

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 December 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.

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 October 2015 – 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

The Panel received a presentation on StraDA, the alliance change programme at its December meeting. Demand analysis has shown that the way the police currently protect people needs to change. In order to undertake a truly transformational change of the organisation to meet the shifting policing demands the PCC has endorsed a 'twin

track' proposal to instigate the changes needed. Part of this will require the procurement of a transformation partner. Work is now progressing to begin this twin track approach to transformation.

The alliance now has the full number of police officers as planned, which means that every officer is an operational, deployable officer. (Student officers are not included in this number). This is a substantial achievement for both forces.

Sixteen new PCSOs started with the alliance between 1 July and 30 September 2015 and there are a further 41 successful candidates on a waiting-list for the next vacancies

In October 2015 a project team was fully formed and launched to target special constable recruitment. Since that time 365 applications have been received. This is in comparison with 73 applications in a 3 month period prior to commencement of the project. The force's new special constable recruiters, as well as members of the volunteer programme team, have actively been involved in recruitment at local citizen's academy events, local universities and colleges. The website has also been dramatically improved.

A volunteer programme supervisor has been recruited to support the volunteer programme manager and drive forward recruitment both internally and externally. They started in post at the end of September and have been actively promoting awareness of volunteering with the police at local universities, colleges and citizen's academy events. Currently there are 102 volunteers within West Mercia. In addition, there are currently 107 speed watch volunteers which brings the total number to 209.

The volunteer programme manager has been supporting the PCC's office with the recruitment of Independent Custody Visitors particularly around policies etc in connection with their recruitment campaign. This work has successfully identified more than a dozen new potential recruits.

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

The Panel received a detailed update on this objective at its December 2015 meeting.

Over the Christmas and New Year period the street pastor and taxi marshal schemes were very successful in supporting vulnerable people who had consumed too much alcohol. In particular, the PCC has been advised that Hereford's A&E saw a reduction in people being admitted over the festive period due to excess alcohol consumption compared to same period last year. The street pastor scheme in Herefordshire, which includes Ameilia's place, has contributed towards this reduction.

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

The Panel received a detailed update on this objective at its December 2015 meeting and there is nothing significant to add to that update.

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 Panel in December 2015.

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

During the last financial quarter the PCC commissioned a review into Integrated Offender Management (IOM). The review findings identified 3 key recommendations along with a revised model for delivering better outcomes. The PCC has agreed to support the new way of working identified in the review and has released £500,000 to enable this to happen.

Moving forward the police should be in a position to take the recommendations forward. The PCC's office will support the deliver and implementation of those recommendations.

Objective 6 – To develop and implement a business crime strategy

The Panel received a detailed update on this objective at its December 2015 meeting.

In December the PCC made a formal decision agreeing to use reserves of up to £452,000 in support of rural, business and cyber crime initiatives. This represents the 2014/15 allocation for rural, business and cyber crime which was not spent in that financial year.

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

Each Community Safety Partnership (CSP) now has a draft commissioning framework, which has been well received by all associated stakeholders. Meetings are now taking place to plan the decommissioning or reinvestment in projects that meet the identified need and priority within the framework. One of the opportunities the PCC will seek to evolve within this framework is the opportunity to joint commission with the upper authority in each area, and use the CSP as the gateway for this where feasible. The projects to be (re)invested in will be aligned to PCC and Alliance priorities and will be shaped around a body of local evidence that enables outcomes to be achieved at the point of greatest need.

In support of the substantial work being undertaken to develop and implement the commissioning framework a support post for a Contracts and Grants Analyst will shortly be advertised, with the view of having this post in place by April 2016. The job description for the post is linked to the framework of each CSP, as well as creating the potential link with the force too. The role will ensure there is a golden thread between evidence and need and delivery and also make the assessment of whether there is appropriate provision, providing the right support at the right time regardless of whether a crime has been reported.

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

The PCC's Commissioning Manager presented an overview to the Panels December meeting on the Community Safety Partnership (CSP) framework. The CSP framework is currently in negotiation with each CSP.

It is intended to undertake a strategic review for both Domestic Abuse and Victim provision in 2016. The remit for the reviews is currently been designed and it anticipated that these will be rolled out from March 2016.

Recent data indicates increases in reported levels of both Sexual and Domestic Violence. Given the increases in reporting the PCC has released an additional £80,000 per annum to Women's Aid to help them meet the increase in demand against their services. The funds will provide two additional independent domestic advisors and increase their capacity / capability to process referrals.

In addition the PCC's office has supported the West Mercia Rape and Sexual Assault Centre who have submitted a bid to the National Lottery for additional funds, and is also working closely with NHS England as they develop a new service specification for SARCs and Sexual Assault Services.

A new approach to develop and deliver restorative justice (RJ) across the alliance has been introduced. The project is designed to deliver both RJ interventions and training to staff. Over 150 staff will be receiving training from an external provider in the coming months. In addition the PCC's office for West Mercia has drafted a new Alliance strategy for RJ which has been signed off and a new Alliance Strategic board is in place and is due to meet on the 3rd of Feb 2016.

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

The Panel received a detailed update on this objective at its December 2015 meeting, including a presentation from the Safer Roads Partnership.

The Safer Roads Partnership Governance Board will meet for the first time in February 2016. Draft Terms of Reference have been discussed and provisionally agreed with partners, although they will not be formally approved until the first meeting.

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.

In December 2015 HMIC published an inspection report on the capabilities and effectiveness of Regional Organised Crime Units (ROCU). As the ROCU forms part of

the regional approach to collaboration, the report and its recommendations will be addressed by agreement of all four forces within the West Midlands region.

In 2015 the South Worcestershire Local Policing Area was selected to pilot an approach known as the Joint Policing Panel (JPP) to introduce the style of working advocated within the Government's strategy to tackle serious and organised crime in local areas. The PCC has been following progress of this pilot which has brought together a wide range of partners to develop and share a problem profile for serious and organised crime within South Worcestershire and to work together to tackle the areas organised crime groups. This work is ongoing.

Objective 11 – To develop and implement a public engagement strategy

Formal monitoring and evaluation against the PCC's engagement strategy was carried out in December 2015. The results of that monitoring have subsequently been posted on the PCC's website. 47 out of 48 indicators were scored as 'green' (achieved or likely to achieve milestones and timescales. The other indicator was scored as amber, but a piece of work due to be rolled out shortly should address this issue.

Since the last update to the panel, part of a major engagement project involving young people has concluded; whilst the second part is due to conclude in mid-February. The PCC held a safety competition in conjunction with local schools, the aim of which was to engage young people, and get across key messages around crime, anti-social behaviour and crime prevention. Thousands of children were involved in the first strand of the programme from schools across West Mercia, which involved asking primary age children to design safety posters.

The second half of the campaign has seen secondary school pupils design safety apps. The winner be selected shortly, and the University of Worcester will then work with the students to develop their idea. Again uptake on this has been encouraging.

In December 2015, the Commissioner published his response to his consultation on 20mph zones. This is available to read in the news section of the PCC website.

The Community Ambassadors continue to provide weekly updates for the Commissioner from police and a range of partners. The Ambassadors will continue in their work until the PCC elections in May, after which it will be up to the new Commissioner to determine how they wish to move forward. The Ambassadors will be asked to produce their own end of term reports for each policing area, for the information of both the current PCC, and the new PCC who will hopefully find the briefings useful when they take office.

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 October –December 2015. Members of the Panel are invited to comment on the report.

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 2015 to date.

Joint Audit Committee - the Independent Joint Audit committee met in December 2015. Items considered included, external and internal audit, HMIC reports, value for money profiles, the corporate governance framework and risk registers

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 last met in October 2015. Two restricted items were considered in the non public session. Items considered in the public session included the panels terms of reference and annual report, dip sampling of complaint files and a review of 'no crimed' rape reports.

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

- *'PEEL: police efficiency 2015'*. This report was graded and the overall judgement as to *'how efficient is the force at keeping people safe and reducing crime?'* was 'Good'. Although the report did not contain any specific recommendation or areas for improvement, the commentary within the report has been reviewed to assess any specific areas of concern.
- *'Witness for the prosecution: Identifying victim and witness vulnerability in criminal case files'*. This inspection was not graded and the report did not contain any recommendations or areas for improvement.
- *'PEEL: Police effectiveness 2015 (Vulnerability)'*. This report was graded and the overall judgement as to *'how effective is the force at protecting from harm those who are vulnerable and supporting victims?'* was *'Requires improvement'*. The report contains 3 recommendations which have been developed into an action plan to address the issues identified.

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.



Performance Summary (West Mercia)

October - December 2015

Author:	Performance Review
Date:	January 2016
Version:	1
GPMS marking:	

Summary

Topic	Data	Activity
To Protect Communities from Harm		
Hate Crime	No significant change	Working group established
Victim Satisfaction	No significant change	Second workshop planned
Outcomes	Year on year reduction in positive outcomes	Ongoing monitoring
Repeat Victimisation / Offending		IOM review recommendations being implemented
Repeat Missing Persons		Pro-active work ongoing
To Reduce Crime & Disorder		
Violence with Injury	Volumes stabilising	Characteristics report produced for thematic lead
Sexual Offences – Rape	No significant change	
Sexual Offences – Other	No significant change	
Domestic Burglary	No significant change at Force level	We Don't Buy Crime initiative launched
Robbery	Increased volumes	Summary report produced for thematic lead
Business Crime	No significant change	Tactical initiatives continue
Rural Crime	No significant change	'Rural Matters' activity
Domestic Abuse	No significant change	
Child at Risk / CSE	No significant change	Internal training re CSE application of markers
Cyber Crime		Strategy to be launched imminently
Anti-Social Behaviour	Continued decline in volumes	Further monitoring will be undertaken
Road Traffic Casualties		Adoption of national CRASH recording system
Response Times to Emergency Incidents	Increased trend in average time to respond	Changes to some response areas in Shrops/ S Worcs
TOIL/RDIL	Further improvements in numbers exceeding limits	Department level data disseminated
To Ensure an Efficient and Effective Police Service		
Sickness	Improving picture year on year	
Complaints	No significant change	
Conducts	No significant change	

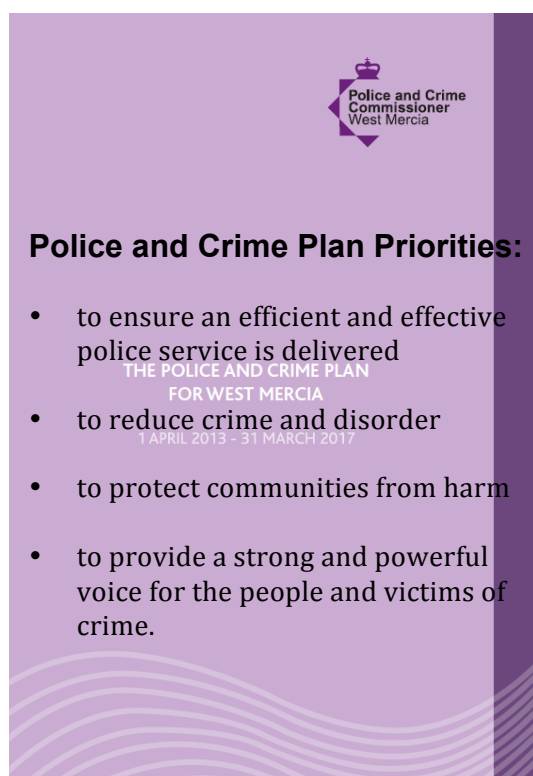
Performance Summary

1. Introduction

This report covers the third quarter of the performance year and shows a developing picture of force performance across a broad range of data. The document is used as the basis of accountability both by the force and PCC. It feeds into the Performance Management Group where senior leaders explore performance and improvement activity in more detail.

The end of year projections have been updated to take account of the last quarter performance and therefore provide a more certain picture of the levels of crime we expect to record at the end of the performance year.

This performance year has seen the force adjust to a number of changes in recording practices that has seen some predicted crime increases. These changes have also been experienced by most other forces and have been subject to national reviews. It is our view that recorded crime now appears to be stabilising following these changes.



Police and Crime Plan Priorities:

- to ensure an efficient and effective police service is delivered
- to reduce crime and disorder
- to protect communities from harm
- to provide a strong and powerful voice for the people and victims of crime.

THE POLICE AND CRIME PLAN FOR WEST MERCIA
1 APRIL 2013 - 31 MARCH 2017



Alliance Control Strategy 2015

Alliance priorities have been identified using the Management of Risk in Law Enforcement (MoRILE). MoRILE is a structured methodology and matrix which aims to provide a consistent approach across law enforcement agencies.

Strategic Policing Requirement

Terrorism	Serious and organised crime	Cyber crime	Threats to public order	Civil emergencies	Child sexual exploitation
		Cyber crime Includes both cyber enabled and cyber dependent crime. Maximising evidential opportunities will benefit investigations and address knowledge gaps.			
		Child sexual exploitation Recognising signs of CSE and safeguarding victims remains a priority. There is a need to be aware of drugs used to facilitate CSE.			
		Organised crime groups Daily business			
		Rape and sexual assault Safeguarding and recognising victims remains a priority.			
		Domestic abuse Promoting partnership working and increasing confidence in reporting.			
		Killed and seriously injured RTCs Support the work of the Alliance Safer Roads Partnership to reduce the number of people killed and seriously injured on our roads.			
		Modern slavery and human trafficking An emerging threat with significant intelligence gaps. Increasing awareness and understanding will improve response and identification of victims.			
		Female genital mutilation Monitored threat with likely increase from statutory reporting by health professionals.			
		Foreign national offenders Targeted operations developed to tackle this criminality.			
		Serious acquisitive crime Increasing intelligence gathering, focussing on handlers, enablers and facilitators.			
		Violent crime Partnership strategies designed to tackle drugs and alcohol related violence.			
		Pipeline incursions Supporting national response to minimise risk.			

Intelligence requirement represents what we need to know more about

West Midlands POLICE West Midlands POLICE

2. Summary of Performance

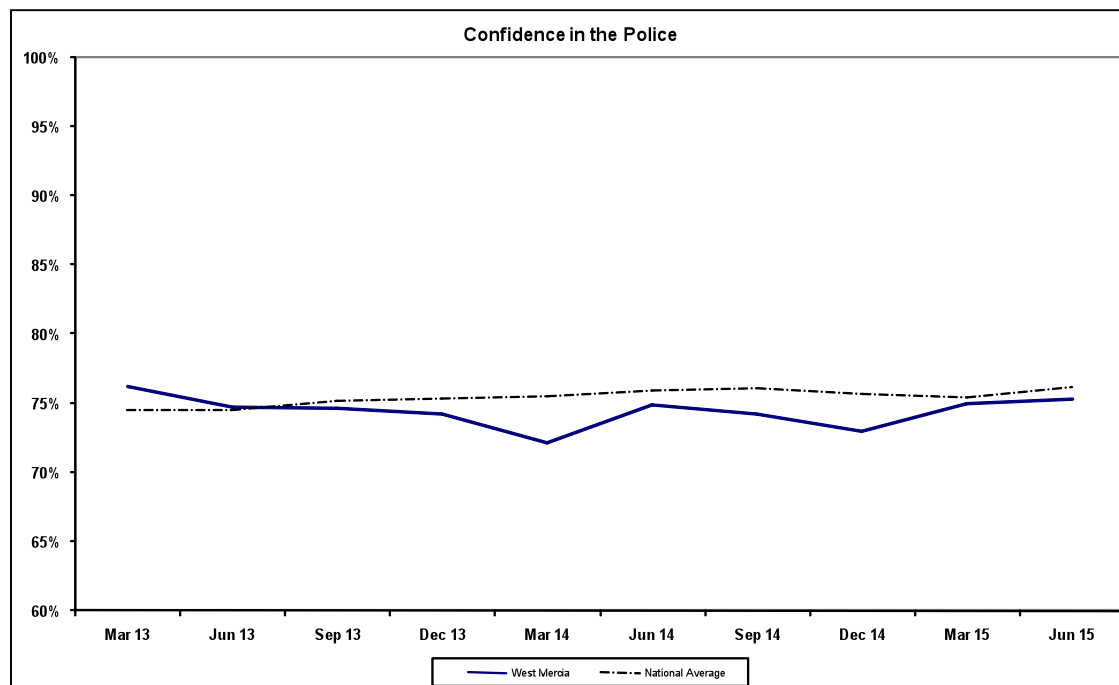
Aim: To Protect Communities from Harm

2.1 COMMUNITY

2.1.1 Confidence in Police

Public confidence in the police is measured through the national Crime Survey for England and Wales (CSEW). The data is published quarterly, with the next update, covering the period to September 2015, due to be released on 21st January 2016. This will therefore be reported in the next monthly report in February 2016.

The chart below shows the comparative position of the force against a national average for the latest available data - to June 2015. This was presented in the previous quarterly report, but remains the most current data available. From December 2014 there has been an improvement in performance, with confidence moving towards the national average.



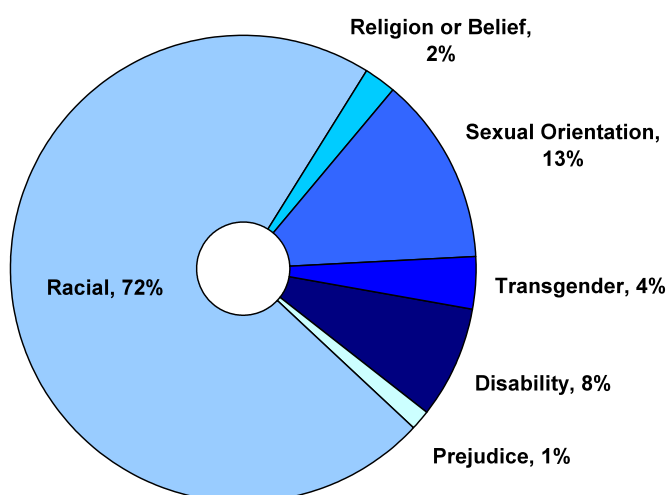
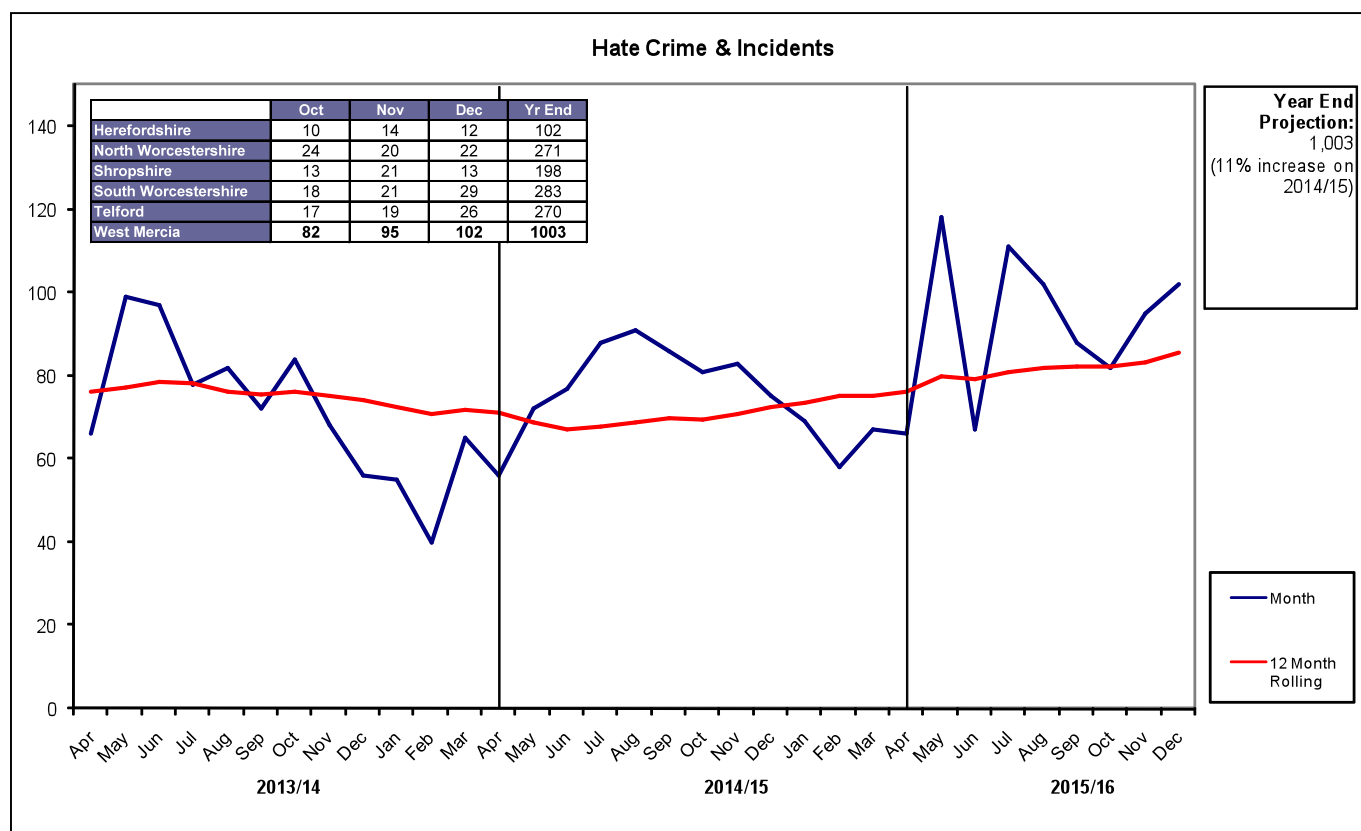
2.1.2 Hate Crime

Signs of Improvement would

Increased reporting
Sustained/ improved victim satisfaction

Following the launch of the Force Hate Crime Strategy and the associated increased activity, the Force is projecting a rise of 11% compared to last year. A working group is being established, including representation from our IAGs, to review and refresh the strategy and our policies and procedures.

In the last quarter 279 offences/ incidents were recorded. This is above the quarterly average, and is welcomed by the force as it reflects the increased activity and pro-active work by the corporate communications team.

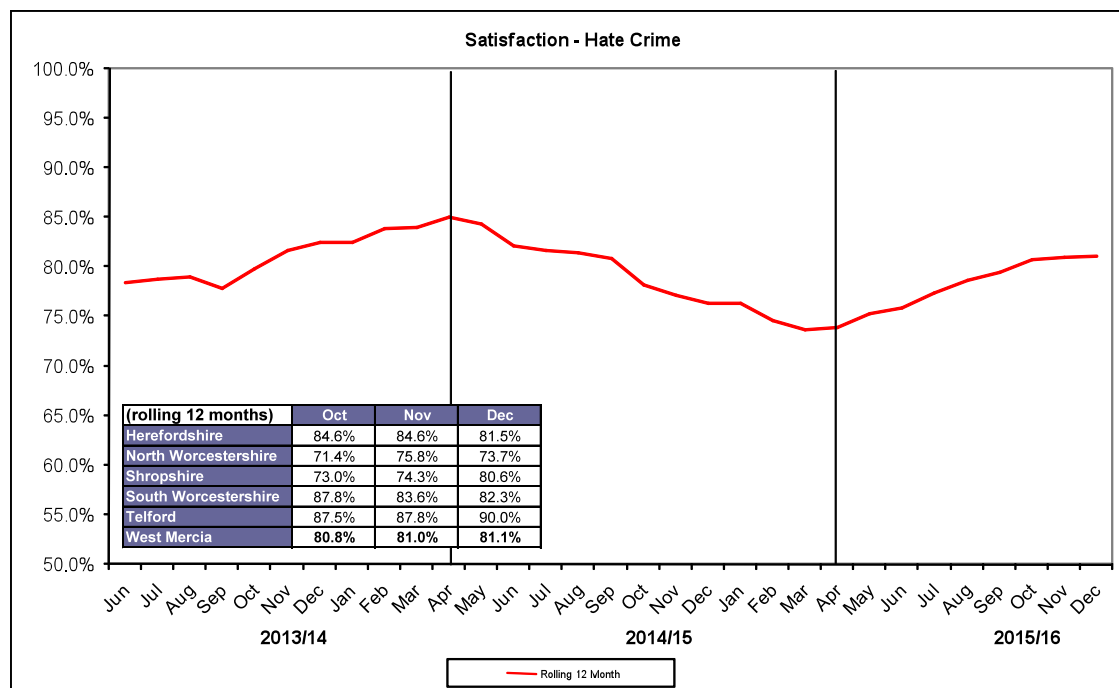


Almost three quarters (72%) of all hate offences are of a racial nature. This is a stable pattern.

NB: the term 'prejudice' refers to any individual characteristic that makes someone appear different, e.g. alternative lifestyle, culture, physical appearance and style of dress.

Hate Crime Victim Satisfaction

Satisfaction of hate crime victims is currently 81.1%¹. The rolling 12 month average, shown by the red line on the chart, is showing a continued improvement this financial year.



¹ This is based on interviews undertaken over the last 12 months to give an adequate sample size for analysis

2.2 VICTIMS

2.2.1 Victim Satisfaction

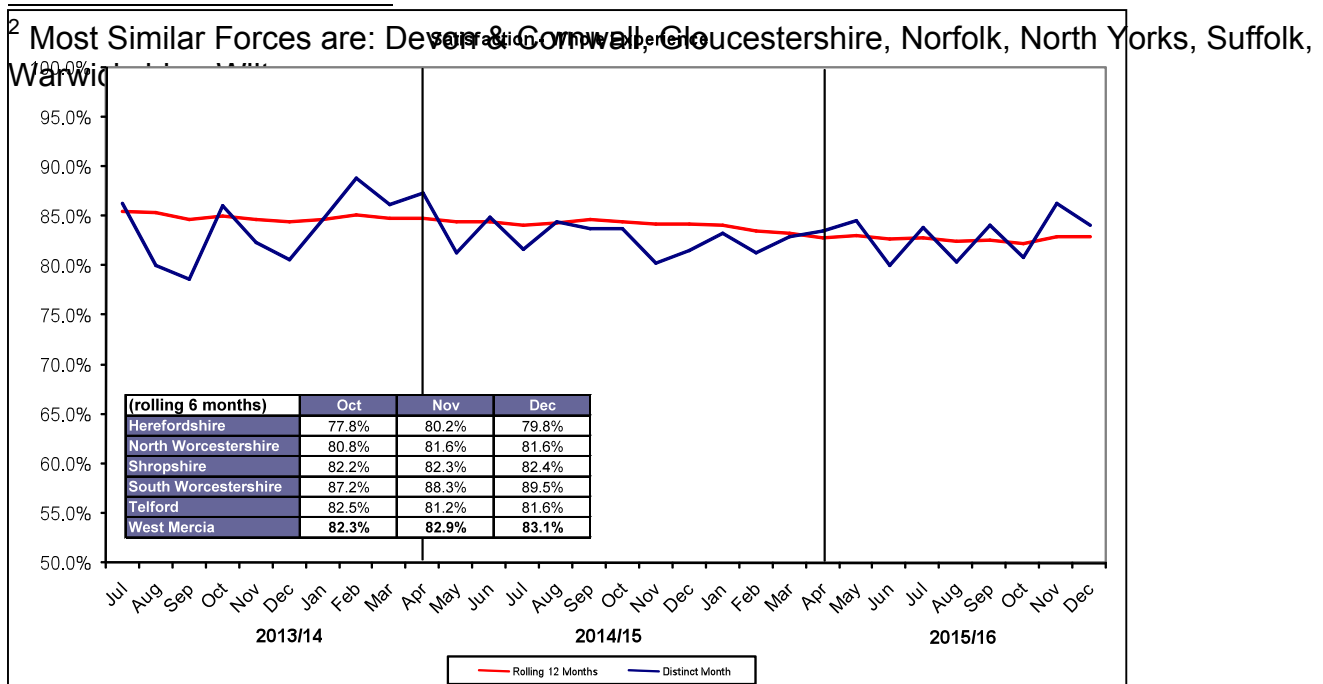
Signs of Improvement would

Improved satisfaction: overall & with follow up
Change against comparative Forces

Overall victim satisfaction within West Mercia remains stable across the different stages (Ease of Contact, Actions, Follow-up, Treatment and Whole Experience) with 83% satisfied with their experience. Due to small sample sizes this is monitored over a rolling 6 month period and continues to identify that the area of 'Follow up' remains where there is opportunity to further improve. In the latest quarter 69% of people surveyed are satisfied with this aspect of the service opposed to 70% last quarter.

National comparison data is only available up to September 2015 with more recent data not being available until February 2016. As of September, West Mercia performs relatively well within its peer group of most similar forces² for 'Ease of Contact' (ranking 3rd) though less favourably in respect of 'Actions' (8th), 'Treatment' (6th) and 'Follow up' (8th). 'Follow up' and 'Actions' are areas of where there is the largest variance from the top performing force (-14% and - 8%).

Research with victims has identified that 'Actions' and 'Follow-up' are closely linked and work continues to improve performance in these areas across the Policing Areas. In order to embed a more coordinated and consistent approach across the Force, a strategic lead/champion has been appointed. A preliminary Victim Satisfaction Improvement Workshop was held in November 2015 and a further workshop is scheduled for January 2016. The primary aim of this will be to review current practice and devise a Victim Satisfaction Improvement Action Plan – with particular emphasis on the 'Actions' and 'Follow-up' stage. It will aim to embed a change in practice so that victims receive early contact from the officer in the case who will agree a contact plan and provide an overview of the planned investigative actions.



2.2.2 Crime Outcomes

Since April 2014 forces provide a more detailed picture of how a crime has been investigated and finalised through the recording of Outcomes.

The chart on the next page shows the journey that crimes follow. In July 2015 the Home Office published a national document detailing the Outcomes recorded nationally, which has provided a benchmark to judge force performance. The force aims to maintain or improve the Positive Action Outcomes that are assigned to crimes as these represent formal and informal sanctions taken against offenders. The other Outcomes are monitored as they provide a picture of attrition in the investigation process.

The chart overleaf starts by reporting the number of crimes reported during the reporting period. The next element indicates how many of the crimes recorded have been finalised with one of the outcomes. The force will always have a proportion of crimes not assigned an outcome as the investigations are continuing. Some offences, such as sexual crime, take time to investigate and often require forensic analysis of computers, phones and other electronically stored devices.

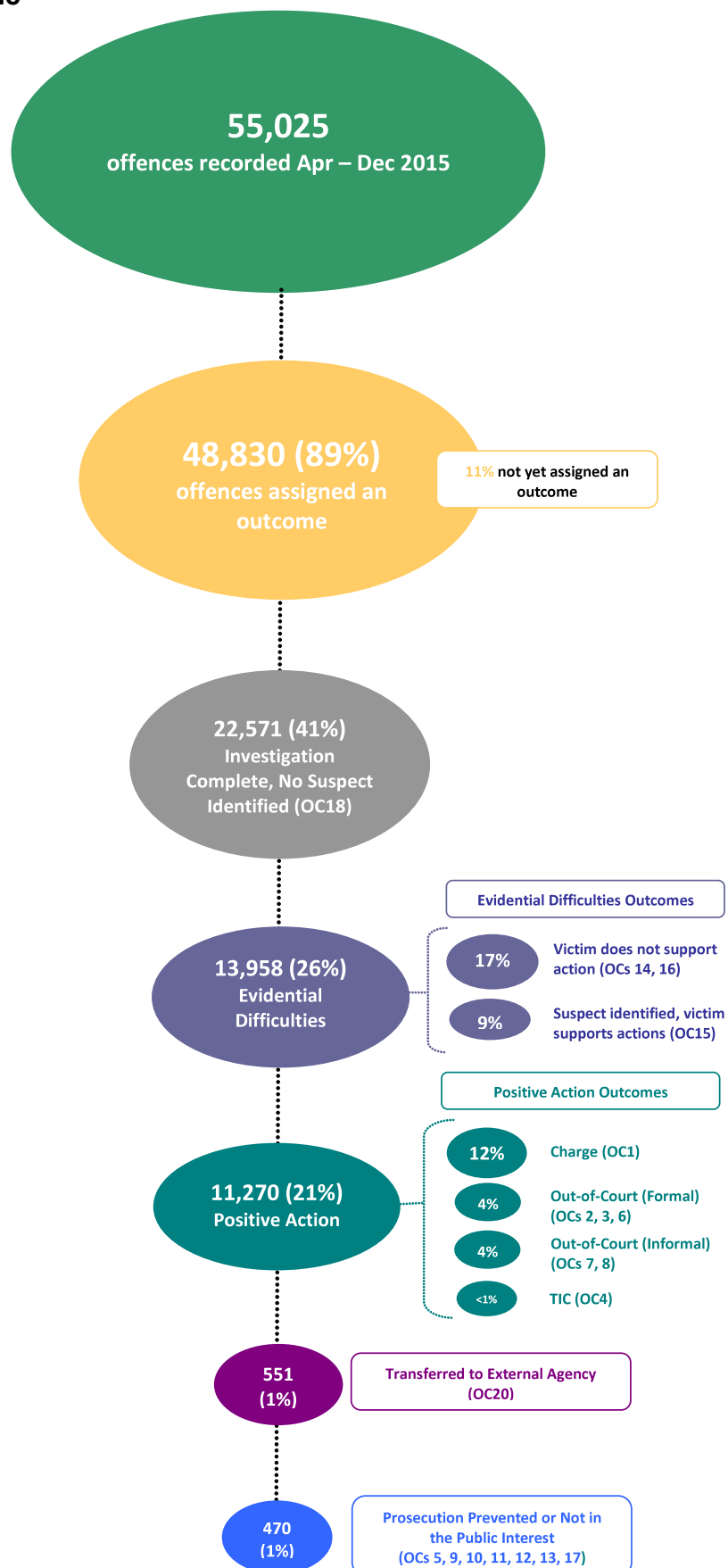
There will also be a proportion of offences where there are no identified offenders and no other productive lines of enquiry.

The next category covers those offences where a suspect has been identified but there are evidential difficulties that prevent a prosecution.

The Positive Action section covers a range of formal and informal sanctions that have been taken against the offender. This includes charges and summonses, cautions, penalty notices, cannabis warnings and community resolutions.

The remaining 2 categories represent a small proportion of offences where crimes are dealt with by another agency or it has been deemed not in the public interest to prosecute the offender.

Total Recorded Crime



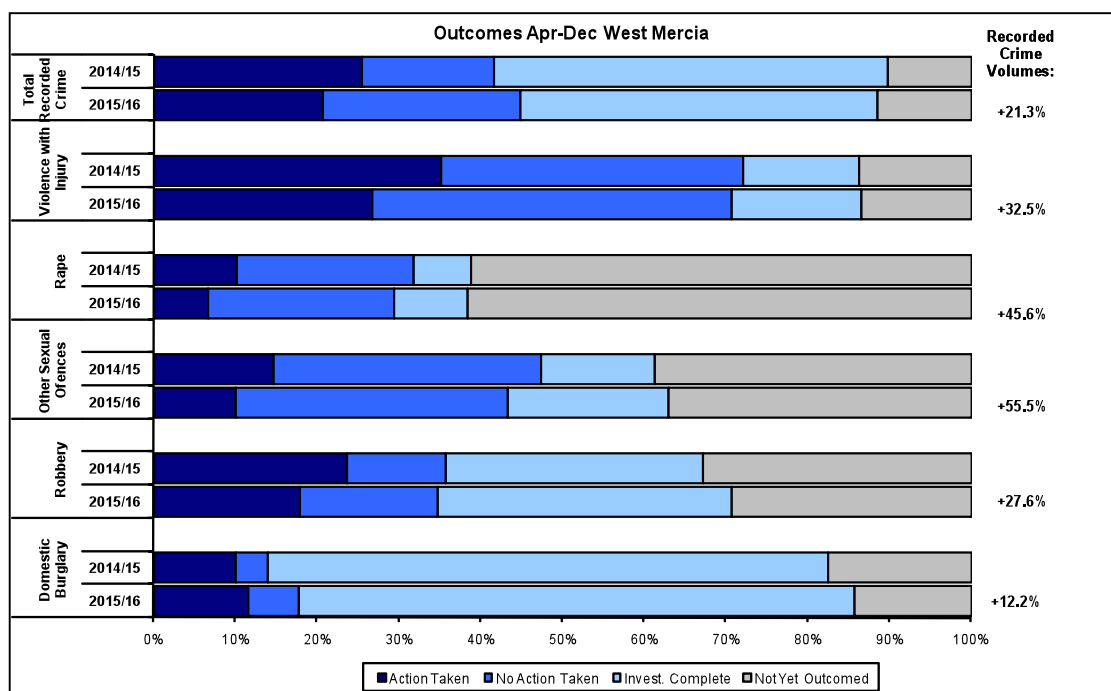
The chart below provides a summary of outcomes from April to December in 2014/15 and 2015/16. In order to provide a directly comparable data set the chart shows offences that were recorded in this period and the outcome assigned to those offences within the period.

Overall, there has been a reduction in the proportion of offences outcomed as 'Action taken' (i.e. charges and summonses, cautions, penalty notices, cannabis warnings and community resolutions), most notably in VAP with Injury, Other Sexual Offences and Robbery. Conversely, the proportion of Domestic Burglary offences outcomed as 'Action Taken' has seen a small increase.

There is an increase in 'No Action Taken' outcomes across all high harm offence groups, most notably for Robbery and Domestic Burglary offences. These outcome options (i.e. indicating where there have been evidential difficulties in the investigation) are likely to have been used more in 2015/16 as they are embedded more as business as usual.

We would expect to see some variation between crime types given the different investigative response employed. Also, the increase in recorded crime between the two years is likely to limit the investigative capacity for some offences.

We will continue to monitor trends against national and peer Force data and report by exception.



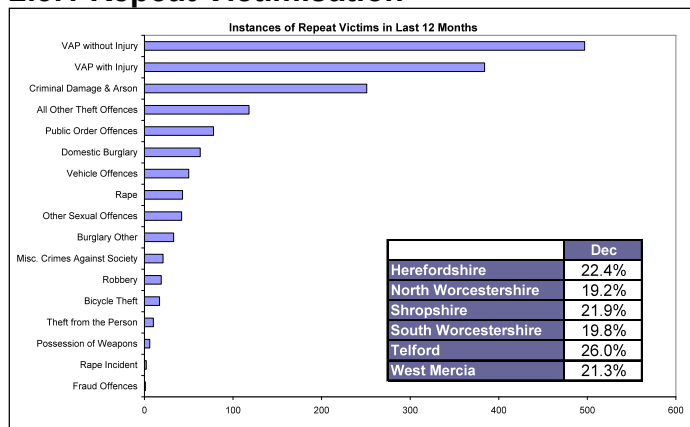
2.3 VULNERABILITY

Signs of Improvement would

Reduction in repeat victims and offenders Improved IOM processes

A repeat victim (or offender) is defined as an individual recorded as a victim (or offender) in one particular month and also at least once in the preceeding 12 months. This data does not lend itself to analysis on a quarterly basis, therefore the data below considers individuals identified as victims or offenders in December 2015 and their activity in the previous 12 months.

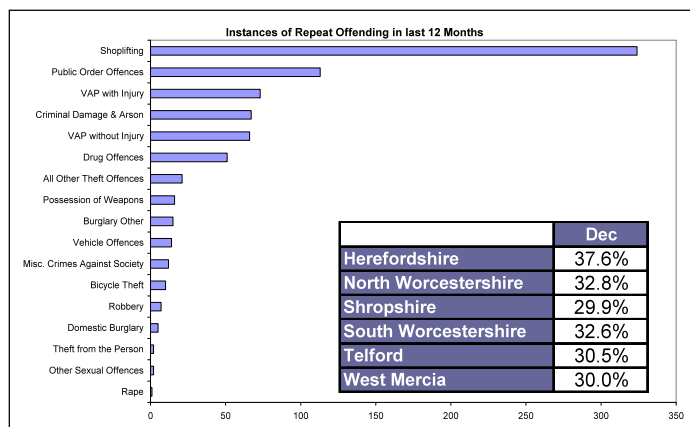
2.3.1 Repeat Victimisation



In December 5% (203) of all identified victims were repeat victims within the same month and 21% had been a further victim of crime at least once in the previous 12 months. Of these, 51 individuals were victims more than 5 times and 5 more than 10 times in the last 12 months.

Repeat victims, given their experience of offending, are likely to be vulnerable.

2.3.2 Repeat Offending



In December approaching a third (30% - 228) of all identified defendants were also defendants in at least one other offence in the previous 12 months. Of these, 15 individuals were defendants more than 10 times, the most prolific being a defendant 21 times.

From January 2016, through the Tactical Tasking and Coordination meeting, the force has begun to report on and monitor the response to repeat domestic violence perpetrators.

The individual record level data, which identifies repeat victims and defendants, with particular focus on domestic abuse offences, is shared across the Alliance with local policing commanders and appropriate department heads.

The force Integrated Offender Management (IOM) lead is now implementing the recommendations from the recent service review. These focus on agreeing a single approach to IOM, including strategic partnerships, co-located hubs, data sharing and raising the profile of IOM at daily management meetings. Recruitment of alliance IOM teams is due to be completed by March 2016, including local co-ordinators and a dedicated analyst.

The Worcestershire PVP/CID pathfinder project, introduced in January 2016, will see the alignment of IOM teams with other colleagues to strengthen the response to high harm causers, provide an end to end offender management service and reduce re-offending.

2.3.3 Repeat Missing Persons

Signs of Improvement would

Reduction in repeat missing persons

Repeat missing persons are monitored due to associated vulnerability, particularly with young persons and those in care.

This data is a summary of what is recorded on the force missing persons system. The number of missing persons reports is not a count of unique individuals – a report is generated for each instance a person is reported missing. Please note, for the purpose of this report, a “repeat misper” is defined as an individual who has been recorded missing more than once within the quarter.

The recording of missing person reports has seen a small decrease between quarters. 883 missing person reports were recorded in the last quarter, compared to 920 in the previous quarter. The decrease is due to below average recording across Policing Areas in November, although volumes in December have returned to above average levels seen in previous months. 497 missing reports were recorded for under 18s in the last quarter, comparable to the previous quarter. Repeat rates for all persons and those under 18 have also remained stable.

30% of missing person reports recorded last quarter related to persons living in care homes. There is little variation in the ‘In Care’ Rate quarter-to-quarter.

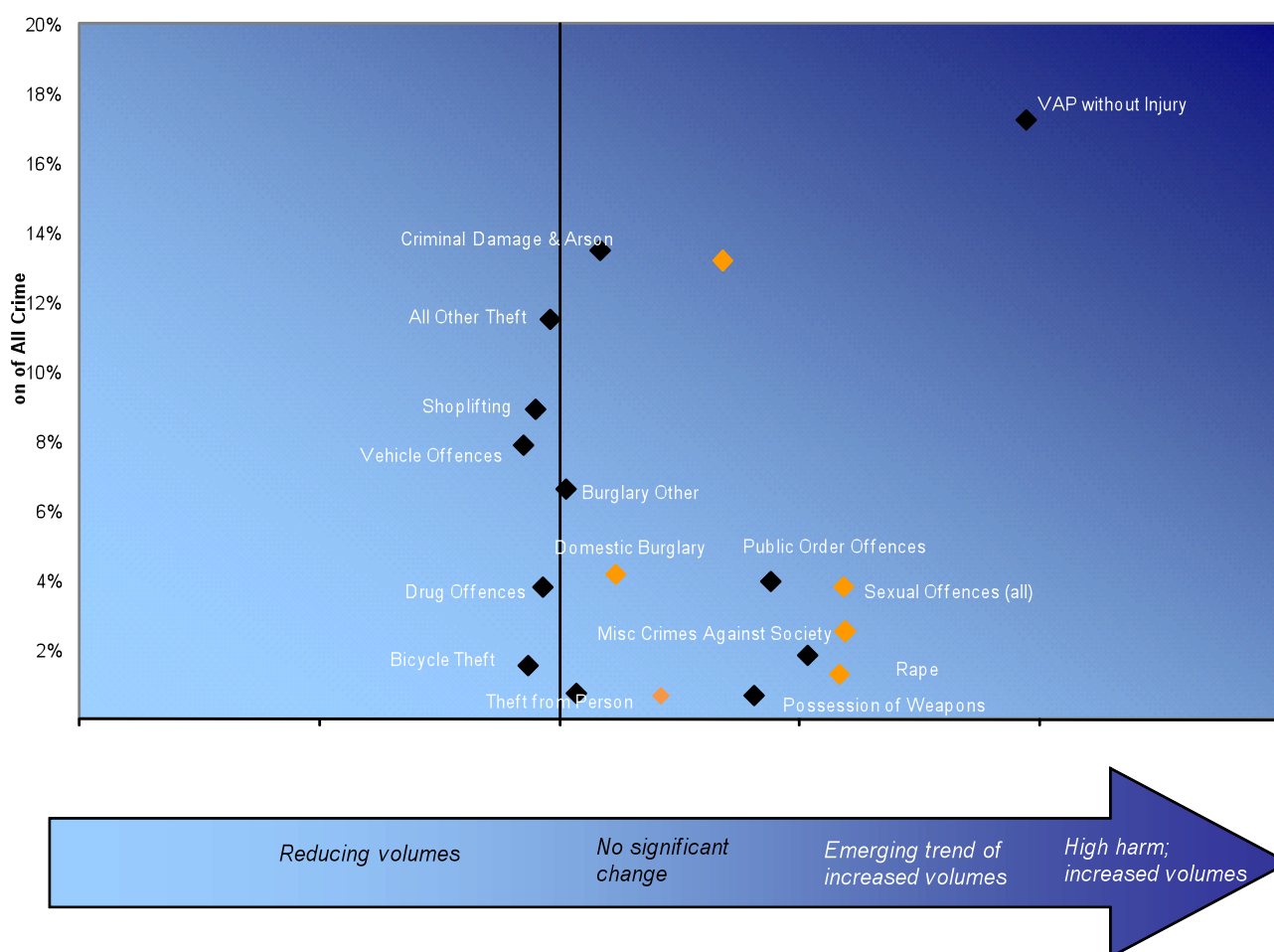
	All Persons			Persons Under 18			Persons In Care	
	No. of Missing Reports	No. of Reports from Repeat Mispers	Repeat Rate (%)	No. of Missing Reports	No. of Reports from Repeat Mispers	Repeat Rate (%)	No. of Missing Reports	In Care Rate (%)
Herefordshire	109	21	19%	50	15	30%	24	22%
North Worcestershire	160	56	35%	89	52	58%	57	36%
Shropshire	211	81	38%	114	62	54%	60	28%
South Worcestershire	239	104	44%	143	84	59%	77	32%
Telford & Wrekin	164	57	35%	101	54	53%	46	28%
West Mercia Total	883	327	37%	497	273	55%	264	30%

Work related to missing persons across the force is ongoing. Of particular note is the work being undertaken in Shropshire to target care homes that generate high volumes of demand. Since the care home project launched in July 2015, there has been a 26% reduction in total calls for service within the Policing Area. This project will continue to be monitored. Herefordshire local policing area has started to adopt the approach developed in Shropshire to manage the response to young people reported missing from care homes.

Work is also being undertaken in Worcestershire to tackle the increased volumes recorded during the current financial year. This includes working with a no. of high demand Children’s care homes as well as working closely with Foster Agencies and Children’s Services to improve processes for reporting missing children.

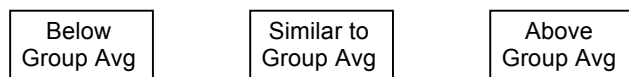
2.4 HARM REDUCTION

The chart below provides a snapshot of a wide variety of crimes that are monitored by the force. It shows whether they are increasing or decreasing and their relative proportion of all crime. The crimes that have an orange marker will be reported on.



Where possible, performance comparisons are made to the Force's 'similar group' (a group of 8 peer Forces designated by the Home Office)³. Two issues are highlighted:

1. How the current pattern of offending compares to the group average



2. Any recent change in the relative position of the Force within the group



³ Most Similar Forces are: Devon & Cornwall, Gloucestershire, Norfolk, North Yorks, Suffolk, Warwickshire, Wilts

Improving

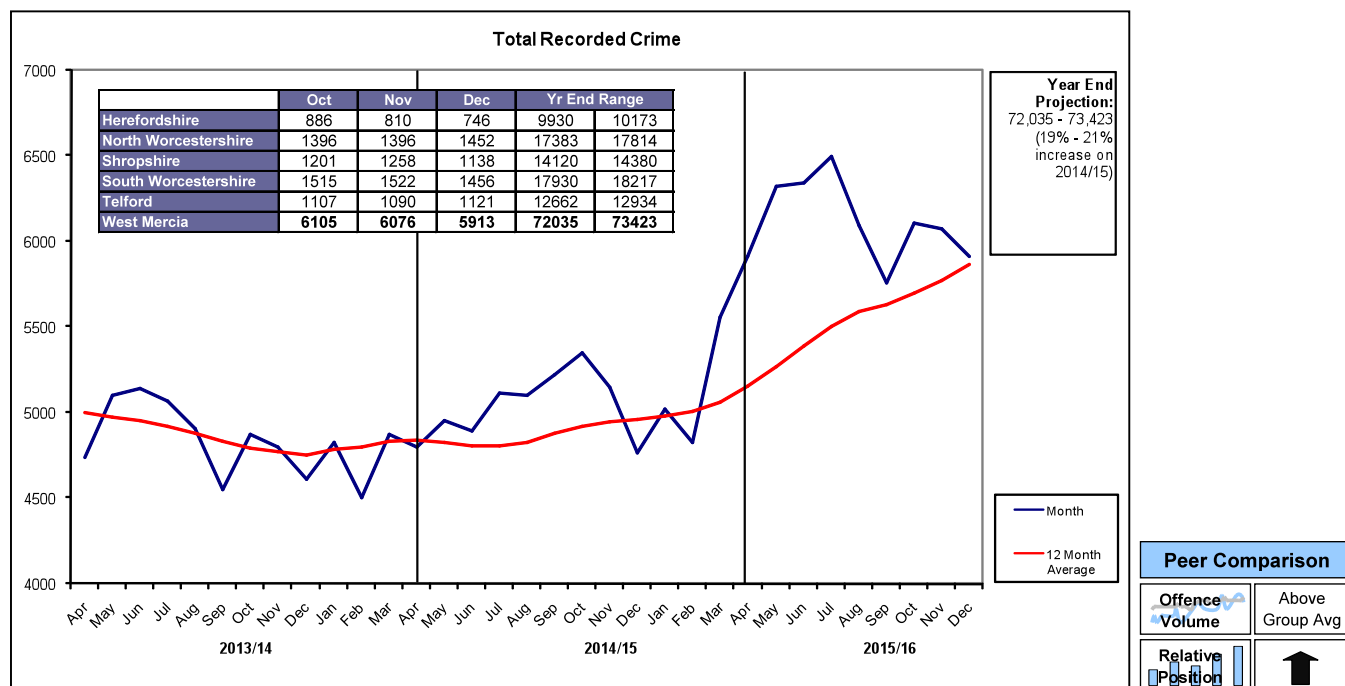
No Change

Deteriorating

2.4.1 Crime Recorded

Signs of Improvement would

**Stable volumes of recorded crime
Trends in line with other Forces**



The rise in crime volumes from March 2015 is a trend repeated nationally and is predominantly due to changes and improvements in the recording of crime as well as the introduction of new offence types. Where this is relevant to specific offence types, it is commented on in the report.

The last 2 quarters have seen a more stable recording pattern and following this we have reassessed year end projections. These are included in the report where relevant. In terms of total recorded crime, we currently expect year end volumes to be 19% - 21% above those of 2014/15.

The last quarter has shown only a marginal change in overall crime reported compared to the previous quarter (18,094 reduction of 1%), reflecting the more stable levels of recording.

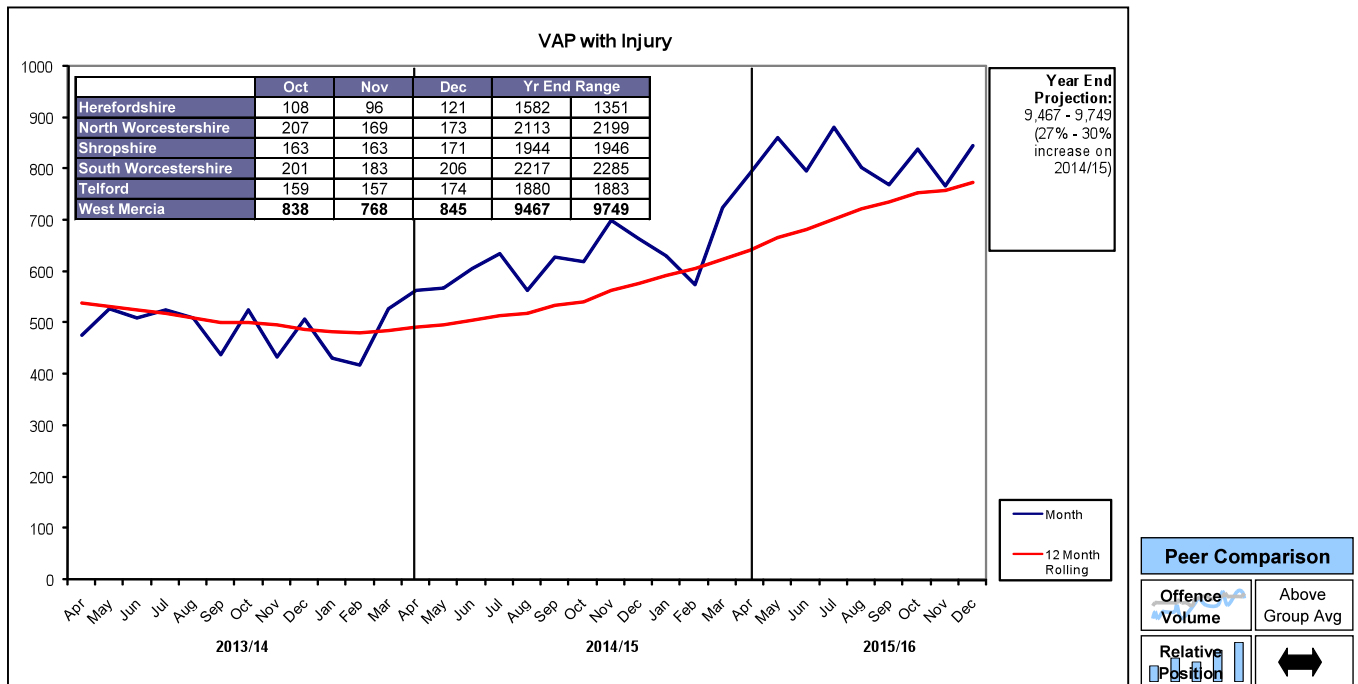
The following offence types are either those identified as causing most harm to individuals or those with an emerging upward trend in volume:

	West Mercia		Herefordshire		North Worcs		Shropshire		South Worcs		Telford	
	Last Quarter	Quarter Avg	Last Quarter	Quarter Avg	Last Quarter	Quarter Avg	Last Quarter	Quarter Avg	Last Quarter	Quarter Avg	Last Quarter	Quarter Avg
Total Recorded Crime	18094	17605	2442	2393	4244	4260	3597	3428	4493	4410	3318	3115
Violence With Injury	2451	2321	325	321	549	513	497	476	590	547	490	464
Violence Without Injury	3318	3032	459	420	732	696	660	606	818	729	649	582
Rape	248	229	41	35	57	50	44	48	55	50	51	46
Other Sexual Offences	443	444	61	70	91	86	89	86	95	109	107	94
Business Robbery	11	10	1	1	8	5	0	2	0	2	2	2
Personal Robbery	128	110	12	8	26	26	15	14	42	33	33	29
Domestic Burglary	757	734	80	80	181	178	162	140	185	169	149	167
Burglary Other	1149	1164	159	170	203	266	306	259	284	310	197	159
Vehicle Offences	1412	1387	138	123	507	545	218	214	367	339	182	166
Theft from Person	156	131	31	21	33	33	35	28	38	36	19	14
Bicycle Theft	276	271	51	48	39	43	50	57	71	84	65	41
Shoplifting	1540	1568	158	175	421	385	305	304	382	410	274	295
All Other Theft Offences	1935	2024	294	317	427	462	429	440	451	483	334	322
Criminal Damage & Arson	2335	2372	312	318	516	549	461	451	589	612	457	443
Other Crimes Against Society	1935	1810	320	287	454	427	326	307	526	498	309	292

Violence with Injury⁴

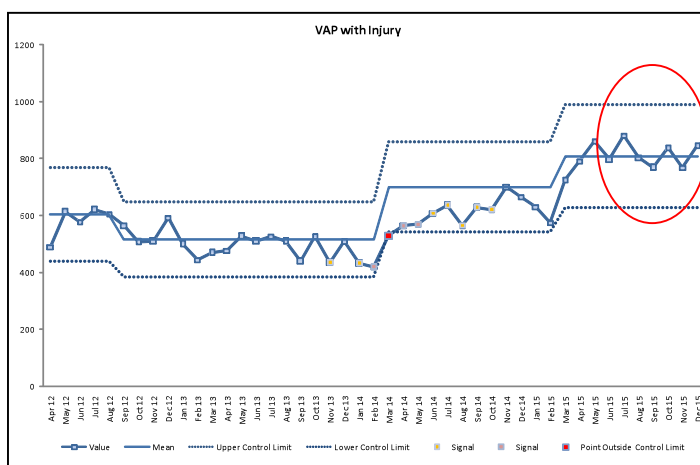
Signs of
Improvement would

Stable volumes of recorded crime
Trends in line with other Forces



Revised projections for the end of 2015/16 are between 9,467 and 9,749 (27%-30% higher than 2014/15). Contributory factors for this year on year increase are the increased focus and activity in respect of accurate and timely recording of reported offences as identified within the National Crime Recording Standards (NCRS) and Home Office Counting Rules (HOCR) following the HMIC Crime Data Integrity Inspection activity and the inclusion of DASH (Domestic Abuse and Stalking and Harassment risk indicator) assessments onto the force's electronic crime recording system (CRIMES).

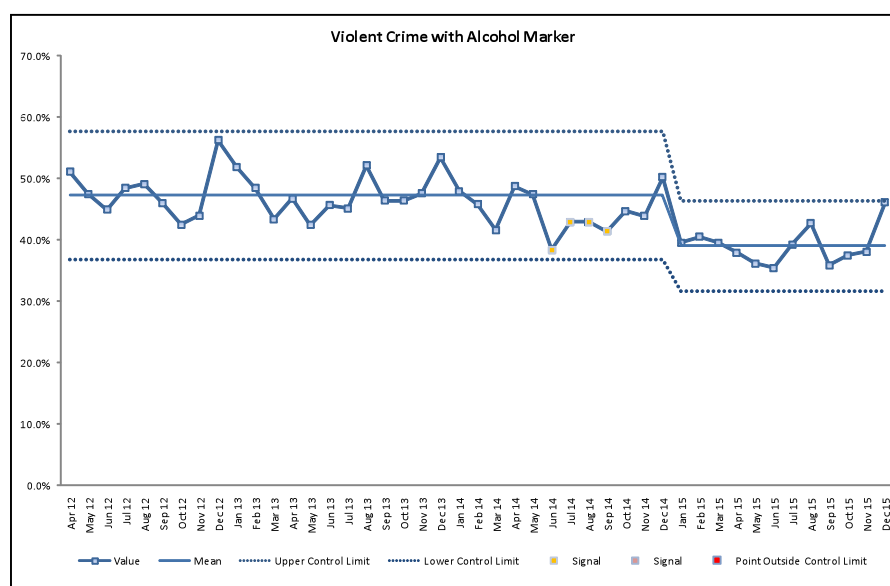
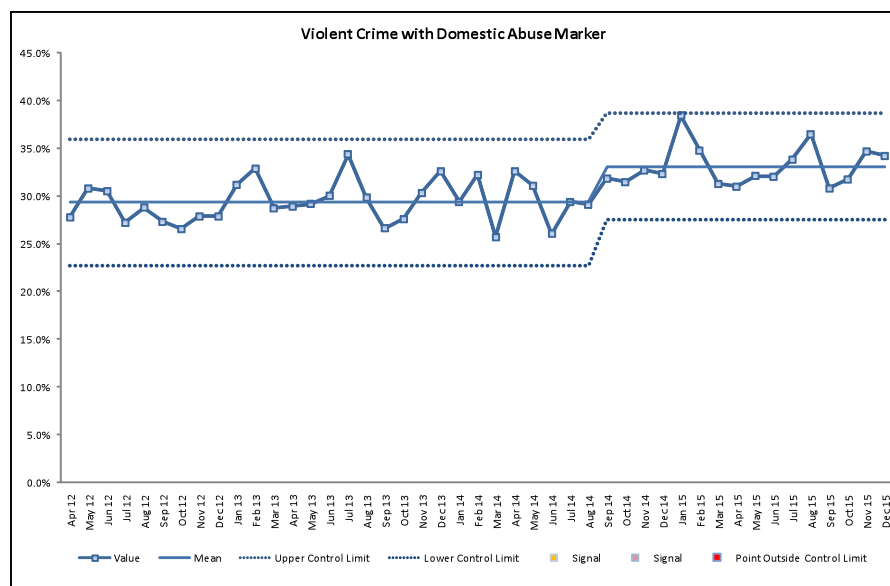
2,451 violence with injury offences were recorded in the last quarter, in line with the previous quarter and accounting for 14% of total recorded crime.



The sustained higher levels of recording over the last 6 months have resulted in an increase in the monthly average from 700 to 808. There has been no significant change in the characteristics of violent crime offences, with much of the additional volume from 2014/15 attributable to changes to internal recording processes. Volumes now appear to be more consistent, albeit at a higher monthly average.

⁴ **Violence with Injury** includes murder & attempt murder, assault where there is injury or an attempt to inflict injury and death by driving

This quarter has seen a small increase in the proportion of violent offences that are either domestic abuse or alcohol related. Both markers show an increase in recent months but remain in control around a stable monthly average.



Alcohol related violence increases in December each year. Volumes in 2015 were lower than in previous years.

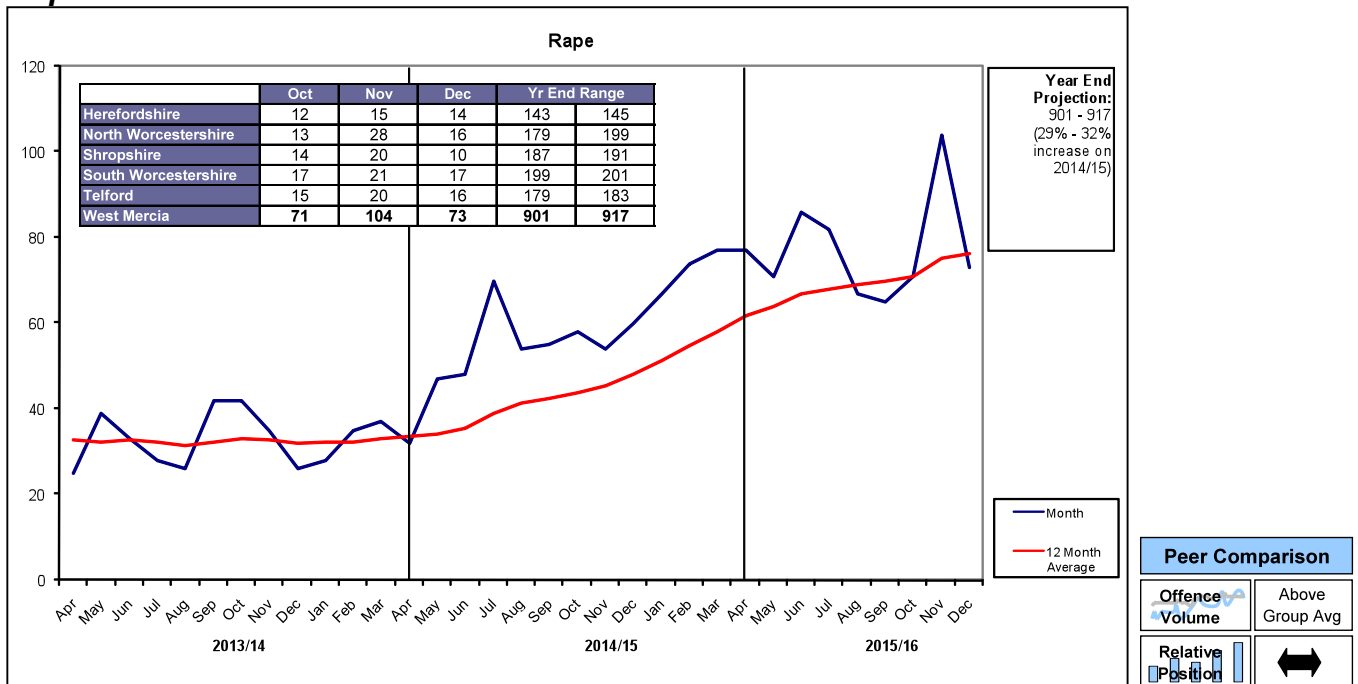
The Alliance runs Operation Christmas Presence each year, when resources are increased over key weekends in December to cope with increased demand. Analysis of the 2015 Operation is underway to assess its success and help to shape future operations.

Sexual Offences

Signs of Improvement would

Wider opportunities for victims to report offences
Investigation of offences meeting victim expectations

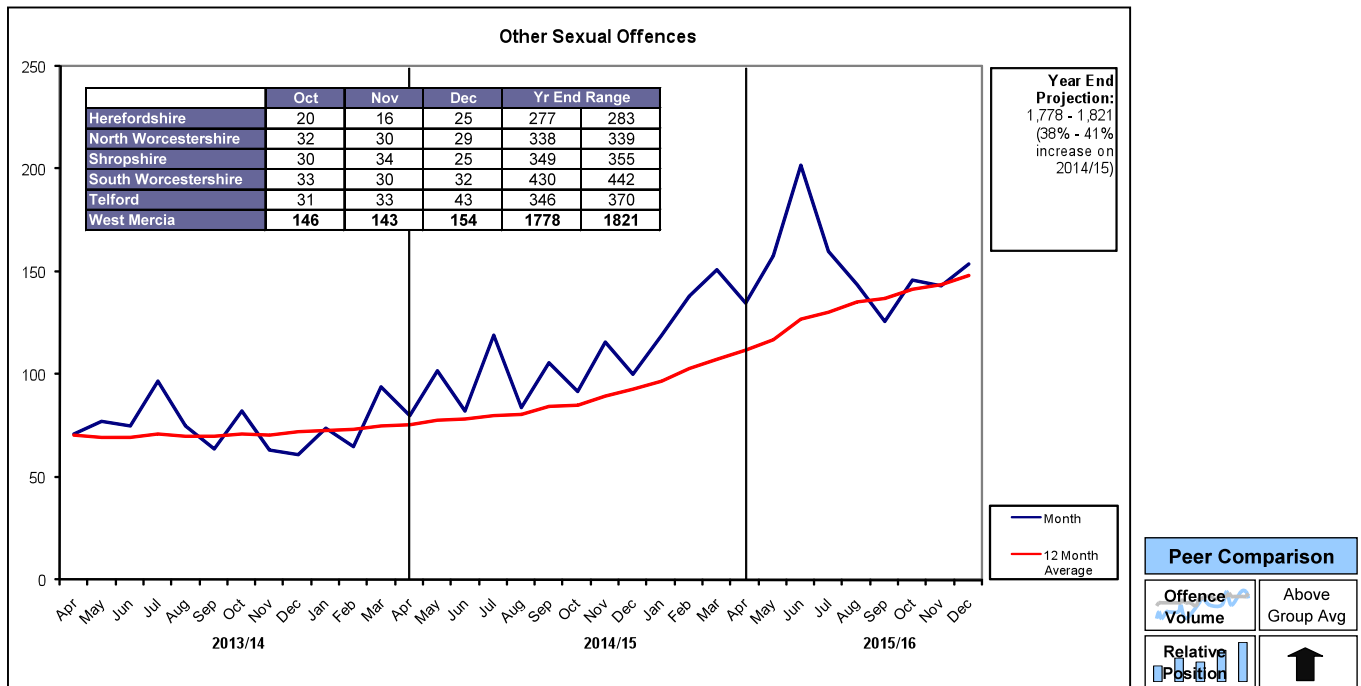
Rape



Revised projections for the end of 2015/16 are between 901 and 917 (29%-32% increase on 2014/15). 248 rape offences were reported to the police in the quarter, a 16% increase on the previous quarter. The increase has been driven by abnormal levels of recording in North Worcestershire in November (27 offences recorded in the month, compared to an average of 14). As referenced in the November report, most of these offences involved females aged over 16 where the suspect was known to the victim. The offences are not known to be linked and no offending patterns have been identified.

On average there is a 40%:60% split between rape offences that are 'current' (recorded within 28 days of being committed) and those classified as 'non-recent'. These proportions remain relatively stable across quarters. Fluctuations in total rape volumes are predominantly driven by fluctuations in 'current' offences.

Other Sexual Offences



Revised projections for the end of 2015/16 are between 1,778 and 1,821 (38% - 41% increase on 2014/15). A number of most similar forces have experienced similar increases in volumes.

443 other sexual offences were reported to the police in the quarter, an increase of 13 offences (3%) on the previous quarter.

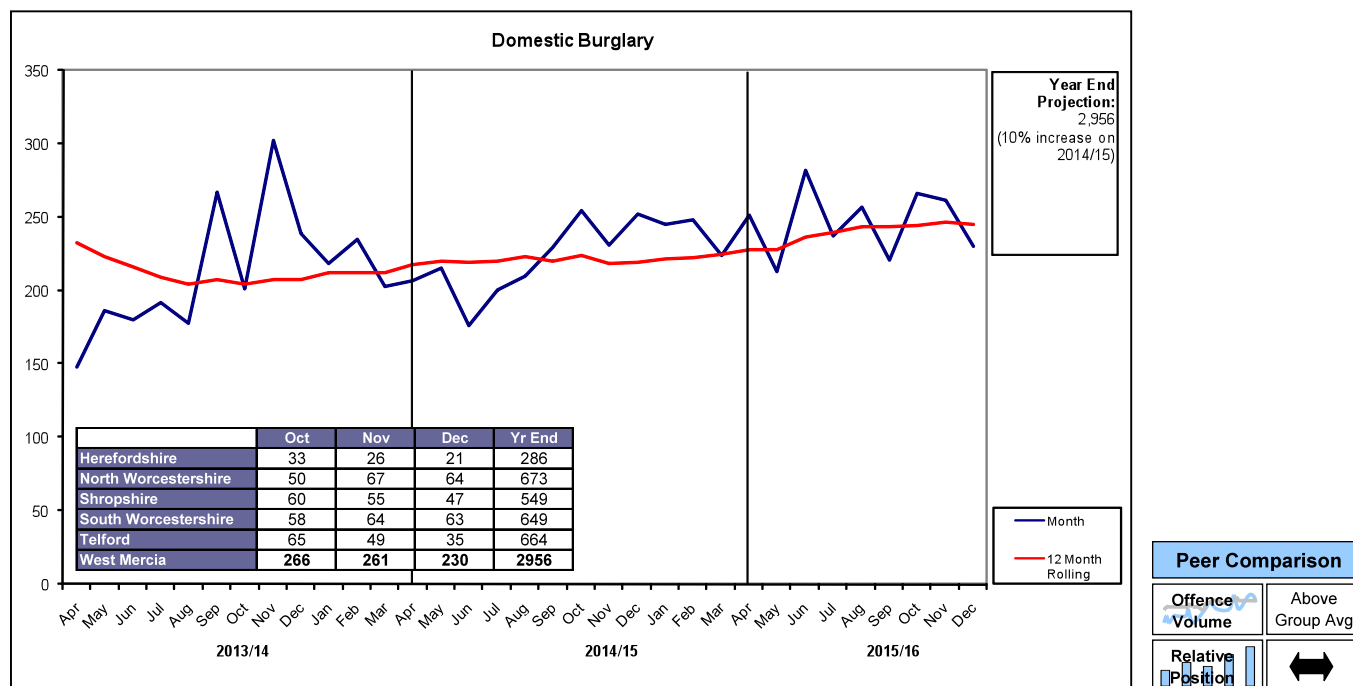
On average, there is a 50%:50% split between other sexual offences that are 'current' (recorded < 28 days after the committed date) and those classified as 'non-recent'. These proportions remain relatively stable across quarters.

Domestic Burglary

Signs of Improvement would

Stable volumes of recorded crime

757 offences were recorded in the quarter. This is a small 6% increase on the previous quarter, although over the longer term offence volumes remain relatively stable, with about 8 offences recorded per day.



The Alliance burglary steering group meets bi-monthly to discuss relevant issues, including cross border offences, emerging series, operations and investigations and IOM nominals.

The Alliance has launched an initiative 'We Don't Buy Crime'. Following successful trials elsewhere in the country, all burglary dwelling victims will be provided with a free Smartwater pack funded by the PCCs along with additional crime prevention advice. Neighboring properties will also receive advice and property marking tools. This unique approach is being evaluated by Warwick University to ensure there is independent evidence to its effectiveness and a detailed assessment of the value for money it provides.

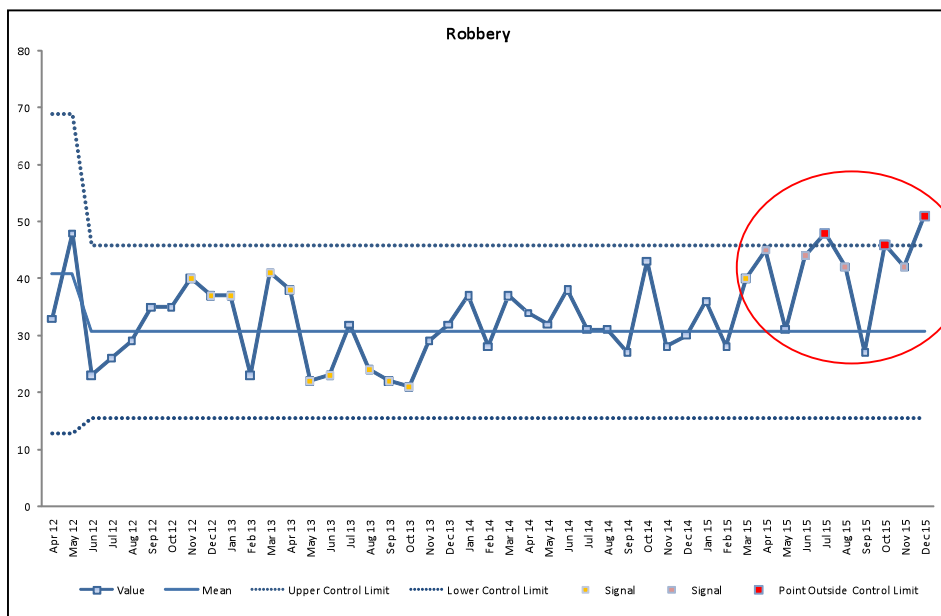
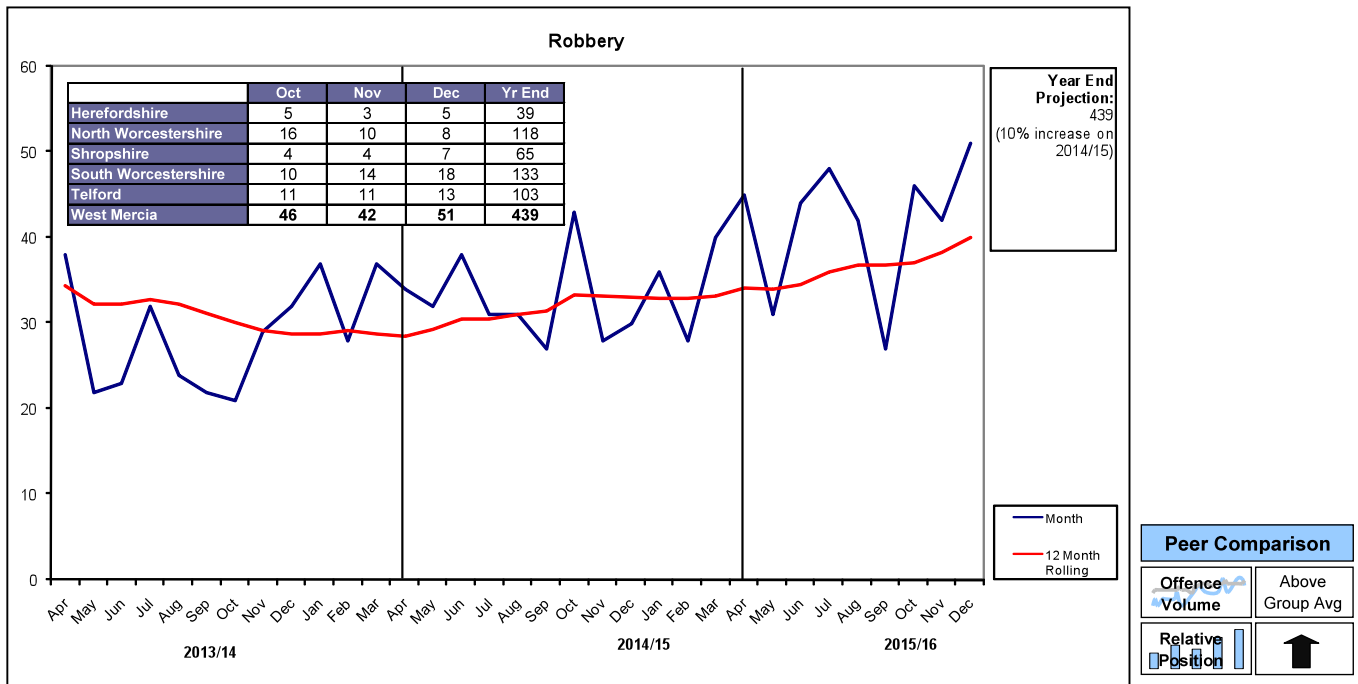
The initiative also includes working with partners and particularly businesses who sell second hand property.

Robbery

Signs of Improvement would

Stable volumes of recorded crime

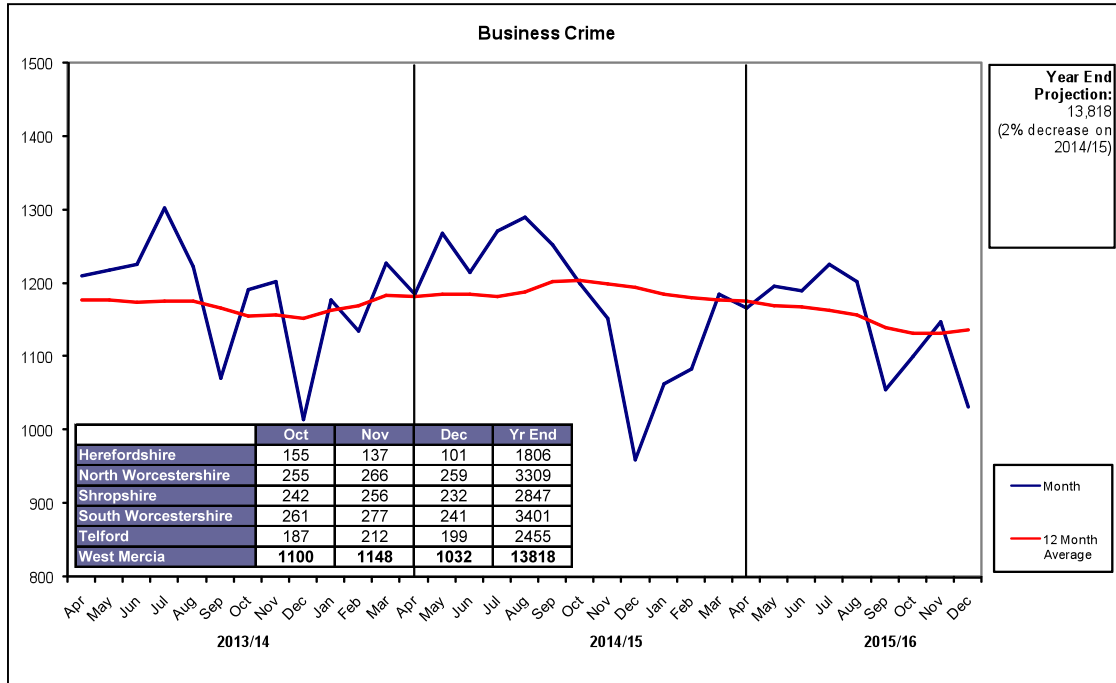
Robbery volumes are generally low and fluctuate around an average of 30 per month. However, volumes in the last quarter (139) are about a fifth higher than the previous quarter (117) and continue the trend of higher monthly reporting compared to previous years. The year end projection suggests a 10% increase on 2014/15.



Analysis indicates that the increases are most apparent in South Worcestershire and Telford. Local feedback suggests that the majority of offences involve little or no violence and there are no particular series or offence patterns. All offences are reviewed to ensure any patterns and trends are identified. An analysis package has been provided to the relevant policing areas.

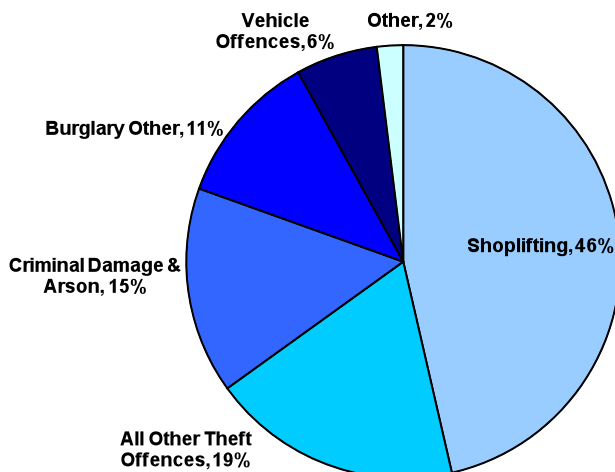
Business Crime

Business crime offences are a sub-set of total recorded crime and are identified as any criminal offence (against person or property) which is associated to a business. 3,280 offences were recorded in the quarter, following the seasonal pattern of generally reduced offending in November & December. The trend for business crime is currently stable with a projected small end of year reduction that is being driven by a 3% year to date reduction in shoplifting.



Underpinning business crime is an Alliance Portfolio Lead who coordinates Force activity and feeds into the Business and Rural Crime Board. Each Policing Area has a tactical lead and plan detailing local activity in order to coordinate partnership working, reduce offending and target those that cause the most harm.

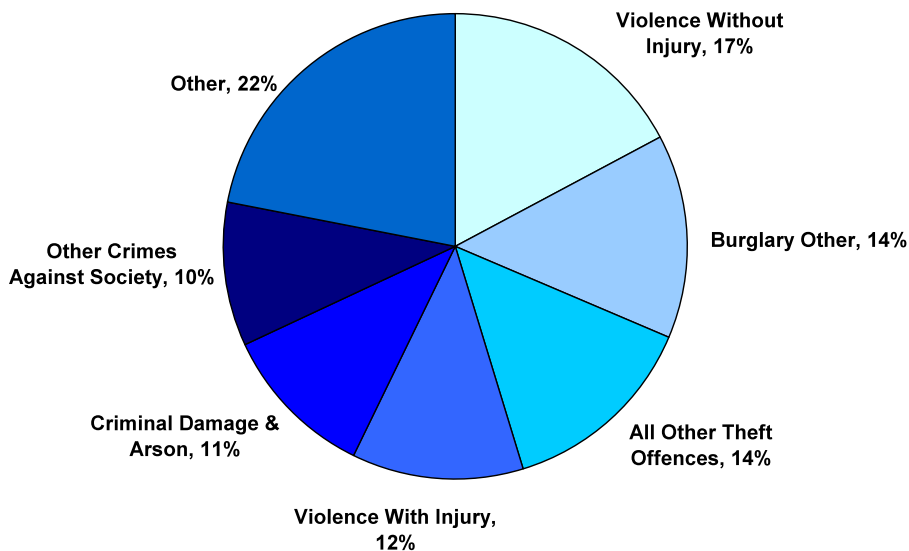
Examples of business crime initiatives currently operating across the Force include “We Don’t Buy Crime”, an initiative launched to reduce the market for stolen goods and “Facewatch”, a community-led initiative launched in Hereford and Malvern. The “Facewatch” scheme allows businesses to share information within the Facewatch group and with the police in quick time. The first success of the “Facewatch” scheme was a shoplifter in Malvern who recently pleaded guilty to twenty offences.



Three crime types represent 80% of all business crime, namely Shoplifting (46%), Other Theft (19%) and Criminal Damage & Arson (15%). There has been no significant change in the make up of business crime over recent years.

Rural Crime

Rural crime offences are also a subset of total recorded crime and are identified by their geographical location⁵. 3,893 offences were recorded in the quarter, following the seasonal pattern of generally reduced offending in November & December.



This chart shows the make up of rural crime, with proportions stable over the last few years.

A rural crime strategy has been developed and the Alliance approach to supporting this strategy has been branded 'Rural Matters'. An Alliance Portfolio Lead has been appointed to coordinate Force activity, ensure the rural crime strategy is effectively implemented and feed into the Business and Rural Crime Board.

The first initiative of the 'Rural Matters' campaign was '50 Days of Focus' which launched on the 1st October 2015. The aim of this was to reinforce the force's commitment to rural communities and raise awareness of the policing activities happening every day to help reduce rural crime.

Further examples of rural crime initiatives currently operating across the force include a fisheries enforcement campaign, a cross border initiative in Herefordshire to target rural crime and poaching as well as targeted rural and wildlife training for officers.

⁵ Rural crime is defined as any crime occurring in a rural area as defined by the 2011 ONS Rural Urban Classification

2.4.2 Risk Markers

Signs of Success would be:

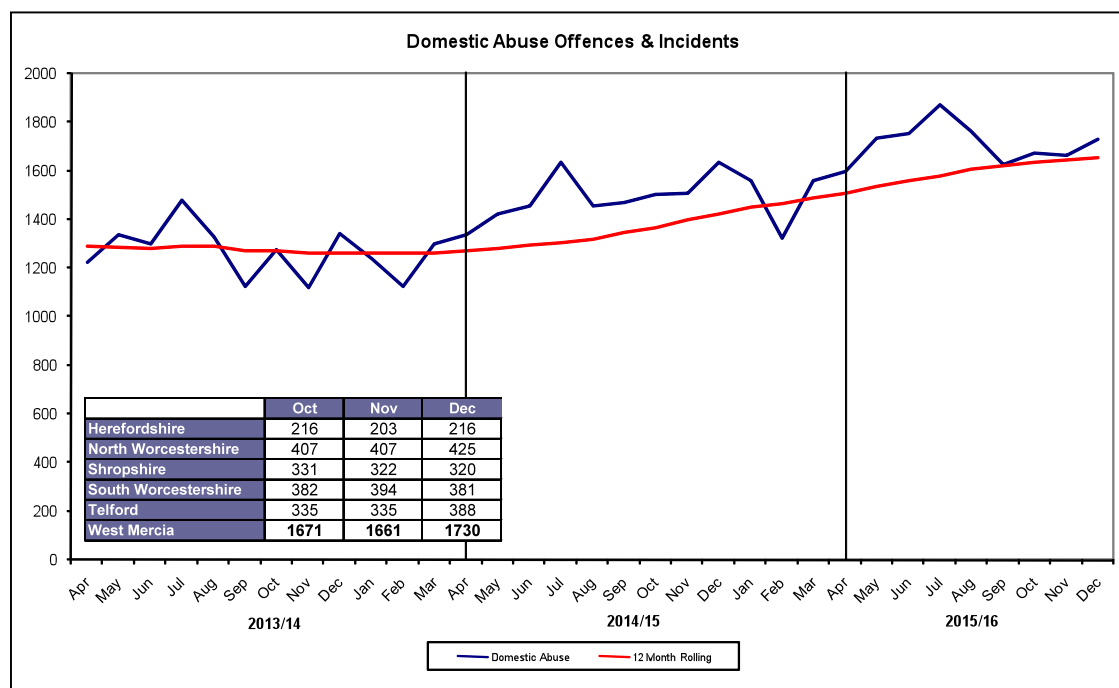
Increased reporting, reflecting greater victim confidence

Risk markers can be applied to any incident or offence to identify potential harm risks.

Domestic Abuse

The force priority for domestic abuse is to promote partnership working and increase confidence in reporting.

14% of all recorded crime in the last quarter was domestic abuse related. 5,059 domestic abuse offences & crimed incidents were recorded in the quarter, 4% below the previous quarter. 82% of all domestic abuse offences are violent crimes.

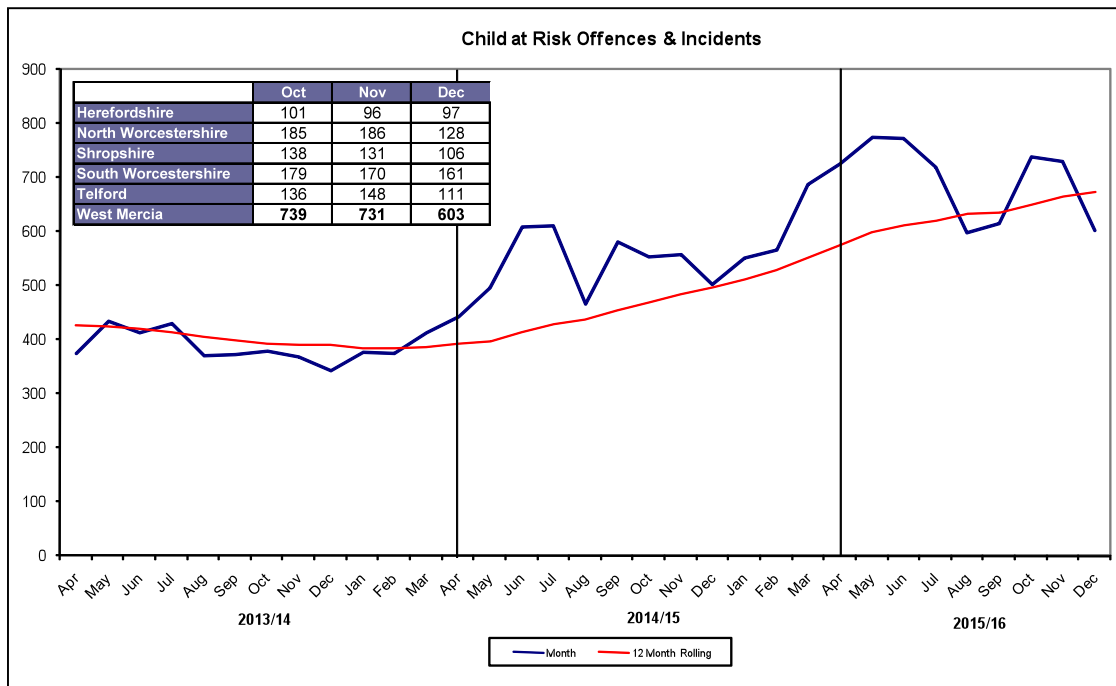


As noted in previous reports, the upward trend in domestic abuse offences has been driven by the inclusion of DASH reports on the CRIMES system.

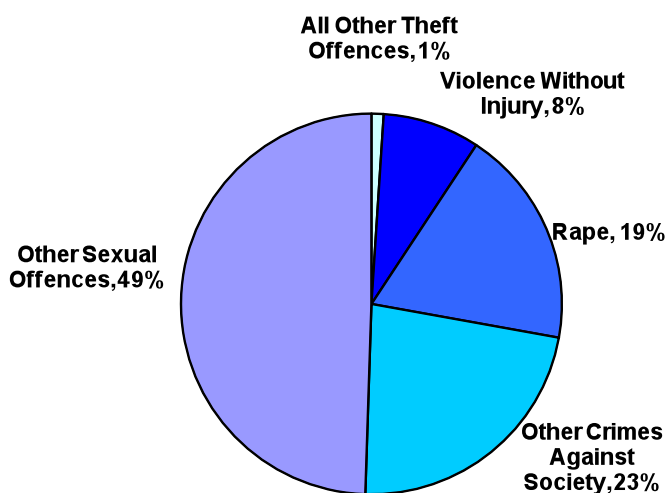
Domestic abuse offences and their outcomes, as well as volumes of Domestic Violence Protection Notices (DVPNs) issued, are now summarised in monthly force tasking documents and discussed at the alliance Tactical Tasking and Coordination meeting.

Child at Risk / Child Sexual Exploitation

Child at Risk markers have been applied to 2,064 offences & incidents in the quarter. This is higher than the previous quarter where volumes were notably lower as referrals are known to decrease in summer months.



Child sexual exploitation (CSE) is one specific Child at Risk marker. It identifies offences where children and young people under 18 are involved in exploitative situations where they receive something as a result of performing sexual activities, or having such performed on them.



97 offences were marked as CSE. The profile of offences with a CSE marker is shown here.

An assessment of Child Sexual Exploitation has been produced to provide a strategic overview across the Alliance. Further activity undertaken recently includes additional training for officers and staff to improve understanding and awareness of CSE, quality assurance of CSE recording practices and work with partner agencies to improve early intervention and education. Herefordshire and Worcestershire are shortly to roll out the 'Something's Not Right' communications campaign (initially rolled out in Warwickshire) aimed at professionals, children and young people, parents/carers and the public.

Cyber Crime

A marker for cyber crime offences was introduced in April 2014, following direction from the Home Office. We are aware that application of the marker is likely to be a significant under-reporting of offences and work is ongoing to gauge a more accurate picture of cyber crime. Much of the fraud related cyber crime is recorded by Action Fraud and does not appear in force performance data.

191 offences were flagged as cyber crime in the last quarter.

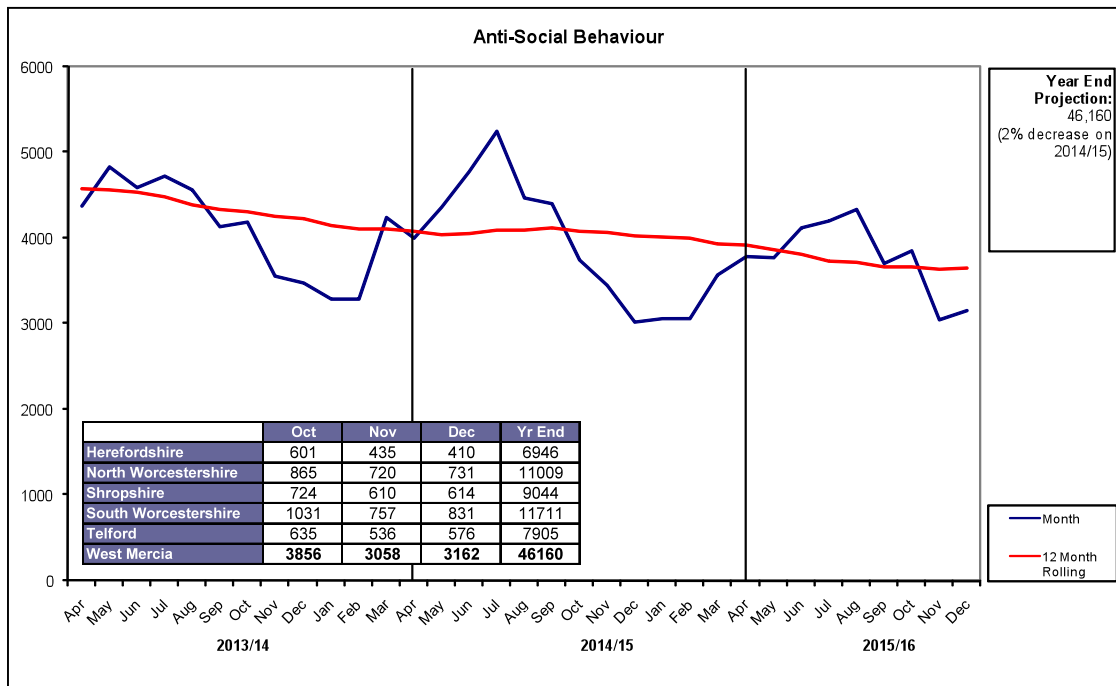
A cyber crime strategy for the Alliance will be launch imminently. Key objectives of the strategy include developing activity to manage the threat of online crime; identifying potential most vulnerable victims; delivering initiatives to reduce cyber crime and supporting media awareness to promote associated risks.

2.4.3 Anti-Social Behaviour

Signs of Success would be:

Accurate reporting and risk assessing of ASB incidents

10,076 ASB incidents were recorded in the last quarter, 18% below the previous quarter. The reporting of ASB tends to be seasonal with volumes at their highest during the late spring and summer months. The long term trend shows a reduction in volumes.



The Alliance wide project looking at harmonising the reporting and grading of ASB is ongoing. The project team is currently in consultation with IT and other relevant colleagues regarding suitable reporting methodologies and tools when force systems are updated in 2016.

2.4.4 Road Traffic Casualties

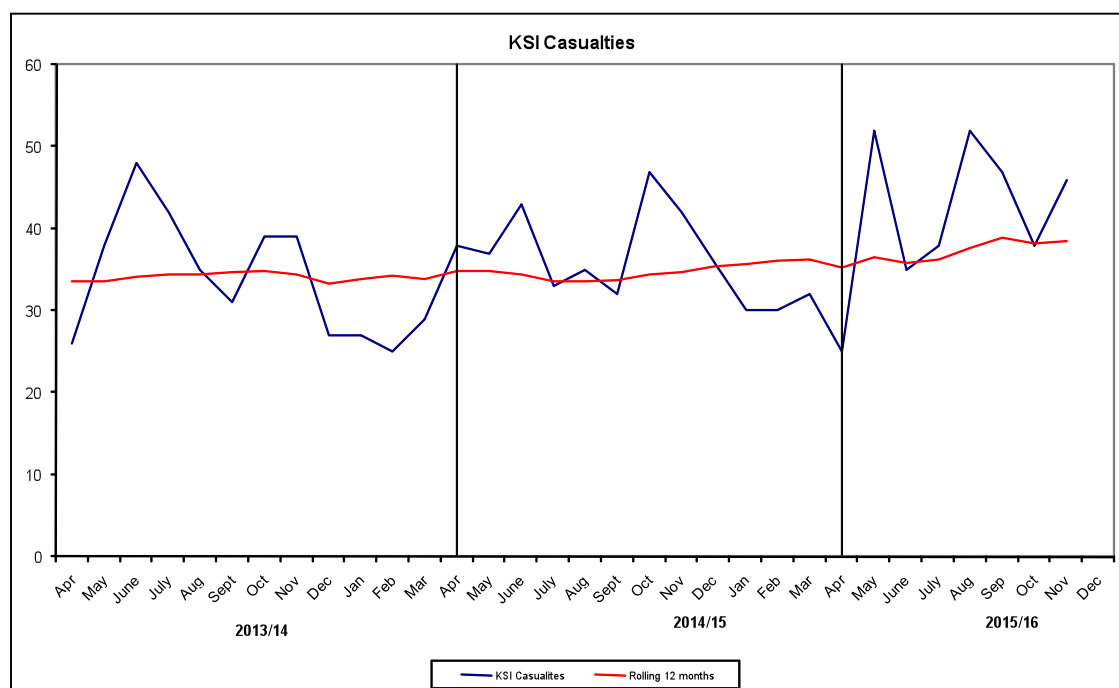
**Signs of Success
would be:**

Reduction in fatal and serious injury casualties

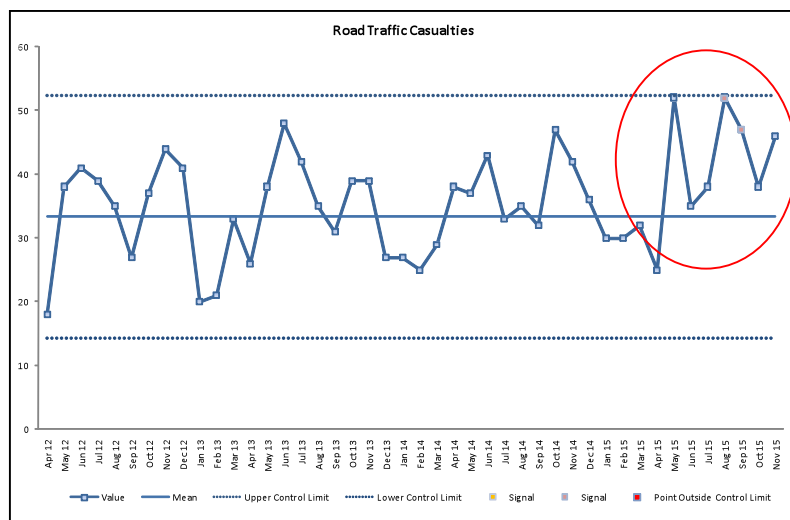
In December the force adopted the national CRASH collision recording system. This will streamline collision recording and improve analysis of key routes that cross force boundaries. However, due to this change, we are not able to report on serious injury collisions and casualties for December until the end of January.

There were 10 road deaths in the quarter and 64 serious injury collisions resulting in 76 serious injury casualties (October & November only)

3 of the deaths were pedestrians (1 intoxicated, 1 distracted by mobile phone & 1 foreign national looked the wrong way crossing a road). 2 further fatalities were foreign nationals who were car passengers and not wearing seatbelts. 8 of the 10 fatalities were in Herefordshire and North Worcestershire.



NB: the chart shows data to November



Casualties fluctuate around an average of 33 per month. However, if the recent pattern of higher than average volumes continues, this average is expected to increase.

Safer roads and casualty reduction was the focus of the alliance Performance Management Group meeting in October. Following the meeting a number of activities have taken place to improve tasking and community engagement. A Strategic Roads Policing Inspector is now in post, focusing on delivering the alliance Road Policing Strategy and a Community Watch volunteer has been tasked with improving engagement with partners.

2.5 DEMAND REDUCTION

2.5.1 Response Times to Emergency Incidents

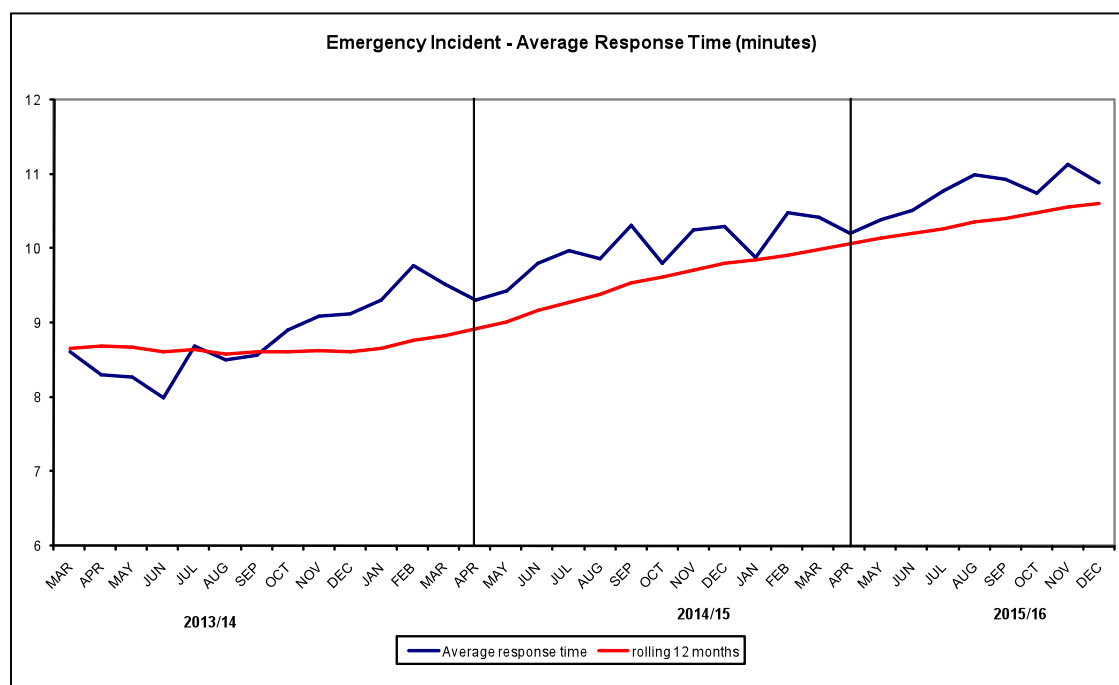
Signs of Success would be:

Respond to all incidents in a timely manner and provide a high quality of service

The Alliance monitors performance against the suggested response times outlined in the National Contact Management Programme, which is to respond to emergency calls in 20 minutes. This is regarded as a minimum standard and we seek to improve our response times whilst maintaining safety and providing a high quality of service. This information should be read in conjunction with user satisfaction performance.

10,547 Emergency incidents were recorded in the last quarter. The average time to attend an Emergency incident was 10.7 minutes. More than 9 out of 10 (91%) were attended within 20 minutes.

The 12 month rolling average continues to indicate an increasing trend in the average time to attend emergency incidents. Work has been ongoing to address issues of response performance in the rural area of Shropshire and South Worcestershire around Ludlow and Tenbury. From January, response areas have been altered in an attempt to improve response times. This will be monitored over the coming months.



Aim: To Ensure an Efficient and Effective Police Service

2.6 WORKFORCE

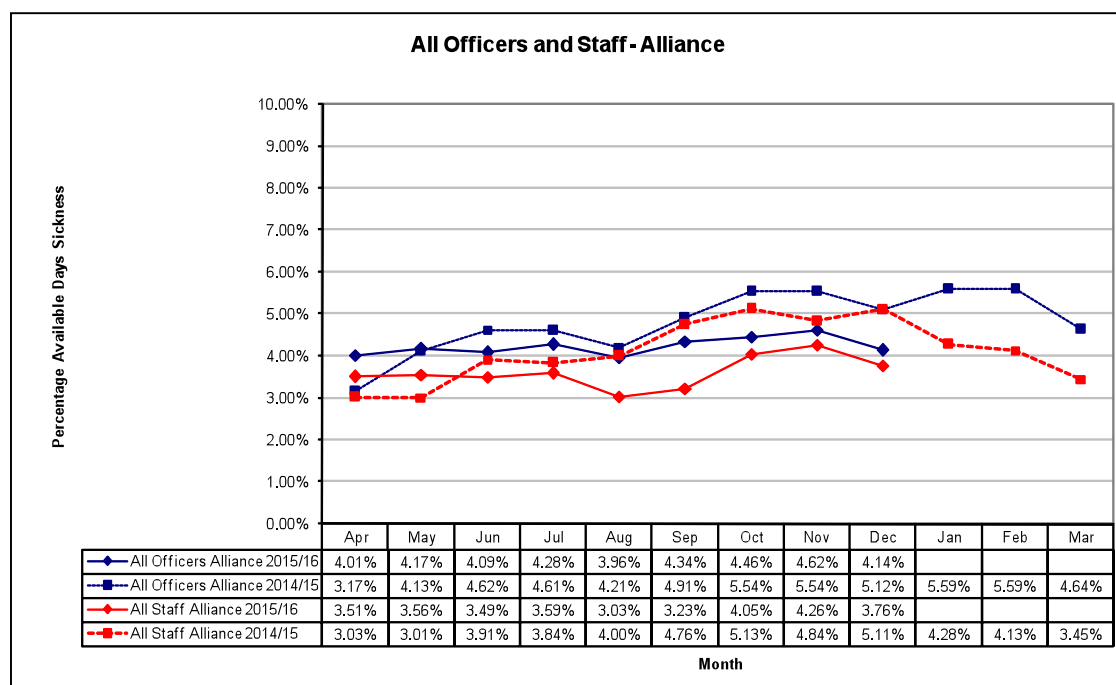
2.6.1 Sickness

Signs of Success would be:

Improved staff wellbeing – improving levels of attendance

Workforce sickness forms part of the overall Health and Wellbeing Agenda around staff welfare being led by both Chief Constables. The last quarter shows an improving picture. A total of 13,522 days were lost to sickness across the Alliance. This is an anticipated seasonal increase compared to the previous quarter, however volumes remain lower than last year.

Across the Alliance, the average percentage of days lost to sickness in the quarter is 4.41% for Officers and 4.02% for Staff.



National comparative data is only released on a 6 month basis. The latest data covers the period to September 2015. As at September 2015, West Mercia showed a small improvement in the proportion of hours lost to sickness for both officers (from 5.7% to 5.2%) and police staff (from 5.2% to 4.7%). Both categories have seen some improvement in force rankings.

		Sep-15		Mar-15		Sep-14	
		%	Rank	%	Rank	%	Rank
West Mercia	Officer	5.2%	37th	5.7%	39th	6.1%	42nd
	Staff	4.7%	33rd	5.2%	38th	4.7%	35th
National	Officer	4.4%		4.1%		4.3%	
	Staff	4.2%		3.9%		4.1%	

Through the Well Being Board, both chief constables are leading a range of initiatives to support a healthy workplace. This includes the creation of a micro site on the force intranet with relevant information. Other activity includes the extension of workplace health checks; the appointment of SPOCs for each policing area and department to provide a gateway to information and support; improvements to the force Occupational Health service and proposals for an improved PDR process.

2.6.2 TOIL / RDIL

Signs of Success would be:

Reduced balances in line with Force policy

In April 2015 there was an agreement to reduce the number of officers and staff that had time off in lieu (TOIL) and rest day in lieu (RDIL) balances above policy limits of 40 hrs owed TOIL and 5 days owed RDIL. There is an expectation that the overall numbers of officers and staff exceeding these limits is reduced by end of March 2016 and individual levels reduced which will be subject to further focus at Performance Management Group in January and April 2016.

Due to the Christmas period and additional Bank Holidays, at the time of reporting we do not have a complete picture for December. It is therefore more accurate to report RDIL balances between May and November.

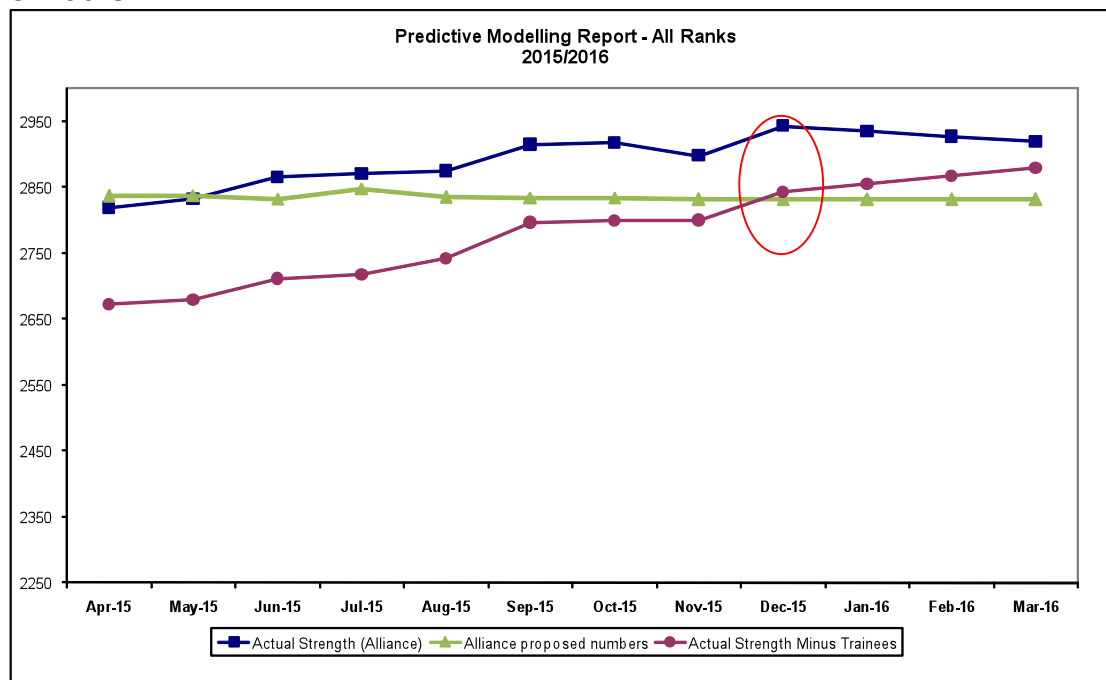
In November there were one third (34%) fewer individuals breaching the 5 day RDIL limit compared to May 2015. This reduction has been observed for both officers and staff, and across the majority of departments within the force. There is also an improvement in the number of days individuals have unallocated.

	May 2015	Nov 2015
5 to 10 days	757	543
11 to 19 days	266	145
20+ days	79	36
TOTAL	1,102	724

Despite the improvements made, there are still 36 individuals who are breaching the limit with more than 20 days unallocated RDIL. Though still holding an excessive number of unallocated RDIL, over half of these individuals have reduced their RDIL balances compared to May.

This issue will be discussed at the Performance Management Group meeting in January and details of those with more than 20 days unallocated RDIL will be shared with relevant heads of department.

2.6.3 Recruitment Officers



The chart shows that the Alliance is meeting its agreed establishment for police officers.

The purple line represents the actual deployable strength, it treats officers in their first 6 months of training as not fully deployable.

Staff

The Alliance has an ongoing process for capturing and reconciling staff vacancies. At the end of November 2015 there were 127 vacancies; 33 of these were occupied by temporary posts, the remaining 94 were being actively recruited for.

2.6.4 On Duty Police Personnel Victims of Assault

Signs of Success would be:

Reduced number of recorded assaults

In the last quarter, there were 153 offences where police personnel were victims whilst on duty in West Mercia, a 28% increase compared to the previous quarter. These offences relate to 145 'distinct' individuals, of which 134 (92%) were a victim just once and 11 individuals were a victim more than once in the same quarter.

The following table shows a breakdown of the offences by Offence type and Quarter.

	Jul - Sep 2015	Oct - Dec 2015	% Change
VAP with Injury	48	51	6%
VAP without Injury	63	83	32%
Public Order Offences	9	19	111%
West Mercia Total	120	153	28%

The following table shows a breakdown of the 153 offences by Offence type and Policing Area for the quarter.

	VAP with Injury	VAP without Injury	Public Order Offences	Total Offences	% Share
Herefordshire	8	17	2	27	18%
North Worcestershire	12	20	3	35	23%
Shropshire	9	10	1	20	13%
South Worcestershire	17	24	12	53	35%
Telford & Wrekin	5	12	1	18	12%
West Mercia	51	83	19	153	100%
% Share	33%	54%	12%	100%	

(NB: this relates to the location of the crime not necessarily which force the officer works for).

The following table shows the total number of victims associated with an offence by Offence type and Personnel type for the quarter.

	VAP with Injury	VAP without Injury	Public Order Offences	Total Number of Victims	No. of 'distinct' Victims	% Share
Police Officer	44	65	16	125	114	79%
Police Officer - Student	4	10	2	16	16	11%
Police Staff	3		2	5	4	3%
Police Staff - Custody Suite		2	1	3	3	2%
PCSO	1	5	1	7	6	4%
Special Constable		2		2	2	1%
West Mercia	52	84	22	158	145	100%

(NB: 'Total Number of Victims' relates to the number of victims associated with an offence, distinct victim relates to a unique count of victims as the individual may have been a victim more than once during the time period).

Work is currently focused around seeking opportunities to prevent violence against police officers and staff and identify causes and trends in order to inform further work. Additionally national research suggests that staff themselves often don't see themselves as a victim of crime resulting in investigations and victim support not being offered in line with national victims code and criminal justice procedures. Ultimately this work will feed into the Health and Wellbeing agenda.

2.7 INTEGRITY

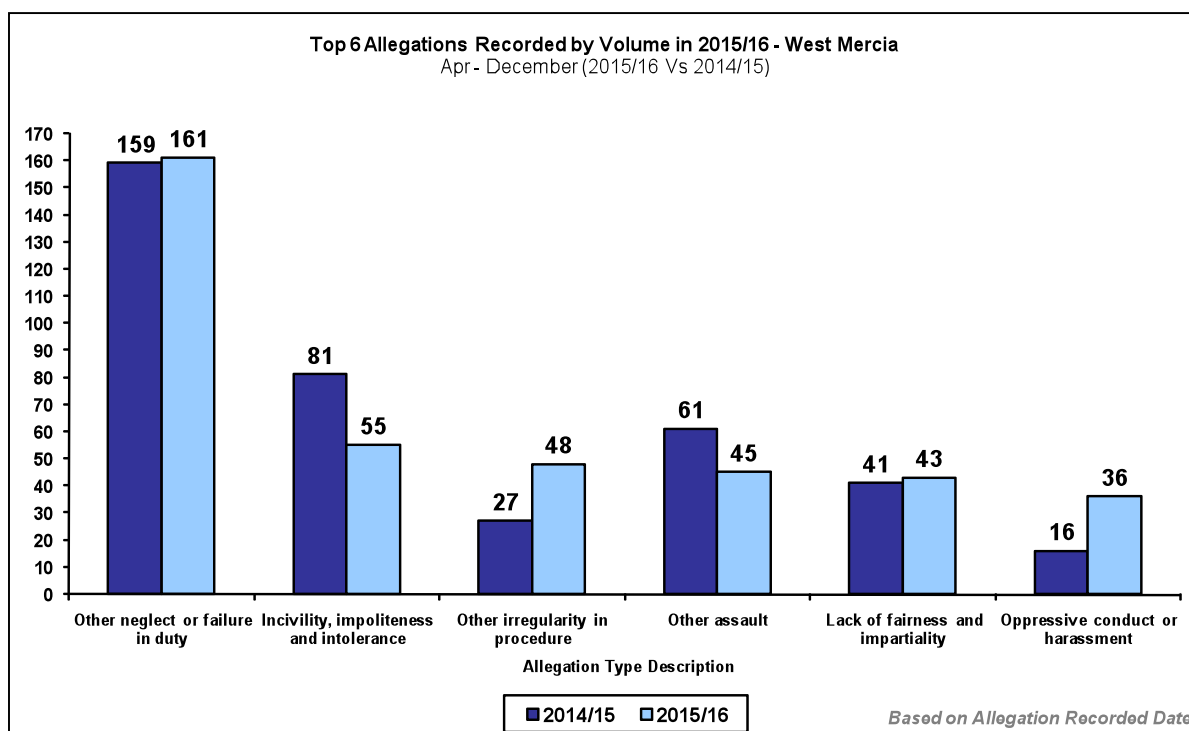
The following data is supplied by Professional Standards Department and is collated on a cumulative basis. Hence the data below is for April to December 2015.

2.7.1 Complaints

Signs of Success would be:

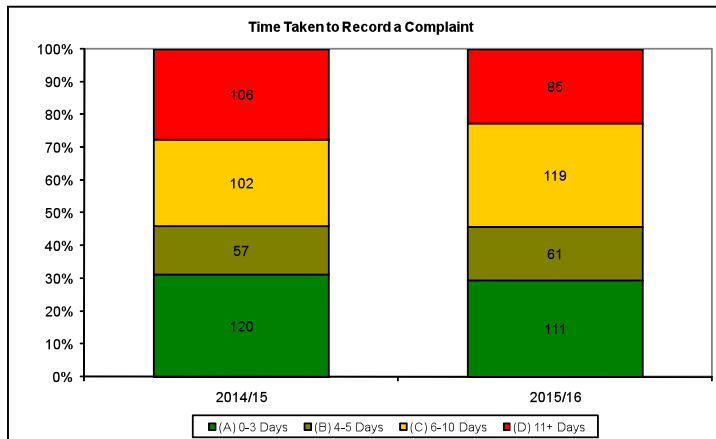
Overall reduction in complaints
Timeliness within national guidelines

The 6 most common complaints against West Mercia officers and staff for April to December 2015 are shown below. The most common is 'Neglect or Failure in Duty'.

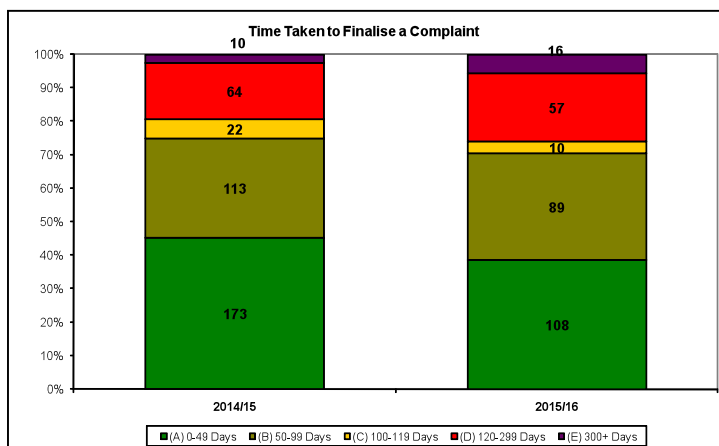


Overall volume and types of complaints is relatively stable and consistent with the national picture. Variance can be seen within the different categories of complaints made but the assessment of the Professional Standards Department (PSD) is that these are not significant as the relevant category definitions are relatively broad and in some instances overlap.

Improvements have been seen in both the time taken to record and finalise complaint cases when compared to last year. The national target is to record cases within 10 days and to finalise within 120 days. The alliance seeks to improve on this and record and action cases as soon as possible. 77% of cases are recorded within 10 days which is a small improvement on 2014/15 (71%). Due to IT system changes, national comparative data is not available beyond September 2015.



Reducing the time to record complaints is seen as a key part of PSDs plans around early engagement with complainants with a view to increasing opportunities to undertake service recovery and local resolution. The motivation behind this is to increase satisfaction and confidence.



The time taken to finalise complaints data is similar to last year – but fewer cases have been closed in the time period. PSD are working to reduce the number of open cases and are working with Policing Areas to reduce timescales. This may result in some short term increase in this, but at the same time create a healthier position going forward.

2.7.2 Conducts

This chart indicates the number of conduct cases recorded April to December 2015/16 compared to the same period 2014/15.

There is a small reduction in the number of conduct cases recorded, although an increase in the number of gross misconduct cases. The number of recorded misconducts is small per year, accordingly, small variation can appear dramatic.

