

POLICE & CRIME PLAN ACTIVITY AND PERFORMANCE MONITORING REPORT

1. Purpose

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

This report covers the time period 1 June 2013 – 30 September 2013.

2. Background

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

3. Format of the Report

This report is presented in three sections as follows:

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

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

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

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

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

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

The new alliance policing model came into effect on the 30th September 2013 across the whole of West Mercia and Warwickshire. In West Mercia, 82 Safer Neighbourhood Teams have replaced the local policing teams, each SNT is managed by a police sergeant, one police constable and two Police Community Support Officers (PCSOs). Twenty of the SNTs have been identified as higher demand areas and have two police constables and four PCSOs allocated to them.

In these area one of these PCSOs will be based at a local school as part of the forces' Safer Schools Programme. Eleven patrol bases have also been established in West Mercia to support the safer neighbourhood teams.

To enhance the new policing arrangements Police Community Support Officers (PCSOs) have been granted a wider range of powers than they previously had. The new powers relate to young people, issues involving the unlawful possession of alcohol and drugs and traffic obstruction. In addition, an investment in mobile technology means that officers are able to access information and complete paperwork on the go rather than returning to base.

The town and parish council survey has been completed and the results are currently being analysed. It is anticipated that the results will be available by the end of October 2013

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

Work to develop a joint strategy with partners to reduce violent crime linked to the misuse of alcohol is progressing and West Mercia's Community Safety Partnerships have all provided details of relevant strategies and plans to assist in this process.

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

A West Mercia and Warwickshire drugs strategy was launched at the end of July 2013. The strategy forms a separate agenda item to this Police and Crime Panel meeting.

The PCC and his office are engaged with local commissioners and service providers. Grants totalling £333,460 have been awarded to practitioners to deliver drug intervention programmes, education and prevention sessions, diversionary work and care programmes.

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

Work to develop a joint strategy with partners to reduce ASB is progressing as the volume of anti social behaviour incidents reported to the police has continued to fall. The volume of incidents reported to September 2013 is 8.9% lower than as at September 2012.

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

Integrated Offender Managers (IOM) teams are working with local commissioners and service providers to ensure the needs of IOM nominals are being met. Grants have been awarded to drug intervention and testing programmes which support reducing reoffending. Grants have also been issued to support IOM teams and crime prevention programmes linked to reducing reoffending. The PCC / DPCC and his office are also working closely with service providers and partners to build

sustainable funding streams through the development, or enhancement of social enterprise models.

The PCC and West Mercia Criminal Justice Board are working with CJS partners, 3rd sector and stakeholders to improve the use of Restorative Justice programmes, diversion projects, treatment services and crime reduction initiatives. This includes working with Willowdene, ASHA, Stoke Heath and HMP Hewell to improve programmes and projects linked to reducing reoffending. In addition work is ongoing with YSS to improve commercial viability of certain social enterprise models in operation across West Mercia.

Objective 6 – To develop and implement a business crime strategy

Two workshops were held in September, one to bring together a range of business representatives and other interested parties to identify the key business crime issues across West Mercia and Warwickshire, and one to bring together organisations and individuals to identify key rural crime issues. The feedback from these meetings and will be used to assist in the development of both a business crime strategy and a rural crime strategy.

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

A multi agency safeguarding hub has been established in Herefordshire and the PCC is seeking to support the force team set up to ensure a roll out of the hubs in Worcestershire, Shropshire and Telford & Wrekin.

Separate draft strategies have been prepared for domestic violence and sexual violence. These are currently out to consultation with partners.

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

A West Mercia Criminal Justice Board restorative justice strategy has been put in place and out of court disposal guidance has been issued. It is anticipated that an alliance wide out of court disposal strategy will be in place by April 2014.

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

A draft Casualty Reduction Strategy, including speed reduction initiatives, has been prepared and is under review by the Force. In conjunction with the PCC and Chief Constable, a Community Speedwatch Programme is being developed for consideration and is due by the end of October 2013

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

Strategic Policing must be provided at a standard to satisfy the Home Office Strategic Policing Requirement. The Police and Crime Commissioner has made a

significant allocation of the Police Fund for this purpose and is able to monitor levels of provision in liaison with the responsible Assistant Chief Constable.

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

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

Objective 11 – To develop and implement a public engagement strategy

In September a recruitment drive began to find five Community Ambassadors, as part of the Police and Crime Commissioners Community Ambassador Scheme.

The draft Community Engagement Strategy went out to consultation in September / October. The final version of the strategy will be issued by the end of October 2013.

Since the 1 June, 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 September 2013 74 grants have been awarded totalling £1,597,840.

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

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

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

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

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

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

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

6. Part 3 – PCC Activity

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

Independent Joint Audit Committee – the committee met in September 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 the risk registers of both OPCC offices and a joint Strategic risk register for Warwickshire and West Mercia Police.

June

The Shropshire and Telford and Wrekin Safe Places initiative was launched. This initiative provides a network of 'havens' for people who may require additional support and assistance when they are out and about in the community.

August

The first of a small fleet of mobile police stations, which are currently being introduced across the West Mercia area, was launched in Shrewsbury.

A protocol was adopted to work collaboratively with Energize, a county sports partnership covering Shropshire, Herefordshire and Worcestershire, on grants to support community sport.

September

The PCC joined many others to wave farewell to 14 senior cadets from the Telford Volunteer Cadets. Due to the scheme's success, the day also saw the launch of five new detachments of West Mercia Police Cadets covering the whole of the West Mercia area.

The PCC has attended the Annual Regional Conference of the Independent Custody Visiting Association (ICVA). Their role is extremely valuable in providing transparency in how West Mercia Police treat their detainees in custody.

Following a successful initial meeting instigated by the PCC and Deputy, Walford College and HM Stoke Heath Prison have started working together to find more rehabilitation opportunities for prisoners.

The PCC visited the Shrewsbury Auction Centre to talk to farmers about rural crime. The visit proved very worthwhile and a number of them gave their views on the issues that affect them living and working in the countryside.

7. Recommendations

Members of the Panel are invited to consider the report.

Objective	Success Measure (Headline measures marked* and highlighted)	Overall Target / Outcome	Target (Year to date /Prev yr / other)	Actual (Year to date)	RAG Status / Comment
1.To provide an effective neighbourhood policing model, with a focus on areas of greatest need	Maintain public confidence as measured by WMP Crime & Safety Survey ¹	to be maintained at 2012/13 year end level	69.1% (2012/13 year end level)	69.1%	Q1 data not yet available A
	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%	72.1%	A
	Increase in the number of Special Constables	385 by 2015	301 ²	353	G
	Increase in the number of Police Cadets	140 by 2015 28 for each Policing Area	28	88	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	3,343	2,987	G
	Increase in the proportion of solved violent crimes with injury rate*	53%	53%	55.5%	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

¹ The survey data is updated on a rolling basis. The latest available actual shown is Q4 (Q1 data not yet published)

² Figure shown is number of Specials as at 1 April 2013 compared to the number as at 30 September 2013

Objective	Success Measure (Headline measures marked* and highlighted)	Overall Target / Outcome	Target (Year to date /Prev yr / other)	Actual (Year to date)	RAG Status / Comment
3.To reduce the harm caused by drugs with a focus on treatment, and targeting those that cause the most harm	Development of a Force Strategy for mis-use of drugs	Strategy in place by July 2013			Complete
	Number of Integrated Offender Management (IOM) / Prolific Priority Offenders (PPO) tested for drugs on arrest	Monitor outcome		592 ³	G
	Percentage of IOM / PPOs testing positive following arrest	Monitor outcome		310 (52%) 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	29,051	27,216	G
	Percentage of respondents surveyed stating that crime and ASB was a ' <i>fairly big</i> ' or ' <i>very big</i> ' problem in their local area	Monitor outcome	21.8%	21.5% 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			Work Commenced G

³ The number shown is the total for the period 1 Jan 2013 – June 2013. 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 (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	30,376	29,574	G
	Reduction in the number of domestic burglaries recorded*	less 2% of 2012/13 outturn	1,424	1,158	G
	Increase in the proportion of solved domestic burglary rate*	23%	23%	27.6%	G
	A reduction in the rate of adult reoffending	Monitor outcome	9.54 ⁴ (predicted rate)	9.61	West Mercia Criminal Justice Board Data A
	Increase in the percentage of effective trials across West Mercia	5% increase from current level (35%)		37.5% ⁵	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) ⁶	Monitor outcome	0.92 (Oct 10)	0.91 (Oct 11)	No significant change G
	Proportion of youth offenders re offending as a percentage	Monitor outcome	31.4% (Oct 10)	33.9% (Oct 11)	Rising proportion of reoffenders A

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

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

⁶ 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 October 2010 to September 2011. The rising rate of reoffenders is reflected both nationally and regionally as well as in Wet Mercia.

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 ⁷	Monitor outcome	650	546	Reducing numbers G
6.To develop and implement a business crime strategy	Develop and implement of a business crime strategy	By Dec. 13			Completion date now 31 March 14 G
7.To work in partnership to protect the most vulnerable people in our society	Solved detection rates for serious sexual offences*	32%	32%	28%	R
	Increase in the number of reported hate crimes	Baseline to be established in 2013/14	362 ⁸	319	See footnote
	Solved detection rate for hate crimes	Baseline to be established in 2013/14	35.9% Error! Bookmark not defined.	36.4%	See foot note
	Volume of total repeat Domestic Abuse incidents	Monitor outcome	5,667 (previous year to date)	5,536	G
	Reduce number of repeat Domestic Abuse offence	Monitor outcome	43.5%	43.2%	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

⁷ 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 March 2013 West Mercia continues to show a reduction in the number of first time entrants to the youth justice system. This has been a continuing trend since 2007..

Objective	Success Measure (Headline measures marked* and highlighted)	Overall Target / Outcome	Target (Year to date /Prev yr / other)	Actual (Year to date)	RAG Status / Comment
7 Cont.	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%	85%	G
	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 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		1.8 ⁹	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	205	216	R

⁸ 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

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

Objective	Success Measure (Headline measures marked* and highlighted 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 ¹⁰	Monitor outcome			G
	Number of Prevent referrals ¹⁰	Monitor outcome			G
	Number of operations and impact/ effectiveness on OCG ¹⁰	Monitor outcome			G
	Monitor the impact of national tasking (as a result of the transition from SOCA to NCA) ¹⁰	Monitor outcome			G
	Maintain and deploy officers trained in Police Support Unit roles (to meet the national mobilisation plan) ¹⁰	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			Expected end October 13 G
	Number of grants provided for community crime and disorder diversionary schemes	Baseline to be established in 2013/14			G

¹⁰ 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.