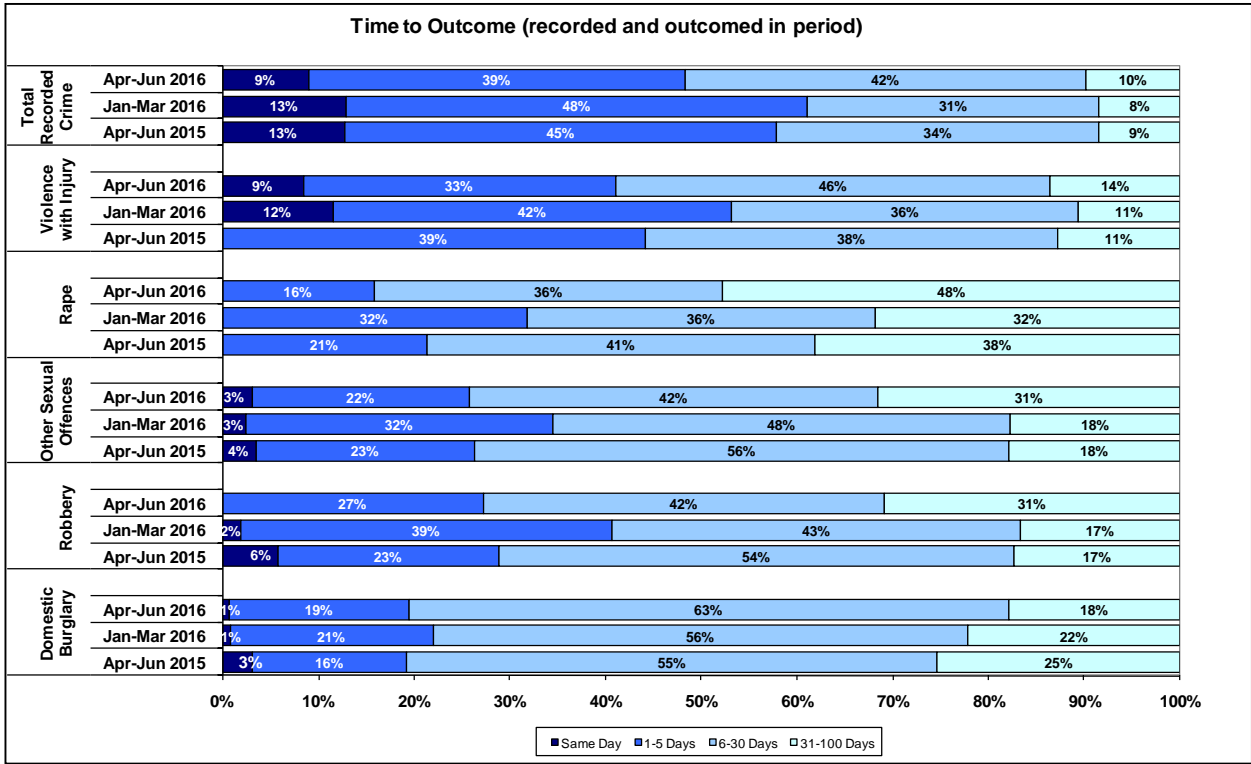
There has been an increase in the proportion of offences outcomed as 'no action taken' across all high harm offence groups, most notably for robbery and domestic burglary offences.

The force has undertaken some dip sampling audits of offences with 'no action taken' outcomes to help ensure these options are applied appropriately and consistently across the alliance.



A further performance indicator for investigations is the time taken to assign the outcome after the offence is recorded. This time has increased in the last quarter (compared to the previous quarter and last year), with a higher proportion of outcomes allocated between 6 and 30 days and a lower proportion between one and five days. This will continue to be monitored, particularly as the force has recently made changes to its investigative structure.

Understandably, variations are seen between different crime groups, with rape offences generally taking longer to outcome than other offence types.



National comparison data is only available up to May 2016 with more recent data not being available until August.

West Mercia performs well within its peer group of most similar forces² for 'action taken', ranking 2nd out of 6 forces, and above the group average.

² Most Similar Forces for outcomes includes only those who are live on the Home Office Datahub: Devon & Cornwall, Gloucestershire, Norfolk, North Yorks, Warwickshire.

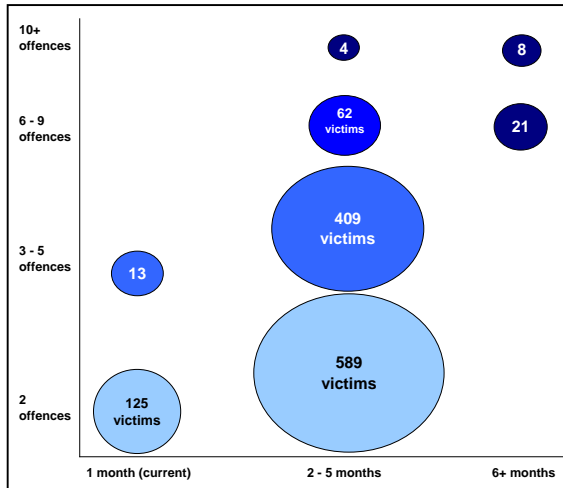
2.3 VULNERABILITY

Signs of Improvement would be:

Reduction in repeat victims and offenders
Improved IOM processes

A repeat victim (or offender) is defined as an individual recorded as a victim (or offender) in the current reporting month that has had at least one other offence in the preceding 12 months. As a repeat victim (or offender) can have presence in both force areas, these counts reflect West Mercia's victims/ offenders only.

2.3.1 Repeat Victimization

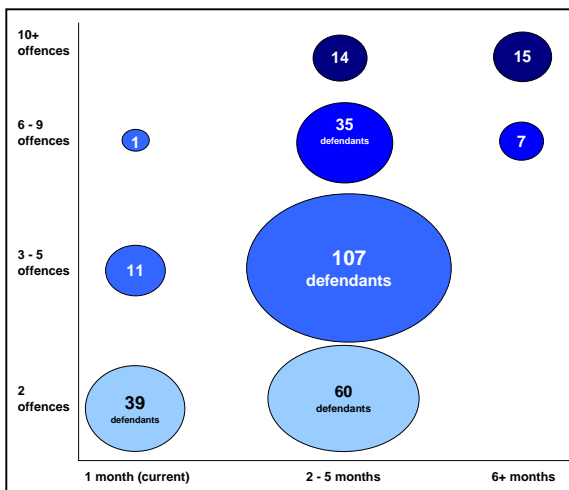


Over a quarter (26% - 1,215) of all victims in June were repeat victims (subject to at least 1 further offence in the last 12 months).

Of these, 501 (41%) have been victims at least 3 times in the 12 month period. 12 individuals have been a victim of at least 10 offences.

There were 929 victims of domestic abuse in June – over a quarter of these individuals (258 - 28%) were repeat victims of additional DA offences in the last 12 months.

2.3.2 Repeat Offending



In June, 43% (289) of all defendants were also defendants in at least one other offence in the previous 12 months.

Of these repeat defendants, a quarter (72) have offended at least 6 times in the last 12 months. 29 prolific individuals were defendants for over 10 offences in the last 12 months.

The individual record level data, which identifies repeat victims and defendants, with particular focus on domestic abuse offences, is shared across the Alliance with local policing commanders and appropriate department heads. How this data is used

in terms of local tasking and offender management will be subject to discussion at the Performance Management Group meeting in August.

Following the development of the IOM team, the number of offenders being managed within the IOM scheme is increasing incrementally each month. The cohort of offenders is also changing to ensure those offenders that present the greatest risk are being identified and prioritised; this includes offenders who are within troubled families, Organised Crime Groups and MAPPA. The number of offenders being managed within IOM across the alliance increased by 20% during the period of April to June 2016. Work is also underway to further enhance our proactive 'catch and control' capabilities to effectively respond to the changing make up of the offender cohort.

2.3.3 Missing Persons

Signs of Improvement would be:

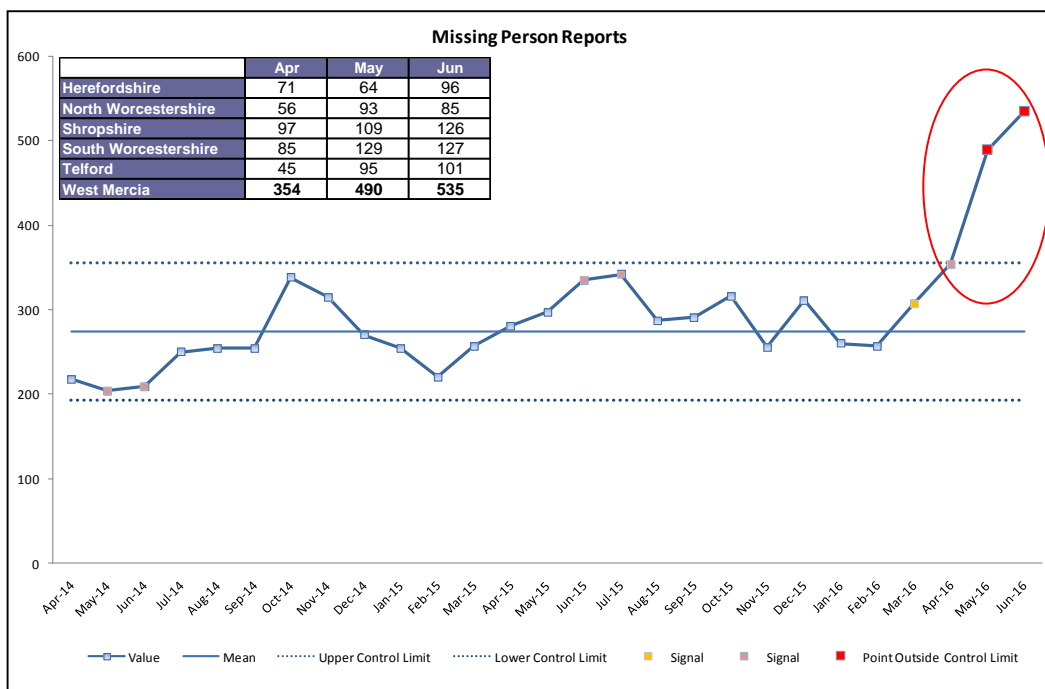
Reduction in repeat missing persons

The figures discussed in this section relate to data recorded on the force missing persons system (COMPACT).

1,379 missing person reports were recorded in the quarter – the increase compared to the previous quarter (824) was anticipated following significant changes in recording practices from April 2016. The force has sought to ensure that all missing persons episodes are identified as such at the first point of contact and are recorded onto the COMPACT system at the earliest opportunity. This allows the force and partner agencies to build a more detailed picture of an individual's circumstances and history and to use intelligence from previous reports to develop comprehensive safeguarding/ investigation plans. It also ensures that force data reflects the true scale and nature of missing people.

These recording practice changes particularly affect recording in relation to repeat child mispers. As such, there has been a disproportionate increase in the repeat rate for U18s. Increased recording of these episodes is welcomed by the force as it significantly improves safeguarding opportunities around U18s and those 'in care' who are the most prolific and vulnerable missing person cohort.

Volumes of missing person calls for service, reports and repeat reports continue to be monitored on a regular basis to identify trends. Any performance issues (unrelated to recording changes) are reported to the missing person co-ordinators and the force lead for missing persons for further investigation.

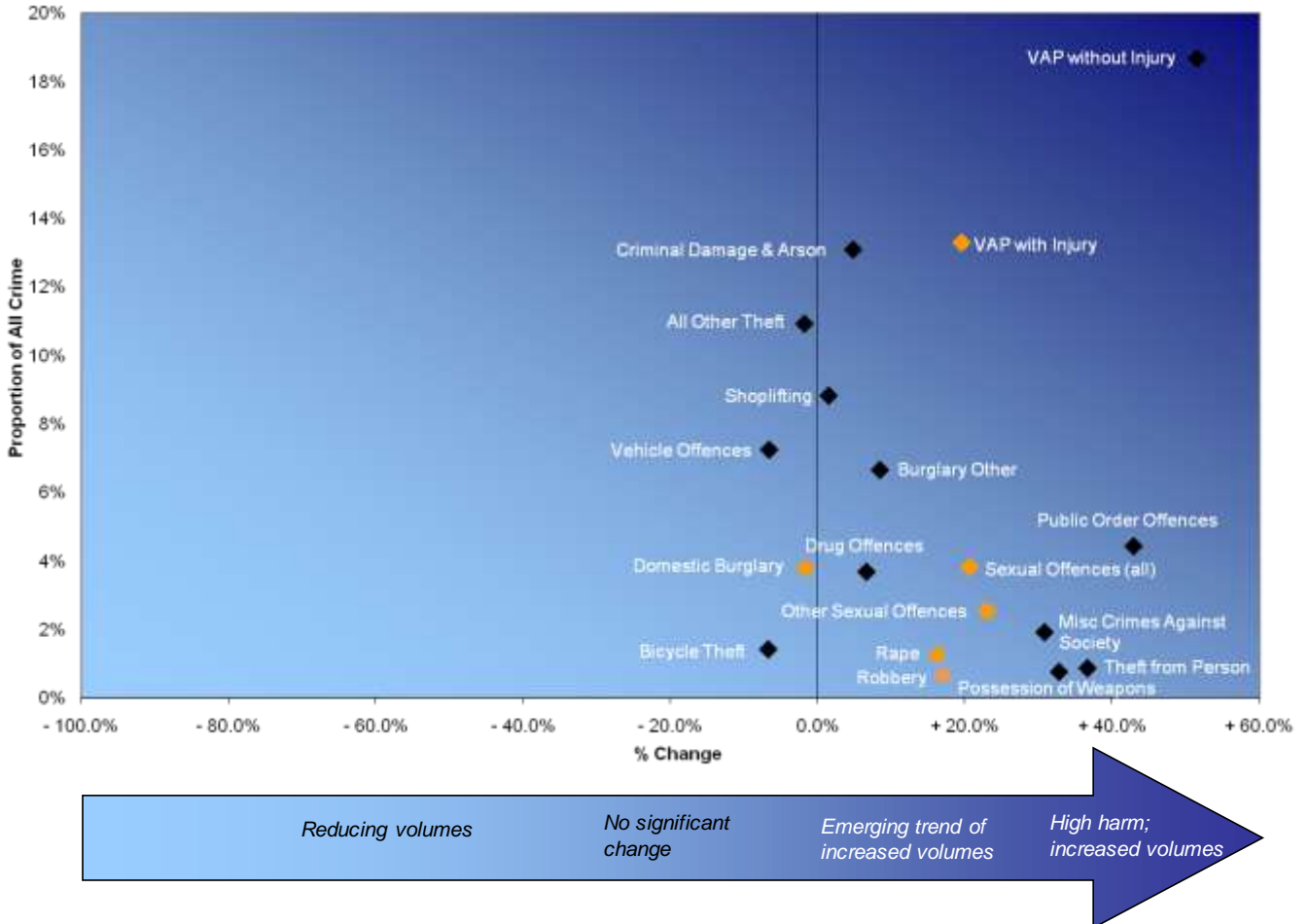


N.B. Significant change in recording practices from April 2016

Aim: To Reduce Crime & Disorder

2.4 HARM REDUCTION

The chart below provides a snapshot of a wide variety of crimes that are monitored by the force. It shows whether they are increasing or decreasing and their relative proportion of all crime. The crimes that have an orange marker will be reported on.



Where possible, performance comparisons are made to the Force’s ‘similar group’ (a group of 8 peer Forces designated by the Home Office)³. Two issues are highlighted:

1. How the current pattern of offending compares to the group average

Below Group Avg
 Similar to Group Avg
 Above Group Avg

2. Any recent change in the relative position of the force within the group

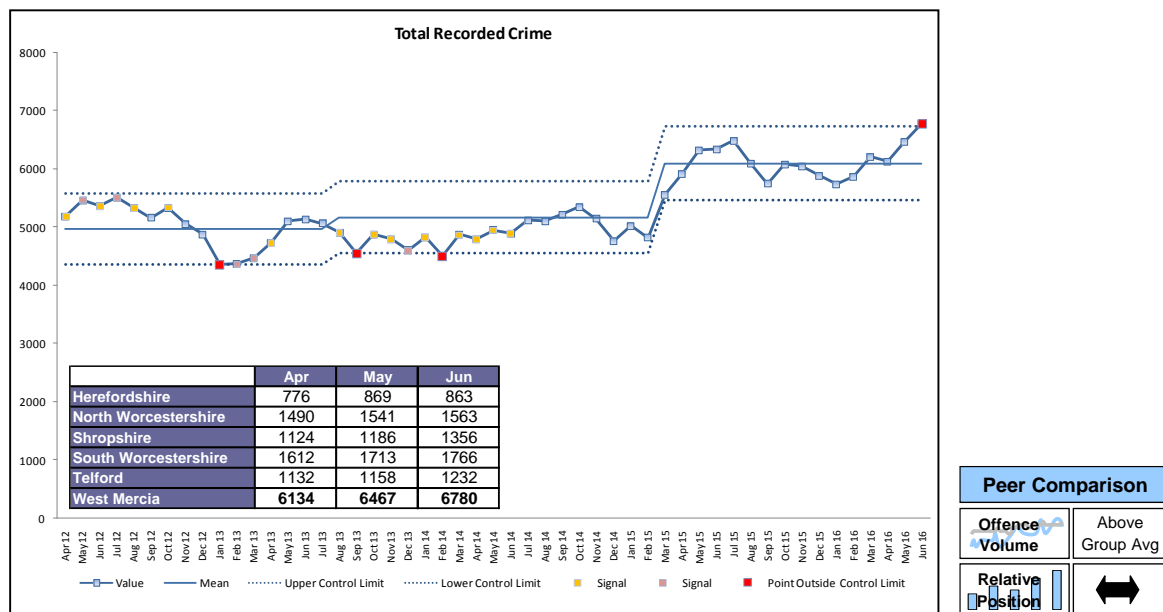
Improving
 No Change
 Deteriorating

³ Most Similar Forces are: Devon & Cornwall, Gloucestershire, Norfolk, North Yorks, Suffolk, Warwickshire, Wilts

2.4.1 Crime Recorded

Signs of Improvement would be:

Stable volumes of recorded crime
Trends in line with other Forces



19,381 offences were recorded across West Mercia last quarter. This is an increase compared to the previous quarter and is 5% above the quarter average. Increases have been seen across all policing areas and are predominantly seen within crime groups of lower harm offences including harassment, ABH, other theft, and criminal damage. Analysis of harassment offences indicates that the majority were malicious communications. Since its introduction in April 2015, the volume of these offences has continued to grow, with 840 offences recorded in the last 3 months. Other crime categories that have shown an increase will be reported on within this document.

The uplift in offences also in part reflects seasonal trends in crime recording where volumes historically are at their highest during the summer months.

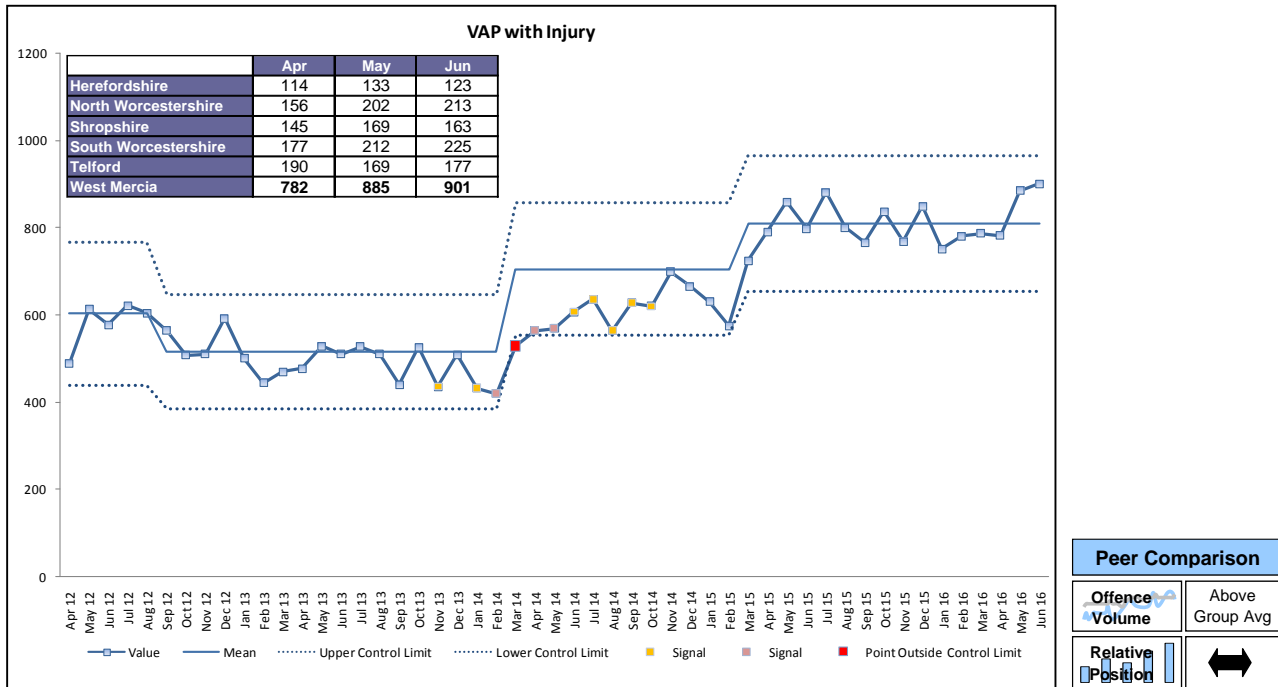
This same period last year we saw a significant increase in crime volumes, which has been attributed, both locally and nationally, to changes in recording practices and the introduction of new notifiable offences. This appeared to have stabilised throughout the year, however we have seen increases from the start of this financial year. Work has been commissioned to investigate this and determine the risk associated with it.

| | West Mercia | | Herefordshire | | North Worcs | | Shropshire | | South Worcs | | Telford | |
|------------------------------|-------------|---------|---------------|---------|-------------|---------|------------|---------|-------------|---------|----------|---------|
| | Last Qtr | Qtr Avg | Last Qtr | Qtr Avg | Last Qtr | Qtr Avg | Last Qtr | Qtr Avg | Last Qtr | Qtr Avg | Last Qtr | Qtr Avg |
| Total Recorded Crime | 19381 | 18386 | 2508 | 2484 | 4594 | 4381 | 3666 | 3588 | 5091 | 4604 | 3522 | 3330 |
| Violence With Injury | 2568 | 2448 | 370 | 337 | 571 | 551 | 477 | 487 | 614 | 580 | 536 | 494 |
| Violence Without Injury | 3817 | 3432 | 508 | 464 | 867 | 794 | 757 | 677 | 913 | 830 | 772 | 667 |
| Rape | 242 | 234 | 27 | 34 | 58 | 54 | 39 | 43 | 64 | 53 | 54 | 50 |
| Other Sexual Offences | 495 | 466 | 52 | 70 | 126 | 100 | 100 | 90 | 111 | 103 | 106 | 103 |
| Business Robbery | 13 | 11 | 0 | 0 | 9 | 6 | 1 | 1 | 0 | 2 | 3 | 2 |
| Personal Robbery | 102 | 110 | 4 | 9 | 29 | 26 | 15 | 16 | 21 | 32 | 33 | 28 |
| Domestic Burglary | 626 | 698 | 98 | 87 | 165 | 178 | 86 | 125 | 161 | 166 | 116 | 144 |
| Burglary Other | 1303 | 1223 | 160 | 163 | 302 | 275 | 290 | 296 | 395 | 322 | 156 | 166 |
| Vehicle Offences | 1245 | 1331 | 118 | 133 | 389 | 459 | 185 | 222 | 381 | 345 | 172 | 174 |
| Theft from Person | 169 | 159 | 26 | 24 | 39 | 39 | 35 | 35 | 45 | 43 | 24 | 18 |
| Bicycle Theft | 234 | 260 | 52 | 56 | 30 | 34 | 59 | 55 | 61 | 73 | 32 | 42 |
| Shoplifting | 1720 | 1621 | 126 | 162 | 424 | 405 | 315 | 305 | 528 | 437 | 327 | 313 |
| All Other Theft Offences | 2221 | 2007 | 327 | 303 | 515 | 457 | 473 | 443 | 527 | 472 | 379 | 334 |
| Criminal Damage & Arson | 2558 | 2405 | 315 | 318 | 599 | 548 | 500 | 467 | 680 | 603 | 464 | 470 |
| Other Crimes Against Society | 2068 | 1982 | 325 | 326 | 471 | 458 | 334 | 326 | 590 | 547 | 348 | 327 |

Violence with Injury⁴

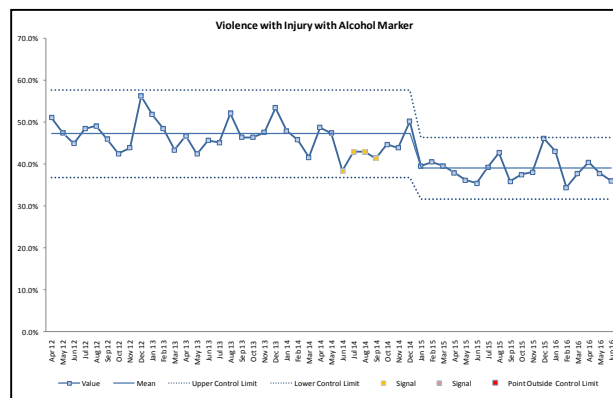
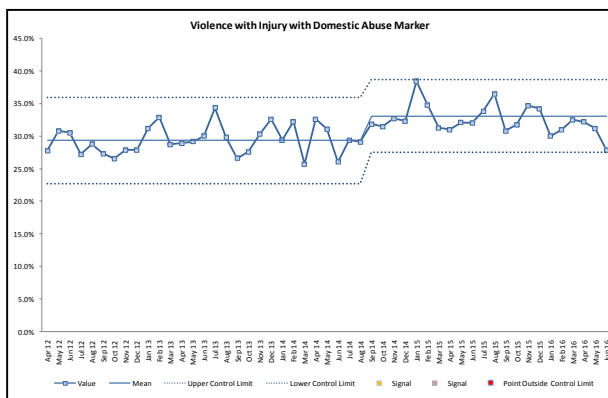
Signs of Improvement would be:

Stable volumes of recorded crime
Trends in line with other Forces



2,568 violence with injury offences were recorded in the last quarter, an increase on the previous quarter (11%) and above the quarter average (5%). Violence with injury continues to account for approximately 13% of total recorded crime. The increasing trend in offences last quarter reflects seasonal trends observed historically (higher volume of recording in summer months).

The increase in offences was observed across all policing areas and was predominantly driven by ABH offences. The proportion of violence offences that were either domestic abuse or alcohol related remained below average. There were only a very small number of offences recorded specifically as a result of the Euro 2016 tournament (5).



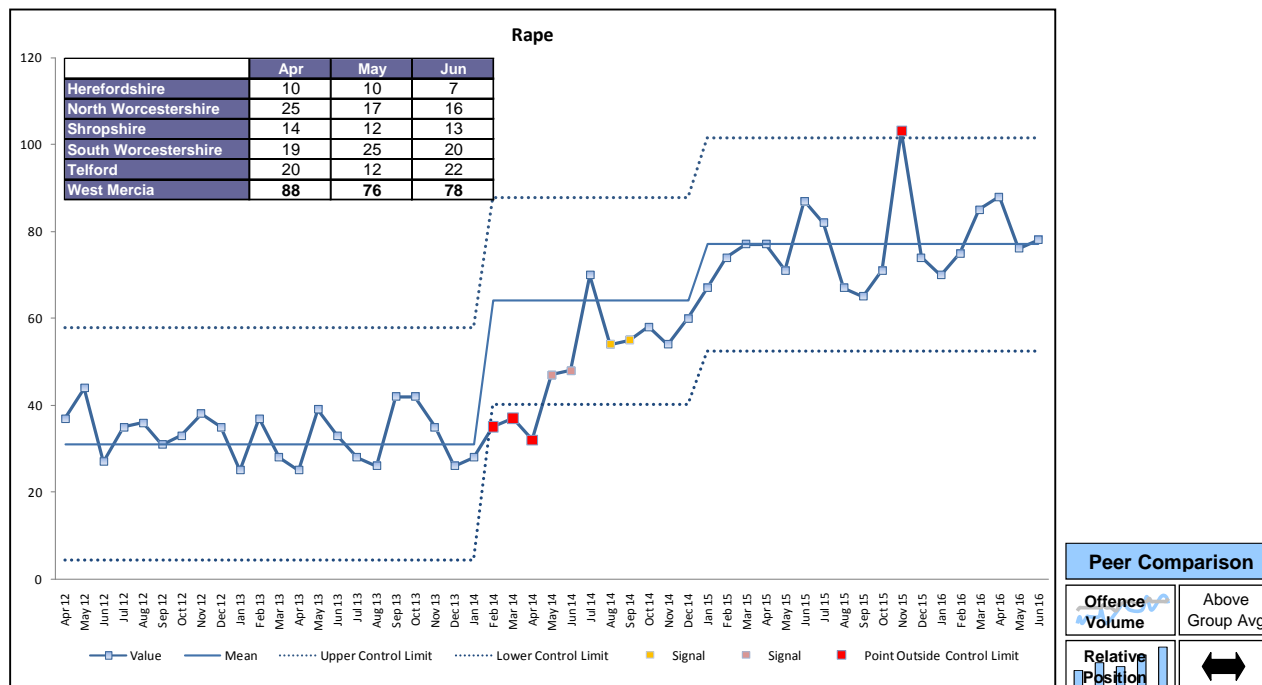
⁴Violence with Injury includes murder & attempt murder, assault where there is injury or an attempt to inflict injury and death by driving

Sexual Offences

Signs of Improvement would be:

Wider opportunities for victims to report offences
Investigation of offences meeting victim expectations

Rape



242 rape offences were reported to the police in the quarter, in line with the quarterly average (234). There were no exceptional volumes at policing area level.

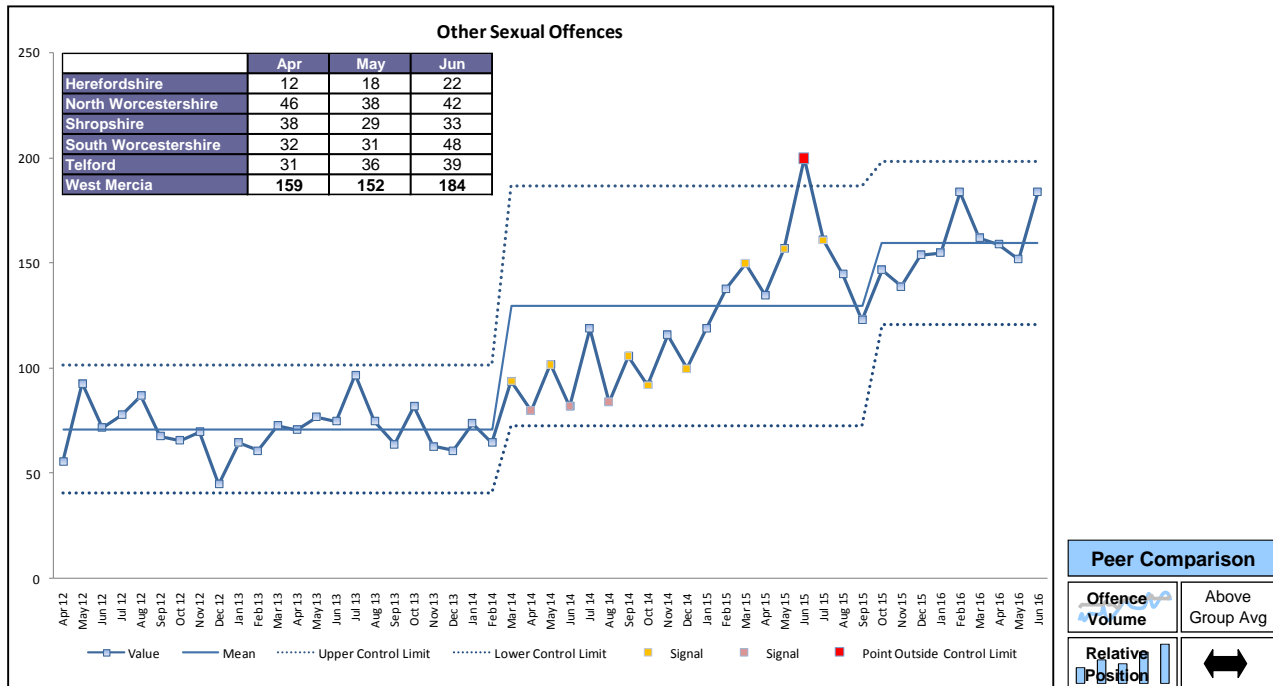
Following discussion at the Alliance Performance Management Group meeting in April, further analysis of rape and other sexual offences was commissioned with a view to better understand the threat and risk associated with the increase in reporting observed since April 2014. The report looked at the profile of rape offences in 2014/15 compared to 2015/16 and included comparison data from forces within West Mercia’s peer group of most similar forces⁵.

The analysis showed a small increase in the proportion of ‘current’ rape offences (those recorded within 28 days of being committed) in 2015/16, suggesting that although the majority of rape offences recorded by the force are ‘non-recent’, increased reporting of ‘current’ offences has had an influence on total rape volumes. Comparative data indicates that West Mercia has a smaller proportion of ‘current’ rape offences than the three other forces who provided data.

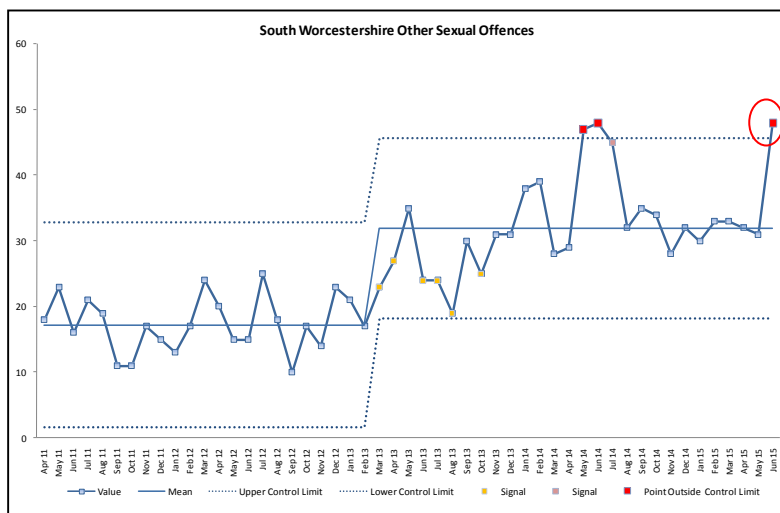
This report has been delivered to the head of Protective Services for further action.

⁵ Information requests were sent to all forces within the most similar group. Data was received from Cambridgeshire, Norfolk and Wiltshire.

Other Sexual Offences



495 other sexual offences were reported to the police in the quarter. This is comparable to the previous quarter (but 6% greater than the quarterly average). As with other crime types, the trends observed this quarter reflect seasonal trends observed historically (higher volume of recording in the summer months). With the exception of Worcestershire, volumes at policing area level are generally stable.



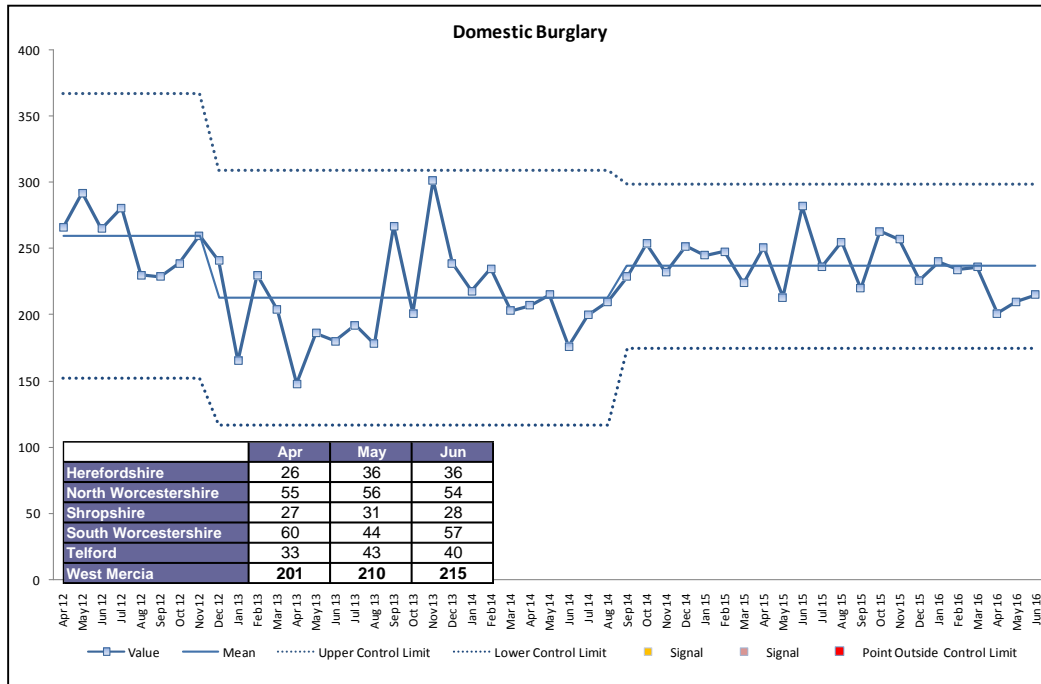
The volume of other sexual offences recorded in South Worcestershire in June was significantly above average. This peak is due to two ongoing operations related to historical sexual offences. The resulting offences recorded in June were committed over 30 years ago.

As mentioned above, analysis has been undertaken to better understand the threat and risk associated with the increased reporting of sexual offences. Findings from this analysis showed that 'current' and 'non-recent' offences continued to account for a very similar proportion of total other sexual offences (50:50 split) in 2015/16 compared to the previous year. This suggests that both 'current' and 'non-recent' offences are responsible for the overall uplift in volumes. Comparative data indicates that West Mercia has a smaller proportion of 'current' other sexual offences compared to the three forces who provided data.

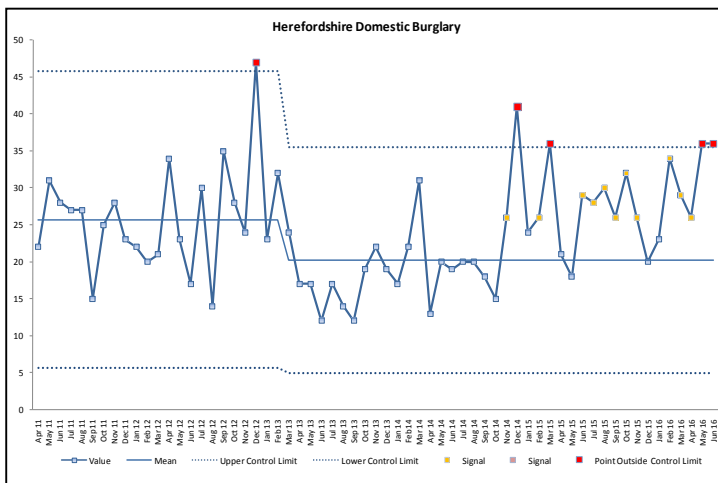
Domestic Burglary

Signs of Improvement would be:

Stable volumes of recorded crime



626 offences were recorded in the quarter, 12% fewer than the previous quarter (-84 offences). At Force level, offence volumes have been below the monthly average for the last 3 consecutive months, with about 7 offences recorded per day.



At Policing Area level, Herefordshire has recorded volumes above average in 12 of the last 13 months, although this does follow a period of notably low recording in 2013/14 which will influence this average.

May and June have seen continued elevated volumes of offences. This is attributed to a number of separate series of burglaries, with at least one series involving two defendants responsible for multiple offences in May/ June including dwelling, non dwelling burglaries and aggravated theft offences.

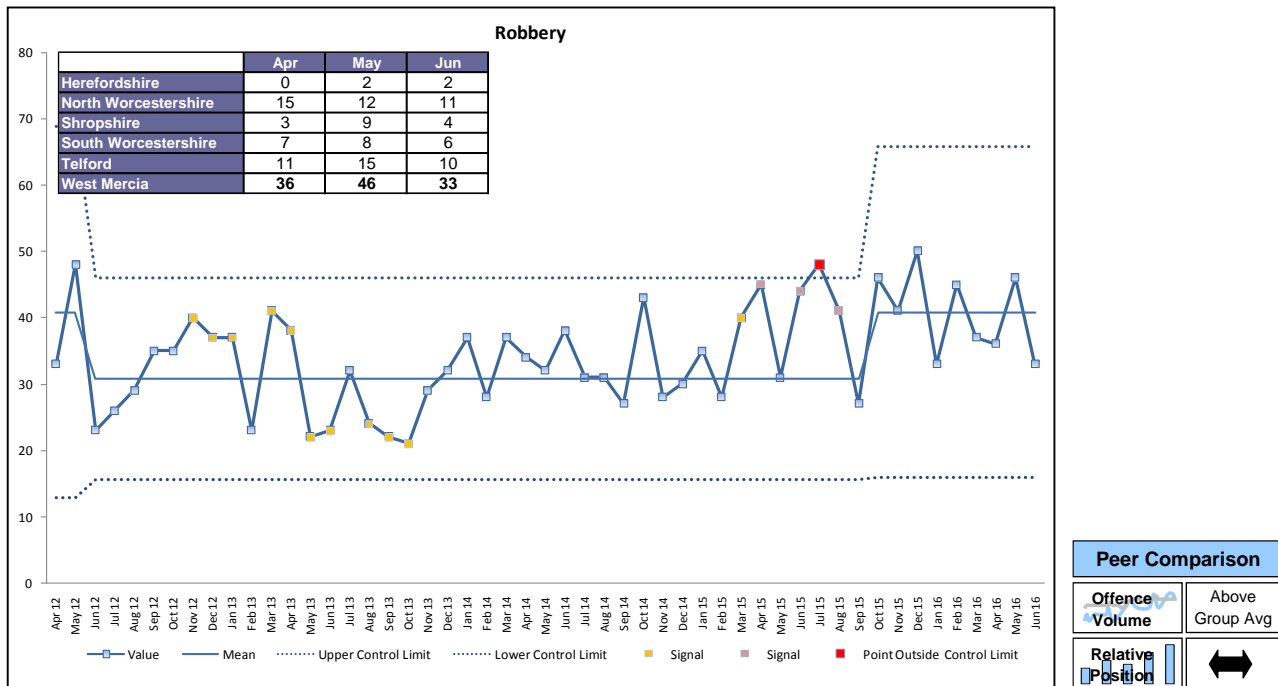
All 4 series in June have had successful outcomes with defendants charged or suspects identified and on police bail.

Following recent structural changes and the introduction of the investigative model, the format of the Alliance Burglary Steering group is being revisited. The scope of this group and the appropriate performance products to support it are currently under discussion.

Robbery

Signs of Improvement would be:

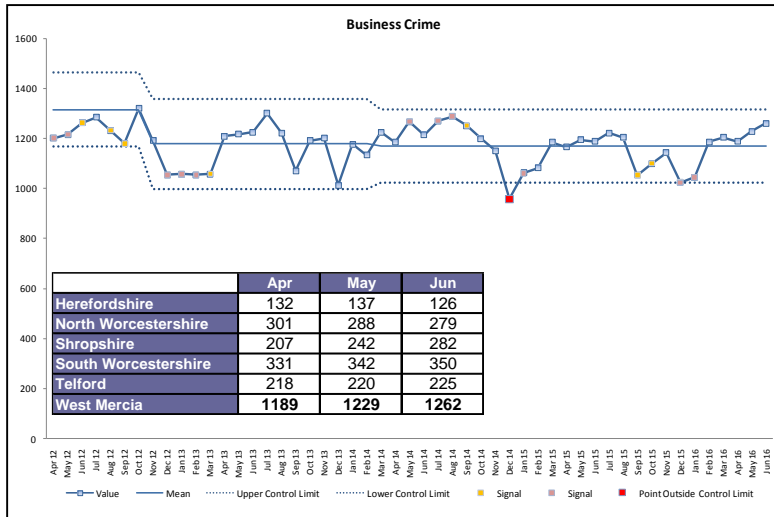
Stable volumes of recorded crime



Quarterly volume levels remain the same for robbery offences (115 for the last two quarters) with an average of 38 recorded per month. There has been no significant variation from the monthly average for any Policing Area in the last quarter.

However, the monthly average has increased following a number of months of higher than average recording. This was most notable in Telford & Wrekin where, although volumes remain relatively low, monthly recording has been consistently above the long term average since October 2015. There has been reassurance from the policing area that local activity has been initiated to respond to this, however we will continue to work with them with the aim of returning volumes back to previous levels.

Business Crime



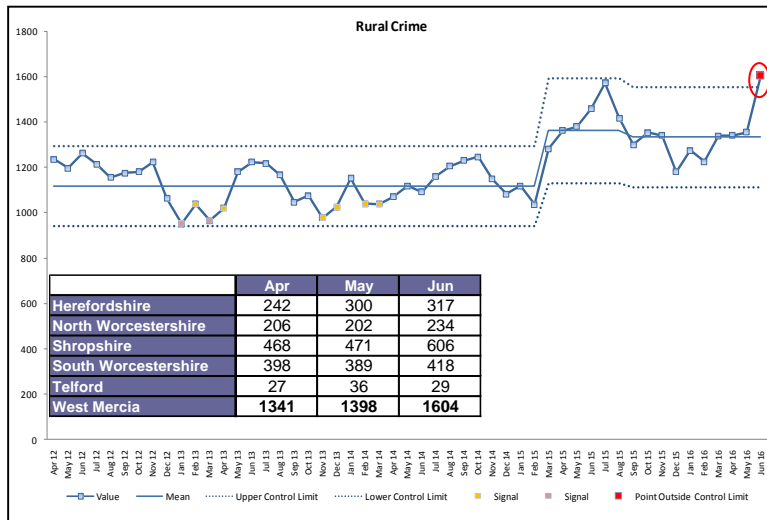
Business crime offences are a sub-set of total recorded crime and are identified as any criminal offence (against person or property) which is associated to a business. 3,680 offences were recorded in the quarter.

This is a small increase compared to the previous quarter (7%) and reflects seasonal trends in business crime recording. Historically, volumes of business crime peak during the summer months and reduce from September onwards. Longer term trends for business crime are stable.

The increase in offences this quarter appears to have been driven by increases in other theft, criminal damage and non-domestic burglary offences. Increases in these crime types have been seen across the alliance as a whole and are not unique to the business community. However, as these crime types are more prevalent within business crime compared to crime as a whole, the increase is more apparent.

A variety of awareness raising and advisory work is being carried out to help tackle business crime. The Little Big Book of Scams is available (paper/online copies) to inform and assist businesses in how to protect themselves from online related business crime. Similarly, a Cyber Tactical Plan is being developed for businesses in order to deliver key cyber crime prevention messages.

Rural Crime



Rural crime offences are also a subset of total recorded crime and are identified by their geographical location⁶. 4,301 offences were recorded in the quarter, an increase compared to the previous quarter.

The increase has been driven by above average recording in June (1,604) and includes increases across a number of crime types including violence without injury, other theft, non-domestic burglary and criminal damage offences.

Whilst increases in these crime types have been seen across the alliance as a whole, there has been a larger percentage increase in the recording of offences in rural areas compared to urban areas.

The highest volume/percentage increases were seen for violence without injury offences (302 offences in June compared to 228 in May); most notably, common assault in rural Shropshire. This appears to be due to a number of low-risk offences where circumstances have resulted in multiple offences being recorded following single incidents. There were no identifiable trends in terms of location or individuals involved and no apparent cause for concern.

A number of initiatives are currently being developed and rolled out in regards to rural crime. This includes an alliance-wide, multi-agency fisheries operation targeting rod license compliance, poaching, theft and anti social behaviour. This operation has had several successful 'days of action' resulting in increased confidence within the angling community. The 'Rural Matters' campaign continues to provide reassurance to rural communities through increased signposting material. Support is also being provided for officers and staff (including advice on wildlife crime) through information provision and targeted training packages.

⁶ Rural crime is defined as any crime occurring in a rural area as defined by the 2011 ONS Rural Urban Classification

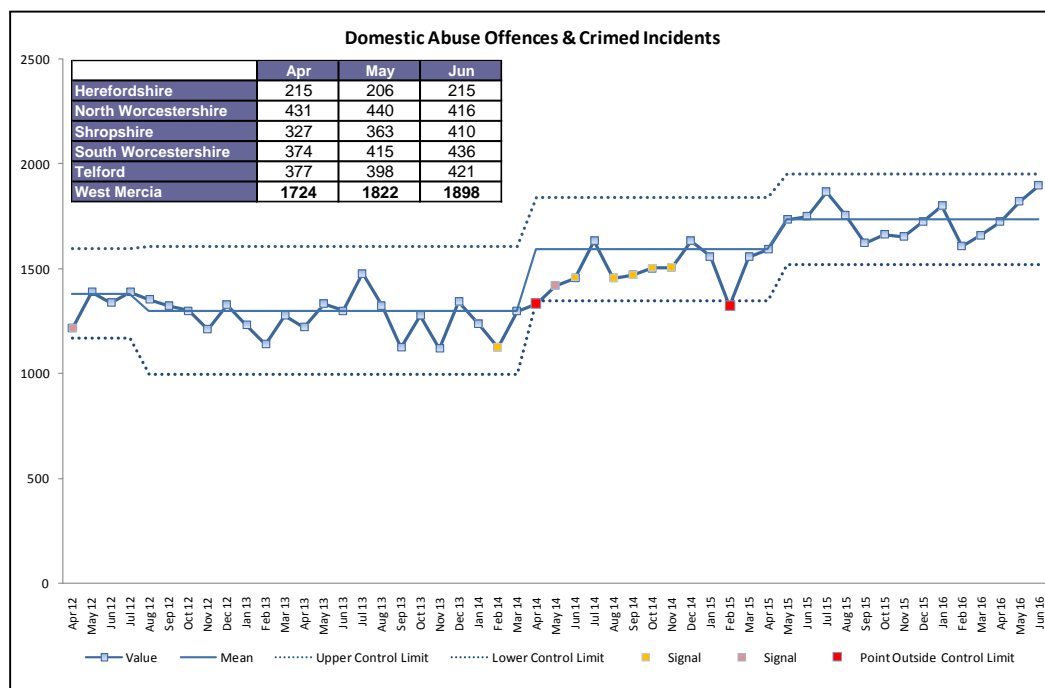
2.4.2 Risk Markers

Signs of Success would be:

Increased reporting, reflecting greater victim confidence

Risk markers can be applied to any incident or offence to identify potential harm risks.

Domestic Abuse



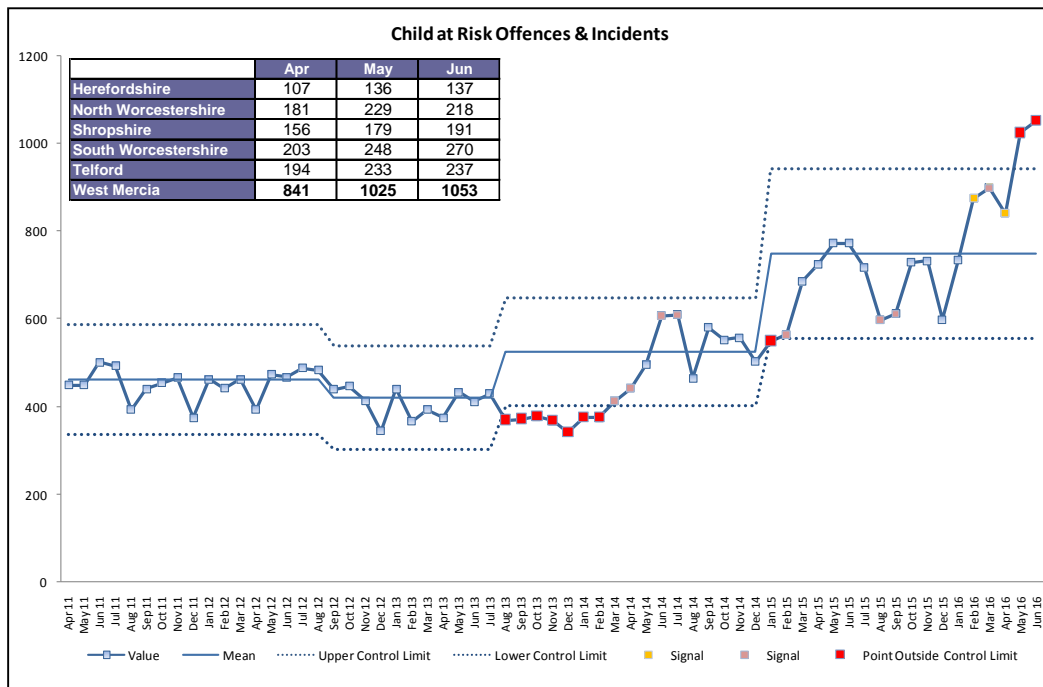
The force priority for domestic abuse is to promote partnership working and increase confidence in reporting. The use of a marker on relevant offences helps ensure we recognise the vulnerability of victims and we apply the appropriate level of service and support with multi agency partners.

5,444 domestic abuse offences & crimed incidents were recorded in the quarter, a small increase (7%) compared to the previous quarter. The increases were seen in all policing areas except North Worcestershire, and in part reflect seasonal trends in reporting.

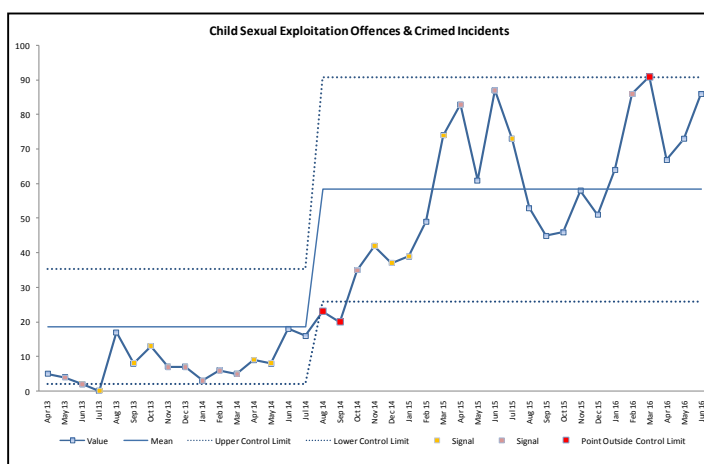
The most considerable increase was seen in Telford & Wrekin (16%) with a notable increase in both offences and crimed incidents. As a result, domestic abuse offences accounted for a slightly larger proportion of total recorded crime in Telford & Wrekin last quarter (17%) compared to the previous quarter (15%). This increase is due to an increase in common assault, malicious wounding and malicious communication offences. There is reassurance from the policing area that repeat perpetrators are identified and all offences are reviewed on a daily basis (by Domestic Abuse Risk Officers) to ensure any patterns are identified and any investigative opportunities actioned. Volumes will continue to be monitored.

Following a recent HMIC inspection, the alliance is in the process of producing a more comprehensive domestic abuse data set to better inform performance and intelligence analysis and meet the requirements of future HMIC inspections. This data should be available from August and will include data related to the completion of Domestic Abuse risk assessment tools, trends of arrest, numbers of Domestic Violence Protections Orders (DVPOs) applied for/ granted/ breached and victim satisfaction.

Child at Risk / Child Sexual Exploitation



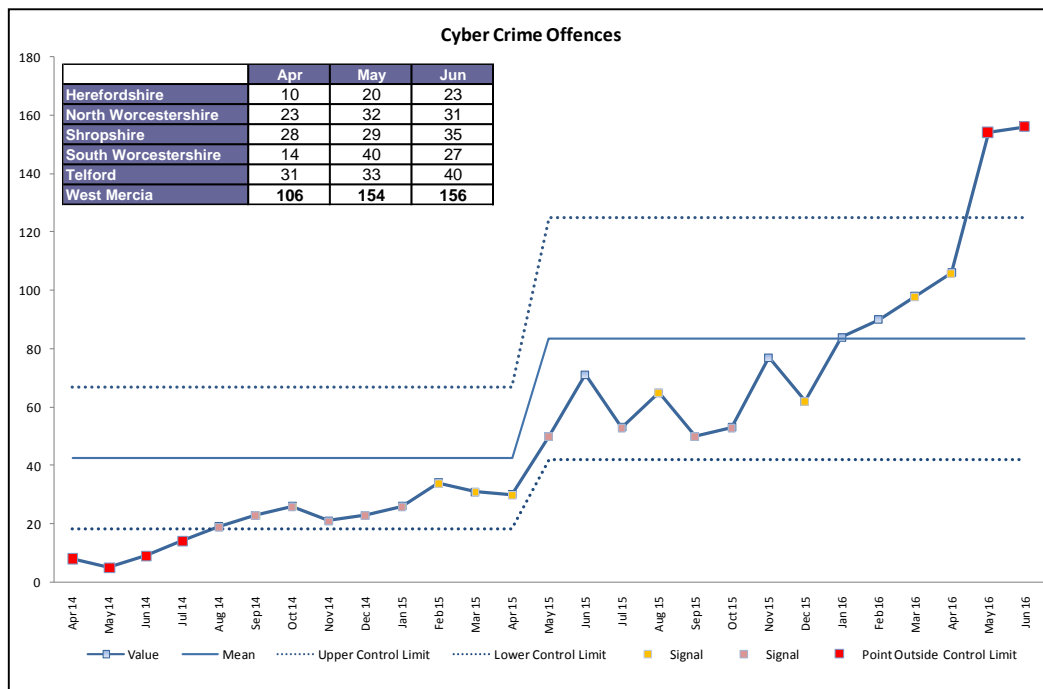
‘Child at Risk’ markers have been applied to 2,919 offences/ incidents in the quarter, a 16% increase compared to the previous quarter. The profile of these offences is in line with previous quarters – with the majority (82%) being ‘current’ offences (i.e. committed up to 28 days prior to recording). Increases were seen across all policing areas and were due to an increase in both offences and incidents. The Intelligence team are currently updating the alliance threat assessment in relation to Child Sexual Abuse and Exploitation. This report is due for publication in September and will provide a strategic overview of Child Sexual Abuse/Exploitation within the alliance.



‘Child Sexual Exploitation’ (CSE) is one specific ‘Child at Risk’ marker. It identifies offences where children and young people under 18 are involved in exploitative situations where they receive something as a result of performing sexual activities, or having such performed on them. 226 CSE offences & incidents were recorded in the quarter, a small decrease compared to the previous quarter (241). Longer term trends for CSE show a general increase in the use of the marker from April 2014.

The overall increase in child offences & incidents reflects a national increasing trend in the recording of child abuse. It is thought that several factors underpin the continuing uplift including victims’ increased confidence in reporting historic abuse and improved understanding of child abuse/child sexual exploitation issues by officers/partner agencies. The launch of Multi Agency Safeguarding Hubs (MASHs) across the alliance has also contributed to the increase in volumes, with previously unidentified crimes disclosed to social services now being recorded on the crime system.

Cyber / On-line Crime



A marker for cyber crime offences was introduced in April 2014, in order to assist in the identification of such offences. The marker is an internal method of being able to identify those offences with an online presence, including sexual and violence without injury offences. The recent increase in the use of the marker was anticipated following increased awareness internally and the appointment of alliance cyber crime co-ordinators to champion these issues.

416 offences were flagged as cyber crime this quarter; a significant increase compared to the previous quarter (272) and reflecting a general increase in use of the cyber crime marker. Increases have been seen across all policing areas and have been predominantly driven by increased recording of malicious communication offences.

However, much of the fraud related cyber/ online crime is recorded by Action Fraud and does not appear in force performance data.

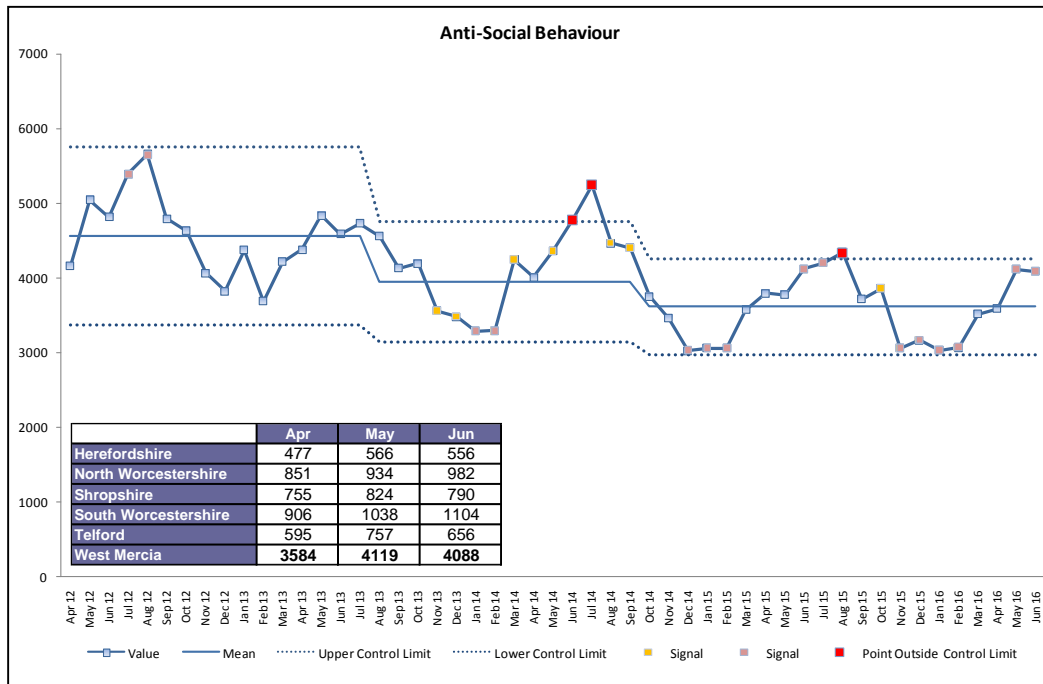
The alliance is working with local businesses and agencies to provide cyber prevention advice, and linking in at a regional level to increase the membership of the Cyber Information Sharing Partnership, (CISP) launched by the government as part of the National Cyber Security Strategy. The alliance will be embarking on a pilot project which aims to deliver an improved service to victims of cyber crime via victim support.

It is hoped that future performance reporting from Action Fraud and the National Fraud Intelligence Bureau will be improved later in 2016, in terms of data reported and timeliness, when the Action Fraud Reporting Centre is revised.

2.4.3 Anti-Social Behaviour

Signs of Success would be:

Accurate reporting and risk assessing of ASB incidents



11,791 ASB incidents were recorded in the last quarter, 23% above the previous quarter. The reporting of ASB tends to be seasonal with volumes at their highest during the late spring/summer months and at their lowest during the late winter months. Long term trends show a reduction in volumes.

The alliance Crime Registrar Team are currently undertaking an audit of ASB incidents as part of their schedule of work to support the crime data integrity activity. The audit is assessing initial incident reports to determine whether a crime should have been recorded instead of an ASB incident (i.e. incident-to-crime conversion audit). The findings and recommendations from this report will be shared internally in the coming weeks and will be reported on in the August monthly report.

2.4.4 Road Traffic Casualties

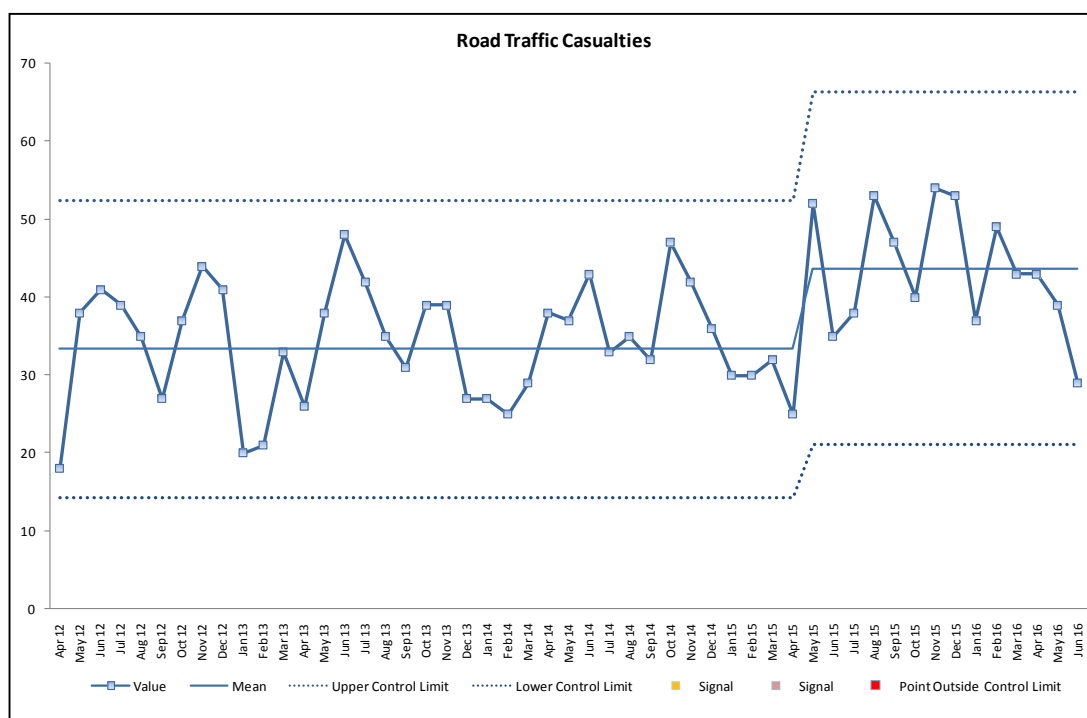
Signs of Success would be:

Reduction in fatal and serious injury casualties

In December 2015 the force adopted the national CRASH collision recording system. Once fully embedded, this will streamline collision recording and improve analysis of key routes that cross force boundaries.

In the last quarter there were 13 road deaths and 83 serious injury collisions resulting in 98 serious injury casualties. Of the fatalities, 7 were vehicle drivers, 2 motorbike riders, 2 pedestrians, 1 mobility scooter rider and 1 car passenger.

The volume of KSI (killed or seriously injured) casualties in the last quarter has continued to reduce and remains below the monthly average.



The Safer Roads Partnership has identified 6 high harm routes across West Mercia, requiring focussed police activity and visibility to reduce casualties. These are subject to daily tasking within Policing Areas and activity is reviewed monthly with data presented to local Tactical Tasking meetings to inform future opportunities and activity required to reduce KSIs.

Aim: To Ensure an Efficient and Effective Police Service

2.5 DEMAND REDUCTION

2.5.1 Response Times to Emergency Incidents

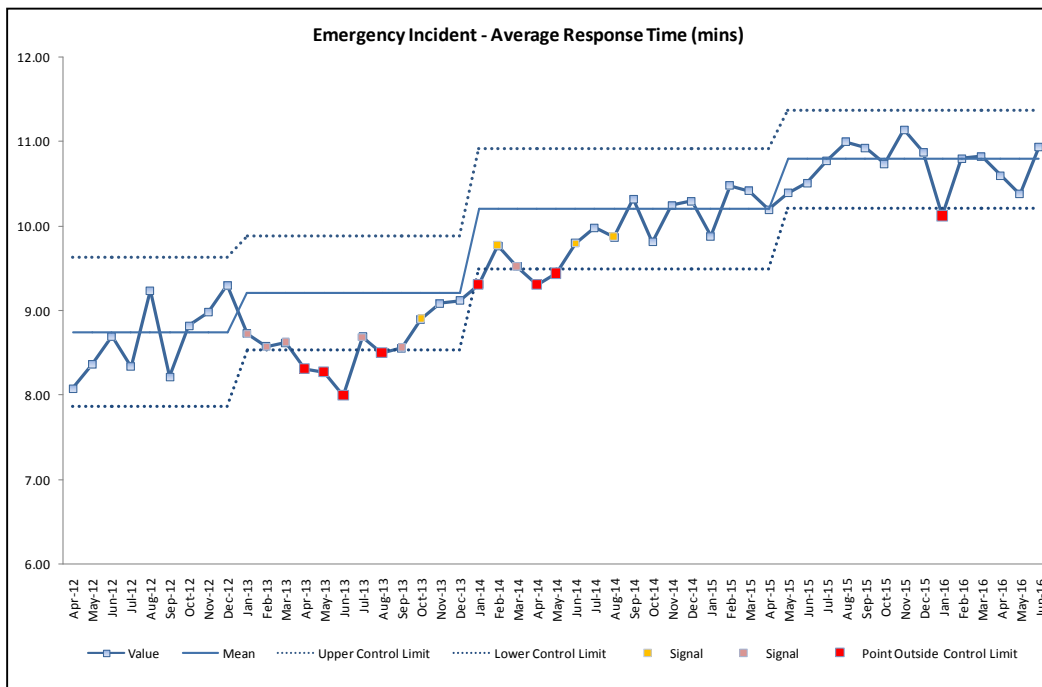
Signs of Success would be:

Respond to all incidents in a timely manner and provide a high quality of service
Stabilise increasing trend of attendance times

The alliance managed response guidelines are to safely deploy the nearest available and appropriate resource as expeditiously as possible, while assessing the threat, risk and harm associated with the incident and other emergency demands for service at that time. While time of response is a key indicator, the quality of the response is also important and this information should be considered in conjunction with user satisfaction performance.

The National Contact Management Programme recommendation of responding to emergency calls in 20 minutes is regarded by the alliance as a minimum standard.

11,199 emergency incidents were recorded in the last quarter. More than 9 out of 10 (91%) were attended within 20 minutes.



An enhanced focus on response time performance commenced at the turn of the year. A declining trend in this area dated back to Oct 2012 when the People Movement Plan was implemented. The renewed focus in 2016 has had an evidence based approach at its core with the emphasis being on understanding the reasons for the trend before identifying ways in which the trend could be reversed or at least stemmed.

A dedicated working group continues to drive 'response time' performance. Recent analysis has indicated that the patrol zone model (introduced alongside the new policing area model)

was not necessarily the default patrol situation used across all policing areas. The patrol zone model has now been re-emphasized to policing area Command Teams and early indications suggest this will have a positive effect. This work between the senior management in the Control Centre and policing areas will continue in order to manage out the current trend.

Longer term some of the Control Centre change programme initiatives will help ensure appropriate resources are available and visible to controlling staff, which in turn should have a positive impact on response performance.

Changes made to patrol bases around Ludlow and Tenbury are starting to indicate a positive impact on response performance. This will continue to be monitored and is being supported by a programme of confidence surveying within the localities affected.

Aim: To Ensure an Efficient and Effective Police Service

2.6 WORKFORCE

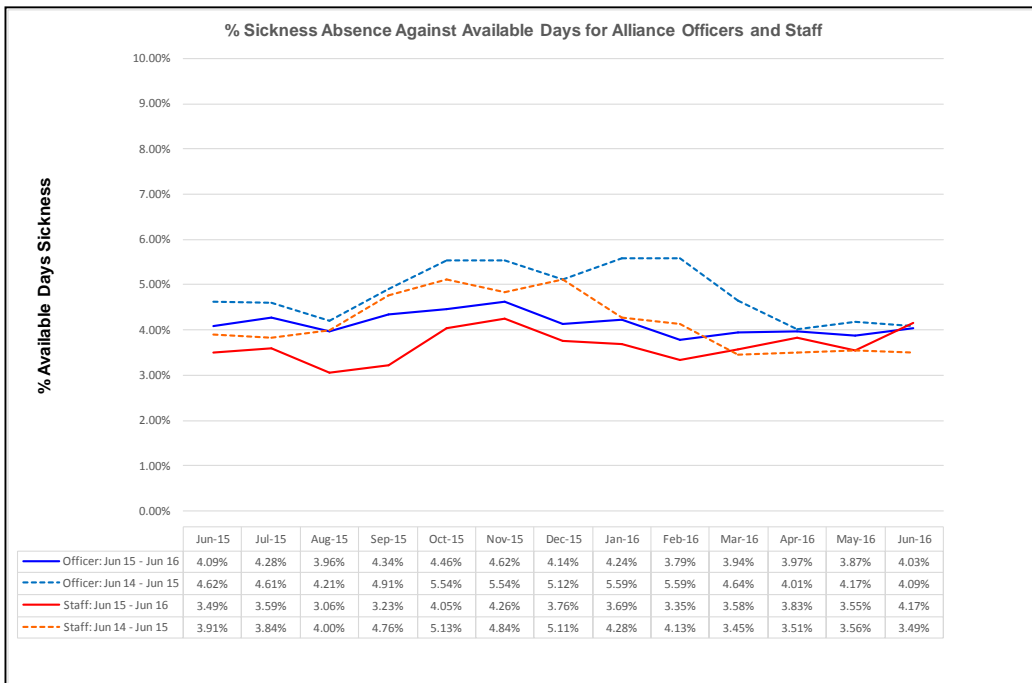
2.6.1 Sickness

Signs of Success would be:

Improved staff wellbeing – improving levels of attendance

Workforce sickness forms part of the overall Health and Wellbeing Agenda around staff welfare. In the last quarter time lost to sickness has remained relatively stable for officers, and below that of 2015. For police staff sickness rates have been slightly above recent months and also above the same quarter period in 2015.

Across the alliance, the average percentage of days lost to sickness in the quarter is 4.03% for officers and 4.17% for staff.



National comparative data (for the year ending 31 March 2016) shows a significant improvement for both officer and staff attendance. The table below indicates the improvement in both the proportion of available days lost to sickness and national rankings against other forces.

| | | Mar-16 | | Mar-15 | |
|-------------|---------|--------|------|--------|------|
| | | % | Rank | % | Rank |
| West Mercia | Officer | 4.8% | 29th | 5.7% | 40th |
| | Staff | 4.0% | 21st | 5.2% | 37th |
| National | Officer | | | 4.1% | |
| | Staff | | | 3.9% | |

NB: The positions shown above are subject to final confirmation following re-submission of data to the Home Office

This improvement is a result of the internal drive around health and wellbeing which has introduced a greater emphasis on the welfare of the workforce. It also reflects the recognition of

the importance of staff being present at work in order for the force to provide high levels of service to victims and the public.

Internally, the second full round of scrutiny panels chaired by the Director of Enabling Services have taken place with the focus moving on from compliance with attendance management procedures to explore the wider wellbeing challenges including causes of absence, line management support and involvement and outstanding time off in lieu and rest day balances.

The Alliance Health and Wellbeing Board, chaired by the Chief Constable, recognises the importance of the workforce and the direct link to achieving high levels of service and protecting people from harm. Key activity in the last quarter resulting from this Board includes 350 attendees at the Women’s Health Workshops (with further workshops on nutrition, smoking and fitness scheduled for August/ September); over 900 staff members signing up for the ‘get the world moving’ challenge which aims to improve physical and psychological health and wellbeing, team spirit and employee engagement; commencing the accreditation process for the Workplace Wellbeing Charter (an evidence-based NICE approved approach to delivering wellbeing at work); appointment of a Case Management team to provide support on over 60 complex cases across the alliance.

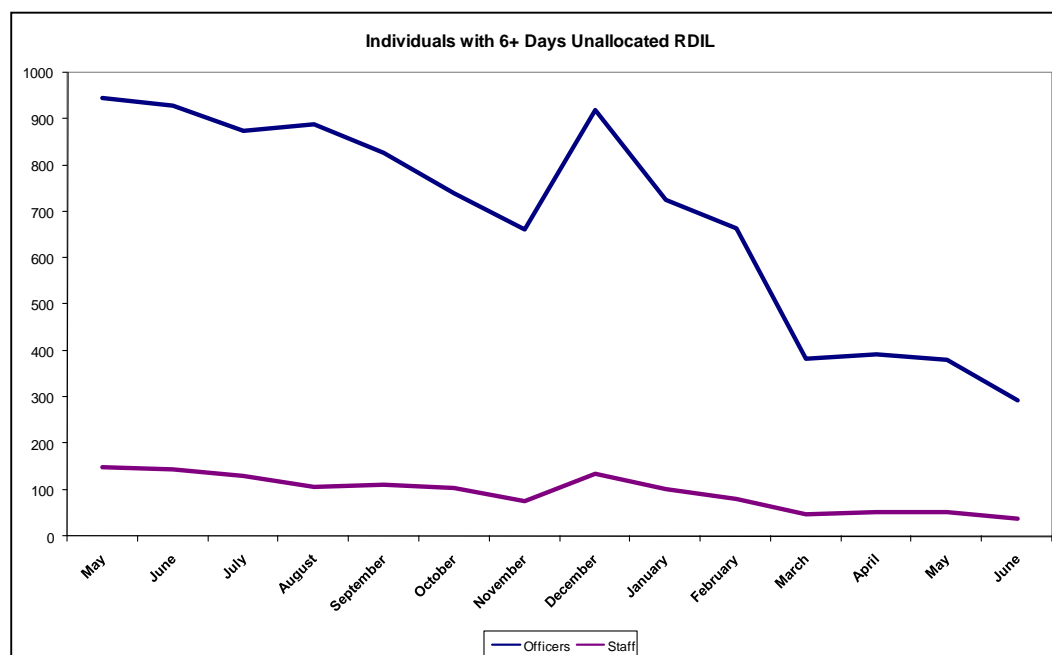
2.6.2 Rest Days in Lieu (RDIL)

Signs of Success would be:

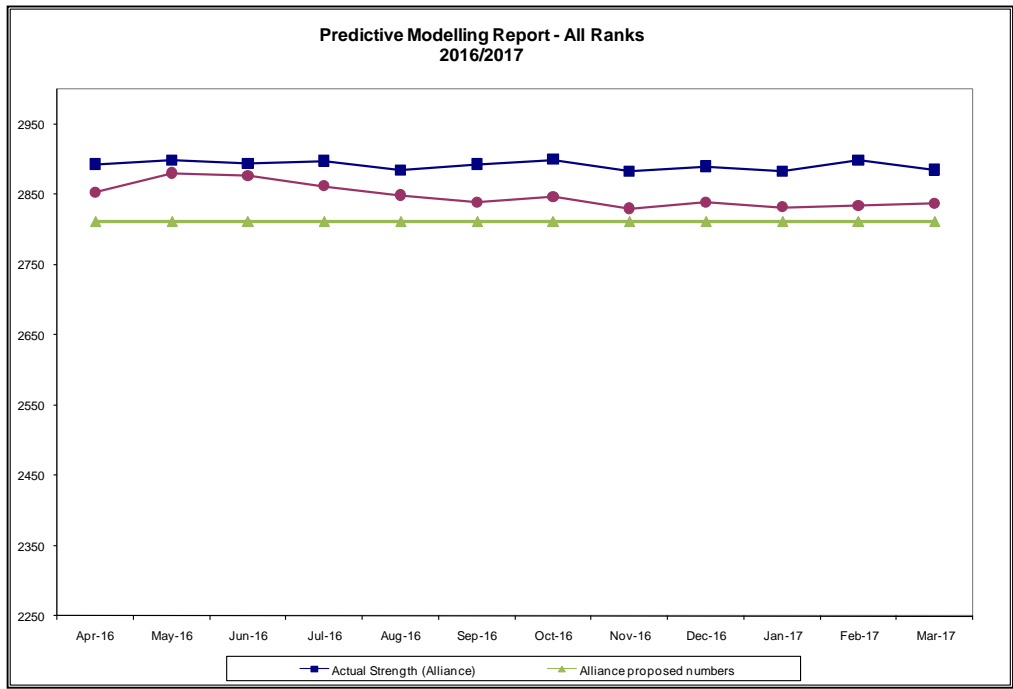
Reduced balances in line with Force policy

The alliance policy is for officers and staff to have no more than 5 days owed rest days in lieu (RDIL).

Throughout 2015/16 there was significant management intervention to reduce the numbers of individuals breaching this limit. Now the vast majority (88%) of individuals exceeding these limits have between 6 & 10 days owed. Management intervention continues at a local level though we now feel this has reached a point where we will monitor levels and remove from this performance summary. In the event that this shows an increase we will reintroduce it into the summary reports.



2.6.3 Recruitment Officers



The chart shows that the alliance is meeting its agreed establishment for police officers.

The purple line represents the actual deployable strength, it treats officers in their first 6 months of training as not fully deployable.

Staff

The Alliance has an ongoing process for capturing and reconciling staff vacancies. At the end of May 2016 there were 155 vacancies; 111 are being actively recruited for, the remaining 44 are on hold pending finalisation of structure reviews, working practices, job profiles, etc

2.7 INTEGRITY

The following data is supplied by Professional Standards Department and is collated on a cumulative basis. Hence the data below is for July 15 to June 16.

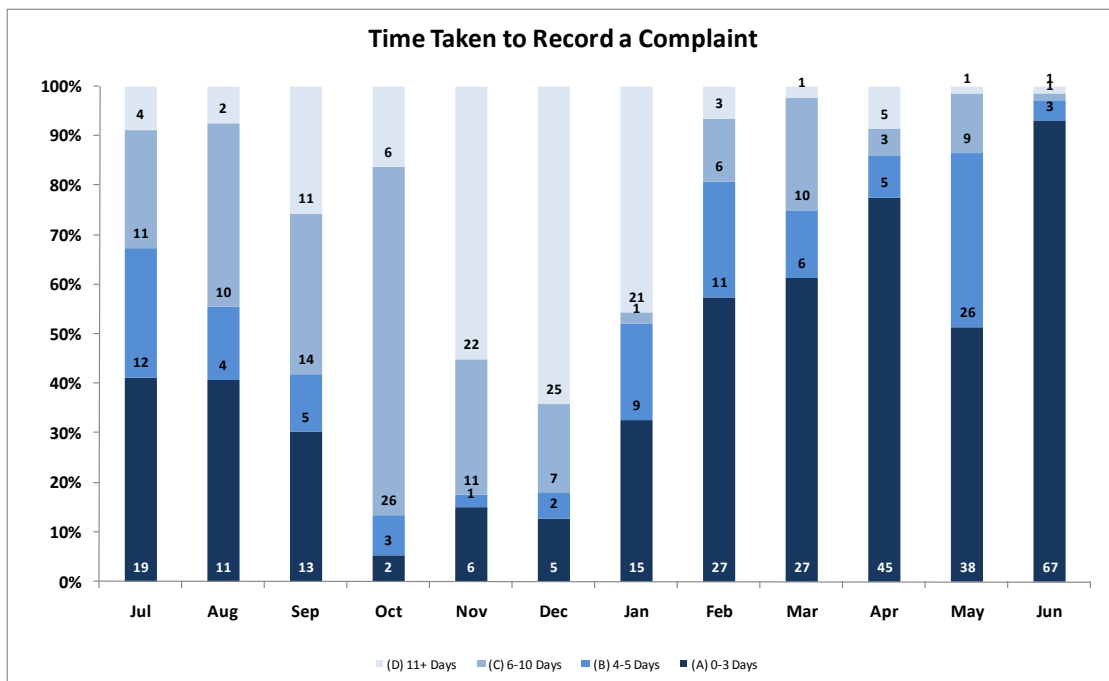
2.7.1 Complaints

Signs of Success would be:

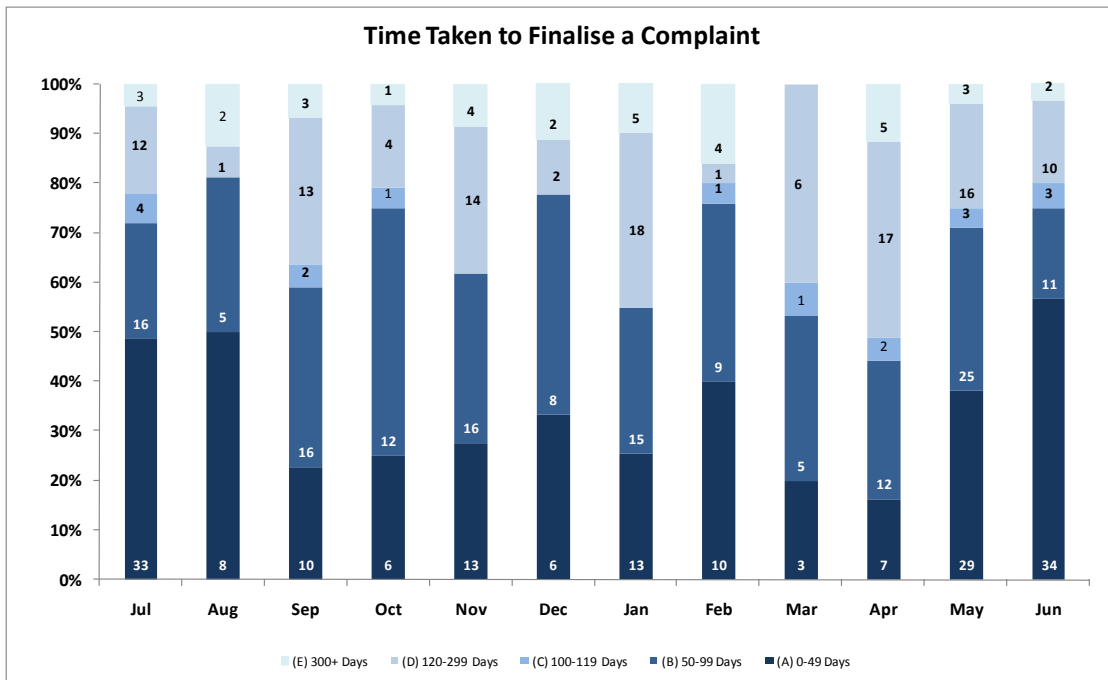
Overall reduction in complaints
Timeliness within national guidelines

Due to previous performance issues identified in relation to the timeliness of recording complaints and finalisation of complaints, the below focuses on these two areas. The charts help to provide a greater understanding of the forces position and progress.

The national target is to record cases within 10 days and to finalise within 120 days. The alliance forces seek to improve on this and record and action cases as soon as possible and aspire to record 80% of all complaints within 3 days. In the first quarter of 2016/17, 74% were recorded within 3 days – a significant improvement on the previous quarter (50%).



This improvement reflects the positive impact of procedural changes introduced in September 2015. Now these changes are embedded, the aspiration of 80% should be achievable – in June 93% of all complaints were recorded within 3 days.



The second national measure in relation to dealing with complaints is to finalise cases within 120 days. This process does not measure performance until the case is closed and therefore can be somewhat misleading in respects of performance monitoring. It has been identified that there are a number of ‘older’ cases still live within the complaints process for a variety of reasons and a focus on bringing them to conclusion has been undertaken. The above chart shows what could be interpreted as a decline in performance whilst we focus activity in finalising these complaints though we expect this to level out and start to improve over the coming months. Further analysis of open cases shows a significant reduction in the number of older open cases, which is the result of significant work and focus upon concluding cases; both those held within the Professional Standards Department and on local policing areas.

2.8 EFFICIENCY

2.8.1 Firearms Licensing

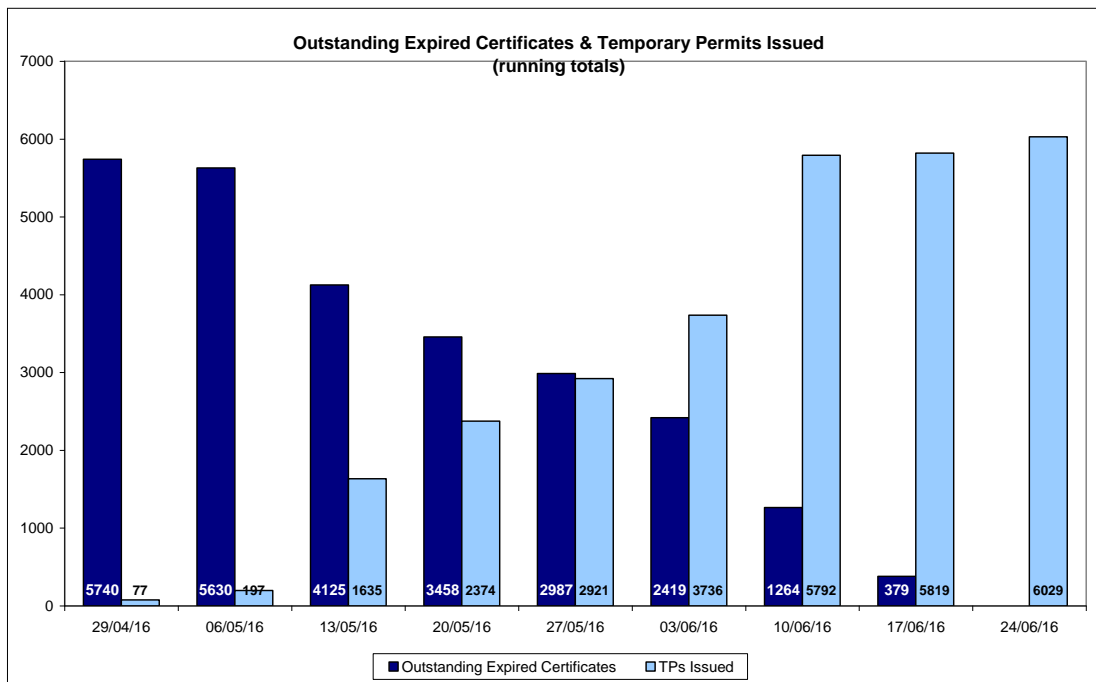
Signs of Success would be:

Timeliness in processing renewal applications

Concerns have been raised amongst the firearms community regarding the timeliness of the license application and renewal process within the alliance. Performance will be highlighted in these summary reports until we are satisfied that improved and sustained levels of service have been achieved. A number of short term actions have been introduced, however, due to the nature of the application process a long term plan is required.

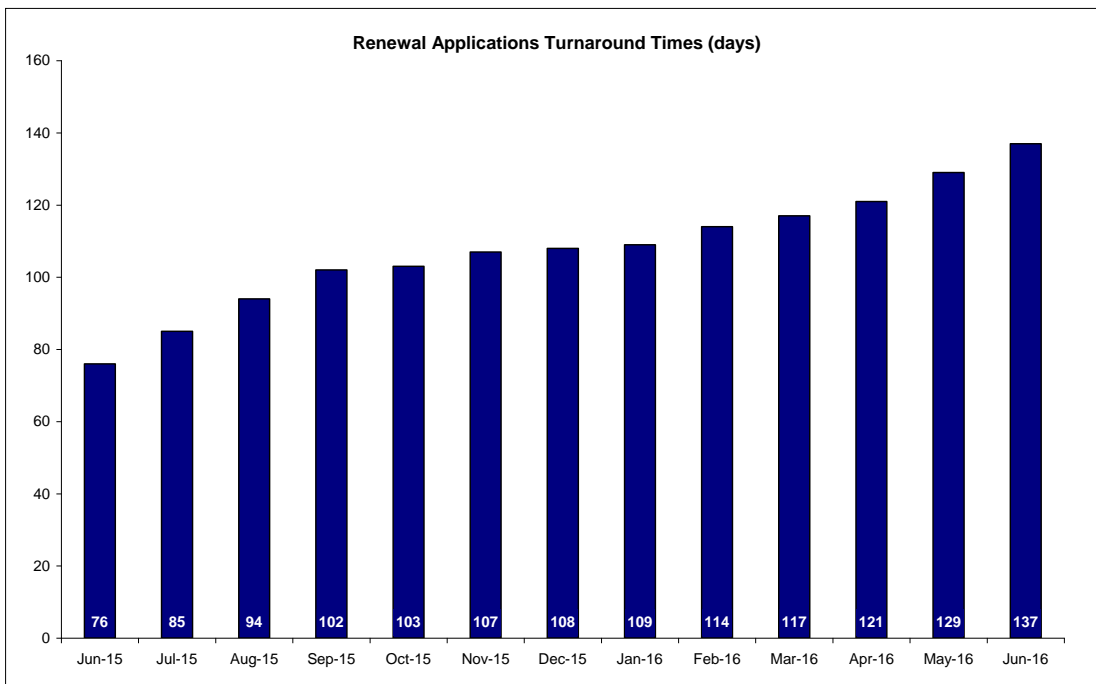
Across the alliance, there are approximately 63,000 firearms and associated licenses, renewable in a 5 year cycle. The 1990's change in licensing laws has led to a significant proportion of these licenses requiring renewal at the same time, placing an unprecedented demand on the alliance Firearms Licensing Unit. A transitional action plan is in place within the Unit to ensure this demand is dealt with in the most efficient way possible.

In the last quarter there has been a significant focus on reducing the backlog of expired certificates. Temporary permits have been issued to ensure that certificate holders are able to remain in compliance with the law. As at the end of June, all outstanding expired certificates have been replaced with temporary permits and the issuing of these permits is continuing for all renewal requests. This allows a quicker turnaround of renewals, and will help to even out the demand cycle for issuing certificates over the longer term by shifting renewal dates.



The alliance receives an average of 970 renewal applications each month as well as an unpredictable number of new certificate applications, which will peak following firearms related events and country shows etc. The application process is not fully automated, which leads to approximately 12% of applications having to be returned due to inaccurate information, and therefore extending the turnaround time. The national guideline is that applications should be

processed within 8 weeks of being received – the current average time in the alliance is 19 weeks, with some examples up to 30 weeks.



An agreed transitional action plan is in place to manage this process. Temporary staff have been recruited and risk based approaches have been reviewed and are in the process of adjustment.

The new processes set out in the transitional plan are already having a positive impact on speeding up day to day transactions within the Firearms Licensing Unit. The risk based approach around renewals will mean (starting this month) that renewals will be dealt with more quickly, with some taking only a matter of weeks to turn around, positively impacting on the turn around times illustrated above.