



Strategic Policing and Crime Board

20th July 2021

Title: Crime and Performance

Presented by: DCC Jardine

A. Purpose of paper

1. To update members of the Strategic Policing and Crime Board (the Board) on progress against the Key Performance Indicators (KPIs) in the West Midlands Police Delivery Plan 2021/22.

B. WMP Performance Framework

2. Following on from the 2020/21 Force Improvement Plan where measures had been selected that needed improvement a more balanced approach was taken for the creation of the 2021/22 Force Performance Framework. The 2021/22 Framework is aligned to the "This Work Matters" 2020-2023 Force Strategy and a number of the indicators are direct outcomes to objectives set within the Strategy.
3. The 2021/22 Framework also takes into account the priorities from the new National Crime and Policing Measures which puts an emphasis on Serious Violence and reducing Neighbourhood Crimes.
4. The structure of the 2021/22 Framework enables a focus on delivery and accountability through portfolio governance, with the introduction of a newly formed performance panel chaired by the DCC having overall oversight of delivery against plan.
5. There are in total 32 Force Level KPIs (Tier 1) backed up by a further 91 Portfolio Indicators (Tier 2). The Tier 1 measures cross cut across the business and whilst there are Force Executive Team (FET) leads accountable, many service areas will be responsible for successful delivery. The ambition is to see sustained

improvement throughout the year and assessment is based on an Outstanding / Good / Needs Improvement / Poor categorisation, on trajectory against pre-set benchmarks rather than arbitrary numeric targets.

6. The next section provides a summary of early performance subsequent to the first performance panel in May 2021. The data is mainly available through the Business Insight (QlikSense) platform and can be self-served through relevant “apps”.

C. Current Performance

7. Last year’s performance played a part in carrying over some of the performance challenges experienced so far in 2021/22. Crime continued to increase and saw significant changes to the make-up of the demand the force faces. Total Recorded Crime rose by 7.3% (+19500) driven largely by increases in recorded Domestic Abuse (+38.9%, which equates to +16000 crimes recorded) and stalking and harassment offending. A significant proportion of increases in these particular crime types can be attributed to improvements in our crime recording practices which, for example, for Domestic Abuse saw the number of crimes recorded per incident increase from 0.5 to 0.9¹.
8. Our overall assessment at the start of the new financial year is a positive one though. Highlights include our response to emergency demand and wait times being on target. Acquisitive crime being held at low levels – burglary is lower now than it was this time last year, when we were in full lockdown; robbery and vehicle crime are also low. We had nearly 200 active drugs operations, a high percentage of which were linked to County Lines drug dealing. We also oversaw an increase in intelligence-led firearms recoveries.
9. The below infographic summarises the KPIs for month-ending April 2021.

¹ To provide a longer-term perspective on this, Crest Advisory have conducted a study for us examining the significant year-on-year increases in domestic abuse we have witnessed in the West Midlands, which is due to conclude shortly.



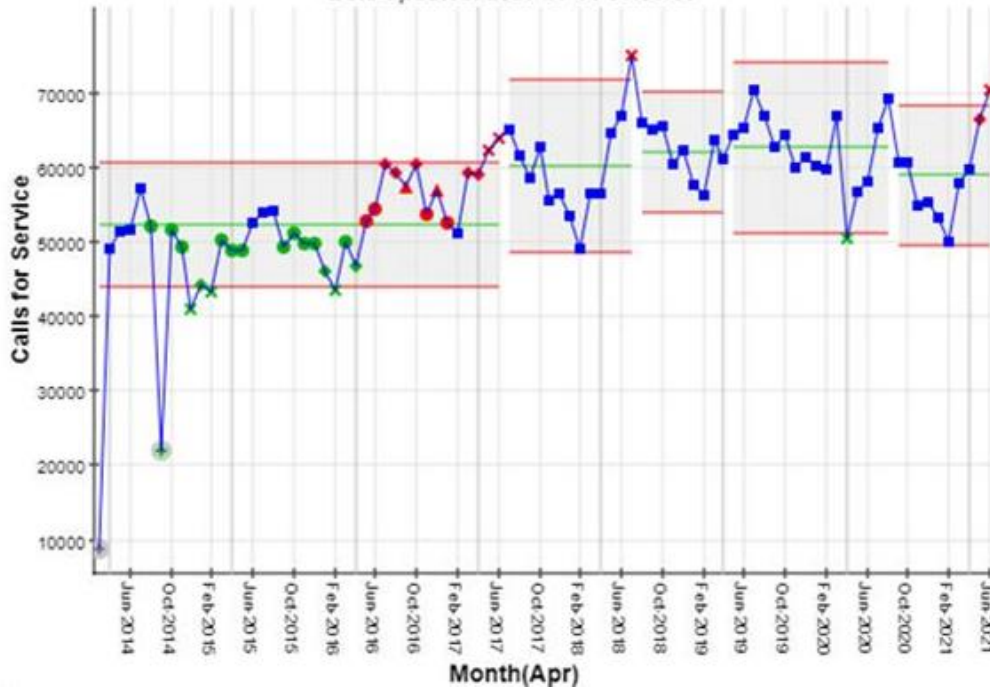
- In the next section WMP we will provide an outline commentary on those areas assessed in the Poor or Needs Improvement categories.

Non-emergency Demand (101 and Online)

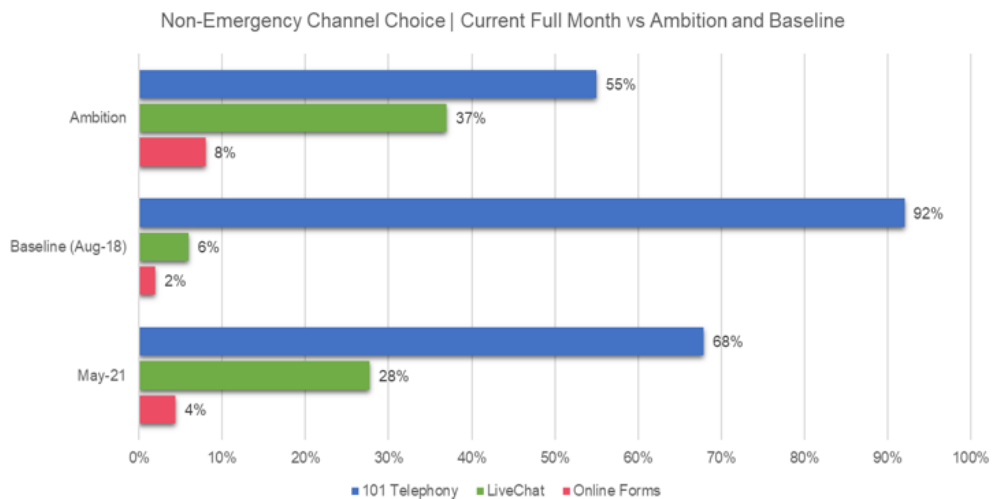
- Following the lifting of Step 3 Covid-19 restrictions on 17th May coinciding with a spell of warm seasonal weather, the West Midlands, as well as the whole of country, has seen a significant increase in demand. This has translated to calls for service, as measured by volumes of 999 calls and 101 calls, as well as live chat that have regularly passed 6000 records a day. This number is similar to the peak pre Covid-19, but has continued for a period of at least a month at the time of writing. May 2021 was the first month more calls were received on the emergency channel rather than non-emergency. This level of demand has put pressure on service levels in terms of timeliness of answering the demand channels. The priority is always to answer emergency calls and resource is dynamically moved to ensure this channel is prioritised, however this has meant wait times for 101 and live chat have been outside those of the service standards in our Citizen Charter. For May, 56% of 101 calls were answered within the three minute service standard and currently (June) 40%, hence the red poor grading versus the performance framework.

Calls for Service : Emergency calls (999) : (By Month(Apr))

Data Updated: 2021-07-01 06:00:00



12. Currently 68% of non-emergency demand is handled via telephony, this has reduced from 92% in 2018 and is making progress towards our ambition of 55%. Live Chat now makes up 28%, with May seeing on average 615 chats per day. During the hours when our automated chatbot Bob-E was active, 29% of chat demand was deflected away from a call handler.
13. Online incident reporting (including Claire’s Law and Sarah’s Law –since January 2020; Social Breaches – since April 2020; and, RTC reports – since June 2020) currently makes up 4% of non-emergency demand – almost 100 a day. This was higher during the peak of the pandemic as online social breach forms were high in volume. The three months to April 2021 saw the non-emergency demand dealt with on digital channels decrease; but this has increased since.



Increase community volunteers (Cadets)

14. Currently 458 young people are engaged with the Cadet scheme across 16 different units. The Force actively supports the running of the cadet units with many of the leaders being WMP employees. To truly embed the cadet units into local neighbourhoods, the ambition is to actively recruit local community volunteers as leaders. In this year's performance framework, the plan is increase the number of cadet units being run by community volunteers; currently five units are in this position. Unfortunately this number has not increased over the last couple of months, hence the poor rating, however it was always acknowledged this is a stretching target, with Cadet units returning to face to face meets, this will increase recruitment opportunities. Continued use of Twitter, Coventry City of Culture to increase external recruitment and new roles (supporter / fundraiser / administrator) to go to the Citizens in Policing governance board (June 2021) to further increase community engagement.

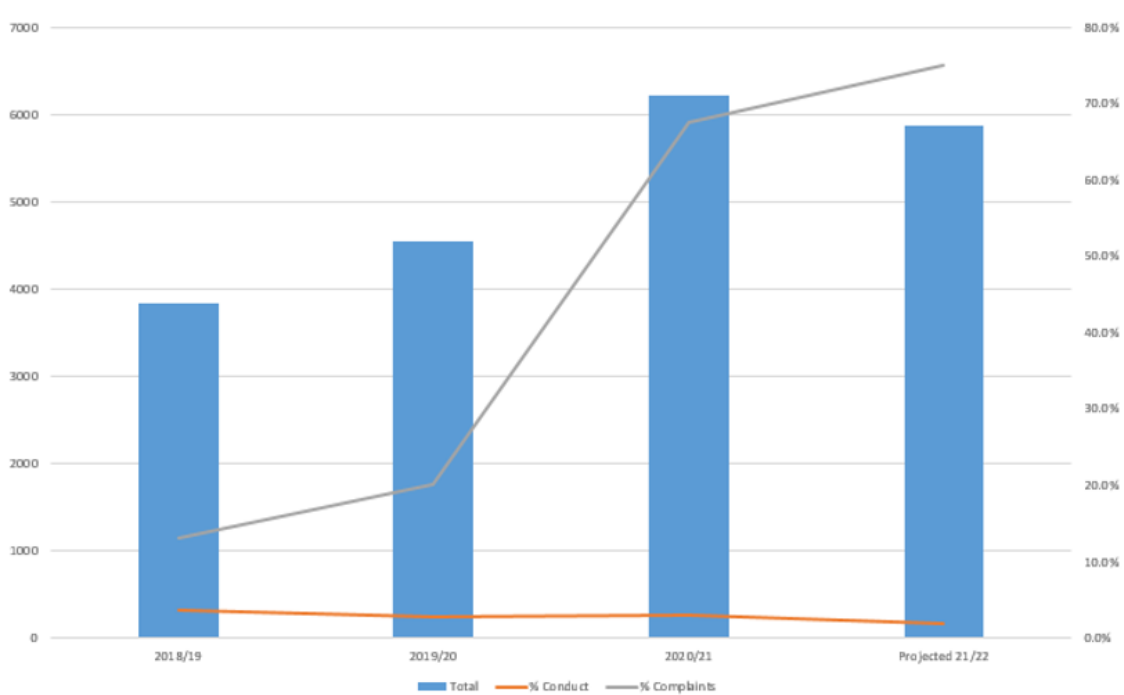
WMNow sign ups

15. WMNow is a free community messaging system that delivers up to date information from police and partners. The Force has been using the system for the last few years and alerts get sent from neighbourhood teams as a way the Force can digitally target relevant messages in a quick and accessible way. The system also allows surveys to be done assessing community feedback and victim satisfaction surveys.
16. The Force currently has 113,504 subscribers to WMNow with approximately +1000 growth every month. This growth has been fairly stable for the last two years. The assessment of Needs Improvement is because whilst subscribers have increased, it is not occurring by an accelerated amount sufficient enough to show sustained improvement. A key area of focus is to have subscribers within Impact Areas; the ambition is to see higher growth in impact areas in comparison to non-impact areas. This rate has increased to 8.3% of all WMNow subscribers living in Impact Areas vs 8.1% living in Impact Areas at end of 2020/21. Over the last two months the Impact Area of Lozells alone has seen an increase of 49% in subscribers.



Reduce length of Professional Standards investigations

17. The levels of complaints into the professional standards department (PSD) continue to increase with over 6000 complaints recorded in 2020/21. The majority of this is due to the introduction of new regulations in what now is classified as a complaint and the ease of contact with WMP to record complaints.



18. The chart above shows the increase between 2020/21 and previous years. Based on the first two months of data, it is expected to be almost as high this year, but with a higher percentage of complaint cases in the overall workload (i.e. a reduction in the percentage of conduct cases).

19. The timeliness of investigations is a key measure and had been as high as 406 days in 2019, this reduced to 303 days last year. There is still work to be done to reduce this number hence the Needs Improvement rating.

20. Complaints – total live 1,230 (average working days 97). Conduct – total live 132 (average working days 195). Miscellaneous – total live 222 (average working days 203).

Increasing under represented colleagues

21. The grade of Needs Improvement has been given for Increasing under represented colleagues, as whilst female representation of joiners continues to exceed current Force strength for all person types except Police Staff, female representation of joiners within the last 12 months was below our baseline at 45.4% and female representation of leavers within the last 12 months was above our baseline at 41.1%.
22. The representation of under-represented groups amongst joiners continues to exceed current Force strength for Officers and Staff, though remains below the 30% target. Within the last 12 months, representation of under-represented groups in total joiners across the Force was 18.8%. White Other representation in total joiners across the Force within the last 12 months was 3.2%.
23. The representation of under-represented groups in leavers within the last 12 months was 15.4%. This is as a result of a slight increase in the volume of under-represented group leavers across the Force; with increases in representation amongst leavers for Officers, Staff and Specials. White Other representation in leavers within the last 12 months was 2.6%.

Measure	Female		Under-represented groups		White Other	
	Baseline (Apr-20)	Current (May-21)	Baseline (Apr-20)	Current (May-21)	Baseline (Apr-20)	Current (May-21)
Joiners	48.9%	45.4%	18.5%	18.8%	2.8%	3.2%
Leavers	40.6%	41.1%	11.6%	15.4%	2.4%	2.6%
Strength	43.1%	43.7%	13.1%	14.0%	2.1%	2.3%

Increase in core skills

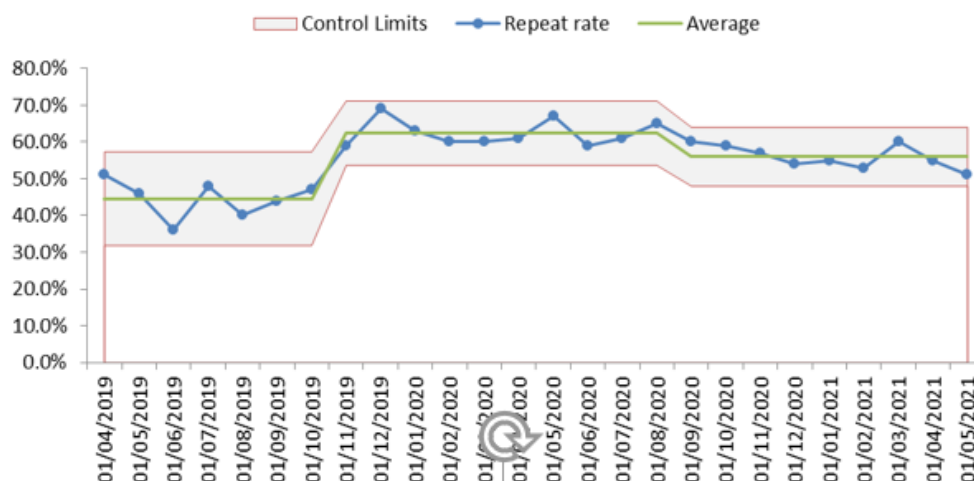
- As of 1st May 2021, the assessment around specialist skills within the Force is Needs Improvement. Looking ahead to the planned course spaces available from 1st May to 31st July, the ability to close these gaps is limited; with training capacity continuing to be constrained by social distancing limitations. A movement towards normal capacity is expected though in line with government restriction relaxation and progress can already be seen with increased capacity in face-to-face Public Order Training at Cosford, alongside resumption of cyclical training courses and the planning of face-to-face delivery for some Investigative training options. There are currently 940 skilled **Taser Users** in Force (55.6%) of the required 1691.
- There are 91.4% skilled Constables of the required 1237 in **Standard Car Driving**, albeit there are only 77% skilled Constables of the required 474 in **Advanced Car Driving**.

- WMP is required to contribute 320 of the 500 regional requirement for **CBRN Responders**. There are 153 skilled (47.8%) currently.
- WMP have sufficient volumes of **Public Order Level 3 Constables** trained, with all Student Officers also receiving the training input.
- WMP have 59.9% of the required 1323 **Public Order Level 2 Constables**; though this falls to only 45% deployable nationally.
- Of the 63 required **PSU Commanders**, there are only 30 who are currently trained and of Inspector rank (and above) who could be deployed within Force. This falls to 22 who could be deployed nationally. This is of particular concern, contributing to the failure of the last 4 test exercises.
- In addition to the planned course spaces stated for Specialist Skills, there are 196 Initial and 955 Refresher planned courses spaces for Personal Safety Training (PST), given in-ticket PST is required for Taser and Public Order skills.

Reduce repeat missing children

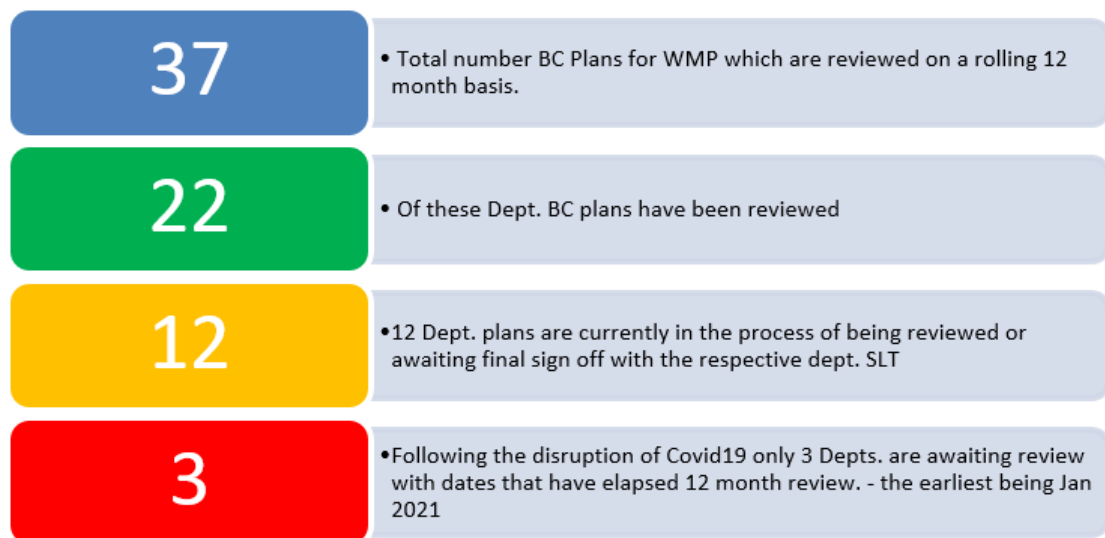
24. The repeat rate of under 18s stepped up in November 2019 which is linked to the adoption of APP and the removal of the 'absent' category. This remained stable until September 2020, when this began consistently reducing until March 2021. This coincides with the relaxation of the Covid-19 lockdown rules. The repeat rate for April 2021 was 55% which reduced to 51% in May 2021 (<50% good). A number of partner agencies have responsibility too, especially local authorities, so WMP operate with a joint approach to give these cases appropriate focus.

U 18 Repeat missing rate



Increase Business Readiness

25. The business readiness measure incorporates both the business continuity (BC) programme and the testing and exercise (T&E) calendar. In terms of BC at the end of April the position is summarised below:



26. The progress around the T&E calendar is shared on a quarterly basis with the performance panel where findings and learning can be disseminated.

D. National Policing and Crime Priorities

27. The Elected Local Policing Bodies (Specified Information) (Amendment) Order 2021 requires the publication of information relating to the Force's performance against the Government's national priorities for policing. The government's priorities for policing are to: reduce murder and other homicide; reduce serious violence; disrupt drugs supply and county lines; reduce neighbourhood crime; tackle cyber crime; and improve satisfaction among victims with a particular focus on victims of domestic abuse. The government has set June 2019 as a baseline. The government intends to measure national performance against the priorities via a number of measures that will be reported to the National Policing Board.
28. The Order requires PCCs to provide a statement on the contribution of their force to achieving improvements against those priorities. Home Office non-statutory guidance recommends that this statement includes:
- reflections on force performance and how the force has contributed towards the delivery of the national measures, including contextual information that might help explain that contribution
 - a summary of planned action for the next quarter to drive the force's performance against applicable measures
 - an explanation of which of the measures are assessed to be applicable and which are not applicable in the local context, including the reasons for that assessment
29. The Order requires that this statement is published at the same time as the Police and Crime Plan, and that it is reviewed quarterly, and any variation published, within one month following publication of an annual report on the force by HMICFRS. Government guidance also says that quarterly updates should be made following the publication of quarterly crime statistics.

30. In accordance with the timetable for production of the new 2021-2025 Police and Crime Plan, the first statement will be published in October 2021. Work is underway to identify local measures for reporting against the national priorities and measures.

E. Next Steps

The board is asked to note the contents of this report.

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