



# **Performance Summary (West Mercia)**

## **October 2016**

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## Summary

Topic	Data	Activity	Page No.
<b><i>To Protect Communities from Harm</i></b>			
Confidence	Small decrease and below national average	Continue to work to drivers of confidence	4
Hate Crime	Increase on Sept and sig. above the monthly average.	Activity for Hate Crime Awareness Week. Tactical initiatives to improve satisfaction	5
Victim Satisfaction	Slight decrease in satisfaction	Significant local activity to improve follow up service. Rape survey is now 'live'; DA survey to follow shortly.	7
Repeat Victimisation / Offending	Consistent volumes of repeat victims & offenders	'Repeats' data shared with policing area commanders.	9
Missing Persons Reports	Decrease on Sept – for U18s & repeats	Pro-active work ongoing including targeted work with care homes.	9
<b><i>To Reduce Crime &amp; Disorder</i></b>			
Violence with Injury	Decreased reporting on Sept but above the monthly average.	Analysis undertaken to understand increase in violent offences & source of recording	14
Sexual Offences – Rape	Decrease on Sept but above the monthly average.	Analysis undertaken to assess risk associated with 'current' offences.	15
Sexual Offences – Other	Increase on Sept and above the monthly average.	Analysis undertaken to assess risk associated with 'current' offences.	15
Domestic Burglary	Decrease on Sept and above the monthly average	No notable exceptions or trends.	16
Robbery	Decrease on Sept	No notable exceptions or trends	17
Business Crime	Increase on Sept and above monthly average.	'Your Business Matters' activity ongoing.	18
Rural Crime	Increase on Sept and above monthly average.	'Rural Matters' activity ongoing.	19
Domestic Abuse	Increase on Sept and above monthly average.	Local activity to promote positive action around domestic abuse.	20
Child at Risk / CSE	Increase on Sept and above monthly average.	Analysis into the source of recorded offences i.e. via MASH partnership	21
Cyber Crime	Increase on Sept and above monthly average.	Force actively advocating the national Cyber Essentials scheme	22
Anti-Social Behaviour	Volumes in line with September	No notable exceptions or trends	23
Road Traffic Casualties	Data for October not available	High harm routes subject to daily tasking.	24
Response Times to Emergency Incidents	Small improvement in average response times	Performance levels subject to further discussion and definition	25
<b><i>To Ensure an Efficient and Effective Police Service</i></b>			
Sickness	Small increase in officer sickness and small decrease in staff sickness compared to the previous month.	Annual staff survey undertaken – 53% response rate	27
Complaints	Improvements in timeliness of recording.	Subject to ongoing monitoring.	28
Firearms Licensing	Temporary Permits issued to ensure all licence holders are certified.	Performance framework being developed to monitor the transitional plan.	30



## 2. Summary of Performance

*Aim: To Protect Communities from Harm*

### 2.1 COMMUNITY

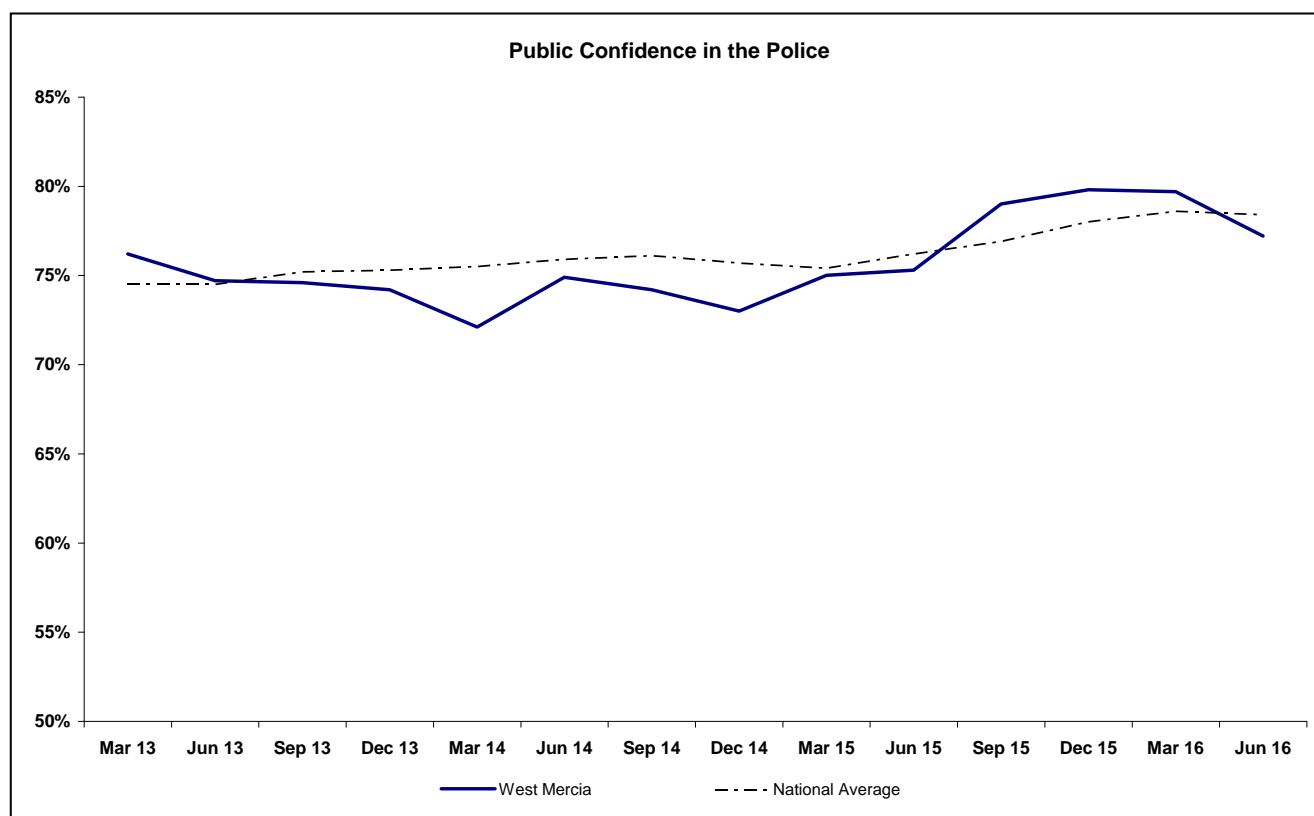
#### 2.1.1 Confidence in Police

Public confidence in the police is measured through the national Crime Survey for England and Wales (CSEW). The data is published quarterly, with the latest update covering the period to June 2016. The next update will be published in January 2017.

Latest data shows a small decrease in confidence, with levels falling slightly below the national average. However, nearly 8 in 10 people (77%) remain confident in the police in their local area.

The national trend shows a general improvement in confidence, although at a slowing rate in recent quarters. Most forces have seen static performance in the latest quarter.

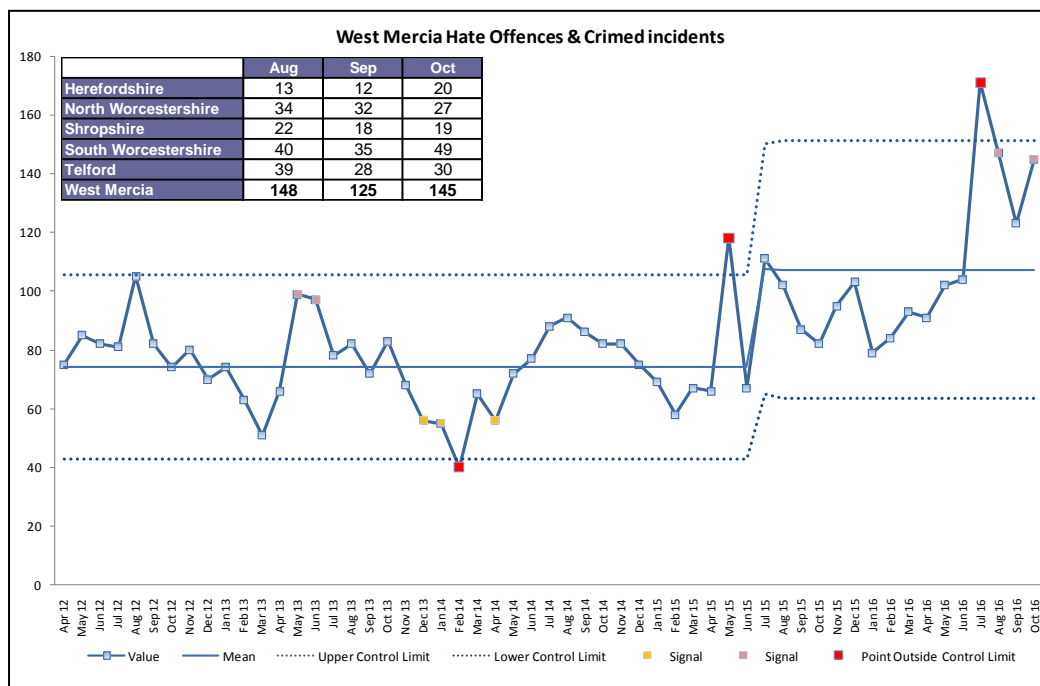
We do not measure confidence locally, however we do focus activity around what we know are the drivers for confidence, namely visibility, service quality and accessibility, to try to ensure a high level of public confidence.



## 2.1.2 Hate Crime

Signs of Improvement would be:

Increased reporting  
Sustained/ improved victim satisfaction

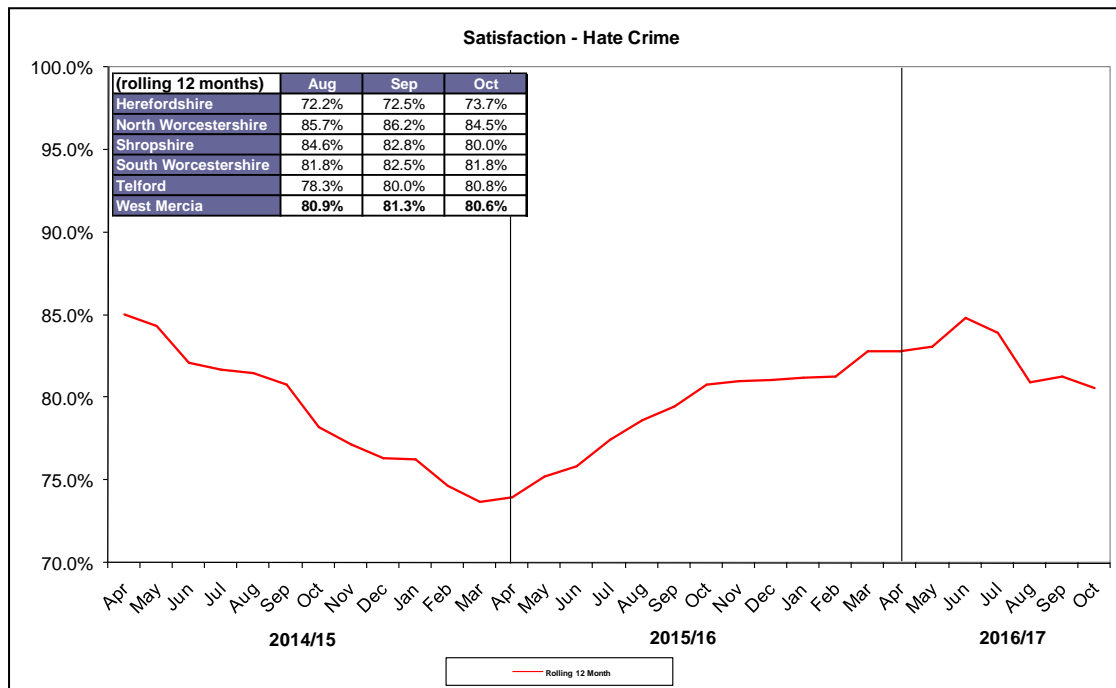


The force recognises the significant impact of hate crime on victims and the need to continue to encourage those subject to such incidents to have the confidence to report and receive high levels of service. The diversity team review all reported hate crimes and incidents to help identify any trends and ensure victims receive the best level of service. Ultimately, the long term aim is to reduce the volume of offending and the number of victims subject to hate offences.

145 hate offences/ incidents were recorded in October, an increase compared to the previous month (125) with volumes remaining above the monthly average (106).

Higher than average volumes in a number of policing areas are likely to be the result of Hate Crime Awareness Week which took place in October. A number of awareness events took place across the force, supported by a significant media/social media campaign.

## Hate Crime Victim Satisfaction



As the number of reported hate crimes is low, the number of victims who are surveyed each month is also low (average of 31 per month). The data is therefore shown on the chart as a rolling 12 month average to give a longer term trend and to prevent short term reactions to what can be significant month-on-month variations.

81% of hate crime victims were satisfied with their experience with the police, a slight decrease compared to the previous month<sup>1</sup> and a further decline from a peak in June 2016. This is represent across policing areas apart form Herefordshire who have seen a marginal increase. Early indications of the decline have been raised with policing areas and will be subject to ongoing monitoring.

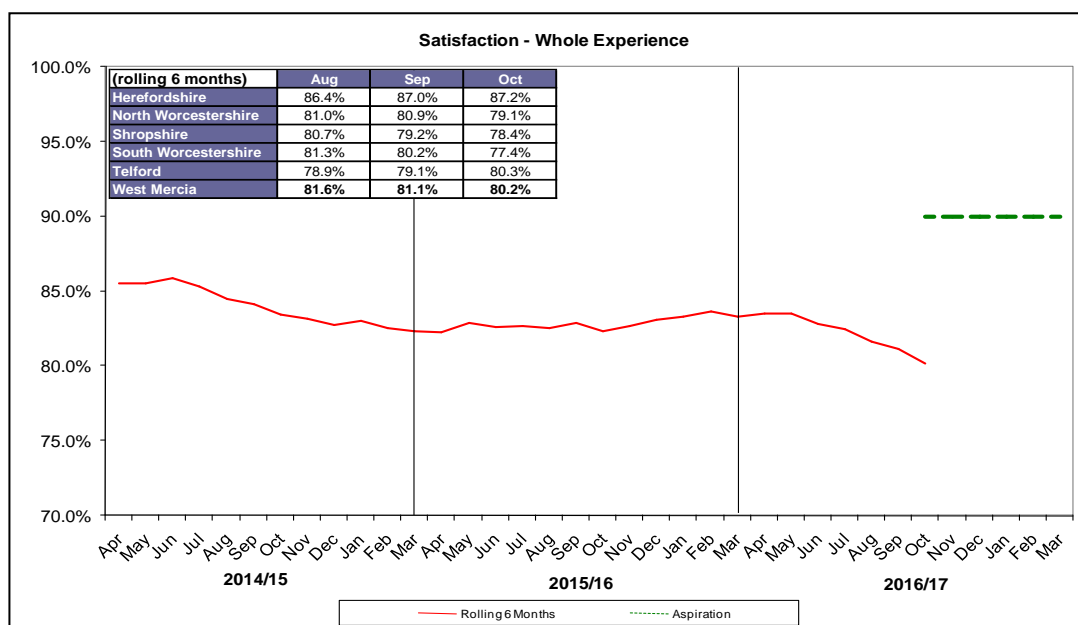
<sup>1</sup> This is based on interviews undertaken over the last 12 months to give an adequate sample size for analysis

## 2.2 VICTIMS

### 2.2.1 Victim Satisfaction

**Signs of Improvement would be:**

Improved satisfaction: overall & with follow up  
Change against comparative Forces



As per Home Office guidance the four stages of satisfaction that are measured are Ease of Contact, Actions, Follow-up, Treatment and Whole Experience. The Alliance aspiration for overall victim satisfaction is 9 out of 10 victims satisfied with the service provided.

Overall victim satisfaction shows a slight decreasing trend which is most notable from June 2016 – currently 80% (rolling 6 months) are satisfied with their 'Whole Experience'. Herefordshire is showing an upward trend in relation to overall satisfaction which is predominantly driven by an improvement in the 'actions' stage. All other policing areas are showing a slight decline in performance, which is more prevalent in Worcestershire.

The stages identified that require improvement are Follow-up and Actions and this is where we are focusing our efforts in order to drive performance and overall satisfaction up. Confidence and satisfaction are key measures and ones that are subject to discussion and scrutiny at the quarterly Performance Management Group. Victim Satisfaction was discussed at PMG in October where it was agreed we aim to see Follow-up increase by 10% by the end of March 17. This will be achieved through greater local visible leadership and continuity of policing area champions supporting them.

Significant local activity continues under the governance of the Victim Satisfaction Improvement Group who are using best practice from other Forces such as Durham to understand how they achieve high levels of satisfaction. Aide-memoire Follow up posters focusing on 'putting victims first' have been circulated/displayed across the Forces and raising awareness of what victims require with staff continue.

The new qualitative survey for Rape victims has now been running for four months, and has been well received by both victims and officers. The Home Office Domestic Abuse Victim Survey went 'live' at the beginning of October and to date 110 victims have been surveyed across the Alliance. Results will be available when a statistically valid sample of victims has been achieved.

### **2.2.2 Crime Outcomes**

Detail of crime outcomes was reported on in the last quarterly report and will be reported on in the next quarterly report in January.



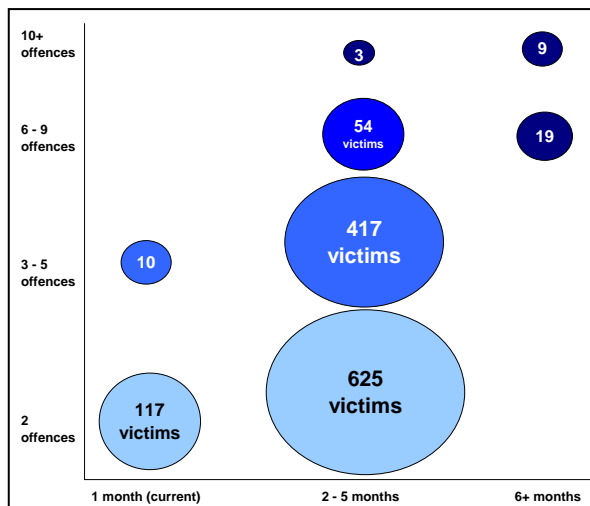
## 2.3 VULNERABILITY

**Signs of Improvement would be:**

Reduction in repeat victims and offenders  
Improved IOM processes

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

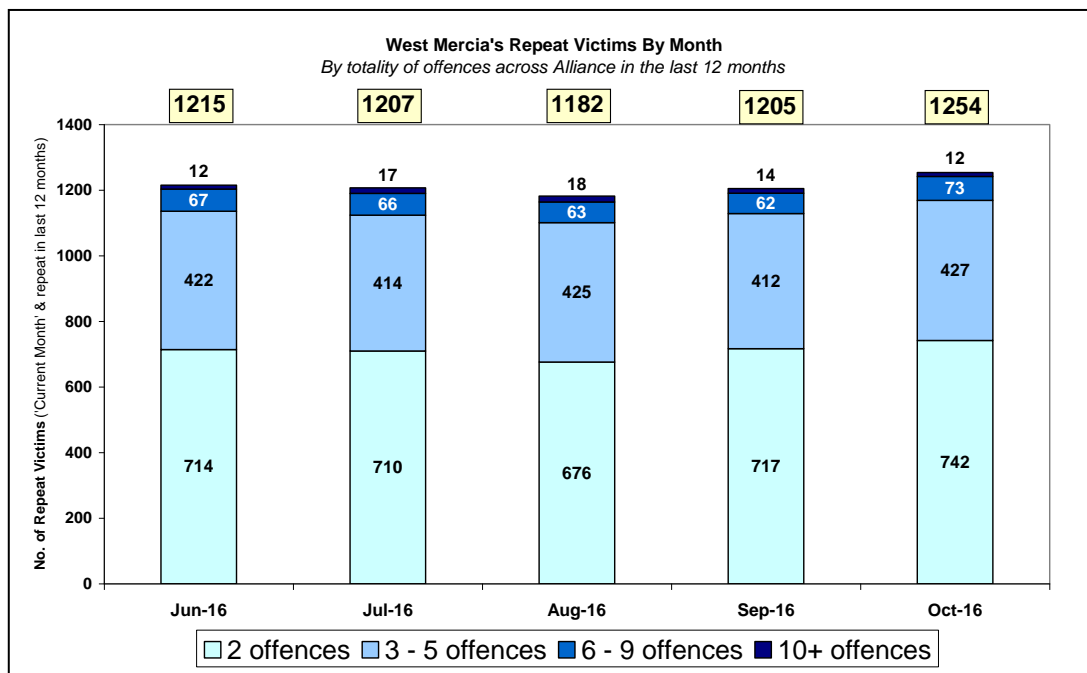
### 2.3.1 Repeat Victimization



In October, 25% (1,254) of all victims were repeat victims (subject to at least one further offence in the last 12 months). Of these, 512 (41%) have been victims at least 3 times in the 12 month period.

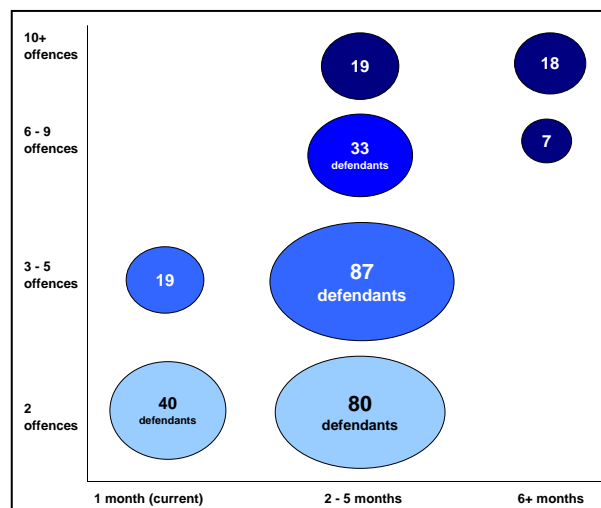
12 individuals have been a victim of 10+ offences. 1 North Worcestershire victim has been a victim of 18 offences predominantly criminal damage/ public order offences in the last 3 months

There were 950 victims of domestic abuse in October – 28% of these individuals (268) have also been a victim of additional DA offences in the last 12 months.



The number of repeat victims has increased from the previous month although the proportions of those being victims on multiple occasions remain static.

## 2.3.2 Repeat Offending

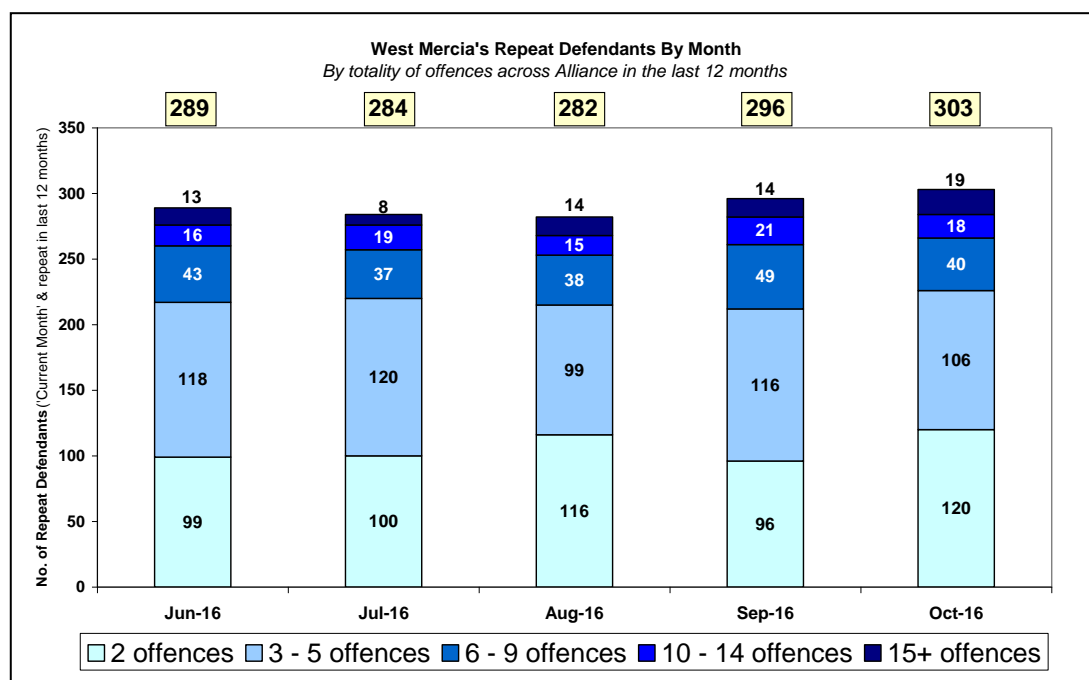


In October, 43% (303) of all defendants were also defendants in at least one other offence in the previous 12 months.

Of these, 77 (25%) have been defendants at least 6 times in the 12 month period. 37 prolific individuals were defendants for 10 or more offences in the last 12 months.

There were 176 defendants of domestic abuse in October; 32% of these individuals (57) have also been an offender of additional DA offences in the last 12 months

The number of repeat defendants has gradually increased over the last few months, although the proportions of those being defendants on multiple occasions remain static.



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

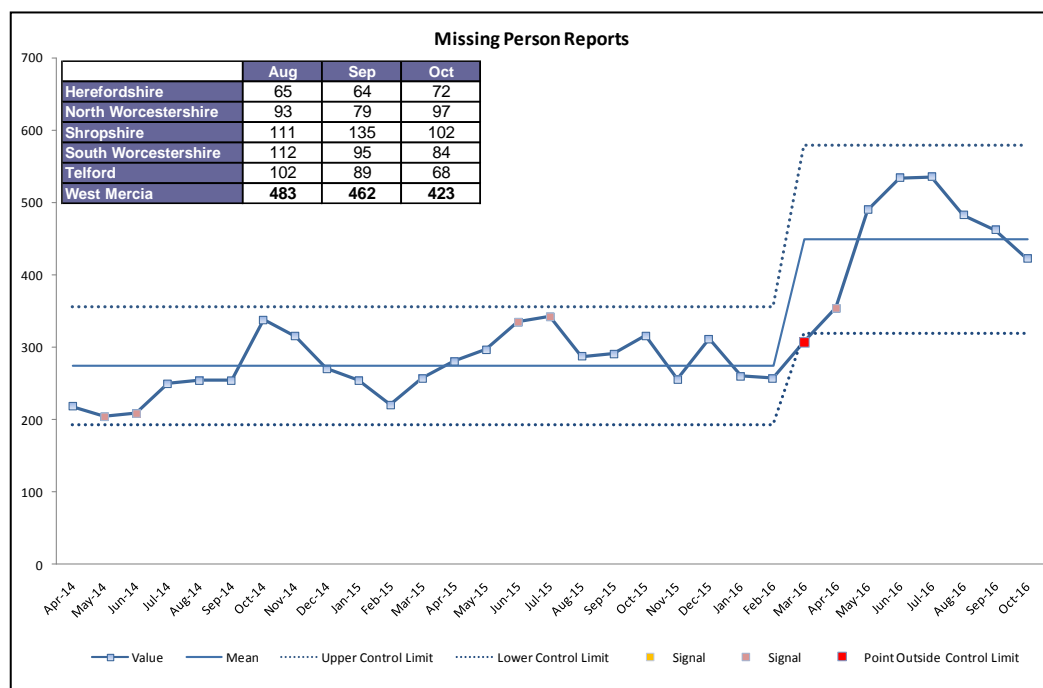
The alliance-wide IOM structure continues to develop. Work is ongoing to increase the number of high-harm offenders who the partner agencies manage within the IOM scheme and work continues to reduce their reoffending. In all policing areas, processes are being determined to ensure that all suitable offenders are identified and managed as part of the scheme. Those that have successfully reduced their reoffending continue to be kept in scope. The IOM scheme includes offenders within MAPPA, organised crime groups, troubled families, domestic abuse and veterans and there are approximately 530 individuals being managed across the Alliance.

### 2.3.3 Missing Persons

**Signs of Improvement would be:**

Reduction in repeat missing persons

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



**N.B.** Significant change in recording practices from April 16. It is anticipated that higher volumes of recording will be sustained going forward.

423 missing person reports were recorded in October; a reduction compared to the previous month (462). After 8 months of above average recording, this month has seen an increase in the monthly average (from 274 to 449). This increase has been driven by both increased calls for service around missing persons, as well as improved recording onto force systems.

There has been a considerable decrease in repeat reports in October compared to previous months. This reduction has been seen across the majority of policing areas and was seen for both total reports and U18 reports. In total, 49 frequent mispers were responsible for 127 reports. 40 of the frequent mispers were U18.

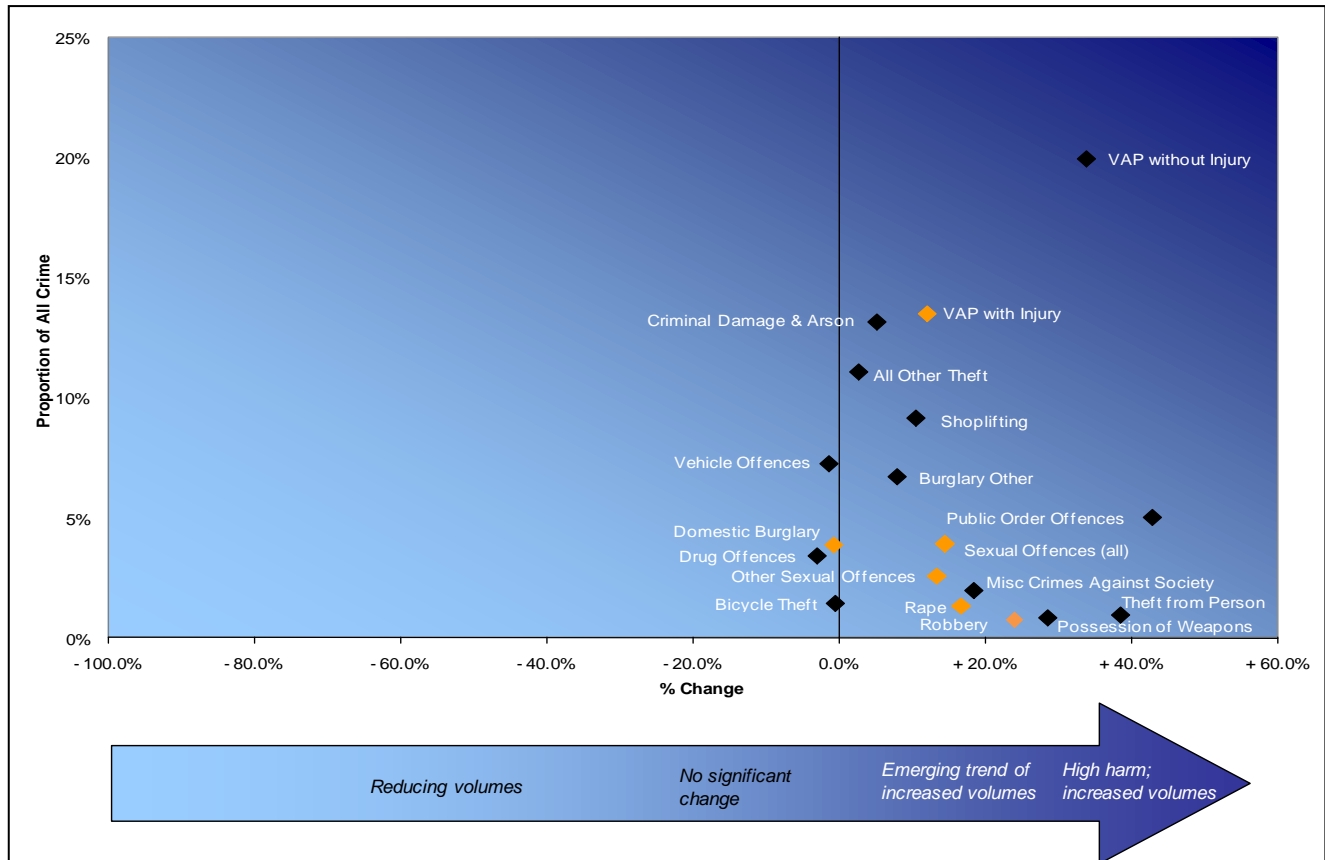
There has been a general decreasing trend in U18 reports since August. This has continued with U18 reports accounting for 57% of missing person reports in October (compared to 62% previous months). The reduction in the U18 rate has been driven by reductions in Herefordshire, South Worcestershire and Telford & Wrekin.

Volumes of missing person calls for service, reports and repeat reports continue to be monitored on a regular basis to identify trends. Any performance issues (unrelated to recording changes) are reported to the missing person co-ordinators and the force lead for missing persons for further investigation.

## Aim: To Reduce Crime & Disorder

### 2.4 HARM REDUCTION

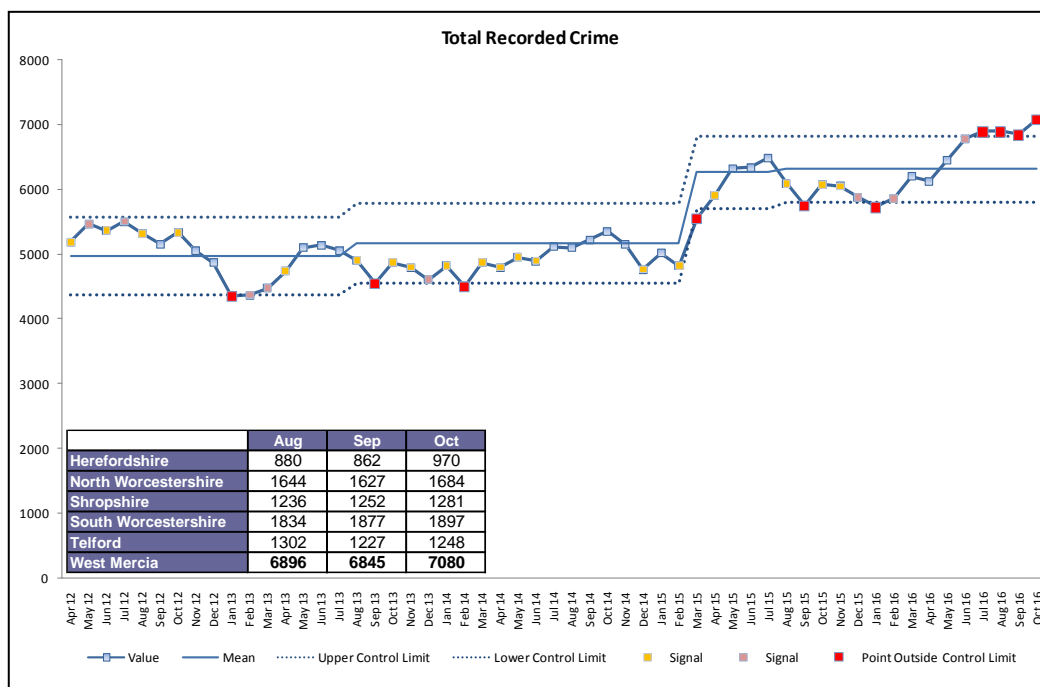
The chart below provides a snapshot of a wide variety of crimes that are monitored by the force. It shows whether they are increasing or decreasing and their relative proportion of all crime. The crimes that have an orange marker will be reported on.



## 2.4.1 Crime Recorded

Signs of Improvement would be:

Stable volumes of recorded crime  
Trends in line with other Forces



7,080 offences were recorded across West Mercia in October; an increase on the previous month (6,845) and significantly above the average (6315). This is the 6<sup>th</sup> month that volumes have remained above the monthly average. Volumes are above average across all policing area and significantly above average in North Worcestershire and South Worcestershire. The uplift in offences was discussed at PMG in October and a paper has been prepared for Chief Officers to explain this increase. Significant factors include the continued impact of the Crime Data Integrity inspection, the impact of greater collaboration with partner agencies and the changing nature of crime, all of which have led to a greater number of offences being identified and recorded.

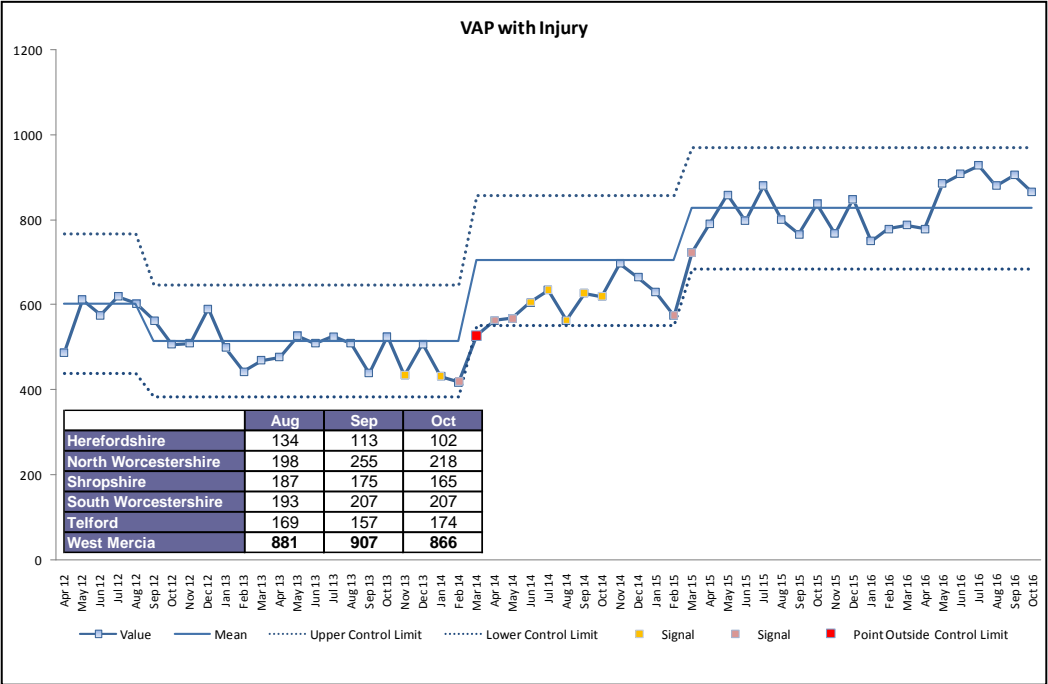
The main crime types that are pushing this increase are harassment, ABH, common assault, shoplifting & non-dwelling burglary. We will continue to monitor volumes of total crime and investigate the profile of high volume offence groups where relevant.

	West Mercia		Herefordshire		North Worcs		Shropshire		South Worcs		Telford	
	Last Month	12 Month Avg	Last Month	12 Month Avg	Last Month	12 Month Avg	Last Month	12 Month Avg	Last Month	12 Month Avg	Last Month	12 Month Avg
Total Recorded Crime	7080	6400	970	834	1684	1520	1281	1219	1897	1646	1248	1180
Violence With Injury	866	841	102	114	218	193	165	165	207	200	174	170
Violence Without Injury	1477	1242	201	165	359	287	287	244	381	304	249	242
Rape	86	83	12	11	21	20	11	15	28	19	14	18
Other Sexual Offences	173	159	24	22	28	36	26	30	36	34	59	37
Business Robbery	7	5	0	0	2	2	2	1	2	1	1	1
Personal Robbery	40	41	8	3	9	10	8	7	11	11	4	10
Domestic Burglary	265	242	30	27	73	66	47	40	72	63	43	45
Burglary Other	405	417	61	55	102	93	80	95	95	115	67	59
Vehicle Offences	495	451	47	42	164	148	91	73	117	121	76	67
Theft from Person	61	58	4	7	15	14	13	13	21	17	8	8
Bicycle Theft	111	88	43	19	15	12	12	17	26	25	15	15
Shoplifting	621	569	55	50	153	138	67	96	221	167	125	118
All Other Theft Offences	751	689	131	101	144	154	146	144	207	171	123	120
Criminal Damage & Arson	914	819	133	108	196	188	178	163	232	206	175	155
Other Crimes Against Society	808	695	119	110	185	159	148	116	241	194	115	116

Violence with Injury<sup>2</sup>

Signs of Improvement would be:

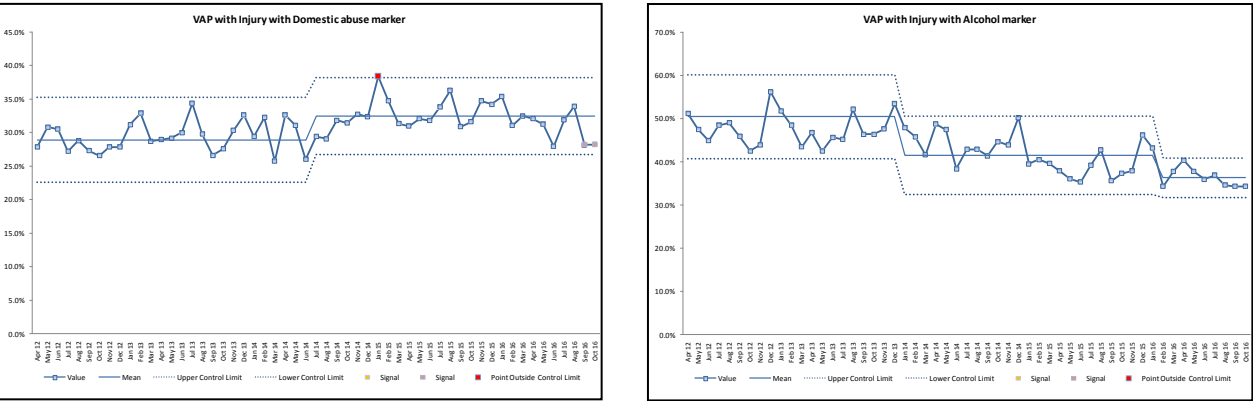
Stable volumes of recorded crime  
Trends in line with other forces



866 Violence with Injury offences were recorded in October, a reduction compared to the previous month (907) but remains above the monthly average (828). This is the 6<sup>th</sup> month of above average recording.

The sustained higher volumes seen this financial year are due to an increase in ABH offences, most notably, an increase in ABH offences with a ‘child at risk’ marker. Almost half of all child-related ABH offences recorded this year were disclosed to other agencies before being referred to the police and recorded on the crimes system (through the relatively new MASH partnership arrangements).

This month has seen no significant change in the proportion of violent offences that are domestic abuse related, with volumes stable around a long term monthly average. In terms of offences with an alcohol marker, the monthly average has reduced following a number of months of below average volumes.



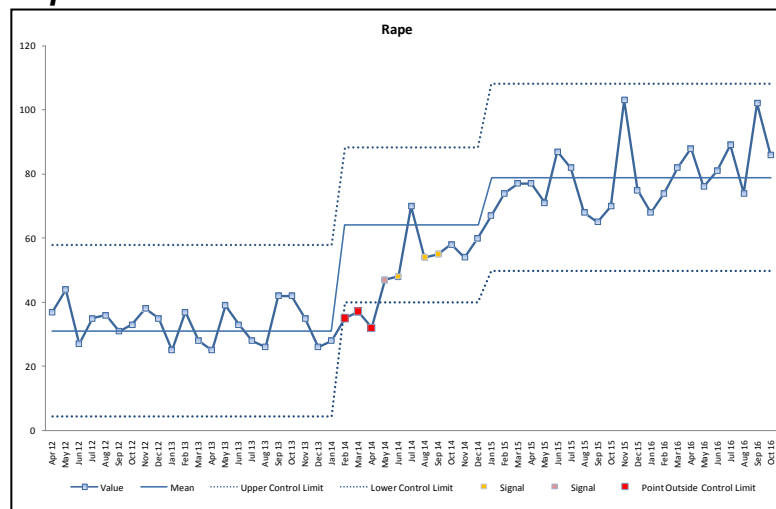
<sup>2</sup> Violence with Injury includes murder & attempt murder, assault where there is injury or an attempt to inflict injury and death by driving

## Sexual Offences

**Signs of Improvement would be:**

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

### Rape



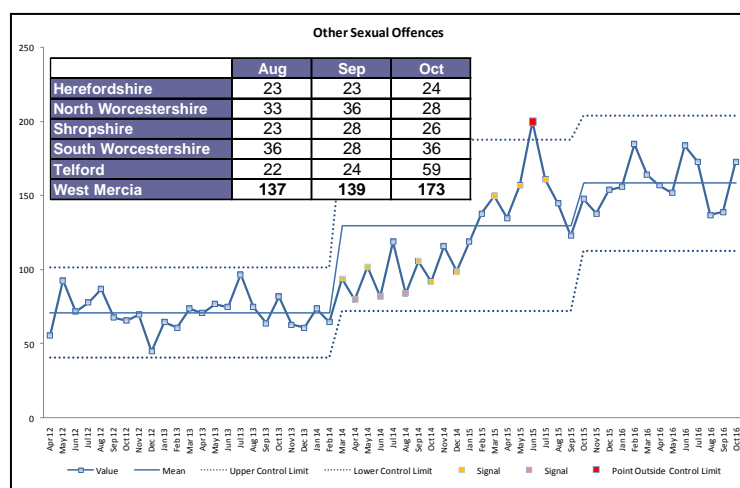
	Aug	Sep	Oct
Herefordshire	8	11	12
North Worcestershire	23	23	21
Shropshire	13	16	11
South Worcestershire	11	31	28
Telford	19	21	14
West Mercia	74	102	86

86 rape offences were reported to the police in October. This is a reduction compared to the previous month (106) but is above the monthly average (79). Volumes of offences in South Worcestershire remain significantly above the monthly average.

26 rape offences were recorded in South Worcestershire. This is a reduction compared to the previous month (31) but remains above the monthly average (16). The increase in October was predominantly driven by an uplift in 'non-recent' offences (recorded > 28 days after the committed date) compared to previous months. Half of these offences had a 'child at risk' marker and three related to one incident involving one victim and three offenders.

The local command team for South Worcestershire are aware of the increase and believe it is related to an awareness-raising campaign that took place during fresher's week at Worcester University. The team continues to work closely with external agencies to protect vulnerable people and support disclosure of offences.

### Other Sexual Offences



173 other sexual offences were reported to the police in October. This is an increase compared to the previous month (139) and is above the monthly average (159). Volumes of offences in Telford & Wrekin were significantly higher than the monthly average.

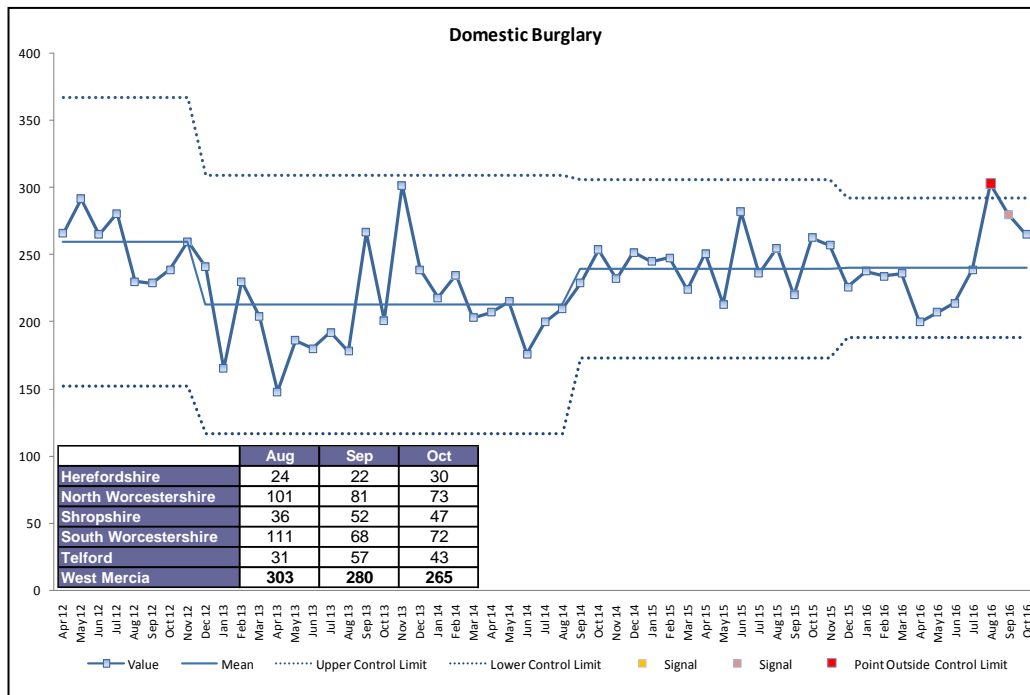
60 other sexual offences were recorded in Telford & Wrekin. 36 of these offences had a 'child at risk' marker and just under half were related to 'sexting'. A higher proportion of offences were defined as

'non-recent' (recorded > 28 days after the committed date) compared to previous months. Over a quarter of these were linked to at least one other offence.

## Domestic Burglary

Signs of Improvement would be:

Stable volumes of recorded crime



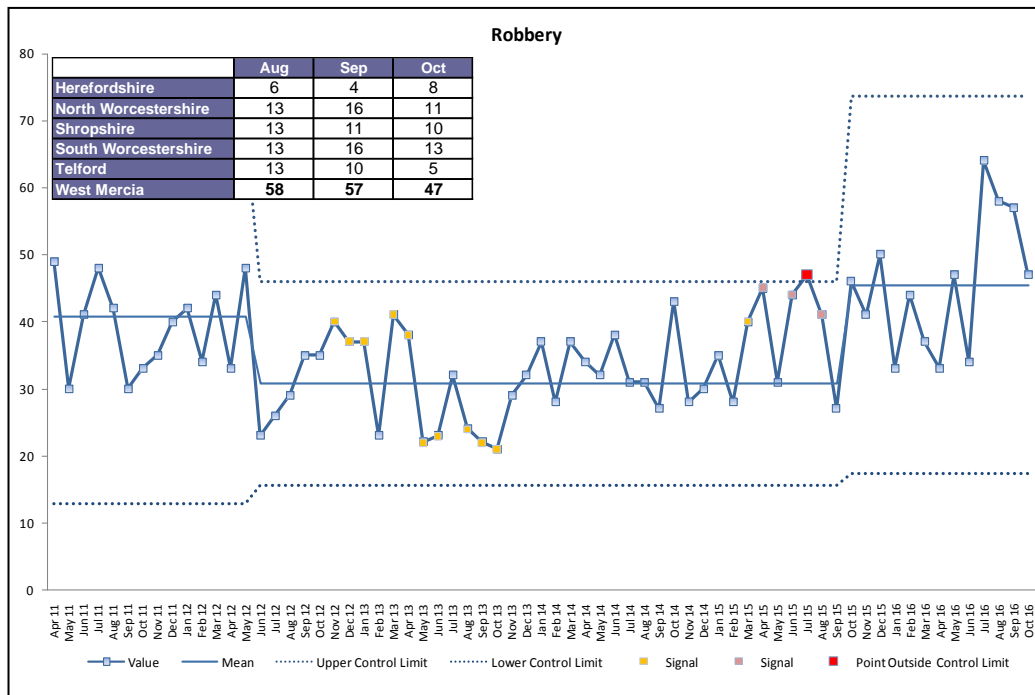
265 offences were recorded in October, a decrease compared to the previous month (280) and above the monthly average (240). There were no exceptional volumes at Policing Area level.



## Robbery

Signs of Improvement would be:

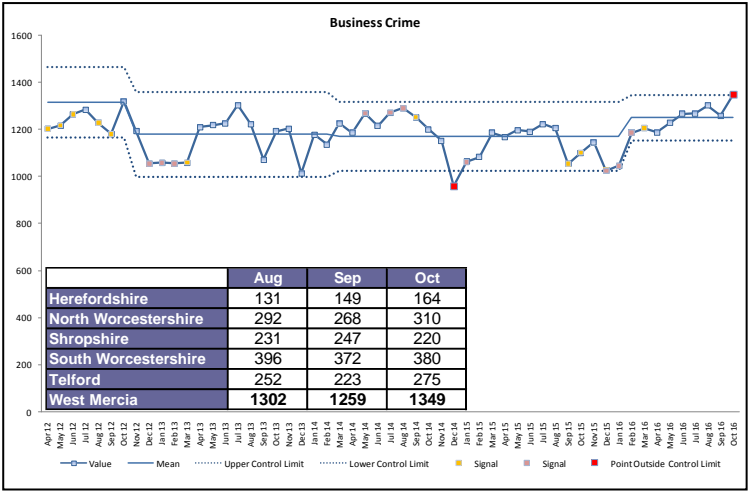
Stable volumes of recorded crime



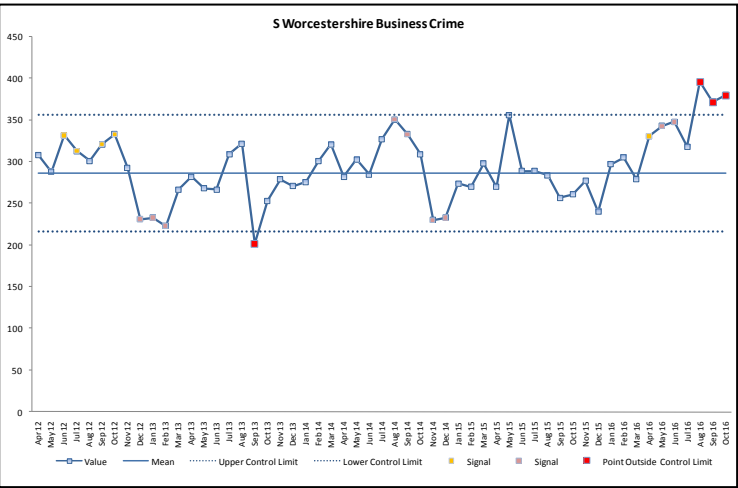
47 offences were recorded in October, a decrease on the previous month (57) but above the monthly average (45).

At policing area level, volumes are above expected levels in Herefordshire, although remain low at 8 offences for the month. The command team have provided reassurance that there are no emerging trends and the robberies are deemed low level.

Business Crime



Business crime offences are a sub-set of total recorded crime and are identified as any criminal offence (against person or property) which is associated to a business. 1,349 offences were recorded in October. This is an increase compared to the previous month (1,259) and is above the monthly average (1250).

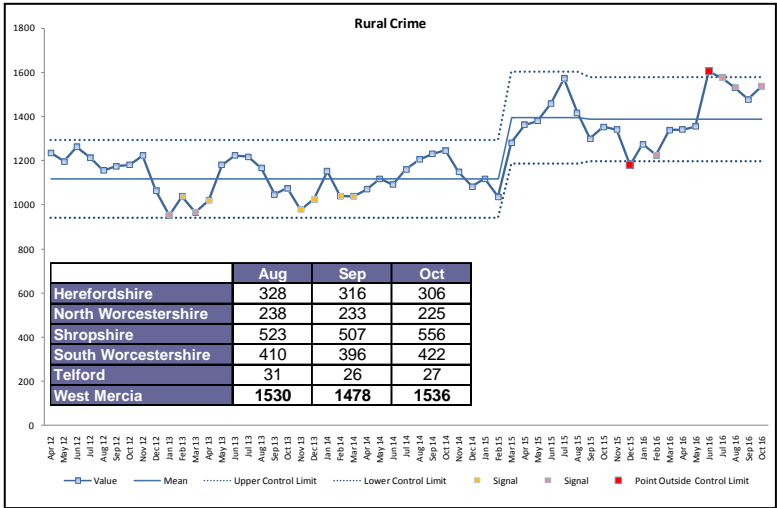


At policing area level, South Worcestershire has seen continued exceptional business crime volumes for the third consecutive month. This increase has been predominantly driven by an uplift in shoplifting offences.

Shoplifting was discussed at the Performance Management Group meeting in October with senior officers requesting reassurance that local known locations and prolific offenders are addressed.

The national SPOC conference for business crime, which featured retail crime, was held in October. It is expected that a number of tactical initiatives will follow from this.

**Rural Crime**



Rural crime offences are also a subset of total recorded crime and are identified by their geographical location<sup>3</sup>.

1,536 offences were recorded in October, an increase compared to the previous month (1,478) and remaining above the monthly average (1,388).

The highest volumes of rural crimes recorded in October were violence without injury offences, all other theft offences and burglary other offences.

An informative rural patrol booklet is being produced to advise officers on legislation on poaching, livestock movement, working with trading standards.

The online web campaign '50 days of focus' focusing on the every day activities from rural officers and coordinators, ran through September and October. There is now a campaign page on the intranet page for 'Rural Matters', allowing officers to download crime reduction advice and access promotional and marketing support material.

<sup>3</sup> Rural crime is defined as any crime occurring in a rural area as defined by the 2011 ONS Rural Urban Classification

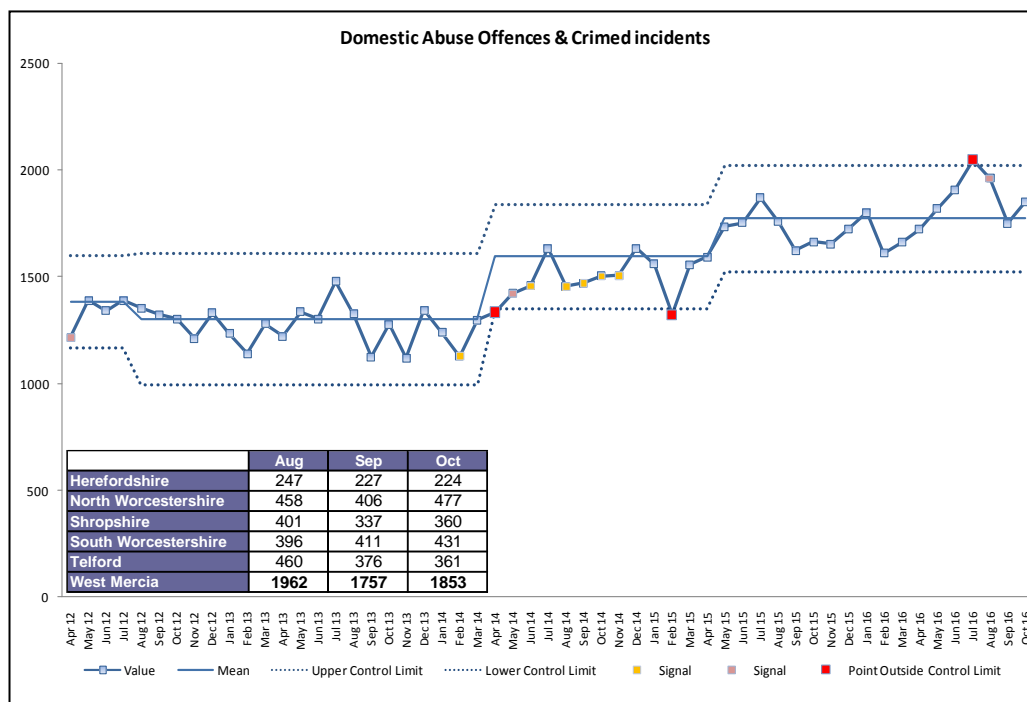
## 2.4.2 Risk Markers

**Signs of Success would be:**

Increased reporting, reflecting greater victim confidence

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

### Domestic Abuse

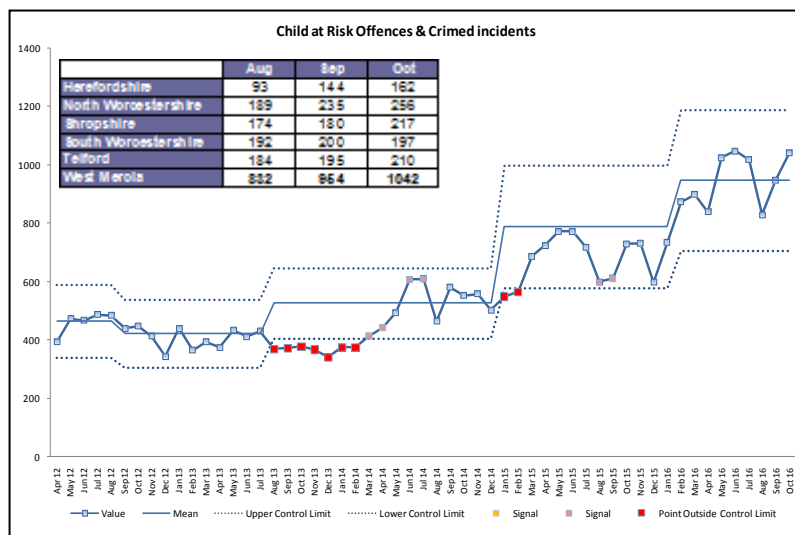


The force priority for domestic abuse is to promote partnership working and increase confidence in reporting. The use of a marker on relevant offences helps ensure we recognise the vulnerability of victims and we apply the appropriate level of service and support with multi agency partners.

1,853 domestic abuse offences & crimed incidents were recorded in October, an increase compared to the previous month (1,757) and slightly above the monthly average (1,774). Volumes have returned to expected levels after the peak in recording over the summer months. There were no exceptional volumes at policing area level.

The alliance has produced a comprehensive domestic abuse data set to better inform performance and intelligence analysis. This includes data related to the completion of Domestic Abuse risk assessment tools, trends of arrests, numbers of Domestic Violence Protections Orders (DVPOs) applied for/ granted/ breached and victim satisfaction. This is published on the force intranet and is available to all staff and officers.

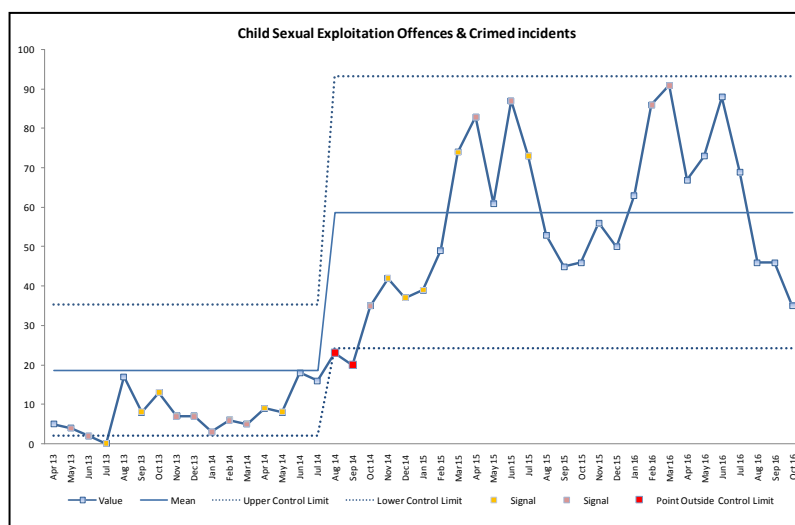
## Child at Risk / Child Sexual Exploitation



'Child at Risk' markers have been applied to 1,042 offences/ incidents in October. This is an increase compared to previous month (954) and above the monthly average (947).

Above average volumes have been seen across all policing areas in the current financial year. Volumes in October are comparable to the higher volumes seen in previous months.

The increases continue to be driven by an uplift in 'emotional abuse' incidents, common assault, ABH and 'sexting' offences. Analysis of violent offences with a 'child at risk' marker show that almost half of these offences were disclosed to other agencies before being referred to the police and recorded on the crimes system (through the relatively new MASH partnership arrangements).



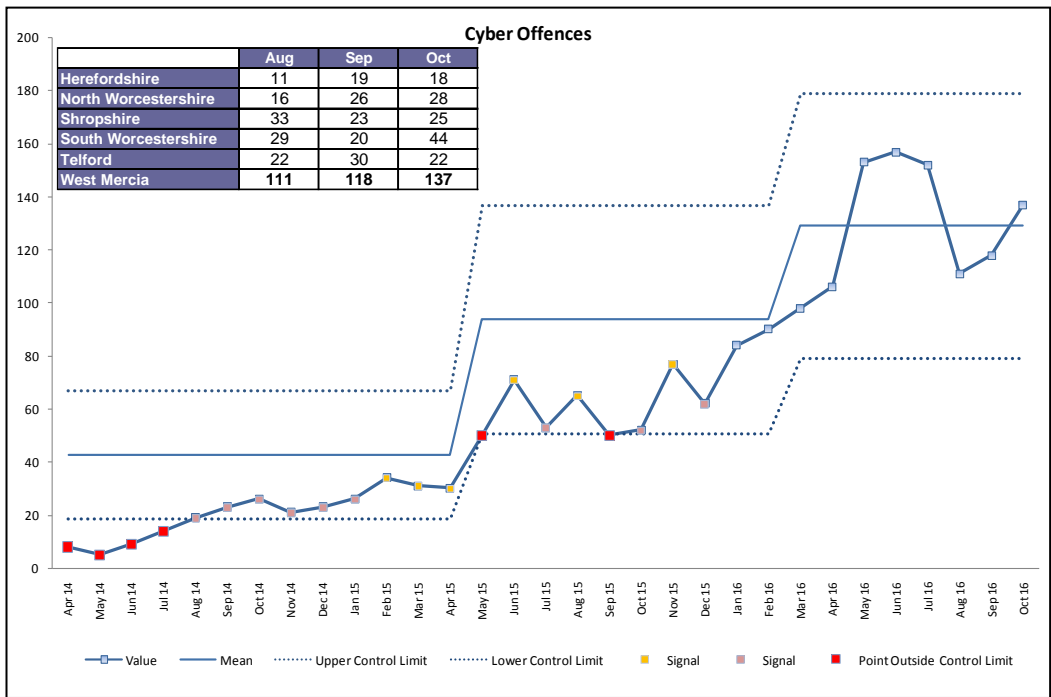
'Child Sexual Exploitation' (CSE) is one specific 'Child at Risk' marker, identifying offences where children and those under 18 have been or are at risk of being involved in exploitative situations where they receive something as a result of performing sexual activities, or having such performed on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

35 CSE offences & incidents were recorded in October (25 offences, 10 crimed incidents), a decrease compared to the previous month (45).

Short term trends for CSE show a decrease in the use of the marker from June 2016 reflecting seasonal trends (historically lower volumes June - December). This decrease may reflect the need to continually improve understanding and awareness of CSE, quality assurance of CSE recording practices and work with partner agencies to improve early intervention and education.

Approximately half of all CSE offences in October were defined as 'non-recent'. A large proportion of offences involved communication, sending or receiving indecent images/videos via text or social media apps.

Cyber/ On-line Crime



A marker for cyber crime offences was introduced in April 2014, in order to assist in the identification of such offences. The marker is an internal method of being able to identify those offences with an online presence, including sexual and violence without injury (harassment) offences. The recent increase in the use of the marker was anticipated following increased awareness internally and the appointment of alliance cyber crime co-ordinators to champion these issues.

137 offences were flagged as cyber crime in October, an increase compared to the previous (118) month and above the monthly average (129).

The above average increase in October is driven by above average volumes in Herefordshire, South Worcestershire and North Worcestershire.

Malicious communication offences accounted for 60% of cyber crime offences in October.

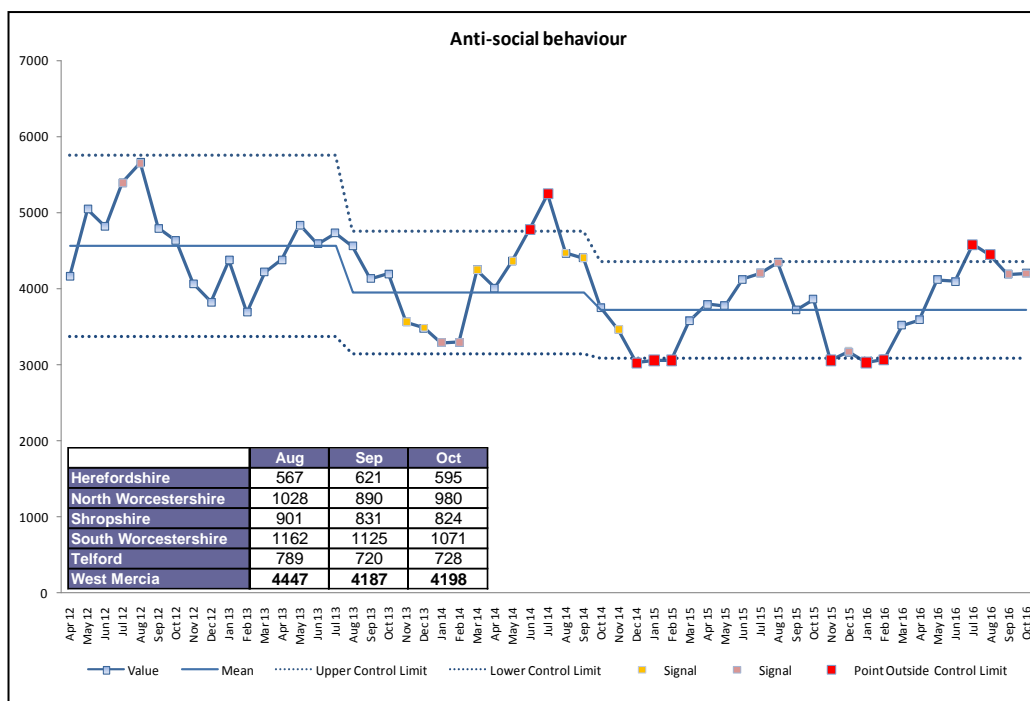
The alliance is actively advocating the Cyber Essentials government scheme to businesses; this provides certification once a specified level of cyber security has been obtained

The alliance implemented a new national policy in October to provide an additional service to victims of cyber dependent crime. As part of this policy, Action Fraud will refer triaged investigations (i.e. those which meet set criteria) to the OCC for the force to provide victims with an appropriate response.

### 2.4.3 Anti-Social Behaviour

**Signs of Success would be:**

Accurate reporting and risk assessing of ASB incidents



4,198 ASB incidents were recorded in October, comparable with the previous month (4,187) and remaining above the monthly average (3,719).

Volumes of ASB follow a seasonal pattern with recorded incidents at their highest during the late spring/summer months and at their lowest during the late winter months.

There has been a recent process change in the way ASB is recorded in West Mercia and it is anticipated that volumes of recorded incidents will increase.

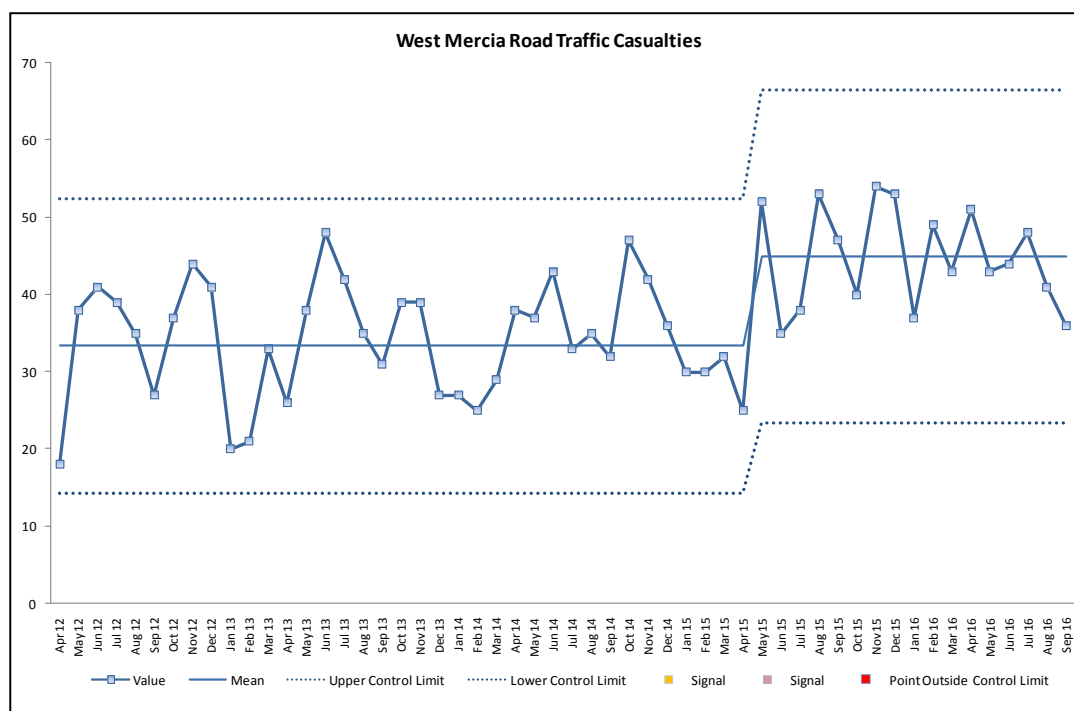
## 2.4.4 Road Traffic Casualties

**Signs of Success  
would be:**

Reduction in fatal and serious injury casualties

For October, due to a technical issue with the CRASH recording system, we are unable to accurately report on the number of fatal and serious injury casualties. This is not affecting our ability to investigate serious road traffic incidents.

The chart below shows data to September 2016.



The Safer Roads Partnership has identified 6 high harm routes across West Mercia, requiring focused police activity and visibility to reduce casualties. These are subject to daily tasking within the policing areas and activity is reviewed monthly with data presented to local Tactical Tasking meetings.



## 2.5 DEMAND REDUCTION

### 2.5.1 Response Times to Emergency Incidents

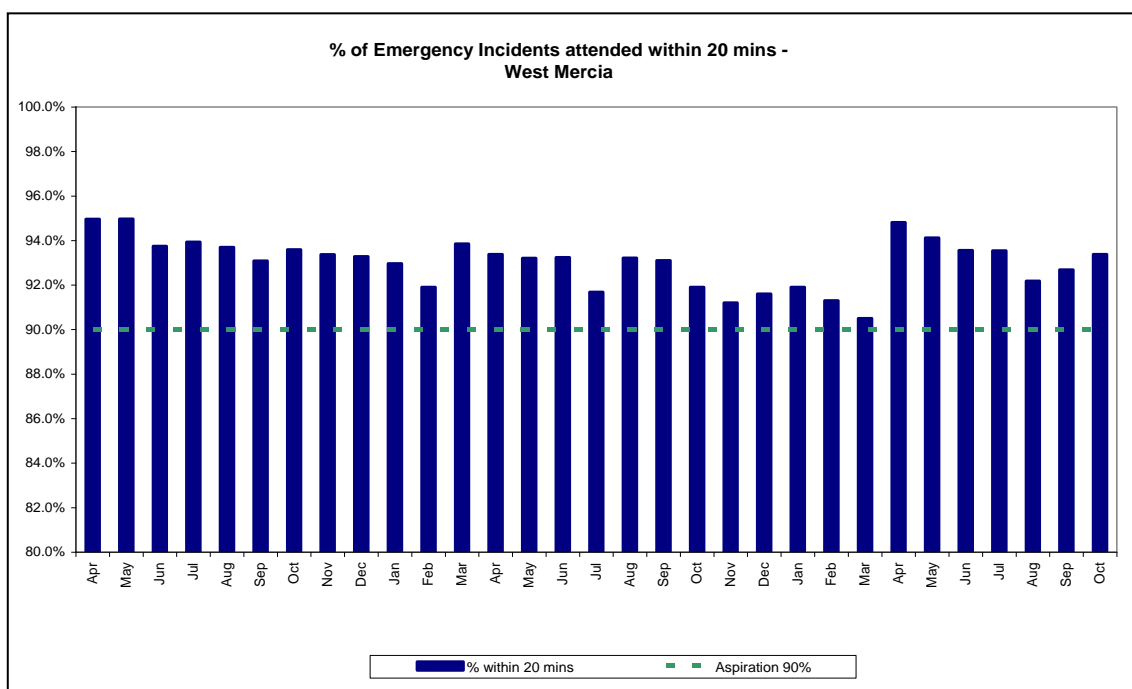
#### Signs of Success would be:

Respond to all incidents in a timely manner and provide a high quality of service

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

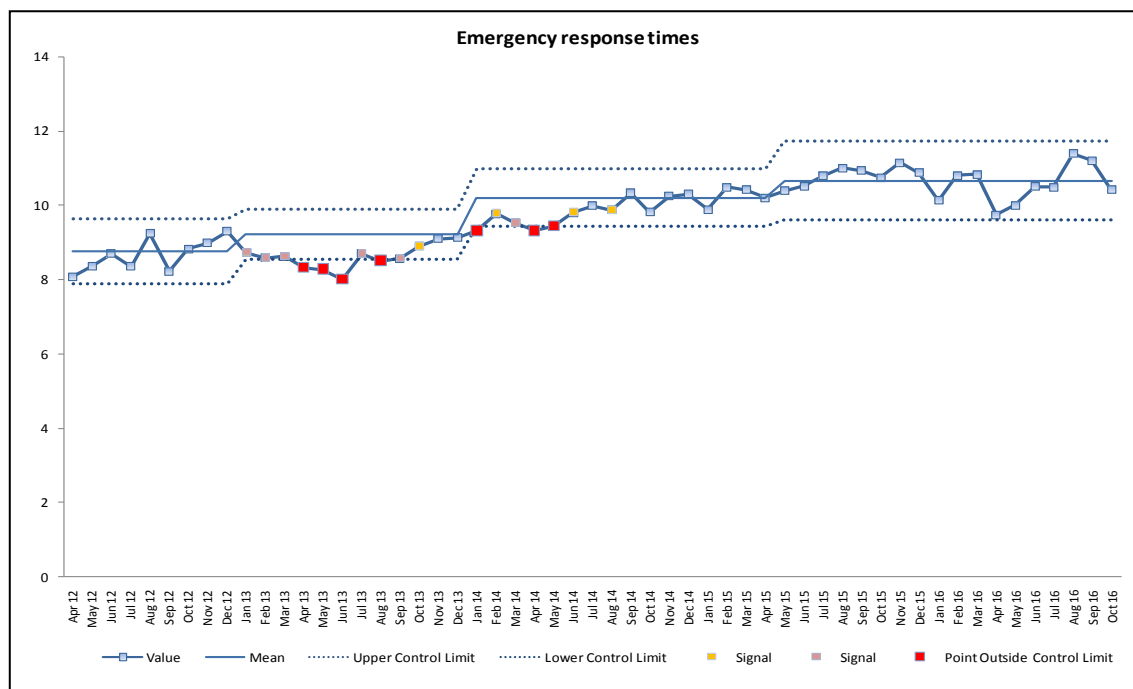
The National Contact Management Programme recommendation of responding to emergency calls in 20 minutes is regarded by the alliance forces as a minimum standard. Performance levels are being defined and will be subject to further discussion. This will be informed by what the appropriate level of response time should be in order to deliver a first class service.

4,020 emergency incidents were recorded in October. 9 out of 10 (93%) of incidents were attended within 20 minutes which is above the 90% aspiration.



The average response time for emergency incidents in October (10mins 25 sec) has seen a small improvement compared to the previous month and is below the monthly average (10mins 42 sec).

The dedicated working group continues to drive response time performance and analysis has focussed on data quality to ensure that response time data is as accurate as possible.



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

Work is currently being undertaken to analyse emergency incidents which are not attended within 20 minutes to determine if they are influenced by geography, time of day/day of week factors, availability of specialist resources (e.g. OPU) or other OCC processes.

The introduction of the mobile working project across the alliance and initiatives emerging from the Control Centre change programme are anticipated to have a positive impact on response time performance in the long-term. Since the working group commenced their focus in this area in Feb 2016, emergency response time performance has been stable. Any significant change in response performance is likely to require more fundamental changes such as the movement of patrol bases or realignment of resources across local policing areas.

## Aim: To Ensure an Efficient and Effective Police Service

### 2.6 WORKFORCE

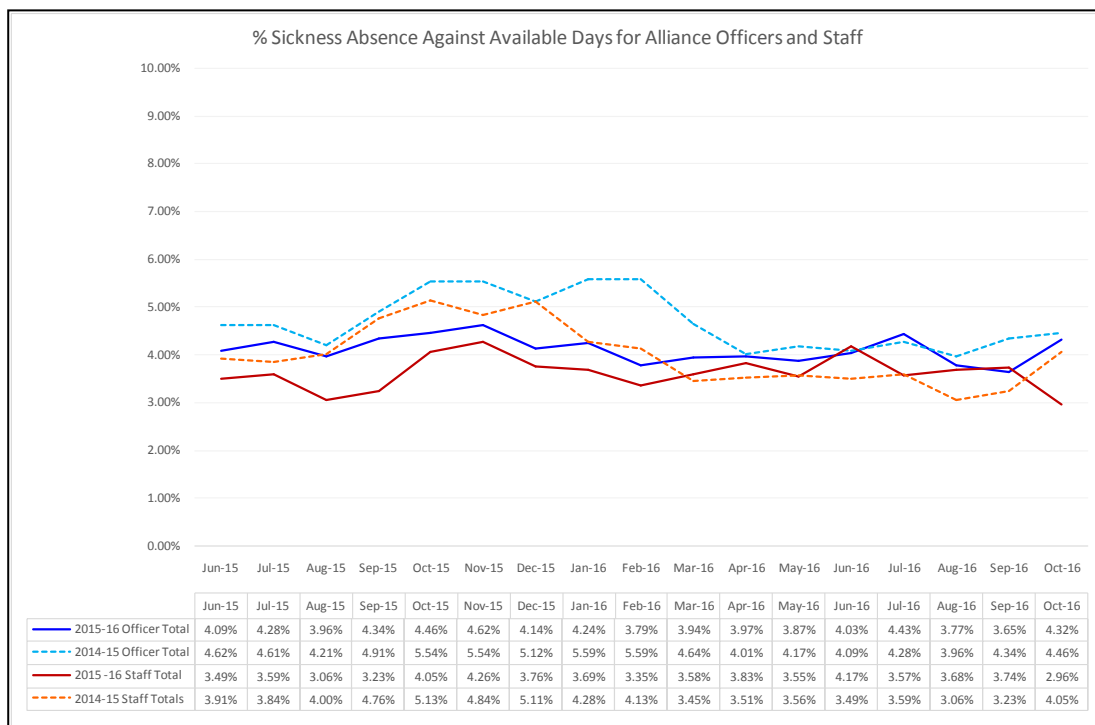
#### 2.6.1 Sickness

**Signs of Success would be:**

Improved staff wellbeing – improving levels of attendance

Workforce sickness forms part of the overall Health and Wellbeing Agenda around staff welfare being led by the Chief Constable.

Across the alliance, the average percentage of days lost to sickness in August is 4.32% for officers, which is an increase from 3.65% in September. For staff, the average percentage of days lost in October 2016 is 2.96%, a decrease from 3.74% in September 2016.



Health & Wellbeing activity continues across the alliance. The annual staff survey was run in October, with a very encouraging 53% response rate. Headline findings will be available at the end of November. Further initiatives through the Global Corporate Challenge are currently being promoted and health & wellbeing web chats continue to be held on a monthly basis.

## 2.7 INTEGRITY

The following data is supplied by Professional Standards Department and is collated on a cumulative basis. The data below is for November 15 to October 16.

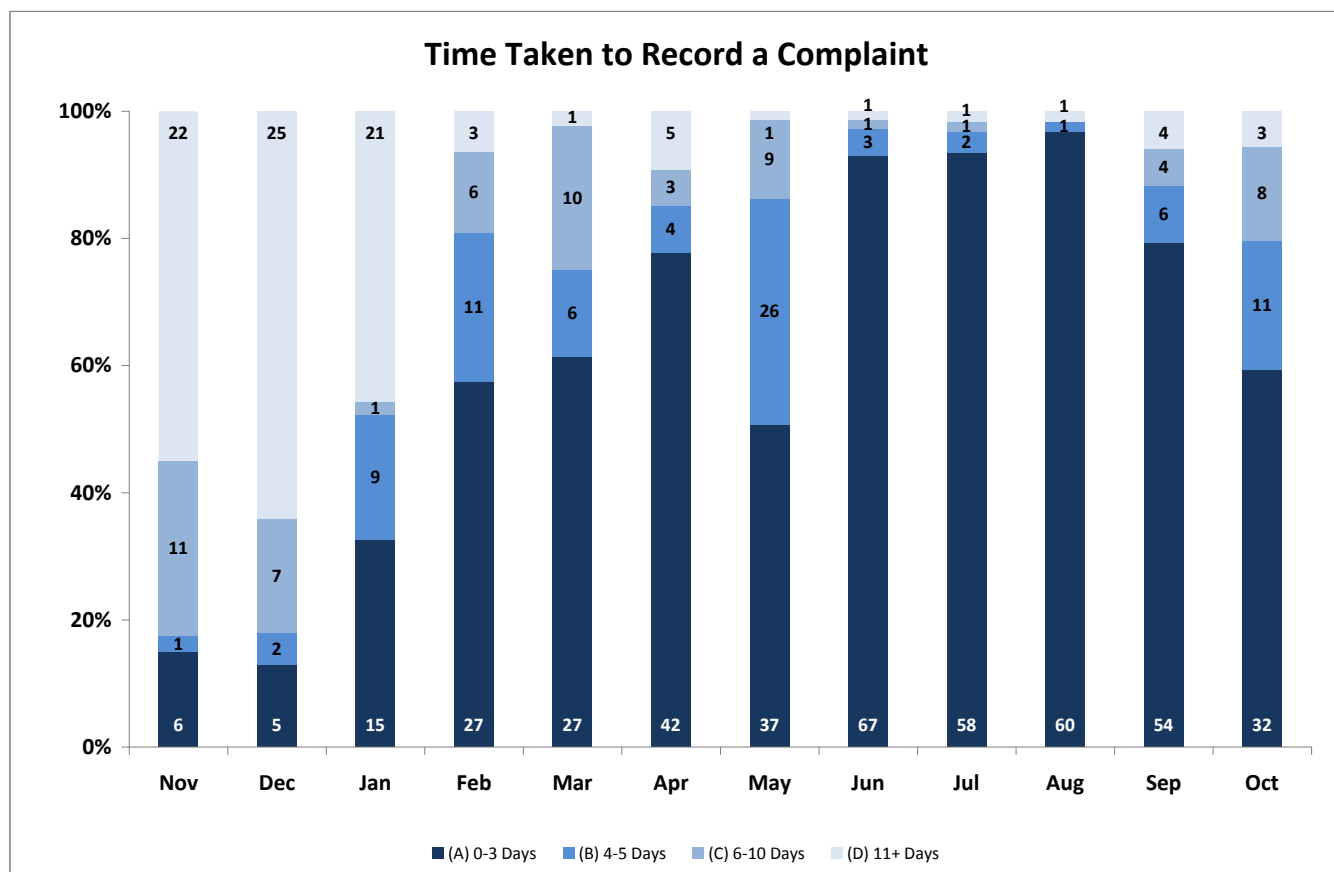
### 2.7.1 Complaints

**Signs of Success would be:**

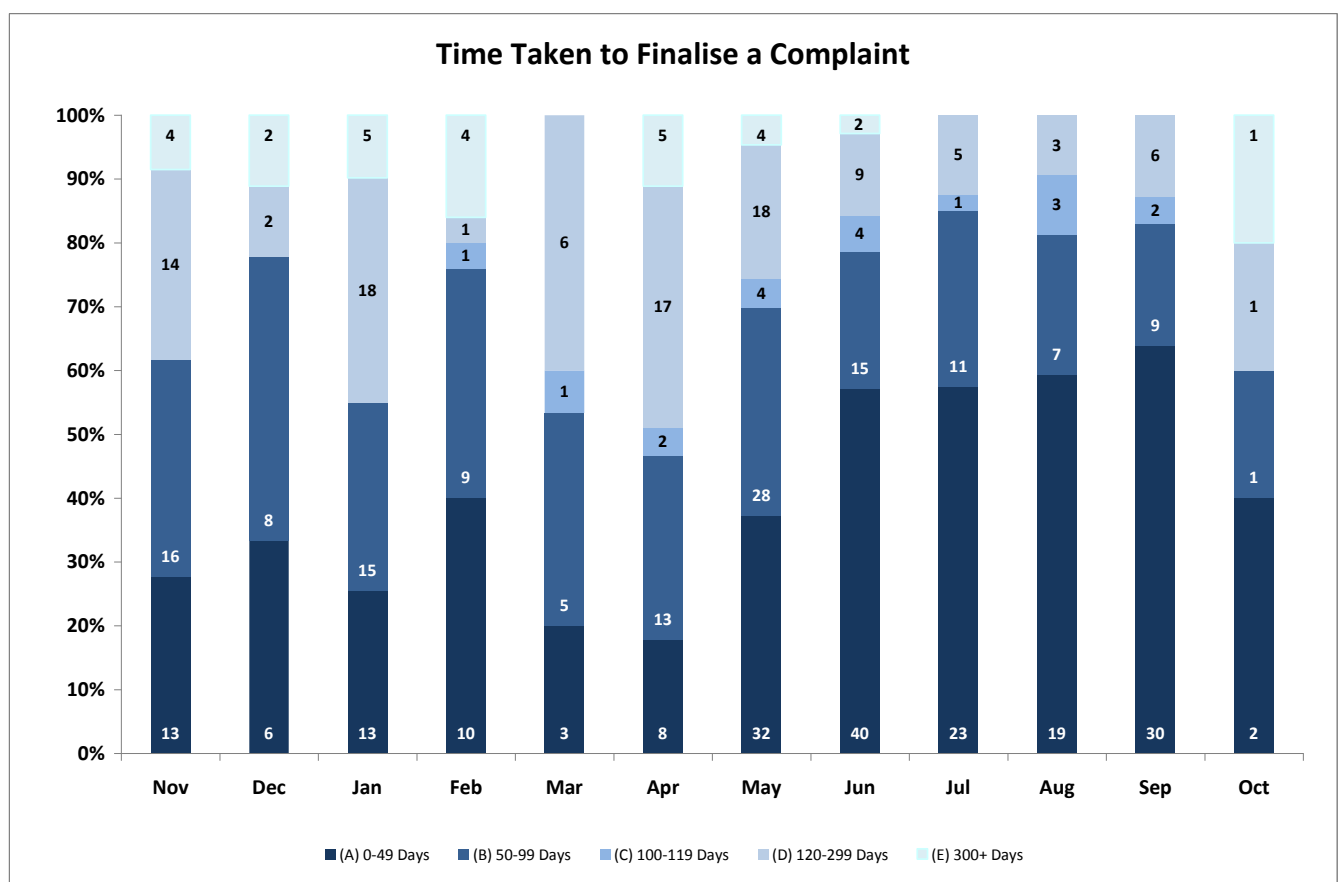
Overall reduction in complaints  
Timeliness within national guidelines

Due to previous performance issues identified in relation to the timeliness of recording complaints and finalisation of complaints, the below focuses on these two areas. The charts help to provide a greater understanding of the forces position and progress.

The national target is to record cases within 10 days and to finalise within 120 days. The alliance forces seek to improve on this and aim to record & action cases as soon as possible, aspiring to record 80% of all complaints within 3 days. In October, 59% of cases were recorded in 3 days, with 94% recorded within 10 days.



The second national target is to finalise cases within 120 days. In October only a small number of cases were finalised. This reduction in performance is predominantly due to short term staffing issues within the Professional Standards team and is expected to be rectified in November.



## 2.8 EFFICIENCY

### 2.8.1 Firearms Licensing

#### Signs of Success would be:

Timeliness in processing renewal applications

Across the alliance, there are approximately 63,000 firearms and associated licenses, renewable in a 5 year cycle. A transitional action plan is in place within the Unit to ensure this demand is dealt with in the most efficient way possible.

Issuing temporary permits has cleared the backlog of expired certificates and there are now no licence holders with expired licenses. Following the commissioning review of the Firearms Licensing Unit work is ongoing to facilitate the staffing changes identified as being required as well as putting the new processes in place including the five year plan to manage out the different demand peaks.

A performance management framework is being developed to help monitor and track progress of this and other elements of the transitional plan. This performance framework will begin reporting through this month (November) demonstrating how many renewals are processed against the target to manage out the peaks in the five year cycle for certificate and licence renewals. In the last few weeks the unit has been averaging 270 renewals a week which will start to make in-roads into the temporary permit situation.