



## AGENDA ITEM 6

### STRATEGIC POLICING AND CRIME BOARD 3<sup>rd</sup> December 2013

<p><b>Performance against the 2013/14 Milestones and Deliverables in the Police and Crime Plan</b></p>
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#### PURPOSE OF REPORT

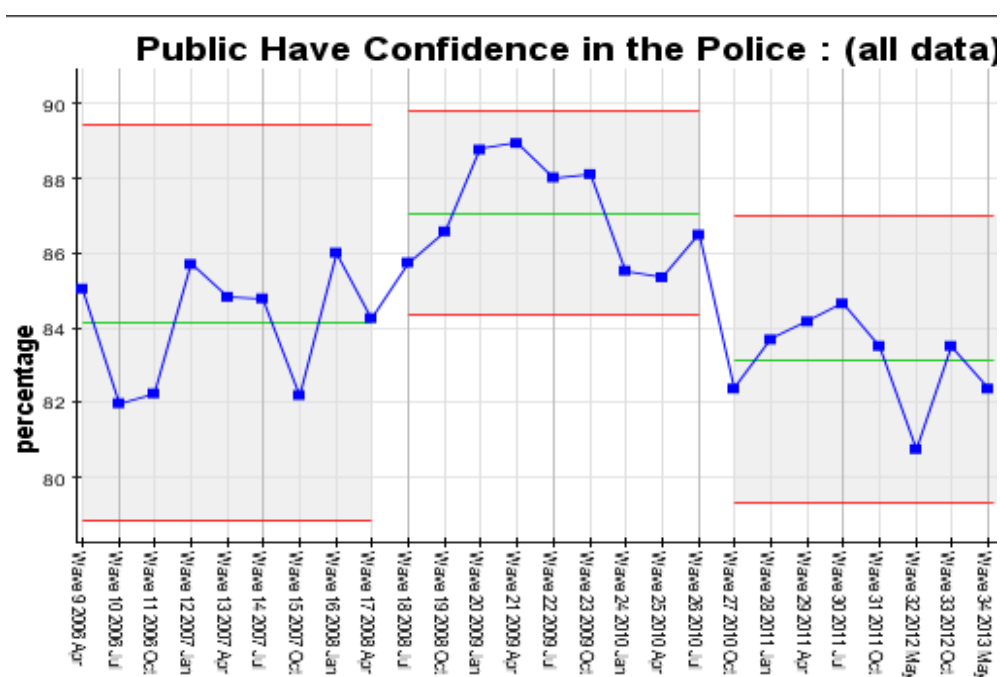
1. This report outlines performance against the milestones and deliverables set out in the 2013/14 Police and Crime Plan.

#### BACKGROUND

2. The Police and Crime Plan 2013/14 sets out a variety of milestones and deliverables under the following objectives:
  - Improving public confidence in policing
  - Creating stronger partnerships
  - Developing greater local identity across the West Midlands
  - Delivering better value for money
  - Demonstrating the Force's commitment to social responsibility
  - Reduce crime and offending
  - Better protecting people from harm
  - Improve the service the public receive from the police
  - Supporting stronger communities and ensure an effective contribution to national policing
3. Progress against the milestones and deliverables will be reviewed periodically throughout the year and presented to the Strategic Policing and Crime Board. This report provides an overarching view of the position regarding the Police and Crime Plan objectives. The Board will also receive individual reports on specific issues during the course of its business.

## A- Improving confidence in policing – Lead ACC Forsyth

4. West Midlands Police (WMP) has a good level of confidence from the communities it serves, but on national comparisons it is below that of similar forces. This is the baseline year measuring public confidence and therefore no targets have been set for 2013-2014.
5. Feeling the Difference is West Midlands Police's public perception survey. The survey is conducted in 2 waves per year, encompassing 16,800 interviewees.
6. ACC Forsyth chairs the Confidence Delivery Group that has a number of deliverables in its plan these include:
  - Development of a Force Delivery plan
  - Development of bespoke LPU Feeling the Difference driven delivery plans
  - Signals From Noise (SFN) data interpretation Sergeant & Coaching programme
  - “Pride in our police” – Sergeant/Supervisor Forum
  - Evidenced based academic experiment
  - Analysis of the Neither/Nor respondents
  - Snap Survey on Neighbourhood Policing
  - Presentation of key findings to the Force Strategic Tasking.
7. The levels of confidence have remained relatively stable since the middle of 2010 averaging 83% with confidence levels of +/- 1.1%.



8. The confidence question in the British Crime Survey indicates confidence remains stable at approx 72% with +/- 3.1%
9. Further information will be contained in the January 2014 ACC Local Policing Paper.

## **B Creating stronger partnerships**

### **Allocate funding to partnerships to tackle local policing and crime problems (WMOPC)**

10. *COMPLETE for 2013-14*

### **Explore opportunities to improve the response to serious and organised crime in collaboration with regional forces and the National Crime Agency (Lead ACC Crime – quarterly)**

11. *Organised Crime Gangs will be covered in the next Crime Portfolio report.*

### **Increase engagement with each health and wellbeing board across the seven local authority areas (Lead DCC – quarterly)**

12. Covered in the Deputy Chief Constable Portfolio Report 5 November

### **Reduce reoffending of criminals through partnership working (Lead ACC Local Policing – quarterly)**

13. To be covered in the ACC Local Policing portfolio report in January 2014.

### **Work with local partnerships to establish local policing and crime boards in each of the seven local authority areas (Lead Alethea Fuller WMOPC)**

14. Updated in November further detail to be provided in January following Partnership Summit 29 November 2013

## **C Delivering better value for money**

### **Implement invest-to-save schemes that enable more efficient working practices (Lead Director of Resources - quarterly)**

15. To be included in Director of Resources Portfolio

### **Develop people who are capable and effective in delivering their roles (Lead ACC Security – quarterly)**

16. This was provided in the ACC Security update on 5 November 2013

### **Improve productivity of staff and assets (Lead DCC/Director of Resources - quarterly)**

17. To be included in Director of Resources Portfolio

### **Improve diversity throughout the Force through the recruitment and progression processes (Lead Director of Resources – quarterly)**

18. To be covered in Human Resources reports

## **D Demonstrating the Force's commitment to social responsibility**

**Consult on the procurement strategy to influence the economic well-being of the area.**

**(Lead Mike Williams WMOPC)**

19. An update was provide in 5 November report and there will be an update following the Police and Crime Panel on 18 November.

**Increase the involvement and work with voluntary, third sector and community partnerships in priority areas helping to keep crime down**

**(Leads Alethea Fuller and ACC Local Policing – 6 monthly)**

20. To be included in the Local Policing and Service Improvement Report January 2014

## **E - Reduce crime and offending**

**Reduce overall crime by 5 per cent – Lead ACC Forsyth**

21. The Force has made major reductions already in crime over the last two years, with some of the biggest reductions in total crime in the country. A milestone of -5% was established in the Police and Crime Plan

22. As at 18<sup>th</sup> November 2013, the performance position is as shown in the following table.

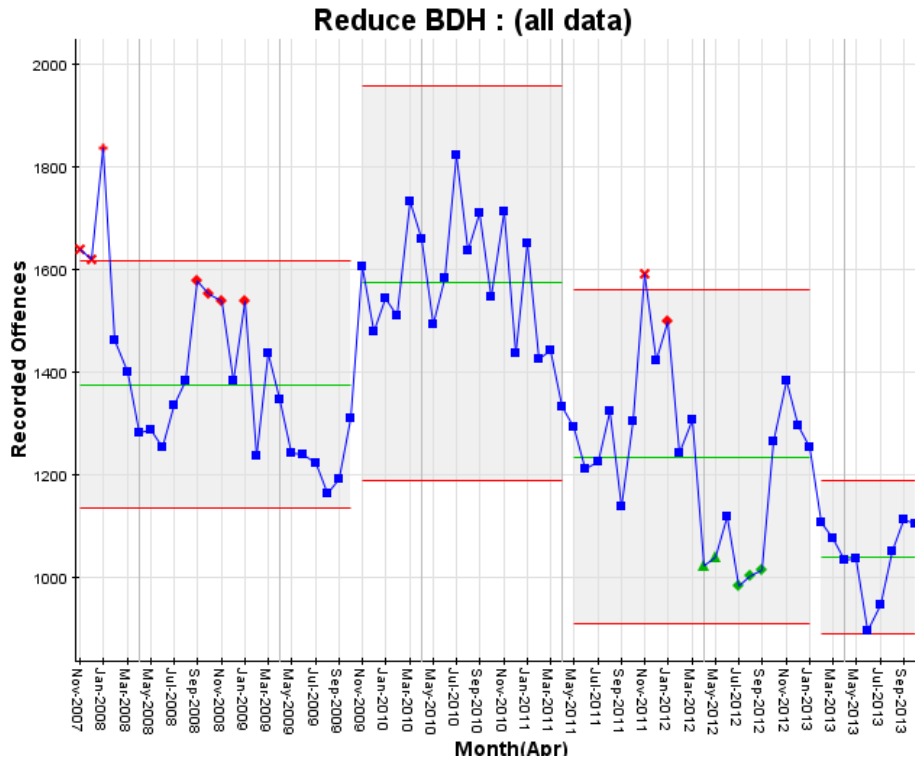
<b>Force Objectives</b>	2012/13	2013/14	Difference	M'stone	Performance	Variance
<b>Reduce Total Recorded Crime</b> <sup>DW</sup> — chart ▼ — breakdown ▼	109,253	111,502	2,249	-5 %	2.1 %	7,712
<b>Reduce Burglary Dwelling</b> <sup>DW</sup> — chart ▼ — breakdown ▼	8,219	7,869	-350	-8 %	-4.2 %	308
<b>Reduce Violence With Injury</b> <sup>DW</sup> — chart ▼ — breakdown ▼	11,343	12,438	1,095	-8 %	9.7 %	2,003
<b>Reduce Business Crime</b> <sup>DW</sup> — chart ▼ — breakdown ▼	21,555	22,382	827	-6 %	3.9 %	2,121

23. Total Recorded Crime is 2.1% higher year to date than in 2012. Monthly levels are stable, with October the first month to record a month on month reduction. Monthly reductions are more likely to occur from now on as the increase in theft shop and stalls starts to stabilise.
24. Total recorded crime is likely to finish the financial year with the 2<sup>nd</sup> lowest volume of total recorded crime since 2002 - 2003.<sup>1</sup>
25. Year to Date 50% of Total Recorded Crime is made up of ABH Assaults, Theft From Motor Vehicles, Theft Shops and Stalls, Theft Other, Burglary Dwelling and Criminal Damage to Vehicles.
26. Theft Other, Burglary Dwelling and Criminal Damage to Vehicles are all seeing a YTD reduction on last 2012/13.

<sup>1</sup> Since 2002/03 when national crime recording standards were introduced

## Reduce burglary by 8 per cent - Lead ACC Forsyth

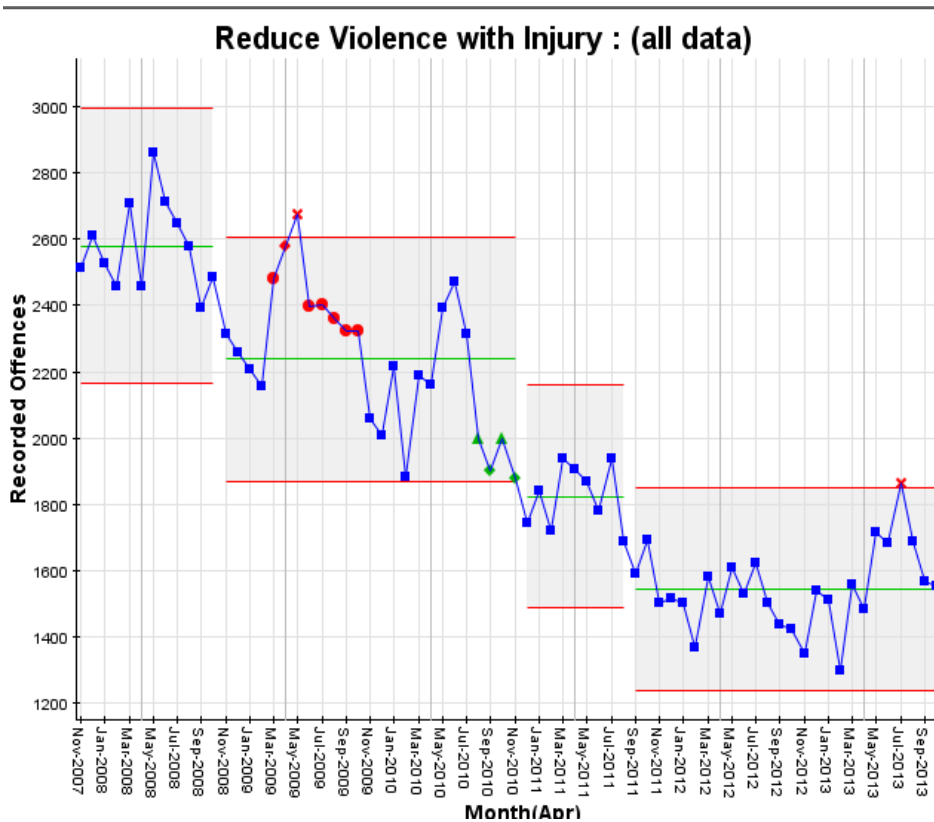
28. House burglary is one of the most invasive crimes and is frequently raised as a local priority. The Police and Crime Plan set a reduction milestone of -8%
29. **Burglary Dwelling (BDH)** is currently 4.2% less than the same period in 2012/13. September was the 8<sup>th</sup> consecutive month below average, bringing about a significant step change down in average monthly levels. There are now 200 fewer burglary dwellings per month than this time last year.



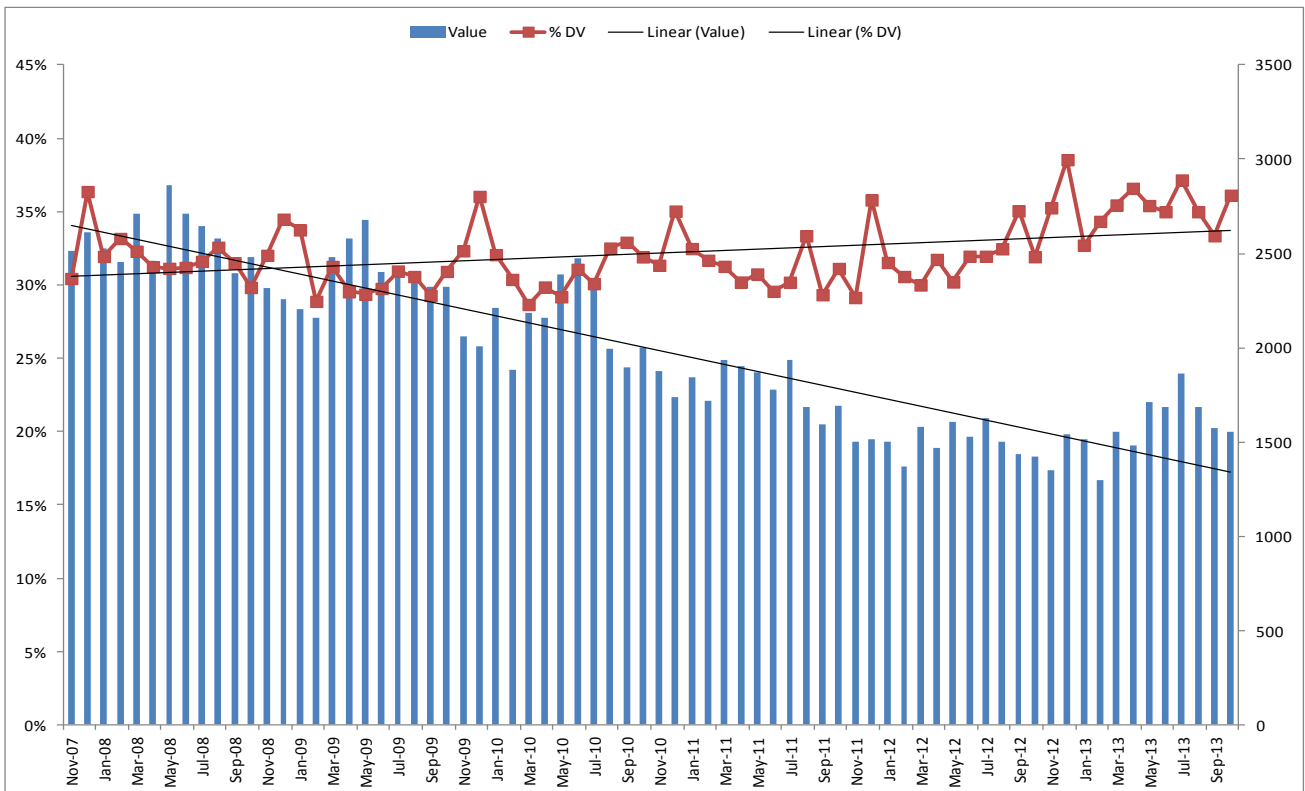
30. BDH is generally expected to rise to above average in October and November as it moves into its seasonal peak time. BDH is being monitored as a tactical priority of the Force currently. October recorded a -12.8% reduction compared to same period last year and November is also reducing by almost 11%. Whilst achieving the -8% milestone is unlikely a good year on year reduction should be achieved.

## Reduce violent crime where injury is caused by 8 per cent – Lead ACC Burgess

32. Year to date 2013/14 **Violence with Injury (VWI)** is 9.7% (1095 offences) higher than in 2012/13.
33. After a significant spike in July, VWI has now regressed back to average levels.



34. The apparent percentage increase YTD in WMP Violence With Injury can firstly be attributed to a higher proportion of crimes that are domestic violence. In recent years an average of 30% of Violence with Injury has a domestic element to it, year to date in 2013/14 it has risen to 35% (see graph Page 8). The domestic violence task and finish group has very deliberately aimed to increase the levels of VWI reporting this year. Through Operation Sentinel there has been a clear focus on vulnerable victims of crime across the violence and public protection arena. The focus upon Operation Sentinel through training and internal awareness campaigns has combined with a wider press and partner engagement strategy has led to increases in domestic related reporting and recording.



## Domestic Abuse and Vulnerable People

### Work with safeguarding partners to improve the outcomes for vulnerable people –

35. WMP actively participate in the seven West Midlands Local Safeguarding Adult Boards (LSABs) and also support sub-groups for each. In addition, Public Protection Unit (PPU) Senior Officers regularly chair Serious Case Review Panels in support of the wider partnership work. By way of recognition of WMP's support for Safeguarding Adult Boards, we have committed £125,000 of funding to support each of the seven LSABs during this financial year. A Senior PPU Officer has been assigned as Force lead for Vulnerable Adult Abuse, to ensure that best practice and learning is shared between the boards and across agencies.
36. WMP are very much leading the way nationally with regard to safeguarding and investigating Vulnerable Adult Abuse, following the creation of a dedicated Vulnerable Adult Hub. The Hub receives all safeguarding referrals and alerts from partner agencies, when it is suspected that a criminal offence has been committed. This enables the team to identify patterns and trends of vulnerable adult abuse and take the appropriate action with key partnership agency support. The team are resourced with highly experienced safeguarding officers and will shortly be joined by detective officers, who will lead on all crime related investigations.
37. Outcomes are captured via the PPU Tactical Tasking and Coordination Group process and LSAB Annual Reports.

## **Reduce the harm to vulnerable victims caused by domestic abuse –**

38. There have been a range of developments in terms of the force's response to domestic abuse.
39. Overall domestic crimes and non crime incidents are higher than during the same period last year, though in line with seasonal trends. We believe that this is as a result of more accurate recording of crimes as domestic abuse as well as a rise in crimes being reported overall. We have worked with the National Centre for Domestic Violence to provide access to non molestation orders free of charge to most victims. A proportion of the rise in crimes can be attributed to the positive enforcement of those orders when breaches are reported.
40. There has been considerable investment in training for staff in domestic abuse in the last 6 months, most recently for first and second line supervisors in relation to vulnerability (including domestic abuse). This has been delivered through innovative workshops involving the Geese Theatre Company. This is part of the Operation Sentinel programme. Training has also recently been given to call handling staff, and is planned for investigation teams in the New Year.
41. One of our key challenges has been the identification of repeat victims of domestic abuse. To that end, one area has developed a computer searching tool to identify such victims. It is now being piloted for use within Force Contact to ensure that officers responding to victims (as well as those managing the case subsequently) get accurate information when en route or at an incident of domestic abuse.
42. The Force policy for Domestic Abuse was approved at Command Team on 5<sup>th</sup> November 2013, and will be launched in December 2013 as part of operation Sentinel. The launch will be role based, focusing on how we can improve services to victims in each of the police business areas (such as call handling, response, supervision, investigation, safeguarding and file preparation).
43. The Force will also be launching a pilot in December 2013 of a mobile alarm system for victims called TecSOS. If successful, this system will replace a significant proportion of devices that are installed at vulnerable victims' home addresses, including DA victims. TecSOS alarms are portable devices that can send an emergency contact and information as a 999 call, even when the victim is not in a position to speak and is away from their home address. We believe this will provide a significantly better service to victims, and at a lower cost to WMP than existing alarms.



## Knife Crime

44. Activity around knife crime has been prioritised in the last month, as a result of the increased public interest following the tragic deaths of young people as victims of knife crime. West Midlands Police has effective investigation procedures around such crimes and to compliment that capability there has been a significant investment in supporting or leading educational initiatives to tackle knife crime. Some of those initiatives are précised below.
45. 220 young people attended The Lighthouse Centre for an 8 hour event against knife crime of drama/music etc (TV/Radio/Paper). Intensive work has taken place with at risk young people including an ex Gang Bake Off where the baked goods were later sold for charity. Due to its success, this event is being planned again for the future in other areas of the West Midlands.
46. Trading Standards/Police Knife Test Purchase Operation has taken place in Sparkbrook, Birmingham South, Wolverhampton and Walsall receiving media coverage. This innovatively used children from risk schools to engage with the target audience.
47. Work towards "girls at risk" Murder Mystery weekend has taken place where staff have volunteered their time to design and run a weekend event at a residential centre.
48. 20 more Outreach young people workers trained by WMP/Crimestoppers to deliver "Fearless" training to young people.
49. Knife arches have been utilised within the Coventry City Centre, especially in relation to venues that form part of the night time economy.
50. WMP is working with the parents of Christina Edkins and Josh Ribera's regarding messaging on equipping parents re knife crime. Plan is to distribute this through Education Partners and mail to all parents throughout the West Midlands before Christmas.
51. "Precious Lives" continues to be delivered by Marcia Shakespeare and Rob Pedley.

## Reduce crime in high crime priority areas by 7 per cent – ACC Forsyth

52. In the **Priority Areas** overall Total Recorded Crime is up by 3.9% YTD. Almost a quarter of crime in the priority areas is Actual Bodily Harm assaults and Theft Shops and Stalls which explains the overall percentage increase YTD. The Crime Performance of all Priority Areas is captured on the performance portal and discussed at the Priority Area Programme Board chaired by ACC Forsyth

## **F Better Protecting People From Harm - Lead ACC Burgess**

### **Drugs Strategy – December 2013**

#### **Draft Strategy**

53. A Task and Finish group has been set up to engage partners and Police Officers in the formulation of a Drugs Strategy. This has resulted in a draft Drugs Strategy that is currently with ACPO for consultation before going out to Local Policing Units. The strategy reflects the national strategy objectives; Reducing Demand, Restricting Supply and Building Recovery.

#### **Control and Delivery Plan**

54. To support the strategy a control plan and delivery plan have been published as a framework for LPUs and Departments. This is based on the PIER model, Prevention, Intelligence, Enforcement and Reassurance.
55. The delivery plan is on track, once the strategy has been approved a communications plan will be implemented. This will include a launch of the strategy.

#### **Priority Areas**

56. Research has shown that just 6 percent of the force area generates over a quarter of the total calls for service. This 6 percent has been broken down into 31 'Priority Areas'. Drugs offences, particularly possession offences, are over represented within Priority Areas. Many have higher levels of deprivation and underlying social problems which can translate to higher crime rates.
57. Approximately a third of all drug offences are committed in Priority Areas
58. There is clear leverage available by tackling drugs as a driver of much of the social and crime issues. The drugs strategy is part of the longer term approach to improving quality of life within Priority Areas.

#### **Performance**

59. Drug testing of persons in custody has seen a scene change from volume to a more targeted testing policy. Although this has meant a reduction in tests carried out it has seen an increase in positive tests from 38% to 47% and as a consequence it can be inferred that more vulnerable people are signposted to treatment more effectively.
60. To date 4366 drug offences have been recorded this performance year compared to 5126 offences last year.
61. 3870 offences have been detected this performance year compared to 4613 last year.

**G Improving the service the public receive from the police - Lead ACC Forsyth**

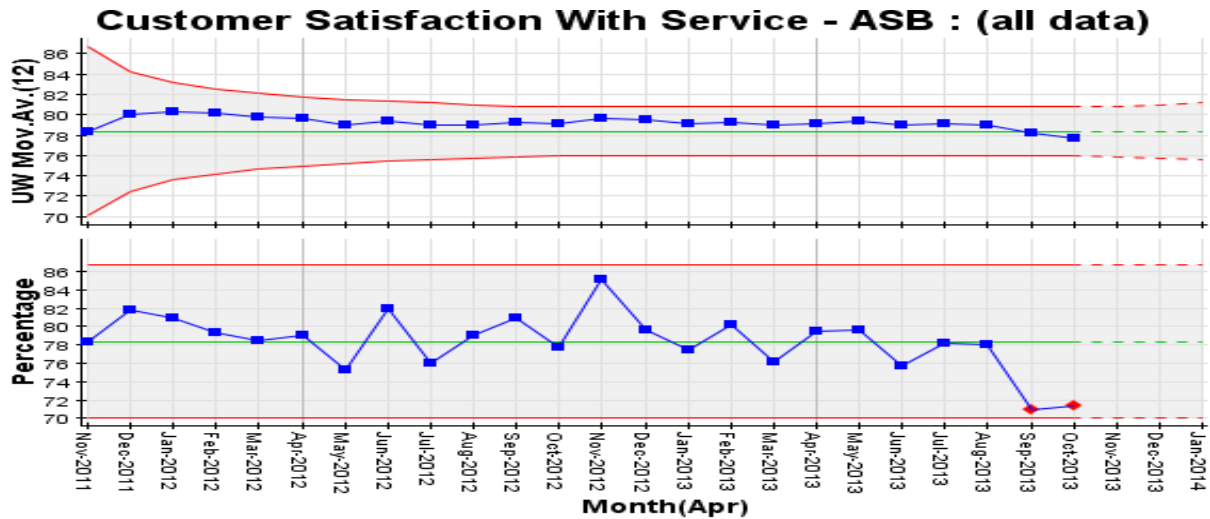
62. People who use West Midlands Police services have higher levels of satisfaction than most forces in the country, including almost every Metropolitan force. The Chief Constable and the Commissioner aspire to further improve levels of satisfaction through the Force’s change programme, particularly for victims and witnesses.

	M'stone	Performance	Variance	M'stone	Performance	Variance
Customer satisfaction with service - crime <sup>CC</sup>	70 %	68.5 %	1.5	88 %	85.0 %	3
Customer satisfaction with service - ASB <sup>CC</sup>	60 %	60.7 %	0.7	80 %	77.8 %	2.2

63. Satisfaction is managed by ACC Forsyth and there is a Gold group that meets monthly.

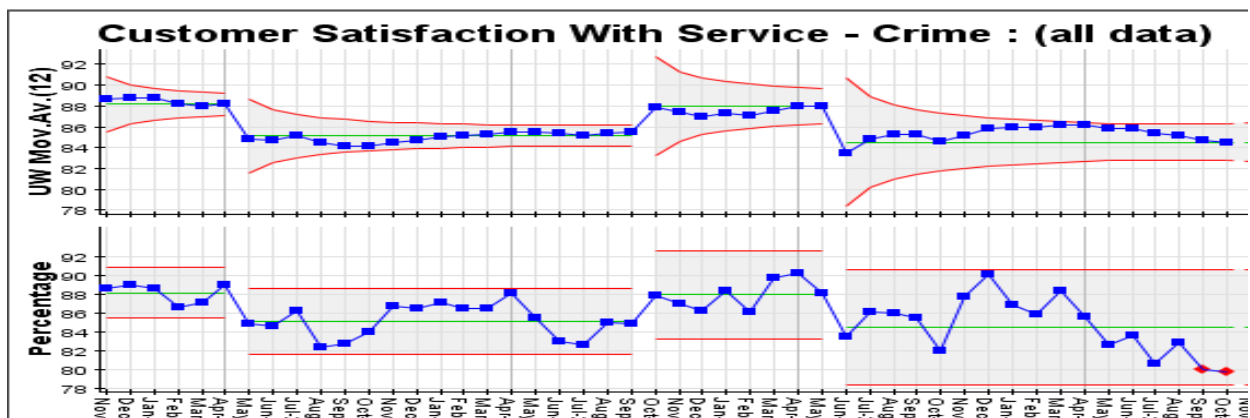
**Increase satisfaction with services provided relating to ASB**

64. At the end of October, there has been another drop in the Rolling 12 month **ASB** satisfaction milestone to 77.8%. September and October alone have been 71.0%. This relates to incidents in July when there were peak levels of demand.

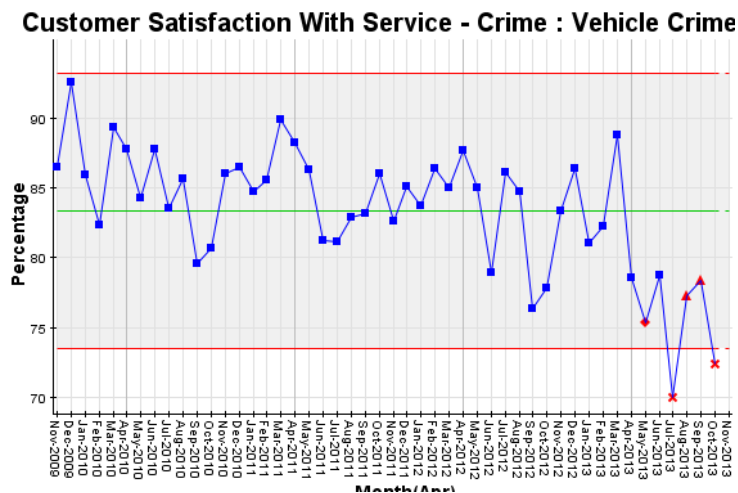


**Increase satisfaction with services provided relating to crimes**

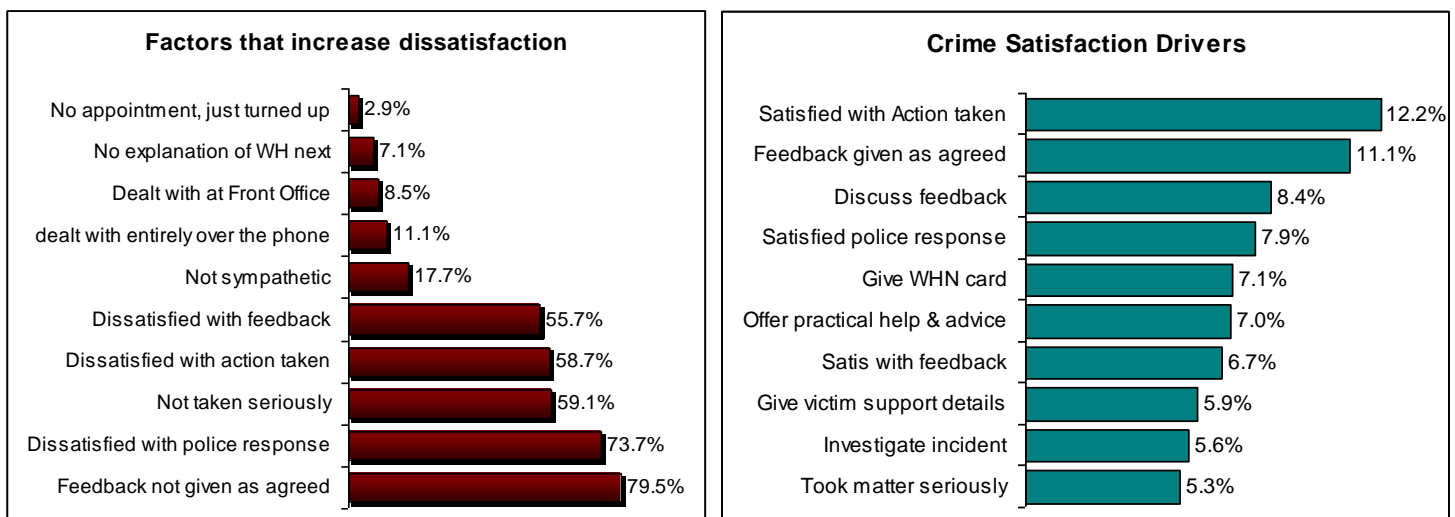
65. Victims satisfaction where a crime is reported is on a downwards trajectory, with the last 6 months falling below average. At 79.8% October’s satisfaction was possibly the lowest ever – and the 12 month average trends downwards.



66. The main reductions have been in Vehicle Crime offences where since the start of the year levels of satisfaction have not been higher than 80%.



67. Comments around feedback are the most common for poor levels of satisfaction. The table below shows for all crime surveyed what the drivers are dissatisfaction are:



68. A number of key points from the analysis of Contact Counts data shows that we can improve by doing tried and tested what works tactics around the three strands of satisfaction.

### Action

69. Improving how we deliver our service involves both taking tangible action, and communicating what we have done. This can take the form of giving help and advice, even if a resource will not be dispatched to the scene. For example:

- Let people know about the neighbourhood teams, priorities and local action to resolve problems
- Make sure people know what to expect, what you're doing and why. Sometimes people expect progress to be made quickly, so give an idea of timescales
- Keep people informed, so they know what action has taken place
- Offer advice to help prevent repeat victimisation, this will also reassure the Victim.

## Feedback

70. Satisfaction with feedback, receiving feedback as agreed and being given the What Happens Next Contact Card are all associated with increased satisfaction. Keeping people informed about their incident demonstrates it is being taken seriously and will also impact on satisfaction with action.

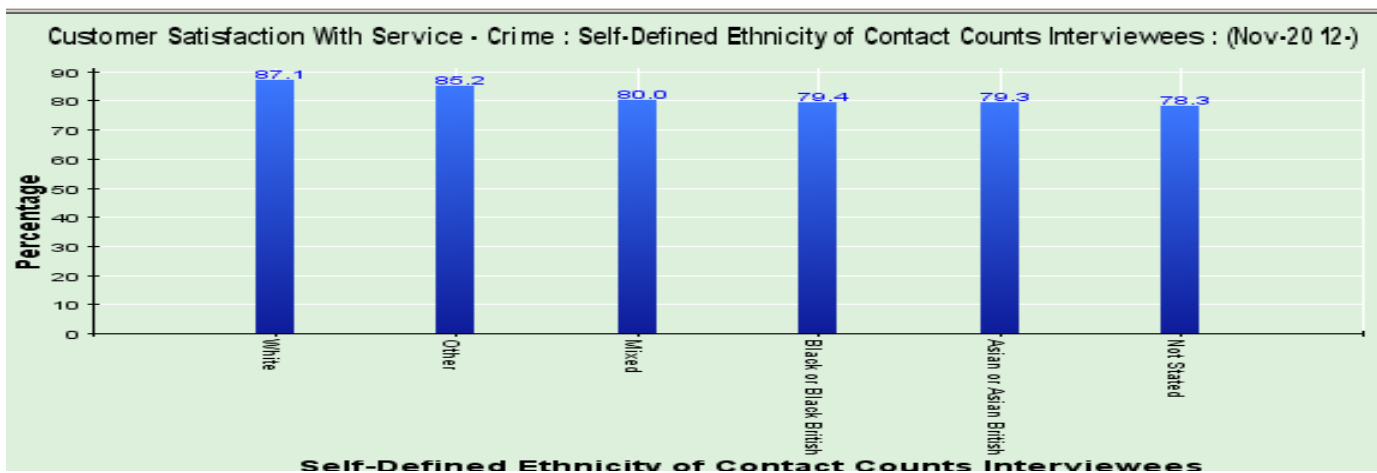
- Discuss requirements for feedback. Be realistic about what you can deliver and over what time scale.
- Keep to the arrangements you have made. If you can't, initiate contact and make new (agreed) arrangements.

## Professionalism

71. Victims rightly expect to receive an efficient, prompt and professional service. Missing appointments or failing to provide contact or log details will detract from that image. Managing these 'administrative' processes, people's expectations and the time scales builds on our professional image, as does officers demeanour and communication skills.

- Only make promises you can keep, work hard to keep appointments and keep the victim informed
- The things you say build the reputation of the Force, blaming a lack of resource or process issues will detract from that professional image
- Use the Contact Card
- Listen to what the Victim is saying.

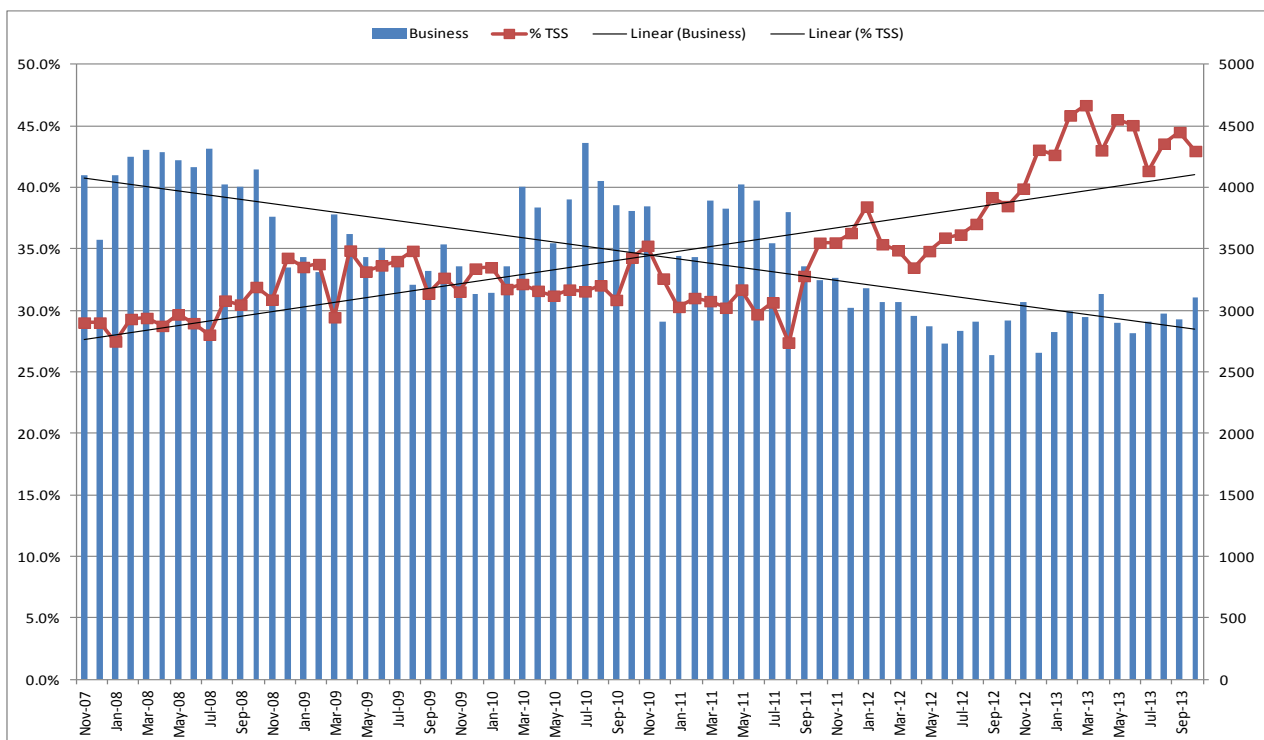
72. The ethnicity of interviewees has a small impact when looking at the survey as a whole, however 41% of BME interviewees were victims in Birmingham West or Birmingham East so are more reflective of these LPU scores. We also know that older victims are often more satisfied the BME victims surveyed are often younger.



73. Following the last meeting an in depth study into whether the changes within the research process may have had an impact on the figures has been commissioned at time of writing there are no substantial findings to report.

## H Supporting Stronger Communities - Lead ACC Burgess

74. A vibrant economy is partly about ensuring business crime continues to fall and the plan will support this at an operational level
75. **Business Crime** is seeing an increase of 3.9% YTD, but this is not significant and monthly levels are stable.
76. Theft Shops and Stalls (TSS) accounts for almost one in every two business crimes. The offence is +24% YTD, the reasons for this were highlighted in previous papers. Since the significant step change up in monthly levels from November last year, offending is now stable.
77. The chart below shows how the percentage of TSS has increased in the overall business crime basket. During 2011/12 TSS made up approx 30-35% of all business crime to 44% YTD.



78. Nationally TSS is increasing by 9% and 38/43 force areas are recording YTD increases.
79. When the WMP increase in TSS is removed non TSS business crime has reduced by -7.5% and TRC has only increased by 0.6%
80. Burglary Other Buildings, Bilkings and Theft Other make up the next largest volumes of Business Crime, with those four crime types making up 75% of all Business Crime.

## Business Crime Update – Theft Shops and Stalls

81. The Force response to retail crime is being led by Superintendent Keith Fraser. Our response has been given the name operation Simul (Latin for together).
82. Work is being undertaken with our partners across the region and internally to find a more sustainable solution. We are developing evidence based, innovative and preventative approaches to that work as part of a sustained effort to tackle business crime.
83. The majority of retail crime if considered as isolated incidents contrives to make such crime less serious. If this fact dominates our approach to victims of this crime, the service they receive will be reduced in quality, offenders and organised criminality are less well managed and it reduces our ability to tackle business and total crime effectively. Also we are not using our resources effectively. The cumulative impact is significant and impacts adversely on our communities and the effective use of WMP resources.
84. Working with partners the Force is exploring if more sustainable solutions could be achieved by focusing upon '**Reducing the Harm' caused by Retail Crime**' in partnership with the Business Communities and the wider communities of the West Midlands region.
85. Retail Crime is viewed as a key issue for the Force, and we are increasing our commitment to this area of criminality and community safety. It is very pleasing to note the commitment of retailers, and other partners to work with us in this area. Our early findings are that we will only reach more sustainable solutions by working in partnership.

### Key areas of work being developed:

86. Four evidenced based projects have been initiated across the force. ( Working with the College of Policing)
87. The need to develop a consistent approach to partnership working and how they respond to retail crime needs to be achieved across the region. To support this a region wide partnership workshop took place on 13<sup>th</sup> November 2013. All local authorities, senior retail partners, (from a national perspective), police, et al were represented. This work shop was hosted by West Midlands Police and will be the catalyst for a shared vision and consistent regional structure.
88. The Force lead has set up an internal operational review and delivery group. One of its tasks is to develop a consistent approach to retail crime through a forensic examination of what we do.
89. We also need to understand how retail crime is viewed by the public, partners and staff and support a cultural change. To develop that understanding corporate communications have devised a communication plan.
90. We are exploring how we can work with an academic partner to further progress our understanding of retail crime.
91. A key piece of work to be developed is a shared vision. The one currently being worked through is '**Reducing the Harm' caused by Retail Crime**'.

## Solved and Resolved

92. The Force has generally a lower detection rate than other forces. Although not specifically mentioned in this plan, it will continue to measure detections with these being scrutinised by the Commissioner. Detection rates measure a number of types of disposals - that is how an offence is dealt with - but they are not an accurate measure of who the police apprehend and deal with.
93. The Force makes considerable use of community resolutions and restorative justice approaches which are far more effective in stopping further offending. These measures do not count in detection rates
94. The Solve and Resolve rate for VWI is 42.5% YTD, slightly lower than the same period in 2012/13 when it was 45.4% although the overall volumes have increased.
95. The table below shows **solved and resolved rates** for key offence types, as at 18<sup>th</sup> November. The solved and resolved rates are similar to last year when there were solved and resolved milestones in the policing plan. Vehicle Crime continues to have the lowest detection rate of 8%.

<b>Being Productive And Efficient</b>	Recorded	Detected	Milestone	Performance
<b>Detect Burglary Dwelling</b> <sup>DW</sup> — chart ▼ — breakdown by area ▼ — breakdown by clear-up ▼	7,913	1,067	-	13.5 %
<b>Detect Most Serious Violence</b> <sup>DW</sup> — chart ▼ — breakdown by area ▼ — breakdown by clear-up ▼	1,719	782	-	45.5 %
<b>Detect Robbery</b> <sup>DW</sup> — chart ▼ — breakdown by area ▼ — breakdown by clear-up ▼	3,309	844	-	25.5 %
<b>Detect Vehicle Crime</b> <sup>DW</sup> — chart ▼ — breakdown by area ▼ — breakdown by clear-up ▼	14,206	1,180	-	8.3 %
<b>Detect Serious Sexual Offences</b> <sup>DW</sup> — chart ▼ — breakdown by area ▼ — breakdown by clear-up ▼	1,429	437	-	30.6 %
<b>Detect Hate Crime</b> <sup>DW</sup> — chart ▼ — breakdown by area ▼ — breakdown by clear-up ▼	1,980	719	-	36.3 %

## FINANCIAL IMPLICATIONS

96. The delivery of the plan will be met through use of the Commissioner's budget. This is detailed in the report presented to the Police and Crime Panel on 6<sup>th</sup> February 2013 which covered the revenue and capital budgets and proposals for the precept for 2013-14.

## LEGAL IMPLICATIONS

97. The legal requirements for a Police and Crime Plan are set out in the Police Reform and Social Responsibility Act 2011.

## RECOMMENDATIONS

98. The Board is asked to note the contents of this report.

## AUTHORS

West Midlands Police, Chief Constable, **Chris Sims**  
West Midlands Office for Policing and Crime, Chief Executive, **Jacky Courtney**