west midlands
police and crime
commissioner

Strategic Policing and Crime Board

26th Oct 2021

Title: Monitoring Performance – Police and Crime Plan and the National Crime and Policing Measures

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Purpose of paper

1. To provide an overview of the key performance indicators within both the Police and Crime Plan and the local measures for the National Crime and Policing Measures outlined as part of the National Priorities for policing. This report meets the requirements of the Elected Local Policing Bodies (Specified Information) (Amendment) Order 2021.

Police and Crime Plan - Key Performance Indicators

2. The Police and Crime Plan (PCP) outlines six sections which detail the strategic direction set for West Midlands Police as well as the approach to be taken in collaborating with partners to improve the criminal justice system, increase community safety, reduce violence, and ensure that victims of crime are supported and recover.

3. Following extensive consultation, each section has a number of priority outcomes which will be achieved over the term, such as rebuilding community policing and preventing and reducing crime.

4. Progress against these outcomes will be measured as part of the PCP performance framework, within which the Key Performance Indicators (KPIs) are listed alongside the outcome. Given the unique nature of 2020/21, some baselines will relate to the 2019/20 financial year.

5. In the main KPIs indicate how the performance of West Midlands Police will be held to account. However, there are also KPIs which relate to how well partnerships are working in achieving a particular outcome – For example, supporting ex-offenders into employment.

6. Where data is available, West Midlands Police's performance will also be considered in relation the performance of most similar force areas (MSF: Greater Manchester; Merseyside; West Yorkshire).

7. For some outcomes, the Police and Crime Commissioner has set numerical targets for West Midlands Police to achieve. These targets have been developed through analysis of historical and current performance, through consultation, or are existing agreements (such as those within [West Midlands Police's Citizen Charter](#))

8. For other outcomes a trajectory target has been set. In these instances, it is noted that there will be a decrease/increase in a particular area without setting a numerical target, typically due to insufficient evidence to inform the use of such a target or due to not wanting to restrict progress. An example of this is for knife crime, where the aim is to reduce the number of offences as much as possible given available resources.

9. Lastly, there are outcomes where KPIs will be monitored rather than setting a trajectory/numerical target. This is generally where there is currently a period of significant change, such as that being seen for Domestic Abuse offences, where rates are currently stable but action would need to be taken if increases/decreases were seen, where the dataset is not one which West Midlands Police or the Office of the Police and Crime Commissioner has oversight, or where there are known limitations – such as ONS confidence at the police force area level.

10. In all instances where KPIs are being monitored, a dynamic approach will be taken with action taken following change or where further understanding has been gained. The action taken may be resource being directed to a particular area, the commissioning of new services, or applying trajectory/numerical targets.

11. Below are some of the KPIs which will be used to assess progress against the objectives within the PCP (Please see Appendix A for the full KPI framework):

Rebuilding Community Policing

- Meet or exceed the Police Officer Uplift target of 1,200 new Police Officers

- By doing so, total number of Police Officers in the West Midlands will increase to over 8,000

- 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

- Increase the number of neighbourhood Police Officers by 450

- Increase the amount of time Police Officers spend in local areas, in particular within the 19 Impact Areas

- Support and maintain the 480 PCSOs within the West Midlands

- Increase the number of Special Constables along with the proportion who complete 16 hours per month

- Increase the number of residents signed up to West Midlands Police's WMNow community messaging system, in particular those residents who live within an Impact Area

- Reduce the levels of harm seen within Impact Areas in terms of severity of crime
- 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.
- Monitor the number and rates of anti-social behaviour incidents reported to the police, targeting resource as required through Community Safety Partnerships

Preventing and Reducing Crime

- Reduce the number of outstanding suspects for Domestic Abuse offences awaiting investigation
- Reduce the repeat rates for Domestic Abuse offences, both in terms of repeat offenders and victims.
- Reduce the length of time Rape investigations take within West Midlands Police
- Reduce the proportion of DA cases where the suspect is released under investigation rather than being bailed with conditions
- Increase the use of civil protection orders
- Increase the proportion of breaches of civil protection orders which result in an arrest
- Increase the number of Domestic Abuse offenders who are managed through IOM/Community Probation.
- 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

- Identify the reasons for and ultimately reduce the number of investigations which are discontinued due to insufficient evidence where the victim supports police action (Crime Recorded Outcome 15) and where victims feel unable to support police action (Crime Recorded Outcome 16)
- Increase the positive outcome rates for Domestic Abuse, Rape, and Stalking and Harassment offences above levels where they have typically been historically:
    o Domestic Abuse > 6%
    o Rape > 5%
    o Stalking and Harassment > 8%
- Monitor the number of drug trafficking offences recorded by West Midlands Police, directing resource appropriately to tackle supply

- Monitor the number of reports via the National Referral Mechanism which are flagged as County Lines related
- Increase/improve disruption activity by West Midlands Police as part of pro-active drug supply investigations
- Monitor the number of drug related deaths in West Midlands, acting accordingly where there are significant increases
- Increase the number of suspects/offenders in custody being referred into drug treatment where a need is identified
- Monitor disproportionality in the use of diversion

- Increase the use of Out of Court Disposals for low level drug offences, such as those given via the DIVERT programme
- 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
- 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.
- 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.
- Expand West Midlands Police's victim satisfaction surveys to include victims of fraud and work to build a clearer picture of fraud within the West Midlands
- Monitor intelligence shared by partner agencies, such as CIFAS, and ensure insights are factored in to the picture of fraud within the West Midlands

- 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
  - Theft from shops and stalls
- 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 to ensure that appropriate action is taken.
- Reduce the number of outstanding suspects for serious acquisitive crimes awaiting investigation

- 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
  - Theft from shops and stalls

Increased confidence in West Midlands Police

- Utilising the Police Officer Uplift target, we will increase the number of Black, Asian and Minority Ethnic Police Officers by 1,000
- Monitor disproportionality within the West Midlands Police Force, with a view to increasing the representativeness of the force across the following:
  - Workforce
  - Recruitment
  - Retention
  - Progression

- 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
- 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
- Work to build a clearer picture of public confidence in policing within the West Midlands
- Increase the capacity of the cadet scheme so that more young people can join
- Increase the number of community volunteers in cadet units
- Establish consistent recording and monitoring of S163 traffic stops
- Increase the positive outcome rate for "reasonable grounds" Stops and Searches to no less than 50%
- Increase the proportion of "reasonable grounds" stops and searches where an offensive weapon is the object of the search
- Increase the number of weapons that are found
- Monitor the use of Stops and Searches under Section 60, ensuring that they are used only when absolutely necessary
- Ensure that the use of body-worn video during Stops and Searches and Use of Force remains at the same level or higher
- Reduce the disproportionality of who is stopped as part of Stops and Searches and for individuals being subjected to Use of Force
- Monitor where death and/or serious injury occur as part of Use of Force, ensuring that cases in which death and/or serious injury occur are reviewed and action taken where necessary
- Monitor the number of complaints which West Midlands Police receive and reduce the length of time taken to investigate complaints
- Increase the use of reflective practice within West Midlands Police
- Monitor the service recovery satisfaction for victims and members of the public who have submitted a complaint
- Ensure that West Midlands Police answer 999, and 101 calls and Live Chat within the timescales stated in the Citizens Charter
- 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

Supporting the workforce, organisational change and new technology

- Monitor the attendance rates within West Midlands Police and in particular absences due to mental ill health, providing programmes of support where needed
- Monitor referrals to occupational health, ensuring that there is no delay in Police Officers and Staff getting an appointment
- Increase staff survey engagement rates and monitor wellbeing survey results
- Monitor incidents where Police Officers are assaulted whilst on duty and what action is taken against the offender
- Increase the proportion of energy in the West Midlands Police estate which comes from renewable providers
- Reduce CO_2/ m^2 from energy usage within the West Midlands Police estate
- Reduce the average CO_2/km travelled by the fleet by ensuring that vehicle service appointments are kept and through the monitoring of driving behaviours

Criminal Justice System

- Increase the use of Out of Court Disposals where offenders are eligible
- Monitor offence types along with demographic breakdowns of offenders to highlight potential gaps in the Out of Court Disposals available
- Monitor disproportionality within the Criminal Justice System, with a particular focus on gender and ethnicity across:
  - Arrests
  - Police outcomes
  - Prosecution outcomes
  - Remand status
  - Reoffending

Supporting Victims and Witnesses

- Monitor the number of victims supported by commissioned services and assess any gaps between numbers supported and the number of victims overall
- Monitor offence types along with demographic breakdowns of both victims and offenders to highlight potential gaps in service provision
- Monitor where individuals are more likely to be victimised multiple times and ensure appropriate services are in place
- Implement robust measuring of West Midlands Police's compliance against the Victims Code and return monitoring data to the Ministry of Justice

Reducing Violence

- Monitor the rates of homicide within the West Midlands and ensure a swift response from West Midlands Police
- 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
- Monitor serious youth violence and increase the positive outcome rate for victims
- Monitor hospital admissions of under 25s who have been assaulted with a sharp object and assess what action West Midlands Police can take
- Monitor the number of gun crime offences and increase the number of firearms being recovered through better intelligence

- 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
- Monitor reports of crime and anti-social behaviour incidents which occur on the public transport network and what the outcomes of investigations are
- 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

- Monitor the rates of road traffic casualties on roads within the west Midlands
- Monitor the following motor offences, and 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

<u>Safe travel on roads and public transport</u>

- Review the reasons for cars being seized, assessing whether there are any commonalities/trends which need addressing
- Monitoring offences relating to e-scooters and assessing what risks they pose to the public

National Policing Priorities – National Crime and Policing Measures

12. The Elected Local Policing Bodies (Specified Information) (Amendment) Order 2021: guidance for police and crime commissioners outlines the requirements for the Police and Crime Commissioner to publish certain information within specified timescales, and for that information to be reviewed at set frequencies.

13. The amendment to the order in 2021 expanded the guidance to also cover the national priorities for policing, which are specified in the Police and Crime Measures: 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.

14. The Home Office stated the metrics (Appendix B) which sit behind the priorities are based upon existing data sources, minimising any reporting burden on forces and success against the measures will be judged at a national level with the baseline being the 12 months ending June 2019.

15. Not all of the metrics are available at a local level and so Police Forces' have been encouraged to develop local proxy measures to inform their statements, with the national Crime and Policing Performance Board referring to local proxy measures as needed. Please see Appendix C for the list of proxy measures jointly-developed by West Midlands Police and the West Midlands Police and Crime Commissioner.

16. The Order requires PCCs to provide a statement on the contribution of their force to achieving improvements against those priorities. It should include:

    • Reflections on force performance

    • A summary of planned action for the next quarter

17. The Order requires that this statement is published at the same time as the Policing 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.

18. The next section will cover West Midlands Police's statement on their performance and a summary of planned action followed by a section covering the Police and Crime Commissioners reflection on WMP's performance.

National Policing Priorities – West Midlands Police Statement

Measure: Reduce Murder and other homicide

19. The volume of Homicides in West Midlands has remained relatively stable in recent years averaging 5 a month. Volumes from April 2020 to Mar 2021 saw 43 homicides compared to 55 in the year ending June 19 baseline

20. A significant proportion of homicides are often linked to either 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 1 in 4 homicides take place within the Force's Impact area.

21. The factors will drive activity towards the performance over the forthcoming quarter. Domestic Abuse especially a focus on offenders and Gang Related Violence remain Force Tactical Priorities and recommendations from work commissioned through Crest Advisory will be implemented within the next quarter.

22. Strategic work around Violence led by CSupt Parsons will in the next quarter see a new strategy launched with specific focus on Serious Youth Violence. Delivering better outcomes in impact areas is a key area of local policing and features in all delivery plans.

Measure: Reduce Serious Violence

23. After seeing several years of increases levels of hospital admissions for U25's with sharp object have reduced since peak in baseline year. The last full year saw a reduction of 85 episodes this has correlated with the lockdown period.

24. Firearm discharges have saw 162 in the baseline 12 months this has reduced by 5 in the year ending March 21.

25. Project Guardian is the forces response to Serious Youth Violence. The Guardian Task Force is currently deployed into Birmingham West for the rest of the year based on seasonality and current crime trends. Additional funding from the Home Office is deployed in 3 ways:

    – Extended NPU budgets for hotspot policing in Impact Areas.

    – Night Time Economy fund that is biddable by all 8 NPUs based on bespoke plans.

    – Expanded FCID budget for enhancements of risk based investigations

26. The Force will also support the national knife crime campaign Op Sceptre in November

27. The forces response to firearms is through operation Captiva. This coordinates firearms activity throughout the force understanding current threat picture and monitoring performance. During the last quarter there have been 61 firearms warrants, 47 drugs warrants and 184 Captiva visits reported on at the weekly Captiva meetings

28. During Q2 there were 41 viable firearms recovered on WMP Force Area, of these 21 were recovered on BE. In total, this FY there have been 74 viable firearms recovered, the greatest volume of recoveries recorded in the opening 2 quarters in the last 5 years. The majority of firearms recovered this quarter have been handguns (21). There have

also been 8 converted blank firers, 6 sawn off shotguns, 5 shotguns, 1 rifle and 1 M3 SMG recovered this quarter

29. A significant factor for Serious Violence is the re-emergence of the night time economy post lockdown. The demand in this area especially in Birmingham has increased with potentially people who have not travelled abroad this summer using the City's entertainment venues especially around pay day weekends with Saturday 25th September seeing WMP take record 999 calls with 2916 in a 24 hour period.

30. The demand has also increased with the return of the students to the region and having a double fresher's period with 2 full years' intakes being new to Birmingham nightlife. A campaign funded through safer streets funding has been launched which plays targeted safety measures through online music streaming services.

31. A new strategic group chaired by ACC 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

32. West Midlands police and ROCU County Lines task force are routinely working with neighbouring police forces to tackle county lines drug dealing and target Organised crime groups believed to be exploiting vulnerable young people and adults and running cocaine and heroin supply chains out of the West Midlands.

33. Using funding from the Home office this focus is enhanced further during periods of intensified activity several times each year when police work closely with partner such as BTP, Violence Reduction Unit, Roads policing and Education amongst others to provide concentrated and coordinated action over a week long period.

34. Examples of joint activity include over 120 awareness and education sessions run in schools, visits to children's homes to increase awareness of exploitation, force and BTP officers carrying out patrols at stations and transport hubs and ANPR operations looking for people moving drugs on the roads.

35. These enhanced activities see much success with large quantities of drugs, cash and firearms being recovered as well as safeguarding of some of the most vulnerable members of our communities. Almost ½ of all threats on the Organised Crime Threat Grid relate to drug supply or county lines.

36. County Lines Intensification week will run between 11th – 17th October results will be published post this event.

37. County Lines disruptions remain consistent with the current 2021 monthly average (22.5), and the previous year's monthly average (24.5). ROCUWM have more County Lines disruptions in comparison to the same time in the previous financial year.

38. This Quarter's' activity continues to demonstrate the effectiveness of CLTF tactics which combine a constant traction against drugs lines through DDTRO and T-Dos, enforcement and safeguarding where appropriate. Q2s outcomes can be summarised as:

- Two County line controllers given nearly 12 years in prison – this received regional and national media coverage. One other County line controller returned to prison

- Increased work with regional forces to identify and close lines – 11 lines closed by enforcement include 2 in Staffs; 4 in West Mercia; and 1 in Warwickshire.

- £30K of Class A drugs seized from 3 lines and £120,000 seized/restrained from another. With on-going case work involving some 60 serious charges for 15 various lines running in the West Midlands, West Mercia, Warwickshire, and Staffordshire

Measure: Reduce Neighbourhood Crimes

39. 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

40. Burglary has been reducing since peak in November 2018 partially helped with new socially mobility following lockdown meaning more people are working from home. The year ending June 2019 saw West Midlands record 28675 Burglaries in the last statistics produced by Home Office this had reduced to 18161 a 37% reduction. Half way through 21/22 the levels are still below the pre covid baseline although slightly up compared to 20/21.

41. Robbery saw a peak in offending in October 2018 and year ending June 2019 saw 8945 robberies recorded. The last full 12 months of data saw 6495 robberies a 27% reduction. Following release of restrictions robberies have started to rise and September figures were comparable with September 2019's level with return to schools and night time economy.

42. Vehicle Crime is currently down 30% compared to the baseline however the last few months have seen an upward trajectory especially around theft of vehicles with September being higher than pre covid baseline. An issue with global supply for car parts is driving demand for these parts including catalytic convertors.

43. Theft from Person is currently down 44% compared to the baseline however similar to robbery numbers have started to rise with September being highest month for three years.

44. A number of activities are planned over the next quarter. Neighbourhood Policing units will be focusing on Serious Acquisitive Crime as part of the traditional seasonal darker nights campaigns. This has been supported by money from the asset recovery fund being allocated to NPU's for target hardening activity and crime prevention messaging. The DAX streaming will target student Burglary reduction campaigns as well as the interactive Steeler Street website will be promoted for vehicle crime advice.

Measure: Improve Satisfaction

45. There is no local data for the national measure since before the pandemic hit however we know the previous sample showed West Midlands to be below the national average for perceptions that police do a good job.

46. The force, in partnership with the Police and Crime Commissioner's (PCC) 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.

47. Following the pilot of the SMS survey in late 2020 the citizen satisfaction project has embedded the SMS survey into business as usual since February 2021, 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.

48. 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

49. 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.

50. 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.

51. The next stage of the SMS survey roll out is into Initial Investigations to understand citizen experience of the next stage of the citizen journey. SMS surveys are expected to go live in September 2021 within this area of business. Further roll outs of the SMS surveys are scheduled for FCID and Neighbourhood Policing Units in 2021/2022.

Measure: Tackle Cyber Crime

52. 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.

53. Similar to the national picture online and fraud offences have jumped up significantly since the pandemic.

54. Cyber enabled offences have more than doubled in last 6 months compared to similar period pre pandemic with September recording 2599 offences categorised as happening online this now makes up 8% of all crime in the region. Although some of this may be better recording due to introduction of CONNECT.

55. Fraud is the most common type of crime, and the internet plays a role in over half of it. There has been a significant rise in ransomware attacks and Distributed Denial of Service attacks increasing in scale and volume. One consequence of Covid-19 has been the accelerated increase in the use of digital platforms by both business and personal users. To help combat cybercrime the OPCC and WMP are introducing cyber apprentices funded through apprentice levy.

National Policing Priorities – West Midlands Police and Crime Commissioner Statement 26 October 2021

Introduction

56. 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

57. Serious violence is a priority in my Police and Crime Plan. I will be working with West Midlands Police and the partnership that supports the West Midlands Violence Reduction Unit to prevent and reduce violence. The revival of the night time economy and developments in the drug economy are significant factors in the patterns of serious violence. The indicators in the National Policing Priorities do not fully reflect the breadth of issues that influence the prevalence of violence. We have a comprehensive plan to address violence, as set out in my Police and Crime Plan, including commitments to work closely with businesses and partners in the night time economy.

58. My Police and Crime Plan also addresses Domestic Abuse and Violence Against Women and Girls, which are a significant component of overall violence. I will establish an *Ending Violence Against Women and Girls Alliance* across the West Midlands. My Police and Crime Plan commits to greater use of civil orders to reduce the risk of reoffending. We will work with partners to implement the new Serious Violence Duty, including the development of Offensive Weapons Homicide Reviews

59. Effective violence reduction would be supported by a government shift away from its complex, overlapping, short-term, in-year projects that come with excessive central oversight and reporting requirements, and a move towards longer term funding with greater local discretion based on pragmatic approaches to collaborative working.

Neighbourhood crime

60. My Police and Crime Plan commits West Midlands Police to reductions in acquisitive crime, including burglary, robbery, and theft of motor vehicles. The changing post-COVID environment is influencing patterns of neighbourhood crime. Factors outwith the control of policing, such as vehicle security, are pertinent to some neighbourhood crime types. I will be working with West Midlands Police and Criminal Justice System partners to reduce reoffending, with diversionary schemes that seek to address the underlying causes of offending.

61. I have committed to rebuilding community policing, with the objective of both reducing the measurable harm cased by crime in high priority neighbourhoods, and perceptions of crime and anti-social behaviour in these areas. I will continue to work with community safety partners to address local priorities, including crime on the public transport network.

Drugs

62. Robust enforcement action against those involved in the drug economy, 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. I will be working with partners to divert individuals who commit low-level drug offences away from the Criminal Justice

System, utilising the DIVERT programme and the Cranstoun Arrest Referral Service, and adopting an evidence-based approach to drug harm reduction.

Business crime, fraud and cybercrime

63. Tackling business crime, fraud and cybercrime are all prioritised in my Police and Crime Plan. I will be building on the existing plans and partnerships to improve both the West Midlands Police response to these crime types, but also our collective partnership effort. Business crime, notably shoplifting, is likely under-reported, so I will be working to improve business confidence to report. Similarly, many shoplifting offences are driven by drug addiction, and hence rehabilitative services are more likely to be effective than enforcement. Government could support these efforts by offering greater protections to business employees and other service providers by making assaults in these circumstances an aggravated offence. Reductions in fraud and cybercrime are best secured by preventative action and increased public awareness. My Police and Crime Plan commits to supporting effective local partnerships to address fraud and cybercrimes. The national collaborations that lead this work require reform.

Victim satisfaction

64. My Police and Crime Plan commits to ensuring that West Midlands Police maintains accurate crime recording standards and is compliant with the Victims Code. I will be monitoring service standards for 999, 101 and LiveChat services, but do not accept that speed of response is the *only* measure of the quality of the initial contact interaction. I have committed to work with West Midlands Police to improve our understanding of both the satisfaction of individuals who interact with the Force, and wider public confidence in policing in the West Midlands.

65. I will continue to support the Victims Commission, and will look to see all victims offered a tailored, high quality, trauma informed service. I have appointed the country's first local Victims Commissioner, and want to see appropriate support for victims of Violence Against Women and Girls, including victims of honour based abuse. I have set objectives for improved outcome rates for rape, domestic abuse and stalking & harassment. Victim satisfaction with the criminal justice system are a product of actions by a range of agencies, and the Local Criminal Justice Board will focus on this via a dedicated sub-group. I will continue to support restorative justice services, and provide specialist services for victims of hate crimes and road traffic collisions.

66. With the exception of emergency COVID funding, support from the Ministry of Justice for victim services has declined significantly in real terms. Sustained real terms growth is required to meet the standards required to fully meet victims' needs.

Reporting frequency

67. 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.

Appendix A – Police and Crime Plan KPI Framework

Section 1: West Midlands Police

Objective: Rebuilding community policing

- Meet or exceed the Police Officer Uplift target of 1,200 new Police Officers
- By doing so, total number of Police Officers in the West Midlands will increase to over 8,000
- 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
- We will increase the number of neighbourhood Police Officers by 450
- Increase the amount of time Police Officers spend in local areas, in particular within the 19 Impact Areas
- Support and maintain the 480 PCSOs within the West Midlands
- Increase the number of Special Constables along with the proportion who complete 16 hours per month
- Increase the number of residents signed up to West Midlands Police's WMNow community messaging system, in particular those residents who live within an Impact Area
- Work to reduce the levels of harm seen within Impact Areas in terms of severity of crime
- 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.
- Monitor the number and rates of anti-social behaviour incidents reported to the police, targeting resource as required through Community Safety Partnerships

Objective: Preventing and reducing crime

Sub-objective: Violence against women and girls (VAWG)

- Reduce the number of outstanding suspects for Domestic Abuse offences awaiting investigation
- Reduce the repeat rates for Domestic Abuse offences, both in terms of repeat offenders and victims.
- Reduce the length of time Rape investigations take within West Midlands Police
- Reduce the proportion of DA cases where the suspect is released under investigation rather than being bailed with conditions
- Increase the use of civil protection orders
- Increase the proportion of breaches of civil protection orders which result in an arrest
- Increase the number of Domestic Abuse offenders who are managed through IOM/Community Probation.
- 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

Sub-objective: 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 supports police action (Crime Recorded Outcome 15) and where victims feel unable to support police action (Crime Recorded Outcome 16)
- Increase the positive outcome rates for Domestic Abuse, Rape, and Stalking and Harassment offences above levels where they have typically been historically:
  - Domestic Abuse > 6%
  - Rape > 5%

o Stalking and Harassment > 8%	

Sub-objective: 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
- Monitor the number of reports via the National Referral Mechanism which are flagged as County Lines related
- Increase/improve disruption activity by West Midlands Police as part of pro-active drug supply investigations
- Monitor the number of drug related deaths in West Midlands, acting accordingly where there are significant increases
- Increase the number of suspects/offenders in custody being referred into drug treatment where a need is identified
- Monitor disproportionality in the use of diversion
- Increase the use of Out of Court Disposals for low level drug offences, such as those given via the DIVERT programme

Sub-objective: 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:
    - o   Residential burglary
    - o   Robbery of personal property
    - o   Theft from the person
    - o   Theft, or unauthorised taking, of a motor vehicle

Sub-objective: 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.
- 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.
- Expand West Midlands Police's victim satisfaction surveys to include victims of fraud and work to build a clearer picture of fraud within the West Midlands
- Monitor intelligence shared by partner agencies, such as CIFAS, and ensure insights are factored in to the picture of fraud within the West Midlands

Sub-objective: 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:
    - o   Burglary
    - o   Robbery
    - o   Bilking
    - o   Theft from shops and stalls
- 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 to ensure that appropriate action is taken.
- Reduce the number of outstanding suspects for serious acquisitive crimes awaiting investigation

Objective: Increased confidence in West Midlands Police

Sub-objective: 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   - Monitor disproportionality within the West Midlands Police Force, with a view to increasing the representativeness of the force across the following: - Workforce   - Recruitment   - Retention   - Progression
Sub-objective: 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   - 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   - Work to build a clearer picture of public confidence in policing within the West Midlands
Sub-objective: Public Sector Equality Duty and Human Rights
- Increase the capacity of the cadet scheme so that more young people can join   - Increase the number of community volunteers in cadet units
Sub-objective: Police Powers (Stop and Search; Section 163 Traffic Stops; Use of Force)
- Establish consistent recording and monitoring of S163 traffic stops   - Increase the positive outcome rate for "reasonable grounds" Stops and Searches to no less than 50%   - Increase the proportion of "reasonable grounds" stops and searches where an offensive weapon is the object of the search   - Increase the number of weapons that are found   - Monitor the use of Stops and Searches under Section 60, ensuring that they are used only when absolutely necessary   - Ensure that the use of body-worn video during Stops and Searches and Use of Force remains at the same level or higher   - Reduce the disproportionality of who is stopped as part of Stops and Searches and for individuals being subjected to Use of Force   - Monitor where death and/or serious injury occur as part of Use of Force, ensuring that cases in which death and/or serious injury occur are reviewed and action taken where necessary
Sub-objective: 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   - Increase the use of reflective practice within West Midlands Police   - Monitor the service recovery satisfaction for victims and members of the public who have submitted a complaint
Sub-objective: Access to Police Services
Ensure that West Midlands Police answer 999, and 101 calls and Live Chat within the timescales stated in the Citizens Charter

- 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

Objective: Supporting the workforce, organisational change and new technology

Sub-objective: Performance management of officer 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
- Monitor referrals to occupational health, ensuring that there is no delay in Police Officers and Staff getting an appointment
- Increase staff survey engagement rates and monitor wellbeing survey results
- Monitor incidents where Police Officers are assaulted whilst on duty and what action is taken against the offender

Sub-objective: A greener West Midlands Police

- Increase the proportion of energy in the West Midlands Police estate which comes from renewable providers
- Reduce CO2/ m2 from energy usage within the West Midlands Police estate
- Reduce the average CO2/km travelled by the fleet by ensuring that vehicle service appointments are kept and through the monitoring of driving behaviours

Section 2: Working in partnership locally

Objective: An efficient and effective criminal justice system

Sub-objective: Diversion & Confidence in Criminal Justice System

- Increase the use of Out of Court Disposals where offenders are eligible
- Monitor offence types along with demographic breakdowns of offenders to highlight potential gaps in the Out of Court Disposals available
- Monitor disproportionality within the Criminal Justice System, with a particular focus on gender and ethnicity across:
    - Arrests
    - Police outcomes
    - Prosecution outcomes
    - Remand status
    - Reoffending

Objective: Supporting victims and witnesses

- Monitor the number of victims supported by commissioned services and assess any gaps between numbers supported and the number of victims overall
- Monitor offence types along with demographic breakdowns of both victims and offenders to highlight potential gaps in service provision
- Monitor where individuals are more likely to be victimised multiple times and ensure appropriate services are in place
- Implement robust measuring of West Midlands Police's compliance against the Victims Code and return monitoring data to the Ministry of Justice

Objective: Reducing violence

- Monitor the rates of homicide within the West Midlands and ensure a swift response from West Midlands Police

• 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 • Monitor serious youth violence and increase the positive outcome rate for victims • Monitor hospital admissions of under 25s who have been assaulted with a sharp object and assess what action West Midlands Police can take • Monitor the number of gun crime offences and increase the number of firearms being recovered through better intelligence

Objective: Safer travel

Sub-objective: 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
- Monitor reports of crime and anti-social behaviour incidents which occur on the public transport network and what the outcomes of investigations are
- 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

Sub-objective: Improving road travel

- Monitor the following motor offences, and 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
- Review the reasons for cars being seized, assessing whether there are any commonalities/trends which need addressing
- Monitoring offences relating to e-scooters and assessing what risks they pose to the public

Appendix B – National Crime and Policing Measures – Metrics and Sources

National Crime and Policing Measures – metrics and data sources

Priority area	National metrics	Data sources
Reduce murder and other homicide	Homicides	Police recorded
Reduce serious violence	Hospital admissions of u25s for assault with a sharp object	NHS
	Offences involving discharge of a firearm	Police recorded
Disrupt drugs supply and county lines	Drug-related homicides	Police recorded
	Police referrals into drug treatment	Public Health England*
Reduce neighbourhood crime	Burglary, robbery, theft of and from a vehicle, theft from a person	CSEW
Improve satisfaction among victims, with a particular focus on victims of domestic abuse	Satisfaction with the police among victims of domestic abuse	CSEW
	Victim satisfaction with the police	CSEW
Tackle cyber crime	Confidence in the law enforcement response to cyber crime	Cyber Aware Tracker
	Percentage of businesses experiencing a cyber breach or attack	Department for Digital, Culture, Media and Sport survey

* We aim to include data on drug treatment referrals by Welsh police forces in due course

Home Office

Appendix C – Proposed National Crime and Policing Proxy Metrics

Priority area: Reduce murder and other homicide
• Homicides

Priority area: Reduce serious violence
• Hospital admissions of u25s for assault with a sharp object • Offences involving discharge of a firearm • Offences involving a knife or sharp instrument • Violence with injury offences • Serious youth violence (Violence with injury; Non-Domestic Abuse; Victim U25)

Priority area: Disrupt drugs supply and county lines
• Drug-related homicide • Police referrals into drug treatment (Cranstoun arrest referral service) • Out of court disposals for low level drug offences (DIVERT Programme) • Offences relating to drug trafficking • Offences relating to drug possession • OCG disruptions for drug supply & county lines • National Referral Mechanism county line flags

Priority area: Reduce neighbourhood crime

• Neighbourhood crime:
    o Burglary – Domestic
    o Robbery – Personal
    o Theft from the person
    o Theft of a motor vehicle
    o Theft from a motor vehicle
• Incidents of Anti-Social Behaviour

Priority area: Improve satisfaction among victims, with a particular focus on victims of domestic abuse
• West Midlands Police victim satisfaction survey • West Midlands Police domestic abuse victim satisfaction survey (TBC) • Victims Code Compliance • Victim services satisfaction data (TBC)

Priority area: Tackle cyber crime
• Action Fraud victims report • Action Fraud disseminated crimes report • CIFAS report • Fraud victim survey (TBC)