



## **POLICE & CRIME PLAN ACTIVITY AND PERFORMANCE MONITORING REPORT**

### **1. Purpose**

The purpose of this report is to provide members of the panel with an update on progress in delivering the Police and Crime Plan for West Mercia 1 April 2013 – 31 March 2017 including a performance report in relation to the success measures contained within the plan and a brief outline of other key commissioner activity.

This report covers the time period 1 October 2013 – 31 December 2013.

### **2. Background**

The Police and Crime 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 contains four strategic aims, underpinned by eleven objectives and a range of performance measures. The plan also sets out governance and accountability arrangements.

### **3. Format of the Report**

This report is presented in three sections as follows:

**Part 1** - an update on progress for each of the objectives listed in the plan.

**Part 2** – a quarter 2 performance monitoring report for the performance measures set out in the plan.

**Part 3** – a brief outline of the PCC's key activity in relation to role and function not captured in parts 1 or 2 of this report.

### **4. Part 1 – Update on 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 June to date. For each objective a short narrative on activity is provided. Details of associated performance measures/outcomes are contained within part 2 of this report.

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

The PCC continues to scrutinise the impact of the new policing model introduced in September 2013 and joint governance arrangements are in place with Warwickshire for this purpose.

The PCC and his counterpart in Warwickshire recently supported both forces in a successful joint bid from the Home Office's Police Innovation Fund. This fund was

announced in 2013 and the two forces have secured £0.811m to develop a contact management and command and control facility to allow more effective working as part of the wider blue light family. The funding will also enable further integrated ICT communications across the strategic alliance. A further £1.647m will be made available to both forces in 2014-15. A further £4.28m has also been requested, which is not yet approved and will be subject to evaluation of progress and delivery of benefits in the next funding round in April 2015.

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

In discussions with police and Community Safety Partnership representatives the value of what can be achieved through local partnership working with the support available through the Commissioner's Grant Scheme was recognised. All agreed that it was best if this action continues to be addressed by local partnership working through Community Safety Partnerships with the full support of the Police and Crime Commissioner. Frameworks are in place to measure and assess outcomes at a local level. A force wide partnership strategy will not now be pursued.

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

The PCC is working closely with the criminal justice service, local commissioners and service providers to ensure that referral pathways to services are meeting the needs of service users. Grants to support drug intervention programmes, testing and aftercare are in place.

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

In discussions with police and Community Safety Partnership representatives the value of what can be achieved through local partnership working with the support available through the Commissioner's Grant Scheme was recognised. All agreed that it was best if this action continues to be addressed by local partnership working through Community Safety Partnerships with the full support of the Police and Crime Commissioner. Frameworks are in place to measure and assess outcomes at a local level. A force wide ASB partnership strategy will not now be pursued.

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

The DPCC will be attending a strategic Integrated Offender Management (IOM) commissioning meeting in January 2014 to scope out CSP and IOM needs for 2014/15

The Ministry of Justice will be announcing which companies have been invited to negotiate for rehabilitation services at the end of January 2014 and a West Mercia Transforming Rehabilitation Stakeholder / bidder event is planned for February 2014.

## **Objective 6 – To develop and implement a business crime strategy**

Both the draft business crime and rural crime strategies have been circulated for consultation. The consultation closes on 31 January 2014 after which the strategies will be finalised and published along with delivery plans.

As part of the budget proposals going forward it is the intention to jointly commission with Warwickshire's PCC, work from our forces to respond to threats relating to rural crime, business crime and cyber (or internet related crime). It is proposed to make a joint provision of £1.5m in the budget, each year for the next five years for this work.

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

The Force Crime Manager is leading on developing a comprehensive strategy for rape, sexual assault, domestic violence and domestic abuse. The new overarching strategy will take into consideration feedback from the draft domestic violence strategy and the consultation responses. In the interim, the Police and CJS will support the local Domestic Violence Strategies which are in place in Herefordshire, Worcestershire, Shropshire, Telford and Wrekin

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

The Ministry of Justice have announced indicative budgets to enable Police and Crime Commissioners to commission support services for victims' of crime including restorative justice. For West Mercia in 2014/5 this is £657,000 and for 2015/16 this is £1,321,000. The PCC will be strengthening the resources within his office going forward to ensure he has the capabilities and capacity in place to undertake the responsibilities required.

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

A single road safety strategy has now been approved and published by both West Mercia and Warwickshire PCCs and Chief Officers to provide a structure approach to road safety across both force areas, including speed reduction strategies.

## **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. The Police and Crime Commissioner has made a significant allocation of the Police Fund for this purpose and is able to monitor levels of provision in liaison with the responsible Assistant Chief Constable.

Strategic Policing increasingly involves engagement at a Regional level and the Police and Crime Commissioner has attended regional meetings as part of the development of Police and Crime Commissioner oversight of the Regional Organised Crime Unit.

The Police and Crime Commissioner continues to support the Central Motorway Patrol Group.

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West Mercia fully supports the increasing activity of the National Crime Agency, Regional Organised Crime Unit and Regional Counter Terrorist Unit in respect of the SPR threats (cyber crime, terrorism, organised crime) and has developed control strategies or intelligence requirements based on an assessment of these threats. Local tasking processes link to regional and national tasking processes.

West Mercia maintains its capability as required by the National Policing Requirement in respect of public order trained staff and other specialist resources to meet the national mobilisation plan and works with partners through the Local Resilience Forum to ensure its preparedness to deal with civil emergencies.

### **Objective 11 – To develop and implement a public engagement strategy**

The PCC's Community Engagement Strategy is to be published in February 2014 and a delivery plan is being developed.

The Community Ambassadors, one for each of the policing areas and one further ambassador to lead on communications for the scheme have commenced roles and completed a comprehensive induction. Work plans for the Ambassadors are in development.

The police review of community engagement is in progress and due to report at the end of January 2014. This includes reviews of PACT and of neighbourhood watch.

### **Grants**

- The West Mercia Commissioner's grant scheme was launched in April to provide financial support to initiatives that contribute to reducing crime and disorder or delivery of the West Mercia Police and Crime Plan.

The scheme established procedures to access a total fund of £2m. Of this figure £990,000 may be recovered from central funds for Community Safety provision. (These were the funds formerly allocated to Community Safety Partnerships and to the Youth Offending Service.)

The Commissioner has expressed an intention to maintain the scheme fund at £2m throughout his period of office (subject to changes in the overall financial position.)

To the end of December 2013 ninety grants have been awarded amounting to £1,717,370. In addition Police Authority Commitments paid in 2013/14 amounted to £5,427. Therefore the total grants paid as at 31 December 2013 is £1,722,797. A further 9 grants amounting to £94,000 have been offered, subject to the return of signed grant agreements.

- The Commissioner has also established a private fund of £20,000 to support organisations that help fight crime and support victims of crime.. To date some £9900 of grants have been awarded.

## 5. Part 2 – Performance monitoring report

The Police and Crime Plan contains a range of performance measures developed in conjunction with the Chief Constable that enable the PCC to monitor both the performance of West Mercia Police and the implementation of the objectives set out in the plan.

Each measure contained within the plan has an agreed target or outcome. In addition, a number of measures were identified in the plan as being 'headline measures'. These are the key measures by which the Chief Constable holds the force to account and are reviewed at every Force Performance Group, which is attended by the PCC and/or his deputy and officers for the Office of the PCC.

The measures are shown in full in **Appendix A**, with the latest performance data shown where appropriate or a short comment for measures with an outcome focus. A 'RAG' rating has also been applied to each measure as follows:

**Green** – this indicates the target / outcome is at or above the expected position.

**Amber** – this indicates that the target / outcome is marginally below the expected position

**Red** – this indicates the target /outcome is below the expected position

The data for a small number of measures is not available for this report, it will be provided to the panel when available and published on the OPCC website.

**Headline Measures** – To the end of December the measures in the plan which have been defined as headline measures are all on target, except for road traffic collisions, detection rate for serious sexual offences and user satisfaction which is very marginally off target. The PCC will continue to scrutinise the forces performance in these areas.

**Other measures** – To date, progress against the measures shown is acceptable and the PCC does not have any immediate concerns at this time.

*The PCC is proposing to vary the Police and Crime Plan to remove fixed targets with effect from 1 April 2014 while continuing to monitor a range of performance measures relevant to defined Objectives and delivery plans.*

## **6. Part 3 – PCC Activity**

The following provides a brief outline of key 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 June to date.

**Independent Joint Audit Committee** – the committee met in December and received updates as to the work and findings of both external audit (Grant Thornton) and internal audit teams. No areas of concern were highlighted. The Committee also considered a treasury management report and force risk management arrangements.

### **October**

Police Officers from West Mercia Police and Warwickshire Police were equipped with mobile tablet computers as part of a drive to increase their visibility and reduce the need for them to return to the office.

### **November**

Bill Longmore celebrated his first year in office.

West Mercia Police and the Office of the Police and Crime Commissioner gave 10 children an insight into how the police work and the role of the Commissioner as part of Children's Takeover Day 2013.

### **December**

Bill Longmore sent out his first e-newsletter to inform partners and residents of his role and activities and events taking place across the area.

Six Community Ambassadors were appointed. They will become active in local communities acting as Bill's "eyes and ears" in the five operational policing areas of West Mercia i.e. Herefordshire, Shropshire, Telford and Wrekin, North Worcestershire and South Worcestershire. One of the ambassadors will assist in developing communications to ensure that as many people as possible are aware of the work that the Office of the Police and Crime Commissioner is doing, together with policing news, crime prevention advice, and other issues around crime, disorder, and public safety.

The consultation for the Community Engagement Strategy closed. A revised strategy will be available on the Commissioner's website shortly

## **7. Recommendations**

Members of the Panel are invited to consider the report

Objective	Success Measure (Headline measures marked* and highlighted)	Overall Target / Outcome	Target (Year to date /Prev yr / other)	Actual (Year to date)	RAG Status / Comment
1.To provide an effective neighbourhood policing model, with a focus on areas of greatest need	Maintain public confidence as measured by WMP Crime & Safety Survey <sup>1</sup>	to be maintained at 2012/13 year end level	69.1% (2012/13 year end level)	70.9%	G
	Response times to attend to emergencies maintained	95% to be responded to in 20 minutes	95%	95.2%	G
	Response times to attend to priority incidents maintained	75% to be responded to within 1 hour	75%	75.1%	G
	Increase in the number of Special Constables	385 by 2015	301 <sup>2</sup>	348	G
	Increase in the number of Police Cadets	140 by 2015 28 for each Policing Area	28	85	G
2.To reduce the volume of violent crime with an emphasis on addressing the harm caused by alcohol through partnership working	Reduction in the volume of violent crime with injury*	less 2% of 2012/13 outturn	4,905	4,452	G
	Increase in the proportion of solved violent crimes with injury rate*	53%	53%	53.8%	G
	Development and implementation of a joint strategy with key partners to reduce violent crime linked to the misuse of alcohol	Monitor outcome	-	-	Alternative local outcome to a force wide agreed with partners G

<sup>1</sup> The survey data is updated on a rolling basis. The latest available 'actual' shown is Q1

<sup>2</sup> Figure shown is number of Specials as at 1 April 2013 compared to the number as at 31 December 2013

Objective	Success Measure (Headline measures marked* and highlighted)	Overall Target / Outcome	Target (Year to date /Prev yr / other)	Actual (Year to date)	RAG Status / Comment
3.To reduce the harm caused by drugs with a focus on treatment, and targeting those that cause the most harm	Development of a Force Strategy for mis-use of drugs	Strategy in place by July 2013			Complete G
	Number of Integrated Offender Management (IOM) / Prolific Priority Offenders (PPO) tested for drugs on arrest	Monitor outcome		215 <sup>3</sup>	G
	Percentage of IOM / PPOs testing positive following arrest	Monitor outcome		129 (60%) <sup>3</sup>	G
	Performance management framework to increase the rate of drug testing on arrest	Framework by Sept 13			Complete G
	Performance management framework to assess the number of people referred to substance misuse programmes and the programmes success	Framework by Sept 13			Complete G
4.To reduce the volume of anti social behaviour incidents	Reduction in the volume of ASB incidents as measured by the police*	less 4% of 2012/13 outturn	40,872	38,456	G
	Percentage of respondents surveyed stating that crime and ASB was a 'fairly big' or 'very big' problem in their local area	Monitor outcome	28.7%	18% <sup>1</sup>	G
	Improvement in the satisfaction level of victims of ASB with the level of service provided	2013/14 to be a baseline year			Data being captured G
	Development & implementation of a joint strategy to reduce ASB with partners	Monitor outcome			Alternative local outcome

<sup>3</sup> The number shown is the total for the period 1 Apr 2013 – December 2013. A drug test and arrest performance framework is in place and monitored via a Home Office Drug Intervention Programme reporting tool. There has been a recent adjustment to the data collection reflecting in the smaller numbers shown compared to previous reports.

Objective	Success Measure (Headline measures marked* and highlighted)	Overall Target / Outcome	Target (Year to date /Prev yr / other)	Actual (Year to date)	RAG Status / Comment
					to a force wide agreed with partners G
5.To bring offenders to account and reduce re-offending	Reducing overall crime rates in West Mercia*	less 4% of 2012/13 outturn	44,740	43,812	G
	Reduction in the number of domestic burglaries recorded*	less 2% of 2012/13 outturn	2,174	1,897	G
	Increase in the proportion of solved domestic burglary rate*	23%	23%	25.9%	G
	A reduction in the rate of adult reoffending	Monitor outcome	9.45 <sup>4</sup> (predicted rate – changed in Nov 13)	9.71	West Mercia Criminal Justice Board Data A
	Increase in the percentage of effective trials across West Mercia	5% increase from current level (35%)		39.8% <sup>5</sup>	G
	Performance management framework designed to improve the efficiency and effectiveness of cases going the CJS is implemented	Baseline to be established in 2013/14			Commenced – on track for baseline performance G
	A reduction in youth offending rates (average number of re offences per offender) <sup>6</sup>	Monitor outcome	0.89 (Dec 10)	0.92 (Oct 11)	No significant change G

<sup>4</sup> Performance has improved over the past quarter and overall performance is less than 1% above the predicted rate. IOM teams are working closely with substance misuse and housing providers to assist at risk nominals. In addition, funding has been provided to work with Non-Statutory offenders, which is proving successful

<sup>5</sup> HM Courts and Tribunals quarterly data – an action plan is to be put in place to improve performance in this area

Objective	Success Measure (Headline measures marked* and highlighted)	Overall Target / Outcome	Target (Year to date /Prev yr / other)	Actual (Year to date)	RAG Status / Comment
	Proportion of youth offenders re offending as a percentage	Monitor outcome	32.5% (Dec 10)	34.2% (Dec11)	Rising proportion of reoffenders A
	A reduction in the number of first time entrants to the youth justice system <sup>7</sup>	Monitor outcome	609	520	Reducing numbers G
6.To develop and implement a business crime strategy	Develop and implement of a business crime strategy	By Dec. 13			Completion date now 31 March 14 G
7.To work in partnership to protect the most vulnerable people in our society	Solved detection rates for serious sexual offences*	32%	32%	28.5%	R
	Increase in the number of reported hate crimes	Baseline to be established in 2013/14	517 <sup>8</sup>	454	See footnote
	Solved detection rate for hate crimes	Baseline to be established in 2013/14	39.8% <sup>8</sup>	369.2%	See foot note
	Volume of Domestic Abuse incidents	Monitor outcome	8,407	8,146	G
	Reduce number of repeat Domestic Abuse offence	Monitor outcome	40.2%	43.5%	R
	No. of victims of child exploitation identified	Baseline to be established in 2013/14	-	-	Measure in development

<sup>6</sup> The youth offending rates data has been provided by the West Mercia Youth Offending Service (YOT) from the police national computer (PNC). The data runs for rolling 12 month cohorts each quarter. A binary measure and a frequency measure are shown – the latest data is from January 2011 to December 2011. The rising rate of reoffenders is reflected nationally and regionally as well as in West Mercia.

<sup>7</sup> This indicator is measured nationally, direct from PNC. The indicator is measured in terms of the number of first time entrants per 100,000 youth pop. The data runs rolling for 12 month cohorts each quarter. The latest data available is for the year ending June 2013 West Mercia continues to show a reduction in the number of first time entrants to the youth justice system. This has been a continuing trend since 2007.

Objective	Success Measure (Headline measures marked* and highlighted)	Overall Target / Outcome	Target (Year to date /Prev yr / other)	Actual (Year to date)	RAG Status / Comment
7 Cont.	No. of successful outcomes achieved following identification of victim of child exploitation	Baseline to be established in 2013/14	-	-	Measure in development
	West Mercia Domestic Abuse & Sexual Violence Strategy implementation plan to be developed	By April 2014			Commenced G
8. To deliver a supportive and effective response to victims and witnesses	Victim satisfaction levels with the police as measured by West Mercia Police survey*	85%	85%	84.9%	A
	Increase in the percentage of victims who receive updates within 28 days (as measured through the victims database)	Monitor outcome		89.3%	Police Victim Code Data
	Baseline the number of victim personal impact statements taken and referred to	Monitor outcome	Audit underway	TBC	Baseline in development.
	Reduce the percentage of victims and witnesses who attend court unnecessarily	Monitor outcome		1.73 <sup>9</sup>	See footnote R
	Develop an out of court disposal and restorative justice strategy	By April 14			G
9.To work with the Safer Roads Partnership to reduce the number of casualties on our roads	Development and implementation of a community speeding reduction strategy with partners	By Oct 13.			In preparation.
	Reduction in the number of people killed or seriously injured*	2% reduction on the 2012/13 year end total	303	319	R

<sup>8</sup> 13/14 is to be used to establish a baseline. The figures show is the previous year data (year to date) which is for comparison only

<sup>9</sup> This figure shows the ratio of trials to unnecessary witness attendance – a higher figure is better. Actions in place to improve the anticipated plea, file quality and standards to ensure that the case file is trial ready; this will reduce the number of cases cracking on the day. In addition work is underway to improve the use of Section 9 and 10 admissions. By improving the use of S9/S10 admissions the area will see a reduction in the number of unnecessary live witnesses called to court. A detailed action plan is in place to improve case management and file quality. Progress is being monitored by the OPCC and LCJB.

Objective	Success Measure (Headline measures marked* and highlighted)	Overall Target / Outcome	Target (Year to date /Prev yr / other)	Actual (Year to date)	RAG Status / Comment
10. To meet the requirements of the Strategic P Requirement	Number of counter terrorism interventions <sup>10</sup>	Monitor outcome			G
	Number of Prevent referrals <sup>10</sup>	Monitor outcome			G
	Number of operations and impact/ effectiveness on OCG <sup>10</sup>	Monitor outcome			G
	Monitor the impact of national tasking (as a result of the transition from SOCA to NCA) <sup>10</sup>	Monitor outcome			G
	Maintain and deploy officers trained in Police Support Unit roles (to meet the national mobilisation plan) <sup>10</sup>	Monitor outcome			G
11. To develop and implement a public engagement strategy	Development and implementation of a community engagement strategy for the PCC	By Oct 13			Finalised – awaiting publication G
	Number of grants provided for community crime and disorder diversionary schemes	Baseline to be established in 2013/14			G

<sup>10</sup> A performance management framework is being developed to enable the PCC to monitor outcomes relating to the Strategic Policing Requirement and for the release of non sensitive information for wider circulation.