

Agenda

West Mercia Police and Crime Panel

**Friday, 27 November 2020, 11.00 am
Online**

Due to the current COVID-19 pandemic Worcestershire County Council will be holding this meeting in accordance with the relevant legislative arrangements for remote meetings of a local authority. For more information please refer to: Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020.

Please note that this is a public meeting, conducting remotely by videoconferencing between invited participants and live streamed for general access via a link on the Council's website to the Council's You Tube [Channel](#)

The Agenda papers and background papers can be accessed electronically on the Council's website. Members of the public and press are permitted to report on the proceedings.

This document can be made available in other formats (large print, audio tape, computer disk and Braille) on request from Democratic Services on telephone number 01905 844963 or by emailing democraticServices@worcestershire.gov.uk

West Mercia Police and Crime Panel
Friday, 27 November 2020, 11.00 am,

Membership:

Mr S J Mackay (Chairman)	Substantive Member - Worcestershire County Council
Mr M Wood (Vice Chairman)	Substantive Member - Shropshire Council
Mr R Evans	Co-opted Member - Shropshire Council
Mr W Parr	Co-opted Member - Shropshire Council
Mr D Tremellen	Co-opted Member - Shropshire Council
Mr J Lavery	Co-opted Member - Telford and Wrekin Council
Mr R C Adams	Substantive Member - Wychavon District Council
Mr A D Kent	Substantive member - Bromsgrove District Council
Ms N Nazir	Substantive Member - Redditch Borough Council
Mr T A L Wells	Substantive Member - Malvern Hills District Council
Mr S Bowen	Substantive Member - Herefordshire Council
Mr B Durkin	Co-opted Member - Herefordshire Council
Mr K Sahota	Substantive Member - Telford and Wrekin Council
Mr S Cronin	Substantive Member - Worcester City Council
Ms H Dyke	Substantive Member - Wyre Forest District Council
Mr A Luckman	Co-opted Independent Lay Member

Agenda

Item No	Subject	Page No
1	Welcome and Introductions	
2	Named Substitutes	
3	Apologies and Declarations of Interest	
4	Public Participation Members of the public wishing to take part (asking a question or making a statement) should notify the Assistant Director for Legal and Governance in writing or by email indicating both the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case 26 November 2020). Enquiries can be made through the telephone number/email address listed below.	
5	Confirmation of the Minutes of the previous meeting	1 - 8

Agenda produced and published by Assistant Director, Legal and Governance, County Hall, Spetchley Road, Worcester WR5 2NP

To obtain further information or a copy of this agenda contact Samantha Morris, Scrutiny Officer on Worcester (01905) 844963 email: sjmorris@worcestershire.gov.uk

Reports and supporting information can be accessed via the Council's website at www.worcestershire.gov.uk

Date of Issue: Thursday, 19 November 2020

Item No	Subject	Page No
	To confirm the Minutes of the Panel meeting held on 21 September 2020.	
Reports from the West Mercia Police and Crime Commissioner		
6	The Impact of COVID-19 on Policing in West Mercia	
7	Police & Crime Plan Activity and Performance Monitoring Report (July-September 2020)	
Other Reports		
8	Work Programme	

West Mercia Police and Crime Panel

Monday, 21 September 2020, - 11.00 am

Minutes

Present:

Mr S J Mackay (Chairman), Mr M Wood (Vice Chairman), Mr R Evans, Mr W Parr, Mr D Tremellen, Mr R C Adams, Mr A D Kent, Mr T A L Wells, Mr S Bowen, Mr K Sahota, Mr S Cronin, Ms H Dyke, Mrs C Clive and Mr A Luckman

Also attended:

John Champion, West Mercia Police & Crime Commissioner
Andy Champness, Chief Executive, Office of the West Mercia Police and Crime Commissioner
Deputy Chief Constable Julian Moss, West Mercia Police

Tim Rice (Senior Public Health Practitioner) and Sheena Jones (Democratic Governance and Scrutiny Manager)

Available Papers

The members had before them:

- A. The Agenda papers (previously circulated);
- B. The Minutes of the Meeting held on 15 June 2020 (previously circulated).

(A copy of document A will be attached to the signed Minutes).

346 Welcome and Introductions

The Chairman welcomed everyone to the Meeting.

It was noted that Councillor Nazir (Redditch Borough Council) had been appointed to the Panel in place of Councillor Julian Grubb.

The Chairman explained that this meeting was being held online to comply with regulations issued for the coronavirus pandemic and enabled Panel meetings to take place, visible to the public, whilst they could not take place at a specific place such as County Hall.

347 Named Substitutes

None.

348 Apologies and Declarations of Interest

Apologies were received from Cllrs Durkin and Lavery.

A declaration of interest was made by Cllr Mackay as he was a retired Police Officer in receipt of a Police Pension (not West Mercia Police).

349 Public Participation

None.

350 Confirmation of the Minutes of the previous meeting

The Minutes of the meeting held on 15 June 2020 were agreed as a correct record and would be signed by the Chairman.

351 The Police and Crime Commissioners (PCC) Rural Crime Delivery Plan Update

The Police and Crime Commissioner (PCC) introduced the Rural Crime Strategy published in March 2020 following public consultation and consultation with the Panel. The Strategy set out the PCC's aspirations for tackling rural crime based on the PIER approach of Prevention, Intelligence, Enforcement and Reassurance.

Each PIER section within the Strategy set out a number of commitments to facilitate delivery of the overarching aspirations and objective of the Strategy, which was to reduce the crimes that had most impact on rural communities. The commitments and associated activities were detailed in the Strategy Delivery Plan which provided an overview of activity in relation to rural crime, to enable monitoring of progress against the commitments as set out in the Strategy.

During the discussion, the following main points were made:

- Fly tipping was an increasing problem for rural communities and whilst acknowledging that it was a primary responsibility for local authorities, the Police were keen to work in partnership to tackle the issue. It was suggested that CCTV may be a good deterrent.
- A number of Councillors had concerns about speeding in their communities. The PCC advised that speeding was addressed mainly through the Road Safety Strategy and was an area of focus for the Police but acknowledged that there needed to be more promotion around public awareness. The PCC reminded Members about Operation Snap which was an initiative where members of the public could report and submit digital footage showing potential traffic offences via a secure online form
- The increased usage of nitrous oxide was discussed, the PCC believed that this was a problem in both rural and urban areas and retailers restricting the supply of it would be

352 Effectiveness and Efficiencies Progress Report

helpful in tackling it

- A Member suggested that hedge removal in the bird breeding season was a problem in Herefordshire and that reported incidents often didn't receive a response
- In response to the discussion about staffing levels in the Safer Neighbourhood Teams, the PCC confirmed that where there a post existed, it should be staffed and if this was not happening Members should advise the PCC
- A Member highlighted a staffing issue in Shropshire which DCC Moss reassured he was aware of and addressing
- The PCC highlighted that as part of the commitment to improve road safety, a new Safer Roads Fund had been launched which aimed to improve road safety. The fund was available to the public, local authorities, fire and rescue services and those involved in voluntary organisations by application
- A Member raised an examples of stolen farm equipment which, although had received a very good Police response had taken a while for the recovered equipment to be returned to the farmer and so was disruptive in terms of business continuity. The PCC agreed to look at the details of the specific issue outside of the Meeting.

It was noted that the Panel would receive a regular update on the outcomes of the Strategy in due course and that would be added to the Work Programme.

The Panel had before them a Report provided in response to the Panel's request for an update on the dissolution of the Strategic Alliance between Warwickshire and West Mercia Police.

During the discussion the following main points were made:

- The Force was on target for achieving both the operational and organisational budgeted savings of £5.284m of which a significant proportion could be directly attributed to the Alliance split and included progress made during the COVID19 pandemic
- The Force had a new command and control system, SAAB Safe, which went live at the end of June 2020. SAAB Safe was implemented more quickly than anticipated towards the end of the Alliance, with the implementation simplified and

353 Police & Crime Plan Activity and Performance Monitoring Report (April - June 2020)

the process significantly streamlined when acting as a single force

- The new system integrated with local and national intelligence tools, enhancing the information available to the Operational Control Centre (OCC) and officers responding to calls for service, reducing duplication associated with accessing multiple systems.
- In response to a Members concern about a lack of response when reporting crime which was taking place in West Mercia but being reported from outside of West Mercia eg when on holiday and viewing through CCTV that a home had been broken into. The PCC reassured the Member that the details of the crime should get passed to the correct Police Force irrespective of where it was reported from and dealt with accordingly, although he acknowledged that the process may not be as slick as it should be
- The separation from Warwickshire had allowed for greater articulation and focus on Serious and Organised Crime (SOC) which in the 2017 PEEL Effectiveness report, HMICFRS graded West Mercia as 'inadequate' in the response to tackling SOC. This improvement was recognised in the last HMICFRS PEEL inspection report and SOC was now rated as 'good'. No other inspection areas were rated as inadequate
- Reference was made to the specific savings attributable to the Alliance separation, which would be examined in greater detail as part of the Budget Scrutiny process.

The Panel considered the Police & Crime Plan Activity and Performance Monitoring Report (April – June 2020).

The PCC highlighted some examples of recent activity in support of the Safer West Mercia Plan's four key objectives:

- £341,363.39 emergency COVID money had been received from the Ministry of Justice (MoJ) to support victims of sexual abuse and violence and domestic abuse
- £550,000 had been secured from the MoJ Safer Streets fund, which was launched as part of a commitment to invest into towns and cities and ensure they were as safe as possible for residents. The area of Brookside, in Telford, was put forward after suffering from burglary and thefts for a number of years

- As mentioned in the previous discussion, the PCC had allocated £280,000 to the Safer Roads fund for initiatives which aimed to improve road safety.

In response to the COVID-19 crisis, the PCC established a Coronavirus response fund. In total £47,279.94 of the £50,000 earmarked was given out to community groups, charities and organisations allowing groups at the heart of the pandemic to purchase essential items such as face masks, gloves and hand sanitiser, as well as printing supplies and envelopes, enabling the most vulnerable and at risk to be supported throughout.

The PCC's Chief Executive explained that the Home Office had reformed the way reviews of police complaints were dealt with. From February this year, PCCs had taken on extra responsibilities for reviewing how complaints were dealt with where the complainant was not happy with the outcome if a case had been investigated by West Mercia Police's Professional Standards Department. This had resulted in a large number of people contacting the PCC's office seeking a review of often very complex and challenging cases. An independent and qualified external body had been appointed to assess reviews on the PCCs behalf, although the final decision on the outcome remained with the PCC.

During the discussion, the following main points were discussed:

- In March, HMICFRS advised all PCC's and Chief Constables that the inspectorate would be suspending its inspection programme in response to Coronavirus. This was followed by a further update in July that the HMICFRS inspection programme would commence in October, with a focus on the COVID-19 response and the force had been informed that it would be one of the forces inspected at part of this.
- In response to a question about whether the PCC was minded to submit another business case for fire governance at the appropriate time, the PCC advised that he still believed that it was the right thing to do but was awaiting the outcome of the White Paper before making further decisions
- The PCC was commended on the Scheme whereby he had donated eight bicycles to a Worcestershire based educational centre that aimed to develop positive attitude and skills, for future employment, in young people. It was

agreed that further details of the Scheme would be sent to the Panel for information

- It was noted that the performance information relating to Safer Roads stated that of the 56 KSI casualties in Q1 20/21, 19 were pedal cyclists and 14 motorcyclists. Further information around the context of the 19 pedal cycle casualties and comparative information for the previous year was requested
- Previously, the types of issues the Safer Roads Fund was used metal police officers and village gates
- A Member expressed concern about the effect that the Coronavirus pandemic was having on the wider criminal justice system and on the resources of the Force. No trials were heard in any of the Crown Courts across West Mercia between March and July and there remained a significant backlog in cases at both the Crown Court and magistrates' courts. Given the capacity constraint of the Courts and the number of cases backing up, West Mercia Police Witness Care Units were now supporting over 21,000 victims and witnesses, an increase of 36% since March 2020, which had placed additional demands against police resources
- In response to the question as to the reason why drug offences and Cybercrime were rated red (above the upper control limit), the PCC advised that crime was more visible during the COVID pandemic but it was difficult to say whether the crimes were really increasing until there was a return to normality. The PCC would continue to hold the Chief Constable to account to ensure that the right level of support and resources were in place
- It was confirmed that the metal policemen were used on a rotational basis in liaison with school management teams to tackle parking and speeding issues in the vicinity of school premises
- Reference was made to the August thematic holding to account session on Diversity, Equality and Inclusion and one of the key findings that sexual harassment was expressed as an area of concern; the Force was working with the women's network to assess the extent of sexual harassment. The PCC confirmed that that he was confident that the appropriate processes were in place, but an area of focus would be around having the confidence to report
- The PCC advised that he was not assured in

respect of Outcome 16 (Victim does not support action) and was concerned that victims could be let down. This would continue to be a focus of the holding to account sessions with Chief Constable.

The Panel's attention was drawn to the new format of the Report and Members were invited to send comments to the Chairman which could then be forwarded to the PCC for consideration.

**354 Complaints
2019-20 Annual
Report**

The Panel received the Complaints 2019-20 Annual Report which was one of the Panel's functions under the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 to deal with non-criminal complaints about the conduct of the West Mercia Police and Crime Commissioner (PCC) and his Deputy.

During 2019-20, 2 complaints were recorded concerning the conduct of the PCC. Both were resolved informally. No complaints were referred to the Sub-Committee.

5 further purported complaints were received but were not recorded as the content did not meet the requirements of the Regulations.

The report was noted.

**355 Work
Programme**

The Panel discussed its work programme and it was agreed that:

- Any Members who were interested in joining the Budget Scrutiny Task Group (who hadn't already put themselves forward), should advise the Chairman
- Given the Panel's widespread concern about PCC's role in respect of road safety, consideration should be given to setting up a Task Group to look at this matter in depth, noting and taking into account the Scrutiny that had already been carried out by Shropshire Council. Members were asked to notify the Chairman if they were interested in joining a Task Group.

The meeting ended at 1.05 pm

Chairman

This page is intentionally left blank

WEST MERCIA POLICE AND CRIME PANEL 27 NOVEMBER 2020

THE IMPACT OF COVID 19 ON POLICING IN WEST MERCIA

Recommendation

Members of the Panel are asked to note this report.

Introduction

1. The purpose of this report is to provide members of the Panel with an overview of the impact COVID-19 has had on policing in West Mercia. The report sets out how West Mercia Police has responded to the pandemic and used its resources to address the demands it has faced including strategic planning and partnership working; the impact of COVID-19 on the nature and scale of crime and incidents and; the Police and Crime Commissioners (PCC's) governance and oversight of the force response.

Policing Response

Command structure

2. The police service has a number of core operational duties which include protecting life and property, preserving order, preventing the commission of offence and bringing offenders to justice. Additionally, as a Category 1 Responder under the Civil Contingencies Act 2004 the police service has a core role in the planning and response to civil emergencies. To fulfil its duties in light of the pandemic, West Mercia Police implemented a recognised approach to its command structure, with defined gold, silver and bronze levels of command and responsibilities put in place.

3. The gold commander is the Deputy Chief Constable. At the beginning of March 2020, he established a gold group (Op Heracles) to prepare for the impact of the pandemic. This group maintains strategic oversight and direction of the whole organisational approach. A gold strategy was developed in line with government and National Police Chiefs' Council (NPCC) guidance. The gold strategy sets out how the force will preserve life and protect the public by working in partnership with Public Health and other agencies to provide a coordinated response.

4. Below gold, the silver lead is a commander, whose role is to ensure tactical delivery of the gold strategy. This included forming a cross directorate *silver cell* who monitored resource levels, managed the stream of information and guidance being received from the government and NPCC to ensure effective implementation and using a situation report to closely monitor on a daily basis key organisational

issues such as the number of fixed penalty notices issued and sickness. The silver command also coordinates organisational learning.

5. Bronze leads were identified across every service function within the organisation. Each was responsible for preparing a risk management plan for their service area. In the first months of the pandemic the silver lead would hold a daily meeting with all the bronze leads to identify any emerging issues and seek to address them as swiftly as possible.

6. The force is also engaged in the national police response to COVID-19, Op Talla. On a regional basis meetings were held to discuss any COVID-19 issues and approaches to be taken around enforcement by forces. Any issues that required escalation were brought to the attention of the weekly Op Talla dial in meetings for resolution.

7. At the start of the pandemic the multi-agency Strategic Command Group (SCG) for the floods was being closed down and a decision was made with partners to evolve that group into an SCG around Coronavirus, chaired by the Assistant Chief Constable. The SCG is the operational arm of the Local Resilience Forum (LRF). It has a separate, but complementary command structure to the force's internal command structure. Below the SCG, Tactical Command Groups (TCG) were established in local authority areas.

Policing approach

8. Towards the end of March 2020, the government published emergency legislation, in response to the pandemic, including the regulations for police powers in respect of COVID-19. In line with NPCC guidance, West Mercia Police adopted the 4 E's approach around enforcement. The 4 E's being Engage, Explain, Encourage and Enforce. Throughout this phase of enforcement officers were directed to use the fourth E, enforcement, as a last resort. Where enforcement was required officers would issue fixed penalty notices (FPNs) to individuals. FPNs were closely monitored by silver and gold and reported into Op Talla for national oversight.

9. The Prime Minister's announcement on the 22 September 2020 initiated a new phase of the 4Es approach, with a changed emphasis towards enforcement. West Mercia's position was outlined by the Chief Constable, when on the 23 September he released a public statement making it clear that anyone who chooses to ignore the regulations and restrictions can expect strict enforcement from West Mercia Police and to be given a fine.

10. Throughout the pandemic, the force has sought to provide a higher level of visible police presence within communities to provide public reassurance and maintain public confidence. The force has recently received an additional £466,243 of Government funding to support more visible policing in West Mercia around Coronavirus. This is West Mercia's allocation from £30m of national funding made available to police forces across England and Wales to increase patrols and ensure COVID legislation is being adhered to.

Partnership working

11. A key element of the police response to dealing with the pandemic has been working with partners to provide an effective joined up response on a local level. At the Gold Heracles meetings, the Local Police Area (LPA) Superintendents provide an update on the ongoing work they do alongside the Local Authority enforcement officers, responding to concerns reported to the Police. Some examples of joint working include:

12. In Shropshire, the Shrewsbury Town Shopping Centres (council owned) and transport hub (Arriva) identified an issue with persons not wearing face coverings, as a result of enforcement led by Safer Neighbourhood Teams (SNT) in partnership with other agencies, face-coverings are now being worn and there has been a significant reduction in the reports of non-compliance.

13. In South Worcestershire, the force continues to work closely with Regulatory Services and the University of Worcester with regard to the nighttime economy to ensure common goals. This has been very positive identifying trends and tackling problem premises.

14. In Herefordshire, joint patrols with local authority licensing and trading standards on Friday and Saturday nights have issued prohibition notices to companies who shouldn't be opening during the current period of enhanced restrictions.

15. In Telford, the police Problem Solving Hub and SNTs work closely with partners to discuss, analyse and provide a joined up response. This joint working led to the early identification of the likely hotspots within Telford and a targeted approach through continuing joint agency operations in those areas.

16. 12. The initial impact of restrictions created uncertainty with partners working in specialist areas, many of whom struggled to clearly define what services they would or would not provide. This had greatest impact where vital face to face contact is required, such as visits to children in need and the elderly. As time passed, working with partners returned to a more business as usual basis and the anticipated spike in reporting in domestic abuse and child sexual abuse was not as large as feared.

17. The PCC has a statutory responsibility for the provision of victims' services in West Mercia. Throughout the pandemic the PCC's commissioning team have worked closely with service providers and the police to monitor the effect of the pandemic has had on referrals and support. In terms of demand for services, there was a decline after the first lockdown period, with referrals only starting to rise when lock down ended in July onwards. Current levels of referrals and those engaged with services are in line with levels usual for this time of year but the current period of restrictions may have an impact.

18. Sexual violence providers and Victim Support were starting to see some clients on a face to face basis but have had to cease this now. Overall, providers are seeing service users having higher needs (exacerbated by COVID etc) which they predict will manifest as a longer time in service.

19. The PCC has been able to offer additional financial support to a range of service providers by securing additional COVID-19 funding from the government. This has meant an additional £521,909 has been given in support for domestic abuse and sexual violence services, enabling them to change the way they work so that they can continue to provide support to victims.

Resources

20. Under the direction of the gold lead and in line with NPCC guidance a number of officers and staff were initially moved from 'non-critical' roles to provide support to identified critical functions. This was kept under review and as demand moved back towards business as usual resources were released back to fulfil their substantive roles.

21. As mentioned, under the command structure section of this report, the silver command was responsible for tactically managing resource levels and working with bronze commanders to quickly identify and resolve resource issues as they arose. For example, the Operational Control Centre (OCC) began to receive large numbers of calls from the public to report non-compliance. To better manage this demand, an online reporting function was introduced to enable the public to report non-compliance without having to phone 101. This significantly reduced the calls into the OCC.

Strategic planning

22. The PCC, Chief Constable and their senior staff meet regularly throughout the year to facilitate the business planning cycle for the force and PCC's office. The coronavirus pandemic is an ongoing public health crisis, and while it continues to impact on the whole of society the force must continue to plan to ensure it has the resources, capabilities and resources to deal with its 'business as usual' demand.

23. It is likely that the revenue from Council Tax will be adversely affected by the impact of COVID19 on the economy. Billing authorities are indicating that the Council Tax Collection Funds will be in deficit in the 2020/21 financial year as a result of reductions in the collection rate and the increased costs of the Local Council Tax Reduction Scheme. This deficit will be recovered over the following three years beginning in 2021/22 as a result of changes in legislation. It is also likely that there will be an adverse impact on the 2021/22 Council Tax Base.

24. The Chief Finance Officers and their staff in the billing authorities are monitoring this and liaising with the Treasurer to the Police and Crime Commissioner. The billing authorities are legally required in January 2021 to provide an estimate of the surplus/deficit on the Collection Fund and the Council Tax Base for inclusion in the 2021/22 budgets and to enable the 2021/22 precept to be set.

25. The Police and Crime Commissioner and the Chief Constable are considering their proposals for the 2021/22 budget and in doing so are taking into account possible scenarios relating to the revenue received from Council Tax and central government grants.

Impact on the nature and scale of crime and incidents

26. COVID-19 has had a considerable impact on crime trends since the end of March 2020 (start of the lockdown period). There were statistically significant reductions in recording across the majority of crime type, with few exceptions (including domestic abuse (DA), drug offences, cyber crime and antisocial behaviour (ASB)). Included at appendix 1 are a series of charts which show the changes in crime. The following points should be noted:

- For the majority of crime categories, there was a steep decline in recording in April, followed by increasing trends in the proceeding months. As of quarter 2 (Q2, Jul – Sep 2020), volumes for most crime types have returned to levels seen pre-Covid-19.
- There was a statistically significant decrease in total recorded crime (TRC) in Q1 (19%). Volumes increased during Q2 but remained below the monthly average and lower than volumes in previous years.
- Following the initial decline in rape and other sexual offences during lockdown, volumes over the summer increased steadily, with recording in July and September breaching the upper control limits. Volumes have since returned to expected levels.
- Of all crime types, acquisitive crimes including residential burglary and vehicle offences saw the most significant reductions as a result of COVID-19. Following an already significant reduction in these crime types in 2019/20, there was a further statistically significant decrease in offences across both quarters following the national lockdown. During Q1, there was a 40% decrease in residential burglary and a 44% decrease in vehicle offences. Whilst volumes slowly increased across Q2, the significant decreases have been sustained and monthly volumes remain considerably below the monthly average.
- When comparing rates of residential burglary in West Mercia with 'most similar group' (MSG) forces, West Mercia is ranked 7th out of 8 (with 1st having the highest burglary rate and 8th having the lowest burglary rate).
- Immediately following lockdown, there was a small decline in reporting of DA. This was followed by a steady increase back to more typical levels; above the monthly average but within the expected range. This steady increase has resulted in a small but not statistically significant increase in DA year to date (YTD) compared to the previous year (+3% at Q2).
- Following the lockdown, the force has developed a new monthly DA product for local areas to enable partner agencies to work together to monitor the impact of COVID-19 on reporting, identify repeat victims and be sighted on any relevant prison releases.
- There was a statistically significant increase in drug offences across both quarters. The increase was driven in the main by an increase in Possession of Cannabis offences, and to a lesser extent, a steady increase in Trafficking of Controlled Drugs offences. Similar increases have been seen nationally and

across all MSG forces. It is apparent that an increase in Stop and Search activity during the lockdown period was a major responsible factor.

- Statistically significant increases in cyber offences and crime incidents were seen in 2019/20 and this trend continued across both quarters of 2020/21. Whilst increases in cyber crime and computer misuse were anticipated as a result of Covid-19, the increase cannot be contributed solely to the pandemic. Other factors including improved use of keywords in Athena and longer term trends in the changing nature of crime have also contributed to the increase.
- There was a statistically significant increase in ASB incidents across both quarters (+86% Q1 YTD; +49% Q2 YTD). This was anticipated as calls/ incidents related to the pandemic and breaches of restrictions were recorded under this category.

The PCC's governance and oversight

27. Throughout the pandemic, the PCC has both provided support to the force in its approach to policing response to the pandemic and sought to challenge the Chief Constable

28. At the end of March, the PCC issued a joint statement with the Chief Constable on COVID-19 to provide reassurance to West Mercia's communities that they were working with partners across local authorities, emergency services, health and local charities. This was with a view to ensuring not only an effective policing service, but a range of other services and support mechanisms for our communities, particularly for the vulnerable and those most in need. This has included active work by the PCC to ensure appropriate PPE for West Mercia's police officers, staff and volunteers. An example of which included the Commissioner engaging with local gin producers and asking them to turn their production to high alcohol hand sanitiser. Large deliveries of these products were taken and distributed across the force.

29. The PCC is represented on the force's gold group, established in response to COVID-19 and is provided with a briefing following each of these meetings. In addition, the PCC was sighted on the Situation Report, produced by the force which provides an overview of demand, crime, resources and intelligence issues arising.

30. The PCC has lobbied MPs and ministers on both the backlog of cases within the Judicial system and the impact holding video remand hearings (VRH) has on custody resources as staff have to manage the VRHs as well as undertake their usual custody duties.

31. In April a Q & A session was held enabling the PCC to put questions submitted on the crisis to the Chief Constable. This meeting was then broadcast over the Commissioner's social media platforms.

32. Where required, the PCC's Strategic Estate Manger has supported the force to ensure buildings are being cleaned and facilities are in place to ensure force personnel can comply with social distancing. As the PCC's staff are working remotely, this has enabled the force to utilise the office space normally occupied by

the PCC's staff. This temporary measure is helping ensure police staff can appropriately maintain social distancing, while continuing their important work.

33. Most recently, the PCC has sought assurance from the Chief Constable that Operational Control Centre (OCC) performance is being managed in response to a number of staff being abstracted as a result of testing positive for COVID or being contacted by track and trace.

34. At the end of November, the PCC will be holding a holding to account meeting with the Chief Constable to scrutinise in more detail policing in the pandemic and in particular how the force has responded to and managed public expectations as the policing approach has changed.

Supporting Information

Appendix 1: Crime and Incident data report

Contact Points for the Report

For the PCC's office: Andy Champness, Police and Crime Commissioner Chief Executive

andrew.champness@westmercia.pnn.police.uk

For Panel support: Sheena Jones, Democratic, Governance and Scrutiny Manager

Tel: 01905 844871

sjones19@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Assistant Director for Legal and Governance) there are no background papers relating to the subject matter of this report.

[All agendas and minutes are available on the Council's website](#)

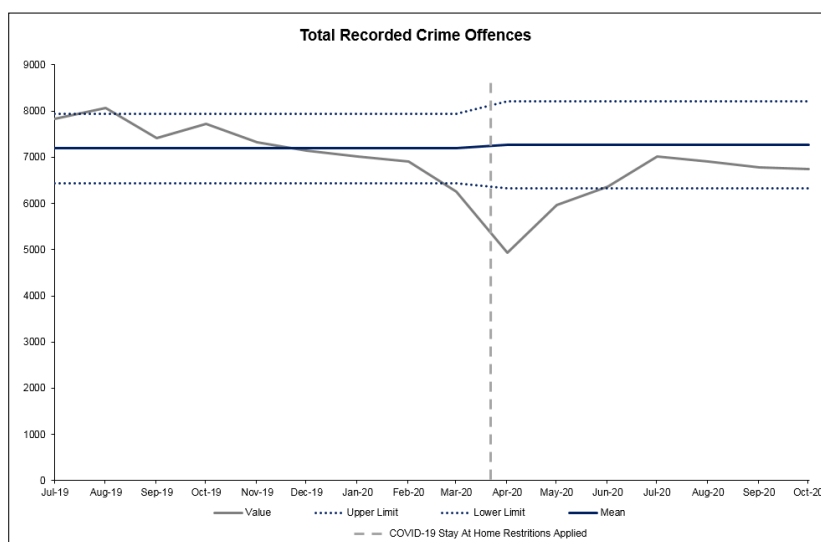
Appendix 1: Crime and Incident data report

Covid-19 has had a considerable impact on crime trends since the end of March 2020 (start of the lockdown period). During the first reporting quarter (Apr – Jun 2020) there was a statistically significant reduction in recording across the majority of crime types with few exceptions (exceptions included domestic abuse (DA), drug offences, cyber crime and antisocial behaviour (ASB)).

The statistical process charts below show trends across key crime types. For the majority of crime categories, there was a steep decline in recording from April, followed by increasing trends in the proceeding months. As of quarter 2 (Q2, Jul – Sep 2020), volumes for most crime types have returned to levels seen pre-Covid-19. The impact of the second lockdown on crime and disorder trends will continue to be monitored through existing performance products (i.e. weekly report, monthly report, quarterly report, and SitRep document produced for the Gold Heracles Group).

Going forward, the significant impact of Covid-19 on crime recording will make comparisons to previous quarters / years extremely challenging and will do so for at least the coming 12 months. As such, caution must be taken when making binary comparisons in 2021/2022.

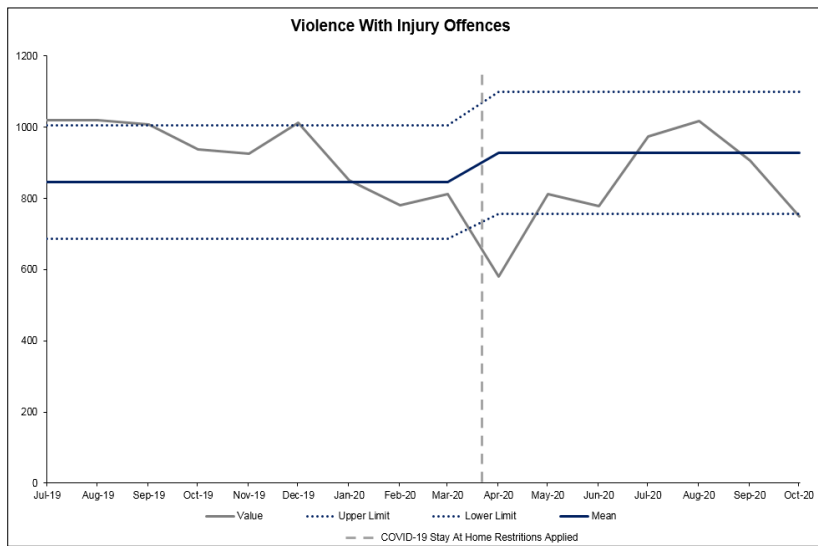
Total Recorded Crime (TRC)



Reporting period	% change year-to-date
Q1 (Apr-Jun)	-19%
Q2 (Apr – Oct)	-16%

There was a statistically significant decrease in TRC in Q1. Volumes increased during Q2, but remained below the monthly average.

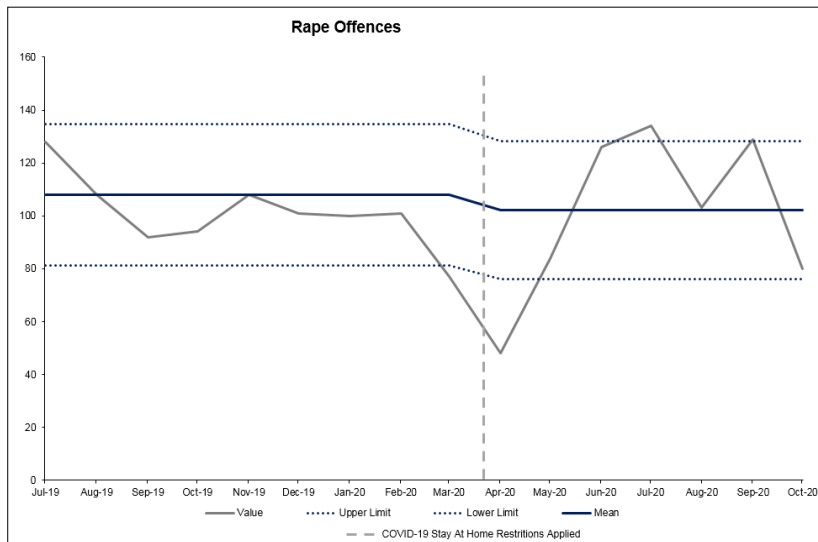
Violence with Injury



Reporting period	% change year-to-date
Q1 (Apr-Jun)	-22%
Q2 (Apr – Oct)	-13%

There was a statistically significant decrease in violence with injury in Q1. Volumes increased within the expected range Jul-Aug, but returned to below average volumes from September.

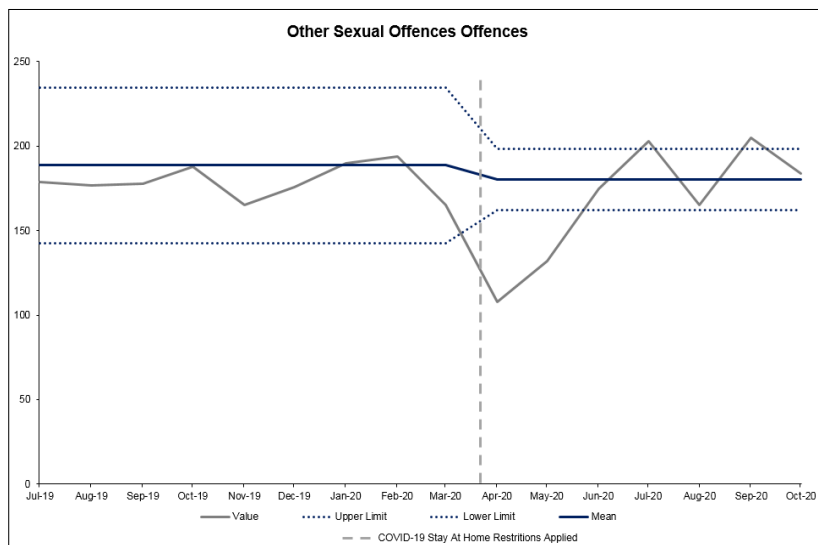
Rape



Reporting period	% change year-to-date
Q1 (Apr-Jun)	-18%
Q2 (Apr – Oct)	-3%

There was a decrease in rape offences in Q1 (not statistically significant). Volumes increased from June and remained above the monthly average until October. Despite the increase Jun – Sep, there has been a 3% reduction year-to-date (YTD) compared to 2019/20.

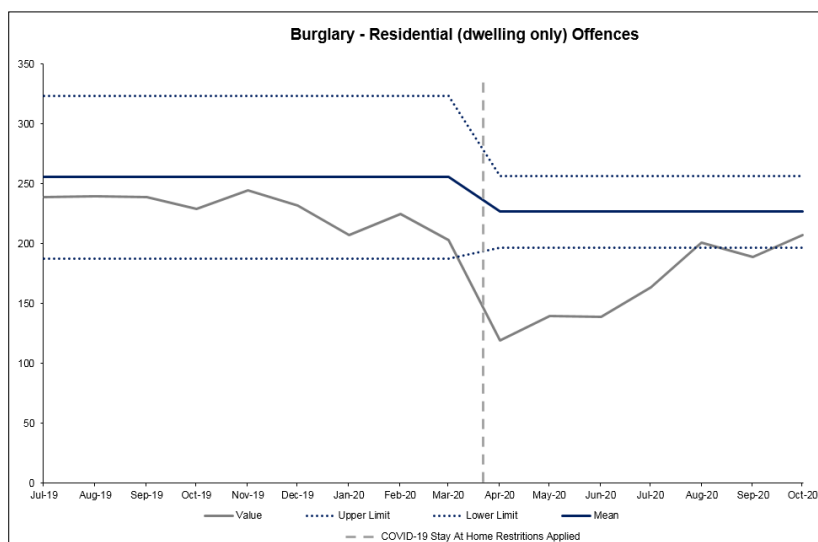
Other Sexual Offences



Reporting period	% change year-to-date
Q1 (Apr-Jun)	-24%
Q2 (Apr – Oct)	-9%

Other sexual offences followed a similar pattern to rape offences. There was a statistically significant decrease in Q1, followed by recording of above average volumes in July and September. Volumes in October were comparable to the monthly average.

Residential Burglary



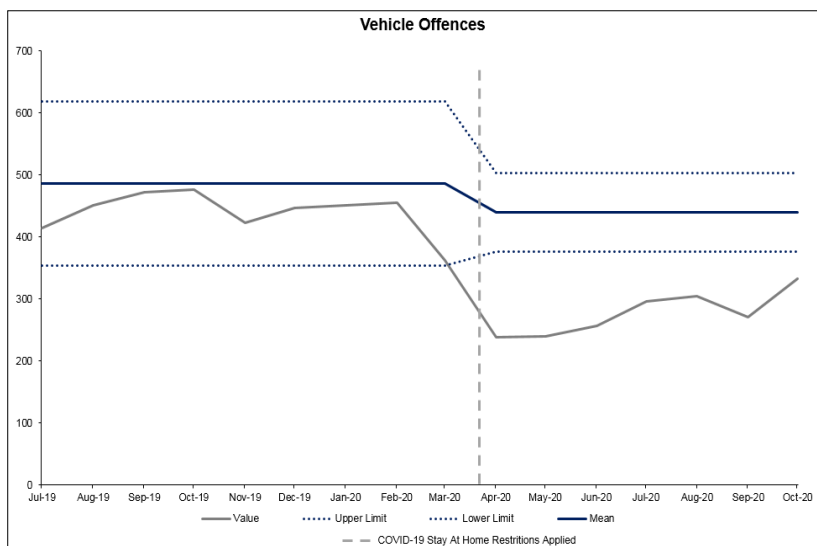
Reporting period	% change year-to-date
Q1 (Apr-Jun)	-40%
Q2 (Apr – Oct)	-31%

Of all crime types, acquisitive crimes including residential burglary and vehicle offences saw the most significant reductions as a result of Covid-19. Following an already significant reduction in residential burglary offences in 2019/20, there was a further statistically significant decrease in

offences across both quarters following the national lockdown. Whilst there has been month-on-month increases from April, volumes have remained well below the monthly average. When comparing rates of residential burglary in West Mercia with 'most similar group' (MSG) forces, West Mercia is ranked 7th out of 8¹ (with 1st having the highest burglary rate and 8th having the lowest burglary rate).

¹ Most recent MSG data, 12 months to July 2020.

Vehicle Offences

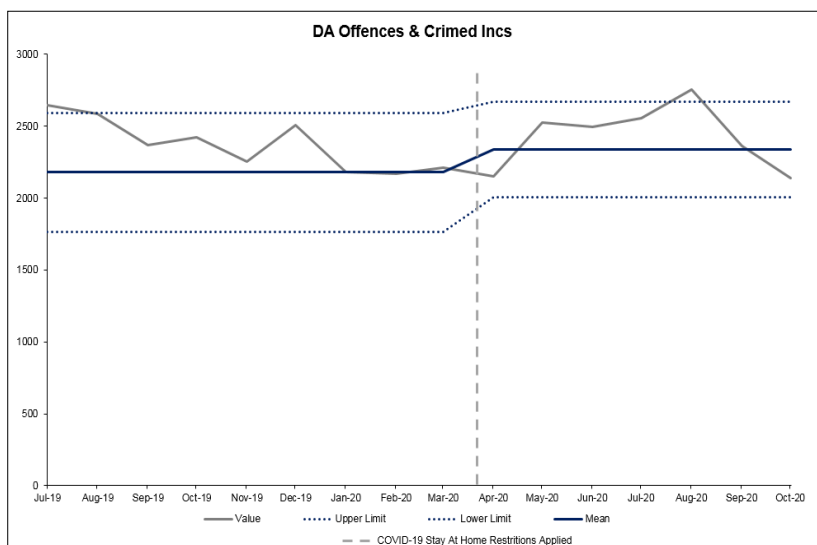


Reporting period	% change year-to-date
Q1 (Apr-Jun)	-44%
Q2 (Apr – Oct)	-40%

As set out above, acquisitive crimes including vehicle offences were most impacted by Covid-19. Vehicle offences include theft of a vehicle, aggravated vehicle taking, interfering with a vehicle and theft from a vehicle.

Following an already significant reduction in vehicle offences in 2019/20, there was a further statistically significant decrease in offences across both quarters following the national lockdown. The exceptionally low volumes were sustained despite changes to restrictions across the summer.

Domestic Abuse (DA)

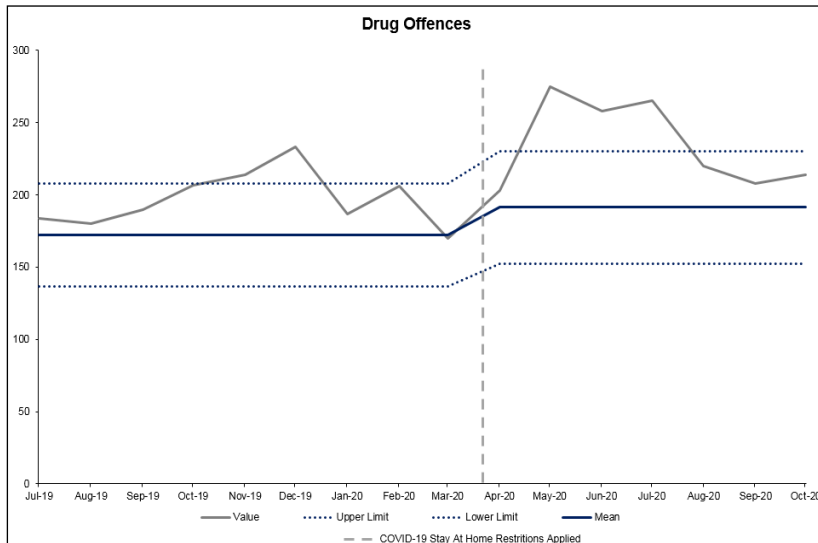


Reporting period	% change year-to-date
Q1 (Apr-Jun)	+6%
Q2 (Apr – Oct)	+3%

Vulnerability related offences did not see the same large scale reductions seen with other crime types. In fact, these crime types, particularly DA, were expected to show significant increases which did not materialise to the extent anticipated.

Immediately following lockdown, there was a small decline in reporting, followed by a steady increase back to more typical levels. Volumes remained above average until September, leading to a small, but not statistically significant increase compared to the previous year. Following the lockdown, the force has developed a new monthly DA product for local areas to enable partner agencies to work together to monitor the impact of Covid-19 on reporting, identify repeat victims and be sighted on any relevant prison releases.

Drug Offences



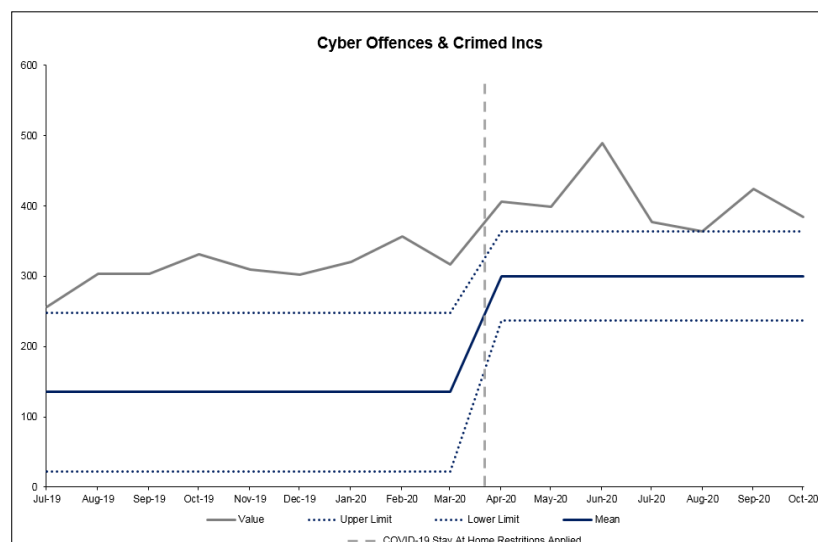
Reporting period	% change year-to-date
Q1 (Apr-Jun)	+40%
Q2 (Apr – Oct)	+33%

There was a statistically significant increase in drug offences across both quarters. The increase was driven in the main by an increase in Possession of Cannabis offences, and to a lesser extent, a steady increase in Trafficking of Controlled Drugs offences.

West Mercia is ranked 5th out of 8 within the MSG forces (with 1st having the highest drug offences rate, and 8th having the lowest drug offences rate).

Following the increase in Q1, the force commissioned additional analysis on drug offences. The analysis showed that similar increases had been seen nationally and across all MSG forces. It was apparent that an increase in Stop and Search activity during the lockdown period was a major responsible factor. A far greater numbers of searches took place during lockdown, suggesting that a combination of encouragement for officers to engage with the public and a reduction in normal police demand was responsible for more proactive implementation of Stop and Search. Anecdotally, individuals that were breaking the lockdown were both more likely to be involved in criminal activity and far easier to identify with fewer people out in public. As a result, Stop and Search produced more positives in offences that are likely to have remained undetected without the effects of lockdown. This is reflected in the high proportion of Cannabis Possession offences within the increase.

Cyber Crime



Reporting period	% change year-to-date
Q1 (Apr-Jun)	+61%
Q2 (Apr – Oct)	+47%

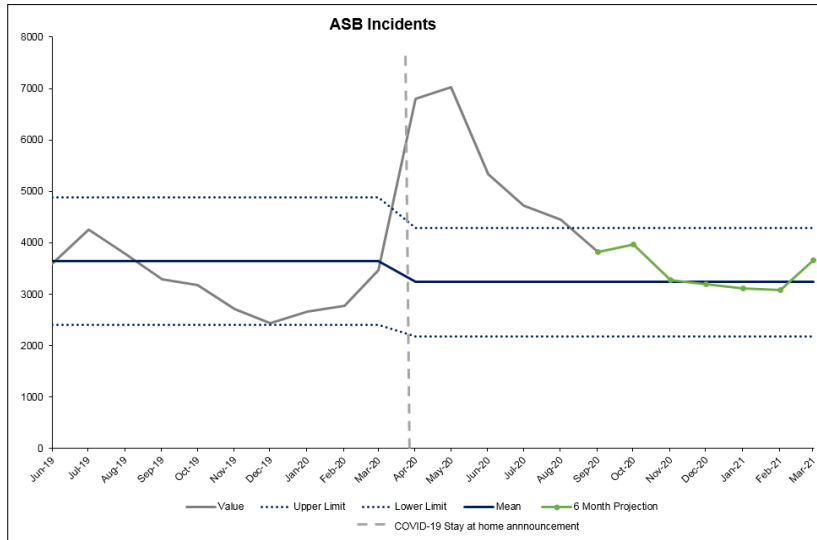
This data is generated from Athena where the keyword “cyber-enabled” has been applied to a crime.

Statistically significant increases in cyber offences and crimed incidents were seen in 2019/20 and this trend continued across both quarters of 2020/21. Whilst

increases in cyber crime and computer misuse were anticipated as a result of Covid-19, the increase

cannot be contributed solely to the pandemic. Other factors including improved use of keywords in Athena and longer term trends in the changing nature of crime have also contributed to the increase.

Antisocial Behaviour (ASB)

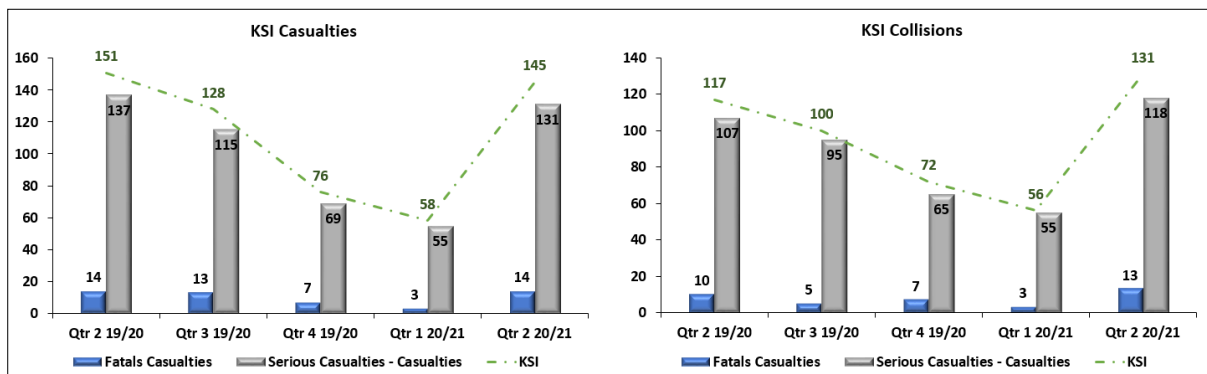


Reporting period	% change year-to-date
Q1 (Apr-Jun)	+86%
Q2 (Apr – Oct)	+49%

There was a statistically significant increase in ASB incidents across both quarters. This was anticipated as calls / incidents related to the pandemic and breaches of restrictions were recorded under this category.

It had been projected that volumes would continue to decrease and return to typical volumes seen during the autumn / winter months. However, with the country entering a second phase of lockdown, it is likely that incidents will once again increase.

Killed or Seriously Injured (KSIs) Road Collisions



There was a significant reduction in KSI collisions and casualties in Q1. This was due to restrictions on travel, as well as fewer individuals travelling together in a single vehicle at the time of collisions. Following the easing of restrictions, the volume of KSI collisions and casualties have increased sharply and have returned to pre-Covid levels.

This page is intentionally left blank

AGENDA ITEM 7

WEST MERCIA POLICE AND CRIME PANEL 27 NOVEMBER 2020

POLICE & CRIME PLAN ACTIVITY AND PERFORMANCE MONITORING REPORT (JULY – SEPTEMBER 2020)

Recommendation

Members of the Panel are invited to consider this report.

Background

1. The purpose of this report is to provide members of the West Mercia Police and Crime Panel with an overview of activity undertaken by the Police and Crime Commissioner (PCC) in support of his Safer West Mercia Plan and provide an update on police performance.
2. Following the recent introduction of enhanced restrictions for Coronavirus, the PCC's office remains open, however, staff have been advised they should work from home unless they need to come into the office for a specific purpose. Although contact details on the PCC's website have been amended requesting people to email their enquiry, the public phone is being monitored remotely and anyone ringing the office is contacted by a member of staff.
3. Although the pandemic continues to impact on the delivery of the PCC function, the Commissioner and his staff have sought to minimise this impact as much as possible, ensuring the PCC is able to carry out his key functions and for the PCC and his staff to establish a business as usual approach where possible.

Delivery plan and assurance

4. A delivery plan is used to support monitoring and assurance of progress against individual elements within the plan is updated on a quarterly basis. The delivery plan is subject to monthly scrutiny at the PCC's governance meeting where activity supporting the plan is subject to closer scrutiny. The next full update of the delivery plan is due at the end of December 2020, therefore the extract included at appendix 1 is to the end of the second quarter.
5. Examples of recent activity in support of the Safer West Mercia Plan's four key objectives, are set out in the following sections.

Putting victims and survivors first

Additional funding success

6. In 20/21 so far, the PCC has been successful in securing over £1.5m of additional funding from a variety of sources to support victims of domestic abuse and reduce criminality in West Mercia. Over half a million was given earlier in the year to support services that work with victims of domestic abuse and sexual violence, many of which had to change the way they work during the COVID-19 lockdown to ensure much needed support was still available. The remainder of the fund was recently awarded to the area of Brookside, in Telford, to improve the lives of its residents and make sure the area is as safe as possible. This includes funding a number of crime prevention measures and building up the community cohesion. In summary the funding received is:

- COVID-19 funding for domestic abuse and sexual violence – £521,909.17
- ISVA funding – £179,267
- Safer Streets - £550,000
- DRIVE programme - £178,863
- Respect Young People's Programme - £207,163
- Sexual Violence support - £50,000

Independent Sexual Violence Advisor (ISVA) and Child Sexual Exploitation (CSE) Services

7. The PCC is currently re-commissioning the CSE and ISVA services, with a minimum 3 year commitment for the contract terms, evidencing the PCC's commitment to the security of victim service provision. Service specifications for both services have been developed in conjunction with the Force and the Victim Advice Line, as well as the PCC procured victim needs assessments, which have been able to capture service user feedback to inform the assessments. Specific requirements of the new services are to include out of hours provision, further enhancing the availability of support for victims as well as specific requirements to engage with groups who are under-represented within current services and emphasising early intervention and prevention.

Domestic Abuse Strategy launched

8. Following a consultation, which involved public and partner input, the PCC has reaffirmed his drive to tackle domestic abuse and has launched his domestic abuse strategy. The strategy highlights that the cycle of abuse must be broken and it will only happen by working together; professionally, personally, as a society, and as a community. The key focus areas will be around prevention, supporting recovery, working together and challenging perpetrator behaviour. A delivery plan is being developed in support of the strategy.

Building a more secure West Mercia

Safer Roads Fund

9. In September, as part of the PCC's ongoing commitment to improving road safety, and ultimately reducing road deaths, the PCC launched the Safer Roads Fund (SRF), a new £280,000 fund for initiatives which aim to improve road safety. The closing date for applications was at the end of October and the PCC has been working with the Road Safety team as well as referring to the needs assessments to understand where gaps in current service provision are and evaluating the bids accordingly. The successful bids will be announced in the coming week.

10. As part of the PCC's ongoing commitment to making roads safer, two online driver sessions will be taking place in November. The training, held in partnership with national driver-education providers TTC, will test drivers on their Highway Code knowledge including speeds, signs and hazard perception. Participants will also gain an insight from a Roads Policing officer on collision statistics, the affects poor driving can have on lives and how technology, such as dash cameras, can help. Similar sessions were held last year however in keeping with the current climate the sessions are being held online rather than in person. Dependent on the success and uptake of these, the PCC will look to hold more in the New Year.

Perpetrator funding

11. The PCC has been successful in securing additional external funding to expand DRIVE into Herefordshire. The PCC will be working with Worcestershire and Herefordshire County Councils and other partners to roll out the DRIVE model, adding a Team Leader and 2 further Case Managers to the existing Worcestershire provision. Referrals to the service will be via the local multi-agency MARAC and the service aims to work with up to 125 high risk perpetrators per year. It is anticipated that the new service will go live in the New Year.

12. The PCC has also been successful in securing additional external funding to commission Respect to deliver their Young People's Domestic Abuse (DA) Perpetrator Programme to over 200 partners from a variety of agencies such as Police, YJS and Local Authority. The programme is a targeted and accredited programme working with young people who are displaying DA perpetrator behaviour.

Policing demand

13. The force has been awarded £466,243 of extra funding from Government to support more visible policing in West Mercia around Coronavirus. This West Mercia's allocation from £30m of national funding made available to police forces across England and Wales to increase patrols and ensure COVID-19 legislation is being adhered to. It will also provide police support to local authorities and the NHS to make sure that people are self-isolating if NHS Test & Trace has identified a need for them to do so.

14. A separate report has been submitted to the panel on the policing response to COVID-19.

Criminal Justice (CJ)

15. The Coronavirus pandemic continues to have a significant impact on the wider criminal justice system (CJS). The backlog of cases within the Magistrates' Courts is being addressed and it is anticipated that all cases deferred during the first lock down will be heard by the end of November, however there are still significant challenges to overcome within the Crown Court. The backlog of cases in the Crown Court has grown by 26% over the past 7 months and continues to grow each week. Addressing the backlog in the Crown Court has become a priority for Government.

16. The PCC and his office have continued to be actively engaged at national, regional and local levels, working to help resolve some of the issues. At a national level the PCC is engaged in a fortnightly meeting chaired by the Secretary of State and at a regional level he is part of a strategic CJ forum. The force has established a West Mercia CJ gold group, which is attended by the PCC's Chief Executive. Addressing the slow development

of a courts' recovery plan and better coordination of criminal justice agencies continues to be the main focus of their work.

17. The four PCC's in the West Midlands region have been approached by the National Probation Service (NPS) to help support the delivery of the NPS Dynamic Framework which is being used to commission accommodation, education training and employment, women and health service services in each regional area. PCC staff members are assisting with the tender evaluation exercises.

Reforming West Mercia

Virtual Remand Hearings

18. The PCC written to both the Home Secretary and the Secretary of State for Justice to voice his concerns about the current situation around court backlogs and the video remand hearings that have been introduced, and sought support for the system to be made better for victims and for it to not affect policing. The PCC believes that digital and video solutions play a part in realising a more efficient and effective criminal justice system, however those solutions need to be implemented in a fair and justifiable way across the various agencies, which didn't happen in this instance. In order to mitigate the impact video remand hearings has had on policing, the PCC has asked for additional funds from the Home Office to meet the operational costs for delivering the service. He has also asked the Government to consider longer term solutions involving changes to both legislation and the prisoner escort services contract.

19. Following discussions, the Courts Service have now agreed to enable a live link between the Telford Court building and Kidderminster Magistrates so that remand hearings can be heard remotely. This removes the need for detainees to be transported from Shropshire to Kidderminster. While this is only a temporary arrangement it is a welcome development.

Estates Services

20. With the withdrawal of Worcestershire County Council from Place Partnership Limited (PPL) to take effect 31 March 2021, considerations have been given to the future of PPL, as an entity and as a vehicle for the delivery of property management services to the remaining partners: the PCC, Hereford and Worcester Fire and Rescue Service (HWRFS) and Warwickshire Police.

21. PPL presented options for the future provision of property services to Shareholders. The collectively preferred option was to proceed with a Members Voluntary Liquidation, plus re-establishment of in-house services at each Authority.

22. Following investigations, the establishment of an in-sourced Property Management Service is being progressed. This will be a streamlined function that will manage the delivery of Estate Management, Facilities Management and Project Management services, utilising service providers, contractors as well as providers from relevant outsourced property related frameworks.

23. Given the winding up of PPL, the establishment of the in-house teams represents an ideal opportunity and case for change. In addition, it also presents opportunities for the PCC and West Mercia to provide both a better value for money and enhanced property management service model. An insourced model will enable West Mercia and Hereford &

Worcester Fire and Rescue Service (HWFRS) to realise their mid and long term visions as well as delivering their Estates and Financial strategies.

Financial management

24. The Treasurer and her staff are working with the Force CFO and his staff to prepare the 2021/22 budget. Regular monitoring of the 2021/22 budget and net expenditure is taking place with progress against savings targets being scrutinised. The external audit of the 2019/20 Statement of Accounts is nearing completion and will be considered by the Joint Audit and Standards Committee on 26 November 2020.

Reassuring West Mercia's communities

PCC's media and communications

25. Despite lockdown restrictions, the PCC's communications and engagement function has maintained as much community engagement as possible.

26. One way in which the PCC is providing reassurance to communities is through his use of podcasts. The PCC has used podcasts to talk to the people that deliver vital public services every day, giving an insight into real life scenarios and practical advice on how and when to access services. Fourteen podcasts have been produced to date on a range of topical issues including rural crime, COVID-19 community funding, romance fraud and the Drive project. The podcasts can be found on Spotify, Buzzsprout, Apple Podcasts or the PCC website.

27. In addition to the online driver training sessions mentioned earlier in the report the PCC is planning a series of online engagements bespoke to each county within West Mercia. During this time, those that join can speak to representatives about speeding, acquisitive crime and rural issues. There will be four sessions taking place in the run up to Christmas.

28. The PCC will continue to review and revise his community engagement in light of changes to coronavirus regulations.

Public Consultation

29. In October, the PCC launched a public consultation seeking people's views on their priorities, what it's like in their community from a policing perspective, and in which areas of policing would they choose to spend more or less money. With COVID-19 impacting on the economy, and wider public finances, there are greater uncertainties than usual ahead of next finalising year's policing budget and through wider consultation, the PCC is seeking to ensure that the public's views are at the heart of his decision making. A summary report outlining the survey results is attached at appendix 2.

Independent Custody Visitor (ICV) Scheme

30. In September the PCC's ICV scheme, was able to recommence physical visits enabled by the Head of Custody who had worked to ensure sufficient control measures were in place to protect both the ICVs and the detainees. More recently in light of the enhanced restrictions in place until the 3 December and the need to mitigate any potential spread of COVID-19 in the custody environment, a decision has been made to temporarily suspend physical visits. The Scheme Coordinator has been working with the Head of Custody and the ICVs to provide an interim solution, which is now in place.

Each custody suite has a designated mobile phone which the ICVs can use to contact the custody staff and interview the detainees over the phone. The interim arrangements are being kept under review and it is hoped to revert back to physical visits as soon as safely practicable.

Performance and accountability

Holding to account

31. The PCC holds a regular scrutiny meeting with the Chief Constable as part of his role in holding the force to account. The following areas have been addressed since the last report. Notes from thematic meetings are available to view on the PCC’s website

Month	Type	Subject area
September	Thematic	Mental Health
October	Thematic	Public Contact
	Thematic	Impact of budget investment

32. The thematic meeting held to discuss public contact was an additional meeting initiated by the PCC, following a decline in call handling performance. In the meeting the PCC was seeking to understand what was driving the dip in performance and what plans were in place to address any underlying issues and to seek reassurance from the Chief Constable that performance would improve.

33. On concluding, the public contact meeting the PCC requested a follow up meeting, which was held two weeks later. Although notes are not available from this meeting the PCC and the Chief Constable agreed that the force would issue a media release to reassure the public on call handling. This was issued on 16 October.

34. Key findings/outcomes from the thematic meetings include:

- At the September meeting, the PCC expressed his concern with the force’s progress on delivering the organisational improvements they themselves have identified are needed to improve the policing response to mental health.
- The number of people detained in police custody as a place of safety is very low
- At the public contact meeting the Chief Constable acknowledged that performance was not where it should be and outlined the issues influencing this, including staff absences due to sickness and the new incident recording system, SAFE, which increases call time by approximately 2 minutes per call.
- Although call times are extended with the new system the benefit is that when an incident needs to be created from a call it provides a much richer picture of information for the creation of any thrive reports and it also helps better understand demand.
- Some of the uplift seen in 999 calls and in abandonment rates for 101 calls may be as a result of people redialling 999 as they cannot get through on 101.
- The Chief Constable is confident that the uplift in officer posts agreed as part of the budget investment will be achieved in the timescales set out.
- The uplift campaign is seen as a good opportunity for the positive action resource to encourage underrepresented groups to develop into the specialist posts.
- Performance against key budget metrics was reviewed to ensure that the significant uplift in resources has brought benefits for communities. Improvements reported to date include: improved timeliness of investigations, increase in public

confidence, a significant decrease in residential burglary offences and an increase in Safer Roads activity and action.

- It is anticipated that improvements this year will translate into a more sophisticated approach to budget setting and business planning in future years.
- An overview was provided of the force's PCC funded projects. The force was able to demonstrate significant engagement with key partners and communities (including business and rural communities), and positive outcomes associated with the services being delivered by the We Don't Buy Crime team, RABOs and E&V trainers. The DCC and Chief Executive are due to further review the governance processes for such projects to ensure they continue to deliver against PCC/force priorities and provide quality services and support for communities.

35. Work is well underway in support of the November holding to account meeting which is a thematic on COVID-19.

HMICFRS Inspection Reports

36. At the beginning of November, the force contributed to the HMICFRS inspection into the policing response to COVID-19. The force was inspected on one specific element of the inspection covering preparedness, partnerships and strategic leadership. The findings will form part of an inspection report which should be published early in the New Year.

37. The force is currently preparing for a follow up visit on crime investigations which will be taking place at the end of November. The purpose of the inspection is for HMICFRS to assess the progress the force has made in addressing the area of concern and recommendations set out in the PEEL Police effectiveness, efficiency and legitimacy 2018/19 report. In this report the force was assessed as requiring improvement in how it investigates crimes.

West Mercia Perception Survey

38. Two years ago, as part of the PCC's commitment to ensure both he and the force are acting on community concerns locally, and that the service provided by the force leads to increased confidence in local policing, the PCC commissioned a confidence survey.

39. The latest, quarter two 2020/21, survey results have been received and headline findings from the results are set out below:

- 85% of consultees tended to agree or strongly agreed they have confidence with West Mercia Police – up 1% on last quarter
- 72% tended to agree or strongly agreed that West Mercia Police understands issues in their community – up 2% on last quarter
- 84% said they were confident they could access the police in an emergency – up 2% on last quarter
- 32% said they see an officer or PCSO at least once per week – up 1% on last quarter
- 62% say they are satisfied with the level of policing in their local area – up 4% on last quarter

40. Confidence data continues to be monitored through quarterly survey results recorded both locally and nationally. Following a dip in performance at the end of last year, performance appears to be improving in overall confidence in West Mercia Police.

Force Performance Reports

41. A number of internal performance products are produced by the force to enable senior officers and the PCC to maintain strategic oversight of force performance. In particular the PCC scrutinises a weekly dashboard of performance along with monthly summary reports. These performance products reflect the new performance framework which was presented to the Panel at the September meeting.

42. The second quarter performance report for the period July to September 2020, is attached at appendix 3. The report sets out a force wide picture of performance particularly in relation to force priorities and key practises. The report focusses on gold level key performance indicators (KPI) however there are some measures at a silver level included to create a comprehensive picture across the force. (The new performance framework uses a reporting hierarchy to monitor performance across the whole organisation at gold (strategic), silver (service) and (bronze) operational levels).

Supporting Information

Appendix 1 – Safer West Mercia Plan Delivery Plan Extract

Appendix 2 – Summary Report ‘Your Voice: What Matters to You’

Appendix 3 – West Mercia Police Performance Report Q2 (July to September 2020)

Contact Points for the Report

For the PCC’s office: Andy Champness, Police and Crime Commissioner Chief Executive
andrew.champness@westmercia.pnn.police.uk

For Panel support: Sheena Jones, Democratic, Governance and Scrutiny Manager
Tel: 01905 844871
sjones19@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Assistant Director for Legal and Governance) there are no background papers relating to the subject matter of this report.

[All agendas and minutes are available on the Council's website](#)

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

PUTTING VICTIMS AND SURVIVORS FIRST			
No	SWP Commitment	Supporting activity	Quarter 2 Update July to September 2020
A1	Making sure officers and staff have the skills to properly support victims and survivors and do so wherever necessary	Refer to C7	
A2	<ul style="list-style-type: none"> • Develop strategies based on evidence to support the delivery of my key aims and objectives, and ensure the commitments I set out in these strategies are followed through with activity • Make sure victims get effective services, enabling them to cope and recover and reduce their chances of re-victimisation 	(A2.1) Develop and implement a Victims' and Witnesses strategy, supported by a comprehensive delivery plan	<p>A new Victims' Strategy has been drafted and is currently undergoing internal review.</p> <p>Contract management reviews in place to ensure appropriate outcomes are being delivered for victims of crime. Referral rates to services are down slightly due to the impact of Covid-19.</p>
		(A2.2) Review the PCC's existing commissioning strategy to ensure it is fit for purpose for the PCC extended term and publish the revise strategy	We have now updated and refreshed the PCC Commissioning strategy for 20/21. We are in the process of getting this updated on our website.
		(A2.3) Develop and implement a domestic abuse strategy, supported by a comprehensive delivery plan	DA Strategy consultation completed and published. Delivery Plan under development
A3	Bring together and help lead a new Victims Board to ensure better results and consistency	(A3.1) Work with partners to redesign the Victims board to ensure there is a clear focus on reducing revictimisation.	Updated terms of reference to be considered by the Victims' Board on the 24th of Sept, as the July meeting was postponed due to Covid 19. The new terms of reference focus on ensuring agreed outcomes are being delivered across West Mercia, focusing on victim services, restorative practices, vulnerability and harm reduction.

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

		<p>(A3.2)Work with partners to:</p> <ul style="list-style-type: none"> • Create an internal audit and inspection regime to evidence compliance with the Victims' Code of Practice • Create a performance framework designed to improve victim and witness services. 	<p>MoJ agreed VCoP monitoring framework in place. Local audits take place twice a year, midyear audit delayed due to covid-19 and no trials taking place. End of year audit to be carried out in line with guidance issued.</p> <p>Internal improvement plans and performance frameworks in place. Quarterly updates provided to the Victims' Board.</p> <p>Future Holding to Account to focus on VAL and the delivery of specified outcomes.</p>
<p>A4</p>	<p>Complete victims' needs assessments to inform future commissioning intentions with a focus on victim, offenders and early intervention.</p>	<p>A series of thematic needs assessments have been commissioned. Once complete the findings will be used along with the refreshed commissioning strategy to review existing provision and identify gaps in service provision.</p>	<p>We have recently completed a series of needs assessments which focus on the following priority areas:</p> <ul style="list-style-type: none"> • Domestic Abuse • Sexual Abuse and Violence • Violent crime • Hate crime • Stalking and Harassment • Roads • Cyber crime • Serious Organised Crime • Modern Slavery & Human Trafficking <p>We have already used the safer roads needs assessment to inform the safer roads grant round. Some areas which were picked up in the needs assessments were gaps in provision for older drivers. We are in the process of now developing an action plan for each needs assessment so that we can work with the Force to track activity, some of which won't necessarily involve the commissioning of services.</p>

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

A5	<ul style="list-style-type: none"> • Ensure the victim voice is at the heart of all activity in relation to my role • Actively seek to engage with victims in the development of service provision 	(A5.1) Develop and implement a local delivery plan in support of the NHS England national sexual assault and abuse strategy	This work has been delayed due to COVID. However, we are currently in discussions with NHS England and the regional PCC offices around how this piece of work can be progressed. Partners have been engaged with the work and the delivery plan is in the process of being developed.
		(A5.2) West Mercia Rape Review – looking into feasibility of replicating the London Rape Review where rape cases are tracked throughout the whole victim journey.	We have now had costings from the Force and University for the piece of work to be completed which are higher than anticipated. We are currently making investigations into the feasibility of the work and the outputs to determine the way forward.
A6	Work with partners and service providers to co-locate and provide a coherent and coordinated multi-agency response to victims	(A6.1) Work closely with Victim Support and the Victims Advice Line (VAL) service to ensure seamless service delivery, including contract and performance monitoring	Since last quarter, we have received additional funding from the MoJ to fund domestic abuse workers who are employed by Victim Support, but co-located within the VAL. We are also in the process of having discussions with Victim Support and VAL around the service offer from both organisations to identify ways in which we can improve the seamless pathway between services, Referrals between the 2 organisations are regularly monitored through quarterly contract meetings. Victim Support have also developed a digital service offer which is being promoted through the VAL team. In addition to this, we have also received additional funding from NHS England to employ a sexual violence co-ordinator/navigator who will be located within the VAL.
		(A6.2) Review VAL and Victim Support provision and develop long term plan in relation to development of these 2 services in line with other commissioned services	This is an ongoing piece of work. The current Victim Support contract is due to end on 31st March 2022 so we will be looking to progress this piece of work early 2021.

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

		<p>(A6.3) Work with National Health England to re-commission the CYP SARC service</p>	<p>Due to COVID, the existing contract with Mountain Healthcare was extended to Feb 2022. Re-commissioning activity of this service will commence early 2021.</p>
		<p>(A6.4) Use additional MoJ funding to create new domestic abuse co-ordinator roles within the Victim Support contract, one of which will be co-located within the VAL</p>	<p>DA provision within VAL – As part of the above funding, Victim Support were awarded funding for 3 x specialist domestic abuse workers, all of which are now in post, offering 1-2-1 support to victims of domestic abuse. In addition, one of these workers is now co-located within the VAL team, further enhancing the skills and capability of the VAL.</p>
		<p>(A6.5) Work with Head of Victim Services to develop funding proposal for NHS England additional funding to implement the provision of a specialist sexual violence co-ordinator, to be co-located/employed by VAL, working with VAL and specialist service providers</p>	<p>We submitted a successful bid for £50,000 to NHS England for the provision of a sexual abuse & violence co-ordinator, who will sit within the VAL and provide specialist support for victims, co-ordinating multiple services to ensure seamless pathways of service provision. This person is now in post.</p>
		<p>(A6.6) Re-commission the ISVA service</p>	<p>ISVA and CSE services – we are currently going through the process of procuring both the ISVA service and a CSE support service. The ISVA service will support victims of sexual abuse or violence and the CSE service will provide support to CYP who are at risk of, or experiencing CSE. Both of these services are currently being delivered via an annual grant so we are moving towards a much more structured and formal approach which aims to achieve better outcomes and longer stability for the service providers. We held a Market and Stakeholder Event in August and tenders for both services will go out in September 2020.</p>

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

		<p>(A6.7) Commission a service to support victims of child sexual exploitation</p>	<p>ISVA and CSE services – we are currently going through the process of procuring both the ISVA service and a CSE support service. The ISVA service will support victims of sexual abuse or violence and the CSE service will provide support to CYP who are at risk of, or experiencing CSE. Both of these services are currently being delivered via an annual grant so we are moving towards a much more structured and formal approach which aims to achieve better outcomes and longer stability for the service providers. We held a Market and Stakeholder Event in August with tenders for both services being issued in September 2020. We are in the process of evaluating these tenders and expect to be in a position to award to the successful provider around November/December 2020.</p>
<p>A7</p>	<ul style="list-style-type: none"> • Work with government to further enhance services for victims and witnesses locally • Use my role as PCC to influence the legislative agenda to secure sufficient funding for victim services 	<p>(A7.1) Engaged in national work via APCC and MoJ</p>	<p>We have regular meetings with the APCC Victims portfolio group on a monthly basis. The next meetings are due in October 2020. MoJ have also participated in these meetings and have conducted separate workshops in relation to additional funding streams during this quarter. We now provide monthly data returns to MoJ from various providers delivering services to support victims and have submitted future predicted demand assessments to inform future funding opportunities.</p>
		<p>(A7.2) Lobbying activity seeking to promote amendment in the DA Bill around the rough sex defence</p>	<p>Action completed June 2020</p>

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

		<p>(A7.3) Work with Citizen's Advice Witness Service to improve victim and witness experience in the Courts.</p>	<p>Secured over£520,000 in additional funding for victims of Domestic Abuse and Sexual Violence.</p> <p>In addition, secured £550,000 to address acquisitive crime in Telford and Wrekin, which should prevent a significant amount of theft and burglaries in the area, resulting in a significant reduction in the number of victims of crime.</p>
		<p>(A7.4) Work with MoJ, Home Office and Drive partnership to influence decisions around the £10m of perpetrator funding proposed by government in May 2020 and to champion the introduction of a domestic abuse perpetrator strategy</p>	<p>Perpetrator Funding – the Home Office recently announced a £10m funding pot for domestic abuse perpetrator funding. Full details have now been shared and there are 2 funding pots; one for Drive and one for other perpetrator provision. Bids are to be submitted by PCCs only. We liaised with a number of partners for these bids and submitted 2 bids, 1 to roll out DRIVE in Herefordshire, and 1 to roll out the Respect Young People Programme to a number of partner organisations across West Mercia. This programme is aimed at young people who are displaying perpetrator behaviour.</p>
<p>A8</p>	<p>Support the appropriate use of restorative justice</p>	<ul style="list-style-type: none"> • Review existing services to ensure they are effectively delivering RJ across West Mercia • Hold regular contract management meetings with service provider • Work with partners to ensure referral pathways are working 	<p>Victim Support currently deliver the RJ service within their contract. This quarter, they have conducted multiple ZOOM sessions with partners to promote the service. Referrals have increased again this quarter and VS are recruiting for RJ volunteers at present. 8 RJ champions have been recruited across West Mercia, with agency representation from magistrates, housing associations and Police.</p>

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

BUILDING A MORE SECURE WEST MERCIA			
No	SWP Commitment	Supporting activity:	Quarter 2 Update July to September 2020
B1	<ul style="list-style-type: none"> • Making sure the police provide the right response to incidents at the right time Incorporating the following Reassure commitments (D4) • Delivering new online platforms for communicating and engaging with the public and partners, alongside traditional and existing methods • Ensuring the force is visible and accessible both in communities and online and is engaging with the public and acting on their concerns locally 	(B1.1) Improving and sustaining the performance of the Operations Communications Centre (OCC) Cross reference to D4	999- At the end of Q1 of 20/21, 92% of emergency calls were answered within 10 seconds and the 90% target was met for 99 calls in April, May and June. 101- At the end of Q1, 78% of calls were answered within 30 seconds, this is lower than the expected standard. For the first time since November 2017 the 80% target for answering 101 calls within 30 seconds was met in April.
		(B1.2) Response time to incidents	3855 emergency incidents were recorded in June, 84% of these were attended within the 20 minute target. The volume of calls attended within 20 minutes in June was higher than the volume attended within the target time since December 19.
B2	<p>Ensuring officers and staff effectively identify and support people with vulnerabilities, understanding and managing associated risks</p> <ul style="list-style-type: none"> • Proactively finding the causes of crime so threats are identified and targeted before they escalate • Using an effective problem solving approach, working with partners and local communities to prevent, solve and reduce crime and anti-social behaviour • Ensure local partnership Joint Action Groups address serious and organised crimes in their areas 	(B2.1) Problem Solving Hubs: to include implementation of the Rural Matters and Business Matters Plans (D7)	The performance framework to monitor performance and outcomes of the hubs was introduced in June and each team area in each hub is required to report via this mechanism. The PCC's office has identified a number of issues with the consistency and quality of the reports being submitted, these have been flagged to the lead inspector.
		(B2.2) Ensure the NPCC Mental Health Strategy is implemented locally	Currently reviewing Force's implementation and delivery of the NPCC Mental Health Strategy. Assurance to be provided by the Force through the PCC's Holding to Account framework on the 24th of September. Once the assurance report is received from the Force the PCC will be in a better position to identify key risks and issues in order to work with the Force to develop an action plan.

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

		(B2.3)Ensure the Force implements its SOC strategy	<p>Following feedback from the PCC's policy lead for SOC, and review by the strategic SOC lead & principal crime analyst, a new version of the SOC strategy activity plan has been developed. The plan provides greater clarity around actions and deliverables, enabling SPOCs to provide more meaningful updates. The plan is still in its infancy and needs to be embedded. However it is far improved compared to the original document.</p> <p>Concerns have been raised regarding lack of comms activity in relation to SOC. In August, these concerns were escalated by the PCC to the CC in their 1:1. A formal response from the CC is anticipated by the end of September. The PCC's comms team are exploring opportunities to develop a PCC-led proactive campaign.</p>
		(B2.4)Ensure SOCJAGS are addressing SOC in their areas	SOCJAGs meeting across all 5 LPAs. Reporting into CSPs locally. Local SOC profiles to be updated in Q3/4. Several county line arrests made. There is a renewed focus to work with partners to improve data / intelligence collection and sharing. No substantive risks / issues to report.
B3	Develop strategies based on evidence to support the delivery of my key aims and objectives, and ensure the commitments I set out in these strategies are followed through with activity	(B3.1)Develop and implement a Serious and Organised Crime Strategy, supported by a comprehensive delivery plan	The PCC SOC delivery plan is now embedded within the wider office and updates are provided each quarter. These updates are used to produce a quarterly SOC summary document that informs the PCC's local SOC update and Regional Governance Group. The last summary document was produced in July 2020. The next set of updates is due on 28/09/2020 ahead of the next set of quarterly meetings. Alongside BAU activity, this quarter has seen enhanced scrutiny and focus on activity related to SOC comms (as set out in B2.3). The PCC's comms & engagement and policy leads for SOC are exploring opportunities to develop a PCC-led proactive comms campaign prior to May 2021 to ensure progress on the outstanding action within the PCC's SOC delivery plan.
		(B3.2)Developing and implementing a Road Safety Strategy to work with partners to coordinate activity, responds to community concerns and reduce deaths and serious injuries on our roads	The Road Safety Strategy is currently with publishing to be formatted and designed and is anticipated to be returned at the end of September. Any last minutes changes will be made to content and design before being finalised. The first draft of the supporting delivery plan has been completed setting out the initial frame work showing suggested activity to support the recommendations and aspirations.

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

B4	Ensuring the West Mercia Road Safety Team works with partners and local communities to improve road safety, using practical, evidence led approaches to enforcement and education, reducing the number of deaths and serious injuries	(B4.1) 'PCC's Safer Roads Fund	<p>Safer Roads Grant round – the PCC has launched a £280,000 fund for initiatives which aim to improve road safety. He is encouraging all interested stakeholders to make an application to achieve one or more of the following outcomes:</p> <ol style="list-style-type: none"> 1. A reduction in fatalities and casualties 2. A reduction in the number of collisions 3. A reduction in traffic offences and road crimes. 4. Increased awareness of road safety resulting in informed positive decisions/choices 5. A reduction in the 'fear' associated with the anticipation of a road traffic collision <p>Closing date for applications is 30th September 2020 with a view to the funding starting from 9 November.</p>
		(B4.2) Morse project	Following this meeting MORSE confirmed that the external evaluation exercise is due to be completed by the end of March 2021 but a draft report should be available for review in October/November. MORSE are also utilising some of the PCC funds to develop an e-based on-line learning package around educating individuals around drug driving and this is estimated to be completed by the end of November 2020.
B5	Ensure partners work together to provide efficient and effective support to victims and use early intervention to prevent victimisation.	(B5.1) DRIVE programme development	Drive Feasibility Study – we have gone through a procurement process to appoint a consultant to do feasibility study for the rollout of Drive in other areas of West Mercia. This piece of work is expected to be completed around October 2020 and will inform future decision making.
		(B5.2) We Don't Buy Crime (WDBC)	A total of 15,151 kits have been registered between April 2020 until 18 September 2020 which covers a total of 99 Parishes (3 in Herefordshire, 22 in North Worcs, 40 in Shropshire, 25 in South Worcs and 9 in Telford & Wrekin) with a further 36 going through the roll-out process.
		(B5.3) West Mercia Diversionary Network (WMDN)	Climb – now that the CLIMB service is fully live (as of May 2020), we are starting to see significant increases in referrals for the service. A number of briefings have been ongoing with partners and the Force and the service is well embedded into each other local authority multi-agency child criminal exploitation groups

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

		(B5.4) Drug intervention provider (DIP) custody review	No further update
B6	<ul style="list-style-type: none"> • Make sure public funding used in support of this objective is allocated responsibly, is outcome focussed and based on proven need • Use a commissioning framework to ensure funding for community safety partnerships represents value for money 	(B6.1) Review of performance monitoring arrangements for the Force funded projects	All of the relevant people in the PCC office now have access to the dashboard.
		(B6.2) Review of CSP funding provision	<p>CSP funding - North Worcestershire are funding 10 projects with a further 2 outstanding which once received will have utilised all of their 20/21 budget. South Worcestershire have 7 projects to fund with a current balance remaining of £45k, Telford have 8 projects to fund with a remaining balance of £12,500 and Shropshire have agreed to fund 3 projects so far with a balance of £23K. Herefordshire have, as yet, not submitted any proposals.</p> <p>CCTV - both Herefordshire and South Worcestershire have submitted applications for £65K each for CCTV monitoring. No applications have yet been received for North Worcestershire or Telford but it is envisaged they will utilise the funds towards their current upgrade programmes. Shropshire have made one application for Market Drayton.</p>
B7	Work with partners to increase the proportion of hate crimes reported to the police		A number of needs assessments have been undertaken by the OPCC commissioning team, including into hate crime. The assessment gives detail to help shape commissioning strategies in relation to victims of hate crimes and gives recommendations on how to meet unmet areas of need, including under reporting. Over the next few weeks there will be engagement with the force lead for hate crime to understand how some of these recommendations may be implemented and to better understand how each LPA deal with hate crime.

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

REFORMING WEST MERICA			
No	SWP Commitment:	Supporting activity:	Quarter 2 Update July to September 2020
C1	<ul style="list-style-type: none"> • Give leadership to the force and partners in forging new collaborations to deliver efficient and improved public services • Join up services and commissioning with partners where there are operational and financial benefits 	<p>(C10.2)Work with my counterparts in the West Midlands region to ensure there are robust governance arrangements surrounding the existing regional collaboration agreements which help to deliver the Strategic Policing Requirement (SPR).</p>	<p>Regional roads policing OPCC roads Policy leads across the region are now meeting quarterly as a group to share best practice and identify any opportunities for joint working. The first meeting took place in August and identified potential joint work across roads victims, uninsured drivers and a strategic assessment of criminality on the roads. The PCC is represented at quarterly regional operational meetings. By the end of the year, PCCs are expected to sign a new S22a collaboration agreement to establish a new forensic collision investigation network nationally.</p> <p>Regional financial investigation and Fraud This area of work needs more of a focus in the regional space. As a result of Operation Venetic, significant POCA money has been recovered. A future development from the findings of Op Venetic, is the possibility of a regional money laundering team which will sit within ROCU.</p> <p>Criminality in the Prisons An evaluation of the recommendations that came out of the Criminality in Prisons report is underway. The evaluation will be looking at what has been achieved by partners across the prison landscape in the last 18 months. A PhD student is currently conducting interview which will help inform the evaluation and also highlight areas which may be of focus in the future. A potential follow up is being developed, where the findings will be presented and a multi-agency discussion can take place on what the next steps of the work should be.</p> <p>ROCU A significant amount of ROCU resource has been taken up in Q1 and 2 which the NCA tasked Operation Venetic. There are ongoing discussions in the region around the resource implications of ongoing tasking demands and the recovery of cash and assets as a result of disruptions. Over £6million pound has been recovered in cash since the operation began. The RPO will continue to engage with the PCC and ROCU to understand where developments can take place with regional colleagues, to ensure future recoveries will benefit all regional forces. The RPO is also working alongside ROCU to develop a regional Serious and Organised Crime Prevent Strategy. This strategy will look to work with partners to help identify opportunities for interventions to prevent engagement in SOC activity. The Strategy aspires to have the same prevalence as the CT Prevent agenda, with every officers/individual being a SOC</p>

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

			<p>officer. The RPO will engage with the SOC policy lead in the office and with the PCC to ensure the strategy recognises and supports local strategy.</p> <p>Police Aviation The RPO continues to support the PCC in his role as the central region (East and West Midlands) representative on the National Police Air Service Strategic Board. The NPCC aviation review continues to develop options for the future of the service and the region has engaged in a number of discussions to inform this and also agree a new methodology of charging for NPAS which will come into force in April 2021. The PCC is participating in a national subgroup to look at governance options for NPAS which will ensure a more strategic and independent approach. The NPAS national strategic board will meet in December to consider the next set of proposals.</p> <p>Counter Terrorism The RPO continues to support the PCC in his scrutiny of CT related matters at RGG. In May, the region’s PCCs signed a section 22a collaboration agreement which brings the special branch functions of the regions forces together under the West Midlands CTU. PCCs held a deep dive session in October to look into the detail of the new regional operating model and ensure the benefits of the collaboration will be realised in West Mercia. At a national level, the special branch funding will be moved to CT policing from April 2021 and PCCs will be consulted on how this is done.</p> <p>Criminal Justice The RPO has continued to support the regional criminal justice recovery over the last quarter. RPO has co-ordinated and supported the bi-weekly CJS recovery Task and Finish group and also the monthly Regional Criminal Justice Collaboration Forum. In Q2 the RPO started the co-ordination of a Regional Co-Commissioning Working Group, looking at opportunities to commission services with a range of CJS partners and aligns itself to the unification of probation services from 2021. A mapping and gapping exercise was undertaken to highlight the commissioning activities across each service, which will identify gaps and duplication in service provision and will help inform future collaboration opportunities.</p>
--	--	--	---

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

REASSURING WEST MERCIA'S COMMUNITIES			
No	SWP Commitment:	Supporting Activity:	Quarter 2 Update July to September 2020
D1	<ul style="list-style-type: none"> Ensuring the Police Code of Ethics is embedded within the force's culture, and is adhered to Making sure all communities, individuals and staff are treated equally, fairly and respectfully by the force Making sure people get an individual response based on their specific needs, and they understand the service they can expect to receive 	<p>(D1.1)• Monitoring PSD activity and performance via the Fairness, Policy and Standards Board and quarterly meetings between the DPCC - Head of PSD.</p> <ul style="list-style-type: none"> Scrutiny of PSD activity through West Mercia Joint Audit and Standards Committee. Considering learning nationally, regionally (e.g. IOPC lessons learned) and locally through the internal ethics committee. 	<p>The Q1 PSD Performance meeting took place in July 2020. There has been a considerable improvement timeliness of recording complaints from April 2020, despite a significant increase in demand during the same period. There has also been a steady improvement in timeliness of finalising cases over the last 12 months. The PCC's office and PSD have started having initial conversations regarding requirements for PSD to report on all complaints that have been live for > 1 year. This will come into force from February 2021.</p> <p>PSD data was reviewed at the Fairness, Policy and Standards meeting. No concerns or exceptional trends identified, over and above those outlined in the Performance meeting.</p> <p>PSD dip sampling will commence on the appointment of new JASC members. A recruitment process is currently ongoing.</p> <p>The PCC's office attended a virtual IOPC workshop related to holding to account and governance processes. Much of the focus of this workshop was the new requirement to report on complaints that have been live >1 year. The policy lead is due to share with the IOPC some information on discussions / performance data shared by PSD to date, to share this approach with other PCCs. The next PCC-IOPC meeting is due to take place at the start of October 2020. This meeting will cover Chief Constable complaints and complaint reviews.</p> <p>The policy team have produced a paper on a proposed process for ensuring the PCC is notified and briefed on relevant reputational risks (the office and Chief Officers). The paper includes a number of recommendations related to oversight of gross misconduct investigations. The paper will be taken to the PCC Office Governance Board meeting on 17/09/2020 before sharing with the force.</p>

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

		(D1.2)Ongoing management of the PCC's complaint review service in line with national guidance and standards	The new solution is now live and in operation. A significant amount of work has gone in since June to successfully remedy the initial issues. The function is now performing much better, with new systems in place to ensure sufficient capacity, rigour and service levels for all parties. The previous small backlog of cases has been cleared and complaint reviews are now functioning as business as usual. The change in system has brought a significant amount of work into the office, primarily due to the work associated with the review function. The only element of the new system still outstanding is the additional administration capacity, which is in itself being remedied within a matter of weeks.
D2	Ensuring West Mercia Police complies with the Best Use of Stop and Search Scheme	Monitoring of the Force approach to Stop and Search	<p>In Q1 of 20/21 1860 stop and search encounters were recorded by West Mercia Police, an increase of 715 compared to the same period in 19/20. Increased activity as a result of Covid 19 and the large number of student officers are factors considered to be driving this increase. In the same period positive stops remains high at over 30% compared to an MSG average of 27% in 19/20.</p> <p>The PCC's public perception data includes a specific question on stop and search, seeking to gauge people's views on whether the powers are used fairly and respectfully. This data was reviewed for the first time at the strategic stop and search board in September. This shows that 66% of respondents feel it is used fairly (16% don't know). Shropshire and South Worcestershire have the lowest rates of satisfaction.</p> <p>Work is ongoing to recruit stop search ambassadors across each of the policing areas. South Worcestershire has had the best uptake from officers. One of the key functions of the ambassadors will be to support and mentor other officers in the appropriate use of stop/search to encourage its use while increasing the number of positive outcomes.</p> <p>The tactical lead for stop search has been working with recruitment to ensure that when the ride along scheme is able to recommence it is attracting a diverse range of volunteers.</p>
D3	Make sure police follow custody rules and treat detainees safely and fairly, via an Independent Custody Visitor Scheme	Ongoing management and coordination of the West Mercia ICV scheme in line with national guidance and standards	The PCC suspended the ICV scheme in March as a result of Coronavirus, following public health advice. All ICVs were informed of the decision and the move was supported by them. By adapting its working practices and using mobile technology, the scheme was re-introduced at the beginning of July, with visitors being able to work remotely, enabling them to observe social distancing requirements. More recently, the Head of Custody has been working to put control measures in place so that any ICVs who wishes to return to physical visits can do so safely. Visits have recommenced in September.

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

<p>D4</p>	<ul style="list-style-type: none"> • Delivering new online platforms for communicating and engaging with the public and partners, alongside traditional and existing methods • Ensuring the force is visible and accessible both in communities and online and is engaging with the public and acting on their concerns locally 	<p>Refer to B1.1</p>	
<p>D5</p>	<p>Working with partners to improve prevention and understanding of cyber crime, ensuring the strategy is fully implemented and emerging threats are tackled</p>	<p>(D5.1) Ensure the force implements its cyber strategy and supporting delivery plan</p>	<p>The formal launch of the force Cyber Crime Strategy has been delayed until September however the supporting delivery plan has been developed and implemented. It was agreed in August that the Cyber Crime Strategic Governance Group would be replaced with a Cyber Crime Strategy Delivery Group which would focus on the monitoring and delivery of the plan. This approach follows that adopted for the SOC strategy. Works is being progressed in all areas within the plan, with the tactical delivery of 'Protect' identified as the weakest area with the challenge to get the message out to our partners to identify potential prevent candidates</p>
		<p>(D5.2) Develop and implement a work programme for the West Mercia Cyber Crime Partnership group in support of the West Mercia Cyber Strategy</p>	<p>The Cyber Crime Partnership Group met virtually for the first time in six months at the end of September. A draft action plan for the group had been circulated in advance of the meeting setting out the tactical activity within the strategy where the group can provide support. The support activity being predominantly focused on the 'prevent' and 'protect' objectives. Sharing of information and targeted campaigns are key elements of this work and in support of this the group confirmed their support for further funding of Get Safe Online. It was agreed that the roll out of the SME business training first piloted in Hereford in January would be postponed as a result of Covid 19 restrictions. Partners within the group are trying to progress different events for businesses. It was agreed that a week long cyber fringe festival being planned for the end of November by the cyber hub in Hereford would provide a platform for the police FSB and other partners to raise cyber crime awareness.</p>

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

D6	Develop strategies based on evidence to support the delivery of my key aims and objectives, and ensure the commitments I set out in these strategies are followed through with activity	Develop and implement a Rural Crime Strategy, supported by a comprehensive delivery plan	The delivery plan in support of the PCC's rural crime strategy has been finalised and the plan is now in place to monitor and track delivery of the plan. The work to develop a suite of measures to better reflect rural crime has been impacted by Covid 19, changes to performance personnel and more recently the move onto SAAB. The work on rural crime qualifiers in SAAB is a low priority within that project which will delay the rural crime project.
D7	<ul style="list-style-type: none"> • Making sure voices and priorities are heard and acted on from within our rural communities, via the Rural Matters plan to ensure their specific needs are addressed • Working with businesses and partners through the Business Matters plan to ensure business crime is addressed effectively 	Refer to B2.1	
D8	I will continue to review, refine and invest in my Communications and Engagement strategy, to ensure I am acting on the views of our community including those of hard to reach and minority communities	(D8.1) Develop and implement a revised Communications and Engagement Strategy, supported by a comprehensive delivery plan	The C&E Strategy has been updated to incorporate the changes to governance. The daily delivery plan continues to be used as part of general planning and monitoring daily comms activity.
(D8.2) Community Meet Your PCC Events		Due to the new laws, and continued Covid restrictions, we have been unable to plan any engagement events. As a team we are still trying to find ways to engage with communities on a regular basis, which includes virtual meetings.	
(D8.3) Community newsletter		A list of all parish councils has now been pulled together, along with content for each. Matt Knight, the new C&E intern, is now working on this. The aim is to ensure we are engaging with as many areas as possible and meeting all deadlines. The newsletters have started to get going again with sending out magazines/newsletters after being on-hold due to Covid	
D9	Use my Commissioner's Ambassador scheme to deliver more engagements, relationships and local links across our communities	(D9.1) Commissioner's Ambassador Scheme: (1) Identification of engagement appropriate for CA engagement (2) Identification of priority demographic and geographic communities (3) CAs to provide written feedback on all engagements (4) Provision of central support and materials	The Ambassadors continue to carry out their roles despite restrictions. The recent enforcement of new laws mean that this may hold some planned meetings/engagements, however they are still able to hold their regular one-to-ones. They have also been involved in some interesting community projects highlighting partnership working

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

		etc. to ensure CAs represent the ambassador appropriately.	
		(D9.2) Ambassador Grant Scheme: (1) £40k allocated for CA identified projects (2)Development of grant scheme and associated processes (3)Ongoing monitoring of grant scheme	The Ambassadors have still been using their funding pots. Having been involved in some really interesting, and worthwhile, projects we have been able to highlight this through the media, etc. This has also allowed us to highlight the partnership working
D10	Ensure that the police and partner organisations are active and effective in tackling the issues that are important to our communities	(D10.1) Safer West Mercia Perceptions Survey: analysis of quarterly results to inform scrutiny and challenge of local policing.	<ul style="list-style-type: none"> Confidence currently stands at 84% in West Mercia, this is comparable to levels since last year. Residents in South Worcestershire are most confident whilst residents in Shropshire are least. Over the last 12 months levels of confidence have been both at their lowest (80% in Q3 19/20 and their highest (89% in Q1 20/21). In a recent HtA response, the force highlight that due to the significant variances in the make-up of communities they do expect differences in confidence but with the new confidence plans being implemented they will be able to review confidence by area or demographic to build up a database of best practice.
		(D10.2) Environmental Scanning via: (1) Daily media monitoring (2) Social media monitoring (2) Monitoring of Ambassador feedback (3) Monitoring of correspondence log (4)Formal consultation responses	Daily media monitoring has taken place, enhancement activities ceased post-lockdown. The enhanced report sent to all usual contact plus West Mercia communications team.
		(D10.3) Responding to key / strategic public and other consultations, seeking to influence outcomes that support the Safer West Mercia Plan	The PCC has responded to a number of consultations, including the APCC's call for evidence re PCC reviews and on the revised HMICFRS 2020/21 policing inspection programme and framework.
		(D10.4) Home and Dry water Safety Network and Campaign	A meeting was held in August with the Home and Dry network. Consensus was that there was a need to focus on comms for fresher's week, to ensure that messaging around drinking and drowning are disseminated. Contact with all educational establishments resulted in most indicating a digital fresher's week. A film has been produced and distributed to be included in fresher's digital resource. It was planned to attend University of Worcester fresher's fayre (12 and 13th September) however, new restrictions on gatherings due to Covid-19 has prevented attendance.

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

		(D10.5) Roads focus campaign	The campaign is still on-hold, however the recent funding allocated for roads might highlight where we can do some activities virtually. This will continue to be reviewed over the coming months
D11	Involve, engage and empower communities in the delivery of my plan through more opportunities for active citizenship and volunteering	Regular, consistent and targeted communications messages highlighting the difference communities can make and the opportunities available including West Mercia's Police Cadets, Citizens' Academies and the police Support Volunteer Scheme	The comms team continue to highlight how people can help. In the coming weeks we will be highlighting the return of the ICVs and this will include a case study. The video/article will cover how others can make a difference. We have also incorporated the 'look out for your community' within this as it is very much about how communities can make a difference
D12	<ul style="list-style-type: none"> • Proactively publishing information to demonstrate the force is working ethically, and enable good governance • Be open and transparent in all the decisions and appointments I make and in the way I hold the Chief Constable to account 	(D12.1) (1) Monitoring of website for compliance and timeliness. (2)Monitor compliance with statutory publication regulations. (3)Publish relevant paperwork from meetings (3) Publish an online decisions log. (4) All appointments are advertised on the PCC's website, via relevant recruitments sites and internally.(5) Ensure all correspondence is logged and responded to in a timely fashion (6	Website maintenance is on-going on an ad-hoc basis, this is now enhanced with monthly audit activities to ensure current information. MM uploading documentation as required. Site will be redeveloped to ensure compliance with Government accessibility requirements. Two tenders for the work received to date. Another two companies have been approached this week to tender, with a decision due to be made on contractor in late September. New site should take around three months to build.
		(D12.2) PCC's Holding to Account Programme	In July the PCC held a public facing meeting which enabled member of the public to submit questions on diversity, equality and inclusion (DEI). A formal meeting was held on DEI in early August focusing on areas including recruitment and promotion. As part of the preparation work for the August meeting officers and staff from networks representing those with protected characteristics were asked for their personal experiences of working within the force. The feedback received was used by the PCC to challenge senior officers and to seek assurance it would be used to shape the force's recruitment, training and progression programme to make sure that it is fair and inclusive for all. The formal meetings continue to be supplemented with 'virtual challenge' issues being supported by email. In this quarter issues addressed in this way have included confidence, roads collisions, BOXI and VAL.

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

D13	Work with the police to publish information arising from recommendations in HMICFRS or other strategic reports	Ensure the PCC is able to meet statutory reporting timescales through the development of a new process to ensure the PCC's office is provided with timely updates on the force response to any inspection from pre-publication stage through to the 'sign' off of remedial action by HMICFRS	In July HMICFRS advised that its inspection programme will commence in October, with a focus on the Covid 19 response. Other high priority inspections will also start in the autumn and that the core inspections, PEEL, Child Protection, Custody and Joint Inspections will commence in the New Year. The force has since been informed that it will be one of the force inspected at part of the Covid 19 inspection. Since recommending work HMICFRS has published a number of national thematic reports on roads policing and police contact management. The Force's Service Improvement Board (SIB) provides strategic governance to the force response to HMICFRS inspection reports and recommendations. A new process has been developed which ensures any recommendations arising from HMICFRS reports are designated to a lead officer and submitted to SIB in a structured manner. The framework document is shared with the PCC's office as early as possible which will assist the PCC in complying with his reporting requirements to the Home Secretary.
------------	--	--	---

This page is intentionally left blank



Your voice: what matters to you?

SUMMARY REPORT

Please Note: Not all respondents answered every question. Unless otherwise stated any percentage figure referred to is the percentage of respondents answering that particular question.

Contents

Section 1. About the Survey..... 3

Introduction 3

Executive summary 3

Methodology..... 4

Demographics 4

Section 2. Findings..... 5

Policing in West Mercia 5

Council tax..... 9

Local policing area findings 11

Herefordshire..... 11

Shropshire 13

Telford & Wrekin..... 14

Worcestershire..... 15

Section 3. Conclusions..... 16

Conclusions 16

Section 4. Appendix A 17

Please Note: Not all respondents answered every question. Unless otherwise stated any percentage figure referred to is the percentage of respondents answering that particular question.

Section 1. About the Survey

Introduction

This report provides a summary of findings from the Police and Crime Commissioner's (PCC) Your Voice- what matters to you survey. The survey went live on the 5th October 2020 and closed on the 2nd November 2020.

The purpose of the survey is to understand the views members of the public on local policing, contact and engagement, crime and anti-social behavioural issues and views towards the council tax precept to help inform both the PCC and the police force. This includes identifying views towards policing and what priorities are important to the public. It provides the local communities a voice on issues they feel affect their local area.

Findings have been supported with data from the PCC's Public Confidence and Perceptions survey Q2 20/21 and the 2020 PCC Town and Parish Council survey.

Executive summary

In total 1395 responses were received. It is important to note that of the 1395, 399 of responses were only partially completed so were disqualified from the final results. As a result the report is based off of 995 responses. This report only reflects the views of those individuals who submitted a return. It is not possible to conclude that the findings are representative of all within West Mercia.

Policing in West Mercia

- Around 72% of respondents suggest they feel safe in their local area although 67% say they feel worried about the level of crime in their area.
- Around 58% of respondents think that there has been an increase in the level of crime and ASB over the last 12 months whilst 32% think there has been no change.
- Around 54% of respondents don't agree that the local police are dealing with issues that matter to them with the remaining 46% saying they do.
- The majority of respondents (67%) agree that the police do a good job.
- Respondents are more confident they could access the police in an emergency than in a non-emergency
- Issues seen as being a problem in local areas included ASB, rural crime, criminal damage/vandalism, drugs and road safety whilst domestic burglary, violent crime and vehicle crime were seen as less of a problem.
- The majority of respondents (53%) felt that they level of policing had remained the same whilst 38% perceived a decrease and only 8% perceived an increase.
- ASB and burglary and theft were most common ranked as a high issue or priority whilst preventing re-offending and supporting victims was ranked as least.

3

Please Note: Not all respondents answered every question. Unless otherwise stated any percentage figure referred to is the percentage of respondents answering that particular question.

Council tax

- Around 58% of respondents suggest they would be willing to pay more council tax to maintain existing levels of service
- Of those 58% that said yes to paying more:
 - 31% would be willing to pay £20 extra
 - 27% would be willing to pay £10 extra
 - 23% would be willing to pay £5 extra
 - 11% would be willing to pay £2.50 extra and
 - 8% would be willing to pay £15 extra.
- When asked to assign tokens representing money to a number of different areas the average money assigned was as follows from most tokens assigned compared to least.
 - Visible Policing (most tokens assigned)
 - Resources to tackle serious crimes (i.e domestic abuse, sexual violence and CSE)
 - Reforming police IT and improving technology for officers and staff
 - Resources to tackle road safety
 - Crime Prevention initiatives
 - Supporting victims
 - Police infrastructure and estates
 - Reducing re-offending (least tokens assigned)

Methodology

This survey consists of multiple choice questions looking at policing in West Mercia and Council tax. This survey was accessed online via a link published on PCC social media and the webpage for all to access.

The survey went live on the 5th October 2020 and closed on the 2nd November 2020. A total of 995 complete responses were received and analysed to create this report. A copy of the survey questions can be found in Appendix A.

Demographics

This survey was made public for all to complete. The break down from the 995 responses can be seen in the table below.

Policing Area	Count	Percent %
Worcestershire	654	65
Shropshire	176	18
Telford & Wrekin	78	8
Herefordshire	76	8
Other	12	1

Please Note: Not all respondents answered every question. Unless otherwise stated any percentage figure referred to is the percentage of respondents answering that particular question.

Of the 'other' responses, 7 were from individuals outside of the West Mercia force area, in areas that border West Mercia.

Around 98% of respondents were responding as a member of the public with the remaining 2% responding as a business owner.

Section 2. Findings

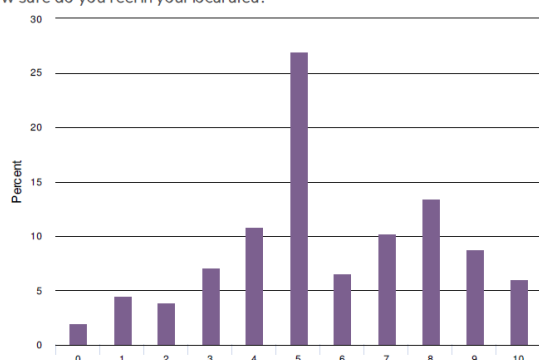
Policing in West Mercia

The first set of questions in the survey were associated with perceptions around crime and antisocial behaviour in the area and overall perceptions of the local police.

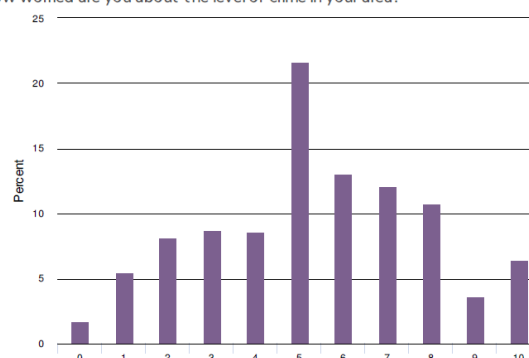
When asked to rate on a scale of 0-10 of how safe they felt in their local area, with 0 being very unsafe and 10 being very safe, around 72% of respondents ranked from 5 to 10 suggesting that they felt safe to very safe.

Although the majority felt safe, when asked to rate how worried they were about the level of crime in their area. With 0 being not at all worried and 10 being very worried, the graph shows that around 67% of respondents feel worried to very worried about the level of crime.

4. How safe do you feel in your local area?



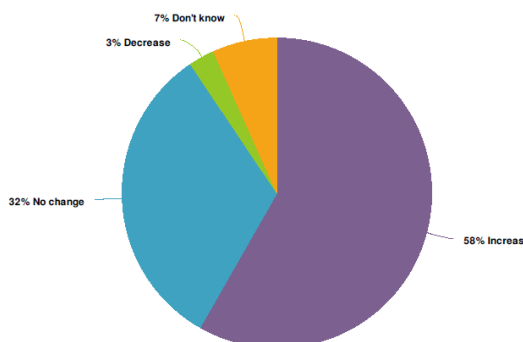
5. How worried are you about the level of crime in your area?



Respondents were asked if they thought there had been a change in the level of crime or anti-social behaviour in their area. Around 58% responded that they perceive an increase in the level of crime, whilst 32% perceive no change and 3% perceive a decrease.

Comparatively, the latest public confidence and perception survey found that 72% of residents felt it was about the same whilst 14% thought there was an increase and only 5% felt there had been a decrease in crime and ASB levels.

6. Over the last 12 months, do you think there has been a change in the level of crime or anti-social behaviour in your area?

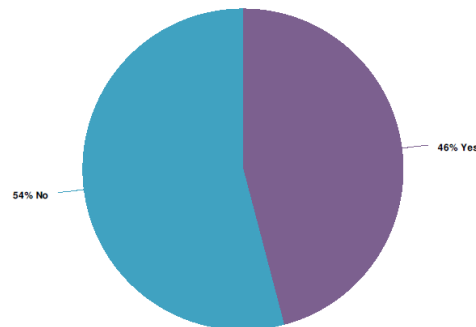


Please Note: Not all respondents answered every question. Unless otherwise stated any percentage figure referred to is the percentage of respondents answering that particular question.

Shown in the below graph is perceptions of whether police are dealing with the issues that matter most to respondents. It shows that the 54% don't think police are dealing with issues whilst the remaining 46% think they are. When asked to explain why they thought police weren't dealing with issues that mattered most, responses included lack of resources, little visibility/presence, not dealing with drug dealing and ASB and lack of investigating around burglary, theft and rural crime.

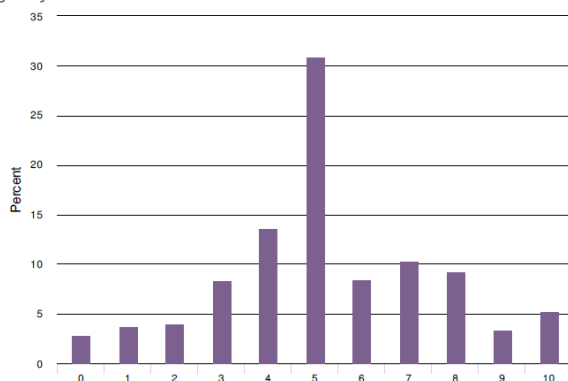
Alternatively, in the 2020 Town and Parish Council Survey when asked if the council had confidence in the police to resolve crime and disorder issues raised in the community, 53% agreed whilst only 23% disagreed. This increased to 72% of residents in the public confidence and perceptions survey with only 9% disagreeing.

7. Do you think that your local police are dealing with issues that matter to you?



The next question asked respondents to what extent they agreed that 'West Mercia Police do a good job'. Around 68% ranked from 5-10 suggesting they agree to strongly agree that the police do a good job. The remaining 33% ranked from 0-4 suggesting they least agreed with the statement. Similarly, the public confidence and perceptions survey found that 69% of residents felt the police were doing a good or excellent job.

9. To what extent do you agree with the following statement 'West Mercia Police do a good job'



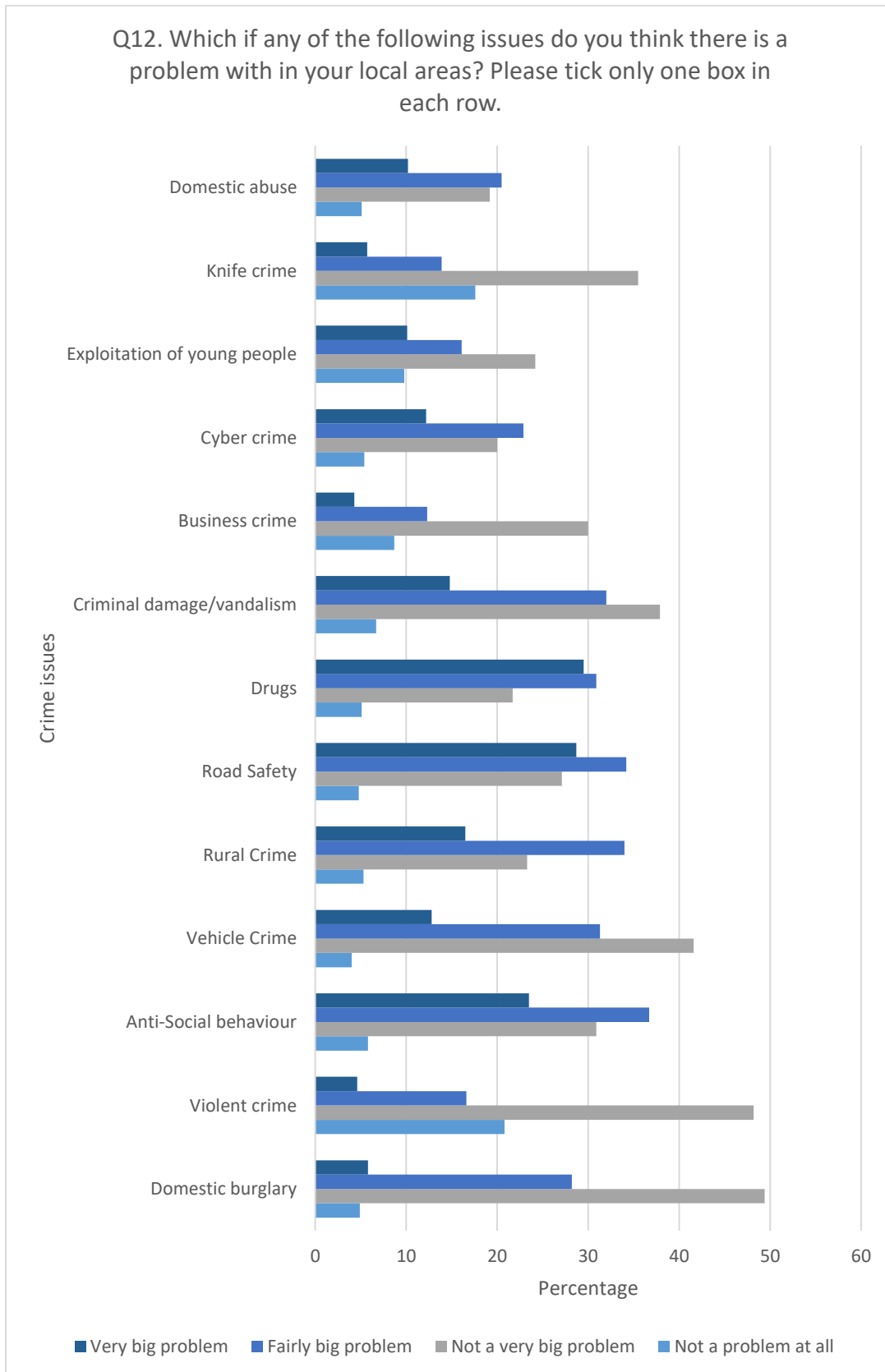
of residents felt the police were doing a good or excellent job.

When asked how confident they were they could access the police in an emergency, 62% of respondents suggest they were confident. However, this decreased to 43% when asked about contacting the police in a non-emergency. In the public confidence and perceptions survey when asked the same question 94% of respondents were confident they could access the police in an emergency whilst 68% were confident they could in a non-emergency.

For Q12. respondents were asked to tick a box suggesting whether they thought the following issues were 'not a problem at all', 'not a very big problem', 'a fairly big problem', a

Please Note: Not all respondents answered every question. Unless otherwise stated any percentage figure referred to is the percentage of respondents answering that particular question.

‘very big problem’ or ‘don’t know’. The below chart shows the responses given but ‘don’t know’ responses have been removed for ease of interpretation.

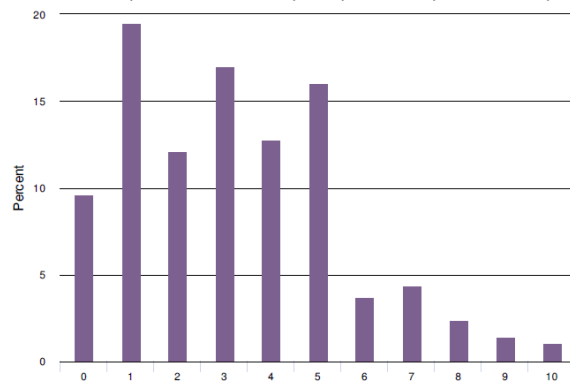


7

Please Note: Not all respondents answered every question. Unless otherwise stated any percentage figure referred to is the percentage of respondents answering that particular question.

When asked how satisfied they were with the level of police presence in their community, only 43% ranked from 0-5 suggesting they were satisfied whilst the remaining 57% ranked from 6-10 suggesting they were least satisfied. However, in the latest public confidence and perception survey 62% of residents say they are satisfied with the level of policing in their community with only 18% suggesting they are dissatisfied. In the Town and Parish Council survey, when asked how they would rate the level of contact councils have with the police, 46% rated the response as excellent or good.

13. How satisfied are you with the level of police presence in your community?



For Q14, respondents were asked whether over the last 12 months they had perceived a change in the level of policing in their area. The majority of 53% suggest that they perceive no change, whilst 39% perceive a decrease and only 7% perceive an increase. The latest public confidence and perceptions survey found that 74% thought it was about the same, 11% perceived an increase and 10% perceived a decrease.

The below table shows the response to Q15 where respondents were asked to rank the key community safety issues/priorities that concerns them the most. It shows that anti-social behaviour and burglary and theft were most commonly ranked as the top priority whilst preventing reoffending and supporting victims were less of a priority.

Item	Overall Rank	Rank Distribution
Anti-social behaviour	1	
Burglary and theft	2	
Police presence	3	
Police response (speed that officers respond to non emergency and emergency calls and incidents)	4	
Road safety	5	
Serious and organised crime (drug dealing, knife crime)	6	
Rural crime	7	
Domestic abuse	8	
Hidden crimes (cyber crime, modern slavery, human trafficking, fraud, child sexual exploitation)	9	
Supporting victims	10	
Preventing re-offending	11	

Lowest Rank Highest Rank

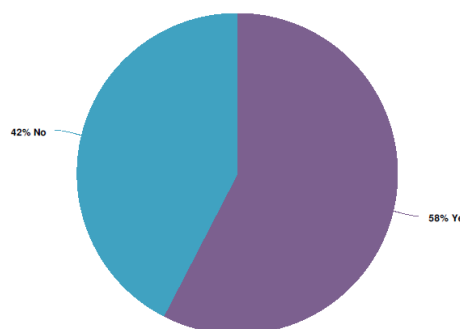
behaviour and burglary and theft were most commonly ranked as the top priority whilst preventing reoffending and supporting victims were less of a priority.

Please Note: Not all respondents answered every question. Unless otherwise stated any percentage figure referred to is the percentage of respondents answering that particular question.

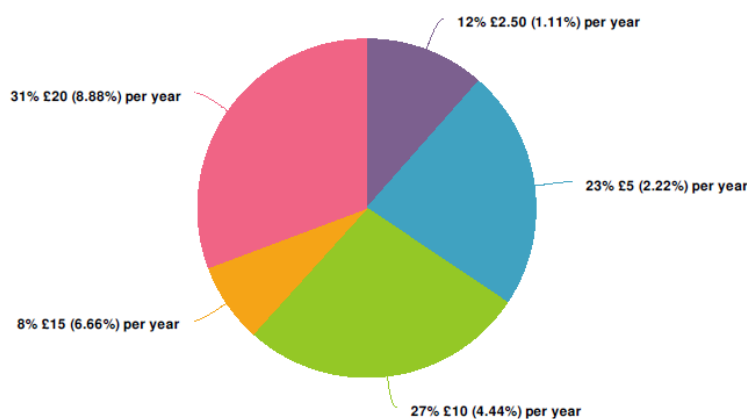
When asked whether they thought they got value for money from West Mercia Police, 56% of respondents ranked from 5-10 suggesting they thought they got value for money, whilst the remaining 44% felt they got less value for money.

Council tax

The next part relates to the council tax precept. As part of the PCC’s role he is responsible for setting the budget for policing including how much council tax residents in West Mercia contribute to policing. When asked if they would be willing to pay more council tax to maintain existing levels of service if funding was impacted as a result of COVID-19, 58% of respondents say they would contribute more whilst the remaining 42% said no.



Of the 58% respondents that said yes to paying more council tax, they were given 5 options (£2.50, £5, £10, £15 and £20) and asked how much extra they would be willing to pay. Around 31% of respondents, the majority, answered that they would be prepared to pay an extra £20 a year, followed by 27% for £10, 23% for £5, 12% for £2.50 and 8% for £15.



To further support this Q19, created a scenario where respondents were given 100 tokens and asked to assign them to a number of key areas, to represent budget setting. The key areas were visible policing, reforming police IT and improving technology for officers and staff, reducing re-offending, crime prevention initiatives, supporting victims, police infrastructure and estates, resources to tackle road safety and resources to tackle serious crimes.

Please Note: Not all respondents answered every question. Unless otherwise stated any percentage figure referred to is the percentage of respondents answering that particular question.

The below list demonstrates the order they were placed in from most money spent to least.

1. Visible Policing (most tokens assigned)
2. Resources to tackle serious crimes (i.e domestic abuse, sexual violence and CSE)
3. Reforming police IT and improving technology for officers and staff
4. Resources to tackle road safety
5. Crime Prevention initiatives
6. Supporting victims
7. Police infrastructure and estates
8. Reducing re-offending (least tokens assigned)

Local policing area findings

Herefordshire

- 76 responses were received from residents in Herefordshire.

Policing in West Mercia

- 86% of residents suggested they felt safe to very safe in their local area whilst 61% suggested they are worried about the level of crime in their area.
- When asked if there had been a change in the level of crime and ASB over the last 12 months, 55% perceived an increase, 32% perceived no change and 35% perceived a decrease.
- 51% agree that the police are dealing with issues that matter to them and 72% suggested that they agree that West Mercia Police are doing a good job.
- 65% of respondents are confident they could access the police in an emergency whilst 50% are confident they could access the police in a non-emergency.
- When asked what crime types caused the biggest problem in their area, residents most commonly suggested rural crime and drugs. Those issues ranked as being less of a problem include violent crimes, ASB, vehicle crime and domestic burglary.
- 31% of residents suggest they are satisfied with the level of policing in Herefordshire, whilst the remaining 69% are less satisfied.
- When asked if there had been a change in the level of policing over the last 12 months, 54% say there had been no change in the level of policing, 38% perceived a decrease and 8% perceived an increase.
- Key community safety issues/priority were ranked, the highest ranking issues were road safety, rural crime and police response whilst preventing re-offending and supporting victims were ranked least of a priority.

Council tax

- When asked if they would be prepared to pay more in council tax to maintain existing levels of service 71% of respondents said yes to increasing council tax
- Of the 71% that said yes to increasing council tax, 32% said they would pay £10, 26% would pay £20, 17% would pay £5, 15% for £2.50 and 9% for £15.
- When asked to assign tokens to budget areas in a scenario. The tokens were assigned in the following order from most tokens spent to least.
 - Visible policing
 - Resources to tackle serious crime (i.e. domestic abuse, sexual violence)
 - Reforming police IT and improving technology for officers and staff.
 - Crime prevention initiatives
 - Resources to tackle road safety
 - Supporting victims
 - Reducing re-offending

- Police infrastructure and estates

Please Note: Not all respondents answered every question. Unless otherwise stated any percentage figure referred to is the percentage of respondents answering that particular question.

Shropshire

- 176 responses were received from residents from Shropshire

Policing in West Mercia

- 71% of respondents suggested they felt safe in their local area whilst 67% of respondents suggested they are worried about the level of crime in their area.
- 68% perceive an increase in the level of crime of ASB in their area over the last 12 months whilst 3.4% perceive a decrease and 24% no change.
- 63% of respondents say that police are not dealing with issues that matter to them whilst 64% suggest that they agree that West Mercia Police are doing a good job.
- 55% suggest they were confident they could access the police in an emergency whilst only 36% were confident that they could access police in a non- emergency.
- When asked what crime types caused the biggest problem, residents most commonly suggested rural crime, roads safety, drugs and ASB. Those seen as less of a problem include domestic burglary, violent crime, vehicle crime, criminal damage and knife crime.
- Only 20% of residents suggest they are satisfied with the level of policing in Shropshire, the remaining 80% are not.
- When asked if there had been a change in the level of policing over the last 12 months, 49% of respondents think policing has remained the same, 46% think there has been a decrease, and the remaining 4% perceive an increase.
- Key community safety issues/priority were ranked, the highest ranking issues were ASB and police presence whilst supporting victims and preventing re-offending was most commonly ranked as least important.

Council tax

- When asked if they would be prepared to pay more in council tax to maintain existing levels of service. 52% said they would be prepared to pay extra council tax whilst the remaining 48% say they wouldn't.
- Of the 52% that said yes to the above question, 43% said they would pay £20 more a year, 21% £10 a year, 20% £5, 11% £2.50 and 4% £15 extra a year.
- When asked to assign tokens to budget areas in a scenario. The tokens were assigned in the following order from most tokens spent to least.
 - Visible policing (most tokens spent)
 - Resources to tackle serious crimes (i.e domestic abuse, sexual violence)
 - Reforming police IT and improving technology for officers and staff
 - Resources to tackle road safety
 - Crime prevention initiatives
 - Police infrastructure and estates
 - Supporting victims
 - Reducing re-offending.

Telford & Wrekin

- 78 responses were received from residents in Telford and Wrekin

Policing in West Mercia

- 57% residents suggested they felt safe in their local area whilst 80% suggest they are worried about the level of crime in their area.
- 68% perceive an increase in the level of crime of ASB in their area over the last 12 months whilst, 17% perceive no change and 4% perceive a decrease.
- 55% of respondents say that the police aren't dealing with issues that matter to them whilst 72% suggest they agree that West Mercia Police are doing a good job.
- Around 65% are confident they could access the police in an emergency whilst only 37% are confident they could access the police in a non-emergency.
- When asked what crime types caused the biggest problem in their area, residents most commonly suggested ASB, road safety, exploitation of young people and drugs. Those issues ranked as being less of a problem include domestic burglary, violent crimes and vehicle crimes.
- 31% of residents suggest they are satisfied with the level of policing in Telford, whilst the remaining 69% suggesting they are least satisfied.
- When asked if there had been a change in the level of policing over the last 12 months, 54% say there had been no change in the level of policing, 13% perceived an increase and 32% perceive a decrease.
- Key community safety issues/priority were ranked, the highest ranking issues were ASB, serious and organised crime and police response whilst rural crime and supporting victims were ranked as less of a priority.

Council tax

- When asked if they would be prepared to pay more in council tax to maintain existing levels of service, 49% of resident said yes to council tax increase whilst the remaining 51% said no.
- Of the 49% that said yes, 26% of them would be willing to pay £20, 26% for £10, 26% for £5, 16% would pay £2.50 and 5% £15.
- When asked to assign tokens to budget areas in a scenario. The tokens were assigned in the following order from most tokens spent to least.
 - Resources to tackle serious crime (i.e domestic abuse, sexual violence etc.)
 - Visible policing
 - Reforming police IT and improving technology for officers and staff
 - Reducing reoffending
 - Supporting victims
 - Crime prevention initiatives
 - Resources to tackle road safety
 - Police infrastructure and estates.

Worcestershire

- Worcestershire accounted for the most responses with 654 respondents.

Policing in West Mercia

- 73% of residents suggested they felt safe in their local area whilst 67% suggest they are worried about the level of crime in their area.
- When asked if there had been a change in the level of crime and ASB over the last 12 months, 54% perceived an increase, 37% perceived no change and 3% perceived a decrease.
- 48% agree that the police are dealing with issues that matter to them whilst 68% suggest that they agree that West Mercia Police are doing a good job.
- 63% of respondents are confident that they could access the police in an emergency whilst only 45% are confident they could access the police in a non-emergency.
- When asked what crime types caused the biggest problem in their area, residents most commonly suggested ASB, road safety and drugs. Those issues ranked as being less of a problem include knife crime and violent crime.
- 31% of residents suggest they are satisfied with the level of policing in Worcestershire, whilst the remaining 69% are less satisfied.
- When asked if there had been a change in the level of policing over the last 12 months, 55% say there had been no change, 37% perceived a decrease and 8% perceived an increase.
- Key community safety issues were ranked, the highest ranking issues were burglary and theft, ASB and police presence whilst preventing re-offending and supporting victims were ranked least of a priority.

Council tax

- When asked if they would be prepared to pay more in council tax to maintain existing levels of service 59% of respondents said yes to increasing council tax.
- Of the 59% that said yes to increasing council tax, 29% said they would pay £10, 29% would pay £20, 24% would pay £5, 10% for £2.50 and 9% for £15.
- When asked to assign tokens to budget areas in a scenario. The tokens were assigned in the following order from most tokens spent to least.
 - Visible policing
 - resources to tackle serious issues (i.e domestic abuse, sexual violence)
 - Reforming police IT and improving technology for officers and staff
 - Resources to tackle road safety
 - Crime prevention initiatives
 - Supporting victims
 - Police infrastructure and estates
 - Reducing reoffending

Section 3. Conclusions

Conclusions

Although, there is no consistent coverage of responses with Worcestershire accounting for the majority of responses, the results still provide an insight into resident's views on local policing.

Overall, responses show support for the police with the majority agreeing that they are doing a good job and that residents feel safe in their local area. However, although the majority of residents were confident they could access the police in an emergency, less were confident they could access the police in a non-emergency. Residents were also less satisfied with the level of police presence in their local areas.

Issues seen as being less of a problem in local areas include burglary, theft and violent crimes whilst ASB, criminal damage, rural crime, drugs and roads safety were seen as being a bigger problem. Reducing reoffending and supporting victims was seen as less of a community safety issue.

The majority of residents would be willing to contribute more council tax to maintain the existing level of service if funding was impacted by COVID-19, with the majority willing to pay an extra £20 per year. Residents think more money should be spent on visible policing and resources to tackle serious crime whilst less should be spent on reducing re-offending and police infrastructure and estates.

Section 4. Appendix A

Survey Questionnaire 2020

Your voice - what matters to you?

Hello

Ahead of setting next year's budget for your police force and victim services, I'm using this survey to seek the views of communities across Herefordshire, Shropshire, Telford & Wrekin and Worcestershire.

I will continue to ensure that your views are at the heart of my decision making as your Commissioner. With the Covid pandemic having an impact on the economy, and wider public finances, there are greater uncertainties than usual as we head towards next year's policing budget.

In this survey you will be asked about your priorities, what it's like where you live from a policing perspective, and in which areas of policing you would choose to spend more or less money.

The survey should take no longer than 10 minutes to complete.

Thank you for taking the time.

**John Champion
Police and Crime Commissioner
West Mercia**

Public consultation

*1) Are you a resident of West Mercia?**

Yes

No

Please Note: Not all respondents answered every question. Unless otherwise stated any percentage figure referred to is the percentage of respondents answering that particular question.

2) Which area do you live in?*

- Shropshire
- Telford & Wrekin
- Herefordshire
- Worcestershire
- Other (please state): _____

3) Are you responding as:*

- A member of the public
- A business owner

Policing in West Mercia

4) How safe do you feel in your local area?*

0 _____ [] _____ 10

5) How worried are you about the level of crime in your area?*

0 _____ [] _____ 10

6) Over the last 12 months, do you think there has been a change in the level of crime or anti-social behaviour in your area?*

- Increase
- No change
- Decrease
- Don't know

7) Do you think that your local police are dealing with issues that matter to you?*

- Yes
- No

Please Note: Not all respondents answered every question. Unless otherwise stated any percentage figure referred to is the percentage of respondents answering that particular question.

8) If no, please say why.

9) To what extent do you agree with the following statement 'West Mercia Police do a good job'*

0 _____ [] _____ 10

10) How confident are you that you could access West Mercia Police in an emergency?*

0 _____ [] _____ 10

11) How confident are you that you could access West Mercia Police in a non-emergency?*

0 _____ [] _____ 10

12) Which if any of the following issues do you think there is a problem with in your local areas?

Please tick only one box in each row.*

	Not a problem at all	Not a very big problem	Fairly big problem	Very big problem	Don't know
Domestic burglary	[]	[]	[]	[]	[]
Violent crime	[]	[]	[]	[]	[]
Anti-social behaviour	[]	[]	[]	[]	[]
Vehicle crime	[]	[]	[]	[]	[]
Rural crime	[]	[]	[]	[]	[]
Road safety	[]	[]	[]	[]	[]
Drugs	[]	[]	[]	[]	[]
Criminal damage/vandalism	[]	[]	[]	[]	[]

Please Note: Not all respondents answered every question. Unless otherwise stated any percentage figure referred to is the percentage of respondents answering that particular question.

Business crime	[]	[]	[]	[]	[]
Cyber crime	[]	[]	[]	[]	[]
Exploitation of young people	[]	[]	[]	[]	[]
Knife crime	[]	[]	[]	[]	[]
Domestic abuse	[]	[]	[]	[]	[]

13) How satisfied are you with the level of police presence in your community?*

0 _____ [] _____ 10

14) In the past 12 months, do you feel that there has been a change in the level of policing in your area?*

- () Increase
- () About the same
- () Decrease
- () Lived in the area for less than a year

15) What is the key community safety issue/priority that concerns you the most in your local area?

The below priorities are ranked in no particular order. Please rank them in order with your highest priority at the top.*

- _____ Anti-social behaviour
- _____ Road safety
- _____ Domestic abuse
- _____ Burglary and theft
- _____ Hidden crimes (cyber crime, modern slavery, human trafficking, fraud, child sexual exploitation)
- _____ Rural crime
- _____ Serious and organised crime (drug dealing, knife crime)
- _____ Preventing re-offending

Please Note: Not all respondents answered every question. Unless otherwise stated any percentage figure referred to is the percentage of respondents answering that particular question.

_____ Supporting victims

_____ Police response (speed that officers respond to non emergency and emergency calls and incidents)

_____ Police presence

16) Do you think you get value for money from West Mercia Police?*

0 _____ [] _____ 10

Council Tax

Police and Crime Commissioner John Campion is responsible for setting the budget for policing in Herefordshire, Shropshire, Telford & Wrekin and Worcestershire. This also includes setting the council tax and how much you contribute.

17) As Commissioner I have kept council tax increases for policing amongst the lowest in the country over the last four years. Spending your money wisely on an efficient and effective police service before asking you to pay any more will always be my priority.

COVID-19 has already had a significant impact on the economy, and it is likely to affect the funding streams for policing. If that impact on funding was to happen and it reduced the level of policing, would you be prepared to pay more in council tax to maintain existing levels of service in policing?*

Yes

No

18) If yes, by how much extra?

The below options are based on annual figures for a Band D property, see the table below for how that would affect other council tax bands.

£2.50 (1.11%) per year

£5 (2.22%) per year

£10 (4.44%) per year

£15 (6.66%) per year

£20 (8.88%) per year

Tax

Band	1.11%	2.22%	4.44%	6.66%	8.88%
A	£1.67	£3.33	£6.67	£10.00	£13.33
B	£1.94	£3.89	£7.78	£11.67	£15.56
C	£2.22	£4.44	£8.89	£13.33	£17.78
D	£2.50	£5.00	£10.00	£15.00	£20.00
E	£3.06	£6.11	£12.22	£18.33	£24.44
F	£3.61	£7.22	£14.44	£21.67	£28.89
G	£4.17	£8.33	£16.67	£25.00	£33.33
H	£5.00	£10.00	£20.00	£30.00	£40.00

19) To help me understand what is important to you, I am giving you 100 tokens, which in this scenario equates to the budget available for policing. Using these tokens as money, please place values next to areas you would like to spend more or less on...

NB. The token value is displayed at the bottom to help you keep track of tokens used. This is not an exact science, but a useful guide.

- _____ Visible policing
- _____ Reforming police IT and improving technology for officers and staff
- _____ Reducing re-offending
- _____ Crime prevention initiatives
- _____ Supporting victims
- _____ Police infrastructure and estates (i.e custody, equipment, police stations)
- _____ Resources to tackle road safety
- _____ Resources to tackle serious crimes (i.e. domestic abuse, sexual violence and child sexual exploitation)

20) Do you have any further concerns or issues you wish to highlight?

NB. If your concerns exceed the number of characters, please send an email to opcc@westmercia.pnn.police.uk

Thank you!

Thank you for taking the time to complete the survey.

Your response is very important to the PCC and will be used to shape the future of policing within West Mercia.

Please Note: Not all respondents answered every question. Unless otherwise stated any percentage figure referred to is the percentage of respondents answering that particular question.

This page is intentionally left blank



Protecting
people
from harm

Page 75



PERFORMANCE REPORT

Q2 July – Sept 2020

GSC Level	Official
Date of publication	15th October 2020
Product Reference	SPI/2020/285
Version	Final
Purpose	Overview of Force Performance
Author	Strategy, Planning and Insight
Owner	DCC J. Moss



Introduction

This is the Q2 Performance Report reviewing activity between July and September 2020. The purpose of this report is to inform the Force Delivery Group meeting on October 21st with a force wide picture of performance, particularly in relation to force priorities and key practices. The PMF is still in development and will develop and improve in the next year to ensure that it fully reflects our performance, and informs and enables improvement and innovation; reforming the way that we ensure we are working to deliver the force vision effectively and efficiently.

This report focusses on Gold level Key Performance Indicators (KPI), however, there are also some measures at a Silver level to create a comprehensive picture across the force. The number of measures in this report will continue to be reduced and refined to ensure that they are *key performance indicators*.

Alongside this report is an assessment of the progress of the Performance Management Framework and detail of next steps to ensure the improvement and progress of the framework to a full, first version. The Business Plans have also been created in this reporting quarter and the report covers their relationship.

New in this quarter is reporting on Victim Code Compliance, via the Victim Advice Line, a core service supporting victims of crime. Specifically, this quarter a report on the knowledge of officers regarding the use and services of the line.

Crime and disorder in the last quarter remains similar to Q1 in seeing reductions in physical acquisitive crime; vehicle crime, burglary and shop-lifting, with continuingly higher than projected cyber and drug-related criminal activity.

Data issues

There have been a number of barriers to presenting an accurate picture of performance. These are due to the creation a significant new dataset to inform this report and the impact of the implementation of new systems across the force such as SAAB-Safe.

Q2 continues to be dominated by the impact of COVID-19 both in terms of its impact of the activity and resources of the force and the changes in crime and disorder numbers during the lockdown period from the end of March 2020. This makes comparisons to previous quarters and the same period last year extremely challenging and will do so for at least the coming 12 months. An overview of the application of FPNs in Q2 has been included in the report.

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 is likely to distort the projections. Factoring the impact of COVID within projections is currently being reviewed.



Gold Balanced Scorecard 2020-2021

3. Delivering an ethical service

3.1 Delivering our service legally and within regulations

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

1.1 Delivering victim satisfaction

1.2 Creating public confidence

2. Delivering an efficient service

2.1 Delivering our service within budget

4. Delivering innovative, problem-solving practices and processes

4.1 Delivering effective core practices

4.2 Managing demand

4.3 Innovating and improving

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

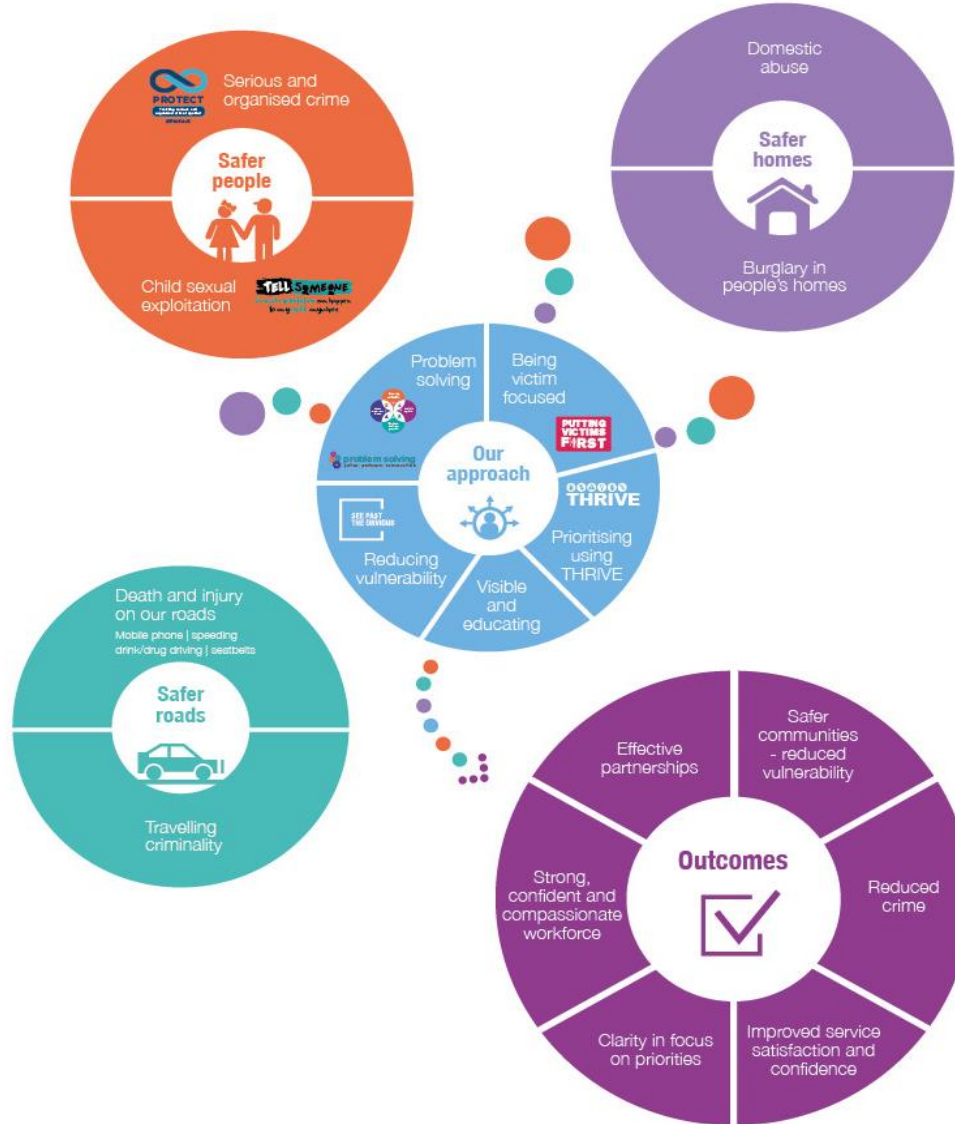
5.1 Establishing a skilled, flexible workforce

5.2 Establishing high quality, accessible knowledge

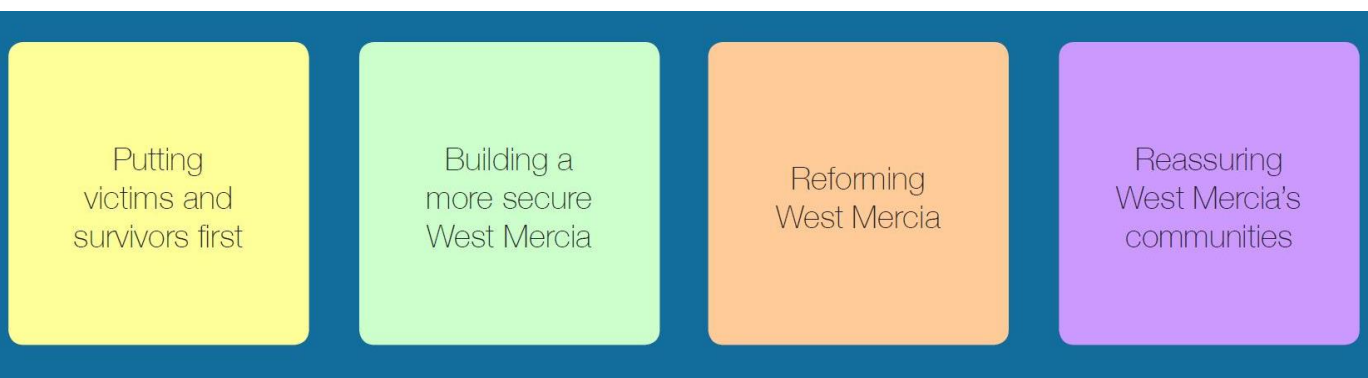
5.3 Establishing appropriate, available tools

Accountability Fairness Honesty Integrity Leadership Objectivity Openness Respect Selflessness

Our policing priorities



Safer West Mercia Plan 2016-2021

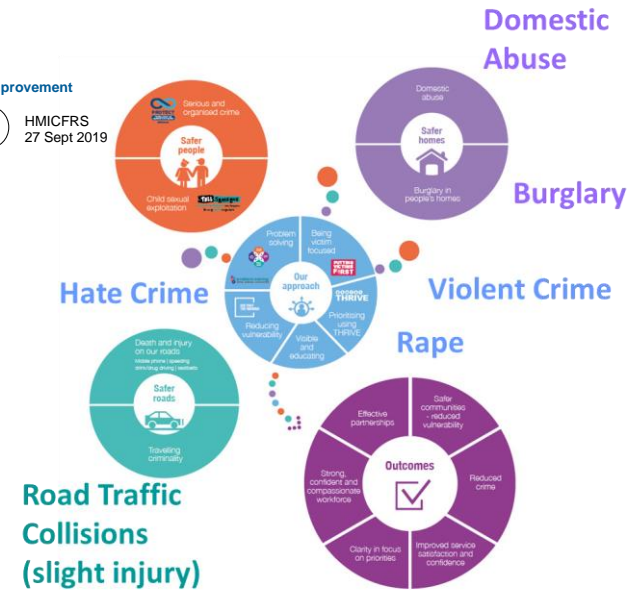


The aim of the Performance Management Framework is to reform the way that we manage performance across the force, reinforcing our focus on priorities and delivering our vision.

Core to the balanced scorecard approach is achieving a balanced delivery to all of our communities. Key elements of the scorecard are delivering confidence and creating victim satisfaction and, ultimately, reassuring those communities and making them feel safe.

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

Legitimacy – Requires Improvement
 HMICFRS 27 Sept 2019



Domestic Abuse Survey

Due to significant staffing absences in the Victim Satisfaction Surveying Team since COVID, **Domestic Abuse (DA) surveys ceased at end March 20 and have not yet been resumed.**

Recruitment processes took place in September and October 20 with all vacant posts being offered; **the team is expected to be at full establishment from December 20 with DA surveys expected to recommence in January 21.**

Road Traffic Collision Survey

Following the Victim Satisfaction Surveying review which took place at end of 2019, and the decision to change the victim groups surveyed in order to better reflect force priorities, **agreement was secured to implement a Road Traffic Collision (RTC) survey in 2021-21.**

Commencing this survey has been **significantly delayed due to the need for the Department for Transport to make changes to the national CRASH database to allow victims' contact details to be extracted.**

An update from the Department for Transport received in September estimated that the changes were estimated to be enacted by mid-October 20, although some testing would be required.

The intention is to pilot the RTC survey in November 20, will **full implementation planned from December 20.**

Victim Satisfaction - Burglary

OFFICIAL



Number of victims spoken to:

Previous Quarter: 120
Target: 291

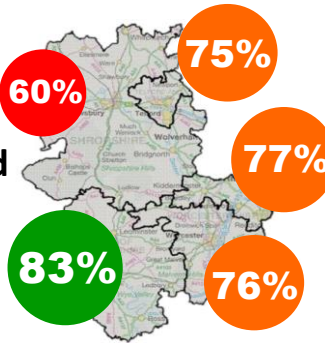
Due to significant staffing absences since April 20, targets are not being met. Further staff have been recruited with an expected start date of December 20.

* Key Driver data uses rolling data from May 20 which will build up over time. 6-months' rolling data will be presented once data is available; until this time, data is **indicative only**.

Q2 Performance (completely or very satisfied)

Discrete Data (Q2):

Rolling 6-months:



(Previous: 80%) (Previous: 70%)

Note: changes in satisfaction are not statistically significant

Key Drivers*

	Latest (May-Sep 20)	Change	Previous (May-Jun 20)
Victim felt REASSURED (% Yes, fully)	79%	↓ 7%	86%
Officer asked how victim was FEELING (% Yes)	68%	↓ 6%	74%
Officer UPDATED VICTIM AS AGREED (% Yes)	59%	↓ 6%	65%
Officer explained WHAT THEY WERE GOING TO DO (% Yes, fully)	74%	↓ 7%	81%



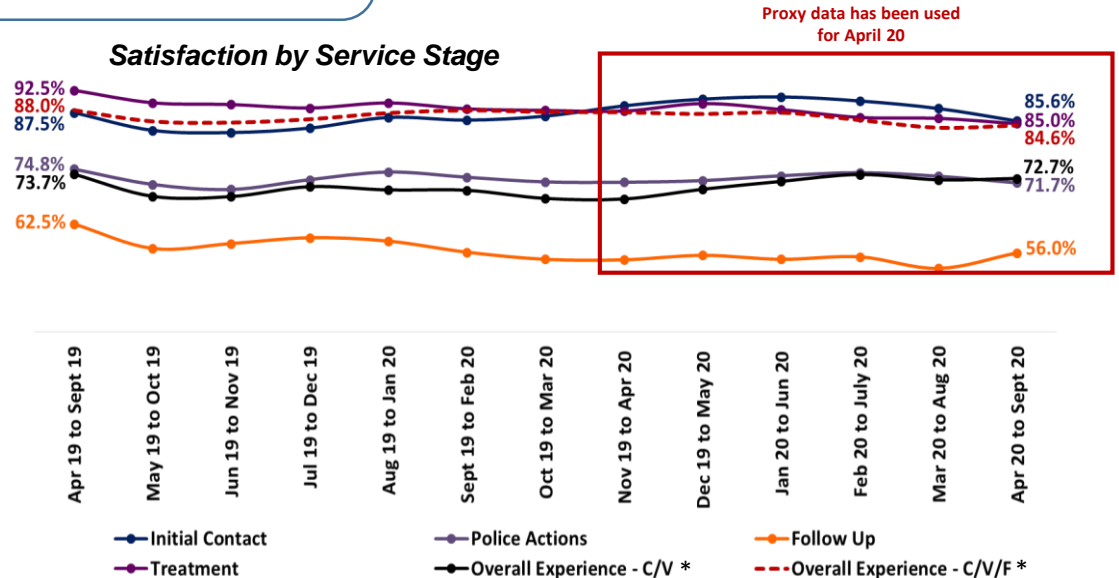
Good looks like:




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

*Completely/Very/Fairly Satisfied

Satisfaction by Service Stage





Victims spoken to:
 Previous quarter: 214
 Target: 516

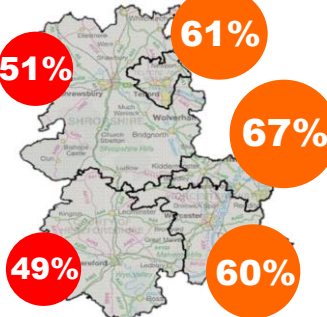
Q2 205

Due to significant staffing absences since April 20, targets are not being met. Further staff have been recruited with an expected start date of December 20.

Q2 Performance (completely or very satisfied)

Discrete Data (Q2): **53% Satisfied** (Previous: 63%) ↓10%

Rolling 6-months: **58% Satisfied** (Previous: 61%) ↓3%



Note: changes in satisfaction are not statistically significant

* Key Driver data uses rolling data from May 20 which will build up over time. 6-months' rolling data will be presented once data is available; until this time, data is **indicative only**.

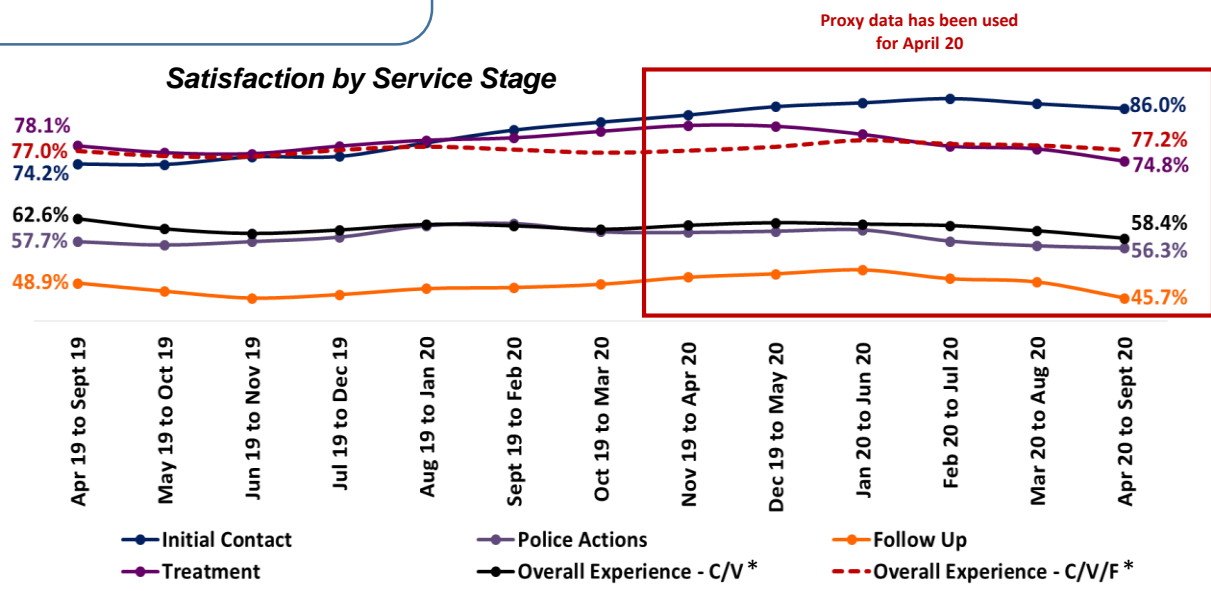
Key Drivers*

	Latest (May-Sep 20)	Change	Previous (May-Jun 20)
Victim felt REASSURED (% Yes, fully)	70%	↓4%	74%
Officer asked how victim was FEELING (% Yes)	75%	↔	75%
Officer UPDATED VICTIM AS AGREED (% Yes)	52%	↓8%	60%
Officer explained WHAT THEY WERE GOING TO DO (% Yes, fully)	76%	↓6%	82%



Good looks like:


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



*Completely/Very/Fairly Satisfied

Victim Satisfaction - Hate

OFFICIAL



Victims spoken to:
 Previous Quarter: 51
 Target: **NA***

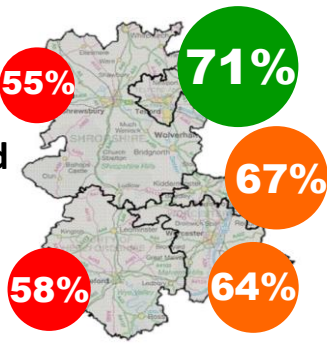
Q2 88

*Due to significant staffing absences since April 20, targets are not being met. Further staff have been recruited with an expected start date of December 20.
 Due to low numbers and variation in volume per month.

Q2 Performance (completely or very satisfied)

Discrete Data (Q2): **66%** Satisfied (Previous: 47%) **↑19%**

Rolling 12-months: **63%** Satisfied (Previous: 62%) **↑1%**



Note: changes in satisfaction are not statistically significant

** Key drivers use 11 months' rolling data (April 20 data missing due to COVID)

Key Drivers**
 (in order of decreasing significance)

	Latest (May-Sep 20)	Change	Previous (May-Jun 20)
Treated SYMPATHETICALLY (% Yes, fully)	80%	↓ 2%	82%
LISTENED carefully (% Yes, fully)	84%	↑ 3%	81%
Victim felt REASSURED (% Yes)	77%	↓ 5%	82%
Case taken SERIOUSLY (% Yes, fully)	81%	↑ 1%	80%
Dealt with FAIRLY (% Yes, fully)	88%	↑ 3%	85%
Updated as often as EXPECTED (% Yes)	62%	↓ 3%	65%

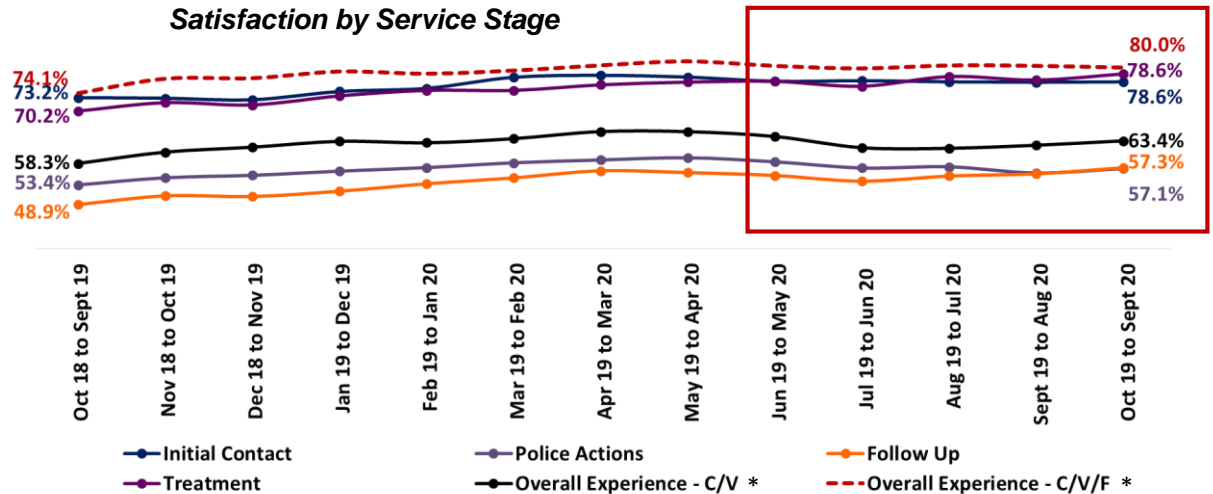


Good looks like:

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

*Completely/Very/Fairly Satisfied

Satisfaction by Service Stage



Proxy data has been used for April 20

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

Victims' Code Compliance

- **VAL referrals** are an identified priority for Local Policing. The Delivery Plan sets out to increase referrals to **25% of victim-based crime by April 2021**.

Activity this Quarter:

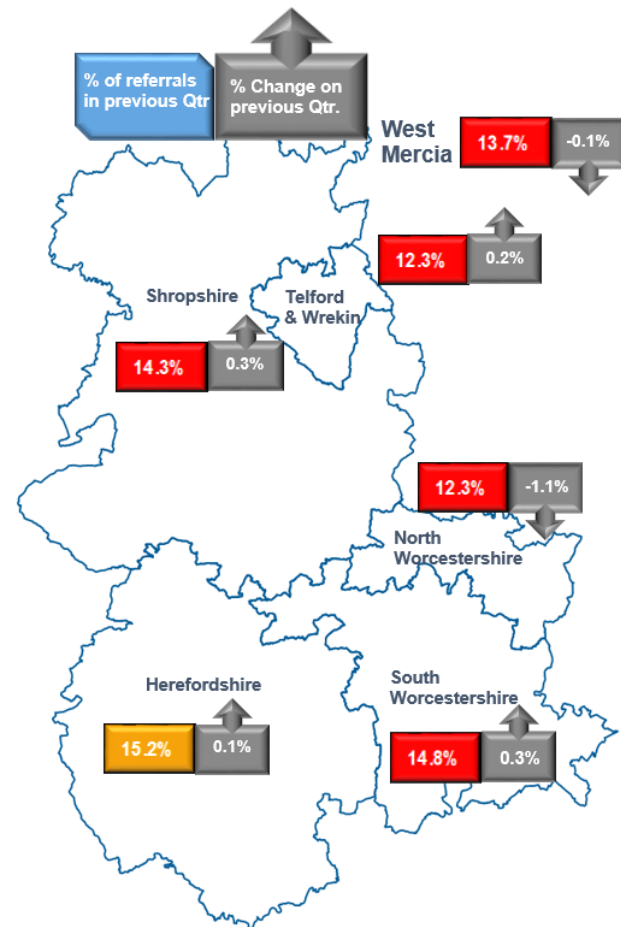
- There has been the **recruitment** of a dedicated Communications Officer and implementation of a 12 month communications delivery plan, with an initial focus on **internal communications and engagement to increase awareness and understanding of the services the VAL provides**.
- SPI are developing a **monthly victim product** detailing LPA-level performance data.
- The VAL have provided **inputs at shift briefings** and other engagement opportunities.
- **Review of updates on Athena victim contact logs** – whether contact has been made and level of support being provided
- **An increase in VAL resources**, including dedicated support for domestic abuse and sexual abuse victims to improve support provision and referral pathways.



Referrals: 25% by April 2021

Good looks like:

Previous month's referral rate: 13.1%



Qtr 2 20/21	Jul 2020	Aug 2020	Sep 2020	Trend Previous 12 Months	Year To Date
South Worcestershire	20.2%	13.0%	11.9%		14.7%
North Worcestershire	13.6%	5.4%	16.2%		12.8%
Herefordshire	23.6%	8.8%	13.6%		15.2%
Shropshire	19.1%	13.0%	11.2%		14.1%
Telford & Wrekin	15.1%	9.4%	12.2%		12.2%
West Mercia	18.0%	10.1%	13.1%		13.8%

Key:

- 31% to 35%
- 20% to 30%
- 15% to 19%
- Below 15%

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

1.1 Delivering victim satisfaction

Victims' Code Compliance

The following four pages provide a **breakdown of the Victim Advice Line (VAL) Officer Survey** carried out in Quarter 2. This was carried out in order to determine the **levels of awareness of the VAL and of the referral process**.

This links directly to the question within the Victims' Code;

"Is the victim assessed and, if found to be in need, referred to support services, within two days of the crime being reported?"

Of the 334 responses
received



89% were aware of the



Became aware via . . .



42% - Internal Communications



27% - Training



15% - Poster/ Leaflet



5% - Contact with VAL

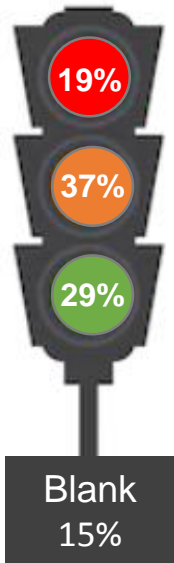


11% - Word of mouth

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

Victims' Code Compliance

Officers feel their understanding of the VAL is...



Poor/ Very Poor
 Average
 Good/ Very Good

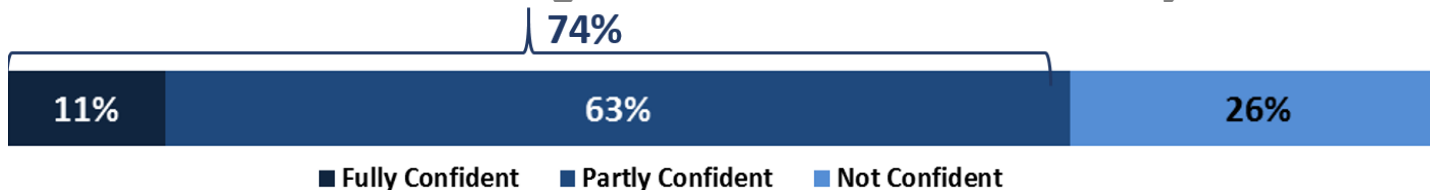
Percentage of officers aware of the following services

Assist in getting a Non-Molestation Order	38%
Individual Safety Planning Support applications for funding	38%
Refer to specialised victim services i.e. Rape and Sexual Violence	88%
Take a Victim Personal Impact Statement	33%
Give on-going support to a victim of crime	79%
Give out personal safety equipment	38%
Offer Restorative Justice	29%
Give victims vouchers for food or clothes bank	25%
Send and register SmartWater packs	21%
None of the above listed services	0%

Frequency that officers inform victims of the VAL








Officers said that when talking to victims about the VAL they feel . . .



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

Victims' Code Compliance

Things that would make officers feel more confident are. . .

	Having leaflets I could hand out	75%
	To be provided with an Aide-Memoire about the VAL	59%
	Attending a local briefing/input about the VAL (delivered by an officer)	10%
	Attending a briefing/presentation about VAL (delivered by the VAL)	31%
	Receive an email about the services that the VAL can offer	43%

Have never made a referral because . . .

I do not know enough about the services offered by the VAL	40%
I do not know how to make a referral	47%
I dislike the referral process	2%
My victims have said that they do not want to be referred	28%
I do not feel confident in assessing whether a victim needs support	6%
I do not feel any of my victims have needed support	10%
I am too busy	3%
Referrals should not be my responsibility	6%

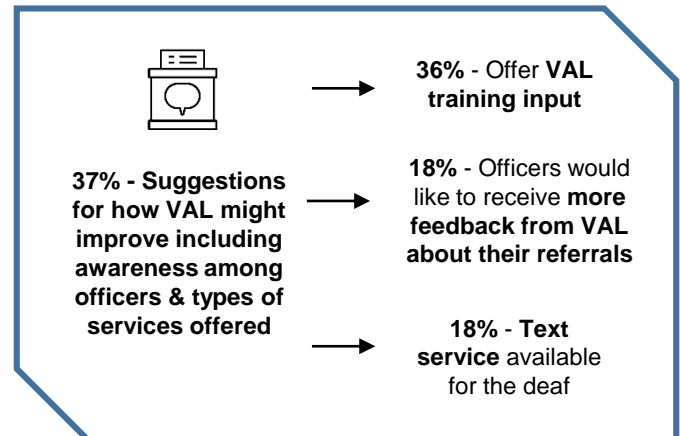
When assessing if victims need support feel . . .



Know how to make a referral in Athena to the VAL . . .



Have made a referral to the VAL . . .



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

1.2 Delivering victim confidence

Confidence Strategy and Plan

“The police are the public and the public are the police”.

The confidence strategy embraces the Force Vision, Values and Priorities and is structured as **six strands**.

These six headline areas, or ‘**enablers**’ have been identified through academic research as being the basis through which confidence is delivered.

These enablers underpin this strategy, and will, ultimately, be supplemented by a **performance dashboard** which will provide performance against metrics to demonstrate where we are now and where we aspire to be.

A **Delivery Plan** is also in place to drive and track progress, with the governance being provided through the **Victim Satisfaction and Confidence Delivery Group**.

Enabler

Ambition



People

We invest in our culture and build capability in our people to ensure behaviours, decisions and actions build internal and external confidence.



Process

We design, manage and improve processes to build confidence and add value for the public.



Partnership

We plan and manage external partnerships, suppliers and internal enabling services to ensure they build internal and external confidence.



Leadership

Leaders at all levels demonstrate role-model behaviours that inspire trust and confidence internally and externally, and support their staff to do the same.



Communication
& Engagement

We communicate and engage with our staff and the public in ways that meet their needs and builds confidence in our organisation.



Performance

We measure, monitor and manage performance in a way that all staff understand and are held to account for their contribution to improved internal and external confidence.

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

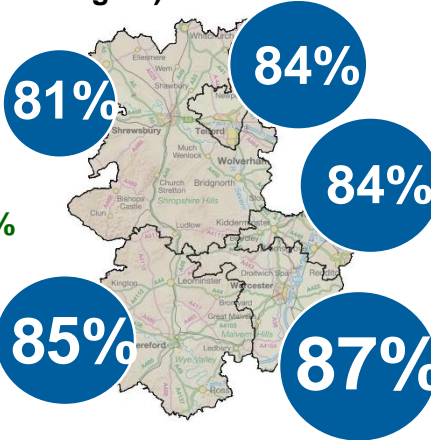
Legitimacy – Requires Improvement



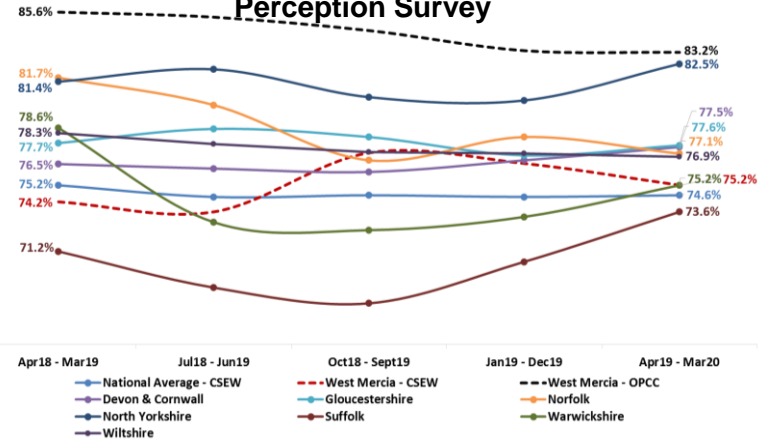
Confidence (Strongly Agree or Tend to Agree)

Discrete Quarter

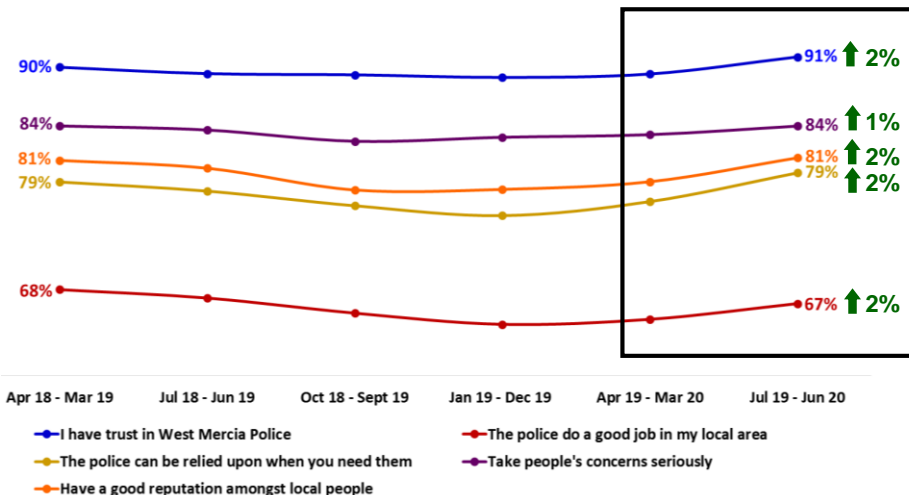
Rolling 12 months



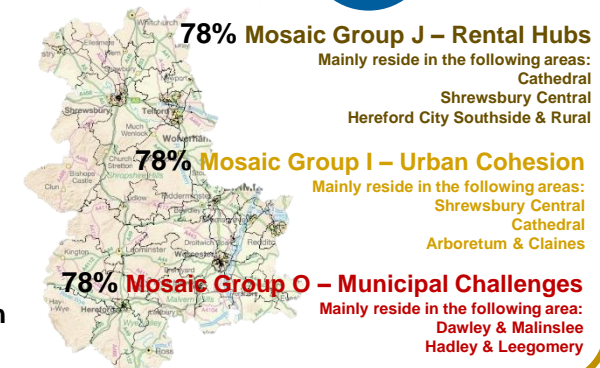
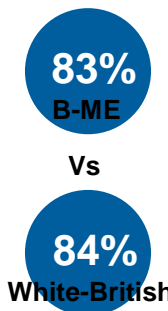
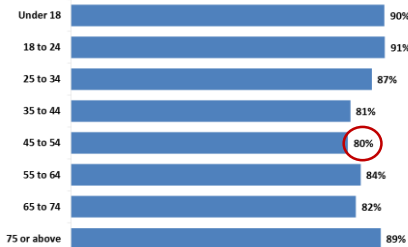
Crime Survey England & Wales incl. WMOPCC Perception Survey



Key Drivers



Demographics



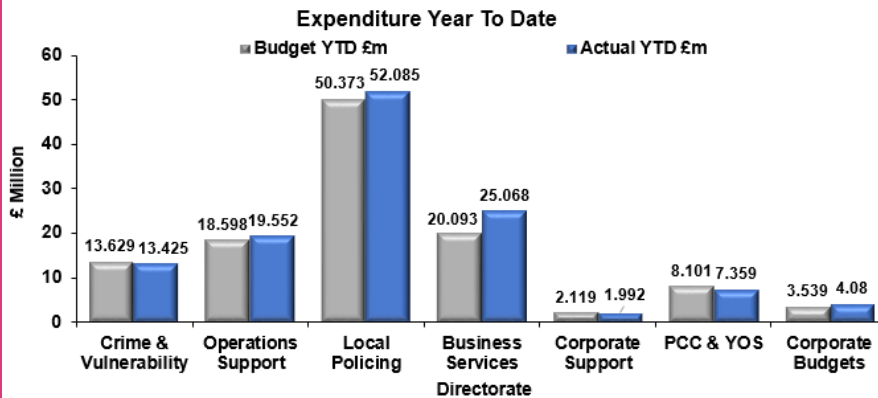
2. Delivering an efficient service
2.1 Delivering our service within budget

Financial Management



Good looks like: Budget: Remaining with budget for the Financial Year

Directorate	Current Budget £m	Budget YTD £m	Actual YTD £m	Variance YTD £m	Actual Forecast for Year £m	Forecast Variance to Budget £m
Crime & Vulnerability	27.169	13.629	13.425	0.204	27.015	0.154
Operations Support	37.559	18.598	19.552	-0.954	36.422	1.137
Local Policing	101.79	50.373	52.085	-1.712	101.929	-0.139
Business Services	40.051	20.093	25.068	-4.975	41.961	-1.910
Corporate Support	4.377	2.119	1.992	0.127	4.473	-0.096
PCC & YOS	16.201	8.101	7.359	0.742	16.191	0.010
Directorate Total	227.147	112.913	119.481	-6.568	227.991	-0.844
Corporate Budgets	7.078	3.539	4.080	-0.541	6.634	0.444
Total	234.225	116.452	123.561	-7.109	234.625	-0.400
Funding	-234.225	-117.113	-93.144	-23.969	-234.225	0.000
Total	0.000	-0.661	30.417	-31.078	0.400	-0.400



Net expenditure to the end of September 2020 totalled £123.116m, with a forecast of £234.625m made against the overall budget of £234.225m. This results in an expected overspend at 31st March 2021 of £0.401m (0.17%).

There is some caution that individual forecasts in some areas do not follow the spend to date indications and it is felt a degree of risk averseness may have influenced forecasts as nervousness around loss of budget in challenging times comes into play. The forecast may therefore include an element of pessimism bias. The forecast does not currently include any in year impact of preparatory work to realign spending for 2020/21 which can be expected to further bear down on costs. Therefore, taking these factors into account, it is not proposed that action is required to achieve a balanced budget.

Operational income is forecast to be £0.288m below budget, this forecast includes expected income for losses sustained in respect of Covid 19 known to date. Certain income headings can be recouped at 75 pence in the pound and all efforts are being made to identify and reclaim the appropriate substantiated amount. A sum of £0.466m announced Wednesday 7th October is included although not allocated to a specific area as detailed information is awaited.

Officer pay is forecast at £2.510m under, however this is offset to a great degree by a £1.117m overspend on officer overtime, different behaviours toward expectation of overtime worked in the organisation will need to become embedded to redress the balance here. A drop in payments was seen in September following the introduction of the approval process, but as this was the first month any prediction of long term effect could be skewed by the possibility that delays have occurred as officers become familiar with the new process.

The savings plan is on track, however a number of savings currently identified are one-off in the current year and whilst this addresses the immediate issue, permanent savings will need to be identified for 2021/22 onward. This will add to the already significant funding gap/saving pressure for 2021/22 and is a matter for concern.

3. Delivering an ethical service

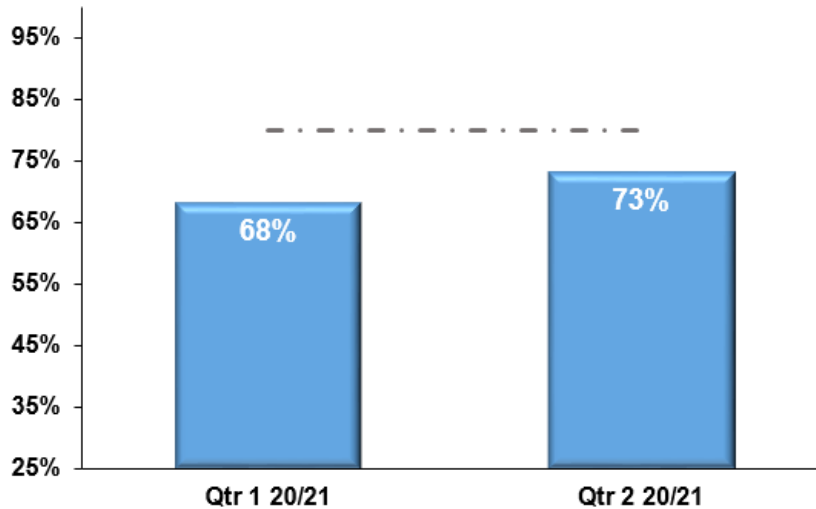
3.1 Delivering our service legally and within regulations

Completion of Mandatory Training

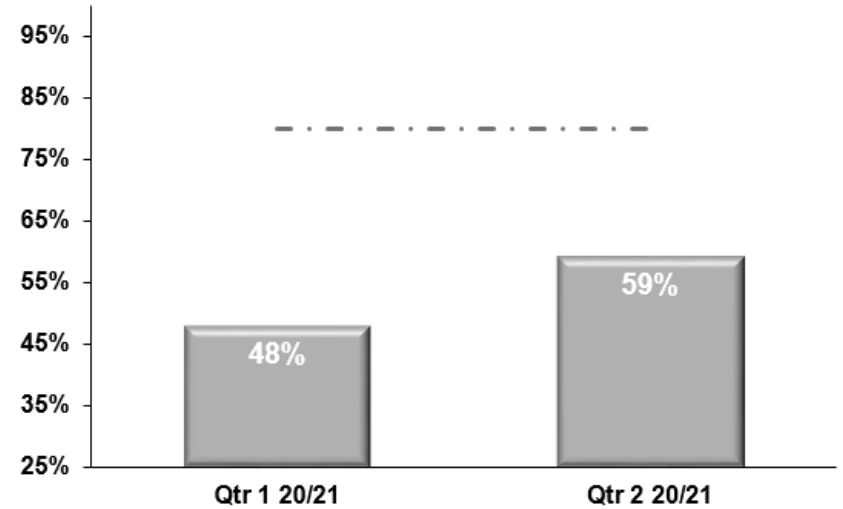


Good looks like: Training: 80% complete by April 2021

Managing information



Data Protection - Foundation



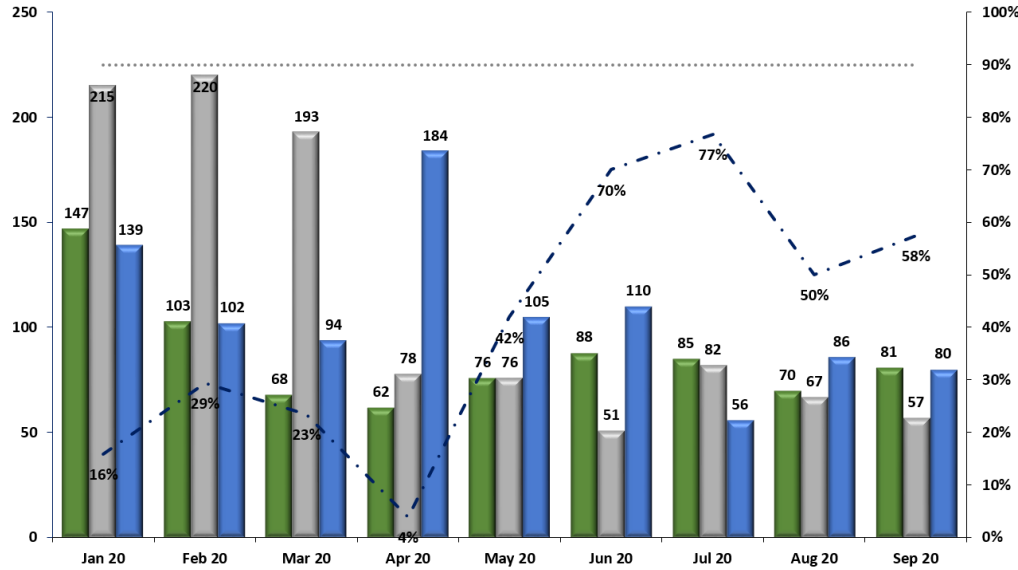
Significant progress is being made towards compliance, with additional scrutiny from the Audit, Assurance and Compliance Board and the Strategic Training Panel.



Good looks like: Requests: **90%** complete within time limit

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

Freedom of Information Requests



Key:

Received

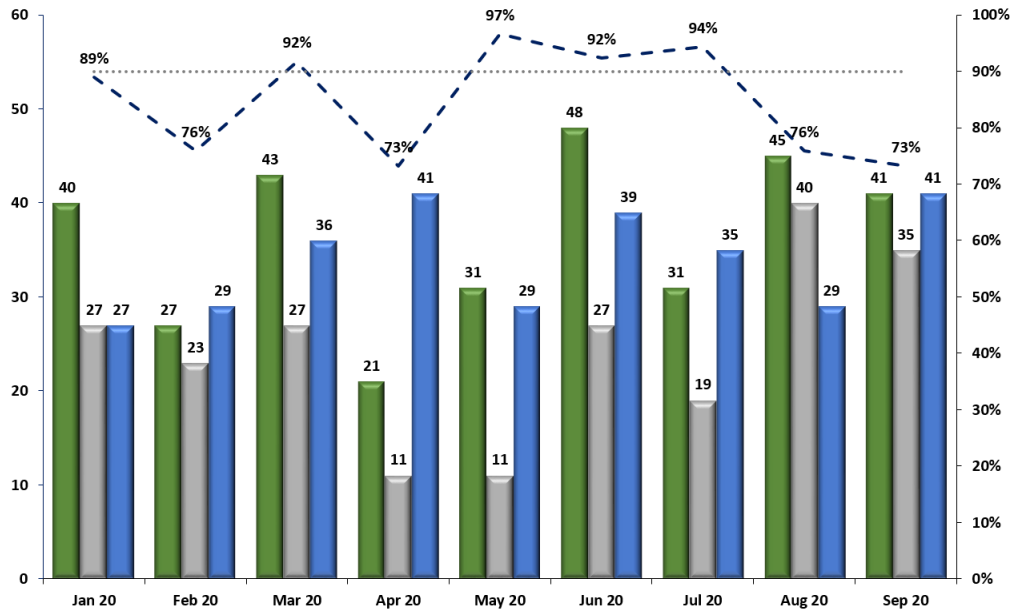
Open

Closed

Percentage of requests completed in time

What Good Looks Like

Subject Access Requests



3. Delivering an ethical service

3.1 Delivering our service legally and within regulations

Audit, Risk & Compliance

Other Offences Audit

40 OIS logs requiring a crime report

36 Crimes determined to be missing

- 6 Burglary Residential (including 4 attempts)
- 3 Burglary Business
- 7 Criminal Damage
- 6 Thefts
- 4 TWOC
- 3 Other Vehicle
- 2 Harassment
- 2 Fraud
- 2 MOWP
- 1 Assault – no injury

Clear indicators of behavioural traits that do not align with professional and ethical practice

Case Study

“90 year old male reports stepson has entered property again, this time stealing his back door key. He is worried stepson is trying to get him sectioned and take his house from him and steal money. Recently he stole his electric toothbrush and prescription glasses. He has also taken all his documents. His bank have called him and said another party has told his bank that he has forgotten his password and he needs a new one. Male is very worried because he has not forgotten his password. Male wants this to stop because it is very disheartening if stepson takes his home and finances and says he cannot go on anymore.

Officer deployed speaks with male and updates log that he feels male is very lonely and notices planks of wood have been put up on every door. **Vulnerable Adult Incident** to be recorded.

OIC speaks to step son who states he has not been in the house. They had a falling out a few weeks ago and has not been there since.”

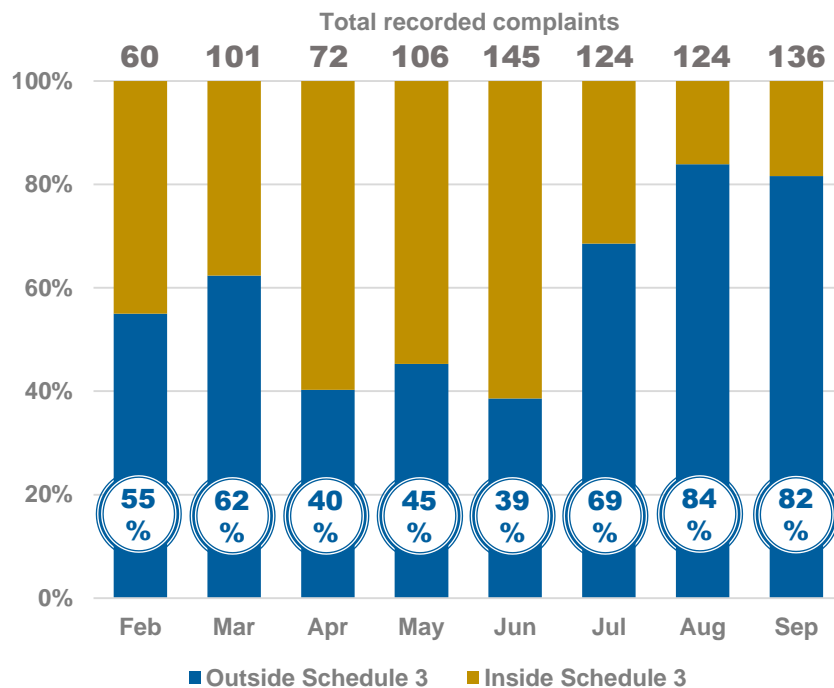
- OIC records Vulnerable Adult Incident.
- No contact made with his bank.
- OIC speaks to male by phone and informs him his step son has not been to the property.
- Male does not believe this
- Stepson’s story believed
- Male’s report of burglary not believed

- During the audit, it is was determined that unethical recording behaviour was happening e.g. ‘cuffing’. This will **impact negatively on satisfaction and confidence**.
- During Aug/Sep, FCR delivered training of OCC sergeants to increase NCRS knowledge & scrutiny.
- Finding have been shared with CDI SPOCs & tasked to ensure all officers briefed on NCRS and that this unethical recording behaviour is unacceptable.
- The FCR audit team now review an additional 25 logs per week of these types to monitor the situation.
- FCR developed ‘Top 10 Things’ product which has been shared with L & D for delivery.

3. Delivering an ethical service

3.1 Delivering our service legally and within regulations

Complaints



Since July 2020, the number of complaints recorded **Outside of Schedule 3** has **significantly increased**: “we listened, said sorry and fixed it”. This, therefore, means that fewer complaints were recorded under Schedule 3 of the Police Reform Act requiring a more “formal” investigation.

This is as a result of the Complaints Team attending the Sancus Training in June 2020 and the feedback/ lessons learnt from appeal reviews conducted by Sancus.

Conducts

In order to cover the three business areas within Professional Standards, we are working towards creating an infographic to illustrate the **timeliness of investigations** for conducts which will be fed into the Fairness, Policy and Standards Quarterly meeting. This will show a comparison in the length of investigations for those investigated locally, directed by the Independent Office for Police Conduct (IOPC) and investigated solely by the IOPC. We will also endeavour to **highlight “bottlenecks” in our investigations** with a view to **improving timeliness**.

Vetting

The **West Mercia Vetting Team** has now been established for six months. In this short time, they have completed internal audits for all police officers and staff, ensured all workforce vetted to the required level, as per HMICFRS requirements. The team will now be working on auditing the local contractors/ volunteers and are currently checking individual roles within the force to ensure all staff have the correct level of vetting for their role.



Good looks like:

Outside Schedule 3: >=75%

There is no official target for the number of complaints to be dealt with outside of schedule 3, however the PSD have set an aspirational target of 75%.

This will allow PSD the capacity to conduct the more “formal” investigations, retaining them “in-house”, reducing demand on local policing areas.

4. Delivering innovative, problem-solving practices and processes

4.1 Delivering effective core practices

Implementation of Saab SAFE

Saab Safe, our new command and control system, was successfully installed in July.

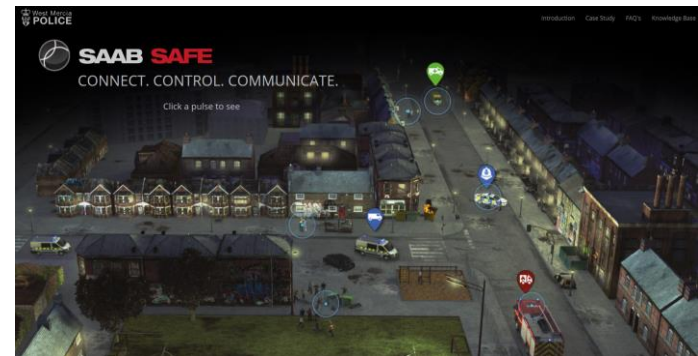
The system, which call handlers use to record details of emergency incidents, crimes and other issues, and to dispatch police officers accordingly, replaced an ageing 30-year-old system, which was no longer fit for purpose.

The introduction of new software takes time for staff to get used to and, on occasion, call handlers spend a little more time on a call as they work to resolve the situation for the individual. **We currently resolve 50% of the issues reported to us during that initial phone contact.**

During July and August, we saw a 60% surge in emergency 999 calls, increasing from an average of 10,000 calls a month to 16,000. This increase in demand was reflected nationally.

Our Contact Centre prioritises 999 calls, those in urgent need of a police response, and during periods of exceptional demand the main impact, in terms of call waiting times, has fallen on the 101 service provision. This has meant that the average waiting time for our 101 calls increased.

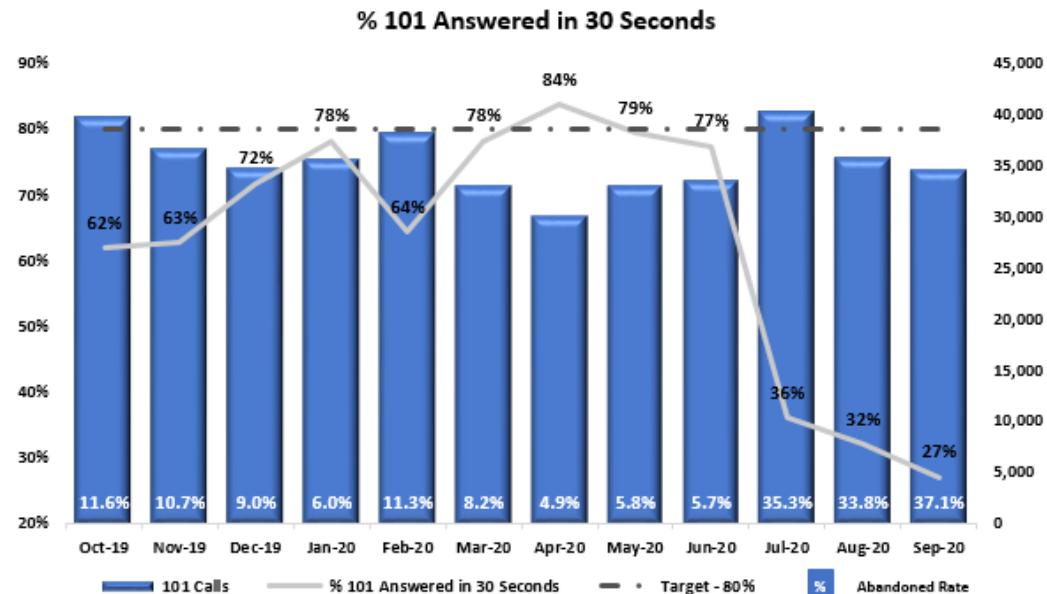
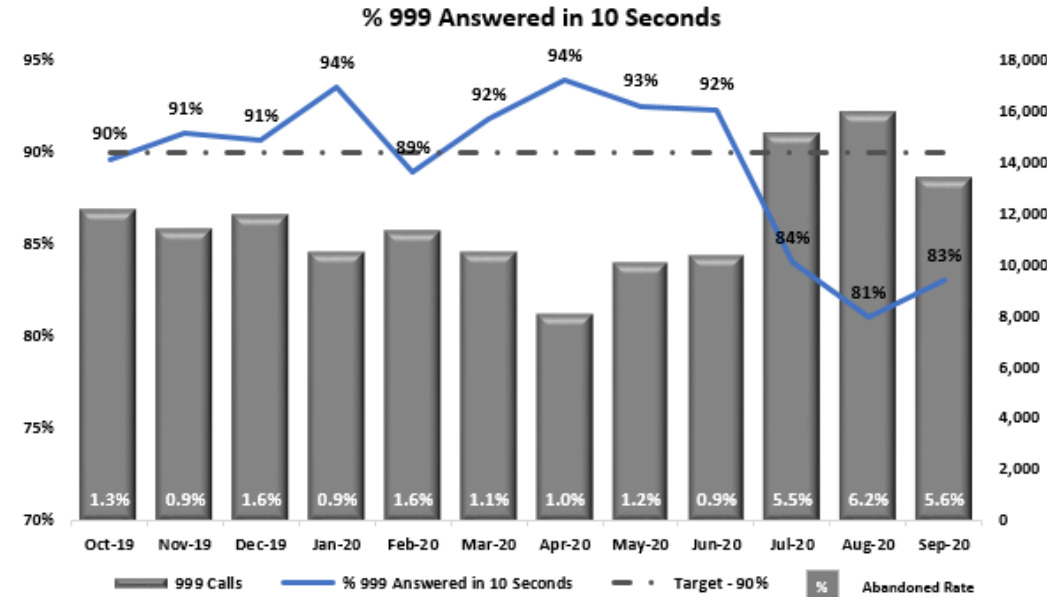
We have also introduced online function to provide members of the public with another way to report non-emergency crime and pass on information. During July and August, we saw a 71% increase in online crime reports, which relieves pressures on our 101 provision. We are also starting to see a return to more normal levels of calls to our 999 and 101 call lines.



4. Delivering innovative, problem-solving practices and processes

4.1 Delivering effective core practices

Response to calls for service



Good looks like:

999 performance: 90% answered within 10 seconds

999 volumes: To maintain current levels in light of increasing national levels

101 wait times: 80% answered within 30 seconds by 1st December 20

101 volumes: Continued sustained increase of online reporting on Singe Online Home and an increase in website traffic to advice and information

4. Delivering innovative, problem-solving practices and processes

4.1 Delivering effective core practices

Response to calls for service

999 Performance

July and August saw an approximate **60% surge** in emergency 999 calls. There was a considerable **increase in 999 demand in August** – over 2,000 calls higher than the corresponding month last year.

The BT report confirms that **this reflected the national position** of significant surges in 999 demand.

Relaxing of lockdown restrictions, reductions in the number of people taking overseas holidays, and a different operating environment experienced this year, offer possible explanations for these increases.

September has seen a positive return to more normalised demand with the OCC experiencing a small reduction in 999 demand. Increase in 999 performance for the month of September rising from 81% to 83% against 90% target.

A Plan of action was launched in September and we continue to see an increase towards our more normal performance figures.

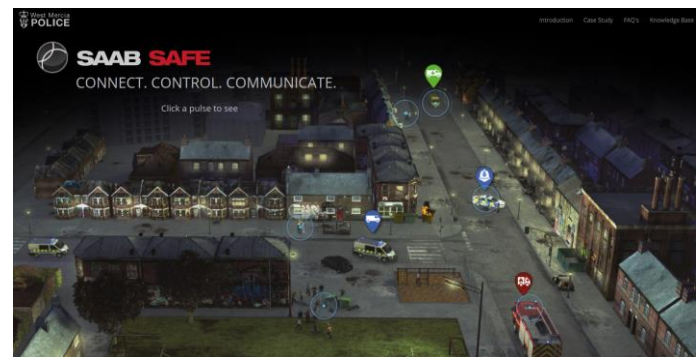
OCC staff continue to familiarise with the new **Saab SAFE** system/ telephony.

101 Performance

September has seen a **slow return** to more normalised demand with the OCC experiencing a **small reduction in 101 demand**. Further month on month decline in September falling to 27%, however a plan of action and a new supervision model is positively impacting upon performance.

The OCC continues to adapt to the new SAFE platform and telephony; key current impacts:

- *The appropriate priority afforded to increased **999 demand reduces 101 performance.***
- *The **creation of contact records** impacts on the time taken for each call.*
- ***Organisational failure demand is having a significant impact.** Departments not answering calls result in the call returning to the OCC. This has increased with remote working.*
- ***Officers are still not always providing contact details to victims in all cases, and are not using their mobile phones.** This causes unnecessary demand into the OCC.*
- ***Telephony systems have failed on more than one occasion, with calls not presenting.***

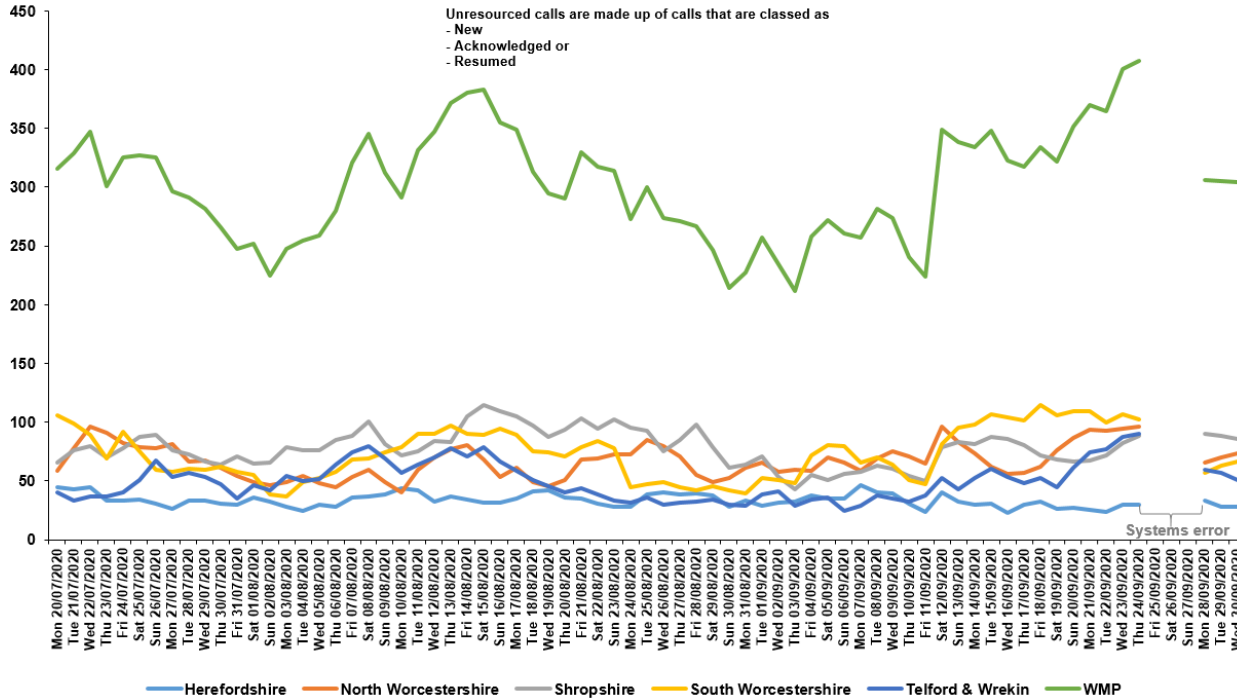


4. Delivering innovative, problem-solving practices and processes

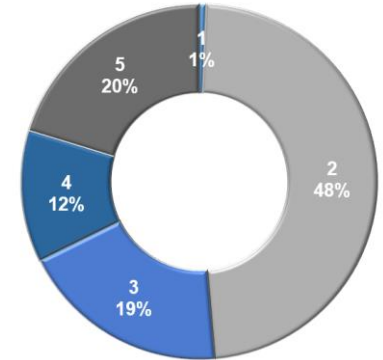
4.1 Delivering effective core practices

Response to calls for service

Daily Average of Unresourced By LPA



Grade Breakdown of Unresourced Since 20/7/2020



Good looks like:

Unresourced:
 Daily average of ≤ 300 unresourced calls

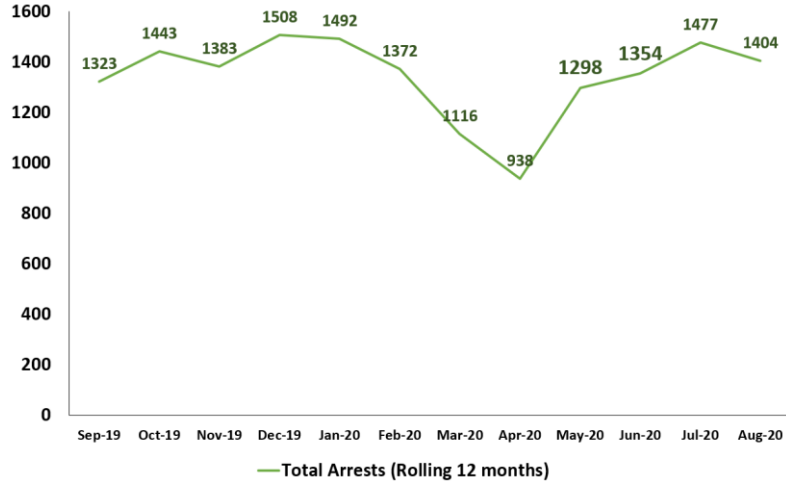
Emergency Response Times

Following the move to SAAB Safe all data is being rigorously tested. **Data relating to emergency response times is scheduled to be tested between the 12th to the 23rd October 2020** with the aim to make it available for all reporting from then.

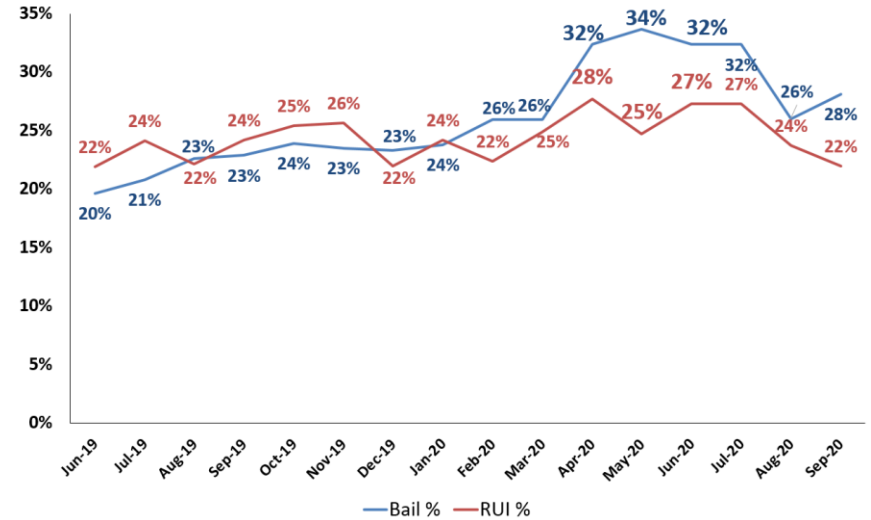
4. Delivering innovative, problem-solving practices and processes

4.1 Delivering effective core practices

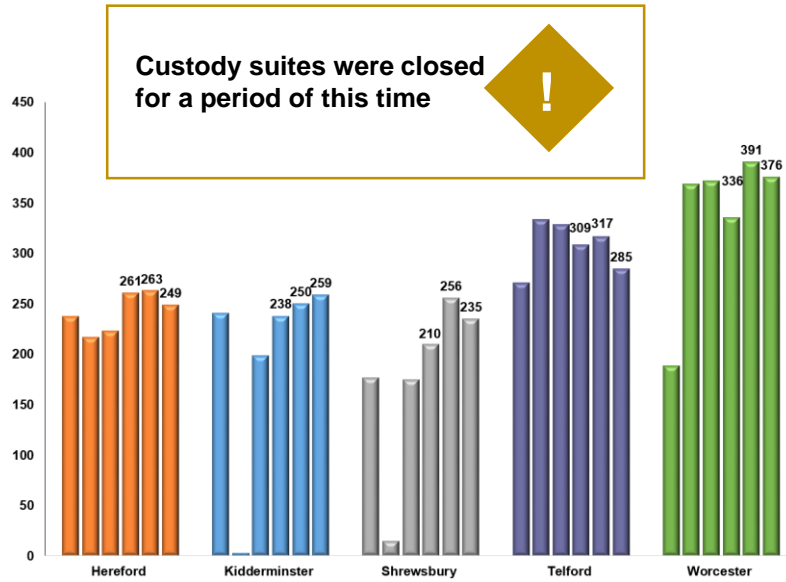
Custody



Bail & RUI Disposals shown as a % of arrests

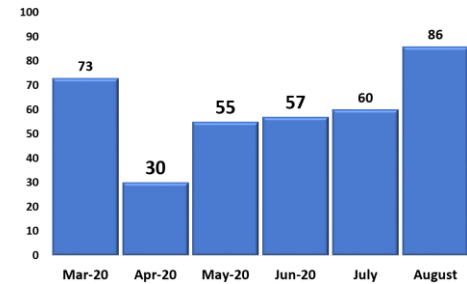


Arrests per month by custody station – Previous 6 months

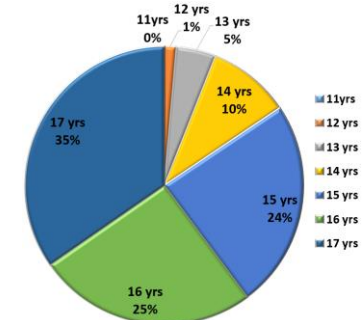


C&YP Arrests

Number of C&YP Arrests

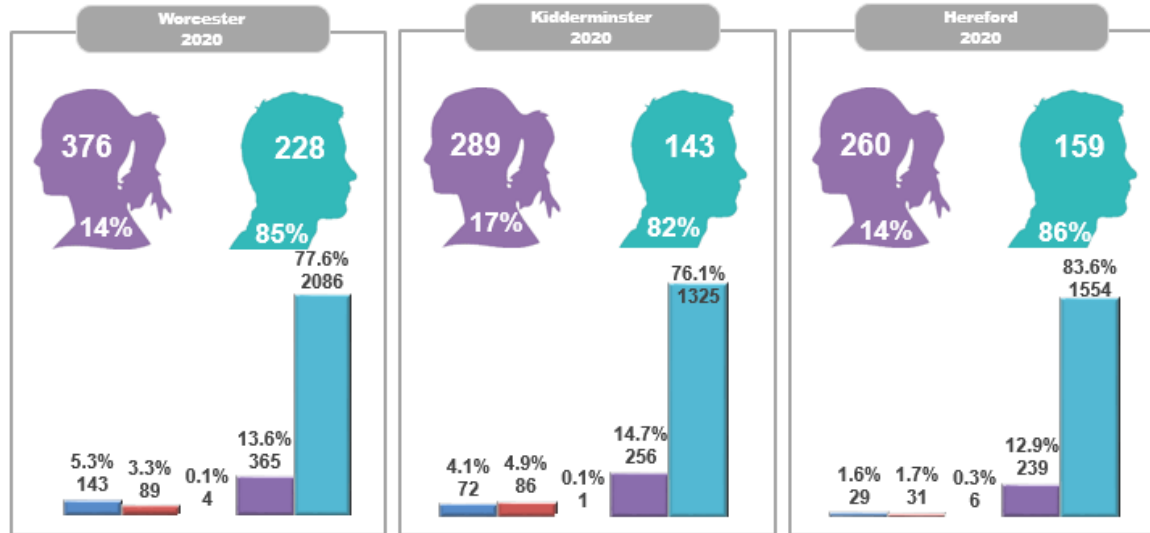


Proportion of C&YP Arrests by Age

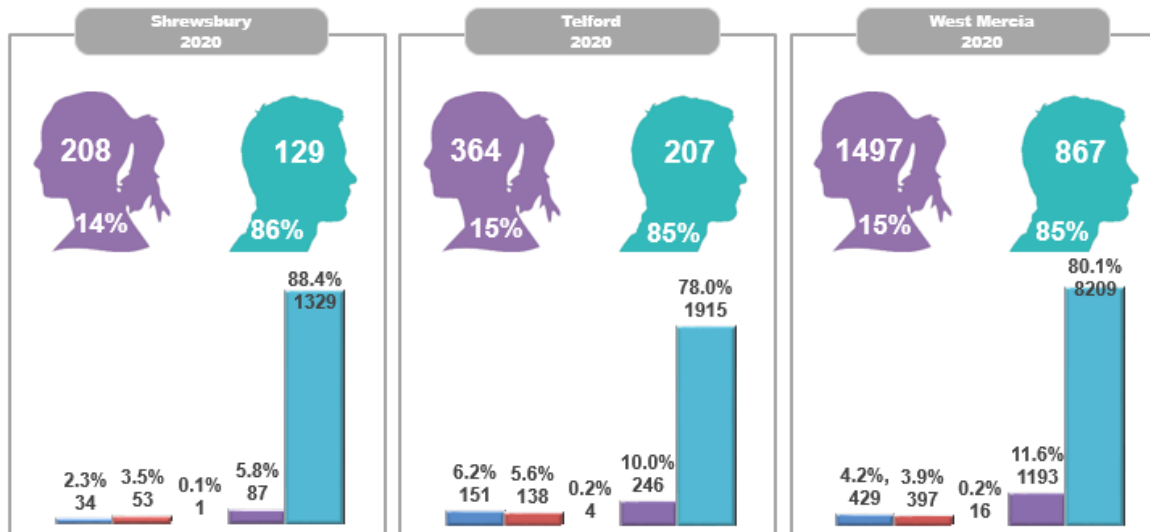


4. Delivering innovative, problem-solving practices and processes
4.1 Delivering effective core practices

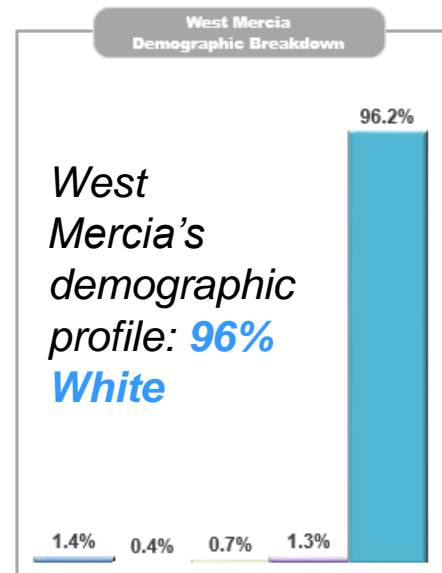
Custody – Gender and Ethnicity Breakdown



■ Asian ■ Black ■ Chinese, Japanese or South East Asian ■ Unknown /Other ■ White



A disproportionate percentage of individuals in custody are of a Black or Asian ethnic origin or their ethnicity is Unknown/ Other

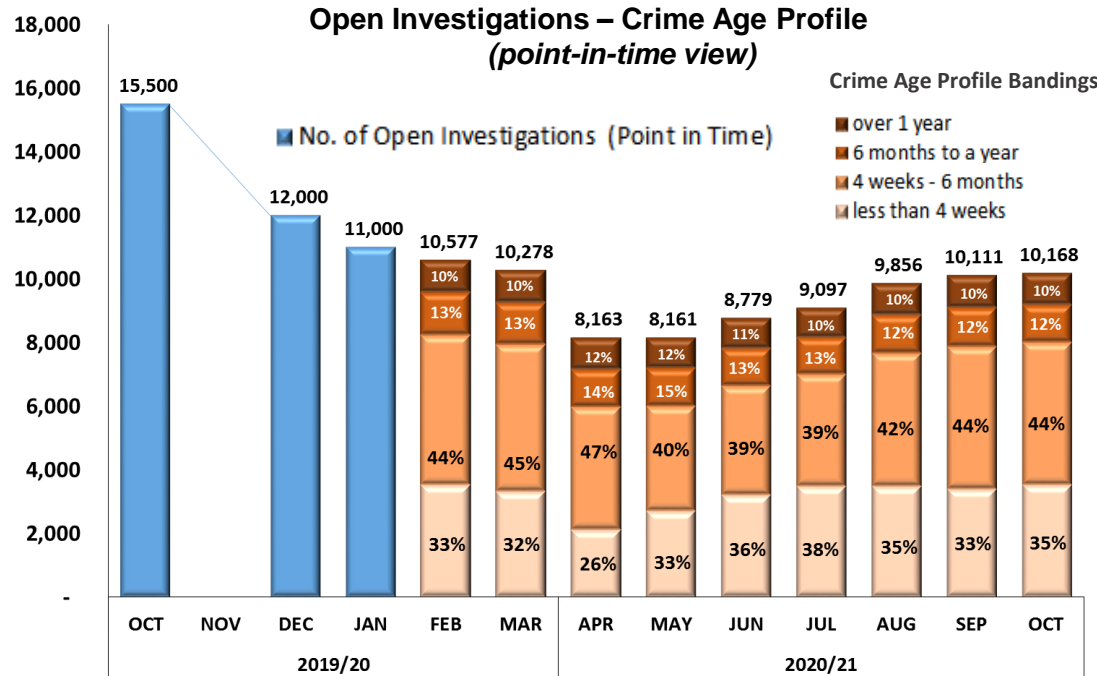


West Mercia's demographic profile: **96%** White

4. Delivering innovative, problem-solving practices and processes

4.1 Delivering effective core practices

Crime Management



Good looks like:

In development.

An 'optimum' band is thought to be around 8,000-10,000 open investigations at current recording volumes. However, to avoid an incentive simply to close crime this marker would need to be hidden until further work is done to filter out:

- 1. 'Normal' volume of open investigations awaiting closure with the Designated Decision Makers (DDMs) (currently 5-600)*
- 2. Complex crime types with long average timelines*

A better "temperature gauge" of force crime is anticipated to come from combining some metrics: Open crime/ Volume in "baskets"/ Suspects outstanding/ "attrition" rates to some outcomes. This is to avoid over-focus on timeliness at the expense of quality investigations.

Activity underway since July 2020 - Phase Two

- New **Suspect Management design process** has been completed and rollout is commencing 15th October 2020.
- During September 2020, a "**Key Improvement Themes**" Dashboard summary has been developed by the crime team and published to the intranet, to help local compliance with the new crime system.
- **SP&I will start work on the Metadata** that has been available to them in the databases to inform future work in crime management and knowledge.
- A short **review of the processes within the Control Room and Crime Bureau** has been undertaken, targeting issues with crime allocation shared with Supt. Klair.
- The first round of **Quarterly Performance Reviews** has included a review of local compliance with the new crime system.
- BAIL: Now all data issues are resolved, a new **Bail Management process is being trialled at Hereford.**
- Work commenced on "**Pinch points**" and **blockers in file quality and case progression.**

4. Delivering innovative, problem-solving practices and processes

4.1 Delivering effective core practices

Outcomes

Short term trends

In Q2 20/21, there was a 5% growth in the number of offences outcomed (regardless of when they were recorded)

Action Taken – 10% decrease in offences assigned an ‘action taken’ outcome during Q2 20/21 compared to previous quarter

Investigation Complete – No Suspect identified – A greater proportion of offences were assigned this outcome result (37%) compared to previous quarter (32%) but lower than same quarter last year (41%)

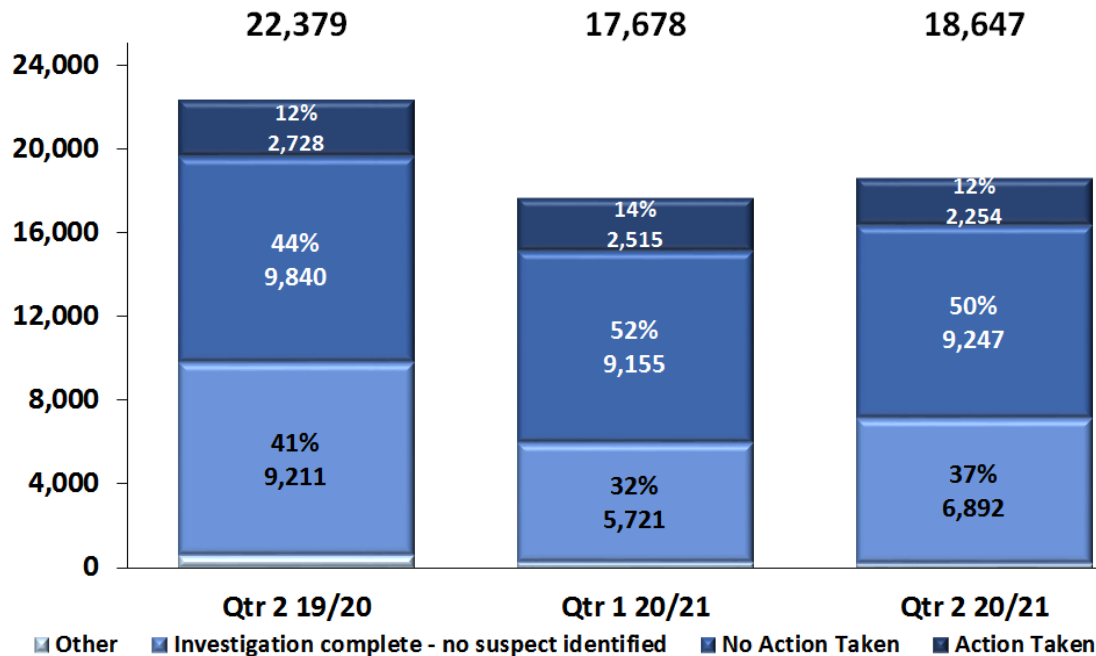
- Both Outcome 14 (30%, +398 offences) and Outcome 18 (18%, +773 offences) have seen increases on the previous quarter.



Good looks like:

In development.

*However, thought needs to be given around the balance of **which outcomes are being applied** and if **applied appropriately** in the circumstance*



Volume and Proportion of Outcomed offences by ‘HMIC Grouping’ regardless of when they were recorded

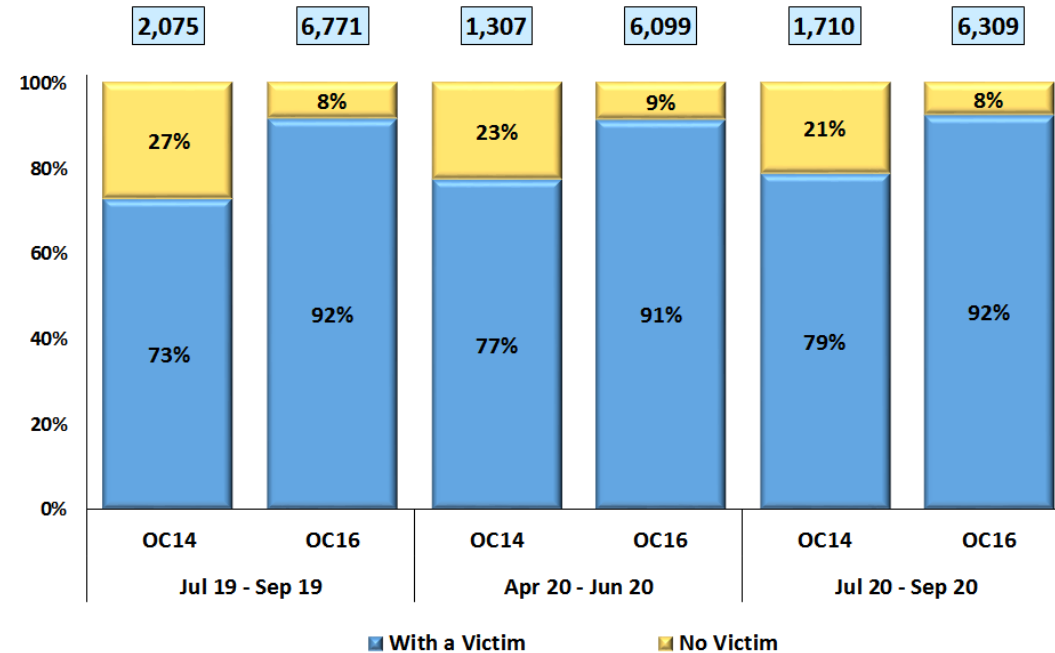
4. Delivering innovative, problem-solving practices and processes

4.1 Delivering effective core practices

Outcomes

Outcome 16 – Victim does not support action

Outcome 14 – Evidential Difficulties Victim Based – Named suspect not identified: Victim either declines/ or is unable to support further police investigation



Good looks like:

100% of Outcome 14 and 16 offences should have a victim linked to the offence.

Outcome 14

In Q2 20/21, a continual improvement is seen in the proportion of Outcome 14 offences that have a Victim linked to the offence. Growing from 73% in the same period last year to 79% in this last quarter.

Outcome 16

Proportion of Outcome 16 offences that have a Victim linked to the offence has remained relatively stable over the 3 quarterly periods (92%).

Offences that have a tendency to be 'Victim-less' or are crimes against Society

- Representing 56% (271) of all Outcome 16 offences without a victim (482).

For 'Victim-based' crimes, criminal damage & arson (19%, 81) and other theft offences (26%, 52) have above average 'no victim attached' rates.

4. Delivering innovative, problem-solving practices and processes

4.1 Delivering effective core practices

Intelligence Management

Submission of Police Intelligence Reports (PIRs) have seen an 8% *decrease* when comparing the first and second quarters during 2020.

Lockdown was in effect during the second quarter, with restrictions easing on 23rd June.

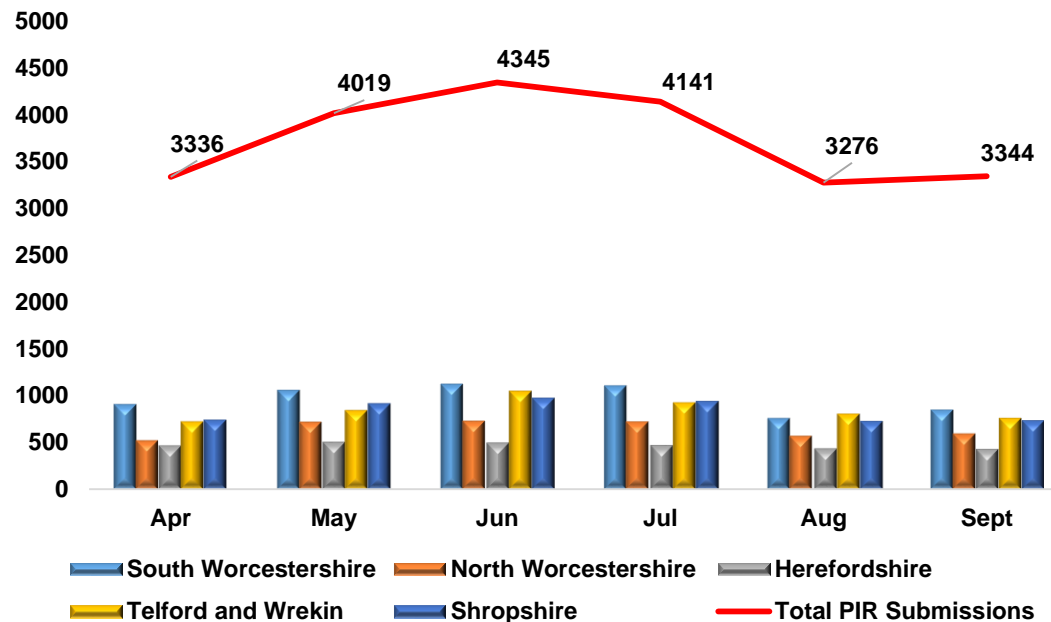
There was a dramatic increase in submissions during May and June, with a peak of 4,345. The number of submissions then steadily decreased until the lowest point in August during the school summer holiday / peak leave period. Overall, submissions have fluctuated between 3276 and 4345 per month.

It was anticipated that more normal submission levels would return during September, however, with the sharp increase in Covid-19 cases in recent weeks this can affect submissions in one of two ways:

- 1) **Decrease** of submissions due to sickness absences.
- 2) **Large upsurge in submissions**, like that witnessed during the spring, due to lockdown measures, which removed demand from the night-time economy and also an overall reduction in crime levels, leaving officers more opportunity to focus on intelligence submissions. Recent weeks have seen a curfew of 10pm being implemented which is anticipated to affect submission levels. Should further lockdown measures be implemented this could fuel an upsurge in submissions.



PIR Submissions
April to September 2020*

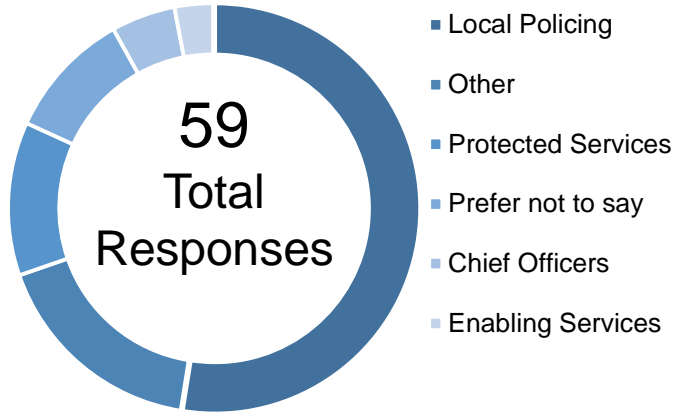




4. Delivering innovative, problem-solving practices and processes

4.1 Delivering effective core practices

Problem Solving: Survey Results

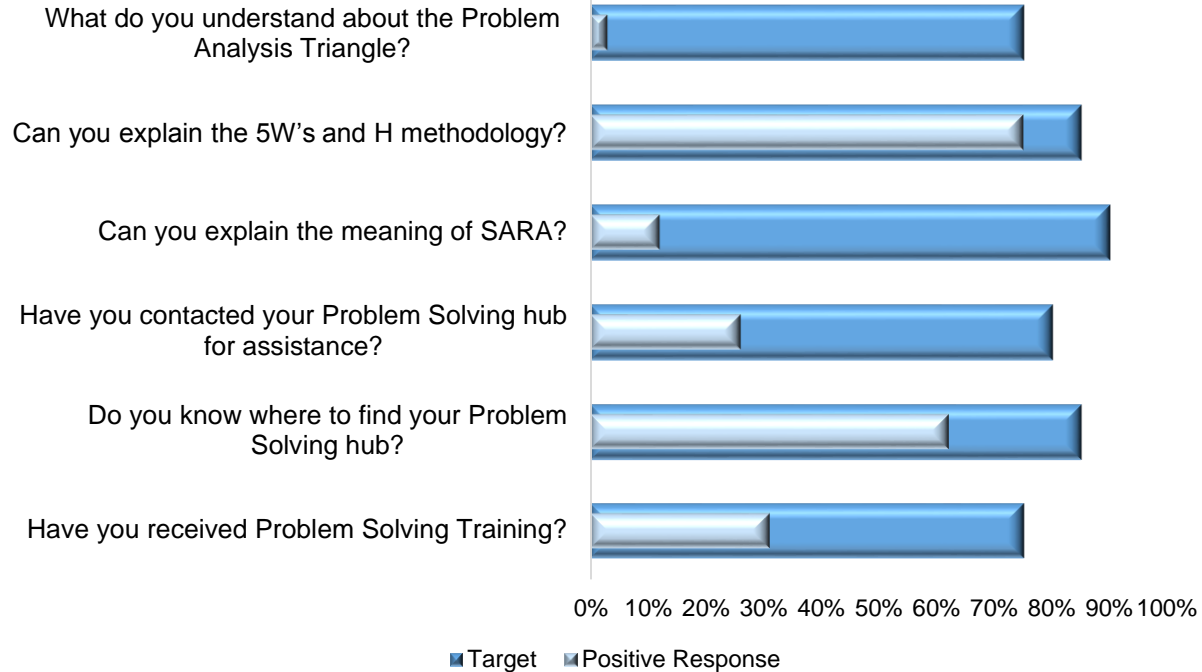
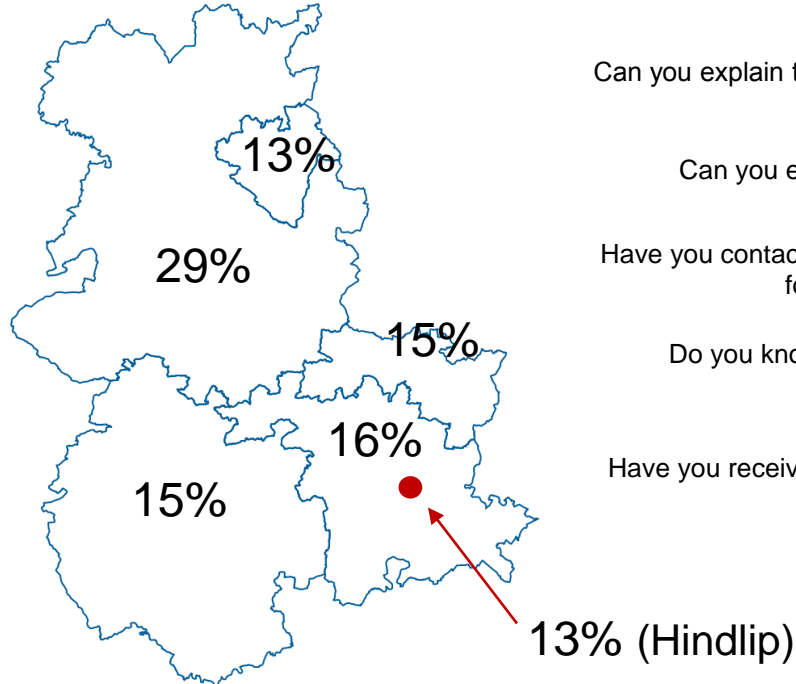


Survey is carried out annually

Distributed on 1st August 2020 and ran until 31st August 2020

The survey provided a baseline level of staff's understanding around Problem Solving that will be used to target areas for improvement

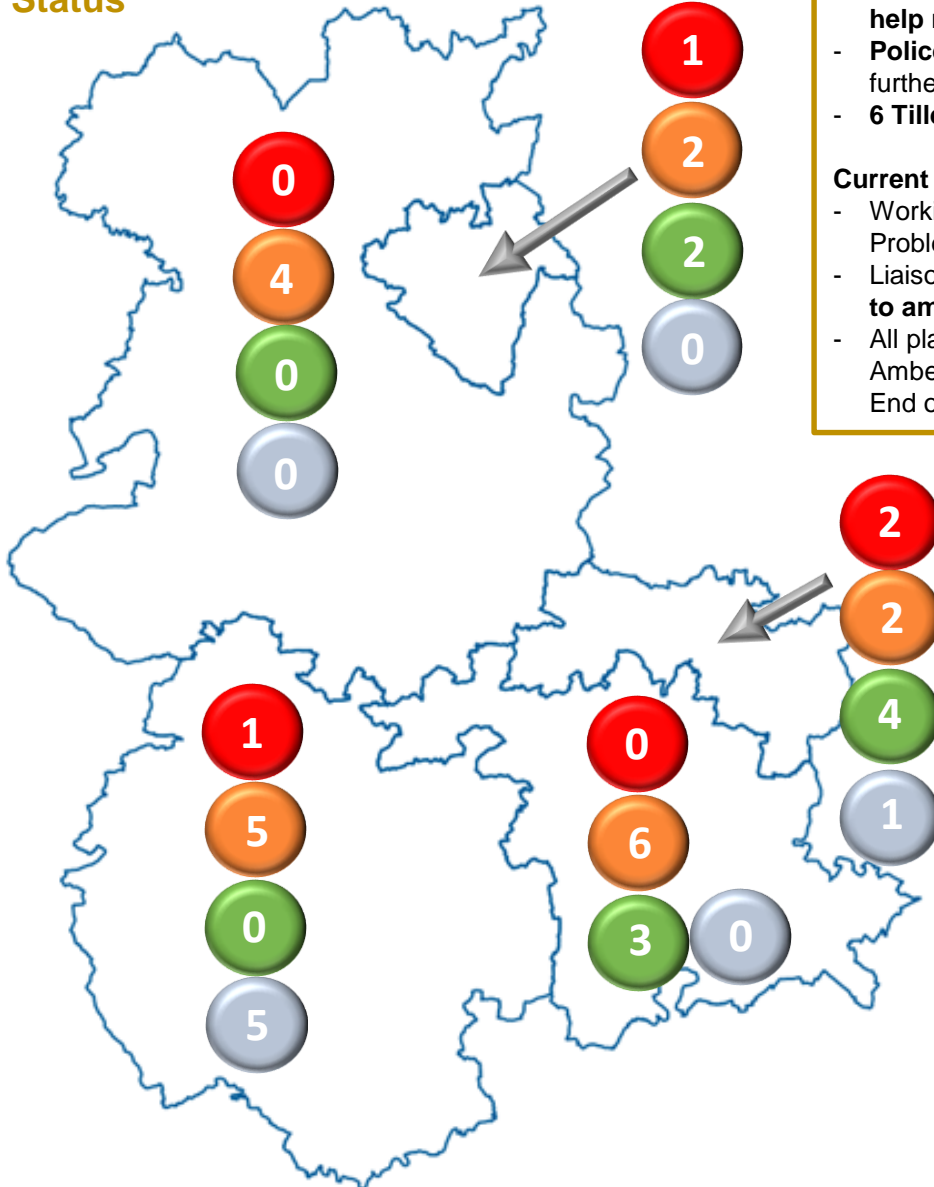
Responses by LPA



4. Delivering innovative, problem-solving practices and processes

4.1 Delivering effective core practices

Problem Solving Plans: Current RAG Status



Good News

- Problem Solving Tactical Advisors (PSTAs) are working with the OCC to **help reduce demand** and a Problem Solving Plan has been drafted.
- **Police Now** and a number of other departments have been reached to further embed PS.
- **6 Tilley award applications** will be submitted by 23rd October deadline.

Current Aims/Objectives:

- Working with ICT to **develop a reporting system** behind the current Problem Solving ICT Platform.
- Liaison with Corporate Communications to obtain **training for the PSTA's to amend the current Problem Solving intranet site**.
- All plans being **70% Green** by Christmas 2020 with the remainder being Amber Status (No Reds) and the aim of them being 100% Green by the End of 2022/23.

Total Open Plans



RAG Scoring

Marks for Problem Solving Plans are assigned by Tactical Advisors, utilising the SARA model. The total number of marks available for an open plan is **13**, scored against a pre-agreed criteria.

Red plans: 0 – 4 points
(Poorly presented plan requiring a lot of further work)

Amber plans: 5 – 9 points
(Reasonable plan requiring a little more work)

Green plans: 10 to 13 points
(Good Standard of plan)

4. Delivering innovative, problem-solving practices and processes

4.1 Delivering effective core practices

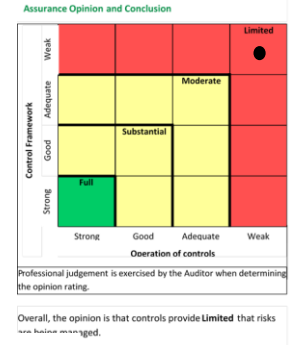
Continuity Planning

- The force was **audited** by Warwickshire County Council in relation to its **Business Continuity Management processes** in Quarter 2; the result – yet to be signed off – shows that the rating has improved to **'Adequate'** (that the controls provided are **moderate** in terms of risks being managed). This an **improvement since the previous inspection in 2019** when we were rated 'Weak' and when it was concluded that the controls in place were 'Limited'.

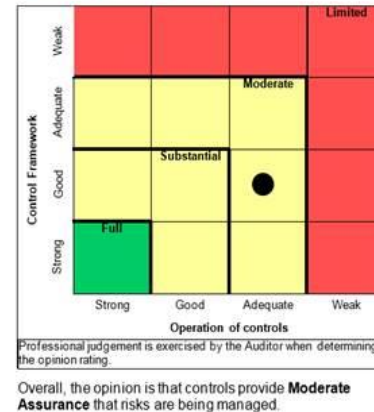
The Auditor commented ***"we consider Moderate to be...positive...and demonstrates an overall improvement to where you were previously"***

- Great effort has been put into ensuring that all departments have a **Business Continuity Plan (BCP)** in place; as a result as at end of Quarter 2 **94% of departments now have a current BCP** – a significant increase from the position in October 2019 where compliance stood at 20%
- Lots of work has been undertaken to ensure business continuity should there be another wave of COVID:
 - A **Silver Cell Terms of Reference** has been developed.
 - Each **key business lead has been spoken with to identify their 'perceived wisdom'** following COVID around "what would you do better next time?" in the event of a second wave.
 - Staff survey** was undertaken to capture feedback from officers, staff and volunteers around how they feel they were directed and supported during COVID and how safe they felt.
 - A **monthly de-brief document** and process has been set up to allow those involved in the response to communicate their experiences in order that lessons can be identified and recommendations made for future improvement.
 - Pandemic exercises** have been undertaken with operationally critical departments.

Audit 2019 →
('Weak')



Assurance Opinion and Conclusion



← **Audit 2020**
('Adequate')



Good looks like:

100% compliance against **Business Continuity Plans** being in place

4. Delivering innovative, problem-solving practices and processes

4.2 Managing demand

All Crime

		Qtr 2 20/21	Qtr 2 19/20	Trend Previous 12 Months	YTD % Change
Total Recorded Crime	24420 19173	20754	23316		-15%
Violence With Injury	3294 2278	2890	3048		-13%
Violence Without Injury	6670 5006	6403	6333		1%
Rape	351 263	368	328		-3%
Other Sexual Offences	564 518	571	534		-9%
Personal Robbery	157 140	144	148		-20%
Business Robbery	19 11	8	13		-54%
Residential Burglary Dwelling	1004 926	615	984		-30%
Burglary - Business & Community	757 603	556	718		-31%
Vehicle Offences	1388 1252	872	1339		-40%
Theft from Person	255 110	102	217		-62%
Bicycle Theft	274 138	281	241		14%

		Qtr 2 20/21	Qtr 2 19/20	Trend Previous 12 Months	YTD % Change
Shoplifting	2173 1633	1418	1989		-38%
All Other Theft Offences	2482 1505	1520	2224		-36%
Criminal Damage & Arson	2598 2199	2259	2458		-16%
Drug Offences	685 464	698	554		33%
Possession of Weapons	268 207	243	233		-12%
Public Order	1736 970	1450	1610		-7%
Misc. Crimes Against Society	369 324	356	345		2%
Cyber	1070 324	1162	863		47%
Alcohol Related	2183 1072	1895	1912		-6%

Incidents	84806 66504	82585	81350		-1%
Anti Social Behaviour	12433 6997	13004	11337		49%

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 the previous financial year.

 denotes above the upper control limit.

 denotes below the lower control limit

NB. It is possible for the previous Qtr. to be coloured differently from the Qtr. previous year even if volumes are similar. This is due to the upper and lower control limits changing annually based on the previous years volumes.



Good looks like:



Residential Burglary Dwelling: 25% reduction in a post-COVID operating environment



Total Crime: 10% reduction in a post-COVID operating environment

4. Delivering innovative, problem-solving practices and processes

4.2 Managing demand

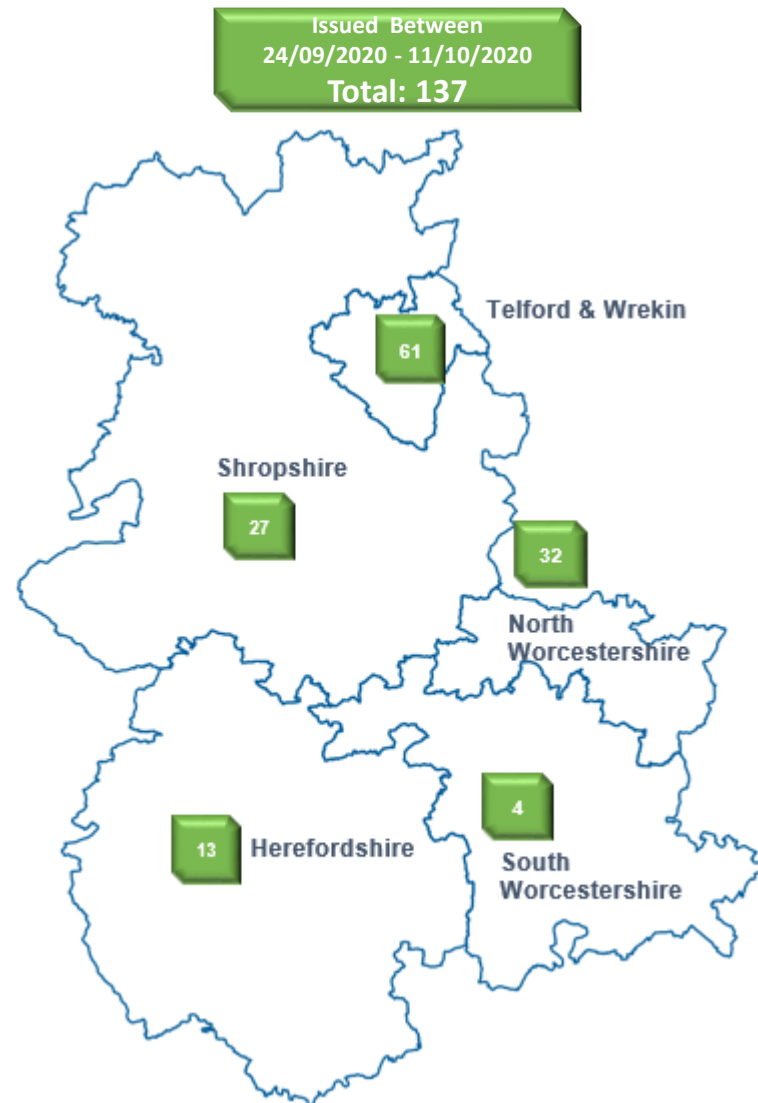
COVID Related Fixed Penalty Notices (FPNs)

Since the new COVID-19 legislation came in, a significant number of related FPNs are being rejected by the Criminal Records Office. This creates additional work for officers having to amend and re-submit FPNs.

A number of areas have been identified where improvements could be made and they have been shared with officers.

The key areas are:

- FPN is missing information (every section must be complete)
- FPN is undeliverable as subject to does not live at address / address details are incorrect
- FPN issued to under 18 (FPNS are for over 18s only)
- FPN states refer to MG11 and the circumstances are not complete
- FPN circumstances go into great detail around the regulations and don't actual cover the points to prove. Clear concise information required, as per above point



4. Delivering innovative, problem-solving practices and processes

4.2 Managing demand

Policing Priorities



Good looks like:



CSE: Increased reporting



KSI: A sustained 20% reduction



Domestic Abuse: Increased reporting; A reduction in DA repeat victims



Residential Burglary Dwelling: 25% reduction in a post-COVID operating environment



Total Crime: 10% reduction in a post-COVID operating environment



Incidents: Under development



Hate Crime: Increased reporting



Vulnerable Adult: Increased reporting



Child At Risk: Increased reporting

Overall crime volumes are returning to anticipated numbers with a few exceptions.

It is expected that volumes will continue to reflect normal volumes in the coming months and follow typical seasonality unless we enter into another period of lockdown.

	Qtr 2 20/21	Qtr 2 19/20	Trend Previous 12 Months	YTD % Change
Child Sexual Exploitation	214	164		-2%
	75	168		
SOC Disruptions	52	30		58%



	Qtr 2 20/21	Qtr 2 19/20	Trend Previous 12 Months	YTD % Change
KSI	145	151		-26%

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

	Qtr 2 20/21	Qtr 2 19/20	Trend Previous 12 Months	YTD % Change
Residential Burglary	757	556		-31%
	603	718		



	Qtr 2 20/21	Qtr 2 19/20	Trend Previous 12 Months	YTD % Change
Total Crime	24420	20754		-15%
	19173	23316		
Incidents	84806	82585		-1%
	66504	81350		
Hate Crime	607	572		3%
	307	557		
Vulnerable Adult	3904	3961		3%
	3163	3793		
Child At Risk	5744	5356		-9%
	5008	5613		



Key (last month data only)

Value of upper control limit

Value of lower control limit

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 the previous financial year.

Red denotes above the upper control limit. Green denotes below the lower control limit

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

4. Delivering innovative, problem-solving practices and processes

4.2 Managing demand

Policing Priorities

Serious Organised Crime

The disruptions figures account for **disruptions recorded against OCGs with a tiered response level of 1 to 3.**

Latest data indicates that there are **27 active and 23 archived OCGs** in West Mercia.

59% of the active OCGs have a primary crime type of **drugs supply or County Lines**. **22%** of active OCGs' principal criminality is **organised acquisitive crime**.

In Q2 2020/21 there were **52 OCG disruptions recorded** - this is an **improvement** on Q1 2020/21 and a **return to pre-Covid levels of disruptions**.

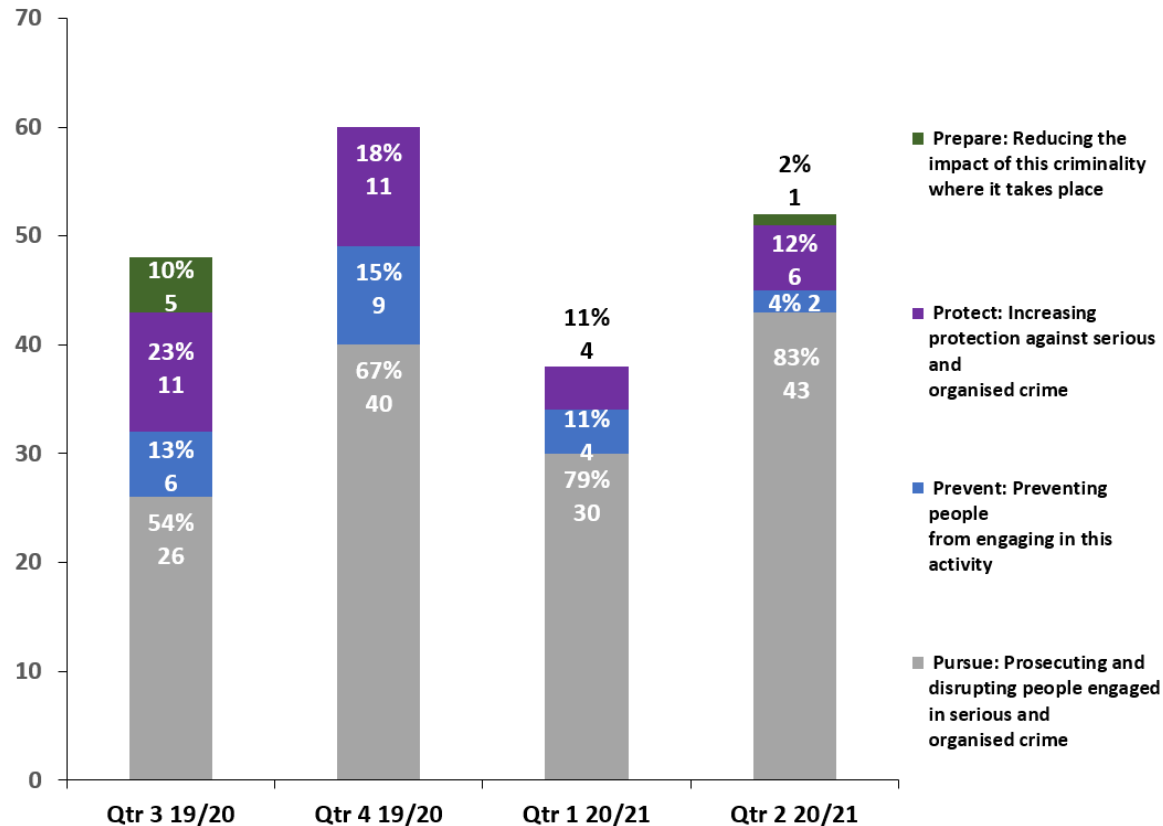
55 arrests were made in the timeframe. **10 charges** and **2 convictions** were also recorded during the quarter. 11 arrests were as a result of a single violent disorder disruption. **5 nominals** were **safeguarded** and **1 firearm seized** in the period.

The impact of Covid is still felt in the heavy nature of OCG disruptions. **Pursue disruptions** account for **83% of all OCG disruptions**; this means that **17% of OCG disruptions were either Prepare, Protect or Prevent**. Disruptions data for Q2 2020/21 has yet to be moderated and will change.

	Qtr 2 20/21	Qtr 2 19/20	Trend Previous 4 Qtrs	YTD % Change
SOC Disruptions	52	30		58%



OCG Disruptions



The information in the slide is based on the data provided by West Mercia to the Regional Organised Crime Threat Assessment Team. Please note that due to the timescales this data is yet to be moderated by ROCTA and therefore may be subject to change.

4. Delivering innovative, problem-solving practices and processes

4.2 Managing demand

Policing Priorities

Safer Roads

Following the **significant reduction in casualties** as a result of COVID 19 movement restrictions, we can now see that **volumes are increasing**.

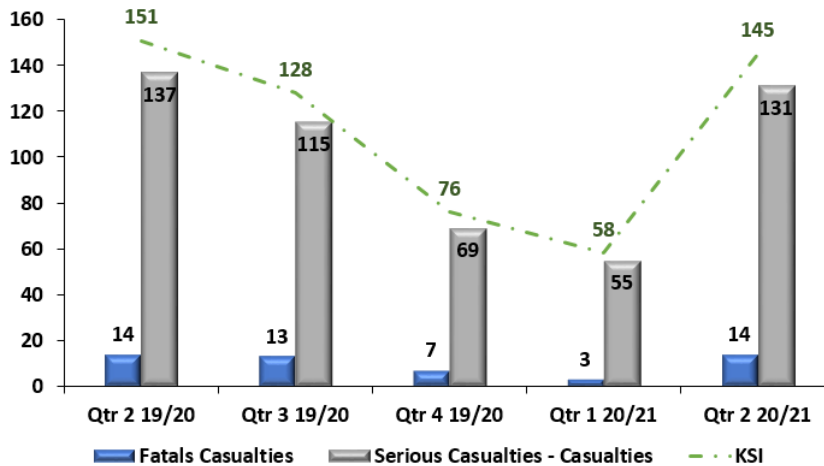
Overall, whilst the Year To Date volumes are showing a better than 20% reduction on the previous year, at present, **normal volumes – and sometimes higher – are starting to be recorded again**.



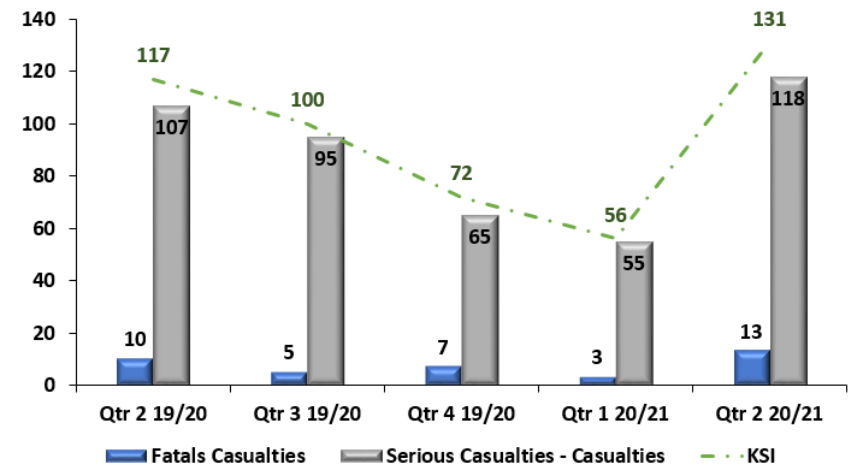
	Qtr 2 20/21	Qtr 2 19/20	Trend Previous 12 Months	YTD % Change
KSI	145	151		-26%
Fatals Casualties	14	14		-32%
Serious Casualties - Casualties	131	137		-26%

In the last quarter, Killed or Seriously Injured (KSI) **casualties** saw a **4% (6) decrease** compared to the same quarter last year; however, **KSI collisions** saw a **12% (14) increase** overall while there was a 30% (3) increase in **fatalities**.

KSI Casualties



KSI Collisions



Good looks like:



KSI: A sustained 20% reduction

If COVID continues to relax, the roads will continue to be busier, albeit pre-COVID traffic levels are unlikely to be seen again due to working from home initiatives.

Government initiatives resulting in increased incentives for cyclists but without a change in cycle-lane infrastructure will mean increased numbers of cyclists sharing road space with vehicles.

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

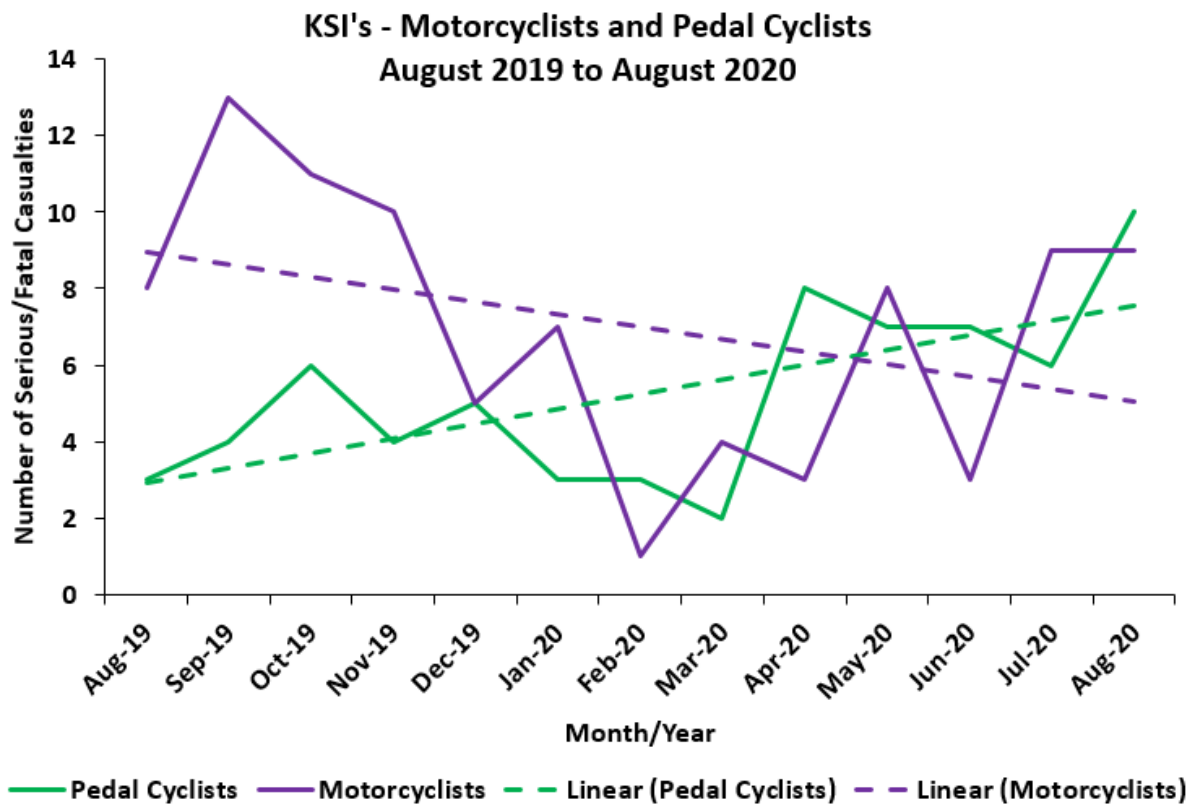
Policing Priorities



Safer Roads

Motorcyclist Killed or Seriously Injured (KSI) Casualties

The number of Motorcyclist KSI casualties has shown a *downward* trend over the last 12 months.



The number of Pedal Cyclist KSI casualties is trending upwards, with cyclists accounting for 24% of all Serious and Fatal casualties over the last 5 months; this percentage went as high as 57% in April (30%, 37%, 13%, 18% and 24% in subsequent months).

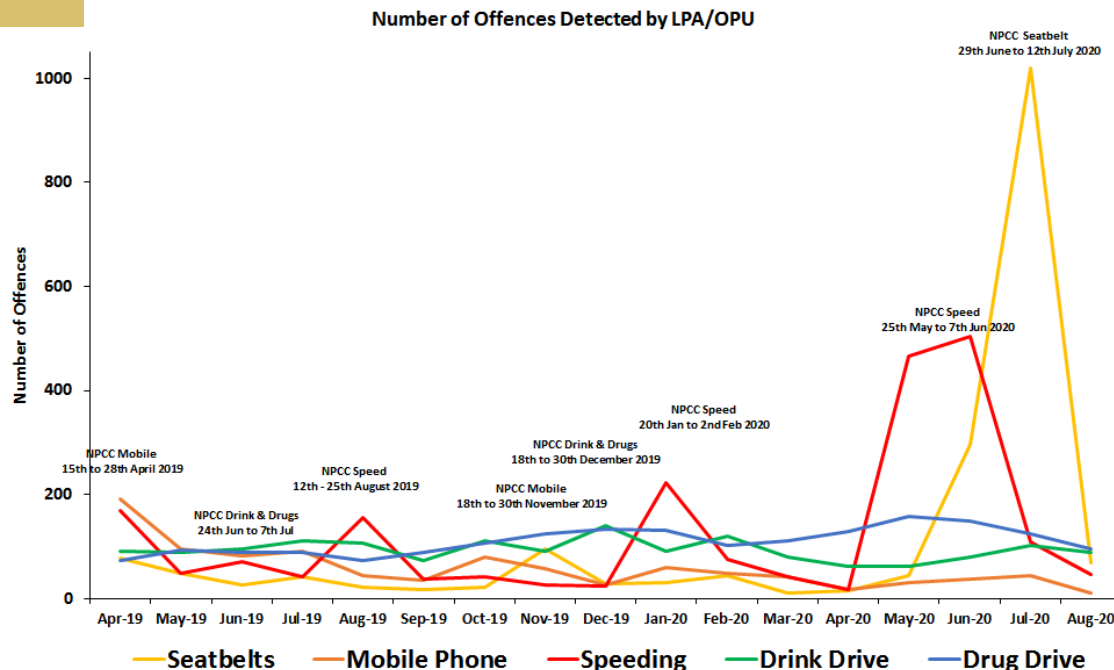
4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand

Policing Priorities



Safer Roads

Fatal 4 Offences



The two most recent campaigns for speeding and for seatbelts have shown a **substantial increase in the number of offences detected**.

West Mercia Police performed exceptionally well during these campaigns and were **by far the most successful Force in the UK in respect of support and activity during these campaigns**.

The OPU remain **dedicated towards reducing KSI and therefore making the counties' roads safer** by ensuring that effort and activity is focused at all times on the **fatal four** factors. OPU continue to remain high performing in all four areas of enforcement and the **Roads Policing (RP) officer uplift in June has clearly enabled the Force to undertake even more high visibility patrolling and enforcement on the road network**.

The continuing **recruitment of the final 8 RP officers** onto the team by 01.04.21 will clearly have an even greater positive impact on enforcement, education and the capacity of the unit to further positively impact on KSI figures to better protect the travelling public.

4. Delivering innovative, problem-solving practices and processes

4.2 Managing demand

Safer Roads

Educational Activities & Campaigns

Educational opportunities during COVID-19 continue to be challenging and more limited.

Green Light – The Green Light education programme has been updated with new videos embedded. Work is underway to develop a teacher pack if remote learning is needed due to COVID-19 restrictions.

Dying 2 Drive – A teachers' pack has been developed in order to provide Yr11 tutors with the information needed for them to be able to deliver the Dying 2 Drive package – this includes 4 workshops around the Fatal 4.

Motorbikes – During September, a Biker Down course was run at RAF Shawbury and two Bike Safe courses have been run recently.

Be Safe Be Seen – Supporting SNT's with the supply of free high vis cycling goods, and will be assisting with the identification of suitable routes for them to focus on over the winter months.

Campaigns Sep – Dec 2020

National NPCC campaigns



September

- One Road One Week
- Project EDWARD

October

- Tyre Safety Week
- No Insurance Week of Action

November

- Vulnerable Road Users
- Brake Road safety Week

December

- Alcohol and Drugs Operation

West Mercia Initiatives



Education

- Green Light – Young Driver Education Programme
- Dying 2 Drive Yr. 11 input

Biker Safety

- Op Indiana
- THINK BIKE
- Take Control training
- Bike Safe
- Biker Down

Pedestrian/Cycle safety

- Op Close Pass
- Be Safe Be Seen – support for SNT's

Op Snap

- Ongoing support, management of Comms

Policing Priorities



4. Delivering innovative, problem-solving practices and processes

4.2 Managing demand

Safer Roads

Vehicle Seizures (S59 – road racing)



From February 2020 onwards, the table below demonstrates full use of seizure powers.

Some seizure categories relate to Business As Usual (BAU). The following seizure categories have an immediate and positive impact on our local communities:

1. **Abandoned** (improving the environment, responding to community concerns and making our roads safer)
2. **Obstruction** (making our roads safer and responding to community concerns)
3. **S165 No insurance / Licence** (making our roads safer and targeting OCGs and criminals using the road network)

S59 - West Mercia does not suffer from antisocial use of vehicles in general and therefore seizures under this category are low. However, the data does show a significant number of seizures in the other categories listed above which clearly have an immediate and positive impact on communities and road safety in general.

Month / Category	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Total	% Share
Abandoned	33	35	18	30	29	17	12	20	194	5%
Breakdowns	24	18	5	2	15	13	21	12	110	3%
Burnt Out	3	4	3	6	4	6	6	3	35	1%
Fatal	2	5	3	1	0	9	21	9	50	1%
Obstruction	42	16	6	14	14	20	19	17	148	4%
PACE	21	23	19	20	22	12	12	20	149	4%
Police to Pay	6	4	0	5	2	3	8	8	36	1%
Police Vehicles	26	12	17	19	18	5	10	9	116	3%
RTC	221	157	95	84	122	59	167	172	1077	27%
S165 No Insurance / No Licence	214	191	232	233	226	184	160	142	1582	40%
S59 (road racing)	0	2	5	5	3	2	3	0	20	1%
S99 (other seizures)	20	16	35	24	13	80	71	48	307	8%
Section 29 DVLA	44	39	4	2	0	1	0	4	94	2%
Section 29 Foreign	2	0	0	0	0	0	0	0	2	0%
Stolen	58	69	36	27	43	20	19	33	305	8%
Grand Total	716	534	452	434	463	395	490	497	3,981	100%

4. Delivering innovative, problem-solving practices and processes

4.2 Managing demand

Policing Priorities

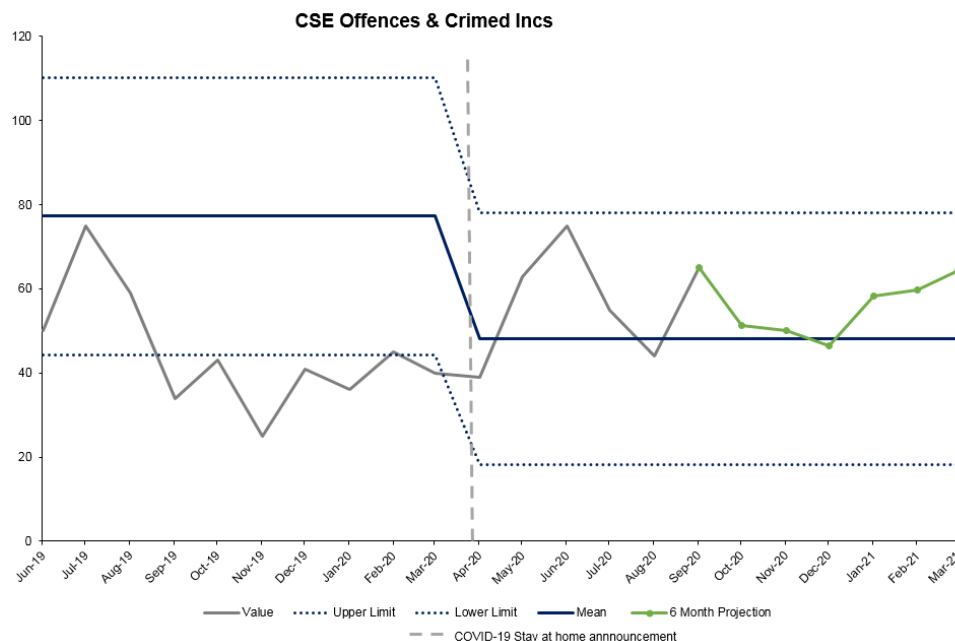
Child Sexual Exploitation

Overall there was a 7% (13) reduction in CSE related offences and crimed incidents compared to the previous quarter.

Rape Offences with a CSE marker (47) have seen an increase of 327%, (36) compared to the previous quarter, 28 of which relate to offences prior to 2015.

5 relate to offences that took place since the start of lockdown however, there have been **30 offences of rape of a child** that took place in the **same period** which may suggest that markers are not being appropriately applied.

	Qtr 2 20/21	Qtr 2 19/20	Trend Previous 12 Months	YTD % Change
Child Sexual Exploitation	214	164		-2%
	75	168		



Good looks like:

CSE: Increased reporting*

We also need to use the **correct markers** to ensure the right people are directed to these jobs and so dealt with appropriately

The ongoing **exploitation training** should continue to see an increased **recognition and reporting of CSE by all partners and agencies** who have undertaken this training.

*Note: with the change in use of CSE marker (end of 2019), it is not possible to make valid comparisons between the previous 12 months.

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 the previous financial year.

4. Delivering innovative, problem-solving practices and processes

4.2 Managing demand

Policing Priorities

Domestic Abuse



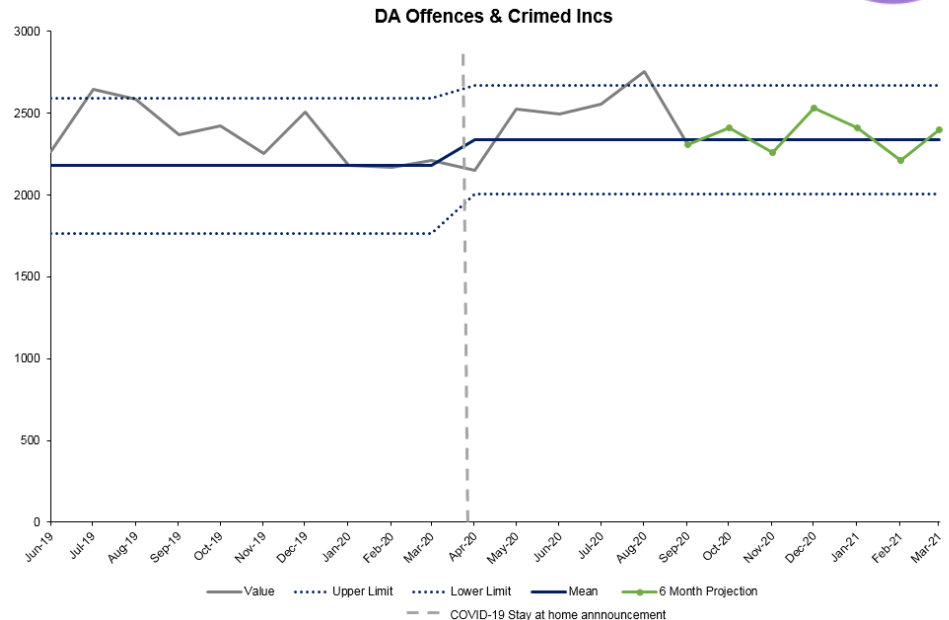
Good looks like:

Domestic Abuse:
Increased reporting;
A reduction in DA repeat victims

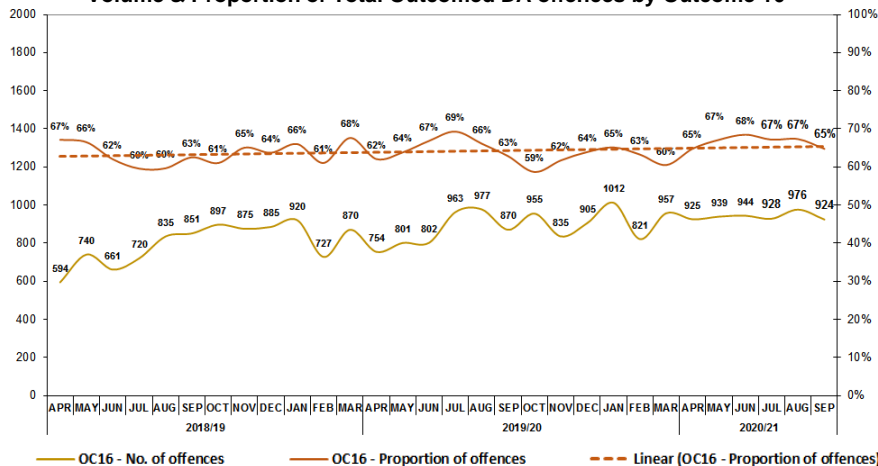
“Good” is better protection from harm, coupled with the best service we are able to achieve for victims of DA. Therefore, every DA report must be encouraged.

We will monitor repeat DA and, through intervening quickly, making proactive arrests as often as possible, using stringent bail and charge rather than DVPNs, should see a reduction in this metric.

	Qtr 2 20/21	Qtr 2 19/20	Trend Previous 12 Months	YTD % Change
Domestic Abuse	7957 6066	7620	7598	3%



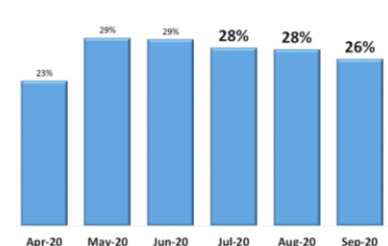
Volume & Proportion of Total Outcomed DA offences by Outcome 16



Over the last 3 months, the volumes of DA offences outcomed by Outcome 16 per month (regardless of when they were recorded) have remained relatively stable despite a peak in August.

The proportion rate has gradually decreased from 68% in June to 65% in September

DA Arrest Rate



4. Delivering innovative, problem-solving practices and processes

4.2 Managing demand

Domestic Abuse

From August 2020, monthly Domestic Abuse profiles have been created at LPA level in order to monitor DA offences and crimed-incidents.

During COVID-19, a decline was seen in DA offences/crimed-incidents and then a fairly rapid increase back to more typical levels and this has remained the same since August 2020.

There was an increase in online traffic to Shropshire Domestic Abuse Service (SDAS) near the end of August 2020.

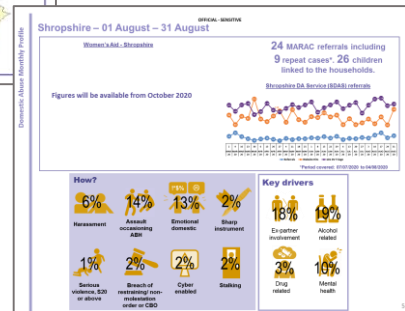
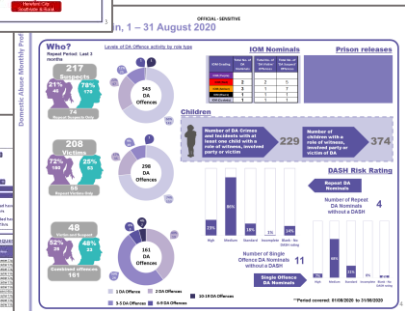
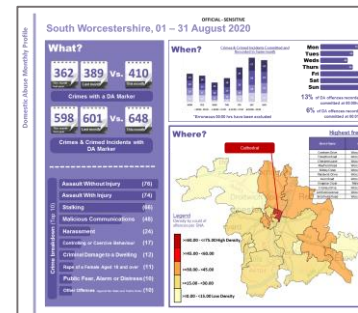
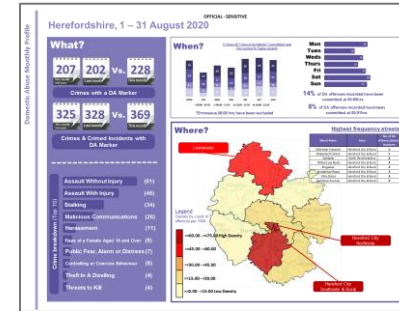
Local Policing Area DA Monthly Profiles:

- Composition of offence groups, their geographic and temporal distribution are examined.
- DA victim and DA perpetrator demographics examined including crossover roles.
- Upcoming DA prison release nominals are highlighted
- Partner agencies data to monitor the DA reporting post COVID-19 lockdown.

Benefits of this approach:

- Enabling LPAs to be sighted on current issues in their area including;
 - Identifying repeat victims who may have 'gone quiet' since COVID-19 lockdown, so that they could be checked on.
 - Sighting LPAs on upcoming prison releases with DA markers.
 - Highlighting those areas that have a high proportion of DA offences and crimed-incidents.

Policing Priorities



4. Delivering innovative, problem-solving practices and processes

4.2 Managing demand

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.

Domestic Abuse – repeat Victimisation

During Q2 20/21, a peak in repeat DA victims was seen in July 20 and August 20.

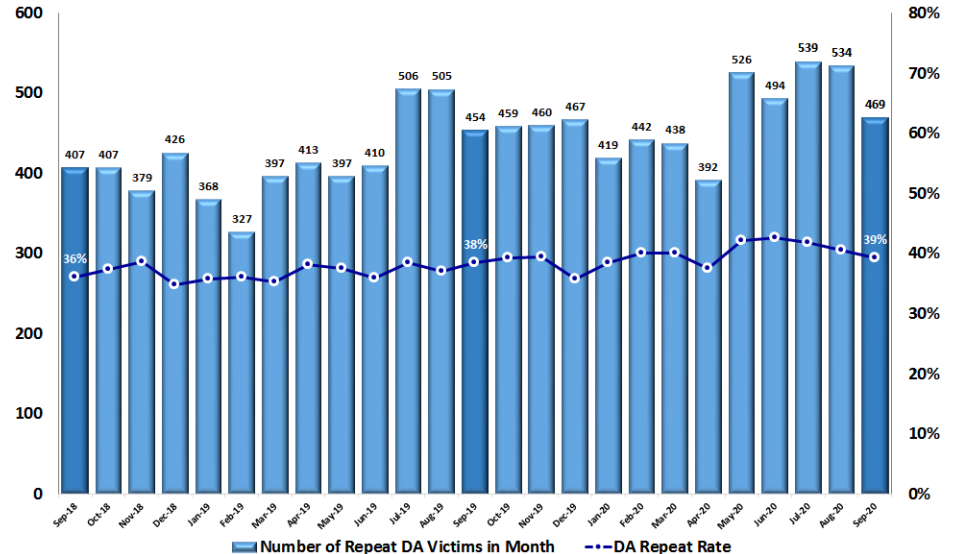
In July, 42% (539) of all DA victims (1,289) were repeat DA victims (subject to at least one further offence in the last 12 months).

Since April 2018, this is highest volume and rate of repeat victims seen, surpassing the volumes and rates seen during the Summers of 2018 and 2019.

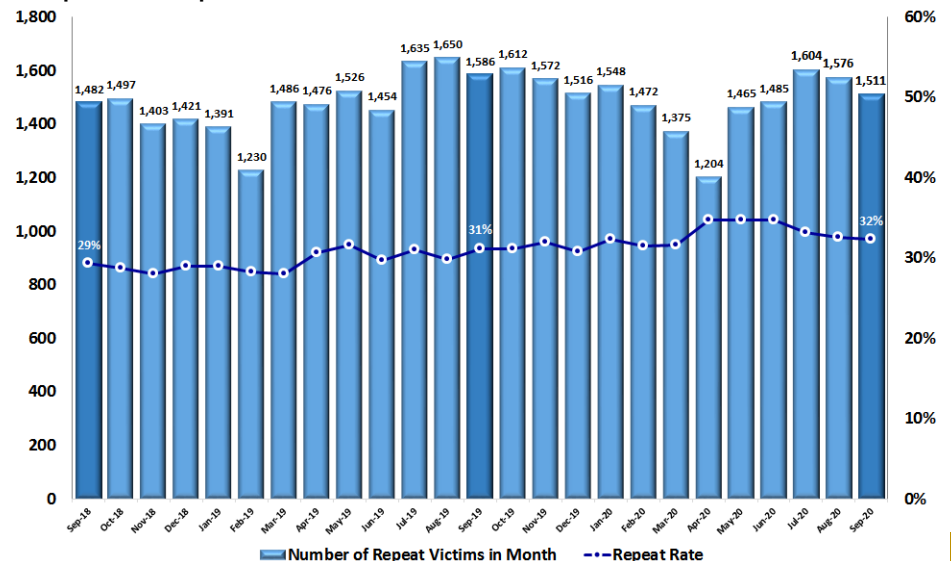
A greater volume of repeat victims for total recorded crime offences was seen during the last quarter compared to the previous quarter.

The repeat rate has decreased over the last 3 months (32%) – returning to rates seen in January/ March 2020

Repeat Domestic Abuse Victims per Month



Repeat Victims per Month



Good looks like:

Repeat TRC & DA Victims:
 A reduction in 'high frequency/
 high severity' repeat victims
 Decrease in repeat rates



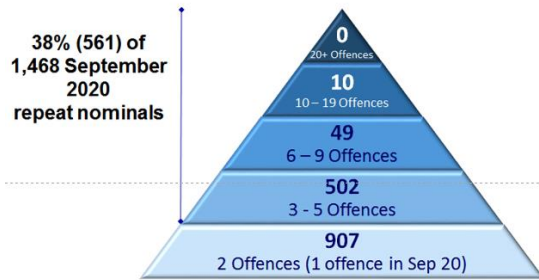
4. Delivering innovative, problem-solving practices and processes

4.2 Managing demand

Domestic Abuse – Recidivism

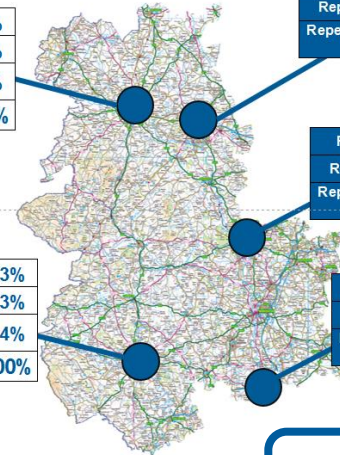
- A monthly breakdown of repeat nominals of high harm offences, with/ without a domestic abuse indicator, across a three month rolling time period.
- This information is circulated across Problem solving teams and Local Policing commanders
- High harm offences including: violence against the person, with or without injury, rape and other sexual offences, homicide, malicious communication and stalking and harassment.

561 repeat nominals (3+ high harm offences) identified in the September 2020 cohort



Repeat Victims only	22	19%
Repeat Suspects only	34	30%
Repeat 'Victim/ Suspects' Nominals	59	51%
	115	100%

Repeat Victims only	13	12%
Repeat Suspects only	35	33%
Repeat 'Victim/ Suspects' Nominals	58	55%
	106	100%



Repeat Victims only	34	22%
Repeat Suspects only	53	34%
Repeat 'Victim/ Suspects' Nominals	68	44%
	155	100%

Repeat Victims only	10	13%
Repeat Suspects only	18	23%
Repeat 'Victim/ Suspects' Nominals	49	64%
	77	100%

Repeat Victims only	30	18%
Repeat Suspects only	57	34%
Repeat 'Victim/ Suspects' Nominals	82	49%
	169	100%

75% of September 2020's 3+ high harm offence repeat nominals have been linked to DA offences over the last three months, n= 419



Good looks like:

- Repeat TRC & DA Suspects:**
- Less serial/ repeat DA offenders*
- Decrease in 'recurring' repeat TRC suspects*
- Decrease in repeat rates*

Recidivism was raised at the recent Quarterly Policing Reviews held on each policing area. As a result, DA Monthly Profiles will now sit on local tasking.

Supt Damian Pettit is currently working on the policy for how the data should be used in conjunction with problem solving packages. Adopting this systematic approach will complement the work streams within local tasking, force tasking and the problems solving hubs



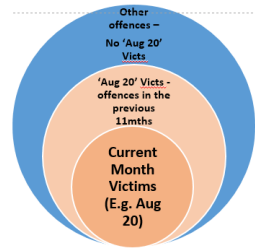
4. Delivering innovative, problem-solving practices and processes

4.2 Managing demand

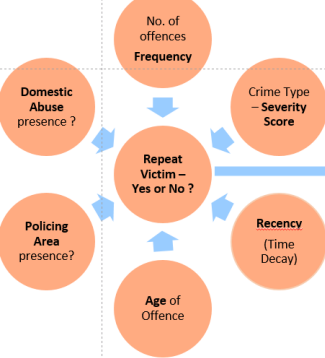
Repeat Victim Segmentation Model

- Historically, Repeat Victims have been monitored in isolation as a role type.
- Ranking repeat victims by their number of offences has been the prioritisation method of choice.

Offences with Victims for a 12 month period

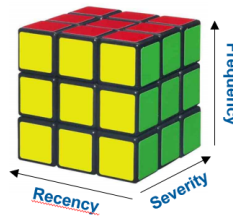


Reviewing Victims from various perspectives – Using Unique *Nom Ref*



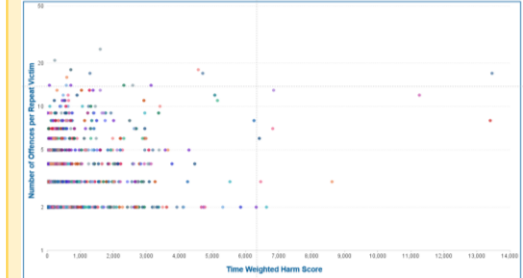
Segmentation of Repeat Victims only

But...which other variables take precedent?

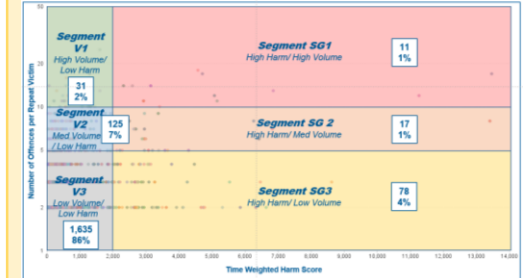


Mock Up

Example: August 2020's Repeat Victim cohort of 1,897 nominals



Example: August 2020's Repeat Victim cohort of 1,897 nominals



Phase One

- During this quarter, SPI has been developing a segmentation prioritisation model for Repeat Victims across all offence types based on the recency, frequency and gravity (severity) of offences, to enable appropriate safeguarding and risk management.
- Interim results have been presented to Supt Damian Pettit, fine-tuning of model to take place with stakeholder input.

Phase Two

- SPI to develop an equivalent segmentation prioritisation model for Repeat Suspects, capturing any learnings from Phase One.

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

Policing Priorities

Residential Burglary (Dwelling)



Good looks like:



Residential Burglary Dwelling:

25% reduction in a post-COVID operating environment

Autumn and winter will likely see an increase in burglaries while the impact of austerity and increased unemployment may further drive such an increase.

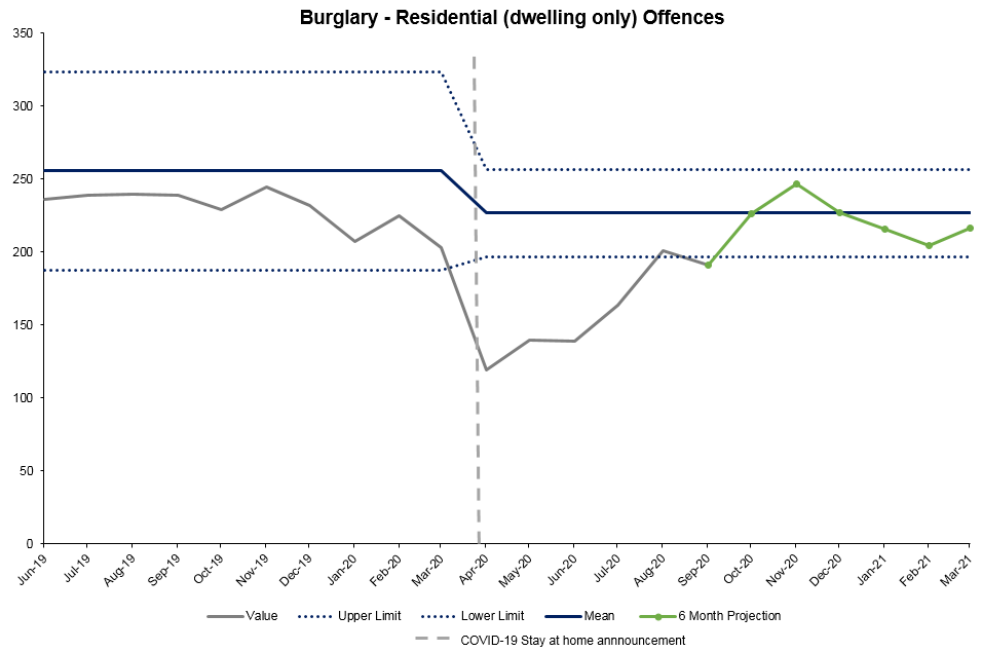
However, increased working from home and people spending time at home due to unemployment may mitigate against the expected seasonal increase.

	757	556	718	Trend Previous 12 Months	YTD % Change
Residential Burglary	603				-31%



Volumes in Residential Burglary – (Dwelling) increased by 40% (158) compared to the previous quarter but remains 41% (162) lower than the same quarter last year.

Most Similar Group (MSG) data is only available until July 2020 but when comparing all Residential Burglary within the MSG West Mercia is ranked 7th out of 8, one place lower than the previous month.



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 the previous financial year.

4. Delivering innovative, problem-solving practices and processes

4.2 Managing demand

Policing Priorities

Hate Crime & Crimed Incidents

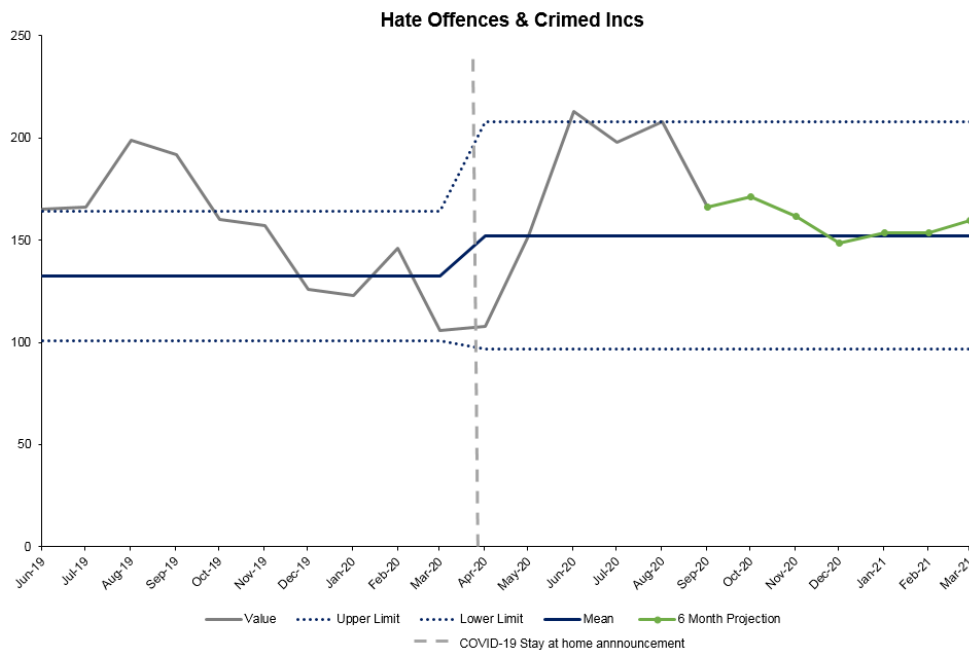
	Qtr 2 20/21	Qtr 2 19/20	Trend Previous 12 Months	YTD % Change
Hate Crime	607	572		3%
	307	557		



Hate crimes and crimed incidents saw a 21% (99) increase on the previous quarter and a 3% (15) increase on the same quarter last year.

All policing areas have seen an increase in volumes except for Shropshire. Telford & Wrekin has seen a 56% (47) increase on the previous quarter.

Racially-related crimes and crimed incidents continue to account for the majority of volumes recorded 68%, (135).



Good looks like:



Hate Crimes & Crimed Incidents: Increased reporting

We also need to use the correct markers to ensure the right people are directed to these jobs and so dealt with appropriately

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 the previous financial year.

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

Policing Priorities

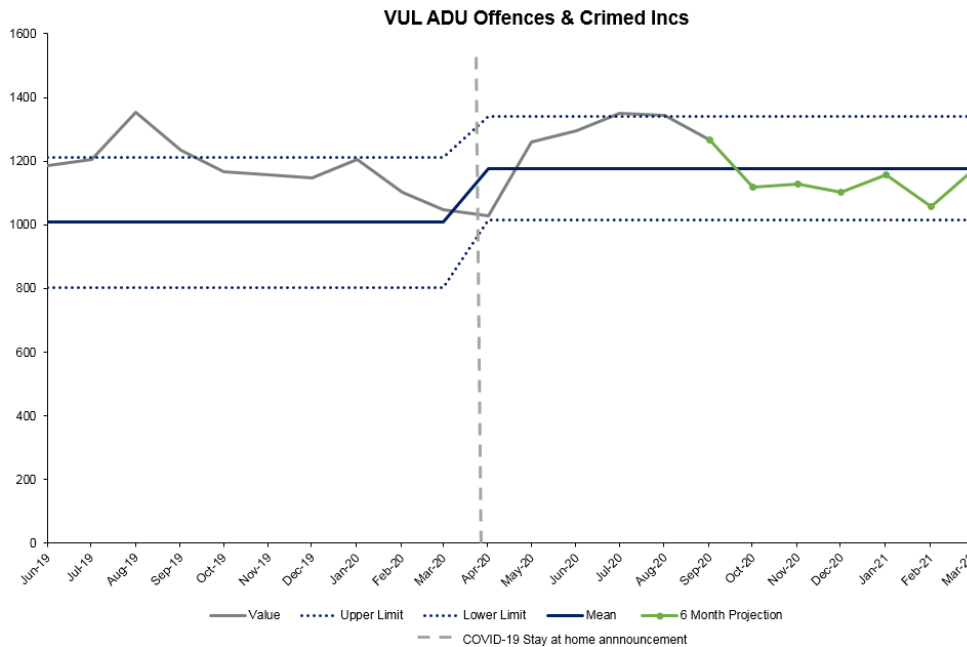
Vulnerable Adult Crimes & Crimed Incidents

	Qtr 2 20/21	Qtr 2 19/20	Trend Previous 12 Months	YTD % Change
Vulnerable Adult	3904	3961		3%
	3163	3793		



Vulnerable Adult crimes and crimed incidents saw a 11% (377) decrease on the previous quarter and a 5% (168) increase on the same quarter last year.

Volumes increased across all policing areas.





Good looks like:



Vulnerable Adult Crimes & Crimed Incidents:
Increased reporting

*We also need to use the **correct markers** to ensure the right people are directed to these jobs and so dealt with appropriately.*

*Demand work and significant efforts to manage partners and other professional bodies who create demand, alongside **problem solving hubs**, a **centre of excellence** and **greater emphasis and resources put into tackling mispers and mental health issues** will all contribute towards a **reduction in incidents and demand.***

However**, a move towards **dynamic and immediately accessible social media platforms by June 2021**, on which contact can be made, will likely see a **rise in demand.

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 the previous financial year.

4. Delivering innovative, problem-solving practices and processes

4.2 Managing demand

Policing Priorities

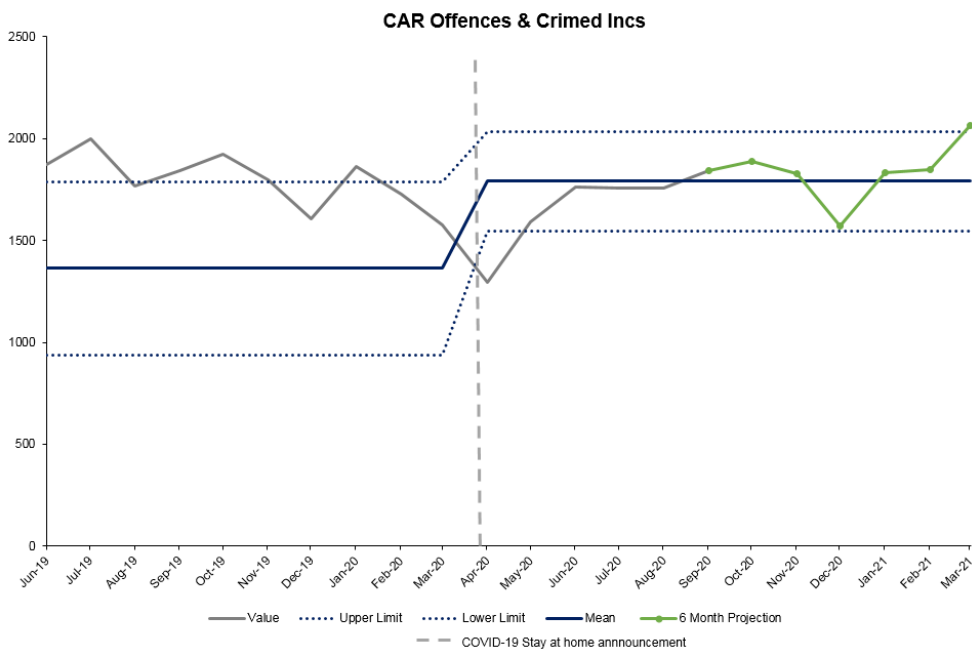
Child At Risk Crimes & Crimed Incidents

	Qtr 2 20/21	Qtr 2 19/20	Trend Previous 12 Months	YTD % Change
Child At Risk	5744	5356		-9%
	5008	5613		



Child At Risk crimes and crimed incidents have increased 15% (705) compared to the previous month.

The increase was due to an uplift in volumes increased across all policing areas, noticeably a 27% (244) increase in Telford & Wrekin.





Good looks like:



Child At Risk Crimes & Crimed Incidents:
Increased reporting

*We also need to use the **correct markers** to ensure the right people are directed to these jobs and so dealt with appropriately*

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 the previous financial year.

4. Delivering innovative, problem-solving practices and processes

4.2 Managing demand

Missing Persons



Good looks like:



Missing Person incidents and reports:

Reduce proportion of missing person incidents relating to repeat MISPERs

Future Activity:

New Conversion rate based on Saab SAFE incidents:

Calls for Service to Compact Records - To be developed

Levels of missing persons, nationally and regionally remain sporadic given ongoing impacts of COVID-19, which makes future forecasting unreliable.

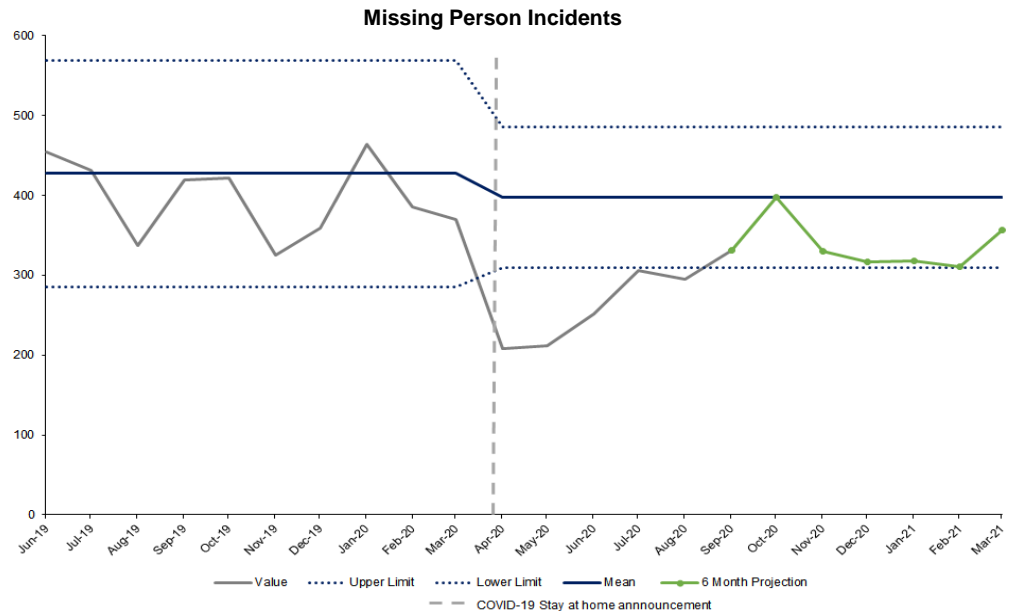
In the next month, a Missing Person return home interview service will be established for vulnerable adults which will make WMP compliant with APP. An audit of case files will take place during the following quarter.

		Qtr 2 20/21	Qtr 2 19/20	Trend Previous 12 Months	Year To Date	Year To Date Last Year	YTD % Change
No. of Missing Person Incidents	1325	932	1187		1604	2448	-34%
No. of Missing Person Reports	1228	810	948		1393	2077	-33%
No. of MP Reports from Repeat Misipers	468	214	285		360	696	-48%
No. of U18 Missing Person Reports	821	451	570		762	1285	-41%



Volumes in Missing Person incidents increased by 39% (260) compared to the previous quarter but remains 21% (255) lower than the same quarter last year.

In this quarter, the proportion of Missing Person reports relating to repeat MISPERs has remained relatively stable (26%, 214) compared to previous quarter (25%, 146), yet it remains lower than the same quarter last year (30%, 285).




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 the previous financial year.

4. Delivering innovative, problem-solving practices and processes

4.2 Managing demand

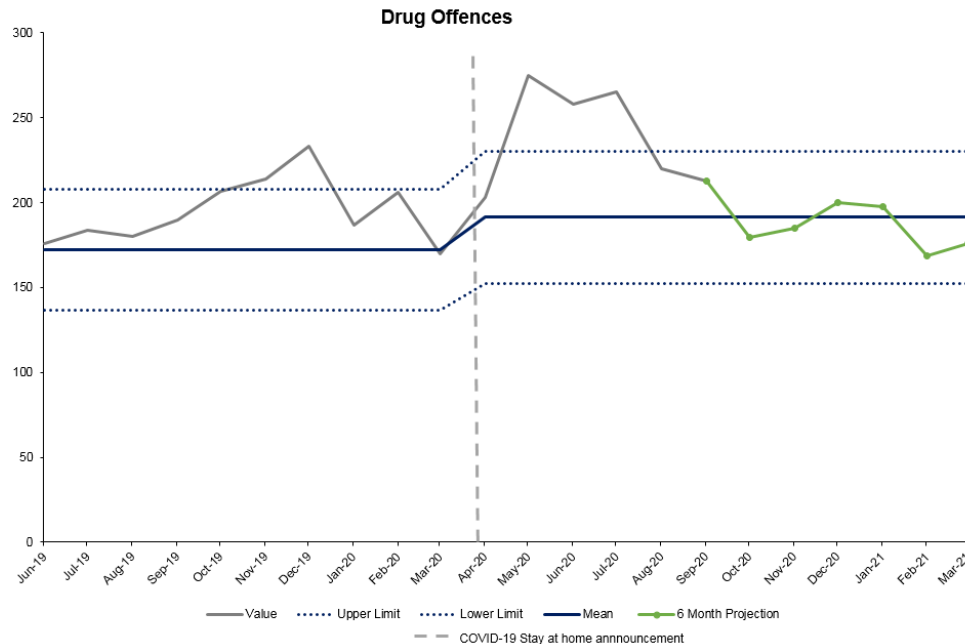
Drug Offences

		Qtr 2 20/21	Qtr 2 19/20	Trend Previous 12 Months	YTD % Change
Drug Offences	685	698	554		33%
	464				

Drug Offences continue to experience increasing volumes, however, there has been a 5% (38) decrease on the previous quarter.

Whilst overall volumes have decreased, Trafficking of Controlled Drugs has increased by 26% (55) compared to the previous quarter. An increase in this offence was seen in all policing areas but was specifically driven by volumes in South Worcestershire, Shropshire and Telford & Wrekin.

Most Similar Group (MSG) data is only available until July 2020 but when comparing drug offences within the MSG West Mercia is ranked 5th out of 8, a decline compared with the previous month.



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 the previous financial year.

4. Delivering innovative, problem-solving practices and processes

4.2 Managing demand

Cyber Crimes and Crimed Incidents Offences

		Qtr 2 20/21	Qtr 2 19/20	Trend Previous 12 Months	YTD % Change
Cyber	1070	1162	863		47%
	324				

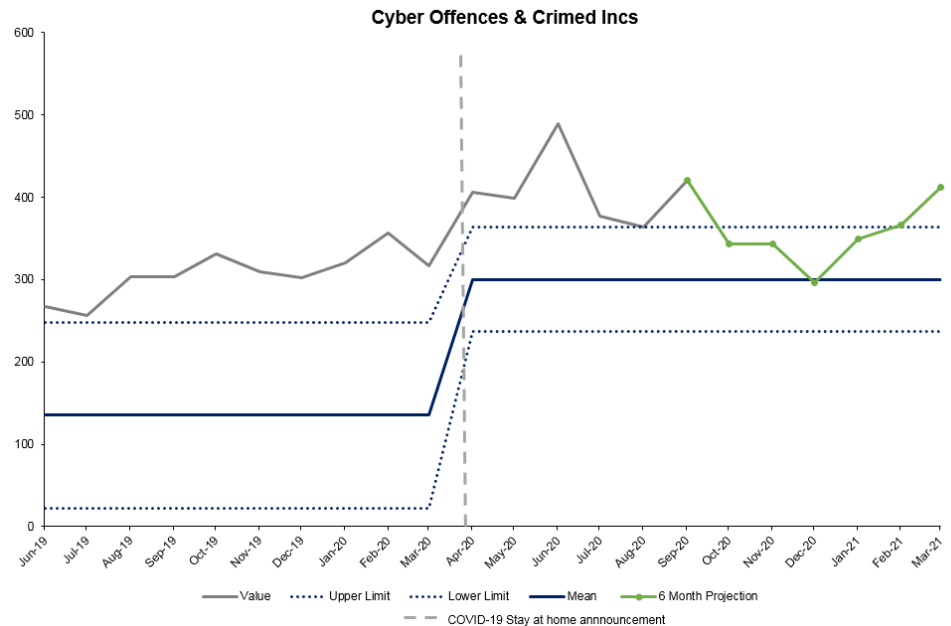
This data is generated from Athena where the keyword “cyber-enabled” has been applied to a crime. We saw a significant increase in 2019/20 compared to 2018/19, and this trend continues.

A recent internal report “Recession: An Impact on the Criminal Landscape” noted that

“Cybercrime and computer misuse is likely to increase as operations adapt from the COVID-19 lockdown to the recession environment...
...It is probable that this will lead to potential recruitment to larger OCGs and adaptive alterations to criminal MO that will demand the adaptive decision making and influence of police forces.”

“Cybercrime has increased and developed in nature through the COVID-19 lockdown with some large scale phishing campaigns that have maximised the impact of their attacks.” and that

“Cybercrime is proven to expand faster than the rate in which police forces can adapt. Therefore it is highly likely that increasing infrastructure and ability within this arena will enhance crime fighting capacity.”



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 the previous financial year.

4. Delivering innovative, problem-solving practices and processes

4.2 Managing demand

Cyber Crimes and Crimed Incidents Offences


			2019/20	2020/21	2020/21	Change to	Change to
			Q2	Q1	Q2	Q2 19/20	Q1 20/21
Violence Without Injury	3B	Threats to Kill	4	2	8	100%	300%
	8L	Harassment	150	143	167	11%	17%
	8Q	Stalking	11	136	134	1118%	-1%
	8R	Malicious Communications	450	658	576	28%	-12%
	8U	Controlling or Coercive Behaviour	0	2	0	0%	-100%
Total			615	941	885	44%	-6%
Rape	19C	Rape Of A Female Aged 16 And Over	1	3	0	-100%	-100%
Other Sexual Offences	71	Abuse Of Children Through Sexual Exploitation	1	1	5	400%	400%
	20A	Sexual Assault On A Female Aged 13 And Over	1	1	4	300%	300%
	21	Sexual Activity Involving A Child Under 13	29	30	29	0%	-3%
	22B	Sexual Activity Involving A Child Under 16	52	50	46	-12%	-8%
	88A	Sexual Grooming	10	18	16	60%	-11%
Total			93	100	100	8%	0%
All Other Theft Offences	35	Blackmail	23	53	44	91%	-17%
Other Crimes Against Society	79	Attempting To Pervert The Course Of Public Justice	3	4	4	33%	0%
	86	Obscene Publications, Etc. And Protected Sexual Material	79	135	80	1%	-41%
Total			82	139	84	2%	-40%
Overall total Cyber related offences			863	1295	1166	35%	-10%

Low volume and low harm crime types have been removed

4. Delivering innovative, problem-solving practices and processes

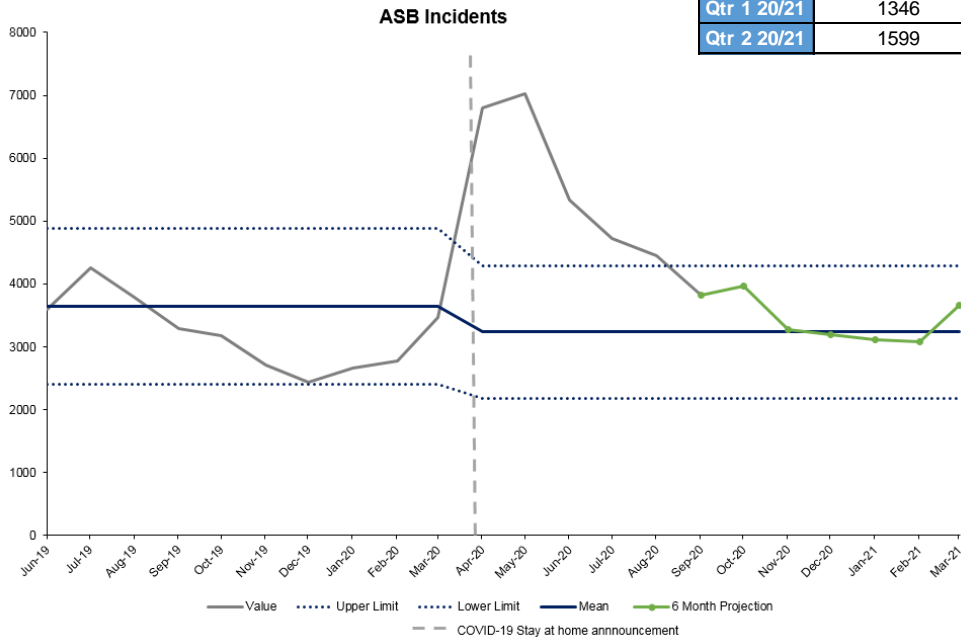
4.2 Managing demand

Anti Social Behaviour

		Qtr 2 20/21	Qtr 2 19/20	Trend Previous 12 Months	YTD % Change
Anti Social Behaviour	12433 6997	13004	11337		49%

ASB incidents have reduced by 32% (6153) compared to the previous quarter but are still 9% (1667) above volumes recorded for the same period last year.

	ASB Personal	% of ASB	ASB Nuisance	% of ASB	ASB Environmental	% of ASB	Total ASB
Qtr 2 19/20	1205	11%	9463	83%	669	6%	11337
Qtr 3 19/20	952	11%	6955	83%	423	5%	8330
Qtr 4 19/20	983	11%	7347	83%	572	6%	8902
Qtr 1 20/21	1346	7%	15360	80%	2451	13%	19157
Qtr 2 20/21	1599	12%	10296	79%	1109	9%	13004



ASB Personal has seen a 16% (253) uplift in volumes compared to the previous quarter.

Overall would normally expect volumes to continue to decrease with seasonality but volumes may be dependant on the implementation of COVID related restrictions.

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 the previous financial year.

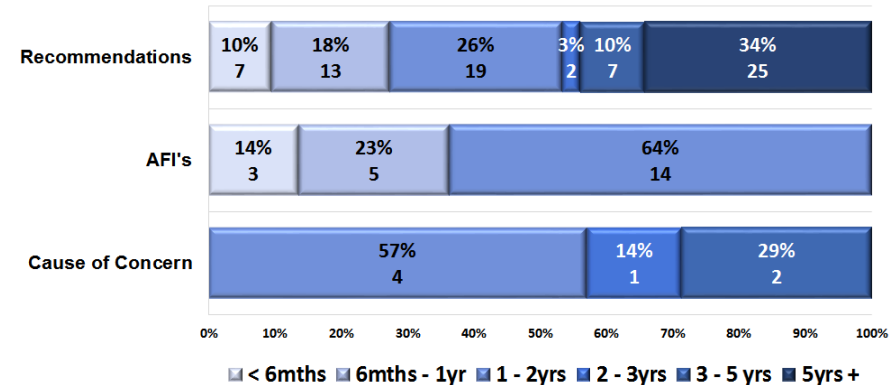
4. Delivering innovative, problem-solving practices and processes

4.3 Innovating and improving

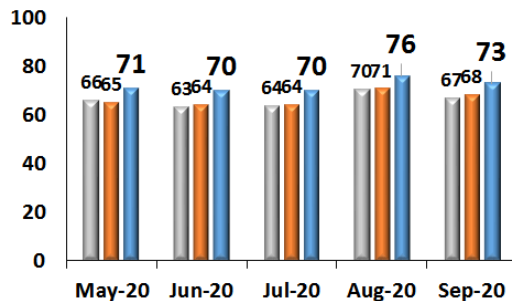
HMICFRS Inspections

- The National Monitoring Portal continues to be a work in progress.
- In July 2020, HMICFRS uncovered a fault with bulk changes previously made to the system, this meant causes of concern from reports “The Poor Relation” (Crimes against older people), “Understanding Difference” (Hate Crime) and PEEL Legitimacy 2016 had not been listed. The amendment reflects the jump in Causes of Concern.
- Whilst evidence against our recommendations and AFIs continues to be uploaded to the Portal, in addition to evidence gathered through insight work; our FLL Gary Ashton has clarified that due to the Covid-19 inspection and investigations revisit he will not be reviewing the Portal until post November. As such there will be no change in numbers of open recommendations, AFIs and causes of concern for this period.
- AFIs from the “A Call for Help” report on contact management have been rescinded to be assessed as part of PEEL. Hence the national dip in open AFIs from August to September.

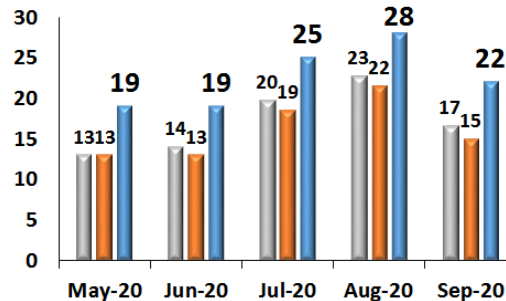
Age of West Mercia’s Recommendations, AFIs and Causes of Concern (Sep 20)



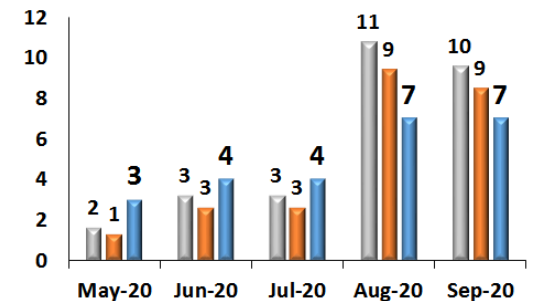
Number of Recommendations



Number of Areas for Improvement



Number of Causes of Concern



Monthly Point-in-Time Readings

■ National Average ■ MSG Average ■ WMP

4. Delivering innovative, problem solving practices and processes

4.3 To what extent are we improving the practices and processes we undertake?

Service Improvement – Benefits Realisation

A **new approach to Benefits Realisation** has been implemented to ensure that the significant investment into Change Programmes is a good use of our financial resources and that the Programmes are resulting in ***demonstrable financial and non financial benefits***.

This marks a move towards a more **benefits focused method of implementing change** across the organisation and will enable benefits to be reflected in the **Business Planning cycle**.



This will be achieved through doing the following:

1. **Clear identification of realistic benefits and Benefit Owners at the beginning of a Programme** (through completion of the Benefit Profile document alongside the Business Case).
2. **Clear ownership and plans to achieve benefits, both during the lifecycle of a Programme, and post implementation** using 'RAG' (Red, Amber, Green) ratings and involving quarterly status reporting.
3. **Clear reporting to demonstrate that benefits have been achieved after implementation** into Business as Usual.

In Quarter 2, the **Business Change Team** have been brought under the **Change Department** so as to ensure closer and more efficient working with Programmes and across the business.



Good looks like:

100% of our Change Programmes identify ***demonstrable financial and non-financial benefits***.

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

5.1 Establishing a skilled, flexible workforce

Force Leadership Development Programme

The purpose of this Programme is to embed a new and consistent leadership approach which **recognises and values difference and promotes a positive and healthy team culture** as set out in our **People Strategy**:

The Programme, which is targeted towards both offices and staff, is structured as three phases with Phase 1 already underway; the Programme is scheduled to run until early 2021.



Phase 1: Review Evidence Base

Chief Officer Team Development : To help inform and shape the future leadership approach

Further develop our evidence base in terms of what it feels like to work for West Mercia: Speak Up and National Wellbeing Surveys

You Said, We Did: Communicate to the workforce how we have used previous surveys to inform activity

Phase 2: Chief Officer and Executive Team Development

Gap Analysis



Tailored development for Executive level informed by Gap Analysis



Co-Creation of Leadership Framework and Programme (involving a one-day workshop)

Phase 3: Leadership Framework and Development - linking with PDR, MAX and Talent Management

A Core Leadership development programme: Developed for ALL supervisors and managers

Rank specific development: Tailored development programmes for each rank and police staff equivalent and reinforced career pathways

High Potential Development Scheme: Bring MAX to life and focus on the top talent of the organisation including of under-represented groups

Change Network: Develop and launch a change network across the force



Good looks like:

An embedded **leadership approach which recognises and values difference** and promotes a **positive and healthy team culture**

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

5.1 Establishing a skilled, flexible workforce

National Uplift Recruitment Plans

The objective is to recruit student officers by **diverse entry routes** and to **recruit and retain talent**.

The numbers recruited since the start of the year through each route is shown below:

PCDA (Police Constable Degree Apprenticeship):	110
DHEP (Degree Holder Entry Programme):	40
IPLDP (Initial Police Learning and Development Programme):	19
Police NOW (Graduate police entry scheme):	12
TOTAL:	181

The first PCDA cohort joined the force in January 2020 and our first DHEP cohort started in July 2020.

Despite training arrangements having to be adapted to ensure COVID-safety, **Learning & Development have met the training demands for new recruits and Specials.**

People Strategy

Our People Strategy embraces the force Vision, Values and Priorities and puts people at the heart of what we do. We identified six people objectives to support our ambition.

Our six people objectives will enable the following benefits:

- To be people and public focused
- Working together
- Strong, confident and compassionate workforce
- Inclusion
- Diverse workforce
- Supportive honest conversations
- Improved attendance
- Work/life balance
- Skilled people
- Service focused
- Improved service, satisfaction and confidence
- Demand focused
- Clear direction and accountability
- Role clarity
- Career pathways



Good looks like:

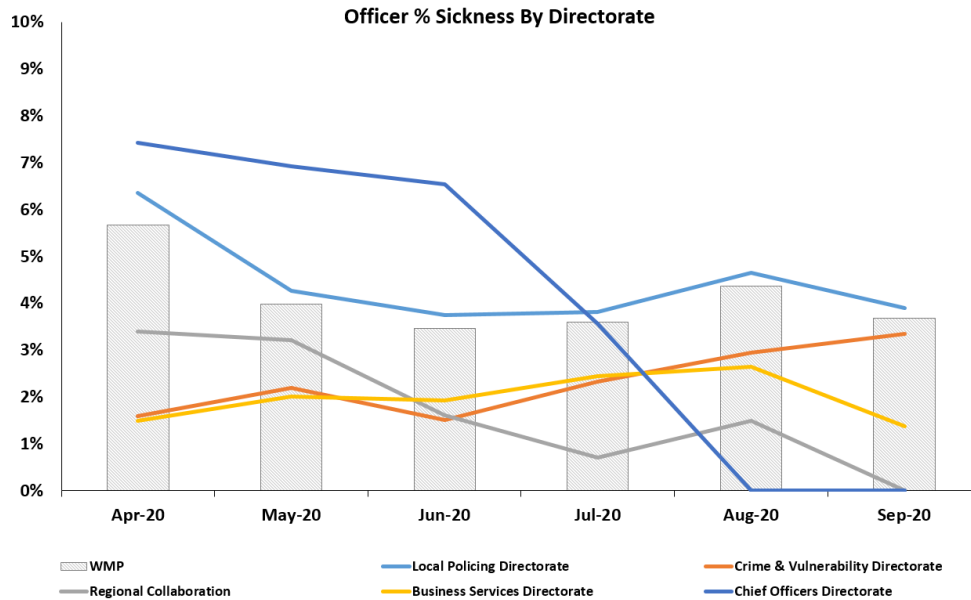
1. We recruit student officers by **diverse entry routes** and **recruit and retain talent**.

2. We **meet the training demands** of new recruits.

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

5.1 Establishing a skilled, flexible workforce

Staff well-being



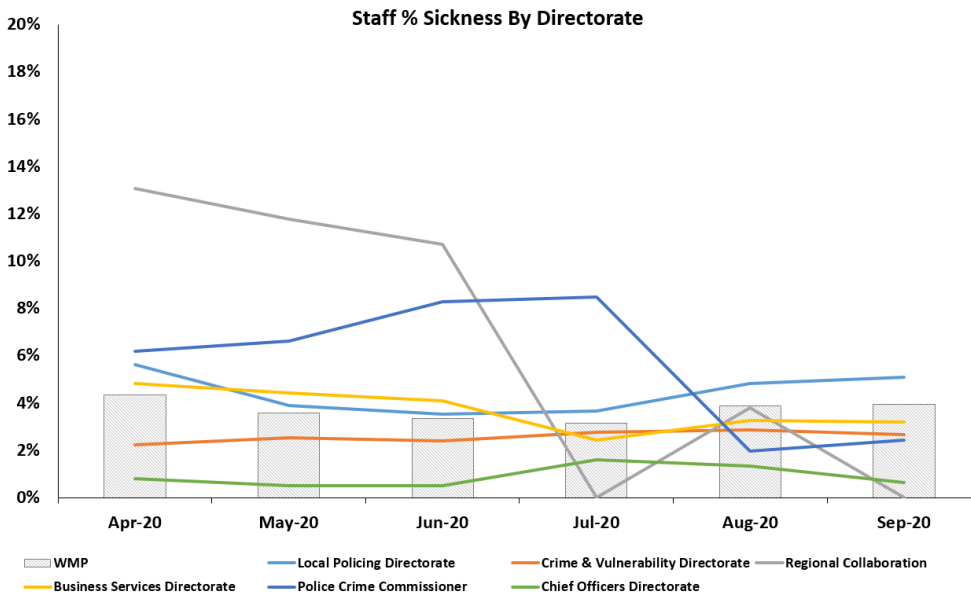
Sickness for police officers saw a 0.68% increase on the previous month.

The Crime & Vulnerability Directorate saw the largest increase.



Good looks like:

Sickness: *To be developed*



Sickness for police staff saw a 0.06% increase on the previous month.

Police and Crime Commissioner Directorate saw the largest increase.

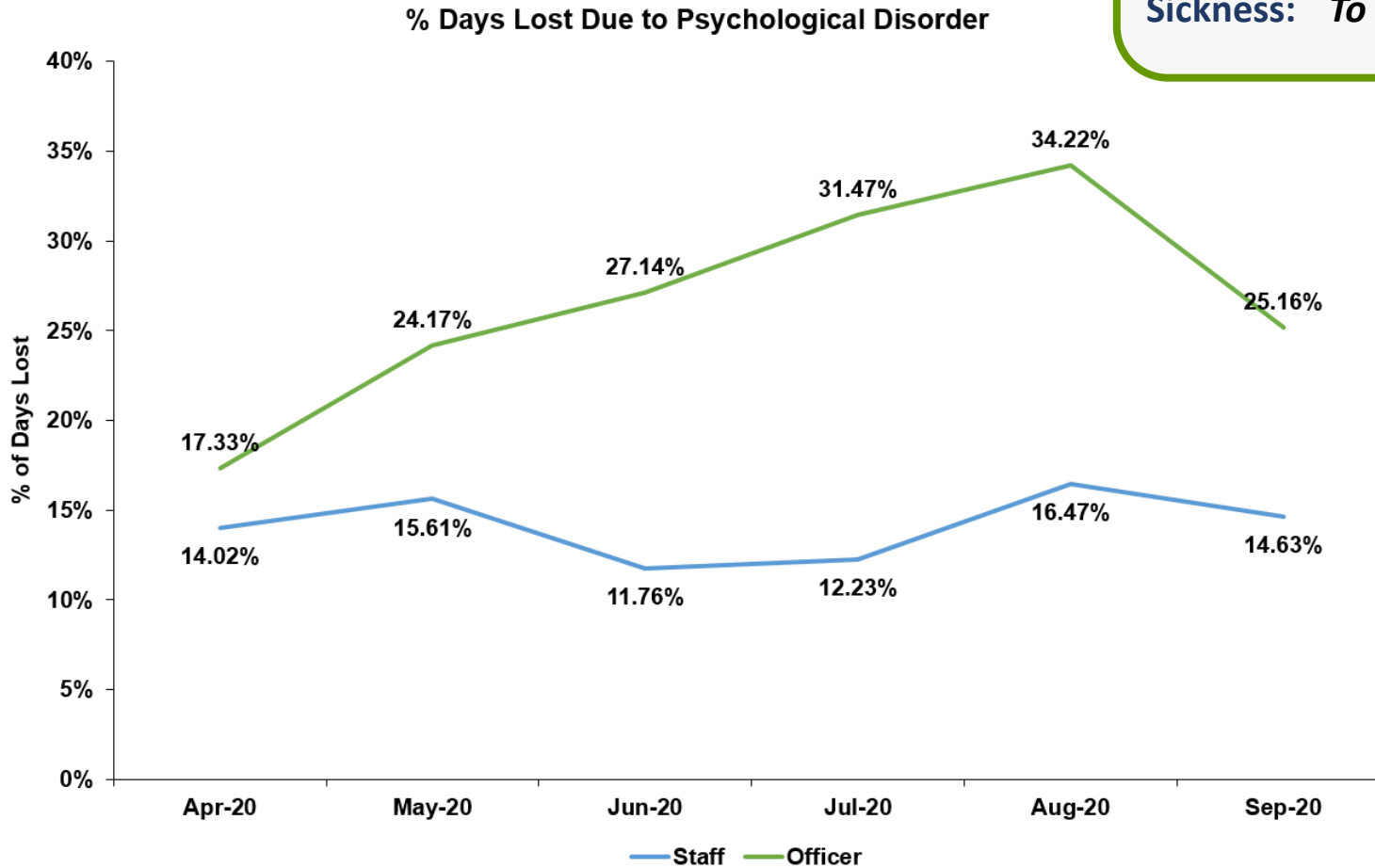
5. Delivering a skilled, sustainable workforce in a constantly learning and improving environment
5.1 Establishing a skilled, flexible workforce

Sickness: Impact of Psychological Disorder



Good looks like:

Sickness: *To be developed*



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

5.2 Establishing high-quality, accessible knowledge

Knowledge Management

The knowledge that we hold as a force is a critical asset to inform decision making and the way that we undertake core activities.

We deliver a number of insight products across the force from the embedded products that inform strategic and tactical tasking and co-ordination at LPA and force levels, through some of the products mentioned above such as the bespoke Domestic Abuse weekly profiles, through to very new products such as Public Order and Roads Policing Strategic Assessments. Some of our core knowledge sits within Beat Profiles.

In addition, there are products that inform our core practices such as the authorised Professional Practice from the College of Policing and the considerable knowledge that is accessible through the intranet in areas such as GDPR, ICT tools and Organised Crime management.

Our goal to identify and assign value to our knowledge fits within the new Competency and Values Framework (QVF) which has a focus to deliver '**intelligent, creative and informed policing**'.

'We are open to new sources of information, continuously developing our own knowledge to help the police service to grow and change in line with new challenges and stay at the forefront of public service'

Our approach to knowledge management focusses on corporate and professional levels, but also emphasises our individual responsibility to continuously learn and improve our knowledge.

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

5.2 Establishing high-quality, accessible knowledge

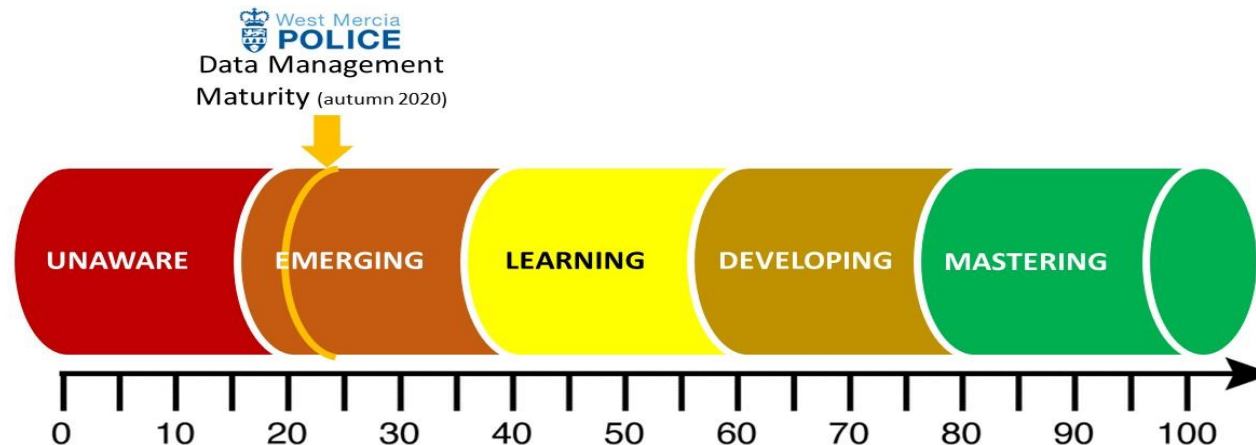
Knowledge Management

Data Maturity Assessment

The overall maturity score, taking into account all areas of data maturity (Data Uses, Data, Analysis, Leadership, Culture, Tools, Skills) places West Mercia police just out of stage One, **Unaware** and just into Stage Two, **Emerging**.

This should be no surprise to those people working with the forces data as it would be fair to say that most people are aware of the need to improve the data quality, processes and governance around data and in small pockets and siloes.

People are looking at potential ways they can improve it, however improving data management is an enterprise activity and is normally a large long term project that will see some quick wins but it is the longer term wins that make the biggest difference.

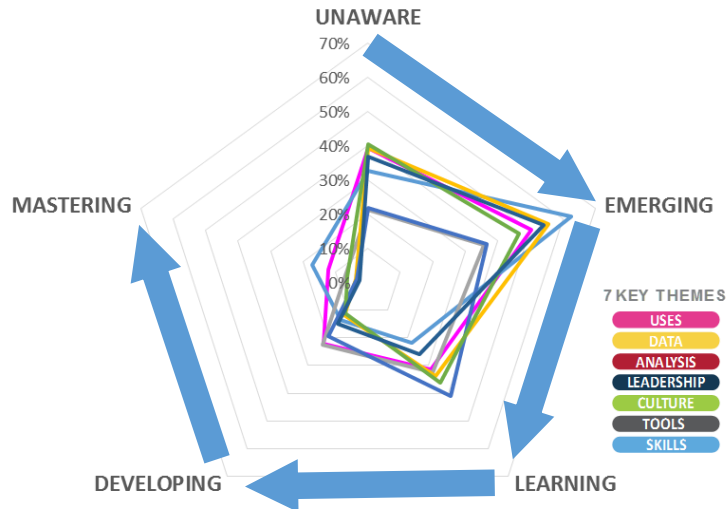


It is worth noting that the elements that seem to sit in Stage 3 are maybe there more as a perception by the staff that completed the survey and interpretation of statements in the survey.

5. Delivering a skilled, sustainable workforce in a constantly learning and improving environment
5.2 Establishing high-quality, accessible knowledge

Knowledge Management

Data Maturity Assessment



The maturity Model above showing all responses for the 7 core data maturity areas laid on top of one another shows that there is no single area that is standing out any differently to the others with all just moving into stage two.

It is worth noting that in the opinion of the survey responders, some activity does move into the third stage, however this appears to be at a local level and not force wide.

25% Is the overall maturity score



Good looks like:

This is currently being defined however, the interim goal is to achieve;

**Start of level 3 (40%) :
December 2021**

**Top of level 3 (70%) :
December 2022**

5. Delivering a skilled, sustainable workforce in a constantly learning and improving environment
5.3 Establishing appropriate, available tools

Asset Management

Digital Services

Performance	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20
Network availability	99.97%	Not Available	Not Available	99.78%	99.98%	99.97%	99.97%
Core application availability	99.87%	99.77%	99.77%	99.23%	99.44%	99.04%	99.04%
Radio availability	99.94%	99.87%	99.87%	99.88%	99.88%	99.87%	99.87%

Number of Assets, September 2020

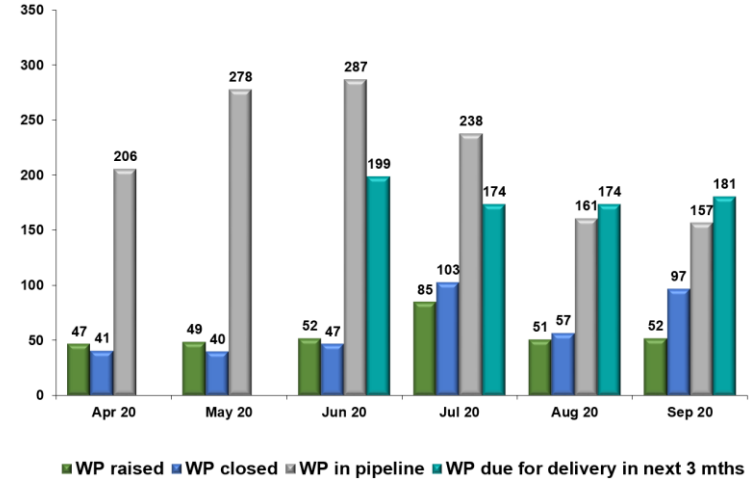
Desk-tops	6263
Lap-tops	4523
Body-worn cameras	2204
Mobile telephones	5581
Radios	5096



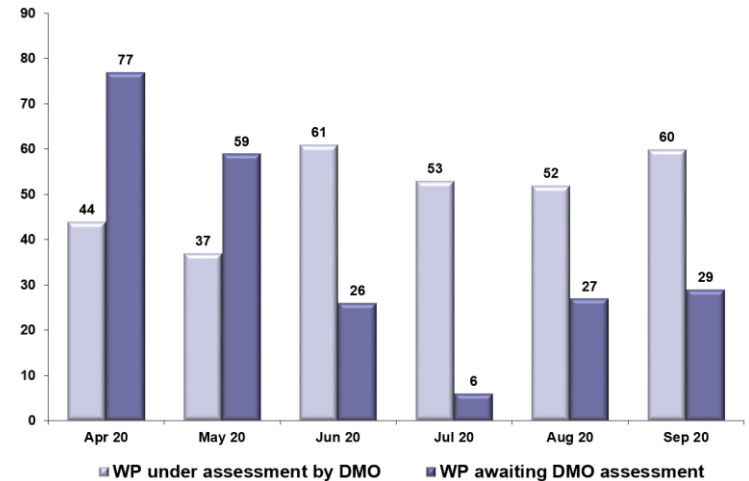
Good looks like:
To be developed:

Post split with Warwickshire in Apr 2021

Number of Work Packages

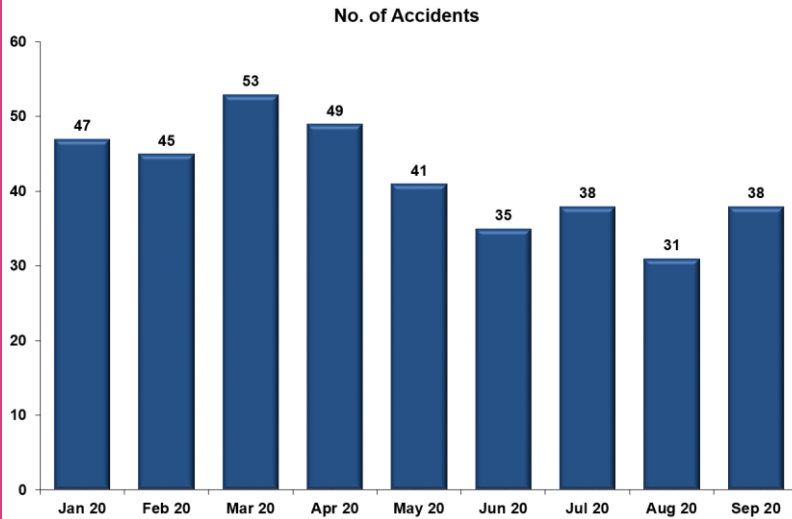


Assessment of Work Packages



5. Delivering a skilled, sustainable workforce in a constantly learning and improving environment
5.3 Establishing appropriate, available tools

Number of accidents per month and cost



Since the introduction of the Accident Management Group (AMG) a small decrease in found damage and unnecessary damage has been noted, but the figures shown are still far higher than they should be. This is currently being investigated further.

Further work is to be done by the AMG to reduction in found damage, reversing damage, flood damage incidents, along with the potential introduction of psychometric testing by the Driving School.

Those accidents that are yet to be inspected for damage, or received a repair estimate, have automatically been given a £0.00 cost

Good looks

like:

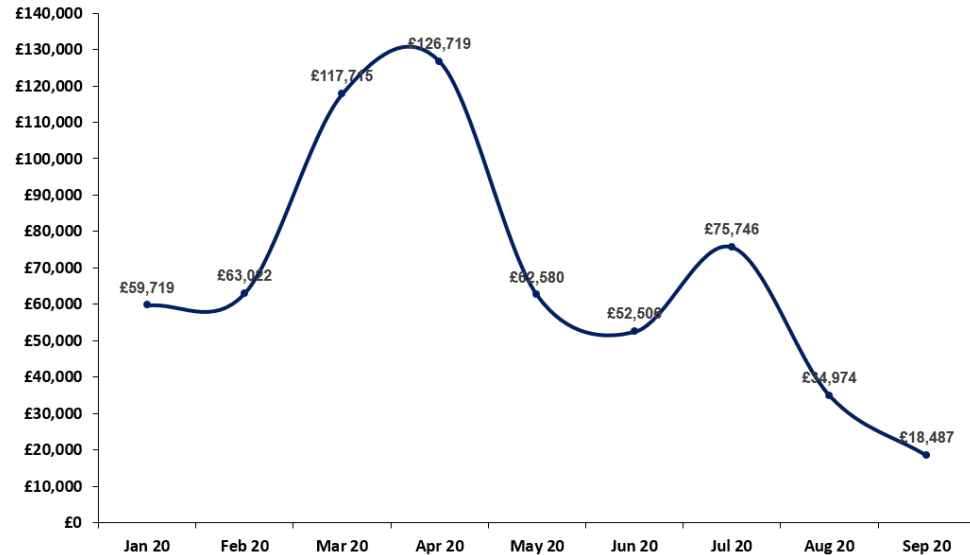


This is currently being defined however, the interim goal is to achieve

Reduction:

Avoidable accidents

Accident estimates/total cost per month:



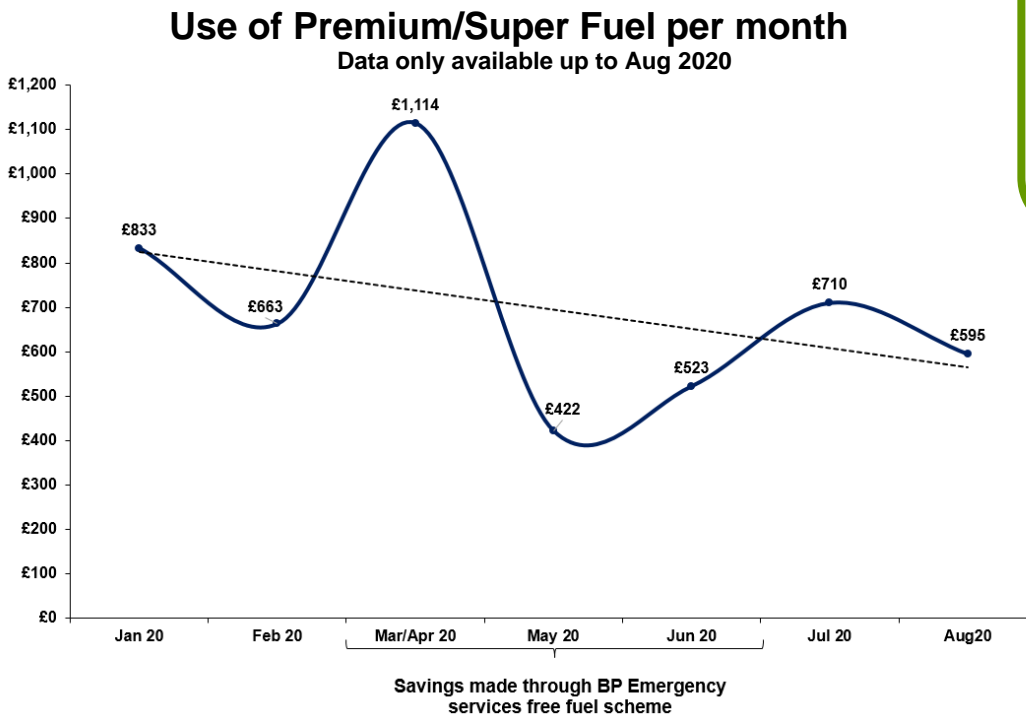
Most, but not all, premium fuel transactions are from when officers are out of Force, and are unsure of fuel stations in the area, but there are a number who continue to use their local station and disregard the instructions issued. There are notices being introduced on all cars to remind officers that none of our fleet require premium products to operate.

Whilst this is currently being addressed, it is not assisted by the shortfall in the fleet that was identified some time ago – replace with – The poor utilisation of our owned fleet verses number of vehicles in hire is currently being investigated to ensure we only have the bare minimum of hire vehicles.

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

5.3 Establishing appropriate, available tools

Vehicle Associated Costs



Good looks like: Continued reduction: Premium/ Super Fuel costs & vehicle hire

Vehicle Hire

Location	Number of vehicles on hire	Total ongoing hire cost
Force	54	£545,223
South Worcestershire	8	£49,280
North Worcestershire	6	£25,717
Herefordshire	6	£85,177
Shropshire	14	£165,332
Telford & Wrekin	10	£120,369

The has been a steady reduction in the use of premium fuel products and the majority of end users are aware our fleet do not need to use this.

Most, but not all, premium transactions are from when officers are in an area out of Force where they don't know where supermarkets are, but there are still the few who continue to use where they always have.

We must also note that in some of our more rural areas, there is only premium products available at the smaller outlets.

No fleet vehicles are hired without prior authorisation by a Supt or above but we still have a number of hire cars in areas that we have underutilised owned fleet.

Whilst this is currently being addressed, it is not assisted by the shortfall in the fleet that was identified some time ago

This page is intentionally left blank

WEST MERCIA POLICE AND CRIME PANEL 27 NOVEMBER 2020

WORK PROGRAMME

Summary

1. From time to time the West Mercia Police and Crime Panel (PCP) will review its work programme and consider which issues should be investigated as a priority.

Background

2. Under the Police Reform and Social Responsibility Act 2011 the Panel is responsible for scrutinising the Police and Crime Commissioner's (PCC) exercise of their statutory functions. This includes:

- (a) The power of veto, by a two-thirds majority of the total panel membership, over the level of the PCC's proposed precept;
- (b) The power to review the Police and Crime Plan and make recommendations to the PCC who must have regard to them;
- (c) The power to review the PCC's annual report and make recommendations at a public meeting, which the PCC must attend;
- (d) The power to require the PCC to attend the Panel to answer questions.

3. Some of these functions are carried out at a specific time of year – for example the precept must be considered and a view given to the PCC by 8 February each year.

4. As a Scrutiny body the Panel reviews decisions made by the PCC, performance and issues of concern or interest. It is not possible to carry out all these functions in detail and it the Panel needs to plan its workload and agree its priorities.

5. The enclosed work programme has been compiled in consultation with the Chairman of the Panel and takes into account 'routine' items, items which are required to be considered by the Panel at particular points in the year and topics for which the Panel has asked the PCC to provide a report.

Dates of Future Meetings

- 4 February 2021 (11am)
- 13 July 2021 (11am)
- 15 September 2021 (11am)
- 25 November 2021 (11am)

Purpose of the Meeting

6. The Panel is asked to consider the 2020/21 Work Programme and agree whether it would wish to make any amendments. The Panel will wish to retain the flexibility to take into account any urgent issues which may arise.

Supporting Information

Appendix 1: West Mercia Police and Crime Panel Work Programme

Specific Contact Points for this Report

Sheena Jones, Democratic, Governance and Scrutiny Manager
Tel: 01905 844871 Email: sjones19@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Assistant Director for Legal and Governance) there are no background papers relating to the subject matter of this report.

[All agendas and minutes are available on the Council's website](#)

West Mercia Police and Crime Panel - Work Programme 2020/21

Meeting Date	Area of scrutiny	Date of Last Report	Notes/Follow-up Action
November 2020	Police & Crime Plan Activity and Performance Monitoring Report	September 2020	Every Meeting
	Work Programme		
February 2021	PCC's Proposed Precept (and Medium Term Financial Plan)		
	Police & Crime Plan Activity and Performance Monitoring Report (including an update on the dissolution of the Strategic Policing Alliance with Warwickshire)		
July 2021	Confirmation of the Deputy PCC		
	Annual Report of the PCC		
	Draft Police and Crime Plan		
	Police & Crime Plan Activity and Performance Monitoring Report (including an update on the dissolution of the Strategic Policing Alliance with Warwickshire)	27 November 2019 10 September 2019 21 September 2020	
	Rural Crime Strategy - Delivery Plan – update on outcomes		
September 2021	Police & Crime Plan Activity and Performance Monitoring Report (including an update on the dissolution of the Strategic Policing Alliance with Warwickshire)		

November 2021	Police & Crime Plan Activity and Performance Monitoring Report (including an update on the dissolution of the Strategic Policing Alliance with Warwickshire)		
Statutory items	<ul style="list-style-type: none"> • PCC's Proposed Precept (and Medium Term Financial Plan) • Police and Crime Plan (or variation to it) • Annual Report of the PCC • Review the PCC's proposed appointment of a Chief Constable, Chief Executive, Chief Finance Officer and/or the Deputy PCC 	February June As and when needed	
Regular items	<ul style="list-style-type: none"> • Police & Crime Plan Activity and Performance Monitoring Report (including an update on the dissolution of the Strategic Policing Alliance with Warwickshire) • Annual Report on Complaints 2019-20 • Budget Task Group to look at precept proposals (and Medium Term Financial Plan) 	Every meeting February December	
Potential items	<ul style="list-style-type: none"> • Implementation of the Road Strategy (including road safety) - possible Task Group considering the Shropshire Task Group work in this area • Victims Needs Assessments • Update on Athena • Fire Governance – revised Business Case • HMICFRS inspection COVID-19 	June 2020 June 2020 June 2020 October 2020 onwards	