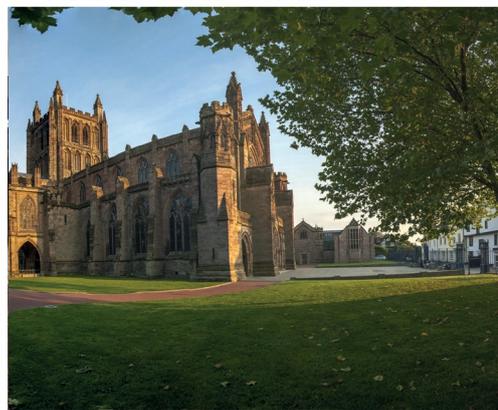
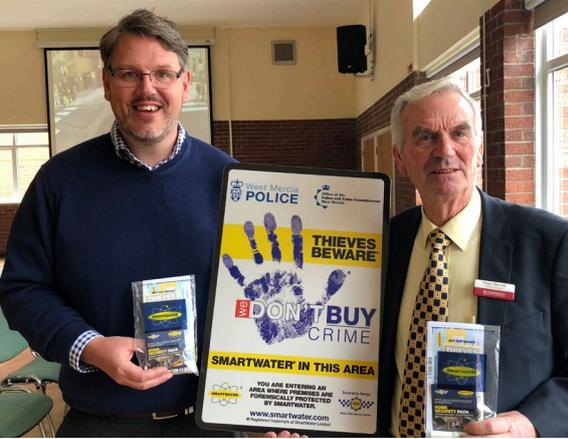




# John Campion Police and Crime Commissioner West Mercia



# Annual Report 2018-2019

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# Foreword

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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

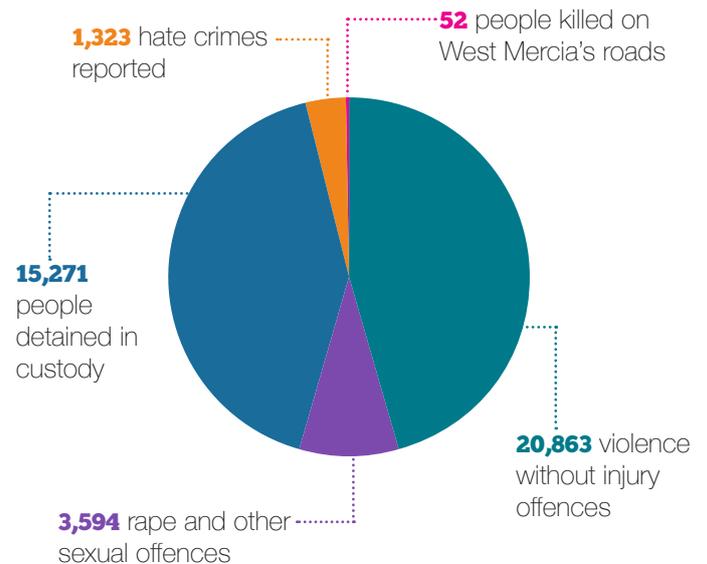
-  35,000 referrals to support services
- 4** Just 4 complaints recorded from those 35,000 referrals
- RJ** 61 restorative justice cases were completed with positive outcomes for the victims.
- +** Over 97% of service users left West Mercia Women's Aid with a positive outcome
-  77.8% of victims were 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.

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**“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.

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## 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.



Victims' Commissioner Baroness Newlove meeting PCC John Campion

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.

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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

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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.

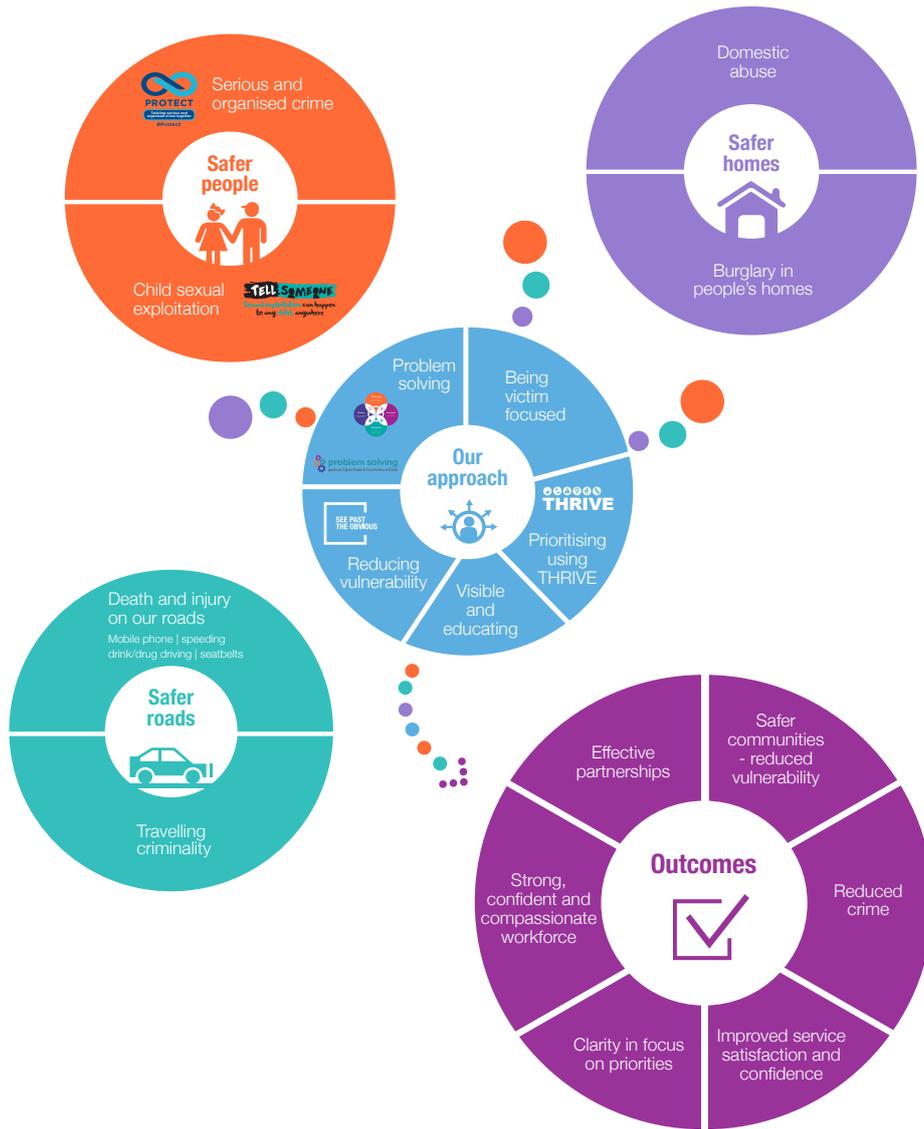
## Tackling crime and reducing harm

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.

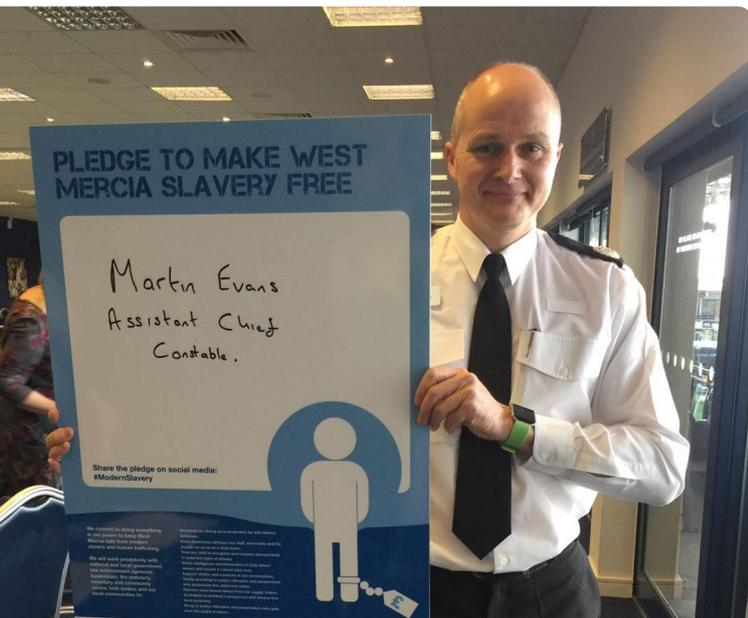


Home Secretary Sajid Javid joins the PCC and local residents for the relaunch of Neighbourhood Watch

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

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## 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.**

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**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.

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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

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## 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

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## 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.

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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.

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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

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## 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

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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

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## 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

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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
<b>Total net underspend in 2018/19 (% of total policing budget)</b>	<b>4.598 (2.158%)</b>

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.

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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

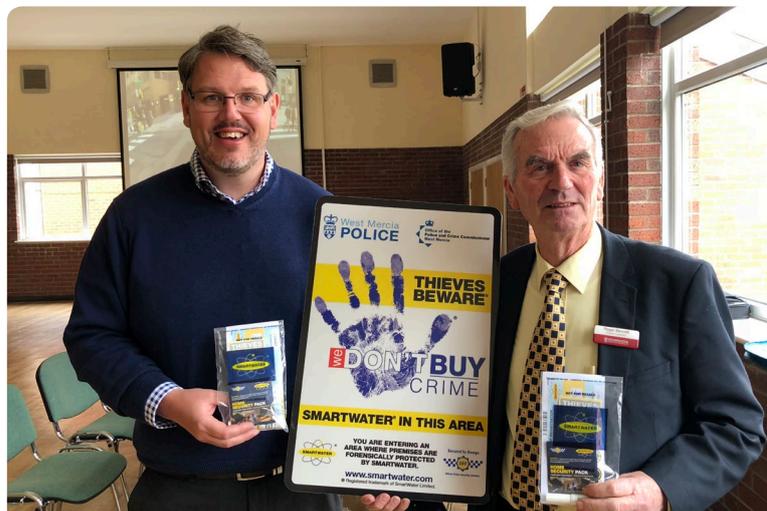
... small localised projects, meeting the objectives of the West Mercia plan whilst adding value to communities. Initial decision making for this fund is the responsibility of local policing area commanders.

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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