

West Mercia Police and Crime Panel

Agenda

West Mercia Police and Crime Panel

**Tuesday, 18 June 2019, 11.00 am
County Hall, Worcester**

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West Mercia Police and Crime Panel
Tuesday, 18 June 2019, 11.00 am,

Membership:

Mr S J Mackay (Chairman)	Substantive Member - Worcestershire County Council
Mr M Wood (Vice Chairman)	Substantive Member - Shropshire Council
Mr G Butler	Co-opted Member - Shropshire Council
Mr R Evans	Co-opted Member - Shropshire Council
Mr W Parr	Co-opted Member - Shropshire County Council
Mr A D Kent	Substantive member - Bromsgrove District Council
Ms S J Rouse	Substantive Member - Malvern Hills District Council
Mr J Grubb	Substantive Member - Redditch Borough Council
Mr J Riaz	Substantive Member - Worcester City Council
Mr R C Adams	Substantive Member - Wychavon District Council
Ms H Dyke	Substantive Member - Wyre Forest District Council
Mrs C Clive	Co-opted Independent Lay Member
Colonel A Ward OBE	Co-opted Independent Lay Member
Vacancy	Telford and Wrekin Council (one Substantive Member and 1 Co-opted Member) TBC
Vacancy	Herefordshire Council (one Substantive and one Co-opted members) TBC

Agenda

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3	Apologies and Declarations of Interest	
4	Appointment of Co-opted Members	
5	Public Participation 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 17 June 2019). Enquiries can be made through	

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Date of Issue: Monday, 10 June 2019

Item No	Subject	Page No
	the telephone number/email address listed below.	
6	Confirmation of the Minutes of the previous meeting To confirm the Minutes of the Panel meeting held on 7 February 2019.	1 - 12
Reports from the West Mercia Police and Crime Commissioner		
7	Draft Annual Report of the Police and Crime Commissioner for West Mercia	
8	Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) 'Peel: Police Effectiveness 2017 An Inspection of West Mercia Police' - Update Report	
9	Police & Crime Plan Activity and Performance Monitoring Report (January - March 2019)	
10	Commissioning Activity of the Police and Crime Commissioner Including the Changes to Victim Support Services	
Other Reports		
11	Complaints 2018-19 Annual Report	

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 18 JUNE 2019

APPOINTMENT OF CO-OPTED MEMBERS

Recommendation

- 1. It is recommended that the Panel agrees to the co-option of 5 elected members as set out in the report and notified to the Panel, or such members as may be nominated from time to time by their respective authorities to achieve the balanced appointment objective.**

Background

2. The purpose of the report is to outline the requirements on the Panel in relation to the selection and notification of co-opted members.
3. The Police Reform and Social Responsibility Act 2011 ('the Act') requires a West Mercia Police and Crime Panel of 10 'substantive' elected members and additional co-optees up to a maximum total of 20 members on the Panel. The Panel must co-opt at least 2 members who are 'independent' of the local authorities, PCC and police, etc. All members of the Panel may vote, whether appointed or co-opted.
3. The Act requires the 'balanced appointment objective' to be met as far as reasonably practicable so that the Panel, when taken together is balanced geographically and politically, as well as having the skills, knowledge and experience necessary for the Panel to discharge its functions effectively.

Appointment of co-opted elected members

4. The Panel has previously agreed to achieve a better geographical and political balance and thereby meet the balanced appointment through the co-option of 5 additional elected members.
5. The 10 local authorities have already, through their approval of the Panel Arrangements, agreed to the principle of appointing 5 additional co-opted elected members to ensure geographical balance, as follows: Herefordshire (1 member), Telford and Wrekin (1 member) and Shropshire (3 members).
6. Given the nominations from each of the authorities, to secure political balance the additional co-opted members would be 1 Labour councillor, 3 Conservative councillors and 1 Liberal Democrat councillor. Nominations to these places have been received as follows:

Shropshire (3 co-optees): Councillors Butler, Parr (Conservative) and Evans (Liberal Democrat)
Telford and Wrekin (1 Labour Co-optee): to be notified

Herefordshire (1 Conservative Co-optee): to be notified

7. A decision of the Panel to co-opt a person who is a member of a local authority in the West Mercia Police force area must be a decision of the Panel. It is suggested that to ensure continuity of representation, in the event of a vacancy arising from among the co-opted members, the nominating authority may appoint to the vacancy to meet the balanced objective requirement.

Contact Point for the Report

Sheena Jones, Democratic, Governance and Scrutiny Manager

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Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) there are no background papers relating to the subject matter of this report.

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West Mercia Police and Crime Panel

Thursday, 7 February 2019, - 11.00 am

Minutes

Present:

Cllr S J Mackay (Chairman), Cllr Bronwen Behan, Cllr Gwilym Butler, Cllr Sebastian Bowen, Mrs Carole Clive, Cllr Roger Evans, Cllr Gareth Prosser, Cllr Stephen Reynolds, Cllr James Stanley, Cllr Emma Stokes, Colonel Tony Ward OBE, Cllr Brian Wilcox and Cllr Michael Wood (Vice Chairman)

Also attended:

Anthony Bangham, Chief Constable, West Mercia Police
John Campion, West Mercia Police & Crime Commissioner
Andy Champness, Chief Executive, Office of the West Mercia Police and Crime Commissioner
Elizabeth Hall, Office of the West Mercia Police and Crime Commissioner
Tracey Onslow, Deputy Police and Crime Commissioner

Tim Rice (Senior Public Health Practitioner),
Sheena Jones (Democratic Governance and Scrutiny Manager) and Samantha Morris (Scrutiny Co-ordinator)

Available Papers

The members had before them:

- A. The Agenda papers (previously circulated);
- B. Presentation handouts for West Mercia Budget 2019/20 Medium Term Financial Plan 2019/20 to 2021/22 and Proposed Precept for 2019/20 (circulated at the Meeting)
- C. The Minutes of the Meeting held on 27 November 2018 (previously circulated).

(Copies of documents A and B will be attached to the signed Minutes).

287 Welcome and Introductions

The Chairman welcomed everyone to the meeting.

288 Named Substitutes

Cllr Bronwen Behan was a named substitute for Cllr Tony Baker (Malvern Hills District Council).

289 Apologies and Declarations of Interest

Apologies were received from Councillors Tony Baker, Karen May, Kuldip Sahota, Juliet Smith and Dave Tremellen.

		Declarations of interest were made as follows:
		<ul style="list-style-type: none"> Gareth Prosser was a retired Police Officer in receipt of a West Mercia Police Pension Steve Mackay was a retired Police Officer in receipt of a Police Pension (not West Mercia Police).
290	Public Participation	None.
291	Confirmation of the Minutes of the previous meeting	The Minutes of the Meeting held on 29 October 2018 were agreed as a correct record and signed by the Chairman subject to the penultimate bullet point of Minute Number 285 (page 8 of the Agenda) being amended to read "92.5% 999 calls were answered in 10 seconds (rather than 30 seconds).
292	West Mercia Budget 2019/20 Medium Term Financial Plan 2019/20 to 2021/22 and Proposed Precept for 2019/20	<p>The Panel was asked to consider the:</p> <ul style="list-style-type: none"> (i) West Mercia Budget 2019/20, Medium Term Financial Plan (MTFP) 2019/20 to 2021/22 and the proposed precept for 2019/20 (ii) Report of the Budget Scrutiny Task Group; and (iii) provide a report to the Police and Crime Commissioner (PCC) on the proposed precept, including any recommendations, outlining whether it vetoed the precept or not. <p><u>The PCC's presentation the West Mercia Budget 2019/20, Medium Term Financial Plan 2019/20 to 2021/22</u></p> <p>The PCC presented the key headlines to the Panel (copies of the presentation slides were circulated to the Panel) as follows:</p> <ul style="list-style-type: none"> £224.6m Net Revenue Budget for 2019/20, which was a significant increase in spend of £13m 2,145 Police Officer Posts for 2019/20, an increase of 215 Police Officers from the 2018/19 MTFP £216.66 per year average Band D Council Tax, an increase of £19.59 £5.7m reserves used (an increase of £1m from the 2018/19 MTFP) £122.5m Govt Grant (an increase of £2.3m from 2018/19 MTFP) <p>This was in the context of:</p>

- Increased demand (+8% calls for service, +15% non-crime since 2014)
- Inflation: Consumer Price Index (CPI) 2.3%, Retail Price Index (RPI) 3.2% (November 2018 figures)
- 2% Police Pay Award
- Increased Employers Contribution for Police Pensions
- ICT infrastructure/reform

The proposals were funded as follows:

- £96.4m (43%) from Council Tax (including Collection Fund Surplus) (Proposed 9.94% (£19.59 average) Council Tax increase which would generate an additional £5.8m revenue. (West Mercia was proposing the 2nd lowest increase in England and Wales)
- £122.5m (55%) Government Grant which included an additional £2.3m (the first increase since 2010)
- £5.7m (3%) contribution from Reserves. It was noted that the Reserves were within acceptable limits.

The PCC advised that the additional police officer posts would be filled as quickly as possible to ensure maximum community benefit, he would continue to hold the Chief Constable to account and assured the Panel that the Police Community Support Officer (PCSO) numbers would be protected.

The Chief Constable emphasised that the proposed allocation of the 115 additional police officers was over and above retiring police officers and would be allocated according to service demand (the detail of the proposed allocation by area was shown on slide 9 of the presentation). He explained that it was hoped that the additional officers would help to increase victim satisfaction, improve response time to emergency incidents, reduce the levels of un-resourced incidents and increase public confidence.

The PCC also mentioned the additional £3m savings over the MTFP required for reforming West Mercia which would be achieved by a reduction in estate cost, ICT investment and changes with the policing Alliance with Warwickshire.

In respect of victims and commissioning, an additional £200k had been invested in a new Victims Advice line which would be launched in April 2019, an additional £1m had been invested in the Commissioning Fund and there

would be some additional dedicated Rural and Business Crime Officers.

Finally, the PCC advised that 75% of responses to the Budget Consultation were supportive of the precept proposal, a variety of methods had been used for the consultation and community feedback was supportive of increase in police officer visibility and additional focus on rural crime.

Budget Scrutiny Task Group Feedback (Lead Member Cllr Bowen)

Cllr Bowen advised that during December 2018 and January 2019, a Task Group with support from a Worcestershire County Council Senior Finance Officer met with the PCC and his officers to discuss the proposed budget for 2019/2020, the MTFP through to 2021/2022 and the proposed Precept for 2019/20 in context of the Policing Plan and the Commissioner's election promises. The key areas highlighted were the:

- Task Group's disappointment and concern about the proposed significant increase in the precept of almost 10% (£19.59), particularly when last year the Panel was advised that the increase would be no more than 3%. The Task Group hoped that the increase in Police Officer numbers would go some way toward reassuring the public that the increased police presence would improve service delivery
- Financial risks posed by the Athena IT System
- Implications of the withdrawal from the Strategic Alliance arrangements with Warwickshire
- Effectiveness of the investment in victims and commissioning
- Recruitment of additional Rural and Business Crime Officers (rural crime especially on farms and in villages being a major local concern)
- Major savings programme and the impact of any delays in achieving on the budget
- Outcome of the national future spending review
- Government grant towards meeting the costs of Police pensions of this was currently a one-off.

In conclusion, the Task Group was supportive of the PCC's financial strategy for the Budget Proposals for 2019/20 and the MTFP through to 2021/22 in the context of the West Mercia Policing Plan. They believed that the PCC had addressed public concern about the number of police officers, by increasing funding through the precept.

The Task Group would like to meet again with the PCC mid-way through the financial year to review the impact and effectiveness of the spending proposals, including the £200k investment in victim support, recruitment to the additional posts for rural and business crime officers and an update on the Athena project. The would also like to examine the impact of the additional £1m Commissioning pot both in terms of monitoring arrangements and impact.

Cllr Bowen thanked the PCC and his staff for the clarity provided and their time in facilitating the Task Group meetings.

Discussion

- It was questioned whether the budget would be amended to reflect the projected £4m savings if the judicial review found in favour of the PCC taking on the fire governance role. The PCC confirmed that the budget didn't take into account fire governance as no decision had yet been made
- In response to the question about how much would be saved as a result of West Mercia Police withdrawing from the strategic alliance with Warwickshire, the PCC advised that withdrawing from the alliance was about the effective and efficient use of resources not savings. He believed in effective collaboration with Warwickshire but the current arrangements led to West Mercia subsidising the Warwickshire force for some services
- The PCC was asked about the demograph of the respondents to the Consultation, he explained that he did know the make up of some respondents eg those who responded through social media, but not all respondents. The Consultation, however had been shared with Worcestershire, Herefordshire and Shropshire County Association of Local Councils (CALC's) and there had been a better response to the Consultation this year than in previous years. Whilst not a significant response to the Consultation, there was in general support for the proposals. It was confirmed that PCSO's didn't promote the Consultation
- It was confirmed that the £5m budgeted for staff turnover equated to approximately 140 police officers
- A Member pointed out that a 10% (9.94% equating to £19.59) increase was a major hit for

residents, particularly when last year the Panel was advised that the increase would be no more than 3%. The PCC was asked whether the increase could be 'smoothed' by having a phased approach to the recruitment of the additional police officers over the 2019/20 period, thus spreading the cost to residents. The PCC advised that unfortunately, this wasn't possible as it would be predicated on what Government may or may not fund next year. This year the PCC had sufficient flexibility to respond to the Chief Constable's request for additional police officers and may not have the same flexibility next. The PCC further pointed out that the increase equated to £1.63 (for Band D) extra per month and he believed that there was public support for the proposal and it was the right thing to do

- Whilst acknowledging the PCC's point of view, the Member went on to point out that there were several one-off items of big expenditure for this year eg £5m police officers' pensions, £5m for ICT and Capital and £5m for the additional police officer posts, he reiterated his request for the PCC to consider spreading the costs of recruitment over a longer period. The PCC confirmed that he wasn't prepared to take the risk that Government may not give precept flexibility next year and stood by the proposed additional investment, which the public were supportive of
- A Member pointed out that local Councillors take the flack for increases in Council Tax and this increase would affect residents, who were only just managing to make ends meet. The PCC maintained that he was directly accountable for his actions as he was in an elected position. He also pointed out that Councils could choose to reduce the burden to the taxpayer if they so wished
- The PCC was asked to clarify the situation in respect of his ongoing relationship with Crimestoppers. The DPCC advised that the Crimestoppers anonymous telephone number was funded by the West Mercia Police Force and would continue. The Regional Managers and Fearless Workers were additional options which could be purchased, if locally determined
- It was confirmed that the recruitment of the additional police officers was a matter for the Chief Constable, who was confident with the recruitment plans which were in place. The PCC was impressed with the plans in place and

progress made so far, with all courses to date being full. The PCC thought that the main risk with the additional recruitment was about maintaining the police officer numbers in the longer term. It was suggested that the Budget Task Group should receive an update on this when the Budget Task Group met with the PCC mid-way through the year

- The Chief Constable reassured the Panel that the plans for recruitment were achievable in the timescales set. 6 courses for recruitment were currently being run at one time (rather than 1 course) and because of the splitting of the strategic alliance, less courses were mixed with Warwickshire officers and 20 course spaces were being allocated to West Mercia. The Chief Constable also reassured the Panel that as police officer numbers increased and police shifts got back to full strength, there would be more focus on staff specialisms such as sexual offences and CSE
- It would be possible to use Apprenticeship Levy from August this year when the Policing Education Qualification Framework commenced. This would offer alternative routes for employment
- A Councillor referred to paragraph 1 on page 30 of the Agenda “...it has become increasingly clear that aspects of police ICT and estates have not had sufficient scrutiny of investment for some time.....” He gave a local example of where dealing with an estates matter in a more timely manner by both the PCC and the Council concerned could have been of mutual benefit. The PCC pointed out that relationships and negotiations were sometimes tricky, particularly for estate matters, but an Estates Manager had been recently appointed which he hoped would allow for a greater focus in this area
- A member asked whether the vetting procedure for new officers would have a knock-on effect on the cyclical vetting of existing officers. It was confirmed that vetting process was in the best position it had been in for a number of years. All backlogs had been cleared and vetting was up to date
- The PCC was asked about the how the impact of additional officers recruited would be measured and reported to the Panel. The PCC confirmed that recording mechanisms were in place for increased victim satisfaction, improved response times to emergency incidents and reducing levels

**293 Police & Crime
Plan Activity
and
Performance
Monitoring
Report (October
- December
2018)**

of un-resources incidents and would be reported in the quarterly performance monitoring report. In addition, there was some additional work to do around increased public confidence and visibility which would be carried out via survey.

Decision

Following the discussion, it was agreed that:

- While concerned at the apparent high percentage increase, the Panel was unanimous in its decision to approve both the precept for 2019/20 and the Medium-Term Financial Plan 2019/22 as presented to the meeting;
- A key feature of the reason for the increase in precept was the recruitment of 115 new Police Officers and a concern to the Panel was the rate at which these could be recruited and the subsequent delay in them becoming operational;
- Additionally, the Panel accepted the proposal from the Task Group authorising it to revisit the budget with the PCC later in the 2019/20 financial year to review the impact and effectiveness of the spending proposals. This would include the £200k investment in the Victim Advice Line; recruitment to the additional posts both of Police Officers generally and the additional posts for Rural and Business crime officers as well as an update on the Athena project.

A letter informing the PCC of the Panel's decision would be sent. It was noted that the PCC was required to have regard to the Panel's report and provide a response which would be published.

The Panel was invited to consider the Police & Crime Plan Activity and Performance Monitoring Report for October to December 2018 and determine whether it would wish to carry out any further scrutiny or make any comments.

The PCC introduced the Report and highlighted the following key developments:

- The West Mercia's new Victim Advice Line (VAL) which was due to go live on 1 April 2019
- Strategic Alliance – a dedicated programme team had been set up to develop service delivery options for every shared area of policing within the alliance. The options development stage was due

to be completed at the end of February with decisions on future arrangements to be made in March

- Services to Policing - In 2017 West Mercia and Warwickshire committed to preparing a business case for the redesign of the support services. The aim was to improve both effectiveness and efficiency of supporting services' practices that had not been reviewed holistically since the creation of the alliance in 2012. The business case was presented in September 2018 setting out how £26.9m could be saved by West Mercia over 5 years (with a commensurate proportion for Warwickshire). Warwickshire declined to support the business case then, and again when it was formally offered as a new collaboration under revised governance arrangements in October. It was therefore decided that West Mercia would prepare for stand-alone Services to Policing but Warwickshire would be able to join in these arrangements should they subsequently decide to do so
- Network redesign and upgrade (OCC, DCD and KCOM) – funds had been committed to redesign and then upgrade the force's ageing IT network. Although Warwickshire's IT network was connected to West Mercia's and was in a similar condition, Warwickshire had declined to commit further funds to these critical projects at this stage.
- West Mercia Police values and priorities – it had been agreed to simplify the organisation's values and to provide clear and concise policing priorities. These changes were launched at the beginning of the New Year and were: Public first, Ownership, Courage and Compassion.
- In early December the PCC opened the official launch event for the DRIVE project, a new response to domestic abuse that aimed to reduce the number of child and adult victims of domestic abuse by deterring perpetrator behaviour. Drive provided a case manager who acted as a single point of contact for perpetrators on a 1-2-1 basis. The Drive project was being jointly funded by the PCC, Worcestershire County Council Public Health and the Police Transformation Fund and was being piloted in Worcestershire. The very latest project report showed that 37 high risk perpetrators had been referred onto the Drive project. All cases were allocated a Case Manager who met regularly with the IDVA team to ensure victim/survivor safety was being managed

- throughout their involvement with the perpetrator
- Criminal Justice Performance - Several external performance products were produced by agencies and partners to enable senior officers and the PCC to maintain strategic oversight of criminal justice performance. In particular, the Local Criminal Justice Board and PCC scrutinised monthly file quality, charging, listing and court outcome reports. The latest monthly and quarterly summary reports evidenced a marked improvement in performance over time. Over the past 12 months West Mercia had seen a 54% reduction in the time it took for a criminal case to be completed in the Magistrates' court. Conviction rates in the Magistrates' court stood at 90.54%, the highest in the region and 5% higher than the National Average. A relentless focus on improving file quality and timeliness had resulted in West Mercia moving 23 places up the National Transforming Summary Justice league table. West Mercia had the highest conviction rates for Rape, Domestic Violence and Hate Crime across the West Midlands region.

Discussion points:

- A Member referred to page 99 of the Agenda (Appendix 1 - Delivery Plan Extract: B3 (Make sure the Safer Roads Partnership responds to community concerns as well as working to reduce deaths and serious injuries on our roads). He suggested that he thought that there was more emphasis on working to reduce deaths and serious injuries on roads than responding to community concerns. He asked if the PCC would request that the Safer Roads Partnerships consider communities' requests for mobile speeding cameras, highlighting that a sign for a mobile speeding camera operating in the area was an excellent deterrent for reducing speeding and helping communities to feel safer
- The PCC acknowledged that the perception of speeding and its anti-social nature was an issue and he had been focussing on community speed watch and gates to villages etc. The PCC added that there was a £0.5m grant available to communities to apply for in respect of initiatives to reduce accidents, but the funds couldn't be used for meeting any statutory duties. The PCC explained that in his holding to account sessions with the Chief Constable he had focused on

community speedwatch. Currently, there were 40 community speed watch schemes, which was double what the PCC had inherited when he came into office and he intended to double the number of schemes again

- The Chief Constable confirmed that speeding was a force priority and it was important to work with local communities to address the causes of it. The priority for community speed watch schemes was identified by the local policing teams
- In response to a question about what preventative crime measures the PCC was putting in place, he advised that an additional £1m had been allocated for diversionary activities and strategies were being developed for drugs, rural and serious organised crime. £0.25m had also been allocated to CCTV and some additional resources for smart water
- The point was made that although smart water was a preventative measure for crime reduction, rural crime was still an issue for communities and significant work was still to be done
- It was confirmed that the Mini officers used in local policing areas were used for short periods of time then moved around
- The Panel were pleased to note that a 54-year-old man from Worcester had become the first person in West Mercia and one of the first people in the country to be charged under the Assaults on Emergency Workers (Offences) Act 2018 which came into to effect in November 2018. A Member asked if the Panel should lobby the Home Secretary or local MP's to underline that assault on emergency workers was totally unacceptable. The PCC reassured the Panel that the Home Secretary was very supportive of the legislation, but any support from local MP's was welcome
- It was suggested that the Panel may wish to establish a Task Group to investigate road safety
- Deaths on Shropshire highways was highlighted as an issue of concern and given that there was a collective responsibility for roads, the PCC was asked if he met with Highways England. The PCC confirmed that he did meet with Highways England.

The meeting ended at 1.25 pm

Chairman

AGENDA ITEM 7

WEST MERCIA POLICE AND CRIME PANEL 18 JUNE 2019

DRAFT ANNUAL REPORT OF THE POLICE AND CRIME COMMISSIONER FOR WEST MERCIA

Recommendation

1. Members of the Panel are asked to review the annual report and to make recommendations to the Police and Crime Commissioner (PCC) for consideration.

Background

2. 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.

3. The draft Annual Report for 2018/19 is attached at Appendix 1 for the Panel's consideration. The report provides a high-level overview of the PCC's work over the last financial year.

4. In accordance with the Act, members of the Panel are required to review the report and to make any recommendations to the PCC for consideration. The PCC must then respond to any report or recommendations that the Panel make prior to publishing the final version on the report.

Legal Implications

5. In presenting this draft annual report to the Panel for consideration, the PCC and the Panel are fulfilling their respective statutory obligations as set out in the Police Reform and Social Responsibility Act 2011. Failure to do so would mean a breach of statutory duty.

Supporting Information

Appendix 1 – Draft Annual Report 2018 – 2019.

Contact Points for the Report

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Andy Champness, Police and Crime Commissioner Chief Executive
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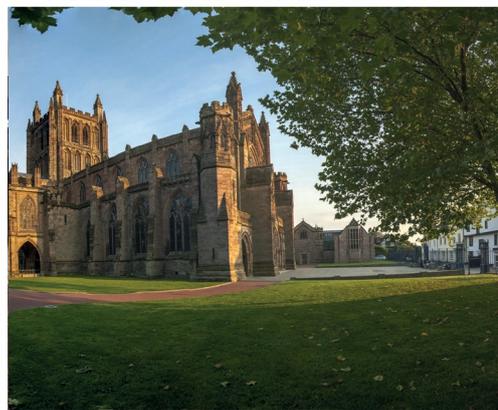
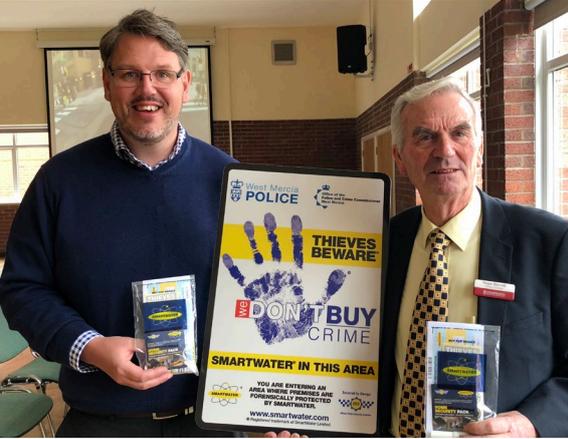
Background Papers

In the opinion of the proper officer (in this case the Head of Legal & Democratic Services) there are no background papers relating to the subject matter of this report.

[All agendas and minutes are available on the Council's website here.](#)



John Campion Police and Crime Commissioner West Mercia



Annual Report 2018-2019

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Foreword

My work in the last year has continued my focus on building a safer West Mercia and meeting my election commitments to our communities, while responding to emerging challenges.

I promised I would ensure our police force has the resources to respond effectively to changing demand. The addition of a further 215 police officer posts in West Mercia in the last year is a clear example of how I continue to deliver that promise. I have secured commitments from the Chief Constable that every community will feel the benefit of that uplift in terms of police access, visibility and responses, as well as public confidence and satisfaction. The force has responded positively to deliver these additional officers as quickly as possible and I will work on behalf of our communities to ensure those improvements are delivered across the board.

100 of those posts were possible due to the successful delivery of reform and efficiency within the police force. The police force I inherited spent just 38% of its budget on officer pay and overtime. I am proud that three years on, that figure now stands at 51%. This is positive progress, but there is more work to do. I remain committed to driving further reform and efficiency to ensure that as much money as possible is prioritised towards vital frontline services. Part of this includes ending the current alliance arrangement with Warwickshire Police.

My commitment to put victims first has, this year, delivered a major new initiative designed to improve support for people who fall victim to crime. The Victim Advice Line launched in April, with a new, integrated approach that means victims get faster access to the help they need. Victims no longer have to tell their story multiple times in order to access the right help. I have been pleased to see encouraging early results and will continue to make sure the new service delivers for our communities.

The last year has seen a major new independent study into public confidence and perceptions around policing commence. I am encouraged by the first year's findings, which put public confidence at 85%, trust at 88%, and support for the police at 94%. These are good baselines, but there is more work to do though in building higher levels of reassurance across West Mercia and delivering communities that not only are safe, but feel safe. I will continue to work tirelessly on behalf of our communities to ensure those improvements are delivered.



John Campion
West Mercia Police and Crime Commissioner

The year in numbers

Putting victims and survivors first



35,000 referrals to support services

4

Just 4 complaints recorded from those 35,000 referrals

RJ

61 restorative justice cases were completed with positive outcomes for the victims.



Over 97% of service users left West Mercia Women's Aid with a positive outcome



77.8% of victims were satisfied with the overall service provided by West Mercia Police

83%

83% conviction rate for domestic abuse cases at court.



90% of witnesses attended court

Reforming West Mercia



£211.5M budget in 2018/19



137,135 999 calls received



88% of 999 calls answered within 10 seconds



80% of residents are confident they could access the police in an emergency*

62%

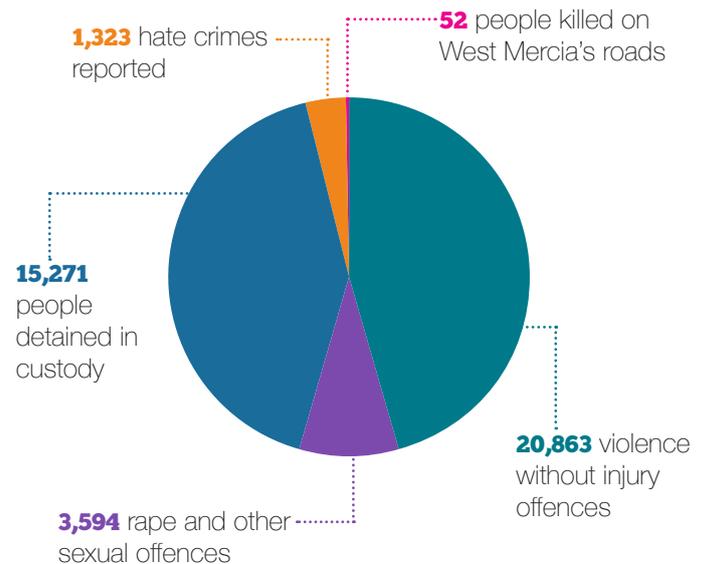
62% of 101 calls answered within 30 seconds



215 additional officer posts created (including 115 from 2019/20 budget)

Building a more secure West Mercia

86,590 offences were recorded, which included:



Reassuring West Mercia's communities



85% of residents have confidence in West Mercia Police*



51% satisfied with levels of local policing*

72%

72% feel crime and ASB are either not much of a problem, or not a problem at all in their local area*



34.4% of stop and searches resulted in a positive outcome



77,000 hours of volunteer time



221 independent custody visits

CMS

14,000 alerts sent via West Mercia's Community Messaging system

* West Mercia Public Confidence and Perceptions Survey 2018/19

Putting victims and survivors first

Giving victims a voice

April 2019 saw the launch of the Victim Advice Line (VAL), a dedicated victim support service.

The reason for this change is because I promised to ensure victims are getting the best possible service to help them cope and recover after being affected by crime. Consultation with victims told me that they wanted to tell their story fewer times than they previously had to, they wanted a clear pathway of support and a single point of entry into it. They also wanted to regain a sense of choice and control over their lives. Whilst the contract we had with Victim Support was good, in order to provide victims with what they told me they wanted, some fundamental changes were necessary. These outcomes have since shaped all that the Victim Advice Line has started delivering.



Securing a smooth transition to VAL has taken considerable planning and resources from my office and the force over the last year, as well as from the Victim Support staff who have transferred into the new service under contract.

This new service, whilst independent from the police, will be based in the police control room alongside call takers. It will provide free and confidential advice to anyone affected by crime, be it a victim, witness or family member.



Victim Advice Line (VAL) launch event

The Victim Advice Line is made up of a team of expert and fully trained Victim Care Coordinators who help victims when they come through to the service, be it through police, third party or self-referral. Victims may then be referred onto other specialist services, dependent on the level of support they may need.

The Victim Advice Line looks at an individual to make sure they get the level of support they need. They are not given a pre-determined package. Support is completely tailored to them. The service will also allow better multi-agency working, which will ensure victims are supported throughout the entire criminal justice system from the very beginning of their journey through to the end. This type of model is seen as best practice in delivering support to victims.

During 2018/19 Victim Support were the main service providers for victims of crime within West Mercia. In the last year they managed 35,000 referrals from victims seeking emotional and practical help.

“You have been my lifeline, thank you.”

82 year old victim of burglary

“The advice given has been so informative and helped us understand what happens during court procedures and have always been honest, whether it goes right or wrong.”

Family receiving Victim Support service

I also commission services from Victim Support around an effective restorative justice service for West Mercia. This supports my commitment to achieving the right outcome for victims by enabling and supporting them to have their say and move on with their life.

Specialist support

Tackling domestic abuse is a key priority for me. Inflicting any kind of harm, be it emotional, physical or psychological, is not acceptable, and it is a priority for me as Commissioner, the police service and the services I have invested in, to do all we can to tackle it in all its forms. I have funded Women's Aid to provide an Independent Domestic Violence Advisor (IDVA) Service across West Mercia. Serving as a victim's primary point of contact, IDVAs normally work with their clients from the point of crisis to assess the level of risk and to develop tailored options and safety plans. In the last year over 97% of service users achieved the outcomes that were identified when they entered the IDVA service.

Over 93% had improved safety by reduced or managed risk, and 100% of service users had access to immediate support or advice.

“Person A has been able to trust in professionals and become aware of her choices and options. Person A may not want to pursue criminal or civil options at this time, but is now able to do so in the future with support from professionals. Person A feels more confident and able to move forward with her life independently”.

“Person S was extremely grateful for the work that we completed with her. She was particularly pleased with the support offered in relation to obtaining a Non Molestation Order”.

Extracts from Women's Aid outcome assessments on domestic abuse victims

I have recently increased my financial support to Women's Aid to enable them to provide a hospital based IDVA provision across West Mercia. This approach is nationally recognised best practice and improves the early identification of domestic abuse victims. Part of my financial support towards VAL will also provide a specialist domestic abuse provision.

Drive project

Recognising the complex nature of crime, and a need to prevent both repeat offending and victimisation, I have worked in partnership with Worcestershire Public Health on an innovative new perpetrator programme.

The Drive Project is a new response to domestic abuse that aims to reduce the number of child and adult victims of domestic abuse by deterring perpetrator behaviour. The Drive pilot in Worcestershire focuses on high risk or serial perpetrators. Since October 2018, 70 perpetrators have been referred onto the Drive project and early results have been encouraging.

In addition I have awarded a grant to West Mercia Women's Aid to provide a Children and Young People's service to work with young people whose parents are going through the Drive programme and who are being supported by IDVAs. This is to create a "whole family approach" to tackling domestic abuse behaviour. This service will run to end of April 2020 and aims to work with 105 children across a year.

Elsewhere in West Mercia I have granted Shropshire Community Safety Partnership (CSP) £21,212 towards the 'Becoming Respectful' initiative, a voluntary perpetrator programme. This scheme is being independently evaluated by Chester University and the findings are due in the summer.

These initiatives are focused on tackling the root causes of crime, and therefore deliver better, long term results for the individuals concerned, as well as our wider communities.

I continue to provide significant financial support to AXIS and West Mercia Rape and Sexual Abuse Support Centre (WMRSASC) to provide Independent Sexual Advisor services across West Mercia.

In 2018/19 I provided £334,144 to AXIS for the clients in Shropshire, Telford and Wrekin aged 11 and over, who have experienced recent or non-recent sexual abuse, regardless of whether or not they have reported to the police. I have also provided £444,000 to WMRSASC to support victims of sexual abuse/violence in Herefordshire and Worcestershire.



Victims' Commissioner Baroness Newlove meeting PCC John Campion

This grant maintains the current key frontline Independent Sexual Violence Advisor (ISVA), Male ISVA, Family ISVA and Children & Young Peoples (CHISVA) service provision within WMRSASC and to support continued delivery of the SELFIE training and awareness raising programme.

In addition I provided £69,340 to the West Midlands Paediatric Sexual Assault Service (SARC) which is a region-wide service providing expert care for children and young people who have disclosed sexual assault, or who may have been subject to sexual abuse. Clients are seen by an experienced paediatrician with specialist training in forensic examination and are supported by a crisis worker.

Processes are in place behind these initiatives to measure their impact and progress, and ensure the best possible results are being delivered for our communities.

“I knew from my first contact with my ISVA that she was trustworthy, understanding, compassionate, genuinely caring and non-judgemental, and I soon developed an extremely good rapport with her. She also went above and beyond in her willingness to be of support. I therefore was greatly helped in the aftermath of traumatic events and in stressful times.”

WMRSASC ISVA client

“Client reports feeling much more stable in her mental health now that counselling has been dealing with her issues. The children have all received counselling and selfie support to build on their emotional literacy and resilience and their relationships with each other and their mum has improved greatly.”

Outcome following WMRSASC FISVA and Selfie support

Building a more secure West Mercia

I am committed to ensuring our communities can continue to live safely and are protected from harm. To achieve this our communities need an effective, efficient police service, along with support from partners, so that together we can deliver the best possible results in building a more secure West Mercia.

Policing demand

In the last year I have provided funding for the recruitment of 100 extra officers, funded through the delivery of efficiencies within the police force. More recently my latest budget includes provision for the recruitment of an additional 115 officers, taking the force to a total establishment of 2,145 and the highest number of officers seen since 2012. In doing so I have kept my promises of ensuring our police force has the resources needed to keep our communities safe, as well as responding to community feedback.

Policing demand has remained at a high level nationwide, and West Mercia is no exception. The force has seen a 12% increase in the number of 999 calls made when compared to the previous year. Steps to manage this demand have been taken, including changes to police shift patterns and creating dedicated teams in the north and the south of the force, whose roles are to resolve lower harm incidents, freeing up time for other officers to deal with more urgent calls for service. At a strategic level a new Assistant Chief Constable post for shared services has been established providing dedicated leadership for key areas of policing, such as child sexual exploitation, drugs and major crimes, to ensure the force is delivering the best possible service to our communities, for whom I know these are important issues.

Additionally the Chief Officer team has taken the decision to simplify the organisation's values and to provide clear and concise policing priorities. The policing priorities for 2019 are based around the strategic themes of Safer People, Safer Homes and Safer Roads. I welcome the clarity of the force's new Vision and Values which are illustrated on page 10.

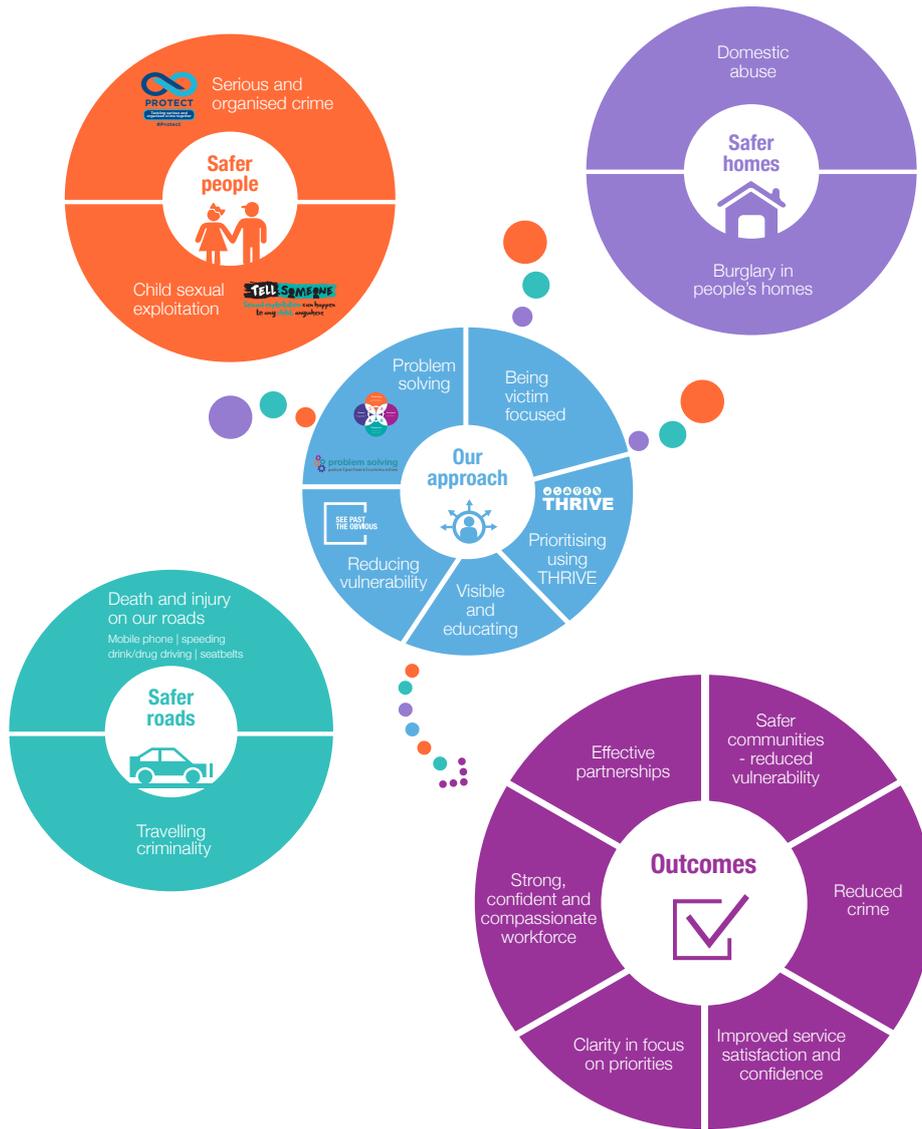
Tackling crime and reducing harm

Serious and organised crime (SOC) is crime that is planned, coordinated and committed by groups of people working together to acquire profit, power and influence. As is the case in every force area, organised crime groups operating across West Mercia routinely target and exploit the most vulnerable children and adults within our society.



ACC Geoff Wessell addressing an intake of new officers

Our policing priorities



This has given rise to an emerging national threat in the form of 'County Lines', whereby criminal gangs target the sale of drugs, often in smaller towns, exploiting vulnerable adults and young people through coercion, intimidation and violence. West Mercia Police has delivered some notable successes in tackling this threat in the last year, for example, Operation Blade in Worcestershire saw one such drugs gang successfully dismantled and sentenced to serve a total of nearly 28 years in jail. Similarly two brothers from Birmingham who ran a £300,000 drugs operation in Hereford were jailed for a combined 16 years.

As part of the work undertaken by the force to improve its approach to SOC following a grading of 'inadequate', by HMICFRS it has recently published a new SOC strategy. I will shortly be consulting on my own SOC strategy. This outlines how I will deliver on my responsibilities as Commissioner in a policing and crime context, and how I will continue to actively work with local and national partners to embed a single whole-system approach within West Mercia.

Serious violence, often associated with SOC, has been in the spotlight over the last year following the publication of the national Serious Violence Strategy and a national rise in recorded knife crime. I have reviewed my existing diversionary initiatives to ensure they support young people at risk of SOC and serious violence. I play a central role in working with the force and other partners on this issue which is further developed on page 29.



Drugs Strategy

The PCC's Drugs Strategy was published in May 2019

Drug trafficking and supply is the primary crime type for just over 60% of all active Organised Crime Groups (OCGs) in West Mercia. Drug misuse is an inherently complex issue and there is no single solution. I have recently published my own drugs strategy outlining my commitment to this as Commissioner. This new strategy sets out how I will play my part, both in terms of my own role, and working with others to deliver the best possible results.

Included are my commissioning intentions and existing funding commitments for substance misuse including £250,377 in support of drug intervention programmes (Dip) across the West Mercia area.

Service user first attended Swanswell (Worcester Dip) for a required assessment after testing positive for opiates in Custody. Service user was homeless, offending to fund drug use and there was a decline in mental and physical health. This service user is now engaged with Swanswell on opiate substitute therapy medication, has supported accommodation, engaging with GP regarding mental health, attending NA groups and has a significant reduction in illicit substance use.

Recorded crime has continued to increase nationally in the last year. In West Mercia, the increase has been 2.5%, which is below national averages, according to the most recent police data.

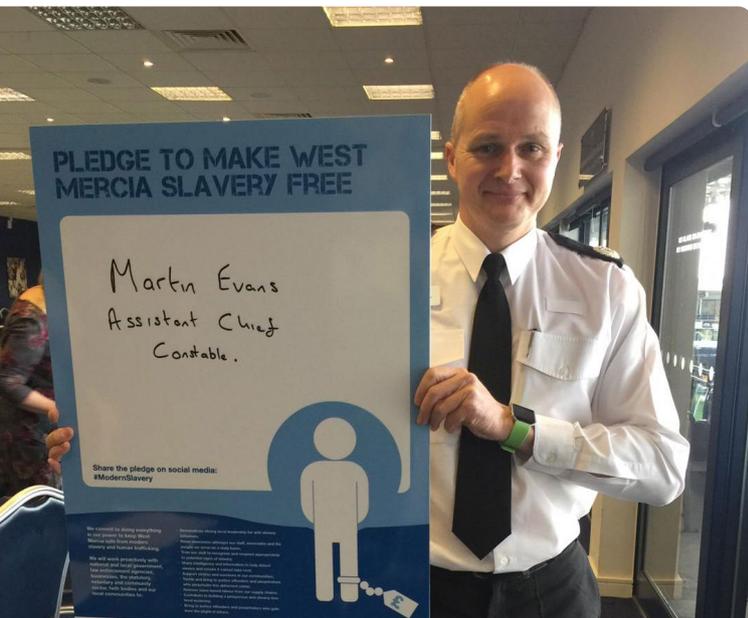


Home Secretary Sajid Javid joins the PCC and local residents for the relaunch of Neighbourhood Watch

Burglaries are regarded as one of the more reliable measures of actual crime within 'recorded' statistics. These statistics show in the last 12 months there has been a 5.6% reduction in residential burglaries in West Mercia. In the last year, in response to the harm such crime does to our communities, I launched my 'Leading From the Front' project, which seeks to reduce acquisitive crime throughout West Mercia, and offers to contribute 25% of the cost for councillors looking to supply Smartwater in their wards. In the first three months, six councillors had put in bids to cover 3,500 homes. Villages already with Smartwater have seen a difference:

- ➔ Sutton Hill in Telford and Wrekin became a 'We Don't Buy Crime' area in July 2016. There has been a 55% reduction in Domestic Burglary and attempted Burglary in this area since the scheme began.
- ➔ Ombersley in Worcestershire became a 'We Don't Buy Crime' area in October 2017. In the first year of the project the area has seen a 75% reduction in Domestic Burglary offences.

Modern slavery and human trafficking (MSHT) are emerging and developing areas of crime which I am committed to tackling in West Mercia. This year I successfully secured funding from the Police Transformation Fund to address MSHT. Part of the funding was used in delivering a partnership conference to improve awareness and coordination between different agencies. The conference was held in February and was attended by over 115 partners. The learning from this event is being used by the force to improve its approach to this issue and better protect vulnerable people.



Assistant Chief Constable Martin Evans at the Modern Slavery and Human Trafficking event

Child sexual exploitation (CSE) continues to be a key priority at a force, regional and national level. This year I launched a specific CSE grant round and awarded £305,735 to WMRSASC to run the Branch Project, which provides educational interventions and support to young people who are at risk of or have been a victim of CSE in Worcestershire, Herefordshire, Telford & Wrekin and Shropshire. A key reason WMRSASC was chosen to deliver this important work is because, as the specialist sexual violence organisation in Herefordshire and Worcestershire, they already have a vast amount of experience of delivering education and training within schools, as well as training for professionals. I look forward to working with them and other partners to continue the work in protecting the children and young people in our communities.

Domestic abuse (DA) remains a key priority within West Mercia, not only for me as Commissioner, but also within the police force and CSPs. It is believed that actual cases of DA nationally have remained fairly static, although police forces nationwide continue to see increases in recorded crimes. This suggests the increase in reporting reflects a higher proportion of victims coming forward and seeking help, which is a positive step.

DA continues to form a central part of my holding to account role, including challenging the force around repeat DA victimisation. I have supported the force in recognising the need for officers to receive specialist DA training, and welcomed the roll out of the Safe Lives initiative, which was developed with the College of Policing and followed HMICFRS recommendations. Other significant initiatives are also underway, including multi-agency DA perpetrator panels, a criminal justice DA best practice framework, and Operation Encompass, where schools are notified of DA incidents when a child was present.

The status of 'road safety', as a policing priority for West Mercia Police has been reinforced and further developed. In the last year 52 people have been killed on West Mercia's roads. Along with prioritisation for our police, I have continued my work as Commissioner to ensure this is a priority for communities and local partners, not just the police. Operation Snap is an example of a national initiative which I have supported along with the force, by allowing motorists to submit dash cam footage of dangerous driving to the police. In the first seven months following its launch in July, over 1100 submissions have been received by the force, leading to a number of police interventions including issuing warning letters, fixed penalty notice and drivers attending speed awareness courses.



Operation Tramline - John Campion and officers improving HGV road safety

In November I launched a new road safety initiative. To do this I have used some of the reserves built up by the Safer Roads Partnership from the national driver offender retraining scheme (NDORS). Through new projects and initiatives, on top of what is already being done, I hope to raise more awareness of road safety, reduce the amount of those being killed or injured, as well as demand on our police and the number of those committing road traffic offences. After reviewing the proposals received I have very recently agreed to provide £352,000 in support to a number of proposals submitted by statutory partners.

I have also developed a new joint road safety campaign with local authority partners, which will be discussed in more depth later in this report.

I am planning to develop my own strategy on road safety which will be published in 2019/20.

Identifying and tackling the root causes which cause people to go missing, is vitally important not only to keep vulnerable people safe, but to reduce the impact that missing people investigations have

on police resources and demand. An average of 14 people go missing every day in West Mercia. Many of these disappear repeatedly, and are vulnerable because of their age, health, mental health or disappear from a place of care.

Through the use of technology West Mercia Police is using analysis to prevent repeat missing occurrences, protect those who are currently missing through task based investigation and work with partner agencies to provide provision to those at risk.

The force is also one of the first to team up with the Missing People Charity and the Samaritans to provide a text safe service to vulnerable people. One in three people have engaged with this service, compared to one in twenty who were reached previously.

In Shropshire I have provided £16,666 towards a pilot with the Children's Society and Shropshire Council, to ensure all missing young people are fully assessed on their return to ensure that they are safe, and to reduce the risk of them becoming missing again. I have also granted £17,000 to West Mercia Search and Rescue. This money provides support for a sustainable, valuable and well-trained group of volunteers to search for missing persons.

“Without the grant we would not have been able to put in place solid foundations to grow the team, and our ability to respond over the last two years”

Andy MacAuley, Chair of Trustees, West Mercia Search and Rescue

Reducing reoffending

Reducing offending, and reoffending, by ensuring that adults and young people who offend are challenged and supported to desist from crime is most effectively achieved by partners working together to provide a holistic approach. My Crime Reduction Board continues to bring together representatives from key agencies to ensure this approach is working.

My funding to support related initiatives has included:

- ▶ £44,000 to Willowdene Farm for the LINC project (Local Initiatives Nurturing Change). This project is for women at risk of entering the criminal justice system, or are in it to reduce their risk of reoffending.

“I wake up every morning and cannot quite believe that this is my life, I am proud of myself and proud of my story. I could not have done this without the help and support that I had from Willowdene and LINC, they made me realise that only I could change my story, and with their help, this is exactly what I have done”.

A woman who completed the project and used it to address substance misuse, family relationships, domestic abuse, her unemployment and her mental and physical health. She is now in employment and completing further training, in contact with her wider family and managing her health positively and without illegal substances.

- ▶ £25,000 to support West Mercia Police by providing a budget towards the Integrated Offender Management Teams.

“I would like to take this opportunity to thank the IOM team for all their help and support. I have my own place to live and I’m getting myself sorted in lots of ways including no offending and having no plans to. After all, there’s no future in the past. I have found the counselling I have received to be helpful in making sense of things and getting a focus on my life for now and the future.”

The offender was a heavy drug user and was street homeless when he was brought onto the cohort in South Worcestershire.

- ▶ £110,293 to West Mercia Youth Justice Service for the Substance misuse (SM) programme to provide interventions for young people at risk of entering the youth justice system.

Person K (Herefordshire) was a 15 year old male who committed the offence of assault and possession of an offensive weapon. The young person was well known to the local policing team, with his offending behaviour becoming increasingly frequent and severe. He was referred for SM assessment. He presented with high levels of risky poly drug use and extremely high, daily cannabis use.

The interventions were focused on harm reduction and supporting him to explore why he used substances. Additional interventions focusing on the relationship between SM and mental health, coupled with intensive recovery coaching around personal resources, goals, personal strengths and meaningful use of time resulted in a significant reduction of cannabis and alcohol use to a low, occasional use and abstinence from the use of all substances. To date there has been no other offences.

Collaboration and partnership working

In November Hereford and Worcester Fire and Rescue Service (HWFRS) moved their headquarters into Hindlip Hall to share facilities with West Mercia Police. Whilst I welcome the efficiencies this will bring, the changes are about more than just buildings. They need to be about growing shared skills, relationships, experiences and expertise. Working together to adopt a joint problem solving approach. The two organisations already collaborate in some respects, with a shared ultimate aim of keeping people safe, although I believe there continues to be significant scope for further development. An example of recent collaboration includes HWFRS attending police fast roads training to cover damaged vehicles post collision. With the introduction of start/stop technology on more vehicles plus electric and hybrid cars more widely in use there are some areas within these cars that if touched can be potentially fatal.

I continue to work with and provide financial support to the five CSPs in West Mercia. In 2018/19 I increased their budget to £700,000 to enable them to more effectively address local priorities and make local communities safer. As part of my drive to ensure the funding I provide is used as effectively as possible I have worked with the CSPs and the force to join up their analytical support and centralise it in the force intelligence team. The result, is there are now three full time posts, who are able to provide analytical products under the direction of and for the CSPs with the professional guidance of force analysts.

One of the early benefits of this is that the CSP analysts were able to develop and produce new serious and organised crime profiles for the force and partners.

I have recently agreed to provide the CSPs with an additional £50k each for 2019/20 towards CCTV. This will increase my total commitment to £1.25M for the provision of new and improved equipment through my term of office.

In the last year central government announced its intention to restructure the probation service into ten probation regions and to seek an early termination of community rehabilitation company contracts. I have welcomed this news and my office are actively working with partners across the region to secure the delivery of future probation arrangements for West Mercia and the wider West Midlands region.

I have worked collaboratively with regional colleagues to ensure that the Strategic Policing Requirement is met and I maintain oversight of the Regional Organised Crime Unit (ROCU), National Air Police Service (NPAS), Roads Policing, Counter Terrorism (CT) and other national programmes.

Together with the other PCCs in the West Midlands Region I jointly commissioned a six month study into criminality in prisons. The report attracted national media attention and has assisted in identifying an approach to collectively tackle organised crime gangs which are embedded in our prison system. These organised gangs are not only causing harm in the prisons but in our communities too, and I will continue to work with the government and other partners to ensure this harm is reduced.

Reforming West Mercia

Enhancing and improving West Mercia Police

When I was elected as Police and Crime Commissioner I set myself the challenge to take the strong foundation of a good police force and create an even safer West Mercia. To achieve this it is important that our communities receive the most efficient and effective service from West Mercia Police. It is for this reason that in October 2018, the Chief Constable and I jointly announced our intention to withdraw from the current strategic alliance arrangement with Warwickshire Police.

This was a carefully considered decision with the best interests of communities in mind. Both the Chief Constable and I are in agreement that this approach will enhance and improve the service moving forward and enable us to maximise West Mercia's resources and ability to fight crime, keep our communities safe, and deliver the best possible service to the public. That is not the case currently and needs to change. Resources allocated and intended for keeping communities safe in West Mercia need to be used for that purpose. The current alliance has been in place for over six years and we feel that the structure and governance arrangements are no longer delivering the best value and services local communities now need. Numerous attempts to reform the alliance arrangement have not succeeded.

Whilst the existing alliance will be coming to an end, we have consistently said that we do not believe it is necessary to undo the benefits the alliance has achieved. However, we do need to fix the issues that limit its effectiveness. We are now in negotiation with Warwickshire Police to identify where future alternative collaboration arrangements may still be mutually beneficial.

The changes I want to see will enable a more dynamic police force, which can make decisions quicker and respond faster to changing or emerging demands with a greater focus on West Mercia, and the specific services our communities need.



Cohort of new West Mercia officers with their families and friends having finished their basic training

Investing in our people

The ongoing alliance negotiations have not affected day to day policing and have not stopped the force moving forward on key projects including a review of supporting and enabling services which seeks to redesign how services such as HR and payroll can be better delivered. The business case was presented in September 2018 identifying £26.9m of efficiencies that can be delivered in West Mercia over five years. I have agreed with the Chief Constable that this project should be progressed and work is underway to begin implementing the redesign within West Mercia. Preparations will be undertaken in such a way that Warwickshire will be able to join in these arrangements should they subsequently decide to do so.

As previously outlined, I am committed to ensuring the force has the support and resources it needs to provide a modern, dynamic and innovative force. My decision to provide funding for an additional 215 police officers will improve resilience, support the health and wellbeing of our officers, enable the force to better manage operational demand and provide an increased police presence in our communities.

I am pleased that the force continues to seek opportunities to develop its workforce. Investing in people through supporting their health and wellbeing and realising their potential is important as it not only secures a happy and healthy workforce, but also increases effectiveness and efficiency.

I have supported the force in developing a new police constable degree apprenticeship scheme. This will mean that from September 2019 new recruits will complete a three year apprenticeship that involves on and off-the-job learning. On successfully finishing the programme, and completing their probation, recruits will achieve a recognised and accredited degree in Professional Policing Practice from Staffordshire University. This regional collaboration will see West Mercia as one of the first forces to adopt this new recruitment approach.

West Mercia Police is one of only eight forces nationwide taking part in a unique national programme to attract talented and diverse graduates into detective roles. This pioneering scheme is designed to alleviate the nationwide shortage of investigative officers, supporting frontline detectives to tackle some of the most harmful criminal activity within our communities.

The force has also introduced 'MAX', across the workforce. 'MAX' – Maximising contribution and potential seeks to:

- support improved health and wellbeing;
- recognise and reward achievements;
- realise aspirations;
- support and develop people, based on individual needs;
- recognise and foster talent, growing potential for the future;
- ensure clarity in focus and direction.

Last year as part of my own commitment to investing in people I recruited a graduate policy intern to work in my office for 12 months. As part of their placement they have gained an invaluable insight both into the work of my office and a wide range of force functions, as well as developing valuable workplace skills.

Investing in technology

September saw the first full year of the roll out of body worn video (BWV) following my £1M investment in the technology in 2017. In an average month, over 13,000 clips are now recorded, of which more than 2000 are used in evidence. BWV is playing a significant part in my plans to reform and modernise West Mercia Police and I am pleased to see it having such a positive impact for victims, communities and the police. Not only does it provide a better service for victims, with high quality evidence which increases the chance of conviction, but it also has the effect of reassuring officers or where applicable, it makes the police service more accountable. This increased transparency helps to reassure the public and gives our communities greater confidence in the police service.

Another benefit of BWV is that it can now be shared digitally with the Crown Prosecution Service to use in court and charging decisions, saving time for both the police and the justice system.

Last year I met with Deputy Justices Clerk Jonathan Price from HM Courts and Tribunals Service to discuss my concerns on the continued impact of centralising remand hearings from three counties into Kidderminster. I believe this denies

communities local access to justice and puts additional strain on police resources. One solution put forward was the use of video remand hearings, which I agreed to explore further. This initiative is supported by partners as it would eliminate the need to move detainees from Herefordshire and Shropshire to the centralised remand court in Kidderminster. Although still very much at an early stage this is potentially another use of technology which would improve access to justice for all.

Investing in our estate

My work around estates continues to focus on ensuring that police buildings are fit for purpose and located where they are most effective. Transformation of services is vital to ensure all aspects of policing can meet changing, increased demand, and continue to protect people from harm. This is being achieved through a combination of new builds, refurbishment and co-location projects across the portfolio.

Progress in this area needs to be accelerated, as results to date have not been delivered as quickly as hoped.

My focus is on sustaining police presence in local communities rather than removing it. However that presence needs to be in the right places, delivered efficiently, and be sustainable.

As well as the completion of the HWFRS HQ move, schemes have successfully been delivered at Peterchurch, Wem, Whitchurch and Stourport and we will continue to develop our network of potential partners to secure future co-location opportunities. In total the Estate Delivery Plan details approximately 50 projects already initiated and at various stages of development. In excess of £100,000 per annum of estimated savings in running costs are being delivered so far.

We have been successful with funding bids in all three One Public Estate regions. This will support the continued working with partners to deliver co-location opportunities, joint development schemes and more efficient use of property assets in Public Ownership.

The Carbon Management and Energy Plan for West Mercia is being refreshed with adoption anticipated early 2020. Examples of improvements and saving achieved to date include:

- ▶ LED lighting installation in some buildings with payback periods of less than four years;
- ▶ successful funding bids achieved for nearly £250,000 in funding to support energy efficiency projects.



The PCC is joined by DCC Amanda Blakeman, Cllr Roger Phillips and Chief Fire Officer Nathan Travis to mark Hereford and Worcester Fire & Rescue Service relocating its headquarters to Hindlip

Reassuring West Mercia's communities

In the last year I have continued my focus on ensuring that our communities are safe, but also feel safe.

My decision to increase officer numbers in West Mercia has been a central and recurring part of this work. I have worked to make sure our communities are aware that officer numbers are increasing, and then highlight this further through police recruitment, showing when new officers are in training, and when they then complete that training and go out into our communities. I will continue this while the force continues its work to ensure it gets up to its new, increased establishment figure. I have also sought to make communities aware of my decision to double the resources available specifically for tackling rural crime, including new wildlife officers.



PCC Ambassador Graham Oliver at the Oswestry Lifeline event

Accessibility of our police has also been a recurring theme for my activity. I have supported police communications around direct contacts for SNT officers and am pleased to see these are now available. I have also supported the Chief Constable's 'Open For Business' initiative, which allows the community to see a police officer at their local police station without an appointment. I am pleased that this initiative is now in place across the force area.

Delivery against my Communications and Engagement Strategy has been regularly monitored. Engagement will be explored in more detail later in this report. With regards communication, in the last year I have issued more than 200 public comments or articles in order to ensure local communities are aware of my views, decisions, or strategies. This is a slight increase on the previous year, although the reach and penetration of these comments has increased as those articles have resulted in more coverage in a range of media outlets or community publications.



PCC Ambassador Margaret Sherrey at the Bromsgrove Police Open Day

I have seen a significant increase in contact from the public. With this in mind, I have implemented new contact management systems to deliver much greater resilience and efficiency in how public contact is managed within my office, and to continue to ensure that anyone contacting me as Commissioner receives a prompt, personal service.

Growth in communication and engagement has also been significant across digital platforms, with a focus on Facebook. In the last year my official page has seen an average of 25% organic monthly growth in reach compared to the previous year, with content now reaching more than 50,000 people each month. The number of dedicated 'followers' has almost doubled compared to the previous year. On Twitter, the most recent analytics show impressions of more than 105,000 in the last month, as well as more than 1,500 profile visits by users.



PCC Ambassador Sherrel Fikeis with street pastors in Telford

My website has been refreshed and is continually audited to ensure transparency and engage our communities. I continue to work to increase transparency in my role through the publication of all appropriate decision notices, financial information, office information, strategy documents and FOI disclosures. I have further enhanced this work through staging West Mercia's first public 'holding to account' meetings, which are discussed in greater detail later in this report. In the last year, almost 20,000 different users have visited my website, an increase of 37% on the previous year. There were almost 27,000 individual sessions (up 26%), and more than 63,000 page views (up 11%).

I have continued to support increased transparency within the police force, including the publication of further West Mercia Police data around the use of force. This data has received significant press attention in highlighting how often our police manage to resolve incidents without having to



PCC with local children, teachers and police as his mini police officers are rolled out to schools across the force

resort to using force. I am also pleased that West Mercia Police has retained its status as part of the Best Use of Stop and Search programme.

I continue to support initiatives to enable our communities to play an active role in working with our police force. Volunteers within policing, including Special Constables, police service volunteers and police cadets clocked up a total of almost 77,000 hours of service in the last year. This is an exceptional contribution in support of our regular officers and staff and makes a real difference in our communities.

My grants and work with Neighbourhood Watch have enabled a significant increase in their online presence and engagement from our communities. The most recent figures show the 19 local Watch pages on Facebook, which are run by a group

of dedicated volunteers, are now followed by more than 36,000 people (this has doubled in six months). Their content has seen more than 360,000 post engagements and reached more than 1,000,000 people. 500 existing Neighbourhood Watch signs have been refreshed and I have supported the roll out of a further 340 in our communities. I am pleased to report that since the relaunch of the Watch programme, a number of people have come forward to the organisation looking to set up local Watches in their own communities.

The Neighbourhood Watch platforms are supported and supplemented by West Mercia's community messaging system. This now has 12,000 active subscribers, and is currently growing by around 800 every month. The system has now delivered more than 14,000 messages to local communities, informing them of local crime and police work, and enabling work to more effectively prevent crime.

I have worked with partners and communities to establish a new campaign and working group around water safety. I chair the group, which involves West Mercia Police, West Mercia Search and Rescue, Hereford and Worcester Fire Service, Shropshire Fire Service, RNLI, RLSS, the Canal and River Trust, Mind and Local Authorities. I am particularly grateful to Kirsty Walsh, who is also heavily involved in the campaign as a Water Safety Ambassador, after the tragic loss of her husband Shane who died in the River Severn in Shrewsbury. Collectively, the partners have done extensive mapping to identify work already being done, where gaps exist, and where improvements can be made.



The PCC's water safety campaign worked with partners to install throwlines along the river in Shrewsbury

This has included issues such as the night time economy, mental health and physical prevention. Partners have continued to work together to improve water safety via communications campaigns and the implementation of throwline boards. More work will follow on this project in the year ahead.

Rural and Business Crime

Over a third of people in West Mercia live in smaller towns and villages, where farming and the countryside are focal points for the community and represent major parts of the local economy. Rural crime continues to be an issue raised by the public. I am developing a new rural crime strategy as well as further holding to account measures.

As part of my commitment to supporting rural communities, earlier this year I allocated funding for training that gave police officers the opportunity to gain extra skills as Wildlife Crime Officers. The specialist training was given to 30 officers in total, allowing them to provide guidance and support around investigating wildlife offences. The crime doesn't just affect wildlife, perpetrators can often be involved in other associated crimes such as ASB, theft or criminal damage. In some cases, wildlife crime has also shown to be a financial avenue for supporting criminal gangs. Funding has also bought forensic kits, which allows the officers to gather evidence there and then without relying on another team to come out. The introduction of these upskilled officers has been a welcome reassurance to communities because it shows that their concerns are being listened to. It is hoped that giving these officers the skills to investigate crimes



Supt Sue Thomas, Rural and Business Officer Natalie Lowe and the PCC are joined by two of West Mercia's newly trained wildlife officers

of this nature will help reduce the number of people and animals being affected by these offences.

In my recent budget I pledged additional resources to tackle rural crime including additional Rural and Business Officers to work with local communities to provide support, advice and reassurance. This will double the number of these posts.

“Thanks so much for your presentation yesterday. The group really enjoyed it and felt they had learned a lot about how to protect themselves”.

Feedback to the Rural and Business Officer from the Good Neighbourhood Community Group Herefordshire

Cyber crime

Cyber crime remains a national policing priority and can have a detrimental effect across all our communities. In the first six months of the year alone over 230 cyber related crimes were reported to Action Fraud by businesses and individuals from West Mercia, worth an estimated £227,000. To help raise awareness of cyber crime I have provided West Mercia Police with £11,000 to work with Get Safe Online.

Their website is a unique resource providing practical advice for individuals and business in the fight against fraud, identity theft, viruses and many other problems encountered online.

I have also provided a £30,000 grant to the UK Cyber Security Forum to part fund an exciting and innovative cyber security training project which seeks to provide supported training for vulnerable autistic adults in cyber security.

Police ethics

Ensuring that West Mercia Police upholds an ethical policing culture is an important part of my role and I have continued to liaise closely with the Force's Professional Standards Department (PSD) to ensure complaints are dealt with fairly and complainants receive the service they need. My office has worked with PSD to improve the effectiveness of dip sampling undertaken by the Joint Audit and Standards Committee (JASC) Members.

“Over 80% of residents said they trust WMP, believe they treat everyone fairly regardless of who they are, act with integrity and use their powers appropriately”

West Mercia Confidence and Perceptions Survey 2018/19

Independent custody visitors

I am very fortunate to have a group of dedicated volunteers who carry out regular visits to all our custody suites to provide assurance about the welfare of detainees in custody. This year the scheme has been successful in attaining compliance with the new national Independent Custody Visitors Association Quality Assurance Framework and I am confident that further improvements to the scheme will allow us to gain a higher level of accreditation.

- 15,271 detainees in custody in 2018/19
- 43 independent custody visitors
- 221 visits undertaken by independent custody visitors
- 75% of detainees consented to meeting with the independent custody visitors

Community engagement

I promised that as Commissioner I would actively engage with our communities, listen and be responsive to their concerns. In the last year, the scale and scope of my community engagement has grown significantly.

Thousands of people from right across West Mercia have been interviewed, gathering their perceptions on local policing and crime. This has given both myself and the force statistically relevant samples of community perceptions, within each local policing area. I was clear when I increased investment and officer numbers in West Mercia Police that I wanted every community to feel the benefit of this uplift. This feedback helps inform my holding to account agenda, and ensures I can be confident of exactly where improvements are being felt in our communities, how much those improvements are being noticed, and where more work is still needed.

This feedback is supplemented by my second annual survey of town and parish councils, which is currently out with councils for their consideration. The majority of respondents to the 2018 survey felt the police were doing a 'fair', or 'good' job in the local community, but clear areas for improvement were identified around police visibility and accessibility.

These projects have supported and further reinforced ongoing feedback from the community into my office throughout the year, which has increased significantly. At the end of the last PCC's term around 500 items of correspondence were being logged each year. For comparison, in the last year more than 1,000 case files have been logged, processed and individually responded to within my office.

Between myself and my deputy, we have also carried out almost 600 face to face engagements in the community over the last year. A further 320 have been carried out by my Community Ambassadors. These have taken place right across the force area, including (for example) school children in Hereford, the Chinese community in Telford, Street Pastors in Evesham, community centres in Redditch, and a public meeting in Oswestry.

Face to face engagements have also been carried out via my annual programme of summer event. Hundreds of people came to meet me and my team across the five events, and gave me their views on local policing and crime.



A still from the public holding to account meeting that was streamed live over the internet

I have also conducted two formal consultations with communities and partners, around my proposed precept and new drugs strategy. My precept proposals for 2019/20 had been largely informed by my engagements with our communities (as outlined) over the last year. As such, I was pleased to see that 75% of respondents supported my proposals to increase council tax in return for an additional 115 police officers for West Mercia. The consultation also saw a significantly increased level of engagement compared to 2017/18.

In the last year I have developed new outlets and platforms to engage with our communities. As outlined previously, I have further increased transparency around the 'holding to account' aspect of my work, by staging the first public holding to account meetings with the Chief Constable. These meetings have been streamed live on Facebook, giving communities the opportunity to submit questions both in advance, and live during the event. The videos were permanently added to my social media content for anyone to view who missed the broadcast. To date, the events have received more than 5,000 total views. Plans are being made to build further on this success with a third event this year, focussed on rural and business crime.

In addition to the water safety campaign previously referenced, I have also developed a new partnership initiative to engage with communities around road safety. A pilot of 'Roads Focus' ran in Worcestershire. A range of drop-in sessions, a driver safety course, and work with schools all featured in the initial launch week, across a range of locations. More than 400 residents had

helped identify road safety concerns via a survey and events were well attended in each case. The project ran in partnership with Worcestershire County Council, and was also supported by local SNTs, the Safer Roads Partnership, local councillors and TTC.

The events were aimed at bringing partners together to listen to communities, enable better joint responses to local issues, support communities to take a leading role in resolving these issues, and to help communities understand some of the work being done by local partner agencies.

As a result, a range of changes have been delivered. For example, new white gates for rural villages, communities have had new signage, new school parking resources and new speed enforcement. The Roads Focus project is now being replicated in other parts of West Mercia, and will continue to move forward with Worcestershire County Council.



One of the community events from the Roads Focus pilot in Worcestershire

Performance and accountability

Oversight

In the last year I have continued to monitor force performance, using weekly, monthly and quarterly performance reports to inform my regular meetings with the Chief Constable and other senior leads. I have had a regular programme of local policing area visits, enabling me to discuss performance and community issues with the local command teams and to engage with officers and staff on an informal basis. I or my team also attend a range of internal organisational meetings to provide effective oversight of wider force activity.

Following the 'inadequate' assessment the force was given for its approach to tackling serious and organised crime (SOC) by HMICFRS in the PEEL Effectiveness report published in March 2018, I have taken a very proactive approach to the oversight and scrutiny of this area of policing. This has included regular updates from force leads on SOC and my oversight and influence over the development of a performance framework for SOC. My office regularly attends serious and organised crime joint agency group (SOCJAG) meetings to ensure a consistent partnership approach in each policing area and my Crime Reduction Board provides the governance for the SOCJAGs. The Chief Constable and I have recently been informed that the improvements the force has achieved in the last 12 months mean that West Mercia Police is no longer subject to increased national oversight by the Home Office and HMICFRS on SOC. This is a significant achievement by the force.

It's important not to underestimate the impact that SOC can have on communities and I am confident that the improvements made will help reduce harm and protect people in communities right across West Mercia. However, there is no complacency and there is more work to be done.

Holding to account

I want the public to have confidence and trust in my work, along with that of the force. My holding to Account programme provides a clear and robust way for me to closely scrutinise key areas of the force and to hold the Chief Constable to account for ensuring the force's efficiency and effectiveness. In the last year I have held four specific meetings on performance along with a number of thematic areas including workforce, HMICFRS and demand. I have also held two Facebook live meetings, one in June on policing in local areas and one in December on the policing budget. It's my role to give communities a voice at the highest level. This is something I've been doing throughout my time in office, and by hosting the meetings online through social media, I am building on this to ensure everyone can be more involved in the most open and transparent way.

5,997 Total reach for public holding to account events

3,229 Public holding to account video views

I am committed to supporting more cases through the criminal justice system. The quality of case files submitted to the Crown Prosecution Service can impact on securing the right outcome for the victim which is why since raising the issue earlier this year I have continued to press the force to improve the quality of case files. During the course of the year the force has seen a 63% reduction in the number of files requiring additional work, leading to improvements in timeliness and quality.

Independent scrutiny

As previously referenced, in the last year a decision was taken by the Alliance Governance Group to merge the Trust, Integrity and Ethics Committee with the Joint Audit Committee, with effect from 1st September 2018. This merger has resulted in the creation of a single JASC. Two new members have been appointed to the committee to provide additional capacity, particularly in relation to the standards remit of the committee. The JASC continues to support me in my oversight role through their independent scrutiny of activities, processes and policies.

Since of the PEEL effectiveness report last year HMICFRS have implemented a new integrated PEEL programme, bringing together all three pillars of Efficiency, Legitimacy and Effectiveness into one inspection. The Inspectorate were on site during January and their report is expected to be published in the summer. West Mercia Police is now one of a small number of forces which have not been inspected on how they record crimes and the force approach to crime data integrity has been a regular area for discussion as part of my holding to account programme.

Our resources

The 2018/19 total revised net revenue budget for West Mercia is £213.057m funded through a combination of central government grants, council tax and a small amount from the budget reserve to manage reductions. At the end of the year, this budget was underspent by £4.598m. This means that the actual amount required from our reserve was less than originally budgeted.

The main variances in 2018-19 are shown below:

Area of spend – under/(over) spending	£m
Policing	4.017
Office of the PCC	0.581
Total net underspend in 2018/19 (% of total policing budget)	4.598 (2.158%)

West Mercia's reserve balances which stand at £34.6m at the end of the year, are healthy and are an important part of the strategy to deliver my objectives. They are helping to continue to minimise the effect of future budget reductions, by phasing their use over the life of the current Medium Term Financial Plan (MTFP), in addition to part-financing the transformation programme and the significant levels of capital investment. The reserves provide a strong foundation on which to build a new locally responsive and effective Force following the end of the current Strategic Alliance with Warwickshire.

The budget for 2018-19 and MTFP was agreed with the Police and Crime Panel in February 2018, which outlined the planned use of reserves, reducing balances to £13.0m by 21/22. The use of reserves and reserve balances are reviewed

rigorously each year to ensure that they remain adequate against the risks we face.

For the second consecutive year, my budget for 2018-19 also featured the lowest precept increase of any force area in England. Something that I have again delivered in 2019-20.

To ensure the force remains both effective and efficient, it is undergoing significant transformation, much of which is reliant on capital investment. During 2018-19 £10.8m of capital expenditure has been incurred across West Mercia. This includes £7.43m which has been spent on our estates strategy. 2018/19 saw the modernisation of Telford and Worcester Police stations, the colocation of Probation Services at Worcester and the Hereford and Worcester Fire and Rescue Services at Hindlip and the purchase of a site at Hereford for a new joint Police and Fire Station.

Over £2.1m has been invested in our IT systems in 2018/19, to streamline and update systems to ensure they are capable of meeting the needs for 21st century policing. This includes the systems for improved incident management, more effective contact with the public, the upgrades of data networks, improved telephony systems, the replacement of equipment for the Airwave Emergency services Network and the upgrade of the automatic number plate recognition system begun in 2017/18. Significant levels of investment are planned to continue, with £72.9m anticipated over the period up to 2021/22 principally over estates and IT.

During 2018-19 I continued to work closely with many partners across West Mercia, providing financial support and assistance to a number of local projects and initiatives to protect people from harm. In 2018-19 I have invested £1.8m in prevention schemes and local grants which have helped over 12,000 people. We have also invested heavily in the support services we provide for those who are the victims of crime, with a new Victims Advice Line going live in April 2019.

I am continuing to drive value for money across all areas of the service, and believe that aside from the transformational changes being undertaken, this can also be achieved through greater collaboration across emergency services. During 2017/18, I submitted a business case to the Home Office which outlined how improved working, more effective services and greater efficiencies could be achieved across policing and fire, if there was closer collaborative working between Hereford and Worcester, Shropshire and Telford fire and rescue services and West Mercia Police. The Home Office have accepted the business case, although the Fire Authorities have chosen to pursue a Judicial Review against the decision. I continue to believe that joint governance is in the best interests of our communities and public services, and hope that the governance of our fire and rescue services can be transferred in 2019/20.

However, there remains a number of financial challenges in the medium term, with West Mercia facing the challenge of increasing demand and the changing nature of crime as well as a savings target of £16.4m between the period 2019/20 to 2021/22. To meet these challenges, as outlined, I have invested in 215 additional police officers in 2019/20. I continue to work closely with the Chief Constable to improve our police services, towards delivering a more responsive and effective service which meets the needs of the communities in West Mercia. I am confident however, that the work the force is doing to reform will help to create a Safer West Mercia, which is able to meet the challenges ahead.

Commissioning and grants

Throughout my term I have committed to invest in effective, local, outcome focused interventions and projects which demonstrate value for money and the best possible return on investment for our communities. To achieve this my investment is targeted towards supporting victims to cope and recover and to reduce offending across West Mercia.

During 2018/19 I have funded approximately £4.9M in grants and commissioned services. This includes the £1.5M grant I receive from the Ministry of Justice for the provision of victims' services. The diagram below shows how the monies are distributed (see diagram on next page).

Details of all the grants awarded are published on my website.

West Mercia Diversionary Network

“Introducing me to rugby has helped me get my anger out, got me outside more, given me self-confidence, helped me get fitter and given me something to look forward to”

'H' 14 year old male supported by YSS and Energize

As Commissioner I am committed to improving the lives and outcomes of our most vulnerable children and young people (CYP). I am also committed to working in partnership to intervene early and minimise the negative effects of adverse childhood experiences (ACEs), such as domestic abuse and parental absence. Building on the financial support I already provide to a range of diversionary schemes, I have prioritised over half a million pounds towards an early intervention fund to implement a West Mercia Diversionary Network

(WMDN), assisting partners to reduce youth crime and exploitation. In taking this approach I am the only Police and Crime Commissioner to invest in alternatives to custody.

The diversionary intervention investments I have already made include:

- £251,000 per annum to YSS for a West Mercia-wide 1:1 mentoring service supporting 13-24 year olds, in, or at risk of being involved in, the CJS (ARC project).
- £35,000 for a specialist worker providing 1:1 mentoring support for CYP identified by multi-agency professionals as being criminally exploited.
- £70,840 to Energize and the Herefordshire & Worcestershire Sports Partnership for West Mercia-wide access to sport clubs and other practical activities for 13-24 year olds, in, or at risk of being involved in, the CJS.

“I have found YSS has helped me loads on my way to adulthood. The support was amazing and I have always enjoyed our talks and life lessons. With this help I would probably be still at square one“

[MG was referred to ARC by her school. MG had recently lost her mother un-expectantly when she was only 16 years old and was living in temporary accommodation with her boyfriend, using drugs and in a volatile relationship].



Ministry of Justice



Victim Services

... the PCC receives an annual grant from the Ministry of Justice for supporting victims. West Mercia's PCC provides a 'top up' to this from his own budget to enhance provision.

Community Safety Partnership (CSP) Grants

... funding for local initiatives to meet the priorities of the CSP and the Safer West Mercia Plan.

The Commissioner's Grant Scheme (CGS)

... a ring-fenced fund to deliver the outcomes of the Safer West Mercia Plan. This is utilised for larger grants and contracts and it is usually awarded West Mercia wide. Thematic areas include preventing burglary, safer roads, reducing offending, diverting young people from crime, reducing substance misuse, preventing rural and business crime, etc.

Local Policing and Community Ambassador's Fund

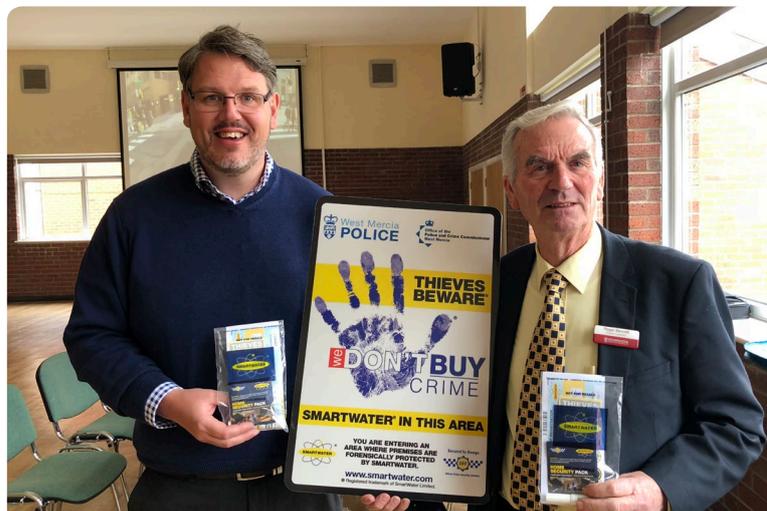
... small localised projects, meeting the objectives of the West Mercia plan whilst adding value to communities. Initial decision making for this fund is the responsibility of local policing area commanders.

NB: A branch of this fund is for localised road safety initiatives.

Local Policing and Community Ambassador's Fund (LPCAF)

Through my LPCAF fund I have continued to provide safer neighbourhood teams (SNTs) and my ambassadors with the autonomy to support local initiatives. Part of this fund is for 'safer roads', whereby SNT's can apply for funding to prevent the harm caused by road collisions in their local area. Examples of LPCAF funding include:

- £450 for a 'bait vehicle' to Land Rover defender thefts and quad thefts in South Worcestershire.
- £500 contribution to a multi-cultural street festival supporting community cohesion in Telford and Wrekin.
- £2900 towards the North Shropshire Safety Scene event focused on the safety of young people in a rural environment.
- £1000 for educational guides aimed at seasonal workers to improve road safety.
- £166 towards a tag rugby event in North Worcestershire



The PCC with Cllr Roger Bennett for the 'We Don't Buy Crime' initiative in Redditch

“Our work has been targeted at our most vulnerable and we’ve broken down doors with our local children, so they see the Police in a different and positive light”

T/Insp Mark King, Bromsgrove and Redditch SNT.

“Thanks to the Police and Crime Commissioner, we have been able to fund five pairs of white gates, one at each entrance to the village. We know that from empirical evidence that these gates can reduce speeds by up to 10mph. This sort of difference can save lives.”

Marie Eastwood, Crowle Parish Council who received £1500 from the LPCAF Safer Roads fund



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

WEST MERCIA POLICE AND CRIME PANEL 18 JUNE 2019

HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES (HMICFRS) 'PEEL: POLICE EFFECTIVENESS 2017 AN INSPECTION OF WEST MERCIA POLICE' – UPDATE REPORT

Recommendation

1. Members of the Panel are invited to note this report.

Purpose

2. In June 2018 a report was submitted to the Panel outlining how the force and the PCC were responding to findings outlined in the 2017 PEEL Police effectiveness inspection report. This report provides an update on progress made to address the recommendations.

Background

3. In March 2018 Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) published its inspection findings into police effectiveness as part of its annual rolling programme of inspections on the efficiency, effectiveness and legitimacy of police forces within England and Wales (PEEL). A report was published for each force alongside a national one.
4. In the West Mercia force report HMICFRS gave six areas for improvement (AFIs) and made five recommendations. 'Preventing crime and tackling ASB' and 'Protecting vulnerable people and supporting victims' each had 3 AFIs and 'Tackling serious and organised crime' had 5 recommendations. The overall grading in 2018 for West Mercia in the report was 'requires improvement', with 'Tackling serious and organised crime' graded as 'inadequate'. The HMICFRS put the Force into 'Engaged' status, meaning increased oversight and assessment.
5. In response to last year's inadequate rating for serious and organised crime (SOC), West Mercia's chief officers commissioned a dedicated SOC action plan for West Mercia. This was to support the wider alliance Effectiveness action plan but also to allow for additional focus and oversight for West Mercia. In addition, HMICFRS engaged with the force in the production of a SOC specific improvement plan, focusing on a number of key themes highlighted in the inspection report to further assist the force in responding to the issues raised.

Areas for Improvement (AFIs) and Recommendations

6. Set out below are each of the AFIs and recommendations contained within the inspection report along with a brief summary of the work done to address the report findings.

Preventing crime and tackling anti-social behaviour

7. There were three AFIs identified in this area:

AFI1. The force should ensure that local policing teams routinely engage with local communities and undertake structured problem solving with partner organisations to prevent crime and anti-social behaviour.

8. Problem Solving and the use of problem solving plans is now fully embedded within SNT's and feature largely within localised partnership meetings. Beat profiles are used to provide local community information. The force has two problem solving coordinators located in the north and south of the force in the harm hubs who coordinate activity and problem solving plans and support local policing teams in the development of community based problem solving.

AFI2. The force should evaluate and share effective practice routinely, both internally and with partner organisations, to improve its approach to the prevention of crime and anti-social behaviour

9. The force has introduced a Continuous Improvement Team to help identify best practise and ensure it is shared across the force through evaluation and audit of local activity. Part of the role of the problem solving coordinators is to share best practise. A problem solving partnership conference has also been held.

AFI3. The force should work with local people and partner organisations to improve its understanding of local communities, to understand their needs. It should supplement this with focused analysis to inform activity and prioritisation

10. Beat profiles provide a good base for understanding local areas however work is ongoing to better understand their effectiveness and the activity they drive. A Consultation and Engagement Strategy is in place at a force level. The findings from the confidence and perception survey commissioned by the PCC is being used to better understand local communities.

Protecting vulnerable people and supporting victims

11. There were 3 AFIs identified in this area:

AFI1. The force should improve its service to vulnerable people, particularly domestic abuse victims, when officers have been unable to attend, or attendance is delayed. This should include a re-assessment of the risks that victims face so that safeguarding support can be prioritised.

12. Domestic abuse (DA) incidents are subject to an initial THRIVE assessment in the Operations and Communication Centre (OCC). Part of that process is daily reassessment of all unresourced incidents by Control Room Supervisors, and daily assessment by local policing management teams of any incidents that have become higher risk. Any that remain unresourced have continued daily re-assessment until they are resourced. The opportunities provided by VAL are being explored to improve support to vulnerable victims.

AF12. The force should ensure that frontline officers become more proficient in completing DASH risk assessments at initial response and there is sufficient supervisory oversight to ensure opportunities to safeguard vulnerable victims are not missed

13. 'DA matters' training has been delivered to all staff to enforce the importance of the DASH assessments and DASH completion rates are improving as a result. In addition, quality assurance means that if an officer has not completed a DASH assessment then it is picked up by DMM. Work is ongoing to improve the quality of the DASH assessments and to reduce the number of assessments classed as medium risk.

AF13. The force should take steps to understand the reasons why a high proportion of crimes related to domestic abuse fall into the category 'Evidential difficulties; victim does not support police action' and rectify this to ensure that it is pursuing justice on behalf of victims of domestic abuse.

14. A detailed audit of the use of the outcome code 16 was undertaken which identified a number of contributory factors to its use. The work to address this is ongoing and includes strategic governance on its use through the newly formed Strategic Priorities Board jointly chaired by both Assistant Chief Constables (ACC) and in the Service Improvement Board chaired by the Deputy Chief Constable (DCC), where it is an ongoing area of focus. At a tactical level the work is driven through the Strategic Vulnerability Team. A DA performance dashboard is now circulated on monthly basis which details fundamental data to understand performance around DA.

Tackling serious and organised crime (SOC)

15. The five recommendations identified in this area are:

Recommendation 1: Engage routinely with partner agencies at a senior level to establish intelligence sharing arrangements and an effective, multi-agency response to serious and organised crime. This should include the creation of a local profile for serious and organised crime which provides the force and its partners with a single, comprehensive picture of the threat

16. West Mercia has implemented more effective partnership working arrangements to tackle SOC. Four Serious and Organised Crime Joint Action Groups (SOCJAGs) have been established, one across Worcestershire, and one for each of the other local policing areas. Three SOC partnership conferences have been held; these helped to improve engagement and understanding with partners and ensure buy into the SOCJAGs along with improved sharing of information. Local SOC profiles have been produced by the CSP analysts, using both police and partner intelligence and

are subject to regular review. These SOC profiles are linked to local beat profiles. A dedicated SOC intelligence reporting mechanism has been set up with partners to provide an additional channel to submit intelligence direct to the Force Intelligence Bureau using the 'Protect' banner. The SOC profiles are shared with partners and used at the SOCJAGs. The PCC's role in overseeing these is set out below.

Recommendation 2: Ensure that it maps all organised crime groups promptly following identification and re-assesses them at regular intervals in line with national standards. All mapped organised crime groups are to be subject to regular scrutiny and oversight, enabling it to routinely identify and pursue opportunities for disruption and investigation

17. All organised crime groups (OCG) have been identified and mapped and a four P's plan has been developed for each. The 4 P's plan is owned by an identified responsible officer (LRO). The ACC for Shared Service chairs a monthly OCG management meeting where plans are scrutinised and reviewed on a scheduled cycle. On the same day an OCG tasking meeting takes place chaired by the ACC to agree appropriate disruption or further development of tactics as required

Recommendation 3: Assign capable lead responsible officers to all active organised crime groups as part of a long-term, multi-agency approach to dismantling them. These officers should have a clear understanding of their responsibilities, and adopt a 'four Ps' (pursue, prevent, protect, prepare) approach to tackling serious and organised crime

18. Lead Responsible Officers (LRO's) at Chief Inspector rank have been assigned to OCGs. The LROs receive regular training and guidance to ensure a consistent approach is taken to the management of 4P's (*pursue, prevent, protect, prepare*) plans and to share learning. More widely work has taken place to raise the profile of SOC across the workforce and partners under the 'Protect' banner. All staff now know SOC is everybody's business and it is one of the force's priorities. A West Mercia SOC strategy has been published and aims to further develop and strengthen a multi-agency approach to SOC.

Recommendation 4: Identify those at risk of being drawn into serious and organised crime, and ensure that preventative initiatives are put in place with partner organisations to deter offending

19. The force is working to develop a partnership approach to identify those most at risk of being drawn into SOC. Safeguarding Boards now consider SOC as part of their agenda and it is also integrated into the Integrated Offender Manager (IOM) process. There has been a considerable increase by the force in the use of civil orders and in 2018/19 8 Serious Crime Prevention Orders (SCPOs) were secured. A database of local diversionary activity has been developed and can be accessed by all officers. Innovative and imaginative ways of prevention are being considered. MATES in Hereford has been recognised as a good example of a successful partnership intervention.

Recommendation 5: Begin to measure its activity on serious and organised crime across the four Ps, and ensure that it learns from experience to maximise the disruptive effect of this activity

20. A central OCG Management Unit has been established to assist lead responsible officers and others in maximising disruption potential and quality assuring/reporting to ROCU / ROCTA as per national reporting requirements. The unit has developed a disruption template to allow for the wider workforce to more easily record any disruption activity. Work is ongoing to improve the wider understanding of what a disruption is, this includes improving partner understanding as all OCGs disruptions meeting the necessary criteria can be submitted to the ROCU.

Action plan oversight and monitoring

21. The PEEL Effectiveness Core Group set up under the alliance structure continued to meet through 2018. This was chaired by an ACC and attended by service leads who were required to report on progress for their area. To respond to changes to the inspection regime and to allow for a more West Mercia focused approach in the lead up to the latest inspection, all three PEEL core groups were disbanded, with the Service Improvement Board retained for oversight of progress against recommendations and actions arising from all the PEEL inspections.

22. To retain the focus on SOC and to ensure the activity set out in the SOC delivery and improvement plans was achieved the West Mercia SOC Delivery Group has continued to meet and ensure progress is maintained. The ACC who chairs this group reports into the Service Improvement Board.

23. The force have secured a number of peer reviews into their approach to SOC, with input from both Merseyside and Derbyshire. The findings from the Derbyshire peer review were incorporated into the SOC delivery plan to ensure learning from it was used to inform activity.

24. More recently the force has been subject to a Home Office supported strategic framework review of serious violence and vulnerability, focusing on issues such as county lines and gang violence. The review focuses on partnership approaches and it is anticipated that the findings from the review will help inform the partnership work around preventing people from being drawn into SOC.

Police and Crime Commissioner's oversight

25. The PCC's oversight and scrutiny of the force's response to HMICFRS' Effectiveness inspection findings is ongoing. Representatives from the PCC's remain part of the both the SOC Delivery Group and Service Improvement Board. In addition, the PCC is also represented at the monthly Organised Crime Group Management Meeting. Attendance at these meetings enables officers to monitor progress and to raise any concerns to the PCC.

26. The close scrutiny and oversight of SOC is managed via a three strand approach within the PCC's office. One officer is responsible for the HMICFRS work, one for oversight of SOCJAG as it is embedded across West Mercia and one for oversight of a SOC performance framework which has been developed with business leads. The PCC receives a regular briefing on these three aspects which in turn informs his quarterly meetings with the Head of Protective Service and his quarterly regional meetings.

27. Either the Deputy PCC or the officer responsible for SOCJAG oversight have attended every SOCJAG meeting as they have been held. The PCC's Crime Reduction Board (CRB) is now formally recognised as the Board with responsibility for the strategic governance of SOCJAGs. Updates on each SOCJAG along with a management report are discussed at this meeting. The CRB is attended by senior representatives from partner agencies and police leads allowing for open and transparent discussion on the effectiveness of the SOCJAGs.

28. The PCC attended a number of meetings with the Chief Constable to discuss progress of the SOC improvement plan with representatives from HMICFRS and the Home Office. The improvements the force has made in its approach to SOC have been recognised by HMICFRS and the Force is now no longer 'Engaged' and the closer scrutiny by HMICFRS has now ended. This is a significant achievement as historically no Force has previously been dis-'Engaged' in a single inspection cycle.

29. The PCC has continued to use his holding to account programme to challenge the force on different issues highlighted in the Effectiveness report. This has included the use of Outcome 16 for resolving crimes which has been raised by the PCC in November and more recently in May 2019.

Integrated PEEL Inspection

30. In 2018 HMICFRS announced that it would be moving to an Integrated PEEL inspection programme. This has seen the three separate, Effectiveness, Efficiency and Legitimacy Inspections combined into one risk based inspection. Under the new inspection regime, all forces are inspected on a number of key lines of enquiry from each of the former PEEL inspection area. A risk based assessment of each force is then used to determine which additional areas will form part of the inspection.

31. In the autumn of 2018 HMICFRS began this new approach with a series of 'insight visits' to West Mercia Police, looking more closely at specific service areas and functions including SOC and the OCC. This pre-inspection fieldwork was used by the Inspectorate to inform its two week onsite inspection which took place in January this year. It is understood that the resulting Integrated PEEL inspection report will not be published at the end of June as originally scheduled. No revised date has been provided, but it is likely to be after the summer.

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Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) the background papers relating to the subject matter of this report are:

Agenda and minutes of the West Mercia Police and Crime Panel on [19 June 2018](#) and [27 November 2018](#)

All agendas and minutes are available on the Council's website [here](#)

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WEST MERCIA POLICE AND CRIME PANEL 18 JUNE 2019

POLICE & CRIME PLAN ACTIVITY AND PERFORMANCE MONITORING REPORT (JANUARY - MARCH 2019)

Recommendation

1. Members of the Panel are invited to consider this report.

Background

2. The purpose of this report is to provide members of the Police and Crime Panel with an overview of activity undertaken by the Police and Crime Commissioner (PCC) in support of his Safer West Mercia Plan and provide an update on police performance.
3. An update on proposals to end the current strategic alliance arrangement with Warwickshire is included at paragraph 13 within the 'Reforming West Mercia' section of this report.
4. As requested by the Panel, an explanation of the role of the PCC in the oversight of police complaints has been included in this report and can be found at paragraph 24 within the 'Performance and Accountability' section.

Delivery plan and assurance

5. The PCC's Chief Executive and staff have developed a delivery plan to support monitoring and assurance of the Safer West Mercia Plan. Progress against individual elements within the plan is updated in line with an agreed timeline for each element and the delivery plan is subject to monthly scrutiny.
6. The delivery plan is a substantial document and therefore a summary extract of it has been produced for the Panel at Appendix 1. The summary provides a concise overview of activity supporting the plan commitments. The extract contains the latest update available to the end of April 2019.
7. Some examples of activity in support of the Safer West Mercia Plan's four objectives, all of which are included in the delivery plan, are shown below.

Putting victims and survivors first

8. **West Mercia's Victim Advice Line (VAL)** - the new victim support service for West Mercia went live on the 1st April 2019. The service is already having a positive impact on victims and witnesses since its launch, as its dedicated team ensure that the needs of victims and witnesses are supported at every stage of their

journey, whether they choose to report it to the police or not. Staff have been working hard supporting those being referred, calling, emailing or using online chat as a way asking for support. In the first two months of operation 16,342 victims have been contacted. A total of 434 victims have received a service from VAL of which 131 received/are receiving ongoing support. Work is ongoing to develop processes and services with internal and external partners.

Building a more secure West Mercia

9. **We Don't Buy Crime** – Since 2015 more than 50 towns and villages across West Mercia have signed up to the We Don't Buy Crime scheme which provides households with SmartWater forensic technology along with signs displayed throughout the area warning thieves crime prevention measures have been taken. The scheme is supported by the PCC who offers to fund 25% of the rollout costs to councillors interested in helping to protect their wards. Now Stafford Park in Telford has become the first industrial estate to get involved with business units protected with SmartWater.

10. **Get Safe Online** – The PCC has provided funding to the force to enable them to utilise Get Safe Online, one of the UK's most authoritative and experienced names in cyber crime awareness and prevention. As well as providing up to date cyber security information via a dedicated portal, Get Safe Online will also be supporting three West Mercia events. The first of these is a training event aimed at providing frontline officers and police staff with the confidence to enable them to deliver information to our communities about online safety and security that is both easy to understand and practical to follow. Partner agencies have also been invited to attend. The second event will be a community based event and the third is targeted at businesses.

11. **PCC Strategy development** – The PCC has agreed an approach to the development of a number of strategy documents in support of the Safer West Mercia Plan objectives. Work is on-going to develop draft strategic documents on Serious and Organised Crime, Rural Crime and Road Safety. These will be issued for consultation in a phased approach in the coming months and follow the recent consultation on the PCC's drugs strategy.

Reforming West Mercia

12. **Strategic alliance update** – Negotiations with Warwickshire regarding future arrangements continue. Both forces are developing and assessing options for each shared function. West Mercia has completed the preliminary work and determined their preferred options in March with a view to discussing and agreeing final arrangements in April 2019. Since then, key information from Warwickshire regarding their proposals, and responses to West Mercia's proposals, have not always been as full or as timely as hoped.

13. A common, single design and delivery matrix for each of the currently shared functions has been completed by the two forces to aid discussions. This sets out the proposed outcome for each of the functions, based on the two force's preferences, and projected timescales for delivery and any necessary transition. Full business cases, for functions Warwickshire wish to consider collaborating on longer term,

have been prepared. West Mercia had offered to collaborate on a wider set of functions, but at this stage that has been declined.

14. The two forces have agreed how to manage staff changes arising from re-arrangements in order to ensure staff are treated equitably. Preparations are underway for the transition of functions that both forces have already agreed can be completed by the 8 October 2019.

Reassuring West Mercia's communities

15. **West Mercia Confidence Survey** – In 2018 the PCC commissioned an independent confidence and perception survey on local policing and crime. The first full year survey has been completed and provides both the PCC and the force with a statistically robust sample of community perceptions within each local policing area. The sample size for the year was 3,000 respondents, 600 per local policing area, weighted by population size and reflecting age, gender and ethnicity. Headline results show that:

- 85% of residents agreed they had confidence in West Mercia
- Over two thirds (69%) felt West Mercia Police were doing a good or excellent job
- Half were satisfied with the levels of local policing in their area
- 80% of residents were confident that they could access the police in an emergency
- 69% felt that West Mercia Police understand the issues in their community

16. The survey is now entering its second year and it will continue to provide invaluable information to both the PCC and the force on community perceptions.

17. In addition to the public perception survey, the PCC has recently launched the second year of his Town and Parish Council survey. This survey is aimed specifically at third tier councils and seeks their views on a range of crime and community safety issues. The survey is open until July, after which the results will be analysed and the findings published in a report by the PCC later in the year.

18. **Roads Focus Campaign** – Following the success of the Roads Focus Campaign with Worcestershire Council, the programme has now been extended to Shropshire where the PCC and Shropshire Council are working together on a joint campaign to improve road safety in the county. The 'Roads Focus' campaign will run from 8th to 12th July with a series of events across the county. Drop-in sessions will be held in Ludlow, Market Drayton, Oswestry and Bridgnorth to enable people to put comments, concerns and questions about road safety issues to the PCC, Shropshire Council, Safer Roads Partnership, the police and the local town or parish council.

19. Shropshire Council's road safety education team will also be on hand to talk about the road safety education and cycle training available to schools. People will also be able to find out more about work being done across the county to improve road safety. At the end of the week there will also be an opportunity for people to attend a 'driver awareness course' in Shrewsbury free of charge

20. **Summer road shows** – Over the Whitsun Bank Holiday the PCC began his summer road shows, attending the Shropshire County Show in Shrewsbury. This year the focus of the roadshows will be on road safety concerns and the ‘We Don’t Buy Crime’ initiative. A further five public events will be attended over the summer within West Mercia.

Performance and accountability

Holding to account

21. The PCC holds a monthly scrutiny meeting with the Chief Constable as part of his role in holding the force to account. The following areas have been addressed since the last report. Notes from each of the meeting are available to view on the PCC’s website.

Month	Type	Subject area
January	Consolidation	Review of 2018 issues
March	Thematic	Child vulnerability
April	Thematic	Roads policing

22. Key findings/outcomes from these meetings include:

- It was agreed that to show how the force is strategically addressing the Safer West Mercia Plan priority of *putting victims and survivors first* a clearer agreed direction on how an improved victim service would be delivered was required. As a result, the force has since prepared a delivery plan.
- It is important to show how the uplift in additional officers is being used and that social media would be used to promote this.
- Now Safer Roads is a force priority there is a real opportunity to ensure all frontline officers including SNTs address the anti-social nature of road related issues affecting communities.

23. The PCC will be holding his next Facebook live public holding to account meeting in June, with a focus on rural crime. Promotion of the meeting, encouraging members of the community to submit questions on rural crime, has begun.

Oversight of complaints made against the police

Current Role

24. The PCC is the only appropriate authority for complaints, conduct matters or investigations about the conduct of the Chief Constable (as set out in the Police Reform and Social Responsibility Act 2011). All other complaints or conduct issues must be referred to the force’s Professional Standards Department.

25. There are times where the PCC is approached by someone who has already used the police complaints system and wants the PCC to review their concerns. It is important that the PCC does not exceed his authority in these instances and that the public, representative role of the PCC is balanced with the legislative requirements and statutory responsibilities within the complaints system.

26. There is currently no right of appeal to the PCC in the police complaints system. Appeals are dealt with either by the force or the IOPC. However this is due to change when the Police and Crime Act 2017 comes into force (see below).

27. The PCC has a monitoring role to make sure that the force's appeal procedures are appropriate and being followed. This does not extend to a power to amend or overturn individual force appeal decisions. The only way of formally challenging the outcome of a force appeal is for the appellant to judicially review their decision.

28. The PCC has no role in relation to complaints against himself, these are automatically referred to the Police and Crime Panel.

Future Role

29. The Police and Crime Act 2017 includes significant changes to the police complaints and discipline system. Notably, the Act gives PCCs a greater role in the police complaints system.

30. PCCs will become the new review body for all appeals currently referred to the force. The IOPC will remain the review body for more serious complaints.

31. The role of the review body (whether the PCC or the IOPC) will be to:

- Determine whether the application for review is valid;
- Conduct a review if appropriate, and in doing so, determine whether the complaint outcome is reasonable and proportionate; and
- Determine the outcome of the review which may include making recommendations to the force.

32. The provisions in the Act are yet to take effect due to delays in laying the necessary statutory instruments before Parliament. The Home Office have agreed to a 6 month implementation phase following the point that they are able to confirm a 'laying date'. From this point, the PCC's office will be able to work with the force and IOPC to put in place the processes and resources required. The PCC is exploring the most efficient and effective way to take on this new responsibility, including potential collaboration with regional PCCs.

33. Until such time that the statutory instruments come into force, there remains no right of appeal to the PCC.

HMICFRS Inspection Reports

34. Since the last report HMICFRS has published *Fraud: Time to choose - An inspection of the police response to fraud*. This is a national thematic inspection report containing sixteen recommendations. Two recommendations are for all police forces along with a further five areas for improvement. The recommendations and areas for improvement are being considered and will be addressed by the force.

Force performance reports

35. A number of internal performance products are produced by the force to enable senior officers and the PCC to maintain strategic oversight of force performance. In particular the PCC scrutinises a weekly dashboard of performance along with monthly and quarterly summary reports.

36. The latest quarterly performance summary report published by West Mercia Police is attached at Appendix 3. This report covers the period January to March 2019. As requested by the Panel, the summary page from the report has been included separately and is shown at Appendix 2.

Criminal Justice Performance

37. A number of external performance products are produced by agencies and partners to enable senior officers and the PCC to maintain strategic oversight of criminal justice performance. In particular, the Local Criminal Justice Board and PCC scrutinise monthly file quality, charging, listing and court outcome reports.

38. The latest monthly and quarterly summary reports evidence a marked improvement in performance over time. Over the past 12 months, West Mercia has seen an 11% reduction in the time it takes for a criminal case to be completed in the Magistrates' Court. Conviction Rates in the Magistrates' Court stand at 88.41%, and at 87.29% in the Crown Court. The number of cases discontinued by the CPS continues to fall and now stands at 7%, the 6th best performance in the country and evidence of the focus on improving quality and victim support services.

39. A sustained focus on quality has resulted in more offenders pleading guilty at the first hearing: 81.95% of offenders appearing in the Magistrates' Court plead guilty at the first hearing, which is the highest rate in the region. The continued focus on quality and getting things right the first time has resulted in West Mercia moving a further two places up the Transforming Summary Justice league table – the area is now ranked 16th best in the country.

Supporting Information

Appendix 1 - Delivery Plan Extract

Appendix 2 - Extract of Police Performance Summary January – March 2019

Appendix 3 - West Mercia Police Performance Summary January – March 2019
[available here](#)

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Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) there are no background papers relating to the subject matter of this report:

All agendas and minutes are available on the Council's website [here](#)

PUTTING VICTIMS AND SURVIVORS FIRST

Policing element:

Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism (s)
1.1	Make sure officers and staff have the skills to properly support victims and survivors and do so when necessary.	Audit and review of knowledge, skills and attitudes. Review of training and development plans. Monitor compliance with Victims' Code of Practice (VCoP) and Witness Charter. Monitor key performance indicators linked to special measures, needs assessments and signposting to services.	<p>MoJ currently reviewing VCoP and compliance. West Mercia has put itself forward to take part in piloting compliance. The MoJ have introduced a simplified framework linked to 5 key entitlements:</p> <ol style="list-style-type: none"> 1 - That the victim is informed at key stages of the case 2 - Victims are referred to organisations supporting victims of crime 3 - Victims are provided with regular updates on the progress of their case 4- Be given the opportunity to make a Victim Personal Statement and be informed on how it was in court 5 - Be informed when an offender is released under the victim contact scheme <p>West Mercia is currently reviewing compliance and working with stakeholders on how it can provide assurance to the MoJ.</p>	Victims' Board. KPI monitoring, Delivery Plan monitoring.
1.2	Ensuring all victims and survivors who report an offence in West Mercia can access 'Track my Crime' or an alternative with equivalent capability	Track my Crime (TMC) was made available to all forces in 2014 and publicly launched by the Ministry of Justice in 2015. Initially the force intended to adopt TMC subject to improving IT systems and the website interface, however the commitment to Athena put the TMC project on hold in 2015. It was decided that a TMC solution should be sourced or integrated with Athena to ensure that existing investments were optimised and that service delivery for the public was not interrupted with the migration between systems	<p>The Home Office has announced that it will be closing the online crime reporting tool (Track my Crime) with effect from 1 August 2019.</p> <p>Police Transformation funding has been used to develop the Single Online Home website (SOH), the new national digital public contact platform for police forces, being delivered by the NPCC's Digital Policing Portfolio, which over 40 forces in England and Wales have committed to joining including West Mercia. In future SOH will provide the platform for online reporting.</p>	Transformation Board

Police and Crime Commissioner's Commitments:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
A.1	Set out my commitment in a new victims' charter, clarifying what services victims can expect, and what services must be delivered.	(A1.1) (1) Carry out a public consultation outlining proposed priorities and actions that would enable the PCC to be VCOP and EU Directive compliant (2) Develop and publish the charter	Complete Charter now in its second year	Victims' Board, KPI Monitoring, Delivery Plan Monitoring. Audit and oversight
		(A1.2)(1). Conduct a victims' needs assessment, providing qualitative and quantitative feedback to inform commissioning and to identify potential gaps (A2). (2)Work in partnership to ensure that victims have access to services. (3)Contract management (4)Grant provision	Refer to A1.3 and A2.1	Victims' Board Delivery Plan monitoring Performance Mgt. Audit and scrutiny
		(A1.3) Develop, in partnership, an assurance framework to ensure delivery against the 9 specified outcomes set out in the Victims' Charter	Audit carried out in December 2018. Overall good compliance recorded. Updated victim satisfaction plan in place. Revised victim satisfaction survey in place. Next audit to be carried out in June 2019. OPCC to monitor monthly satisfaction performance.	OPCC, LCJB, Victims' Board. Exception reports will be highlighted to the PCC.
A.2	Complete a victims' needs assessment	(A2.1)A victim needs assessment will be carried out specifically analysing qualitative impacts of existing provision. Once complete the needs assessment will be integrated into the Commissioning intention, to target investment appropriately.	Complete	Delivery Plan monitoring
		(A2.2) (1)Quantitative victims scorecards and heat maps are being produced to profile demand levels to and existing provision capacity, in addition to highlight any identify potential gaps or duplication in provision. (2) Liaise with CSPs and wider partners to pull data into a central place	Complete	Delivery Plan monitoring

A.3	Bring together and help lead a new Victims Board to ensure better results and consistency.	(A3.1)1. Draft and consult on terms of reference and membership of the Victims' Board. 2. Consult and develop a Vision and Mission statement for the Board. 3. Consult, agree and create a strategic delivery plan for the victims' board. 4. Consult and agree on SROs to lead on key policy areas. 5. Consult and design an assurance and performance framework 6. Agree and set future meetings. 7. Publish meeting papers on PCC Website.	Complete. Minutes from the Victims Board are published on the PCC's website.	1.Quarterly assurance reports 2.Minutes and actions arising 3. Programme and project highlight reports. 4.Performance improvement reports 5.Oversight and scrutiny reports
		(A3.2) Improve compliance with the key entitlements set out in the Victims' Code of Practice (VCoP)	Victims' Code Compliance: Audit carried out in Dec 2018. Findings in line with previous audits. Agencies are still unable to provide quantifiable / validated data demonstrating compliance with key entitlements. Audit found general compliance. Live monitoring of VPS use in courts carried out by CPS and Police. Overall findings - good compliance reported. OPCC to conduct half-yearly audits. Next audit planned for June 2019 and will conform to the new MoJ assurance framework outlined above.	OPCC, LCJB, Victims' Board. Exception reports will be highlighted to the PCC.
A.4	Make sure victims and survivors get effective services, enabling them to cope and recover and reduce their chances of revictimisation	(A4.1)(1) Develop commissioning intentions for the term of office (2) Contract monitoring linked to outcome frameworks (3) grant/commissioned activity based on need and score card intelligence	A new outcome framework is in place compliant to MoJ requirements Action Complete	Contract and grant monitoring
		(A4.2) Gap analysis with Victim Support to identify gaps in the market place.	This has now been completed and has been merged into the tender specification for the new service (internal, and that to be commissioned)	Delivery plan monitoring

	(A4.3)(1) Develop a commissioning strategy for domestic abuse, working with local authorities and public health to increase IDVA, and MARAC capacity	We have used our relationships with LAs to develop the IDVA tender, which sits as a priority under our police and crime plan, and we will support LA's in their own DA strategic plans over the coming year. Action Complete	Delivery plan monitoring
	(A4.4) Develop a commissioning strategy for serious sexual offences	Completed related to external funding.	Delivery plan monitoring
	(A4.5) Develop a commissioning strategy for CSE	Formal commissioning intentions for CSE now complete and actioned. Action complete	Delivery plan monitoring
	(A4.6) Retender the Victims Support contract	Contract now operational as from April 1st 2019. New operating model being mobilised aligning into the new Victim Advice Line. This action is now complete	Delivery plan monitoring
	(A4.7) Work with Warwickshire OPCC and Victim Support to develop an exit Survey	Contracts have now been recommissioned with new contracted provision. Action complete.	Delivery plan monitoring
	(A4.8) Develop and undertake joint commissioning of SARC provision across the West Midlands region	Complete	
	(A4.9) Improve the automatic data transfer (ADT) from the Police to Victim Support Services	Improvement work completed with the introduction of VAL. Action complete The new Victim Advice Line has integrated victim services into WMP's operating model, thereby eliminating the need to transfer data to an external service provider. Any future improvement work will be owned and managed by VAL.	Victims' Board
	(A4.10) Improve the capture rates of mobile phone contact details in order to drive up rates of automated SMS contact	Action complete. Improvement project completed with the introduction of VAL, which removed the necessity of transferring victim data from the Police to Victim Support. VAL has access to police data and systems. While there is still a need to improve data quality, this will sit with VAL which is integrated into WMP.	Victims' Board

A.5	Work with government to further enhance services for victims, survivors and witnesses locally	(A5.1) PCC supporting the work of the APCCs Criminal Justice and Victims' reference group, which provides feedback and input to the MoJ.	Action complete, successful applications and projects now being mobilised.	Delivery plan monitoring
		(A5.2) Head of Commissioning to engage regularly with the Ministry of Justice and our designated Relationship Manager. To meet and update the lead for victims within the Ministry of Justice in addition to representing West Mercia on National steering groups regarding policy and funding.	Regular updates have been well received by MoJ on our innovative approach to victim care – specifically the planning behind the new integrated Victim Advice Line, and associated approach to commissioned support services. We have been working closely with them to pull together a response and commissioned provision to support a major incident or terrorist attack within West Mercia. This is now part of a recommissioned support service for victims, as well as the new integrated Victim Advice Line.	Delivery plan monitoring
		(A5.3) Work with the Home Office to facilitate funding provision of local refuges to support survivors of domestic abuse.	Complete	Delivery plan monitoring
		(A5.4) Work with Citizen's Advice Witness Service to improve victim and witness experience in the Courts.	Considered business as usual. Systems and processes in place to monitor and address performance issues. West Mercia has the highest witness attendance rates in the region. Significant reduction in cases dropped linked to victim and witness attendance issues. Performance monitored by the OPCC and Victims' Board.	Victims' Board Delivery Plan monitoring Performance Mgt. Audit and scrutiny
A.6	Support the appropriate use of restorative justice	<ol style="list-style-type: none"> 1. Commission an appropriate service provider to deliver RJ interventions across West Mercia. 2. Design and implement an RJ gateway service 3. Design and implement an appropriate triage process which effectively manages RJ referrals. 4. Consult and implement service level agreements between the CJS and the preferred provider. 	<p>This service has now evolved into the New Victim Advice Line where a strategic function will be coordinating RJ into every Victim needs assessment where appropriate, and coordinating the force response to RJ (including training, opportunity and engagement with the VCS to assist in facilitation).</p> <p>We have also included RJ into a new commissioned service with Victim Support, a response to RJ in the</p>	<ol style="list-style-type: none"> 1. RJ programme board 2. Performance management reports 3. Programme highlight reports.

		5. Effective contract and programme management.	community – mobilising and coordinating conferences. The contract provides further sustainability for RJ within West Mercia; building on the positive outcomes we have achieved over the last 12 months.	4. Contract management reports
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Building a more secure West Mercia				
Policing element:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
2.1	Ensuring officers and staff effectively identify and support people with vulnerabilities, understanding and managing associated risks	(2.1.1) The DCC for Warwickshire is the strategic lead for the alliance and represents the forces at national level. (1) Create a Strategic Vulnerability Board (SVB) to provide oversight of all strands of vulnerability and governance of a new overarching Vulnerability Strategy (2) Develop and implement a Vulnerability Strategy based on vulnerability themes identified at a national level. (3) Develop and implement a programme of vulnerability training. (4) Development of a training DVD on vulnerability and a comms strategy to support the vulnerability work.	The force is reviewing its meeting and governance structure linked to Vulnerability.	1) Strategic Vulnerability Board (2) WM - PCC holding to account session (3) WM PCC rep has attended the vulnerability training and briefed the PCC
	Making sure the police provide the right response to incidents at the right time	(2.1.2) Improving and sustaining the performance of the Operations Communications Centre (OCC) and making available other alternative methods for the public to easily contact the police, which reflects the changing ways the public wish to communicate with organisations. (Cross reference to 3.4)	1) The latest data from the Crime Survey England and Wales shows a further reduction in confidence, with 71.4% of people having confidence in the police in their area. West Mercia remained 8th out of 8 in their most similar group (MSG). A downward trend has been seen nationally and across MSG forces. Annual data from the PCC's Confidence survey has now been circulated internally. Confidence with West Mercia police is at 85%. It is suggested that the difference in confidence levels compared to CSEW is due to the nuancing of the question.	Weekly/monthly/quarterly performance reports & holding to account sessions

			<p>Confidence performance (both CSEW and the PCC survey) is due to be reviewed at holding to account in May 2019.</p> <p>2) There has been a notable improvement in 999 performance since November 2019. Performance has been sustained above the 90% expected standard since this time, and is currently 92% (April 2019). This improvement is welcomed by the PCC and will be formally acknowledged at holding to account in May 2019.</p>	
		(2.1.3) Response	<p>Monthly performance in April 2019 not exceptional, therefore response time data was not included in the latest performance report.</p> <p>Response time data updated quarterly unless performance is an outlier.</p>	Monthly /quarterly Performance reports
2.2	Working closely with partner agencies to reduce harm and prevent victimisation	Working with partners to reduce victimisation Proactive representation by the police in: (1) MASH (2) MARAC (3) MAPPA (4) IOM (5) Adult and Children's Safeguarding Boards	<p>Systems and process in place to reduce harm attributed to vulnerability, repeat victimisation and harm.</p> <p>Frameworks in place:</p> <ul style="list-style-type: none"> •Harm assessment units •Multi-agency risk assessment conferences •Multi-agency Public Protection assessments •Multi-agency safeguarding hubs •Integrated Offender Management •Integrated Victim Hubs •SOCJAGs •Liaison and Diversion <p>Reviewing PCC Victim Board governance to ensure delivery of outcomes.</p>	Crime Reduction Board
2.3	Proactively finding the causes of crime so threats are	(2.3.1)Proactive representation by the force at Community Safety Partnerships and community groups as appropriate	All CSPs have force representatives at their meetings. Telford and Shropshire have Supts who chair, Hereford has a Supt who is vice chair, North and South	Attendance by PCC / Officers at CSP meetings

	identified and targeted before they escalate. Working more effectively with partners and local communities to prevent, resolve and reduce crime and anti social behaviour		<p>Worcestershire have CI attendance at all meetings. The 2 Commissioning Officers (CO), the Criminal Justice Policy Officer and the Deputy PCC are now operating to a rota system for attendance at CSP meetings.</p> <p>The CO and the DPCC met the new South Worcestershire CSP chair in March 2019 to brief on SWCSP activity to date and processes around requesting funding.</p>	
		(2.3.2) Implementation of the National Serious and Organised Crime Strategy requirements to work in partnership with other organisations to tackle those individuals and organisations causing most harm. (SOCJAGs)	<p>SOCJAGS operating in Herefordshire, Shropshire, Telford and Worcestershire. Currently reviewing governance arrangements in Worcestershire with a view of splitting Worcestershire into a North and South approach.</p> <p>Currently reviewing attendance and membership and links into local safeguarding boards.</p>	Crime reduction Board
2.4	Ensuring partnership commitments are fully implemented and delivering the best possible results, including West Mercia's Reducing Reoffending Strategy and Mental Health Crisis Concordat	(2.4.1) Working with partners to implement the Reducing Reoffending Strategy	<p>Action complete. Reducing Reoffending strategy in place. Currently reviewing to ensure objectives are being met. PCC strategy forms part of local reducing reoffending plans. Ongoing risks related to the performance of the CRC to reduce reoffending. OPCC to monitor.</p> <p>West Mercia PCC is represented on national working groups supporting the MoJ's review and reissue of CRC contracts</p>	Community Safety Partnerships meetings, Crime Reduction Board, RJ Programme Board, Local Reducing Reoffending Boards. IOM Board
		(2.4.2) Mental Health - the force is signed up to the Mental Health Concordat and supports the local delivery plans,	Currently working with local commissioners to establish a revised approach to triage, using the CAS 111 service. In addition, the OPCC is working with Worcestershire commissioners in order to scope out the feasibility of introducing a mental health café.	Crime Reduction Board. MH Concordat Strategic Board.

				Strategic Custody Users group
2.5	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	1) Reinvigoration of governance and reporting mechanisms (2) Co-ordination and re-commissioning of young driver training initiatives	Local Safer Roads funds now being accessed for small, local initiatives. Bids for area-wide funding sought, received and currently under review. Decisions due in April. U17 Pathfinder and Community Speed Watch all ongoing and growing.	Safer Roads Partnership Governance Board Grant monitoring
2.6	Work with partners to increase the proportion of hate crimes reported to the police	This work is ongoing. The force has refreshed its hate crime policies and procedures with its Independent Advisory Groups and others. The diversity team review all reported hate crimes and incidents to help identify any trends and ensure victims receive the best level of service.	The PCC continues to support any positive hate crime activity identified.	Strategic Diversity Board

Police and Crime Commissioner's Commitments:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
B.1	Ensure partners work together to provide efficient and effective support to victims and use early intervention to prevent victimisation. Cross reference to A3 (Victims Board and A4(Needs Assessment)	(B1.1)Mobile App scheme: (1) Developing and building a mobile app aimed at 12-14 year olds. (2) Launch event for the app (3) Evaluation and consideration of future development	Completed	Delivery plan monitoring

		(B1.2)Perpetrator programme: Explore funding opportunities for a perpetrator programme across West Mercia	<p>The DAPP (Domestic Abuse Perpetrator Multi-agency panels) and Drive project have now been live in Worcestershire since October 2018. In Q4 (Jan - Mar 19), there have been 48 referrals of high risk DA perpetrators. Of these, 33 have been referred onto Drive.</p> <p>We are working with University of Worcester to evaluate Drive and we have had the first interim report following interviews with the multi-agency partners who sit on the DAPP - this report provided very positive feedback from partners around the set up and implementation of the DAPP as well as Drive. Some specific comments from agencies were "I think it's the missing link" and "for me, it's time well spent and that is very much the way the local authorities will look at it. We're being proactive rather than reactive."</p>	Delivery plan monitoring
B.2	<p>Make sure public funding used in support of this objective is allocated responsibly, is outcome focussed and based on proven need.</p> <p>Use a commissioning framework to ensure funding for community safety partnerships represents value for money.</p> <p>Develop strong partnerships that</p>	(B2.1) (1) Use Commissioning Strategic Frameworks / scorecards in the determination of funding allocation. (2) Update scorecards on a quarterly basis to provide quantitative data (3) Carry out needs assessment.	Completed	Delivery plan monitoring
		(B2.2) Development of KPIs associated to outcomes:	New outcome framework in place and agreed with Home Office and MoJ. Action complete	Delivery plan monitoring
		(B2.3)Develop and implement social value criteria for grant and commissioning applications	Social Value is now part of our tender and grant process. Action complete	Delivery plan monitoring
		(B2.4) Outcome Star review: (1) Complete the pilot of the outcome star involving 10 grant recipients.(2)Work with Triange Consultancy to evaluate the pilot (3)Roll out of the project to a wider groups of grant recipients, including training and familiarisation.	Completed	Delivery plan monitoring

deliver our shared outcomes.	(B2.5) Extend the target age range of the existing diversionary model: Introduction of a tier 2 grant aimed at the 13-16 year old age group	Completed	Delivery plan monitoring
	(B2.6) Analysts working group: Hold regular workshops with analysts from CSP, police, IOM and public health seeking to improve awareness and sharing of knowledge between analysts. Improve communications, reduce and embedding the use of the balanced scorecards into the analyst function	Completed	Delivery plan monitoring
	(B2.7) Diversionary sporting activities for children and young people:(1) Review the independent evaluation from Loughborough University of a two year trial into effective sports interventions for diversionary activity (2) Subsequent activity to be determined	Completed	Delivery plan monitoring
	(B2.8) Schools Programme initiative: (1) Scope of programme to be identified and agreed (2) Subsequent activity to be determined	Work on this has been progressing at slow pace. The report from Phase 1 identified some recommendations, one of which was to identify what activity the Force Safer Schools and Youth Engagement Teams were delivering in schools. This became Phase 2 of the project and the consultant has conducted some research with the Force teams to understand what they currently deliver to complement the original survey results from schools. A report has been produced for Phase 2 and the Commissioning Officer and Deputy PCC have a meeting to discuss next steps on 7th May.	Delivery plan monitoring
	(B2.9) PCC Project Fund: Convert old red phone boxes to hold lifesaving defibrillator equipment.	Fund has been absorbed into the normal budget – action completed	Delivery plan monitoring
	(B2.10) Undertake a review of the PCC funding allocations to CSPs and the outcomes the funding achieves. Any subsequent changes to be implemented from 18/19 onwards.	Completed	Delivery plan monitoring

	(B2.11) Undertake a review of the PCC funding allocated for CCTV schemes across West Mercia: (1) Request for information on existing schemes to be sent to all CSPs (2) CSPs to be invited to submit funding requests for 17/18 only.	Completed	Delivery plan monitoring
	(B2.12) We Don't Buy Crime	The WDBC scheme has seen some acceleration in recent months with the appointment of a dedicated Sgt. Funding is being requested from the PCC to expand the team to two co-ordinators and an admin post to cope with demand.	Grant monitoring
	(B2.13) PCC's Safer Roads Fund	A Safer Roads Grant Scheme went out to the public, private and third sector with a deadline of the 25th of March. 9 legitimate applications were received for assessment.	Grant monitoring
	(B2.14) West Mercia Diversionary Network	A grant has been provided to YSS to provide a mentor/diversionary caseworker for children identified as being criminally exploited by the Worcestershire GET SAFE panel. This will support a gap in the interim and will act as a pilot for the project.	Grant monitoring
	(B2.15) Drug intervention provider (DIP) custody review	The PCC's commissioning team closely monitor the data the provider is receiving from West Mercia Police and then what happens to those individuals thereafter in terms of their 'treatment journey'. For instance, in 2018/19 the Worcestershire treatment provider was provided with 114 positive test/RA referrals from the police, 34 didn't turn up and 28 were anomalies (were not able to attend – incorrect paperwork, straight to court etc..). Therefore, only 51 received the required assessment intervention. Of these, only 4 accessed the treatment service voluntarily. This is a similar pattern across West Mercia. Each provider is experiencing 'small numbers' from their referrers. A review of the DIP is now being undertaken	

		(B2.16) The Commissioner's fund performance reporting	All grants under this fund in 2018/19 were able to report on bespoke project outputs and outcomes with the introduction of a new quarterly reporting template.	Grant monitoring
		(B2.17) PCC Strategy development	<p>The PCC has agreed an approach to the development of a number of policy / strategy documents in support of the Safer West Mercia Plan objectives. Work is on going to develop draft strategic documents on Serious and Organised Crime, Rural Crime and Road Safety. These will be issued for consultation in a phased approach in the coming months.</p> <p>The PCC's draft drugs strategy was circulated for consultation in March. The responses are being considered and the finalised document will be issued shortly.</p>	
B.3	Make sure the Safer Roads Partnership responds to community concerns as well as working to reduce deaths and serious injuries on our roads	Pathfinder Project, teaching young people how to drive safely: (1) Develop a project specification seeking to introduce the programme across the whole of West Mercia.	Refer to 2.5	Grant monitoring
B.4	Provide oversight and support to West Mercia's Reducing Reoffending Strategy	<ol style="list-style-type: none"> 1. Consult and produce a partnership strategy designed to tackle and reduce reoffending. 2. Design, create and implement a delivery plan which supports the strategy. 	<p>Action complete</p> <p>PCC Strategy in place.</p> <p>CSP reducing reoffending strategies in place.</p> <p>IOM and ODOC framework in place.</p> <p>Governance and oversight provided by the CRB.</p>	<p>PCC's Crime Reduction Board Programme highlight reports (IOM and Reducing Reoffending boards).</p> <p>Oversight and scrutiny reports (CSP, Reducing</p>

B.5	Work with my counterparts in the West Midlands region to ensure there are robust governance arrangements surrounding the existing regional collaboration agreements which help to deliver the Strategic Policing Requirement (SPR).	<p>(1) Monitoring of Police Reform and Transformation Programme, including Specialist Capabilities Board in particular</p> <p>(2). Reinvigoration of Regional capabilities governance</p> <p>(3). Build into Assurance and Holding to Account Programme</p>	<p>Regional roads policing - The four areas of collaboration identified in the regional ambition paper have seen significant progress against each one, and the Regional Governance Group were updated on 2nd November. Performance reporting in West Mercia and Warwickshire continues to be developed in line with CMPG performance to provide consistency across the region.</p> <p>Regional financial investigation (FI) - A paper has now been developed to support the increase of POCA funds returned to policing. A business case will also now be developed for regional FI capability with a focus on the prison estate.</p> <p>Criminality in the prison estate –The taskforce have now achieved a number of the actions within the plan, including developments in intelligence sharing between police and prisons and to increase awareness individuals who deliberately return to custody.</p> <p>Performance - This work continues at local, regional and national level.</p> <p>Drugs - Work continues on identifying the scale of the drugs problem in SOC, not just County Lines</p> <p>Police Aviation - The RPO continues to support the PCC in his role as the central region (East and West Midlands) representative on the National Police Air Service Strategic Board. The PCC will next attend the Board meeting on 27 June 2019. In this quarter the RPO is producing a report which details the use of drone technology by police forces in the West Midlands region (Staffordshire, Warwickshire, West Mercia and West Midlands). Once completed the report will be considered by the PCC and any agreed recommendations will be actioned.</p>	<p>Reoffending Boards, IOM).</p> <p>PCC and Chief Executive attendance at regional PCC meeting. Scrutiny by regional POs. Scrutiny via AGG. Regional POs providing regular updates</p>
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			Counter Terrorism - The RPO completed a review of the West Mercia Counter Terrorism Local Profiles in the last quarter. The PCC then met with the head of the Special Branch to discuss report and recommendations. The RPO will now share lessons learned from the West Mercia review with other OPCCs in the West Midlands region and policy leads in the Home Office.	
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Reforming West Mercia				
Policing element:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
3.1	<ul style="list-style-type: none"> Ensuring the alliance transformation programme delivers a better, more efficient service to the public Ensuring there is strategic planning for the future of policing in West Mercia Invest to save, so the force can be more adaptable and make best use of its resources 	Development and implementation of the transformation programme	Services to Policing implementation commenced (see below). Warwickshire have indicated they would prefer separate IT networks. Further details being established re feasibility and cost.	(1)Transformation Board (2) AGG
3.2	Delivering new fit for purpose technology and making best use of it	(3.2.1) Mobile Working Programme. (3.2.2)In car media	Completed Investigations into solution capability and user impact completed. Major problems identified with image quality, upload function, presentation to CPS, PSN compliance, usability, and training. Permission to close project and look for alternative solution given.	Transformation Board AGG

		(3.2.3) Telematics	All vehicles have telematics units installed, however there have been significant difficulties in obtaining live-time data from the units. Project closed. New solution being sought.	
		(3.2.4) Body worn video	Completed	
		(3.2.5) Data network and desk top rollout	Completed	
		(3.2.6) Athena	Phase 2 activity is underway with key elements progressing as scheduled. These include developing an HR interface database for internal use and removing a SPOF. The internal HR Interface tool has been abandoned due to concern over availability of skilled resource for maintenance. The Victim Care Database has an improvement in the new version V6.3 which is now likely to be delivered in Q3.	
		(3.2.7) Gazetteer	Completed	
		(3.2.8) Digital Forensics	New accommodation for central Digital Forensics at Hindlip has further capabilities being incorporated into the refurbishment to ensure accreditation is retained across a wide range of forensic capabilities. This has resulted in a necessary increase in costs.	
3.3	Ensuring the force has fit for purpose buildings and contact points which best meet the needs of local communities and the organisation. (Cross reference 3.4)	(3.3.1) Estates Programme	The Estates Delivery Plan has been reviewed and now focuses purely on West Mercia (it formerly included Warwickshire). This is a "living document" and is updated monthly. The Asset Management Strategy will be fully reviewed once the Alliance changes are known.	Strategic Estate Manager
		(3.3.2) Replacement of Shrewsbury Police Station	Operational Requirement Group set up to identify Force needs and build up user specification. OPE 8 Funding application specifically for Northern Hub being prepared. Work with OPE partners to identify potential sites continues.	
		(3.2.3) Replacement of Hereford Police Station	Site in Holmer Road now acquired and acquisition of additional "Paddocks" site agreed in principle. This is	

			subject to due diligence work and negotiation of more detailed terms being concluded.	
3.4	Delivering the operational control centre programme on time and on budget to improve force resilience	Building of a new OCC	Significant work has been undertaken to establish the minimum viable platform for go-live, ensuring requirements meet the needs of West Mercia only. The ongoing work to route 101 calls through on a reliable platform continue to be problematic with alternative plans now being developed. Airwave integration has been successfully achieved on test systems for data, with further work ongoing to develop the integration for voice. Airwave upgrade work has completed and remaining tasks to close this project have been documented	IPCAC
3.5	Making sure the force has the right contact channels for the public and that it provides the right response every time.	Development and implementation of the channel shift programme which will support a wider range of ways to interface with the force: online payments; web chat; self-service etc	Refer to 1.2 and 2.1.2	
3.6	<ul style="list-style-type: none"> • 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 	<p>The People Strategy provides the strategic direction for the organisation with regard to organisational development, leadership development and learning.</p> <p>Activity in Support of the People Strategy includes:</p> <ul style="list-style-type: none"> >A Talent Management Programme has been developed and is to be implemented. >A Strategic Training Panel provides oversight of the L&D training programme to ensure organisational training needs are identified. >PDR process 	<p>Update from Strategic Training Panel in Feb 2019.</p> <p>CPD -The force have shared their CPD Skills Build Calendar for 2019. The calendar sets out the timetable for agreed CPD activity in West Mercia across the financial year. Current CPD training being delivered to the workforce include:</p> <ul style="list-style-type: none"> • Unconscious bias; • Safeguarding, mental health, stalking & harassment; • DA matters; • Fairness in policing; • Disclosure; and • Prevent. 	

			<p>This CPD training is delivered through bitesize CPD on shifts; NCALT E-learning packages and classroom based learning.</p> <p>Leadership Development - Following the leadership development pilot with Services to Policing, L&D have produced a roadmap for leadership capability assessment and development on a page. At the start of the calendar year (Jan - Feb 2019) the focus is on addressing the action plan senior police staff within Services to Policing (pilot cohort) as well as initiating work package 2 for Chief Inspectors to Chief Superintendents.</p>	
3.7	Ensuring a stable workforce which better reflects the demographic make up of our communities	The People Strategy provides the strategic direction for the organisation with regard to its people.	<p>The proportion of officers / police staff from a BME background in Q3 (Oct - Dec 18 - latest available data) has been compared with the proportion of the local BME population (3.8%). Q4 data is in the process of being produced.</p> <p>Officers: 2.53%. This figure has not changed considerably over the last 12 months but it is hoped it will improve following an increase in recruitment activity.</p> <p>Staff: 2.85%. The proportion of BME staff has increased slightly each over the financial year (from 2.59%).</p> <p>Recent officer recruitment activity has focused on attracting a diverse range of candidates. The subsequent communications campaign included adverts on buses, billboards (in areas of diversity), radio campaigns and print campaigns using photographs and case studies provided by the B-ME staff network.</p>	Strategic Diversity Group

			<p>Preliminary findings suggest that there has been an increase in the diversity of applicants during this recruitment drive. There were 331 new police recruit applications Oct - Dec 18. 4.8% of applicants were BME.</p> <p>During the same time period there were 46 new student officers (0 BME) and 19 transferees from other forces (16% BME).</p> <p>Recruitment and diversity was raised by the PCC at the holding to account meeting with the Chief Constable in January 2019. The PCC sought assurance that the force would utilise the recruitment of the additional 215 officers to improve diversity</p>	
3.8	Increasing the number of special constables and police volunteers	<p>(1) Develop a marketing and communications strategy</p> <p>(2) Ensure a streamlined recruitment and training process</p> <p>(3) Improve recruitment and retention</p>	Refer to D5.1	Citizens in Policing Steering Group
3.9	<ul style="list-style-type: none"> • Delivering a modern, effective and adaptable support function which responds to the needs of our service and community • Aspire to a market leading support service for policing. <p>Refer to 3.1 - 3.8</p>		Refer to 3.1 - 3.8	
3.10	Working alongside public and third		Refer to 2.2-2.6	

	sector partners so that together they deliver a safer West Mercia. Refer to 2.2-2.6.			
3.11	Reform of Protective Services		Protective Services reviewed as part of separation with Warwickshire. Some areas can still be delivered effectively collaboratively with Warwickshire, others better delivered regionally (see Specialist Capabilities Programme C4.1) and some just within West Mercia. Negotiations ongoing.	
3.12	Reform of Services to Policing		StP Business Case has been signed off and work instruction issued to PPL to create the new Business Operations Centre. Approval for Assyst (service centre call IT system) and eFins (Financial IT system) being sought. Programme planning session held with leads to validate milestones, phasing and inter-dependencies.	

PART B: Police and Crime Commissioner's Commitments				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
C1	Work with Warwickshire's Police and Crime Commissioner to provide governance and oversight of all the modernisation programmes across the alliance Refer to 3.1		Refer to 3.1	
C2	Support the health and wellbeing agenda within the	(C2.1) Ongoing scrutiny of staff and officer sickness levels. (2)Review of annual staff survey	Annual review for 2018/19: For both officers and staff, sickness has increased year on year since 2016/17.	Holding to Account, AGG, Performance

	alliance		<p>For officers, trends in hours lost to sickness have generally increased compared to last year. On average, 5.90% of officer hours were lost to sickness each month in 2018/19. This compares to 5.07% in 2017/18. The year-on-year increase was not as significant as anticipated as sickness rates for Dec - Mar were similar across both financial years.</p> <p>For staff, there was an increase in % of hours lost each month to sickness in the first half of the year (Apr - Oct) compared to the previous year. However, rates of sickness stabilised in the latter half of the year and are now below rates seen in 2017/18. On average, 4.92% of staff hours were lost to sickness each month in 2018/19. This compares to 4.82% in 2017/18.</p> <p>In September 2018, DCC Blakeman established a West Mercia specific Health and Wellbeing Board. Initially, this was to ensure local focus / delivery around Health and Wellbeing with overarching governance remaining with the Alliance Wellbeing Board, chaired by the Warks CC. Since the alliance announcement, the Alliance Wellbeing Board has been shelved, and all health and wellbeing matters fall within the remit of the West Mercia Board. There is PCC representation on the West Mercia Board.</p> <p>The West Mercia Board is focussing on a number of key themes based on the HSE stress management indicators - support, control, role, demand, relationships and change. The work is also aligned to the National Police Wellbeing Service, funded by the HO and overseen by the College of Policing.</p>	reports, Health & Wellbeing Board
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			Ongoing work overseen by the board includes the recruitment of 12 Mental Health First Aid Instructors and a Learning and Development Assistant to support the delivery the Mental Health First Aid initiative. In addition, the GCC Virgin Pulse was launched with registration closing early due to the high numbers received (123 teams registered; 861 members of the workforce). Health and wellbeing campaigns continue including health checks, McMillian Cancer support appointments, and services through the health and wellbeing bus.	
		(C2.2) Develop and launch the Behind the Badge Campaign to highlight violence against officers and staff	Filming took place with production company Reef TV and PC Lloyd Stone will feature on Critical Condition due to air on BBC on Monday 10th June. We will actively promote this. We continue to use social media to highlight cases where the new Assaults on Emergency Workers Bill has made a difference, and seek out case study examples.	
C3	<ul style="list-style-type: none"> • Give leadership to the force and partners in forging new collaborations to deliver efficient and improved public services • Join up services and commissioning with partners where there are operational and financial benefits 	(C3.1) Fire and Rescue Service Business Case	Judicial Review set for hearing in June. Earliest start date now assessed as being October 19. Monitoring of progress of current Fire-Fire collaboration ongoing.	Regular reports to Police and Crime Commissioner and Chairs of FRA
C4	Jointly monitor the National Specialist Capabilities Programme and respond to any		The RPOs are continuing to support the PCC's engagement with the Specialist Capabilities Programme by advising the PCC of the strategic issues that are emerging from the Programme and recommending appropriate actions. The PCC	

	changes arising from it		participated in a discussion about the programme at the last Regional Governance Group meeting held on 12 April 2019. Those discussions were centred on the operational and financial benefits of particular aspects of the Specialist Capabilities proposals. Our regional discussions will shape the debates at the next Specialist Capabilities Delivery Board meeting which will take place on 26 June 2019 and PCC Matthew Ellis (Staffordshire) will continue to represent the West Mercia view at the meeting.	
Reassuring West Mercia's communities				
Policing element:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
4.1	Ensuring the Police Code of Ethics is embedded within the force's culture, and is adhered to	Regular communications on vision and values; website pages. Head of Professional Standards emails out regular ethical dilemmas, learning and outcomes from PSD	<p>DPCC quarterly PSD performance meeting took place in Feb 2019 (Q1 - Q3 data). During the meeting it was noted that considerable improvements had been made by PSD across a number of key performance indicators this financial year. This includes improvements in:</p> <ul style="list-style-type: none"> - % of complaint cases recorded within 10 days; - avg days for local resolution; and - avg days for local investigation. <p>A new triage team has been established in PSD to drive efficiencies and effectiveness through enabling real-time service recovery where possible. There are 2 triage members of staff in West Mercia. Anecdotally it has been suggested that the triage team have dealt with 25% of total incoming complaints informally, reducing demand on PSD and local policing.</p> <p>The 2 JASC members holding the portfolio for Standards and Ethics received Centurion training and an input from PSD in Feb 19. A timetable for future</p>	Monthly Holding to account meeting; JASC; Dip Sampling of Police Complaints; Civil Claims monitoring PSD Performance meetings

			dip sampling visits has been confirmed. The first dip sampling visit will take place in June to inform the July JASC meeting.	
4.2	Delivering new online platforms for communicating and engaging with the public and partners, alongside traditional and existing methods.		Refer to 3.5, 1.2 & 2.1.2	
4.3	Proactively publishing information to demonstrate the force is working ethically, and enable good governance	Ongoing. The force website is kept up to date with relevant information	<p>Q4 data on the confidence survey has now been received and has been actively publicised internally and externally, with some positive attention. This is expected to be the approach each quarter now going forward, given the required confidence level has now been achieved.</p> <p>Plans continue for the next public holding to account, which will be themed on rural crime and takes place next month.</p> <p>A full web audit has been completed with updates to information completed.</p> <p>Data from the recent consultation on the PCC's drugs strategy has been published.</p> <p>The PCC has been involved in a number of public meetings in recent months, holding open discussions with local communities. More are planned for the months ahead.</p>	Improve Public Contact & Comms Programme Board
4.4	Engaging with the public and acting on their concerns locally	Development of a Contact Management Strategy which sets out the service standards the public	It is approaching 12 months since the implementation of the PCC's new contact management system. This will be formally reviewed within the team within the	

	<p>Making sure people get an individual response based on their specific needs, and they understand the service they can expect to receive</p> <p>Work with local people and partners to give visible reassurance on frontline neighbourhood policing.</p>	<p>can expect to receive when having contact with the alliance</p>	<p>next 10 days, as well as with the supplier after that. On the whole, performance remains good and it is clear the system continues to deliver significant improvements.</p> <p>999 performance remains consistent within the police force. Further analysis is now being done around 101 performance. This continues to be scrutinised via the Public Contact Improvement Board.</p> <p>Progress needs to be delivered around capacity to report crime online. Issues with the force website remain unresolved, which currently prohibit this. Single Online Home will not be live to deliver this capacity for a number of months to come, so it remains a priority to resolve issues with the current website.</p>	
4.5	<p>Ensuring the force is visible and accessible both in communities and online.</p>		<p>Refer to 3.5, 1.2 & 2.1.2</p>	
4.6	<p>Making sure all communities, individuals and staff are treated equally, fairly and respectfully by the force</p>	<p>The equality and diversity work programme seeks to develop and deliver the force equality objectives. There are 3 objective areas: operational; organisational and people and culture. The force has active Independent Advisory Groups (IAGs) in place; geographic and thematic who offer impartial advice to the force</p>	<p>Following the alliance announcement, a decision has been made to cancel the Diversity & Inclusion - Communities & Partners meeting (previously chaired by Warwickshire Chief Officers).</p> <p>ASI are now in the process of establishing new governance processes for diversity and inclusion to ensure both forces have suitable meetings and mechanisms for escalation in place.</p>	<p>Strategic Diversity Group Strategic IAG</p>
4.7	<p>Ensuring West Mercia Police complies with the Best Use of Stop and Search Scheme</p>	<p>West Mercia Police was suspended from the national Best Use of Stop and Search Scheme (BUSS) in February 2016 for noncompliance. A small team was established to address the causes of noncompliance and to bring about</p>	<p>Although the volume of stop and searches has shown a downward trend for the last three years, the percentage of stop searches with a positive outcome has remained stable at 35%. The force is above its</p>	<p>Stop and Search Strategic Group. Strategic Diversity Group</p>

		<p>change within the alliance to ensure future compliance. In addition Northamptonshire Police undertook a peer review.</p> <p>The following changes were identified in order to become compliant: recording and publishing outcomes, introducing Ride Along scheme and strengthening the involvement of communities with community triggers.</p> <p>HMIC undertook a re-inspection in August 2016</p>	<p>most similar family group for both the volume and percentage of positive stop searches.</p> <p>Positive outcome rates for under 17 year olds are lower than for adults. On factor is believed to be the blanket effect of officers attending more ASB incidents involving young people.</p> <p>26% of the people stop searched in the last quarter were from outside the force area.</p>	
4.8	Working with partners to improve prevention and understanding of cybercrime, ensuring the strategy is fully implemented and emerging threats are tackled	<p>Cybercrime is a strategic priority for the force and is identified as a national risk in the Home Secretary's Strategic Policing Requirement (SPR). A revised Cyber Crime Strategy for the alliance sets out the approach to cyber. This is supported by a draft delivery plan. Work in ongoing to create a tactical partnership delivery group to support the strategy and to build and strengthen partnership opportunities.</p> <p>A programme of mandatory online cyber training packages has been developed to raise awareness and understanding amongst officers and staff. Work is ongoing to develop training for Victim Support Staff which is scheduled to be implemented in Spring 2017.</p> <p>The Business, Rural and Cyber Crime (BRC) coordinators provide support to the cyber strategy through awareness raising and cyber-crime prevention advice to communities, businesses etc. There is a rolling corporate communications plan, #BeCyberSmart, which supports and promotes structured communication campaigns across the alliance.</p>	<p>The ACC lead for cyber crime has redesigned the Strategic Cyber Board, making it more internally focused. The Board's first meeting in the new format focussed on the forthcoming HMICFRS inspection.</p> <p>The West Mercia Cyber Crime Partnership, chaired by the Deputy PCC is the forum for the external partnership work and reports into the Strategic Board. The partnership meeting last met in April where the focus of the meeting was developing the 'prevent' and 'protect' approach across partner agencies.</p> <p>Get Safe Online went live across West Mercia from 1 April 2019 and provides a public facing cyber website resource for the public and businesses. As part of the contract, the initiative also supports 1 training event, a community event and a business event. Members of the force are working with Get Safe Online to develop these.</p> <p>Internally a new cyber portal has been launched on the force intranet to provide a one stop shop for personnel on cyber.</p>	Briefings Cybercrime strategic governance group
4.9	Making sure voices and priorities are	The alliance tactical plan (Rural Matters) sets out 7 key strands of activity in support of the force	The PCC has committed additional funding in his recent precept announcement towards rural crime and	Briefings

	heard and acted on from within our rural communities, via the Rural Matters plan to ensure their specific needs are addressed	approach to rural matters. The local policing superintendent for Herefordshire holds the alliance portfolio for rural and business and oversees delivery against the tactical plan. There a number of Rural, Business and Cyber (BRC) Coordinator and other support posts across West Mercia, supported by PCC funding, to provide local delivery in support of the tactical plan.	the recruitment of 5 additional rural and business officers (RABO). Work is underway in force to develop a structure in line with the PCC's requirements as part of a wider review and restructure of the local policing harm hubs. Recruitment has taken place to fill one of the existing RABO posts following the resignation of the post holder. The PCC will be publishing a draft rural crime strategy outlining his commitment to rural crime in the coming weeks.	Quarterly tactical meetings Update reports on PCC funded initiatives
4.10	Working with businesses and partners through the Business Matters plan to ensure business crime is addressed effectively	The alliance tactical plan (Business Matters) sets out 7 key strands of activity in support of the force approach to business matters. The local policing superintendent for Herefordshire holds the alliance portfolio for rural and business and oversees delivery against the tactical plan. There a number of Rural, Business and Cyber (BRC) Coordinator and other support posts across West Mercia, supported by PCC funding, to provide local delivery in support of the tactical plan. The BRC teams have continued with locally tailored support across all 7 strands of the initiative.	The PCC has committed additional funding in his recent precept announcement towards rural crime and the recruitment of 5 additional rural and business officers (RABO). Work is underway in force to develop a structure in line with the PCC's requirements as part of a wider review and restructure of the local policing harm hubs. Recruitment has taken place to fill one of the existing RABO posts following the resignation of the post holder.	

Police and Crime Commissioner's Commitments:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
D.1	Make sure police follow custody rules and treat detainees safely and fairly, via an Independent Custody Visitor Scheme	(1)Recruitment and continuous training of the volunteer workforce. (2)Attendance at ICV local panel meetings. (3) Development and implementation of the electronic custody recording database across the alliance.	1. A recent recruitment campaign has resulted in 9 applications across the force area, which will restore ICV numbers to close to what they should be. Interviews will be concluded next week, with vetting then being the only significant delay to new ICVs starting. ICVs receive regular updates from the scheme co-ordinator on regional and national issues,	Attendance at the strategic custody users forum (SCUF) and the Custody Users Group

		<p>(4) Providing data to & working closely with the Independent Custody Visitors Association (ICVA). (5) Attendance at national events concerning custody visiting (6) Publish an annual report (7) MOU for each ICV</p>	<p>and training is going to be introduced to regular panel meetings. New ICVs will have full days training prior to starting 2. ICV scheme co-ordinator attends bi-annual panel meetings, last were in March and next are due in Sept. 3. Implementation of digital recording has commenced. Shropshire panel now using this, refresher training arranged for other panels, so should be fully in use across force area by end on June. 4. Next data to be provided to ICVA is a summary of visits April 2019 – June 2019. This data is also to be published via PCC website. Currently working on a new ICV Scheme holding police to account policy with ICVA. Scheme has achieved compliance with the ICVA Quality Assurance Framework 5. Scheme co-ordinator attended ICVA national conference in March. 6. Scheme annual report will be published and made available for ICVA and via PCC 7. All ICVs have signed a MOU and new ones are required to do so as part of induction.</p>	
D.2	Develop and publish a Communications and Engagement strategy, setting out how I will actively engage with communities and monitor performance	Develop, publish and implement a new Communications and Engagement Strategy, supported by a strategy delivery plan. Refer to the Communication and Engagement Delivery Plan for all related activity	<p>Progress has been positive and sustained in recent months.</p> <p>Social media has grown significantly, both as a result of, and resulting in, some of the most successful content the PCC accounts have ever known. Engagement on these platforms has also increased.</p> <p>The PCC's budget consultation and eventual decision received significant media interest. Engagement in the consultation was higher than the previous year.</p> <p>Coverage of the recent launch of the new Victim Advice Line was very positive and widely referenced.</p>	Monitoring of Strategy delivery plan on a quarterly basis

			<p>Following the success of the road safety campaign with Worcestershire County Council, partnership work is now underway to roll out the same pilot in both Herefordshire and Shropshire, along with phase two in Worcestershire.</p> <p>Planning is underway for the PCC's programme of summer events.</p>	
D.3	Launch a new Commissioner's Ambassador scheme to deliver more engagements, relationships and local links across our communities	<p>(D3.1) Commissioner's Ambassador Scheme: (1) Design and establish a new Ambassador programme. (2) Recruit ambassadors (3) Identification of engagement appropriate for CA engagement (4) Identification of priority demographic and geographic communities (5) CAs to provide written feedback on all engagements (6) Provision of central support and materials etc to ensure CAs represent the ambassador appropriately.</p> <p>(D3.2) Ambassador Grant Scheme: (1) £40k allocated for CA identified projects (2) Development of grant scheme and associated processes (3) Ongoing monitoring of grant scheme</p>	<p>The Community Ambassadors are still heavily involved in their respective communities. They are attending meetings with different groups, such as youth clubs, parish council meetings as well as linking in with the local policing teams. As we head into the summer months, the Ambassadors are joining the PCC at the summer events across West Mercia. As an office we are making sure that there is still plenty of representation in the areas of Herefordshire and South Worcestershire (see below).</p> <p>The Ambassador grant scheme is still being used, with the introduction of the road safety LPCAF bringing in more interest. Local communities have benefited from the funding with the introduction of new signage, speed activated signs and more 'mini officers' to be used across the area. With two Ambassadors no longer in place in Herefordshire and South Worcestershire, it is now the responsibility of the respective Supts to ensure the funding is being used.</p>	Monitoring of CA programme
D.4	Ensure that the police and partner organisations are active and effective in tackling the issues that are important to	(D4.1) PCC Confidence and satisfaction survey: (1) Explore shared opportunities with other PCC offices (2) Design a contact specification (3) Procurement exercise to identify suitable service provider (4) Subject to securing a provider,	The quarter 4 results from the confidence survey have been received, completing the first full year of the survey. The sample size for the year is 3000 respondents, 600 per local policing area, weighted by population size and reflecting age, gender and ethnicity.	Delivery plan monitoring

	our communities	introduce a confidence and satisfaction survey across West Mercia	<p>Confidence The majority of residents (85%) agreed that they had confidence in West Mercia Police and more than 8 in every 10 were confident that they would receive a good service from the force. Over two-thirds (69%) felt that West Mercia Police were doing a good or excellent job</p> <p>Visibility Around a quarter (26%) of residents report that they see an officer or PCSO at least once a week with half (51%) satisfied with the levels of policing in their local area. Around a quarter (24%) said that they had spoken to an officer or PCSO from their local policing team.</p> <p>Interaction / access More than 8 out of every 10 were confident that they could access the police in an emergency with just over two-thirds (67%) confident they could do so in a non-emergency. The majority (80%) said they would prefer to contact West Mercia Police by telephone for a non-emergency issue.</p> <p>Effectiveness Over two-thirds (69%) of residents felt that West Mercia Police understand the issues in their community and a quarter (26%) reported that they thought that crime and ASB was a problem in their area.</p> <p>The results from the survey are being analysed by the force and will inform service delivery</p>	
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		(D4.2) Environmental Scanning via: (1) Daily media monitoring (2) Social media monitoring (2) Monitoring of Ambassador feedback (3) Monitoring of correspondence log (4) Formal consolation responses	Daily media monitoring, social media and wider environmental scanning continues, and is used to shape communications, particularly on a daily basis using social media. Some successful recent content has come about as a direct result of environment scanning Brexit now forms a more prominent aspect of environmental scanning with the police force. The recent cancellation of regular meetings with the force's communications team has made it more challenging to do effective, consistent horizon scanning. This has been raised and is being rectified.	Delivery plan monitoring
		(D4.3) Responding to key / strategic public and other consultations, seeking to influence outcomes that support the Safer West Mercia Plan	The PCC has continued to respond to relevant consultations including on the Serious Violence Legal Duty and a submission to the Transport Select Committee on safer roads.	Consultation plan
D.5	Involvement, engage and empower communities in the delivery of my plan through more opportunities for active citizenship and volunteering	(D5.1) Regular, consistent and targeted communications messages highlighting the difference communities can make and the opportunities available	We will be celebrating national volunteers week in the first week of June with a media opportunity, visiting the Where Next project, to present a plaque to volunteers with learning disabilities to thank them for their hard work- this forms part of the wider inclusivity work. Also during volunteers week, we have issued a media release under embargo celebrating all volunteers within and alongside the police, will issue five social media videos celebrating specials, ICVs, NHW volunteers, Community Speed Watch and Search and Rescue, will issue graphics around the number of hours worked and support corporate communication to promote further good news stories. Visits are also being arranged to other inclusivity projects including the gardening project in Shrewsbury and the Car Wash project in Redditch, where we will look to promote other media opportunities	Delivering plan monitoring
		(D5.2) Support West Mercia's Police Cadets, Citizens' Academies and police Support Volunteer Scheme: (1) Attend, monitor and influence the alliance Citizens in Policing meetings (2) Funding for Police cadets scheme		Citizens in Policing Steering Group

D.6	Be open and transparent in all the decisions and appointments I make and in the way I hold the Chief Constable to account	((D6.1) (1) Monitoring of website for compliance and timeliness. (2) Monitor compliance with statutory publication regulations. (3) Publish relevant paperwork from meetings (3) Publish an online decisions log. (4) All appointments are advertised on the PCC's website, via relevant recruitments sites and internally. (5) Ensure all correspondence is logged and responded to in a timely fashion (6	The web audit is now complete. Numerous updates and changes have been made, with further ones still to be implemented. However, key requirements and publications are fully up to date.	Website management plan
		(D6.2) (1) Complete annual review of the Corporate Governance Framework (2) Complete annual review of the Treasury Management Framework	Completed	JASC
D.7	Work with the police to publish information arising from recommendations in HMIC or other strategic reports	The Force and PCC's office have developed an agreed process for managing and responding to HMIC inspections from the initial notification of an inspection through to the publication of the resulting inspection report and ongoing scrutiny of any subsequent improvement plan. Media and communications teams from both the force and PCC's office are responsible for publishing media statements and managing any media interest following the publication of a HMIC or other statutory report.	No West Mercia specific reports have been issued. The results from the Integrated PEEL inspection that took place in January will not be known until later in the summer. The force has been informed that it will be subject to a crime data inspection in June. This is a follow up inspection to a 2014 review of all forces.	
D8	Work with local people and partners to give visible reassurance on frontline neighbourhood policing (Joint PCC / CC commitment) Refer to D2 and D5		Refer to D2 and D5	
D9	Work with the force to explore, develop and	The PCCs office has started collating information from other PCCs who have already established a	The PCC's office is continuing to work with regional and national colleagues to develop thinking in regards	

	implement new complaints processes in response to Policing and Crime Act 2017 changes.	triage service for complaints. This information will be used to support conversations with the force/Warwickshire OPCC and to potentially develop a business case for a similar model in West Mercia/Alliance.	<p>to the PCC's new powers in respect of appeals / reviews. The PCCs in the West Midlands region are exploring options for a regional approach. To further develop the prospective regional approach, the West Mercia OPCC has developed an options paper regarding ICT solutions on behalf of the region (to establish practicality / viability). This has been approved by all regional Chief Executives.</p> <p>The DPCC has regular meetings with the Head of PSD. Q3 data was reviewed in February 2019. It was noted that a number of considerable improvements had been made by PSD across a number of performance metrics including:</p> <ul style="list-style-type: none"> •% of complaints recorded within 10 days; •Average days for local resolution; •Average days for local investigation. <p>The next performance meeting will take place in June and will review performance across the 2018/19 financial year.</p>	
D10	Engaging with the public and acting on their concerns locally	Home and Dry water Safety Network and Campaign	<p>The Home and Dry Network is now fully established, and has met three times. The group is chaired by us, and involves representatives from across West Mercia Police, West Mercia Search and Rescue, Hereford and Worcester Fire Service, Shropshire Fire Service, RNLI, RLSS, Samaritans, Canal and River Trust, Street Pastors and Local Authorities.</p> <p>Extensive mapping work has taken place to identify work happening across the area and to address gaps.</p> <p>From this mapping work a full comms strategy has been developed working across 4 strands:</p>	

			<ul style="list-style-type: none"> • NTE • Education • Mental Health • Physical Prevention <p>The delivery plan (Also attached) outlines how this will be delivered, beginning with a launch in the summer, focus on education beginning Sep, moving towards NTE focus towards the end of the year, and some more long term goals into 2020.</p> <p>We continue to promote water safety through social media , and engagement with media and partners.</p>	
		Roads focus campaign	<p>We have been working with Shropshire Council to pull together the latest Roads Focus campaign. Similarly to Worcestershire, a week of action will take place w/c 8th July in Ludlow, Market Drayton, Oswestry, Bridgnorth and Shrewsbury. The week will consist of four drop-in sessions for residents to raise concerns, and a free driver awareness course for people looking to refresh their knowledge. The week will be supported by the council, the local policing teams, the Safer Roads Partnership team, local councillors and WSP (who are responsible for roads in Shropshire).</p>	

GLOSSARY: OVERSIGHT MECHANISMS – SUMMARY OF MEETINGS

Key: ‘*’ - Notes of meeting are published, ‘#’ – public meeting

NAME	PURPOSE (Safer West Mercia Plan - Cross cutting / other)	MEETS
Alliance Governance Group*	To provide a strategic governance and decision making body for the alliance between West Mercia Police and Warwickshire Police. Chaired by the PCCs.	Bi-monthly
Independent Joint Audit and Standards Committee*#	A combined committee across both West Mercia and Warwickshire police force areas, which considers internal and external audit reports of both of the Police and Crime Commissioners and the Chief Constables along with matters of ethical governance and actions of West Mercia Police and Warwickshire Police (CC)	Quarterly
Monthly Holding to Account*	Meeting to hold the Chief Constable to account on performance and strategic initiatives.	Monthly
Service Improvement Board	To provide accountability and assurance that the Alliance is delivering against required improvements and identifying themes for organisational learning	Quarterly
Alliance Performance Management Group	Brings together senior officers and heads of service from across the alliance to discuss and review the performance framework, areas of concern and organisational learning.	Quarterly
Regional Governance Board	Meeting of 4 PCCs and CCs within the West Midlands region to provide oversight of regional collaboration including the Counter Terrorism Unit, the Regional Organised Crime Unit and the Central Motorway Patrol Group.	Quarterly
Weekly PCC / Chief Constable	Informal meeting held to discuss any critical or topical issues.	Weekly
Local Policing area visits	Programme of visits for the PCC / DPCC to meet with local command teams, officers and staff.	Adhoc
NAME	PURPOSE – (Safer West Mercia Plan – Putting victims and survivors first)	MEETS
Restorative Justice Alliance Programme Board	Oversees the strategic delivery of restorative justice across the alliance. Agree and implement policy, service level agreements and information sharing.	Bi-Monthly
Victim Contract Management Board	Oversight contract performance and operational assurance.	Quarterly
Victims Board*	PCC meeting to improve outcomes and services for victims	
NAME	PURPOSE – (Safer West Mercia Plan – Building a more secure West Mercia)	MEETS
Local Criminal Justice Board*	Brings together West Mercia’s criminal justice partners to improve the efficiency and effectiveness of the criminal justice system	Quarterly
Vulnerability Steering Group	A newly formed Group whose remit is to provide oversight of the management of risk and performance across the strands of vulnerability	Quarterly
Mental Health Concordat Strategic Group	The MHCSG is the strategic group pulls partners together ensuring that local action plans are developed and implemented.	Under review
Serious and Organised Crime Joint Action Groups (SOCJAGs)	Provides overview of the initiative set up to bring partners together to tackle organised crime groups in each Local Policing Area.	Adhoc

Integrated Offender Management Programme Board	Provide strategic oversight of and direction for the 5 IOM teams. Agree and implement policy, service level agreements and information sharing protocols. Address and resolve partnership issues. Provide strategic oversight of funds allocated to IOM.	Bi-Monthly
WM YJS Management Board	To provide governance of the youth justice service in West Mercia	Bi monthly
Safer Roads Partnership Board	PCC, Police and Partner meeting to provide governance of the West Mercia Safer Roads Partnership	Bi annual
Sexual Violence Co-ordinating Group	Ensure delivery of improved outcomes for victims of rape and serious sexual violence.	Quarterly
Crime Reduction Board*	To improve partnership working designed to reduce crime and reoffending	Quarterly
NAME	PURPOSE – (Safer West Mercia Plan – Reforming west Mercia)	MEETS
Transformation Board	Provide the governance for decisions made on all change and transformation against organisational objectives.	Bi-monthly
Strategic Athena Management Board	National meeting of all forces signed up to the Athena programme to provide oversight and assurance of the national programme.	Quarterly
Athena Programme Board	To lead, direct and coordinate the work that is required to focus on the delivery of the business changes that are necessary for the successful implementation of the Athena system.	Minimum bi monthly
Property Board	To ensure a fit for purpose estate is provided in the right location at optimal cost to support service delivery and thereby protect people from harm.	Quarterly
Strategic Health and Safety Group	Provides oversight to health and safety matters across the alliance	Quarterly
Place Partnership Board	Provides guidance and development of the Company so as to deliver the strategic ambitions of the partner organisations, as set out in the Shareholder agreement.	
NAME	PURPOSES – (Safer West Mercia Plan – Reassuring West Mercia’s communities)	MEETS
Improving Public Contact and Communications Board	Primary function is oversight of the OCC programme but is developing to cover all aspects of contact management and public	Quarterly
Citizens in Policing Steering Group	Oversight of recruitment of special, volunteering and citizens academies	Quarterly
Strategic Diversity Group	Police and partner meeting providing strategic oversight of all equality and diversity activity within the alliance including recruitment, hate crime, stop and search and new initiatives	Quarterly
Strategic Custody Users Forum	Brings together police, ICVs, and service providers to provide oversight into all aspects of custody	Quarterly
PSD Performance Group	Provides an oversight of Professional Standards Performance	Quarterly
Strategic Stop and Search Group	Brings together police, police federation/Unison PCCs and IAGs for oversight of stop and search activity across the alliance. Reports to the Strategic Diversity Group	Quarterly
Independent Custody visitors Co-ordinating group/ panel meetings	Local meetings for the ICV volunteers on each panel to meet with the local inspector responsible for custody to raise concerns, and review ongoing work of the panel	3 per annum
Cyber Crime Strategic Panel	Police and partner meeting to provide oversight of the alliance approach to cyber including the tactical working groups.	Quarterly

Appendix 2

Performance Summary

Topic	Inclusion	Data	Commentary	
Putting Victims & Survivors First				
Confidence	Quarter report unless updated	Reduction compared to the previous period and below the MSG and the national average.	Local confidence survey shows stable results	2
Victim Satisfaction	Month & quarter	Overall satisfaction – consistent with previous quarter	Victim satisfaction plan being developed	4
Repeat Victimisation	Month & quarter	Number of repeat victims has increased from last month although the repeat rate has remained the same	ASI trialling more timely reporting process	5
Building a More Secure West Mercia				
Total Recorded Crime	Month & quarter	Increased volumes on previous month and above monthly average.	No exceptional volumes	7
Violence with Injury	Quarter unless exceptional	Increased volumes on previous month and above monthly average	No exceptional volumes	14
Violence without Injury	Quarter unless exceptional	Increased volumes on previous month and above monthly average	Exceptional volumes in Telford & Wrekin	16
Sexual Offences – Rape	Month & quarter	Increased volumes on previous month and above monthly average	No exceptional volumes	18
Sexual Offences – Other	Month & quarter	Increased volumes on previous month and above monthly average	No exceptional volumes	20
Residential Burglary-Dwelling	Quarter unless exceptional	Increased volumes on previous month and above monthly average	No exceptional volumes	22
Robbery	Quarter unless exceptional	Increased volumes on previous month and significantly above monthly average	Exceptional volumes in Telford & Wrekin	24
Missing persons	Quarter unless exceptional	Increased volumes on previous month and above monthly average	Decrease in monthly average from 443 to 347 missing person reports.	27
Hate Crime	Month & quarter	Increased volumes on previous month and above monthly average.	No exceptional volumes	29
Hate Crime Satisfaction		Consistent with previous quarter		
Domestic Abuse	Month & quarter	Increased volumes on previous month and above monthly average.	No exceptional volumes	31
Child at Risk	Month & quarter	Increased volumes on previous month and above monthly average.	Exceptional volumes in all areas except for South Worcestershire	37
CSE		Increased volumes on previous month and below monthly average.	No exceptional volumes	39
Cyber Crime	Month & quarter	Increased volumes on previous month and significantly above monthly average.	Increased due to a Crime Bureau drive on all keywords.	40
ASB	Quarter unless exceptional	Increased volumes on previous month but below monthly average.	ASB is following the expected seasonal trend.	43
Serious Organised Crime	Quarter	OCG and disruption data		45
Road Traffic Casualties	Quarter unless exceptional	5 road deaths occurred in the previous month.		46
Response Times to Emergency Incidents	Quarter unless exceptional	Decrease in the volume of emergency incidents compared to the previous month	Decrease in average emergency response time last month	48
Unresourced Incidents	Month & quarter	Volumes continue to be high despite a reduction in the last month	Activity to understand volumes underway	50
Intelligence Reports	Month & quarter	Decrease in outstanding submissions.		51
Criminal Justice – File Quality	Quarter		More detailed CJ report available	52
Reassuring West Mercia				
Business Crime	Monthly Increase	Increased volumes on month and above monthly average.		54
Rural Crime	Monthly Increase	Increased volumes on month and above monthly average.		56
Reforming West Mercia				
Sickness	Month & quarter	Reduction in both Officer and Staff sickness rates compared to previous month		59
Complaints	Quarter report	93% complaints recorded in 10 days and 82% finalised in 120 days.		60
Call Handling	Month & quarter	999 abandoned rate has decreased however the 101 has increased. Answering of 999 calls above standard but below for 101 calls.		62

AGENDA ITEM 10

WEST MERCIA POLICE AND CRIME PANEL 18 JUNE 2019

COMMISSIONING ACTIVITY OF THE POLICE AND CRIME COMMISSIONER INCLUDING THE CHANGES TO VICTIM SUPPORT SERVICES

Recommendation

1. Members of the Panel are asked to note the report.

Purpose

2. To update Panel on the commissioning process used by the PCC's office, coverage of activity and recent changes to victim support services which has received endorsement from the Ministry of Justice. A slide presentation will be given at the Panel meeting.

Background

3. The total commissioning budget for my office is circa £6million per annum. This budget is made up from Ministry of Justice funding of £1.4million which is ring fenced to support victims of crime; the remaining £4.6million sits within the PCC core budget and subsidises the commissioning of victims provision, in addition to programmes which are tailored to reduce and prevent crime.
4. The commissioning strategy is attached (Appendix 1) and provides the outline, process and remit of the team in allocating, processing and managing spend with due diligence. Also attached is a breakdown of the grants issued across the force area (Appendices 2 - 7).
5. The commissioning and granting of services is divided into the following 4 key headlines:
 - I. Ministry of Justice commissioned services to ensure victims of crime receive free practical and emotional support to enable them to cope and recover following a crime.
 - II. Community Safety Partnership (CSP) grants issued to fund local initiatives, managed by CSP leads delivering on priorities of the CSP and Police and Crime Plan.
 - III. Commissioners Grant Scheme thematic areas to support the Police and Crime Plan, commissioned and granted to third sector organisations across the region (covering priorities such as road safety, reducing offending,

reducing substance misuse, preventing rural and business crime for instance.)

- IV. Local Policing and Community Ambassadors Fund supporting small localised projects channelled through Policing area commanders and Ambassadors.

6. All projects commissioned are tailored to meet the needs of the Police and Crime Plan, and where possible designed to support national strategies around victims and offending as appropriate.

7. In April 2019 we celebrated the launch of the Victim Advice Line (hereafter, VAL) (<https://victimadviceline.org.uk/>); our latest initiative to enhance the pathway for victims. Any victim of crime can access telephone support from the VAL team regardless of whether a crime had been reported or not. Victims can also receive support and information online, via an e-portal and also via webchat.

8. The team will be looking to coordinate a multi-disciplinary triage – providing the victim with a single needs assessment and tailored support package. Being based within the new Operation Control Centre at Hindlip we have created a direct transfer from the Crime Bureau where crimes are logged into the team for quick support. We are also looking to create a link between 999/101 and plan to extend this offer to fire in the future once the service is fully mobilised.

9. The service is currently receiving 5000 referrals a month demonstrating the need of provision. In addition to VAL we also fund the following services to enhance the service offer for victims, and direct referrals can be made into these services via the VAL care coordinators:

- Independent Domestic Violence Advocate (IDVA) service provided by West Mercia Women's Aid
- Independent Sexual Violence Advocate (ISVA) /Child ISVA service provided by AXIS and West Mercia Rape and Sexual Assault Centre
- Victim Support provision to support longer term needs of core crime, and restorative justice interventions.

10. The success in commissioning has led in 2018/19 to over 40,000 success referrals of support for victims of crime. Of this 1371 were referred into ISVA, and 1763 were IDVA referrals.

11. As we move forward this year we are looking to develop needs assessments for both victim and offender profiles across West Mercia to support the management of existing contracts, and to plan for victim and offender related strategies.

Supporting Information

Appendix 1 – West Mercia Commissioning and Grants Strategy 2016-20

Appendix 2 - Police and Crime Commissioner Funding 2019/20, West Mercia Wide

Appendix 3 - Police and Crime Commissioner Funding 2019/20, Herefordshire

Appendix 4 - Police and Crime Commissioner Funding 2019/20, Shropshire

Appendix 5 - Police and Crime Commissioner Funding 2019/20, North Worcestershire

Appendix 6 - Police and Crime Commissioner Funding 2019/20, South Worcestershire

Contact Points for the Report

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Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) there are no background papers relating to the subject matter of this report:

All agendas and minutes are available on the Council's website [here](#)

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John Campion Police and Crime Commissioner West Mercia



Commissioning and Grants Strategy 2016-20

Author: Glyn Edwards, Head of Commissioning, West Mercia OPCC (March 2019, V 03)

Introduction



As Police and Crime Commissioner, I have a central role in the commissioning of services related to victims, community safety and crime reduction.

In my Safer West Mercia Plan (SWMP), I promised that I would 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.

Throughout my term I will invest in local outcome focused interventions and projects that demonstrate value for money for West Mercia. The investments I make will be targeted towards supporting victims to cope and recover, as well as reducing offending and reoffending throughout West Mercia.

My Commissioning Strategy has been developed to outline the approach and principles undertaken by my office to achieve the aspirations of my Safer West Mercia Plan. There are four elements to my plan: putting victims and survivors first; building a more secure West Mercia; reforming West Mercia; and reassuring West Mercia's communities.

During my term, I will invest in services for victims, including additional specialist services and a new

Victim Advice Line. I will also provide a budget for Community Safety Partnerships in order for them to carry out valuable work with their respective local communities. I will highlight the work being done together with the public and third sectors where we have shared outcomes and issues of joint priority. I will be investing heavily in road safety, and providing grants to allow communities to play their part too. I am also committed to disrupting the market for stolen goods and protecting homes and possessions by making them less attractive to the 'would-be criminal'. By working with partners I want us to be able to property mark as many households as possible with Smartwater to create "We Don't Buy Crime" towns and villages and significantly reduce the risk of burglaries. I will ensure the public and voluntary sector has access to the Commissioner's Grant Scheme to deliver West Mercia wide priorities and I will ring fence a dedicated budget for local priorities supporting home-grown projects through a joint policing and community ambassador fund.

John Campion

Police and Crime Commissioner

Income

Ministry of Justice Victims' Services Grant

Following the amendment to section 56 of the Domestic Violence, Crime and Victims Act 2004 and the Anti-Social Behaviour Crime and Policing Act 2014 a Police and Crime Commissioner (PCC) has responsibility to commission services which enable victims to cope and recover. Each PCC is responsible for adherence to the Victims Code and EU Directive.

PCC John Campion, is a partner in a commissioned national framework for victim services. Putting victims and survivors first is a key priority for John. He has committed additional funding from his grant budget to compliment the Ministry of Justice grant and commissions' specialist services for Domestic Abuse, Sexual Violence and Child Sexual Exploitation.

Home Office Grant

PCCs also receive a single pot of funding from the Home Office for policing and community safety. John is provided with £225 million towards the delivery of the police service, commissioning, grants and his office.

Council Tax

The PCC raises funds from Council Tax and sets a precept. These funds are used to support the delivery of the police service, the PCC, his office, commissioned services and grants.

Allocation

PCC, John Campion decides on the budget for West Mercia Police and then allocates the remaining to his four funding streams:



West Mercia Police Budget

This is mandatory and allocated to the Chief Constable for policing West Mercia's communities.



1. Victim Services

The PCC receives an annual grant from the Ministry of Justice for supporting victims. West Mercia's PCC provides a 'top up' to this for enhanced provision.



2. Community Safety Partnership (CSP) Grants

Funding for local initiatives to meet the priorities of the CSPs and the Safer West Mercia Plan.



3. The Commissioner's Grant Scheme (CGS)

This fund for large grants and contracts and is usually awarded West Mercia wide.



4. Local Policing and Community Ambassador's Fund (LPCAF)

Localised projects, delivering the SWP for specific communities. Decision making for this fund is the responsibility of local policing area commanders and the PCC's Community Ambassadors. An arm of the LPCAF is dedicated to localised road safety initiatives.

Commissioning

This is the process for deciding how to use the resources available to improve outcomes in the most efficient, effective, and sustainable way, responding to local needs. The Safer West Mercia Plan provides the overarching framework for local commissioning. John Campions commissioning team use 'Understand, Plan, Do, Review' which is a continuous cycle of action and improvement detailed below:

Understand

- A clear evidence base (through needs assessments, engagement with the public, potential service users and partners) must be established to introduce a new or continue an existing service. This must include a clear understanding of the outcomes to be achieved and the existing service provision, ensuring a new service does not duplicate effort. Sometimes re-commissioning or bolstering an existing service can deliver the intended outcomes.
- The strategic direction of key partners is taken into account both in drafting the Police and Crime Plan and in our approach to commissioning.
- Few services can operate in isolation so it is important to map out any co-dependencies. This could include referring agencies or other specialist support provision to provide seamless pathways.

- Could a pooled budget arrangement lead to a more joined up service provision and deliver economies of scale?

Plan

- Services will be accessible across West Mercia unless the service being funded is developing a proof of concept (pilot)
- Co-commissioning is desirable because the use of pooled budgets can enable more comprehensive service provision and reduce the burden on providers of multiple outcome reporting arrangements. This will be done within the region or across boundaries where it will benefit service users.
- Co-design and engagement with service users, providers and partners will be key to the process. The publication of the commissioning intentions (in the form of a Provider Information Notice on the Blue light E-Tendering site or on the Commissioner's website) will promote this dialogue.
- Outcome measures must be set to enable the Commissioner to be satisfied that the service provider is demonstrating they are meeting the identified need.

Do

- Proportionate methodology will be used within the confines of the Financial Regulations including three quotes and competitive tendering.
- All tenders will be posted on the national Blue light E-Tendering site. The funding envelope and quality v cost split will be transparent.
- Market Engagement days will be held, where appropriate, to add value or where the value of the contract hits the OJEU (Official Journal of European Union) threshold which requires all public sector tenders to be published.
- Where a single provider has been proven to deliver the best outcomes for the service user, a single tender agreement will be applied for. A STA form can be completed to enable a contract to be awarded without a competitive procurement process (whether this is a new contract or an extension to an existing one) in the following circumstances:
 - a) Where it can be evidenced that only one supplier is able to carry out the work or services or to supply goods for technical reasons (for example access to live personal data needed to provide the service).
 - b) Where there is a justifiable case to use an existing contractor/supplier to maintain a continuity of supply.
- Multi agency evaluation of tenders will ensure a broad range of views and knowledge of co-dependent services are considered. Service users will be invited to engage in the process where possible.
- Contracts will be awarded with a range of timeframes depending on the security of the funding stream (although break clauses for both parties will always be included). It is appreciated that short term funding streams are less attractive to providers especially when dedicated posts need to be recruited into. The Commissioner will endeavour to offer contracts for initial time periods with options to extend if both parties agree. For example: three plus one or two plus one or one plus one. The totality of the 'plus sections' cannot be greater than the original contract period.

Review

- The Safer West Mercia Plan sets out the overall performance framework.
- Contract management ensures performance reporting obligations are proportionate to the size of the contract. However, reassurance has to be sought that all funding is delivering the agreed outcomes.

-
- Outcome reporting forms will be required to be completed by all service providers on a quarterly basis (unless otherwise stated in the grant agreement/contract). These should demonstrate the activity undertaken (service provision), the outputs generated (quantitative data such as referral numbers) and the impact they have had on the service user (outcomes). Providers must be able to evidence the impact through for example the use of outcome stars or other proportionate qualitative evaluation methodology.
 - Grant visits (to include service user feedback) will be conducted during the life of the contract.
 - De-commissioning - where services are shown not to be meeting their outcomes support will be offered. However, in some cases, such as pilots, where the PCC decides it is not viable to continue, a service will be de-commissioned. This will be carried out in partnership with the provider.

Grants

A grant is a contribution to a project, initiative or resource, rather than a contractually agreed service specification. This allows a greater degree of flexibility and gives the recipient the ability to trial their vision based on evidence or community need. No contract is in place so recipients are not performance managed against an agreed set of indicators. However, the PCC will provide the public with transparency by thoroughly monitoring and evaluating performance. All grant recipients are invited to work with the commissioning team on implementing a performance framework to monitor outputs and outcomes. This assists John Campion with his future funding decisions and evidences value for money for the communities he serves.

Key principles for awarding contracts and grant offer letters

- All investment will be assessed against a prearranged weighting criteria which accounts for both the quality of outcomes proposed and the cost. Value for money will be a combined assessment of both of these and not purely the cheapest pitch.
- Proposals will be cross checked with needs assessments to ensure funding is being channelled to the areas of greatest need and impact.
- Where possible, we will invest in services to assist in drawing down additional external funding, sustaining activity or increasing scope and capacity. We will therefore support applications seeking match funding.
- Where feasible, we will work in partnership with other stakeholders to co-commission achieving economies of scale and avoiding the possibility of duplication.
- We will encourage applications focused on prevention and early intervention for victims and offenders.
- Provision will be required to have seamless pathways into other linked services to ensure a holistic approach in supporting people with complex needs.
- Support services will be service user focused and co-designed with the individual from the outset, tailored to meet their needs.
- Where applicable, services will be commissioned West Mercia wide to ensure equitable access to provision. This will be assisted by our commissioning framework dash boards identifying current crime patterns and trends.
- Innovation will be supported where an existing or emerging evidence base can be shown.
- The views of service users will be listened to at all stages of the commissioning cycle.
- The monitoring process will be proportionate to the value of the service and within the acceptable tolerance of internal audit and Ministry of Justice (MoJ) scrutiny.
- We will enhance service provision by applying, in partnership, to new funding streams.
- We will work with partners to develop and stabilise the market place.
- We will endeavour to influence the commissioning of co-dependant services to ensure they adhere to the above principles.
- Our focus will be on the delivery of outcomes as opposed to funding activity. Recipients will need to demonstrate the difference our funding has made within clearly defined measures.

NB: This document should be read in conjunction with the [Financial Regulations for West Mercia Police and Crime Commissioner](#)



**PCC Funding 2019/20
West Mercia Wide**

Police and Crime Commissioner Income

Ministry of Justice Victims’ Services Grant

Following an amendment to section 56 of the Domestic Violence, Crime and Victims Act 2004 and the Anti-Social Behaviour Crime and Policing Act 2014 PCC’s now have responsibility to commission victim services.

Home Office Grant

PCC’s also receive a single pot of funding from the Home Office for policing and community safety. A PCC will use this as funding towards the delivery of the police service and the remaining will be allocated to commissioning, grants and his office.

Council Tax

The PCC raises funds from Council Tax levied on the residents of West Mercia and sets a precept. These funds are used to support the delivery of the police service, the PCC, his office, commissioned services and grants.

“Throughout my term I will invest in local outcome focused interventions and projects demonstrating value for money for West Mercia. My investment will be targeted towards supporting victims to cope and recover AND reduce offending throughout West Mercia.” (PCC, John Campion)

John Campion’s funding streams for commissioning and grants

 <p>Ministry of JUSTICE</p>			
<p>Victim Services ...all PCC’s receives an annual grant from the Ministry of Justice for supporting victims. West Mercia’s PCC provides a ‘top up’ to this from his own budget to enhance and extend provision</p>	<p>The Commissioner’s Grant Scheme (CGS) ...a ring-fenced fund, to deliver the outcomes of the Safer West Mercia plan. This is utilised for larger grants and commissioned contracts and it is usually awarded West Mercia wide</p>	<p>Community Safety Partnership (CSP) Grants ...funding for local initiatives to meet the priorities of the CSP & the Safer West Mercia Plan</p>	<p>Local Policing and Community Ambassador’s Fund ...small localised projects, meeting the objectives of the West Mercia plan whilst adding value to communities. Initial decision making for this fund is the responsibility of local policing area commanders NB: a branch of this fund is for localised road safety initiatives</p>

not. John Champion provides a 'top up' to this funding stream from his own budget, ensuring specialist providers are accessible to victims of domestic abuse, sexual violence and child sexual exploitation.

Victims - Generic

£543,068 for the Victim Advice Line (VAL) made up of a team of expert and fully trained Victim Care Coordinators helping the victim when they come through to the service, be it through police, third party or self-referral (the crime doesn't have to have been reported to the police). The victim may then be referred onto other specialist services, dependent on the level of support they need. This type of model is being seen as best practice and a flagship across the country in delivering support to victims.

£383,346 to Victim Support for:

1. Helping victims of crime in West Mercia to cope and recover AND
2. To deliver a restorative justice (RJ) service. RJ brings those that have been harmed by crime, and those responsible for the harm, into communication, enabling everyone affected by a particular incident to play a part in repairing harm and finding a positive way forward. RJ gives victims the chance to have their say, to get answers to their questions, and to move on with their lives. It gives offenders, or the person that caused harm, an insight into the real impact of their behaviour and an opportunity to make amends. Alongside and integrated with criminal justice systems, it can deliver benefits that traditional approaches on their own cannot.

Sexual violence

£334,144 to **AXIS for the sexual abuse/violence victim support service**: Supporting clients in Shropshire, Telford and Wrekin aged 11 and over, who have experienced recent or non-recent sexual abuse, regardless of whether or not they have reported to the police. The Parenting ISVA supports the parents and carers of victims aged 10 and under.

£444,000 to **WMRASAC to support victims of sexual abuse/violence** in Herefordshire and Worcestershire. This grant maintains the current key frontline ISVA, Male ISVA, Family ISVA and Children & Young Peoples (CHISVA) service provision within WMRSASC and to support continued delivery of the SELFIE training and awareness raising programme.

£69,340 to the **West Midlands Paediatric Sexual Assault Service (SARC)** which is a region-wide service providing expert care for children and young people who have disclosed sexual assault, or who may have been subject to sexual abuse. Clients are seen by an experienced paediatrician with specialist training in forensic examination and are supported by a crisis worker.

Domestic Abuse

£39,570 to **Women's Aid for the Children and Young people's Project**: This grant pays for a Children and Young People's service to engage with those between the ages of 5 – 19 who are identified as at risk of suffering significant negative outcomes as a result of domestic abuse within their family / home environment. Age-appropriate activities promote knowledge and understanding of domestic abuse and its impact on children and young people, and help them to understand how to avoid or conclude unhealthy relationships themselves. The Project Worker will also visit schools, raising awareness of domestic abuse with both staff and pupils.

£558,250 for the **Independent Domestic Violence Advisor (IDVA) Service**: IDVAs represent an accredited and co-ordinated response to standardise and support the delivery of advocacy services for victims of domestic violence. Serving as a victim's primary point of contact, IDVAs normally work with their clients from the point of crisis to assess the level of risk, discuss the range of suitable options and develop safety plans. IDVA's usually work with cases deemed to be at high risk of harm or homicide. The service was re-commissioned in 2018 and the new contract commenced in April 2019. As part of the new contract, there has been a significant uplift in funding for the service to allow for an increased provision of IDVA's in the community and also to allow for an IDVA presence in all hospital settings across West Mercia. The hospital service is under development and will hopefully be fully live during July 2019

Child Sexual Exploitation (CSE)

£305,735 to **WMRSASC for CSE specialist support – the Branch Project**: Funded to provide education, intervention and support to children and young people (CYP) who are at risk of or have been a victim of CSE in Worcestershire, Shropshire, and Herefordshire.

1. Prevention – education will be provided in schools and outreach settings to children and young people (CYP) as well as CSE specific one to one interventions to CYP who have been identified as being at risk of CSE.
2. Cope- where a disclosure of CSE has been made, one to one practical and emotional support will be delivered to CYP to help support a CYP throughout the criminal justice process (CJS).

3. Recover- For those who have experienced CSE, one to one psychosocial support interventions will be delivered to CYP including those whose involvement with CJS has finished or where no CJS process is being pursued.

£35,000 contribution to the CSE service in Telford and Wrekin – the CATE team

The Commissioner's Grant Scheme (CGS)

This budget focuses on projects committed to delivering outcomes in the Safer West Mercia plan.

Preventing entry to the criminal justice system

£277,097 to YSS for Diversionary Services (ARC and Divert projects): providing a single point of contact for West Mercia organisations working with 13-24 year olds in, or at risk of being involved in the criminal justice system. The projects match keyworkers/ volunteer mentors to those referred in order to build a relationship, giving 121 support motivating them to reach their potential and encouraging them to engage with sustainable community based activities. The purpose is to divert young people away from the Criminal Justice System, through enhanced intensive support.

£35,905 for the 'Youth Engagement Project' delivered by the Sports Partnership Herefordshire and Worcestershire. It aims to support and motivate 13-24 year olds to achieve community integration and reduce anti-social behaviour/offending through engagement in diversionary activities (sport or physical activity). The project will also support young people to develop social and employability skills; improve their confidence and self-esteem; reduce anti-social behaviour and prevent reoffending **AND**

£33,935 to Energize for the More Than Sport project: aims to support young people aged 13-24 in Shropshire, Telford and Wrekin to achieve community integration and reduce antisocial/offending behaviour through engagement in diversionary activities (sport or physical activity).

£70,000 to West Mercia Youth Justice Service for Diversion and themed programmes: Designed to develop and deliver the range of interventions to support youth caution and conditional cautions and support the joint decision model for young people committing offences.

£110,293 to West Mercia Youth Justice Service for the Substance Misuse programme: Designed to provide timely and effective specialist substance misuse assessments and interventions to young people in the criminal justice system or who are at risk of entering the youth justice system. The aim is to reduce the harm caused by substance misuse, assist young people to recovery and reduce the likelihood of offending and re-offending.

£37,444 for a West Mercia Diversionary Network Project Lead supporting West Mercia Police and the Police and Crime Commissioner's Commissioning and Policy Teams in developing and implementing a West Mercia wide Diversionary Network (WMDN). The WMDN will prioritise children and young people at risk of criminal exploitation. The aim will be to intervene early and reduce the likelihood of them entering the criminal justice system.

Reducing Offending

£43,000 to Willowdene Farm for the LINC initiative: the project uses of a Single Point of Contact ('SPOC') and LINC (Local Initiatives Nurturing Change) workers to facilitate multi-agency engagement and partnership working underpinning a rehabilitative and diversionary pathway to lead women in, or at risk of entering, the Criminal Justice System towards developing purposeful use of time and, ultimately, a purposeful, working lifestyle.

£25,000 to support West Mercia Police by providing a budget for Integrated Offender Management Teams to contribute towards reducing reoffending

£60,000 to Willowdene farm for alternative to custody provision for women. Supporting the residential capacity for 88 women being diverted from custody and/or requiring intervention to reduce offending. The project provides one-to-one trauma informed therapy and an intensive substance misuse recovery service. The women exit the programme via a Single Point of Contact supported by a Care and Recovery Plan (CARP). This is inclusive of community and residential interventions empowering positive integration and rehabilitation in their respective communities.

£25,000 Veterans Fund

Substance misuse

£250,377 to engage drug using offenders into treatment upon arrest and through court orders:

£54,000 to Shropshire CSP for the Drug Intervention programme (DIP): Working within the local criminal justice system the service supports the Integrated Offender Management (IOM) programme, provides arrest referral support in custody, manages a caseload and provides the treatment element of community sentences Drug Rehabilitation Requirement (DRR) and Alcohol Treatment Requirement (ATR) order. The aim is to reduce offending and re-offending.

£30,377 for a Drug Intervention Programme. This funding provides the arrest referral service, DRR's and ATR' and supports the IOM team. The aim is to reduce offending and reoffending.

£106,000 to Worcestershire County Council (Swanswell) for the Drug Intervention programme (DIP): Committed to delivering the Drug Test on Arrest (DTOA) service by completing cell sweeps offering and delivering brief interventions, completing voluntary, required and follow up assessments, make referrals into structured treatment and provide treatment pathways to custody staff outside of hours.

£60,000 to Telford and Wrekin CSP for the Drug Intervention programme (DIP): This grant commits to delivering the Drug Test on Arrest (DTOA) service (cell sweeps offering and delivering brief interventions, voluntary assessments (VA), required RA) and follow up assessments (FUA), referrals into structured treatment). The grant also supports court orders by delivering DRR's and ATR's. In addition it provides a rug alcohol worker support for the IOM cohort and custodial sentence and prison release drug and alcohol support.

Community Safety

£17,000 to West Mercia Search and Rescue: support for a sustainable and valuable team of unpaid professionals to search for missing persons, providing a support service to vulnerable people in their time of crisis.

£24,813 to assist in the setting up of new **Neighbourhood Watch groups across West Mercia** and for existing schemes to be sustained through social media channels. NHW Schemes are invaluable in promoting prevention advice amongst local residents, as well as an excellent tool for developing intelligence around suspicious or unwanted activity

Safer Roads

£254,898 for the development and delivery of #MORSE WM (making the roads safer for everyone in West Mercia) Road users committing motoring or criminal offences (target group) will be referred by operation snap and the CRC to YSS for mentoring to get to the root of the offending behaviour and offer holistic support to prevent further offending. #MORSE will offer a combination of 1-1 intensive support and short specialised interventions delivered by the two fire and rescue services in West Mercia. Where appropriate, the area FRS will provide an education experience for the individual/groups, bespoke to their reason for being referred. Each referral will be triaged at the start of the intervention to assess what support is required dependant on the individuals need and offending history.

This model will be supported by a #MORSE campaign West Mercia wide and a WM wide #MORSE reference group bringing all partners (PCC funded or not) together to expand the project and push the road safety agenda.

£17,650 for the purchase of handheld tyre scanners to enable the FRS's to have direct engagement with road users, providing 'real time' tyre/road safety advice by identifying/discussing risk. The equipment will feature (where possible) in all prevention streams across FRS.

Preventing Burglary

Upper Tier Local Authority Councillors have access to financial support for reducing acquisitive crime. The PCC is offering a 25% contribution to the **We Don't Buy Crime (WDBC) scheme** increasing the reach across West Mercia. Up to £225,000 has been made available from the PCC to invest in this initiative in 2018/19. WDBC towns and villages are where 70% of residential properties have marked their possessions with smartwater (a water based solution with a unique forensic code that shows up under UV light) WDBC signs are installed through the village/town warning potential offenders to prevent burglary.

Preventing Rural and Business Crime

Whilst crime can take place anywhere the fear and impact of crime in rural areas can be different, primarily due to perception and increased feelings of vulnerability resulting from isolation. The PCC provides **£459,852 to West Mercia Police for five rural and business officers** (one in each local policing area) to proactively engage and work with communities on crime prevention and awareness raising initiatives. Each officer has **access to a rural and business crime fund** to support their work and a vehicle to increase reach within their communities.

Information on area specific CGS grants is available

Cyber Crime

£30,000 to UK Cyber Security Forum to support vulnerable autistic not in education, employment or training (NEET) adults to engage in cyber-security training. In parallel, a separate company, IASME, is running a community security operation centre CIC. The purpose of this is to protect vulnerable people at risk of cyber-attacks. This company will be staffed by the trained autistic individuals to support their training (certification) prior to applying for jobs. The project will ultimately increase the probability of the NEET's becoming more employable

£11,000 for Get Safe Online

Community Safety Partnership (CSP) Grants

Core Funding

Each CSP is provided with a ring-fenced budget from the PCC. This budget can be spent on pro-active community safety initiatives, addressing local needs and creating a safer and more secure West Mercia

Closed Circuit Television (CCTV)

A budget has been allocated for the purchase and installation of CCTV as one of the mechanisms used across West Mercia to detect and deter criminal activity. Total funding of **£1,250,000 is available for CSP's over the period 2017/18 to 2019/20.**

Partnership Analysts

£143,000 contribution towards **analytical provision for community safety partnerships**, centralising the provision into a West Mercia Analysis and Research Team

Information on area specific projects for CSP funding is available

Local Policing and Community Ambassador's Fund (LPCAF)

LPCAF Core Funding

The PCC provides **£150,000 per annum** to the safer neighbourhood teams and his community ambassadors with the autonomy **to support local initiatives relevant to their policing area.**

LPCAF Safer Roads

A branch of this fund is for 'safer roads' – there is **£100,000 for local communities** to apply for funding to **prevent the harm caused by a road traffic collision** in their vicinity.

Information on area specific LPCAF funding is available for each area

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Police and Crime Commissioner Funding 2019/20
Herefordshire

The Commissioner's Grant Scheme (CGS)

This budget focuses on projects committed to delivering outcomes in the Safer West Mercia Plan

£30,000 to Longlands Care Farm to provide an alternative education setting for young people that are excluded from and /or struggle with mainstream education settings. The project enables young people to gain hands on, practical workplace experience as well as achieve recognisable qualifications leading to further education and/or employment. It also provides mental health support for young people suffering depression, anxiety and anti-social and anger issues.

£74,628 to HVOSS for the 'No Wrong Door' project. This is the second phase of the project aiming to establish a collaborative network of partners in order to offer a single point of contact for young people between the ages of 11 to 25 to access information support and guidance. Topics currently covered include drug and alcohol cessation, housing advice, life skills and education, stress and anxiety, and sexual health and relationships

£10,000 to Herefordshire and Worcestershire Fire and Rescue Service (HWFRS) to pay for a **commissioned evaluation of the Dying to Drive (D2D) programme.** D2D is a multi-agency road safety scheme aimed at changing behaviour amongst young road users, empowering them to make positive choices reducing death and serious injury across Herefordshire and Worcestershire.

£40,000 to Herefordshire Council to promote road safety for young drivers. The grant will pay for advice and guidance from a consultant on the most effective and influential method of communicating with young drivers and/or parents and the design and messages of the materials offered. It will also include a parent-child contract initiative known to work well in the USA.

£63,825 for 1.5 Exploitation and Vulnerability Trainers to coordinate and deliver a prevention package around Child Criminal Exploitation (CCE), to professionals and community groups delivering services to children.

Community Safety Partnership (CSP) Grants

Each CSP is provided with a ring-fenced budget from the PCC. This budget is spent on pro-active community safety initiatives, addressing local needs and creating a safer and more secure West Mercia

Core Funding

£20,000 for CSP analytical support

£22,660 for 'Lean on Me'. This is an innovative pathway caring for the injured and inebriated in Hereford's night time economy, whilst reducing the burden on emergency services - enabling them to respond faster to more serious incidents.

£10,000 for hate crime prevention work:

- Hate crime awareness – work with under 25 year olds to raise awareness of the impact of hate crime and the benefits of tolerance and respect
- Plan and deliver a social media campaign to raise awareness of hate crime and to promote 'No Prejudice in Herefordshire', including an event in September 2018.
- Work with Herefordshire Vennture and Mind to expand the reach of the Safe Places initiative.
- Continue to develop relationships with partner organisations, to challenge prejudices and attitudes as well as support victims.
- Support for restorative justice to address hate crime from the perspective of the 'victim'.
- Work with police to understand and address any trends in hate crime and incidents based on statistics and local intelligence.
- Work with the police to provide a joined up approach to supporting every victim who reports a hate crime / incident.

£14,500 for a 'Leominster Ambassador Street Presence'. Vennture are working with Leominster Town Council to introduce an ambassador presence to Leominster town Centre. This is part of building an integrated community management approach to reduce anti-social behaviour and increase perceptions of public safety. The purpose of the project is to place a tangible, caring presence on the streets of Leominster supporting the police, town council and businesses.

£19,500 for EPIC volunteering by engaging young people in positive volunteering roles in the community, especially the young people who are likely to be anti-social and a future burden to society. Through positive group volunteering experiences, the EPIC Volunteers learn how to make a positive contribution to their community, by working alongside their peers, young leaders, youth workers and community leaders.

£7,550 for 'Inspiring Families'. This program works with families where there is (potential) domestic abuse. The program builds on the premise that many families wish to remain as a unit despite the current issues. The support is mid to long term and engages between 8 and 12 families per year.

CCTV

£130,000 will be used over 2018-20 to ensure that the **CCTV equipment** is maintained and operated to the highest standard, repairs are made in a timely manner and the system complies with the principles of the new data protection act and human rights act along with all other legislation pertaining to public space CCTV. It will also support the transmission links that will cover the county providing real times images to the CCTV control room and then in turn to the OCC (Operational Communications Centre) at Hindlip.

Local Policing and Community Ambassador's Fund (LPCAF)

The PCC provides the safer neighbourhood teams and his community ambassadors with the autonomy to support local initiatives. A branch of this fund is for 'safer roads', whereby SNT's can apply for funding to prevent the harm caused by a road traffic collision in the areas they serve.

Local Policing and Community Ambassador Fund (LPCAF)

Some examples include:

£1600 for delivery of 20 **knife crime prevention sessions** delivered to target groups of children in schools across the county. The delivery partner is Fearless, a branch of Crimestoppers.

£1620 to fund youth worker staff at the Leintwardine youth group. They plan and organize youth group activities **providing positive activity for a target age group at risk of engaging in ASB**

£1,500 to Addaction to develop an audio visual clip **educating young people, families and professionals on the consequences of substance misuse**

£850 to fund a **guest speaker** at Herefordshire's multi-agency Adverse Childhood Experiences and Trauma Informed Practice Conference

Local Policing and Community Ambassador Fund (LPCAF) - Safer Roads

£5000 for a pre-test practical and theoretical course equipping young people aged 15-17 to drive safely.

£12,360 for **3 hand held speed enforcement devices**. These will facilitate Community Speed Watch (CSW) groups to detect and manage speed issues within their communities, with the support of local SNT and policing teams. They will also be used at community engagement events to raise awareness of speed enforcement with the public.

The above list of PCC funding initiatives is in addition to the West Mercia wide funded projects which are also available to the communities of Herefordshire



Police and Crime Commissioner Funding 2019/20 Shropshire

The Commissioner's Grant Scheme (CGS)

This budget focuses on projects committed to delivering the Safer West Mercia Plan outcomes

£20,000 for the 'Pathfinder Project'. This volunteer run project is designed to reduce the number of road traffic collisions, casualties (KSIs) and convictions amongst vulnerable novice drivers, i.e. 17-24 year olds through pre-licence driver development. Young people attend before they are 17, work with their parent or appropriate adult in a partnership environment where they develop understanding of road risk, a positive attitude to road safety and technical driving skills.

£7,500 to Shrewsbury and Oswestry Crucial Crew. Over 10 working days, 13 safety scenarios are delivered to 150 children each day, most of them by uniformed professionals from organisations such as: Police, Fire & Rescue, Coastguard, Western Power, NHS, NFU, Crimestoppers, St John's, Veolia, the Railways and others.

Upper Tier Local Authority Councillors have access to financial support for **reducing acquisitive crime**. The PCC offers a 25% contribution to the **WDBC scheme** increasing the 'We Don't Buy Crime' areas across West Mercia. WDBC towns and villages are where 70% of residential properties have marked their possessions with smartwater (a water based solution with a unique forensic code that shows up under UV light) WDBC signs are installed through the village/town warning potential offenders preventing burglary. In Shropshire **Prees, Church Aston village/Longford Park** and **Bayston Hill** have been provided with approval to deliver the scheme.

£63,825 for 1.5 Exploitation and Vulnerability Trainers to coordinate and deliver a prevention package around Child Criminal Exploitation (CCE), to professionals and community groups delivering services to children.

Preventing Burglary

Upper Tier Local Authority Councillors have access to financial support for reducing acquisitive crime. The PCC is offering a 25% contribution to the We Don't Buy Crime (WDBC) scheme increasing the reach across West Mercia. Up to £225,000 has been made available from the PCC to invest in this initiative. WDBC towns and villages are where 70% of residential properties have marked their possessions with smartwater (a water based solution with a unique forensic code that shows up under UV light) WDBC signs are installed through the village/town warning potential offenders to prevent burglary. Traces of smartwater found on offender, provides the evidence required for a successful prosecution. Registered smartwater identified on stolen property increases the likelihood of it being returned to the owner. In North Worcestershire the following areas are implementing the WDBC scheme: Cleobury Mortimer, Higher Heath, Hopton Wafers, Kinlet, Badger, Sutton Maddock, Boraston, Shifnal, Waters Upton, Neene Savage, Prees, Church Aston, Bayston Hill.

Community Safety Partnership (CSP) Grants

Each CSP is provided with a ring-fenced budget from the PCC. This budget is spent on pro-active community safety initiatives, addressing local needs and creating a safer and more secure West Mercia

Core Funding

£26,141 for an ASB Officer. The role of the ASB Co-ordination Officer is to respond to reports of anti-social behaviour made to the single reporting number when the issue being reported spans service area/organisational boundaries and no single agency response can resolve the issue.

£10,000 funding to West Mercia Women's Aid as part of the IDVA contract.

£20,000 towards the partnership analyst post (July onwards). A dedicated Data Analyst Officer to support on various tasks. Support the development and effective operation of the Shropshire Community Safety

Partnership Board in delivering partnership priorities at both strategic and operational levels, with a key focus on integrating and aligning priorities and associated performance frameworks.

£33,334 for a Missing/CSE Outreach worker. This pilot will provide independent return home interviews, identifying push/pull factors, develop intervention strategies to reduce vulnerability, provide specialist CSE outreach and increase intelligence to reduce future episodes of missing and vulnerability.

CCTV

£6,500 for Craven Arms Town Centre CCTV Upgrade. Two cameras located on the A49 which were installed approximately 10 years ago are no longer fit for purpose and are The Town Council would like to install a new system with much high specification to meet the current needs of the community.

£12,440 for Ludlow Town Council CCTV Phase 1. Ludlow Town Council is looking to secure funding to replace an ageing and inadequate system that is no longer fit for purpose. The aim of the project is to provide an up to date system capable of acting as both a deterrent to crime and to enable evidence gathering capable of supporting successful prosecutions of criminal activity.

£14,312 for Highley CCTV Improvements. To upgrade and increase CCTV cameras, software and equipment to bring the current 2007 system up-to-date.

Local Policing and Community Ambassador's Fund (LPCAF)

The PCC provides the safer neighbourhood teams and his community ambassadors with the autonomy to support local initiatives. A branch of this fund is for 'safer roads', whereby SNT's can apply for funding to prevent the harm caused by a road traffic collision in the areas they serve.

Local Policing and Community Ambassador Fund (LPCAF)

Some examples include:

£400 for promotion of internet safety & scam awareness through the purchase of purse bells, purse chains & card blockers.

Local Policing and Community Ambassador Fund (LPCAF) - Safer Roads

£2,900 to purchase a **speed indicator device** to raise awareness of vehicles speed on the B4373 bridgnorth to Broseley.

£1,644 to install 5 pairs of village boundary gates and signage to **reduce speed in Cleobury Mortimer.**

£3,746 for purchase and installation of an **LED radar and speed sign in Calverhall Village** with a 'slow down' safety message and inclusive of speed monitoring software.

The above list of PCC funding initiatives is in addition to the West Mercia wide funded projects which are also available to the communities of Shropshire



North Worcestershire
2019/20

The Commissioner's Grant Scheme (CGS)

This budget focuses on projects committed to delivering outcomes in the Safer West Mercia Plan

£1000 to the magistrates association for the Court Mock trial competition: Schools run a Citizenship curriculum to teach students about the country they live in and their responsibilities within it; this includes how the criminal justice system works and the important issues that arise such as human rights (especially the rights to freedom and a fair trial), the burden of proof, the impact of crime, what makes a crime more or less serious, issues regarding effective sentencing etc. The funded element of this project is the competition, where the students participate in a mock criminal trial. The whole process teaches young people to respect the law, work with the police, and increases their understanding of the causes of offending. The mock trial will always focus on an area relevant to young people: recent topics have included cyber-bullying, alcohol, gangs etc. and focuses on human rights and the importance of a fair trial.

£100,000 for the Drive Project forming part of a £600k project to deliver in Worcestershire until June 2020. The Drive Project is a new response to domestic abuse that aims **to reduce the number of child and adult victims of domestic abuse by deterring perpetrator behaviour**. Drive provides a case manager who acts as a single point of contact for perpetrators on a 1:1 basis. Liaising closely with local police and support agencies, case workers deploy a two-pronged attack of disruption through the criminal justice system and or/ support for unresolved personal issues to stop domestic abuse. The case manager works closely with all statutory agencies including the Police, Probation and Children's Services to maximise the impact of the criminal justice system, developing and agreeing strategies to limit the opportunities for the perpetrator to continue abusing. This pilot focuses on priority (high-risk or serial) perpetrators, as this group carries the greatest risk of serious harm and engage poorly in available services.

£20,000 to Lord Taverners for the Wicketz project using **cricket** as a catalyst to engage Kidderminster **young people experiencing deprivation and disadvantage**. The programme is supported by 'lifestyle workshops', delivered by subject experts leading sessions on local issues such as knife crime, social media safety and gang activity. It is very much focused on community cohesion.

£20,000 to Severn Arts for Inspiring Futures through the Arts: using high quality artists, selected by a panel of probation officers, service users and arts experts, to provide a regular programme of arts interventions/diversionary activity for offenders who are at risk of re-offending.

£33,963 for a GET SAFE Link Worker providing support for Worcestershire's GET SAFE strategic and operational groups. The post will be working with 13-18 year olds **in, or at risk of being involved in criminal exploitation**. S/he will build a relationship with the victim-perpetrator, giving them 121 support motivating them to reach their potential and encouraging them to engage with sustainable positive activities. The purpose is to divert the targeted individuals through enhanced intensive support.

£10,000 to Herefordshire and Worcestershire Fire and Rescue Service (HWFRS) to pay for **a commissioned evaluation of the Dying to Drive (D2D) programme**. D2D is a multi-agency road safety scheme aimed at changing behaviour amongst young road users, empowering them to make positive choices reducing death and serious injury across Herefordshire and Worcestershire.

£29,986 to Women's Aid externally funded and providing additional capacity to existing PCC funding for a children and young people's project delivering bespoke programmes of support to children between the ages of 5-19 whose parents/carers are engaged in Drive or are being considered by the Domestic Abuse Perpetrator panel.

£63,825 for 1.5 Exploitation and Vulnerability Trainers to coordinate and deliver a prevention package around Child Criminal Exploitation (CCE), to professionals and community groups delivering services to children.

Upper Tier Local Authority Councillors have access to financial support for **reducing acquisitive crime**. The PCC offers a 25% contribution to the **WDBC scheme** increasing the 'We Don't Buy Crime' areas across West Mercia. WDBC towns and villages are where 70% of residential properties have marked their

possessions with smartwater (a water based solution with a unique forensic code that shows up under UV light) WDBC signs are installed through the village/town warning potential offenders preventing burglary. In North Worcestershire **Rock, Upper Arley, Trimperley, Wythall, Frankley, Chaddersley Corbett, Blakedown, Bentley, Feckenham, Bournheath, Shawbury, Hadnall, Chetwynd Aston, West Felton, Majors Green, Hartlebury, Romsley, Clent, Fairfield, Hanbury, Headless Cross, Walkers Heath Little Witley, Beoley, Kidderminster, Astwood Bank, Cofton Hackett and Dodford and Grafton** have been provided with approval to deliver the scheme.

Community Safety Partnership (CSP) Grants

Each CSP is provided with a ring-fenced budget from the PCC. This budget is spent on pro-active community safety initiatives, addressing local needs and creating a safer and more secure West Mercia

Core Funding

£48,125 to Wyre Forest Keeping Safe Project to provide community ambassadors, a young citizenship celebration event, a home security scheme for burglary and domestic abuse, seasonal crime prevention campaigns, white ribbon and 16 days of action, hate crime awareness week, developing and co-ordinating multi-agency plans to tackle crime, disorder and ASB

£20,000 for the NW partnership Analyst to scan and analyse emerging problems and development of partnership responses and information sharing.

£47,000 for NWCSPP CCTV Capital Upgrade Programme. This project will enhance current monitoring capabilities and futureproof the CCTV scheme that covers the district areas of Bromsgrove, Redditch and Wyre Forest.

£23,125 for the Respect Programme - Therapeutic Mentoring Scheme. This scheme provides 1:1 support sessions to young people at risk of becoming victims or perpetrators of crime. Young people are referred by their teachers or social workers and are provided with weekly sessions with a trained therapeutic mentor to identify and work on issues in their lives that are putting them at risk. The sessions are bespoke to the individual and are tailored to support them with the particular concerns they are experiencing at the time.

£1,000 for North Worcestershire Young Citizens Challenge. Deliver short interactive workshops on personal safety to Year 6 Primary School children with the purpose of informing and checking their knowledge to ensure they stay safe and make the right choices in a variety of situations. The students participate in a number of quizzes scoring points at each stand.

CCTV

£289,000 approved for a **capital upgrade programme** to enhance current monitoring capabilities and futureproof the **CCTV scheme** that covers the district areas of Bromsgrove, Redditch and Wyre Forest. The project will provide infrastructure upgrade to a digital solution for several areas within the 3 districts. It will include digital transmission of images, Internet Protocol (IP) Recording Solution of those images, updated monitoring and control software, remote access to images for live view, post incident review and evidence collection by authorised partners. 9 x Re-deployable cameras will be integrated within the scheme.

Local Policing and Community Ambassador's Fund (LPCAF)

The PCC provides the safer neighbourhood teams and his community ambassadors with the autonomy to support local initiatives. A branch of this fund is for 'safer roads', whereby SNT's can apply for funding to prevent the harm caused by a road traffic collision in the areas they serve.

Local Policing and Community Ambassador Fund (LPCAF) Some examples include::

£1,000 for ground hire costs and official professional fees for the **international police cricket carnival.**

£1,400 for Handheld speed enforcement pro laser equipment for **Speed Awareness in SNT area.**

£140 for 15 rugby balls for **Rugby coaching in schools.**

£1,500 to replace sports equipment and arts & crafts in order to **engage 12-19yrs in community activities.**

£400 to purchase crime prevention & home security items (Kidderminster SNT) **Community Engagement, Crime Prevention & Community Reassurance.**

£272 for **Purchase of Volunteer Uniforms** for Community Engagement Volunteers.

Local Policing and Community Ambassador Fund (LPCAF) - Safer Roads

£3,000 to supplement the purchase of bicycles for disadvantaged children so as they can participate in bikeability and **learn how to ride a bike safely on the roads.**

£5,000 to purchase **2 vehicle activated signs** for country lanes in Kidderminster responding to perceived and actual reports of speeding traffic

The above list of PCC funding initiatives is in addition to the West Mercia wide funded projects which are also available to the communities of North Worcestershire



South Worcestershire 2019/20

The Commissioner's Grant Scheme (CGS)

This budget focuses on projects committed to delivering outcomes in the Safer West Mercia Plan

£1000 to the magistrates association for the Court Mock trial competition: Schools run a Citizenship curriculum to teach students about the country they live in and their responsibilities within it; this includes how the criminal justice system in England and Wales works and the important issues that arise such as human rights (especially the rights to freedom and a fair trial), the burden of proof, the impact of crime, what makes a crime more or less serious, issues regarding effective sentencing etc. The funded element of this project is the competition held at the end of the taught curriculum, where the students participate in a mock criminal trial. This whole process teaches young people to respect the law, work with the police, and increases their understanding of the causes of offending. The mock trial will always focus on an area relevant to young people: recent topics have included cyber-bullying, alcohol, gangs etc. Young people also focus on human rights and the importance of a fair trial.

£22,085 to the Aspire Academy for the 'Aspire Plus': the project aims to engage vulnerable young people at risk of offending behaviours and anti-social behaviours in an out of school programme of activities to boost social skills, employability skills and acquire accreditation.

£30,000 to Longlands Care Farm to provide an alternative education setting for young people that are excluded from and/or struggle with mainstream education settings. The project enables young people to gain hands on, practical workplace experience as well as achieve recognisable qualifications leading to further education and/or employment. It also provides mental health support for young people suffering depression, anxiety and anti-social and anger issues.

£100,000 for the Drive Project forming part of a £600k project to deliver in Worcestershire until June 2020. The Drive Project is a new response to domestic abuse that aims **to reduce the number of child and adult victims of domestic abuse by deterring perpetrator behaviour**. Drive provides a case manager who acts as a single point of contact for perpetrators on a 1-2-1 basis. Liaising closely with local police and support agencies, case workers deploy a two-pronged attack of disruption through the criminal justice system and or/ support for unresolved personal issues to stop domestic abuse. The case manager works closely with all statutory agencies including the Police, Probation and Children's Services to maximise the impact of the criminal justice system, developing and agreeing strategies to limit the opportunities for the perpetrator to continue abusing. The service has been developed to knit together existing services, complementing and enhancing existing interventions. This pilot focuses on priority (high-risk or serial) perpetrators, as this group carries the greatest risk of serious harm and engage poorly in available services.

£20,000 for the 'Pathfinder Project'. This volunteer run project is designed to reduce the number of road traffic collisions, casualties (KSIs) and convictions amongst vulnerable novice drivers, i.e. 17-24 year olds through pre-licence driver development. Young people attend before they are 17 work with their parent or appropriate adult in a partnership environment where they develop understanding of road risk, a positive attitude to road safety and technical driving skills.

£2,500 to support SSAFA prison in reach caseworkers. This grant will fund travel expenses for caseworkers to engage with ex-servicemen and women who are incarcerated to support repatriation and a crime-free life. SSAFA's aim is to identify as early as possible Armed Forces Veterans in the Criminal Justice System, make contact and offer them and their families pastoral and material support.

£20,000 to Worcestershire Arts Partnership for Inspiring Futures through the Arts: using high quality artists, selected by a panel of probation officers, service users and arts experts, to provide a regular programme of arts interventions/diversionary activity for offenders who are at risk of re-offending.

£33,963 for a GET SAFE Link Worker providing support for Worcestershire's GET SAFE strategic and operational groups. The post will be working with 13-18 year olds **in, or at risk of being involved in criminal exploitation**. S/he will build a relationship with the victim-perpetrator, giving them 121 support motivating

them to reach their potential and encouraging them to engage with sustainable positive activities. The purpose is to divert the targeted individuals through enhanced intensive support.

£10,000 to Herefordshire and Worcestershire Fire and Rescue Service (HWFRS) to pay for a **commissioned evaluation of the Dying to Drive (D2D) programme**. D2D is a multi-agency road safety scheme aimed at changing behaviour amongst young road users, empowering them to make positive choices reducing death and serious injury across Herefordshire and Worcestershire.

£29,986 to Women's Aid externally funded and providing additional capacity to existing PCC funding for a children and young people's project delivering bespoke programmes of support to children between the ages of 5-19 whose parents/carers are engaged in Drive or are being considered by the Domestic Abuse Perpetrator panel.

£63,825 for 1.5 Exploitation and Vulnerability Trainers to coordinate and deliver a prevention package around Child Criminal Exploitation (CCE), to professionals and community groups delivering services to children.

Upper Tier Local Authority Councillors have access to financial support for reducing acquisitive crime. The PCC offers a 25% contribution to the WDBC scheme increasing the 'We Don't Buy Crime' areas across West Mercia. WDBC towns and villages are where 70% of residential properties have marked their possessions with smartwater (a water based solution with a unique forensic code that shows up under UV light) WDBC signs are installed through the village/town warning potential offenders preventing burglary. In Sth Worcestershire **Bredon, Claines, Wyre Piddle Monkwood Green, Sinton Green and Grimley Village** have been provided with approval to deliver the scheme.

Preventing Burglary

Upper Tier Local Authority Councillors have access to financial support for reducing acquisitive crime. The PCC is offering a 25% contribution to the We Don't Buy Crime (WDBC) scheme increasing the reach across West Mercia. Up to £225,000 has been made available from the PCC to invest in this initiative. WDBC towns and villages are where 70% of residential properties have marked their possessions with smartwater (a water based solution with a unique forensic code that shows up under UV light) WDBC signs are installed through the village/town warning potential offenders to prevent burglary. Traces of smartwater found on offender, provides the evidence required for a successful prosecution. Registered smartwater identified on stolen property increases the likelihood of it being returned to the owner. In North Worcestershire the following areas are implementing the WDBC scheme: Cropthorne, Ombersley, Stockton, Wickhamford, Elmbridge, Stock and Bradley, Abbots Morton, Overbury, Dodderhil, Badsey, Ashton under Hill, Beckbury, Wichenford, Rushock, Elmley Lovett, Bredon, Claines, Church Aston, Monkwood Green, Sinton Green, Grimley, Wyre Piddle.

Community Safety Partnership (CSP) Grants

Each CSP is provided with a ring-fenced budget from the PCC. This budget is spent on pro-active community safety initiatives, addressing local needs and creating a safer and more secure West Mercia

Core Funding

£4,000 for Worcester Street Pastors: An inter-denominational church response to urban problems within the night-time economy. Street pastor teams operate on Worcester's city centre streets overnight Saturday into Sunday (generally 10pm - 4am) Working in partnership, they seek to support people in need, help reduce incidents of crime & anti-social behaviour, protect the vulnerable/ victims, bring a reassuring and calming presence onto the streets and reduce demands upon the statutory services.

£200,000 for partnership analyst provision, inclusive of strategic assessment, performance monitoring, scanning and analysis of emerging problems and development of partnership responses and information sharing.

CCTV

£3,129.92 for camera repair for Black Horse Walk. Residents are suffering from anti-social behaviour and crime and the repair of the street CCTV camera will provide reassurance and a feeling of safety in their neighbourhood.

Local Policing and Community Ambassador's Fund (LPCAF)

The PCC provides the safer neighbourhood teams and his community ambassadors with the autonomy to support local initiatives. A branch of this fund is for 'safer roads', whereby SNT's can apply for funding to prevent the harm caused by a road traffic collision in the areas they serve.

Local Policing and Community Ambassador Fund (LPCAF)

Some examples include:

£750 for substance misuse workshops at a school in Evesham

£25,000 for CCTV upgrade in Worcester.

£ 408 for Getsafe in Worcestershire by providing polo shirts with Getsafe Logo for use in promotion & awareness.

Local Policing and Community Ambassador Fund (LPCAF) - Safer Roads

TBC

The above list of PCC funding initiatives is in addition to the West Mercia wide funded projects which are also available to the communities of South Worcestershire

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Telford and Wrekin 2019/20

The Commissioner's Grant Scheme (CGS)

This budget focuses on projects committed to delivering outcomes in the Safer West Mercia Plan £20,000 to Lord Taverners for the Wicketz project using cricket as a catalyst to engage Telford young people experiencing deprivation and disadvantage. The programme is supported by 'lifestyle workshops', delivered by subject experts leading sessions on local issues such as knife crime, social media safety and gang activity. It is very much focused on community cohesion.

£22,000 to Steer Clear Link Worker. Providing a part-time single link worker for Telford's serious violence strategic and operational groups. The post will be working with children and young people in, or at risk of criminal exploitation. S/he will build resilience in young people through a trauma informed, protective behaviours approach; supporting them into making positive choices, improving their critical thinking skills, and providing healthy, stable and supportive frameworks. The purpose is to divert young people through enhanced intensive support.

£2,072 to Wellington Boxing Academy who need to relocate. As part of this process the PCC is funding consultancy support to undertake a feasibility study.

Preventing Burglary

Upper Tier Local Authority Councillors have access to financial support for reducing acquisitive crime. The PCC is offering a 25% contribution to the We Don't Buy Crime (WDBC) scheme increasing the reach across West Mercia. Up to £225,000 has been made available from the PCC to invest in this initiative. WDBC towns and villages are where 70% of residential properties have marked their possessions with smartwater (a water based solution with a unique forensic code that shows up under UV light) WDBC signs are installed through the village/town warning potential offenders to prevent burglary. Traces of smartwater found on offender, provides the evidence required for a successful prosecution. Registered smartwater identified on stolen property increases the likelihood of it being returned to the owner. In North Worcestershire the following areas are implementing the WDBC scheme: Leegomery, Sutton Hill, Elmley Lovett.

Community Safety Partnership (CSP) Grants

Each CSP is provided with a ring-fenced budget from the PCC. This budget is spent on pro-active community safety initiatives, addressing local needs and creating a safer and more secure West Mercia

Core Funding

£39,258 for an Exploitation and Vulnerability Trainer. This project aims to develop and co-ordinate a prevention package around Child Exploitation (sexual and criminal). This initiative will enable a suitably qualified trainer to deliver a consistent message to a variety of target audiences.

£35,000 as a contribution towards the IDVA provision contracted to West Mercia Women's Aid.

£20,000 contribution towards the partnership analyst providing analytical support for the CSP. The team support the Council and other partnerships in providing required data sets

£17,000 for Taxi Marshalls to support the night time economy partnership working model. They work closely with police and Street Pastors in keeping people safe when leaving the area.

£10,000 for Sanctuary to support the MARAC process by providing additional security in victims properties, this allows victim to remain in their own homes and prevents victims having to seek alternative / interim accommodation.

£24,609 for a CCTV and Watch Co-ordinator. The project aims to achieve a more cohesive community approach to tackling crime and disorder by empowering community members to actively participate in a neighbourhood watch and CCTV project.

CCTV

To be confirmed

Local Policing and Community Ambassador's Fund (LPCAF)

The PCC provides the safer neighbourhood teams and his community ambassadors with the autonomy to support local initiatives. A branch of this fund is for 'safer roads', whereby SNT's can apply for funding to prevent the harm caused by a road traffic collision in the areas they serve.

Local Policing and Community Ambassador Fund (LPCAF)

Some examples include:

£402.60 towards young police cadets. This grant enabled the purchasing of uniform for young cadets across several schools in South Telford

Local Policing and Community Ambassador Fund (LPCAF) - Safer Roads

£2,500 for gateways to slow down traffic driving out of Wellington and off the M54 around the foot of the Wrekin. Signage to improve parking in the Wrekin ensuring highway safety.

£2,625 to purchase a speed indicator device (SID) to be placed within the boundaries of Chetwydn Aston and Woodcote Parish Council. The SID will remind drivers of the speed limit in an attempt to reduce the traffic speeds.

£3,000 for the installation of 6 NAL sockets. These poles are required for a removable SID to be rotated around the village of Wrockwardine in already identified hotspot areas to reduce speeding traffic.

The above list of PCC funding initiatives is in addition to the West Mercia wide funded projects which are also available to the communities of Telford and Wrekin

WEST MERCIA POLICE AND CRIME PANEL 18 JUNE 2019

COMPLAINTS 2018-19 ANNUAL REPORT

Recommendation

- 1. Members of the West Mercia Police and Crime Panel (PCP) are asked to note the contents of this update report.**

Background

2. One of the Panel's functions under the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 is to deal with non-criminal complaints about the conduct of the West Mercia Police and Crime Commissioner (PCC) and his Deputy.
3. Complaints that allege criminality must be referred to the Independent Office for Police Conduct (IOPC). It is open to the IOPC to refer the matter back to the Panel to deal with.
4. The Panel approved a procedure for handling complaints at its meeting in December 2013 (attached at Appendix 1). In this, the Chairman of the Panel considers all complaints initially, supported by the Monitoring Officer for the Panel (the Monitoring Officer for Worcestershire County Council, which is the host authority).
5. The process is for complaints about *conduct*, not about policies which the PCC pursues. A separate procedure exists for complaints about police operational matters.
6. The Chairman of the Panel may refer a complaint for consideration by a Sub-Committee of three members of the PCP appointed by him. The Sub-Committee considers whether to take any action in respect of the complaint or to deal with it by informal resolution. The Chairman or Sub-Committee may refer a complaint to the full Police and Crime Panel to deal with.
7. During 2018-19 4 complaints were recorded concerning the conduct of the PCC. 2 of these were referred to the IOPC and both were returned to the PCP as they did not merit investigation by the IOPC. No further action was taken on either of these complaints by the PCP. One of the remaining 2 complaints was withdrawn and the regulations for complaints were disappplied for the fourth complaint as it was repetitious.
8. No complaints were referred to the Sub-Committee.
9. 7 further purported complaints were received but were not recorded as the content did not meet the requirements of the Regulations.

Supporting Information

Appendix 1: Complaints process for the West Mercia Police and Crime Panel agreed December 2013

Specific Contact Points for this Report

Sheena Jones, Democratic, Governance and Scrutiny Manager
Tel: 01905 844871
Email: sjones19@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) there are no background papers relating to the subject matter of this report.

All agendas and minutes are available on the Council's website [here](#)

Details of the complaints process are provided for the public on the webpage http://www.worcestershire.gov.uk/info/20078/community_safety/861/police_and_crime_commissioners

COMPLAINTS ABOUT THE CONDUCT OF THE WEST MERCIA POLICE AND CRIME COMMISSIONER AND HIS DEPUTY

1. Introduction

This procedure sets out how the West Mercia Police and Crime Panel (WMPCP) will deal with complaints about the conduct of the Police and Crime Commissioner (PCC) and his Deputy (DPCC).

2. Please note that this procedure is for complaints about conduct, not about the Policies the PCC pursues. Complaints about the Chief Constable or police operational matters are not dealt with under this procedure – follow this link www.westmercia.police.uk/contact-us/making-a-complaint.html.

3. Criminal offences

If there is an indication that the PCC/DPCC may have committed a criminal offence, or the conduct complained of appears to involve a criminal offence, the complaint must be passed to the Independent Office for Police Conduct (IOPC). It is open to the IOPC to subsequently refer the matter back for the Panel to deal with.

4. Making a complaint

All complaints about the conduct of PCC/DPCC must be made to Simon Mallinson, Head of Legal and Democratic Services, Worcestershire County Council (WCC) acting for the West Mercia Police and Crime Panel by email SMallinson@worcestershire.gov.uk or by letter to Legal & Democratic Services, County Hall, Spetchley Road, Worcester, WR5 2NP.

5. Complaints about the conduct of the PCC and/or the DPCC will be recorded and classified as necessary for the purposes of the relevant Regulations and outcomes reported to the WMPCP.

6. Filtering Process

A copy of the record of the complaint will be supplied to the PCC or DPCC complained about as well as the complainant. The identity of the complainant may be anonymised before such supply but only for good reason, or a copy of the record may not be provided if it might prejudice any criminal investigation or pending proceedings or otherwise contrary to the public interest.

7. The complaint will be initially considered by the Chairman of the WMPCP, in consultation with the Monitoring Officer from WCC as appropriate. Where it is considered that a complaint requires further information or detail to be properly considered, the complainant will be asked to provide additional detail before the complaint is progressed.
8. The complaint will not be recorded or dealt with if the matter has been or is currently been dealt with through criminal proceedings or if the complaint is withdrawn.

9. If the Chairman considers that a recorded complaint is one in respect of which no action should be taken, or falls within the circumstances below, then the complaint may be handled in whatever way the Chairman considers appropriate.
10. The circumstances are that the complaint is:
- By a member of the office holder staff arising from his/her work;
 - More than 12 months have elapsed since the incident and there is no reason for the delay, or injustice will be caused by it;
 - The matter is already the subject of a complaint;
 - Is anonymous;
 - Is vexatious, oppressive or otherwise an abuse of procedures or a repetitious complaint.
11. **Resolution**
The Chairman of the WMPCP may refer the complaint for consideration by a Sub-Panel of three members of the WMPCP appointed by the Chairman. This referral to the sub-panel may be either to consider whether to take any action in respect of the complaint or to deal with the complaint by way of informal resolution.
12. The regulations do not allow a formal investigation of the complaint but the PCC/DPCC may be asked to provide documents in relation to the complaints and/or to attend a meeting to answer questions or give evidence. The sub-panel will seek to resolve the complaint through the procedure it considers most appropriate for the circumstances. This may include a face to face meeting between the complainant and the PCC/DPCC mediated as appropriate or further explanatory communication between the complaints and the PCC/DPCC, and may culminate with an apology from the PCC/DPCC if they wish to provide one.
13. Please note that the WMPCP (and those acting on its behalf) have no powers to make formal findings or apply formal sanctions. It may, however, provide its opinion on the conduct of the relevant officeholder having looked into the issue and heard the account of the officeholder.
14. Where a recorded complaint has been resolved informally, a record of the outcome shall be made and a copy that record sent to the complainant and the PCC/DPCC in question. The record will not be published unless the complainant and the PCC/DPCC has been given the opportunity to make any representations, the Chairman has considered any such representations and is of the opinion that publication is in the public interest.
15. A complaint can be withdrawn or discontinued by the complainant.
16. It is open to the Chairman or sub-panel to refer the complaint to the full WMPCP for consideration.
17. This procedure is subject to review and any requirement in legislation or regulations.

SPM