# A logo for a police department Description automatically generatedPolice and Crime Plan Performance Measures.

Item 6 Appendix 3 - Performance Management Overview

* 1. Under the previous Police and Crime Plan the decision was to include several statistics under each priority which best reflected the key points in the priority.
  2. For a fuller look at all the performance measures during the life of the plan, please see the document shared with panel in December 2023 which showed overview of all the performance measures.
  3. One of the problems with using statistics in this way is that it is hard to be clear if the Plan was successful or not. For example, we have seen in the Needs Assessment that neighbourhood crime seems to be linked to deprivation rather than being driven by the work of the police in the area, and increases (such as the increase in Theft Of Vehicle) are due to national events rather than local offenders/problems. Even with the links to national data sets the increases/decreases do not give total understanding of these crimes.
  4. Similarly, we find that something like Victim Satisfaction (which we may expect is all about the actions of the local police force) seems to be linked to national events in policing and without corresponding data for other police forces it is impossible to tell if the falls and/or increases are due to the work in West Yorkshire or due to other factors.
  5. In the most recent PEEL assessment, as well as an Area for Improvement (AFI) for the data around equality, the force also had an overarching AFI, about performance data, as follows:

**West Yorkshire Police needs to consistently make the best use of its available data to improve performance and productivity.**

The force has access to a wide range of data. It has good systems in place to supply detailed information through data systems such as its Power BI applications (apps). But during our fieldwork we found the force doesn’t consistently make the best use of its available data to understand productivity or areas where it can improve performance. The force needs to improve its processes for recording, checking and understanding its data to make sure this has a positive effect on productivity.

* 1. To satisfy this AFI the force is scoping at how it looks at performance data and particularly the understanding of it. To this end, the force is looking at key measures for the different priorities and then the measures that underpin each of these that will give a full picture and a better understanding. These, of course, will be more linked to the operational measures, but the key measures are and should be linked to the Plan.
  2. As the voice of the public to West Yorkshire Police, we are looking to replicate some of these key measures but then underpin them with other data sets which may better reflect the feelings/priorities of the public of West Yorkshire.
  3. There are currently several unknowns, particularly with a new Government in place, and also some data requirements that will come in during the life of the Police and Crime Plan.
  4. Rather than have several data measures under each priority, the recommendation is to have the measures grouped under key overarching topics which would be flexible enough to include reporting on updated measures as they come online or become available.
  5. The first group of measures would be entitled **Confidence and Satisfaction** in West Yorkshire Policing and linked to Victim Satisfaction
  6. The key measure here would be Confidence and Satisfaction. Currently, Victim Satisfaction is our previous key measure here, but as we have found this can be influenced by outside influences, so is not clear on its own.
  7. To supplement Victim Satisfaction, we would suggest that confidence measures should be linked. At the moment, this would be the figures from the Crime Survey of England and Wales (CSEW) and particularly the questions on:
* Confidence in Local Policing
* % of the public who agree that the police are reliable
* % of the public who agree that the police are respectful
* % of the public who agree that the police would treat your fairly.

There are also a number of questions about the levels of Anti-Social Behaviour in the area which could also be used in this section.

* 1. As stated previously this is only available at force level, so we would look to bring the local measures under the new Your Views survey to supplement the above and bring some local accountability to the measures.
  2. Alongside these measures, we would also want to include other areas that the public would include under confidence and satisfaction, which is namely the answering of 999 calls and attendance at incidents. This is an area of business which is particularly important to victims and can also impact on investigations.
  3. Under this we would look at:
* Answering of 999 calls
* Answering of 101 calls including wait times and abandonment rates
* Emergency incidents attended in 15 mins
* Priority Incidents attended in 60 mins.
  1. For this performance grouping it would look like this:
  2. The next set looks at **Crimes and ASB.**
  3. Under the policing protocol of 2023 the national policing measures are something that should be considered as part of Police and Crime Plans. The survey for the Police and Crime Plan shows that neighbourhood crime is a priority for the public of West Yorkshire, but we have seen here that numbers of neighbourhood crime can be influenced by deprivation in an area and are thus not a good representation of crime levels on their own.
  4. We have also seen the change in ASB as documented in previous performance management reports to Panel. This means that ASB incidents should be triangulated with linked crimes such as public order, criminal damage and harassment to give a fuller picture of ASB in the community.
  5. We have previously included total crime as part of this data set. It was thought that overall crime was subject to too many fluctuations to include it as a performance measure, and this continues. It could form part of a fuller data set.
  6. Continuing with the subject of crimes and linked incidents is the look at **Supporting Victims and Vulnerable People**. This category looks at both crimes and incidents and ensures that these types of crimes and incidents are prioritised.
  7. For the first time we can look at gender-based crime and the increases / decreases of **VAWG** offences. This could include:
* Recorded VAWG offences (as a % of overall offences)
* Recorded Rape offences
* Recorded Domestic Abuse.
  1. Then include incidents for vulnerable people:
* Mental health incidents per 1,000 population
* Hate incidents
* Missing persons and missing children.
  1. This looks like:
  2. **Investigations** is another overarching topic which crosses several priorities and cross cutting themes, but we can focus on VAWG offences for this Plan including:
* VAWG offender brought to justice
* Rape offenders brought to justice
* Domestic Abuse offenders brought to justice
* All sexual offenders brought to justice.
  1. Alongside the investigations measures are the other orders for VAWG – i.e. Stalking Protection Orders, Claire’s Law and Sarah’s Law occurrences including DVPN and DVPO. Which looks like this:
  2. The **Serious Violence Strategy** will require several measures alongside – the ones for the Violence Reduction Partnership (VRP) will be the start, but this will also require a breakdown of some of these measures to better inform the local accountability.
  3. Under **Equity, Diversity and Inclusion,** there are a number of measures that are on the Police Race Action Plan and elsewhere that we would want to include in the Police and Crime Plan.
  4. Under the Equality Duty, the police publish several measures - these give the full picture of this area of work, but under the Police Race Action Plan the impact on Black people is highlighted so we would want to look at those measures that particularly impact the Plan, namely:
* Stop and search (both ethnicity and age)
* Arrests (both ethnicity and age)
  1. For victims:
* Satisfaction with how the police deal with Racist Incidents
* Satisfaction gap between white and ethnic minority victims
  1. All the work under the Race Action Plan and the Equality Duty will also inform these key measures.
  2. The ethnic minority representation in the police force was a key measure in the previous Police and Crime Plan and this was especially required due to the uplift in officers that took place during the lifetime of the Plan. This is now part of the supporting measures but the release of national comparisons for percentage of ethnic minorities in senior ranks should be the focus going forward, as this higher representation works through the ranks of the force.
  3. As the Police and Crime Plan is written, the Equality Impact Assessment (EqIA) will highlight some areas for possible inclusion as performance measures and these should be added to the suite of measures under this heading.
  4. Finally, other key measures are those for **Vision Zero.** The Policing and Crime team currently have access to most of these measures and could provide an overview of each grouping as part of the response to the Police and Crime Plan. This would only provide part of the picture for the Plan and should only provide part of the measures for the Plan.
  5. To provide a full picture for each of these themes, there also needs to be an understanding of the community measures which could contribute to the full picture.
  6. The first measure – **Confidence and Satisfaction** – is mostly linked to West Yorkshire Police, but there are CSEW confidence measures that look at whether the police and local council are dealing with issues that matter to the public. The difference between ‘just the police’ and ‘the police and local council’ together may show whether criminal justice partners are positively or negatively influencing the confidence ratings in the area and, if this is continued as part of the Your Views survey, this could then inform local planning.
  7. There are also other CSEW measures that link to ASB reporting to councils / housing associations rather than police and these should be included as well.
  8. **Crimes and ASB.** Most of the Crime and ASB offences are measured by West Yorkshire Police, but ASB is also closely linked with the local council and some of the measures should reflect this. In particular, the ASB case reviews by district give an understanding of dissatisfaction in this arena and could drive increases in reporting if members of the public feel their responses are not being taken seriously.
  9. When talking about Neighbourhood Crime we have also seen the link with deprivation in the area. Although the overall measures for deprivation across the country are not released, some of the seven domains of deprivation are published locally and could be used as proxy measures for this.

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* 1. These are also linked to the next set of measures, which is for **Supporting Victims and Vulnerable People.**
  2. The first thought when considering vulnerable people is the work that takes place under the Safeguarding area of Community Safety Partnerships.
  3. When looking at the Local Authority’s priorities for either Child Safeguarding Partnership or Adult Safeguarding, we find several measures that affect the Police and Crime Plan:

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| --- | --- | --- |
| Local Authority | Child Safeguarding Priorities | Adult Safeguarding Priorities |
| Bradford | Child Neglect, Non-Accidental Injury (NAI) to Babies including Hidden Men and Significant Others | Improve Awareness of Safeguarding Across All Communities and Partner Organisations, Prevention of Abuse as a Partnership, Engagement and Making Safeguarding Personal |
| Calderdale | Risk and Vulnerability in Adolescence (covers exploitation, missing, exclusion, complex needs, mental health, transition etc), Domestic Abuse, Voice of Children & Families | Improving Multi-agency safeguarding practice, Supporting Adult Social Care with Transformation, |
| Kirklees | Exploitation and Serious Youth Violence, Reduce the impact of domestic abuse on children, young people and their families, Enhancing the emotional wellbeing of children and young people by tackling self-harm and suicide, Promoting healthy relationships, Identify and reduce the impact of Neglect on children and young people and achieve the offer of Early support for children and families, Live experience of children/young people | Supporting the Workforce, Learning from Experience, Partnership Working, Community /Public Engagement |
| Leeds | Family Help (moving from Early Help to wider sense) will include Family Hub, Think Family, Family Support and Early Help. Neglect will sit in that | Self-neglect, Multi-agency working, Safeguarding within ethnically diverse communities, Developing our approaches around assurance (SARs and audits) |
| Wakefield | NAI, Child Neglect, Hidden men, Self-Harm and suicide, Harmful Sexualised Behaviour, Exploitation, Trauma | Self-neglect, Developing a multi-agency risk management approach for high risk cases (working with SCIE), Developing our QA & PF (working with SCIE), Work on drug and alcohol pathways |

* 1. There are some topics that appear in many of the area priorities – Child Neglect is one that features on all five for Child Safeguarding and there are some overarching themes such as partnership engagement.
  2. The Local Authority Interactive Tool gives us some meaningful data looking at these areas such as:
* children looked after by local authorities.
* child protection
* special educational needs and disability (SEND)
* pupil attainment
* children’s health
* post-16 circumstances
* judgements from Ofsted.
  1. Currently the website is showing that it is not accessible – but this data should be available and will give some proxy measures under Children’s Safeguarding that looks at some of these priorities.
  2. For Adult Safeguarding, many of the priorities focus around multi agency working. We know that Drug and Alcohol Abuse is key in the arena of self-neglect and the knock-on effects on health and mortality rates.
  3. Some of the key performance indicators for adults are around life expectancy and all the indicators under this, but also around successful completion of drug/alcohol treatment.
  4. **Investigations** are a matter for the police, but we know that the outcomes of these investigations have an impact on partners and the use of protection orders also helps areas deal with perpetrators.
  5. The indicators that link closely to investigations are those from the Local Criminal Justice Board and more specifically the links with CPS and the courts. The public expect to see swift justice, but that is not always possible and the backlog in the courts is something that is currently hitting the news.
  6. Some of the indicators that we will use were part of the Delivery Dashboards, but these are currently on hold whilst data issues are resolved. It is hoped that this will be resolved by the end of 2024 and will be available for Performance Updates going forward.
  7. Although the main measures for **Serious Violence** are around the outcomes for the VRP, we know that under the statutory Serious Violence Duty all areas are looking at the Serious Violence in their area and performance measures that link to the influential factors.
  8. This will all be part of the new Serious Violence Strategy and measures as part of this Strategy will then form the background measures for the Police and Crime Plan. Some of these measures will have been included elsewhere in the performance suite but will be reported on as part of the measures underpinning the Serious Violence Strategy.
  9. **DEI measures**. The equality duty is also a statutory duty for all, and each local area will have their own strategy/measures for this area.
  10. With such a large topic, it would be impossible to look at all these areas, but the measures in the Police and Crime Plan will support these plans.
  11. Similarly with Vision Zero and the work to reduce road deaths, these performance measures are used by each area to look at their approach to safer roads and will support the local area plans.

**What does this all mean?**

* 1. From the first Police and Crime Plan we have seen that looking at numbers on their own does not give the full picture on performance. We could set a target to see a particular metric increase or decrease, but this does not fulfil the want to understand the success or not of the Plan.
  2. For the next Police and Crime Plan we need to have a more holistic approach to performance to get better understanding of not just the numbers themselves, but also the context for the public of West Yorkshire.
  3. The next page details what the Performance Framework could look like to take in not just the police side of the performance but also that of the community.



* 1. It is not the intention to hold the local areas to account for the performance measures that link to the Plan but rather to use them as further indicators for understanding the key measures in the Plan and to give that fuller picture as discussed.
  2. The performance measures will need to stay flexible for the Plan as some of these will come online during the life of the Plan and others cannot be reported quarterly.
  3. This will mean that the performance reports to the Police and Crime Panel will change. Rather than updating all the measures quarterly, we can look at exception reporting for panel including looking in depth at areas when national figures are released which link into the Police and Crime Plan measures.