

POLICE & CRIME PLAN ACTIVITY AND PERFORMANCE MONITORING REPORT

1. Purpose

The purpose of this report is to provide members of the Police and Crime Panel with an update on progress in delivering the Police and Crime Plan for West Mercia 1 April 2013 – 31 March 2017. This report covers the time period 1 January - 30 June 2014.

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 proposed variation to the Plan was presented to the Police and Crime Panel in February 2014. The variation retained the four strategic aims, underpinned by eleven objectives but removed the specific measures of success. After considering the Panels comments, the plan was published with the proposed variations in March 2014.

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.

Part 2: A performance monitoring report for the performance measures that were contained in the Plan, covering the period up to 31 March 2014. This section also includes details of performance monitoring arrangements being developed post 1 April 2014.

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

4. Part 1 – Update on Police and Crime Plan Objectives

The police and crime plan came into effect on 1 April 2013 and the activity reported here covers the period 1 January 2014 – 30 June 2014. 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 PCC continues to scrutinise the impact of the new policing model introduced in September 2013 and joint governance arrangements are in place with Warwickshire for this purpose.

The Police Foundation, at the joint request of the two PCC's and two Chief Constables has undertaken an independent review of the alliance. The findings from the review are currently under consideration and will be publicly available in the near future. The review findings will be used to inform the next phase in the development of the alliance.

The PCC has agreed to continue to fund the police cadet scheme, which had 82 cadets on it at the end of March 2014 with a further 70 new recruits starting in September 2014. Of the current intake, 27% are from vulnerable backgrounds and 10% are from BME groups.

This years Town and Parish Council survey was sent to all the local associations with West Mercia in June for onward circulation to their members. The survey closes at the end of September and the results will be available later in the autumn.

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

During 2013/14 there was a reduction in the number of violent crimes with injury when compared to the previous year. In 2013/14 5,830 such crimes were reported to police compared to 6,493 in 2012/13 and the solved rate for such crimes was 52.6%. This is below the target of 53% but increased from 2012/13, which was 51.2%.

As reported in the last update to the Panel it has been agreed with partners not to pursue a West Mercia violent crime strategy, instead it will be supported through local partnership working. All five Community Safety Partnerships have recently been approached to confirm and provide evidence that delivery of this objective is still being addressed locally and reflected in revised partnership plans.

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

The PCC continues to work closely with the criminal justice service, local commissioners and service providers to ensure that referral pathways to services are meeting the needs of service users. Grants to support drug intervention

programmes, testing and aftercare are in place. Monitoring arrangements are in place to measure the number of offenders tested on arrest and the PCC's office receives a quarterly report which captures and reports on the number of people referred to substance misuse programmes and the outcomes linked to their referral.

Work is underway within the PCC's office to monitor the implementation and outcomes arising from the alliance drugs strategy along with other strategies that have been developed as a result of the Police and Crime Plan.

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

During 2013/14 the number of anti social behaviour incidents reported to the police continued to fall, with 49,268 recorded, compared to 54,647 in 2012/13. For the first three months of the 2014/15 financial year there have been 13,152 incidents reported to the police.

As reported in the last update to the Panel it has been agreed with partners not to pursue a West Mercia wide anti social behaviour strategy, instead it will be supported through local partnership working. All five Community Safety Partnerships have recently been approached to confirm and provide evidence that delivery of this objective is still being addressed locally and reflected in revised partnership plans.

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

During 2013/14 across West Mercia the overall number of recorded crimes reduced to 58,010, compared to 60,551 in 2012/13. For the first three months of the 2014/15 financial year the number of recorded crimes has been 14,622.

During 2013/14 the number of domestic burglaries reduced to 2,552 compared to 2,909 in 2012/13, however the solved rate target of 23% was not achieved and at year end was at 20%. For the first three months of 2014/15 the number of recorded domestic burglaries has been 607.

On the 1 June 2014 the Probation service formally split into the National Probation Service (NPS) and a new Community Rehabilitation Company (CRC). A contract for the CRC will be announced in November. The PCC is represented at regional and national commissioning groups in relation to this.

The PCC has held a number of meetings with representatives from the three prisons located within West Mercia to discuss proposals for the creation of a 'not for profit' Social Enterprise Scheme which would provide an opportunity to sell products made within the prison workshops. All money generated would be used to support rehabilitation programmes.

Objective 6 – To develop and implement a business crime strategy

Both the business crime and rural crime strategies have been published as alliance documents. The rural crime strategy was launched at an event hosted by the High

Sheriff for Herefordshire in May and attracted a great number of attendees from across the rural community.

Each of the five Community Safety Partnerships (CSPs) within West Mercia has agreed to lead on local delivery of the strategy in conjunction with the local policing superintendent for their area. Work is now underway to develop delivery plans in support of both strategies.

The costed delivery plans will be submitted to a newly formed Business and Rural Crime Governance Board spanning West Mercia and Warwickshire in September. Sitting on the Board will be both PCCs, senior police officers and representatives from the business and rural communities and the CSP's. The Board will have an oversight role, ensuring delivery of the strategies and determining funding.

The force performance unit have been tasked with developing data sets to capture both types of crime. This work is ongoing.

For rural crime Office of National Statistics (ONS) census classifications have been used to define which areas are rural. GIS mapping is being used to map all recorded crimes and align each to a Census output area (OA). All crimes that fall within a rural OA are classed as rural crimes. For the period 1 April 2014 to 30 June 2014, 3288 crimes can be classified as rural crimes using this methodology out of a total of 14622.

In terms of business crime all crimes where "the victim of crime is identified as an organisation" have been grouped to collate a business crime figure. Using this methodology for the period 1 April 2014 to 30 June 2014 3689 crimes can be classified as business crimes.

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

Both a Domestic Abuse strategy and a Hate Crime strategy for the alliance have been published. Work is underway within the PCC's office to monitor the implementation and outcomes arising from these strategies.

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

The PCC has appointed a Commissioning Manager who is working to ensure there are robust commissioning processes in place in advance of Police and Crime Commissioners becoming responsible for the commissioning of victims' services.

A successful bid has been made into the Ministry of Justice's Competed Fund which was created to enhance the support for the most vulnerable victims of crime. The Ministry of Justice awarded West Mercia £210,000 to support victims of sexual assault and £185,000 to support victims of domestic violence.

West Mercia has recently received approval to proceed with a post conviction-pre sentence restorative justice pilot to be run from Worcester Crown Court starting in

August 2014. The pilot is being managed by Restorative Solutions and Victim Support and is scheduled to run for 18 months.

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

A pilot Community Speed Watch scheme has been launched in Crowle, Worcestershire as part of the road safety strategy. The scheme is supported by the Safer Roads Partnership team within West Mercia and Warwickshire Police, but managed and run by volunteers in the community. Subject to evaluation the scheme will be expanded to other communities within West Mercia.

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.

With agreement from the PCC in Warwickshire funding from the police budget of both forces has been set aside specifically to tackle cyber crime. The two police forces are now working to develop a strategy to ensure an effective local approach is in place to address cyber related crimes.

At a regional level a review of governance is currently taking place with a view to strengthening the oversight of regional collaboration by all four PCC's within the West Midlands.

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. Work continues in support of this strategy to map out a programme of engagement for the PCC.

The Community Ambassadors are now all in place and have an agreed programme of activity overseen by the Community Ambassador Coordinator. The Ambassadors provide the PCC with regular updates and a summary of their activity is available on the PCC's website.

The PCC and his Deputy have put in place a programme of 'Meet your PCC' events. These provide an opportunity for the public to meet with the PCC or his Deputy along with members of the local policing teams to ask questions on an informal basis about policing in local areas.

The PCC, his Deputy and the Ambassadors will be attending Police open days to promote the PCC and his work. Events have been held at Kidderminster Police Station and Worcester Race Course.

Grants

- The West Mercia Commissioner's grant scheme was launched in April 2013 to provide financial support to initiatives that contribute to reducing crime and disorder or delivery of the West Mercia Police and Crime Plan.

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

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

During the period 1 January 2014 to 31 March 2014 the PCC issued 14 grants totalling £107, 900. Overall during 2013/14 the PCC issued 104 grants totalling £1,825,270. In addition a further £5,427 was paid for Police Authority Commitments.

Between the 1 April 2014 and 31 May 2014 the PCC issued 22 grants totalling £473,780. The grant scheme was temporarily closed and has reopened for a second tranche for the period 1 June to 31 July, when the scheme will again close. Applications received within the second tranche will be assessed in August.

- The Commissioner has also established a private fund of £20,000 to support organisations that help fight crime and support victims of crime. During 2013/14 the PCC made 45 donations totalling 11,849. Between the 1 April and 30 June the PCC had made a further 9 donations totalling £1,650.

5. Part 2 – Performance monitoring report

Performance monitoring up to 31 March 2014

The Police and Crime Plan contained a range of performance measures developed in conjunction with the Chief Constable. Each measure contained within the plan had an agreed target or outcome. In addition, a number of measures were identified in the plan as being 'headline measures'. These were the key measures by which the Chief Constable held the force to account and were reviewed at every Force Performance Group, which is attended by the PCC and/or his deputy and officers for the Office of the PCC.

The measures are shown in full in **Appendix A**, with the performance data to the end of March 2014 shown where appropriate or a short comment for measures with an outcome focus. A 'RAG' rating has also been applied to each measure as follows:

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

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

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

Headline Measures – To the end of March, which is also the end of the 'performance year' the majority of the measures in the plan defined as headline measures were on target. The exceptions were solved rates for domestic burglary, violent crime and serious sexual offences and victim satisfaction. Although the outturn for these measures was below the agreed target the PCC is satisfied that there are no immediate areas of concern.

Other measures – progress against the measures shown was acceptable and there immediate concerns at the year-end performance as shown.

Overall the PCC is content with the performance levels achieved by the force during the 2013/14. It is particularly pleasing to note that the substantial operational changes brought about by the implementation of the alliance blue print have not had an adverse effect on performance.

Performance Monitoring from 1 April 2014 onwards

As reported in 'Background' from the 1st April 2014 there are no specific measures or targets within the plan or targets to which the force is being held to account for performance. Since the 1st 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 have also attended the Force Performance Management Group.

The removal of all targets represents a fundamental cultural shift for the force. 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 and that a new performance management framework would be developed in a considered manner.

The force is currently developing a new performance management framework which the PCC is fully sighted on. The proposals include:

- Using the College of Policing Police Activity Glossary (PAG) framework as a basis for developing a process based view of the whole policing service based on 5 strands of: Manage the Organisation; Manage Public Engagement; Protect the Public; Deal with Incidents; and Bring Offenders to Justice.
- Providing daily data reports based on comparisons within a normal range. This will provide trend information over time and should reduce the need for a 'knee jerk' reaction to a spike in any particular crime type.
- Chief Officers and the PCC to receive exception reports on performance. These will be on a quarterly basis to the PCC.
- Developing a new approach to measuring outcomes based on the Home Office outcomes framework, plus two additional actions as shown at appendix B. This framework provides 18 victim centric outcomes and is a shift away from looking solely at detections.

Work is ongoing within the PCC's office to develop a robust and meaningful reporting mechanism to reflect these changes. The outcome of this work will form the basis of future performance reports to the Police and Crime Panel and for the PCC's website.

6. Part 3 – PCC Activity

The following provides a brief outline of key PCC activity not captured in parts 1 or 2 of this report, but which will be of interest to the panel. This update relates to the period 1 January 2014 to the end of June 2014.

- The Independent Joint Audit committee met in March and June and received updates as to the work and findings of both external audit (Grant Thornton) and internal audit teams. No areas of concern were highlighted. The Committee also considered a treasury management report, force risk management arrangements a revised risk management framework for the office of the police and crime commissioner.
- The first meeting of the Property Board took place in January 2014. This is an internal meeting focused on the management of the police estate, including property disposal and the capital programme. The Deputy PCC attends this meeting on behalf of the PCC.
- The PCC and his Deputy attended a number of council and other meetings across West Mercia to discuss the policing budget proposals for 2014/15.
- As part of the Grant Scheme a former police vehicle has been handed over to Stoke Heath prison in North Shropshire. This is to support the prison in the development of its community-based schemes.
- Both the PCC and his Deputy attended the annual meeting of the Independent Custody Visitor scheme and heard feedback from the four panels within West Mercia on their work in the previous year. The PCC receives regular briefings from the scheme coordinator.

7. Recommendation

Members of the Panel are invited to consider the report

Appendix A – End of Year Report

Objective	Success Measure (Headline measures marked* and highlighted)	Overall Target / Outcome	Target (Year to date /Prev yr / other)	Actual	RAG Status / Comment
1.To provide an effective neighbourhood policing model, with a focus on areas of greatest need	Maintain public confidence as measured by WMP Crime & Safety Survey ¹	to be maintained at 2012/13 year end level	69.1% (2012/13 year end level)	71.2%	G
	Response times to attend to emergencies maintained	95% to be responded to in 20 minutes	95%	94.9%	A
	Response times to attend to priority incidents maintained	75% to be responded to within 1 hour	75%	73.6%	A
	Increase in the number of Special Constables	385 by 2015	301 ²	332	G
	Increase in the number of Police Cadets	140 by 2015 28 for each Policing Area	28	82	A further cohort of 70 to start in September 2014 G
2.To reduce the volume of violent crime with an emphasis on addressing the harm caused by alcohol through partnership working	Reduction in the volume of violent crime with injury*	less 2% of 2012/13 outturn	6,363 (inclusive of 2% reduction)	5,830	G
	Increase in the proportion of solved violent crimes with injury rate*	53%	53%	52.6%	A
	Development and implementation of a joint strategy with key partners to reduce violent crime linked to the misuse of alcohol	Monitor outcome	-	-	Alternative local outcome to a force wide agreed with partners G

¹ The survey data is updated on a rolling basis. The latest available 'actual' shown is Q3

² Figure shown is number of Specials as at 1 April 2013 compared to the number as at 31 March 2014

Objective	Success Measure (Headline measures marked* and highlighted)	Overall Target / Outcome	Target (Year to date /Prev yr / other)	Actual	RAG Status / Comment
3.To reduce the harm caused by drugs with a focus on treatment, and targeting those that cause the most harm	Development of a Force Strategy for mis-use of drugs	Strategy in place by July 2013			Complete G
	Number of Integrated Offender Management (IOM) / Prolific Priority Offenders (PPO) tested for drugs on arrest	Monitor outcome		301 ³	G
	Percentage of IOM / PPOs testing positive following arrest	Monitor outcome		175 (58.1%) ³	G
	Performance management framework to increase the rate of drug testing on arrest	Framework by Sept 13			Complete G
	Performance management framework to assess the number of people referred to substance misuse programmes and the programmes success	Framework by Sept 13			Complete G
4.To reduce the volume of anti social behaviour incidents	Reduction in the volume of ASB incidents as measured by the police*	less 4% of 2012/13 outturn	52,461 (inclusive of 4% reduction)	49,268	G
	Percentage of respondents surveyed stating that crime and ASB was a 'fairly big' or 'very big' problem in their local area	Monitor outcome	18.7%	16.8% ¹	G
	Improvement in the satisfaction level of victims of ASB with the level of service provided	2013/14 to be a baseline year			Data being captured G
	Development & implementation of a joint strategy to reduce ASB with partners	Monitor outcome			Alternative local outcome to a force wide

³ The number shown is the total for the period 1 January 2014 – 31 March 2014. A drug test and arrest performance framework is in place and monitored via a Home Office Drug Intervention Programme reporting tool.

Objective	Success Measure (Headline measures marked* and highlighted)	Overall Target / Outcome	Target (Year to date /Prev yr / other)	Actual	RAG Status / Comment
					agreed with partners G
5.To bring offenders to account and reduce re-offending	Reducing overall crime rates in West Mercia*	less 4% of 2012/13 outturn	58,192 (inclusive of 4% reduction)	58,010	G
	Reduction in the number of domestic burglaries recorded*	less 2% of 2012/13 outturn	2,847 (inclusive of 2% reduction)	2,552	G
	Increase in the proportion of solved domestic burglary rate*	23%	23%	20%	R
	A reduction in the rate of adult reoffending	Monitor outcome	9.5 ⁴ (predicted rate)	9.59	West Mercia Criminal Justice Board Data A
	Increase in the percentage of effective trials across West Mercia	5% increase from current level (35%)		40.4%	G
	Performance management framework designed to improve the efficiency and effectiveness of cases going the CJS is implemented	Baseline to be established in 2013/14			Commenced – on track for baseline performance G
	A reduction in youth offending rates (average number of re offences per offender) ⁵	Monitor outcome	0.89 (Mar 11)	0.96 (Mar 12)	No significant change G

⁴ Overall performance is less than 1% above the predicted rate and is not statistically significant. IOM teams are working closely with substance misuse and housing providers to assist at risk nominals. In addition, funding has been provided to work with Non-Statutory offenders, which is proving successful

⁵ The youth offending rates data has been provided by the West Mercia Youth Offending Service (YOT) from the police national computer (PNC). The data runs for rolling 12 month cohorts each quarter. A binary measure and a frequency measure are shown – the latest data is from January 2011 to December 2011. The rising rate of reoffenders is reflected nationally and regionally as well as in West Mercia.

Objective	Success Measure (Headline measures marked* and highlighted)	Overall Target / Outcome	Target (Year to date /Prev yr / other)	Actual	RAG Status / Comment
	Proportion of youth offenders re offending as a percentage	Monitor outcome	33.8% (Mar 11)	34.2% (Mar 12)	Rising proportion of reoffenders A
	A reduction in the number of first time entrants to the youth justice system ⁶	Monitor outcome	581	487	Reducing numbers G
6.To develop and implement a business crime strategy	Develop and implement of a business crime strategy	By Dec. 13			G
7.To work in partnership to protect the most vulnerable people in our society	Solved detection rates for serious sexual offences*	32%	32%	30.1%	R
	Increase in the number of reported hate crimes	Baseline to be established in 2013/14	639 ⁷	561	See footnote
	Solved detection rate for hate crimes	Baseline to be established in 2013/14	40.8% ⁷	39%	See foot note
	Volume of Domestic Abuse incidents	Monitor outcome	11,046	10,677	G
	Reduce number of repeat Domestic Abuse offence	Monitor outcome	43.3%	41.6%	G
	No. of victims of child exploitation identified	Baseline to be established in 2013/14	-	-	Measure in development
	No. of successful outcomes achieved following identification of victim of child exploitation	Baseline to be established in 2013/14	-	-	Measure in development

⁶ This indicator is measured nationally, direct from PNC. The indicator is measured in terms of the number of first time entrants per 100,000 youth pop. The data runs rolling for 12 month cohorts each quarter. The latest data available is for the year ending September 2013 West Mercia continues to show a reduction in the number of first time entrants to the youth justice system. This has been a continuing trend since 2007.

Objective	Success Measure (Headline measures marked* and highlighted)	Overall Target / Outcome	Target (Year to date /Prev yr / other)	Actual	RAG Status / Comment
7 Cont.	West Mercia Domestic Abuse & Sexual Violence Strategy implementation plan to be developed	By April 2014			Commenced G
8. To deliver a supportive and effective response to victims and witnesses	Victim satisfaction levels with the police as measured by West Mercia Police survey*	85%	85%	84.9%	A
	Increase in the percentage of victims who receive updates within 28 days (as measured through the victims database)	Monitor outcome		89.2%	Police Victim Code Data
	Baseline the number of victim personal impact statements taken and referred to	Monitor outcome	Audit underway	TBC	Baseline in development.
	Reduce the percentage of victims and witnesses who attend court unnecessarily	Monitor outcome	1358	1342 ⁸	See footnote G
	Develop an out of court disposal and restorative justice strategy	By April 14			G
9.To work with the Safer Roads Partnership to reduce the number of casualties on our roads	Development and implementation of a community speeding reduction strategy with partners	By Oct 13.			G
	Reduction in the number of people killed or seriously injured*	2% reduction on the 2012/13 year end total	387 (inclusive of 2% reduction)	372	G
10. To meet the requirements of the Strategic P Requirement	Number of counter terrorism interventions ⁹	Monitor outcome			G
	Number of Prevent referrals ⁹	Monitor outcome			G
	Number of operations and impact/ effectiveness on OCG ⁹	Monitor outcome			G

⁷ 13/14 is to be used to establish a baseline. The figures show is the previous year data (year to date) which is for comparison only

⁸ This figure shows the number of witnesses attending court unnecessarily through the year compared to the baseline. There has been a 1.2% reduction.

⁹ A performance management framework is being developed to enable the PCC to monitor outcomes relating to the Strategic Policing Requirement and for the release of non sensitive information for wider circulation.

Objective	Success Measure (Headline measures marked* and highlighted)	Overall Target / Outcome	Target (Year to date /Prev yr / other)	Actual	RAG Status / Comment
	Monitor the impact of national tasking (as a result of the transition from SOCA to NCA) ⁹	Monitor outcome			G
	Maintain and deploy officers trained in Police Support Unit roles (to meet the national mobilisation plan) ⁹	Monitor outcome			G
11. To develop and implement a public engagement strategy	Development and implementation of a community engagement strategy for the PCC	By Oct 13			Complete G
	Number of grants provided for community crime and disorder diversionary schemes	Baseline to be established in 2013/14			G

Appendix B

Home Office Outcomes

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

Code	Description
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