



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

### **1. Purpose**

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

This is the first such report to the panel and covers the time period 1 April 2013 – 30 June 2013.

### **2. Background**

The Police and Crime Plan for West Mercia came into effect on the 1 April 2013 and sets out the aim and objectives of the Police and Crime Commissioner (PCC) for policing and community safety across West Mercia. The plan contains four strategic aims, underpinned by eleven objectives and a range of performance measures. The plan also sets out governance and accountability arrangements.

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

This report is presented in three sections as follows:

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

**Part 2** – a quarter 1 performance monitoring report for the performance measures set out in the plan.

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

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

The police and crime plan came into effect on 1 April 2013 and the activity reported here covers the period 1 April to date. For each objective a short narrative on activity is provided. Details of associated performance measures/outcomes are contained within part 2 of this report.

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

The new Alliance Policing Model will be implemented from the 30th September 2013. A Patrol Strategy, supported by a policy and clearly defined patrol zones is in the final stages of development and consultation and will be in place by September.

In support of the new model a 'People Movement Plan' is also well advanced with the majority of Police Officers, PCSOs, Specials and Police Staff now aware of their postings. There is an ongoing series of "checks and balances" in order to ensure all of the people issues are settled in advance of September.

In February 2013 the Police and Crime Commissioner commenced a consultation upon proposals to revise the local policing estate to coincide with the restructure of local policing.

New Safer Neighbourhood Teams (SNTs) are being established with a reallocation of officers and staff to concentrate on areas of greatest need and to reflect the revised personnel levels to achieve the CSR savings to 2015/6.

The estate's plan has been revised in the light of representations received and was announced on 17 July 2013.

The PCC has recently agreed to provide a grant to enable the police cadet scheme to be expanded across the whole of West Mercia. The scheme currently only operates in Telford.

All town and parish councils across West Mercia have recently been sent a questionnaire to complete and return to the PCC by the end of September. The results of this survey will help to further inform the PCC's discussions with the Chief Constable on local policing.

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

An initial scoping exercise has commenced to identify existing strategies and plans with partner agencies. Initial work is also underway with community safety partnerships to rationalise data and improve ways of data sharing.

Regular performance monitoring has taken place and focussed activity by the Force has seen levels of violent crime fall since November 2013.

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

An alliance (West Mercia and Warwickshire) police drugs strategy has been developed, following consultation with key stakeholders and will be published late July 2013.

Membership of the West Mercia Criminal Justice Board is providing the PCC and his Deputy with the opportunity to engage with senior officers from criminal justice, community safety and public health organisations. In addition the PCC currently funds the West Mercia Criminal Justice Board Business Manager post who works strategically across the criminal justice agencies in West Mercia and also attends the four Health and Wellbeing Boards.

Both testing and treatment is currently being discussed with these partners together with funding of services.

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

An initial scoping exercise has commenced to identify existing strategies and plans with partner agencies. Work is also underway with community safety partnerships to rationalise data and improve ways of data sharing.

Regular performance monitoring has taken place and focussed activity by the Force has seen levels of anti social behaviour fall since November 2013.

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

The PCC and or his Deputy have been actively engaging with probation, youth offending and prison services to seek opportunities for developing new and innovative ways of reducing re offending such as introducing self sustaining social enterprise models to work with hard to reach young people and offenders.

Integrated Offender Management teams are now well established at major police stations where both police and probation officers in conjunction with local councils are actively managing prolific and dangerous offenders returning to communities following a prison sentence.

The PCC and his deputy are also encouraging the use of prisoners and those serving community sentences to be used more within communities to enhance the environment, reparation work, and providing opportunities to develop new skills.

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

This objective has been split into two areas of focus; business crime and rural crime. For each an initial scoping workshop to bring together the key stakeholders will take place in September.

On 19<sup>th</sup> September a rural crime workshop will take place at Harper Adams University, near Newport, and on the 26<sup>th</sup> September a business crime workshop will take place at the Business School, Worcester University.

An alliance strategy for both rural and business crime will be developed.

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

Work is under way to develop new victim focused outcome measures and the force is progressing the development of risk based teams which will support the four multi agency safeguarding hubs when they become fully operational.

It has been decided to develop two separate but linked strategies, one focussed on domestic abuse and one focussed on sexual violence. The West Mercia Local

Criminal Justice Board, and Community Safety Partnerships are involved in this work.

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

The PCC is working with partners to ensure that victims receive the right information and support when they need it. In addition the PCC has provided significant funding, in the region of £500,000 for 2013/14 to ensure continuity of service provision for victims, including Independent Domestic Violence Advocacy (IDVA) and Independent Sexual Violence Advocacy (ISVA) services across West Mercia.

It is understood that additional government funding will be available to support services for victims from 1 October 2013.

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

The PCC has met with a number of parish councils and community groups across West Mercia to discuss local traffic concerns and liaised with the Safer Roads Partnership on these issues as appropriate. Work has commenced to develop a community speed strategy but this has yet to be implemented.

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

Strategic Policing must be provided at a standard to satisfy the Home Office Strategic Policing Requirement. The Police and Crime Commissioner has made a significant allocation of the Police Fund for this purpose and is able to monitor levels of provision in liaison with the responsible Assistant Chief Constable.

The performance management of the forces approach to the Strategic Policing Requirement was discussed in detail at the alliance performance management group in July.

Strategic Policing increasingly involves engagement at a Regional level.

The Police and Crime Commissioner has attended regional meetings as part of the development of Police and Crime Commissioner oversight of the Regional Organised Crime Unit. The work of this unit is being reviewed in the light of new arrangements with the National Crime Agency.

The Police and Crime Commissioner supports the Central Motorway Patrol Group.

**Objective 11 – To develop a public engagement strategy**

The Community Ambassador scheme has been approved and a Community Ambassador Co-ordinator appointed (Mr Paul Deneen). With support from the PCC's office he is now working to develop a community engagement strategy and action plan.

Since 1 April, the PCC and his Deputy have continued to meet with a range of organisations and community groups to open discussions and engage with local people on local issues.

## Grants

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

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

It is understood that after 1 April 2014 these funds will no longer be recoverable from central government but will be a drain on the Police Fund. The Commissioner has expressed an intention to maintain the scheme fund at £2m throughout his period of office (subject to changes in the overall financial position.)

To the end of June 2013, 61 grants have been awarded totalling £1,369,313.

- The Commissioner has also established a small private fund of £20,000 to support organisations that help fight crime and support victims of crime. From April to December 2013 a maximum of £500 will be paid to successful applicants

## 5. Part 2 – Performance monitoring report

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

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

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

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

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

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

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

**Headline Measures** – To the end of June the measures in the plan which have been defined as headline measures are all on target, except for road traffic collisions which is just off target.

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

## **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 April 2013 to date.

**Decisions** – The PCC has made 2 decisions requiring notices, as follows:

Treasury management strategy 2013/14  
Regional collaboration: Surveillance

**Independent Joint Audit Committee** – A single Joint Audit Committee has been established with Warwickshire Office of the Police and Crime Commissioner. Six members of an Independent Joint Audit Committee (JAC) were appointed in May and the first meeting of the Committee, representing both West Mercia and Warwickshire was held in June.

The Panel received updates as to the work and findings of both external Audit (Grant Thornton) and Internal Audit teams. No areas of concern have been highlighted. The Committee have asked for a review of Risk Management Process to enable their closer scrutiny of this area.

**Annual report** – the PCC has published his first annual report, covering the period 22 November 2012 – 31 March 2013. The Panel has been provided a copy of this report for comment separately.

## **7. Recommendations**

Members of the Panel are invited to consider the report.

## APPENDIX A

<b>Objective Summary</b>	
1. To provide an effective neighbourhood policing model, with a focus on areas of greatest need	
2. To reduce the volume of violent crime with an emphasis on addressing the harm caused by alcohol through partnership working	
3. To reduce the harm caused by drugs with a focus on treatment, and targeting those that cause the most harm	
4. To reduce the volume of anti social behaviour incidents	
5. To bring offenders to account and reduce re-offending	
6. To develop and implement a business crime strategy	
7. To work in partnership to protect the most vulnerable people in our society	
8. To deliver a supportive and effective response to victims and witnesses	
9. To work with the Safer Roads Partnership to reduce the number of casualties on our roads	
10. To meet the requirements of the Strategic Policing Requirement	
11. To develop and implement a public engagement strategy	

## Appendix B

Objective	Success Measure (Headline measures marked* and highlighted)	Overall Target / Outcome	Target (Year to date /Prev yr / other)	Actual (Year to date)	RAG Status / Comment
1.To provide an effective neighbourhood policing model, with a focus on areas of greatest need	Maintain public confidence as measured by WMP Crime & Safety Survey <sup>1</sup>	to be maintained at 2012/13 year end level	71.2%	69.1%	A
	Response times to attend to emergencies maintained	95% to be responded to in 20 minutes	95%	95.9%	G
	Response times to attend to priority incidents maintained	75% to be responded to within 1 hour	75%	74.2%	A
	Increase in the number of Special Constables	385 by 2015	276 <sup>2</sup>	343	G
	Increase in the number of Police Cadets	140 by 2015 28 for each Policing Area	282 <sup>2</sup>	28	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	1,639	1,517	G
	Increase in the proportion of solved violent crimes with injury rate*	53%	53%	54.9%	G
	Development and implementation of a joint strategy with key partners to reduce violent crime linked to the misuse of alcohol	Monitor outcome	-	-	Commenced G

<sup>1</sup> The survey data is updated on a rolling basis. The actual shown is Q4 end of year compared to previous year

<sup>2</sup> Previous year figure (year to date) shown for comparison only

Objective	Success Measure (Headline measures marked* and highlighted)	Overall Target / Outcome	Target (Year to date /Prev yr / other)	Actual (Year to date)	RAG Status / Comment
3.To reduce the harm caused by drugs with a focus on treatment, and targeting those that cause the most harm	Development of a Force Strategy for mis-use of drugs	Strategy in place by July 2013			On target for July
	Number of Integrated Offender Management (IOM) / Prolific Priority Offenders (PPO) tested for drugs on arrest	Monitor outcome			181 Tests completed as of May 13
	Percentage of IOM / PPOs testing positive following arrest	Monitor outcome			46% (84 positive tests)
	Performance management framework to increase the rate of drug testing on arrest	Framework by Sept 13			On target for September G
	Performance management framework to assess the number of people referred to substance misuse programmes and the programmes success	Framework by Sept 13			On target for September 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	14,155	13,800	G
	Percentage of respondents surveyed stating that crime and ASB was a 'fairly big' or 'very big' problem in their local area	Monitor outcome	22.5% <sup>2</sup>	21.5%	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			Work Commenced G

Objective	Success Measure (Headline measures marked* and highlighted)	Overall Target / Outcome	Target (Year to date /Prev yr / other)	Actual (Year to date)	RAG Status / Comment
5.To bring offenders to account and reduce re-offending	Reducing overall crime rates in West Mercia*	less 4% of 2012/13 outturn	15,138	15,015	G
	Reduction in the number of domestic burglaries recorded*	less 2% of 2012/13 outturn	688	519	G
	Increase in the proportion of solved domestic burglary rate*	23%	23%	26%	G
	A reduction in the rate of adult reoffending	Monitor outcome	9.59 <sup>3</sup> (predicted rate)	10.03	West Mercia Criminal Justice Board Data A
	Increase in the percentage of effective trials across West Mercia	5% increase from current level (35%)		38.9% <sup>4</sup>	G
	Performance management framework designed to improve the efficiency and effectiveness of cases going the CJS is implemented	Baseline to be established in 2013/14			Commenced G
	A reduction in youth offending rates (average number of re offences) <sup>5</sup>	Monitor outcome	0.87 (June 10)	0.88 (June 11)	No significant change G
	Proportion of youth offenders re offending as a percentage	Monitor outcome	30.3%	33.5%	Rising proportion of reoffenders A

<sup>3</sup> Data is published quarterly – West Mercia is slightly above the predicted rate of offending. Some of this is down to proactive targeting integrated offender management (IOM) teams of high risk / high harm nominals in communities.

<sup>4</sup> HM Courts and Tribunals quarterly data – in line or on trajectory to achieve 40% by April 2014

<sup>5</sup> The youth offending rates data has been provided by the West Mercia Youth Offending Service (YOT) from the police national computer (PNC). The data runs for rolling 12 month cohorts each quarter. A binary measure and a frequency measure are shown – the latest data is from July 2010 to June 2011. The rising proportion of youth re-offenders is reflected both nationally and regionally.

Objective	Success Measure (Headline measures marked* and highlighted)	Overall Target / Outcome	Target (Year to date /Prev yr / other)	Actual (Year to date)	RAG Status / Comment
	A reduction in the number of first time entrants to the youth justice system <sup>6</sup>	Monitor outcome	662	539	Reducing numbers G
6.To develop and implement a business crime strategy	Develop and implement of a business crime strategy	By Dec. 13			Work Commenced G
7.To work in partnership to protect the most vulnerable people in our society	Solved detection rates for serious sexual offences*	32%	32%	34.3%	G
	Increase in the number of reported hate crimes	Baseline to be established in 2013/14	172 <sup>7</sup>	184	See footnote
	Solved detection rate for hate crimes	Baseline to be established in 2013/14	37.2% <sup>7</sup>	29.3%	See foot note
	Volume of total repeat Domestic Abuse incidents	Monitor outcome	2,784 (previous year to date)	2,724	G
	Reduce number of repeat Domestic Abuse offence	Monitor outcome	-	43% <sup>8</sup>	See foot note
	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

<sup>6</sup> This indicator is measured nationally, direct from PNC. The indicator is measured in terms of the number of first time entrants per 100,000 youth pop. The data runs rolling for 12 month cohorts each quarter. The latest data available is Dec. 12.

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

<sup>8</sup> In June 2013 911 domestic abuse incidents were recorded (excluding incidents of undetermined partners or partner victims). where its was possible to identify 730 victims. Of these, 314 were identified as repeat victims, which is 43% of identified victims.

Objective	Success Measure (Headline measures marked* and highlighted)	Overall Target / Outcome	Target (Year to date /Prev yr / other)	Actual (Year to date)	RAG Status / Comment
7 Cont.					
	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%	86.5%	G
	Increase in the percentage of victims who receive updates within 28 days (as measured through the victims database)	Monitor outcome	89.8%	89.7%	Police Victim Code Data A
	Baseline the number of victim personal impact statements taken and referred to	Monitor outcome	Audit underway	TBC	Baseline in development.
	Reduce the percentage of victims and witnesses who attend court unnecessarily	Monitor outcome		1.96 <sup>9</sup>	See footnote R
	Develop an out of court disposal and restorative justice strategy	By April 14			At consultation stage G
9.To work with the Safer Roads Partnership to reduce the number of casualties on our roads	Development and implementation of a community speeding reduction strategy with partners	By Oct 13.			In preparation.
	Reduction in the number of people killed or seriously injured*	2% reduction on the 2012/13 year end total	98	100	G

<sup>9</sup> This figure shows the ratio of trials to unnecessary witness attendance – a higher figure is better. West Mercia is currently performing less well than the other forces in the region – West Mercia Criminal Justice Board data and RAG rating

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

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