

West Mercia Police and Crime Panel

Agenda

West Mercia Police and Crime Panel

**Tuesday, 26 September 2017, 1.30 pm
County Hall, Worcester**

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West Mercia Police and Crime Panel
Tuesday, 26 September 2017, 1.30 pm,

Membership:

Cllr Brian Wilcox (Chairman)	Herefordshire Council
Cllr S M Mackay	Substantive Member - Worcestershire County Council
Cllr Michael Wood	Substantive Member - Shropshire Council
Cllr Gerald Dakin	Co-opted Member - Shropshire Council
Cllr Roger Evans	Co-opted Member - Shropshire Council
Cllr Kevin Turley	Co-opted Member - Shropshire Council
Cllr Stephen Reynolds	Substantive Member - Telford & Wrekin Council
Cllr Rajash Mehta	Co-opted Member Telford & Wrekin Council
Cllr Sebastian Bowen	Co-opted Member Herefordshire Council
Cllr Karen May	Substantive Member - Bromsgrove District Council
Cllr David Chambers	Substantive Member - Malvern Hills District Council
Cllr Joe Baker	Substantive Member - Redditch Borough Council
Cllr Mike Johnson	Substantive Member - Worcester City Council
Cllr Emma Stokes	Substantive Member - Wychavon District Council
Cllr Juliet Smith	Substantive Member - Wyre Forest District Council
Mrs Carole Clive	Co-opted Independent Lay Member
Colonel Tony Ward OBE	Co-opted Independent Lay Member

Agenda

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5	Public Participation Members of the public wishing to take part (asking a question or making a statement) should notify the Head of Legal and Democratic Services in writing or by email indicating both the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case Monday, 25 September 2017). Enquiries can be made through the telephone number / email address listed below.	

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NOTES

- **Webcasting**

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

West Mercia Police and Crime Panel

Monday, 19 June 2017, - 2.00 pm

Minutes

Present:

Cllr Brian Wilcox (Chairman), Cllr Joe Baker, Cllr Bronwen Behan, Cllr Sebastian Bowen, Mrs Carole Clive, Cllr Roger Evans, Cllr Mike Johnson, Cllr Karen May, Mr A P Miller, Cllr Juliet Smith, Cllr Emma Stokes, Cllr Dave Tremellen, Colonel Tony Ward OBE and Cllr Michael Wood

Also attended:

John Campion, West Mercia Police & Crime Commissioner
Andy Champness, Office of the West Mercia Police and Crime Commissioner
Amanda Blakeman, Deputy Chief Constable

Tim Rice (Health and Well-being Manager, Directorate of Adult Services and Health), Sheena Jones (Democratic Governance and Scrutiny Manager) and Samantha Morris (Overview and Scrutiny Officer)

Available Papers

The members had before them:

- A. The Agenda papers (previously circulated);
- B. The Minutes of the Meeting held on 7 February 2017 (previously circulated).

(A copy of document A will be attached to the signed Minutes).

208 Welcome and Introductions

The Chairman welcomed the new Panel members to the meeting.

As this was Councillor Miller's last meeting as Vice-Chairman, the Chairman thanked him for his support. A new Vice-Chairman would be appointed at the next Meeting.

Thanks were also recorded to all those members who had just left the Panel, particularly Councillor Middlebrough for his contribution to the Panel since its inception, particularly for chairing the Budget Scrutiny Task Group.

The changes to the Panel's Substantive Membership were:

Karen May had been appointed in place of Roger Smith (Bromsgrove District Council)
David Chambers had been appointed in place of Phil Grove (Malvern District Council)
Joe Baker had been appointed in place of Yvonne Smith (Redditch Borough Council)
Michael Wood had been appointed in place of Keith Roberts (Shropshire County Council)
Mike Johnson had been appointed in place of Lynne Denham (Worcester City)
Emma Stokes had been appointed in place of Paul Middlebrough (Wychavon District Council)
Stephen Mackay had been appointed in place of Tony Miller (Worcestershire County Council)

The co-option of Gerald Dakin (Shropshire County Council) was unanimously agreed and ratified by the Panel.

209 **Named Substitutes**

The named substitutes were:

Councillor Tony Miller for Councillor Stephen Mackay (Worcestershire County Council)
Councillor Bronwen Behan for Councillor David Chambers (Malvern District Council)
Councillor Dave Tremellen for Councillor Kevin Turley (Shropshire County Council)

210 **Apologies and Declarations of Interest**

Apologies were received from Councillors David Chambers, Gerald Dakin, Rajesh Mehta, Stephen Reynolds and Kevin Turley.

A declaration of interest was made by Colonel Tony Ward who was a member of the OPCC's Trust, Integrity and Ethics Committee.

211 **Public Participation**

None.

212 **Confirmation of the Minutes of the previous meeting**

Councillor Evans pointed out that he had been present at the Meeting but was not listed as being present in the Minutes.

The Police and Crime Commissioner (PCC) drew attention to the reference to Body Worn Video on page 5 and confirmed that the vast majority officers would have Body Worn Video allocated.

The Minutes were otherwise agreed to be a correct record of the previous meeting and were signed by the Chairman.

**213 Police and
Crime
Commissioners
: Fire and
Rescue
Functions**

The Chairman apologised for changing the meeting date of the Panel and the inability to webcast the meeting due to the room change. The changes were made to facilitate an early opportunity for the Panel to consider PCC's draft Initial Business Case for the joint Governance of Police and Fire and Rescue services in Hereford and Worcester and Shropshire and Telford and Wrekin. This had, unfortunately, been un-necessary as the Consultation had been published the previous week.

In his introduction, the PCC explained that he had wanted the Panel to have the opportunity to consider the Consultation at the earliest opportunity and was keen to understand a range views on changes, which he believed would significantly improve local police and fire services, whilst saving the taxpayer £4m a year.

If the proposals were approved, it would mean that the PCC would take on governance of both Shropshire and Hereford & Worcester Fire and Rescue Services, there would be no changes to front line police and fire crews as a result of the changes to governance.

Expert analysis suggested that the changes would help drive forward police and fire collaboration, improving services to communities, whilst delivering significant back-office efficiencies. The plans would also help protect frontline services, whilst retaining each organisation's individual identity and specialist skills.

It would mean that:

- the two local fire and rescue authorities would be disbanded
- there would be a single body holding chief police and fire officers to account, providing a strong voice on behalf of communities
- West Mercia Police, and the two fire and rescue services (Shropshire and Hereford & Worcester) would continue to operate as individual organisations with their own professional skills
- the services would share more back office functions and information, to improve efficiency and focus resources on the frontline

This proposal was about delivering the best long term results for communities and emergency services. The PCC felt that Fire Authorities had laid some good foundations, but that communities were not getting the most effective, efficient services they could which could only achieved by making this change.

The Consultation commenced on 12 June and would end on 11 September (3 months), there would be two weeks to review responses and amend the Business Case in light of those responses with submission to the Secretary of State by 1 October. If the Business Case was accepted, the new arrangements would come into effect on 1 April 2018. If there were objections to the proposals and one of the 'top tier' local authorities did not support the proposals, the Secretary of State would arrange for an independent review.

During the discussion, the following main points were made:

- At its meeting on 20 October 2015, the Panel Members at that time generally agreed that they were in favour of closer collaboration between the emergency services, but considered that the operational heads of the two services should remain autonomous under the overall strategic control of the PCFC (Police, Crime and Fire Commissioner)
- In response to the Panel's request to see the results of the Consultation, the PCC confirmed that the results would be published on the PCC's website
- In terms of the alignment of boundaries of the West Mercia and the two fire authorities, the PCC confirmed that the Business Case could only be proposed if the boundaries were co-terminus
- The PCC believed that by assuming the role of the two Fire Authorities and doing things differently, local police and fire services could be significantly improved whilst saving £4m
- There was a concern that there was very little financial information or information on the operational savings to be made and there was a feeling that the changes were heading towards being one organisation eventually. In response, the PCC pointed out that a number of options were considered and the Business Case was giving a flavour of what could be achieved if the Joint Governance option was adopted
- It was suggested that the Business Case was a proposal rather than a Consultation, there had been no input from service staff or representative bodies, no evidence to substantiate the £4m projected savings and that two weeks was a short period of time in which to analyse responses
- The PCC stated that there was a lot of detail, a

considerable amount of engagement was being undertaken and the more responses received the stronger the Business Case would be

- Concern was reiterated about the timescale and how the Panel could consider the Business Case properly. The PCC pointed out that the Panel's role was to hold the PCC to account; not to influence the proposal and that a briefing could be arranged for the Panel before submitting the case if required
- The PCC referred to paragraph 6.3.4 of the Business Case which outlined the possible implications of the proposal on back office staffing, there would however need to be a review
- In response to the suggestion that the Chief Fire Officer posts would merge over time, the PCC confirmed that the Chief Officer posts would not be affected by these proposals as the Police and Fire service needed to be run by experienced professional officers who were experts in their field
- The PCC confirmed that the figures detailed in paragraph 6.3 had been endorsed by the PCC's Chief Financial Officer and any changes to staffing structures would not affect front line service staff
- In response to the question as to whether there was a 'Plan B', the PCC confirmed that the Fire Authority's Medium Term Financial Plan was 'Plan B'.

In summary, the Panel considered and made comments on the Initial Business Case considering the Governance of Shropshire Fire and Rescue, Hereford and Worcester Fire and Rescue Services by the West Mercia Police and Crime Commissioner. It was agreed that the final proposal would be considered by the Panel at its next Meeting on 26 September, prior to submission to the Secretary of State on 1 October 2017.

214 Current and Non-Recent Sexual Offences

The Panel was asked to consider the Briefing Note provided by the Office of the Police and Crime Commissioner in respect of current and non-recent sexual offences and determine whether it would wish to make any comment to the Police and Crime Commissioner for consideration.

At its last meeting on 7 February 2017, the Panel requested an analysis on the increase of cases of sexual violence differentiated by current and historic cases including the resource implications (both time and

**215 Police & Crime
Plan Activity
and
Performance
Monitoring
Report (January
2017 - March**

monetary), together with the effect on other crime investigations and any other consequential outcomes.

Deputy Chief Constable Amanda Blakeman advised that the information provided for 2012-2016 gave a breakdown of rape and other sexual offences and child sexual exploitation (CSE) offences (any offence assigned a CSE interest marker), by current and non-recent. Current offences were those recorded on police systems within 28 days of the committed date; non-recent offences were those recorded on police systems more than 28 days after the committed date.

It was very difficult for the Police to quantify the time and resources allocated to cases, as it would vary considerably on a case by case basis. However, a considerable amount of work had been carried out to encourage victims to feel confident to report these crimes, ensuring that the crimes were recorded properly and then investigated appropriately.

Overall, demand in this area was increasing but in other areas decreasing, so support was being allocated accordingly. It was a very challenging area and investigations could take a number of years.

During the discussion, concern was expressed about the increased number of cases being reported and the resource implications for staff. Reassurance was given to the Panel that there were sufficient specialist trained staff and work planning and modelling to be able to deal with the cases and meet demand and that the figures were demonstrating improved outcomes. Despite the reassurance the PCP remained concerned about the resource implications. The PCC responded that he was willing to consider further information requests from the Panel where such requests did not stray beyond holding his position to account.

The Chairman thanked the PCC for the offer and it was agreed to seek a further report with specific reference to the impact on resources of the increase in cases.

The Panel was invited to consider the Police & Crime Plan Activity and Performance Monitoring Report for January 2017-March 2017 and determine whether it would wish to carry out any further scrutiny or make any comments.

The Report provided the Panel with an overview of activity undertaken in support of the Safer West Mercia

2017)

Plan and an update on police performance.

The PCC's Chief Executive and staff were continuing to develop a delivery plan to strengthen monitoring and assurance of the Safer West Mercia Plan. Earlier in the year, a decision was taken to move away from a shared delivery plan with the Warwickshire PCC's office and to redraft a delivery plan solely focused on the objectives and commitments contained within the Safer West Mercia Plan. Progress against individual elements within the plan was updated in line with an agreed timeline for each element and the delivery plan was subject to monthly scrutiny.

The delivery plan was a substantial document and therefore a summary extract of had been produced for the Panel. The summary provided a concise overview of activity supporting the plan commitments, an accompanying commentary and details of the oversight mechanisms in place. The extract contained updates to the end of May. Any progress updates previously reported to the Panel were not included.

During the discussion, the following main points were made:

- Although the number of Firearms Temporary Licenses were reducing, concern was expressed that at the end of March there were 4339, which was high. The PCC acknowledged that the performance was not good enough but that the number was reducing and he was confident with the Recovery Plan
- In response to the question about why policing area comparison by crime type had increased in Telford and Wrekin, the Panel were advised that some of the issues were related to social issues from when Telford was built. The PCC added that he considered the role of Community Safety Partnerships to be important in helping deliver solutions to problems such as drug misuse, increase employment and improvements to housing
- Further to this, a member suggested that police officer involvement in commenting on planning applications from a crime reduction/prevention perspective had reduced. The PCC agreed to follow this up.

216 Draft Annual

The Panel was invited to consider the Draft Annual Report of the Police and Crime Commissioner for West

Report of the Police and Crime Commissioner for West Mercia

Mercia and determine whether it would wish to make any recommendations to the Police and Crime Commissioner for consideration. The Report for 2016/17 provided a high-level overview of the PCC's work over the last financial year

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

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

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

The PCC thanked the Chief Executive and his Staff for their hard work and the Panel for its contribution, support and challenge. The PCC believed that what had been promised had been delivered in a transparent way and that there was progress towards some outcomes. He was ensuring that the service was being led effectively by the appointment of an exceptional Chief Constable and commended the Draft Report to the Panel.

During the discussion the following main points were made:

- In respect of the £4.8m from secured confiscation orders, the PCC confirmed that there was a complicated formula in relation to how the income was dealt with

The Panel considered the report and did not make any recommendations to the PCC for consideration prior to publishing the final version of the Report.

217 The Formation of a National Association of Police and Crime Panels

The Panel was asked to consider the feedback provided from the Exploratory Meeting held on 17 February about the formation of an Association of Police and Crime Panels.

Discussions had taken place at the Police and Crime

218 Work Programme

Panel Conference, Regional Networks and Panel meetings regarding the formation of a National Association for Police and Crime Panels. It was felt that Panels had struggled to make their voice heard in their dealings with the Home Office in relation to the lack of clarity of the role and lack of any real powers to be able to hold Police and Crime Commissioners to account.

At its meeting on 7 February 2017, the Panel agreed that Councillor Sebastien Bowen, Herefordshire Council would attend an exploratory meeting on behalf of the Panel regarding the formation of an Association of Police and Crime Panels on 17 February 2017 and report back to the Panel.

The Panel considered the feedback provided. There were mixed views at this stage about whether an association would be especially productive. The Panel agreed to note the current situation and wait for further details before giving a view about this.

The Panel was asked to:

- a) Consider the proposed work programme;
- b) Determine any additional items that it wished to include in the work programme;
- c) Determine the purpose and membership of any Task and Finish Groups that it wished to establish.

It was agreed that suggestions for the Work Programme would be considered at the next meeting.

The meeting ended at 4.10 pm

Chairman

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**WEST MERCIA POLICE AND CRIME PANEL
26 SEPTEMBER 2017**

CURRENT AND NON-RECENT SEXUAL OFFENCES

Recommendation

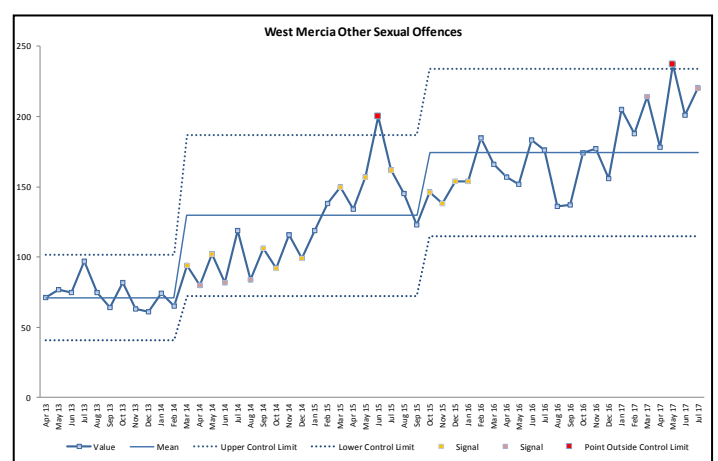
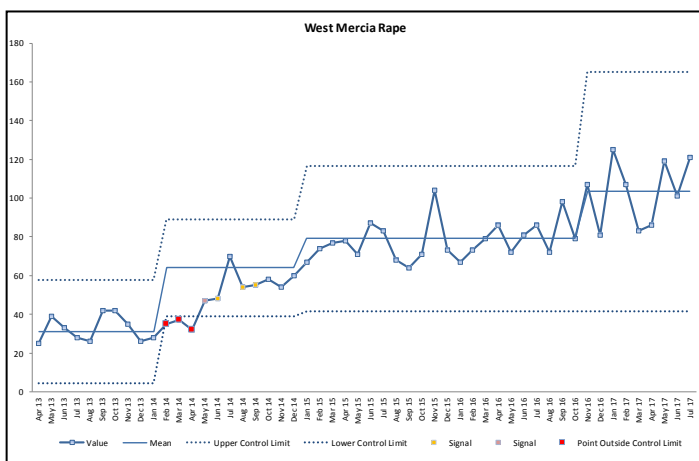
1. The West Mercia Police and Crime Panel are invited to consider the West Mercia Police and Crime Commissioners Report meeting on current and non-recent sexual offences and determine whether it would wish to make any recommendations to the PCC for consideration.

Background

2. Following submission of a briefing paper to the Panel’s June meeting on current and non-recent sexual offences, the purpose of this report is to provide members of the Police and Crime Panel with a more detailed response as requested by the Chairman of the Panel in his letter dated 7 July.
3. The Report seeks to address members specific concerns on the increased volume of sexual offences, the number of offences resulting in action being taken and the five resource related concerns set out in the Chairman’s letter.

The increase volume of reported sexual offences

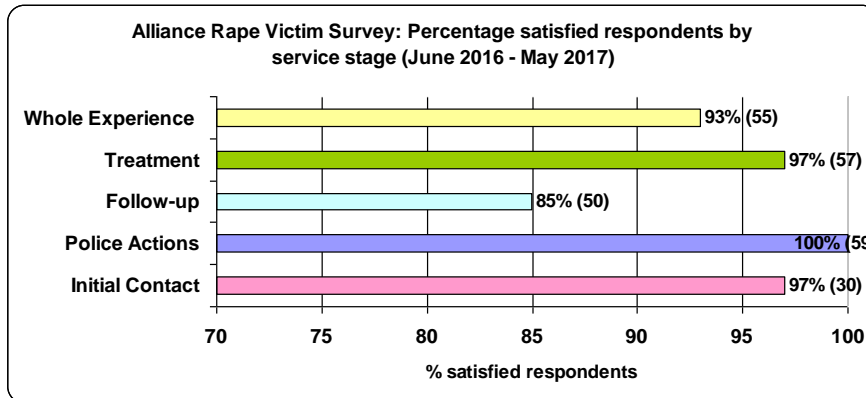
4. The volume in both rape and sexual offences across West Mercia is monitored weekly and monthly and the increases have been noted. Below are the most recent data from the July monthly performance report for the period April 2013 to end of July 2017. Whilst there are monthly fluctuations in volumes the overall trend for both rapes and other sexual offences is upwards.



5. These increases are not unexpected, or necessarily unwelcome, as it is known that both rape and other sexual offences are under reported. Certain national high profile cases have assisted in encouraging more people to report offences. The

'signs of improvement' that the force seeks to achieve are to provide wider opportunities for victims to report offences and for its investigations to meet victim expectations. The aim is always to reduce the levels of offending but also to increase confidence in reporting. The recent 'Stop Rape Now' campaign is evidence of its proactive work to educate, raise awareness and reduce offending.

6. To ensure the force delivers a high quality of service and to continually improve how it deals with serious sexual offences, it has introduced a telephone survey with rape victims. The chart below shows the satisfaction levels over a recent 12 months period.



7. These levels of satisfaction exceed those seen in any other surveyed area i.e. violent crime, burglary, vehicle crime and hate crime. Whilst it is not possible to be complacent and acknowledging that there are still improvements to be made, the satisfaction levels does give confidence that the quality of service provided to rape victims is high.
8. It is also important to acknowledge that as a direct consequence of HMIC's 2014 crime recording inspection all police forces in England and Wales have been working to improve their crime recording practises. Since 2015 West Mercia's Force Crime Registrar has been closely scrutinising all crime recording. Incidents of rape and serious sexual are subject to a daily focus to ensure they are recorded correctly and only the Deputy Chief Constable is authorised to 'no crime' a reported rape. This more vigorous approach has led to an increase in the number of rapes and sexual offences being recorded as such.

The number of offences resulting in action being taken

9. There are 21 outcome codes which can be assigned to all crimes at the point of filing. A copy of the full list is attached at appendix 1. These outcomes are grouped into 5 categorises as shown below.

CODES	HMIC OUTCOME GROUP DESCRIPTION
OC1,1A,2,2A,3,3A,4,6,7,8	Action Taken
OC5,9,10,11,12,13,15,16,17	No Action Taken
OC14,18	Investigation complete - no suspect identified
OC20	Transferred to external agency
OC21	Further investigation not in public interest

10. It is important to note that whilst reference is made to 'action taken' and 'no action taken' this relates to formal criminal justice action and should not leave the impression that there is no police or partnership activity in terms of safeguarding, reassurance and prevention.

11. Whilst only a small proportion of sexual offences are filed under the 'action taken' grouping it is important to note that West Mercia ranks 2nd against a peer group of 6 most similar forces for sexual offences assigned 'action taken' outcomes and are above the group average.

Resources

12. This section of the report seeks to address the following additional information requested by the Panel.

- *The resources allocated to dealing with the crimes as set out on those pages in both the report and the briefing note, differentiating between historic (suggest more than five years might be helpful) as well as recent reported crimes.*
- *Those resources to be quantified separately in terms of manpower, finance and associated costs (e.g. counselling both victims and their families).*
- *The changes in staffing and other resources which have been allocated over 2015-7 to reflect the increased caseload needing investigation.*
- *The time taken on average with those cases, both historic and recent, segregating the two if substantially different.*
- *The reduction in other criminal investigations or policing caused by the substantial rise in such cases*

13. Rape and other serious sexual offences are often complex investigations, particularly when the offence is non recent, taking longer to finalise than many other types of criminal investigation. Attached at appendix 2 is a short case study to demonstrate the complex nature of investigating such an offence, however each such offence will be individual in terms of resourcing demands and investigative enquiries.

14. There is no data available to show the number of man hours that each investigation consumes. As stated the specific circumstances of each case can vary greatly with some investigations taking relatively few hours and other being hugely complex. The only data available to address the above concerns is in relation to how long an investigation is open or live.

	Total of offences outcomed between 1.4.16 and 31.3.17	Average investigation days
Rape	1170	192
Other sexual offences	2186	110

This does not equate in any way to the number of hours work or the financial cost of the investigation.

15. As a response to the rise in both recent and non-recent offences the force have implemented a number of measures to mitigate the impact upon demand. Principle amongst these changes is an adaption in the investigative model. As a result, offences traditional dealt with in isolation by specialist teams have been mainstreamed into general CID. This allows for a greater pool of officers to investigate serious sexual offences and is consistent with the force aim to ensure that vulnerability is '*everyone's business*'.

16. On a daily basis investigations can be reviewed in order to ensure that resources are prioritised on the basis of threat, risk and harm, and that the greater pool of officers can be used in a 'surge capacity' to supplement and support individual investigations at key points (arrest phase etc).

17. In addition the Multi Agency Safeguarding Hub (MASH) process has been strengthened. This allows for a more rigorous and structured approach to information sharing. It also allows for increased opportunities for early intervention and enhanced post incident safeguarding providing a whole system approach.

18. Clearly with any finite resource (officer numbers) then any extra demand will impact upon capacity to investigate offences and there is a continual process of assessing demand against inherent threat, risk and harm. A proportionate investigation will always be conducted, but the level of what is proportionate will not remain constant. Individual major incidents or a rise in the reporting of specific crime types (such as SSO's) will impact upon the capacity to investigate 'lower' level crimes. The measures taken around the investigative model are intended to mitigate the rise in the reporting of SSO's.

Conclusion

19. The volume of rapes and sexual offences reported to West Mercia Police has increased, however resources have been realigned and processes reshaped to address the increasing demand of this complex policing area.

Supporting Information

Appendix 1 – Outcomes Framework.
Appendix 2 – Case study

Contact Points for the Report

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Background Papers

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

Letter from the Chairman of the West Mercia Police and Crime Panel dated 7 July 2017 requesting a further report on Current and Non-Recent Sexual Offences

Agenda and Minutes of the West Mercia Police and Crime Panel of 19 June 2017

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

Outcomes Framework

CODE	DESCRIPTION
OC1	Charge / Summons
OC1A	Charge / Summons - alternate offence
OC2	Caution – youths
OC2A	Caution - youths - alternate offence
OC3	Caution – adults
OC3A	Caution - adults - alternate offence
OC4	Taken into consideration
OC5	The offender has died (all offences)
OC6	Penalty Notices for Disorder
OC7	Cannabis warning
OC8	Community resolution
OC9	Prosecution not in the public interest (CPS) (all offences)
OC10	Formal action against the offender is not in the public interest (police)
OC11	Prosecution prevented- Named suspect identified but is below the age of criminal responsibility
OC12	Prosecution prevented- Named suspect identified but is too ill (physical or mental health) to prosecute
OC13	Prosecution prevented- Named suspect identified but victim or key witness is dead or too ill to give evidence
OC14	Evidential difficulties victim based- Named suspect not identified: The crime is confirmed but the victim either declines or is unable to support further police investigation to identify the offender
OC15	Named suspect identified: Victim supports police action but evidential difficulties prevent further action
OC16	Named suspect identified: Evidential difficulties prevent further action; victim does not support (or has withdrawn support from) police action
OC17	Prosecution time limit expired: Suspect identified but prosecution time limit has expired
OC18	Investigation complete: No suspect identified. Crime investigated as far as reasonably possible- Case closed pending further investigative opportunities becoming available
OC19	National Fraud Intelligence Bureau - Filed (for use by NFIB only)
OC20	Transferred to external agency
OC21	Further investigation, resulting from the crime report, which could provide evidence sufficient to support formal action being taken against the suspect is not in the public interest - police decision

Case study

The following is an example of the typical 'journey' of a Serious Sexual Offence (SSO) during the initial investigative period.

- Report of offence attended by uniformed resources.
- Serious nature of offence dictates that a Special Trained Officer (STO) is deployed to deal with the victim.
- CID resources will be allocated.
- House to house enquiries and CCTV trawl undertaken by uniformed resources (where relevant CCTV found specialist resources from the imaging department may be required to recover).
- Crime Scene Investigators (CSI) will make forensic assessment and recover items from scene of offence.
- Victim will be subject to a forensic medical exam by a suitably qualified medical practitioner, with ancillary evidence recovery (photographs of injuries etc) performed by a further CSI.
- If an offender is identified an arrest team will be dispatched.
- A search will need to be conducted at the offenders address and both 'wet' and 'digital' forensic recoveries made.
- At custody the offender will have various forensic samples taken by a suitable qualified medical practitioner.

It is important to note that during the above process due consideration must be taken regarding cross contamination – the same staff should not have contact with the various 'scenes' from where evidence will be recovered. 'Scenes' include both the victim and the offender.

- Dependent upon the severity of the crime the ongoing investigation will be allocated to an appropriate investigative OIC, either uniform or CID.
- Ongoing support for the victim will be provided by Independent Sexual Violence Adviser (ISVA) and other support services.
- The ongoing investigation will then very much depend upon the individual circumstances – often dependent upon the quantity and complexity of the forensic samples recovered.

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WEST MERCIA POLICE AND CRIME PANEL 26 SEPTEMBER 2017

POLICE & CRIME PLAN ACTIVITY AND PERFORMANCE MONITORING REPORT (APRIL 2017 - JUNE 2017)

Recommendation

- 1. The West Mercia Police and Crime Panel (PCP) are invited to consider the Police & Crime Plan Activity and Performance Monitoring Report (April 2017- June 2017), determine whether it would wish to carry out any further scrutiny or make any comments.**

Background

2. The purpose of this report is to provide members of the PCP with an overview of activity undertaken in support of the Safer West Mercia Plan and provide an update on police performance.

Delivery plan and assurance

3. The PCC's Chief Executive and staff have developed a delivery plan to support monitoring and assurance of the Safer West Plan. Progress against individual elements within the plan is updated in line with an agreed timeline for each element and the delivery plan is subject to monthly scrutiny.
4. The delivery plan is a substantial document and therefore a summary extract of it has been produced for the Panel at Appendix 2. The summary provides a concise overview of activity supporting the plan commitments, an accompanying commentary and details of the oversight mechanisms in place. The extract at appendix 2 contains updates to the end of August. Any progress updates previously reported to the Panel have not been included.
5. Some examples of activity in support of the Safer West Mercia Plan's four objectives, all of which are included in the delivery plan, are shown below.

Putting victims and survivors first

6. Retender of Victim Support Contract – the existing contract for the provision of victim support services commenced in 2015. Provisional agreement has now been reached to extend the existing contract for a further year to March 2019 on the same terms and conditions. A commissioning options review for the service post March 2019 will now be undertaken.

Building a more secure West Mercia

7. Vulnerability training – West Mercia has been accepted as a volunteer force for the College of Policing's (COP) new vulnerability training programme. This will be delivered over a 16 week period between December 17 and March 18. Learning and Development trainers will become accredited in the training and will training those staff unable to attend CoP sessions. All West Mercia personnel will be trained.

8. Roads policing – an Alliance motorway/ roads policing feasibility group has been set up seeking to operate a roads policing model across the alliance. Although West Mercia will formally withdraw from the Central Motorway Patrol Group, the two roads policing units (The West Mercia/Warwickshire one and the West Midlands/Staffordshire one) will remain interoperable.

9. Mobile App scheme – a mobile app designed by young people to teach young people about staying safe online and offline was launched in July following a competition run by the PCC. The winning idea features a number of video scenarios where the user has to make a choice about what they would do if they found themselves in that situation – which influences how the story ends. The app covers five key themes: bullying; healthy relationships; anti-social behaviour; hate crime; and theft. The University of Worcester Business School developed the app which is now free to download.

Reforming West Mercia

10. Promoting a diverse workforce - People Services have launched a Diversity and Inclusion Strategy 2017-2010 - a key aim of the strategy is to recruit and retain a workforce that is representative of the communities in West Mercia. A number of actions have been identified to improve the transparency of internal/external recruitment processes, improve representation of female & BME officers at all ranks and improve representation within the recruitment process

Reassuring West Mercia's communities

11. Rural and Business officers – the PCC has provided funding to the force to establish a dedicated rural and business officer (staff) post within each local policing. All five officers will be in post by mid-September and will be working closely with rural and business communities to address issues in their local area in support of the PCC's priorities.

12. Neighbourhood watch – the PCC has entered into a memorandum of understanding with West Mercia Police and West Mercia Neighbourhood Watch to support achievement of common goals.

Performance and accountability

13. A number of internal performance products are produced by the force to enable senior officers and the PCC to maintain strategic oversight of force performance. In particular the PCC scrutinises a weekly dashboard of performance along with monthly and quarterly summary reports. These reports are used to develop the agenda for a monthly meeting chaired by the PCC at which the Chief Constable is held to account for force performance. These monthly holding to account meetings also cover strategic initiatives and findings from HMIC and other reports. Notes from these meetings are published on the PCC's website. A summary of items covered since last reported to the Panel are included in appendix 1.

14. The latest quarterly performance summary report published by West Mercia Police is attached at appendix 3. This report covers the period April to June 2017.

Supporting Information

Appendix 1 - Summary of monthly holding to account question areas

Appendix 2 - Delivery Plan Extract

Appendix 3 - West Mercia Police Performance Summary April – June 2017

Contact Points

County Council Contact Points

Worcestershire County Council 01905 763763

Worcestershire Hub: 01905 765765

Specific Contact Points for this report

Andy Champness, Police and Crime Commissioner Chief Executive

Summary of monthly holding to account question areas

MONTH	AGENDA ITEM (P = Performance, SI = Strategic initiative)	SAFER WEST MERCIA PLAN OBJECTIVE*
June	Public order (P)	Secure
	Possession of weapons (P)	Secure
	Malicious communications (P)	Secure
	Business crime (P)	Reassure
	999 call handling (P)	Reform
	Transformation programme – mobile working (SI)	Reform
	Fleet management - hire cars (SI)	Reform
	Digital forensics**	Reform
July	Satisfaction (P)	Victims
	Professional standards (P)	Reassuring
	Sexual offences re victimisation (P)	Victims
	Looked after children (P)	Secure
	Firearms licensing (P)	Reassure
August	Telford	Secure

*Objective titles have been shortened to:

Victims – Putting victims and survivors first.

Secure - Building a more secure West Mercia

Reform – Reforming West Mercia

Reassure – Reassuring West Mercia's communities

** Digital forensics – this was an additional meeting held in June and was a structured conversation rather than a formal holding to account session.

Delivery Plan Extract

PUTTING VICTIMS AND SURVIVORS FIRST				
Policing element:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism (s)
1.1	Make sure officers and staff have the skills to properly support victims and survivors and do so when necessary.	Audit and review of knowledge, skills and attitudes. Review of training and development plans. Monitor compliance with Victims' Code of Practice (VCoP) and Witness Charter. Monitor key performance indicators linked to special measures, needs assessments and signposting to services.	No change since last report. Delivery plan update due October 17.	Victims' Board. KPI monitoring, Delivery Plan monitoring.
1.2	Ensuring all victims and survivors who report an offence in West Mercia can access 'Track my Crime' or an alternative with equivalent capability	Track my Crime (TMC) was made available to all forces in 2014 and publicly launched by the Ministry of Justice in 2015. Initially the force intended to adopt TMC subject to improving IT systems and the website interface, however the commitment to Athena put the TMC project on hold in 2015. It was decided that a TMC solution should be sourced or integrated with Athena to ensure that existing investments were optimised and that service delivery for the public was not interrupted with the migration between systems	Proposals for this should be made once Athena is up and running, now due to go live in autumn 17.	Transformation Board
Police and Crime Commissioner's Commitments:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
A.1	Set out my commitment in a new victims' charter, clarifying what services victims can expect, and what services must be	(A1.1) (1) Carry out a public consultation outlining proposed priorities and actions that would enable the PCC to be VCOP and EU Directive compliant (2) Develop and publish the charter	Published August. Oversight via the PCC's Victims' Board	Victims' Board, KPI Monitoring, Delivery Plan Monitoring. Audit and oversight
		(A1.2)(1). Conduct a victims' needs assessment, providing qualitative and quantitative feedback to	Self-Assessment Framework in place. Regular meetings with agency SROs take place to ensure	Victims' Board Delivery Plan

	delivered.	inform commissioning and to identify potential gaps (A2). (2)Work in partnership to ensure that victims have access to services. (3)Contract management (4)Grant provision	compliance. Waiting on Tonic's victims' needs assessment. Regular contract management meetings taking place. Outcomes and key deliverables managed by the HoC. Overall good progress made against this objective.	monitoring Performance Mgt. Audit and scrutiny
		(A1.3) Develop, in partnership, an assurance framework to ensure delivery against the 9 specified outcomes set out in the Victims' Charter	Self-Assessment Framework in Place. Regular reviews of key metrics take place with exception reports fed into the PCC's Victims' Board. On-going work with Witness Care Units and the Witness Service to improve support for vulnerable victims. To improve overall compliance a regional board has been set up to ensure delivery of key obligations in place. Next meeting scheduled for the 25th of September.	OPCC, LCJB, Victims' Board. Exception reports will be highlighted to the PCC.
A.2	Complete a victims' needs assessment	(A2.1)A victim needs assessment will be carried out specifically analysing qualitative impacts of existing provision. Once complete the needs assessment will be integrated into the Commissioning intention, to target investment appropriately.	The needs assessment is now being finalised, and we are waiting for a final version of the report. We are expecting to have sight of the final report by the end of August.	Delivery Plan monitoring
		(A2.2) (1)Quantitative victims scorecards and heat maps are being produced to profile demand levels to and existing provision capacity, in addition to highlight any identify potential gaps or duplication in provision. (2) Liaise with CSPs and wider partners to pull data into a central place	Scorecards still being edited, some changes/corrections to be done by Pleydell Smithyman. Revised versions will then be used for next year's funding process.	Delivery Plan monitoring
A.3	Bring together and help lead a new Victims Board to ensure better results and consistency.	(A3.1)1. Draft and consult on terms of reference and membership of the Victims' Board. 2. Consult and develop a Vision and Mission statement for the Board. 3. Consult, agree and create a strategic delivery plan for the victims' board. 4. Consult and agree on SROs to lead on key policy areas. 5. Consult and design an assurance and performance framework	As per previous update, the PCC's Victims' Board is in place and acts as the strategic body to ensure compliance and delivery of the Victims' Charter and the Victims' Code of Practice.	1.Quarterly assurance reports 2.Minutes and actions arising 3. Programme and project highlight reports. 4.Performance improvement

		6. Agree and set future meetings. 7. Publish meeting papers on PCC Website.		reports 5.Oversight and scrutiny reports
		(A3.2) Improve compliance with the key entitlements set out in the Victims' Code of Practice (VCoP)	As per previous updates, agencies are able to provide evidence of compliance. Work is underway to look at using digital and video solutions to improve overall victim engagement and satisfaction. For example, the CJS is looking to introduce remote video sites where witnesses can give evidence. This service offers significant benefits to vulnerable victims. In addition, the CJS is introducing pre-recorded evidence for vulnerable victims under Sec. 28. This initiative will improve overall confidence and satisfaction in the CJS.	OPCC, LCJB, Victims' Board. Exception reports will be highlighted to the PCC.
A.4	Make sure victims and survivors get effective services, enabling them to cope and recover and reduce their chances of revictimisation	(A4.1)(1) Develop commissioning intentions for the term of office (2) Contract monitoring linked to outcome frameworks (3) grant/commissioned activity based on need and score card intelligence	Delivery plan update due October 17	Contract and grant monitoring
		(A4.2) Gap analysis with Victim Support to identify gaps in the market place.	Project visits are underway which will then feed into gap analysis in preparation for prioritising projects and funding for 2018-19.	Delivery plan monitoring
		(A4.3)(1) Develop a commissioning strategy for domestic abuse, working with local authorities and public health to increase IDVA, and MARAC capacity	Commissioning intentions for 2018/19 are being drawn up, ready for PCC consideration in the Autumn	Delivery plan monitoring
		(A4.4) Develop a commissioning strategy for serious sexual offences	Initial conversation have been held with Telford CCG, regarding joint commissioning in the future but this has only been primarily discussed in principle. Work continues to support the CCG where possible on the retendering of provision ensuring a seamless pathway of support for the victim.	Delivery plan monitoring
		(A4.5) Develop a commissioning strategy for CSE	Delivery plan update due October 17	Delivery plan monitoring

		(A4.6) Retender the Victims Support contract	A benefits and risk paper has been drafted for PCC and SMT for further discussion. The paper looks at future victim service models for West Mercia, and provides recommendations post 2019	Delivery plan monitoring
		(A4.7) Work with Warwickshire OPCC and Victim Support to develop an exit Survey	Ongoing support and dialogue regarding the victim pathway and mirrored services. Meeting being held end Sept to go through Paper on new model and current risks.	Delivery plan monitoring
		(A4.8) Develop and undertake joint commissioning of SARC provision across the West Midlands region	Delivery plan update due December 17	
		(A4.9) Improve the automatic data transfer (ADT) from the Police to Victim Support Services	Work on-going with Athena project team. Data is currently transferred daily to VS from the Force after being extracted off of CRIMES. Interim work arounds identified when CRIMES is turned off and Athena turned on. The project team is currently working with Northgate to look for an automated solution. Until a solution is identified, the Force will manually extract the data and send it to VS via secure email.	Victims' Board
		(A4.10) Improve the capture rates of mobile phone contact details in order to drive up rates of automated SMS contact	Improvement work underway with OCC and Call Crime Direct. In addition, there is work on-going with witness care units to ensure that details captured on the MG-11 are accurate and correct. Dip Sample in June indicates improvement in quality / accuracy captured on the MG-11	Victims' Board
A.5	Work with government to further enhance services for victims, survivors and witnesses locally	(A5.1) PCC supporting the work of the APCCs Criminal Justice and Victims' reference group, which provides feedback and input to the MoJ.	No further update since last quarter.	Delivery plan monitoring
		(A5.2) Head of Commissioning to engage regularly with the Ministry of Justice and our designated Relationship Manager. To meet and update the lead for victims within the Ministry of Justice in addition to representing West Mercia on National steering groups regarding policy and funding.	Continued contact with MoJ over VS contract and RJ development. Support provided to the MoJ with regard to a new outcome framework for victims; waiting to see the first draft of this for comment.	Delivery plan monitoring
		(A5.3) Work with the Home Office to facilitate funding provision of local refuges to support	Funding has been allocated to Local authorities. This action is completed.	Delivery plan monitoring

		survivors of domestic abuse. (A5.4) Work with Citizen's Advice Witness Service to improve victim and witness experience in the Courts.	The area is working with the MoJ and partners re: commissioning of witness services. In addition the area is working with NHSE on the commissioning of Adult SARC services. The area has successfully worked in partnership to deliver a regional paediatric SARC services.	Victims' Board Delivery Plan monitoring Performance Mgt. Audit and scrutiny
A.6	Support the appropriate use of restorative justice	<ol style="list-style-type: none"> 1. Commission an appropriate service provider to deliver RJ interventions across West Mercia. 2. Design and implement an RJ gateway service 3. Design and implement an appropriate triage process which effectively manages RJ referrals. 4. Consult and implement service level agreements between the CJS and the preferred provider. 5. Effective contract and programme management. 	<ol style="list-style-type: none"> 1. RJ Service commissioned. Delivery Manager appointed. 2. RJ Delivery Manager working with agencies and partners to develop referral pathways and gateway. 3. RJ Delivery Manager has introduced triage system. 4. RJ Delivery Manager has drafted service level agreement. SLA to be signed off by partners and presented at July's Victims' Board 5. RJ programme board set up and appropriate contract management in place. <p>Overall, RJ programme is going well. Currently working with partners to develop an appropriate outcome and performance framework.</p>	<ol style="list-style-type: none"> 1. RJ programme board 2. Performance management reports 3. Programme highlight reports. 4. Contract management reports

Building a more secure West Mercia				
Policing element:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
2.1	Ensuring officers and staff effectively identify and support people with vulnerabilities, understanding and managing associated	(2.1.1) The DCC for Warwickshire is the strategic lead for the alliance and represents the forces at national level. (1) Create a Strategic Vulnerability Board (SVB) to provide oversight of all strands of vulnerability and governance of a new overarching Vulnerability Strategy (2) Develop and implement a Vulnerability Strategy based on vulnerability themes	A decision was taken not to have a large public launch of the strategy - a targeted roll out to local stakeholders to be implemented. A delivery plan for the strategy has been developed, combining the relevant actions from all existing delivery plans into one in line with the strategy; the OPCC has commented on the actions. West Mercia has been	1)Strategic Vulnerability Board (2) WM - PCC holding to account session (3) WM PCC rep has attended the

	risks Making sure the police provide the right response to incidents at the right time	identified at a national level. (3)Develop and implement a programme of vulnerability training. (4)Development of a training DVD on vulnerability and a comms strategy to support the vulnerability work.	accepted as a volunteer for the College of Policing Vulnerability training. This will be delivered over a 16 week period between December and March 2018. The classroom size means that approximately 888 personnel out of 2888 won't receive the training. L&D will be licensed to carry out the training and estimate a further 12 weeks to cover all staff.	vulnerability training and briefed the PCC
		(2.1.2) Improving and sustaining the performance of the Operations Communications Centre (OCC)and making available other alternative methods for the public to easily contact the police, which reflects the changing ways the public wish to communicate with organisations. (Cross reference to 3.4)	(1) WMP remain 8th out of 8 for public confidence with a further reduction in confidence reported for year ending Mar 17 (published July 17). (2) Performance in the quarter continued to fall below aspirations for both emergency and non-emergency and was linked to increased demand. WMP not expected to meet targets until Nov 17. Call Handling performance formed part of the HTA process in June 17. PCC has started to receive regular briefings on OCC from force lead	Weekly/monthly/quarterly performance reports & holding to account sessions
		(2.1.3) Response	(1) see above. (2) Despite a significant increase in emergency incidents this quarter, response time performance has remained above target with over 90% of incidents being attended within 20 mins	Monthly /quarterly Performance reports
2.2	Working closely with partner agencies to reduce harm and prevent victimisation	Proactive representation by the police in: (1) MASH (2) MARAC (3) MAPPA (4) IOM (5) Adult and Children's Safeguarding Boards	Ongoing scrutiny by the Crime Reduction Board. Next meeting September 2017	Crime Reduction Board
2.3	Proactively finding the causes of crime so threats are identified and targeted before they escalate.	(2.3.1)Operation of a proactive and responsive intelligence function.	A review of the intelligence and performance departments within the force is complete. The two departments have been brought together to provide a more efficient and enhanced service.	
	Working more effectively with partners and local	(2.3.2)Proactive representation by the force at Community Safety Partnerships and community groups as appropriate	The force are represented at all five CSPs within West Mercia. The local policing Superintendent for Shropshire is seeking chairmanship of that	Attendance by PCC / Officers at CSP meetings

	communities to prevent, resolve and reduce crime and anti social behaviour	(2.3.3) Implementation of the National Serious and Organised Crime Strategy requirements to work in partnership with other organisations to tackle those individuals and organisations causing most harm. Known as the Joint Policing Panel (JPP) in West Mercia.	partnership Joint workshop held with force leads and CSP partners end of June to develop partnership links and an understanding of the current force approach to tackling OCGs. Proposal put forward to use the Crime Reduction Board as the oversight mechanism for the 5 local SOCJAG (JPP) meetings. This has been agreed and will commence from September 17 onwards.	Crime reduction Board
2.4	Ensuring partnership commitments are fully implemented and delivering the best possible results, including West Mercia's Reducing Reoffending Strategy and Mental Health Crisis Concordat	(2.4.1) Working with partners to implement the Reducing Reoffending Strategy	Refer to B4	>Community Safety Partnerships meetings, >Crime Reduction Board, >RJ Programme Board, >Local Reducing Reoffending Boards. >IOM Board
		(2.4.2) Mental Health - the force is signed up to the Mental Health Concordat and supports the local delivery plans,	There is currently a discussion underway between the force, PCCs and the CCGs to integrate more local responses within existing provider specifications for addressing this (as opposed to having a single approach to fit all, as per the triage post in the OCC). An action plan and timeframe is being proposed by CCGs currently	>Crime Reduction Board. >MH Concordat Strategic Board. >Strategic Custody Users group
2.5	Working with West Mercia Safer Roads Partnership and others to improve road safety, using practical, evidence led approaches to	1) Reinvigoration of governance and reporting mechanisms (2) Co-ordination and re-commissioning of young driver training initiatives	(1) - SRP have completed their move to Droitwich Police Station, saving accommodation costs overall. There are now 19 Community Speed Watches, 14 of which are active and 5 pending. (2) Pathfinder Driving experience for under 17s expanded for October half term to Cosford as well as Throckmorton.	Safer Roads Partnership Governance Board

	enforcement and education, reducing the number of deaths and serious injuries			
2.6	Work with partners to increase the proportion of hate crimes reported to the police	This work is ongoing. The force has refreshed its hate crime policies and procedures with its Independent Advisory Groups and others. The diversity team review all reported hate crimes and incidents to help identify any trends and ensure victims receive the best level of service.	The force launched a new hate crime strategy in Jun 2017. 438 offences/ crimed incidents recorded in this quarter (Apr – June), a 19% increase compared to the previous quarter and above average. Driven by a significant volume of reports across majority of LPAs in June. Majority of offences are racial in nature, however there has been a small uplift in offences with a sexual orientation marker this quarter	Strategic Diversity Board
Police and Crime Commissioner's Commitments:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
B.1	Ensure partners work together to provide efficient and effective support to victims and use early intervention to prevent victimisation. Cross reference to A3 (Victims Board and A4(Needs Assessment))	(B1.1) Mobile App scheme: (1) Developing and building a mobile app aimed at 12-14 year olds. (2) Launch event for the app (3) Evaluation and consideration of future development	Launch event successfully completed, good level of publicity following event. Long term comms plan has been developed and app is now in the promotion stage. Further development will include evaluation to inform future of app.	Delivery plan monitoring
		(B1.2) Perpetrator programme: Explore funding opportunities for a perpetrator programme across West Mercia	Letter received by PCC Dame Vera Beard regarding confirmation she has gained from the Home Office regarding application. Meeting being arranged to consider whether the PCCs who have submitted perpetrator applications could jointly apply as a consortium. Meeting pending.	Delivery plan monitoring
B.2	Make sure public funding used in	(B2.1) (1) Use Commissioning Strategic Frameworks /	Score cards now finalised and awaiting final sign off by Commissioning team.	Delivery plan monitoring

<p>support of this objective is allocated responsibly, is outcome focussed and based on proven need.</p> <p>Use a commissioning framework to ensure funding for community safety partnerships represents value for money.</p> <p>Develop strong partnerships that deliver our shared outcomes.</p>	<p>scorecards in the determination of funding allocation.</p> <p>(2) Update scorecards on a quarterly basis to provide quantitative data</p> <p>(3) Carry out needs assessment.</p>		
	<p>(B2.2) Development of KPIs associated to outcomes:</p>	<p>Work now taking place to develop outcomes framework linked to SWP, ensuring golden thread down to the projects/services being funded. Inphase to be used to assist this.</p>	<p>Delivery plan monitoring</p>
	<p>(B2.3) Develop and implement social value criteria for grant and commissioning applications</p>	<p>Working on a revised application form at present (to include above outcomes framework), it is intended that a social value section will be included.</p>	<p>Delivery plan monitoring</p>
	<p>(B2.4) Outcome Star review: (1) Complete the pilot of the outcome star involving 10 grant recipients.(2)Work with Triange Consultancy to evaluate the pilot (3)Roll out of the project to a wider groups of grant recipients, including training and familiarisation.</p>	<p>Next delivery plan update due January 2018</p>	<p>Delivery plan monitoring</p>
	<p>(B2.5) Extend the target age range of the existing diversionary model: Introduction of a tier 2 grant aimed at the 13-16 year old age group</p>	<p>Mobilisation plan needs to be developed in this quarter and signed off, and the ToR of the Network group needs to be updated to reflect 13-16.</p>	<p>Delivery plan monitoring</p>
	<p>(B2.6) Analysts working group: Hold regular workshops with analysts from CSP, police, IOM and public health seeking to improve awareness and sharing of knowledge between analysts. Improve communications, reduce and embedding the use of the balanced scorecards into the analyst function</p>	<p>Further workshop not yet scheduled, ongoing discussions with Force representatives with regards to the value and outcomes from the sessions. Alongside this, a review is being conducted around the analyst provision for CSP's, result are expected Sep 17.</p>	<p>Delivery plan monitoring</p>
	<p>(B2.7) Diversionary sporting activities for children and young people:(1) Review the independent evaluation from Loughborough University of a two year trial into effective sports interventions for diversionary activity (2) Subsequent activity to be determined</p>	<p>Review now received, is being looked into in terms of lessons learned and how to implement findings into services being funded by PCC. Working group still in operation, next meeting scheduled for September 2017.</p>	<p>Delivery plan monitoring</p>
	<p>(B2.8) Schools Programme initiative: (1) Scope of programme to be identified and agreed (2)</p>	<p>Review has been delayed to ensure that the relevant LCSB's are consulted and can assist with the work to</p>	<p>Delivery plan monitoring</p>

		Subsequent activity to be determined	obtain larger response rate to consultation taking place. Work now expected to be completed by Dec 17.	
		(B2.9) PCC Project Fund: To be developed	Project fund has been allocated to be spent on ROCK telephone box project. Additional requests for funding to be used from CA fund.	Delivery plan monitoring
		(B2.10) Undertake a review of the PCC funding allocations to CSPs and the outcomes the funding achieves. Any subsequent changes to be implemented from 18/19 onwards.	Review work has commenced around analyst provision, CCTV and reoffending for CSP's. Ongoing discussions taking place.	Delivery plan monitoring
		(B2.11) Undertake a review of the PCC funding allocated for CCTV schemes across West Mercia: (1)Request for information on existing schemes to be sent to all CSPs (2)CSPs to be invited to submit funding requests for 17/18 only.	Review work has commenced around analyst provision, CCTV and reoffending for CSP's. Ongoing discussions taking place.	Delivery plan monitoring
B.3	Make sure the Safer Roads Partnership responds to community concerns as well as working to reduce deaths and serious injuries on our roads	Die to Drive Pathfinder Project, teaching young people how to drive safely: (1) Develop a project specification seeking to introduce the programme across the whole of West Mercia.	Next delivery plan update due October 2017	Grant monitoring
B4	Provide oversight and support to West Mercia's Reducing Reoffending Strategy	1. Consult and produce a partnership strategy designed to tackle and reduce reoffending. 2. Design, create and implement a delivery plan which supports the strategy.	Strategy in place. SWOT analysis of IOM undertaken. Report on what's working well and areas for improvement due to be reviewed at the PCC's crime reduction board on the 22nd of Sept	1. PCC's Crime Reduction Board 2. Programme highlight reports (IOM and Reducing Reoffending boards). 3. Oversight and scrutiny reports (CSP, Reducing Reoffending

B5	Work with my counterparts in the West Midlands region to ensure there are robust governance arrangements surrounding the existing regional collaboration agreements which help to deliver the Strategic Policing Requirement (SPR).	(1) Monitoring of Police Reform and Transformation Programme, including Specialist Capabilities Board in particular (2). Reinvigoration of Regional capabilities governance (3). Build into Assurance and Holding to Account Programme	(1) Regional response submitted for Transforming Forensics and Specialist Capabilities Programmes. Continued engagement with the development of governance for Specialist Capabilities Programme. (2) ROCU Performance report submitted for the July Regional Governance Group, presenting new performance measures such as geographic impact and threat levels. (3) Alliance motorway/ roads policing feasibility group set up to operate a roads policing model across the alliance, separately to CMPG but still interoperable. (4) Firearms uplift report completed and shared with PCCs to understand the impacts on all forces in the region. (5) Continued engagement with the Emergency Services Mobile Communications Programme, communicating concerns to the Home Office and PCC Katy Bourne, national lead for the Programme. (6) NPAS engagement established with Board representative, who now briefs PCCs pre and post Strategic Board meetings. (7) Continued engagement with senior counter terrorism colleagues through the National Counter Terrorism Strategic Board, feeding back the views of PCCs in the region.	Boards, IOM). PCC and Chief Executive attendance at regional PCC meeting. Scrutiny by regional PROs. Scrutiny via AGG. Regional POs providing regular updates
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Reforming West Mercia

Reforming West Mercia				
Policing element:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism

3.1	<ul style="list-style-type: none"> • Ensuring the alliance transformation programme delivers a better, more efficient service to the public • Ensuring there is strategic planning for the future of policing in West Mercia • Invest to save, so the force can be more adaptable and make best use of its resources 	Development and implementation of the transformation programme	Transformation Director in place. Development of revised policing model underway, aiming to be in place by April 2018, releasing capacity and improving efficiency and effectiveness through exploitation of new technologies, with resources more aligned to demand. Provisional savings plan completed and agreed.	(1) Transformation Board (2) AGG
3.2	Delivering new fit for purpose technology and making best use of it	(3.2.1) Mobile Working Programme.	Mobile Working has delivered all of the Smartphone element of the project and delivery of the laptops is progressing well.	(1) Transformation Board (2) AGG
(3.2.2) In car media	Vehicle fits for In-Car media have been affected by operational needs and a change in fleet model to introduce Volvo vehicles has introduced technical challenges.			
(3.2.3) Telematics	950+ vehicles (of 1070 total) now have Telematics solution installed. Remaining vehicles now planned in with workshops and installation team for conversion			
(3.2.4) Body worn video	BWV now live in Shropshire, Telford and Worcestershire. Herefordshire due to go live by end Sept.			
(3.2.5) Data network and desk top rollout	Data Network deployment has been completed to all but one site (Shire Hall, Shrewsbury due to way leave issues) and decommissioning at 18 sites completed where telephony is not reliant on the legacy network infrastructure. Follow-me printing will be released to the market September for a fully outsourced printing and			

			copying service. Desktop deployment and migration is still on course for completion by the end of September in preparation for further decommissioning of the KCOM network once OCC goes live.	
		(3.2.6) Athena	Remains on track for go live, including 'live' back record conversion and connecting into current data records warehouse. Work is progressing well for go live support.	
		(3.2.7)Gazetteer	Corporate Gazetteer is now delivered.(Action completed)	
		(3.2.8)Digital Forensics	Planning underway, to be released for consideration by January 18	
3.3	Ensuring the force has fit for purpose buildings and contact points which best meet the needs of local communities and the organisation. (Cross reference 3.4)	(3.3.1) Estates Programme	Estates management proposal finalisation delayed due to leave commitments. Proposals approved 30/8/17 and in process of implementation	Property Board
		(3.3.2) Replacement of Shrewsbury Police Station	Not yet started	
		(3.2.3) Replacement of Hereford Police Station	Not yet started	
3.4	Delivering the operational control centre programme on time and on budget to improve force resilience	Building of a new OCC	1st 2 Origin upgrade phases implemented as planned. Sequencing of go lives into new buildings has been signed off. Technical transition groups meet every two weeks and are establishing a detailed cutover and migration plan. A mirrored process will be created for the people transition plan, which will cross refer activities and will merge into an implementation plan for go live.	IPCAC
3.5	Making sure the force has the right contact channels for the public and that it provides the right response every time. (Cross reference: 1.2 2.1.2)	Development and implementation of the channel shift programme which will support a wider range of ways to interface with the force: online payments; web chat; self-service etc	Cross reference: 1.2 & 2.1.2	

3.6	<ul style="list-style-type: none"> Understanding, investing in and developing the force's officers, staff and volunteers to make sure they are reaching their full potential Properly investing in the workforce and developing staff 	<p>The People Strategy provides the strategic direction for the organisation with regard to organisational development, leadership development and learning.</p> <p>Activity in Support of the People Strategy includes:</p> <ul style="list-style-type: none"> >A Talent Management Programme has been developed and is to be implemented. >A Strategic Training Panel provides oversight of the L&D training programme to ensure organisational training needs are identified. >PDR process 	<p>Athena training is ongoing, stop and search is rolling out. West Mercia is a volunteer force for the College of Policing vulnerability training (see 2.1)</p> <p>Talent management: The alliance is participating in a number of schemes including 'Police Now' for graduates (7), 'Fast track' from PC to Inspector (3), 'Direct Entry' for inspectors (3) and a 'Princes Trust' scheme for officers & staff (3).</p> <p>The leadership Development strategy was signed off in June and covers 8 main areas.</p> <p>The strategic training panel has identified a need to profile training requirements with policing model capacity and some work is to be developed on this.</p>	
3.7	Ensuring a stable workforce which better reflects the demographic make up of our communities	The People Strategy provides the strategic direction for the organisation with regard to its people.	<p>People Services have launched their Diversity and Inclusion Strategy 2017-2010 - a key aim of the strategy is to recruit and retain a workforce that is representative of the communities in West Mercia. Draft Diversity and Inclusion Action Plan which links to above strategy was discussed at SDG. Plan outlines a number of issues, resulting actions and success criterias. A no. of actions have been identified to improve the transparency of internal/external recruitment processes, improve representation of female & BME officers at all ranks and improve representation within the recruitment process. BME projection for 2017 is 2.51% compared to a target of 3.8%. Female projection for 2017 29.01% compared to a target of 35%.</p>	Strategic Diversity Group
3.8	<p>Increasing the number of special constables and police volunteers</p> <p>Refer to D5.2</p>	<p>(1) Develop a marketing and communications strategy</p> <p>(2)Ensure a streamlined recruitment and training process</p> <p>(3)Improve recruitment and retention</p>	Refer to D5.2	Citizens in Policing Steering Group
3.9	• Delivering a		Refer to 3.1 - 3.8	

	modern, effective and adaptable support function which responds to the needs of our service and community • Aspire to a market leading support service for policing. Refer to 3.1 - 3.8			
3.10	Working alongside public and third sector partners so that together they deliver a safer West Mercia. Refer to 2.2-2.6.		Refer to 2.2-2.6	
PART B: Police and Crime Commissioner's Commitments				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
C1	Work with Warwickshire's Police and Crime Commissioner to provide governance and oversight of all the modernisation programmes across the alliance Refer to 3.1		Refer to 3.1	
C2	Support the health and wellbeing agenda within the alliance	(C2.1) Ongoing scrutiny of staff and officer sickness levels. (2)Review of annual staff survey	(1) National sickness data shows a general improvement in rates and national rankings for WMP. Whilst sickness rates for officers/staff increased in the 12 months to Mar 17, rates are in line with the national average. Force figures for Apr – May 17 show an	Holding to Account, AGG, Performance reports, Health & Alliance

			increase in % of days lost to sickness compared to the previous year. However rates are reduced compared to previous quarter (2) Every dept has been asked to produce an action plan in response to the staff survey results. A draft health & wellbeing framework has been developed by the Health and Safety Manager to help management team's structure their plans. The framework has been circulated to board members for comment. Work across the various Health & Wellbeing strands continues to be informed by survey results and progressed by area leads. Next Board meeting to take place Sept 17	Health & Wellbeing Board
		(C2.2) Develop and launch the Behind the Badge Campaign to highlight violence against officers and staff	The Behind the Badge Campaign continues, with ongoing work to share messages at a local level, and consistent social media updates. A new case study video has been produced. Following a series of incidents in Worcester, a further media release and social media messaging was produced.	
C3	<ul style="list-style-type: none"> • Give leadership to the force and partners in forging new collaborations to deliver efficient and improved public services • Join up services and commissioning with partners where there are operational and financial benefits 	(C3.1) Fire and Rescue Service Business Case	Draft business case completed and pre-public consultation with partners underway. Public staff and formal partner consultation to commence w/c 12/6/17 post-purdah. Power to enter into emergency services collaborations and to apply to become a member of an FRA brought into force 3/4/17. Applications for membership made to both H&WFRA and SFRA. JUNE Consultation launched as planned, due to complete 11/9/17	Regular reports to Police and Crime Commissioner and Chairs of FRA
C4	Jointly monitor the National Specialist Capabilities Programme and respond to any		Continued engagement with the development of governance for Specialist Capabilities Programme.	

changes arising from it			
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Reassuring West Mercia's communities				
Policing element:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
4.1	Ensuring the Police Code of Ethics is embedded within the force's culture, and is adhered to	Regular communications on vision and values; website pages. Head of Professional Standards emails out regular ethical dilemmas, learning and outcomes from PSD	First meeting of the Internal Ethics Committee took place on 04/06/17. This meeting is attended by a TIE representative and regular updates will be provided to the TIE committee via DCC Manners. Ongoing dip sampling of complaints to identify opportunities for organisational learning. PSD briefed TIE members on emerging issues around officers being recorded by members of the public. ST measure - to be flagged in June issue of 'The Standard', LT measure - to be taken to Organisational Learning Board. PSD are encouraging local policing command teams to include a standing PSD item on the agenda at their monthly management meetings. PSD are also looking to improve the stats they provide to command teams to make sure this information is meaningful. PSD continue to use ethical dilemmas to engage with the wider work force.	>Monthly Holding to account meeting; >TIE Committee; >Dip Sampling of Police Complaints; >Civil Claims monitoring >PSD Performance meetings
4.2	Delivering new online platforms for communicating and engaging with the public and partners, alongside traditional and existing methods.		Refer to 3.5, 1.2 & 2.1.2	
4.3	Proactively publishing information to demonstrate the	Ongoing. The force website is kept up to date with relevant information	This commitment was discussed at April's TIE Committee as monitoring of information from an ethical viewpoint may fall within the remit of the	Improve Public Contact & Comms

	force is working ethically, and enable good governance		independent members. Members stated that they would need guidance from the OPCC as to what they would be checking for. It was acknowledged that the HMIC Legitimacy inspection in Spring 2017 would include a review of information published by the force and that the criteria used by HMIC could be used as a starting point for the TIE committee. Members have asked to wait until the Legitimacy inspection is published Nov 17 to determine whether this is something that would be relevant for them.	Programme Board
4.4	Engaging with the public and acting on their concerns locally Making sure people get an individual response based on their specific needs, and they understand the service they can expect to receive Work with local people and partners to give visible reassurance on frontline neighbourhood policing. Cross reference 3.5	Development of a Contact Management Strategy which sets out the service standards the public can expect to receive when having contact with the alliance	Refer to 3.5	
4.5	Ensuring the force is visible and accessible both in communities and online.		Refer to 3.5, 1.2 & 2.1.2	
4.6	Making sure all communities, individuals and staff	The equality and diversity work programme seeks to develop and deliver the force equality objectives. There are 3 objective areas: operational;	Launch of Diversity and Inclusion Strategy (equality and diversity in the work force) and a Diversity and Inclusion Action Plan. Staff network updates provided	>Strategic Diversity Group >Strategic IAG

	are treated equally, fairly and respectfully by the force	organisational and people and culture. The force has active Independent Advisory Groups (IAGs) in place; geographic and thematic who offer impartial advice to the force	at SDG. Staff Survey results suggested that minority groups scored lower for certain drivers of health and wellbeing. This is being further investigated through the staff networks and focus groups. IAG attendance at SDG to provide updates on any critical incidents.	
4.7	Ensuring West Mercia Police complies with the Best Use of Stop and Search Scheme	West Mercia Police was suspended from the national Best Use of Stop and Search Scheme (BUSS) in February 2016 for noncompliance. A small team was established to address the causes of noncompliance and to bring about change within the alliance to ensure future compliance. In addition Northamptonshire Police undertook a peer review. The following changes were identified in order to become compliant: recording and publishing outcomes, introducing Ride Along scheme and strengthening the involvement of communities with community triggers. HMIC undertook a re-inspection in August 2016	As part of the PEEL Legitimacy Inspection 2017 HMIC have carried out a dip sample of stop and search files, resulting in a 94% compliance rating. There has also been positive feedback from the onsite inspection team around stop and search. Work is underway to prepare for the enhanced BUSS scheme, which is due to be released imminently. A permanent stop and search sergeants post has been created within the alliance - internal advertising has resulted in a great deal of interest and the post will be filled once the HMIC inspection is finished. Further work is needed on the ride along scheme to improve the timescales from applicants' initial enquiry to taking part. Training will be rolled out in July which will concentrate on issues such as reasonable grounds and unconscious bias. This is in its planning phase and will be rolled out to PCs, Sergeants and Inspectors but will also have to work around the Athena training to minimise abstractions. IAGs will be invited to this training. Training is also being rolled out via team coaches in policing areas who will continue to have informal 1to1 meetings with officers who require further support with stop and search.	>Stop and Search Strategic Group. >Strategic Diversity Group
4.8	Working with partners to improve prevention and understanding of cybercrime, ensuring the strategy is fully implemented and	Cybercrime is a strategic priority for the force and is identified as a national risk in the Home Secretary's Strategic Policing Requirement (SPR). A revised Cyber Crime Strategy for the alliance sets out the approach to cyber. This is supported by a draft delivery plan. Work in ongoing to create a tactical	A first West Mercia tactical meeting was held at the end of April attended by a wide range of partners and interested stakeholders. The Deputy PCC has offered to chair this group in future as the Police lead has changed roles. Concerns regarding the lack of momentum around the group have been flagged with	>Briefings >Cybercrime strategic governance group

	emerging threats are tackled	<p>partnership delivery group to support the strategy and to build and strengthen partnership opportunities.</p> <p>A programme of mandatory online cyber training packages has been developed to raise awareness and understanding amongst officers and staff. Work is ongoing to develop training for Victim Support Staff which is scheduled to be implemented in Spring 2017.</p> <p>The Business, Rural and Cyber Crime (BRC) coordinators provide support to the cyber strategy through awareness raising and cyber-crime prevention advice to communities, businesses etc. There is a rolling corporate communications plan, #BeCyberSmart, which supports and promotes structured communication campaigns across the alliance.</p>	<p>the force and the DPCC is meeting with the Supt lead to discuss early August. Internally work has been ongoing to develop a cyber function with the resources available, including the development and piloting of a cyber triage process in the Economic Crime Unit. The Supt lead is seeking to create a "cyber unit" enforcement arm largely from within existing ECU. SOCU and Online CSE resources. This is intended to also allow coordination of the DMIs more effectively from an operational perspective as well as providing advice and guidance to prevention focussed staff deployed under the rural and business crime strategy led by Supt force lead. There are 18 part time digital media investigators (DMIs) across the alliance, and a DI has been tasked with coordinating their activity.</p>	
4.9	Making sure voices and priorities are heard and acted on from within our rural communities, via the Rural Matters plan to ensure their specific needs are addressed	<p>The alliance tactical plan (Rural Matters) sets out 7 key strands of activity in support of the force approach to rural matters. The local policing superintendent for Herefordshire holds the alliance portfolio for rural and business and oversees delivery against the tactical plan. There a number of Rural, Business and Cyber (BRC) Coordinator and other support posts across West Mercia, supported by PCC funding, to provide local delivery in support of the tactical plan.</p>	<p>Interviews have been held for the 5 Rural and Business officer posts following internal recruitment. Any posts not filled will be advertised externally. The rural matters tactical plan has been revised and reissued along with a new communications plan. Work is ongoing in all areas.</p>	<p>>Briefings >Quarterly tactical meetings >Update reports on PCC funded initiatives</p>
4.10	Working with businesses and partners through the Business Matters plan to ensure business crime is addressed effectively	<p>The alliance tactical plan (Business Matters) sets out 7 key strands of activity in support of the force approach to business matters. The local policing superintendent for Herefordshire holds the alliance portfolio for rural and business and oversees delivery against the tactical plan. There a number of Rural, Business and Cyber (BRC) Coordinator and</p>	<p>Recruitment - see above 4.9 above. The Business Matters plan is being revised and work is ongoing in support of the tactical plan.</p>	

		other support posts across West Mercia, supported by PCC funding, to provide local delivery in support of the tactical plan. The BRC teams have continued with locally tailored support across all 7 strands of the initiative.		
Police and Crime Commissioner's Commitments:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
D.1	Make sure police follow custody rules and treat detainees safely and fairly, via an Independent Custody Visitor Scheme	(1)Recruitment and continuous training of the volunteer workforce. (2)Attendance at ICV local panel meetings. (3) Development and implementation of the electronic custody recording database across the alliance. (4) Providing data to & working closely with the Independent Custody Visitors Association (ICVA). (5)Attendance at national events concerning custody visiting (6)Publish an annual report (7) MOU for each ICV	Electronic system work ongoing, meetings with divisional Custody Inspectors with visits to custody suites to ascertain accommodation for ICVs to input data onto database. Ongoing contact with IT company re amendments to system. Meeting planned for June 2017 with ICVA regional administrators to discuss agenda at the Midlands seminar to be held in B'ham Sept 2017. Ongoing dissemination of ICVA updates to co-ordinators for panel cascading. MOUs now signed by all ICVs. Short version of Annual Report prepared, data being finalised for FY to April 2017 and full report being prepared.	Attendance at the strategic custody users forum (SCUF) and the Custody Users Group (CIG) by Warwickshire OPCC
D.2	Develop and publish a Communications and Engagement strategy, setting out how I will actively engage with communities and monitor performance	Develop, publish and implement a new Communications and Engagement Strategy, supported by a strategy delivery plan. Refer to the Communication and Engagement Delivery Plan for all related activity	The strategy is now in use, but its internal 'launch' has had to be delayed due to time pressures as a result of the fire consultation and a number of other issues. Team holidays have also been a factor. This can be completed shortly though with the first associated monitoring still on track	Monitoring of Strategy delivery plan on a quarterly basis
D.3	Launch a new Commissioner's Ambassador scheme to deliver more engagements, relationships and local links across our	(D3.1)Commissioner's Ambassador Scheme: (1) Design and establish a new Ambassador programme. (2)Recruit ambassadors (3) Identification of engagement appropriate for CA engagement (4) Identification of priority demographic and geographic communities (5) CAs to provide written feedback on all engagements (6)	The Ambassadors have been continuing with their engagements. Over the summer there have been a number of events/festivals/fetes, etc taking place on their respective patches which have been well attended. The Ambassadors have also helped support John's summer events. They have continued to get involved in a number of projects and initiatives and	Monitoring of CA programme

	communities	Provision of central support and materials etc to ensure CAs represent the ambassador appropriately.	have highlighted organisations that would benefit from funding. Further to the most recent quarterly get-together, the Ambassadors have been exploring other group types they hadn't yet reached. Over the coming months, they will be supporting the Commissioning teams by visiting grant recipients to monitor how the money is being spent and whether the outcomes are being achieved.	
		(D3.2) Ambassador Grant Scheme: (1) £40k allocated for CA identified projects (2)Development of grant scheme and associated processes (3)Ongoing monitoring of grant scheme	The Ambassadors grant fund has seen an uplift in use recently, although not all of it originating from the Ambassadors themselves, some have come direct from the PCC. A number of initiatives have been granted funding from this pot in support of community initiatives. The Ambassadors are to be issued details of all grant recipients in the coming weeks to enable them to begin monitoring work. This has been deliberately held back slightly to enable recipients to actually begin using their grants. Monitoring before there were any prospects of tangible outcomes to look at would have been pointless.	
D.4	Ensure that the police and partner organisations are active and effective in tackling the issues that are important to our communities	(D4.1) PCC Confidence and satisfaction survey: (1) Explore shared opportunities with other PCC offices (2)Design a contact specification (3)Procurement exercise to identify suitable service provider (4)Subject to securing a provider, introduce a confidence and satisfaction survey across West Mercia	Progress on this project has slipped due to time pressures stemming from the fire governance consultation. It has been picked back up in early August, but a number of issues remain unresolved with the project. Engagement has recommenced with force procurement and SSI. Clarification is being sought about use of victims' data in particular, which is a difficult hurdle to overcome. Project implementation has had to be pushed back accordingly.	Delivery plan monitoring
		(D4.2) Environmental Scanning via: (1) Daily media monitoring (2) Social media monitoring (2) Monitoring of Ambassador feedback (3) Monitoring of correspondence log (4)Formal consolation responses	Daily monitoring continues both of media and social media activity. Social media is growing steadily, aided by paid advertising for the fire consultation and continued use of produced video content. An increasing number of vexatious comments are being	Delivery plan monitoring

			left on social media platforms, which require frequent attention and effort to manage. Media coverage has been heavy due to the fire consultation and AB1 car registration sale. For correspondence monitoring see D6.1. For Ambassador feedback see D3.1.	
		(D4.3) Responding to key / strategic public and other consultations, seeking to influence outcomes that support the Safer West Mercia Plan	The PCC has responded to a number of consultations including on the use of public surveillance camera systems by forces and role profiles for chief officers	Consultation plan
D.5	Involve, engage and empower communities in the delivery of my plan through more opportunities for active citizenship and volunteering	(D5.1) Regular, consistent and targeted communications messages highlighting the difference communities can make and the opportunities available (Cross reference D2).	Work on this has been slightly curtailed, primarily due to the fire consultation. However, messages have still been issued relating to crime prevention, the Choices App launch, hate crime, terrorism (in the wake of recent attacks nationally), and further Behind the Badge campaign messages.	Delivering plan monitoring
		(D5.2) Support West Mercia's Police Cadets, Citizens' Academies and police Support Volunteer Scheme: (1) Attend, monitor and influence the alliance Citizens in Policing meetings (2) Funding for Police cadets scheme	The memorandum of understanding between the PCC, West Mercia Police and Neighbourhood Watch has been finalised and approved, and will be presented at the Citizens in Policing Meeting at the end of August.	Citizens in Policing Steering Group
D.6	Be open and transparent in all the decisions and appointments I make and in the way I hold the Chief Constable to account	((D6.1) (1) Monitoring of website for compliance and timeliness. (2) Monitor compliance with statutory publication regulations. (3) Publish relevant paperwork from meetings (3) Publish an online decisions log. (4) All appointments are advertised on the PCC's website, via relevant recruitments sites and internally. (5) Ensure all correspondence is logged and responded to in a timely fashion (6	The website continues to be monitored on a monthly basis and all relevant pages updated. Of note recently, the completed statements of accounts have been published alongside the audit notice. Other key updates include PCC team salaries, expenses, FOI log and decisions. The fire consultation has also been launched with its own full page on the website. Correspondence monitoring has been completed on a regular basis. Correspondence is currently in a good position with items generally receiving a quicker response and resolution. The PAs have been through the first in a series of letter-writing workshops aimed at improving our written correspondence even further.	Website management plan
		(D6.2) (1) Complete annual review of the Corporate Governance Framework (2) Complete annual review of the Treasury Management Framework	(1) and (2) Completed August 2017	JAC

D.7	Work with the police to publish information arising from recommendations in HMIC or other strategic reports	The Force and PCC's office have developed an agreed process for managing and responding to HMIC inspections from the initial notification of an inspection through to the publication of the resulting inspection report and ongoing scrutiny of any subsequent improvement plan. Media and communications teams from both the force and PCC's office are responsible for publishing media statements and managing any media interest following the publication of a HMIC or other statutory report.	There have been no specific West Mercia inspection reports published since the last update. Provisions within the Policing and Crime Act 2017 relating to timescales and details of what the PCC has to publish in responding to an HMIC inspection report have come into effect and will apply to all future reports.	
D8	Work with local people and partners to give visible reassurance on frontline neighbourhood policing (Joint PCC / CC commitment) Refer to D2 and D5		Refer to D2 and D5	
D9	Work with the force to explore, develop and implement new complaints processes in response to Policing and Crime Act 2017 changes.	The PCCs office has started collating information from other PCCs who have already established a triage service for complaints. This information will be used to support conversations with the force/Warwickshire OPCC and to potentially develop a business case for a similar model in West Mercia/Alliance.	Next update 2018	

GLOSSARY: OVERSIGHT MECHANISMS – SUMMARY OF MEETINGS

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

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

Integrated Offender Management Programme Board	Provide strategic oversight of and direction for the 5 IOM teams. Agree and implement policy, service level agreements and information sharing protocols. Address and resolve partnership issues. Provide strategic oversight of funds allocated to IOM.	Bi-Monthly
WM YJS Management Board	To provide governance of the youth justice service in West Mercia	Bi monthly
Safer Roads Partnership Board	PCC, Police and Partner meeting to provide governance of the West Mercia Safer Roads Partnership	Bi annual
Sexual Violence Co-ordinating Group	Ensure delivery of improved outcomes for victims of rape and serious sexual violence.	Quarterly
Crime Reduction Board*	To improve partnership working designed to reduce crime and reoffending	Quarterly
NAME	PURPOSE – (Safer West Mercia Plan – Reforming west Mercia)	MEETS
Transformation Board	Provide the governance for decisions made on all change and transformation against organisational objectives.	Bi-monthly
Strategic Athena Management Board	National meeting of all forces signed up to the Athena programme to provide oversight and assurance of the national programme.	Quarterly
Athena Programme Board	To lead, direct and coordinate the work that is required to focus on the delivery of the business changes that are necessary for the successful implementation of the Athena system.	Minimum bi monthly
Property Board	To ensure a fit for purpose estate is provided in the right location at optimal cost to support service delivery and thereby protect people from harm.	Quarterly
Strategic Health and Safety Group	Provides oversight to health and safety matters across the alliance	Quarterly
Place Partnership Board	Provides guidance and development of the Company so as to deliver the strategic ambitions of the partner organisations, as set out in the Shareholder agreement.	
NAME	PURPOSES – (Safer West Mercia Plan – Reassuring West Mercia’s communities)	MEETS
Improving Public Contact and Communications Board	Primary function is oversight of the OCC programme but is developing to cover all aspects of contact management and public	Quarterly
Citizens in Policing Steering Group	Oversight of recruitment of special, volunteering and citizens academies	Quarterly
Strategic Diversity Group	Police and partner meeting providing strategic oversight of all equality and diversity activity within the alliance including recruitment, hate crime, stop and search and new initiatives	Quarterly
Trust, Integrity and Ethics Committee*#	The TIE Committee exists to enhance trust and confidence in the ethical governance and actions of West Mercia Police and Warwickshire Police.	Quarterly
Strategic Custody Users Forum	Brings together police, ICVs, and service providers to provide oversight into all aspects of	Quarterly

	custody	
PSD Performance Group	Provides an oversight of Professional Standards Performance	Quarterly
Strategic Stop and Search Group	Brings together police, police federation/Unison PCCs and IAGs for oversight of stop and search activity across the alliance. Reports to the Strategic Diversity Group	Quarterly
Independent Custody visitors Co-ordinating group/ panel meetings	Local meetings for the ICV volunteers on each panel to meet with the local inspector responsible for custody to raise concerns, and review ongoing work of the panel	3 per annum
Cyber Crime Strategic Panel	Police and partner meeting to provide oversight of the alliance approach to cyber including the tactical working groups.	Quarterly

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West Mercia
POLICE

Performance Summary

April - June 2017

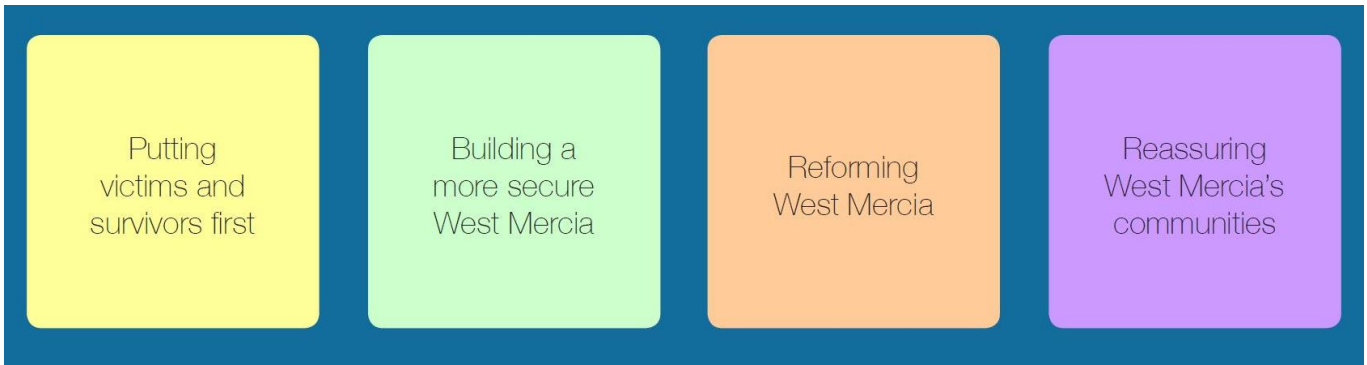
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Summary

Topic	Inclusion	Data	Commentary	
Putting Victims & Survivors First				
Confidence	Quarter report	Increase compared to the previous period but below national average.	Confidence was last updated in June 2017.	3
Victim Satisfaction	Month & quarter	Overall satisfaction increased compared to the previous quarter.	Decline in overall satisfaction across Telford & Wrekin.	4
Repeat Victimisation / Offending	Month & quarter	Decrease on May in volumes of repeat victims and offending	'Repeats' data shared with policing area commanders.	6
IOM offenders		Increase in the number of offenders in the IOM scheme	Focus on high harm offenders.	
Building a More Secure West Mercia				
Total Recorded Crime	Month & quarter	Increase on the previous quarter. Exceptional volumes in May.	Regular assessment of crime types influencing total crime	10
Violence with Injury	Quarter unless exceptional	Increase on the previous quarter.	Exceptional volumes in Telford & Wrekin in May and June.	17
Sexual Offences – Rape	Month & quarter	Decrease on the previous quarter. Increased monthly average	Volume decreases across South Worcestershire and Telford & Wrekin.	20
Sexual Offences – Other	Month & quarter	Increase on previous quarter	Increase was driven by 'current' offences.	23
Residential Burglary-Dwelling	Quarter unless exceptional	Increase on previous quarter.	Higher volumes recorded across all policing areas with the exception of North Worcestershire and Shropshire.	26
Robbery	Quarter unless exceptional	Increase on previous quarter.	Higher volumes recorded across all policing areas with the exception of North Worcestershire and South Worcestershire.	30
Missing Persons Reports	Quarter unless exceptional	Increase on previous quarter, but volumes in expected range	Higher volumes recorded across all policing areas with the exception of North Worcestershire.	32
Hate Crime	Month & quarter	Increase on previous quarter. Hate Satisfaction comparable to previous quarter	Hate Crime Unit reviewing and assessing all hate crime reports	35
Domestic Abuse	Quarter unless exceptional	Increase on the previous quarter. Exceptional volumes in June.	Exceptional volumes recorded across Shropshire (May) and South Worcestershire (May & June).	37
Child at Risk /CSE	Month & quarter	Increase on previous quarter	CAR – increase driven by 'current' offences/incidents and 'non-recent' incidents. CSE – increase driven by 'non-recent' offences.	40
Cyber Crime	Month & quarter	Reduction on previous quarter.	Exceptional volumes were recorded in across Herefordshire (May & June).	43
Anti-Social Behaviour	Quarter unless exceptional	Increase on previous quarter	Volumes following seasonal pattern.	45
Road Traffic Casualties	Quarter unless exceptional	13 road deaths in the last quarter. Summer drug and drink driving campaign – 233 arrests.	High harm routes subject to daily tasking.	47
Response Times to Emergency Incidents	Quarter unless exceptional	Increase on previous quarter.		49
Reassuring West Mercia				
Business Crime	Quarter unless exceptional	Increase on previous quarter.	Exceptional volumes recorded across Herefordshire (April, May & June) and Shropshire (May).	51
Rural Crime	Quarter unless exceptional	Increase on previous quarter	Exceptional volumes in May and June.	53
Reforming West Mercia				
Sickness	Month & quarter	Decrease in sickness rates for both officers and staff	Improvement in national ranking positions compared to 2014 & 15	55
Complaints	Quarter report	Recording and finalising complaints below target.		57
Firearms Licensing	Quarter unless exceptional	Reduction in temporary permits processed		59
Call Handling	Month & quarter	Increase in call volumes; abandon rates comparable to previous quarter.	Calls answered in target time improved on previous years	60
Personnel Vetting	Quarter report	Backlog continues to decrease	Plan to remove backlog by March 2018	62

Performance Summary

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

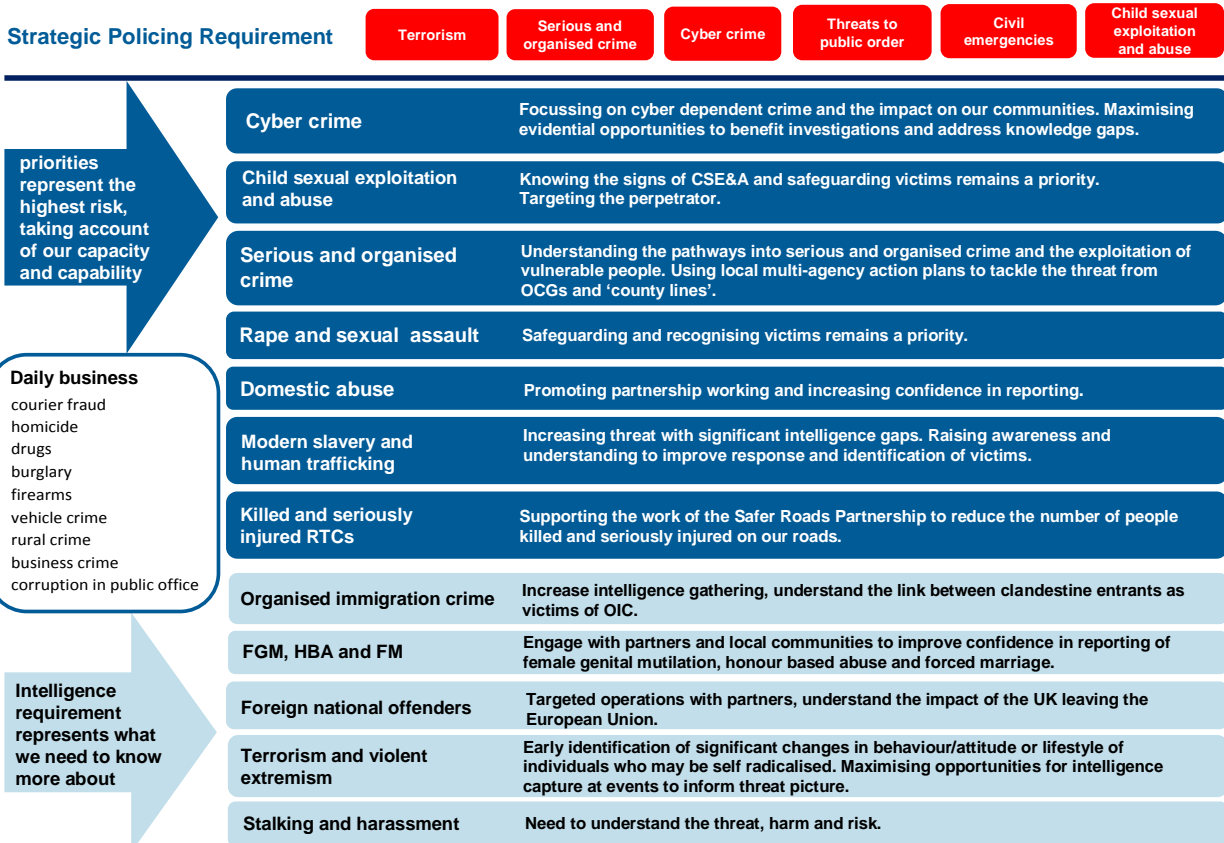


John Campion, PCC Vision

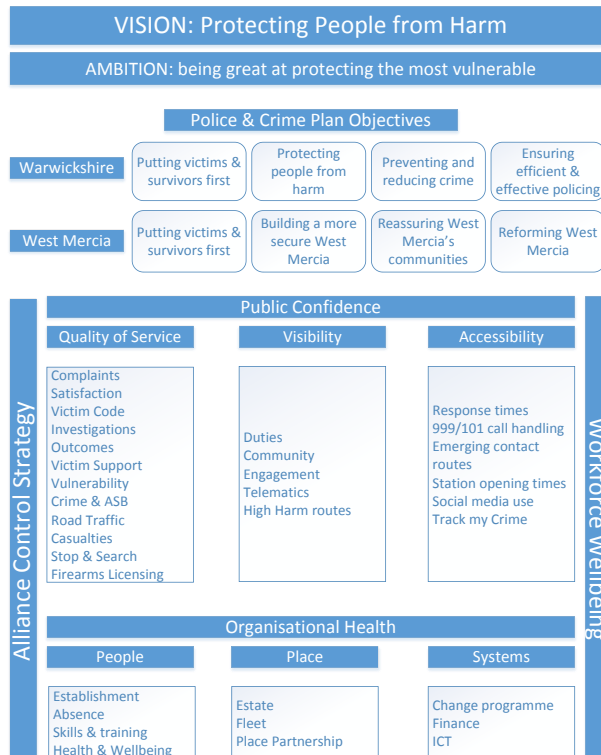


Alliance Control Strategy 2017/18

Vision: Protecting people from harm



Alliance Performance Framework

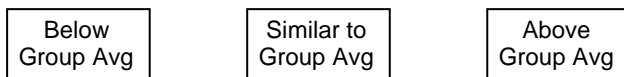


The document does not report on all aspects of performance, it comments on areas of high harm and other areas where there has been a notable change. Crime data is presented through control charts. These allow us to see the normal expected variation in monthly offence volumes and identify when outliers occur beyond this stable position, and therefore where further investigation into the cause of this change is needed. The force monitors a wide range of other information to support the management of performance.

This report provides a quarterly review of performance which then informs the forces Performance Management Group, chaired by the Deputy Chief Constable, where performance information is discussed in greater detail.

Where possible, performance comparisons are made to the Force's 'most similar group' (a group of 8 peer forces designated by the Home Office)¹. 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



¹ Most Similar Forces are: Devon & Cornwall, Gloucestershire, Norfolk, North Yorkshire, Suffolk, Warwickshire, Wiltshire

Putting Victims & Survivors First

Confidence in Police

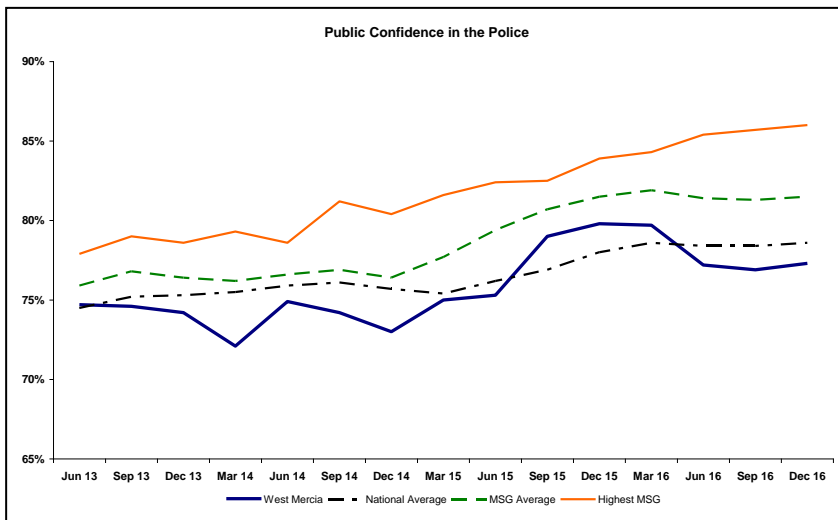
Signs of Improvement would be:
 ❖ Improved confidence: within force and against MSG peer forces

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 2016.

The latest data shows a small increase in confidence compared to the previous period. Nearly 8 in 10 (77%) people are confident in the police in their local area.

The national picture shows a general improvement in confidence, over a longer term trend though it has plateaued in the last 4 quarters, suggesting a stabilisation and is currently at 79%. Most forces have seen static performance in the latest quarter.

Against the Most Similar Group² (MSG) of peer forces, West Mercia is currently ranked 8th of the 8 forces, this is unchanged from the previous reporting period. The force's ranking against all forces also remains unchanged at 27th of 42 forces.



	Sep-16		Dec-16	
	%	Rank	%	Rank
West Mercia	76.9%	8	77.3%	8
MSG Average	81.3%		81.5%	
National Average	78.4%	27	78.6%	27

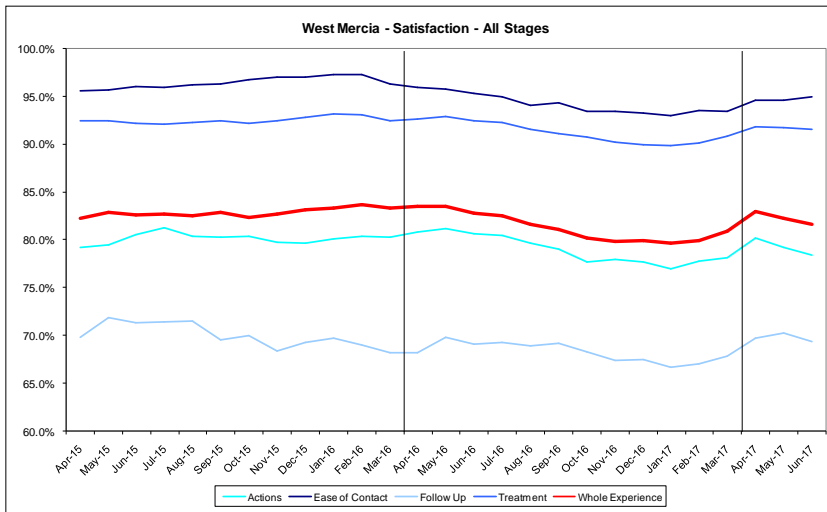
The drivers for confidence are known to be visibility, quality of service and accessibility which are the elements that we focus upon in order to increase confidence within local communities.

² Most Similar Forces for West Mercia are: Devon & Cornwall, Gloucestershire, Norfolk, North Yorks, Suffolk, Warwickshire and Wiltshire.

Victim Satisfaction

Signs of Improvement would be:

- ❖ Improved satisfaction: across all four stages & whole experience

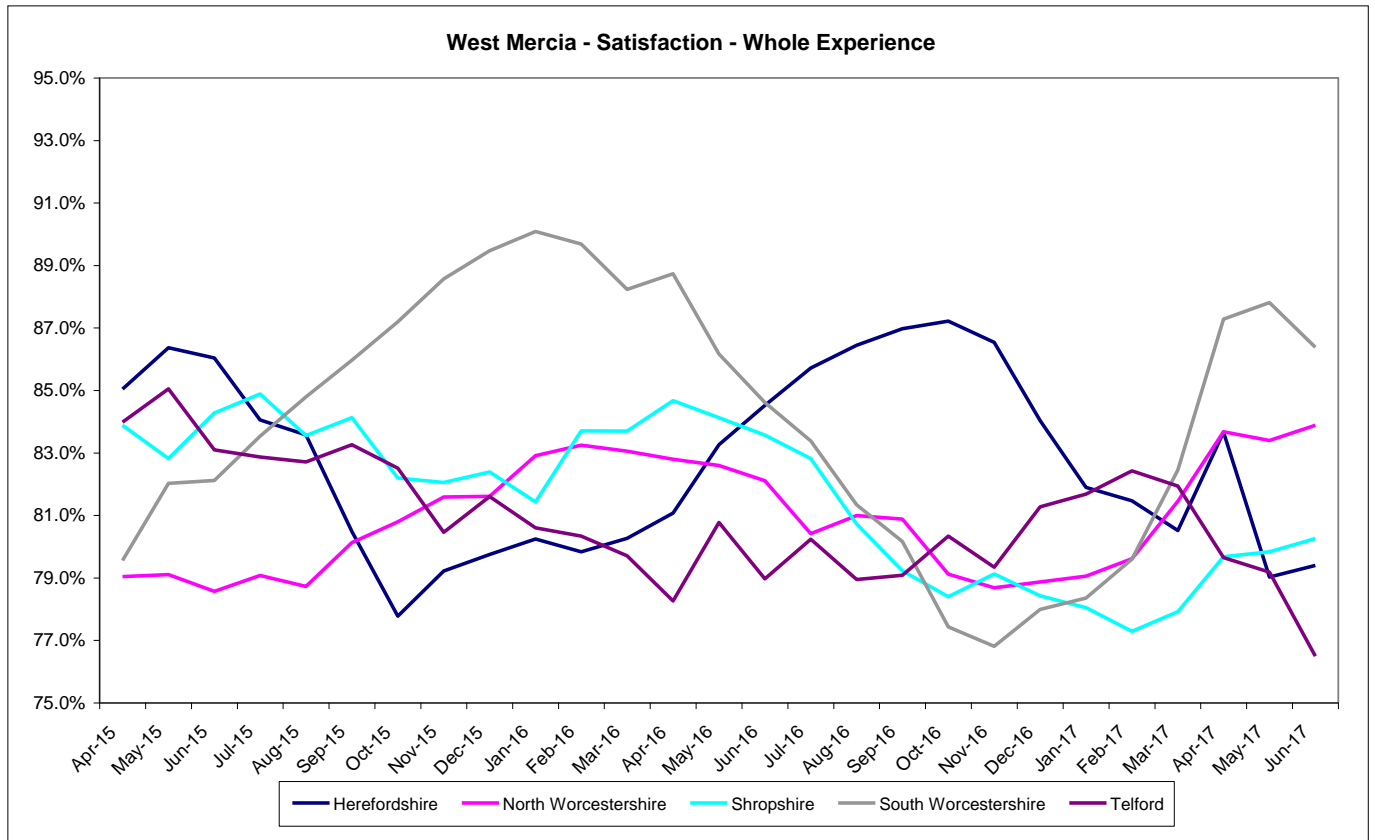


	Apr-17	May-17	Jun-17
Herefordshire	83.7%	79.0%	79.4%
North Worcestershire	83.7%	83.4%	83.9%
Shropshire	79.7%	79.8%	80.3%
South Worcestershire	87.3%	87.8%	86.4%
Telford & Wrekin	79.6%	79.2%	76.5%
West Mercia	82.9%	82.2%	81.6%

From April 2017, there is no longer a Home Office mandate for all forces to measure the five stages of satisfaction (i.e. Ease of Contact, Actions, Follow-up, Treatment and Whole Experience) against the crime types of burglary, violence and vehicle offences. The alliance approach to monitoring satisfaction going forward is currently being discussed – the process will remain unchanged until further notice.

The alliance aspiration for victim satisfaction is for 9 out of 10 victims to be satisfied with the overall service provided.

The following chart should be used to indicate longer term trends rather than month on month variation, which is often not statistically significant.



Overall victim satisfaction for ‘Whole Experience’ increased compared to the previous quarter (82% Apr-Jun - rolling 6 months) despite the small decrease seen since April.

Shropshire, North Worcestershire and South Worcestershire saw notable increases in satisfaction compared to the previous quarter.

Satisfaction in Herefordshire saw an improvement in April, but still remains on a downward trend following a peak in performance in 2016. Telford & Wrekin saw a small decline (78% Apr-Jun) compared to performance in 2016/17. These trends are impacting on our ability to see improvement in this area. The Integrated Victim Management model is being introduced and will be prioritised and evaluated in these policing areas.

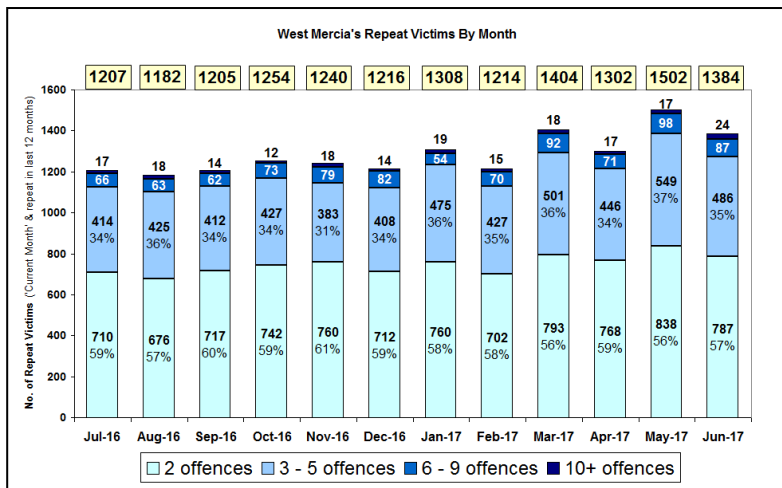
Repeat Victims & Offenders

Signs of Improvement would be:

- ❖ Reduction in repeat victims and offenders
- ❖ Improved IOM processes

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

Repeat Victimization



In June, 27% (1,384) of all victims were repeat victims (subject to at least one further offence in the last 12 months).

This is an 8% decrease from May (1,502).

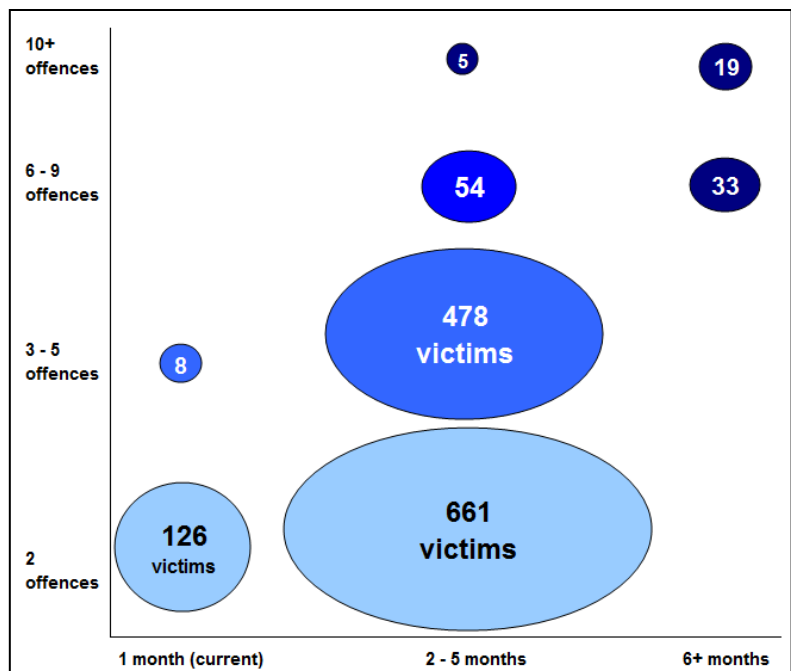
1.7% (24) of repeat victims have been victims at least 10 times in the 12 month period. This is the largest proportion and volume since this tracking process first commenced in June 2016.

This chart indicates over what period instances of repeat victimisation have occurred.

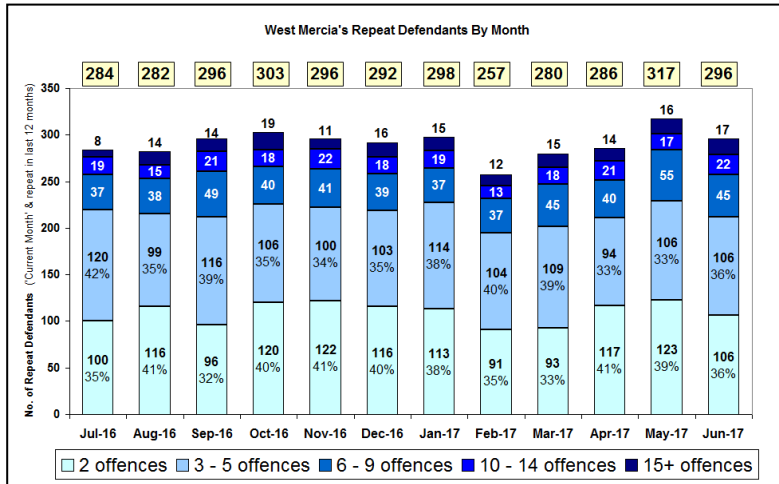
24 individuals have been a victim of 10+ offences, of which, 8 were victims in North Worcestershire and 7 were victims in South Worcestershire.

One Shropshire victim has reported 21 current and historic domestic abuse-related violent offences and sexual offences over the last 12 months, with one domestic abuse-related sexual offence recorded in June 17.

One Telford & Wrekin victim has been a subject of 16 violence against the person offences over the last 12 months, with two criminal damage/ violence without injury offences recorded in June 17.



Repeat Offending



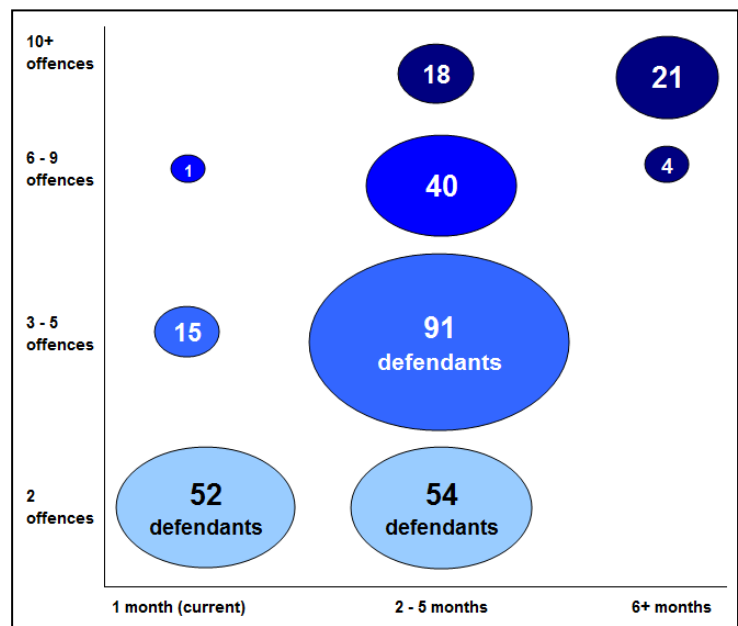
In June, 46% (296) of all defendants were also defendants in at least one other offence in the previous 12 months.

This is a 7% decrease from May (317) but in line with previous months.

This chart indicates over what period instances of repeat offending have occurred.

28% (84) of the 296 repeat defendants have offended at least 6 times in the 12 month period. 39 prolific individuals (13%) were defendants for 10 or more offences in the last 12 months. For the majority of these prolific individuals, shoplifting and public order are the main offences

One South Worcestershire defendant was attributable to 49 public order / shoplifting offences, of which 2 offences were recorded in June. This individual also featured in last month's performance report.



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. It is recommended that policing areas use the tasking process as the mechanism to ensure problem solving activity targets those at risk and seeks to use the THRIVE model in, conjunction with Integrated Victim Management and Integrated Offender Management, to reduce repeat victimisation and offending.

Data concerning repeat domestic abuse victims and defendants is included later in this report.

Integrated Offender Management (IOM)

Integrated Offender Management (IOM) is the alliance-wide approach to managing the most prolific offenders, through working together with partner agencies. This approach seeks to prevent offending by working with individual offenders to identify and prevent the causes of their offending. This can include helping with life skills, drug and alcohol addiction, or supporting the individual into employment. IOM also includes a strong catch and control approach so that where offenders do not engage and take the support on offer we actively prevent their offending through robust policing.

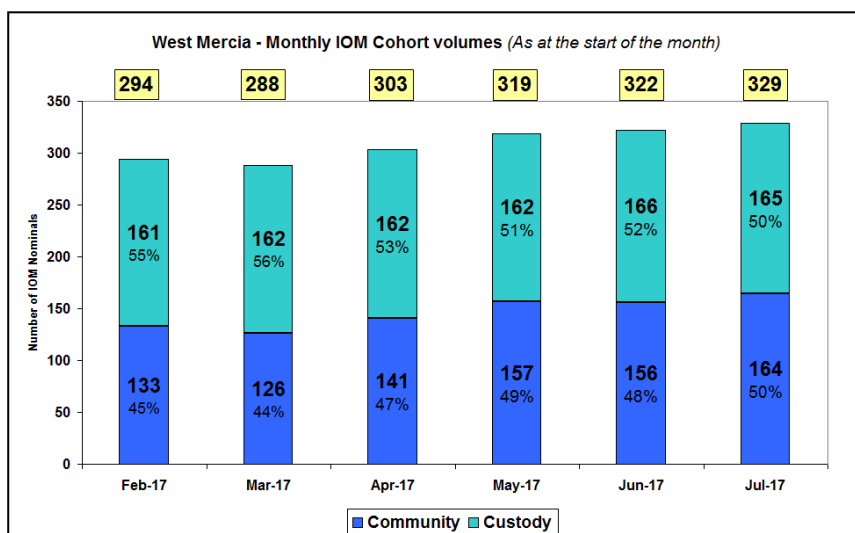
Significant changes have taken place to the IOM scheme during 2016, and this continues into 2017. The number of offenders being worked with on the scheme has increased, with a greater focus on high-harm offenders. The IOM cohort includes offenders who commit the traditional domestic burglary, theft and robbery offences, but now also includes those who pose higher levels of threat, harm & risk to the public such as domestic abuse offenders and in some cases individuals who are part of organised crime groups.

There are currently 329 individuals being managed across West Mercia, an increase from 319 last month.

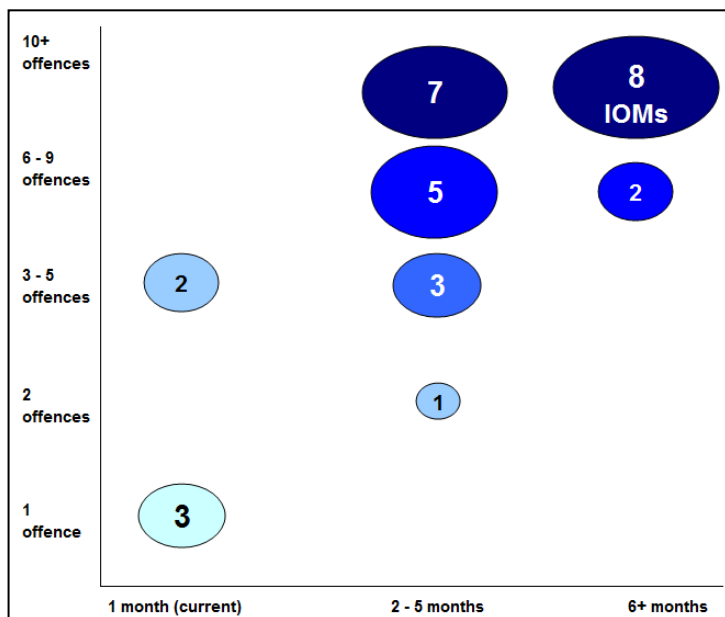
IOM Cohort Policing Area	Total Nominals	Community	Custody
Herefordshire	46	29	17
North Worcestershire	65	28	37
Shropshire	53	28	25
South Worcestershire	92	46	46
Telford & Wrekin	73	33	40
West Mercia	329	164	165

The nature of the cohort varies by policing area. The following table and bar graph indicate the proportion of offenders who are managed in the community or are in custody.

Figures accurate as of 01/07/2017



Where the IOM offender is in custody this indicates that they continued their offending while in the community and have been convicted or recalled back to prison. The IOM scheme continues to engage with these individuals to prepare for their release from prison, with the intention of preventing reoffending when they are back in the community.



31 (9%) of West Mercia's current IOM cohort were defendants in at least one offence in June and at least one other offence in the previous 12 months.

This chart indicates over what period instances of single or repeat offending have occurred.

One Telford & Wrekin IOM nominal was a defendant in 32 criminal damage or public order offences in the last 12 months, with 6 offences recorded in June.

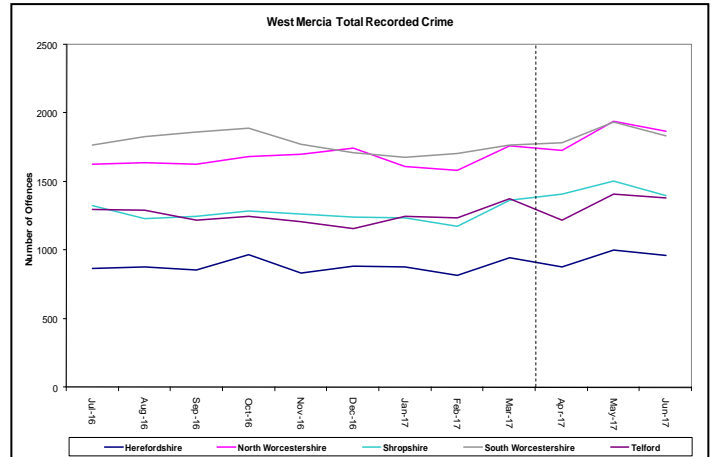
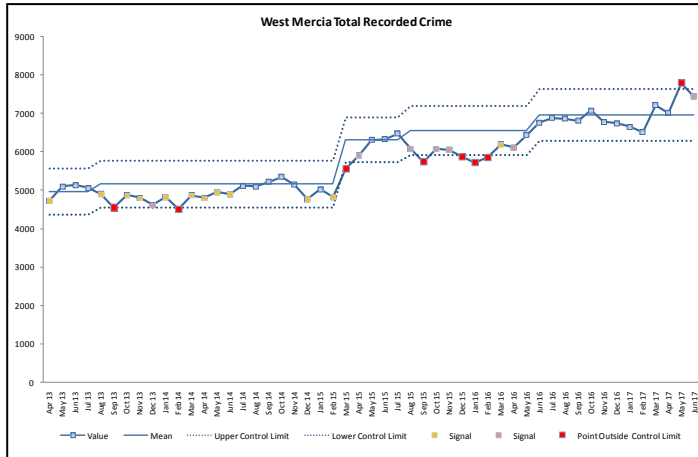
The policing area command team are aware of this individual, who is managed through the IOM scheme.

Building a More Secure West Mercia

Total Recorded Crime

Signs of Improvement would be:

- ❖ Recorded crime levels reflect accurate & timely reporting, driven by increased public confidence

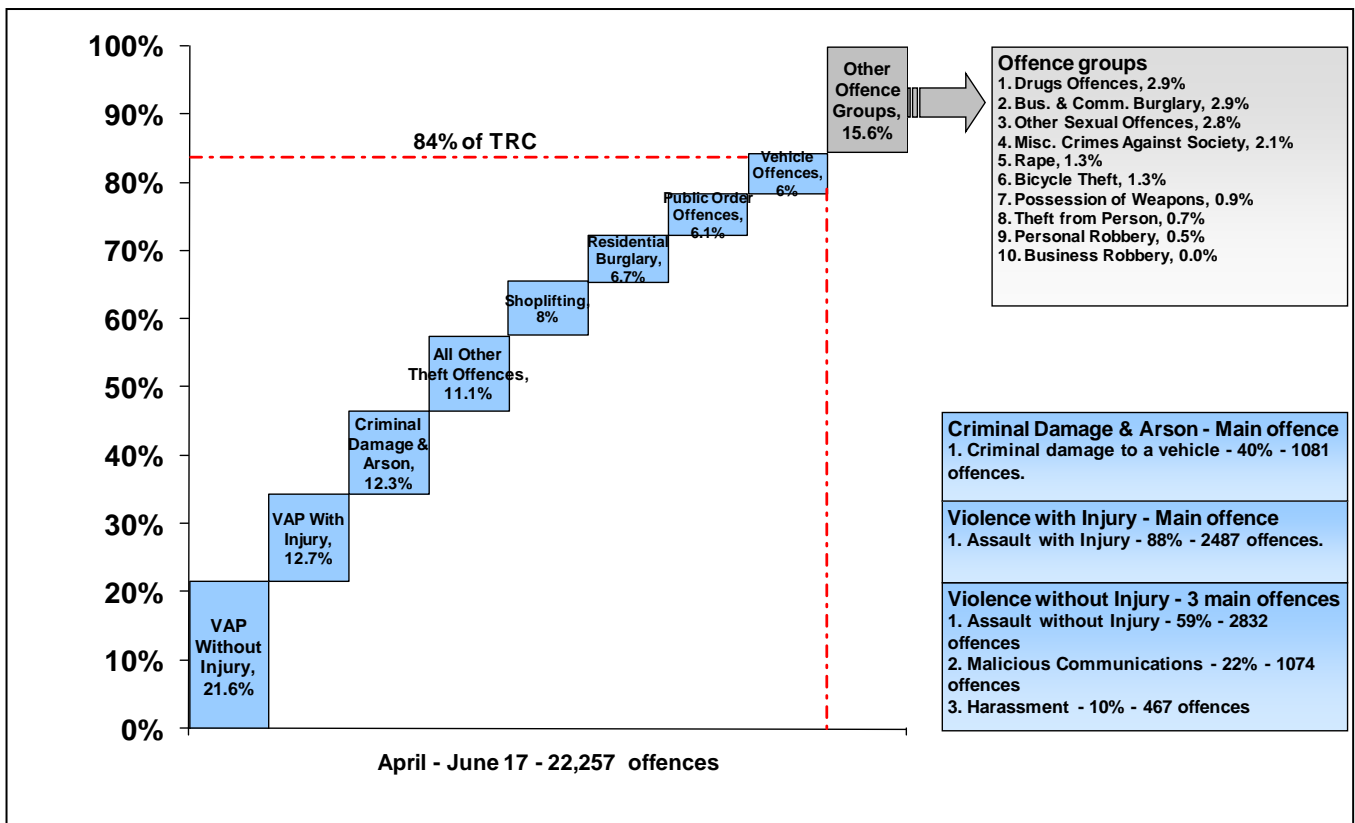


Peer Comparison

Offence Volume: Above Group Avg

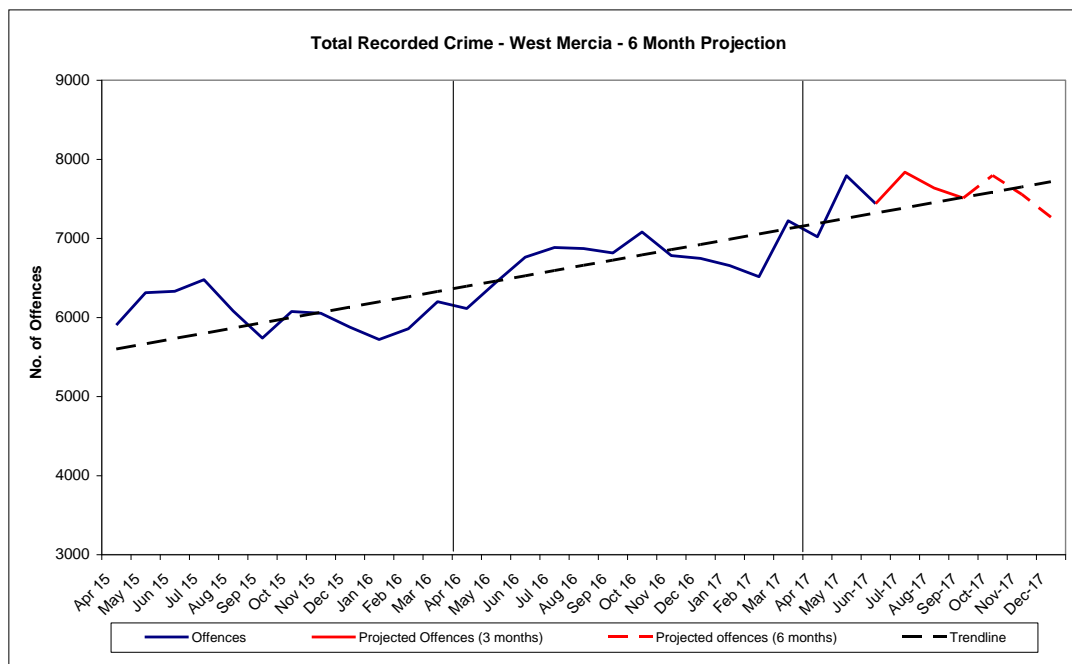
Relative Position: [Downward Arrow]

22,257 offences were recorded across West Mercia last quarter. This is a 9% increase compared to the previous quarter (20,383) and is above the quarter average (20,952). The increase reflects a seasonal pattern of recorded crime, with increased volumes in spring / early summer months.



The following chart provides a short (3 month) and medium (6 month) projection for total recorded crime.

The projection indicates a continued upward trend in volumes, with the usual seasonal fluctuations.

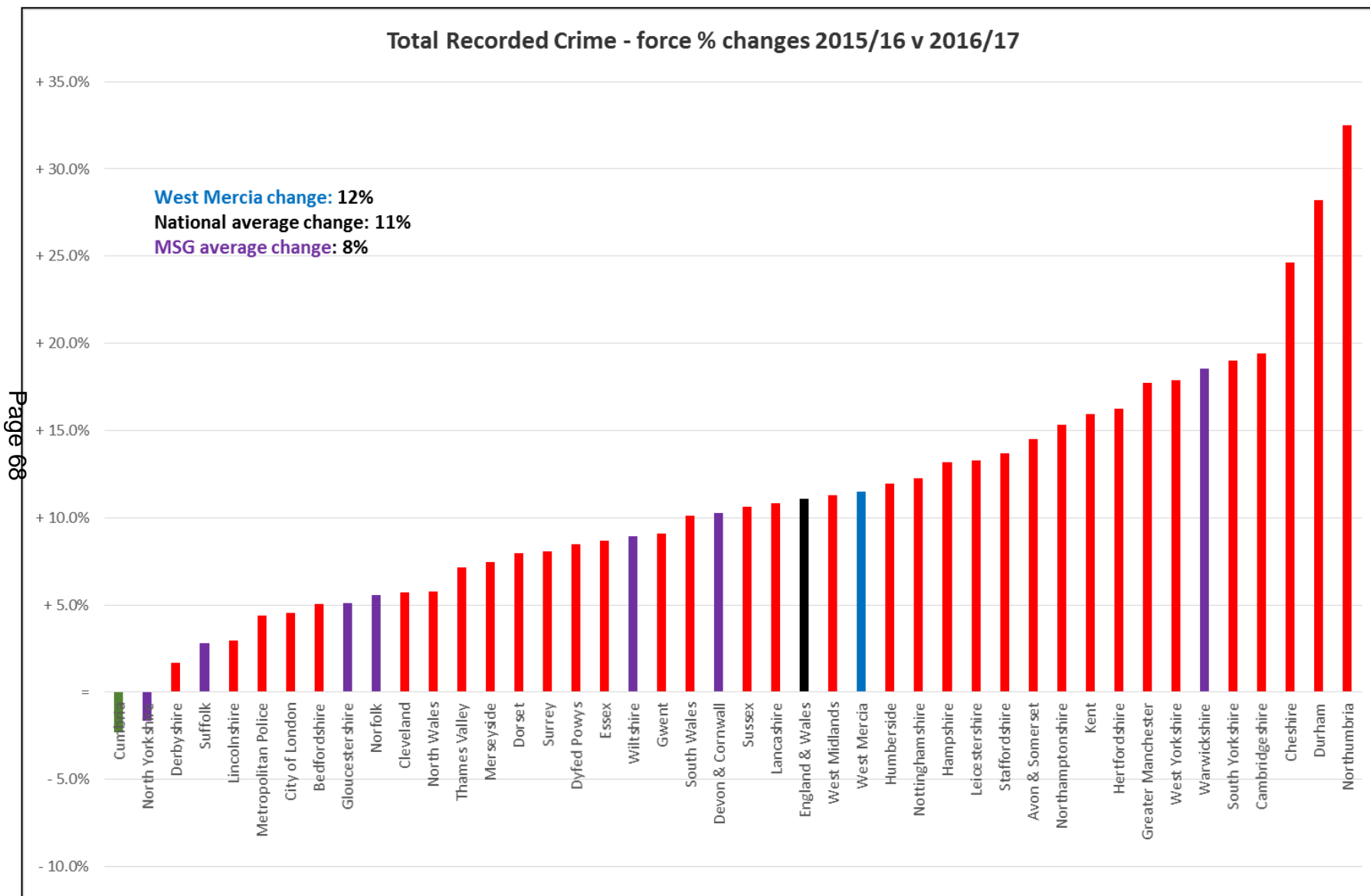


Crime volumes continue to rise nationally. The reasons for this are well documented, including tighter recording practices, a greater emphasis on a victim focus, and the provision of more opportunities for victims to report crime (including through the development of partnership arrangements and the introduction of online reporting).

Across West Mercia, policing area commanders have been tasked to produce summer policing plans, identifying appropriate activity to address the anticipated increase in recorded crime. These plans are unique to each policing area, recognising the individual challenges faced by each area.

Telford & Wrekin has specific challenges, with a rapidly growing population and unique crime profile compared to other policing areas across the force. Senior Officers are currently working with the policing area command team to address resourcing and other pertinent issues.

The following chart indicates the year on year change in recorded crime volumes seen for each police force, with data up to March 2017. The increase in West Mercia is inline with the national average increase



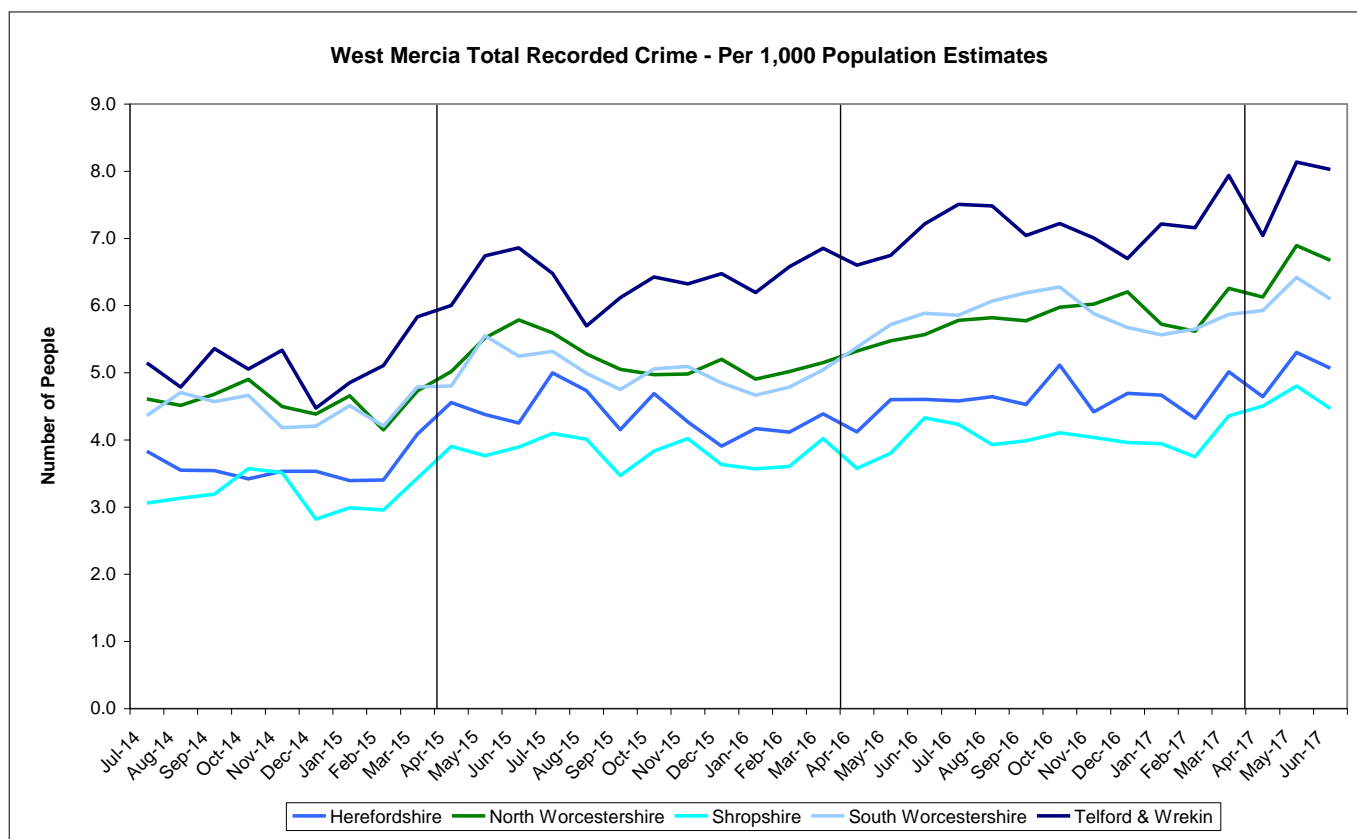
Policing Area Comparison by Crime Type

The table below shows a comparison between policing areas. Volumes of individual crime groups are shown as a proportion of total crime in each policing area and also as a rate per 1,000 population. Both of these allow for a level of comparison between the locations. Areas of exception within policing areas are highlighted in the table.

	West Mercia				Herefordshire				North Worcestershire				Shropshire				South Worcestershire				Telford & Wrekin			
	Last Quarter	Quarter Avg	% Total Crime	Per 1,000 pop	Last Quarter	Quarter Avg	% Total Crime	Per 1,000 pop	Last Quarter	Quarter Avg	% Total Crime	Per 1,000 pop	Last Quarter	Quarter Avg	% Total Crime	Per 1,000 pop	Last Quarter	Quarter Avg	% Total Crime	Per 1,000 pop	Last Quarter	Quarter Avg	% Total Crime	Per 1,000 pop
Violence With Injury	2832	2638	12.7%	2.25	368	342	12.9%	1.94	640	637	11.6%	2.27	563	516	13.0%	1.80	676	610	12.2%	2.24	585	534	14.6%	3.38
Violence Without Injury	4802	4368	21.6%	3.82	653	577	23.0%	3.45	1131	1026	20.4%	4.02	932	851	21.6%	2.97	1147	1057	20.6%	3.81	939	857	23.4%	5.43
Rape	299	285	1.3%	0.24	42	38	1.5%	0.22	66	65	1.2%	0.23	57	48	1.3%	0.18	80	79	1.4%	0.27	54	56	1.3%	0.31
Other Sexual Offences	625	548	2.8%	0.50	89	87	3.1%	0.47	130	114	2.3%	0.46	112	104	2.6%	0.36	172	135	3.1%	0.57	122	110	3.0%	0.71
Personal Robbery	120	133	0.5%	0.10	13	13	0.5%	0.07	28	41	0.5%	0.10	14	18	0.3%	0.04	32	35	0.6%	0.11	33	27	0.8%	0.19
Business Robbery	9	16	0.0%	0.01		0	0.0%		5	7	0.1%	0.02	2	4	0.0%	0.01		2	0.0%		2	3	0.0%	0.01
Residential Burg - Dwelling	894	840	4.0%	1.74	112	90	3.9%	1.43	251	260	4.5%	2.16	128	130	3.0%	0.99	213	221	3.8%	1.72	190	141	4.7%	2.85
Burg Bus. Comm (inc. Residential Burg - non dwell)	1242	1305	5.6%	2.41	171	169	6.0%	2.18	275	301	5.0%	2.37	304	287	7.0%	2.34	285	325	5.1%	2.30	207	223	5.2%	3.11
Vehicle Offences	1339	1453	6.0%	1.06	99	131	3.5%	0.52	452	484	8.2%	1.60	256	241	5.9%	0.82	309	358	5.6%	1.03	223	240	5.6%	1.29
Bicycle Theft	297	287	1.3%	0.24	44	50	1.5%	0.23	70	52	1.3%	0.25	55	51	1.3%	0.18	96	96	1.7%	0.32	32	39	0.8%	0.18
Theft from Person	165	170	0.7%	0.13	23	20	0.8%	0.12	48	46	0.9%	0.17	30	32	0.7%	0.10	47	50	0.8%	0.16	17	23	0.4%	0.10
Shoplifting	1771	1725	8.0%	1.41	135	148	4.7%	0.71	518	439	9.4%	1.84	288	259	6.7%	0.92	532	532	9.6%	1.77	298	347	7.4%	1.72
All Other Theft Offences	2462	2262	11.1%	1.96	313	311	11.0%	1.65	663	531	12.0%	2.35	507	456	11.7%	1.62	588	565	10.6%	1.95	391	399	9.8%	2.26
Criminal Damage & Arson	2732	2565	12.3%	2.17	327	341	11.5%	1.73	636	569	11.5%	2.26	607	527	14.1%	1.94	663	671	11.9%	2.20	499	457	12.5%	2.88
Other Crimes Against Society	2661	2359	12.0%	2.11	454	381	16.0%	2.40	619	557	11.2%	2.20	458	401	10.6%	1.46	714	649	12.9%	2.37	416	372	10.4%	2.40
Total Recorded Crime	22257	20957		17.68	2843	2697		15.02	5535	5128		19.65	4315	3923		13.77	5556	5385		18.43	4008	3825		23.17

Data is based on ONS mid-2016 population estimates

This table shows Telford & Wrekin as an outlier in terms of volume of crime per 1000 of population. However, the chart below identifies that offence volumes by 1,000 population have been consistently above those for other policing areas – this situation is not worsening in Telford and the trend is similar to other areas.



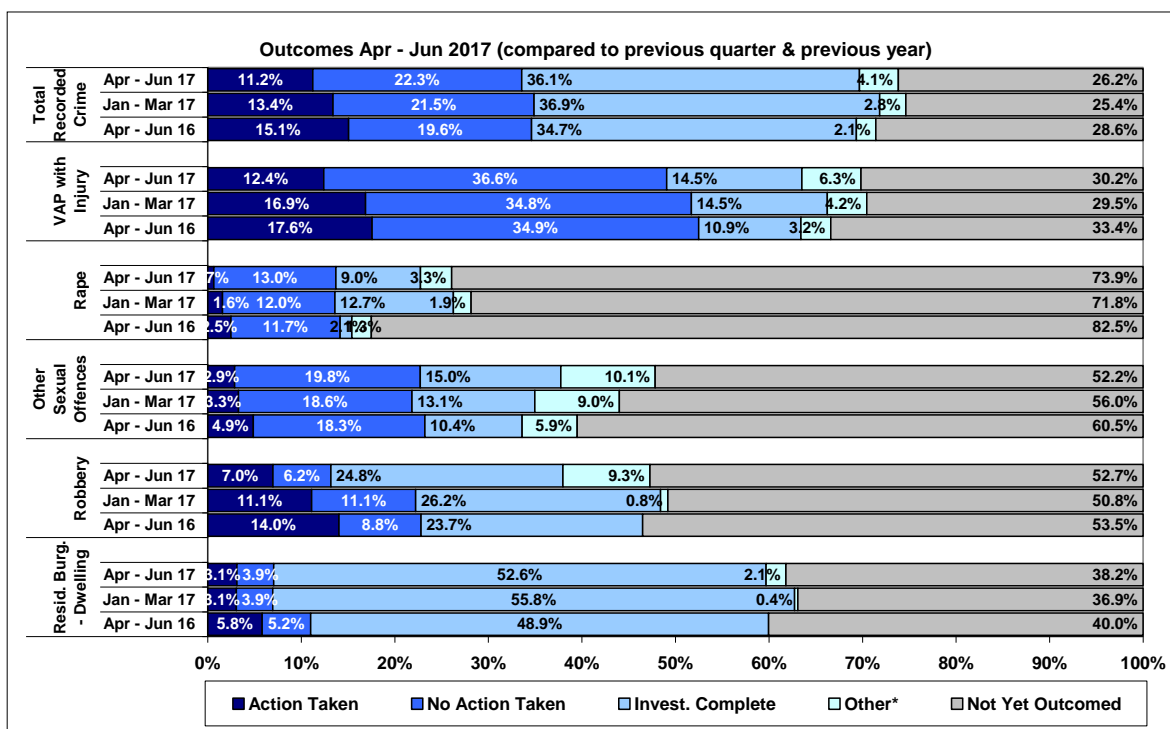
Crime Outcomes

Crime Outcomes are the way that forces record how an investigation has been finalised. There are 24 different outcome options which help to give a complete picture of the results of investigations into reported crimes. These outcome options are sub-divided into categories of:

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

Short term outcome trends are viewed over a rolling three month period. This allows a period of approximately 100 days for outcomes to be assigned – this is considered by the Home Office to be a suitable time for identifying comparable trends. The data below identifies outcome rates for offences recorded and outcomed in the last quarter (Apr-Jun 2017) compared to the previous quarter (Jan-Mar 2017) and the same period last year.

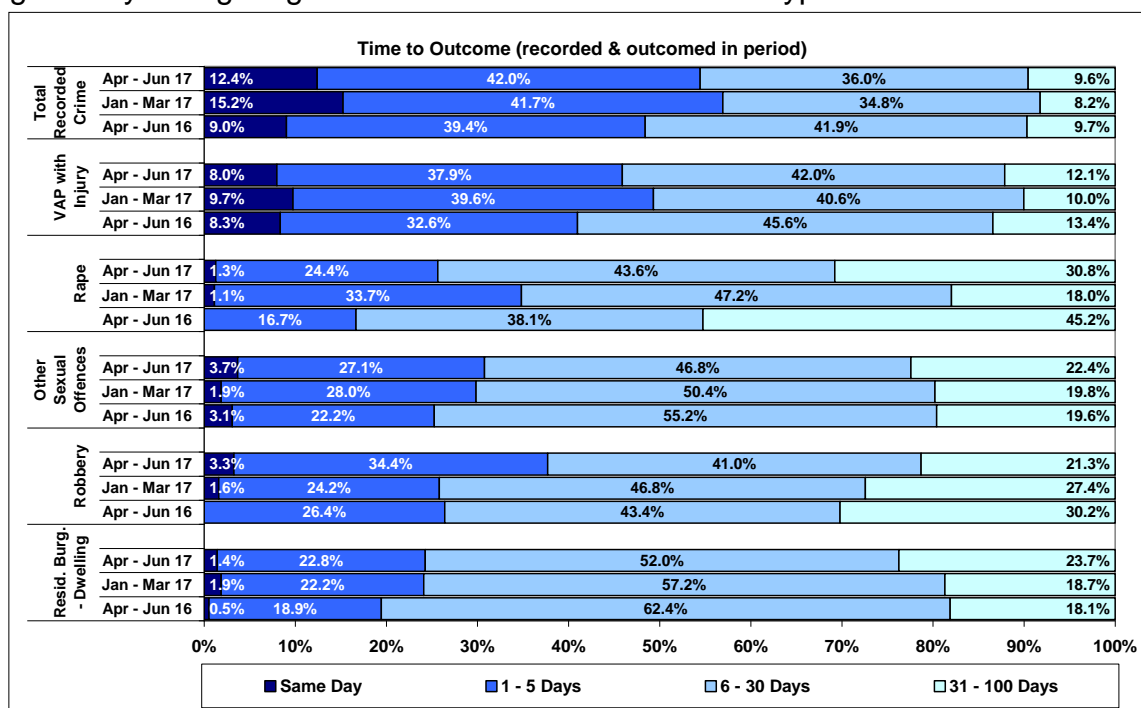
Overall, 74% of offences recorded last quarter were assigned an outcome within the same period, comparable to the previous quarter (75%) and an increase on the same period last year (71%). The proportion of total offences outcomed as ‘action taken’ (i.e. charges and summonses, cautions, penalty notices, cannabis warnings and community resolutions) last quarter (11%) has decreased compared to the previous quarter (13%) and same period last year (15%).



Reference will be made to outcome performance for different crime types in relevant sections of this report. *

A further performance indicator for investigations is the time taken to assign the outcome after the offence is recorded. For over half (54%) of offences where an outcome has been assigned, this was done within 5 days of the offence being recorded. This is a decrease compared to the previous quarter (57%) but above last year (48%).

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



* 'Other' outcome category includes: 'further investigation not in the public interest', 'transferred to external agency', 'not in public interest to proceed' and 'finalised investigated not yet assigned an outcome'.

National comparison data is available up to March 2017.

West Mercia performs well within its peer group of most similar forces for 'action taken', ranking 3rd out of 6 forces³, and comparable to the group average.

The force ranks 5th and 6th respectively out of the 6 forces for 'action taken' outcomes assigned to 'rape' and 'robbery' offences, and is below the group averages. The force is ranked 2nd out of the 6 forces for 'action taken' outcomes assigned to 'other sexual offences' and is above the group average.

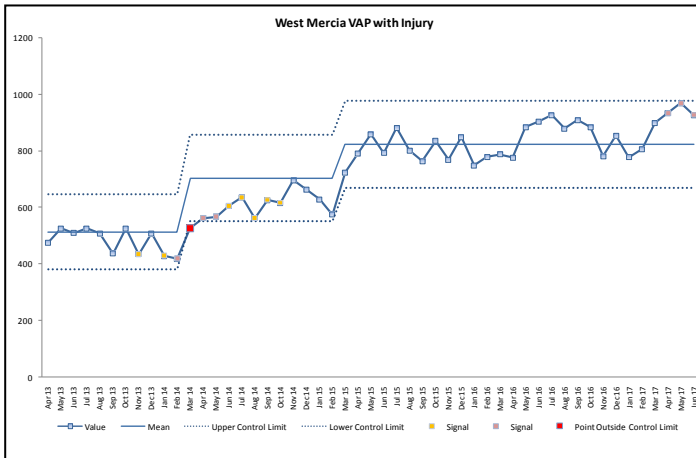
Further outcome data is included in this report under the relevant crime types.

³ Most Similar Forces for outcomes includes only those who are live on the Home Office Datahub: Devon & Cornwall, Gloucestershire, North Yorkshire, Warwickshire, Wiltshire.

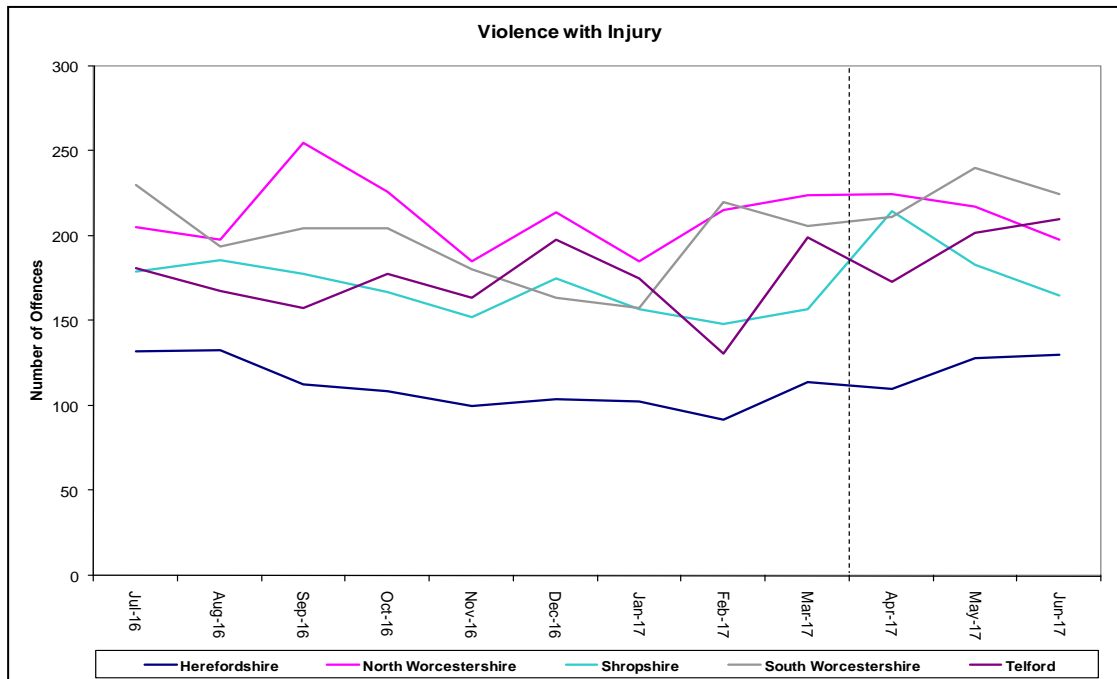
Violence with Injury⁴

Signs of Improvement would be:

- ❖ Stable volumes of recorded crime
- ❖ Trends in line with other forces



Peer Comparison	
Offence Volume	Above Group Avg
Relative Position	↔

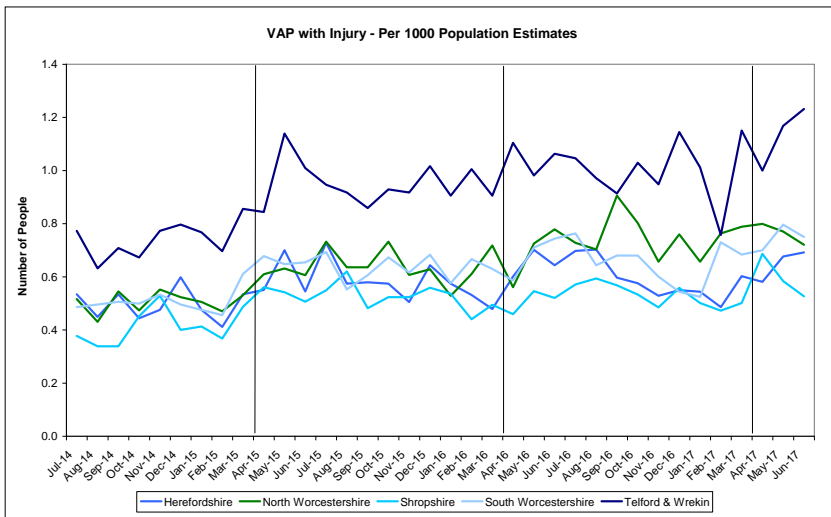


2,832 violence with injury offences were recorded last quarter, a 14% increase compared to the previous quarter (2,484) and above the quarter average (2,638). Higher volumes were seen across all policing areas compared to the previous quarter reflecting historical seasonal trends. The increase seen was driven uplifts in ABH offences (2,302 offences Apr-Jun, compared to 2,062 offences Jan-Mar).

Exceptional volumes were recorded in April across Shropshire and in May and June across Telford & Wrekin.

Violent crime will form part of the policing area summer policing plans and will be discussed at Performance Management Group.

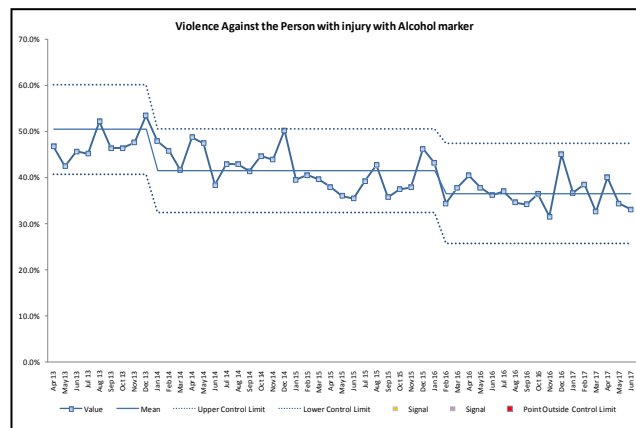
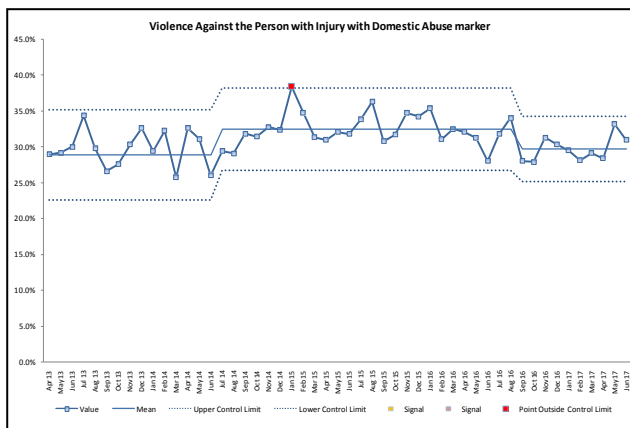
⁴Violence with Injury includes murder & attempt murder, assault where there is injury or an attempt to inflict injury and death by driving



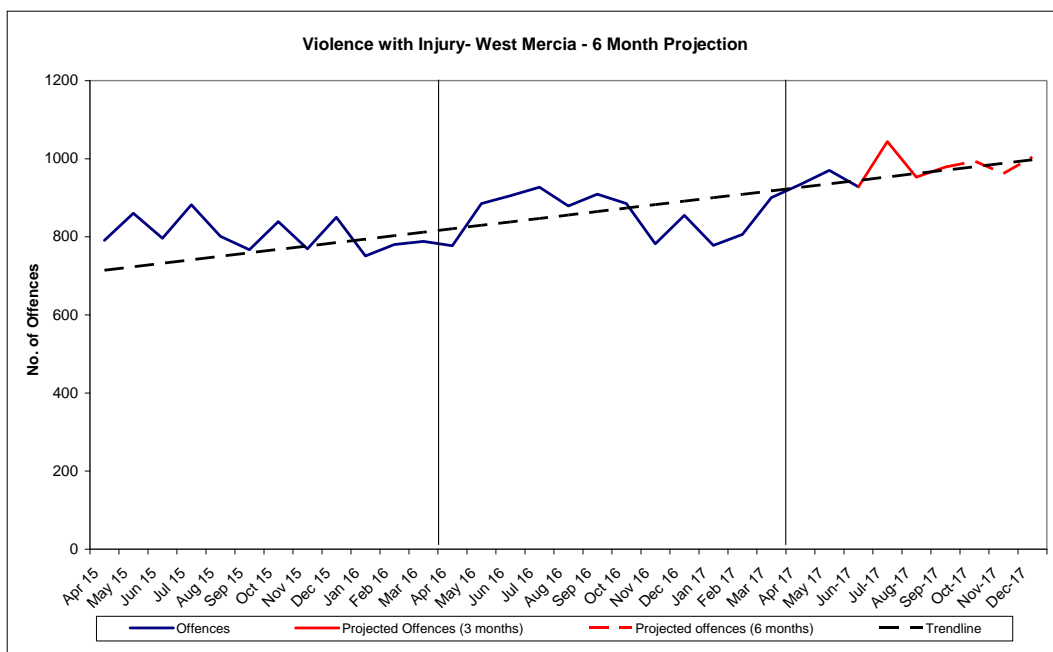
Per 1,000 population, violence with injury offences across West Mercia have seen an upward trend over recent years. Increases were seen across all policing areas.

Telford & Wrekin have seen the largest volume increases and have a higher per 1,000 population rate for violence with injury offences compared with the other policing areas.

This quarter has seen an increase in the proportion of violent offences that are domestic abuse related but volumes remain within the expected range. The proportion of violent offences that are alcohol related has remained stable compared to the previous quarter.

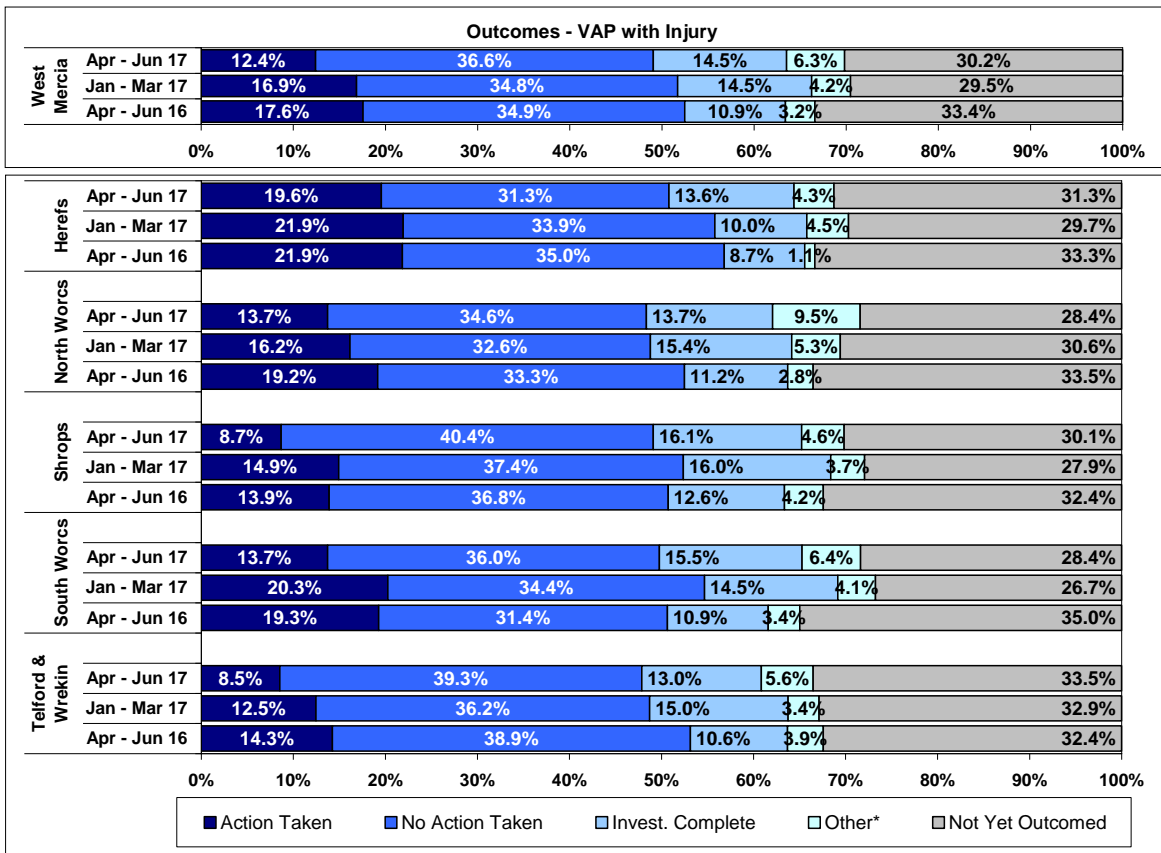


The following chart provides a short (3 month) and medium (6 month) projection for violence with injury offences. The projection indicates a continued upward trend in volumes, with the usual seasonal fluctuations.



Outcomes

The following chart shows the pattern of outcomes for violence with injury offences for this quarter, the previous quarter and same period last year. The proportions relate to those offences recorded and outcomed in each three month period.



Across West Mercia, approximately 70% of offences recorded Apr – Jun 2017 were assigned an outcome within the same 3 month period, comparable to Jan - Mar 2017 and an increase compared to the same period last year (67%). Approximately 12% of offences recorded Apr – Jun 2017 were assigned an ‘action taken’ outcome within the same 3 month period, a decrease compared to the previous quarter Jan – Mar 2017 (17%).

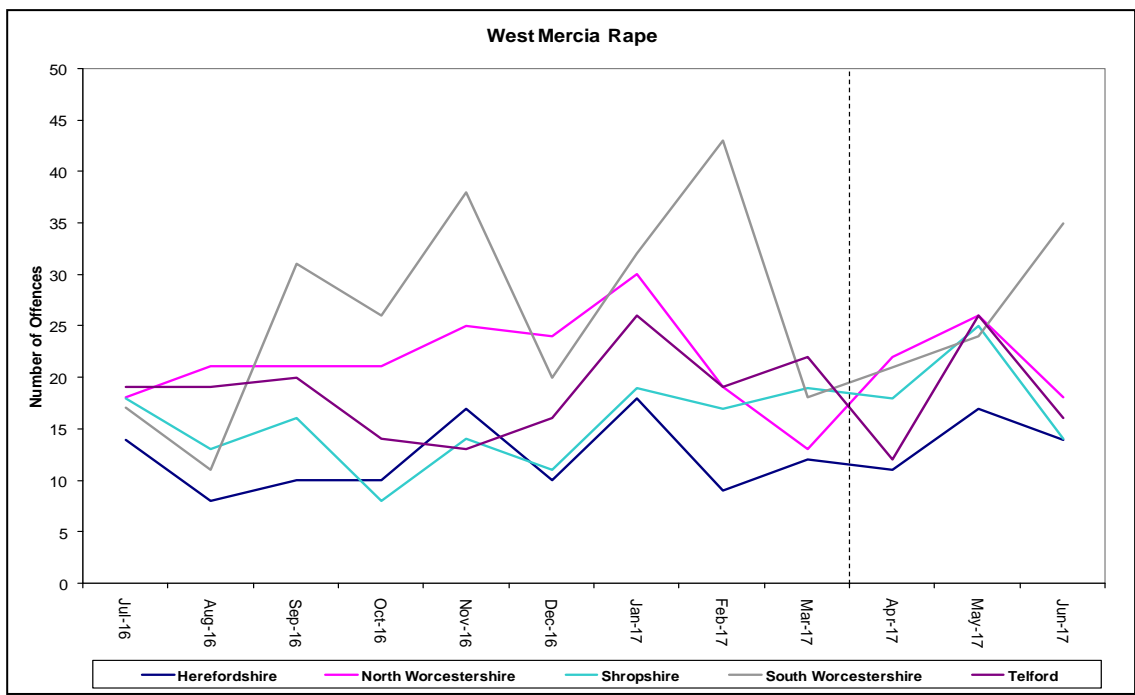
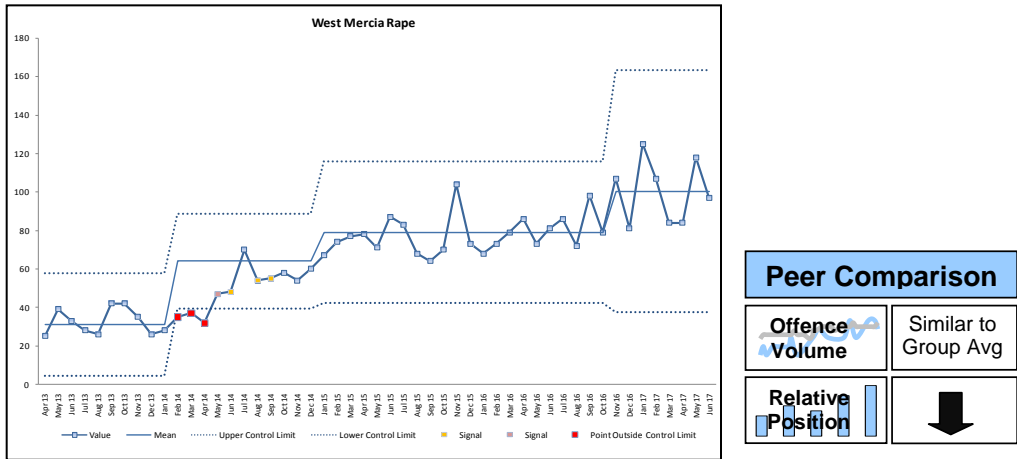
West Mercia ranks 4th against a peer group of 6 most similar forces for ‘violence with injury’ offences assigned ‘action taken’ outcomes and are below the group average.

Sexual Offences

Signs of Improvement would be:

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

Rape



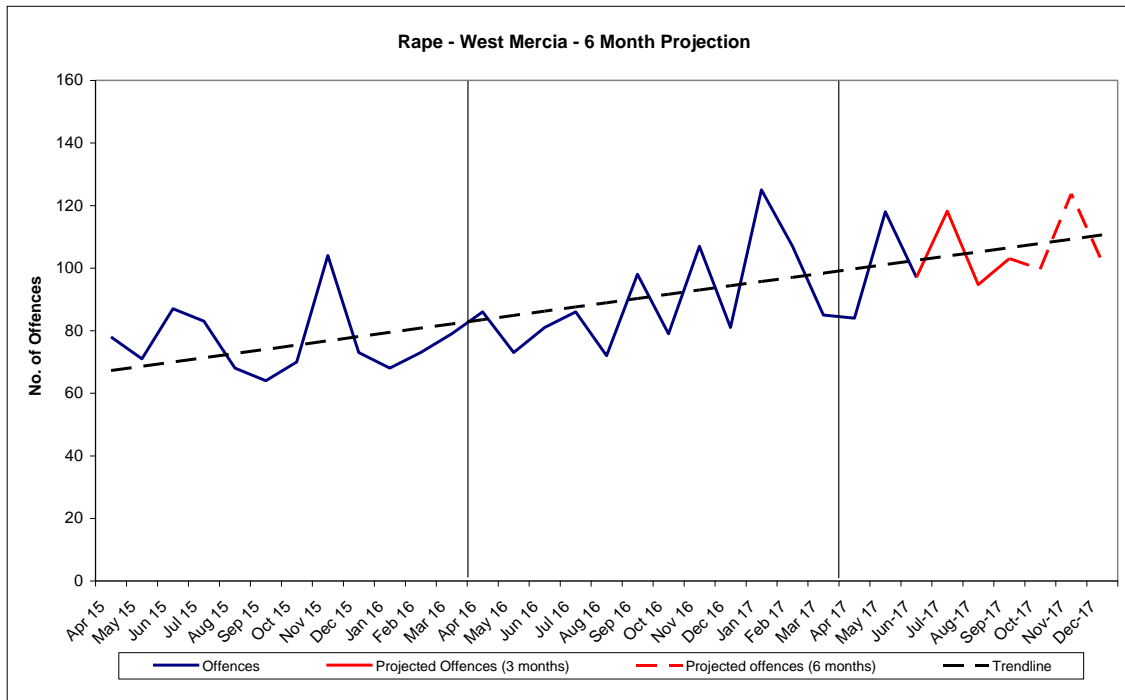
299 rape offences were reported to the police last quarter, a 5% reduction compared to the previous quarter (316) but above the quarter average (285). This is the 8th consecutive month that volumes have been above the monthly average, hence the monthly average has now increased from 79 offences to 100 offences per month.

The general increase seen over the past few months has been predominantly driven by uplifts in 'rape of a female child under 13' (increases in 'non-recent' offences) and 'rape of a female aged 16 and over' (increases in both 'current' and 'non-recent' offences).

15% (38) of victims in June were repeat victims of another sexual offence in the last 12 months.

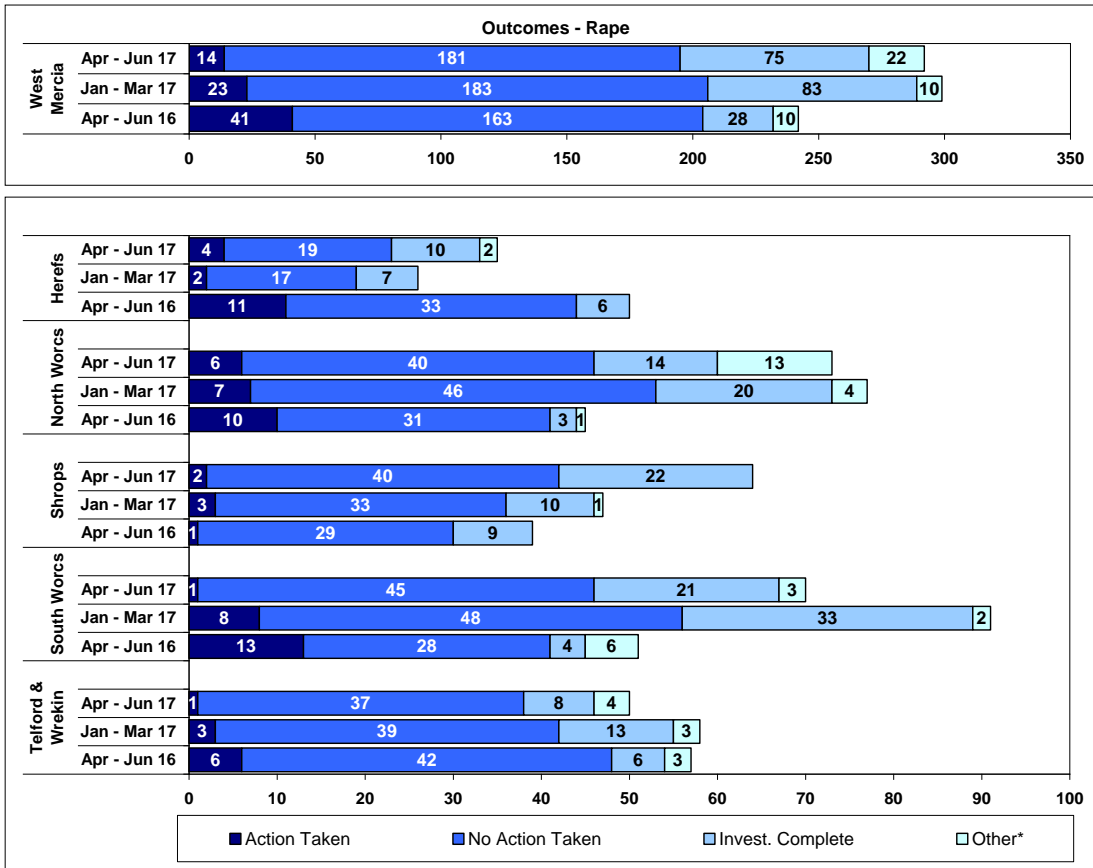
The following chart provides a short (3 month) and medium (6 month) projection for rape offences.

The projection indicates a continued upward trend in volumes, with the usual seasonal fluctuations.



Outcomes

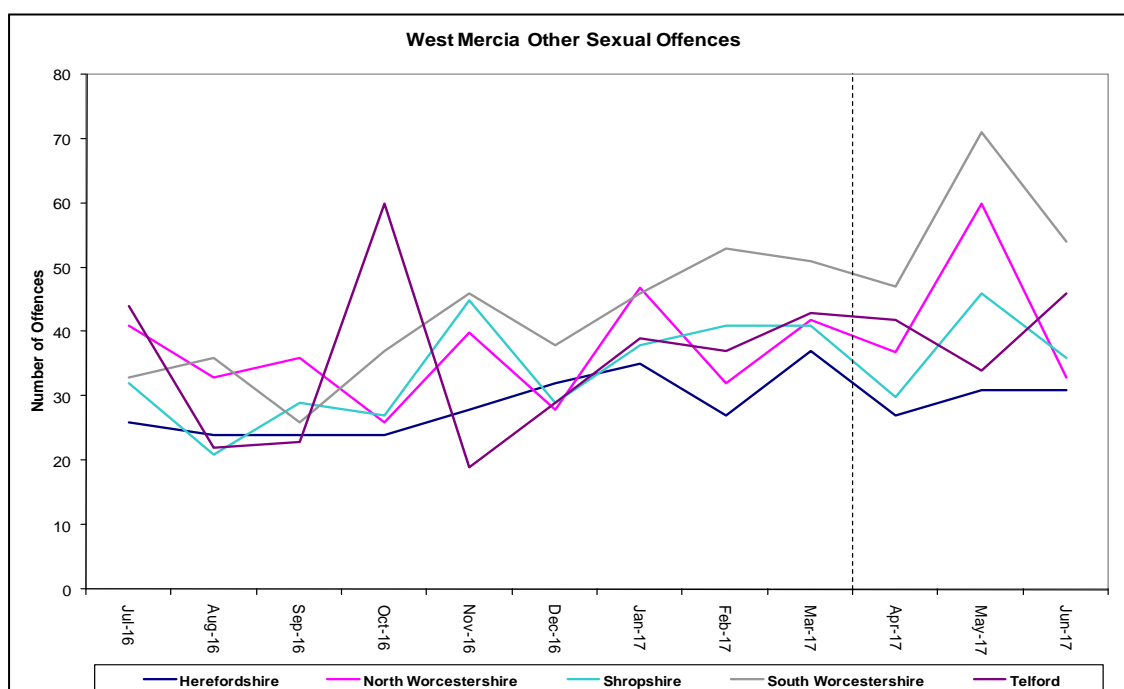
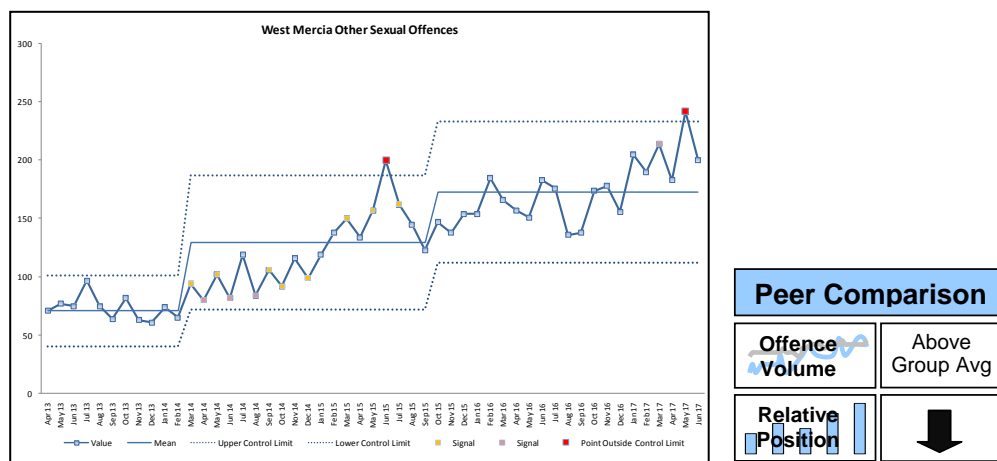
Due to the nature of rape offences only a small number will be fully investigated and assigned an outcome within three months of the offence being recorded. As such, the following chart details those rape offences that have been outcomed in the quarter, irrespective of when they were recorded.



Across West Mercia, 292 rape offences were assigned an outcome Apr - Jun 2017, similar to the previous quarter (299). The number of rape offences assigned an 'action taken' outcome Apr - Jun 2017 (14) has decreased compared to both Jan - Mar 2017 (23) and the same period last year (41).

West Mercia ranks 5th against a peer group of 6 most similar forces for rape offences assigned 'action taken' outcomes and are below the group average.

Other Sexual Offences



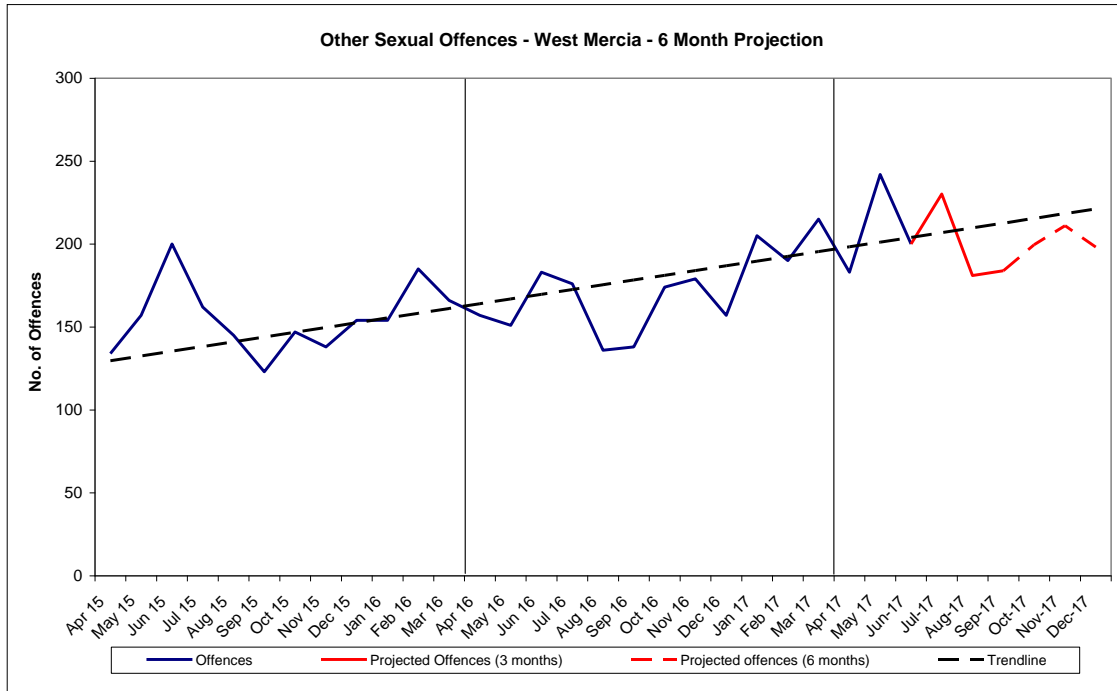
The grouping of other sexual offences includes all sexual offences that are not rape, such as offences of sexual assault, sexual activity, abuse of a sexual nature and exposure/ voyeurism. Typically about half of all other sexual offences are sexual assault and over a third are sexual activity.

625 other sexual offences were reported to the police last quarter. This is a 3% increase compared to the previous quarter (609) and is above the quarter average (548). Exceptional volumes were recorded in May across West Mercia and were driven by higher volumes across all policing areas with the exception of Telford & Wrekin. Volume increases were seen across all policing areas last quarter with the exception of Herefordshire and Shropshire.

The increase seen last quarter was driven by uplifts in 'current' offences, in particular sexual assault. Of these, six offences involved 3 repeat victims. 15% (38) of victims in June were repeat victims of another sexual offence in the last 12 months.

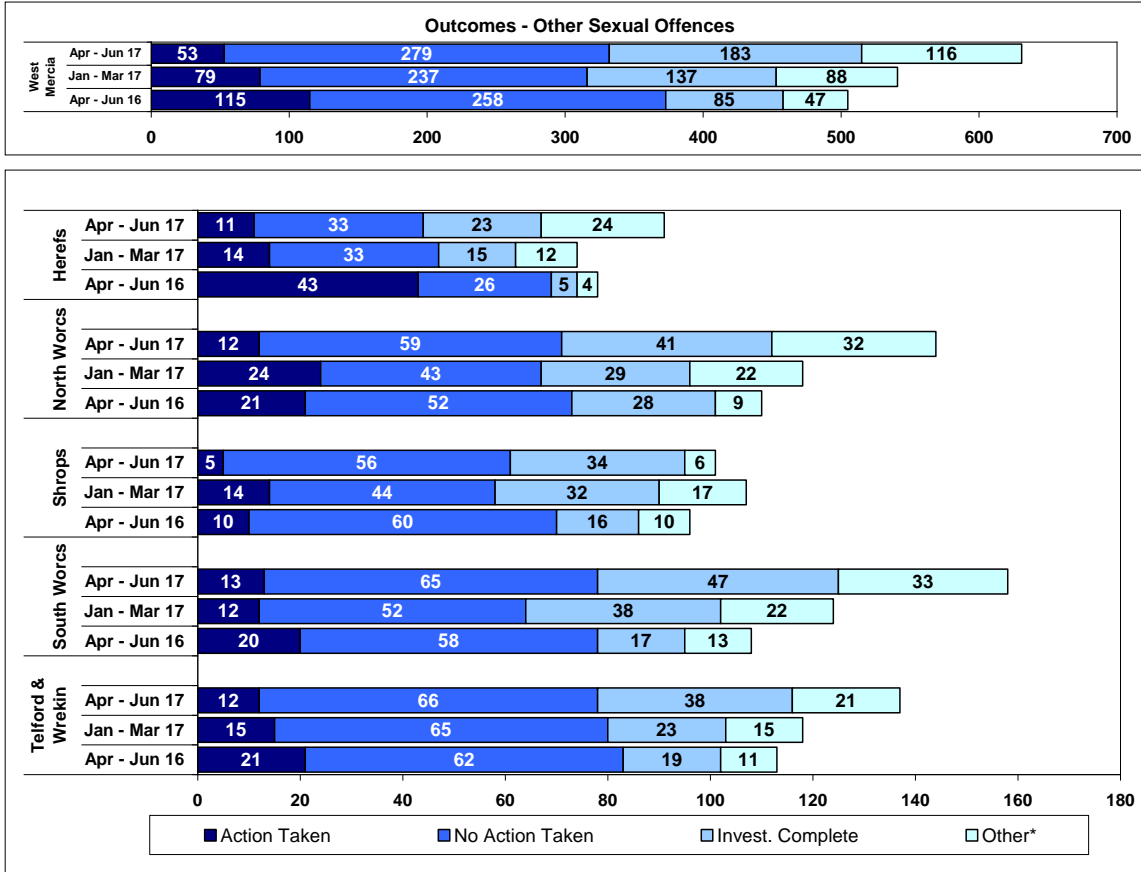
The following chart provides a short (3 month) and medium (6 month) projection for other sexual offences

The projection indicates a continued upward trend in volumes, with the usual seasonal fluctuations.



Outcomes

Due to the nature of other sexual offences only a small number will be fully investigated and assigned an outcome within three months of the offence being recorded. As such, the following chart details those other sexual offences that have been outcomed in the quarter, irrespective of when they were recorded.



Across West Mercia, 631 other sexual offences were assigned an outcome Apr - Jun 2017, an increase compared to Jan – Mar 2017 (541) and the same period last year (505). The number of offences assigned an ‘action taken’ outcome Apr - Jun 2017 (53) has decreased compared to the previous quarter (79).

West Mercia ranks 2nd against a peer group of 6 most similar forces for other sexual offences assigned ‘action taken’ outcomes and are above the group average.

Residential Burglary - Dwelling

Signs of Improvement would be:

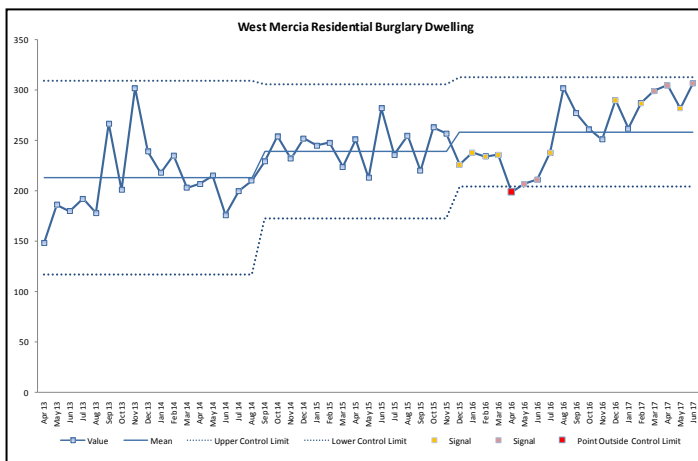
- ❖ Stable volumes of recorded crime
- ❖ Trends in line with Most Similar Group

As of April 2017, the Home Office classification for domestic burglary was changed to residential burglary.

This revision now includes all offences in sheds and outbuildings located within the curtilage of the property, as long as the use of the building is residential and not commercial.

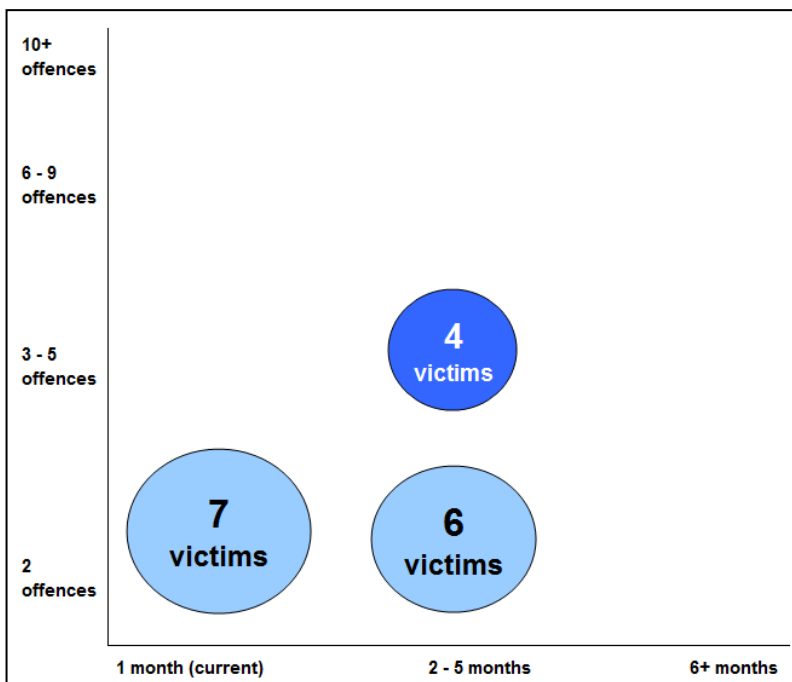
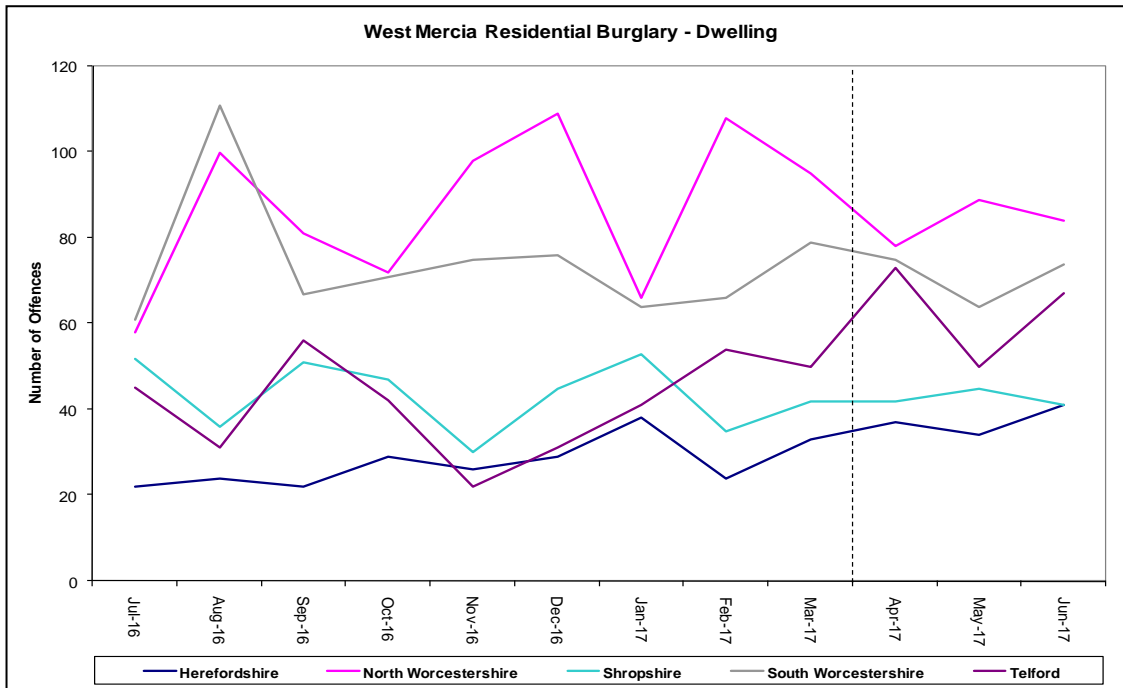
Previously these offences would have been classified as burglary other building. We therefore expect to see a higher volume of residential burglary offences compared to the previous domestic burglary classification.

In order to provide a clearer comparison to previous data, a subset of residential burglary (Residential Burglary – Dwelling) has been created which **only** incorporates the criteria of the old domestic burglary classification i.e. excluding those offences targeting sheds and outbuildings.



894 residential burglary–dwelling offences were recorded in the last quarter; a 5% increase compared to the previous quarter (848) and above the quarter average (840). This is the 7th consecutive month that volumes have remained above average. If this trend continues next month the monthly average will increase.

Volume increases over the quarter were seen across all policing areas with the exception of North Worcestershire and Shropshire. There were no exceptional volumes recorded across policing areas in the last quarter.

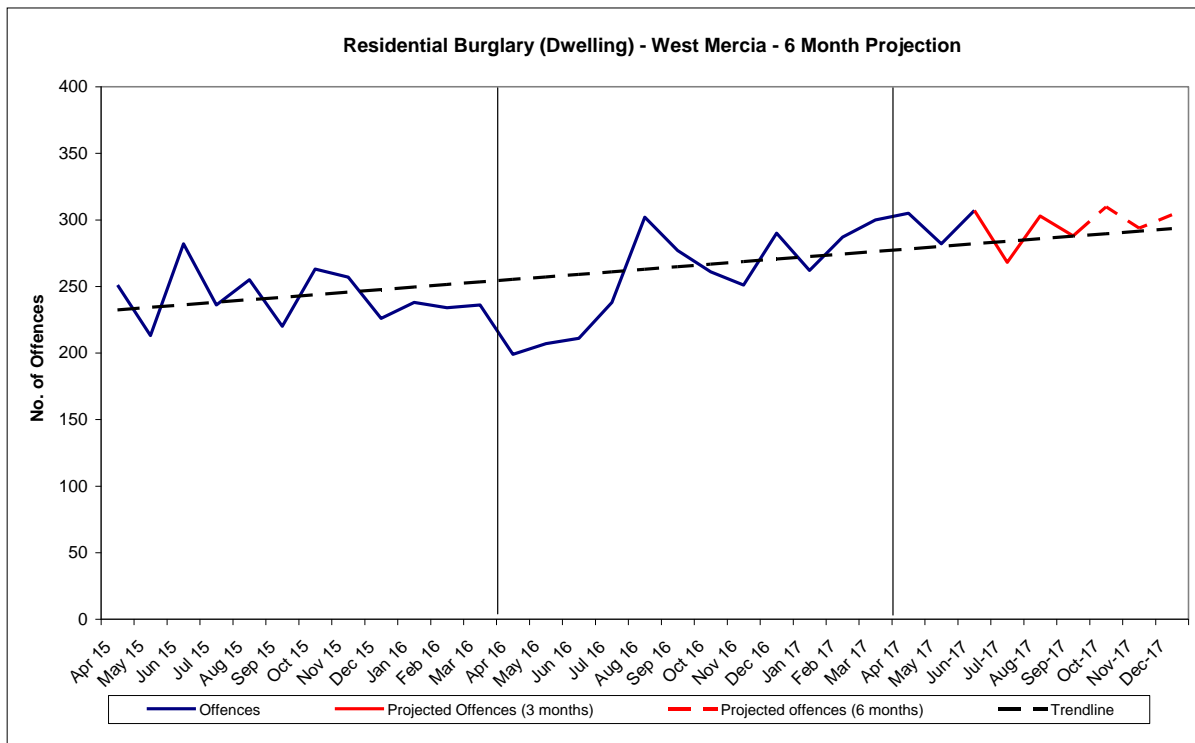


The repeat victim rate for residential burglary—dwelling is 6% of victims (17) in June experiencing another burglary offence in the previous 12 months. Of which, 5 repeat residential burglary—dwelling victims were from South Worcestershire, 4 from North Worcestershire and 4 from Herefordshire.

Going forward, there will be a clear focus on the quality of service level in this area and the corresponding confidence the public feel as the recipients of that service. It is important that repeat victims continue to be a key part of local tasking processes and that residential burglary is tackled in a joined up and cohesive manner, with a focus on intelligence products and clear investigative ownership.

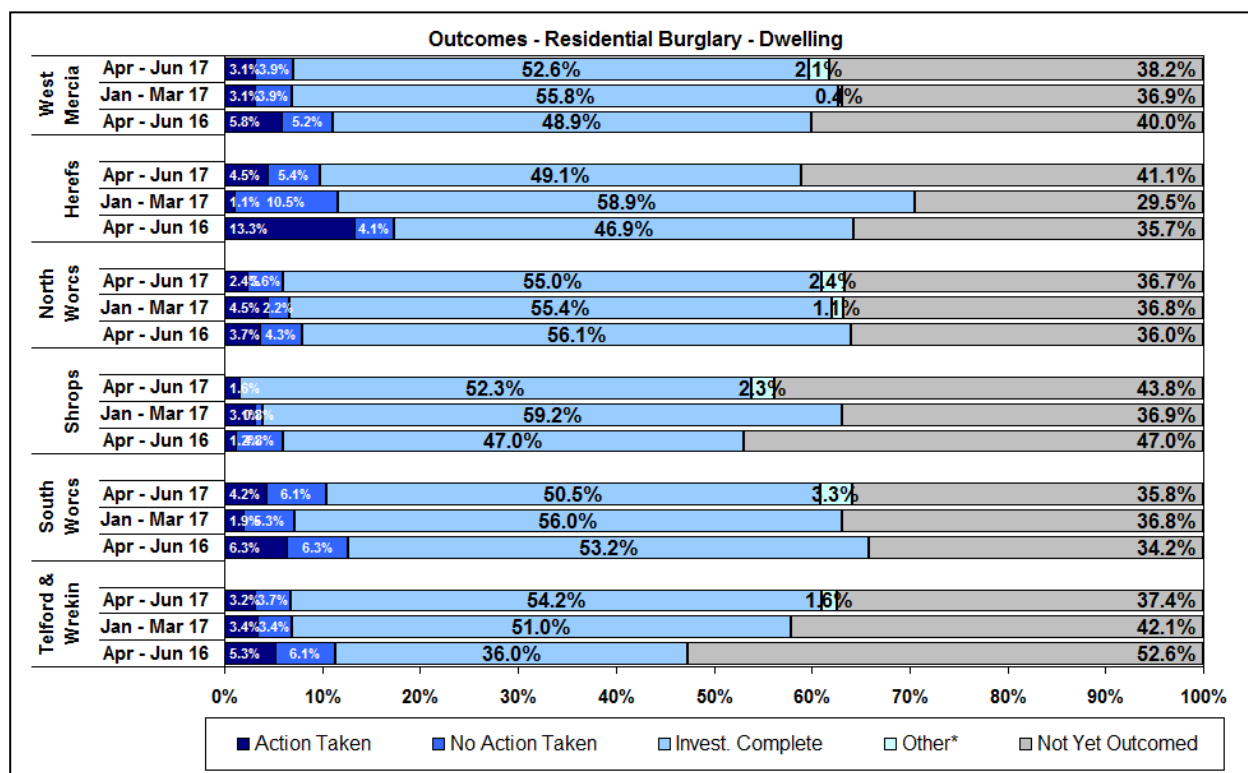
The following chart provides a short (3 month) and medium (6 month) projection for residential burglary (dwelling) offences.

The projection indicates a continued upward trend in volumes, with the usual seasonal fluctuations.



Outcomes

The following chart shows the pattern of outcomes for residential burglary-dwelling offences for this quarter, the previous quarter and same period last year. The proportions relate to those offences recorded and outcomed in each three month period.



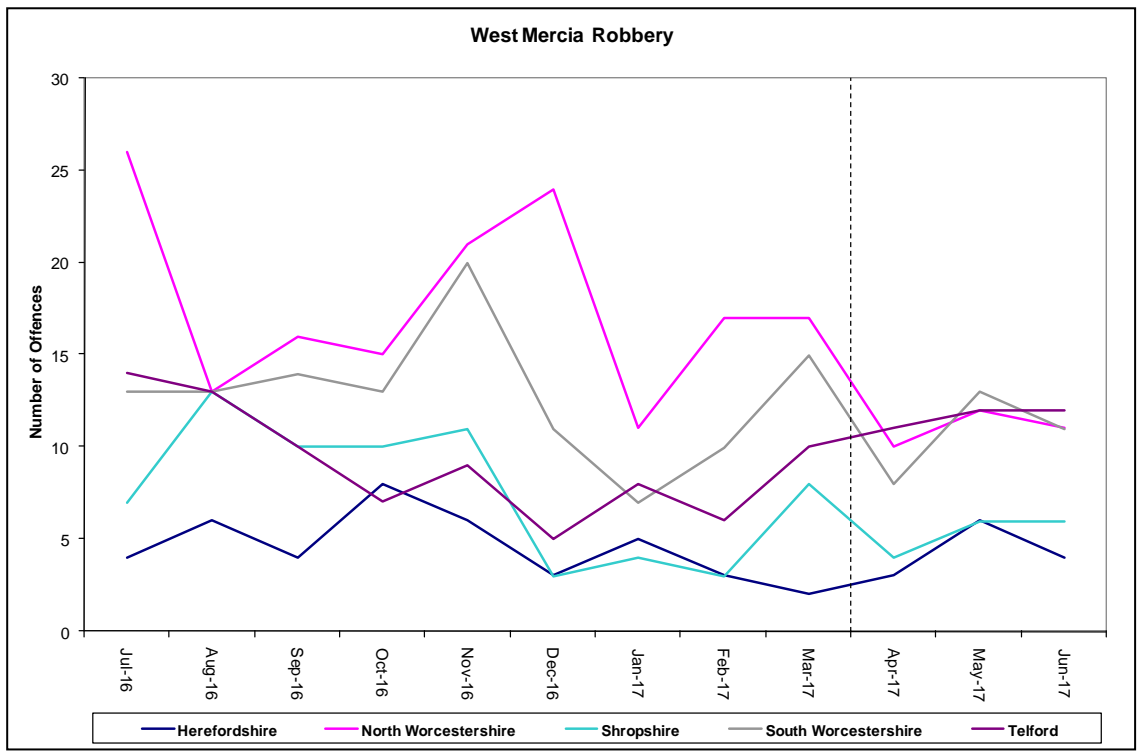
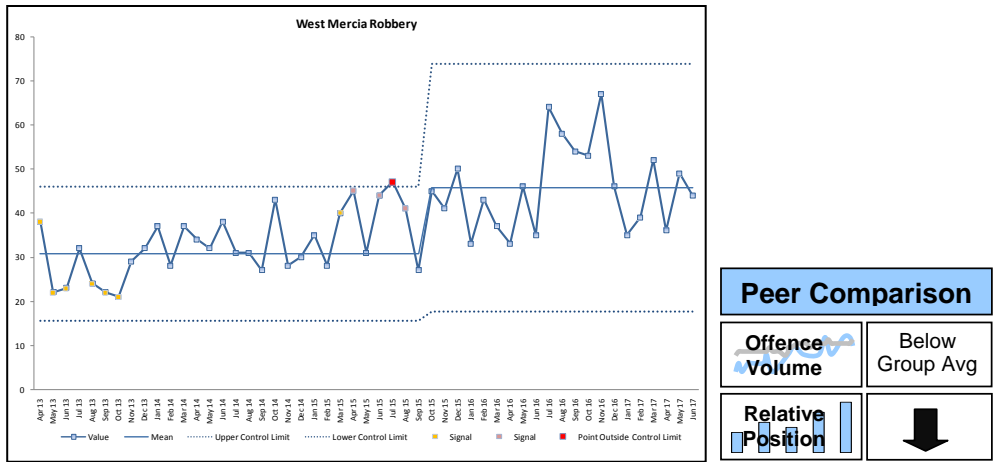
Across West Mercia, approximately 62% of offences recorded Apr - Jun 2017 were assigned an outcome within the same 3 month period, comparable to Jan – Mar 2017. Approximately 3% of offences recorded Apr - Jun 2017 were assigned an ‘action taken’ outcome within the same 3 month period, comparable to Jan – Mar 2017 and a decrease compared to the same period last year (6%).

West Mercia ranks 5th against a peer group of 6 most similar forces for domestic burglary offences assigned ‘action taken’ outcomes and are below the group average.

Robbery

Signs of Improvement would be:

- ❖ Stable volumes of recorded crime
- ❖ Trends in line with Most Similar Group



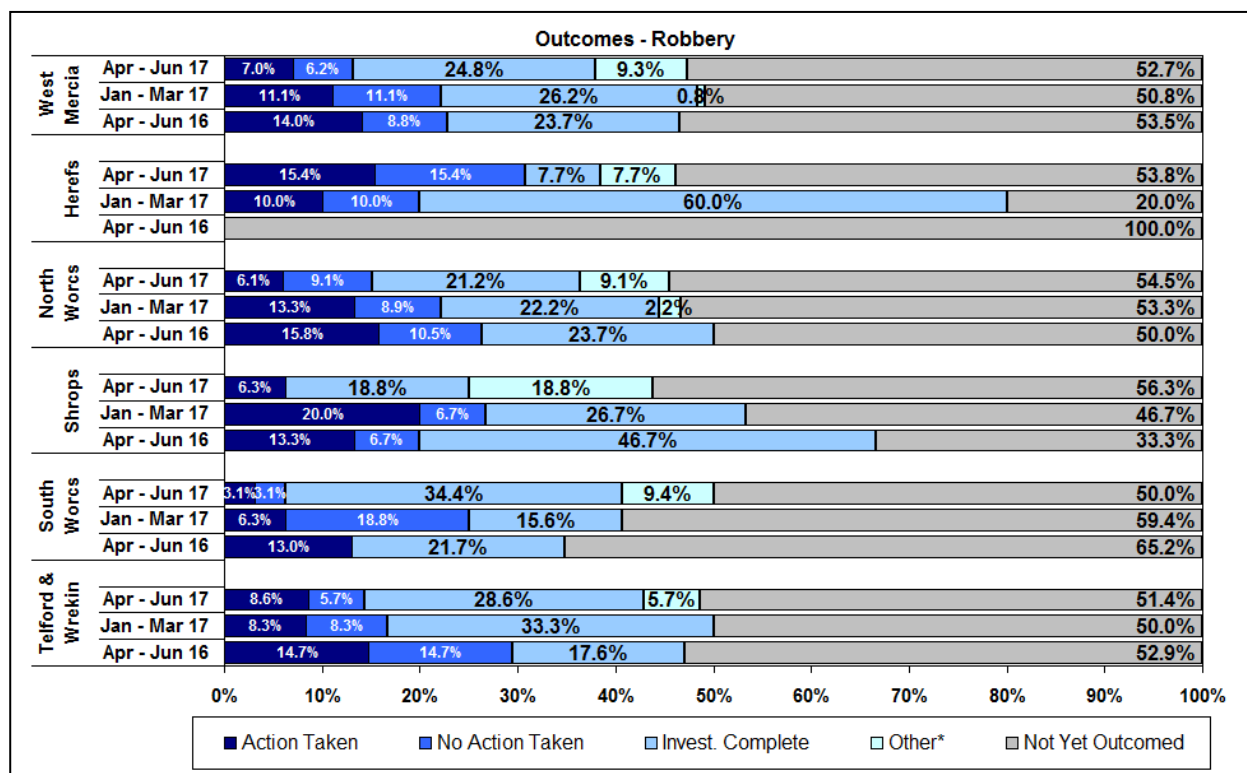
129 offences were recorded in the last quarter, a 2% increase compared to the previous quarter (126) but below the quarter average (149).

Personal robbery has increased by 11% this quarter (120) compared with the previous quarter (108), but business robbery has fallen by 50% with only 9 offences this quarter compared to 18 in the previous quarter.

Volume increases were seen across all policing areas with the exception of North Worcestershire and South Worcestershire. No exceptional volumes were recorded at policing area level across the 3 months.

Outcomes

The following chart shows the pattern of outcomes for robbery offences for this quarter, the previous quarter and same period last year. The proportions relate to those offences recorded and outcomed in each three month period.



Across West Mercia, approximately 47% of offences recorded Apr - Jun 2017 were assigned an outcome within the same 3 month period, a small decrease compared to Jan - Mar 2017 (49%). Approximately 7% of offences recorded Apr - Jun 2017 were assigned an 'action taken' outcome within the same 3 month period, a reduction compared to the previous quarter (11%) and the same period last year (14%).

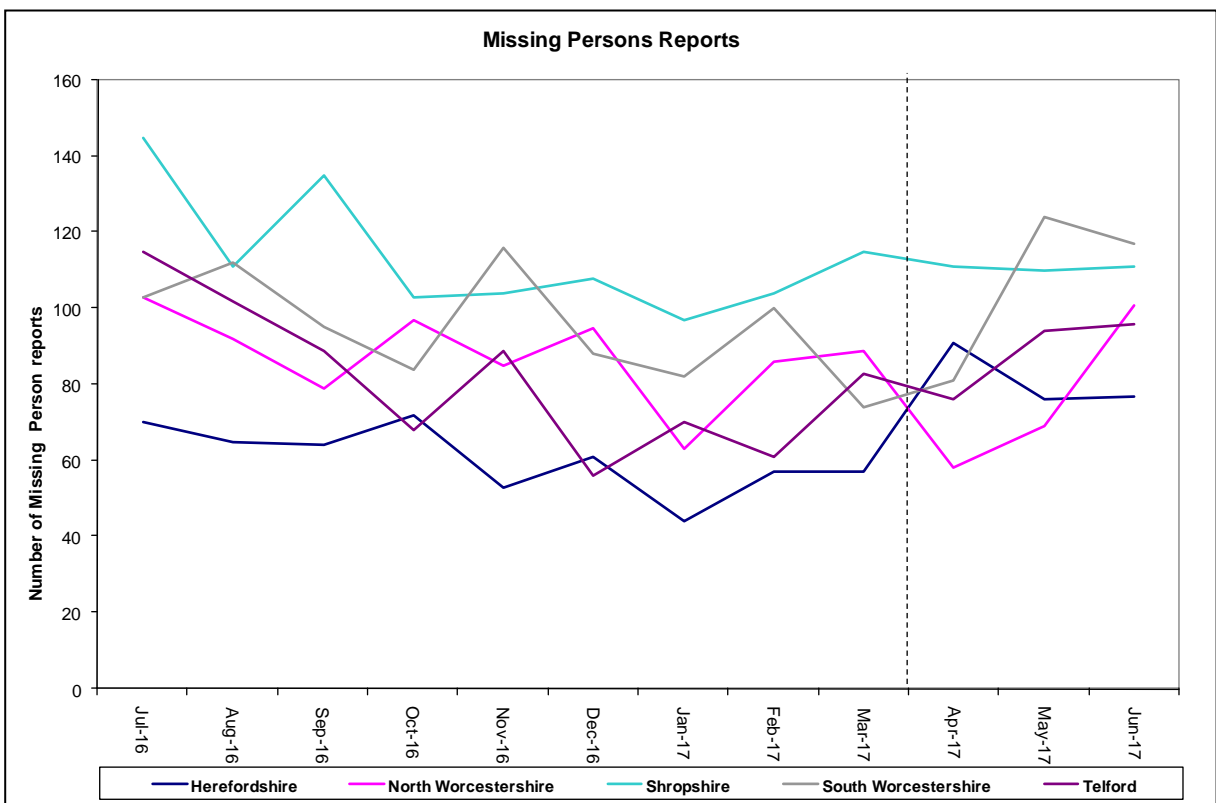
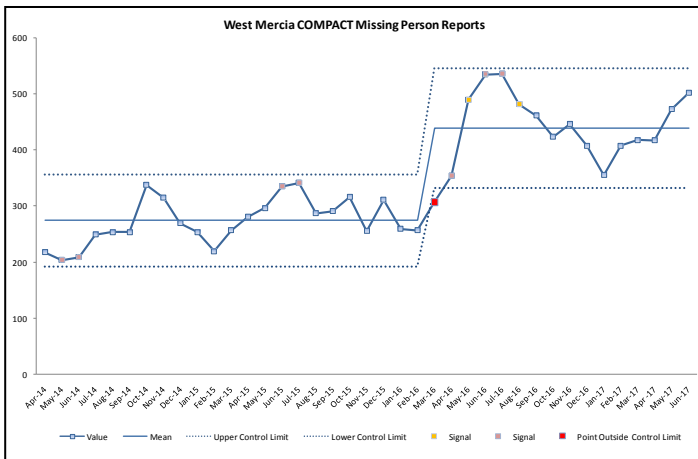
West Mercia ranks 6th against a peer group of 6 most similar forces for robbery offences assigned 'action taken' outcomes.

Missing Persons

Signs of Improvement would be:

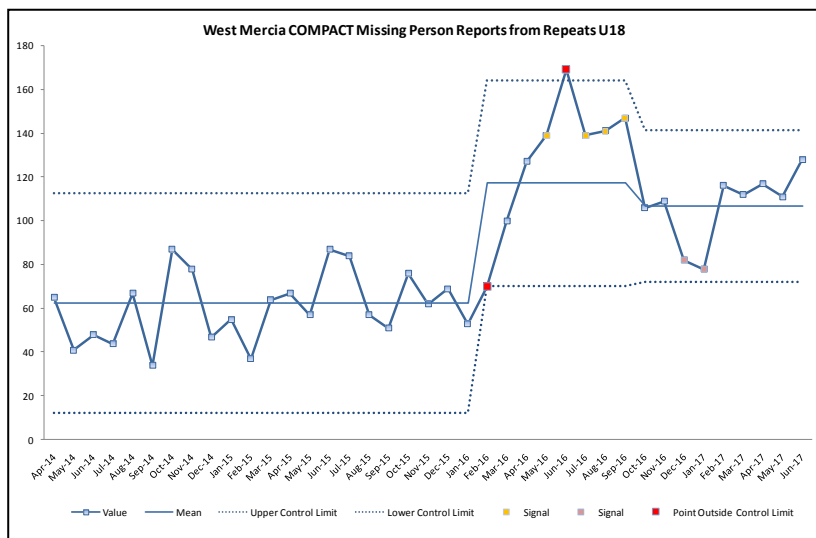
- ❖ Reduction in frequency of repeat missing persons
- ❖ Reduction in duration of missing
- ❖ Overall reduction of missing incidents

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



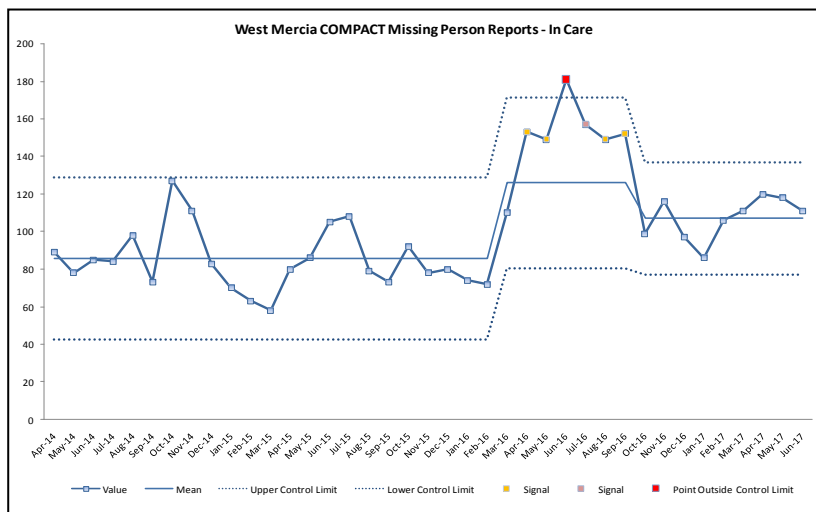
1,392 missing person reports were recorded last quarter. This is an 18% increase compared to the previous quarter (1,182) but comparable to the same quarter last year (1,379). Higher volumes were seen across all policing areas last quarter compared to the previous quarter with the exception of North Worcestershire. Herefordshire has seen a 55% increase in missing person reports in the last quarter – however this is against a quarter with lower than normal reporting and volumes remain relatively low (244 Apr-Jun v 158 Jan-Mar).

The uplift in missing person reports has been driven by an increase in missing children in care and those children who go missing more than once.



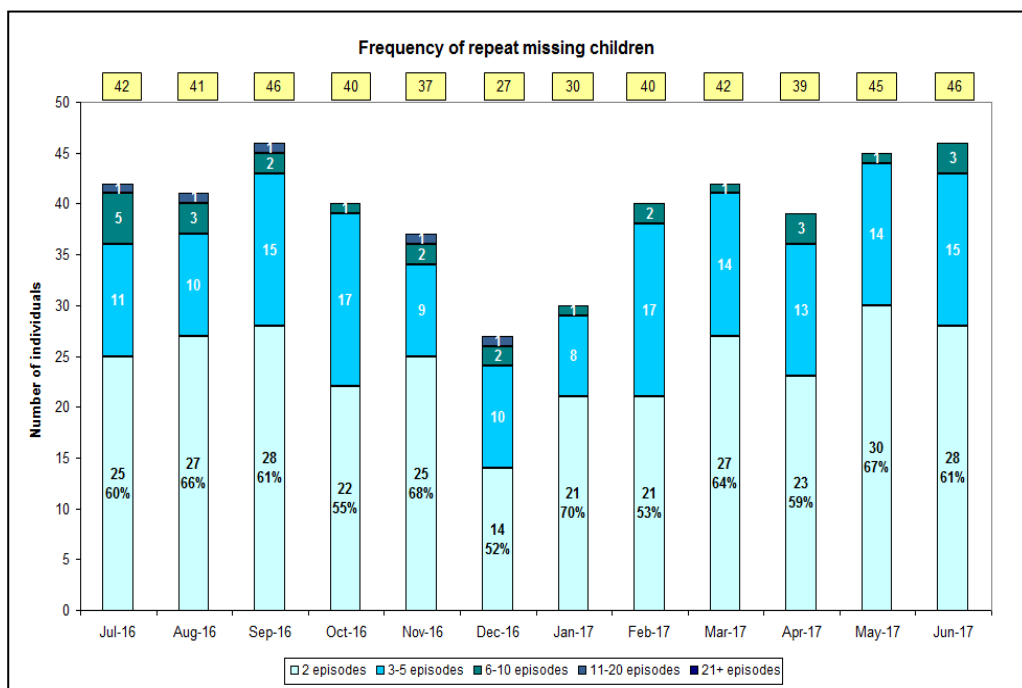
356 U18 repeat reports were recorded last quarter; a 16% increase compared to the previous quarter (306) but volumes remain within expected monthly levels. Volumes are 18% (435) lower than the same period last year.

Higher volumes were seen across Herefordshire, South Worcestershire and Telford & Wrekin last quarter compared to the previous quarter. Exceptional volumes were recorded across Herefordshire (April) and South Worcestershire (May).

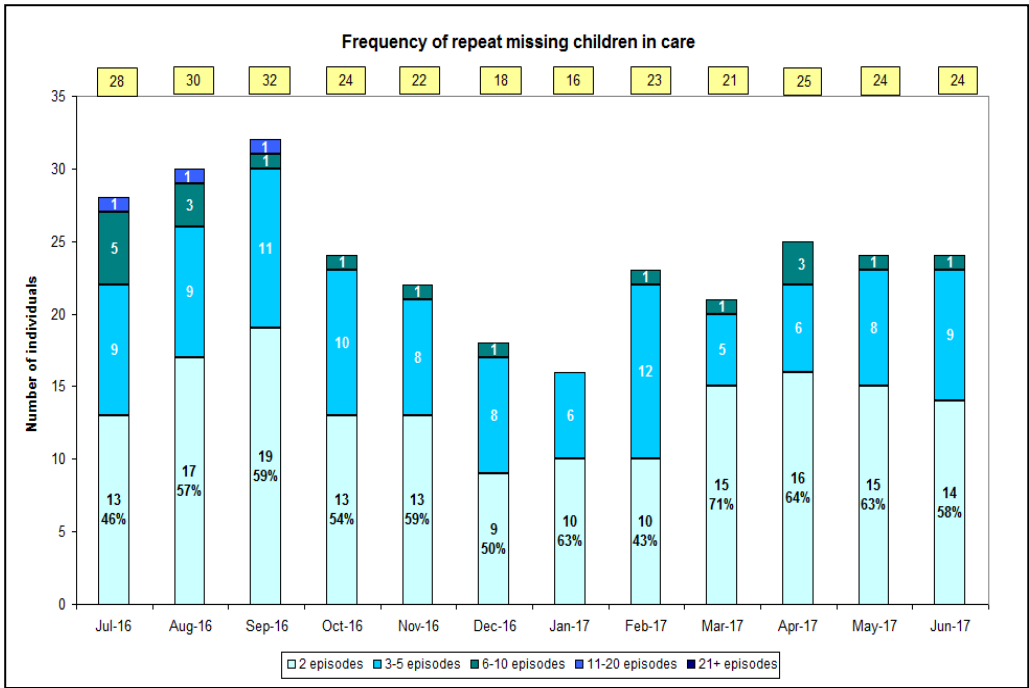


349 in-care reports were recorded last quarter; a 15% increase compared to the previous quarter (303) but volumes remain within expected monthly levels. Volumes are 27% lower than the same period last year.

Higher volumes were seen across all policing areas with the exception of Telford & Wrekin last quarter compared to the previous quarter. Exceptional volumes were recorded in May across Herefordshire.



In the last quarter the number of repeat missing children (who went missing more than once) increased by 16% compared to the previous quarter (130 v 112). The number of episodes in which the children went missing was comparable to the previous quarter.



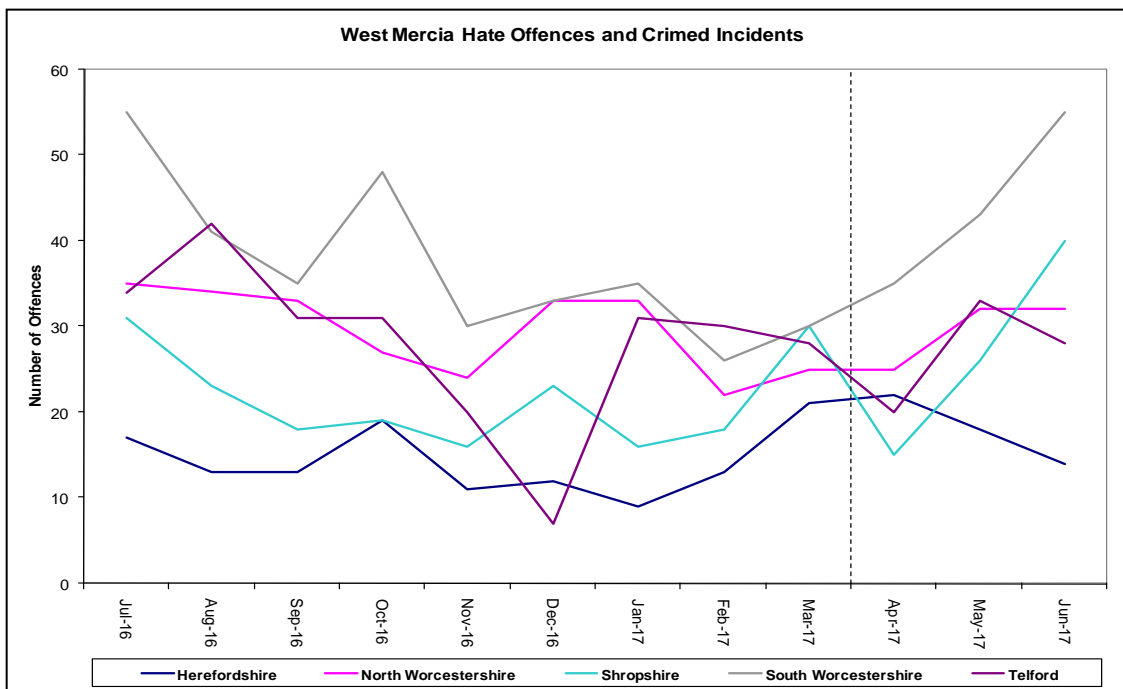
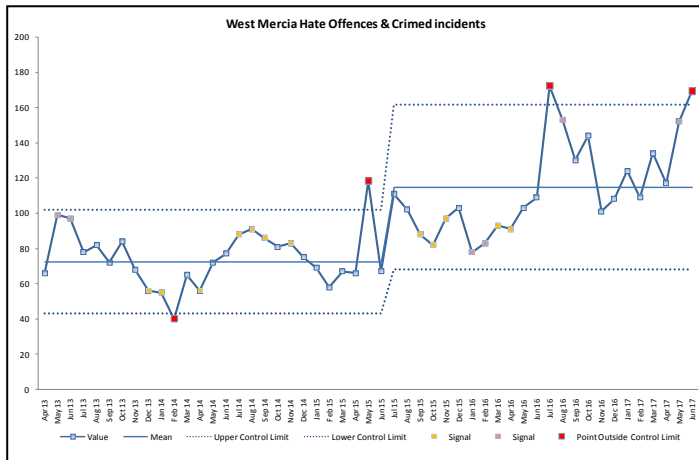
In the last quarter the number of repeat missing children in care (went missing more than once) has increased by 22% compared to the previous quarter (73 vs. 60). The number of episodes in which the children in care went missing was generally comparable to the previous quarter although those who had 6 -10 missing episodes increased by 3 individuals.

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

Hate Crime

Signs of Improvement would be:

- ❖ Increased reporting
- ❖ Sustained / improved victim satisfaction



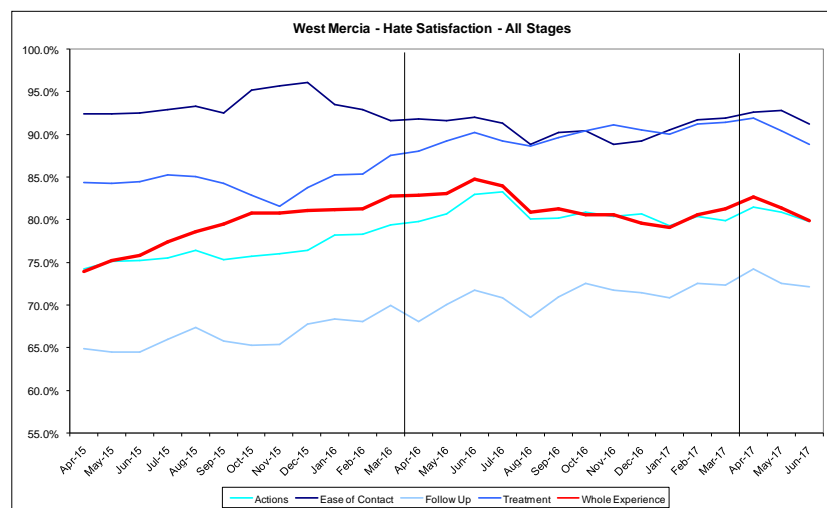
The force recognises the significant impact of hate crime on victims and the need to continue to encourage those subject to such incidents to have the confidence to report and receive high levels of service. The diversity team review all reported hate crimes and incidents to help identify any trends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

438 offences/incidents were recorded last quarter. This is a 19% increase compared to the previous quarter (367) and above the quarter average (403). Exceptional volumes were recorded in June across West Mercia.

Volumes increased across all policing areas with the exception of Telford & Wrekin.

As with previous months, the majority of hate crimes were of a racial nature, however there was an increase in offences assigned a sexual orientation marker last quarter (59 offences Apr-Jun, compared to 29 offences Jan-Mar).

Hate Crime Victim Satisfaction



	Apr-17	May-17	Jun-17
Herefordshire	85.7%	80.5%	73.0%
North Worcestershire	80.3%	81.2%	81.3%
Shropshire	80.9%	79.6%	80.0%
South Worcestershire	85.4%	84.1%	82.9%
Telford & Wrekin	81.1%	80.0%	78.6%
West Mercia	82.7%	81.4%	79.9%

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 shown on the chart as a rolling 12 month average to give a longer term trend and to prevent short term reactions to what can be significant month-on-month variations.

81% of hate crime victims were satisfied with their overall experience with the police last quarter, comparable to the previous quarter⁵. Volumes increased or remained stable across all policing areas with the exception of Herefordshire where performance reduced from 85% Jan-Mar to 80% Apr-Jun. No significant changes were seen across each measured stage of satisfaction.

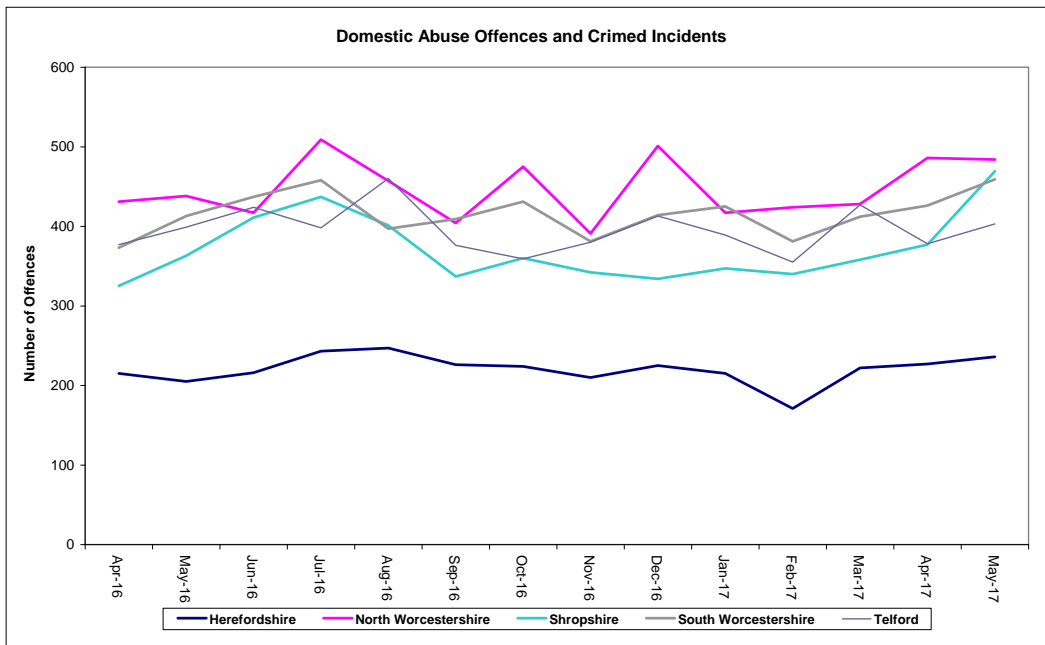
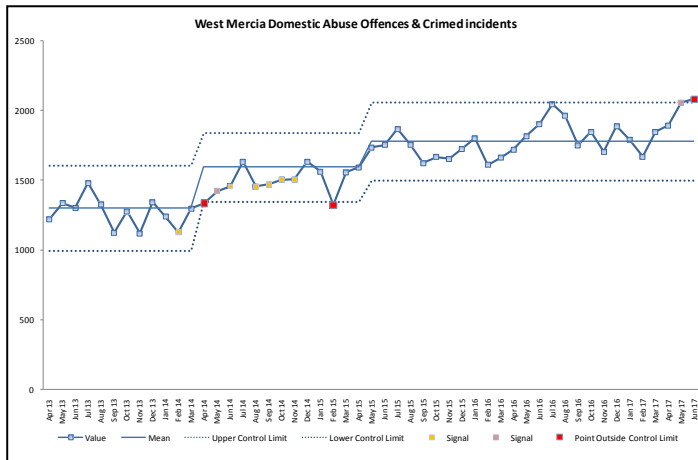
Victims of hate crime will be a key focus of the Integrated Victim Management process.

⁵ This is based on interviews undertaken over the last 12 months to give an adequate sample size for analysis

Domestic Abuse

Signs of Improvement would be:

- ❖ Increased reporting, reflecting greater victim confidence
- ❖ Reduction in repeat domestic abuse victims



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

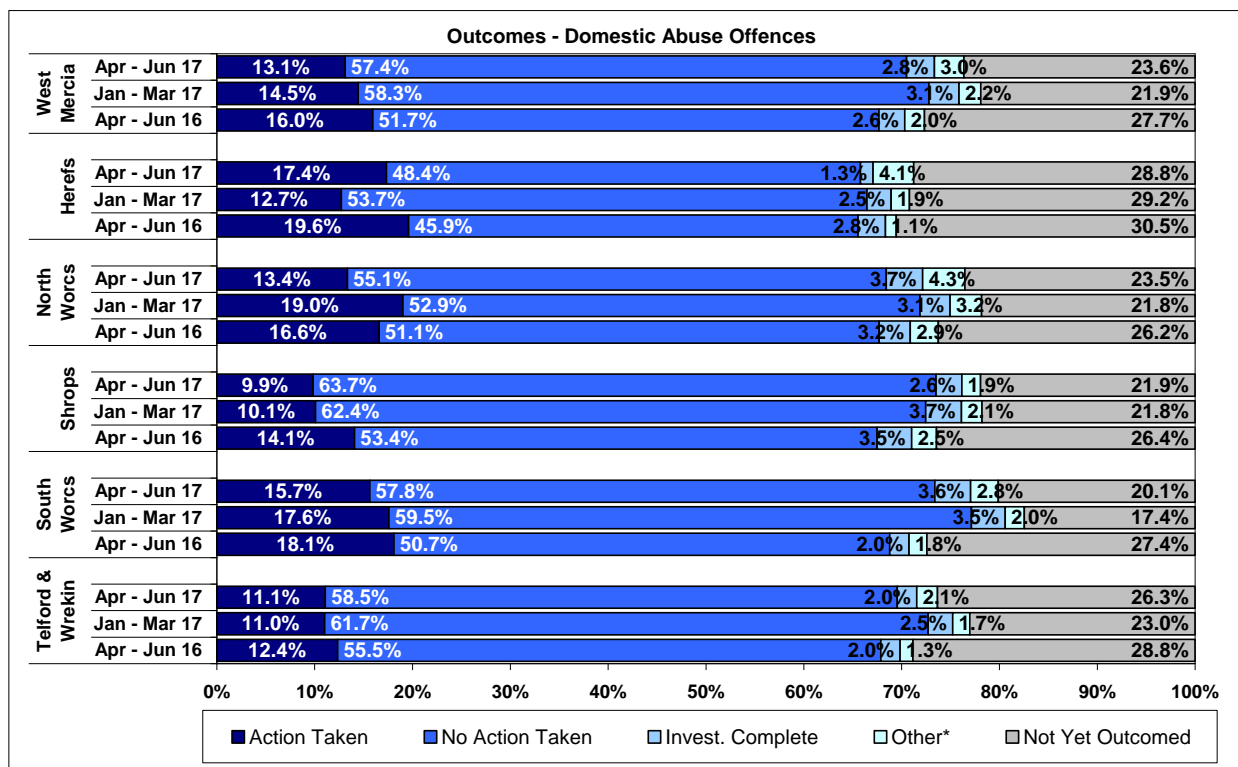
6,031 domestic abuse offences & crimed incidents were recorded last quarter, a 14% increase compared to the previous quarter (5,311) and above the quarter average (5,635). Exceptional volumes were recorded in June across West Mercia.

Volumes increased across all policing areas. Exceptional volumes were recorded in May across Shropshire and in May and June across South Worcestershire.

The increase seen last quarter was driven by uplifts in 'current' ABH offences (712 Apr-Jun, compared to 572 Jan-Mar), 'current' common assault offences (914 Apr-Jun, compared to 792 Jan-Mar) and 'current' emotional abuse incidents (2,572 Apr-Jun, compared to 2,261 Jan-Mar).

Outcomes

The following chart shows the pattern of outcomes for domestic offences for this quarter, the previous quarter and same period last year. The proportions relate to those offences recorded and outcomed in each three month period.



Across West Mercia, approximately 76% of offences recorded Apr - Jun 2017 were assigned an outcome within the same 3 month period, a small decrease compared to Jan – Mar 2017 (78%). Approximately 13% of offences recorded Apr - Jun 2017 were assigned an ‘action taken’ outcome within the same 3 month period, a decrease since Jan – Mar 2017 (15%)

Domestic Violence Protection Notices (DVPNs)

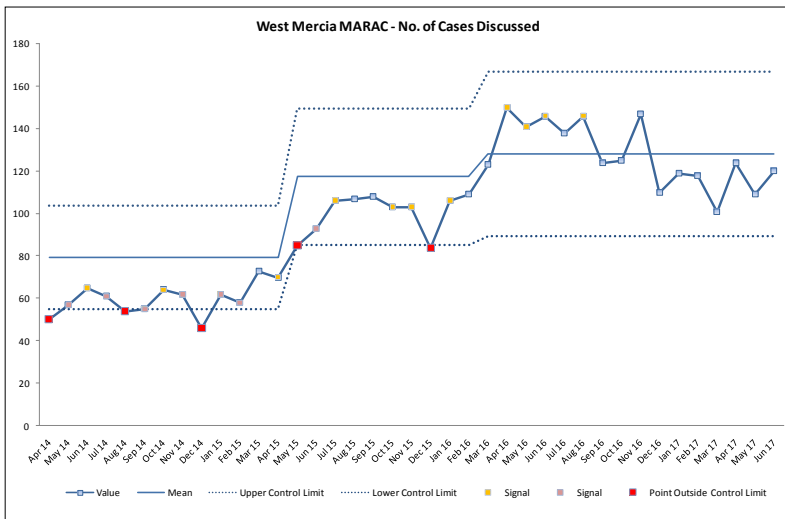
Domestic violence protection notices (DVPNs) can provide short term protection for a victim following a domestic incident and therefore are a proactive measure officers can use to support victims. The notice is issued by the police where there is a threat of further violence from the suspect and gives the victim respite from the abuser to allow them an opportunity to engage with appropriate services.

	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17
Herefordshire		2	2	3			2	1	1	1	1	3	1	1
North Worcestershire	1	1	4	6	1	6	5	8	7	5	7	6	6	9
Shropshire			1	1		1		1	0	0	0	3	2	1
South Worcestershire	5	3	12	3	8	7	3	7	8	4	7	8	10	4
Telford & Wrekin	5	1	1	1	2	1	1		1	1	2	0	0	3
West Mercia Total	11	7	20	14	11	15	11	17	17	11	17	20	19	18

57 DVPNs were authorised in the West Mercia in last quarter, an increase compared to the previous quarter (45).

MARAC (Multi Agency Risk Assessment Conference)

MARAC is a meeting where information is shared on the highest risk domestic abuse cases between representatives of local police, health, child protection, housing practitioners, Independent Domestic Violence Advisors and other specialist statutory and voluntary sectors.



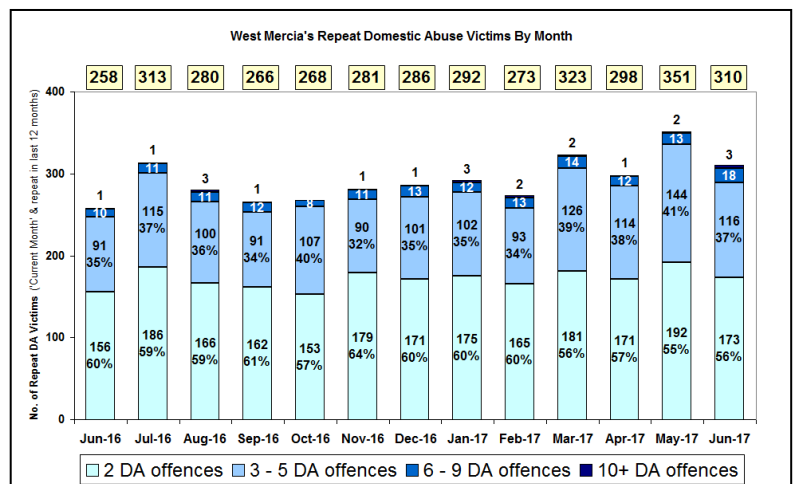
299 cases were discussed at WMP MARACs last quarter (102 repeat cases), a decrease compared to the previous quarter (338) and below average.

The number of cases discussed since April 2016 has steadily declined. If this trend continues there will be a reduction in the monthly average. Small decreases were seen across all policing areas with the most notable seen across South Worcestershire.

Repeat Victimization

There were 1,074 victims of domestic abuse in June; 29% of these individuals (310) have also been a victim of additional DA offences in the last 12 months.

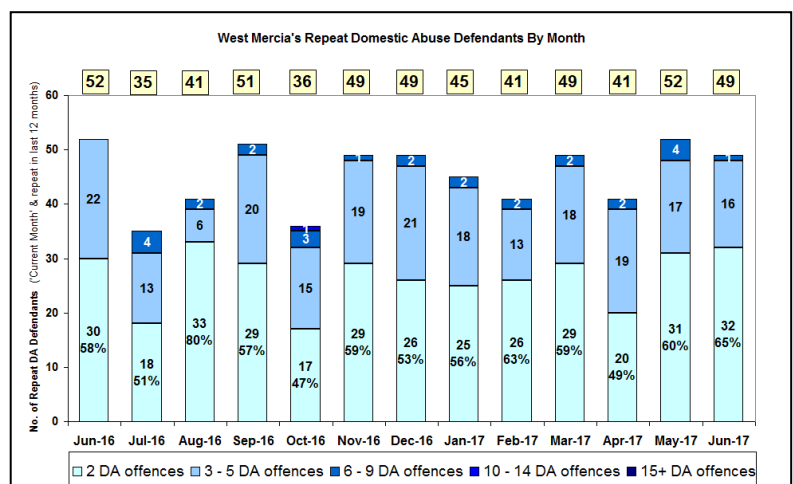
There have been 3 repeat DA victims from Herefordshire, Shropshire and South Worcestershire who have been subject to domestic abuse at least 10 times in the last 12 months.



Repeat Offending

There were 128 defendants of domestic abuse in June; 38% of these individuals (49) have also been an offender of additional DA offences in the last 12 months.

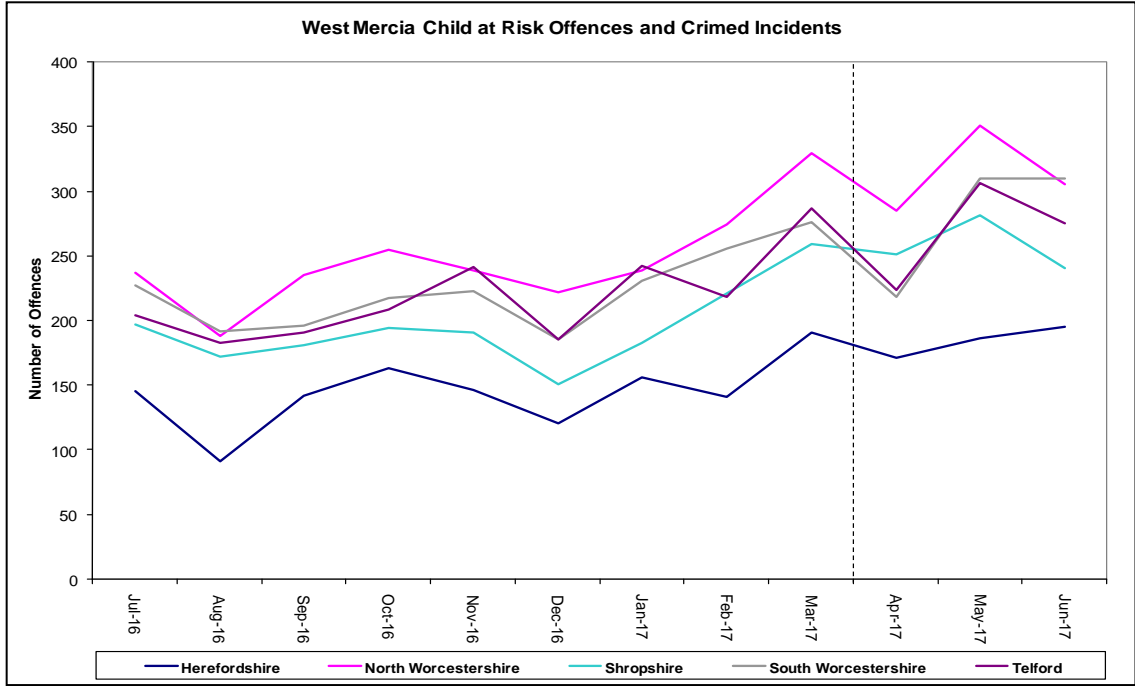
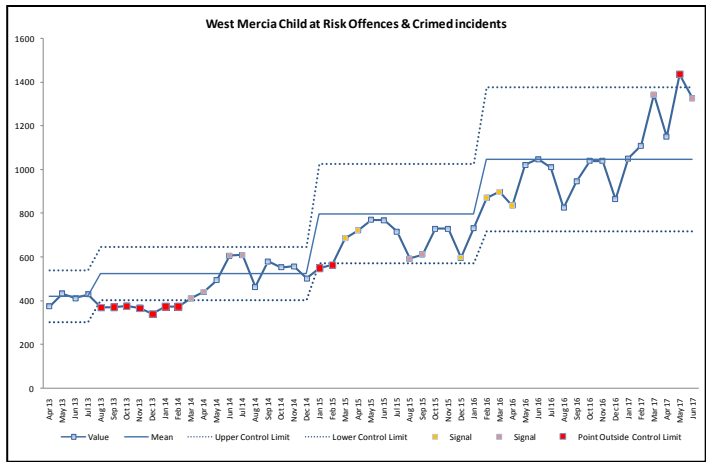
There has been 1 repeat DA defendants in South Worcestershire who has been attributable to 7 DA offences in the last 12 months.



Child at Risk / Child Sexual Exploitation

Signs of Improvement would be:

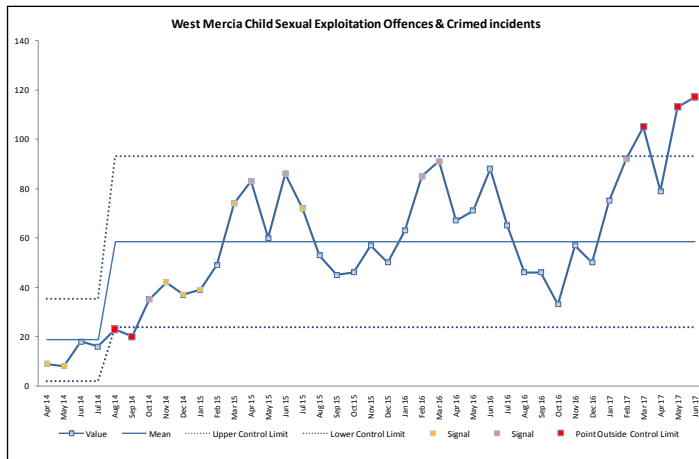
- ❖ Increased reporting, reflecting greater victim confidence
- ❖ Reduction in repeat victimisation



Child at Risk markers were applied to 3,915 offences/ incidents last quarter, a 12% increase compared to the previous quarter (3,507). Exceptional volumes were recorded in May across West Mercia.

Volume increases were seen across all policing areas. Exceptional volumes were recorded in May across North Worcestershire and Shropshire, in June across Herefordshire and in May and June in South Worcestershire.

The higher volumes recorded last quarter were driven by uplifts in ‘current’ offences/incidents (3,260 offences Apr-Jun, compared to 2,917 Jan-Mar) and to a lesser extent ‘non-recent’ offences (508 Apr-Jun, compared to 437 Jan-Mar). In particular, the increase was driven by common assault offences and ‘emotional abuse’ incidents. 17% (95) of child at risk victims in June experienced another child at risk offence in the previous 12 months.



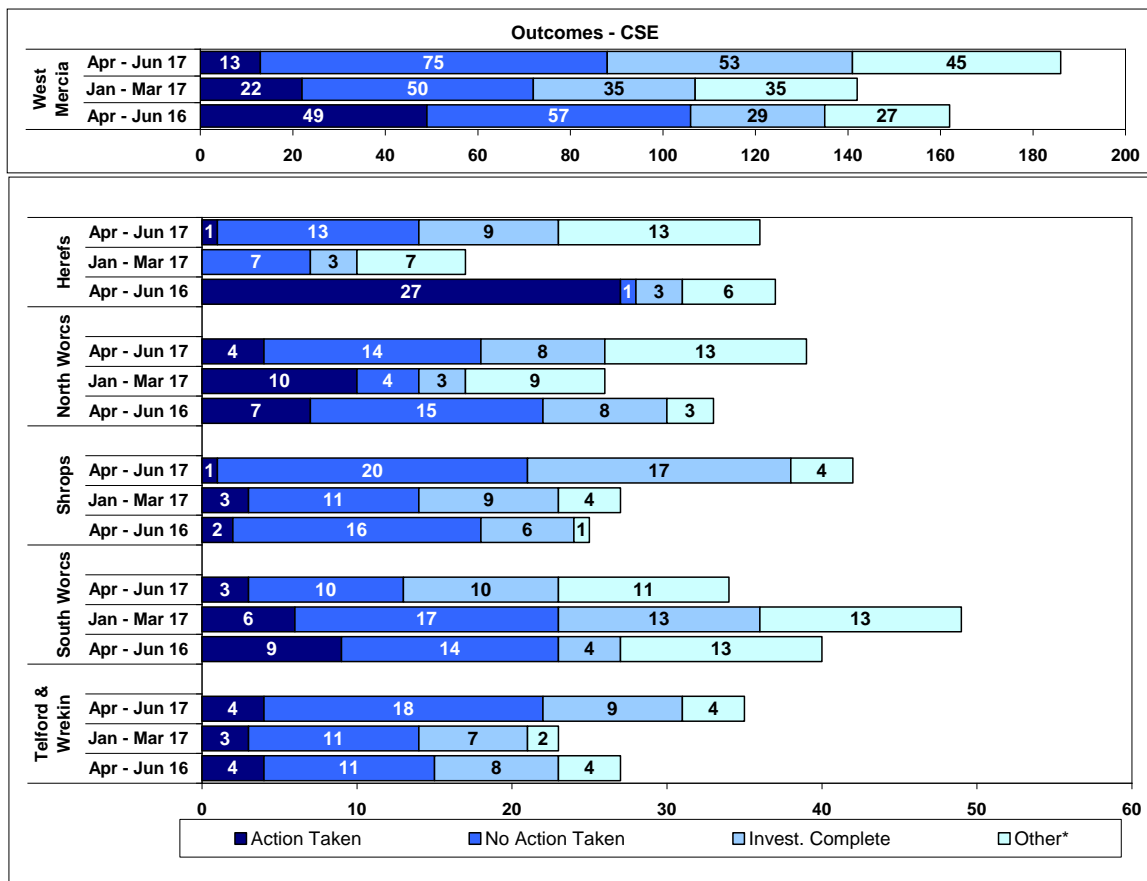
‘Child Sexual Exploitation’ (CSE) is one specific ‘Child at Risk’ marker, identifying offences where children and those under 18 have been, or are, at risk of being involved in exploitative situations where they receive something as a result of performing sexual activities, or having such performed on them.

309 CSE offences/ incidents were recorded last quarter, an increase compared to the previous quarter (272). Higher volumes were recorded across all policing areas with the exception of South Worcestershire and Telford & Wrekin. Exceptional volumes were recorded in April and May across Shropshire and in June across North Worcestershire.

The increase seen across West Mercia was predominantly driven by uplifts in ‘non-recent’ offences, in particular sexual activity and sexual assault offences. Of the ‘non-recent’ offences recorded in Apr - Jun, 17 involved eight repeat child victims.

Outcomes (CSE)

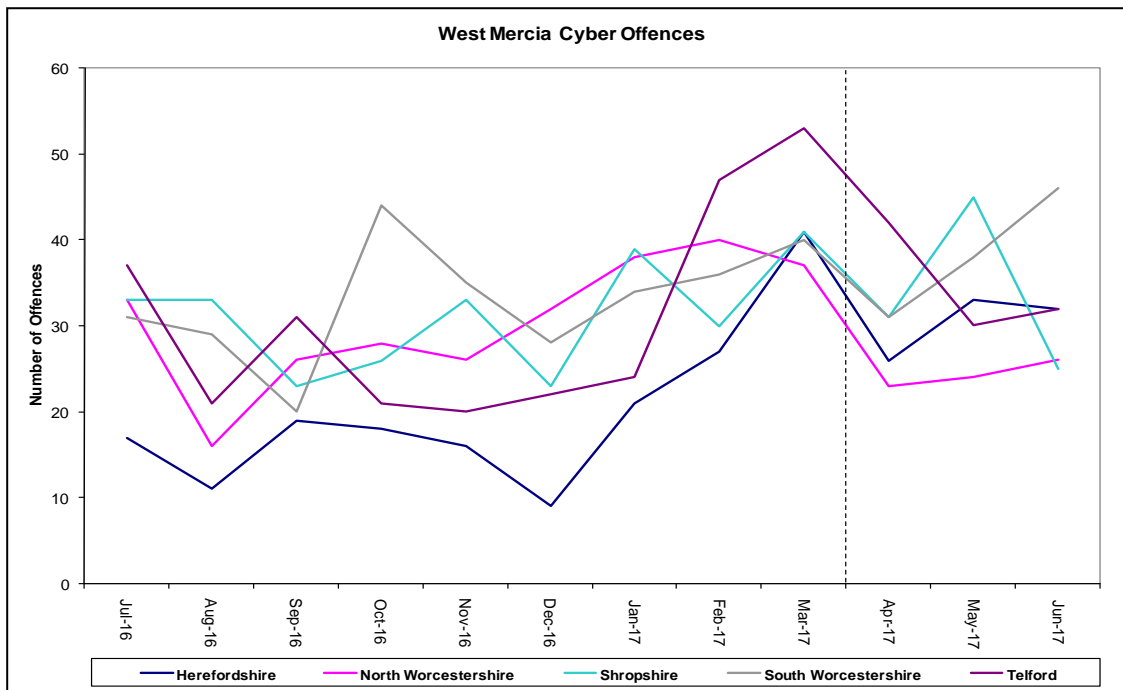
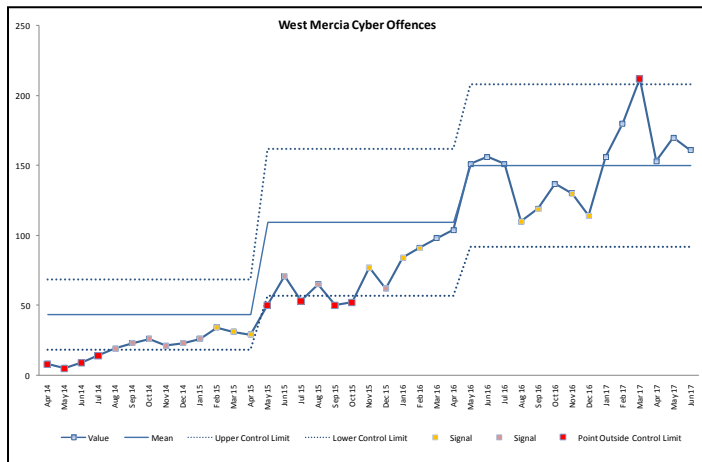
Due to the nature of CSE offences only a small number will be fully investigated and assigned an outcome within three months of the offence being recorded. As such, the following chart details those offences with a CSE marker that have been outcomed in the quarter, irrespective of when they were recorded.



Across West Mercia, 186 offences were assigned an outcome Apr - Jun 2017, an increase compared to Jan - Mar 2017 (142 offences). The number of offences with a CSE marker assigned an 'action taken' outcome Apr - Jun 2017 (13) has decreased compared to the previous quarter (22) and same period last year (49).

Cyber/ On-line Crime

Signs of Improvement would be:
 ❖ Increased reporting, reflecting greater victim confidence

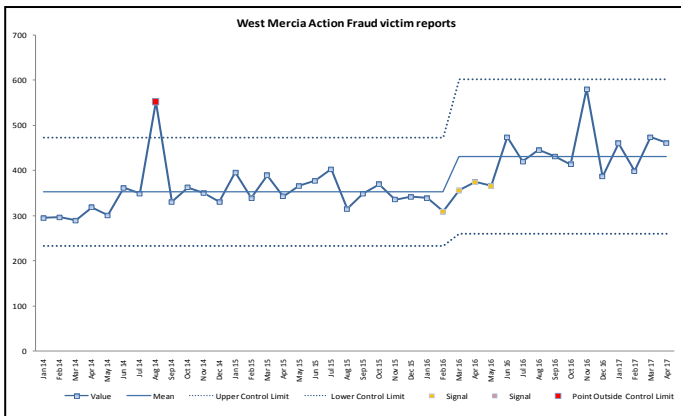


A marker for cyber crime offences was introduced in April 2014, in order to assist in the identification of such offences. The marker is an internal method of being able to identify those offences with an online presence, including sexual and violence without injury (harassment) offences. The general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

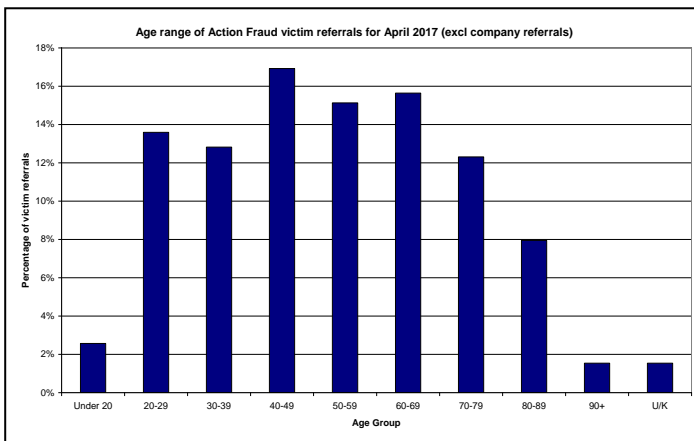
484 offences were flagged as cyber/online crime this quarter; a 12% reduction compared to the previous quarter (548) but above the quarter average (449). Reduced volumes were seen across all policing areas with the exception of Herefordshire and South Worcestershire. Exceptional volumes were recorded in May and June across Herefordshire.

Action Fraud

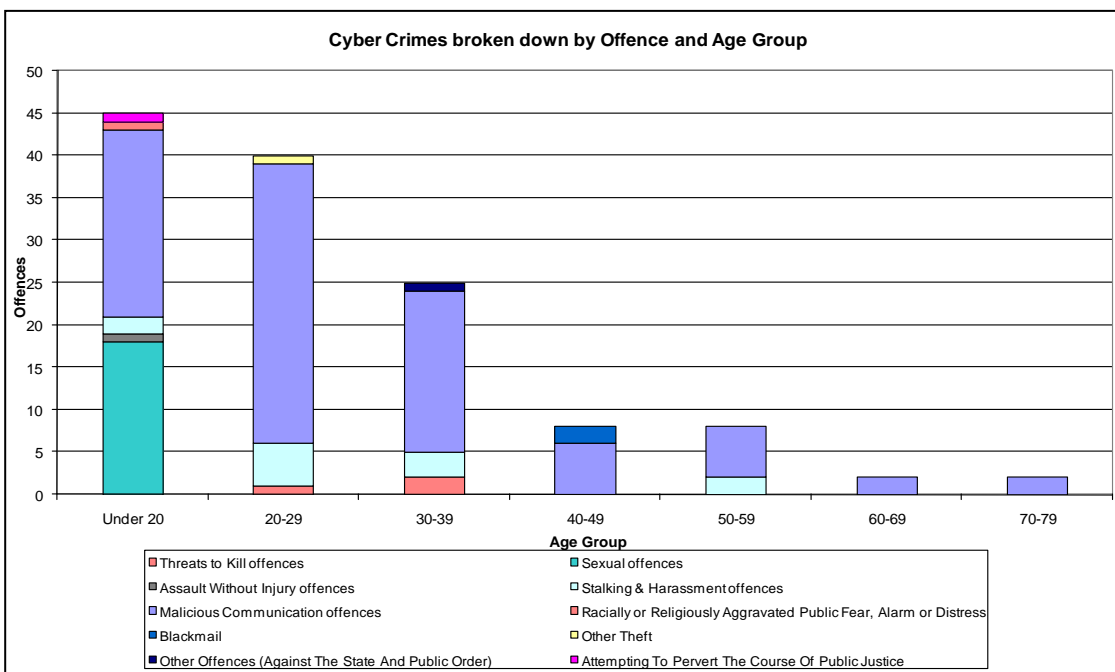
Fraud offences (including those cyber related) are principally recorded through Action Fraud. Offences occurring within West Mercia are then disseminated to the force for investigation and safeguarding of vulnerable victims where appropriate.



461 Action Fraud victim reports (which exclude company referrals) were recorded in April 2017⁶. This is a decrease compared to volumes seen in March 2017 (474) and is below the monthly average (431).



Victims aged 40-49 accounted for the largest proportion of Action Fraud victim reports (17%) reported in April 2017.

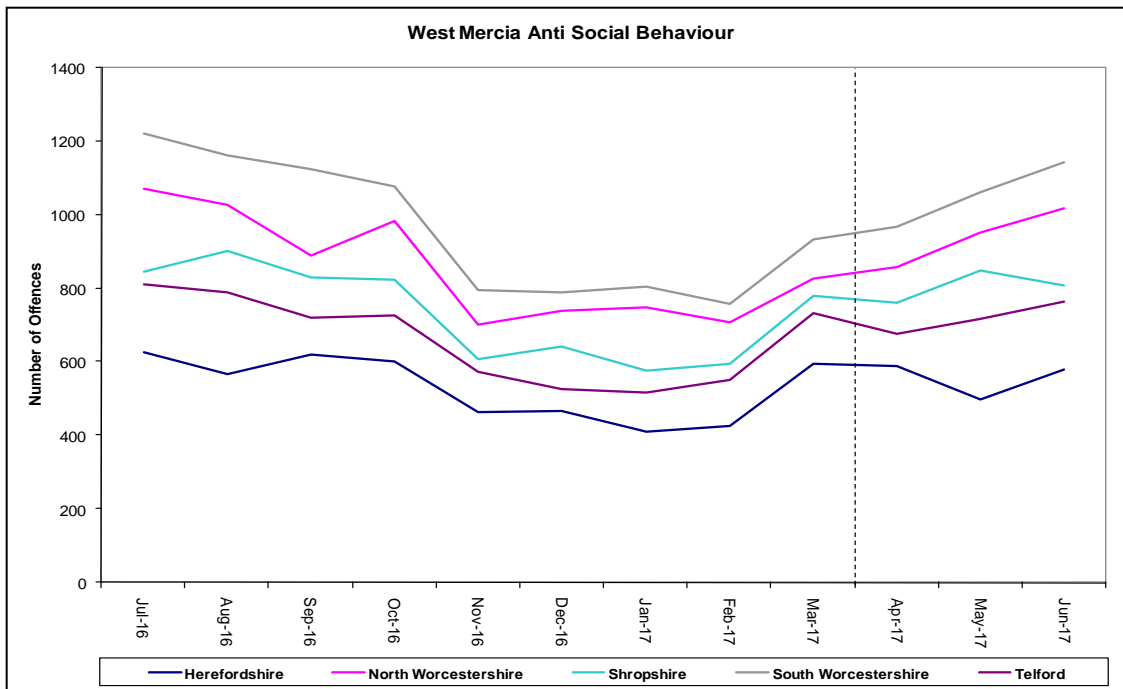
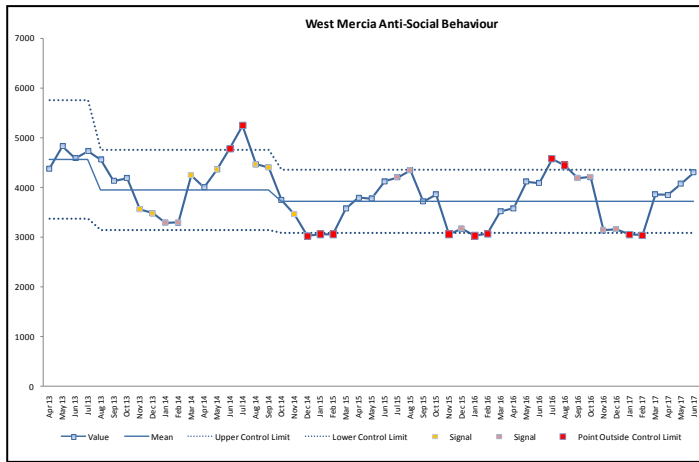


⁶ Data is only available to April 2017 due to the delay in receiving and processing the data from Action Fraud.

Anti-Social Behaviour

Signs of Improvement would be:

- ❖ Accurate reporting and risk assessing of ASB incidents



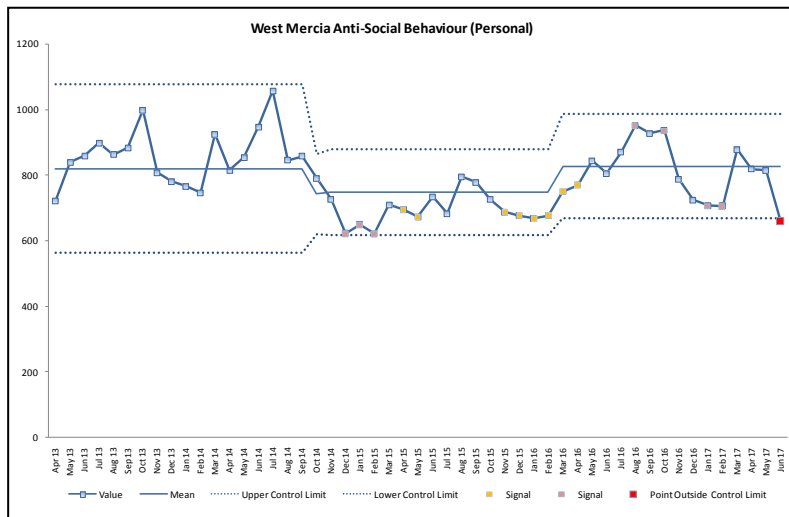
12,235 ASB incidents were recorded in the last quarter; a 23% increase compared to the previous quarter (9,954) and above the quarter average (11,475).

ASB in the last quarter is following the expected seasonal trend, with recorded incidents at their highest during the late spring/summer months.

Higher volumes of ASB were seen across all policing areas this quarter compared to the previous quarter. No exceptional volumes were across all policing areas. ASB will feature in the policing area summer policing plans.

There are three recognised types of ASB: 'personal' is behaviour which is targeted to an individual or group rather than a wider community; 'nuisance' is where the impact is felt by a local community in general rather than individual victims; 'environmental' includes incidents where behaviour has an impact on the natural, built or social environment.

In the last quarter, 74% of all ASB incidents were nuisance, 19% personal and 7% environmental. This pattern is broadly similar to that seen in the previous quarter.



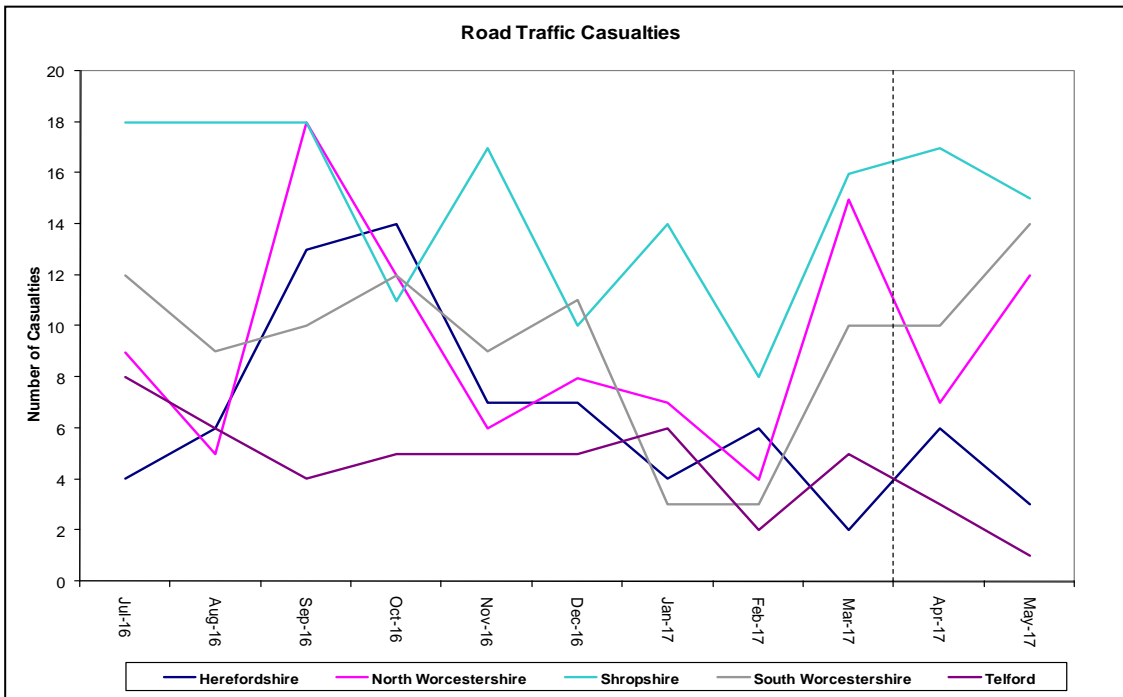
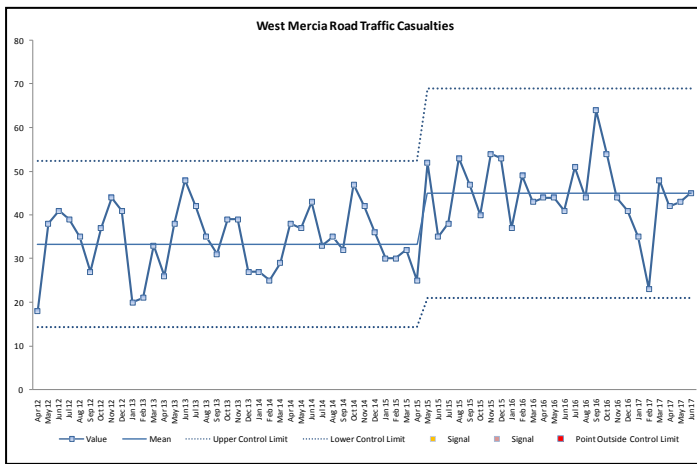
2,291 'personal' ASB incidents were recorded last quarter, a 1% increase compared to the previous quarter (2,278) and below the quarter average (2,441).

Volumes have significantly decreased in June and are in line with volumes not seen since January 2016 (667).

Road Traffic Casualties

Signs of Improvement would be:

- ❖ Reduction in fatal and serious injury casualties

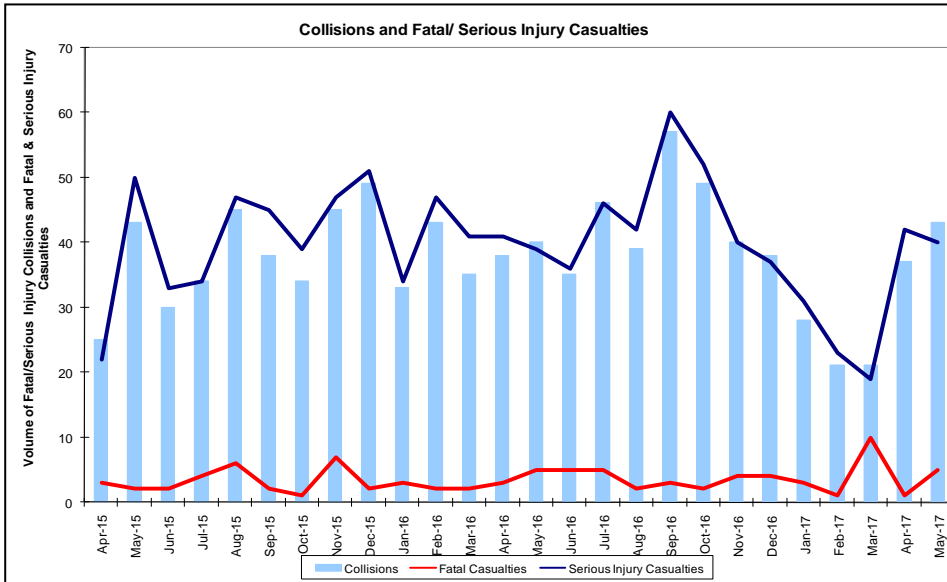


In the last quarter⁷ there were 13 road deaths. This included 3 drivers, 1 passenger, 6 motor cycle riders, 1 cyclist and 2 pedestrians.

7 fatalities occurred in Shropshire, 3 in North Worcestershire, 2 in South Worcestershire and 1 in Herefordshire.

In the last quarter over half (56%) of all fatal and serious injury casualties were car drivers or passengers; almost a quarter (24%) were on motorcycles and 8% were pedal cyclists. These proportions are very similar to previous years.

⁷ At the time of publication data regarding serious injury casualties in June is unavailable. This will be included in the next performance report in July. The omission of this performance data is not affecting our ability to respond to serious RTCs. The fatality data included here is accurate.



The chart indicates the volume of fatal and serious injury collisions and the pattern of serious injury or fatal casualties.

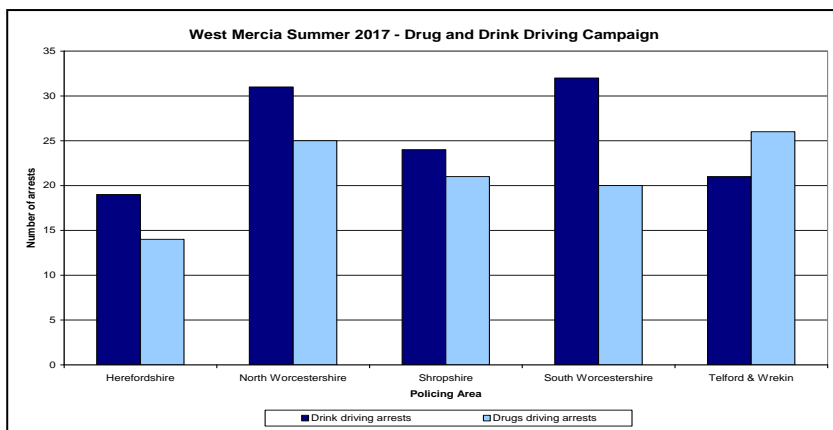
Road safety, including enforcement, education and engineering, is managed through the Safer Roads Team, with the key focus being casualty reduction.

Speed enforcement is driven through the Community Concern Programme and Casualty Reduction Programme, run by community volunteers and partnership Enforcement Officers respectively. In 2017/18 these programmes have operated both fixed and mobile enforcement cameras at 146 sites across West Mercia, resulting in almost 12,377 offences being recorded.

The Safer Roads Partnership has identified 6 high harm routes across West Mercia and from this group one higher harm route, requiring focused police activity and visibility to reduce casualties. These are subject to daily tasking within the policing areas and activity is reviewed monthly with data presented to local Tactical Tasking meetings.

Summer Drug and Drink Driving Campaign

The alliance’s summer drink and drug driving campaign resulted in 127 drink driving arrests and 106 drug driving arrests across West Mercia. The chart below provides a breakdown of the campaign arrests by policing area.



Response Times to Emergency Incidents

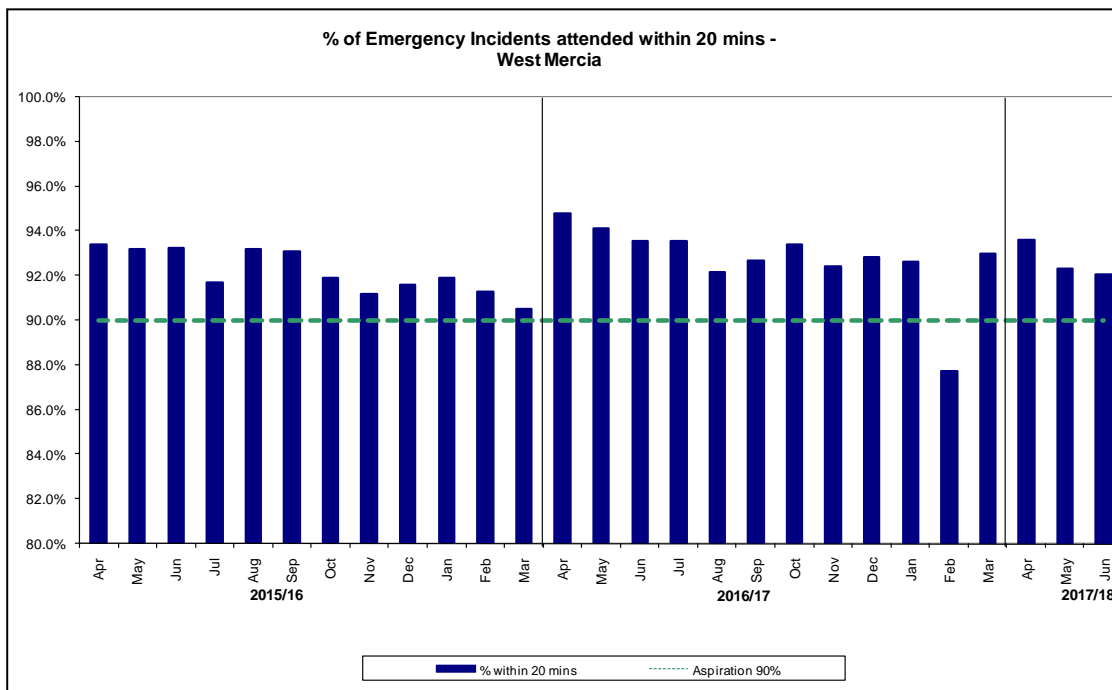
Signs of Improvement would be:

- ❖ Respond to all incidents in a timely manner and provide a high quality of service

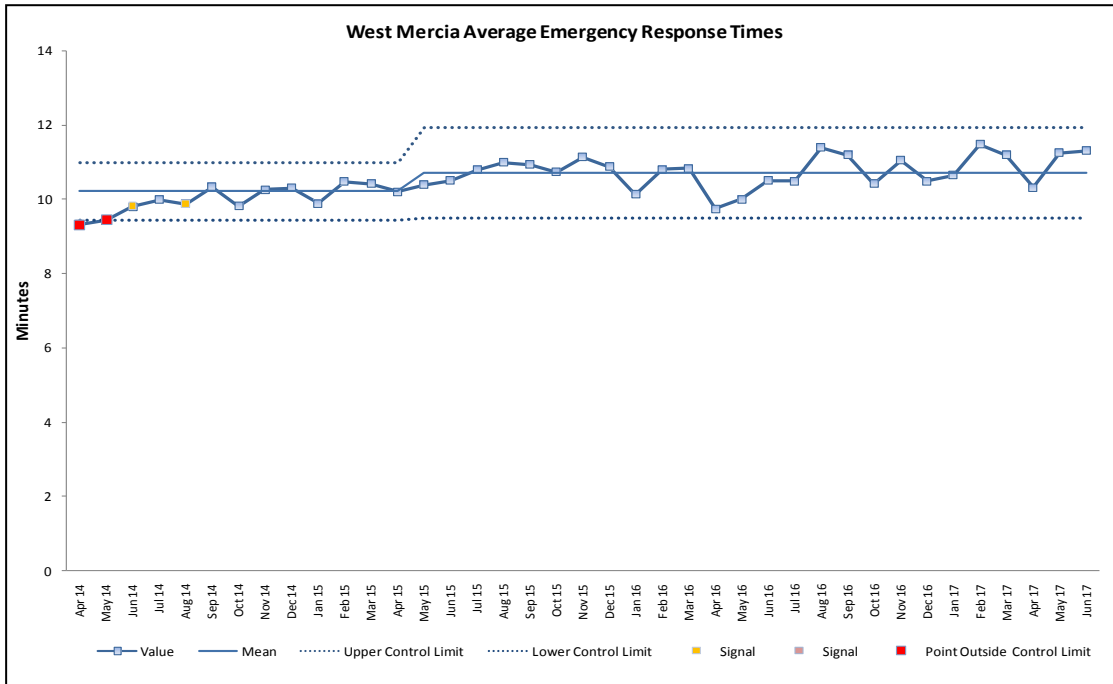
The alliance managed response guidelines are to safely deploy the nearest available and appropriate resource as expeditiously as possible, while assessing the threat, risk and harm associated with the incident and other emergency demands for service at that time. While time of response is a key indicator,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

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

13,112 emergency incidents were recorded in the last quarter, an increase of 31% compared to the previous quarter and 17% greater than the same period last year. Despite this increase in volume, more than 9 out of 10 emergency incidents are attended within 20 minutes.



The current average response time for emergency incidents is (11mins 19secs) this is in line with the previous month (11mins 16 secs) but is above the monthly average (10mins 42secs).



NB: from April 2016 we have been able to produce a more accurate data set

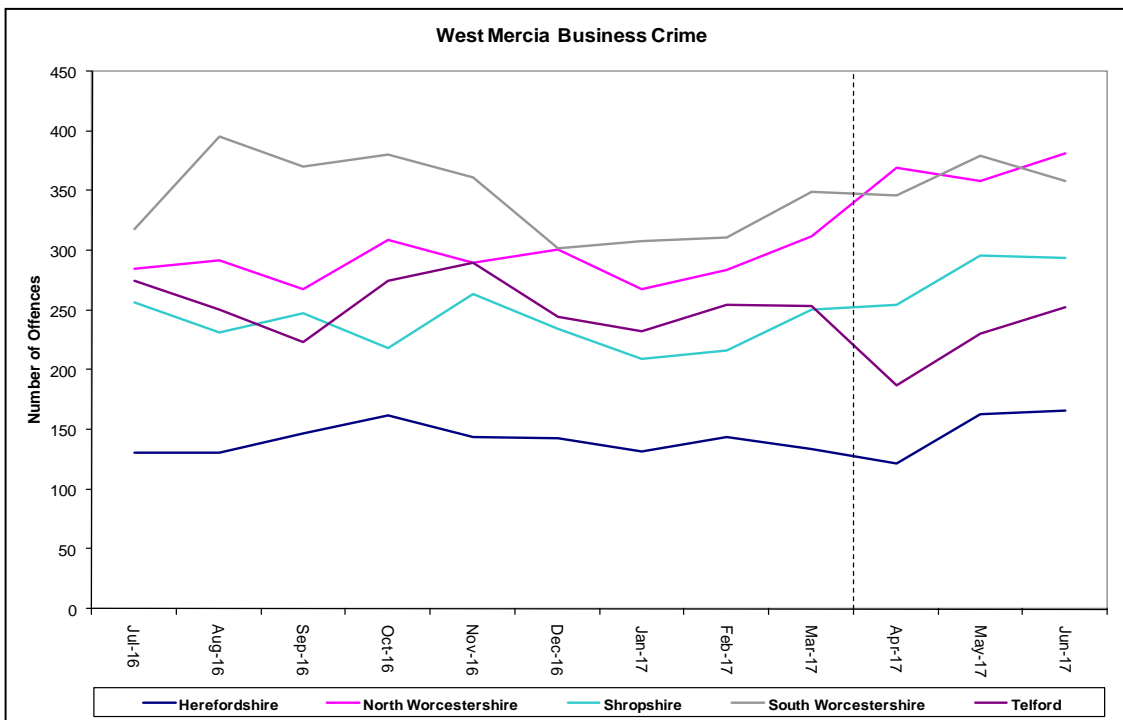
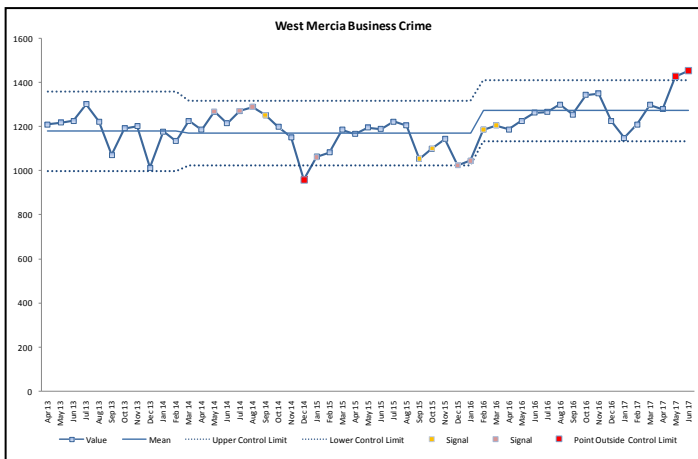
The introduction of the mobile working project across the alliance and initiatives emerging from the Control Centre change programme are anticipated to have a positive impact on response time performance in the long-term.

Reassuring West Mercia

Business Crime

Signs of Improvement would be:

- ❖ Stable volumes of recorded crime

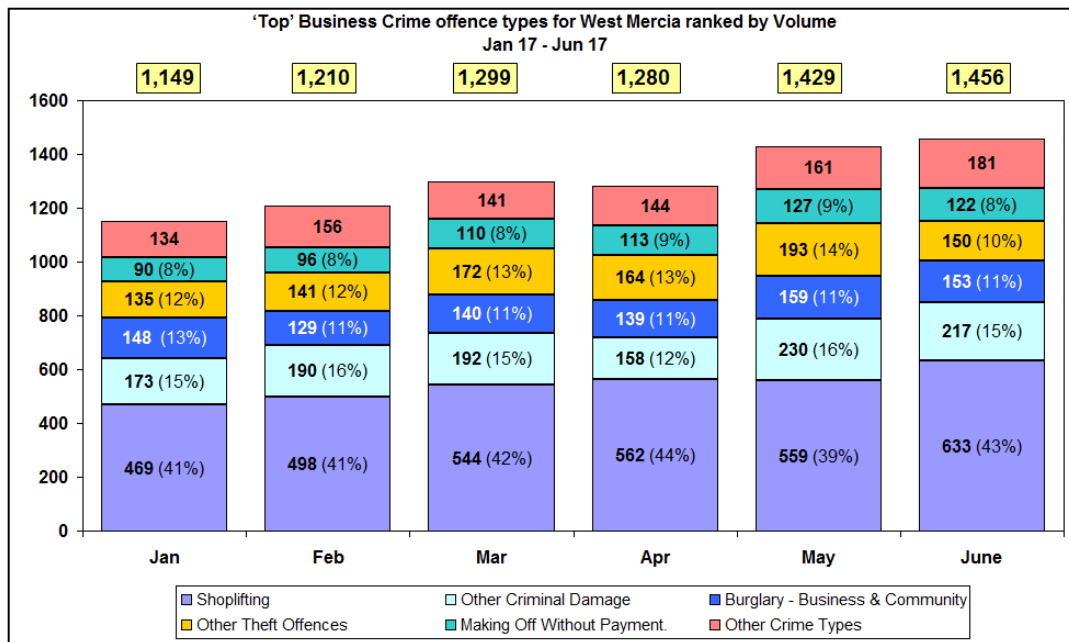


Business crime offences are a sub-set of total recorded crime and are identified as any criminal offence (against person or property) which is associated to a business.

4,165 offences were recorded in this quarter. This is a 14% increase compared to the previous quarter (3,658) and above the quarter average (3,891). Trends in business crime often mirror those of total recorded crime, however the increase seen this quarter is slightly higher than for total crime (14% v 9%).

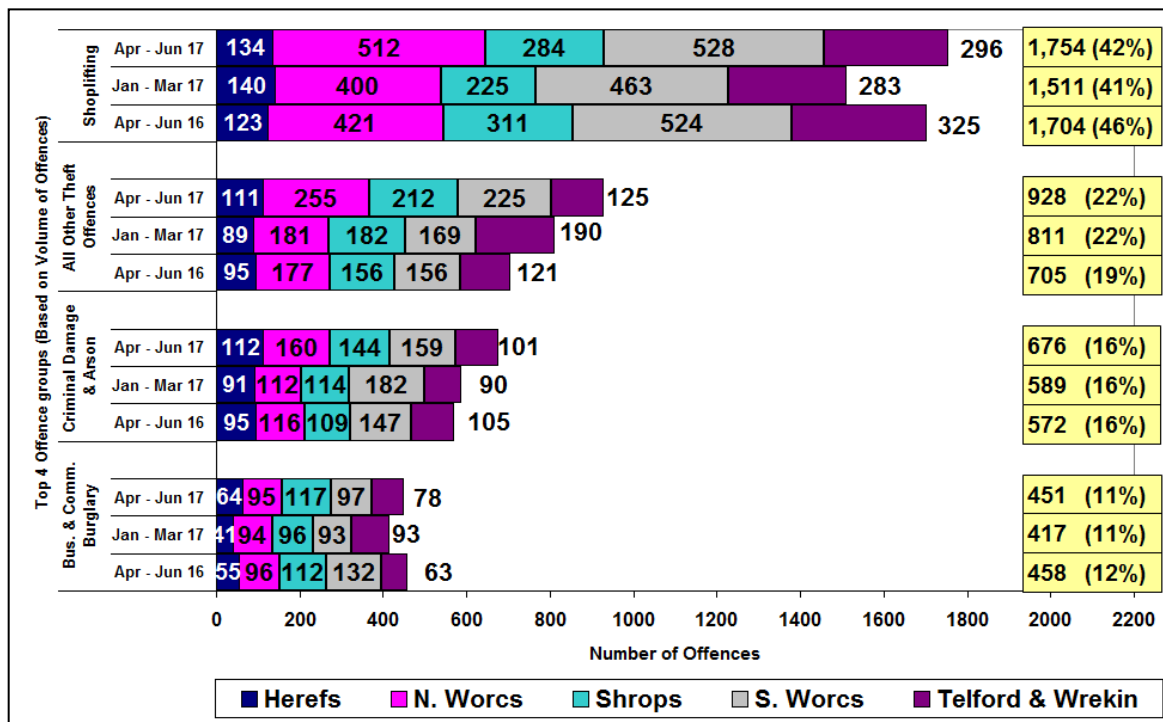
Volume increases for this quarter compared to the previous quarter have been seen across all policing areas with the exception of Telford & Wrekin. Exceptional volumes have been recorded across Herefordshire for the last quarter (April, May & June) and across Shropshire in May.

This chart shows the top 5 'business crime' offence types for West Mercia, ranked by number of offences with percentage share of total business crime by month. Over the last 6 months, increasing volumes in shoplifting, other criminal damage, 'other theft' offences and making off without payment offences have driven this growth trend.



The following chart shows the top 4 business crime offence types ranked by number of offences with percentage share of total business crime, broken down by policing area for the last quarter compared to previous quarter and previous year.

The 16% growth in this quarter compared to last quarter for shoplifting offences across West Mercia is most noticeable in North Worcestershire (+112 offences) and South Worcestershire (+65 offences).

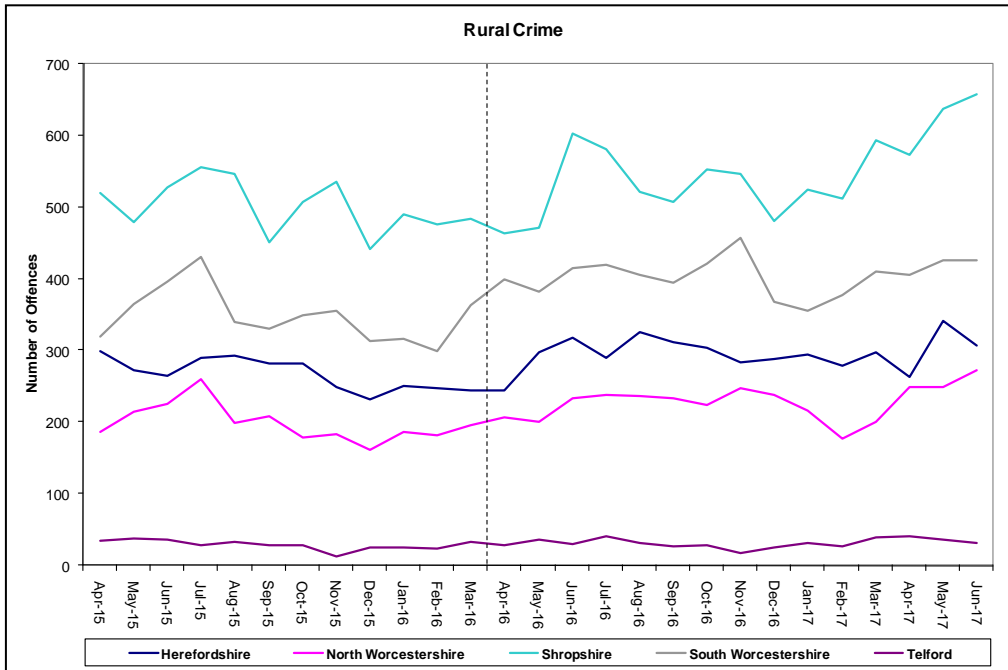
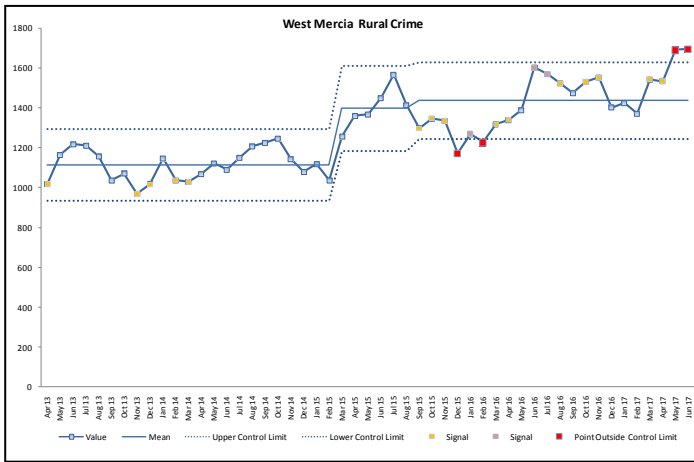


The rise in business crime was reviewed following last month's performance report and a report has been circulated.

Rural Crime

Signs of Improvement would be:

- ❖ Stable volumes of recorded crime



Rural crime offences are also a subset of total recorded crime and are identified by their geographical location⁸.

4,915 offences were recorded in the quarter, a 13% increase compared to the previous quarter (4,335) and above the quarter average (4,574). Exceptional volumes have been recorded in May and June across West Mercia. Trends in rural crime often mirror those of total recorded crime, however the increase seen this quarter is slightly higher than for total crime (13% v 9%)

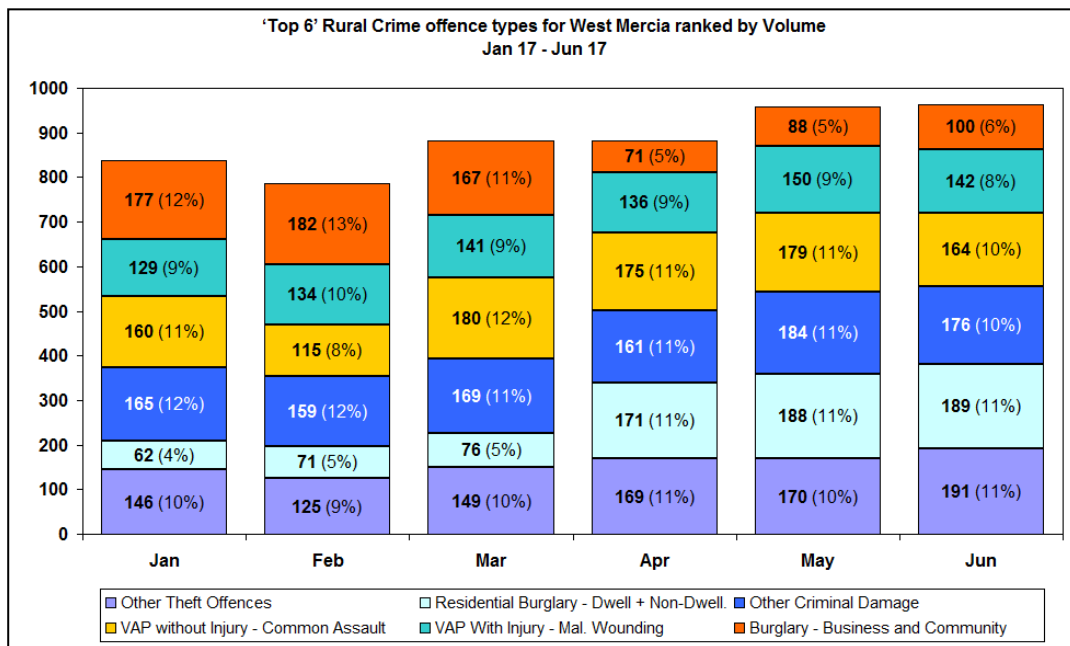
Volumes have increased across all policing areas this quarter compared to last. Exceptional volumes were recorded in May and June across Shropshire.

The 15% growth in this quarter compared to last quarter for rural crime in Shropshire has been attributed to growth in other theft offences (+41 offences) and growth in assault without injury offences (+30 offences).

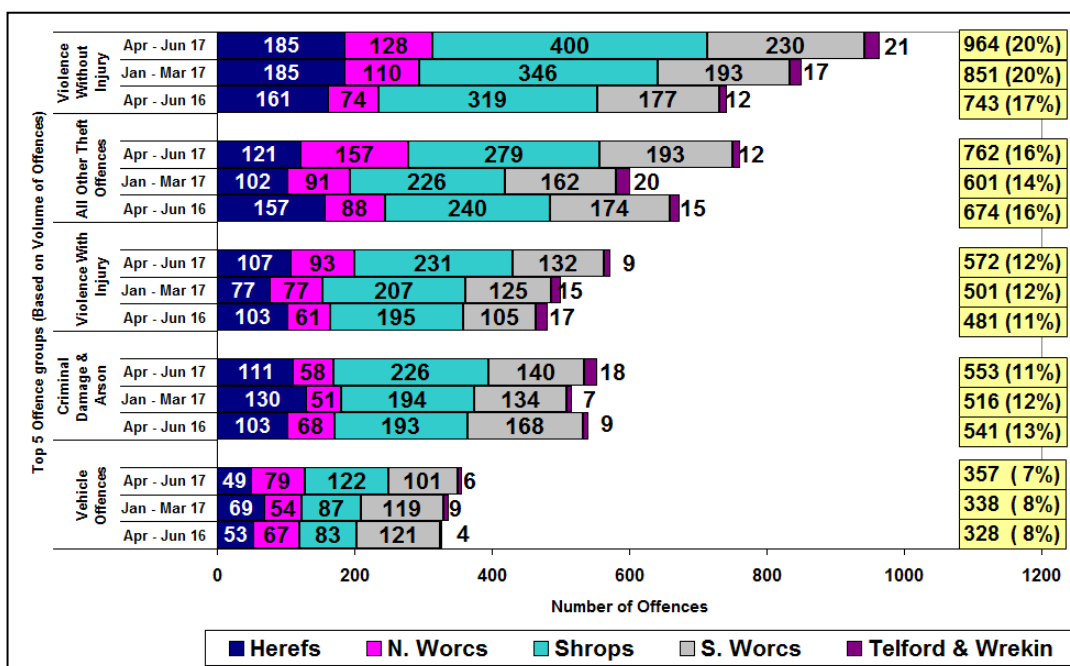
⁸ Rural crime is defined as any crime occurring in a rural area as defined by the 2011 ONS Rural Urban Classification

This chart shows the top 5 'rural crime' offence types for West Mercia ranked by number of offences with percentage share of total rural crime by month. Over the last 6 months, increasing volumes in 'other theft' offences, other criminal damage and common assault offences have driven this growth trend.

With burglary offences, these figures have been affected by the changes to the Home Office classification for domestic burglary – the new category of residential burglary now includes all offences in sheds and outbuildings located within the curtilage of the property. Previously these offences would have been classified as 'burglary other building'. This explains the volume changes in residential burglary and Business & Community Burglary from April 2017 onwards.



The following chart shows the top 5 'rural crime' offence types ranked by number of offences with the percentage share of total rural crime, broken down by policing area for the last quarter compared to previous quarter and previous year. The main sub-category offence types prevalent in this quarter are; other theft offences (11%), assault with (11%) and without (11%) injury offences.



Reforming West Mercia

Sickness

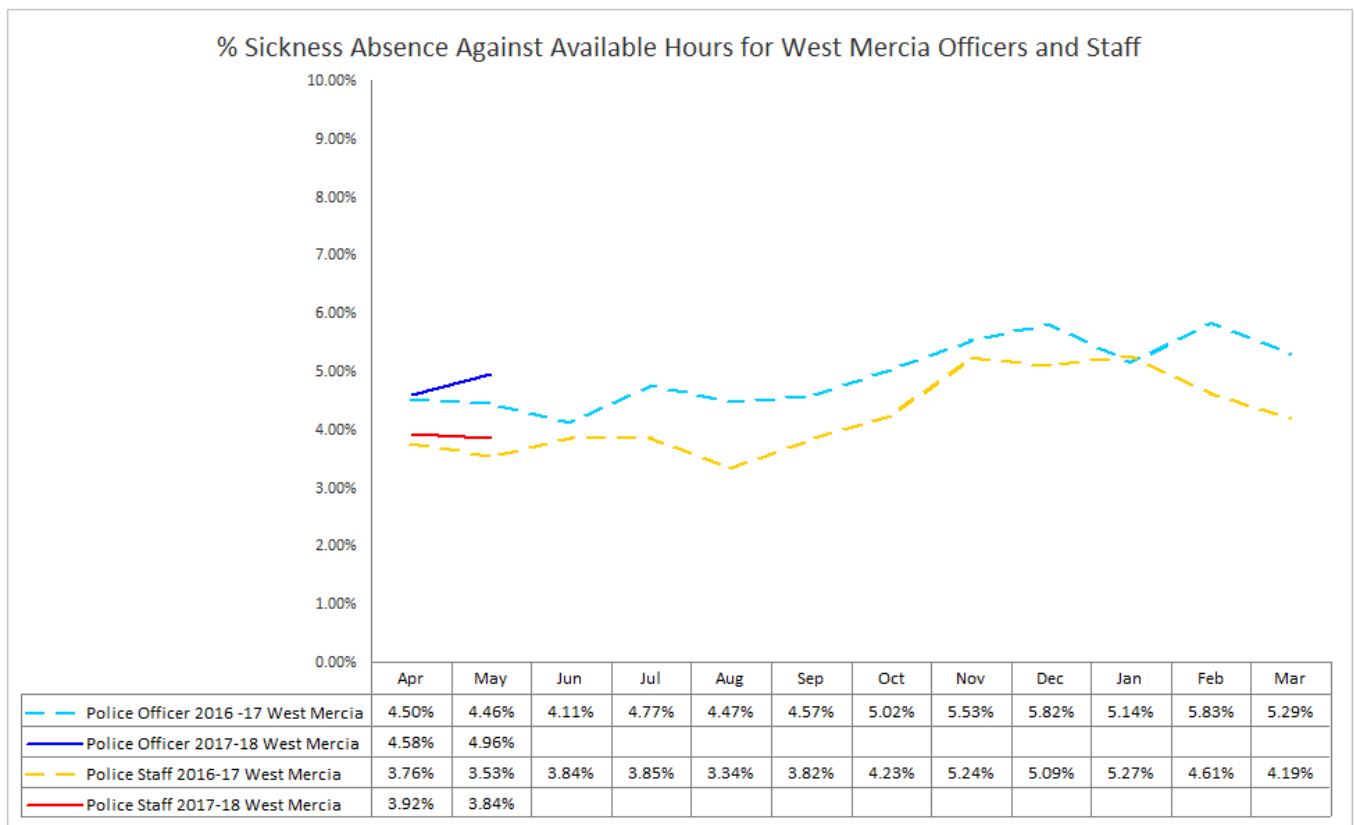
Signs of Improvement would be:

- ❖ Improved staff wellbeing – improving levels of attendance

Workforce sickness forms part of the overall Health & Wellbeing Agenda around staff welfare.

Following recent changes to the alliance Origin HR system, sickness data for June is not available at the time of publication of this report.

Across West Mercia, the average percentage days lost to sickness in April and May 2017 for both officers and staff was higher than for the same period last year. However sickness rates were lower than the previous 3 months.



Latest national comparison data for hours lost to sickness was updated in July 2017. Sickness rates and national ranking positions have generally improved compared to 2014 and 2015.

		March 14		March 15		March 16		March 17	
		% Hours Lost	Rank	% Hours Lost	Rank	% Hours Lost	Rank	% Hours Lost	Rank
West Mercia	Officer	6.1%	43	5.7%	40	4.5%	23	4.7%	19
	Staff	4.5%	36	5.2%	37	3.8%	12	4.5%	23
National Average	Officer	3.8%		4.1%		4.4%		4.6%	
	Staff	3.8%		4.1%		4.4%		4.6%	

For the 12 months to March 2017, the % hours lost to sickness for officers has increased slightly (from 4.5% to 4.7%). However, this is now in line with the national average (4.7%) and the force's comparative ranked position has improved to 19th.

For police staff, sickness rates have also increased (from 3.8% to 4.5%), but remain below the national average (4.6%). The rank position has worsened in this latest period (23rd) but remains much improved on previous years.

Health & Wellbeing Board

Health & wellbeing activity continues across the alliance, co-ordinated through the Health & Wellbeing Board. Key activity in the last quarter includes:

- continued promotion of the Employee Assistance Programme (EAP)
- Progression of work plans around the 9 key aims of the Health & Wellbeing Strategy
- 109 teams began the Virgin Pulse 10,000 step challenge
- Delivery of new gym equipment
- Inclusion of alcohol awareness incorporated into the induction process

Complaints

Signs of Improvement would be:

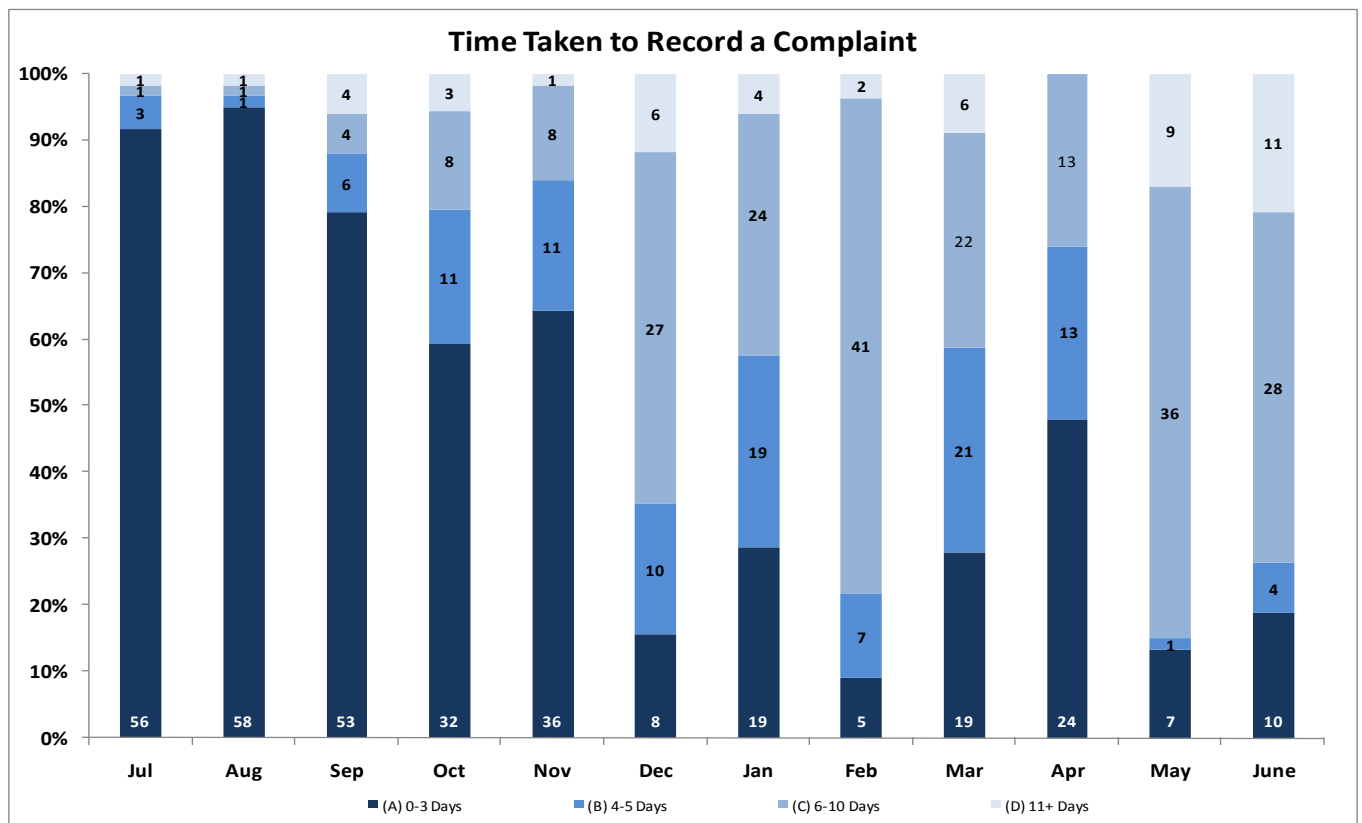
- ❖ Overall reduction in complaints
- ❖ Timeliness within national guidelines
- ❖ Reduction in severity of complaints
- ❖ Reduction of incivility

The following data is supplied by Professional Standards Department and is collated on a cumulative basis. The data below is for July 2016 to June 2017.

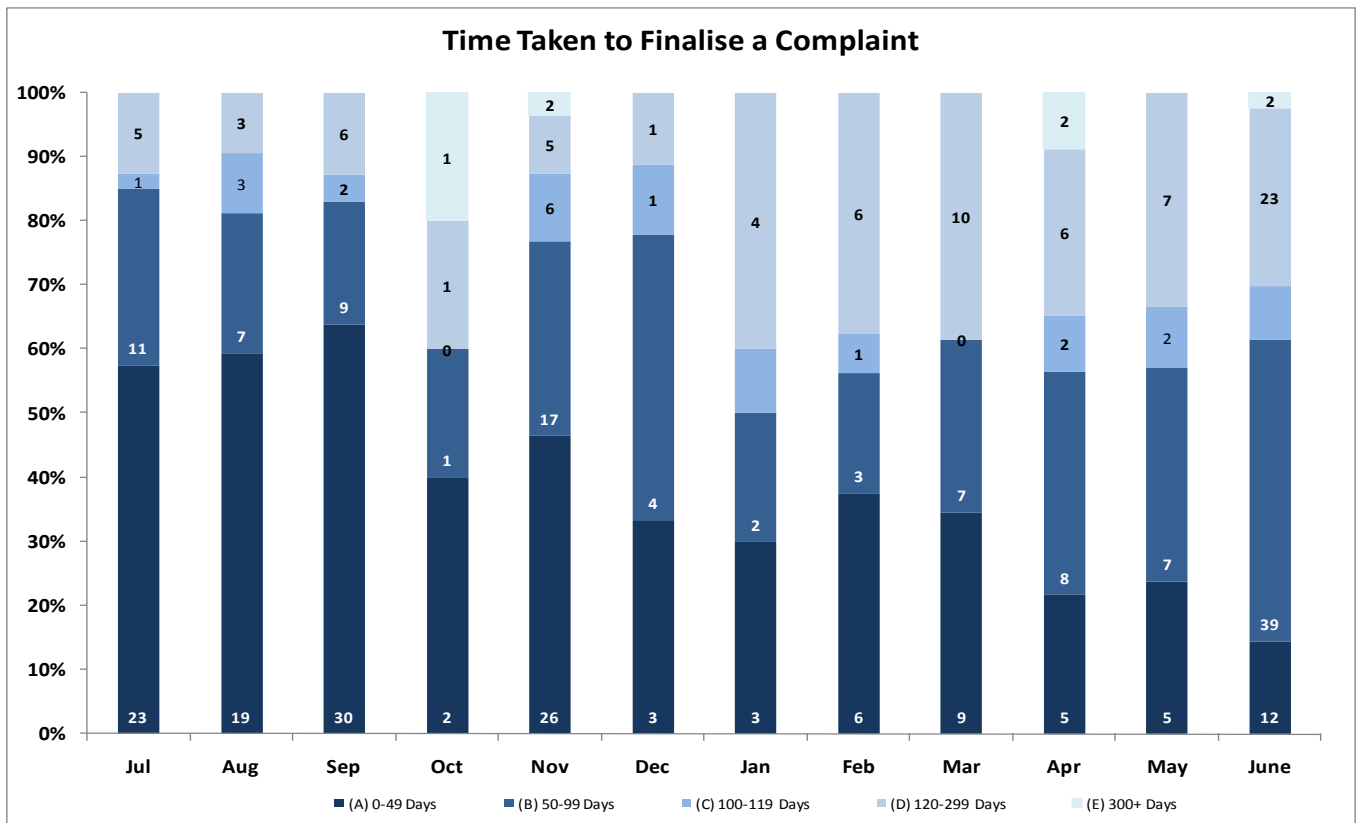
Timeliness to Record & Finalise

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

The national target is to record cases within 10 days and to finalise within 120 days. The alliance forces have an aspiration to improve on this and to record & action 80% of all complaints within 3 days. Since December 16 the percentage of complaints recorded in 3 days has been notably below this 80% aspiration (at 26%), principally due to limited staff availability. However 87% of complaints were recorded within the 10 day national target.



The second national target is to finalise cases within 120 days. In the last quarter 69% of cases were finalised in 120 days, an increase compared to the previous quarter (62%).



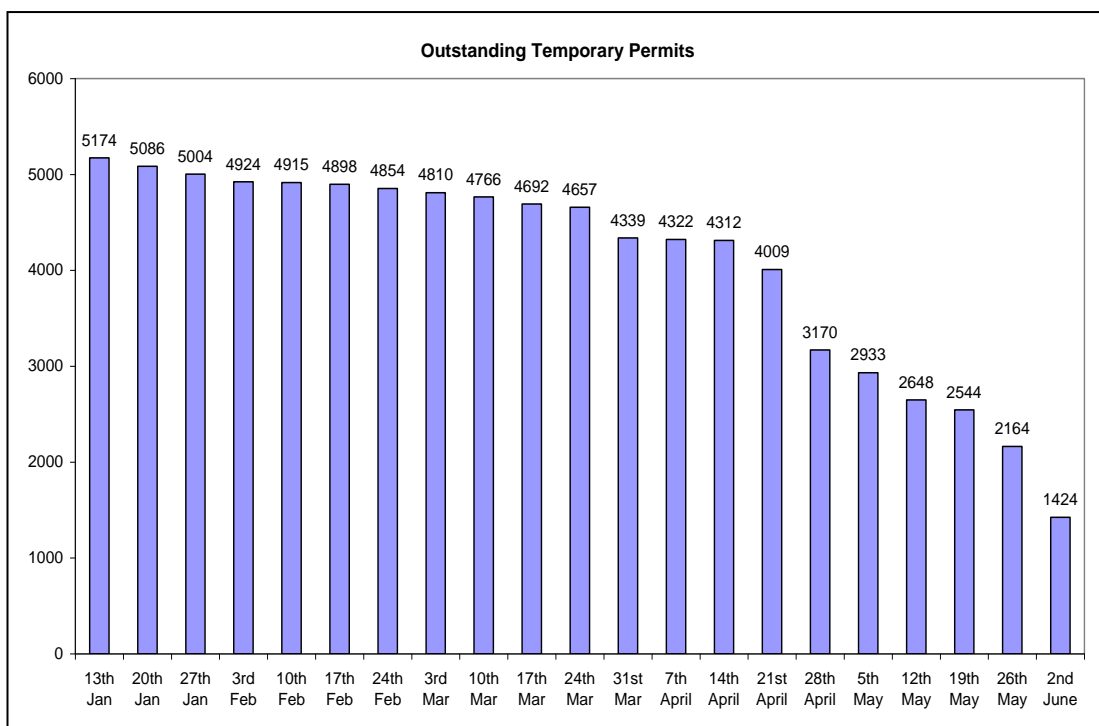
Firearms Licensing

Sign of Improvement would be:
❖ Timeliness in processing renewal applications

Performance in the Firearms Licensing Unit continues to make progress following the completion of the Kier Commissioning Review in October 2016 and the subsequent action plan that has been generated and which is being implemented by the management team.

The temporary permits continue has continued to reduce down from the end of the previous quarter (4,339) to (1,424) in the last quarter (June 2017).

Recruitment of additional staff, recommended within the Kier Commissioning Review Action Plan, is now in progress following the successful approval of the subsequent business case.



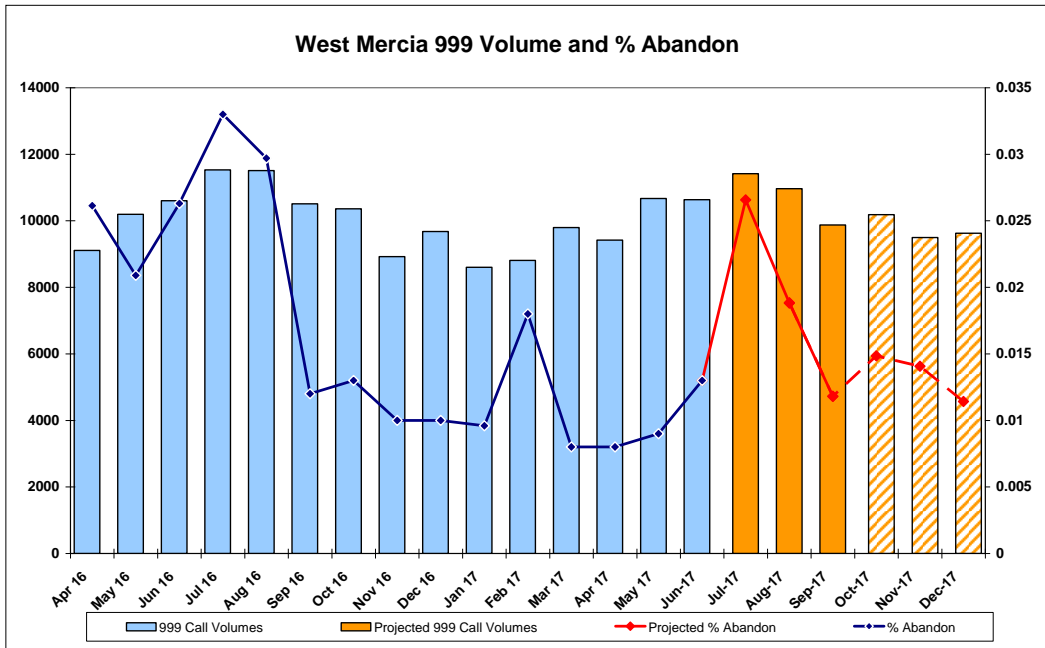
Call Handling

Signs of Improvement would be:

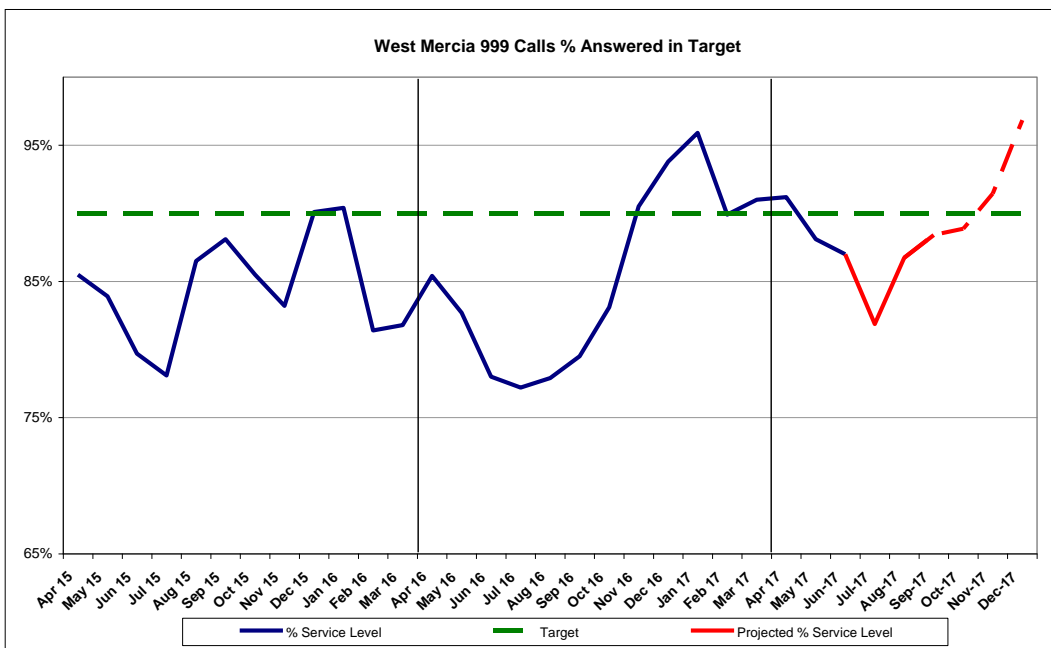
- ❖ Increase % of calls answered in target time
- ❖ Reduction in abandon rates

Calls on the 999 system

30,721 calls on the 999 system were received last quarter; an increase compared to the previous quarter (27,202). The abandoned rate decreased slightly this quarter (1%) compared to the previous quarter (1.2%).

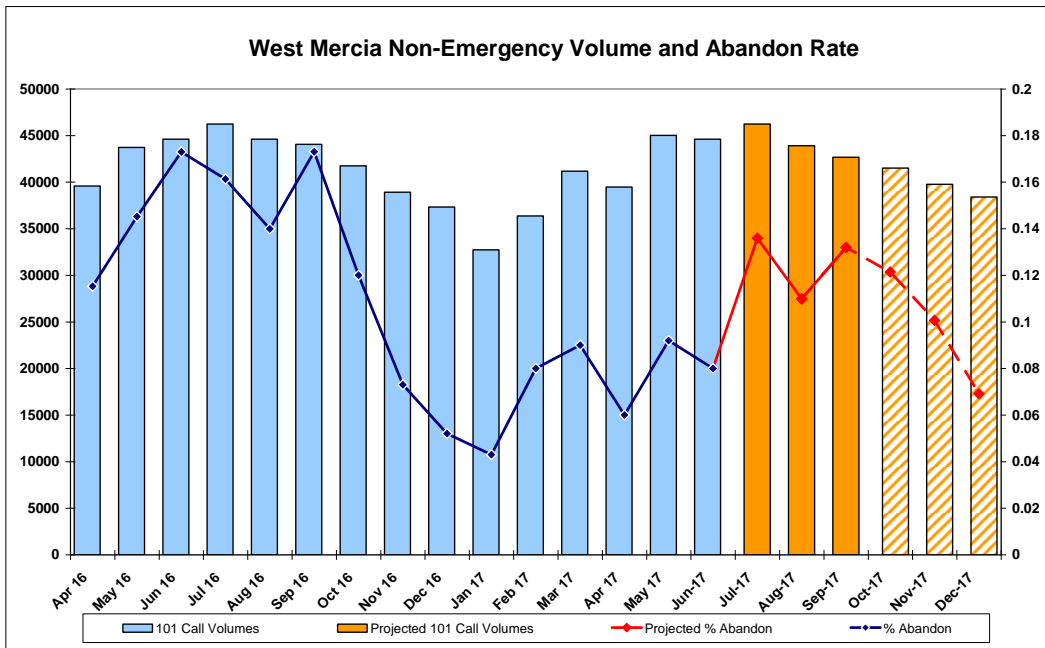


The proportion of 999 calls answered within 10 seconds decreased for the last quarter compared to the previous quarter and in May and June has been below the 90% target. This follows a seasonal pattern, with performance dipping in summer months as call volumes increase. Performance in June 2017 (87%) was notably higher than for the same month in the last 2 years (80% & 78%) despite an increase in call volumes. In June 2017 over 90% of calls were answered within 20 seconds, whereas in June 2016 the 90% target was not met until 30 seconds.

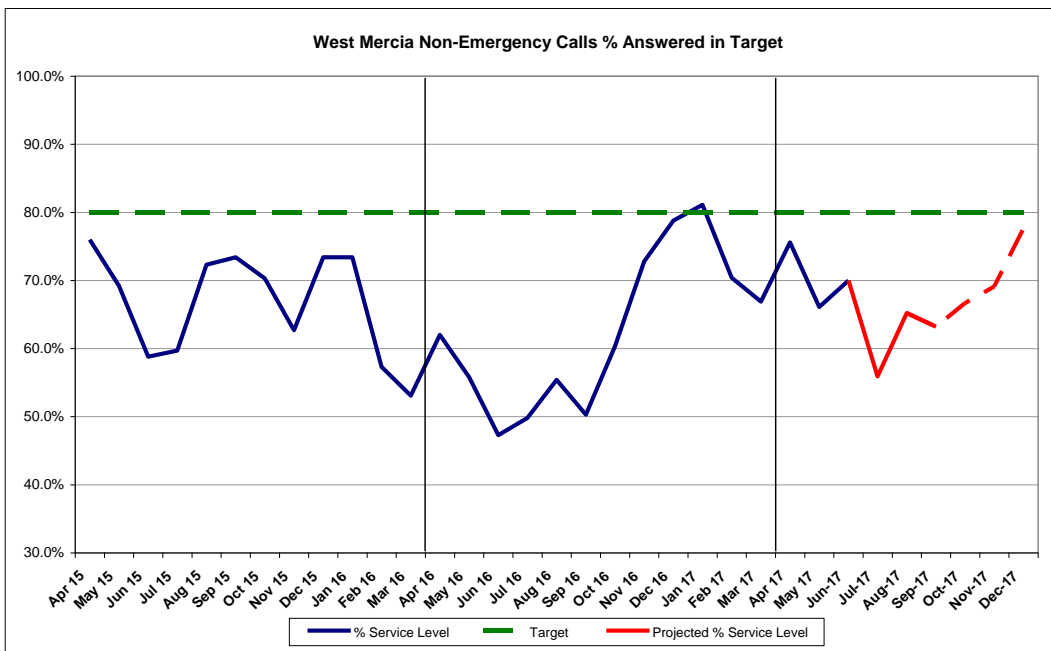


Non-Emergency Calls

129,092 non-emergency calls were received last quarter, an increase compared to the previous quarter (110,273). The abandoned rate this quarter (7.6%) is comparable to the previous quarter (7.0%).



The % of calls answered in 30 seconds decreased in the last quarter compared to the previous quarter and remains below the 80% target. The fall in performance has been due to increased demand and essential staff abstractions to prepare for the introduction of the new Command & Control system later in 2017. However, performance is improved on the same period last year, despite an increase in call volumes and these essential abstractions.



The implementation of the alliance Contact Management Strategy in 2017/18 will help to reduce the volume of calls to the Control Centre therefore further improving abandon rates and call handling times. OCC performance will be subject to discussion at Performance Management Group in April 2017.

Personnel Vetting

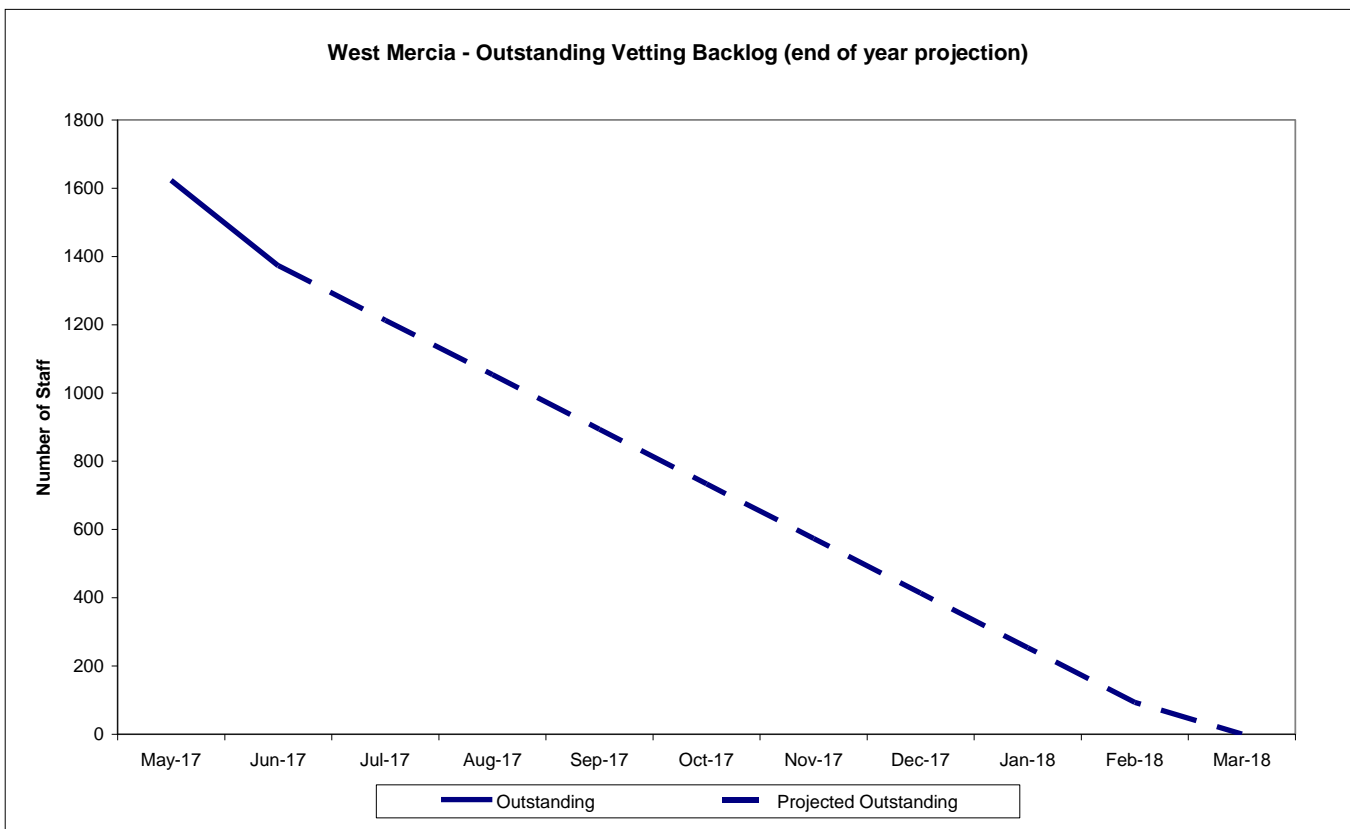
Signs of Improvement would be:

- ❖ Reduced volume of outstanding backlog

The backlog of retrospective personnel vetting was highlighted during a HMIC inspection in 2016/17. Following the inspection, the alliance was afforded two years to establish a plan and resolve the current backlog. The backlog forms part of the Professional Standards business review and a business plan is currently being produced to further address the matter.

Across West Mercia, approximately 1,373 personnel do not have up-to-date vetting as of June 2017, a decrease compared to May 2017 (1,623).

The projection indicates a continued downward trend in volumes, with the backlog expected to be cleared by March 2018.



WEST MERCIA POLICE AND CRIME PANEL 26 SEPTEMBER 2017

CYBER CRIME STRATEGY

Recommendation

- 1. The West Mercia Police and Crime Panel are invited to consider the Cyber Crime Strategy and determine whether it would wish to make any comments to the Police and Crime Commissioner.**

Background

- Nationally cyber crime is recognised as one of the greatest risks facing the country and is a key element of the Strategic Policing Requirement. At a force level the threat from cyber crime is identified in the Alliance Control Strategy as one of the highest risks faced by the Alliance.
- In 2016 the force signed off the Warwickshire Police and West Mercia Police Cyber Crime Strategy 2016. This document sets out at a strategic level the 4 P's (Prevent Pursue, Protect, Prepare) approach that is currently being implemented across the Alliance. A copy of the strategy is attached at Appendix A.
- Shortly after the strategy was implemented operational requirements led a number of changes in senior police personnel responsible for the implementation of the strategy. On a day to day basis the force approach to cyber crime is now the responsibility of a Superintendent who has provided the following update on the current position.

Current position

- There have been a number of significant achievements reached in support of the strategy:
 - Training** – training has been delivered to staff and supervisors who work in the Operational Control Centre (OCC) so there is a clear route and advice/support line for active cyber crimes reported to the police.
 - Guidance** - cyber incident guidance documents are now all live on the force intranet and provide a valuable, readily available resource for all personnel.
 - Alliance Cyber Unit** - in mid-August Chief Officers gave approval to create an Alliance Cyber Unit from within Protective Services resources from Crime Management, PVP and specialist intelligence, and from revising management responsibilities within Crime Management

6. The unit comprises: one detective inspector (DI), one detective sergeant (DS) and three detective constables (DC). This team will provide support and active guidance to specific threats and enable the force to look more closely at vulnerable/ higher threat cases and is ideally placed for a strong link with Action fraud/ National Fraud Intelligence Bureau (NFIB).

7. In addition a Digital Intelligence Unit will provide active support for investigation and provide support for the Digital Intelligence and Investigation (DII) capability. This is comprised of a detective sergeant and a detective constable

- **Alliance Digital PCSO:** a PCSO from Herefordshire has been recruited and will be in post soon. This officer will be working between the Regional Organised Crime Unit (ROCU) and the Economic Crime Unit (ECU) to start to coordinate prevent activity for partners working with the ROCU prevent lead.
- **Support to Alliance staff in Cyber Crime** – one of the DS is working with the Forces' Corporate Communications to provide ratified and streamlined guidance to staff for cyber-related incidents via a single one stop shop on the force intranet

8. In addition Corporate Communications is working with 2 virtual teams of staff as subject matter experts and end users to create interactive, intranet-based "push notification" guidance that will be sent as a "click link" to staff deployed to incidents. This will be developed with support from the Learning and Development team in September and will potentially be ready for testing in October.

- **Digital Media Investigators (DMIs)** – Officers in the cyber crime unit are now responsible for coordinating and supporting the DMIs.
- **Partnership activity** – the Force cyber lead is keenly aware that partner activity has been continuing with less support from Police at a strategic level than there should have been. This has been as result of the internal structure changes. The 4P plans are being reviewed regionally in the ROCU, which is looking to streamline and get more consistency across the region to ensure all forces share the same learning and focus activity on current threats. When all the Cyber Crime Unit staff are in post the force will be better placed to assist coordination and development of partner activity.

9. Moving forward, Tracey Onslow, the Deputy PCC, has offered to chair a West Mercia cyber partnership group that the Police wish to create to help progress the partnership approach.

Conclusion

10. Since the inception of the strategy there has been a considerable amount of internal restructuring taking place to ensure the force is best placed to deal with the cyber threats it faces. There has been a necessary focus on the internal and specialist requirements as opposed to partnership development. However this will be addressed in the coming months.

Supporting Information

Appendix 1 – Warwickshire Police and West Mercia Police Cyber Crime Strategy 2016

Contact Points for the Report

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

Andy Champness, Police and Crime Commissioner Chief Executive
andrew.champness@westmercia.pnn.police.uk

Background Papers

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

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

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Cyber Crime Strategy



Warwickshire Police and West Mercia Police 2016 Cyber Crime Strategy



Warwickshire
POLICE



West Mercia
POLICE

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Foreword

It is a pleasure to introduce the very first Cyber Crime Strategy for Warwickshire Police and West Mercia Police. The internet represents a huge social and technological change in our lifetime. It is a wonderful resource and key enabler to communities to enjoy and achieve things. However, our increasing reliance on cyberspace has brought new risks, with organised criminals using the internet to exploit victims and steal large amounts of money, often through the theft of our personal information.

Law enforcement recognises the challenges and the requirement to work in partnerships to protect our communities from such harm. Warwickshire Police and West Mercia Police take these risks seriously. We are determined to tackle the threats, but in a way which balances security with respect for privacy and fundamental rights.

I believe that the publication of this strategy is an important step in building upon the excellent partnerships we have in place. This strategy will support businesses by setting out how we will support you, and will foster opportunities for business to be involved in schemes such as Cyber Essentials and the Cyber Information Sharing Partnership.

This strategy outlines how individuals concerned about their security, be it from fraud or identity theft can identify how to help themselves. By 2018, it is the aspiration of Warwickshire Police and West Mercia Police that the strategy will have enabled communities and individuals to protect themselves, businesses will have the right information to help themselves, and police will be effectively dealing with those criminals causing most harm.



Stephen Cullen

Temporary Assistant Chief Constable Protective Services

PCC commissioning approaches

The Police and Crime Commissioners' commissioning approaches to cyber crime will encompass the whole pathway from prevention, early intervention, providing support to victims and then working with the police to understand the cause of crime and how best to tackle offenders.

It is vital that we empower our communities to be safe and secure in a digital age and partnership working is key to this. Our commissioning intentions include raising awareness amongst young and old people and businesses, those particularly vulnerable to cyber crime, on how they can protect themselves from falling victim of cyber crime and ensuring the vulnerable in society have access to tailored advice on how to stay safe online. For those who have fallen victim to cyber crime it is imperative that they know how to report the crime and are offered support to cope and recover.

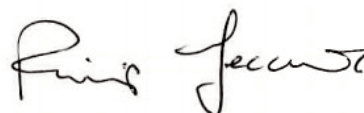
"I pledged to create a West Mercia that puts victims and survivors first, is reassured, reformed and is more secure. Having an effective strategy for tackling cyber crime is clearly an important aspect of delivering those promises. We must have an agile approach to cyber crime to ensure policing and law enforcement keeps pace with emerging threats. By giving officers the resources to be dynamic and innovative, empowering communities to play a more active role in preventing cyber crime and helping victims cope and recover we will help create a safer West Mercia."



John Campion

West Mercia PCC

"Cyber crime is identified as a Tier 1 national threat while the latest Crime Survey for England and Wales only serves to emphasise how the nature of crime is changing. The most common type of crime people suffer is now fraud and other internet-related offences, as criminals have increasingly shifted their focus to an online digital world. Our response needs to change accordingly – both in terms of law enforcement and as users of digital services. This is a problem which cannot be solved solely by enforcement action by the police, either locally or nationally. The best defence is for people and businesses to be aware of the simple steps they can take which can prevent the majority of offences taking place and increasing awareness of these will remain a high priority during my term of office."



Philip Seccombe

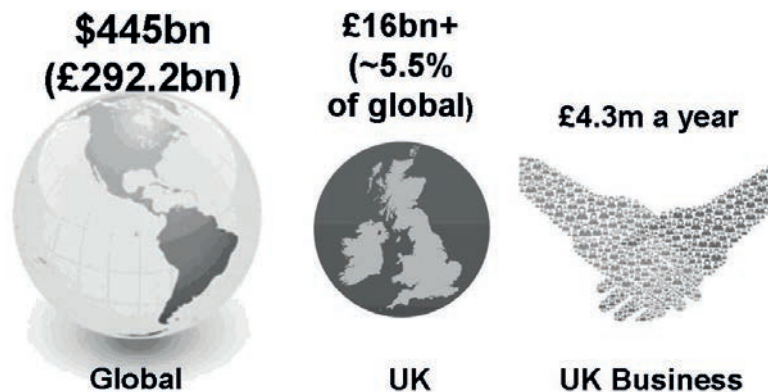
Warwickshire PCC

Executive Summary

“Cyber crime” or “online and digital crime” is a very real, and very common occurrence in our every day world, and affects every part of our local and global economy, as well as every part of our personal life. Modern devices such as smart phones and tablets have brought the internet not only to our fingertips but to our bedsides, our pockets and to our children. And yet there is strong evidence that access to such technology, with all its opportunities and benefits, can put our businesses and our families at increasing risk of exploitation.

The digital environment, including the Internet and the DarkWeb, has been used to great effect by criminals to trade legitimate and illicit products and services. Sophisticated operators have traded cloned credit card data and bank account details, hire of botnets (infected networks of computers) and the (legal) delivery of hacking tutorials. Online grooming for a variety of purposes has also been demonstrated in a variety of publicly available social media and interactive spaces.


The cost of cyber crime currently is estimated as follows:



...Compared to:



The threat is expected to increase. Research indicates that by 2019 the global losses to cyber crime will exceed \$2trillion ([Juniper, 2015](#)). Assuming the above figures stayed in line, the UK alone could expect a loss in excess of £64bn – roughly equivalent to the benefit from the current round of Devolution Deals to the UK Economy ([DCLG, September 2015](#)).



The UK is identified by the G20 as the most cyber-dependent economy of its member nations with 74 percent of the adult population buying goods and services online.

UK total online spending in 2014 was £175bn – 31% of the UK's total spend in that year by debit and credit card (£567bn) ([UK Cards Association, 2014](#))

“Despite long term falls in traditional crime types, there is growing evidence that crime has moved online. Digital and cybercrime is no longer a curiosity or new specialism in policing: it's what we deal with on a daily basis.

“The priorities for law enforcement are to make the UK a hostile place for cyber-criminals to target or operate, improve the response to victims and develop capabilities in local forces.


The NPCC is working closely with the National Crime Agency and College of Policing to develop effective systems and train staff to tackle fraud, cyber and digital crime.

Transforming our response to these crimes is a challenge but it is a priority for investment in policing. Additional funding through the National Cyber Security Programme has supplied specialist investigators and protect officers at regional level and there's increasing evidence of forces supporting this with local cyber-capabilities.”

National Police Chiefs' Council Lead for Cybercrime, Deputy Chief Constable Peter Goodman (2016)

Concerted and coordinated Partnership working, with existing and new partners from the local to the national, will be essential to protect people from the greatest harms. The public and the online and digital industry will also have to play their part to ensure that their experiences and services remain positive, fulfilling and secure.

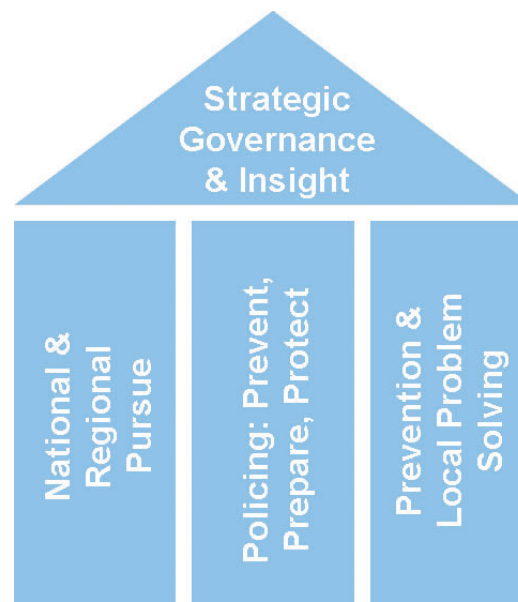
This strategy document sets out the overview for how Warwickshire Police and West Mercia Police and partners will operate its Cyber Strategy. It will set out the three building blocks of the strategy landscape of national to local partnership. The remainder of the document will then specifically focus on the most public facing of the building blocks: Prevention and Local Problem Solving.



This strategy will at all times remain consistent with obligations under the Strategic Policing Requirement and the NCA National Cyber Strategic Assessment.

Cyber Strategy : Strategic Overview

The structure of the Cyber Strategy will look like this:



Each part of the above strategic approach will have 2 common phases to govern its progress:

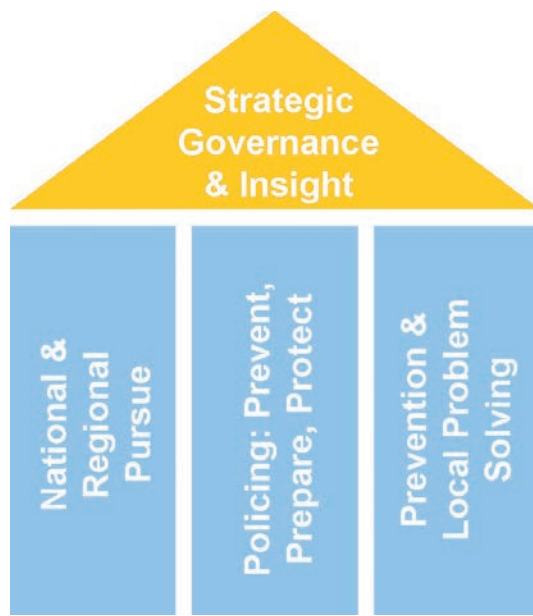
1. Developing and executing implementable, valid workstreams.
2. Evaluating outcomes and adjusting working methodologies based on evidence based findings.

Following the Deming cycle - Plan, Do, Check, Act - three main approaches will be used to assist evaluation and adjustment:

1. Linear approach: the strategy will be developed, implemented, evaluated and eventually terminated (or replaced).
2. A lifecycle approach: the output of the evaluation phase will be used to maintain and adjust the strategy itself.
3. A hybrid approach: several continuous improvement cycles on different levels may exist.

Strategic Governance & Insight

Develop and Execute the Strategy



This section will provide guidance to the Strategic Governance Group (SGG) and Partnerships to the strategy on the main components and actions that should be considered during the development and execution phases. Each of the remaining 3 building blocks will focus on core objectives that require attention, and the programme of work required to meet these objectives. These objectives will support the Vision and Principles of the overall strategy in a “local philosophy”, and provide the content to drive delivery against each of the action plans.

Vision, Principles, Objectives and Priorities of the Strategy

The Vision

- To promote in partnership a social and economic online environment where individuals and communities understand the risks and are better protected from harm

Scope of the online and digital environment in the Vision, for Cyber Crime purposes

Warwickshire Police and West Mercia Police definition of a cybercrime that “An offence should be flagged as cyber-enabled where the reporting officer believes that on the balance of probability, the offence was committed, in full or in part, through a computer, computer network or other computer enabled device.”

The National adopted definition of cybercrime as of 7th October 2014 is:

1. Cyber Dependent crimes, where a digital system is the target as well as the means of attack. These include attacks on computer systems to disrupt IT infrastructure, and stealing data over a network using malware (the purpose of the data theft is usually to commit further crime).
2. Cyber Enabled Crimes. ‘Existing’ crimes that have been transformed in scale or form by their use of the Internet. The growth of the Internet has allowed these crimes to be carried out on an industrial scale.

3. The use of the Internet to facilitate drug dealing, people smuggling and many other 'traditional' crime types.

The Principles for Strategic Governance & Insight

1. A Risk based, Evidence-Based approach
2. Working in partnerships

A Risk based, Evidence-Based approach

The purpose of adopting this approach is to enable the SGG to set priorities for the year ahead in order to meet the Vision, and relevant Objectives for each building block. Deployment of resources will be determined based on where the threat from cyber crime is the most greatest and where we can demonstrate our interventions and obtain greatest impact for the investment.

The key threats in the National Cyber Strategic Assessment 2015 are:

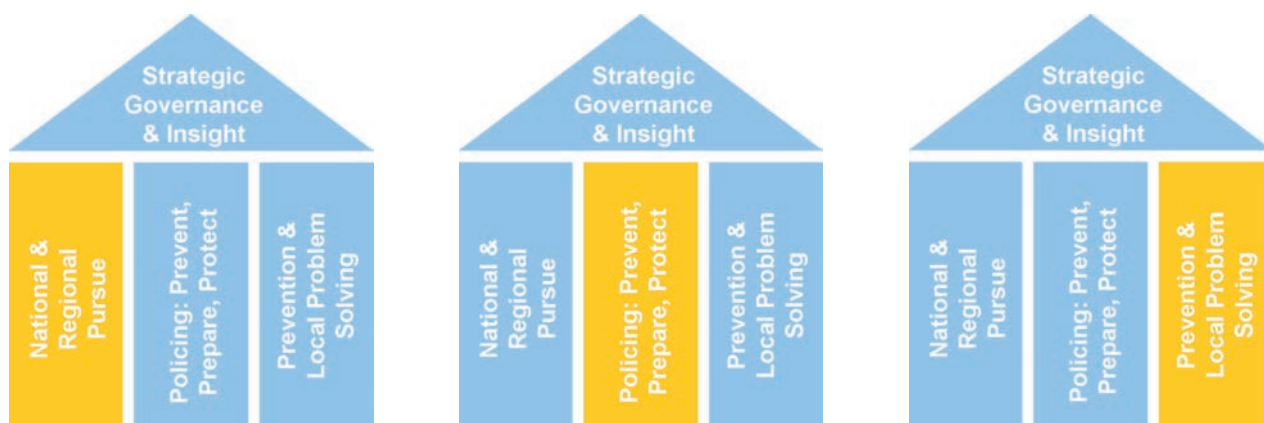
- Child Sexual Exploitation / Abuse.
- The proliferation of indecent images of children (IIOC) and online child sexual exploitation (OCSE) continue to subject children to risk.
- The large-scale harvesting of personal and business data to commit fraud offences against individuals and organisations.
- According to phishing statistics, Social Networking sites are the third target of phishing behind payment and financial systems.
- Victims are continuing to lose large sums of money from investment fraud (e.g. boiler room fraud or ponzi schemes). The call centres from which these frauds are perpetrated are often based in locations in the EU and South Asia. These frauds can have a significant financial, social and emotional effect on victims.
- Insider fraud is increasingly seen as a high risk area for the private sector domestically and globally. The targeting by OCGs of an organisation's staff members to coerce them into providing sensitive information and/or to facilitate criminal activity is of concern.
- With the introduction of major government online payment systems there is likely to be substantial interest from criminals with a shift toward more cyber-enabled fraud and more criminal use of identity.
- Bespoke mobile malware already exists and is well-established outside the UK. International groups already deploying mobile malware elsewhere may start to target the UK, and groups currently targeting western markets by other means may adopt mobile malware deployment. The increasing use of apps designed for legitimate financial transactions will, over the next 12 - 18 months, provide new opportunities for criminals.

- Abuse of identity documents continues to be a key enabler used by criminals. Identity theft occurs when criminals access enough personal information about an individual to commit fraud. They use various techniques to steal these details, from outright theft and social engineering to harvesting data through cybercrime. With this information, criminals can impersonate the victim in order to access bank accounts, fraudulently claim benefits or obtain genuine documents in the victim's name.
- Increasing use of the hidden internet, accessed through anonymising programs, is expected, allowing criminals to hide their real identity online and in the real world. This will give criminals increased confidence in their criminal activities online as it is much harder for law enforcement to establish their identities.

Common Objectives

These objectives are common to all 3 operational and partnership building blocks:

1. Effectively lead and govern the development, execution, evaluation and adjustment of protect activity across all levels to manage the threat that online and digital crime poses, engaging with all those inside the police service, public and private sector who are able to provide expertise.
2. Identify those most vulnerable to cyber harm in order to coordinate operational response.
3. Identify, test and deliver interventions that reduce cyber crime which make the online and digital environment more secure, in order to promote safer social and economic activity.
4. Lead and support media awareness campaigns to promote understanding of the risks and what can be done to effectively protect individuals and communities.
5. Reduce the harm caused by Fraud.
6. Pursue and Prepare - mainstreamed digital capability that delivers an effective and efficient operational response.



Additional Objectives

By agreement with the SGG, each building block may adopt specific additional objectives that assist the common phases set out in the strategic approach. This will help to maintain consistency of governance while allowing greater flexibility to accommodate emerging needs or challenges.

Common Objective 1

Effectively lead and govern the development, execution, evaluation and adjustment of activity all levels to manage the threat that online and digital crime poses, engaging with all those inside the police service, public and private sector who are able to provide expertise.

Priority Actions

1. Establish clear leadership and governance for each operational and partnership building block, with focused development and execution plans, based on evidence based practices and including evaluation.

Common Objective 2

Identify those most vulnerable to cyber harm in order to coordinate operational response.

Priority Actions

1. Identify all current interventions and use the [Evidence Based Policing Matrix](#) to show what we know works, what doesn't and what is promising but needs further evaluation. Identifying the 'evidence gap' through consultation with police and specialist cyber units, businesses and individuals affected by it – With the **Better Policing Collaborative** (Police Knowledge Fund project). Working with the emerging new arrangements in forces where specialist units are being developed and/or regional cyber units to:
 - Provide support via evidence review, evaluation and technical support to shape evidence-based tactical and strategic decisions;
 - Pool information to develop towards a standardised approach based upon identified good practice within and across forces.
2. Identify, enhance and support existing online and digital crime programmes across the schools, FE and HE in Warwickshire, Worcestershire, Herefordshire, Shropshire and Telford and Wrekin, with the specific needs of each building block.
3. Work with schools to offer victim care and confidence to report; as well as educating those responsible for the impacts.
4. Work to protect the elderly from harm through the existing cyber seniors programme.

5. Gather and develop knowledge products for our staff and partners based on existing and available evidence based policing¹ research which we are working with the Birmingham University to update, and also obtain outcomes from the Police Knowledge Fund.
6. Identify the victim demographic and the level of social media enabled crime in a number of forces to identify best practices and lessons learned.
7. Using the victim demographic, assess the impact of similar programmes with partner groups, and prioritise based on risk threat and harm.

Common Objective 3

Identify, test and deliver interventions that reduce cyber crime which make the online and digital environment more secure, in order to promote safer social and economic activity.

Priority Actions

1. Adopt Cyber Essentials, and encourage its adoption by local government, businesses and organisations.
2. Join CiSP – the Cyber security Information Sharing Partnership – part of CERT-UK. Enables members to share cyber threat vulnerability information and reduce vulnerabilities.
3. Promoting the Department for Business Innovation and Skills 10 steps to cyber security.
4. Promoting the CPNI / CESG Alpha guidance to Public and Private sector on BYOD.
5. Promoting greater awareness of fraud risks.
6. Instigating the behaviours that individuals, businesses and public services can change to enable self-protection.

Common Objective 4

Lead and support media awareness campaigns to promote understanding of the risks and what can be done to effectively protect yourself and others from harm.

Priority Actions

1. Adopt the #becybersmart brand for campaigns, and promote available awareness and education opportunities internally and externally including the Home Office supported and Open University-developed Massive Open Online Course '[Introduction to Cyber Security](#)' and the GCHQ supported app to teach people about cyber security and encryption. [A link to the free app – named Cryptoy - is available here](#)

¹ e.g. [Cyber crime: A review of the evidence Research Report 75 Dr. Mike McGuire \(University of Surrey\) and Samantha Dowling \(Home Office Science\) October 2013](#) and other studies being carried out across the UK, which are available through the SSI Environmental Scanning team.

2. Select additional awareness topics.
3. Build a business case.
4. Build a communication framework to deliver the plan.
5. Implement an awareness programme, using a variety of channels.

Common Objective 5

Reduce the harm caused by Cyber enabled Fraud

Priority Actions

1. Identifying good practice and sharing it with National and Regional stakeholders to promote effective response.
2. Work with existing local fraud victims to improve the level of service that we can give.
3. Improve public and business awareness of fraud and self-protection from it.
4. Improve information and knowledge, providing a centre of expertise to raise the priority of fraud, secure and use counter fraud resource appropriately and achieve better prevention and enforcement of fraud.
5. Working with public and private organisations to identify and reduce the risk from the key fraud enablers and high threat areas.
6. Champion and coordinate the counter-fraud community, helping it become more joined up, more efficient and effective - we will do this by building relationships, sharing good practice, dealing with the gaps and overlaps and helping to streamline the counter-fraud community landscape.

Common Objective 6

Pursue and Prepare - mainstreamed digital capability that delivers an effective and efficient operational response

Goal:

Embedding a distributed DII capability within Warwickshire Police and West Mercia Police

The National DII programme identifies the five key areas for success:

1. Ways of working
2. Digital Exploitation
3. People
4. Digital Sources
5. Collaboration & Partnerships

How will we deliver the objective?

The DII governance board should commission a more systematic review of Force level capabilities to facilitate effective prioritisation.

The DII Leads in Force should focus on developing priority capability development areas once these have been validated.

Development of a new performance framework that looks at cybercrime and operational DII capabilities rather than just numbers of officers and more traditional crime statistics.

Provision of appropriate support for cybercrime victims.

Using partnerships to enhance capability:

- Academic, Commercial, Police Staff Volunteers (PSV) / Special Constabulary (SC)

Mainstreaming cyber enabled digital awareness for all officers and frontline staff.

Digital crime prevention at a local level able to provide victims of crime with the right support:

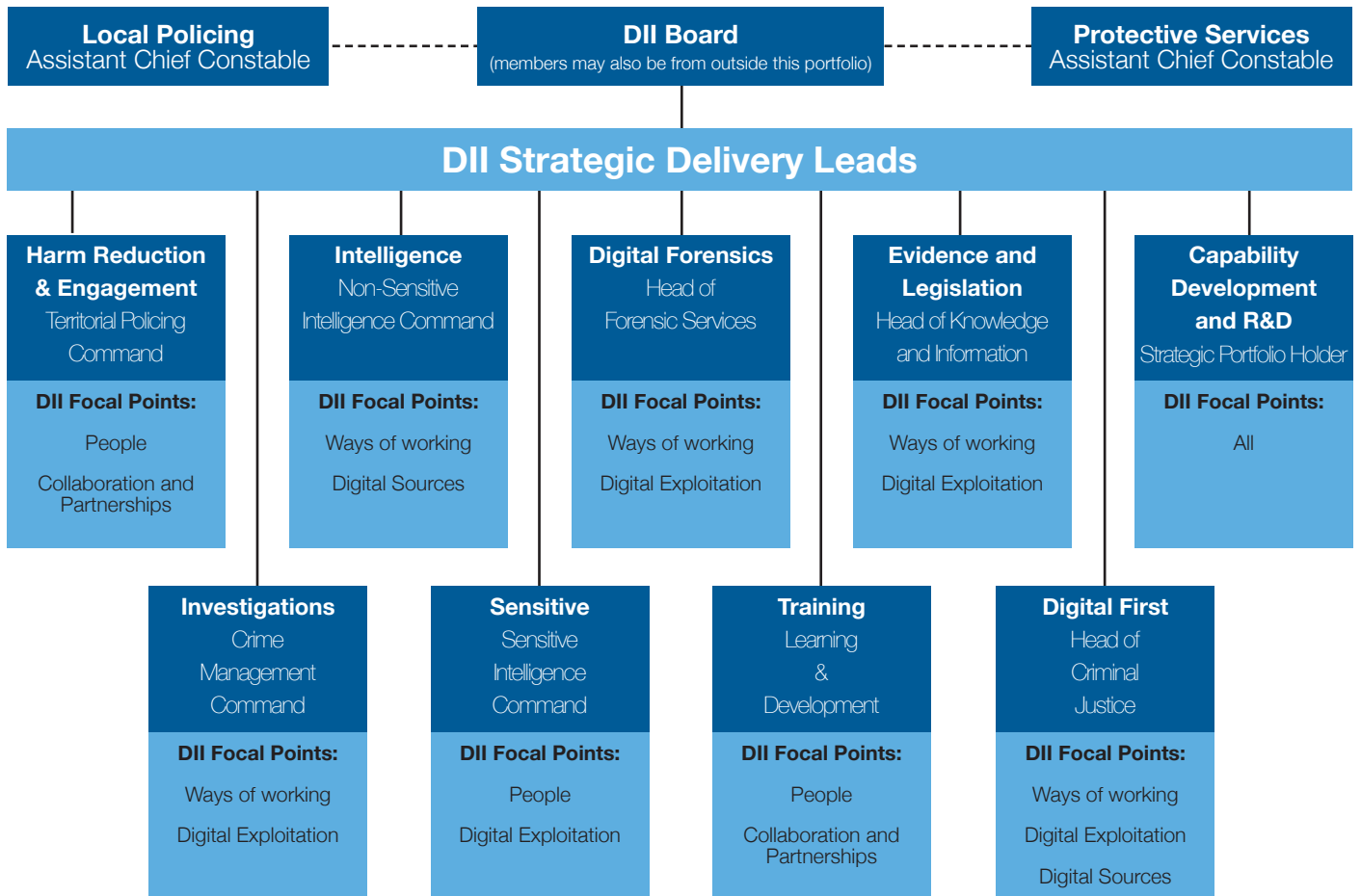
- Collaborative approach to data exploitation / big data
- Development of career paths for digital specialists
- Communicating with members of local public and raising awareness
- Provide management oversight
- Provide assurance to senior leadership
- Ensure accountability
- Establish named portfolio leads and ownership of workstreams
- Adopt the Strategy implementation framework

DII Board has 4 strategic roles:

1. Setting the strategic vision for DII
2. Establish an integrated approach to DII development
3. Maintaining oversight of DII capability delivery
4. Setting standards and monitoring operational delivery

Adopt five key areas:

- People, Ways of Working, Digital Exploitation, Digital Sources, Collaboration & Partnerships



DII will meet quarterly, chaired by the DII lead. It will:

- operate as the ‘engine room’ driving progress and monitoring performance;
- include new leads for each of the five capability areas, as a single accountable owner each area to ensure coherence and effective integration;
- include leads from the identified cyber / digital portfolios.

Draft Board terms of reference. It will:

- Identify areas of cyber related concerns that have or are likely to have an impact on the Constabulary and its ability to effectively deal with crime
- Ensure that all stakeholders are represented, ensuring visibility of both current and proposed workstreams across organisational functions
- Ensure that appropriate governance is maintained over digital activities in order to ensure that associated risks are managed effectively

Appendix 1 : Assistive Legislation

Term	Explanation
Crime & Disorder Act 1998	Section 17 of the Crime and Disorder Act 1998 Act places a duty on the responsible Authorities, Police, Fire and Rescue, Probation, Health and Local Authority to work together to prevent crime and disorder.
Computer Misuse Act 1990	<p>An Act to make provision for securing computer material against unauthorised access or modification; and for connected purposes’.</p> <p>Sets out three computer misuse offences:</p> <ol style="list-style-type: none"> 1. Unauthorised access to computer material 2. Unauthorised access with intent to commit or facilitate commission of further offences 3. Unauthorised modification of computer material
Privacy and Electronic Regulations (EC Directive) 2003	<p>These regulations, the UK implementation of EU directive 2002/58/EC (each member state of the EU is left to implement this directive for themselves), are enforced by the Information Commissioner’s Office, the UK’s independent authority set up to promote access to official information and to protect personal information.</p> <p>According to the regulations, companies must get an individual’s permission before sending email or SMS messages (the law applies also to telephone calls and faxes). There are significant limitations. In the first place, the regulations only apply to messages sent to individuals’ email addresses, not business addresses. The penalties are also limited, when compared to penalties for offences covered by the Computer Misuse Act. The legislation only applies to senders within the UK. Most spam originates from beyond the UK.</p>
Police and Justice Act 2006	<p>Includes amendments to the Computer Misuse Act. The maximum prison sentence under section 1 of the original Act was increased from six months to two years. Section 3 of the Act (‘unauthorised modification of computer material’) was amended to read ‘unauthorised acts with intent to impair or with recklessness as to impairing, operation of computer, etc.’ and carries a maximum sentence of ten years.</p> <p>The Act also added another section, ‘Making, supplying or obtaining articles for use in computer misuse offences’, carrying a maximum sentence of two years.</p>

<p>Serious Crime Act 2007</p>	<p>Provided the police with powers ‘to detect, disrupt and prevent serious crime’ (Home Office press release, 30 October 2009). However, some people have raised concerns about the implications for civil liberties, not least because the burden of proof required in a civil court is lower than that required in a criminal court and there is consequently more scope for potential miscarriages of justice.</p> <p>In 2009 reports in the press said that the police had the power to hack into the computers of suspects without a warrant.</p>
<p>Serious Crime Bill (currently passing through Parliament) – to become the Serious Crime Act 2015</p>	<p>To replace the Serious Crime Act 2007, the Bill will also make a number of changes to the Computer Misuse Act 1990, in particular to ensure that sentences for attacks on computer systems fully reflect the damage they cause. It will:</p> <ul style="list-style-type: none"> a) new offence of unauthorised acts relating to a computer that result, either directly or indirectly, in serious damage to the economy, the environment, national security or human welfare, or creates a significant risk of such damage. The offence will carry a maximum sentence of life imprisonment for cyber-attacks which result in loss of life, serious illness or injury or serious damage to national security and 14 years’ imprisonment for cyber-attacks causing, or creating a significant risk of, severe economic or environmental damage or social disruption. b) Extend section 3A (making, supplying, or obtaining articles for use in offences under sections 1 or 3) of the 1990 Act to include an offence of ‘obtain for use’ to cover the event of tools being obtained for personal use to commit offences under section 1 c) Extend the existing extra territorial jurisdiction provisions in section 4 of the 1990 Act to provide a legal basis to prosecute a UK national who commits any 1990 Act offence whilst physically outside the UK, where the offence has no link to the UK other than the offender’s nationality.
<p>Electronic Commerce (EC Directive) Regulations 2002</p>	<p>The Regulations, also known as the “E-Commerce Regulations”, apply to all businesses that sell or advertise goods and services to consumers on the internet or by email. The Regulations govern the information that must appear on a website where a consumer can enter into a contract. Businesses must provide consumers with the following information (this is not an exhaustive list), and some requirements may overlap with ICACS (see below):</p> <ul style="list-style-type: none"> a. Full business name. You must state the full company name (e.g. ABC Ltd), or in the case of a sole trader/partnership, you must state the individual names (e.g. Mr A Bloggs t/a ABC Services).

	<ul style="list-style-type: none"> b. Full business geographical address (including post code). c. Your (business) contact details, including email address. d. Your VAT registration number (if applicable). e. The price for each item (inclusive of any tax) and delivery costs. f. Clear technical guidance on how to complete the contract online. g. Once the contract has been made online, immediate confirmation of the order to the consumer by electronic means.
<p>Consumer Contracts Regulations 2013 (ICACS)</p>	<p>The Regulations replace the Distance Selling Regulations 2000 and apply to all online sales after the 13th June 2014. The Regulations require businesses to provide the following information to consumers:</p> <ul style="list-style-type: none"> i. A full description of the goods or services, including how long any commitment will last on the part of the consumer. ii. Total price of the goods or services, or the manner in which the price will be calculated if the total price cannot be determined (including any taxes). iii. Cost of delivery and details of who pays for the cost of returning those items if you have a right to cancel and change your mind. iv. Cancellation rights – including a standard cancellation form. Consumer's cancellation rights start from the time the order is made and have been increased to 14 days (from 7 days) from the day after the goods are received. v. Full business name and geographical address. <p>Failure to provide the required information, or provide it in the correct format, could result in cancellation rights being extended by up to a year.</p> <p>Unless the return is due to an item being faulty, you must refund the consumer within 14 days of either getting the goods back or on receiving evidence that the goods have been returned e.g. proof of postage receipt (whichever is sooner). The refund must include the item price plus the cost of basic delivery. Exceptions to the consumer's right to cancel, for example, for health and hygiene reasons (Reg28).</p> <p>Other than for a faulty item, or if your terms & conditions state otherwise, the consumer is responsible for paying for all return delivery charges and a business may deduct a 'reasonable' amount if the consumer has handled the goods beyond what is necessary to establish the nature, characteristic and function of the goods.</p>

<p>Consumer Rights Act 2015</p>	<p>The Consumer Rights Act 2015 received royal assent on the 26th March 2015. The Act replaces 8 existing laws including the Sale of Goods Act 1979, Supply of Goods and Services Act 1982 and the Unfair Terms in Consumer Contracts Regulations 1999. The Act came into force on 1st October. It:</p> <ul style="list-style-type: none"> • Addresses digital content as a separate product category and outlines the rights to repair or replace faulty intangible digital content. • Outlines a clearer route for consumers interested in understanding their rights and the remedies they have if they feel goods/services fail to do what was promised. • Clarifies when terms & conditions can be considered unfair. • Clarifies the periods for repair, replacement and refunds related to both good and services • Simplifies the process by which small businesses can take legal action against bigger companies that are breaking competition laws.
<p>Protection of Children Act 1978</p>	<p>Currently, the Act defines as offences:</p> <ul style="list-style-type: none"> • To take or make any indecent photograph or pseudo-photograph of a child; • To show or distribute such (pseudo-)photographs; • To possess such (pseudo-)photographs with intent to show or distribute them; • To advertise for showing or distributing such (pseudo-)photographs.
<p>Criminal Justice Act 1988</p>	<p>Section 160 of the CJA 1988 covers the offence of possession of an indecent photograph of a child. There are four defences to this offence: three are listed in section 160(2) of the CJA 1988, and one is listed in section 160A. Three of these defences are very similar to those that apply to some of the offences under section 1 PCA 1978, i.e. marriage, etc of a child aged 16 or 17, legitimate reason, and the defendant's lack of knowledge. The fourth defence, which is not found in the PCA 1978, is that the photograph or pseudo-photograph was sent to the defendant without any prior request made by him and he did not keep it for an unreasonable time.</p>

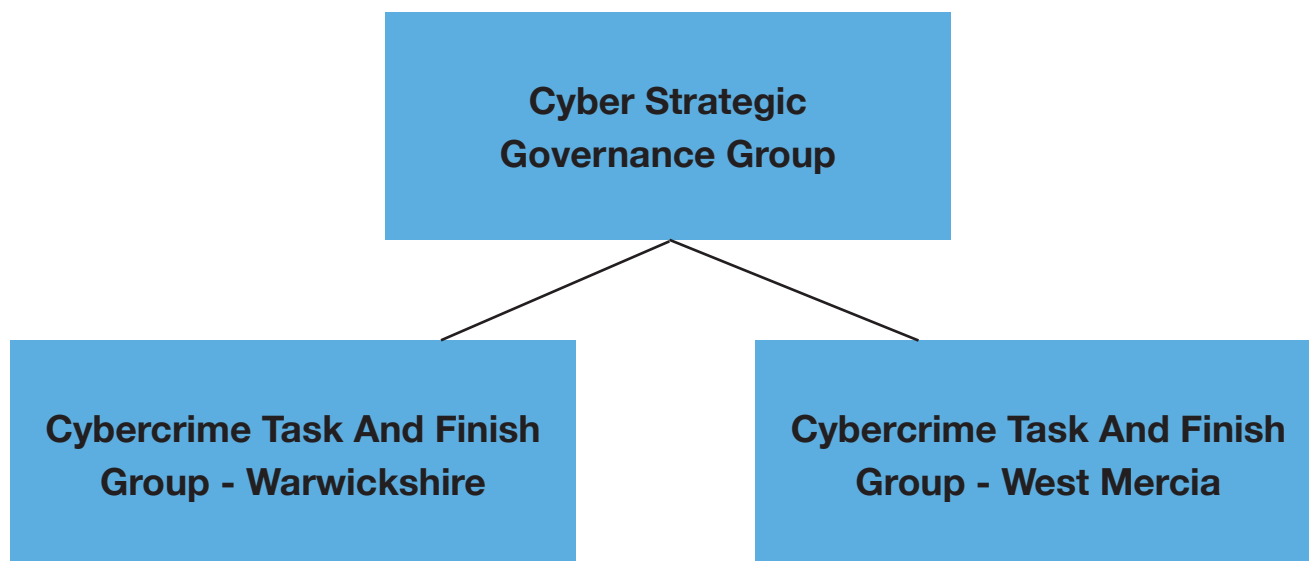
<p>Protection From Harassment Act 1997</p>	<p>Protection from Harassment Act 1997. is the main legislation dealing with harassment. It creates 2 criminal offences (sections 2 & 4) and also authorises civil courts to award damages and make injunctions in harassment cases (section 3). Though it was passed primarily because of concern about 'stalking' the wording of the Act allows it to be used to cover other types of harassment as well as 'stalking'</p> <p>'A person must not pursue a course of conduct</p> <p>(a) which amounts to harassment of another, and</p> <p>(b) which he knows or ought to know amounts to harassment of the other.'</p>
<p>Communication Act 2003</p>	<p>The Communications Act 2003 section 127, covers the sending of improper messages. Section 127(1)(a) relates to a message etc that is grossly offensive or of an indecent, obscene or menacing character and should be used for indecent phone calls and emails. Section 127(2) targets false messages and persistent misuse intended to cause annoyance, inconvenience or needless anxiety; it includes somebody who persistently makes silent phone calls (usually covered with only one information because the gravamen is one of persistently telephoning rendering separate charges for each call unnecessary).</p>
<p>Serious Crime Act 2015</p>	<p>15A Sexual communication with a child</p> <p>(1) A person aged 18 or over (A) commits an offence if for the purpose of obtaining sexual gratification, A intentionally communicates with another person (B), the communication is sexual or is intended to encourage B to make (whether to A or to another) a communication that is sexual, and B is under 16 and A does not reasonably believe that B is 16 or over.</p> <p>For the purposes of this section, a communication is sexual if - any part of it relates to sexual activity, or a reasonable person would, in all the circumstances but regardless of any person's purpose, consider any part of the communication to be sexual.</p>
<p>Criminal Justice and Courts Act 2015</p>	<p>Revenge Porn is the sharing of private, sexual materials, either photos or videos, of another person without their consent and with the purpose of causing embarrassment or distress. The images are sometimes accompanied by personal information about the subject, including their full name, address and links to their social media profiles. The offence applies both online and offline and to images which are shared electronically or in a more traditional way so includes the uploading of images on the internet, sharing by text and email, or showing someone a physical or electronic image.</p>

Appendix 2 : Partners for Building Block 3 Local Problem Solving & Partners

Name	Role / Duty
Police and Crime Commissioners	The Police and Crime Commissioners for both Warwickshire Police and West Mercia Police have identified cybercrime as a key priority. PCCs have made funds available to contribute to developing the required infrastructure, technical capabilities and skills at all levels during the coming Alliance change programme, all of which, will contribute to building a local response to this emerging threat. In essence the volume of cybercrime is being pushed ever higher by these crimes and by crime groups utilising the cybercrime as a service to enable traditional crime types. The PCCs in Warwickshire and in West Mercia recognise that there needs to be a co-ordinated approach to counter this trend with everyone showing greater awareness and taking action to step up their own on-line security.
Community Safety Partnerships	Community Safety Partnership (CSP) have to develop a Partnership plan which outlines key priorities and a robust action plan and framework which will demonstrate how collectively the partnership works together to reduce crime and disorder.
Health and Well Being Board	Health and Social Care Act 2012 establishes health and wellbeing boards as a forum where key leaders from the health and care system work together to improve the health and wellbeing of their local population and reduce health inequalities.
Local Safeguarding Children Board	<p>An LSCB must be established for every local authority area. The LSCB has a range of roles and statutory functions including developing local safeguarding policy and procedures and scrutinising local arrangements. The statutory objectives and functions of the LSCB are described in the box below.</p> <p>Statutory objectives and functions of LSCBs</p> <p>Section 14 of the Children Act 2004 sets out the objectives of LSCBs, which are:</p> <p>(a) to coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area; and</p> <p>(b) to ensure the effectiveness of what is done by each such person or body for those purposes.</p>
Neighbourhood Watch	Mid Warwickshire NHW, North Warwickshire NHW, Rugby Borough NHW, Nuneaton and Bedworth NHW, Stratford District NHW, Herefordshire NHW, Telford & Wrekin NHW, Shropshire NHW, North Worcestershire NHW, South Worcestershire NHW.

Name	Role / Duty
Trading Standards	Advice and support for consumers and businesses, and pro active operations in the county of Warwickshire to tackle a range of activity causing harm and loss to our communities.
University of Worcester	The University of Worcester is a British public university, based in Worcester, England. With a history dating back to 1946, the institution was granted university status in September 2005.
Malvern Cyber Cluster	The Malvern Cyber Security Cluster was founded in September 2011 and is run by Key IQ Ltd . The majority of small cyber security companies in Malvern are located at the Wyche Innovation Centre and this is also where the Cluster meetings take place. However, Core companies within the Cluster are spread across Worcestershire, Herefordshire and Gloucestershire with Satellite member companies across the whole of the UK.
Federation of Small Business	The Federation of Small Businesses is the UK's largest campaigning pressure group promoting and protecting the interests of the self-employed and small business owners.
Getsafeonline	Get Safe Online one of the UK's leading source of unbiased, factual and easy-to-understand information on online safety.

Appendix 3 : Structure & Current Terms of Reference



Warwickshire Police and West Mercia Police Cyber Crime Strategic Governance Group

Terms of Reference

Vision

Is to create a safe and vibrant cyber environment that delivers social value to the communities of Warwickshire and West Mercia and protects people from harm

Objectives

- To create effective leadership, and governance arrangements and strategies at all levels to manage the threat that digital crime poses, engaging with all those inside the police service, public and private sector who are able to provide expertise
- Identify those most vulnerable to cyber harm in order to coordinate operational response
- Tackling cyber crime and making cyberspace more secure in order to do business
- Helping to shape an open, stable and vibrant cyberspace that the public can use safely and that supports open societies
- Having the cross-cutting knowledge, skills and the capabilities to underpin all cyber activities
- Lead and support awareness campaigns with public and private sector to protect people from harm
- It will provide a forum to discuss cyber crime issues and identify and share good practice across the alliance area

Purpose

The Cyber Strategic Governance Group is to provide governance for and oversee delivery of the Warwickshire Police and West Mercia Police Cyber Crime Strategy.

Scope

The Cyber Strategic Governance Group will be overseeing the strategic direction of the Cyber Crime Task and Finish Group forums delivery groups to ensure that their work complements the Cyber Crime Strategy and delivery plans. The Cyber Strategic Governance group will be representative of Warwickshire Police and West Mercia Police and partners and will meet on a quarterly basis and report to Strategic Tactical Tasking and Coordination group within a timeline proposed by the Gold Lead for Cyber Crime.

Governance

The Cyber Strategic Governance Group will be accountable to the Assistant Chief Constable nominated as Gold Lead for Cyber Crime and both OPCCs.

An appointed alliance strategic portfolio holder for cyber crime of sufficient seniority and standing will be the Silver lead for Cyber Crime who will report quarterly to the Gold lead.

The Gold lead for cyber crime will be responsible for signing off progress on the deliverables.

Inputs to meeting - as required:

- Strategic threat update
- Update on the cyber crime strategy delivery plan (to include DII)
- Update on delivery group activities

Outputs from meeting:

- Record of actions and decisions
- Delivery and action plan updates

Frequency

Quarterly

Review date: June 2017


Appendix 4 : Glossary

Term	Explanation
#becybersmart	The Warwickshire Police / West Mercia Police Twitter hashtag referring to an online safety awareness campaign that began in 2014.
Bespoke mobile malware	Malicious software that is specifically built to attack mobile phone or smartphone systems. Often made to order.
Better Policing Collaborative	A collaboration of universities and policing partners to better understand 'what works' by way of interventions and the costs and benefits of alternate interventions. Involves universities in the East and West Midlands, as well as others from the North West. Has engaged all forces in the West Midlands together with a number of others from across the UK. Warwickshire Police and West Mercia Police approved involvement with a successful bid in 2014/15, relating to cyber crime and other areas.
Boiler Room Fraud	An illegal practice of calling individuals / potential investors and pressuring them to purchase worthless stock or assets from companies that either do not exist or are virtually bankrupt.
Botnets	A number of Internet-connected computers communicating with other similar machines in an effort to complete repetitive tasks and objectives.
BYOD	Bring Your Own Device – a term used to refer to the current trend in many organisations where an employee or business partner can use their own personal electronic device (phone, tablet, computer, etc.) to interact with that organisation in a business or operational capacity.
CERT, CERT-UK	<p>the UK National Computer Emergency Response Team, formed in March 2014 in response to the National Cyber Security Strategy. The National Cyber Security Strategy, published in 2011, sets out the importance of strengthening the UK's response to cyber incidents.</p> <p>CERT-UK has four main responsibilities that flow from the UK's Cyber Security Strategy:</p> <ol style="list-style-type: none"> 1. National cyber-security incident management 2. Support to critical national infrastructure companies to handle cyber security incidents 3. Promoting cyber-security situational awareness across industry, academia, and the public sector 4. Providing the single international point of contact for co-ordination and collaboration between national CERTs

CESG Alpha guidance	The UK government's National Technical Authority for Information Assurance (CESG), advises organisations on how to protect their information and information systems against today's threats. It is the information security arm of GCHQ. ALPHA guidance explains what needs to be considered when designing your organisation's approach to security operations and management.
CiSP	Cyber-security Information Sharing Partnership - A means to allow members from across sectors and organisations to exchange cyber threat information in real time, on a secure and dynamic environment.
Cloned	The fraudulent copying of bank customer details stored on the magnetic strip or other device used to assist in the making of payment.
Community Safety Partnerships	Community safety partnerships (CSPs) are groups of local agencies who work together to tackle crime and anti-social behaviour, established under the Crime & Disorder Act 1998
Counter-fraud community	Collective term for agencies and professional bodies operating in the field of fraud reduction and counter-operations.
Counter-fraud community landscape	The operating environment for organisations in the counter fraud community. National Fraud Authority is actively looking to reduce and simplify the landscape to improve efficiency and effectiveness, by building relationships, sharing good practice, dealing with the gaps and overlaps. NFA is a good partner to engage for this Cyber Strategy.
CPNI	The Centre for the Protection of National Infrastructure (CPNI) protects national security by providing protective security advice.
CSR2	a governmental process in the UK to set firm expenditure limits and, through public service agreements, define the key improvements that the public can expect from these resources. The Second Comprehensive Spending Review will take effect from 2015/16.
Cyber dependent	Offences that can only be committed by using a computer, computer networks, or other form of ICT.
Cyber enabled	Traditional crimes that are increased in their scale or reach by the use of computers, computer networks or other ICT.
Cyber Essentials	Cyber Essentials is a government-backed, industry supported scheme to help organisations protect themselves against common cyber attacks.

Cyber, Cyber Crime, online and digital crime	Any crime that involves a computer and a network.
DarkWeb, hidden internet	Search terms referring to the content on the World Wide Web that is not indexed by standard search engines. Also known as Deep Web, Deep Net, Invisible Web, or Hidden Web.
Deming cycle	A systematic series of steps for gaining valuable learning and knowledge for the continual improvement of a product or process.
Department for Business, Innovation & Skills	The Government department for economic growth.
Devolution Deal	These are deals agreed between local government and Whitehall, much like previous economic deals (City and Growth Deals). Their purpose is to enable places to take greater control over and responsibility for the key things that make it work.
Evidence based	The integration of best available research evidence with expertise and values
Evidence Based Policing, Evidence Based Policing Matrix	Evidence-Based Policing (EBP) is an approach to policy making and tactical decision-making for police departments. The Evidence-Based Policing Matrix is a research-to-practice translation tool that organises moderate to very rigorous evaluations of police interventions visually, allowing agencies and researchers to view the field of research.
FE	Further Education
G20	Formed in 1999 as a forum for member nations to discuss key issues related to the global economy. The mandate of the G-20 is to promote growth.
HE	Higher Education
Indecent Illicit Images of Children, IIOC	The use of digital technologies to produce, distribute or possess offensive or indecent images of children.
National Strategic Assessment	National Strategic Assessment of Serious and Organised Crime 2015. Published by the NCA. Most recent publication: June 2015.
NCA	The National Crime Agency is a national law enforcement agency in the United Kingdom which replaced the Serious Organised Crime Agency. The NCA's mission is to lead the UK's fight to cut serious and organised crime.

NPCC	The National Police Chiefs' Council (NPCC) is an organisation established on 1 April 2015 representing British police chiefs and acting as a national co-ordinating body for some police activities. It replaces the former Association of Chief Police Officers (ACPO), following the Parker Review of the operations of ACPO which recommended its replacement.
OCG	Organised Crime Group
Online child sexual abuse, OCSE	Term used to describe a genre of internet offending which includes, but is not defined by, traditional notions of online grooming. In this context, OCSE includes the much broader threat from online communication between an adult and a child for the purposes of sexual exploitation.
Phishing	the fraudulent practice of sending emails purporting to be from reputable companies in order to induce individuals to reveal personal information, such as passwords and credit card numbers, online.
Police Knowledge Fund	The Police Knowledge Fund aims to develop the understanding and use of research in policing; widen understanding of evidence-based approaches to solve problems and, where there are gaps, develop and build new evidence-based approaches and share learning and knowledge across policing. The fund is a joint initiative between the College of Policing and the Higher Education Funding Council for England (HEFCE). It is resourced by the Home Office and HEFCE, who are also administering the fund.
Ponzi Scheme	A form of fraud in which belief in the success of a non-existent enterprise is fostered by the payment of quick returns to the first investors from money invested by later investors.
PREVENT Duty	From 1 July 2015 all schools, registered early years childcare providers and registered later years childcare providers (referred to in this advice as 'childcare providers') are subject to a duty under section 26 of the Counter-Terrorism and Security Act 2015, in the exercise of their functions, to have "due regard to the need to prevent people from being drawn into terrorism". Relevant in this document since the use of online and digital techniques has been prevalent in numerous instance of grooming and radicalisation.
Social networking	The use of dedicated websites and applications to interact with other users, or to find people with similar interests to one's own.
Strategic Governance Group, SGG	The single, senior group for direction and control of the cyber strategy in Warwickshire Police and West Mercia Police.



Strategic Policing Requirement	A document, published by the Home Secretary that sets out the national threats that the police must address. Most recent publication: March 2015.
Victim demographic	A term used to describe (but not identify) unique groups affected by an incident or crime. The primary purpose is to aid comparisons between groups.
Vision	A vision, or vision statement identifies what a company would like to achieve or accomplish.

**WEST MERCIA POLICE AND CRIME PANEL
19 JUNE 2017****SIXTH NATIONAL CONFERENCE FOR CHAIRS, MEMBERS
AND SUPPORT OFFICERS OF POLICE AND CRIME PANELS**

Recommendation

1. **Members of the West Mercia Police and Crime Panel (PCP) are asked to indicate whether they would be interested in attending Sixth National Conference for Chairs, Members and Support Officers of Police and Crime Panels on Monday 6 November 2017 from 10am-4pm at Scarman House, Warwick Conference Centre CV4 7SH**

Draft Outline Programme

2. The draft outline programme is attached at Appendix 1.

Supporting Information

Appendix 1 – Sixth National Conference for Chairs, Members and Support Officers of Police and Crime Panels – Draft Outline Programme

Specific Contact Points for this report

Sheena Jones, Democratic, Governance and Scrutiny Manager

Tel: 01905 844871

Email: sjones19@worcestershire.gov.uk

Background Papers

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

Agenda and Minutes of the West Mercia Police and Crime Panel

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

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Sixth national Conference for Chairs, Members and Support Officers of Police and Crime Panels

Our sixth national Conference for PCPs will take place:

On Monday 6 November 2017
 From 10 am to 4 pm
 At Scarman House, Warwick Conference Centre CV4 7SH

DRAFT OUTLINE PROGRAMME

Theme (working title): Roles and challenges for PCPs, given increasing collaboration

10 am to 11.15 am	<p>Morning plenary:</p> <p>Horizon scanning and Q&A with a panel of speakers: PCP Chair, Police and Crime Commissioner & Chief Constable Chair: Cllr Rob Garnham (chaired the Association of Police Authorities before the changes in policing accountability structures)</p>
11.15 am to 11.45 am	Networking time over refreshments
11.45 am to 1 pm	<p>Regional and Wales-wide forums</p> <p>An opportunity to explore increasing regional collaboration across Forces and to develop strategies for PCPs to provide challenge and support to PCCs about regional collaboration</p>
1 pm to 2 pm	Lunch and networking
2 pm to 3.15 pm	<p>Thematic, practical, practitioner led workshops</p> <p>An opportunity to share experience, good practice and ideas and to develop new ways of working. Offers and ideas to date:</p> <ul style="list-style-type: none"> a) Complaints handling – the new arrangements (Norfolk) b) Confirmation hearings – questions to ask c) Developing collaboration: PCP support staff and the OPCC d) Performance monitoring of Police and Crime Plans e) Police and fire collaboration (Essex) f) Promoting the work of the PCP – successes and tips g) Regional collaboration – questions to ask (Derbyshire) h) Role of PCP Champions – a new initiative (North Wales) <p>Note: Offers to facilitate and two other ideas are invited</p>
3.15 pm to 3.30 pm	Comfort break; refreshments available
3.30 pm	Plenary
4 pm	Close

Fees

Our national conferences for PCPs have been the best opportunity of the year to meet with PCPs from across England and Wales. Time has been built into the programme to enable plenty of networking, as well as briefings, discussions, forums and practical development work around collaboration.

We are very conscious of budgets and keep fees to a minimum. With a growing number of delegates, we have decided to use a dedicated conference centre to enable us to have individual syndicate rooms for all group work. As we are aware that some participants need to arrive the evening before, we also hope it will be helpful to have accommodation on site.

The day delegate fee, including conference papers and refreshments, will be £90 + VAT. If your Panel is a member of one of our regional networks for PCPs, your annual subscription entitles you to one free place for a day delegate.

The residential package for early arrivals, including dinner, bed and breakfast, the conference, papers and refreshments, will be £200 + VAT.

Please book places using the PCP conference booking form.

Any queries, please contact Ann on 07903 964812 or ann@frontlineconsulting.co.uk

Practical information about the new venue

- Free reliable wi-fi
- 24 hour business centre
- Dedicated plenary and refreshment spaces
- Individual syndicate rooms for all group work
- Unlimited tea, coffee and refreshments
- Car parking
- En-suite accommodation within the venue
- Access to the University of Warwick's sports facilities including a pool, gym and sauna
- Overnight guests: Full English or Continental breakfast served from 7 am to 9.30 am
Three course dinner available from 7 pm to 9 pm, probably in a private dining room

To find out more about the venue, visit <http://www2.warwick.ac.uk/services/conferences>

**WEST MERCIA POLICE AND CRIME PANEL
26 SEPTEMBER 2017****POLICE AND CRIME PANELS – CONSULTATION ON
PROPOSALS FOR NATIONAL REPRESENTATION**

Recommendation

- 1. Members of the West Mercia Police and Crime Panel (PCP) are asked to consider and comment on the Consultation on Proposals for National Representation in order that the views of the Panel can be fed back to the Chairman of Hertfordshire PCP who is co-ordinating a response on behalf of all Police and Crime Panels.**

Background

2. The Chairman of the Hertfordshire PCP has over recent months been co-ordinating some discussions on the subject of a national representative body for PCPs. West Mercia Panel member Councillor Sebastian Bowen attended an exploratory meeting about this and reported back to the Panel meeting on 19 June. The thinking to date has been consolidated into a discussion paper, which is attached at Appendix 1.
3. The paper sets out three options for consideration: an Association, a Special Interest Group or a Combination of the first two options.
4. The plan is to seek the views of Police and Crime Panels and issue a revised document in mid-October to inform a discussion and agreement on the way forward at the National Conference on 6 November 2017

Supporting Information

Appendix 1 – Police and Crime Panels – Consultation on proposals for national representation

Specific Contact Points for this report

Sheena Jones, Democratic, Governance and Scrutiny Manager

Tel: 01905 844871

Email: sjones19@worcestershire.gov.uk

Background Papers

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

Agenda and Minutes of the West Mercia Police and Crime Panel

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

Police and Crime Panels – Consultation on proposals for national representation

Introduction

The first Police and Crime Commissioners (PCCs) were elected in November 2012 following the enactment of the legislation which also made provision for Police and Crime Panels (PCPs) to scrutinise various aspects of their activities to ensure that the PCCs were delivering according to the needs and wishes of the localities they serve. Since their establishment, concerns have been widely expressed that the PCPs' ability to carry out this task has been somewhat hampered by the terms of reference under which they were set up, many of which are broadly regarded as being unnecessarily limited and often ambiguous.

Concerns have also been raised that, unlike the PCCs who have established a National Association, the effectiveness and development of PCPs has been restricted by the lack of a collective voice through which representation to Government and the sharing of best practice can be channelled.

At meetings of representatives of PCPs from across the country in February and July 2017 these concerns were widely aired and almost unanimously shared, as was the view that a national voice for the PCPs was urgently required. This view has arguably been further reinforced following the recent Policing and Crime Act 2017 which added further to the PCCs' powers without adding to those of the PCPs.

At the July meeting it was agreed that PCPs would seek to address their concerns by establishing a national voice and the following timetable was agreed.

1. This consultation paper would be prepared and circulated to the Chairs and Clerks of all PCPs in early August seeking responses by 22 September.
2. A paper containing the results of the consultation including options/recommendations would be circulated by 13 October.
3. Options and recommendations would be discussed at the PCPs' Annual Conference on 6 November and a decision made as to the way forward.

This paper seeks to highlight the principal arguments for the establishment of a national body and in doing so to suggest options for moving forward.

The Case

Before entering into lengthy argument, it is important to answer the central question as to whether or not there is a need for a national voice to provide a channel of communication with Government, other stakeholders and partners. Would such a voice increase the visibility of PCPs, support their development and engender greater understanding of their role? The response from representatives of PCPs has been overwhelmingly, yes.

In both meetings there was strong agreement that a clear benefit would be derived from enabling Panels to come together to share and exchange views and experience, and to provide a strong national voice to influence the national landscape. There was agreement too that Panels would

benefit from being better able to engage and forge new relationships with other national stakeholders.

Central to the view that a national voice was required was a strongly held belief that there was a need for PCPs to have a vehicle through which we could express our views and concerns with the Home Office. As stated above, the role of the PCCs is expanding at a considerable pace bringing additional challenges to the PCPs that are required to scrutinise them. The need for them to have the facility and credibility to address these increasing demands is self-evident as, indeed, they would from having a vehicle to share best practice and innovation and identify ways to achieve efficiencies through working together.

Underlining all these arguments was the strongly held view that PCPs currently lacked parity of esteem with other key players and, of course, that there was a need for us to have a vehicle through which we could express our views and concerns to the Home Office.

In reflecting on these thoughts it is important to recall that all those present were anxious to ensure that, whatever vehicle was put in place, unnecessary bureaucracy and expense was to be avoided at all cost. Whilst seeking a common voice, where appropriate, it was also essential to note the sovereignty of individual PCPs and their right to operate independently. As they develop their thinking it is also important to note that PCPs across the country contain a wide range of experience and expertise and that their overwhelming intention is to provide constructive and supportive input.

Options

At both of the above meetings, through subsequent conversations and feedback, three principal options seem to have emerged, which are summarised below:

Association of Police and Crime Panels

Setting up an independent Association to develop a voice for PCPs across the UK seemed to be a popular option.

Advantages

- Greater levels of independence
- A parallel body to the Association of Police and Crime Commissioners
- Ability to engage PCPs from across the UK
- Opportunity to develop parity of esteem with other stakeholders

Disadvantages

- Would need to establish an administration and the funding to support it
- Starting from scratch, the APCP would quickly need to establish a level of credibility
- Would need to be funded by the PCPs directly

Possible next steps

- Agree an Interim Chair and Steering Committee at the forthcoming national conference
- Agree a timetable for establishing a Constitution
- Agree a manifesto/policy statement

Special Interest Group within the LGA

A Special Interest Group (SIG) within the LGA would arguably more quickly enable the establishing of a national voice for PCPs. It might also provide a convenient first step towards establishing APCP.

Advantages

- Part of a nationally recognised body with strong links to Central Government
- Some (limited) administration support
- Venue for meetings
- Funding would be met as part of LGA membership

Disadvantages

- Not all PCPs' home authorities are members of LGA
- Possibility of clashes with wider LGA policy
- PCPs' independence might be challenged

Possible next Steps

- Agree protocols with LGA including arrangements for non LGA members to fully participate

Combination

At a time when the landscape surrounding PCPs is changing rapidly, it might be argued that the need to set up a national voice is pressing and that we need to move forward more quickly. If one accepts that argument, a combination of both the above options would be feasible whereby a SIG might be set up as a 'stepping stone' towards the establishment of a National Association.

Advantages

- This could be achieved relatively quickly
- It would 'buy time' to ensure we establish ourselves in a credible fashion
- It would provide immediate support

Disadvantages

- Would require work to ensure that all PCPs across the UK have a voice regardless of their status within the LGA

Other

One final option involving a possible link with the Centre for Public Scrutiny (CfPS) has been floated, but not pursued at this point although it is intended to explore this once the holiday period has ended, with any feedback being issued as an addendum to this paper at that time.

Conclusions

As with all ventures of this type there will be challenges but the clear, and commonly held, view seems to be that a body to represent the interests of PCPs across the UK should be established. Whichever option is pursued, it is acknowledged that there will need to be a degree of pragmatism but, in so acknowledging, two key tenets must be respected. It must:

- be able to provide equal representation for all its members;
- respect the individual independence of each PCP.

It would be helpful if feedback on this paper could be provided by Friday 22 September via Clive Head, the Clerk to the Hertfordshire PCP, at clive.head@broxbourne.gov.uk so that a final paper can be produced and circulated by Friday 13 October for consideration at the Annual Conference on Monday 6 November.

WEST MERCIA POLICE AND CRIME PANEL 26 SEPTEMBER 2017

WORK PROGRAMME

Purpose

- 1 To discuss the content of and agree the 2017/18 work programme with the Panel.

Recommendation

- 2 **The West Mercia Police and Crime Panel (PCP) is asked to:**
 - a) **Consider the content of the report and the proposed work programme;**
 - b) **Determine any additional items that it wishes to include in the work programme;**
 - c) **Determine the purpose and membership of any Task and Finish Groups that it wishes to establish.**
- 3 A work plan for the Panel enables members to prepare in advance and gives officers from each of the West Mercia Local Authorities time to brief their respective Panel Members prior to each meeting. It also assists the Office of the Police and Crime Commissioner in preparing their reports. It is not intended to set out the full agendas for meetings, as consideration must always be given to any matters arising over the period which may require the attention of the Panel, and there must remain a degree of flexibility in the Panel's approach.

Role of the Police and Crime Panel

- 4 The PCP is a scrutiny body. It exists to scrutinise the Police and Crime Commissioner (PCC), to promote openness in the transaction of police business and also to support the PCC in the effective exercise of their functions. Therefore the work programme should reflect the following functions:
 - contributing to the development of the PCC's Police and Crime Plan (on which it is a statutory consultee – the PCC must have regard to the PCP's views on the draft plan)
 - scrutinising the PCC, and receiving evidence from the Chief Constable (by invitation), at 'set piece' events at certain points in the year
 - reviewing the PCC's proposed precept
 - receiving evidence in person from officers of the PCC's secretariat, although powers to require information do not extend to receiving 'advice' given by the PCC's secretariat to the PCC

- reviewing the PCC's proposed appointments of Chief Constable, Chief Executive, Chief Finance Officer and Deputy Police and Crime Commissioner and holding public confirmation hearings for these posts
- making reports and recommendations on matters relating to the PCC, on which the PCC is obliged to provide a response
- carrying out investigations into decisions made by the PCC, and into topics of particular interest, or public concern. This is not a statutory function (the Act does not require it), but may be necessary in order to effectively carry out the rest of the PCP's business
- an informal role in investigating complaints about non-criminal behaviour of the PCC, without any explicit powers to investigate
- making comments on the PCC's annual report at a public meeting to be held as soon as possible after the publication of that report (the public meeting will also provide the PCP with an opportunity to directly question the PCC on the annual report).

5 Below is a suggested Work Programme for the Panel to consider and amend/add to as the Panel sees fit:

Meeting Date:	Work Programme Topic:
30 November 2017	<ul style="list-style-type: none"> • Police & Crime Plan Activity and Performance Monitoring (July 2017- September 2017)
February 2018	<ul style="list-style-type: none"> • 2017/18 Budget & Precept Proposals • Police & Crime Plan Activity and Performance Monitoring (October 2017- December 2017)
June 2018	<ul style="list-style-type: none"> • PCC Annual Report 2018/19 • Police & Crime Plan Activity and Performance Monitoring (January 2018 – March 2018)
September 2018	<ul style="list-style-type: none"> • Police & Crime Plan Activity and Performance Monitoring (April 2018 -June 2018)

Specific Contact Points for this report

Sheena Jones, Democratic, Governance and Scrutiny Manager

Tel: 01905 844871

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Background Papers

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