

# PUBLIC SCRUTINY BOARD

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**DATE**      Wednesday 29 January 2014

**TIME**      9.30am

**VENUE**     Constabulary Headquarters, Clemonds Hey, Oakmere Road,  
Winsford, CW5 2UA

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## Agenda

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	<ul style="list-style-type: none"> <li>• Letters of appreciation (<i>Appendix 1</i>)</li> <li>• Third Quarter Performance (<i>Appendix 2</i>)</li> <li>• Integrity of crime recording and performance data (<i>Appendix 3</i>)</li> </ul>	
	and to receive a presentation on rape offences and sexual offending.	
<b>3</b>	<b>PEOPLE STRATEGY: QUARTERLY REPORT</b>	<b>37</b>
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### Part 2 – private items

*That the following matters be considered in private on the grounds that they involve the likely disclosure of exempt information as defined in the Freedom of Information Act 2000 and in accordance with the sections of the Act indicated below:-*

<i>Item</i>	<i>Section</i>
<i>Conduct Matters, IPCC Referrals, Grievances &amp; Employment Tribunals</i>	<i>40      Personal Information</i>
<i>Fleet Strategy 2013-16: Six Monthly Report</i>	<i>40 &amp;    Personal Information &amp; 43      Commercial Interests</i>
<i>Procurement Strategy: Quarterly Report</i>	<i>43      Commercial Interests</i>
<i>Strategic Risk Register: Quarterly Report</i>	<i>31      Law Enforcement</i>

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**For further information about this Agenda, please contact Martin Eaton,  
Governance Officer on 01606 364005**

**NOTES OF THE SCRUTINY MEETING HELD ON 30 OCTOBER 2013 IN THE OFFICE OF THE POLICE & CRIME COMMISSIONER, CLEMONDS HEY, OAKMERE ROAD, WINSFORD.**

*Present:*     Office of the Police & Crime Commissioner  
J Dwyer, Police & Crime Commissioner  
M Ollerenshaw, Deputy Police & Crime Commissioner  
M Sellwood, Chief Executive  
S Pickup, Head of Scrutiny & Planning  
M Eaton, Governance Officer  
E Robertson, Research & Analysis Officer

Cheshire Constabulary  
D Whatton, Chief Constable  
H King, Deputy Chief Constable  
R Purdie, Assistant Chief Constable (Investigations)  
P Woods, Head of Planning & Performance

***Matters considered in public***

**2013/28 NOTES**

The Notes of the meeting held on 31 July 2013 were received.

**2013/29 POLICE & CRIME PLAN: PERFORMANCE REPORT**

The Commissioner considered in detail a report on the mid year performance against the 2013-16 Police & Crime Plan.

In scrutinising the performance data, the Commissioner noted that the level of recorded crime was continuing to reduce and the lowest level of crime in many years had been recorded in September 2013. Victim satisfaction was 89% which was the fourth highest in the country and re-offending had reduced by 16%. The Commissioner was advised of the development of strategies to address rural and drug related crimes which would be submitted to him on 13 November 2013 for approval and would ensure further improvements in performance.

As requested at the last meeting, the Assistant Chief Constable (Investigations) gave a detailed presentation on the various actions being undertaken by the Constabulary to improve crime detections and positive outcomes following challenge by the Commissioner in April and July 2013 to improve performance. The Commissioner was advised of the governance accountability and scrutiny arrangements for tasking the Constabulary; and the audit and review processes involved. The Assistant Chief Constable reported on the successes of Operation Guardian which specifically focused on violent crime and had resulted in a 7.2% reduction in violent crime and a 4.1% increase in crimes solved compared to the same period last year. The Constabulary had refocused attention on victims and developed a Victim Service Board which had seen 1073 fewer victims of crime during the first six months, 495 fewer victims of criminal damage and excellent violent crime performance. Good progress

was being made in relation to burglary and the appropriate use of 'taken into consideration'. The Assistant Chief Constable accepted good progress had been made but there was more to do.

The Commissioner congratulated the Assistant Chief Constable on the improved performance and welcomed the significant reduction in crime.

**ACTIONS** The:-

- (1) Assistant Chief Constable (Investigations) to brief the Commissioner on the bail arrangements for alleged paedophiles before 3 December 2013;
- (2) Chief Constable to meet the Commissioner to discuss how to raise public awareness of the good performance being undertaken by the Constabulary;
- (3) Chief Constable to update the Commissioner on the number of rapes referred to the CPS;
- (4) Assistant Chief Constables submit the Drugs Strategy and the Rural, Wildlife & Heritage Crime Strategy to the Decision Meeting on 13 November 2013;
- (5) Assistant Chief Constable (Investigations) to research the use of safe tanks and bring a report back to the Commissioner on 18 December 2013; and
- (6) Press Officer to issue a press release on the launch of the Call Management Auditor Scheme.

**2013/30 PEOPLE: QUARTERLY REPORT**

The Commissioner scrutinised the performance exceptions against the measures included in the People Strategy. The report summarised the performance in relation to key measures and information on the corporate human resources function; the establishment figures and budget for police officers and staff; and a detailed assessment by rank/post and diversity factors. The Commissioner discussed a number of issues including the support offered to officers and staff from ethnic minorities to assist progression; the percentage of PCSO and special constable leavers; the recruitment plans; and the need to continue to reduce the number of people provided by agencies.

The Head of Organisational Development and the Head of Employee Relations briefed the Commissioner on comparative sickness levels in other areas of the public sector and on the work being undertaken by the Constabulary to specifically target sickness absence, which included the establishment of a Sickness Working Group; working with the Areas to improve management and training of supervisors; and consultation with the Women's Network.

The Commissioner expressed concern about the level of officer sickness which had increased by 90% since 2011 and requested that the Deputy Commissioner attend the Sickness Working Group.

**ACTIONS** The:-

- (1) Chief Constable brief the Commissioner on the development of a revised recruitment plan as part of the ongoing discussions in relation to the 2014/15 budget;

- (2) Head of Employee Relations arrange for the Deputy Commissioner to be invited to future meetings of the Sickness Working Group;
- (3) Head of Organisational Development brief the Deputy Commissioner on the processes being undertaken to target long term sickness absence and options to speed up the medical retirement process;
- (4) Head of Organisational Development provide details to the Chief Executive on the 5 officers over the budgeted posts in HQ as detailed in the report;
- (5) Head of Employee Relations provide details to the Chief Executive of all posts filled by agency staff;
- (6) Head of Employee Relations and the Head of Organisational Development to include updates on sickness as part of the quarterly human resources performance reports; and arrange for the future reports to be amended to:-
  - (a) simplify the data provided in respect of Specials Constables;
  - (b) in respect of leavers include the % of the total number of officers/staff in each category to the final count column;
  - (c) include most similar force group and national average for sickness;
  - (d) include the number of officers to which the data on long term sick days relate;
  - (e) include the number/type of medical retirements in the previous quarter.

### **2013/31 COMPLAINTS: QUARTERLY REPORT**

The Commissioner scrutinised a report on the levels and types of public complaints; a summary against key performance measures; Area and HQ complaint allegations control charts and comparative complaint measures for the period July to September 2013. The Commissioner asked the Deputy Chief Constable about the number of referrals to the Counter Corruption Unit which led to subsequent action.

#### **ACTION:-** The

- (1) Deputy Chief Constable to brief the Commissioner on the actual number of referrals to the Counter Corruption Unit which led to subsequent action; and
- (2) Head of Professional Standards to ensure future reports include:-
  - Analysis of complaints at Area level;
  - A month by month breakdown of complaints by type over the previous 12 months; and
  - Most similar force performance data in relation to complaints.

### **2013/32 ESTATE STRATEGY 2013-16: QUARTERLY REPORT**

The Commissioner considered progress against the strategic aims and objectives contained in the Estates Strategy 2013-16 which also included the progress against the Carbon Management Plan.

## **PRIVATE ITEMS**

*That the following matters were considered in private as they involved the likely disclosure of exempt information as defined in the Sections of the Freedom of Information Act 2000 indicated below:-*

<i>Item</i>	<i>Section</i>
Grievances and Employment Tribunals	(40) Personal Information
Procurement Strategy 2013-16: Quarterly Report	(43) Commercial interest
Risk Management: Quarterly Report	(31) Law enforcement

### ***Part 2 - Matters considered in private***

#### **2013/33 GRIEVANCES AND EMPLOYMENT TRIBUNALS**

The Commissioner considered a report on the number of grievances and employment tribunals and noted that there were currently no emerging trends.

#### **2013/34 PROCUREMENT STRATEGY 2013-16: QUARTERLY REPORT**

The Commissioner considered a summary of actions against the Procurement Strategy 2013-16 which included the savings to date; specification of goods and services; collaboration opportunities; in-sourcing; and the main achievements against the Strategy.

In considering the report the Commissioner enquired about the background to the discontinued fuel trial.

#### **ACTION:-**

The Chief Constable to provide clarification to the Commissioner on the fuel issue detailed in the report.

#### **2013/35 RISK MANAGEMENT: QUARTERLY REPORT**

The Commissioner reviewed and accepted the joint Constabulary and Police & Crime Commissioner's Risk Register. The Chief Constable indicated that consideration was being given to whether the level of sickness absence currently being experienced should be included as a strategic risk.

#### **ACTION:-**

The Chief Constable to update the Commissioner on the consideration of adding sickness to the Risk Register.

*Duration of meeting: The meeting commenced at 9.30am and finished at 11.25am.*

## POLICE &amp; CRIME PLAN: PERFORMANCE

## BACKGROUND

1. The Commissioner's Police & Crime Plan contains a number of performance measures which are used to consider the progress against the key objectives contained within the Plan. The Commissioner considers regular reports of performance against these measures, paying particular attention to those measures where measures are considered to be in exception (positively or negatively) when using Control Chart analysis.
2. A summary of letters of appreciation received is contained at Appendix 1.
3. Control charts and year to date information is contained for all of the Police & Crime Plan measures at Appendix 2.
4. An update report on integrity of crime recording is attached as Appendix 3

## EXCEPTIONS

5. Areas of exception for the period to December 2013 to be considered at the meeting include:
  - The **overall recorded crime** level for December is on the lower control line with just over 4,000 offences recorded in the month.
  - Recorded **crime in a rural location** has seen two consecutive months at the lower control limit.
  - Public **perception of anti-social behaviour** for the year to December 2013 hit the lower control limit.
  - Recorded level of **business crime** for December 2013 hit the lower control limit.
  - Satisfaction with the **action taken in relation to anti-social behaviour** incidents for the year to November 2013 hit the upper control limit.

## FOR CONSIDERATION:

That the report be noted.

DAVID WHATTON  
CHIEF CONSTABLE

**EXTRACTS FROM LETTERS OF APRECIATION RECEIVED BY  
THE CHIEF CONSTABLE - 2013**

- Mr and Mrs A, - involved in RTA, other driver drove away from the scene “*We reported the incident to the Police Incident Room where the matter was dealt with quickly, efficiently and courteously by ‘Paul’. Our call to the Incident Room was quickly followed by a visit to our home by PC Chris Parry, 4364. PC Parry was pleasant throughout and professional – he explained the situation to me; he elicited my account of the event with skill and understanding..... The purpose of this letter is to praise the work of these two members of your staff; my wife and I found both of them to be very impressive. “*
- Mr B, - accident, “*I wish to commend the actions shown to me by PC 4430 Steve Holland after an accident I had ..... He and another officer (Chris) recognised that I was not at fault .... I was extremely lucky to escape serious injury and, realising that at 85 I was very shaken, PC Holland took me and most of my luggage home. It is people like these two officers that keep my faith in both the police and in human nature.”*
- Mr and Mrs B, - traffic accident - “*..... would like to thank your Constables for their help and kindness. They were re-assuring and very efficient and a pleasure to meet.*
- Ms B, - daughter involved in serious car accident. “*... excellent service of one of your police officers, PC Robin Fisher 3294 .... He was both professional and helpful and provided a very calming influence at a most stressful time. My daughter and I are extremely grateful to him. PC Robin Fisher is a credit to the Cheshire Police”.*
- Mr E, – Shotgun certificate “*... must write with regards to the excellent and efficient service I received from your firearms licensing department on the last three occasions..”*
- Mr G, – RTC – “*We were so impressed at the way we were treated by PC Gregg at your station and PC Arrundale. They were very courteous, helpful .... our personal thanks go out to your team for the excellent way the incident was handled.”*
- Mrs C, – family problem “*wish to commend PC 5295 Karen Mitchell on the way that she handled things so professionally but also sympathetically at what has been a very difficult time for all my family.”*
- Mr P, – RTC - “*... I had the pleasure of OSU Traffic Investigation officer, PC 2886, Rick Hooley investigating the incident. He is a credit to Warrington and surrounding area that he covers with regular updates by phone call or visiting my home, leaves no stone unturned and is a very nice person... would make good tutor for any new recruits to learn from.”*

- Major C, – Bike Safe Course *“I approached Sgt Weaver in regard to running a course in order to improve my soldiers’ awareness, road craft and knowledge of riding a motorcycle on the road. The course was informative, interesting and pitched in right manner. In the army we pride ourselves on professionalism, commitment and discipline and judging by your team that delivered the Bike Safe package these qualities are upheld in your force also. Your officers were good ambassadors for the Constabulary and the soldiers had nothing but praise for their attitude, approach and inspiration.”*
- Mr S, – assistance to elderly neighbour victim of fraud *“... sing the praises of PC David Walton an officer moulded in the old style of caring for the community and is a person of great compassion.”*
- Major K – “The Funeral of Lance Corporal Jamie Webb *went seamlessly and that would not have happened without the constant support that your officers provided in the week leading up to the funeral . Company Sergeant Major Buckley could not have been more complimentary about the Police Officers that he worked with in Wilmslow and Handforth.”*
- Mrs B, – daughter missing from home *“... excellent work of PC Lisa Tasker over past year, has been most professional and hardworking and incredible police officer .... worked tirelessly to find out what was happening to my daughter....she is a credit to your force.”*
- JF & JM, – father suffering from Alzheimer’s Disease *“...extremely grateful to many Police Officers and PCSOs who have dealt with him sensitively, shown him great respect and have gone above and beyond their duty of care. Other members of staff including your 101 call centre staff are also very caring and we offer our thanks to them too. We are very aware that it is not the role of Cheshire Constabulary to act as caregivers, the police have, inevitably been left to fill the gap. The ‘Big Society’ is alive and well.”*
- Ms S, – grandson *“...PC Kev Anderson and PC Dave Crosthwaite treated the whole situation very seriously and encouraged my grandson to open up and talk about what had happened. Every step of the way they were supportive and clear in their communications. Would like to thank them for giving my grandson belief that these situations can be resolved and that for good people, policemen are their best friends.”*
- Mr S, – Wife has Alzheimer’s Disease *“ .....write to express my gratitude for the service which I received from the police . I contacted the police and eventually she was found safe over two hours later. Throughout this incident the local officers acted with politeness, consideration and understanding which was exceptional.”*
- Children in Care Team - Care proceedings in respect of young person *“ ....now successfully established in their adoptive placement where they have a real chance to achieve good life outcomes and this is in part attributable to the effective working together between the Police and Children’s Services..... foster carer and social work personnel have all*

*expressed how appreciative and impressed they have been by the Police support /response they received.”*

- Mr L, – RTC - *“... Express my gratitude for the very courteous and expeditious way your officer PC 4579 Blanchard dealt with me following a traffic accident.*
- Mr H, - RTC - *“... large group of motorcyclists heading toward me on the wrong side of the road, two collided with my stationary vehicle ..... the main purpose of my writing is to express my sincere thanks to all your officers who attended but in particular Officers Hood and Foster who, apart from playing their part in managing the situation, looked after my wife and I (we are both in our 60s and never had such a terrifying experience). The actions of all your officers at that scene should be formally recognised.*
- Mr B – Death of Son *“I am writing to bring to you notice the care, patience and understanding of your officers, Sgt Bennett, D/Sgt Tomlinson and DC Jenkins, plus the civilian staff.*
- Mr R, – RTC *“.... pass on my sincere thanks your officers who attended a RTC I was involved in. My wife, who was pregnant and I were hit from behind by another vehicle. The first officer on the scene was fantastic showing compassion and sympathy whilst using humour at the right time to calm us. He ensured that we were cared for and safe and even noticed a bottle of water in our vehicle and brought it to the ambulance so that my wife had something to drink.”*
- Mr and Mrs G, – Domestic incidents involving son. *“PC Chris Owen attended and briskly and calmly gathered the information from myself and my wife, displaying superb listening skills and an immediate evaluation of the situation. PC Owen very firmly and fairly laid the law down to my son and made it clear that his actions were completely unacceptable. PC Owen’s approach to the whole incident was a perfect example of community policing in action.”*
- Mr and Mrs C, - collision by mobility scooter - *“We would like to record our appreciation of the work and effort made by PC Geraint Williams in dealing with the details of the incident and discussing the situation with us. PC Williams has helped considerably ..... has been very prompt and conscientious in reacting to our concerns.*
- Ms C, - *“like to give praise to your Police force in Middlewich ... (you may not hear about it but your staff are very much a community fixation and subject of discreet admiration). I particularly need to thank our local Police and PCSO’s and in particular PCSO Steve Woods (a wonderful asset who possess maturity insight and calm, a necessity in these days) and Barbara Evans. Barbara recently attended a sudden death, which she dealt with kindly, sympathetically and in a most professional manner, I could not praise her more highly.”*
- Operations Manager, North West Ambulance Service – man collapse, - *“... with reference to an incident where one of my crews attended, found two*

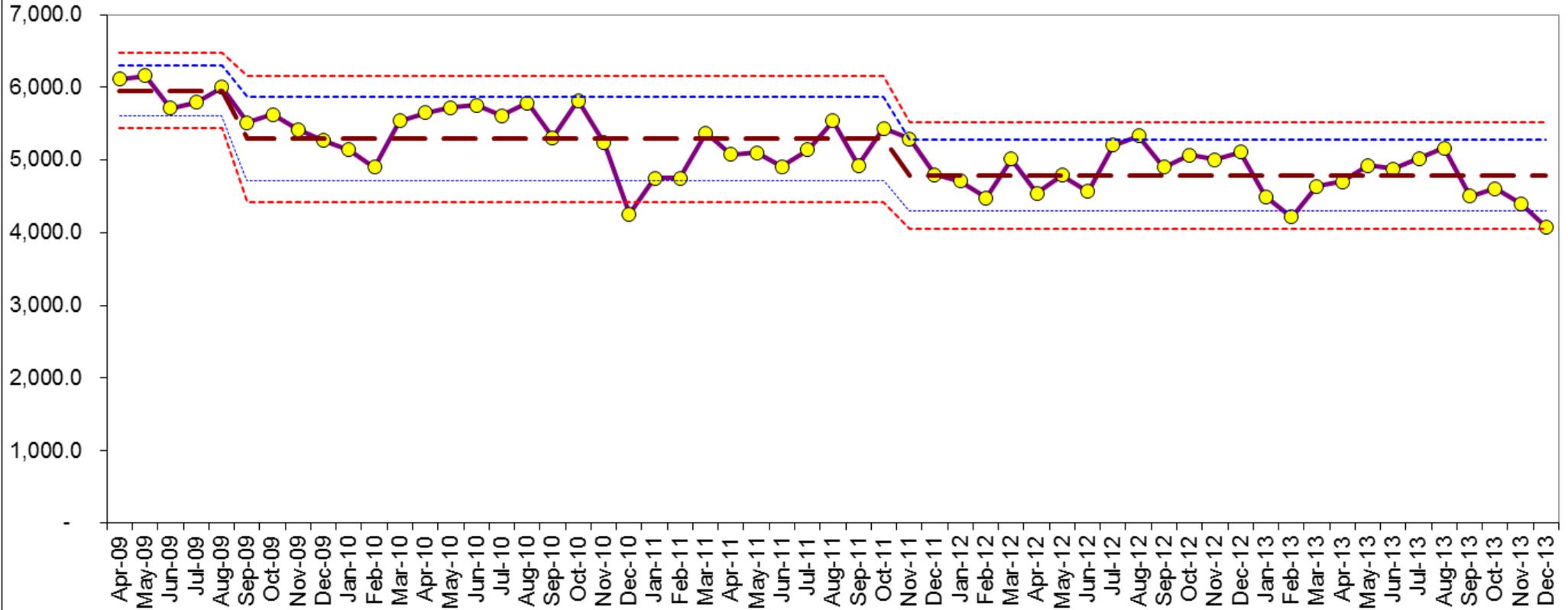
*police officers carrying out effective CPR on the man who was in cardiac arrest, who continued to assist my crew in dealing with the patient. The crew on arrival at the scene was impressed with the professionalism and assistance given to them and I requested that I write to you to commend them.”*

- Peaks and Plains Housing Trust – Fishing Competition - *“.. like to take this opportunity to thank your team for all the effort, time and commitment they put in to organising this event. Having witnessed the impact this event has had on our local children, as well as our disabled residents, I would greatly appreciate it if you could pass on our sincere thanks and gratitude to our team.*
- Deputy Head, - *“I would like to make you aware of some excellent work which is being undertaken by police officers in support of my school. Could I ask you to pass on my sincere thanks to PC Michelle Adamson, PCSO Ben Shulz, PCSO Dave Mahon, PCSO Linda Garner, the support I have received from these four officers particularly has been outstanding and exemplary. Also I have been helped throughout by DC James Thompson. I would be most grateful if you ensured that all five receive due recognition for their excellent work.”*
- Mr C, Horticulture and Agricultural Society – Poynton Show *“I write to express our appreciation of the support afforded to the event by Derek Griffiths and Sgt Alexander. On the day Sgt Alexander and his team were a credit to the constabulary; local policing at its finest. Their presence was much appreciated by all who attended.”*
- Runcorn Linnets Football Club – Break in at clubhouse *“.... would like to thank Cheshire Constabulary for the prompt and diligent action in launching the Police investigation. A member of the scenes of crime team arrived very quickly and we had a further visit from them later in the afternoon. We were most impressed by the attentiveness of the attending officers, PC Andrew Shields and PCSO Moira McLaughlin and grateful both for the concern shown and advice given with regards to further improving security at the site. The all-round service we received was excellent.”*
- Lady in Waiting to HRH Duchess of Gloucester – Royal Visit - *“... thank you for all the support that was given to her visit yesterday afternoon. Her Royal Highness is very aware of the time spent on these visits and is truly grateful for your support.”*
- Mrs V, – RTC - *“I am writing to express our gratitude and praise for the two officers, PC Toogood and PC Johnson. They were professional, courteous and very supportive.... Helped us empty weekly shopping load, saw we reached home safely and checked that we were both alright. Their professional and caring attitude is I feel an example of good practice and we express our thanks to them both.”*
- Mr W, - lost within airport complex whilst parking car leaving handicapped wife at Hotel – *“ had no option but to call police, first time in over 50 years of driving. However the lady (Edwena Gray, Call Handling) was most*

*understanding and helpful. She contacted the hotel and GMP to call me back to give me better directions. I wish to express my sincere gratitude to the lady who took the call and who dealt with it in such an understanding and efficient manner.”*

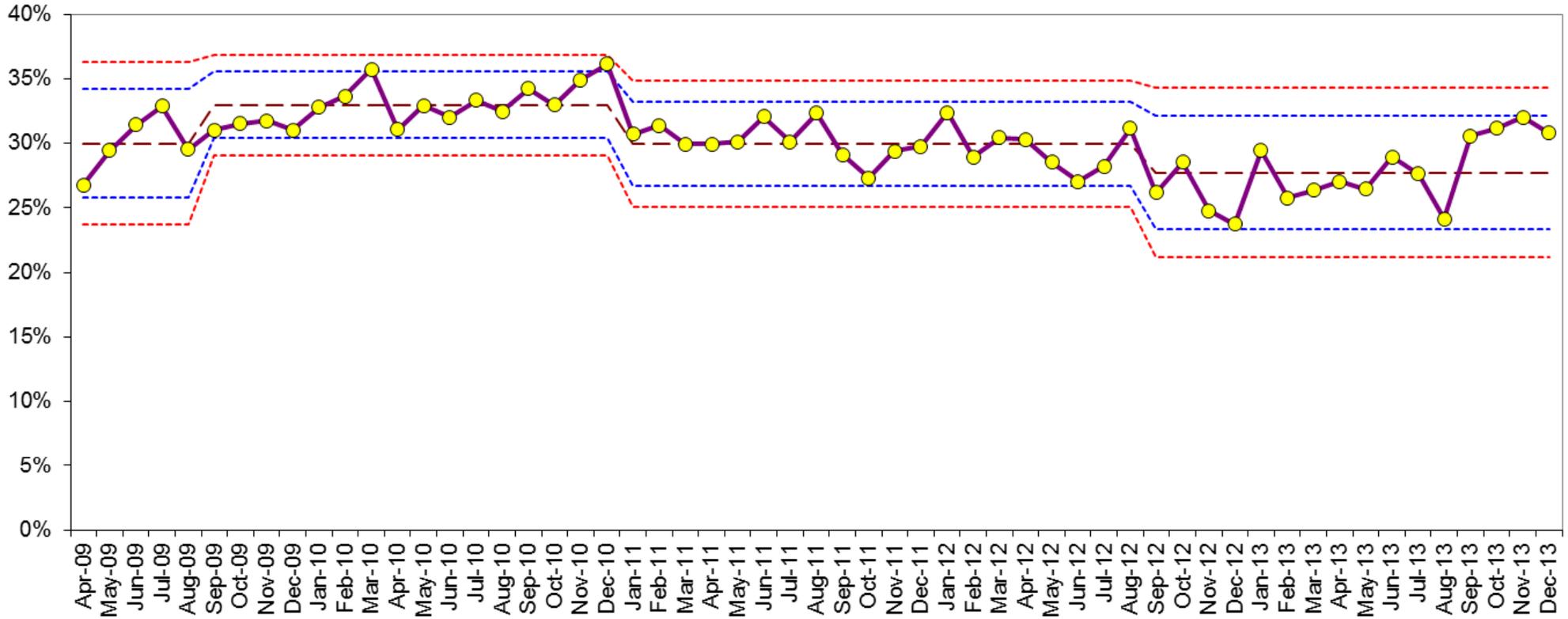
- North West Ambulance Service – Resuscitation of patient -  
*“ ...would like to offer our sincere gratitude to your officers PC Bill Brickhill and PC Jo Hooper for their actions in rendering aid and assisting in the resuscitation of patient.... assistance given was exemplary in a very difficult situation. The action of your officers is commendable.*
- Mr and Mrs H, – son committed suicide after long illness - *“... may I convey our deep admiration for the way your officers performed their duties in such difficult circumstances. Their professionalism and sensitivity shown to the family was of great comfort. We would particularly like to commend DCI Brian Roberts who attended the scene and especially PC Terry Boyle who liaised with the family throughout in an extremely considerate and proficient manner. Both officers carried out their duties in the best traditions of the Police Force..... be assured that the conduct of your staff is a credit to the Police Force.”*
- Mr G, – theft from 92 year old – *“.... I phoned Cheshire Constabulary 101 the person who answered the call took all the necessary details in a very pleasant and efficient manner ..... within a couple of hours PC Terry Cawley called me .... the investigation he carried out has been timely, comprehensive and thorough. He has kept me informed of progress ..... has been a perfect model of charm, efficiency, conscientiousness and consideration throughout this whole sorry business. He has a quiet and modest manner and deserves to receive praise and thanks .... he certainly has them from me.”*

## All Recorded Crime



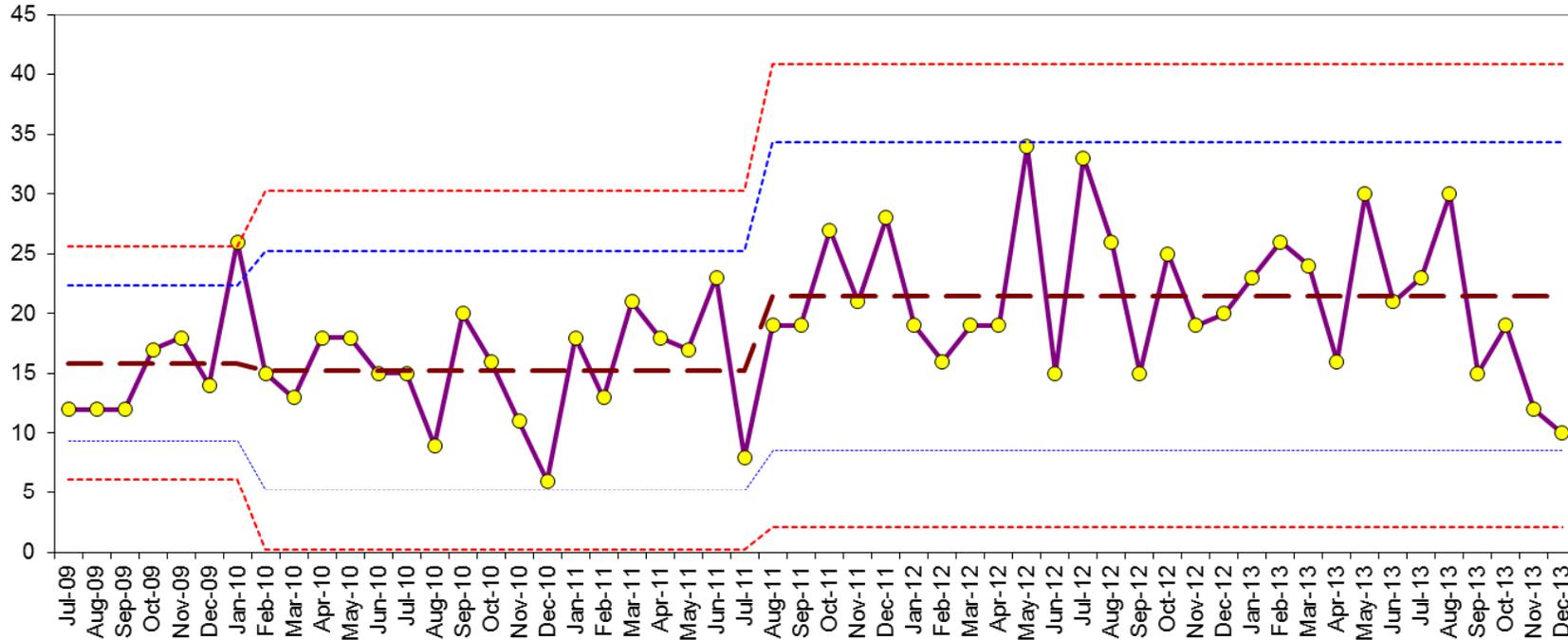
	Rolling 12 months	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date	Last Year	This Year	% Change This Year Compared to Last Year	Long Term Trend	MSG Position	Variation from MSG Average
<b>Total number of Recorded Crime</b>	January - December	58,730	55,643	-5.3%	April - December	44,532	42,287	-5.0%	Decreasing	6	2.0%
	<b>BCU</b>	<b>Last Year</b>	<b>This Year</b>	<b>% Change This Year Compared to Last Year</b>							
	East	17,757	17,139	-3.5%							
	North	22,628	20,790	-8.1%							
	West	18,345	17,714	-3.4%							

## All Crime Solved



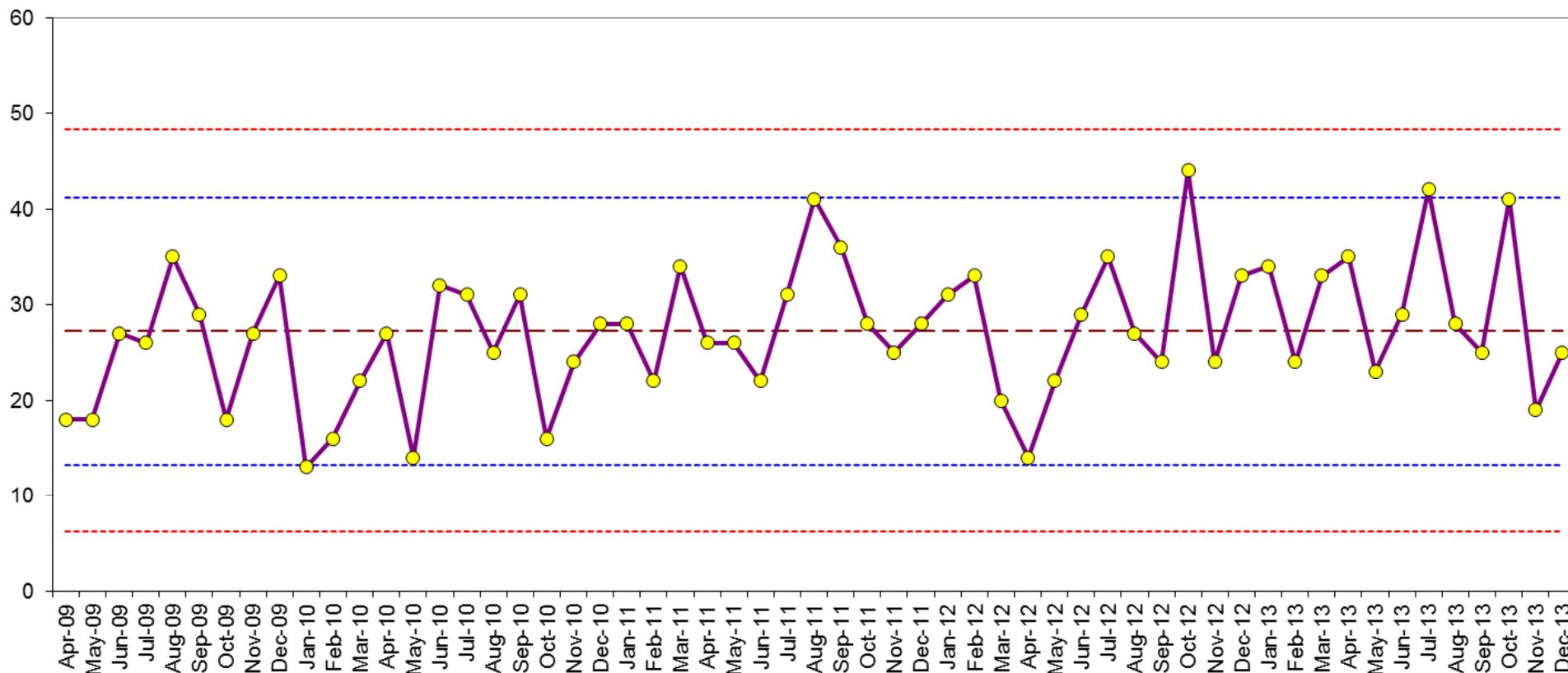
	Rolling 12 months	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date	Last Year	This Year	% Change This Year Compared to Last Year	Long Term Trend	MSG Position	Variation from MSG Average
% of Crimes solved	January - December	28.3%	28.3%	0.0%	April - December	27.6%	28.6%	1.0%	Decreasing	N/A	N/A
	<b>BCU</b>	<b>Last Year</b>	<b>This Year</b>	<b>% Change This Year Compared to Last Year</b>							
	East	26.2%	26.3%	0.1%							
	North	25.6%	27.6%	2.0%							
	West	33.8%	30.9%	-2.9%							

### Number of Rape Offences



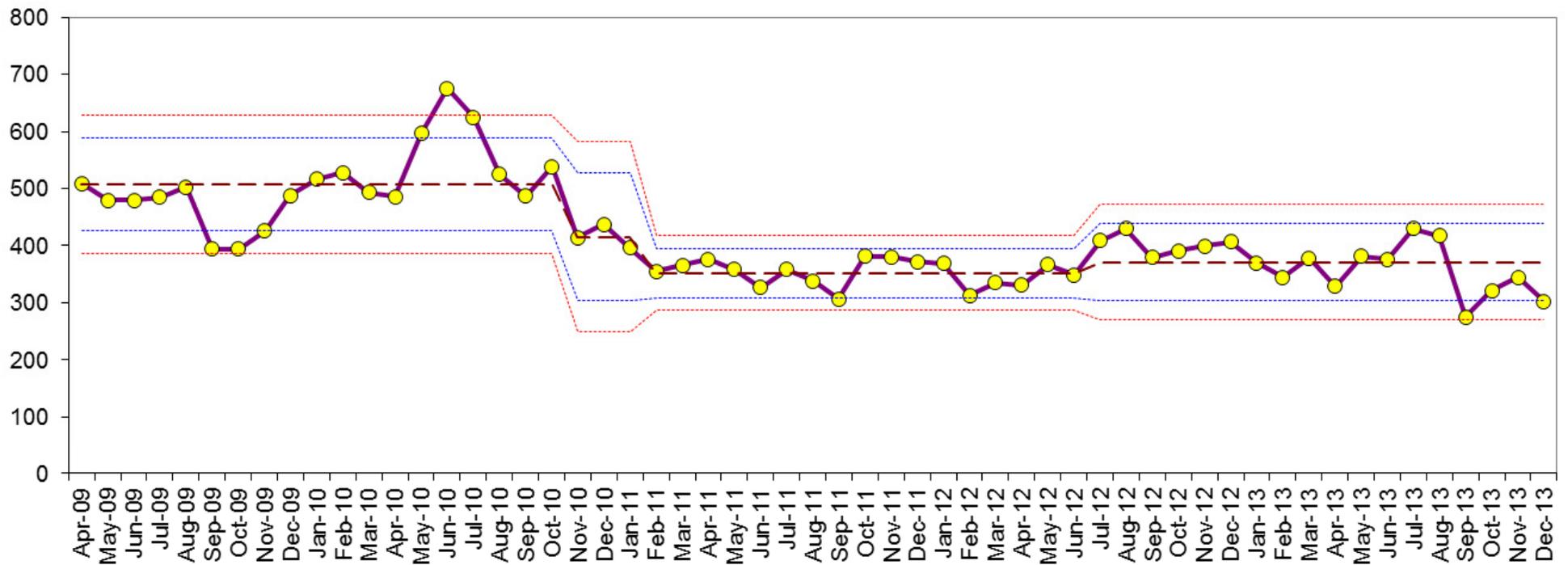
	Rolling 12 months	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date	Last Year	This Year	% Change This Year Compared to Last Year	Long Term Trend	MSG Position	Variation from MSG Average
<b>Number of Rape offences</b>	January - December	260	249	-4.2%	April - December	206	176	-14.6%	Stable	2	-46.7%
	<b>BCU</b>	<b>Last Year</b>	<b>This Year</b>	<b>% Change This Year Compared to Last Year</b>							
	East	77	71	-7.8%							
	North	110	95	-13.6%							
	West	72	79	9.7%							

### Number of Sexual Assault Offences



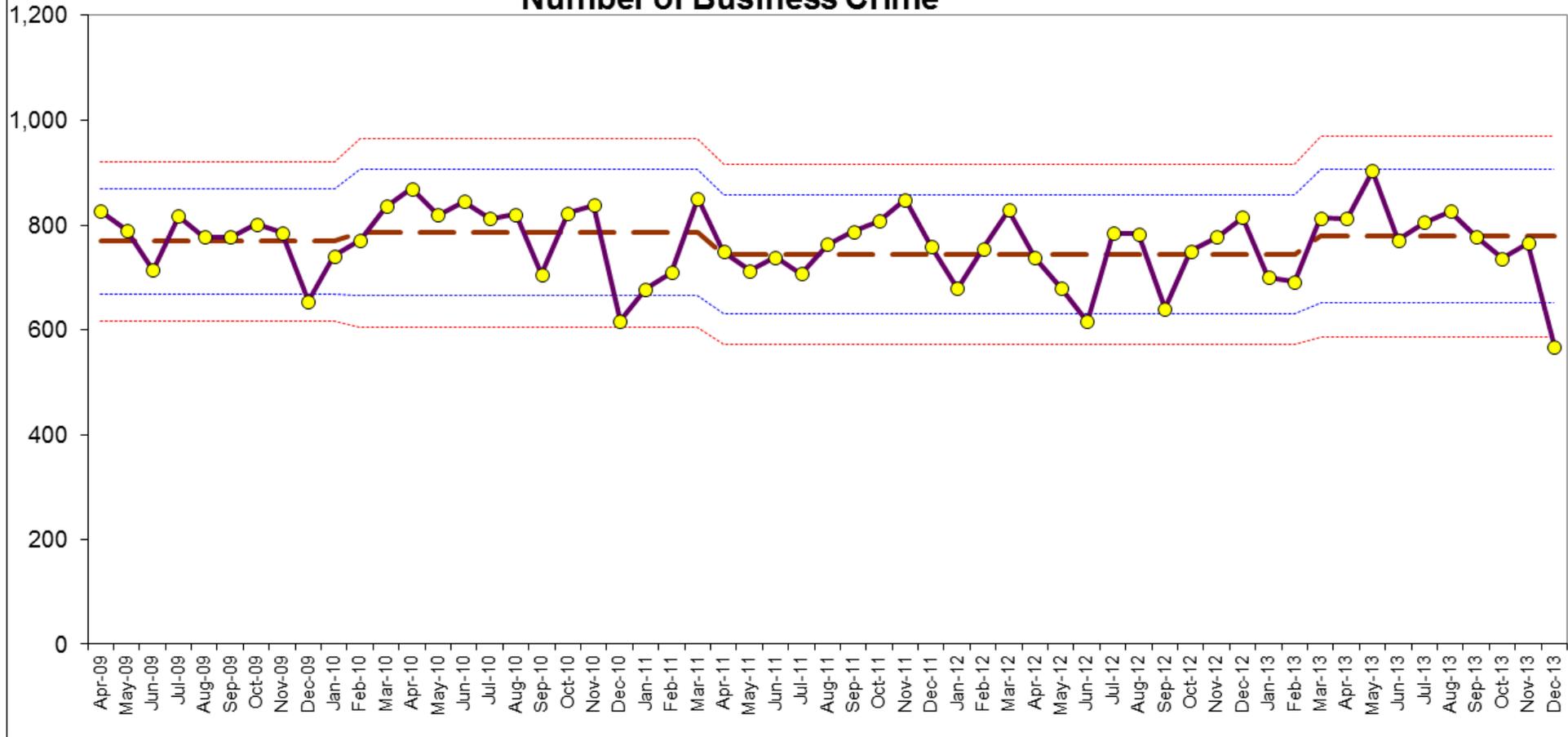
	Rolling 12 months	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date	Last Year	This Year	% Change This Year Compared to Last Year	Long Term Trend	MSG Position	Variation from MSG Average
<b>Number of Sexual Assaults</b>	January - December	335	358	6.9%	April - December	251	267	6.4%	Stable	2	-19.9%
	<b>BCU</b>	<b>Last Year</b>	<b>This Year</b>	<b>% Change This Year Compared to Last Year</b>							
	East	115	135	17.4%							
	North	124	120	-3.2%							
	West	94	102	8.5%							

## Number of Domestic Abuse Incidents



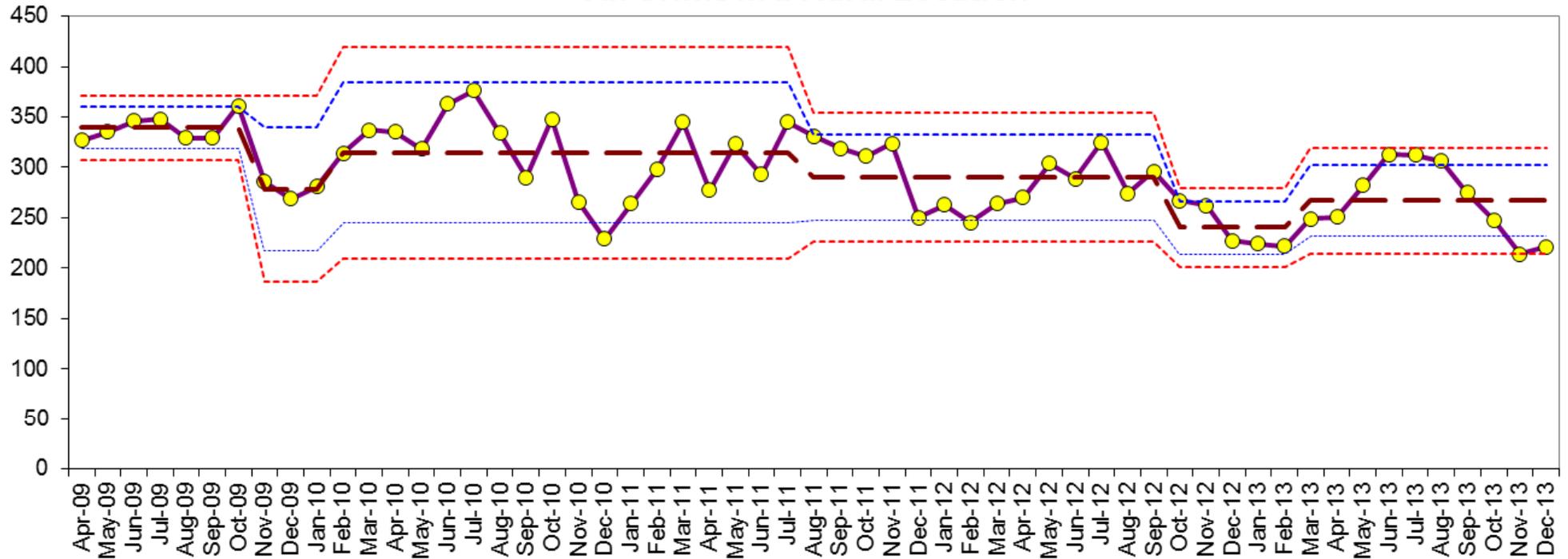
	Rolling 12 months	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date	Last Year	This Year	% Change This Year Compared to Last Year	Long Term Trend	MSG Position	Variation from MSG Average
<b>Number of Incidents of Domestic Abuse</b>	January - December	4,479	4,271	-4.6%	April - December	3,462	3,178	-8.2%	Decreasing	N/A	N/A
	<b>BCU</b>	<b>Last Year</b>	<b>This Year</b>	<b>% Change This Year Compared to Last Year</b>							
	East	1089	1006	-7.6%							
	North	2130	1982	-6.9%							
	West	1260	1283	1.8%							

## Number of Business Crime



	Rolling 12 months	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date	Last Year	This Year	% Change This Year Compared to Last Year	Long Term Trend	MSG Position	Variation from MSG Average
<b>Number of Business Crime</b>	January - December	8,850	9,178	3.7%	April - December	6,586	6,971	5.8%	Stable	N/A	N/A
	<b>BCU</b>	<b>Last Year</b>	<b>This Year</b>	<b>% Change This Year Compared to Last Year</b>							
	East	2,541	2,735	7.6%							
	North	3,419	3,411	-0.2%							
	West	2,890	3,032	4.9%							

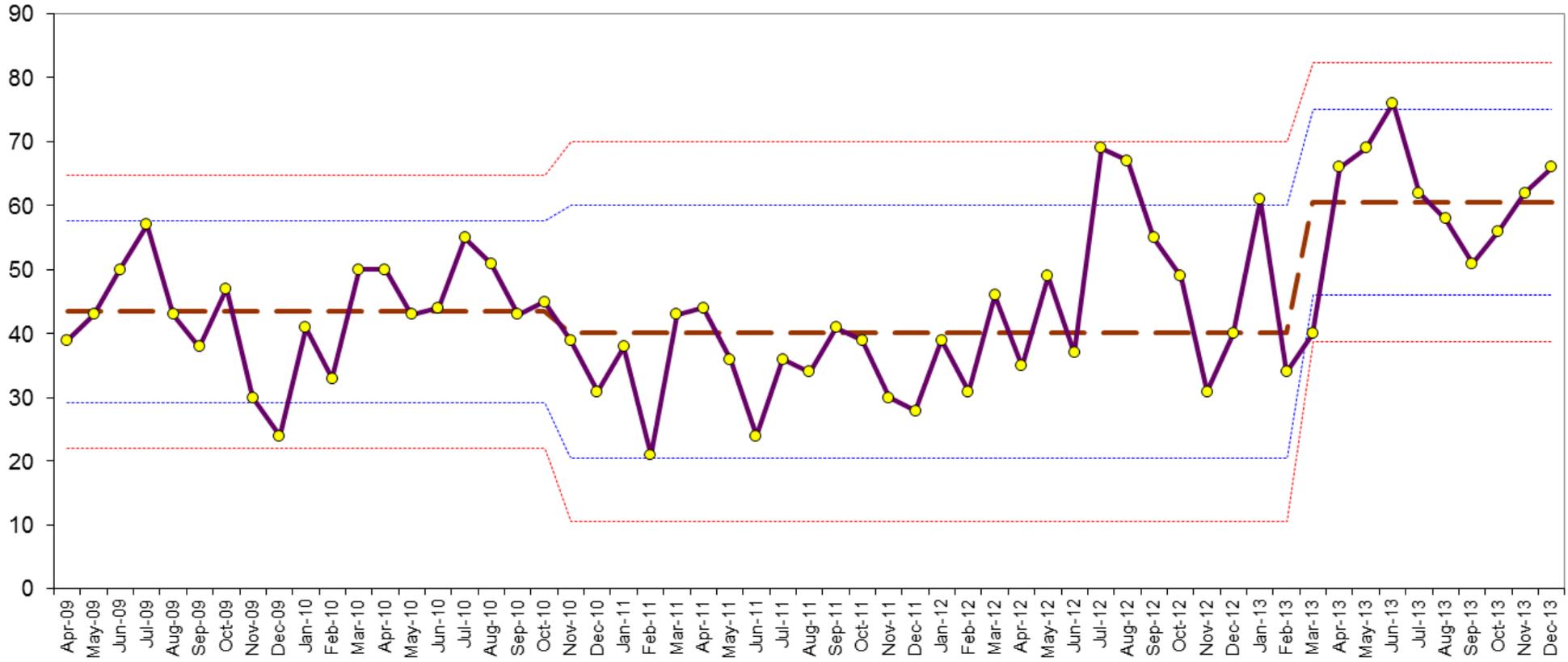
### All Crime in a Rural Location



	Rolling 12 months	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date	Last Year	This Year	% Change This Year Compared to Last Year	Long Term Trend	MSG Position	Variation from MSG Average
<b>Total number of Rural Crime</b>	January - December	3,286	3,117	-5.1%	April - December	2,514	2,422	-3.7%	Decreasing	N/A	N/A
	<b>BCU</b>	<b>Last Year</b>	<b>This Year</b>	<b>% Change This Year Compared to Last Year</b>							
	East	1,707	1,712	0.3%							
	North	257	243	-5.4%							
	West	1,322	1,162	-12.1%							

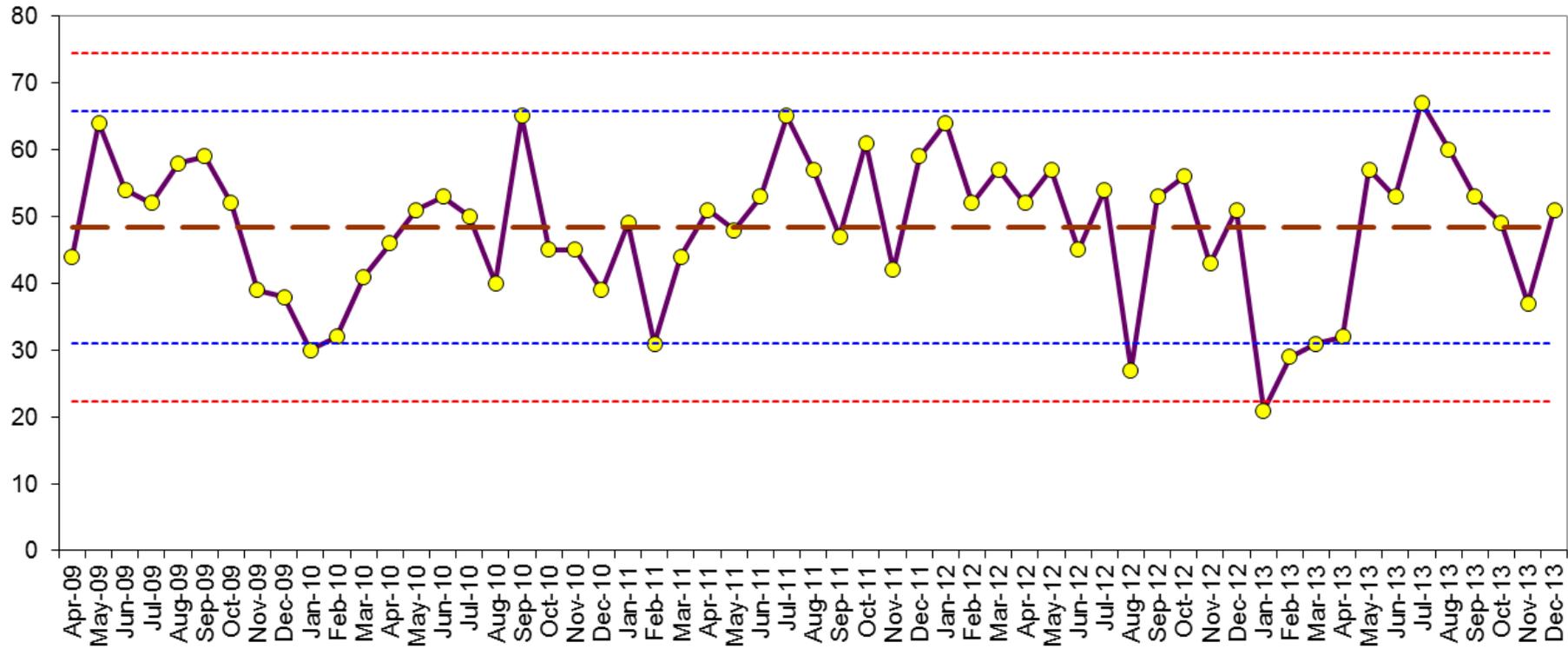
Now excludes any offences at Creamfields

## Recorded Number of 'Hate' Crimes



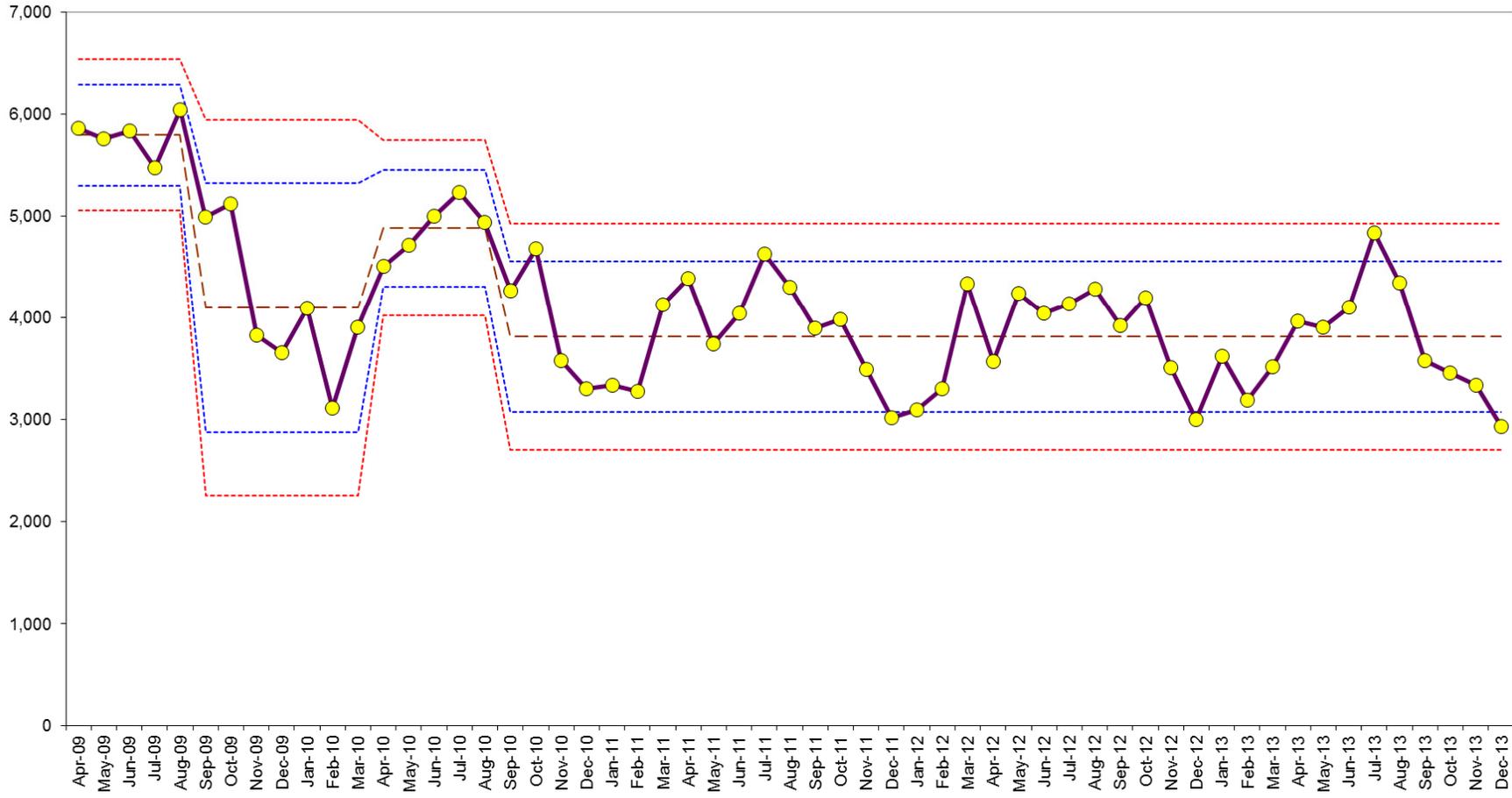
	Rolling 12 months	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date	Last Year	This Year	% Change This Year Compared to Last Year	Long Term Trend	MSG Position	Variation from MSG Average
<b>Recorded Number of 'Hate' crimes</b>	January - December	548	701	27.9%	April - December	432	566	31.0%	Stable	N/A	N/A
	<b>BCU</b>	<b>Last Year</b>	<b>This Year</b>	<b>% Change This Year Compared to Last Year</b>							
	East	154	192	24.7%							
	North	211	277	31.3%							
	West	183	232	26.8%							

## Number of people killed or seriously injured in road traffic collisions



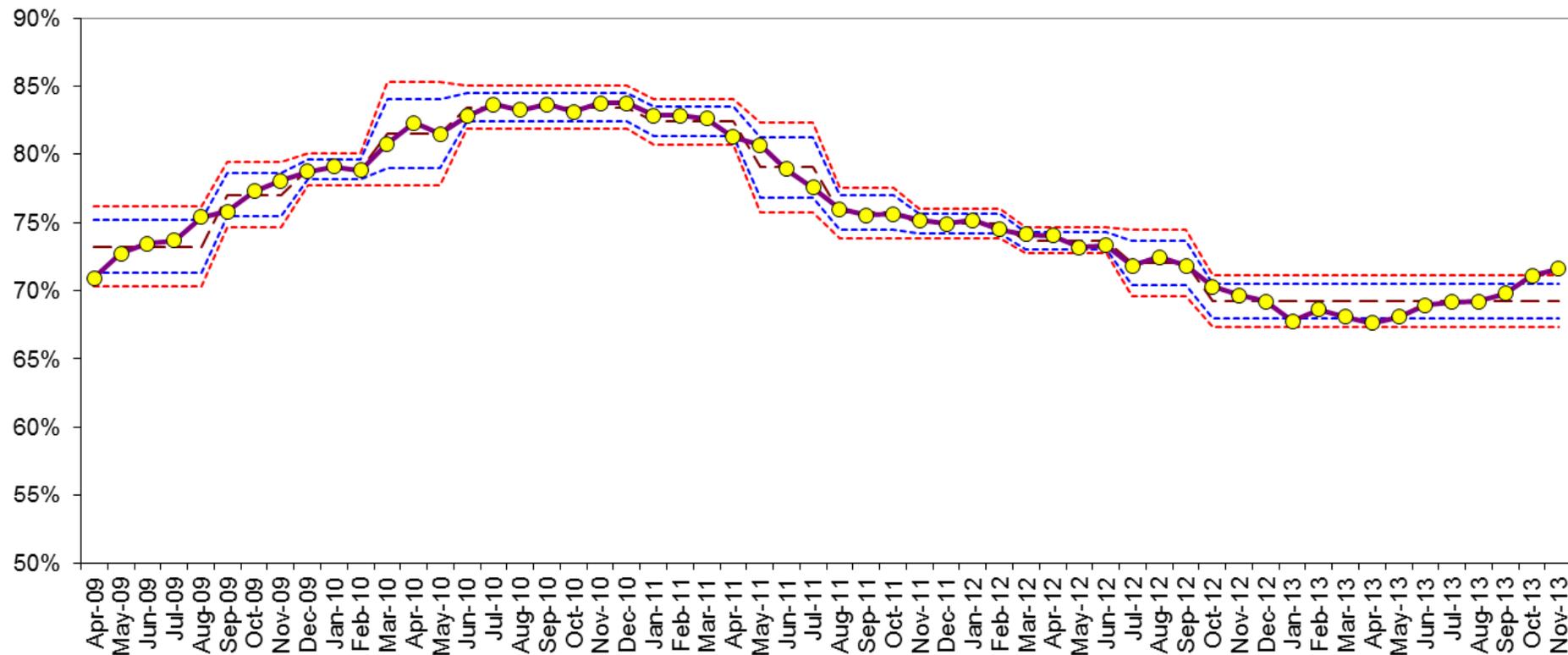
	Rolling 12 months	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date	Last Year	This Year	% Change This Year Compared to Last Year	Long Term Trend	MSG Position	Variation from MSG Average	
<b>Number of people killed or seriously injured in road traffic collisions</b>	January - December	611	540	-11.6%	April - December	438	459	4.8%	Stable	N/A	N/A	
	<b>BCU</b>	<b>Last Year</b>	<b>This Year</b>	<b>% Change This Year Compared to Last Year</b>								
	East	NOT YET AVAILABLE										
	North											
	West											
	Motorway											

**Total Number of Anti Social Behaviour Incidents**



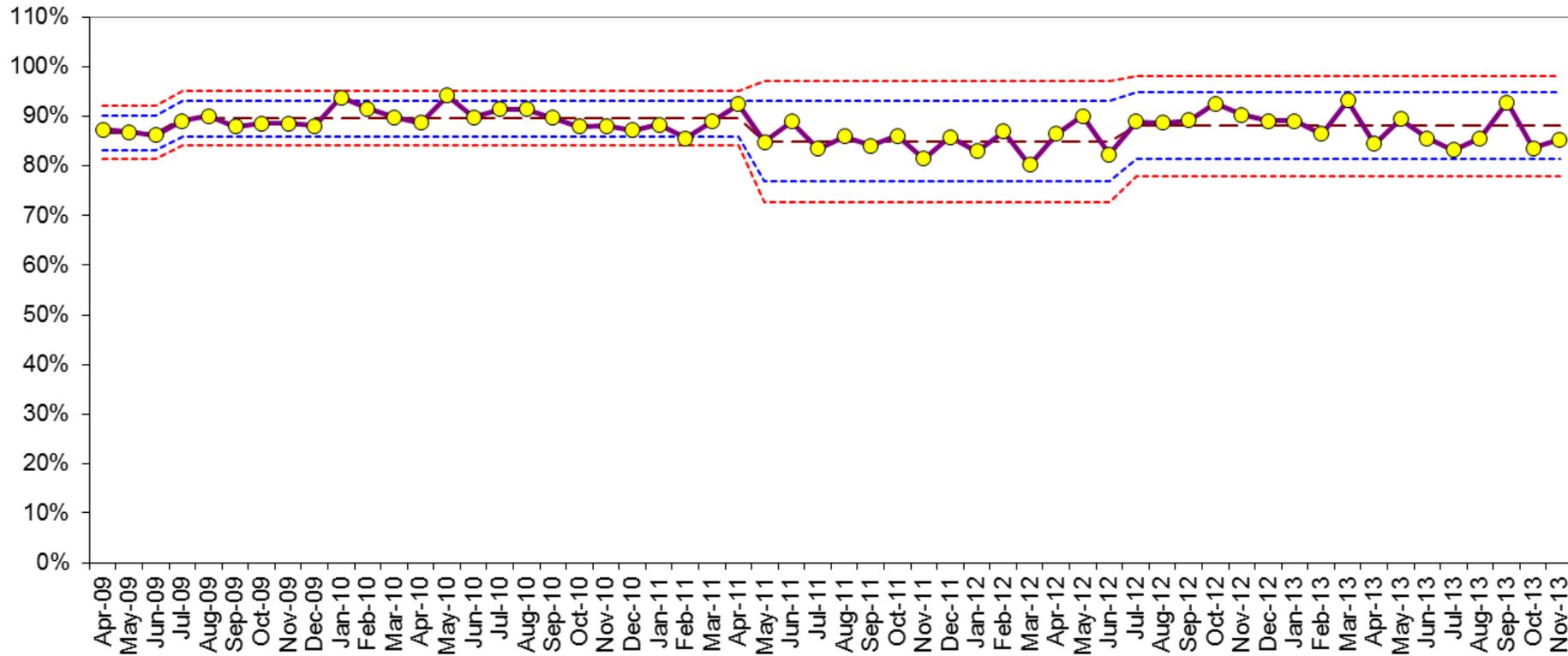
	Rolling 12 months	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date	Last Year	This Year	% Change This Year Compared to Last Year	Long Term Trend	MSG Position	Variation from MSG Average
<b>Total number of Anti -Social Behaviour incidents</b>	January - December	45,640	44,782	-1.9%	April - December	34,914	34,449	-1.3%	Decreasing	N/A	N/A
	<b>BCU</b>	<b>Last Year</b>	<b>This Year</b>	<b>% Change This Year Compared to Last Year</b>							
	East	14,373	13,833	-3.8%							
	North	16,751	16,470	-1.7%							
	West	14,389	14,391	0.0%							

### Satisfaction with Action taken in relation to ASB



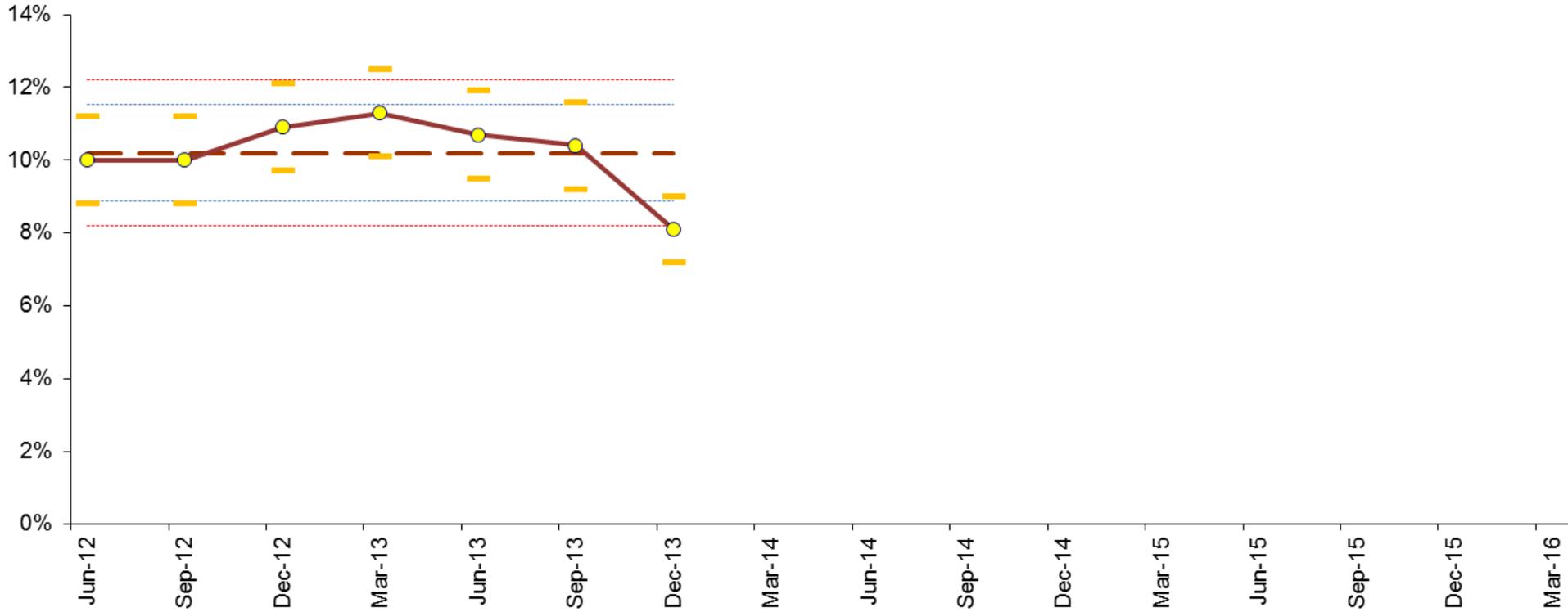
	Rolling 12 months	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date	Last Year	This Year	% Change This Year Compared to Last Year	Long Term Trend	MSG Position	Variation from MSG Average
<b>Anti-Social Behaviour satisfaction with action taken</b>	Rolling 12 months ending November	70.3%	71.6%	1.3%			-		Decreasing	N/A	N/A
	<b>BCU</b>	<b>Last Year</b>	<b>This Year</b>	<b>% Change This Year Compared to Last Year</b>							
	East	69.8%	70.0%	0.3%							
	North	65.1%	72.6%	11.5%							
	West	74.1%	72.2%	-2.6%							

## Satisfaction with Whole Experience



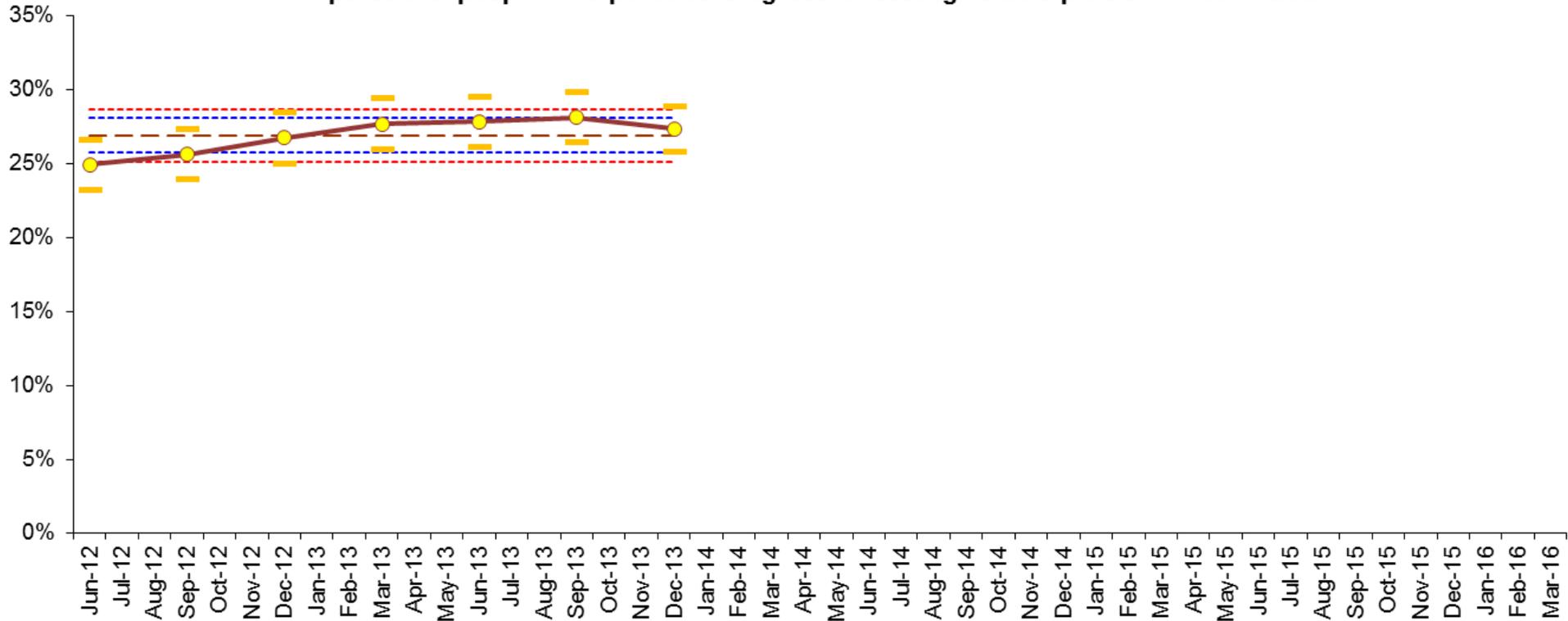
	Rolling 12 months	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date	Last Year	This Year	% Change This Year Compared to Last Year	Long Term Trend	MSG Position	Variation from MSG Average
<b>% of users satisfied with the service received</b>	Rolling 12 months ending November	87.5%	87.5%	0.0%			-		Stable	2	1.5%
	<b>BCU</b>	<b>Last Year</b>	<b>This Year</b>	<b>% Change This Year Compared to Last Year</b>							
	East	90.1%	88.6%	-1.5%							
	North	90.6%	86.9%	-3.7%							
	West	82.4%	86.9%	4.5%							

**Perceptions of Anti-Social Behaviour**



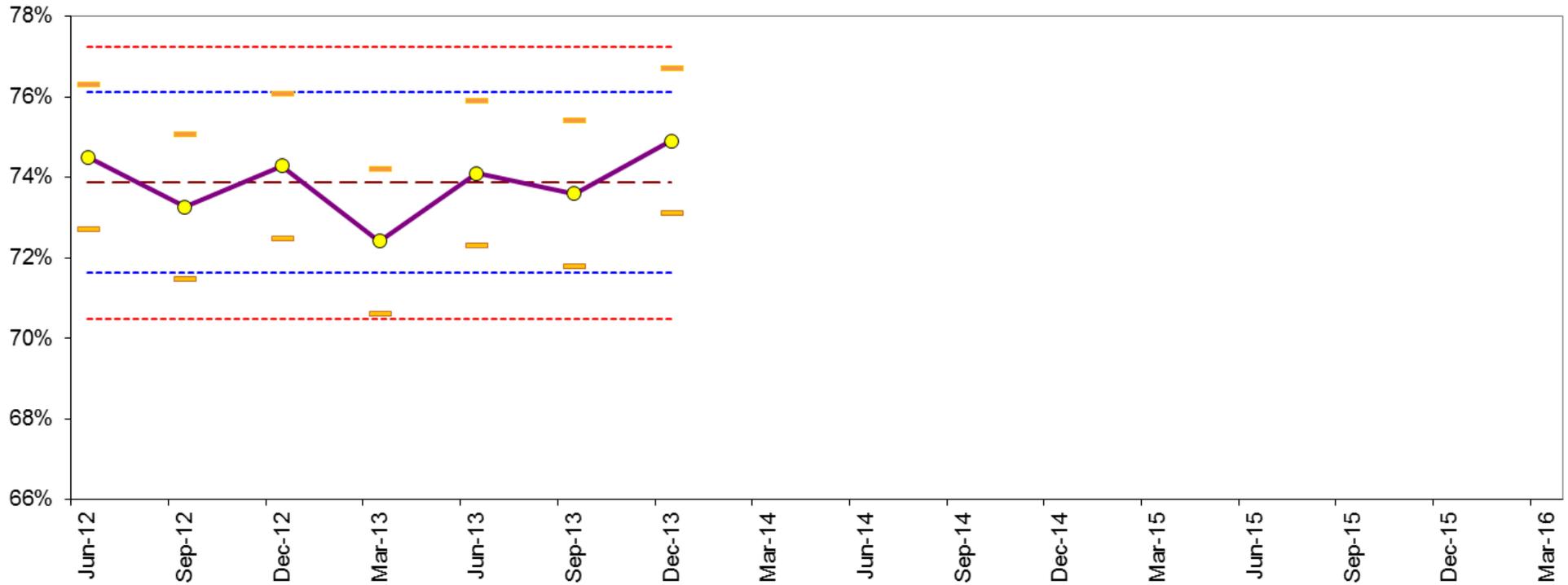
	Rolling 12 months	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date	Last Year	This Year	% Change This Year Compared to Last Year	Long Term Trend	MSG Position	Variation from MSG Average
<b>Perceptions of Anti-Social Behaviour</b>	January - December	10.9% ± 1.2%	8.1% ± 0.9%	-2.8%	Not available at this level due to small sample sizes				Stable	N/A	N/A
	<b>BCU</b>	<b>Last Year</b>	<b>This Year</b>	<b>% Change This Year Compared to Last Year</b>							
	East	9.3%	6.5%	-2.8%							
	North	11.0%	8.9%	-2.1%							
	West	11.5%	9.0%	-2.5%							

**Proportion of people who perceive drug use or dealing to be a problem in their area**



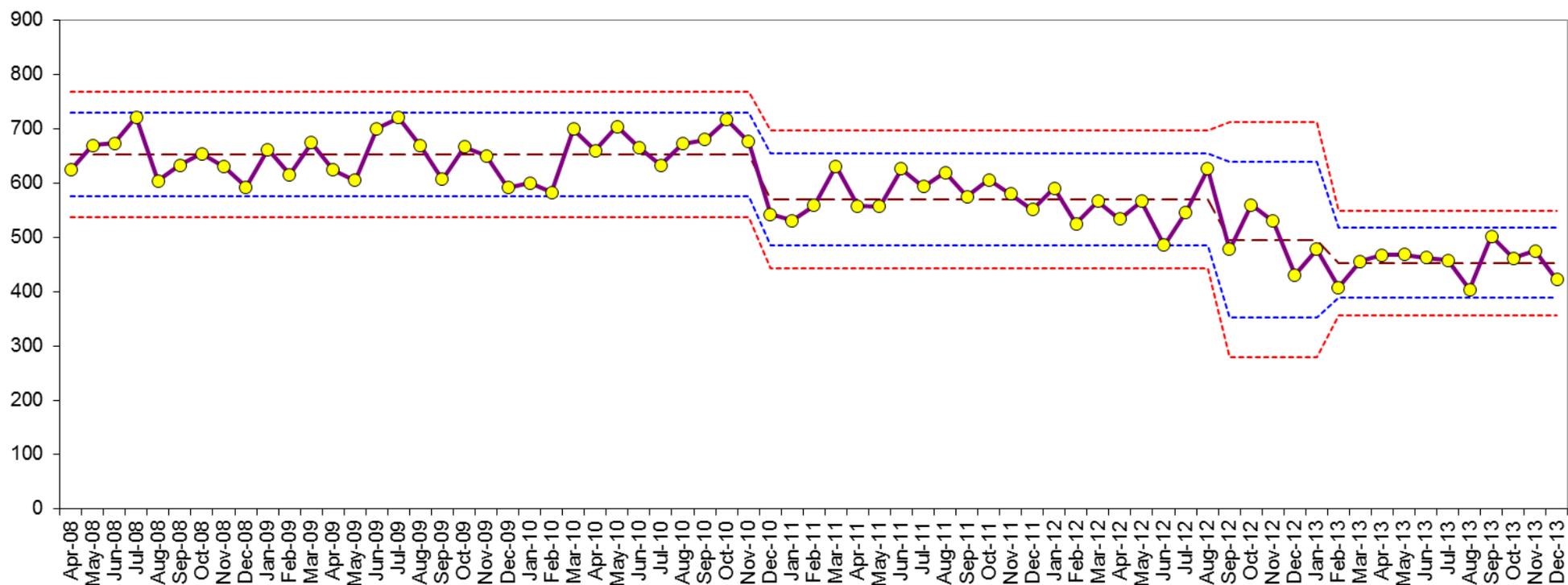
	Rolling 12 months	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date	Last Year	This Year	% Change This Year Compared to Last Year	Long Term Trend	MSG Position	Variation from MSG Average
% of people who perceive that people using or dealing drugs are a problem in their	January - December	26.6% ± 1.7%	27.3% ± 1.5%	0.7%	Not available at this level due to small sample sizes				Increasing	N/A	N/A
	<b>BCU</b>	<b>Last Year</b>	<b>This Year</b>	<b>% Change This Year Compared to Last Year</b>							
	East	22.1%	21.8%	-0.3%							
	North	28.5%	28.6%	0.1%							
	West	26.9%	27.3%	0.4%							

**% of respondents that state that the police in their area successfully solve problems in the long term**



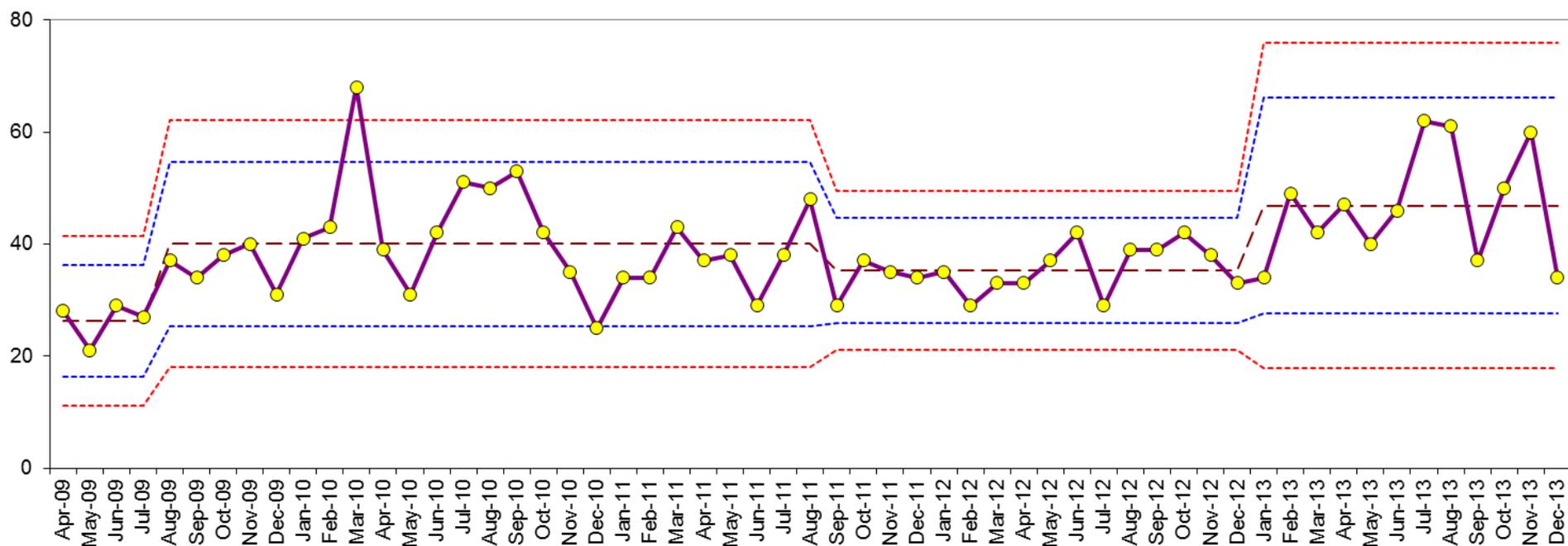
	Rolling 12 months	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date	Last Year	This Year	% Change This Year Compared to Last Year	Long Term Trend	MSG Position	Variation from MSG Average
% of respondents that state that the police in their area successfully solve problems in the long	January - December	74.3% ± 1.8%	74.9% ± 1.8%	+0.6%	Not available at this level due to small sample sizes				Decreasing	N/A	N/A
	<b>BCU</b>	<b>Last Year</b>	<b>This Year</b>	<b>% Change This Year Compared to Last Year</b>							
	East	75.1%	76.4%	-							
	North	73.7%	76.6%	-							
	West	74.5%	72.2%	-							

### Number of Re-offenders



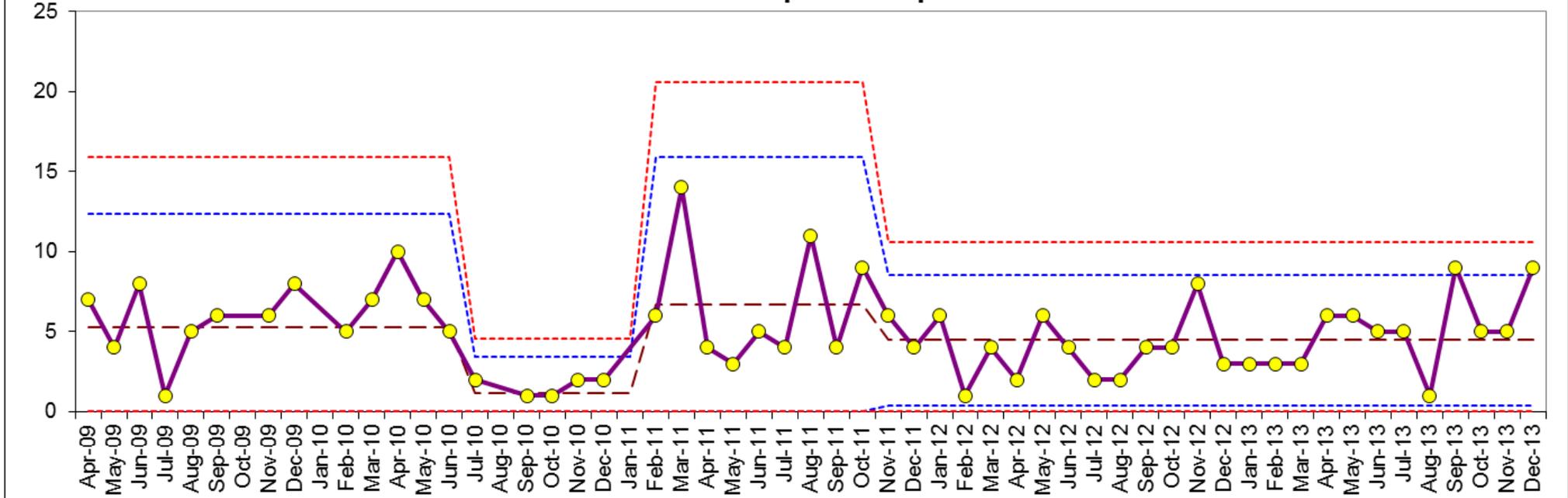
	Rolling 12 months	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date	Last Year	This Year	% Change This Year Compared to Last Year	Long Term Trend	MSG Position	Variation from MSG Average
<b>Number of Reoffenders</b>	January - December	6,514	5,495	-15.6%	April - December	4,812	4,139	-14.0%	Stable	N/A	N/A
	<b>BCU</b>	<b>Last Year</b>	<b>This Year</b>	<b>% Change This Year Compared to Last Year</b>							
	East	1,762	1,465	-16.9%							
	North	2,314	2,031	-12.2%							
	West	2,438	2,010	-17.6%							

### Total Number of Complaints



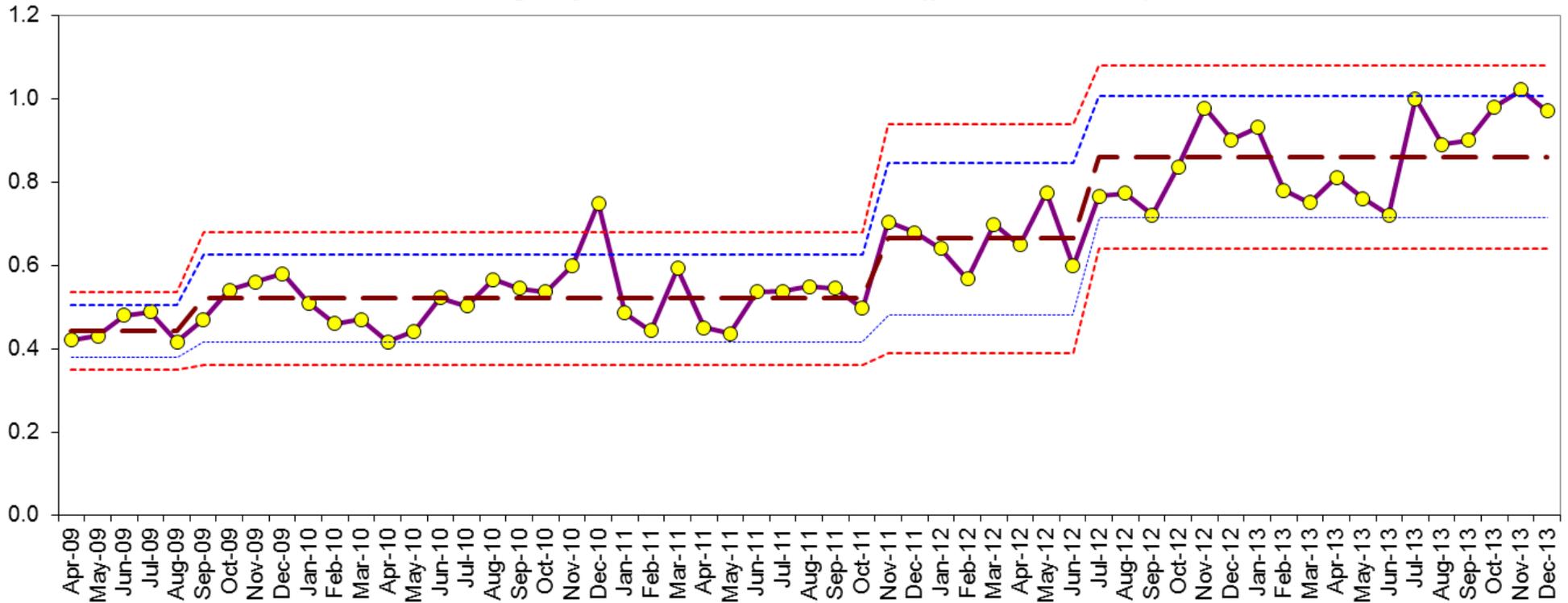
	Rolling 12 months	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date	Last Year	This Year	% Change This Year Compared to Last Year	Long Term Trend	MSG Position	Variation from MSG Average
<b>Number of Complaints &amp; Complaints Upheld</b>	January - December	46 out of 429 (10.7%)	60 out of 562 (10.7%)	-	April - December	35 out of 332 (10.5%)	51 out of 437 (11.7%)	1.2%	Increasing	N/A	N/A
	<b>BCU</b>	<b>Last Year</b>	<b>This Year</b>	<b>% Change This Year Compared to Last Year</b>							
	East	113	147	30.1%							
	North	132	169	28.0%							
	West	107	170	58.9%							
	Central Services	56	56	0.0%							
	Organisational / Unknown	21	20	-4.8%							

### Total Number of Complaints Upheld



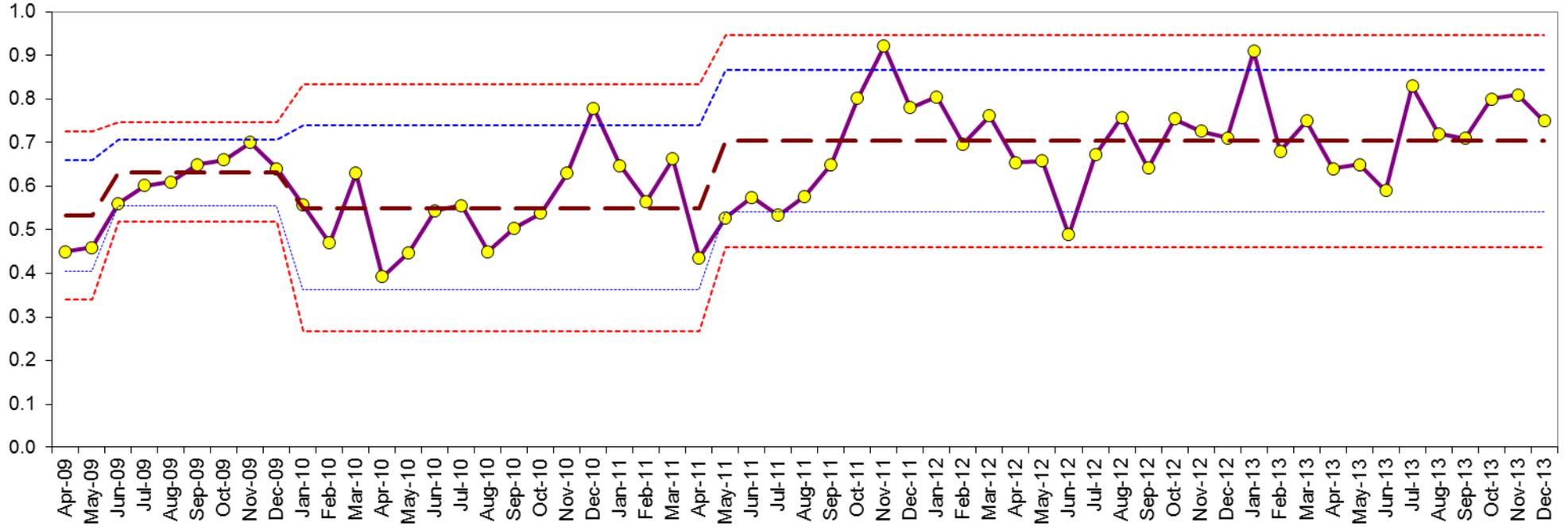
	Rolling 12 months	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date	Last Year	This Year	% Change This Year Compared to Last Year	Long Term Trend	MSG Position	Variation from MSG Average
<b>Number of Complaints Upheld</b>	January - December	46	60	30.4%	April - December	35	51	45.7%	Stable	N/A	N/A
	<b>BCU</b>	<b>Last Year</b>	<b>This Year</b>	<b>% Change This Year Compared to Last Year</b>							
	East	16	19	18.8%							
	North	8	21	162.5%							
	West	9	11	22.2%							
	Central Services	11	3	-72.7%							
	Organisational / Unknown	2	6	200.0%							

### Number of working days lost due to sickness (police officers)



	Rolling 12 months	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date	Last Year	This Year	% Change This Year Compared to Last Year	Long Term Trend	MSG Position	Variation from MSG Average
<b>Police Officer Sickness (average of number of days lost due to sickness per officer)</b>	January - December	8.9	10.5	18.0%	April - December	7.0	8.1	16.3%	Increasing	8	0.7%
	<b>BCU</b>	<b>Last Year</b>	<b>This Year</b>	<b>% Change This Year Compared to Last Year</b>							
	North	8.9	10.5	18.0%							
	West	9.1	11.4	25.3%							
	East	10.7	12.7	42.7%							
	North	7.0	7.0	0.0%							

### Number of working days lost due to sickness (police staff)



	Rolling 12 months	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date	Last Year	This Year	% Change This Year Compared to Last Year	Long Term Trend	MSG Position	Variation from MSG Average
<b>Police Staff Sickness (average of number of days lost due to sickness per staff member)</b>	January - December	8.3	8.8	5.6%	April - December	6.1	6.6	9.1%	Increasing	6	0.4%
	<b>BCU</b>	<b>Last Year</b>	<b>This Year</b>	<b>% Change This Year Compared to Last Year</b>							
	East	5.3	6.1	15.1%							
	North	7.8	10.3	32.1%							
	West	9.4	8.8	-6.4%							
	Force Operations	9.6	10.7	11.7%							

## INTEGRITY OF CRIME RECORDING

## PURPOSE OF THE REPORT

1. To provide the Commissioner with an update on the recording practices undertaken in Cheshire.

## BACKGROUND

2. In June 2013, following the publication of Her Majesty's Inspectorate of Constabulary Report in to crime recording practices in Kent the Police and Crime Commissioner for Cheshire requested a report on any implications of the Kent inspection on crime recording practices in Cheshire. A report was provided to the Commissioner in July 2013 and as well as responding to the HMIC findings in Kent, outlined the arrangements in Cheshire.
3. In November 2013, following initial media coverage of the Public Administration Select Committee's inquiry into Crime Statistics (as part of the Committee's programme of work on statistics and their use in government) the Commissioner asked for the Chief Constable to provide a further report on the arrangements in place to monitor the accuracy of crime recording to the Scrutiny Meeting in January 2014.
4. In addition, a review by Internal Audit of the arrangements has been requested and will report to Audit Committee and Her Majesty's Inspectorate of Constabulary will also be conducting an inspection of the Constabulary's arrangements in March 2014 as part of the national Crime Data Integrity Inspection.
5. On 7 January 2014, the Telegraph newspaper reported on Lord Stevens' evidence to the Home Affairs Select Committee as part of its enquiry into Police and Crime Commissioners. The report, headlined "Lord Stevens admits police have been 'fiddling' crime figures for years", quoted Lord Stevens as suggesting that the practice was still evident following comments made at *"a session with police sergeants nine months to a year ago in Cheshire"*. Clarification has subsequently been provided that this was a national meeting of officers which happened to be held in Cheshire rather than a specific meeting with Cheshire officers and the comment was not meant to reflect crime recording practices in Cheshire. Lord Stevens will be writing to the Telegraph and the Chair of the Home Affairs Select Committee to clarify the comments.
6. On 10 January 2014 the Home Secretary wrote to all Chief Constables (copied to all Police and Crime Commissioners) requesting that *"every Chief Constable in the country make sure that crime recording in their force is as accurate as possible, and any suspicion that officers are misrecording crime figures is investigated"*

## UPDATE FROM PREVIOUS REPORT

7. The Constabulary continues to audit and review compliance with National Crime Recording standards in line with the arrangements outlined in the report presented in July 2013. The Chief Constable and the Force Leadership Team have provided unequivocal direction that compliance with the standards is a fundamental aspect of the Constabulary's approach to crime investigation.
8. The Commissioner and Chief Constable have consistently reinforced the approach to performance management and service improvement without the use of arbitrary numerical targets which has driven non-compliance with the standards in some forces.

9. ACC Purdie is the Constabulary lead on National Crime Recording Standards, supported by the Force Crime Registrar and three Area Crime Reviewers. An audit programme concerning NCRS compliance is agreed on a risk basis and reviewed quarterly, this forms part of the in house audit plan agreed by the joint Audit Committee. The Audits undertaken consider a variety of aspects of the national crime recording standards including the appropriate conversion of reported incidents in to crimes, the timeliness of crime recording following the initial report and the correct offence classification. Audits are undertaken on a geographic or thematic basis (or both) and will cover specific high risk incident and offence types such as domestic incidents, rape and sexual offences and hate crime.
10. Audits are usually based on a representative sample of incident or crime types but specific thematic inspections can also cover all recorded incidents or crimes – for example recently all recorded Burglary Dwelling offences were the subject of specific scrutiny. Audit reports are agreed with the ACC lead and distributed widely amongst Area and Force Operations Command Team members and are further covered as part of joint ACC performance visits or specific performance visits by ACC Purdie covering crime management and crime investigation with the Area Command Team and Area Detective Chief Inspector.
11. In addition to the NCRS audits a variety of other audit activity for example covering domestic incidents which have resulted in No Further Action and in relation to the appropriate use of out of court disposals are also undertaken and the results have formed part of specific briefings to the Commissioner. Where appropriate, action plans are developed in relation to these reviews and form part of the activity managed through the ACC's portfolio groups (such as the Strategic Public Protection Group) or through local Area visits.
12. As a result of National Crime Recording Standard audits undertaken over the last year a variety of learning points have been gained and relevant actions established. For example clarification and guidance has been provided to officers on their use of discretion in dealing with incidents and crime, further guidance has been provided on the difference between crime recording standards and the Crown Prosecution Service 'charging standards', changes have been made to the forces 'Niche' system with regard to 'drop down lists' for offences and further changes are planned to provide automated 'prompts' which ensure specific fields are correctly completed.
13. Recent audits undertaken by the Constabulary continue to provide confidence that there is **not** a culture of deliberately misrecording crime.
14. The conversion of reported incidents to recorded crimes continues to be at an acceptable level however there are inevitably occasions when the correct crime classification is not used. This is more likely to occur in instances where crimes involve two or more individuals (such as assaults) where there is a level of interpretation or subjectivity to the specific crime classification or where differences occur between the crime recording standards and charging standards. These issues are far less apparent in relation to property crime such as burglary or vehicle crime which are subject to less interpretation or subjectivity.
15. The Chief Constable remains confident that the National Crime Recording Standards are appropriately applied and that robust and proportionate arrangements are in place to audit compliance and take appropriate action. The Chief Constable welcomes the review by Internal Audit and the Inspection from HMIC and is committed to acting upon any subsequent recommendations.

## PEOPLE STRATEGY: QUARTERLY REPORT

1. To provide the Police & Crime Commissioner with a regular set of Human Resource management information to ensure the effective scrutiny.
2. The attached information forms the quarterly report on staffing statistics and contains details relating to staff, including:
  - Detailed breakdown by age, gender and race (*Appendix 1*)
  - Detailed breakdown of leavers (*Appendix 2*)
  - Summary report of budget V's actual staff numbers (*Appendix 3*)
  - Number of Specials by Area and % of Specials on independent patrol by month (*Appendix 4*)
  - Sickness (*Appendix 5*)
  - Grievances and employment tribunals are detailed in the Part 2 report.

## BACKGROUND

3. In the last quarter, the Deputy Commissioner met with the Head of Organisational Development and Head of Employee Relations & Operations Business Partnering. A detailed update was provided on progress against the Commissioner's and Chief Constable's People Strategy including a wide range of measures and other factors impacting on the Human Resource function. The Deputy Commissioner was briefed on the latest work being undertaken in relation to the retention of Special Constables and the effective deployment of Specials across the Areas.
4. This quarter the Inspector for Training Delivery has met the Deputy Commissioner on the training needs analysis process being conducted in order to prepare the annual corporate training plan for 2014. This includes internal training courses delivered and external training requirements. The plan is monitored quarterly.
5. At the October Scrutiny meeting the Commissioner asked the Chief Constable to confirm the number of medical retirements during 2013/14. Since April 2013 there have been 5 medical retirements.
6. In addition the Head of Organisational Development briefed the Deputy Commissioner regarding Leadership Development. The Deputy Commissioner has attended a leadership programme session earlier this year and in November 2013 attended a session on the Driving High Performance Programme, to inspect the learning being delivered. The Deputy Commissioner has also attended a 'bit size' attendance management training session to view some of the work being progressed with managers to enable them to manage staff and officer sickness rates in a more effective manner and the good work being undertaken to drive

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& Operations Business Partnering  
07525 989291

engagement with the PDR process in the Eastern area. Initial difficulties with DMS were discussed and details provided of how these are being resolved.

RECOMMENDED:

That the report be received.

DAVID RATTIGAN  
ASSISTANT CHIEF OFFICER

# PCC Scrutiny – Diversity Data

## ETHNICITY INFORMATION BY RANK / GRADE

### 01 PCC Scrutiny- Headcount Strength by Rank/Grade & Ethnicity

#### 1. Police Officers, PCSOs and Police Staff (including Staff Specials)

			a. White	b. Asian	c. Black	d. Mixed	e. Not Known / Not Provided	f. Other	Grand Total	
Date	Staff Type	Pay Grade Description								
09/01/2014	1. Police Officer	1 ACPO	3					1	4	
		2 Chief Superintendent	7						7	
		3 Superintendent	13						13	
		4 Chief Inspector	23					1	24	
		5 Inspector	99					1	100	
		6 Sergeant	337	1		3		2	343	
		7 Constable	1,466	5	1	5	5	9	1,491	
		Constable 2	10				6	2	18	
	<b>1. Police Officer Total</b>			<b>1,958</b>	<b>6</b>	<b>1</b>	<b>8</b>	<b>11</b>	<b>16</b>	<b>2,000</b>
	2. PCSOs	5 Scale 4 - 6	195		2	1		2	200	
	<b>2. PCSOs Total</b>			<b>195</b>		<b>2</b>	<b>1</b>		<b>2</b>	<b>200</b>
	3. Police Staff (incl. Staff Specials)	1 PCC / ACO	3							3
		2 SM Grades	15					2	1	18
		3 PO Grades	105					2	3	110
4 SO Grades		98	1				3	4	106	
5 Scale 4 - 6		729	2	2	6	11	17	767		
6 Scale 1 - 3		274	2	2	1	10	32	321		
<b>3. Police Staff (incl Staff Specials) Total</b>			<b>1,224</b>	<b>5</b>	<b>4</b>	<b>7</b>	<b>28</b>	<b>57</b>	<b>1,325</b>	
<b>Grand Total</b>			<b>3,377</b>	<b>11</b>	<b>7</b>	<b>16</b>	<b>39</b>	<b>75</b>	<b>3,525</b>	

#### 2. Specials (including Staff Specials)

			a. White	b. Asian	c. Black	d. Mixed	e. Not Known / Not Provided	f. Other	Grand Total
Date	Staff Type								
09/01/2014	5. Specials (incl. Staff Specials)		316	4	1	4	31	3	359
<b>Grand Total</b>			<b>316</b>	<b>4</b>	<b>1</b>	<b>4</b>	<b>31</b>	<b>3</b>	<b>359</b>

## AGE BANDS, GENDER & DISABILITY BY RANK / GRADE

### 01 PCC Scrutiny - Headcount Strength by Rank/Grade, Age Range & Self Declared Disability

#### 1. Police Officers, PCSOs and Police Staff (including Staff Specials)

			<25 years		25-40		41-55		56+		Grand Total
			1. Male	2. Female	1. Male	2. Female	1. Male	2. Female	1. Male	2. Female	
Date	Staff Type	Pay Grade Description									
09/01/2014	1. Police Officer	1 ACPO					1	3			4
		2 Chief Superintendent					6	1			7
		3 Superintendent					12	1			13
		4 Chief Inspector			4		17	3			24
		5 Inspector			11	2	69	17	1		100
		6 Sergeant			71	34	190	45	3		343
		7 Constable	10	2	481	300	518	165	13	2	1,491
		Constable 2	3	3	9	2	1				18
<b>1. Police Officer Total</b>			<b>13</b>	<b>5</b>	<b>576</b>	<b>338</b>	<b>814</b>	<b>235</b>	<b>17</b>	<b>2</b>	<b>2,000</b>
2. PCSOs	5 Scale 4 - 6	6	4	54	49	39	35	11	2	200	
<b>2. PCSOs Total</b>			<b>6</b>	<b>4</b>	<b>54</b>	<b>49</b>	<b>39</b>	<b>35</b>	<b>11</b>	<b>2</b>	<b>200</b>
3. Police Staff (incl. Staff Specials)	1 PCC / ACO					1		1	1	3	
	2 SM Grades			1	1	7	6	1	2	18	
	3 PO Grades			13	14	31	35	12	5	110	
	4 SO Grades			12	30	20	21	18	5	106	
	5 Scale 4 - 6	10	14	89	175	92	219	117	51	767	
6 Scale 1 - 3	6	6	19	66	26	107	45	46	321		
<b>3. Police Staff (incl. Staff Specials) Total</b>			<b>16</b>	<b>20</b>	<b>134</b>	<b>286</b>	<b>177</b>	<b>388</b>	<b>194</b>	<b>110</b>	<b>1,325</b>
<b>Grand Total</b>			<b>35</b>	<b>29</b>	<b>764</b>	<b>673</b>	<b>1,030</b>	<b>658</b>	<b>222</b>	<b>114</b>	<b>3,525</b>

#### Self declared Disability

1. Yes	2. No	Unspecified	Grand Total
	4		4
	7		7
1	12		13
	24		24
2	98		100
5	338		343
18	1,464	9	1,491
	12	6	18
<b>26</b>	<b>1,959</b>	<b>15</b>	<b>2,000</b>
3	196	1	200
<b>3</b>	<b>196</b>	<b>1</b>	<b>200</b>
	1	2	3
	17	1	18
1	107	2	110
1	100	5	106
23	724	20	767
13	281	27	321
<b>38</b>	<b>1,230</b>	<b>57</b>	<b>1,325</b>
<b>67</b>	<b>3,385</b>	<b>73</b>	<b>3,525</b>

#### 2. Specials (including Staff Specials)

			<25 years		25-40		41-55		56+		Grand Total
			1. Male	2. Female	1. Male	2. Female	1. Male	2. Female	1. Male	2. Female	
Date	Staff Type										
09/01/2014	5. Specials (incl. Staff Specials)		78	49	117	53	40	18	3	1	359
<b>Grand Total</b>			<b>78</b>	<b>49</b>	<b>117</b>	<b>53</b>	<b>40</b>	<b>18</b>	<b>3</b>	<b>1</b>	<b>359</b>

#### Self declared Disability

1. Yes	2. No	Unspecified	Grand Total
6	271	82	359
<b>6</b>	<b>271</b>	<b>82</b>	<b>359</b>

## PCC Scrutiny - Leavers

### Leavers between 01/04/2013 and 31/12/2013

Staff Type	Termination Count (between 01/04/2013 and 31/12/2013) by Length of Service and Gender												Termination Count
	<1 Year		1 to 2 Years		2 to 5 Years		5 to 10 Years		10 to 20 Years		≥20 Years		
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
1. Police Officer	2		1		1		5	2	15	3	38	8	75
2. PCSO	1		2		5	3	1	1	1		2		16
3. Police Staff (incl. Staff/Specials)	3	12	5	2	3	4	17	20	10	16	2	8	102
<b>Total</b>	<b>6</b>	<b>12</b>	<b>8</b>	<b>2</b>	<b>9</b>	<b>7</b>	<b>23</b>	<b>23</b>	<b>26</b>	<b>19</b>	<b>42</b>	<b>16</b>	<b>193</b>

Staff Type	Termination Count (between 01/04/2013 and 31/12/2013) by Length of Service and Gender												Termination Count
	<1 Year		1 to 2 Years		2 to 5 Years		5 to 10 Years		10 to 20 Years		≥20 Years		
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
4. Specials (incl. Staff/Specials)	3	3	14	4	28	13	7	3					75
<b>Total</b>	<b>3</b>	<b>3</b>	<b>14</b>	<b>4</b>	<b>28</b>	<b>13</b>	<b>7</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>75</b>

### Attrition Rates

Staff type	2011 - 12	2012 - 13	2013 - 14 (April – Dec)
Police Officer	4.1%	3.22%	3.67%
Police Staff	11.1%	8.10%	7.66%
PCSO's	6.76%	11.11%	7.77%
Specials	22.14%	28.4%	19.49%

## PCC Scrutiny – Budget V's Actual Police Officers

Area by grade	No of Police Officers Actual (Person FTE) as at January 2014							Budgeted Posts as at end Period 9	Variance Person FTE (- / +)	
	Con	Sgt	Insp	Ch Insp	Supt	CS & ACPO	Actual Person FTE totals			
<b>Force Operations</b>										
Totals	289.07	94.00	36.00	7.00	6.00	1.00	433.07	484.00	(50.93)	
<b>HQ</b>										
Totals	25.27	16.80	7.00	5.00	1.00	4.00	59.07	56.00	3.07	
<b>Eastern Area</b>										
Totals	359.66	67.85	13.75	3.00	1.00	2.00	447.26	447.00	0.26	
<b>Northern Area</b>										
Totals	381.41	76.73	20.00	3.00	1.00	1.00	483.14	488.00	(4.86)	
<b>Western Area</b>										
Totals	369.07	69.68	17.00	3.00	1.00	1.00	460.75	457.00	3.75	
<b>Partnership (Grant) Funded</b>										
Totals	17.00	5.00					22.00	24.00	(2.00)	
<b>SUBTOTAL OF POSTS</b>	<b>1441.48</b>	<b>330.06</b>	<b>93.75</b>	<b>21.00</b>	<b>10.00</b>	<b>9.00</b>	<b>1905.29</b>	<b>1956.00</b>	<b>(50.71)</b>	
<b>Regional/National Policing</b>										
<b>MFSS</b>										
Operation Titan	4.60	1.00	1.00				6.60	9.00	(2.40)	
National Police Air Service	5.00	1.00					6.00	6.00		
Regional Control Centre NWMPG	2.00	1.00	1.00				4.00	3.00	1.00	
Other Collaborations						1.00	1.00	1.00		
Regional Firearms	1.00		1.00				2.00	2.00		
Covert Witness Protection	2.00						2.00		2.00	
<b>Total of Regional/National</b>	<b>14.60</b>	<b>3.00</b>	<b>3.00</b>			<b>1.00</b>	<b>21.60</b>	<b>21.00</b>	<b>0.60</b>	
<b>Budgeted Posts</b>	<b>1456.08</b>	<b>333.06</b>	<b>96.75</b>	<b>21.00</b>	<b>10.00</b>	<b>10.00</b>	<b>1926.89</b>	<b>1977.00</b>	<b>(50.11)</b>	
<b>Secondments</b>										
Secondments out of force	11.00	7.00	2.60	3.00	3.00	1.00	27.60	29.00	(1.40)	
Sports & Social Club										
Underwater Search Unit	3.00						3.00	3.00		
<b>Totals</b>	<b>14.00</b>	<b>7.00</b>	<b>2.60</b>	<b>3.00</b>	<b>3.00</b>	<b>1.00</b>	<b>30.60</b>	<b>32.00</b>	<b>(1.40)</b>	
<b>Overall Totals</b>	<b>1470.08</b>	<b>340.06</b>	<b>99.35</b>	<b>24.00</b>	<b>13.00</b>	<b>11.00</b>	<b>1957.49</b>	<b>2009.00</b>	<b>(51.51)</b>	
Source: Oracle run January 2014								Finance		

### PCC Scrutiny – Specials by Area

Report 6 - Specials	
	Total Specials
<b>Eastern Area</b>	<b>146.00</b>
<b>Northern Area</b>	<b>91.00</b>
<b>Western Area</b>	<b>111.00</b>
<b>Headquarters</b>	<b>9.00</b>
<b>Secondments</b>	
Secondments out of force	1.00
Career Breaks	1.00
<b>Totals</b>	<b>2.00</b>
<b>Overall Totals</b>	<b>359.00</b>
Source: Oracle run 8th January 2014	
Author:HR Workforce Planning	

### PCC Scrutiny – Specials on independent patrol

Month	Independent	Non-Independent	Total
Jan	159 (48%)	174	333
Feb	158 (48%)	168	326
Mar	158 (49%)	165	323
Apr	158 (46%)	185	341
May	158 (48%)	173	331
Jun	159 (45%)	190	349
Jul	165 (50%)	163	328
Aug	165 (51%)	159	324
Sep	163 (47%)	184	347
Oct	157 (46%)	182	339
Nov	153 (46%)	178	331
Dec	152 (42%)	207	359

## SICKNESS REPORT

### PURPOSE OF THE REPORT

1. To provide an update to the Police & Crime Commissioner on sickness levels within the Constabulary.

### BACKGROUND

2. At the Scrutiny meetings in May and October 2013 the Constabulary provided detailed analysis of the increased sickness levels experienced within the Constabulary during 2012 and 2013. The review showed:
  - The primary influence on the increased sickness levels experienced during 2012/13 was long term sickness absence. In particular, the number of officers taking at least one long term absence had increased significantly over the period however this still represented a relatively small proportion of the overall number of officers (a total of 179 officers during 2012/13).
  - Officers aged over 40 years old and in Constable and Sergeant ranks resulted in the greatest number of days lost through long term sickness. There had been an increase in the proportion of long term sickness absence from officers over the age of 50.
  - Short term sickness absence had increased compared to 2011/12. Over 75% of these additional days were in the 'respiratory condition' and 'digestive disorder' categories and are likely to have been associated with a winter flu / virus spike in late 2012.
  - Sickness rates for female officers were disproportionately high.
3. A Sickness Working Group was established under the remit of the Strategic People Board chaired by the Assistant Chief Officer.

### INFORMATION AND ANALYSIS

4. The Control Charts below show the number of days' sickness per officer and police staff at Force and Area level.
5. The control chart for Police Officer sickness at Force level shows an increase in the first half of 2012 and a further increase in the second half of the year which has maintained during 2013. The last 6 data points have all been above the average and suggest a further increase in the 'normal' levels.

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Contact officers:	Paul Woods Head of Performance & Planning 01606 362103	Joanne Jones Head of Employee Relations  07525 989291
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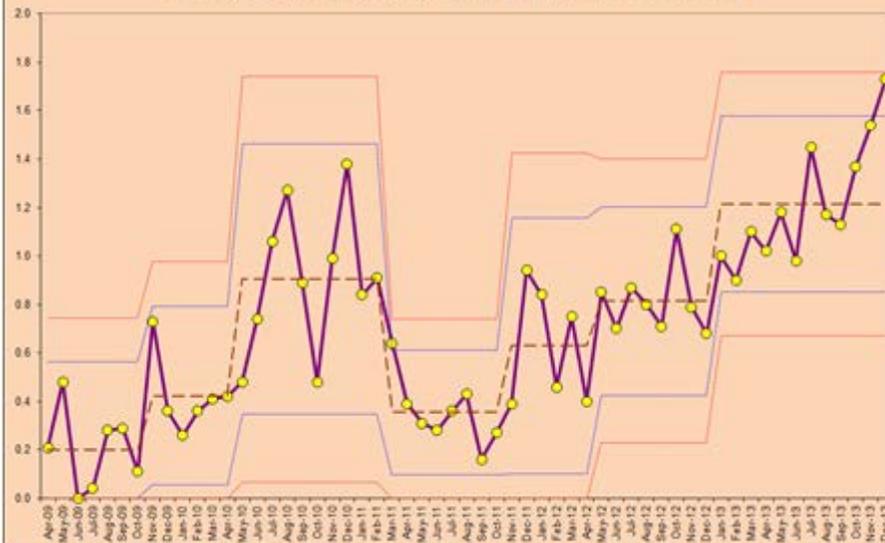
**Police Officer Sickness**  
**Workdays Lost per Employee by Month - Force Control Chart**



**Police Staff Sickness (Inc PCSO)**  
**Workdays Lost per Employee by Month - Force Control Chart**



**Police Officer Sickness**  
**Workdays Lost per Employee by Month - Headquarters Control Chart**



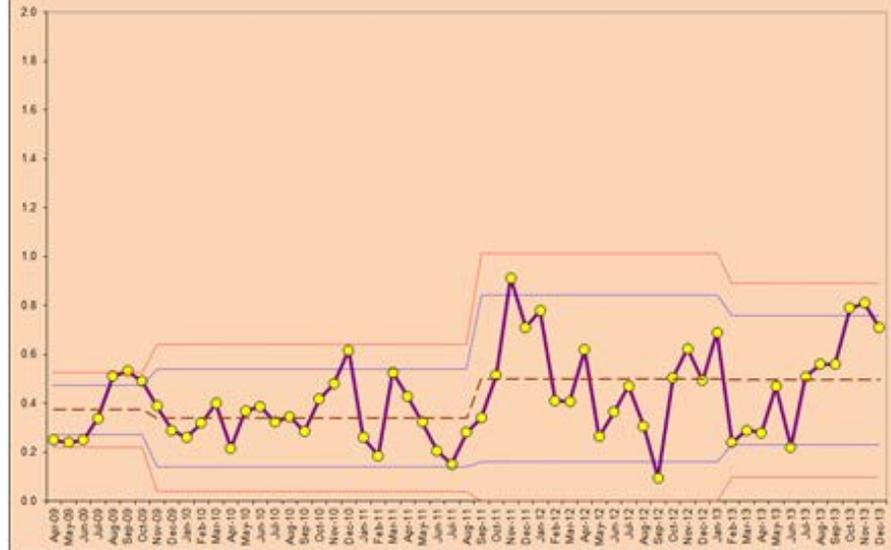
**Police Staff Sickness (Inc PCSO)**  
**Workdays Lost per Employee by Month - Headquarters Control Chart**



**Police Officer Sickness**  
**Workdays Lost per Employee by Month - Eastern BCU Control Chart**



**Police Staff Sickness (Inc PCSO)**  
**Workdays Lost per Employee by Month - Eastern BCU Control Chart**

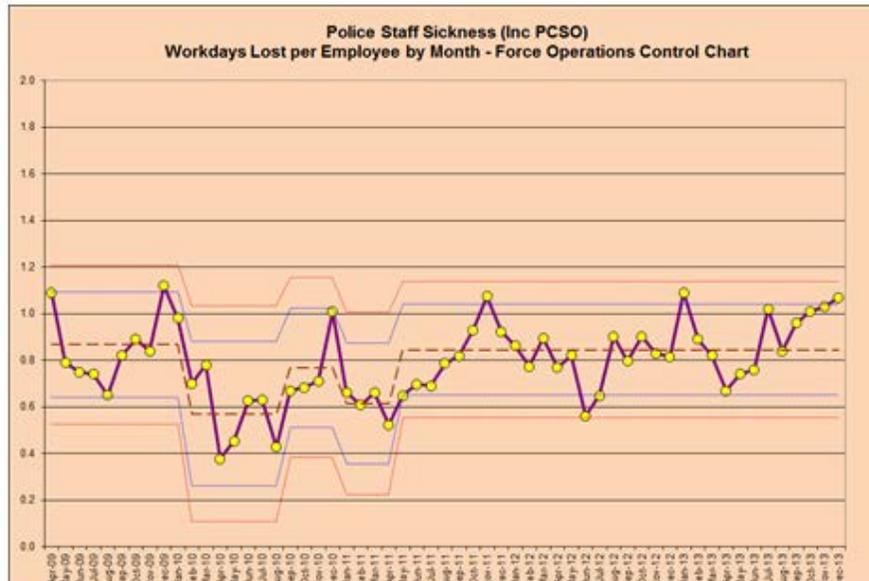
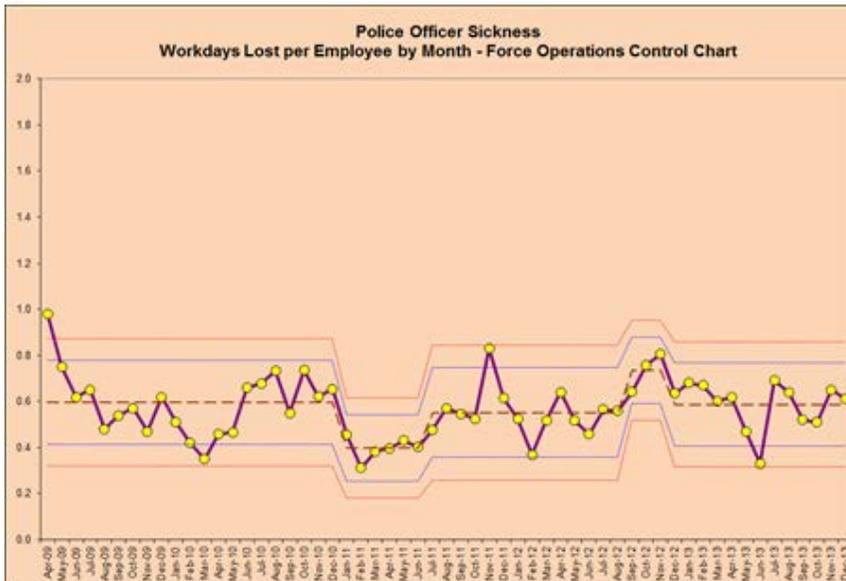
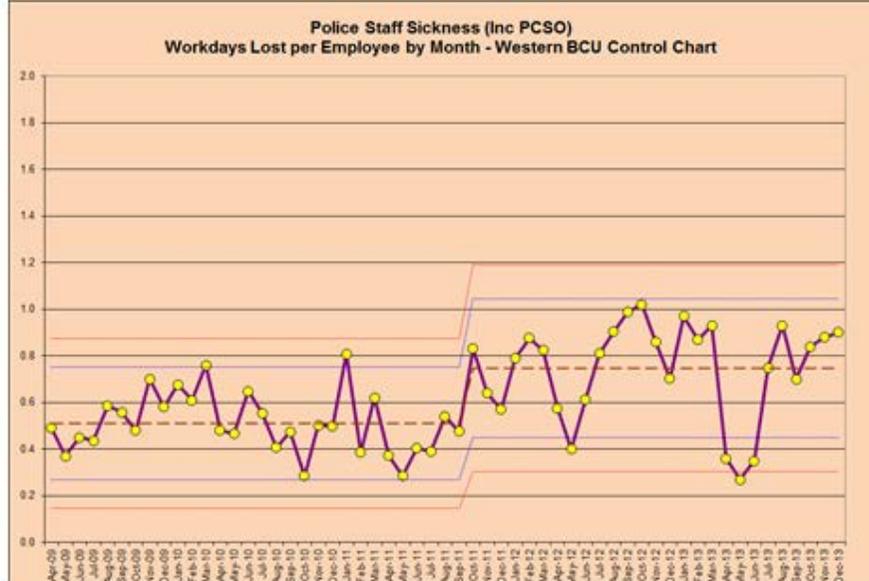


**Police Officer Sickness**  
**Workdays Lost per Employee by Month - Northern BCU Control Chart**



**Police Staff Sickness (Inc PCSO)**  
**Workdays Lost per Employee by Month - Northern BCU Control Chart**



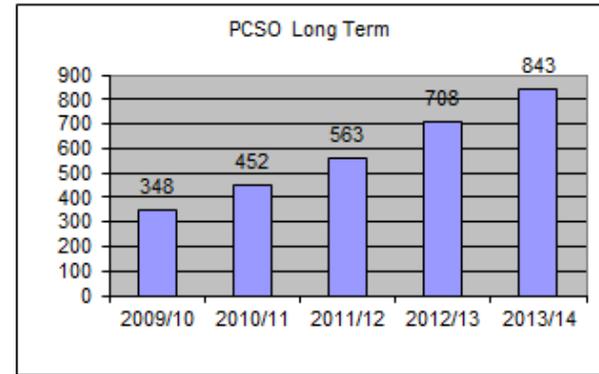
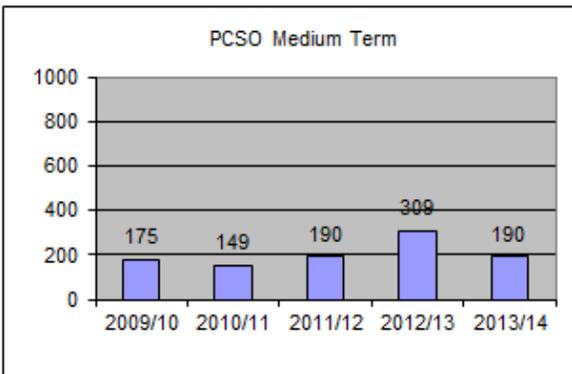
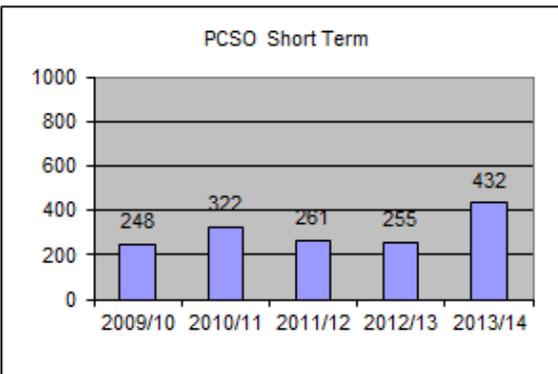
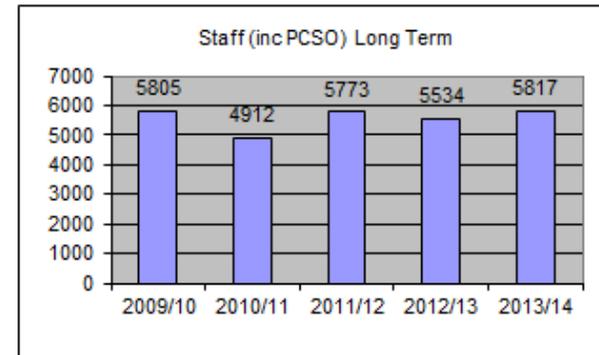
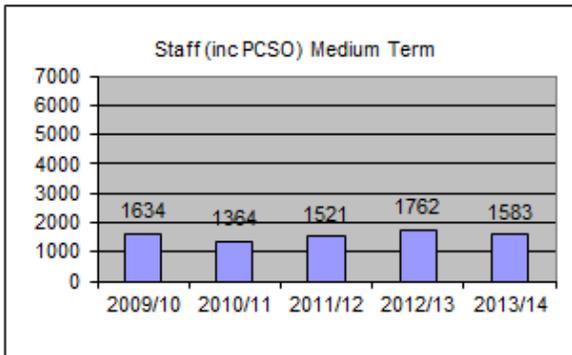
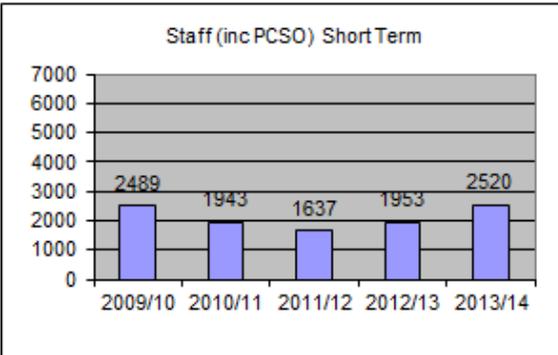
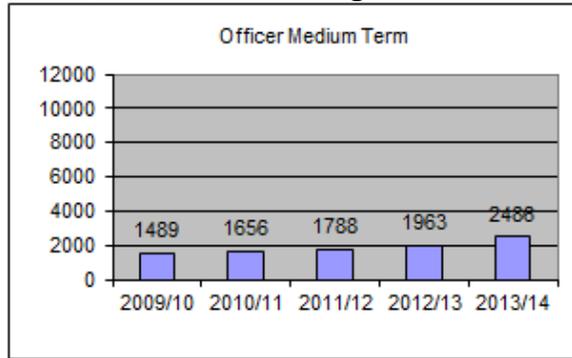
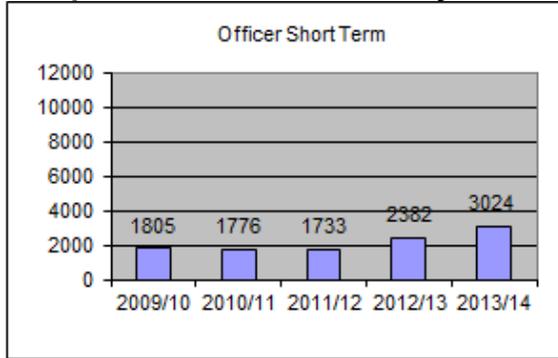


6. The Area control charts show that this broad pattern is evident in all three Areas and at Headquarters but not within the Force Operations Department. The Western Area has seen increased levels of police officer sickness in the last 6 months with the 3 of the data points at or beyond the upper control limit. Headquarters based police officers have seen increase up to the upper control limit in recent months although the number of officers is small and therefore can be affected by small numbers of long term absences.
7. The control charts for police staff sickness at Force level shows a recalibration in the first half of 2011 and has remained stable since although again the last 6 data points have been above the current average. Increases in police staff sickness are significantly smaller than those experienced by police officers and are also preceded by lower than normal sickness levels during 2010. Increases in police staff sickness appear most evident on the Northern and Western Areas.

#### SHORT, MEDIUM AND LONG TERM SICKNESS

8. The tables below show a comparison of short, medium and long term sickness for the period April to December 2013 compared with the same period in the last 5 years for Police Officers and Police Staff.
9. The charts show an increase in Police Officer long term sickness for the period April to December 2013 compared with 2012, which itself was an increase on the previous 4 years. An additional 1099 days sickness was lost due to long term sickness in the 2013 period compared to 2012, and the 2013 figures are almost double those in 2011.
10. Short and medium term sickness for Police Officers is also showing an increase, with short term increasing by 642 days to 3024 and medium term by 523 days to 2486.
11. It is important to note that the short and medium term sickness figures shown in the tables below are likely to have been affected by data quality issues between DMS and Oracle. This is resulting in some periods of absence of between 8 and 28 days being fragmented into a number of short term periods rather than showing as a single medium term period. While the overall number of days lost to short and medium term sickness combined should not be materially affected, it may influence the days specifically reported as short or medium term.
12. Police Staff long term sickness has also increased in 2013 by 283 days to 5817 days. Police Staff short term sickness has increased by 567 days over 2012 figures although this is partially offset by a reduction in medium term sickness days lost of 179.

**Comparison of number of days lost to short, medium and long term sickness – April to December 2009/10 – 2013/14**



13. The table below shows the number of police officers, police staff and PCSOs that were absent due to long term sickness at the end of each month.

### No of Officers / Staff and PCSOs on Long Term sick at end of each month

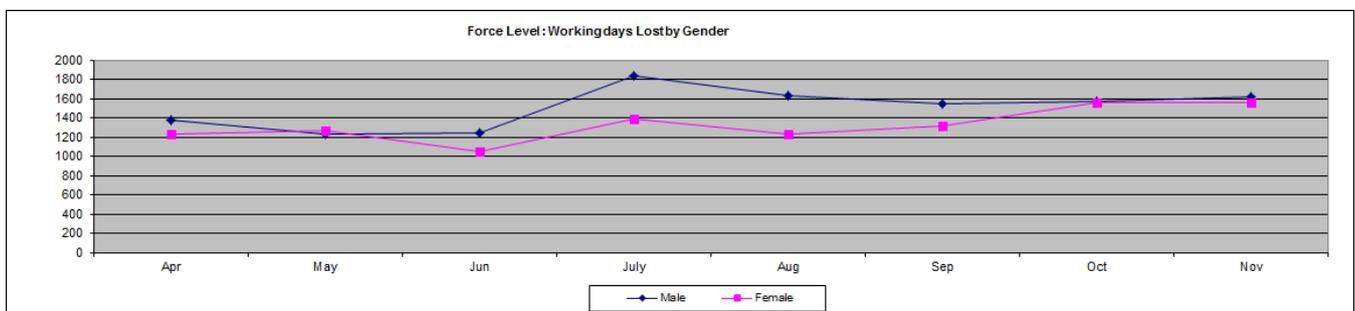
Count of Employee Number	Mont							
Source Employment Cate	Apr	May	Jun	July	Aug	Sep	Oct	Nov
Police Officer	47	51	50	56	69	60	56	63
Staff	23	28	28	32	40	36	26	28
PCSO	8	5	3	5	3	4	5	6
Grand Total	78	84	81	93	112	100	87	97

### SICKNESS BY GENDER, AGE AND REASON

14. The table and chart below shows the number of working days lost to sickness for the period April to November 2013 by gender. It shows that the total number of sickness days lost by Male employees was 12,065 over the period and the total days lost to female employees as 10,593. The chart shows that in recent months the number of days lost by male and female employees is almost identical. As at November the headcount for female employees was 25% less than for male employees giving an approximate sickness rate for female staff of 7.29 days compared to 6 days for male staff.

#### FORCE LEVEL DATA : BY GENDER

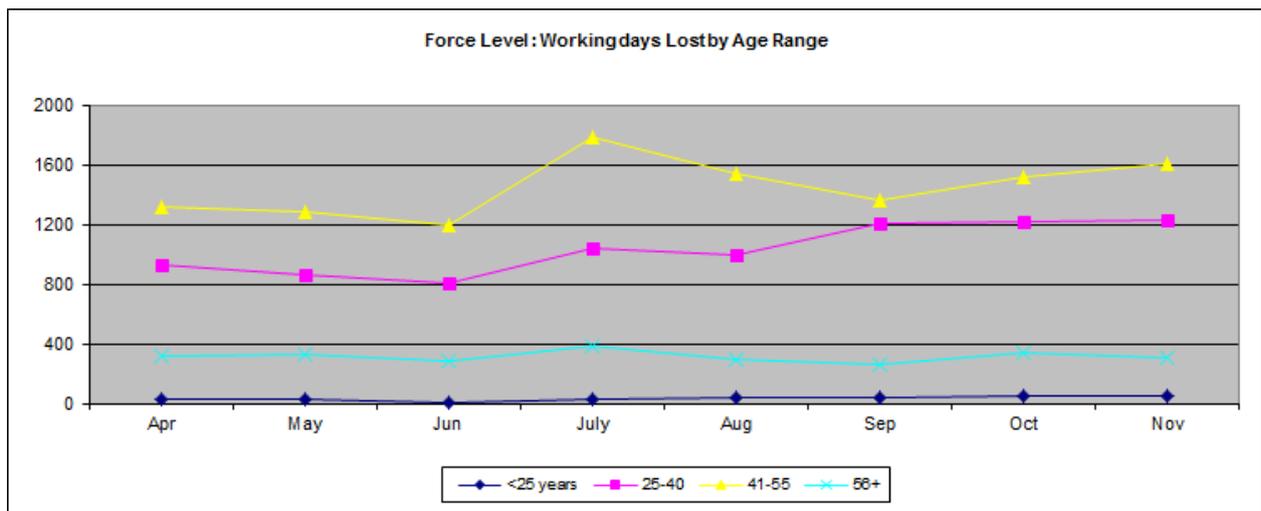
Sum of Network Days	Month									Headcount	Approximate Sickness Rate
Employee Gender Description	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Grand Total		
Male	1373	1235	1247	1839	1635	1544	1569	1623	12065	2010	6.00
Female	1227	1268	1054	1388	1229	1317	1552	1558	10593	1454	7.29
Grand Total	2601	2503	2301	3227	2864	2862	3120	3180	22658	3464	6.54



15. The table and chart below shows the average number of working days lost to sickness for April to November for employees by age. It shows that sickness rates steadily increase with employee age with the average sickness rate for those over 56 being twice that of those under 25.

#### FORCE LEVEL DATA : BY AGE RANGE

Sum of Network Days	Month									Headcount	Approximate Sickness Rate
Age Band	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Grand Total		
<25 years	32	32	11	25	36	35	45	49	264	71	3.72
25-40	926	860	805	1041	1000	1207	1222	1224	8286	1435	5.77
41-55	1320	1284	1199	1782	1536	1363	1511	1601	11598	1630	7.12
56+	322	326	286	380	292	256	342	306	2510	328	7.65
Grand Total	2601	2503	2301	3227	2864	2862	3120	3180	22658	3464	6.54



16. The table below show the number of sickness days lost between April and November 2013 by sickness reason. It shows that psychological disorders and musculo / skeletal conditions continue to account for almost half of the days lost to sickness.

Sum of Network Days	Month								
Dorset 12 Reason	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Grand Total
Psychological Disorder	564	701	607	771	656	686	789	711	5485
Musculo/Skeletal	564	615	552	814	758	643	616	565	5126
Miscellaneous	391	361	399	567	479	524	431	340	3492
Other	207	174	140	218	248	275	505	782	2549
Respiratory Conditions	304	188	173	144	108	261	360	389	1927
Digestive	206	181	137	202	147	164	181	170	1386
Nervous System Disorders	121	107	115	148	140	109	70	53	862
Cardiac/Circulatory	72	52	92	174	144	65	32	42	674
Genito-Urinary	105	72	56	118	62	23	51	54	542
Ear/Eye Problems	24	20	12	49	50	45	24	27	252
Headache/Migraine	36	25	17	11	22	32	31	27	202
Skin	7	7		1	26	24	26	21	112
Infectious Diseases			1	9	23	12	4		48
Grand Total	2601	2503	2301	3227	2864	2862	3120	3180	22658

#### MOST SIMILAR GROUP / NATIONAL COMPARISONS

17. Comparative information is available for the year to September 2013 and is illustrated as the percentage of available hours lost to sickness. For police officers for the period the Cheshire results show that 4.7% of available working hours were lost to sickness compared with a most similar group average of 3.8% and a national average of approximately 4%. For police staff for the period Cheshire results show that 4.2% of available hours were lost to sickness compared to a most similar group average of 3.6% and a national average of approximately 4%. Comparison charts are provided as an appendix in part 2 of the meeting as the conditions of use applied under their dissemination through iQuanta restrict their publication.

## SICKNESS WORKING GROUP / BUSINESS PARTNERING

18. The Force attendance management procedures have been reviewed as part of the Sickness Management Working Group. The revised procedure was consulted on at the Policy and Procedure Working Group and has been communicated to all staff. Included for the first time are "How To" guides for Completing an Occupational Health Referral; Conducting a Return to Work interview and Creating an Attendance Support Plan.
19. A Hydra exercise and bite size "managing attendance" training course have been developed to support the roll out of its understanding to managers with sessions being completed across the force, with positive feedback to managers on its content. Line Manager / Staff guides regarding their responsibilities within the procedure have been produced and are being rolled out across the force. This course is now mandatory. Courses have been scheduled until May 2014 by Training to ensure all supervisors have attended the course.
20. Following feedback the Force return to work interview has been improved and updated. "How to" quick guides have been produced to assist managers in the completion of return to work interviews.
21. The force made provision to fund flu jabs for all staff. Occupational Health attended sessions at Headquarters which proved popular, with over 114 staff attending the sessions. Staff are also able to access flu jabs through other avenues such as supermarkets and pharmacies.
22. Area Leadership teams carry out local sickness meetings including reviews of individual cases, restrictions, stress related cases, as part of their weekly Resource Meeting. The next Sickness Working Group will be reviewing the action plans developed by Areas in relation to a specific location or cohort identified in relation to sickness. The group will also consider sickness data against national trends, policies for forces that have lower sickness rates and resilience training. A representative will be invited from the Cheshire Women's Network and the OPCC to future Sickness Working Group meetings.
23. Western Area identified Ellesmere Port and the Operational Support Unit to carry out further investigation. They have developed a scrutiny panel within the Area Leadership Team which dip samples elements of the sickness process such as contact notes, return to work interviews and telephone contacts. During this period Ellesmere Port has seen a reduction in sickness days from 210 days in October to 184 days in November. The Operational Support Unit has also seen a reduction in sickness days of 43 days in October to 15 days for November. Western currently has 10 staff on attendance support plans. Western are also auditing long term sickness cases on a monthly basis with the Chief Inspector leads to ensure that effective action and timely interventions are conducted across the Area.
24. The Force Control Centre has identified a single point of contact for dealing with sickness absence. Monthly meetings have been set up between HR, Unison and the FCC to review on-going sickness cases. Supervisors continue to receive the "bite-size" managing attendance sessions. Human Resources are working with

MIND to raise awareness with supervisors in identifying psychological symptoms. The FCC has structured mechanisms in place for dealing with staff on Attendance Support Plans.

25. Initially Northern Area had identified Runcorn to carry out further investigation into the sickness levels. However, following an initial assessment of the cases it was determined that the area would focus on stress related cases across the area. The Area is currently developing an action plan which will be considered at the next Sickness Working Group. Awareness sessions have been held with Sergeants and Inspectors and a sickness advice sheet has been developed and rolled out. Northern Area have structured a structured mechanism for dealing with Attendance Support Plans.
26. Eastern Area has identified Congleton and Knutsford for further review. An action plan has been developed and will be reviewed at the next Sickness Working Group. Eastern Area are currently reviewing how Attendance Support Plans are carried out across the Area to ensure that the process is robust. A "Case Conference" process is being established to facilitate this work.
27. The Service Review Meetings with Occupational Health have been restructured and are in two parts. The first element is a service review meeting which has been extended to incorporate the Federation, Unison and Multi Force Shared Services to ensure they are able to provide a meaningful input. The second element of the meeting has been to establish a case review meeting that is attended by retained HR, Occupational Health and line managers. The meetings allow for specific cases to be scrutinised on a one to one basis.
28. The force is currently reviewing attendance policies from those comparable forces that have lower sickness rates to determine whether the force could adopt any initiatives/procedures that have shown to reduce sickness. The findings will be reviewed at the next Sickness Working Group.
29. The force is working in conjunction with the National Attendance Forum in relation to resilience training. To date forces have shared what training is undertaken through a number of different forums: external organisations, in-house training, and leadership initiatives. Findings will be considered at the next Sickness Working Group.
30. The force is actively promoting the use of the employee assistance programme, CIC.
31. The Welfare Department are reintroducing "de-fuse" training with Sergeants and Inspectors to ensure they are able to carry out an immediate de-fuse following an incident. Welfare then undertake the next session.

RECOMMENDED:

That the report be received.

DAVID WHATTON  
CHIEF CONSTABLE

## COMPLAINTS: QUARTERLY REPORT

### PURPOSE OF THE REPORT

1. To provide an overview to the Police & Crime Commissioner on the levels and type of public complaints.

### BACKGROUND

2. The Deputy Police & Crime Commissioner met with the Deputy Head of Professional Standards Department on 8 January 2014 to discuss the current position of the Department in relation to public complaints and conduct matters. Temporary Detective Chief Inspector Warren reported that despite a previous sharp increase in complaint allegations, the present quarter had seen a decrease in the number of recorded complaints, and the Department will continue to monitor the issues. There is no identifiable trend in the type of allegations being made.

### YEAR ON YEAR COMPARISON

Performance Measure	2010/11	2011/12	2012/13
Total no. of recorded complaints	478	421	441
% of complaint cases recorded within 10 days	94%	100%	100%
Average time (days) to finalise complaint cases	72	88	74
% of complaints locally resolved	37%	27%	42%
% of appeals upheld by IPCC	22%	30%	23%

### QUARTERLY COMPARISON

Measure	1 <sup>st</sup> Quarter (Apr to June 2013)	2 <sup>nd</sup> Quarter (Jul to Sept 2013)	3 <sup>rd</sup> Quarter (Oct to Dec 2013)	Total
Total number of recorded complaint cases	133	160	144	437
Total number of complaint allegations	325	304	285	914
Average days to finalise complaint cases	47 days	51 days	77 Days	
Average days to locally resolve allegations	27 days	20 days	33 Days	
Number of appeals received	27 (20%)	17 (11%)	42 (29%)	86 (20%)
Number of neglect of duty allegations	120 (37%)	121 (40%)	79 (28%)	320 (35%)
Number of incivility allegations	76 (23%)	79 (26%)	81 (28%)	236 (26%)
% upheld complaints	12%	10%	13%	

4. From October 2013 to December 2013 (Quarter 3), Cheshire recorded 144 public complaints, a decrease of 16 complaints on the previous quarter. Within the quarter 69 (48%) were locally resolved, and 21 (15%) were subject of either disapplication from a requirement to investigate or a subsequent withdrawal. Of the investigated cases, 31 were not upheld, and 19 (13%) cases were upheld.
5. The reduction in recorded complaints over the quarter is due to a reduction in complaints for the month of December (36 compared to 60 in November and 52 in October). The number of allegations upheld has increased slightly to 13% however this is within an acceptable range. Each of the policing Areas have seen a decrease in the number of complaint allegations recorded in December 2013.
6. During the period 144 individual complaints extended into 285 allegations. The main allegations recorded against Cheshire officers and staff are:
  - Neglect or failure in duty 79 (28%)
  - Incivility, impoliteness and intolerance 81 (28%)
  - Other Assault 29 (10%)
7. It is pleasing to note the number of allegations relating to neglect of duty have reduced from 120 in the first quarter to 79 in this reporting period. The Integrity Matters campaign may have impacted upon these figures. The number of allegations relating to incivility has remained relatively consistent.
8. The 'Integrity Matters' programme commenced in November 2013 in order to promote monthly themes in respect of integrity and conduct matters across the organisation. November and December focussed upon 'judgement / discretion' and 'discreditable conduct' respectively, with December highlighting expectations around appropriate behaviour over the festive period.
9. Moving forward January 2014 will focus on 'associations and relationships', with examples of recent cases in Cheshire where officers have formed inappropriate relationships with vulnerable victims. February 2014 will consider 'respect and courtesy', which is a strand which should run through everything we do and will look to highlight the number of public complaints we receive in this area.
10. From a training perspective the Professional Standards Department provide regular input to a range of training courses on a rolling basis. During quarter three inputs were provided to the Core Operational Leadership Course and Initial Management of Serious Crime programme. The inputs cover key themes around integrity, the police complaints and misconduct system and include practical, scenario based learning.

## TIMELINESS

11. The IPCC's standard for recording complaints is that 90% of complaints are properly recorded within 10 days of receipt. Cheshire Police has consistently reached this target during this quarter. The average time to locally resolve a complaint this quarter has been 33 days, which is an increase of 13 days compared to the previous quarter. The average time to finalise complaint cases (local resolutions and local investigation) has increased this quarter from 51 to 77 days.
12. The increase in the time taken to resolve complaints is believed to be a direct correlation with the increase in recorded complaints, appeals and misconduct work. These timescales will be monitored as we move into 2014. The increase in demand has clearly impacted upon investigation and finalisation times.

## APPEALS

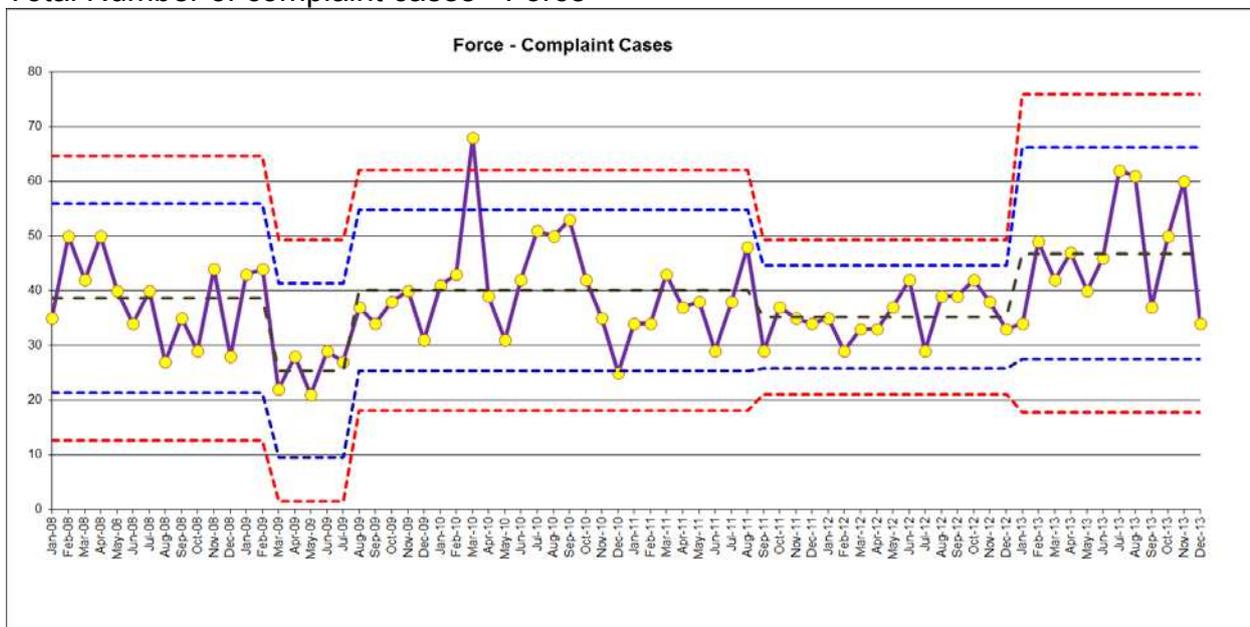
13. During the quarter 42 appeals were received (34 in force, 8 to the IPCC)

- Appeals against findings of investigation 28
- Appeals against outcome of Local Resolution 11
- Appeals against disapplication 3
- Invalid appeals 0

14. At this time, of the 42 appeals, 9 have been finalised with 1 being upheld. (8 being not upheld). There has been an increase in this quarter on the number of appeals lodged this quarter (42 compared to 17 in the previous quarter). Of these 34 were reviewed in force

15. During the quarter 25 appeals were finalised, (internal and by the IPCC) of these 4 were upheld (16%). An appeal rate in the region of 25% was advocated by the IPCC at the end of December 2012 as being an acceptable level.

### Total Number of complaint cases - Force



## INTEGRITY REPORTING

16. The Crimestoppers Integrity Line was implemented in 2011 and intelligence gathered is disseminated directly to the Cheshire Police Counter Corruption Unit. The Counter Corruption Unit also receives reports/referrals which are made outside of the Crimestoppers reporting scheme.

### Referrals April to June 2013

- 56 reports were made direct to the Counter Corruption Unit
- 6 referrals were made via Crimestoppers
- 4 reports/referrals were made by other means

### Referrals July to Sept 2013

- 42 reports were made direct to the Counter Corruption Unit
- 1 referral was made via Crimestoppers
- 9 reports/referrals were made by other mean

### Referrals October to December 2013

- 43 reports were made direct to Counter Corruption Unit
- 2 referrals were made via Crimestoppers

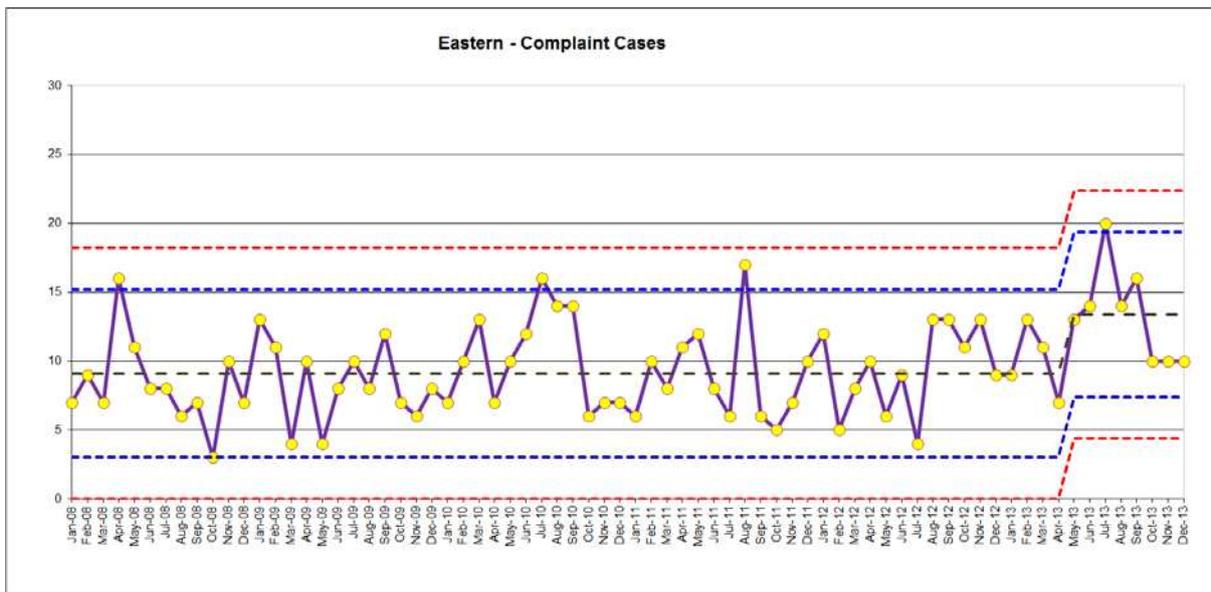
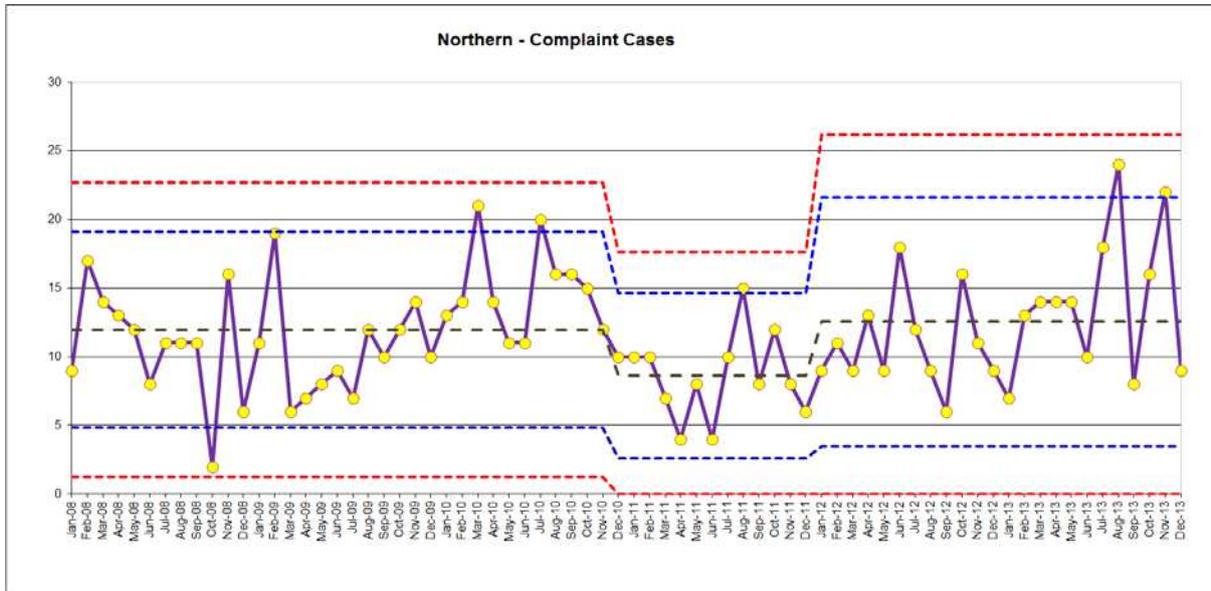
- 8 reports/referrals were made by other means

RECOMMENDED:

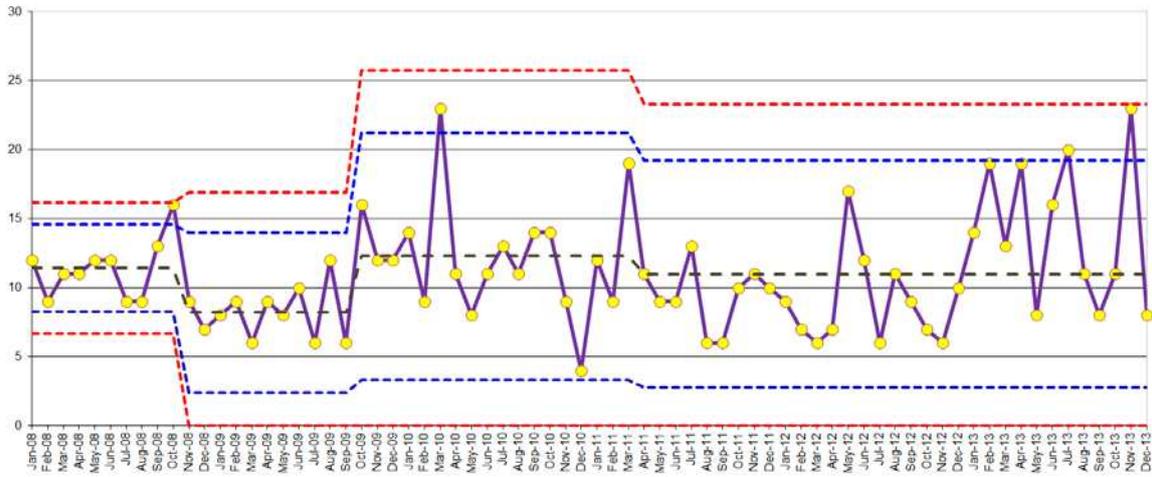
That the report be received.

DAVID WHATTON  
CHIEF CONSTABLE

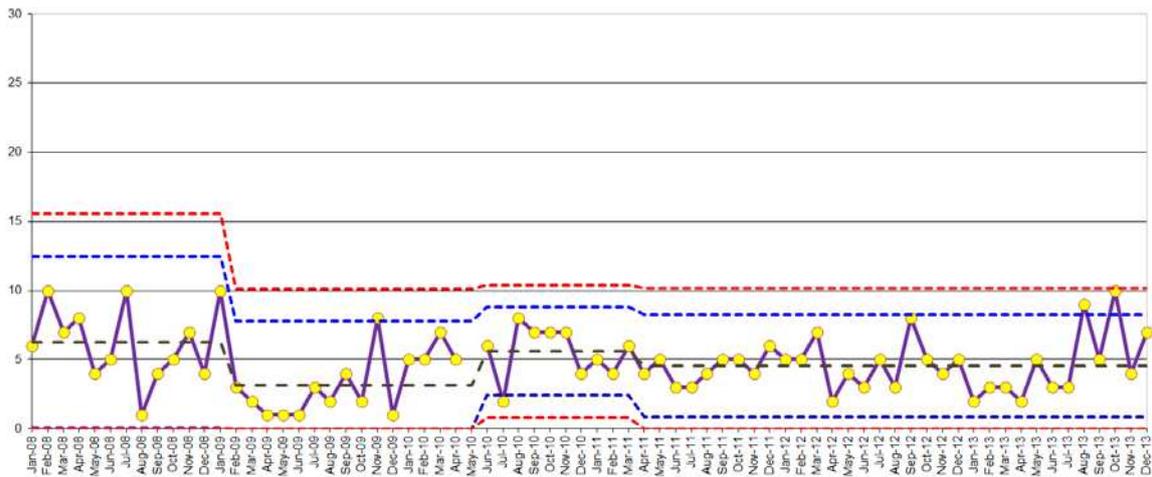
# Area Complaint Cases Control Charts



Western - Complaint Cases



HQ Support - Complaint Cases



## Quarter 2 and Quarter 3 – (July – December 2013), Complaint Allegations by complainant ethnicity

July - December 2013		Self Defined Ethnicity											Grand Total	
		White British	White Irish	Any Other White Background	Asian Bangladeshi	Any Other Asian Background	White And Asian	White And Black Caribbean	Any Other Mixed Background	Any Other Ethnic Group	Not Stated	Not Recorded		
Eastern	Other assault	11	1									3	1	16
	Oppressive conduct or harassment	3						1				4		8
	Unlawful/unnecessary arrest or detention	5											1	6
	Discriminatory Behaviour	1												1
	Irregularity in evidence/perjury	1										1		2
	Corrupt practice											1		1
	Mishandling of property	1				1		3				1		6
	Breach Code B PACE	1						1						2
	Breach Code C PACE	4										2	1	7
	Lack of fairness and impartiality	3												3
	Other neglect or failure in duty	41					1	3				11		56
	Other irregularity in procedure	2										1		3
	Incivility, impoliteness and intolerance	20	1					2				11		34
	Traffic irregularity											1		1
	Other	2										1		3
Improper disclosure of information	1										4		5	
<b>Eastern Total</b>		<b>96</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>41</b>	<b>3</b>	<b>154</b>	
HQ Support	Other assault	5										1		6
	Discriminatory Behaviour											1		1
	Irregularity in evidence/perjury											1		1
	Corrupt practice											1		1
	Breach Code A PACE	1												1
	Lack of fairness and impartiality											1		1
	Other neglect or failure in duty	14	2									6		22
	Other irregularity in procedure											3		3
	Incivility, impoliteness and intolerance	9										13		22
	Other		1											1
Improper disclosure of information											1		1	
<b>HQ Support Totals</b>		<b>29</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28</b>	<b>0</b>	<b>60</b>	
Northern	Other assault	16									1	4		21
	Oppressive conduct or harassment	4										2		6
	Unlawful/unnecessary arrest or detention	5												5
	Discriminatory Behaviour	5									1			6
	Irregularity in evidence/perjury	5										1		6
	Corrupt practice											1		1
	Mishandling of property	2									1	1		4
	Breach Code A PACE	1												1
	Breach Code B PACE	2										2		4
	Breach Code C PACE	2												2
	Lack of fairness and impartiality	7										1		8
	Other neglect or failure in duty	57						2				14		73
	Other irregularity in procedure	1												1
	Incivility, impoliteness and intolerance	42						1			1	10		54
	Traffic irregularity	1												1
Other											1		1	
Improper disclosure of information	6												6	
<b>Northern Totals</b>														
Organisational/Unknown	Other assault	4												4
	Other neglect or failure in duty	1										3		4
	Incivility, impoliteness and intolerance	1												1
	Improper disclosure of information	1												1
<b>Organisational/Unknown Totals</b>		<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>10</b>	
Western	Sexual assault	2												2
	Other assault	11		1									3	15
	Oppressive conduct or harassment	5			1								3	9
	Unlawful/unnecessary arrest or detention	3											4	7
	Discriminatory Behaviour	1			1								6	8
	Irregularity in evidence/perjury			1									1	2
	Corrupt practice	2			1								2	5
	Mishandling of property	6												6
	Breach Code A PACE												3	3
	Breach Code C PACE	1										2		3
	Lack of fairness and impartiality	2											3	5
	Other neglect or failure in duty	33		1									11	45
	Incivility, impoliteness and intolerance	29								1			19	49
	Improper disclosure of information	5											1	6
	<b>Western Totals</b>		<b>100</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>58</b>	<b>0</b>	<b>165</b>
<b>Grand Totals</b>		<b>388</b>	<b>5</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>10</b>	<b>1</b>	<b>4</b>	<b>167</b>	<b>3</b>	<b>589</b>	

Quarters 2 and 3 – (July – December 2013), Complaint Allegations by Area / Gender

July - December 2013	Eastern		Eastern Total	HQ Support		HQ Support Total	Northern		Northern Total	Organisational/Unknown		Organisational / Unknown Total	Western			Western Total	Grand Total
	Male	Female		Male	Female		Male	Female		Male	Female		Male	Female	Transgender		
Sexual assault														2		2	2
Other assault	9	7	16	3	3	6	17	4	21	3	1	4	9	6		15	62
Oppressive conduct or harassment	7	1	8				2	4	6				5	4		9	23
Unlawful/unnecessary arrest or detention	5	1	6				3	2	5				2	5		7	18
Discriminatory Behaviour	1		1	1		1	6		6				3	5		8	16
Irregularity in evidence/perjury	1	1	2	1		1	4	2	6				1	1		2	11
Corrupt practice	1		1	1		1	1		1				5			5	8
Mishandling of property	6		6				3	1	4				2	4		6	16
Breach Code A PACE					1	1	1		1				1	2		3	5
Breach Code B PACE	1	1	2				4		4								6
Breach Code C PACE	6	1	7				2		2				3			3	12
Lack of fairness and impartiality	2	1	3	1		1	6	2	8				4	1		5	17
Other neglect or failure in duty	32	24	56	16	6	22	37	36	73	4		4	25	19	1	45	200
Other irregularity in procedure	3		3		3	3	1		1								7
Incivility, impoliteness and intolerance	24	10	34	12	10	22	33	21	54	1		1	33	16		49	160
Traffic irregularity	1		1				1		1								2
Other	1	2	3		1	1	1		1								5
Improper disclosure of information	5		5	1		1	5	1	6	1		1	2	4		6	19
<b>Grand Total</b>	<b>105</b>	<b>49</b>	<b>154</b>	<b>36</b>	<b>24</b>	<b>60</b>	<b>127</b>	<b>73</b>	<b>200</b>	<b>9</b>	<b>1</b>	<b>10</b>	<b>95</b>	<b>69</b>	<b>1</b>	<b>165</b>	<b>589</b>

## Complaint allegations by type – April 2012 to December 2013

	April 2013	May 2013	June 2013	July 2013	August 2013	September 2013	October 2013	November 2013	December 2013	Total
Sexual assault					2					2
Other assault	5	5	5	13	13	7	9	12	8	77
Oppressive conduct or harassment	9	4	3	1	5	3	6	7	1	39
Unlawful/unnecessary arrest or detention	7	4	7	1	3	1	5	6	2	36
Discriminatory Behaviour	4	3	1	1	2	3	8	2		24
Irregularity in evidence/perjury	2	6	3	2	3	1	5			22
Corrupt practice	1			1		1	1	4	1	9
Mishandling of property	3	3	2	2	2	4	2	4	2	24
Breach Code A PACE	1	1				1	3	1		7
Breach Code B PACE	3		1			1	1	2	2	10
Breach Code C PACE	3	3	7	2	1	1	5	2	1	25
Breach Code D PACE		1								1
Breach Code E PACE			1							1
Lack of fairness and impartiality	4	5	3	3	3	4	3	4		29
Multiple or unspecified breaches	1									1
Other neglect or failure in duty	45	39	36	45	42	34	19	39	21	320
Other irregularity in procedure	1	2	3	4			1	1	1	13
Incivility, impoliteness and intolerance	28	20	28	39	28	12	26	33	22	236
Traffic irregularity	1		2		1			1		5
Other			1			4	1			6
Improper disclosure of information	2	2	4	1	5	2	9	2		27
<b>Total</b>	<b>120</b>	<b>98</b>	<b>107</b>	<b>115</b>	<b>110</b>	<b>79</b>	<b>104</b>	<b>120</b>	<b>61</b>	<b>914</b>

# Review of Progress against Estates Strategy 2013-2016

Date: 9<sup>th</sup> January 2014

Reviewed by: Chief Executive, Office of Police & Crime Commissioner and Head of Facilities Management

## Purpose of the Review

The purpose of this document is to provide an update to the Police and Crime Commissioner and the Chief Constable in relation to progress against the Estates Strategy.

The actions detailed in this document have been taken whilst awaiting the outcomes of Transforming Future Policing, which will influence the requirements of the future estate.

## Progress Against Strategic Aims/Objectives

**Strategic Objective 1: To enhance opportunities for communities to meet with the police, through provision of suitable access facilities in our own or partner buildings.**

- Cheshire's first co-located Emergency Services Hub is complete. Police, Fire and Ambulance Services are now located together at Poynton Fire Station, enabling the release of two police buildings; Poynton police station and the nearby police house. Options to maximise the capital receipt from the sale of these buildings are being explored.
- Future Estate model proposals being developed, taking into account proposed policing model and locations to enhance community engagement. Locations to trial public access points (self-service kiosks with video call functionality) identified to support Transforming Future Policing pilot.
- Co-location opportunities identified with a local church in Alsager, where there is not currently a police building.
- Continued discussions with partners relating to co-location opportunities.

**Strategic Objective 2: To maximise the use of space within buildings by enabling better, modern, agile ways of working and offering under used buildings to partner agencies.**

- Internal moves have taken place within HQ locating teams that work together near to each other and making better use of space, creating more meeting space and less individual work space.
- Working Group in place, monitoring implementation of 'Better Ways of Working' recommendations.
- Full pilot of agile working commenced in HR.
- Profiles developed for 'Fixed, Flexi and Field' workers and an assessment of required IT equipment being undertaken.
- Hot Desks in place in Areas and at HQ.
- Northern Area space review complete and recommendations being implemented, which will eventually enable the release of one site.
- Building designs for future estate produced to include working principles, resulting in reduced footprint and therefore reduced construction and operating cost.
- Plans for mothballing unused parts of buildings being developed.

**Strategic Objective 3: To design and locate buildings that are fit for purpose and relevant to the support of operational policing, to enable the Commissioner's objective to drive down crime.**

- Design of Intel Hubs to meet future hub requirements agreed with Director of Intelligence.

- Building designs for future estate have been shared with building users to ensure that they are fit for purpose and fit for the future.
- Future Estate model proposals being developed, as per strategic objective 1.

**Strategic Objective 4: Ensure buildings meet all health and safety requirements and other legislative standards.**

- Property store audits to assess storage facilities for waste and relevant disposal routes completed and recommendations sent to Strategic Health & Safety Group.
- Water hygiene audits complete.

**Strategic Objective 5: Reduce the operating cost of the estate.**

- Rates reviews completed for six sites, resulting in a refund of previous charges and on-going future savings.
- PCC appointed auditors have completed a value for money exercise in relation to energy procurement, showing that we are achieving best value.
- Two police houses currently in the process of sale, resulting in a capital receipt of £363,995 and ongoing revenue savings.
- 3 police buildings sales in progress, resulting in a capital receipt of £785,000 and ongoing revenue savings.
- PFI contract review ongoing with significant savings expected.
- Departmental service reviews and value for money exercise under way.
- Negotiations taking place in relation to reducing rental costs of leased premises.
- On-going review of cleaning contract and service levels.
- Co-location initiatives, as per strategic objective 1.
- Disposal of redundant buildings, as per strategic objective 3.
- Plans for mothballing unused parts of buildings underway, as per objective 2.
- Future Estate model proposals being developed, as per strategic objective 1 and 3.

**Strategic Objective 6: Where possible, self-generate funds to improve and enhance the estate.**

- Future Estate model proposals being developed. Implementation plan to be developed detailing timings of release of buildings and forecasting capital receipts, to enable self-funding.
- Building sales as per strategic objective 5.

# Review of Progress against Carbon Management Plan and Environmental Management Strategy

Date: 29<sup>th</sup> January 2014

Reviewed by: The Police & Crime Commissioner and the Head of Facilities Management

## Purpose of the Review

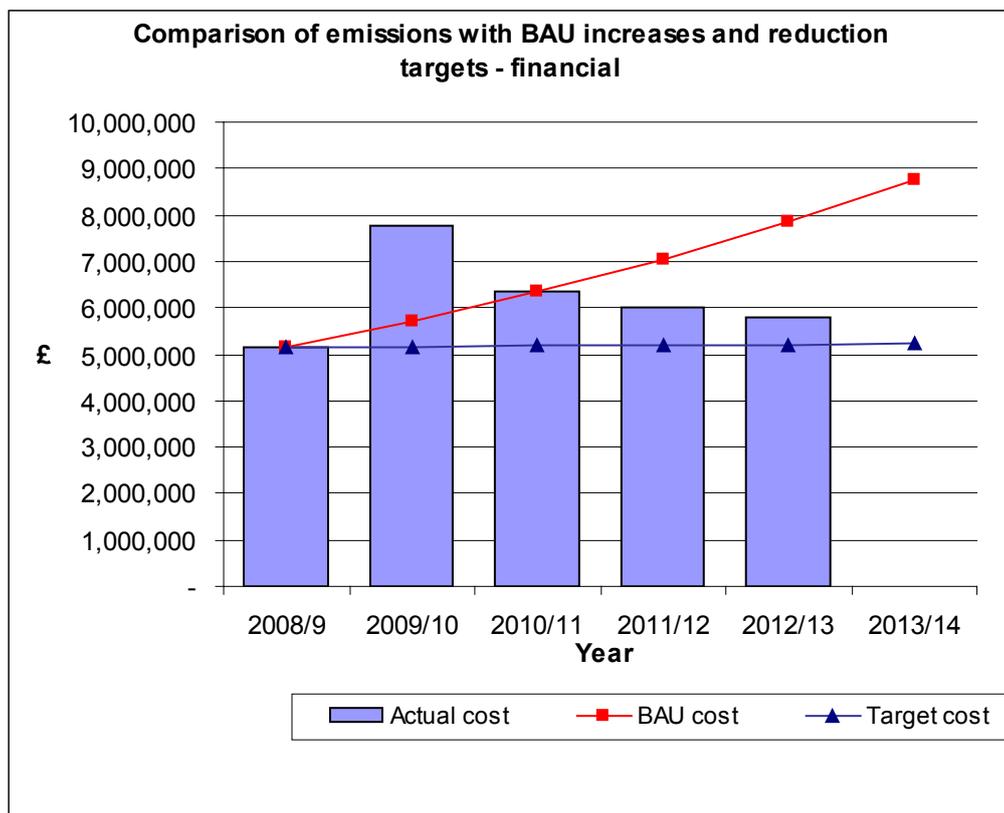
The purpose of this document is to provide an update to the Police and Crime Commissioner for Cheshire and the Chief Constable in relation to progress against the Carbon Management Plan as part of the Environmental Management Strategy 2013-2016.

## Progress Against Carbon Management Plan

There has been a steady reduction in emissions since the introduction of the Carbon Management Plan. To date the force has reduced its carbon emissions by 20% overall.

The main reduction in emissions has been around buildings and waste management. There has been a slight decrease in transport emissions associated with aviation fuel as part of the Air Support Unit, due to the responsibility of air support being switched over to National control.

To date the 20% reduction in emissions has resulted in financial savings of approximately £211,951, however, it is also important to note that if the Constabulary had not invested in a carbon management plan the 'business as usual' savings are £1,243,847 as seen in the graph below.



## **CARBON MANAGEMENT PROJECTS COMPLETED IN 2012/13 RESULTING IN REDUCTIONS:-**

### **1. Housing**

Since 2008 the Facilities Management department has rationalised the way in which police houses are managed, reducing from 12 police houses to 5, 2 of which are currently in the process of being sold, leading to a reduction in emissions. It is anticipated that the force will reduce this to zero within the next 5 years resulting in zero emissions from housing.

### **2. Buildings**

#### **Solar Schemes**

Costs for installing solar power have fallen dramatically over the last 12 months due to the uptake of solar schemes throughout the UK by both commercial organisations and the domestic sector. Income in the region of £25,000 has been received to date from the 'Feed in Tariff' as well as a reduction in energy consumption.

#### **Voltage Optimisation Schemes**

Voltage optimisation kits have been fitted to 7 constabulary buildings over the last year. Voltage optimisation kits reduce the incoming voltage down from 240 volts to 220 volts in line with EU standards. The energy savings achieved by voltage optimisation are an accumulation of the improved efficiency of all the equipment across a site improving power quality. Savings are estimated in the region of 8% from the total energy consumption.

#### **Insulation Schemes**

As heat is lost through the roof of buildings the Constabulary has insulated the lofts and cavity walls to 2 of its buildings via the Operation Green House scheme. We have also reduced energy waste at source by implementing flange, valve and pipework insulation to plants rooms at two sites.

#### **Conversion from Oil to Gas**

Oil is an expensive way to heat a property (averages at 60p per kilo watt hour) and contains more carbon dioxide (5.4 kg/co2 per kilo watt hour) than that of gas which averages at 3p per kilo watt hour and 4 kg/co2 per kwh. Therefore the Facilities Management team have converted 2 buildings over to gas over the last 12 months in a bid to reduce energy costs and cut carbon emissions.

### **3. Transport**

Fleet Services have delivered further carbon savings following the dieselisation of large vehicles over the last 2 years. Fleet Services have also provided a number of pool cars to help offset the commercial hiring of vehicles and the use of casual and essential mileage claims for all non-operational uses by persons based at Winsford HQ. This will also have an impact on the reduction of emissions as the hired vehicles previously provided by our contractor were often higher emitters.

Much has been done over the last 5 years with regards to reducing emissions from our Fleet and the use in business mileage. The Fleet Manager continually researches vehicle types for roles in the fleet and electric and hybrids are often included due to the emission factor. However, electric and hybrids are often high in cost and do not provide the performance of a standard petrol/diesel vehicle and are therefore not considered as an option at present.

### **4. Waste**

Over the last 2 years the force has seen a considerable reduction in general waste which is sent to landfill. This has reduced both waste costs and carbon emissions associated with landfilled waste. The force now recycles:-

- Printer Cartridges/toner bottles
- CD's/DVD's/media related products
- Glass
- Plastics
- Paper products
- IT kit (including media products such as DVD's, CD's etc)
- Furniture
- Electrical items
- Metals
- Clothes/textiles

The Facilities Management team have also implemented metal recycling skips in Areas and at HQ leading to further reductions in general waste and providing a small income generation especially from drug paraphernalia and bullet casings (Tactical Training Centre Firing Range).

The Facilities Management team have also developed relationships with British Heart Foundation and other charitable organisations in order to divert waste from landfill. To date clothing, furniture and electrical items have been reused or materials recovered by these organisations in a bid to further reduce waste and associated costs.

5. **Water**

Data loggers that monitor water consumption have been installed in the three Custody suites, Blacon Police Station and the Tactical Training Centre. Early indications show that the buildings we have data loggers on are very efficient compared to equivalent buildings in other forces. The equipment enables the Facilities Management team to identify spikes of increased use as they happen, to ensure immediate identification of any water leaks or faults. Ongoing monitoring of the logging equipment will continue

6. **Energy Management**

In September 2013 the Police and Crime Commissioner appointed an independent auditor to review the Constabulary's processes for contracting with energy suppliers. The report showed that during 2012/13 the current energy supplier used by the Constabulary performed better than Government Procurement Service.

## Progress Against Environmental Management Strategy

1. **Promote partnership working to improve the quality of the environment**

**National Environmental Behavioural Change Programme**

Following the introduction of the Eco Reps Handbook and the implementation of an Environmental eLearning programme (developed by the Cheshire & Warrington Carbon Management group) the Constabulary is taking the lead in developing a National Environmental Behavioural Change programme. It is anticipated that this will provide all forces with a bespoke e-Learning programme and training aids. The programme has been ratified by the ACPO Lead and the College of Policing, which will be provided to all forces free of charge. The Constabulary is also reviewing the Inspector Carbon 'Flash' presentation with an aim of being made available nationally to forces in a bid to raise awareness and reduce overall costs associated with carbon.

**Cannabis Specialist Interest Group**

The force is also taking the lead with a Cannabis Specialist Interest Group with an aim of reducing operational costs to forces with the provision of a National Good Practice Guide. An audit has recently been completed which includes all forces' costs associated with cannabis disposal, some forces paying in the region of £100,000 per year. The group also anticipates seeking advice from the University of Liverpool Research Unit into the narcotic value of cannabis in order to establish whether cannabis can be composted at a certain stage in the decomposition process, thus reducing costs and carbon emissions even further for forces.

**Waste Portfolio Lead – National Police Estates Group for the Environment**

The Waste Portfolio Lead for the National Police Estates Group for the Environment is currently held by Karen Wickstead, Facilities Manager. The aim of the portfolio group is to share good practice, raise awareness of waste hierarchy (reduce, reuse, recycle, recover) and to ensure compliance with National legislation.

2. **Printer Strategy**

An audit of the printer fleet has recently been carried out to enable a baseline position. The next stage is to start making decisions with regards to printer locations in order to reduce costs and associated emissions.

### 3. Increase the efficiency of inefficient buildings

An energy audit of Blacon DHQ was recently carried out by an external assessor in order to identify the inefficiencies of the building. The audit established that Blacon DHQ poorly performs on energy due to the inefficiencies with the main air handling unit, leading to staff utilising secondary heating and cooling units resulting in high electricity costs. Works have recently been carried out in order to resolve these issues. Although early indications show a reduction in electricity costs in the region of £11,000 as seen below, this will be as a result of solar power as well as changes in the air handling unit.

Jan 12 Cost(£)	Feb 12 Cost(£)	Mar 12 Cost(£)	Apr 12 Cost(£)	May 12 Cost(£)	Jun 12 Cost(£)	Jul 12 Cost(£)
13,022.09	12,556.20	11,741.05	11,356.06	11,880.80	11,127.85	10,521.70
Jan 13 Cost(£)	Feb 13 Cost(£)	Mar 13 Cost(£)	Apr 13 Cost(£)	May 13 Cost(£)	Jun 13 Cost(£)	Jul 13 Cost(£)
12,372.12	11,169.54	10,472.22	9,577.21	8,932.34	8,349.55	9,662.45

Works have also been carried out on the efficiency of the gas equipment resulting in a reduction in costs (approx. £10,000 over last 6 months) as identified in the table below.

Jan 12 Cost(£)	Feb 12 Cost(£)	Mar 12 Cost(£)	Apr 12 Cost(£)	May 12 Cost(£)	Jun 12 Cost(£)	Jul 12 Cost(£)
4,604.42	6,496.00	5,993.96	4,231.57	3,738.84	2,796.11	1,802.11
Jan 13 Cost(£)	Feb 13 Cost(£)	Mar 13 Cost(£)	Apr 13 Cost(£)	May 13 Cost(£)	Jun 13 Cost(£)	Jul 13 Cost(£)
3,880.54	4,732.52	5,389.20	0.00	2,076.04	1,441.40	1,393.06

Solar film has recently been installed on approximately 70 windows at Blacon DHQ in order to reduce the solar heat build up which will reduce the supply on the main air handling unit, leading to further reductions in costs. There are also plans to install solar film to the atrium in a further bid to reduce solar heat gain.

Space utilisation works are also underway at Blacon DHQ in order to relocate 24 hr teams to ground floor level, with an aim of switching equipment off out of hours on the first floor, thus further reducing energy costs.

# Review of Progress against IT Strategy 2013-2016

Date: 29<sup>th</sup> January 2014

Reviewed by: Chief Executive, Office of Police & Crime Commissioner and Head of Information Technology

## Purpose of the Review

The purpose of this document is to provide an update to the Police & Crime Commissioner in relation to progress against the IT Strategy.

## Progress Against Strategic Aims/Objectives

### Strategic Objective 1: Intuitive and effective IT systems

- Niche upgrade completed – system now ready for Niche Client 5 rollout (once available later in quarter four).
- New Intranet and Records Centre fully operational
- Autonomy search tool delivered into Force Control Centre and Managing Vulnerable People application now live in Western Area (pilot)
- Body Worn Camera pilot starting in Warrington later this month
- New cloud-based digital evidence repository, will be evaluated as part of the Body Worn Camera pilot (as a possible alternative to development of an 'in-house' system)
- Digital Interview Recorders now live across all Custody and Vulnerable Witness Suites; rollout to Voluntary Attendance and 'mobile' starting this month
- Proposals for new Gazetteer now complete – awaiting authorisation to proceed
- Windows 7 rollout on schedule to complete in April.

### Strategic Objective 2: Mobile and Agile Working

- Legacy PDA solution fully decommissioned
- 'Better Ways of Working' final report received. Working Group set up and implementation of recommendations has commenced.
- Wi-Fi fully rolled out in headquarters; further rollouts planned over coming months
- Rollout of slim-line Wi-Fi laptops to nominated 'agile workers' underway
- Full pilot of agile working underway in Human Resources. Profiles being developed for 'Fixed, Flexi and Field' workers and an assessment of required IT equipment being undertaken.
- Evaluation of Airwave for Stop and Search undertaken, and rejected due to cost, alternative approaches now being considered
- Shoretel IP-Telephony rollout – on track for completion by end of quarter four. Next stage will be to start exploiting the flexibility offered by this equipment, e.g. making officers more easily contactable
- Mobile pilots of Windows 3G laptops undertaken in several Force locations
- Pilot of tablet devices to begin in March 2014, starting in Warrington and then moving on to Ellesmere Port (as part of the Root and Branch review)

### Strategic Objective 3: Public Contact

- Prototype Police Information Points delivered in December 2013, demonstrating on-line video and voice calls, on-line web chat, and information hub, using Shoretel 'Contact Centre' solution. Work underway to roll 3 units out to selected locations, (Orford, leisure centre, Ellesmere Port and

Neston) through January/February – with ‘calls’ from information points routing through to the Force Control Centre.

- Police and Crime Commissioner ‘App’ fully operational. Further evaluation to be undertaken to consider extension of functionality and/or extension to other platforms (e.g. Android)

#### **Strategic Objective 4: Information Sharing**

- Provided IT support for the use of ‘drop-down’ locations within partner buildings, as part of the Mobile and Agile Working initiatives. These have been effective in promoting closer working and improved intelligence
- Discussions initiated with Strategic Public Protection Unit to start identifying requirements for better joined-up working, and considering possible solutions

#### **Strategic Objective 5: Quality of Service**

- Provided more opportunities for IT staff to undertake operational visits
- Expanded the number of IT Surgeries in recent months
- Initiated a strategic review of how the Force uses Information Technology Infrastructure Library (ITIL) - the industry standard framework for delivery of IT services - which will culminate in a reciprocal benchmark with Kent and Essex Police in February.
- Initiated a top-to-bottom review of the IT Programme of Work, in preparation for the first meeting of the IT Steering Group at the end of January.
- Introduced the IT Reception Desk to provide a reception facility, in response to customer feedback. This has been very positively received.

#### **Strategic Objective 6: Reduction Cost of IT**

- Departmental Review underway
- Collaboration discussions with Merseyside well advanced. Interim proposals will be presented to the Collaboration Board in late January, with a full written proposal issued in mid-February
- Decommissioning of Human Resources, Finance and Fixed penalty ticket systems now underway – expected to be completed by end of quarter four
- Fully decommissioning of analogue phone systems (saving £60k/year from 2014/15 onwards)
- Plans for Lotus Notes decommissioning will be developed in quarter four.