



## **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 October - 31 January 2015 (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. A variation to the plan was published in March 2014.

Work is now under way to align more closely West Mercia's Police and Crime Plan with that of Warwickshire's. The intention is not to alter the aims, objectives or priorities of either plan, but where appropriate to adjust the wording to reflect shared outcomes across the two force areas. The proposed variation will be submitted to the Police and Crime Panel for comment once complete.

### **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:** A performance monitoring report.
- 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 October 2014 – 31 January 2015. 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**

The StraDA (Strengthening and Deepening the Alliance) change programme is progressing. Within StraDA there are 5 identified programmes:-

- Public Engagement
- Deal with Incidents
- Protect the Public & Support Operations
- Bring Offenders to Justice
- Managing the Organisation

A programme lead is identified at Chief Superintendent or senior member of police staff for each programme. Additionally, there are 2 other distinct programmes linked to StraDA to implement the Operations and Communications Centre (OCC) and an integrated IT solution around crime recording, intelligence and case/custody.

Since the last update the three main areas of activity have been:

- A significant analysis of the demands faced by both forces. The interim findings of this work have been presented to PCCs and Chief Officers and will continue to the end of February in a focussed way in support of the design phase.
- The second has been an intense period of staff engagement via a range of communication methods.
- The third is the design phase, based upon the developing evidence base, building to a proposed new Target Operating Model for consideration by March 2015.

Additionally, there will be a phase of partner and public engagement in the early part of 2015. This will include officers in local Safer Neighbourhood Teams engaging with their local communities to ask a series of specific questions.

The governance structures for StraDA include a Design Authority Group (DAG) and Change Management Board (CMB). Their decision making responsibility and accountability has the potential to empower the senior responsible officers (SROs) to maintain momentum within the programme to deliver good policing.

The PCC along with his counterpart in Warwickshire continue to monitor the number of Special Constables who provide a valuable role in supporting and strengthening local policing resources. Within West Mercia 101 new special constables have been appointed since January 2014, with 41 joining since September 2014, bringing the total number of Specials to 314 at the beginning of January 2015. However the turnover rate has increased and it is unlikely that the force will achieve the number of special recruits forecast for the end of March 2015 which was 383.

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

In a paper submitted to the Panel's December meeting it was reported that there had been a notable increase in the volume of violent crime within West Mercia and that a problem profile was being developed. The increase is more prevalent in West Mercia than Warwickshire, which has seen a smaller increase. West Mercia's increase is in line with the most similar forces.

Analysis shows the most significant increases are in South Worcestershire, Shropshire and Telford and Wrekin. There is an emerging upward trend in alcohol-related offences in Telford & Wrekin in contrast to Shropshire and South Worcestershire where alcohol related offences have not been the main factor driving the increases. There is an element of domestic abuse in these areas but this does not alone account for the increase. Local policing area commanders have been asked to put action plans in place to respond to these increases.

The latest performance figures are provided within the performance section of this report.

## **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 with local authority and public health commissioners to ensure that referral pathways are fit for purpose and that the right people are being referred to service providers. The PCC is supporting the Force in its review of drug test on arrest procedures and policies

The PCC is represented a quarterly alliance based governance group which reviews the key outcomes set out in the alliance drug strategy. The governance group is chaired by the Force Crime Manager and is attended by substance misuse commissioners from across the Alliance.

## **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. All five Community Safety Partnerships have confirmed that delivery of this objective is being addressed locally and reflected in revised delivery plans. The PCC supports partners using the West Mercia Grant scheme to provide targeted funding for related initiatives.

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

The PCC and the Local Criminal Justice Board (LCJB) have supported the creation of 5 Integrated Offender Management (IOM) teams across West Mercia. In addition, the PCC has provided over £200k to support the work of IOM across West Mercia.

Across West Mercia there are currently 291 offenders within the IOM cohort; 58 in Shropshire; 66 in North Worcestershire, 58 in Telford & Wrekin; 56 in South

Worcestershire and 53 in Herefordshire. Of these, 85 are in custody, the remaining 206 are managed in the community. The offenders in the community are risk assessed and receive supervision and intervention appropriate for their risk level.

The LCJB and the PCC are working with partners in the Ministry of Justice, Home Office and the Mayors Office for Police and Crime in London, to introduce IDIOM across West Mercia and Warwickshire. IDIOM is an offender management tool which will monitor the IOM teams and produce detailed performance data, to include cost-benefits-analysis data. The PCC / LCJB would like to see IDIOM introduced across the Alliance by the end of 2015.

Across West Mercia the actual rate of adult reoffending remains in line with the Ministry of Justice's (MoJ) predicted rate of reoffending, except in Herefordshire. Overall the most recent performance report considered by the LCJB demonstrates good performance in many of the criminal justice areas reported on.

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

A rural and business crime governance board has been established to oversee the strategic delivery of the alliance rural and business crime strategies. The Board has met twice since October 2014. Both PCCs have now agreed to release funds to support rural and business crime delivery plans submitted to the Board. In West Mercia the funding agreed is approximately £951,000 across the five policing areas. Projects are being managed locally through the community safety partnerships in conjunction with the local policing Superintendents.

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

Work is still ongoing with partners to design a better outcomes framework with domestic abuse and sexual offence service providers.

The consultation on the future feasibility and design of multi agency support hubs (MASH) has yet to be concluded. In the interim, discussions and work is under way to implement a MASH in Worcestershire, with scoping taking place in Telford and Shropshire.

The PCC is developing a programme of activity to highlight the issue Child Sexual Exploitation (CSE). It is hoped to include a Q & A session with local media and a round table event with key partners to discuss the issue and what more can be done together. Separate to this the force will soon be running a media campaign on CSE and it is intended that the PCC's proposals complement the force initiatives.

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

The Commissioner has been able to secure contract negotiations with Victim Support for the provision of emotional and practical support for any victim of crime, and importantly the additional focus of this remit will be to outreach to communities who feel they can not report the crime to the police in the first instance. This

contract will commence from April 2015 and will be in effect for 3 years. It covers West Mercia in full. The contract ensures the PCC is fully compliant with the Victims' Code. This has been funded from what was Ministry of Justice ring fenced funding, a budget which was devolved to PCCs to administer from April 2015. The contract is worth 800k per year and has the capacity to provide support for up to 33,000 referrals a year.

Moving forward the Commissioner will focus on developing opportunities with Local Authorities and NHS commissioning bodies to jointly commission / co-commission provision which may reduce duplication and safeguard key services. In the first instance we seek to jointly commission within a framework Independent Domestic Violence Coordinators (IDVAs) with each of West Mercia's Local Authorities, bringing together 5 different funding streams creating economies of scale and enhanced provision.

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

A single Road Safety Strategy is in place across West Mercia and Warwickshire to provide a structured approach to road safety. A detailed up date on the work of the Safer Roads Partnership who implement the strategy was presented to the Panel at its December 2014 meeting. Collision data is provided as part of the performance section of this report.

### **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 PCC 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.

The PCC continues to receive regular briefings and updates within force on work areas within protective services. In addition, the PCC attends a regional PCCs' meeting where regional collaboration is scrutinised. This includes the work of the Central Motorway Patrol Group (CMPG), the Counter Terrorism Unit (CTU), the Regional Organised Crime Unit (ROCU) and air support (NPAS). At the most recent regional meeting the ROCU provided feedback on a number of operations which were within West Mercia (and Warwickshire).

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

The PCC's Community Engagement Strategy and delivery plan was published in February 2014 and outlines five key areas of focus for the PCC. The PCC continues to monitor the strategy delivery plan.

The PCC's Community Ambassadors have recently all agreed to increase the hours they commit to the work of the PCC. The increased hours will be used to assist the PCC in monitoring grant recipient activity across West Mercia, providing the PCC with 'on the ground' feedback to supplement the formal grant monitoring process.

The PCC also continues to monitor the effective use of police service volunteers (PSV) within the force. Work is ongoing to update the PSV database so that volunteers can be better utilised within the force.

The PCC is planning a showcase event to take place in July 2015 which will bring together agencies, charities, community groups and people who work in the detection and prevention of crime in West Mercia. The aim is to inspire people living in local communities to participate in activity, leading to positive change.

## **Grants**

The West Mercia Commissioner's Grant Scheme was launched in April 2013. The intention being to maintain the scheme fund at £2 million each year throughout the Commissioner's term of office (subject to changes in the overall financial position).

For 2014-15 it is planned that an overspend in the grant scheme will be offset by under spend from 2013/14.

For 2014 -15, as at 18 December 2014, 122 grants have been awarded or offers made totalling £2,204,467.

In addition, a further 18 grants, totally £726,050 have been made for services for victims of crime. These awards have been offset by grant funding received from the Ministry of Justice totally £820,042 for services for victims, preparations for taking over responsibility for commissioning the majority of local services for victims and for restorative justice

The Commissioner has also set up a private fund of £20,000 to support organisations that help fight crime and disorder and support victims of crime. Since the fund was launched in March 2013 Bill has made 75 donations totalling £16,490.

## **5. PART 2 – PERFORMANCE MONITORING REPORT**

From the 1<sup>st</sup> 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.

Since the 1<sup>st</sup> April the office of the PCC have received daily reports on levels of high harm crimes and the PCC discusses performance with the Chief Constable at their weekly briefings. The Deputy PCC and staff continue attended the Force Performance Management Group and other key meetings.

A weekly performance bulletin, providing commentary on key crime types, high harm crimes and emerging themes has been developed. This includes a monthly commentary on satisfaction, rural crime, business crime, response times and confidence data as reported in the Crime Survey for England and Wales. Where

possible, an analysis of 4 years of data is used to underpin the statistics and enable a balanced assessment of trends to be made.

Going forward, the force performance team have been working with both PCC offices to develop a quarterly performance report which will be of value to both PCCs and is better suited for use at the PCP meetings. In future this product will be used for this report rather than the weekly bulletin.

A modified version of the latest weekly performance bulletin (19<sup>th</sup> January 2015) is attached at Appendix A.

## **6. PART 3 – PCC ACTIVITY**

In relation to performance 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 October 2014 to date.

**Joint Audit Committee** - the Independent Joint Audit committee met in December 2014 and received updates as to the work and findings of both external audit (Grant Thornton) and internal audit teams. The Annual Audit Letter was also reported to the meeting. This summarised unqualified opinions on both the PCC's and the Chief Constable's financial statements and value for money. The committee also considered reports on the risk register, a mid term treasury management report and the West Mercia Criminal Justice Board.

**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 second meeting of the committee took place in November 2014 when items under consideration included: the work plan for the committee; compliance with complaint timescales and the use of local resolution; an update on the professional standards review and; the implementation of the code of ethics and the cultural change programme.

**Her Majesty's Inspectorate of Constabulary (HMIC)** – from the 1 October 2014 to date HMIC have published four West Mercia specific reports as part of their national inspection programme. These are:

- *Value for Money Profile 2014*
- *Crime-recording: making the victim count*
- *Police Integrity and Corruption*
- *Crime Inspection Force 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. For example, a review of the Professional Standards Department has been undertaken in response to the Police Integrity and Corruption inspection.

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 2015. 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

## Appendix A

### PERFORMANCE BULLETIN

#### Please note:

- Through out this report the year to date (YTD) figures referred to are for the period 1 April 2014 – 18<sup>th</sup> January 2015 unless otherwise stated. All graphs / charts shown are up to 31 December 2014.
- Outcomes – these are the outcomes contained within the Home office outcomes framework, plus two additional actions as shown at appendix B. This framework provides 18 victim centric outcomes and moves away from looking solely at detections.
- Most Similar Group (MSG) – this refers to the Home Office grouping of forces. West Mercia's 'family' contains the following forces: Devon & Cornwall; Gloucestershire; Norfolk; North Yorkshire; Suffolk; Warwickshire and Wiltshire.

#### TOTAL RECORDED CRIME

**Commentary** – The volume of total recorded crime between 1 April 2014 and 18<sup>th</sup> January 2015 was 48,265. YTD volumes are 3.6% higher than last year. Based on the last 4 years the force expect crime to be 2.4% higher than last year. Assault with Injury and Assault without Injury have the highest volume increases (1,067 and 1,018).

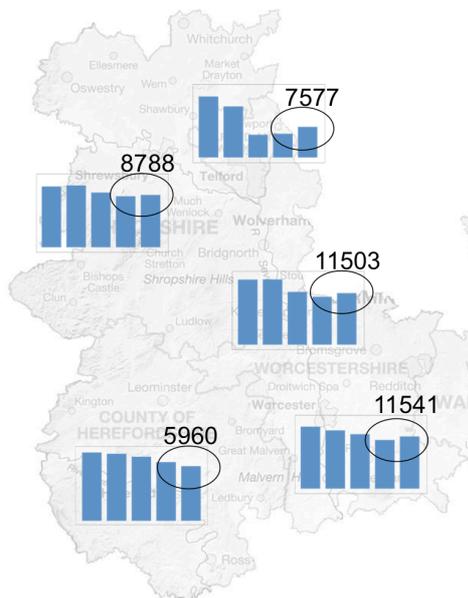


Chart 1

Chart 1 shows the volume of total crime for each of the local policing areas from 2010 to the end of December 2014.

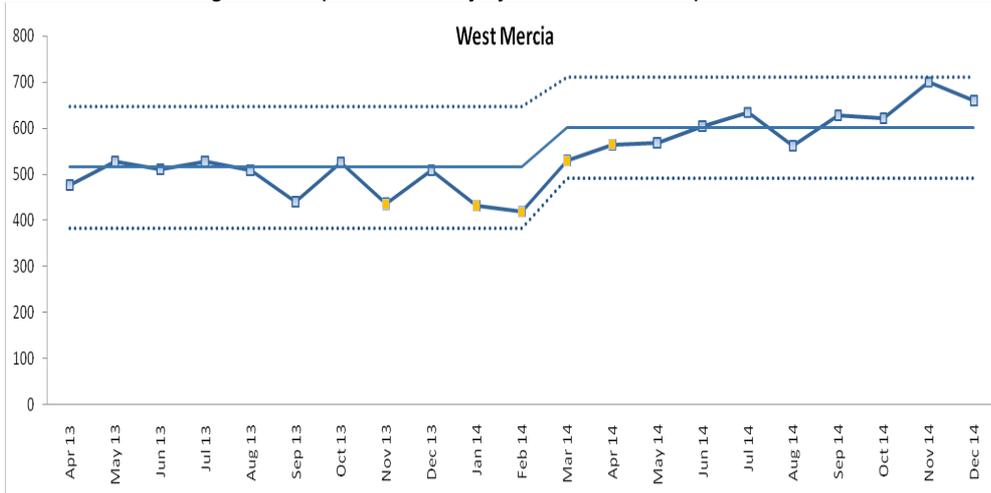
**Most Similar Group (MSG) - West Mercia** remains 3<sup>rd</sup> of 8 Forces over 12 months but has slipped to 5<sup>th</sup> over the past 3 months (from 4<sup>th</sup>). The pattern of crime is broadly similar to other forces.

**Outcomes (all crime) - 50%** of outcomes assigned to crimes were filed investigation complete no further action. 17% of outcomes were charge/summons. There has been a significant reduction in the monthly average for Community Resolutions/Cautions since February/March 2014.

#### VIOLENCE AGAINST THE PERSON WITH INJURY

**Commentary** - YTD volumes are 25.6% higher than in 2013/14. Longer term there has been a decrease in volume of offences year on year, but there is risk of returning to higher levels seen in 2010 and 2011. It is predicted that there will be a 24% increase in recorded offences. The rise in this crime type during 2014 can clearly be seen in Chart 2 below.

Chart 2: Violence against the person with injury – West Mercia April 2013 – Dec 2014



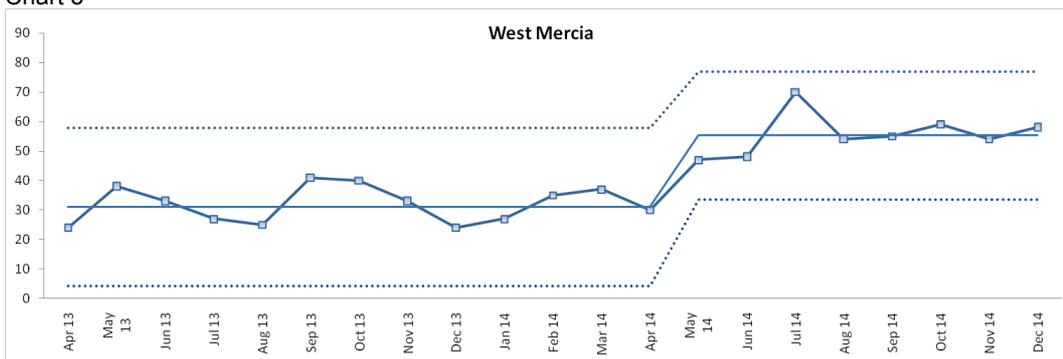
**MSG** - 6<sup>th</sup> of 8 Forces with deteriorating position over past 3 months.

**Outcomes** - 25% of outcomes year to month are charge/summons. 45% were assigned outcomes across the codes indicating there was a named suspect but evidential difficulties prevented further action.

## RAPE

**Commentary** – Between 1 April 2014 and YTD 510 rapes were recorded. 58 offences were recorded in December, a slight increase on the previous month and above the monthly average (56 offences). Of these, 32 (55%) were reports of offences committed over 1 year ago. 33 of the rapes reported were children under 16. YTD volumes are significantly higher than in 2013/14. Longer term there has been an increase in volume of offences. The rise in reported rapes can be seen in chart 3

Chart 3



**MSG** - 5<sup>th</sup> out of 8 over 12 months with a move to 6<sup>th</sup> position over the past 3 months. After rises in recorded volumes Jun – Aug 2014 the force pattern of recorded offences now closely mirrors other MSG forces.

**Outcomes** - 24% of outcomes year to month were charge/summons. 13% were finalised with the outcome that a named offender was identified but victim does not support or has withdrawn support.

## OTHER SEXUAL OFFENCES

**Commentary** - Between 1 April 2014 and YTD 942 offences have been recorded . 101 offences were recorded in December, a decrease on the previous month but above the monthly average (98). A third (34) were committed over 1 year ago. Half were 'sexual assaults'. YTD volumes are 35% higher than last year. Longer term there has been an increase in recorded offences.

**MSG** - 4<sup>th</sup> of 8 Forces over 12 months and 6<sup>th</sup> over the past three months. The pattern of offending closely mirrors MSG forces both in volume and trends.

**Outcomes** - 23% of outcomes year to month were charge/summons. 45% of outcomes were recorded against codes indicating that a named suspect had been identified but that evidential difficulties prevented further action.

## ROBBERY

**Commentary** - Between 1 April 2014 and YTD 318 have been recorded. YTD there has been an increase of 51 (23.0%) offences of personal robbery. Business robbery YTD volume is level with 2013/14. 30 offences recorded in December, below the average of 31 offences. YTD volumes are higher than last year, but comparable to previous years. Longer term there has been a reduction in recorded offences.

**MSG Commentary:** 6<sup>th</sup> out of 8 forces, the force position has remained static over the past 12 months and given current trends will probably remain in the same position. The 2 highest forces record significantly higher rates of offending.

**Outcomes:** 31% of outcomes Year to month were charge/summons.

## DOMESTIC BURGLARY

**Commentary** - Between 1 April 2014 and YTD 2,120 domestic burglaries have been recorded. YTD volumes are 5.6% higher than in 2013/14, but are less than 2012/13. Longer term there has been a decrease in volume of offences year on year. Projections indicate year end volumes comparable to last year.

**MSG:** 6<sup>th</sup> of 8 Forces, just above the MSG average. From Dec 2013 the pattern of recorded offences has closely mirrored MSG forces.

**Outcomes:** 12% of outcomes year to month were charge/summons. 81% are recorded as investigation complete no further action.

## ASB

**Commentary** – Between 1 April 2014 and YTD 39,242 incidents have been recorded. YTD volumes are 2.8% lower than last year. Longer term there has been a decrease in volume of offences year on year.

## **ADDITIONAL DATA SETS (updated with December data)**

### **BUSINESS CRIME**

963 offences were recorded in December 2014, significantly lower than previous months and below the monthly average of 1,231. Business crime accounts for approximately a quarter of total crime each year. YTD volumes are slightly higher than last year.

### **RURAL CRIME**

1,089 offences were recorded in December 2014, the lowest volume recorded since April and below the monthly average of 1,117. Rural crime accounts for approximately 22% of total crime recorded YTD. YTD volumes are 4% higher than last year. Longer term there has been a decrease in volume of offences.

### **ROAD TRAFFIC COLLISIONS (killed and seriously injured (KSIs))**

Monthly KSIs fluctuate around an average of 42 per month. YTD there have been 339 KSI casualties (38 fatal, 301 serious injury), slightly higher than 2013/14. Road deaths have increased significantly in Herefordshire (4 to 13) along with collisions involving 16-25 yr old drivers. Local Policing tasking are aware of any local issues.

### **HATE CRIME**

Volumes in December are slightly lower than November (75 compared to 83). YTD volumes are 1% higher than last year. The longer term trend shows decreasing volumes year on year.

### **RESPONSE TIMES**

In November 92.6% of all emergency incidents were deployed to within 20 minutes. This is the 5<sup>th</sup> consecutive month below the monthly average of 93.6%. 98% of all emergency incidents are attended within 30 minutes.

In November 64.5% of all priority incidents were deployed to within 60 minutes. This is the 3<sup>rd</sup> consecutive month below the monthly average of 67.7%.

(Please note that incident response times are currently measured for patrol zones which over-lap the 5 policing areas in West Mercia. Where it has become apparent that the patrol zones/patrol areas used are not conducive to operational policing, changes are ongoing to rectify these issues).

## **SATISFACTION**

Satisfaction data is analysed on a 'rolling 6 month' basis to give an adequate sample size. The current level of Satisfaction is 82.3%; this is the 4<sup>th</sup> consecutive month in which Satisfaction is below the recent peak of 85.9% seen in June 14.

## **CONFIDENCE**

Updated to the end of June 2014. 61.9% agree that 'the police do a good or excellent job' and 74.9% agree with the statement 'taking everything into account I have confidence in the police in this area'. In the MSG comparison, West Mercia rank 6<sup>th</sup> for both of these questions, an improvement compared to the previous quarter (7<sup>th</sup> and 8<sup>th</sup> respectively). West Mercia is below the MSG average for both measures.

## Appendix B

### Home Office Outcomes

The Home Office outcomes framework gives all outcomes an equal weighting.

<b>Code</b>	<b>Description</b>
OC1	Charge / summons
OC2	Caution - youths
OC3	Caution – adults
OC4	Taken into consideration
OC5	The offender has died (all offences)
OC6	Penalty notice for disorder
OC7	Cannabis warning
OC8	Community resolution
OC9	Prosecution not in the public interest (CPS)
OC10	Formal action against the offender not in the public interest (police)
OC11	Prosecution prevented – name suspect identified but below the age of criminal responsibility
OC12	Prosecution prevented – named suspect identified but is too ill (physical/mental health) to prosecute
OC13	Prosecution prevented – named suspect identified but victim/key witness is dead/too ill to give evidence
OC14	Evidential difficulties victim-based – named suspect not identified
OC15	Named suspect identified: victim supports police action but evidential difficulties prevent further action
OC16	Named suspect identified: victim supports police action but evidential difficulties victim does not support action
OC17	Prosecution time limit expired: suspect identified but prosecution time limit has expired
OC18	Investigation complete: No suspect identified – crime investigated as far as reasonably possible – case closed
No crime	No crime
Pending – under investigation	Pending – under investigation