



Report to:	Police and Crime Panel
Date:	11 th March 2022
Subject:	Police and Crime Plan Measures
Report of:	Alison Lowe, Deputy Mayor for Policing and Crime
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1. PURPOSE OF THE REPORT

- 1.1. The attached performance report aims to look at the performance measures in the new Police and Crime plan (to be published) and work through each measure with a rationale as to why they are included in the Police and Crime plan and provide a baseline against which progress can be reported.
- 1.2. The data included in the report comes from several sources of national and local information, including police performance reporting, data from the Mayor's Policing and Crime Team, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspection reports, the Crime Survey for England and Wales (CSEW), the WYP user satisfaction survey, and Ministry of Justice and Local Criminal Justice Board (LCJB) data.
- 1.3. Please note that data sources were correct and up to date at the time the report was produced. The data may have changed or moved on slightly since this report was published as crime and community safety is a continually developing area.

2. **INFORMATION**

- 2.1. In December 2021 the Police and Crime panel were presented with the Summary of the Needs Assessment for West Yorkshire. This document detailed the current position in West Yorkshire against a variety of measures and suggested which should be priorities in the new police and Crime Plan.
- 2.2. This new plan looks to capture the work of the police alongside partners that will drive its ambitious delivery. The performance measures will give an indication of the results of this work and the areas that need to be prioritised to ensure that the outputs from the plan succeed in their mission.

- 2.3. Managing the pressures placed on the police and our partners continues to be a challenge. The plan relies on the police and partners all playing their part and the results contained in the measures will not be the result of the work of any one party, but rather a culmination of the collective effort made in West Yorkshire to meet the priorities in the plan.
- 2.4. It is therefore the role of the Delivery Quarterly document to take these measures and look at any changes alongside national / regional / local changes and report on the ongoing delivery of the plan.

2.5. Other areas to consider:

- 2.6. As stated in the Summary Needs Assessment, the national context also has to be considered when looking at the priorities for West Yorkshire. After a period on non-interference the current government have started to put in central measures which hold the police to account
- 2.7. This started with the Serious Violence Strategy in April 2018, which led to the formation of the 18 Violence Reduction Units (VRU) and the monies that came with it were aligned to a series of common measures which were agreed to track the progress of the units.
- 2.8. On 6th May 2021 the government laid before parliament the Elected Local Policing Bodies Specified Information order 2021. This requires that the Police and Crime Commissioners (including Mayors with policing) publish certain information to allow the public to hold them to account. This includes a report on the contribution their force is making to improve the outcomes from the National Crime and Policing Measures, how they are dealing with Police complaints in the area and also a link to the HMICFRS PEEL report.
- 2.9. In May 2021, West Yorkshire elected its first Mayor whose election manifesto had a strong emphasis on policing and crime. It also outlined what was seen as important and a priority for the Mayor who was also the Police and Crime Commissioner, assisted by the Deputy Mayor for Policing and Crime. These include:
 - Reinvigorate community and neighbourhood policing;
 - a victim-centred response to crime;
 - building upon the success of the West Yorkshire Domestic Violence perpetrator pilot;
 - a zero tolerance to modern slavery;
 - tackling anti-social behaviour;
 - tackling drug crime
 - tackling crime at its root through early intervention
- 2.10. As a result of the changes the performance framework on the Police and Crime plan will include many of these measures. This will be clearly highlighted on the framework and is provided to ensure everyone is aware of where each measure has come from and why it is in place.

3. EQUALITY, DIVERSITY AND INCLUSION BENEFITS AND IMPLICATIONS

- 3.1. Equality, Diversity and inclusion are key parts of the Police and Crime plan and are reflected in the key performance measures in this document
- 3.2. The Police and Crime plan will have an equality impact assessment before publication.

4. IMPLICATIONS FOR YOUNG PEOPLE IN WEST YORKSHIRE

4.1 Many of the measures in the Police and Crime plan directly affects the young people in West Yorkshire, and where possible the metrics will be broken down to show this effect.

5. FINANCIAL IMPLICATIONS

5.1. None

6. LEGAL IMPLICATIONS

- 6.1. Police Reform and Social Responsibility Act 2011 sets out the requirement for the Mayor to issue a Police and Crime Plan as soon as practicable after taking office and, in any case, before the end of the financial year (31 March) in which the Mayor is elected.
- 6.2. The Police and Crime Plan should determine, direct and communicate the Mayor's priorities for their local area during their period in office, the Police and Crime plan measures help as one part of the performance reporting.

7. EXTERNAL CONSULTATION

7.1. The Police and Crime plan was subject to extensive external consultation and the measures were part of that consultation.

8. **RECOMMENDATIONS**

8.1. That the Police and Crime panel note this report

BACKGROUND PAPERS AND APPENDICES

Appendix 1 – Police and Crime Plan Performance Measures

CONTACT INFORMATION

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Appendix 1.







Police and Crime Plan Measures

New Police and Crime Plan (2021-2024)



1. Introduction

- 1.1 The Police Reform and Social Responsibility Act 2011 sets out the requirement for the Mayor to issue a Police and Crime Plan as soon as practicable after taking office and, in any case, before the end of the financial year (31 March) in which the Mayor is elected.
- 1.2 The objectives of the Police and Crime Plan and the actions that underpin them should be informed by:
 - a comprehensive understanding of local needs and resources,
 - based on local performance data;
 - officer, staff and stakeholder consultation;
 - and financial information, amongst other resources.
- 1.3 The objectives outlined in a Police and Crime Plan should also be informed by:
 - the elected manifesto which sets out the Mayor's pledge to the people and communities they serve;
 - the Strategic Policing Requirement (SPR)
 - priorities of the local police force;
 - > priorities of other partner agencies and other stakeholders.
- 1.4 In January the draft plan was presented to the Police and Crime Panel of West Yorkshire and although there were some suggestions for change in the document, there was also support for the priorities in the plan
- 1.5 This document looks at the measures in the light of national and local priorities so that the reasoning for each measure is clear and this will also determine the baselines for each measure so that the ambitions are well-defined and gives an indication of the success or not of each area.
- 1.6. The measures are linked to 3 main categories:
 - 1. National Crime and Policing Measures
 - 2. Mayoral Priorities (based on the Mayoral manifesto and priorities)
 - 3. Criminal Justice Scorecard
 - 1.7 The following information looks at these 3 categories and indicates which measures will be used in the Police and Crime plan. A full list of the Performance Matrix measures along with their corresponding baseline is in appendix B).

2 National Crime and Policing Measures

- 2.1 In February 2020, the current Home Secretary Priti Patel said she would reintroduce performance measures for police forces saying the Home Office expects "improved outcomes" following investment in police officer recruitment. The Home Office now monitors "National Crime and Policing Measures" and says it will develop league tables for answering 999 and 101 calls.
- 2.2 The Home Office is expecting "significant improvements" to be made against the new National Crime and Policing Measures within three years. However, it says the new measures are "directional" and are not "numerical targets"

Priority area	National Metrics Measure Number	National metrics	National Data sources	Proxy WY Measures
Reduce murder and other homicide	1	Homicides	Police recorded	Police Recorded
Reduce serious violence	2	Hospital admissions of u25s for assault with a sharp object	NHS	NHS digital
Reduce serious violence	3	Offences involving discharge of a firearm	Police recorded	Police Recorded
	4	Drug-related homicides	Police recorded	Police Recorded
Disrupt drugs supply and county lines	5	Police referrals into drug treatment	Public Health England	L&D referrals
Reduce neighbourhood crime	6	Burglary, robbery, theft of and from a vehicle, theft from a person	CSEW	Police Recorded
Improve satisfaction among victims, with a particular focus on victims of	7	Satisfaction with the police among victims of domestic abuse	CSEW	Police Satisfaction Figures
domestic abuse	8	Victim satisfaction with the police	CSEW	Police Satisfaction Figures
Tooldo outor origo	9	Confidence in the law enforcement response to cyber crime	Cyber Aware Tracker	Action Fraud Cyber Survey
Tackle cyber crime	10	Percentage of businesses experiencing a cyber breach or attack	Department for Digital, Culture, Media and Sport survey	new WYCA survey?

2.3 The measures are as follows

- 2.4 Although data sources are quoted, many of these are only available at national level, therefore where the measure is to be used for the Police and Crime plan, a proxy measure will be used
- 2.5 With regard to baseline data, all of the National Policing measures are to be compared to a rolling 12 month to June 2019 baseline. In order to ensure that there is comparable understanding of these measures, a similar baseline will be used on the Police and Crime plan.
- 2.6 Following is a list of all the National Policing Measures and looks at how they relate to the Police and Crime plan.

PCP Priority	Indicator	National Meassure Indicator Number	Metric
Supporting Victims and Witnesses &		8	Increase victim satisfaction with the police
Improving Criminal Justice Outcomes	Increase in Victim Satisfaction (inc. victims of DA)	7	Increase satisfaction with the police among victims of domestic abuse
Keeping People Safe and Building Resilience	Tackle Cyber Crime	9	Monitor Indicators from Cyber Dashboard
	Reduce Serious Violence and Serious Organised Crime	1	Reduce number of Homicides
		2	Reduce all hospital admission for assault with a
Safer Places and Thriving Communities			sharp instrument
Saler Flaces and Thirving Communities	Reduction in Neighbourhood and High Street crime	6	Reduce Neighbourhood Crime
	Business cyber-crime indicators	10	Monitor cyber attacks on businesses via WYCA survey
Responding to Multiple and Complex Needs	Refer more offenders to drug treatment services	5	Increase number of offenders referred to drug treatment services via L&D
Police Measures			
VRU Measures			
WYCA Monitoring			

- 2.7. The only measures missing from the above table are as follows:
 - Measure 3. Offences involving the discharge of a firearm. This measure is part of the overall reporting for the Violence Reduction Unit and will be contained in the Serious Violence Crime update. The low numbers at a Force level would be problematical as a priority measure, but will continue to be a key measure for the VRU
 - Measure 4. Drug related Homicide. Currently this measure is only available at a national level. This will be an area that is considered to develop a local profile and this will be reported in Delivery Quarterly as and when available.
- 2.8 There are also some other national measures that are included in the Police and Crime plan these are as follows:
 - Measure from the Beating Crime plan Increase emergency Calls answered in Target. As part of the measures to come from the Government's Beating Crime plan there is a move to produce tables looking at the first instance at the response to 999 calls. This will be a measure in the new plan ensuring victims are assured of police assistance.
 - The National Policing Measures for disrupting drugs supply and county lines will be supplemented by a measure looking at those young people at risk of criminal exploitation. It is believed that those flagged are at risk of exploitation into drugs and/or county lines, so will give an understanding of work with these young people. As a new measure it will be monitored via delivery quarterly to see the veracity of this proposal.

3. Mayoral Priorities

- 3.1 In May 2021, West Yorkshire elected its first Mayor whose election manifesto had a strong emphasis on policing and crime. It also outlined what was seen as important and a priority for the Mayor who was also the Police and Crime Commissioner, assisted by the Deputy Mayor for Policing and Crime. These include:
 - Reinvigorate community and neighbourhood policing;

- a victim-centred response to crime;
- building upon the success of the West Yorkshire Domestic Violence perpetrator pilot;
- a zero tolerance to modern slavery;
- tackling anti-social behaviour;
- tackling drug crime
- tackling crime at its root through early intervention
- 3.2 Also as part of the manifesto, the Mayor made 10 pledges, two of which relate directly to policing and crime, these were:
 - Put keeping women and girls safe at the heart of the policing plan and
 - Recruit 750 More Police Officers and Staff to Fight Crime
- 3.3 Along with the above manifesto priorities and the pledges, the mayoral priority indicators also deal with the cross cutting themes of the plan, which as well as the pledge of keeping women and girls safe include Equality, Diversity and Inclusion issues as well as the drive for Early Intervention.
- 3.4 The below chart looks at these indicators and to which of the above they are linked.

PCP Priority	Indicator	Metric Number	Metric
Supporting Victims and	Increase in positive outcomes for victims	1	Improve outcomes for victims of Rape and Sexual Offences
Witnesses & Improving	of Domestic and Sexual Abuse and Violence	2	Improve outcomes for victims of Domestic Abuse
Criminal Justice Outcomes	% crime with victim initial needs assessment	3	Increase % crime with victim initial needs assessment
Keeping People Safe and	Reduce re-victimisation of Domestic Abuse victims	4	Reduce number of repeat victims of Domestic Abuse
Building Resilience	Reduce re-victimisation of Hate Crime victims	5	Reduce number of repeat victims of Hate Crimes
Duliding Kesinence	Increase use of DVPO/DVPN	6	Increase use of DVPO/DVPN
	Increase use of Stalking Prevention Orders	7	Increase use of Stalking Prevention Orders
Safer Places and Thriving	Improve police workforce representation	8	Increase % of workforce from Ethic minorities by ensuring % of leavers/joiners are less/more than their white counterparts?
Communities		9	As above for female officers vs male officers (joiners / leavers)
	Mayoral pledge indictors on the 750 additional frontline Police Officers and Police Staff	11	Increase number of additional officers and staff in comparison to April 2021 baseline,
	Number of people engaged by early intervention programmes through the VRU	12	Monitor VRU early intervention programme attendee figures
Responding to Multiple and Complex Needs	Number of repeat missing children	13	Keep number of repeat missing children below baseline
	Number of repeat missing adults	14	Keep number of repeat missing adults below baseline
Manifesto priority			
Mayoral Pledge			
Cross cutting themes			

- 3.5 It is understood that many of the themes and indicators will look at more than one area, but the above gives an indication of the main driving force for these indicators.
- 3.6 Unlike the National Priorities, many of these indicators will look at the most recent year as the baseline, and look at the direction of travel since. One of the main exceptions to this is the Missing indicators. Similar to crime indicators the comparison to the last year would be nonsensical, therefore it is proposed that the June 2019 baseline could also be used for this area also.

4. Local Criminal Justice Board Indicators

- 4.1 The indicators for the Local Criminal Justice Board (LCJB) are currently in a state of flux. The government have proposed a series of indicators which they believe 'will bring together data on priority areas to increase public transparency and help identify performance issues so they can be addressed head-on'. See the following website for more information https://data.justice.gov.uk/cjs-scorecard-all-crime
- 4.2 These indicators will be produced in the form of scorecards which will reflect performance in in the following three stages:
 - Crime recorded to police decision;
 - Police referral to Crown Prosecution Service (CPS) decision to charge; and
 - CPS charge to case completion in court.

The measures in these sections are categorised into the areas:

- Improving timeliness;
- Increasing victim engagement;
- Improving quality of justice; and
- Additional volume metrics.
- 4.3 Currently it is unclear whether these measures will be reported at national, regional or local level. Once this is determined, there will be work taking place at the LCJB to look at these indicators and it will be then that we can look at the best indicators for aspirations of the Police and Crime plan in this area.
- 4.4 Until this time, it is thought that we should continue to use the previous indicators which were used to look at this area of business, these were
 - 1. Decrease Ineffective trial rate (Magistrates Court)
 - 2. Increase volume of early guilty pleas
 - 3. Decrease average time taken for cases to be brought to resolution
- 4.5 Rather than repeat the normal reduce reoffending measure, one of the Mayoral priorities was to reduce drug crime and so the following measure will look at this area of business
 - 4. Reduce re-offending rate for Drug related crime
- 4.6 Finally, to highlight the move towards the cross-cutting theme of Early Intervention, the following new measure (whose data is currently available at local level) will be added
 - 5. Reduce the number of First time entrants to the CJS.
- 4.7 Although all of these measures will have been affected by the pandemic, the baseline will be to look at the current figures and look to improve from the start of the plan.

5. Other Measures

- 5.1 After the extensive consultation for the Police and Crime plan and alongside the Needs Assessment for West Yorkshire some further indicators were identified which are linked to the priorities highlighted.
- 5.2 Knife Crime the National Policing measures look at knife crime using the hospital admissions for assault with a sharp object as their measure. In West Yorkshire this measure is one of our Violence Reduction Unit key measures and, as previously discussed as part of delivery quarterly, have been through the national data cleansing mechanism so they are as robust as possible. The public of West Yorkshire identified the reduction of knife crime as a key priority for the feelings of safety in the area. This will therefore be included as a main indicator in the Police and Crime plan.
- 5.3 Anti-Social Behaviour This continues to be a priority for the public of West Yorkshire and links in with the mayoral manifesto commitments to tackle anti-social behaviour. The way anti-social behaviour is recorded and dealt with in West Yorkshire will be the focus of reports to the Police and Crime panel during the term of the plan.
- 5.4 Reduce numbers of casualties on roads in W Yorkshire measured by those Killed or Seriously Injured (known as KSI's). Road Safety is a key priority for all in West Yorkshire going forward and the KSI's is a key measure for the various partnerships across this field. This measure will give an indication of what is happening on the roads of West Yorkshire and will also be comparable with other areas.
- 5.5 As the year progresses there may be other measures looked at as part of this process. One of the main ones is the confidence survey key metrics which is currently missing from the Police and Crime plan. Due to the pandemic, the survey was halted in 2020 and is due to be resurrected in the near future. This opportunity will be taken to ensure that the survey is fit for purpose and future proof. As results are available we will be able to share these and see if they are robust for possible inclusion going forward.

6. Conclusion

- 6.1 The indicators for the Police and Crime plan for this iteration are linked to both National and local measures with the baselines linked to these projects. The rationale for these baselines has been described above. At appendix 2 the performance matrix for the Police and Crime plan is viewed in Priority order with the baselines for each measure given.
- 6.2. The Delivery Quarterly will continue to be the main method for reporting on the progress for each of these measures to the Police and Crime panel.

APPENDIX B

PCP Priority	Indicator	Source	Metric	Baseline
	Increase in Victim Satisfaction (inc. victims of		Increase victim satisfaction with the police	Year to April 2022
	DA)	National Crime and Policing	Increase satisfaction with the police among victims	
	DA)	Measures	of domestic abuse	Year to April 2022
	Response to 999 calls		Maintain high level of calls answered in Target	Year to April 2022
	Increase in positive outcomes for victims		Improve outcomes for victims of Rape and Sexual	
Supporting Victims and	of Domestic and Sexual Abuse and		Offences	Year to April 2022
Witnesses & Improving	Violence	Mayoral Priority	Improve outcomes for victims of Domestic Abuse	Year to April 2022
Criminal Justice Outcomes	% crime with victim initial needs	, , , , , , , , , , , , , , , , , , ,	Increase % crime with victim initial needs	ł
	assessment		assessment	Year to April 2022
			Decrease Ineffective trial rate (Magistrates Court)	Year to April 2022
			Increase volume of early guilty pleas	Year to April 2022
	Criminal Justice Measures	LCJB	Decrease average time taken for cases to be	•
			brought to resolution	Year to April 2022
			Monitor the number of young persons flagged as at	•
	Drugs supply/county lines indicator	National Crime and Policing	risk of Criminal Exploitation	Year to April 2022
	Tackle Cyber Crime	Measures	Monitor Indicators from Cyber Dashboard	Year to April 2022
	Reduce re-victimisation of Domestic Abuse		Reduce number of repeat victims of Domestic	
Keeping People Safe and	victims		Abuse	Year to April 2022
Building Resilience	Reduce re-victimisation of Hate			
	Crime victims	Mayoral Priority	Reduce number of repeat victims of Hate Crimes	Year to April 2022
	Increase use of DVPO/DVPN		Increase use of DVPO/DVPN	Year to April 2022
	Increase use of Stalking Prevention Orders		Increase use of Stalking Prevention Orders	Year to April 2022
			Reduce number of Homicides	Year to June 2019
	Reduce Serious Violence and		Reduce all hospital admission for assault with a	
	Serious Organised Crime		sharp instrument	Year to June 2019
	Reduce Knife Crime		Reduce Knife Crime	Year to June 2019
	Drive down crime and Anti-social Behaviour	National Crime and Policing Measures	Reduce Number of ASB incidents	Year to April 2022
	Reduction in Neighbourhood and High Street crime		Keep Neighbourhood Crime below baseline	Year to June 2019
	Business cyber-crime indicators		Monitor cyber attacks on businesses via WYCA	
Safer Places and Thriving			survey	Year to April 2022
Communities			Increase % of workforce from Ethic minorities by	
	Improve police workforce representation	Mayoral Priority	ensuring % of leavers/joiners are less/more than	
			their white counterparts?	Year to April 2022
			As above for female officers vs male officers (joiners	
			/ leavers)	Year to April 2022
	Reduce Killed and Seriously Injured casualties on West Yorkshire roads	Mayorar Honey	Reduce numbers of KSI's on roads in W Yorkshire	Year to April 2022
	Mayoral pledge indictors on the 750		Increase number of additional officers and staff in	
	additional frontline Police Officers and		comparison to April 2021 baseline,	
	Police Staff			Year to April 2021
	Number of people engaged by early		Monitor VRU early intervention programme attendee	
	intervention programmes through the VRU		figures	Year to April 2022
	Number of repeat missing children	Mayoral Priority	Keep number of repeat missing children below baseline	Year to June 2019
Responding to Multiple and Complex Needs	Number of repeat missing adults		Keep number of repeat missing adults below baseline	Year to June 2019
complex needs	Drug related re-offending rate		Reduce re-offending rate for Drug related crime	Year to April 2022
	Number of Young People first time entry into	LCJB	Reduce the number of First time entrants to the	
	the CJS		CJS	Year to April 2022
	Refer more offenders to drug treatment	National Crime and Policing	Increase number of offenders referred to drug	
	services	Measures	treatment services via L&D	Year to April 2022
	Police Measures			
	VRU Measures			
	Partnership Measures			
	WYCA Monitoring			

GLOSSARY		
Acquisitive crime	Acquisitive crime is defined as an offence where the offender derives material gain from the crime. Examples include shoplifting, burglary, theft, and robbery.	
BAME	BAME stands for Black, Asian and Minority Ethnic and is used to describe people from any of these ethnicities.	
Child sexual exploitation and abuse	Sexual exploitation of children and young people under 18 involves exploitative situations, contexts, and relationships where young people (or a third person or persons) receive 'something' (e.g., food, accommodation, drugs, alcohol, cigarettes, affection, gifts, money) because of them performing, and/or another or others performing on them, sexual activities.	
Community Safety Partner	A number of different organisations have a role to play including local councils, fire and rescue service, health and probation services and housing providers etc. These are often referred to as local community safety partners.	
Conviction rate	This measure is calculated by dividing the number of defendants convicted, by the total number of defendants prosecuted in the court during the period in question. The total number of defendants prosecuted in the court includes those charged by the police and Crown Prosecution Service but whose cases were dropped.	
Crime rate	The crime rate used in this document refers to the number of offences committed per 1000 people in the population.	
Cyber crime	Can be seen in two parts: cyber-enabled crime, where crimes that may be committed without computers are instead committed using computer networks (for example fraud and bullying); and pure cyber-crime where the offence can only be committed using computers (for example computer hacking or use of malicious software).	
GAP	Anticipated Guilty Plea	
Human trafficking	Human trafficking is the trade of humans, most commonly for the purpose of forced labour or commercial sexual exploitation by the trafficker or others.	
IOM	Integrated Offender Management (IOM) is an overarching framework that allows local and partner agencies to come together to ensure that the offenders whose crimes cause most damage and harm locally are managed in a coordinated way.	

- Ineffective trial An ineffective trial occurs when the trial does not go ahead on the date planned due to action or inaction by one or more of the prosecution, the defence or the court and a further listing for a trial is required.
- **Most similar policegroups/family/forces** Most Similar Groups (MSGs) are groups of police force areas that have been found to be the similar to each other based on an analysis of demographic, social and economic characteristics which relate to crime. Each police area has its own group of up to seven police areas to which it is 'most similar'. MSGs are designed to help make fair and meaningful comparisons between police areas which share similar characteristics, rather than, for example, comparison with a neighbouring police area.
- NGAP Anticipated Not Guilty Plea
- **Operational functions** Operational functions include things like patrolling neighbourhoods, responding to 999 calls, roads policing and protecting vulnerable people.
- **Outcomes/detections** Outcomes/detections are used by the Home Office to describe the result of a police investigation following the recording of a crime. They can include cautions, charges, fixed penalty notices, cannabis warnings etc. There are 21 categories of outcomes.
- PEEL HMICFRS carry out several thematic annual inspections throughout the year, these are drawn together into a wider PEEL assessment which stands for Police Effectiveness, Efficiency and Legitimacy. The aim of the PEEL assessment is to judge each police force in a cross-topic way based on criteria which considers the full breadth and complexity of what the police do.
- **Positive Outcomes** Outcomes which fall into the first 8 categories for Police outcomes, these include mostly charges, cautions and community resolutions.

Find out more

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All information correct at time of print (March 22)