

POLICE & CRIME PLAN ACTIVITY AND PERFORMANCE MONITORING REPORT

1. PURPOSE

The purpose of this report is to provide members of the Police and Crime Panel with an update on progress in delivering the Police and Crime Plan for West Mercia 1 April 2013 – 31 March 2017. This report covers the time period 1 January – June 2016 (unless otherwise stated).

2. BACKGROUND

The Police and Crime Plan (the Plan) for West Mercia came into effect on the 1 April 2013 and sets out the aim and objectives of the Police and Crime Commissioner (PCC) for policing and community safety across West Mercia. The Plan also contains details of governance and accountability arrangements. The Plan was subject to variation in March 2014 and July 2015.

Following his election in May 2016 the new PCC must publish a police and crime plan for West Mercia within the financial year of his election. An assurance programme and performance dashboard will form part of a new approach to scrutiny and accountability in support of the plan and future performance reports will reflect this new approach.

As part of his approach to holding the Chief Constable to account the PCC has introduced a monthly assurance meeting. The meeting focuses on performance against the police and crime plan, delivery of strategic initiatives and the HMIC inspection programme. The meeting is held in private, but notes of the meeting are published on the Commissioner's website.

3. FORMAT OF THE REPORT

This report is presented in three sections as follows:

- Part 1:** Progress on each of the objectives listed in the plan and an update on the grant scheme.
- Part 2:** An update on performance by exception.
- Part 3:** A brief outline of the PCC's key activity related to his performance role and function which is not captured in parts 1 or 2 of this report.

4. PART 1 – UPDATE ON THE POLICE AND CRIME PLAN OBJECTIVES

The police and crime plan came into effect on 1 April 2013 and the activity reported here covers the period 1 January 2016 – to date (unless otherwise stated). For each objective a short narrative on activity is provided.

Objective 1 – To provide an effective neighbourhood policing model, with a focus on areas of greatest need

In March West Mercia successfully gained planning approval for a new shared Operational Communications Centre (OCC) with Herefordshire and Worcester Fire and Rescue Service at Hindlip Park. Building works are scheduled to start in June 2016 with completion in 2017. The new OCC forms a crucial part of the major modernisation programme within the alliance between West Mercia Police and Warwickshire Police, and for the Herefordshire and Worcestershire Fire and Rescue Service.

The Special Constabulary recruitment team continue to be active both inside and out of the alliance to recruit into the Special Constabulary. Since February 2016, 10 Assessment Centres have been run within the West Mercia Police Area and an additional six are scheduled during June and July.

Objective 2 – To reduce the volume of violent crime with an emphasis on addressing the harm caused by alcohol through partnership working

Additional investment has been pump-primed into a schools preventative and early intervention programme for healthy relationships and sexting / cyber abuse (namely the CRUSH (Women's Aid) and SELFIE (WMRASAC) projects). These programmes of work will also develop links into community groups for targeting vulnerable client groups.

Objective 3 – To reduce the harm caused by drugs with a focus on treatment, and targeting those that cause the most harm

The OPCC continues to provide support with Local Authority (Public Health) commissioners with continued investment into Drug Intervention Programmes; and to the Youth Offending Team with their Drug Intervention Programme. We are analysing end of year monitoring reports and overlaying this data with the level of need we have identified through our localised dashboards

Further work is also underway to access the future direction of Local Authorities regarding their health and well being plans/agendas; which will assist the my Office in designing services that provide targeted support and invests in identified outcomes.

Objective 4 – To reduce the volume of anti-social behaviour incidents

As previously reported to the Panel it has been agreed with partners not to pursue a West Mercia anti-social behaviour strategy, instead it will be continued through local partnership working. Anti social behaviour forms part of the new community safety partnership framework which was presented to the Panel in December 2015.

Objective 5 – To bring offenders to account and reduce re-offending

On 1 April West Mercia's Youth Offending Service (WMYOS) transferred to the Police & Crime Commissioner. This follows a comprehensive options appraisal by the WMYOS Management Board in 2014/15. The YOS will continue to be funded by a combination of a central government grant and the local authorities. The local authorities will still ultimately have legal responsibility to make sure the service is delivered, and they will retain the same level of control they have had up to now.

A Reducing Reoffending Framework, which is designed to reduce reoffending through improved partnership collaboration, information sharing and improved systems has come into effect. The framework is built on four strategic strands: identifying individuals and families; intensive and comprehensive support; integrated partnership approaches and appropriate enforcement.

Objective 6 – To develop and implement a business crime strategy

The force has tactical plans in place for both rural and business crime under the banner of 'Rural Matters' and 'Business Matters', with activity determined by local need. The provision of Police and partners contact centre vehicles in Herefordshire and North Worcestershire, which had been funded by the PCC, will now form part of the Alliance transport strategy, and one will be provided for each of the remaining policing areas. These vehicles will be used by the police and a wide range of partners to provide a more visible presence in communities and will be equipped with a wide range of crime prevention and other advice.

Following the Rural and Business Crime Governance Board meeting in February, the PCC determined a number of funding allocations in support of rural and business crime for the 2016/17 financial year. This includes a number of coordinator posts across the policing areas, all of whom are in post until March 2017. The lead Superintendent for rural and business crime will be undertaking a review of the staffing arrangements around rural and business in the coming months.

The future of the Rural and Business Crime Governance Board is subject to review by the PCC and his counterpart in Warwickshire.

Objective 7 – To work in partnership to protect the most vulnerable people in our society

The roll out of Multi Agency Safeguarding Hubs (MASH) has been completed within West Mercia. There are now four MASH in operation aligned to top tier local authority boundaries, providing a first point of contact for safeguarding referrals.

A child sexual exploitation (CSE) project has been commissioned and funded by my office which looks to provide training and information to taxi companies, hoteliers and licensed premises, providing assurance that they have the knowledge of what, how and when to report.

The OPCC have actively played a part in designing a Paediatric SARC provision for West Mercia with NHS England, and the three other PCCs within the West Midlands region.

Objective 8 – To deliver a supportive and effective response to victims and witnesses

The Restorative Justice outcomes pilot which has been running for approximately 6 months has made significant progress in the development of restorative justice (RJ) approaches within West Mercia. A cross functional team of seconded professionals has delivered training to over 400 staff and supported over 500 victims.

The PCC has been asked to support an extension of the project until December. Extending the pilot will ensure that key outcomes are achieved and that the team has time to develop a new target operating model for delivering RJ moving forward. Warwickshire have already committed funds to extend the pilot.

Objective 9 – To work with the Safer Roads Partnership to reduce the number of casualties on our roads

The Governance Board for the Safer Roads Partnership has been established and met for the first time in February. Membership includes the council highway authorities, Highways England, the Institute of Advance Motorists and the Fire and Rescue services.

Objective 10 – To meet the requirements of the Strategic Policing Requirement

Strategic Policing must be provided at a standard to satisfy the Home Office Strategic Policing Requirement (SPR). The PCC continues to meet and discuss related issues on a regular basis with force personnel and as part of his weekly meeting with the Chief Constable. At a regional level the PCC attends a quarterly PCCs' meeting where regional collaboration is scrutinised.

Agreement has been met on a regional basis to implement a more rigorous approach to governance and oversight of regional collaboration outcomes. The four PCC's within the region have agreed to jointly fund two posts, to be hosted by West Midlands PCC in support of this work.

Objective 11 – To develop and implement a public engagement strategy

The outgoing PCC continued with regular engagements up to the election in May. One of the most notable engagement activities saw the winner selected in the 'Stay Safe, Be Aware' campaign involving local schools. Work has gone on since to continue the project with libraries and schools across the West Mercia area, and the incoming Commissioner has supported the idea of developing the winning app, in conjunction with Worcester University.

The outgoing Commissioner was supported by his Community Ambassadors until the date of the PCC election in early May. Before the election, Ambassadors produced their own 'End of Term' reports. A version of each report was published for each area in

the Commissioner's final newsletter after the election. A second version was provided to the incoming Commissioner.

Since the PCC's election in May, the new PCC has undertaken two significant consultations – one regarding his Priorities, and another related to a new Victim's Charter. The consultation regarding the Victim's Charter will be open until the end of July. This will be shared more fully with relevant partners, councils and community groups shortly. The results of the Priorities consultation forms part of the Panel report on the draft Police and Crime Plan.

The PCC has also undertaken a range of visits and meetings across the force area in the month since he took up office. These have included awards events, parish council meetings, policing area visits, Neighbourhood Watch meetings and local schools/colleges.

The PCC will be developing an engagement strategy in the near future to reflect the PCC's specific objectives.

Commissioning and Grants

Pre May 2016:-

As part of the West Mercia Commissioner's Grant scheme a final funding round took place in February. In total £2.25 million (excluding CCTV funding) was allocated to projects that support either the reducing offending agenda in West Mercia or will support victims of crime reducing the likely hood of re-victimisation.

Post May 2016:-

The PCC's commissioning framework is now being implemented and following the pending consultations on priorities a portfolio of programmes and commissioning intentions for his term in office is to be developed. There will be a strong focus on collaboration, joint commissioning and understanding shared outcomes and a joined up pathway of support. An experienced Contract and Grant Analyst has been appointed to provide capacity and expertise in this work area.

The PCC will be initiating a range of needs assessments specifically for victims. These will help identify what support services are needed (and the type of support required) and how best to implement and manage the contracts to meet this need, whilst ensuring value for money and outcomes.

5. PART 2 – PERFORMANCE MONITORING REPORT

From the 1st April 2014 the police and crime plan contains no specific measures or targets to which the force is being held to account for performance. The removal of all targets represents a fundamental cultural shift for the force and from the outset of the new regime the Chief Constable has been clear that protecting people from harm is the key driver for the force. This approach is supported by the PCC.

Monthly and quarterly performance reports are now produced to provide a strategic overview of force performance in line with the police and crime plan aims and the force control strategy. The reports are used by the PCC to inform his discussions with the Chief Constable and are subject to further scrutiny by senior managers at the alliance performance management group.

Attached at appendix A is the quarterly performance report for January – March 2016. As the quarter four report for the year it contains the end of year position for the force. Members of the Panel are invited to comment on the report.

6. PART 3 – PCC ACTIVITY

Personnel

Chief Constable

Panel members will be aware that the PCC recently advertised for a new Chief Constable. The PCC did discuss the possibility of appointing the same individual to the West Mercia post as the Warwickshire post with his counterpart, but that was not practicable from their point of view.

The recruitment timetable is as follows:

- Launch search via websites and press release Friday 10th June 2016.
- Completed application forms to be submitted by 12 noon Thursday 7th July 2016. (3 weeks minimum timescale in accordance with guidance).
- Confirmation of eligibility will be sought from the College of Policing.
- Short-listing will be done by same panel as undertakes selection (to comply with national guidance) on Friday 8th July. Shortlisted applicants will be informed as soon as possible on or after the 8th July 2016.
- References for short-listed candidates will be sought prior to interview.
- A familiarisation day with Chief Officers and senior managers has been arranged for the 12th July 2016.
- The selection process will be held on Tuesday 19th July 2016.
- Confirmation Hearing to be held by the PCP within 3 weeks of that date.

The selection process will include panel presentations and an interview designed to explore the personal qualities of the Police Professional Framework and candidates' strengths in relation to the Job Profile and Person Specification set out in the Candidates' Information pack.

Candidates invited for interview will be asked to complete medical and security questionnaires. The successful candidate will be subject of Developed Vetting (in accordance with the draft Vetting Code awaiting approval by Parliament).

The ultimate decision is the Police and Crime Commissioner's. The assessment panel is there to provide guidance and advice.

Community Ambassadors

The PCC recognises the work done by the previous Commissioner's Community Ambassadors. The area of West Mercia is considerable, with a very large number of diverse communities and he needs support to reach them all.

The PCC has appointed three Community Ambassadors in Herefordshire, Shropshire and Worcestershire, one to represent each of the top-tier local authority areas. The Panel will be notified of their names and contact details once they have cleared vetting. We are continuing to look for the right candidate to act as Ambassador for Telford and Wrekin.

The appointments were all on merit, following a standard recruitment process of advert, application and interview against pre-published criteria. We had 19 applicants, all of a good standard, covering the whole of the West Mercia area. 9 were interviewed.

Deputy Police and Crime Commissioner and Treasurer

The appointment of the Deputy Police and Crime Commissioner and Treasurer are the subject of separate reports.

Other Performance / scrutiny

The following provides a brief outline of PCC activity not captured in parts 1 or 2 of this report, but which will be of interest to the panel. This update relates to the period 1 January 2016 to date.

Joint Audit Committee - the Independent Joint Audit committee met in March and June 2016. Items considered included, external and internal audit, HMIC reports, the Annual Governance Statement, risk management, the Statement of Accounts and treasury management.

Trust, Integrity and Ethics Committee - this committee is responsible for enhancing trust and confidence in the ethical governance and actions of Warwickshire Police and West Mercia Police. The committee met in February and April 2016. As part of its discussions the Panel members have each selected an area of work they would like to more closely scrutinise. Other items considered include dip sampling of complaints and Performance Standards overview.

Her Majesty's Inspectorate of Constabulary (HMIC) – from the 1 January to date HMIC has published three inspection reports relating to West Mercia:

- '*National Child Protection Inspection post inspection review*'. HMIC carried out a child protection inspection in 2014 and published an initial report in February 2015. A post inspection review took place in August 2015. The latest report did not contain any specific recommendations.
- '*PEEL: Police legitimacy 2015*'. This report was graded and the overall judgement as to '*how legitimate is the force at keeping people safe and reducing crime?*' was '*Requires improvement*'. The report contains 6 'areas for improvement'. Following

publication of the report West Mercia became one of 13 forces suspended from the Best Use of Stop and Search Scheme (BUSS). An action plan has been implemented to address the finding of the report.

- *'PEEL effectiveness 2015'*. This report was graded and the overall judgements as to *'how effective is the force at keeping people safe and reducing crime'?* was *'Requires improvement'*. The report contains 7 'areas for improvement'. An action plan has been implemented to address the finding of the report.

The PCC monitors the force response to any recommendations arising from HMIC reports and holds the chief constable to account for implementation of these recommendations. This includes national thematic reports and any relevant joint inspectorate reports.

As part of the HMIC inspection process the PCC or his staff have attended briefings and 'hot debriefs' on a number of inspections that will be published during 2016. In addition the force in conjunction with the PCC has put in place a structured process for managing the response to each HMIC report and the PCC and his staff are actively involved in this work.

7. Recommendation

Members of the Panel are invited to consider the report.