



STRATEGIC POLICING AND CRIME BOARD
4th February 2014

**Performance against the 2013/14 Milestones and
Deliverables in the Police and Crime Plan**

PURPOSE OF REPORT

1. This report outlines performance against the milestones and deliverables that contribute to the 10 strategic outcomes set out in the 2013/14 Police and Crime Plan.

EXECUTIVE SUMMARY

2. **Performance against the Plan continues to progress well. Crime Performance is steady and the volume of crime is likely to end the year with the second lowest volume ever. Whilst there is a small increase in Total Recorded Crime compared to last year this is down to increases in reporting around Domestic Abuse that has been proactively encouraged by the Force through Operation Sentinel. There has also been an increase in shoplifting which is being seen nationally with Losses 166% higher than five years ago¹. The week of Christmas this year recorded the lowest ever weekly volume of crime.**

BACKGROUND

3. The Police and Crime Plan 2013/14 sets out a variety of milestones and deliverables under the following objectives:

¹ <http://www.bbc.co.uk/news/business-25807360>

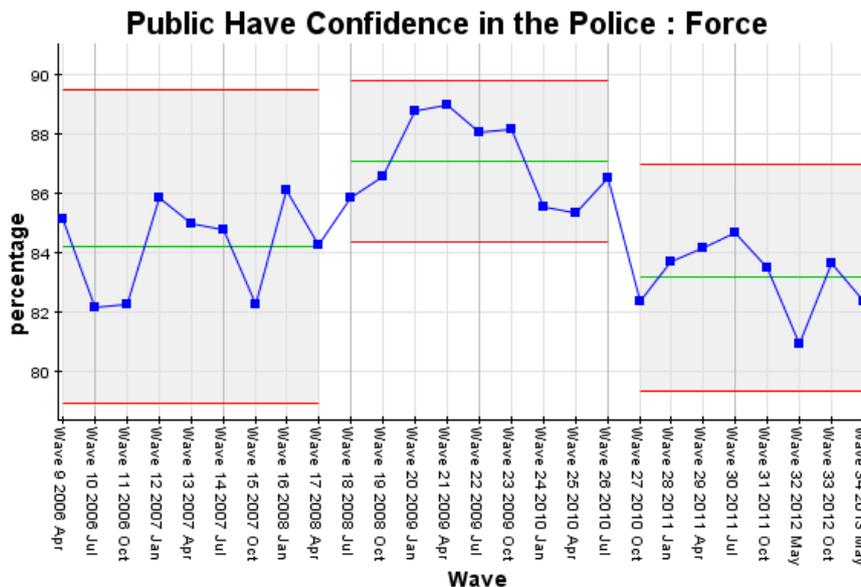
West Midlands Police and Crime Commissioner's Strategic Outcomes Framework



4. 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)**

5. Results of the National Crime Survey for England and Wales indicate that communities in the West Midlands have a good level of confidence (71.8%) in West Midlands Police (WMP). When compared to the most similar police forces to ourselves; Greater Manchester, Merseyside, West Yorkshire, confidence is slightly lower than average.
6. **'Feeling the Difference' (FTD)** is an WMP commissioned independent survey that measures public perception in West Midlands Police, which is different to the National Crime Survey. The FTD survey is conducted twice a year, with 16,800 people interviewed in total.
7. The last wave of interviews of this door to door survey was conducted between June and August 2013. Results showed that the level of confidence in West Midlands Police was 82.4%. Since October 2010, confidence levels have been stable at an average of 83.1% per wave.
8. The fieldwork for the next wave of the survey is underway with results expected towards the end of the financial year.



9. ACC Forsyth chairs the WMP Confidence Delivery Group that has a number of deliverables in its plan which were outlined in the January 2014 Local Policing Report:

**Identify aspects of policing that have an adverse impact on confidence, and establish ways to overcome such barriers
(Lead ACC Local Policing – 6 monthly)**

As per Local Policing Update Jan 2014

10. The evidenced base academic study (You Said, We Did, We Listened methodology) will draw to a conclusion in March 2014. Initial data has been secured i.e. three points of reference thus far, which was shared with those Neighbourhood Policing Teams (NPT) involved in the study at the second structured coaching day during August 2013. This data was further shared at the Force Confidence Board meeting held on 20/9/2013 where Supt Bas Javid (academic lead) presented the mechanism used for the study and initial observations.
11. The bottom four LPUS i.e. those with the greatest opportunity to improve (Birmingham West & Central, Wolverhampton, Walsall & Coventry LPUs) are still subject to locally driven delivery plans i.e. Key Driver Analysis & tactics in line with that feedback specific to area’s within respective LPUS and subject to debrief at ongoing Board meetings with Coventry LPU being lifted out of the bottom four. The remaining six LPUS have also been furnished with said data and are responding accordingly with their local plans.

**Analyse hate crime to better understand religious and racially aggravated offences, for example Islamophobia
(Lead ACC Local Policing – 6 monthly)**

As per Local Policing Update Jan 2014

12. The Force has reviewed existing recording process to establish how best to capture the ‘perceived’ religion involved in a religious hate crime report. The Force will be making changes to the ‘Crimes’ system to capture all five hate crime strands including the ‘perceived’ religion of the victim.

13. This will offer the Force a clearer picture of hate incidents, as well as the ability to capture intelligence and enhance understanding. The development will also provide access to a more informed vulnerability assessment which will enhance the service the Force offers to specific victims

B Creating stronger partnerships

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

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)

Organised Crime Gangs will be a key feature of the next ACC Crime Portfolio report.

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

Last updated within the Deputy Chief Constable Portfolio Report 5 November 2013

14. The Force has begun a secondment to Public Health England (West Midlands) of an Inspector and an Analyst. The secondment will explore how both the Force and Public Health can improve strategic information and analysis to help support Local Health and Well Being Boards and Public Health Directors to tackle the crime related outcomes in the new Health Outcomes Framework.

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

Overview provided within the Local Policing Update January 2014

15. All local authority areas are continuing to reduce recorded re-offending rates significantly further than the levels predicted by Ministry of Justice models. These levels have now been maintained for over 12 months. Latest figures published on 22/11/2013 demonstrate that our seven Local Authority areas ranked nationally as below:-

1	Dudley
3	Sandwell
8	Coventry
9	Wolverhampton
13	Solihull
14	Walsall
29	Birmingham

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

Updated in November 2013. Chief Executive Jacky Courtney to update.

C Delivering better value for money

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

As updated in Director of Resources update Dec 2013

16. Primarily under 'Delivering Better Value for money' the key strands and interdependencies run across the portfolio from department to programmes. These complex areas cover the Estate Review and rationalisation, whilst supporting the new build of custody blocks and modern flexible working environments across the force buildings.
17. In the addition, the alignment of the Resource Departments has started to change and will be completed during 2014 supported by the Senior Management Review. This will bring business benefits and support the drive for delivering better value for money across the model.
18. In addition, long term programmes such as Shared Services and Priority Based Budgeting have delivered significant savings to the organisation in support of 'Invest to Save' schemes, whilst at the same time delivering an infrastructure that can be built upon to support the Resources portfolio and the organisation.

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

This was provided in the ACC Security update on 5 November 2013 which explained the work of the People and Skills Board

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

Item to be covered in Director of Resources Portfolio Update.

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

Item to be covered in Director of Resources Update.

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)**

An update was provided in 5th November 2013 report. Further update from Mr Mike Williams.

**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)**

Included in the Local Policing and Service Improvement Report January 2014

E - Reduce crime and offending

**2013/14 Milestone to reduce overall crime by 5 per cent
(Lead ACC Forsyth)**

19. Over the last two years the Force has contributed significantly to reducing crime in the West Midlands by over 20% which equates to around 45,000 fewer victims since 2010/11.
20. A milestone to aim for another 5% reduction compared to 2012/13 (which is 8,500 fewer victims) was established in the Police and Crime Plan 2013/14.
21. As at 13th January 2014, the performance position for all reduction milestones is as shown in the following table.

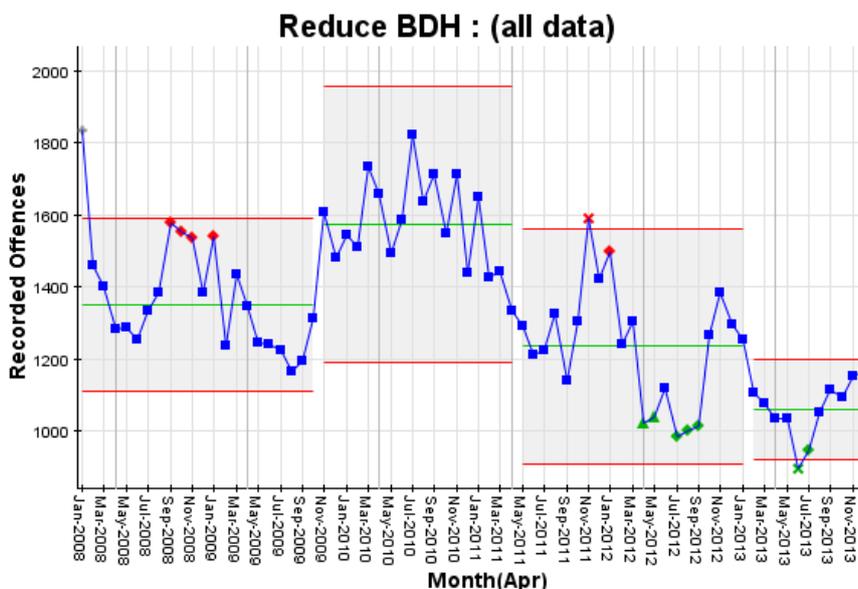
Force Objectives	2012/13	2013/14	Difference	M'stone	Performance
Reduce Total Recorded Crime ^{DW} <small>— chart ▼ — breakdown ▼</small>	134,900	137,370	2,470	-5 %	1.9 %
Reduce Burglary Dwelling ^{DW} <small>— chart ▼ — breakdown ▼</small>	10,686	9,988	-698	-8 %	-6.5 %
Reduce Violence With Injury ^{DW} <small>— chart ▼ — breakdown ▼</small>	14,088	15,374	1,286	-8 %	9.2 %
Reduce Business Crime ^{DW} <small>— chart ▼ — breakdown ▼</small>	26,609	27,614	1,005	-6 %	3.8 %

22. Total Recorded Crime is 1.9% higher year to date than in 2012, however, monthly levels are stable with a monthly average of 14,410.
23. Total Recorded Crime is likely to finish the financial year with the 2nd lowest annual crime level since 2002/03².
24. This year, 50% of Total Recorded Crime is made up of Theft From Motor Vehicles, Shoplifting, Theft Other (which is largely theft of metal and taking unattended mobile phones), Actual Bodily Harm Assaults, Criminal Damage to Vehicles and Burglary of Dwellings and Other Buildings.
25. Theft Other and Burglary Dwelling are seeing a reduction so far this year compared with the same time frame in 2012/13.

² When National crime recording standards were introduced.

2013/14 Milestone to reduce Reduce Burglary Dwelling by 8 per cent (Lead ACC Forsyth)

- 26. House burglary is one of the most invasive crimes and is frequently raised as a local priority. The milestone aim for 2013/14 milestone was an 8% reduction compared to 2012/13 (which is 1,000 fewer victims).
- 27. As at 13th January 2014, **Burglary Dwelling (BDH)** is 6.5% lower than the same period in 2012/13. This is almost 700 fewer victims so far this year.

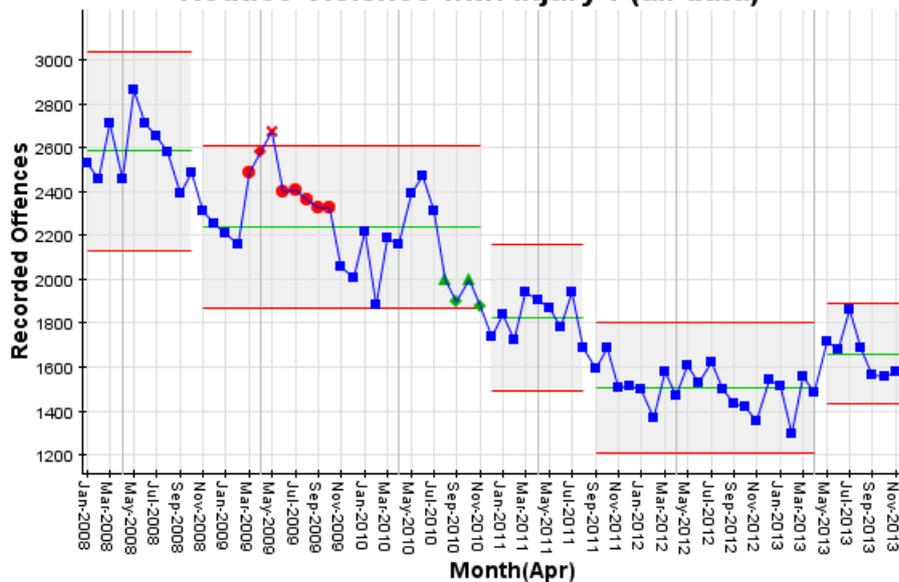


- 28. As expected BDH recorded above average levels in October, November and December. This is a seasonal pattern due to several factors such as darker evenings, students returning to University and living in multiple occupancy houses. Burglary Dwelling is currently being monitored as a tactical priority by the Force.
- 29. December recorded a -10.3% reduction compared to same period last year and to date January 2014 is lower than last year. Whilst achieving the -8% milestone is unlikely, a good year on year reduction should be achieved.

2013/14 Milestone to reduce violent crime where injury is caused by 8 per cent (Lead ACC Burgess)

- 30. At 13th January 2014, **Violence with Injury (VWI)** is 9.2% (1,286 offences) higher than in 2012/13.
- 31. After a significant spike in recording in July, VWI has been very stable and close to the average.

Reduce Violence with Injury : (all data)



32. The apparent percentage increase YTD in WMP Violence With Injury can 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 36%. The domestic violence task and finish group has very deliberately aimed to increase the levels of VWI reporting this year, this combined with press campaigns has led to increases in domestic related reporting and recording.
33. The overall increase in Domestic Abuse (+825 extra victims who have reported to WMP) makes up 64% of the overall rise in Violence With Injury.

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

34. At 13th January 2014, Total Recorded Crime in the **Priority Areas** combined is up by 4.6% 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 Force performance portal and discussed at the Priority Area Programme Board chaired by ACC Forsyth.

Solved and Resolved

35. The Force has generally a lower detection rate than other forces. Although not specifically mentioned in the Police and Crime Plan, it will continue to be monitored and 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 and reflection of who the police catch.
36. 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 sanction detection rates, however, community resolutions are included in solved and resolved rates.

37. The Solve and Resolve rate for VWI is 42.3% YTD, slightly lower than the same period in 2012/13 when it was 45.1% although the overall volumes have increased.
38. The table below shows **solved and resolved rates** for key offence types, as at 13th January 2014. 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 8.4%.

Being Productive And Efficient	Recorded	Detected	Milestone	Performance
Detect Burglary Dwelling ^{DW} — chart ▼ — breakdown by area ▼ — breakdown by clear-up ▼	9,988	1,284	-	12.9 %
Detect Most Serious Violence ^{DW} — chart ▼ — breakdown by area ▼ — breakdown by clear-up ▼	2,126	949	-	44.6 %
Detect Robbery ^{DW} — chart ▼ — breakdown by area ▼ — breakdown by clear-up ▼	4,145	988	-	23.8 %
Detect Vehicle Crime ^{DW} — chart ▼ — breakdown by area ▼ — breakdown by clear-up ▼	17,510	1,469	-	8.4 %
Detect Serious Sexual Offences ^{DW} — chart ▼ — breakdown by area ▼ — breakdown by clear-up ▼	1,769	538	-	30.4 %
Detect Hate Crime ^{DW} — chart ▼ — breakdown by area ▼ — breakdown by clear-up ▼	2,328	867	-	37.2 %

F. Better Protecting People From Harm (Lead ACC Burgess)

**Reduce the harm caused by gangs and organised crime groups by continuing to target them
(Lead ACC Crime – quarterly)**

Performance included in ACC Crime Portfolio in September 2013 and will be focused upon in the next Crime Portfolio Report in March 2014.

**Reduce the harm caused by terrorism by continuing to reduce threats through the local and national strategy
(Lead ACC Protection – quarterly)**

Included within ACC Security Report November 2013 which detailed work around the Prevent, Pursue, Prepare and Protect strands. There was also an update provided on recent significant investigations.

**Carry out activity to understand in more detail the extent of people trafficking within the West Midlands and to maintain vigilance around child sexual exploitation
(Lead ACC Crime - quarterly)**

This will form a key part of the next ACC Crime Portfolio report in March 2014.

**Develop a Force strategy to tackle drug dealing, drug used and cannabis farming
(Lead ACC Crime – quarterly)**

39. This was included within the December 2013 performance report, which resulted in a draft Drugs Strategy that is currently for consultation with ACPO before going out to LPUs. The strategy reflects the national strategy; Reducing Demand, Restricting Supply and Building Recovery.
40. To support the strategy a control plan and delivery plan have been published as a framework for LPUs and Departments. This is based on a PIER model, Prevention, Intelligence, Enforcement and Reassurance.

41. The delivery plan is on track. Once the strategy has been approved a communications plan will be implemented. This will incorporate a launch of the strategy.

**Reduce the harm to vulnerable victims caused by domestic abuse
(Lead ACC Crime – quarterly)**

This was covered in the December 2013 report.

42. Overall domestic crimes and non crime incidents are higher than during the same period last year, though in line with seasonal trends. This is as a result of more accurate recording of crimes as domestic abuse as well as a rise in crimes being reported overall. The National Centre for Domestic Violence has worked with West Midlands Police to provide access to non molestation orders free of charge to most victims, and a proportion of the rise in crimes is in relation to the enforcement of those orders when breached.

Will be covered further in a future update on Operation Sentinel

**Work with safeguarding partners to improve the outcomes for vulnerable people
(Lead ACC Crime – quarterly)**

43. 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. The team will shortly be joined by detective officers, who will lead on all crime related investigations.

G Improving the service the public receive from the police (Lead ACC Forsyth)

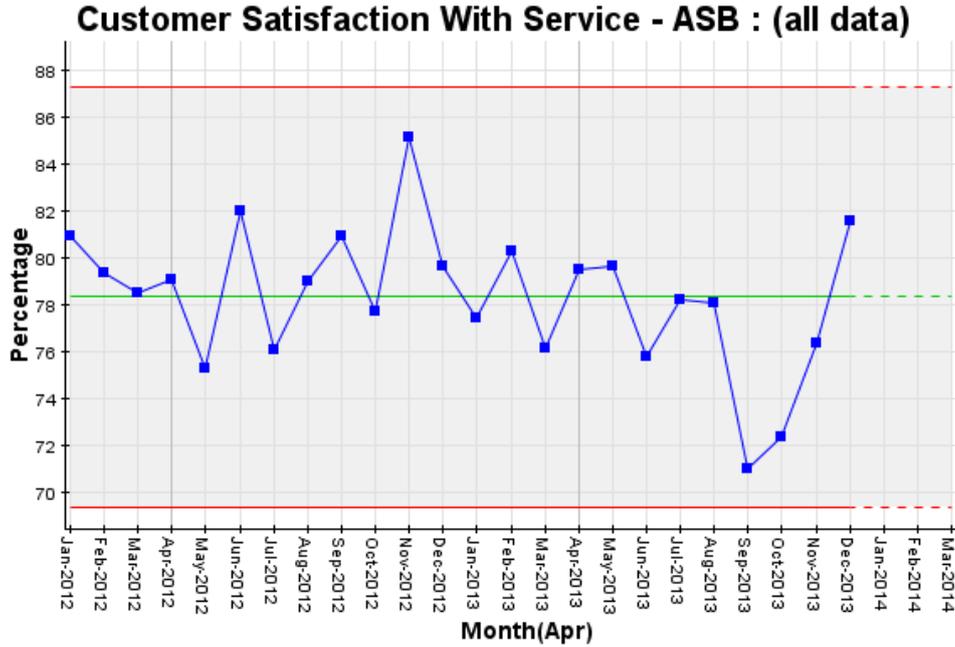
2013/14 Milestone to achieve a satisfaction rate of 88% for victims of Crime and 80% for victims of ASB.

44. Victims of crime and anti-social behaviour are contacted six weeks after their incident is recorded and asked about various aspects of the service the Force has provided. Over the last 12 months (to end December 2013) overall satisfaction with the service received for crime is 83.9%. Compared with Forces most similar to WMP, the Force is just below average.
45. The Chief Constable and the Commissioner aspire to further improve levels of satisfaction through the Force's change programme, particularly for victims and witnesses.
46. Satisfaction is managed by ACC Forsyth and there is a delivery group that meets monthly.

Increase satisfaction with services provided relating to ASB to 80%

47. After 3 months of much lower satisfaction levels below average between September and November, December was above average with 81.6%. Analysis of the drop in satisfaction in previous months has revealed that the data related to incidents reported in July when the Force were experiencing a peak in demand and responding

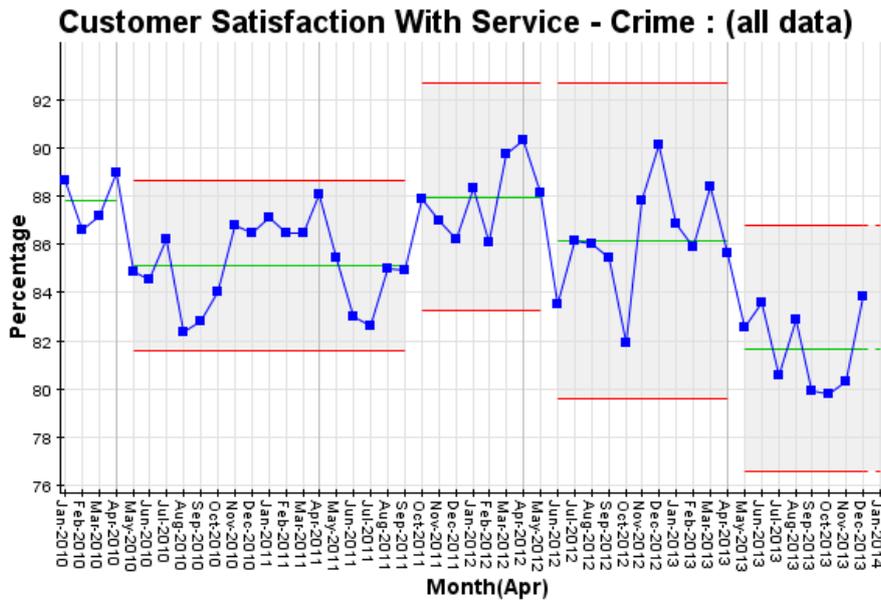
to high risk incidents. There is no comparable data with other forces for ASB satisfaction.



- 48. The Rolling 12 month average is 77.4%, making December 2013 the highest level of satisfaction since November 2012.

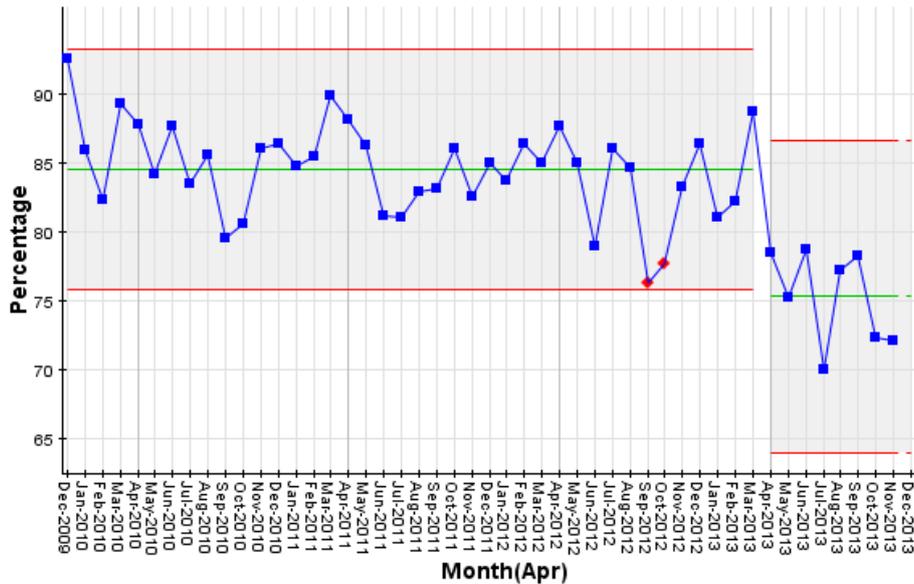
Increase satisfaction with services provided relating to crimes to 88%

- 49. Victim satisfaction with service for crime is on a downwards trajectory. At 83.8% December's satisfaction was higher than the last 3 months and above the new monthly average.



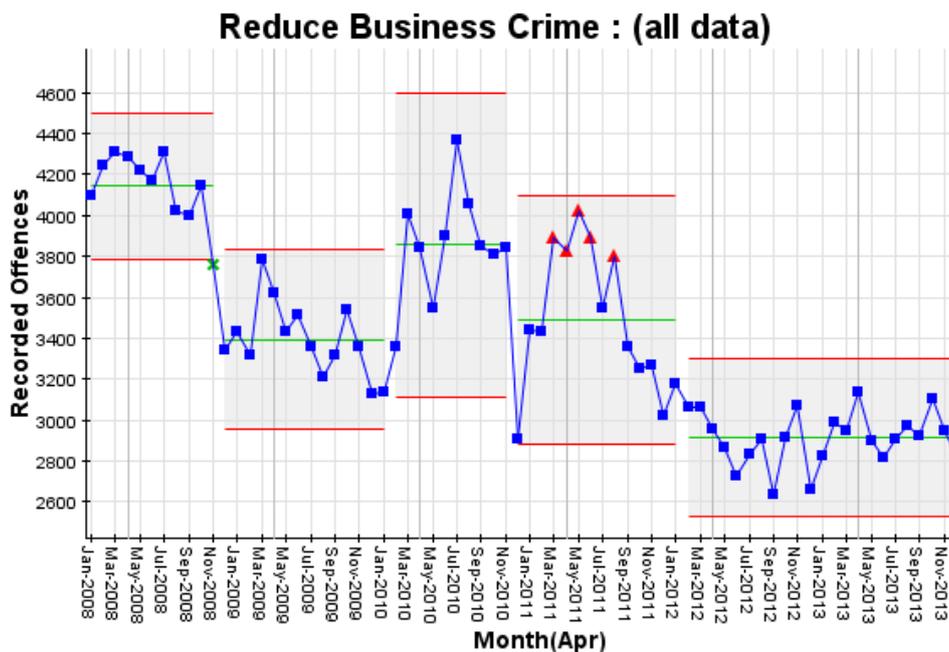
- 50. The main reductions have been in satisfaction for victims of Vehicle Crime. Since the start of the year levels of overall satisfaction have been below 80%.
- 51. To improve performance around Crime Satisfaction, the Force are increasing the volume and frequency of supervisor dip samples to allow LPU's to find out directly the experience of victims soon after initial contact; to recover service where necessary and to learn from findings.

Customer Satisfaction With Service - Crime : Vehicle Crime

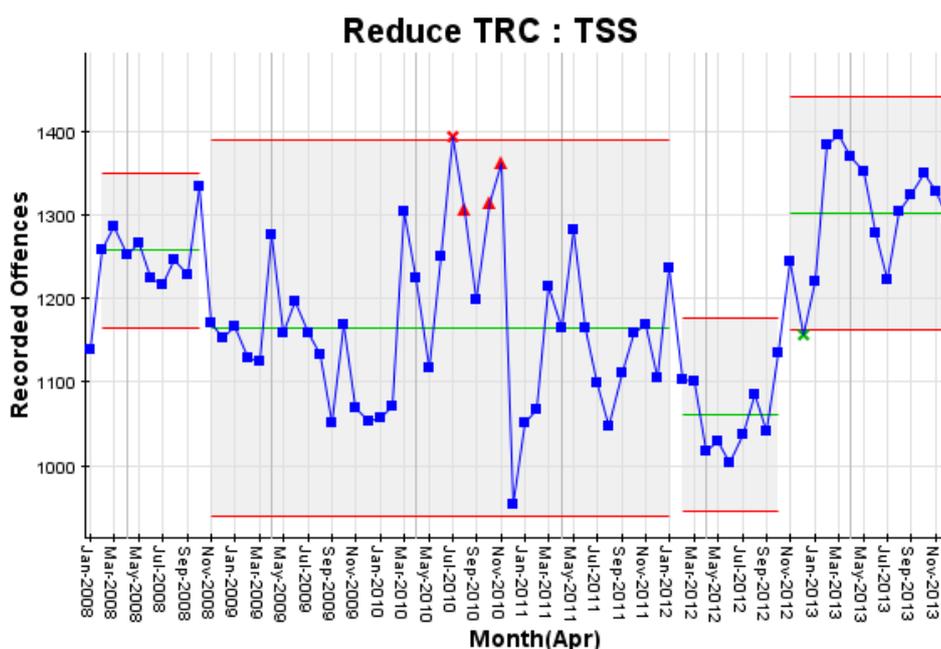


H Supporting Stronger Communities (Lead ACC Burgess)

- 52. A vibrant economy is partly about ensuring business crime continues to fall and the plan will support this at an operational level
- 53. Crime where the victim is a **Business** is seeing an increase of 3.8% YTD, however monthly levels are stable.



- 54. There is no national comparable performance data for all Business Crime.
- 55. Thefts from Shops and Stalls (TSS) accounts for 44% of all business crime. The offence is +20.3% YTD, the reasons for this were highlighted in previous papers to the Board. Since the significant step change up in monthly levels from November 2012, offending is now stable at the new process average.



56. Nationally TSS is increasing by 9% and 38 out of 43 force areas are recording YTD increases. Compared to the forces most similar to WMP, the Force records less crimes per 1000 residents than average and records the second lowest volume out of the 4 forces.
57. Burglary Other Buildings, Bilkings and Theft Other make up the next largest volumes of Business Crime, and combined with TSS, make up 3/4 business crimes.

Work with our partners to further reduce crime on the transport system.

Safer Travel Plan agreed with key partners

(Lead ACC Operations – quarterly)

58. This has now been agreed by all parties and was launched in November 2013.

Further detail on performance in this area is included in the ACC Operations Portfolio report in February 2014

Strengthen the ability to work with partners on the Troubled Families programme

(Lead ACC Local Policing – quarterly)

Item covered in the Local Policing and Service Improvement report January 2014

Review Police Community Support Officers' powers and deployment

(Lead ACC Local Policing – 6 monthly)

Item covered in the Local Policing and Service Improvement report January 2014

Ensure an effective contribution to national policing

Ensure West Midlands Police has appropriate capacity and capability to support the five components of the Strategic Policing Requirement (SPR): terrorism, other civil emergencies, organised crime, public order and large scale cyber incidents

(Lead ACC Protection – quarterly)

This was included in the ACC Protection portfolio report in November 2013

59. With the introduction of the SPR, ACC Crime led a programme of work which incorporated a force self assessment of the SPR. This work informed the 2013 Force Strategic Assessment and supported both business and operational plans for 2013 / 2014. This work was reported to the Police Authority in October 2012 and this document builds on that legacy.
60. In April 2013, a programme of work began led by ACC Security. The programme has worked closely with the College of Policing to understand the current and future capability frameworks. A senior officer lead has been identified for each relevant business area, the Force have conducted a self assessment and are working hard to deliver against the capability frameworks. A formal report has been presented to Command Team and findings shared at the Force Leadership Conference. This programme of work will help inform the 2014 Force Strategic Assessment and underpin the business and operational plans for 2014-2016.

FINANCIAL IMPLICATIONS

61. 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 6th February 2013 which covered the revenue and capital budgets and proposals for the precept for 2013-14.

LEGAL IMPLICATIONS

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

RECOMMENDATIONS

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

AUTHORS

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