



**REPORT OF THE
CHIEF EXECUTIVE
OFFICER**

**WEST MERCIA POLICE
AND CRIME PANEL
20 OCTOBER 2015**

**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 July - 30 September 2015 (unless otherwise stated).

2. BACKGROUND

The Police and Crime Plan (the Plan) for West Mercia came into effect on the 1 April 2013 and sets out the aim and objectives of the Police and Crime Commissioner (PCC) for policing and community safety across West Mercia. The Plan also contains details of governance and accountability arrangements. 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 July 2015 – 30 September 2015 (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

A project team has been set up to increase the numbers of Special Constables. Although current numbers of Special Constables (294 as of Sept 15) is consistent with previous figures the much reduced and streamlined recruitment process will go live in November 2015 and it is anticipated that 20 - 25 special constables can be recruited

(per policing area) trained and deployed in a three month timescale, reducing down the process which currently can take over a 1 year to complete. Two designated Special Constable recruitment officers have been employed specifically to recruit within West Mercia, both serving Specials, and they commence in November to coincide with the start of the new improved streamlined recruitment and training process.

Currently there is a total of 247 volunteers within West Mercia working in areas as diverse as Harm Assessment Units, Coroners Court, Safer Neighbourhood Teams, Patrol Teams and within Child Sexual Exploitation teams and supporting watch schemes. A pilot project utilising volunteers to assist with viewing of CCTV which is a new area within volunteering is to start soon, along with the roll-out the role of SNT volunteer across West Mercia. This is a volunteering opportunity designed to support SNT engagement with local communities.

StraDA is substantive item on the panel's agenda.

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

During 2015/16 the PCC has increased financial support to Street Pastor and Taxi Marshal schemes by over £10,000. The street pastor scheme has been very successful in supporting and helping vulnerable people. As a result of its success a day time street pastor scheme is being developed in Hereford.

In addition the PCC continues to work with CSPs and other partners to ensure that each partnership maintains a clear focus on reducing the harm caused by alcohol in the night time economy.

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

The PCC and his office continue to work closely with substance misuse teams and community safety partnerships to ensure that outcomes are being delivered and that crime and anti-social behaviour linked to substance misuse is addressed.

The PCC has started detailed work with each of the 5 CSP's across West Mercia, to develop a strategic commissioning framework for each area. Each framework will set out the priorities for the Partnership, creating a golden thread between crime profile and data - output - outcome and Objective. It will also provide an opportunity to explore joint commissioning, alignment of budgets across partners, understand shared outcomes and open up strategic dialogue to manage risk where funding can not be guaranteed by the partnership.

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

As previously reported to the Panel it has been agreed with partners not to pursue a West Mercia anti-social behaviour strategy, instead it will be continued through local partnership working. All five Community Safety Partnerships have confirmed that delivery of this objective is being addressed locally and reflected in revised delivery

plans. The PCC supports partners using the West Mercia Grant scheme to provide targeted funding for related initiatives.

A community remedy scheme was introduced across the alliance in 2014. This allows for some anti social behaviour and low level crime to be dealt with outside of court proceedings and gives the victim a say in how offenders should make amends for their actions, based on a list of options. Between its introduction and the end of August 2015 West Mercia police has issued almost 2,700 community remedy outcomes. As well as a robust review process the community remedy scheme is subject to independent scrutiny.

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

Integrated Offender Management (IOM) continues to be a successful approach to tackling crime and reoffending across West Mercia. At any one given time, the 5 IOM teams operating across West Mercia are managing close to 250 offenders who pose a significant risk of committing further offences. In order to tackle this issue 5 locally based groups assess risk and need of the offender and then agree an appropriate plan to address those needs.

The Alliance has just carried out a review of IOM with the view that organisationally IOM needs to be at the heart of tackling offending behaviour. The PCC and senior officers will consider the findings from this review and options to develop IOM later in October. 2015.

Objective 6 – To develop and implement a business crime strategy

On the 1 October West Mercia Police reinforced their commitment to rural communities by launching a new campaign 'Rural Matters'. The first initiative of the campaign is '50 days of focus' which aims to raise awareness of the policing activities happening each day in rural communities. This campaign has been supported by the PCC and it is envisaged that a similar campaign around business crime can be taken forward in future.

In addition a Superintendent has overall alliance wide lead on rural and business crime and within each local policing area there are identified lead officers for both rural and business crime. Quarterly tactical meetings, attended by the OPCC, are being held which provides an opportunity to identify and share good practice across the force and provide the PCC with an operational overview of this area.

A rural and business crime governance board has been established to oversee the strategic delivery of the alliance rural and business crime strategies including providing advice to enable the PCCs to make funding decisions. The Board meets on a quarterly basis and is chaired by a representative from the Warwickshire Chamber of Commerce.

When it last met in July the Board agreed a new speedier process for assessing funding application which has enabled the PCC to make funding decisions on the applications received. This has included supporting a 'Horse watch' scheme in West Mercia, which will replicate a very successful scheme in Warwickshire and a CCTV project for a parade of shops in Telford.

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

As part of the PCC 's commitment to tackle CSE child sexual exploitation (CSE), the PCC is in talks with the University of Worcester and other academic institutions to see how the development understanding of the risk profile of CSE across West Mercia can be further developed.

The rates of reported offences and the impact on service provision for both Domestic Abuse and Sexual Violence programmes has led to the PCC committing additional resources to reduce waiting times and lists, and aid the capacity of the respected IDVA's/ISVA's services. Investment into IDVA's and ISVA's has been a key priority for this year.

The PCC's work with CSP's to develop commissioning frameworks (see objective 3 above) forms part of the work for this objective.

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

The PCC is developing a commissioning framework for victims, reducing offending and reducing crime. This will be informed primarily from local data sets and knowledge from the CSP frameworks (outlined in objective 3 above). The commissioning framework will assist in shaping future provision, creating even stronger links to evidence of need and proportionality across the force area.

The PCC continues to work closely with the Local Criminal Justice Board and partners to review and provide scrutiny of the Alliance's Out of Court disposal (OOC) policy and the OOC scrutiny panel, which includes oversight and scrutiny of community remedy. In addition, the PCC is working closely with partners to ensure that appropriate services are commissioned to strengthen and enhance our approach to restorative justice. For example, the PCC is currently supporting work in Shropshire care homes which uses restorative approaches to prevent young people in care from entering the criminal justice system.

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

A review of the governance arrangements for the Safer Roads Partnership is underway. At the end of September a range of partner organisations were invited to attend a initial meeting to discuss proposals. Invitees included the council highway authorities, Highways England, the Institute of Advanced Motorists and the fire and rescue services. The proposal agreed at the meeting was to have a twice-yearly governance and oversight Board underpinned by a simplified agreement and by the current Operations Fora, which are held at local authority level.

The PCC has recently sought people's views on the extension of 20mph speed limits, which came after a number of community comments on the subject. This informal

consultation has resulted in over 50 replies with respondents airing a wide range of opinions.

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). In March 2015 the Home Secretary published a revised SPR and for the first time made Child Sexual Abuse an additional national threat.

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.

Objective 11 – To develop and implement a public engagement strategy

The PCC continues to engage with a broad cross section of the community on a regular basis, right across the West Mercia area, and in a range of different ways. The PCC, Deputy PCC, or Community Ambassadors will typically be involved in approx 10-15 face to face engagements each week with a variety of different people, groups and organisations. PCC engagement is continually monitored on a weekly basis, and at quarterly intervals against the principles and guidelines of the Commissioner's strategy document.

The Community Ambassador scheme has continued to provide a valuable input to the PCC's work. The Ambassadors are now providing weekly feedback on a range of OPCC, community and police initiatives from across the force area. They continue to build their own network of local contacts, and enjoy good, open relationships with local police commanders & officers. Work from the Ambassadors now plays a much greater role in OPCC communications, feeding in to social media, website content and newsletter material, which helps to increase their profile locally and encourage more community figures to get in touch.

Children and young people continue to be a focal point for PCC engagement. The PCC is currently running a community safety competition and has invited all schools and training centres who teach key stage 2-4 children across West Mercia to take part. 97 primary schools and 31 secondary schools have expressed an interest in taking part in the competition.

The force has designed a new alliance watch messaging system and work commences on the build of this system on 9th November. This will replace the current system which is slow and has limited functionality. This new system is designed to be quicker, easier to use and has increased functionality allowing people to register for alerts which are of interest to them. It is hoped (subject to confirmation of timescales by the company building the system) to have a rollout of this new watch messaging system around the beginning of 2016 - this will improve the timeliness of message alerts to watch schemes.

The Neighbourhood Watch scheme in West Mercia is currently going through a transitional phase. The PCC has no direct jurisdiction over the scheme, but has been

kept sighted on developments, and has regular updates (either directly or through his office) on local work. The scheme will be re-launched later this year, and the PCC will be at the event.

Grants

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

The grant process was redesigned earlier this year. The new scheme is split into 'tier 1' and 'tier 2' grants. Tier 1 grants are grants under £20,000 with outcomes achieving Police and Crime Plan objectives. An update on the tier 1 grant allocation was provided in July's report.

Tier 2 grants are in excess of £20,000 and focused on specific outcomes and delivery often within specific areas where it is known that demand is such that additional investment is required. The tier 2 scheme was opened for a set period during the summer and 18 applications for funding were received. The PCC has recently agreed to support 5 of the applications, one which builds capacity for sports networks and the remainder build employment capacity. Once formalised these grants should complete the PCC's spend on diversionary activity.

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.

The force performance team have been working with both PCC offices to develop a new performance framework and reporting processes for the alliance. As a result of this work a monthly performance report will now be published and in the months of October, January, April and July this will be expanded to be a quarterly report. It is intended that the PCC uses this report to inform his discussions on performance with the chief constable. The PCC will also be publishing the quarterly report on his website.

Attached at appendix A is the performance report for August which was published in September. The first of the quarterly reports will be tabled to panel members at the meeting. The report attempts to provide some context and understanding of the data shown, an approach that will be developed and refined over time.

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 July 2015 to date.

Staffing update – The appointment of Elizabeth Hall as the temporary Alliance Treasurer is a separate agenda item for this panel meeting.

Joint Audit Committee - the Independent Joint Audit committee met in September 2015. Items considered included the statement of accounts, external and internal audit, risk registers, chairs annual report and the terms of reference for the committee.

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 July 2015. Items considered included out of court disposals, the HMIC crime data integrity review, complaints statistics and dip sampling. The committee also considered a number of items in a closed session including an internal review of the Professional Standards department.

Her Majesty's Inspectorate of Constabulary (HMIC) – from the 1 July to date HMIC has not published any new West Mercia specific reports, however there has continued to be an intensive programme of inspections and revisits by the inspectorate. As part of the HMIC inspection process the PCC or his staff have attended briefings and 'hot debriefs' on a number of inspections that will be published during 2015 and early 2016.

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.

7. Recommendation

Members of the Panel are invited to consider the report.