



# Performance Summary

## DCC Blakeman

March 2019

URN: ASI/2019/112- Quarterly report – WMP March 19

## Summary

Topic	Inclusion	Data	Commentary	
<b>Putting Victims &amp; Survivors First</b>				
<b>Confidence</b>	Quarter report unless updated	Reduction compared to the previous period and below the MSG and the national average.	Local confidence survey shows stable results	2
<b>Victim Satisfaction</b>	Month & quarter	Overall satisfaction – consistent with previous quarter	Victim satisfaction plan being developed	4
<b>Repeat Victimisation</b>	Month & quarter	Number of repeat victims has increased from last month although the repeat rate has remained the same	ASI trialling more timely reporting process	5
<b>Building a More Secure West Mercia</b>				
<b>Total Recorded Crime</b>	Month & quarter	Increased volumes on previous month and above monthly average.	No exceptional volumes	7
<b>Violence with Injury</b>	Quarter unless exceptional	Increased volumes on previous month and above monthly average	No exceptional volumes	14
<b>Violence without Injury</b>	Quarter unless exceptional	Increased volumes on previous month and above monthly average	Exceptional volumes in Telford & Wrekin	16
<b>Sexual Offences – Rape</b>	Month & quarter	Increased volumes on previous month and above monthly average	No exceptional volumes	18
<b>Sexual Offences – Other</b>	Month & quarter	Increased volumes on previous month and above monthly average	No exceptional volumes	20
<b>Residential Burglary-Dwelling</b>	Quarter unless exceptional	Increased volumes on previous month and above monthly average	No exceptional volumes	22
<b>Robbery</b>	Quarter unless exceptional	Increased volumes on previous month and significantly above monthly average	Exceptional volumes in Telford & Wrekin	24
<b>Missing persons</b>	Quarter unless exceptional	Increased volumes on previous month and above monthly average	Decrease in monthly average from 443 to 347 missing person reports.	27
<b>Hate Crime</b>	Month & quarter	Increased volumes on previous month and above monthly average.	No exceptional volumes	29
<b>Hate Crime Satisfaction</b>		Consistent with previous quarter		
<b>Domestic Abuse</b>	Month & quarter	Increased volumes on previous month and above monthly average.	No exceptional volumes	31
<b>Child at Risk</b>	Month & quarter	Increased volumes on previous month and above monthly average.	Exceptional volumes in all areas except for South Worcestershire	37
<b>CSE</b>		Increased volumes on previous month and below monthly average.	No exceptional volumes	39
<b>Cyber Crime</b>	Month & quarter	Increased volumes on previous month and significantly above monthly average.	Increased due to a Crime Bureau drive on all keywords.	40
<b>ASB</b>	Quarter unless exceptional	Increased volumes on previous month but below monthly average.	ASB is following the expected seasonal trend.	43
<b>Serious Organised Crime</b>	Quarter	OCG and disruption data		45
<b>Road Traffic Casualties</b>	Quarter unless exceptional	5 road deaths occurred in the previous month.		46
<b>Response Times to Emergency Incidents</b>	Quarter unless exceptional	Decrease in the volume of emergency incidents compared to the previous month	Decrease in average emergency response time last month	48
<b>Unresourced Incidents</b>	Month & quarter	Volumes continue to be high despite a reduction in the last month	Activity to understand volumes underway	50
<b>Intelligence Reports</b>	Month & quarter	Decrease in outstanding submissions.		51
<b>Criminal Justice – File Quality</b>	Quarter		More detailed CJ report available	52
<b>Reassuring West Mercia</b>				
<b>Business Crime</b>	Monthly Increase	Increased volumes on month and above monthly average.		54
<b>Rural Crime</b>	Monthly Increase	Increased volumes on month and above monthly average.		56
<b>Reforming West Mercia</b>				
<b>Sickness</b>	Month & quarter	Reduction in both Officer and Staff sickness rates compared to previous month		59
<b>Complaints</b>	Quarter report	93% complaints recorded in 10 days and 82% finalised in 120 days.		60
<b>Call Handling</b>	Month & quarter	999 abandoned rate has decreased however the 101 has increased. Answering of 999 calls above standard but below for 101 calls.		62

# Putting Victims & Survivors First

## Confidence in Police

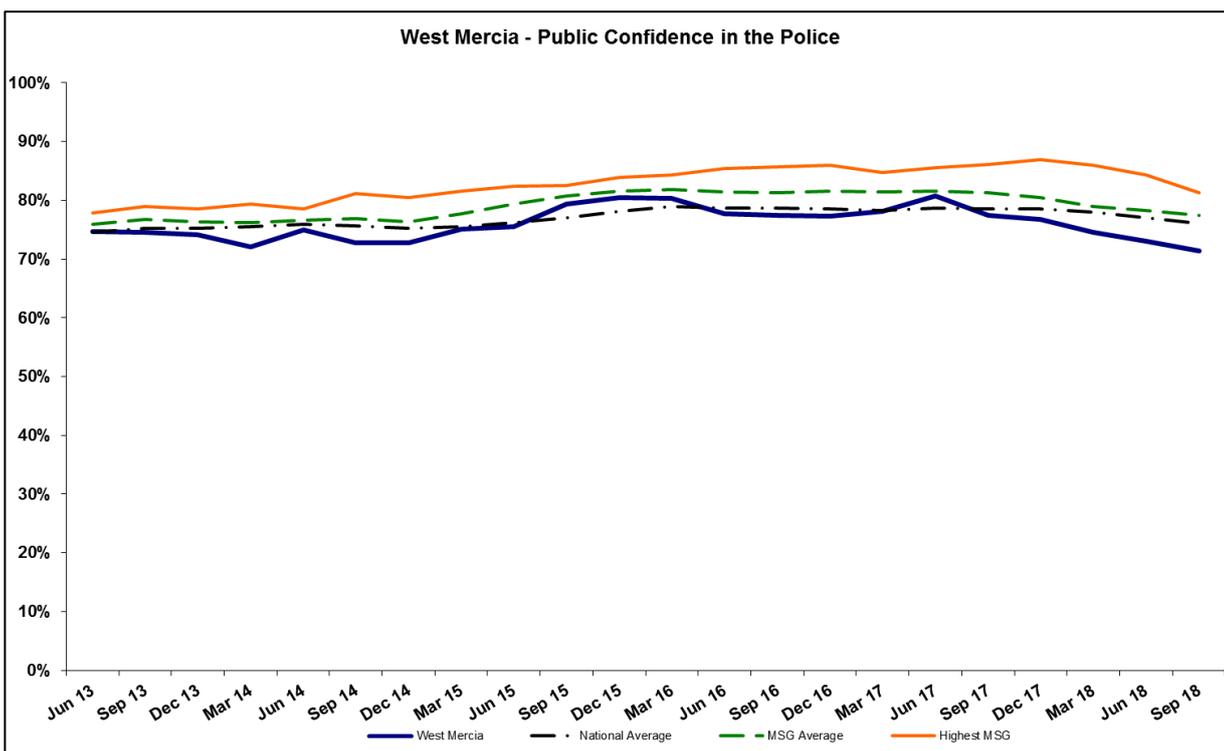
### Signs of Improvement would be:

- ❖ Improved confidence: within force and against MSG peer forces

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 September 2018. The next data release is due at the end of April.

The latest data shows a reduction in performance compared to the previous period, with 71% of people having confidence in the police in their local area in the 12 months to September 2018, compared to 73% in the previous period.

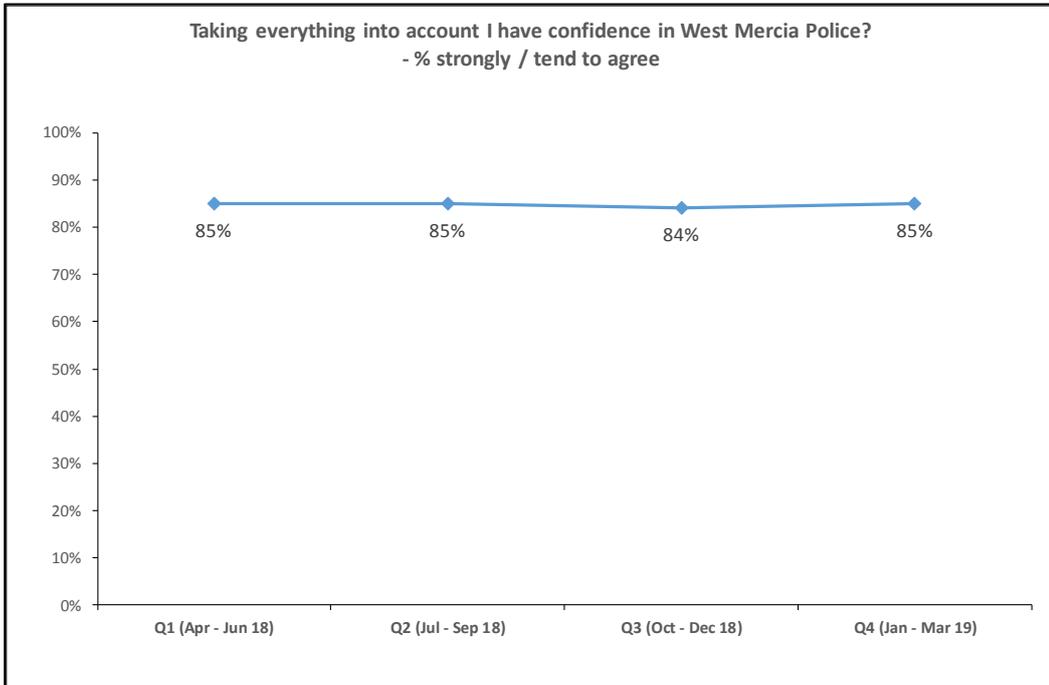
Against the Most Similar Group<sup>1</sup> (MSG) of peer forces, West Mercia is currently ranked 8<sup>th</sup> out of the 8 forces, in line with the previous reporting period. The force's ranking against all forces has decreased to 37<sup>th</sup> out of 42 forces.



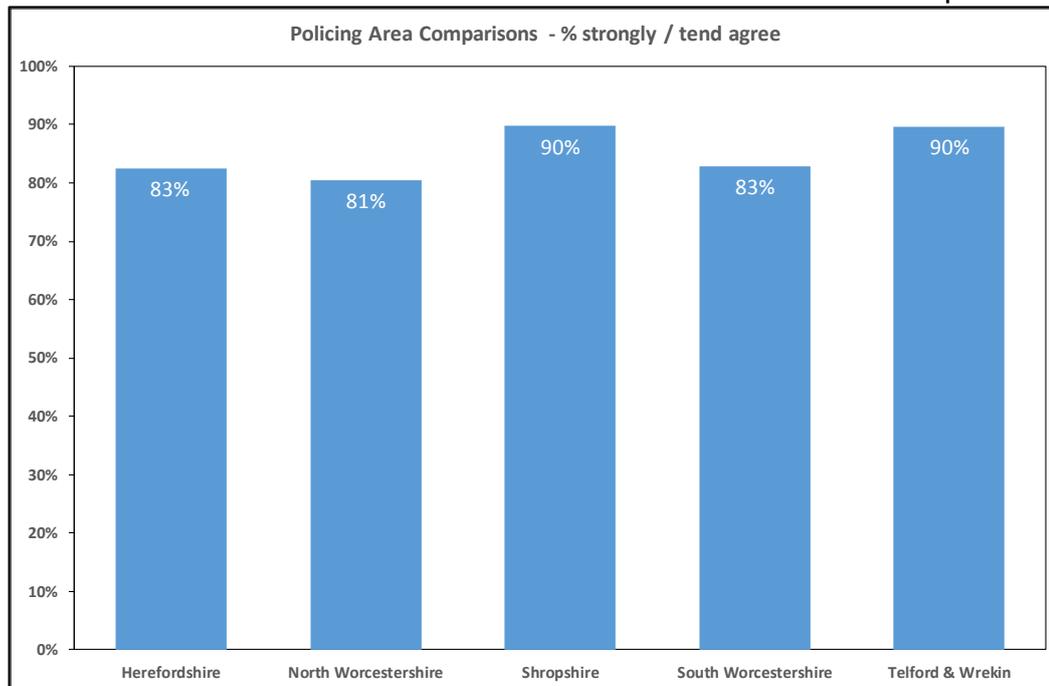
In April 2018, the force, in partnership with the PCC, commissioned an independent survey to assess local residents' views and perceptions of policing in West Mercia. Using some key questions taken directly from the CSEW, this local focused survey is intended to complement the national data, but also allow for a more local picture of public confidence, reflecting the broader role the force undertakes in addition to a focus on crime.

The results from the first 12 months of the survey (April – March) are now available.

<sup>1</sup> Most Similar Forces for West Mercia are: Devon & Cornwall, Gloucestershire, Norfolk, North Yorks, Suffolk, Warwickshire and Wiltshire.



Overall confidence in West Mercia Police has remained stable in quarter 4 (85%).



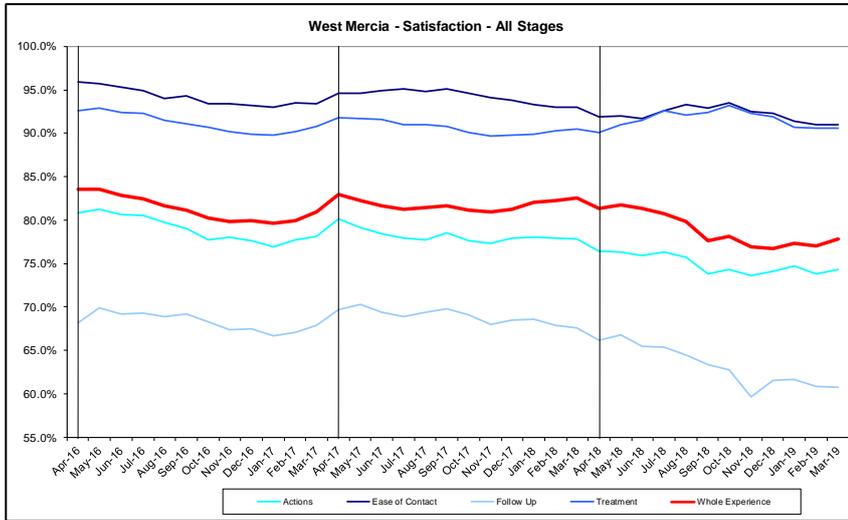
In terms of comparing the confidence figures from the national crime survey and the independent survey commissioned in partnership with the PCC it is worth noting the following:

- The questions are worded slightly different:
  - CSEW survey: Taking everything into account I have confidence **in the police in this area**.
  - Independent Survey: Taking everything into account I have confidence in **West Mercia Police**.
- It is believed the independent survey is a much bigger sample than CSEW. This in theory means the SMSR has a 'higher' likelihood of being representative of the whole population.

# Victim Satisfaction

## Signs of Improvement would be:

- ❖ Improved satisfaction: across all four stages & whole experience



	Jan-19	Feb-19	Mar-19
<b>Herefordshire</b>	81.3%	78.7%	79.6%
<b>North Worcestershire</b>	81.2%	78.3%	79.8%
<b>Shropshire</b>	69.1%	73.5%	75.0%
<b>South Worcestershire</b>	79.1%	78.6%	78.0%
<b>Telford &amp; Wrekin</b>	76.1%	76.2%	76.8%
<b>West Mercia</b>	<b>77.3%</b>	<b>77.0%</b>	<b>77.8%</b>

Overall victim satisfaction for ‘Whole Experience’ remained consistent in March compared to February. There are differences in performance across the LPA areas but caution should be taken in interpreting these trends given the lower numbers when analysing at this level.

A Victim Satisfaction plan is now in place which links together a range of areas that will help to support putting victims first and is designed to improve our victim satisfaction scores.

Appendix 1 has a summary of the Victim Satisfaction Plan.

## Repeat Victims

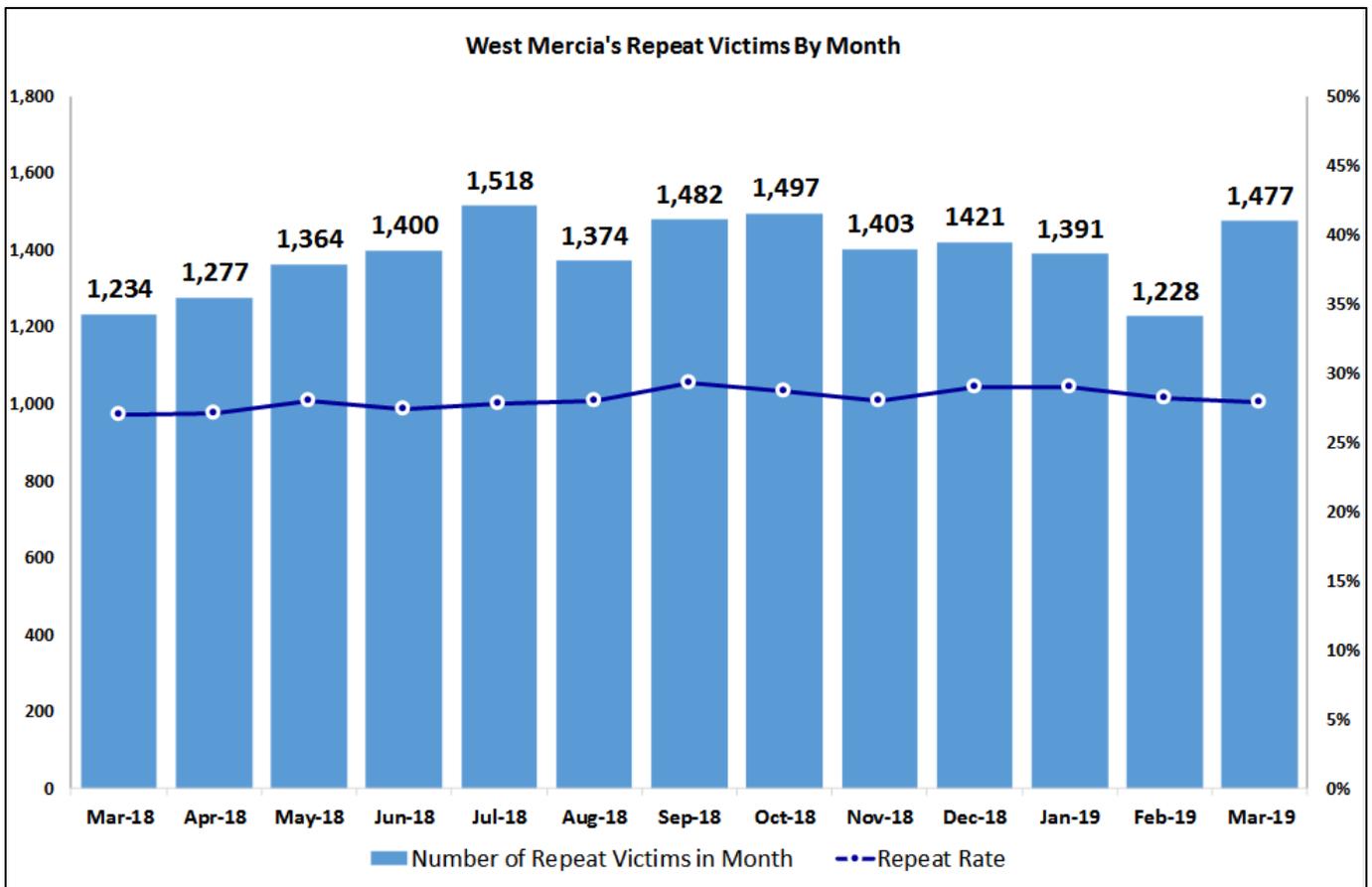
### Signs of Improvement would be:

- ❖ Reduction in repeat victims and offenders

A repeat victim is defined as an individual recorded as a victim in the current reporting month that has had at least one other offence in the preceding 12 months. As a repeat victim can have presence in both force areas, these counts reflect West Mercia's victims only, but quantifies total offences across the alliance.

### Repeat Victimization

As the time taken to link victim information to an offence has greatly improved, the data presented in this report now relates to the current reporting month.

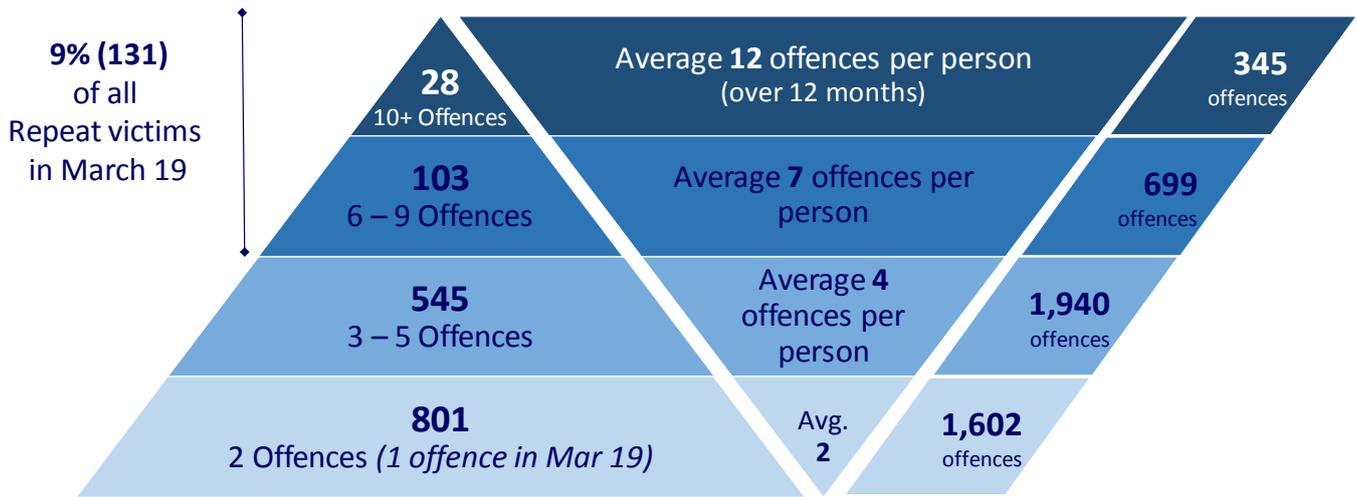


In March, 28% (1,477) of all victims (5,297) were repeat victims (subject to at least one further offence in the last 12 months). The number of repeat victims has increased compared to the previous month (1,288), although the shorter month likely impacted the volumes last month. The repeat rate has remained comparable with the previous month (28%).

184 (12%) of March's repeat victims were also a repeat victim in February with 41 individuals (3%) being a repeat victim in each of the last 3 months – January, February and March.

113 (8%) of March's repeat victims were also a repeat victim in January but were dormant in February.

### Breakdown of Repeat Victims in March by Number of Offences



March’s repeat victim cohort accounts for 4,586 offences recorded in the last 12 months, of which 1,977 offences were recorded in March.

28 individuals have been a victim of 10 or more offences in the last 12 months. This represents 345 offences, of which 66 offences were recorded in March.

### Repeat Victimisation forum

ASI are working with local policing colleagues to develop a process where we can share repeat victim data on a weekly basis, in addition to the current monthly data sharing.

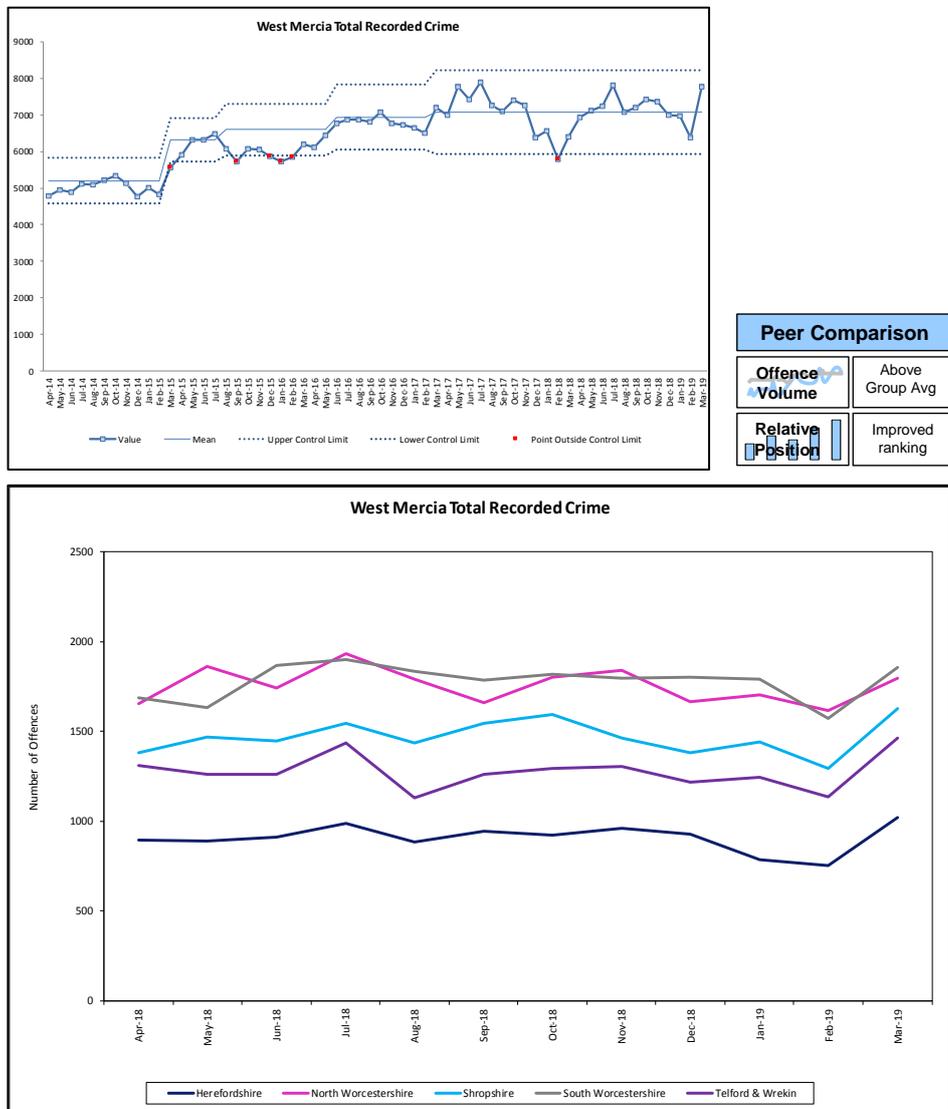
Work is ongoing to look at the benefits and effectiveness of the current processes and mechanisms for working with repeat victims. This is being led by C/Supt Mark Travis and the report is now ready for review. The “as is” state is known, along with the evidence base that will allow the design for the future process.

# Building a More Secure West Mercia

## Total Recorded Crime

### Signs of Improvement would be:

- ❖ Recorded crime levels reflect accurate & timely reporting, driven by increased public confidence

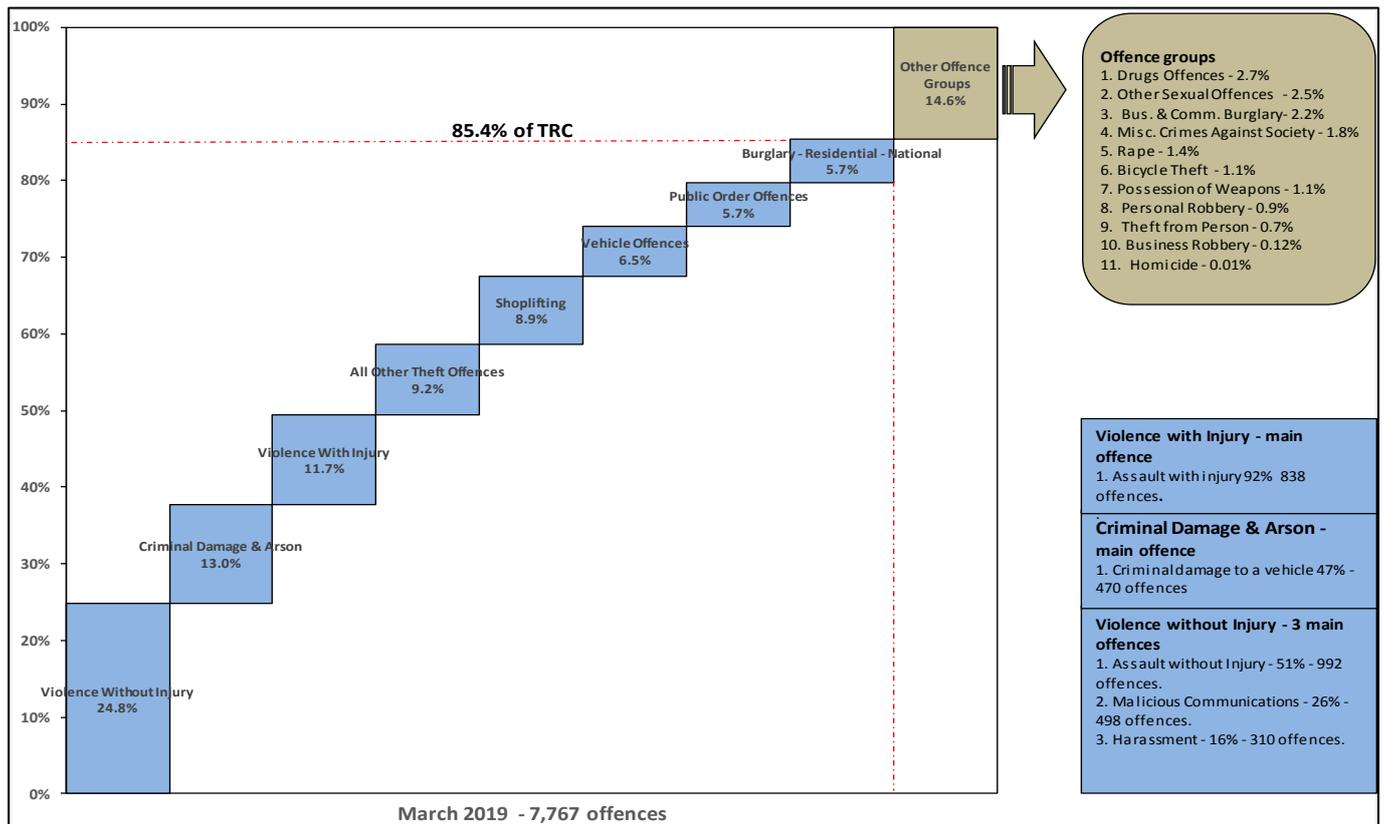


7,767 offences were recorded across West Mercia in March. This is an increase compared to February (6,377) and above the monthly average (7,082).

A month on month increase in recorded crime is expected in March, due to reduced volumes in February. Going forward, we would expect to see a seasonal increase in the spring / summer.

Volume increases were seen across all policing areas in March, but remain within expected levels.

The following chart shows the breakdown of total crime. Compared to February we have seen increases in assault with injury, assault without injury, criminal damage to a vehicle and shoplifting offences.



The table below shows a comparison between policing areas. Volumes of individual crime groups are shown as a proportion of total crime in each policing area and also as a rate per 1,000 population. Both of these allow for a level of comparison between the locations. Areas of exception within policing areas are highlighted in the table. A long term trend is shown on the subsequent chart.

## Policing Area Comparison by Crime Type

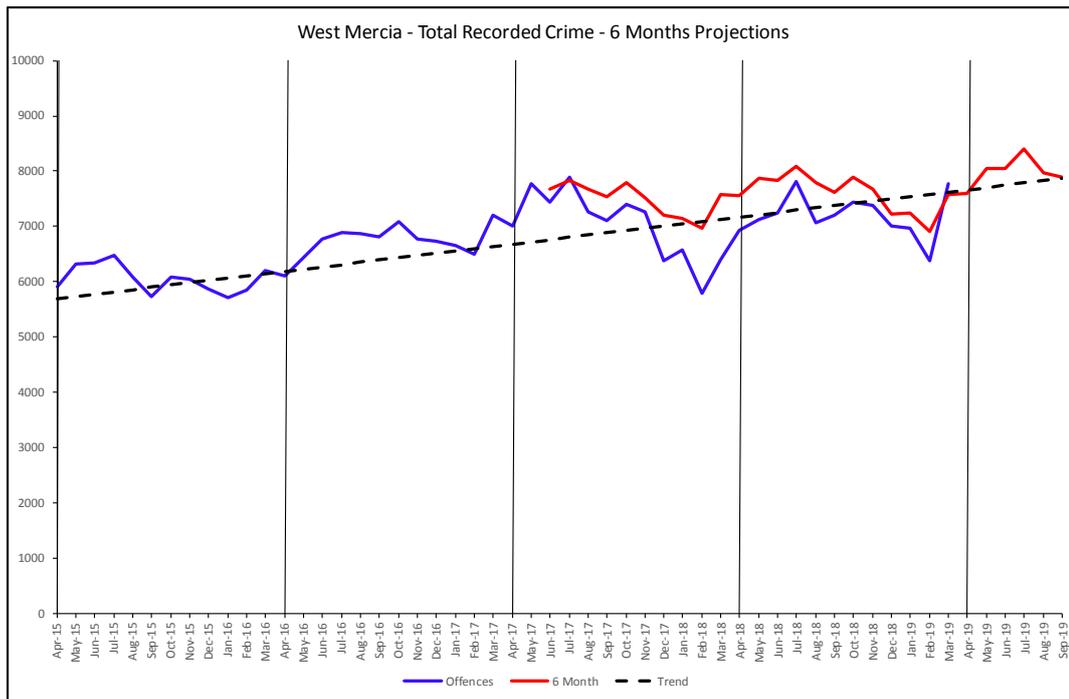
Data is based on ONS mid-2016 population estimates

	West Mercia				Herefordshire				North Worcestershire				Shropshire				South Worcestershire				Telford & Wrekin			
	Last Month	12 Month Average	% Total Crime	Per 1,000 Pop	Last Month	12 Month Average	% Total Crime	Per 1,000 Pop	Last Month	12 Month Average	% Total Crime	Per 1,000 Pop	Last Month	12 Month Average	% Total Crime	Per 1,000 Pop	Last Month	12 Month Average	% Total Crime	Per 1,000 Pop	Last Month	12 Month Average	% Total Crime	Per 1,000 Pop
Violence With Injury	906	843	12%	0.72	122	110	12%	0.64	208	190	12%	0.74	175	169	11%	0.56	205	203	11%	0.68	196	171	13%	1.13
Violence Without Injury	1923	1730	25%	1.53	234	231	23%	1.24	464	409	26%	1.65	383	343	24%	1.22	428	402	23%	1.42	414	345	28%	2.39
Rape	107	107	1%	0.09	17	13	2%	0.09	19	19	1%	0.07	14	20	1%	0.04	34	24	2%	0.11	23	32	2%	0.13
Other Sexual Offences	198	189	3%	0.16	38	27	4%	0.20	33	38	2%	0.12	49	41	3%	0.16	36	42	2%	0.12	42	41	3%	0.24
Business Robbery	9	7	0%	0.01	0	0	0%	0.00	5	2	0%	0.02	1	1	0%	0.00	1	1	0%	0.00	2	2	0%	0.01
Personal Robbery	71	46	1%	0.06	8	6	1%	0.04	16	13	1%	0.06	10	6	1%	0.03	19	12	1%	0.06	18	9	1%	0.10
Vehicle Offences	508	486	7%	0.40	49	43	5%	0.26	158	157	9%	0.56	109	106	7%	0.35	127	122	7%	0.42	65	58	4%	0.38
Theft from Person	56	71	1%	0.04	6	9	1%	0.03	10	17	1%	0.04	14	14	1%	0.04	11	20	1%	0.04	15	12	1%	0.09
Bicycle Theft	88	94	1%	0.07	21	14	2%	0.11	15	17	1%	0.05	22	18	1%	0.07	16	31	1%	0.05	14	14	1%	0.08
Shoplifting	688	651	9%	0.55	104	62	10%	0.55	158	182	9%	0.56	134	124	8%	0.43	154	174	8%	0.51	138	109	9%	0.80
All Other Theft Offences	715	746	9%	0.57	109	109	11%	0.58	175	178	10%	0.62	169	172	10%	0.54	140	177	8%	0.46	122	110	8%	0.71
Criminal Damage & Arson	1007	848	13%	0.80	125	102	12%	0.66	189	192	11%	0.67	235	183	14%	0.75	292	228	16%	0.97	166	142	11%	0.96
Other Crimes Against Society	880	748	11%	0.70	120	117	12%	0.63	188	177	10%	0.67	169	132	10%	0.54	238	178	13%	0.79	165	144	11%	0.95
Burglary – Business & Community (incl. Res. non-dwelling)	346	371	4%	0.67	38	41	4%	0.49	96	86	5%	0.83	92	98	6%	0.71	85	98	5%	0.69	35	48	2%	0.53
Burglary - Residential (dwelling only)	264	256	3%	0.51	29	23	3%	0.37	63	80	4%	0.54	53	45	3%	0.41	72	67	4%	0.58	47	42	3%	0.71
<b>Total Recorded Crime</b>	<b>7767</b>	<b>7191</b>		<b>6.17</b>	<b>1021</b>	<b>907</b>		<b>5.39</b>	<b>1797</b>	<b>1757</b>		<b>6.38</b>	<b>1629</b>	<b>1470</b>		<b>5.20</b>	<b>1858</b>	<b>1780</b>		<b>6.16</b>	<b>1462</b>	<b>1278</b>		<b>8.45</b>

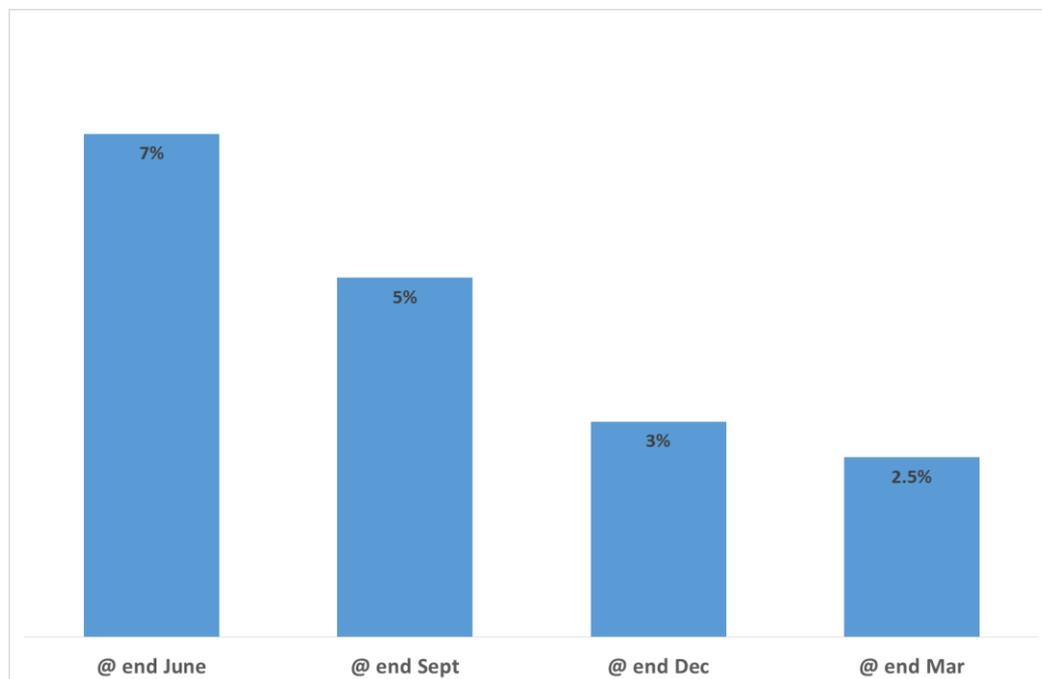
This table shows where policing areas are outliers in terms of volume of crime per 1,000 of population. Given the demographic make-up of Telford & Wrekin, and how this differs from the other West Mercia policing areas, it will frequently appear to be an outlier in this measure. Telford performs well against its peer policing areas nationally.

ASI regularly share MSG comparator data with policing area command teams.

The following chart provides a medium (6 month) projection for total recorded crime. The projected trend is for a seasonal increase on current volumes over the next few months.



The following table shows the year end position compared to 2017/18. A year end, the force saw a 2.5% increase in total recorded crime. This was a notable improvement from year end projections earlier in the year. Particular improvements have been made in the acquisitive crime categories, and this is pleasing given the introduction of LPPT's and the specific local policing priorities.



	2017/18	2018/19	% Change
<b>Total Recorded Crime</b>	<b>84472</b>	<b>86590</b>	<b>2.5%</b>
<b>Violence With Injury</b>	10164	10167	0.0%
<b>Violence Without Injury</b>	18097	20863	15.3%
<b>Rape</b>	1198	1299	8.4%
<b>Other Sexual Offences</b>	2291	2295	0.2%
<b>Business Robbery</b>	63	80	27.0%
<b>Personal Robbery</b>	489	552	12.9%
<b>Burglary - Residential (dwelling only)</b>	3257	3074	-5.6%
<b>Burglary – Business &amp; Community (incl. Res. non-dwelling)</b>	4784	4459	-6.8%
<b>Vehicle Offences</b>	6014	5851	-2.7%
<b>Theft from Person</b>	790	845	7.0%
<b>Bicycle Theft</b>	1160	1127	-2.8%
<b>Shoplifting</b>	7444	7811	4.9%
<b>All Other Theft Offences</b>	9182	8967	-2.3%
<b>Criminal Damage &amp; Arson</b>	10560	10197	-3.4%
<b>Drug Offences</b>	2177	2098	-3.6%
<b>Possession of Weapons</b>	709	843	18.9%
<b>Public Order Offences</b>	4510	4525	0.3%
<b>Misc. Crimes Against Society</b>	1583	1537	-2.9%

ASI will publish an annual summary report in the coming weeks.

## Crime Outcomes

A review has been undertaken on the reporting of outcomes as there is a range of ways the data can be presented – this will be implemented for the new financial year to make the data more meaningful. The below data has been kept consistent with previous reporting to allow more direct comparisons.

Our ambition and target going forward is to improve the levels of action taken outcomes.

### Outcome Rate – Short term trends

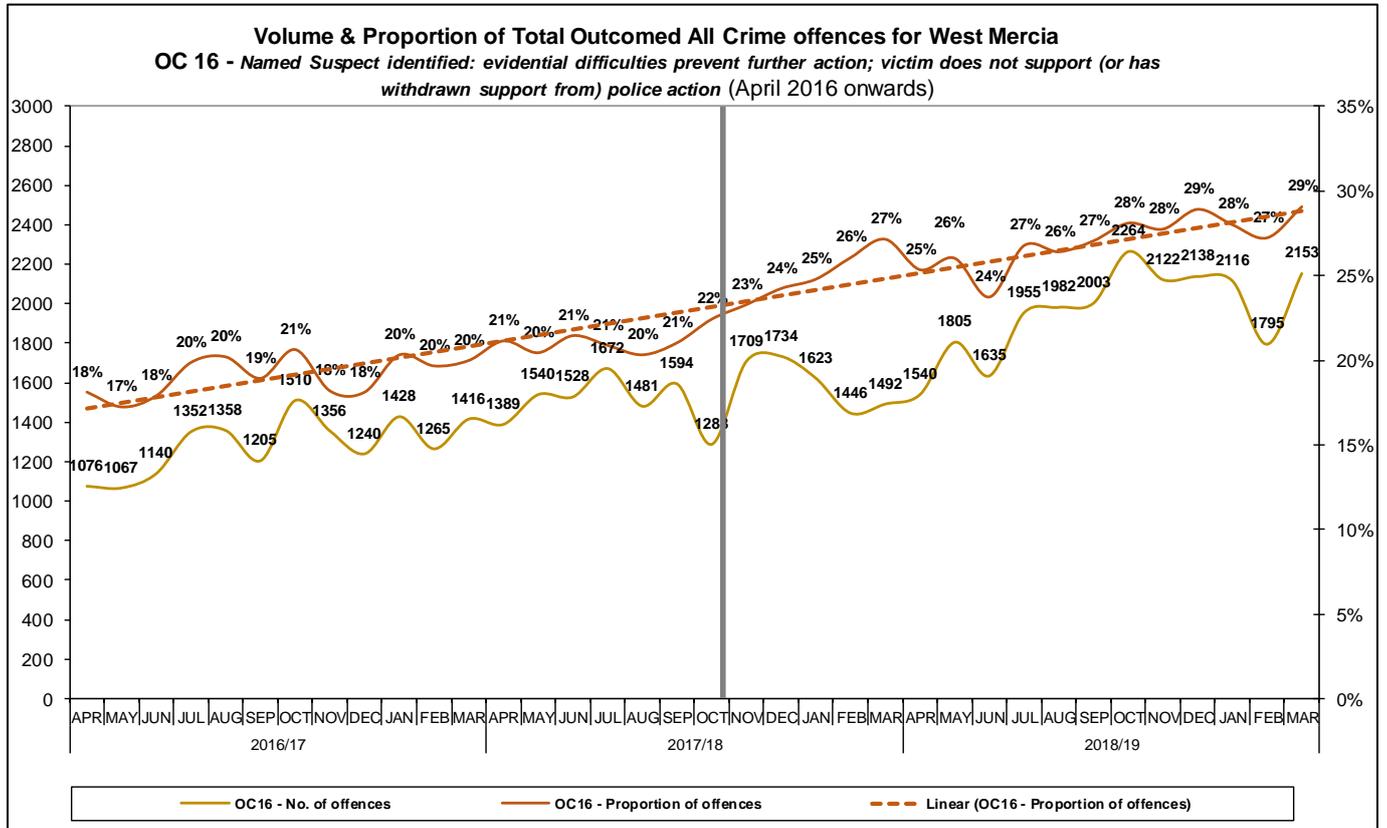
The data presented here is a rolling 3 month picture, showing outcome performance by outcome rates for total recorded crime. The proportions relate to those offences recorded and outcomed in each three month period.

		Outcomed Volumes and Outcome Rate (%)							
		Oct 18 - Dec 18		Nov 18 - Jan 19		Dec 18 - Feb 19		Jan 19 - Mar 19	
Action Taken	OC1,1A,2,2A,3,3A,4,6,7,8	1,567	7.2%	1,596	7.5%	1,643	8.1%	1,388	6.6%
No Action Taken	OC5,9,10,11,12,13,15,16,17	5,780	26.5%	5,953	27.9%	5,746	28.2%	5,883	27.9%
Investigation complete - no suspect identified	OC14,18	7,948	36.5%	7,939	37.2%	7,364	36.2%	7,807	37.0%
Other*	OC20, 21	426	2.0%	383	1.8%	355	1.7%	335	1.6%
<b>Total Recorded and Outcomed</b>		<b>15,721</b>	<b>72.1%</b>	<b>15,871</b>	<b>74.4%</b>	<b>15,108</b>	<b>74.2%</b>	<b>15,413</b>	<b>73.1%</b>
<b>Total Recorded</b>		<b>21,804</b>		<b>21,343</b>		<b>20,352</b>		<b>21,098</b>	

- Across West Mercia, 73% of offences recorded Jan – Mar were assigned an outcome within the same 3 month period. This is a comparable level to the previous three month period (Dec 18 – Feb 19, 74%).
- 7% of offences recorded Jan – Mar were assigned an ‘action taken’ outcome within the same 3 month period, a decrease in both volume and rate compared to all 3 previous time periods.

## Outcome 16 – Monthly outcome trends

The following chart shows the volume and proportion of monthly total recorded offences assigned an 'Outcome code 16: *Named suspect identified: Evidential difficulties prevent further action; victim does not support (or has withdrawn support from) police action*' classification regardless of when they were recorded:

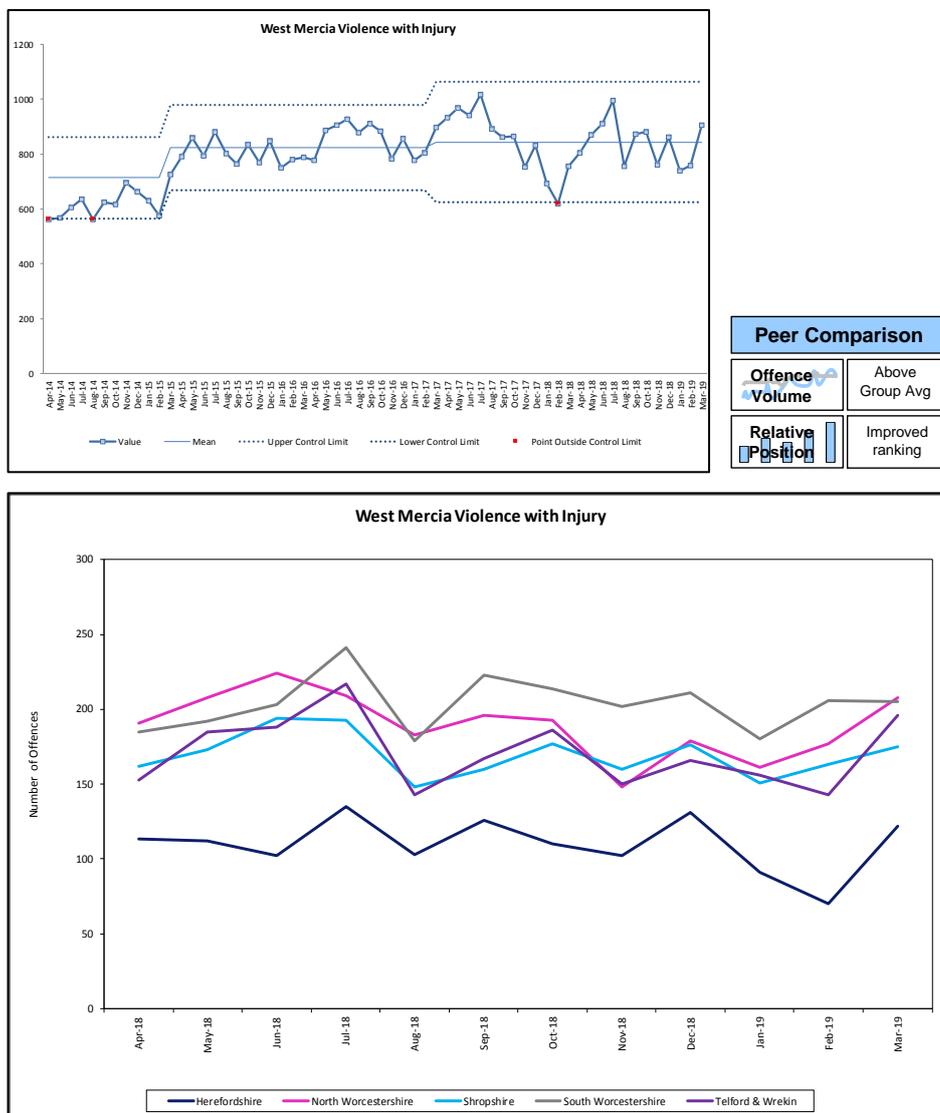


- Since April 16, there has been an upward trend in the number and proportion of total recorded offences resulting in Outcome 16.
- 2,153 total recorded offences resulted Outcome 16 in March. This is a notable increase on February (1,795) although in line with volumes in previous months.
- The proportion of offences resulting in Outcome 16 has increased by 2 percentage points from 27% in February to 29% in March.

## Violence with Injury<sup>2</sup>

### Signs of Improvement would be:

- ❖ Stable volumes of recorded crime
- ❖ Trends in line with other forces



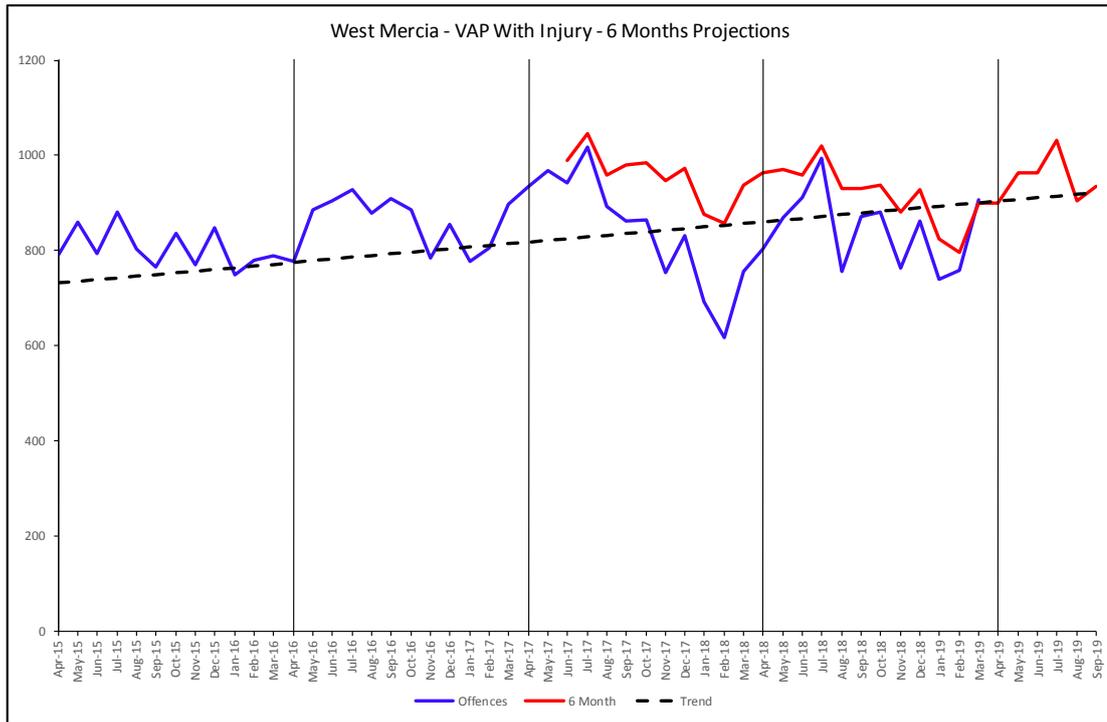
906 violence with injury offences were recorded in March. This is an increase compared to February (759) and above the monthly average (843).

Volume increases were seen across all policing areas with the exception of South Worcestershire in March, however volumes remained within the expected range.

The increase was driven by an increase in the volume of ABH offences.

<sup>2</sup>Violence with Injury includes murder & attempt murder, assault where there is injury or an attempt to inflict injury and death by driving

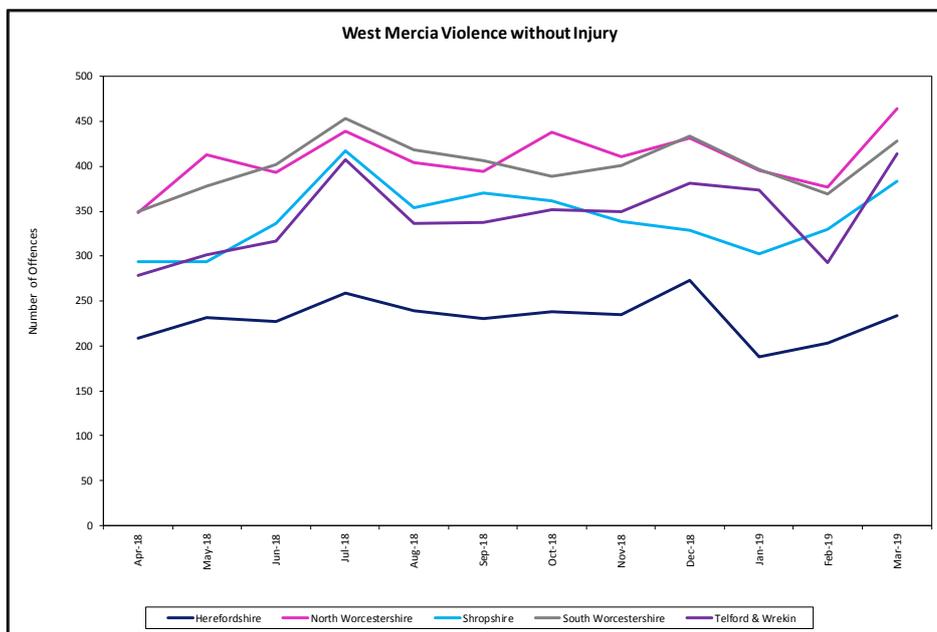
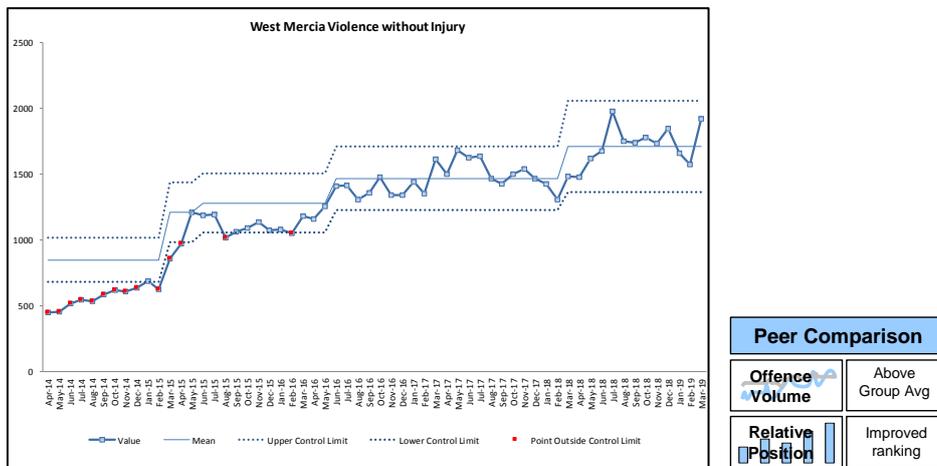
The following chart provides a 6 month projection for violence with injury offences. At force level, the projection indicates a potential increase in volumes in the next few months



# Violence without Injury

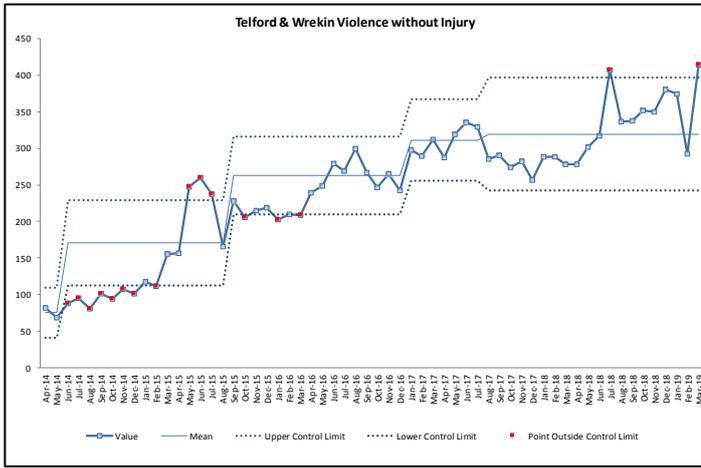
## Signs of Improvement would be:

- ❖ Stable volumes of recorded crime
- ❖ Trends in line with other forces



1,923 violence without injury offences were recorded in March. This is an increase compared to February (1,572) and above the monthly average (1,711).

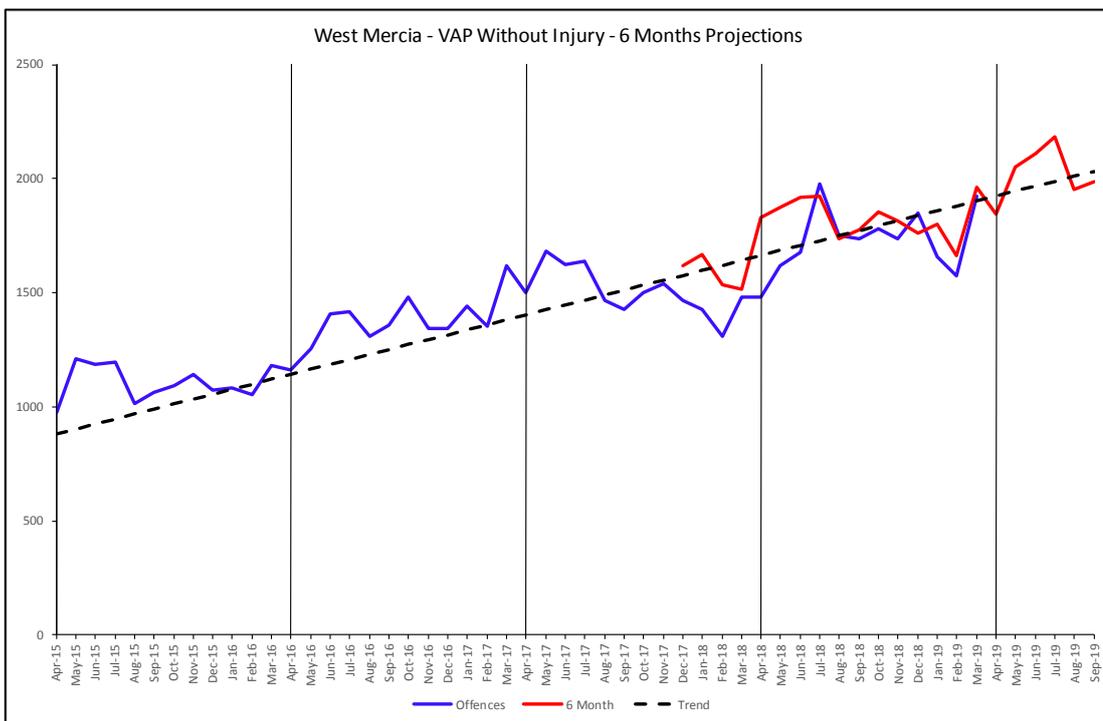
Volume increases were seen across all policing areas in March. Exceptional volumes were seen in Telford & Wrekin in March. This was driven by a 26% (195) in common assault offences.



414 offences were recorded in Telford & Wrekin in March; an increase compared to February (293) and significantly above the monthly average (319).

This was driven by a 36% (47) in common assault offences.

The following chart provides a 6 month projection for violence without injury offences. At force level, the projection indicates a potential increase in volumes in the next few months.

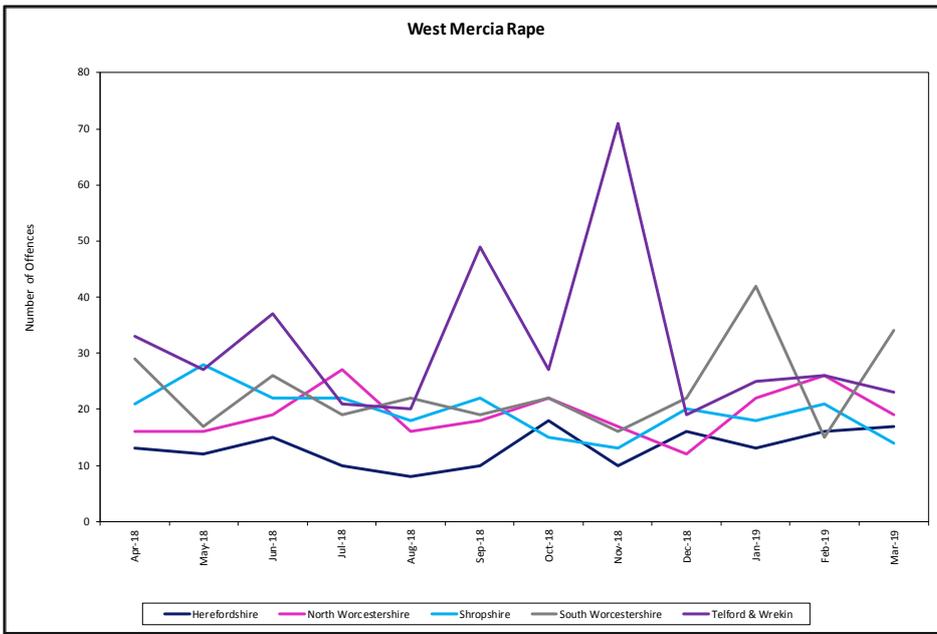
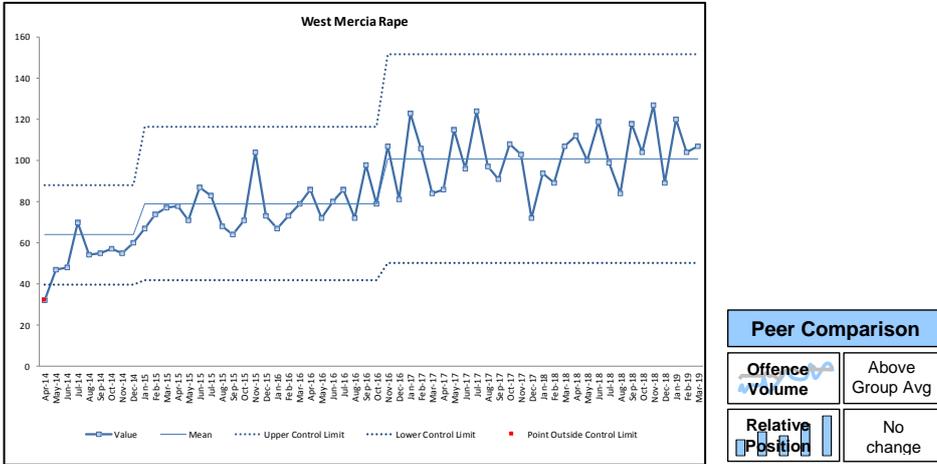


# Sexual Offences

**Signs of Improvement would be:**

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

## Rape

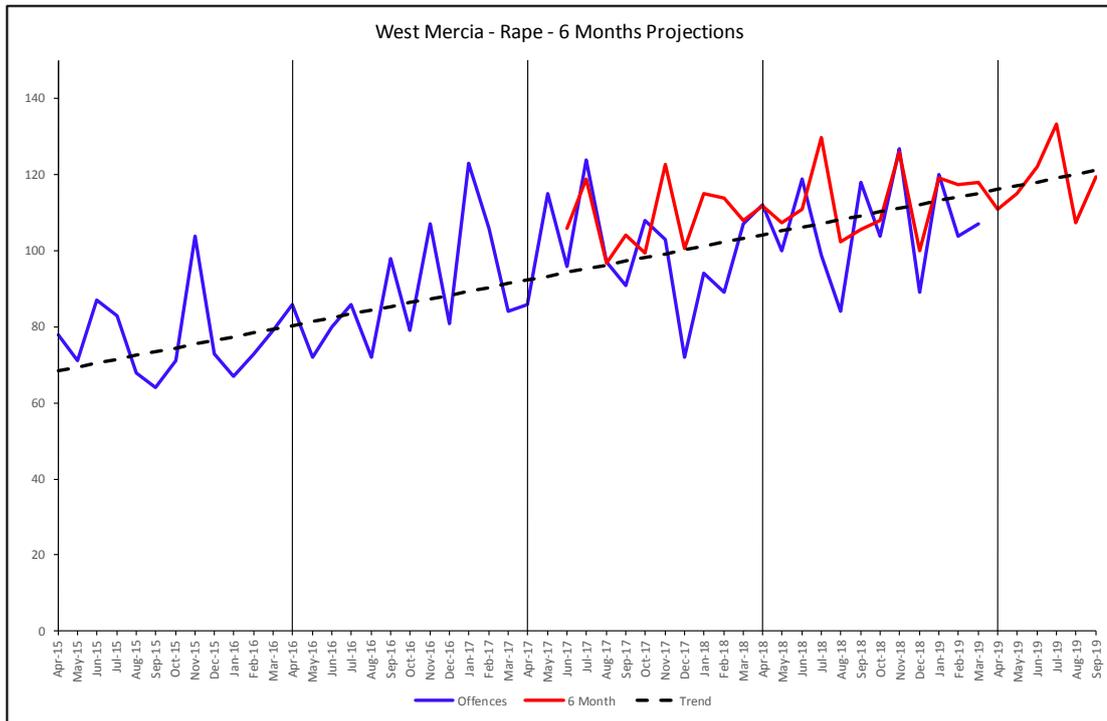


107 rape offences were reported to the police in March. This is an increase compared to February (104) and above the monthly average (101).

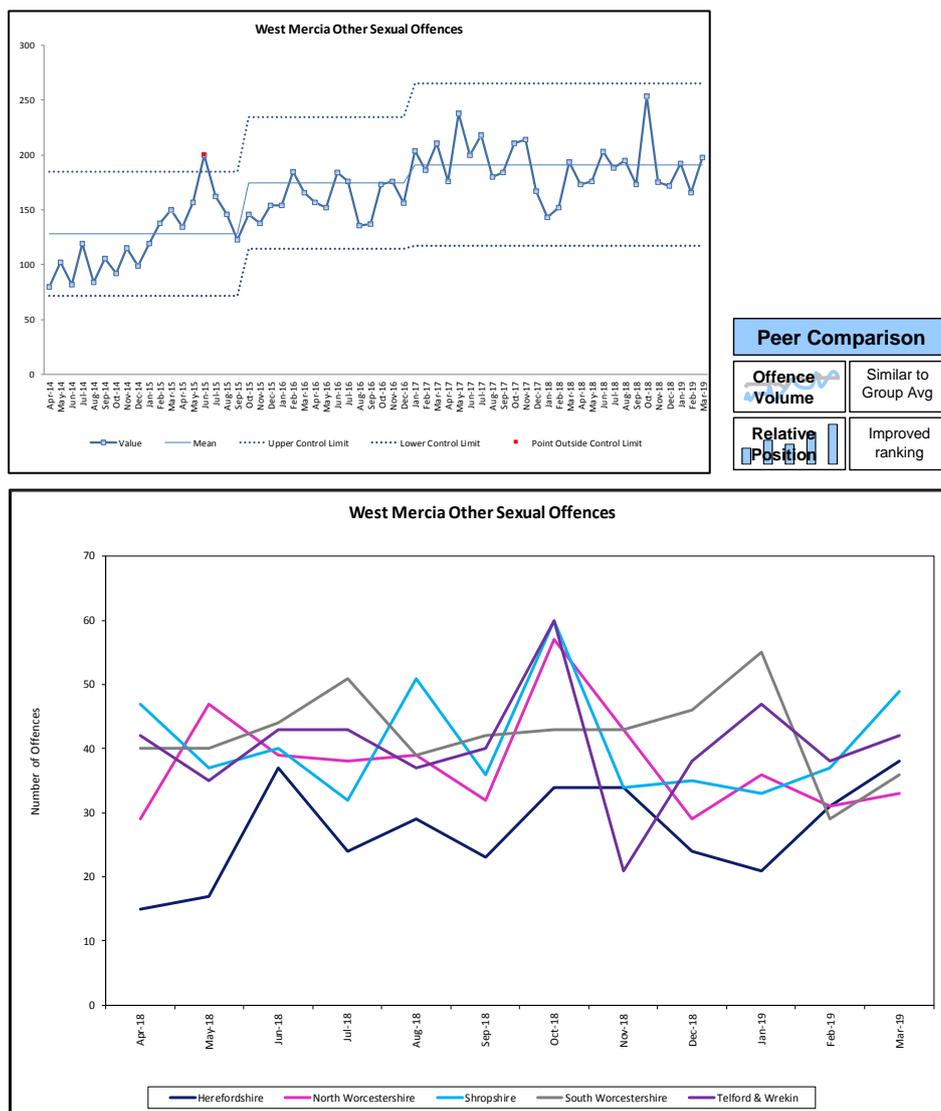
Volume increases have been seen across Herefordshire and South Worcestershire policing areas in March. Volumes remain within the expected range.

51% (55) of all rape offences were 'non-recent' (recorded 28 days after the offence) in March, an increase of 8% (9) on the previous month.

The following chart provides a medium (6 month) projection for rape offences. Volumes are below the projection and the projection indicates an increase in the next few months.



## Other Sexual Offences



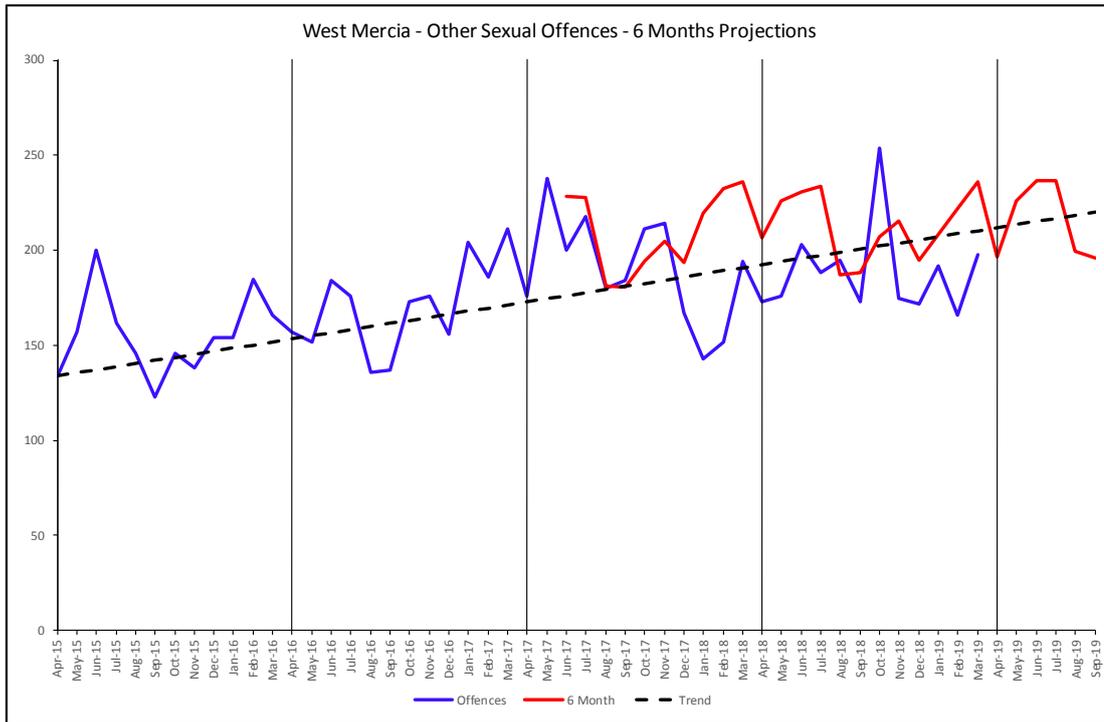
The grouping of other sexual offences includes all sexual offences that are not rape, such as offences of sexual assault, sexual activity, abuse of a sexual nature and exposure/ voyeurism. Typically about half of all other sexual offences are sexual assault and over a third are sexual activity.

198 other sexual offences were reported to the police in March. This is an increase compared to February (166) and above the monthly average (191).

Increased volumes were seen across all policing areas but volumes are within the expected levels.

68% (134) of all rape offences were 'recent' (recorded within 28 days of the offence) in March, an increase of 3% (26) on the previous month.

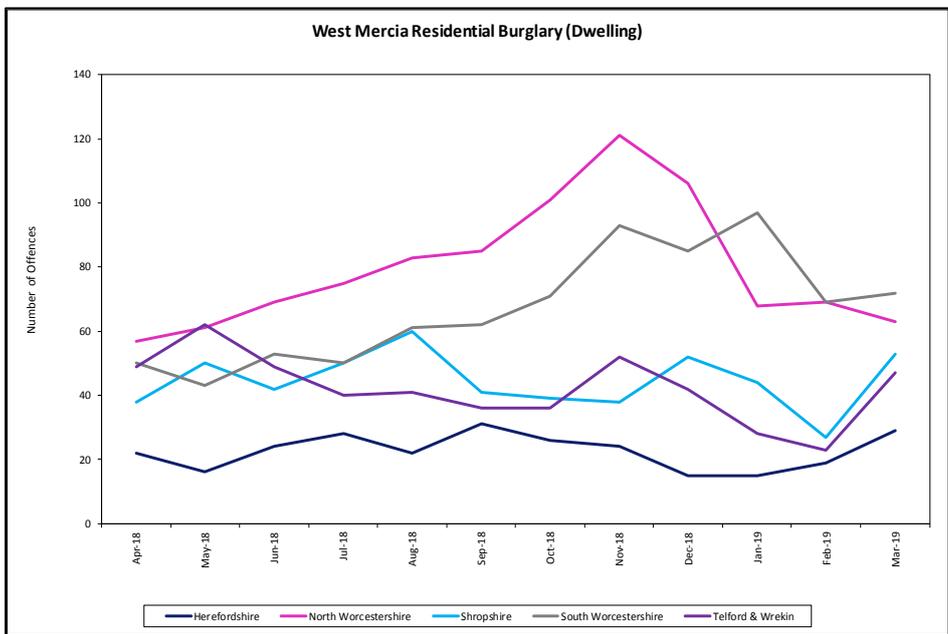
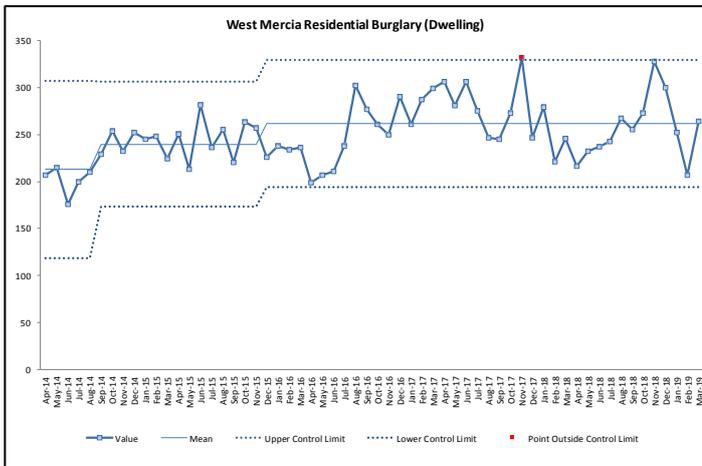
The following chart provides a medium (6 month) projection for other sexual offences. At force level, the projection indicates an increase in volumes in the next few months.



# Residential Burglary - Dwelling

**Signs of Improvement would be:**

- ❖ Stable volumes of recorded crime
- ❖ Trends in line with Most Similar Group

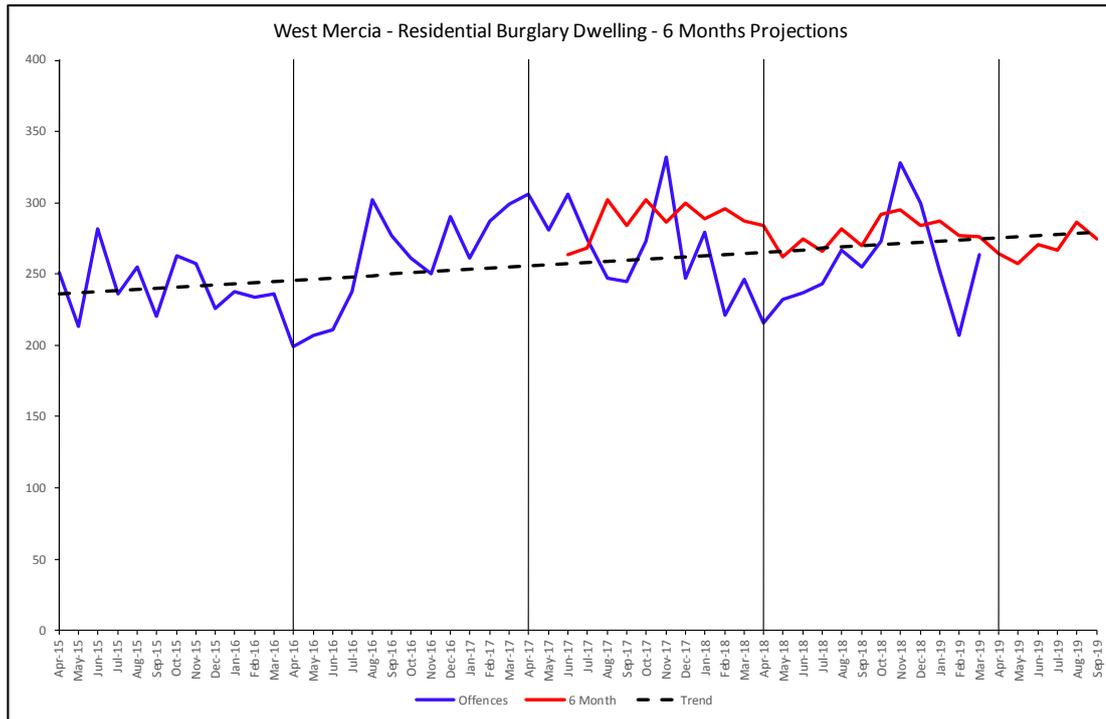


This data is a subset of residential burglary offences, excluding those offences targeting sheds and outbuildings, so that it remains consistent with the previous domestic burglary classification.

264 residential burglary–dwelling offences were recorded in March. This is an increase compared to February (207) but in line with the monthly average (262).

Volumes have increased across all policing areas last month with the exception of North Worcestershire, but all remain within the expected range.

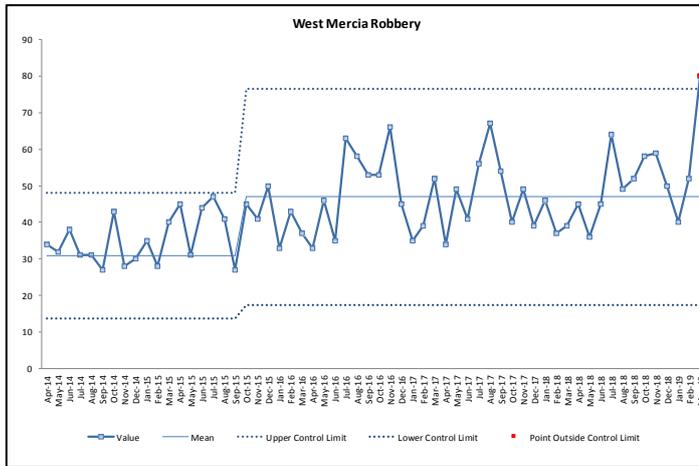
The following chart provides a medium (6 month) projection for residential burglary (dwelling) offences. At force level, similar volumes are projected in the next few months.



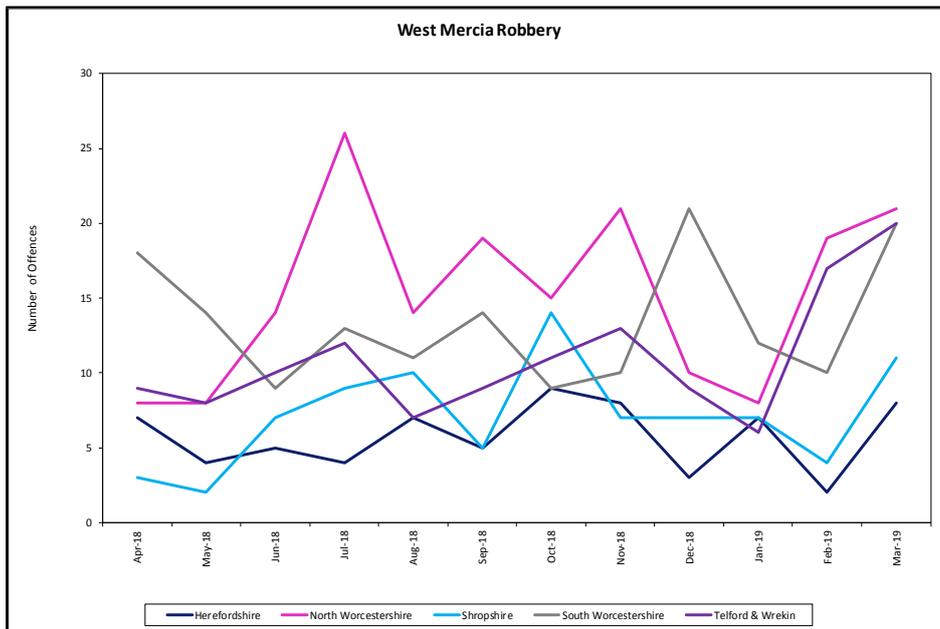
# Robbery

## Signs of Improvement would be:

- ❖ Stable volumes of recorded crime
- ❖ Trends in line with Most Similar Group

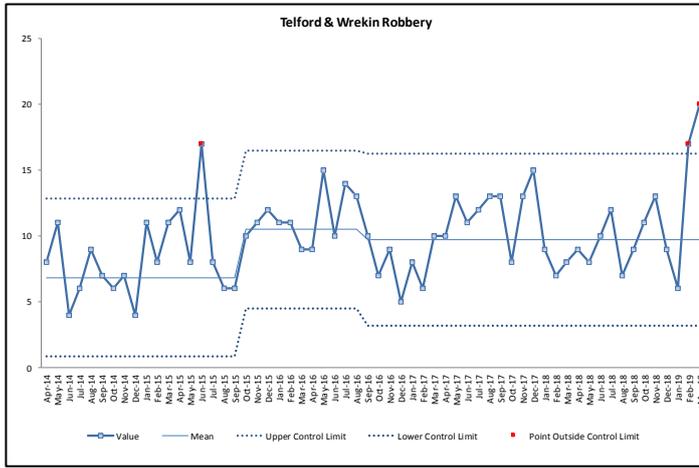


Peer Comparison	
Offence Volume	Below Group Avg
Relative Position	Improved ranking



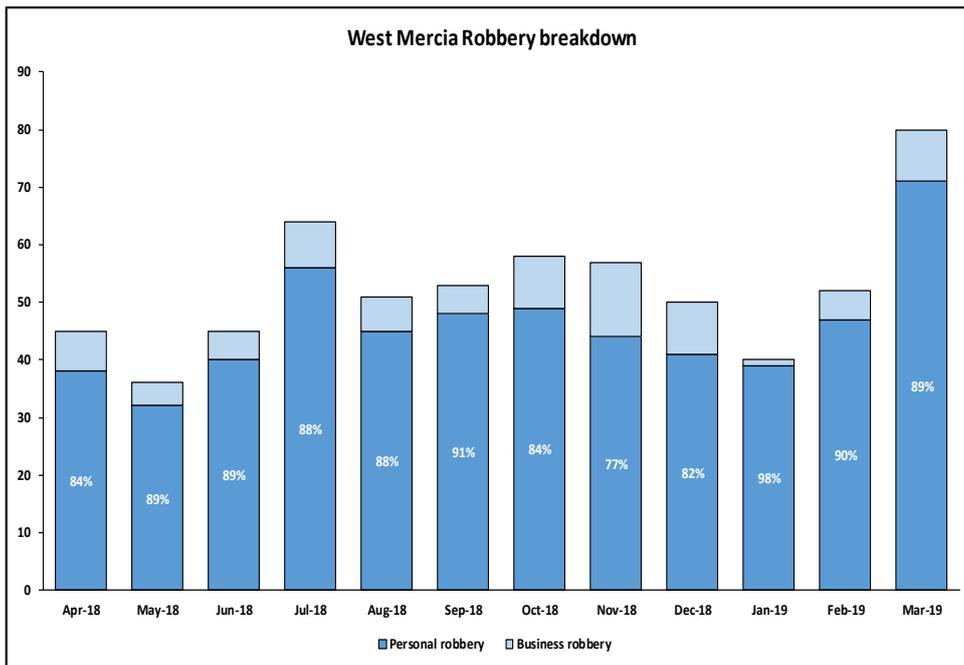
80 offences were recorded in March. This is an increase compared to February (52) and significantly above the monthly average (47).

Increased volumes were seen across all policing areas in March, with exceptional volumes in Telford & Wrekin.

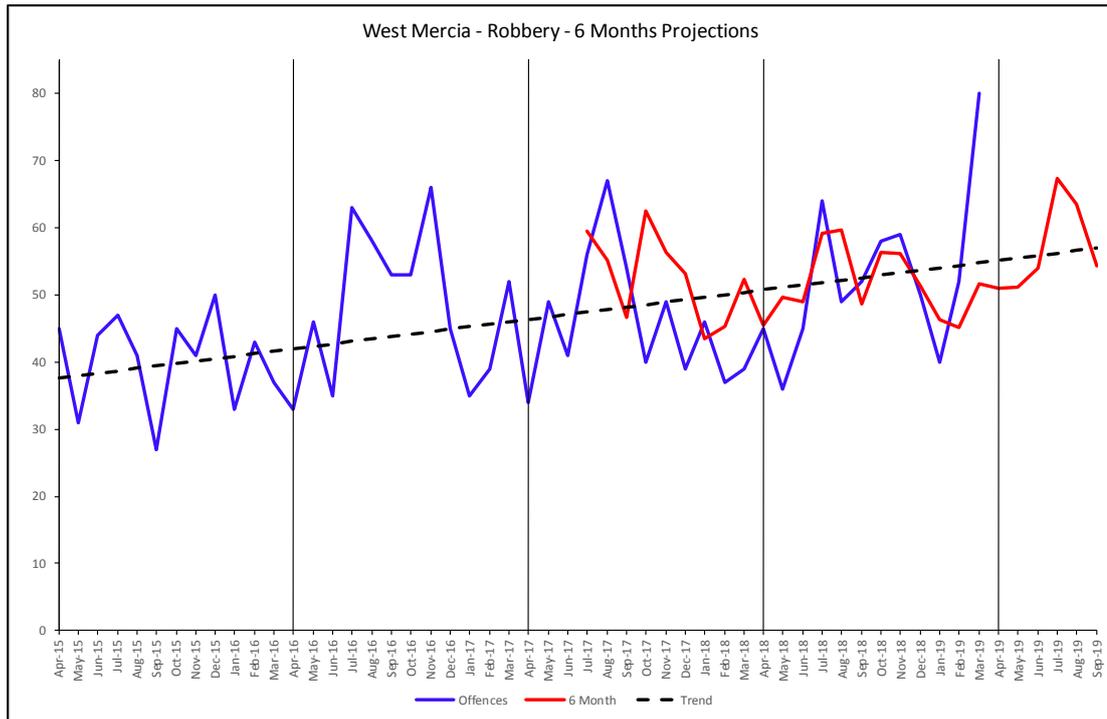


20 offences were recorded in Telford & Wrekin in March; an increase compared to February (17) and volumes remain significantly above the monthly average (10)

The exceptional volumes recorded in past 2 months have been driven by increased volumes of personal robbery.



The following chart provides a medium (6 month) projection for robbery offences. At force level, the trend is for volumes to increase in the next few months.

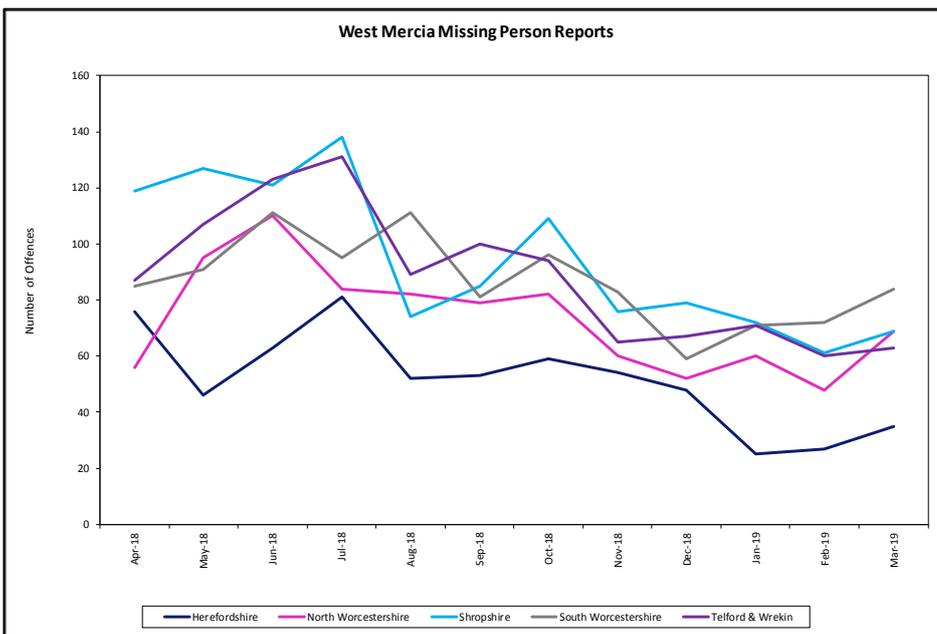
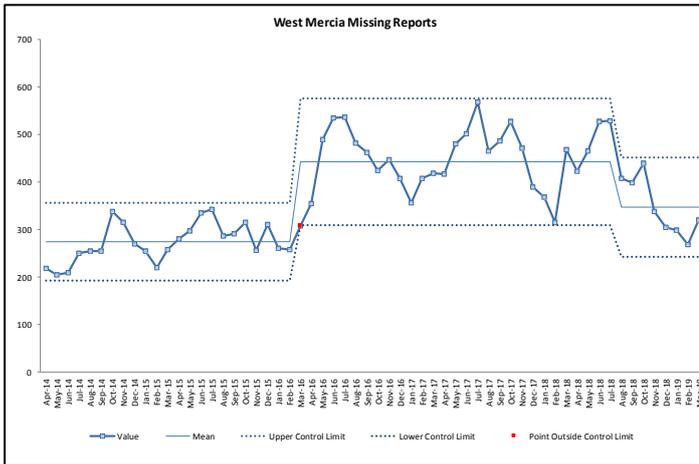


# Missing Persons

## Signs of Improvement would be:

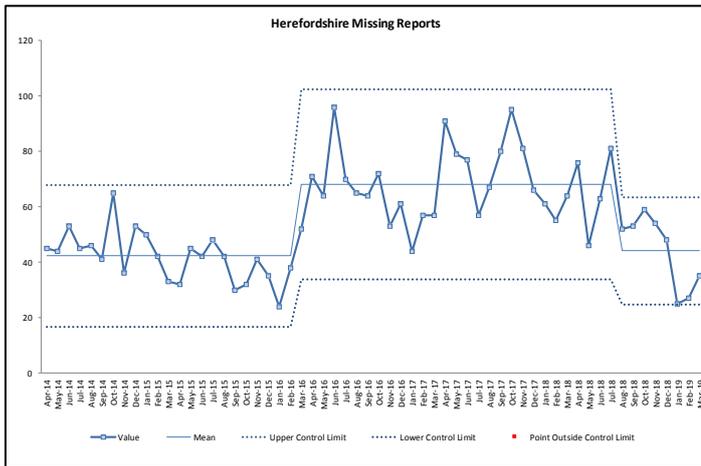
- ❖ Reduction in frequency of repeat missing persons
- ❖ Reduction in duration of missing
- ❖ Overall reduction of missing incidents

The figures discussed in this section relate to data recorded on the force missing persons system (COMPACT).

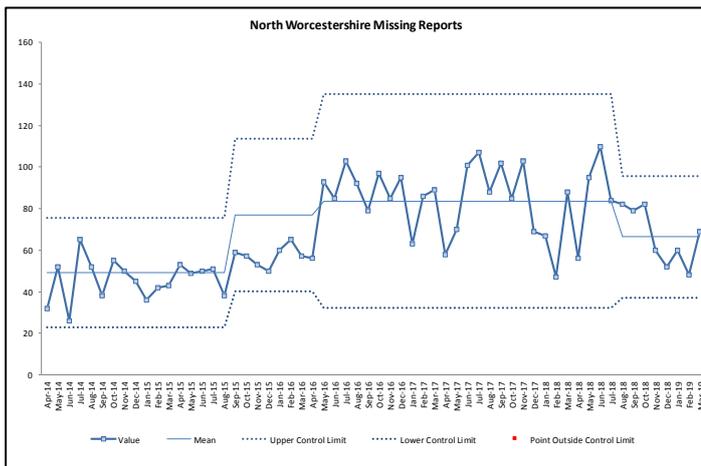


320 missing person reports were recorded in March. This is an increase compared with February (268) but below the new monthly average (347).

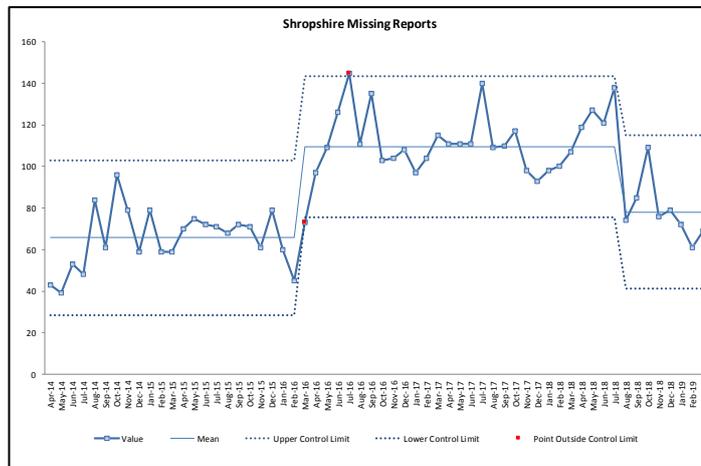
Despite an increase in the number of care homes, both the number of reports received and the number of individuals going missing have decreased viewed as a longer term trend. This is believed to be as a direct result of the focus and intervention that is now consistently being put in place across each of the LPA's, in consultation with key partner agencies. Volumes have remained below the monthly average for 8 consecutive months across West Mercia, hence the monthly average has now decreased from 443 to 347 reports per month.



In Herefordshire the monthly average has now decreased from 68 to 44 reports per month.



In North Worcestershire the monthly average has now decreased from 84 to 67 reports per month.



In Shropshire the monthly average has now decreased from 108 to 78 reports per month.

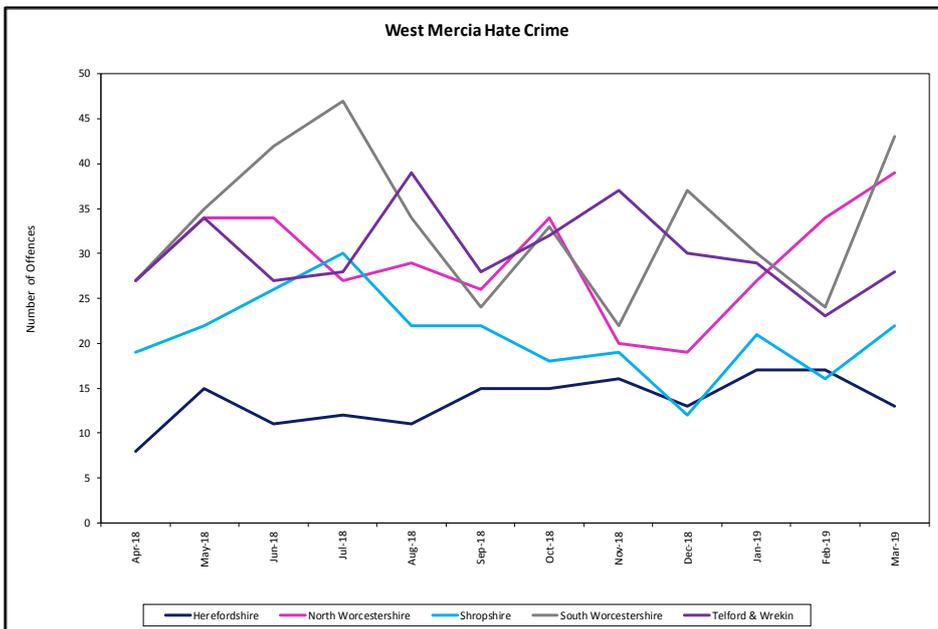
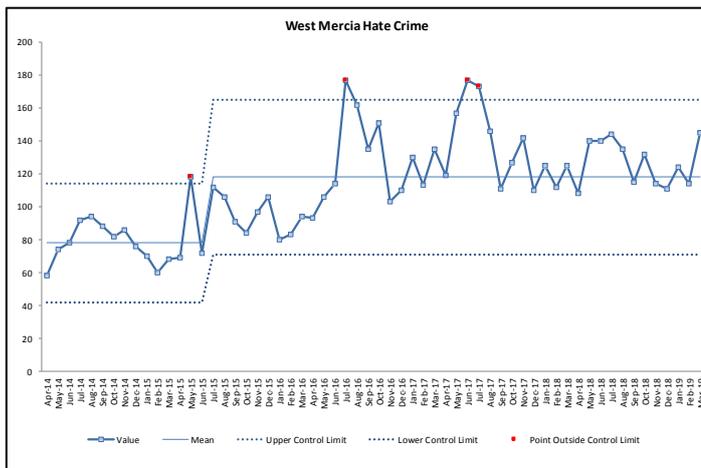
ASI continue to monitor trends and provide detailed feedback to local missing person co-ordinators on a monthly basis.

# 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. The diversity team review all reported hate crimes and incidents to help identify any trends and ensure victims receive the best level of service. Ultimately, the long term aim is to reduce the volume of offending and the number of victims subject to hate offences. However we understand hate crime is under reported and we also aim to increase confidence in reporting which will show as higher crime levels.

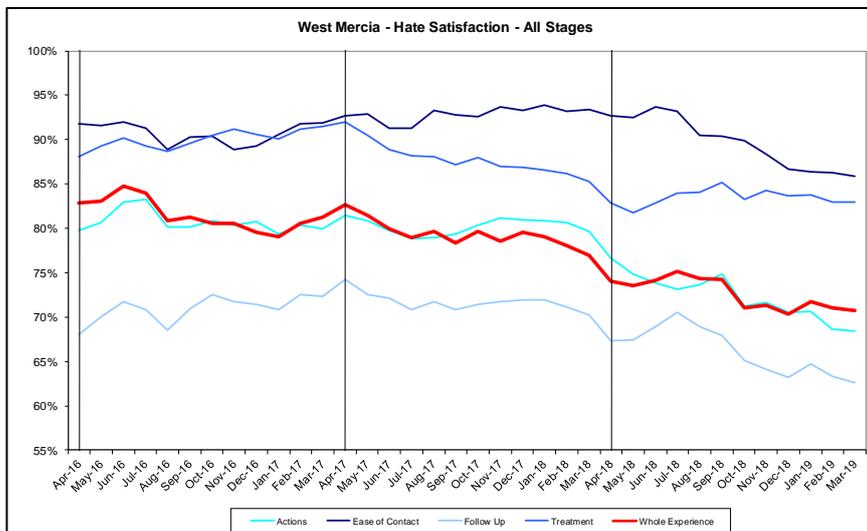


145 offences/ incidents were recorded in March. This is an increase compared to February (114) and above the monthly average (118).

Increased volumes were seen across all policing areas with the exception of Herefordshire, however volumes remain within the expected range across all policing areas. At the moment there does not appear to have been any impact linked to Brexit but we will continue to monitor this and link in with Op Snowbunting as appropriate.

As with the previous month, the majority of hate crimes were of a racial nature at both force and local policing area level.

## Hate Crime Victim Satisfaction



	Jan-19	Feb-19	Mar-19
<b>Herefordshire</b>	74.2%	71.4%	74.3%
<b>North Worcestershire</b>	71.7%	73.4%	72.9%
<b>Shropshire</b>	71.4%	66.7%	66.7%
<b>South Worcestershire</b>	74.4%	73.8%	74.7%
<b>Telford &amp; Wrekin</b>	67.2%	67.2%	63.5%
<b>West Mercia</b>	<b>71.7%</b>	<b>71.0%</b>	<b>70.7%</b>

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 shown on the chart as a rolling 12 month average to give a longer term trend and to prevent short term reactions to what can be significant month-on-month variations.

71% of hate crime victims were satisfied with their overall experience with the police in March, comparable with previous months.

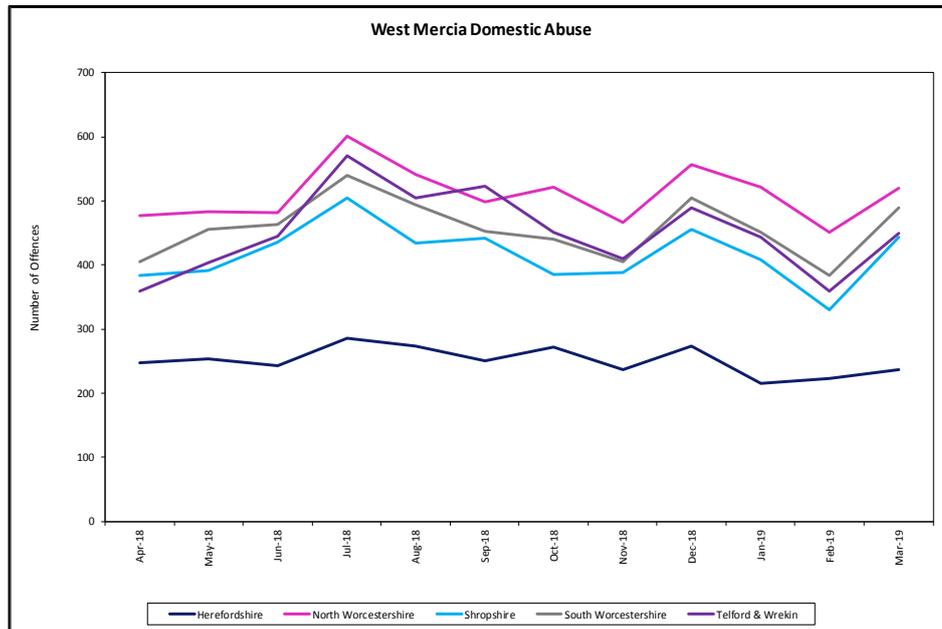
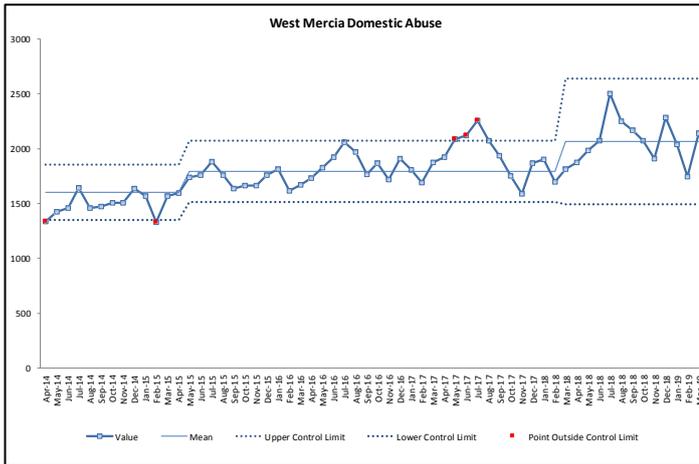
As noted earlier in the report a victim satisfaction plan is being developed and this will also be relevant to hate crime satisfaction.

# Domestic Abuse

**Signs of Improvement would be:**

- ❖ Increased reporting, reflecting greater victim confidence
- ❖ Reduction in repeat domestic abuse victims

Domestic abuse offences are identified for analysis purposes through the application of appropriate keywords in the crime recording system. **Following significant improvement in the timeliness of quality assurance processes and the application of keywords, we are now reporting on the latest month's performance.** We will continue to monitor this situation, to ensure we are reporting on the most accurate information.



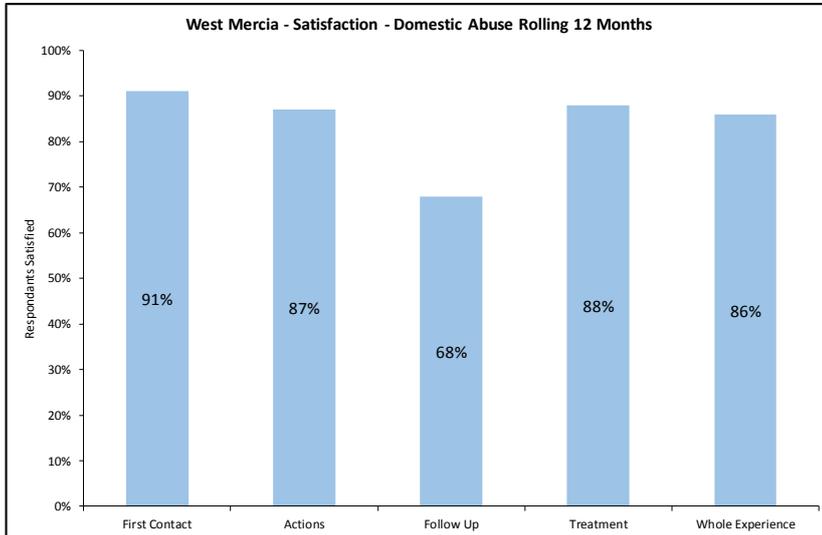
2,138 domestic abuse offences & crimed incidents were recorded in March. This is an increase compared to February (1,748) and slightly above the monthly average (2,065).

Increased volumes were recorded across all policing areas in March. This was driven by an uplift of 24% (55) in violence with injury offences and 20% (128) in violence without injury.

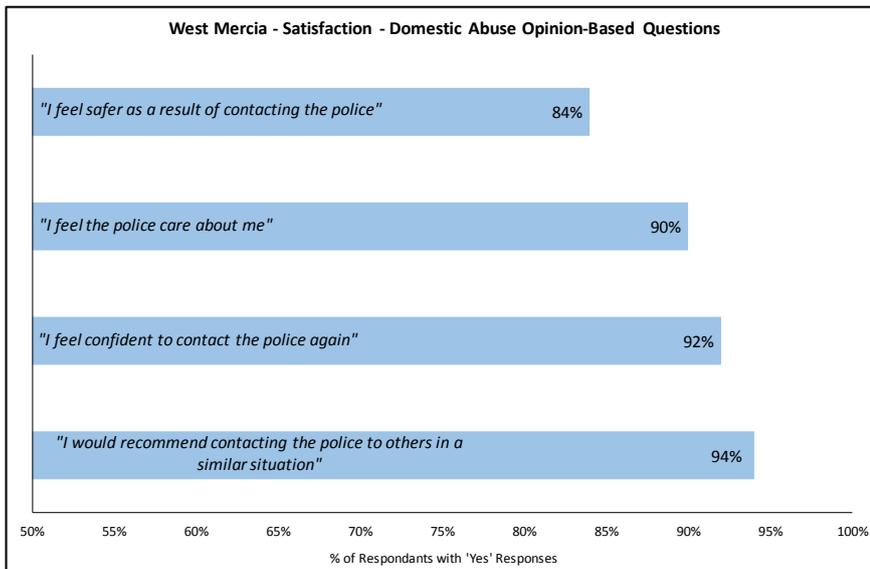
## Victim Satisfaction - Domestic Abuse

The domestic abuse satisfaction survey aims to gain a better understanding of how police actions affect the victim's experience. As well as measuring the five stages of satisfaction a series of opinion-based closed questions are also included in the survey.

Due to the low volume of respondents each month, data is reported at force level.



	Jan-19	Feb-19	Mar-19
<b>First Contact</b>	92%	92%	91%
<b>Actions</b>	86%	87%	87%
<b>Follow Up</b>	67%	68%	68%
<b>Treatment</b>	87%	88%	88%
<b>Whole Experience</b>	85%	86%	86%



	Jan-19	Feb-19	Mar-19
<b>"I feel safer as a result of contacting the police"</b>	83%	84%	84%
<b>"I feel the police care about me"</b>	88%	89%	90%
<b>"I feel confident to contact the police again"</b>	90%	91%	92%
<b>"I would recommend contacting the police to others in a similar situation"</b>	92%	93%	94%

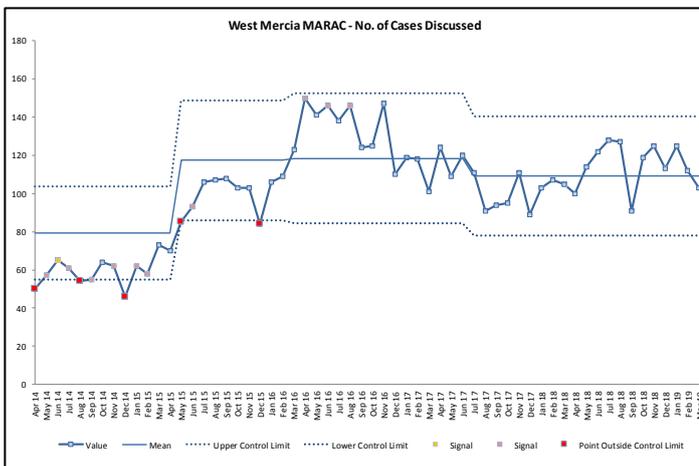
## Domestic Violence Protection Notices (DVPNs)

Domestic violence protection notices (DVPNs) can provide short term protection for a victim following a domestic incident and therefore are a proactive measure officers can use to support victims. The notice is issued by the police where there is a threat of further violence from the suspect and gives the victim respite from the abuser to allow them an opportunity to engage with appropriate services.

	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
West Mercia	19	16	17	10	25	13	15	16	25	23	19	12	19

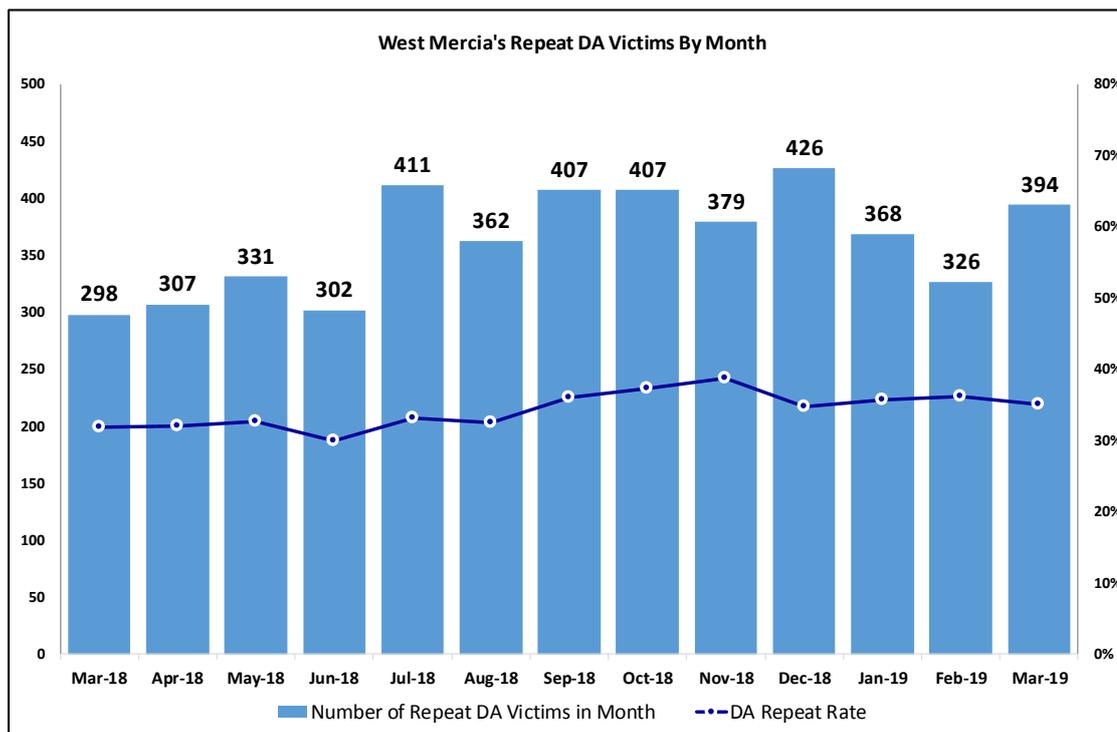
## MARAC (Multi Agency Risk Assessment Conference)

MARAC is a meeting where information is shared on the highest risk domestic abuse cases between representatives of local police, health, child protection, housing practitioners, Independent Domestic Violence Advisors and other specialist statutory and voluntary sectors.



103 cases were discussed at WMP MARACs in March (30 repeat cases). This is a reduction compared to February (112) and below the monthly average (109).

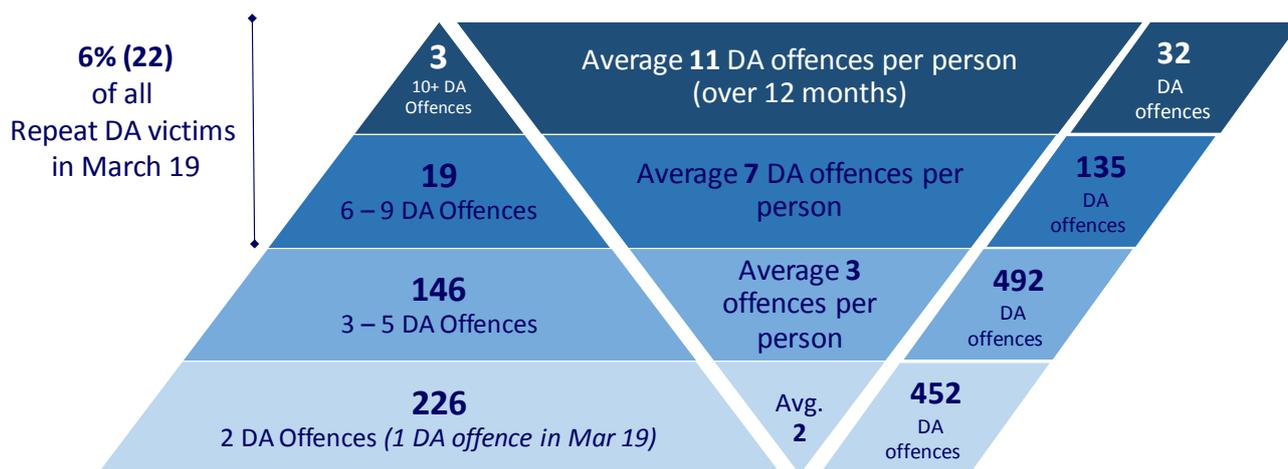
## Domestic Abuse Repeat Victimization



In March, 35% (394) of all DA victims (1,123) were repeat DA victims (subject to at least one further DA offence in the last 12 months). Despite the increase in the number of repeat DA victims, the rate of repeat DA victims has decreased from the previous month (326, 36%).

42 (11%) of March's repeat DA victims were also a repeat DA victim in February, with 5 individuals (1%) being a repeat DA victim in each of the last 3 months – January, February and March. 24 (6%) of March's repeat victims were also a repeat victim in January but were dormant in February.

### Breakdown of Repeat DA Victims in March by Number of DA Offences



March's repeat DA victim cohort accounts for 1,111 DA offences recorded in the last 12 months, of which 555 DA offences were recorded in March.

3 individuals have been a victim of 10+ DA offences in the last 12 months. This represents 32 DA offences, of which 8 were recorded in March.

## Outcome Rate – Short term trends

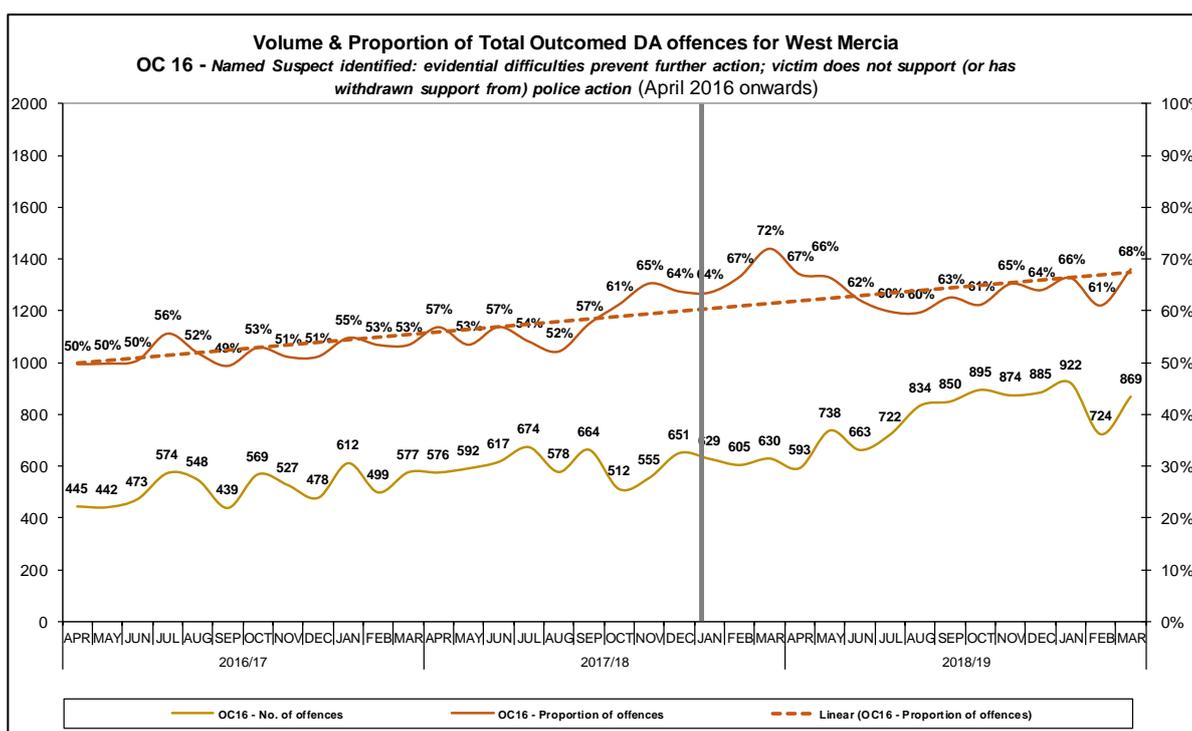
The following chart shows a rolling 3 month picture, showing outcome performance by outcome rates for DA offences. The proportions relate to those offences recorded and outcomed in each three month period.

		Outcomed Volumes and Outcome Rate (%)							
		Oct 18 - Dec 18		Nov 18 - Jan 19		Dec 18 - Feb 19		Jan 19 - Mar 19	
Action Taken	OC1,1A,2,2A,3,3A,4,6,7,8	271	6.9%	274	7.1%	326	8.7%	252	7.0%
No Action Taken	OC5,9,10,11,12,13,15,16,17	2,332	59.2%	2,446	63.6%	2,389	64.1%	2,306	63.8%
Investigation complete - no suspect identified	OC14,18	118	3.0%	100	2.6%	85	2.3%	73	2.0%
Other*	OC20,21	80	2.0%	70	1.8%	69	1.9%	48	1.3%
<b>Total Recorded and Outcomed</b>		<b>2,801</b>	<b>71.1%</b>	<b>2,890</b>	<b>75.2%</b>	<b>2,869</b>	<b>77.0%</b>	<b>2,679</b>	<b>74.1%</b>
<b>Total Recorded</b>		<b>3,937</b>		<b>3,845</b>		<b>3,728</b>		<b>3,617</b>	

- Across West Mercia, 74% of DA offences recorded in Jan – Mar were assigned an outcome within the same 3 month period. This is a decrease compared to the two previous 3-month periods.
- 7% of DA offences (252) recorded in Jan – Mar were assigned an ‘action taken’ outcome within the same 3 month period. This is a comparable rate with two of the previous three time periods reviewed, but it is the lowest volume out of all three time periods.

## Outcome 16 – Monthly outcome trends

The following chart shows the volume and proportion of DA offences outcomed per month by ‘Outcome code 16’ regardless of when they were recorded:



- Since April 16, there has been an upward trend in the number and proportion of DA offences resulting in Outcome 16.
- 869 DA offences resulted Outcome 16 across West Mercia in March 19. This is an increase on the previous month (724) although volumes have returned to levels previously seen prior to February 19.
- The proportion of offences resulting in Outcome 16 has increased by 7 percentage points from 61% to 68%.

It is clear that the continued rise in the use of O16 in DA cases is not appropriate. At the start of the upward trend in 2016/17, West Mercia was highlighted as an outlier by the HMICFRS for its high use of O16 in DA cases.

As this has worsened since 2016/17, it is of the utmost priority that local policing areas work alongside strategic PVP to ensure a significant reduction in the use of O16 in DA cases.

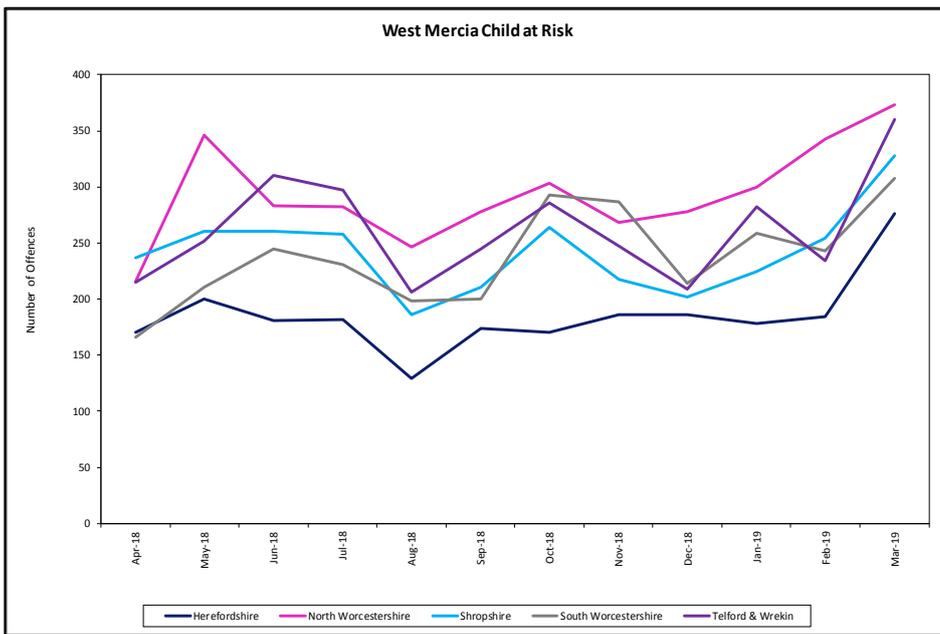
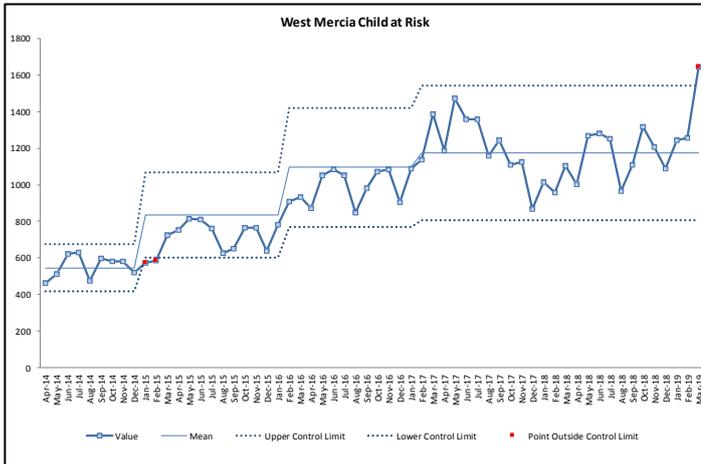
# Child at Risk / Child Sexual Exploitation

**Signs of Improvement would be:**

- ❖ Increased reporting, reflecting greater victim confidence
- ❖ Reduction in repeat victimisation

Child at Risk and Child Sexual Exploitation offences are identified for analysis purposes through the application of appropriate keywords in the crime recording system.

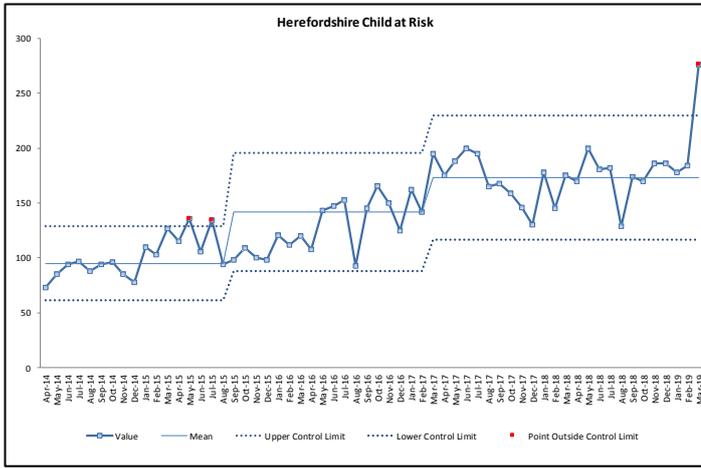
## Child at Risk



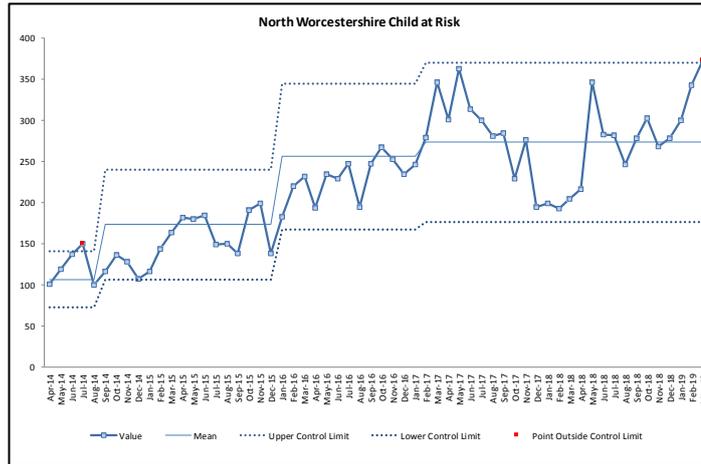
Child at Risk markers were applied to 1,645 offences/ incidents in March. This is an increase compared to the previous month (1,258) and significantly above the monthly average (1,176).

This increase in reporting is likely to be influenced by an increased focus on the correct application of keywords by staff in the crime bureau which was instigated in March.

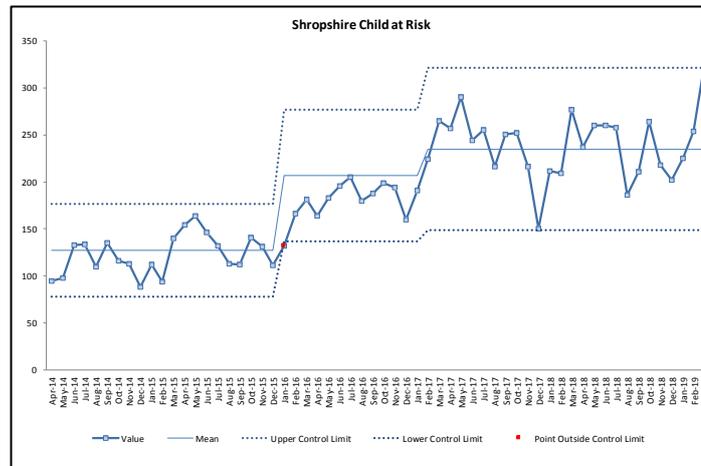
Increased volumes were seen across all policing areas in March, with exceptional volumes in all policing areas bar South Worcestershire.



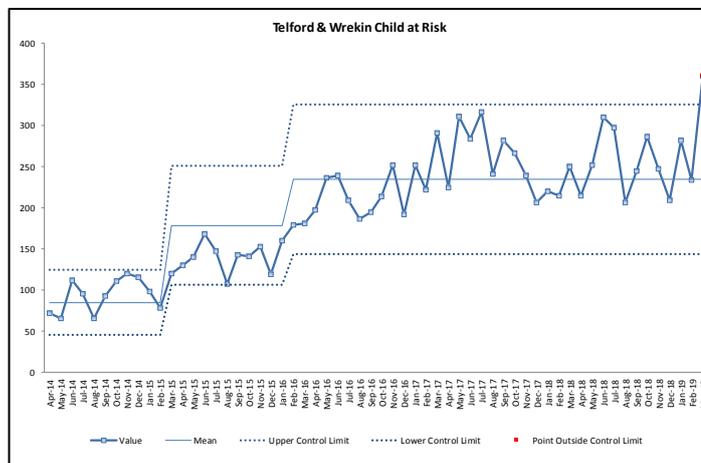
276 offences were recorded across Herefordshire in March; an increase compared with February (184) and significantly above the monthly average (173).



373 offences were recorded across North Worcestershire in March; an increase compared with February (343) and significantly above the monthly average (274).

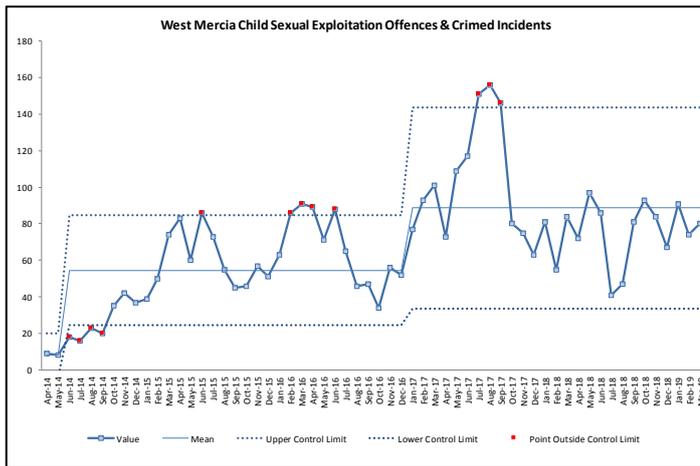


328 offences were recorded across Shropshire in March; an increase compared with February (254) and significantly above the monthly average (235).



360 offences were recorded across Telford & Wrekin in March; an increase compared with February (234) and significantly above the monthly average (235).

## Child Sexual Exploitation (CSE)



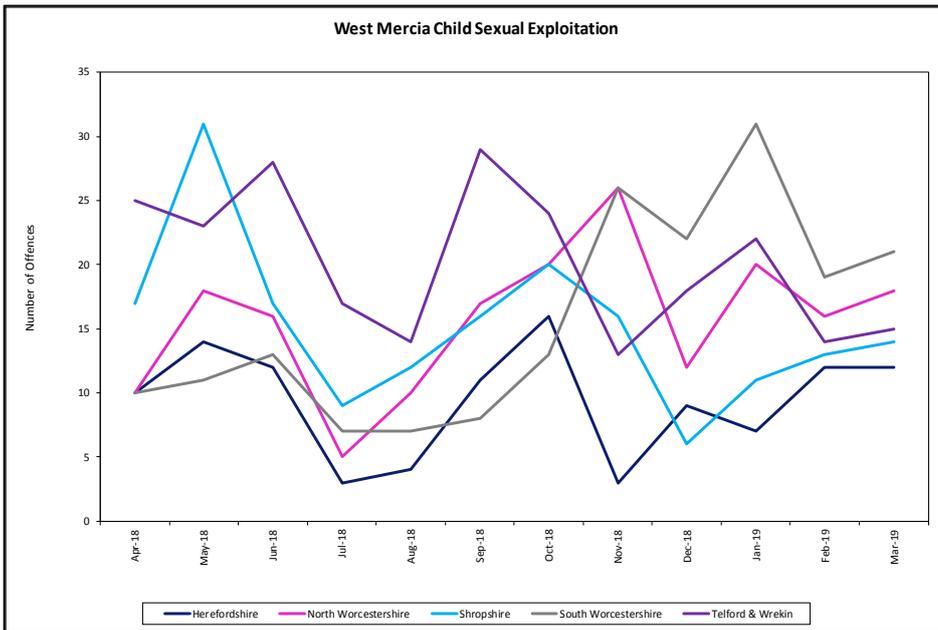
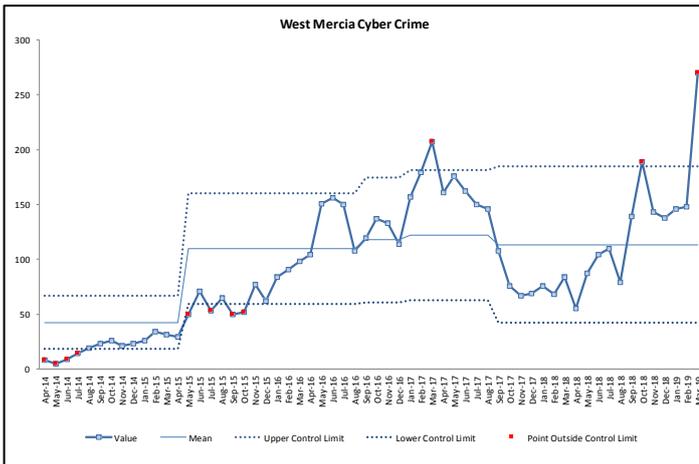
‘Child Sexual Exploitation’ (CSE) is one specific ‘Child at Risk’ marker, identifying offences where children and those under 18 have been, or are, at risk of being involved in exploitative situations where they receive something as a result of performing sexual activities, or having such performed on them.

80 CSE offences/ incidents were recorded in March, an increase compared to the previous month (74) but below the monthly average (74). Volumes remain within the expected range across all policing areas.

# Cyber/ On-line Crime

**Signs of Improvement would be:**  
 ❖ Increased reporting, reflecting greater victim confidence

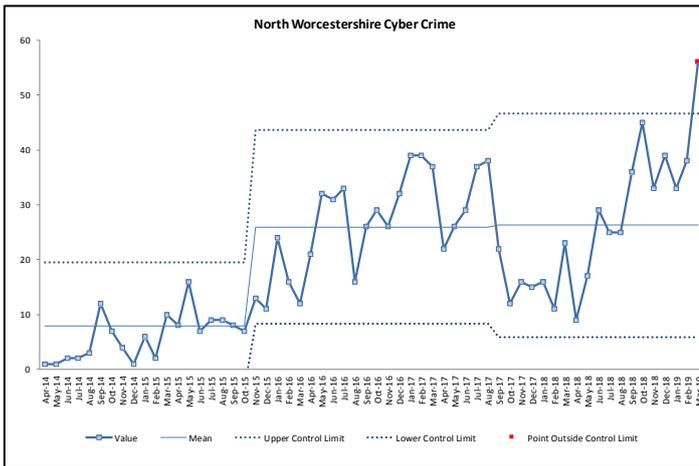
A marker for cyber crime offences was introduced in April 2014, in order to assist in the identification of such offences. The marker is an internal method of being able to identify those offences with an online presence, including sexual and violence without injury (harassment) offences.



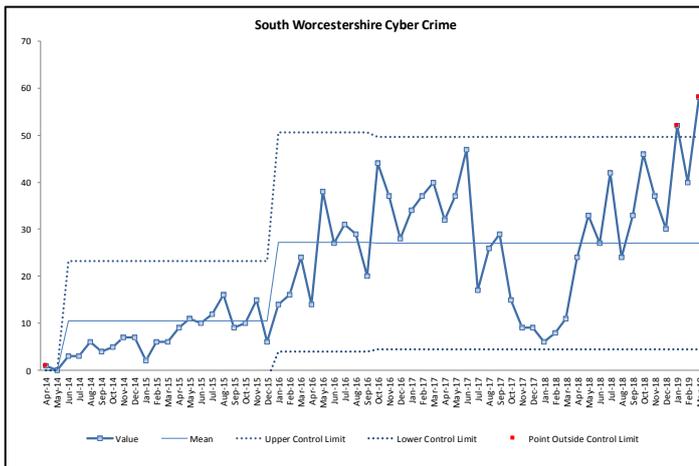
270 offences were flagged as cyber crime in March. This is an increase compared to February (148) and significantly above the monthly average (114). This increase in reporting is likely to be influenced by an increased focus on the correct application of keywords by staff in the crime bureau which was instigated in March.

Increased volumes were seen across all policing areas in March with exceptional volumes in all the policing areas bar Herefordshire

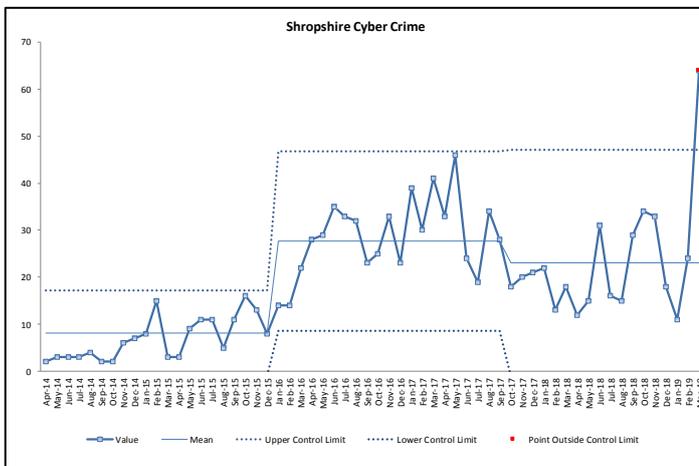
This is the 7<sup>th</sup> consecutive month that volumes have remained above the monthly average at force level; if this trend continues next month the monthly average will increase.



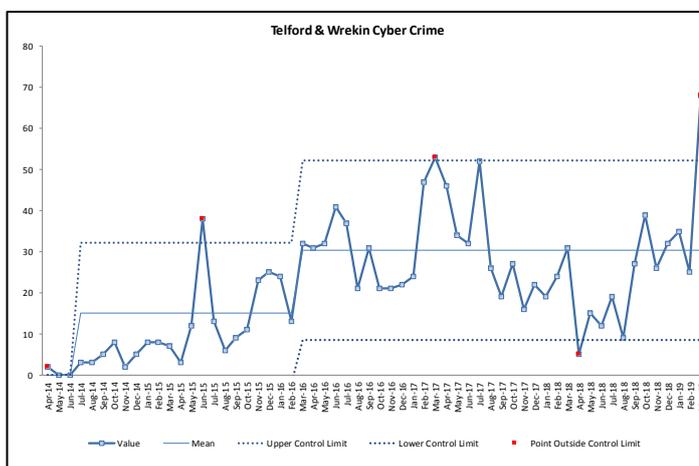
56 offences were recorded across North Worcestershire in March; an increase compared with February (38) and significantly above the monthly average (26).



58 offences were recorded across South Worcestershire in March; an increase compared with February (40) and significantly above the monthly average (27).



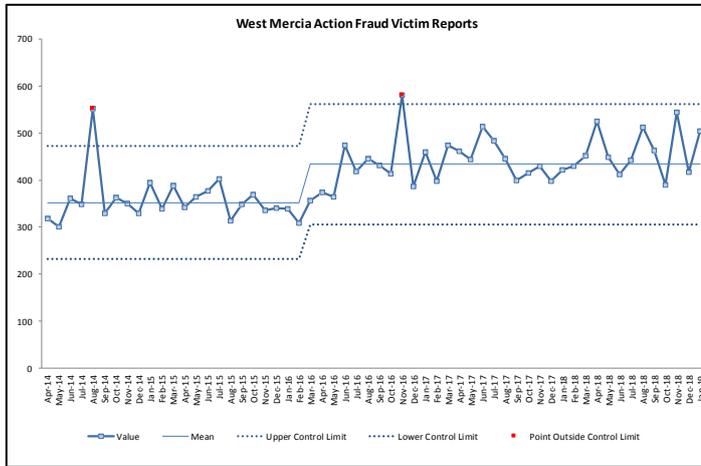
64 offences were recorded across Shropshire in March; an increase compared with February (24) and significantly above the monthly average (23).



68 offences were recorded across Telford & Wrekin in March; an increase compared with February (25) and significantly above the monthly average (30).

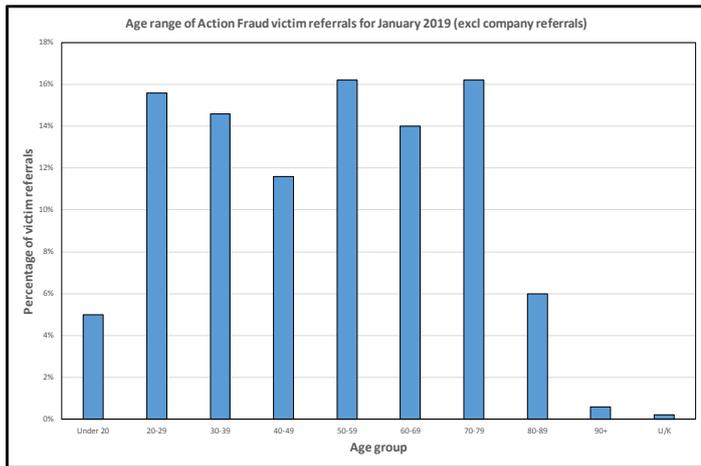
## Action Fraud

Fraud offences (including those cyber related) are principally recorded through Action Fraud. Offences occurring within West Mercia are then disseminated to the force for investigation and safeguarding of vulnerable victims where appropriate.



504 Action Fraud victim reports (which exclude company referrals) were recorded in January 2018<sup>3</sup>.

This is an increase compared to volumes seen in December 2018 (417) and above the monthly average (434).

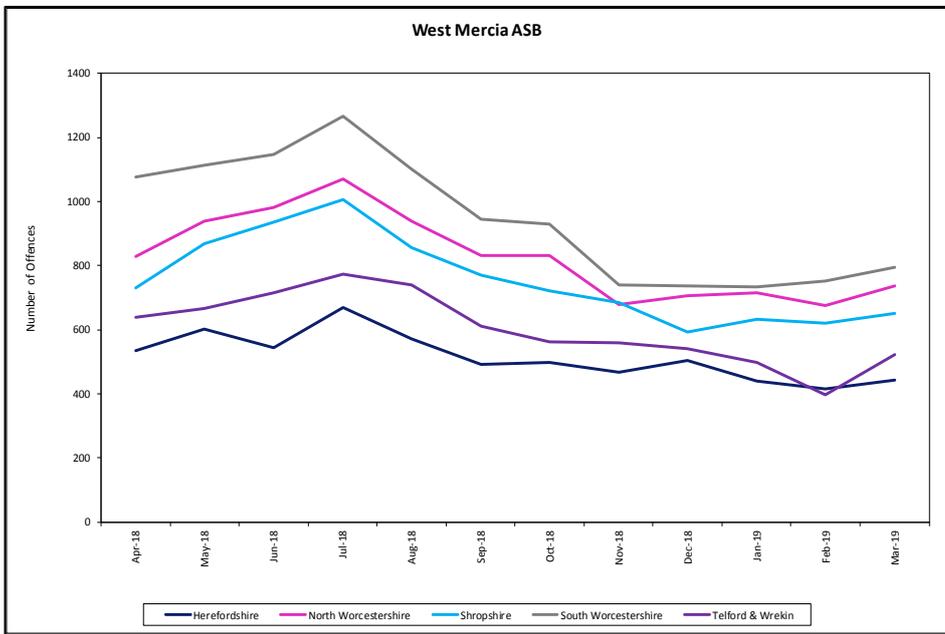
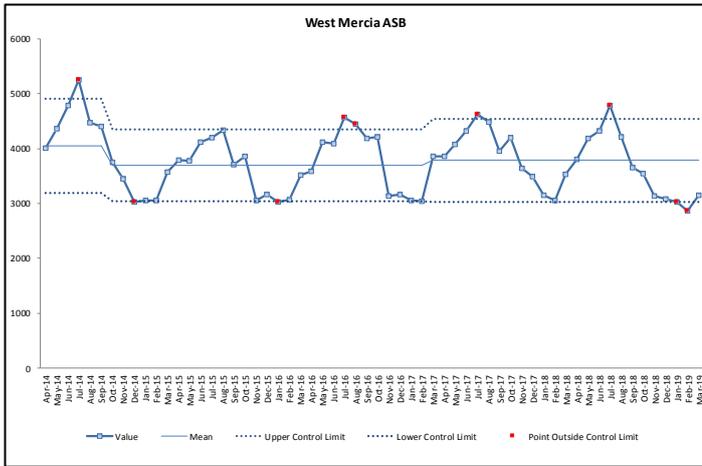


Over half (53%) of victim referrals are aged above 50 years of age.

<sup>3</sup> Data is only available to January 2019 due to the delay in receiving and processing the data from Action Fraud.

# Anti-Social Behaviour

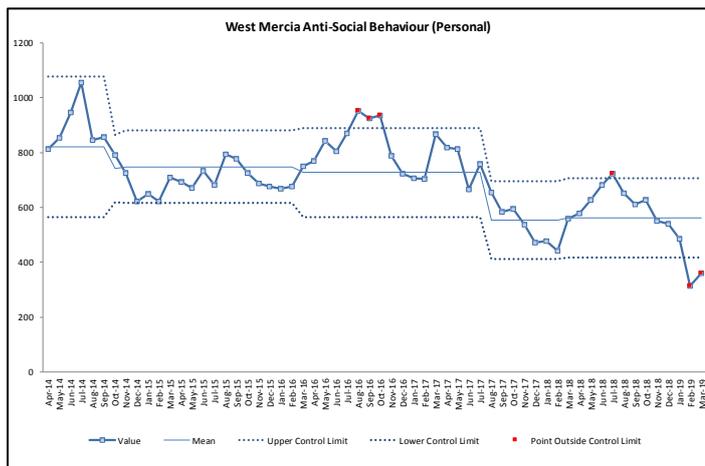
**Signs of Improvement would be:**  
 ❖ Accurate reporting and risk assessing of ASB incidents



3,151 ASB incidents were recorded in March. This was an increase compared to February (2,862) but below the monthly average (3,786). Increased volumes were seen across all policing areas in March.

ASB is following the expected seasonal trend. The spring months are expected to show an increasing volume of incidents with volumes at their highest during the summer months.

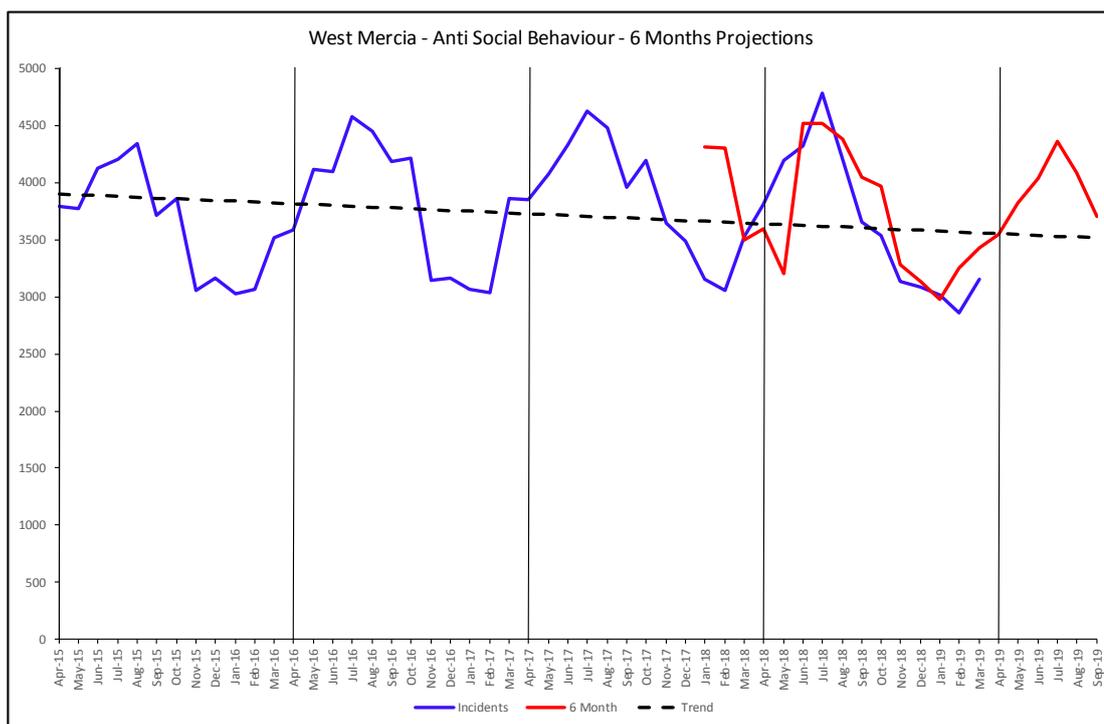
There are three recognised types of ASB: 'personal' is behaviour which is targeted to an individual or group rather than a wider community; 'nuisance' is where the impact is felt by a local community in general rather than individual victims; 'environmental' includes incidents where behaviour has an impact on the natural, built or social environment.



In March, 83% of all ASB incidents were nuisance, 11% personal and 6% environmental. This pattern was broadly similar to that seen in February.

175 'personal' ASB incidents were recorded last month; an 18% increase compared to the previous month (148) but significantly below the monthly average (562).

The following chart provides a medium (6 month) projection for ASB incidents which typically follows a seasonal pattern. At force level, the recorded volumes are projected to increase in the next few months.



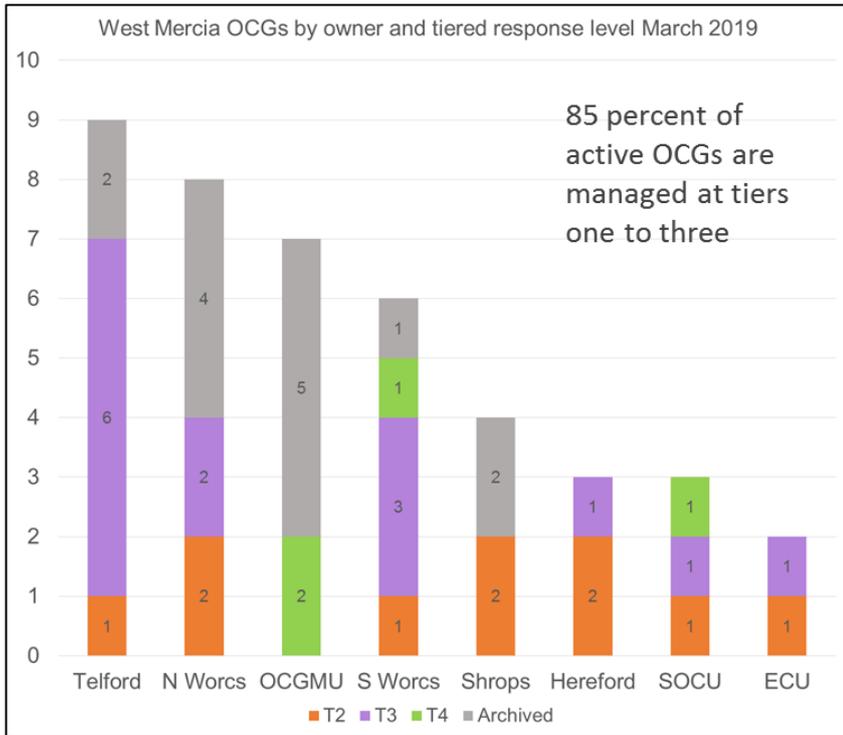
# Serious Organised Crime

## Signs of Improvement would be:

- ❖ Improved reporting of disruption activity against Organised Crime Groups

OCG management is delivered locally through the LRO who tasks local officers and staff with the delivery of objectives in line with their “4P” plan (Pursue, Prevent, Protect, and Prepare).

As at March 2019, there were 28 active and a further 14 archived OCGs across West Mercia. 20 of these are managed by West Mercia local policing areas.



### Disruptions Jan – March 2019

**Disruption Type**

- 0 Major
- 11 Moderate
- 22 Minor

**Judicial Outcomes**

- 25 arrests
- 4 charges
- 1 convictions

**Recoveries / Seizures**

- 0.35kg Cannabis
- 0.05kg Heroin
- 0.55kg other Class A drug
- 1 firearm seized

**Safeguarding**

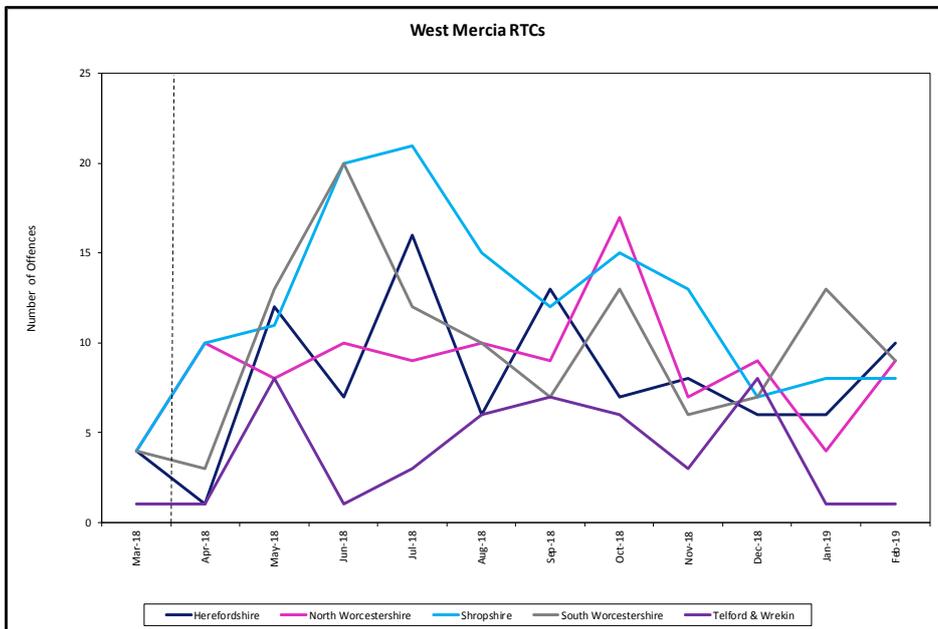
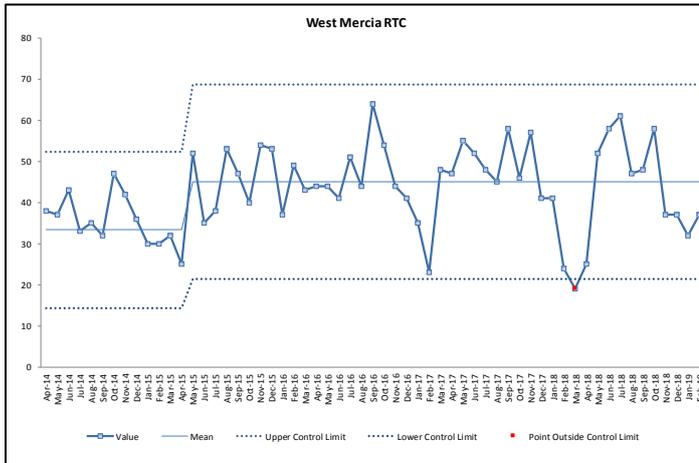
- 2 children safeguarded

A wider SOC performance document is prepared and discussed with the OPCC on a quarterly basis.

# Road Traffic Casualties

## Signs of Improvement would be:

- ❖ Reduction in fatal and serious injury casualties



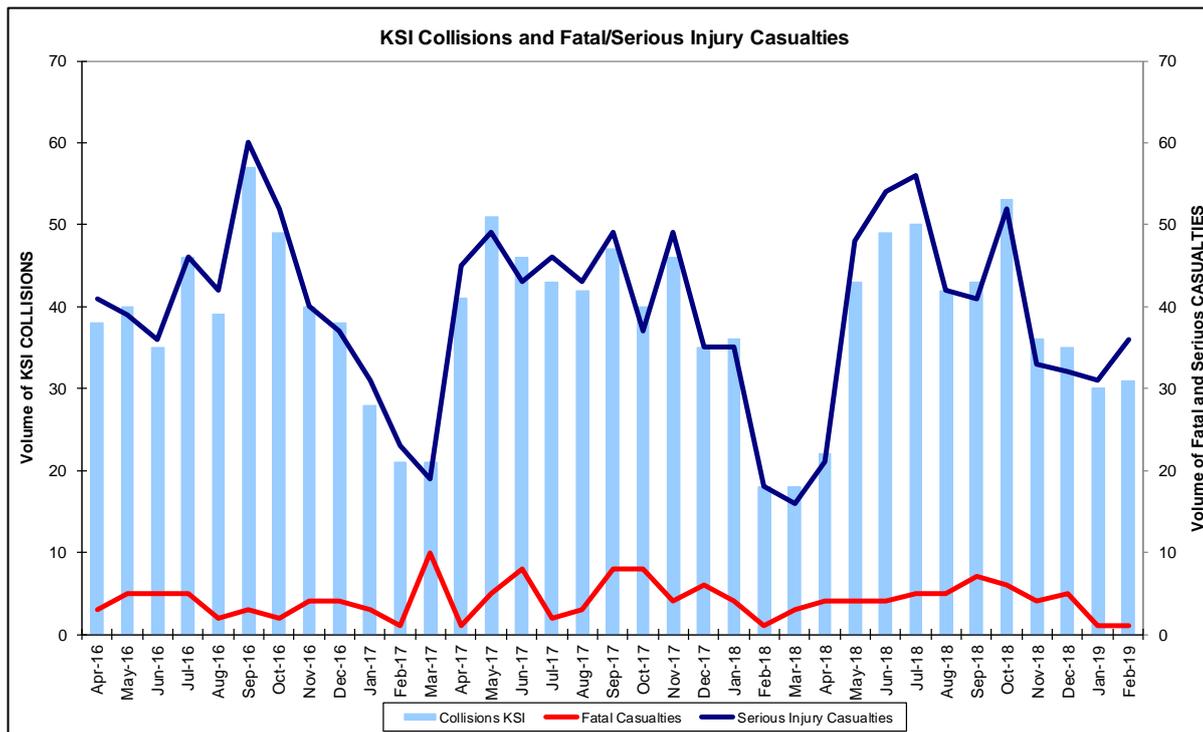
In February<sup>4</sup> there were 5 road deaths. This included 2 car drivers, 1 motor cyclist, 1 motor cycle passenger and 1 car passenger.

4 fatalities occurred in Shropshire and 1 in Herefordshire.

In February over two thirds (78%) of all fatal and serious injury casualties were car drivers or passengers. 11% were on motorcycles, 8% were pedal cyclists and 3% were goods vehicles.

<sup>4</sup> At the time of publication data regarding serious injury casualties in March is unavailable. The omission of this performance data is not affecting our ability to respond to serious RTCs. The fatality data included here is accurate.

The chart indicates the volume of fatal and serious injury collisions and the pattern of both serious injury and fatal casualties.



The West Mercia Safer Roads Partnership (SRP) is managed and tasked through Force Operations. The work of the SRP is focussed on complementing the Force’s approach to road safety, and in particular to reducing KSIs. The SRP will work with the operational arm of Force Operations and importantly, alongside local policing areas to help enforce, educate and engineer road safety where tasked to do so.

Speed enforcement operates through fixed and mobile enforcement cameras at 178 sites across West Mercia. 90,555 offences have been recorded from April to February 2019.

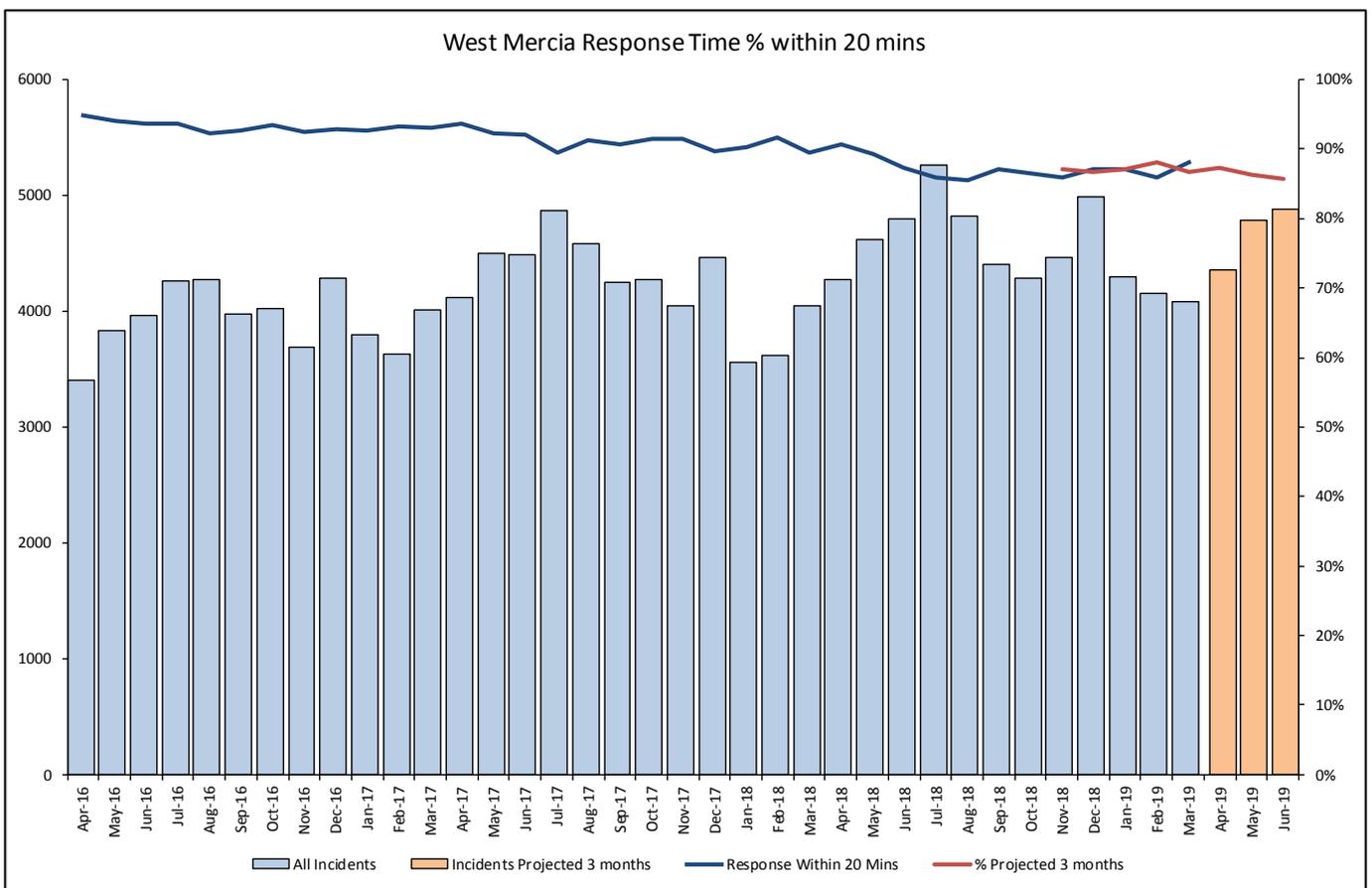
# Response Times to Emergency Incidents

**Signs of Improvement would be:**  
 ❖ Respond to all incidents in a timely manner and provide a high quality of service

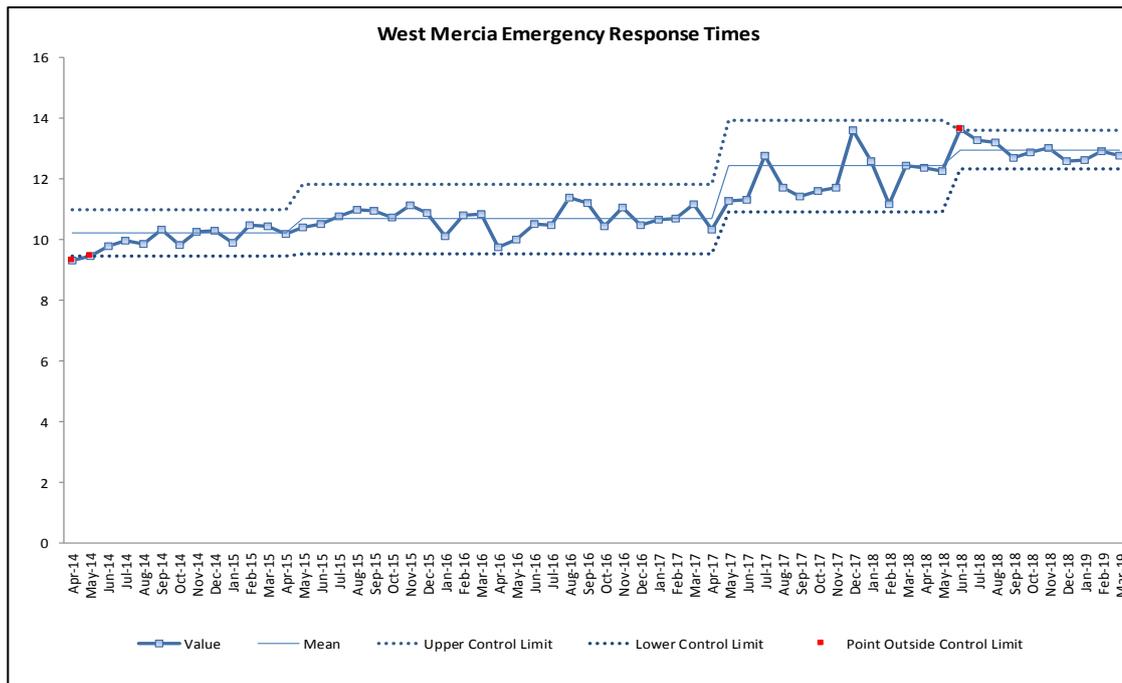
The force managed response guidelines are to safely deploy the nearest available and appropriate resource as expeditiously as possible, while assessing the threat, risk and harm associated with the incident and other emergency demands for service at that time. While time of response is a key indicator,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

The National Contact Management Programme recommendation of responding to emergency calls in 20 minutes is regarded by West Mercia as a minimum standard.

4,081 emergency incidents were recorded in March; a reduction compared to February (4,148). Almost 9 out of 10 (88%) emergency incidents were attended within 20 minutes last month. Performance is lower than the same time last year, however data for March is showing an improvement.



The current average response time for emergency incidents is 12 mins 45 seconds, a decrease compared to the previous month and below the monthly average (13 mins 00 seconds).



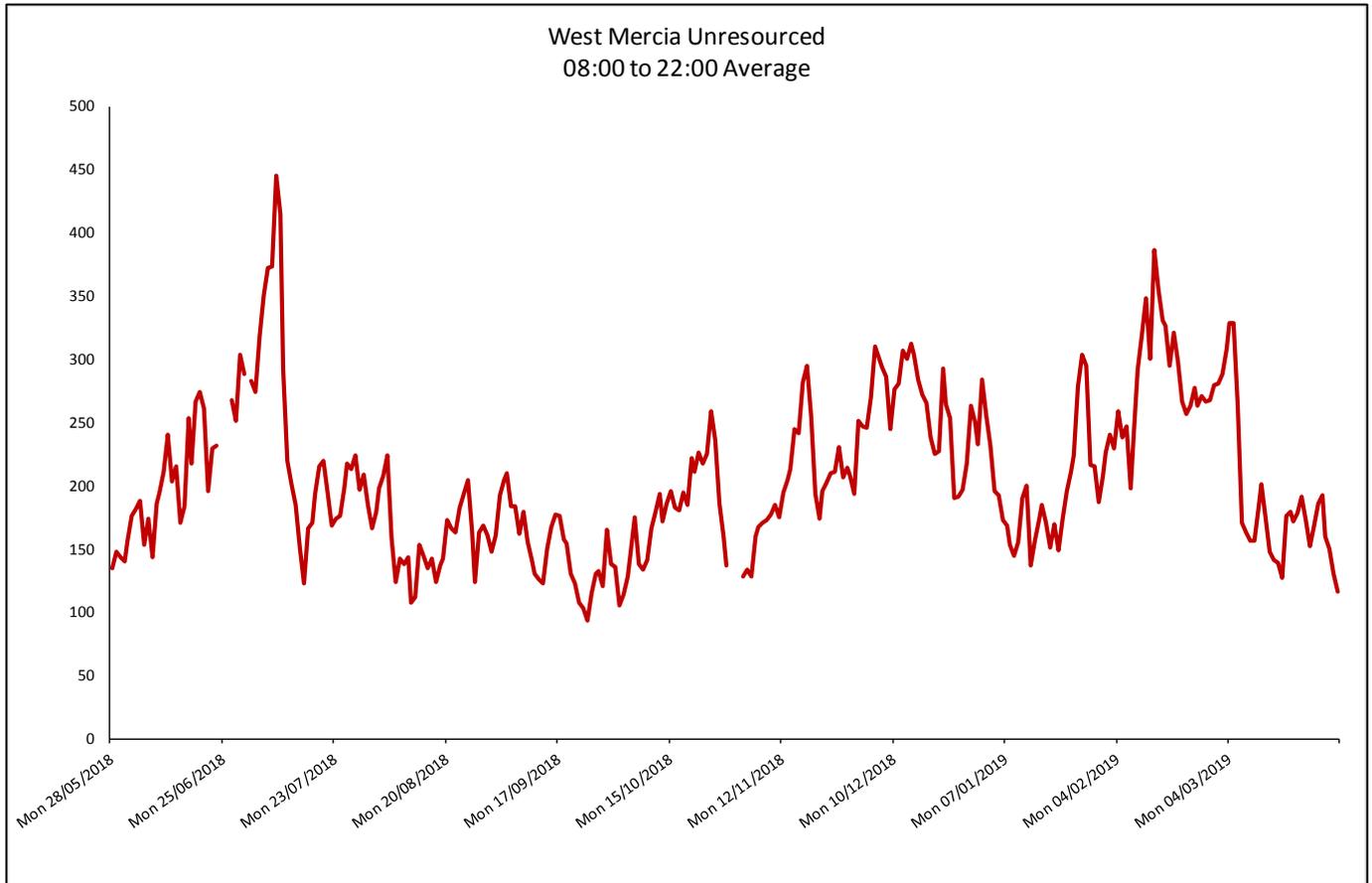
NB: from April 2016 we have been able to produce a more accurate data set

## Unresourced Incidents

### Signs of Improvement would be:

- ❖ Manageable volumes of unresourced incidents

Volumes of unresourced incidents are captured on an hourly basis. This data is shared with senior officers on a daily basis and features in the weekly performance summary each Monday.



After a period of stability from July to September, volumes of unresourced were on a general upward trend from October which started to decrease again at the beginning of March.

Activity is currently being undertaken with the OCC and Local Policing to understand and address the volumes of unresourced figures across the force.

Ch Supt Harding has introduced a demand reduction action plan, which has resulted in significant decreases in the overall number of unresourced across the policing areas, with unresourced volumes generally within tolerance levels across the Force.

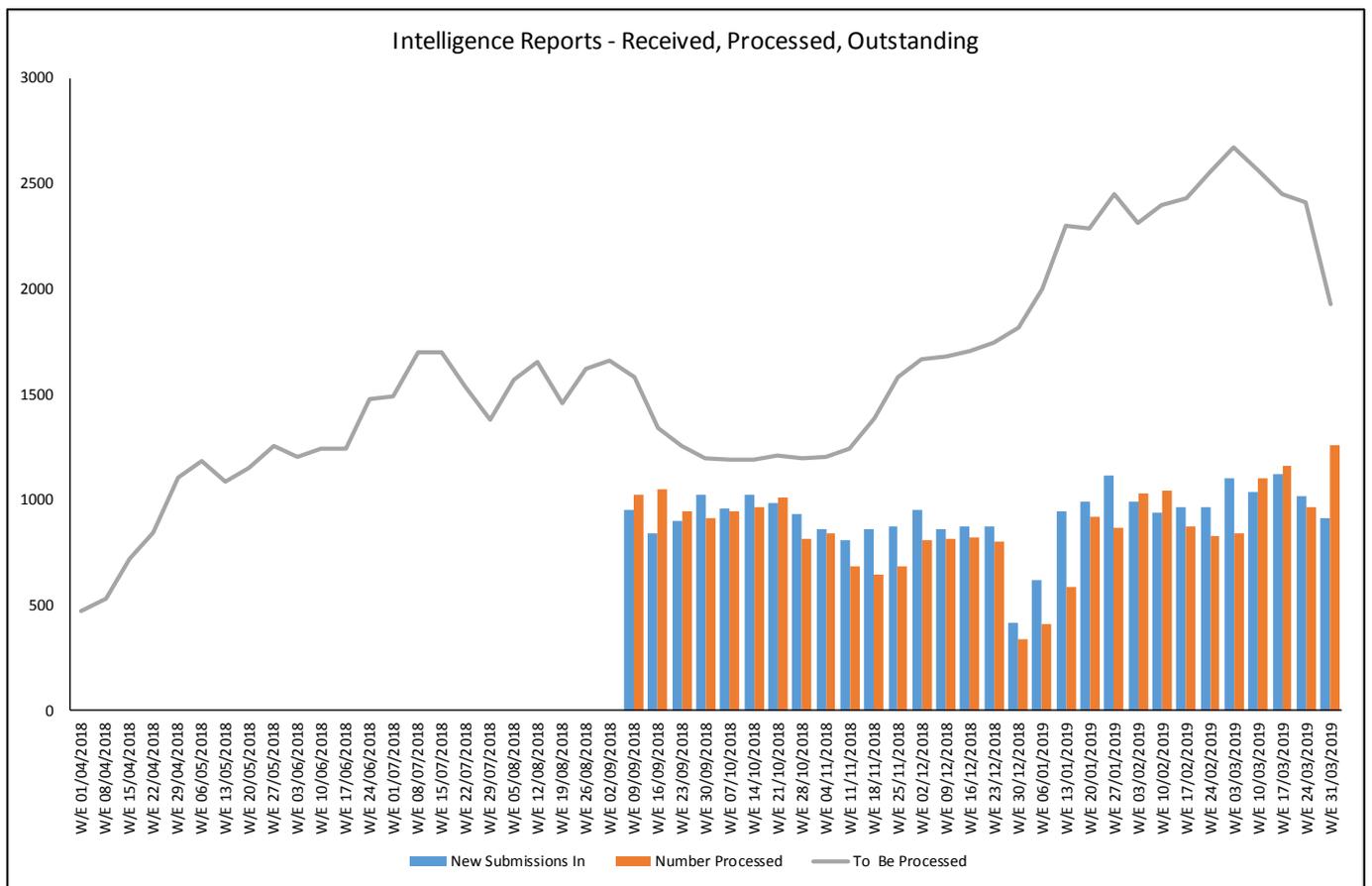
However, despite these reductions, it is imperative that a sustainable model is put in place to deal with demand, especially as we move in to the peak summer months.

# Outstanding Intelligence Reports

**Signs of Improvement would be:**  
❖ Manageable volumes of intelligence logs

Data relating to the status of intelligence reports is presented in the weekly performance report. The data shows volumes of new submissions, those that have been processed in the week and the resulting volume that are yet to be processed.

The following chart shows the trend in outstanding reports from April 2018. Volumes to be processed (Outstanding) reached their highest level in March (2,673 W/E 03/03/2019), however volumes have been on a decreasing trend since then.



It is understood that there is insufficient staff allocated within this area to meet the current demand, and this is being addressed. It is positive to see increases in the number of intelligence reports submitted as new student officers arrive on shifts and with the formation of the LPPT's, and it is expected that this number increases further.

# Criminal Justice – File Quality

**Signs of Improvement would be:**  
❖ Improved performance against MSG forces

With the implementation of ATHENA, the case element has created some challenges in terms of file submission and quality. An overview of file quality performance is provided in this report. An additional stand alone CJ report will be published alongside this report, providing greater detail across performance measures.

## Case File Quality Assessment (CFQA)

The quality of case files is assessed monthly by CPS, with assessment criteria including complying with national file standards, meeting required evidential standards and meeting victim/witness requirements.

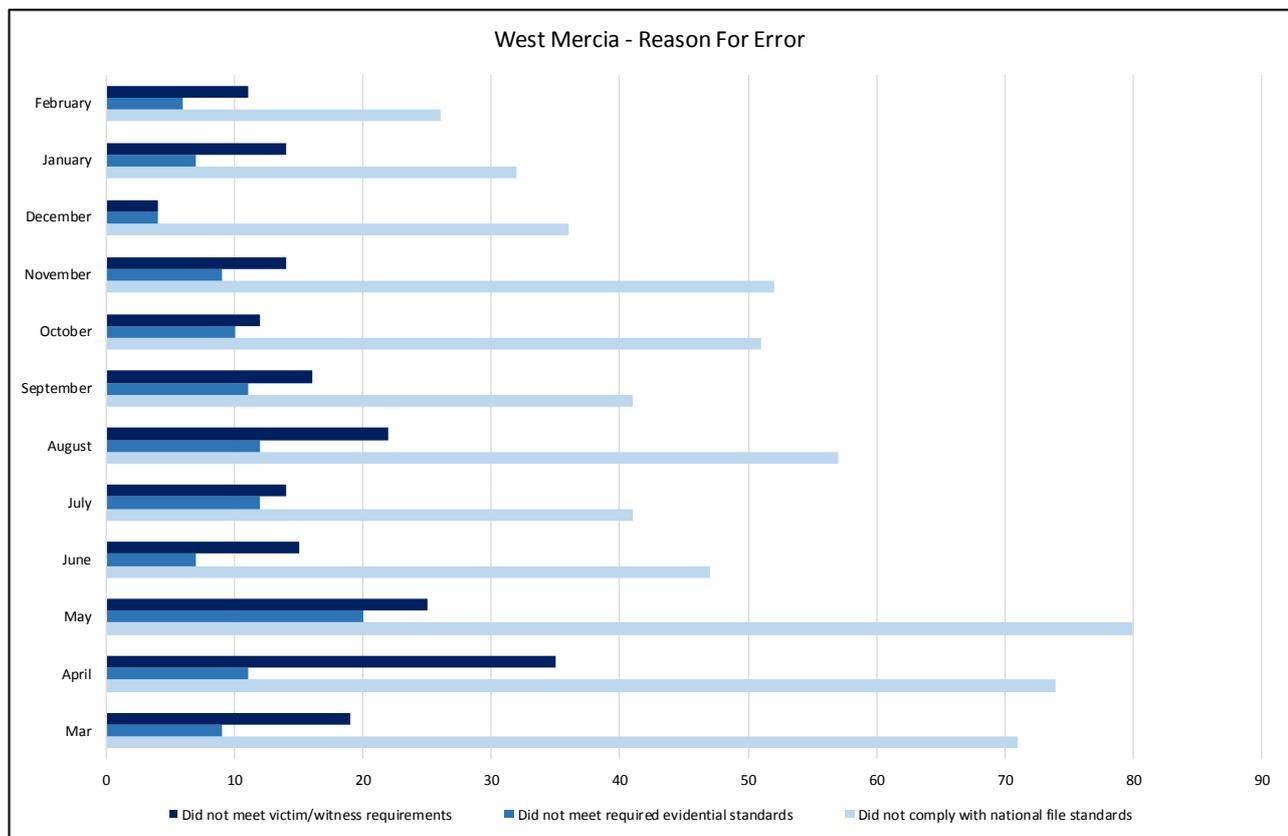
The following chart shows the volume of files that were reviewed by CPS and the proportion of those which they deemed to have errors.



In February 11% of files reviewed had errors, an improved picture on previous months.

	Jun 18	Jul 18	Aug 18	Sept 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19
<b>Herefordshire &amp; North Worcestershire</b>	19%	12%	17%	13%	13%	15%	9%	10%	9%
<b>Shropshire (including Telford)</b>	31%	15%	39%	24%	15%	14%	16%	8%	15%
<b>South Worcestershire</b>	12%	22%	17%	9%	24%	29%	14%	10%	7%
<b>West Mercia</b>	21%	15%	22%	15%	16%	17%	13%	13%	11%

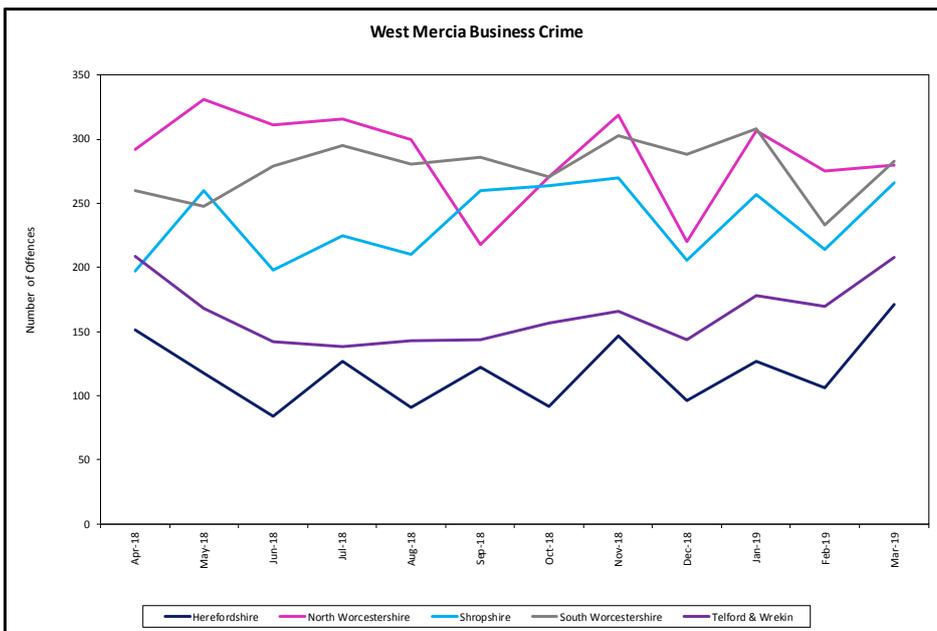
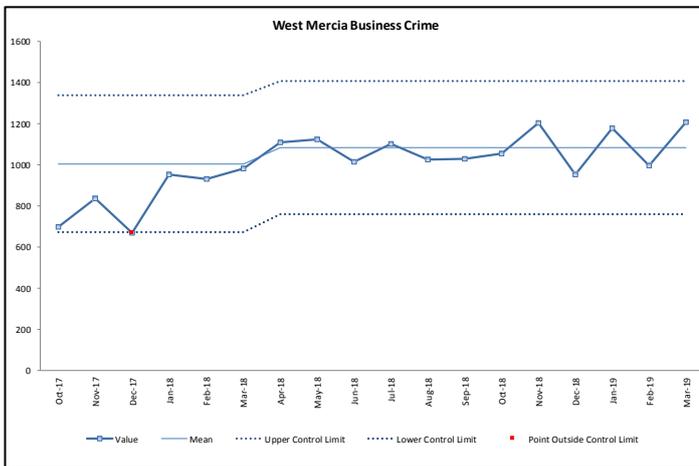
Most of the errors were identified as non-compliance with national file standards.



# Reassuring West Mercia

## Business Crime

Signs of Improvement would be:  
Stable volumes of recorded crime

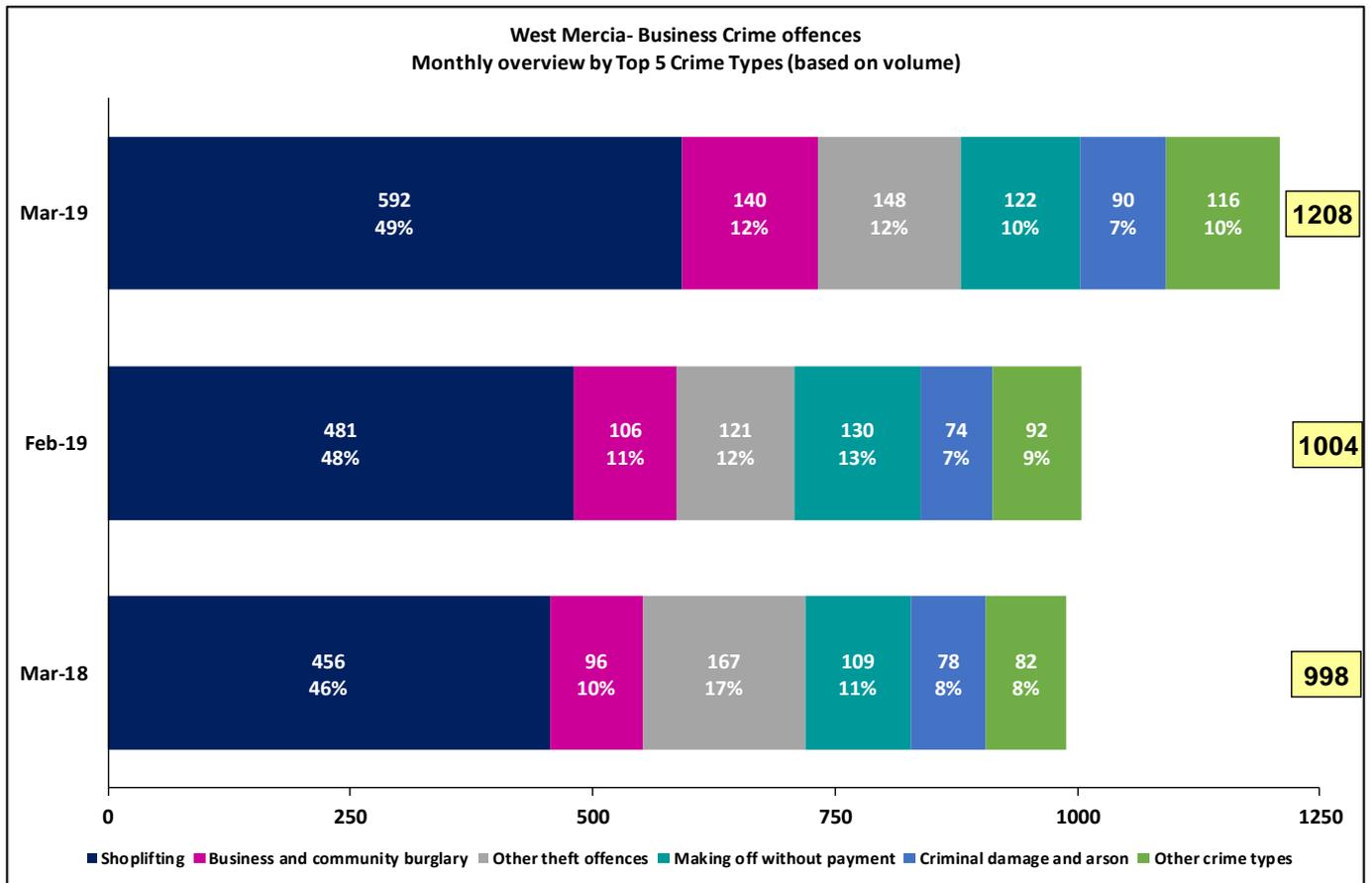


Business crime is identified by the application of a keyword. The charts only shows data from October 2017 as data prior to this is not directly comparable.

1,208 business crimes were recorded in March. This was an increase compared to February (998) and above the monthly average (1,083).

Increased volumes were seen across all policing areas.

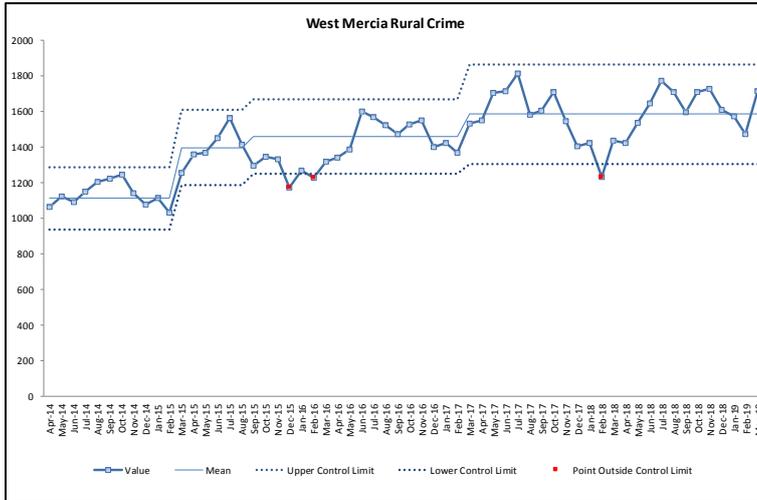
The chart below shows the top 5 'business crime' offence types for West Mercia, ranked by number of offences with percentage share of total business crime by month (Feb vs. March). The chart shows that all offences increased in March compared to February, however the percentage of crimes was broadly similar to the previous month.



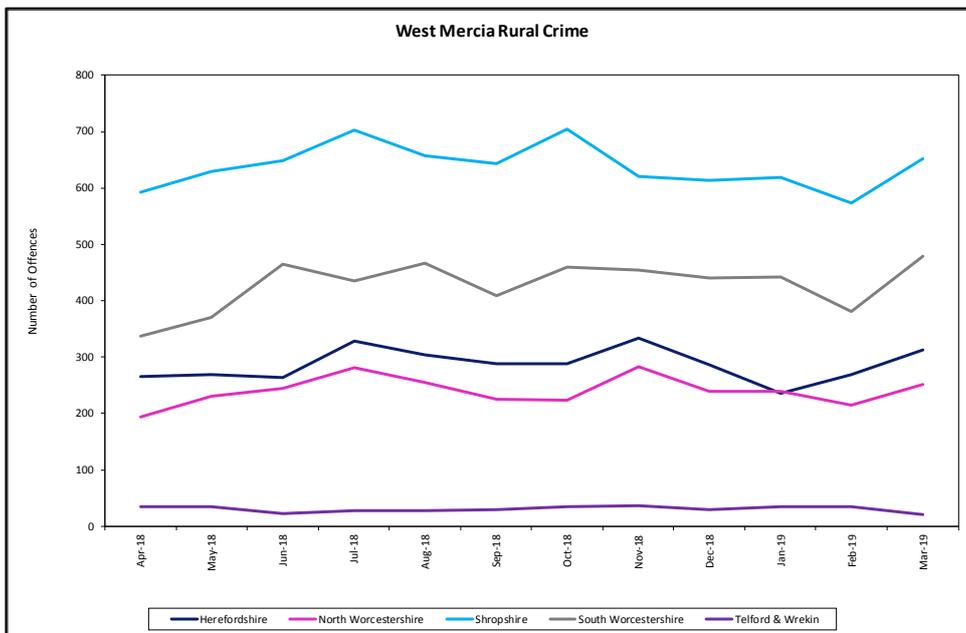
# Rural Crime

## Signs of Improvement would be:

- ❖ Stable volumes of recorded crime



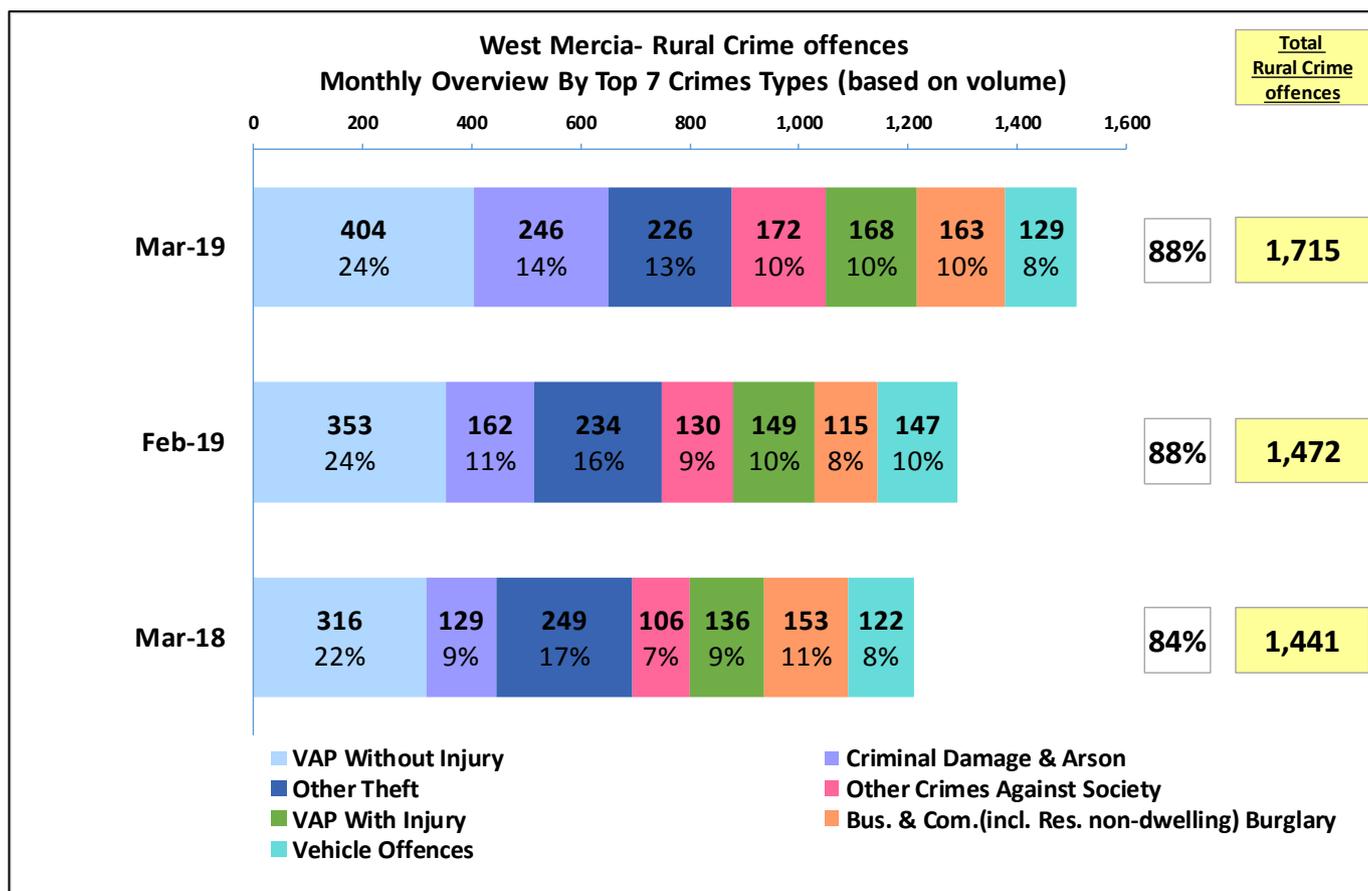
Rural crime offences are a subset of total recorded crime and are identified by their geographical location<sup>5</sup>.



1,715 rural offences were recorded across West Mercia in March. This is an increase on February (1,472) and above the monthly average (1,585). Increased monthly volumes were seen across all policing areas excluding Telford & Wrekin and have remained within their policing area expected levels.

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

This chart shows the top 7 'rural crime' offence types for West Mercia ranked by number of offences with percentage share of total rural crime broken down by crime type for the last month compared to previous month.



The top 7 'rural crime' offence types represent 88% of all rural crime offences across West Mercia in March, which is comparable to the previous month (88%).

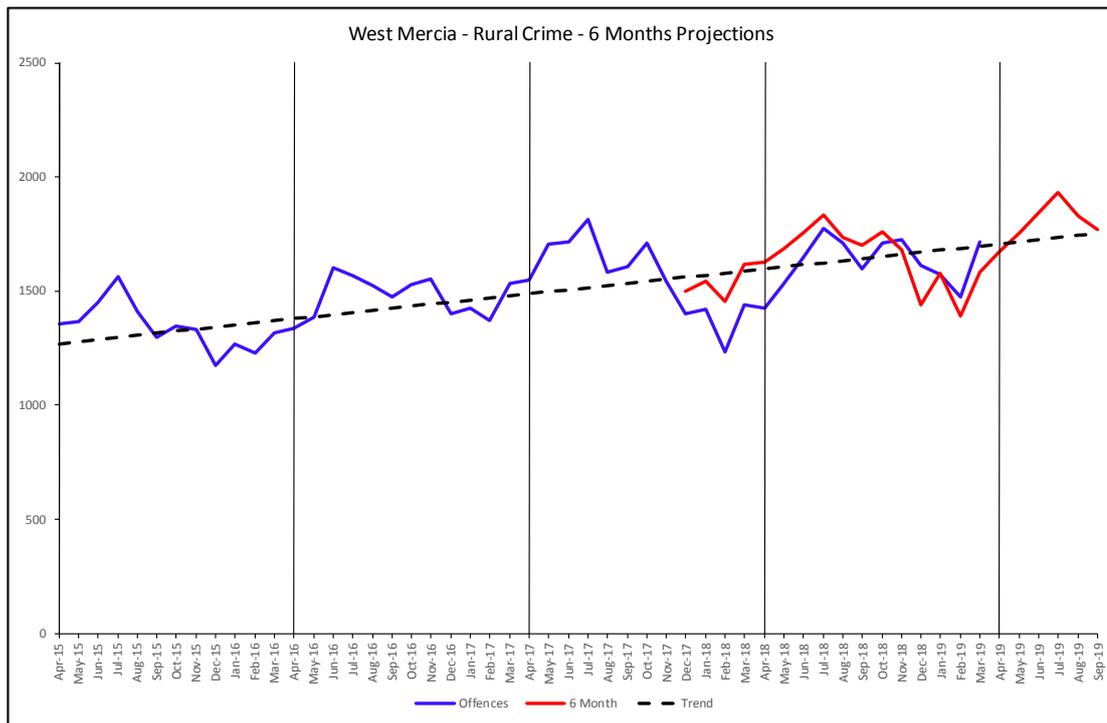
404 violence without injury offences were recorded in rural locations across West Mercia in March. This is a 14% increase on the previous month (353) and a 28% increase on the equivalent month last year (316). This offence type now represents 24% of all rural crime in March 19 compared to 22% in March 18.

246 criminal damage & arson offences were recorded in this month. This is a 52% increase on the previous month (162) and a 91% increase on the same month last year (129). This offence type now represents 14% of all rural crime in March 19 compared to 9% in March 18.

172 other crimes against society offences were recorded in this month. This is a 32% increase on the previous month (130) and a 62% increase on the same month last year (106). 10% of all rural crime in March 19 is represented by this offence type compared to 7% in March 18.

The top 7 crime types are not necessarily pure rural crimes; VAP with and without injury is experienced everywhere, and it is not therefore solely a rural crime, and the value of it appearing in this document is limited. Analysis and Service Improvement plan to discuss this with the PCC's office to agree on how rural crime is reported on in the future.

The following chart provides a medium (6 month) projection for rural crime offences. At force level, the recorded volumes have been slightly above the projection and volumes are expected to increase in the next few months.



# Reforming West Mercia

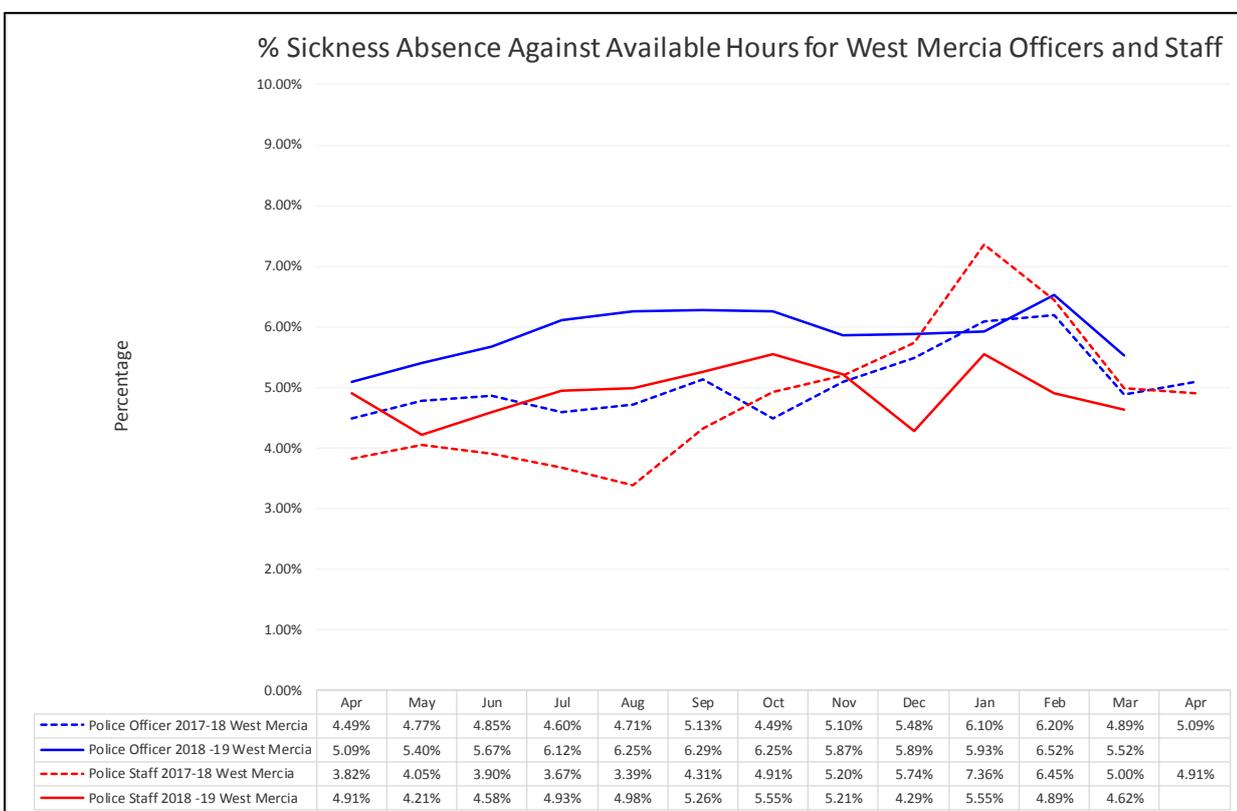
## Sickness

### Signs of Improvement would be:

- ❖ Improved staff wellbeing – improving levels of attendance

Workforce sickness forms part of the overall Health & Wellbeing Agenda around staff welfare.

The average percentage hours lost to sickness in March is 5.52% for Officers, a decrease from 6.52% in February but higher than the equivalent month in 2017/18 (4.89%). For Staff, the average percentage hours lost in March is 4.62% which is a decrease from 4.89% in February and lower than the equivalent month in 2017/18 (5%). This is the second consecutive month of reduction in the Staff sickness rate.



## Health & Wellbeing Board

The West Mercia Health & Wellbeing board, chaired by DCC Blakeman is focussing on a number of key themes, which are based on the HSE stress management indicators – support, control, role, demand, relationships and change.

Ongoing work includes the recruitment of 12 Mental Health First Aid Instructors and a Learning and Development Assistant to support the delivery the Mental Health First Aid initiative. In addition, the GCC Virgin Pulse was launched with registration closing early due to the high numbers received. Health and wellbeing campaigns continue including health checks, McMillian Cancer support appointments, and services through the health and wellbeing bus.

# Complaints

**Signs of Improvement would be:**

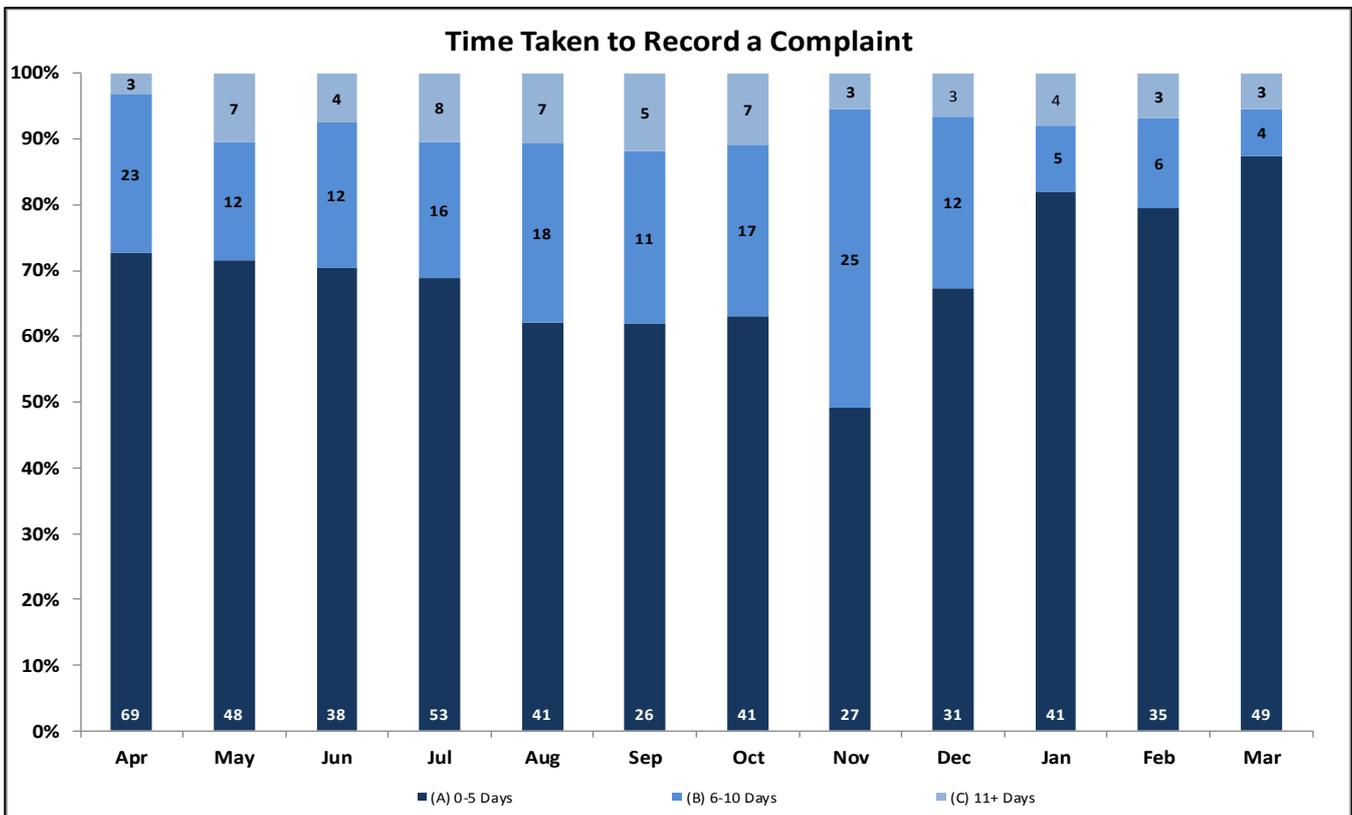
- ❖ Overall reduction in complaints
- ❖ Timeliness within national guidelines
- ❖ Reduction in severity of complaints
- ❖ Reduction of incivility

The following data is supplied by Professional Standards Department and is collated on a cumulative basis. The data below is for April 2018 to March 2019.

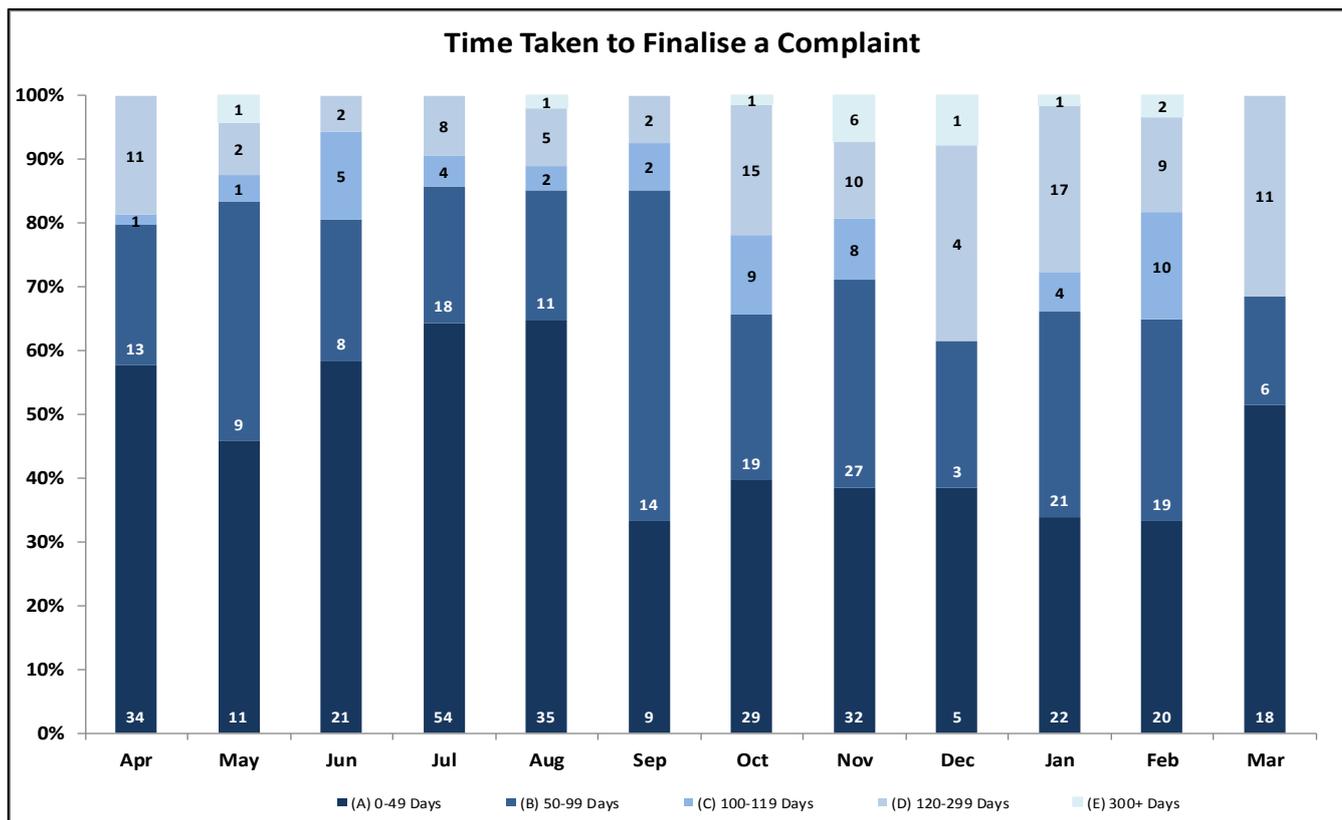
## Timeliness to Record & Finalise

Due to previous performance issues identified in relation to the timeliness of recording complaints and finalisation of complaints, the below focuses on these two areas. The charts help 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. In March 95% of complaints were recorded within 10 days, an increase compared to February (93%).



The second national target is to finalise cases within 120 days. In March 69% of cases were finalised in 120 days, a decrease compared to February (82%).



# Call Handling

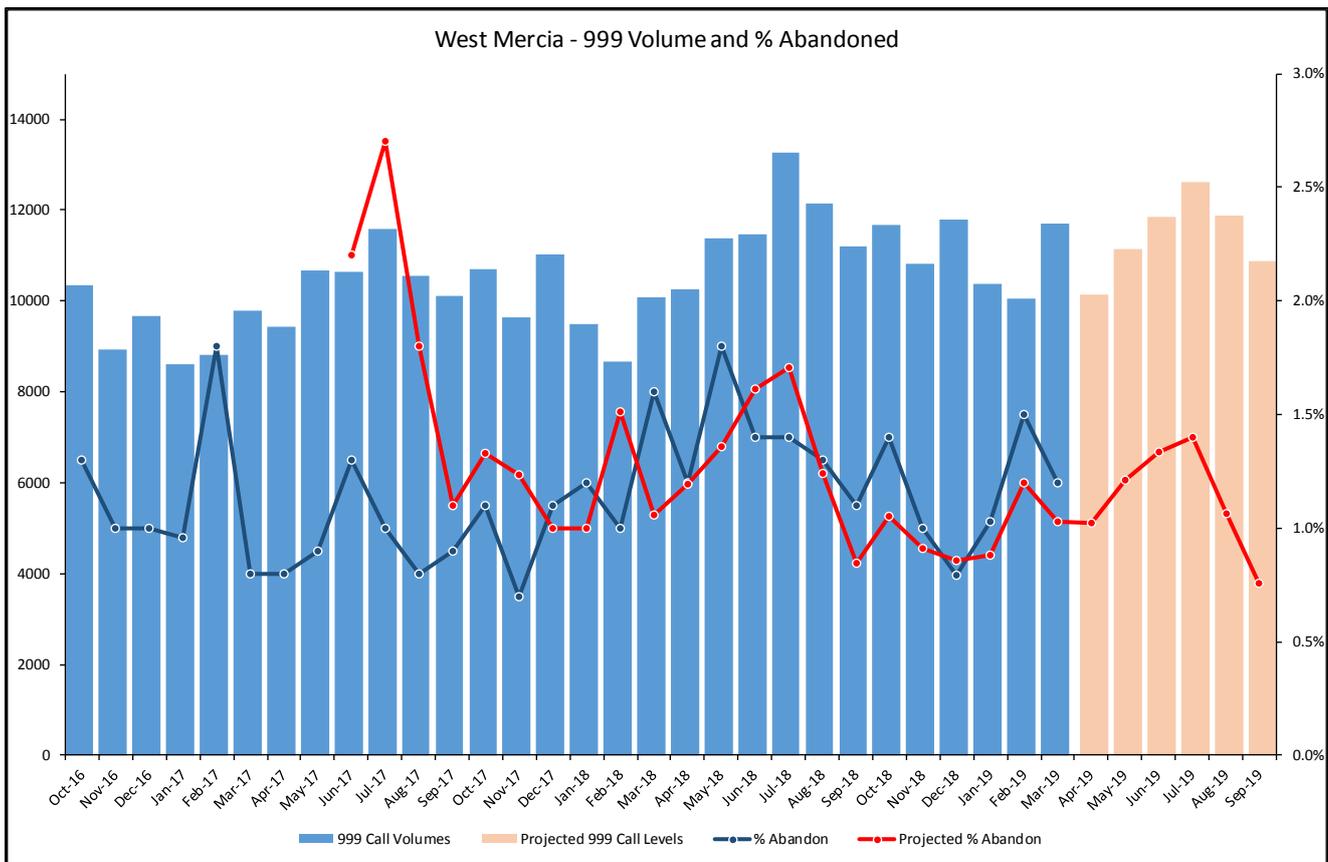
**Signs of Improvement would be:**

- ❖ Increase % of calls answered in target time
- ❖ Reduction in abandon rates

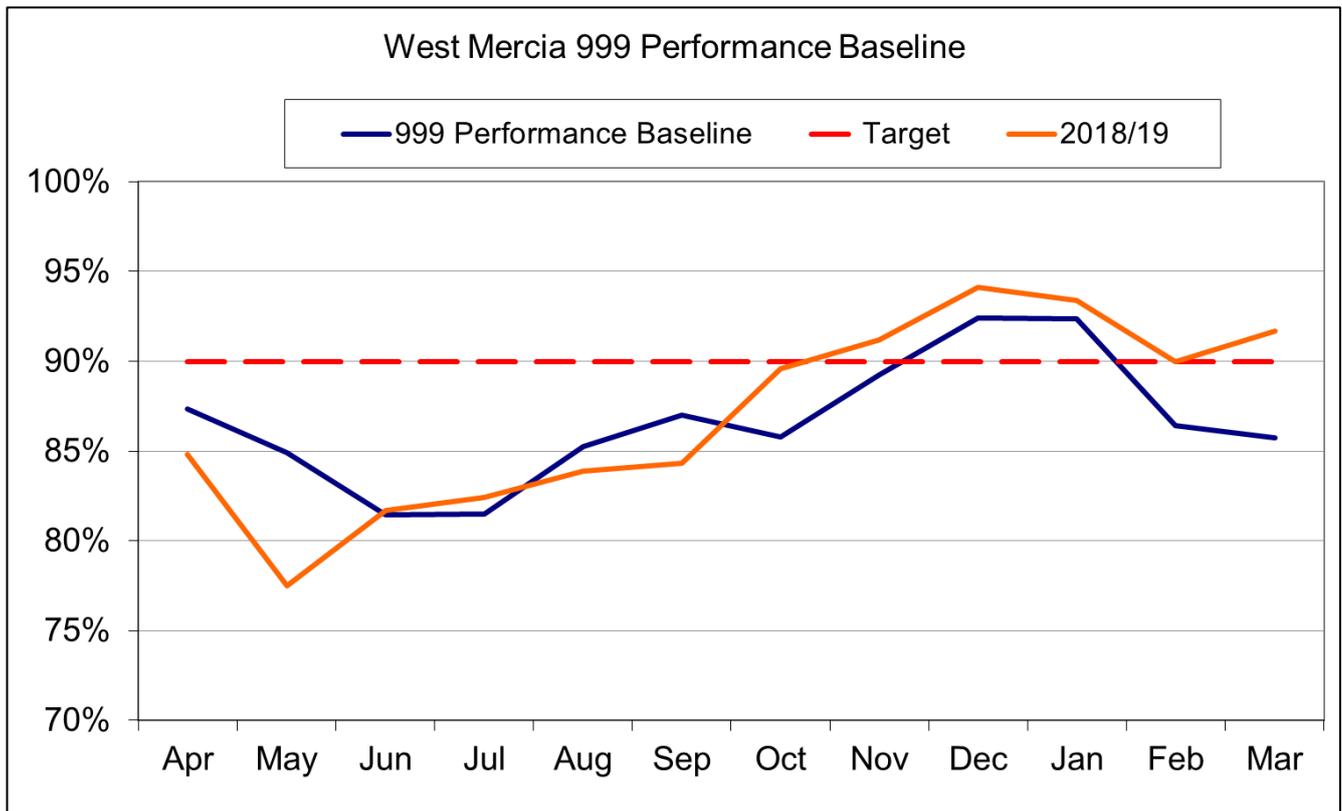
## Calls on the 999 system

11,691 calls on the 999 system were received in March; an increase compared to February (10,062). The abandoned rate last month (1.2%) reduced comparable to the previous month (1.5%).

The following charts show the trend in call volumes and abandon rates, along with a 6 month projection of future performance. The projections (red bars or lines) are based entirely on previous performance and demand.

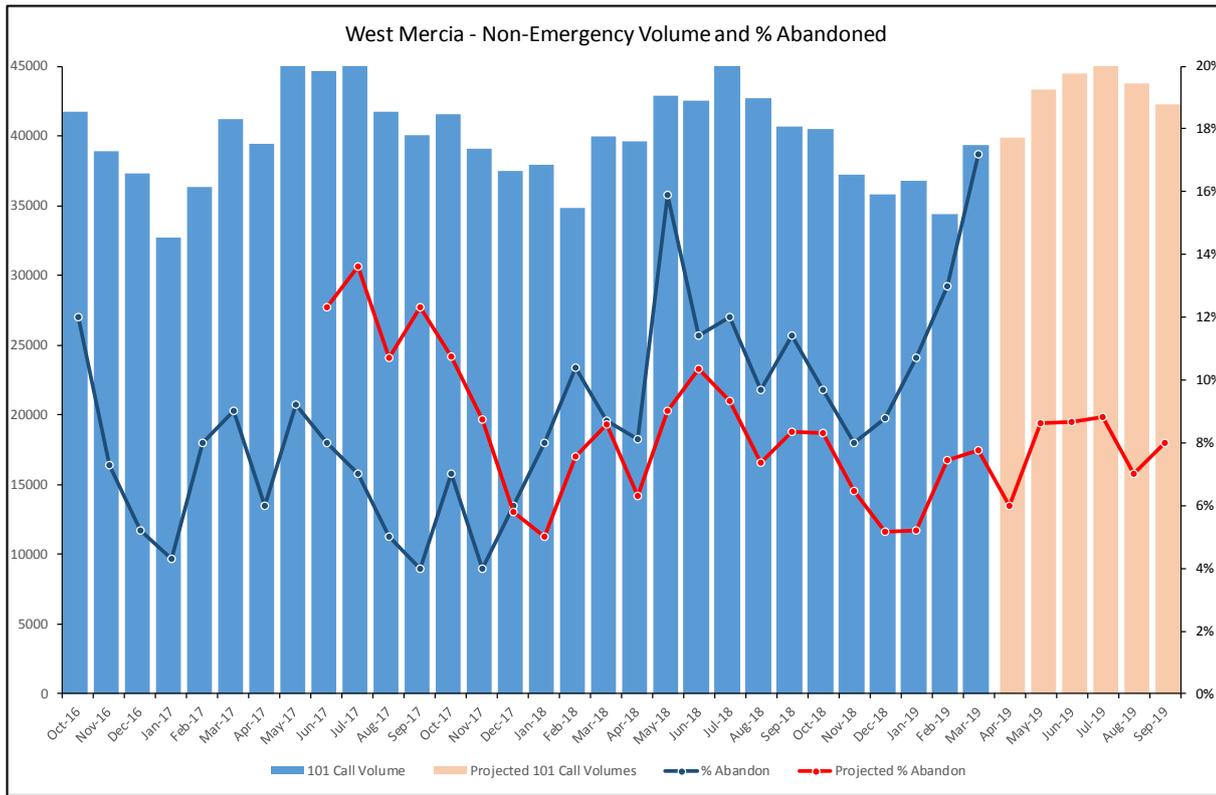


The proportion of 999 calls answered within 10 seconds has increased to 92% in March, above the 90% expected standard. The baseline is established using the average of the percentage of calls answered within 10 seconds from Apr 2015 to Mar 2018. Performance is currently 5.7% above the baseline. 999 call answering has been prioritised above non emergency call handling and staffing levels are improved following the completion of training for some new starters.

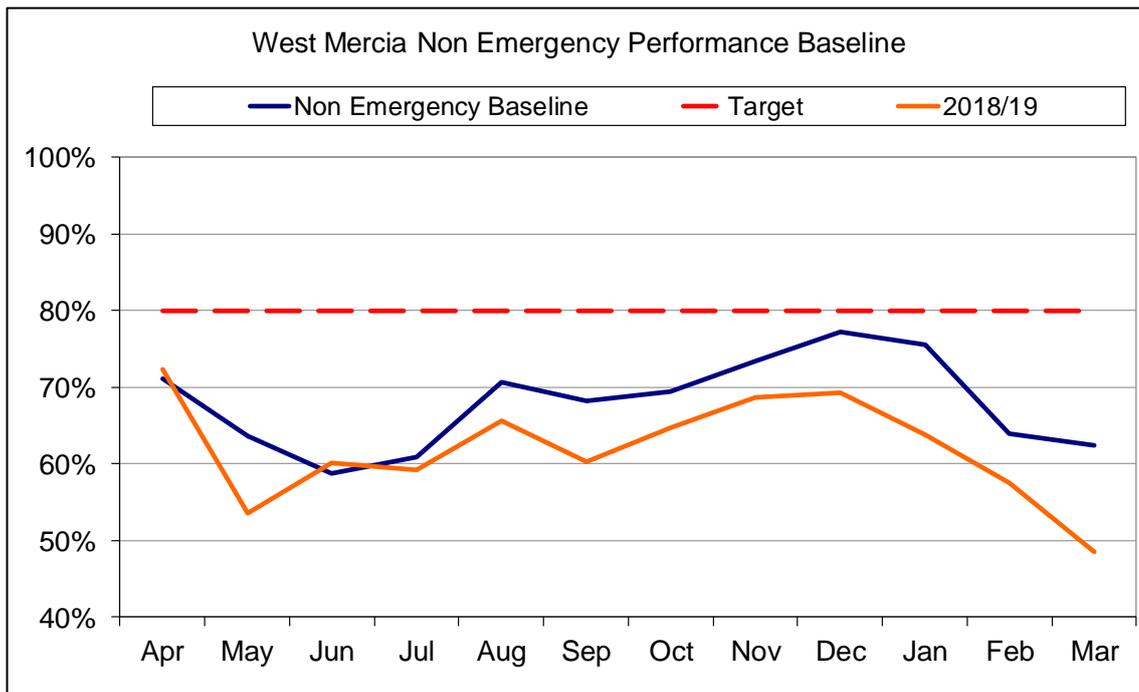


### Non-Emergency Calls

39,357 non-emergency calls were received in March, an increase compared to February (34,432). The abandoned rate last month (17.0%) has increased compared with the previous month (13.0%).



The proportion of calls answered in 30 seconds has decreased to 49% in March compared to February and remains below the expected standard (80%). The baseline is established using the average of the percentage of all non-emergency calls to OCC answered within 30 seconds from Apr 2015 to Mar 2018. Current performance is 14% below the baseline and this is due to the increased focus on 999 answering.



999 call handling performance remains strong, with the target hit throughout this quarter. As the focus on 999 performance remains, the 101 performance has weakened, with abandoned rates increasing and calls answered within 30 seconds decreasing. The number one priority for the Public Contact Improvement Group in April is to maintain 999 performance whilst improving 101 performance, which is a significant challenge as we move towards the summer and a period of increased demand.



## Appendix 1: Victim Satisfaction Plan

### Everyone in the organisation:

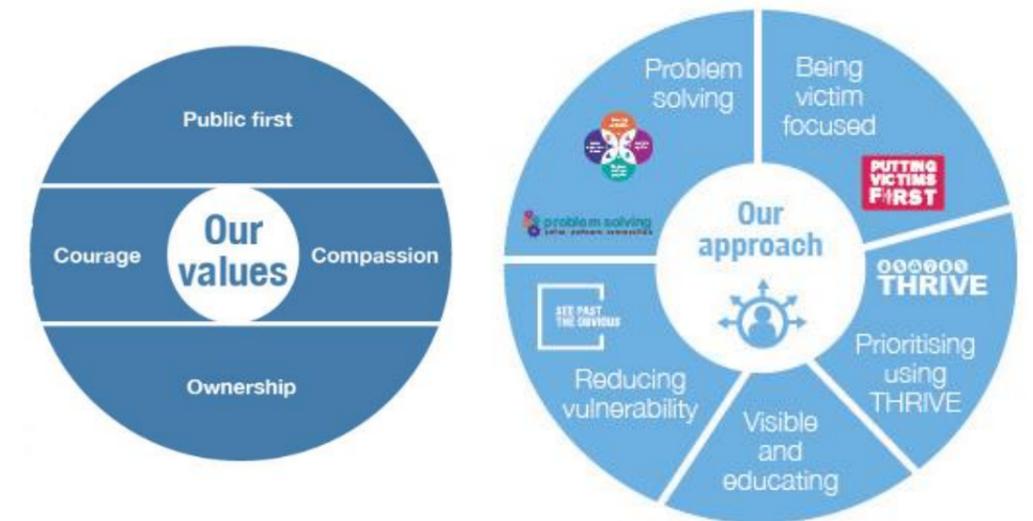
- Puts victims first, understanding the importance of supporting victims and survivors and taking ownership for doing so whenever necessary
- Knows what support is available to victims and survivors and can make appropriate referrals and provide professional and timely victim contact and updates
- Has the requisite skills and knowledge to effectively reassure victims
- Focuses on reducing victimisation, working in partnership to achieve this
- Treats victims with respect and without prejudice, acknowledging individual vulnerability
- Strives to ensure that victims receive the most appropriate resource at a suitable time

### Victims and survivors:

- Are able to easily access updates and restorative justice through the Officer in Case, Victim Advice Line and Track My Crime.
- Will receive a service in accordance with the Victim's Code of Practice and the Victim's Charter.
- Have access to information and tailored support, whether or not they have reported a crime.
- Are able to make a Victim Personal Statement with support if required.
- As a result of this, feel reassured, supported and satisfied as a result of professional, timely, courteous and caring police contact.

### Success looks like... being victim focused.

- The force vision and values, putting the public first, is recognised and understood across the organisation.
- A new mind set is embedded, recognising unconscious bias and importance of reassurance at point of contact, with meaningful follow-up and supervisory scrutiny.
- We deploy the right resource, at the right time for the victim, with follow-up support through the Victims Advice Line, with referrals to specialist services where required.
- Levels of victim satisfaction are improved, measured against the tangible areas which impact upon this with continuous improvement through organisational learning to close the feedback loop



We get there by...	Current position	Planned activity	Outcomes
<b>Leadership and governance</b>	- ACC lead, supported by 2 Chief Superintendents and a new Head of Victim Services. - Activity taking place in silos.	- PCC's Victims' Board to oversee activity. - Implementation of a 12 month delivery plan with month by month focussed activity. - PDR priority set regarding confidence and compassion.	- Coordinated activity to drive improvement and give a Victim First focus. - Clear timescales for delivery for each activity with identified measures where appropriate (attached to the plan).
	- New force Vision and Values launched with "Being Victim Focussed" identified as a key deliverable.	- Embed reassurance and Putting Victims First culture change, supported through new Head of Victim Services. - Continued review of incident resourcing.	- Our values and approach consistent throughout the organisation. - Improved Victim Contract opt in rate.
<b>Systems, processes and infrastructure</b>	- Inconsistency in focus on hate crime/vulnerable victims. - Differing approaches to hate crime across local areas.	- To embed existing principles for victims. - Track compliance through performance management info.	- Consistent and improved approach to the most vulnerable; reduce the number of repeat victims and victims of hate crime.
	- Victim survey data provided to various tactical groups.	- Recommendations for victim survey and data collation review. - Mapping dissatisfied victims to understand failure points. - VAL feedback to be embedded and implemented.	- Improved understanding of victims. - PCC's Victims' Board ensures better results and consistency.
	- Victim Contract opt out rate 52%.	- Improved supervisor review process.	- Skills matched to responsibilities. - Improved Victim Contract opt in rate 2% per month.
	- Shropshire Victim Follow-up Satisfaction 50%.	- New demand management activity plan. - Increase officer understanding and mind set around putting victims first.	- Improved satisfaction. - New processes embedded.
	- Follow-up satisfaction 62%.	- Victim Advice Line go live 1 <sup>st</sup> April 2019.	- Improved Athena data quality (victim data). - Improved follow-up satisfaction rate.
	- Overall victim satisfaction 77%.	- Officer uplift; establishment reaching 2145 by December 2019. - Malcolm Hibberd training to wider organisation. - Delivery of monthly activities.	- Overall victim satisfaction increase to 78% by June 2019. - Overall victim satisfaction increase to 80% by December 2019. - Overall victim satisfaction increase to 85% by April 2020.
<b>Partnerships and collaboration</b>	- Introduction of VAL - Work with subject matter experts - e.g. hate crime.	- Communications Strategy with single lead. - VAL "go live" 1 <sup>st</sup> April.	- Strongly embedded partnership approach to victim support with seamless referral processes.