



**STRATEGIC POLICING AND CRIME BOARD**  
**4<sup>th</sup> March 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 ago<sup>1</sup>.

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

## BACKGROUND

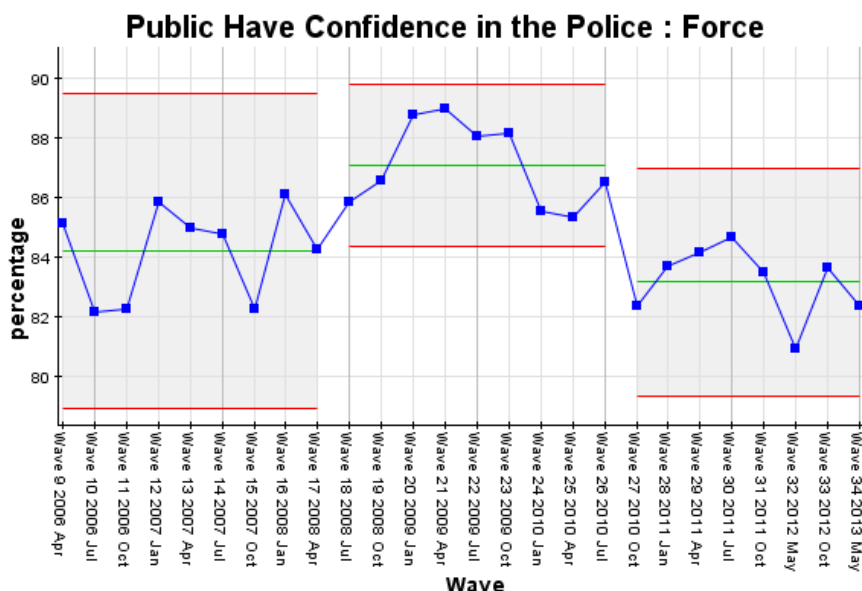
3. The Police and Crime Plan 2013/14 sets out a variety of milestones and deliverables under the following objectives:



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 are outlined in more detail in the 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 respective experimental Neighbourhood Policing Teams (NPT) 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. We have reviewed our recording process to establish how best to capture the 'perceived' religion involved in a religious hate crime report. We will be making changes to our Crimes system to capture all five hate crime strands and include the 'perceived' religion of the victim, as well as the actual.
13. This will offer us a clearer picture of the hate incidents, as well as intelligence and understanding, which we will be able to share with the public. The development will also provide access to vulnerability assessment which will enhance the service we offer 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)**

*Will be Included within the DCC report in April 2014.*

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

*As last updated within the Deputy Chief Constable Portfolio Report 5 November – next update April 2014*

14. The Force is 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)**

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 20/02/2014 have our 7 Local Authority areas ranked nationally as below:-

1	Sandwell
6	Wolverhampton
7	Dudley
17	Walsall
19	Solihull
23	Birmingham
28	Coventry

**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 further detail to be provided in January following Partnership Summit 29 November 2013 – **For 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, as outlined in the Director of Resources report, 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 PBB 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 Resource 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 next update April 2014*

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

*Item to be covered in Director of Resources Portfolio*

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

*Item covered in January’s Human Resources report with main points being*

- Recruitment of 50 Specials & 50 PCSOs
- Police Officer recruitment Proposals
- Workforce Mix
- Senior Management Review
- Police Officer Fitness Testing
- Trauma Risk Management
- Stage two transfer arrangements

**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 5<sup>th</sup> November report and there will be an update following the Police and Crime Panel on 18<sup>th</sup> 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)**

*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 Local Policing)**

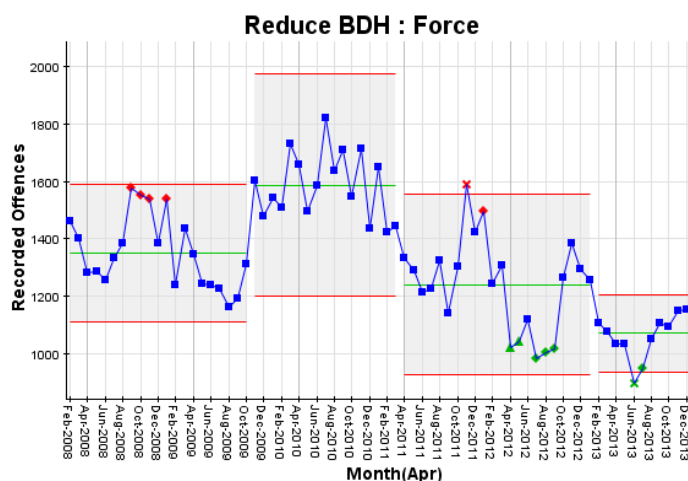
19. Over the last two years the Force has contributed significantly to reducing crime in the West Midlands by over 20% which equates to around 45,000 fewer victims since 2010/11.
20. A milestone to aim for another 5% reduction compared to 2012/13 (which is 8,500 fewer victims) was established in the Police and Crime Plan 2013/14.
21. As at 17<sup>th</sup> February 2014, the performance position for all reduction milestones is as shown in the following table.

<b>Force Objectives</b>	2012/13	2013/14	Difference	M'stone	Performance
<b>Reduce Total Recorded Crime</b> <sup>DW</sup> <small>— chart ▼ — breakdown ▼</small>	150,477	153,534	3,057	-5 %	2.1 %
<b>Reduce Burglary Dwelling</b> <sup>DW</sup> <small>— chart ▼ — breakdown ▼</small>	11,973	11,288	-685	-8 %	-5.7 %
<b>Reduce Violence With Injury</b> <sup>DW</sup> <small>— chart ▼ — breakdown ▼</small>	15,730	17,064	1,334	-8 %	8.5 %
<b>Reduce Business Crime</b> <sup>DW</sup> <small>— chart ▼ — breakdown ▼</small>	30,029	31,202	1,173	-6 %	4 %

22. Total Recorded Crime is 2.1% higher year to date than in 2012/13, however, monthly levels are stable with a monthly average of 14,398.
23. Total Recorded Crime is likely to finish the financial year with the 2<sup>nd</sup> lowest annual crime level since 2002/03<sup>2</sup>.
24. West Midlands Police Area records fewer crimes per 1000 residents than that of its most similar force areas.
25. This year, half of Total Recorded Crime is made up of Actual Bodily Harm Assaults, Theft From Motor Vehicles, Shoplifting, Theft Other (which is largely theft of metal and taking unattended mobile phones), Burglary of Dwellings and Criminal Damage to Vehicles.
26. Theft Other and Burglary Dwelling are seeing reductions so far this year compared with the same period in 2012/13.

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

27. 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).
28. As at 17<sup>th</sup> February 2014, **Burglary Dwelling (BDH)** is 5.7% lower than the same period in 2012/13. This is almost 700 fewer victims so far this year. 2013/14 is likely to be the lowest recorded year for Burglary Dwelling offences.

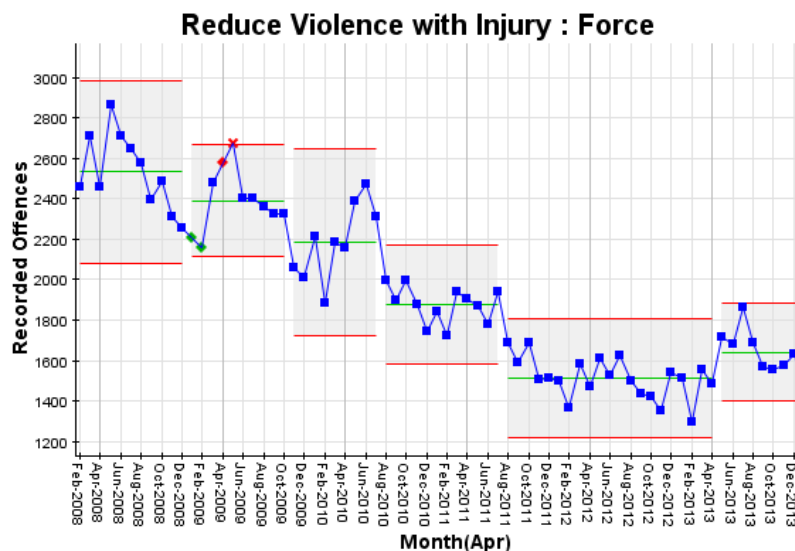


29. As expected BDH recorded above average levels in October, November, December and January. This is a seasonal pattern due to several factors such as darker evenings, students returning to University and living in multiple occupancy houses. Burglary Dwelling is currently being monitored as a tactical priority of the Force.
30. January 2014 recorded a -3.6% reduction compared to January 2013 and was the lowest January to date. Whilst achieving the -8% milestone is unlikely, a good year on year reduction should be achieved.

<sup>2</sup> When National crime recording standards were introduced.

## 2013/14 Milestone to reduce violent crime where injury is caused by 8 per cent Lead ACC Crime

31. At 17<sup>th</sup> February 2014, **Violence with Injury (VWI)** is 8.5% (1,334 offences) higher than in 2012/13.
32. After a significant spike in recording in July, VWI has been very stable and close to the average.



33. 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.
34. The overall increase in Domestic Violence (+867 extra victims between April 2013 and January 2014 who have reported to WMP) makes up 68% of the overall rise in Violence With Injury.
35. A community requested and led "Knife Surrender" has been launched in Birmingham led by ACC Forsyth. This is part of the ongoing WMP "Knives End Lives" campaign aimed at reducing knife crime. The focus of this launch is Birmingham, blighted by the loss of 6 young lives in the last 18 months. There is scope to extend the campaign to other areas in the future. Deposition sites will be placed throughout Birmingham offering alternative disposal points, similar to the scheme that has run in London for a number of years ([www.word4weapons.co.uk](http://www.word4weapons.co.uk)). This is not an Amnesty, if someone is caught carrying a knife they will be dealt with according to circumstance. If a knife crime occurs near a bin or a knife bears blood etc it will be dealt with forensically. If a gun is recovered it will be dealt with forensically. Our position remains clear ..."don't carry a knife". People dispose of knives safely at home or at refuse sites "Don't carry a knife".



## **Reduce crime in high crime priority areas by 7 per cent ACC Local Policing**

36. At 17<sup>th</sup> February 2014, Total Recorded Crime in the **Priority Areas** combined is up by 3.5% 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**

37. 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 of who the police catch.
38. 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.
39. The Solve and Resolve rate for VWI is 42.5% YTD, slightly lower than the same period in 2012/13 when it was 45.1% although the overall volumes have increased.

## **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)**

*Included in ACC Crime Portfolio paper*

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

*Was included within ACC Security Report November 2013 which detailed work around the Prevent, Pursue, Prepare and Protect strands. There was also an update 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)**

*Included in ACC Crime Portfolio paper*

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

*Included in ACC Crime Portfolio paper*

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

*This was covered in the December 2013 report.*

40. 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 in April 2014*

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

41. 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.

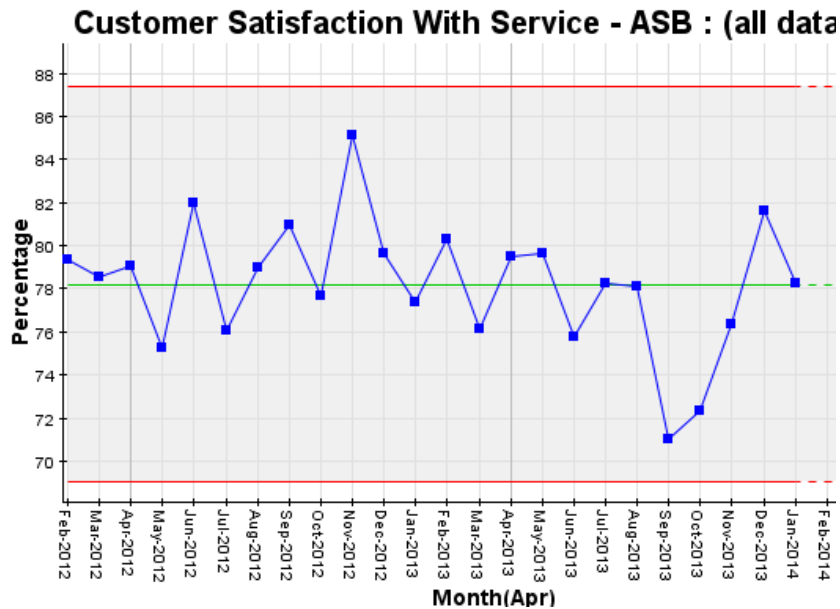
**G Improving the service the public receive from the police  
(Lead Local Policing )**

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

42. Victims of crime and anti-social behaviour are called 6 weeks after their incident is recorded and asked about various aspects of the service we gave them. Over the last 12 months (to end January 2013) overall satisfaction with the service received for crime is 83.6%. Compared with Forces most similar to WMP, the Force is just below average.
43. The Chief Constable and the Commissioner aspire to further improve levels of satisfaction through the Force's change programme, particularly for victims and witnesses.
44. Satisfaction is managed by ACC Forsyth and there is a delivery group that meets monthly.

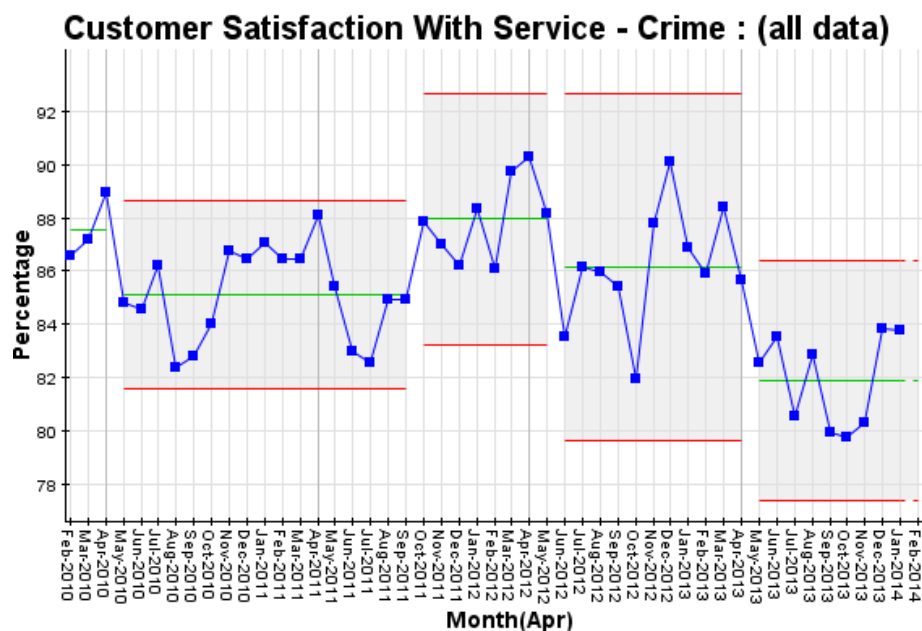
**Increase satisfaction with services provided relating to ASB to 80%**

- 45. After 3 months of much lower satisfaction levels below average between September and November, December was above average with 81.6% and January had returned to average. 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.
- 46. The Rolling 12 month average is 77.5%, this has been stable for almost 3 years.



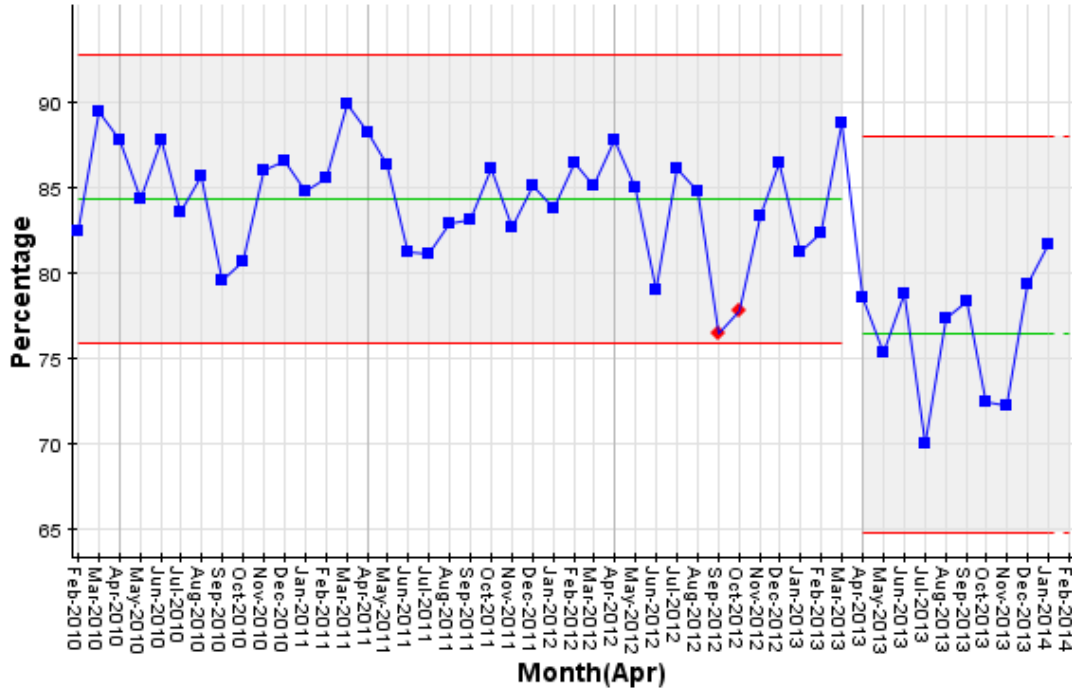
**Increase satisfaction with services provided relating to crimes to 88%**

- 47. Victim satisfaction with service for crime was on a downwards trajectory. A step change down occurred in December 2013, after 8 months below average. At 83.8% December's satisfaction was higher than the last 3 months and above the new monthly average, January has continued this progress.



- 48. 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%.
- 49. To improve performance around Crime Satisfaction, the Force will increase the volume 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.

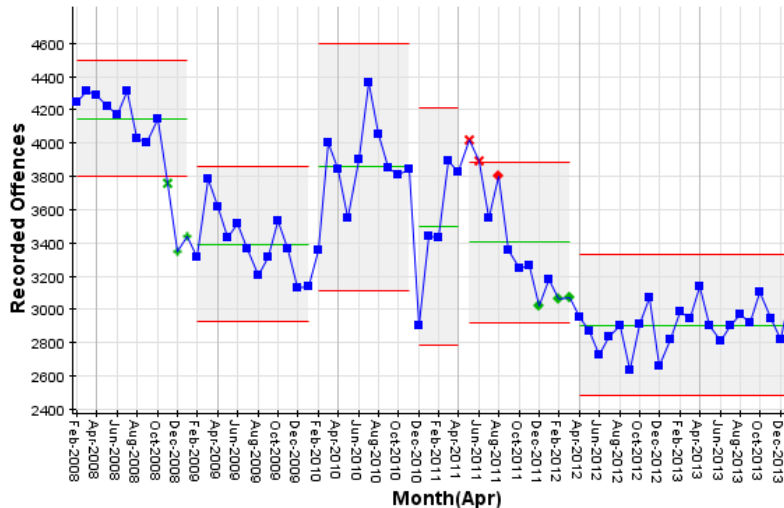
### Customer Satisfaction With Service - Crime : Vehicle Crime



### H Supporting Stronger Communities (Lead ACC Crime)

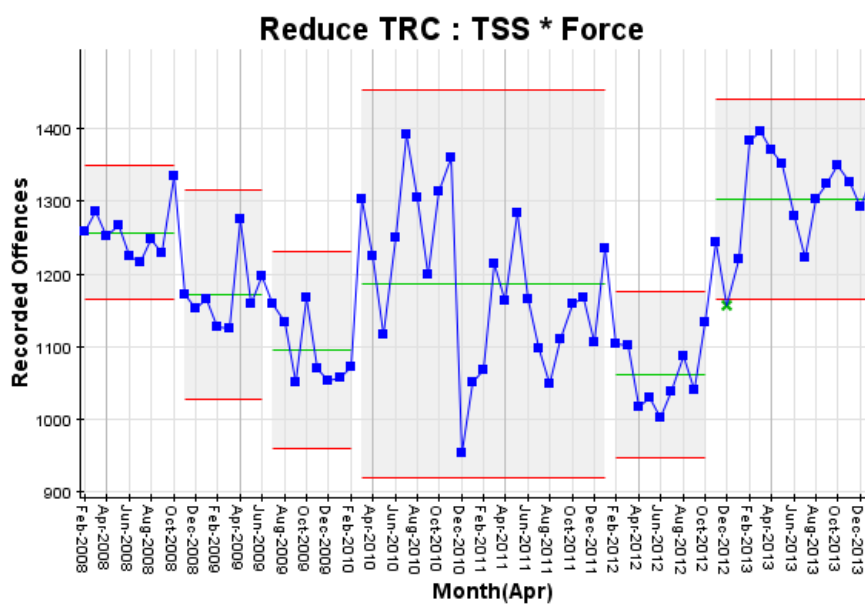
- 50. A vibrant economy is partly about ensuring business crime continues to fall and the plan will support this at an operational level
- 51. Crime where the victim is a **Business** is seeing an increase of 4.0% YTD, however monthly levels are stable.

### Reduce Business Crime : Force



52. There is no national comparable performance data for all Business Crime as various forces record business crime differently. West Midlands Police have signed up next year to use the NICHE definition.

53. Thefts from Shops and Stalls (TSS) accounts for 44% of all business crime. The offence is +18.3% 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.



54. Compared to the forces most similar to WMP, the Force records less crimes than average and has the second lowest volume out of the 4 forces, with 5.8 crimes per 1,000 residents in WMP compared to an average of 6.2 for the MSGs.

55. Burglary Other Buildings, Bilkings and Theft Other make up the next largest volumes of Business Crime, and combined with TSS, make up 75% of business crimes.

56. WMP will be represented at the forthcoming National Business Crime Meeting on 6<sup>th</sup> March by the Force lead, Chief Superintendent Sally Bourner. With regards to Retail Crime, the Force response is being led by Superintendent Keith Fraser. The response has been given the name operation Simul (Latin for together). Work is being undertaken with our partners across the region and internally to find more sustainable solutions. We are developing evidence based, innovative and preventative approaches that work. Working with partners the Force is exploring if more sustainable solutions could be achieved focusing on **'Reducing the Harm' caused by Retail Crime** to the Business Communities and the wider communities of the West Midlands region. It is very pleasing to note the commitment of retailers, and other partners working with us in this area. Key areas of work being developed:

57. Four evidenced based projects have been initiated across the force (working with the College of Policing).
- a. Develop a consistent approach to partnership working and the response to retail crime across the region. A regional partnership workshop took place on 13<sup>th</sup> November 2013. All local authorities, senior retail partners, (from a national perspective), police and other partners were represented. The work shop was hosted by West Midlands Police and will be the catalyst for a shared vision and consistent regional structure.
  - b. Develop a consistent approach to retail crime through a forensic examination of what we do.
  - c. Develop a communication plan.
  - d. Work with academic partners to further progress our understanding of retail crime.
  - e. Develop a shared partnership vision.

**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 was 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)**

*This item was covered in the Local Policing Report January 2014 the key changes below*

59. A change mandate has been submitted to the Organisational Change Programme Board to seek project and specialist support for the Troubled Families Programme, specifically to:

- develop the means to ensure appropriate officers and other staff are aware of individuals who make up the TF cohort so that they might fulfil their associated responsibilities;
- collate and share relevant intelligence with partners to inform the family needs assessment and intervention plans;
- coordinate policing activity in respect of the TF cohort and
- Assess WMP contribution to the wider TF programme.

**Review Police Community Support Officers' powers and deployment  
(Lead ACC Local Policing – 6 monthly)**

*This item was covered in the Local Policing Report January 2014 the key changes below*

60. The PCSO recruitment process is now at the stage of vetting and final ratification of those selected through the interview process and deemed appropriate to appoint.

## **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 next update in April 2014*

61. 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.
62. In April 2013, a programme of work began led by ACC Protection. 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 area of business area, we 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 our findings shared at 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**

63. 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**

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

## **RECOMMENDATIONS**

65. 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**