

# Agenda

## West Mercia Police and Crime Panel

**Wednesday, 5 October 2016, 1.30 pm**  
**County Hall, Worcester**

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**West Mercia Police and Crime Panel**  
**Wednesday, 5 October 2016, 1.30 pm, Worcestershire County Council**

**Membership:**

Cllr Brian Wilcox (Chairman)	Herefordshire Council
Cllr Sebastian Bowen	Herefordshire Council
Lynn Denham	Worcester City Council
Cllr Geoffrey Denaro	Bromsgrove District Council
Cllr Roger Evans	Shropshire County Council
Mr P Grove	Malvern Hills District Council
Ian Hardiman	Wyre Forest District Council
Cllr Paul Middlebrough	Wychavon District Council
Mr A P Miller (Vice Chairman)	Worcestershire County Council
Cllr Stephen Reynolds	Telford & Wrekin Council
Cllr Keith Roberts	Shropshire Council
Kuldip Sahota	Telford and Wrekin Council
Cllr Yvonne Smith	Redditch Borough Council
Kevin Turley	Shropshire County Council
Cllr Michael Wood	Shropshire Council

**Agenda**

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4	<b>Public Participation</b> Members of the public wishing to take part (asking a question or making a statement) should notify the Head of Legal and Democratic Services in writing or by email indicating both the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case Tuesday, 4 October 2016). Enquiries can be made through the telephone number / email address listed below.	
5	<b>Confirmation of the Minutes of the previous meeting</b> To confirm the Minutes of the Panel meeting held on 6 July and 9 August 2016.	1 - 22

Agenda produced and published by Simon Mallinson, Head of Legal and Democratic Services, County Hall, Spetchley Road, Worcester WR5 2NP

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## NOTES

- **Webcasting**

Members of the Panel are reminded that meetings of the West Mercia Police and Crime Panel are Webcast on the Internet and will be stored electronically and accessible through the Council's Website. Members of the public are informed that if they attend this meeting their images and speech may be captured by the recording equipment used for the Webcast and may also be stored electronically and accessible through the Council's Website.

## **West Mercia Police and Crime Panel**

### **Wednesday 6 July 2016, Worcester**

#### **Minutes**

#### **Present:**

Cllr Brian Wilcox (Chairman), Mrs Helen Barker, Mr P Grove, Ian Hardiman, Cllr Paul Middlebrough, Mr A P Miller (Vice Chairman), Cllr Stephen Reynolds, Mr A C Roberts, Cllr Keith Roberts, Kuldip Sahota, Cllr Yvonne Smith, Colonel Tony Ward OBE and Cllr Michael Wood

#### **Also attended:**

Police and Crime Commissioner, Deputy Police and Crime Commissioner, Chief Executive and Chief Finance Officer of the Office of the Police and Crime Commissioner, Assistant Chief Constable of West Mercia Police.

#### **155 Welcome and Introductions**

The Chairman welcomed the new Police and Crime Commissioner, John Campion, to the meeting. He also welcomed new Panel members to the meeting, Councillor Sahota, Councillor Evans, Councillor Turley, Councillor Hardiman and Councillor Denham.

The Chairman also congratulated the Vice-Chairman, Councillor Miller, on his appointment as Chairman of Worcestershire County Council.

#### **156 Named Substitutes**

No named Substitutes.

#### **157 Apologies**

Apologies were received from Councillor Bowen and Councillor Evans.

Councillor Wood took the opportunity to explain his apologies from the previous meeting.

David Shaw, Chief Constable of West Mercia Police, also provided his apologies. The Chair took the opportunity to congratulate the Chief Constable on receiving the Queens Police Medal in the Birthday Honours. The Chair announced that he had received a letter from the Chief Constable of thanks for the role played by the Panel during his time as Chief Constable before his retirement.

#### **158 Declarations of Interest**

The following Members declared a non-pecuniary interest:

- Councillor Hardiman
- Councillor Grove
- Councillor Roberts
- Mr Ward
- Mrs Baker

**159 Public Participation**

None.

**160 Confirmation of the Minutes of the previous meeting**

The minutes were accepted as a correct record of the meeting and were signed by the Chairman.

The Chairman drew attention to previous discussions regarding training for Police and Crime Panel Members; he explained that training would be arranged for Panel Members, in particular new Panel Members.

**161 Police and Crime Commissioner**

The Chairman explained that the purpose of this item was to provide members of the Police and Crime Panel with an opportunity to hear from the new Police and Crime Commissioner for West Mercia, and to put any relevant questions to him. The item would provide the Police and Crime Commissioner (PCC) with an opportunity to set out the aims and objectives of his term of office to the Police and Crime Panel, discuss any issues that arise and answer any relevant questions put to him by Panel members.

The Chairman congratulated the Police and Crime Commissioner (PCC) on his election and asked him to address the Panel.

The Police and Crime Commissioner thanked the Panel and explained how he wanted to build a healthy and constructive relationship with the Panel and that he would ensure his role and office supported the Panel in holding him to account in order to be a better Commissioner. The PCC also asked to place on record his respect and thanks for the previous PCC who served the role with distinction.

The PCC also paid tribute to David Shaw, Chief Constable who will be retiring. The PCC added that his leadership had ensured that he left behind an organisation of strength as well as a good legacy.

The PCC explained to the Panel that he had stood for election on a platform of providing a secure West Mercia, responding to the Community in the right time and that he would give the community the right resources and kept

them safe. He added that he expected the Police to ensure organised, serious crime and terrorism was dealt with effectively and that the most vulnerable people were kept safe. All of these points he saw as non-negotiable.

The PCC explained that he also stood on a platform of reform; he felt that the available money could be spent more efficiently and that he would look to ensure that he delivered value for money for the taxpayer. The PCC also explained that he would be looking at delivering business process reform; this would involve review of Police equipment to ensure that appropriate resources were available to equip Officers on the front line and staff in offices with the right equipment.

The PCC referred to a 'reassured' West Mercia, explaining that although West Mercia was a safe area people didn't always feel safe. As PCC he would look to build confidence in communities to allow people to live their lives without fear of crime. In regards to victims the PCC added that he wanted to ensure that victims were supported, building on the work of his predecessor to ensure victims were able to get on with their lives.

The PCC referred to the size of the force area and explained how he would work hard to ensure he got around the area and made himself identifiable as PCC to the people of West Mercia. He added that he would appoint 4 community ambassadors to help him achieve his aims and work within each community area to deliver a safer West Mercia.

The Chairman invited Panel Members to put questions to the PCC, during which the following points were raised:

- As far as the PCC was aware there were no plans to create a single command unit of Shropshire with Telford and Wrekin through changes to the management structure of West Mercia Police, adding that the management structure of the Police was a decision for the Chief Constable not the PCC. The PCC confirmed that the Chief Constable had reassured him that the Borough Commander post for Telford and Wrekin was not being deleted.
- There were areas of keeping communities safe that would require funding activity that was focused on delivering outcomes, the PCC felt that commissioning would help achieve these outcomes in certain areas.
- HMIC reports showed the West Mercia Force could make improvements in regards to stop and search. The PCC added that he wanted to see the

right number of 'stop and search' activities in order for the Police to keep people safe and that when conducted such searches were done at the highest possible standard. An action plan was in place and the Force had been re-inspected on stop and search since the HMIC report and now all requirements that had previously been outlined by HMIC were now being met.

- Following EU referendum vote there would be impacts upon West Mercia Police and it was agreed a full report be brought to a future meeting of the Police and Crime Panel.
- Any form of hate crime should not be tolerated, the EU referendum vote would not be tolerated as an excuse for hate crime.
- The PCC viewed the role of PCC as a full time post, he would therefore be appointing a Deputy to assist and 4 area Ambassadors, and would not be seeking re-election in May 2017 to Worcestershire County Council.
- The issue of 'fairer funding' was key to both the Panel and the PCC, the PCC would be seeking to argue for fairer funding for West Mercia.
- The PCC would be aiming to deliver a sustainable budget position.
- Communication between the Police and Communities was important, particularly in helping to improve public confidence in the Police so that Communities were more willing to report matters to the Police and expect that some form of action would take place.
- The PCC would be looking to utilise improved and more modern forms of communication between the Police and the Public in order to improve engagement.

**RESOLVED: that the Police and Crime Panel:**

- a) Thank the Police and Crime Commissioner for setting out his aims and objectives and**
- b) Receive a report on the implications for West Mercia Police of the EU Referendum result at a future meeting.**

**162 Confirmation Hearing - Deputy Police and Crime Commissioner**

The Chairman explained to the Panel that the purpose of this item was to enable members of the Police and Crime Panel (PCP) to consider the Police and Crime Commissioner's (PCC) proposed appointment of a Deputy Police and Crime Commissioner (DPCC). In doing so, the panel were required to satisfy itself that the



preferred candidate selected by the PCC had the competence to undertake the role.

The Chairman referred the Panel to the agenda papers which explained that by virtue of section 18 of the Police Reform and Social Responsibility Act 2011 (the Act) the Police and Crime Commissioner for West Mercia may appoint a person to be the Deputy Police and Crime Commissioner for the West Mercia area. Under the Act the PCC must notify the PCP of the preferred candidate for appointment as DPCC. Schedule 1 of the Act states that the PCC must provide the following information:

- a) The name of the person whom the PCC is proposing to appoint;
- b) The criteria used to assess the suitability of the candidate and how the candidate satisfies these criteria; and
- c) The terms and conditions under which the candidate is to be appointed.

The agenda papers included the following:

- i) Details of the recruitment, application and interview process;
- ii) The Job profile and person specification, which set out the criteria used for assessment;
- iii) The interview questions used in those assessments;
- iv) The CV of the preferred candidate.
- v) Proposed terms and conditions for the DPCC position.

The Chairman invited the PCC to introduce the report to the Panel. The PCC drew attention to the issues of transparency and openness and the importance of due process, public advertisement and a recruitment process that involved independent assessment.

The PCC took the Panel through the recruitment process which resulted in 3 candidates being put forward for selection by the PCC. The PCC stated he accepted that some people may conclude nepotism as a result of his preferred candidate being a fellow Wyre Forest Councillor. The PCC stated that he found this view short sighted as the recruitment process had been transparent and that he had not been involved in the final shortlisting process.

The PCC explained that he was a political animal and was therefore likely to get a Deputy that was of a similar ilk, the PCC stated that he was absolutely confident that he had fulfilled his election commitment to provide a clear and open process and provide a candidate that was the

best fit to support him as Commissioner. He therefore wish to commend Tracey Onslow to the Panel as his preferred candidate for Deputy Police and crime Commissioner.

The Chairman outlined to the Panel the options that were before them:

1. They could confirm the appointment without qualification;
2. They could confirm the appointment with qualification; or
3. They could refuse to confirm the appointment and send the decision back to the PCC who would have the final say

The Chairman invited Colonel Tony Ward to address the Panel as he had been the Panel's representative on the shortlisting group during the DPCC recruitment process.

Colonel Ward explained how he had been involved in the selection process, adding that there had been a split between male and female candidates and that the 3 candidates that they had put forward to the PCC were all capable of fulfilling the role of DPCC. He added that he felt the process had been very open and very competitive.

The Chair invited questions from the Panel to Colonel Ward and the PCC, during which the following matters were raised:

- The DPCC role would be part-time, as the PCC felt that he as PCC was ultimately responsible for the role, as well as ensuring that he got as wide a list of candidates as possible who may have other roles to perform.
- The salary for the DPCC role would be based on £40,000 per annum and 4 days a week.
- The sifting process to get to the shortlist involved a table top exercise performed by the PCC and the Chief Executive of the Office of the PCC (OPCC). This involved dismissing candidates who were not deemed serious candidates as well as removing candidates who did not reside in West Mercia. This created a longlist of 6 candidates.
- In response to questioning on whether or not West Mercia was adequately represented as the preferred candidate was a fellow Wyre Forest Councillor the PCC stated that he and his Deputy, as well as his ambassadors would ensure the region was represented entirely.
- The PCC explained that the purpose of sitting in and observing the interview process at the

longlisting stage was to get an additional opportunity to assess candidates, adding that he played no part in questioning and assessment at this stage. Colonel Tony Ward confirmed that the PCC made no comment and asked no questions of candidates at this stage of the process.

- The PCC refuted claims that he had sifted applicants to see who he knew and were within his network.
- In response to questions about the preferred candidates work history and experience and relevance to criminal justice or policing Colonel Tony Ward explained that none of the 6 candidates had such experience. The Chief Executive of the OPCC drew the Panels attention to the job specification and requirements contained within the agenda papers.

The Chairman invited the Panel to put questions to the preferred candidate for DPCC, during which the following matters were raised:

- In response to a question on Police visibility the DPCC would seek to assist the PCC in increasing Police visibility within the Communities of West Mercia by assessing what assurance was given to the Community and what visibility actually meant and then liaising with the PCC to ensure that this would be covered by the Police and Crime Plan.
- The DPCC would look to act as a link between the Communities of West Mercia and the PCC.
- The DPCC stated that she had no pre-conceived ideas in relation to Policing that a candidate with a Criminal Justice or Policing background may have, that she had worked with large Public Sector environments where financial management and step change in service delivery would stand her in good stead.
- The DPCC wanted the role as she enjoyed the challenge of working for the Community and looking to bring about change.
- In response to the demands of the role and her other existing roles as a Cabinet Member at Wyre Forest, Business Woman and Caseworker for a Member of Parliament how would she be able to fulfil the demands of the role, the DPCC confirmed that she would be leaving her role as Caseworker at the MPs office in order to fulfil the role.
- In response to a question about her values the DPCC stated she was open and honest and would seek to both support and challenge the PCC. She stated that she was hard working and excited by

the challenge the role offered.

- Councillor Middlesbrough put on record how open and transparent he had found the process for recruiting a DPCC.

Councillor Middlesbrough moved that Tracey Onslow be confirmed as the Deputy Police and Crime Commissioner without qualification, this was seconded by Councillor Miller.

The Chairman put the motion to the vote and it was carried with 10 votes in favour, 2 against and 2 abstentions.

**RESOLVED: That Tracey Onslow is confirmed as the Deputy Police and Crime Commissioner for West Mercia without qualification.**

**163 Confirmation Hearing - Chief Finance Officer (Treasurer)**

The Chairman explained to the Panel that the purpose of this item was to enable members of the Police and Crime Panel (PCP) to consider the Police and Crime Commissioner's (PCC) proposed permanent appointment of a Chief Finance Officer (CFO). In doing so, the panel was required to satisfy itself that the preferred candidate selected by the PCC had the professional competence to undertake the role and also the significant personal independence to be able to act operationally independent of the PCC.

The Chairman added that no adverse comment had been received regarding the appointment had been received by the Panel's advising Finance Officer.

The PCC commended the preferred candidate to the Panel adding that her advice was invaluable to his role.

Councillor Roberts proposed that Elizabeth Hall be confirmed as the Chief Finance Officer without qualification, this was seconded by Councillor Middlesbrough.

On being put to the vote the Panel unanimously approved the confirmation.

**RESOLVED: That Elizabeth Hall is confirmed as the Chief Finance Officer for the office of the West Mercia Police and Crime Commissioner without qualification.**

**164 Appointment of**

The Chairman explained to the Panel that the current Chief Constable would be retiring at the end of the month

## Chief Constable

and that the Panel would be required to confirm appointment of a new Chief Constable in due course. He invited the PCC to explain to the Panel the recruitment process that would be undertaken for recruiting a new Chief Constable.

The PCC explained that the process was well underway with job advertisement taking place at present. The selection process would involve interview by a Partner Panel and a Young Person' Panel to test the candidate, both these Panel's would give feedback to an appointments panel which would include a PCP representative and an independent observer from the College of Policing. The final decision would be the PCCs before a confirmation hearing coming to the PCP.

The PCC explained that he would not be able to fulfil his vision without a Chief Constable that was capable of being an exceptional leader and able to support and deliver transformation. It was intended that a preferred candidate would be put forward for consideration by the PCP in early August.

The Chairman confirmed that he had nominated Councillor Miller, Vice-Chairman of the PCP as the PCPs representative on the Chief Constable Appointment Panel. The Chairman explained that the confirmation hearing was required to take place within 3 weeks of notification of the preferred appointment; therefore an additional meeting of the Panel would take place on the 9<sup>th</sup> August 2016.

In response to questioning the PCC confirmed that the Partner Panel would involve Fire Colleagues, Local Government, and Health and Voluntary Sector partners.

The Panel agreed that they needed training on the role of the Panel in the Confirmation Hearing and therefore requested that such training be organised to take place before the Confirmation Hearing took place. It was agreed training took place on the morning of the 9<sup>th</sup> August with the Confirmation Hearing in the afternoon.

Panel Members paid tribute to David Shaw, the retiring Chief Constable, and requested that the Chairman write to David Shaw thanking him for his service to West Mercia.

Councillor Wood put on record that David Shaw had been an excellent choice as Chief Constable and wished him well in his retirement. Colonel Ward added that David Shaw had been a delight to work with and that he had

possessed excellent leadership skills.

The Chairman confirmed that he would make a presentation to David Shaw on behalf of the Panel before his retirement.

**RESOLVED that the Panel:**

- a) **Noted the process for appointing the new Chief Constable,**
- b) **Agreed that the confirmation hearing be held on the afternoon of 9 August and that training should take place on the morning of the 9 August, and**
- c) **Requested that a letter be sent to David Shaw thanking him for his service.**

**165 Tenure of Independent Lay-Members**

The Chairman explained to the Panel that the tenure of the existing Independent Members of the Panel was coming to an end and therefore a recruitment process would be undertaken to appoint 2 new Independent Members. He added that the Panel had been served very well by the existing Independent Members and that they were eligible to apply for the positions again when the recruitment process got underway.

The Chairman invited the Panel to raise any comments or objections on the recruitment process which would be open and transparent, the process would involve appointment of an Appointments Panel to manage the longlisting, shortlisting and interviews and then make the appointments on behalf of the Panel. The Panel were in agreement with this process.

The Panel agreed that the Appointments Panel would consist of:

- Councillor Grove
- Councillor Bowen
- Councillor Denham
- Councillor Roberts

It was hoped that the process would be completed in time to allow the newly appointed Independent Members to attend the October Panel meeting.

**RESOLVED: that the Panel agreed the process for appointing new independent members.**

**166 Fire & Rescue Proposals**

The Chairman invited the PCC to address the Panel on proposals relating to Fire and Rescue.

**167 Performance Update**

The PCC explained that he saw his role to build effective and efficient collaboration with partners including Fire and Rescue. He explained that he had inherited proposals for Fire and Rescue to build a new OCC at Hindlip and proposals to see Fire and Rescue join the Headquarters at Worcester. He added that he would like to see further collaboration rather than joint location. In recent weeks he had held meetings with Herefordshire County Council and the Fire Authority to see how the Police could be part of a multi-agency building at a new Fire Station in Hereford. During his tenure he did not want to see single use buildings.

In Shropshire the PCC explained that more work needed to be done to ensure he could support Fire and Rescue to collaborate with the Police.

The Chairman added that he had attended meetings with the PCC in Hereford to assist in discussion and that hopefully a multi-agency building would happen sooner rather than later.

**RESOLVED: that the Police and Crime Panel noted the update regarding increased collaboration between the PCC and the Fire and Rescue Authority.**

The Chairman explained to the Panel that the purpose of this item was to provide members of the Police and Crime Panel with an update on progress in delivering the Police and Crime Plan for West Mercia 1 April 2013 – 31 March 2017. This report covers the time period 1 January – June 2016.

The Police and Crime Plan (the Plan) for West Mercia came into effect on the 1 April 2013 and sets out the aim and objectives of the Police and Crime Commissioner (PCC) for policing and community safety across West Mercia. The Plan also contains details of governance and accountability arrangements. The Plan was subject to variation in March 2014 and July 2015. This was the Plan of the previous Police and Crime Commissioner, following his election in May 2016 the new PCC must publish a police and crime plan for West Mercia within the financial year of his election. An assurance programme and performance dashboard will form part of a new approach to scrutiny and accountability in support of the plan and future performance reports will reflect this new approach.

As part of his approach to holding the Chief Constable to account the PCC has

introduced a monthly assurance meeting. The meeting focuses on performance against the police and crime plan, delivery of strategic initiatives and the HMIC inspection programme. The meeting is held in private, but notes of the meeting are published on the Commissioner's website.

The PCC commended the performance report to the Panel. The Chairman invited questions from the Panel to the PCC, during discussions the following matters were raised:

- It appeared that all forms of Crime, particularly Sexual Crimes and Rape, were increasing. The PCC explained his concern on the performance figures, outlining that these were from the previous PCCs tenure.
- Clarification was provided on difference between 'current' and 'historic' crime in regards to sexual offences.
- Evidential differences in regards to sexual offences was the reason for offences 28 days or older being classed as historic. Crime recording standards dictated what data could be captured in performance reporting.
- There would be changes in how performance data was reported to the Panel under the new Police and Crime Plan which would hopefully assist the Panel fulfil its role.
- The PCC would use the performance data to help inform his priorities going forward in the new Police and Crime Plan.
- The PCC would be looking to hold the Chief Constable to account for Rural Crime as that would be a key priority. Urban Crime would also be a key priority and he would ensure that both Rural and Urban communities received a good service from the Police.
- In regards to Child Sexual Exploitation and licensing matters improved cooperation from the Police was needed to help assist the Licensing function within Local Authorities with the transfer of information. The PCC stated he saw this as part of his responsibility and would seek to assist in collaboration and cooperation on such matters and that well licenced services helped keep people safe.
- An important role for the PCCs ambassadors would be to explain how Policing is undertaken and seek to improve public confidence in the Police Service.
- South Worcestershire as an area appeared to



have higher crime rates than other areas of West Mercia.

- How crimes are recorded were discussed, particularly in relation to robbery, cyber-crime and cyber-enabled crime. As a result West Mercia Police was developing an approach to protect the most vulnerable people who would be targeted by such crimes.

**RESOLVED: that the Police and Crime Panel noted the performance update.**

**168 Police and Crime Plan (Draft)**

The Chairman explained to the Panel that a draft Police and Crime Plan would come before the Panel at the 9<sup>th</sup> August meeting.

**169 Annual Report 2015-16**

The Chairman explained that the purpose of this item was to receive the Police and Crime Commissioners Annual Report 2015/16 for consideration in accordance with the Police Reform and Social Responsibility Act 2011. The Panel were advised that the report presented was prepared on behalf of Bill Longmore who was the incumbent Police and Crime Commissioner for the totality of the time span this annual report covers.

Under Section 12 of the Police Reform and Social Responsibility Act 2011, the Police and Crime Commissioner (the PCC) is required to report to the Police and Crime Panel (the Panel) on the exercise of his functions in each financial year. Specifically, the Annual Report should report on:

- (a) the exercise of the PCC's functions in each financial year, and
- (b) the progress which has been made in the financial year in meeting the police and crime objectives in the PCC's Police and Crime Plan.

In response to questions from the Panel to the PCC the following matters were raised:

- Praise was given to the previous PCC for the work identified within the Annual Report.
- The PCC stated that this report was not his and was not based on his performance and was wholly a matter for the previous PCC.
- The Panel previously received an 'end of term' report on the work of the previous PCC in order to ensure an opportunity to question the previous PCC on his performance at the last Panel

**170**      **Dates of Future Meetings**

- meeting.
- When reviewing the new Police and Crime Plan this annual report could be useful as a base for comparison.

The Chairman drew attention to the additional meeting of the Panel agreed to take place on the 9<sup>th</sup> August in order to consider the confirmation of the new Chief Constable, confirming that training for Panel Members would also be delivered on this date.

Future meetings of the Panel would take place on the 5<sup>th</sup> October and the 7<sup>th</sup> December 2016.

The Chairman thanked the Independent Members of the Panel for their contributions to the work of the Panel during their tenure.

The meeting concluded at 15:52

Chairman .....

## **West Mercia Police and Crime Panel**

### **Tuesday, 9 August 2016, Worcester**

#### **Minutes**

#### **Present:**

Cllr Brian Wilcox (Chairman), Mrs Helen Barker, Cllr Sebastian Bowen, Lynn Denham, Cllr Roger Evans, Ian Hardiman, Cllr Paul Middlebrough, Mr A P Miller (Vice Chairman), Cllr Stephen Reynolds, Cllr Yvonne Smith, Kevin Turley and Cllr Michael Wood

#### **Also attended:**

#### **171 Welcome and Introductions**

The Chairman welcomes everyone to the meeting, giving a particular welcome to the Police and Crime Commissioner, the Acting Chief Constable and the Chief Executive of the Office of the Police and Crime Commissioner.

The Chairman drew the Panel's attention to the Acting Chief Constable being in full uniform, this was required by law in his capacity as Acting Chief Constable and there was no suggestion that any confirmation for this position had yet taken place.

The Chairman welcomes Councillor Geoffrey Denaro from Bromsgrove District Council to his first Police and Crime Panel meeting and congratulated him on his election as Leader of Bromsgrove Council.

#### **172 Named Substitutes**

The Chairman confirmed to the Panel that no named substitutes were in attendance.

#### **173 Apologies and Declarations of Interest**

Apologies had been received from Colonel Tony Ward, Councillor Phil Grove and Councillor Keith Roberts.

#### **174 Public Participation**

The Chairman confirmed that no members of the public had requested public participation for this meeting.

#### **175 Confirmation Hearing - Chief Constable of West Mercia Police**

The Chairman explained to the Panel that the purpose of this item was to enable members of the Police and Crime Panel (PCP) to consider the Police and Crime Commissioner's (PCC) proposed appointment of a Chief Constable. The Chairman referred Panel Members to the agenda papers which provided an overview of the appointment process that was undertaken to select the

preferred candidate, and of the reasons for his nomination as the proposed Chief Constable.

The Chairman explained to the Panel that he intended to invite the Police and Crime Commissioner (PCC) to speak and present his preferred candidate for Chief Constable to the Panel, allowing the Panel to put questions to the PCC. Then he intended to invite the Vice Chairman of the Panel, Councillor Tony Miller, to speak about his role as the PCPs representative in the recruitment process. The Chairman would then invite the preferred candidate, Mr Anthony Bangham, to speak before allowing the Panel to put questions to him.

The Chairman explained that the Panel would likely go into closed session after questioning in order to discuss the confirmation hearing before reporting any decision taken back to open session of the Panel.

The Chairman invited John Campion, Police and Crime Commissioner, to address the Panel.

The PCC thanked the Panel for convening a special meeting in August. The PCC drew the Panels attention to the report which detailed the recruitment process, he highlighted how the recruitment process was advertised widely including sending advert to all eligible Deputy Chief Constables in the UK and how he wanted to use as wide a selection of people and partners as possible to help him make the right selection.

The PCC drew attention to the 'independent' report in the agenda pack which illustrated that a valid recruitment process had taken place; he then commended Anthony Bangham as his preferred candidate for Chief Constable of West Mercia Police to the Panel. The PCC drew to the Panel the key reasons why he was confident in this proposal, which was his long and varied service and his values and ethics which came across strongly in the recruitment process.

The PCC explained his confidence in the preferred candidate in improving the service provided by West Mercia Police and in the candidate's partnership approach. The PCC explained that he felt the preferred candidate understood the need to work in partnership to help fix some of the problems in our society.

The Chairman invited questions from the Panel to the PCC, during which the following points were discussed:

- Consistency of information at Confirmation Hearings was required as some Panel Members

felt that the level of information that had been provided was a minimal level. The PCC was happy for the Panel to agree what level of information it would like in future and he would happily comply with that level requested.

- There were no BME applicants for the post.

The Chairman invited Councillor Tony Miller, Vice Chairman of the Panel, to explain his role in the recruitment process and to take questions from Panel members.

Councillor Miller explained that he had been appointed by the Chairman as the PCP representative on the Appointments Panel for the Chief Constable recruitment, and that the other Appointment Panel members were:

- John Campion, Police and Crime Commissioner, West Mercia Police
- Martin Jelley, Chief Constable of Warwickshire Police
- Clare Marchant, Chief Executive of Worcestershire County Council
- Councillor Hilda Rhodes, Cabinet Member, Telford and Wrekin Council
- Val Ainsworth, Independent Member and Associate of the College of Policing

Councillor Miller explained the Appointment Panel process followed by details of the Shortlisting Panel. In discussions with the Panel and in response to questioning the following points were discussed:

- The report outlines the process in full.
- The Young Peoples Panel and Stakeholders Panel took place in the morning of 19<sup>th</sup> July, the Appointment Panel then received feedback from the morning sessions on the candidates before they interviewed the candidates.
- Councillor Miller felt that the preferred candidate put forward by the PCC was the 'best man for the job' and that he endorsed the PCC's preferred candidate.
- The Appointments Panel had scored the preferred candidate higher than the other candidates.
- The participation of a PCP member in the recruitment process highlighted the transparency of the recruitment process and was welcomed by Panel Members.
- The Independent Member report from the College of Policing illustrated the transparency and quality of the recruitment process.

The Chairman invited Anthony Bangham, the preferred candidate of the PCC for Chief Constable, to answer questions from the Panel. During questioning the following was discussed:

- Vital Chief Constable was accessible to staff and drove change and performance with staff
- It was important to make local communities feel involved in policing and to improve confidence in Policing
- The 25 years of service of the candidate in the Police were detailed and discussed
- The Candidate had a specialism in Firearms and Road Policing.
- The Candidate had spent the majority of his career and lived within West Mercia. He had also spent time in Avon and Somerset
- Working with partners was of vital importance
- Aim is to build a strong, confident and passionate West Mercia Police Service that recognises the need to put the public and the vulnerable first.
- Important to put victims first.
- The Candidate would work closely with the PCC on working together with other organisations on the transformation journey
- Police can benefit from working with the Alliance with Warwickshire to learn from the Commercial world on the transformation journey.
- Strengthening the Police within the Communities of West Mercia shouldn't be changed but enhanced
- Important to plan for 2020 and beyond, need to provide dates for desired achievements so staff can focus on these
- Investing in ICT and making Officers more mobile and agile is vital
- Active Citizenship role to support and help the Police needs to be bought-in to by the Public
- Partnerships need to have a clearly define shared set of objectives, important to make clear from the beginning what would trigger a partnership being dissolved
- Collaboration with Warwickshire illustrates experience of working in technical partnership for the benefit of the public
- Partnerships should be recalibrated if benefit to public of West Mercia is not being delivered
- The Candidate has been Senior Responsible Officer for Alliance Change Programme for past 2 years, overseeing move from transitional phase to transformational phase in order to strengthen alliance, make savings and exploit opportunities

- provided by Commercial sector and Partners
- Has had responsibility for Inspection Regimes such as PEEL Inspections
- Important that Police are not a defensive organisation and are open, willing and able to take on board feedback that it receives
- The Candidate would seek a focus on making the Police Service 'great' at protecting the most vulnerable people
- The Candidate would like to get feedback from young people in West Mercia on the Police Service and how to connect with young people regularly
- Strategic planning for emerging threats was a national challenge.
- The Health and wellbeing of the workforce was an important consideration during transformation.
- The Policing Protocol was discussed and what could be done to make sure all Officers were working together for the benefit of the Public.
- Challenge from the Chief Constable to the PCC was accepted as a key part of the Chief Constable role
- The candidate explained how he welcomed scrutiny and challenge from the Police and Crime Panel.

The Panel agreed to exclude the press and public from the meeting during the following Panel considerations of the proposed appointment as it was likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during that item there would be disclosure to them of exempt information.

**RESOLVED: That in accordance with Section 100 A (4) of the Local Government Act 1972 to exclude the public from the meeting in relation to the business specified as it was likely that if members of the public were present, there would be disclosure to them of exempt information as defined in paragraph 1 of Part 1 of Schedule 12A to the Act, and the public interest in withholding the information outweighed the public interest in disclosing the information to the public.**

The Panel agreed that while there may have been a public interest in disclosing this information, namely openness in the deliberations of the Panel in determining its recommendation regarding the proposed appointment, it was felt that, on balance, this was outweighed by other

**176 DRAFT Police and Crime Plan**

factors in favour of maintaining the exemption, namely enabling a full discussion regarding the merits of the proposed appointment.

**RESOLVED: THAT Anthony Bangham is confirmed as the Chief Constable of West Mercia Police Service without qualification.**

The Panel agreed that the new Chief Constable continue to have the same open dialogue and relationship with the Police and Crime Panel as the former Chief Constable and asked the Chief Constable and the Police and Crime Commissioner to take note of this.

The Chair explained that the purpose of this item was to provide members of the Panel with an update on the development of the Safer West Mercia Plan, which will be the new Police and Crime Plan for West Mercia. The Chair invited the Police and Crime Commissioner to present the report to the Panel.

The Police and Crime Commissioner referred the Panel to the report before them and explained to the Panel how he had chosen to seek the views of West Mercia's residents and personnel within West Mercia Police, prior to developing his policing and crime objectives. This initial consultation took place over a two week time period in June via an on-line survey. (For anyone unable to complete the survey online other options were available.)

Details of the consultation were published on the PCC's website along with the online survey to coincide with media releases to the press and notification to contacts on the PCC's email list. Recipients of this email included a wide range of organisations, charities, community groups, town and parish councils, councillors of top tier local authorities and to over 1100 victims of crime who had previously agreed to take part in any PCC consultation when they completed the police victim satisfaction survey. The consultation was also circulated via the neighbourhood watch message system to over 2000 recipients.

The Chair invited Panel Members to put questions to the Police and Crime Commissioner during which the following points were raised:

- In total 1,946 people took part in the public survey. Of these 1,211 fully completed the survey and 735 partially completed it.
- The priority areas identified by the Public for police resources to be spent in their local area were increased police visibility, anti-social



behaviour, domestic burglary and drugs

- In total 404 people took part in the internal survey. Of these 295 fully completed the survey and 109 partially completed it.
- The priority areas identified by the internal survey for police resources to be spent were increased domestic burglary, drugs and increased police visibility.
- The vision and objectives in the draft Plan had been developed from the PCC's pre-election principles and commitments as well as issues and concerns identified through the consultation discussed in the report and an analysis of inspections, audits and the performance of the police.
- There will be an Assurance Programme to sit alongside the Safer West Mercia Plan. The purpose of the assurance programme will be to ensure there is a structured framework of scrutiny in place that provides sufficient governance, oversight and challenge to enable the PCC to satisfy his duties in holding the chief constable to account. The programme will also assist the PCP's oversight of the PCC's duties.
- Important that the Plan provided strategic direction whilst the Police delivered services operationally.

The Chair thanked the Police and Crime Commissioner for presenting his draft report and stated that the Panel looked forward to viewing the final draft.

The meeting ended at 16:05

Chairman .....

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# WEST MERCIA POLICE & CRIME PANEL



REPORT OF THE CHIEF  
EXECUTIVE

WEST MERCIA POLICE  
AND CRIME PANEL  
5 OCTOBER 2016

## THE SAFER WEST MERCIA PLAN AND ASSURANCE PROGRAMME

### 1. PURPOSE

The purpose of this report is to provide members of the Panel with an update on the development of the Safer West Mercia Plan, to present a final draft version of the Plan to the Panel for their comments and to provide an update on the development of the assurance programme.

### 2. BACKGROUND

By virtue of Section 5 (1) of the Police Reform and Social Responsibility Act 2011 (the Act) a Police and Crime Commissioner (PCC) must issue a Police and Crime Plan (the Plan) within the financial year in which their election is held. The Plan is the PCC's key document and sets out the overall strategic direction and long term vision for policing in West Mercia.

Once prepared the Act requires the PCC to consult with the people of West Mercia and victims of crime on the draft plan. As part of the statutory process the Police and Crime Panel must be sent a copy of the draft plan. The Panel have a responsibility to review the Plan and make comments to the PCC on the plan. The PCC must have regard to the Panels comments and respond to them prior to issuing the finished plan.

### 3. PLAN DEVELOPMENT

To inform the development of the Safer West Mercia Plan the PCC chose to seek the views of West Mercia's residents and personnel within West Mercia Police, prior to developing his policing and crime objectives. The PCC received 1,946 responses to this initial consultation from the public consultation and a further 404 responses from West Mercia personnel.

The draft Safer West Mercia Plan was prepared following the initial consultation and submitted to the Panel's August 2016 meeting along with a report detailing the headline results of the consultation.

## **Consultation on the draft Safer West Mercia Plan**

Public consultation on the draft Safer West Mercia Plan ran from the 1<sup>st</sup> August to the 16<sup>th</sup> September 2016. The consultation took the form of an open question asking respondents read the draft plan and submit comments on it.

As with the pre plan consultation, the draft Safer West Mercia Plan was published on the PCCs website with details on how to submit comments. This coincided with media releases to the press and notification to contacts on the PCC's email list. Recipients of this email included a wide range of organisations, charities, community groups, town and parish councils, councillors of top tier local authorities and to those victims of crime who had taken part in the first consultation and had indicated they were willing to be contacted further. The consultation was also circulated via the neighbourhood watch message system to over 2000 recipients.

Social media was used extensively, with some targeted promotion on Facebook.

Internally the draft plan was promoted via the Force intranet and Force Orders, which is a weekly information update available to everyone within the organisation.

### **Consultation responses**

- 127 responses were received in total.
- 30 were submitted via email or Royal Mail
- 97 were submitted on line or via social media.

Of the 30 responses submitted via email/post, 9 were from residents, 3 from councillors, 5 from town and parish councils, 3 from community safety partnerships, 4 from councils, 2 from disability groups, 1 from an equality group, 1 from a police officer and 1 from a university representative. It is not possible to provide a breakdown of the online submissions as they are anonymous, however, from the comments made it is clear responses have in the main come from members of the public, West Mercia personnel, councillors and a small number of organisations. A copy of all the responses received is attached at Appendix A.

### **Changes to the draft plan following consultation**

All the responses received during the consultation period have been carefully considered by the PCC. The responses are wide ranging from short specific comments through to detailed responses and reflect an equally wide range of opinions on both the content of the plan and policing in general.

Reflecting on the comments received from both stages of the consultation, discussions with chief officers and Warwickshire PCC and the initial feedback made by members of the Panel in August, the PCC has chosen made a number of revisions to the plan. Examples of changes made as a result of the consultation include:

- The word 'survivors' has been added to the *Putting victims first* objective.

- The *what I will deliver for West Mercia* sections in each objective have been redrafted to make them more outcome focused.
- The bulleted list of crimes and incidents in the *Building a more secure West Mercia* has been removed and replaced with wording which captures the intent of the objective.
- A glossary will be added to the final version of the plan to provide clarity on some of the terminology used.

A copy of the revised draft plan accompanies this report.

## **4. THE ASSURANCE PROGRAMME**

### **Purpose**

Appendix 2 of the draft Safer West Mercia Plan sets out the PCC's intention to develop a robust assurance programme. The purpose of the assurance programme is to ensure there is a structured framework of scrutiny in place that provides sufficient governance, oversight and challenge to enable the PCC to satisfy his duties in holding the chief constable to account. The programme will also assist the PCP's oversight of the PCC'S duties. It is intended that the assurance programme provides a dynamic risk based approach to accountability and will be subject to review during the PCC's term of office.

### **Development**

The assurance programme is being structured around the Safer West Mercia Plan and is a strategic high level document. Where available, links to supporting evidence such as strategy documents or minutes will be embedded within the programme. The programme will be published on the PCC's website and subject to regular review.

In addition it is intended to develop a delivery plan for the PCC's office that will set the activities and work being implemented to achieve the PCC's own commitments in the plan. This document will be cross referenced on the assurance programme and will be available to view on the PCC's website

As part of its development the programme framework has been reviewed at the alliance Service Improvement Board and shared with the Democratic Governance and Scrutiny Manager at Worcestershire County Council.

### **Performance measures**

The assurance programme will include the performance measures to be used by the PCC to monitor the force's performance. Discussions are ongoing with Warwickshire PCC and both West Mercia Police and Warwickshire Police to develop a common suite of measures whilst recognising that there may be some variation between the two force areas.

An extract of the draft assurance framework is attached at appendix B which shows the template for the *Putting victims and survivors first* objective. This template will be repeated for each of the objective and the appendices The framework will be fully populated once the Safer West Mercia Plan is finalised and all the performance measures have been identified and agreed.

## **5. RECOMMENDATION**

**Members of the Panel are asked to:**

- a) Submit their comments on the draft Safer West Mercia Plan in accordance with the Police Reform and Social Responsibility Act 2011.**
- b) Note the development of the draft Assurance Programme.**

**THE DRAFT SAFER WEST MERCIA PLAN CONSULTATION RESPONSES**  
(Received via OPCC in box or post)

No	Comment
1	<b>Resident</b>  What stands out for me is what may be implied but is nowhere expressed, that elements of policing work are planned to be subcontracted to the likes of G4S in the near future, as part of aspirations for efficiency savings.  I would appreciate your reassurance that no such plans exist or are in mind for West Mercia, and that any proposal for same shall be put out to genuine public consultation well before any discussions to such ends might be had.
2	<b>District Councillor</b>  Under a "secure West Mercia" I would like to see " hate crime" included within the list of issues you will focus on.....particularly in the present post Brexit climate.
3	<b>Resident</b>  We need to tackle antisocial behaviour its simple make people have pride in their area themselves their community and it grows listen listen and listen again. Then act.  Common sense and people want and have a desire to see fairness in decisions. Local park has regular drug use taking place nothing appears to be done.  I still think and believe old school Bobbies on the beat works. They should become integrated into community and I still think community will embrace them and it stops the them and us syndrome.  Fair sentencing of criminals! And include communities do not excluded different communities but do not do this at the expense of others. As Churchill said jaw jaw jaw is better than war war war. No matter how insignificant crime seems to the police send someone out its shows you care when a crime is committed its important to the victim that it feels like they matter. Taking finance away from the small crime increases the big crimes  Severn sounds festival more of that sort of thing community supporting local schools bands arts sports provision youth clubs short sighted councils don't need to be closing down provisions like these they need to open longer. It was called nipping it in the bud when I was kid.
4	<b>Unitary Councillor</b>  In Bromyard we have been promised improvements in our policing for over a year. None has been forthcoming. People are not reporting incidents because the police response is so poor (days in some cases). Therefore, figures are dropping. This is not the reality. People are beginning to take the law into their own hands.  Please come to Bromyard and meet the Town Council. They will tell you what is really happening.  FYI, 10 years ago, the establishment at Bromyard Police Station was a sergeant, three PCs and one PCSO. Now one PC and two PCSOs.
5	<b>Worcestershire Councillor</b>  It all looks good albeit a lot to achieve? Is there going to be a prioritisation of the priorities as it were? I would like to see more about using arts and sports groups in terms of crime prevention too.
6	<b>Resident</b>  It is really good and helpful to see this clear plan from the Police and Crime Commissioner, I appreciate that it cannot cover every aspect of community safety and policing, however I would like to have seen as part of a strategic plan a commitment to the issues of

	<p>homelessness as it does impact on Policing.</p> <p>My comment will come as no surprise to those who know me, as a champion for the issues of homelessness, in Telford and Wrekin and it would be remiss of me if I did not respond by raising the issue of homelessness.</p> <p>For it has an impact on Police time and resources, the correlation with elements of the plan being vulnerability, alcohol, drugs, poor mental health, general wellbeing and re-offending Such inclusion would support the current partnership working and foster ongoing work between the Police, Community Safety Partnership and Probation.</p>
7	<p><b>Harper Adams University Rep</b></p>
	<p>Whilst I understand that this is not specifically a rural crime strategy, I think it is important to consider rural communities throughout the whole document, particularly in relation to the strategic priorities, and certainly in light of the fact that Mr Campion did say in his election manifesto that “rural communities feel forgotten”.</p> <p><b>Foreword</b> Is there not a need to be more proactive and working together with partners and the public to increase appropriate crime prevention measures/advice rather than just stating that the force/partners will be reactive?</p> <p><b>Introduction</b> Online surveys - How well were these publicised? I only saw one. Using solely online surveys is not particularly inclusive - factor in the elderly and rural communities who cannot use/access the internet.</p> <p>Strategic Assessment &amp; Control strategy - Will the general public know what these are? One line description needed??</p> <p><b>Putting victims first</b> Please ensure accurate use of apostrophes.</p> <p><b>Building a more secure West Mercia</b> Vulnerable people - How are vulnerable people being defined? Children and elderly, but also need to consider that the impact of crime in rural communities is often higher than in towns due to isolation, lack of services, lack of transport etc. Consider beyond financial impact - social, mental health/suicide, etc.</p> <p>West Mercia is predominantly rural, and yet this is not mentioned as a strategic priority. It is an overarching issue that encompasses many of the named priorities, and so should be included in this list.</p> <p>It is important that any crime prevention advice is tailored to individual needs of the person. The force needs to be more creative in how the crime prevention options can be presented.</p> <p>The majority of issues with reporting may lie in rural communities due to low confidence levels in the police - this needs to be addressed and a level of trust needs to be built up before reporting levels will increase.</p> <p>Increased reporting of offences - If the aim is to improve levels of reporting, is it realistic to have reduced/stable levels of recorded crime/asb as a target???</p> <p><b>Reforming West Mercia</b> Fear of crime is often more pervasive than actual victimisation. More could be done to</p>



	<p>reduce fear of crime in vulnerable communities - rural, elderly, etc.</p> <p>Dedicated rural crime teams with on-farm training including machinery identification, livestock handling, health and safety etc. to provide regular faces and a level of farming knowledge that rural communities appreciate.</p> <p><i>Support the health and wellbeing agenda within the alliance</i> - Will the general public know what this is?</p> <p><i>National Specialist Capabilities Programme</i> – Will the general public know what this is?</p> <p><b>Reassuring West Mercia’s communities</b> So need to ensure police officer continuity, particularly for rural communities - improves the levels of trust in the force and so improves confidence/reporting of.</p> <p>Need to be careful that in rural communities this does not come before the trust is built up otherwise this action may elicit negative responses and a further feeling of abandonment - I agree communities should have a level of self-responsibility to keep themselves safe as best they can, but the balance must be carefully made.</p> <p><i>Ensuring the force is visible</i> - This is unlikely to be possible in rural communities - increased visibility in villages could be resource heavy - there are ways to be visible without police actually being there - community noticeboards, regular meetings, etc.</p> <p><i>Making sure people get an individual response based on their specific needs, and they understand the service they can expect to receive</i> - particularly important in rural areas BUT must live up to these promises 100% otherwise confidence will reduce further</p> <p><i>emerging threats</i> go beyond cyber crime - this wording is potentially ambiguous.</p> <p>With such a large rural area, I'm not sure that one line on page 12 will be enough to resonate with those rural communities that already have little confidence in the police??</p> <p><b>Appendix 1 Collaboration and Partnership working</b></p> <p>Academic underpinning of strategy is important. HAU's Rural Security Research Group is willing to assist with regards to rural security/crime strategy aspects.</p> <p>Use of apostrophes. Reads as if the children's boards need safeguarding!</p> <p>Cross-force working is key for rural crime too. Criminals from e.g. Bristol, Manchester, Liverpool have been known to target farm property in West Mercia force area - such criminals are not necessarily Organised Crime Gangs either.</p> <p><b>Appendix 2 Performance and accountability</b> <i>The assurance programme gives an assurance</i> - repetition - possibly 'gives a guarantee'?</p>
8	<p><b>Resident</b></p>
	<p>It's pretty good. West Mercia police needs to be fixed because I don't have any confidence in the police to protect children, be fair or help children and I'm actually quite frightened of the police. I think you have made a good decision with the new Chief Constable. I know his 2 daughters.</p> <p>My opinions on what you need to do:</p> <ul style="list-style-type: none"> <li>• The police need to go into schools and explain to teachers what is classed as “criminal”.</li> <li>• There need to be rules telling the Headmistresses and Headmasters that if children come and tell them something that a teacher is doing (which is criminal) , so it doesn't</li> </ul>

get timed out, that they have to report it for the children or tell them how to dial 999 (because sometimes teachers scare little children that they will be in trouble with their parents, if they tell them).

- There needs to be someone who the Headmistresses and Headmasters can go to for help, if they can't stop a teacher treating a child badly (not criminal). Discarding children for complaining, won't stop it.
- You need to stop West Mercia police sorting out school things and giving children a record on the police computer, which wouldn't normally happen if teachers sorted things out.
- If Headmasters / Mistresses ask West Mercia police to sort things out (instead of doing it themselves) then the police need to be told to make the schools sort things out themselves. Otherwise some children get a police punishment (more serious) when others don't.
- The police need to call someone from Justine Greening's department, if they are called to a school, so the police can check what quality of teacher they are and get the teachers training, if they are no good.
- Headmasters / Headmistresses are supposed to sort teachers out, so they do a proper job. I think it's totally wrong for the police to start saying that children are anti social / criminal when they haven't got a clue what is going in the school or understand that in proper schools children are told to report bad treatment and you do growth mindset. It's about keeping going to SOLVE a problem YOURSELF, using initiative. We are told DON'T GIVE UP, FIND ANOTHER WAY AROUND THE PROBLEM. Then West Mercia police must stop punishing children for doing it. It's upsetting and confusing.
- Schools also say you should apologise if you've upset someone. The police shouldn't then punish children trying to do that.
- There is a big problem with the anti social behaviour legislation (Keith Vaz led a Select Committee into the Sussex police overuse of these pin notices, dished out unfairly without investigations. You can find it on Parliament TV or I can send you the link). So, you can be treated very unfairly by the police. This is extremely bad for children at school who need to be helped to learn. It's upsetting.
- You need to recommend to Amber Rudd MP that the police have to look at both sides, so she can make this point in the House and reform this law.
- In one school you can be treated like children normally are, in good quality schools (not criminally) but in another school you can get told your behaviour is criminal (when you are only standing up for poor treatment) because it comes from the police. That's wrong.
- So, you need to ban the West Mercia police from doing jobs teachers are paid for, so children in poor quality schools aren't punished for poor teachers, by police using undemocratic legislation.
- If you google the Met Police qualifiers for anti social behaviour, they don't mention schools. West Mercia police should follow the same rules, otherwise how you are treated depends on where you live.
- When the West Mercia police worry about the upset of a teacher, they need to ask whether they have any lasting effects.
- If they don't listen to children, they won't know if they are upset or if their upset came first.
- West Mercia police need to stop telling children that their behaviour is criminal, when they haven't listened, so don't understand and can't rate the level of their upset or lasting effects.
- West Mercia police need to start listening to children. We also have opinions.
- If policemen stand up in assemblies and say that they HELP children, then they need to start listening. How do they know if they are helping otherwise?
- When policemen send a message, 'don't worry, we will help sort it out', then they shouldn't change and punish.
- West Mercia police need to start caring about children, not just adults.

	<ul style="list-style-type: none"> <li>• The 101 live chat is the only good bit of West Mercia police. They care and listen to children. You need to get these police staff to train the PC rank.</li> <li>• If the police punish children like this, children will be very scared and they won't trust the police. They will probably avoid calling in an emergency because they won't know if they will be in trouble.</li> <li>• Punishing a child when actually the teachers caused the problem, in the first place just makes children very sad and it is very hard to get rid of this.</li> <li>• Some teachers deliberately hurt children, but if you never listen to children, you can't work out which the bad teachers are.</li> </ul> <p>You've got a massive job. Please make children your priority. We are just as important as adults and we are the future.</p>
9	<p><b>Resident</b></p>
	<p>As a senior counter fraud professional (I am the Honorary President of the London Fraud Forum, former chair of the Network of UK Fraud Forums and a member of the Fraud Advisory Panel) I was a little disappointed to see the lack of any reference to fraud, financial crime and cyber crime in the plan. I appreciate that Serious and Organised Crime is mentioned but as the latest crime figures show, members of the public are now more likely to be defrauded than they are to be victims of any other type of crime. The elderly are especially vulnerable to scams and cyber crime and I believe school children should be taught the dangers of online crime as they are the most prolific users of mobile devices. As such I feel there needs to be a proactive approach by the police UK wide to this ever growing threat.</p> <p>I am involved with the Shropshire Chamber of Commerce on this topic and have recently met members of West Mercia Police at Telford to discuss closer cooperation. However, I do feel that specific reference to fraud and cyber crime in your plan would result in greater emphasis by senior officers on this topic and encourage better training to police officers in general.</p> <p>Again I am sure you are aware that fraud is now reported centrally via Action Fraud but to refer to the first "Peel Principle", the basic mission for which police exist is to prevent crime, and that includes fraud. To prevent fraud I believe there is a need for greater education of the rank and file and greater emphasis of the topic in police plans.</p>
10	<p><b>Resident</b></p>
	<ol style="list-style-type: none"> <li>1) In the Foreword the Force is described as a 'good Force'. Is this meant to provide a benchmark for improvement to become a very good Force, or an excellent, or outstanding Force. It is in the first paragraph and it certainly struck me as being a 'positioning' statement.</li> <li>2) In the third paragraph of the Foreword reference is made to 'national' and 'local'. I would suggest that these words need to be reversed. It is more important to the people living within the West Mercia Police area to know that 'local' policing is the priority.</li> <li>3) In the Foreword if your target is to become an 'outstanding' Force you should say so.</li> <li>4) In the fourth paragraph mention is made of re-victimisation - do you mean repeat victimisation.</li> <li>5) Page 4 - Introduction - the word 'vision' is used four times in a couple of lines. It is repetitive and loses its meaning. The election is over - this should be a 'forward looking' document.</li> <li>6) Regarding consultation should you not also consider the 'College of Policing' and</li> </ol>

identifying established 'best practice' rather than trying to just 'reinvent the wheel'.

7) You mention HMIC reports but do not allude to which ones, covering what period and which themes. Is it the good ones or the poor ones or both.

8) What does 'National Strategies' mean - is it Government policy - which is not mentioned - or is it new or emerging Legislation.

9) Without some further detail the above is just a list which will mean little to the general public.

10) Page 5 'As your Commissioner I will : '..... are you going to articulate the 'when'

11) Page 5 - what does 'help lead' mean - are you going to lead it i.e. be accountable or is someone else going to lead it who will be accountable.

12) Page 5 - what does 'any new responsibilities' mean. Is it just something that might happen.

13) Page 5 - what is your measurement of 'improved police satisfaction' - do you mean 'satisfaction with the police'. What is the baseline that you are trying to achieve?

14) Page 7 - 'I will reduce harm and increase safety in communities' - what does that mean and reduce/increase from what.

15) Page 7 - Crime trends change - such as the recent emphasis on 'human trafficking' - should you not have something in the plan to reflect that you will also respond to new and emerging challenges - otherwise its just another wish list and only what gets recorded will get measured.

16) Page 7 - what do you mean by 'drugs and alcohol' - these are not offences in their own right within the meaning of the two words. Do you mean criminality relating to these subjects - if so at what level.

17) Page 7 - What about 'prevention' in road safety.

18) Page 8 'What I will deliver for West Mercia is - fewer victims' - this is very loose - is it one less or significantly less or a percentage less. I realise that you may well be referring to such targets in separate delivery plans but thus far these plans are not really alluded to. They just read like a series of 'mission' statements.

19) Page 8 - I would suggest to you that the insert relating to 'increasing the number of crimes....followed by reduced or 'stable' levels of recorded crime is extremely 'woolly' and one contradicts the other. There is no mention of ethical recording and stable means nothing in performance terms but implies that they will stay at current or reduced levels. If you want ethical recording you should be brave enough to explain the inevitable increases to the public and have a communications strategy in place to deal with it. This current section represents a real threat to the PCC function with its current wording.

20) PEEL will mean nothing to the community - what does it mean

21) Page 9 - 'leading the way' in what nationally? It currently means nothing.

22) Page 9 - What is your measure for achieving VFM and at which point will you trigger

requests for additional funding for council tax increases.

23) Page 9 - What is a 'better more efficient service to the public' - it implies that improvements are required but doesn't say in what areas.

24) Page 9 - Increase the number of Specials and Volunteers - by how many - again does one more of each mean success. Will it be a % target or a figure. Its just a statement not a plan.

25) Page 9 - what do you define as a 'third sector' partner.

26) Page 10 - What does 'new collaborations' mean? The public will want to know if this means with West Midlands Police, Staffordshire Police, or do you mean the Fire Service, or do you mean things like PFI.

27) Page 11 - 'Aspire' is a hope - not a plan. What does 'market leading' mean in this context and what is the benchmark.

28) Page 11 - How will you personally deliver a 'network of third party agencies'. Are you talking about those to which you will be providing funding?

29) Page 12 - What does the phrase 'pro-actively' publish mean - will it be weekly/monthly/quarterly/yearly and to whom? What is new about this?

30) Page 13 - 'Deliver more engagements...' - do you mean to engage more, establish new relationships etc. The current description of the new Ambassador scheme looks like a 'one way street' - are they not going to provide feedback to the PCC, identify good practice, market the role, and assist with governance issues or are they just figureheads that turn up at events?

31) Page 13 - the structure is poor - 'I will deliver' - 'Increased confidence in the police' works. Apply the three words to the others and they don't quite read properly.

32) Page 14 - Is 'good' existing partnership arrangements again your benchmark for trying to improve.

33) Page 15 - Do you mean 'armed response' policing and other non-lethal options such as the use of taser...'

34) Page 16 - is the proposed performance 'dashboard' going to be available to the public. In my experience this approach can be 'labour intensive' and whilst they can look very colourful they are nearly always looking back as opposed to looking forward.

35) Page 18 - the phrasing of this is somewhat contradictory to earlier references to council tax increases. This implies that they will rather than may happen.

36) Page 18 - This is a draft plan for the future but you have chosen to include in it an action which has already been completed i.e. the Deputy and Ambassador Scheme. This is a consultation document. You cannot consult on something which has already been done.

37) In general terms there is no mention of Neighbourhood Watch which will upset many residents and not much reference to local policing which is the bedrock of the Forces approach using Safer Neighbourhood Teams. Minor reference only to business and rural

crime despite them being significant areas of police business for West Mercia.

38) No mention of the fact that this plan will be delivered in specific timeframes - by whom - using what means - and the fact that performance will be the subject of ongoing review.

39) No mention of sanctions for poor performance.

40) No mention of a media marketing strategy to keep the wider public informed.

41) Is this plan for 2016 in which case we are already into the ninth month or is it a plan that has been produced in 2016 to cover a specific period to the future. It needs to be clarified because the reader does I suggest need to understand from the outset over what period of time the PCC is seeking to achieve the plan.

42) The photograph used in the document portrays a 'white police force' policing a 'white community'. Whilst there is a mix of elderly and very young people there is nothing to reflect diversity or social inclusion. I would describe it as a typically 'cuddly' police picture which is now somewhat outdated.

43) In the contents section on page 2 do you mean 'reforming West Mercia Police' (Likewise it is the same in page 4 in the table).

44) Page 2 - line 3 - Do you mean 'Using' our strong foundation of 'having' a good police force to create an even safer West Mercia. (The current sentence doesn't read well)

45) Page 3 - Do you mean 'We will need to be 'pro-active' as opposed to being just 'reactive' to change.

46) Page 3 - 'Together we can build a safer West Mercia' - but the document is littered with 'I will' and as such is not that inclusive.

47) Page 4 - Table - workforce of West Mercia Police?

48) Page 4 - Is there an Intelligence Requirement to go with the Control Strategy?

49) Page 4 - Both big letters and small letters are used for Strategic Assessments...

50) Page 5 - After 'every point of their journey' do you mean 'through the Judicial process'.

51) Page 5 - Why say 'work hard to' why not just say 'Put victims first'.

52) Page 5 - Isn't it 'set out my commitment to deliver a new Victims Charter'

53) Page 5 - The first two points about seamless approach seem to be the same thing with a mix of different words.

54) Page 5 - What is the definition of 'successfully supported' - isn't it 'supported in accordance with the new Charter'.

55) Page 6 - What is strategic evidence and data sharing, review and problem solving. The first is strategic - the rest are tactical. Is it a strategic forum or an operational forum.

- 56) Page 7 - Concordat - full stop required.
- 57) Page 8 - Community Safety Partnerships - needs to be capital letters as per your next bullet point.
- 58) Page 9 - None of the bullet points have full stops at the end.
- 59) Page 10 - Do you mean 'Aspire to be' a market leading...
- 60) Page 13 - The Independent Custody Visitor Scheme already exists so should it be 'the' as opposed to 'an'. It is not a new initiative unless you want to improve it?
- 61) Page 13 - Increase the number of hate crimes reported to the police is laudable but only half an action. Its what you are going to do with them by way of effective investigation which is as important.
- 62) Page 14 - Do you mean 'enhance' and 'improve' rather than just develop strong partnerships - most if not all the ones you have mentioned will already be in existence.
- 63) Page 14 - One of the bullet points needs a full stop.
- 64) Page 14 - I don't understand what a 'local and community sector' is. No full stop at the end.
- 65) Page 14 - Last bullet point - no full stop.
- 66) Page 15 - 'National oversight of terrorism policing' is a repeat in a different form of words to the previous paragraph.
- 67) Page 19 - Shouldn't 'operate a grants scheme' be the first bullet point. The rest follow.
- 68) Are you going to say how big the Community Grant Scheme is?
- 69) Page 20 - You use a capital A for Alliance and yet the other references are all 'a'.
- 70) In general terms I saw little evidence of how the plan is intended to 'empower' communities. As one of the cornerstones to the plan I would suggest that it is not enough to just mention the word a couple of times in the document.
- 71) Likewise another cornerstone of creating opportunities for 'active citizenship' is fairly cosmetically referred to.
- 72) Unless I have missed it I have not seen anything in the document about BME issues for instances or diversity as a whole. For example what is the current footprint of BME staff in the Force - is their room for improvement for police officers, specials and police staff.
- 73) Very little about the word education linked to prevention and nothing much about working with educational establishments.
- 74) What purpose do the appendices serve in relation to the plan - they just seem to have been placed at the end of the document with no explanation.
- 75) Having read the plan again I have yet again been struck by the deliberate positioning of

	the Force, and relationships with other Agencies etc. by consistently using the word 'good' throughout. This rather implies a low baseline for being able to claim success and improvement in the future.
11	<b>Churchill and Blakedown Parish Council</b>
	The comment from Churchill and Blakedown is that could have been some focus on technology and 'cyber' crime as that seems an increasing threat.
12	<b>Police Officer</b>
	<p>I have read the Draft Plan regarding the coming reforms, and in principal believe that the proposals make the best of the national financial situation. My query involves the following paragraphs;</p> <p>Working more effectively with partners and local communities to prevent, solve and reduce crime and anti social behaviour."</p> <p>"Ensuring partnership commitments are fully implemented and delivering the best possible results, including West Mercia's Reducing Reoffending Strategy and Mental Health Crisis Concordat."</p> <p>To me, these points are crucial; we as an organisation are the whipping boy for other agencies who know with some confidence that when they dump a problem in our collective laps, we will endeavour to try and solve it. That we exist to save life and limb is indisputable, however time and time again we become responsible for disciplines that we are not trained for, mental health and social services being the main culprits. They appear to have a corporate attitude of "we've told the Police, we're off the hook now" leaving officers to manage situations using their own skills and experience rather than professional training. Not an efficient use of Police time.</p> <p>In summary, what assurances will be sought that other agencies will be compelled to accept their responsibilities? Will they be held to account when we invariably take up their slack, as I'm sure we will? I appreciate that this is not a problem that can be solved overnight, however surely a dialogue needs to take place at PCC level across the board where we can say "We will save life and limb but we will not do your job for you" - I believe Mrs May once said "The Police's job is to cut crime, nothing more". Grossly over simplistic but with a kernel of truth; over the years we have experienced mission creep ad nauseam. A return to core Policing should help deliver efficiencies and promote victim satisfaction.</p>
13	<b>Resident</b>
	<p>I have a few questions/queries/comments listed here in. Please forgive the scattergun approach but these are typed as they are thought of.</p> <p>Who are the Partners &amp; third sector partners please?</p> <p>You mention "New Technology" is this to include new &amp; therefore better CCTV if so where would it be viewed &amp; by whom?</p> <p>Investment in Workforce is mentioned. Is this more officers I hesitate to say "On the beat" instead I'll say on the patch?</p> <p>Please explain "Market Leading Support Service For Policing" If it means be the best why not say that?</p> <p>The next question I thought long &amp; hard about how it should be phrased. There is no other way to ask then straight forward so.</p> <p>You intend to Increase the "Proportion of Hate Crime reported" What if the levels are accurate at this time? Is there not a fear of increasing the level by emphasising it too much. ??</p>



	<p>National &amp; Regional Corroboration. Is this not how its been since the Instigation of The Police National Database. (*about 2003 I think). Most of the Public expect &amp; quite often would demand a quick response to most crimes &amp; especially to any real or imaginary Terrorist Threat. No Matter WHERE they are. Is there a target for ARV times to any areas? National Specialist Capabilities Programme is I assume not including Armed Response Teams?</p> <p>If we are working with Warwickshire almost totally, why do we need Deputy or Assistant Commissioners in both forces?</p> <p>There are lots of Volunteer or perhaps I should say non-supported groups working within our areas. Quite often they overlap &amp; perhaps confuse the issue sometimes. I am speaking of Groups like the Domestic abuse groups of which I think there are 5 operating in Worcester. There is possibly a case quite often for some kind of unification.</p> <p>A uniformed presence in City centres is often a comforting site for some of our more vulnerable citizens. It appears we get a strong presence in Worcester City Centre when something is on, considerably less so on a normal day.</p>
14	<p><b>North Worcestershire CSP</b></p> <p>I write as Chair of the North Worcestershire Community Safety Partnership where the plan was considered at some length at our partnership meeting on the 7<sup>th</sup> September.</p> <p>Whilst I would be very happy to provide you with the full minutes of the debate when finalised, thought it would be helpful to provide the following key issues that were raised in response.</p> <ul style="list-style-type: none"> <li>• There was full partner support for the strategic priorities outlined in the plan and particularly around a victim orientated approach.</li> <li>• The partnership supported the approach to increased and open reporting however there were concerns raised regarding forward planning and trajectories and partners expressed support to be involved in the delivery plans.</li> <li>• Issues were raised around high harm vulnerability and how involved all partners are in that process.</li> <li>• Partners acknowledged the difficulty in some of the measures / data and numbers/increased numbers with community reassurance being a priority.</li> <li>• There was some concern expressed around reporting of figures and trends without adequate narrative causing potential concern to the public. Qualitative information on the whole story and risk management is supported.</li> <li>• Comment was made that whilst understanding the move towards digital inclusion, this could preclude certain members of the community and specifically those with vulnerabilities.</li> </ul> <p>At the NWCSP, respective Responsible Authorities and key partners were encouraged to submit their own organisations/ authorities comments, however we were also keen for a composite response from the statutory partnership to be sent.</p>
15	<p><b>Wolverley &amp; Cookley Parish Council</b></p> <p>Wolverley &amp; Cookley Parish Council discussed your draft plan at the last meeting and would like to express total support for the document and look forward to working in partnership to achieve the goals identified.</p>
16	<p><b>Shropshire Council</b></p> <p>Shropshire Council welcomes the opportunity to comment on the Safer West Mercia Plan. Overall the vision within the plan addresses the concerns of the various communities across the Shropshire Council area, particularly in relation to the prevention of crime within our</p>

	<p>farming and rural areas.</p> <p>We also welcome the commitment to joint commissioning and partnership working. As Shropshire Council is working with a number of partner agencies on the concept of 'One Public Estate' we would welcome the opportunity to explore this area of joint commissioning with you.</p> <p>We welcome too the opportunity to develop further the progress that has been made in intelligence gathering; data collation and analysis as well the application of these resources in commissioning of shared services.</p> <p>The focus of the plan on achieve tangible outcomes for our local communities is admirable. Shropshire Council would wish to work with you and your officers to develop shared outcomes.</p> <p>Shropshire Council is keen to work with partners to enable our communities to become more resilient. Whilst part of this concept is focused on dealing with the response to major incidents such as flooding or other forms of severe weather, we are also interested in enabling local initiatives such as Compassionate Communities that help the more vulnerable members of our population. Joint programmes with the Fire and Rescue Service such as 'Safe and Well Checks' can be enhanced if they engage a broader range of the partners.</p>
17	<p><b>Worcestershire County Council</b></p>
	<p>Thank you for the opportunity to comment on your draft safer West Mercia Plan on behalf of Worcestershire County Council. I respond as the Cabinet Member with Responsibility for Health and Well-being under which Community Safety sits.</p> <p>It is apparent that your plan compliments the Health and Well-being Plan 2016-2021 in a number of key areas, but specifically in two of the three overarching priorities:</p> <ul style="list-style-type: none"> <li>• Improving mental health and well-being</li> <li>• Reducing the harm caused by alcohol</li> </ul> <p>I welcome your first principle, “Putting Victims First” as it is in accord with the 3 key principles within that strategy; Empowering Individual and Families, Taking Local Action and Involving People. This also ties in to your section on reforming West Mercia. Your statement that the Victims Board will champion enhanced support for the most vulnerable is very positive as it encompasses support for the mentally ill. This will be reinforces if your commitment to holding the Chief Constable to account for ensuring staff have the right skills to properly support victims encompasses the special skills around mental health.</p> <p>In “Building a more secure West Mercia”, you mention safeguarding the most vulnerable which again ties into the mental health agenda. These individuals are vulnerable to becoming victims and to being criminalised through their illnesses. We remain committed to the Mental Health Crisis Concordat you mention in your bullets and look forward to continuing to work closely with officers in this challenging area.</p> <p>Alcohol (and drugs) also features in this section – West Mercia and WCC work closely in this area and, considering the health and societal harm caused by alcohol, it remains an area that we are keen to continue to focus partnership activity on.</p> <p>We agree with your areas of “particular focus” as these reflect both health and community safety priorities and span the wider community safety partnership activity that WCC leads and supports.</p> <p>Worcestershire County Council is keen to understand shared outcomes and what co-commissioning is being proposed as well as to understand the outcomes based</p>

	<p>commissioning framework with Community Safety Partnerships and others.</p> <p>Your plan is welcomed and sets a good base for c-operation and co-production. We look forward to working with you as the details of the plan emerge and it is put into operational practice.</p>
18	<p><b>Wyre Forest DC Overview and Scrutiny Committee</b></p> <p><b>Putting Victims First</b></p> <p>The Committee fully supported the new West Mercia Victims Board.</p> <p><b>Building a more Secure West Mercia</b></p> <p>The Committee would welcome a police presence in our more rural communities, especially when there are events happening in the area.</p> <p>Concerns were raised regarding the treatment of vulnerable adults. They would like to see more mental health training for police officers.</p> <p><b>Reforming West Mercia</b></p> <p>The Committee raised concerns about the 101 service. It has been reported that it can take a long time to get through to an operator. They felt that there was a gap in the service. If it is not an emergency then the only other option is to call 101. Sometimes people only need to log a crime for a reference number for an insurance claim, they may not need an officer response. They felt that the 101 service needed to improve and staff needed to be better trained.</p> <p><b>Reassuring West Mercia's Communities</b></p> <p>The Committee would like to see more visible policing. Also, they felt that there needed to be more awareness of hate crimes and how these should be reported to the Police. At the moment, they felt that not all hate crimes were being reported.</p> <p>The Committee understood that the role of the PCSO was created to provide reassurance and high visibility for residents. As part of the West Mercia Plan they would ask that this post is kept for this purpose and not just become a drive-by service.</p>
19	<p><b>Hopton Wafers Parish Council</b></p> <p>Hopton Wafers Parish Council discussed this Plan at our meeting last night and are still struggling with the lack of visible policing in our area.</p> <p>Since the police station closed in Cleobury Mortimer there seems to be a decrease in police officers and a subsequent increase in break ins of rural properties, out buildings and garages. There is no effective policing in our area and it seems that the communities are meant to take up the slack through youth work, CCTV and property marking etc.</p> <p>We would like to see prevention through physical policing rather than equipment/youth activities and disagree that the new way of policing is good progress. Putting more money into Victims of Crime would not be necessary if crime was prevented and dealt with more swiftly in the first place. There used to be three officers based in Cleobury over the years, now we have to share one officer and two support officers with the south east of Shropshire. They have not been seen in Hopton Wafers parish and in an emergency we may get officers from Kidderminster, Leominster, Bromsgrove etc. The boundaries are a great concern here as we don't know who is actually covering our area.</p> <p>We appreciate that Government has cut back your funding and we will write to our MP about</p>

	<p>this but we feel that rural communities are being treated as second class citizens as officers only come out to emergencies and sometimes that can be an excessively painful wait. Police rarely attend break-ins and residents have to wait (often for a long time) for a crime reference number from the 101 service. People are getting to the point that they do not report all crimes/concerns as they see 'no point' in it as no-one appears to care nor will attend. This then gives false readings that crime is going down!</p> <p>I am sorry that this report is so negative but there is a growing lack of confidence due to ineffective police service in our rural area. We, as a community, do not feel reassured at the present time but wish you success with your Plan and hope that you can reform and improve the West Mercia force.</p> <p>We would be delighted if you could arrange for local officers to attend a parish meeting in our community. It may help to build a better relationship with Council members and our local officers.</p>
20	<p><b>Fairness, Respect, Equality Shropshire (FRESH) Ltd</b></p>
	<p>FRESH welcomes the opportunity to respond to the West Mercia Police and Crime Commissioner’s draft Safer West Mercia Plan2016. We have a number of comments which we hope will be helpful, some of which are about clarity and others about content.</p> <p>1 Foreword  <i>“For partner agencies, it will mean working closer together to achieve the best possible value and results for the public. We will need to be reactive and adaptive together as society, culture and technology evolve over time to ensure we continue to deliver the priorities and issues that the public needs”</i></p> <p>FRESH is heavily involved in partnership work in and beyond Shropshire, including our involvement in the county’s Hate Crime Reporting Group and convening and facilitating the FRESH Equality Forum.</p> <p>In our experience there is a need for partnerships to be proactive at least as much as reactive. We believe that this will be even more important in the next few years, given the significant social divisions highlighted during and since the EU referendum campaign. This has already been evidenced by the increase in hate incidents and crimes, and it is likely to be an ongoing issue during and after the process of the UK leaving the EU. Proactive partnerships will be important in addressing community cohesion, especially in areas such as Shropshire with low numbers of people from ethnic and national minorities.</p> <p><b>2. Putting victims first</b>  Within ‘What I will deliver for West Mercia’ we are unsure what “Seamless pathways of service delivery” means. Would it be possible to put this more simply?</p> <p><b>3. Building a more secure West Mercia</b>  a) Within the section covering the Commissioner’s particular focus there is no mention of hate crimes or incidents. This is of particular concern to FRESH and several of our partner organisations, groups and agencies (see also our comments in 1 above).</p> <p>There is substantial evidence that hate crimes and incidents have a major impact on victims; especially for those experiencing repeated incidents. They are also are hugely under-reported, with best estimates that only between 30% and 50% are reported in any way. For evidence see (inter alia) the FRESH report on under-reporting of hate incidents published in Shropshire 2016, and the Leicester Hate Crime Project reports.  Hate crime is a government and national policing priority, significantly highlighted since the EU referendum, and has impacts on its victims which are just as severe as those resulting from the Commissioner’s other selected priorities.</p> <p>b) The difference between “sexual offences” in the Rape and sexual offences section, and</p>

	<p>“sexual abuse” in the Domestic and sexual abuse section is unclear.</p> <p>c) We wonder whether having a “particular focus” on ten different priorities might create unrealistic expectations in local communities.</p> <p>d) We are also unsure what “Proactively finding the causes of crime” means. Might it be possible to re word this so that its meaning is clearer?</p> <p><b>4. Reassuring West Mercia’s communities</b></p> <p>a) “Ensure that the police and partner organisations are active and effective in tackling the issues that are important to our communities” implies that the police have a managerial or controlling role within partnerships. Might it be better to say something like; “Ensure that the police work with our partner organisations to enable active and effective responses to tackle the issues that are important to our communities”</p> <p>b) It is not clear whether hate crimes and incidents are included within ‘anti social behaviour’. As above, FRESH believes that this is a separate issue which requires separate consideration within the Plan.</p> <p>c) ‘Increase the proportion of hate crimes reported to the police’ is mentioned under ‘What I will deliver for West Mercia’. However, it contains no reference to hate incidents, and lacks any contextual information, such as why it is important (e.g. very low numbers of hate incidents and crimes are currently reported, and a rise in reporting would show our police force is trusted to deal with these incidents’) or against what any increase will be measured. It might also be more meaningful to discuss numbers rather than proportions.</p> <p><b>5. General comments</b></p> <p>a) It would be helpful to include hyperlinks to all the strategies, plans, agendas and concordats mentioned in the Plan.</p> <p>b) A glossary of acronyms and abbreviations would also be useful.</p>
21	<b>Sutton St Nicholas Parish Council</b>
	The Parish Council considered and noted the Plan, and commented that there were no SMART performance indicators or targets by which performance and outcomes of anyone could be measured or monitored against.
22	<b>Resident</b>
	<p>I have read your plan and there is no mention of the U.K. leaving the EU and the potential effects this may or may not have. Maybe you could ask for some of the 350 million a week the government will have extra.</p> <p>I think that the resources and money you will have will be less in the future the only way to have any control will be to have intelligent lead policing the key people to this are the analyst from all agencies to work together</p> <p>The Police to be brave and challenge CPS decision they will listen if you put forward a good case</p> <p>The developers to be held to account and challenged on their design of housing developments which are going to be a criminals paradise with all their escape routes and twists and turns the council should look at previous research that has already been completed. The public should be told that a lot of funding were given to other agencies with additional responsibilities for example burglary became the responsibility of the council etc.</p> <p>The Police are taking the blame for other agencies inability to investigate or take action for example the RSPCA The Courts lack of taking into consideration the old witness charter let</p>

	alone any new one. I could go on but I am sure you heard it all before
23	<p><b>Shropshire Learning Disability Partnership Board</b></p> <p>The Learning Disability Board have gone through this draft plan and made comments or have questions on the following pages:-</p> <p><i>Page 5</i>  <b>Putting Victims First:</b>  How will it be ensured or monitored that officers and staff have the skills to properly support victims?  What is 'Track my Crime' and is it accessible to everyone both in terms of being able to access on-line or easy to understand and navigate and use?</p> <p><i>Page 6</i>  <b>The Victims Board will:</b>  Champion enhanced support for the most vulnerable – <b>How? Will there be a nominated representative for vulnerable people as victims?</b>  Ensure victims and witnesses get the right information at the right time - <b>How accessible will this be for the most vulnerable?</b></p> <p>Promote best practice across West Mercia and Warwickshire – <b>how much is known about Disability Independent Advisory Group and Local Independent Advisory Group, Safe Places, Hate Crime reporting packs?</b></p> <p><i>Page 7</i>  <b>Building a more secure West Mercia</b>  Safeguarding of vulnerable adults and children – <b>define vulnerable adults and how will this be done?</b></p> <p>Ensuring officers and staff effectively identify and support people with vulnerabilities understanding and managing associated risks – <b>How will this be done? What training is place to help officers and staff do this?</b></p> <p><i>Page 8</i>  Make sure public funding used in support of this objective is allocated responsibly and is outcome focussed and based on proven – <b>How is this evidenced? What services are going to be commissioned? How will funding be monitored?</b>  Increased reporting of offences – <b>How is this currently monitored? Are Safe Places used effectively? Is the Hate Crime Reporting pack used?</b></p> <p><i>Page 9</i>  <b>Reforming West Mercia</b>  Alliance Transformation Programme – <b>what is this?</b>  Working alongside public and third sector partners – <b>interesting – how and who?</b></p> <p><i>Page 10</i>  Diagram – Listen and engage – <b>with who and how?</b>  Diagram – <b>work in partnership to provide the best service we can – who with?</b></p> <p><i>Page 11</i>  A network of partner, public and third sector agencies working alongside the police to deliver a safer West Mercia – <b>who with and how will this engagement happen?</b></p> <p><i>Page 12</i>  <b>Reassuring West Mercia's communities</b>  Engaging with public and acting on their concerns locally – <b>how and will this be truly</b></p>

**inclusive?**

**Ensuring the force is visible and accessible both in communities and online – how and where?**

Making sure all communities, individuals and staff are treated equally, fairly and respectfully by the force – **What Equality and Diversity training do they receive? Does it cover hidden disabilities (MH/ASD/MH/Challenging Behaviour)**

*Page 13*

Make sure police follow custody rules and treat detainees safely and fairly, via an independent Custody Visitor Scheme – **what about use of Appropriate Adults? Are any of the volunteers on Custody Visitor scheme people with a disability or classed as vulnerable?**

Develop and public a Communications and Engagement Strategy, setting out how I will actively engage with communities and monitor performance – **Working with who and what format will this strategy be in? Make best use of existing tools already in place. What about Mate / Hate Crime too?**

Involve, engage and empower communities in the delivery of my plan through more opportunities for active citizenship and volunteering – **'Active Citizenship' frequently used term these days but what does it mean to the Police Force and recruiting volunteers becoming more difficult.**

**What about:**

Engagement with education – schools, colleges

Engagement with older people – in rural Shropshire and deprived areas of Telford – we have diverse communities and growth of diverse cultures – how fit for purpose are the Police to do this?

What about all the work that was done on CAF/EAP – could some of this be re-instated if funding was available?

How can best use of materials around Hate and Mate Crime, Safe Places and Reporting packs be increased?

*Page 14*

**Appendix 1 – Collaboration and partnership working**

Develop strong partnership that deliver our shared outcomes etc .....

**How will this be achieved – will there be a presence on the LDPB which is inclusive?**

**There is a place presence on KASISB and Learning and Development Board – but this is at a very strategic level. Where will the connections be made at a grassroots level with the public and vulnerable people who can be victims or perpetrators.**

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**Appendix 2 – Performance and Accountability**

PCC – Commissions services and awards grants – **so how is this done now? Lots of work done it about 2 years but all gone quiet now or funding given to the chosen few!**

**Summary**

- **What is happening the use of existing groups, schemes and materials? How well are they known to the police on the ground. Why re-invent the wheel?**
- **Development of new materials – how accessible is this all going to be?**
- **Define 'vulnerable' – we are all vulnerable at times!**
- **Training – What about use of Experts by Experience and rejuvenation of previous materials now sitting on the shelves SOMEWHERE! (CAF/EAP). How well do the Police Force on the ground understand Challenging**

	<p style="text-align: center;"><b>Behaviour/LD/ASD/MH/Dementia – to name but a few. But at the same time need to know how to deal with vulnerable people when they have broken the law. Best use of Appropriate Adults and Advocacy (but needs funding).</b></p> <ul style="list-style-type: none"> <li>• <b>What knowledge is there within the force of the ‘Third Sector’??</b></li> <li>• <b>Community presence in community buildings – best use of buildings – not just on the street. Working with community groups in social settings – getting to know their public, presence on public transport.</b></li> <li>• Links with children and young people – schools, education and youth clubs – remove stigma of being involved with the police when in trouble and there to help keep safe and free from harm</li> </ul>
24	<p><b>Telford and Wrekin CSP</b></p>
	<p><b>1 Putting victims first</b></p> <p>We support this objective and as part of our joint working with West Mercia Police, staff from the Council and partners will work closely with the Local Policing Harm Reduction Hub, particularly in supporting and resolving ASB cases.</p> <p>We have a number of support services for victims of domestic abuse and work closely with Women’s Aid. The MARAC and MAPPA processes also continue to support high risk victims.</p> <p>The Council continues to work in partnership with the Local Children’s Safeguarding Board, in supporting victims of CSE through its dedicated CATE Team.</p> <p>Sanctuary Scheme provides home safety measures for victims to reduce repeat victimisation, increase safety by target hardening measures.</p> <p>The Council welcomes the PCCs commitment to putting victims first, by having the Charter will clarify what services must be delivered.</p> <p><b>2. Building a more secure West Mercia</b></p> <p>We have developed a strong partnership approach in Telford and Wrekin through the use of the Integrated Community Model (ICM). This model places Parish and Town funded PCSO’s at the heart of community engagement. We are combining objectives and common values and are drawing together information and intelligence that will be implemented and resolved at a Town/Parish council level. ICM will be delivered by a multi functional team drawn from different agencies who will work together to tackle issues of crime, disorder and tasked to improve the quality of life within our local communities. ICM is strategically led by the Community Safety Partnership to support early intervention and will focus on threat, risk and harm.</p> <p>CSE is a priority for the Council, not in just supporting victims but raising awareness of CSE. There is an embedded framework delivered through an overarching strategy delivered through the Local Children’s Safeguarding Board and CSP.</p> <p>We work closely with our Road Safety Teams delivering education, prevention and awareness sessions to children and young people and sharing intelligence with the Safer Roads partnership to ensure our resources are targeted effectively to reduce road deaths and serious injury</p> <p>We have a range of support services for victims of domestic abuse including: Women’s Refuge, Freedom Programme, Power to Change, Me my child and domestic abuse, White Ribbon Town status, and raising awareness amongst young people and we welcome support on ensuring this continuing support.</p>



We have Operation encompass supporting children and young people within schools who are affected by domestic abuse and sharing this information to safeguard children.

Look out life also works with young people within schools to promote positive and healthy relationships.

Current Drug and Alcohol Strategy in place, with positive engagement from relevant partners. Proactive action plans embedded. We have DAAT coordinator to coordinate multi agency services in developing preventative pathways and services

Reducing Reoffending working closely with West Mercia Criminal Justice Board supporting the IOM Model framework through the seven pathways managing high risk offenders with an aim of reducing offending and reoffending.

The annual Crucial Crew event also delivers a number of key areas including road safety, ASB, Alcohol Awareness, Safeguarding, Fire Safety, Water Safety, Street Wise, Electricity Safety, Who to call and Be Active to approx 2000 year 6 students each year across Telford.

Community payback scheme working across 6 priority areas enhancing current environmental maintenance programme.

Street Pastor scheme in place, working in the night time economy to support those that might be vulnerable or at risk and reducing ASB, including under 18's discos.

Taxi Marshalling project to ensure that late night users have an organised and secure method of transport home. The scheme is aimed at assisting the Police in dispersing large groups of people, a proportion of whom may otherwise try to secure the services of un-booked private hire vehicles and in ensuring vehicle/pedestrian segregation.

Sexual Assault Referral Centre in place supporting victims of sexual offences.

Detached Youth Team and Street Sports delivering activities and engagement to promote positive behaviour and deter against ASB.

Impact of disabilities and the crimes committed by offenders with mental health/learning disability needs to be a clear focus within reducing reoffending plans. This also needs to be linked in with the personal history of offenders which in some cases has been traumatic. This would allow wider consideration to be given in terms of sanctions and support. Alcohol and drug additions must be a prominent area within the vision.

There are a number of pieces of work underway in both of these areas but both need a strong focus in the Plan.

We would also welcome the connection to be made with the West Mercia Drug Strategy which is also pivotal in our overall strategic approach to drugs and alcohol misuse within this vision.

### **3.Reforming West Mercia**

We welcome any initiatives that delivers continuous improvement and are very happy to explore any opportunity to share accommodation and/or front line access to services through co-located services or to review the opportunity to jointly procure services together as required.

Facility and property management, ICT and back office administration are examples of areas we would be interested in exploring shared service opportunities.

As demonstrated at a Full Council meeting in June 16, Telford & Wrekin council have an all-party commitment to support the continued need for a dedicated Police Commander for Telford and Wrekin Council area responsible for community and investigative policing, and that the Police Commander must be based in Telford and Wrekin within centrally located Divisional Headquarters for the area in order to continue that vital connection between local communities and local partners.

### **4.Reassuring West Mercia's communities**

	<p>We support this aim and have multi-agency drop in surgeries held within targeted neighbourhoods.</p> <p>Community groups are also established in some neighbourhoods to monitor a number of Council service standards.</p> <p>Neighbourhood Delivery Group Action Plans to engage and empower local communities to actively engage in preventing crime and disorder i.e. in adopting the Councils Cooperative values, local residents are trained and empowered to deliver local services such as Voluntary Youth Clubs.</p> <p>A number of community events are delivered to promote community cohesion and celebrating diversity including Brookside Big Bang, Diwali and Eid and Holocaust Memorial.</p> <p>The Community Safety Partnership also has a Communication &amp; Reassurance virtual network of PR and Communication staff that supports on the dissemination of key partnership messages through agency networks.</p>
25	<p><b>Bewdley Town Council</b></p>
	<ol style="list-style-type: none"> <li>1. The Plan talks a lot about an enhanced role for communities and partners to prevent, solve and reduce crime. This is welcomed, but the Town Council and the community need to understand how this is to be achieved, and what resources are to be made available. What does the PCC see as the role of town and parish councils?</li> <li>2. The PCC mentions “visible reassurance”. Does this mean increasing the number of officers patrolling town centres and neighbourhoods? This isn’t clear.</li> <li>3. Road safety. The PCC mentions using “practical, evidence based approaches” and “responding to community concerns”. Will this include locally collected data from Vehicle Activated Signs and local knowledge which so far does not seem to have any bearing on speed limit setting or other road safety issues? How should these concerns be communicated and fed back on?</li> </ol> <p>On the whole, the Council welcomes the Plan and the priorities it sets out.</p>
26	<p><b>Telford and Wrekin CCG</b></p>
	<p>I would like to add the following comments:</p> <p>There needs to be close working with the NHS both commissioners and providers</p> <p><b>Prison reform trust states_</b></p> <ul style="list-style-type: none"> <li>• <b>10% of men and 30% of women have had a previous psychiatric admission before they entered prison.</b> A more recent study found that 25% of women and 15% of men in prison reported symptoms indicative of psychosis. The rate among the general public is about 4%.</li> <li><b>26% of women and 16% of men said they had received treatment for a mental health problem in the year before custody.</b></li> <li><b>Personality disorders are particularly prevalent among people in prison.</b> 62% of male and 57% of female sentenced prisoners have a personality disorder.</li> <li><b>49% of women and 23% of male prisoners in a Ministry of Justice study were assessed as suffering from anxiety and depression.</b> 16% of the general UK population (12% of men and 19% of women) are estimated to be suffering from different types of anxiety and depression.</li> <li><b>46% of women prisoners reported having attempted suicide at some point in their lives.</b> This is more than twice the rate of male prisoners (21%) and higher than in the general UK population amongst whom around 6% report having ever attempted suicide.</li> </ul> <p>I would like to see more about working with local partners to support these vulnerable people to support them not to re-offend and also to support police officers managing them in a crisis. Police officers are key workers to support the management of this group of people</p>

27	<b>Resident</b>
	I found your plan interesting, but I am surprised at your final staff breakdown figure could I please have a department break of the numbers (1600), eg how many in IT, accounts, personnel, etc
28	<b>Worcester City Council</b>
	<p>Worcester City Council welcomes the Safer West Mercia Plan and the four themes that compromise the vision outlined within it.</p> <p>We are particularly interested in how we build on the work currently done by our multi agency partnerships, targeted at evidenced priorities under these themes. We look forward to details of the performance dashboard when these are available.</p> <p>Levels of crime within Worcester are low, but this is not a cause for complacency and we welcome the focus on supporting victims and reassuring communities in particular.</p> <p>We welcome the proposed commissioning process to determine allocation of financial resources in support of the plan, and wait with interest further details on this. It will be helpful to have this available at the earliest opportunity so that partners can plan delivery from April 2017.</p> <p>We would particularly like to highlight the role that Worcester's CCTV plays in managing business crime and anti social behaviour, and in reassuring our communities, businesses and visitors. We ask that funding of this service continues to be a priority and would appreciate an indication of your thoughts in this regard.</p> <p>Worcester City Council looks forward to continuing to work collaboratively with the off ice of the Police and Crime Commissioner, and other partners, through the Community Safety Partnership and other forums.</p>
29	<b>The Comet Group</b>
	<p><b>Safer West Mercia draft plan</b> We think the plan is very good. But there are some things that should be included to make sure people with learning disabilities get the best support from the Police.</p> <p><b>Putting victims first</b> The plan says officers and staff should have the right skills to support victims.  We hope they will have training in how to understand the needs of people with learning disabilities. The police should be trained about this by people who have learning disabilities themselves.  We hope that police officers will be trained to communicate with people who don't use words to communicate.  'Track my crime' should be accessible to people who find it hard to read. It should have a big font, pictures and easy words.  The Victims Charter and the Victims Needs assessment should be in easy read format. Information at the Victims Board should be in easy read format.</p> <p><b>Building a more secure West Mercia</b>  Early intervention to prevent victimisation - this should include community support service staff being trained by people with learning disabilities about hate crime and mate crime.</p>

	<p>Increasing reporting of offences - to report crime people who have learning disabilities need to feel they will be taken seriously. Most of us are worried about reporting crime because we think we won't be believed. The Police need to show us we can trust them.</p> <p><b>Reassuring West Mercia's communities</b> We hope the Communications and Engagement Strategy will be in easy read format. It would be good if you visited self advocacy groups of people with learning disabilities to talk about it.</p> <p>2 other points we would like to make are sometimes it is really important that women are supported by a female police officer when they have been the victim of a crime. We know of a large area of Malvern where all the PCSOs are men. We are worried about this. When the police phone us they use number withheld. Some of us have been the victim of phone scams. We have been told not to answer number withheld calls. But that means we could miss an important call from the police. It would be really good if there was a number the police could use so we know it is them and can pick up the phone.</p>
30	<p><b>Worcestershire Safer Communities Board</b></p>
	<p>Thank you for the opportunity to comment on your draft Plan for a Safer West Mercia and on behalf of the Worcestershire Safer Communities Board.</p> <p><b>Putting victims first</b> We welcome your first principle “Putting Victims First” as it is in accord with the 3 key principles within the recently published Worcestershire Health and Wellbeing Strategy; Empowering Individuals and Families, Taking Local Action and Involving People. This also ties in to your section on Reforming West Mercia.</p> <p>We note your comment about ensuring that victims can access “Track My Crime” but would remind you that while the Digital Service Standard is the aspiration, there are a cohort of individuals who are marginalised by the assumption that digital access is open to every one; among them the most disadvantaged and victimised sections of society.</p> <p><b>Building a more secure West Mercia</b> We would see your bullet points on reducing harm as appropriate although, with the reduction in Anti –Social Behaviour and the significant increase in Cyber Crime (particularly as it impacts upon the elderly), would it be appropriate to reconsider (and reprioritise) these two elements?</p> <p>These bullets in particular are worthy of note:</p> <ul style="list-style-type: none"> <li>• Safeguarding; it may be more appropriate to recognise that vulnerable people can be victims but can also become perpetrators (CSE, Domestic Abuse, Mental Health and Channel).</li> <li>• Domestic abuse / Sexual Abuse This will benefit from the evolvement of the victims charter and new Victims Board. It is reassuring that there is a focus that will include both domestic abuse and sexual abuse to include sexual offences and rape.</li> <li>• “Drugs and Alcohol” The plan aims to reduce the harms caused (particularly by alcohol) is in line with the Public Health approach. Recognition that alcohol is a significant contributory factor in numerous crimes would be positive and this is one area where a joint commissioning approach and partnership should pay strategic dividends. We already share data around this topic and could explore this to a</li> </ul>

	<p>greater extent. We would also support the use of prohibitive legislation to reduce abuse of alcohol in public spaces and access by children and young people.</p> <p>There does appear to be an anomaly in the aspirations in the bullets:</p> <ul style="list-style-type: none"> <li>• Increased reporting of offences</li> <li>• Reduced or stable levels of recorded crime and anti social behaviour</li> </ul> <p>In as much as if you increase reporting, levels of recorded crime will also increase.</p> <p><b>Reforming West Mercia</b></p> <p>This section mentions joining up services and commissioning which we see as being a very positive direction of travel (see earlier comments about joint alcohol strategy and later comments on the appendices).</p> <p>There may be some tensions between the funding framework for CSPs using the PCC scorecards as a metric and WMP’s desire to use MoRILE as the performance measures. We note Warwickshire are using MoRILE in their OPCC, County Council, CSPs and Police.</p> <p>While embracing technology to improve delivery is positive, we would reiterate that Digital Inclusion is important to ensure that access to influence is available to all.</p> <p>It maybe appropriate to reflect the Health and well-being agenda both externally and internally, incorporating both the population and the workforce (sick days, reducing obesity, drinking and smoking); is this something that the PCC can influence in encouraging W Mercia to ensuring improving health of its staff?</p> <p><b>Reassuring West Mercia’s Communities</b></p> <p>This is a comprehensive and constructive section. That said, in respect of our previous comments on Digital Inclusion, we would ask that the communications and engagement strategy makes specific reference to those marginalised by access to technology.</p> <p>We feel that “Engaging with public acting on concerns” is an area where further, closer, joint working may be appropriate as we both seek ways to reach out into the community (perhaps in the form of a PACT + meeting structure?).</p> <p>Appendices</p> <p>We are keen to understand shared outcomes and what co-commissioning is being proposed as well as to understand the commissioning framework with Community Safety Partnerships and others.</p> <p>This approach is welcomed and sets a good base for co-operation and co-production. We look forward to working with you as the details of the plan emerge and it is put into operational practice.</p>
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**Summary of online and social media responses**

1	I write with personal experience of domestic abuse and would like to take this opportunity to publicly thank West Mercia Police (particularly the officers within dv unit at Malinsgate) for the exemplary support they have shown to me, and continue to show, throughout this difficult time. Good to see domestic abuse remains a focus of your plans.
2	Sergeants, PC's and CSO's to not go in all guns blazing when a person is recognised as being a Veteran of our armed forces and to have a mental health condition related to service.

	<p>To work with and listen to families and others involved about how best to deal with a situation. We are professionals in that persons condition we live it everyday. Having a 'I'm the person in charge here do as I say' person isn't helpful. Telling us that you can't remove the fluorescent jacket because it's your protection (rubbish its your stab proof jacket underneath that's protecting you and to think we will fall for that just makes us think you think we are stupid!) when actually that jacket will cause the situation to escalate also to refuse to listen to us when we say to go in through the front door and not round the back as they feel threatened when someone is out the back, no wonder it causes you issues. Working alongside us and with us will mean the situation is dealt with quicker and calmer.</p>
3	<p>The Safer West Mercia Plan Draft: It's pretty good. West Mercia police needs to be fixed because I don't have any confidence in the police to protect children, be fair or help children and I'm actually quite frightened of the police. I think you have made a good decision with the new Chief Constable. I know his 2 daughters. My opinions on what you need to do:</p> <ul style="list-style-type: none"> <li>•The police need to go into schools and explain to teachers what is classed as "criminal".</li> <li>•There need to be rules telling the Headmistresses and Headmasters that if children come and tell them something that a teacher is doing (which is criminal) , so it doesn't get timed out, that they have to report it for the children or tell them how to dial 999 (because sometimes teachers scare little children that they will be in trouble with their parents, if they tell them).</li> <li>•There needs to be someone who the Headmistresses and Headmasters can go to for help, if they can't stop</li> </ul>
4	<p>'Reassuring West Mercia's Communities' - this is my greatest area of interest. I fundamentally agree with bullet point 5 of what you are planning to hold the CC accountable for namely: "Ensuring the force is visible and accessible both in communities and online" - it is extremely rare to see a Police Officer in our village these days due to cut backs.</p> <p>In the last 12 months I have seen our PCSO at the village show (I invited them) one officer outside the school one morning and I saw our PCSO a few weeks back. That's been it other than those attending accidents on the bend by our home. Even attendance at Parish Council meetings has been light. Also - I think Twitter is a great source of information and since our local PS sadly passed away there are no tweets that I can find about our local community. I follow OPUShropshire &amp; ShrewsburyCops (VERY good account) to find out what's going on - although they are some 25+ miles away. (Our nearest manned Police Station btw)</p>
5	<p>I would also be interested in your views on the closure of the North Control Room as I am extremely concerned about how much local knowledge is going to be lost. In emergency situations where people are scared and confused, it is imperative that a call handler knows the area so an incident can be logged in the quickest time possible, enabling a controller to send officers to the location. It is so much more reassuring when police know where you are talking about. Why lose this valuable resource?</p>
6	<p>Again I support the night time economy but you do not support it which needs a police presence</p>
7	<p>All meaningless without specific, measured, quantifiable targets for all elements of work. The plan appears to be following the old 'cost of everything value of nothing' scenario typical of following a party line.</p>
8	<p>All sounds very good on the surface but no real detail as to how you will obtain these goals. It's a lot to achieve in a short space of time should you not be re-elected in 4 years time. I wish you well in your efforts but these things take time. Please balance the needs and abilities of officers and staff before you commit to making promises to the public</p>
9	<p>Ambitious plan, will be interesting to see how the plan translates into clear</p>

	unambiguous results the public can see. Some of the plan 'appears' to cite "improve effectiveness and efficiency", but fails to define against what baseline it will be measured. That said hope he is successful.
10	<p>As Mayor of Bromyard I have many concerns. The present one is the lack of confidence in the 101 system. My personal experience is of 11 minutes, seven minutes and five minutes to get a reply, this is not fit for purpose and needs serious attention or everybody will revert to using 999 at all times.</p> <p>Replace the PCSO's who have so little power with a PC or an identifiable Special who can do the job. Why cannot my local PC issue parking tickets? If a traffic enforcement officer arrives in town it just drives the visitors away, the locals know where they can park. Yes new technology CCTV in the streets where the problems are make things easier to identify trouble makers and law breakers.</p>
11	As a Third Sector organisation in receipt of PCC Tier 1 funding we would be very interested in being involved with the pilot for using the Outcomes Star. We would also like to invite you to visit our scheme called Recharge Telford to see the fantastic work that we do in the local community.
12	<p>As a set of commitments to how the police will work, the plan offers a good framework and provides a list of criteria that both Commissioner and police performance can be measured against. As always with anything like this, the Devil is in the detail.</p> <p>One of my personal concerns when public sector works with communities is how smaller voluntary and community groups (the third sector), who are both part of and serve communities, are funded. With stretched budgets, outcomes based funding has become the norm. However much of the work that the third sector does and that contributes to achieving the aims set out in the plan such as this is preventative. My analogy is servicing a car. We do not ask our local garage to prove our car won't break down in the next 12 months (or wait until 12 months has elapsed before paying) because we know having our car serviced is prudent and reduces the risk of it breaking down. However this is exactly how the third sector is being funded. For West Mercia. many smaller third sector organisations will be working with (for example) troubled young people, people with mental health issues, or ex offenders in ways which are small scale but innovative and effective. They are actively preventing criminal behaviour, but are neither big enough nor funded well enough to demonstrate the value of what they do.</p> <p>It is my hope that in delivering the plan, the contribution of these organisations is recognised, and sufficient funds are provided (balancing both the need of West Mercia police to be accountable and the needs of these organisations) to carry on their preventative work.</p>
13	As the new PCC who will hopefully beware of the harrowing story of former GMP officer Andy Summerscales whom was found passed away after leaving the that force in 2015. It s reported that he was one of the first officers to attend the scene after Dale Cregen shot and hand grenaded two un armed female officers, this may have contributed to him taking his own death. If that is the case and God forbid it happens to me or my colleagues what is in place for the force you are now responsible for, because internal emails and post masters don't really cut it.
14	Before you can make it safe, you need to clarify safe staffing levels ! It used to be called minimum staffing levels of warranted fully powered PC's. However now all the management seem quite shy to quote those minimum safe staffing levels. Come on man, tell them to grow a set and stop worrying about getting the QPM and playing silly political games, get round the table and deal with it. You haven't enough qualified warranted officers. You need to heft hat sorted first and foremost
15	Can you please look at the police numbers for Newport? Our town is growing due to development and we have just one PC and 1 PCSO.The last fortnight we have had

	just one PCSO covering 52 square miles.
16	Centralising things at a hub means just that. The hub moves slowly whilst the staff on the outside are running ten times faster .its not all about saving money, it must be about the other "buzz" words "service delivery first" oh but oh no only when it suits does that statement apply.
17	Currently limited policing in rural areas . This needs to be addressed local business and farming community left isolated and not supported rural crime does and is happening but nothing is being done to support rural communities . Work closer with Parish councils would also we welcome I'm sure
18	Cyclist riding on pavements and though pedestrian areas are ignored, they now seem to think they have the right to ride there, I'm sick of pulling a small child out of their path
19	Do more to control anti social behaviour
20	Do not shut down the north control room. Local knowledge of areas, repeat callers/offenders/victims is key to providing a safer community. There is a wealth of experience being lost as staff from the north will have to travel too far for work and will look elsewhere. What a waste. Albeit the staff in the south will be skilled, they will not have the required local knowledge needed to ensure officers arrive safely on time
21	Excellent plan. I'm very impressed. Page 12: Just a 'heads up' that the Enterprise Zone in Hereford has bid with Wolverhampton Uni for a cyber unit to be built. We are awaiting confirmation for funding in the Autumn Statement. This will be specialising in cyber security and could be looking to co-work with Malvern and Cheltenham based organisations in a 'cyber security triangle'. Within Hereford ex Signals from Credenhill could take a lead locally.
22	Get rid of unnecessary traffic lights on station road, in Pershore, and outside Woodnorton, where there was no one working , but traffic was stacked back past the island at the squires and Worcester road toward Tesco, and back past Evesham golf club at Fladbury in the other direction....totally pointless.
23	Get some police who care about public service on the streets. Simple
24	Good basis of a document. But need dates and metrics to make it a plan e.g. I will improve this number 25 by 10% by Jan 2018
25	Good morning As an employee of West Mercia Police. I am fully aware that The closure of Shrewsbury control room is subject to closure. However I too also live in Shropshire and it concerns me that with this proposed closure lives will be put at risk due to the lack of knowledge that will be taken away from us. The staff in the control rooms knowledge is needed.... They get to know people, places etc.... This knowledge is shared with the front line officers. When call taking we are able to engage with the other person on the phone when we know where they are.... This enables us to get a quicker response in order to secure the scenes and help those whom are needed. I experienced first hand the lack of knowledge just a few weeks ago with a call taker who had no idea where I was when I was stood off duty with a well known suspect requesting back up....!
26	Good morning, A friend of mine has expressed concerns that a lot of police stations will be closed in Shropshire and the surrounding counties and all policemen will be dispatched from one location. This seems like she must have heard wrong, as from the face of it that doesn't seem like the most sensible plan if you want fast response times. Could you please explain what is planned to change in this regard, and if my friend is correct could you please explain some of the reasons for this change?
27	Have 999 operators instant info. as to which police force is responsible for every area?
28	Hi. can you clarify how many vehicles need to be stuck behind ignorant farmers in their tractors before they are meant to pull over? It causes massive tailbacks, dangerous situations for road tax payers and they're always on their mobile phones...quick fine someone going 1 mph over the speed limit.



29	How are the police volunteers going to be employed? I attended a 10 week training course at Bromsgrove but have heard nothing since.
30	How can closing local control rooms be considered as making west Mercia safer? Computer systems are all well and good, but local people with local knowledge are key in saving lives
31	I am a recent victim of an attempt burglary at my home. The investigation has been allocated to a uniform response officer. I am a former police officer (West Midlands) and in all my 30 years service CID always investigated burglary dwelling offences. I have no specific complaint about the officer who has been allocated my investigation, but I think it is crazy to allocate serious investigations to response officers who are at the end of a police radio, and who can be re-directed to new incidents at any time, making it impossible for them to undertake their investigations in an effective manner. The CCTV evidence at my home has now been lost as the officer has failed to secure and preserve evidence. (Date of offence 29/07/16) On the day burglary was discovered we were informed that no police were available to attend that day. Thankfully Scenes of Crime did attend. I had to chase up police next day to get them to attend. Several promised appointments for officer to visit me
32	I am slightly disappointed that there is no mention within the document of using and/or helping to improve the Active Neighbourhood Watch Schemes within West Mercia especial as the Commissioner pledged his support to NHW at the last meeting which he attended.
33	I believe that the decision to close the Police Control Room in Battlefield Shrewsbury, will ultimately cost some poor Shropshire tax payer their life. With the loss of local knowledge being the main reason. I think the roads in Shropshire are going to be more dangerous for residents and non-residents alike. There aren't enough Police out and about as it is, so I can't for the life of me understand why my local Comms Room with all that invaluable local topographic understanding should close. There will be a monetary saving but at what cost, Shropshire doesn't want any "Lamara Bell" tragedies.
34	I can't even remember the last time I have seen a police office walking on our streets, do see the odd community officer who walk into town empty handed and walk back to the station with a Tesco shopping bag!!
35	I have concerns for the closure of the Battlefield control room. Cheaper does not mean safer - it never has. It is naive to think mistakes are not made by police, mistakes are already made and will only worsen if the local knowledge is taken away - it is often local knowledge that identifies a mistake before it harms the public. If the control room does not have local knowledge, there will be instances when officers are sent to the wrong location, which can literally mean the difference between life and death. If a caller does not know where they are, they rely on the control room to find them. If the control room does not know, then people are being put at risk. This is not keeping people safe, or putting the public/victims first, as you promise. A Safer West Mercia would be one with adequately funded multiple OCC's, making use of valuable local knowledge and ensuring systems are kept up to date - not leaving them to expire until the new multi million pound OCC is built. I strongly feel the loss of staff and officers is contradictory to keeping people safe. I do not feel you can keep the promises you have made whilst supporting the closure of the Battlefield OCC or while encouraging budget cuts. I think it is fortunate for West Mercia (but unfortunate for the public) that the majority of the public do not understand the consequences of the decisions being made on their behalf.
36	I have read your plan, always remember stop the small things and the big things won't happen
37	I live in a village south of Hereford in the past 20 years it has doubled in size but we lost our local police house We are now under south wye rural policing who are never around we used to be serviced by peterchurch Even then the police presence was

	small but at least we saw something Surely for better policing there should be more police officers stations should be manned and their should be less fat cats skimming from the top
38	I live in north Worcester and recently suffered a burglary. On finding my van and garage had been broken into I immediately phoned the police. The response I received was shameful. No police office attended the crime scene and I was asked by the person at the control centre whether there was any forensic evidence. What do I know about forensic evidence, it is the duty of the police to determine this by attending the crime scene. As far as I am concerned west Mercia police showed utter contempt towards me. You can find the resources to station a police mobile speed camera 200 yards from my home on a regular basis but you can't be bothered to turn up to a burglary. As a tax payer I am disgusted by the service you provide.
39	I really liked the idea of communities playing a lead role in resolving issues but see no real strategy to achieve this - policing of an area only happens with the consent of the local community and it would be fantastic to see a community where they produce a community offer to match that of the police- local residents are the experts in their own communities and with the right support and empowerment they can help to reduce crime and re-offending.
40	I think that we would have a much safer communtiy if the police stopped worrying so much about cars with silly number plates etc and actually made more effort to catch actual criminals... people who steal and fight ect.. there is more to the law than the boy racers and their cars... I know exactly what the police views are on young drivers.. singling them out etc...ivd been a victim of that myself and also been 100% discriminated by a police officer.. and not even given a chance to explain what has happened before i get arrested... what happened to equal rights?? Is it the young ones that singled out and automatically deemed to in the wrong...
41	I think the police should give more support to residents who are affected by anti social behaviour and take more action against students from the university, this is an on going problem every year , it just seems the police are not interested in the problem residents have received comments like ,move house, where ear plugs, move to a different bedroom where you can't here the noise it's just has if the police are not interested in the problem.
42	I think we need to get back to local police officers who know the area know the people and get given the information they need to solve crimes etc
43	I welcome the the priorities regarding safeguarding adults at risk, sexual exploitation and domestic abuse
44	I work in the OCC North as a dispatcher. I have 10yrs experience in my role which may seem a long time but some of my colleagues have more than 20yrs local knowledge and experience which will be lost. Local knowledge has been deemed irrelevant yet in our role we use it everyday. We rely on it and so do the officers who are relying on us. Most of my colleagues will not relocate when the OCC closes. The distance is too far and for older colleagues redundancy is more appealing. This knowledge will be lost, Response times will drop and public confidence will decrease. When dealing with time critical incidents, local knowledge of the areas locally known as, directions of travel, where that old pub used to be or even the name of the chippy is important. How do you think we manage to find the members of the public who have no idea where they are following a road traffic collision etc Local knowledge is the key and it is being dismissed. This is not safe.
45	If Shrewsbury call centre closes you will lose all local knowledge, which can be priceless. People feel safe having local police and a call centre. We need local knowledge. As a tax payer I feel you should listen to the public. Are you going to take responsibility for any loss of life or injury due to your Safer West Mercia Plan which may be cheaper but certainly not safer. Why should SHROPSHIRE have to go without.

46	If all goes well I think it is a sound plan throughout. The money aspect concerns me as I wouldn't want a penny wasted.
47	If you want the community to trust the police then the police need to work for the innocent tax payers that fund their wages. The police should focus on crimes that have devastating effects on communities like abuse of women and children, theft and drugs, rather than going for the easy wins like speeding and drink driving. It appears to a lot of the community that the police spend more time in McDonalds looking for young drivers to harass than they do fighting crime.
48	In rural N. Herefordshire we don't get a great deal of serious crime - burglaries, robberies etc. What bugs me is the low level anti social crime especially road crime - e.g. speeding through villages because there is no-one to catch drivers etc
49	Isn't all this essentially what the police are supposed to be doing already?
50	It is a statement of laudable objectives, but little substance. EG I will reform ..., but does not say what the reforms will be. Nor, what is wrong with the current system. Full of management speak and no useful facts
51	It's about time the Worcestershire tax payer stopped paying to Police Warwickshire
52	It's all very well, but how are you going to measure these aspirations? If you can't do that then you've wasted your time producing this Plan.
53	It's very good to see addressing sexual violence and child sexual abuse on the plan and acknowledging it exists in Herefordshire. As a counsellor who just this week saw a 40 year old woman who had been raped by her father at the age of 11 and who walked to the police station to report it but was told that it was 'a serious allegation and she needed to go back home and think about it because she really didn't want to get anybody into trouble did she?' I very much hope that the response would be different now and that victims will be believed and have a voice
54	It's worth remembering that the officers on the front line do not make decisions about where they are sent, they are instructed by others who have to follow guidelines. It appears that certain incidents such as burglary and criminal damage have been downgraded and are not given the attention many members of the public feel is needed, this is mentioned in some comments on here. Maybe this is an issue which could be addressed by the PCC?
55	Just skimmed through, West Mercia has a Police "Force" again, victims first, I feel dizzy, round and round we go again !!!
56	Keep the Shropshire OCC, if safety is your top priority how can you afford to lose the experience and knowledge of the Police staff working in the Shropshire Control Room. Most of these staff will not relocate so you will lose them. You are risking the lives of the people living and working in the north of the force
57	Living in a village we are paying for the policing of the cities whilst we have to put up with 'reactive' policing instead of 'pro-active', turning-up after the event has occurred rather than police presence discouraging from it happening in the first place. Police 'protection' is more of a 'con' than a reality.
58	Looks very much like the exact plans the previous PCC & Deputy had implemented already, but you used a few more buzz words like 'fit for purpose'. All in all, nothing staggering or revolutionary I can see, just continuation of the previous projects. Let's hope you can actually deliver it.
59	More feet on the beat what we want
60	Only use tasers as a last resort. They are a dangerous weapon and should not be used to restrain people who have had too much to drink.
61	Patrol in Stanklyn lane to stop the idiot youths who ride motorbikes at speed and without helmets
62	Protect women walking home from being attacked
63	Recruit more Officers instead of recruiting more senior officers top heavy comes to mind. Plus why get rid of a North control room where those staff know the Officers and the area. If it becomes one site lives will be put at risk. Remember this lives will be at risk!!!!

64	Recruitment of full time paid police officers as well as specials would be beneficial to all , policing on the cheap does not help anyone .
65	Same sound bites with no substance. Would help if the work force shared the "vision" - a hope that is seldom realised.
66	Save the Battlefield control room!
67	Speed and size of vehicles travelling through our village is a perennial problem which the Police seem to want to ignore
68	Stop telling people the police have power. They haven't and don't help
69	The Safer West Mercia plan rightly places great emphasis on ensuring the welfare of the victim is at the heart of local police provision.
70	The Safer West Mercia plan rightly places great emphasis on ensuring the welfare of the victim is at the heart of local policing. To ensure victims of Domestic Abuse are treated in line with the Victim Charter, I suggest a greater education of officers and staff in provision of support for male victims, who make up approximately 40% of victims but are sadly under represented. I feel that it is vital to a modern police force that there is safe and effective provision for all victims equally, regardless of gender. Please ensure you consider this in the development of training programmes and allocation of funding to ensure an effective service for victims.
71	The closure of the Shrewsbury Control Room is an awful idea, local knowledge is vital for us residents of Shropshire. I beg of you to keep the Shropshire Control Room open, look at Police Scotland, their centralised control room has clearly not worked and they are going back to regional control rooms. If the closure of the building is really necessary, can the control room not be moved into one of the local Police Stations (Wem, Oswestry, Market Drayton or Shrewsbury) so you retain the local knowledge of staff who work there? Which could in turn save a life (lives).
72	The closure of the control room in Shropshire is literally playing with people's lives. Those who work there lose their jobs which they have worked so hard to achieve and the vast local knowledge and countless years of experience are lost. The people who live there lose the experience of the staff working there and are left with potentially zero local knowledge and a load of new staff with little or no experience controlling Shropshire. Surely this is risking lives in more ways than one? Same with all the local police station closures. An emergency in say Bishops Castle for example would now take well over an hour to reach from Leominster or shrewsbury. It's going to be too late when someone is seriously hurt as a result of lack of policing/local knowledge. Don't let it get to the stage that it is too late....save people's lives now. Only you can prevent this.
73	The draft Safer West Mercia Plan would appear to cover all aspects necessary.
74	The recent British Crime survey shows that Fraud and Financial crime has increased significantly, yet this is not on your list of priorities.
75	The underlying context of this plan has to be centred around prevention. The emphasis that the Alliance has already committed around prevention and that has been outlined in the HMIC's report, must be built upon, so that all staff realise their responsibilities start with prevention, whilst providing the professional and effective response the communities across the Alliance expect and deserve.
76	There needs to be a more direct way to report or ask things online for people. There have been a few times when I want to ask questions or report things online but the standard thing said is "ring this number or we do not take information online". Crime stoppers and other agencies do. Obviously suitable for non-serious things locally but also non-local issues. I know there are the local policing teams, but sometimes it is outside of their hours or they just don't know the answer to it. Perfect example is the potential harm to children, but not necessarily in this area but within the UK. The non-linked Police force systems, makes it difficult for people to contact other forces and pass on information directly, but not for control rooms and police officers it would be far simpler. Or there are times when there is local intel about drug users/sellers or other forms of (potential) incidents where you want advice as to

	<p>whether it needs reporting to 101 or not.</p> <p>It is a contact avenue more for things not really worth tying up the 999 / 101 numbers for or getting the local policing team out to, if they are available the next day etc. The WMP need to have more of an online interface on Facebook and Twitter that can be answered via the private messaging available. One that can be escalated up to the control room if assessed to be required. These days, people are reliant on the internet to communicate and I really don't feel the Police are utilising it to its full potential, especially when you have people sharing incidents on here to alert others rather than feeling confidence in the police to. i.e dog snatchers/property theft/abusive people/fraudsters/car racing &amp; parking issues etc. Those sort of posts are becoming more and more prolific, so there is a genuine need for the Police to take advantage of this, IMO.</p>
77	<p>We are very concerned about the lack of visibility of police officers and the current increase in break-ins especially of outbuildings and garages. We disagree that progress is being made.</p>
78	<p>We have older controlling neighbours who want everything their way and not open to others. since we moved in we have had nothing but hassle and over time it is genuine harassment. Because of the low level and proof factor we are left just dealing with it day by day and are busy working people. for long term support of this regular harassment how is this dealt with by the police, unless its threats and criminal acts? The police have been supportive, but this older couple have nothing to do and moved into the area and sadly are driving local people away. We suspect they now have cameras focussing on our property and our right to quiet enjoyment is seriously affected. how will this plan help people in our situation?</p>
79	<p>We need to see police walking the streets day and night, as once upon a time they did.</p>
80	<p>West Mercia police couldn't look after themselves, let alone the Public. You only ever see them In a garage or Coffee shop drinking. I was an officer up until 1996 and then police men and Woman cared for the public and new all the locals. We now see Warwickshire police officers in rural Leominster!!! How's that work.</p>
81	<p>Welcome the promises made, and thanks for consulting on this document. However I would like to urge at least some clear stated commitment to combating wildlife crime in particular. Most incidents are probably based on ignorance of the law and/or thoughtlessness (e.g destruction of bird habitat). We don't seem to have a wildlife liaison PC any more, or at least not visibly so. Can that be rectified and their role publicised? Also would like to see WM publicising your work relating to crime specific to rural areas such as farm theft etc. There is nothing mentioned on these in your piece. I'd further like to suggest that the police do more in educating youngsters about civilised behaviour including matters like dropping litter and vandalising trees</p>
82	<p>West Mercia Police support their partner agencies to victimize members of the public. I am testament to this behaviour and am still being harassed by Herefordshire Council and West Mercia Police. Nearly 5 years now at taxpayers expense. Perhaps you could gain some respect by sorting out this ongoing torment!</p>
83	<p>West Mercia police are failing, they don't even care anyway, turn a blind eye to crimes they "can't be bothered dealing with" or just don't have the time</p>
84	<p>What are you going to do about the nuisance motorcycles on Burlish top Stourport ? And don't say it's covered with extra patrols and it's a priority etc cos we all know it ain't just be honest tell us what you are going to do !</p>
85	<p>When it comes to reform and reassurance, the greatest improvement I would like to see is the knowledge and attitude of many frontline police officers. The law is an incredibly complex issue and there are too many officers at the coalface who either lack the knowledge or intelligence to know the law and enforce it properly, adhering to both its meaning and its spirit. We still also have too many officers who are essentially bullies and appear to be 'in it for the power', rather than to make a</p>

	<p>difference. Similarly there are also too many officers who lack basic human skills such as empathy or understanding. As society adapts, these are becoming more important to successful policing and rebuilding relationships with local communities. Perhaps more attention needs to be paid to these sorts of things in police recruitment and training.</p>
86	<p>Who pays for all the gun slinging police in london we could do with some of the money spent there in the other parts of the uk</p>
87	<p>With regard to the Safer West Mercia plan can I say the closure of the Battlefield Control room will not go any way at all to making a safer Shropshire. In fact it will be the opposite. We have heard that new technology will be used, but the majority of staff in Battlefield if not all of them (myself included), as well as many officers and members of the public, have been saying from the start that the closure is not safe for the people of Shropshire and the officers who serve them, as you need local knowledge at all levels of the work done in comms. I can give numerous examples of this if required, but to name a few.... When viewing a crime on cctv – how will a dispatcher be able to direct officers when they do not know the location they are viewing, or the direction/likely direction of offenders? Who will correct the errors on incidents (and there are many – misheard/misspelt locations, identifying landmarks, localised names for roads/towns/buildings) when trying to dispatch</p>
88	<p>Would be nice to have shown what your doing to ensure we see Police Officers in our communities nothing makes you feel more reassured than Police Officers walking the beat as they did. Surely the old saying remains that Prevention is not only better than cure to the victims but is also cheaper in the long term. We want to see more Police doing preventative work NOT PCSO's as there used at present like a smoke and mirror trick without the impact, the community see this.</p>
89	<p>YSS have reviewed the plan at a recent senior management team meeting and would like to give the following feedback:</p> <ol style="list-style-type: none"> <li>1) the voluntary sector is referred to in various ways throughout the plan, p9, p11,p19 - third sector (not everyone knows that third sector means voluntary sector) , p14 the community and voluntary sector and the local and community sector: we recommend a consistent language and endorse: voluntary sector or voluntary and community sector.</li> <li>2.) use of acronyms eg p8: HMIC, PEEL and no explanation ,</li> <li>3) restorative justice is mentioned in a brief bullet point on p5 , over the last couple of years and with previous PCC and police, there was much talk about embedding RJ, using innovative and creative approaches to RJ and nothing appears to have happened , YSS feels this should be covered in more detail in terms of what the intentions are as we feel this is a key area that contributes significantly to the vision ( all 4 key areas) , we have lots of ideas around this and expertise to contribute to the discussion if required ,</li> <li>4) on p7 there is a bullet point referring to domestic and sexual abuse, we feel these should be two separate bullet points</li> <li>5) p9 bottom bullet point, maybe to also include private sector partners</li> <li>6) p18 reference to £4.690 million of reserves to be used within the year - how transparent do you want to be? what % is this of total reserves, what are the total reserves and what are they to be used for</li> <li>7) we felt the picture on the front was a bit naff and dated</li> <li>8) the text layout would benefit in being justified rather than margin to the left to give a crisper presentation</li> </ol>
90	<p>Yes more police on the beat. Also a crack down on drug dealers in the area. More checks on caravan sites were a lot of dealers hide out and then disappear for months and come back. Also crack down on dodgy site mangers.</p>
91	<p>You don't mention mental health once, from what I saw when more-or-less speed reading. Yet it is connected to a third of police demand; consuming more resources in West Mercia than it should because of services in the area that work nothing like</p>

	they are supposed to. And so when I learn that my home town has lost its police officers to a nearby town and have traffic officers telling me that my town is, more or less, unpoliced except reactively, it makes me wonder why were allowing police officers to sit about in mental health units for hours on end staffing NHS facilities because they've chosen not to. We can find six police cars to attend my mentally ill neighbour when she's in crisis, but not when I catch a man in my property with God knows what intent. Just my views.
92	You mention Together the Chief Constable and I will: • Work with local people and partners to give visible reassurance on frontline neighbourhood policing. What I will deliver for West Mercia: • Increased confidence in the police. • Communities feel valued, informed and involved. Newport Shropshire has an excellent Neighbourhood police team which we wouldn't want to lose. They really need a building where the general public can interact with them on a 1-1 basis but the police station has been sold. This was a mistake. Can you take action to rectify it? We, like many other small towns have a huge problem with parking. Can you get Telford & Wrekin Council to introduce CPE as the police do not pursue parking issues per se. We actually pay for a PCSOs time presently to try and keep on top of parking issues.
93	Man Malvern station quicker response to crime scene in Malvern wasted time means criminals get away!!!!
94	My biggest gripe in Worcester is the attitude of a large number of cyclists who think they are above the law and the police ignore them every time especially with the nights drawing in I see it every night and early morning during the winter months they are all over this city with no lights and it wont be long before one gets and the motorist will be blamed ,this is not aimed at all cyclists because there is one guy who is so well lit up that he can be seen from one end of bath road to the other
95	Noticed that west Mercia police are too busy need more officers and a team that will listen and act on hate crime , not very good saying you need an independent witness , not as if you can pull one out of your pocket , video or voice recorder is an independent witness as its not your friend its non bias , and can provide accurate account on the situation and what's been said , but I am told that is not allowed so the perpetrator's can deny it and continue to harass and bully or worse .. from recent incidents I have been put off calling the police as I get the same old same old and was told we have more serious incidents to attend than come out and deal with neighbour issues .. if this is the case not worth contacting the non urgent line to the police ..
96	It would be helpful if the plan could provide more detail re <ul style="list-style-type: none"> <li>- actions and objectives in relation to the areas of focus in Building a more secure West Mercia</li> <li>- the intention of 'the health and wellbeing agenda within the alliance' in Reforming West Mercia</li> <li>- what is meant by aspiring to a 'market leading support service for policing'?</li> <li>- how the proportion of hate crimes reported to the police will be measured.</li> <li>- the role of other agencies and partners, in addition to the police, in delivering community safety.</li> <li>- how the PCC expects CSPs to contribute to a Safer West Mercia</li> <li>- the proposed outcomes based commissioning framework.</li> <li>- an outcomes framework and performance dashboard</li> </ul>
97	The document makes quite generic statements regarding safeguarding and still uses the term 'vulnerable adult' in its terminology, this term is now out of date following the Care Act 2014 and the current term is 'adult with care and support needs'. <ul style="list-style-type: none"> <li>•The PCC plan provides the important reassurance that the role of the police as a statutory partner in adult safeguarding (as outlined in the Care Act 2014) is embedded in local practice and gives a commitment to Safeguarding Adults Boards</li> </ul>

	<p>and the work of those Boards.</p> <ul style="list-style-type: none"><li>•The draft could be strengthened in the following specific areas in relation to safeguarding specifically:</li></ul> <p>Provide assurance by the PCC around how Disability Hate Crime is dealt with and look at any community based initiatives to address these issues.</p> <p>Reinforce that Crimes Against Older People are dealt with in line CPS guidance.</p> <p>Provide assurance that Safe Places Schemes benefit from local police involvement and input to contribute to the prevention</p>
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# Safer West Mercia Plan

## 2016-2021

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# Foreword

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Taking a good service and making it great represents a big challenge. It requires attention to detail, understanding, the right resources and a determination to succeed. This is the challenge I have set myself: **To take our strong foundation of a good police force and create an even safer West Mercia.**

This plan will outline how, together, we can all help to achieve that goal.

This challenge means giving our officers the tools, skills and processes to do their work more effectively and more efficiently. It also means establishing West Mercia as a modern, dynamic, innovative police force whilst retaining the traditional fundamentals of good policing. The force must sustain and extend its connections and relationships with local communities by improving engagement, visibility and accessibility. Put together, the aim is to create a police force that is known and respected both nationally and locally for its outstanding performance.

For our communities, it will mean empowering people to play a more active role in identifying and tackling local issues. Active citizenship can and should have a major part in creating communities that are safer, stronger and more united. I want to ensure people have the opportunities and tools to make more positive contributions to their own communities, with appropriate backing from the police or other partners as required. I also want to provide a better service for victims of crime. Where people do fall victim, I will ensure they consistently get the support they need to cope, recover and prevent re-victimisation.

For partner agencies, it will mean working closer together to achieve the best possible value and results for the public. We will need to be reactive and adaptive together as society, culture and technology evolve over time to ensure we continue to deliver the priorities and issues that the public needs.

None of this will be easy but I will work tirelessly to make it a reality.

Together we can build a safer West Mercia.

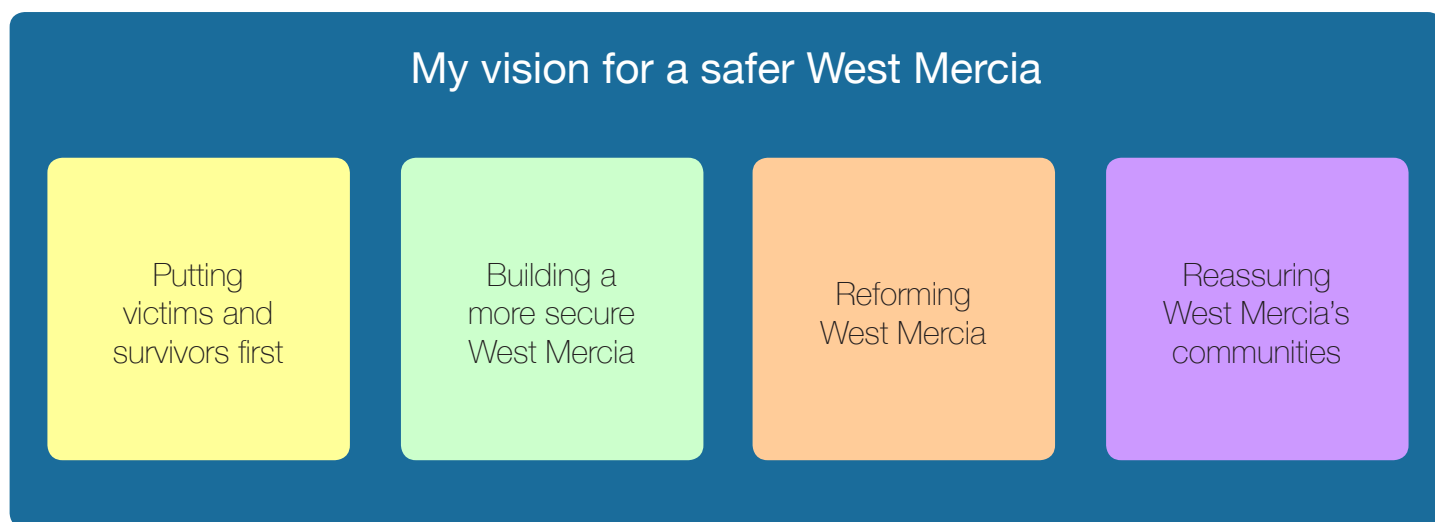


**John Campion**  
**West Mercia Police and Crime Commissioner**

# Introduction - The Safer West Mercia Plan

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I delivered a clear vision for a safer West Mercia during my election campaign. This is the vision the public voted for, it is the vision contained within this plan, and it is the vision I will work hard to deliver.



This vision has been further shaped by the consultation I have carried out since my election (detailed below), along with analysis of inspections, audits and police performance in West Mercia.

- Results from my online surveys with the public and workforce of West Mercia
- West Mercia Police's Strategic Assessment and Control Strategy
- Community Safety Partnership strategic assessments and plans
- The strategic objectives and priorities of other partner organisations
- The strategic Policing Requirement
- National strategies
- Inspection reports from Her Majesty's Inspectorate of Constabulary.

# Putting victims and survivors first

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I will ensure improved and more consistent services for the victims, survivors and witnesses who suffer most from crime. I will ensure they get the right help to cope and recover at every point of their journey.

## I will hold the Chief Constable to account for:

- Making sure officers and staff have the skills to properly support victims and survivors and do so whenever necessary
- Ensuring all victims and survivors who report an offence in West Mercia can access 'Track my Crime' or an alternative with equivalent capability.

## As your Commissioner I will:

- Work hard to put victims and survivors first
- Set out my commitment in a new Victims Charter, clarifying what services victims can expect, and what services must be delivered
- Complete a victims' needs assessment
- Bring together and help lead a new Victims Board to ensure better results and consistency
- Make sure victims and survivors get effective services, enabling them to cope and recover and reduce their chances of re-victimisation
- Work with government to further enhance services for victims, survivors and witnesses locally
- Support the appropriate use of restorative justice.

## What I will deliver for West Mercia:

An enhanced and seamless approach to victim, survivor and witness care which will include:

- An inclusive approach to commissioned services where all victims, survivors and witness are kept informed and receive tailored support
- A seamless pathway of commissioned activity from my office, dovetailing where possible into existing provision from partner agencies increasing victim confidence
- More cases being supported through the criminal justice system.



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### The Victims Board will:

- ▶ Co-ordinate victim services and pathways which help victims cope and recover
- ▶ Ensure victims are at the heart of the criminal justice system
- ▶ Champion enhanced support for the most vulnerable
- ▶ Ensure victims and witnesses get the right information at the right time
- ▶ Act on recurring concerns about victims in the criminal justice system
- ▶ Identify and resolve issues regarding policies and processes relating to victims and survivors
- ▶ Make sure services and approaches are aligned to strategic priorities
- ▶ Ensure compliance with the Victims Code of Practice
- ▶ Provide a forum for strategic evidence and data sharing, review and problem solving
- ▶ Promote best practice across West Mercia and Warwickshire.



# Building a more secure West Mercia

I will reduce harm and protect people in communities right across West Mercia, particularly our most vulnerable people. From my perspective this is a non-negotiable part of policing and a key commitment from my partners. Together we can build a more secure West Mercia by understanding and tackling the causes of crime, improving community resilience and cohesion and being more responsive to emerging threats.

## My particular focus areas will be:

- The most serious crimes committed against individuals and the most vulnerable in our society
- Crimes and incidents that impact our communities on a daily basis
- Crimes hidden from public view whether online or in our local communities which are often responsible for causing the greatest harm
- New or emerging crimes.

## I will hold the Chief Constable to account for:

- Making sure the police provide the right response to incidents at the right time
- Working closely with partner agencies to reduce harm and prevent victimisation
- Ensuring officers and staff effectively identify and support people with vulnerabilities, understanding and managing associated risks
- Proactively finding the causes of crime so threats are identified and targeted before they escalate
- Working more effectively with partners and local communities to prevent, resolve and reduce crime and anti-social behaviour
- Ensuring partnership commitments are fully implemented and delivering the best possible results, including West Mercia's Reducing Reoffending Strategy and Mental Health Crisis Concordat
- Working with West Mercia Safer Roads Partnership and others to improve road safety, using practical, evidence led approaches to enforcement and education, reducing the number of deaths and serious injuries.



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### As your Commissioner I will:

- Ensure partners work together to provide efficient and effective support to victims and use early intervention to prevent victimisation
- Make sure public funding used in support of this objective is allocated responsibly, is outcome focussed and based on proven need
- Use a commissioning framework to ensure funding for community safety partnerships represents value for money
- Make sure the Safer Roads Partnership responds to community concerns as well as working to reduce deaths and serious injuries on our roads
- Provide oversight and support to West Mercia's Reducing Reoffending Strategy.

### What I will deliver for West Mercia:

- A reduction in harm and an increased feel of safety as a result of fewer repeat victims and offenders and an increase reporting of offences
- West Mercia Police will improve its current 'requires improvement' and then sustain its rating in HMIC's PEEL (police effectiveness, efficiency and legitimacy programme) effectiveness (vulnerability) inspection
- An increase in confidence to report an offence to the police from both victims and witnesses.





# Reforming West Mercia

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West Mercia Police is a professional, hard-working force that delivers a good service to its communities. I will build on those foundations by transforming the organisation into a modern, innovative force, leading the way nationally and delivering even more locally.

It is imperative we give officers and staff the space, tools and skills to do an excellent job, whilst ensuring the best possible value for the taxpayer and service for our communities. I will ensure the money given for policing is spent as efficiently as possible before I ask our communities to pay more through council tax.

I will back the force with the investment and resources it needs to become more responsive to changing demands. In return for this freedom and support I will hold them robustly to account to ensure the police deliver the service our communities need to be safe and feel safe.

## I will hold the Chief Constable to account for:

- Ensuring the alliance transformation programme delivers a better, more efficient service to the public
- Delivering new fit for purpose technology and making best use of it
- Ensuring the force has fit for purpose buildings and contact points which best meet the needs of local communities and the organisation
- Delivering the operational control centre programme on time and on budget to improve force resilience

- Making sure the force has the right contact channels for the public and that it provides the right response every time
- Understanding, investing in and developing the force's officers, staff and volunteers to make sure they are reaching their full potential
- Properly investing in the workforce and developing staff
- Ensuring a stable workforce which better reflects the demographic make up of our communities
- Delivering a modern, effective and adaptable support function which responds to the needs of our service and community
- Increasing the number of special constables and police volunteers
- Working alongside public and third sector partners so that together they deliver a safer West Mercia
- Ensuring there is strategic planning for the future of policing in West Mercia.

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### As your Commissioner I will:

- Work with Warwickshire's Police and Crime Commissioner to provide governance and oversight of all the modernisation programmes across the alliance
- Support the health and wellbeing agenda within the alliance
- Give leadership to the force and partners in forging new collaborations to deliver efficient and improved public services.

### Together the Chief Constable and I will:

- Invest to save, so the force can be more adaptable and make best use of its resources
- Monitor the National Specialist Capabilities Programme and respond to any changes arising from it
- Join up services and commissioning with partners where there are operational and financial benefits
- Aspire to a market leading support service for policing.

### What I will deliver for West Mercia:

- A modern, agile, more responsive police force which continues to deliver more locally
- Better infrastructure and development for West Mercia's officers and staff to reach their potential whilst providing value for money for the public
- A network of partner, public and third sector agencies working alongside the police to deliver a safer West Mercia.



# Reassuring West Mercia's communities

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It is vital our communities are not only safe, but feel safe too. I want to make that principle a reality for more people across West Mercia.

I want to ensure our communities can have trust in me as their Commissioner and the police force I hold to account on their behalf. Policing of our communities is by consent and it is important that people trust in our police to do so. People need to be able to engage with both myself and their police to be confident that, respectively, we are visible, accessible, transparent, understanding of local priorities and capable of tackling them effectively.

I will create more opportunities for communities to not only raise local issues, but also play a leading role in resolving them. I want to enable more active citizenship and will ensure people get the tools, training or expertise they need in order to help themselves and their communities. This will include updated and improved use of technology, delivering services and engagement more conveniently via new internet and social media platforms.

## I will hold the Chief Constable to account for:

- Ensuring the Police Code of Ethics is embedded within the force's culture, and is adhered to
- Delivering new online platforms for communicating and engaging with the public and partners, alongside traditional and existing methods

- Proactively publishing information to demonstrate the force is working ethically, and enable good governance
- Engaging with the public and acting on their concerns locally
- Ensuring the force is visible and accessible both in communities and online
- Making sure people get an individual response based on their specific needs, and they understand the service they can expect to receive
- Making sure all communities, individuals and staff are treated equally, fairly and respectfully by the force
- Ensuring West Mercia Police complies with the Best Use of Stop and Search Scheme
- Working with partners to improve prevention and understanding of cyber crime, ensuring the strategy is fully implemented and emerging threats are tackled
- Making sure voices and priorities are heard and acted on from within our rural communities, via the Rural Matters plan to ensure their specific needs are addressed
- Working with businesses and partners through the Business Matters plan to ensure business crime is addressed effectively.

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### As your Commissioner I will:

- Make sure police follow custody rules and treat detainees safely and fairly, via an Independent Custody Visitor Scheme
- Develop and publish a Communications and Engagement strategy, setting out how I will actively engage with communities and monitor performance
- Launch a new Commissioner's Ambassador scheme to deliver more engagements, relationships and local links across our communities
- Ensure that the police and partner organisations are active and effective in tackling the issues that are important to our communities
- Involve, engage and empower communities in the delivery of my plan through more opportunities for active citizenship and volunteering
- Be open and transparent in all the decisions and appointments I make and in the way I hold the Chief Constable to account
- Work with the police to publish information arising from recommendations in HMIC or other strategic reports.

### Together the Chief Constable and I will:

- Work with local people and partners to give visible reassurance on frontline neighbourhood policing.

### What I will deliver for West Mercia:

- Increased confidence in local policing
- Communities feel valued, informed and involved
- The force achieves and maintains a minimum rating of 'good' in HMIC's PEEL inspections
- Published communication and engagement which makes both myself as your Commissioner and the force more accessible to all communities
- Increase the proportion of hate crimes reported to the police.



# Appendix 1 - Collaboration and partnership working

Building a safer West Mercia is not and cannot be the sole responsibility of any one person or organisation. I am committed to effective partnership working and this principle will be essential in achieving many of the objectives in this plan.

We have some good existing partnership arrangements already in West Mercia. I will look to sustain these and build new ones in order to achieve more effective and efficient results for our communities.

## I will work with local partner organisations to:

- Develop strong partnerships that deliver our shared outcomes, particularly with community safety partnerships, local authorities, fire and rescue services, health and wellbeing boards, the youth offending service, safeguarding children boards, safeguarding adults boards, criminal justice agencies and the community and voluntary sector
- Support collaboration to improve services, increase capability and achieve efficiencies
- Aim to better serve local communities by encouraging innovative partnerships with the local and community sector
- Consider opportunities for aligning, co-locating, sharing or integrating services where it is in the best interest and operationally and financially viable to do so
- Ensure effective partnership work to tackle adult and youth reoffending and its causes

- Manage the change to the Transforming Justice agenda, with criminal justice partners.

## National and regional collaboration

I will work with regional and national partners on threats and areas of policing which go beyond a single force's boundaries, interests and capabilities. These include national threats set out in the Home Secretary's Strategic Policing Requirement (SPR) of terrorism, civil emergencies, organised crime, threats to public order, large scale cyber incidents and child sexual abuse.

I will work with my regional counterparts of Staffordshire, Warwickshire and the West Midlands and wider regional and national partners to ensure we have the capability and capacity to tackle major challenges to public safety set out in the SPR and that robust governance arrangements are in place to hold the chief constable to account for responding to these national threats.



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I will explore further operational collaboration with other police forces, particularly our neighbouring regional forces. I will also work with other Police and Crime Commissioners to improve and increase our collaborative working, building on the existing response to organised crime and criminal use of the road network, as well as ensuring that there is effective regional and national oversight of counter-terrorism policing.

Beyond this, I will look to work with my regional partners to develop collaborative approaches to other policing activity, such as uniformed operations (including armed policing) and other specialist functions. While ensuring continued responsiveness and preserving local accountability, these steps can deliver cost effectiveness, increased capability and greater resilience.

These commitments further support the building of a secure West Mercia.



## Appendix 2 - Performance and accountability

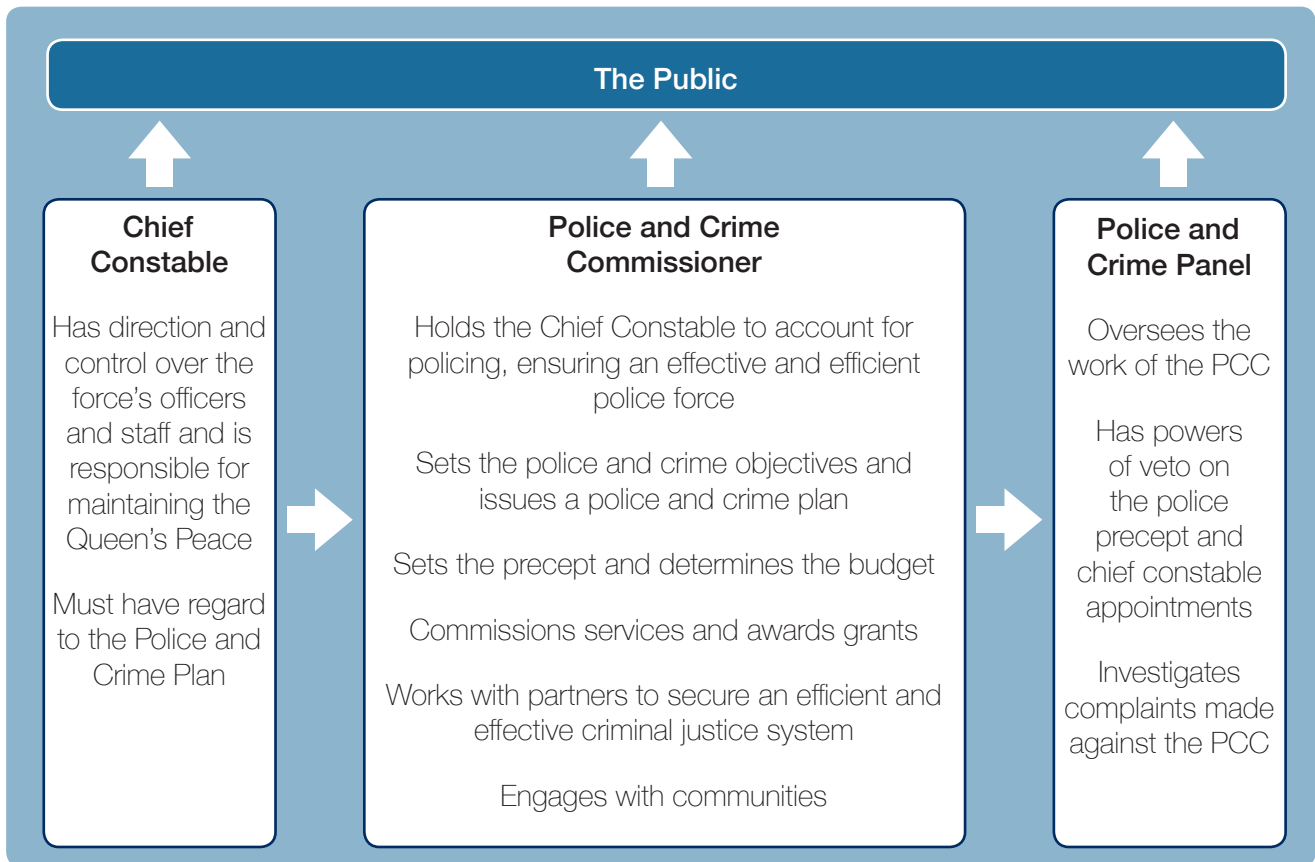
I want the public to have confidence and trust in my work, along with that of the force. To achieve this, I have developed a clear, robust assurance programme which will monitor performance of West Mercia Police. The programme will enable scrutiny of key areas within this plan, and is available to view and download at any time on my website.

The assurance programme gives an assurance to communities of how I intend to hold the chief constable to account. It also clarifies how I carry

out my responsibilities around governance and oversight, including the mechanisms in place to assist me. The assurance programme will be reviewed and updated on a regular basis and will be subject to external scrutiny by the West Mercia Police and Crime Panel.

In addition, I have also developed a performance dashboard, which will provide me with an at-a-glance summary of West Mercia Police performance.

### Roles and responsibilities



# Appendix 3 - Our resources

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## Financial resources

Setting the police and crime budget for the each financial year is one of the most important decisions I have to make. The budget is funded by a combination of central government grants and council tax contributions:

- The net revenue budget after savings for 2016/17 is £207.6 million
- £4.7 million of reserves is to be used within the year
- The net budget is £202.9 million
- £79.5 million of income is raised through council tax.

## A value for money approach

It is my intention to keep council tax increases to a minimum through a value for money approach which will be achieved by improving efficiencies in all aspects of this plan. In support of this approach I will:

- Use £29.9m from reserves over a four year period, and on a prudent basis, to support each year's budget
- Where any under-spends are encountered, I will seek to further minimise the need to use borrowing to fund capital expenditure
- Support the development of the Alliance transformation programme

- Ensure the force invests and uses technology innovatively, allowing more resources to be focussed on frontline policing
- Seek opportunities for collaborative working with other partners and police forces to deliver further operational and financial efficiencies
- Develop an outcomes based approach to service delivery.

## Commissioning and grants

I have a central role in the commissioning of services related to victims, community safety and crime reduction, which may expand in the near future if police and crime commissioners take on responsibility for court based victims and witness services.

### As your Commissioner I will:

- Develop and strengthen existing commissioning arrangements
- Actively seek new opportunities for the co-commissioning of services with partner organisations where we have shared outcomes and issues of joint priority
- Implement an outcome based approach to commissioning and grants so that there is a clear rationale for the commissioning of services and activity with resources allocated to need



➤ Implement an outcomes based commissioning framework with Community Safety Partnerships

➤ Pilot the use of the Outcome Star framework with ten of the 2016/17 third sector grant recipients. This is an evidence based tool for supporting and measuring change when working with people

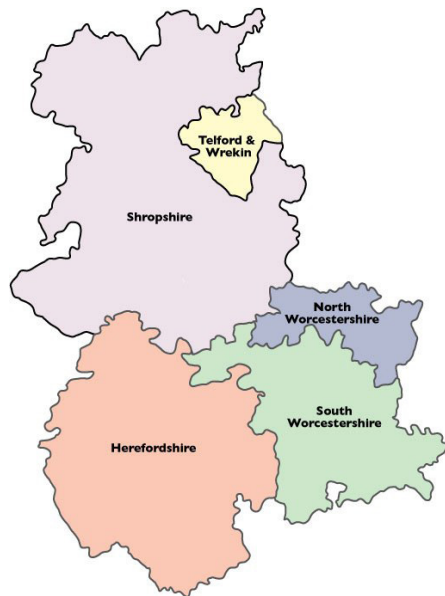
➤ Operate a grant scheme which is available to view and download on my website.



# Appendix 4 - West Mercia policing area

## People and communities

West Mercia is one of the largest police force areas in England and Wales, covering the counties of Herefordshire, Shropshire and Worcestershire. It has a population of just over 1.2 million people, which is projected to grow 4.6% by 2024. The majority (92.9%) of the population is white British.



Much of the force area is rural, especially in Herefordshire and Shropshire, but there are also urban areas of Hereford, Redditch, Shrewsbury, Telford and Worcester.

West Mercia comprises of three unitary local authority areas; Herefordshire, Shropshire and Telford and Wrekin along with Worcestershire, a county council area with six district/borough councils. The West Mercia Police Force is currently divided into four local policing areas aligned to local authority boundaries.

## The policing alliance

West Mercia Police is in a formal strategic alliance with Warwickshire Police. This means that below the rank of Deputy Chief Constable all the functions of both police forces are combined. By working in an Alliance both forces have been able to realise significant financial savings as part of the government's comprehensive spending review. However the benefits of the alliance have proved to be more than just financial bringing greater operational and organisational resilience to both forces and ensuring the maximum number of people are protected from harm.

## West Mercia personnel in numbers

	Actual	FTE
Number of police officers	2,094	2,066.47
Number of students officers (less than 2 years service)	246	246
Number of Specials	334	334
Number of PCSOs	249	241.73
Number of police staff (excluding PCSOs)	1,605	1,452.39

Figures shown are as at 31 March 2016.



To contact your Police and Crime Commissioner:

Tel: **01905 331656**

Email: **[opcc@westmercia.pnn.police.uk](mailto:opcc@westmercia.pnn.police.uk)**

This document is available in other formats,  
please contact 01905 331656 for further assistance.

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## **ASSURANCE PROGRAMME**

# **DRAFT FRAMEWORK**

Sep-16

## **INTRODUCTION**

The Police and Crime Commissioner (PCC) is the local governing body for policing in the West Mercia area and has an over-arching duty to secure an effective and efficient police force for the area. In particular, the PCC has a statutory duty and electoral mandate to hold the chief constable to account on behalf of the public.

Section 8 of the Police Reform and Social Responsibility Act 2011 sets out the primary functions of the Chief Constable for which the PCC must hold the Chief Constable to account for and these are summarised as follows:-

- Performance against the objectives set out in the Police and Crime Plan.
- The Strategic Policing Requirement (SPR) – which ensures there is sufficient capability regionally and nationally to respond to serious and cross border criminality.
- The force having regard to Codes of Practice.
- The effectiveness and efficiency of the force's collaboration arrangements.
- The force's engagement with local people.
- Value for money.
- Equality and diversity.
- Safeguarding of children and the promotion of child welfare.

## **THE ASSURANCE PROGRAMME**

The PCC is committed to open and transparent governance and scrutiny of policing and crime issues in West Mercia in accordance with relevant legislation and best practice in relation to governance. The purpose of the assurance programme is to ensure there is a structured framework of scrutiny in place that provides sufficient governance, oversight and challenge to enable the PCC to satisfy his duties in holding the chief constable to account. The programme will also assist the PCP's oversight of the PCC'S duties. It is intended that the assurance programme provides a dynamic risk based approach to accountability and will be subject to review during the PCC's term of office.

The assurance programme is structured around the Safer West Mercia Plan and is a strategic high level document. Where available, links to supporting evidence such as strategy documents or minutes are embedded within the programme document.



## **OVERVIEW OF KEY MEETINGS**

A summary of the key meeting forming the Police and Crime Commissioners assurance programme will be included here. This will include their purpose, level of attendance and frequency.










**ASSURANCE PROGRAMME**

**SAFER WEST MERCIA PLAN - PUTTING VICTIM AND SURVIVORS FIRST - EXAMPLE OF FRAMEWORK**

Commitment	Supporting Activity	Links to PCC Strategic Risk Register item	PCC's Oversight Mechanism(s)	Frequency of Oversight																	
				16/17		17/18				18/19				19/20				20/21			
Holding the Chief Constable to account for:				Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Officers and staff have the skills to properly support victims	People Strategy - learning and development programme		Updates at AGG																		
Victims have access to <i>Track my Crime</i> or alternative equivalent	Athena Programme		Athena Programme Board																		
<b>The Police and Crime Commissioner will:</b>																					
Set out commitment in a victims charter	Development, publication and implementation of the charter		OPCC Delivery Plan																		
Complete a victims need assessment	Undertaking assessment		OPCC Delivery Plan																		
Bring together and lead a new West Mercia Victims Board	Coordination and ongoing management of the Board		West Mercia LCJB																		
Make sure victims get effective services to cope recover and reduce their chances of victimisation	PCC Commissioning Framework		Victims Board																		
Work with government to further enhance services for victims and witnesses locally	To be determined as required																				
Support the appropriate use of restorative justice			Restorative Justice Alliance Programme Board																		
			Crime Reduction Board																		

**Key to meeting frequency**

- Weekly 
- Monthly 
- Quarterly 
- Biannual 
- Yearly 
- Other time scale 
- Ad hoc as required 

**Performance measures linked to this theme**

- Victim satisfaction
- Repeat victimisation
- Repeat offending
- Victim code compliance

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**Safer West Mercia Outcomes**

- An enhanced and seamless approach to commissioned services where all victims and witnesses are kept informed and receive tailored support
- A seamless pathway of commissioned activity from my office, dovetailing where possible into existing provision from partner agencies increasing victims confidence
- More cases being supported through the criminal justice system

**Joint PCC Strategic Risk Register – identified risks**

- The risk of the Police and Crime Commissioner not meeting his statutory responsibilities
- The risk that the Strategic Alliance fails
- The risk of failing to manage our finances effectively
- The risk that the Police and Crime Commissioner does not hold the Chief Constable to account
- The risk of inadequate commissioning of Victims Services
- The risk that we do not manage our partnerships effectively could lead to our objectives not being achieved, poor value for money and adverse impact on the reputation of the Police and Crime Commissioner
- The risk of failure in performance by external partners including the Force impacting negatively on the delivery of the Police and Crime Plan
- The risk of the Police and Crime Commissioner failing to engage with the community

**West Mercia Police – Alliance Level Strategic Risks**

- The risk of...Health and Wellbeing
- The risk presented by Partnership Collaboration and funding being uncertain due to budget cuts and devolution arrangements which may effect our delivery
- The risk of failing to achieve financial savings within time limits
- The risk to achieving, in line with Control Strategy priorities and Vision 2020 the ability to be 'great' at protecting the most vulnerable
- The risk presented by the quality of data inputted into systems
- The risk of our ability to meet our vision of protecting people from harm
- The risk of the gap in our requirement to have an overarching organisational learning platform in order to develop a learning culture that can be built upon across the Alliance
- The risk that the scale of change is significantly greater than our planning assumptions contained within our Medium Term Financial Plan

**PCC Overview Commentary**

## **PERFORMANCE MEASURES**

A summary of all the performance measures used to monitor force performance will be included here once finalised and agreed.

# WEST MERCIA POLICE & CRIME PANEL



REPORT OF THE CHIEF  
EXECUTIVE

WEST MERCIA POLICE  
AND CRIME PANEL  
5 October 2016

## POLICE & CRIME COMMISSIONER ACTIVITY AND PERFORMANCE MONITORING REPORT

### 1. PURPOSE

The purpose of this report is to provide members of the Police and Crime Panel with an overview of the breadth and depth of the Commissioner and his Deputy's work and an update of force performance. The Commissioner's update replaces a progress report against the previous police and crime plan.

### 2. BACKGROUND

The Police and Crime Plan for 2013 – 17 relates to plan of the previous commissioner. Rather than provide the Panel with an update on progress relating to that plan, this report provides a brief oversight into the current commissioner's work along with that of his deputy in the lead up to the publication of the Safer West Mercia Plan which is subject to a separate report to the Panel.

### 3. FORMAT OF THE REPORT

This report is presented in three sections as follows:

- Part 1:** Overview of the Commissioner's and his deputy's activity
- Part 2:** An update on performance by exception
- Part 3:** A brief outline of the PCC's key activity related to his performance role and function which is not captured in parts 1 or 2 of this report

### 4. PART 1 – UPDATE ON COMMISSIONER ACTIVITY

The following section provides a brief overview of areas of focus and activity of the PCC and his Deputy, Tracey Onslow.

#### Safer West Mercia Plan

The Safer West Mercia plan is the PCC's key strategic document. A report outlining the PCC's development of the plan including the outcomes of the public consultation has been submitted to the Panel.

## **Victim's Charter**

Between May and July the PCC carried out a public consultation around his commitment to victims. The feedback from the consultation was used to develop the PCC's Victims Charter for West Mercia. The charter outlines the standards and services communities can expect should they ever fall victim to a crime. The charter sets out key points for helping people to cope and recover from a crime, including preparing statements for court cases, being kept up to date on their case and preventing people becoming victims a second time.

## **Governance and accountability**

In May the PCC introduced a monthly assurance meeting to hold the chief constable to account on force performance, the HMIC inspection programme and strategic organisational initiatives. Performance issues are identified from the weekly, monthly and quarterly performance reports. Issues subject to scrutiny to date have included: victims satisfaction; response times; missing persons and domestic burglary. Notes taken at the monthly meeting are published on the PCC's website.

In addition, the PCC recently held a holding to account session with the chief constable to specifically discuss West Mercia Police's approach to child sexual exploitation. Notes from this meeting will be published in due course.

The PCC has a statutory requirement to publish strategic decisions and these are published on the website. To further enhance openness and accountability the PCC has agreed with the Warwickshire PCC to publish minutes from the Alliance Governance Group (AGG). This meeting provides oversight and governance of the alliance between West Mercia Police and Warwickshire Police.

In support of the alliance transformation programme both the PCC's have approved a £5.5 million capital investment in new technology. The new systems, from Saab, are a key part of the new Operations Communications Centre (OCC). The technology will mean contact handlers can process information faster, make better use of resources and provide a better response to incidents first time. Officers on the ground will be able to spend more time with the public and find out more about incidents before arriving at the scene, enabling them to make better decisions. It will also open up the potential for new channels to report incidents, improving the way in which the forces interact with the public.

The PCC, DPCC and officers attend a range of internal meetings to support the role and function of the PCC.

## **Internal briefings and engagement activity**

Since taking office the PCC has instigated and attended a large number of briefings with officers and staff from across the many different departments and functions within the organisation. The knowledge and understanding attained at these briefings assists the PCC in effectively undertaking his duties. Following her appointment the DPCC has attended briefings related to her role.

In addition to formal briefings both the PCC and DPCC have separately been carrying visits across the force area. For the PCC this has included visits to policing areas, attending the training school to address new students and police staff and local policing award evenings.

## **Community and media engagement**

Both the PCC and DPCC have undertaken meetings and engagements with a wide range of organisations and community representatives from across West Mercia. Examples include parish councils, neighbourhood watch associations and schools.

The PCC has developed a new Community Ambassador scheme to ensure additional engagement in each geographic area. These Ambassadors are now all in post following the design of the new programme, recruitment, vetting and induction. All have also been introduced to their relevant Association of Local Councils with a view to increasing engagement in this area.

A new website is to be delivered at the end of September. This was a priority for the PCC and has been actioned as soon as possible. Since the PCC's election it has gone through every phase - concept, choosing the provider, design, build and population. The resulting website will be more user friendly and interactive than the previous site.

The PCC has undertaken a number of public consultations. Two on the Safer West Mercia Plan and another on the new Victim's Charter. Another survey is currently ongoing involving a PCC project with young people which has received 1,200 responses at the time of writing.

The PCC has chosen to have an increased focus on engagement via social media, particularly Facebook. As a direct result there has been a good increase in engagement on the PCC's Facebook page and work is underway to build that further in the coming weeks/months with a new strategy specifically for this area to follow. The PCC has also launched a new Instagram page. In support of the social media activity there is a real focus on delivering a personal service, for example by replying to individual comments in a timely way.

The PCC has met with editors of major local media outlets to discuss their needs, his priorities and how they can work together in the coming years. These meetings have been very positive and well received by both parties. The Commissioner's work or views have featured in the media over 160 times since his election.

## **Commissioning and Grants**

Whilst work is ongoing to develop a new grant scheme to support the outcomes of the Safer West Mercia Plan the PCC has made a number of financial commitments to enhance services. These include:

- A financial commitment to male independent sexual violence advisors (ISVA) provision across West Mercia

- Paediatric SARC - new service joint funded between with NHS England, West Mercia PCC, Warwickshire PCC and West Midlands PCC.

- Financial commitment to the Mobile Phone Community Safety App for young people (in partnership with University of Worcester)

- A one off grant for SSAFA, funding people to work with veterans to prevent reoffending and to support veterans coming out of prison)

The PCC has introduced a pilot for 10 existing grant recipients to trial an outcome monitoring system called the Outcomes Star. The trial will assess the viability and effectiveness as well as value for money of the system. If successful it will provide a much more robust way of establishing whether a service is achieving the outcomes it has set out to achieve and will assist the PCC in identifying and supporting activities that make a difference.

## **5. PART 2 – PERFORMANCE MONITORING REPORT**

Accompanying this report is the quarterly performance report for April – June 2016. This is the first quarters report for 2016/17. The quarter two report is due on 14 October and will be forwarded to Panel members once published. The format and content of the quarterly report is subject to review along with the development of a performance dashboard and a monthly report.

## **6. PART 3 – PCC ACTIVITY**

The following provides a brief outline of PCC activity not captured in parts 1 or 2 of this report, but which will be of interest to the panel. This update relates to the period 1 January 2016 to date.

**Joint Audit Committee** - the Independent Joint Audit committee met in September 2016. Items considered included, internal an external audit reports, risk management, the statement of accounts and a report on Place Partnership' s assurance arrangements.

**Trust, Integrity and Ethics Committee** - this committee is responsible for enhancing trust and confidence in the ethical governance and actions of Warwickshire Police and West Mercia Police. The committee met in July 2016. Items considered include dip sampling of complaints, an update on the change programme and a Performance Standards overview.

### **Her Majesty's Inspectorate of Constabulary (HMIC)**

During the summer HMIC have re-inspected West Mercia's compliance with the Best Use of Stop and Search Scheme (BUSS). The force was suspended from the scheme by the Home Secretary in February 2016 following the publication of HMIC's Police Legitimacy report, when the force was found to be non compliant in three areas of the BUSS.

The Commissioner has recently received confirmation from HMIC that West Mercia is now fully compliant and from the Home Secretary confirming that the force has been reinstated on the BUSS with immediate effect.

## **7. Recommendation**

**Members of the Panel are asked to consider the report.**

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# **Performance Summary (West Mercia)**

## **April – June 2016**

Author:	Performance Review
Date:	July 2016
Version:	1
GPMS marking:	

## Summary

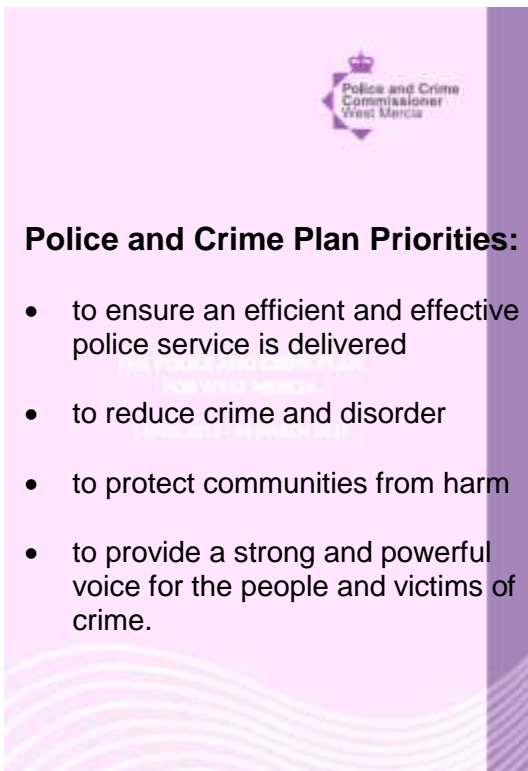
Topic	Data	Activity	Page
<b>To Protect Communities from Harm</b>			
Confidence	Above national average.	Next data published late July 2016.	4
Hate Crime	Above qtr average volumes and increasing trends in satisfaction of hate crime victims.	Increase reporting through raising awareness. Specific local activity in response to EU Referendum.	5
Victim Satisfaction	No significant change – 83%	Significant local activity to improve follow up service.	7
Outcomes	Small decrease in total outcome rate compared to same period 2015/16.	Redesign of outcomes performance framework and development of outcomes 'Action Plan'.	8
Repeat Victimization / Offending	Increase in no. of offenders managed within IOM across the alliance.	Data in relation to 'Repeats' to be discussed at Aug Performance Management Group.	11
Repeat Missing Persons	Significantly above average due to changes in recording practices.	Pro-active work ongoing	12
<b>To Reduce Crime &amp; Disorder</b>			
Violence with Injury	Above qtr average due to increased volumes of ABH.		15
Sexual Offences – Rape	In line with average.	Analysis of sexual offences delivered to Head of Protective Services.	16
Sexual Offences – Other	Above qtr average. Increase in South Worcestershire due to ongoing operations into historical abuse.	Analysis of sexual offences delivered to Head of Protective Services.	17
Domestic Burglary	Below average.	Format of Alliance Burglary Steering Group to be revisited.	18
Robbery	In line with average.		19
Business Crime	Increase compared to previous qtr.	'Your Business Matters' activity continues.	20
Rural Crime	Increase compared to previous qtr.	'Rural Matters' activity continues.	21
Domestic Abuse	Increase compared to previous qtr and above qtr average.	Development of domestic abuse dataset.	22
Child at Risk / CSE	Increase compared to previous qtr and above qtr average.	Intel. threat assessment to be updated by Sep 2016.	23
Cyber Crime	Increase compared to previous qtr.	Development of pilot project to improve service to cyber crime victims.	24
Anti-Social Behaviour	Increase compared to previous qtr (reflecting seasonal trends)	Incident-to-crime conversion audit currently underway.	25
Road Traffic Casualties	Decrease in KSIs compared to previous qtr.	High harm routes subject to daily tasking.	26
Response Times to Emergency Incidents	Increased trend in average time to respond.	Strategic lead commissioned analysis	27
<b>To Ensure an Efficient and Effective Police Service</b>			
Sickness	Stable compared to previous qtr. Improved national ranking position.	Scrutiny Panels met to identify wider wellbeing challenges.	29
TOIL/RDIL	Further improvements in numbers exceeding limits.	Department level data disseminated	30
Complaints	Improvements in recording timeliness during this qtr.	Subject to ongoing monitoring	32
Firearms Licensing	Temporary Permits issued to ensure all license holders are certified.	Process under review to manage future renewal issues.	34

# Performance Summary

## 1. Introduction

This performance document aims to report on areas of performance that relate to the priorities contained within the Police and Crime Plan and key areas of risk identified in the Alliance Control Strategy.

This report covers the first quarter of the performance year and shows a developing picture of force performance across a broad range of data. The report does not report on all aspects of performance, though comments on areas of high harm and other areas where there has been a notable change. The force monitors a wide range of other information to support the management of performance. This document is used as the basis of accountability both by the force and PCC and feeds into the Performance Management Group, chaired by the Deputy Chief Constable, where senior leaders explore performance and improvement activity in more detail.



**Police and Crime Plan Priorities:**

- to ensure an efficient and effective police service is delivered
- to reduce crime and disorder
- to protect communities from harm
- to provide a strong and powerful voice for the people and victims of crime.



**Alliance Control Strategy 2015**

The Control Strategy identifies priorities based on assessment of areas of highest risk and harm.

## 2. Summary of Performance

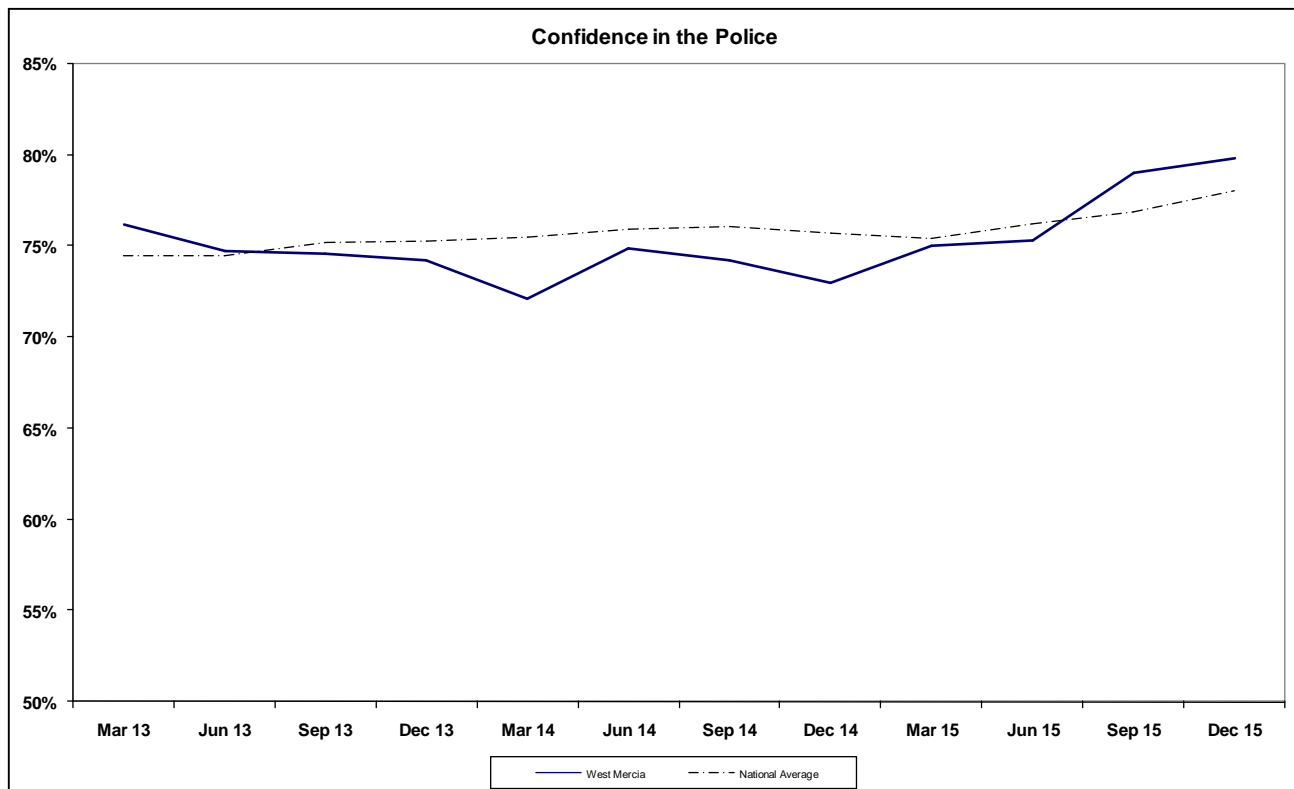
*Aim: To Protect Communities from Harm*

### 2.1 COMMUNITY

#### 2.1.1 Confidence in Police

Public confidence in the police is measured through the national Crime Survey for England and Wales (CSEW). The data is published quarterly, with the latest update covering the period to December 2015. The next update will be published in late July 2016 and will therefore be included in the August monthly summary.

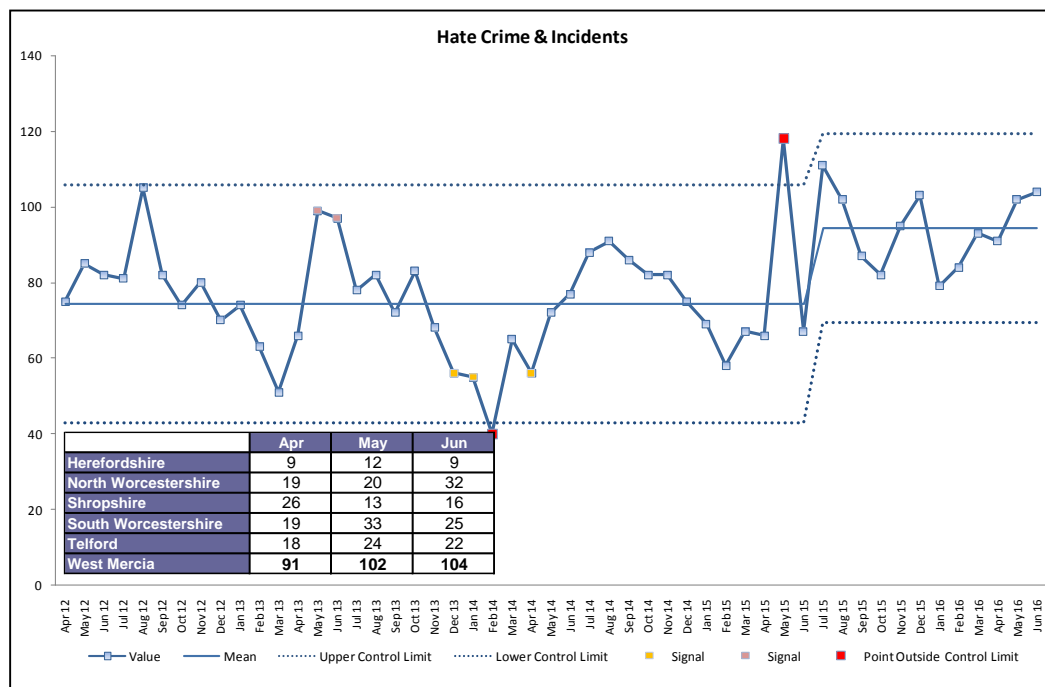
The force has shown a steady improvement in the levels of confidence felt by local communities since December 2014 and continues to be above the National average. 8 in 10 people (80%) have confidence in the police in their local area – a continued improvement on previous quarters.



## 2.1.2 Hate Crime

Signs of Improvement would be:

Increased reporting  
Sustained/ improved victim satisfaction



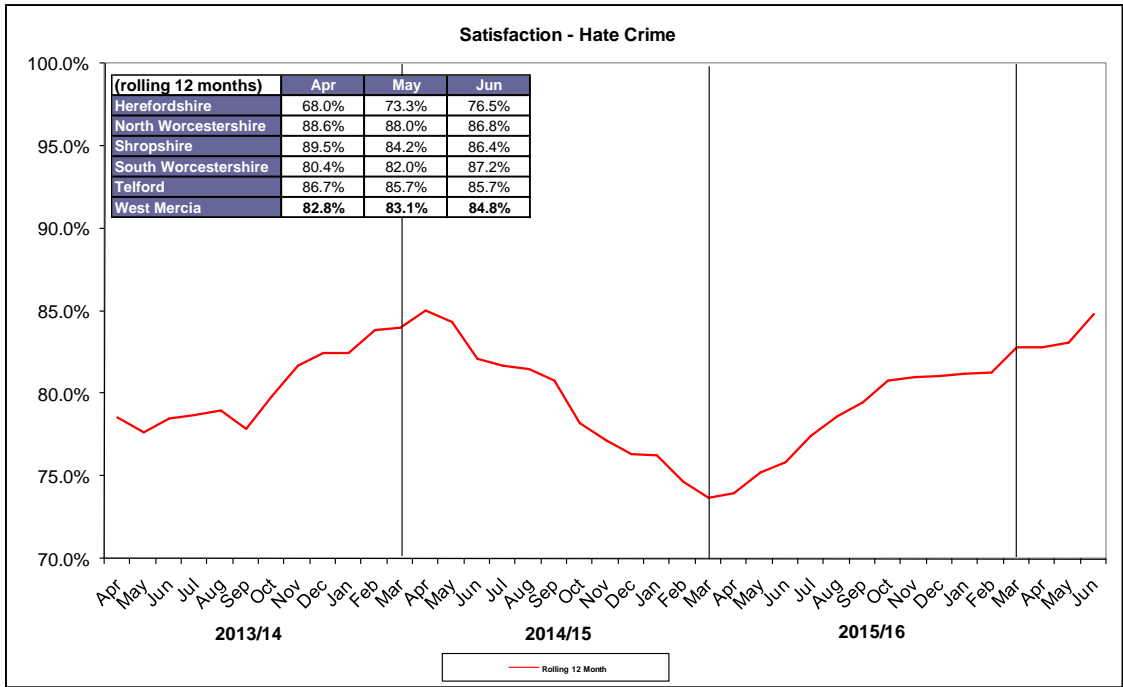
The force recognises the significant impact of hate crime on victims and the need to continue to encourage those subject to such incidents to have the confidence to report and receive high levels of service. The diversity team review all reported hate crimes and incidents to help identify any trends and ensure victims receive the best level of service. Ultimately, the long term aim is to reduce the volume of offending and the number of victims subject to hate offences.

297 offences/ incidents were recorded last quarter. This is a small increase compared to the previous quarter (256) and is slightly above average (283). The uplift in offences in part reflects seasonal trends in hate crime (volumes historically at their highest during the summer months). A small increase has been seen across all policing areas.

Nationally, concerns have been raised in regards to the impact of the EU Referendum on hate crime volumes. Analysis undertaken shortly after the vote indicated no significant variation in recorded volumes in the week following the Referendum compared to previous weeks. Volumes will continue to be monitored on a regular basis in order to identify any long term trends.

However, although there was no discernible increase in recorded offences/ incidents, information passed to the diversity team from our communities suggests that a number of Referendum-related incidents have occurred across the alliance. A number of minority communities have also voiced feelings of vulnerability which did not appear to exist prior to the Referendum. As a result, a series of small community events are planned, to build confidence and encourage formal reporting of incidents. Work is also being undertaken with the corporate communications team to ensure our communities are reassured that hate crime will not be tolerated and that work is proactively being undertaken to tackle prejudiced behaviour.

## Hate Crime Victim Satisfaction



As the number of reported hate crimes is low, the number of victims who are surveyed each month is also low (average 34 per month). The data is therefore shown on the chart as a rolling 12 months to give a longer term trend and to prevent short term reactions to what can be significant month-on-month variations.

The rolling 12 month average, shown by the red line on the chart, shows a generally increasing trend over the last year with satisfaction levels increasing from 76% in June 2015 to 85% in June 2016.

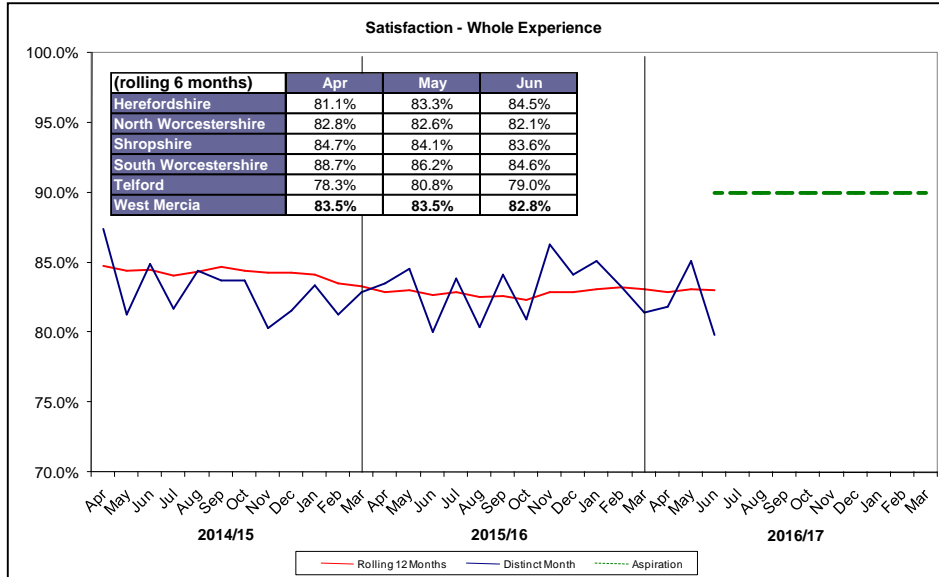
Issues surrounding hate crime satisfaction are discussed within the Victim Satisfaction Improvement Group who meet quarterly.

## 2.2 VICTIMS

### 2.2.1 Victim Satisfaction

Signs of Improvement would be:

Improved satisfaction: overall & with follow up  
Change against comparative Forces



Overall victim satisfaction remains stable across the different stages (Ease of Contact, Actions, Follow-up, Treatment & Whole Experience) with 83% satisfied with their 'Whole Experience'.

The Alliance Victim Satisfaction Improvement Group has defined an aspiration for 9 out of 10 (90%) victims to be satisfied with the service they receive from us.

Only 1 force in the country is currently achieving this level though it is something that we aspire to meet.

National comparison data is only available up to March 2016 with more recent data not being available until August 2016. As of March, West Mercia performs relatively well within its peer group of most similar forces<sup>1</sup> for 'Ease of Contact' (ranking 3<sup>rd</sup>) though less favourably in respect of 'Treatment' (7<sup>th</sup>), 'Actions' (8<sup>th</sup>) and 'Follow up' (8<sup>th</sup>). 'Follow up' is the area where there is considerable variance from the most similar group average (-6.3%) and the top performing force (-13.4%).

Significant local activity has been undertaken across the policing areas, primarily to raise awareness among officers about the importance of 'putting the victim first' and focusing on providing a good 'follow-up' service. Various training/briefing sessions have been undertaken, both through senior management teams and being integrated into existing training sessions. The message has been further reinforced by an impactful poster developed in Telford & Wrekin and shared across the alliance. Supervisory monitoring has also been introduced in some areas, including dip sampling, compliance audits and holding supervisors to account with regard to the timeliness of updates.

As a result of a review of satisfaction levels and the force's aspiration of achieving a 90% satisfaction rate, further focused activity has been undertaken in two policing areas that were identified as having areas for improvement. Activity in Herefordshire has included the delivery of face to face briefings to all front line staff regarding the Victim Code as well as the re-introduction of dip-sample audits by sergeants to ensure processes are adhered to and updates are provided. This has led to an improvement in overall satisfaction in the last few months. In Telford, Victim Care is a subject for discussion at shift and handover briefings and training has

<sup>1</sup> Most Similar Forces are: Devon & Cornwall, Gloucestershire, Norfolk, North Yorks, Suffolk, Warwickshire, Wilts

been delivered to Safer Neighbourhood Teams and PCSOs with regard to the management of Risk Management Plans and ensuring the needs of different victims are met. A small improvement has been seen in satisfaction rates.

This activity continues to be discussed and co-ordinated through the Victim Satisfaction Improvement Group.

A new qualitative survey of rape victims has just been introduced and the roll out of the Home Office mandated survey of domestic abuse victims will go live very shortly - an update on these satisfaction surveys will be included in future reports.

### 2.2.2 Crime Outcomes

**Signs of Improvement would be:**

Improved proportion of offences with 'action taken' outcome  
Improved timelines of recording outcomes

Following previous reporting around overall outcomes and detailed discussions at Performance Management Group, a Strategic Lead was appointed in April in order to understand in more detail the quality of investigations and outcomes for victims of crime. As part of this work a review has taken place into the governance around outcomes and an audit conducted in order to identify areas for improvement. The key focus has been on the quality of investigations and therefore identifying and seizing opportunities to bring offenders to justice and provide high levels of service. This work has emphasised the importance of going 'back to basics', with effective leadership, supervision of crime investigations, improved standards of investigation and increased scrutiny of investigations all being highlighted as key drivers of outcome performance. An action plan is currently being developed, with initial activity including an improved performance framework to ensure better access to outcome data. This will be a main feature of the forthcoming Performance Management Group in August.

Crime Outcomes are the way that forces record how an investigation has been finalised. There are 21 different outcome options which help to give a complete picture of the results of investigations into reported crimes. These outcome options are sub-divided into categories of:

- 'action taken' (i.e. charges and summonses, cautions, penalty notices, cannabis warnings and community resolutions);
- 'no action taken' (i.e. prosecution prevented, evidential difficulties, transferred to external agency etc)
- 'investigation complete' (i.e. offences where there are no identified offenders and no other productive lines of enquiry)
- 'not yet outcomed' (i.e. offences still under active investigation)

Short term outcome trends are viewed over a rolling three month period. This allows a period of approximately 100 days for outcomes to be assigned – this is considered by the Home Office to be a suitable time for identifying comparable trends.

The chart below identifies outcome rates for offences recorded and outcomed in the last quarter (Apr-Jun 2016) compared to the previous quarter (Jan-Mar) and the same period last year.

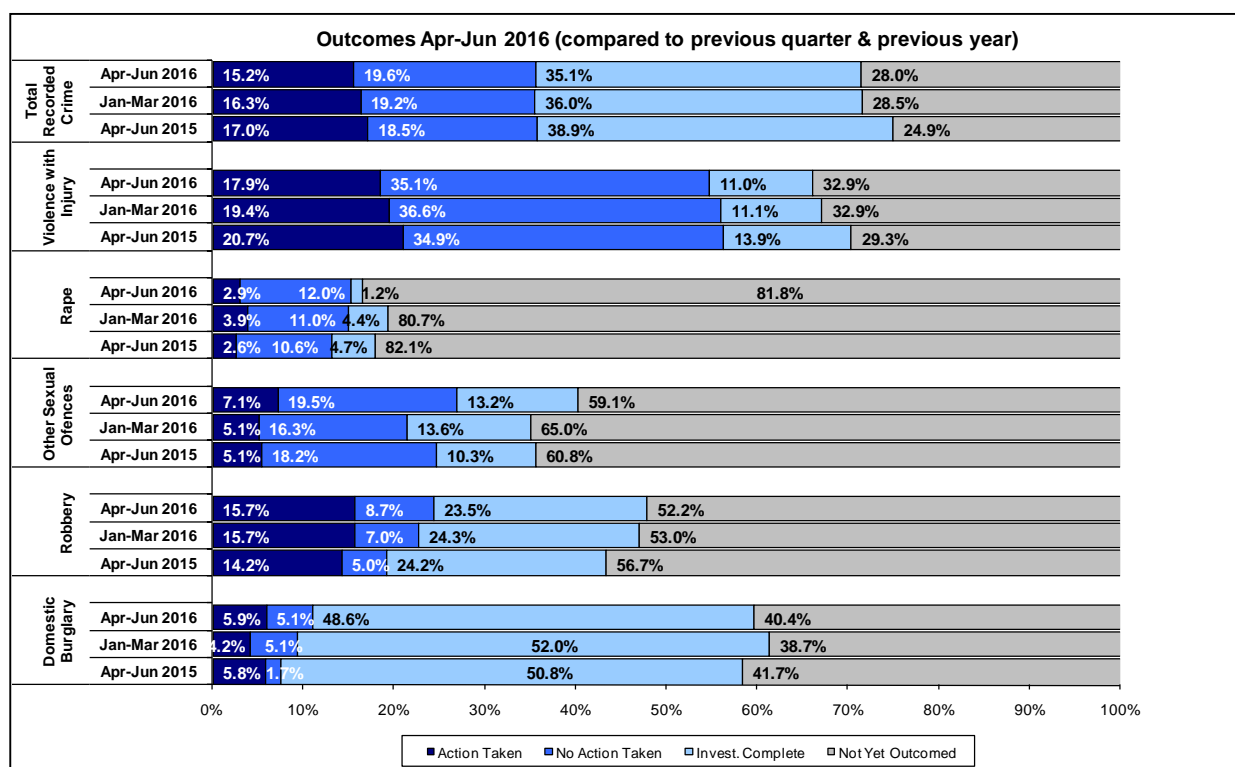
Overall performance has reduced marginally, with 72% of offences having an outcome assigned, compared to 75% last year.



The reduction is seen in the application of 'action taken' outcomes, most notably in VAP with Injury offences.

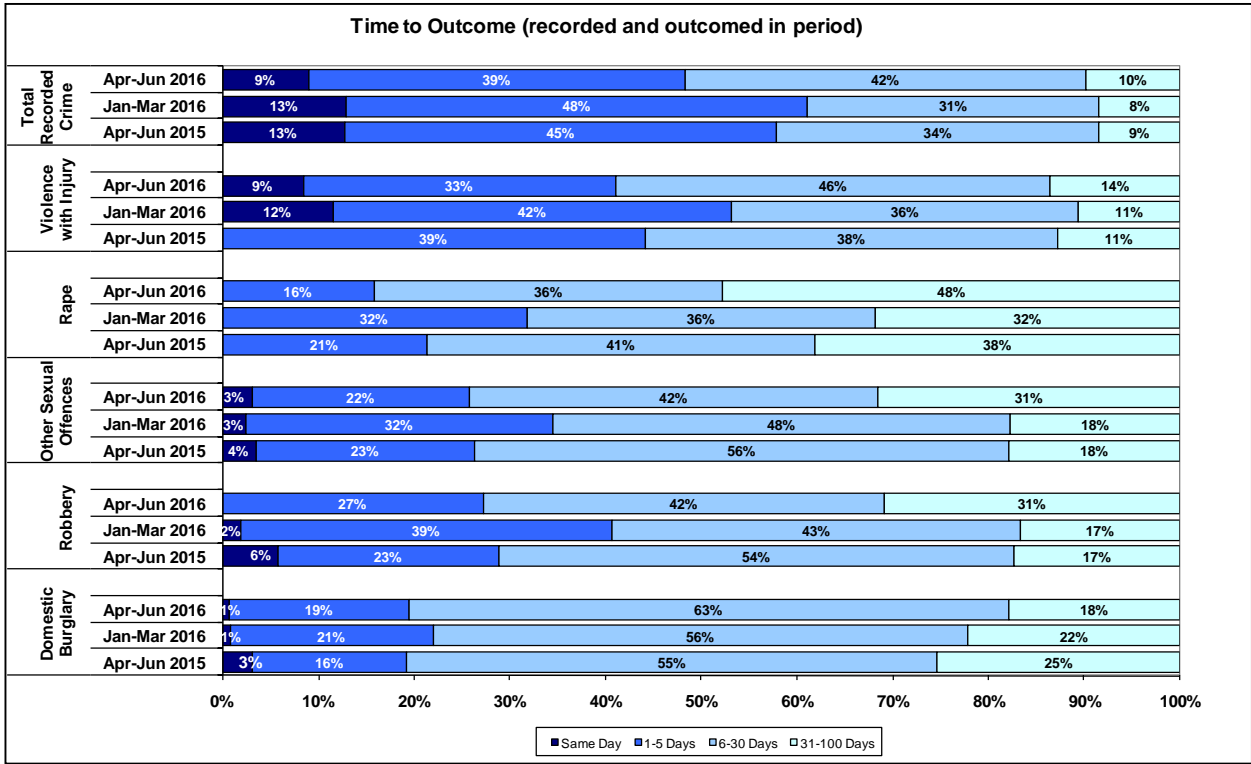
There has been an increase in the proportion of offences outcomed as 'no action taken' across all high harm offence groups, most notably for robbery and domestic burglary offences.

The force has undertaken some dip sampling audits of offences with 'no action taken' outcomes to help ensure these options are applied appropriately and consistently across the alliance.



A further performance indicator for investigations is the time taken to assign the outcome after the offence is recorded. This time has increased in the last quarter (compared to the previous quarter and last year), with a higher proportion of outcomes allocated between 6 and 30 days and a lower proportion between one and five days. This will continue to be monitored, particularly as the force has recently made changes to its investigative structure.

Understandably, variations are seen between different crime groups, with rape offences generally taking longer to outcome than other offence types.



National comparison data is only available up to May 2016 with more recent data not being available until August.

West Mercia performs well within its peer group of most similar forces<sup>2</sup> for 'action taken', ranking 2<sup>nd</sup> out of 6 forces, and above the group average.

<sup>2</sup> Most Similar Forces for outcomes includes only those who are live on the Home Office Datahub: Devon & Cornwall, Gloucestershire, Norfolk, North Yorks, Warwickshire.

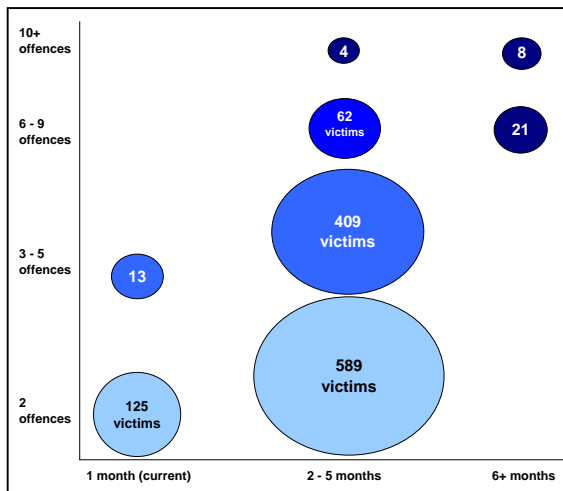
## 2.3 VULNERABILITY

**Signs of Improvement would be:**

Reduction in repeat victims and offenders  
Improved IOM processes

*A repeat victim (or offender) is defined as an individual recorded as a victim (or offender) in the current reporting month that has had at least one other offence in the preceding 12 months. As a repeat victim (or offender) can have presence in both force areas, these counts reflect West Mercia's victims/ offenders only.*

### 2.3.1 Repeat Victimization

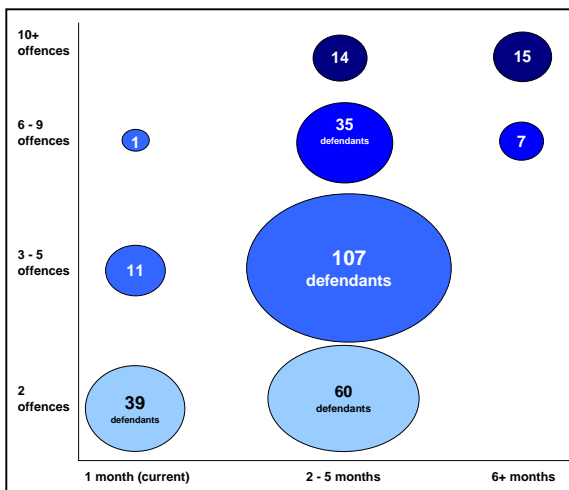


Over a quarter (26% - 1,215) of all victims in June were repeat victims (subject to at least 1 further offence in the last 12 months).

Of these, 501 (41%) have been victims at least 3 times in the 12 month period. 12 individuals have been a victim of at least 10 offences.

There were 929 victims of domestic abuse in June – over a quarter of these individuals (258 - 28%) were repeat victims of additional DA offences in the last 12 months.

### 2.3.2 Repeat Offending



In June, 43% (289) of all defendants were also defendants in at least one other offence in the previous 12 months.

Of these repeat defendants, a quarter (72) have offended at least 6 times in the last 12 months. 29 prolific individuals were defendants for over 10 offences in the last 12 months.

The individual record level data, which identifies repeat victims and defendants, with particular focus on domestic abuse offences, is shared across the Alliance with local policing commanders and appropriate department heads. How this data is used

in terms of local tasking and offender management will be subject to discussion at the Performance Management Group meeting in August.

Following the development of the IOM team, the number of offenders being managed within the IOM scheme is increasing incrementally each month. The cohort of offenders is also changing to ensure those offenders that present the greatest risk are being identified and prioritised; this includes offenders who are within troubled families, Organised Crime Groups and MAPPA. The number of offenders being managed within IOM across the alliance increased by 20% during the period of April to June 2016. Work is also underway to further enhance our proactive 'catch and control' capabilities to effectively respond to the changing make up of the offender cohort.

### 2.3.3 Missing Persons

Signs of Improvement would be:

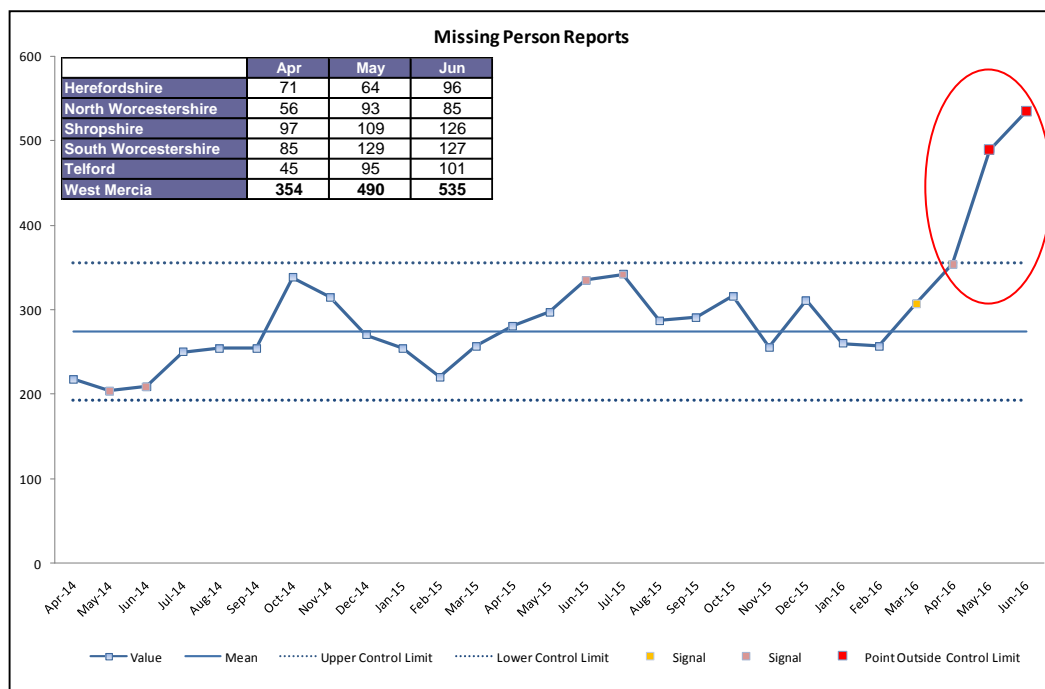
Reduction in repeat missing persons

The figures discussed in this section relate to data recorded on the force missing persons system (COMPACT).

1,379 missing person reports were recorded in the quarter – the increase compared to the previous quarter (824) was anticipated following significant changes in recording practices from April 2016. The force has sought to ensure that all missing persons episodes are identified as such at the first point of contact and are recorded onto the COMPACT system at the earliest opportunity. This allows the force and partner agencies to build a more detailed picture of an individual's circumstances and history and to use intelligence from previous reports to develop comprehensive safeguarding/ investigation plans. It also ensures that force data reflects the true scale and nature of missing people.

These recording practice changes particularly affect recording in relation to repeat child mispers. As such, there has been a disproportionate increase in the repeat rate for U18s. Increased recording of these episodes is welcomed by the force as it significantly improves safeguarding opportunities around U18s and those 'in care' who are the most prolific and vulnerable missing person cohort.

Volumes of missing person calls for service, reports and repeat reports continue to be monitored on a regular basis to identify trends. Any performance issues (unrelated to recording changes) are reported to the missing person co-ordinators and the force lead for missing persons for further investigation.

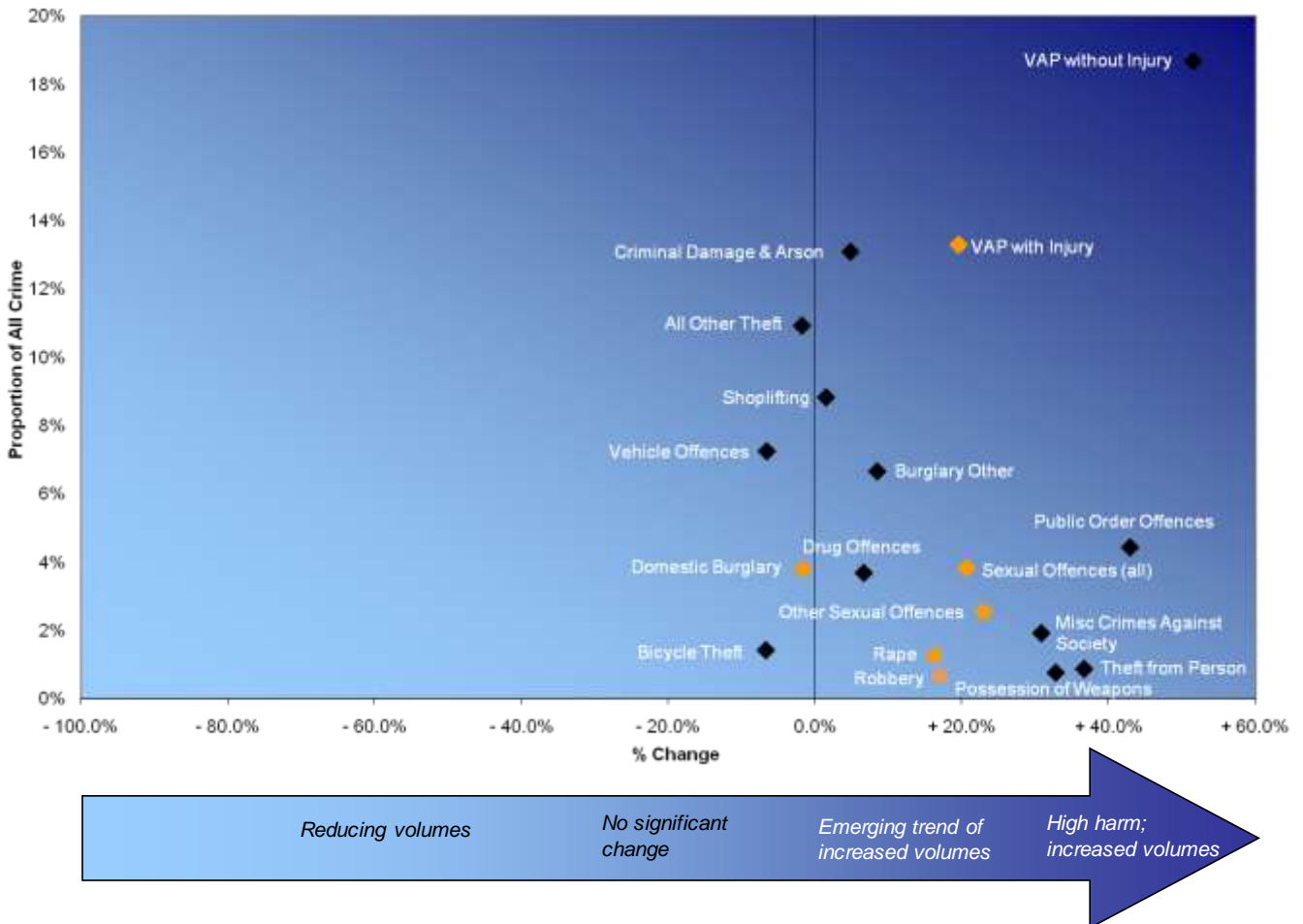


**N.B.** Significant change in recording practices from April 2016

**Aim: To Reduce Crime & Disorder**

**2.4 HARM REDUCTION**

The chart below provides a snapshot of a wide variety of crimes that are monitored by the force. It shows whether they are increasing or decreasing and their relative proportion of all crime. The crimes that have an orange marker will be reported on.



Where possible, performance comparisons are made to the Force's 'similar group' (a group of 8 peer Forces designated by the Home Office)<sup>3</sup>. Two issues are highlighted:

1. How the current pattern of offending compares to the group average

Below Group Avg     
  Similar to Group Avg     
  Above Group Avg

2. Any recent change in the relative position of the force within the group

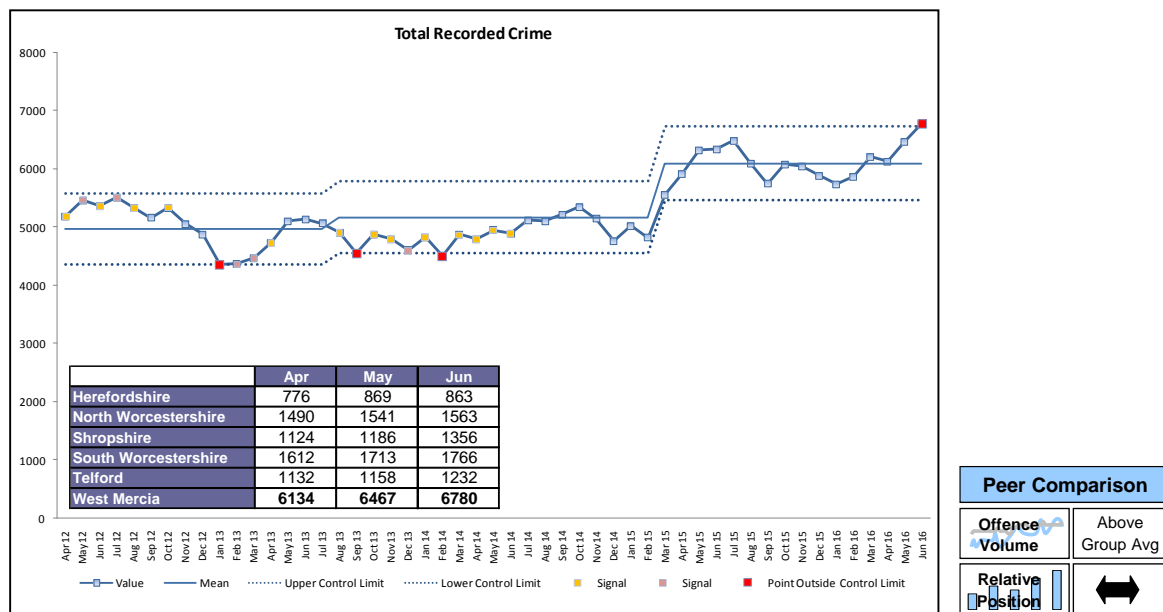
Improving     
 No Change     
 Deteriorating

<sup>3</sup> Most Similar Forces are: Devon & Cornwall, Gloucestershire, Norfolk, North Yorks, Suffolk, Warwickshire, Wilts

## 2.4.1 Crime Recorded

Signs of Improvement would be:

Stable volumes of recorded crime  
Trends in line with other Forces



19,381 offences were recorded across West Mercia last quarter. This is an increase compared to the previous quarter and is 5% above the quarter average. Increases have been seen across all policing areas and are predominantly seen within crime groups of lower harm offences including harassment, ABH, other theft, and criminal damage. Analysis of harassment offences indicates that the majority were malicious communications. Since its introduction in April 2015, the volume of these offences has continued to grow, with 840 offences recorded in the last 3 months. Other crime categories that have shown an increase will be reported on within this document.

The uplift in offences also in part reflects seasonal trends in crime recording where volumes historically are at their highest during the summer months.

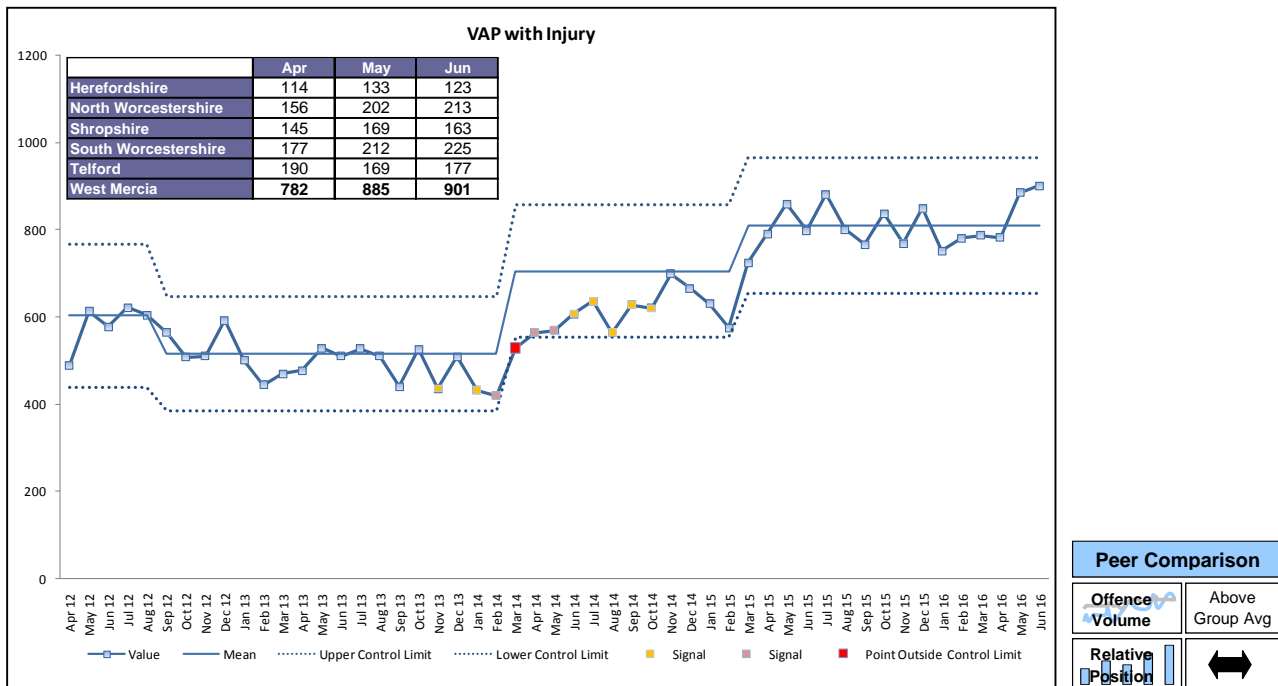
This same period last year we saw a significant increase in crime volumes, which has been attributed, both locally and nationally, to changes in recording practices and the introduction of new notifiable offences. This appeared to have stabilised throughout the year, however we have seen increases from the start of this financial year. Work has been commissioned to investigate this and determine the risk associated with it.

	West Mercia		Herefordshire		North Worcs		Shropshire		South Worcs		Telford	
	Last Qtr	Qtr Avg	Last Qtr	Qtr Avg	Last Qtr	Qtr Avg	Last Qtr	Qtr Avg	Last Qtr	Qtr Avg	Last Qtr	Qtr Avg
Total Recorded Crime	19381	18386	2508	2484	4594	4381	3666	3588	5091	4604	3522	3330
Violence With Injury	2568	2448	370	337	571	551	477	487	614	580	536	494
Violence Without Injury	3817	3432	508	464	867	794	757	677	913	830	772	667
Rape	242	234	27	34	58	54	39	43	64	53	54	50
Other Sexual Offences	495	466	52	70	126	100	100	90	111	103	106	103
Business Robbery	13	11	0	0	9	6	1	1	0	2	3	2
Personal Robbery	102	110	4	9	29	26	15	16	21	32	33	28
Domestic Burglary	626	698	98	87	165	178	86	125	161	166	116	144
Burglary Other	1303	1223	160	163	302	275	290	296	395	322	156	166
Vehicle Offences	1245	1331	118	133	389	459	185	222	381	345	172	174
Theft from Person	169	159	26	24	39	39	35	35	45	43	24	18
Bicycle Theft	234	260	52	56	30	34	59	55	61	73	32	42
Shoplifting	1720	1621	126	162	424	405	315	305	528	437	327	313
All Other Theft Offences	2221	2007	327	303	515	457	473	443	527	472	379	334
Criminal Damage & Arson	2558	2405	315	318	599	548	500	467	680	603	464	470
Other Crimes Against Society	2068	1982	325	326	471	458	334	326	590	547	348	327

## Violence with Injury<sup>4</sup>

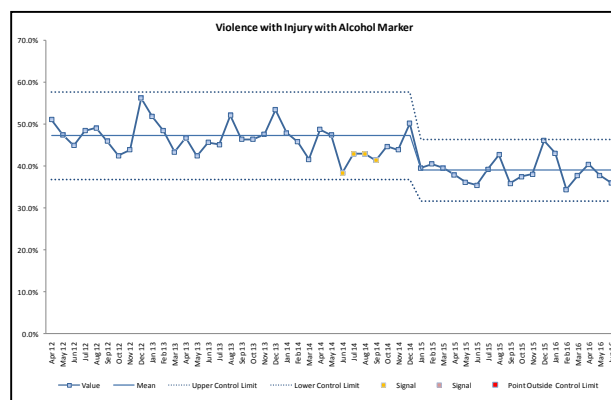
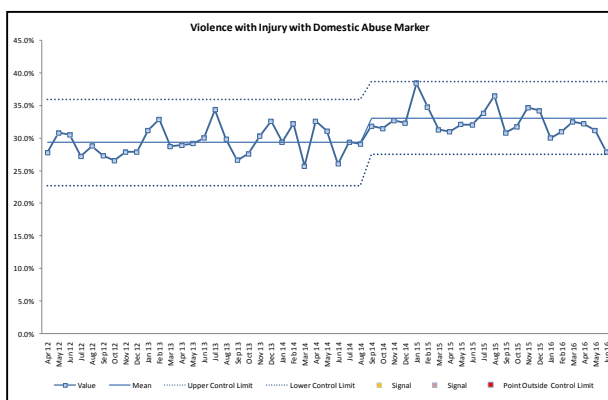
Signs of Improvement would be:

Stable volumes of recorded crime  
Trends in line with other Forces



2,568 violence with injury offences were recorded in the last quarter, an increase on the previous quarter (11%) and above the quarter average (5%). Violence with injury continues to account for approximately 13% of total recorded crime. The increasing trend in offences last quarter reflects seasonal trends observed historically (higher volume of recording in summer months).

The increase in offences was observed across all policing areas and was predominantly driven by ABH offences. The proportion of violence offences that were either domestic abuse or alcohol related remained below average. There were only a very small number of offences recorded specifically as a result of the Euro 2016 tournament (5).



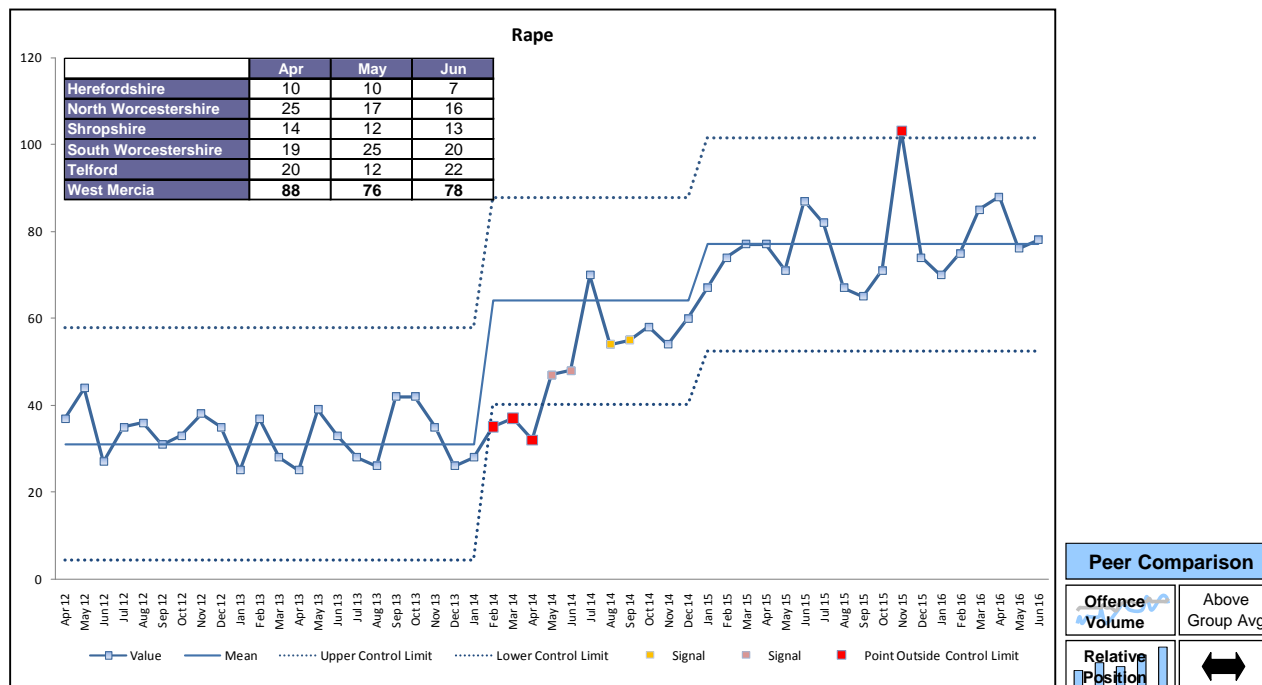
<sup>4</sup>Violence with Injury includes murder & attempt murder, assault where there is injury or an attempt to inflict injury and death by driving

## Sexual Offences

Signs of Improvement would be:

Wider opportunities for victims to report offences  
Investigation of offences meeting victim expectations

### Rape



242 rape offences were reported to the police in the quarter, in line with the quarterly average (234). There were no exceptional volumes at policing area level.

Following discussion at the Alliance Performance Management Group meeting in April, further analysis of rape and other sexual offences was commissioned with a view to better understand the threat and risk associated with the increase in reporting observed since April 2014. The report looked at the profile of rape offences in 2014/15 compared to 2015/16 and included comparison data from forces within West Mercia's peer group of most similar forces<sup>5</sup>.

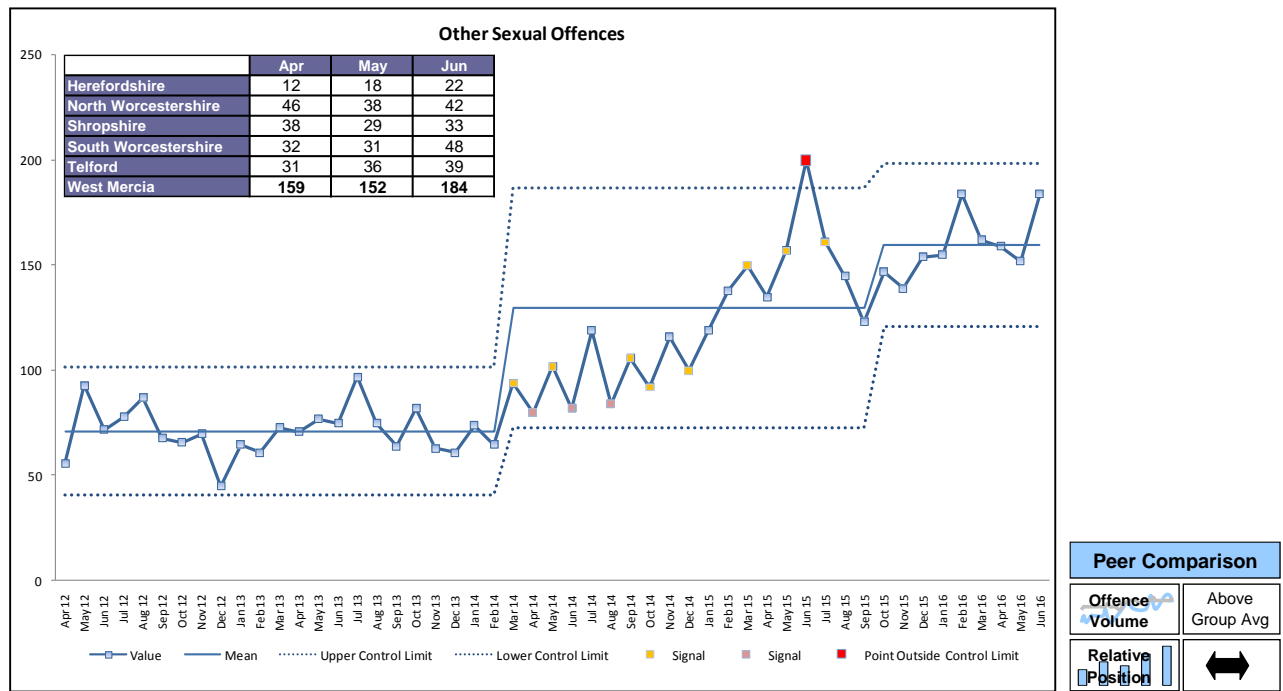
The analysis showed a small increase in the proportion of 'current' rape offences (those recorded within 28 days of being committed) in 2015/16, suggesting that although the majority of rape offences recorded by the force are 'non-recent', increased reporting of 'current' offences has had an influence on total rape volumes. Comparative data indicates that West Mercia has a smaller proportion of 'current' rape offences than the three other forces who provided data.

This report has been delivered to the head of Protective Services for further action.

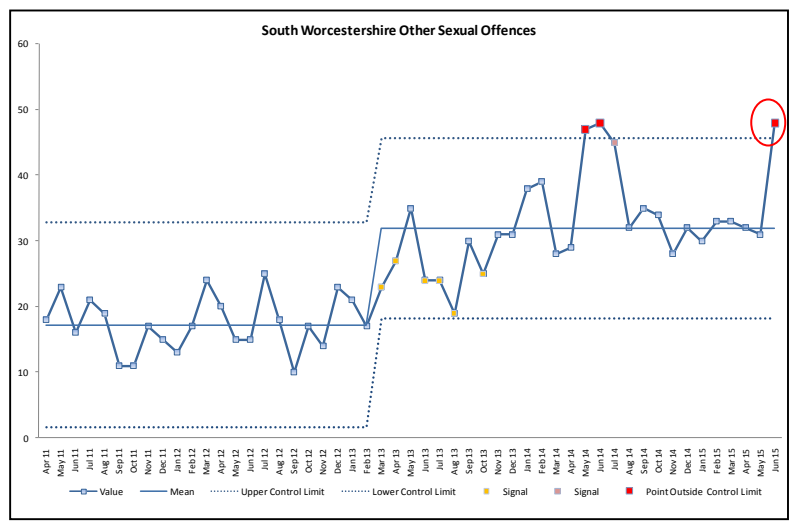
<sup>5</sup> Information requests were sent to all forces within the most similar group. Data was received from Cambridgeshire, Norfolk and Wiltshire.



## Other Sexual Offences



495 other sexual offences were reported to the police in the quarter. This is comparable to the previous quarter (but 6% greater than the quarterly average). As with other crime types, the trends observed this quarter reflect seasonal trends observed historically (higher volume of recording in the summer months). With the exception of Worcestershire, volumes at policing area level are generally stable.



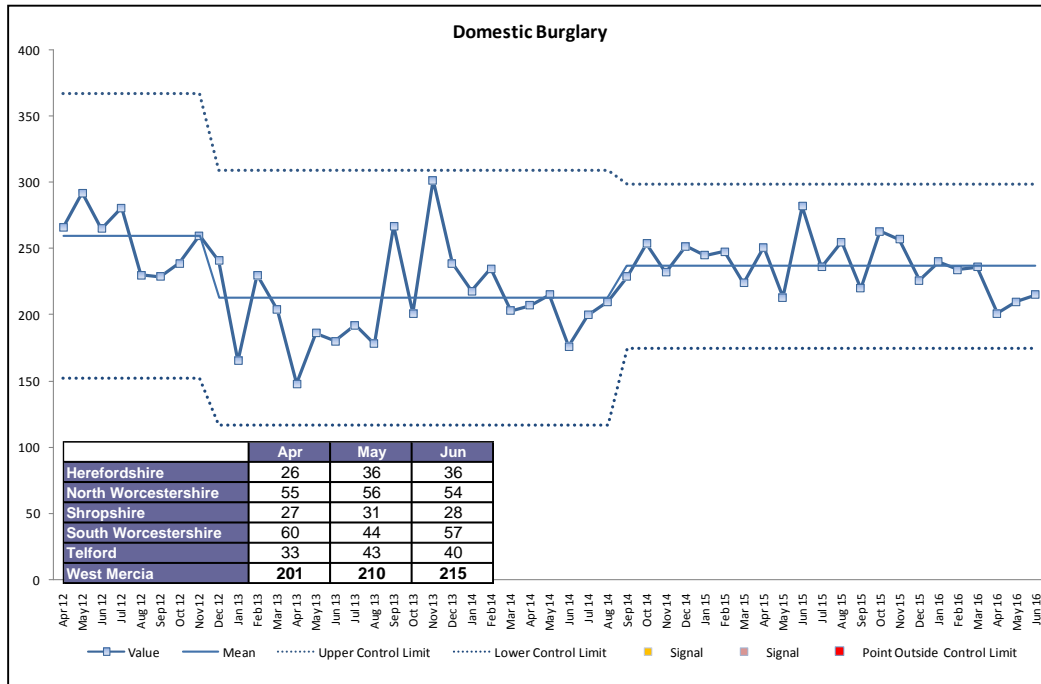
The volume of other sexual offences recorded in South Worcestershire in June was significantly above average. This peak is due to two ongoing operations related to historical sexual offences. The resulting offences recorded in June were committed over 30 years ago.

As mentioned above, analysis has been undertaken to better understand the threat and risk associated with the increased reporting of sexual offences. Findings from this analysis showed that 'current' and 'non-recent' offences continued to account for a very similar proportion of total other sexual offences (50:50 split) in 2015/16 compared to the previous year. This suggests that both 'current' and 'non-recent' offences are responsible for the overall uplift in volumes. Comparative data indicates that West Mercia has a smaller proportion of 'current' other sexual offences compared to the three forces who provided data.

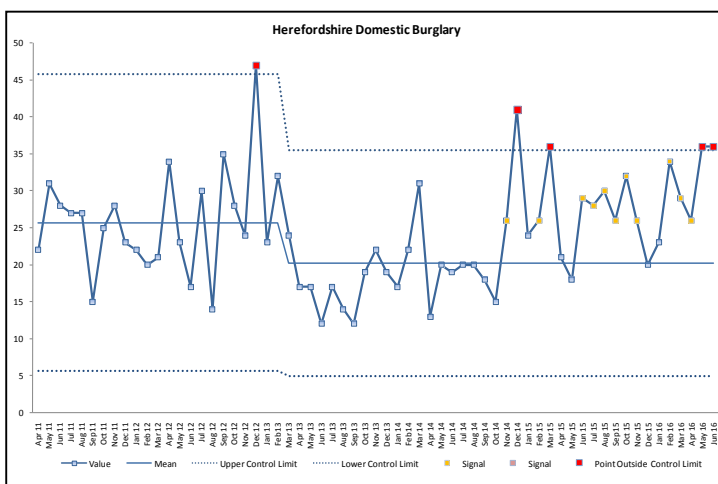
## Domestic Burglary

Signs of Improvement would be:

Stable volumes of recorded crime



626 offences were recorded in the quarter, 12% fewer than the previous quarter (-84 offences). At Force level, offence volumes have been below the monthly average for the last 3 consecutive months, with about 7 offences recorded per day.



At Policing Area level, Herefordshire has recorded volumes above average in 12 of the last 13 months, although this does follow a period of notably low recording in 2013/14 which will influence this average.

May and June have seen continued elevated volumes of offences. This is attributed to a number of separate series of burglaries, with at least one series involving two defendants responsible for multiple offences in May/ June including dwelling, non dwelling burglaries and aggravated theft offences.

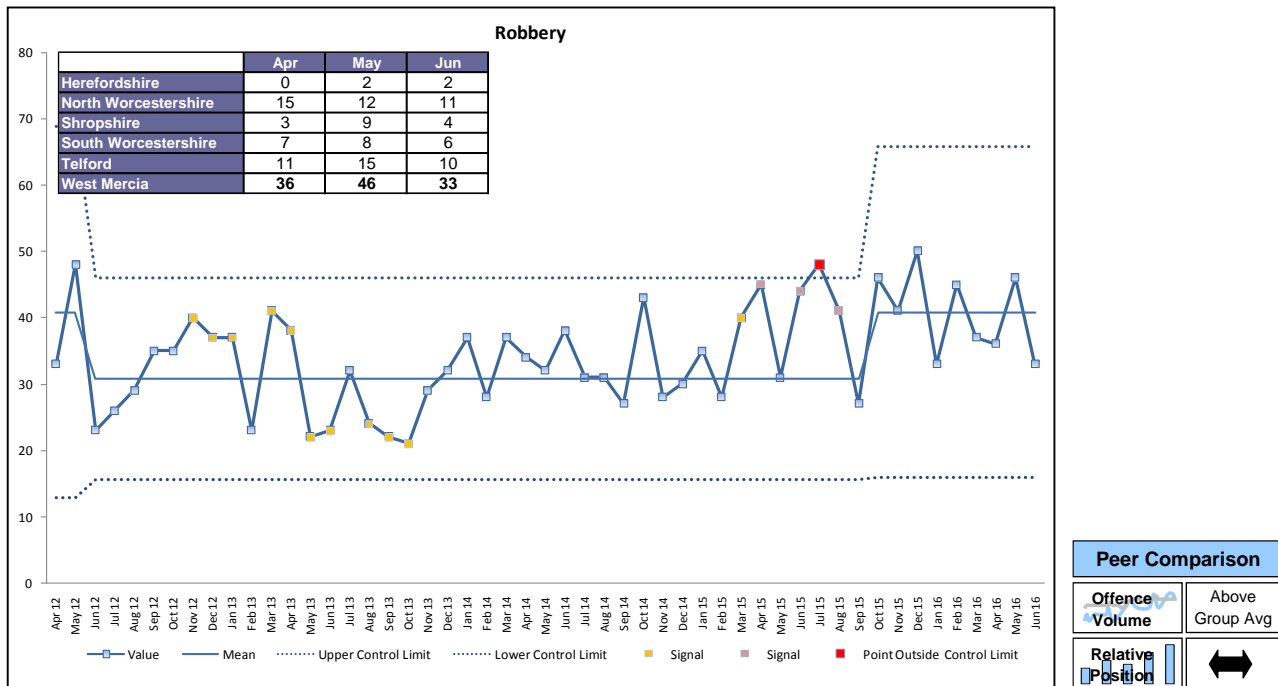
All 4 series in June have had successful outcomes with defendants charged or suspects identified and on police bail.

Following recent structural changes and the introduction of the investigative model, the format of the Alliance Burglary Steering group is being revisited. The scope of this group and the appropriate performance products to support it are currently under discussion.

## Robbery

Signs of Improvement would be:

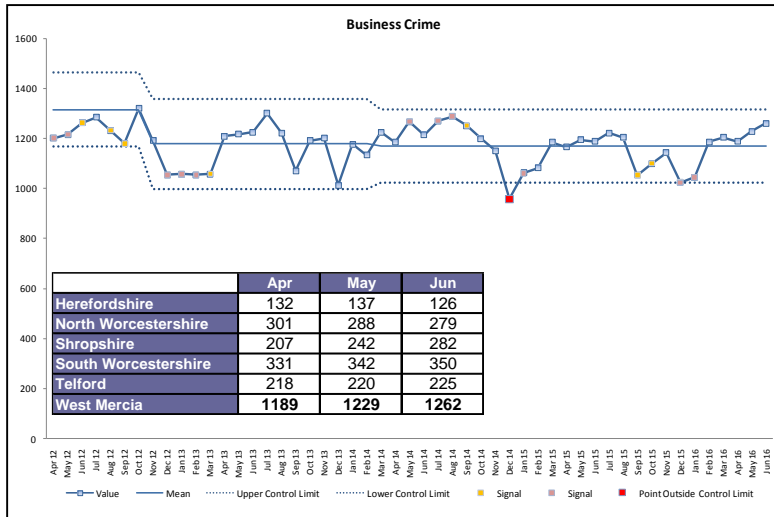
Stable volumes of recorded crime



Quarterly volume levels remain the same for robbery offences (115 for the last two quarters) with an average of 38 recorded per month. There has been no significant variation from the monthly average for any Policing Area in the last quarter.

However, the monthly average has increased following a number of months of higher than average recording. This was most notable in Telford & Wrekin where, although volumes remain relatively low, monthly recording has been consistently above the long term average since October 2015. There has been reassurance from the policing area that local activity has been initiated to respond to this, however we will continue to work with them with the aim of returning volumes back to previous levels.

## Business Crime



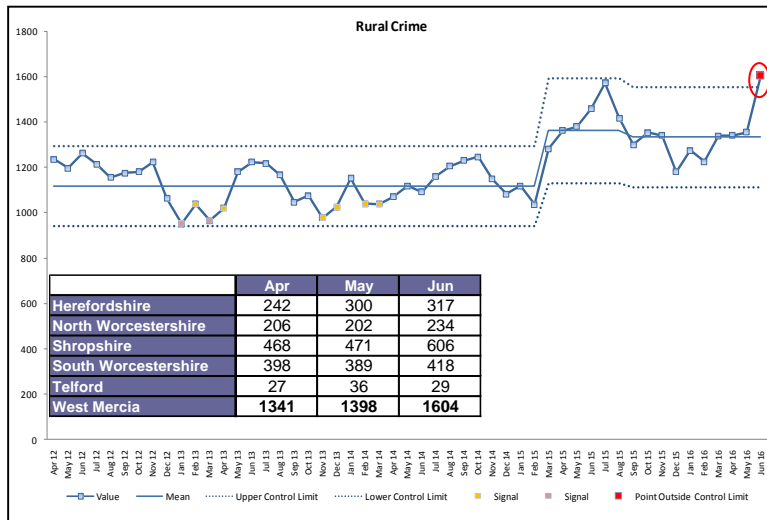
Business crime offences are a sub-set of total recorded crime and are identified as any criminal offence (against person or property) which is associated to a business. 3,680 offences were recorded in the quarter.

This is a small increase compared to the previous quarter (7%) and reflects seasonal trends in business crime recording. Historically, volumes of business crime peak during the summer months and reduce from September onwards. Longer term trends for business crime are stable.

The increase in offences this quarter appears to have been driven by increases in other theft, criminal damage and non-domestic burglary offences. Increases in these crime types have been seen across the alliance as a whole and are not unique to the business community. However, as these crime types are more prevalent within business crime compared to crime as a whole, the increase is more apparent.

A variety of awareness raising and advisory work is being carried out to help tackle business crime. The Little Big Book of Scams is available (paper/online copies) to inform and assist businesses in how to protect themselves from online related business crime. Similarly, a Cyber Tactical Plan is being developed for businesses in order to deliver key cyber crime prevention messages.

## Rural Crime



Rural crime offences are also a subset of total recorded crime and are identified by their geographical location<sup>6</sup>. 4,301 offences were recorded in the quarter, an increase compared to the previous quarter.

The increase has been driven by above average recording in June (1,604) and includes increases across a number of crime types including violence without injury, other theft, non-domestic burglary and criminal damage offences.

Whilst increases in these crime types have been seen across the alliance as a whole, there has been a larger percentage increase in the recording of offences in rural areas compared to urban areas.

The highest volume/percentage increases were seen for violence without injury offences (302 offences in June compared to 228 in May); most notably, common assault in rural Shropshire. This appears to be due to a number of low-risk offences where circumstances have resulted in multiple offences being recorded following single incidents. There were no identifiable trends in terms of location or individuals involved and no apparent cause for concern.

A number of initiatives are currently being developed and rolled out in regards to rural crime. This includes an alliance-wide, multi-agency fisheries operation targeting rod license compliance, poaching, theft and anti social behaviour. This operation has had several successful 'days of action' resulting in increased confidence within the angling community. The 'Rural Matters' campaign continues to provide reassurance to rural communities through increased signposting material. Support is also being provided for officers and staff (including advice on wildlife crime) through information provision and targeted training packages.

<sup>6</sup> Rural crime is defined as any crime occurring in a rural area as defined by the 2011 ONS Rural Urban Classification

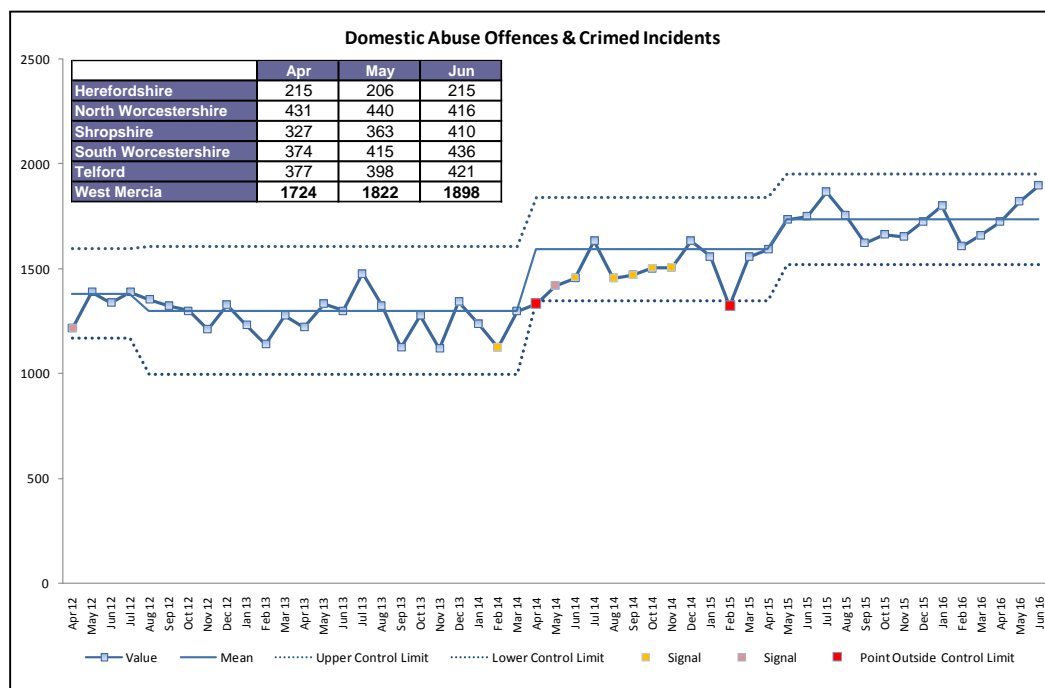
## 2.4.2 Risk Markers

**Signs of Success would be:**

Increased reporting, reflecting greater victim confidence

*Risk markers can be applied to any incident or offence to identify potential harm risks.*

### Domestic Abuse



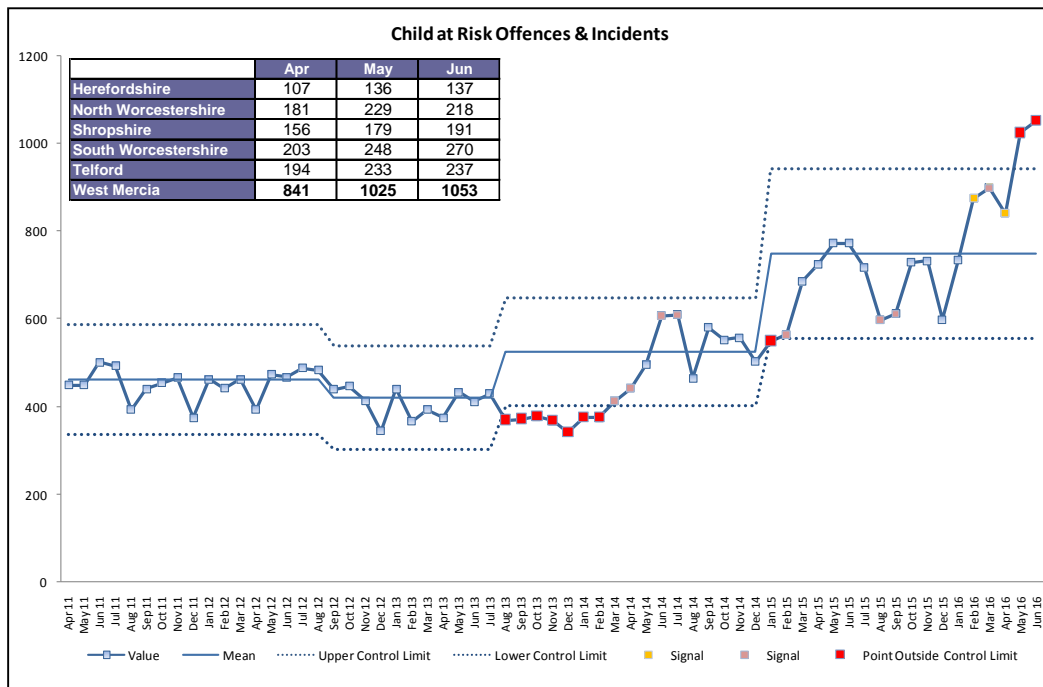
The force priority for domestic abuse is to promote partnership working and increase confidence in reporting. The use of a marker on relevant offences helps ensure we recognise the vulnerability of victims and we apply the appropriate level of service and support with multi agency partners.

5,444 domestic abuse offences & crimed incidents were recorded in the quarter, a small increase (7%) compared to the previous quarter. The increases were seen in all policing areas except North Worcestershire, and in part reflect seasonal trends in reporting.

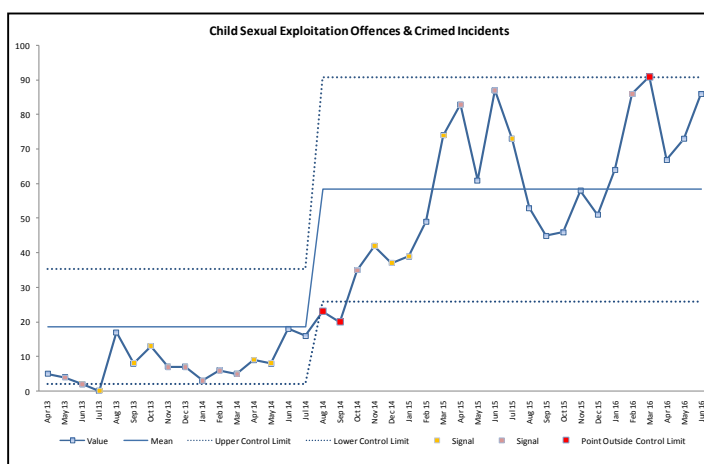
The most considerable increase was seen in Telford & Wrekin (16%) with a notable increase in both offences and crimed incidents. As a result, domestic abuse offences accounted for a slightly larger proportion of total recorded crime in Telford & Wrekin last quarter (17%) compared to the previous quarter (15%). This increase is due to an increase in common assault, malicious wounding and malicious communication offences. There is reassurance from the policing area that repeat perpetrators are identified and all offences are reviewed on a daily basis (by Domestic Abuse Risk Officers) to ensure any patterns are identified and any investigative opportunities actioned. Volumes will continue to be monitored.

Following a recent HMIC inspection, the alliance is in the process of producing a more comprehensive domestic abuse data set to better inform performance and intelligence analysis and meet the requirements of future HMIC inspections. This data should be available from August and will include data related to the completion of Domestic Abuse risk assessment tools, trends of arrest, numbers of Domestic Violence Protections Orders (DVPOs) applied for/ granted/ breached and victim satisfaction.

## Child at Risk / Child Sexual Exploitation



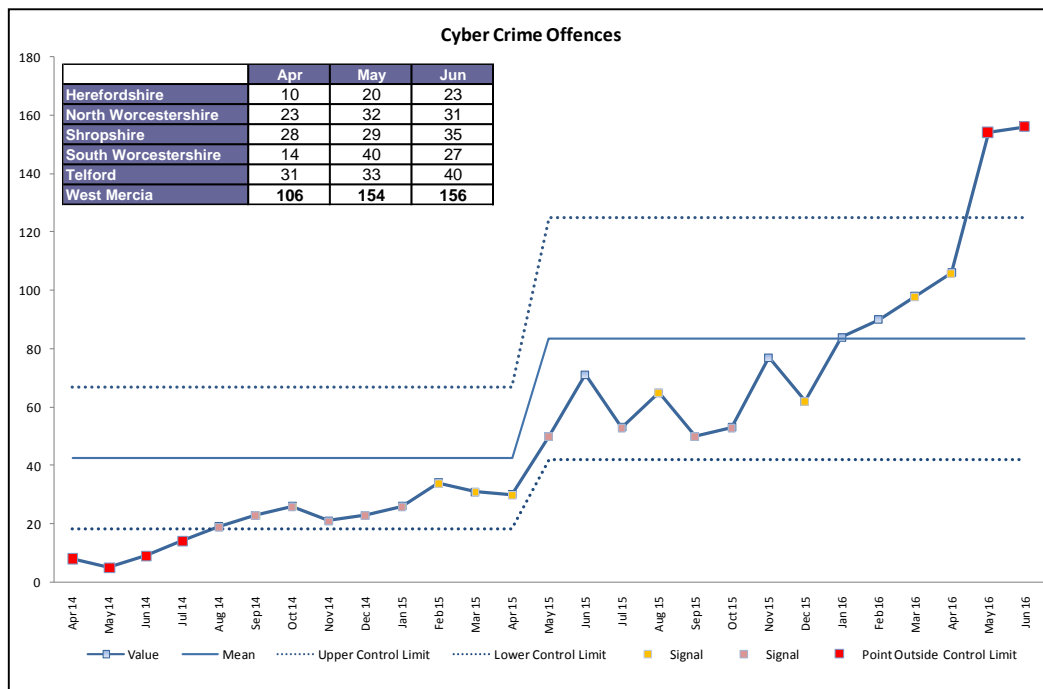
‘Child at Risk’ markers have been applied to 2,919 offences/ incidents in the quarter, a 16% increase compared to the previous quarter. The profile of these offences is in line with previous quarters – with the majority (82%) being ‘current’ offences (i.e. committed up to 28 days prior to recording). Increases were seen across all policing areas and were due to an increase in both offences and incidents. The Intelligence team are currently updating the alliance threat assessment in relation to Child Sexual Abuse and Exploitation. This report is due for publication in September and will provide a strategic overview of Child Sexual Abuse/Exploitation within the alliance.



‘Child Sexual Exploitation’ (CSE) is one specific ‘Child at Risk’ marker. It identifies offences where children and young people under 18 are involved in exploitative situations where they receive something as a result of performing sexual activities, or having such performed on them. 226 CSE offences & incidents were recorded in the quarter, a small decrease compared to the previous quarter (241). Longer term trends for CSE show a general increase in the use of the marker from April 2014.

The overall increase in child offences & incidents reflects a national increasing trend in the recording of child abuse. It is thought that several factors underpin the continuing uplift including victims’ increased confidence in reporting historic abuse and improved understanding of child abuse/child sexual exploitation issues by officers/partner agencies. The launch of Multi Agency Safeguarding Hubs (MASHs) across the alliance has also contributed to the increase in volumes, with previously unidentified crimes disclosed to social services now being recorded on the crime system.

## Cyber / On-line Crime



A marker for cyber crime offences was introduced in April 2014, in order to assist in the identification of such offences. The marker is an internal method of being able to identify those offences with an online presence, including sexual and violence without injury offences. The recent increase in the use of the marker was anticipated following increased awareness internally and the appointment of alliance cyber crime co-ordinators to champion these issues.

416 offences were flagged as cyber crime this quarter; a significant increase compared to the previous quarter (272) and reflecting a general increase in use of the cyber crime marker. Increases have been seen across all policing areas and have been predominantly driven by increased recording of malicious communication offences.

However, much of the fraud related cyber/ online crime is recorded by Action Fraud and does not appear in force performance data.

The alliance is working with local businesses and agencies to provide cyber prevention advice, and linking in at a regional level to increase the membership of the Cyber Information Sharing Partnership, (CISP) launched by the government as part of the National Cyber Security Strategy. The alliance will be embarking on a pilot project which aims to deliver an improved service to victims of cyber crime via victim support.

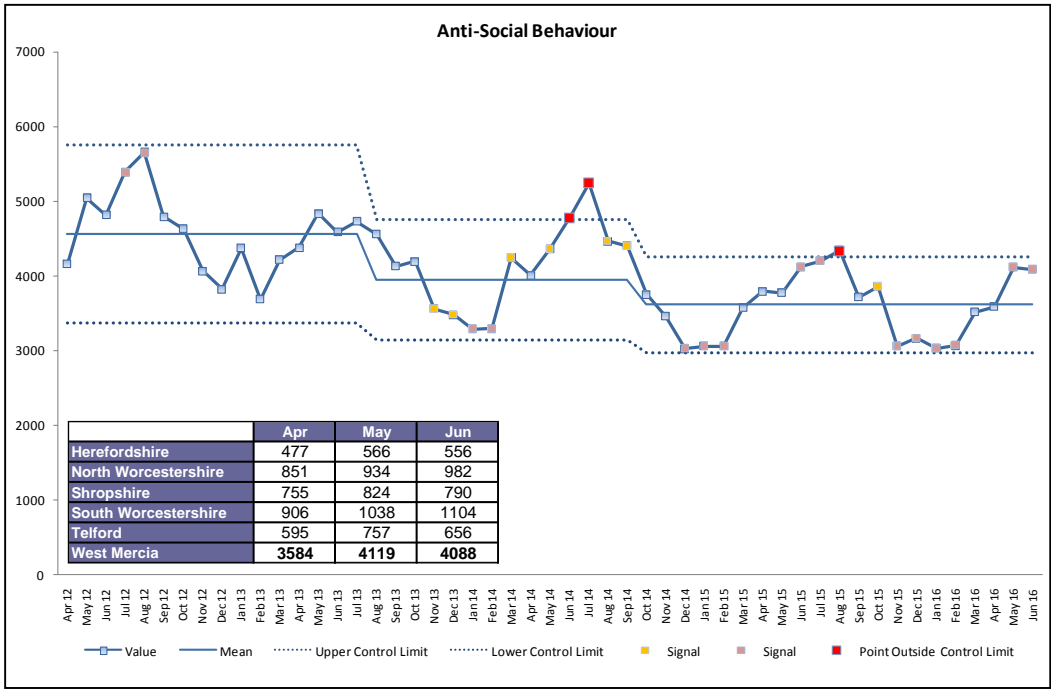
It is hoped that future performance reporting from Action Fraud and the National Fraud Intelligence Bureau will be improved later in 2016, in terms of data reported and timeliness, when the Action Fraud Reporting Centre is revised.



### 2.4.3 Anti-Social Behaviour

**Signs of Success would be:**

Accurate reporting and risk assessing of ASB incidents



11,791 ASB incidents were recorded in the last quarter, 23% above the previous quarter. The reporting of ASB tends to be seasonal with volumes at their highest during the late spring/summer months and at their lowest during the late winter months. Long term trends show a reduction in volumes.

The alliance Crime Registrar Team are currently undertaking an audit of ASB incidents as part of their schedule of work to support the crime data integrity activity. The audit is assessing initial incident reports to determine whether a crime should have been recorded instead of an ASB incident (i.e. incident-to-crime conversion audit). The findings and recommendations from this report will be shared internally in the coming weeks and will be reported on in the August monthly report.

## 2.4.4 Road Traffic Casualties

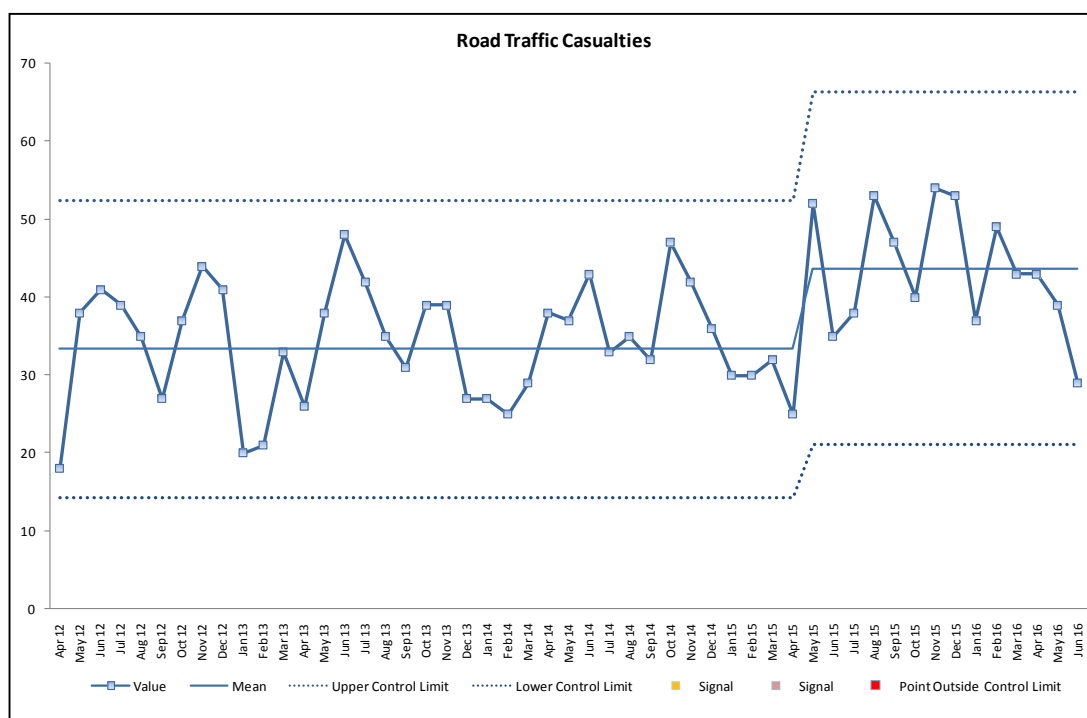
**Signs of Success would be:**

Reduction in fatal and serious injury casualties

In December 2015 the force adopted the national CRASH collision recording system. Once fully embedded, this will streamline collision recording and improve analysis of key routes that cross force boundaries.

In the last quarter there were 13 road deaths and 83 serious injury collisions resulting in 98 serious injury casualties. Of the fatalities, 7 were vehicle drivers, 2 motorbike riders, 2 pedestrians, 1 mobility scooter rider and 1 car passenger.

The volume of KSI (killed or seriously injured) casualties in the last quarter has continued to reduce and remains below the monthly average.



The Safer Roads Partnership has identified 6 high harm routes across West Mercia, requiring focussed police activity and visibility to reduce casualties. These are subject to daily tasking within Policing Areas and activity is reviewed monthly with data presented to local Tactical Tasking meetings to inform future opportunities and activity required to reduce KSIs.

**Aim: To Ensure an Efficient and Effective Police Service**

**2.5 DEMAND REDUCTION**

**2.5.1 Response Times to Emergency Incidents**

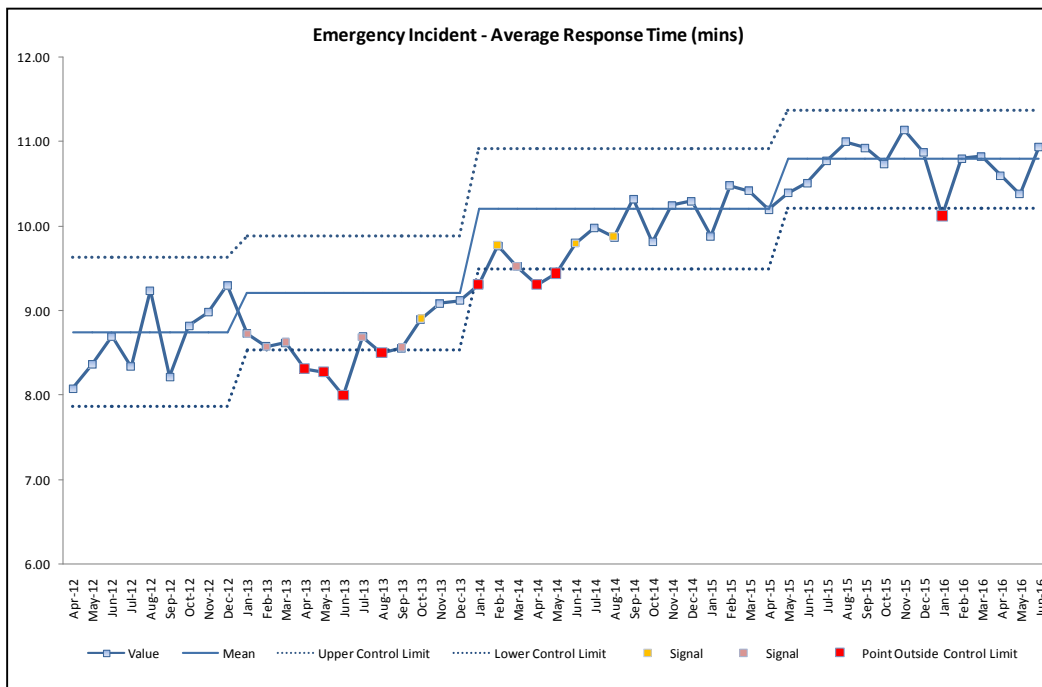
**Signs of Success would be:**

Respond to all incidents in a timely manner and provide a high quality of service  
Stabilise increasing trend of attendance times

The alliance managed response guidelines are to safely deploy the nearest available and appropriate resource as expeditiously as possible, while assessing the threat, risk and harm associated with the incident and other emergency demands for service at that time. While time of response is a key indicator, the quality of the response is also important and this information should be considered in conjunction with user satisfaction performance.

The National Contact Management Programme recommendation of responding to emergency calls in 20 minutes is regarded by the alliance as a minimum standard.

11,199 emergency incidents were recorded in the last quarter. More than 9 out of 10 (91%) were attended within 20 minutes.



An enhanced focus on response time performance commenced at the turn of the year. A declining trend in this area dated back to Oct 2012 when the People Movement Plan was implemented. The renewed focus in 2016 has had an evidence based approach at its core with the emphasis being on understanding the reasons for the trend before identifying ways in which the trend could be reversed or at least stemmed.

A dedicated working group continues to drive 'response time' performance. Recent analysis has indicated that the patrol zone model (introduced alongside the new policing area model)

was not necessarily the default patrol situation used across all policing areas. The patrol zone model has now been re-emphasized to policing area Command Teams and early indications suggest this will have a positive effect. This work between the senior management in the Control Centre and policing areas will continue in order to manage out the current trend.

Longer term some of the Control Centre change programme initiatives will help ensure appropriate resources are available and visible to controlling staff, which in turn should have a positive impact on response performance.

Changes made to patrol bases around Ludlow and Tenbury are starting to indicate a positive impact on response performance. This will continue to be monitored and is being supported by a programme of confidence surveying within the localities affected.

**Aim: To Ensure an Efficient and Effective Police Service**

**2.6 WORKFORCE**

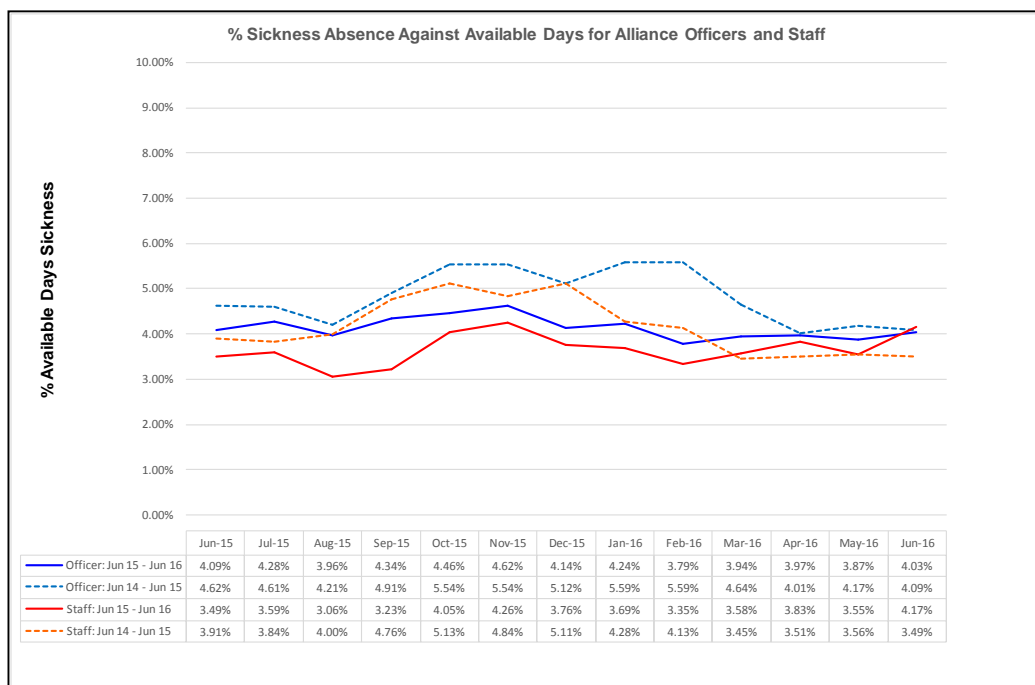
**2.6.1 Sickness**

**Signs of Success would be:**

Improved staff wellbeing – improving levels of attendance

Workforce sickness forms part of the overall Health and Wellbeing Agenda around staff welfare. In the last quarter time lost to sickness has remained relatively stable for officers, and below that of 2015. For police staff sickness rates have been slightly above recent months and also above the same quarter period in 2015.

Across the alliance, the average percentage of days lost to sickness in the quarter is 4.03% for officers and 4.17% for staff.



National comparative data (for the year ending 31 March 2016) shows a significant improvement for both officer and staff attendance. The table below indicates the improvement in both the proportion of available days lost to sickness and national rankings against other forces.

		Mar-16		Mar-15	
		%	Rank	%	Rank
West Mercia	Officer	4.8%	29th	5.7%	40th
	Staff	4.0%	21st	5.2%	37th
National	Officer			4.1%	
	Staff			3.9%	

NB: The positions shown above are subject to final confirmation following re-submission of data to the Home Office

This improvement is a result of the internal drive around health and wellbeing which has introduced a greater emphasis on the welfare of the workforce. It also reflects the recognition of

the importance of staff being present at work in order for the force to provide high levels of service to victims and the public.

Internally, the second full round of scrutiny panels chaired by the Director of Enabling Services have taken place with the focus moving on from compliance with attendance management procedures to explore the wider wellbeing challenges including causes of absence, line management support and involvement and outstanding time off in lieu and rest day balances.

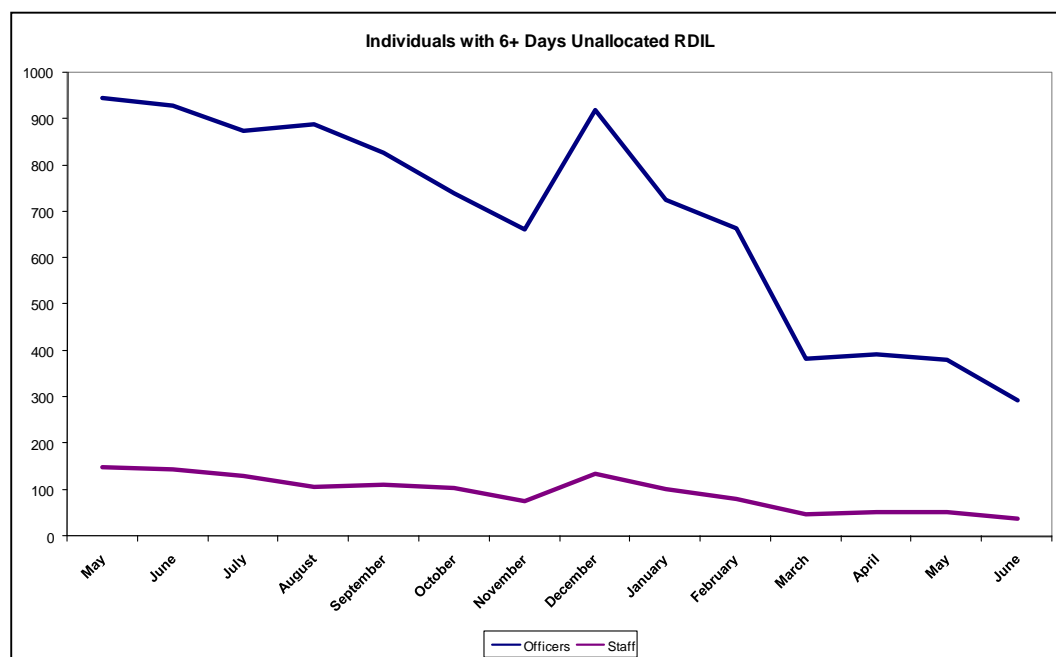
The Alliance Health and Wellbeing Board, chaired by the Chief Constable, recognises the importance of the workforce and the direct link to achieving high levels of service and protecting people from harm. Key activity in the last quarter resulting from this Board includes 350 attendees at the Women’s Health Workshops (with further workshops on nutrition, smoking and fitness scheduled for August/ September); over 900 staff members signing up for the ‘get the world moving’ challenge which aims to improve physical and psychological health and wellbeing, team spirit and employee engagement; commencing the accreditation process for the Workplace Wellbeing Charter (an evidence-based NICE approved approach to delivering wellbeing at work); appointment of a Case Management team to provide support on over 60 complex cases across the alliance.

### 2.6.2 Rest Days in Lieu (RDIL)

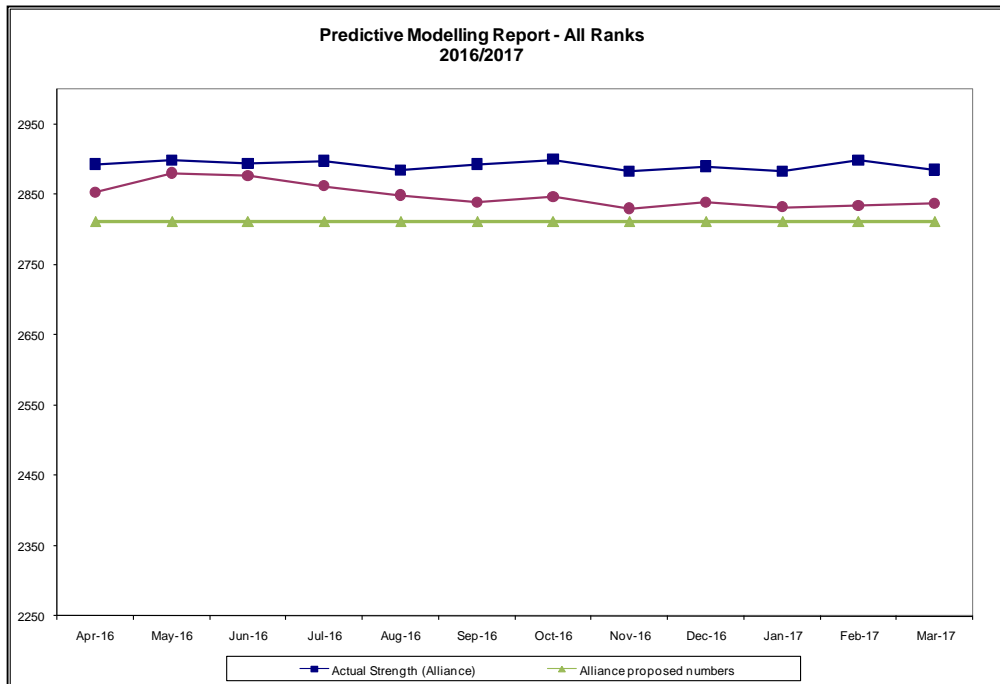
<b>Signs of Success would be:</b>	Reduced balances in line with Force policy
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The alliance policy is for officers and staff to have no more than 5 days owed rest days in lieu (RDIL).

Throughout 2015/16 there was significant management intervention to reduce the numbers of individuals breaching this limit. Now the vast majority (88%) of individuals exceeding these limits have between 6 & 10 days owed. Management intervention continues at a local level though we now feel this has reached a point where we will monitor levels and remove from this performance summary. In the event that this shows an increase we will reintroduce it into the summary reports.



### 2.6.3 Recruitment Officers



The chart shows that the alliance is meeting its agreed establishment for police officers.

The purple line represents the actual deployable strength, it treats officers in their first 6 months of training as not fully deployable.

#### Staff

The Alliance has an ongoing process for capturing and reconciling staff vacancies. At the end of May 2016 there were 155 vacancies; 111 are being actively recruited for, the remaining 44 are on hold pending finalisation of structure reviews, working practices, job profiles, etc

## 2.7 INTEGRITY

The following data is supplied by Professional Standards Department and is collated on a cumulative basis. Hence the data below is for July 15 to June 16.

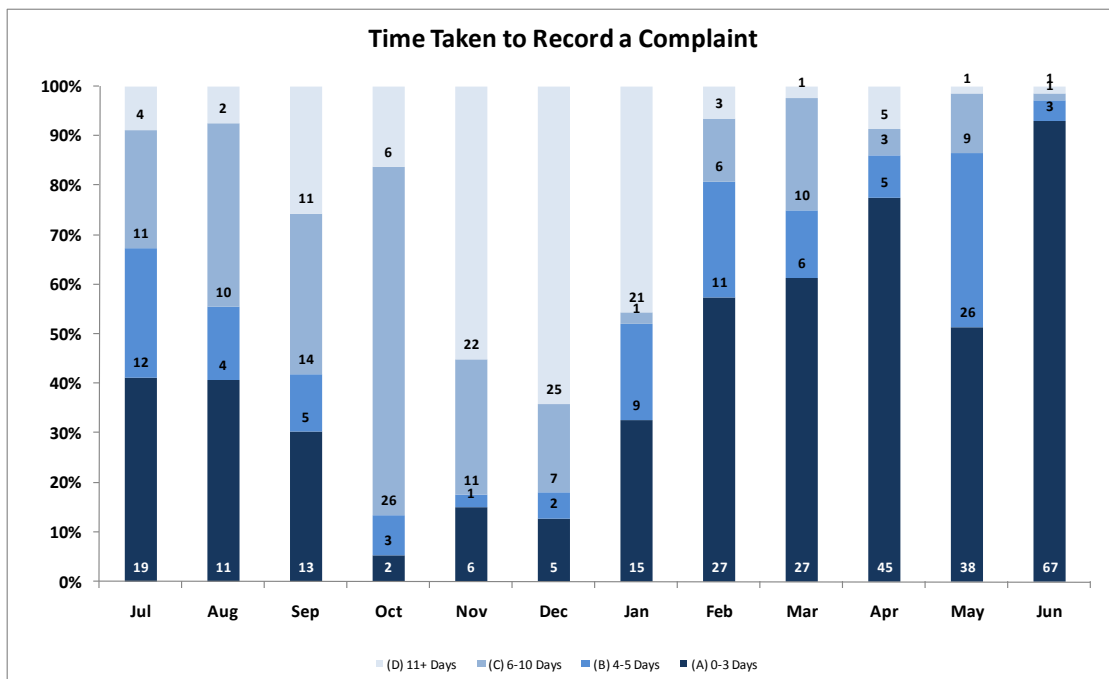
### 2.7.1 Complaints

**Signs of Success would be:**

Overall reduction in complaints  
Timeliness within national guidelines

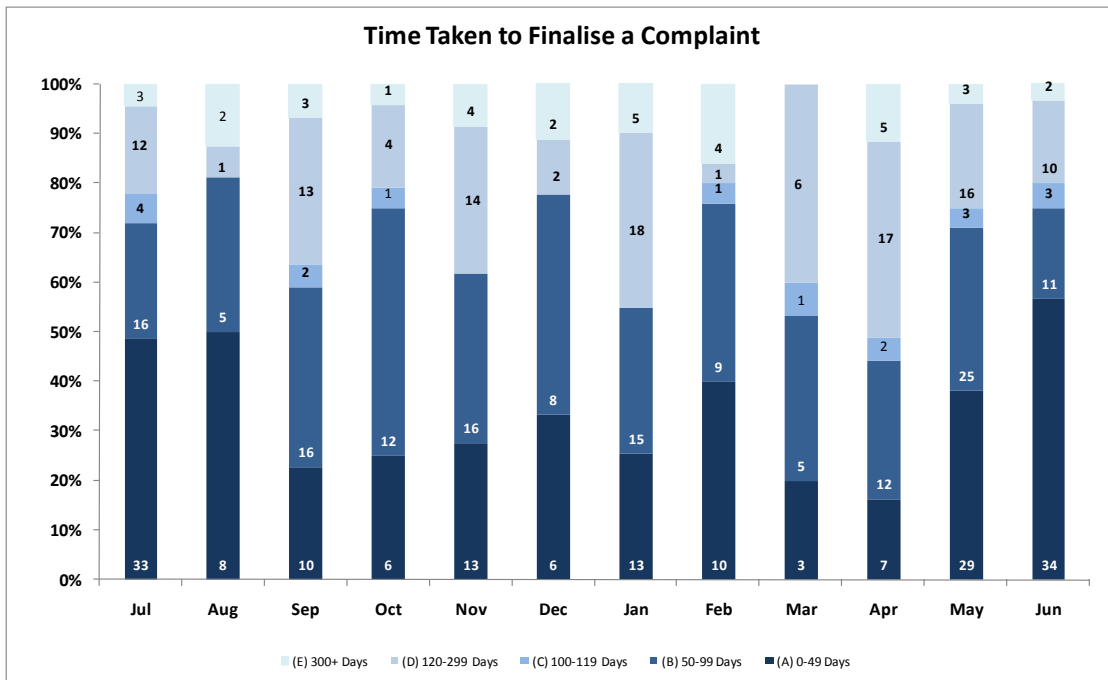
Due to previous performance issues identified in relation to the timeliness of recording complaints and finalisation of complaints, the below focuses on these two areas. The charts help to provide a greater understanding of the forces position and progress.

The national target is to record cases within 10 days and to finalise within 120 days. The alliance forces seek to improve on this and record and action cases as soon as possible and aspire to record 80% of all complaints within 3 days. In the first quarter of 2016/17, 74% were recorded within 3 days – a significant improvement on the previous quarter (50%).



This improvement reflects the positive impact of procedural changes introduced in September 2015. Now these changes are embedded, the aspiration of 80% should be achievable – in June 93% of all complaints were recorded within 3 days.





The second national measure in relation to dealing with complaints is to finalise cases within 120 days. This process does not measure performance until the case is closed and therefore can be somewhat misleading in respects of performance monitoring. It has been identified that there are a number of ‘older’ cases still live within the complaints process for a variety of reasons and a focus on bringing them to conclusion has been undertaken. The above chart shows what could be interpreted as a decline in performance whilst we focus activity in finalising these complaints though we expect this to level out and start to improve over the coming months. Further analysis of open cases shows a significant reduction in the number of older open cases, which is the result of significant work and focus upon concluding cases; both those held within the Professional Standards Department and on local policing areas.

## 2.8 EFFICIENCY

### 2.8.1 Firearms Licensing

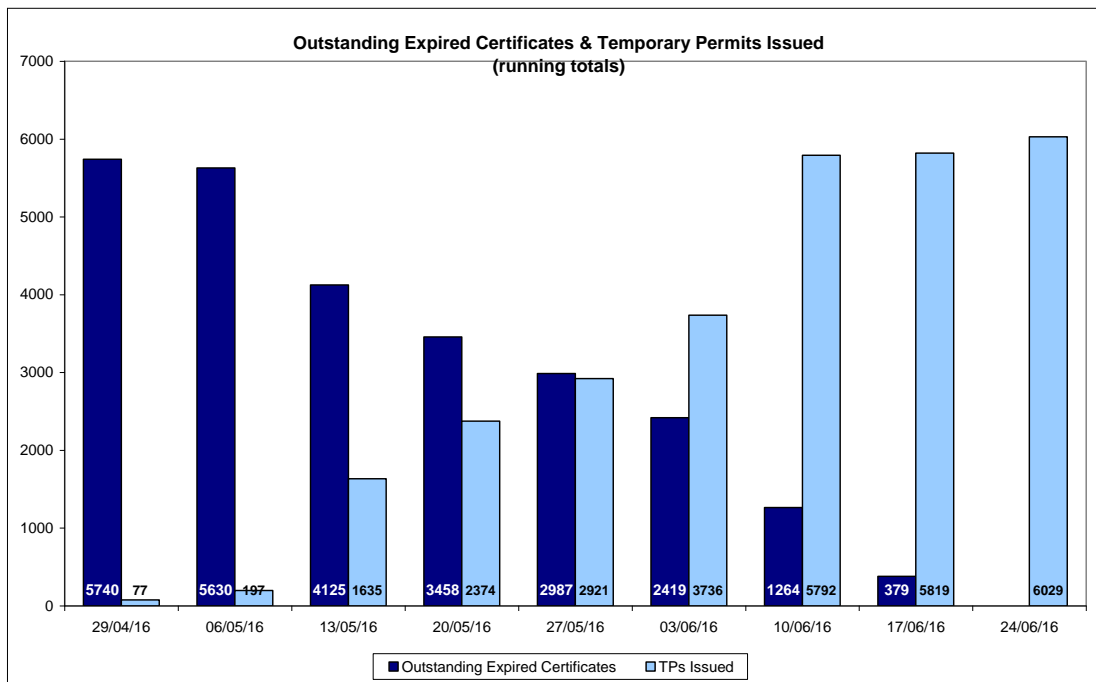
#### Signs of Success would be:

Timeliness in processing renewal applications

Concerns have been raised amongst the firearms community regarding the timeliness of the license application and renewal process within the alliance. Performance will be highlighted in these summary reports until we are satisfied that improved and sustained levels of service have been achieved. A number of short term actions have been introduced, however, due to the nature of the application process a long term plan is required.

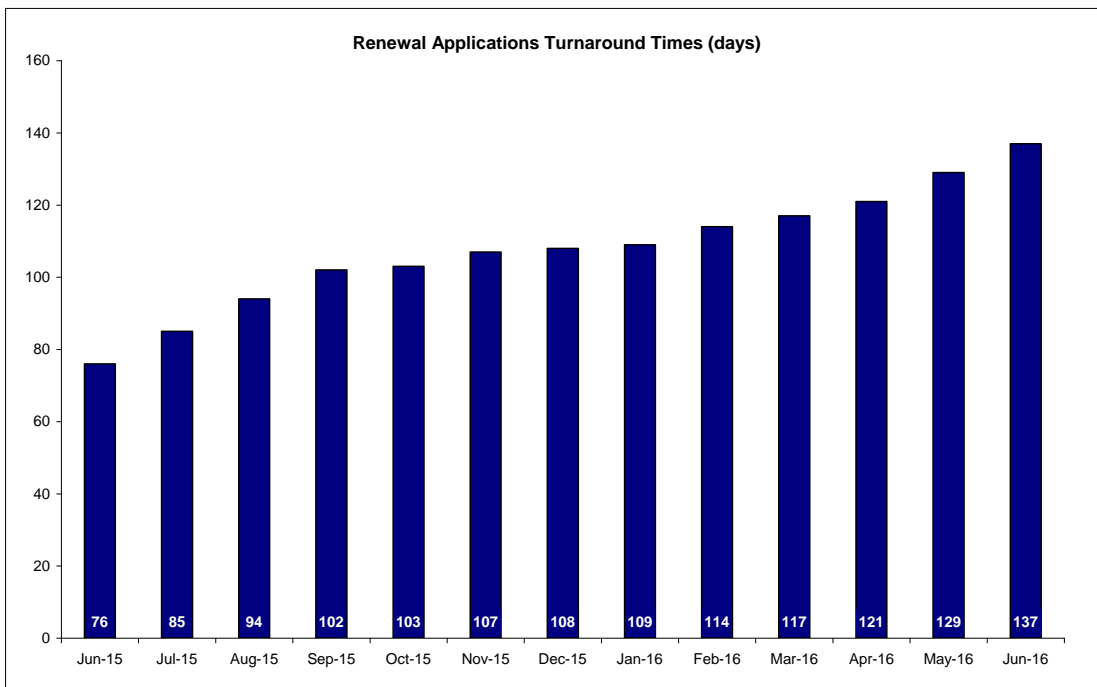
Across the alliance, there are approximately 63,000 firearms and associated licenses, renewable in a 5 year cycle. The 1990's change in licensing laws has led to a significant proportion of these licenses requiring renewal at the same time, placing an unprecedented demand on the alliance Firearms Licensing Unit. A transitional action plan is in place within the Unit to ensure this demand is dealt with in the most efficient way possible.

In the last quarter there has been a significant focus on reducing the backlog of expired certificates. Temporary permits have been issued to ensure that certificate holders are able to remain in compliance with the law. As at the end of June, all outstanding expired certificates have been replaced with temporary permits and the issuing of these permits is continuing for all renewal requests. This allows a quicker turnaround of renewals, and will help to even out the demand cycle for issuing certificates over the longer term by shifting renewal dates.



The alliance receives an average of 970 renewal applications each month as well as an unpredictable number of new certificate applications, which will peak following firearms related events and country shows etc. The application process is not fully automated, which leads to approximately 12% of applications having to be returned due to inaccurate information, and therefore extending the turnaround time. The national guideline is that applications should be

processed within 8 weeks of being received – the current average time in the alliance is 19 weeks, with some examples up to 30 weeks.



An agreed transitional action plan is in place to manage this process. Temporary staff have been recruited and risk based approaches have been reviewed and are in the process of adjustment.

The new processes set out in the transitional plan are already having a positive impact on speeding up day to day transactions within the Firearms Licensing Unit. The risk based approach around renewals will mean (starting this month) that renewals will be dealt with more quickly, with some taking only a matter of weeks to turn around, positively impacting on the turn around times illustrated above.

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# WEST MERCIA POLICE & CRIME PANEL

**POLICE AND CRIME PANEL  
05 OCTOBER 2016**

## **WORK PROGRAMME**

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### **Purpose**

- 1 To discuss the content of and agree the 2016/17 work programme with the Panel.

### **Recommendation**

- 2 **The West Mercia Police and Crime Panel is asked to:**
  - a) **Consider the content of the report and the proposed work programme;**
  - b) **Determine any additional items that it wishes to include in the work programme;**
  - c) **Determine the purpose and membership of any Task and Finish Groups that it wishes to establish**

### **Report**

- 3 A work plan for the Panel enables members to prepare in advance and gives officers from each of the West Mercia Local Authorities time to brief their respective Panel Members prior to each meeting. It also assists the Office of the Police and Crime Commissioner in preparing their reports. It is not intended to set out the full agendas for meetings, as consideration must always be given to any matters arising over the period which may require the attention of the Panel, and there must remain a degree of flexibility in the Panel's approach.
- 4 The Chairman of the Panel requested that discussions around the work programme take place at the 5 October 2016 Panel meeting.

### **Role of the Police and Crime Panel**

- 5 The PCP is a scrutiny body. It exists to scrutinise the Police and Crime Commissioner, to promote openness in the transaction of police business and also to support the PCC in the effective exercise of their functions. Therefore the work programme should reflect the following functions:
  - contributing to the development of the PCC's police and crime plan (on which it is a statutory consultee – the PCC must have regard to the PCP's views on the draft plan)
  - scrutinising the PCC, and receiving evidence from the chief constable (by invitation), at 'set piece' events at certain points in the year
  - reviewing the PCC's proposed precept

- receiving evidence in person from officers of the PCC’s secretariat, although powers to require information do not extend to receiving ‘advice’ given by the PCC’s secretariat to the PCC
- reviewing the PCC’s proposed appointments of chief constable, chief executive, chief finance officer and deputy police and crime commissioner and holding public confirmation hearings for these posts
- making reports and recommendations on matters relating to the PCC, on which the PCC is obliged to provide a response
- carrying out investigations into decisions made by the PCC, and into topics of particular interest, or public concern. This is not a statutory function (the Act does not require it), but may be necessary in order to effectively carry out the rest of the PCP’s business
- an informal role in investigating complaints about non-criminal behaviour of the PCC, without any explicit powers to investigate
- making comments on the PCC’s annual report at a public meeting to be held as soon as possible after the publication of that report (the public meeting will also provide the PCP with an opportunity to directly question the PCC on the annual report)

6 Below is a suggested work programme for the Panel to consider and amend/add to as the Panel see's fit:

Meeting Date:	Work Programme Topic:
7 December 2016	<ul style="list-style-type: none"> <li>• Police &amp; Crime Plan Performance Review</li> <li>• Creation of Precept Task Group</li> <li>• Independent Co-opted Members</li> <li>• Revised Terms of Reference/Procedures for the Panel</li> </ul>
7 February 2017	<ul style="list-style-type: none"> <li>• 2017/18 Budget &amp; Precept Proposals</li> <li>• Police &amp; Crime Plan Performance Review</li> </ul>
18 July 2017	<ul style="list-style-type: none"> <li>• Police &amp; Crime Plan Performance Review</li> <li>• PCC Annual Report 2016/17</li> </ul>
26 September 2017	<ul style="list-style-type: none"> <li>• Police &amp; Crime Plan Performance Review</li> </ul>
31 November 2017	<ul style="list-style-type: none"> <li>• Police &amp; Crime Plan Performance Review</li> </ul>

## Contact Points

### Specific Contact Points for this report

Jodie Townsend, Democratic, Governance and Scrutiny Manager

Tel: 01905 844871

Email: [JTownsend1@worcestershire.gov.uk](mailto:JTownsend1@worcestershire.gov.uk)