



Performance Summary (West Mercia)

July - September 2015

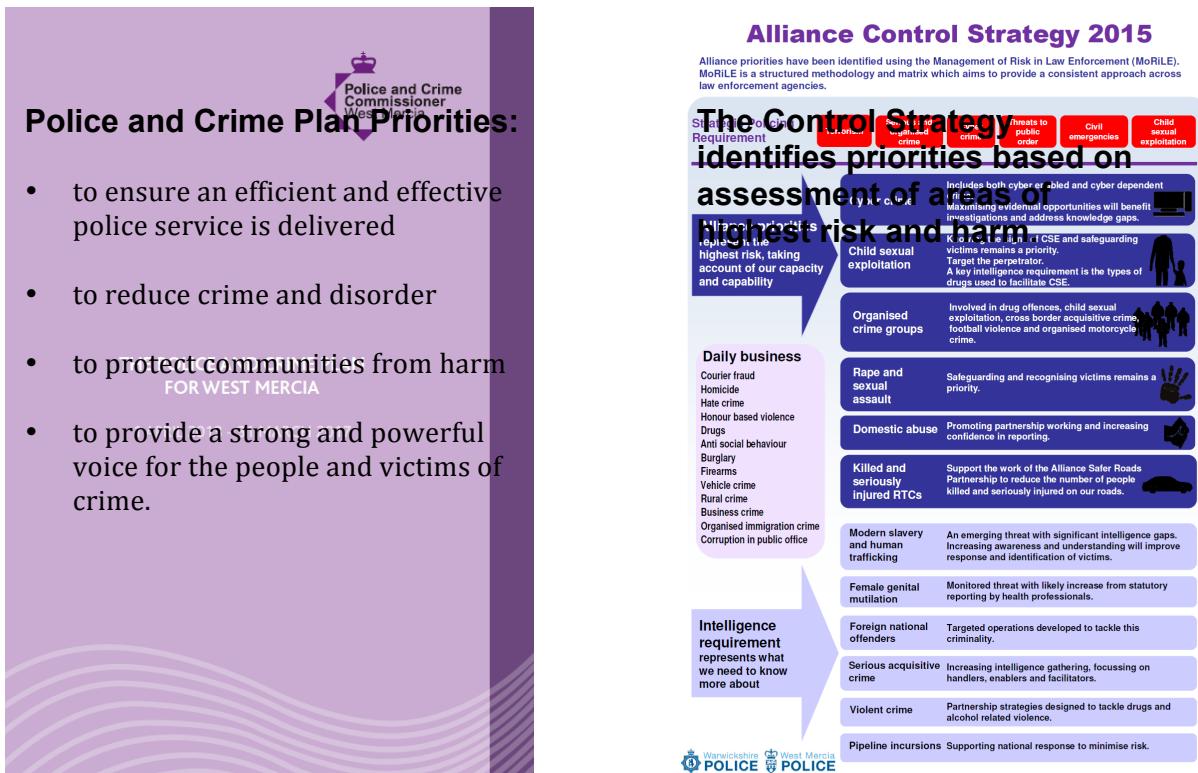
Author:	Performance Review
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Performance Summary

1. Introduction

This performance document aims to report on areas of performance that relate to the priorities contained in the Police and Crime Plan and key areas of risk identified in the Alliance Control Strategy.

The document does not report on all aspects of performance, it comments on areas where there has been a notable change and indicates the elements that the Force is monitoring within the text. The force monitors a wide range of other information to support the management of performance.



2. Summary of Performance

Aim: To Protect Communities from Harm

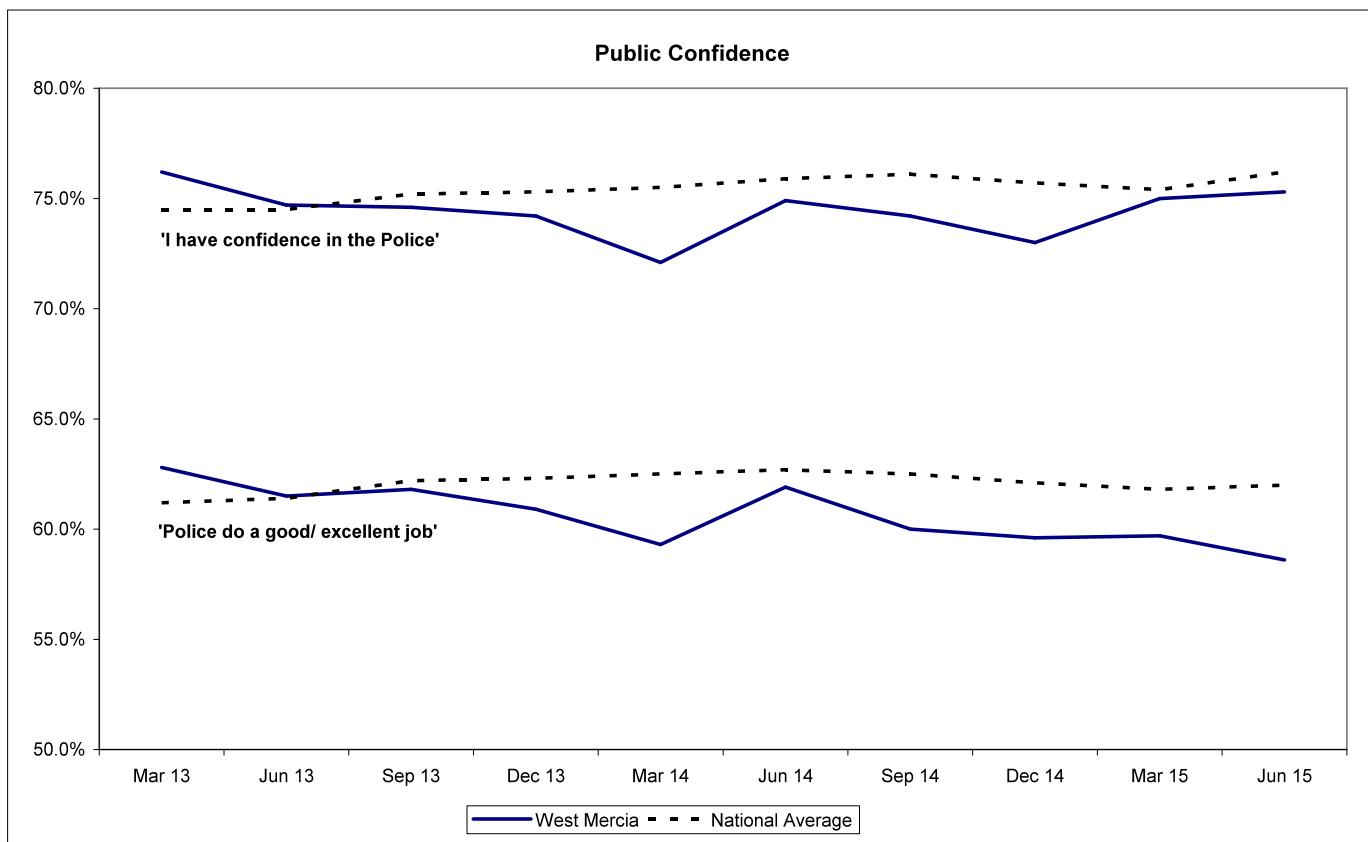
2.1 COMMUNITY

2.1.1 Confidence in Police

Public confidence is at the heart of the Force's vision and values and is influenced by our day to day actions as well as our communities' perception of the police. Confidence levels are measured through the national Crime Survey for England and Wales (CSEW) and reported on quarterly with the latest figures (released on 15th October 2015) covering the period up to June 2015.

Within West Mercia three quarters (75%) of people have confidence in the police in their local area and 59% agree that the Police do a 'good' or 'excellent' job. The last quarter has seen a slight improvement (less than 1%) around confidence in the Police and a slight fall in individuals feeling the Police do a good/excellent job (less than 2%). The Force remains slightly below the national averages of 76% and 62% respectively. Across the longer term the national average is showing a slight upward trend for both categories (approx 1%) with West Mercia showing a stable position for confidence and a slight downward trend for feeling the Police do a good/excellent job.

Measuring confidence levels is very complex and there are many factors that can influence this such as perceptions of fairness, police activity, engagement, communication and visibility.



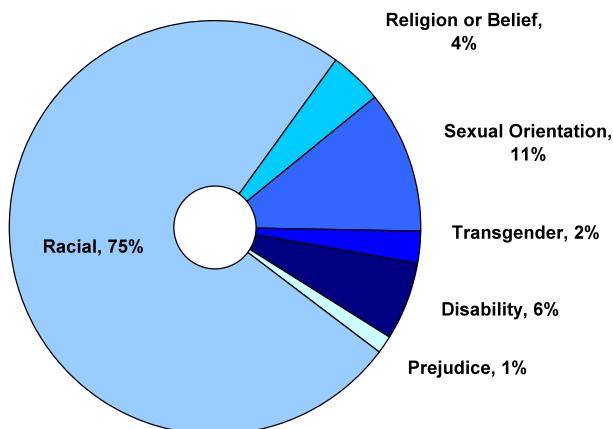
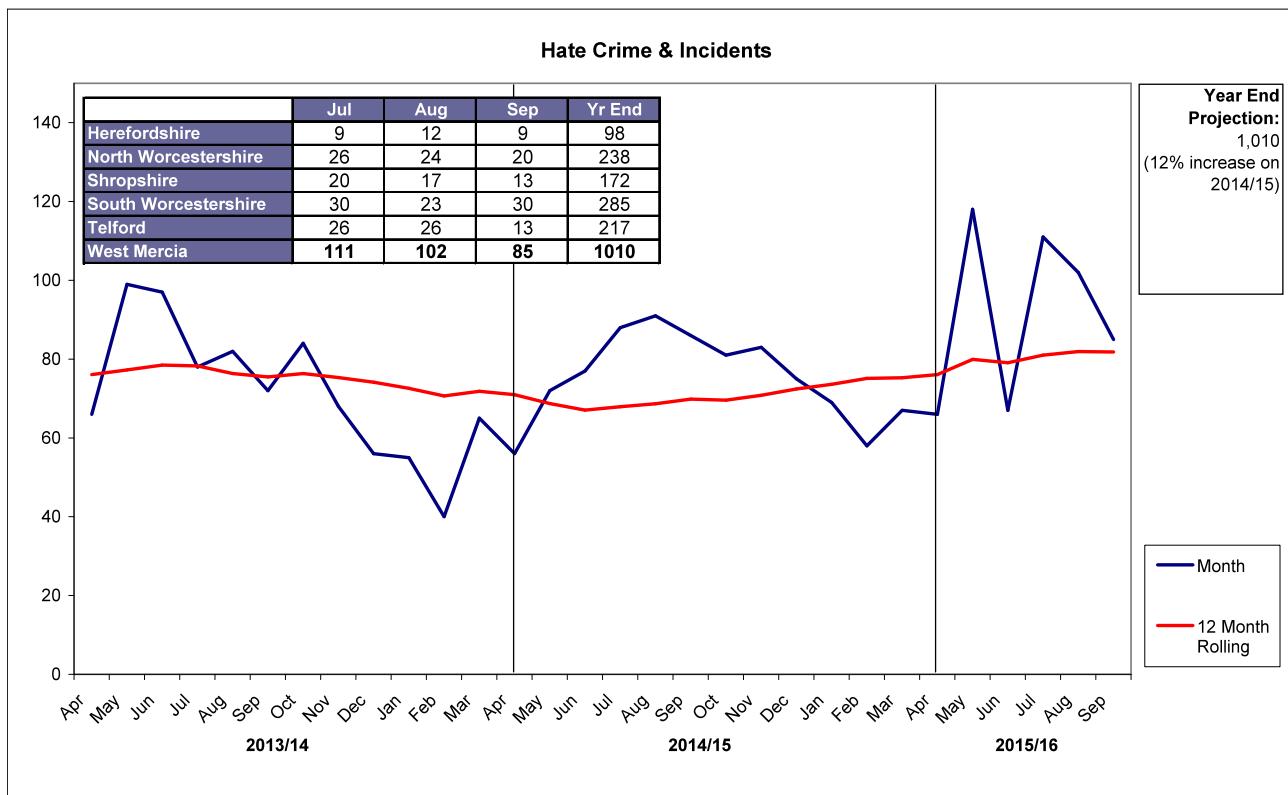
2.1.2 Hate Crime

Monitoring: Long term trends

Changes in category type of hate crime offences

A key theme in the Force Hate Crime Strategy is to increase confidence in reporting hate crime and incidents enabling an effective response to be put into place. During the last quarter the Force has relaunched the Hate Crime Strategy and is supporting National Hate Crime Week in October. As a result of this activity, the Force expects to see an increase in reporting and is predicting a rise of 12% compared to last year.

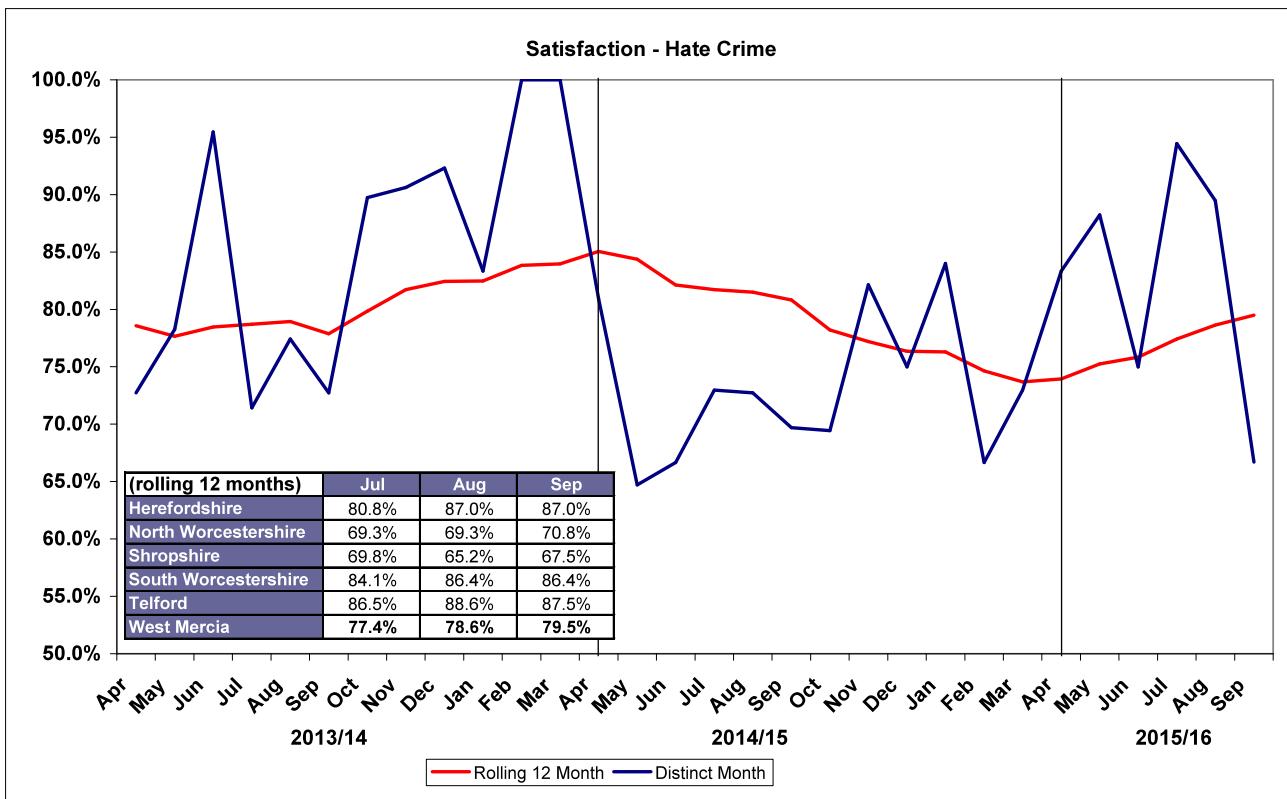
During this period 298 offences/ incidents of hate crime were recorded, 29% above the quarterly average (231). Three quarters (75%) of all hate offences are of a racial nature, which is a stable pattern.



This chart shows the categories against which hate crime is classified.

Hate Crime Victim Satisfaction

Satisfaction of hate crime victims is currently 79.5%¹. The rolling 12 month average, shown by the red line on the chart, is showing a continued improvement on the previous quarter.



Significant variations are experienced within month on month monitoring due to low sample sizes of interviews to monitor satisfaction.

¹ This is based on interviews undertaken over the last 12 months to give an adequate sample size for analysis

2.2 VICTIMS

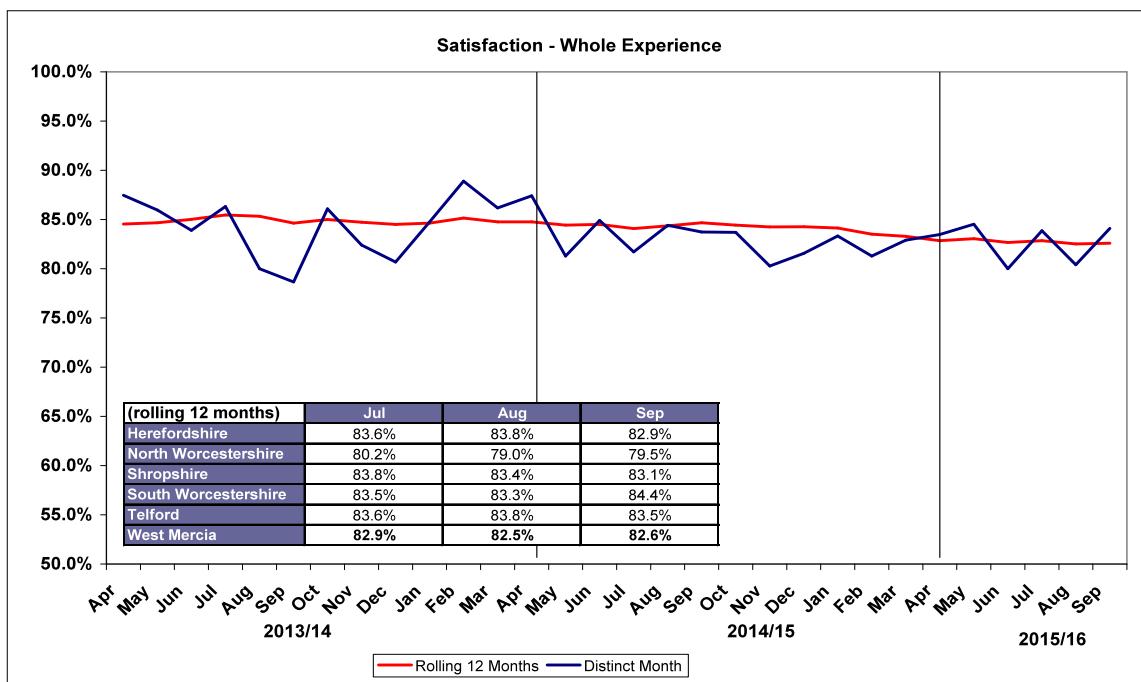
2.2.1 Victim Satisfaction

Monitoring: Trends over time
Change against comparative Forces

Overall victim satisfaction within West Mercia remains stable across the different stages (Ease of Contact, Actions, Follow-up, Treatment and Whole Experience) with 83% satisfied with their experience. Due to small sample sizes this is monitored over a rolling 6 month period and continues to identify that the area of 'Follow up' remains where there is opportunity to further improve. In the latest quarter 70% of people surveyed are satisfied with this aspect of the service opposed to 68.9% last quarter.

National comparison data is only available up to June 2015 with more recent data not being available until November 2015. As of June, West Mercia performs relatively well within its peer group of most similar forces² for 'Ease of Contact' (ranking 3rd) though less favourably in respect of 'Actions' (7th), 'Treatment' (6th) and 'Follow up' (8th). 'Follow up' and 'Actions' are areas of where there is the largest variance from the top performing force (-16.9% and – 8%).

Research with victims has identified that 'Actions' and 'Follow up' are closely linked and work continues in order to improve this across Policing Areas. A number of initiatives have been introduced around communication, training, management and supervision and officer toolkits providing leaflets and contact cards. An evaluation has identified further work is required and has seen the introduction of a Strategic Lead to embed more coordinated and consistent delivery. This work will be a focus of the January 2016 Performance Management Group under the theme of satisfaction and vulnerable victims.



² Most Similar Forces are: Devon & Cornwall, Gloucestershire, Norfolk, North Yorks, Suffolk, Warwickshire, Wilts

2.2.2 Crime Outcomes

Crime Outcomes are the way that forces record how an investigation has been finalised. This framework was introduced in 2014 and now gives a more complete picture of the results of investigations into reported crimes.

In the chart overleaf the force is particularly interested in the ‘Traditional Disposals’ as this provides an insight into whether offenders receive a formal or informal sanction following their offending. The force seeks to at least maintain or improve these type of outcomes.

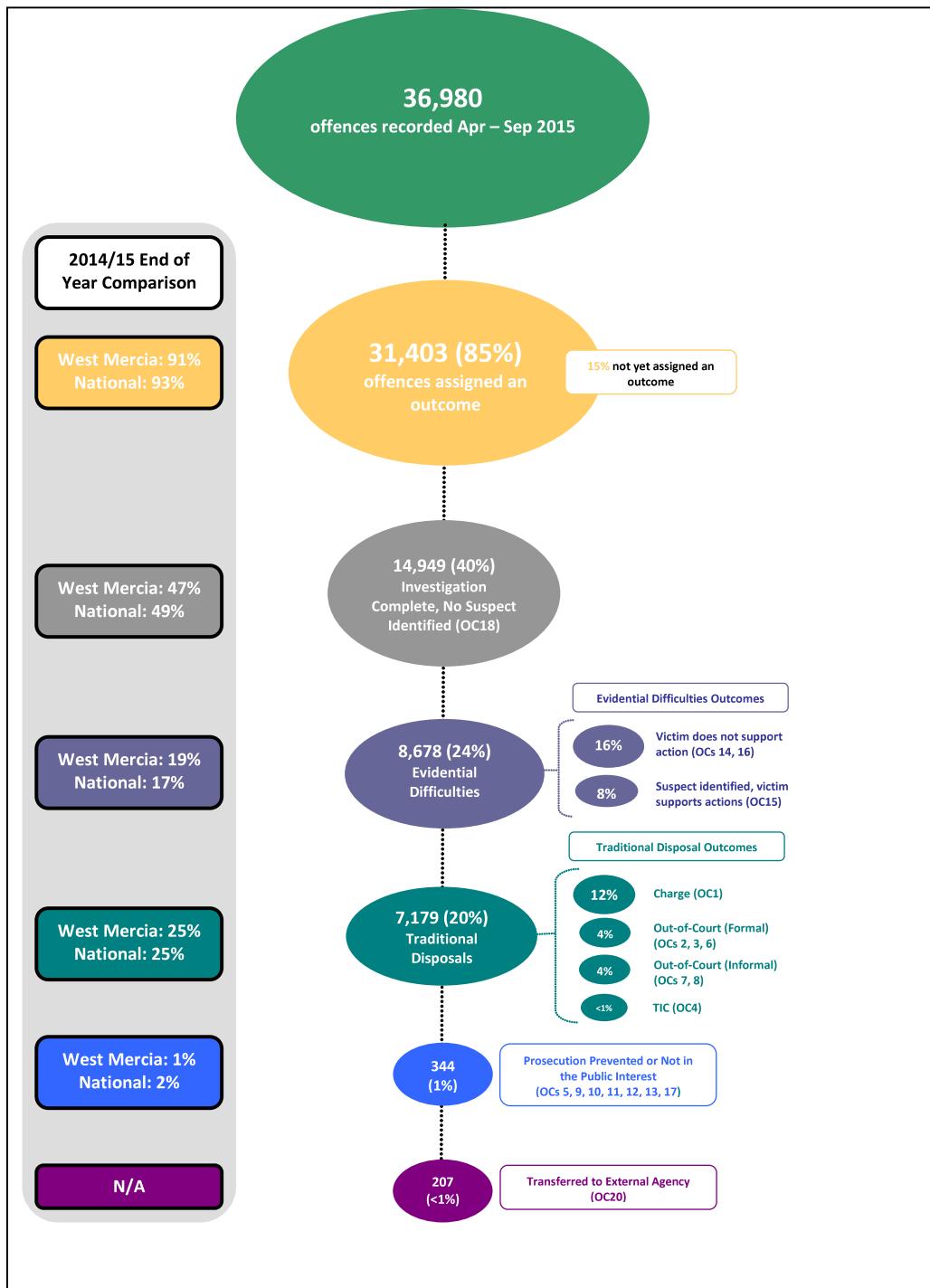
The ‘Evidential Difficulties’ category highlights the reasons a crime cannot proceed to a ‘Traditional Disposal’. In these cases a suspect will have been identified but due to evidential difficulties cannot be proceeded against. The force will monitor these outcomes against the national average.

The category, ‘Investigation Complete No Suspect Identified’ represents those crimes where following an initial investigation there are no obvious productive lines of enquiry to identify a suspect. The force will monitor these outcomes against the national average and will also investigate any significant variation.

The diagram shows the breakdown of outcomes assigned to offences recorded this year, up to the end of September, with the 2014/15 year end data as a comparative baseline³.

We would expect to see some variation between crime types given the different investigative response employed. We will continue to monitor trends against national and peer Force data and report by exception.

³ Home Office statistical report showing outcomes in 2014/15
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/445753/hosb0115.pdf

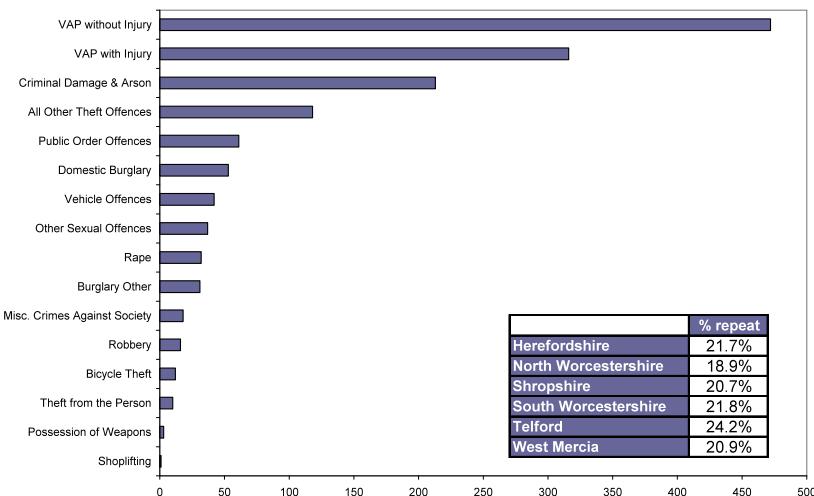


2.3 VULNERABILITY

Monitoring: Reduction in repeat victims and offenders Variation between Policing Areas

A repeat victim (or offender) is defined as an individual recorded as a victim (or offender) in one particular month and also at least once in the preceding 12 months. This data does not lend itself to analysis on a quarterly basis, therefore the data below considers individuals identified as victims or offenders in September 2015 and their activity in the previous 12 months.

2.3.1 Repeat Victimisation

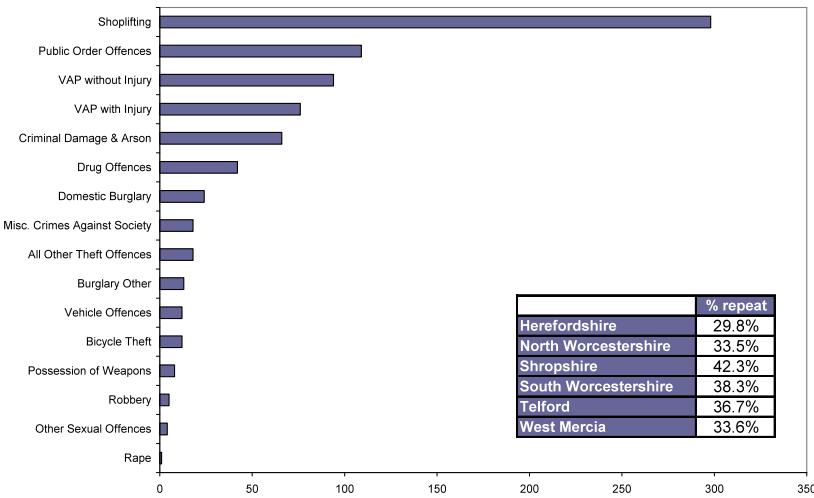


In September 2015, 5% (187) of all identified victims were repeat victims within the same month and 21% (800) had been a further victim of crime at least once in the previous 12 months.

Repeat victims are most likely to be victims of violence with and without injury and criminal damage.

This indicator seeks to identify repeat victims who, given their experience of offending, may be vulnerable. Record level data is shared with relevant policing areas and departments to enable a local review of the individual victims reflected in the above data.

2.3.2 Repeat Offending



In September 2015, 34% (234) of all identified defendants were also defendants in at least one other offence in the previous 12 months.

Repeat offenders were more likely to be defendants in shoplifting and violence offences.

This record level data is shared with the force Integrated Offender Management (IOM) lead who is developing a force level approach to offender management.

A review of IOM has been completed during the last quarter, which considered national best practice and our approach across the Force. Over the next quarter our approach to IOM will be further broadened and developed to ensure repeat offenders get a comprehensive response across a wide range of offending behaviours including those of shoplifting and violence.

2.3.3 Repeat Missing Persons

Monitoring: Trends over time Partner activity

Repeat missing persons are monitored due to associated vulnerability particularly with young persons and those in care.

Data shown is a summary of information recorded on the force missing persons system. A report is generated for each occasion a person goes missing, therefore one individual may be associated to multiple reports.

Over the last quarter, 26% of all reports relate to people reported missing more than once in a given month (96 individuals). Under 18s are more likely to be 'repeats' with 73 individuals responsible for 193 reports and represent nearly 80% of all repeat reports.

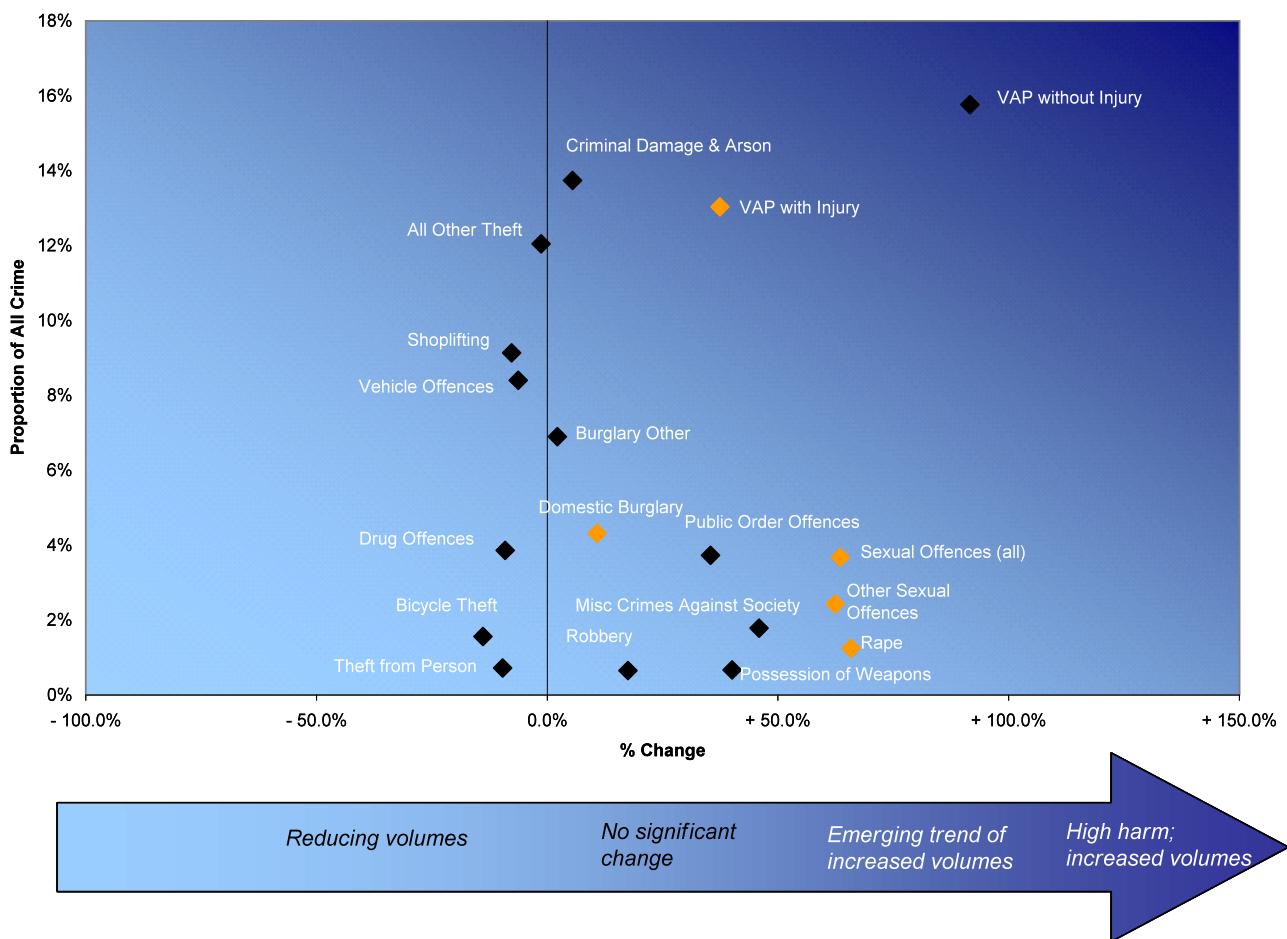
	All Persons			Persons Under 18			Persons In Care	
	No. of Missing Reports	No. of Reports from Repeat Mispers	Repeat Rate (%)	No. of Missing Reports	No. of Reports from Repeat Mispers	Repeat Rate (%)	No. of Missing Reports	In Care Rate (%)
Herefordshire	120	23	19%	57	19	33%	38	32%
North Worcestershire	148	18	12%	71	14	20%	29	20%
Shropshire	212	61	29%	121	47	39%	76	36%
South Worcestershire	270	98	36%	161	87	54%	105	39%
Telford & Wrekin	174	43	25%	76	26	34%	33	19%
West Mercia Total	924	243	26%	486	193	40%	281	30%

There has been an increase of 22% in the volume of missing person reports recorded in West Mercia compared to 2014/15, though comparable volumes have been reported this quarter compared to last quarter. 30% of all missing person reports this quarter related to persons living in care homes. South Worcestershire are showing the greatest increase in repeat incidents which appears to be predominantly driven by an increase in under 18s, with an increased 'repeat rate' for this age group. Work is underway within the Policing Area between Police and partner agencies to identify the most likely locations persons will go missing from and the most likely young people to be involved. The results of this will be monitored over the next 3 months.

Shropshire Local Policing Area, following concerns over calls for service from care homes and the number of repeat missing young people, has identified a number of activities which are being conducted with partners. Early results show reductions within reports of under 18's in care compared to the same period last year. This activity will continue over the next quarter and will be subject to further reporting and identification of good practice.

2.4 HARM REDUCTION

The chart below provides a snapshot of a wide variety of crimes that are monitored by the force. It shows whether they are increasing or decreasing and their relative proportion of all crime. The offence types that have an orange marker are reported on within this performance summary.



Where possible, performance comparisons are made to the Force's 'similar group' (a group of 8 peer Forces designated by the Home Office)⁴. Two issues are highlighted:

1. How the current pattern of offending compares to the group average

Below Group Avg

Similar to Group Avg

Above Group Avg

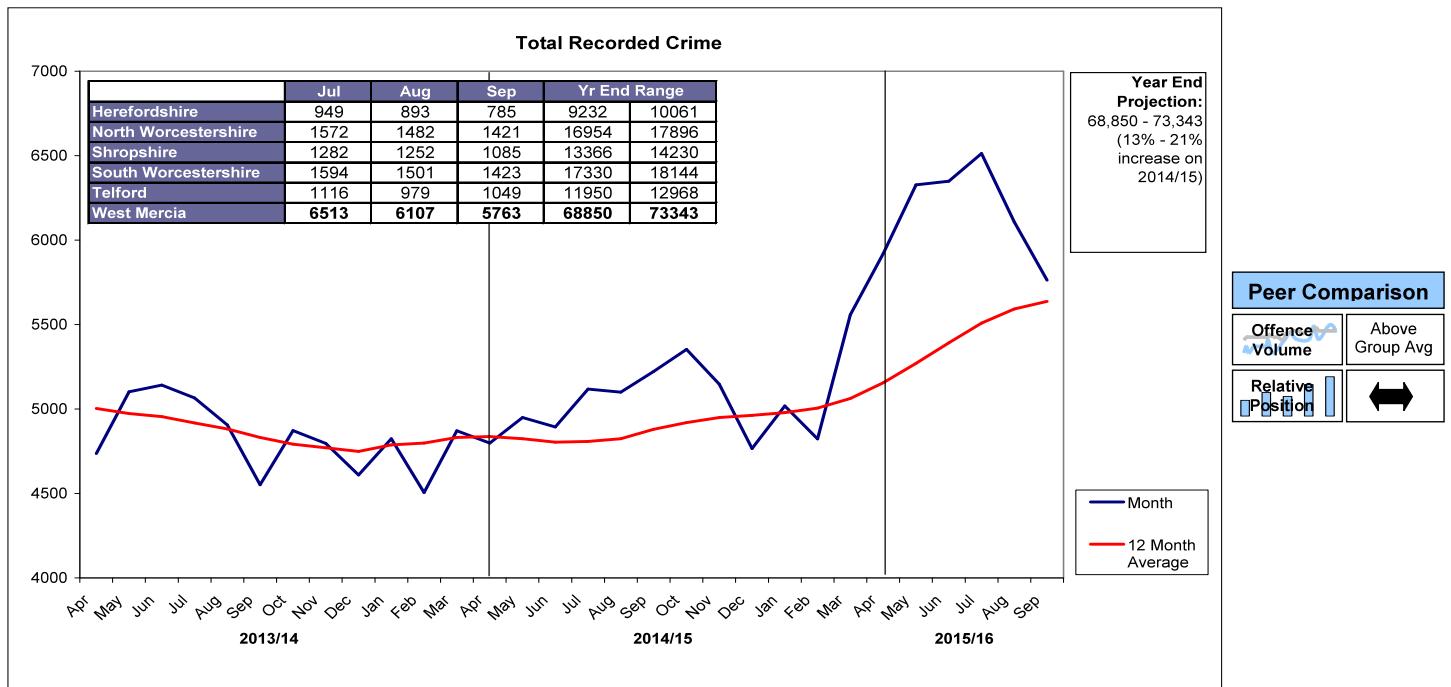
2. Any recent change in the relative position of the Force within the group



⁴ Most Similar Forces are: Devon & Cornwall, Gloucestershire, Norfolk, North Yorks, Suffolk, Warwickshire, Wilts

2.4.1 Crime Recorded

Monitoring: Trends over time
 Against projection
 Against national and other force trends



The rise in crime volumes from March 2015 is repeated nationally, although higher rates of recording have been seen in West Mercia. The increase is predominantly due to changes and improvements in the recording of crime with the largest increases seen within sexual offences and violence offences – this will be commented on later in this report.

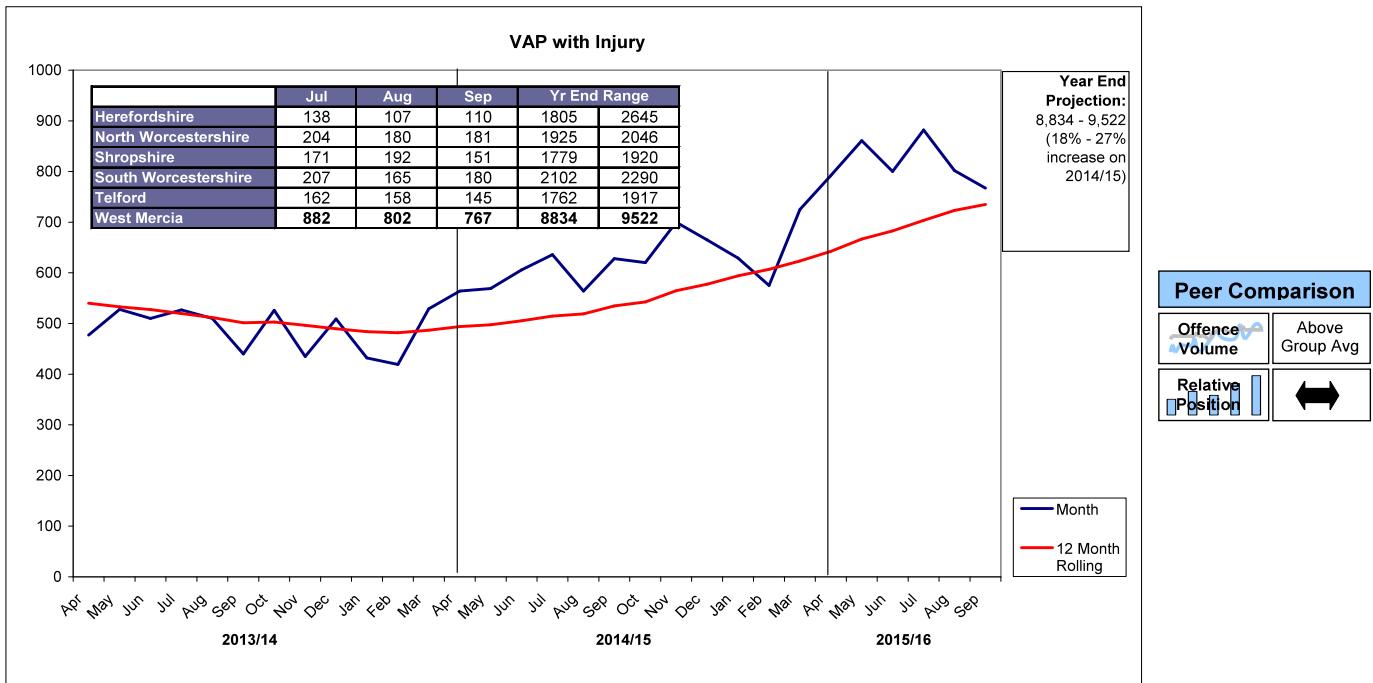
As a result of these process changes and the audit of incidents from 2014/15, it is not straight forward to project where we see volumes at the end of 2015/16 at this time. In terms of total recorded crime, we currently expect year end volumes to be 13% - 21% above those of 2014/15.

The last quarter has shown a marginal reduction in overall crime reported in West Mercia (18,379 reduction of 1%) compared to the previous quarter which is predominantly represented through back record conversion data being included within the April to June 15 figures (563 offences).

It would appear that we are approaching a time of more stable recording as changes in recording practices become embedded and this will be subject to continued monitoring.

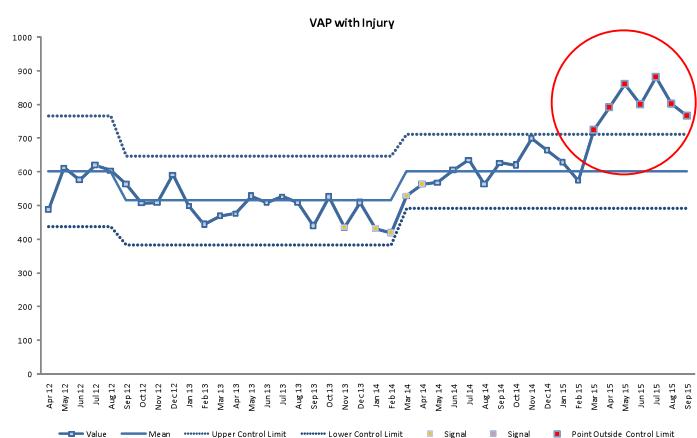
The following offence types are either those identified as causing most harm to individuals or those with an emerging upward trend in volume:

Violence with Injury⁵



At this point in time, projections for the end of 2015/16 are between 8,834 and 9,522 (18%-27% higher than 2014/15). Contributory factors for this increase are the increased focus and activity in respect of accurate and timely recording of reported offences as identified within the National Crime Recording Standards (NCRS) and Home Office Counting Rules (HOCR) following the HMIC Crime Data Integrity Inspection activity and the inclusion of DASH (Domestic Abuse and Stalking and Harassment risk indicator) assessments onto the forces electronic crime recording system (CRIMES).

2,451 violence with injury offences were recorded in the last quarter, accounting for 13% of total recorded crime. Volumes in this quarter are in line with the previous quarter though monthly totals remain above average compared to last year.



Assuming the pattern of recording continues we expect to see an increase in the monthly average volumes from about 600 to 800.

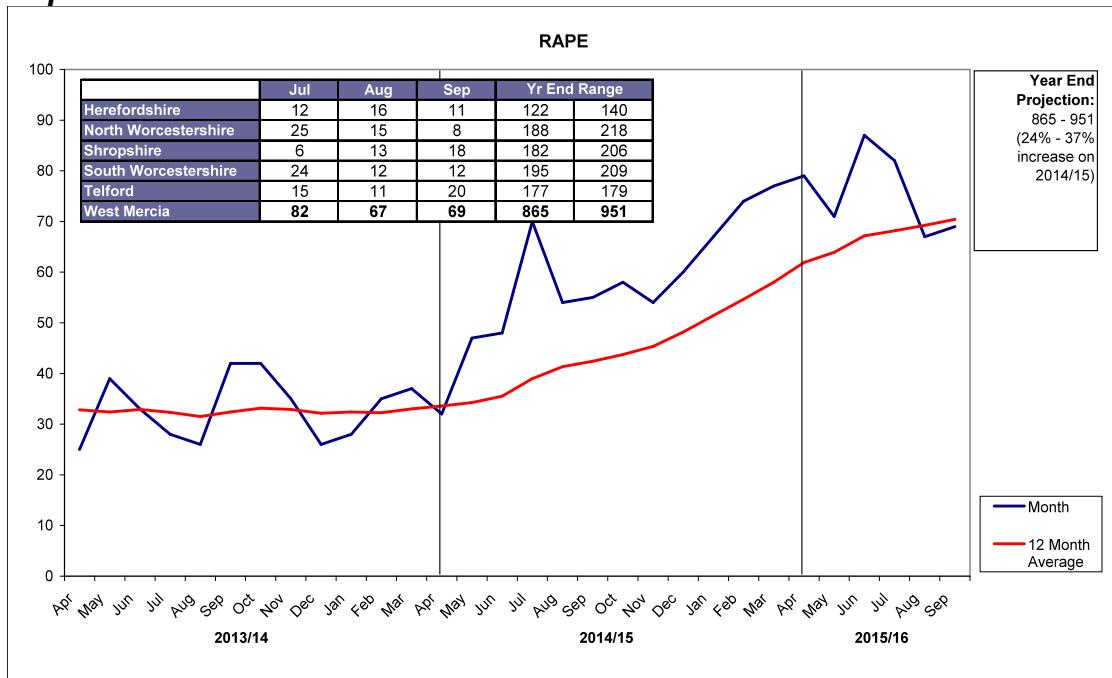
Currently 32% of violence with injury offences are domestic abuse related and 38% are alcohol related.

In performance terms we would seek to maintain satisfaction levels with victims of violent crime and reduce levels of repeat victimisation.

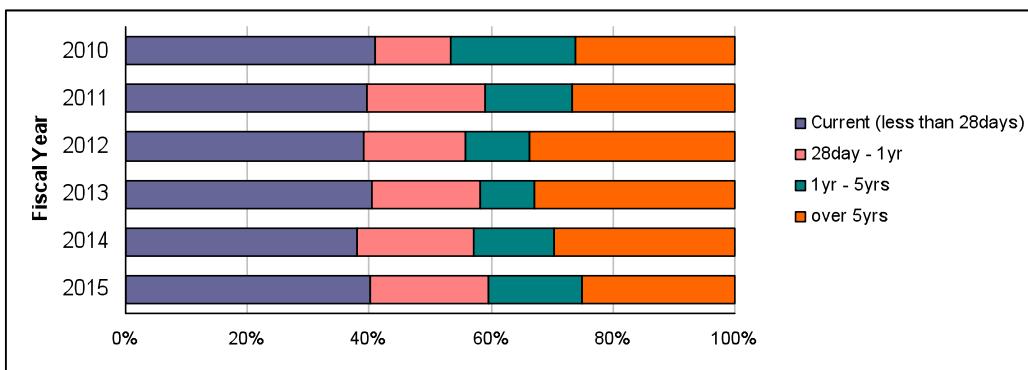
Against peers, volumes remain above average, however the Force position remains stable.

⁵ Violence with Injury includes murder & attempt murder, assault where there is injury or an attempt to inflict injury and death by driving

Sexual Offences Rape

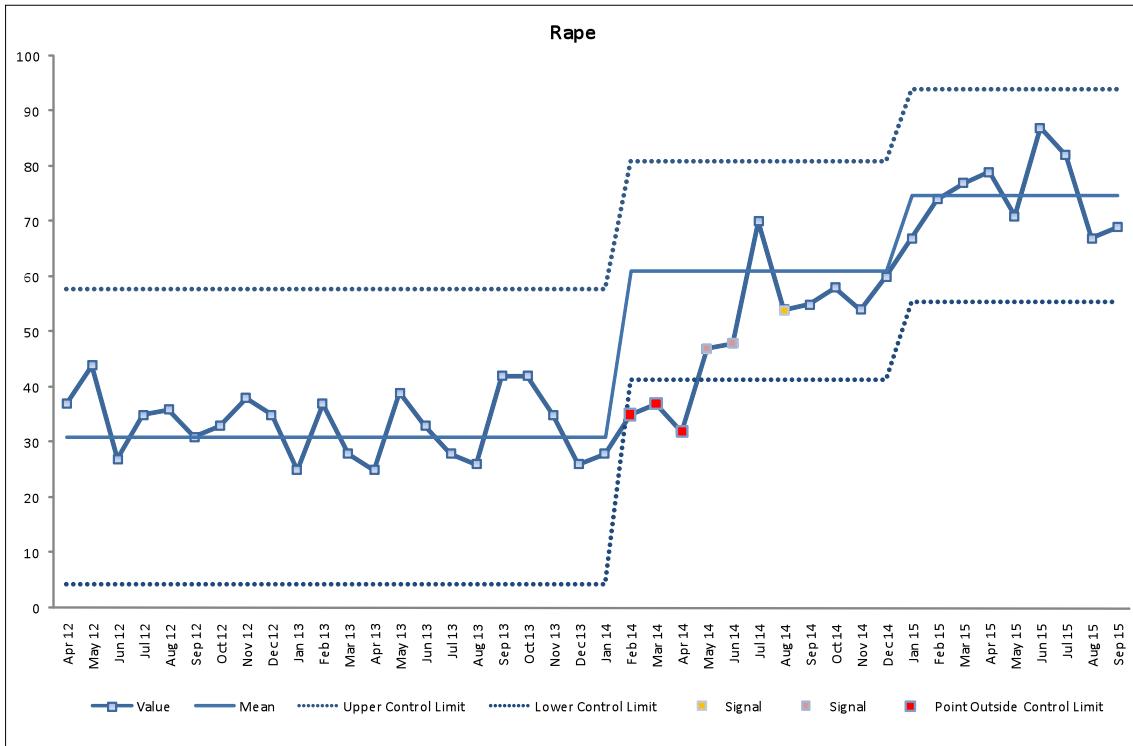


At this point in time, projections for the end of 2015/16 are between 865 and 951 (24%-37% increase on 2014/15). 218 rape offences were reported to the police in the last quarter, an 8% reduction on the previous quarter. Over two fifths (42%) of offences recorded in the last quarter were actually committed over a year ago which remains a relatively static percentage figure in overall reporting.



The force records a higher proportion of rape offences than its most similar forces though the pattern of increased recording is similar to this group. West Mercia is now recording on average 75 offences per month which has been a consistent picture since January 2015. Contributory factors are the 'Saville' effect with increased victim confidence to report offences to the Police, inclusion of DASH risk assessment on crime recording system and greater scrutiny to identify previously unrecorded offences.

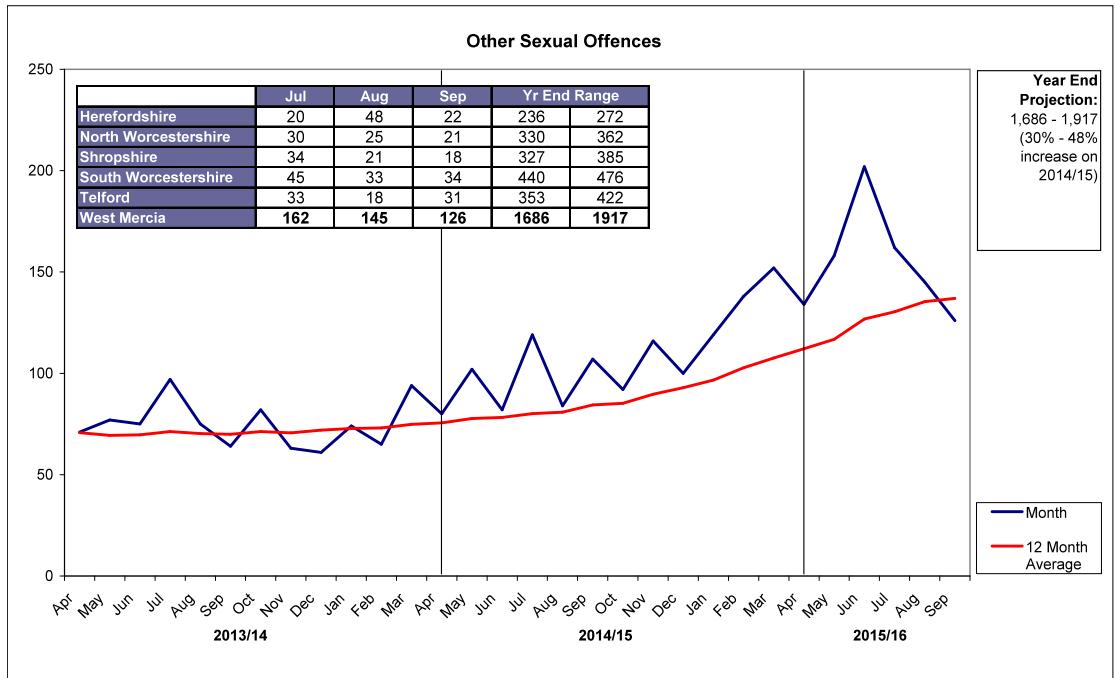
Monthly volumes are likely to increase with the development of Multi Agency Safeguarding Hubs (MASH) as these will provide further opportunities for victims to disclose offences.



22% of all reported rapes in the quarter have a domestic abuse marker. There is an increase in rape offences with a domestic abuse marker compared to 2014/15, coinciding with the inclusion of the domestic abuse risk assessment on the force crime recording system. The risk assessment includes questions relating to previous unreported offences and where a more serious offence is disclosed this has resulted in an additional offence being recorded.

Feedback from partners and third sector organisations providing services to victims of sexual crime suggests an increase in people using these services and supports the view that the increase in reported offences reflects an increasing confidence amongst victims.

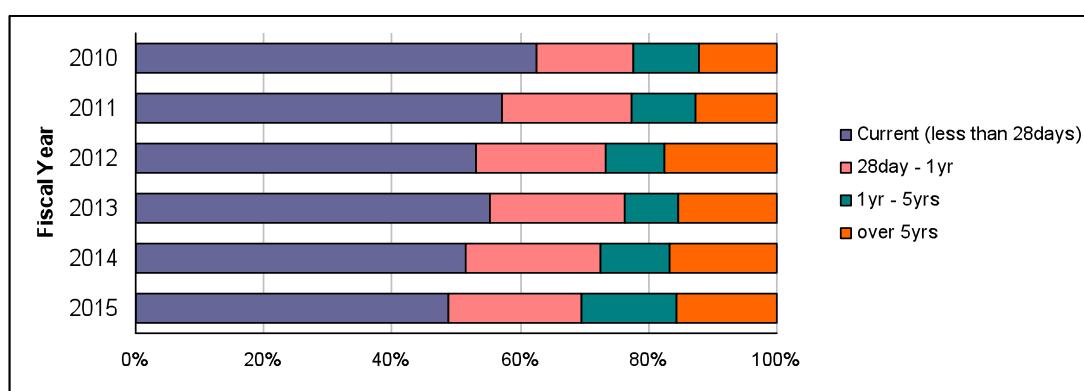
Other Sexual Offences



At this point in time, projections for the end of 2015/16 are between 1,686 and 1,917 (30% - 48% increase on 2014/15). These will be monitored and revised depending on evidence of month on month increases stabilising. A number of most similar forces have experienced similar increases in volumes and the pattern of increases is similar.

433 other sexual offences were reported to the police in the last quarter, a 12% reduction on the previous quarter. All Policing Areas have seen this quarterly reduction, with the exception of Herefordshire where increased volumes in August related to an ongoing operation concerning multiple victims of online sexual offences.

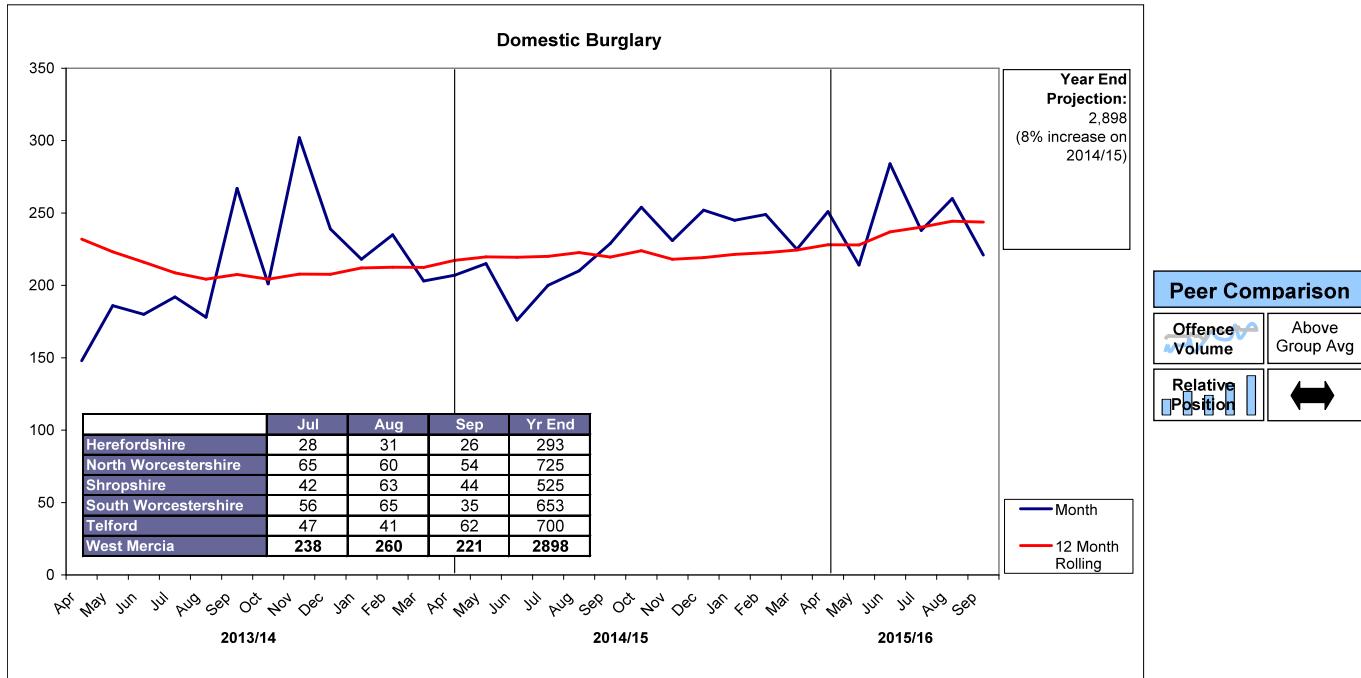
Approaching one third (30%) of offences recorded in the last quarter were actually committed over a year ago. Between April and September there has been a higher proportion of offences committed over a year prior to recording than in the same period in previous years.



A profile of the crime of 'sexting' has been developed to help further understand this issue and ensure the Force is recording and responding to it appropriately.

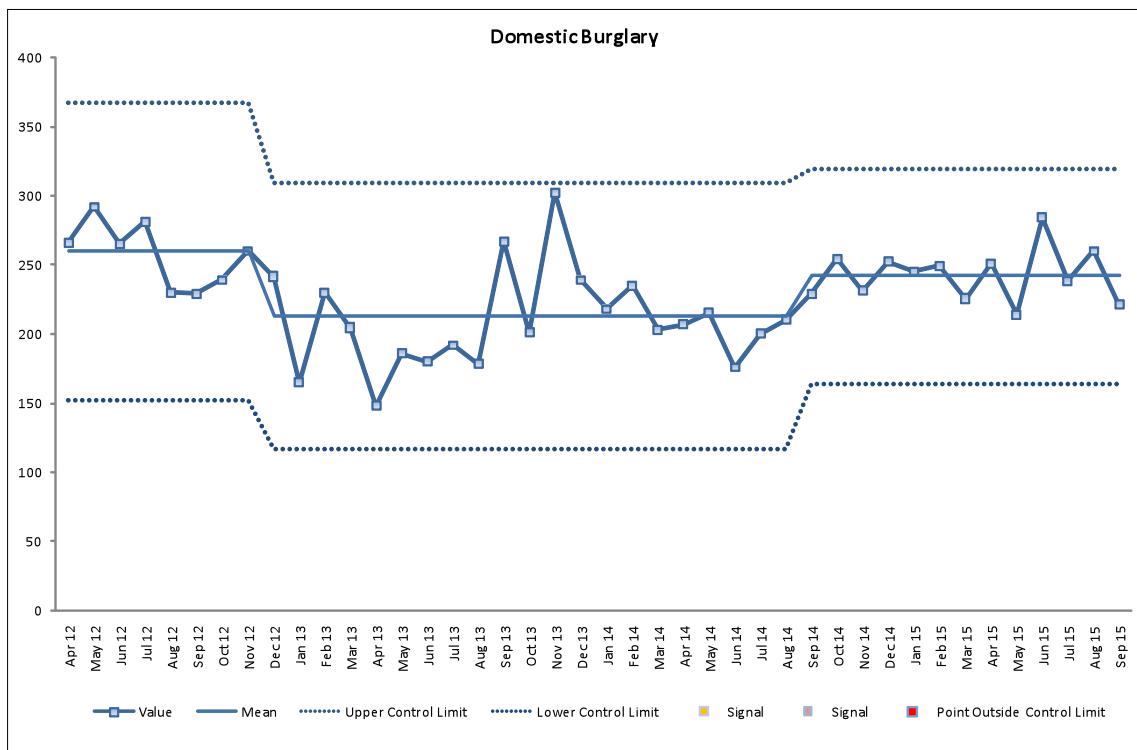
Domestic Burglary

719 offences were recorded in the last quarter, a 4% decrease compared to the previous quarter. The 12 month rolling line on the chart indicates a recent increasing volume trend. Volumes are above average compared to similar forces but the relative position remains stable.



There has been a series of at least 82 offences across the Alliance and in neighbouring forces, occurring since July 2015. A number of suspected offenders have been charged and this investigation is continuing.

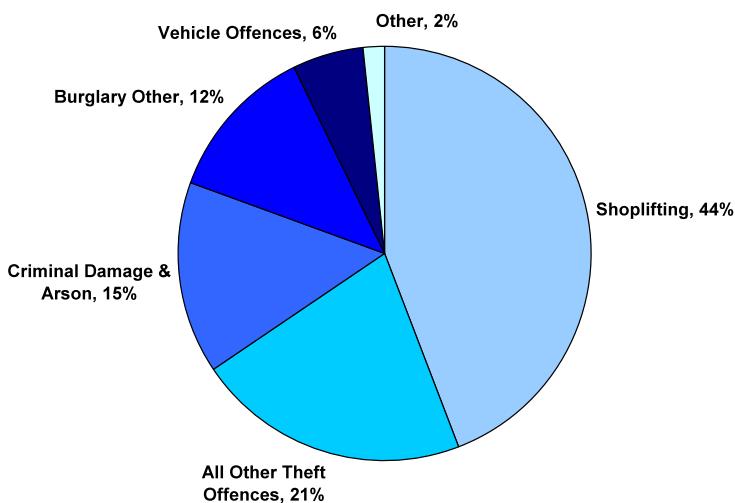
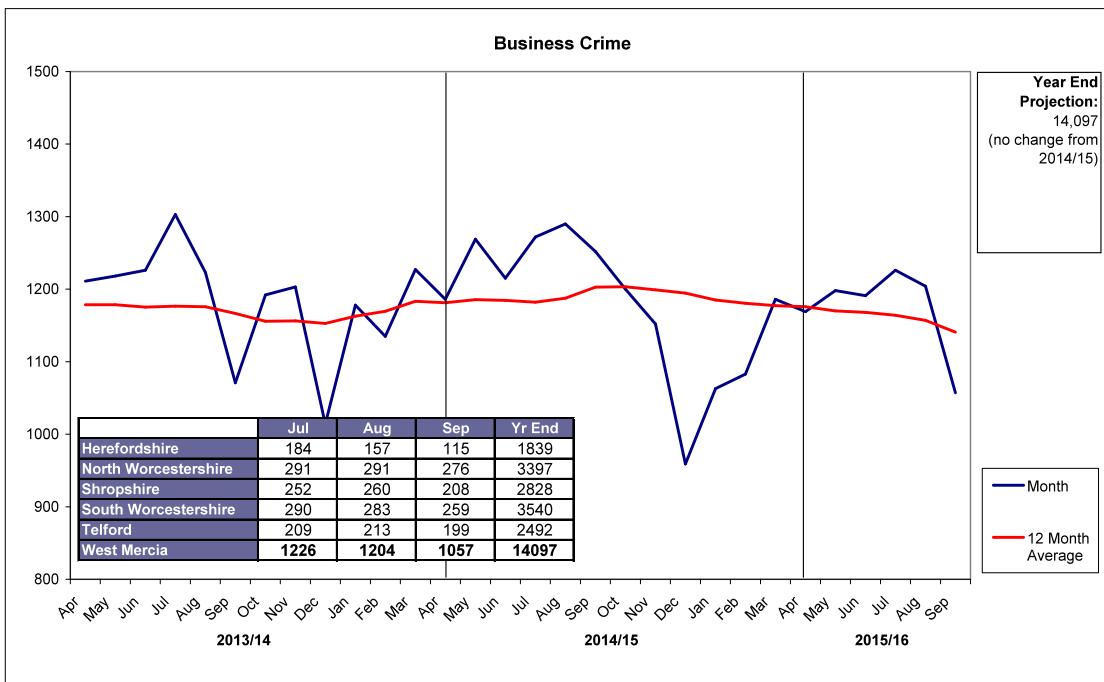
Offence volumes have remained relatively stable, with about 8 offences recorded per day.



Business Crime

Business crime is defined as any criminal offence (against person or property) which is associated to a business. 3,489 offences of business crime were recorded in the last quarter which represents a 9% decrease compared to the same period in 2014. This has been predominantly driven by a decrease in shoplifting offences.

Underpinning business crime is an Alliance Portfolio Lead who coordinates Force activity and feeds into the Business and Rural Crime Board. Each Policing Area has a tactical lead and plan detailing local activity in order to coordinate partnership working, reduce offending and target those that cause the most harm. The most considerable reductions in shoplifting have been observed in North Worcestershire who have been proactively working with retailers in problem areas within the community. A review of this work, under the direction of the Local Policing ACC, is seeking to share best practice with other policing areas.

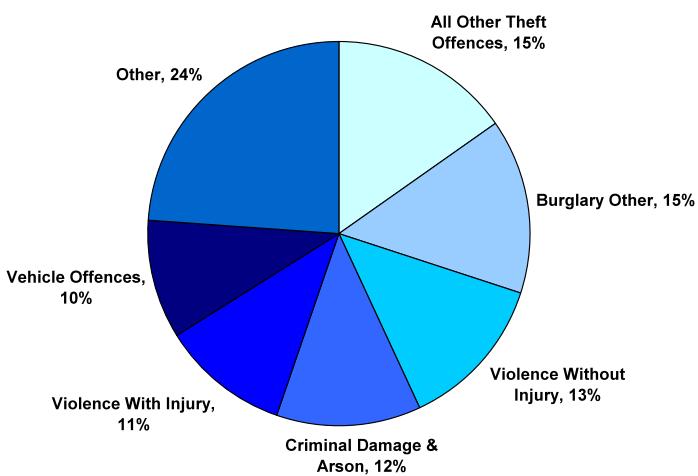
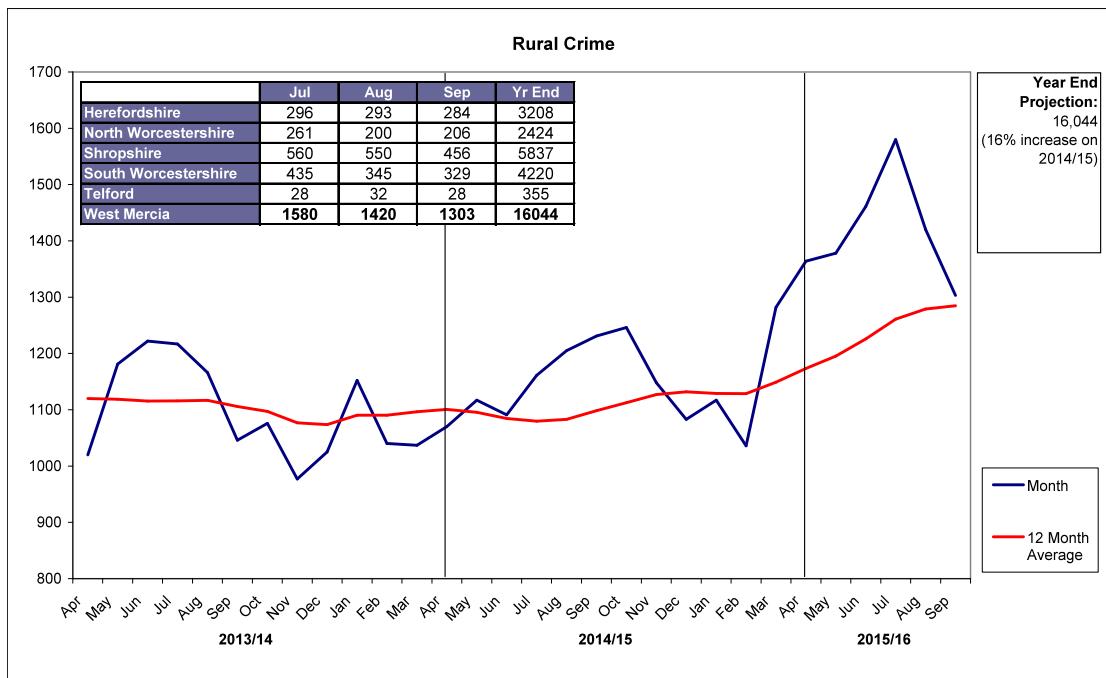


Three crime types represent 80% of all business crime, namely Shoplifting (44%), Other Theft (21%) and Criminal Damage & Arson (15%). There has been no significant change in the make up of business crime over recent years.

Rural Crime

Rural crime is defined as any crime that takes place in a rural location. 4,303 offences have been recorded in the last quarter, representing 23% of total recorded crime.

There is a projected increase in recorded rural crime which is in line with total recorded crime. This is mainly represented through increases seen in violent and sexual offences and is proportionate to increases seen across West Mercia as a whole and not restricted to rural areas. The reason for these increases related to these crime types has been detailed earlier in this report.



This chart shows the make up of rural crime, with proportions stable over the last few years.

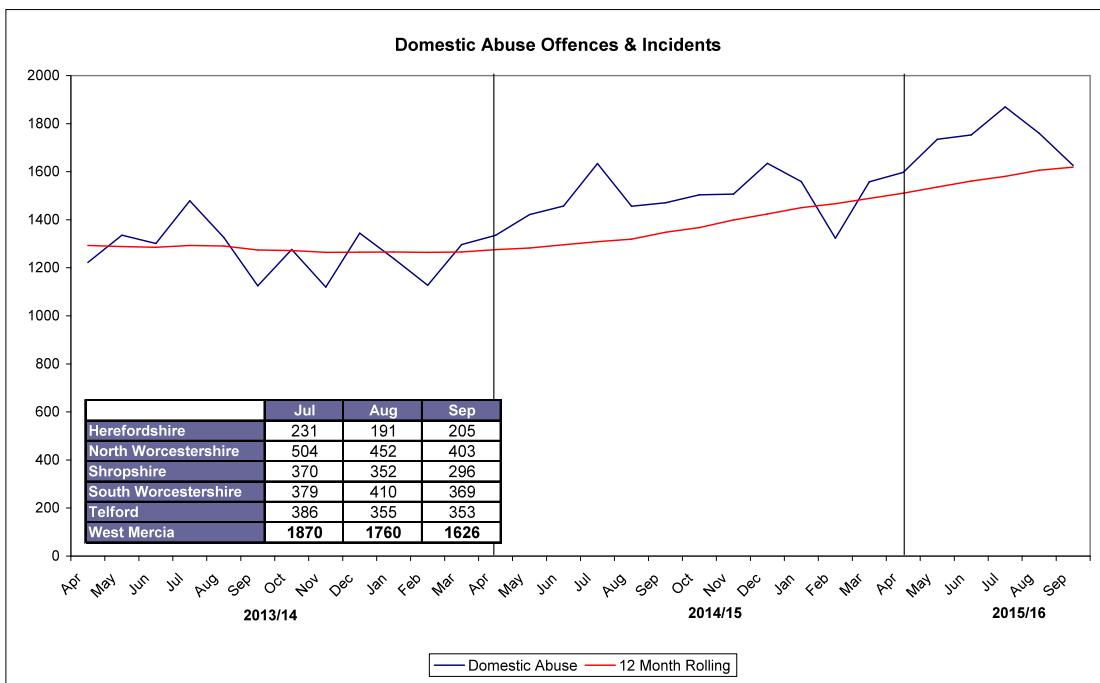
2.4.2 Crime Markers

Monitoring: Trends over time
Against national and other force trends

Domestic Abuse

The force priority for domestic abuse is to promote partnership working and increase confidence in reporting.

Around 30% of all recorded crime in the last quarter is domestic abuse related. 5,526 domestic abuse offences & crime incidents were recorded in the quarter, 3% above the previous quarter. As noted above, this increase was anticipated as DASH reports are now included on the CRIMES system. 81% of all domestic abuse offences are violent crimes.

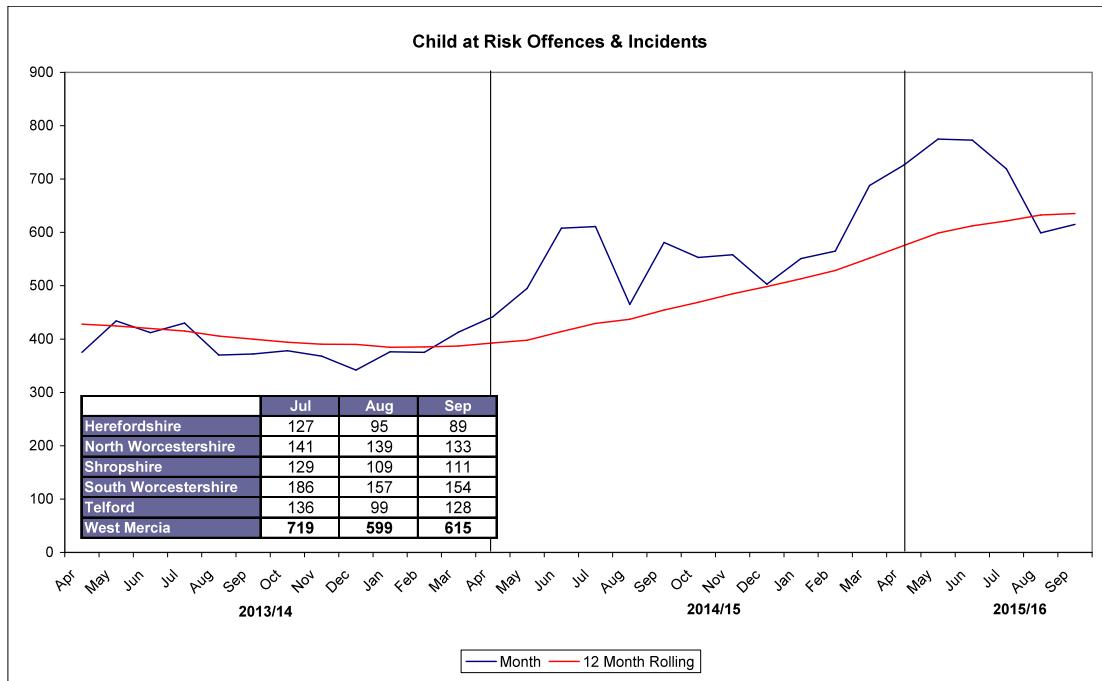


Cyber Crime

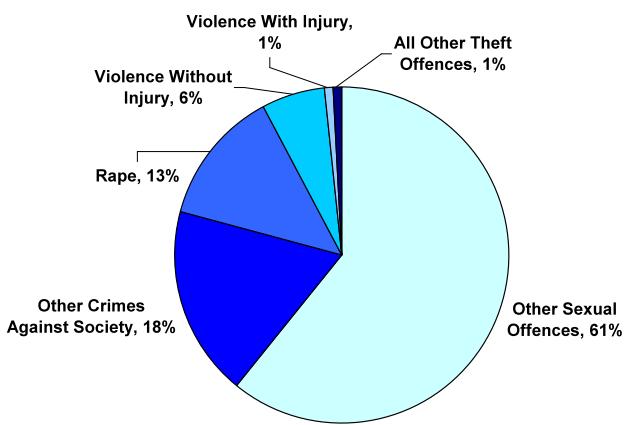
A marker for cyber crime offences was introduced in April 2014. In the last quarter, 157 offences were flagged as cyber crime. We are aware that this is likely to be a significant under-reporting of offences and work is ongoing to gauge a more accurate picture of cyber crime.

Child Sexual Exploitation

Child at Risk markers have been applied to 1,933 offences & incidents in the last quarter. This is a reduction on volumes seen in previous months and mirrors a seasonal trend where referrals originating from schools reduce during the summer holidays.



77 offences were marked as Child Sexual Exploitation. The profile of offences with a CSE marker is shown here.



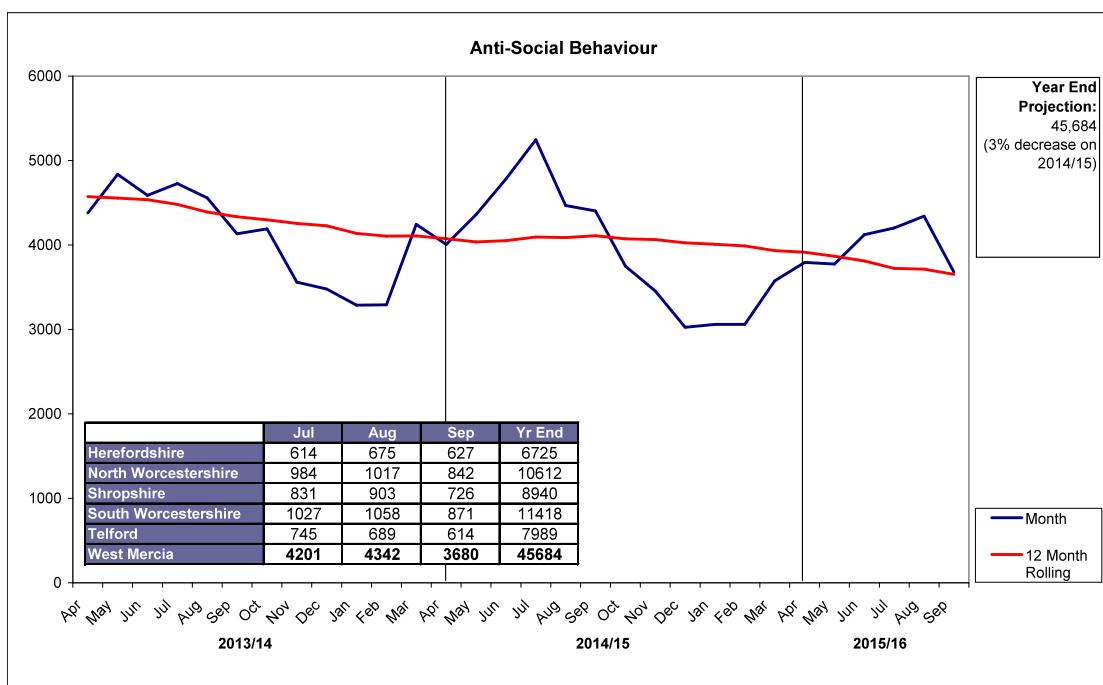
An assessment of Child Sexual Exploitation has been produced to provide a strategic overview of CSE across the Alliance. The assessment provides a clearer picture of CSE across a number of themes including types of exploitation, locations of concern, risk/enabling factors and CSE networks.

The social media campaign 'Who are you really talking to?' has continued through the summer and figures indicate that the post has been shared on over 14,000 separate Facebook pages and the videos have been viewed over 2,300 times.

2.4.3 Anti-Social Behaviour

Monitoring: Trends over time
Against projection

12,223 ASB incidents were recorded in the last quarter, 5% more than in the previous quarter. The reporting of ASB tends to be seasonal with volumes increasing during the late spring and summer months the overall trend shows a reduction in volumes.



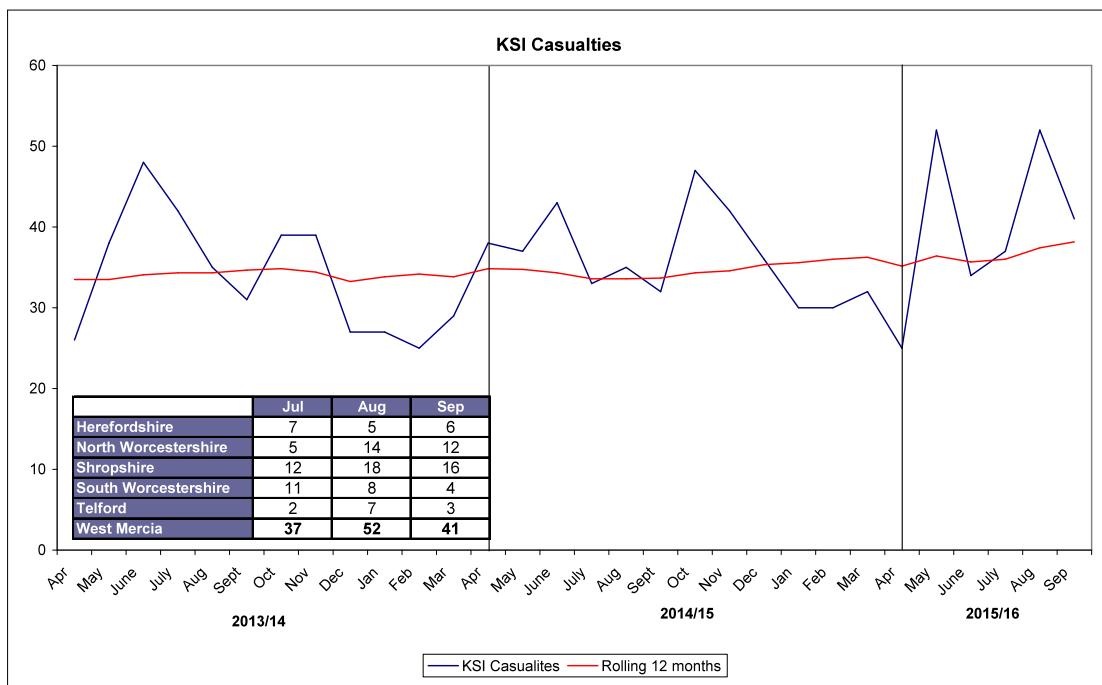
2.4.4 Road Traffic Casualties

Monitoring: Trends over time
Safer Roads Partnership pro-active activity

In the last quarter there were 12 road deaths and 70 serious injury collisions resulting in 120 serious injury casualties. Of the fatalities, 4 were vehicle drivers, 4 motorbike riders, 2 pedestrians, 1 cyclist and 1 bus passenger.

33 of the serious injury casualties were bike riders, with 27 of these aged 15-26. 15 casualties were aged over 66.

60% (59) of the serious injury collisions occurred in either Shropshire (33) or North Worcestershire (26).



The Safer Roads Partnership has identified 6 high harm routes across West Mercia, requiring focused police activity and visibility to reduce casualties. These are reviewed monthly and data presented to local Tactical Tasking meetings.

Road safety and public confidence was the theme of the Performance Management Group in October. This discussion identified the need to reposition wider road safety and the link to public confidence and embed it further within local policing activity and structures.

2.5 DEMAND REDUCTION

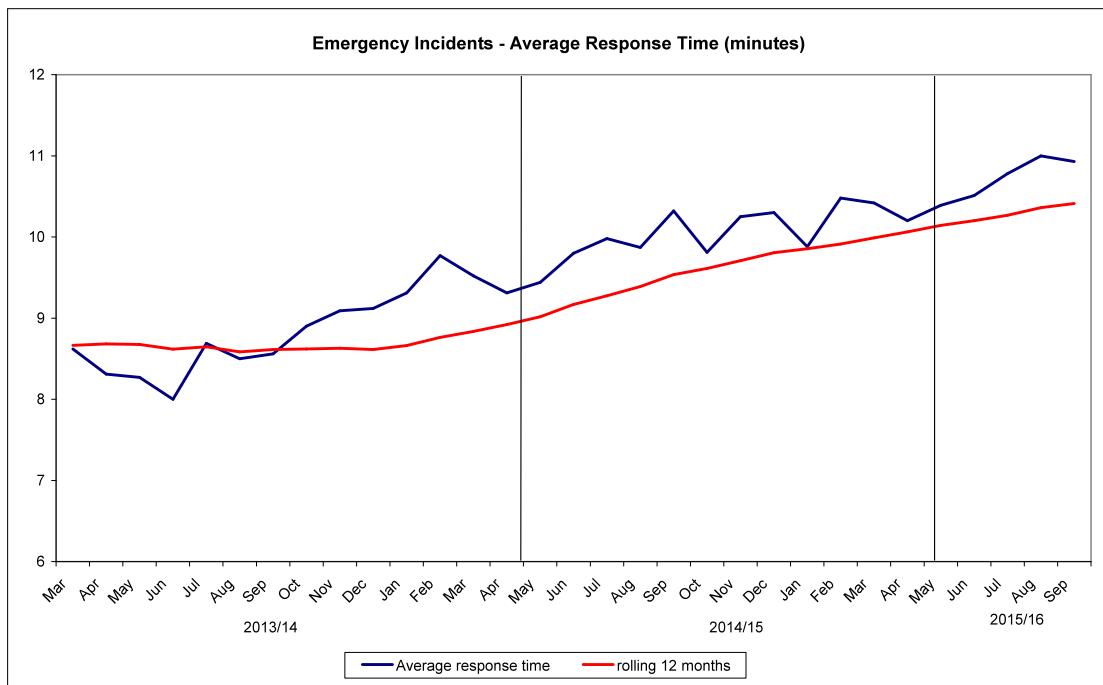
2.5.1 Response Times to Emergency and Priority Incidents

Monitoring: Trends over time – proportion attended within 20 minutes
Against national and other force trends

The Alliance monitors performance against the suggested response times outlined in the National Contact Management Programme, which is to respond to emergency calls in 20 minutes.

In West Mercia 10,897 Emergency incidents were recorded in the last quarter. The average time to attend an Emergency incident was 11 minutes. 92% (more than 9 out of 10) were attended within 20 minutes.

The 12 month rolling line on the chart below indicates an increasing trend in the average time to attend emergency incidents. An analysis of emergency incident attendance throughout a 24 hr period for each policing area has been undertaken. This has highlighted some variation at certain times of the day. The analysis has been sent by the Local Policing ACC to Area Commanders for review.



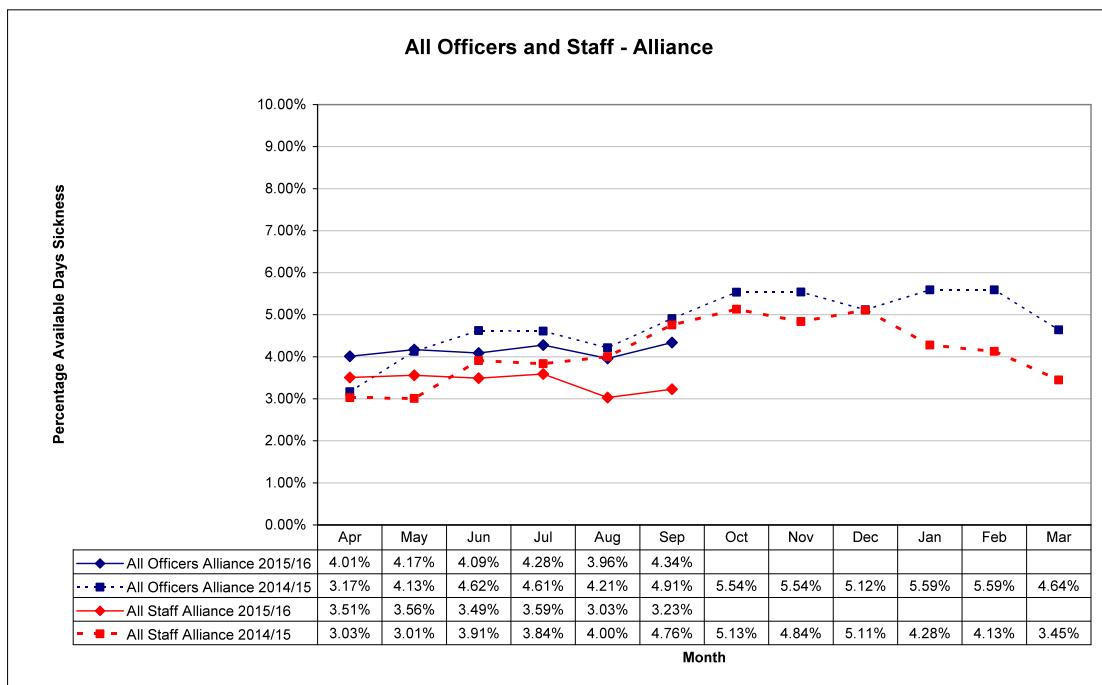
2.6 WORKFORCE

2.6.1 Sickness

Monitoring: Trend over time
Against national and other force trends

Workforce sickness forms part of the overall Health and Wellbeing Agenda around staff welfare being led by both Chief Constables. In the last quarter, a total of 11,936 working days were lost to sickness across the Alliance, a stable position from the previous quarter.

Patterns are showing a seasonal fluctuation at a reduced level compared to last year.



National comparative data is only released on a 6 month basis. The latest data covers the period up to March 2015, with the next update due to be published in November. As at March 2015 West Mercia showed an encouraging but small improvement in the proportion of hours lost to sickness for officers (from 6.1% to 5.7% in West Mercia). However for police staff there was a higher proportion of hours lost to sickness and a worsening of position in force rankings.

The recent Alliance Well-Being Board approved a number of short term 'quick win' projects aimed at improving sickness and attendance issues. These include making basic health checks available to Staff and Officers, reviewing the provision of counselling support to relevant departments, running interactive health workshops, reviewing gym access and potentially re-introducing a cycle to work scheme. Further details of these initiatives will be made available shortly.

2.6.2 TOIL / RDIL

Monitoring: Trend over time

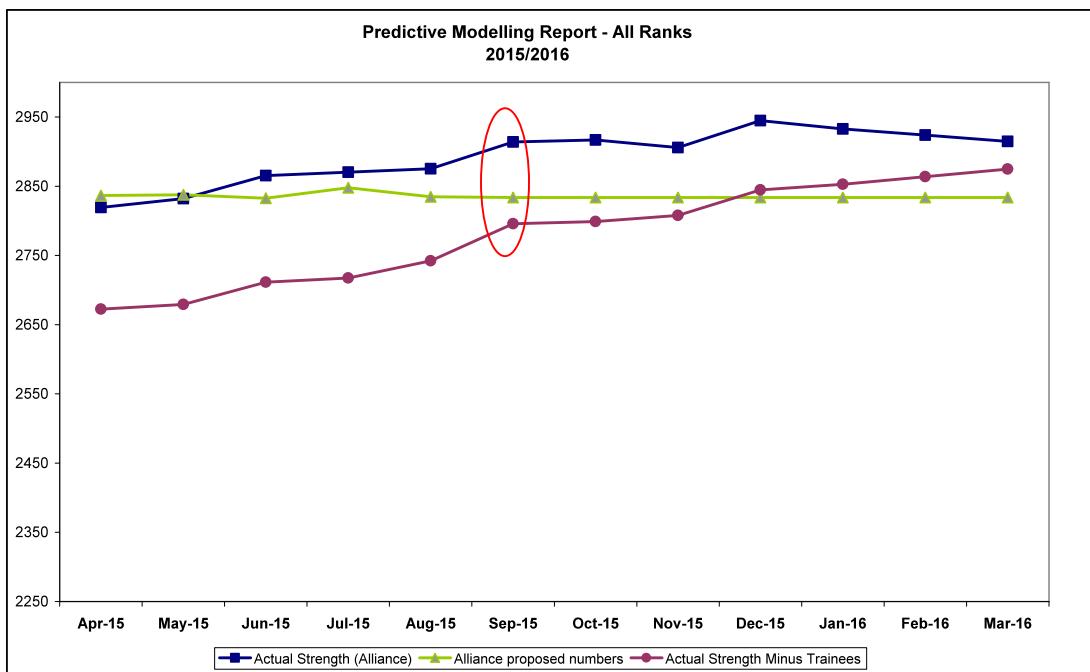
In April 2015 there was an agreement to reduce the number of officers and staff that had time off in lieu (TOIL) and rest day in lieu (RDIL) balances above policy limits of 40 hrs owed TOIL and 5 days owed RDIL. As at the end of September no significant change has been seen. For police staff there has been a small increase in the number of people exceeding TOIL limits and a small reduction in the number of people exceeding RDIL limits.

This issue was discussed in detail at the Performance Management Group in October and there is an expectation that this situation will improve. Activity will now be monitored by Policing Areas each month with a view to improving this situation. There is an expectation that the overall numbers of officers and staff exceeding these limits is reduced by end of March 2016 and individual levels reduced which will be subject to further focus at Performance Management Group in April 2016.

2.6.3 Recruitment

Monitoring: Against projection

Officers



The chart shows that the Alliance is meeting its agreed establishment for police officers.

The purple line represents the actual deployable strength, it treats officers in their first 6 months of training as not fully deployable.

Staff

The Alliance is currently undertaking a reconciliation process of vacant staff posts and therefore it is not possible to provide detailed recruitment data for staff positions at this point in time. This information will be developed in the coming months.

2.6.4 On Duty Police Personnel Victims of Assault

Monitoring: Trend over time

Work has commenced within the last quarter in order to understand levels of assaults on Police Personnel. In the last quarter, there were 120 offences where police personnel were victims whilst on duty in West Mercia. These offences relate to 108 'distinct' individuals, of which 91% were a victim just once and 10 individuals were a victim more than once.

The following table shows a breakdown of the 120 offences by Offence type and Policing Area.

	VAP with Injury	VAP without Injury	Public Order Offences	Total Offences	% Share
Herefordshire	6	9	0	15	13%
North Worcestershire	11	11	1	23	19%
Shropshire	4	8	2	14	12%
South Worcestershire	14	20	3	37	31%
Telford & Wrekin	13	15	3	31	26%
West Mercia	48	63	9	120	100%
% Share	40%	53%	8%	100%	

(NB: this relates to the location of the crime not necessarily which force the officer works for).

The following table shows the total number of victims associated with an offence by Offence type and Employee type.

	VAP with Injury	VAP without Injury	Public Order Offences	Total Number of Victims	No. of 'distinct' Victims	% Share
Police Officer	43	57	2	102	94	87%
Police Staff	0	0	0	0	0	0%
Police Staff - Custody - Reliance	0	2	1	3	3	3%
PCSO	3	3	6	12	8	7%
Special Constable	2	1	0	3	3	3%
West Mercia	48	63	9	120	108	100%

(NB: 'Total Number of Victims' relates to the number of victims associated with an offence, distinct victim relates to a unique count of victims as the individual may have been a victim more than once during the time period).

Work is currently focused around seeking opportunities to prevent violence against police officers and staff and identify causes and trends in order to inform further work. Additionally national research suggests that staff themselves often don't seem themselves as a victim of crime resulting in investigations and victim support not being offered in line with national victims code and criminal justice procedures. Ultimately this work will feed into the Health and Wellbeing agenda.

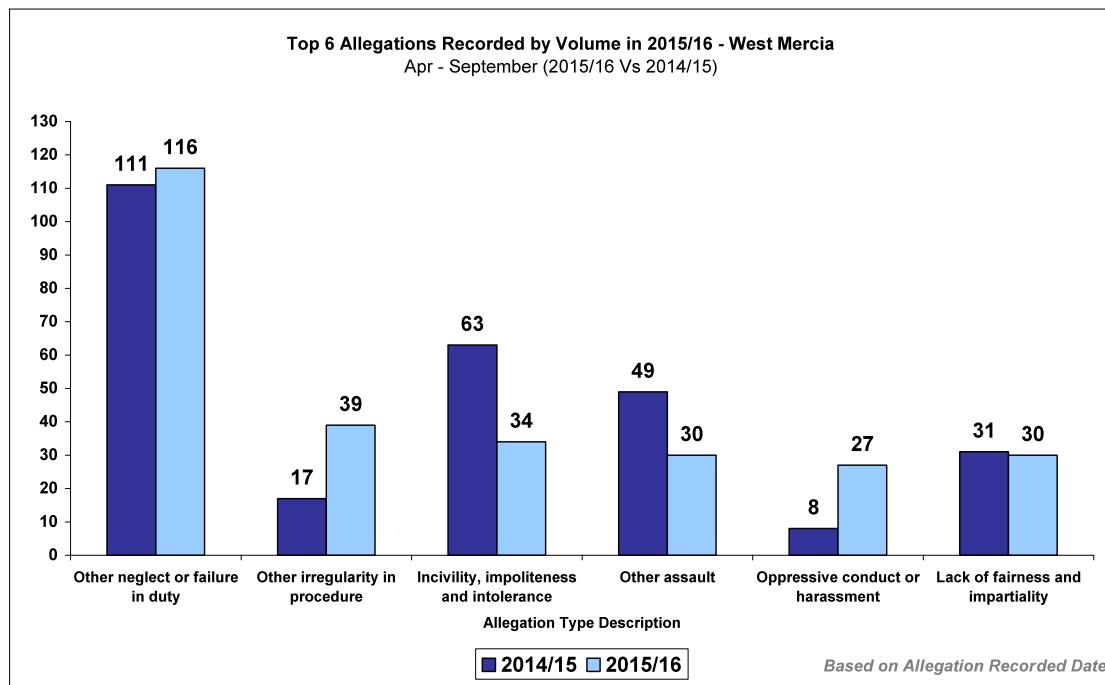
2.7 INTEGRITY

The following data is supplied by Professional Standards Department and is collated on a cumulative basis. Hence the data below is for April to September 2015.

2.7.1 Complaints

Monitoring: Tends over time
Against national and other force trends

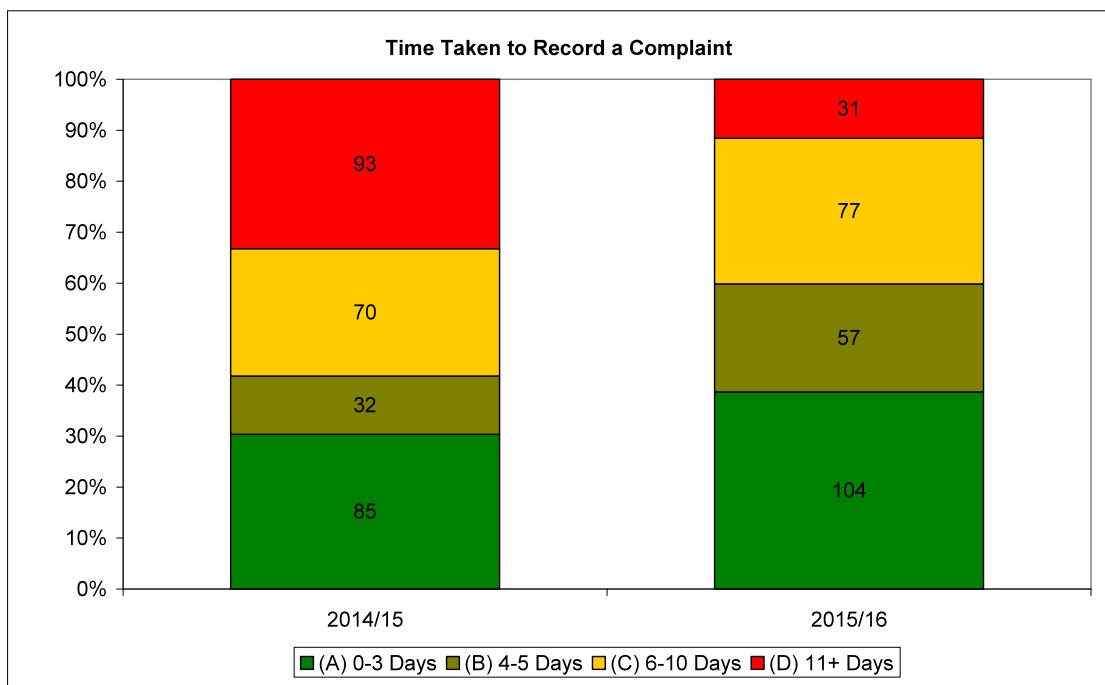
The 6 most common complaints against West Mercia officers and staff for April to September 2015 are shown below. The most common is 'Neglect or Failure in Duty'.



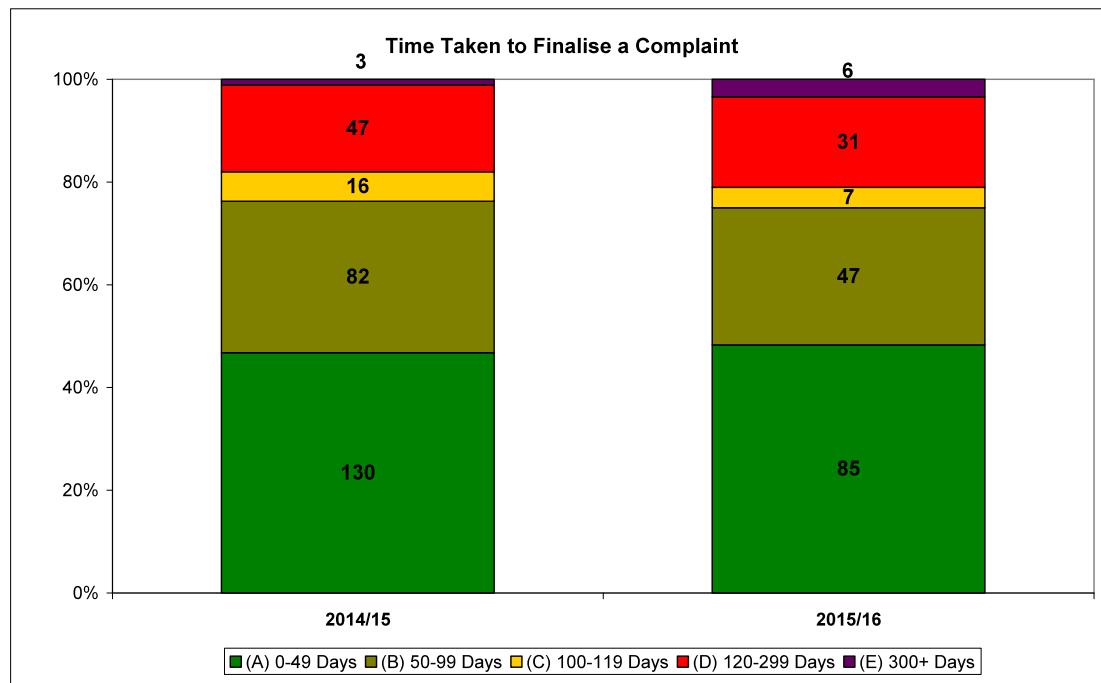
Overall volume and types of complaints is relatively stable and consistent with the national picture. Variance can be seen within the different categories of complaints made but the assessment of the Professional Standards Department (PSD) is that these are not significant as the relevant category definitions are relatively broad and in some instances overlap.

Improvements have been seen in both the time taken to record and finalise complaint cases when compared to last year. The target to record is 10 days and to finalise cases is 120 days. 88% of cases were recorded within 10 days which is a significant improvement on 2014/15 (67%) and now in line with the national average of 88% (data from April to June only).

Reducing the time to record compliant cases is seen as a key part of PSDs plans around early engagement with complainants with a view to increasing opportunities to undertake service recovery and local resolution. The motivation behind this is to increase satisfaction and confidence.



The time taken to finalise complaints data is similar to last year – but fewer cases have been closed in the time period. PSD are working to reduce the number of open cases and are working with Policing Areas to reduce timescales. This may result in some short term increase in this, but at the same time create a healthier position going forward.



2.7.2 Conducts

Monitoring: Trends over time
Against national and other force trends

This chart indicates the number of conduct cases recorded April to September 2015/16 compared to the same period 2014/15.

There is a small reduction in the number of conduct cases recorded. It is hard to draw significant findings from these figures due to the relatively small numbers involved.

