



Strategic Policing and Crime Board

22nd February 2022

Police and Crime Plan Priority: Regular Item

Title: National Policing Priorities and Police and Crime Plan Scorecard

Presented by: Deputy Chief Constable Vanessa Jardine & Mark Kenyon

Purpose of paper

1. To provide an overview of performance against the National Crime and Policing Measures in a format to be used as West Midlands Police's (WMP) official statement on performance and activities undertaken.
2. This statement is published along with a statement from the Police and Crime Commissioner as well as a Police and Crime Plan Key Performance Indicator (KPI) scorecard for measures where data is currently available.
3. This report meets the requirements of the Elected Local Policing Bodies (Specified Information) (Amendment) Order 2021.

National Policing Priorities – West Midlands Police Statement

Measure: Reduce Murder and other homicide

4. The volume of Homicides in West Midlands has remained relatively stable in recent years averaging five a month. Volumes from January 2021 to December 2021 saw 46 homicides, compared to 52 in the year ending June 2019 baseline (National Baseline set by Home Office), a 12% reduction
5. A significant proportion of homicides are often linked to Organised Crime Groups activity (13%) or domestic-related offending (23%). Analysis of victims and offenders also show the high proportion of victims (33%) and offenders (56%) that are under the age of 25. Almost one in four homicides take place within WMP's Impact Areas.
6. These factors will drive activity towards improving performance over the forthcoming quarter - Domestic Abuse, especially a focus on offenders, and Gang Related Violence

remain Force Tactical Priorities for the next period. Operation Maximise has already seen a reduction of 300 suspects for Domestic Abuse whilst serious youth violence activity has resulted in 100 arrests, 365 stop and searches, 53 weapons recovered, 84 referrals and over 200 intelligence reports.

7. Proactive joint work with Guardian Task Force, CMPG / Traffic and local policing to combat Serious Youth Violence within Operation Fresco – a BW operation into organised crime group and urban street gang activity – helped achieve the higher than average outcomes.

Measure: Reduce Serious Violence

8. The national measure for Serious Violence relates to hospital admissions, after seeing several years of increases, levels of hospital admissions for under 25s with sharp object wounding have reduced since the peak in the baseline year (2019). The last 12 months (November 2020 to October 2021) saw 145 episodes, a reduction of 70 compared to the national baseline ending June 2019. The last 12 months' hospital admissions have been stable at between 10-15 each month. Police recorded crime data for Violence With Injury is showing an increase of 12% vs year ending June 19, a part of this is improvement in Crime Data Recording. The biggest increase has coincided with introduction of Connect. Overall Knife Crime is also increasing + 23% but is similarly linked to better recording as majority of knife crime is robbery which is reducing but more knives are being recorded as used. One of the biggest rises in crime is around possession of weapons (+52%) however this isn't recovery of more weapons totally but again more crimes where weapons are mentioned in the offence.
9. Firearm discharges saw 162 incidents in the baseline 12 months; this has reduced by 15 in the year ending December 2021 to 147. In the last quarter a total of 33 discharges took place – none were fatal, although injury was caused in 13 of the incidents. 12 of the 33 discharges can be linked to gang-associated nominals / gang activity. A further seven discharges were linked to drug dealing / county lines activity. Shotguns have been the most commonly used firearm this quarter with a shotgun being discharged in 20 of the 33 discharges (61%).
10. WMP's response to firearms is through Operation Captiva. This coordinates firearms activity throughout the Force, understanding the current threat picture and monitoring performance. This quarter there have been 36 firearms warrants, 64 drugs warrants and 196 Captiva visits reported on at the weekly Captiva meetings, these levels are very similar to those reported on in the last report in September 2021
11. Project Guardian is WMP's response to Serious Youth Violence. Within this response WMP has a dedicated operational resource, the Guardian taskforce, a team of 22 officers with enhanced training around behavioural tactics to support focused operational activity in hotspot areas. The taskforce brings a structure with them to deployments to promote enhanced local engagement, to set objectives with the community around violence and apply scrutiny to stop and search and police tactics.

The Guardian taskforce is currently deployed into Birmingham West but is reviewed as part of the Force Tasking Process

12. Additional funding from the Home Office is deployed in the following ways: Extended Neighbourhood Policing Unit (NPU) budgets for hotspot policing in Impact Areas; a Night Time Economy fund that is biddable by all eight NPUs based on bespoke plans
13. WMP are committed to support the Violence Reduction Unit (VRU) as a key partner. The Violence Reduction Unit is a partnership organisation that aims to reduce violent crime across the West Midlands region. It benefits from the expertise of partners in public health, criminal justice, sports, education, and policing in order to take on a collaborative approach towards reducing violence. WMP invest a Chief Inspector and two Inspectors into the VRU to support programme delivery and integration. The effective partnership between WMP and VRU is critical to addressing serious youth violence in the short, medium and long term, not just from the perspective of what we do but how we do it. As a partnership organisation, the VRU report separately but are a key member of Strategic Violence board and Local Policing Governance board
14. A new strategic group chaired by Assistant Chief Constable Claire Bell has been launched to target Violence Abuse and Intimidation against Women and Girls and a strategy has been produced. A series of delivery plans will support this strategy

Measure: Disrupt Drug Supply and County Lines

15. Referrals into Drug Treatment have increased over the last calendar year from 1,087 to 1,229
16. Drug Testing in Custody was paused for most of 2021, but recommenced in October. Since then, 707 tests have been undertaken with a positive rate of 58%.
17. Year-to-date, there have been 1,685 positive drug disruptions. Of these, 286 County lines disruptions have been recorded, with 568 arrests with 157 charges
18. Between January and December 2021, 124 referrals were made to the National Referral Mechanism (NRM) which mention County Lines as a criminal exploitation sub-type

Measure: Reduce Neighbourhood Crimes

19. The national measure will be based on the Crime Survey for England and Wales, but this isn't available at Police Force Area level, so recorded crime will be used as a proxy
20. Total Burglary has been reducing since the peak in November 2018, partially helped by more hybrid working following lockdown, meaning more people are working from home. The year ending June 2019 saw West Midlands record 28,675 Burglaries; in the last statistics produced by the Home Office, this had reduced to 19,018, a 34%

reduction. After three quarters of 2021/22, the levels are still below the pre-Covid baseline, although slightly up compared to 2020/21

21. Robbery saw a peak in offending in October 2018 and the year ending June 2019 saw 8,945 robberies recorded. The last full 12 months of data saw 7,509 robberies, a 16% reduction. Following the successive lockdowns, with the return of schools and the night time economy, robberies have started to rise and November 2020 figures were comparable with November 2019
22. Vehicle Crime is currently down 16% compared to the baseline, however the last few months have seen an upward trajectory – especially around theft of vehicles – with December being the highest month for several years. An issue with global supply for car parts is driving demand for these parts, including microprocessors and semi-conductors, and the increased demand for second hand vehicles has pushed volumes up significantly in last 12 months. Keyless entry is now the preferred way to steal vehicles. Theft of Vehicle has been elevated to a Force Tactical Priority and a sophisticated communications plan to raise awareness and promote crime prevention advice is underway
23. Theft from Person has reduced by 1% compared to the baseline, however, these numbers have started to rise with November being the highest month for three years. Theft of mobile phones is a significant contributor to this, especially in the night time economy

Measure: Improve Satisfaction

24. There is no local data for the national measure since before the pandemic hit, however the previous Crime Survey for England and Wales sample showed West Midlands to be below the national average for perceptions that police do a good job
25. WMP, in partnership with the Police and Crime Commissioner's office, has developed a Citizen Charter and service standards. The Charter essentially outlines the minimum standards that WMP intends to uphold whenever and wherever it deals with citizens. It was developed following consultation with members of the public and WMP employees and acts as a guide both for employees and citizens, letting employees know what is expected of them, and informs citizens what to expect from WMP
26. Following the pilot of an SMS survey in late 2020, the citizen satisfaction project embedded this survey tool into business-as-usual from February 2021 onwards, giving an increased voice to the public about the service they have received. The survey obtains real time service satisfaction from the public across a much wider range of police involvement that our previous surveys have been able to.
27. Information from SMS surveys is segmented against multiple factors, including incident type, caller demographics, location, day of week, time of day and down to team and individual level in order to gain insight, learn, develop and reward. The survey is

reviewed regularly to learn further and make any necessary adjustments and explore long term impacts

28. The SMS survey is sent to all people who contacted us via telephone for all incident types which are deemed to not put the public at risk or be insensitive around the nature of the call. Work is ongoing to develop a process that captures feedback from vulnerable victims and witnesses without placing them at any risk
29. Current response rates for the SMS surveys are 10%, which is higher than the 6% response rate for previous email surveys. 51% of respondents provide us with free text comments. 50% of respondents provide us with their demographic data
30. During the last quarter the SMS survey roll out has included Initial Investigations and the telephone-based Priority Investigations. Data from December showed that 79% of respondents were happy with the service they received and only 17% would have preferred a face to face visit from an officer
31. Further roll outs of the SMS surveys are scheduled for Force Criminal Investigation Department (FCID) and Neighbourhood Policing Units in 20

Measure: Tackle Cyber Crime

32. The National Measure data is not available at police force area level. Therefore, proxy measures on online and fraud offences will be used, this will be from WMP data systems rather than Home Office data
33. Similar to the national picture, online and fraud offences have jumped up significantly since the pandemic. Compared to the 2019 baseline, cyber enabled offences have seen almost a five-fold increase
34. Cyber enabled offences have more than doubled in last 6 months compared to similar period pre-pandemic, with November recording 2,738 offences, the highest monthly total ever recorded categorised as happening online. This now makes up 9% of all crime in the region. Although some of this may be a product of improved crime recording methods and the better identification through the introduction of CONNECT, nationally Fraud had seen a 36% increase compared with the year ending September 2019. This included large increases in “advance fee fraud”, “consumer and retail fraud” and “other fraud” and may indicate fraudsters taking advantage of behaviour changes related to the coronavirus (COVID-19) pandemic, such as increased online shopping and increased savings. Computer Misuse offences have also nationally increased by 89% compared with the year ending September 2019, largely driven by a 161%

increase in “Unauthorised access to personal information (including hacking)” offences.¹

35. Reports to Action Fraud continued to increase in the last calendar year, although this trend slowed since the summer. This has also been seen with investigations disseminated to West Midlands Police from other agencies reducing by 4% across the calendar year compared to 2020
36. Identify fraud, such as impersonations for credit cards, remains the most common type of Fraud with about 60% of all fraud reports

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¹ [Crime in England and Wales - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk/crime-in-england-and-wales)

National Policing Priorities – West Midlands Police and Crime Commissioner Statement February 2022

Introduction

37. This statement meets the requirements of the Elected Local Policing Bodies (Specified Information) (Amendment) Order 2021 as it pertains to the National Policing Priorities.

Homicides and Serious violence

38. Levels of homicide are lower than the baseline year ending June 2019. Levels of hospital admissions for under 25s with a sharp object and firearm discharges are also decreasing. These developments are welcome.

39. That said, HMICFRS has noted that West Midlands Police are tackling higher levels of serious crime, such as firearms and knife crime offences, when compared to other force areas. Some forms of violence have been rising in the West Midlands for several years, driven in no small part by poverty, deprivation and inequality. The West Midlands faces the highest overall level for crime severity

40. Local authorities in more deprived, urban areas, have seen much greater cuts to funding than those serving more affluent areas. It is no surprise then that forces like West Midlands Police are faced with a more challenging environment than forces in less disadvantaged areas. It is important that the police funding formula review reflects these realities

41. Over the past couple of years, serious youth violence is an area in particular which has increased within the West Midlands. For the current financial year to date, serious youth violence has increased by almost 20% on the same period in 2019/20, in part driven by changes in crime recording practice. Instances of serious youth violence where a knife was used remain stable. The development of multi-agency violence reduction activity in the immediate aftermath of an incident, providing support to young people if involved or connected, is growing in importance as a means to stop the transmission of violence

42. Whilst robust policing is key, the prevention and tackling of violence can only be achieved through strong and sustained partnership activity, in which communities play a leading role. The West Midlands Violence Reduction Unit continues to play a key role; drawing upon the expertise of partners in public health, criminal justice, sports, education, and policing in order to take on a collaborative approach towards reducing violence. The development of innovative schemes such as “Step Together” – which protects 18,000 children in the region on their route to and from school – demonstrate the innovation and capacity evident in local violence reduction partnerships. The announcement by Birmingham City Council of significant new investment in youth services to support violence reduction – albeit only for a year initially – shows the strong partnership approach we have in place

43. At the close of Q3, 10, 579 children and young people, and 184 adults had been supported through VRU partnership interventions, 321 young people had received

intensive therapeutic support and over 200 young people had been able to access cognitive behaviour therapy through the VRU funded Heal Hub

44. Serious youth violence will be the subject of an upcoming HMICFRS joint thematic inspection. I trust that HMICFRS will consider the wider systemic factors in relation to violence. I await the insights that result from this inspection and, in particular, any examples of best practice in regards to partnerships and in implementing the serious violence strategy. In the meantime, I will continue to work with West Midlands Police and the partnership that supports the West Midlands Violence Reduction Unit to prevent and reduce violence. Future inspections need a more fully joined up approach, properly encompassing health, education and social care as well as criminal justice agencies
45. We await public confirmation of multi-year funding for violence reduction. While a commitment to multi-year funding is welcome, the partnership will consider both whether the level of funding is comparable to that received in previous years, and the implications of the likely requirements for local match funding. We will work together as a partnership to develop co-commissioning approaches where possible
46. Work to develop West Midlands Police as a “trauma informed” organisation continues, with over 400 WMP officers and staff taking part in bespoke training to date. The need to expand this work and, importantly, identify resources that can support training in partner organisations, is clear. The value of trauma informed practice in custodial environments is becoming very clear

Drug Supply and County Lines

47. Robust enforcement action against those producers, suppliers and dealers involved in the drug economy to disrupt the supply of drugs, and effective action to safeguard those coerced into involvement in the drug economy, remains in place, supported by both West Midlands Police, the West Midlands Regional Organised Crime Unit, and other partners. Performance in this regard has been strong. Reducing demand for illicit drugs is key to this issue and I continue to work with partners to divert individuals who commit low-level drug offences away from the Criminal Justice System towards harm prevention and treatment
48. Within West Midlands Police’s statement, it is noted how we have seen increases in onward referrals to specialist treatment over the past year. Further, we are also seeing increases in the proportion of offenders who are engaged with treatment services
49. A key strategy in diverting individuals towards treatment and harm prevention is the use of alcohol treatment and drug rehabilitation requirements as part of sentencing. There has been an increase in the proportion of offenders who are eligible for these, with some encouraging case studies showing that offenders are engaging regularly and providing negative screens

50. The launch of Harm to Hope, the new national drugs strategy, offers some potential for further development of drug treatment services. I am hosting a partnership event to develop collaborative working in this area. There are interventions best delivered at local authority, Force and regional levels, and the event will explore these opportunities. It is hoped that the forthcoming commissioning framework will support innovative collaborative working of this sort, with funding flexibility to respond appropriately
51. The Violence Reduction Unit continues to support the prevention of exploitation of young people through County Lines, with many precursor risk factors overlapping with involvement in serious youth violence. The VRU leads a nationally recognised partnership silver function, coordinating wider prevention activity to complement ROCU and police proactive activity, and has also supported the development of local authority and police exploitation hubs. The regional multi-agency Criminal Exploitation and Missing Board brings partners together to progress important shared policies across police, children's services and the health sector such as forced concealment, safer relocation and the provision of new services for reachable moments for girls and young women who have become caught up in county lines
52. The likely break in provision of the County Lines victim support service, caused by Home Office procurement planning, is of particular concern. The service, funded directly by the Home Office, may end in March 2022, with 80 young people in our region currently receiving support, while tendering for a new service gets underway. The current provider is not taking new referrals and is issuing notices to staff. With the upcoming Easter Holidays seeing likely increased risk, the decommissioning of the service is causing concern among Directors of Children's Services and other safeguarding partners locally

Neighbourhood crime

53. My Police and Crime Plan commits West Midlands Police to reductions in acquisitive crime, including burglary, robbery, and theft of motor vehicles
54. Historically, the West Midlands have seen higher rates of robbery than most similar police forces elsewhere and so welcome the reductions being seen on the baseline
55. The increases which are starting to be seen in theft from the person offences is an area which we will monitor, a long-term trend of decreasing robbery and increasing theft from the person might suggest a change in tactics in this space. It is understood that the night time economy has been driving an increase in violence over the past 6 months, and so an increase of mobile phone theft in the night time economy at the same time is something which needs more understanding. I will continue to support West Midlands Police to work closely with night time economy businesses
56. The increases which are being seen in vehicle crimes over the previous quarter are noted. Keyless car theft is an issue which has been raised previously. From our analysis, some types of cars appear to be more susceptible and/or more targeted than

others. I will be working with car manufacturers to understand what can be done to help owners protect themselves from car thefts. There is a need for action on preventing the sale of equipment that can be used to facilitate keyless car theft. It is likely that some keyless car thefts are linked to serious and organised crime for export. There is a need to better understand whether stolen parts are finding their way into the mainstream economy

57. I have committed to rebuilding community policing, with the objective of both reducing the measurable harm caused by crime in high priority neighbourhoods, and perceptions of crime and anti-social behaviour in these areas. We are reviewing the use of anti-social behaviour powers across the Force to better understand their effectiveness. The Police and Crime Plan includes a commitment to make better use of management information to understand the efficacy of local policing

Victim satisfaction

58. We are continuing to work with West Midlands to build up a picture of satisfaction locally. Recent trials in SMS surveying are promising but we are still working on presenting a more comprehensive picture of satisfaction within the West Midlands
59. We know that demand for Police services within the West Midlands are at an all-time high, with wait times longer than they should be on some channels. The PEEL inspection 2021/2022 shows that the police funding model is failing to allocate resources appropriately to address threat, risk and demand. West Midlands Police is an efficient police force, yet, as the Inspector's commentary notes, lacks the capacity and resources to cope with the demand it faces
60. I will work with West Midlands Police to ensure that resources are made available, where possible, under the uplift programme and to tackle the national failure to fully implement the existing police funding formula
61. Victims services funding is a barrier to the services victims receive. With the exception of COVID-19 funding, core victims service has had a real terms reduction over a number of years. It is notable that the end of some short-term funding streams means that total funding available for victims in the West Midlands in 2022-23 will fall by about half a million pounds
62. My Victims Commissioner is undertaking work with criminal justice partners to understand and improve the experiences of victims in the criminal justice system. We are working as a criminal justice partnership to assess and improve our compliance with the Victims Code, and made a significant contribution to the consultation on the proposed Victims Bill
63. The Force is undertaking an externally supported review of its investigatory processes in preparation for our participation in Operation Soteria, starting in March 2022. More broadly, we are further developing our approaches to obtaining information regarding trust and confidence in West Midlands Police

64. This year we will be developing an “Ending Male Violence Against Women and Girls Alliance” to work with partners to prevent crimes against women and girls and respond effectively when they take place. My Police and Crime Plan includes a number of specific objectives in this area, including increased use of civil enforcement powers, respond more positively to breaches of civil orders, and improving the provision of domestic abuse perpetrator interventions. Collectively this will lead to improvements in support to victims
65. I am satisfied that West Midlands Police has made significant progress in compliance with crime recording standards, thereby offering greater assurance that victim experiences are being captured more fully. However, the consequences of this compliance in matters such as likely criminal justice outcome rates and the challenges associated with “decriming” an incident need to be fully understood. The implications of the “DG6” charging guidelines also merit further examination

Fraud and cybercrime

66. The rises seen in cybercrime and fraud are a concern. Fraud and computer misuse offences increased during the pandemic at a time when other crime saw decreases. Despite this and its continued increase, fraud continues to be treated as a low-priority or victimless crime
67. The HMICFRS report on fraud in 2021 concluded that there was a need for a greater investment into anti-fraud capabilities. This investment needs to match the scale of the problem. However, subsequent government announcements since the Investigators conducted their revisit, such as the Beating Crime Plan, fall considerably short of the mark
68. I will continue to increase awareness of cybercrime and fraud, and the steps people can take to protect themselves. I will continue to work with partners locally, utilising the West Midlands Fraud Board to monitor rates of Fraud and Cyber Crime and to direct action as appropriate. However, more needs to be done to make fraud a priority nationally

Reporting frequency

69. Reports on performance against the Police and Crime Plan and the National Priorities will be reported at the Strategic Policing and Crime Board on a quarterly basis, with the latter required by the Elected Local Policing Bodies (Specified Information) (Amendment) Order 2021.

Recommendations

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

Appendix A – Police and Crime Plan KPI Scorecard

Rebuilding community policing			
Sub-Objective	Key Performance Indicator	Current / Latest	Historical Performance / Benchmark
	Meet or exceed the Police Officer Uplift target of 1,200 new Police Officers	216 Y2 actual [Jan 22]	368 Y2 allocation
	By doing so, total number of Police Officers in the West Midlands will increase to over 8,000	7,495 [Dec 21]	6691 [Apr 20]
	Monitor the numbers and reasons why Police Officers leave West Midlands Police and put in place action plans, where required, to ensure we support and retain our Police Officers	46% retirement, 24% left due to a transfer out, and 18% resigned	
	Utilising the Police Officer Uplift target, we will increase the number of neighbourhood Police Officers by 450	1,658 [Sep 21]; increase of 181	1,477 [Apr 20]
	Increase the amount of time Police Officers spend in local areas, in particular within the 19 Impact Areas	In development	
	Support and maintain the 464 PCSOs within the West Midlands	468 [Jan 22]	464 [Apr 21]
	Increase the number of Special Constables along with the proportion who complete 16 hours per month	305 [Jan 22]; proportion who complete 16 hours in development	283 [Apr 21]; proportion who complete 16 hours in development
	Increase the number of residents signed up to West Midlands Police's <u>WMMNow</u> community messaging system, in particular those residents who live within an Impact Area	Impact Areas which have not seen a 10% increase: Smiths wood (2.9%); West Bromwich Central (3.4%); Three estates (5%); Princes End (7.2%); Brierley Hill (8.9%).	
	Work to reduce the levels of harm seen within Impact Areas in terms of severity of crime	Impact areas seeing a continued increase in harm: Birmingham City Centre, Edington, Dudley Central, Sparkbrook and Sparkhill, and Chelmsley Town	
	Monitor the estimates for perceived high levels of anti-social behaviour and the percentage of respondents saying that the police and local council are dealing with the anti-social behaviour and crime issues that matter in the local area from the Crime Survey for England and Wales (CSEW) – We will use these estimates to inform action locally.	Awaiting latest publication	Perception: WMP 17% GM 9; M 8; WY 12; E&W 7 [2019/20] Dealing with: WMP 52% GM 49; M 52; WY 47; E&W 52 [2019/20]
	Monitor the number and rates of anti-social behaviour incidents reported to the police, targeting resource as required through Community Safety Partnerships	28,008 [YTD Jan 22];	61,206 [same period last year]

Preventing and Reducing Crime

Sub-Objective	Key Performance Indicator	Current	Historical Performance/ Benchmark
Violence against women and girls	Reduce the number of outstanding suspects for Domestic Abuse offences awaiting investigation	2362 suspects; 2674 crimes 965 suspects; 1063 crimes (Repeat DA) [Jan 21]	
	Reduce the repeat rates for Domestic Abuse offences, both in terms of repeat offenders and victims	999 victims; 1086 suspects [Oct 21]	
	Reduce the length of time Rape investigations take within West Midlands Police	405 investigations concluded 85 days average [Oct 21]	
	Reduce the proportion of DA cases where the suspect is released under investigation rather than being bailed with conditions	In development	
	Increase the proportion of breaches (DVP notices; non-molestation orders) which result in an arrest	Positive outcome rate 30% [YTD Jan 22]	35% [Same period 2020/21]; 55% [Same period 2019/20]
	Increase the number of Domestic Abuse offenders which are managed through IOM/Probation	In development	
	Monitor the number of reports via the National Referral Mechanism which relate to Modern Slavery and work to build a more accurate picture of Modern Slavery within the West Midlands	594 (non-crime) 978 (crime) [YTD Jan 22]	441 (non-crime) 698 (crime) [Same period 2020/21]
Bringing offenders to justice	Identify the reasons for and ultimately reduce the number of investigations which are discontinued due to insufficient evidence where the victim	DA OC15 19%; OC16 74%	DA: OC15 23%; OC16 65% Rape: OC15 21%; OC16 40% [Same period 2019/20]
	supports police action (Outcome 15) and where victims feel unable to support police action (Outcome 16)	Rape: OC15 13%; OC16 56% [YTD Jan 22]	
	Increase the positive outcome rates for Domestic Abuse, Rape, and Stalking and Harassment offences above levels where they have typically been historically	DA 4%; S&H 2%; Rape 2% [YTD Jan 22]	DA>6%; Rape>5%; S&H>8% [Target]
Reducing the harm caused by illicit drugs	Monitor the number of drug trafficking offences recorded by West Midlands Police, directing resource appropriately to tackle supply	1,968 [YTD Jan 22]	1,326 [Same period 2019/20]
	Monitor the number of reports via the National Referral Mechanism which are flagged as County Lines related	124 [Jan – Dec 21]	89 [Jan – Dec 20]
	Increase/improve disruption activity by West Midlands Police as part of pro-active drug supply investigations	1685 total disruptions; Of which, 286 County lines disruptions have been recorded [YTD Nov 21]	372 total disruptions [Same period 2020/21]
	Monitor the number of drug related deaths in West Midlands, acting accordingly where there are significant increases [deaths related to drug misuse]	455 deaths; 5.5 rate [2018-2020] {GMP: 554; 6.9 / Merseyside: 378; 9.6 / West Yorkshire: 500; 7.6}	335 deaths; 4.1 rate [2015-2017] {GMP: 480; 6.0 / Merseyside: 280; 7.1 / West Yorkshire: 381; 5.7}
	Increase the number of suspect/offenders in custody being referred into drug treatment where a need is identified	1,229 [2021]	1,087 [2020]
	Monitor proportionality in the use of diversion	Monitored as part of the Reducing Reoffending Delivery Group	
	Increase the use of Out of Court Disposals for low level drug offences, such as those given via the DIVERT programme	Monitored as part of the Reducing Reoffending Delivery Group	

Reducing acquisitive crime	Reduce the numbers of neighbourhood crimes (residential burglary, robbery of personal property, theft from the person and vehicle theft) committed within the West Midlands, achieving reductions on the numbers/rates seen in 2019/20 for Residential burglary, Robbery of personal property, Theft from the person, Theft, or unauthorised taking, of a motor vehicle	Burglary 12,478; Robbery 5,858; vehicle theft 10,061; Theft from the person 3,149 [YTD Jan 22]	Burglary:15,375; Robbery: 6,050; Vehicle theft: 8,188; Theft from the person: 2,537 [Same period 2019/20]
Reducing cybercrime and fraud	Monitor victims of fraud within the West Midlands as reported by Action Fraud, identifying emerging areas or victims who are at particular risk of fraud.	15,869 [YTD Dec 21]	14,718 [Same period 2020/21]
	Where a fraud report is forwarded on by Action Fraud to West Midlands Police for investigation, I will monitor outcomes and ensure West Midlands Police are compliant with the City of London Police returns process.	Awaiting latest return	Compliance: 100% Judicial outcome: 2% NFA: 83% Outstanding: 15% Apr 19 to Mar 20 with HOCR outcomes up to Mar 21
Reducing business crime	Monitor recorded business crime, using the insights to direct resources where needed and engage with businesses to reduce the risk of crime for Burglary, Robbery, Bilking, Shoplifting	34,495 <u>total</u> ; 3,124 burglary; 719 robbery; 3,469 bilking; 10,604 shoplifting [YTD Jan 22]	39,281 <u>total</u> ; 4,535 burglary; 864 robbery; 4,579 bilking; 12,948 shoplifting [Same period 2019/20]
	Monitor assaults on retail and other workers recorded by West Midlands Police, assessing when peak periods of assaults occur and taking action if there are significant increases	362 [YTD Jan 22] *Provisional data	
	Reduce the number of outstanding suspects for serious acquisitive crimes awaiting investigation	Burglary: 178 suspects; 172 crimes Robbery: 207 suspects; 181 crimes Bilking: 15 suspects; 15 crimes Shoplifting: 342 suspects; 336 crimes [Jan 22]	New measure

Increased Confidence in West Midlands Police			
Sub-Objective	Key Performance Indicator	Current	Baseline/Target
A police force that represents the best of the West Midlands	Utilising the Police Officer Uplift target, we will increase the number of Black, Asian and Minority Ethnic Police Officers by 1,000	1095 [Dec 21]	878 [Apr 20]
	Monitor disproportionality within the West Midlands Police Force, with a view to increase the representativeness of the force across the following: Workforce, Recruitment, Retention, Progression	Female: 44.02%; Under-represented groups: 14.62%; White Other: 2.45%	Female: 43.7%; Under-represented groups: 14.0%; White Other: 2.3%
Understanding, measuring and improving public confidence in policing and satisfaction with service	Monitor victim satisfaction with West Midlands Police, in particular for victims of Domestic Abuse offences, and commit to understanding the ways in which satisfaction can be improved	Polite and respectful: 85% Understanding: 78% Time taken: 64% Helped with issued: 68% [YTD Jan 22]	N/A – New measure
	Monitor the estimates of overall confidence in local police from the Crime Survey for England and Wales (CSEW) – We will use these estimates to inform action locally	N/A - awaiting latest publication	WMP 65% GM 70; M 74; WY 72; E&W 74 [2019/20]
Police Powers (Stop and Search; Section 163 Traffic Stops; Use of Force)	Increase the positive outcome rate for Stops and Searches to no less than 50%	27% [YTD Jan 22]	50%
	Monitor the use of Stops and Searches under Section 60, ensuring that they are used only when absolutely necessary	342 [YTD Jan 22]	95 [Same period 2020/21] 334 [Same period 2019/20]

	Ensure that the use of body-worn video during Stops and Searches and Use of Force remains at the same level or higher	S&S 95% <u>UoF</u> 82% [YTD Jan 22]	S&S 92%-95% <u>UoF</u> 78%-80%
	Reduce the disproportionality of who is stopped as part of Stops and Searches and for individuals being subjected to Use of Force	S&S 2.7 / 4.4; <u>UoF</u> 1.0/3.5 [YTD Jan 22]	S&S 2.6 / 4.6; <u>UoF</u> 0.9/3.9 [Same period 2019/20]
	Monitor where injuries occur as part of Use of Force, ensuring that cases where serious injury occur are reviewed and action taken where necessary	20 [YTD Jan 22]	40 [Same period 2020/21] 48 [Same period 2019/20]
Cadets	Increase the capacity of the cadet scheme so that more young people can join	Outstanding 2; Good 8; Requires Improvement 12; Poor 0 [Oct 21]	Outstanding > <u>8 volunteers</u> average per unit Good 5-7 volunteers Requires Improvement 2-4 volunteers Poor<1 volunteers
	Increase the number of community volunteers in cadet units	187 [Oct 21]	
Complaints and misconduct processes that everyone can trust	Monitor the number of complaints which West Midlands Police receive and reduce the length of time taken to investigate complaints	In development	
	Increase the use of reflective practice within West Midlands Police	98 [Sep 21]	
	Monitor the service recovery satisfaction for victims and members of the public who have submitted a complaint	In development	
Access to police services	Ensure that West Midlands Police answer 999 and 101 calls within the timescales stated in the Citizens Charter 999: 90% within 10 seconds 101: 90% within 3 minutes [Citizens Charter SLA]	999: 77% within 10s; average 16s 101: 41% within 3m; average 8m44s [YTD Jan 22]	999: 85% within 10s; average 10s 101: 67% within 3m; average 3m45s [Same period 2020/21]
	Where Police Officers need to attend an incident (Priority 1 and Priority 2), ensure that they arrive within the timescales stated in the Citizens Charter	P1: 41% within 15m; median 16m19s P2: 31% within 60m; media 1h26m31s [YTD Jan 22]	P1: 46% within 15m; median 14m39s P2: 31% within 60m; media 1h04m05s [Same period 2020/21]

Supporting the workforce, organisational change and new technology

Sub-Objective	Key Performance Indicator	Current	Historical Performance/ Benchmark
Performance management of officers and staff	Monitor the attendance rates within West Midlands Police and in particular absences due to mental ill health, providing programmes of support where needed	92.22%; 1.9% of total working days [Dec 21]	95.4% [2020/21] 1.5% of total working days [2020/21]
	Monitor referrals to occupational health, ensuring that there is no delay in Police Officers and Staff getting an appointment	10 days [Sept 21]	14-21 days
	Increase staff survey engagement rates and monitor wellbeing survey results	Awaiting next survey	Completion Rate: 44%; Engagement Rate: 75%
	Monitor incidents where Police Officers are assaulted whilst on duty and what action is taken against the offender	1,924; 49% PO [YTD Jan 22]	1,312; 66% PO [Same period 2019/20]
A greener West Midlands Police	Reduce CO2/ m2 from energy usage within the West Midlands Police estate	18.54 kg of CO2 per m2 NIA [Apr-Jun 21]	19.41 kg of CO2 per m2 NIA [Apr-Jun 20]
	Reduce CO2/km average travelled by the fleet by ensuring that vehicle service appointments are kept and through the monitoring of driving behaviours	256 g per kilometre [Jul-Sep 21]	218 g per kilometre (2018/19)

An efficient and effective criminal justice system

Sub-Objective	Key Performance Indicator	Current	Historical Performance/ Benchmark
	Increase the use of Out of Court Disposals where offenders are eligible	Monitored as part of the Reducing Reoffending Delivery Group	
	Monitor offence types along with demographic breakdowns of offenders to highlight potential gaps in the Out of Court Disposals available	Monitored as part of the Reducing Reoffending Delivery Group	
	Monitor disproportionality within the Criminal Justice System, with a focus on age, gender and ethnicity across: arrests, police outcomes, prosecution outcomes, remand status, reoffending	Monitored as part of the Reducing Reoffending Delivery Group	

Supporting victims and witnesses

Sub-Objective	Key Performance Indicator	Current	Historical Performance/ Benchmark
	Monitor the number of victims supported by commissioned services and assess any gaps between numbers supported and the number of victims overall	In development	
	Monitor offence types along with demographic breakdowns of both victims and offenders to highlight potential gaps in service provision	In development	
	Monitor where individuals are more likely to be victimised multiple times and ensure appropriate services are in place	In development	

Reducing Violence				
Sub-Objective	Key Performance Indicator	Current	Historical Performance/ Benchmark	Target
	Monitor the rates of homicide within the West Midlands and ensure a swift response from West Midlands Police	45 [YTD Jan 22]	33 [Same period 2020/21] 28 [Same period 2019/20]	
	Reduce the numbers of violent crimes committed within the West Midlands, achieving reductions on the numbers/rates seen in 2019/20 for knife crime and robbery of personal property	5,303 knife crime; 5,858 robbery personal [YTD Jan 22]	3266 knife crime; 3812 robbery personal [Same period 2020/21] 3463 knife crime; 4846 robbery personal [Same period 2019/20]	
	Monitor serious youth violence and increase the positive outcome rate for victims	7,340; 6% [YTD Jan 22]	4192; 9% [Same period 2020/21] 5068; 10% [Same period 2019/20]	
	Monitor hospital admissions of under 25s who have been assaulted with a sharp object and assess what action West Midlands Police can take	145 [Year ending Oct 21]	215 [Year ending June 19]	
	Monitor the number of gun crime offences and increase the number of firearms being recovered through better intelligence	727 gun crime [YTD Jan22] 46 recoveries [YTD Oct 21]	615 gun crime [Same period 2020/21] 605 gun crime [Same period 2019/20]	

Safer travel			
Sub-Objective	Key Performance Indicator	Current	Historical Performance/ Benchmark
Public Transport	Monitor the estimates for perceptions of safety on the public transport network within the West Midlands from the West Midlands Combined Authority transport survey and assess what role West Midlands Police can play in improving public perceptions	Monitored as part of the Safer Travel Partnership	
	Monitor reports of crime and anti-social behaviour incidents which occur on the public transport network and what the outcomes of investigations are	Monitored as part of the Safer Travel Partnership	
	There will be a focus on vulnerability type offences, such as hate crime and violence against women and girls, targeting resource as required through the Safer Travel Partnership	Monitored as part of the Safer Travel Partnership	
Safer travel	Monitor the rates of road traffic casualties on roads within the west Midlands	508 [YTD Aug 21]	582 [Same period 2020/21]
	Monitor the following motor offences, ensure action is taken: Speeding offences, driving under the influence of drugs, driving under the influence of alcohol, driving without insurance, incidents of street racing	Endorsable – Speeding Offences 2,188 [Same period 2021/22]	Endorsable – Speeding Offences 1,728 [Same period 2020/21] Endorsable – Speeding Offences 1,458 [Same period 2019/20]
	Review the reasons for cars being seized, assessing whether there are any commonalities/trends which need addressing	In development	
	Monitoring offences relating to e-scooter and assessing what risks they pose to the public	In development	