



Performance Summary (West Mercia)

January – March 2016

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Summary

Topic	Data	Activity	Page No.
To Protect Communities from Harm			
Confidence	No change	Next data published 21 st April 2016	
Hate Crime	Increase in recording	Increase reporting through raising awareness. Improvement in satisfaction levels	5
Victim Satisfaction	No significant change – 83%	Activity driven and monitored through Victim Satisfaction Improvement Board	7
Outcomes	Year on year reduction in positive outcomes	Subject to additional scrutiny through PMG	8
Repeat Victimisation / Offending		IOM review recommendations being implemented	10
Repeat Missing Persons		Pro-active work ongoing	11
To Reduce Crime & Disorder			
Violence with Injury	Volumes stabilising 29% yr end increase		14
Sexual Offences – Rape	No significant change in Qtr 33% yr end increase		16
Sexual Offences – Other	No significant change in Qtr 45% yr end increase		17
Domestic Burglary	No significant change in Qtr 8% yr end increase		18
Robbery	22% yr end increase		19
Business Crime	No significant change in Qtr	Tactical initiatives continue	20
Rural Crime	No significant change in Qtr	'Rural Matters' activity continues	21
Domestic Abuse	No significant change in Qtr	Ongoing work to ensure markers are used effectively	22
Child at Risk / CSE	Volumes continue to increase	Ongoing officer training and improved awareness	23
Cyber Crime		Events attended to support strategy	24
Anti-Social Behaviour	Continued decline in volumes	Further monitoring will be undertaken	25
Road Traffic Casualties	Reporting on fatalities only	System issues raised at National level for identification of solution	26
Response Times to Emergency Incidents	Increased trend in average time to respond	Strategic lead commissioned analysis	28
To Ensure an Efficient and Effective Police Service			
Sickness	No significant change from beginning of 2015/16	Subject to ongoing monitoring	30
TOIL/RDIL	Further improvements in numbers exceeding limits	Department level data disseminated	31
Complaints	Recent improvements in recording timeliness during this quarter	Subject to ongoing monitoring	34
Conducts	No significant change in number of conduct cases	Subject to ongoing monitoring	35

Performance Summary

1. Introduction

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

This report covers the final quarter of the performance year and shows a developing picture of force performance across a broad range of data. The report does not report on all aspects of performance, though comments on areas of high harm and other areas where there has been a notable change. The force monitors a wide range of other information to support the management of performance. This document is used as the basis of accountability both by the force and PCC and feeds into the Performance Management Group, chaired by the Deputy Chief Constable, where senior leaders explore performance and improvement activity in more detail.

As this is the final quarter within the performance year, data is included for the full fiscal year and therefore, where appropriate, the report includes comparisons to 2014/15.

This performance year has seen the force adjust to a number of changes in recording practices that have resulted in some crime increases. These changes have also been experienced by most other forces and have been subject to national reviews. It is our view that recorded crime has now stabilised following these changes and will be subject to further discussion within the document.



Police and Crime Plan Priorities:

- to ensure an efficient and effective police service is delivered
- to reduce crime and disorder
- to protect communities from harm
- to provide a strong and powerful voice for the people and victims of crime.



Alliance Control Strategy 2015

The Control Strategy identifies priorities based on assessment of areas of highest risk and harm.

2. Summary of Performance

Aim: To Protect Communities from Harm

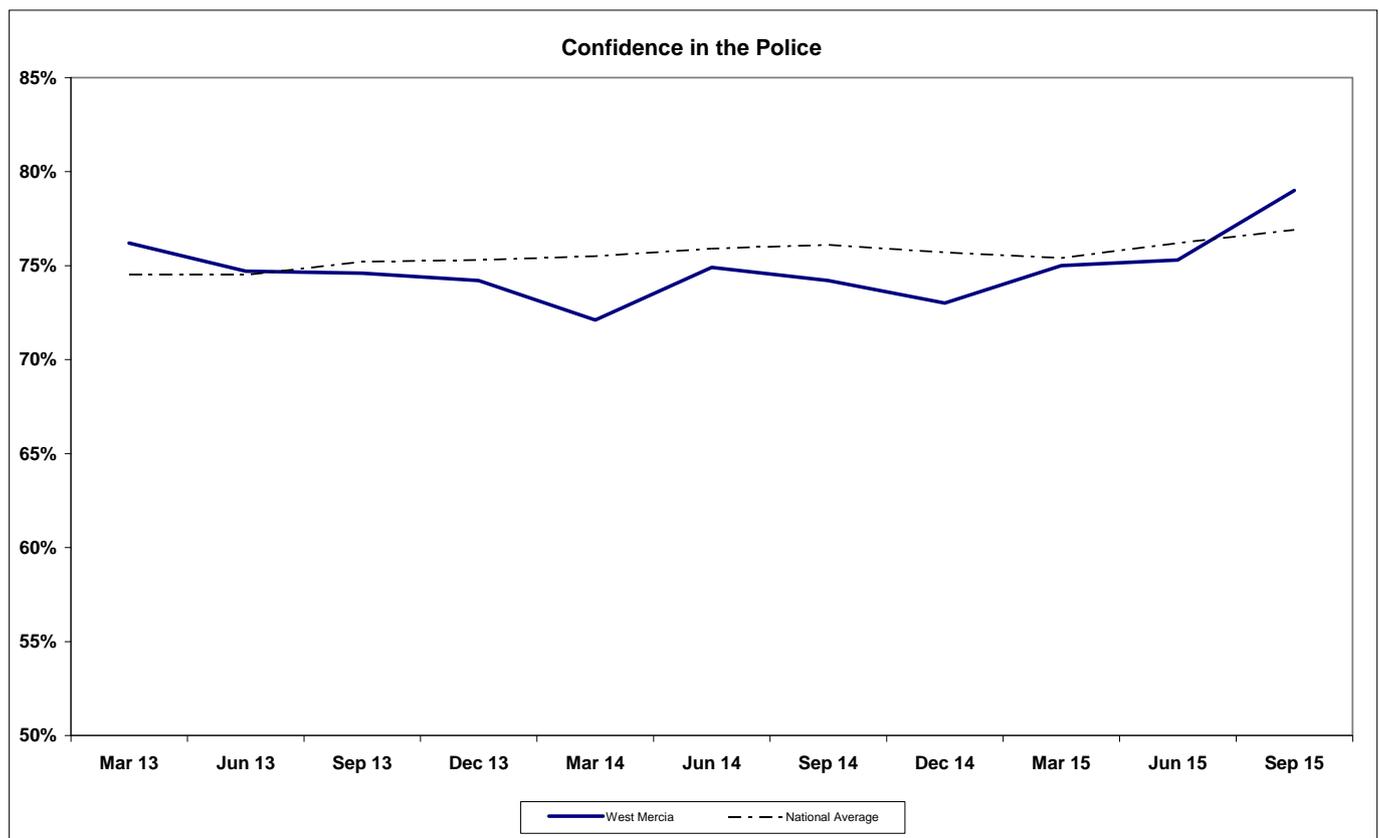
2.1 COMMUNITY

2.1.1 Confidence in Police

Public confidence in the police is measured through the national Crime Survey for England and Wales (CSEW). The data is published quarterly, with the latest update covering the period to December 2015. 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

The Force has seen an improvement in confidence levels felt by local communities and is showing above the national average of 76.9%. There is a general trend of increased confidence levels with now almost 8 out of 10 people (79%) having confidence in the police in their local area.

The next available data will be published on the 21st April and therefore will be reported on within the next performance summary.



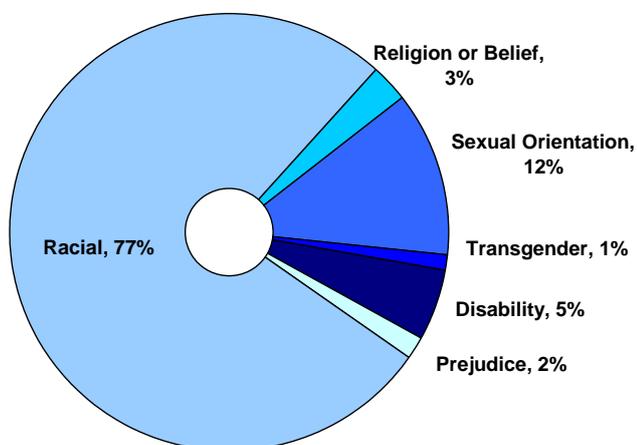
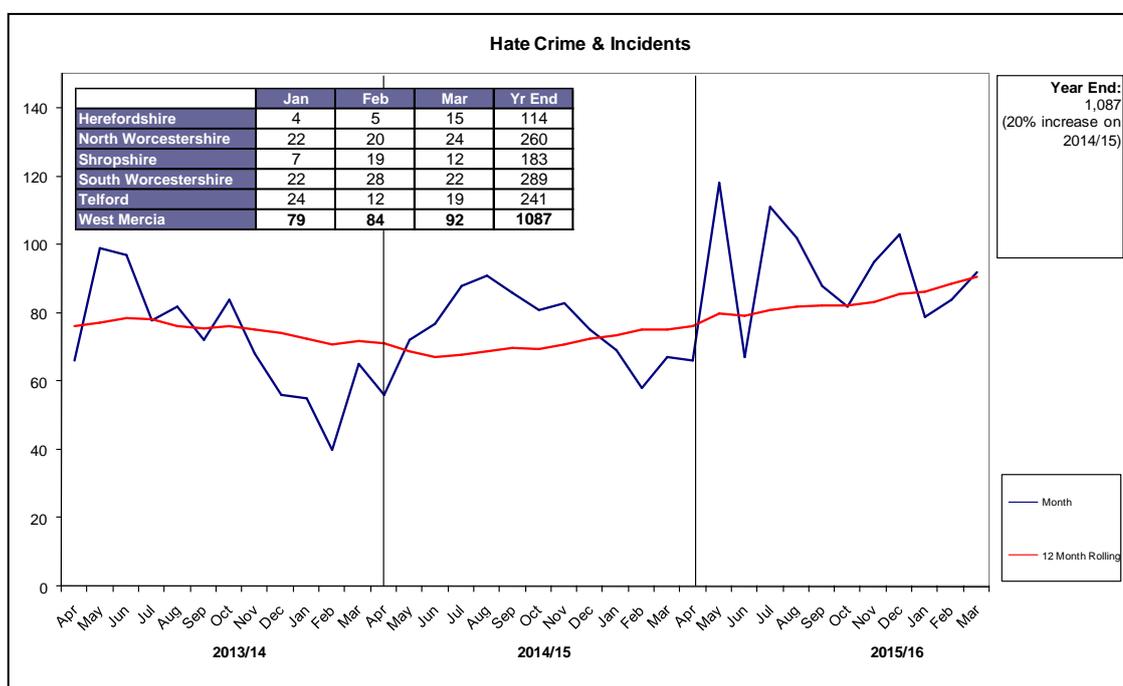
2.1.2 Hate Crime

Signs of Improvement would be:

Increased reporting
Sustained/ improved victim satisfaction

The Force recognises the significant impact of hate crime on victims and the need to continue to encourage those subject to such incidents to have the confidence to report and receive high levels of service. Since the last quarterly report a working group has been established, including representation from our IAGs, to review and refresh the Hate Crime strategy and our associated policies and procedures.

In the last quarter, 255 offences/ incidents were recorded. Over the year there has been a 20% increase in the number of hate crimes/ incidents recorded - this is welcomed by the force as it reflects the increased activity and pro-active work by the diversity and corporate communications team.



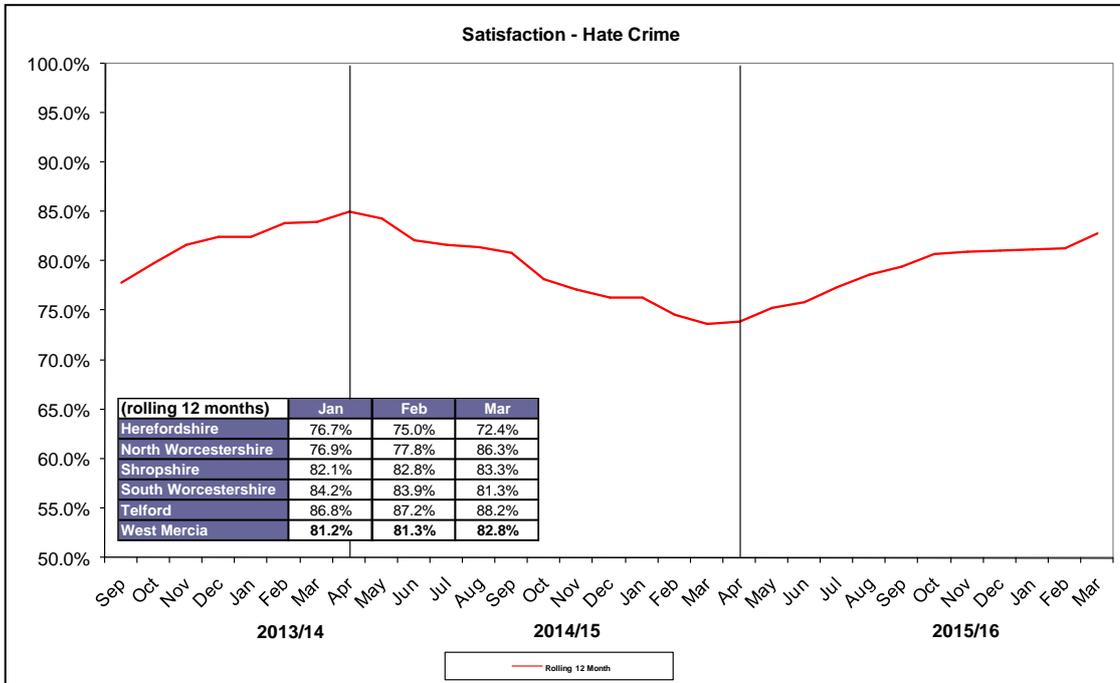
Over three quarters (77%) of all hate offences are of a racial nature. This is a stable pattern.

NB: the term 'prejudice' refers to any individual characteristic that makes someone appear different, e.g. alternative lifestyle, culture, physical appearance and style of dress.

Hate Crime Victim Satisfaction

Satisfaction of hate crime victims is currently 83%¹. As the number of reported hate crimes is low, the number of victims who are surveyed each month is also low (average of 31 per month). The data is therefore reported on as a rolling 12 month average to give a longer term trend.

Satisfaction levels have seen an increase over 2015/16 from 74% in April 15 to 83% at the end of the year.



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

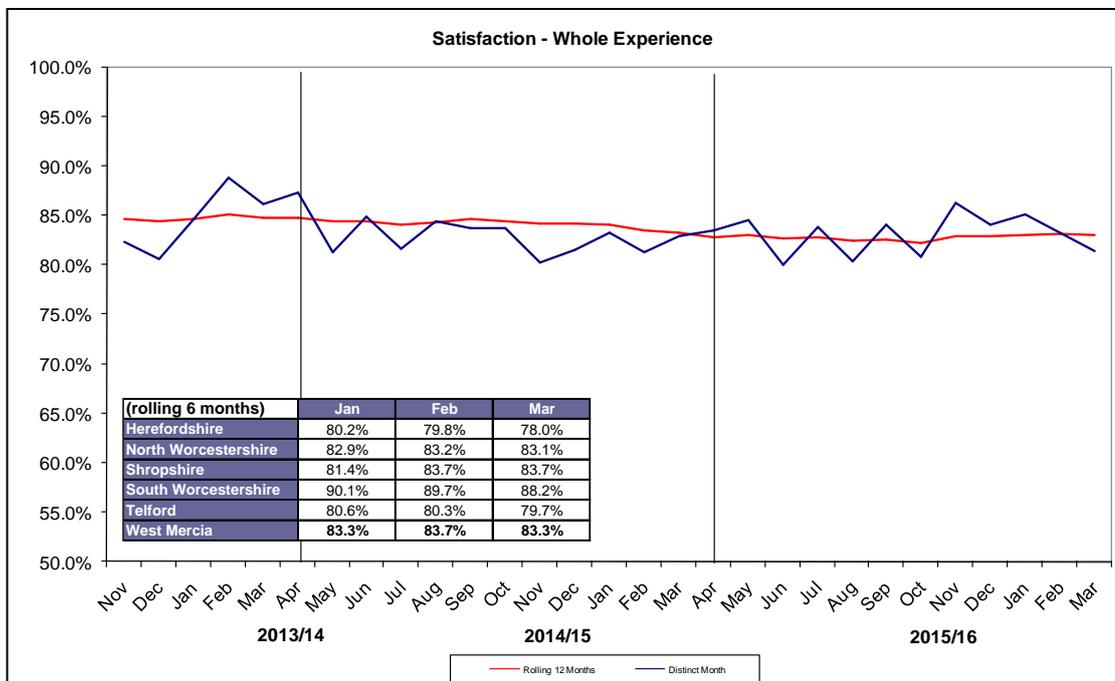
Signs of Improvement would be:

Improved satisfaction: overall & with follow up
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 a consistent 83% satisfied with their experience across each quarter of 2015/16. 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 67% of people surveyed are satisfied with this aspect of the service compared to 69% last quarter.

National comparison data is only available up to December 2015 with more recent data not being available until May 2016. As of December, West Mercia performs relatively well within its peer group of most similar forces² for 'Ease of Contact' (ranking 2nd) though less favourably in respect of 'Treatment' (6th), 'Actions' (7th) and 'Follow up' (8th). 'Follow up' and 'Actions' are areas of where there is the largest variance from the top performing force (-13% and - 8%).

Through the Victim Satisfaction Improvement Group, the Alliance lead for Satisfaction has defined an aspiration for 9 out of 10 (90%) victims to be satisfied with the service they receive from us. This will remain as a key focus for the Alliance and activity monitored and driven through the developed Victim Satisfaction Improvement Action Plan. A key priority for the next quarter is ensuring officers make contact with victims within 48 hours of being allocated crimes and formulating a victim care plan at the outset.



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

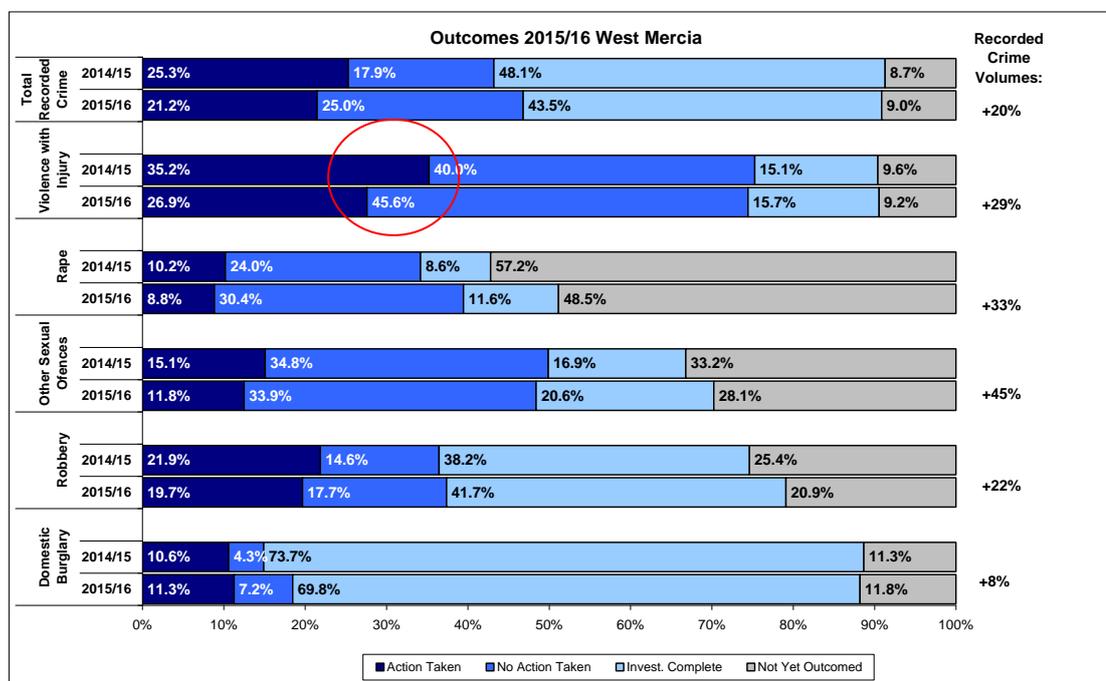
2.2.2 Crime Outcomes

Since April 2014 forces provide a more detailed picture of how a crime has been investigated and finalised through the recording of Outcomes.

The chart below provides a summary of outcomes in 2015/16 compared to 2014/15. In order to provide a directly comparable data set the chart shows offences that were recorded in the year and the outcome assigned to those offences within the year.

Overall, there has been a reduction in the proportion of offences outcomed as 'Action taken' (i.e. charges and summonses, cautions, penalty notices, cannabis warnings and community resolutions), most notably in VAP with Injury and Other Sexual Offences. Conversely, the proportion of Domestic Burglary offences outcomed as 'Action Taken' has seen a small increase.

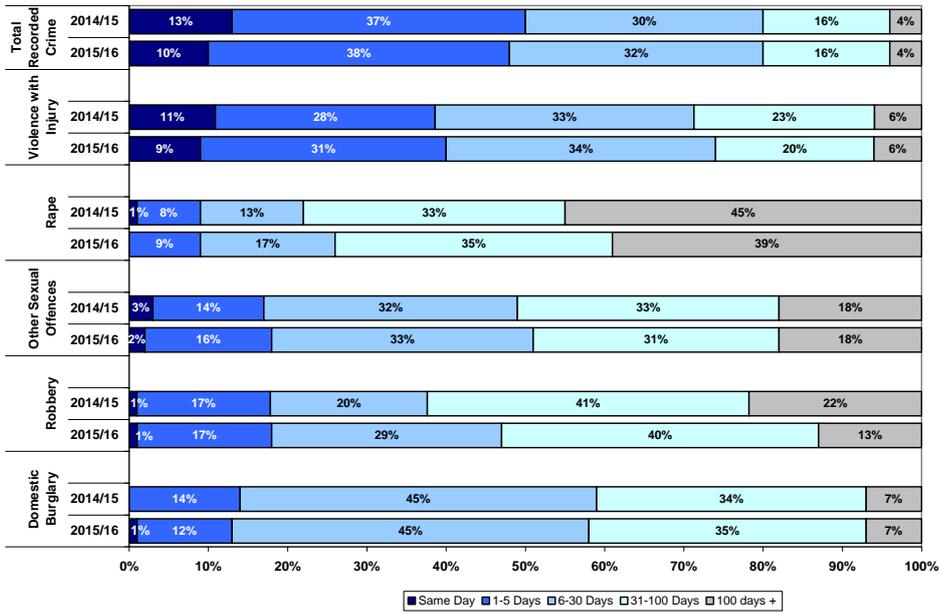
There is an increase in 'No Action Taken' outcomes across all high harm offence groups, most notably for VAP with Injury, Robbery and Domestic Burglary offences.



The decline in performance around outcome rates, particularly the reduced proportion of offences with an 'action taken' outcome, was subject to detailed discussion at the Performance Management Group meeting in January 2016. An audit to assess the quality of investigations, and timeliness was commissioned to gain a better understanding. The results of this will be subject to further discussion at the next Performance Management Group in April. Early indications are that there are opportunities for improvement in the quality and supervision of investigations, timeliness in obtaining proportionate outcomes and increased levels of service.

A further indicator for investigations is the time to outcome i.e. the time between the offence being recorded and an outcome being assigned. For almost half (48%) of offences where an outcome has been assigned, this was done within 5 days. Variations are seen between different crime groups, with rape offences generally taking longer to outcome than other offence types.

Time to Outcome



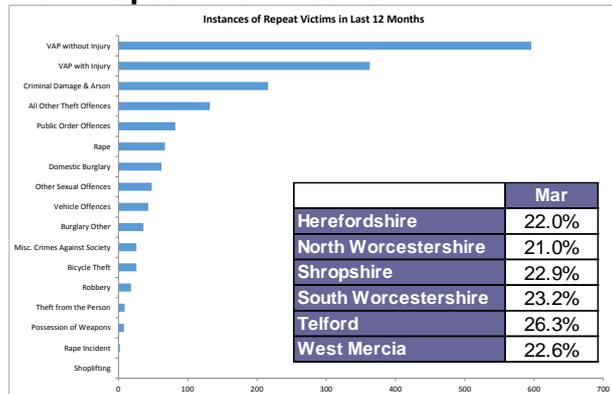
2.3 VULNERABILITY

Signs of Improvement would be:

Reduction in repeat victims and offenders
Improved IOM processes

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 preceeding 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 march 2016 and their activity in the previous 12 months.

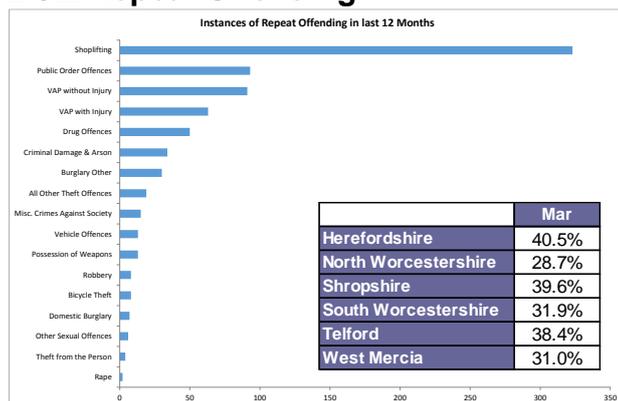
2.3.1 Repeat Victimization



In March 5% (228) of all identified victims were repeat victims within the same month and 23% had been a further victim of crime at least once in the previous 12 months. Of these, 28 individuals were victims more than 5 times and 4 more than 10 times in the last 12 months.

Repeat victims, given their experience of offending, are likely to be vulnerable.

2.3.2 Repeat Offending



In March approaching a third (31% - 222) of all identified defendants were also defendants in at least one other offence in the previous 12 months. Of these, 16 individuals were defendants more than 10 times, the most prolific being a defendant 22 1times.

From January 2016, through the Tactical Tasking and Coordination meeting, the force has begun to report on and monitor the response to repeat domestic violence perpetrators.

The individual record level data, which identifies repeat victims and defendants, with particular focus on domestic abuse offences, is shared across the Alliance with local policing commanders and appropriate department heads.

The force Integrated Offender Management (IOM) lead is now implementing the recommendations from the recent service review. A force IOM Manager has now been recruited, and the recruitment process for additional IOM Coordinators is close to completion, this will increase the number of offenders that are being managed within the scheme. Work has been done to broaden the cohort of offenders being managed, with an increased focus on those causing the greatest harm. Over the next few months the processes will be further refined to ensure those offenders that present the greatest risk are being identified and prioritised. Work is also underway to further enhance our proactive 'catch and control' capabilities to effectively respond to the changing make up of the offender cohort.

2.3.3 Repeat Missing Persons

Signs of Improvement would be:

Reduction in repeat missing persons

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

This data is a summary of what is recorded on the force missing persons system. The number of missing persons reports is not a count of unique individuals – a report is generated for each instance a person is reported missing. Please note, for the purpose of this report, a “repeat misper” is defined as an individual who has been recorded missing more than once within the quarter.

824 missing person reports were recorded in the last quarter, a small decrease compared to the previous quarter (883). This decrease in volumes was the result of below average recording across Policing Areas in January and February. In contrast, there has been a slight increase in the number of U18 reports recorded quarter to quarter. This increase in U18 reports has been driven by increases in Herefordshire and North Worcestershire. In Herefordshire, there is an increase in both the number of U18s having single missing episodes as well as the repeat rate for this cohort. In North Worcestershire, the no. of U18 missing individuals has remained stable whilst the repeat rate for this cohort has increased.

The increase in U18 repeats is attributable to children placed from out of the county into the area. For many of these individuals the Force struggles to get timely feedback from the placing authority and little information is available to prevent further missing occurrences.

Proactive work is ongoing to address these issues including daily triage discussions concerning missing and CSE referrals. There are also now 3 dedicated officers working with care homes (2 in North Worcestershire and 1 in Herefordshire) to ensure care staff are carrying out their responsibilities.

At Force-level there has been a small increase in the repeat rate for all persons and those U18 this quarter compared to last quarter. Again, this has been driven by increased repeat rates in North Worcestershire and Herefordshire.

31% of missing person reports recorded last quarter related to children/young persons living in care homes. There is little variation in the ‘In Care’ Rate quarter-to-quarter.

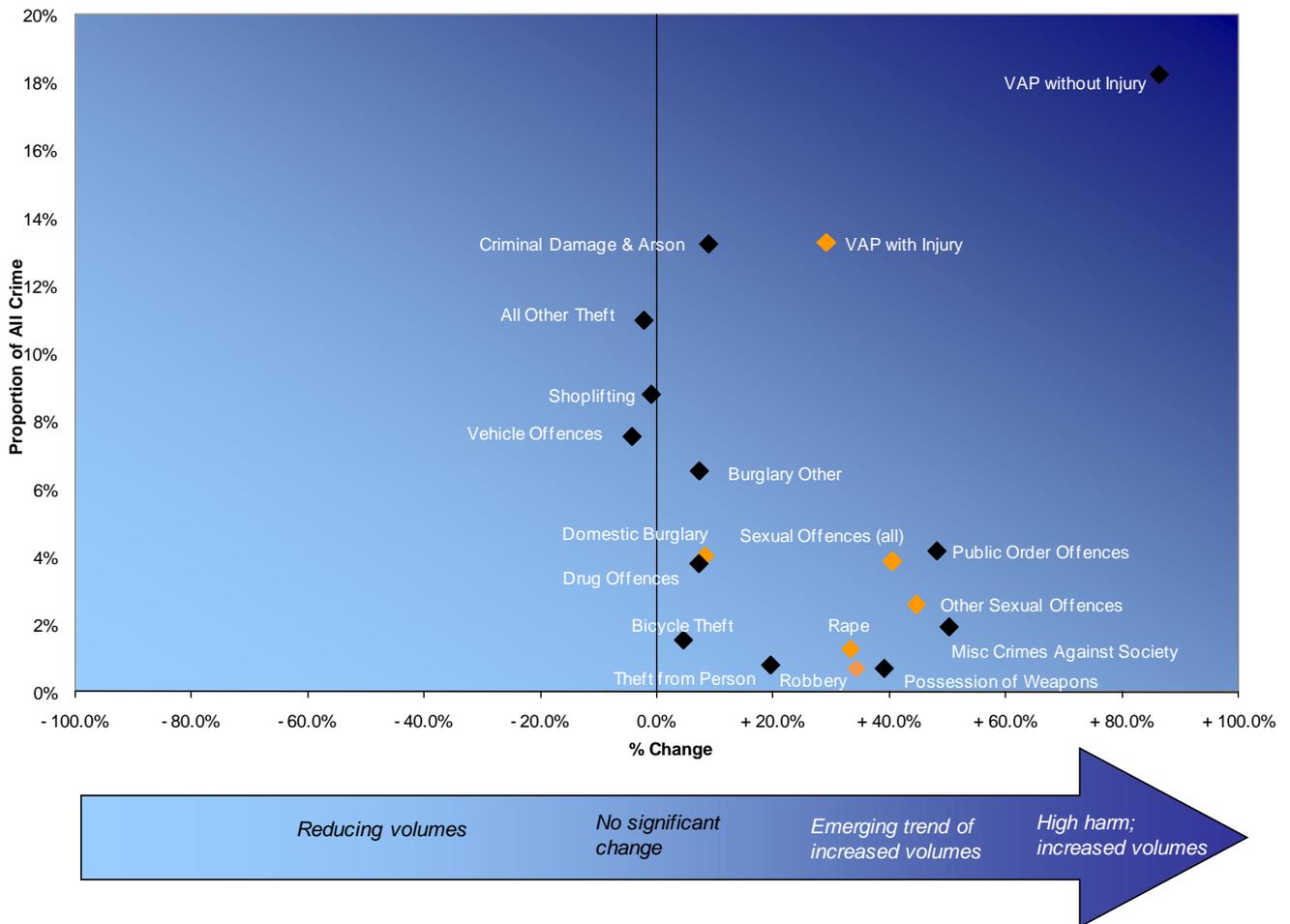
	All Persons			Persons Under 18			Persons in Care	
	No. of Missing Reports	No. of Reports from Repeat Mispers	Repeat Rate (%)	No. of Missing Reports	No. of Reports from Repeat Mispers	Repeat Rate (%)	No. of Missing Reports	In Care Rate (%)
Herefordshire	114	37	32%	71	33	46%	33	29%
North Worcestershire	182	88	48%	113	79	70%	55	30%
Shropshire	178	79	44%	111	73	66%	77	43%
South Worcestershire	219	80	37%	144	74	51%	52	24%
Telford & Wrekin	131	44	34%	78	38	49%	39	30%
West Mercia Total	824	340	41%	517	307	59%	256	31%

N.B. The Force level no. of repeat reports will be greater than the sum of Policing Area reports as a Misper may be reported as missing across more than one Policing Area.

Aim: To Reduce Crime & Disorder

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 crimes that have an orange marker will be reported on.



Where possible, performance comparisons are made to the Force's 'similar group' (a group of 8 peer Forces designated by the Home Office)³. Two issues are highlighted:

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



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

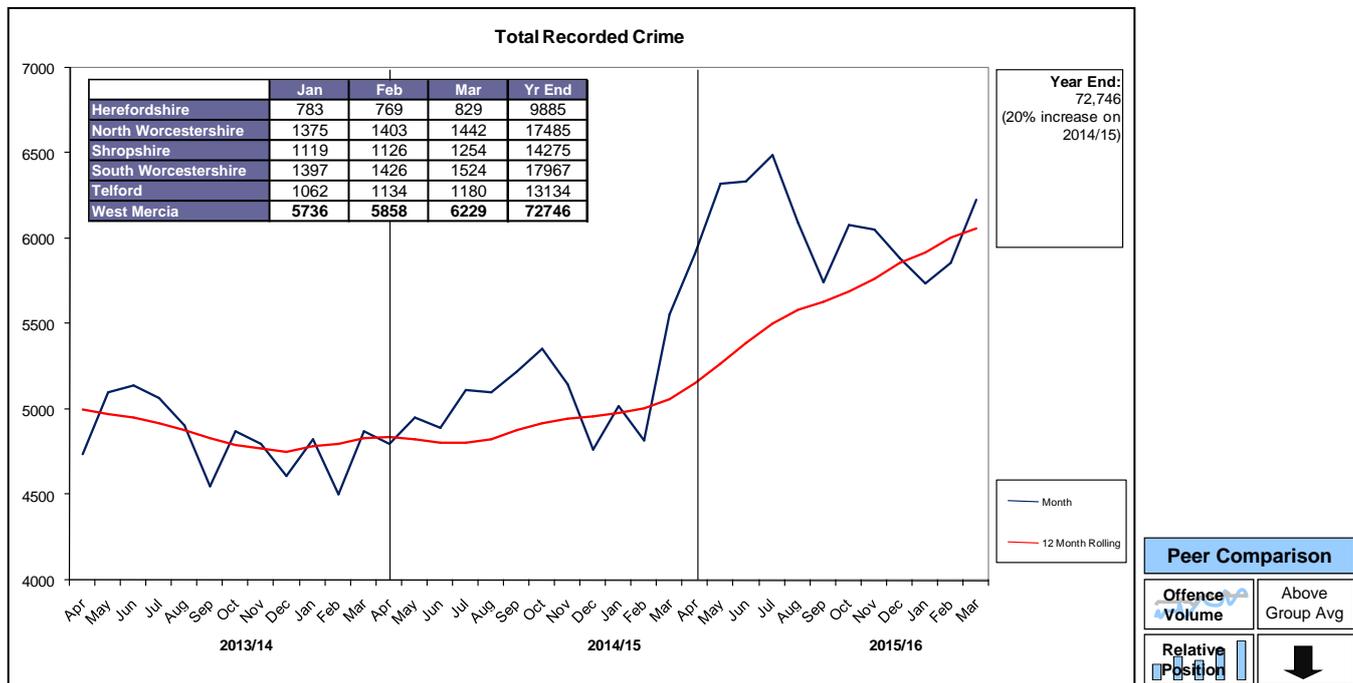


³ Most Similar Forces are: Devon & Cornwall, Gloucestershire, Norfolk, North Yorks, Suffolk, Warwickshire, Wilts

2.4.1 Crime Recorded

Signs of Improvement would be:

Stable volumes of recorded crime
Trends in line with other Forces



Total recorded crime has seen a 20% increase in 2015/16 compared to the previous year which is in line with the reported predictions within the year. The rationale for this has been reported upon within previous reports and is predominantly due to increased scrutiny and governance around crime recording practices following a national HMIC inspection, compliance with National Crime Recording Standard and new offence types. Albeit to a greater extent in West Mercia, this increase has been seen as part of a national trend. Where this is relevant to specific offence types, further commentary is provided within the report.

Following the significant increases in April and May 2015, a much more stable recording pattern has followed as the year has progressed. We believe that this indicates a new 'norm' in recorded crime volumes, but at a greater level than in recent years. We will continue to monitor this pattern within the forthcoming months.

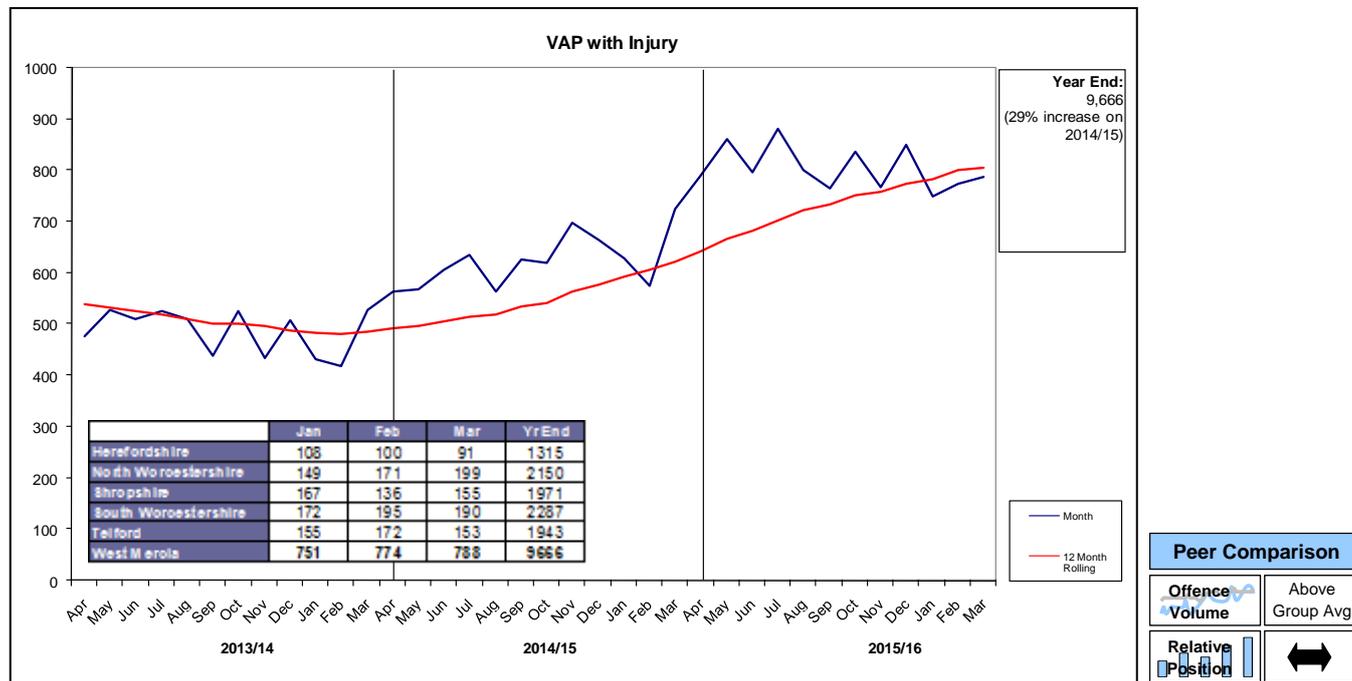
The last quarter has shown a small change in overall crime reported compared to the previous quarter (a reduction of 1%), reflecting the more stable levels of recording.

	West Mercia		Herefordshire		North Worcs		Shropshire		South Worcs		Telford	
	Last Qtr	Qtr Avg	Last Qtr	Qtr Avg	Last Qtr	Qtr Avg	Last Qtr	Qtr Avg	Last Qtr	Qtr Avg	Last Qtr	Qtr Avg
Total Recorded Crime	17651	18187	2360	2471	4176	4371	3465	3569	4308	4492	3342	3284
Violence With Injury	2295	2417	297	329	514	538	456	493	552	572	476	486
Violence Without Injury	3265	3313	442	445	784	765	640	664	783	800	616	640
Rape	230	232	28	36	46	50	60	49	46	49	50	48
Other Sexual Offences	496	466	79	74	104	91	99	91	94	107	120	104
Business Robbery	10	9	0	0	4	4	2	2	3	2	1	1
Personal Robbery	101	113	7	10	22	25	18	16	26	33	28	29
Domestic Burglary	706	729	85	79	187	180	105	137	166	166	163	167
Burglary Other	1129	1187	153	170	254	272	290	277	285	305	147	163
Vehicle Offences	1342	1372	138	131	406	515	246	220	335	334	217	173
Theft from Person	173	146	22	22	47	38	37	31	51	40	16	16
Bicycle Theft	224	280	52	54	23	41	53	57	63	84	33	44
Shoplifting	1664	1598	173	175	402	390	281	303	438	421	370	309
All Other Theft Offences	1739	1995	237	304	395	455	400	444	421	470	286	322
Criminal Damage & Arson	2311	2405	309	324	535	555	449	463	528	593	490	471
Other Crimes Against Society	1966	1927	338	320	453	453	329	324	517	519	329	311

Violence with Injury⁴

Signs of Improvement would be:

Stable volumes of recorded crime
Trends in line with other Forces



VAP with Injury offences have seen a 29% increase in 2015/16 compared to the previous year.

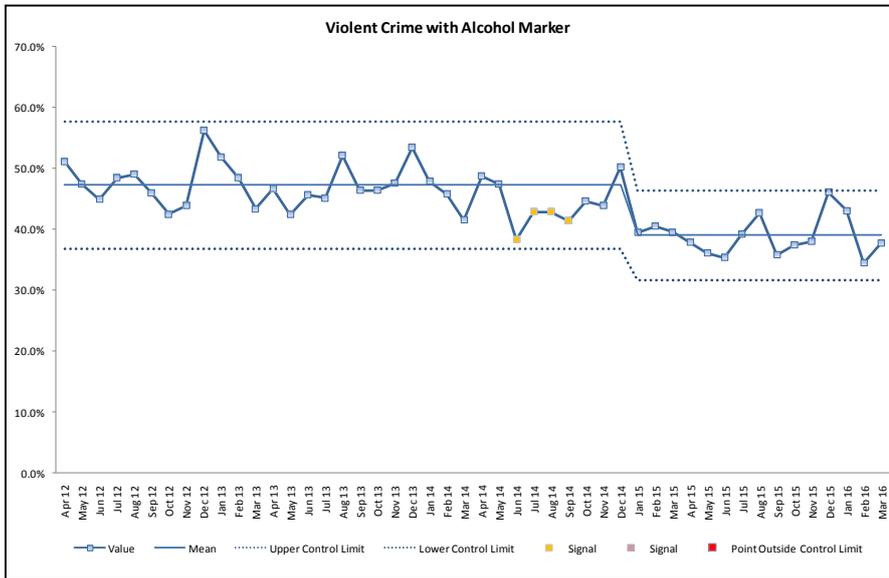
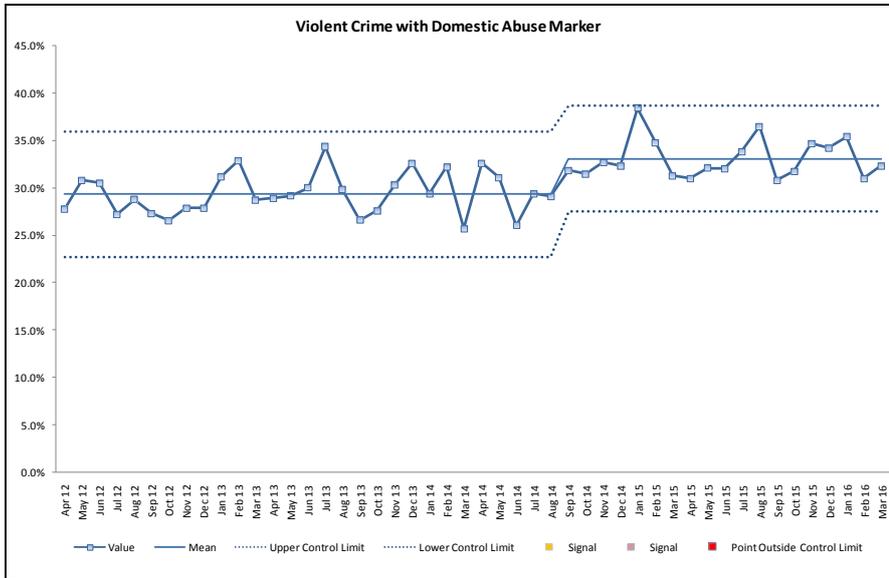
Contributing to this are the increased focus and activity in respect of accurate and timely recording of reported offences as identified within the National Crime Recording Standards (NCRS) and Home Office Counting Rules (HOCR) following the HMIC Crime Data Integrity Inspection activity and the inclusion of DASH (Domestic Abuse and Stalking and Harassment risk indicator) assessments onto the force's electronic crime recording system (CRIMES).

The pattern of recording follows that of total recorded crime, with significant increases at the beginning of the year, followed by more stable and consistent recording as the year has progressed, albeit at a higher monthly average.

2,313 violence with injury offences were recorded in the last quarter, a small (6%) reduction on the previous quarter and accounting for 13% of total recorded crime.

The proportion of violence offences that are either domestic abuse or alcohol related remains fairly static, with some fluctuation around a stable monthly average.

⁴ **Violence with Injury** includes murder & attempt murder, assault where there is injury or an attempt to inflict injury and death by driving

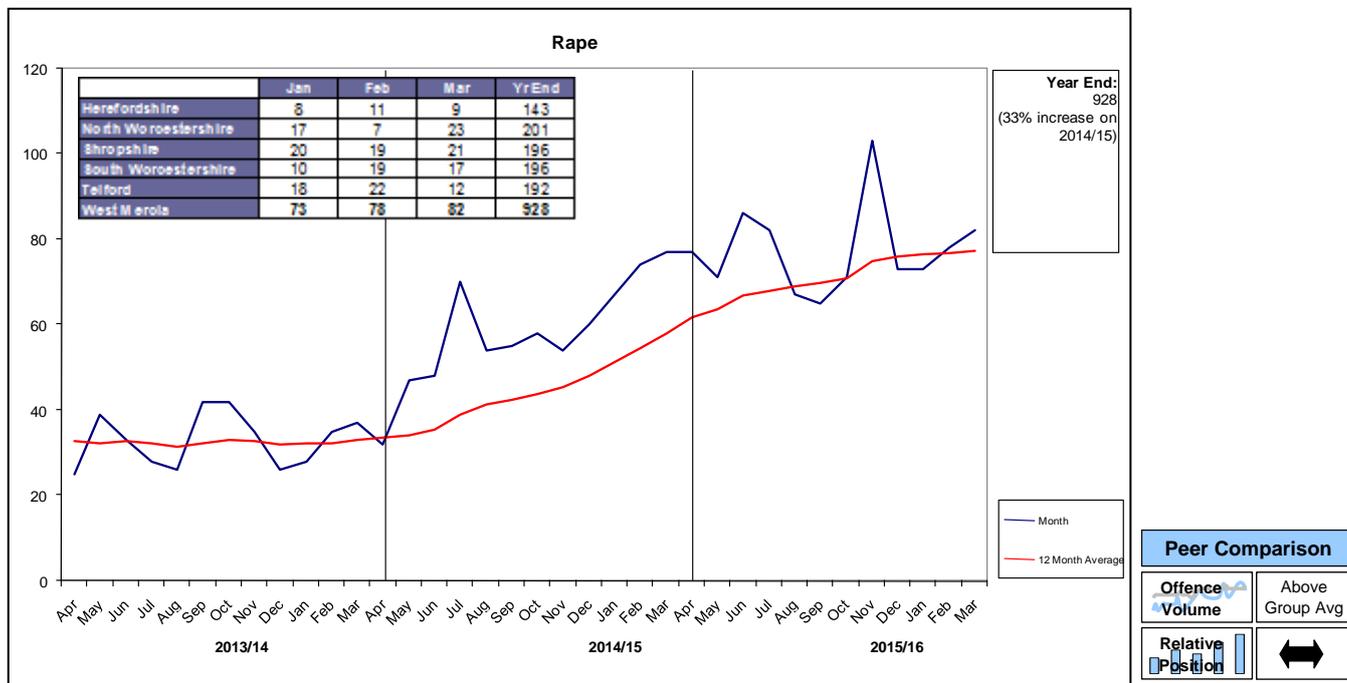


Sexual Offences

Signs of Improvement would be:

Wider opportunities for victims to report offences
Investigation of offences meeting victim expectations

Rape



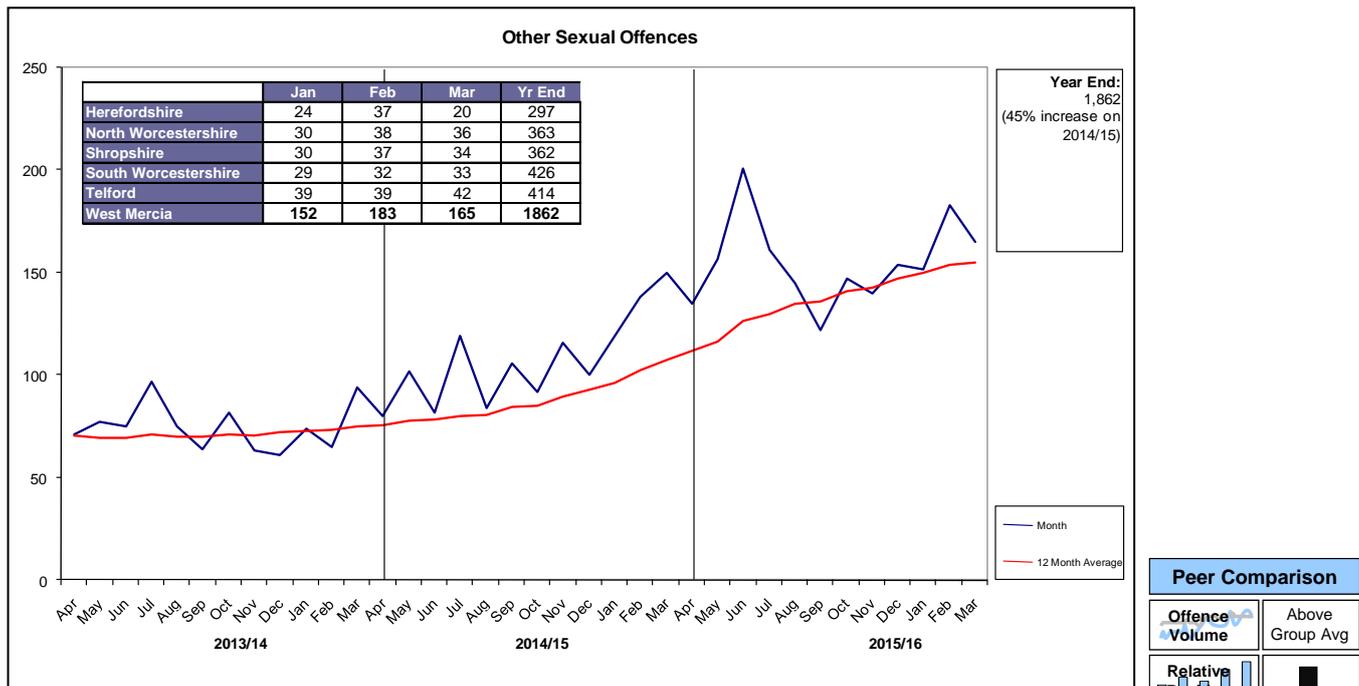
Rape offences have seen a 33% increase in 2015/16 compared to the previous year. This is a nationally reflected picture with forces recording higher levels of rape offences than previous years.

233 rape offences were reported to the police in the quarter, in line with the quarterly average for 2015/16.

On average there is a 40%:60% split between rape offences that are 'current' (recorded within 28 days of being committed) and those classified as 'non-recent'. These proportions were maintained in the latest quarter.

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 longer term increase in reported offences reflects an increasing confidence amongst victims.

Other Sexual Offences



Other sexual offences have seen a 45% increase in 2015/16 compared to the previous year. This is a nationally reflected trend with a number of most similar forces having experienced similar increases in volumes.

The high volumes in February were reported on in the relevant monthly report and included a number of non-recent offences recorded following a specific operation.

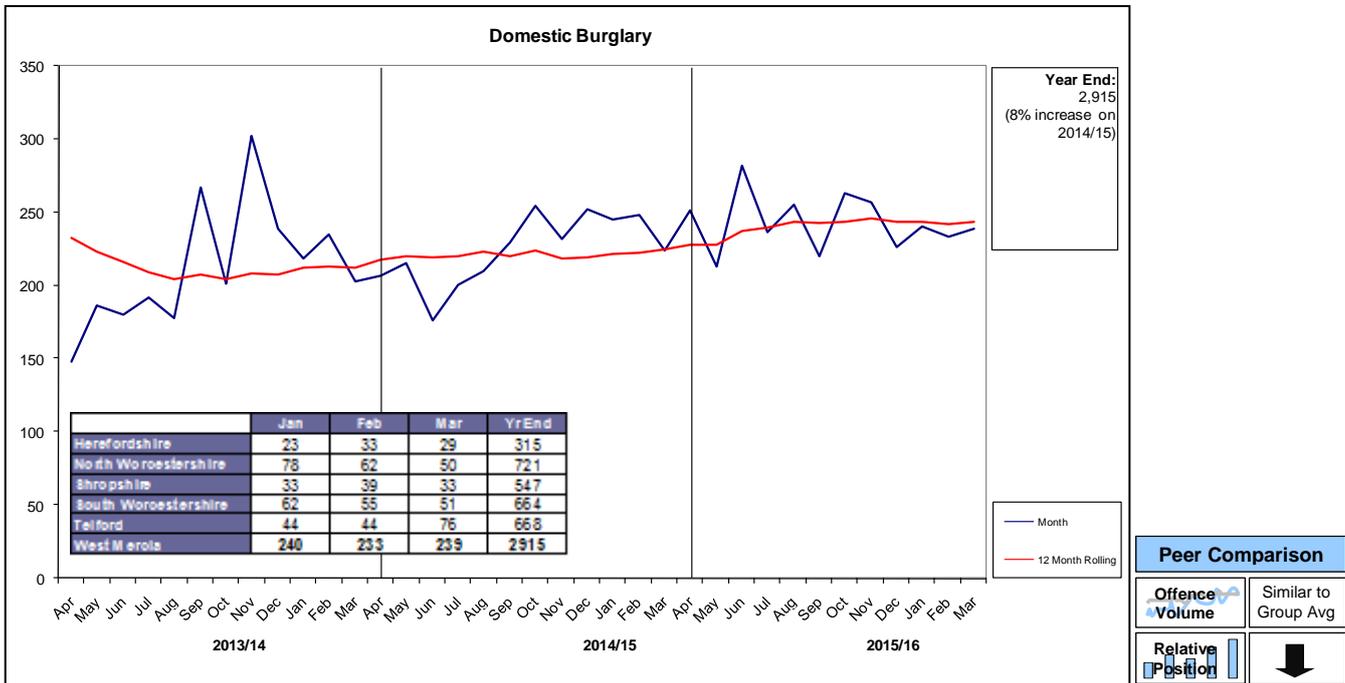
500 other sexual offences were reported to the police in the quarter, 10% greater than the quarterly average for 2015/16.

On average, there is a 50%:50% split between other sexual offences that are ‘current’ (recorded < 28 days after the committed date) and those classified as ‘non-recent’. These proportions remain relatively stable across quarters.

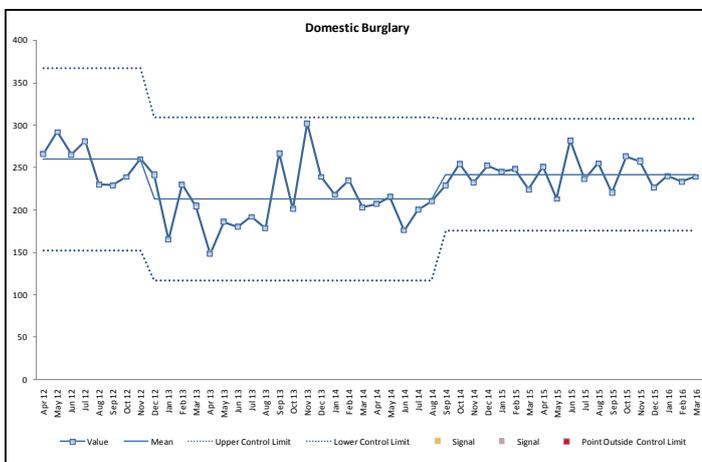
Domestic Burglary

Signs of Improvement would be:

Stable volumes of recorded crime



Domestic burglary offences have seen an 8% increase in 2015/16 compared to the previous year.



712 offences were recorded in the quarter, 5% fewer than the previous quarter. At Force level, offence volumes remain relatively stable, with about 8 offences recorded per day.

At policing area level, Telford & Wrekin saw an unusually high number of offences in March – 76 against a monthly average of 48. The offences were linked to three groups targeting south Telford simultaneously. Positive activity has led to several arrests and charges of prolific offenders.

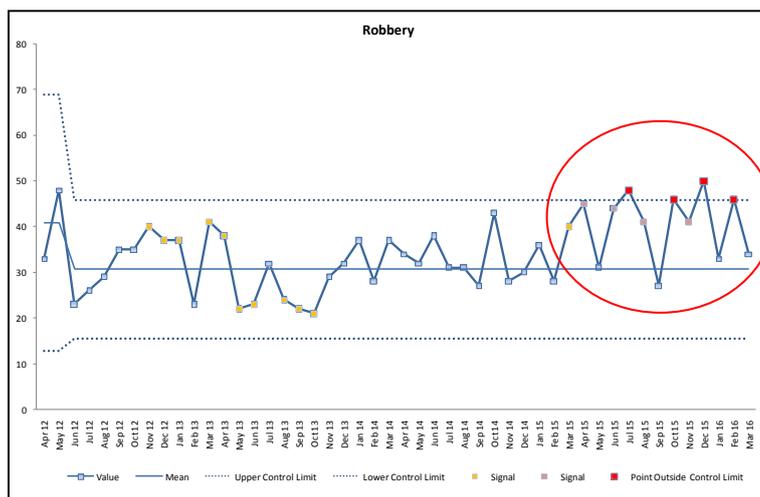
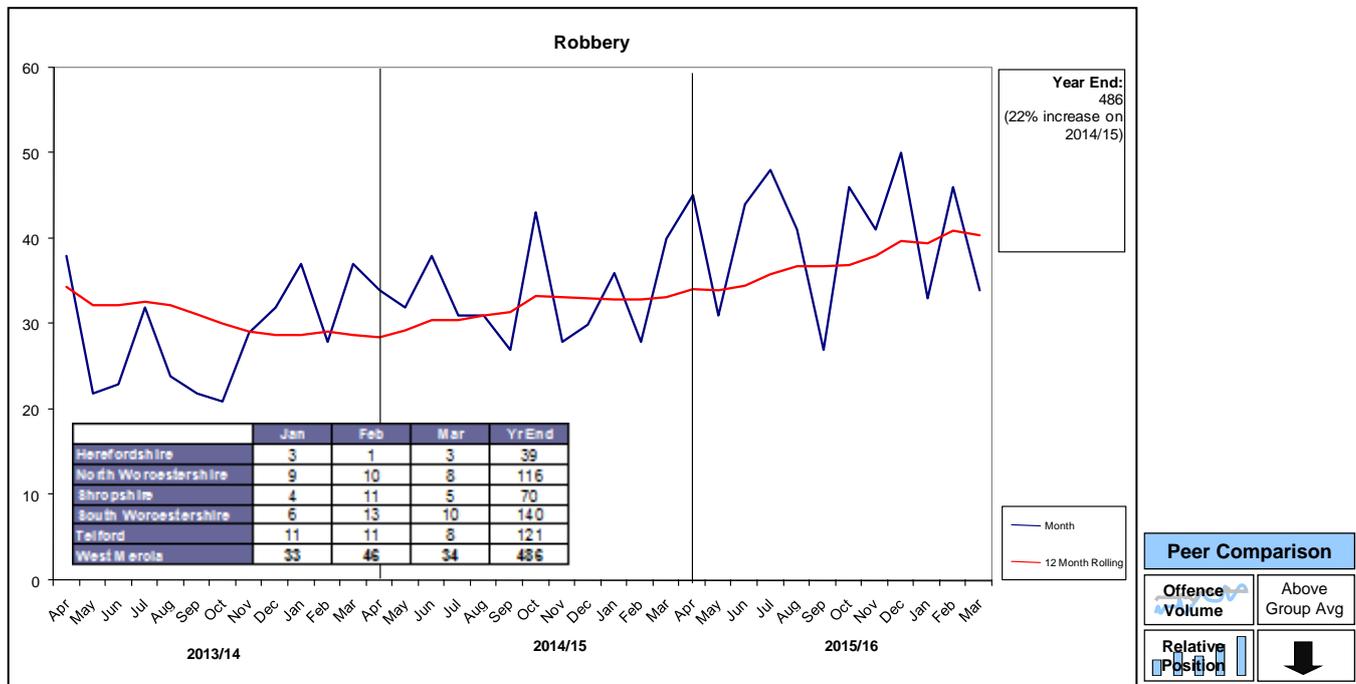
The Alliance burglary steering group meets bi-monthly to discuss relevant issues, including cross border offences, emerging series, operations and investigations and IOM nominals. The next meeting will consider the impact of the implementation of the Pathfinder model and its investigative structure for burglary offences, including victim satisfaction and recorded offences and outcomes.

Robbery

Signs of Improvement would be:

Stable volumes of recorded crime

Robbery offences have seen a 22% increase in 2015/16 compared to the previous year. This is against the national trend, (where a small year on year increase is expected) and a greater increase than expected within the most similar group of forces.

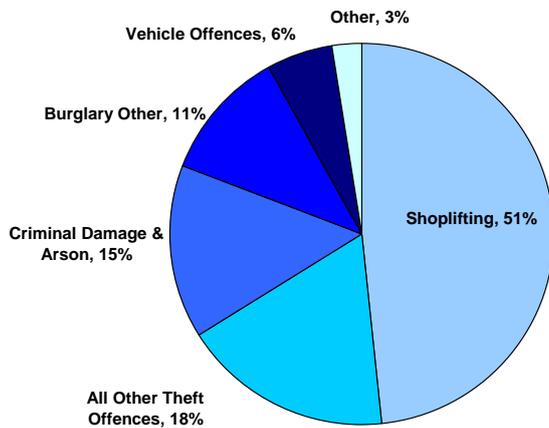
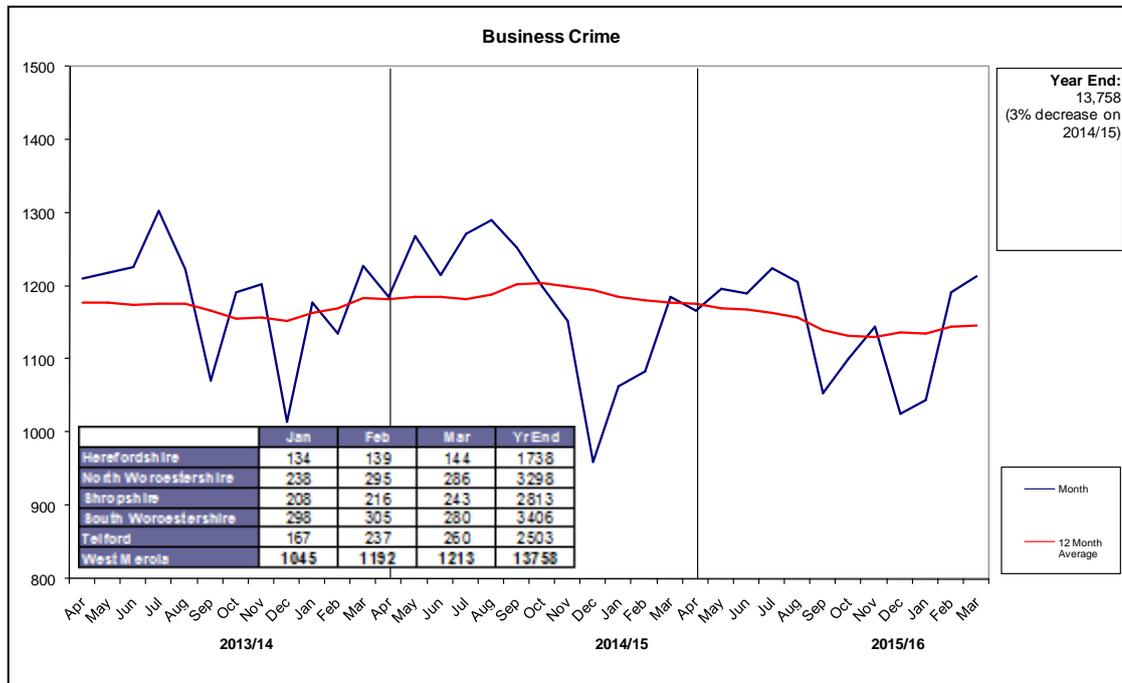


For 10 months of 2015/16 robbery volumes were above average. If levels of recording continue at this higher rate, we will see an increase in the monthly average from 31 to about 41 offences.

The increase in recorded offences has been noted in previous monthly reports, with particular reference to higher than average volumes in both South Worcestershire and Telford. The increases represent personal robbery in the main targeting young people and involving threats of violence. Extensive analysis has taken place which has not identified any specific patterns or trends though preventative work is ongoing. All offences are reviewed to ensure any patterns and trends are quickly identified and all lines of investigation are prioritised. We will continue to monitor trends and investigative results.

Business Crime

Business crime offences are a sub-set of total recorded crime and are identified as any criminal offence (against person or property) which is associated to a business. 3,450 offences were recorded in the quarter, a 5.5% increase on the previous quarter and following the seasonal pattern of generally increased offending at the beginning of the year. The trend for business crime is currently stable, and volumes in 2015/16 were slightly lower (3%) than the previous year.



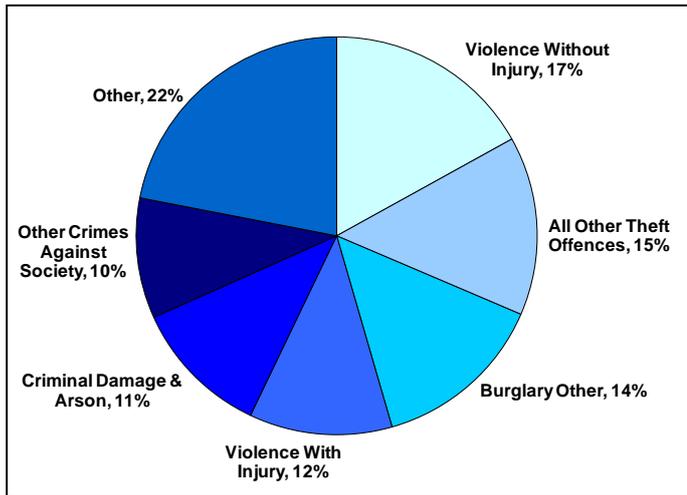
Three crime types represent 84% of all business crime, namely Shoplifting (51%), Other Theft (18%) and Criminal Damage & Arson (15%). There has been no significant change in the make up of business crime over recent years.

Underpinning business crime is an Alliance Portfolio Lead who coordinates Force activity and feeds into the Business and Rural Crime Board. Supporting this Force activity, are inputs from key contacts within Intelligence, Local Policing and Corporate Communications. Each Policing Area has a tactical lead and plan detailing local activity in order to co-ordinate partnership working, reduce offending and target those that cause the most harm. All areas within West Mercia (apart from South Worcestershire) have secured funding for dedicated PCSO's to engage with business communities and work with the business co-ordinators on initiatives.

A new business crime initiative “Your Business Matters” is set to be formally launched in May and is already being advertised on the new Mobile Police and Partners Contact Centre vehicles. This is currently being progressed with Corporate Communications.

Rural Crime

Rural crime offences are also a subset of total recorded crime and are identified by their geographical location⁵. 3,838 offences were recorded in the quarter, reflecting the seasonal pattern of reduced offending at the beginning of the year.



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

Under the ‘Rural Matters’ banner, the Rural Crime Strategy is being implemented through a number of initiatives, co-ordinated by the alliance portfolio lead. The Force is supporting the NFU led ‘Stop that Thief’ initiative in Herefordshire, Shropshire & Telford which provides crime prevention advice and supports the provision of property marking and alarms. The scheme is likely to be rolled out across other Local Policing Areas over the coming months.

Further examples of activity include a fisheries enforcement campaign and signage campaign around poaching. Specific rural and wildlife training is also being developed for officers which will increase the number of trained officers from 11 to 21 across the Alliance.

⁵ Rural crime is defined as any crime occurring in a rural area as defined by the 2011 ONS Rural Urban Classification

2.4.2 Risk Markers

Signs of Success would be:

Increased reporting, reflecting greater victim confidence

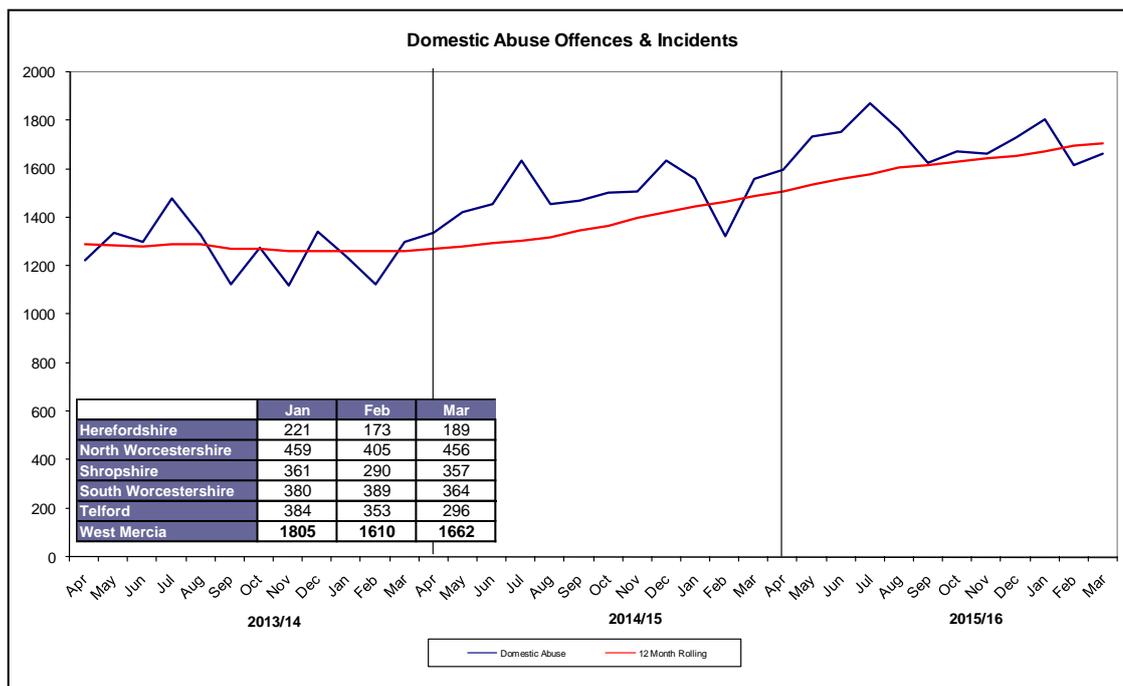
Risk markers can be applied to any incident or offence to identify potential harm risks.

Domestic Abuse

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

The use of the domestic abuse marker is an internal process in order to identify the prevalence of domestic abuse as a factor within crimes and incidents reported to the Police. It allows us to ensure officers are recognising vulnerability of victims and their circumstances and triggers a multi agency referral process providing enhanced levels of service and support available. We are continuing to monitor the use of these markers in order to commission more detailed analysis to support further activity around prevention and enforcement opportunities.

15% of all recorded crime in the last quarter was domestic abuse related. 5,077 domestic abuse offences & crimed incidents were recorded in the quarter, in line with the previous quarter. 81% of all domestic abuse offences are violent crimes.

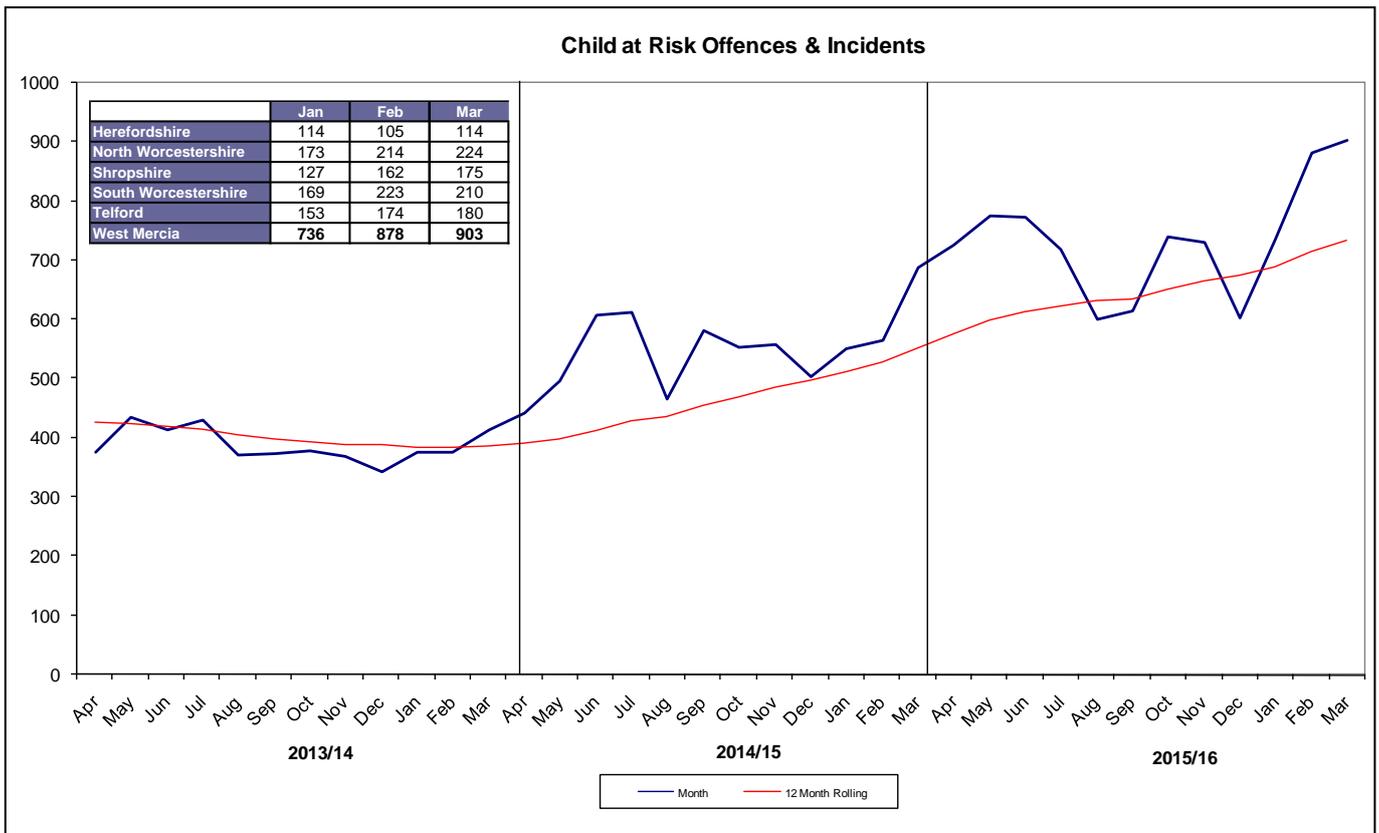


As noted in previous reports, the upward trend in domestic abuse offences has been driven by the inclusion of DASH reports on the CRIMES system.

Domestic abuse offences and their outcomes, as well as volumes of Domestic Violence Protection Notices (DVPNs) issued, are now summarised in monthly force tasking documents and discussed at the alliance Tactical Tasking and Coordination meeting.

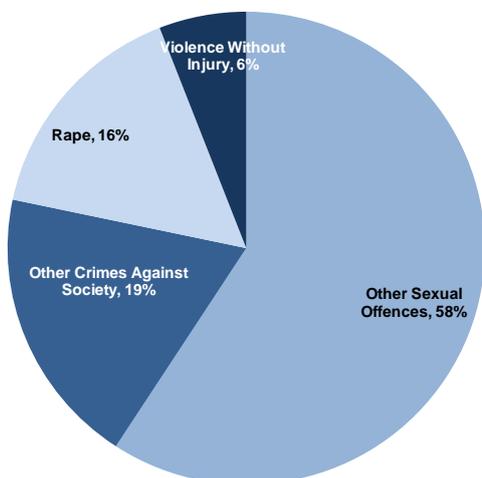
Child at Risk / Child Sexual Exploitation

Child at Risk markers have been applied to 2,517 offences & incidents in the quarter. This represents a continued increase in the volume of Child at Risk offences and incidents.



The increase is seen across the Alliance as is a consequence of increased awareness amongst officers and closer relationships with partners which leads to an increase in disclosures. Following on from the Crime Data Integrity Audit, an internal audit is being undertaken to ensure child related incidents are correctly recorded, allowing for appropriate safeguarding measures to be put in place.

Child sexual exploitation (CSE) is one specific Child at Risk marker. It identifies offences where children and young people under 18 are involved in exploitative situations where they receive something as a result of performing sexual activities, or having such performed on them.



154 offences were marked as CSE. The profile of offences with a CSE marker is shown here.

Proactivity, in terms of staff and officer training, improved recording and closer work with partners, is expected to lead to further increases in volumes of Child at Risk and CSE offences and incidents. Also, funding from the OPCC has secured two Barnardos workers to provide direct support and therapeutic intervention work to victims in a pilot exercise in Worcestershire.

Cyber Crime

A marker for cyber crime offences was introduced in April 2014, in order to assist in the identification of such offences. We are aware that application of the marker is likely to be a significant under-reporting of offences and work is ongoing to gauge a more accurate picture of cyber crime. Much of the fraud related cyber crime is recorded by Action Fraud and does not appear in force performance data.

238 offences were flagged as cyber crime in the last quarter.

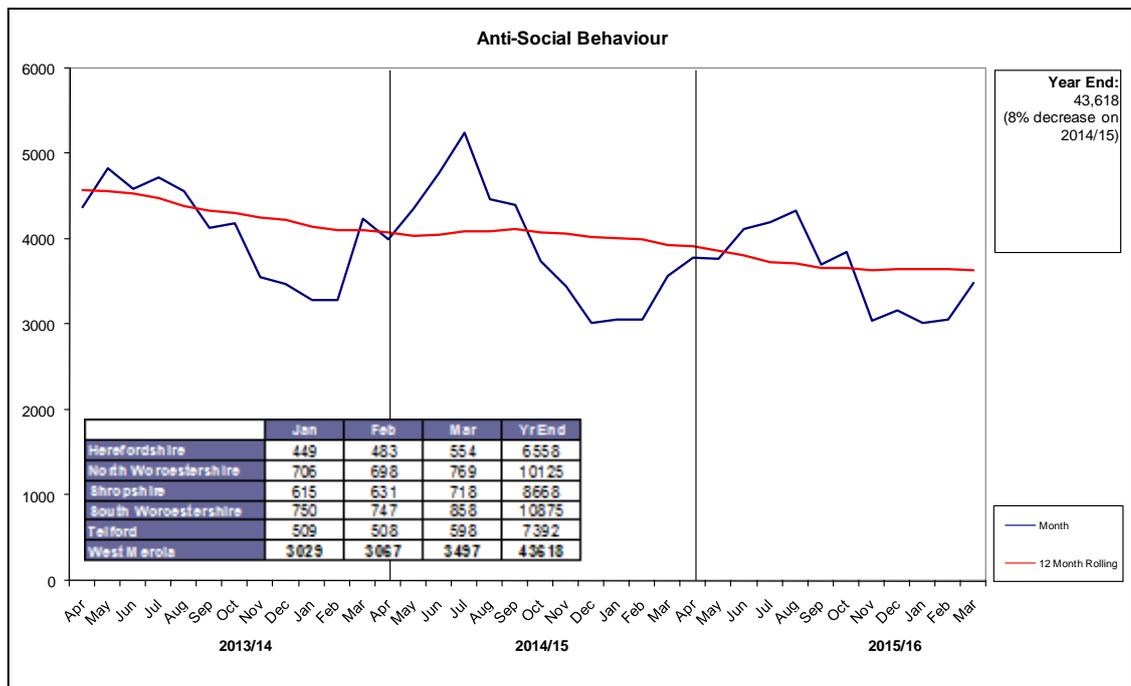
In support of the alliance cyber crime strategy a number of events have, and will continue to be supported, including Safer Internet Day, business forums and workshops.

2.4.3 Anti-Social Behaviour

Signs of Success would be:

Accurate reporting and risk assessing of ASB incidents

9,593 ASB incidents were recorded in the last quarter, 5% below the previous quarter. The reporting of ASB tends to be seasonal with volumes showing an increase from January. Volumes in 2015/16 are 8% lower than in the previous year.



Work on harmonizing the reporting and grading of ASB across the Alliance is ongoing. The project team is currently in consultation with IT and other relevant colleagues regarding suitable reporting methodologies and tools when force systems are updated in 2016.

2.4.4 Road Traffic Casualties

Signs of Success would be:

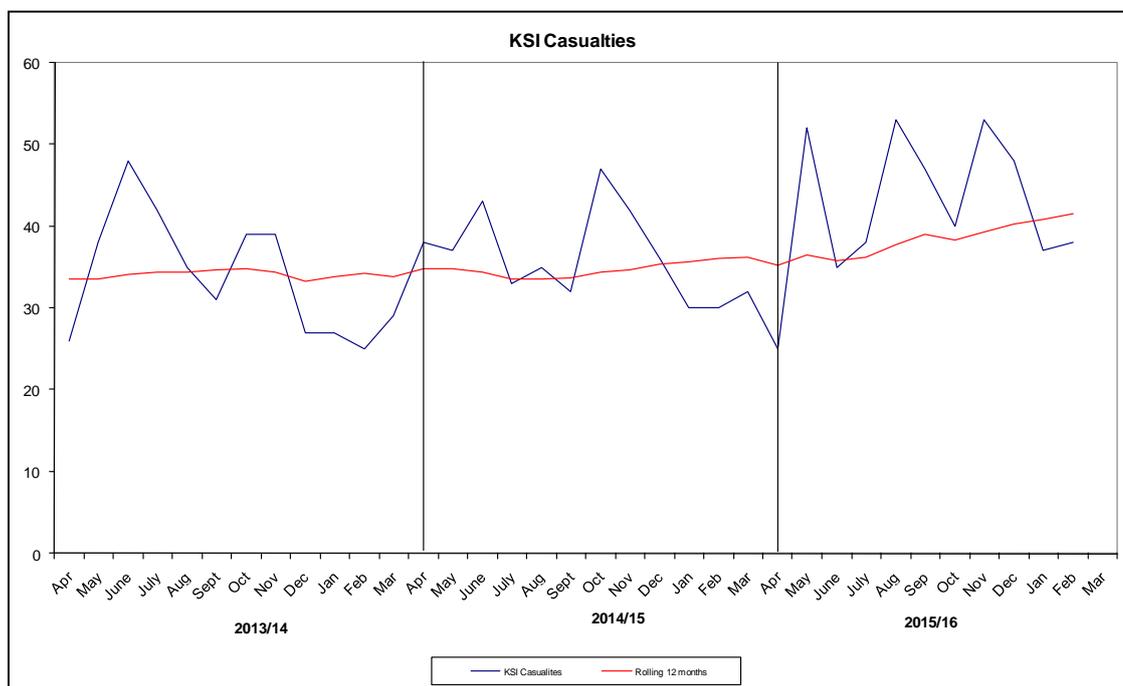
Reduction in fatal and serious injury casualties

In December 2015 the force adopted the national CRASH collision recording system. Once fully embedded, this will streamline collision recording and improve analysis of key routes that cross force boundaries.

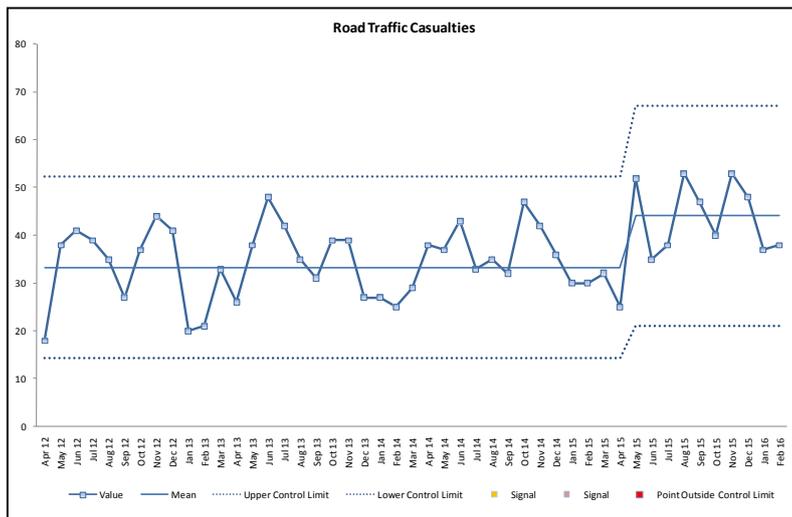
Since the implementation of CRASH the Alliance Forces have experienced very low and poor performance in relation to speed of the system which are causing significant delays in being able to input data in a timely fashion. This has been identified as a system fault and considerable work and effort is being applied to the National team in order to identify a solution. Despite attempts to improve this and realign resources in order to support timely reporting we are unable to report on serious injury collisions for the month of March in a way that we are confident of the accuracy of the data and therefore, at the current time, we are reporting on fatalities only for this period. This is not affecting our ability to investigate serious road traffic incidents.

There were 7 road deaths in the quarter, 3 in North Worcestershire and 4 in Shropshire. The fatalities were 2 pedestrians, 2 car drivers, 1 car passenger, 1 motor bike rider and 1 cyclist.

The chart below reports on casualties up to the end of February which identifies an upward trend in relation to KSI casualties.



NB: the chart shows data to February



The volume of KSI casualties has been above average for most of 2015/16. This has resulted in an increase in the monthly average from 33 KSI casualties to 44.

The Safer Roads Partnership has identified 6 high harm routes across West Mercia, requiring focussed police activity and visibility to reduce casualties. These are subject to daily tasking within Policing Areas and activity is reviewed monthly with data presented to local Tactical Tasking meetings to inform future opportunities and activity required to reduce KSIs.

The alliance supported the THINK drug-drive campaign in March which resulted in 144 people being tested and 45% of these testing positive.

2.5 DEMAND REDUCTION

2.5.1 Response Times to Emergency Incidents

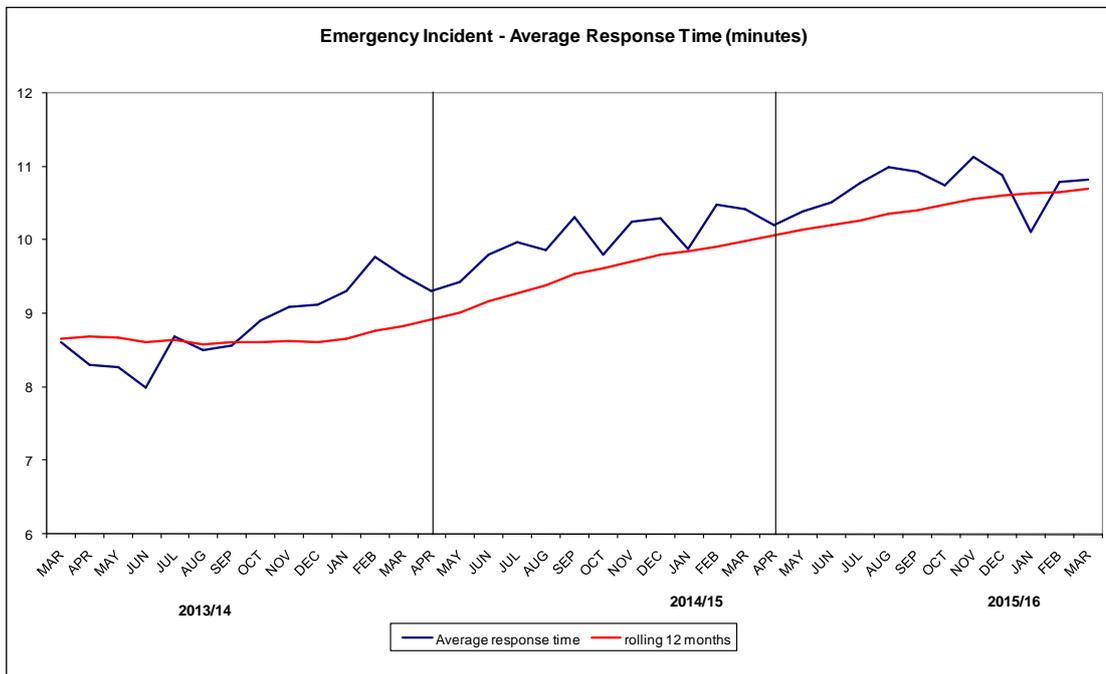
Signs of Success would be:

Respond to all incidents in a timely manner and provide a high quality of service
Stabilise increasing trend of attendance times

The Alliance managed response guidelines are to safely deploy the nearest available and appropriate resource as expeditiously as possible, while assessing the threat, risk and harm associated with the incident and other emergency demands for service at that time. While time of response is a key indicator, the quality of the response is also important and this information should be considered in conjunction with user satisfaction performance.

Performance is monitored against the suggested response times outlined in the National Contact Management Programme, which is to respond to emergency calls in 20 minutes. The Alliance Forces regard this as a minimum standard.

10,118 emergency incidents were recorded in the last quarter. The average time to attend an emergency incident was 10.6 minutes, 9 out of 10 (91%) were attended within 20 minutes.



The 12 month rolling average has shown an increasing trend in the average time to attend emergency incidents, however this has slowed in the last quarter which may suggest the trend is starting to level off and activity commissioned is having an impact. Work was commenced under the leadership of T/Chief Supt. Alex Franklin-Smith (Operational Support) with an evidence based approach at its core to try and understand the reasons for the increasing trend and to identify what measures could be taken to stem or reverse it. Since work commenced, a number of working assumptions have been produced and data research/analysis is being

carried out against each one. Specific work has been instigated to address issues of response performance in the rural area of Shropshire and South Worcestershire around Ludlow and Tenbury with some changes being implemented around patrol bases. This continues to be monitored over the coming months and is supported by confidence surveying within the localities affected. Additionally, emergency response times data has been shared with LPA Command Teams with a request that specific activity takes place to improve officers 'readiness to respond' during shift handovers. Response times are significantly higher at these times of the day.

Detailed analysis (force, LPA and patrol zone level) is currently being progressed to better understand the variation in response times across the day and week and how this is reflected in patterns of demand and resourcing and will be subject to further reporting within forthcoming performance summaries.

2.6 WORKFORCE

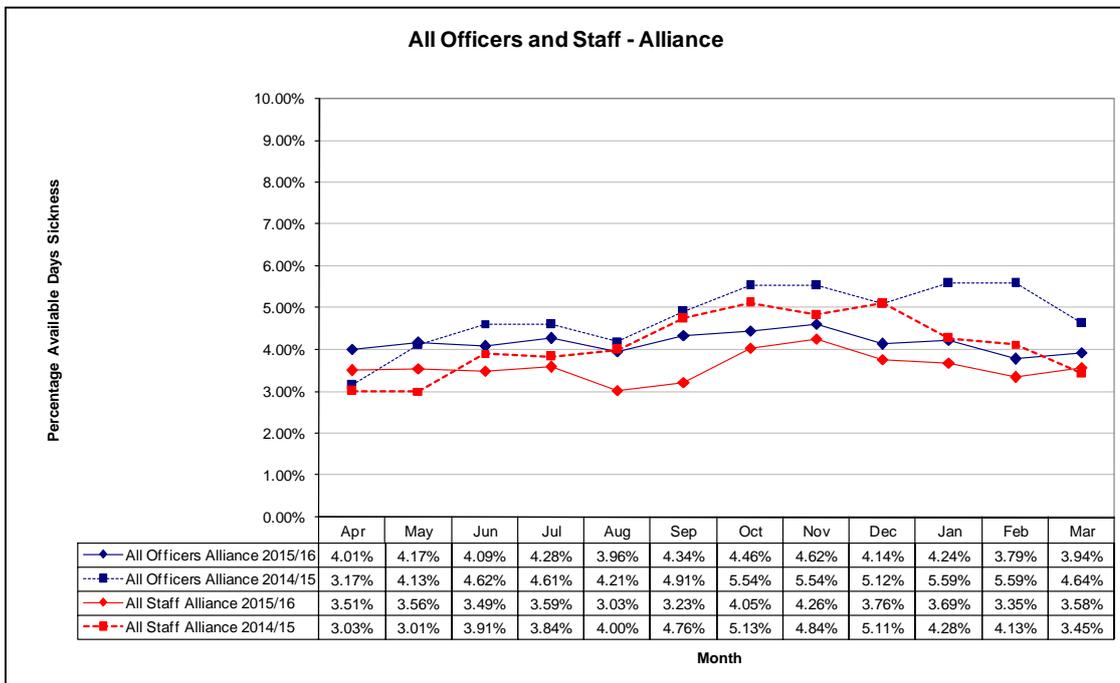
2.6.1 Sickness

Signs of Success would be:

Improved staff wellbeing – improving levels of attendance

Workforce sickness forms part of the overall Health and Wellbeing Agenda around staff welfare being led by both Chief Constables. The last quarter shows an improving picture. A total of 11,740 days were lost to sickness across the Alliance - volumes remain lower than last year.

Across the Alliance, the average percentage of days lost to sickness in the quarter is 3.99% for Officers and 3.54% for Staff.



National comparative data is only released on a 6 month basis. The latest data (to September 2015) was reported on in the quarter report published in December. The next data release will be in May 2016.

Chief Constable David Shaw chairs the Health & Wellbeing Board on behalf of both Forces for the alliance which recognises the importance of the workforce and the direct link to achieving high levels of service and protecting people from harm. The achievements of the Board, and wider health & wellbeing issues will be the focus of Performance Management Group in April, which will be subject to further reporting.

2.6.2 TOIL / RDIL

Signs of Success would be:

Reduced balances in line with Force policy

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. 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.

In March there were almost 60% fewer individuals breaching the 5 day RDIL limit compared to May 2015. This reduction has been observed for both officers and staff, and across the majority of departments.

TOIL

	Officers		Staff	
	No. over 40 hours	Avg. no. Hours	No. over 40 hours	Avg. no. Hours
April	260	74	42	65
May	318	66	64	66
June	314	67	69	64
July	308	68	69	63
August	292	65	75	61
September	274	64	83	61
October	241	63	69	60
November	235	59	55	63
December	221	60	55	64
January	183	59	63	57
February	181	59	60	58
March	272	63	64	53

RDIL

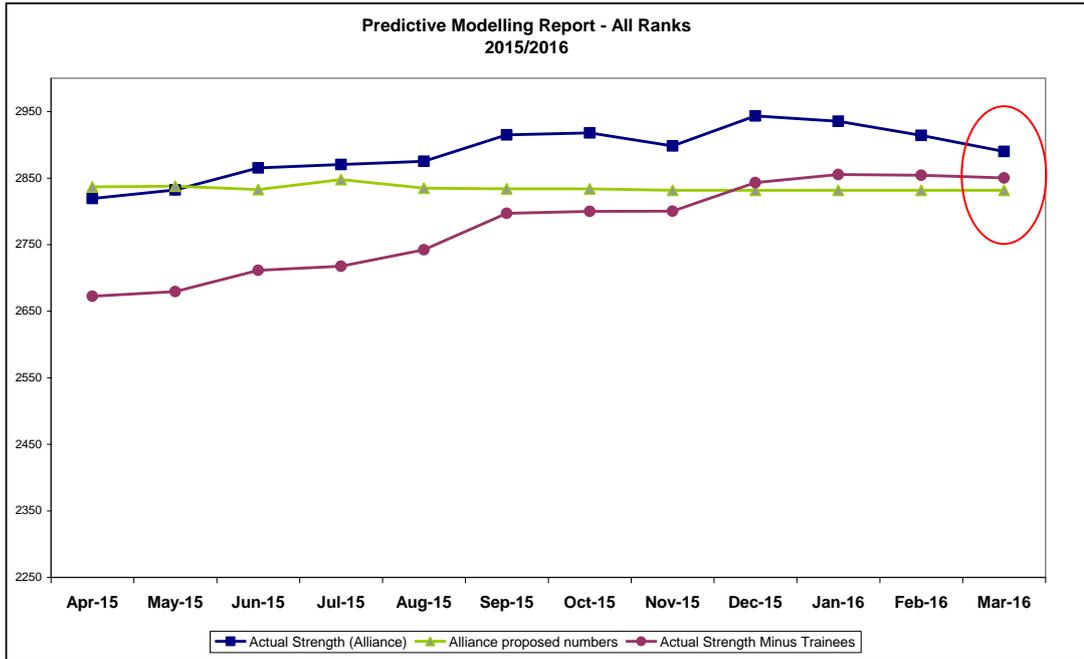
	Officers		Staff	
	No. over 5 days	Avg. no. days	No. over 5 days	Avg. no. days
April	714	11	138	10
May	946	10	149	9
June	930	10	144	9
July	876	10	131	8
August	889	10	106	8
September	828	9	112	8
October	741	9	104	8
November	661	9	76	8
December	921	8	134	8
January	726	8	102	8
February	664	8	82	8
March	383	9	49	9

Despite the improvements made, there remains a small number of individuals (16) who are still are breaching the limit with more than 20 days unallocated RDIL. Each of these individuals were also exceeding the RDIL limit by similar amounts in May 2015. Further management intervention is required in order to reduce these levels.

	May 2015	March 2016
6 to 10 days	369	343
11 to 19 days	216	69
20+ days	65	16
TOTAL	650	428

This issue will be discussed at the Performance Management Group meeting in April as part of the wider health & wellbeing agenda.

2.6.3 Recruitment 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 has an ongoing process for capturing and reconciling staff vacancies. At the end of February 2016 there were 166 vacancies; 119 are being actively recruited for, the remaining 47 are on hold pending finalisation of structure reviews, working practices, job profiles, etc

2.6.4 On Duty Police Personnel Victims of Assault

Signs of Success would be:

Reduced number of recorded assaults

In the last quarter, there were 147 offences where police personnel were victims whilst on duty in West Mercia, a 4% reduction (-6 offences) compared to the previous quarter. These offences relate to 134 'distinct' individuals, of which 121 (90%) were a victim just once and 13 individuals were a victim more than once in the same quarter.

The following table shows a breakdown of the offences by Offence type and Quarter.

	Oct - Dec 2015	Jan - Mar 2016	% Change
VAP with Injury	51	47	-8%
VAP without Injury	83	88	6%
Public Order Offences	19	12	-37%
West Mercia Total	153	147	-4%

The following table shows a breakdown of the 147 offences by Offence type and Policing Area for the quarter.

	VAP with Injury	VAP without Injury	Public Order Offences	Total Offences	% Share
Herefordshire	6	10	1	17	12%
North Worcestershire	12	20	1	33	22%
Shropshire	6	6	3	15	10%
South Worcestershire	17	37	6	60	41%
Telford & Wrekin	6	15	1	22	15%
West Mercia	47	88	12	147	100%
% Share	32%	60%	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 Personnel type for the quarter.

	VAP with Injury	VAP without Injury	Public Order Offences	Total Number of Victims	No. of 'distinct' Victims	% Share
Police Officer	41	74	11	126	114	85%
Police Officer - Student	3	9		12	9	7%
Police Staff			1	1	1	1%
Police Staff - Custody Suite	1	1		2	2	1%
PCSO	1	4	1	6	6	4%
Special Constable	2			2	2	1%
West Mercia	48	88	13	149	134	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 see 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. The data below is for April to March 2015/16.

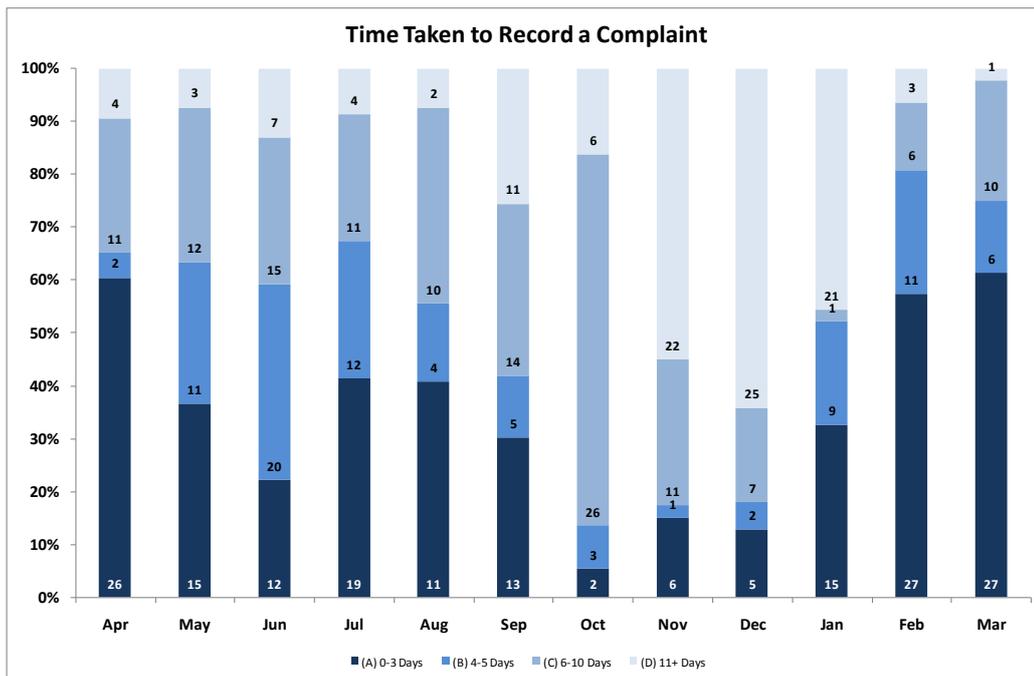
2.7.1 Complaints

Signs of Success would be:

Overall reduction in complaints
Timeliness within national guidelines

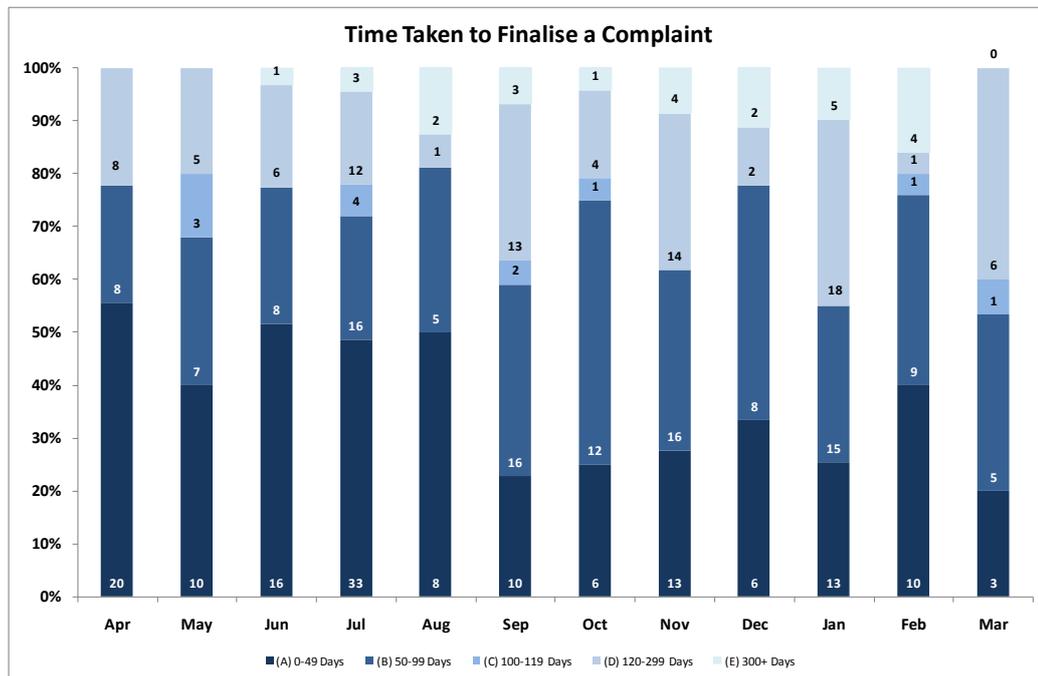
Overall volume and types of complaints has remained relatively stable and consistent with the national picture. Due to previous performance issues identified in relation to the timeliness of recording complaints and finalisation of complaints, this report will focus on these two areas. More detailed graphs are included within this summary in order to provide a greater understanding of the Forces position and progress.

The national target is to record cases within 10 days and to finalise within 120 days. The Alliance forces seek to improve on this and record and action cases as soon as possible and aspiring to record 80% of all complaints within 3 days. During 2015/16 79% of cases were recorded within 10 days compared to 75% in 2014/15.



Reducing the time to record complaints 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. A review of the procedures and practices within the department was undertaken during 2015. The above demonstrates the impact on performance of changes put in place around the handling of complaints at the end of 2015. A single Complaints and Misconduct Team was introduced in September 2015 who are operating to a single process. Post initial recruitment, training and embedding of the processes, improvements within performance can be observed from the turn of the year and have been sustained within the final quarter of the

performance year. The performance over the last 2 months is well above the national standard of recording 80% of complaints within 10 days. We will continue to monitor performance over the coming months and review changes made in order to continue to build on this.



The second national measure in relation to dealing with complaints is to finalise cases within 120 days. This process does not measure this performance until the case is closed and therefore can be somewhat misleading in respects of performance monitoring. It has been identified that there are a number of ‘older’ cases still live within the complaints process for a variety of reasons and a focus on bringing them to conclusion has been undertaken. The above graph shows what could be interpreted as a decline in performance whilst we focus activity in finalising these complaints though we expect this to level out and start to improve over the coming months. Further analysis of open cases shows a significant reduction in the number of older open cases, which is the result of significant work and focus upon concluding cases; both those held within the Professional Standards Department and on local Policing Areas.

2.7.2 Conducts

There is a very small reduction in the number of conduct cases recorded, although an increase in the number of gross misconduct cases. The number of recorded misconducts is small per year, accordingly, small variation can appear dramatic.

