



**STRATEGIC POLICING AND CRIME BOARD**  
**1 September 2015**

**Outcomes of Performance Workshop**

Report of the Chief Executive

**PURPOSE**

1. This report provides a summary of the discussions at the Performance Workshop held on 16 June 2015.

**BACKGROUND**

2. As part of the governance arrangements the Police and Crime Commissioner and the Strategic Policing and Crime Board (SPCB) agreed to hold quarterly Performance Workshops with the Force. These workshops would give members of the SPCB additional time to scrutinise the Force regarding performance including areas which are not included in the Police and Crime Plan.
3. Areas specifically highlighted for discussion at this workshop were an update on current year performance, an update on roads policing metrics, thoughts around the future of Neighbourhood Policing and a review around cyber-crime.

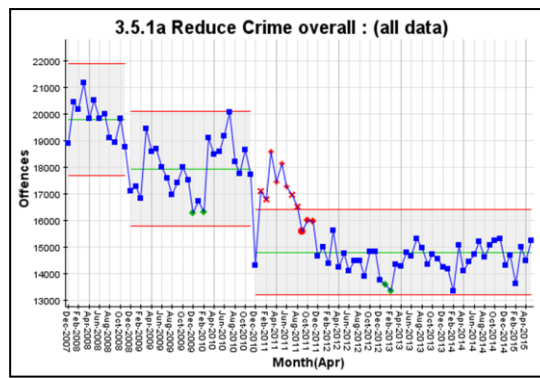
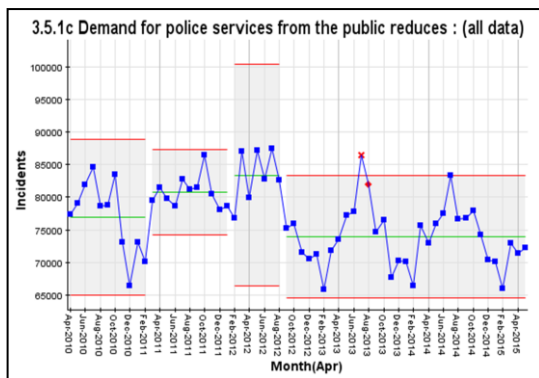
**PERFORMANCE WORKSHOP**

4. Issues covered during the workshop:

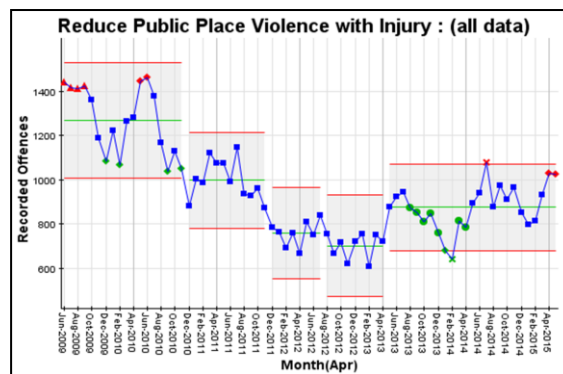
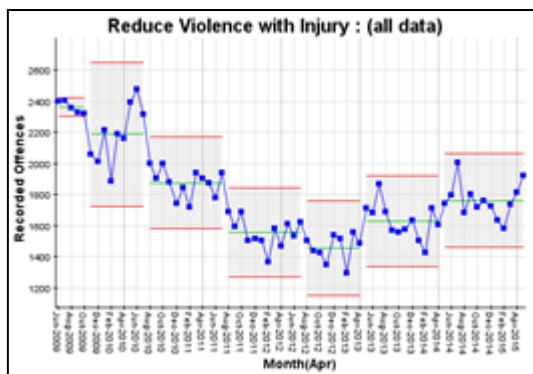
Current performance highlights

Crime

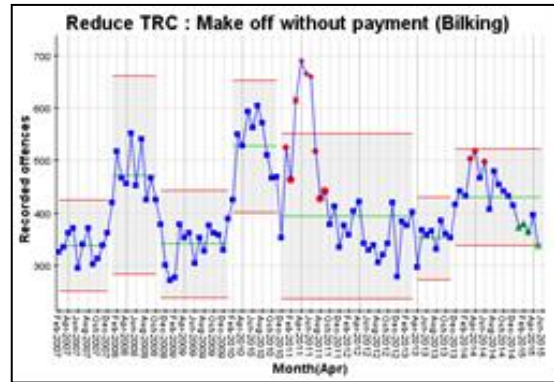
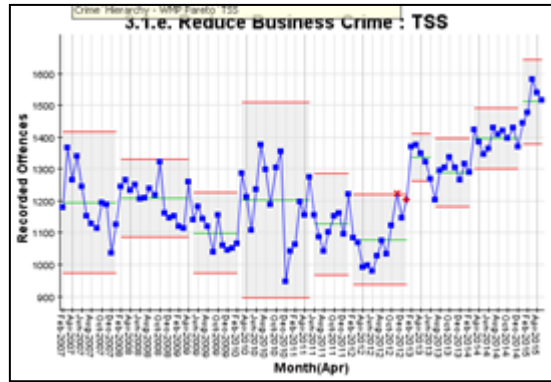
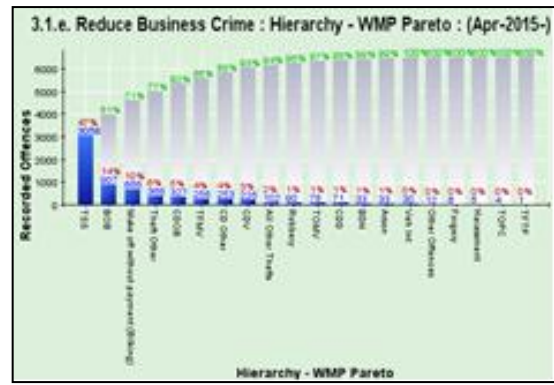
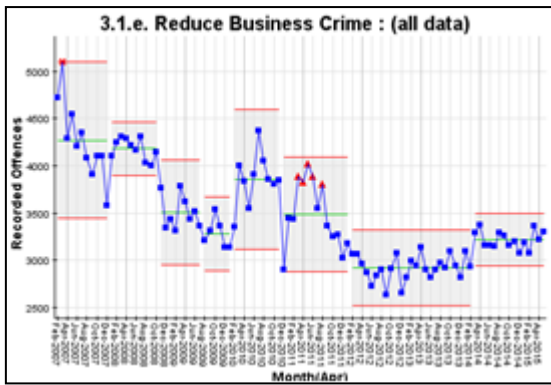
- Demand for service remains stable at approaching 75,000 incidents per month. Levels are experiencing their usual seasonal increase heading towards summer.
- Total Recorded Crime continues to remain stable. Given the historically low levels last year there is potential for an overall rise which is currently being experienced so far this year with over 1,200 additional offences an increase of 3.6%.



- West Midlands Police (WMP) continues to maintain the lowest level of crime per 1,000 residents when compared to the three other forces (Greater Manchester, Merseyside and West Yorkshire) in its most similar group (MSG) when measured over the last 12 months of available data. The gap between the West Midlands and the MSG average continues to widen.
- Violent crime remains the main driver for the higher levels of overall crime. Violence with injury is 10% higher with 474 additional offences whilst public place violence with injury has increased by 405 offences, a 20% increase.
- There is little evidence that the increases are due to the night time economy or being alcohol related. It appears that there is both an increase in reporting on violent crime coinciding with an actual increase in violence overall.



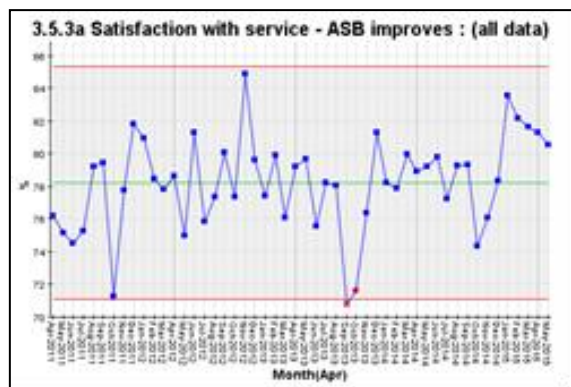
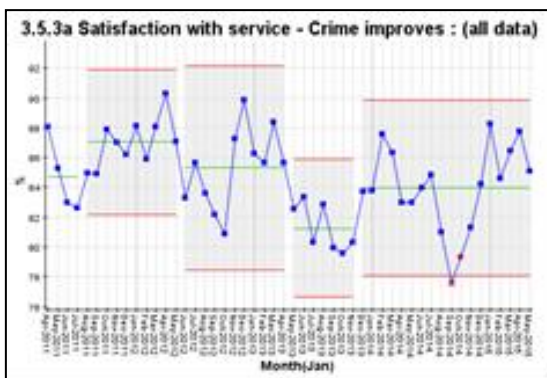
- The other three forces in the MSG are currently recording much higher increases in violence against the person with West Midlands having the lowest level of offending per 1,000 residents over the past 12 months. This reflects the high crime recording data accuracy that is being achieved by West Midlands Police (WMP). Increased levels of violence are also being reported nationally.
- Business Crime is also stable with just 23 more offences so far this year – an increase of less than half a per cent. Within this Theft from shops and stalls remains the largest contributor with almost half of the total, followed by burglary of other buildings then Bilking (making off without payment) continues to rise and is Theft from Shops and Stalls are 9.2% higher than last year, an additional 313 offences. Thefts are primarily low cost goods and alcohol. Bilking has reduced by over a quarter so far this year with a downwards trajectory since April 2014.



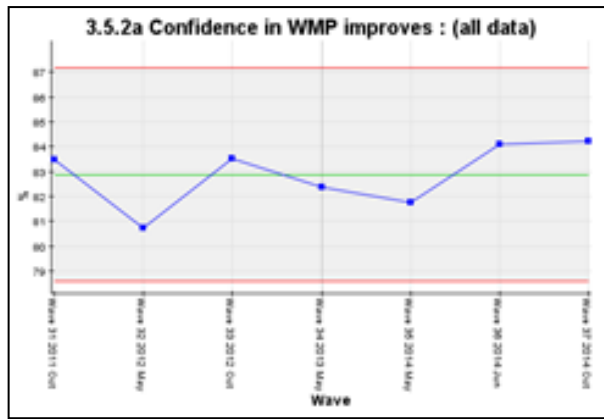
- Robbery has decreased by 3.3% (31 offences) whilst burglary of dwellings are down almost 180 offences (down 8.8%).

#### Customer Satisfaction & Public Confidence

- May 2015 saw satisfaction with crime remain above average at 85.1% during the month. Levels of satisfaction for victims of crime have remained stable for two years with an average of 83% of people stating they are satisfied with the service they receive.
- Monthly satisfaction for victims of Anti-Social Behaviour also remains stable and for the 5<sup>th</sup> month running, during May, has been above the average.



- Wave 37 of the Feeling the Difference survey saw the highest Public confidence score for 6 years. The process average is 0.4% higher than the baseline.



### Roads Policing

- The following tables show a number of data sets which provide a picture of some of the key performance indicators around Roads Policing in the West Midlands.
- These figures are heavily influenced by the activity of the police and partners around both local and national incentives. This is the primary reason for the variation in results rather than changes in driver activity.
- Over the past 15 months total road traffic collisions have been fairly constant. Within this fatal and serious roads traffic collisions also stable at an average of 74 per month.

Year	Month												Total	Monthly Avg
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
2014	1329	1202	1345	1156	1292	1262	1173	1206	1215	1201	1334	1393	15108	1259
2015	1245	1156	1161										3562	1187

- On average, during 2014, just under 200 drivers per month were caught driving by West Midlands Police using a hand held mobile phone or device. This has fallen so far this year with an average of 160 per month.
- As stated the number of people being caught for seat belt offences has been influenced by specific police activity rather than necessarily an increase in offending.

Using a hand held mobile phone/device – Fixed Penalty Notice Issued:

Year	Month												Total
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
2014	254	213	250	262	195	200	191	171	191	225	124	121	2397
2015	182	162	116	175	169								804

Seat Belt offences – Fixed Penalty Notice Issued (includes passengers):

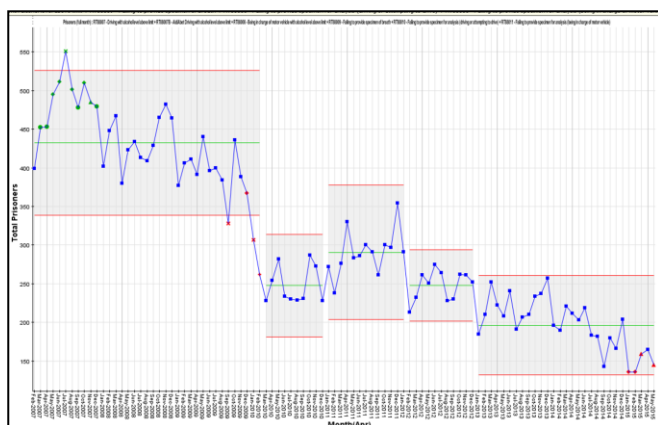
Year	Month												Total
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
2014	57	42	239	69	87	57	84	59	60	51	88	80	973
2015	47	30	126	167	59								429

- During 2014 over 51,000 speeding tickets were issued by West Midlands Police. Of these around 40% chose to take a speed awareness course rather than pay a fine and receive endorsement or to challenge the decision. This proportion remains fairly stable regarding the 8,000 tickets issued so far this year.

- West Midlands Police has tightened up the processes around issuing tickets and the use of the CRASH system following recognition of underperformance in this area. The result has been a fall from 17% being cancelled to just over 6%. This has subsequently had an impact on the number of people subsequently being prosecuted.

2014 - Speed Limit Offences Disposals			
Force	Offence Type	Disposal Method	Volume
West Midlands Police	(816) - Speed Limit Offences. Aiding, Abetting, Causing Or Permitting Speed Limit Offences.	Cancelled	8930
West Midlands Police	(816) - Speed Limit Offences. Aiding, Abetting, Causing Or Permitting Speed Limit Offences.	Fine Registered / Licence Endorsed	3
West Midlands Police	(816) - Speed Limit Offences. Aiding, Abetting, Causing Or Permitting Speed Limit Offences.	Paid / Licence Endorsed	12940
West Midlands Police	(816) - Speed Limit Offences. Aiding, Abetting, Causing Or Permitting Speed Limit Offences.	Prosecuted	8555
West Midlands Police	(816) - Speed Limit Offences. Aiding, Abetting, Causing Or Permitting Speed Limit Offences.	Retraining Course Attended And Completed	20674
<b>Grand Total</b>			<b>51102</b>
2015 - Speed Limit Offence Disposals			
Force	Offence Type	Disposal Method	Volume
West Midlands Police	(816) - Speed Limit Offences. Aiding, Abetting, Causing Or Permitting Speed Limit Offences.	Cancelled	611
West Midlands Police	(816) - Speed Limit Offences. Aiding, Abetting, Causing Or Permitting Speed Limit Offences.	Paid / Licence Endorsed	2810
West Midlands Police	(816) - Speed Limit Offences. Aiding, Abetting, Causing Or Permitting Speed Limit Offences.	Prosecuted	1522
West Midlands Police	(816) - Speed Limit Offences. Aiding, Abetting, Causing Or Permitting Speed Limit Offences.	Retraining Course Attended And Completed	3178
<b>Grand Total</b>			<b>8121</b>

- The number of people arrested for drink-driving continues on a falling trend with levels much lower than five years ago. The Force continues to support national and local campaigns to reduce drink driving.
- The Force has implemented new technology to allow the road side testing to identify f drivers thought to be under the influence of drugs.
- The new cell blocks will also improve the ability to test for drink and drugs so volumes may well increase.



### Future of Neighbourhood Policing

- Strategic Tasking identified the need to review the delivery of Neighbourhood Policing around 6-7 months ago given the savings being faced by West Midlands Police.
- There are around 100 Neighbourhood teams utilising different approaches to delivery of service.
- The Force, as part of WMP2020 has therefore undertaken a project to assess what is happening on neighbourhoods, what works and what the future will look like.

- The process so far has involved consulting with line managers on what they think teams should do (Importance) and what they think they do (Regularity) and also with the teams to understand what they think they should do (Importance) and what they can actually do (Regularity)
- This approach has utilised to work of Professor Martin Innes around the grouping on four capabilities for Neighbourhood Police Officers:
  - Reactive problem solving & crime management
  - Proactive prevention & intervention
  - Presence, Visibility & Accessibility
  - Engagement & Capacity Building

With the specific activities outlined in the table below:

1	<b>Reactive Problem Solving &amp; Crime Management</b>
1a	Deliver against and respond to TTCG actions/tasks.
1b	Demand management – Crime, ASB and high/repeat calls for service
1c	Intelligence lead Policing - Warrants/enforcement.
1d	ASB – Working in partnership with local ASBUs to respond to varying community concerns.
1e	Local/Zero level tasking - Working with partners via local tasking processes to respond to and manage ASB and local community concerns.
1f	Systems access and review - Reviewing systems to understand the range of issues and developing effective SARA plans.
1g	Robust management of locally identified target/priority crime offenders (including non IOM scoring nominals and cross border offenders).
2	<b>Proactive Prevention &amp; Intervention</b>
2a	Prevent agenda – understand the relevant CTLP intelligence picture and minimise community concern, understand risk within the community and develop intelligence to fill gaps.
2b	Work with schools (inc HE/FE) to support delivery of educational and prevention issues such as Crime/ASB and other national concerns (CTU)
2c	Partner driven activity – e.g. housing and tenancy action with partner agencies.
2d	Management and ownership of low/medium risk offenders (IOM).
2e	Working with OM and PPU regarding safeguarding (of communities or individuals).
2f	Working with PPU in mitigating the risk posed specifically to domestic abuse victims.
2g	Locally manage risks and respond to tasks associated to local vulnerability concerns (including CSE, prostitution and HBV etc.).
2h	Working closely with children’s homes to understand and manage the risk posed by/to residents/children.
3	<b>Presence, Visibility &amp; Accessibility</b>
3a	Local NHT’s are the face of that community and conduct high visibility patrols and interact with the local community.
3b	Attend PACT meetings to communicate local Policing issues and deliver against community concerns.
3c	Social media and ‘marketing’ footprint within the NH and/or different communities.
3d	Manage and resource crime/critical incident scenes
4	<b>Engagement</b>
4a	Develop strong relationships with key members of the community and ensure regular contact.
4b	Consistent point of contact for key community contacts such as Counsellors, KIN and religious establishments.
4c	Supporting the community to identify key issues/concerns (via face to face engagement and/or PACT meetings) to understand NHT priorities.
4d	Identifying, understanding and engaging with vulnerable sections of the community

- From this information the gaps between Importance & Regularity have been identified as well as what teams they should and can deliver.

The findings show that:

- Different things matter to different teams for different reasons
  - Leaders place greater emphasis on demand & vulnerability
  - Greater emphasis on intervention than prevention
  - Growth in OM and Public Protection e.g. DA letters & call backs
  - Problem solving is squeezed by transactional activities “Reassurance Visits”
  - Cannot quantify what makes engagement effective but can understand purpose better
  - Difficult to link outcomes overall
  - Hidden demand impacts on tasking and effectiveness
  - Demand influenced by partners, internal departments, central initiatives, current performance and local leadership
  - Email is main source of tasking - internally and from partners
  - Strong desire to clarify roles & responsibilities and particularly – OM, DA and CSE on neighbourhoods
  - City centres are different – capabilities and mission
  - NHT are embedded in local partnerships
  - Feel undervalued by colleagues BUT immense pride and sense of ownership for their neighbourhoods.
- The emerging thinking for the future is that Neighbourhoods can be categorised into one of four definitions. This will assist in developing the clarity of role/capabilities/mission and look at what resource is therefore required both in the short and longer term.

City Centres	<ul style="list-style-type: none"> <li>– Clearly definable, although Birmingham is unique</li> <li>– Recognition of different city/town centre layers?</li> <li>– Clearer mission regarding retail; night time economies and begging/homelessness;</li> <li>– Management of significant dynamic and planned events from missing children to Christmas Markets</li> <li>– Different regarding delivery of response and provision of reassurance through presence</li> <li>– Balance of managing demand - managing calls for service versus problem solving.</li> <li>– Less proactive intervention &amp; prevention – yet licensing is key?</li> <li>– Only variation in what BWC CC teams do – Sergeants</li> </ul>
High demand/volume	<ul style="list-style-type: none"> <li>– Specific activities seen more such as enforcement, often with partners</li> <li>– Strong long term partnerships identified</li> <li>– Tendencies for the serious end of crime such as gang activity rather than anti-social behaviour</li> <li>– A complexity of communities, often with links to deprivation</li> <li>– Ability to dynamically and effectively identify and engage communities</li> </ul>
Self sustaining	<ul style="list-style-type: none"> <li>– Are evident</li> <li>– Recognised by own staff in relation to smaller teams including high use of PCSOs</li> <li>– Higher evidence of dealing with locally identified priorities</li> <li>– Some Police and Community Together meetings are well-attended but a significant number are not. Single issues and activists representing</li> </ul>

themselves threaten to skew activity as this is more likely in self-sustaining areas

- Challenger
- Hard to define as not clear cut
  - May be part of current Neighbourhood
  - Potential examples are Jewellery Quarter and Digbeth
  - How are these linked to the mission?

- The conclusions of this work regarding neighbourhood policing is that:
  - It is highly valued by the public by providing a visible representation
  - The type of neighbourhood does have an impact
  - Re-enforced the importance of the role of the Sergeant
  - There is a clear difference for city centres such as Birmingham regarding responding to calls for service and definition of the mission
  - The use of PCSOs as to how to use them, where and when
  - There is a more enforcement/crime problem solving in high demand/high volume areas
  - Likewise there is more public facing problem solving/local priorities in Self-Sustaining
  - Hard to measure effectiveness of engagement therefore WMP need to develop the 'purpose' of engagement
  - Partnership runs through Neighbourhood Policing with further opportunity to develop joint working
  - Must give greater clarity to the role.

## Response to Cyber-Crime

- The Threat of cyber-crime nationally is rated as a Tier 1 threat by the Home Office. Its impact can be economic, civic or criminal in nature.
- Essentially there are two types of cyber-crime:
  - Those which are cyber-enables such as trolling and phishing
  - Those which are cyber dependent such as fraud and crypto locking.
- Within the Strategic Assessment WMP have reviewed their level of response from the highest form of attack such as civil disruption, down to the lowest individual crimes, however recognising the high impact that these may well have.
- Her Majesty's Inspectorate of Constabulary reported that only three forces were 'in shape' to meet the threat of cyber-crime with WMP being one. The inspection was extremely complimentary and the WMP response to the threat continues to improve. One of the key reasons for this is that WMP has a good understanding of what they do not know and have therefore adopted the 4 Ps approach to make cyber-space more hostile to criminals and diminish this threat.
- Outside of WMP the Regional Organised Crime Unit (ROCU) has a new cyber-crime unit which is dealing with some of the larger offences affecting the West Midlands.
- For the lower level forms of cyber-crime WMP Digital Media Investigators are providing really good support to local police colleagues on issues such as harassment.
- The Force also has the Technical Intelligence Development Unit (TIDU) which aims to prevent, investigate and provide solution to cyber-crime. TIDU predominately operates on West Midlands' cyber-crime but such is its reputation that it has been asked to assist nationally. This is a small team of 8, who are in the process of looking to upgrade to 'cyber-crime prevention officers'. They continue to use the most advanced technology to attack criminal enterprise. No other force has this capability.



- There remains a fear that criminals will continue to move from traditional crimes to those that are cyber related. WMP is engaging with staff so that they can recognise issues of cyber-crime. WMP are very good at advising around personal safety, locking doors/windows and protection of cars but need to improve on advice around items such as access to wifi and data sharing. This will all be factored into the development of WMP2020.
- With regards to fraud West Midlands is rated at 34<sup>th</sup> out of the 43 police force areas in terms of offences per 1,000 of the population. London aside, West Midlands has the largest population of any other force area in England and Wales. There still remains a concern over under-reporting, particularly by companies, mainly due to concerns over reputational risk.

There is a three tier approach:

- National Crime Agency – attacks around government, international banks and other major organisations
  - ROCU – regional links with business and academic organisations
  - WMP – local businesses, organisations and individuals
- Young people remain the most likely to be victims of cyber-crime in a similar respect to traditional crime and this is an area which is being targeted.
  - A debate continues as to who deals with cyber-crime is it where the victim is located or where the perpetrator is located, especially where the evidence of location(s) are unclear.
  - Unclear whether at some point banking policy may change with regards to their responsibility for being the victim of crime rather than the customer and policy of refunding any loss incurred.
  - WMP continues to develop its capacity and strong capabilities around child sexual exploitation and other on-line exploitation.
  - Putting offences into perspective the main demand is around fraud and not grooming, Child Sexual Exploitation or harassment.

Outcomes

## 5. Crime

WMP continues to perform well with regards to burglary dwelling and robbery with overall levels falling to their lowest recorded levels. Re-offending rates remain low and offender management continues to work well. Although TRC has risen, it remains stable and at a historically low level. Also when compared to the MSG, West Midlands has the lowest overall crime of all four forces per 1,000 residents.

## 6. Neighbourhood Policing

Previously officers were going out to do 'good' but no real definition of what 'good' looked like. The work being undertaken will review what is actually valued, what works and what succeeds. This will be more complex but will enable a more effective and efficient delivery of Neighbourhood Policing.

Further work will be undertaken regarding how the police can work with partners. This will continue to develop the 'Active Citizen' stream of work, link into schemes such as Neighbourhoodwatch and street pastors.

The Force will continue to develop its understanding of what levels of engagement it is involved in, what policing contributes and what the return is to the public.

Look at the potential for the next stage of partnership working where, for example, Local

Authority staff are managed by the police and revisiting the PLACE agenda.

Scoping as to whether the police are the correct agency to deliver on an issue. The police remain enthusiastic, with a desire to solve issues, but another agency may be more appropriate.

## 7. Cyber-crime

WMP may wish to look at other organisations, many in the private sector, where cyber-crime protection systems are already installed.

The delivery of advice to individuals as to how cyber-crime can affect them is critical and capability will be developed although the scope and demand is still unknown.

Now that fraud lies with Action Fraud and the National Fraud Intelligence Bureau there still is a requirement to understand the demand, risk and impact within the West Midlands. The Force will ensure that the Commissioner receives this information on a regular basis.

There remains concern around the use of the cyber-world to promote radicalisation and terrorism and this will continue to be a priority in partnership with the Counter Terrorism Unit and other partner organisations.

WMP2020 will continue to review the threat of cyber-crime and fraud and the harm they cause, even though much of this work is dealt with outside of the region by other agencies, given their links to organised crime. The aim is around prevention rather than reaction with regards to cyber-crime.

## **FINANCIAL IMPLICATIONS**

8. There are no financial implications from this report.

## **LEGAL IMPLICATIONS**

9. There are no direct legal implications from this report.

## **RECOMMENDATIONS**

10. That the Commissioner and Board note the contents of this report.

Author: Mark Wentzell, Office of the Police and Crime Commissioner West Midlands