

# Agenda

## West Mercia Police and Crime Panel

Wednesday, 6 July 2016, 1.30 pm  
County Hall, Worcester

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

### **Wednesday, 6 July 2016, 1.30 pm, Worcestershire County Council**

#### **Membership:**

Cllr Brian Wilcox (Chairman)	Herefordshire Council
Mrs Helen Barker	Independent Co-opted Member
Cllr Sebastian Bowen	Herefordshire Council
Cllr Roger Evans	Shropshire County Council
Mr P Grove	Malvern Hills District Council
Ian Hardiman	Wyre Forest District Council
Cllr Paul Middlebrough	Wychavon District Council
Mr A P Miller (Vice Chairman)	Worcestershire County Council
Cllr Stephen Reynolds	Telford & Wrekin Council
Cllr Hilda Rhodes	Telford & Wrekin Council
Mr A C Roberts	Worcester City Council
Cllr Keith Roberts	Shropshire Council
Cllr Margaret Sherrey	Bromsgrove District Council
Cllr Yvonne Smith	Redditch Borough Council
Kevin Turley	Shropshire County Council
Colonel Tony Ward OBE	Independent Co-opted Member
Cllr Michael Wood	Shropshire Council

## **Agenda**

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2	<b>Named Substitutes</b>	
3	<b>Apologies and Declarations of Interest</b>	
4	<b>Public Participation</b> Members of the public wishing to take part (asking a question or making a statement) should notify the Head of Legal and Democratic Services in writing or by email indicating both the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case Tuesday 5 <sup>th</sup> July 2016). Enquiries can be made through the telephone number / email address listed below.	
5	<b>Confirmation of the Minutes of the previous meeting</b> To confirm the Minutes of the Panel meeting held on 2 February 2016.	1 - 10

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

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9	<b>Appointment of Chief Constable</b> This will be a verbal update.	
10	<b>Tenure of Independent Lay-Members</b> This will be a verbal update.	
11	<b>Fire &amp; Rescue Proposals</b> This will be a verbal update.	
12	<b>Performance Update</b>	57 - 102
13	<b>Police and Crime Plan (Draft)</b> The report for this item will follow.	
14	<b>Annual Report 2015-16</b>	103 - 136
15	<b>Dates of Future Meetings</b> <ul style="list-style-type: none"> <li>• Confirmation Hearing for new Chief Constable (date to be agreed)</li> <li>• 5 October 2016</li> <li>• 7 December 2016</li> </ul>	

## 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**

### **Tuesday, 2 February 2016,**

#### **Minutes**

#### **Present:**

Cllr Brian Wilcox (Chairman), Mrs Helen Barker, Cllr Charlotte Barnes, Cllr Sebastian Bowen, Cllr Sally Chambers, Mr P Grove, Cllr Paul Middlebrough, Mr A P Miller (Vice Chairman), Cllr Stephen Reynolds, Cllr Hilda Rhodes, Mr A C Roberts, Cllr Margaret Sherrey, Cllr Yvonne Smith and Colonel Tony Ward OBE

#### **Also attended:**

Bill Longmore, Barrie Sheldon, David Shaw, Andy Champness, Elizabeth Hall, Rob Phillips, Jodie Townsend, Timothy Rice and Kate Griffiths

#### **144 Apologies and Substitutions**

Apologies had been received from Pauline Dee, Keith Reynolds and Michael Wood.

The Chairman welcomed Jodie Townsend who was the Interim Democratic Services and Governance Manager at Worcestershire County Council.

#### **145 Declarations of Interest**

Declarations of Interest were declared by Phil Grove who was in receipt of a West Mercia Police pension. He had sought legal advice and had been assured that he was able to remain in the room for the discussion and vote regarding the budget.

Sally Chambers declared a DPI as her brother would be standing as a candidate for Police and Crime Commissioner.

Tony Ward was a member of the Trust, Integrity and Ethics Committee and Helen Barker was a member of the Youth Support Service.

#### **146 Public Participation**

None

#### **147 Confirmation of the Minutes of the previous meeting**

A query was made as to why some members were listed as Mr while most were called Councillor. It was explained that County Councillors were traditionally called Mr rather than Councillor.

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

**148**      **Consideration  
of the Proposed  
Precept**

Elizabeth Hall gave a presentation regarding the 2016/17 budget, Capital Programme and Medium Term Financial Plan.

The achievements and financial position of the last four years were outlined and it was explained that the current grant settlement was for one year only with a further Formula Funding Review to occur in 2016/17 which was likely to mean increased top-slicing in 2017/18.

During 2016/17:

- financial pressures were present due to the 1% pay award, an increase in NI and cost increases connected to employment benefits,
- new investment would be made in recruitment and training,
- £31.8 million of Capital investment would occur across the Alliance,
- £9.1million of reserves would be required - £4.7m to support the budget and £4.4m for Rural, Business and Cyber Crime,
- Savings of £6.5m were already in place,
- An increase of 1.99% in the precept would raise £1.5m for West Mercia.

2017/18 and beyond – The Medium Term Financial Plan:

- The Alliance had a savings target of £8.726m
- The total capital programme for the Alliance was £87.585m, which included using £19.5m of reserves
- West Mercia reserves would have an opening balance of £57.503m and a closing balance of £27.563.

During the consultation on the proposed precept 317 responses were received. 57% said yes, 40% no, with 3% unclear. This was a small number of respondents but it was highlighted that even the people who said no appreciated the work of the front line police.

Paul Middlebrough had Chaired the Task and Finish Group which looked at the proposed budget. He thanked the two other members of the group as well as Adrian Blackshaw from the Police Audit Committee and Mark Sanders from the County Council's finance department for assisting them.

It was pointed out that it was a strange settlement as a large reduction had been expected and then at the last moment that did not happen. The Police Minister, supported by the Home Secretary had stated that for

2016/17 "direct resource funding for each PCC, including precept will be protected at flat cash levels, assuming that precept income is increased to the maximum amount available. This means no PCC will face a reduction in cash funding next year compared to this year, and the majority will see marginal increases in funding".

As the settlement was only for one year a change was likely for the following year and this budget looked for flexibility for the new PCC with strong reserves and investment in revenue expenditure. It was recognised that efficiencies needed to be made and certain areas of expenditure were outside the control of West Mercia such as the nationally negotiated police pay. The Panel's Precept task and finish group had considered what the impact would be if the precept was not increased by 1.99%.

Cllr Middlebrough also pointed out that the police grant per head of population in West Mercia was £104 per person while West Midlands got £156.

During the discussion the following main points were made:

- The number of respondents to the consultation may be too small to be statistically relevant,
- A Panel Member felt that as the reserves were 3 times greater than they needed to be and with the grant reduction being £630,000 it was a bit much to ask for £1.5 million increase from tax payers. They hoped the rationale for increasing the precept was not just because the Home Secretary said they could. They were reassured that that was not the case – there were a large number of unknowns and the present position would not be sustainable without further funding and savings. The reserves would be used to meet future top slicing and to invest in ICT and the estate without having to borrow. They also acknowledged that there was public concern for public safety and maintaining police numbers,
- Councillor Middlebrough assured the Panel that the Task and Finish Group had looked at the capital investment and felt that it would help the alliance with Warwickshire. They had also had discussions on whether it was better to borrow or use reserves. They felt the proposal would leave as much flexibility as possible for the new PCC,
- The PCC told the Panel that he challenged his staff to convince him that a rise was the right thing to do, which they had,
- A panel member wanted reassurance that the

large investment on new IT systems would be worthwhile and successful. Andy Champness (Chief Executive of the Office of the Police and Crime Commissioner) agreed there was significant investment in IT but it was necessary and all the systems had been tried and tested elsewhere. New hardware was needed as well as new software.

- The panel were reassured that the new ESN radio system was a national system which was being brought in for all the emergency services and it would work with the new IT system,
- It was clarified that the Bear Scotland agreement meant that holiday and sickness pay had to take bonus' and overtime into account,
- The potential of raising income from providing training for other services had been considered but there was not the capacity to offer training to other services at present,
- When asked 'what will the 1.99% pay for?', the PCC replied that West Mercia were the top force for increasing staff numbers in the last 12 months. 1.99% would protect the front line and pay to keep 40 officers,
- A Panel member was concerned that the budget was not self-sustaining in the long term and wondered whether further Alliances were being considered. The PCC responded that they were continually looking for ways to work more efficiently with neighbouring authorities but a further alliance was not imminent. The Chief Constable pointed out that collaboration with other bodies and blue light services were moving ahead and also working with Local Authorities for example with Worcestershire County Council with the Place Partnership,

Paul Middlebrough proposed that the increase should be supported by the Panel and was seconded by Sebastian Bowen. He also hoped the panel would support the incoming PCC and Chief Constable in any negotiations to get fairer funding for West Mercia.

The proposal was put to the vote:

In favour – 11

Against – 2

Abstain – 1

**RESOLVED that the Police and Crime Panel accept the precept proposed by the Police and Crime Commissioner and issue a report to that effect.**



Andy Champness explained that the latest quarterly figures were presented in the report in the agenda. Since the report had been written an update from the Crime Survey for England and Wales stated confidence in the police in West Mercia had increased to 79% - the average for England and Wales was 77%.

- The panel queried why the summary stated there was 'no significant change' in areas such as sexual offences and business and rural crime when the graphs suggested these had increased. It was explained that the summary showed there was no significant change to the trend, which was increasing,
- There was concern that there were no figures to support the statement that there had been 'no change' to the number of crimes. The Office of the PCC noted that it was a helpful observation and they would alter the report for the next meeting. The Chief Constable stated that they were aware that 'no change' does not mean that everything was ok and work was still needed in those areas,
- The Chief Constable clarified a query regarding response times – new resources had been moved to Leominster but it had been recognised that too many had been moved and as a result some had been moved back to Tenbury. He also stated that there was more to response times than time and the way the call was dealt with and followed up was also important,
- The Chairman summarised that it would be helpful to have the performance report presented in a different way – perhaps with a traffic light system. Members were asked to feed any further changes to Jodie Townsend. Andy Champness replied that the new PCC would have a new plan so that would be a good time to consider the presentation of the figures,
- Traditionally sexual offences had been under reported so an increase in the number of crimes being reported was a good thing and showed the police were increasingly empathetic,
- There were queries that the figures showed that burglaries had increased while at the same time it was generally believed they were decreasing. The Chief Constable clarified that burglaries were increasing across the country and if Councillors wanted more specific information regarding their areas they could speak to their local police

		<p>Commander,</p> <ul style="list-style-type: none"> <li>• The Chief Constable explained that the increase in crime numbers had been caused partly because of a new way of reporting crime – that it was recorded when it was reported regardless of whether the evidence supported the claim; and also historical crimes being reported due to the effect of high profile cases. This was now settling down and reports were close to a steady state,</li> <li>• A panel member asked if the numbers of hate crimes could be broken down by age and location and how they were reported. The Deputy PCC explained that a commissioning exercise was being carried out with community safety partnerships and projects were being undertaken with different groups. Also the police were visiting all village halls within West Mercia so would be more available in rural areas,</li> <li>• It was pointed out that the increase in numbers of rape and sexual attacks being reported was very scary for members of the public and the PCCs office was asked to break down the figures per capita, as this would be more meaningful locally.</li> </ul> <p><b>RESOLVED that the Police and Crime Panel noted the Performance report for October to December 2015 and requested that a new approach be developed in regards to how performance information was reported to the Panel by the PCC.</b></p>
150	<b>Police and Crime Plan</b>	<p>The Chairman explained that the Task and Finish Group which had been set up to consider the Police and Crime Plan had not managed to meet and Cllr Wood who was due to be Chairman of the Group needed to stand down from that position. It was therefore suggested that this item be postponed until the next meeting and discussions could take place with the new PCC about how the new plan would be scrutinised.</p> <p><b>RESOLVED that the Police and Crime Panel postpone the discussion regarding its role in relation to the Police and Crime Plan, until the meeting on 6 July 2016.</b></p>
151	<b>Consultation on Proposal for Police and Crime Commissioners</b>	<p>The Government had launched a consultation regarding the complaints process for Police and Crime Panels seeking to resolve complaints made against a Police and Crime Commissioner.</p> <p>The Chairman suggested that the Ombudsman system was used in other areas such as for Local Government</p>

## Complaints

and he considered that the same system could be used for complaints against a PCC.

A comment was made that although this was a reasonable suggestion, it could become expensive to a Police and Crime Panel if they had to deal with lengthy investigations or even judicial reviews. In such cases members would have to ask individual authorities for funding. If the Government wished to pass the liability to Police and Crime Panels then they should underwrite the funding.

**RESOLVED that the Police and Crime Panel's response to the Consultation should be to suggest that the Ombudsman system be extended to cover the PCC as long as it were properly resourced by Government.**

## 152 PCC End of Term Report

The Police and Crime Commissioner presented his End of Term Report. He and his Deputy had had a vision for policing and they had slowly managed to bring about change. They recognised that they needed to either expand or reduce demand for police services and a major part of this process was successfully working with partners. He hoped that the new PCC would be able to continue with that work.

The aim to achieve safer, happier communities had been difficult in a time of decreasing resources but West Mercia was one of the safest places in the country with efficient and effective services. There were now 74 more officers and training was continuous.

He was a strong believer in youth activities and encouraging people to take an active part in their communities. He felt prevention should be a priority and had given the Divisional Commanders £30,000 towards prevention projects. This had resulted in less demand on police and probation services. He also invested in Integrated Offender management which kept an eye on offenders when they were released from prison.

He felt he had created a good way forward and hoped the new PCC would be able to continue the good work.

The Chairman thanked the PCC for his report. He felt that 'Community' had been a strong message from the PCC and appreciated that he had travelled around the whole area, along with help from the Deputy PCC.

The Vice Chairman mentioned that he had attended an awards evening which was held at Hindlip which

**153      Towards 2020 -  
Building an  
Alliance for the  
Future**

recognised the work the PCC had done with communities and he appreciated that awards were presented to members of the public and not just police.

**RESOLVED that the Police and Crime Panel thank the Police and Crime Commissioner for his report and passed on their best wishes.**

The Chief Constable David Shaw gave a presentation regarding the future of the Alliance. He explained that he was proud of being part of West Mercia and he wanted to provide a vision for the future that provided even better protection for local people.

This plan was similar to the one that would have been presented in December but now they knew they had greater resources than expected. Their mission continued to be protecting people from harm with a growing emphasis around prevention. This model needed a more responsive model of policing which involved working with partners.

One of the main strengths in West Mercia was that it was based on strong local policing and the police worked well with Leaders, Councillors and Officers of Local Authorities. They would put in place the most effective policing for each of the local communities and would work to put officers where they were needed most. If necessary they would refer people to partner organisations and make use of volunteers and special constables.

It was recognised that the staff were the cornerstone of the organisation and they needed to be equipped with the latest technology and training. They would work hard to integrate services and information and work towards shared outcomes with partners. Investment was important to make the necessary transformation for current and future generations.

Transformational change was necessary and the way they worked would be revisited, challenged and re-designed. The market would be engaged and a transformation partner would be appointed to design and deliver the transformation. West Midlands had already gone through that process but West Mercia needed its own model. This transformation would continue once the new PCC had been appointed.

The Panel recognised that that this was an important presentation and it was suggested that there be a seminar session before the next meeting. The Chairman

**154      Dates of Future meetings**

agreed that they needed to wait for the new PCC, to see how the plan would be enacted.

**RESOLVED that the Chief Constable be thanked for his presentation and the Chairman, Andy Champness and the Chief Constable would consider how best to arrange further training.**

The Chairman noted that the next meeting would be held on Wednesday 6 July 2016 at County Hall, Worcester.

Future meetings

- Wednesday 5 October 2016
- Wednesday 7 December 2016
- Wednesday 8 February 2017

The meeting ended at 4.06pm

Chairman .....

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### POLICE AND CRIME PANEL 06 JULY 2016

### THE POLICE AND CRIME COMMISSIONER

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#### **Purpose**

- 1.1 The purpose of this agenda item is to provide members of the Police and Crime Panel with an opportunity to hear from the new Police and Crime Commissioner for West Mercia, and to put any relevant questions to him.
- 1.2 The Police and Crime Commissioner will have the opportunity to set out the aims and objectives of his term of office to the Police and Crime Panel, discuss any issues that arise and answer any relevant questions put to him by Panel members.

#### **Recommendation**

1. That the Police and Crime Panel invite the Police and Crime Commissioner to address the Panel, setting out the aims and objectives of his term of office; and
2. That the Police and Crime Panel puts relevant questions to the Police and Crime Commissioner

#### **Background**

- 3.1 On May 5<sup>th</sup> 2016 electors went to the polls to select a new Police and Crime Commissioner for West Mercia. John Campion was duly elected as the new Police and Crime Commissioner for West Mercia, replacing Bill Longmore.

#### **Report**

- 4.1 The Police and Crime Commissioner has been invited to attend the Police and Crime Panel meeting on the 6<sup>th</sup> July 2016 to introduce himself to the Panel Members and set out the aims and objectives he hopes to deliver whilst serving as the Police and Crime Commissioner.
- 4.2 Police and Crime Panel Members will have an opportunity to put relevant questions to the Police and Crime Commissioner during this item.

#### **Contact Points**

##### County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

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

Specific Contact Points for this report

Jodie Townsend, Democratic, Governance and Scrutiny Manager

Tel: 01905 728673

Email: JTownsend1@worcestershire.gov.uk

**Supporting Information**

- None provided





### REPORT OF THE CHIEF EXECUTIVE OFFICER

### WEST MERCIA POLICE AND CRIME PANEL

## CONFIRMATION OF THE DEPUTY POLICE AND CRIME COMMISSIONER

### 1. Executive Summary

The purpose of this report is to enable members of the Police and Crime Panel (PCP) to consider the Police and Crime Commissioner's (PCC) proposed appointment of a Deputy Police and Crime Commissioner (DPCC).

In doing so, the panel must satisfy itself that the preferred candidate selected by the PCC has the competence to undertake the role.

The report provides an overview of the appointment process that was undertaken during June 2016 to select the preferred candidate, and of the reasons for her nomination as the proposed DPCC.

### 2. Introduction and Background

By virtue of s18 of the Police Reform and Social Responsibility Act 2011 (the Act) the Police and Crime Commissioner for West Mercia may appoint a person to be the Deputy Police and Crime Commissioner for the West Mercia area.

Under the Act the PCC must notify the PCP of the preferred candidate for appointment as DPCC. Schedule 1 of the Act states that the PCC must provide the following information:

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

Provided for the PCP's consideration are:

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

### 3. Recruitment process

#### 3.1 Advertisement, Role Profile and Person Specification

The Advertisement for the role of DPCC was launched via the Police and Crime Commissioner's Website and circulated through local radio and press on the 13<sup>th</sup> May 2016.

A detailed job description and person specification was made available as part of an information pack on the Police and Crime Commissioner's website (**Appendix A**). Prospective applicants were asked to submit a covering letter and CV addressing the job description and person specification by 27<sup>th</sup> May 2016

### 3.3 Shortlisting

Twenty applications were received and reviewed by Andy Champness, Chief Executive of West Mercia OPCC, and the Commissioner. Six applicants were put forward as suitable for the independent panel interview.

### 3.4 Selection Process

The selection process used had two stages. The first stage was an assessed presentation and competitive interview by a panel independent of the Police and Crime Commissioner. The Chief Executive drafted the interview questions which were approved for use by the interview panel. The interviews took place at Hindlip Hall, Worcester, on 7<sup>th</sup> June 2016. Each interview lasted up to one hour.

The initial interview panel consisted of:

- Stuart West, Shropshire Councillor and Chair of the Shropshire and Telford Fire and Rescue Authority
- Lorraine Preece, Chief Executive of YSS
- Tony Ward, Independent member of the Police and Crime Panel and the Alliance Trust, Integrity and Ethics Committee

Andy Champness, Chief Executive, provided support to the panel.

The Police and Crime Commissioner observed the interviews but took no part in them or in the assessment and development of recommendations that followed from these interviews.

This independent panel assessed each of the shortlisted candidates against the criteria, and were asked to recommend 2 or at most 3 for consideration by the Police and Crime Commissioner. They were asked to recommend only candidates they considered capable of undertaking the role.

Based in the information and experience of the individuals demonstrated at this stage of the process they stated they would recommended any one of 3 of the candidates as DPCC. They considered there had been a good standard of applicants and candidates shortlisted for this stage in the process.

The 3 candidates selected by the independent panel were then interviewed by the Police and Crime Commissioner on the 22<sup>nd</sup> June 2016. The Chief Executive provided support to those interviews.

### 3.5 Criteria used for selection:

Each candidate was asked a set of agreed questions. The questions asked probed the candidates' experience, attitude and capabilities in the areas set out in the Job Profile and Person Specification.

The questions asked of the candidates at both stages are attached at **Appendix B**. Each question was scored and a total score for each candidate was reached.

The candidates recommended for consideration by the Police and Crime Commissioner achieved the highest scores.

Following the final stage interview, all three recommended candidates were considered by the Police and Crime Commissioner to be appointable and capable. Each of them brought

different strengths. The candidate proposed by the Police and Crime Commissioner for confirmation by the Panel was considered to be the best fit with the Commissioner himself and with his staff.

### **3.7 Preferred Candidate – Mrs Tracey Onslow**

The Preferred candidate has been recommended as appointable as a Deputy Police and Crime Commissioner by the independent panel, and assessed as having the best fit with the Police and Crime Commissioner and his Office. Her CV is attached at **Appendix C**.

### **3.8 Terms and Conditions of appointment**

The appointment will commence on 6<sup>th</sup> July 2016 subject to confirmation by the PCP. She will be required to sign the Official Secrets Act and agree to the Police and Crime Commissioner's Code of Conduct.

The terms and conditions of the post are set out at **Appendix D**.

## **4. Recommendation**

It is recommended that the PCP considers the PCC's preferred candidate Mrs Tracey Onslow for the role of Deputy Police and Crime Commissioner.

## **Appendix A**

### **Applicant Information for the role of Deputy Police and Crime Commissioner**

## Contents

1. Welcome
2. About West Mercia and West Mercia Police
3. The role of West Mercia Police and Crime Commissioner
4. Strategic priorities
5. Appointment and selection process

**Closing date for applications:**      noon on 27<sup>th</sup> May 2016

**Applications should be emailed to** [opcc@westmercia.pnn.police.uk](mailto:opcc@westmercia.pnn.police.uk)

## **West Mercia Police and Crime Commissioner**

Dear Applicant

### **Welcome**

Thank you for your interest in West Mercia. I am seeking experienced and motivated people to represent the needs of the people of West Mercia. Applicants should have a strong local connection with the area they wish to represent, and a track record of standing up for their community.

I have been elected to ensure that the people of West Mercia are served by an efficient and effective police force. The world of policing is dynamic and demanding, and West Mercia is a large, diverse and complex policing area. I welcome applications from anyone with a genuine interest in working to make sure our communities' views and priorities are at the heart of policing.

To assist you in completing your application I have provided background information about my office and West Mercia Police. However please do contact me on 01905 331656 should you wish to discuss the post further.

Yours sincerely,

John Campion  
West Mercia Police and Crime Commissioner

## 2. About West Mercia and West Mercia Police

### About the area



The Police and Crime Commissioner for West Mercia represents the people of the three unitary local authorities of Herefordshire, Shropshire and Telford & Wrekin as well as the two tier county of Worcestershire with its six district/borough councils. In total this is an area of some 2,868 square miles.

According to the 2011 census West Mercia has a population of just over 1.2 million people<sup>1</sup>, an increase of approximately 5.5% from the 2001 census. Telford and Wrekin has the largest percentage of people aged under 18. Here 0-17 year olds make up 23.4% of the population. Herefordshire has the smallest proportion of under 18's, but the highest proportion (21.3%) of those aged 65+ when compared with the other 3 county / unitary areas.

The ethnicity of West Mercia's population is predominantly 'White British'. The 2011 census shows that the largest ethnic group is 'Other White', comprising 3.9% of the population in Herefordshire, 2% in Shropshire, 2.7% in Telford and Wrekin and 2.6% in Worcestershire.<sup>2</sup>

Local Authority Area	Total Population	% BME Population
Herefordshire	183,477	6.3%
Shropshire	306,129	4.6%
Telford & Wrekin	166,641	10.5%
Worcestershire	566,169	7.6%

West Mercia is predominantly rural, with parts of Herefordshire and Shropshire amongst the least densely populated areas in the country. Herefordshire's population density per hectare being 0.8, compared to an England and Wales average of 3.73. West Mercia also has five large urban areas, namely Hereford, Redditch, Shrewsbury, Telford and Worcester. Worcester is the most densely populated area with 29.7 people per hectare<sup>3</sup>.

West Mercia has pockets of deprivation, most notably around the main towns. Large parts of the area, particularly the sparsely populated areas in Shropshire, Herefordshire and South Worcestershire experience rural deprivation with limited physical access to services such as shops and GP surgeries.

Data from the Inter Department Business Register shows that at March 2012 there were 49,755 business enterprises registered for VAT and PAYE purposes across West Mercia<sup>4</sup>. In Herefordshire and Shropshire 'agriculture, forestry and fishing' are the largest business sector, whereas 'professional, scientific and technical' is the largest business sector in Worcestershire.<sup>4</sup>

<sup>1</sup> OFFICE for NATIONAL STATISTICS, 2011 Census: *KS102EW Age structure, local authorities in England and Wales*, Dec 12

<sup>2</sup> ONS, 2011 Census: *Ethnic Group, local authorities in England and Wales*, Dec 12

<sup>3</sup> ONS, 2011 Census: *Usual Resident Population, local authorities in England and Wales*, Dec 12

<sup>4</sup> ONS, *UK Business Activity, Size and Location – 2012*, Oct 2012

## Policing West Mercia

West Mercia Police cover the 4th largest policing area in England and Wales. The Force area has been split into 5 policing areas which are aligned with the local authority boundaries of Herefordshire, Shropshire, Telford & Wrekin and Worcestershire (north and south) to aid partnership working and ensure priorities are dealt with locally.

### West Mercia Police and Warwickshire Police Alliance

By working together, streamlining processes and reducing duplication in service provision, both forces are able to deliver high quality, value for money policing within the available resources. We are better able to protect officer and staff numbers and thereby maximise the protection that the public receive, with a focus on maintaining frontline policing services. For example, significant savings are possible in terms of the provision of Information Communications and Technology (ICT), buildings and vehicles by the economies of scale possible across the two organisations. The communities of both forces benefit from greater resilience as well as the combined skills, experience and cultures that the people of the two forces can bring.

### How is the Alliance delivered?

Policing is delivered across seven geographical areas, each led by a local Superintendent responsible for local policing - including Safer Neighbourhood Teams, response teams, local investigation and harm reduction. Both Warwickshire and West Mercia are led by a Chief Constable and a Deputy Chief Constable and retain their own identities. Two Assistant Chief Constables (Local Policing and Protective Services) and two Directors (Finance and Enabling Services) are responsible for the delivery of policing services across both force areas.

The Alliance enables both forces to maximise protection delivered to communities by building resilience within local policing and protective services directorates. Support services are streamlined to enable effective policing, and the number of management and supervisory posts have been reduced to further enhance the effectiveness and resilience of frontline policing services.

In 2015/16 the Alliance had a combined workforce of 5,266 officers and staff, to deliver protection across West Mercia and Warwickshire, further supported by Special Constables and other volunteers.

### Personnel

The Table below shows the number of budgeted posts for West Mercia Police as at April 2016. Please note the actual deployment of officers throughout the Alliance area will follow demand and at any specific moment some Warwickshire officers may provide services in West Mercia and vice versa. Actual numbers will also be affected by absence, reallocation of roles, retirements and recruitment. Future numbers may be subject to adjustment in future budget planning periods as Government grants and public spending policies evolve.

	April 2016
Police officers	1948
Police staff	1456
PCSOs	235

Note: all figures are rounded



### 3. The Role of West Mercia Police and Crime Commissioner

There are 41 Police and Crime Commissioners in England and Wales covering each of the 41 forces outside of London. The governance of the Metropolitan Police Service is a duty of the Mayor of London and the City of London Corporation governs the City of London Police. Together with the Home Secretary and chief police officers, PCCs are responsible for the management of policing in England and Wales.

West Mercia Police and Crime Commissioner is the local governing body for policing in West Mercia. The Commissioner has an over-arching duty to secure an effective and efficient police force. The Commissioner has a number of statutory roles, which include:

- representing all those who live and work in the communities in their force area and identifying their policing needs
- setting priorities that meet those needs by agreeing a police and crime plan
- holding the Chief Constable to account for achieving the Commissioner's priorities as efficiently and effectively as possible
- setting the force budget and setting the precept
- hiring and, if necessary, dismissing the Chief Constable

To fulfil these roles, the Commissioner has a range of powers and responsibilities. The Commissioner:

- must produce a Police and Crime Plan
- must set the policing "precept", which is the part of local council tax that goes to policing
- appoints and, if necessary, dismisses the Chief Constable
- issuing Grants
- has oversight of how complaints against the police are managed
- must keep under review opportunities for collaboration
- has duties relating to national criminal threats, safeguarding of children, and consulting the public
- has a role in ensuring the effectiveness of the wider criminal justice system

The Commissioner is supported in their work by an executive team. In West Mercia, this is headed by the Chief Executive and Monitoring Officer, Andy Champness. The Commissioner's Treasurer is Liz Hall, with other team members enabling policy, commissioning, communications and administration.

The Commissioner is supported and scrutinised by a separate Police and Crime Panel. The Panel is made up of councillors from across West Mercia and two independent members. The Panel is set up under the provisions of the Police Reform and Social Responsibility Act 2011.

Further information on the work of the Commissioner and the statutory framework in which the Commissioner works can be found on the Commissioner's website

[www.westmercia-pcc.gov.uk](http://www.westmercia-pcc.gov.uk)

Information on West Mercia Police can be found at [www.westmercia.police.uk](http://www.westmercia.police.uk)

## 4. Strategic priorities

Under section 5 of the Police Reform and Social Responsibility Act 2011 the Commissioner is required to issue a police and crime plan (the Plan) within the financial year in which the election is held i.e. 31 March 2017. The Plan is required to cover the:

- Commissioner's police and crime objectives
- policing which the Chief Constable is to provide
- financial and other resources which the Commissioner will provide to the Chief Constable
- means by which the Chief Constable will report to the Commissioner on the provision of policing
- means by which the Chief Constable's performance will be measured
- crime and disorder reduction grants which the Commissioner is to make and the conditions to which such grants are to be made

The Plan is required to cover the term of office of the Commissioner, although it is possible to vary the Plan during this period. The Police and Crime Panel is required to review the draft Plan and to make a report or recommendations having conducted its review. The Commissioner must have regard to any report or recommendations and provide and publish his response to the Panel's report.

The Plan will reflect my election promises, which are set out again here.

### **Together we can secure a safer West Mercia**

As West Mercia Police and Crime Commissioner I will work tirelessly to represent the hopes, aspirations and values of all the communities of our diverse force area. The force area has many different communities being policed by consent by one single police service. I respect those values and diversity and will ensure they have prominence in West Mercia's policies.

I will balance the broader issues such as tackling organised crime and terrorism whilst delivering community policing. Essentially, the police force should work in a partnership environment to support a safe, and a "perceived to be safe" community. A Commissioner must not only have policies to keep the relentless drive to keep crime down, but to also tackle the perception of crime. For too long, sections of our community haven't felt safe in their own streets. I will redouble the efforts through engagement to provide that reassurance to our community whilst targeting low level crime such as antisocial behaviour.

I have a vision for West Mercia. I believe in the British style of policing, that is policing by the consent of its community. My vision is to protect that value and build on it, by ensuring the police service continues to be at the heart of our community; visible and accountable. I will protect this core value as the police service develops, adapts and responds to ever changing threats to our community and the considerable financial challenges it faces.

### **A Secure West Mercia**

I will work hard for a Secure West Mercia; keeping our community safe against threats and responding in an emergency. I will also invest in crime prevention ensuring we tackle the causes of crime.

**Response.** I will work with the Chief Constable to ensure that there are sufficient resources to provide an appropriate Police response in times of emergency.

**Security.** I will invest in and contribute towards regional and national strategic activities helping to keep our country and local community safe.

**Economy.** I will work with the business community to tackle business and cyber crime, which costs our economy millions of pounds.

**Accountability.** I will hold the Chief Constable to account including tackling the growing incidents of Rape and violent Crime.

**Prevention.** I will work with West Mercia's community safety partners to invest in crime prevention, addressing the root causes of crime.

## **A Reformed West Mercia**

I will support the reform of the back office functions enabling more money to be diverted to protect front line policing. I will be open and transparent in how decisions are made and how tax payer's money is spent.

**Transparent.** I will be transparent in how decisions and appointments are made. I will ensure all Police and Crime Commissioner appointments are publically advertised and awarded on merit.

**Rationalise.** I will reduce the cost of the Office of the Police and Crime Commissioner, including centralising its administrative function at Police HQ Worcester.

**Frugal.** I will reduce the cost and re-focus the roles of the Deputy Commissioner, Ambassador Co-ordinator and Community Ambassadors. The re-focus will centre on engagement with community groups and local government, ensuring the views of the community are at the heart of the Police and Crime Commissioner's decisions and priorities.

**Tax.** I will keep Council Tax increases to a minimum.

**Transformation.** I will work with the Chief Constable to drive through a transformation programme throughout the police service, centred on reducing back office bureaucracy and cost, ensuring ever more resources can be focused on front line policing.

**Collaborate.** I will build on the current collaboration with Warwickshire to work with other forces, to deliver further operational and financial efficiencies.

## **A Reassured West Mercia**

I will work hard to ensure people feel safer in their local communities. For too long antisocial behaviour has blighted our town centres and urban streets as well as rural villages blighted by speeding.

**Community.** I will engage with all communities within West Mercia to ensure their views and priorities are at the heart of the policies of West Mercia Police. As Commissioner, I will be accessible and available to the communities of West Mercia.

**Neighbourhood.** I will work with the Chief Constable and our partners to give visible reassurance in our communities, including protecting neighbourhood policing.

**Fair.** I will ensure Rural Issues are taken seriously, such as speeding in rural villages that affect quality of life

**Law-abiding.** I will work with our partners to take back our streets for the law-abiding citizens. I will provide resources and work with partners to tackle the causes of antisocial behaviour in our town centres and urban streets.

**Volunteers.** I will work with the Chief Constable to increase the numbers of Special Constables through rethinking the way they are recruited and supported in their service.

**Victims.** I pledge to redouble efforts to effectively support the victims of crime, keeping them safe and supported through the criminal justice system.

I want to ensure that my Plan captures the voice of the public in how it is set and develops. It is vital that the Plan enables effective local working and builds upon the strong sense of civic identity in each of the local authority areas and their neighbourhoods.

## 5. Appointment and Selection Process

The selection process will be based upon the principles set out in the Code of Practice published by the Commissioner for Public Appointments which relate to ministerial appointments to public bodies. The three basic principles are that appointments be made on merit by an objective, fair and open selection process.

The closing date for applications will be **noon on 27<sup>th</sup> May 2016**. These should be submitted by email to [opcc@westmercia.pnn.police.uk](mailto:opcc@westmercia.pnn.police.uk). Shortlisting will take place on **31<sup>st</sup> May 2016**. The next stage of the selection process will take place between **6<sup>th</sup> and 11<sup>th</sup> June 2016** and include a presentation and formal interview. The Commissioner will invite a representative of the Police and Crime Panel to be included in the selection process. The appointment decision will be that of the Commissioner.

**Applications must consist of a CV and supporting statement of no more than 500 words**, stating whether the applicant wishes to be considered for:

- Deputy Police and Crime Commissioner;
- A Commissioner's Ambassador, with an indication of whether the application is for the role to cover Herefordshire, Shropshire, Telford & Wrekin or Worcestershire; or
- both Deputy Police and Crime Commissioner, and a Commissioner's Ambassador with geographic indication as above.

### Appointment of the Deputy Police and Crime Commissioner

The Job Description and Person Specification for the role is set out below.

The Deputy Police and Crime Commissioner will be a member of the Commissioner's staff, but will not be politically restricted. The appointment will be for the duration of the current period of office of the Commissioner.

For the Deputy Police and Crime Commissioner there are additional conditions set out in the Police Reform and Social Responsibility Act 2011:

Applicants must:

- a. Be over 18 years of age;
- b. Be resident in West Mercia;
- c. Not be a serving police officer or employed police staff;
- d. Not be subject to a bankruptcy or debt relief order or restriction;
- e. Not be subject to disqualification as a company director;
- f. Not within 5 years prior to the date of the application have been convicted in the UK, the Channel Islands or the Isle of Man of an offence, nor ever received a sentence of imprisonment (whether suspended or not). (Full disclosure of previous convictions will be required.)
- g. Be a qualifying Commonwealth citizen, a citizen of the Republic of Ireland or a citizen of the Union.

Expenses will be paid for reasonable travelling and subsistence costs incurred in respect of business undertaken on behalf of the PCC at the same rates as paid to the PCC. Claims must be made in accordance with the expenses scheme and must be supported by receipts and only for expenditure actually incurred.

Vetting – appointees will be subject to vetting in accordance with the Vetting Policy of the PCC

Conduct – appointees will be subject to the PCC’s code of conduct and will at all times be required to conform to the principles of conduct in public life (Nolan Principles).

Conflicts of interest – appointees will be required to declare pecuniary interests including detail of other paid offices held and such interests will be included in the published register of interests. Appointees will have an on-going obligation to immediately declare in writing any matter which may represent a conflict of interest between the service to be provided and other or personal interests of the appointee and to comply with such directions as may be given by the PCC in order to avoid or mitigate the effect of such a conflict of interest.

# WEST MERCIA POLICE & CRIME PANEL

## AGENDA ITEM 7

### JOB PROFILE

<b>POST TITLE:</b>	<b>Deputy Police and Crime Commissioner</b>
<b>SALARY:</b>	£30,000 to £40,000 subject to time commitment agreed
<b>DIRECTORATE:</b>	OPCC
<b>RESPONSIBLE TO:</b>	Police and Crime Commissioner
<b>LOCATION:</b>	Hindlip
<b>TIME COMMITMENT:</b>	24 to 32 hours per week, subject to negotiation
<b>JOB PURPOSE:</b>	To support and share the responsibilities and vision of the PCC. To help the PCC implement and deliver effective policing and crime reduction initiatives across West Mercia.

#### MAIN RESPONSIBILITIES:

1. To support the Commissioner, as required, including summarising and briefing the PCC on key issues
2. Seeking and representing the views and concerns of the people of West Mercia through a range of means including attending relevant meetings on behalf of the Commissioner
3. Representing these views to the Commissioner and staff so that they may be reflected in the work of the Commissioner
4. Reporting back to the people of West Mercia on behalf of the Commissioner
5. To develop an enhanced understanding of the political landscape in West Mercia and to lobby and influence political stakeholders to support PCC policy.
6. To represent the views of the Commissioner to all relevant stakeholders, including media and politicians
7. To oversee the work of the Commissioner's Ambassadors
8. Hold portfolios of work as required by the Commissioner
9. Develop, promote and maintain effective working relationships with key internal and external stakeholders, staff associations, unions and external collaborative partners and organisations as required, in order to further the aims and objectives of the PCC
10. Support the PCC with the development and shape of the future strategy
11. To support the PCC in the development and delivery of a community engagement and partnership strategy.
12. To undertake other duties commensurate with the nature, level of responsibility and grading of this post, as required.

<b>Special Conditions:</b>	This is not a politically restricted post.
<b>Security level:</b>	The post holder is required to sign the Official Secrets Act

#### PERSON SPECIFICATION

##### Knowledge:

- Crime and policing strategy and policy and PCC vision
- Local and community issues, covering large geographical areas, often with different issues and complexities in rural and urban issues

- Governance and finance matters.

Experience:

- Senior experience in governance of a public body and governing board membership (essential)
- Experience of community engagement and representing communities' views
- Proven experience of building effective strategic relationships with multiple stakeholders
- Proven experience of persuading and influencing at the highest level
- Committed to quality outcomes for all stakeholders in community safety, including victims, witnesses and offenders.
- Participation in successful delivery of major organisational change
- Willing to embrace change and maximise positive outcomes for stakeholders and the community
- Involvement in case work and complaints

Key Skills:

- Leadership
- Chairing meetings
- Networking with community interests
- Problem solving
- Holding to account
- Strategic budget management
- Communication with citizens and local groups
- Working with the Chief Constable and other senior officers
- Proficient use of IT and of Office software
- Full driving licence

Personal Attributes:

- Selflessness
- Honesty and integrity
- Objectivity
- Accountability
- Openness
- Personal judgement
- Respect for others
- Leadership

# WEST MERCIA POLICE & CRIME PANEL

## AGENDA ITEM 7

### Appendix B                      Independent Panel Interview Questions

Presentation subject: How I will contribute to a safer West Mercia

Please tell us of an occasion where you have used the views of a community to improve the service they received. How was the issue identified, and what did you do about it?

How have you developed good working relationships with a partner agency or other organisation that improved a service to the public?

What major organisational change have you been involved in, and what was your part in delivering that change?

Tell us about when you have successfully influenced a change in course of action.

When have you had to challenge yourself about how you have dealt with the situation? How did you go about it and what was the difference between before and after?

### Final Interview Questions

What are your leadership qualities and shortcomings?

Why did you apply for this?

What would your acting as DPCC look like?

What do you think are the biggest issues or challenges facing the PCC?

How do you go about building new relationships?

Tell me of a time when you showed leadership when there were dissenting voices?

How do you like to chair meetings?

How would you manage your time if appointed?

Are there any potential embarrassments to the Police and Crime Commissioner should you be appointed?



# WEST MERCIA POLICE & CRIME PANEL

## AGENDA ITEM 7

### Appendix C Mrs Tracey Onslow CV – Exempt from publication

### Appendix D Proposed Terms and Conditions

The terms and conditions of the post of Deputy Police and Crime Commissioner are in part set out in the Police Reform and Social Responsibility Act 2011 (as amended) and associated Regulations and Home Secretary's Determination. These terms and conditions summarize their key points, and augment those to cover specifically the situation of the West Mercia Deputy Police and Crime Commissioner.

You are employed by the West Mercia Police Crime Commissioner and by virtue of Section 18(10) of the Police Reform and Social Responsibility Act 2011 a member of the PCC's staff. Your terms and conditions of employment are those contained in this document. A copy of your Job Profile is attached.

#### Continuous Employment

Your continuous service for statutory employment rights commenced on [to be inserted] when you began your service with the PCC. When calculating your entitlement to a redundancy payment, your continuous service is defined by the Redundancy Payments (Local Government) (Modification) Orders.

#### Salary

Your salary is £40,000. We will pay your salary each month in 12 equal payments (normally on the 25th day of each month) into your bank account. If we over pay your salary or other payments, we have the right to recover the over payment by taking phased salary deductions from other salary payments we make to you. The PCC will review your salary in line with the reviews that are conducted by the Home Secretary of his own salary.

#### Allowances

Allowances shall be paid in accordance with those payable to the Police and Crime Commissioner. Paragraph 3 of Schedule 1 to the Police Reform and Social Responsibility Act 2011 ('the 2011 Act') provides that a police and crime commissioner (PCC) is to be paid authorised allowances. 'Authorised allowances' means allowances, in respect of expenses incurred by the commissioner in the exercise of the commissioner's functions, which are of the kinds and amounts determined by the Secretary of State. A determination under paragraph 3 may make different provision for different cases.

The purpose of authorised allowances is to reimburse expenses incurred by PCCs in carrying out their duties, not to provide a general gratuity for undertaking the role. Commissioners are paid a salary determined by the Secretary of State on the advice of the senior salaries review board.

The kinds of allowances determined by the Secretary of State for the purposes of paragraph 3 of Schedule 1 to the 2011 Act are allowances in respect of:

- travel expenses
- subsistence expenses
- exceptional expenses

reasonably incurred by a PCC in the exercise of the commissioner's functions.

The amounts of such allowances determined by the Secretary of State are set out in the below table: **Table of PCC authorised allowance amounts**

<b>Type of expense</b>	<b>Key restriction</b>	<b>Rates</b>
Train	In course of business	Reimbursed up to standard class rates
Mileage allowances	Only if necessary	As per HMRC rates
Taxis	Only where public transport not available	Cost of taxi fare
Foreign travel	Prior authority from chief executive and for business purposes	Economy class for flights
Hotel accommodation	Business purposes and agreed in advance Value for money and best use of public funds - lower priced suitable accommodation	No explicit limitation on star standard of hotel accommodation
Subsistence (UK and foreign)	Only paid for evening meals and, where applicable, breakfast (not lunch)	Breakfast £10 Dinner £30
Exceptional expenses not falling within any of the other types	Reasonable incurred in carrying out business of the authority	As approved by the chief executive

Your base for calculating travel expenses and other normal personnel matters shall be Hindlip, Worcestershire.

### **Hours of work**

Your working hours are 30 hours a week Monday to Friday, and normally will require attending on any day, or parts of days as reasonably required by the PCC. To meet PCC requirements you may be required to vary your normal working arrangements. This will involve working outside normal office hours. No overtime payment will be made for such working.

We must protect the health and safety of all our staff. The PCC has a policy on hours of work under the Working Time Regulations 1998 with which you must comply and which may be amended from time to time by the PCC in its absolute discretion. A copy of this policy can be obtained from the Chief Executive.

### **Holiday**

You are entitled to 28 days annual leave pro rata to the hours worked. The holiday year is from 1 April to 31 March. If you start or leave employment during the year, you are entitled to days off in proportion to the number of completed months' service during the year. If you do not take your days off within the holiday year, you will lose those days. In exceptional cases, with approval from the PCC, you may carry over days from one holiday year to the next. You must take these days before the end of May of the subsequent leave year. You will also be entitled to public and bank holidays.

The PCC must approve any time you want to take off. However you may have to work on public and bank holidays and will be entitled to take appropriate time off in the remainder of the leave year.

If, when your employment ends, you have taken less than your holiday entitlement for the holiday year so far, the Working Time Regulations automatically entitle you to receive pay for the holiday leave not taken. Also, if you have taken more days than your entitlement a pay adjustment will be made.

### **Sickness absence**

Payments during any absence due to sickness or injury will be in accordance with the requirements of the legislation relating to statutory sick pay. For these purposes your "qualifying day(s)" will be those day(s) on which you are normally required to work. SSP is payable from the fourth qualifying day in any 'period of incapacity for work'.

Arrangements for reporting and monitoring sickness absence are those applicable to staff. The PCC has right at any time to require that you are examined by a medical practitioner /clinician and to cease your pay if you do not comply with the PCC's attendance policy.

### **Pension and Retirement**

Unless you choose to opt out, you will automatically become a member of the Local Government Pension Scheme. When you retire, the pension scheme provides benefits based on your length of service and the salary you received in the best of your last three years of service.

While a member of the scheme you will be 'contracted out' of the State Second Pension (S2P) and so will not build up any more benefits under S2P. This does not affect your entitlement to the Basic State Pension.

You will be sent details of the pension scheme, its effect on S2P and how to opt out of membership, if you wish to do so.

### **Notice Period/Termination of Contract**

The appointment as DPCC may be terminated by notice at any time by the PCC and will terminate in any event upon the PCC ceasing to hold office for any reason, including reaching the end of the term of office under which the appointment is made subject to the foregoing. On termination by notice you will be entitled to payment equivalent to 3 months pay. This contract will also terminate in the event of you being subject to a relevant disqualification as defined by paragraph 8 of Schedule 1 to the Police Reform and Social Responsibility Act 2011. You may terminate this appointment by the giving of notice with immediate effect.

### **Complaints**

If you have a complaint about your employment you should first contact the Chief Executive.

### **General Behaviour and Conduct**

The PCC expects you to follow the highest standards of behaviour in the workplace and when you are not at work. You must contribute fully to delivering services and must support activities to the highest standards and behave at all times with integrity and honesty. All colleagues have the right to be treated with dignity and respect. Behaviour which is in any way offensive or demeaning is not acceptable. You are subject to the PCC code of conduct which applies to the PCC and the DPCC by virtue of the statutory Protocol.

If your behaviour falls below the necessary standard, the PCC may take action against you under the relevant disciplinary procedure. You are also subject to the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012.

## **Disciplinary and Grievance**

You must adhere to all of the relevant employment policies of the PCC and with your Terms & Conditions of Employment. Failure to do so may result in disciplinary action being taken against you, including ending your employment immediately without notice.

## **Dress Code**

The PCC expects you to dress appropriately and in a way that gives confidence to our communities and public.

## **Diversity and Equal Opportunities**

The PCC's aim is to employ a workforce at all levels that reflects the culture and the diverse mix of the communities he/she serves. The PCC is committed to providing fairness and equal opportunities to you as a member of staff in a workplace that is free from bullying, intimidation, harassment and discrimination. This means that the PCC will recognise and develop the talents of all and treat everyone with dignity and respect. The PCC will treat you fairly and you must behave in this way towards others, in accordance with the PCC's Equal Opportunities Policy which is available from the Chief Executive.

## **Confidentiality**

The PCC expects you to keep official information and documents strictly confidential. Any unauthorised disclosure of information which is confidential to the PCC or the Force will be regarded as a breach of discipline. You are reminded, as you are subject to the Official Secrets Act 1989, it is an offence to reveal without authorisation any information, document or other item, which is or has been in your possession.

Unauthorised access to or use of computer systems, or information stored on computer or otherwise, may be an offence under the Data Protection Act 1998, the Copyright, Designs and Patents Act 1988 or the Computer Misuse Act 1990. You must keep information confidential (especially under the legislation above).

## **Data Protection Act 1998**

The Data Protection Act 1998 covers how personal information may be used and sets out eight principles for handling information and lists the offences that may be committed by not following the act. You must follow the requirements of the Data Protection Act 1998 and must not breach regulations. In order to assist you to comply with the Act you will be required to satisfactorily complete an e-learning course prior to being given access to the PCC's information technology systems.

## **Freedom of Information Act 2000**

Under this Act every employee has a duty to provide assistance to any applicant by receiving and progressing a request and/or producing information when requested. If you alter, tamper with or destroy information on paper or computerised after a request has been received you could be liable to a fine of up to £5000 and disciplinary action.

## **Government Protective Marking Scheme**

It is important that official documents and other data sources which you may handle are adequately protected and managed. You will be required to satisfactorily complete a training package designed to familiarise you with the requirements of the scheme.

### **Other employment**

You should not carry out extra employment where this conflicts with your employment with the PCC, or which harms your performance at work or your employment.

### **Health & Safety**

We are committed to protecting the health and safety of all staff, visitors, contractors and the public. You must co-operate with us on all issues of health and safety. This is an important part of your health and safety responsibility. You must take reasonable care of your own health and safety and the safety of others who may be affected by your actions. A copy of the PCC's policy is attached.

### **Smoking at Work**

All West Mercia and Police Crime Commissioner's premises are designated as smoke free. Smoking is not permitted by law in any part of any building or within the perimeter of any grounds; this includes car parks on these premises.

In order to maintain the professional image of the PCC and Force, smoking is not permitted in front of any premises.

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## CONFIRMATION OF THE CHIEF FINANCE OFFICER

### 1. Executive Summary

The purpose of this report is to enable members of the Police and Crime Panel (PCP) to consider the Police and Crime Commissioner's (PCC) proposed permanent appointment of a Chief Finance Officer (CFO).

In doing so, the panel must satisfy itself that the preferred candidate selected by the PCC has the professional competence to undertake the role and has significant personal independence to be able to act operationally independent of the PCC.

The report provides an overview of the appointment process that was undertaken during July 2015 by the PCCs for Warwickshire and West Mercia to select the preferred candidate and appoint her temporarily to the role.

A review of this temporary appointment has been conducted by the two new PCCs for Warwickshire and West Mercia and following advice from their respective Chief Executives both PCCs wish to appoint Elizabeth Hall permanently to the role.

### 2. Introduction and Background

Following the previous Treasurer's retirement on Monday 27<sup>th</sup> July 2015 the PCCs for Warwickshire and West Mercia discussed the option of not replacing the CFO and moving to an arrangement whereby the two PCCs and the Warwickshire and West Mercia forces shared Treasury advice, to be provided by the Director of Finance for the Alliance.

Both the '**CIPFA statement on the role of the Chief Finance Officer of the PCC and the Chief Finance Officer of the Chief Constable**' and the '**Financial Management code of practice for Police Forces of England and Wales**' requires that both the PCC and the Chief Constable should have their own CFO. The Statement requires that both the PCC and Chief Constable should appoint separate CFOs and when a joint CFO is appointed the reasons should be explained publically in the PCC's Annual Governance Report, together with an explanation of how the arrangement will deliver the same impact.

The two PCCs agreed to appoint a CFO, and that this appointment would be reviewed in May 2016 following the next PCC elections.

The PCC must under the Police Reform and Social Responsibility Act 2011 (Act) notify the PCP of the preferred candidate for appointment as CFO. Schedule 8 of the Act states that the PCC must provide the following information:

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

Also provided for the PCP's consideration are:

- i) The recruitment, application and interview process;
- ii) Role profile and person specification;
- iii) The criteria used for assessment;
- iv) CV of the preferred candidate.

### **3. Issues for Consideration**

#### **3.1 Advertisement**

The Advertisement for the role of CFO was circulated by the Chartered Institute of Public Finance & Accountancy (CIPFA) – Recruitment services seeking applications. An advert was also placed on both the Warwickshire and West Mercia OPCC Websites. The closing date was Wednesday 1<sup>st</sup> July 2015.

Prospective applicants were asked to submit a CV in support of their application. A detailed job description and person specification was circulated with the advert, please see **Appendix A**.

#### **3.2 Role Profile and Person Specification**

The role profile is a key document in the appointment process. It sets out clearly the expectations and requirements of the role. This was drafted for the process and approved by both PCCs.

#### **3.3 Shortlisting**

Five applications were received and reviewed by Neil Hewison, Chief Executive of the Warwickshire OPCC, Andy Champness, Chief Executive of West Mercia OPCC, and the then CFO David Clarke. All five applicants were considered suitable for interview. The shortlisting panel drafted the interview questions.

#### **3.4 Selection Process**

The selection process used was a competitive interview. The interviews took place at Hindlip Hall, Worcester, on Monday 6<sup>th</sup> July and Thursday 9<sup>th</sup> July 2015. Each interview lasted up to one hour.

The Interview panel consisted of:

- Ron Ball (PCC for Warwickshire)
- Bill Longmore (PCC for West Mercia)
- Bill Wilkinson (CIPFA Police Panel)
- John Vereker (Chair of Warwickshire and West Mercia Joint Audit Committee)

Andy Champness, Chief Executive, provided support to the panel.

#### **3.5 Criteria used for selection:**

Each candidate was asked a set of agreed questions. The questions asked probed the candidates' technical capabilities in the following areas:

- An awareness of current and future funding issues (Question 1)
- Experience of Financial Planning (Question 2)
- Experience of Governance and financial control (Questions 3,6,7)
- Delivering value for money (Question 4)
- Experience of Audit (Question 5)

Attached (**Appendix B**) are the questions asked of the candidates.

Each question was scored and a total score for each candidate was reached. The preferred candidate achieved the highest score.

At the end of this process the preferred candidate for the temporary appointment was Elizabeth Hall. Please refer to **Appendix C** for her CV.

### **3.6 Review of appointment by the new PCC**

Elizabeth Hall's temporary contract is due to expire on 31<sup>st</sup> July 2016. Both Chief Executives are formally of the view that since her appointment Elizabeth Hall has delivered significant improvements in partnership with the Director of Finance to the Financial Management of the Alliance and West Mercia Police in particular, in all aspects. She has forged a very effective working relationship with the Director of Finance and provided a much improved level of support and advice to the PCC. Her independent scrutiny and challenge has tightened up financial forecasting and provided real independent scrutiny of the force's financials and accounting.

In short, Elizabeth Hall is working very effectively in her independent Treasury role. It has been decided not to advertise the post for the following reasons:

- Elizabeth Hall was appointed on merit to her current temporary role following a competitive process.
- Since her appointment she has performed very well and made a significant difference as outlined.
- The cost of the previous recruitment process was significant, particularly in terms of advertising costs.

Under Section 7 of the Local Government and Housing Act 1989 the PCC is required to appoint all staff on merit. This has been done as outlined above.

It would not be in the public interest to go out to interview and spend a further substantial amount of public money on the process, when Elizabeth is not only performing well, but has also formed professional relationships with me, my office and key senior members of the force.

It is on this basis that following advice from my Chief Executive I wish to appoint Elizabeth Hall permanently to the post.

### **3.7 Preferred Candidate – Elizabeth Hall**

As is apparent from her CV, Elizabeth has extensive experience as a CFO / Section 151 Officer in local government. She has held a number of senior public finance roles with a number of local authorities since 1994. She is a qualified Accountant and member of CIPFA.

### **3.8 Terms and Conditions of appointment**

The permanent appointment will commence on 1<sup>st</sup> August 2016.

The Chief Finance Officer post is at Grade N (Alliance Police Staff Pay Grade). The preferred candidate will continue to work 3 days a week, as now. Pro rata this equates to £51,822 per annum. This cost is covered equally by both Warwickshire and West Mercia PCC's, so the salary cost to each office is £25,911.

The post holder will be eligible to enrol in the Local Government Pension Scheme. Expenses and business mileage costs incurred in connection with the role will be reimbursed.

The costs of expenses are to be split 50:50 between the two OPCC's.

#### **4. Supplementary Information**

Appendix A – Job description and Person specification

Appendix B – Interview Questions

Appendix C – Elizabeth Hall CV

#### **5. Recommendation**

It is recommended that the PCP considers the PCC's preferred candidate Miss Elizabeth Hall for the role of Chief Finance Officer to the PCC.

## **JOB DESCRIPTION**

**Post:** Chief Finance Officer (Treasurer)

**Hours and Salary:** 2 to 3 days per week, £TBC (pro rata)

**Reporting to:** Warwickshire and West Mercia Police and Crime Commissioners (PCCs)

**Responsible for:** Finance and Audit

**Locations:** Office of the West Mercia Police and Crime Commissioner,  
Hindlip Hall, Worcester

Office of the Warwickshire Police and Crime Commissioner,  
Northgate Street, Warwick

## **PURPOSE OF ROLE**

- The post holder will be the principal advisor to both PCCs on the preparation of financial strategies to achieve the Commissioners' objectives.
- The Chief Finance Officer (CFO) will work with both Chief Constables and the Director of Finance to ensure that both PCC's strategies are resourced and implemented in a timely and cost-effective way.
- The CFO will ensure that high standards of financial governance and control are maintained for all aspects of the Commissioners' activities.
- The post holder will be a key member of both PCC's senior management teams.

This is a statutory role and the statutory responsibilities of the CFO are set out in the following legislation:

- Paragraph 6 of Schedule 1 to the Police Reform and Social Responsibility Act 2011
- Sections 112 and 114 of the Local Government Finance Act 1988.

This role is the Section 151 officer for both Police and Crime Commissioners.

## **KEY STRATEGIC AND MANAGEMENT RESPONSIBILITIES**

The CFO will provide professional advice on financial matters to both PCCs, and will:

- Be a key member of both PCCs Senior Management Teams, working flexibly as directed by both Chief Executives to implement strategy and to resource and deliver both PCC's strategic objectives sustainably and in the public interest;
- Lead on the development of the PCC's medium term financial plan;

- Be actively involved in, and able to influence, all strategic business decisions of the PCCs, ensuring that all the financial implications, opportunities and risks are fully considered and align with the PCC's financial strategy;
- Ensure sound financial governance in both OPCCs and forces through the development of sound financial reporting frameworks and the OPCC risk management strategy;
- Provide advice on the levels of reserves and balances that is in line with good practice guidance;
- Lead the promotion and delivery by both PCCs of good financial management so that public money is safeguarded and used appropriately, economically, efficiently, and effectively, and ensure that the finance function of both OPCCs is resourced and fit for purpose;
- Liaise with the force Director of Finance to advise the PCCs and Chief Constables on value for money in relation to all aspects of PCC and Chief Constable / Force expenditure;
- Ensure that effective monitoring arrangements are in place to retain a clear view on how force budgets are being spent and adhered to throughout the financial year;
- Ensure publication of the statement of accounts and other external reporting requirements of both PCCs;
- Lead on the development of the Treasury Management Strategy;
- Closely scrutinise force saving plans to ensure that they are delivered;
- Jointly, with the Director of Finance, manage the Internal Audit function and support the joint audit committee; and
- Any other responsibilities as required by the PCCs.

## **STATUTORY RESPONSIBILITIES**

The Chief Financial Officer of the PCCs is responsible for:

- Ensuring that the financial affairs of the PCCs are properly administered and all financial regulations are observed and kept up to date;
- Ensuring regularity, propriety, and value for money in the use of public funds;
- Ensuring that the funding required to finance agreed programmes is available from government funding, precept, other contributions and recharges;
- Reports to the PCCs, the Police and Crime Panels, and to the external auditors any unlawful, or potentially unlawful, expenditure by the PCCs or officers of the PCCs;
- Reporting to the PCCs, the Police and Crime Panels, and to the external auditor when it appears that expenditure is likely to exceed the resources available to meet that expenditure;
- Advising the PCCs on the robustness of the budget and adequacy of financial reserves;
- Ensuring production of the statements of accounts of both PCCs;
- Ensuring receipt and scrutiny of the statements of accounts of the Chief Constables and ensuring production of the group accounts;
- Liaising with the external auditor;

- Advising the PCCs on the application of value for money principles by the police force to support the PCCs in holding the Chief Constables to account for efficient and effective financial management; and
- Advising, in consultation with the Chief Executives, on the safeguarding of assets, including risk management and insurance.

**N.B.** The CFO of the PCCs has certain statutory duties which cannot be delegated, namely: reporting any potentially unlawful decisions by the PCC on expenditure, and preparing each year, in accordance with proper practices in relation to accounts, a statement of the PCCs' accounts, including group accounts. The Chief Financial Officer of a PCC is the PCC's professional adviser on financial matters.

### **POLITICAL RESTRICTIONS**

The Chief Financial Officer is a politically restricted post.

In summary, the restrictions imposed on post-holders include:

- Becoming or remaining, whether by election or otherwise, a member of a Local Authority, of the National Assembly of Wales, of the European Parliament, of the House of Commons, or a Police and Crime Commissioner;
- Announcing, or allowing others to announce, one's candidature for one of the aforementioned offices;
- Holding office in a political party;
- Canvassing at elections; and
- Speaking or writing publicly on matters of party political controversy.

### **SPECIAL CONDITIONS / POINTS TO NOTE**

- The purpose of this job description is to indicate the general level of the duties and responsibilities of the role. The duties may, from time to time, vary without changing the general character of the role or the levels of responsibilities.
- Whilst the role is normally based at West Mercia Police Headquarters, you will regularly be required to work from the Warwickshire OPCC, as required and agreed with the two Chief Executives to the OPCCs.
- The role will require some out-of-hours working.
- Appointment to this post is subject to:
  - a) security clearance, and
  - b) a confirmation hearing by the Police and Crime Panel.

### **PERSON SPECIFICATION**

- |    |  |                  |
|----|--|------------------|
| 1. | Member of an accountancy body recognised by the International Federation of Accountants (IFAC), qualified through examination. | <b>Essential</b> |
| 2. | Adhere to international standards set by IFAC on ethics and Continuing Professional Development.                               | <b>Essential</b> |

3.	Experience of managing large scale budgets in the public sector.	<b>Essential</b>
4.	Proven experience of operating at a strategic level in a political and high profile public environment.	<b>Essential</b>
5.	Proven negotiation and influencing skills at a senior level within complex stakeholder relationships.	<b>Essential</b>
6.	Recent experience of working at a strategic level with partner organisations to plan and deliver effective services.	<b>Essential</b>
7.	Recent direct experience of designing and monitoring sound and effective corporate governance arrangements.	<b>Essential</b>
8.	Experience of large scale financial appraisals and decision making on complex projects.	<b>Essential</b>
9.	Degree level or equivalent in an area related to public sector policy making or the management of resources.	<b>Desirable</b>
10.	Recent experience within the Policing and Community Safety sector.	<b>Desirable</b>
11.	Knowledge and experience of modern processes for the effective allocation of resources.	<b>Desirable</b>



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## INTERVIEW QUESTIONS – ISSUES WHICH MAY BE RAISED

**Ron**      **Q1: What are the challenges and threats to the Strategic Alliance from the grant review consultation?**

- Some proposals could have implications for the Alliance as a whole (eg a formula which tended to shift resources towards urban areas or to increase funding for national or regional entities)
- Other proposals could have implications for one of the partners (eg changes which shifted the position significantly for either WM or W). Might this weaken the overall economic case for the Alliance, or make it more difficult for one of the partners to sustain the present commitments?
- If the potential outcome of the changes was that Council Tax levels in WM and W moved further apart, would this make it more difficult to justify the Alliance to the public?
- The Home Office proposals could introduce new methods of needs assessment. It is inevitable that this will result in variations compared to what individual PCCs receive now. Will there be any transitional arrangements or damping as under the existing arrangement?
- There is a risk that the Government will try to find ways of forcing PCCs to use reserves in the short term
- If the proposals introduced more freedom for PCCs to set Council Tax levels locally, would the strategies of the 2 PCCs be the same?

***(possible supplementary question: What are the features of a good grant system? )***

**Bill W      Q2: Explain the approaches you have used for medium term financial planning**

- Look at least 5 years ahead
- Rolling process- years 1/2 in detail, years 3-5 more flexible
- Build year 1 directly into the annual budget
- Review assumptions regularly – not a once a year process
- Ensure that the financial strategies link to corporate and Police/Crime strategies
- Focus on key variables – grant/pay levels/establishments/turnover/Council tax
- Sensitivity testing
- Consult partners and public on priorities
- Risk assessment and building in contingencies
- Reserves strategies
- Summarise results in a form that can be used as the basis for engaging with staff and partners in order to update/refine the strategies

**Bill W**      **Q3: The Alliance is committed to improving the quality of delegated financial management. What do you see as the key elements of an effective system of cost centre management?**

- Cost centres which are relevant to the way that the Alliance is organised and operated
- Clarity on allocation of direct costs and overheads
- Good ICT support systems, to enable access to data and interrogation of reports
- Regular monitoring, with reports tailored for different users
- Clear rules on delegated authority, freedom to move funds between cost centres, and carry forwards
- Accountability - responsibility for individual cost centres and overall performance
- Availability of both objective and subjective information

**Bill L**      **Q4: In an alliance like W and WM, a decision which represents vfm for one may not represent vfm for the other. How would you deal with the problem?**

- Invest time in building commitment, trust, openness etc at all levels within the Alliance, so that the first question isn't always *'how does it affect us?'*
- Having a clear long term strategy for the Alliance so that individual short term decisions are taken in that longer term context.....
- Good systems for evaluating costs and benefits (financial and non financial) of proposals, so that options can be evaluated and the implications for the Alliance and the partners individually are absolutely transparent; the situation to avoid at all costs is debates built on misinformation
- ....short term negative implications might have longer term benefits
- .....a short term 'cost ' to one partner might unlock much wider benefits in that area later on
- As far as possible, follow a policy of 'for the greater good of the Alliance'. There are practical and political limits to this obviously, but over a period it should be that individual choices will balance out, for the overall benefit of the Alliance.

**John**      **Q5: The Police and Crime Commissioners and Chief Constables in Warwickshire and West Mercia share an Audit Committee. How would you maximise the benefit of that Committee to the organisations?**

**Ron**

**Q6: In line with many Forces, the Alliance has ambitious IT investment plans to both integrate systems across the Alliance and upgrade and improve them. What are the issues involved in tracking and realising the benefits of this investment?**

- Importance of preparing a comprehensive business case
- What is the improvement designed to achieve? (avoid ICT for ICT's sake....)
- What are the alternatives - could existing systems be modified? Does another Force already have a system which will do the job?
- Beware of replicating exactly what existing systems do – specific local features may be costly and not essential
- Establish a base position (financial costs; quality of output) to compare alternatives against and to monitor against)
- Be clear on the quality improvements which are aimed for
- Identify all upfront costs – staff; consultancy; hardware and software; cost of modifying other linked systems
- Establish a tightly controlled implementation arrangement
- Ensure regular monitoring of costs and progress
- Challenge any changes to the specification
- Challenge extensions to the proposal, or secondary proposals emanating from the original which may have costs or other consequences
- To be in a position to track benefits, the Alliance must collect information on 'before and after' positions on running costs (especially staff savings) and quality/output measures
- ...increased costs could be more than outweighed by quality improvement

**John      Q7: Decision making in an organisation which has a primary role of governance can be complicated. Explain how you would expect the framework for making financial decisions to operate in that context**

- Clarity on the objectives for the Alliance
  - which are regularly updated
  - so that financial decisions are always framed in the current strategic context
- Medium Term Financial Strategies which set out the revenue and capital plans for achieving the objectives
- Clarity in the annual budget on the key components of the strategy (establishment levels, major investments etc) so that decisions are in effect ratified in advance
- Robust financial regulations and protocols designed to give clarity on delegated responsibilities, variations, reallocations within budgets, reporting requirements etc
- Strategic management structures involving the leaderships of the partners (PCC, CC, Chief Exec, Treasurer) which provide a permanent and regular basis for agreeing objectives, financial plans and individual proposals



**WEST MERCIA  
POLICE & CRIME PANEL**

**AGENDA ITEM 12**

**POLICE AND CRIME PANEL  
06 JULY 2016**

**THE POLICE AND CRIME COMMISSIONER**

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**Performance Update**



## POLICE & CRIME PLAN ACTIVITY AND PERFORMANCE MONITORING REPORT

### 1. PURPOSE

The purpose of this report is to provide members of the Police and Crime Panel with an update on progress in delivering the Police and Crime Plan for West Mercia 1 April 2013 – 31 March 2017. This report covers the time period 1 January – June 2016 (unless otherwise stated).

### 2. BACKGROUND

The Police and Crime Plan (the Plan) for West Mercia came into effect on the 1 April 2013 and sets out the aim and objectives of the Police and Crime Commissioner (PCC) for policing and community safety across West Mercia. The Plan also contains details of governance and accountability arrangements. The Plan was subject to variation in March 2014 and July 2015.

Following his election in May 2016 the new PCC must publish a police and crime plan for West Mercia within the financial year of his election. An assurance programme and performance dashboard will form part of a new approach to scrutiny and accountability in support of the plan and future performance reports will reflect this new approach.

As part of his approach to holding the Chief Constable to account the PCC has introduced a monthly assurance meeting. The meeting focuses on performance against the police and crime plan, delivery of strategic initiatives and the HMIC inspection programme. The meeting is held in private, but notes of the meeting are published on the Commissioner's website.

### 3. FORMAT OF THE REPORT

This report is presented in three sections as follows:

- Part 1:** Progress on each of the objectives listed in the plan and an update on the grant scheme.
- Part 2:** An update on performance by exception.
- Part 3:** A brief outline of the PCC's key activity related to his performance role and function which is not captured in parts 1 or 2 of this report.

#### **4. PART 1 – UPDATE ON THE POLICE AND CRIME PLAN OBJECTIVES**

The police and crime plan came into effect on 1 April 2013 and the activity reported here covers the period 1 January 2016 – to date (unless otherwise stated). For each objective a short narrative on activity is provided.

##### **Objective 1 – To provide an effective neighbourhood policing model, with a focus on areas of greatest need**

In March West Mercia successfully gained planning approval for a new shared Operational Communications Centre (OCC) with Herefordshire and Worcester Fire and Rescue Service at Hindlip Park. Building works are scheduled to start in June 2016 with completion in 2017. The new OCC forms a crucial part of the major modernisation programme within the alliance between West Mercia Police and Warwickshire Police, and for the Herefordshire and Worcestershire Fire and Rescue Service.

The Special Constabulary recruitment team continue to be active both inside and out of the alliance to recruit into the Special Constabulary. Since February 2016, 10 Assessment Centres have been run within the West Mercia Police Area and an additional six are scheduled during June and July.

##### **Objective 2 – To reduce the volume of violent crime with an emphasis on addressing the harm caused by alcohol through partnership working**

Additional investment has been pump-primed into a schools preventative and early intervention programme for healthy relationships and sexting / cyber abuse (namely the CRUSH (Women's Aid) and SELFIE (WMRASAC) projects). These programmes of work will also develop links into community groups for targeting vulnerable client groups.

##### **Objective 3 – To reduce the harm caused by drugs with a focus on treatment, and targeting those that cause the most harm**

The OPCC continues to provide support with Local Authority (Public Health) commissioners with continued investment into Drug Intervention Programmes; and to the Youth Offending Team with their Drug Intervention Programme. We are analysing end of year monitoring reports and overlaying this data with the level of need we have identified through our localised dashboards

Further work is also underway to access the future direction of Local Authorities regarding their health and well being plans/agendas; which will assist the my Office in designing services that provide targeted support and invests in identified outcomes.

##### **Objective 4 – To reduce the volume of anti-social behaviour incidents**

As previously reported to the Panel it has been agreed with partners not to pursue a West Mercia anti-social behaviour strategy, instead it will be continued through local partnership working. Anti social behaviour forms part of the new community safety partnership framework which was presented to the Panel in December 2015.

## **Objective 5 – To bring offenders to account and reduce re-offending**

On 1 April West Mercia's Youth Offending Service (WMYOS) transferred to the Police & Crime Commissioner. This follows a comprehensive options appraisal by the WMYOS Management Board in 2014/15. The YOS will continue to be funded by a combination of a central government grant and the local authorities. The local authorities will still ultimately have legal responsibility to make sure the service is delivered, and they will retain the same level of control they have had up to now.

A Reducing Reoffending Framework, which is designed to reduce reoffending through improved partnership collaboration, information sharing and improved systems has come into effect. The framework is built on four strategic strands: identifying individuals and families; intensive and comprehensive support; integrated partnership approaches and appropriate enforcement.

## **Objective 6 – To develop and implement a business crime strategy**

The force has tactical plans in place for both rural and business crime under the banner of 'Rural Matters' and 'Business Matters', with activity determined by local need. The provision of Police and partners contact centre vehicles in Herefordshire and North Worcestershire, which had been funded by the PCC, will now form part of the Alliance transport strategy, and one will be provided for each of the remaining policing areas. These vehicles will be used by the police and a wide range of partners to provide a more visible presence in communities and will be equipped with a wide range of crime prevention and other advice.

Following the Rural and Business Crime Governance Board meeting in February, the PCC determined a number of funding allocations in support of rural and business crime for the 2016/17 financial year. This includes a number of coordinator posts across the policing areas, all of whom are in post until March 2017. The lead Superintendent for rural and business crime will be undertaking a review of the staffing arrangements around rural and business in the coming months.

The future of the Rural and Business Crime Governance Board is subject to review by the PCC and his counterpart in Warwickshire.

## **Objective 7 – To work in partnership to protect the most vulnerable people in our society**

The roll out of Multi Agency Safeguarding Hubs (MASH) has been completed within West Mercia. There are now four MASH in operation aligned to top tier local authority boundaries, providing a first point of contact for safeguarding referrals.

A child sexual exploitation (CSE) project has been commissioned and funded by my office which looks to provide training and information to taxi companies, hoteliers and licensed premises, providing assurance that they have the knowledge of what, how and when to report.

The OPCC have actively played a part in designing a Paediatric SARC provision for West Mercia with NHS England, and the three other PCCs within the West Midlands region.

### **Objective 8 – To deliver a supportive and effective response to victims and witnesses**

The Restorative Justice outcomes pilot which has been running for approximately 6 months has made significant progress in the development of restorative justice (RJ) approaches within West Mercia. A cross functional team of seconded professionals has delivered training to over 400 staff and supported over 500 victims.

The PCC has been asked to support an extension of the project until December. Extending the pilot will ensure that key outcomes are achieved and that the team has time to develop a new target operating model for delivering RJ moving forward. Warwickshire have already committed funds to extend the pilot.

### **Objective 9 – To work with the Safer Roads Partnership to reduce the number of casualties on our roads**

The Governance Board for the Safer Roads Partnership has been established and met for the first time in February. Membership includes the council highway authorities, Highways England, the Institute of Advanced Motorists and the Fire and Rescue services.

### **Objective 10 – To meet the requirements of the Strategic Policing Requirement**

Strategic Policing must be provided at a standard to satisfy the Home Office Strategic Policing Requirement (SPR). The PCC continues to meet and discuss related issues on a regular basis with force personnel and as part of his weekly meeting with the Chief Constable. At a regional level the PCC attends a quarterly PCCs' meeting where regional collaboration is scrutinised.

Agreement has been met on a regional basis to implement a more rigorous approach to governance and oversight of regional collaboration outcomes. The four PCC's within the region have agreed to jointly fund two posts, to be hosted by West Midlands PCC in support of this work.

### **Objective 11 – To develop and implement a public engagement strategy**

The outgoing PCC continued with regular engagements up to the election in May. One of the most notable engagement activities saw the winner selected in the 'Stay Safe, Be Aware' campaign involving local schools. Work has gone on since to continue the project with libraries and schools across the West Mercia area, and the incoming Commissioner has supported the idea of developing the winning app, in conjunction with Worcester University.

The outgoing Commissioner was supported by his Community Ambassadors until the date of the PCC election in early May. Before the election, Ambassadors produced their own 'End of Term' reports. A version of each report was published for each area in

the Commissioner's final newsletter after the election. A second version was provided to the incoming Commissioner.

Since the PCC's election in May, the new PCC has undertaken two significant consultations – one regarding his Priorities, and another related to a new Victim's Charter. The consultation regarding the Victim's Charter will be open until the end of July. This will be shared more fully with relevant partners, councils and community groups shortly. The results of the Priorities consultation forms part of the Panel report on the draft Police and Crime Plan.

The PCC has also undertaken a range of visits and meetings across the force area in the month since he took up office. These have included awards events, parish council meetings, policing area visits, Neighbourhood Watch meetings and local schools/ colleges.

The PCC will be developing an engagement strategy in the near future to reflect the PCC's specific objectives.

## **Commissioning and Grants**

### **Pre May 2016:-**

As part of the West Mercia Commissioner's Grant scheme a final funding round took place in February. In total £2.25 million (excluding CCTV funding) was allocated to projects that support either the reducing offending agenda in West Mercia or will support victims of crime reducing the likely hood of re-victimisation.

### **Post May 2016:-**

The PCC's commissioning framework is now being implemented and following the pending consultations on priorities a portfolio of programmes and commissioning intentions for his term in office is to be developed. There will be a strong focus on collaboration, joint commissioning and understanding shared outcomes and a joined up pathway of support. An experienced Contract and Grant Analyst has been appointed to provide capacity and expertise in this work area.

The PCC will be initiating a range of needs assessments specifically for victims. These will help identify what support services are needed (and the type of support required) and how best to implement and manage the contracts to meet this need, whilst ensuring value for money and outcomes.

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

From the 1<sup>st</sup> April 2014 the police and crime plan contains no specific measures or targets to which the force is being held to account for performance. The removal of all targets represents a fundamental cultural shift for the force and from the outset of the new regime the Chief Constable has been clear that protecting people from harm is the key driver for the force. This approach is supported by the PCC.

Monthly and quarterly performance reports are now produced to provide a strategic overview of force performance in line with the police and crime plan aims and the force control strategy. The reports are used by the PCC to inform his discussions with the Chief Constable and are subject to further scrutiny by senior managers at the alliance performance management group.

Attached at appendix A is the quarterly performance report for January – March 2016. As the quarter four report for the year it contains the end of year position for the force. Members of the Panel are invited to comment on the report.

## **6. PART 3 – PCC ACTIVITY**

### **Personnel**

#### **Chief Constable**

Panel members will be aware that the PCC recently advertised for a new Chief Constable. The PCC did discuss the possibility of appointing the same individual to the West Mercia post as the Warwickshire post with his counterpart, but that was not practicable from their point of view.

The recruitment timetable is as follows:

- Launch search via websites and press release Friday 10<sup>th</sup> June 2016.
- Completed application forms to be submitted by 12 noon Thursday 7<sup>th</sup> July 2016. (3 weeks minimum timescale in accordance with guidance).
- Confirmation of eligibility will be sought from the College of Policing.
- Short-listing will be done by same panel as undertakes selection (to comply with national guidance) on Friday 8<sup>th</sup> July. Shortlisted applicants will be informed as soon as possible on or after the 8<sup>th</sup> July 2016.
- References for short-listed candidates will be sought prior to interview.
- A familiarisation day with Chief Officers and senior managers has been arranged for the 12<sup>th</sup> July 2016.
- The selection process will be held on Tuesday 19<sup>th</sup> July 2016.
- Confirmation Hearing to be held by the PCP within 3 weeks of that date.

The selection process will include panel presentations and an interview designed to explore the personal qualities of the Police Professional Framework and candidates' strengths in relation to the Job Profile and Person Specification set out in the Candidates' Information pack.

Candidates invited for interview will be asked to complete medical and security questionnaires. The successful candidate will be subject of Developed Vetting (in accordance with the draft Vetting Code awaiting approval by Parliament).

The ultimate decision is the Police and Crime Commissioner's. The assessment panel is there to provide guidance and advice.



## **Community Ambassadors**

The PCC recognises the work done by the previous Commissioner's Community Ambassadors. The area of West Mercia is considerable, with a very large number of diverse communities and he needs support to reach them all.

The PCC has appointed three Community Ambassadors in Herefordshire, Shropshire and Worcestershire, one to represent each of the top-tier local authority areas. The Panel will be notified of their names and contact details once they have cleared vetting. We are continuing to look for the right candidate to act as Ambassador for Telford and Wrekin.

The appointments were all on merit, following a standard recruitment process of advert, application and interview against pre-published criteria. We had 19 applicants, all of a good standard, covering the whole of the West Mercia area. 9 were interviewed.

## **Deputy Police and Crime Commissioner and Treasurer**

The appointment of the Deputy Police and Crime Commissioner and Treasurer are the subject of separate reports.

## **Other Performance / scrutiny**

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

**Joint Audit Committee** - the Independent Joint Audit committee met in March and June 2016. Items considered included, external and internal audit, HMIC reports, the Annual Governance Statement, risk management, the Statement of Accounts and treasury management.

**Trust, Integrity and Ethics Committee** - this committee is responsible for enhancing trust and confidence in the ethical governance and actions of Warwickshire Police and West Mercia Police. The committee met in February and April 2016. As part of its discussions the Panel members have each selected an area of work they would like to more closely scrutinise. Other items considered include dip sampling of complaints and Performance Standards overview.

**Her Majesty's Inspectorate of Constabulary (HMIC)** – from the 1 January to date HMIC has published three inspection reports relating to West Mercia:

- '*National Child Protection Inspection post inspection review*'. HMIC carried out a child protection inspection in 2014 and published an initial report in February 2015. A post inspection review took place in August 2015. The latest report did not contain any specific recommendations.
- '*PEEL: Police legitimacy 2015*'. This report was graded and the overall judgement as to '*how legitimate is the force at keeping people safe and reducing crime?*' was '*Requires improvement*'. The report contains 6 'areas for improvement'. Following

publication of the report West Mercia became one of 13 forces suspended from the Best Use of Stop and Search Scheme (BUSS). An action plan has been implemented to address the finding of the report.

- *'PEEL effectiveness 2015'*. This report was graded and the overall judgements as to *'how effective is the force at keeping people safe and reducing crime'*? was *'Requires improvement'*. The report contains 7 'areas for improvement'. An action plan has been implemented to address the finding of the report.

The PCC monitors the force response to any recommendations arising from HMIC reports and holds the chief constable to account for implementation of these recommendations. This includes national thematic reports and any relevant joint inspectorate reports.

As part of the HMIC inspection process the PCC or his staff have attended briefings and 'hot debriefs' on a number of inspections that will be published during 2016. In addition the force in conjunction with the PCC has put in place a structured process for managing the response to each HMIC report and the PCC and his staff are actively involved in this work.

## **7. Recommendation**

Members of the Panel are invited to consider the report.



# **Performance Summary (West Mercia)**

## **January – March 2016**

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

## Summary

Topic	Data	Activity	Page No.
<b>To Protect Communities from Harm</b>			
Confidence	No change	Next data published 21 <sup>st</sup> April 2016	
Hate Crime	Increase in recording	Increase reporting through raising awareness. Improvement in satisfaction levels	5
Victim Satisfaction	No significant change – 83%	Activity driven and monitored through Victim Satisfaction Improvement Board	7
Outcomes	Year on year reduction in positive outcomes	Subject to additional scrutiny through PMG	8
Repeat Victimisation / Offending		IOM review recommendations being implemented	10
Repeat Missing Persons		Pro-active work ongoing	11
<b>To Reduce Crime &amp; Disorder</b>			
Violence with Injury	Volumes stabilising 29% yr end increase		14
Sexual Offences – Rape	No significant change in Qtr 33% yr end increase		16
Sexual Offences – Other	No significant change in Qtr 45% yr end increase		17
Domestic Burglary	No significant change in Qtr 8% yr end increase		18
Robbery	22% yr end increase		19
Business Crime	No significant change in Qtr	Tactical initiatives continue	20
Rural Crime	No significant change in Qtr	'Rural Matters' activity continues	21
Domestic Abuse	No significant change in Qtr	Ongoing work to ensure markers are used effectively	22
Child at Risk / CSE	Volumes continue to increase	Ongoing officer training and improved awareness	23
Cyber Crime		Events attended to support strategy	24
Anti-Social Behaviour	Continued decline in volumes	Further monitoring will be undertaken	25
Road Traffic Casualties	Reporting on fatalities only	System issues raised at National level for identification of solution	26
Response Times to Emergency Incidents	Increased trend in average time to respond	Strategic lead commissioned analysis	28
<b>To Ensure an Efficient and Effective Police Service</b>			
Sickness	No significant change from beginning of 2015/16	Subject to ongoing monitoring	30
TOIL/RDIL	Further improvements in numbers exceeding limits	Department level data disseminated	31
Complaints	Recent improvements in recording timeliness during this quarter	Subject to ongoing monitoring	34
Conducts	No significant change in number of conduct cases	Subject to ongoing monitoring	35

## Performance Summary

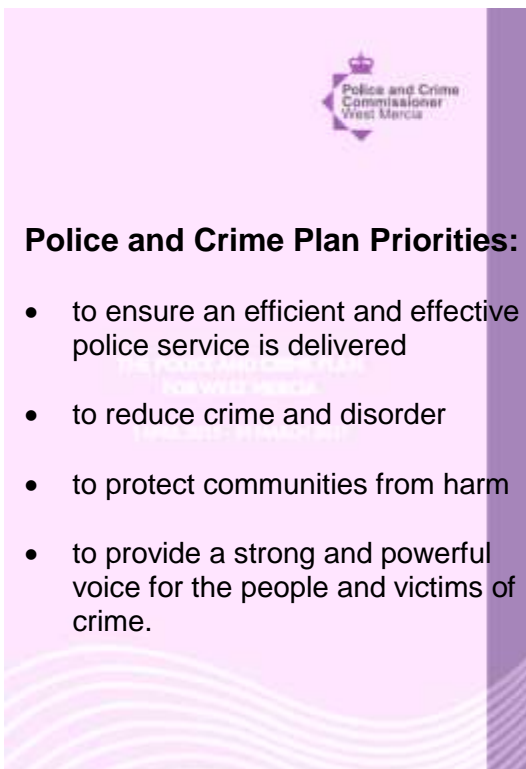
### 1. Introduction

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

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

As this is the final quarter within the performance year, data is included for the full fiscal year and therefore, where appropriate, the report includes comparisons to 2014/15.

This performance year has seen the force adjust to a number of changes in recording practices that have resulted in some crime increases. These changes have also been experienced by most other forces and have been subject to national reviews. It is our view that recorded crime has now stabilised following these changes and will be subject to further discussion within the document.



The graphic features the Police and Crime Commissioner West Mercia logo at the top. Below it, the title 'Police and Crime Plan Priorities:' is followed by a list of four bullet points. The background is a light purple with a wavy pattern at the bottom.

**Police and Crime Plan Priorities:**

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



The graphic is titled 'Alliance Control Strategy 2015'. It features a central column with four boxes: 'Police and Crime Plan', 'Alliance Control Strategy', 'Alliance Control Strategy', and 'Alliance Control Strategy'. To the right of these boxes are four larger boxes with icons and text: 'Police and Crime Plan', 'Alliance Control Strategy', 'Alliance Control Strategy', and 'Alliance Control Strategy'. The background is a light blue with a wavy pattern at the bottom.

**Alliance Control Strategy 2015**

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

## 2. Summary of Performance

*Aim: To Protect Communities from Harm*

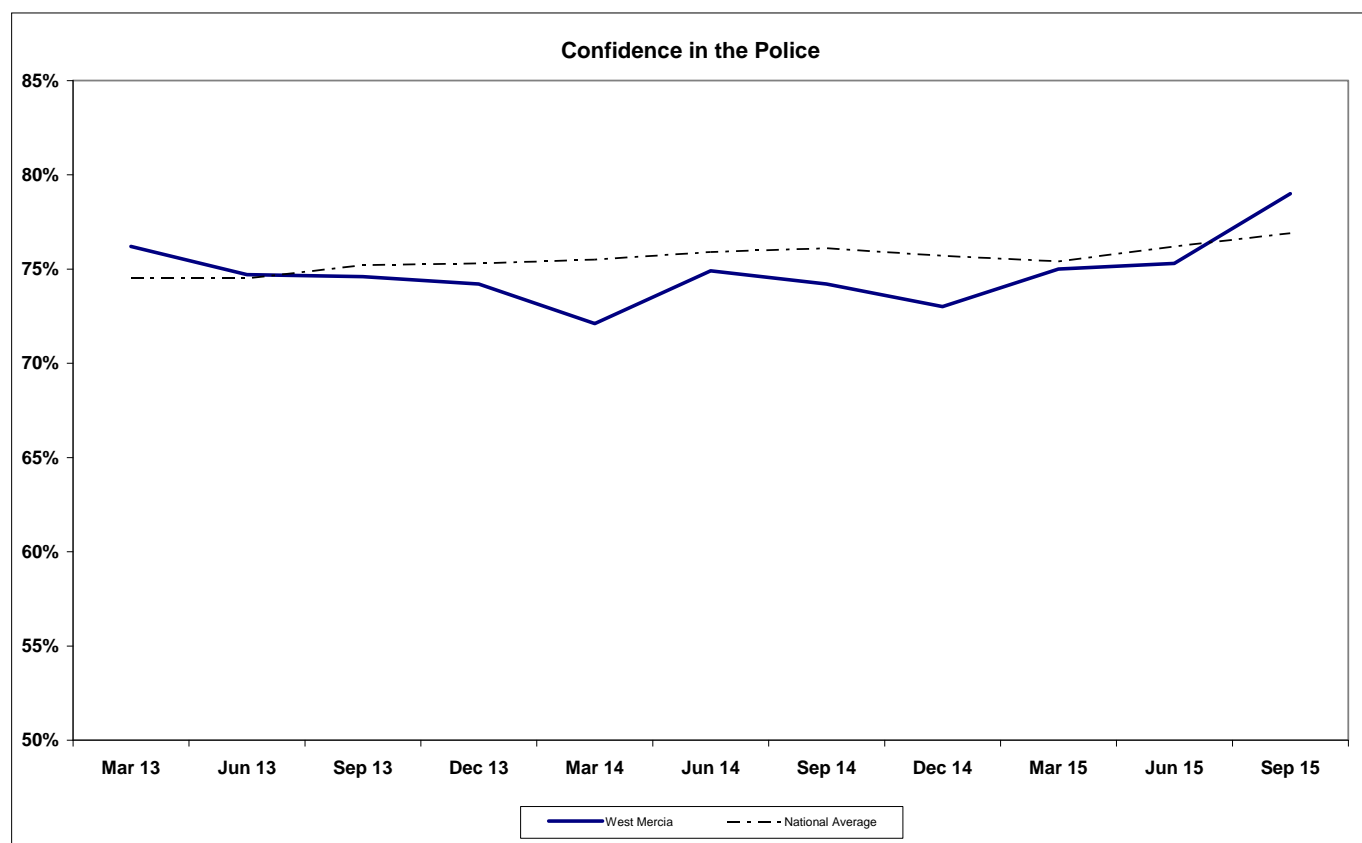
### 2.1 COMMUNITY

#### 2.1.1 Confidence in Police

Public confidence in the police is measured through the national Crime Survey for England and Wales (CSEW). The data is published quarterly, with the latest update covering the period to December 2015. Measuring confidence levels is very complex and there are many factors that can influence this such as perceptions of fairness, police activity, engagement, communication and visibility

The Force has seen an improvement in confidence levels felt by local communities and is showing above the national average of 76.9%. There is a general trend of increased confidence levels with now almost 8 out of 10 people (79%) having confidence in the police in their local area.

The next available data will be published on the 21<sup>st</sup> April and therefore will be reported on within the next performance summary.



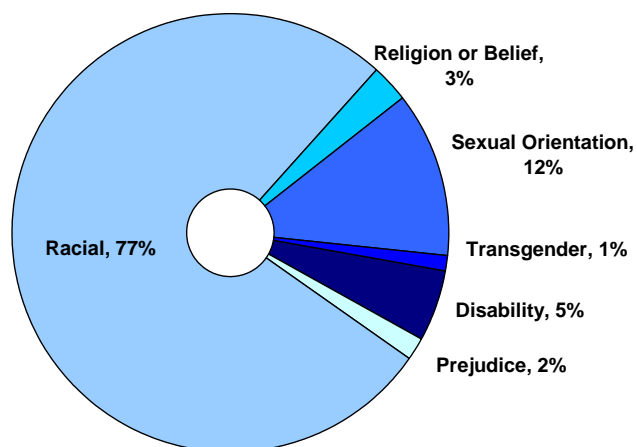
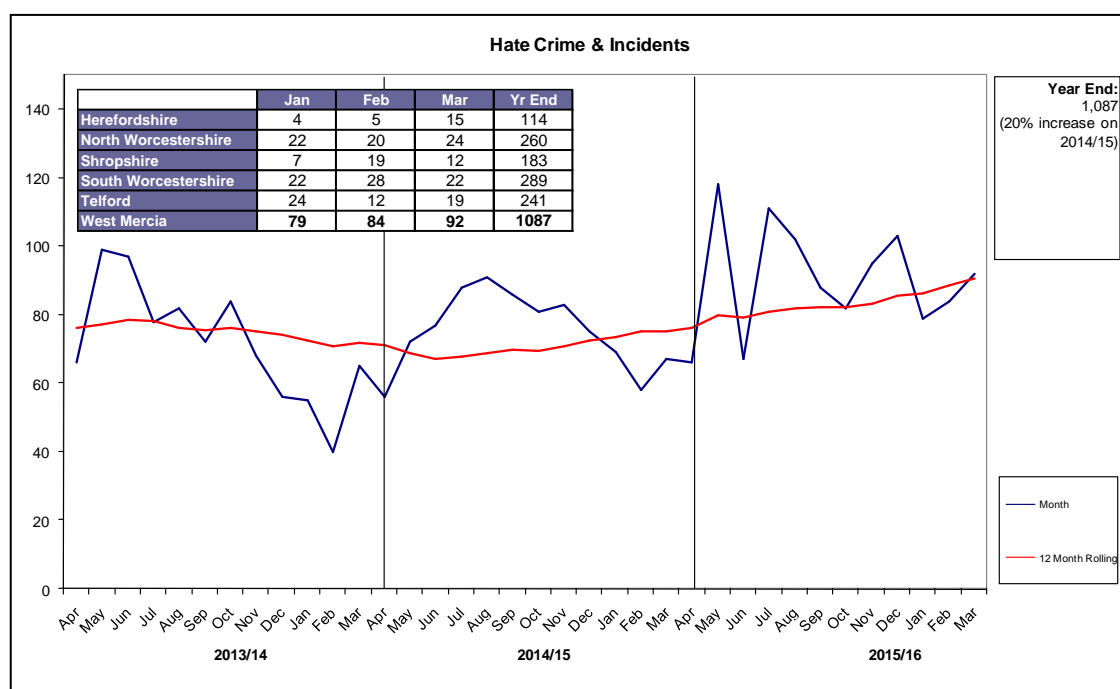
## 2.1.2 Hate Crime

**Signs of Improvement would be:**

Increased reporting  
Sustained/ improved victim satisfaction

The Force recognises the significant impact of hate crime on victims and the need to continue to encourage those subject to such incidents to have the confidence to report and receive high levels of service. Since the last quarterly report a working group has been established, including representation from our IAGs, to review and refresh the Hate Crime strategy and our associated policies and procedures.

In the last quarter, 255 offences/ incidents were recorded. Over the year there has been a 20% increase in the number of hate crimes/ incidents recorded - this is welcomed by the force as it reflects the increased activity and pro-active work by the diversity and corporate communications team.



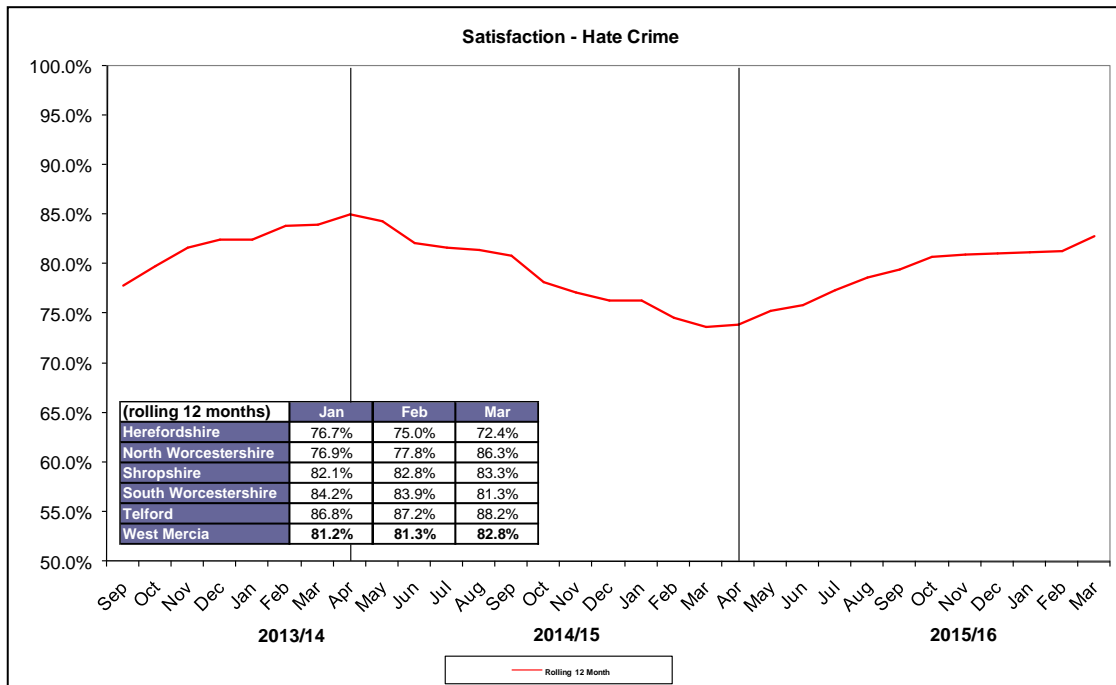
Over three quarters (77%) of all hate offences are of a racial nature. This is a stable pattern.

NB: the term 'prejudice' refers to any individual characteristic that makes someone appear different, e.g. alternative lifestyle, culture, physical appearance and style of dress.

### Hate Crime Victim Satisfaction

Satisfaction of hate crime victims is currently 83%<sup>1</sup>. As the number of reported hate crimes is low, the number of victims who are surveyed each month is also low (average of 31 per month). The data is therefore reported on as a rolling 12 month average to give a longer term trend.

Satisfaction levels have seen an increase over 2015/16 from 74% in April 15 to 83% at the end of the year.



<sup>1</sup> This is based on interviews undertaken over the last 12 months to give an adequate sample size for analysis



## 2.2 VICTIMS

### 2.2.1 Victim Satisfaction

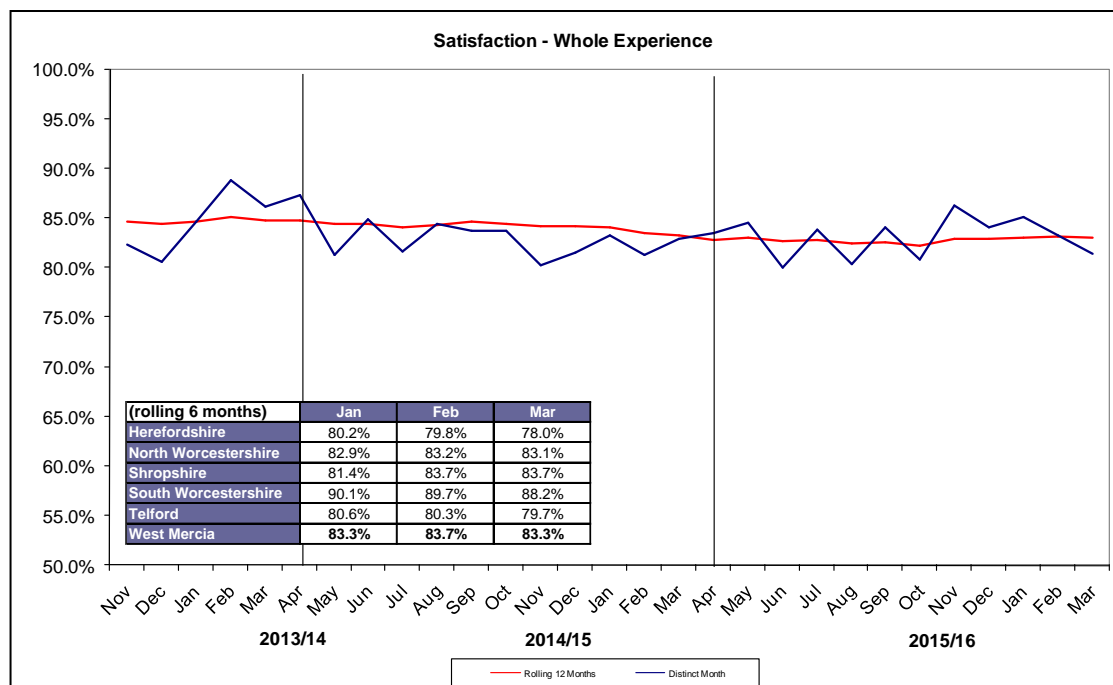
**Signs of Improvement would be:**

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

Overall victim satisfaction within West Mercia remains stable across the different stages (Ease of Contact, Actions, Follow-up, Treatment and Whole Experience) with a consistent 83% satisfied with their experience across each quarter of 2015/16. Due to small sample sizes this is monitored over a rolling 6 month period and continues to identify that the area of 'Follow up' remains where there is opportunity to further improve. In the latest quarter 67% of people surveyed are satisfied with this aspect of the service compared to 69% last quarter.

National comparison data is only available up to December 2015 with more recent data not being available until May 2016. As of December, West Mercia performs relatively well within its peer group of most similar forces<sup>2</sup> for 'Ease of Contact' (ranking 2<sup>nd</sup>) though less favourably in respect of 'Treatment' (6<sup>th</sup>), 'Actions' (7<sup>th</sup>) and 'Follow up' (8<sup>th</sup>). 'Follow up' and 'Actions' are areas of where there is the largest variance from the top performing force (-13% and - 8%).

Through the Victim Satisfaction Improvement Group, the Alliance lead for Satisfaction has defined an aspiration for 9 out of 10 (90%) victims to be satisfied with the service they receive from us. This will remain as a key focus for the Alliance and activity monitored and driven through the developed Victim Satisfaction Improvement Action Plan. A key priority for the next quarter is ensuring officers make contact with victims within 48 hours of being allocated crimes and formulating a victim care plan at the outset.



<sup>2</sup> Most Similar Forces are: Devon & Cornwall, Gloucestershire, Norfolk, North Yorks, Suffolk, Warwickshire, Wilts

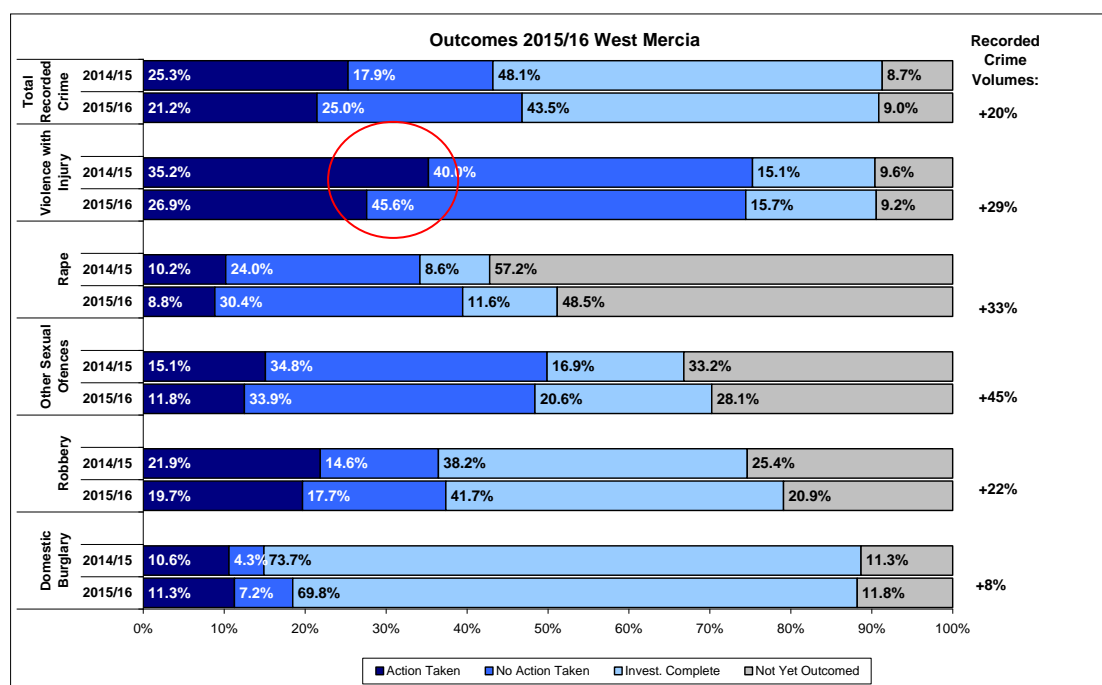
## 2.2.2 Crime Outcomes

Since April 2014 forces provide a more detailed picture of how a crime has been investigated and finalised through the recording of Outcomes.

The chart below provides a summary of outcomes in 2015/16 compared to 2014/15. In order to provide a directly comparable data set the chart shows offences that were recorded in the year and the outcome assigned to those offences within the year.

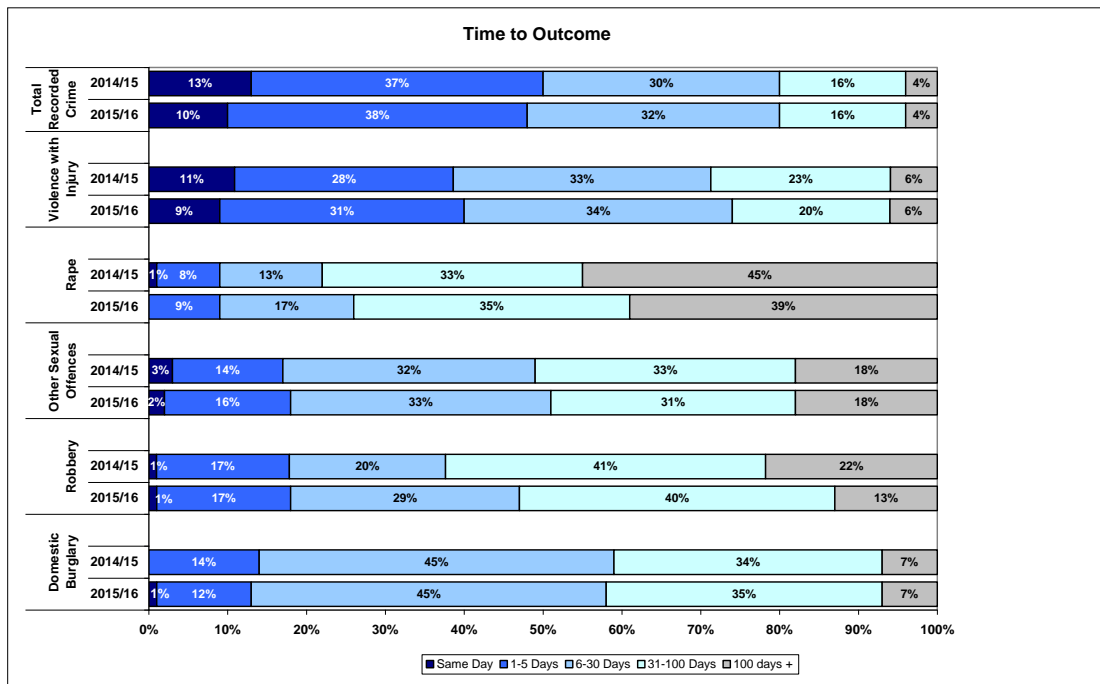
Overall, there has been a reduction in the proportion of offences outcomed as 'Action taken' (i.e. charges and summonses, cautions, penalty notices, cannabis warnings and community resolutions), most notably in VAP with Injury and Other Sexual Offences. Conversely, the proportion of Domestic Burglary offences outcomed as 'Action Taken' has seen a small increase.

There is an increase in 'No Action Taken' outcomes across all high harm offence groups, most notably for VAP with Injury, Robbery and Domestic Burglary offences.



The decline in performance around outcome rates, particularly the reduced proportion of offences with an 'action taken' outcome, was subject to detailed discussion at the Performance Management Group meeting in January 2016. An audit to assess the quality of investigations, and timeliness was commissioned to gain a better understanding. The results of this will be subject to further discussion at the next Performance Management Group in April. Early indications are that there are opportunities for improvement in the quality and supervision of investigations, timeliness in obtaining proportionate outcomes and increased levels of service.

A further indicator for investigations is the time to outcome i.e. the time between the offence being recorded and an outcome being assigned. For almost half (48%) of offences where an outcome has been assigned, this was done within 5 days. Variations are seen between different crime groups, with rape offences generally taking longer to outcome than other offence types.



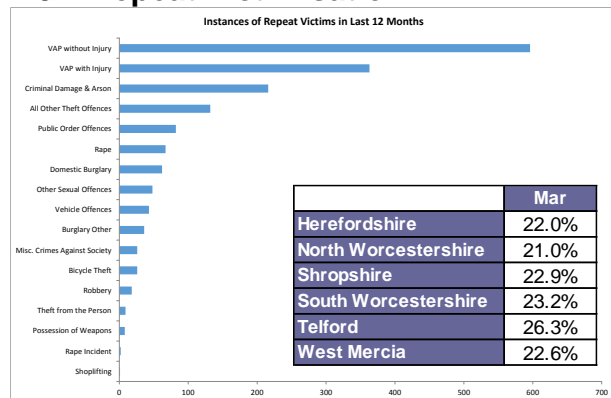
## 2.3 VULNERABILITY

### Signs of Improvement would be:

Reduction in repeat victims and offenders  
Improved IOM processes

*A repeat victim (or offender) is defined as an individual recorded as a victim (or offender) in one particular month and also at least once in the preceeding 12 months. This data does not lend itself to analysis on a quarterly basis, therefore the data below considers individuals identified as victims or offenders in march 2016 and their activity in the previous 12 months.*

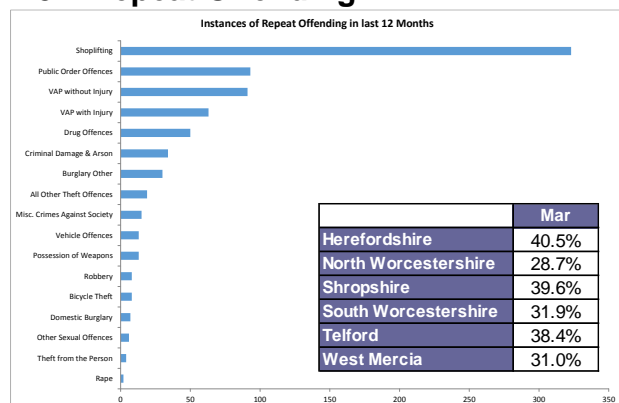
### 2.3.1 Repeat Victimisation



In March 5% (228) of all identified victims were repeat victims within the same month and 23% had been a further victim of crime at least once in the previous 12 months. Of these, 28 individuals were victims more than 5 times and 4 more than 10 times in the last 12 months.

Repeat victims, given their experience of offending, are likely to be vulnerable.

### 2.3.2 Repeat Offending



In March approaching a third (31% - 222) of all identified defendants were also defendants in at least one other offence in the previous 12 months. Of these, 16 individuals were defendants more than 10 times, the most prolific being a defendant 22 1times.

From January 2016, through the Tactical Tasking and Coordination meeting, the force has begun to report on and monitor the response to repeat domestic violence perpetrators.

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

The force Integrated Offender Management (IOM) lead is now implementing the recommendations from the recent service review. A force IOM Manager has now been recruited, and the recruitment process for additional IOM Coordinators is close to completion, this will increase the number of offenders that are being managed within the scheme. Work has been done to broaden the cohort of offenders being managed, with an increased focus on those causing the greatest harm. Over the next few months the processes will be further refined to ensure those offenders that present the greatest risk are being identified and prioritised. Work is also underway to further enhance our proactive 'catch and control' capabilities to effectively respond to the changing make up of the offender cohort.

### 2.3.3 Repeat Missing Persons

**Signs of Improvement would be:**

Reduction in repeat missing persons

Repeat missing persons are monitored due to associated vulnerability, particularly with young persons and those in care.

This data is a summary of what is recorded on the force missing persons system. The number of missing persons reports is not a count of unique individuals – a report is generated for each instance a person is reported missing. Please note, for the purpose of this report, a “repeat misper” is defined as an individual who has been recorded missing more than once within the quarter.

824 missing person reports were recorded in the last quarter, a small decrease compared to the previous quarter (883). This decrease in volumes was the result of below average recording across Policing Areas in January and February. In contrast, there has been a slight increase in the number of U18 reports recorded quarter to quarter. This increase in U18 reports has been driven by increases in Herefordshire and North Worcestershire. In Herefordshire, there is an increase in both the number of U18s having single missing episodes as well as the repeat rate for this cohort. In North Worcestershire, the no. of U18 missing individuals has remained stable whilst the repeat rate for this cohort has increased.

The increase in U18 repeats is attributable to children placed from out of the county into the area. For many of these individuals the Force struggles to get timely feedback from the placing authority and little information is available to prevent further missing occurrences.

Proactive work is ongoing to address these issues including daily triage discussions concerning missing and CSE referrals. There are also now 3 dedicated officers working with care homes (2 in North Worcestershire and 1 in Herefordshire) to ensure care staff are carrying out their responsibilities.

At Force-level there has been a small increase in the repeat rate for all persons and those U18 this quarter compared to last quarter. Again, this has been driven by increased repeat rates in North Worcestershire and Herefordshire.

31% of missing person reports recorded last quarter related to children/young persons living in care homes. There is little variation in the ‘In Care’ Rate quarter-to-quarter.

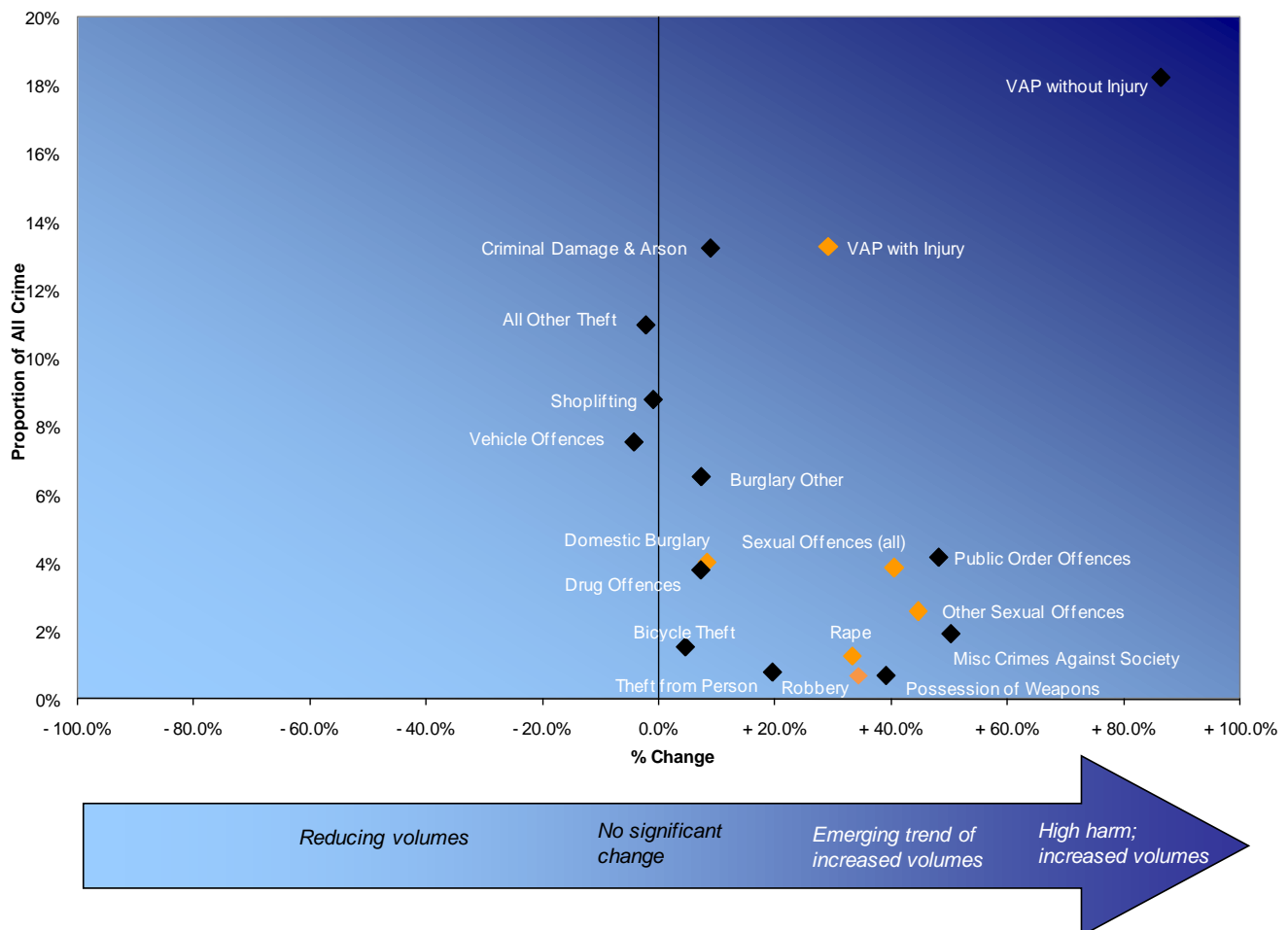
	All Persons			Persons Under 18			Persons In Care	
	No. of Missing Reports	No. of Reports from Repeat Mispers	Repeat Rate (%)	No. of Missing Reports	No. of Reports from Repeat Mispers	Repeat Rate (%)	No. of Missing Reports	In Care Rate (%)
Herefordshire	114	37	32%	71	33	46%	33	29%
North Worcestershire	182	88	48%	113	79	70%	55	30%
Shropshire	178	79	44%	111	73	66%	77	43%
South Worcestershire	219	80	37%	144	74	51%	52	24%
Telford & Wrekin	131	44	34%	78	38	49%	39	30%
<b>West Mercia Total</b>	<b>824</b>	<b>340</b>	<b>41%</b>	<b>517</b>	<b>307</b>	<b>59%</b>	<b>256</b>	<b>31%</b>

N.B. The Force level no. of repeat reports will be greater than the sum of Policing Area reports as a Misper may be reported as missing across more than one Policing Area.

## Aim: To Reduce Crime & Disorder

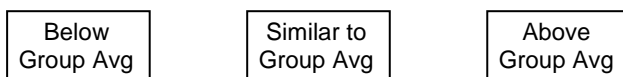
### 2.4 HARM REDUCTION

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



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

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



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

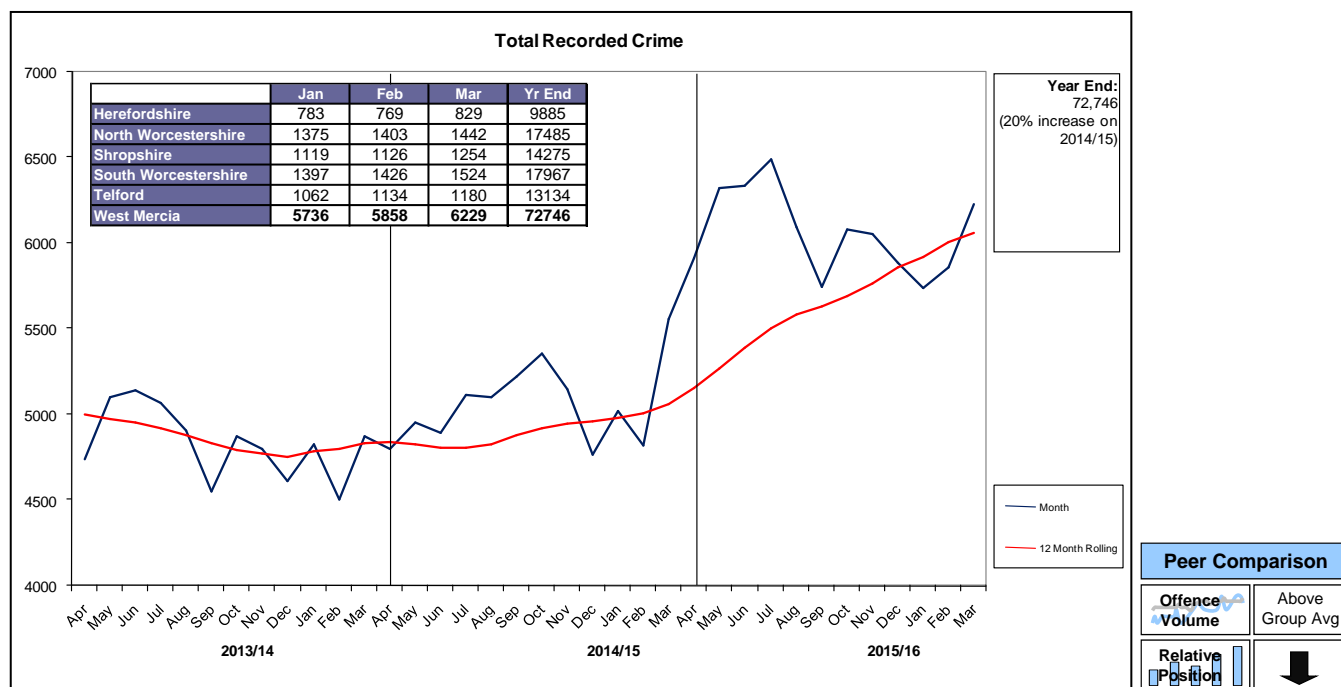


<sup>3</sup> Most Similar Forces are: Devon & Cornwall, Gloucestershire, Norfolk, North Yorks, Suffolk, Warwickshire, Wilts

## 2.4.1 Crime Recorded

**Signs of Improvement would be:**

Stable volumes of recorded crime  
Trends in line with other Forces



Total recorded crime has seen a 20% increase in 2015/16 compared to the previous year which is in line with the reported predictions within the year. The rationale for this has been reported upon within previous reports and is predominantly due to increased scrutiny and governance around crime recording practices following a national HMIC inspection, compliance with National Crime Recording Standard and new offence types. Albeit to a greater extent in West Mercia, this increase has been seen as part of a national trend. Where this is relevant to specific offence types, further commentary is provided within the report.

Following the significant increases in April and May 2015, a much more stable recording pattern has followed as the year has progressed. We believe that this indicates a new 'norm' in recorded crime volumes, but at a greater level than in recent years. We will continue to monitor this pattern within the forthcoming months.

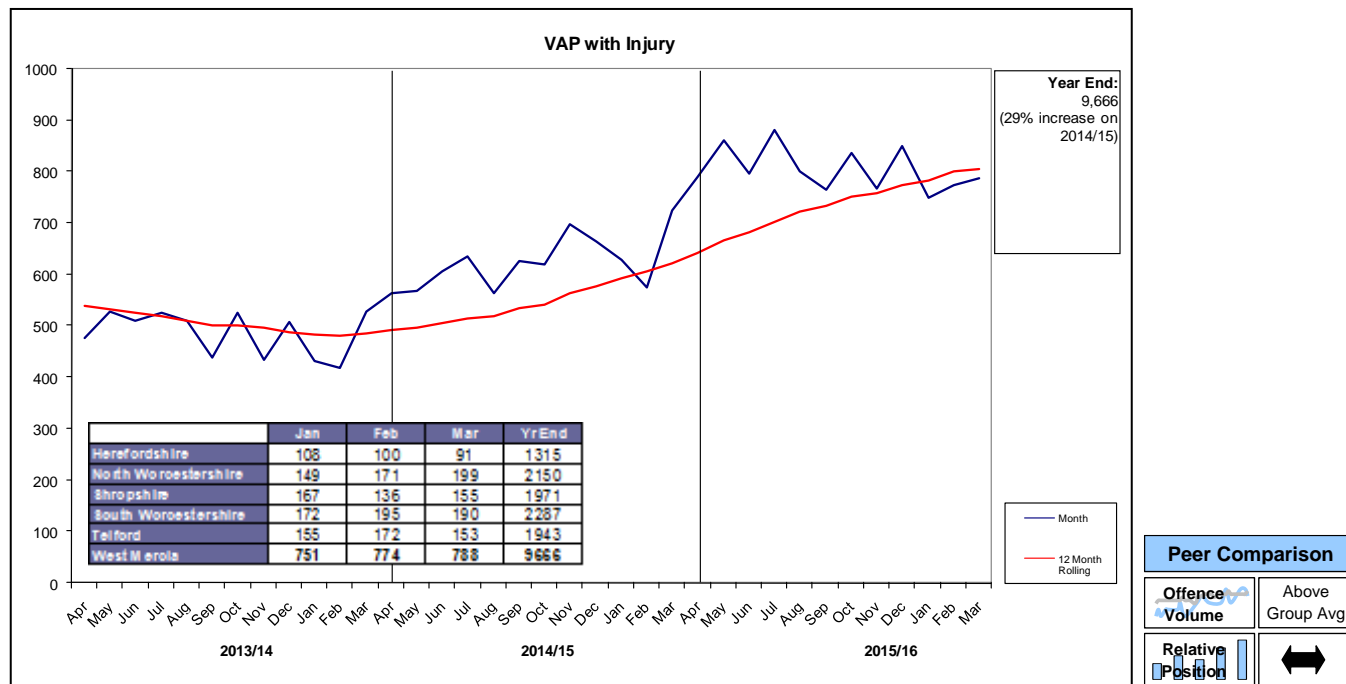
The last quarter has shown a small change in overall crime reported compared to the previous quarter (a reduction of 1%), reflecting the more stable levels of recording.

	West Mercia		Herefordshire		North Wors		Shropshire		South Wors		Telford	
	Last Qtr	Qtr Avg	Last Qtr	Qtr Avg	Last Qtr	Qtr Avg	Last Qtr	Qtr Avg	Last Qtr	Qtr Avg	Last Qtr	Qtr Avg
Total Recorded Crime	17651	18187	2360	2471	4176	4371	3465	3569	4308	4492	3342	3284
Violence With Injury	2295	2417	297	329	514	538	456	493	552	572	476	486
Violence Without Injury	3265	3313	442	445	784	765	640	664	783	800	616	640
Rape	230	232	28	36	46	50	60	49	46	49	50	48
Other Sexual Offences	496	466	79	74	104	91	99	91	94	107	120	104
Business Robbery	10	9	0	0	4	4	2	2	3	2	1	1
Personal Robbery	101	113	7	10	22	25	18	16	26	33	28	29
Domestic Burglary	706	729	85	79	187	180	105	137	166	166	163	167
Burglary Other	1129	1187	153	170	254	272	290	277	285	305	147	163
Vehicle Offences	1342	1372	138	131	406	515	246	220	335	334	217	173
Theft from Person	173	146	22	22	47	38	37	31	51	40	16	16
Bicycle Theft	224	280	52	54	23	41	53	57	63	84	33	44
Shoplifting	1664	1598	173	175	402	390	281	303	438	421	370	309
All Other Theft Offences	1739	1995	237	304	395	455	400	444	421	470	286	322
Criminal Damage & Arson	2311	2405	309	324	535	555	449	463	528	593	490	471
Other Crimes Against Society	1966	1927	338	320	453	453	329	324	517	519	329	311

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

Signs of Improvement would be:

Stable volumes of recorded crime  
Trends in line with other Forces



VAP with Injury offences have seen a 29% increase in 2015/16 compared to the previous year.

Contributing to this are the increased focus and activity in respect of accurate and timely recording of reported offences as identified within the National Crime Recording Standards (NCRS) and Home Office Counting Rules (HOCR) following the HMIC Crime Data Integrity Inspection activity and the inclusion of DASH (Domestic Abuse and Stalking and Harassment risk indicator) assessments onto the force's electronic crime recording system (CRIMES).

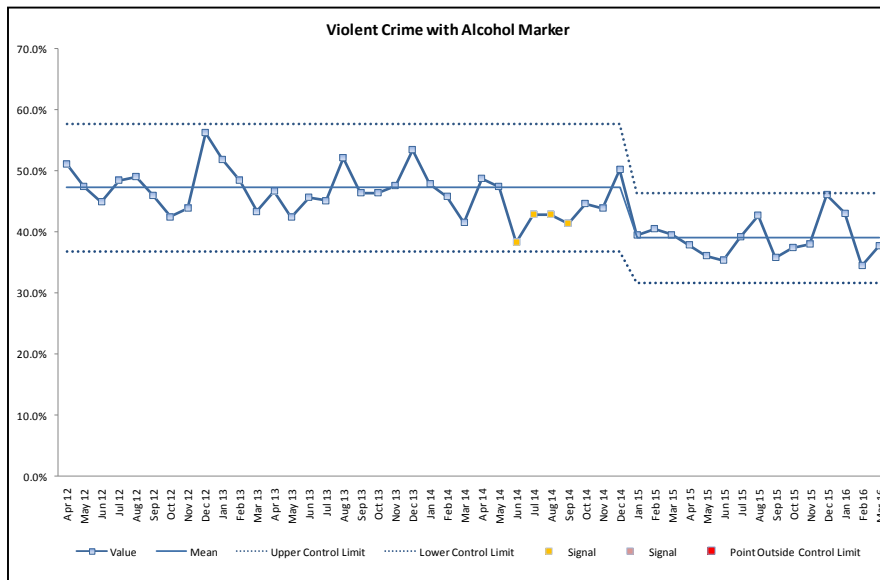
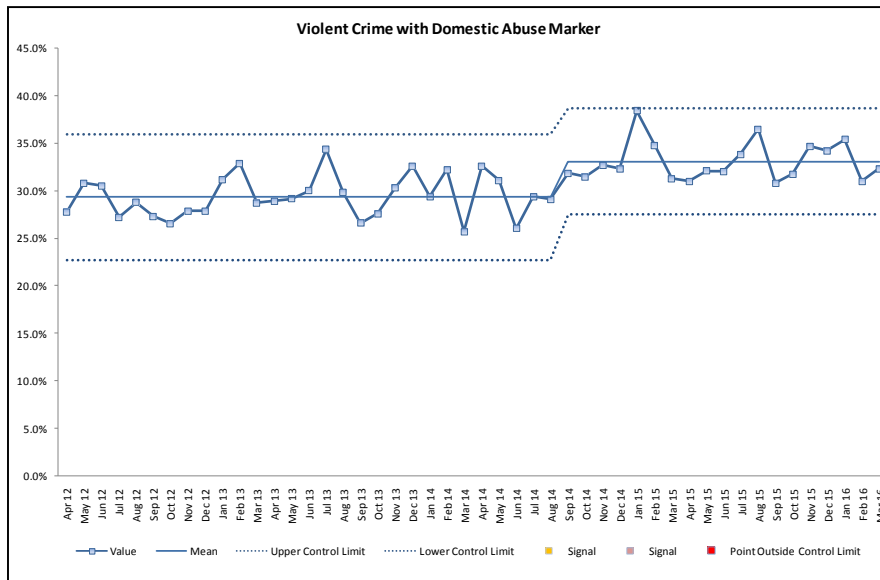
The pattern of recording follows that of total recorded crime, with significant increases at the beginning of the year, followed by more stable and consistent recording as the year has progressed, albeit at a higher monthly average.

2,313 violence with injury offences were recorded in the last quarter, a small (6%) reduction on the previous quarter and accounting for 13% of total recorded crime.

The proportion of violence offences that are either domestic abuse or alcohol related remains fairly static, with some fluctuation around a stable monthly average.

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



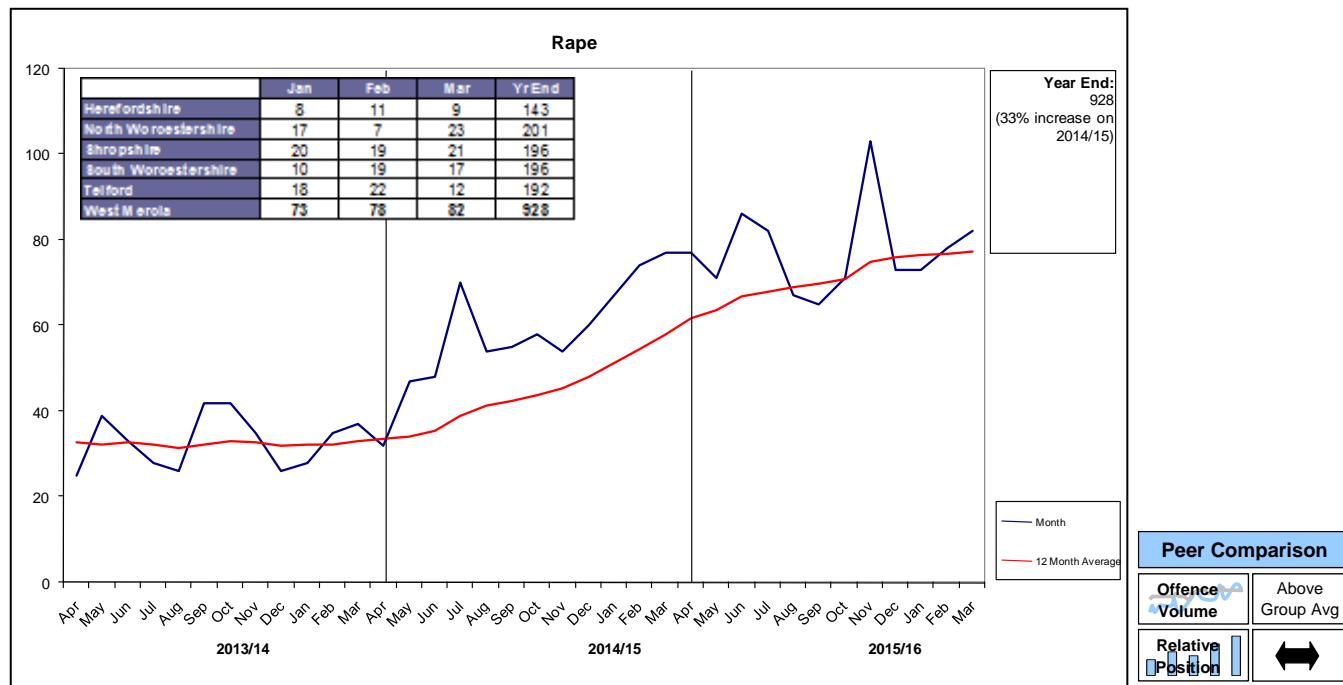


## Sexual Offences

**Signs of Improvement would be:**

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

### Rape



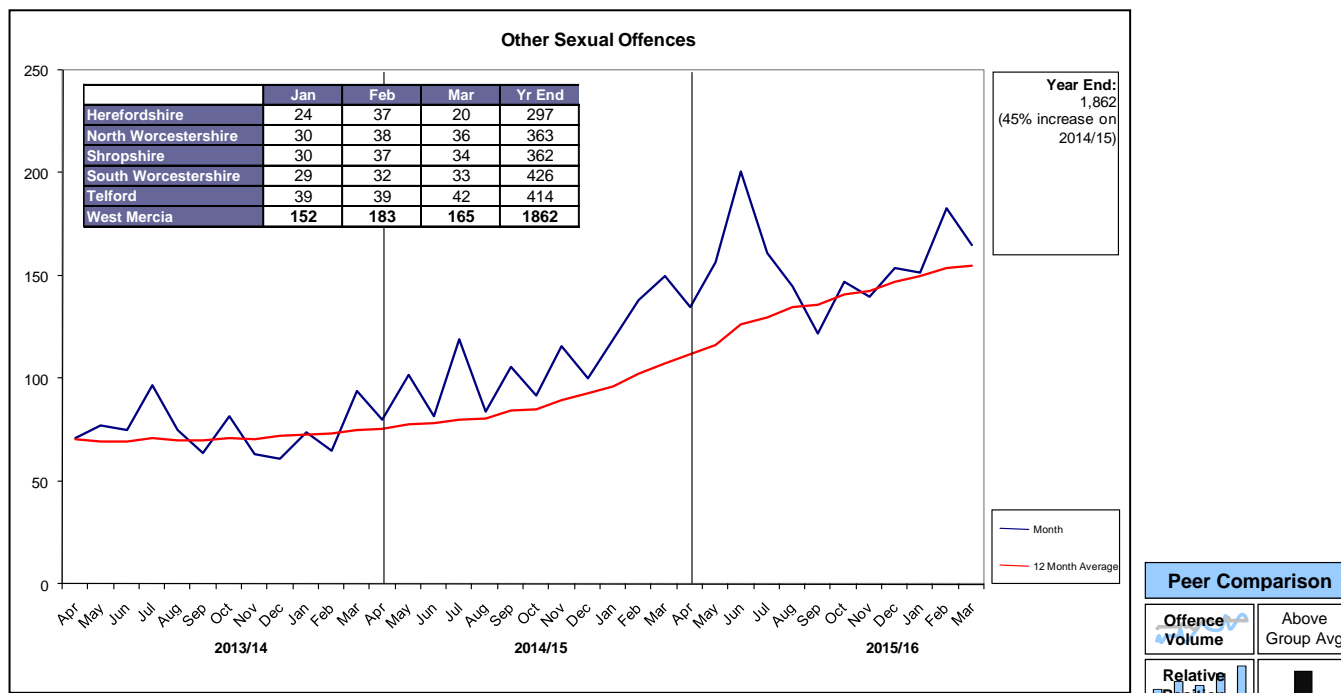
Rape offences have seen a 33% increase in 2015/16 compared to the previous year. This is a nationally reflected picture with forces recording higher levels of rape offences than previous years.

233 rape offences were reported to the police in the quarter, in line with the quarterly average for 2015/16.

On average there is a 40%:60% split between rape offences that are 'current' (recorded within 28 days of being committed) and those classified as 'non-recent'. These proportions were maintained in the latest quarter.

Feedback from partners and third sector organisations providing services to victims of sexual crime suggests an increase in people using these services and supports the view that the longer term increase in reported offences reflects an increasing confidence amongst victims.

## Other Sexual Offences



Other sexual offences have seen a 45% increase in 2015/16 compared to the previous year. This is a nationally reflected trend with a number of most similar forces having experienced similar increases in volumes.

The high volumes in February were reported on in the relevant monthly report and included a number of non-recent offences recorded following a specific operation.

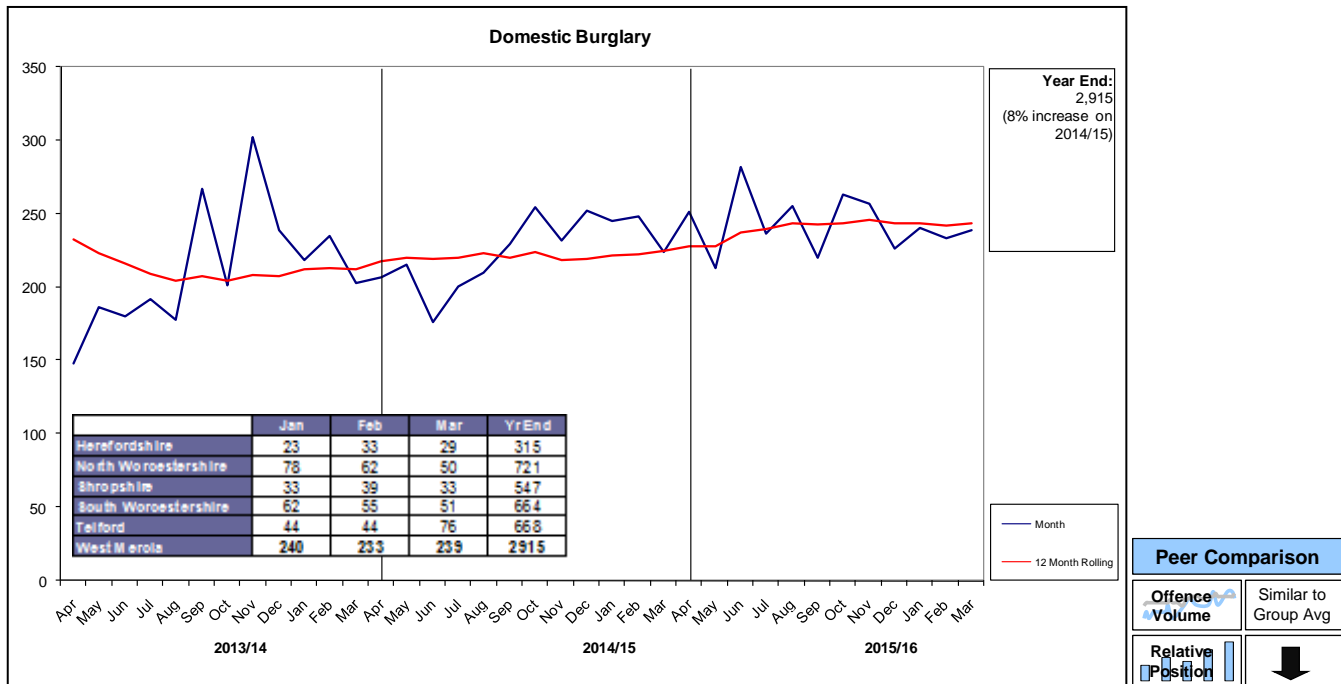
500 other sexual offences were reported to the police in the quarter, 10% greater than the quarterly average for 2015/16.

On average, there is a 50%:50% split between other sexual offences that are 'current' (recorded < 28 days after the committed date) and those classified as 'non-recent'. These proportions remain relatively stable across quarters.

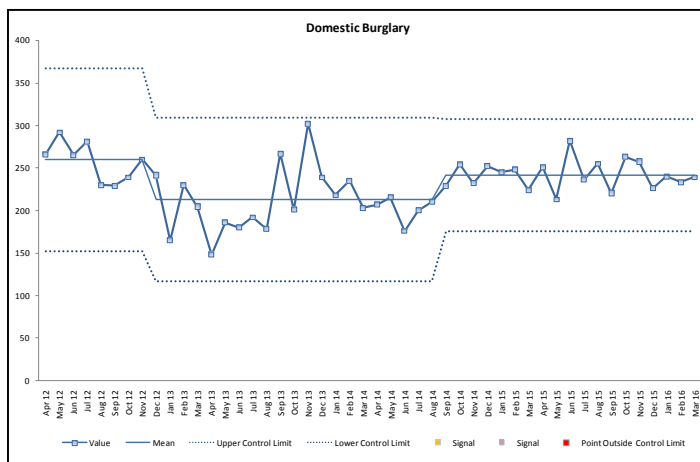
## Domestic Burglary

Signs of Improvement would be:

Stable volumes of recorded crime



Domestic burglary offences have seen an 8% increase in 2015/16 compared to the previous year.



712 offences were recorded in the quarter, 5% fewer than the previous quarter. At Force level, offence volumes remain relatively stable, with about 8 offences recorded per day.

At policing area level, Telford & Wrekin saw an unusually high number of offences in March – 76 against a monthly average of 48. The offences were linked to three groups targeting south Telford simultaneously. Positive activity has led to several arrests and charges of prolific offenders.

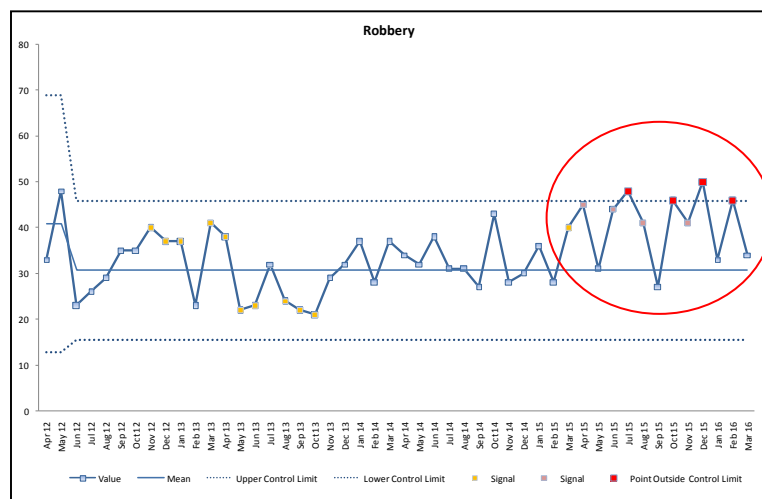
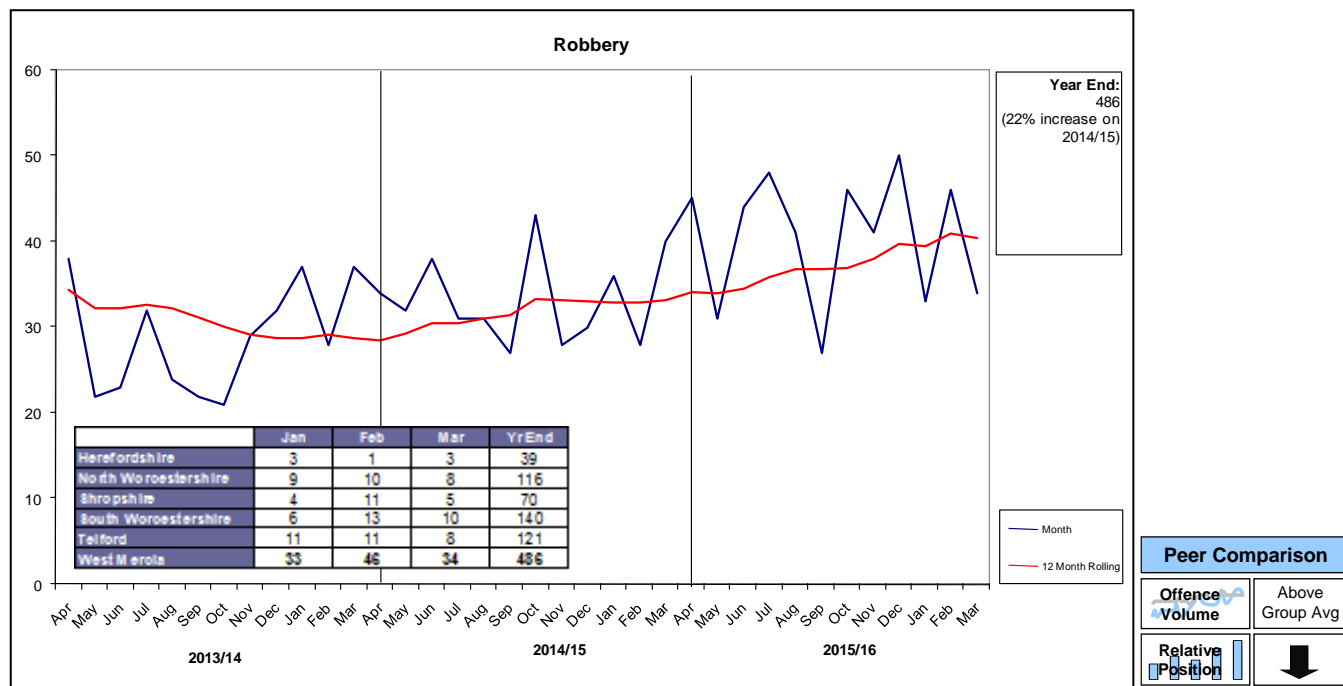
The Alliance burglary steering group meets bi-monthly to discuss relevant issues, including cross border offences, emerging series, operations and investigations and IOM nominals. The next meeting will consider the impact of the implementation of the Pathfinder model and its investigative structure for burglary offences, including victim satisfaction and recorded offences and outcomes.

## Robbery

Signs of Improvement would be:

Stable volumes of recorded crime

Robbery offences have seen a 22% increase in 2015/16 compared to the previous year. This is against the national trend, (where a small year on year increase is expected) and a greater increase than expected within the most similar group of forces.

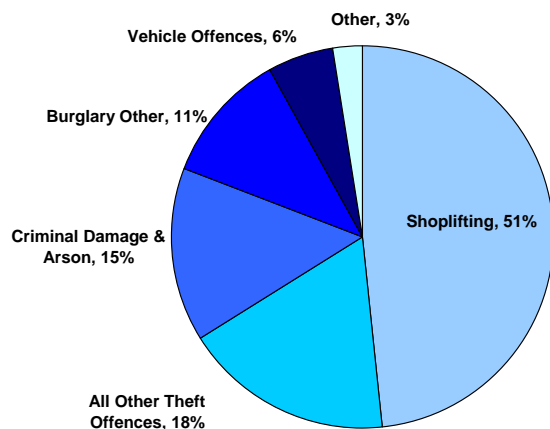
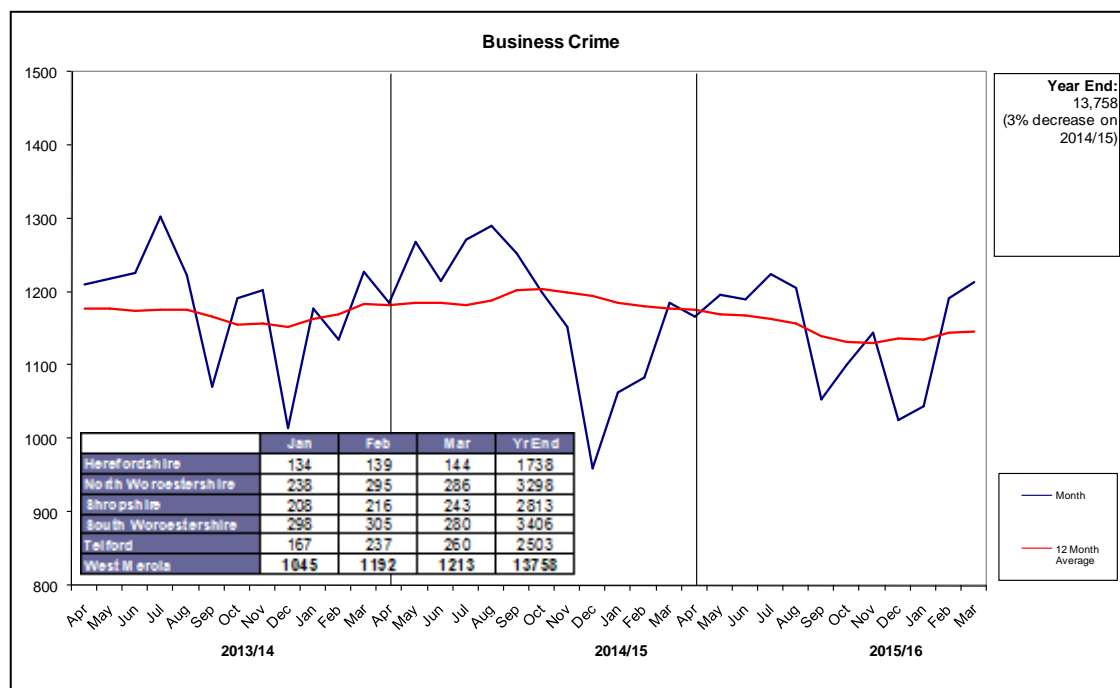


For 10 months of 2015/16 robbery volumes were above average. If levels of recording continue at this higher rate, we will see an increase in the monthly average from 31 to about 41 offences.

The increase in recorded offences has been noted in previous monthly reports, with particular reference to higher than average volumes in both South Worcestershire and Telford. The increases represent personal robbery in the main targeting young people and involving threats of violence. Extensive analysis has taken place which has not identified any specific patterns or trends though preventative work is ongoing. All offences are reviewed to ensure any patterns and trends are quickly identified and all lines of investigation are prioritised. We will continue to monitor trends and investigative results.

## Business Crime

Business crime offences are a sub-set of total recorded crime and are identified as any criminal offence (against person or property) which is associated to a business. 3,450 offences were recorded in the quarter, a 5.5% increase on the previous quarter and following the seasonal pattern of generally increased offending at the beginning of the year. The trend for business crime is currently stable, and volumes in 2015/16 were slightly lower (3%) than the previous year.



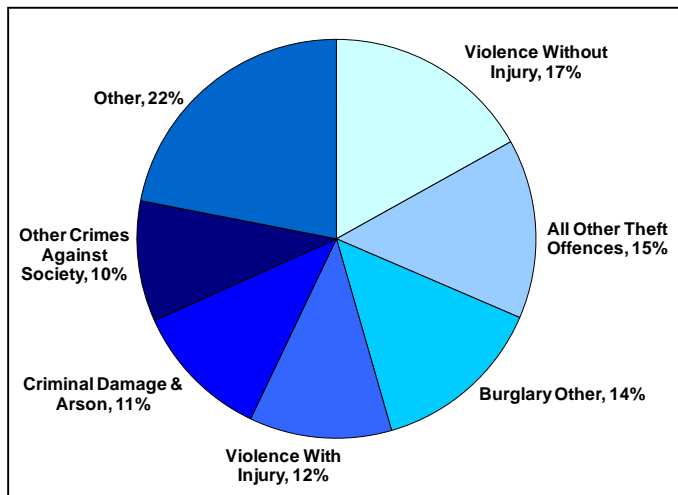
Three crime types represent 84% of all business crime, namely Shoplifting (51%), Other Theft (18%) and Criminal Damage & Arson (15%). There has been no significant change in the make up of business crime over recent years.

Underpinning business crime is an Alliance Portfolio Lead who coordinates Force activity and feeds into the Business and Rural Crime Board. Supporting this Force activity, are inputs from key contacts within Intelligence, Local Policing and Corporate Communications. Each Policing Area has a tactical lead and plan detailing local activity in order to co-ordinate partnership working, reduce offending and target those that cause the most harm. All areas within West Mercia (apart from South Worcestershire) have secured funding for dedicated PCSO's to engage with business communities and work with the business co-ordinators on initiatives.

A new business crime initiative “Your Business Matters” is set to be formally launched in May and is already being advertised on the new Mobile Police and Partners Contact Centre vehicles. This is currently being progressed with Corporate Communications.

### **Rural Crime**

Rural crime offences are also a subset of total recorded crime and are identified by their geographical location<sup>5</sup>. 3,838 offences were recorded in the quarter, reflecting the seasonal pattern of reduced offending at the beginning of the year.



This chart shows the make up of rural crime, with proportions stable over the last few years.

Under the ‘Rural Matters’ banner, the Rural Crime Strategy is being implemented through a number of initiatives, co-ordinated by the alliance portfolio lead. The Force is supporting the NFU led ‘Stop that Thief’ initiative in Herefordshire, Shropshire & Telford which provides crime prevention advice and supports the provision of property marking and alarms. The scheme is likely to be rolled out across other Local Policing Areas over the coming months.

Further examples of activity include a fisheries enforcement campaign and signage campaign around poaching. Specific rural and wildlife training is also being developed for officers which will increase the number of trained officers from 11 to 21 across the Alliance.

<sup>5</sup> Rural crime is defined as any crime occurring in a rural area as defined by the 2011 ONS Rural Urban Classification

## 2.4.2 Risk Markers

### Signs of Success would be:

Increased reporting, reflecting greater victim confidence

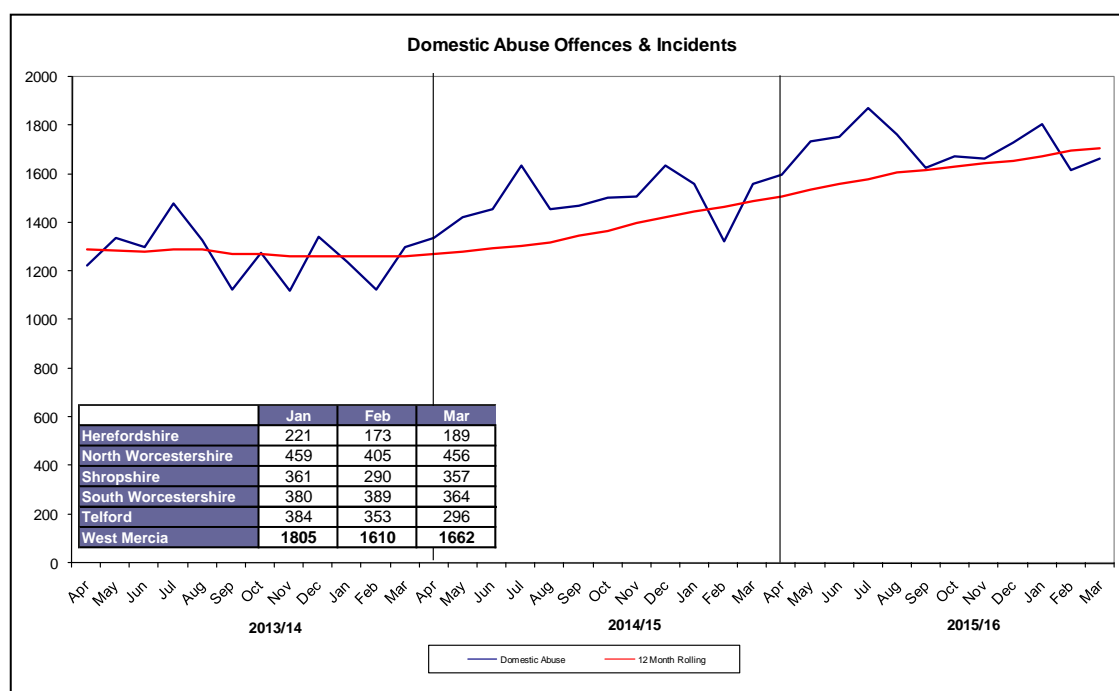
*Risk markers can be applied to any incident or offence to identify potential harm risks.*

### Domestic Abuse

The force priority for domestic abuse is to promote partnership working and increase confidence in reporting.

The use of the domestic abuse marker is an internal process in order to identify the prevalence of domestic abuse as a factor within crimes and incidents reported to the Police. It allows us to ensure officers are recognising vulnerability of victims and their circumstances and triggers a multi agency referral process providing enhanced levels of service and support available. We are continuing to monitor the use of these markers in order to commission more detailed analysis to support further activity around prevention and enforcement opportunities.

15% of all recorded crime in the last quarter was domestic abuse related. 5,077 domestic abuse offences & crimed incidents were recorded in the quarter, in line with the previous quarter. 81% of all domestic abuse offences are violent crimes.



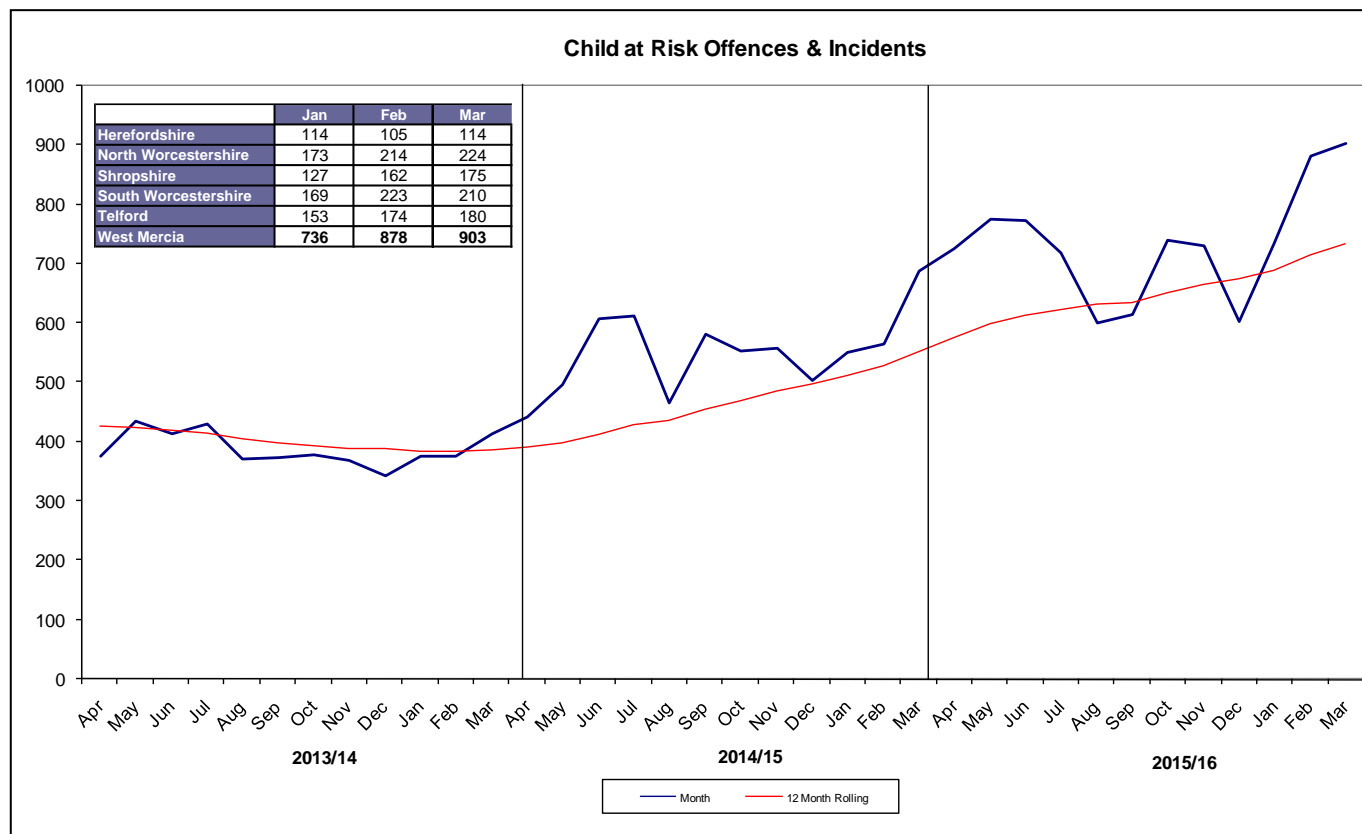
As noted in previous reports, the upward trend in domestic abuse offences has been driven by the inclusion of DASH reports on the CRIMES system.

Domestic abuse offences and their outcomes, as well as volumes of Domestic Violence Protection Notices (DVPNs) issued, are now summarised in monthly force tasking documents and discussed at the alliance Tactical Tasking and Coordination meeting.



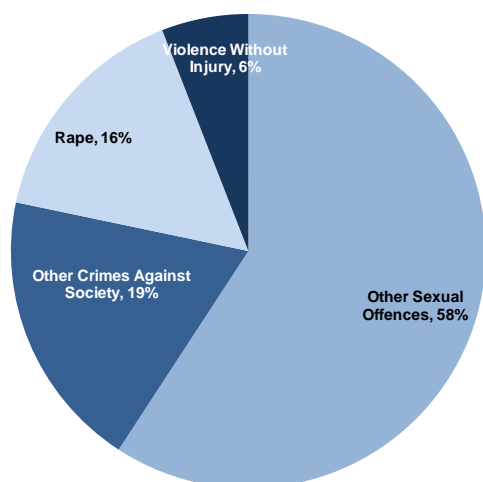
## Child at Risk / Child Sexual Exploitation

Child at Risk markers have been applied to 2,517 offences & incidents in the quarter. This represents a continued increase in the volume of Child at Risk offences and incidents.



The increase is seen across the Alliance as is a consequence of increased awareness amongst officers and closer relationships with partners which leads to an increase in disclosures. Following on from the Crime Data Integrity Audit, an internal audit is being undertaken to ensure child related incidents are correctly recorded, allowing for appropriate safeguarding measures to be put in place.

Child sexual exploitation (CSE) is one specific Child at Risk marker. It identifies offences where children and young people under 18 are involved in exploitative situations where they receive something as a result of performing sexual activities, or having such performed on them.



154 offences were marked as CSE. The profile of offences with a CSE marker is shown here.

Proactivity, in terms of staff and officer training, improved recording and closer work with partners, is expected to lead to further increases in volumes of Child at Risk and CSE offences and incidents. Also, funding from the OPCC has secured two Barnardos workers to provide direct support and therapeutic intervention work to victims in a pilot exercise in Worcestershire.

### **Cyber Crime**

A marker for cyber crime offences was introduced in April 2014, in order to assist in the identification of such offences. We are aware that application of the marker is likely to be a significant under-reporting of offences and work is ongoing to gauge a more accurate picture of cyber crime. Much of the fraud related cyber crime is recorded by Action Fraud and does not appear in force performance data.

238 offences were flagged as cyber crime in the last quarter.

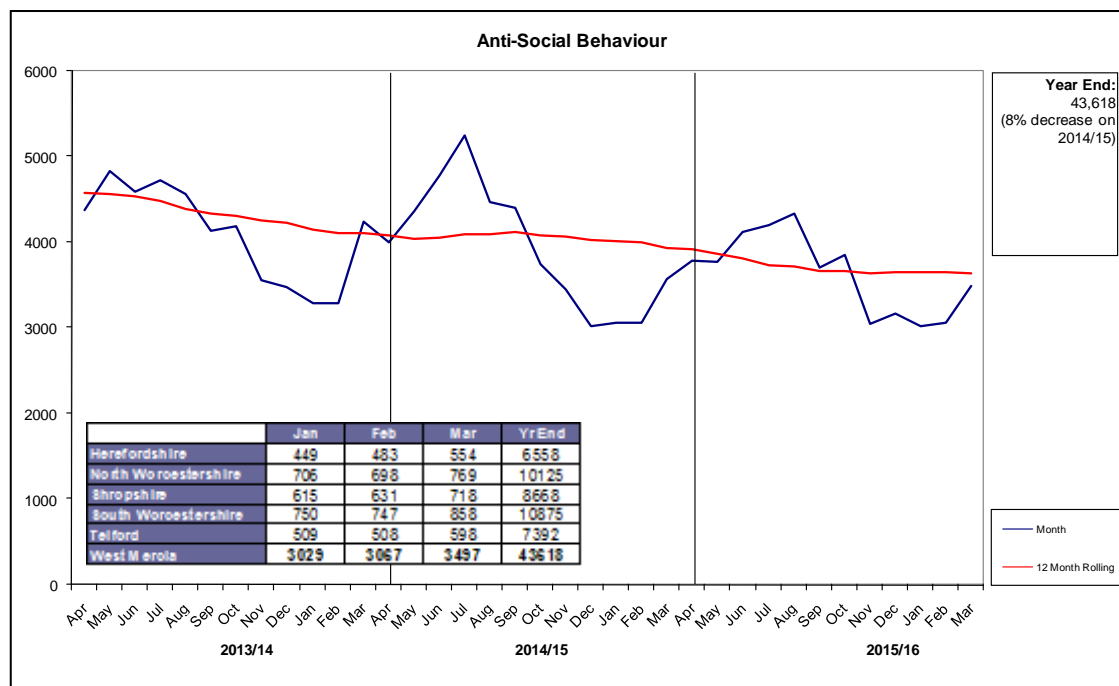
In support of the alliance cyber crime strategy a number of events have, and will continue to be supported, including Safer Internet Day, business forums and workshops.

### 2.4.3 Anti-Social Behaviour

**Signs of Success would be:**

Accurate reporting and risk assessing of ASB incidents

9,593 ASB incidents were recorded in the last quarter, 5% below the previous quarter. The reporting of ASB tends to be seasonal with volumes showing an increase from January. Volumes in 2015/16 are 8% lower than in the previous year.



Work on harmonizing the reporting and grading of ASB across the Alliance is ongoing. The project team is currently in consultation with IT and other relevant colleagues regarding suitable reporting methodologies and tools when force systems are updated in 2016.

## 2.4.4 Road Traffic Casualties

**Signs of Success would be:**

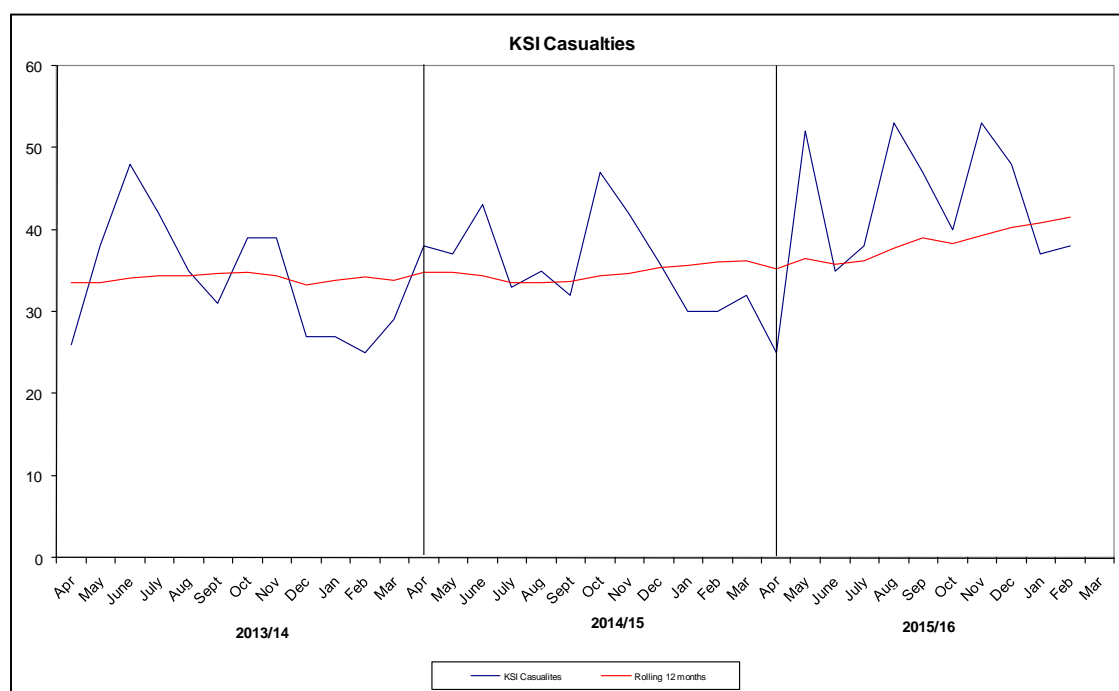
Reduction in fatal and serious injury casualties

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

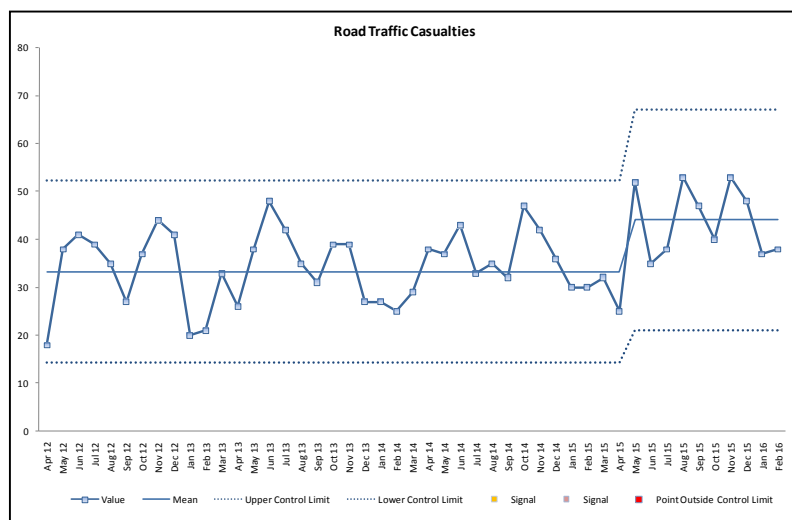
Since the implementation of CRASH the Alliance Forces have experienced very low and poor performance in relation to speed of the system which are causing significant delays in being able to input data in a timely fashion. This has been identified as a system fault and considerable work and effort is being applied to the National team in order to identify a solution. Despite attempts to improve this and realign resources in order to support timely reporting we are unable to report on serious injury collisions for the month of March in a way that we are confident of the accuracy of the data and therefore, at the current time, we are reporting on fatalities only for this period. This is not affecting our ability to investigate serious road traffic incidents.

There were 7 road deaths in the quarter, 3 in North Worcestershire and 4 in Shropshire. The fatalities were 2 pedestrians, 2 car drivers, 1 car passenger, 1 motor bike rider and 1 cyclist.

The chart below reports on casualties up to the end of February which identifies an upward trend in relation to KSI casualties.



NB: the chart shows data to February



The volume of KSI casualties has been above average for most of 2015/16. This has resulted in an increase in the monthly average from 33 KSI casualties to 44.

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

The alliance supported the THINK drug-drive campaign in March which resulted in 144 people being tested and 45% of these testing positive.

## 2.5 DEMAND REDUCTION

### 2.5.1 Response Times to Emergency Incidents

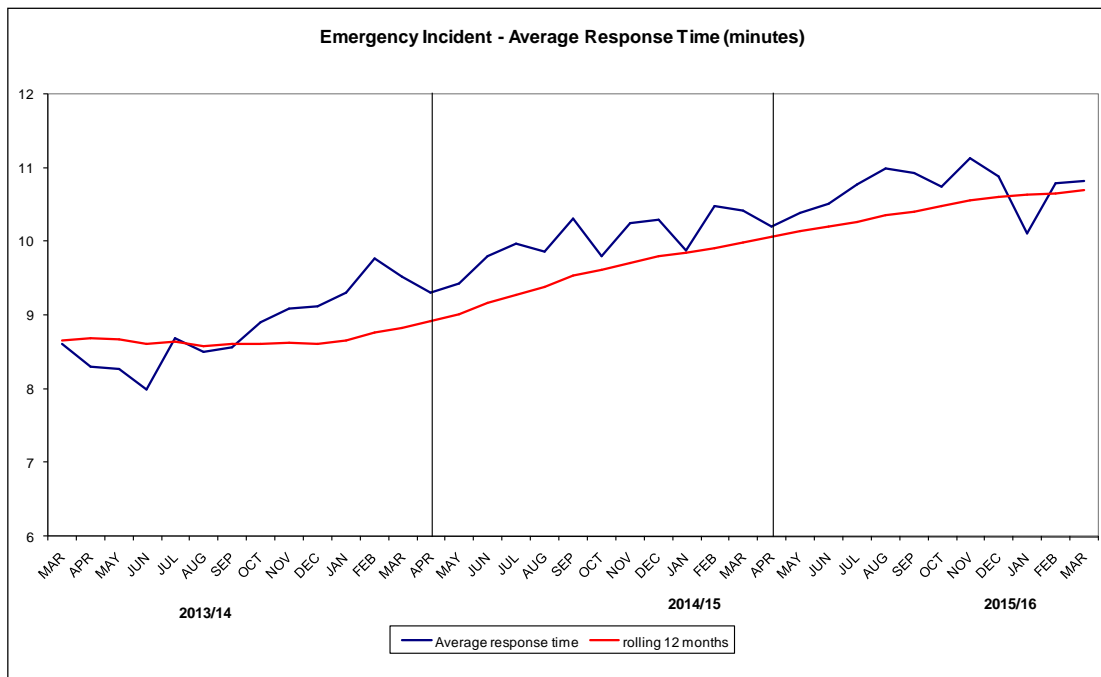
**Signs of Success would be:**

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

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

Performance is monitored against the suggested response times outlined in the National Contact Management Programme, which is to respond to emergency calls in 20 minutes. The Alliance Forces regard this as a minimum standard.

10,118 emergency incidents were recorded in the last quarter. The average time to attend an emergency incident was 10.6 minutes, 9 out of 10 (91%) were attended within 20 minutes.



The 12 month rolling average has shown an increasing trend in the average time to attend emergency incidents, however this has slowed in the last quarter which may suggest the trend is starting to level off and activity commissioned is having an impact. Work was commenced under the leadership of T/Chief Supt. Alex Franklin-Smith (Operational Support) with an evidence based approach at its core to try and understand the reasons for the increasing trend and to identify what measures could be taken to stem or reverse it. Since work commenced, a number of working assumptions have been produced and data research/analysis is being

carried out against each one. Specific work has been instigated to address issues of response performance in the rural area of Shropshire and South Worcestershire around Ludlow and Tenbury with some changes being implemented around patrol bases. This continues to be monitored over the coming months and is supported by confidence surveying within the localities affected. Additionally, emergency response times data has been shared with LPA Command Teams with a request that specific activity takes place to improve officers 'readiness to respond' during shift handovers. Response times are significantly higher at these times of the day.

Detailed analysis (force, LPA and patrol zone level) is currently being progressed to better understand the variation in response times across the day and week and how this is reflected in patterns of demand and resourcing and will be subject to further reporting within forthcoming performance summaries.

## 2.6 WORKFORCE

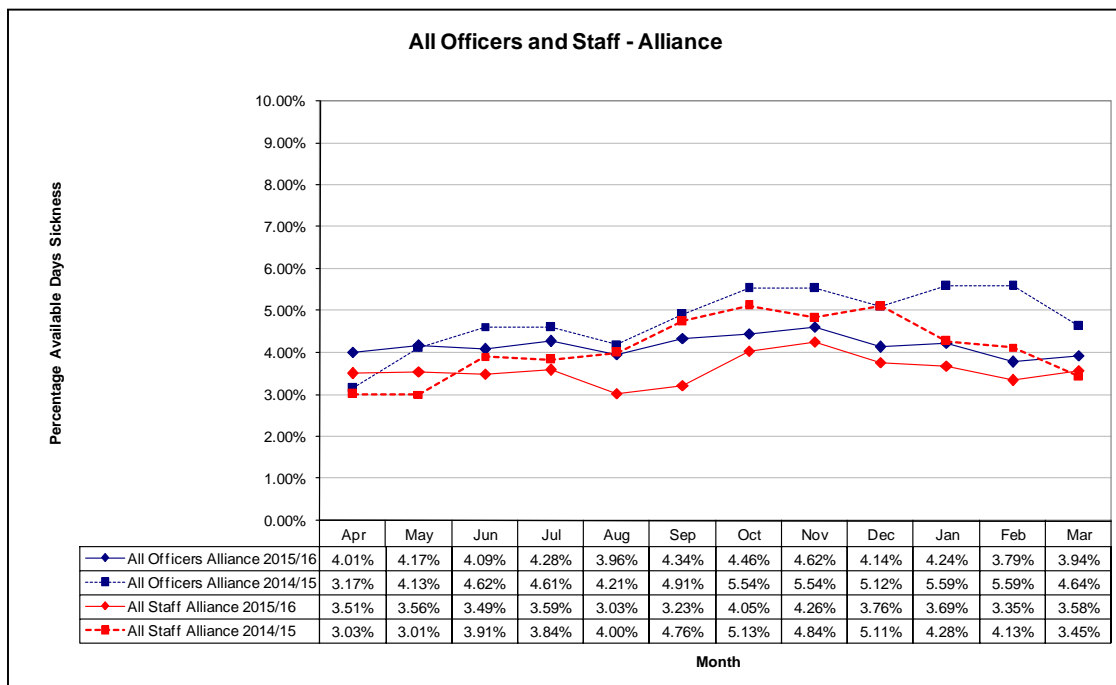
### 2.6.1 Sickness

**Signs of Success would be:**

Improved staff wellbeing – improving levels of attendance

Workforce sickness forms part of the overall Health and Wellbeing Agenda around staff welfare being led by both Chief Constables. The last quarter shows an improving picture. A total of 11,740 days were lost to sickness across the Alliance - volumes remain lower than last year.

Across the Alliance, the average percentage of days lost to sickness in the quarter is 3.99% for Officers and 3.54% for Staff.



National comparative data is only released on a 6 month basis. The latest data (to September 2015) was reported on in the quarter report published in December. The next data release will be in May 2016.

Chief Constable David Shaw chairs the Health & Wellbeing Board on behalf of both Forces for the alliance which recognises the importance of the workforce and the direct link to achieving high levels of service and protecting people from harm. The achievements of the Board, and wider health & wellbeing issues will be the focus of Performance Management Group in April, which will be subject to further reporting.



## 2.6.2 TOIL / RDIL

### Signs of Success would be:

Reduced balances in line with Force policy

In April 2015 there was an agreement to reduce the number of officers and staff that had time off in lieu (TOIL) and rest day in lieu (RDIL) balances above policy limits of 40 hrs owed TOIL and 5 days owed RDIL. There is an expectation that the overall numbers of officers and staff exceeding these limits is reduced by end of March 2016 and individual levels reduced which will be subject to further focus at Performance Management Group in April 2016.

In March there were almost 60% fewer individuals breaching the 5 day RDIL limit compared to May 2015. This reduction has been observed for both officers and staff, and across the majority of departments.

#### TOIL

	Officers		Staff	
	No. over 40 hours	Avg. no. Hours	No. over 40 hours	Avg. no. Hours
April	260	74	42	65
May	318	66	64	66
June	314	67	69	64
July	308	68	69	63
August	292	65	75	61
September	274	64	83	61
October	241	63	69	60
November	235	59	55	63
December	221	60	55	64
January	183	59	63	57
February	181	59	60	58
March	272	63	64	53

#### RDIL

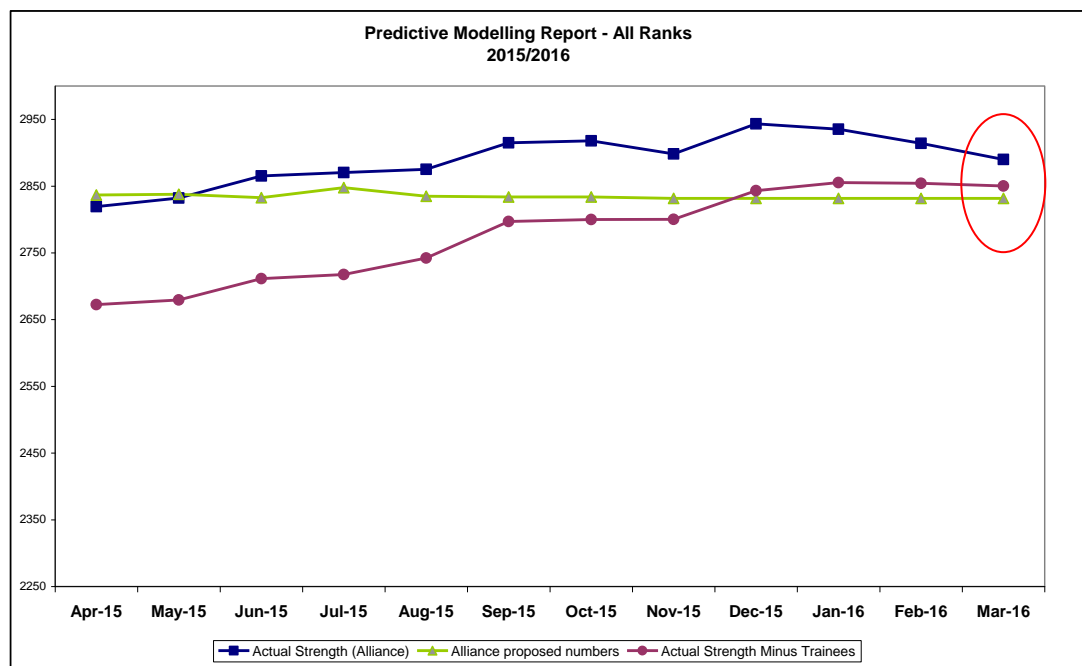
	Officers		Staff	
	No. over 5 days	Avg. no. days	No. over 5 days	Avg. no. days
April	714	11	138	10
May	946	10	149	9
June	930	10	144	9
July	876	10	131	8
August	889	10	106	8
September	828	9	112	8
October	741	9	104	8
November	661	9	76	8
December	921	8	134	8
January	726	8	102	8
February	664	8	82	8
March	383	9	49	9

Despite the improvements made, there remains a small number of individuals (16) who are still are breaching the limit with more than 20 days unallocated RDIL. Each of these individuals were also exceeding the RDIL limit by similar amounts in May 2015. Further management intervention is required in order to reduce these levels.

	May 2015	March 2016
6 to 10 days	369	343
11 to 19 days	216	69
20+ days	65	16
TOTAL	650	428

This issue will be discussed at the Performance Management Group meeting in April as part of the wider health & wellbeing agenda.

## 2.6.3 Recruitment Officers



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

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

### Staff

The Alliance has an ongoing process for capturing and reconciling staff vacancies. At the end of February 2016 there were 166 vacancies; 119 are being actively recruited for, the remaining 47 are on hold pending finalisation of structure reviews, working practices, job profiles, etc

## 2.6.4 On Duty Police Personnel Victims of Assault

### Signs of Success would be:

Reduced number of recorded assaults

In the last quarter, there were 147 offences where police personnel were victims whilst on duty in West Mercia, a 4% reduction (-6 offences) compared to the previous quarter. These offences relate to 134 'distinct' individuals, of which 121 (90%) were a victim just once and 13 individuals were a victim more than once in the same quarter.

The following table shows a breakdown of the offences by Offence type and Quarter.

	Oct - Dec 2015	Jan - Mar 2016	% Change
VAP with Injury	51	47	-8%
VAP without Injury	83	88	6%
Public Order Offences	19	12	-37%
West Mercia Total	153	147	-4%

The following table shows a breakdown of the 147 offences by Offence type and Policing Area for the quarter.

	VAP with Injury	VAP without Injury	Public Order Offences	Total Offences	% Share
Herefordshire	6	10	1	17	12%
North Worcestershire	12	20	1	33	22%
Shropshire	6	6	3	15	10%
South Worcestershire	17	37	6	60	41%
Telford & Wrekin	6	15	1	22	15%
West Mercia	47	88	12	147	100%
% Share	32%	60%	8%	100%	

(NB: this relates to the location of the crime not necessarily which force the officer works for).

The following table shows the total number of victims associated with an offence by Offence type and Personnel type for the quarter.

	VAP with Injury	VAP without Injury	Public Order Offences	Total Number of Victims	No. of 'distinct' Victims	% Share
Police Officer	41	74	11	126	114	85%
Police Officer - Student	3	9		12	9	7%
Police Staff			1	1	1	1%
Police Staff - Custody Suite	1	1		2	2	1%
PCSO	1	4	1	6	6	4%
Special Constable	2			2	2	1%
West Mercia	48	88	13	149	134	100%

(NB: 'Total Number of Victims' relates to the number of victims associated with an offence, distinct victim relates to a unique count of victims as the individual may have been a victim more than once during the time period).

Work is currently focused around seeking opportunities to prevent violence against police officers and staff and identify causes and trends in order to inform further work. Additionally national research suggests that staff themselves often don't see themselves as a victim of crime resulting in investigations and victim support not being offered in line with national victims code and criminal justice procedures. Ultimately this work will feed into the Health and Wellbeing agenda.

## 2.7 INTEGRITY

The following data is supplied by Professional Standards Department and is collated on a cumulative basis. The data below is for April to March 2015/16.

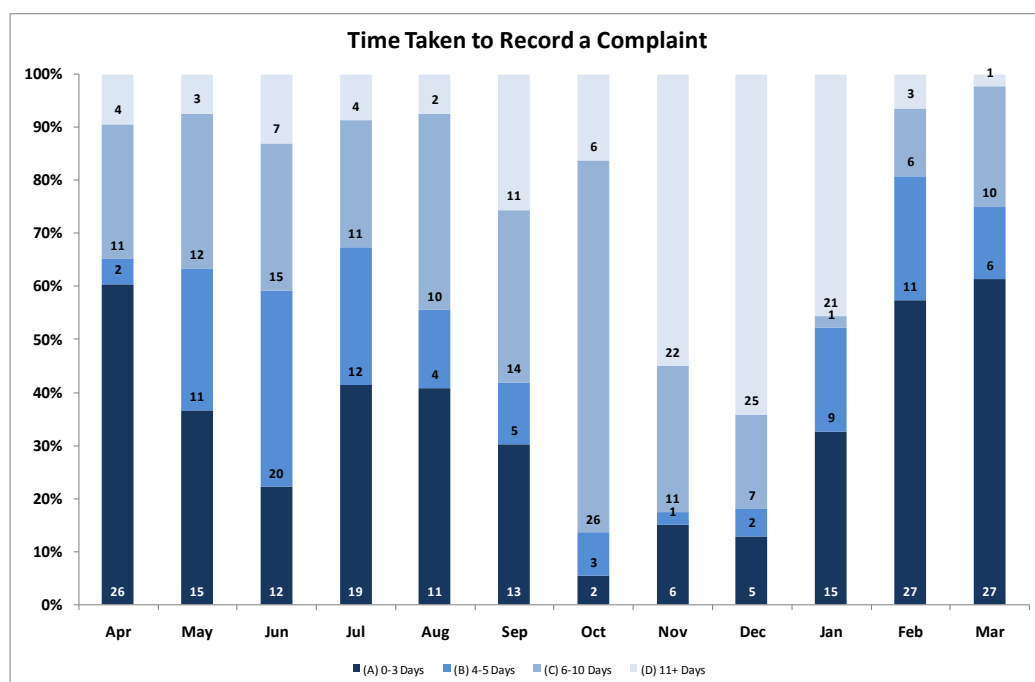
### 2.7.1 Complaints

**Signs of Success would be:**

Overall reduction in complaints  
Timeliness within national guidelines

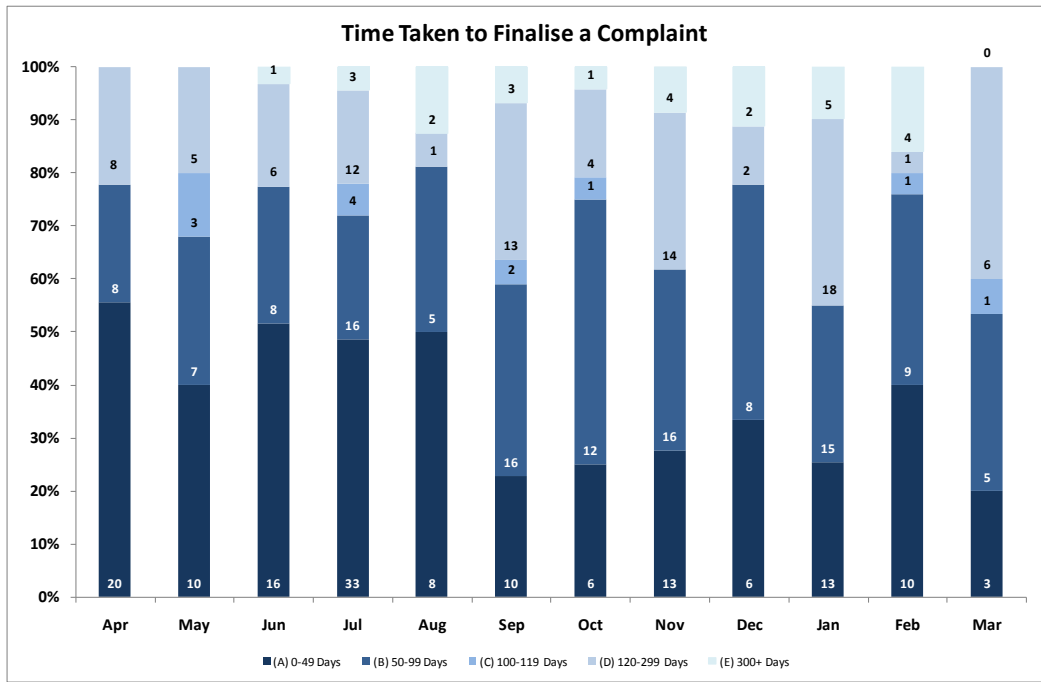
Overall volume and types of complaints has remained relatively stable and consistent with the national picture. Due to previous performance issues identified in relation to the timeliness of recording complaints and finalisation of complaints, this report will focus on these two areas. More detailed graphs are included within this summary in order to provide a greater understanding of the Forces position and progress.

The national target is to record cases within 10 days and to finalise within 120 days. The Alliance forces seek to improve on this and record and action cases as soon as possible and aspiring to record 80% of all complaints within 3 days. During 2015/16 79% of cases were recorded within 10 days compared to 75% in 2014/15.



Reducing the time to record complaints is seen as a key part of PSDs plans around early engagement with complainants with a view to increasing opportunities to undertake service recovery and local resolution. The motivation behind this is to increase satisfaction and confidence. A review of the procedures and practices within the department was undertaken during 2015. The above demonstrates the impact on performance of changes put in place around the handling of complaints at the end of 2015. A single Complaints and Misconduct Team was introduced in September 2015 who are operating to a single process. Post initial recruitment, training and embedding of the processes, improvements within performance can be observed from the turn of the year and have been sustained within the final quarter of the

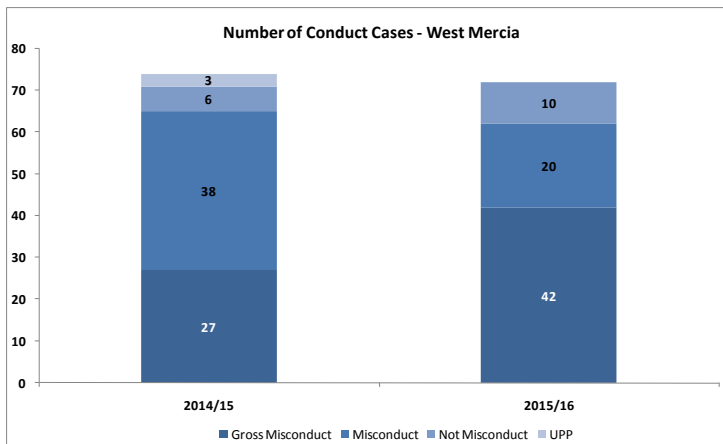
performance year. The performance over the last 2 months is well above the national standard of recording 80% of complaints within 10 days. We will continue to monitor performance over the coming months and review changes made in order to continue to build on this.



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

2.7.2 Conducts

There is a very small reduction in the number of conduct cases recorded, although an increase in the number of gross misconduct cases. The number of recorded misconducts is small per year, accordingly, small variation can appear dramatic.



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REPORT OF THE CHIEF  
EXECUTIVE

WEST MERCIA POLICE  
AND CRIME PANEL  
6 July 2016

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

### 1. PURPOSE

- 1.1 To formally present the Draft Police and Crime Commissioner's Annual Report 2015/16 for consideration in accordance with the Police Reform and Social Responsibility Act 2011.
- 1.2 The Panel are advised that the report presented was prepared on behalf of Bill Longmore who was the incumbent Police and Crime Commissioner for the totality of the time span this annual report covers.

### 2. BACKGROUND

- 2.1 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.
- 2.2 The draft Annual Report for 2015/16 is attached at Appendix A for the Panel's consideration. The report provides a high-level overview of the PCC's work over the last financial year.
- 2.3 In accordance with the Act, members of the Panel are required to review the report and to make any recommendations to the Police and Crime Commissioner for consideration. The Police and Crime Commissioner must then respond to any report or recommendations that the Panel make prior to publishing the final version on the report.

### 3. RECOMMENDATION

Members of the Panel are asked to review the report and to make any recommendations to the Police and Crime Commissioner for consideration.







## **ANNUAL REPORT 2015 -2016**

DRAFT

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## 1 FOREWORD

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Since taking up office in November 2012 it seems that every year has thrown up new challenges and opportunities that I have had to address and 2015/16, my final full year in office has not proved any different. From agreeing the implementation of the Athena programme through to the commissioning of local victims' services the last year has been another busy, but rewarding year.

In particular the uncertainty around future police funding and the Comprehensive Spending Review was of great concern leading up to the Chancellor's announcement in November. The outcome was that West Mercia is subject to a £0.6 million reduction in funding formula. This is much less than feared and I am confident that our strategic alliance with Warwickshire Police is just one example of how we have and will work to provide an effective and efficient police force, well placed to protect people from harm.

I have worked with, and met some outstanding and dedicated people, in communities, voluntary organisations, partnerships and of course in the police during my time in office. I cannot mention them all individually, but would like to highlight a small number.

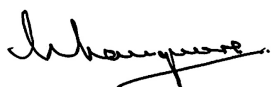
Firstly my Deputy Barrie Sheldon, who has been a hardworking and dedicated stalwart, especially during my cancer treatment along with the team within my office who have supported me in my work.

Equally important have been the chief officer teams of both forces, with whom I have enjoyed an excellent and constructive relationship. In particular I would single out Chief Constable David Shaw who will be retiring later this year. His professionalism, integrity and open approach have been incredibly important and I wish him well for the future.

Key partners to us have been Warwickshire's PCC, Ron Ball and his Deputy Dr Eric Wood. It would be true to say that we have not always seen eye to eye on the Alliance, but together we have approached issues in a committed, constructive and dedicated way for the better of the residents of our four counties.

Finally, but certainly not least I must thank all the officers, staff and volunteers across the Alliance of West Mercia Police and Warwickshire Police and people working in our partner agencies. Throughout a period of upheaval and change they have remained consistently dedicated to the task of serving their communities.

I will always be grateful to the people of West Mercia for giving me the privilege of holding this role and wish my successor every continued success as the Police and Crime Commissioner for West Mercia.



Bill Longmore  
Police and Crime Commissioner West Mercia

## 2 INTRODUCTION

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### **The Annual Report**

Welcome to my annual report for 2015/16. This report outlines progress I have made in achieving the aims and objectives set out in my Police and Crime Plan for West Mercia 1 April 2013 to 31 March 2017 (varied July 2015) and fulfils my statutory obligation to produce an annual report. In March 2016 I separately published my 'End of Term Report' to provide a comprehensive overview of my term in office.

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

My role involves working with the police, the public and a wide range of partners to ensure that there is an effective and efficient police service. Responsibilities include:

- Setting the strategic direction and accountability for local policing. This includes holding the force to account through the Chief Constable, and consulting and involving the public.
- Working with partners to prevent and reduce crime.
- Ensuring that the most vulnerable in our communities and victims of crime are not overlooked.
- Ensuring that West Mercia Police has the capability to meet its regional and national responsibilities.

### **3      PROGRESS ON THE POLICE AND CRIME PLAN** *To Ensure an efficient and Effective Police Service*

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**Objective 1: To provide an effective neighbourhood policing model, with a focus on areas of greatest need**

#### **Achievements in 2015/16**

##### **Alliance with Warwickshire**

The alliance between West Mercia Police and Warwickshire Police has continued to strengthen. In November 2015 I formally agreed to the proposal principles that will enable the two organisations to take their next step of transformational change; however it will be for the next PCC to work with the Alliance in the procurement of a strategic partner to begin this process.

##### **People - numbers**

When I was elected as PCC I set out a vision for what I wanted to achieve. This included better resilience for the force in terms of officer numbers and ensuring the force had the resources to sustain community policing and to achieve a minimum number of PCSO posts of 235 during my time in office. I always saw this as a challenge and yet during a period of austerity the force has sustained officer numbers, actively recruited student officers and maintained PCSO strength. The end year figures are shown below.

	<b>April 2013</b>	<b>31 March 2016</b>
Police Officers	2251	2094
Police staff	1620	1605
PCSOs	283	249

Not included in the police officer numbers above are the 246 student officers, who are deployed but within their probation period. The force also has 334 special constables. Earlier this year the Home Office published new statistics which showed over a 12 month period to September 2015 West Mercia had the highest increase in police officer numbers nationwide, with an 8.5% increase.

A lot of hard work has gone into improving the way the force attracts and recruits its personnel, including setting up a dedicated specials recruitment team, running a positive action campaign which has received national recognition and the provision of electronic streamlined application processes to speed up recruitment.

##### **People – health and wellbeing**

Through scrutiny of force performance figures I was aware that there were high levels of sickness with the force and across the alliance as a whole for both police officers and staff. My concerns were shared by chief officers. In response to this and other related staffing issues, the two Chief Constables for the Alliance took the decision to establish a Health and Wellbeing Board to have a specific, Chief Constable-led focus

on how the forces look after their workforce. I am pleased to note that the figures are already improving.

In December 2015 Warwickshire PCC Ron Ball and I along with both Chief Constables made a new pledge to take action on mental health discrimination by signing up to the charity Mind's 'Blue Light Time To Change' programme. Warwickshire Police and West Mercia Police are among the first 12 police forces across the country to make the pledge and an action plan is now being drawn up to embed the commitment as a firm part of business across the two forces.

### **Place Partnership**

Since September 2015 the police estate has been managed by Place Partnership. This is a new commercial company that manages the property portfolios of six public sector organisations, including West Mercia Police and Warwickshire Police. It is a truly groundbreaking initiative that is attracting a lot of interest from across the public sector.

### **Investing for the future**

One of the partners in the Place Partnership is Hereford and Worcester Fire and Rescue Service who will soon be sharing a new Operations and Communications Centre (OCC) with the police at Hindlip Park. This follows a successful bid of £2.4m from the Government's Police Innovation Fund 2015/16 for the project which will see a new OCC across two sites at Hindlip Park and in Warwick.

The joint OCC will operate on single telephony and IT systems to enhance and deal with calls in an efficient and effective way as well as offering additional flexibility as the police and fire service will be able to support each other during peak periods or critical incidents. I welcome this project and I am confident the new OCC will improve services to the public and is a positive example of blue light services working closer together

Other significant decisions I have made within the Alliance over the last twelve months include investment in ICT infrastructure, which will see the implementation of a new telephony system alongside the implementation of the Athena system. Athena is 'lean thinking' management system which should improve the efficiency and effectiveness of processes for intelligence, investigation, custody and case preparation.

### **3      PROGRESS ON THE POLICE AND CRIME PLAN**

*To reduce crime and disorder*

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#### **Objective 2: To reduce the volume of violent crime with an emphasis on addressing the harm caused by alcohol through partnership working**

##### **Performance**

The level of violent crime has continued to increase during 2015/16 with 9666 reported offences of violence with injury<sup>1</sup> compared to 7469 offences in 2014/15, a 29% increase. There is no doubt that some of this continued increase can be attributed to better recording standards introduced as a result of the HMIC Crime Data Integrity Inspection and the inclusion of DASH (Domestic Abuse and Stalking and Harassment risk indicator) assessments onto the force's recording systems resulting in previously undisclosed offences being included. This led to a significant increase in volume at the beginning of 2015/16, followed by more stable, albeit higher average levels since then.

As part of my holding to account sessions with the chief constable I asked for further assurance on the increasing levels of violent crime in the Autumn. As a consequence I am satisfied that the force understands the crime patterns and has responded appropriately. The more recent stability in violent crime figures supports this.

##### **Achievements in 2015/16:**

##### **Partnership working**

My office has worked with each of the Community Safety Partnerships across the force area to ensure there is a clear focus on reducing the harm caused by alcohol and drugs. In addition we have standing groups in place across West Mercia set up to reduce the harm caused by drugs and alcohol. I have also continued to work in partnership with local authorities to support drug and alcohol referral services.

##### **Funding support**

During 2015/16 I have used resources from different budgets to support activities and initiatives that seek to reduce the harm caused by alcohol. Monies have been allocated from my grant scheme, community safety partnerships funding, commissioning and the rural, business and cyber fund. Examples of support include:

- £20,000 towards a taxi marshal scheme in Telford and Wrekin. The marshals assist in reducing illegal 'pick ups', controlling taxi queues, improving the safety of vulnerable persons and dealing with confrontational situations.
- £25,000 towards the Street Pastors and Emilia's Place in Hereford. Hereford Street Pastors are now a well-established part of Hereford's night time economy helping around 3,000 people per year. The funding has been used to provide training in street triage, recruit and train more pastors, training for door staff.

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<sup>1</sup> Violence against the person with injury includes a wide range of offences where violence is used ranging from murder to assault.

### **Objective 3: To reduce the harm caused by drugs with a focus on treatment, and targeting those that cause the most harm**

#### **Achievements in 2015/16:**

##### **Policing focus**

Drugs form an integral part of the Alliance Control Strategy issued in 2015. In particular, targeting organised crime groups who cause the most harm to our communities has been identified as one of the main priorities for the Alliance. Often such groups can be involved in drug offences. For example following a successful investigation by the Serious Organised Crime Unit in 2015, six men from a Birmingham based gang were sentenced to a total of 47 years in prison for conspiracy to supply heroin and MCAT in Worcestershire and Humberside.

##### **Partnership working**

Much of the work to lower demand and reduce harm is dependent upon partnership working between agencies. In 2015/16 I provided £258,000 to community safety partnerships (CSPs) in support of their Drug Intervention Programmes (DiP). Offenders testing positive for drugs on arrest are referred into the DiP programme and onto substance misuse services.

One example reported to me by Telford and Wrekin CSP of how this programme makes a difference is 'X' who was released from prison in January 2015. At the time of release he was categorised as high risk due to his prolific offending and longstanding substance misuse history. Following his release X successfully worked with substance misuse services, probation and the police's integrated offender management (IOM) team and by the end of February was able to be moved into '*A Better Tomorrow Property*' to begin a recovery programme, by which time his risk of offending had been reduced to low risk. By October 2015 his continued progress meant that he was removed from the IOM cohort. This is a great achievement by X and all those agencies working with him.

Monies from my grant scheme have also been used to support initiatives providing educational awareness, diversionary activities and training opportunities. For example, I gave £11,416 to the Life Education Centre in Worcester to provide a drug and alcohol education programme to children aged 8 – 12 across South Worcestershire and £4,950 to RITE Social Enterprise Ltd to convert an ex police vehicle into a Skills Training Bus to provide offenders on unpaid work and those in the community with substance misuse/alcohol issues, with an opportunity to access skills training that leads to nationally recognised qualifications.



## Objective 4: To reduce the volume of anti social behaviour incidents

### Performance

Last year saw a further 8% reduction in the level of anti social behaviour (ASB) incidents reported to the police, with 43,618 such reports. Although for a number of years there has been a downward trend in reported ASB the force has maintained an effective approach in the identification of vulnerable victims and continued with a strong partnership approach to tackling ASB. This has been recognised by HMIC who stated in its PEEL: Police effectiveness 2015 report, *“The force is good at preventing crime and anti-social behaviour, most notably by working effectively with partner agencies”*.

### Achievements in 2015/16:

#### Grant funding

I set out in my Police and Crime Plan my commitment to provide grant funding in support of the police, community safety partners and others to identify and address local ASB issues. All five of the CSPs within West Mercia receive ‘core’ funding from me, some of which is specifically used for projects relating to ASB. For example, in South Worcestershire the Wychavon Youth Bus provides diversionary activities for young people at risk or offending or engaging in young people. This is one of a series of initiatives which have contributed in a 16% reduction in youth ASB within South Worcestershire.

Examples of other organisations that have benefited from grant funding include:

- Evesham Street Pastor Scheme (£3,600). This scheme provides assistance and advice to people in difficulty or at risk during evenings out in Evesham and as a consequence helps maintain order within the town.
- Worcester Volunteer Centre (£18,950). The ‘YES initiative’ aims to influence the behaviour of young people and get them involved in their community in a positive way. The project has enabled the youth team to undertake outreach in the community to promote volunteering as a positive activity for young people. The project was able to recruit 37 young people into volunteering in the first six months and expects to increase numbers moving forward.
- South Shropshire Youth Forum (£17639) – The REACH programme offers a supportive framework for ‘at risk’ pupils or learners. By December they had identified 8 pupils with a range of needs and behavioural problems who have all agreed to personal targets and action plans. The funding also supports diversionary activities in the South Shropshire area. For example 22 sessions have been run as part of the Cleobury Mortimer football project and between June and December 37 young people aged 13 to 17 have participated in the project.

## **Objective 5: To reduce reoffending and bring offenders to account**

### **Performance**

There were 72,746 recorded crimes across West Mercia in 2015/16; this represents a 20% increase on the previous year. The most significant increases took place in April and May 2015, predominantly due to increased scrutiny and governance around crime recording practices and an increase in reporting of certain crime types, particularly sexual offences. This has resulted in force across the country reporting increases in recorded crime. I am pleased to report however that more recently the levels of total recorded crime have begun to stabilise in West Mercia.

You can find more crime figures and data in appendix A of this report.

### **Achievements in 2015/16:**

#### **Criminal justice**

My Deputy, Barrie Sheldon has been actively involved in the work of the West Mercia Criminal Justice Board and was the Deputy Chair of the Board. With agreement from the Board my office is carrying out a review of the Board and its working groups. This review will be finalised later this year.

In addition to the work of the work of the West Mercia Criminal Justice Board, I asked my office to set up a new Crime Reduction Board (CRB), which has been chaired by my Deputy. The CRB brings together all five CSPs and strategic leads for reducing reoffending and Integrated Offender Management with the aim of streamlining and improving governance and accountability.

#### **Integrated offender management (IOM) review**

HMIC's PEEL: Police effectiveness 2015 report states that "*The force works well with others to divert offenders away from crime, and is effective at identifying, investigating and bringing to justice repeat and dangerous offenders to stop them re-offending*".

During my time in office I have invested considerable political and financial support in our local Integrated Offender Management teams and in that time have become aware that whilst on an individual basis the teams have contributed towards reducing reoffending there is no joined up approach towards IOM. As a consequence I commissioned a review into IOM. The review findings identified 3 key recommendations along with a revised model for delivering better outcomes. I have agreed to support the new way of working identified in the review and have released £443,000 to enable this to happen, using some of the additional £1.5 million raised through the precept for 2015/16.

#### **Grant funding**

During 2015/16 I have maintained my commitment to invest in partnership work to prevent and reduce crime through community based programmes, projects and initiatives designed to support the 7 recognised pathways of reducing reoffending and IOM projects. Examples of projects I have supported include:

- A grant of £20,000 to Asha Womens Centre in South Worcestershire to run a two year pilot to work with the young female offending population through early intervention to prevent offending or escalation of offending.
- Hereford Voluntary Organisations Support Scheme (HVOSS) were granted £14,357 to run an offender volunteering scheme. The renamed 'On your Bike' project started in September 2015 and is offered to all offenders going through probation. Working with 13 local organisations the scheme is able to offer offenders 6 days of volunteering over a six week period. If completed the volunteers qualify to take part in an 'Earn a bike day' with the Hereford Cycle Hub. The number of referrals from probation has increased steadily and there are 13 offenders in the scheme.
- In Telford the CSP have used some of their core funding to support a community payback scheme, which works across six priority areas to enhance the environmental maintenance programme. In the 12 months to December 2015, 6652 offender hours have been given and 3980 bags of rubbish have been removed. 20% of the time is being used to support offenders undertaking short courses.

### **Offender Plant Operating Training Pilot**

As a result of the strong relationships I have developed with local prisons I have been able to arrange a partnership project between HMP Stoke Heath and Hawk Group Ltd, to train offenders to operate plant machinery. The pilot project provides an offender with a bespoke vocational learning programme that meets the employer qualification requirements. As well as increasing an offender's employability it has the potential to support an industry where there is currently a shortage of suitably skilled workers. The arrangement is now being supported by other PCCs and so far 100% of those involved have had an offer of employment.

### **Youth Offending Service**

On the 1 April 2016 the area's Youth Offending Service (YOS) transferred under my Office. This follows agreement from local authorities in Worcestershire, Shropshire, Telford and the Wrekin and Herefordshire to approve the plans. This is the first arrangement of this kind in the UK, and other areas are set to follow. The decision should help provide a better, more responsive service to the public across West Mercia, as the YOS will have a more solid platform for future development, and closer ties to the relevant parts of the Police and Crime Commissioner's portfolio. The YOS will continue to be funded by a combination of central government grant and local authorities, who have the responsibility to make sure the service is delivered.

## **Objective 6: To develop and implement a business crime strategy**

### **Achievements in 2015/16:**

#### **Strategy implementation**

From the very start of my election campaign back in 2012 through to today communities from across West Mercia have made it very clear to me that rural crime and business crime are two issues that need to be a priority in West Mercia. Similar concerns were expressed to my counterpart in Warwickshire, Ron Ball, which led to the creation of a joint rural crime strategy and a joint business crime strategy for the Alliance.

To support both strategies I have pledged a financial commitment of £1 million over five years for rural, business and cyber crime. Since making that commitment I have allocated over £1.6 million pounds (excluding core CCTV) towards rural, business and cyber projects to the end of 2016/17.

The Rural and Business Crime Governance Board has continued to provide invaluable advice and guidance to me assist me in determining funding applications. This Board meets quarterly and comprises a range of representatives from the business and rural communities. As well as funding, the Board has oversight of policing activity and receives a regular report on rural and business crime data.

#### **Policing focus**

Within the police, the Superintendent for Herefordshire has been given an overall alliance-wide lead on rural and business and within each local policing area there are now identified officers for both rural and business crime. A sergeant working to the Superintendent coordinates the work across the alliance and there is a communications officer allocated for each priority area. This approach has provided a real opportunity to drive the priorities forward and I am grateful for all the work that has been undertaken.

The Alliance approach to rural crime has been branded 'Rural Matters' with six key work areas in support of the rural crime strategy. The six areas are: 'Operational Leviathan'; 'Project Poacher'; 'Watches and Crime Reduction'; 'Cross Border Operations'; 'Wildlife Crime' and 'Other types of rural crime'.

The first initiative of the rural matters campaign was a '50 days of focus' aiming to raise awareness of the policing activities happening every day in rural communities to help reduce crime. Further details are available at:

[www.westmerciapolice/ruralmatters](http://www.westmerciapolice/ruralmatters).

Examples of rural crime initiatives include:

- Operation Leviathan – this is a fisheries enforcement campaign involving fifteen police forces, and West Mercia is the lead force. The operation tackles illegal fishing and conducts anti poaching patrols. Feedback from the angling community has been very positive.

- Operation Nightingale – this is a cross border initiative in Herefordshire to target rural crime and poaching. Approximately 20 officers made up from cross border police forces are involved. Officers in Herefordshire have been working with local gamekeepers, landowners and farmers to ensure any suspicious activity is dealt with.

Business Matters is the business equivalent to Rural Matters. Seven key work areas have been identified in support of the business crime strategy. These are: 'Crime Reduction'; 'Licensing'; 'Retail theft'; 'Watches'; 'Fraud'; 'Cyber crime' and 'Other business crime'. Examples of business crime initiatives include:

- Facewatch - a community led web based initiative that allows businesses to share information on possible troublemakers and low level crime with other businesses and the police in real time. Facewatch has been successfully launched in a number of locations including Malvern and Hereford. The first success in Malvern was a shoplifter who recently pleaded guilty to twenty offences.
- We don't buy crime – an initiative has been launched to reduce the market for stolen goods by working with local businesses to tackle the illicit trade of stolen property. A second strand of the initiative is to support towns and villages through the marking of valuables to deter criminal activity. I have provided funding towards this project that will be independently evaluated by the University of Warwick.

## **Grant funding**

Examples of how I have used my funding in support of rural and business crime initiatives include:

- I have funded the purchase of two Mobile Police and Partner Contact Centres (approximately £39,000 each) for Herefordshire and North Worcestershire for use by Safer Neighbourhood Teams and a wide range of partner agencies to provide a visible presence in local communities and deliver engagement activities in relation to rural and/or business crime depending on the target audience.
- I have awarded the Worcester Business Improvement District (BID) £18,145 towards the purchase of 21 digital radios to improve the connectivity of businesses within the BID with the local police to improve response times.
- I awarded £12,000 to Herefordshire Council to run an out of hours noise service over 10 summer weekends. The service responded to forty five service requests and made 338 routine visits. A total of 22 licensed premises were sent warning letters and 6 received statutory notices as a result.

Details of all the grants I have awarded are available to view on my website.

### **3      PROGRESS ON THE POLICE AND CRIME PLAN** *To protect communities from harm*

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#### **Objective 7: To work in partnership to protect the most vulnerable people in our society**

##### **Performance**

The number of rapes and sexual offences reported in West Mercia have increased significantly in recent years. In 2015/16 928 rapes were reported to the police, a 33% increase on 2014/15. On average over the year there has been a 40%/60% split between current rape offences (recorded within 28 days of being committed) and non-recent offences. Other sexual offences have seen a 45% increase in 2015/16, with 1862 offences reported.

The increase in this type of offences is a nationally reflected trend. As well as tighter crime recording rules, other factors believed to be responsible for this increase include: greater victim confidence in reporting to the police following a number of high profile cases; availability of support services and; the reporting of historic abuse.

##### **Achievements in 2015/16:**

##### **Scrutiny**

The increasing levels of rape and sexual offences have been a specific focus at my holding to account sessions with the chief constable. In addition to provide further reassurance of the police's response to reported rape the Trust Integrity and Ethics Committee have carried out a review of historic cases of rape which were classed as 'no-crimes' between October 2013 and October 2014 to ensure the victims in those cases have received the service and support they are entitled to. The Committee reported their finding in November 2015 and a copy of their report is available to view on my website.

##### **Service Provision**

The recent increases in reported levels of both sexual and domestic violence have impacted on the demand to support services. For example Axis Counselling, the service provider for the Independent Sexual Violence Advisor Service in Shropshire and Telford and Wrekin reported to me that in the first three quarters of 2015/16 they received 289 new referrals. This represents an increase of 49% based on the same period in the previous financial year.

Given the increases in reporting I released an additional £80,000 per annum to Women's Aid to help them meet the increase in demand against their services. The funds will provide two additional independent domestic advisors and increase their capacity / capability to process referrals.

In addition my office has supported the West Mercia Rape and Sexual Assault Centre who have submitted a bid to the National Lottery for additional funds, and is also

working closely with NHS England as they develop a new service specification for Sexual Assault Referral Centres (SARCs) and Sexual Assault Services.

I provide more detail in the next section of this report of how I have supported provision of services for victims' services including specialist services.

## **Safeguarding**

During my time in office I have ensured that there is strong core police funding in place to enable West Mercia Police to do its utmost to protect people from harm and to safeguard the most vulnerable in our society. In addition I have allocated additional funds to strengthen police resources in the 'protecting vulnerable people' teams. In January the 2016 a 'pathfinder' project to implement a new investigative model in Worcestershire went live. This new model brings together multi skilled policing resources from different functions to provide an enhanced policing approach to protecting people from harm. This new way of working will be rolled out across all whole Alliance in the coming months.

I can also report that the roll out of Multi-Agency Safeguarding Hubs (MASH) has been completed within West Mercia. There are now four 4 MASH in operation aligned to top tier local authority boundaries, providing a first point of contact for safeguarding referrals.

## **Education**

I strongly believe it is important for children and young people to be given an appropriate level of education and information on issues related to child abuse, including 'sexting' and being safe online. My school project, featured later in this report is an example of how a large number of schools have been able to provide a safe and educational environment for children to explore a range of issues in relation to staying safe.

The 'Feeling Safe Project' run by Mentor Link in North Worcestershire is an example of how I have been able to provide grant support to provide training to vulnerable children aged 5-10 years about their right to feel safe and recognising, understanding and informing others about possible ill treatment, abuse or neglect. At one school 50 primary aged children were trained in protective behaviours over a period of 5 weeks, with positive feedback from the children taking part.

## **Mental health**

As a signatory to the West Mercia mental health concordat I fully endorse the work being undertaken to improve outcomes for people experiencing mental health crises. One example of this is a mental health triage scheme pilot. This uses a control room model which means that there is a mental health professional working alongside police staff in the control room. The mental health worker is able to access health systems and share relevant information with the officer dealing with the concerns. A full evaluation of the pilot will take place later in the year.

## **Hate Crime**

In August I was pleased to attend the launch of new major campaign aimed at increasing the reporting of hate crime and to see so many organisations that I have supported with grant funding to attend the event. Obviously we want to prevent hate crime happening in the first time but when it does occur I hope people are more aware of the impact it has and the help that exists for victims. During 2015/16 there was a 20% increase in the number of hate crimes reported to the police, with 1087 recorded offences. I welcome this uplift in reporting.



## **Objective 8: To deliver a supportive and effective response to victims and witnesses**

### **Achievements in 2015/16:**

#### **Victim Support**

In October 2014 Police and Crime Commissioners became responsible for local victims' service and on 1 April 2015 Victim Support became the service provider in West Mercia as part of a newly commissioned victim support framework contract. The contract provides specialist support for up to 33,000 victims of crime each year. The latest data for the service indicates that 97% of victims who received support were 'satisfied or very satisfied' with the service and 85% of victims who felt crime had impacted their confidence said Victim Support had help increase their confidence.

#### **Specialist services**

As mentioned elsewhere in this report the increase in violent crime and sexual crime has resulted in an increase in demand for support services. The internal 'marker' system in place within the force to identify the prevalence of domestic abuse within reported crime and incidents shows that around 15% of all recorded crime is domestic abuse related and 81% of those offences are violent crime. Such concerning statistics endorse my commitment to supporting and where possible enhancing service provision.

In addition to my continued support of the Independent Domestic Violence Advisors (IDVA) framework agreement, I also extended the grant agreements in place with both Axis Counselling and West Mercia Rape and Sexual Abuse Support Centre (WMRASAC) to help secure an Independent Sexual Violence Advisor (ISVA) service for a further year. My financial commitment for the 2015/16 ISVA service is just over £461,000. I have granted WMRASAC an additional £40,000 over two years to provide a Family Independent Sexual Advisor to start to address the identified gap in support for children under the age of 11. Between January and December 2015, WMRASAC received 555 referrals for their range of ISVA services, 98 of which were for specialist support for parents, families and supporters of sexual violence victims, and in particular for those with children under 11. Axis Counselling are running a similar pilot in the north of the force area.

Part of my core funding to CSPs and grants via the grant scheme have been used to tackle violent and sexual crime. Examples include:

- Home-Start Herefordshire have received a grant for £18,988 for the 'New Beginnings' domestic abuse project. Starting in September 2015 the project has provided outreach volunteer befriending support to 29 parents (and 49 children) who were struggling with the impact of domestic abuse.
- North Worcestershire CSP has spent £10,000 on a black and minority ethnic (BME) women's domestic abuse project. The project has improved access to domestic abuse services for vulnerable women in BME communities through an intensive programme leading to the formation of peer support networks.

- Telford CSP have used £5,000 to run a 'Look out life' project in schools to promote positive and healthy relationships in both young people and families. Five schools took part and approximately 700 year 9 students participated in the project.

### **Restorative justice**

During 2015/16 I have allocated £94, 891 of the funding provided to me by the Ministry of Justice, towards a six-month pilot project to develop and deliver a new approach to restorative justice (RJ) interventions. The pilot commenced in November and is due to end shortly. Outcomes of the new approach include an enhanced RJ capacity in all geographical areas of the alliance, a victim focused service and a higher profile of RJ and its effectiveness. In addition my office has drafted a new Alliance strategy for RJ.

## **Objective 9: To work with the Safer Roads Partnership to reduce the number of casualties on our roads**

### **Performance**

The latest data available shows that there were 36 fatalities during 2015/16 on West Mercia's roads, compared to 50 in 2014/15. Although the year on year reduction is pleasing there is no room for complacency. There continues to be an increase in the number of cyclists killed or seriously injured which is a developing trend over the last 4 to 5 years, along with pedestrians using mobile technology making them more vulnerable when out and about. The Safer Roads Partnership has identified 6 'high harm' routes across West Mercia, requiring focussed police activity and visibility to reduce casualties.

### **Achievements in 2015/16:**

#### **Drug testing drivers**

In March 2015 the Government introduced new drug driver legislation and West Mercia Police secured the first drug driving conviction in the UK when a man from Shropshire was found to be driving under the influence of Class A drugs. Since that time the summer drink/drugs campaign saw 220 arrests, 60 of which were for drug driving and in March this year the Alliance supported the THINK drug-drive campaign resulting in 144 people being tested and 45% of these testing positive.

#### **New governance arrangements for the Safer Roads Partnership**

Keeping our roads safe for all users is vitally important and the Safer Roads Partnership (SRP) is key to implementing a strategic approach to reducing the number of casualties on our roads. The work the SRP undertakes is often unfairly criticised, particularly their enforcement activity, however I can assure you that with the resources available to them they operate as efficiently, effectively and fairly as possible.

I do however feel strongly that the activities the SRP undertakes should be both accountable and attuned to local community concerns. As a consequence I agreed with the chief constable to undertake a review of the governance arrangements of the SRP, led by my office. As a result, a governance and oversight Board underpinned by a simplified partnership agreement has been established. Membership includes the council highway authorities, Highways England, the Institute of Advanced Motorists and the fire and rescue services. The new governance arrangements will make the SRP more transparent and accountable.

#### **Community speed watch**

I am pleased that the Community Speed Watch scheme has continued to go from strength to strength to the extent that a part time community speed watch co-ordinator role has been created for the Alliance. In West Mercia schemes are active across the three counties for example in Eckington Worcestershire, Peterstow Herefordshire and Baschurch Shropshire. The success of schemes does however depend upon local volunteers which has meant at least one scheme has folded in Herefordshire due to a

lack of volunteers, but there are other communities keen to have the scheme in their area and I hope that the scheme continues to grow in future.

## **Objective 10: To meet the requirements of the Strategic Policing Requirement**

### **Achievements in 2015/16:**

#### **Child sexual exploitation**

In March 2015 the Home Secretary published a revised Strategic Policing Requirement, and for the first time recognised Child Sexual Abuse (CSE) as an additional national threat. My Police and Crime Plan was revised in July 2015 to reflect the change in the SPR. I have continued to meet and discuss related issues on a regular basis with force personnel and at my weekly meeting with the Chief Constable. More recently I have agreed to fund new two support workers as part of a pilot with Barnardo's, to work with CSE teams and provide additional support to victims.

The force has recently reviewed and refreshed its strategic assessment of child sexual exploitation and has shared the findings from this intelligence assessment with partner agencies. I firmly believe tackling child sexual abuse in all its forms is the responsibility of us all, but it is also critically important that the police and other organisations work as effectively as possible together, sharing intelligence and being open and transparent with each other. Last year I was invited to contribute to the *Scrutiny Review of Multi-Agency Working Against Child Sexual Exploitation* carried out by Telford and Wrekin Council's Children and Young People's Scrutiny Committee. Many agencies and organisation took part in this detailed piece of work, which is seeking to improve multi agency working in Telford and Wrekin and I look forward to reading the Committees final report when is published in May 2016.

#### **Regional collaboration**

A programme of collaboration between the regional forces in the Midlands has long been established and continues to operate following the introduction of Police and Crime Commissioners. To formalise this arrangement, over the last twelve months a number of collaboration agreements have been drafted and are due to be agreed and signed in 2016.

The Commissioners, Chief Constables and Chief Executives meet on a quarterly basis to provide strategic governance and oversight of ongoing projects and identify opportunities for further collaboration. Most recently, we have held significant discussions around the HMIC Regional Organised Crime (ROCU) inspection report which makes a number of recommendations for the region.

#### **Cyber crime**

My Deputy PCC has continued to take an active role in the development of the Alliance approach to cyber crime and has represented me on the Alliance Cyber Crime Governance Board. One of the key pieces of work in support of the Alliance response to cyber crime is a cyber crime strategy which will launched later this year.

In February, the regional Cyber Crime Information Sharing Partnership (CiSP) was launched in Birmingham. The event included the screening of a cyber crime awareness film for SMEs. Produced in conjunction with the West Midlands Regional

Organised Crime Unit and funded by the West Mercia and Warwickshire PCCs, the film explains in depth the threats businesses face from cyber criminals, what to do if they suffer an attack and top tips to avoid becoming a victim. Over 100 representatives of the SMEs were given copies of the film, which is also available on YouTube.

### **Serious and Organised Crime**

My office have remained actively involved in a pilot known as the 'South Worcestershire Joint Policing Panel' for a partnership approach to develop a local threat profile of serious and organised crime in support of the government's Serious and Organised Crime Strategy. HMIC's recent PEEL Effectiveness report criticised the force for not having a local threat profile in place for each of the policing areas. I do not agree with this criticism as fortunately West Mercia does not have a large number of organised crime groups (OCGs) operating in its area. A similar pilot is now running in North Warwickshire and an evaluation of the pilots is due early in the summer before the approach is implemented elsewhere.

### **3 PROGRESS ON THE POLICE AND CRIME PLAN**

*To provide a strong and powerful voice for the people and victims of crime*

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#### **Objective 11: To develop and implement a community engagement strategy**

##### **Achievements in 2015/16:**

##### **Community engagement strategy**

My Community Engagement Strategy sets out my commitment to listening, consulting and engaging with communities in support of my aim to be a strong and powerful voice for the people of West Mercia. Formal monitoring and evaluation against the engagement strategy was carried out in December 2015 and the results have been posted on my website.

For me one of the highlights of my engagement strategy was the Forward Together Showcase Event staged last summer in Shrewsbury. This major public event was aimed at bringing partners together from across different sectors and inspiring people to make positive changes for themselves and their communities. Over 60 partner organisations took part and was well attended by the public.

I see listening to the concerns of individuals and communities, as one of my key responsibilities. I have continued to receive many letters and emails from people raising a wide variety of issues and concerns and throughout the year, and my Deputy, Barrie Sheldon and I have continued to meet with hundreds of people at events and meetings to listen to your views. In addition my Community Ambassadors have been actively working in the local policing areas and continued to be my 'eyes and ears in the community'. The work of the Community Ambassadors features strongly in my weekly e-newsletter and available to view on my website.

I have always endeavoured to respond proactively to concerns raised in a proportionate and appropriate manner. For example following ongoing community concerns in Ludlow on police resilience I asked the Chief Constable to look at again at the local policing structure in the area. As a result of my intervention a patrol base was reinstated in Ludlow in January.

Consultation is also an important part of my role and during 2015/16 I have undertaken consultation on 20 mph speed zones, the policing precept (council tax) and for the third year running have carried out a consultation exercise with town and parish councils. For further details on the consultations and the results please visit my website.

##### **Schools Project**

This year I have undertaken a major engagement project involving young people. The first phase was a 'Stay Safe, Be Aware' safety competition in conjunction with local schools, the aim of which was to engage young people, and get across key messages around crime, anti-social behaviour and crime prevention. Thousands of children were involved from schools across West Mercia, which involved asking primary age children to design safety posters.

The second half of the campaign has seen secondary school pupils design safety apps. A 'Dragons Den' style event was held in February with the four shortlisted schools presenting their ideas to a panel of judges. including police, entrepreneurs, inventors, and the PCC. The overall winner was St John's CE Foundation Middle School with their app design called "Choice". We have teamed up with Worcester University who will now develop and build the winning app with the intention of rolling it out for public use.

## **Volunteers**

In my Police and Crime Plan I state my support for the use of volunteers to support the police service and I am pleased to see that the force has done much to strengthen its use of volunteers. I have been able to give financial support through the Rural, Business and Cyber Crime fund to enable a Horse Watch Scheme to be established in West Mercia and I have provided funding over my term in office for the Police Cadet Scheme. My funding enabled the Cadet Scheme to expand from Telford into the other four policing areas within West Mercia. This volunteer youth engagement initiative for 16 to 18 year olds now has 7 detachments and spaces for 196 cadets across the alliance areas

To find out more about my engagement activity during my time in office please refer to my End of Term Report published in March 2016.



## 4. HOLDING THE FORCE TO ACCOUNT

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### Monitoring Performance

Since removing targets and measures from the police and crime plan in 2014 I have continued to monitor force performance, receiving regular reports and updates as well as attending the alliance Performance Management Group. My office has worked closely with the force performance team to develop a performance framework along with a monthly and quarterly performance report based on the framework. I use these reports to inform my discussions with the force on performance and in turn the quarterly report is submitted to the Police and Crime Panel to inform their meetings with me. The quarterly report is also published on my website.

I have provided a summary of key crime and incident types for 2015/16 at appendix A. In addition, you will find a more detailed performance commentary from me where I have reported progress against the objectives in the earlier part of this report.

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

Her Majesty's Inspectorate of Constabulary (HMIC) independently assesses and reports on the efficiency and effectiveness of police forces and policing activity in the public interest. During 2015/16 HMIC published a number of joint, national and force inspections. The following force reports were published in relation to West Mercia police.

**'Warwickshire and West Mercia – Joint inspection of police custody'** (published May 15)

This report made 5 main recommendations.

**'PEEL: Police efficiency 2015'** (published October 2015)

HMIC's overall judgement of *how efficient is the force at keeping people safe and reducing crime?* was 'Good'.

**'Witness for the prosecution: Identifying victim and witness vulnerability in criminal case files'** (published November 2015)

This report sets out the findings of a review of 10 case files.

**'PEEL: Police effectiveness 2015 (Vulnerability)'** (published December 2015)

HMIC's overall judgement of *how effective is the force at protecting from harm those who are vulnerable, and supporting victims* was 'Requires improvement'.

**'National Child Protection Inspection Post-Inspection Review'** (published January 2016)

This was a follow up to a 2015 inspection report and makes one recommendation.

**'PEEL: Police legitimacy 2015'** (published February 2016)

HMIC's overall judgement of *how legitimate is the force at keeping people safe and reducing crime?* was 'Requires improvement'.

**'PEEL: Police effectiveness 2015'** (published February 2016)

HMIC's overall judgement of '*how effective is the force at keeping people safe and reducing crime?*' was 'Requires improvement'.

For each inspection report containing recommendations the force has developed action plans to implement those recommendations and I monitor progress in relation to those actions. In many cases the inspections which actually informed the reports took place many months ago and much work has since gone on to address the concerns raised.

All of HMIC's reports highlight areas of good practice and performance within West Mercia Police. HMIC reports that West Mercia is efficiently run, is good at investigating crime and has a strong commitment to protecting people from harm. Whilst the judgement of 'requires improvement' in two of the PEEL reports relating to effectiveness and legitimacy is of course disappointing, the force has taken steps to address the weaknesses.

I am reassured that when I have asked for certain issues to be looked at in more detail this has happened. For example, I asked the Chief Constable to take action on the way the force assesses the risks to children and young people who go missing, especially children in care. As a result a comprehensive review was undertaken by the force which pinpointed levels of high demand on police time in some parts of our area, especially in Shropshire where there are a relatively high number of care homes for children. The outcome of that review has enabled resources to be allocated more appropriately and I believe that future HMIC inspections will find that there have been improvements in the way cases of missing children are handled.

## 5. TRANSPARENCY OF THE POLICE AND CRIME COMMISSIONER

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### Governance

Good governance is the means by which the Chief Constable and I take decisions in a timely, open, honest and accountable way for the good of all our communities. To achieve this there is a robust Scheme of Governance in place which is kept under review and I am required to publish details of all the key decisions I make.

Both the scheme of governance and decisions made are available to view on my website along with other transparency information including my expenses, senior staff salaries and staffing structures as well as information of all freedom of information requests made to me. Our approach to transparency was nationally recognised when in November 2015 we were awarded the CoPaCC<sup>2</sup> Transparency Quality Mark 2015.

One example of how decisions and governance are implemented is the six-month trial for the use of small, unmanned aerial vehicles, better known as drones, which started in January. Drones could help the police gather evidence to support a prosecution or assist officers in searching for a vulnerable missing person. However if, how and when drones are to be used in policing is not purely an operation decision. It is important that drones are used in clearly defined ways and that the public is reassured they will not be used inappropriately. The governance input of the Trust, Integrity and Ethics Committee has been extremely helpful in establishing the parameters of the trial and will play a part in the development of robust policies for their use and it is for the PCC to ensure officers work within the policies.

### Accountability

#### West Mercia Police and Crime Panel

The West Mercia Police and Crime Panel (PCP) scrutinises my work as a Police and Crime Commissioner including all aspects of my activities and responsibilities. I have a legal duty to consult the PCP over important decisions and must take their views into account when doing so. This has included my proposed increase in the police element of the council tax bill and confirming the appointment of my interim treasurer. This is a statutory post, jointly shared with the Warwickshire PCC.

The PCP is administered by Worcestershire County Council. To find out more about your PCP including, membership, meeting papers and their work programme please visit: [www.worcestershire.gov.uk](http://www.worcestershire.gov.uk)

#### Holding the force to account

I have continued to hold the chief constable to account for the effective and efficient delivery of police services across West Mercia through a regular programme of meetings, visits and briefings. I have developed this approach further and on a monthly basis my weekly meetings with the chief constable have included a more detailed 'challenge' session on issues specifically relating to the police and crime plan objectives, performance and outcomes arising from HMIC inspections.

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<sup>2</sup> CoPaCC is an independent national body which monitors police governance by comparing Police and Crime Commissioners.

Also in place are two independent committees, working across both West Mercia and Warwickshire providing additional scrutiny and challenge.

- The Trust Integrity and Ethics Committee examines the ethical governance and actions of the forces'. In the last twelve months, the committee has met seven times and undertaken a significant work programme. Their work has included dip-sampling force complaint files on a monthly, a review of rape no crime case files and the use of drones. They have also received a demonstration from the Alliance on the use of force by officers and scrutinised the work of the Alliance Professional Standards Department, in particular how covert policing is undertaken.
- The Independent Audit Committee provides independent scrutiny of the forces' and the commissioners' financial performance; treasury management, financial reporting processes and risk management. During 2015/16 this Joint Audit Committee received and commented upon the plans and monitoring reports for both the internal and external audit function; scrutinised statements of accounts for the Alliance and provided an independent challenge to the Force and OPCCs on risk management and treasury management

Both committees meet on a quarterly basis and are public meetings. Details of forthcoming meetings including the agenda and papers are available to view in the 'Transparency' section of my website.

### **Independent Custody Visitors Scheme**

I have a statutory duty to operate an Independent Custody Visitors (ICV) scheme to evaluate the welfare and conditions of detainees in police custody. Following a successful recruitment campaign an additional 10 ICV volunteers have recently been appointed and more recruitment is planned. Where possible processes and resources are now shared with the Warwickshire OPCC office, including joint training and the ongoing development of a new ICV handbook and an electronic inspection form.

Following national guidance and recommendations from HMIC, I have begun to make custody data available on my website. This is available to view on my website along with further details on the ICV scheme and the ICV scheme annual report.

### **Budgetary and Financial Management**

At the beginning of 2015/16 I issued a challenge to the Chief Constable to improve the financial performance of the Force particularly in relation to some of the underlying reasons behind the under spending of the budget in previous years. Although it is too early to report the final figures the monitoring undertaken during the year and the latest forecast for the end of 2015/16 are encouraging.

The reserves I hold are currently very healthy. This gives me the opportunity to minimise the impact of future budget reductions by phasing their use over the life of the current five year medium term financial plan and invest in the infrastructure of the Force minimising the future costs of borrowing. This plan, which I agreed in February, following consultation with the Police and Crime Panel, provides for significant use of reserves over its life.

The following table shows the expected deployment of reserves over the life of the plan.

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Budget reserve	35.103	9.033	6.405	0.00	0.000
Rural, business and cyber crime	4.000	3.000	2.000	0.00	0.000
Invest to save and Innovation fund	4.900	2.900	0.900	0.00	0.000
Investment in infrastructure reserve	0.000	20.000	15.000	10.000	5.000
General Reserves	13.500	13.500	13.500	21.794	22.563
<b>Total Reserves</b>	<b>57.503</b>	<b>48.433</b>	<b>37.805</b>	<b>31.794</b>	<b>27.563</b>

I have undertaken a comprehensive review of the capital programme and the capital planning and monitoring process. The revised programme now fully reflects my priorities and that of my counterpart in Warwickshire to achieve full integration of services and systems of operation across the Alliance as quickly as possible. It also recognises the need to modernise ICT systems and further develop the estate to ensure that policing responds to changes in demand and the nature of crime as efficiently and effectively as possible. Consequently I am planning significant capital investment of £87.6m across the Alliance over the next four years.

Looking ahead, the financial settlement announced in the Comprehensive Spending Review (CSR) was not nearly as bad as feared. That is not to say the challenging environment has gone away. The CSR only provided a settlement for 2016/17 with the settlements for future years still unknown. This coupled with the postponement of the Formula Grant review until 2016/17 means we still face a period of uncertainty over our future funding levels. In light of this the MTFP was reviewed as part of the 2016/17 budget including an increase in the precept of 1.99%, which will help maintain the level of police officers keeping the citizens of West Mercia safe and leaves a strong financial position for my successor.

### **West Mercia Commissioners Grant Scheme**

During 2015/16 I introduced changes to my grant scheme to gain the most value for money by ensuring key outcomes are targeted at reducing crime levels and through enhancing support to vulnerable communities in order to reduce their risk of becoming victims in the future. The new process seeks to embrace a culture of diverse projects and initiatives, whilst at the same time focusing on key priorities.

The new scheme is split into tier 1 grants which are grants under £20,000 with outcomes achieving Police and Crime Plan objectives, and tier 2 grants which are those exceeding £20,000 focused on specific outcomes and delivery, often where it is known that demand is such that additional investment is required. The tier 1 scheme was opened during March and closed in mid April. The tier 2 scheme opened in the summer and closed at the end of August. In addition I also granted funding to community safety partnerships (CSPs). In total I awarded 65 grants totalling £2.58 million.

My office has been working closely with the CSPs to develop an outcomes focussed commissioning framework. One of the opportunities we will seek to achieve within this framework is the potential to joint commission with the upper authority in each area, and use the CSP as the gateway for this where feasible. The projects to be (re)invested in will be aligned to PCC and Alliance priorities and will be shaped around a body of local evidence that enables outcomes to be achieved at the point of greatest need.

My 'End of Term Report' contains many examples of how the funding I have allocated has benefited communities across West Mercia and contributed towards protecting people from harm. The End of Term Report, along with details of all the grants I have made during 2015/16 are available to view on my website.

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## 6. CONCLUSION

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Overall I feel confident that despite an increase in crime, the focus for the alliance to protect people from harm, along with the support from partners and communities will continue to ensure West Mercia remains a safe place to live.

## Appendix A

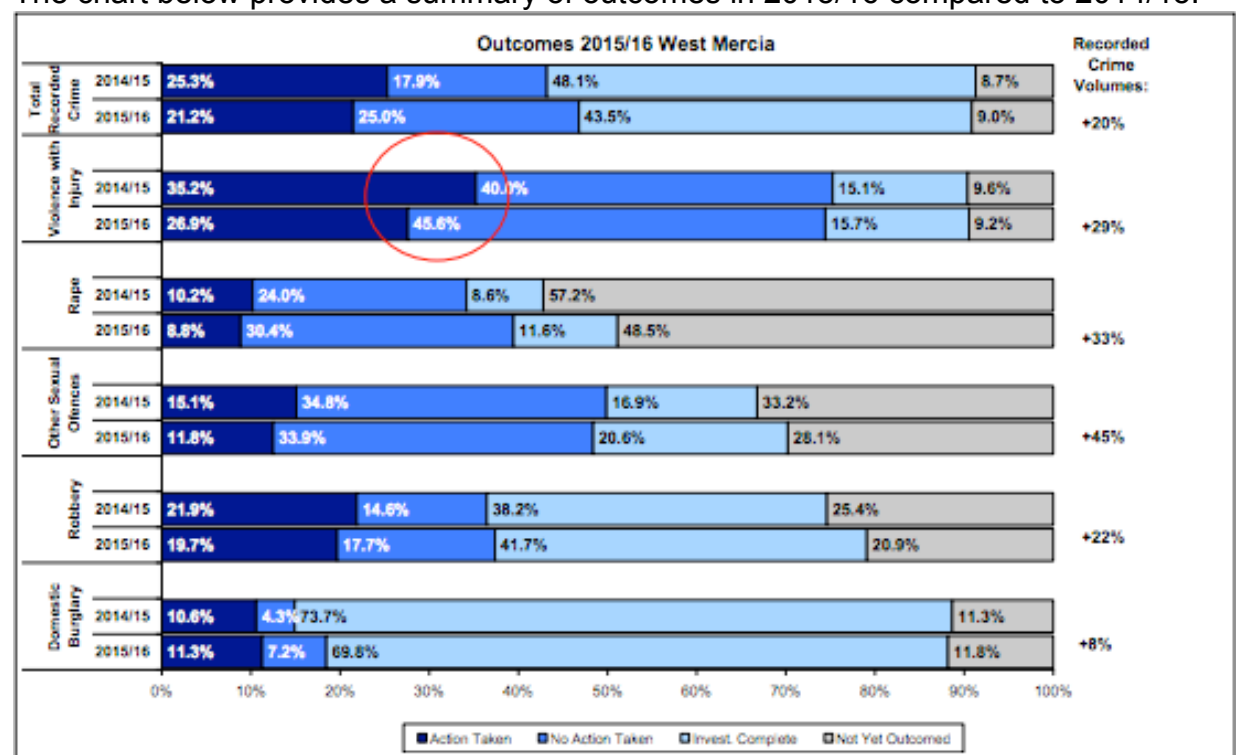
### Crime and incident data

Category	2015/16 Volume	Percentage change compared to 2014/15
Overall recorded crime	72,746	+20%
Violence with injury	9,666	+29%
Rape	928	+33%
Other sexual offences	1,862	+45%
Domestic burglary	2,915	+8%
Robbery	486	+22%
Anti social behaviour	43,618	-8%
Killed or seriously injured	36	-28%

### Outcomes

An outcomes framework was introduced by the Home Office in April 2014 to replace detection rates. There are now 19 categories of outcome which provide a greater picture of how a crime has been investigated and finalised.

The chart below provides a summary of outcomes in 2015/16 compared to 2014/15.



### Confidence in the police

Public confidence in the police is measured through the national crime survey for England and Wales. The latest data (to December 2015) shows that 79% of people surveyed in West Mercia have confidence in their local police compared with a national average of 76.9%.

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