Protecting people from harm

West Mercia **POLICE**

DRAFT

PERFORMANCE REPORT

Q1 April – June 2020

GSC Level	Official
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Version	Final
Purpose	Overview of Force Performance for Q1
Author	Strategy, Planning and Insight
Owner	DCC J. Moss

Introduction

This is the first quarterly performance report under the new Performance Management Framework presented at FDG on April 29th, 2020.

The purpose of this report is to present a force wide picture of our performance, particularly in relation to force priorities and key practices. The PMF is still in development and will develop and improve in the next year to ensure that it fully reflects our performance, and informs and enables improvement and innovation; reforming the way that we work to deliver the force vision effectively and efficiently.

This report focusses on Gold level Key Performance Indicators (KPI), however, there are also some measures at a Silver level to create a comprehensive picture across the force. The number of measures in this report will be reduced and refined to ensure that they are KEY performance indicators.

This report will act as a baseline to assess progress against in the coming quarter.

Data issues

There have been a number of barriers to presenting an accurate picture of performance. These have mainly been based around the newness of the PMF and creating a significant new dataset to inform this report.

The development of Management Information (MI) to inform the KPI proposed for each business area exists already in a number of areas, but not all. We will work with these areas to understand the requirements for MI and how we can extract that from systems. KPI Profiles are being created for this purpose and will make a considerable improvement in our knowledge of data assets. They will also focus on creating digital options for actively sharing MI with business area leads to inform local decision-making and improvement activities.

We have also faced challenges in assessing demand in some business areas due to the disaggregation of resources and where some areas still provide joint or hosted services, as well as the implementation of new systems across the force such as SAAB-Safe.

Quarter 1, April – June 2020, has been dominated by COVID-19 and our response to legislation in this area regarding lockdown measures, changes to crime patterns and trends and the impact it has had on the force from working practices to recruitment of officers. This makes comparisons to previous quarters and the same period last year extremely challenging and will do so for at least the coming 12 months. Further, the extreme circumstances we faced in relation to policing the flooding in quarter 4 of last year, reduces our confidence in confirming trends and patterns of crime.

GOLD

Our vision

Protecting people from harm

Gold Balanced Scorecard 2020-2021

3. Delivering an ethical service

3.1 Delivering our service legally and within regulations

1. Delivering a high quality, consistent service to the public

1.1 Delivering victim satisfaction

1.2 Creating public confidence

2. Delivering an efficient service

2.1 Delivering our service within budget

4. Delivering innovative, problem-solving practices and processes

4.1 Delivering effective core practices

4.2 Managing demand

4.3 Innovating and improving

5. Delivering a skilled, sustainable workforce in a constantly learning and improving environment

5.1 Establishing a skilled, flexible workforce

5.2 Establishing high quality, accessible knowledge

5.3 Establishing appropriate, available tools

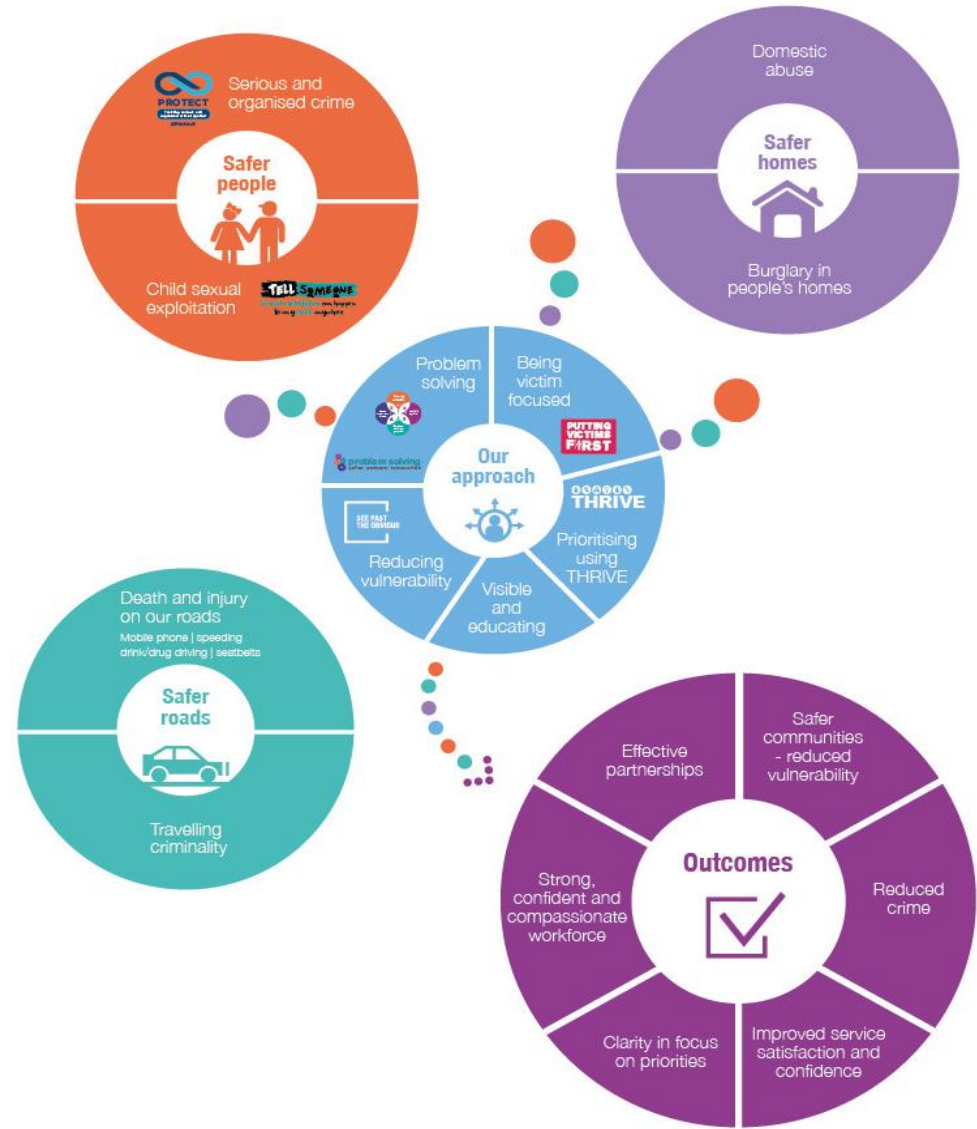**Accountability   Fairness   Honesty   Integrity   Leadership   Objectivity   Openness   Respect   Selflessness**
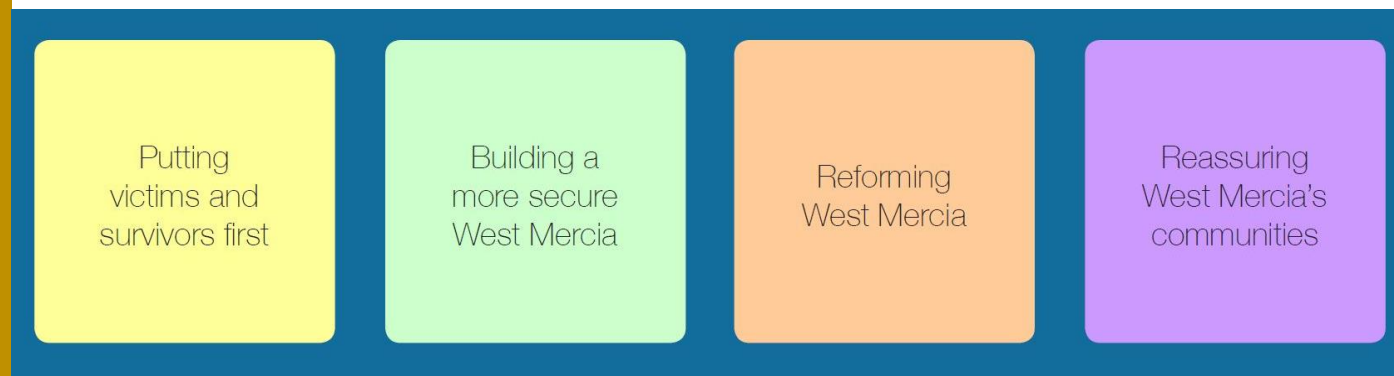
Our policing priorities

GOLD

Safer West Mercia Plan 2016-2021

| Putting victims and survivors first | Building a more secure West Mercia | Reforming West Mercia | Reassuring West Mercia's communities |

The aim of the Performance Management Framework is to reform the way that we manage performance across the force, reinforcing our focus on priorities and delivering our vision.

Core to the balanced scorecard approach is achieving a balanced delivery to all of our communities. Key elements of the scorecard are delivering confidence and creating victim satisfaction and, ultimately, reassuring those communities and making them feel safe.

1. Delivering a high quality, consistent service to the public
1.1 Delivering victim satisfaction

Legitimacy – Requires Improvement

HMICFRS
27 Sept 2019

Domestic Abuse

Burglary

Violent Crime

Rape

Hate Crime

Road Traffic Collisions (slight injury)

Changes to Surveying from April 2020

Following an **external review** of surveying in summer 2018 and a further **internal review** in December 2019, the **following changes were introduced in April 2020**:

1. Better reflecting the *force priorities*

Changes in the groups surveyed with the **ceasing of vehicle crime surveys** and **commencement of Road Traffic Collision (RTC) surveys** (from autumn 2020).

2. A more *ethical* and *sensitive* measure

Using the **percentage of victims completely and very satisfied** for the internal measurement of victim satisfaction (with 'fairly' being included only for external communication purposes).

This is following recognition that the 'fairly satisfied' category is a polite way of expressing dissatisfaction / experiences of service that had poor elements. This measure is also a more powerful approach to identifying *changes* in satisfaction performance and offers more 'room for improvement'.

3. A *disaggregated* measure

The former aggregated satisfaction measure, which combined the results of vehicle, violent and burglary crime surveys, has been replaced with **separate measures for each crime type in recognition of the different service levels received by each victim group**.

4. Providing greater *insight*

Through revised burglary and violent surveys to include **diagnostic** questions to provide us with the 'why'.

5. Providing greater *accuracy*

Achieving the best balance between accuracy of the victim's recall of the service received and them having sufficiently progressed through the 'victim journey' **by shifting the surveying window forwards** from 6-12 weeks to 4-8 weeks (burglary and violent) / 4-10 (hate).
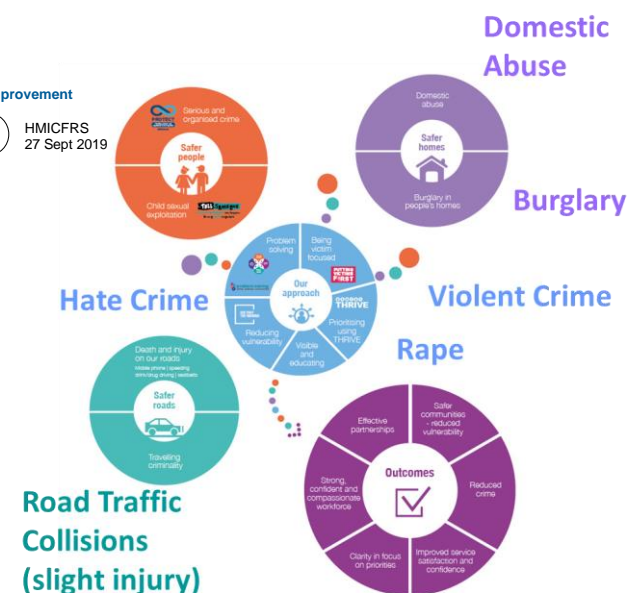
6. Providing more reliable *LPA-level data*

Through **greatly increased sample sizes** for burglary and violent crime surveys.

1. Delivering a high quality, consistent service to the public
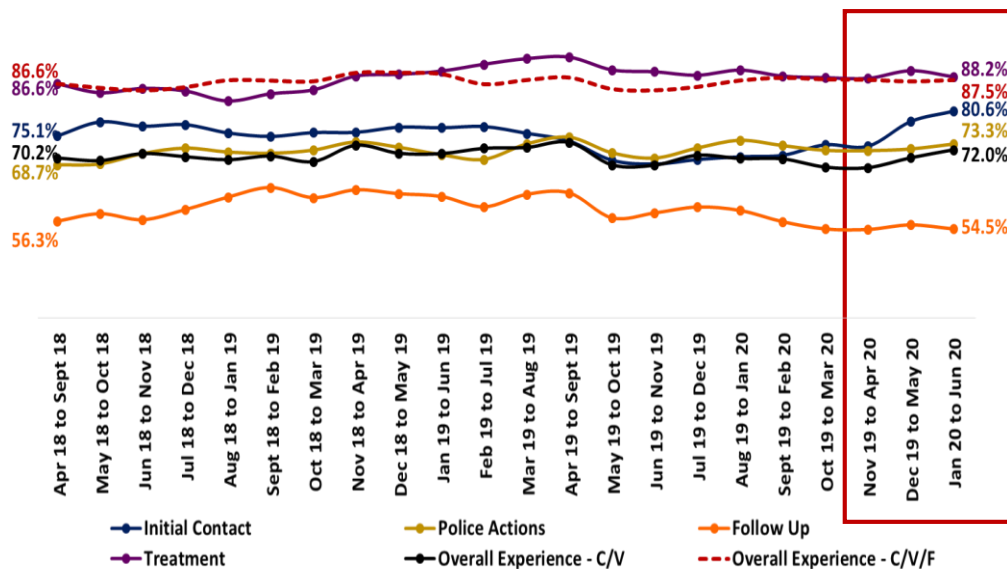**1.1 Delivering victim satisfaction**

Burglary Satisfaction

6-month Rolling Trend Data

Proxy data has been used for April 20 due to surveying being suspended as a result of COVID-19

As at end June 20, satisfaction with the Overall Experience stood at **72%, an *improvement* since last quarter**. With the *exception of Follow Up*, *all service stages have improved* since April 18; Initial Contact has improved most markedly.

Satisfaction with the Overall Experience is *highest in North Worcestershire* (81.4%) and *lowest in Telford* (62.8%).

Demographics

Satisfaction is *lower* for victims with a *disability* while it is *significantly higher* for victims falling into the *oldest age category*.
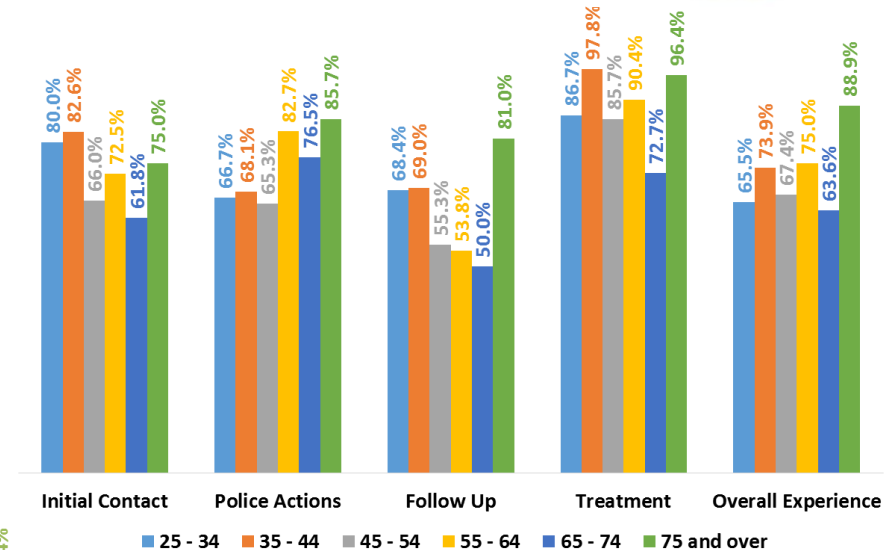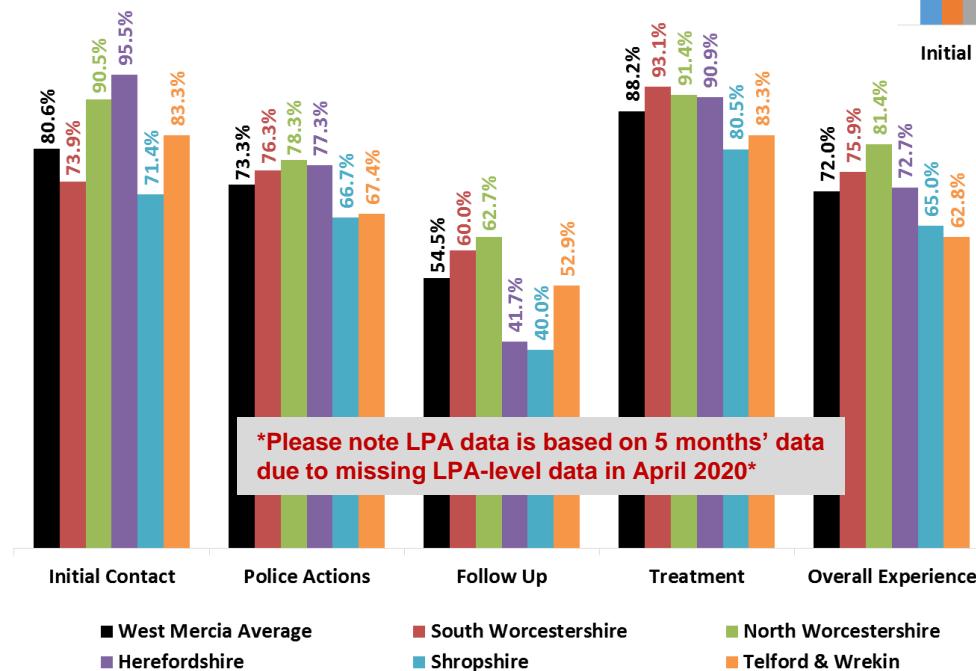
Satisfaction by disability
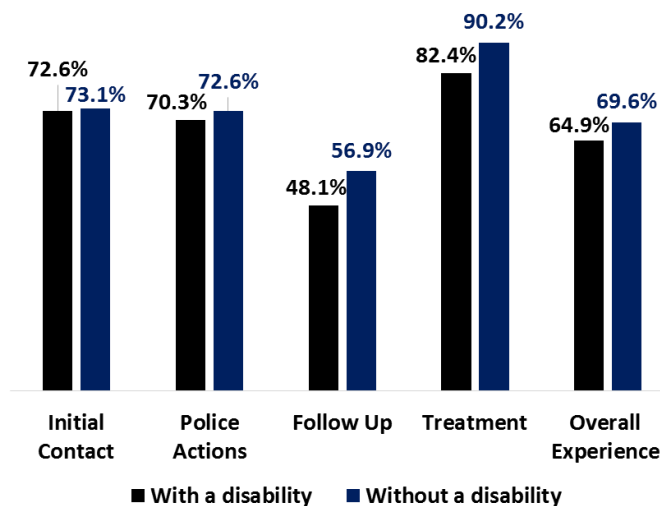
■ With a disability   ■ Without a disability

October 19 – March 20 data has been used for demographic analysis

GOLD

7

GOLD

1. Delivering a high quality, consistent service to the public
1.1 Delivering victim satisfaction

Burglary Satisfaction

Analysis supports the importance of an ***initial assessment of a victim's needs*** in order to avoid assumptions / unconscious bias regarding a victim's level of need / vulnerability influencing perceptions regarding the service needed. This is ***applicable to all victim groups***.
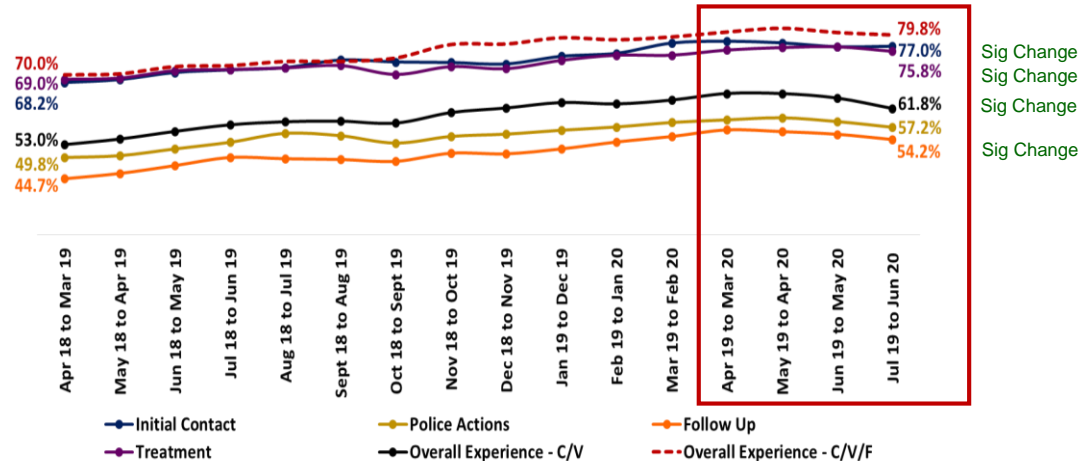

Satisfaction by age

Chart — Satisfaction by age (legend: 25 - 34, 35 - 44, 45 - 54, 55 - 64, 65 - 74, 75 and over)

Category	25-34	35-44	45-54	55-64	65-74	75 and over
Initial Contact	80.0%	82.6%	66.0%	72.5%	61.8%	75.0%
Police Actions	66.7%	68.1%	65.3%	82.7%	76.5%	85.7%
Follow Up	68.4%	69.0%	55.3%	53.8%	50.0%	81.0%
Treatment	86.7%	97.8%	85.7%	90.4%	72.7%	96.4%
Overall Experience	65.5%	73.9%	67.4%	75.0%	63.6%	88.9%

Chart — Burglary Satisfaction by LPA (legend: West Mercia Average, South Worcestershire, North Worcestershire, Herefordshire, Shropshire, Telford & Wrekin)

Category	West Mercia Average	South Worcestershire	North Worcestershire	Herefordshire	Shropshire	Telford & Wrekin
Initial Contact	80.6%	73.9%	90.5%	95.5%	71.4%	83.3%
Police Actions	73.3%	76.3%	78.3%	77.3%	66.7%	67.4%
Follow Up	54.5%	60.0%	62.7%	41.7%	40.0%	52.9%
Treatment	88.2%	93.1%	91.4%	90.9%	80.5%	83.3%
Overall Experience	72.0%	75.9%	81.4%	72.7%	65.0%	62.8%

Please note LPA data is based on 5 months' data due to missing LPA-level data in April 2020

1. Delivering a high quality, consistent service to the public
1.1 Delivering victim satisfaction
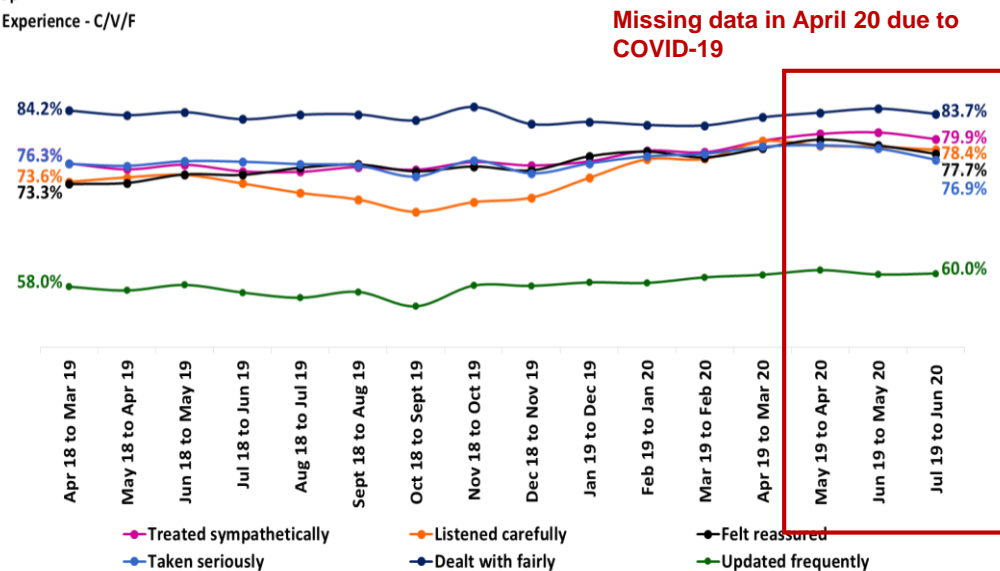
Hate Crime Satisfaction

12-month Rolling Trend Data

Proxy data has been used for April 20 due to surveying being suspended as a result of COVID-19

As at end June 20, satisfaction with the Overall Experience stood at **61.8%** - a *fall* since last quarter (65.5%). With *exception of Police Actions*, *all service stages* have *improved* since April 2018.

Satisfaction with Overall Experience is *highest in Telford* LPA (78.6%) and *lowest in Shropshire* (48.5%). Different models of dealing with hate crime exist across the force; early analysis undertaken in November 2018 indicated that the *Dedicated Hate Crime Officer approach being utilised in Telford* – involving a *holistic* and *root cause approach to dealing with hate crime* – was having the most positive impact. The latest results would also confer with this. A full evaluation is to be undertaken.
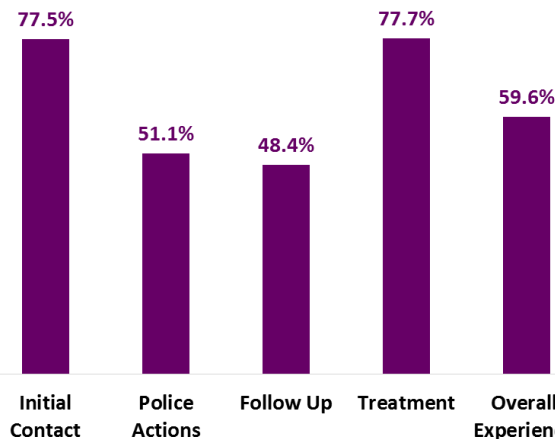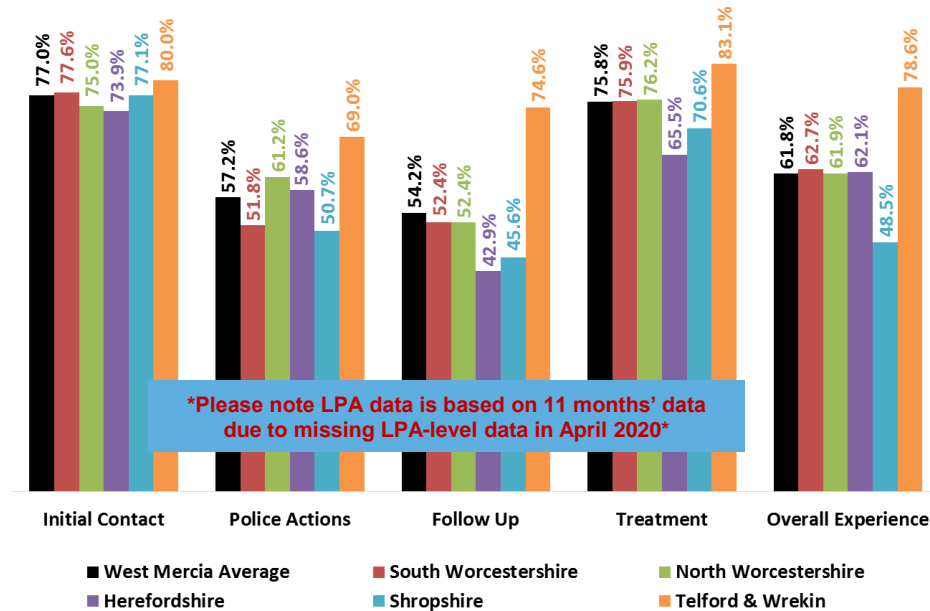
Missing data in April 20 due to COVID-19

With the exception of 'dealt with fairly' the remaining drivers of hate crime have *improved since April 18*.

1. Delivering a high quality, consistent service to the public
1.1 Delivering victim satisfaction

Hate Crime Satisfaction

West Mercia Average values — Initial Contact: 77.0%, Police Actions: 57.2%, Follow Up: 54.2%, Treatment: 75.8%, Overall Experience: 61.8%
South Worcestershire — 77.6%, 51.8%, 52.4%, 75.9%, 62.7%
North Worcestershire — 75.0%, 61.2%, 52.4%, 76.2%, 61.9%
Herefordshire — 73.9%, 58.6%, 42.9%, 65.5%, 62.1%
Shropshire — 77.1%, 50.7%, 45.6%, 70.6%, 48.5%
Telford & Wrekin — 80.0%, 69.0%, 74.6%, 83.1%, 78.6%

Please note LPA data is based on 11 months' data due to missing LPA-level data in April 2020

Legend:
- West Mercia Average
- South Worcestershire
- North Worcestershire
- Herefordshire
- Shropshire
- Telford & Wrekin

Categories: Initial Contact, Police Actions, Follow Up, Treatment, Overall Experience

Victims aged 35-44 years — Initial Contact: 77.5%, Police Actions: 51.1%, Follow Up: 48.4%, Treatment: 77.7%, Overall Experience: 59.6%

Victims aged 35-44 years

Drivers of Hate Crime (In order of significance)

Treated *sympathetically*	*Listened* carefully	Felt *reassured*
Case taken *seriously*	Dealt with *fairly*	*Updated* as often as expected

Demographics

Satisfaction is *significantly lower* with victims indicating that they have a *disability* and those *aged 35-44 years*.

Disability
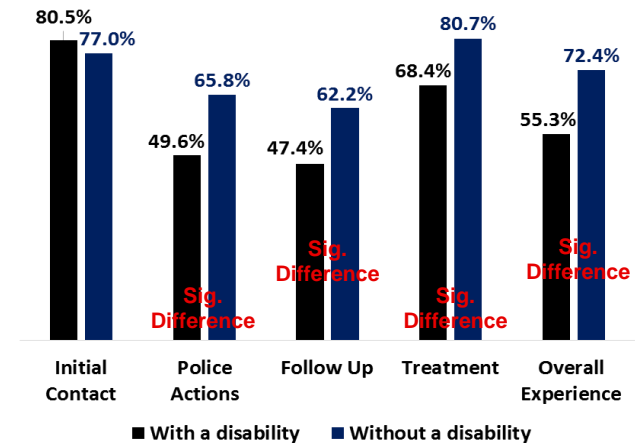
With a disability vs Without a disability:
- Initial Contact: 80.5% / 77.0%
- Police Actions: 49.6% / 65.8% — Sig. Difference
- Follow Up: 47.4% / 62.2% — Sig. Difference
- Treatment: 68.4% / 80.7% — Sig. Difference
- Overall Experience: 55.3% / 72.4% — Sig. Difference

Legend:
- With a disability
- Without a disability

1. Delivering a high quality, consistent service to the public
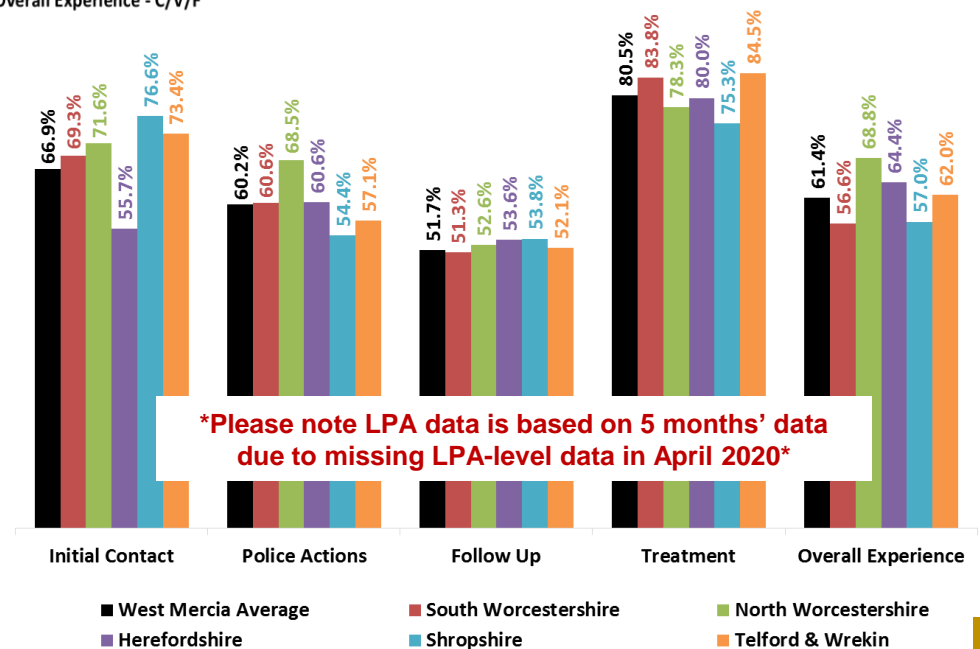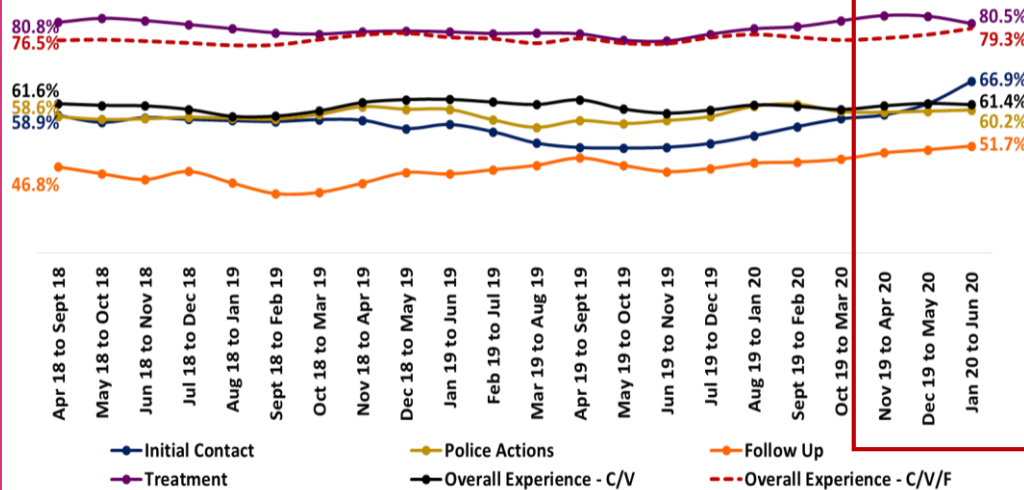## 1.1 Delivering victim satisfaction

Violent Crime

Proxy data has been used for April 20 due to surveying being suspended as a result of COVID-19

6-month Rolling Trend Data

As at end June 20, satisfaction with Overall Experience stood at **61.4%**, a *slight increase since last quarter* (60.3%). Marked *improvements* have been seen in satisfaction with *Follow Up* and *Initial Contact* over the period.

Satisfaction with the Overall Experience is *highest* in *North Worcestershire* (68.8%) and *lowest* in *South Worcestershire* (56.6%).

Please note LPA data is based on 5 months' data due to missing LPA-level data in April 2020

11

1. Delivering a high quality, consistent service to the public
1.1 Delivering victim satisfaction

Violent Crime

With a disability   **Without a disability**
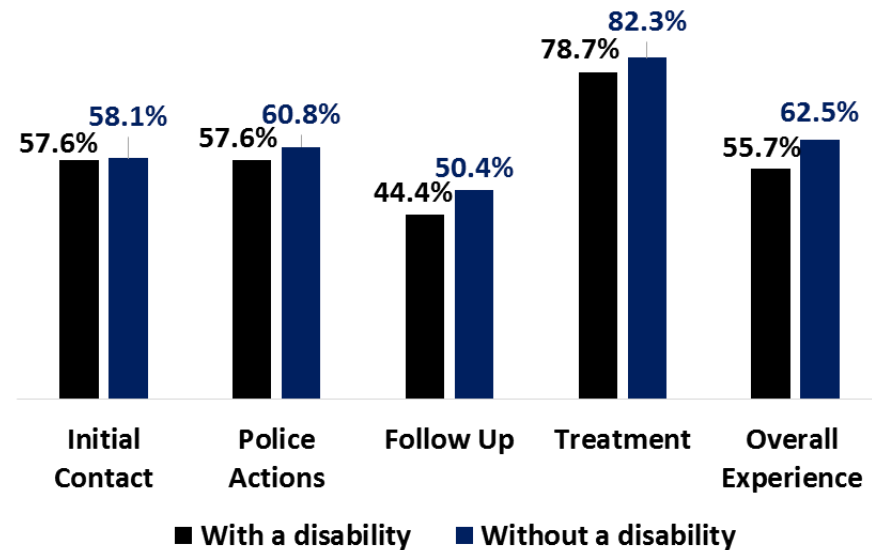
October 19 – March 20 data has been used for demographic analysis

Satisfaction by disability

Satisfaction is *lower* for victims who indicate that they have a *disability*.

Satisfaction *varies significantly by age* of victim with satisfaction with Overall Experience being *highest* for victims falling into the *youngest* and *oldest* age categories. Again, an effective *initial assessment of a victim's individual needs* is important, recognising that *vulnerabilities are not always obvious at first sight*.

Satisfaction by age
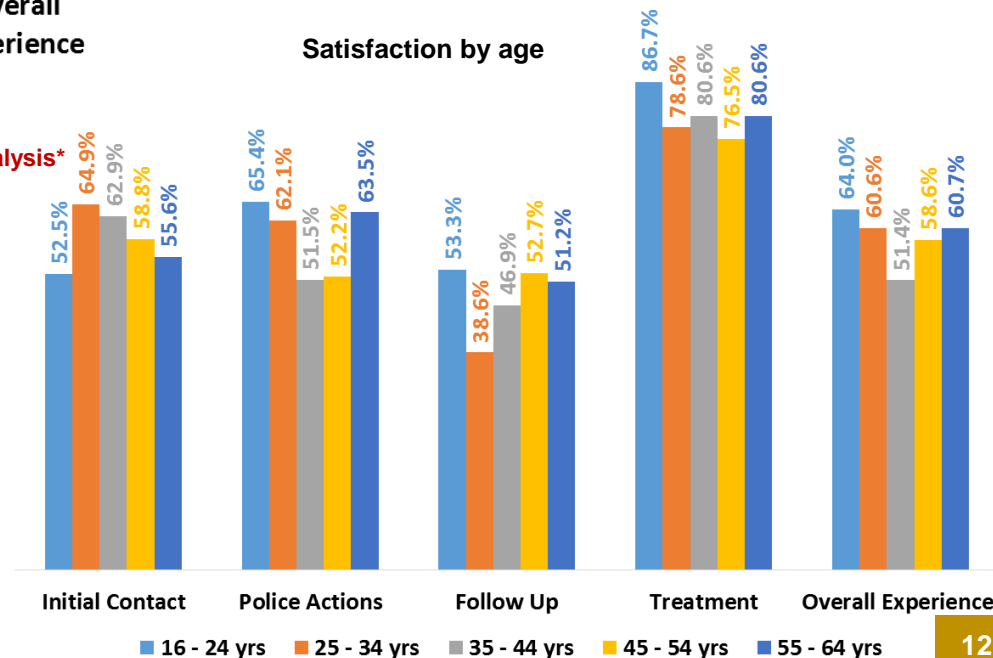
16 - 24 yrs   **25 - 34 yrs**   **35 - 44 yrs**   **45 - 54 yrs**   **55 - 64 yrs**

1. Delivering a high quality, consistent service to the public
1.1 Delivering victim satisfaction

Domestic Abuse Satisfaction

Domestic Abuse Surveying: 2020

March 2020: Suspended Surveying due to COVID-19

All *satisfaction surveys were suspended in March 2020 due to staff abstractions as a result of COVID-19*.

Surveying resumed in May 2020 for all crime types with exception of Domestic Abuse due to continued staff abstractions as a result of COVID-19. *Domestic Abuse surveying will recommence from August 2020* albeit the intention is that the surveying programme will take a different form in order to support the Domestic Abuse Local Policing Audits being undertaken by Det. Supt. Pettit's Vulnerability and Safeguarding team.

August 2020: New approach for Domestic Abuse surveying to complement LPA audits

From August 2020, instead of surveying being continuous across all five Local Policing Areas (LPAs), as was the previous approach, *Domestic Abuse surveying will have a geographical area of focus – in line with the auditing schedule and starting with Shropshire LPA* – and which will rotate around the five Policing Areas.

Instead of random surveying, those victims selected by the Vulnerability Team as subjects of the audit will be surveyed (if screened and deemed to be safe to do so) with the *results of the surveys being considered alongside the audit findings in order to provide a multi-dimensional view*. It is anticipated that across a ~15-month period, all five LPAs will be surveyed.

Whilst this means that the *long-term trend Domestic Abuse data will not be available during this time, it will mean that the surveying is supporting and informing operational activity*.

1. Delivering a high quality, consistent service to the public
## 1.1 Delivering victim satisfaction

Victim Code Compliance

In total, a sample of 47 cases were selected from all crimes recorded in April 2019.

**Q1: Does the victim receive a written acknowledgement that a crime was reported?**

In 29 (38.7%) of the cases sampled, there was evidence on the case record that the victim was provided with a written acknowledgement.

Of those where there was no evidence of the victim being provided a written acknowledgement, this included all the victims of domestic abuse within the sample, where such an acknowledgement may not have been appropriate.

Yes
39%
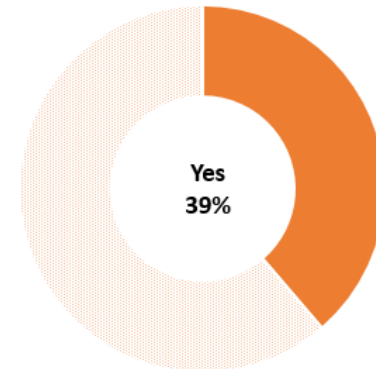
Q2: Is the victim assessed and, if found to be in need, referred to support services, within 2 days of the crime being reported?

In 41 (54.7%) of cases sampled, the auditor found evidence that the officer had undertaken a risk assessment. Of these, 21 (51.2%) were referred to a support or statutory service. There was no evidence of a referral where an assessment had not been undertaken.
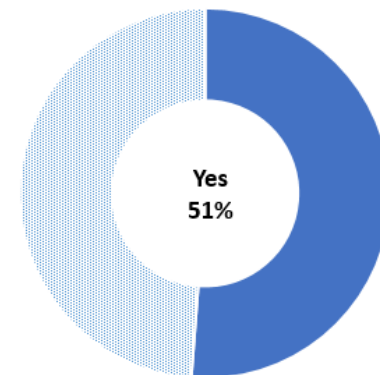
From the new Victim Satisfaction Survey (June 2020) 73/108 (63.5%) of burglary victims and 119/189 (57.5%) were made aware of the Victim Advice Line.

Yes
51%

1. Delivering a high quality, consistent service to the public
## 1.1 Delivering victim satisfaction

Victim Code Compliance

Q3: Are the updates the victim receives on the investigation, suspects and outcome present, made within 5 working days (1 day for an enhanced service victim), and of an appropriate quality?

Of the cases sampled, the officer had recorded whether the victim had requested to be updated or not. Of these
**• 32 (42.7%) had opted in for an update**
• 31 (41.3%) had opted out
• 12 (16%) were either recorded as unknown or not recorded

Of those that had opted-in to be updated, 24 (75.0%) were provided with an update within the required timescale. Of the 43 victims who were not recorded as having opted-in, 31 were provided with an update.

Yes
75%
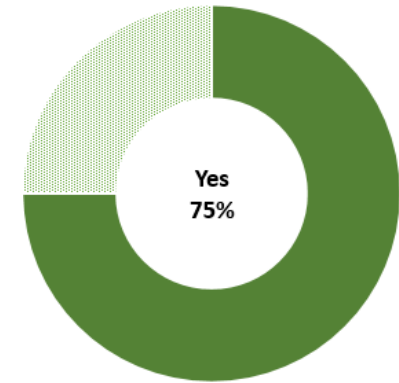
Q4: Is the victim informed of the end of their CJS journey (e.g. stop investigation, drop charges, sentence, out of court disposal)?

**Of the closed investigations, 46 (65.7%) recorded that the victim was informed of the result of the investigation.**

Yes
66%
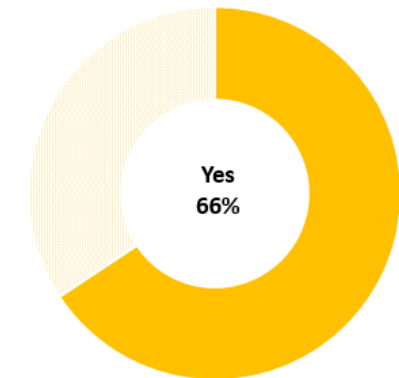
Q5: Is the Victim Personal Statement taken?

Nationally, 14% of adult victims are offered a Victim Personal Statement and of these 55% were made.

In only 3 of the cases dip sampled was the offer of a Victim Personal Statement recorded on the Athena record and, of these, only one was taken.
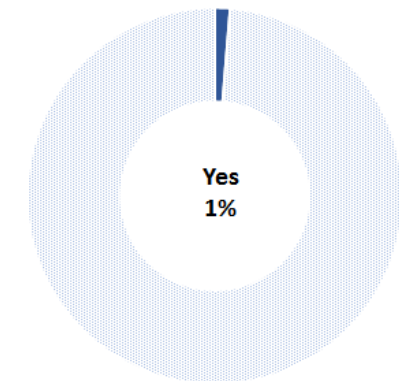
Yes
1%

GOLD

1. Delivering a high quality, consistent service to the public
1.2 Creating public confidence

Legitimacy – Requires Improvement

HMICFRS
27 Sept 2019

West Mercia's public confidence figure stands at *76.5%* (latest CSEW data, Jan – Dec 19).

West Mercia ranks *6th out of 8* 'Most Similar Group' (MSG) forces.

This is a *reduction since data from the previous quarter* (77.1%; MSG rank: 4th).
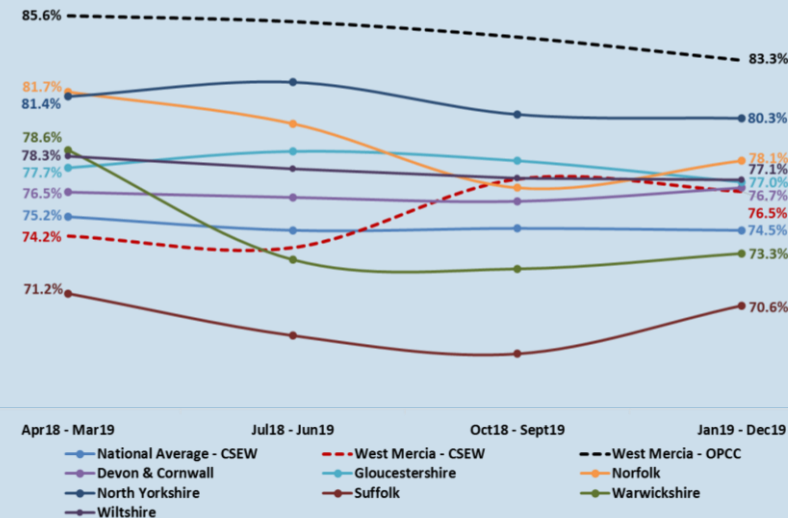
The long-term trend remains *upward*.

The equivalent figure from the local OPCC Confidence Survey is *83.3%* - however, more recent data is available (see chart, below).

The long-term trend using the OPCC survey is *downward*.

Crime Survey England & Wales (CSEW) and WMOPCC Perception Survey

WMOPCC Perception Survey By Local Policing Areas
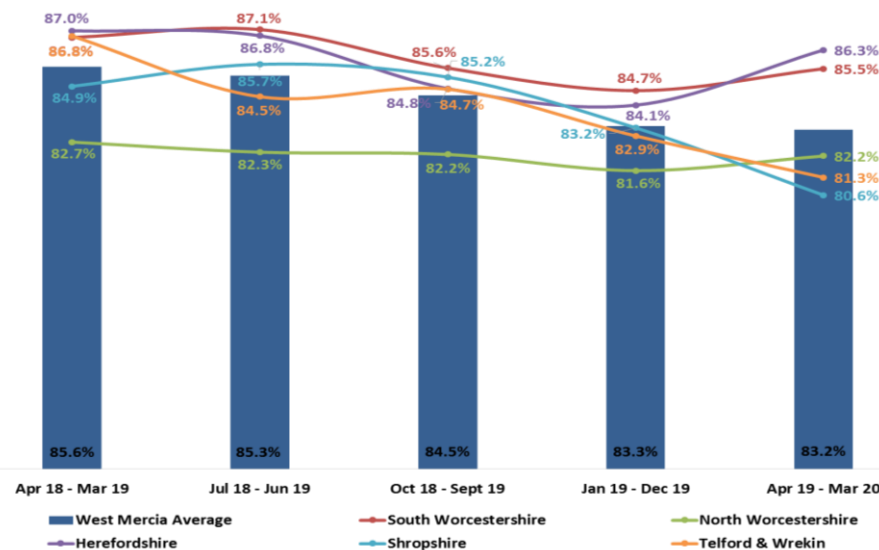
With a latest figure of *83.2%*, confidence using the local OPCC survey has *reduced* slightly since last quarter. This is *not statistically significant*.

The trend over the whole period shown is *downward*; this is *statistically significant*.

Confidence is *highest in Herefordshire* (*86.3%*) and *lowest in Shropshire* (*80.6%*).
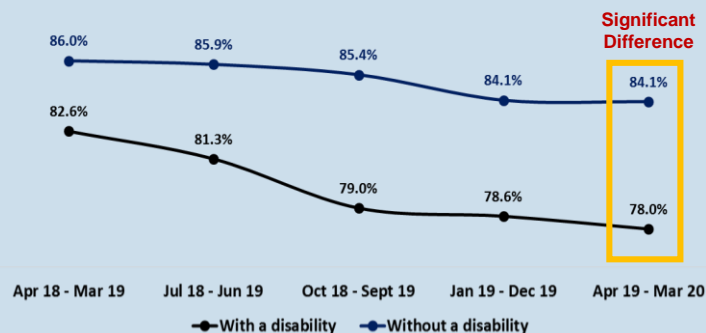
Confidence has *decreased in Shropshire* and *Telford* since last quarter and also over the whole period, with the *decrease in Telford* being *statistically significant*.

GOLD

16

1. Delivering a high quality, consistent service to the public
1.2 Creating public confidence

Confidence: Those with a disability compared to those without

Confidence is *lower* for respondents who indicate that they consider themselves to have a *disability*.

This *gap has widened* over the long-term.

Using the latest data, this *gap is statistically significant*.

(OPCC Survey)

Confidence: Variation by sociodemographic groups using Mosaic

Respondents living in some of the most *rural* and most *deprived* areas are found to have *lowest* levels of confidence.

Some of the most *deprived* Mosaic groups are *over-represented in Telford* and *North Worcestershire* while *Shropshire* is *over-represented* in terms of '*Rural Reality*'.

The *demographic profile of an LPA* should be *considered when comparing confidence levels*.
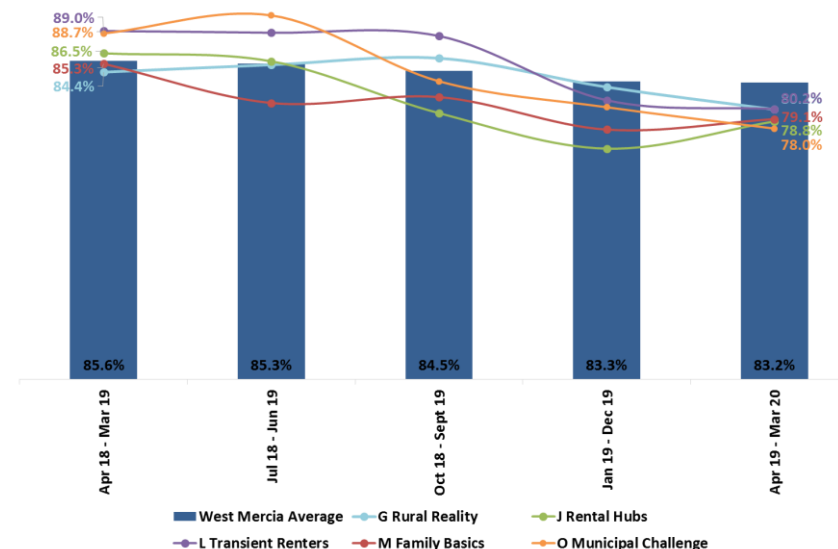
1. Delivering a high quality, consistent service to the public
1.2 Creating public confidence

Drivers of Confidence

Increasing significance

- ➢ I have *trust* in West Mercia Police
- ➢ Do a *good job* in my local area
- ➢ Can be *relied upon* when you need them
- ➢ Take people's concerns *seriously*
- ➢ Good *reputation* amongst local people
- ➢ Use their *powers appropriately*
- ➢ Value and are *responsive to public feedback*
- ➢ *Complaints* against West Mercia Police are dealt with *fairly*
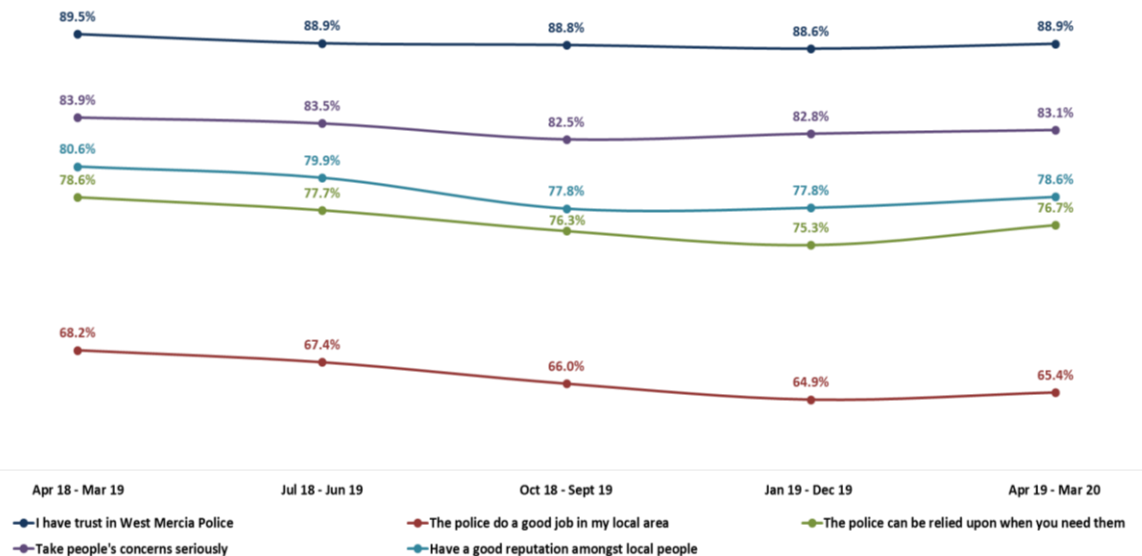- ➢ Everyone is treated *fairly*
- ➢ *Dealing with Crime and ASB*

The *top 10 drivers* are shown on the left and have been shown in order of significance.

Many of the drivers relate to having 'trust' in the police and police **'integrity'.**

Herefordshire (the LPA with the highest confidence) has seen a *statistically significant increase* in the percentage agreeing that the police '*Value and are responsive to public feedback*' whilst *Shropshire* (lowest confidence) has seen a *statistically significant decrease* in the percentage stating that the police are '*Dealing with Crime and ASB*'.

Since April 2018 all of **the top five drivers have decreased**; the decrease in the case of **4 out of 5** drivers is *statistically significant.*

Activity to generate improvements in these areas should contribute to an increase in confidence.

	Apr 18 - Mar 19	Jul 18 - Jun 19	Oct 18 - Sept 19	Jan 19 - Dec 19	Apr 19 - Mar 20
I have trust in West Mercia Police	89.5%	88.9%	88.8%	88.6%	88.9%
Take people's concerns seriously	83.9%	83.5%	82.5%	82.8%	83.1%
Have a good reputation amongst local people	80.6%	79.9%	77.8%	77.8%	78.6%
The police can be relied upon when you need them	78.6%	77.7%	76.3%	75.3%	76.7%
The police do a good job in my local area	68.2%	67.4%	66.0%	64.9%	65.4%

2. Delivering an efficient service
2.1 Delivering our service within budget

Efficiency – Requires Improvement

HMICFRS
27 Sept 2019

Financial Management

Directorate	Current Budget £m	Budget YTD £m	Actual YTD £m	Variance YTD £m
Crime & Vulnerability	27.856	4.598	4.500	0.098
Operations Support	35.598	5.933	5.750	0.183
Local Policing	101.703	16.931	17.540	**-0.609**
Business Services	40.476	6.746	8.558	**-1.812**
Chief Officers Directorate	4.145	0.691	0.657	0.034
Corporate Budgets	6.802	1.198	2.033	**-0.835**
PCC & YOS	19.225	3.204	1.664	1.541
Total	235.805	39.301	40.701	**-1.401**

Net expenditure at the end of May 2020 totalled £40.701m, this is £1.401m more than may be expected after the first two months of the year.

The practice of profiling budgets, however, to allow in year comparison of year to date spend has not been consistently applied in the past and a raw comparison can be misleading. A number of large payments such as software licences and the annual pension lump sum contribution to the Local Government Pension Scheme are incurred early in the year which will skew the spending pattern, conversely pay expenditure can be expected to be higher in the months following the September annual pay award.

Forecasting is currently taking place with budget holders, detailed forecasts are, therefore, not yet included.

Significant pressures and opportunities have, however, been discussed and are included by exception within each directorate's analysis.

The savings plan recognises role based reductions have been made, whilst the wider non pay reductions are in progress. In those few cases where savings are considered unachievable alternatives are being sought.

The force has an extensive capital programme and must consider whether this is deliverable with the staffing resources allocated and external requirements. The process of challenge to ensure a realistic, deliverable and affordable programme is ongoing.
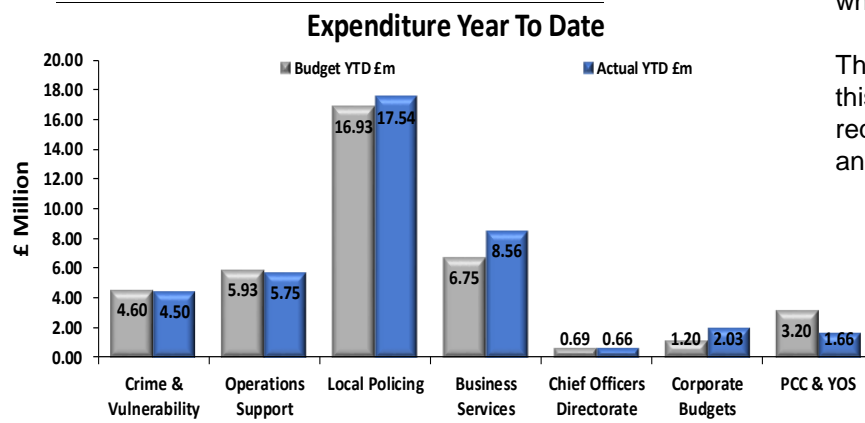
Expenditure Year To Date

3. Delivering an ethical service
3.1 Delivering our service legally and within regulations

We achieved 'outstanding' status for the 4th year in a row following the Disclosure and Barring Audit.

Work will progress in the coming quarter with Information Asset Owners to identify and agree their information assets and they will be required to undertake data flow mapping exercise in anticipation of the next cycle of business planning.

Having regained accreditation to PSN and PSNP in June 2020, our focus is now maintaining activity and momentum to keeping accredited status. Losing this status could result in dis-connection to national systems or third party systems and would impact seriously on operational policing.
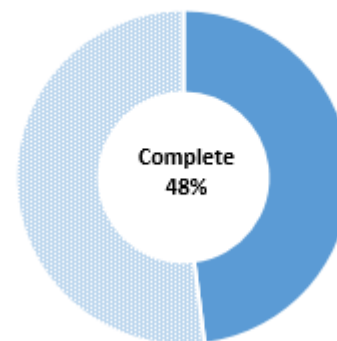
Ensuring knowledge and adherence to information management and data protection regulations are a critical part of delivering an ethical service. This is monitored via completion of the mandatory online training modules.

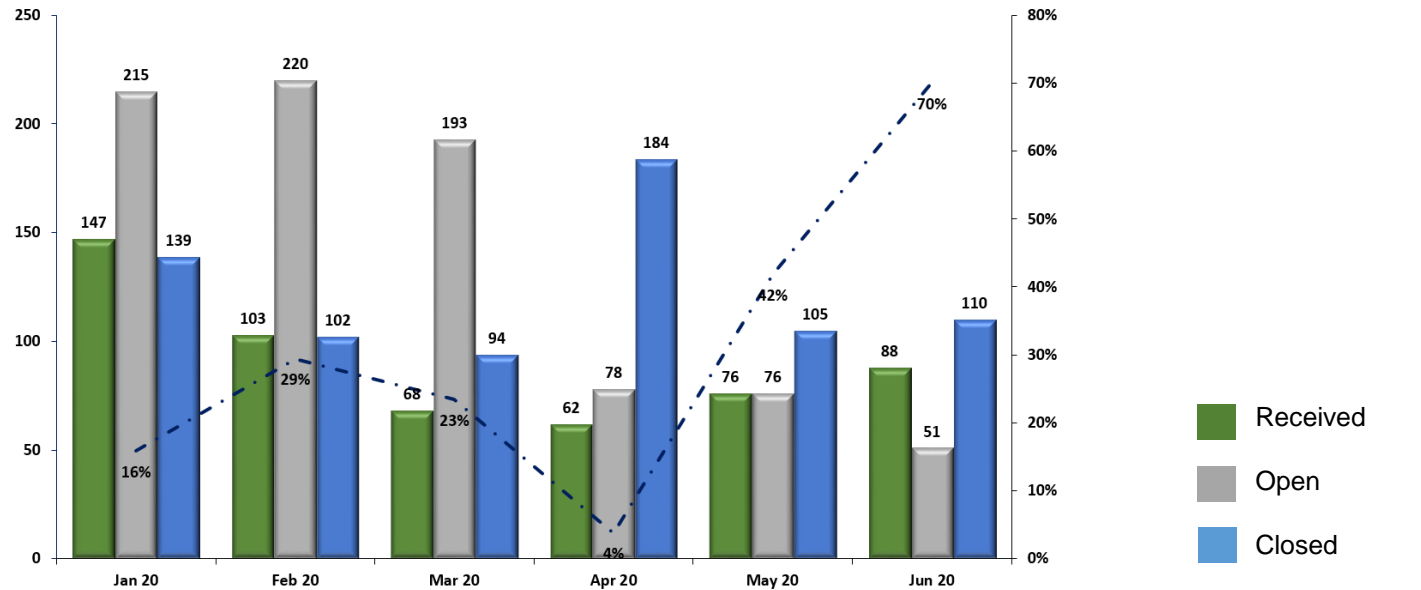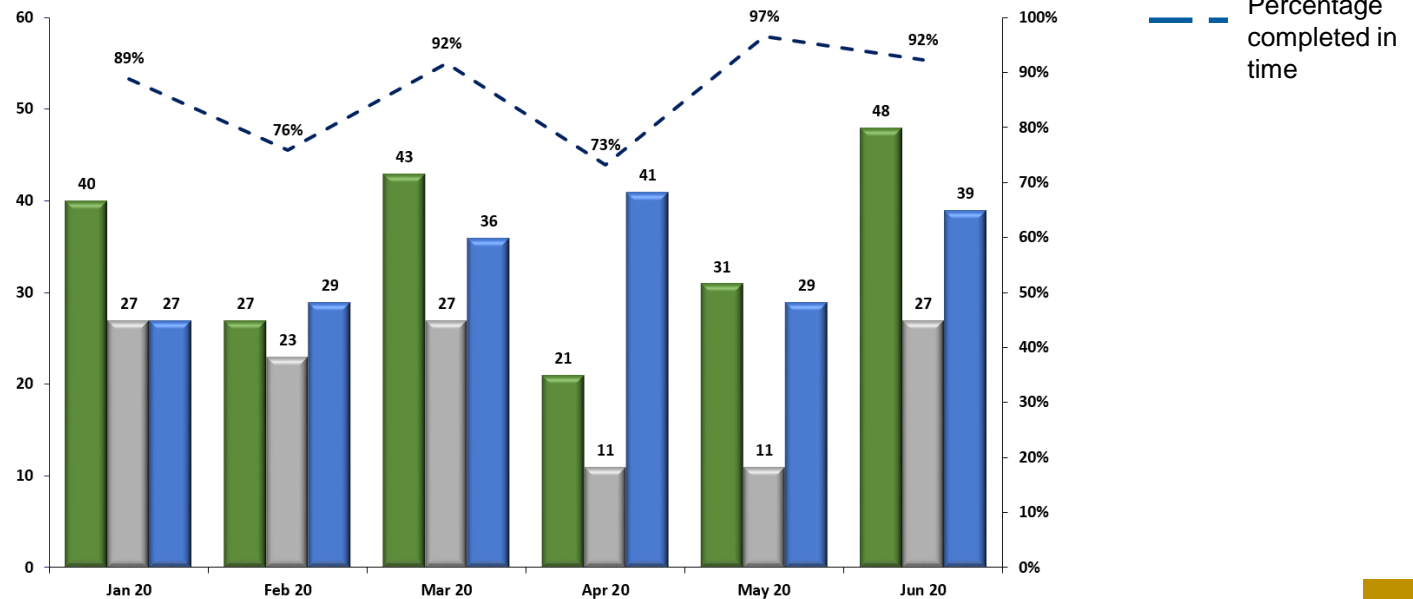## Completion of Mandatory Training

Managing Information

Complete
68%
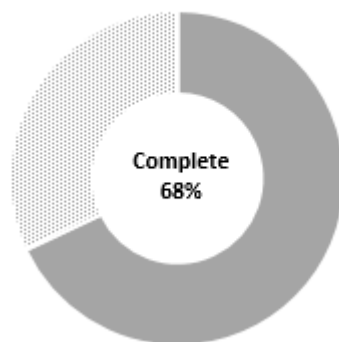
Data Protection Foundation

Complete
48%

3. Delivering an ethical service
3.1 Delivering our service legally and within regulations

Performance Report Q1 April to June 2020 SPI/2020/236

GOLD

Freedom of Information Requests

Subject Access Requests

Received
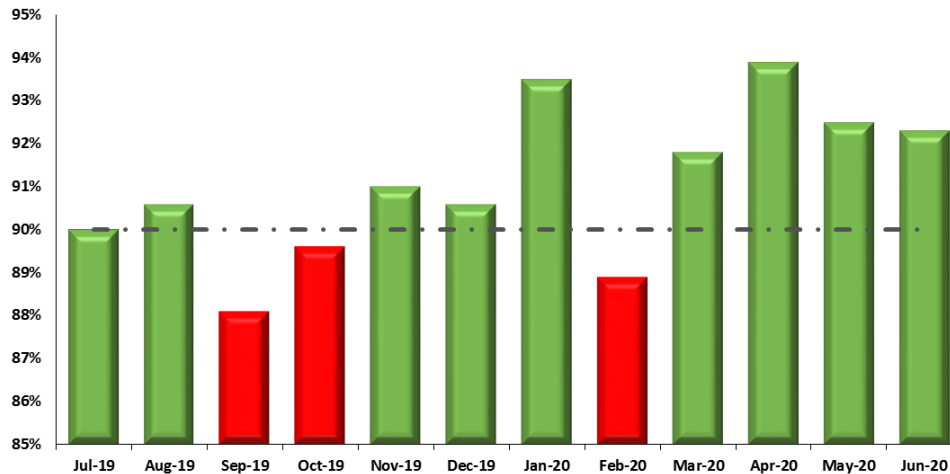Open
Closed
Percentage completed in time

4. Delivering innovative, problem-solving practices and processes
4.1 Delivering effective core practices

Response to calls for service

% 999 Answered in 10 Seconds

% 101 Answered in 30 Seconds
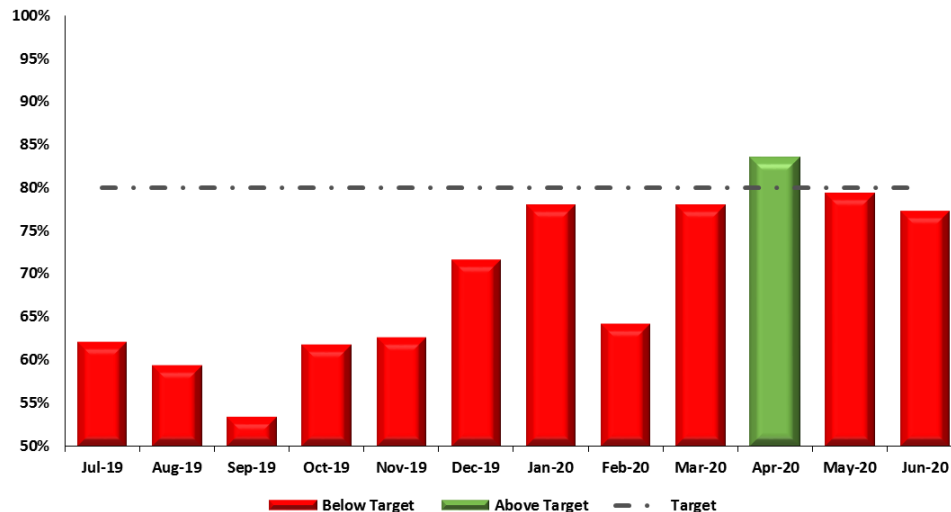
Below Target   Above Target   — · Target

OCC performance was strong for this period, meeting the 90% target for 999 calls in April, May and June.

It is the first time since November 2017, we have met the 101 target of answering 80% of 101 calls within 30 seconds.

We met April's target due to a significant drop in demand, proactive management of resource and promotion of our digital platforms.
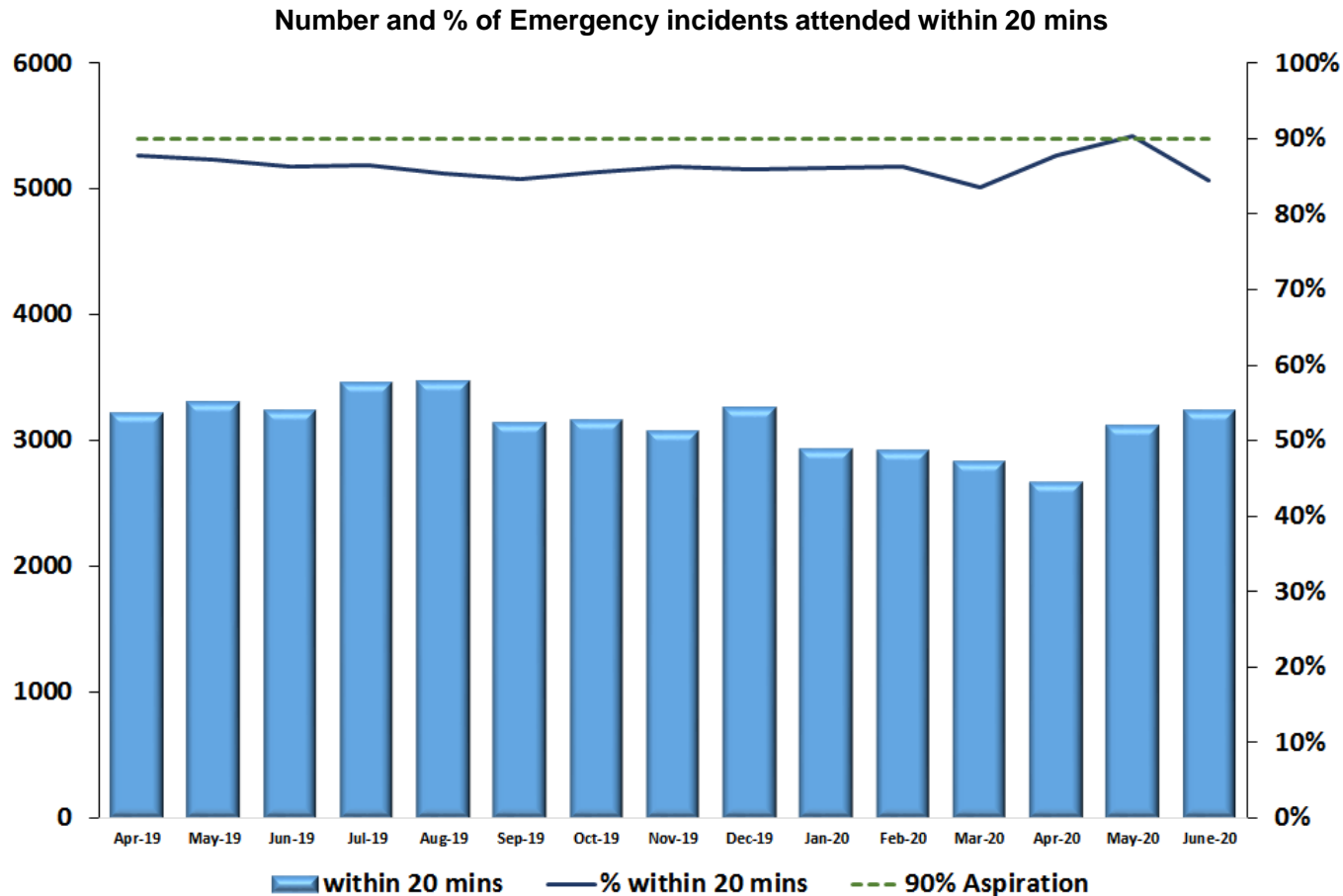
Our performance is positive, however, analysis suggests that the target isn't realistic given current processes, systems and resources, and it is proposed that a more detailed view of average waiting times, as detailed in the table below, is an alternative to determine positive 101 performance.

Average Waiting Time	Rating
0 - 60 Seconds	
61 - 120 Seconds	
121 Seconds & Over	

GOLD

4. Delivering innovative, problem-solving practices and processes
4.1 Delivering effective core practices

Incident Response

Number and % of Emergency incidents attended within 20 mins

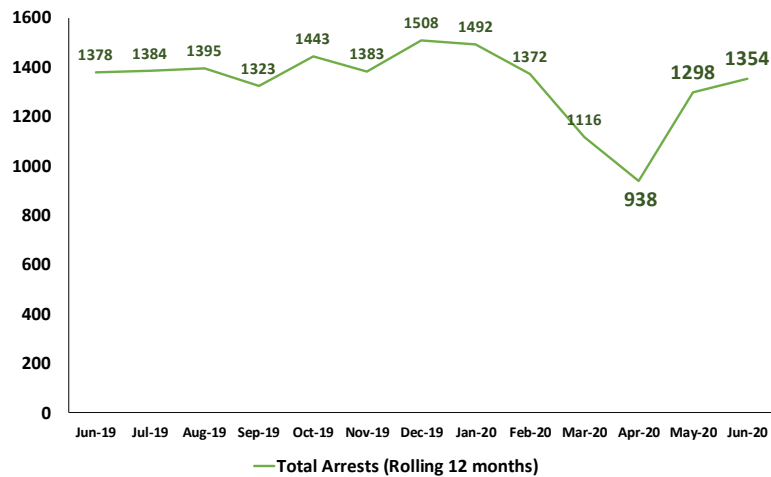Legend: within 20 mins — % within 20 mins --- 90% Aspiration

- 3,855 emergency incidents were recorded in June; a decrease compared to May (3,891)

- 3,248 (84%) of all emergency incidents were attended within 20 minutes last month; a volume increase from 3,132 (90%) attended in May.

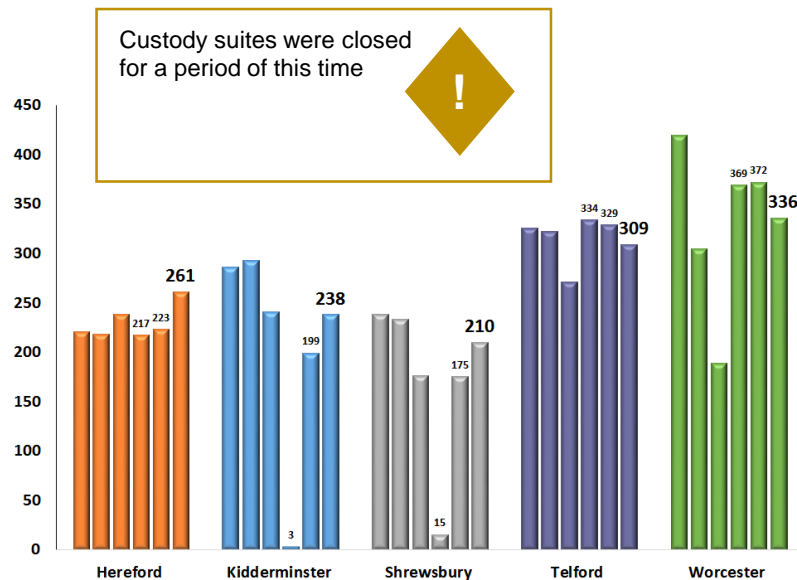## 4. Delivering innovative, problem-solving practices and processes
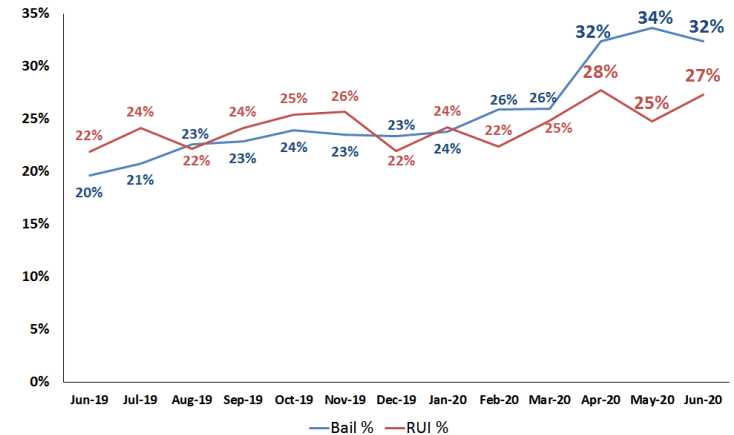## 4.1 Delivering effective core practices

Custody

Total Arrests (Rolling 12 months)

Bail & RUI Disposals shown as a percentage of arrests

Arrests per month by custody station – Jan 2020 to Jun 2020

Custody suites were closed for a period of this time **!**

C&YP Arrests

Number of C&YP Arrests
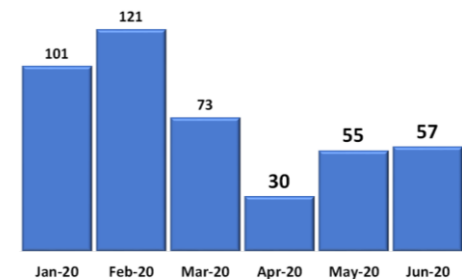
Proportion of C&YP Arrests by Age
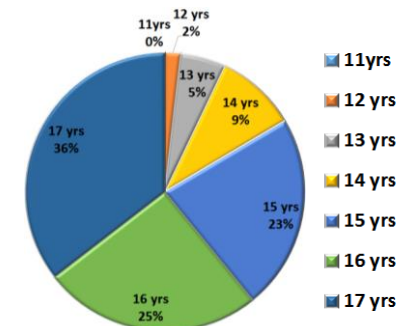
- 11yrs
- 12 yrs
- 13 yrs
- 14 yrs
- 15 yrs
- 16 yrs
- 17 yrs

4. Delivering innovative, problem-solving practices and processes
4.1 Delivering effective core practices

Crime Management

Open Investigations – Crime Age Profile
(point-in-time view)

Crime Age Profile Bandings
- over 1 year
- 6 months to a year
- 4 weeks - 6 months
- less than 4 weeks

No. of Open Investigations (Point in Time)

2019/20   2020/21
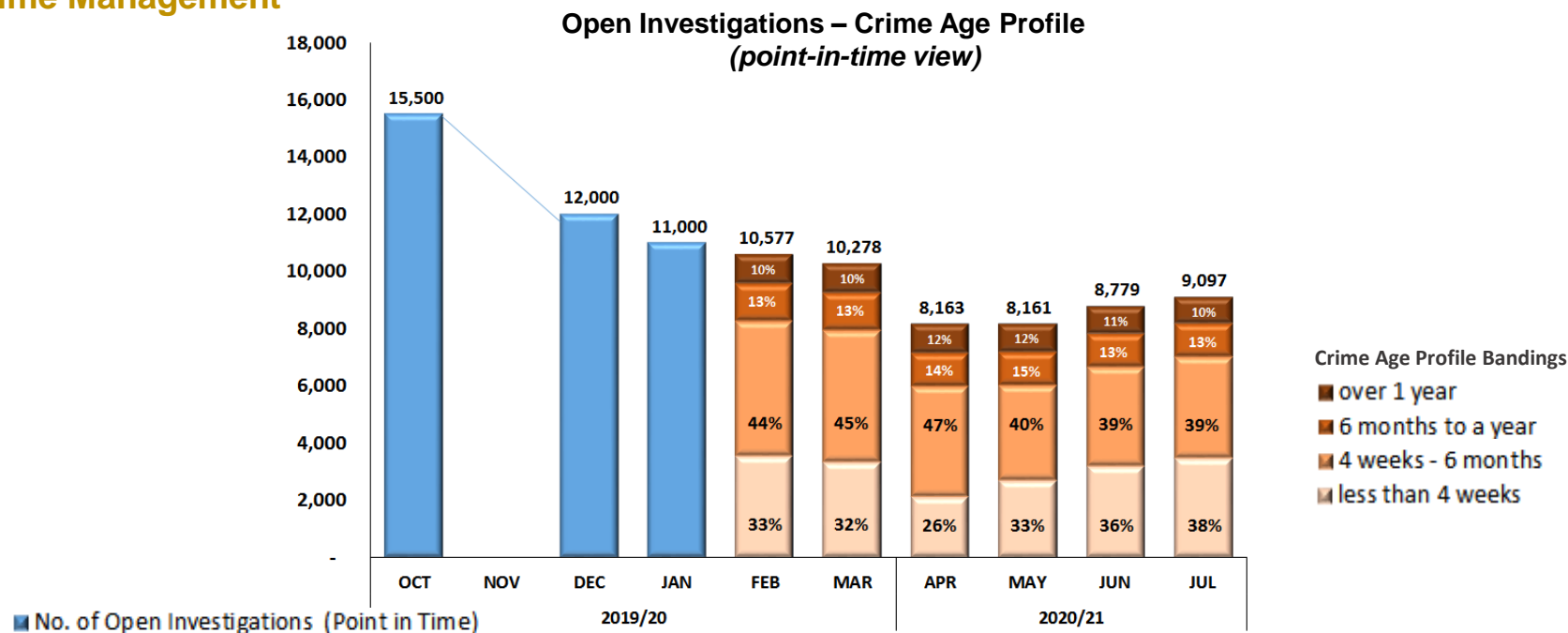
Activity underway since October 2019
Phase One
- Re-designed whole crime investigation process on ATHENA
- Face-to-face training for all frontline and units completed Feb 2020
- Crime Management Data developed and available
- Step-by-step guidance for all users at all levels
- Basic Crime Management package completed
- "Open" crime volumes reduced, Timeliness improved
- Age profile of "Open" crimes has changed - more crime now being dealt with in first 8 weeks and significantly smaller volumes exist over 6 months old

Phase Two
- New Suspect Management process further refined and rolled out from August 2020.
- Work on key pinch points of the Crime and victim journey to improve quality and effectiveness
- Implement a "Crime Quality Management Board" for future process changes

GOLD

4. Delivering innovative, problem-solving practices and processes
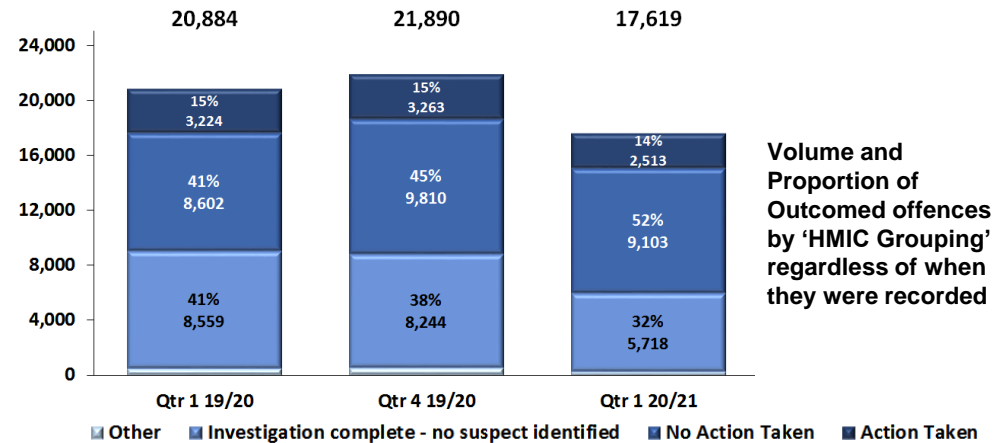### 4.1 Delivering effective core practices

Outcomes

Short term trends

In Q1 20/21, there was a 20% reduction in the number of offences outcomed (regardless of when they were recorded)

Action Taken – 23% decrease in offences assigned an 'action taken' outcome during Q1 20/21 compared to previous quarter

No Action Taken – A greater proportion of offences were assigned a 'no action taken' outcome (52%) compared to previous quarter (45%) and same quarter last year (41%)
  • Offences assigned an Outcome 16 result form the majority of this Outcome grouping (34%)

20,884   21,890   17,619

Qtr 1 19/20
- 15% 3,224
- 41% 8,602
- 41% 8,559

Qtr 4 19/20
- 15% 3,263
- 45% 9,810
- 38% 8,244

Qtr 1 20/21
- 14% 2,513
- 52% 9,103
- 32% 5,718

Legend: ■ Other ■ Investigation complete - no suspect identified ■ No Action Taken ■ Action Taken

Volume and Proportion of Outcomed offences by 'HMIC Grouping' regardless of when they were recorded
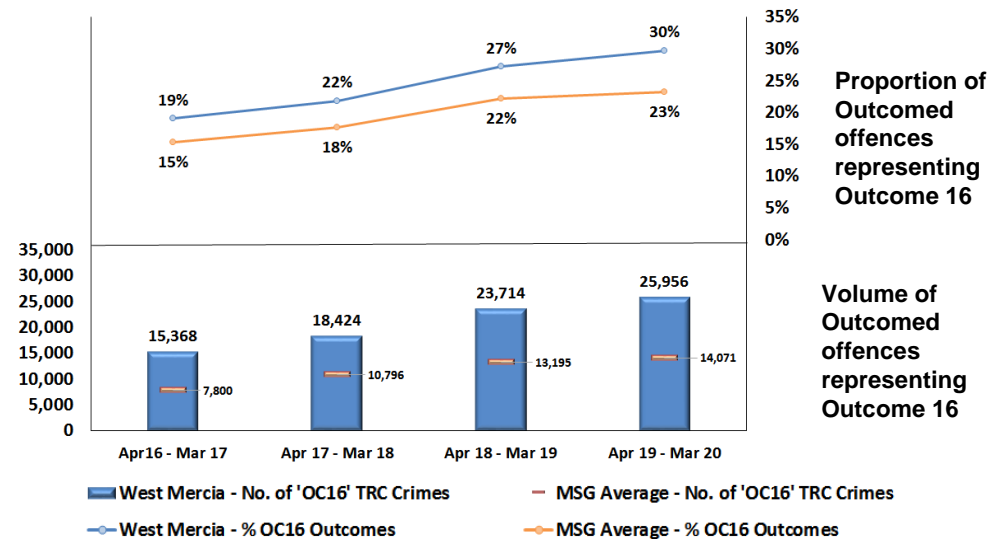
Outcome 16 – *Victim does not support action*

There has been a growing trend over the last four years from 19% of all offences outcomed in 2016/17 to 30% in 2019/20

West Mercia is consistently above the MSG average across the four annual time periods.

There is some short term impact of COVID-19 where we have followed NPCC advice - though kept up activity and arrests and remands throughout, on higher risk cases

The impact of the improved visibility and focus of local crime management where significantly older crimes have been resulted in this period which had been left open in the system and ought to have been closed . Athena has presented challenges to crime management due to lack of accessibility to information for all users.

The activity from next quarter should result in a more accurate picture.

West Mercia - % OC16 Outcomes: 19%, 22%, 27%, 30%
MSG Average - % OC16 Outcomes: 15%, 18%, 22%, 23%

Proportion of Outcomed offences representing Outcome 16

Apr16 - Mar 17 15,368 / 7,800
Apr 17 - Mar 18 18,424 / 10,796
Apr 18 - Mar 19 23,714 / 13,195
Apr 19 - Mar 20 25,956 / 14,071

Legend:
■ West Mercia - No. of 'OC16' TRC Crimes   — MSG Average - No. of 'OC16' TRC Crimes
—○— West Mercia - % OC16 Outcomes   —○— MSG Average - % OC16 Outcomes

Volume of Outcomed offences representing Outcome 16

4. Delivering innovative, problem-solving practices and processes
4.1 Delivering effective core practices

Criminal Justice

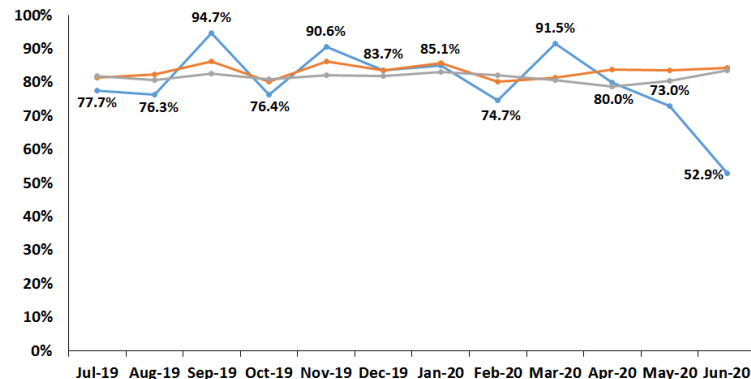### Magistrates' Court Conviction Rates
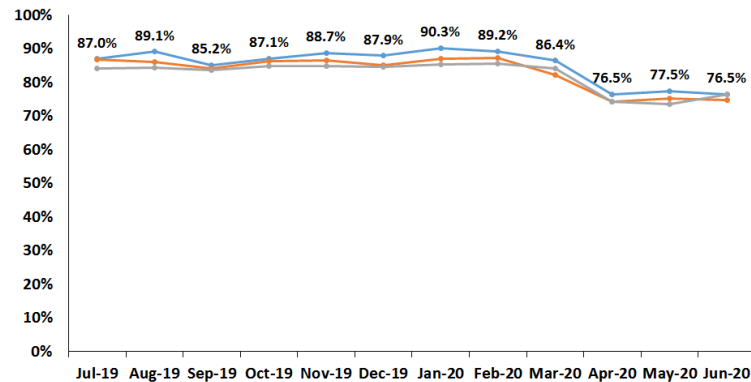
In every month from July 2019 until May 2020, West Mercia are consistently achieving above the National Average

For 10 of the 11 months, West Mercia has been positioned either top or second within our regional force group

Over the last 12months, there have been 5,063 convictions

Crown Court Conviction Rates

In 6 of the last 11 months, West Mercia has achieved above the National Average. There is inconsistency across the region with regards to Crown Court conviction rates in general.

No regional force consistently reaches the National Average. This figure on a case finalised basis, is also significantly lower than the 'volume' numbers processed through a Magistrates Court setting.

Over the last 12months, there have been 693 convictions, representing 14% of the Magistrates conviction workload overall.
The smaller number of cases concerned, can result in inconsistency being shown.

To assess what good looks like, the measure is the monthly National Average figure, which can fluctuate depending on performance across the country and how far we sit above that figure monthly.

GOLD

4. Delivering innovative, problem-solving practices and processes
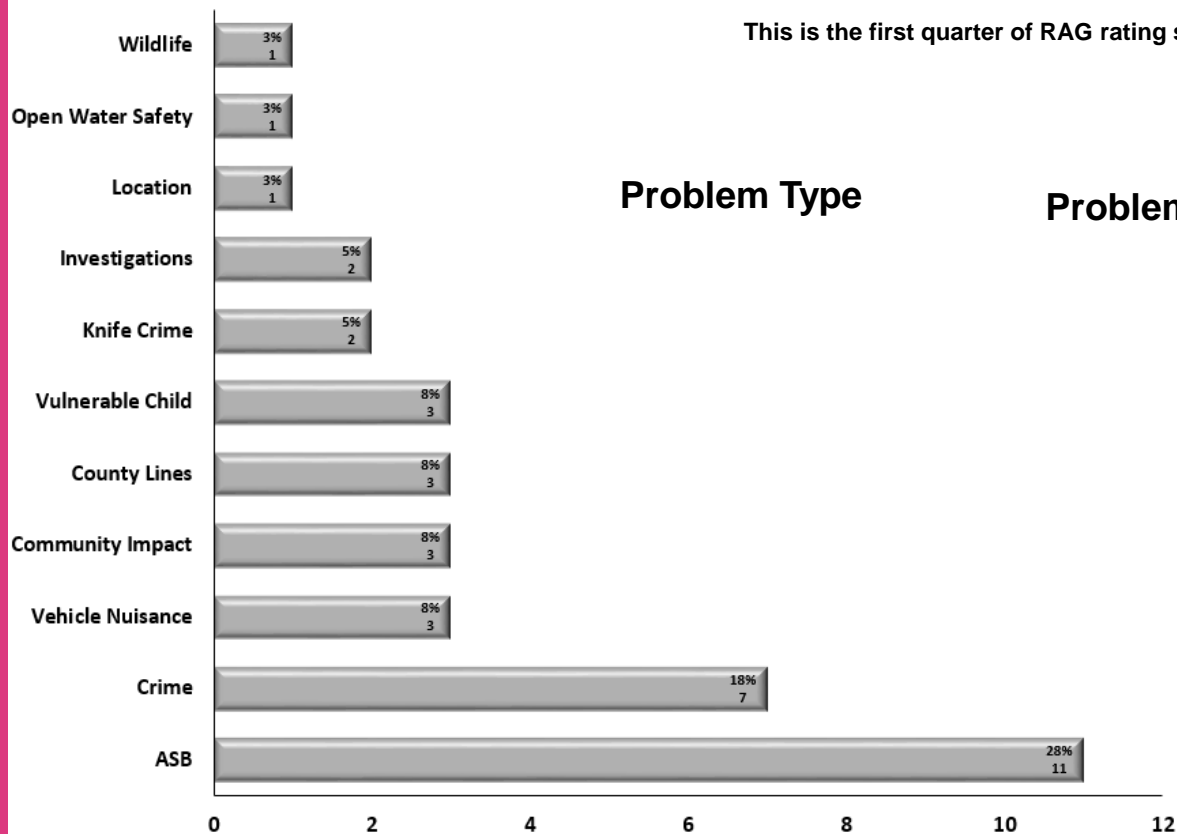### 4.1 Delivering effective core practices

Each plan is now 'scored' against set standard of elements that should be included in a problem solving plan – a simple system of - if 2 of the points are stated it scores 1 point, if 3 points mentioned it would score 3 points etc.

The final score is then translated into RAG.

The RAG rating is now available to input and view within the PSP platform.

This process is transparent and consistent, and allows us to monitor the standard and improvement of our plans against the National picture.

This is the first quarter of RAG rating so going forward we can show trends.

problem solving

Problem Type

Problem Type	Percent	Count
Wildlife	3%	1
Open Water Safety	3%	1
Location	3%	1
Investigations	5%	2
Knife Crime	5%	2
Vulnerable Child	8%	3
County Lines	8%	3
Community Impact	8%	3
Vehicle Nuisance	8%	3
Crime	18%	7
ASB	28%	11

Problem Rating

9
14
9
Unscored
9

4. Delivering innovative, problem-solving practices and processes
4.1 Delivering effective core practices
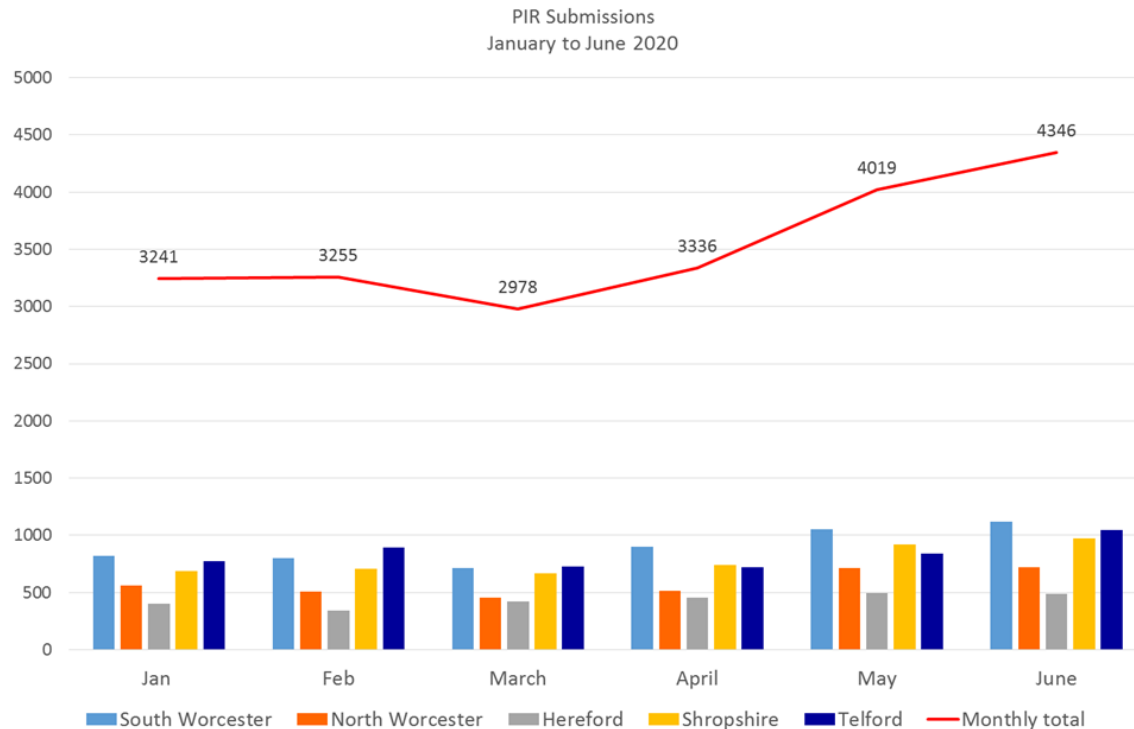
Intelligence Management

Submission of PIRs have seen a 23% increase when comparing the first and second quarters during 2020.

Lockdown took affect on the 23rd of March, initially submissions dipped, but then saw increases peaking between 18-25th of May when 1069 intelligence logs were submitted.

Other than a large dip in submissions during half term week at the end of May (744) numbers have fluctuated between 900-1020 submissions.

Officers returning to full shift patterns and the reopening of the hospitality sector, with re-emergence of the nighttime economy, it is anticipated submissions will reduce back to normal levels as officer commitments return to normal levels.

Increases in submissions due to the pandemic are evident nationwide, West Mercia compares favorably with the large majority of the other Athena force areas as demand was met throughout with only a brief and small backlog developing of low risk intelligence, which has now been removed.

PIR Submissions
January to June 2020

Monthly total: Jan 3241, Feb 3255, March 2978, April 3336, May 4019, June 4346

Legend: South Worcester, North Worcester, Hereford, Shropshire, Telford, Monthly total

4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand

Performance Report Q1 April to June 2020 SPI/2020/236

GOLD

All Crime

All Crime	Qtr 1 20/21	Qtr 1 19/20	Trend Previous 12 Months	YTD % Change
Total Recorded Crime	17365	21497		-19%
Violence With Injury	2176	2773		-22%
Violence Without Injury	5493	5370		2%
Rape	264	320		-18%
Other Sexual Offences	418	553		-24%
Personal Robbery	91	144		-37%
Business Robbery	4	13		-69%
Residential Burglary Dwelling	399	662		-40%
Burglary - Business & Community	740	951		-22%
Vehicle Offences	740	1325		-44%
Theft from Person	48	170		-72%
Bicycle Theft	257	229		12%

	Qtr 1 20/21	Qtr 1 19/20	Trend Previous 12 Months	YTD % Change
Shoplifting	1053	2011		-48%
All Other Theft Offences	1276	2116		-40%
Criminal Damage & Arson	1812	2386		-24%
Drug Offences	739	528		40%
Possession of Weapons	197	260		-24%
Public Order	1316	1355		-3%
Misc. Crimes Against Society	342	331		3%
Cyber	1297	804		61%
Alcohol Related	1480	1694		-13%

	Qtr 1 20/21	Qtr 1 19/20	Trend Previous 12 Months	YTD % Change
Incidents	73678	76485		-4%
Anti Social Behaviour	19123	10290		86%

The upper and lower control limits are derived by calculating 2 points of Standard Deviation from the mean. The mean is fixed for the year and is based on volumes recorded in the previous financial year.

🟥 *denotes above the upper control limit.*　　🟩 *denotes below the lower control limit*

NB. It is possible for the previous Qtr. to be coloured differently from the Qtr. previous year even if volumes are similar. This is due to the upper and lower control limits changing annually based on the previous years volumes.

GOLD

4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand

Policing Priorities

	Qtr 1 20/21	Qtr 1 19/20	Trend Previous 12 Months	YTD % Change
Child Sexual Exploitation	167	180		-7%

	Qtr 1 20/21	Qtr 1 19/20	Trend Previous 4 Qtrs	YTD % Change
SOC Disruptions	38	27		41%

Serious and organised crime

Safer people

Child sexual exploitation

	Qtr 1 20/21	Qtr 1 19/20	Trend Previous 12 Months	YTD % Change
KSI	56	124		-55%

Death and injury on our roads
Mobile phone | speeding drink/drug driving | seatbelts

Safer roads

Travelling criminality

	Qtr 1 20/21	Qtr 1 19/20	Trend Previous 12 Months	YTD % Change
Domestic Abuse	7118	6706		6%
Residential Burglary	399	662		-40%

Domestic abuse

Safer homes

Burglary in people's homes

	Qtr 1 20/21	Qtr 1 19/20	Trend Previous 12 Months	YTD % Change
Total Crime	17365	21497		-19%
Incidents	73678	76485		-4%
Hate Crime	470	453		4%
Vulnerable Adult	3586	3511		2%
Child At Risk	4631	5393		-14%

Other Crimes & Incidents

Overall crime volumes are lower than we anticipated due to COVID-19 however they have been consistently increasing in the last two months.

It is expected that volumes will continue to increase in the coming months unless we enter into another period of lockdown.

The upper and lower control limits are derived by calculating 2 points of Standard Deviation from the mean. The mean is fixed for the year and is based on volumes recorded in the previous financial year.

denotes above the upper control limit.   *denotes below the lower control limit*

31

4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand

Policing Priorities

Serious Organised Crime

	Qtr 1 20/21	Qtr 1 19/20	Trend Previous 4 Qtrs	YTD % Change
SOC Disruptions	38	27		41%

Latest data indicates that there are 25 active and 23 archived OCGs in West Mercia.

65% of these have a primary crime type of drugs supply or County Lines.
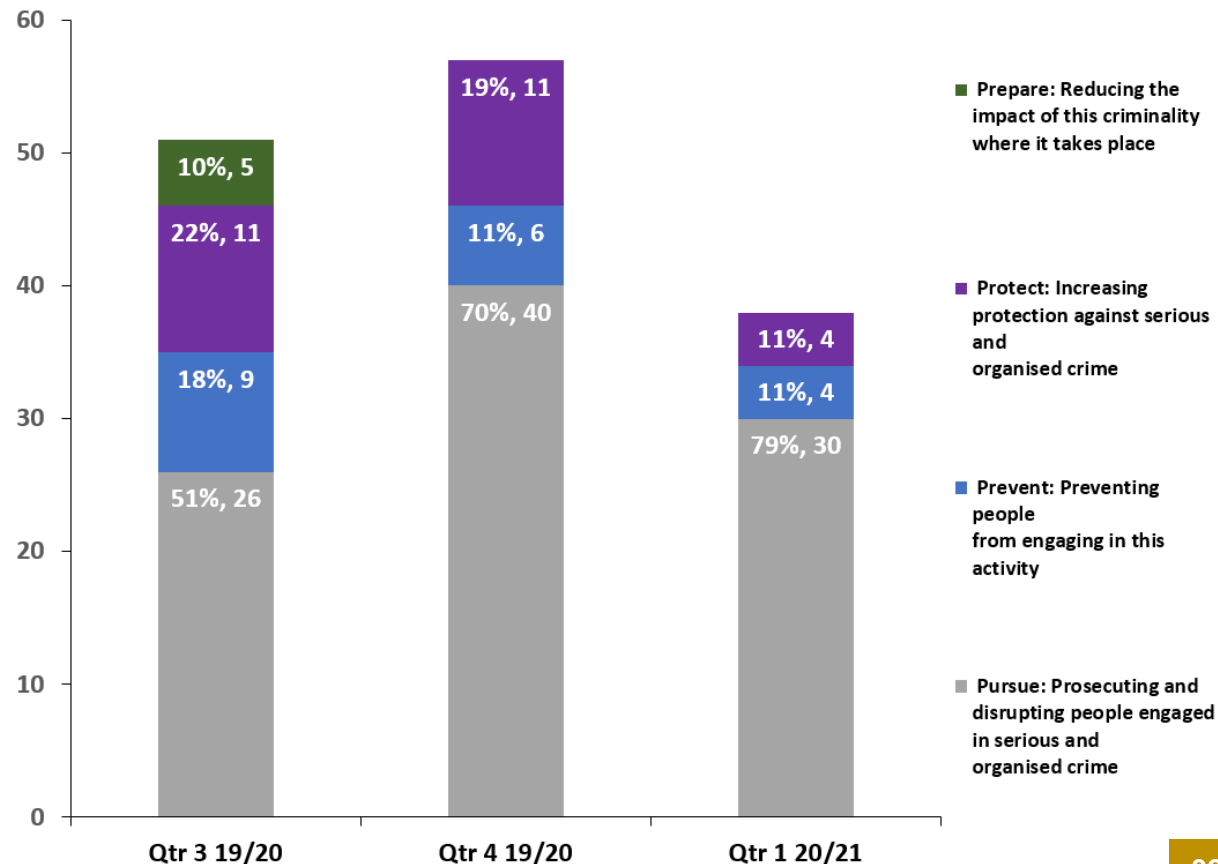
West Mercia received positive feedback from the regional co-ordinator stating;

"…you are the first regional force to give yourself the opportunity to learn from your APMIS/Upload activity. That is an important, and brilliant step".

Whilst there is no formal requirement to record/submit disruptions relating to county lines, we record these as we believe it is an important element in understanding/managing SOC.

Q1 20/21 saw 38 disruptions recorded in addition to the OCG disruptions, despite the disruption/impact associated with COVID-19.

OCG Disruptions

Qtr 3 19/20: 51%, 26 (Pursue); 18%, 9 (Prevent); 22%, 11 (Protect); 10%, 5 (Prepare)
Qtr 4 19/20: 70%, 40 (Pursue); 11%, 6 (Prevent); 19%, 11 (Protect)
Qtr 1 20/21: 79%, 30 (Pursue); 11%, 4 (Prevent); 11%, 4 (Protect)

- **Prepare:** Reducing the impact of this criminality where it takes place
- **Protect:** Increasing protection against serious and organised crime
- **Prevent:** Preventing people from engaging in this activity
- **Pursue:** Prosecuting and disrupting people engaged in serious and organised crime

4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand

Policing Priorities

Safer Roads

There has been a significant reduction in casualties as a result of COVID 19 movement restrictions.

Social distancing has meant that there has often only been 1 person in a vehicle at the time of collision.
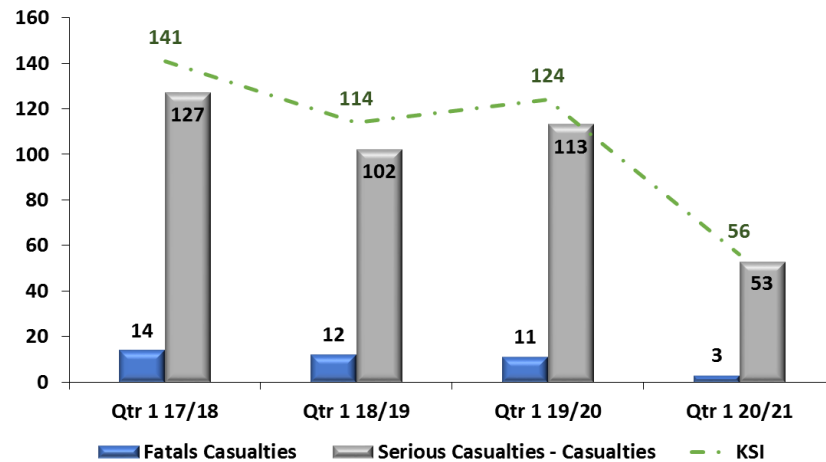
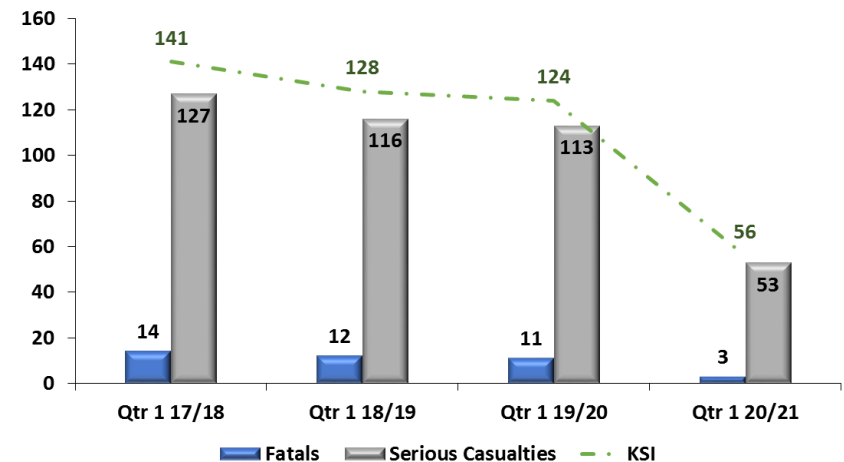Death and injury on our roads
Mobile phone | speeding
drink/drug driving | seatbelts

Safer roads

Travelling criminality

	Qtr 1 20/21	Qtr 1 19/20	Trend Previous 12 Months	YTD % Change
KSI	56	124		-55%
Fatals	3	11		-73%
Serious Casualties	53	113		-53%

Of the 56 KSI casualties in Q1 20/21, 19 are pedal cyclists and 14, motorcyclists

KSI Collisions

	Qtr 1 17/18	Qtr 1 18/19	Qtr 1 19/20	Qtr 1 20/21
Fatals Casualties	14	12	11	3
Serious Casualties - Casualties	127	102	113	53
KSI	141	114	124	56

KSI Casualties

	Qtr 1 17/18	Qtr 1 18/19	Qtr 1 19/20	Qtr 1 20/21
Fatals	14	12	11	3
Serious Casualties	127	116	113	53
KSI	141	128	124	56

33

4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand

Policing Priorities

Safer Roads

Campaign Activity

Fatal 4 Communications

The speeding campaign (May 2020) covered the following:

- 858,298 impacts via local radio advert
- 46 individual social media messages via @ThinkSaferRoads
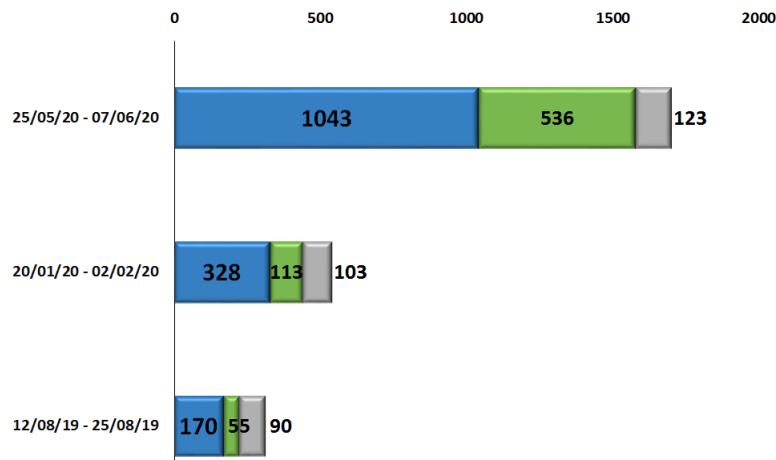- 267 shares and 871 likes
- 4,409 speeding offences detected

The seatbelt campaign (July 2020) covered the following:

- 12 individual social media messages via @ThinkSaferRoads
- 81 shares and 73 likes
- 40,180 impressions and 344 engagements
- 1,092 seatbelt offences detected

Alcohol/Drugs National campaign due to take place in December

Mobile phone use whilst driving National campaign due to take place in February

NPCC Speed Campaign

Period	Total TOR's	Total Cautions	Total CSW
25/05/20 - 07/06/20	1043	536	123
20/01/20 - 02/02/20	328	113	103
12/08/19 - 25/08/19	170	55	90

Seatbelt Campaign

Period	Total TOR's	Total Cautions
29/06/20 - 12/07/20	1718	105
11/03/19 - 24/03/19	638	36
12/03/18 - 18/03/18	196	9
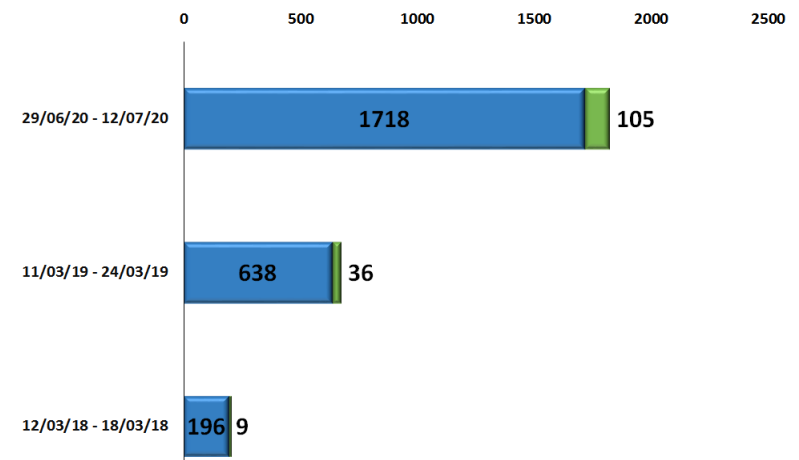
■ Total TOR's ■ Total Cautions ■ Total CSW

Speed and seatbelt figures are based on the number of quickstep packages completed

GOLD

34

4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand

Policing Priorities

Performance Report Q1 April to June 2020 SPI/2020/236

Domestic Abuse

|	Qtr 1 20/21	Qtr 1 19/20	Trend Previous 12 Months	YTD % Change
Domestic Abuse	7118	6706		6%

Whilst volumes of DA reporting have returned to typical values, we also monitored risk levels.

Initially risk levels were typical, but towards the end there was an upwards trend in referrals containing greater risk (i.e high risk according to DASH.)

Number of DA offences & DA crimed incidents
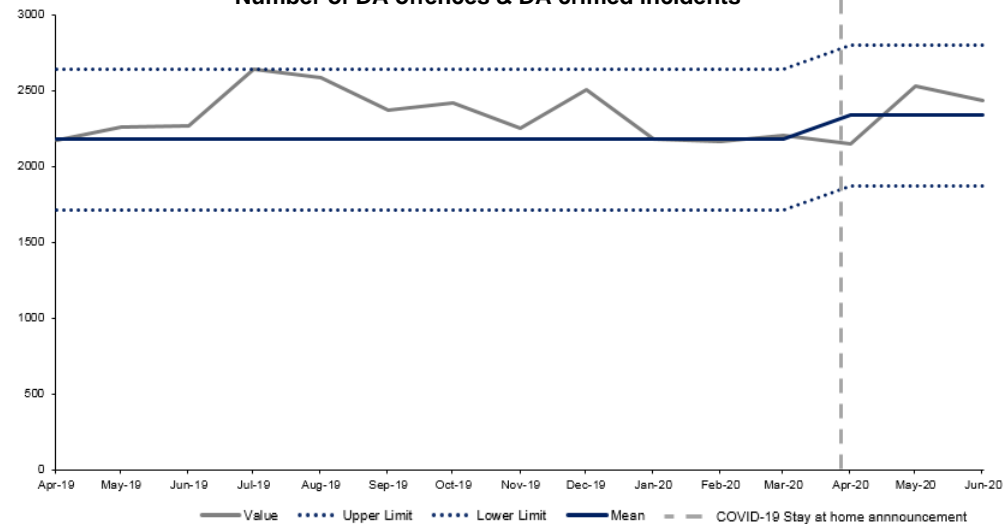
Volume & Proportion of Total Outcomed DA offences by Outcome 16
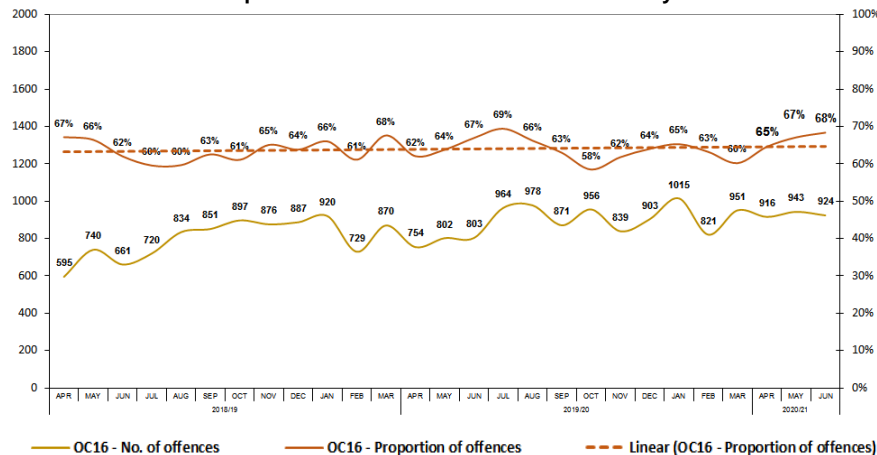
Over the last 3 months, the volumes of DA offences outcomed by Outcome 16 per month (regardless of when they were recorded) have remained relatively stable, whereas the proportion rate has gradually increased

DA Arrest Rate
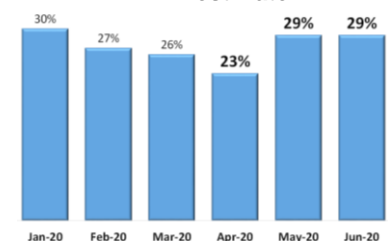
4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand

Policing Priorities

Domestic Abuse

Due to anticipated rises in Domestic Abuse offences and crimed incidents, performance activity during March to May centred on:

- Monitoring DA offence and crimed-incident trends daily. Initially a decline was seen and then a fairly rapid increase back to more typical levels

- Working with Partner agencies to monitor the DA reporting during COVID-19 lockdown.

- Local Policing Area DA Weekly Profiles
  - Composition of offence groups, their geographic and temporal distribution were examined.
  - DA victim and DA perpetrator demographics examined including crossover roles.
  - Upcoming DA prison release nominals were highlighted

- Entire lockdown DA Profile for each LPA.

Benefits of this approach

- Enabling LPAs to be sighted on current issues in their area including;
  - Identifying repeat victims who had 'gone quiet' so that they could be checked on
  - Sighting LPAs on upcoming prison releases with DA markers

- Partner Agencies have reported that DA reporting levels felt typical and there has not been a sudden surge

- Together with partners, we are now exploring if the DA reports are 'known' families to our Safeguarding teams or if COVID-19 has highlighted 'new' families who are experiencing DA and reporting for the first time
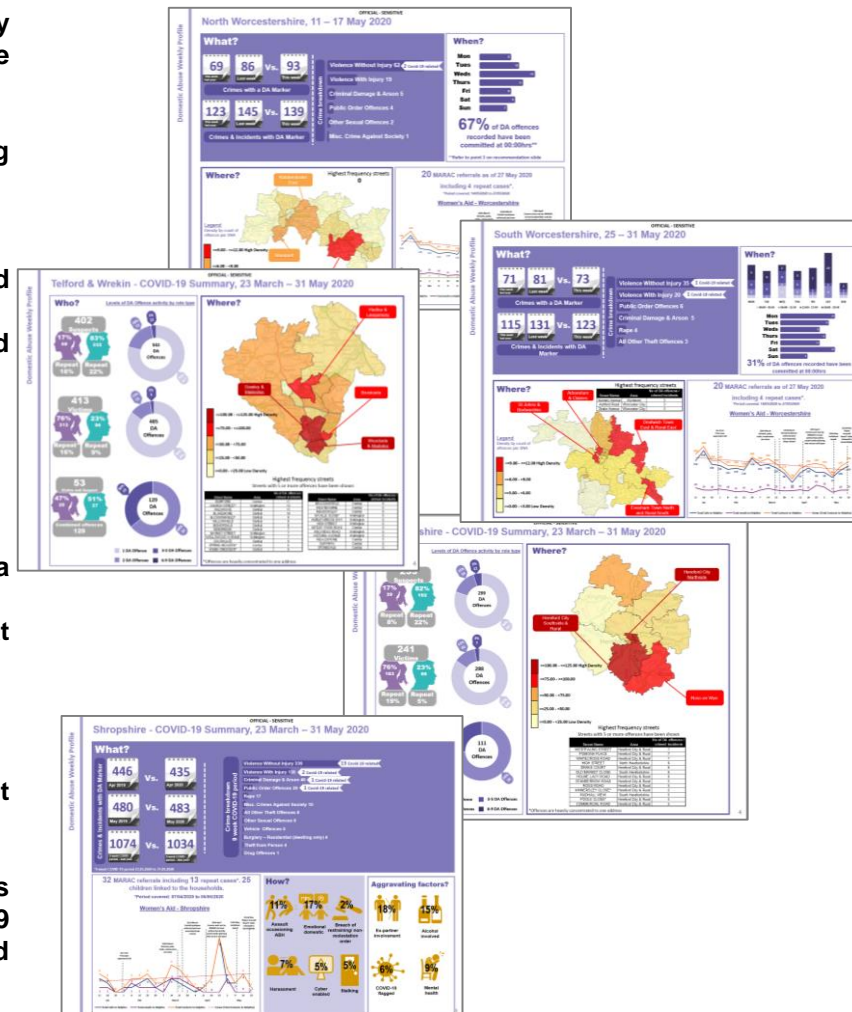
4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand

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.

Domestic Abuse – repeat Victimisation

During Q1 20/21, a peak in repeat DA victims was seen in May 20

In May, 42% (526) of all DA victims (1,248) were repeat DA victims (subject to at least one further offence in the last 12 months)

Since April 2018, this is highest volume and rate of repeat victims seen, surpassing the volumes and rates seen during the Summer of 2019

There were fewer repeat victims for total recorded crime offences seen during the last quarter

The repeat rate has remained consistently high for the last 3 months (35%) – this is the highest rate seen since April 2018

Late Summer 2020 Activity

- **SPI Performance team working with a team led by Supt Pettit to develop a Repeat Victim Prioritisation model incorporating the strands of:**
  - **Severity** of crimes **–** weighting based on gravity of crime
  - **Number** of offences
  - **Frequency** of offences
  - **Vulnerability** of victim – Children, DA, VA, Hate crime

Repeat Domestic Abuse Victims per Month
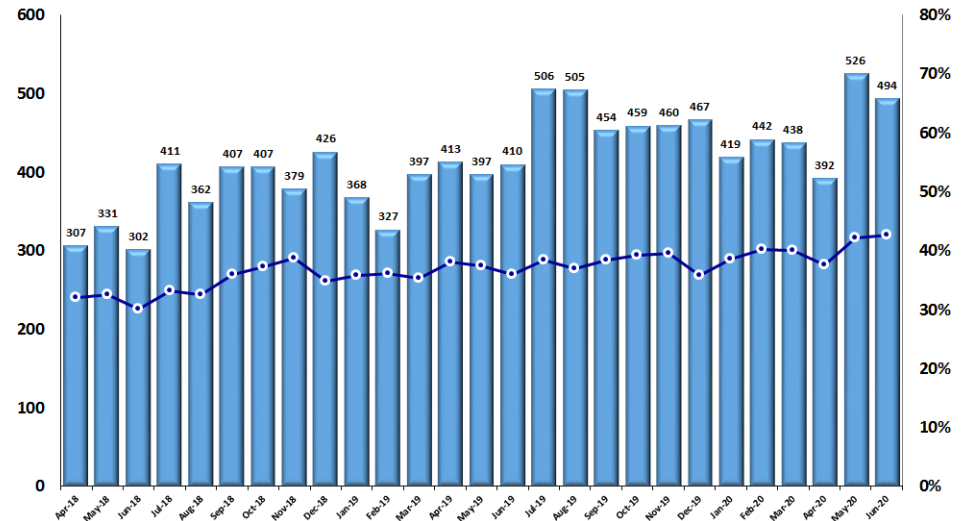
Repeat Victims per Month
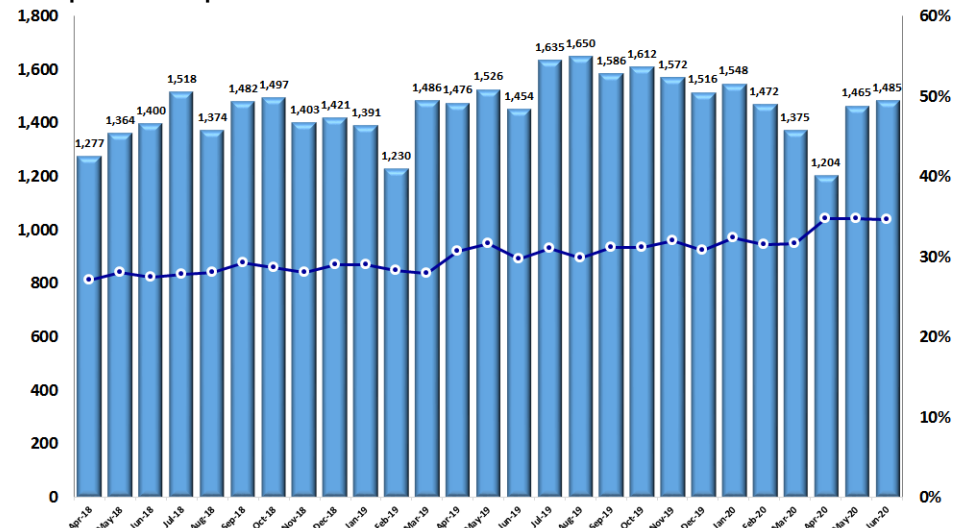
4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand

Policing Priorities
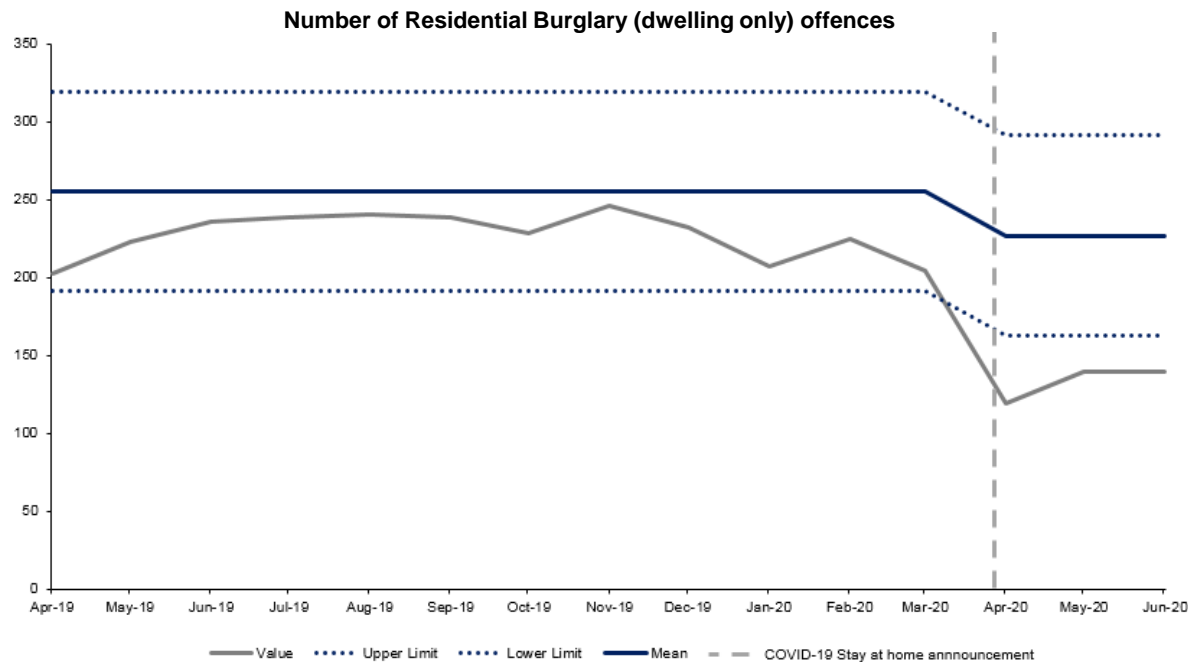
Residential Burglary – (Dwelling)

	Qtr 1 20/21	Qtr 1 19/20	Trend Previous 12 Months	YTD % Change
Residential Burglary	399	662		-40%

Domestic abuse

Safer homes

Burglary in people's homes

As with most crime types volumes in Residential Burglary – (Dwelling) has decreased in the previous quarter as a result of COVID.

The reduction in volumes has been consistent across all policing areas but it is anticipated that volumes will increase the further we move out of lockdown.

Most Similar Group (MSG) data is only available until April 2020 but when comparing all Residential Burglary within the MSG West Mercia is ranked 6th out of 8, consistent with the previous month.

Number of Residential Burglary (dwelling only) offences

Value ····· Upper Limit ····· Lower Limit ▬▬ Mean ▬ ▬ COVID-19 Stay at home announcement
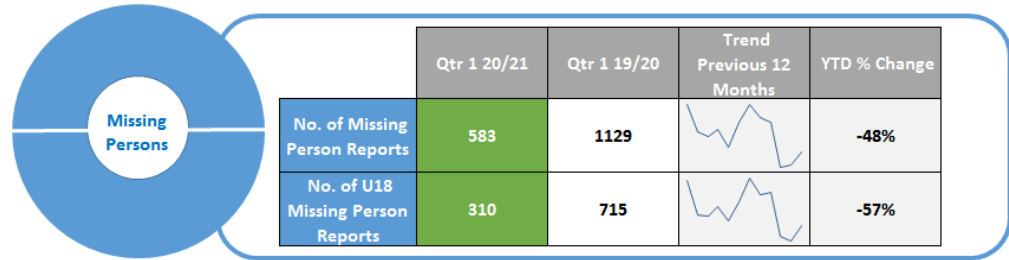
The upper and lower control limits are derived by calculating 2 points of Standard Deviation from the mean. The mean is fixed for the year and is based on volumes recorded in the previous financial year.

GOLD

38

4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand

Missing Persons

	Qtr 1 20/21	Qtr 1 19/20	Trend Previous 12 Months	YTD % Change
No. of Missing Person Reports	583	1129		-48%
No. of U18 Missing Person Reports	310	715		-57%

The last 3 years has seen a consistent reduction in the number of missing persons.

Each policing area now has a Missing Person Prevention officer and a resilient care home presence.

This quarter has shown significant reductions that are largely attributed to the lockdown.

The majority of missing person reports are from within the under 18 age bracket, and is subject to a great deal of focus across the force, and it is positive to see even larger reductions in the U18 group.

The upper and lower control limits are derived by calculating 2 points of Standard Deviation from the mean. The mean is fixed for the year and is based on volumes recorded in the previous financial year.

4. Delivering innovative, problem-solving practices and processes
### 4.2 Managing demand

Drug Offences

	Qtr 1 20/21	Qtr 1 19/20	Trend Previous 12 Months	YTD % Change
Drug Offences	739	528		40%

Drug Offences have seen a 40% (213) increase in Q1 21/20 compared to the same Qtr. in the previous year.

Trafficking of Controlled Drugs has increased by 53% (76) compared to Q1 19/20. These offences were proportionally split across all policing areas.

Most Similar Group (MSG) data is only available until April 2020 but when comparing Drug offences within the MSG West Mercia is ranked 1st out of 8 (lowest), consistent with the previous month.
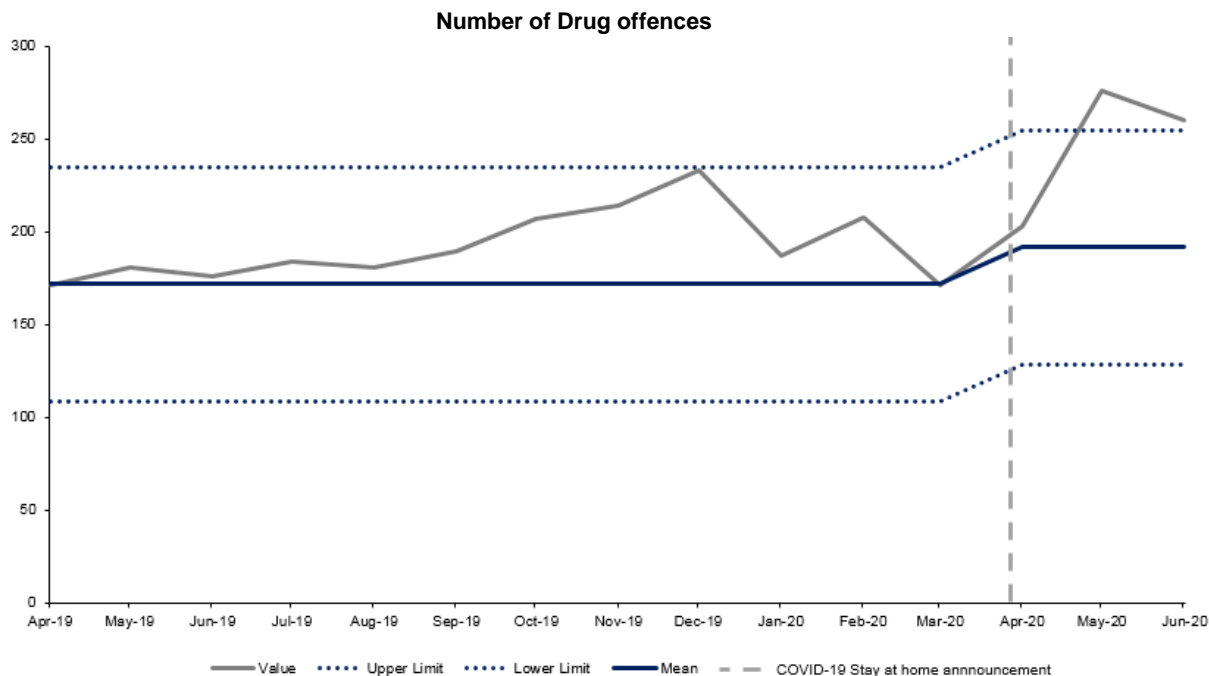
Number of Drug offences

The upper and lower control limits are derived by calculating 2 points of Standard Deviation from the mean. The mean is fixed for the year and is based on volumes recorded in the previous financial year.

4. Delivering innovative, problem-solving practices and processes
### 4.2 Managing demand

Cyber Crimes and Crimed Incidents Offences

	Qtr 1 20/21	Qtr 1 19/20	Trend Previous 12 Months	YTD % Change
Cyber	1297	804		61%

This data is generated from Athena where the keyword "cyber-enabled" has been applied to a crime. We saw a significant increase in 2019/20 compared to 2018/19, and this trend continues.

Almost two thirds of all crimes with a cybercrime marker come under the heading 'Violence Without Injury'.

Further work needs to be undertaken to assess the accuracy of the application of the key word to assess how accurate our numbers are.
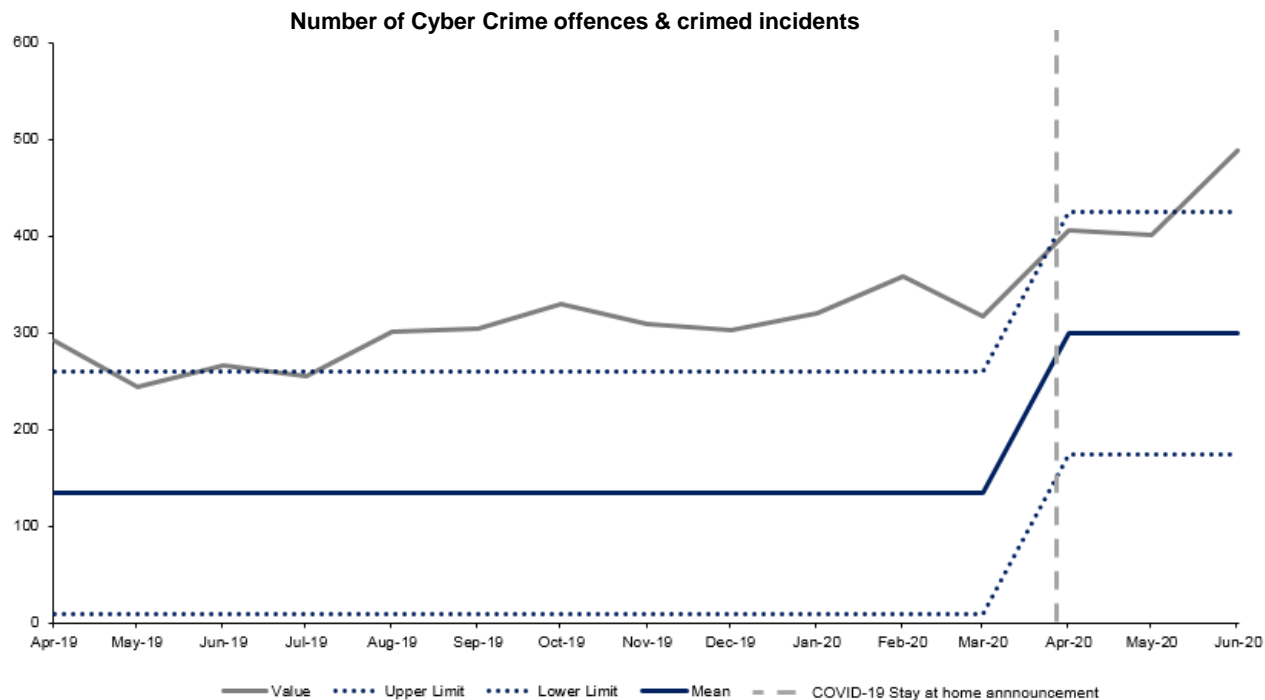
Number of Cyber Crime offences & crimed incidents

The upper and lower control limits are derived by calculating 2 points of Standard Deviation from the mean. The mean is fixed for the year and is based on volumes recorded in the previous financial year.
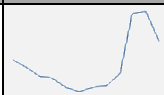
4. Delivering innovative, problem-solving practices and processes
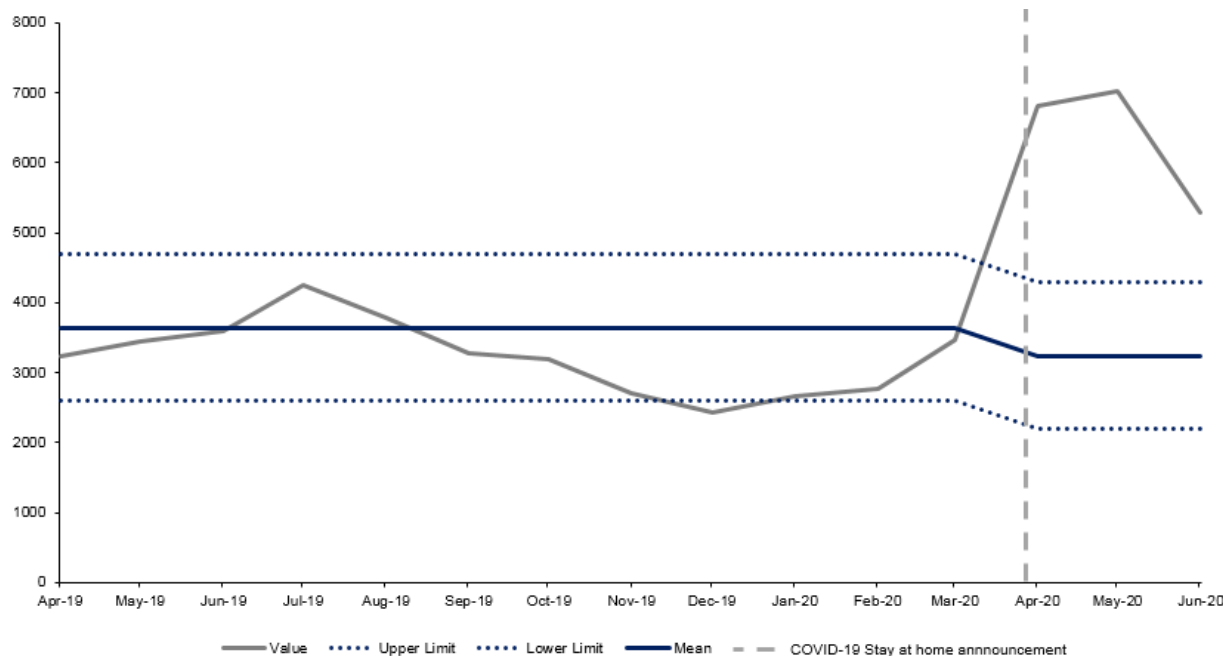### 4.2 Managing demand

Anti Social Behaviour

	Qtr 1 20/21	Qtr 1 19/20	Trend Previous 12 Months	YTD % Change
Anti Social Behaviour	19123	10290		86%

	ASB Personal	ASB Nuisance	ASB Environmental	Total ASB
Qtr 1 19/20	1171	8494	625	10290
Qtr 2 19/20	1205	9463	669	11337
Qtr 3 19/20	952	6955	423	8330
Qtr 4 19/20	983	7347	572	8902
Qtr 1 20/21	1340	15335	2448	19123

	ASB Personal	ASB Nuisance	ASB Environmental
Qtr 1 19/20	11%	83%	6%
Qtr 2 19/20	11%	83%	6%
Qtr 3 19/20	11%	83%	5%
Qtr 4 19/20	11%	83%	6%
Qtr 1 20/21	7%	80%	13%

There has been a significant increase of 86% (8833) in ASB incidents when compared to the same quarter in the previous year.

An increase was noted in each ASB type but proportionately Environmental has seen the biggest uplift.

Volumes are starting to decrease but it should be noted that Q2 is typically where we would anticipate the highest volumes of ASB incidents.

Number of Anti Social Behaviour incidents

Legend: Value, Upper Limit, Lower Limit, Mean, COVID-19 Stay at home announcement
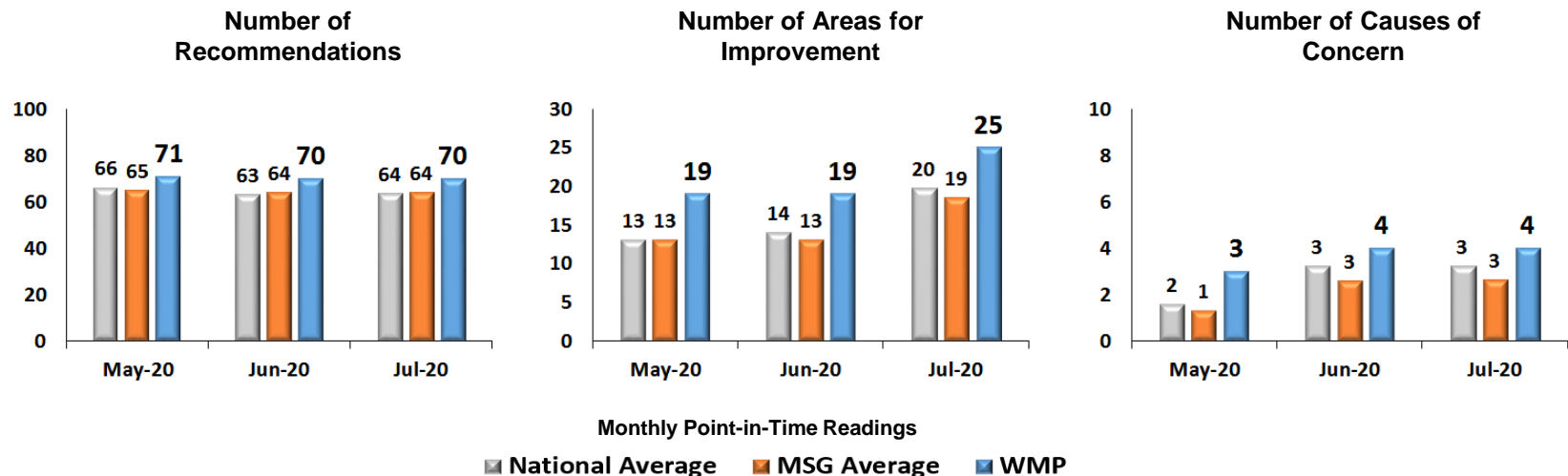
The upper and lower control limits are derived by calculating 2 points of Standard Deviation from the mean. The mean is fixed for the year and is based on volumes recorded in the previous financial year.

HMICFRS Inspections

- There are inconsistencies in the National/MSG position during the COVID-19 response with many HMICFRS secondees returning to home forces and not reviewing evidence submitted on the National Monitoring Portal (NMP).
    - West Mercia have approximately 44 updates against recommendations/AFIs yet to be reviewed.

- A separate Overarching Action Plan (OAP) is held in force to capture Recommendations/AFIs not held on the NMP, i.e. NPCC lead responses and suggestions within HMICFRS publications.
    - 17 Undercover Policing recommendations held on the NMP against each force not held locally due to ownership through the National Undercover Working group.

- The revised PEEL programme for 2020/21 is under consultation. This includes a proposal to focus on progress against previous recommendations in PEEL, child protection or commissioned inspections. Forces will be selected through HMICFRS's monitoring processes.

Number of Recommendations

	May-20	Jun-20	Jul-20
National Average	66	63	64
MSG Average	65	64	64
WMP	71	70	70

Number of Areas for Improvement

	May-20	Jun-20	Jul-20
National Average	13	14	20
MSG Average	13	13	19
WMP	19	19	25

Number of Causes of Concern

	May-20	Jun-20	Jul-20
National Average	2	3	3
MSG Average	1	3	3
WMP	3	4	4

Monthly Point-in-Time Readings

▨ **National Average** ▧ **MSG Average** ▨ **WMP**

5. Delivering a skilled, sustainable workforce in a constantly learning and improving environment
5.1 Establishing a skilled, flexible workforce

Impact of COVID-19 on recruitment and training Q1

- Biometrics (finger prints and DNA) were not taken as frequently, this quarter
- Medical appointments were reorganised and the GP sign off on medical forms removed and telephone appointments were scheduled
- Fitness test self-declarations was introduced (management under regulation 13 once in post)
- Uniform self-fitting was introduced.

Assessment Centres were cancelled due to COVID-19 face to face risk, College of Policing introduced an online version, 164 applicants started new version on June 22nd 2020 (due to finish July 2020)

The initial application process – Apollo – has increased by 400 applicants. Could this be due to:
- the national campaign
- more people at home
- more people out of work

?

Police Constable Degree Apprenticeship (PCDA)

Apollo PCDA April 2020 - 30th June 2020	West Mercia	BME	Female
EOI	917	45	335
Total Applications Received - cumulative	940	49	326

Degree Holder Entry Programme (DHEP)

DHEP Applications - Closed 11/5/2020	West Mercia		
	Vacancies	BME	Female
Total Applications Received	321	23	116

The applications above were received in the first quarter and the following **intakes** took place:
IPLDP April 6th 2020 – 19 applicants
PCDA May 4th 2020 – 30 applicants (unable to hold assessment centre places in March at due to COVID-19 so pipeline reduced by 5 accordingly)

Transferees
An intake was planned for transferee officers on April 20th 2020 for 8 officers which was cancelled due to COVID-19 and an agreement between chiefs that no transfer between forces during this period unless exceptional circumstances. May and June's planned intakes were cancelled (bar two under exceptional circs.)
Specials
The May intake was cancelled due to Covid-19 and the first intake of 32 has now been planned for 26th September (16 North and 16 South). The same COVID-19 process has been put in place as per the recruitment above
Staff
We saw recruitment drop as soon as we went into lock down but it is has slowly increased and we are now back up to normal recruitment levels for police staff. Hiring managers have been guided to conduct telephone and video interviews during lockdown.
Quite a lot of vacancies have been filled through redeployment which is advantageous for us as a force (saved costs, faster reaction times to fill vacancies and reusing learnt skills so improved efficiencies and personnel that are proficient earlier in their training period)

44

5. Delivering a skilled, sustainable workforce in a constantly learning and improving environment
5.1 Establishing a skilled, flexible workforce

Impact of COVID-19 on recruitment and training Q1

At the implementation of Covid-19 restrictions the force made the decision to cancel training from 23rd March to 30th June 2020.

- PCDA continued via remote learning
- IPLDP continued in the classroom with social distancing measures
- OST, Fitness & First Aid continued for new starters with the use of PPE
- ICT for new starters continued via remote learning

Re introduction of training:

- OST/First Aid/Fitness refreshers – from 6th July 2020
- Driving Refreshers – from 29th June 2020
- DA Matters to restart in August 2020
- Investigative Skills to restart events in July 2020
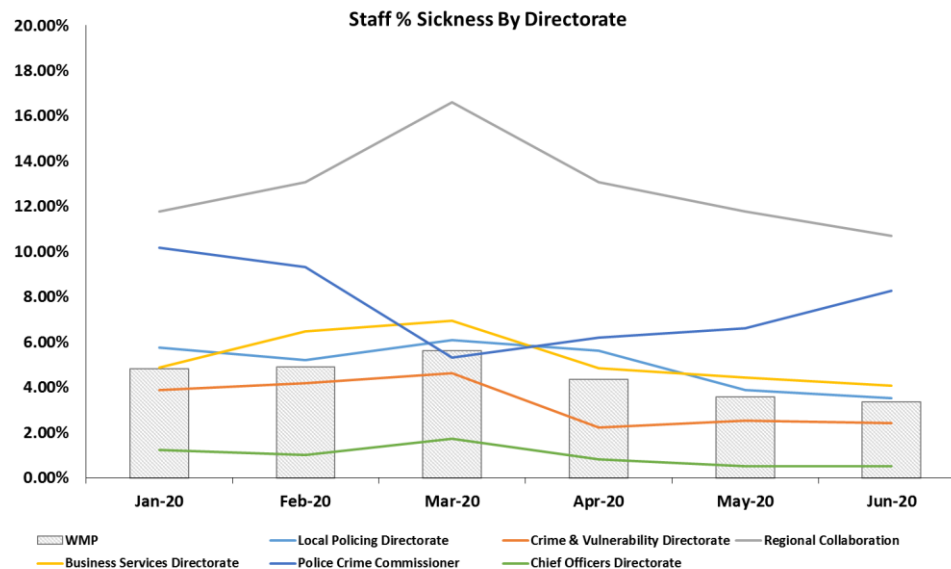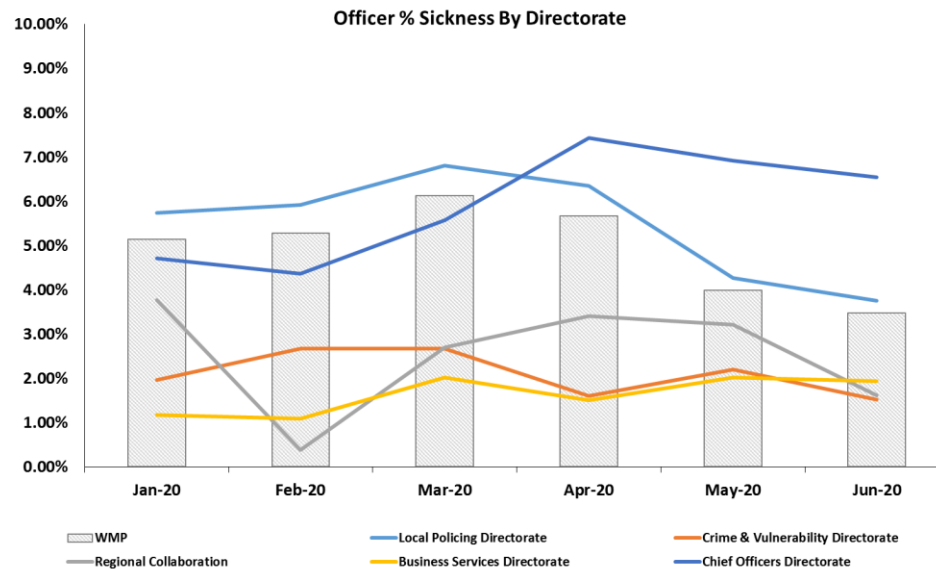- Bespoke PEQF Tutor CPD events during July 2020

Further training is being reviewed to re-starting safely with social distancing measures in place.

Training Areas	Number of courses cancelled
Driving	49
ICT	59
Investigative Skills	12
Policing Skills	14
Officer Safety	231
Leadership	9
DA Matters	3

5. Delivering a skilled, sustainable workforce in a constantly learning and improving environment
5.1 Establishing a skilled, flexible workforce

Impact of COVID-19 on staff well-being

Officer % Sickness By Directorate

Legend: WMP · Local Policing Directorate · Crime & Vulnerability Directorate · Regional Collaboration · Business Services Directorate · Chief Officers Directorate

Staff % Sickness By Directorate

Legend: WMP · Local Policing Directorate · Crime & Vulnerability Directorate · Regional Collaboration · Business Services Directorate · Police Crime Commissioner · Chief Officers Directorate

Despite an expected increase in sickness due to COVID-19, mainly during March, overall sickness volumes are decreasing and stabilising for both officers and staff.

5. Delivering a skilled, sustainable workforce in a constantly learning and improving environment
5.2 Establishing high-quality, accessible knowledge

Knowledge Management

The knowledge that we hold as a force is a critical asset to inform decision making and the way that we undertake core activities.

We deliver a number of insight products across the force from the embedded products that inform strategic and tactical tasking and co-ordination at LPA and force levels, through some of the products mentioned above such as the bespoke Domestic Abuse weekly profiles, through to very new products such as Public Order and Roads Policing Strategic Assessments. Some of our core knowledge sits within Beat Profiles.

In addition, there are products that inform our core practices such as the authorised Professional Practice from the College of Policing and the considerable knowledge that is accessible through the intranet in areas such as GDPR, ICT tools and Organised Crime management.

Our goal to identify and assign value to our knowledge fits within the new Competency and Values Framework (QVF) which has a focus to deliver 'i**ntelligent, creative and informed policing'.**
          'We are open to new sources of information, continuously developing our own knowledge to help the
          police service to grow and change in line with new challenges and stay at the forefront of public service'

Our approach to knowledge management focusses on corporate and professional levels, but also emphasises our individual responsibility to continuously learn and improve our knowledge.

Asset Management

Digital Services

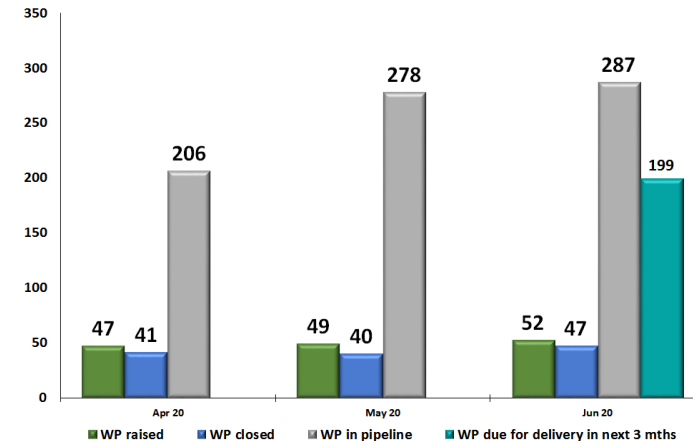| Performance	Mar-20	Apr-20	May-20	Jun-20
Network availability	99.97	Not Available		99.78
Core application availability	99.87	99.77	99.77	99.23
Radio availability	99.94	99.87	99.87	99.88

Number of Assets, June 2020

Desk-tops	6263
Lap-tops	4523
Body-worn cameras	2204
Mobile telephones	5581
Radios	5096

Asset management complexity has increased through this transition period. Funding, allocation and location has, and continues to be, challenging. Extra demands placed during the flooding / COVID-19 situation are now being recovered.

Management of assets, specifically here, our physical assets, is key to realising their value. In addition, it enables us to manage those assets to ensure that they are the best tools for the task, that they are in a useable, safe condition and available when needed. Being able to identify where those assets are at all times is challenging in such a fast moving organisation and responsibility for this lies with all staff that use those assets; it makes them easier to maintain, upgrade and dispose of effectively.

Work Packages: Monthly Activity

Work Packages: DMO Assessments