

**Police Authority  
24 May 2012**

## **PERFORMANCE AGAINST THE STRATEGIC PLAN 2011-15**

Report of the Chief Constable

### **PURPOSE OF REPORT**

1. This report will provide members of the Police Authority and the public with an accurate and timely update on the performance of West Midlands Police (WMP) against the objectives and milestones outlined in the Strategic Policing Plan for 2011 - 2012.  
(Appendix A provides detail on performance against all the milestones in the Plan).

### **BACKGROUND**

2. The year 2011-2012 was year one of a four year plan which coincides with the Government's four year plan for budget cuts following the Comprehensive Spending Review. The Government also removed the national targets for policing including the single confidence target, leaving just one objective which was to cut crime.
3. A specific element of Force performance is presented against a suite of milestones outlined against each of the Force objectives. The force milestones for the year were to improve trust and confidence, drive up service standards, reducing and detecting more crime than the previous year 2010-2011. These milestones were set using a methodology that incorporates national legislation, historic and current trends, West Midlands Police position relative to our 'most similar group' of forces and professional judgement.
4. The information presented shows performance for 2011/12 compared against the previous year, indicating the change in both numerical and percentage terms. Where information is available the latest position within our iQuanta 'Most Similar Group' forces (MSG) is shown. The MSG consists of West Yorkshire, Manchester, Merseyside, Cleveland, Northumbria and ourselves.

### **INTRODUCTION**

5. This report outlines performance for the 2011/12 financial year against our Force milestones. In working to deliver against these milestones, there has been a real shift in our operating environment over the year, with implications for our approach to policing the West Midlands in our focus and capacity and in new public, national and local government expectations. Government's stated intention to eliminate the public sector borrowing deficit within this term of parliament, and subsequent four year comprehensive spending review, will result in a 20% reduction in police funding over the four financial years.
6. The new reality has raised implications for operational policing performance and delivery of policing services and sharpened our focus on delivering significant savings whilst doing all that we can to maintain operational capability.

7. To maximise the forces delivery, Police Authority led performance workshops have taken place throughout the year. Chaired by the Police Authority chairman, these quarterly meetings have ensured governance and accountability in regards to the Forces progression, allowing informed discussions, deliberations and support to several performance themes/issues that have arisen throughout the year.
8. In addition, the approach adopted by the Force in relation to audit and quality assurance of both crime and incident recording standards was positively referred to in a national inspection conducted by Her Majesty's Inspectorate of Constabulary in July 2011:-

*“There is clear and purposeful leadership of crime and incident data quality with mechanisms of accountability both within the Force and Police Authority. This is supported by a proportionate, robust and effective regime of audit which reflects organisational risk..... West Midlands Police has a strong yet proportionate approach to auditing that is aligned to risk. Themes for audit and issues arising are addressed, tracked and embedded within the force performance management framework.”*

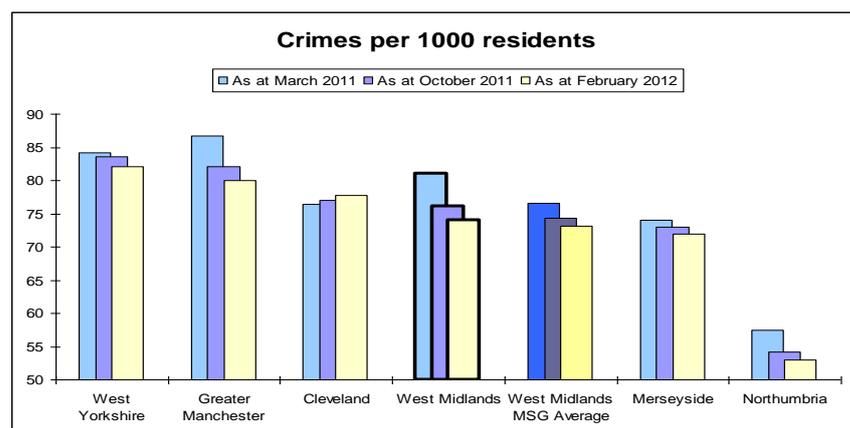
### DOING THE RIGHT THINGS

9. During the past 12 months, the Force has witnessed unprecedented change and policed several high profile incidents/events including:-
  - **Summer disorders**  
The widespread disorder in the West Midlands area during August 2011 was extremely challenging for both local communities and West Midlands Police, testing organisational resilience and skills. During the main period of disorder, 8 to 10 August, WMP deployed a total of 2386 public order trained officers; recorded 491 offences and made 373 arrests.
  - **Operation Pelkin - Liberal Democrats Party Conference.**  
The conference was attended by more than 6,500 people over five days between 17 and 21 September 2011. The operation was ten months in the planning and involved an average of 500 police officers and PCSOs daily, with resources surging to 1200 staff on Sunday 18 March when TUC held a mass demonstration.
  - **Operation Syllable**  
In October 2011 a rally was held by the English Defence League (EDL) in Birmingham. This was the first EDL visit to the city in two years and previous visits were marred by widespread disorder and violence. 38 Police Support Units were deployed to police the rally, which was attended by approximately 550 EDL members from across the country. The rally passed off relatively peacefully, with eleven arrests made for offences ranging from public order offences to drugs offences. The successful policing operation demonstrated that Birmingham is a cohesive, multi-cultural city.
10. Against this backdrop, the Force achieved tremendous success in reducing crime levels in all six of the milestones for last year's Policing Plan, achieving five out of six reduction milestones.

Doing The Right Things	2010/11	2011/12	Difference	M'stone	Performance	Variance
<b>Reduce Total Recorded Crime</b> <sup>WH</sup> <small>— click for chart</small>	215,357	193,704	-21,653	-7%	-10%	6578
<b>Reduce Most Serious Violence</b> <sup>WH</sup> <small>— click for chart</small>	2,971	2,694	-277	-9%	-9.3%	9
<b>Reduce Burglary Dwelling</b> <sup>WH</sup> <small>— click for chart</small>	19,121	15,900	-3,221	-10%	-16.8%	1308
<b>Reduce Robbery</b> <sup>WH</sup> <small>— click for chart</small>	9,028	7,273	-1,755	-10%	-19.4%	852
<b>Reduce Vehicle Crime</b> <sup>WH</sup> <small>— click for chart</small>	28,239	24,068	-4,171	-10%	-14.7%	1347
<b>Reduce Business Crime</b> <sup>WH</sup> <small>— click for chart</small>	44,837	41,280	-3,557	-10%	-7.9%	927

## TOTAL RECORDED CRIME

11. Total Recorded Crime (TRC) was down by over 21,500 recorded offences, equating to -10%, compared to 2010/11. Which exceeded the Force Milestone of -7%. Total recorded crime is now at its lowest level for a decade.
12. Six offence classifications/groups accounted for 50% of TRC. These six remained generally the same throughout the year; Grievous and Actual Bodily Harm (Sec 20/47 assaults), Theft Other, Theft from Motor Vehicle, Theft Shops & Stalls and Burglary Other Building. Detailed below is a brief overview of our performance against each crime category.
- Grievous and Actual Bodily Harm (Sec 20/47): Reduced significantly this year; with over 4,200 fewer offences (-19%).
  - Theft Other, which includes theft of metal and personal property, peaked to its highest level at the beginning of the year, but during the last 4 months dropped to the lowest for two years. There were 300 more offences this year (+1.6%).
  - Theft from Motor Vehicles: Reduced significantly this year; with over 2,600 fewer offences (-13%) and average monthly crime dropping by 220.
  - Burglary (Dwelling House): Reduced this year; with over 3,200 fewer offences (-16.8%).
  - Theft Shops & Stalls: Reduced slightly this year; with around 700 fewer offences (-5%).
  - Burglary (Other Building): Reduced slightly this year; with around 1,400 fewer offences (-10%).
13. Other offences that have reduced compared to last year were;
- Robbery: Reduced significantly this year; with over 1,700 fewer offences (-19.4%) and average monthly crime dropping by 222.
  - Criminal Damage: Reduced significantly this year; with over 4,355 fewer offences (-12.8%) and average monthly crime dropping by 460.
  - Fraud: Reduced significantly this year; with over 820 fewer offences (-9%) and average monthly crime dropping by 180.
14. Last year Total Crime fell in all MSG Forces apart from Cleveland who saw an increase. The bar chart below shows the group position at 3 points during last year. Since March 2011 WMP has improved from position 4/6 to 3/6 in October to February. As at February 2012, WMP was just above the MSG average, however the gap is narrowing with WMP seeing a greater rate of reduction.



15. Measured in crimes per 1000 residents, WMP started the year with the third highest rate of crime, but finished 2012 improving one place to have the third lowest and at similar levels to the group average.
16. WMP showed the greatest rate of improvement with a reduction of 8.2 fewer crimes per 1000 which equates to -10.1%. The next best performing Force in this context was Greater Manchester Police with 7.7 fewer or -8.9%.
17. In relation to the specific milestones identified in the strategic policing plan 2011/12, detailed below is a summary of the Force's performance.

#### Most Serious Violence

18. To achieve a 9% reduction Milestone in 2011/12, levels of MSV were being compared against a reduction the previous year. The year finished down -9.3% or 277 fewer victims and was the lowest recording year since at least 2006/7 when the counting rules changed.
19. There were reductions each month last year apart from April 2011 and December 2011. West Midlands Police is in line with the MSG average performance trend.

#### Burglary Dwelling House

20. To achieve the -10% reduction Milestone in 2011/12, levels of BDH were being compared against the highest year for Burglary Dwelling House since 2003/04. There was therefore an excellent opportunity to achieve this milestone. The yearend finished down -16.8% or 3,221 fewer victims and was the lowest recording year since at least 2002/3.
21. Reductions in BDH were seen Force wide with the vast majority of Local Policing Units (LPUs) seeing reductions. West Midlands Police is in line with the MSG average performance trend.

#### Robbery

22. To achieve the -10% reduction Milestone in 2011/12, levels of Robbery were being compared against the highest year for robbery since 2006/7. There was therefore an excellent opportunity to achieve this milestone. The yearend finished down -19.4% or 1,755 fewer victims and was the lowest recorded total in a year since 2009/10.
23. Reductions were greatest during the last 6 months of the year, being seen Force wide with all LPUs seeing reductions.
24. West Midlands Police is in line with the MSG average performance trend, although the 3, 6 and 12 month projection shows a positive steeper reducing trend for WMP.

#### Vehicle Crime

25. To achieve the -10% reduction Milestone in 2011/12, levels of Vehicle Crime were being compared against an increase the previous year. The yearend finished down -14.7% or 4171 fewer victims and was the lowest recording year since at least 2002/3.
26. There were reductions each month last year apart from December 2011. Reductions in Vehicle Crime were seen Force wide.

#### Business Crime

27. For the -10% reduction Milestone in 2011/12, levels of business crime were being compared against an increase the previous year. The year finished down -7.9% or 3,557 fewer victims. It is noted that the summer disorders directly (and disproportionately) negatively affected business crime performance.
28. Reductions in Business Crime were generally seen Force wide, with the main contributors being Theft Shops and Stalls, Fraud; largely bilking and Burglary Other Building. All three saw reductions during the last half of the year.
29. iQuanta MSG data does not contain 'Business Crime' in total.

30. Being Productive and Efficient

<b>Being Productive And Efficient</b>	Detected	Recorded	M'stone	Performance	Variance
<b>Detect Most Serious Violence</b> <sup>WH</sup> — click for chart	1,176	2,694	50%	43.6%	171
<b>Detect Burglary Dwelling</b> <sup>WH</sup> — click for chart	1,799	15,900	15%	11.3%	586
<b>Detect Robbery</b> <sup>WH</sup> — click for chart	1,507	7,273	19%	20.7%	125
<b>Detect Vehicle Crime</b> <sup>WH</sup> — click for chart	2,127	24,068	10%	8.8%	280
<b>Detect Serious Sexual Offences</b> <sup>WH</sup> — click for chart	678	2,141	35%	31.6%	72
<b>Detect Hate Crime</b> <sup>WH</sup> — click for chart	1,093	2,540	40%	43%	77

31. Total Sanction Detection performance for the MSG was a mixed picture with Merseyside, Cleveland and West Yorkshire all seeing a drop in their overall detection rate.
32. However, WMP was one of the Forces that saw an improvement in relation to investigation and detection performance, with a 2.1% increase in the overall rate. As detailed in the table above, in relation to the milestones, two out of the six milestones were met; Hate Crime and Robbery (exceeded by 77 and 125 detections respectively).

33. Involving our Communities and Partners

<b>Involving Our Communities And Partners</b>	M'stone	Performance	Variance
<b>Public have confidence in police</b> <sup>FTD</sup> — click for chart	88%	83.9%	4.1
<b>Public perceive that the police deal with things that matter</b> <sup>FTD</sup> — click for chart	87%	83.5%	3.5
<b>Public perceive that the police understand the issues</b> <sup>FTD</sup> — click for chart	89%	86.3%	2.7
<b>Public perceive there is more crime</b> <sup>FTD</sup> — click for chart	12%	14.6%	2.6
<b>Public perceive there is more anti-social behaviour</b> <sup>FTD</sup> — click for chart	13%	15.2%	2.2
<b>Public perceive the police treat everyone fairly</b> <sup>FTD</sup> — click for chart	90%	89%	1
<b>Public perceive the police would treat them with respect</b> <sup>FTD</sup> — click for chart	95%	93.6%	1.4
<b>Public perceive the police work with the community</b> <sup>FTD</sup> — click for chart	82%	80.7%	1.3
<b>Public perceive relations with the police are good</b> <sup>FTD</sup> — click for chart	90%	83.8%	6.2

Feeling the Difference

34. Trust and Confidence is measured using the Feeling the Difference public perception survey. A total of 18,941 interviews were conducted face to face with residents throughout the Force area by an external research company between April 2011 and November 2011.
35. The interviews captured opinions during a period of considerable change, both nationally and locally; including on-going debate regarding the economy and comprehensive spending review and a period of unrest and civil disturbances in August 2011. During 2010 performance faltered on several measures but latter waves (including Wave 31) has reversed this trend and 2011/2012 offers an upturn (albeit marginal) for several measures, comprising; 'Understand Issues', 'Police treat people fairly', 'Police treat people with respect' and 'Police do a good job'
36. There is evidence of deterioration in national data sets that other public bodies also experienced negative fluctuations in their local perception data information sets. Although no direct causal link can be definitively established, it is likely that the media debate concerning national politics and cuts in public spending/police budgets has impacted on the confidence milestones.

### 37. Keeping Our Promises

Keeping Our Promises	Milestone	Performance	Variance
Customer satisfaction with police action - crime  <small>click for chart</small>	86%	84.6%	1.4
Customer satisfaction with feedback - crime  <small>click for chart</small>	80%	78.6%	1.4
Customer satisfaction with service - crime  <small>click for chart</small>	88%	85.6%	2.4
Customer satisfaction with police action - anti-social behaviour  <small>click for chart</small>	71%	74.2%	3.2
Customer satisfaction with feedback - anti-social behaviour  <small>click for chart</small>	70%	68%	2
Customer satisfaction with service - anti-social behaviour  <small>click for chart</small>	76%	76.9%	0.9
Public perceive that the police do a good job <sup>FTD</sup> <small>click for chart</small>	88%	84.7%	3.3

#### Contact Counts

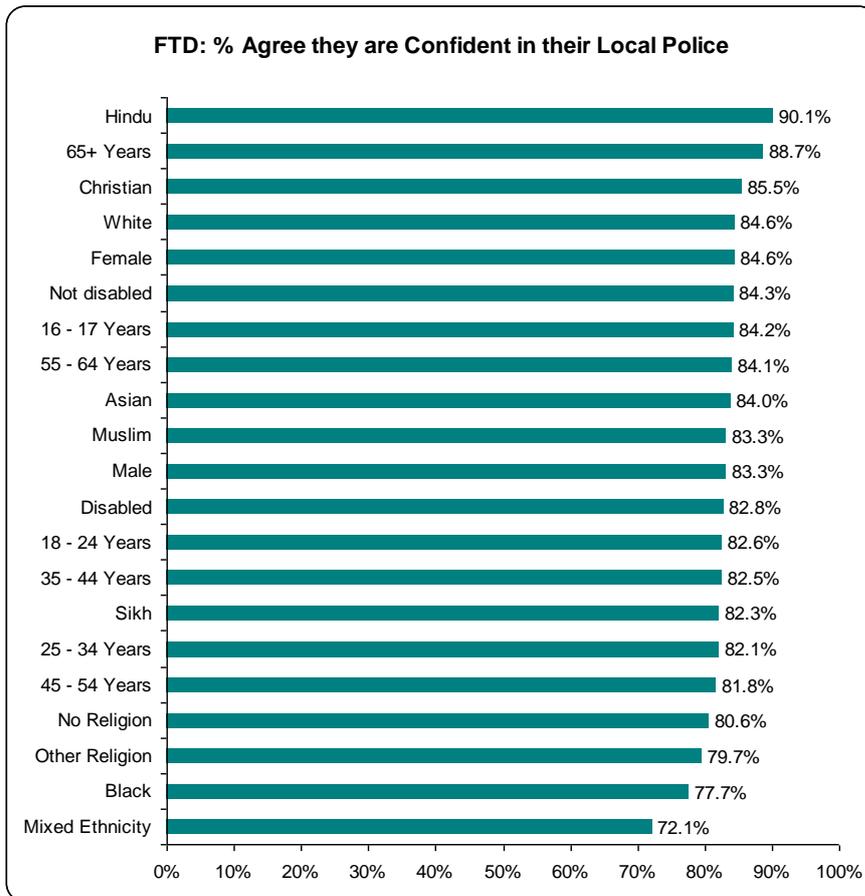
38. The Contact Counts Customer Satisfaction survey is conducted in-house by the Quality of Service Bureau who re-contact victims of crime and people who have reported Anti Social Behaviour (ASB). The data is collected in a rolling programme throughout the year. The 2011/2012 data sets comprise 6,660 interviews with victims of crime and 5,849 with people who reported ASB.
39. Six Milestones are informed by these customer satisfaction surveys. Two of the six milestones were achieved during 2011/12, albeit compared to the previous year improvement was noted in each measure. Most notable are the improvements seen in service delivery for ASB. Three of the six Milestones have been achieved, with the remainder coming within one or two per cent of the target.
40. This improvement in performance, regarding levels of satisfaction, has continued into the new performance year.

#### **VALUE FOR MONEY**

41. For 2011/12 the Force achieved its savings target of £40m through the implementation of Regulation A19 for Police officers, the Police staff voluntary redundancy scheme and an in depth review of non pay expenditure.
42. During 2011/12 the Force began the Priority Based Budgeting (PBB) process in which Round 1 identified £25m of savings towards the £38m in year gap. The realisation of these savings from the 2012/13 budget has been overseen by ACC Forsyth as the Chief Officer responsible for implementation and all savings are on target to be achieved. The remaining £13m gap has been closed by Police pay (£6m) where savings from officers leaving have been realised earlier than planned through A19, the council tax freeze grant (£3m) and the use of reserves (£4m).
43. Round 2 of PBB has also been completed with ACC Beale responsible for overseeing the implementation and ensuring the identified savings of £16m remain on target to be delivered for 2013/14. This is the majority of the savings required to meet the £24m gap in year.
44. As we progress through the 2012/13 financial year the force is well placed in terms of plans to meet the gaps identified for future years of the CSR and Round 3 of PBB is commencing with a view to savings being realised in 2014/15. This complements other work being done such as the 5Ci and Custody projects in delivering a targeted cost reduction programme over the remaining years of the CSR

**EQUALITY AND DIVERSITY**

45. The chart below shows the proportions of people who agreed that they were confident in their local police. Across the demographics groupings a fairly wide range is evident, from 90.1% of Hindu people (based on 369 interviews during Wave 29 to 31) to 72.1% of people from Mixed Ethnic backgrounds (based on 262 interviews).



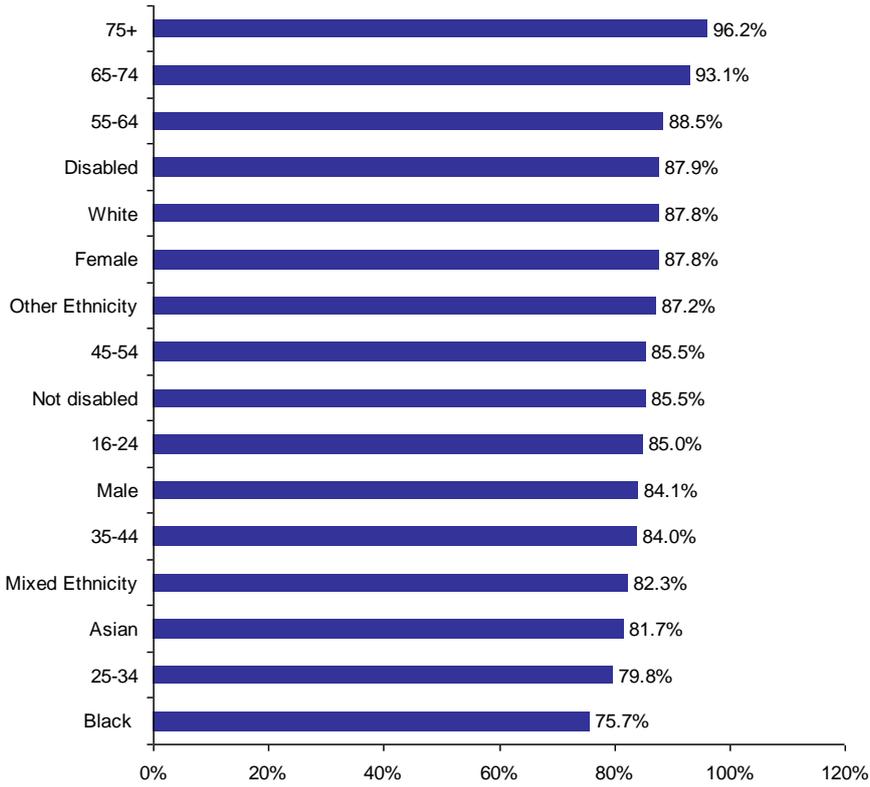
46. The Feeling the Difference survey also records sexual orientation and Transsexual/Transgender. These demographic characteristics were relatively infrequently recorded; therefore they have not been displayed in the table above. It can be noted however, that from a sample of 67 people who selected Lesbian, Gay or Bisexual and answered the 'confidence' question 53 were confident in their local police, equating to 79.1%.

47. The charts below show overall satisfaction with service for crime and ASB split by demographic groupings.

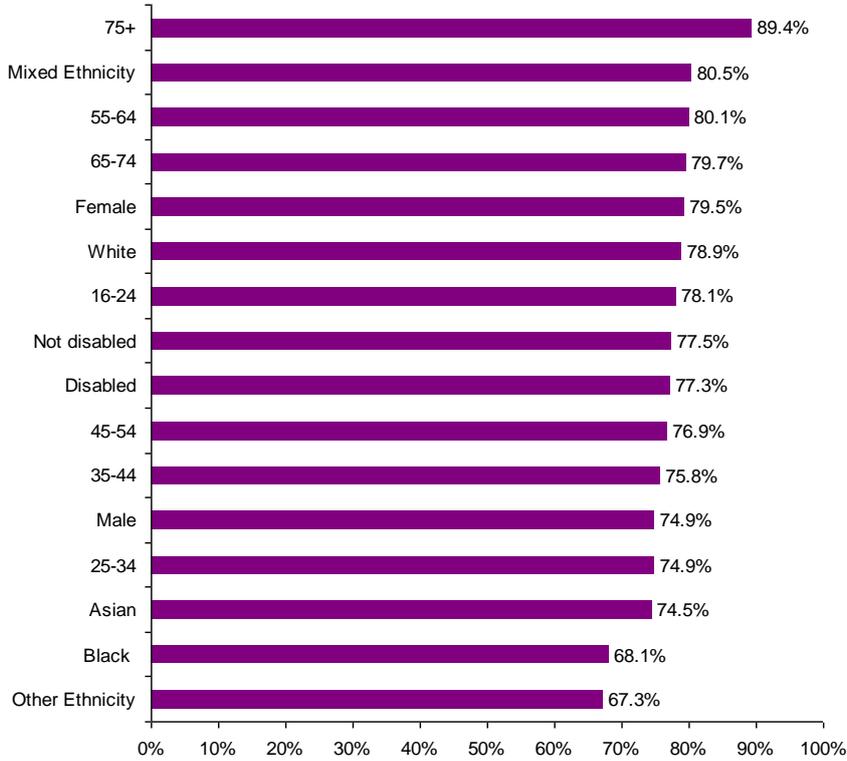
48. In both charts older people aged 75 and over were most likely to be satisfied with the service they received. Both charts also show Asian people and Black people. The charts below show overall satisfaction with service for crime and ASB split by demographic groupings.

49. In both charts older people aged 75 and over were most likely to be satisfied with the service they received. Both charts also show Asian people and Black people with lower levels of satisfaction.

**CRIME: Satisfaction with Service Overall by Demographic Groupings**



**ASB: Satisfaction with Service Overall by Demographic Groupings**



## **HMIC INSPECTIONS**

50. During the year HMIC conducted the following inspections:
- Review of Crime & Incident Data
  - Review of August Public Disorder (no report)
  - Integrity Review (thematic)
  - Valuing the Police 2
  - Olympic Preparedness (thematic)
  - Anti Social Behaviour
51. There were also four thematic inspections conducted jointly with other Inspectorates:
- Rape
  - Disability Hate Crime
  - Young Victims and Witnesses in the Criminal Justice System
  - Restorative Justice
52. Thematic inspections are conducted to inform the national picture and do not result in individual force reports.
53. The Anti Social Behaviour inspection was a repeat of a similar inspection in 2010 and the detailed Force Feedback judged the progress made by the force from the 2010 inspection.
54. The force was found to have made significant progress in the following areas:
- Leadership and Performance
  - Performance Management
55. The force was found to have made some progress in the following areas:
- Use of intelligence,
  - Responding to ASB and short term problem solving
  - Long term problem solving,
  - Working with partners
  - Updating victims
56. The force was found to have made little progress in the following area:
- Identifying repeat and vulnerable victims

## **FINANCIAL IMPLICATIONS**

57. There are no other implications than those referred to in the report. Performance is managed within existing budgets

## **LEGAL IMPLICATIONS**

58. Section 6 of the Police Act, 1996 requires the Police Authority to secure the maintenance of an efficient and effective police force for its area.

## **EQUALITIES IMPLICATIONS**

59. During the planning process, issues of equality or diversity are considered. The Authority builds this consideration into its Consultation Strategy and Delivery Plan. In setting the plan, the Force has considered the requirements of all communities. Equality monitoring is carried out on delivery of the satisfaction and confidence measures. As the plan is drawn from the Force's Strategic Assessment, the document gives due consideration and assessment of the needs of diverse communities.

**RECOMMENDATION**

- 60. To note the update on the performance of West Midlands Police against the objectives and milestones outlined in the Strategic Policing Plan for 2011 - 2012.

Chris Sims  
Chief Constable

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**BACKGROUND DOCUMENTS**

## APPENDIX A – 2011/2012 PERFORMANCE

<h1>Milestones</h1>						
<h2>Force</h2>						
Briefing Date : 01/04/2012 (as at midnight 31/03/2012)						
<b>Involving Our Communities And Partners</b>				M'stone	Perf	
Public have confidence in police <sup>FTD</sup>				88%	83.9%	
Public perceive that the police deal with things that matter <sup>FTD</sup>				87%	83.5%	
Public perceive that the police understand the issues <sup>FTD</sup>				89%	86.3%	
Public perceive there is more crime <sup>FTD</sup>				12%	14.6%	
Public perceive there is more anti-social behaviour <sup>FTD</sup>				13%	15.2%	
Public perceive the police treat everyone fairly <sup>FTD</sup>				90%	89%	
Public perceive the police would treat them with respect <sup>FTD</sup>				95%	93.6%	
Public perceive the police work with the community <sup>FTD</sup>				82%	80.7%	
Public perceive relations with the police are good <sup>FTD</sup>				90%	83.8%	
<b>Keeping Our Promises</b>				M'stone	Perf	
Customer satisfaction with police action - crime <sup>CC</sup>				86%	84.6%	
Customer satisfaction with feedback - crime <sup>CC</sup>				80%	78.6%	
Customer satisfaction with service - crime <sup>CC</sup>				88%	85.6%	
Customer satisfaction with police action - anti-social behaviour <sup>CC</sup>				71%	74.2%	
Customer satisfaction with feedback - anti-social behaviour <sup>CC</sup>				70%	68%	
Customer satisfaction with service - anti-social behaviour <sup>CC</sup>				76%	76.9%	
Public percieve that the police do a good job <sup>FTD</sup>				88%	84.7%	
<b>Doing The Right Things</b>		2010/11	2011/12	Difference	M'stone	Perf
Reduce Total Recorded Crime <sup>WH</sup>		215,357	193,704	-21,653	-7%	-10%
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<b>Being Productive And Efficient</b>			Detected	Recorded	M'stone	Perf
Detect Most Serious Violence <sup>WH</sup>			1,176	2,694	50%	43.6%
Detect Burglary Dwelling <sup>WH</sup>			1,799	15,900	15%	11.3%
Detect Robbery <sup>WH</sup>			1,507	7,273	19%	20.7%
Detect Vehicle Crime <sup>WH</sup>			2,127	24,068	10%	8.8%
Detect Serious Sexual Offences <sup>WH</sup>			678	2,141	35%	31.6%
Detect Hate Crime <sup>WH</sup>			1,093	2,540	40%	43%