

WEST MERCIA POLICE AND CRIME PANEL

15 JUNE 2022

REPORT OF THE POLICE AND CRIME COMMISSIONER FOR WEST MERCIA

POLICE & CRIME PLAN ACTIVITY AND PERFORMANCE MONITORING REPORT

Recommendation

1. Members of the Panel are invited to consider this report.

Background

2. The purpose of this report is to provide members of the Police and Crime Panel with an overview of activity undertaken by the Police and Crime Commissioner (PCC) in support of his Safer West Mercia Plan and provide an update on police performance.

Delivery plan and assurance

3. A delivery plan is used to support monitoring and assurance of progress against individual elements within the plan and is scrutinised at the PCC's monthly governance meetings. As previously discussed and agreed with the Panel an extract of the delivery plan is no longer included with this report.
4. Examples of recent activity in support of the Safer West Mercia Plan's four key objectives, are set out in the following sections. This includes an update on the Alliance withdrawal in the 'Reform' section.

PCC's team update

5. After six years of working alongside the PCC, the Deputy PCC has announced her decision to step down from the role and will leave the PCC's office in June. In addition, since the last Panel meeting, the Chief Executive has also left the organisation. Both roles have been externally advertised and will be subject to open and transparent recruitment processes. In accordance with legislation, the preferred candidate for each post will be subject to a confirmation hearing by the Panel.
6. The Deputy Chief Executive is fulfilling the statutory duties of the Chief Executive until the successful applicant takes up their post.

Commissioned service provision

7. The 2021/22 financial year saw a significant additional investment in commissioned services, in part helped by additional funding secured from both the Ministry of Justice and the Home Office. In total the PCC had £10.4m of resources to allocate in the year to support services. Of this:
 - £4.8m was spent on Victims services.
 - £0.5m was spent on road safety
 - £0.26m was spend on CCTV
 - £0.88 was spent on specific services run by the police including VAL and the Rural and Business Officers
8. The remaining investment was directed towards Community Safety Partnership (CSP) activity, CLIMB project, drug and substance misuse projects and other prevention and intervention activities. More detailed information on some of the initiatives this money supports have been included within the Putting victims and survivors first and Building a more secure West Mercia sections of this report.
9. The resource allocation for 2022/23 is £8.3m. This does not include any additional funding that may be secured through the year, or the £1m secured through the 2022/23 precept for Prevent activity.

Putting victims and survivors first

Prevent activity

10. The PCC's office has been working with the force lead to develop a joint PCC and force Prevention Strategy. The Strategy has now been finalised, after which it will be shared with partners and stakeholders. Key objectives of the strategy are fewer victims, less crime, increased public confidence in policing, and greater public involvement in preventing harm. In conjunction with the strategy's development, work is ongoing to develop joint proposals for the £1m prevention fund. Proposals are due to be submitted to the West Mercia Governance Board in June.
11. In support of the prevention activity, commissioning engagement work with key partners such as CCG's, local authorities and the Fire Service has begun to better understand how the PCC can work more closely with partners on a preventative approach. Further engagement sessions are planned with other partners and stakeholders over the coming months.

Victim support contract

12. The Victim Support contract has been renegotiated and extended for a further year to 31 March 2023. The new contract has received an uplift of £73,128 to include some specific provision for Modern Slavery & Human Trafficking (MSHT) victims. Victim Support have accompanied the force on police investigations into MSHT, to inform the development of the new role. This has seen some early successes and positive responses from the local community. In addition Victim Support have been awarded an additional £54,000 for a 12 month Hate Crime pilot project across West Mercia. The project will employ Hate Crime Co-ordinators to deliver an engagement and awareness programme to increase public awareness of and confidence in reporting hate-related crimes and incidents. This investment supports the PCCs commitment to giving victims the confidence to come forward, knowing that they will be supported to cope, recover and restore.

Out of Court Disposals

13. The PCC's office is working with the Force around upcoming changes to the Out of Court Disposal (OCD) process which are to be implemented in April 2023. The changes will reduce the number of out of OCDs to two and allow police to attach conditions, which may require a potential uplift in the number of intervention projects available for all ages of offenders. This work involves further understanding of need and demand in relation to the commissioning of services. This work will potentially result in amendments to existing services or commissioning of new services.

Op Lincoln

14. At the end of March the final report of the Ockenden Review into maternity services at the Shrewsbury and Telford Hospital NHS Trust was published. The police investigation, Op Lincoln is ongoing, and a quarterly status report is submitted to the West Mercia Governance Board to provide the PCC and Chief Officers with strategic oversight. The PCC's Commissioning Manager has been working with partners to ensure the provision of support for families who are part of the investigation. This has included working to address an identified gap in terms of psychological support for families who are part of the Police investigation, but do not fit the criteria for existing support services. This has involved regional and local commissioners, as well as the Ministry of Justice and Department for Health and Social Care at a national level.

Building a more secure West Mercia

Perpetrator funding

15. The PCC has been invited by the Home Office to extend the existing Perpetrator Funding awarded in 2021/22, for a further year (2022/23). The PCC's commissioning team are currently working with providers to understand whether existing services can be extended with the additional funds. This funding provided the DRIVE project in Herefordshire, as well as the Men & Masculinities and MyTime programmes across West Mercia. Each of these services also provided additional support for domestic abuse victims.

Safer Streets 4

16. In March the Home Office launched the fourth round of its Safer Streets funding. This round of funding provides an additional £50m of funding to support areas persistently and disproportionately affected by high levels of neighbourhood crime, violence against women and girls, fear of crime, and anti-social behaviour. The PCC office submitted the maximum number of four funding bids in May, covering projects to be delivered in West Mercia, Shropshire, Telford & Wrekin and Herefordshire. Notification of the outcome of these bids is expected shortly.

Homicide funding

17. The Home Office have announced a £1m fund specifically targeted at addressing homicide, one of the government's national policing priorities. Recognising the sustained increase in the volume of recorded homicides in West Mercia (19 in 2021/22, compared to 12 in 2019/20) the PCC has submitted a bid into the fund to expand and enhance an existing Steer Clear prevention project which focusses on serious violence, specifically youth knife crime. Steer Clear currently delivers solely to Telford & Wrekin and if the bid is successful will enable this to be rolled out across the whole of West Mercia.

Violence Against Women and Girls (VAWG)

18. During March the PCC along with his Deputy and Assistant PCC's undertook a month of action which saw various activities and visits to a range of diverse groups take place. Alongside these visits, to hear the voices of the community, a series of VAWG dedicated podcasts were hosted to hear from experts including West Mercia Women's Aid, and the Domestic Abuse lead for West Mercia Police.

CSP Summit

19. The PCC has introduced a bi-annual CSP summit where he meet with CSP Chairs and lead officers from each partnership to discuss key issues and plans. The Police, Crime Sentencing and Courts Bill recently received Royal Assent and introduces a new duty for CSPs to prevent and reduce serious violence. The legislation also gives PCCs a role to assist the local partnership. The CSP summit meetings are proving invaluable in establishing how each CSP is approaching the new duty, and how the PCC can best assist CSPs to collectively reduce serious violence.

Regional collaboration

20. The PCC works collaboratively with regional colleagues to ensure that the Strategic Policing Requirement is met and oversight of the Regional Organised Crime Unit (ROCU), National Air Police Service (NPAS), Roads Policing, Counter Terrorism (CT) and other national programmes is maintained. Three regional policy officers shared between the four Police and Crime Commissioners, support the PCCs. Examples of regional activities include:

- The PCC along with regional counterparts and their Chief Constables undertook a desktop exercise to understand their respective roles in the event of a major incident such as a terrorist attack. The exercise tested processes and procedures and a report was produced off the back of the session with a number of recommendations which will now be progressed.
- The PCC engaged in a national consultation regarding reform of Special Branch services which would see these functions move into CT Policing. The PCC has sought assurance the new arrangements will benefit West Mercia communities through his local CT briefing.
- Regionally PCCs have been engaged in scrutinising the ROCU budget for 2022/23, the new ROCU control strategy and the new performance framework, with a focus on ensuring the impact for local communities is well-evidenced.
- A review of the regional governance arrangements across criminal justice has been initiated by PCCs to ensure that the right priorities and work streams are in place following the pandemic and in readiness for change coming out of the PCC review part 2.
- The regional disproportionality committee commenced a new programme of work to understand disproportionality across the criminal justice and put in place and action plan to address the areas of concern. The committee is meeting monthly to work its plan.
- The PCC has continued to seek assurance that the regional forces are working effectively together in the delivery of specialist policing capabilities such as firearms, public order, roads policing and forensics. This will be a continued area of focus in 2022/23.

Criminal justice

21. A significant backlog remains in the number of Crown Court cases and the PCC continues to work with partners to seek to address this. There are now just over 1,130 Crown Court

cases in the backlog which has increased slightly since the last update. One of the key issues is the lack of judges in the Midlands. The other significant issue contributing to the backlog is the continued closure of the Crown Court in Hereford, which closed in June 2020 due to damage to the building's roof.

22. Whilst the PCC continues to push for better access to justice in the area, overall West Mercia's criminal justice performance remains above the National and Regional Averages for many key performance metrics including:

- A Magistrate Court conviction rate of 86%, compared to a national average of 82%
- A Crown Court conviction rate of 86% compared to a national average of 79%.
- A witness attendance rate of 88% compared to a national average of 84%

23. A renewed focus on end-to-end performance and 'getting it right first time' has been agreed by the West Mercia Local Criminal Justice Board (LCJB), chaired by the Deputy PCC.

24. The Deputy PCC also continues to chair an independent Out of Court Disposal Panel which reviews criminal cases, dealt with by way of community resolution or caution to ensure consistency in the outcomes. While the panel, made up of subject matter experts including Senior Magistrates, cannot change the outcome of a particular cases, it can make recommendations which lead to organisational change in how the force operates moving forward.

Reforming West Mercia

Alliance Update

25. The termination of all remaining ICT services hosted by West Mercia in support of Warwickshire Police has been mutually agreed. West Mercia will no longer be providing ICT support to Warwickshire as of the end of June this year. This means that as of July, file storage will be the only remaining area where West Mercia will provide any legacy services to Warwickshire, following the termination of the strategic alliance between the two police forces in 2018. This ending of ICT support is welcome progress and will enable West Mercia to have a much greater focus on its own digital transformation.

Police officer uplift

26. The PCC and Chief Constable have received a letter of thanks from the Policing Minister for achieving West Mercia's contribution to the National Police Uplift Programme (PUP) for years 1 and 2. Quarterly (restricted) data provided by the national programme has assessed the force as 'on track' to deliver the final year of officer uplift. However, due to a reduction in applications and an increase in attrition rates; the student officer pipeline needs to be carefully monitored to ensure this is not at risk. Current projections show that the pipeline looks tight from September. Mitigations have been put in place to try and bolster recruitment including a workshop with regional and national leads; consideration of alternative entry routes and development of a 30+ scheme. In relation to the internal uplift (125 posts), the force are still in the process of developing a timetable for recruitment, which will be shared with the PCC once complete.

27. Ongoing monitoring and scrutiny of the force's delivery of the local and national uplift is provided through monthly workforce planning boards. Any issues are escalated to the DPCC who meets with the Director of Business Services on a bi-monthly basis. Concerns regarding the achievability of local/national uplift targets were raised by the PCC at May's

workforce holding to account meeting. Notes from this meeting are published on the PCC's website.

Estates update

28. As part of the One Public Estate Programme (OPE), the PCC has been working to identify where savings can be made by co-locating buildings without reducing the level of service the public receives. One recent example of this is the local policing team in Tenbury Wells have now moved from the police station to the Hereford and Worcester Fire and Rescue Service (HWFRS) station. This will allow members of the public to still access their local policing team and maintain the presence within the town.
29. Following a review into the accessibility, and visibility of policing, including response times in Shifnal, Shropshire, the estates team has been working in partnership with Shifnal Town Council, to create a Police Safer Neighbourhood Office in the old police station building. Again this project is part of the OPE programme.
30. The PCC has successfully secured £600,000 from NHSE/I to contribute towards the re-development of the Telford Sexual Assault Referral Centre (SARC). The Estates Team are now progressing the procurement of a consultant to begin the design and feasibility elements of this project.
31. A draft Estates Strategy has been developed in conjunction with West Mercia Police and will go out for public consultation in the very near future.
32. A separate briefing document has been provided to the Panel for its June meeting setting out in more detail how the investment in the estate at Hindlip Hall supports operational policing.

Financial management

33. Since the PCP meeting February we have finalised the budget for the 2022/23 financial year. At the end of March the West Mercia Governance Board (WMGB) approved the budget, including a detailed plan of savings to be delivered by the Force during the financial year. The finance team has provided support to the PCC to review the Force proposals and have concluded that the saving plans are reasonable, based on a risk assessment that they are deliverable and do not adversely impact on the service to the public. The finance team will monitor delivery of the plans during the year. Improvements to the budget build process have been identified and are being implemented for the 2023/24 cycle.
34. With the end of the 2021/22 financial year there has been a focus on finalising the outturn position and preparation of the financial statements. The overall position for the financial year has been reported to WMGB in May. There is a net underspend of £7.717m against a total budget of £245.039m (represents 3.1% of the budget). The outturn position for 2021/22 has given the opportunity to the PCC to decide on how to allocate this available resource. The 2022/23 budget includes a commitment to ensure that there is an affordable borrowing strategy and that the servicing of debt is sustainable. By making a one off contribution to capital to reduce borrowing, resulting in an ongoing revenue saving, it ensures that we keep the organisation on a stable financial footing. The annual revenue saving from this decision can then be redirected back into front line policing. The remaining underspend has been allocated to reserves to pay for known projects and budget pressures such as the major Investigation into maternity deaths at Shropshire and Telford Hospital NHS Trust. Reserves also ensure that the PCC has the resources available to

manage risk, such as the current global economic position, particularly the impact on inflation.

35. The assessment of the Treasurer is that the reserves held will ensure that West Mercia has the resources available to support the PCC in achieving his objectives, whilst ensuring resilience to cope with unexpected financial burdens. Going forward the PCC has asked for reassurance that the investment decisions he has made in the 2022/23 budget are being delivered and every penny is being utilised for the benefit of the public. The finance team are working closely with the Force to ensure that the plans are in place to manage the causes of underspend and ensure budget is being spent effectively.
36. Whilst we have completed the majority of the work on the 2021/22 Statement of Accounts and the 2022/23 budget is being managed as part of the annual business cycle, we have already started to plan for the 2023/24 budget setting. The PCC has been clear that the budget needs to ensure that it delivers clear outcomes for the investment being requested. It should be built around the priorities in the Police and Crime plan, with the public voice being central to this. A 12 month budget setting programme has been agreed between the PCC and CC. The PCC has already written to the CC to set out his priorities to be included in the budget setting process. He has also launched a significant public consultation to obtain a clear, evidence based confirmation of what matters to the public. These are providing the building blocks on which the budget will be prepared. Monthly meetings are in place with PCC and Force leadership to provide a continued assessment of how the budget is being prepared.

Reassuring West Mercia's communities

Firearms licencing

37. In response to an increase in the volume of outstanding firearms applications, reflected in a rise in correspondence into the PCCs office, a position paper was submitted to May's West Mercia Governance Board to provide reassurance to the PCC and Chief Officers that that the reasons for the backlog are understood and appropriate mitigation is in place to address it. One of the main drivers for the increased demand is that many new applicants did not apply for a licence during covid owing to the closure of shooting clubs/venues and a reduction in firearms trading, leading to a bulge in demand once covid restrictions started to ease. This demand is now easing and a programme of staggered early renewals is being planned to better manage future demand.
38. The Firearms Licensing Unit (FLU) make every effort to expediently manage new applications and renewals with strict adherence to the new national guidance. The more recent guidance emerging post Plymouth shootings is used to educate prospective applicants in forums such as gun fairs, public engagement opportunities and through the tasking of Rural and Business Officers when engaging with rural communities etc. On an individual level, applicants are informed of the likely time taken to process applications and facilitate contact with General Practitioners in the NHS to ensure any application is not unduly delayed awaiting medical letters.
39. The FLU will prioritise applications based on the necessity. For example, a member of the farming community may have their firearms licence issued ahead of an earlier application in order that their livelihood and their statutory animal control measures may be met. A recreational clay pigeon shooter is less likely to be a priority, however the FLU still endeavour to process all applications and renewals as quickly as possible. whilst maintaining the safety and security of West Mercia' communities.

West Mercia Local Policing Community Charter

40. The Commissioner and his team have worked with the Force to develop the metrics associated with the Charter to track its success and delivery for local communities. The PCC also maintains an active oversight role in monitoring activity against the Charter's commitments. End of year data for 21/22 shows that:
- 17,427 people have now signed up to Neighbourhood Matters
 - SNTs have used the engagement vans on 788 occasions
 - 1940 events have been attended
 - 46 community speed watch schemes are now live
41. In terms of agreed community priorities, the latest monthly data for April 22, shows that speeding traffic remains the dominant priority in every local policing area except Shropshire where crime is currently the highest community concern (36%). North Worcestershire's has the highest percentage of communities (51%) with speeding traffic as their number one concern.
42. The Local Policing Community Charter has been in place for just over a year and is being reviewed, with an aspiration to widen the reach and impact of the charter beyond town and parish councils. The PCC's holding to account meeting in July is focusing on connecting with communities. The impact of the charter to date and its future development will form part of this meeting.

PCC's media and communications

43. A public survey has been created to capture the views of the public well in advance of the PCC starting work on setting next year's budget and ensure they are strongly represented in proposals put together by the police force. This survey is open until 11th July and asks questions around concerns, priorities and whether or not the public are happy with the level of visibility and accessibility of West Mercia Police. It also asks people if they know who their local policing team is. The survey is being used as a conversation starter with members of public during face-to-face engagements.
44. The team has arranged to attend nine public events, all of which are large-scale and pre-planned events. These will be attended in the next few months, alongside other public engagements
45. To strengthen messages to the public, the OPCC communications and engagement team are working with the West Mercia Police communications team on campaigns around SOC, VAWG and roads
46. A holding to account Facebook live meeting will be taking place at the end of June on safer roads. A media campaign will be run in advance of the meeting to encourage as many people as possible to participate by submitting questions and watching the meeting. Once ended a recording of the meeting will be posted on the PCC's website.
47. A campaign plan and delivery plans are being pulled together to support the communication and engagement strategy and, in turn, the Safer West Mercia Plan.

Performance and accountability

Holding to account

48. The Commissioner holds a regular scrutiny meeting with the Chief Constable as part of his role in holding the force to account. Notes from thematic meetings are available to view on the PCC's website. Since the last Panel report six formal meetings have been held. These have addressed: homicide performance, quarterly performance, investigations and workforce. Most recently meeting have been held in response the HMICFRS PEEL inspection report and the Joint Inspectorate report on West Mercia's custody suites.

49. Key findings/outcomes from the thematic meetings include:

- **Homicide performance**

- The force are working with partners to mitigate impact on drivers behind offences namely, mental health, domestic abuse and drugs.
- Anecdotally, knife related crime is perceived to be as a result of county lines/gang related, however data does not support this.
- It is hoped that the serious violence duty will help to drive activity with other partners.
- The force are working with the PCC's office to understand if there are any gaps in commissioned services.
- It was acknowledged that the current investigative demand is high and despite upcoming investment into local investigations both locally and nationally there are concerns around a shortage of investigators.
- Community impact is considered during initial stages of an investigation, moving forward the force will use proactive comms at key points.

As referenced in the 'Secure' section of this report, the PCC has worked with the force to submit a funding bid specifically to address youth knife crime.

- **Quarterly performance**

- The force did not meet any of the aspirations set around satisfaction rates in 2021/22. The Chief Constable confirmed that there will be an immediate focus on burglary, acknowledging the impact on victims.
- The force are going to continue to use workforce surveys to understand organisational culture and confidence to challenge behaviours.
- Crime data integrity (CDI) is critical to ensure victims get the right service, access and response. Action has been taken from both a people and process perspective to identify and remove the errors being made.
- The force agreed that there may be an opportunity to better define and communicate the service offer around DA to the public.
- SOC is still a priority for the force as set out in the investment in resources in the 22/23 budget.

Following the meeting the PCC commissioned exploratory work to better understand the feasibility of expanding the Smartwater offer to properties adjacent to domestic burglary victims.

- **Investigations**

- As part of the budget investment for 22/23, an uplift has been provided for the investigations function. The Chief Constable was confident that this would be achieved.
- Increased diversity will be seen in specialist posts as student officer's progress through their career.
- The force is working with the CPS around challenges faced including court backlog and changes in file disclosure submissions.

- The force have recently implemented a new deployment approach for domestic abuse incidents, initially piloted in two policing areas before being rolled out.
- The force is facing challenges in attracting and training specials and PCSO's
- Staff networks are now influencing how the force do business

- **Workforce**

- Inclusion is now one of the force values.
- A plan and timetable is in place for delivering the internal uplift, but the recruitment pool is currently very small so this is becoming more difficult.
- Student officer attrition is higher in West Mercia than the other regional forces and work has been commissioned to better understand this.

50. The findings from the holding to account meetings into PEEL 21/22 and West Mercia's Custody suites are included in the separate Panel reports included as part of the June 2022 agenda.

51. The next scheduled holding to account meeting is a public Facebook Live with a focus on reducing harm on West Mercia's roads.

West Mercia perception survey

52. As part of the Commissioner's commitment to ensure both he and the force are acting on community concerns locally, and that the service provided by the force leads to increased confidence in local policing, the PCC commissioned a confidence survey which has been running for over two years. The survey results are published on the PCC's website.

53. Overall, performance over 12 months has remained comparable to that seen in the previous quarters findings following a period of poorer performance, however a number of key measures (accessing the police, satisfaction with policing, feeling informed, powers are used fairly/respectfully, overall confidence) have seen marked improvement in Q4 data. Headline findings from quarter four 2021/22, are set out below:

- 89% of residents are confident they could access the police in an emergency, whilst 65% are sure they could in a non-emergency. Following a continued downward trend confidence in accessing the police in both an emergency and non-emergency saw improvements in Q4.
- Satisfaction in Q4 has seen a 19% improvement when compared to the previous quarter, however the 12 month average has seen a slight reduction. Likely as a result of poorer performance in previous quarters.
- Residents from North Worcestershire are least likely to feel informed (40%) whilst those in Herefordshire feel most informed (47%). Surprisingly, North Worcestershire has the most residents signed up to neighbourhood alerts and the most messages sent using the service whilst Herefordshire has one of the lowest figures.
- Residents in Shropshire were least likely (64%) to agree that the police understood their needs, whilst those in North Worcestershire were most likely to (76%).
- BAME respondents are less confident the police use their stop and search power fairly and respectfully compared to their white respondents. At the last Strategic Stop and Search in March 22, additional analysis was requested to understand the impact travelling criminality has on performance.
- Confidence currently stands at 81% in West Mercia. Levels have been on a downward trend following their peak at 89% in Q1 20/21, however a sharp increase was seen in Q4 when compared to the previous quarter (75% to 84%).

Force performance reports

54. A number of internal performance products are produced by the force to enable senior officers and the PCC to maintain strategic oversight of force performance. In particular the PCC scrutinises a weekly dashboard of performance along with monthly and quarterly summary reports. The latest, quarter four performance report for the period January to March 2022, is attached at appendix 1. The report sets out a force wide picture of performance particularly in relation to force priorities and key practices.
55. The force performance framework uses a reporting hierarchy to monitor performance across the whole organisation at gold (strategic), silver (service) and (bronze) operational levels. The quarterly report focusses on gold level key performance indicators (KPI), however there are some measures at a silver level included to create a comprehensive picture across the force.
56. The quarter 4 report includes a summary table demonstrating how metrics agreed for the Safer West Mercia Plan are integrated into the gold performance framework.
57. To make the performance information published on the PCC's website more accessible, work has begun on exploring how key data can be presented in a more user friendly way, to highlight particular data that are of most interest to communities or are particularly pertinent to the PCC's work at any given time.

HMICFRS inspection reports

58. Following a number of delays HMICFRS has recently published the Force's PEEL 21/22 inspection report and in the same week the Joint HMICFRS and HM Inspectorate of Prison report on West Mercia Custody provision. The PCC has held a formal holding to account meeting on each report with the Chief Constable to seek assurance that the force is addressing the inspection findings and to provide reassurance to West Mercia's communities. A separate more detailed report on each report has been submitted to the Panel for its June 2022 meeting.
59. HMICFRS has also published one joint thematic inspection report since the last report to Panel on A the police and Crown Prosecution Service's response to rape and Work is ongoing to review the recommendations in this report. The Deputy Chief Constable retains oversight of the force's progress against any recommendations or any areas for improvement through the Service Improvement Board, attended by one of the PCC's staff.

Risk Management Implications

None.

Financial Implications

None.

Legal Implications

None

Equality Implications

None.

Supporting Information

Appendix 1 – [West Mercia Police Performance Report January to March 2022](#)

Contact Points for the Report

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