



west midlands
police and crime
commissioner

AGENDA ITEM 11b

STRATEGIC POLICING AND CRIME BOARD

18th June 2019

Headline Performance Report

PURPOSE OF REPORT

1. To update members of the Strategic Policing and Crime Board (the Board) on progress against the headline performance measures in the Police and Crime Plan.

BACKGROUND

2. The headline measures and aims in the Plan are as follows:
 - West Midlands Police to continue to have a lower recorded crime rate compared to other similar forces
 - Reductions in burglary and robbery
 - Increased reporting of 'hidden crimes'
 - Low levels of reoffending
 - Fewer young people entering the criminal justice system
 - Reductions in the number of people killed or seriously injured on our roads

- Fewer complaints against the police and those that are made should be dealt with quicker
 - Satisfaction of victims of crime and anti-social behaviour to increase by 2020
 - Increased confidence in West Midlands Police by 2020
 - Reductions in the disparities of confidence in the police across different areas
 - Reductions in the fear of crime
 - Increase in public participation and the development of more active citizens in the West Midlands
3. The Plan also sets out many other measures, objectives and tasks that will be delivered by the PCC and West Midlands Police. The Chief Constable and Chief Executive of the Office of the West Midlands Police and Crime Commissioner will be expected to report progress against these, via other reports to the Strategic Policing and Crime Board and by other methods.

FINANCIAL IMPLICATIONS

4. None

LEGAL IMPLICATIONS

5. None

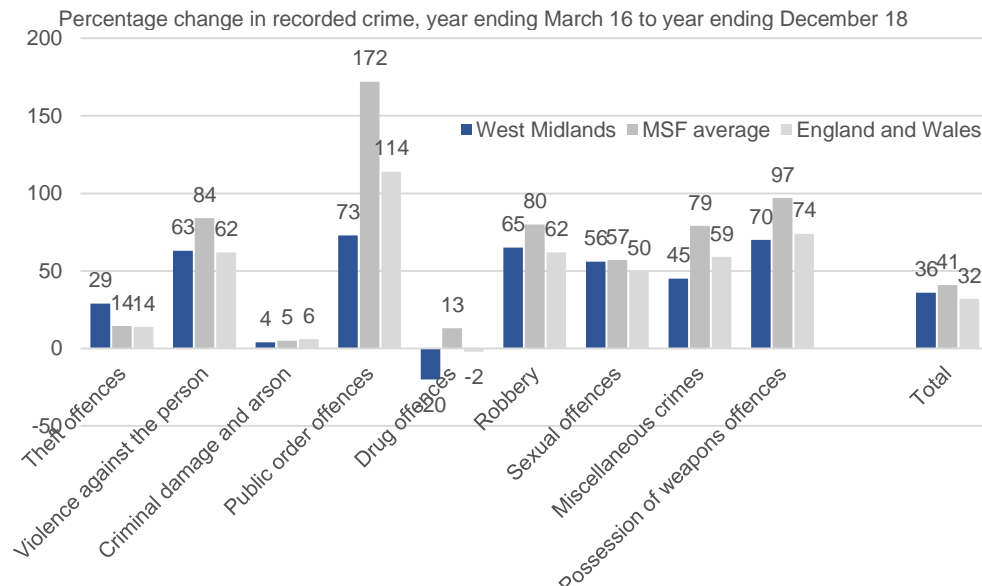
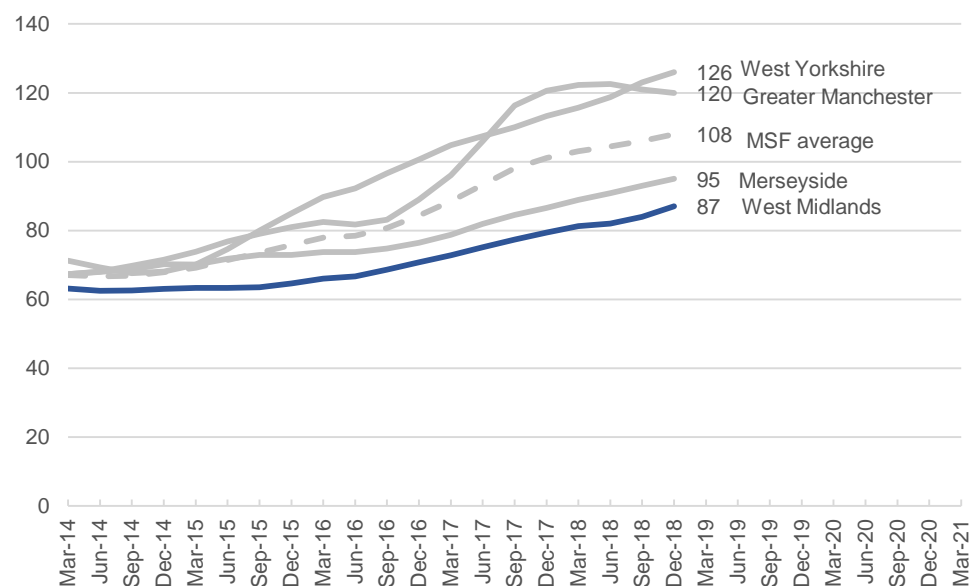
RECOMMENDATIONS

6. The Board is asked to note the movement against headline performance aims and measures and the actions being taken.

Aim: West Midlands Police continue to have a lower recorded crime rate compared to other similar forces

Measure: Total recorded crime per 1,000 population (year ending)

Source: [Office for National Statistics](#)



Commentary

Response/Actions

In the year ending December 2018 the total recorded crime rate was 87 crimes per 1,000 population in the West Midlands force area. This was lower than the average for the most similar force group (108 per 1,000 population). For both the West Midlands and for the most similar force group there has been an increase in recent years, from 66 per 1,000 in the West Midlands and 78 per 1,000 in the most similar force group for the year ending March 2016.

The total number of recorded crimes increased by 36% in the West Midlands between year ending March 2016 and year ending December 2018. Increases were seen for most crime types, with the largest increases (over 60%) for public order offences, possession of weapons, robbery and violence against the person offences.

It is important to note that some of these increases will be driven by changes in crime recording requirements and practices.

In the last 12 months, the force recorded an average of 21,000 offences each month which represents an average increase of approximately 2000 crimes per month since 2018. WMP has followed the trend of metropolitan forces with an increase in TRC over the last 3 years.

The main driver has been the significant increase in violent offences with the highest volume of violent crime being recorded in the last 3 months. The force assess that this increase in violence is driven by the increased use of violence associated with a number of illicit commodity based markets (including drugs and vehicles) and a rise in violence involving under 25s. The highest volume of knife crime was recorded in January (414), although there has been a reduction in the last 2 months (319 in May).

Improvements in crime data recording, particularly for Domestic Abuse (Common Assault, Battery & S.5 PO) are also assessed to have contributed to this increase in TRC. As a result of the changes in National Crime Recording Standards, (NCRS), it is expected that TRC will continue to rise.

The Force Improvement Plan (2019/20) provides clear focus for the next 12 months and includes a commitment to reduce serious violence affecting young people and reduce the harm from serious and organised crime and exploitation.

Superintendent Phil Dolby is leading Project Guardian which aims to reduce violence with injury involving under 25s, with a particular focus on tackling knife crime. Utilising central government funding, the project will focus on four key strands (Suppression, Intelligence, Investigations and Diversion) to tackle violent crime. The force has made a commitment to this for the next two years.

In order to tackle the rising trend in TRC, the force has identified 39 Impact Areas (previously referred to as Long-Term Active Areas) which are characterised by disproportionate levels of demand in terms of crime and harm. Analysis shows that 25% of all crime, 30% of all violence and 33% of homicides occur in these areas, which represent only 7% of the force geography. Each NPU will identify up to three impact areas in the first instance to focus on long term placed based problem solving, including those issues such as violence which are impacting disproportionately on TRC.

Conversely, there has been a downward trend in theft offences since the start of the year, in particular bilkings. A possible explanation for this reduction is the improved partnership approach with British Oil Security Syndicate (BOSS), where businesses are taking more responsibility to proactively reduce crime by adopting the Design out Crime principles. The force is also seeing an increase in online reporting of this crime type due to improvements made by WMP to their online reporting channel. Further detail is available in the *Business Crime SPCB paper* (18/06/2019).

In terms of WMP's overall response to TRC, it should be noted that the force continues to respond to disproportionate levels of vulnerability and investigates more complex crime, whilst receiving substantially less funding, than its most similar force.

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<p>In the year ending March 2019 there were 28,967 burglaries in the West Midlands force area. This is a 30% increase from the year ending March 2016 and equates to 10 burglaries per 1,000 population.</p> <p>Within the West Midlands, Birmingham West, Sandwell and Solihull had higher burglary rates than average at 12.4, 10.9 and 10.5 per 1,000 population respectively.</p> <p>Growth in burglaries, between year ending March 2016 and year ending March 2019, was highest in Birmingham West at 62% and Solihull at 46%.</p>	<p>The substantial increases in burglary residential since 2016 have been of significant concern to the force. In terms of comparison with our MSF, WMP record a lower rate of total burglary than the majority of our peer group.</p> <p>Whilst the data (28,967 burglaries) relates to the total number of burglaries recorded, the force continues to prioritise residential burglary and we have run a number of tactical and strategic operations to tackle burglary residential and associated organised vehicle crime.</p> <p>This includes the ongoing success of Operation Cantil, the Roads Policing mission to tackle organised vehicle crime, where many vehicles have been stolen from residential properties. As a forcewide mission, Cantil has targeted a number of geographic hotspots since November 18 including Birmingham West and Sandwell NPUs. In addition to forcewide resources, local NPUs have been running a number of initiatives via their local tasking processes to tackle Burglary and have achieved some impressive results.</p> <p>Other areas of focus for the force in tackling this issue include the early attendance of forensic examiners at residential burglary offences which has resulted in improvements in forensic recoveries and outcome rates.</p> <p>During the last financial year, WMP had the highest charge / summons rate for all burglary and burglary residential when compared to the MSF group.</p> <p>In recent months these initiative and operations have led to a reversal of the trend and burglary residential has been reducing steadily since February.</p> <p>To ensure momentum is maintained, burglary residential features as a priority as part of the Forcewide Improvement plan for the next 12 months and will continue to be driven as part of a newly created Serious Acquisitive Crime Board, chaired by ACC Crime.</p>
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<p>In the year ending March 2019 there were 8,726 robberies in the West Midlands force area. This is a 78% increase from the year ending March 2016 and equates to 2.7 robberies per 1,000 population.</p> <p>Within the West Midlands, Birmingham West had a substantially higher robbery rate than the average, at 4.9 per 1,000 population.</p> <p>Growth in robberies, between year ending March 2016 and year ending March 2019 was highest in Coventry and Walsall at 121% and 85% respectively.</p>	<p>Whilst the highest volume of robbery offences were recorded in January 2019 (890), the volume has reduced in the last two months to levels closer to the average (716). However, it is too early to say if this recent reversal in the upward trend will continue, particularly as we move into the summer period.</p> <p>WMP record a higher rate of robbery than its MSF, for both personal and business robbery. Conversely, the force records a much lower rate of theft from person.</p> <p>The robbery threat is focussed around three types of offending; personal robbery, home invasion offences and commercial robbery. The commodities being targeted by offenders continue to be personal electrical items, high value vehicles and the targeting of criminal assets, e.g. cannabis factories.</p> <p>The greatest proportion of robberies are personal robberies occurring in Birmingham West, therefore policing activity has focused in these areas.</p> <p>Whilst WMP records significantly higher volumes of robbery than their MSF, WMPs charge rate is comparable.</p>																																																																

Due to the elevated levels of robbery, it has featured as a force priority with additional scrutiny at local and force daily tasking meetings. A number of missions have been commissioned at FTDB, leading to increased activity and the dedication of additional resources to investigation and offender management. Operation Forecast and Project Guardian activity has also effectively suppressed robbery levels.

Tackling robbery will continue to feature as a key focus for Project Guardian, particularly as a significant proportion of robbery offences involve the use of knives. As part of the investigative response, a 'Guardian Car' will be in operation to enable the force to 'catch people in the act', leading to improved outcomes and increased confidence in WMPs response. The car will be dispatched via Force Contact to supplement robbery investigation across Birmingham and investigations into serious knife related offences (with an ability to upscale across the force after review).

Project Guardian will also create capacity by releasing operational resources presently focused within the night time economies' (NTE). Enhanced staffing across the NTE will be deployed to reduce alcohol fuelled violence, but also to target robbery offenders who prey upon those vulnerable victims who attend the NTE.

Opportunities are also being explored to improve the location and recovery of trackable stolen property to maximise positive outcomes.

Akin to burglary, robbery features as a key priority within the Force Improvement plan for the next 12 months whereby every department/team will be responsible for contributing to the robbery problem. This work has already commenced and there has been a recent focus on arresting outstanding offenders for robbery and a drive to arrest robbery offenders rapidly in order to optimise evidential opportunities. There is also now a process in place to escalate any outstanding offenders to expedite arrest.

As well as the governance structures described above, robbery will be monitored as part of the newly created Serious Acquisitive Crime Board, chaired by ACC Crime.

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<p>In the year ending March 2019 there were 95,463 crimes and non-crimes recorded as domestic abuse, child abuse, child sexual exploitation, vulnerable adult abuse, hate crimes, female genital mutilation, 'honour' based violence, forced marriage, modern slavery and human trafficking.</p> <p>This is an 20% increase since March 2016 and reflects, at least in part, a drive to improve reporting and recording as well as including historic reporting.</p> <p>The majority of these crime and non-crime incidents were domestic abuse (65%) followed by child abuse (24%) and hate crimes (6%).</p> <p>According to the latest national data, in the year ending March 2018, West Midlands Police recorded 8 crimes per 1,000 population that were domestic abuse-related.</p>	<p>Rape and Serious Sexual Offences (RASSO)</p> <p>The last 12 months has seen further increases in reports of Rape and Serious Sexual Offences (RASSO), with reported rape on the increase. April-June 19 has seen an additional 150 reports of adult/child rape compared to the same period last year.</p> <p>Historic offences appear to be stabilising, although the Truth Project, Independent Inquiry into Child Sexual Abuse (IICSA), and national high profile cases still have the potential to encourage more victims to come forward.</p> <p>The force lead is working across a number of areas in seeking to deliver appropriate preventative messaging (e.g. the Not Normal Not OK campaign linked to sexual offending aligned to the music industry). Again, such activity may also encourage victims to report.</p> <p>Of note, the national focus on rape and digital media does have the potential to discourage reporting and to drive victim attrition over time. The force lead is working with Digital Forensics and CPS to ensure that the impact is monitored and that the</p>																																																								

force is equipped to provide a suitable response to all victims.

Slavery/Trafficking

National Referral Mechanism (NRM) referrals continue to grow and the force has dealt with approximately 650 reports of adult/child Slavery/Trafficking during 2018/19. Various local and national media campaigns are underway to raise awareness and to encourage reporting in this area. In addition, the force lead introduced a Slavery/Trafficking Hub in November 2018, supported by 2 OPCC funded roles. The hub is seeking to drive consistency and raise awareness of slavery. The hub is also working with the seven local authorities to develop a partnership approach to these crimes. However, there remain challenges in terms of connecting the approaches to child and adult exploitation, delivering a consistent approach across local boundaries and dealing with the increasing complexity within this demand.

Sex Work

Vulnerability within this area remains a concern. Whilst there is a link to Slavery/Trafficking, there are broader issues associated with the vulnerability of sex workers and the diversification of the marketplace, analysis of which shows an uplift in internet facilitated activity. The force lead continues to work with NPU dedicated liaison officers and partners to consolidate the WMP approach and align with the NPCC National Guidelines.

DA

WMP are working with the College of Policing to test the introduction of a new Domestic Abuse Risk Assessment (DARA), with a view to launching the new approach in the summer of 2019.

Evaluated national research suggests that this method is more effective at unearthing the more hidden aspects of DA, which may not manifest themselves in the form of injuries or damage to property, such as coercion and control. All frontline officers will complete a training package and West Midlands are on track to be the first force to adopt this model.

The force are also taking part in a trial where domestic cases fitting a certain criteria are dealt with over the telephone. Experience in other parts of the country suggests that, in the digital age, victims have a better experience and level of service when these cases are initially dealt with in this way. The force is utilising restricted officers from the Response department, supported by specialists from within the PPU. The force is carefully following the parameters set by the College of Policing and cases requiring further investigation are passed to the PPU for appropriate action. The force will assess whether this will reduce demand on the investigative teams.

Since the Public Protection Unit redesign in February 2019, DA is now dealt with in either the new "Adult Complex" or the "Adult Investigations" departments. The latter focus on volume cases, while the former deal with more complex/higher risk reports.

	<p>This will include the more hidden issues within domestic abuse, such as coercive controlling behaviour.</p> <p>In response to the recent HMICFRS inspection report, the force have established a "Domestic Operational Group" to streamline the force approach to DA, including working with partners, maximising criminal justice outcomes and improving the confidence of victims.</p>
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<p>Aim: Low levels of reoffending</p>																																																																																																																						
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<p>In the year ending June 2017 the proven rate of reoffending in the West Midlands was 30.1% meaning that 70% of the cohort had no proven reoffending. The reoffending rate was higher in the West Midlands than the average for England and Wales at 30.1% compared to 28.7%. Please note that due to a change in data source direct comparison between data with data before year ending March 2016 is not possible.</p> <p>Reoffending rates vary across juvenile and adult offenders and between sexes. For both sexes reoffending rates are higher for juveniles than for adults and for both age groups reoffending is higher among males.</p>	<p>Reducing reoffending is a key strand of WMP's Intervention & Prevention strategy. WMP has evolved and expanded the management of a broader cohort of offenders to include vulnerability within Integrated Offender Management (IOM).</p> <p>Offender Management aims to reduce harm through delivering effective interventions according to an assessment of an offender's likelihood of re-offending & risk in partnership with the Probation Service.</p> <p>The force recognises the evidence-base showing the overlap between victims and offenders and recognises that some offending behaviours are driven by their own vulnerability. This is especially true of a significant proportion of female offenders, and those suffering from mental illness, homelessness and other factors.</p> <p>WMP seeks to improve our service offer for these vulnerable groups by maximising the use of liaison and diversion schemes, out of court disposals and conditional disposals which offer rehabilitative support for the underlying vulnerabilities.</p>																																																																																																																					

As an example, a DA offender rehabilitation programme has resulted in an 87% reduction in reoffending twelve months post arrest.

The force is also collaborating with Avon and Somerset and Hampshire to introduce a conditional caution pilot for hate crime. Building on the successful introduction of other early intervention pilots such as Turning Point and CARA, WMP are negotiating with the Director of Public Prosecutions to run the pilot with a final decision expected in the summer.

<p>Aim: Fewer young people entering the criminal justice system</p>																																	
<p>Measure: Number of young first-time entrants to the criminal justice system (financial year)</p>	<p>Source: Ministry of Justice (population statistics - Office for National Statistics)</p>																																
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<p>In 2017/18 1,094 young people from the West Midlands entered the criminal justice system for the first time. This was a reduction of 13% from 2015/16 when the figure stood at 1,232.</p> <p>For the whole of England and Wales the number of first time entrants fell by 23% between 2015/16 and 2016/17.</p> <p>The rate of young first time entrants to the criminal justice system per 100,000 people aged 10-17 stood at 382 compared to 273 for England and Wales on average.</p> <p>Rates of first time entrants per 100,000 of the young population were higher than the West Midlands average in Wolverhampton (at 497) and Birmingham (at 453) and Dudley (at 402).</p>	<p>In response to the Taylor Review, there has been a substantial reduction in the number of young people brought into custody in the last 5 years; and a reduction in the numbers remanded in custody after charge.</p> <p>However, reducing the time young people spend in custody remains a challenge as finding alternative suitable accommodation relies on the capacity of local authorities. The force is supporting the Combined Authority in finalising a protocol for all remands of Juveniles and in understanding the demand for secure accommodation, with a view to a local facility being established in the future. On average, young people are held in custody for consistently less time than adults, despite often having complex needs and the requirement for an Appropriate Adult.</p> <p>WMP works closely with the Youth Offending Service (YOS) to divert young people from the Criminal Justice System. All but the most minor of offences are referred to the Youth Offending Team (YOT) for assessment prior to any disposal decision. The young person is offered support and mentoring or intervention tailored to their individual circumstances and offending behaviour. Youth Offender Managers (YOM)</p>																																

support intervention and prevention activity to address Adverse Childhood Experiences (ACEs) and facilitate information exchange amongst partner agencies.

The Youth Crime Efficiency and Effectiveness Review (2017) redesigned the governance and management of the Prince's Trust programme to maximise the outcomes for young people.

WMP continues to work with partners, 3rd sector organisations and the community to prevent young people being tempted into gangs. There are a number of operations in place which aim to identify 'upstream' those youngsters who are vulnerable to becoming involved in criminality or exploited by gangs, to ensure the right young people are referred into programmes such as the Prince's Trust.

The Force is exploring the potential use of Out of Court Disposals to divert young offenders (16 – 24 year olds) caught in possession of a weapon as a first offence, into an early intervention. This programme aims to reduce the number of young people being criminalised for this type of offence and to reduce the number of young people carrying knives.

Aim: Reductions in the number of people killed or seriously injured on our roads																																																	
Measure: Number of people killed or seriously injured on our roads	Source: Department for Transport																																																
<p>Number of reported road casualties in West Midlands Force area</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Killed</th> <th>KSI</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>~50</td> <td>~950</td> </tr> <tr> <td>2013</td> <td>~55</td> <td>~900</td> </tr> <tr> <td>2014</td> <td>~50</td> <td>~950</td> </tr> <tr> <td>2015</td> <td>57</td> <td>974</td> </tr> <tr> <td>2016</td> <td>~55</td> <td>~1,100</td> </tr> <tr> <td>2017</td> <td>59</td> <td>1,019</td> </tr> <tr> <td>2018</td> <td>~55</td> <td>~950</td> </tr> <tr> <td>2019</td> <td>~55</td> <td>~950</td> </tr> <tr> <td>2020</td> <td>~55</td> <td>~950</td> </tr> </tbody> </table>	Year	Killed	KSI	2012	~50	~950	2013	~55	~900	2014	~50	~950	2015	57	974	2016	~55	~1,100	2017	59	1,019	2018	~55	~950	2019	~55	~950	2020	~55	~950	<p>Reported casualty rates per billion vehicle miles, 2017</p> <table border="1"> <thead> <tr> <th>Area</th> <th>Casualty Rate</th> </tr> </thead> <tbody> <tr> <td>Birmingham</td> <td>1,002</td> </tr> <tr> <td>Coventry</td> <td>693</td> </tr> <tr> <td>Dudley</td> <td>503</td> </tr> <tr> <td>Sandwell</td> <td>689</td> </tr> <tr> <td>Solihull</td> <td>245</td> </tr> <tr> <td>Walsall</td> <td>725</td> </tr> <tr> <td>Wolverhampton</td> <td>903</td> </tr> <tr> <td>West Midlands Region</td> <td>469</td> </tr> </tbody> </table>	Area	Casualty Rate	Birmingham	1,002	Coventry	693	Dudley	503	Sandwell	689	Solihull	245	Walsall	725	Wolverhampton	903	West Midlands Region	469
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<p>In the 12 months to 2017 there were 59 people killed in the West Midlands force area as a result of road accidents. Both the numbers killed and those killed or seriously injured have increased since 2015.</p> <p>In 2017 reported casualty rates per billion vehicle miles were higher in the West Midlands force area, other than Solihull, than they were for the West Midlands regional average. Rates in Birmingham and Wolverhampton were particularly high at 1,002 and 903 respectively, compared to the average of 469 for the region.</p>	<p>WMP continues to engage in a variety of schemes and initiatives to tackle issues of road safety. WMP are one of three police forces taking part in a Government-funded Road Crash Investigation Project led by the RAC Foundation. The imminent appointment of an analytical researcher will assist in providing analysis to inform better-targeted initiatives to improve road safety.</p> <p>A Roads Policing Academy has been successfully implemented to identify future officers for both CMPG and WMP Force Traffic Unit. At the centre of this approach is a strong commitment to diversity and inclusion in line with the force vision for inclusion.</p> <p>Since November, WMP have been engaged in significant activity including:</p> <ul style="list-style-type: none"> - Supporting the NPCC 'No Insurance' week of action in November - Using the learning from previous Operation Wraithbane to prevent further illegal ride-outs and resulting in 29 prosecutions 																																																

- Conducting a number of 'Close Pass' operations to educate drivers about sharing roads safely with cyclists
- Participating in a seatbelt enforcement campaign.

A particular focus on the 20 strategic KSI routes by the Road Harm Reduction Team, has resulted in a 95% increase in the detection and reporting of speeding offences.

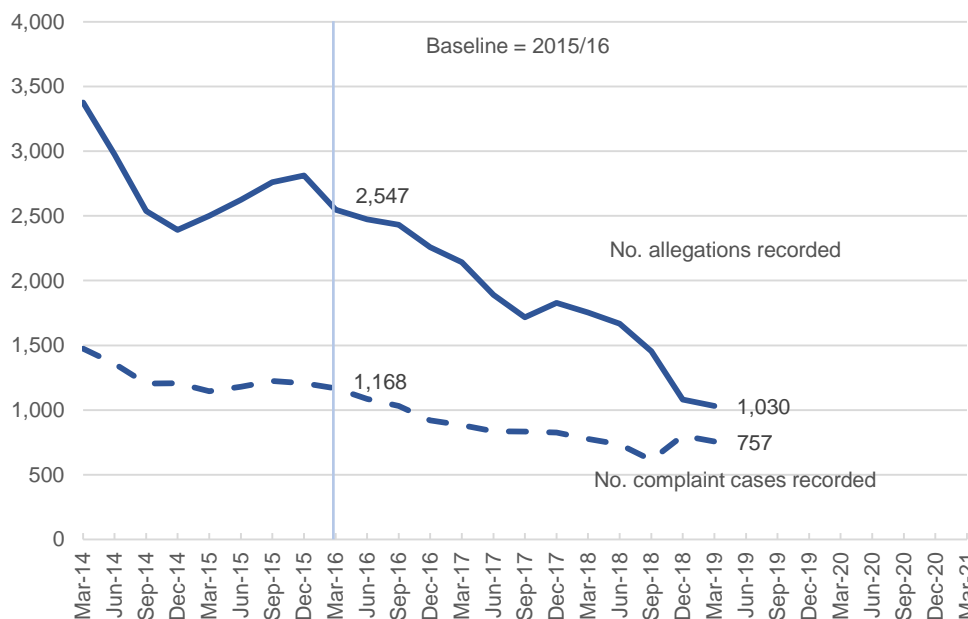
Over the last 12 months, roads policing officers based in the WMP area have seized criminal assets from vehicles stopped worth over £28 million, as well as the recovery of high value stolen vehicles as part of Operation Cantil. In addition, 123 weapons have been recovered from vehicles stopped by roads policing officers helping to tackle violence associated with serious and organised criminality.

The Multi Agency Road Safety Operation (MARSO) has been used to remove vehicles causing, or likely to cause, the most harm to other road users, while allowing the Neighbourhood Policing Team to address crime spikes, ASB issues or other crime and community concerns. *Further details available in the Roads Policing and Safer Travel SPCB paper (18/06/2019).*

Aim: Number of complaints made against the police

Measure: Total number of allegations recorded (Quarterly)

Source: [Independent Office for Police Conduct](#)



Commentary

Response/Actions

In January to March 2018/19 there were 1,030 allegations and 757 complaint cases recorded against West Midlands Police. The number of allegations has fallen from the previous quarter and the baseline at Q4 2015/16. The number of complaint cases recorded has fallen from the baseline but increased from the previous quarter.

In 2018/19 there have been an average of 93 allegations recorded per 1,000 WMP employees. This is lower than the Most Similar Force average (212) and the national average (264).

Around a third of allegations recorded against West Midlands Police in 2018/19 were 'other neglect or failure in duty' (364 of 1,030 allegations) with next four most common nature of allegations being 'incivility, impoliteness and intolerance' (13% or 129 allegation), 'other assault' (9% or 93 allegations), 'lack of fairness or impartiality' (8% or 79 allegations) and 'oppressive conduct or harassment' (6% or 60 allegations).

The Professional Standards Department (PSD) has completed further elements of the intended transformation programme over the last 12 months. The department now comprises a counter corruption unit, investigation teams, vetting teams and a new Prevention and Intervention Team, all of which are in turn supported by the business support and misconduct support teams.

One investigation team deals solely with low-level 'Service Recovery' dissatisfaction, which means a large proportion of issues are resolved prior to being recorded as a full complaint. This, in turn, results in a lower number of complaints and allegations being recorded. Approximately 60% of all cases are now resolved through service recovery, which has enabled and will sustain this reduction in demand on the investigation teams.

The largest allegation category is for "Other Neglect or Failure in Duty" allegations which reflect the national trend. These are reviewed and categorised on a monthly basis in PSD's monthly Service Improvement Meetings and any key themes are

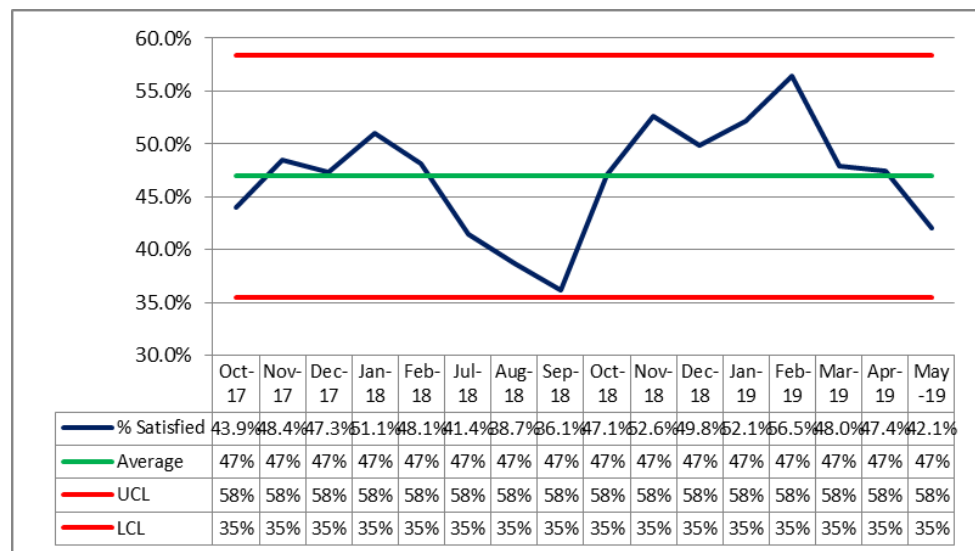
	<p>identified and fed back to the relevant departments. This also forms a key responsibility for the newly formed Prevention and Intervention (P&I) Team who will be sharing learning and feedback across the force.</p>
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<p>Aim: Those complaints that are made should be dealt with quicker</p>																																		
<p>Measure: Average no. of days to finalise allegations (Year to date)</p>	<p>Source: Independent Police Complaints Commission</p>																																	
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<p>In 2018/19 the average number of days to finalise allegations by local investigation in the West Midlands was 289 days, an increase from the 2015/16 baseline of 188 days. For finalising by local resolution the figure was 89 days, up from the 2015/16 baseline of 59 days.</p> <p>The number of days taken to finalise by local investigation was higher in the West Midlands than the MSF average (195 days) and the England and Wales average (158 days). As was the number of days taken to finalise by local resolution (MSF average 77 days and England and Wales average 72 days).</p>	<p>As part of the PSD restructure, dedicated staff are now working through the backlog of force appeals. This change took place last quarter, and has resulted in the majority of the backlog being cleared since January. The backlog itself had an impact on the average times to finalise complaint allegations for local investigations as the cases remained open whilst the appeal was pending. This backlog has now been cleared, and therefore timeliness to finalise local investigations should return to expected levels in future months.</p> <p>The length of time taken to finalise allegations by local resolution have been slightly affected by cases which have been awaiting an outcome to an appeal. However, this may mask an improvement in performance as local resolutions are now all completed by one specific team and it is expected that this will continue to drive improvements in the coming months.</p>																																	

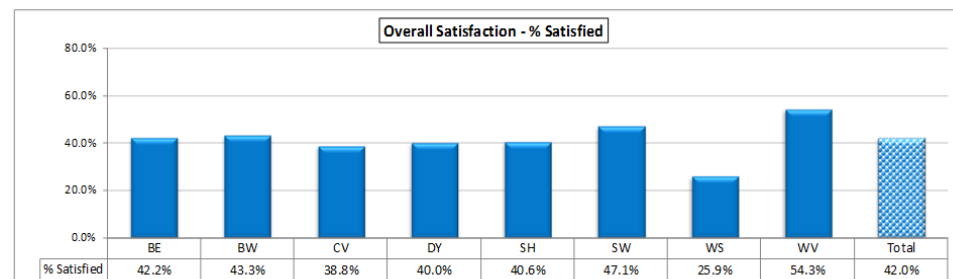
Aim: Satisfaction of victims of crime to increase by 2020

Measure: The Victim was asked: *Taking the whole experience into account, are you satisfied with the service provided by the Police in this case?*

Source: Victim Satisfaction Survey



Overall victims satisfaction by NPU (May 2019)



Commentary

Victim satisfaction continues to be measured by an online survey emailed to victims via WMNow. The response rate is variable; in May's survey the response rate was 11.3%.

Towards the end of 2018 levels of satisfaction increased, but recent results suggest that levels of satisfaction among victims are reducing across all aspects of the service received.

In May's survey:

- 42% of victims said they were satisfied with the overall service provided by the police.
- 64.1% of victims who called 999 said they were satisfied
- 69.3% of victims who called 101 said they were satisfied

Response/Actions

Citizen Satisfaction Survey update

Following the removal of the Home Office Annual Data Return, the force has been developing a different approach to understanding public satisfaction and confidence.

This subsequently features as a key priority within the forcewide improvement plan for 2018/19. The focus during the next 12 months will be to set clear standards on what the public can expect from WMP and also improve our understanding of customer needs and satisfaction to drive service improvement. This will be supported by a cycle of surveying which will focus on specific crime types as well as key service areas.

As part of the WMP2020 Citizen Satisfaction workstream, a pilot survey commenced in November 2018 which was built on the learning from existing satisfaction surveys and

- 55.7% of victims using the online channel said they were satisfied
- 43.8% of victims said they were satisfied with the initial actions taken by the police who came to see them
- 34.9% of victims said they were satisfied with feedback
- 60.1% of victims said they were satisfied with the way they were treated

focused on victims of vehicle crime in order to develop a mechanism for providing feedback to individual officers/staff, identifying how they could contribute to improving victim satisfaction. In February, the focus was widened to include burglary and hate crime which has started to increase the volume of surveys sent out.

The primary finding in this pilot is one of organisational learning, particularly around helping citizens understand our service offer and managing expectations clearly and effectively.

Livechat has also been utilised in order to survey the public. Since go live in August 2018, 96,234 live chats have been conducted and following every interaction, a short survey asks the public to capture feedback on their LiveChat experience. To date, 45% of citizens (43,385 people) have completed the survey, reflecting a more digitally connected customer. When asked how the citizen would rate LiveChat, 76% rated the service as excellent or good. 88% of people said they would use our online services again and we have received 10,000 pieces of free text feedback. All of the learning captured from the livechat surveys is helping to refine and enhance WMPs survey methodology moving forward.

When reviewing current satisfaction levels, regardless of the survey methodology, a number of issues need to be considered.

In moving from the previous approach where victims were spoken to directly by a member of staff to secure their views to one where people provide feedback online, a different level of reported satisfaction is expected. The previous strategy was for the force to identify the victims we sought to interview and to do this in person by the telephone bureau. Now we identify a collection of victims but invite them to respond. This is more likely to generate responses from those less satisfied as it requires additional motivation from the person surveyed to respond.

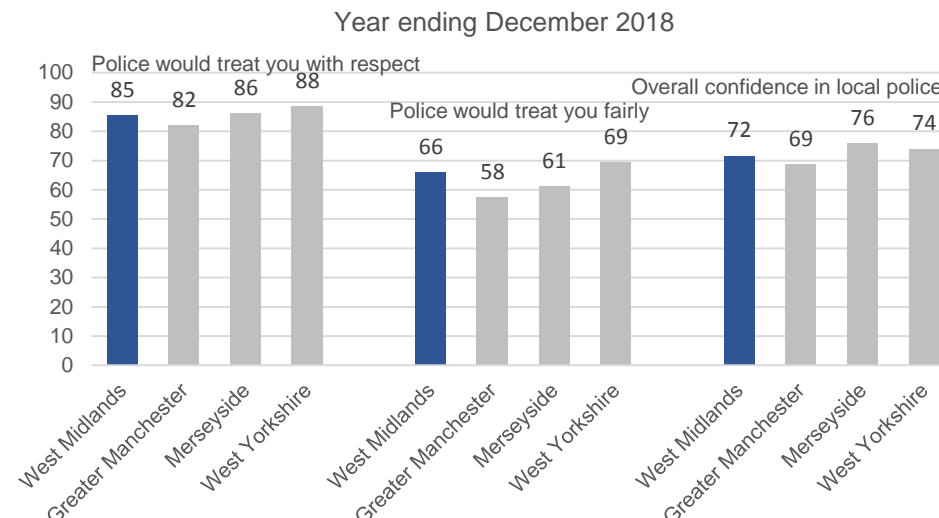
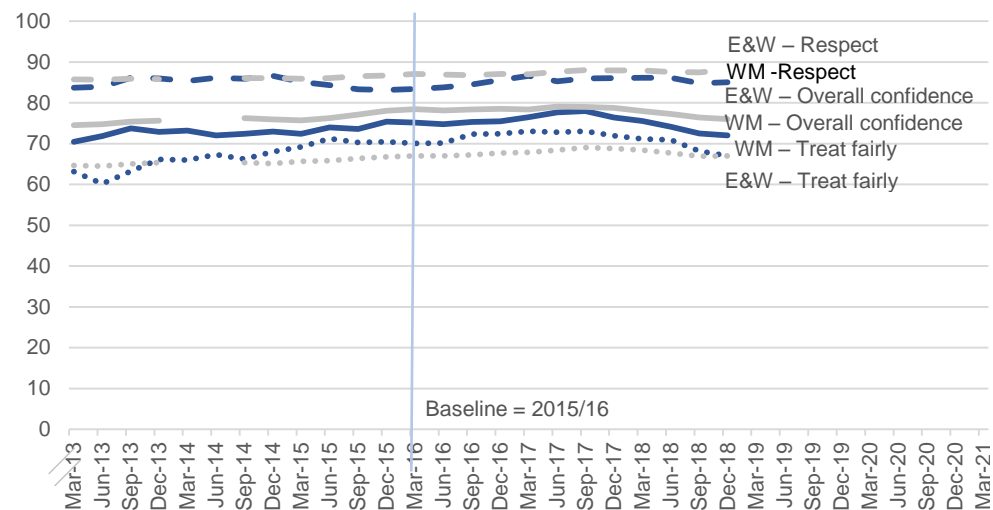
In addition to a small overall sample size, victim satisfaction is also subjective and is currently measured against a person's individual expectations of the level of service they should receive. This highlights the importance of being very clear about the level of service victims should expect.

Key priorities for the forthcoming period are to develop a simple and consistent communications message that sets out WMPs service offer, so that satisfaction can be measured against this baseline more directly. The force will also focus on the ongoing enhancement and refinement of WMP's survey methodology. This will be governed by ACC Operations as the force executive lead for customer confidence and satisfaction.

For further information regarding customer satisfaction, please refer to the Confidence and Satisfaction SPCB paper (21.05.19).

Aim: Increased confidence in West Midlands Police by 2020

Measure: % strongly agree/tend to agree that ‘taking everything into account I have confidence in the police in this area’ ‘Police in this area would treat you with respect if you had to contact them for any reason’ ‘Police in this area would treat everyone fairly regardless of who they are’ (year ending) **Source:** [Office for National Statistics](#)



Commentary

The Crime Survey for England and Wales asks respondents a number of questions on perceptions of local police. Perception measures tend to show fairly small changes over time.

The proportion of people who strongly agree or tend to agree that ‘taking everything into account I have confidence in the police in this area’ stood at 72% in the West Midlands for year ending December 2018 down from 75% for the year ending March 2016.

The proportion of people who strongly agree or tend to agree that West Midlands Police would treat them with respect stands at 85% and 67% think West Midlands Police would treat everyone fairly.

Perceptions are quite similar amongst people living within the areas covered by the most similar force group. There is slightly more variance for the statement on whether the police treat people fairly from 58% in GMP to 69% in the West Yorkshire.

Response/Actions

There are two methods by which WMP captures insight into public confidence: ‘public voice’ and ‘how are we doing’ surveys, each of which are conducted in 3 monthly cycles. The processes for sending out, co-ordinating return and analysis of victim satisfaction data is managed and overseen within the WMP Strategic Intelligence team and WMNow is the system used to capture the feedback.

There have been 4 waves of the ‘Listening to the Public Voice’ survey since November 2018. Across the 4 waves, findings indicate:

- 44% of the respondents said the police in their local neighbourhood are doing a good job
- 55% said they have confidence in WMP
- 46% said they think WMP as a whole is doing a good job

In addition, the force continue to develop the ‘how are we doing’ survey which is sent out to every citizen signed up to WMNow. To date, there have been 3 waves of the online poll and in the latest wave, 11.4% of those contacted via WMNow responded (5,607).

	<p>Key findings from wave 3 (Feb) include:</p> <ul style="list-style-type: none">• 66.3% of respondents thought local police did a good job• 69.9% of respondents had confidence in local police <p>It is important to note that the analysis of demographic data from WMNow shows, that despite our ambition it is not yet reflective of our communities in age, ethnicity or geography. To address this, NPU's have an objective as part of the Improvement Plan, to increase WMNow registration to be more reflective of WMP communities.</p> <p>As detailed previously, both customer satisfaction and confidence feature as a key priority within the 2018/19 forcewide improvement plan, governed by ACC Operations.</p> <p><i>For further information regarding customer satisfaction, please refer to the Confidence and Satisfaction SPCB paper (21.05.19).</i></p>
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<p>Aim: Increase in public participation and the development of more active citizens in the West Midlands</p>																															
<p>Measure: Projects supported by Active Citizens Fund/Enrolments on WMNow</p>	<p>Source: OPCC/WMP</p>																														
<table border="1"> <caption>Number of projects supported</caption> <thead> <tr> <th>Area</th> <th>2016/17</th> <th>2017/18</th> </tr> </thead> <tbody> <tr> <td>Birmingham East</td> <td>26</td> <td>31</td> </tr> <tr> <td>Birmingham West</td> <td>13</td> <td>22</td> </tr> <tr> <td>Coventry</td> <td>20</td> <td>28</td> </tr> <tr> <td>Dudley</td> <td>4</td> <td>4</td> </tr> <tr> <td>Sandwell</td> <td>22</td> <td>38</td> </tr> <tr> <td>Solihull</td> <td>3</td> <td>5</td> </tr> <tr> <td>Walsall</td> <td>7</td> <td>12</td> </tr> <tr> <td>Wolverhampton</td> <td>7</td> <td>24</td> </tr> <tr> <td>West Midlands</td> <td>102</td> <td>164</td> </tr> </tbody> </table>	Area	2016/17	2017/18	Birmingham East	26	31	Birmingham West	13	22	Coventry	20	28	Dudley	4	4	Sandwell	22	38	Solihull	3	5	Walsall	7	12	Wolverhampton	7	24	West Midlands	102	164	<p>WMNow sign-ups</p> <p>OVERVIEW For your Association Site (wmnow.co.uk)</p> <p>707 <small>-14</small> ALERTS SENT All alerts sent from wmnow.co.uk</p> <p>525,333 <small>+85,962</small> TOTAL MESSAGES</p> <p>5.41 <small>5.37/6</small> <small>-0.08</small> AVERAGE MESSAGE RATING Average of all email ratings made</p> <hr/> <p>78,402 <small>+3,134</small> TOTAL USERS</p> <p>99.84% <small>+0.05%</small> CONTACTABLE USERS See Incommunicados for users that cannot be contacted</p> <p>99.85% CONTACTED USERS Proportion of users who received an Alert from wmnow.co.uk</p> <p>73.67% <small>80.57%</small> <small>+0.68%</small> CONTACTED USERS Proportion of users who received an Alert from wmnow.co.uk</p>
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<p>The Active Citizens Fund is a fund provided by the West Midlands PCC so that West Midlands Police can engage with the public and encourage 'active citizenship'. Neighbourhood Policing Units (NPU's) have an annual budget to help fund community projects that reflect the priorities of West Midlands Police and its partners. In 2017/18 a total of £720,000 based provided to NPU's as a grant budget of which £283,153 was committed/spent. The fund supported 102 projects.</p>	<p>As part of WMP's plan for engaging communities in line with the College of Policing 'Modernising Neighbourhood Policing Guidelines', initial focus has been on the following areas:</p> <p>Mutual iLearn – Plays a vital role in equipping PCSOs with the skills to build effective local relationships that create social capital. To optimise the investment WMP have supported PCSO's in the completion of required Mutual iLearn modules enabling them to undertake World Cafe events in communities where demand is highest or against the thematic area of priority with bespoke young people World Cafes.</p> <p>WMNow - Plays a crucial role in how WMP engages with local communities. The force currently has over 70,000 people signed up to WMNow; an increase of 30,000 in the last 12 months. The volume of messaging can be monitored as can feedback from the public on the quality of messages. Over 456,180 messages to the public were sent out; an increase of 268,180 messages compared to December 2017.</p> <p>Street Watch - There are now 69 schemes (far exceeding the ambition for 50 schemes</p>																														

to be established) and 1024 members which is providing active capable guardianship in communities..

Cadets - WMP has circa 100 cadets engaged in training within eight units ensuring coverage for every Neighbourhood Policing Unit. The ambition is for 10 units and to increase cadet volunteers to 500 by March 2020. The priority for the next 12 months is to recruit more Cadet Leader volunteers so we have a strong foundation of 100 leaders and commanders delivering a rich and engaging curriculum based on social action.

The Active Citizens Fund, which is made up of contributions from the Proceeds of Crime Act and Police Property Act and the Police Crime Commissioner's Community Initiative Fund, is available in each NPU to support community projects that are relevant to reducing crime and disorder. The focus for funding initiatives for 2019/20 will be on those that can demonstrate a connection to reducing youth violence.