PERFORMANCE REPORT

Q2 July – Sept 2020

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

Introduction

This is the Q2 Performance Report reviewing activity between July and September 2020. This purpose of this report is to inform the Force Delivery Group meeting on October 21s with a force wide picture of 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 ensure we are working 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 continue to be reduced and refined to ensure that they are *key* performance indicators.

Alongside this report is an assessment of the progress of the Performance Management Framework and detail of next steps to ensure the improvement and progress of the framework to a full, first version. The Business Plans have also been created in this reporting quarter and the report covers their relationship.

New in this quarter is reporting on Victim Code Compliance, via the Victim Advice Line, a core service supporting victims of crime. Specifically, this quarter a report on the knowledge of officers regarding the use and services of the line.

Crime and disorder in the last quarter remains similar to Q1 in seeing reductions in physical acquisitive crime; vehicle crime, burglary and shop-lifting, with continuingly higher than projected cyber and drug-related criminal activity.

Data issues

There have been a number of barriers to presenting an accurate picture of performance. These are due to the creation a significant new dataset to inform this report and the impact of the implementation of new systems across the force such as SAAB-Safe.

Q2 continues to be dominated by the impact of COVID-19 both in terms of its impact of the activity and resources of the force and the changes in crime and disorder numbers during the lockdown period from the end of March 2020. 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. An overview of the application of FPNs in Q2 has been included in the report.

Projections have been included in this report, however, it should be noted that due to their basis on volumes in previous years the impact of COVID is likely to distort the projections. Factoring the impact of COVID within projections is currently being reviewed.

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

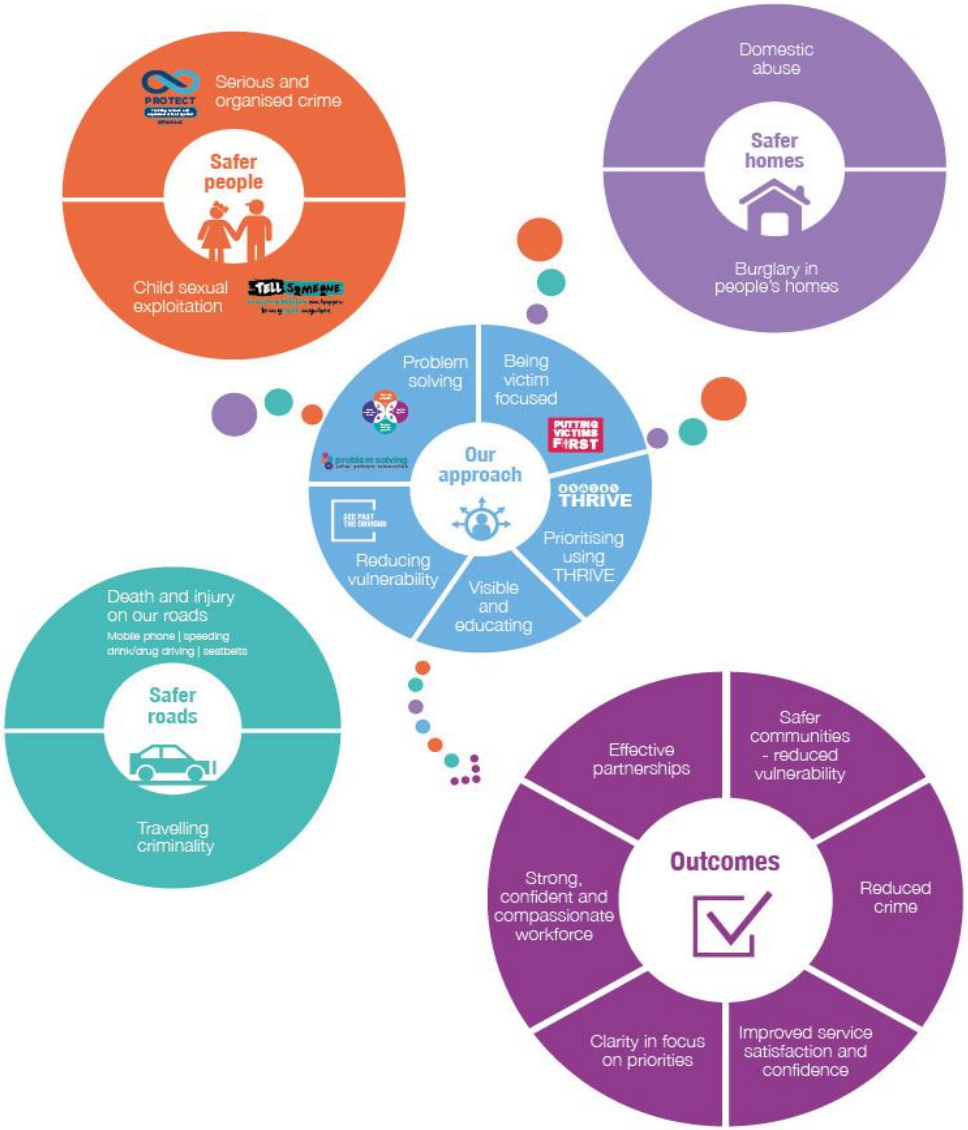
- 4.1 Delivering effective core practices
- 4.2 Managing demand
- 4.3 Innovating and improving

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

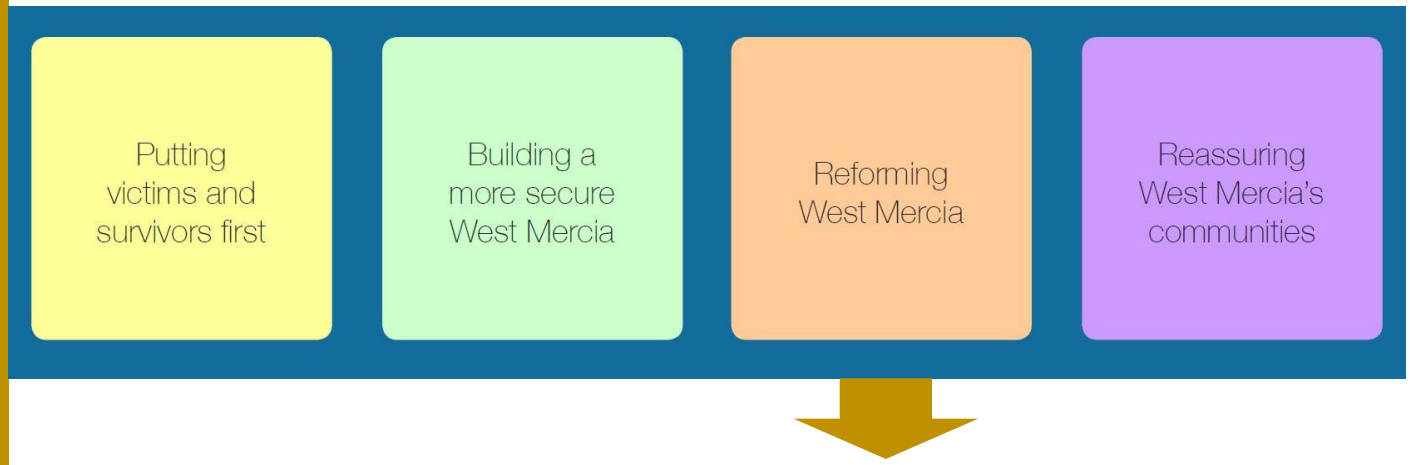
- 5.1 Establishing a skilled, flexible workforce
- 5.2 Establishing high quality, accessible knowledge
- 5.3 Establishing appropriate, available tools

Accountability Fairness Honesty Integrity Leadership Objectivity Openness Respect Selflessness

Our policing priorities



Safer West Mercia Plan 2016-2021



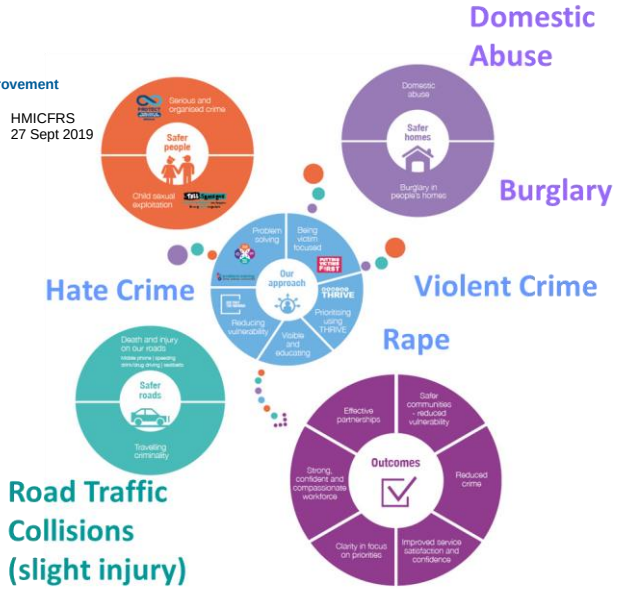
The aim of the Performance Management Framework is to reform the way that we manage performance across the force, reinforcing our focus on priorities and delivering our vision.

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 Survey

Due to significant staffing abstractions in the Victim Satisfaction Surveying Team since COVID, **Domestic Abuse (DA) surveys ceased at end March 20 and have not yet been resumed**.

Recruitment processes took place in September and October 20 with all vacant posts being offered; **the team is expected to be at full establishment from December 20 with DA surveys expected to recommence in January 21**.

Road Traffic Collision Survey

Following the Victim Satisfaction Surveying review which took place at end of 2019, and the decision to change the victim groups surveyed in order to better reflect force priorities, **agreement was secured to implement a Road Traffic Collision (RTC) survey in 2021-21**.

Commencing this survey has been **significantly delayed due to the need for the Department for Transport to make changes to the national CRASH database to allow victims' contact details to be extracted**.

An update from the Department for Transport received in September estimated that the changes were estimated to be enacted by mid-October 20, although some testing would be required.

The intention is to pilot the RTC survey in November 20, will **full implementation planned from December 20**.

Victim Satisfaction - Burglary

OFFICIAL

Number of victims spoken to:

Q2 161

Previous Quarter: 120

Target: 291

Due to significant staffing abstractions since April 20, targets are not being met. Further staff have been recruited with an expected start date of December 20.

** Key Driver data uses rolling data from May 20 which will build up over time. 6-months' rolling data will be presented once data is available; until this time, data is **indicative only**.*

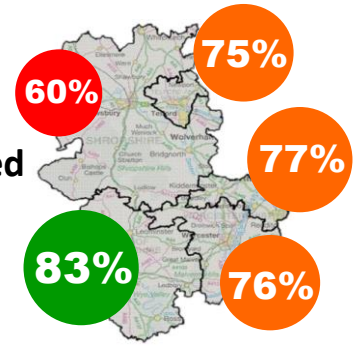
Q2 Performance *(completely or very satisfied)*

Discrete Data (Q2): 70% ↓10% Satisfied

(Previous: 80%)

Rolling 6-months: 73% ↑3% Satisfied

(Previous: 70%)



Note: changes in satisfaction are not statistically significant

Key Drivers*

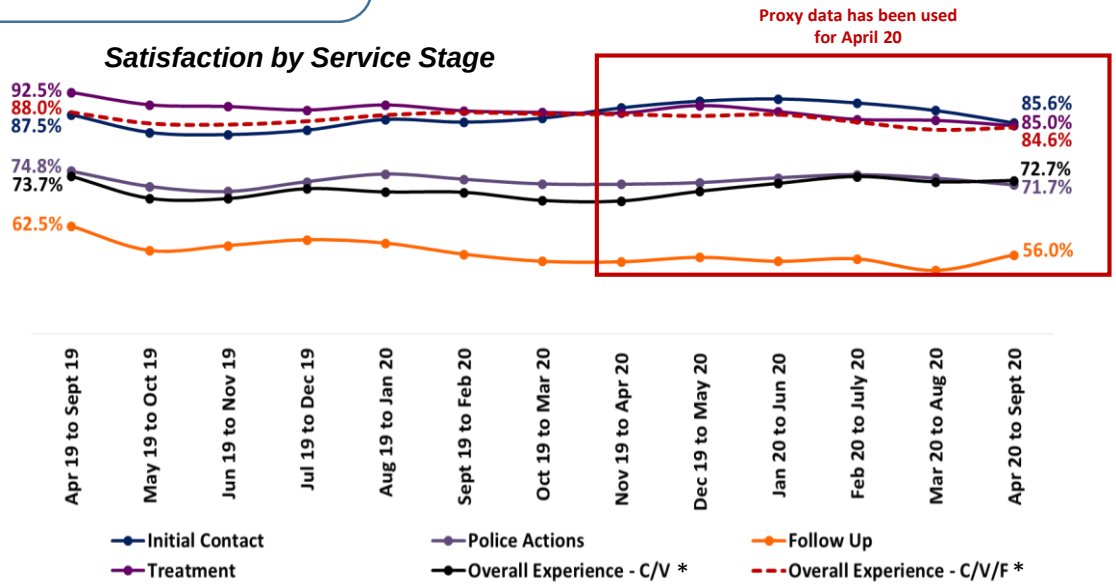
	Latest (May-Sep 20)		Previous (May-Jun 20)
Victim felt ***REASSURED (% Yes, fully)***	79%	↓7%	86%
Officer asked how victim was ***FEELING (% Yes)***	68%	↓6%	74%
Officer ***UPDATED VICTIM AS AGREED (% Yes)***	59%	↓6%	65%
Officer explained ***WHAT THEY WERE GOING TO DO (% Yes, fully)***	74%	↓7%	81%

Good looks like:

Victim Satisfaction – Burglary: ***80%*** ***Victims Completely / Very Satisfied*** *(rolling 6-month)*

*Completely/Very/Fairly Satisfied

Satisfaction by Service Stage



Victim Satisfaction – Violent Crime

OFFICIAL

Victims spoken to:

Previous quarter:	214
Target:	**516**

Due to significant staffing abstractions since April 20, targets are not being met. Further staff have been recruited with an expected start date of December 20.

Q2 Performance *(completely or very satisfied)*

Discrete Data (Q2):

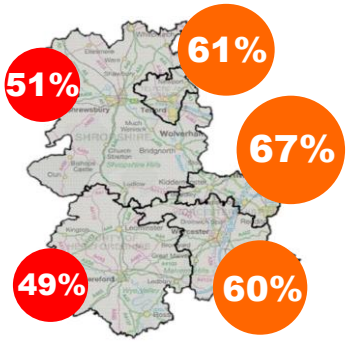
53% Satisfied ↓ 10%

(Previous: 63%)

Rolling 6-months:

58% Satisfied ↓ 3%

(Previous: 61%)



Note: changes in satisfaction are not statistically significant

** Key Driver data uses rolling data from May 20 which will build up over time. 6-months' rolling data will be presented once data is available; until this time, data is **indicative only**.*

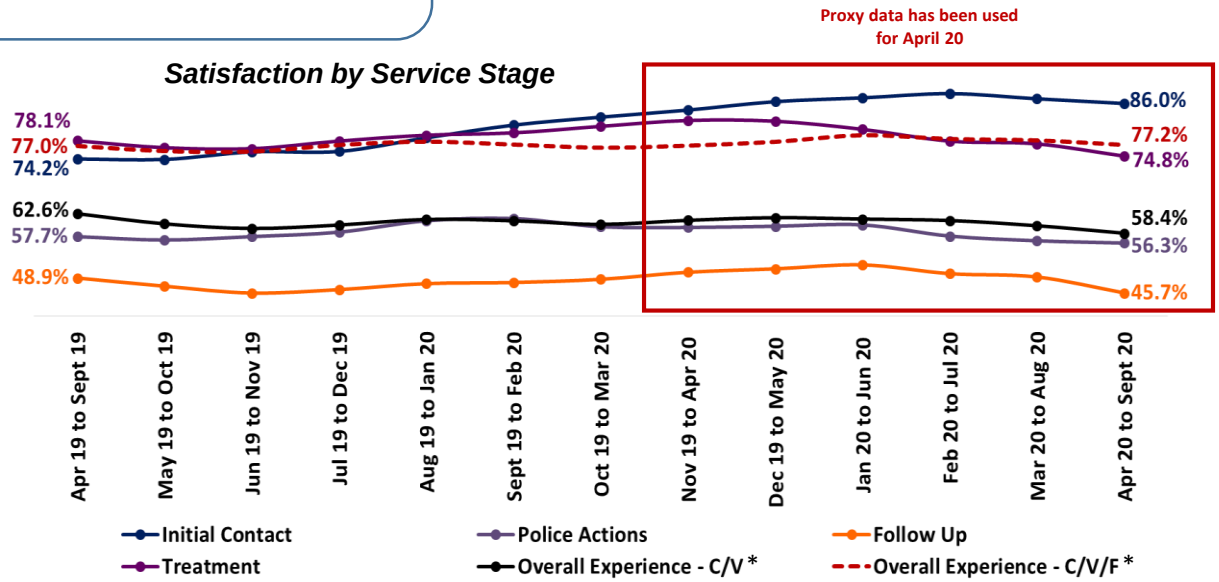
Key Drivers*

	Latest (May-Sep 20)		Previous (May-Jun 20)
Victim felt ***REASSURED (% Yes, fully)***	**70%**	↓ 4%	74%
Officer asked how victim was ***FEELING (% Yes)***	**75%**	↔	75%
Officer ***UPDATED VICTIM AS AGREED (% Yes)***	**52%**	↓ 8%	60%
Officer explained ***WHAT THEY WERE GOING TO DO (% Yes, fully)***	**76%**	↓ 6%	82%

Good looks like:

Victim Satisfaction – Violent Crime: *70%* *Victims Completely / Very Satisfied* *(rolling 6-month)*

Satisfaction by Service Stage



*Completely/Very/Fairly Satisfied

Victim Satisfaction - Hate

OFFICIAL

Victims spoken to:

Q2 88

Previous Quarter: 51

Target: NA*

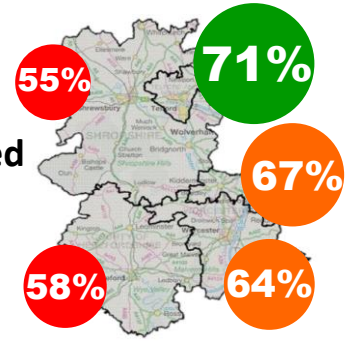
Due to significant staffing abstractions since April 20, targets are not being met. Further staff have been recruited with an expected start date of December 20.

**Due to low numbers and variation in volume per month.*

Q2 Performance *(completely or very satisfied)*

Discrete Data (Q2): 66% Satisfied ↑19% *(Previous: 47%)*

Rolling 12-months: 63% Satisfied ↑1% *(Previous: 62%)*



Note: changes in satisfaction are not statistically significant

*** Key drivers use 11 months' rolling data (April 20 data missing due to COVID)*

Key Drivers**

(in order of decreasing significance)

	Latest (May-Sep 20)		Previous (May-Jun 20)
Treated ***SYMPATHETICALLY (% Yes, fully)***	80%	↓2%	82%
LISTENED carefully ***(% Yes, fully)***	84%	↑3%	81%
Victim felt ***REASSURED (% Yes)***	77%	↓5%	82%
Case taken ***SERIOUSLY (% Yes, fully)***	81%	↑1%	80%
Dealt with ***FAIRLY (% Yes, fully)***	88%	↑3%	85%
Updated as often as ***EXPECTED (% Yes)***	62%	↓3%	65%

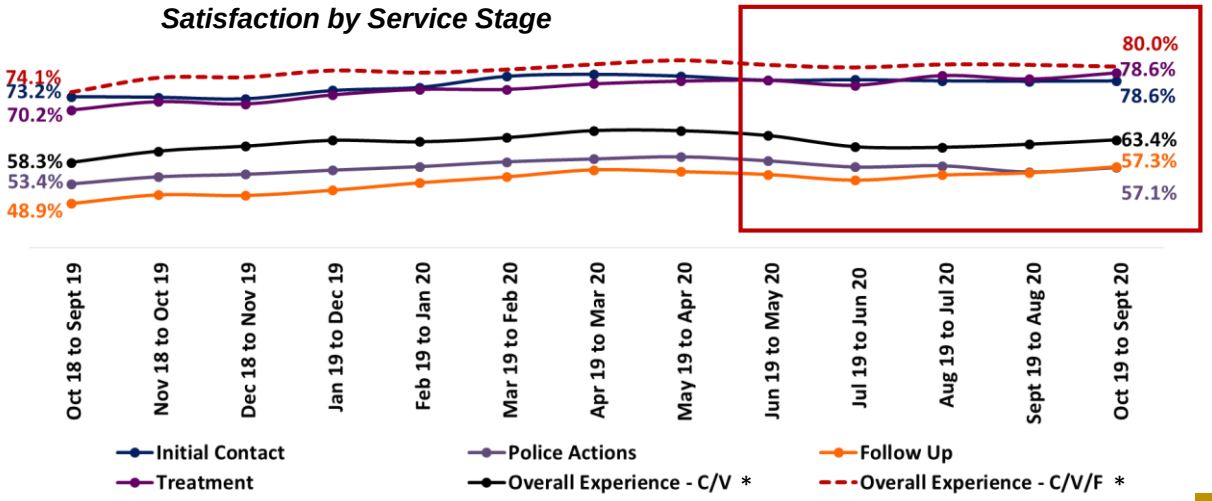
Good looks like:

Victim Satisfaction – Hate Crime: *70% Victims Completely / Very Satisfied* *(rolling 12-month)*

*Completely/Very/Fairly Satisfied

Satisfaction by Service Stage

Proxy data has been used for April 20



GOLD

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

Victims' Code Compliance

- **VAL referrals** are an identified priority for Local Policing. The Delivery Plan sets out to increase referrals to **25% of victim-based crime by April 2021**.

Activity this Quarter:

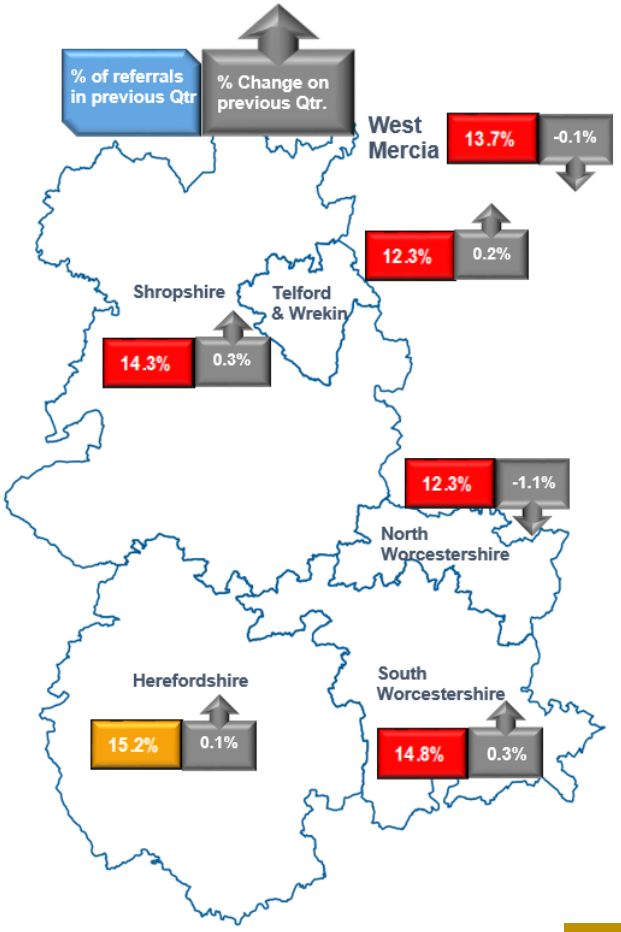
- There has been the **recruitment** of a dedicated Communications Officer and implementation of a 12 month communications delivery plan, with an initial focus on **internal communications and engagement** to **increase awareness** and **understanding of the services the VAL provides**.
- SPI are developing a **monthly victim product** detailing LPA-level performance data.
- The VAL have provided **inputs at shift briefings** and other engagement opportunities.
- **Review of updates on Athena victim contact logs** – whether contact has been made and level of support being provided
- **An increase in VAL resources**, including dedicated support for domestic abuse and sexual abuse victims to improve support provision and referral pathways.

Good looks like:

Referrals: *25%* by April 2021

Previous month's referral rate: 13.1%

Qtr 2 20/21	Jul 2020	Aug 2020	Sep 2020	Trend Previous 12 Months	Year To Date
South Worcestershire	20.2%	13.0%	11.9%		14.7%
North Worcestershire	13.6%	5.4%	16.2%		12.8%
Herefordshire	23.6%	8.8%	13.6%		15.2%
Shropshire	19.1%	13.0%	11.2%		14.1%
Telford & Wrekin	15.1%	9.4%	12.2%		12.2%
West Mercia	18.0%	10.1%	13.1%		13.8%



Key:

31% to 35%
20% to 30%
15% to 19%
Below 15%

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

Victims' Code Compliance

The following four pages provide a **breakdown of the Victim Advice Line (VAL) Officer Survey** carried out in Quarter 2. This was carried out in order to determine the **levels of awareness of the VAL and of the referral process**.

This links directly to the question within the Victims' Code;

"Is the victim assessed and, if found to be in need, referred to support services, within two days of the crime being reported?"

Of the 334 responses received

89% were aware of the

VICTIM ADVICE LINE
WEST MERCIA | 0800 952 3000

Became aware via . . .

- 42% - Internal Communications
- 27% - Training
- 15% - Poster/ Leaflet
- 5% - Contact with VAL
- 11% - Word of mouth

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

Victims' Code Compliance

Officers feel their understanding of the VAL is…

Poor/ Very Poor

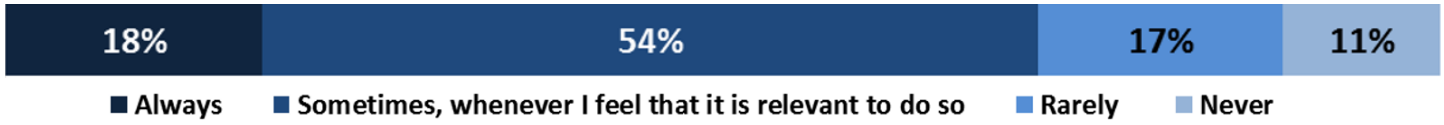
Average

Good/ Very Good

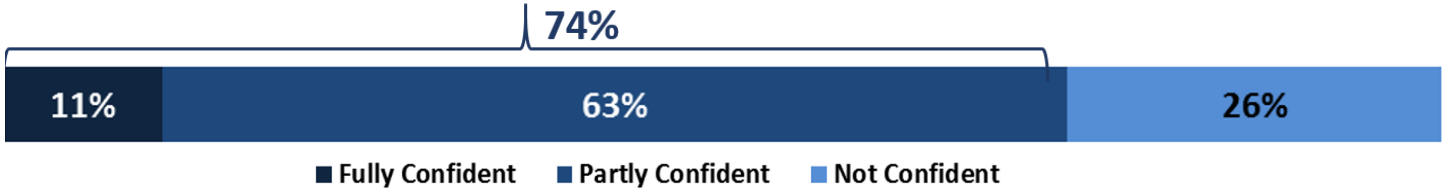
Percentage of officers aware of the following services

Assist in getting a Non-Molestation Order	38%
Individual Safety Planning Support applications for funding	38%
Refer to specialised victim services i.e. Rape and Sexual Violence	88%
Take a Victim Personal Impact Statement	33%
Give on-going support to a victim of crime	79%
Give out personal safety equipment	38%
Offer Restorative Justice	29%
Give victims vouchers for food or clothes bank	25%
Send and register SmartWater packs	21%
None of the above listed services	0%

Frequency that officers inform victims of the VAL



Officers said that when talking to victims about the VAL they feel . . .



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

Victims' Code Compliance

Things that would make officers feel more confident are. . .

Having leaflets I could hand out	75%
To be provided with an Aide-Memoire about the VAL	59%
Attending a local briefing/input about the VAL (delivered by an officer)	10%
Attending a briefing/presentation about VAL (delivered by the VAL)	31%
Receive an email about the services that the VAL can offer	43%

When assessing if victims need support feel . . .

Know how to make a referral in Athena to the VAL . . .

Have made a referral to the VAL . . .

Have never made a referral because . . .

I do not know enough about the services offered by the VAL	40%
I do not know how to make a referral	47%
I dislike the referral process	2%
My victims have said that they do not want to be referred	28%
I do not feel confident in assessing whether a victim needs support	6%
I do not feel any of my victims have needed support	10%
I am too busy	3%
Referrals should not be my responsibility	6%

37% - Suggestions for how VAL might improve including awareness among officers & types of services offered

→ **36%** - Offer **VAL training input**

→ **18%** - Officers would like to receive **more feedback from VAL about their referrals**

→ **18%** - **Text service** available for the deaf

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

Legitimacy – Requires Improvement

HMICFRS
27 Sept 2019

Confidence Strategy and Plan

"The police are the public and the public are the police".

The confidence strategy embraces the Force Vision, Values and Priorities and is structured as **six strands**.

These six headline areas, or '**enablers**' have been identified through academic research as being the basis through which confidence is delivered.

These enablers underpin this strategy, and will, ultimately, be supplemented by a **performance dashboard** which will provide performance against metrics to demonstrate where we are now and where we aspire to be.

A **Delivery Plan** is also in place to drive and track progress, with the governance being provided through the **Victim Satisfaction and Confidence Delivery Group**.

Enabler	Ambition
People	We invest in our culture and build capability in our people to ensure behaviours, decisions and actions build internal and external confidence.
Process	We design, manage and improve processes to build confidence and add value for the public.
Partnership	We plan and manage external partnerships, suppliers and internal enabling services to ensure they build internal and external confidence.
Leadership	Leaders at all levels demonstrate role-model behaviours that inspire trust and confidence internally and externally, and support their staff to do the same.
Communication & Engagement	We communicate and engage with our staff and the public in ways that meet their needs and builds confidence in our organisation.
Performance	We measure, monitor and manage performance in a way that all staff understand and are held to account for their contribution to improved internal and external confidence.

OFFICIAL

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

Legitimacy – Requires Improvement

HMICFRS
27 Sept 2019

Confidence (Strongly Agree or Tend to Agree)

Discrete Quarter

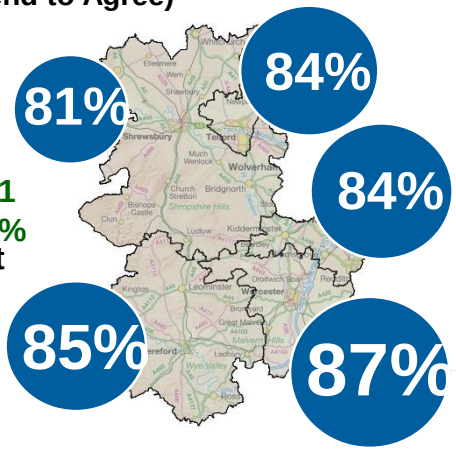
88% Confident ↑ 3 %

(Previous quarter: 85%)

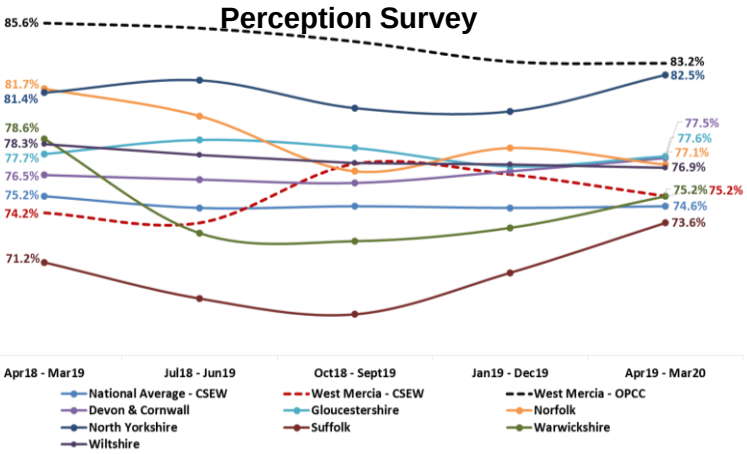
Rolling 12 months

84% Confident ↑ 1 %

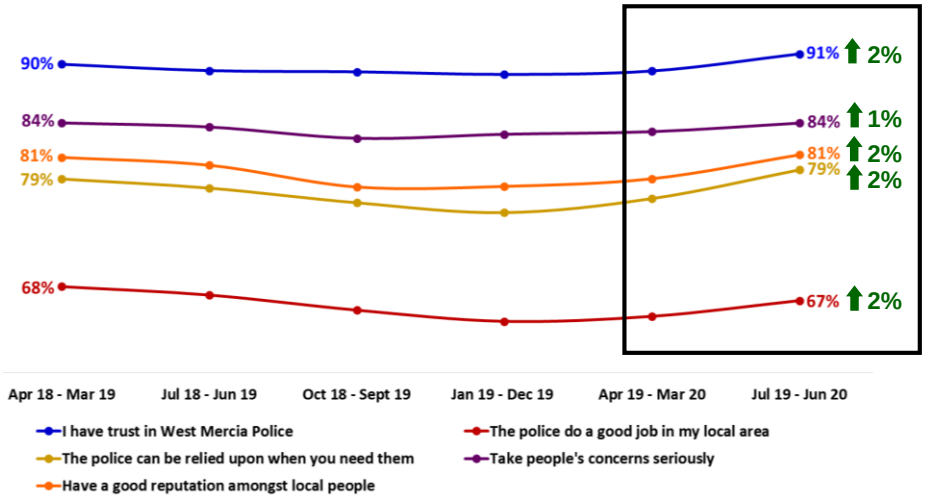
(Previous month: 83%)



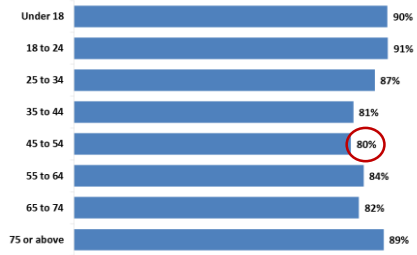
Crime Survey England & Wales incl. WMOPCC Perception Survey



Key Drivers



Demographics



80%

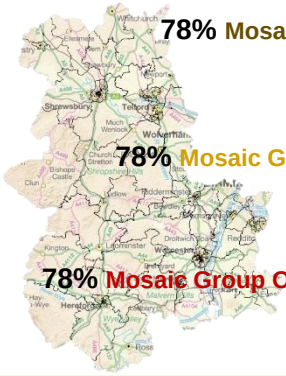
Vs

85% Without a disability

83% B-ME

Vs

84% White-British



78% Mosaic Group J – Rental Hubs
Mainly reside in the following areas:
Cathedral
Shrewsbury Central
Hereford City Southside & Rural

78% Mosaic Group I – Urban Cohesion
Mainly reside in the following areas:
Shrewsbury Central
Cathedral
Arboretum & Claines

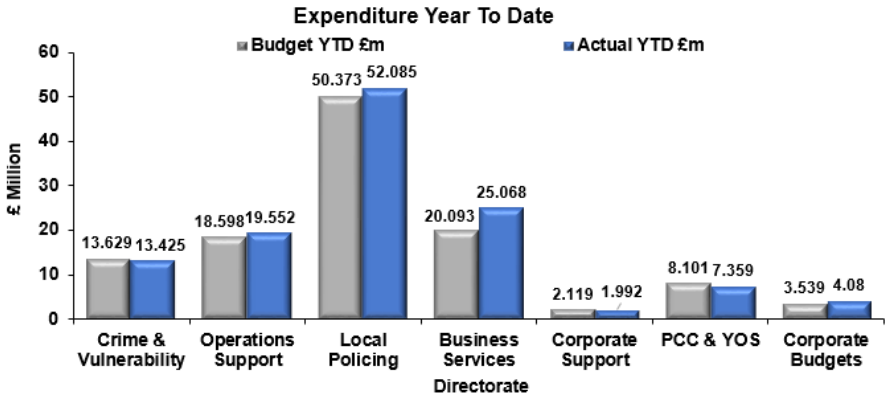
78% Mosaic Group O – Municipal Challenges
Mainly reside in the following area:
Dawley & Malinslee
Hadley & Leegomery

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

Financial Management

Good looks like: **Budget:** Remaining with budget for the ***Financial Year***

Directorate	Current Budget £m	Budget YTD £m	Actual YTD £m	Variance YTD £m	Actual Forcast for Year £m	Forcast Varience to Budget £m
Crime & Vulnerability	27.169	13.629	13.425	0.204	27.015	0.154
Operations Support	37.559	18.598	19.552	-0.954	36.422	1.137
Local Policing	101.79	50.373	52.085	-1.712	101.929	-0.139
Business Services	40.051	20.093	25.068	-4.975	41.961	-1.910
Corporate Support	4.377	2.119	1.992	0.127	4.473	-0.096
PCC & YOS	16.201	8.101	7.359	0.742	16.191	0.010
Directorate Total	227.147	112.913	119.481	-6.568	227.991	-0.844
Corporate Budgets	7.078	3.539	4.080	-0.541	6.634	0.444
Total	234.225	116.452	123.561	-7.109	234.625	-0.400
Funding	-234.225	-117.113	-93.144	-23.969	-234.225	0.000
Total	0.000	-0.661	30.417	-31.078	0.400	-0.400



Net expenditure to the end of September 2020 totalled £123.116m, with a forecast of £234.625m made against the overall budget of £234.225m. This results in an expected overspend at 31st March 2021 of £0.401m (0.17%).

There is some caution that individual forecasts in some areas do not follow the spend to date indications and it is felt a degree of risk averseness may have influenced forecasts as nervousness around loss of budget in challenging times comes into play. The forecast may therefore include an element of pessimism bias. The forecast does not currently include any in year impact of preparatory work to realign spending for 2020/21 which can be expected to further bear down on costs. Therefore, taking these factors into account, it is not proposed that action is required to achieve a balanced budget.

Operational income is forecast to be £0.288m below budget, this forecast includes expected income for losses sustained in respect of Covid 19 known to date. Certain income headings can be recouped at 75 pence in the pound and all efforts are being made to identify and reclaim the appropriate substantiated amount. A sum of £0.466m announced Wednesday 7th October is included although not allocated to a specific area as detailed information is awaited.

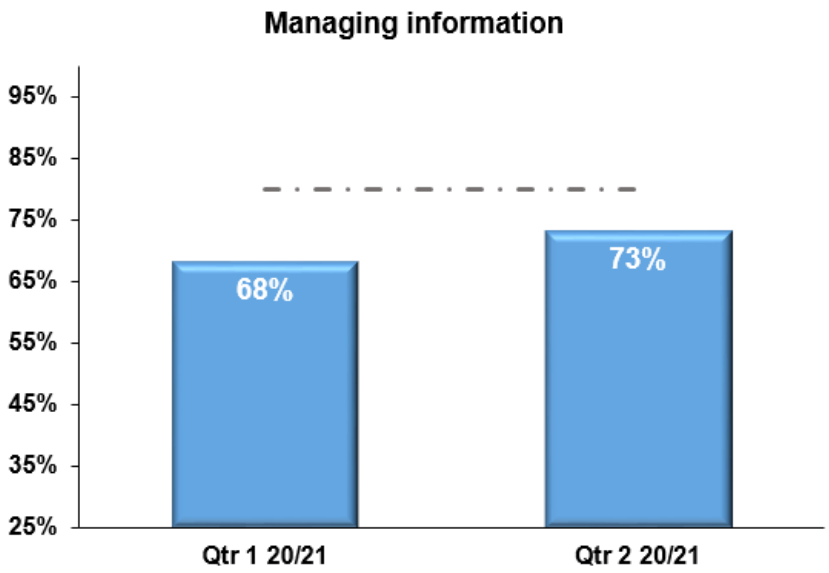
Officer pay is forecast at £2.510m under, however this is offset to a great degree by a £1.117m overspend on officer overtime, different behaviours toward expectation of overtime worked in the organisation will need to become embedded to redress the balance here. A drop in payments was seen in September following the introduction of the approval process, but as this was the first month any prediction of long term effect could be skewed by the possibility that delays have occurred as officers become familiar with the new process.

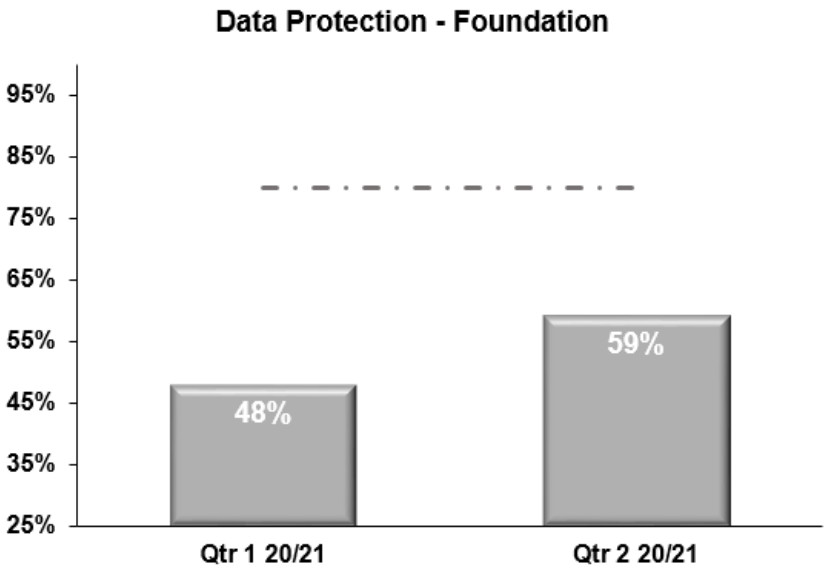
The savings plan is on track, however a number of savings currently identified are one-off in the current year and whilst this addresses the immediate issue, permanent savings will need to be identified for 2021/22 onward. This will add to the already significant funding gap/saving pressure for 2021/22 and is a matter for concern.

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

Completion of Mandatory Training

Good looks like: Training: ***80%*** complete by April 2021



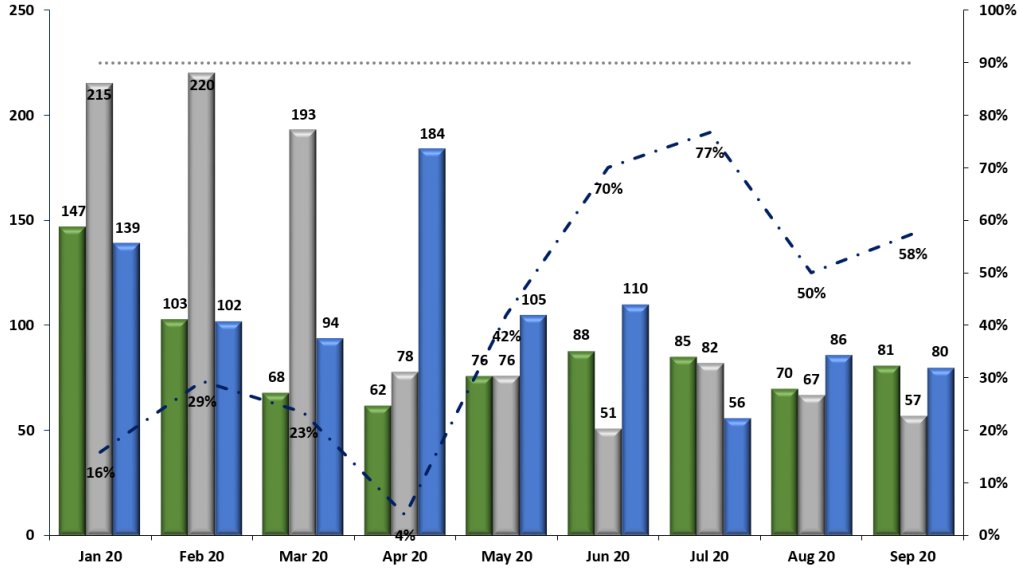


Significant progress is being made towards compliance, with additional scrutiny from the Audit, Assurance and Compliance Board and the Strategic Training Panel.

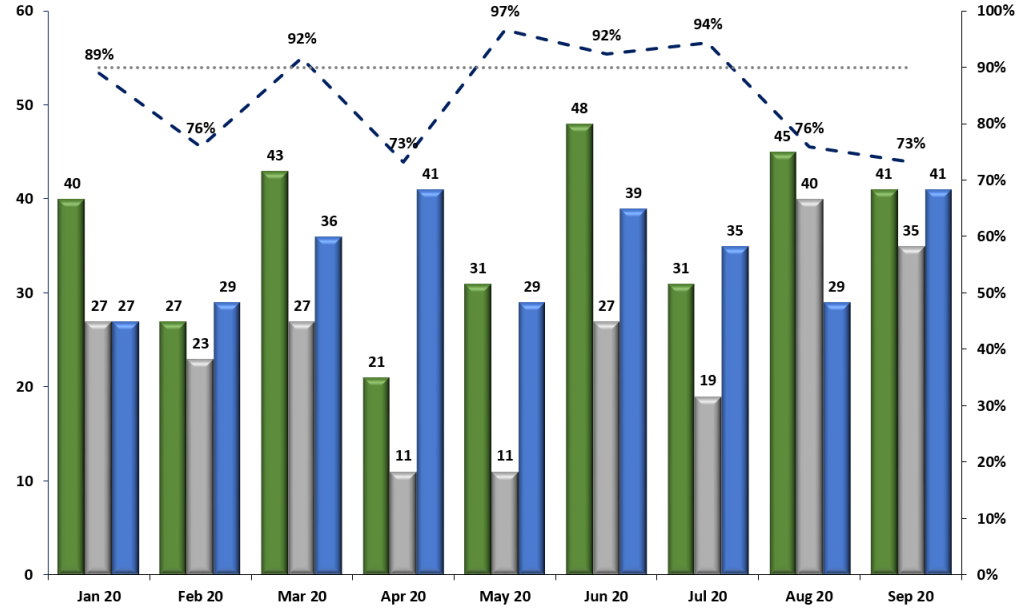
3. Delivering an ethical service
3.1 Delivering our service legally and within regulations

Good looks like: **Requests:** ***90%*** complete within time limit

Freedom of Information Requests



Subject Access Requests



Key:

- Received
- Open
- Closed
- Percentage of requests completed in time
- What Good Looks Like

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

Audit, Risk & Compliance

Other Offences Audit

40 OIS logs requiring a crime report

36 Crimes determined to be missing

- 6 Burglary Residential (including 4 attempts)
- 3 Burglary Business
- 7 Criminal Damage
- 6 Thefts
- 4 TWOC
- 3 Other Vehicle
- 2 Harassment
- 2 Fraud
- 2 MOWP
- 1 Assault – no injury

Clear indicators of behavioural traits that do not align with professional and ethical practice

Case Study

"90 year old male reports stepson has entered property again, this time stealing his back door key. He is worried stepson is trying to get him sectioned and take his house from him and steal money. Recently he stole his electric toothbrush and prescription glasses. He has also taken all his documents. His bank have called him and said another party has told his bank that he has forgotten his password and he needs a new one. Male is very worried because he has not forgotten his password. Male wants this to stop because it is very disheartening if stepson takes his home and finances and says he cannot go on anymore.

Officer deployed speaks with male and updates log that he feels male is very lonely and notices planks of wood have been put up on every door. ***Vulnerable Adult Incident*** *to be recorded.*

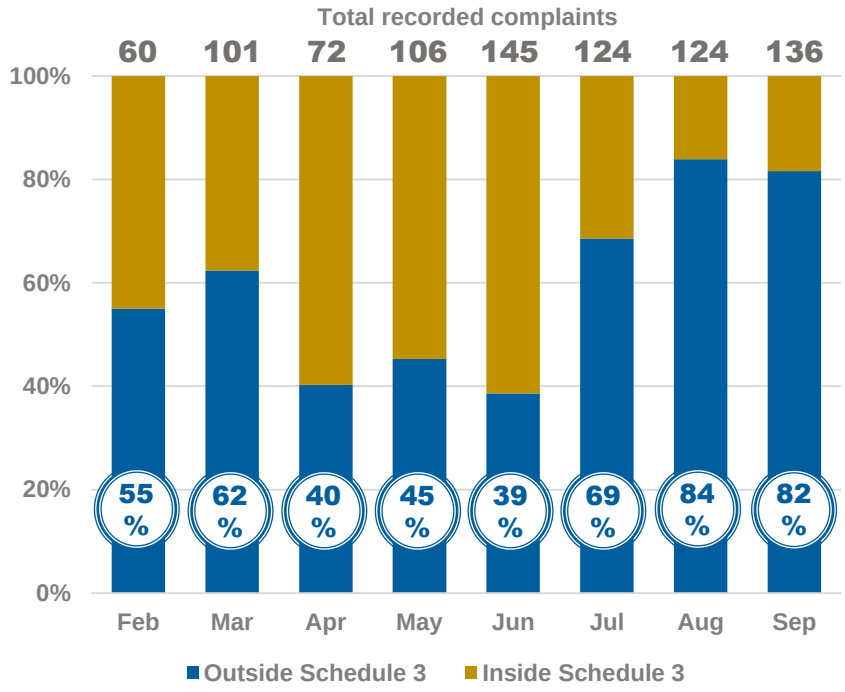
OIC speaks to step son who states he has not been in the house. They had a falling out a few weeks ago and has not been there since."

- OIC records Vulnerable Adult Incident.
- No contact made with his bank.
- OIC speaks to male by phone and informs him his step son has not been to the property.
- Male does not believe this
- Stepson's story believed
- Male's report of burglary not believed

- During the audit, it is was determined that unethical recording behaviour was happening e.g. 'cuffing'. This will **impact negatively on satisfaction and confidence**.
- During Aug/Sep, FCR delivered training of OCC sergeants to increase NCRS knowledge & scrutiny.
- Finding have been shared with CDI SPOCs & tasked to ensure all officers briefed on NCRS and that this unethical recording behaviour is unacceptable.
- The FCR audit team now review an additional 25 logs per week of these types to monitor the situation.
- FCR developed 'Top 10 Things' product which has been shared with L & D for delivery.

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

Complaints



Since July 2020, the number of complaints recorded **Outside of Schedule 3** has **significantly increased:** "we listened, said sorry and fixed it". This, therefore, means that fewer complaints were recorded under Schedule 3 of the Police Reform Act requiring a more "formal" investigation.

This is as a result of the Complaints Team attending the Sancus Training in June 2020 and the feedback/ lessons learnt from appeal reviews conducted by Sancus.

Conducts

In order to cover the three business areas within Professional Standards, we are working towards creating an infographic to illustrate the **timeliness of investigations** for conducts which will be fed into the Fairness, Policy and Standards Quarterly meeting. This will show a comparison in the length of investigations for those investigated locally, directed by the Independent Office for Police Conduct (IOPC) and investigated solely by the IOPC. We will also endeavour to **highlight "bottlenecks" in our investigations** with a view to **improving timeliness**.

Vetting

The **West Mercia Vetting Team** has now been established for six months. In this short time, they have completed internal audits for all police officers and staff, ensured all workforce vetted to the required level, as per HMICFRS requirements. The team will now be working on auditing the local contractors/ volunteers and are currently checking individual roles within the force to ensure all staff have the correct level of vetting for their role.

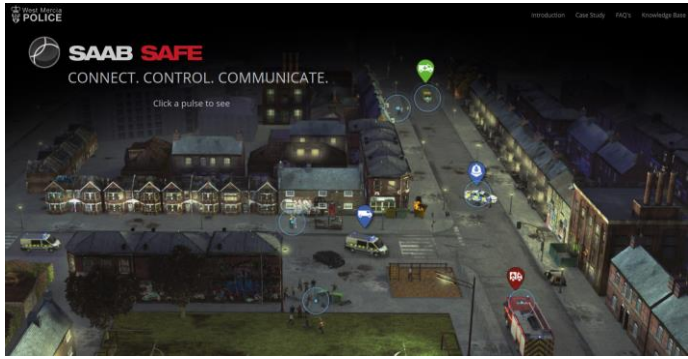
Good looks like: **Outside Schedule 3: >=75%**

There is no official target for the number of complaints to be dealt with outside of schedule 3, however the PSD have set an aspirational target of 75%.

This will allow PSD the capacity to conduct the more "formal" investigations, retaining them "in-house", reducing demand on local policing areas.

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

Implementation of Saab SAFE



Saab Safe, **our new command and control system, was successfully installed in July.**

The system, which call handlers use to record details of emergency incidents, crimes and other issues, and to dispatch police officers accordingly, replaced an ageing 30-year-old system, which was no longer fit for purpose.

The introduction of new software takes time for staff to get used to and, on occasion, call handlers spend a little more time on a call as they work to resolve the situation for the individual. **We currently resolve 50% of the issues reported to us during that initial phone contact.**

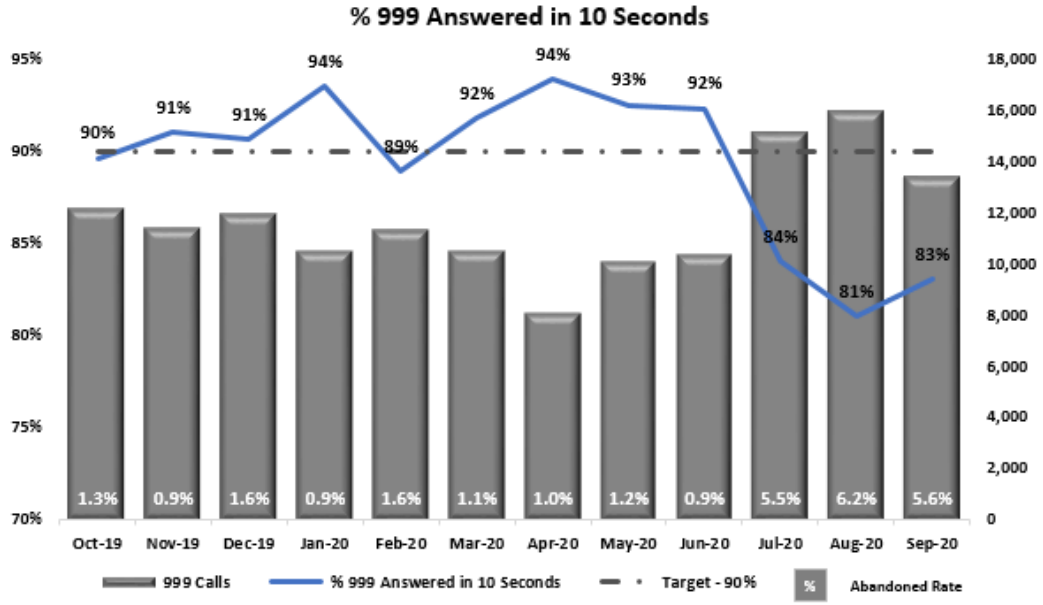
During July and August, we saw a 60% surge in emergency 999 calls, increasing from an average of 10,000 calls a month to 16,000. This increase in demand was reflected nationally.

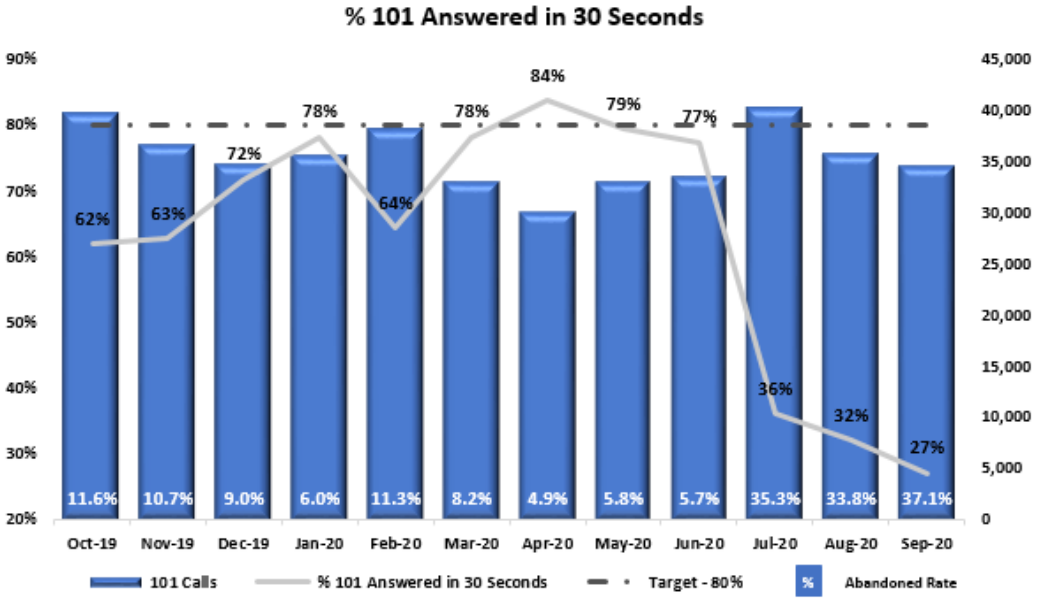
Our Contact Centre prioritises 999 calls, those in urgent need of a police response, and during periods of exceptional demand the main impact, in terms of call waiting times, has fallen on the 101 service provision. This has meant that the average waiting time for our 101 calls increased.

We have also introduced online function to provide members of the public with another way to report non-emergency crime and pass on information. During July and August, we saw a 71% increase in online crime reports, which relieves pressures on our 101 provision. We are also starting to see a return to more normal levels of calls to our 999 and 101 call lines.

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

Response to calls for service





Good looks like:

999 performance: ***90% answered within 10 seconds***

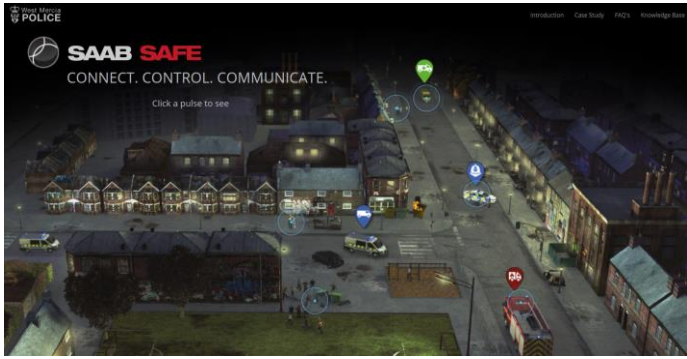
999 volumes: ***To maintain current levels in light of increasing national levels***

101 wait times: ***80% answered within 30 seconds by 1st December 20***

101 volumes: ***Continued sustained increase of online reporting on Singe Online Home and an increase in website traffic to advice and information***

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

Response to calls for service



999 Performance

July and **August** saw an approximate **60% surge** in emergency 999 calls. There was a considerable **increase in 999 demand in August** – over 2,000 calls higher than the corresponding month last year.

The BT report confirms that **this reflected the national position** of significant surges in 999 demand.

Relaxing of lockdown restrictions, ***reductions in the number of people taking overseas holidays***, and a ***different operating environment*** experienced this year, offer possible explanations for these increases.

September has seen a positive return to more normalised demand with the OCC experiencing a small reduction in 999 demand. Increase in 999 performance for the month of September rising from 81% to 83% against 90% target.

A Plan of action was launched in September and we continue to see an in increase towards our more normal performance figures.

OCC staff continue to familiarise with the new **Saab SAFE** system/ telephony.

101 Performance

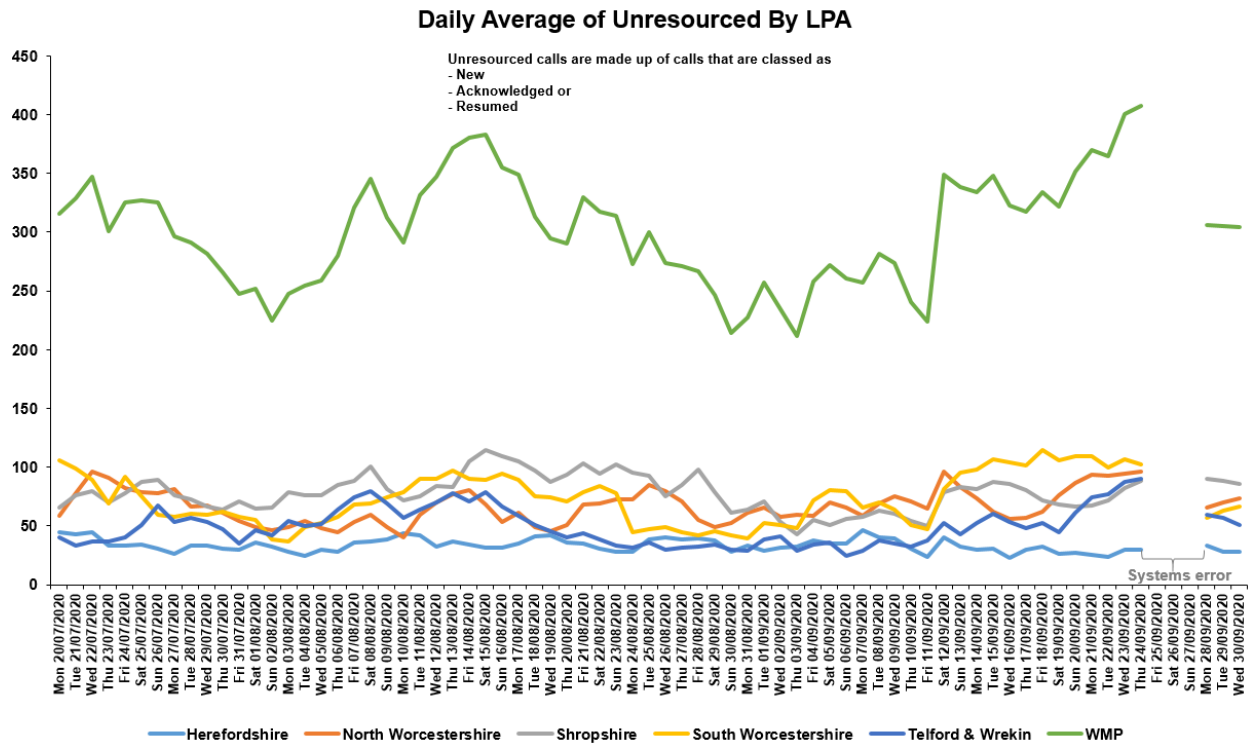
September has seen a **slow return** to more normalised demand with the OCC experiencing a **small reduction in 101 demand**. Further month on month decline in September falling to 27%, however a plan of action and a new supervision model is positively impacting upon performance.

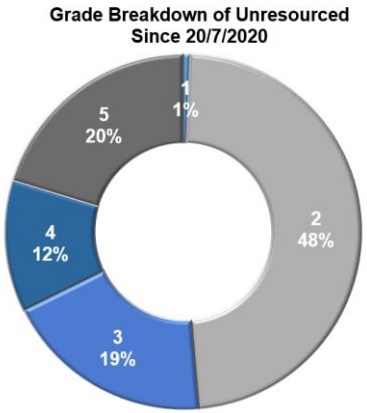
The OCC continues to adapt to the new SAFE platform and telephony; key current impacts:

- *The appropriate priority afforded to increased **999 demand reduces 101 performance**.*
- *The **creation of contact records** impacts on the time taken for each call.*
- ***Organisational failure demand is having a significant impact**. Departments not answering calls result in the call to returning to the OCC. This has increased with remote working.*
- ***Officers are still not always providing contact details to victims in all cases**, and are not using their mobile phones. This causes unnecessary demand into the OCC.*
- ***Telephony systems have failed on more than one occasion**, with calls not presenting.*

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

Response to calls for service





Good looks like:

Unresourced:

Daily average of <=300 unresourced calls

Emergency Response Times

Following the move to SAAB Safe all data is being rigorously tested. **Data relating to emergency response times is scheduled to be tested between the 12th to the 23rd October 2020** with the aim to make it available for all reporting from then.

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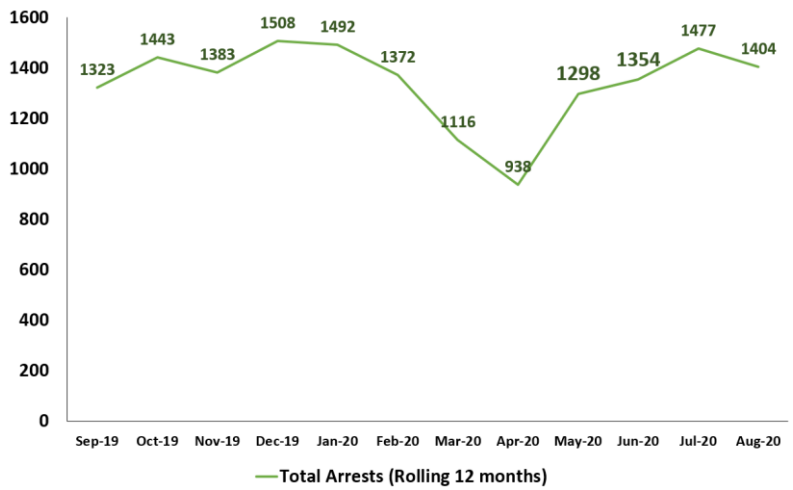
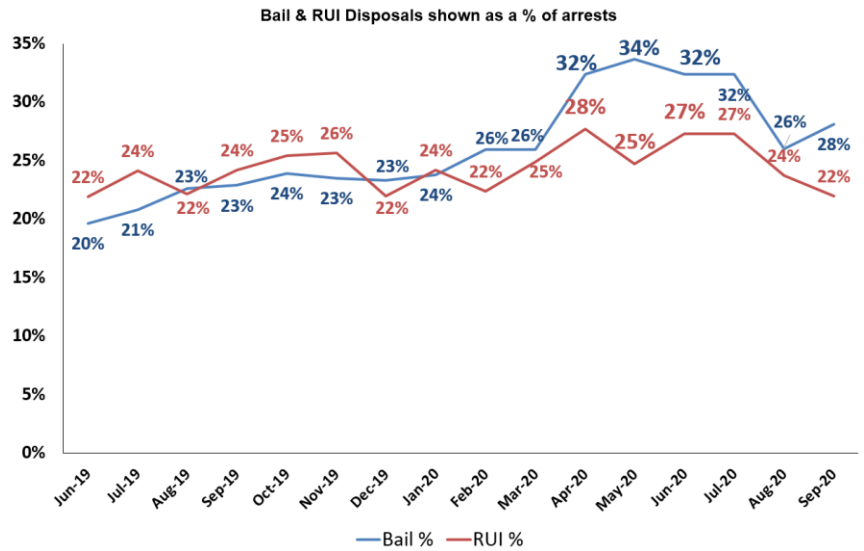
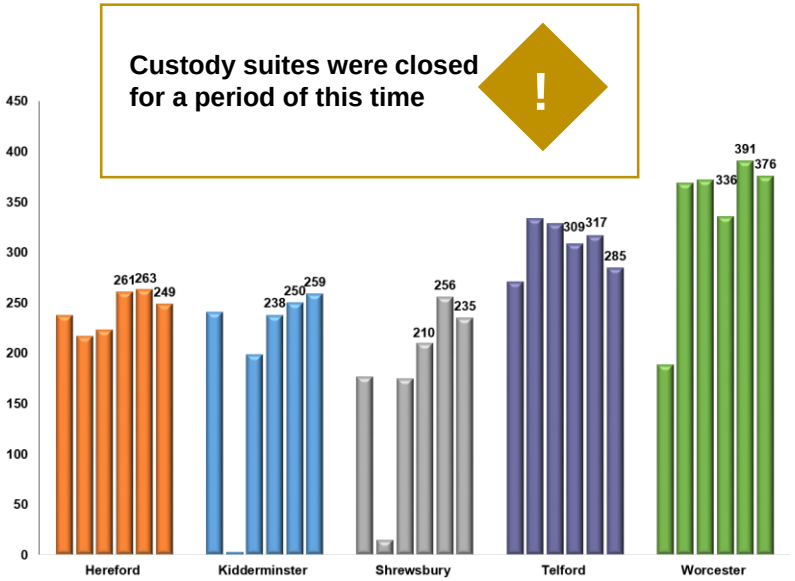
4.1 Delivering effective core practices

Custody



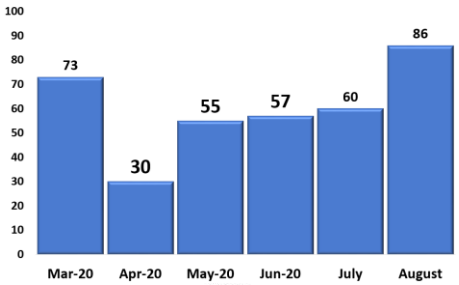


Arrests per month by custody station – Previous 6 months

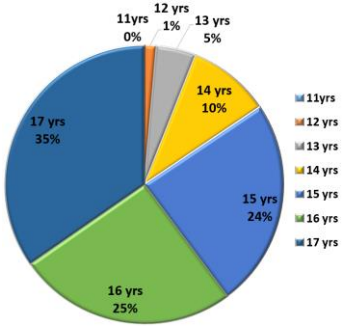


C&YP Arrests

Number of C&YP Arrests

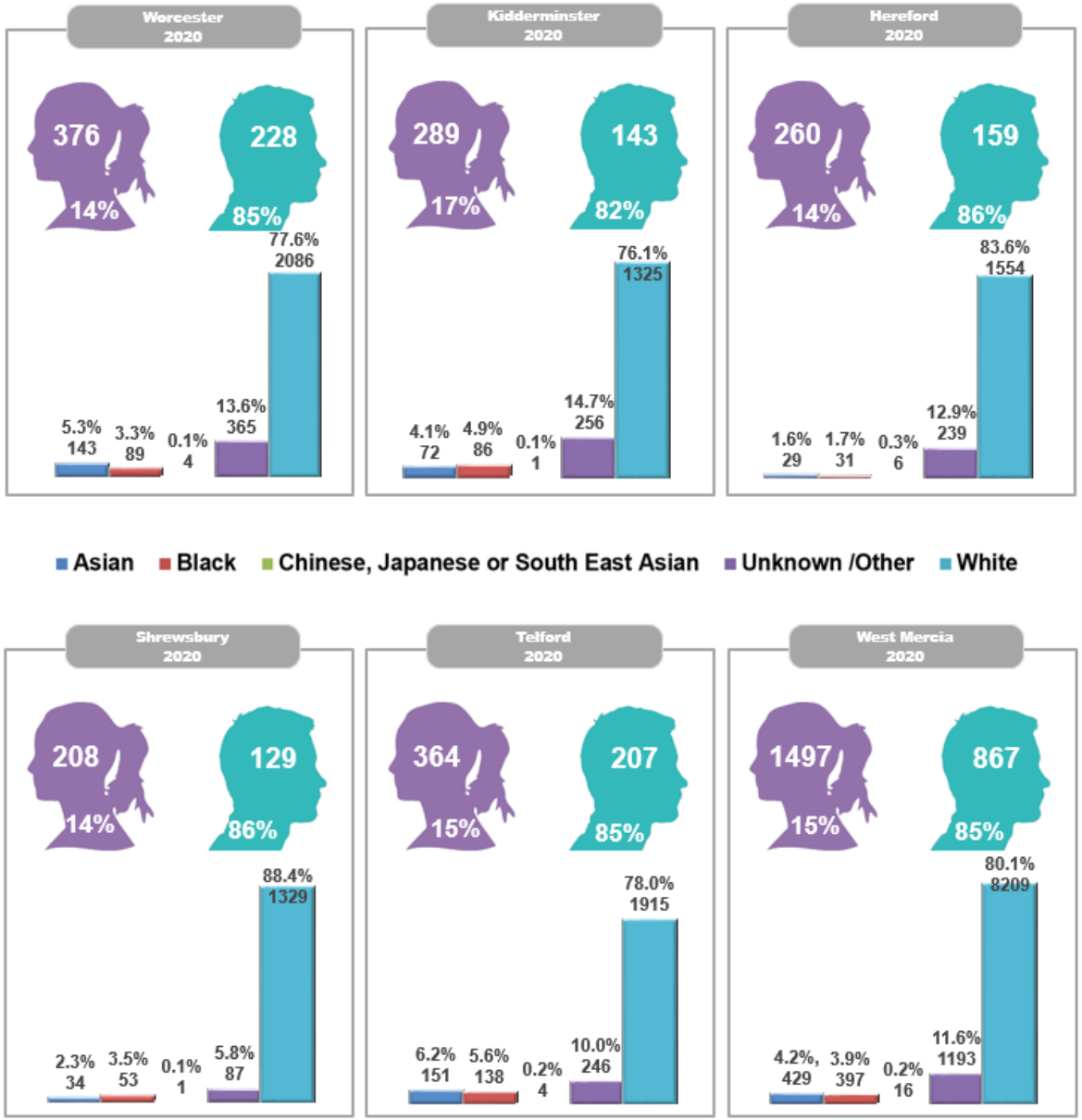


Proportion of C&YP Arrests by Age

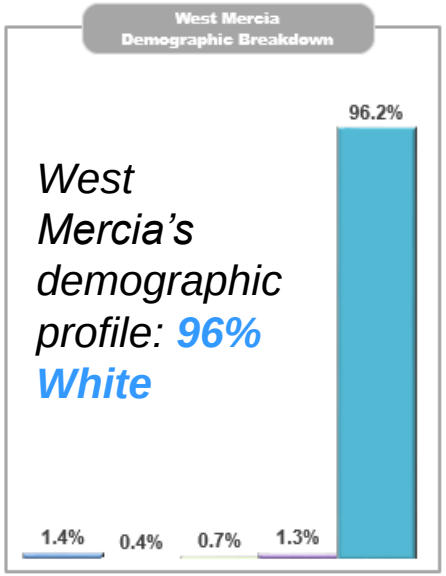


4. Delivering innovative, problem-solving practices and processes
4.1 Delivering effective core practices

Custody – Gender and Ethnicity Breakdown



A **disproportionate percentage of individuals in custody** are of a **Black or Asian ethnic origin or their ethnicity is Unknown/ Other**



*West Mercia's demographic profile: **96% White***

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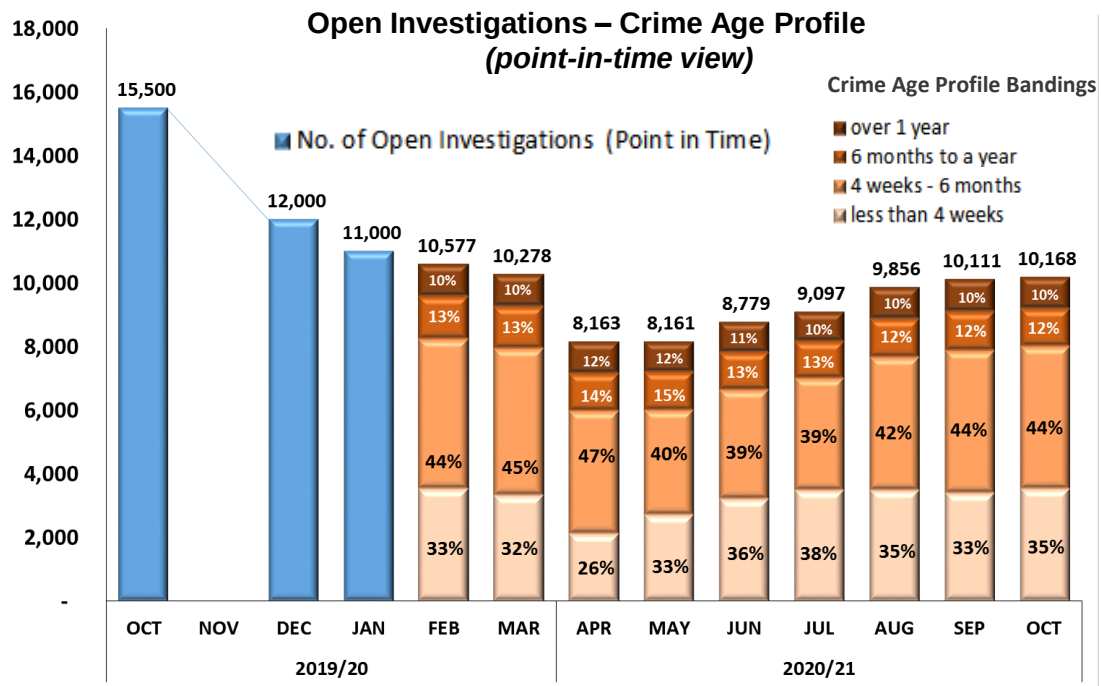
4.1 Delivering effective core practices

Effectiveness – Requires Improvement

HMICFRS 27 Sept 2019

Crime Management



Good looks like:

In development.
An 'optimum' band is thought to be around 8,000-10,000 open investigations at current recording volumes. However, to avoid an incentive simply to close crime this marker would need to be hidden until further work is done to filter out:

1. 'Normal' volume of open investigations awaiting closure with the Designated Decision Makers (DDMs) (currently 5-600)
2. Complex crime types with long average timelines

A better "temperature gauge" of force crime is anticipated to come from combining some metrics: Open crime/ Volume in "baskets"/ Suspects outstanding/ "attrition" rates to some outcomes. This is to avoid over-focus on timeliness at the expense of quality investigations.

Activity underway since July 2020 - Phase Two

- New **Suspect Management design process** has been completed and rollout is commencing 15th October 2020.
- During September 2020, a "**Key Improvement Themes**" Dashboard summary has been developed by the crime team and published to the intranet, to help local compliance with the new crime system.
- **SP&I will start work on the Metadata** that has been available to them in the databases to inform future work in crime management and knowledge.
- A short **review of the processes within the Control Room and Crime Bureau** has been undertaken, targeting issues with crime allocation shared with Supt. Klair.
- The first round of **Quarterly Performance Reviews** has included a review of local compliance with the new crime system.
- BAIL: Now all data issues are resolved, a new **Bail Management process is being trialled at Hereford**.
- Work commenced on **"Pinch points" and blockers in file quality and case progression**.

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4.1 Delivering effective core practices

Outcomes

Short term trends

In Q2 20/21, there was a 5% growth in the number of offences outcomed (regardless of when they were recorded)

Action Taken – 10% decrease in offences assigned an 'action taken' outcome during Q2 20/21 compared to previous quarter

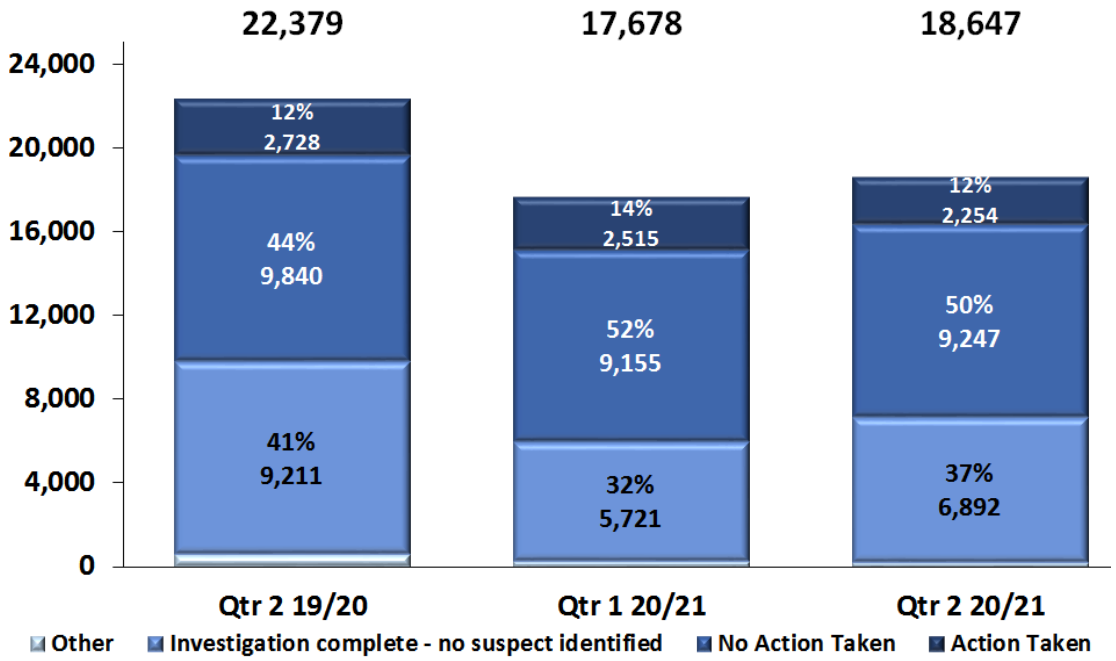
Investigation Complete – No Suspect identified – A greater proportion of offences were assigned this outcome result (37%) compared to previous quarter (32%) but lower than same quarter last year (41%)

- **Both Outcome 14 (30%, +398 offences) and Outcome 18 (18%, +773 offences) have seen increases on the previous quarter.**

Good looks like:

In development.

However, thought needs to be given around the balance of which outcomes are being applied and if applied appropriately in the circumstance



Volume and Proportion of Outcomed offences by 'HMIC Grouping' regardless of when they were recorded

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

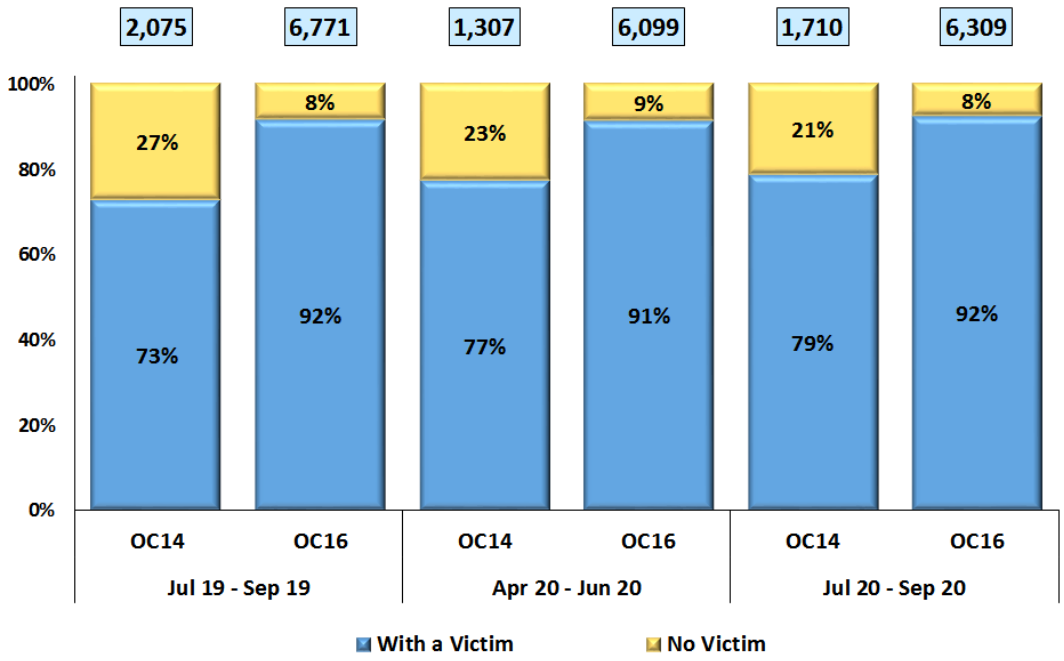
Outcomes

Outcome 16 – *Victim does not support action*

Outcome 14 – *Evidential Difficulties Victim Based – Named suspect not identified: Victim either declines/ or is unable to support further police investigation*

Good looks like:

***100%** of Outcome 14 and 16 offences should have a victim linked to the offence.*



Outcome 14

In Q2 20/21, a continual improvement is seen in the proportion of Outcome 14 offences that have a Victim linked to the offence. Growing from 73% in the same period last year to 79% in this last quarter.

Outcome 16

Proportion of Outcome 16 offences that have a Victim linked to the offence has remained relatively stable over the 3 quarterly periods (92%).

Offences that have a tendency to be 'Victim-less' or are crimes against Society

- **Representing 56% (271) of all Outcome 16 offences without a victim (482).**

For 'Victim-based' crimes, criminal damage & arson (19%, 81) and other theft offences (26%, 52) have above average 'no victim attached' rates.

Based on Offences outcomed during the quarter regardless of when they were recorded

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

Good looks like:

In development

Intelligence Management

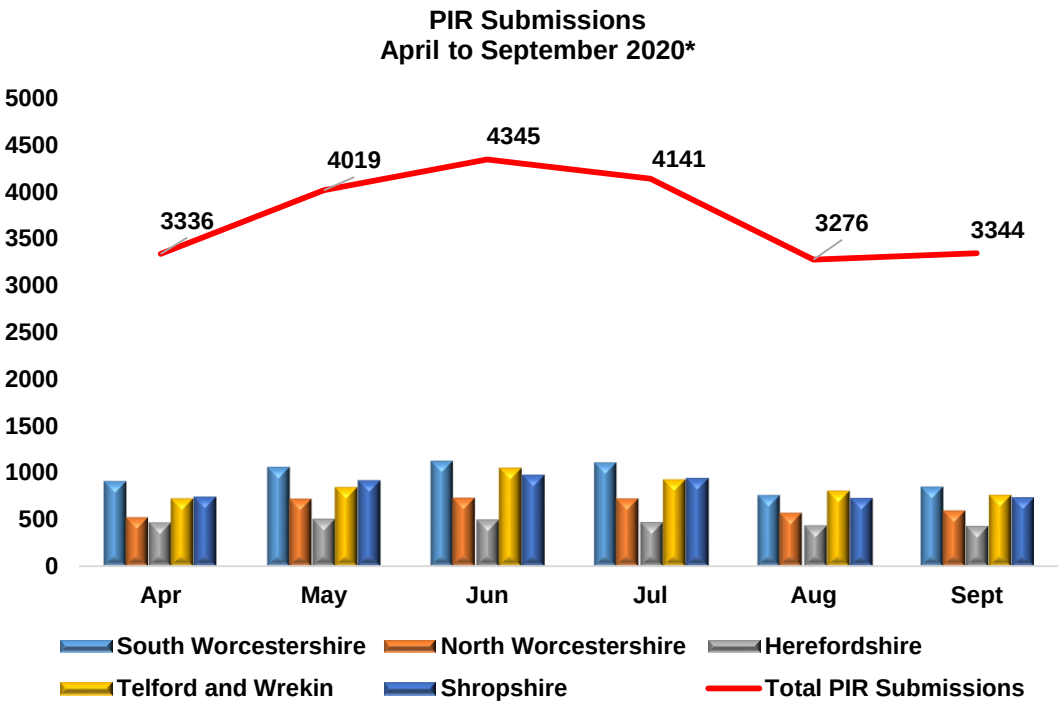
Submission of Police Intelligence Reports (PIRs) have seen an 8% *decrease* when comparing the first and second quarters during 2020.

Lockdown was in effect during the second quarter, with restrictions easing on 23rd June.

There was a dramatic increase in submissions during May and June, with a peak of 4,345. The number of submissions then steadily decreased until the **lowest point in August** during the school summer holiday / peak leave period. Overall, submissions have fluctuated between 3276 and 4345 per month.

It was anticipated that more normal submission levels would return during September, however, with the **sharp increase in Covid-19 cases in recent weeks this can affect submissions in one of two ways**:

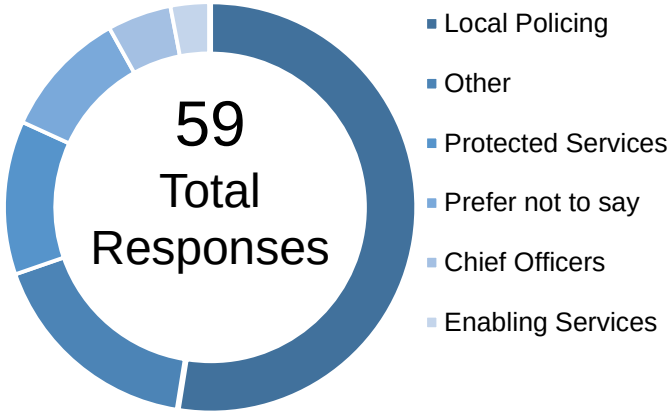
1) ***Decrease*** *of submissions due to sickness abstractions*.
2) ***Large upsurge in submissions***, like that witnessed during the spring, due to lockdown measures, which removed demand from the night-time economy and also an overall reduction in crime levels, leaving officers more opportunity to focus on intelligence submissions. Recent weeks have seen a curfew of 10pm being implemented which is anticipated to affect submission levels. Should further lockdown measures be implemented this could fuel an upsurge in submissions.



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

problem solving

Problem Solving: Survey Results

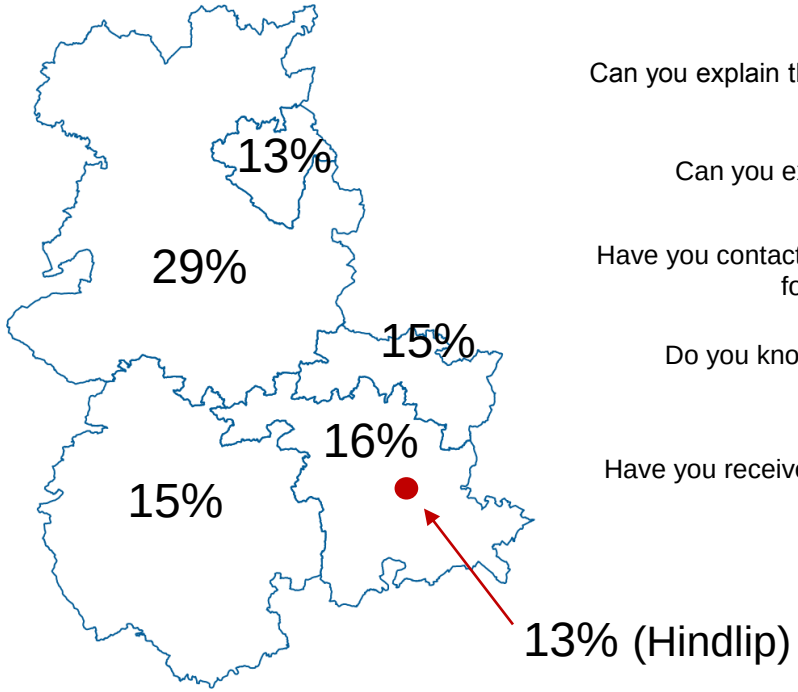


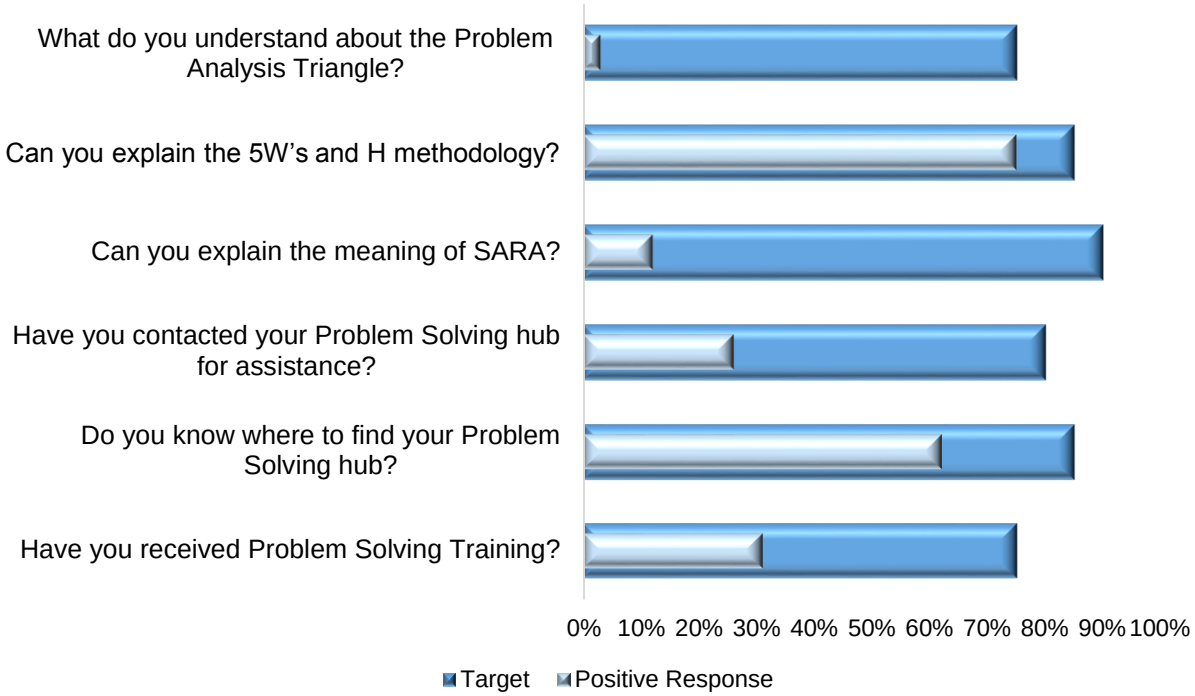
Survey is carried out annually

Distributed on 1st August 2020 and ran until 31st August 2020

The survey provided a baseline level of staff's understanding around Problem Solving that will be used to target areas for improvement

Responses by LPA

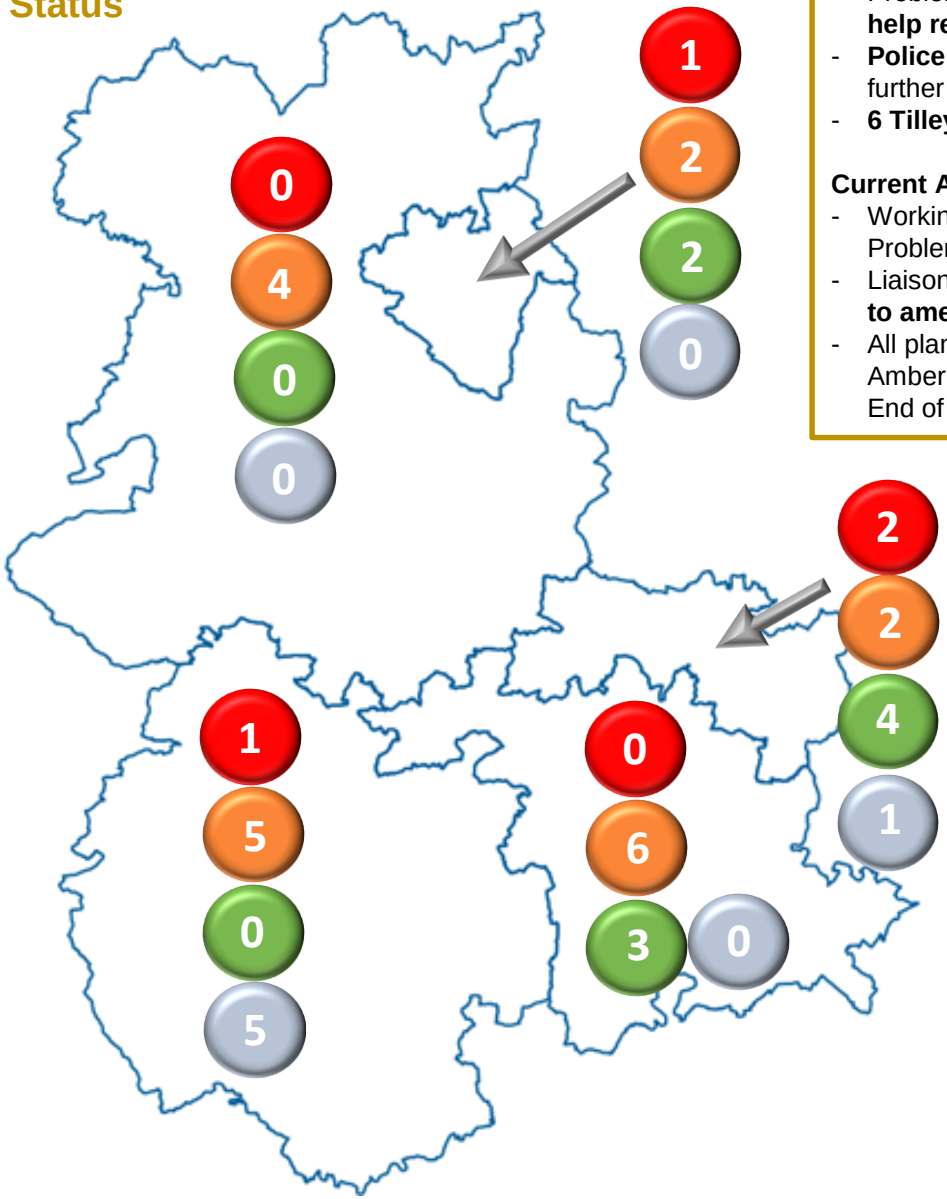




4. Delivering innovative, problem-solving practices and processes

4.1 Delivering effective core practices

Problem Solving Plans: Current RAG Status



Good News

- Problem Solving Tactical Advisors (PSTAs) are working with the OCC to **help reduce demand** and a Problem Solving Plan has been drafted.
- **Police Now** and a number of other departments have been reached to further embed PS.
- **6 Tilley award applications** will be submitted by 23rd October deadline.

Current Aims/Objectives:

- Working with ICT to **develop a reporting system** behind the current Problem Solving ICT Platform.
- Liaison with Corporate Communications to obtain **training for the PSTA's to amend the current Problem Solving intranet site**.
- All plans being **70% Green** by Christmas 2020 with the remainder being Amber Status (No Reds) and the aim of them being 100% Green by the End of 2022/23.

Total Open Plans

RAG Scoring

Marks for Problem Solving Plans are assigned by Tactical Advisors, utilising the SARA model. The total number of marks available for an open plan is **13**, scored against a pre-agreed criteria.

Red plans: 0 – 4 points (Poorly presented plan requiring a lot of further work)

Amber plans: 5 – 9 points (Reasonable plan requiring a little more work)

Green plans: 10 to 13 points (Good Standard of plan)

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

Continuity Planning

- The force was **audited** by Warwickshire County Council in relation to its **Business Continuity Management processes** in Quarter 2; the result – yet to be signed off – shows that the rating has improved to '***Adequate***' (that the controls provided are ***moderate*** in terms of risks being managed). This an **improvement since the previous inspection in 2019** when we were rated 'Weak' and when it was concluded that the controls in place were 'Limited'.

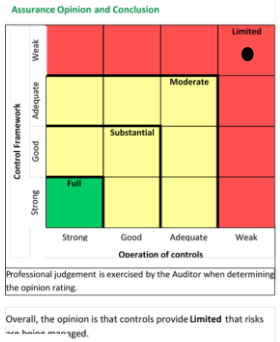
The Auditor commented "***we consider Moderate to be…positive…and demonstrates an overall improvement to where you were previously***"

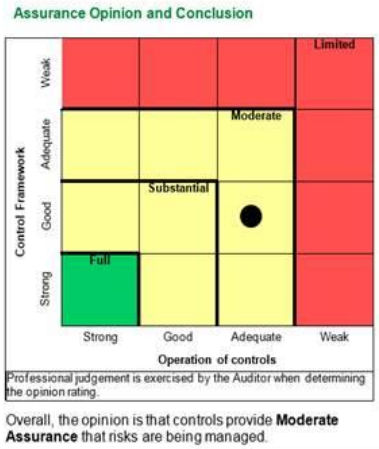
- Great effort has been put into ensuring that all departments have a **Business Continuity Plan** (BCP) in place; as a result as at end of Quarter 2 **94% of departments now have a current BCP** – a significant increase from the position in October 2019 where compliance stood at 20%

- Lots of work has been undertaken to ensure business continuity should there be another wave of COVID:

  - A **Silver Cell Terms of Reference** has been developed.
  - Each **key business lead has been spoken with to identify their 'perceived wisdom'** following COVID around "what would you do better next time?" in the event of a second wave.
  - **Staff survey** was undertaken to capture feedback from officers, staff and volunteers around how they feel they were directed and supported during COVID and how safe they felt.
  - A **monthly de-brief document** and process has been set up to allow those involved in the response to communicate their experiences in order that lessons can be identified and recommendations made for future improvement.
  - **Pandemic exercises** have been undertaken with operationally critical departments.

Audit 2019 →
('Weak')





← ***Audit 2020***
('Adequate')

Good looks like:

100% compliance against ***Business Continuity Plans*** being in place

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

All Crime

		Qtr 2 20/21	Qtr 2 19/20	Trend Previous 12 Months	YTD % Change
Total Recorded Crime	24420 / 19173	20754	23316		-15%
Violence With Injury	3294 / 2278	2890	3048		-13%
Violence Without Injury	6670 / 5006	6403	6333		1%
Rape	351 / 263	368	328		-3%
Other Sexual Offences	564 / 518	571	534		-9%
Personal Robbery	157 / 140	144	148		-20%
Business Robbery	19 / 11	8	13		-54%
Residential Burglary Dwelling	1004 / 926	615	984		-30%
Burglary - Business & Community	757 / 603	556	718		-31%
Vehicle Offences	1388 / 1252	872	1339		-40%
Theft from Person	255 / 110	102	217		-62%
Bicycle Theft	274 / 138	281	241		14%

		Qtr 2 20/21	Qtr 2 19/20	Trend Previous 12 Months	YTD % Change
Shoplifting	2173 / 1633	1418	1989		-38%
All Other Theft Offences	2482 / 1505	1520	2224		-36%
Criminal Damage & Arson	2598 / 2199	2259	2458		-16%
Drug Offences	685 / 464	698	554		33%
Possession of Weapons	268 / 207	243	233		-12%
Public Order	1736 / 970	1450	1610		-7%
Misc. Crimes Against Society	369 / 324	356	345		2%
Cyber	1070 / 324	1162	863		47%
Alcohol Related	2183 / 1072	1895	1912		-6%

Incidents	84806 / 66504	82585	81350		-1%
Anti Social Behaviour	12433 / 6997	13004	11337		49%

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 o 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.

Good looks like:

Residential Burglary Dwelling: ***25% reduction*** in a post-COVID operating environment

Total Crime: ***10% reduction*** in a post-COVID operating environment

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

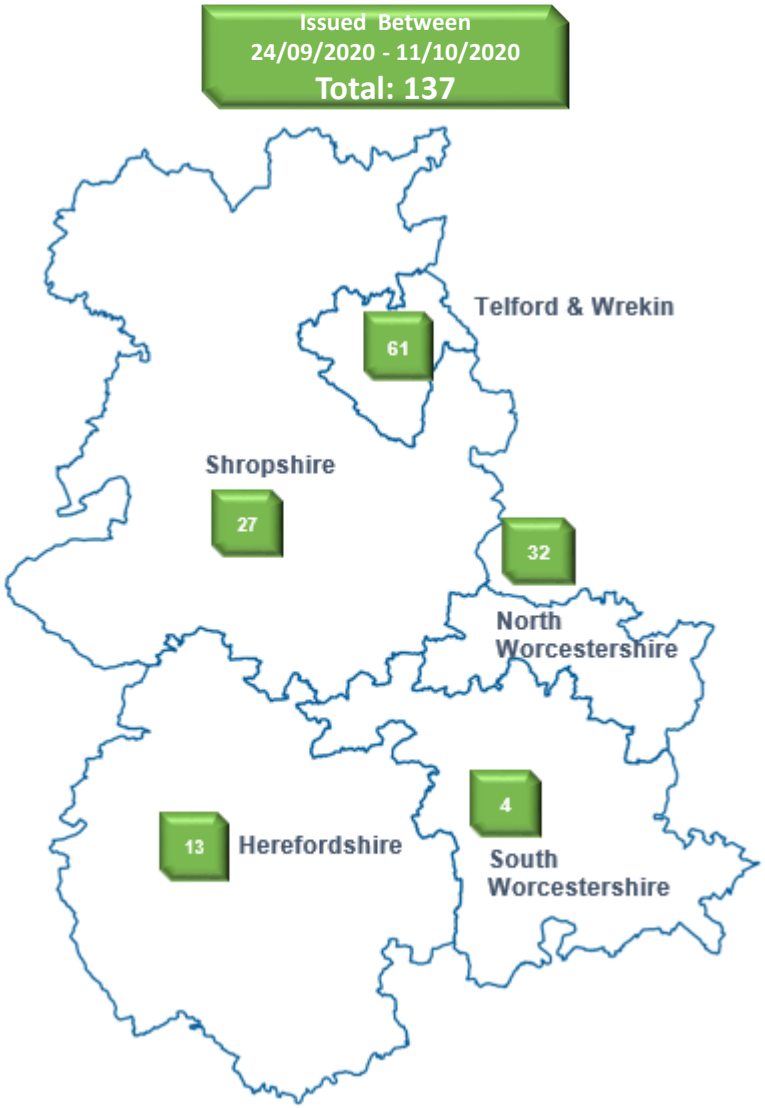
COVID Related Fixed Penalty Notices (FPNs)

Since the new COVID-19 legislation came in, a significant number of related FPNs are being rejected by the Criminal Records Office. This creates additional work for officers having to amend and re-submit FPNs.

A number of areas have been identified where improvements could be made and they have been shared with officers.

The key areas are:

- **FPN is missing information (every section must be complete)**
- **FPN is undeliverable as subject to does not live at address / address details are incorrect**
- **FPN issued to under 18 (FPNS are for over 18s only)**
- **FPN states refer to MG11 and the circumstances are not complete**
- **FPN circumstances go into great detail around the regulations and don't actual cover the points to prove. Clear concise information required, as per above point**



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

Policing Priorities

Good looks like:

CSE: ***Increased reporting***

KSI: A sustained ***20% reduction***

Domestic Abuse:
Increased reporting;
A reduction in DA repeat victims

Residential Burglary Dwelling: ***25% reduction*** in a post-COVID operating environment

Total Crime: ***10% reduction*** in a post-COVID operating environment

Incidents: ***Under development***

Hate Crime: ***Increased reporting***

Vulnerable Adult: ***Increased reporting***

Child At Risk: ***Increased reporting***

		Qtr 2 20/21	Qtr 2 19/20	Trend Previous 12 Months	YTD % Change
Child Sexual Exploitation	214 / 75	164	168		-2%
		Qtr 2 20/21	Qtr 2 19/20	Trend Previous 4 Qtrs	YTD % Change
SOC Disruptions		52	30		58%

	Qtr 2 20/21	Qtr 2 19/20	Trend Previous 12 Months	YTD % Change
KSI	145	151		-26%

Due to systems it is possible for volumes to change up to 30 days after the end of the month.

		Qtr 2 20/21	Qtr 2 19/20	Trend Previous 12 Months	YTD % Change
Residential Burglary	757 / 603	556	718		-31%

		Qtr 2 20/21	Qtr 2 19/20	Trend Previous 12 Months	YTD % Change
Total Crime	24420 / 19173	20754	23316		-15%
Incidents	84806 / 66504	82585	81350		-1%
Hate Crime	607 / 307	572	557		3%
Vulnerable Adult	3904 / 3163	3961	3793		3%
Child At Risk	5744 / 5008	5356	5613		-9%

Key (last month data only)

Value of upper control limit

Value of lower control limit

Overall crime volumes are returning to anticipated numbers with a few exceptions.

It is expected that volumes will continue to reflect normal volumes in the coming months and follow typical seasonality 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*

NB. It is possible for the previous month to be coloured differently from the month in the 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.

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

Policing Priorities

Serious Organised Crime

	Qtr 2 20/21	Qtr 2 19/20	Trend Previous 4 Qtrs	YTD % Change
SOC Disruptions	52	30		58%

The disruptions figures account for **disruptions recorded against OCGs with a tiered response level of 1 to 3**.

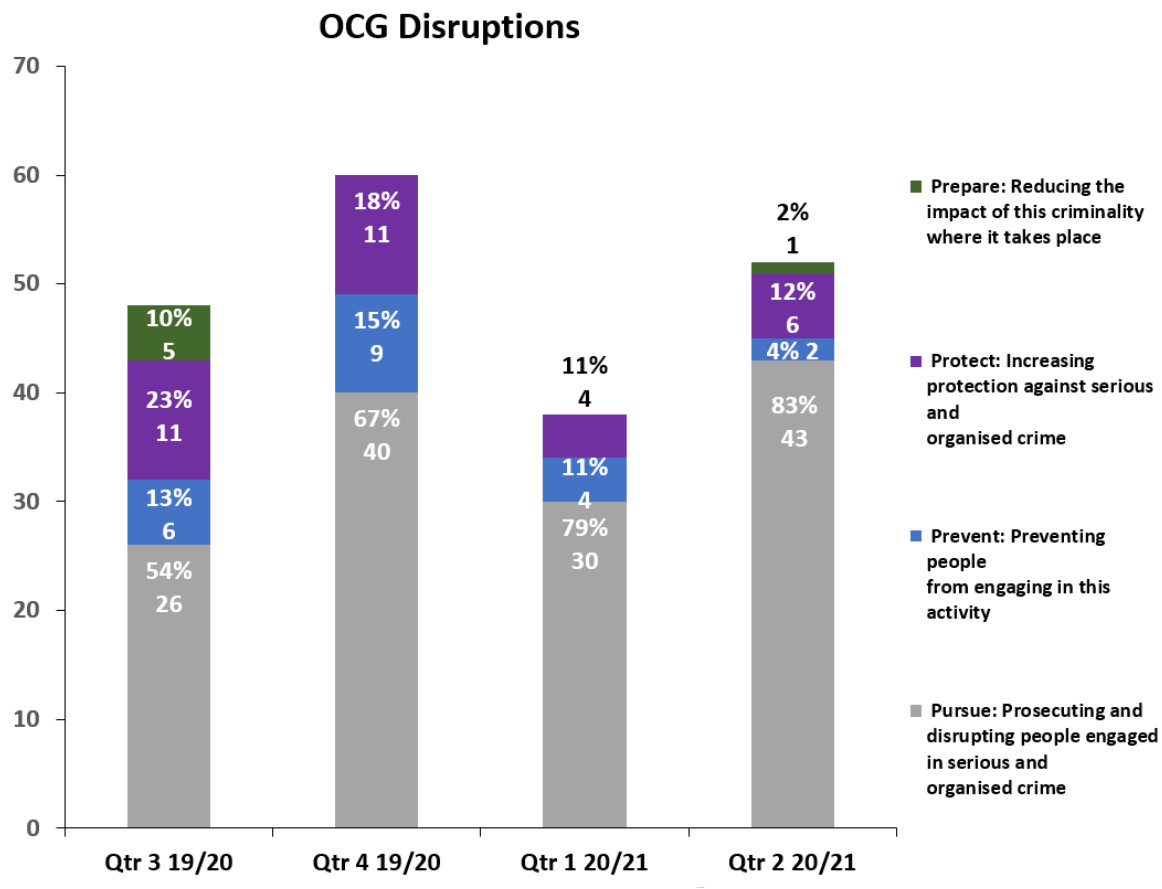
Latest data indicates that there are **27 active and 23 archived OCGs** in West Mercia.

59% of the active OCGs have a primary crime type of **drugs supply or County Lines**. **22%** of active OCGs' principal criminality is **organised acquisitive crime**.

In Q2 2020/21 there were **52 OCG disruptions recorded** - this is an ***improvement*** **on Q1 2020/21** and a ***return to pre-Covid levels of disruptions***.

55 arrests were made in the timeframe. **10 charges** and **2 convictions** were also recorded during the quarter. 11 arrests were as a result of a single violent disorder disruption. **5 nominals were safeguarded** and **1 firearm seized** in the period.

The impact of Covid is still felt in the heavy nature of OCG disruptions. **Pursue disruptions** account for **83% of all OCG disruptions**; this means that **17% of OCG disruptions were either Prepare, Protect or Prevent**. Disruptions data for Q2 2020/21 has yet to be moderated and will change.



The information in the slide is based on the data provided by West Mercia to the Regional Organised Crime Threat Assessment Team. Please note that due to the timescales this data is yet to be moderated by ROCTA and therefore may be subject to change.

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

Policing Priorities

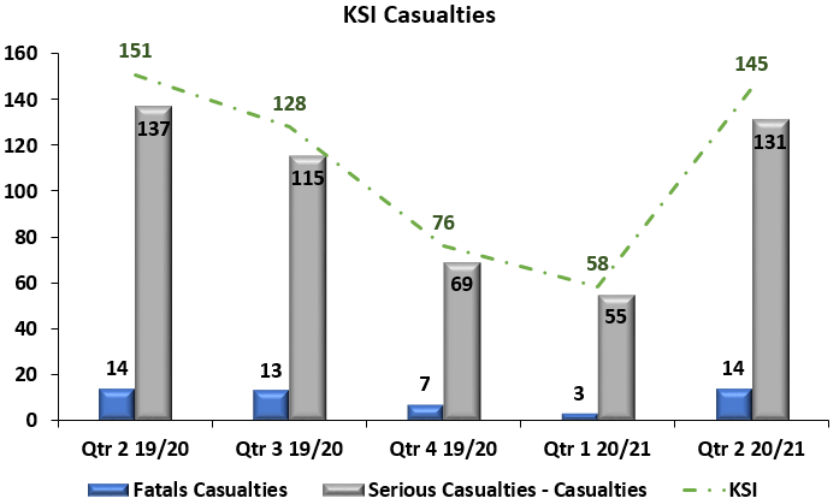
Safer Roads

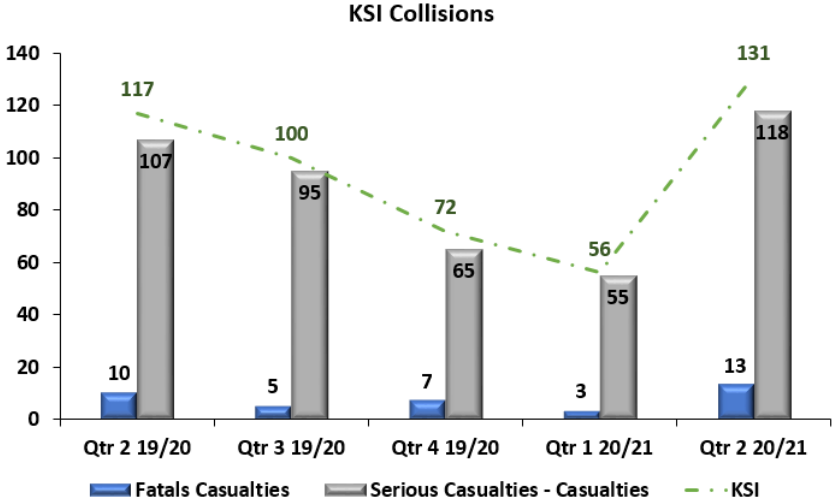
	Qtr 2 20/21	Qtr 2 19/20	Trend Previous 12 Months	YTD % Change
KSI	145	151		-26%
Fatals Casualties	14	14		-32%
Serious Casualties - Casualties	131	137		-26%

Following the **significant reduction in casualties as a result of COVID 19** movement restrictions, we can now see that **volumes are increasing**.

Overall, whilst the Year To Date volumes are showing a better than 20% reduction on the previous year, at present, **normal volumes – and sometimes higher – are starting to be recorded again**.

In the last quarter, Killed or Seriously Injured (KSI) ***casualties*** saw a **4% (6) decrease compared to the same quarter last year;** however, **KSI *collisions*** saw a **12% (14) increase** overall while there was a 30% (3) **increase** in ***fatalities***.





Good looks like:

KSI: A sustained ***20% reduction***

If COVID continues to relax, the roads will continue to be busier, albeit pre-COVID traffic levels are unlikely to be see again due to working from home initiatives.

Government initiatives resulting in increased incentives for cyclists but without a change in cycle-lane infrastructure will mean increased numbers of cyclists sharing road space with vehicles.

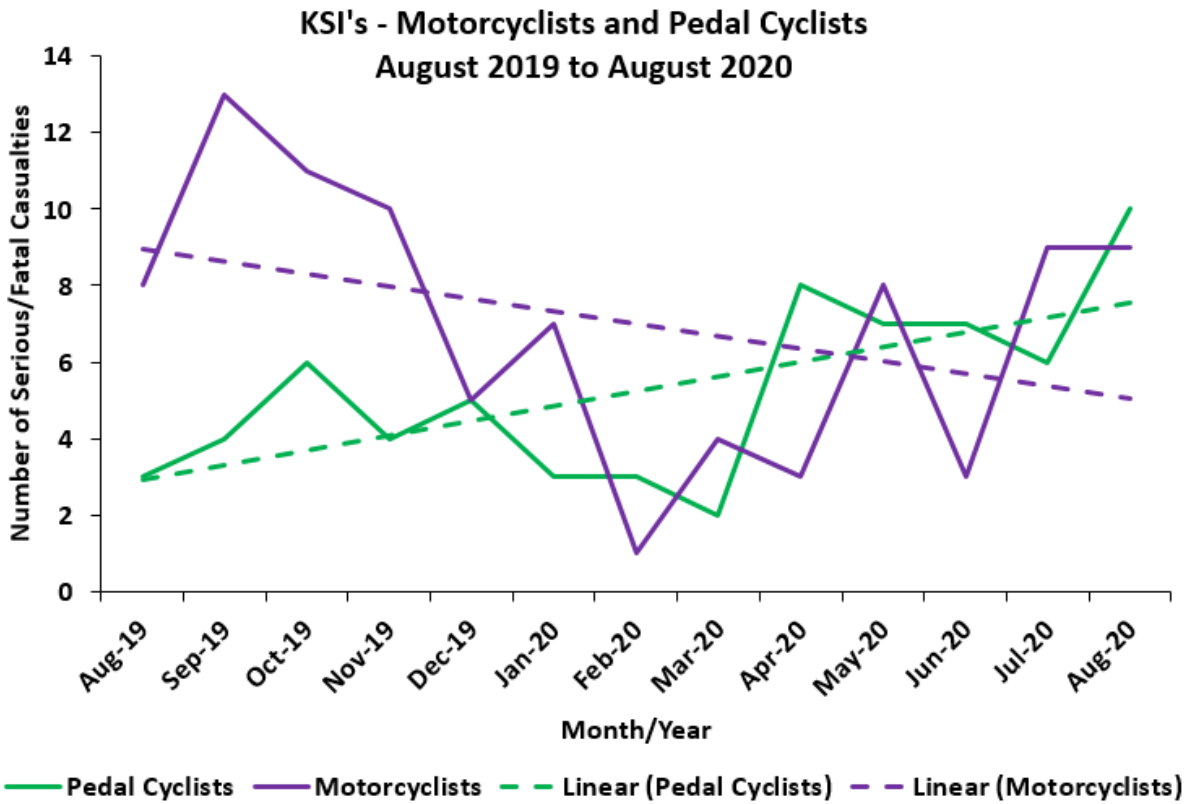
4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand

Policing Priorities

Safer Roads

Motorcyclist Killed or Seriously Injured (KSI) Casualties

The number of Motorcyclist KSI casualties has shown a *downward* trend over the last 12 months.



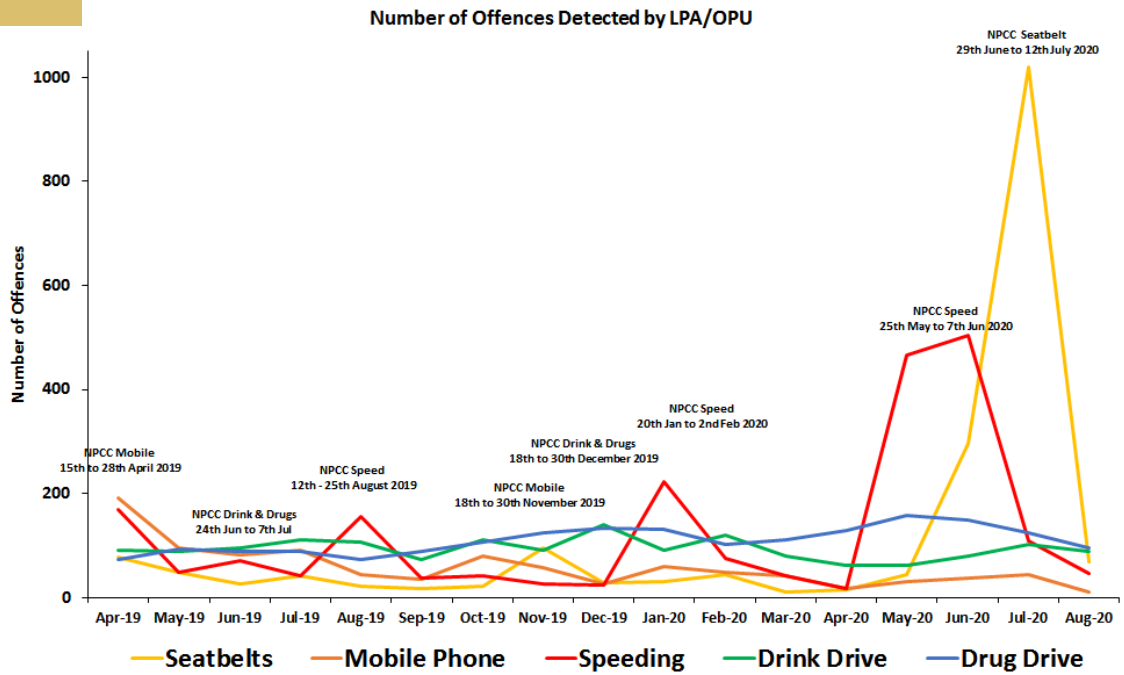
The number of Pedal Cyclist KSI casualties is trending upwards, with cyclists accounting for 24% of all Serious and Fatal casualties over the last 5 months; this percentage went as high as 57% in April (30%, 37%, 13%, 18% and 24% in subsequent months).

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

Policing Priorities

Safer Roads

Fatal 4 Offences



The two most recent campaigns for speeding and for seatbelts have shown a **substantial *increase* in the number of offences detected**.

West Mercia Police performed exceptionally well during these campaigns and were **by far the most successful Force in the UK in respect of support and activity during these campaigns**.

The OPU remain **dedicated towards reducing KSI and therefore making the counties' roads safer** by ensuring that effort and activity is focused at all times on the **fatal four** factors. OPU continue to remain high performing in all four areas of enforcement and the **Roads Policing (RP) officer uplift in June has clearly enabled the Force to undertake even more high visibility patrolling and enforcement on the road network**.

The continuing **recruitment of the final 8 RP officers** onto the team by 01.04.21 will clearly have an even greater positive impact on enforcement, education and the capacity of the unit to further positively impact on KSI figures to better protect the travelling public.

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

Policing Priorities

Safer Roads

Educational Activities & Campaigns

Educational opportunities during COVID-19 continue to be challenging and more limited.

Green Light – The Green Light education programme has been updated with new videos embedded. Work is underway to develop a teacher pack if remote learning is needed due to COVID-19 restrictions.

Dying 2 Drive – A teachers' pack has been developed in order to provide Yr11 tutors with the information needed for them to be able to deliver the Dying 2 Drive package – this includes 4 workshops around the Fatal 4.

Motorbikes – During September, a Biker Down course was run at RAF Shawbury and two Bike Safe courses have been run recently.

Be Safe Be Seen – Supporting SNT's with the supply of free high vis cycling goods, and will be assisting with the identification of suitable routes for them to focus on over the winter months.

Campaigns Sep – Dec 2020

National NPCC campaigns

September
- One Road One Week
- Project EDWARD

October
- Tyre Safety Week
- No Insurance Week of Action

November
- Vulnerable Road Users
- Brake Road safety Week

December
- Alcohol and Drugs Operation

West Mercia Initiatives

Education
- Green Light – Young Driver Education Programme
- Dying 2 Drive Yr. 11 input

Biker Safety
- Op Indianna
- THINK BIKE
- Take Control training
- Bike Safe
- Biker Down

Pedestrian/Cycle safety
- Op Close Pass
- Be Safe Be Seen – support for SNT's

Op Snap
- Ongoing support, management of Comms

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

Policing Priorities

Safer Roads

Vehicle Seizures (S59 – road racing)

From **February 2020 onwards, the table below demonstrates full use of seizure powers**.

Some seizure categories relate to Business As Usual (BAU). The following seizure categories have an immediate and positive impact on our local communities:

1. **Abandoned** (improving the environment, responding to community concerns and making our roads safer)
2. **Obstruction** (making our roads safer and responding to community concerns)
3. **S165 No insurance / Licence** (making our roads safer and targeting OCGs and criminals using the road network)

S59 - West Mercia does not suffer from antisocial use of vehicles in general and therefore seizures under this category are low. However, the data does show a significant number of seizures in the other categories listed above which clearly have an immediate and positive impact on communities and road safety in general.

Month / Category	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Total	% Share
Abandoned	33	35	18	30	29	17	12	20	**194**	5%
Breakdowns	24	18	5	2	15	13	21	12	**110**	3%
Burnt Out	3	4	3	6	4	6	6	3	**35**	1%
Fatal	2	5	3	1	0	9	21	9	**50**	1%
Obstruction	42	16	6	14	14	20	19	17	**148**	4%
PACE	21	23	19	20	22	12	12	20	**149**	4%
Police to Pay	6	4	0	5	2	3	8	8	**36**	1%
Police Vehicles	26	12	17	19	18	5	10	9	**116**	3%
RTC	221	157	95	84	122	59	167	172	**1077**	27%
S165 No Insurance / No Licence	214	191	232	233	226	184	160	142	**1582**	40%
S59 (road racing)	0	2	5	5	3	2	3	0	**20**	1%
S99 (other seizures)	20	16	35	24	13	80	71	48	**307**	8%
Section 29 DVLA	44	39	4	2	0	1	0	4	**94**	2%
Section 29 Foreign	2	0	0	0	0	0	0	0	**2**	0%
Stolen	58	69	36	27	43	20	19	33	**305**	8%
Grand Total	**716**	**534**	**452**	**434**	**463**	**395**	**490**	**497**	**3,981**	**100%**

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

Policing Priorities

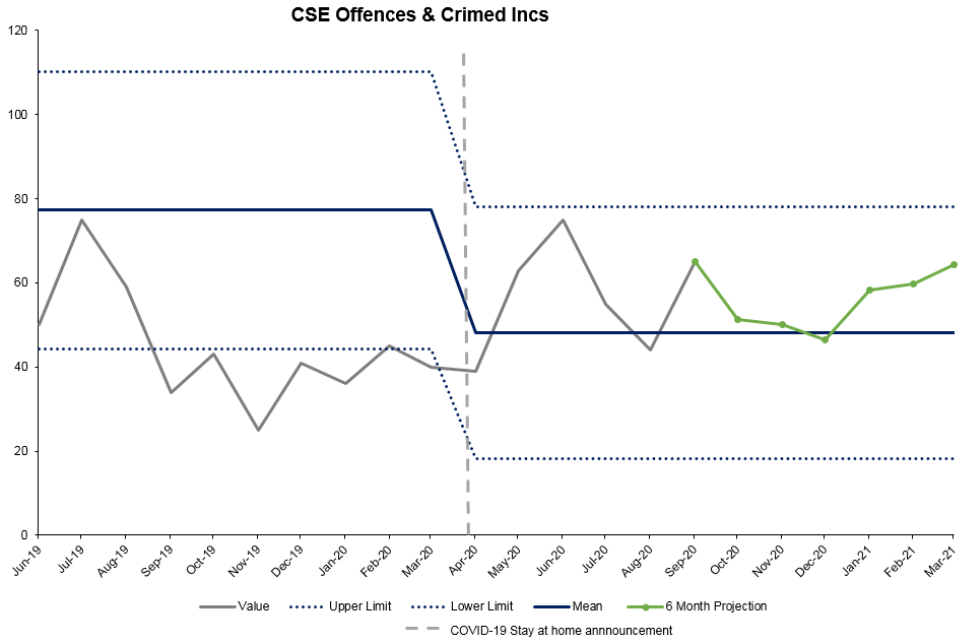
Child Sexual Exploitation

		Qtr 2 20/21	Qtr 2 19/20	Trend Previous 12 Months	YTD % Change
Child Sexual Exploitation	214 75	164	168		-2%

Overall there was a 7% (13) reduction in CSE related offences and crimed incidents compared to the previous quarter.

Rape Offences with a CSE marker (47) have seen an increase of 327%, (36) compared to the previous quarter, 28 of which relate to offences prior to 2015.

5 relate to offences that took place since the start of lockdown however, there have been 30 offences of rape of a child that took place in the same period which may suggest that markers are not being appropriately applied.



Good looks like:

CSE: *Increased reporting**

We also need to use the correct markers to ensure the right people are directed to these jobs and so dealt with appropriately

The ongoing exploitation training should continue to see an increased recognition and reporting of CSE by all partners and agencies who have undertaken this training.

Note: with the **change in use of CSE marker (end of 2019), it is **not possible to make valid comparisons** between the previous 12 months.*

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

Policing Priorities

Domestic Abuse

		Qtr 2 20/21	Qtr 2 19/20	Trend Previous 12 Months	YTD % Change
Domestic Abuse	7957 6066	7620	7598		3%

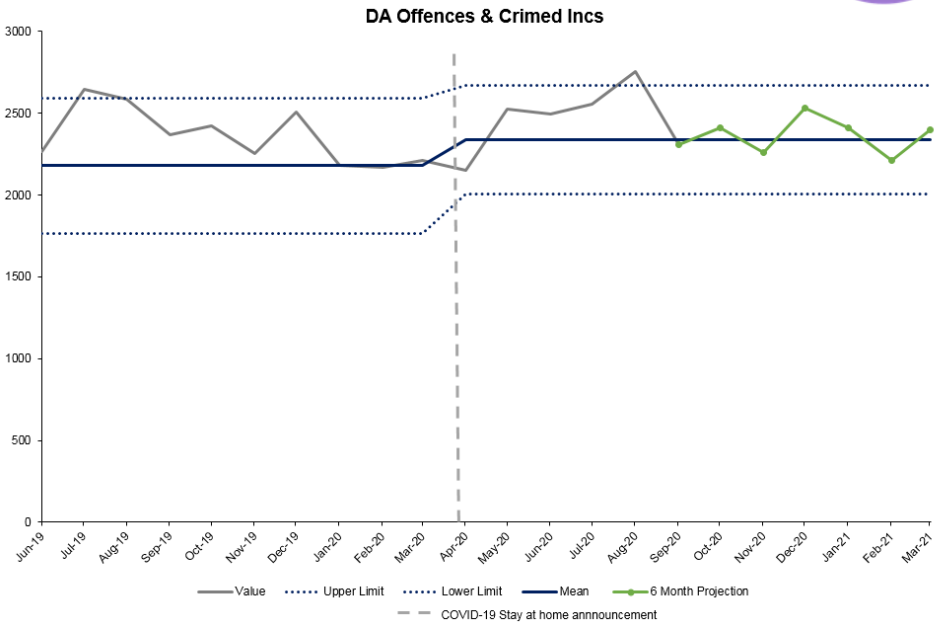
Good looks like:

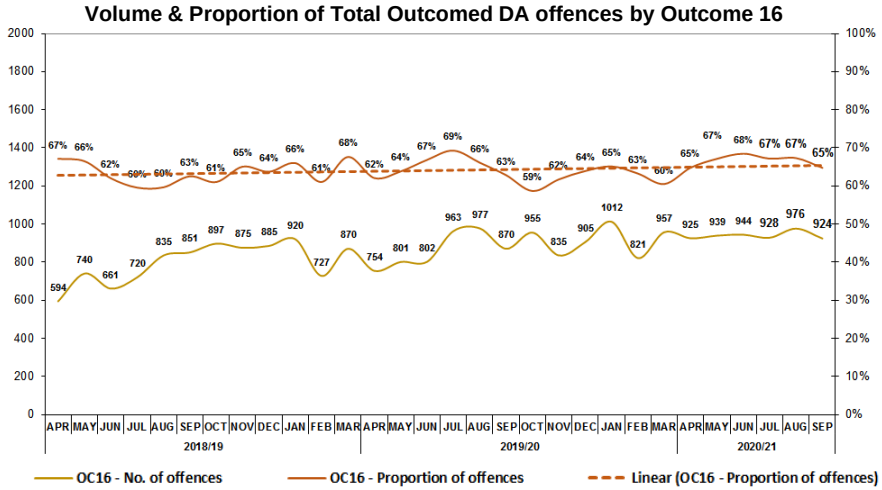
Domestic Abuse:

Increased reporting;
A reduction in DA repeat victims

"Good" is better protection from harm, coupled with the best service we are able to achieve for victims of DA. Therefore, every DA report must be encouraged.

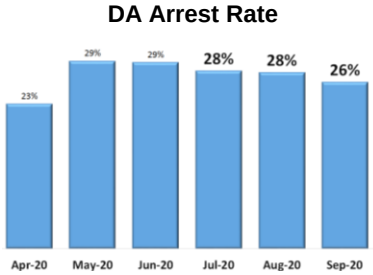
We will monitor repeat DA and, through intervening quickly, making proactive arrests as often as possible, using stringent bail and charge rather than DVPNs, should see a reduction in this metric.





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 despite a peak in August.

The proportion rate has gradually decreased from 68% in June to 65% in September



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

Policing Priorities

Domestic Abuse

From August 2020, monthly Domestic Abuse profiles have been created at LPA level in order to monitor DA offences and crimed-incidents.

During COVID-19, a decline was seen in DA offences/crimed-incidents and then a fairly rapid increase back to more typical levels and this has remained the same since August 2020.

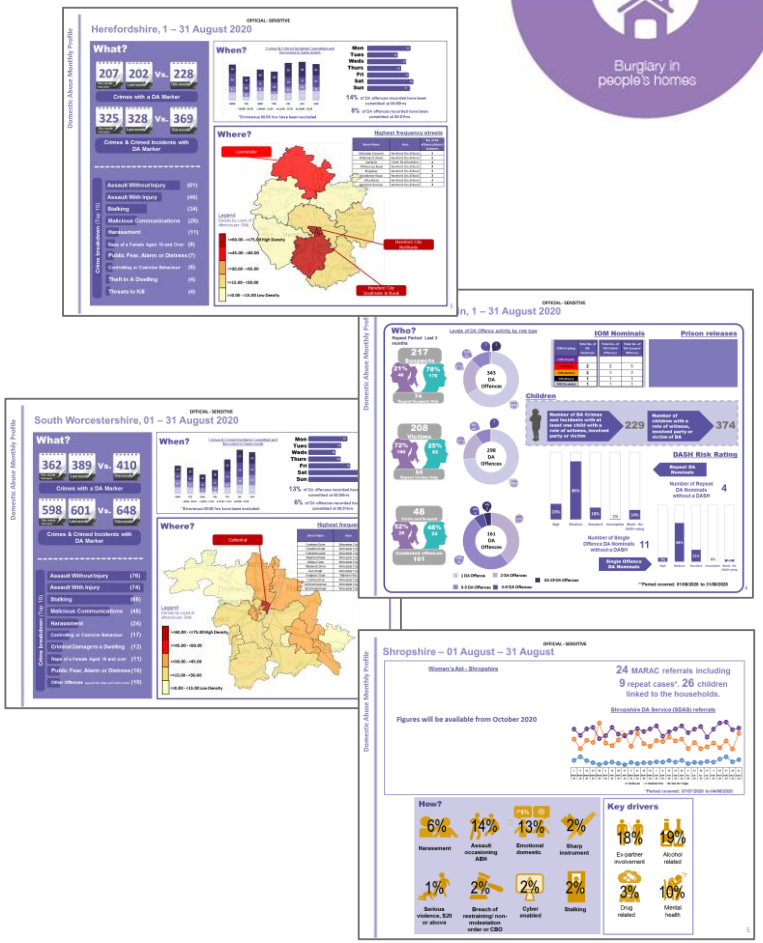
There was an increase in online traffic to Shropshire Domestic Abuse Service (SDAS) near the end of August 2020.

<u>Local Policing Area DA Monthly Profiles:</u>

- **Composition of offence groups, their geographic and temporal distribution are examined.**
- **DA victim and DA perpetrator demographics examined including crossover roles.**
- **Upcoming DA prison release nominals are highlighted**
- **Partner agencies data to monitor the DA reporting post COVID-19 lockdown.**

<u>Benefits of this approach:</u>

- **Enabling LPAs to be sighted on current issues in their area including;**
  - **Identifying repeat victims who may have 'gone quiet' since COVID-19 lockdown, so that they could be checked on.**
  - **Sighting LPAs on upcoming prison releases with DA markers.**
  - **Highlighting those areas that have a high proportion of DA offences and crimed-incidents.**



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 Q2 20/21, a peak in repeat DA victims was seen in July 20 and August 20.

In July, 42% (539) of all DA victims (1,289) 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 Summers of 2018 and 2019.

A greater volume of repeat victims for total recorded crime offences was seen during the last quarter compared to the previous quarter.

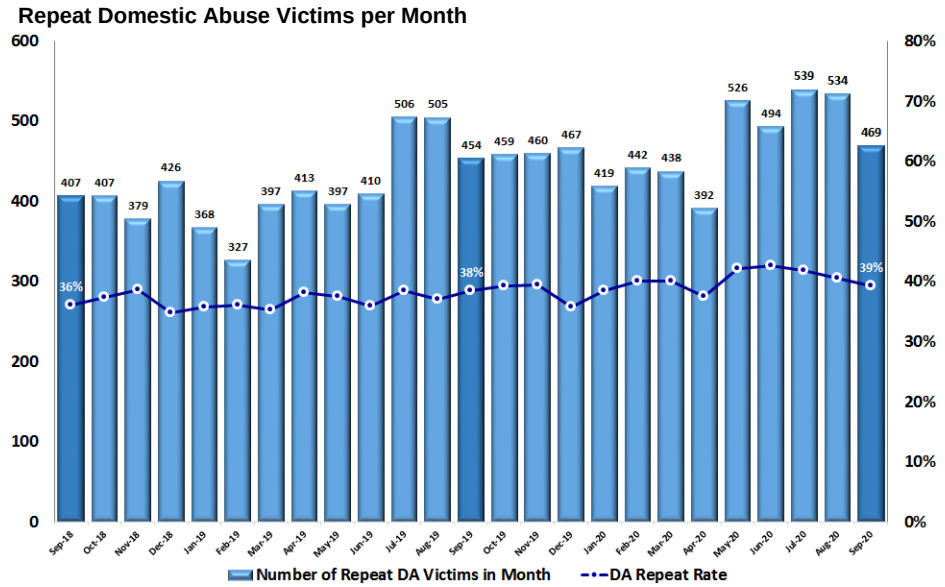
The repeat rate has decreased over the last 3 months (32%) – returning to rates seen in January/ March 2020

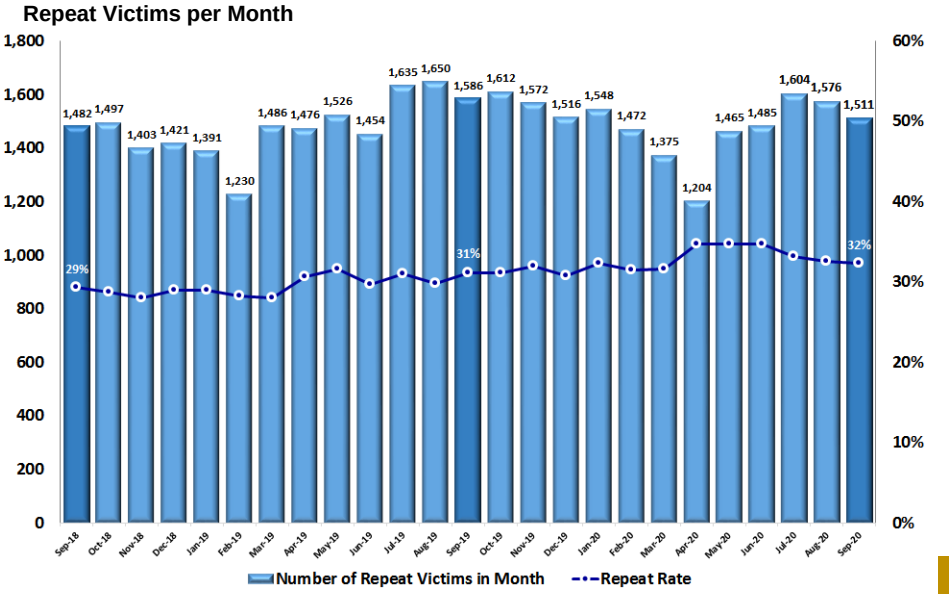
Good looks like:

Repeat TRC & DA Victims:

A reduction in 'high frequency/ high severity' repeat victims

Decrease in repeat rates



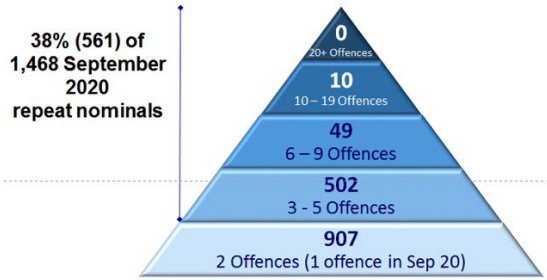


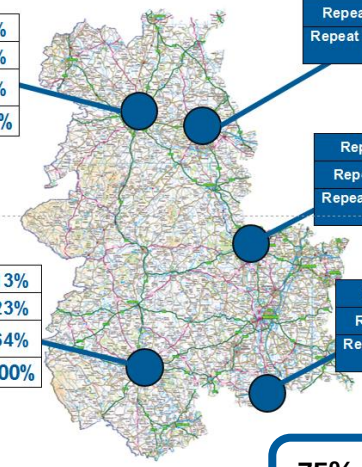
4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand

Domestic Abuse – Recidivism

- **A monthly breakdown of repeat nominals of high harm offences, with/ without a domestic abuse indicator, across a three month rolling time period.**
- **This information is circulated across Problem solving teams and Local Policing commanders**
- **High harm offences including: violence against the person, with or without injury, rape and other sexual offences, homicide, malicious communication and stalking and harassment.**

561 repeat nominals (**3+** high harm offences) identified in the September 2020 cohort





Repeat Victims only	22	19%
Repeat Suspects only	34	30%
Repeat 'Victim/ Suspects' Nominals	59	51%
	115	100%

Repeat Victims only	13	12%
Repeat Suspects only	35	33%
Repeat 'Victim/ Suspects' Nominals	58	55%
	106	100%

Repeat Victims only	34	22%
Repeat Suspects only	53	34%
Repeat 'Victim/ Suspects' Nominals	68	44%
	155	100%

Repeat Victims only	10	13%
Repeat Suspects only	18	23%
Repeat 'Victim/ Suspects' Nominals	49	64%
	77	100%

Repeat Victims only	30	18%
Repeat Suspects only	57	34%
Repeat 'Victim/ Suspects' Nominals	82	49%
	169	100%

75% of September 2020's **3+** high harm offence repeat nominals have been linked to DA offences over the last three months, n= 419

Good looks like:

Repeat TRC & DA Suspects:

Less serial/ repeat DA offenders

Decrease in 'recurring' repeat TRC suspects

Decrease in repeat rates

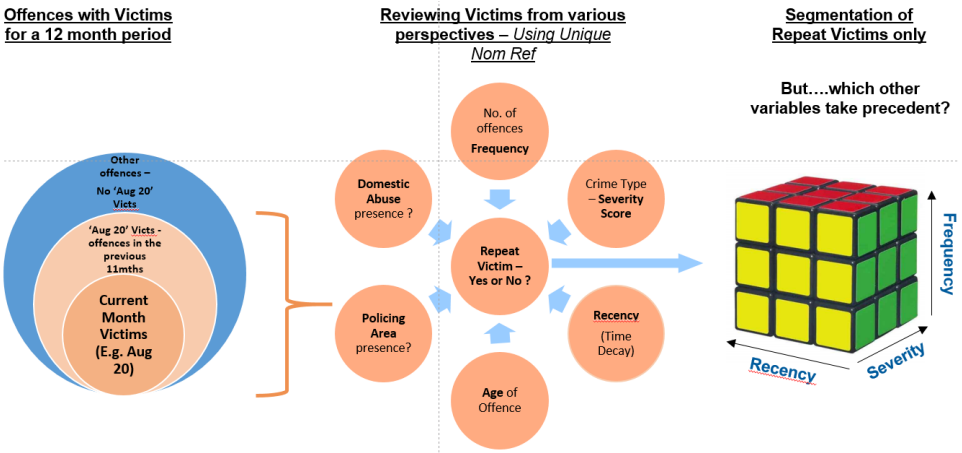
Recidivism was raised at the recent Quarterly Policing Reviews held on each policing area. As a result, DA Monthly Profiles will now sit on local tasking.

Supt Damian Pettit is currently working on the policy for how the data should be used in conjunction with problem solving packages. Adopting this systematic approach will complement the work streams within local tasking, force tasking and the problems solving hubs

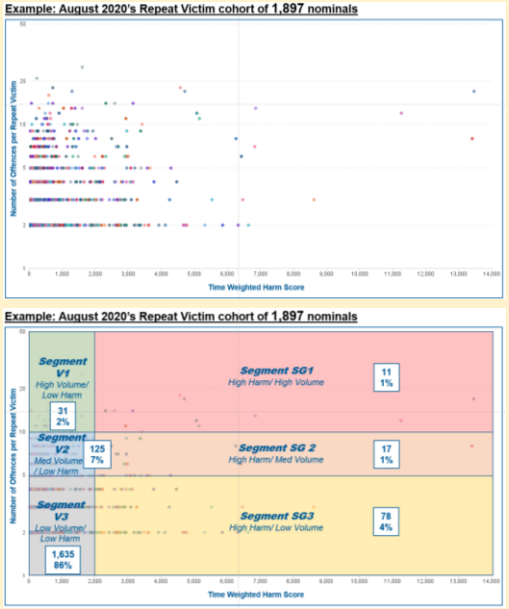
4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand

Repeat Victim Segmentation Model

- **Historically, Repeat Victims have been monitored in isolation as a role type.**
- **Ranking repeat victims by their number of offences has been the prioritisation method of choice.**



Mock Up



Phase One

- **During this quarter, SPI has been developing a segmentation prioritisation model for Repeat Victims across all offence types based on the recency, frequency and gravity (severity) of offences, to enable appropriate safeguarding and risk management.**
- **Interim results have been presented to Supt Damian Pettit, fine-tuning of model to take place with stakeholder input.**

Phase Two

- **SPI to develop an equivalent segmentation prioritisation model for Repeat Suspects, capturing any learnings from Phase One.**

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

Policing Priorities

Residential Burglary (Dwelling)

		Qtr 2 20/21	Qtr 2 19/20	Trend Previous 12 Months	YTD % Change
Residential Burglary	757 603	556	718		-31%

Good looks like:

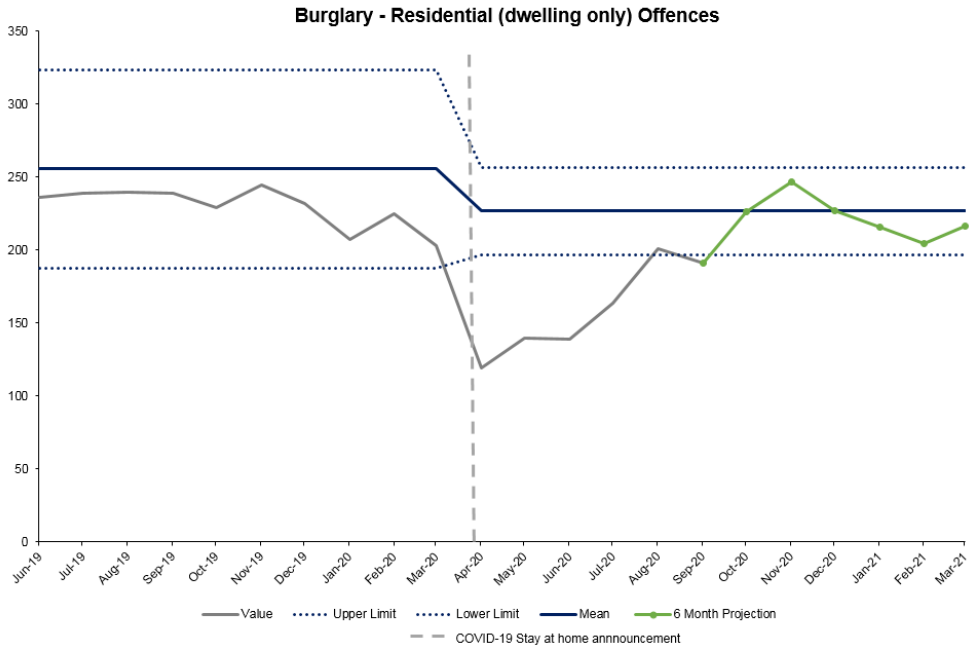
Residential Burglary Dwelling:
25% reduction in a post-COVID operating environment

Autumn and winter will likely see an increase in burglaries while the impact of austerity and increased unemployment may further drive such an increase.

<u>However</u>, increased working from home and people spending time at home due to unemployment may mitigate against the expected seasonal increase.

Volumes in Residential Burglary – (Dwelling) increased by 40% (158) compared to the previous quarter but remains 41% (162) lower than the same quarter last year.

Most Similar Group (MSG) data is only available until July 2020 but when comparing all Residential Burglary within the MSG West Mercia is ranked 7th out of 8, one place lower than the pervious month.



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

Policing Priorities

Hate Crime & Crimed Incidents

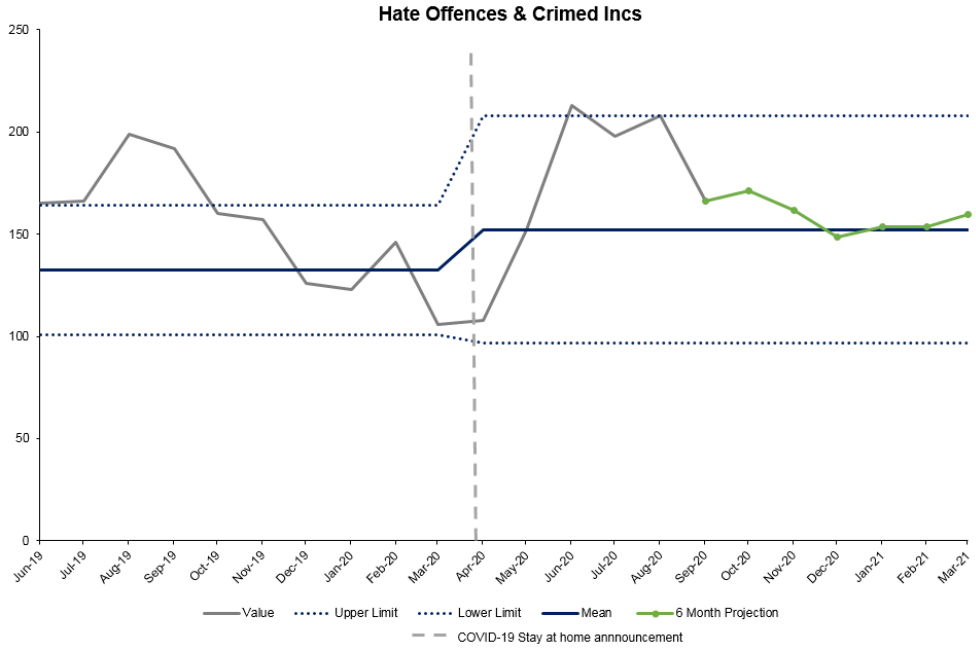
		Qtr 2 20/21	Qtr 2 19/20	Trend Previous 12 Months	YTD % Change
Hate Crime	607 307	572	557		3%

Other Crimes & Incidents

Hate crimes and crimed incidents saw a 21% (99) increase on the previous quarter and a 3% (15) increase on the same quarter last year.

All policing areas have seen an increase in volumes except for Shropshire. Telford & Wrekin has seen a 56% (47) increase on the previous quarter.

Racially-related crimes and crimed incidents continue to account for the majority of volumes recorded 68%, (135).



Good looks like:

Hate Crimes & Crimed Incidents: ***Increased reporting***

We also need to use the correct markers to ensure the right people are directed to these jobs and so dealt with appropriately

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

Policing Priorities

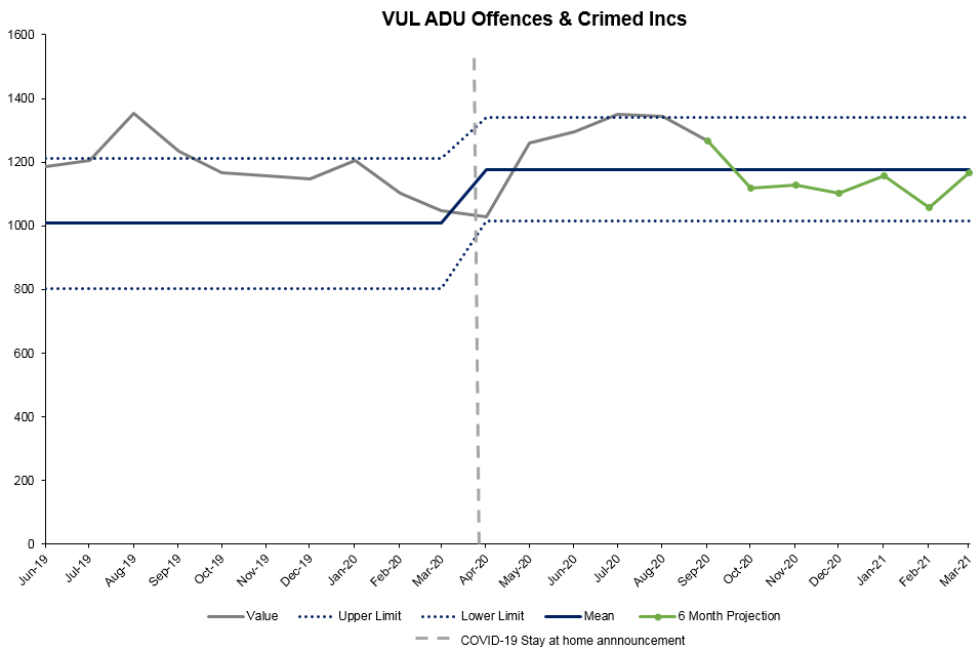
Vulnerable Adult Crimes & Crimed Incidents

		Qtr 2 20/21	Qtr 2 19/20	Trend Previous 12 Months	YTD % Change
Vulnerable Adult	3904 3163	3961	3793		3%

Other Crimes & Incidents

Vulnerable Adult crimes and crimed incidents saw a 11% (377) decrease on the previous quarter and a 5% (168) increase on the same quarter last year.

Volumes increased across all policing areas.



Good looks like:

Vulnerable Adult Crimes & Crimed Incidents:
Increased reporting

We also need to use the correct markers to ensure the right people are directed to these jobs and so dealt with appropriately.

Demand work and significant efforts to manage partners and other professional bodies who create demand, alongside problem solving hubs, a centre of excellence and greater emphasis and resources put into tackling mispers and mental health issues will all contribute towards a reduction in incidents and demand.

<u>However</u>, a move towards dynamic and immediately accessible social media platforms by June 2021, on which contact can be made, will likely see a rise in demand.

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

Policing Priorities

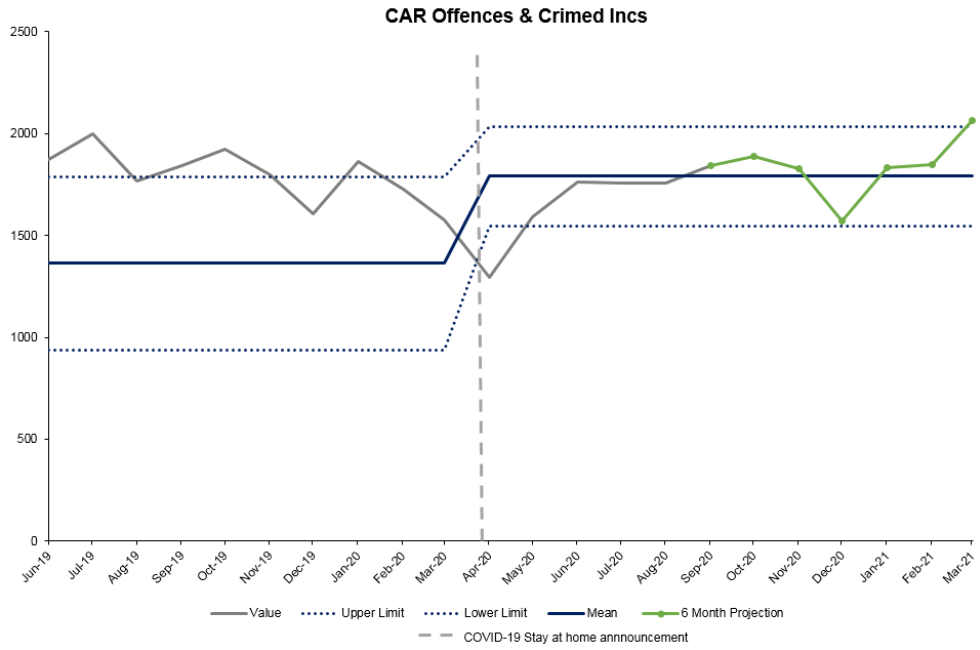
Child At Risk Crimes & Crimed Incidents

		Qtr 2 20/21	Qtr 2 19/20	Trend Previous 12 Months	YTD % Change
Child At Risk	5744 / 5008	5356	5613		-9%

Other Crimes & Incidents

Child At Risk crimes and crimed incidents have increased 15% (705) compared to the previous month.

The increase was due to an uplift in volumes increased across all policing areas, noticeably a 27% (244) increase in Telford & Wrekin.



Good looks like:

Other Crimes & Incidents

Child At Risk Crimes & Crimed Incidents:
Increased reporting

We also need to use the correct markers to ensure the right people are directed to these jobs and so dealt with appropriately

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

Missing Persons

Good looks like:

Missing Person incidents and reports:

Reduce proportion of missing person incidents relating to repeat MISPERs

Future Activity:

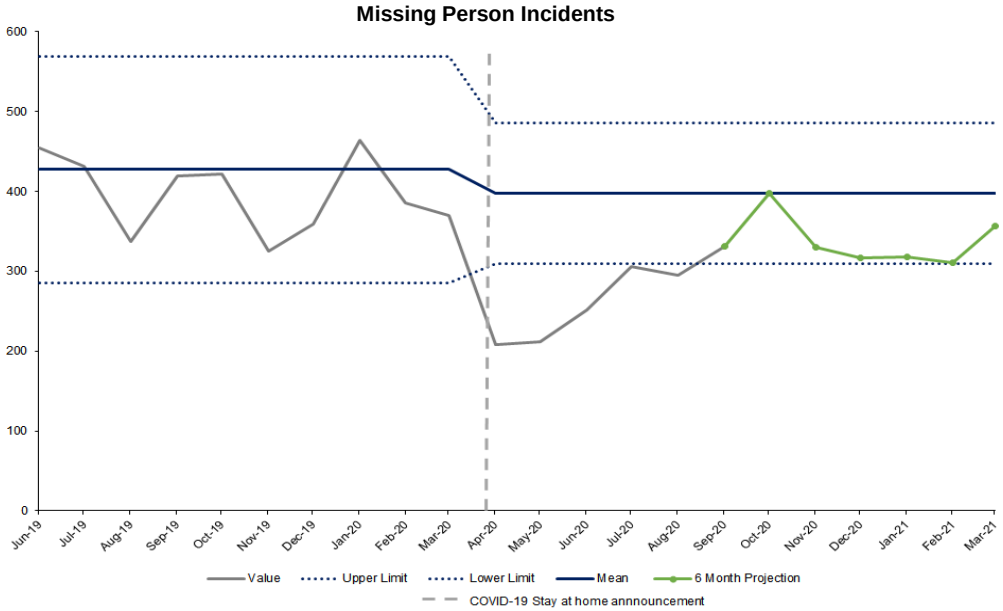
New Conversion rate based on Saab SAFE incidents:

Calls for Service to Compact Records - ***To be developed***

		Qtr 2 20/21	Qtr 2 19/20	Trend Previous 12 Months	Year To Date	Year To Date Last Year	YTD % Change
No. of Missing Person Incidents	1325 1062	932	1187		1604	2448	-34%
No. of Missing Person Reports	1228 761	810	948		1393	2077	-33%
No. of MP Reports from Repeat Mispers	468 201	214	285		360	696	-48%
No. of U18 Missing Person Reports	821 434	451	570		762	1285	-41%

Volumes in Missing Person incidents increased by 39% (260) compared to the previous quarter but remains 21% (255) lower than the same quarter last year.

In this quarter, the proportion of Missing Person reports relating to repeat MISPERs has remained relatively stable (26%, 214) compared to previous quarter (25%, 146), yet it remains lower than the same quarter last year (30%, 285).



Levels of missing persons, nationally and regionally remain sporadic given ongoing impacts of COVID-19, which makes future forecasting unreliable.

In the next month, a Missing Person return home interview service will be established for vulnerable adults which will make WMP compliant with APP. An audit of case files will take place during the following quarter.

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

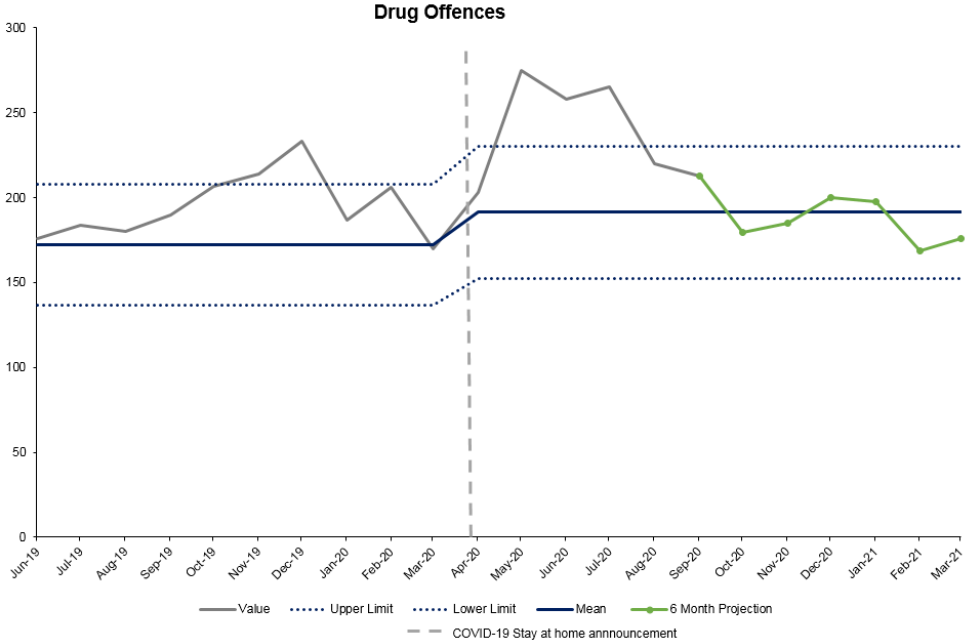
Drug Offences

		Qtr 2 20/21	Qtr 2 19/20	Trend Previous 12 Months	YTD % Change
Drug Offences	685 464	698	554		33%

Drug Offences continue to experience increasing volumes, however, there has been a 5% (38) decrease on the previous quarter.

Whilst overall volumes have decreased, Trafficking of Controlled Drugs has increased by 26% (55) compared to the previous quarter. An increase in this offence was seen in all policing areas but was specifically driven by volumes in South Worcestershire, Shropshire and Telford & Wrekin.

Most Similar Group (MSG) data is only available until July 2020 but when comparing drug offences within the MSG West Mercia is ranked 5th out of 8, a decline compared with the previous month.



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

Cyber Crimes and Crimed Incidents Offences

		Qtr 2 20/21	Qtr 2 19/20	Trend Previous 12 Months	YTD % Change
Cyber	1070 324	1162	863		47%

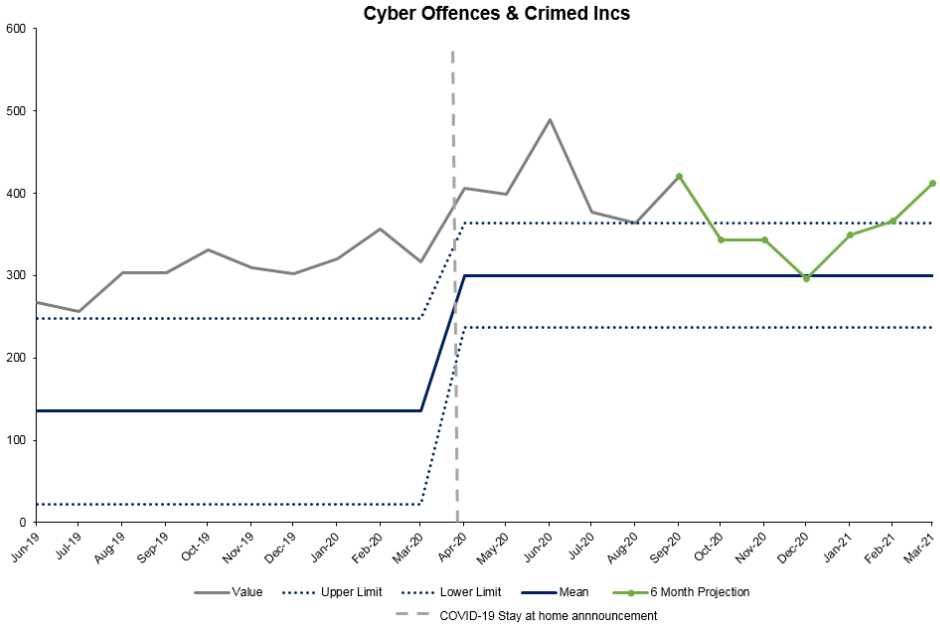
This data is generated from Athena where the keyword "cyber-enabled" has been applied to a crime. We saw a significant increase in 2019/20 compared to 2018/19, and this trend continues.

A recent internal report "Recession: An Impact on the Criminal Landscape" noted that

"Cybercrime and computer misuse is likely to increase as operations adapt from the COVID-19 lockdown to the recession environment…
...It is probable that this will lead to potential recruitment to larger OCGs and adaptive alterations to criminal MO that will demand the adaptive decision making and influence of police forces."

"Cybercrime has increased and developed in nature through the COVID-19 lockdown with some large scale phishing campaigns that have maximised the impact of their attacks." and that

"Cybercrime is proven to expand faster than the rate in which police forces can adapt. Therefore it is highly likely that increasing infrastructure and ability within this arena will enhance crime fighting capacity."



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

Cyber Crimes and Crimed Incidents Offences

			2019/20 Q2	2020/21 Q1	2020/21 Q2	Change to Q2 19/20	Change to Q1 20/21
Violence Without Injury	3B	Threats to Kill	4	2	8	100%	300%
	8L	Harassment	150	143	167	11%	17%
	8Q	Stalking	11	136	134	1118%	-1%
	8R	Malicious Communications	450	658	576	28%	-12%
	8U	Controlling or Coercive Behaviour	0	2	0	0%	-100%
		Total	**615**	**941**	**885**	**44%**	**-6%**
Rape	19C	Rape Of A Female Aged 16 And Over	**1**	**3**	**0**	**-100%**	**-100%**
Other Sexual Offences	71	Abuse Of Children Through Sexual Exploitation	1	1	5	400%	400%
	20A	Sexual Assault On A Female Aged 13 And Over	1	1	4	300%	300%
	21	Sexual Activity Involving A Child Under 13	29	30	29	0%	-3%
	22B	Sexual Activity Involving A Child Under 16	52	50	46	-12%	-8%
	88A	Sexual Grooming	10	18	16	60%	-11%
		Total	**93**	**100**	**100**	**8%**	**0%**
All Other Theft Offences	35	Blackmail	**23**	**53**	**44**	91%	**-17%**
Other Crimes Against Society	79	Attempting To Pervert The Course Of Public Justice	3	4	4	33%	0%
	86	Obscene Publications, Etc. And Protected Sexual Material	79	135	80	1%	-41%
		Total	**82**	**139**	**84**	**2%**	**-40%**
		Overall total Cyber realted offences	**863**	**1295**	**1166**	**35%**	**-10%**

Low volume and low harm crime types have been removed

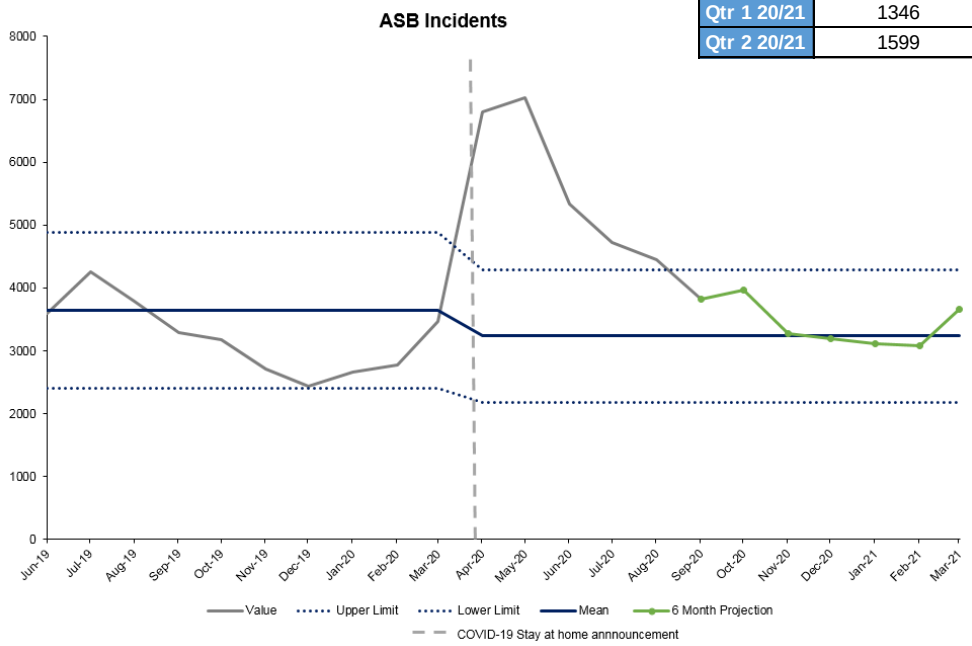
4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand

Anti Social Behaviour

		Qtr 2 20/21	Qtr 2 19/20	Trend Previous 12 Months	YTD % Change
Anti Social Behaviour	12433 6997	13004	11337		49%

ASB incidents have reduced by 32% (6153) compared to the previous quarter but are still 9% (1667) above volumes recorded for the same period last year.

	ASB Personal	% of ASB	ASB Nuisance	% of ASB	ASB Environmental	% of ASB	Total ASB
Qtr 2 19/20	1205	11%	9463	83%	669	6%	11337
Qtr 3 19/20	952	11%	6955	83%	423	5%	8330
Qtr 4 19/20	983	11%	7347	83%	572	6%	8902
Qtr 1 20/21	1346	7%	15360	80%	2451	13%	19157
Qtr 2 20/21	1599	12%	10296	79%	1109	9%	13004



ASB Personal has seen a 16% (253) uplift in volumes compared to the previous quarter.

Overall would normally expect volumes to continue to decrease with seasonality but volumes may be dependant on the implementation of COVID related restrictions.

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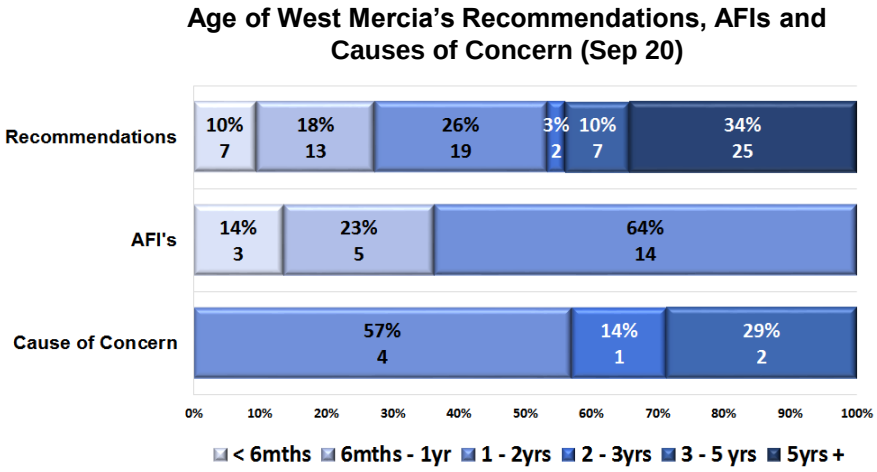
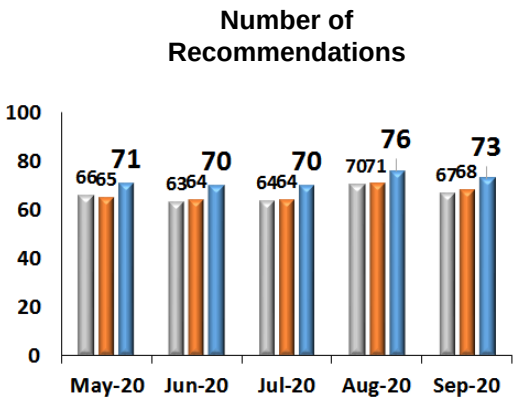
4. Delivering innovative, problem-solving practices and processes

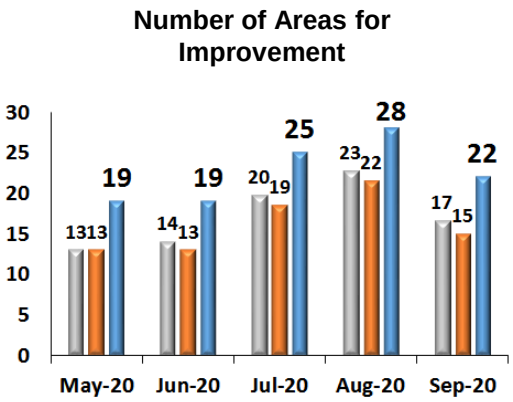
4.3 Innovating and improving

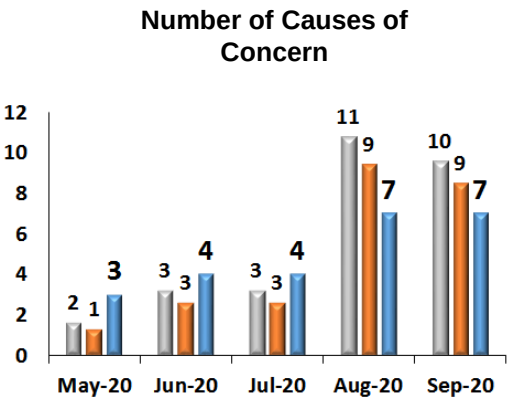
HMICFRS Inspections

- The National Monitoring Portal continues to be a work in progress.
- In July 2020, HMICFRS uncovered a fault with bulk changes previously made to the system, this meant causes of concern from reports "The Poor Relation" (Crimes against older people), "Understanding Difference" (Hate Crime) and PEEL Legitimacy 2016 had not been listed. The amendment reflects the jump in Causes of Concern.
- Whilst evidence against our recommendations and AFIs continues to be uploaded to the Portal, in addition to evidence gathered through insight work; our FLL Gary Ashton has clarified that due to the Covid-19 inspection and investigations revisit he will not be reviewing the Portal until post November. As such there will be no change in numbers of open recommendations, AFIs and causes of concern for this period.
- AFIs from the "A Call for Help" report on contact management have been rescinded to be assessed as part of PEEL. Hence the national dip in open AFIs from August to September.









Monthly Point-in-Time Readings

National Average | MSG Average | WMP

4. Delivering innovative, problem solving practices and processes
4.3 To what extent are we improving the practices and processes we undertake?

Service Improvement – Benefits Realisation

A **new approach to Benefits Realisation** has been implemented to ensure that the significant investment into Change Programmes is a good use of our financial resources and that the Programmes are resulting in ***demonstrable financial and non financial benefits***.

This marks a move towards a more **benefits focused method of implementing change** across the organisation and will enable benefits to be reflected in the **Business Planning cycle**.

This will be achieved through doing the following:

1. **Clear identification of realistic benefits and Benefit Owners at the beginning of a Programme** (through completion of the Benefit Profile document alongside the Business Case).
2. **Clear ownership and plans to achieve benefits, both during the lifecycle of a Programme, and post implementation** using 'RAG' (Red, Amber, Green) ratings and involving quarterly status reporting.
3. **Clear reporting to demonstrate that benefits have been achieved after implementation** into Business as Usual.

In Quarter 2, the **Business Change Team have been brought under the Change Department** so as to ensure closer and more efficient working with Programmes and across the business.

Good looks like:

100% of our Change Programmes identify ***demonstrable financial and non-financial benefits***.

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

Force Leadership Development Programme

The purpose of this Programme is to embed a new and consistent leadership approach which ***recognises and values difference and promotes a positive and healthy team culture*** as set out in our **People Strategy**:

The Programme, which is targeted towards both offices and staff, is structured as three phases with Phase 1 already underway; the Programme is scheduled to run until early 2021.

Phase 1: Review Evidence Base

Chief Officer Team Development : To help inform and shape the future leadership approach

Further develop our evidence base in terms of what it feels like to work for West Mercia: Speak Up and National Wellbeing Surveys

You Said, We Did: Communicate to the workforce how we have used previous surveys to inform activity

Phase 2: Chief Officer and Executive Team Development

Gap Analysis → ***Tailored development* for Executive level informed by Gap Analysis** → ***Co-Creation of Leadership Framework and Programme* (involving a one-day workshop)**

Phase 3: Leadership Framework and Development - linking with PDR, MAX and Talent Management

A Core Leadership development programme: Developed for ALL supervisors and managers

Rank specific development: Tailored development programmes for each rank and police staff equivalent and reinforced career pathways

High Potential Development Scheme: Bring MAX to life and focus on the top talent of the organisation including of under-represented groups

Change Network: Develop and launch a change network across the force

Good looks like: An embedded ***leadership approach which recognises and values difference*** and promotes a ***positive*** and ***healthy team culture***

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

National Uplift Recruitment Plans

The objective is to recruit student officers by ***diverse entry routes*** and to ***recruit and retain talent***.

The numbers recruited since the start of the year through each route is shown below:

PCDA *(Police Constable Degree Apprenticeship):*	**110**
DHEP *(Degree Holder Entry Programme):*	**40**
IPLDP *(Initial Police Learning and Development Programme):*	**19**
Police NOW *(Graduate police entry scheme):*	**12**
***TOTAL*:**	***181***

The first PCDA cohort joined the force in January 2020 and our first DHEP cohort started in July 2020.

Despite training arrangements having to be adapted to ensure COVID-safety, **Learning & Development have *met the training demands for new recruits and Specials***.

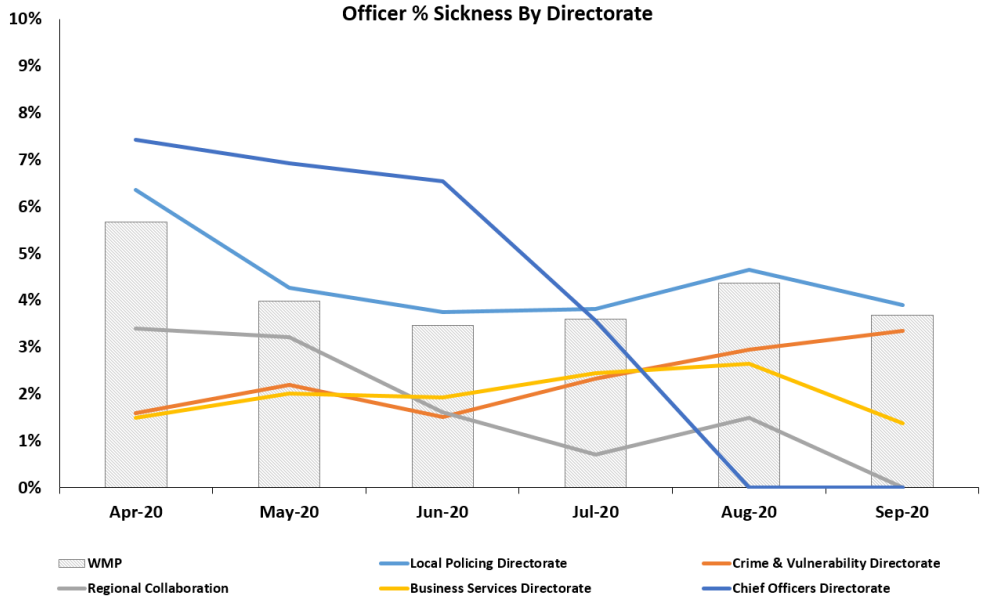
Good looks like:

1. We recruit student officers by ***diverse entry routes*** and ***recruit and retain talent***.

2. We ***meet the training demands*** of new recruits.

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

Staff well-being

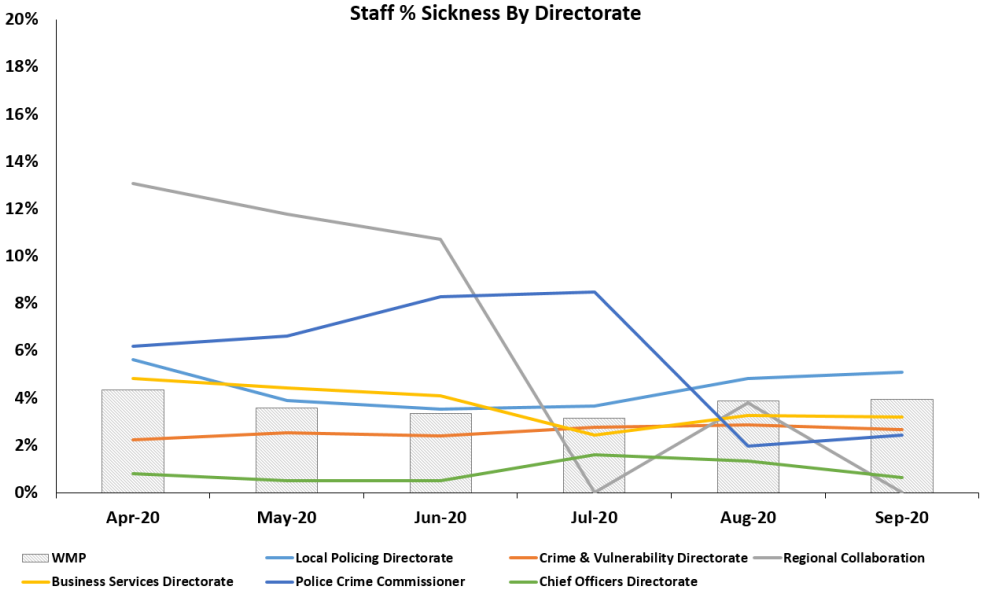


Sickness for police officers saw a 0.68% increase on the previous month.

The Crime & Vulnerability Directorate saw the largest increase.

Good looks like:

Sickness: ***To be developed***

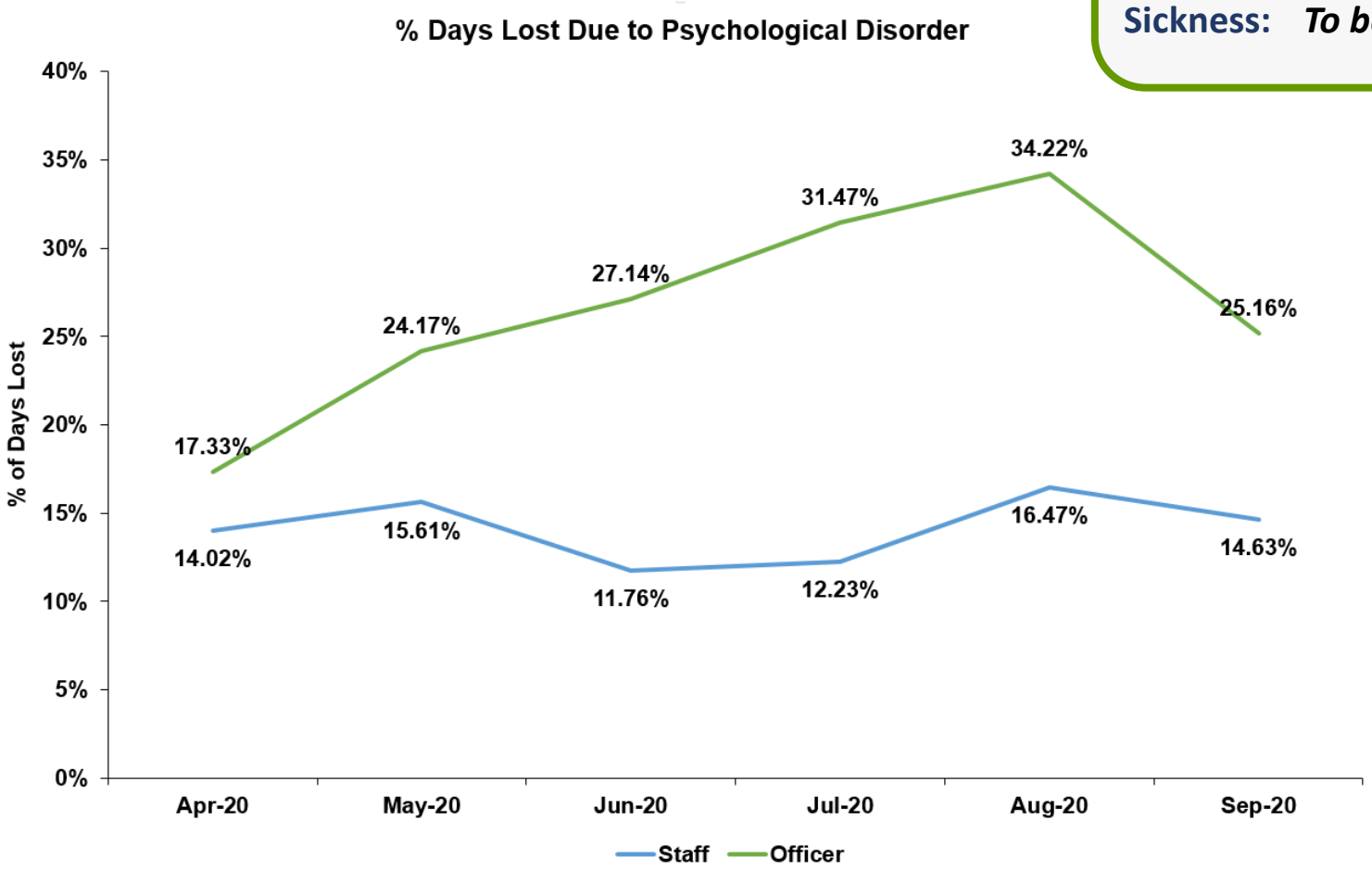


Sickness for police staff saw a 0.06% increase on the previous month.

Police and Crime Commissioner Directorate saw the largest increase.

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

Sickness: Impact of Psychological Disorder



Good looks like:

Sickness: ***To be developed***

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.

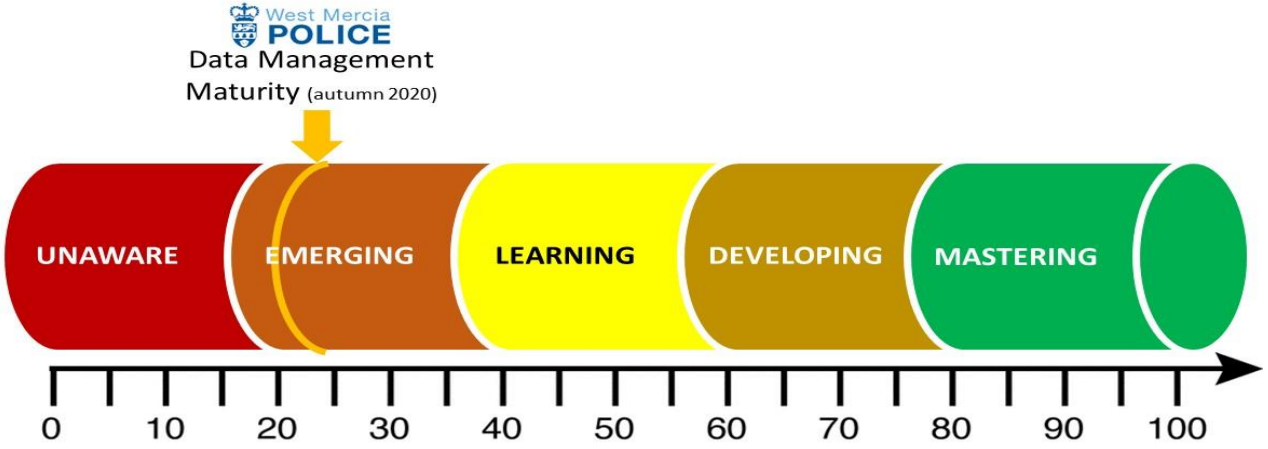
Knowledge Management

Data Maturity Assessment

The overall maturity score, taking into account all areas of data maturity (Data Uses, Data, Analysis, Leadership, Culture, Tools, Skills) places West Mercia police just out of stage One, **Unaware** and just into Stage Two, **Emerging**.

This should be no surprise to those people working with the forces data as it would be fair to say that most people are aware of the need to improve the data quality, processes and governance around data and in small pockets and siloes.

People are looking at potential ways they can improve it, however improving data management is an enterprise activity and is normally a large long term project that will see some quick wins but it is the longer term wins that make the biggest difference.

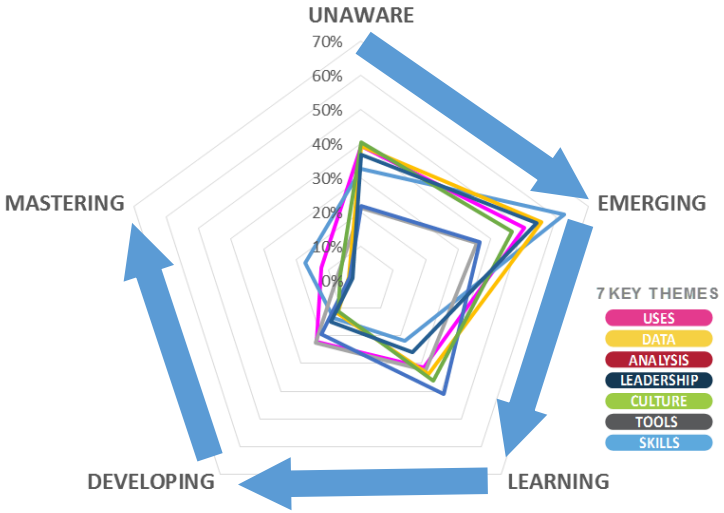


It is worth noting that the elements that seem to sit in Stage 3 are maybe there more as a perception by the staff that completed the survey and interpretation of statements in the survey.

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

Knowledge Management

Data Maturity Assessment



The maturity Model above showing all responses for the 7 core data maturity areas laid on top of one another shows that there is no single area that is standing out any differently to the others with all just moving into stage two.

It is worth noting that in the opinion of the survey responders, some activity does move into the third stage, however this appears to be at a local level and not force wide.

25% **Is the overall maturity score**

Good looks like:

This is currently being defined however, the interim goal is to achieve;

Start of level 3 (40%) :
December 2021

Top of level 3 (70%) :
December 2022

5. Delivering a skilled, sustainable workforce in a constantly learning and improving environment
5.3 Establishing appropriate, available tools

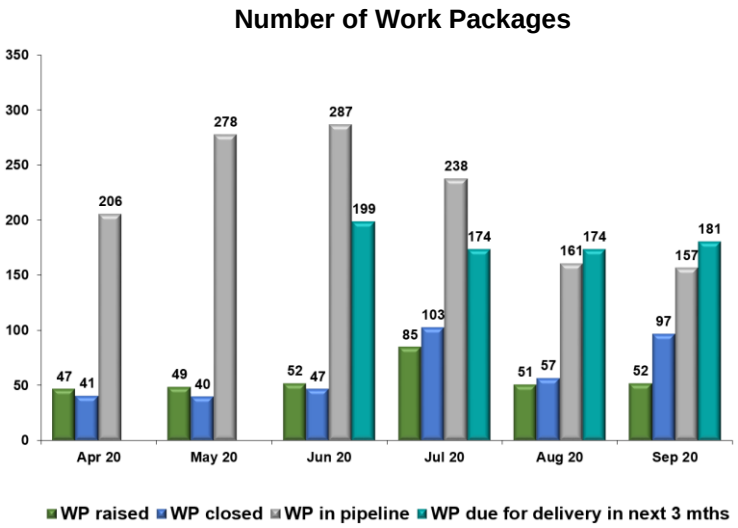
Asset Management

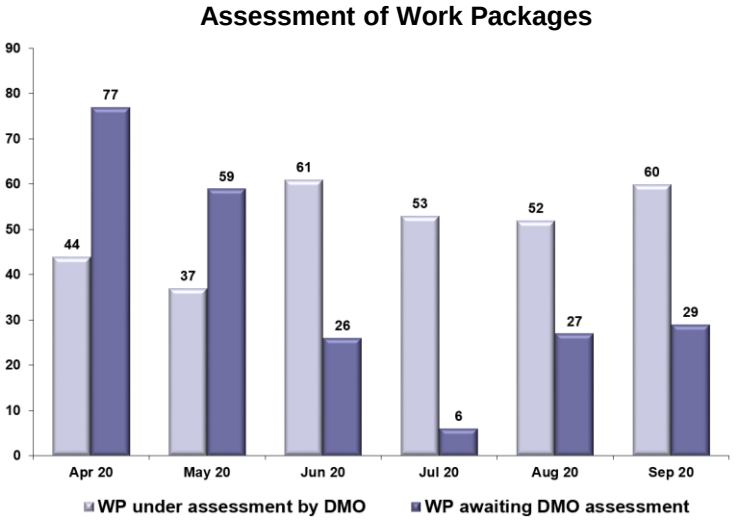
Digital Services

Performance	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20
Network availability	99.97%	Not Available	Not Available	99.78%	99.98%	99.97%	99.97%
Core application availability	99.87%	99.77%	99.77%	99.23%	99.44%	99.04%	99.04%
Radio availability	99.94%	99.87%	99.87%	99.88%	99.88%	99.87%	99.87%

Number of Assets, September 2020

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





Good looks like:

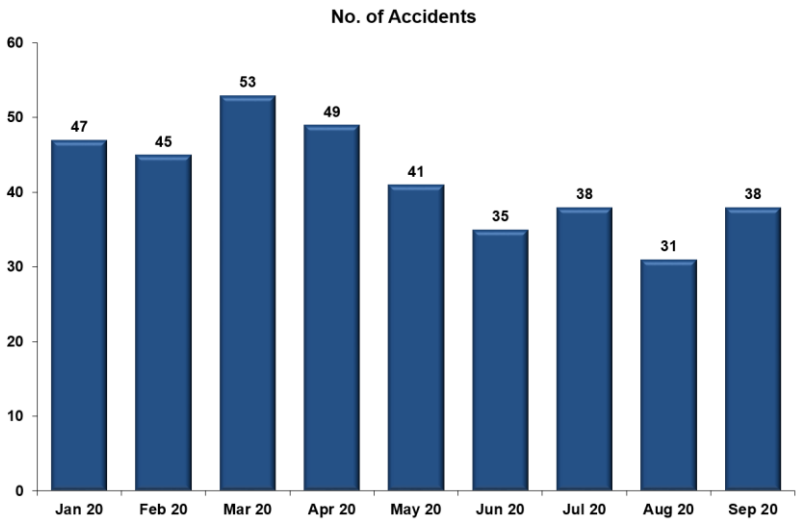
To be developed:

Post split with Warwickshire in Apr 2021

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

5.3 Establishing appropriate, available tools

Number of accidents per month and cost



Since the introduction of the Accident Management Group (AMG) a small decrease in found damage and unnecessary damage has been noted, but the figures shown are still far higher than they should be. This is currently being investigated further.

Further work is to be done by the AMG to reduction in found damage, reversing damage, flood damage incidents, along with the potential introduction of psychometric testing by the Driving School.

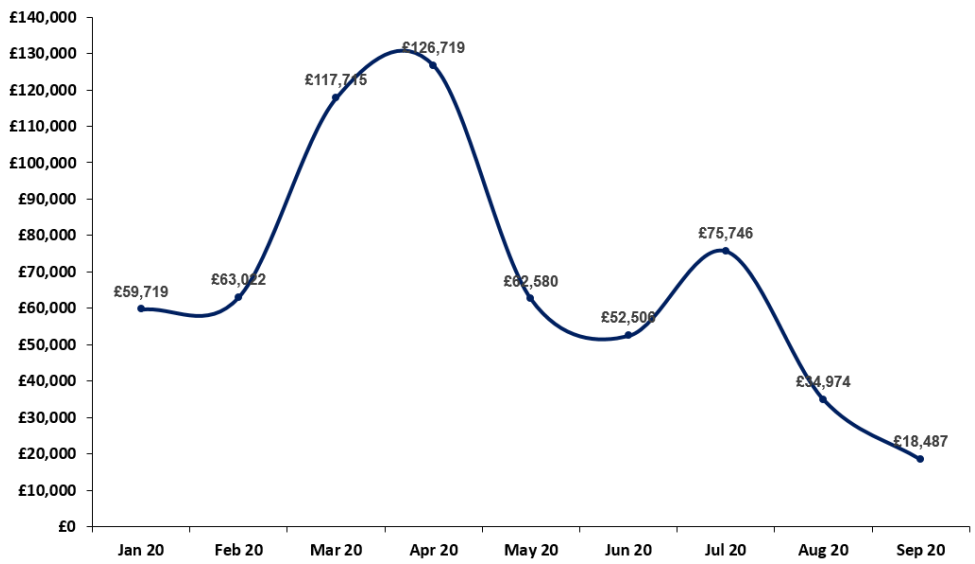
Those accidents that are yet to be inspected for damage, or received a repair estimate, have automatically been given a £0.00 cost

Good looks like: *This is currently being defined however, the interim goal is to achieve*

Reduction:

Avoidable accidents

Accident estimates/total cost per month:

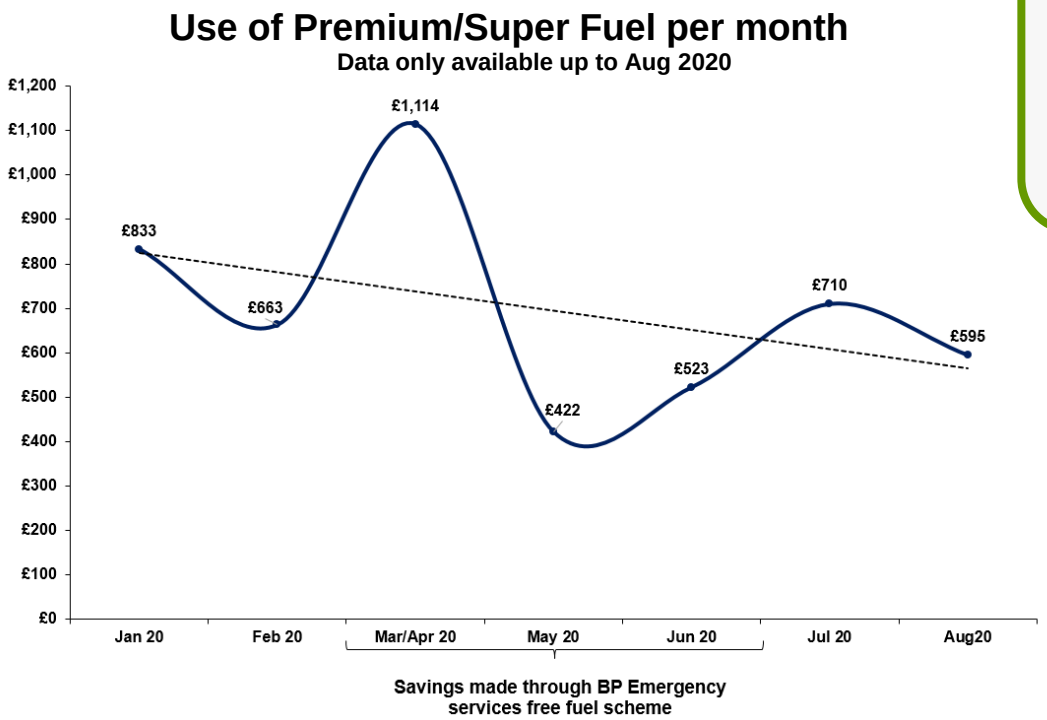


Most, but not all, premium fuel transactions are from when officers are out of Force, and are unsure of fuel stations in the area, but there are a number who continue to use their local station and disregard the instructions issued. There are notices being introduced on all cars to remind officers that none of our fleet require premium products to operate.

Whilst this is currently being addressed, it is not assisted by the shortfall in the fleet that was identified some time ago – replace with – The poor utilisation of our owned fleet verses number of vehicles in hire is currently being investigated to ensure we only have the bare minimum of hire vehicles.

5. Delivering a skilled, sustainable workforce in a constantly learning and improving environment
5.3 Establishing appropriate, available tools

Vehicle Associated Costs



The has been a steady reduction in the use of premium fuel products and the majority of end users are aware our fleet do not need to use this.

Most, but not all, premium transactions are from when officers are in an area out of Force where they don't know where supermarkets are, but there are still the few who continue to use where they always have.

We must also note that in some of our more rural areas, there is only premium products available at the smaller outlets.

Good looks like:

Continued reduction:
Premium/ Super Fuel costs & vehicle hire

Vehicle Hire

Location	Number of vehicles on hire	Total ongoing hire cost
Force	54	£545,223
South Worcestershire	8	£49,280
North Worcestershire	6	£25,717
Herefordshire	6	£85,177
Shropshire	14	£165,332
Telford & Wrekin	10	£120,369

No fleet vehicles are hired without prior authorisation by a Supt or above but we still have a number of hire cars in areas that we have underutilised owned fleet.

Whilst this is currently being addressed, it is not assisted by the shortfall in the fleet that was identified some time ago