



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

### **1. PURPOSE**

The purpose of this report is to provide members of the Police and Crime Panel with an update on progress in delivering the Police and Crime Plan for West Mercia 1 April 2013 – 31 March 2017. This report covers the time period 1 October – 31 December 2016 (unless otherwise stated).

### **2. BACKGROUND**

The Police and Crime Plan (the Plan) for West Mercia came into effect on the 1 April 2013 and sets out the aim and objectives of the Police and Crime Commissioner (PCC) for policing and community safety across West Mercia. The Plan also contains details of governance and accountability arrangements. The Plan was subject to variation in March 2014 and July 2015.

### **3. FORMAT OF THE REPORT**

This report is presented in three sections as follows:

- Part 1:** Progress on each of the objectives listed in the plan and an update on the grant scheme.
- Part 2:** An update on performance by exception
- Part 3:** A brief outline of the PCC's key activity related to his performance role and function which is not captured in parts 1 or 2 of this report

### **4. PART 1 – UPDATE ON THE POLICE AND CRIME PLAN OBJECTIVES**

The police and crime plan came into effect on 1 April 2013 and the activity reported here covers the period 1 October 2015 – to date (unless otherwise stated). For each objective a short narrative on activity is provided.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

As previously reported to the Panel it has been agreed with partners not to pursue a West Mercia anti-social behaviour strategy, instead it will be continued through local partnership working. Anti social behaviour forms part of the new community safety partnership framework which was presented to Panel in December 2015.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Strategic Policing must be provided at a standard to satisfy the Home Office Strategic Policing Requirement (SPR). The PCC continues to meet and discuss related issues on a regular basis with force personnel and as part of his weekly meeting with the Chief Constable. At a regional level the PCC attends a quarterly PCCs' meeting where regional collaboration is scrutinised.

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

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

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

### **Objective 11 – To develop and implement a public engagement strategy**

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

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

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

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

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

## **5. PART 2 – PERFORMANCE MONITORING REPORT**

From the 1<sup>st</sup> April 2014 the police and crime plan contains no specific measures or targets to which the force is being held to account for performance. The removal of all targets represents a fundamental cultural shift for the force and from the outset of the new regime the Chief Constable has been clear that protecting people from harm is the key driver for the force. This approach is supported by the PCC.

Monthly and quarterly performance reports are now produced to provide a strategic overview of force performance in line with the police and crime plan aims and the force control strategy. The reports are used by the PCC to inform his discussions with the Chief Constable and are subject to further scrutiny by senior managers at the alliance performance management group.

Attached at appendix A is the quarterly performance report for October –December 2015. Members of the Panel are invited to comment on the report.

## **6. PART 3 – PCC ACTIVITY**

In relation to performance the following provides a brief outline of PCC activity not captured in parts 1 or 2 of this report, but which will be of interest to the panel. This update relates to the period 1 October 2015 to date.

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

**Trust, Integrity and Ethics Committee** - this committee is responsible for enhancing trust and confidence in the ethical governance and actions of Warwickshire Police and West Mercia Police. The committee last met in October 2015. Two restricted items were considered in the non public session. Items considered in the public session included .the panels terms of reference and annual report, dip sampling of complaint files and a review of ‘no crimed’ rape reports.

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

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

The PCC monitors the force response to any recommendations arising from HMIC reports and holds the chief constable to account for implementation of these recommendations. This includes national thematic reports and any relevant joint inspectorate reports.

As part of the HMIC inspection process the PCC or his staff have attended briefings and 'hot debriefs' on a number of inspections that will be published during 2016. In addition the force in conjunction with the PCC has put in place a structured process for managing the response to each HMIC report and the PCC and his staff are actively involved in this work.

## **7. Recommendation**

Members of the Panel are invited to consider the report.