

POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE JOINT AUDIT, RISK & ASSURANCE PANEL

PAPER MARKED

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Report of	OFFICE OF POLICE AND CRIME COMMISSIONER
Subject	REVIEW OF PERFORMANCE REPORTING STRUCTURES
Date	TUESDAY 3 DECEMBER 2013 – 1.00 P.M.
Author :	PLANNING AND PERFORMANCE CO-ORDINATOR

Purpose of Report

1. This report provides the Panel with an overview of the performance reporting structures in place so that the OPCC can monitor performance towards achieving the Police and Crime Plan.

Recommendation

2. The Panel are recommended to note and discuss the performance structures detailed in the report.

Summary

3. There is a performance reporting structure in place to assess the performance of police and partners towards achieving the strategic priorities in the Police and Crime Plan 2013-2017. The following performance documents and meetings provide the reporting structure:

Daily spread-sheet

4. A dashboard, updated daily, shows performance against last year for all crime types. This enables emerging issues to be identified and further explored.

PCC Dashboard

5. A dashboard, is updated daily for the PCC, shows performance versus target for the areas of Police responsibility in the Police and Crime Plan.

Weekly meetings with Force Intelligence Bureau

6. Meetings take place every Monday to discuss current and emerging performance threats and the actions that are taking place by the OCC to mitigate these threats.

Target Setting

7. All forces in England and Wales are subject to the same monitoring process by Her Majesty's Inspectorate of Constabulary (HMIC). The process uses data analysis of various crime types looking at change over time, and differences between forces to identify forces that need formal attention by the HMIC. This monitoring process concentrates on victim based crime, and highlights forces who are currently 10% above the Most Similar Group (MSG) crime rate where crime levels are not reducing by at least 5%.
8. To calculate targets for the force set in the Police and Crime Plan, it is sensible to use the HMIC methodology as the basis of the work. Therefore it is recommended that the force strives to achieve at least a 5% reduction in recorded crime, across the priority crime types, and where the MSG average is better than that of the force, a reduction that will get the force to that position by the end of the year needs to be assessed. If this is deemed to be unrealistic due to a significantly large reduction being needed, this would be addressed over two or three years as appropriate, with an end of year performance target being set as a milestone to this longer term aim.
9. Setting the target against the MSG average means that recent trends for the MSG needs to be assessed, and extrapolated to provide an estimate as to what level the MSG average at the end of 2013/14 will be. The Home Office recalculated all Force MSG's in light of the Census 2011 data becoming available. These new MSG structures were released to forces in August 2013.
10. In terms of the crime outcome rate, this will again use the MSG average figure to highlight an expected level by the end of 2013/14. Past performance will also be used as a guide to ensure that any target set will be challenging but achievable.

Strategic Assurance Board (SAB) performance reporting

11. The Chief Constable presents a Force performance report to the PCC at the monthly SAB meeting. This report will also be provided to the JARAP panel.

Police and Crime Panel performance report

12. The most recent SAB performance report is provided to the Police and Crime Panel on a quarterly basis. The report contains an additional section which is the response by the PCC to the report and actions undertaken by the Force in response to challenges made by the PCC.

Performance Delivery Group (PDG) reporting

13. The PDG meeting is run by the DCC and reviews Force performance. The OPCC Planning and Performance Team review the documents before and are in attendance at the meeting.

Monthly performance briefing

14. A monthly performance briefing is provided to the PCC. This is made up of issues that require scrutiny from the above meetings and findings from the following performance analysis:

Monthly control charts

- A report, produced monthly, showing those Crime Types in LPUs where statistical projections indicate a risk of significant deteriorations in performance.
- A variation to the above report concentrates on the areas in the Police and Crime Plan but makes assessments based on a lower level of statistical confidence than in the monthly control chart report.

Target achievement reports

15. Projection analysis to predict 2013/14 year end performance levels is completed and also reported in the monthly performance briefing.

Performance Briefing Spread-sheet

16. A spread-sheet containing issues raised in the monthly briefings provides a summary of all issues raised, what actions have been tasked as a result, any updates and resolution.

Police and Crime Plan – performance framework

17. The Planning and Performance Team are developing a performance dashboard for all police and partnership priorities in the Police and Crime Plan. Partners are involved in this process through the Strategic Partnership Executive Board. A workshop day for Police and partners is scheduled for January 9th 2013.

Phase 2 dashboard

18. A dashboard to help to demonstrate the 'health' of the police is published on the intranet and scrutinised by the Planning and Performance Team. Areas such as sickness, corporate communications releases and complete audit recommendations are monitored and presented in the dashboard.

Regional performance document

19. Terms of Reference have been supplied by the Planning and Performance Co-ordinator to the East Midlands Regional Collaboration Team to support in the production of a performance report. The report will provide regional PCCs with the information they require to hold the Chief Constable of their Force to account for the return on investment in collaboration.
20. The Planning and Performance Team will continue to work with police, partners and specialists to maintain, develop and improve reporting practices and structures.

Implications

Financial :	None
Legal :	None
Equality Impact Assessment :	None
Risks and Impact :	None
Link to Police and Crime Plan :	The reporting structures have been developed to support the delivery of the Police and Crime Plan.

List of Appendices

Appendix 1 – Performance Report: 1 April – 14 October 2013

Background Papers

None

Person to Contact

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Leicestershire
Police
Protecting our communities

Strategic Assurance Board Performance Report October 2013

Covering Period 1st April 2013 – 14th October 2013

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Introduction

The following report will look to summarise where current performance indicates Leicestershire Police is in relation to the agreed Strategic Objectives. The current Police and Crime Dashboard, as well as the Emergent Scorecard can be found within this document.

Further context regarding the higher threat strategic objectives (as identified on the emergent scorecard) can also be found in this report, together with brief details as to what work the Force is carrying out in these areas.

Current Performance Overview

Dashboard

Police & Crime Dashboard

Period Covered: 01 April 2013 - 14 October 2013

Last Updated 15/10/2013 08:31

All Crime Targets

Select Area

Force

All Crime	Target	Actual	Total	Margin
Reduction in Offences	-5%	2.1%	32,945	-2,296
Crime Outcome Rate	32%	26.9%	8,878	-1,665
Satisfaction with Service (Force)	85%	85.3%		

Strategic Priorities

<p>1</p> <p>To Reduce Domestic Burglary</p> <table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Actual</th> <th>Total</th> <th>Margin</th> </tr> </thead> <tbody> <tr> <td>Reduction in Offences</td> <td>-10%</td> <td>-8.3%</td> <td>1,903</td> <td>-35</td> </tr> <tr> <td>Crime Outcome Rate</td> <td>25%</td> <td>18.2%</td> <td>347</td> <td>-129</td> </tr> <tr> <td>Satisfaction with Service (Force)</td> <td>90%</td> <td>88.9%</td> <td></td> <td></td> </tr> </tbody> </table>		Target	Actual	Total	Margin	Reduction in Offences	-10%	-8.3%	1,903	-35	Crime Outcome Rate	25%	18.2%	347	-129	Satisfaction with Service (Force)	90%	88.9%			<p>2</p> <p>To Reduce Commercial Burglary</p> <table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Actual</th> <th>Total</th> <th>Margin</th> </tr> </thead> <tbody> <tr> <td>Reduction in Offences</td> <td>-12%</td> <td>2.9%</td> <td>820</td> <td>-119</td> </tr> <tr> <td>Crime Outcome Rate</td> <td>17%</td> <td>15.5%</td> <td>127</td> <td>-13</td> </tr> </tbody> </table>		Target	Actual	Total	Margin	Reduction in Offences	-12%	2.9%	820	-119	Crime Outcome Rate	17%	15.5%	127	-13	<p>3</p> <p>To Reduce Violence Against The Person - with injury</p> <table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Actual</th> <th>Total</th> <th>Margin</th> </tr> </thead> <tbody> <tr> <td>Reduction in Offences</td> <td>-5%</td> <td>10.9%</td> <td>2,585</td> <td>-372</td> </tr> <tr> <td>Crime Outcome Rate</td> <td>50%</td> <td>49.9%</td> <td>1,290</td> <td>-3</td> </tr> <tr> <td>Satisfaction with Service (Force)</td> <td>82%</td> <td>78.8%</td> <td></td> <td></td> </tr> </tbody> </table>		Target	Actual	Total	Margin	Reduction in Offences	-5%	10.9%	2,585	-372	Crime Outcome Rate	50%	49.9%	1,290	-3	Satisfaction with Service (Force)	82%	78.8%							
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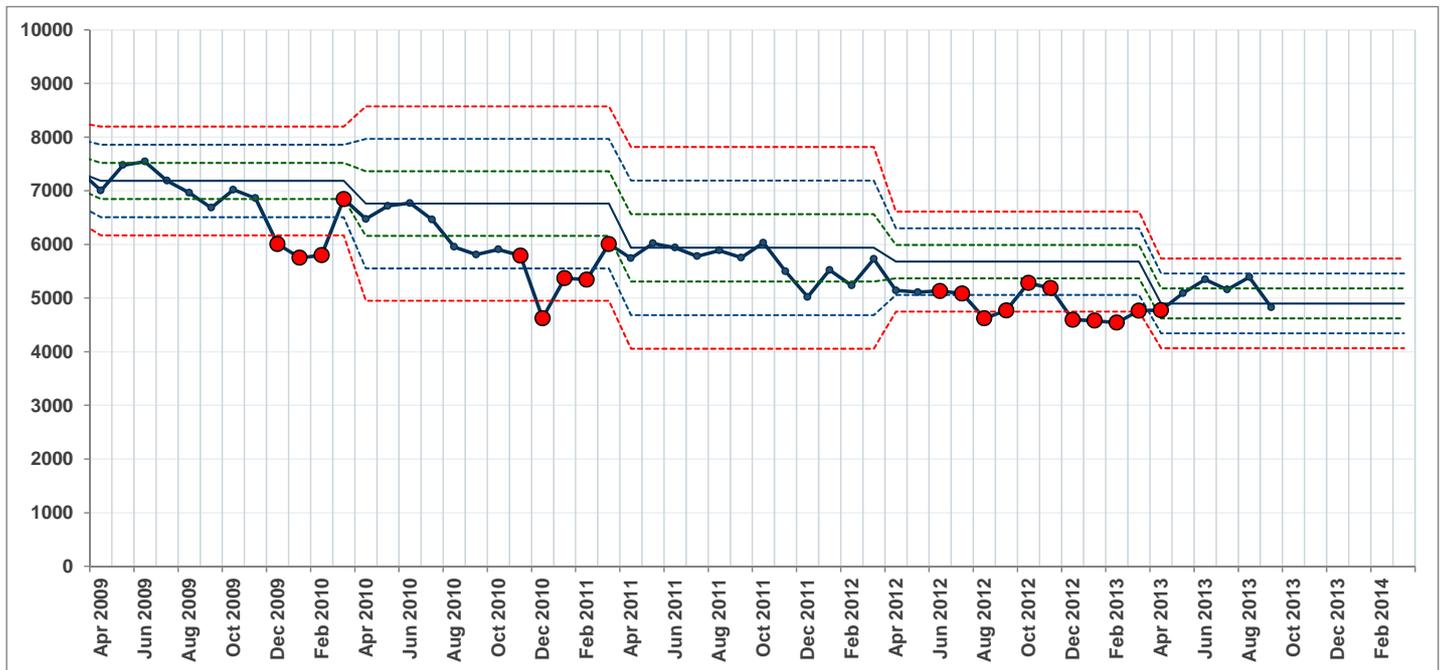
Emergent Scorecard

Strategic Objectives				Performance						Impact		Overall
Title	Purpose	Hard Target	Stretch Target	Actual Performance	Previous Year Performance	Year on Year Change	Rolling 3 Month Trend	Level of Control	Overall Threat	Overall Impact Score	Overall Impact	Classification
Serious Sexual Offences	Crime Outcome Rate	33%		28.3%	26.6%	1.7%	◀▶	Controlled	Medium	14	High	High
Burglary - Dwelling	Crime Outcome Rate	25%		18.2%	28.4%	-10.2%	◀▶	Increasing	Medium	13	High	High
Burglary - Dwelling	Recorded Crime	-10%	-15%	1,903	2,076	-8.3%	◀▶	Controlled	Medium	13	High	High
Theft Of Motor Vehicle	Recorded Crime	-12%	-16%	588	567	3.7%	◀▶	Increasing	High	9	Low	Medium
Violence with injury	Recorded Crime	-5%	-10%	2,585	2,330	10.9%	◀▶	Controlled	Medium	11	Medium	Medium
Domestic Violence	Crime Outcome Rate	50%		38.6%	45.7%	-7.1%	▲	Controlled	Medium	10	Medium	Medium
Violence with injury	Crime Outcome Rate	50%		49.9%	49.8%	0.1%	◀▶	Increasing	Medium	11	Medium	Medium
Theft Of Motor Vehicle	Crime Outcome Rate	30%		16.7%	39.2%	-22.5%	◀▶	Controlled	Medium	9	Low	Low
Hate Crime	Crime Outcome Rate	55%		45.1%	51.2%	-6.2%	◀▶	Controlled	Medium	9	Low	Low
Commercial Burglary	Recorded Crime	-12%	-18%	820	797	2.9%	▲	Decreasing	Medium	8	Low	Low
Theft From Motor Vehicle	Crime Outcome Rate	15%		6.2%	13.2%	-7.0%	◀▶	Controlled	Medium	7	Low	Low
Theft From Motor Vehicle	Recorded Crime	-14%	-18%	2,896	2,720	6.5%	◀▶	Controlled	Medium	7	Low	Low
Commercial Burglary	Crime Outcome Rate	17%		15.5%	13.9%	1.6%	▶	Controlled	Medium	8	Low	Low

Performance against Strategic Objectives

All Crime

Recorded Crime



The Force is currently not achieving the 5% recorded crime reduction target and currently stands at a 2.1% increase. This increase relates to 682 more crimes than in the previous year, and a margin of nearly 2,300 crimes above the target level. Despite this increase in crime, during the three month period ending 31st August 2013, the Force recorded a similar crime rate to its MSG peers.

A large proportion of the increase can be attributed to shoplifting, which is currently 21.6% (594 crimes) above the level at this time in the previous year. Other crime categories with large increases are cycle theft (increase of 25.1%, 287 crimes), violence with injury (increase of 10.9%, 255 crimes) and sexual offences (increase of 100 crimes, 19.3% increase)

Both the City & Counties BCU's are currently above the level they were at the same time last year by 1.0% and 3.1% respectively

Crime Outcomes

The crime outcome rate for all crime currently stands at 26.9%, which is a total of 1,665 outcomes short of the 32% target rate. At the same time in the previous year, the Force was achieving a rate of 33.4%, but it is important to note that this was largely due to a high volume of taken into consideration (TIC) outcomes, which as yet the Force has not experienced in this performance year.

Satisfaction

'All Users' satisfaction data relates to Burglary, Vehicle and Violent responses. The Force currently has a rolling 12 months overall satisfaction response of 85.3%, just above the 85% target. On a monthly basis, this figure has remained relatively static for a number of months, indicating that there is a strong likelihood that the target will continue to be met in

the future. There does however remain a disparity between the overall satisfaction level, and its constituent parts. The components of action (82.3%) and follow-up (78.4%) remain below the target level. A gold group is currently examining customer satisfaction in general and a number of work-streams are being explored, particularly around action and follow up.

What is being done?

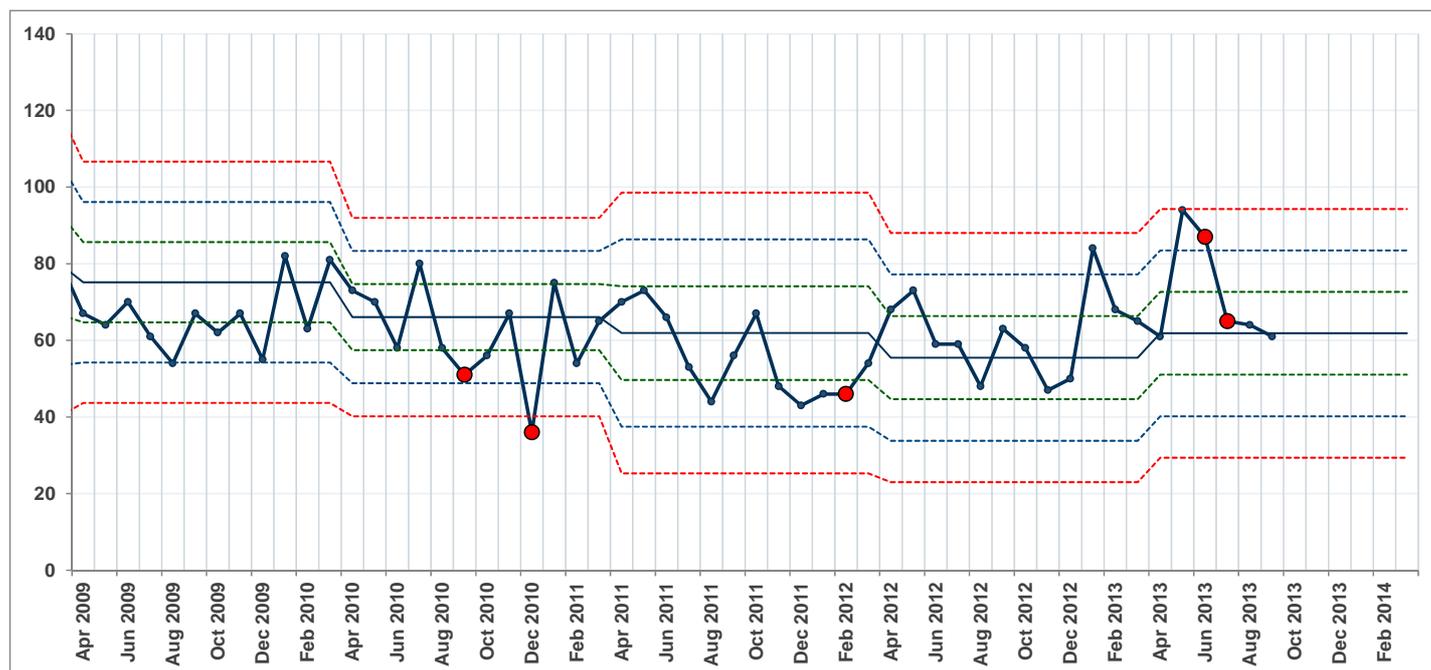
Op Tiger launches on Monday October 28th 2013 which will give an operational response and tactical plan to the Police and Crime Plan. The detailed plans for the operation are currently being developed but the key focus of the operation will be:

- Offenders & Re-Offending
- Victims & Witnesses
- Vulnerable People
- Making Communities Safer

A crime outcome plan is in place to try and improve the current position with regards to this priority, and an update is due to be presented to the Force Performance Delivery Group (PDG) meeting later this month. Actions from this delivery plan remain on-going but focus on areas from recording methods, to sharing best practice, to partnership work, to targeting specific crime types in order to identify opportunities to improve crime outcomes in general.

Serious Sexual Offences

Recorded Crime



There is currently no target for serious sexual offences recorded crime and work is being carried out to encourage more victims to report crime to the Police.

The Force has recorded 71 more offences (18.0%) than at the same point last year, with similar levels of increase across both BCU's.

Crime Outcomes (Overall Classification: High)

The crime outcome rate for serious sexual offences is 28.3% which remains under the target of 33%, but has been improving over recent weeks. To achieve the target level the Force needs to detect 22 more crimes. This level is 1.7% points higher than in the previous year.

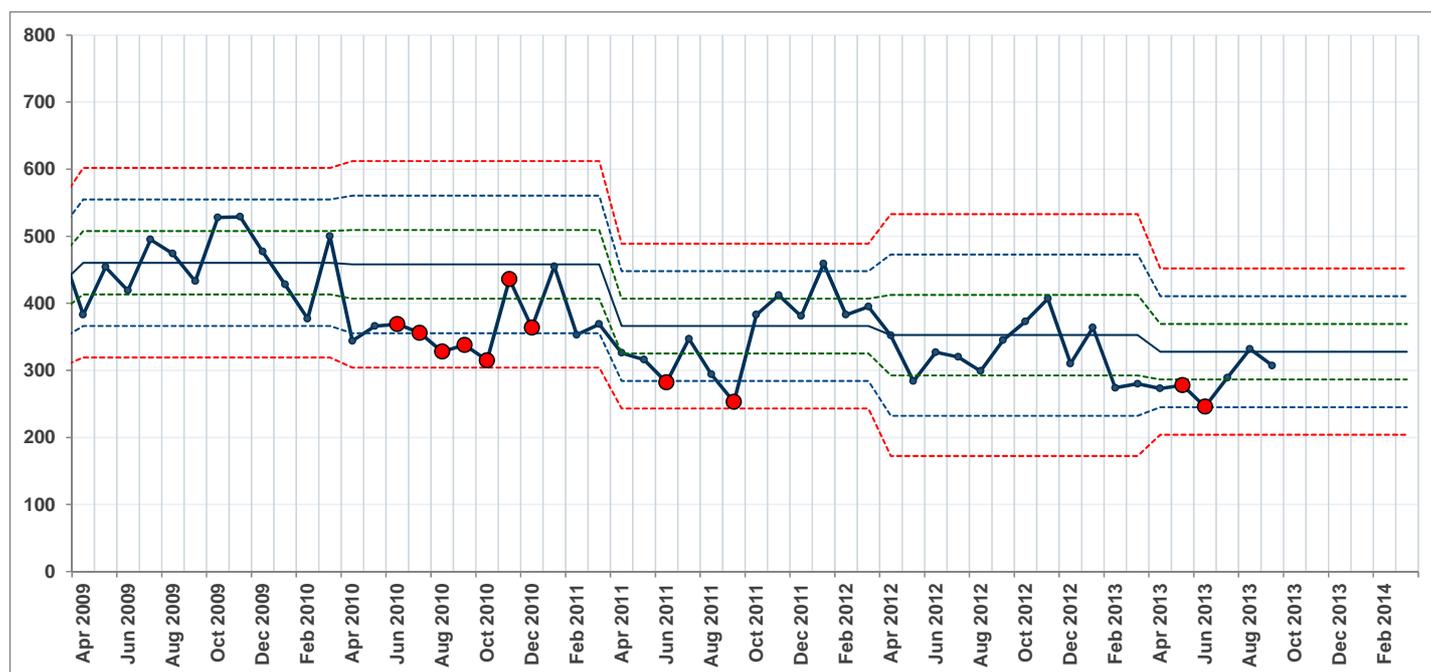
Due to a central specialist team investigating this type of crime, it is not appropriate to analyse crime outcome rates lower than at a Force level, and the team continue to ensure that every report has a thorough investigation, and deal with both victims and suspects of the crime.

What is being done?

As safeguarding is one of the Force strategic priorities, a delivery plan is in place encompassing both the recording and investigation of serious sexual offences. One of the areas of work currently is around forensics, to ensure all possible evidence is gathered in a timely fashion. Also, all serious sexual offences are now reviewed by a chief inspector to ensure that all investigation opportunities have been pursued and maximised.

Domestic Burglary

Recorded Crime (Overall Classification: High)



The Force is currently achieving an 8.3% reduction in domestic burglary, which is 35 crimes short of the 10% reduction target. Both the City & Counties BCU's are achieving similar reductions (8.5% & 8.2% respectively), with reductions varying across LPU's from a 26.3% reduction (49 crimes) on Spinney Hill LPU, to a 24.8% increase (40 crimes) on Hinckley LPU.

Crime Outcomes (Overall Classification: High)

The crime outcome rate for domestic burglary is currently 18.2%, which is below the target of 25%. For the Force to achieve this target a further 129 outcomes are currently required. There are currently 480 domestic burglaries under investigation.

Like with recorded crime, crime outcomes performance is similar across the two BCU's, with an outcome rate of 18.5% on the City BCU, and 18% on the Counties BCU.

Satisfaction

There is currently a target of 90% for burglary victim overall satisfaction; the current rolling 12 month figure is slightly under this target at 88.9%. The rolling 12 month satisfaction rate had been at or around 90% for a number of months, however the most recent monthly figure for September was 80%, which has been the main reason for the decline.

RECOMMENDATION:

Thorough analysis to take place of the most recent month's dissatisfied customers to see if any lessons can be learnt by the Force and to ensure that normal levels of satisfaction can be expected in the future.

What is being done?

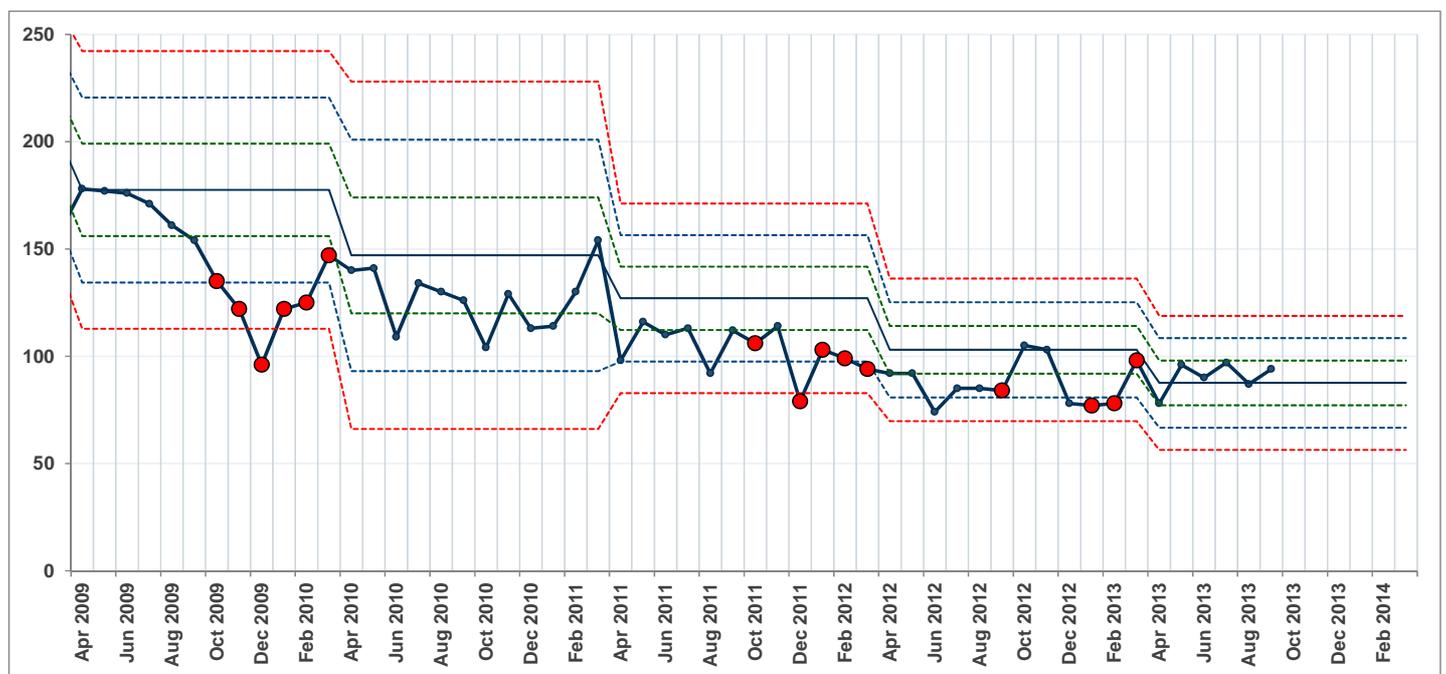
Supportive resources have been deployed to the Hinckley area to target the emergence of a series of domestic burglaries.

Recent weeks have seen the return of students to both the Loughborough and City centre areas, Force resources have been allocated to patrol the housing areas associated with students, as past offending history has shown that the student community are vulnerable to domestic burglary.

Op Dynamo continues to provide dynamic support to target this criminality in a number of ways including warrants, arrests, locating outstanding individuals, home visits and patrols of threat areas.

Theft of Motor Vehicles

Recorded Crime (Overall Classification: Medium)



There is a -12% reduction target for Theft of Motor Vehicles; the Force is currently 3.7% above the same time in the previous year, equating to 21 more crimes. The Force is currently 90 crimes off achieving the target level.

The Counties BCU is recording a similar level to the previous year. It is the City BCU which is showing the increase which in turn leads to the Force increase. Beaumont Leys is showing the largest numerical increase, with 16 more crimes being reported this year compared to last year on this area.

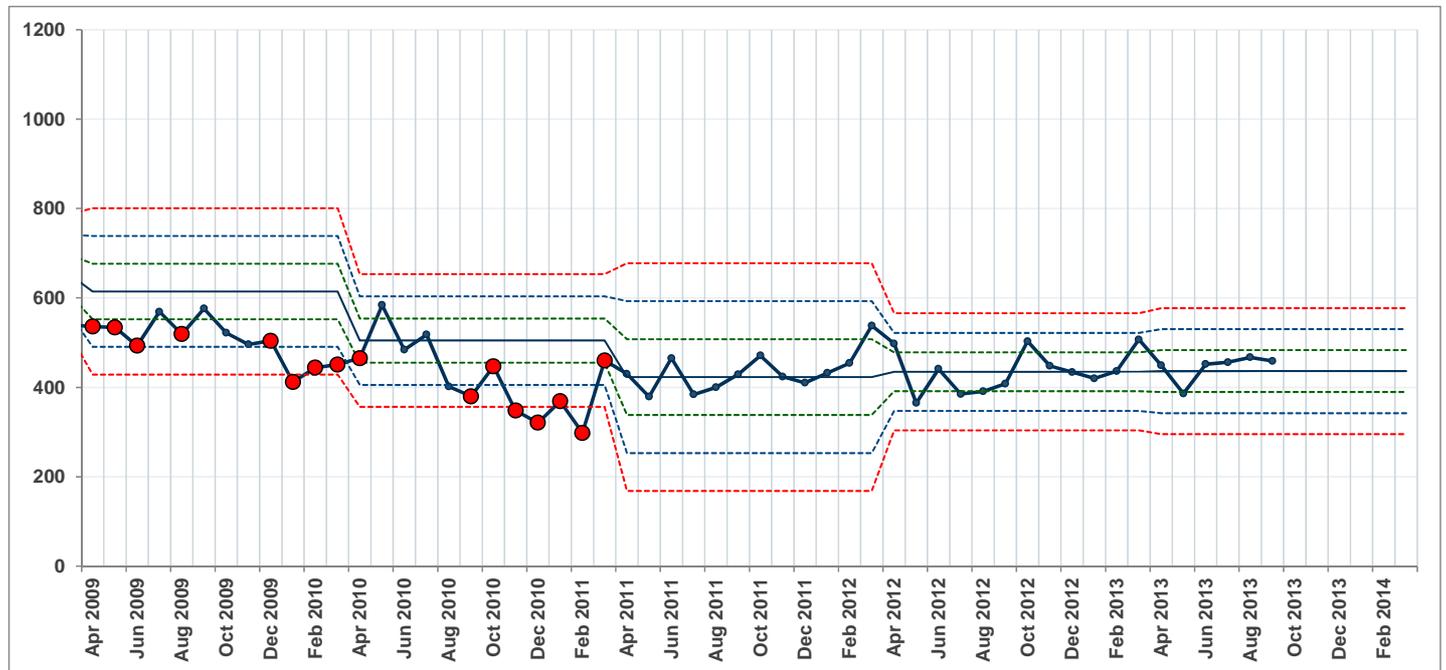
Crime Outcomes (Overall Classification: Low)

The target for theft of motor vehicle crime outcomes is 30%, although the Force currently only has a crime outcome rate of 16.7%, which is on an upward trend over the recent period. For the Force to achieve the target, a further 79 crime outcomes are required. There are currently 175 crimes under investigation.

Both of the BCU's are achieving similar crime outcome rates, with the City at 17.7% whilst the Counties BCU is currently at 15.9%.

Theft from Motor Vehicles

Recorded Crime (Overall Classification: Low)



The Force is currently 6.5% above the same time in the previous year, which equates to 176 more offences. The Force is currently 557 offences above the target level of a 14% reduction.

Performance varies across the two BCU's with the City at a 3.0% (31 crimes) increase; whereas the Counties BCU is experiencing an 8.7% (145 crimes) increase.

Although items taken from motor vehicles vary, common items stolen continue to include registration plates, satnavs, power tools and catalytic converters. Vans are particularly targeted for tools.

Crime Outcomes (Overall Classification: Low)

The Force is currently achieving a below target crime outcome rate of 6.2%. To achieve the target level of 15%, a further 255 crime outcomes need to be achieved.

Both BCU's are achieving below target crime outcome rates. The City BCU is currently at 7.8% and the Counties BCU is currently at 5.3%.

Overall Vehicle Crime (Theft from Motor Vehicle & Theft of Motor Vehicle)

Satisfaction

The overall satisfaction target for victims of vehicle crime is currently 85%. The rolling 12 month data shows that this target is currently being exceeded at 88.1%. As with all crime satisfaction data, the two component areas currently performing under this target are action (81.1%) and follow up (77.5%).

What is being done?

Dynamo auto is in place which consists of a team of specialist officers providing the Force with a proactive and reactive response to theft of and theft from motor vehicles offences. The team reviews and assess all vehicle crimes across the Force on a daily basis, and identifies any patterns and linked offences. The aim is to disrupt the key offenders of vehicle crime and to provide a bespoke service to the victims of crime to raise satisfaction levels and increase public confidence.

Other Threats

Commercial Burglary

The Force is currently experiencing a 2.9% increase in commercial burglary, which is 119 offences above the target level of a 12% reduction. There is also a 17% crime outcomes target for this crime type. At present the Force is 13 crime outcomes short, with a crime outcome rate of 15.5%.

Violence with Injury

Violence with injury is currently 372 offences away from meeting the -5% reduction target (currently 10.9% increase). The crime outcomes target of 50% is narrowly being missed, with performance currently standing at 49.9%, just 3 outcomes short. Finally, overall user satisfaction with violence offences is currently under the 82% target at 78.8%. The low level of satisfaction by the victims of violent crime is currently one of the areas being examined by the satisfaction gold group.

Domestic Violence

Domestic related violence currently has a crime outcome rate of 38.6%; the Force would require a further 246 crime outcomes to meet the current 50% target. An inspection has been commissioned by the Home Secretary into Domestic violence and abuse into how Police are responding to the issue. (See Horizon Scanning)

Hate Crime

The crime outcome rate for hate crime is currently 45.1%, which is under the 55% target, but improving steadily. 52 further crime outcomes would currently be required for the Force to meet this target. Satisfaction levels can be taken from the racist incident user surveys. These figures show that overall satisfaction is at 81.8%, currently under the 88% target.

ASB

Overall ASB victim satisfaction is currently at 80.2%, under the 88% target. The rolling figure has been declining over the past few months; however, the most recent monthly figure was the highest it has been in 8 months. Like with other satisfaction levels, it is the strands of action (74.2%) and follow-up (63.8%) which are of concern.

Horizon Scanning

Major review of police response to domestic violence

Information Source: Home Office <https://www.gov.uk/government/news/major-review-of-police-response-to-domestic-violence>

On 6 September 2013, the Home Secretary commissioned Her Majesty's Inspectorate of Constabulary (HMIC) to carry out an inspection into how Police Forces are responding to domestic violence/abuse.

The review has been launched in response to a number of high profile cases where protection for victims had fallen below the standards expected. It will look at the performance of Forces across England and Wales, identify where improvements need to be made and report back to the Home Office in April 2014. Four key areas will be examined, namely:

1. The effectiveness of the police approach to domestic violence and abuse.
2. Whether victims deemed to be at risk in the future are appropriately managed.
3. Whether Police are learning from past experiences and adapting their response.
4. Whether any changes need to be made to the overall Police approach.

Findings will help inform priorities set by Police and Crime Commissioners (PCCs) and contribute to work currently underway by the College of Policing to drive up standards, professionalism and consistency across police forces as well as accountability to the public.

Simple cautions for serious offences to be scrapped

Information Source: MoJ <https://www.gov.uk/government/news/chris-grayling-simple-cautions-for-serious-offences-to-be-scrapped>

'Simple' cautions are an immediate way to deal with people who commit an offence and admit their guilt. They do not involve any form of punishment or rehabilitation and the criminal does not have to go to court.

The Government will:

- Ban 'simple' cautions for all of the indictable only offences - the most serious criminal offences which must be tried in the Crown Court including rape, manslaughter and robbery.
- Ban 'simple' cautions for possession of any offensive weapon (including a knife), supplying Class A drugs and a range of sexual offences against children, including child prostitution and pornography.
- Review the use of all out of court disposals for adults – including cannabis warnings, conditional cautions, penalty notices for disorder (PND), restorative solutions – by the police.

Draft Anti-social Behaviour Bill: Premises Closure Powers

Information Source: Licensing resource <http://www.licensingresource.co.uk/?q=node/49>

The Home Office has today published a consultation on the draft Anti-social Behaviour Bill. Chapter 3 of the draft Bill introduces new closure powers where the use of that premises is causing nuisance to members of the public or where there is, or likely to be, disorder near the premises associated with the operation of the premises.

The effect of the closure notice would be to prohibit access to the premises for the duration of period stipulated in the notice (between 24-48 hours).