

West Mercia Police and Crime Panel

Agenda

West Mercia Police and Crime Panel

**Tuesday, 19 June 2018, 1.30 pm
County Hall, Worcester**

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West Mercia Police and Crime Panel
Tuesday, 19 June 2018, 1.30 pm,

Membership:

Cllr Brian Wilcox (Chairman)	Herefordshire Council
Cllr S M Mackay	Substantive Member - Worcestershire County Council
Cllr Michael Wood (Vice Chairman)	Substantive Member - Shropshire Council
Cllr Gerald Dakin	Co-opted Member - Shropshire Council
Cllr Roger Evans	Co-opted Member - Shropshire Council
Cllr Dave Tremellen	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 T Baker	Substantive Member - Malvern Hills District Council
Cllr Gareth Prosser	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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NOTES

- **Webcasting**

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

West Mercia Police and Crime Panel

Tuesday, 6 February 2018, - 11.00 am

Minutes

Present:

Cllr Brian Wilcox (Chairman), Cllr Michael Wood (Vice Chairman), Cllr Sebastian Bowen, Cllr David Chambers, Mrs Carole Clive, Cllr M Johnson, Cllr S M Mackay, Cllr Rajash Mehta, Cllr Vivienne Parry, Cllr Stephen Reynolds, Cllr Juliet Smith, Cllr Emma Stokes, Cllr C B Taylor, Cllr Dave Tremellen and Colonel Tony Ward OBE

Also attended:

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

Tim Rice (Senior Public Health Practitioner),
Mark Sanders (Senior Finance Manager – Financial Planning & Reporting), Simon Mallinson (Head of Legal and Democratic Services), 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. Presentation handouts for West Mercia Budget 2018/19 Medium Term Financial Plan 2018/19 to 2021/22 and Proposed Precept For 2018/19 (circulated at the Meeting)
- C. The Minutes of the Meeting held on 30 November 2017 (previously circulated).

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

240 Welcome and Introductions

The Chairman welcomed everyone to the Meeting.

241 Named Substitutes

The named substitutes were:

Cllr Vivienne Parry for Cllr Roger Evans (Shropshire County Council)
Cllr Kit Taylor for Cllr Karen May (Worcestershire County Council)

**242 Apologies and
Declarations of
Interest**

Council)

Apologies were received from Councillors Dakin, Evans and May.

A declaration of interest was made by Colonel Tony Ward who was a Member of the Trust, Integrity and Ethics Committee

It was noted that Cllr Mackay was in receipt of a police pension but not from West Mercia Police.

Cllrs Bowen, Mackay and Wood advised that they were former members of the West Mercia Police Authority and knew the former Chief Constable Paul West in a professional capacity only.

**243 Public
Participation**

Scrutiny of the Sale of Registration Plate AB1

The Chairman in introducing the public participation advised that:

- As Panel members and members of the public were aware, major changes to police governance were introduced a few years ago with the direct election of Police and Crime Commissioners (PCC) for police areas
- Police and Crime Panels were also established at the same time as part of those new governance arrangements. This Panel acted on behalf of all the principal councils in the West Mercia police area, with councillor representatives and also independent members
- PCC's had wide-ranging powers and functions, and an important role for these Panels was to scrutinise or review decisions or other action taken by them. This was part of the public accountability of Commissioners – candidates were of course accountable to the electorate at the time of elections but Panels have a clear part to play on behalf of the public in relation to the exercise of Commissioners' functions during their term of office. Later Agenda items showed part of the ongoing work of the Panel eg in relation to the budget setting process
- The Scrutiny of the Sale of Registration Plate AB1 Agenda item related to a decision by the West Mercia PCC to sell the rights to number plate AB1. The sale had caused a considerable degree of public criticism and comment, whether or not such criticism was justified. It seemed to be in the

public interest to place the matter before the Panel to carry out a Scrutiny of the sale to help clarify the facts and increase transparency

- As the Report made clear, the Panel had also received a number of complaints concerning the conduct of the Commissioner in selling AB1 ie in relation to his decision to sell and the process used. It seemed that the most appropriate action to take was to scrutinise that decision causing concern in order to establish Who did What, When and Why. The additional transparency may itself resolve many or all of the complaints as far as the Panel could, or there may need to be further process to do so, but the focus of the Panel was to Scrutinise the sale of AB1 rather than attempt to resolve the individual complaints. The complaints had been summarised in the Report to inform the Panel as to the nature of the concerns raised, which may inform the Scrutiny
- In terms of how this item would be dealt with, there were a number of members of the public who would be allowed three minutes to speak with a total maximum of 30 minutes public participation for all speakers.

An outline of what each of the speakers said is as follows:

Andy Parkes (retired Police Superintendent from West Mercia Police)

- Mr Parkes worked directly for Paul West in his last role
- He represented over 1000 people who had signed a petition in relation to the sale of AB1 and its subsequent withdrawal from auction and the sale to Paul West afterwards
- AB1 had been in existence in Worcestershire since 1900. In 1957, the local tax office gave it to West Mercia Police in perpetuity to ensure that it stayed within the Worcestershire heritage. Mr Parkes believed that there was paperwork available to evidence this
- Mr Parkes challenged whether AB1 could be sold without first consulting with the DVLA which he believed had not been done
- The first indication that the process for selling AB1 had commenced was in July 2017 via Brightwells, but Mr Parkes believed that the plate should have been withdrawn to allow for consultation with the public as to whether the plate should have been

sold. He believed that this would have demonstrated ethics, values, transparency and openness

- The plate was advertised for a short time and then was withdrawn and a private sale agreed at £160,000
- Mr Parkes believed that the plate could have been sold in excess of what was agreed as a private sale and it wasn't best use of the public money. The public had not seen the purpose for what the money was being used nor had they had the opportunity to bid for it. He believed it was an underhand, insider deal.

Clive Smith

Registration number AB1 was privately sold for £160,000 after it was withdrawn from sale through Brightwells Auctioneers at the direction of the PCC, John Campion. It was, at a conservative estimate worth at least £100,000 more than the sum for which it was sold. Mr Smith asked how the PCC justified his actions.

Tim Brookes

Mr Brookes made the point that the first public awareness of the sale of AB1 was via an advert in Telegraph Newspaper on 15 July 2017 and that he believed that the summation of the situation that the Panel had been given was misleading.

Mr Brookes lived in Worcestershire and owned a series of number plates. In his view AB1 was the 'Holy Grail' of number plates and Mr Brookes wanted it as it was his wife's initials. He had made six unanswered telephone calls to Brightwells on Saturday 15 July 2017 and finally made email contact and was advised by Brightwells that offers were sought based on £250,000. Mr Brookes was then advised on the Wednesday (19 July 2017) that the plate had been sold.

Mr Brookes was very unhappy with the situation. After being advised that the plate had been sold Mr Brookes asked Brightwells to go back to the PCCs Office and make an initial offer of £305,000 and he advised that he was prepared to make a higher bid if needed. Brightwells confirmed to Mr Brookes that the offer had been made to West Mercia Police and had been received. Mr Brookes was further advised by Brightwells that there was an audit trail confirming his offer.

Mr Brookes made the point that there had been no extensive advertising of the number plate and that the only reference to AB1 being sold was the advert in the Telegraph Newspaper on 15 July. The sale wasn't completed until 11 August 2017 when Mr Brookes had been advised that it had been sold on Wednesday 19 July 2017. Mr Brookes reiterated that he believed that the PCC's statement was factually inaccurate.

Mr Brookes confirmed that all his dealings were through Steve Powis at Brightwells.

John Mayne

Mr Mayne outlined his employment history and that he had monitored memorabilia over the years.

Mr Mayne didn't believe that AB1 had ever been properly valued in the way that would be normal custom and practice for expensive items ie to have two valuations. He suggested that there was no evidence that the PCC had obtained a second opinion in this case. AB1 was withdrawn from sale even after offers were made. A business man had told Mr Mayne that he would be prepared to pay £250,000 and that he also had a number of other number plates and another person had said they would be prepared to pay £200,000.

The PCC had said he had accepted the highest offer which Mr Mayne said implied that there had been 3 bids, when in fact there had only been one offer. He believed that the PCC had been misleading, inaccurate and dishonest. He questioned whether the PCC was authorised to sell any asset he wanted to and whether there were any contract conditions in respect of Paul West selling the number plate on for greater profit that he would need to reimburse the Police with the difference.

Mr Mayne believed that the PCC had brought himself and the Force into disrepute and had not used public money effectively.

Richard Arnold (written submission read out by the Democratic Governance and Scrutiny Manager)

Mr Arnold's complaint was based purely on the argument that the PCC disposed of the plate (which he was entitled to) without first ensuring that he got the best price for it. The PCC could have enquired with the Auction House how much commission he would have to pay, adding £160,000 and then selling the plate with a fixed reserve

(£160,000 less commission).

Andrew Knight

When Mr Knight realised that AB1 was being sold, he was interested as his Grandfather had previously owned the number plate when it had been in general circulation and it had been sold on with the car.

Although he was sad that the number plate was being sold, he understood the security issues of why it couldn't be used for the Chief Constable's car and that the funds were needed for the Service. He thought that the plate would be auctioned to achieve maximum value and total transparency.

Although Mr Knight and a consortium of his family were interested in the Plate, the indicative bid (£250,000) was beyond what they could afford so they were unable to bid. However, when Mr Knight found out that the Plate had been withdrawn from sale and the price that it was sold at was considerably less than estimated value and in fact less than he and his family may have offered to pay he was dismayed.

He felt it was an 'inside job' and the lack of transparency and the fact that the Independent Office for Police Conduct (IOPC) didn't investigate the situation was despicable. There was a lack of confidence in the process and the plate was donated on the basis that it would never be sold.

Mr Knight suggested that a full audit into the sale should be carried out and that the PCC had failed in his duty to get the best price and value for the Authority which had suffered a financial loss.

Mr Knight would also like a full investigation to be carried out by Her Majesty's Inspector of Constabulary.

Peter Harris (written submission read out by the Democratic Governance and Scrutiny Manager)

The PCC had justified the sale of AB1 as an asset to be sold to support policing and keep communities safe. If so why it was not sold at market value but virtually gifted at a knock down price to a retiring officer without the initials 'AB', who appeared to have no other desire for ownership than to make future financial gain?

Did the PCC ascertain the true market value of the asset

before deciding on the now apparent unrealistic value when he was obligated to realise the best price by the best practice constraints of his job, and why was the plate not put out to public auction?

Barrie Redding (written submission read out by the Democratic Governance and Scrutiny Manager)

- Mr Redding understood that AB1 was 'gifted' to the Constabulary to preserve its existence and to prevent it being lost or indeed sold in the commercial market. This aspect appeared to have been totally ignored by the PCC
- This item was part of the heritage of the Force and should have remained as such
- If the Force were indeed so desperate for cash, then perhaps with such an issue, some specific use should have been identified and not merely monies to be thrown into a general pot. It might have been more amenable to any sale if some specific use of the proceeds could be seen. As an example, perhaps an interview suite for child/abuse victims and with some mention of the origin of the funding, thus at least in some way part retaining some of the heritage aspect
- With regard to the sale itself, originally the item was apparently placed with local Auctioneers, in itself perhaps the only proper way to sell the item. At this early stage, indications were that the sale could realise £250,000
- For some reason a decision was made to then sell the item privately. This would appear to move some distance from the idea of best practice
- The sale would appear to have been for an amount far less than the initial projected figure and the PCC had sold the Force and the people of West Mercia somewhat short
- Many questions remained unanswered as to why this action was taken. It would appear at best irresponsible and at worst potentially criminal
- To add to the confusion we were told that the purchaser would not sell the plate in his lifetime, but now the inference is that it would not go outside the County - both these aspects were totally unenforceable.
- In short the whole matter had been handled with total contempt for all those connected with West Mercia and had provided a potentially very lucrative investment to person(s) other than those that could have benefitted

- Mr Redding believed that action needed to be taken against the PCC, which would guide him to dealing with matters in a more thoughtful and honest manner and to consider more carefully his duties to all aspects of the Service for which he has responsibility.

The Chairman made the point that the Panel dealt with complaints about the conduct of the PCC short of criminality. However, complaints which alleged that a potential criminal offence had been committed by the PCC were referred to the national Independent Police Complaints Commission (IPCC) (now the Independent Office for Police Conduct (IOPC)) for consideration. The IOPC considered whether to instigate a criminal investigation in relation to the complaints referred to it. If the IOPC decided not to pursue such a complaint referred to it, then the complaint was referred back to the PCP to consider.

In terms of the complaints received in respect of AB1, the IOPC determined that, on the information available, there was not sufficient substance to the allegations that the PCC had committed a criminal offence for the IOPC to determine that an investigation was necessary and referred the 4 complaints concerning alleged criminal conduct back to the Police and Crime Panel.

The Chairman invited the PCC to respond to the public's contribution; however the PCC suggested that he would pick up some of the points during the substantive discussion.

The Head of Legal and Democratic Services advised that the Panel were undertaking a Scrutiny exercise of the decision of the PCC and the matters surrounding that and how the Panel dealt with that was a matter for the Panel to determine. The Panel had heard a number of comments which may be covered either in the PCC's report or during the ensuing discussion. It was in order for the Chairman to ask the PCC to respond to the public and if the PCC declined that was a matter for the PCC.

The role of the Panel was to dig into the facts behind the matters of concern and although the complaints were relevant to reflect the public concern, the Panel was not trying to resolve individual complaints but scrutinising the decision. The PCC was not on trial and the Panel had a statutory duty to scrutinise the PCC and determine the best way forward.

244 Confirmation of the Minutes of the previous meeting

The PCC advised that the public contribution was typical of the issue from the beginning. There had been suggestion, rumour and invention throughout the process. He had set out clearly the process followed and the timeline in the paperwork. The exempt papers showed the offers received. The PCC felt offended at the suggestion that he had received offers from outside calling into question his integrity and that of his Chief Executive (and Monitoring Officer). He believed that the Panel should accept the paperwork as it was written as his submission. No-one was prevented from bidding for the number plate as it was in the PCC's interest to get the highest bid. However, following the agreed sale, the PCC was advised by Brightwells that there was a Worcestershire resident who intended to start bidding at £300,000 but this was an intention and the PCC could only work with actual offers made.

The PCC was offended that he had been referred to by the public as dishonest. There had been an extensive process in respect of the sale of AB1 including referral to the IOPC and the Alliance's Internal Audit Committee which had reviewed the process and found nothing wrong.

AB1 was an item no longer in use, which the PCC acknowledged did have heritage value but he believed that those times had passed and he had decided to dispose of it in an open and transparent process to achieve best value. He received an offer and was able to conduct the sale without incurring the commission fee from Brightwells fully meeting the duty to maximise value to the taxpayer. The PCC was fully prepared to be questioned on the feasibility of whether he should have decided to sell the number plate or not in the first place but objected to having his integrity questioned. He didn't personally know Paul West nor had he sold the Plate for a lesser value. The process was overseen by professional officers. Applying hindsight, he suggested was neither fair or in the interests of the community which he served.

The Chairman reiterated that the Panel was considering the process not questioning the PCC's integrity.

The Minutes of the Meeting held on 30 November 2017 were agreed as a correct record and signed by the Chairman.

245 Scrutiny of the Sale of Registration Plate AB1

The Panel was asked to scrutinise the Police and Crime Commissioner's (PCC's) actions in selling the rights to registration plate AB1 and having done so, decide whether it wished to make a report to the PCC on the matter.

The Panel had before it a Report which covered the background to the issue, the Panel's role in relation to complaints, the Panel's role in relation to Scrutiny, a summary of complaints received relating to the sale of AB1, a Report from the PCC relating to the sale of AB1 and an exempt appendix to the Report of the PCC (circulated to Panel Members only).

The PCC was invited to present the detail of the process he followed in selling the AB1 Registration Plate:

- The PCC was concerned the regulations didn't seem to be being followed in the spirit in which they were intended and although the Chairman suggested that he was not on trial, it could feel that way
- The Panel were advised that pages 15-29 of the Agenda contained detail on the process for sale and pages 31- 35 were the exempt shouldn't be discussed public part of the meeting due to commercial sensitivity
- Specifically, the Panel's attention was drawn to pages 31 and 34 (exempt papers) which set out the offers received and the timeframe for sale as recommended by Brightwells (including how offers should be received to ensure transparency) and page 15 which set out the timeline and sale process
- The PCC believed that the papers demonstrated a clear marketing strategy as suggested by Brightwells, who were instructed on 15 June 2017
- The value of the number plate was difficult to ascertain as all number plates were unique and worth what someone was willing to pay for them
- On 17 July 2017, after receiving a number of offers as detailed on page 31 of the exempt papers the PCC received a direct offer of £160,000 (which was considerably higher than any others received). The PCC was mindful that if this offer was accepted, it would be a private sale and would avoid the commission charge
- Following legal advice, on 18 July 2017 the Registration Plate was withdrawn from sale with Brightwells and a sale was agreed in principle with Mr West
- The necessary standard legal checks were

undertaken including provenance of the funds to pay for the purchase under anti-money laundering legislation

- The sale was then completed on 8 August 2017 and although there had been a time lapse between the sale being agreed and completed, it was not unusual
- No higher offers than the one accepted were received. Other people had subsequently indicated via media that they would have paid more
- The PCC was confident that the process followed had given the maximum opportunity to the communities to achieve the highest value and had also avoided the commission charges.

Ultimately, the PCC believed that issues such as this could be very distracting but he was confident that the process stood up to scrutiny. He had put in place appropriate measures in terms of a contract with Mr West should he choose to sell the number plate to protect the people of Worcestershire. He believed that people were upset that he had decided to sell AB1 in the first place and had moved on to be critical of the process.

During the ensuing discussion the following main points were discussed:

- Although there was no suggestion of an improper relationship with Mr West, a Panel Member suggested that it was very important to be mindful of public perception of the situation. As there hadn't been a public auction for the sale of AB1, there could be a question as to whether proper public value had been achieved. The PCC advised that page 33 onwards of the Agenda detailed the advice given by Brightwells on how best to sell AB1 and there was never a suggestion of a public auction as an option for sale, but that sealed bids should be submitted. The PCC suggested that a public auction would have had a limited pool of bidders, whereas the method of sale chosen was a longer process with more opportunity to reach a wider audience
- Given that a public auction was usually the preferred method of sale for such items and could be accessed in person, by telephone or over the internet, it was questioned why this wasn't chosen as the preferred option. The PCC confirmed that Brightwells had advised on the best method of sale for AB1, which he had followed and felt that

his integrity was being called into question when had had followed professional advice throughout the process

- In view of the fact that the advert went into the Telegraph on 15 July and then a private sale was agreed on 17 July, it was suggested that the timescale was too short and the plate was sold too quickly. The PCC reminded the Panel that marketing had in fact commenced on 15 June and the sale was agreed on 17 July. He reiterated to the Panel that he was given a marketing plan from Brightwells which he followed and no one was prevented from bidding. There was national and local press coverage and it was untrue to suggest that the plate had only been marketed for 2 days. The PCC believed he had achieved the best value and had accepted the highest offer made
- On 19 July, after the private sale had been agreed in principle, the PCC received an email from Brightwells saying that they had a bidder who intended to start bidding at £300,000 but he reiterated that this was after the sale was agreed
- The PCC confirmed that AB1 was marketed from the day that Brightwells were instructed and that Brightwells stood to gain a significant commission fee if they sold the plate, so it was in their interest to sell it
- The PCC did not believe that his actions compromised Brightwells marketing strategy. The advert referred to the best offer and as page 31 of the Agenda demonstrated, 3 offers were received so the marketing strategy had worked as there was interest in AB1
- In response to the question as to why only one auction company was approached to market AB1, the PCC advised that Brightwells were an internationally renowned company who were able to do the job. The PCC regretted the controversy that sale of AB1 had caused but he was ultimately confident that the right process had been followed in order to get best value
- It was suggested that Brightwells would have regretted the loss of income from not negotiating the sale, but the PCC was confident that all offers made to Brightwells before the private sale had been agreed had been forwarded on to him. He confirmed that he had not received an offer of either £250,000 or £300,000 from Brightwells
- The PCC was questioned as to why he didn't consider any other specialist auction houses eg Bonhams or Sotheby's in deciding which company

to market AB1 with. The PCC confirmed that Brightwells were local with a very good track record of selling similar items and that he believed the marketing plan suggested was acceptable

- The PCC reiterated that he was the accountable person, had confidence in the chosen approach but, as with any process it wasn't perfect. The plate was marketed widely and sufficient opportunity was given to the public to submit bids
- It was confirmed that that the Chief Executive was fully aware of the private bid made by Mr West and that the PCC had taken legal advice before accepting the offer
- The offer of £160,000 included VAT, so the actual income received was £133,333.33. All bids were inclusive of VAT
- Up until the private sale was agreed in principle, the PCC would have accepted other bids
- When the £300,000 offer was made on 19 July, the private sale had already been agreed in principle and this agreement was binding
- A Panel Member suggested that if an offer of £300,000 had been made before the private sale had been agreed in principle, then Brightwells would be taking appropriate action as they would have lost a considerable amount of commission. The PCC confirmed that before agreeing the private sale in principle he had checked with Brightwells that there were no outstanding offers
- It was suggested that it would have been wiser to have let the 3 month marketing process run its full course
- The PCC stated that if the £300,000 bid had been submitted to him before the private sale was agreed in principle, then he wouldn't have agreed the private sale.

The PCC was asked whether he would act in the same way again if the situation arose and confirmed that with the benefit of hindsight he wouldn't have agreed the sale with Mr West and would have spoken to Mr Brookes. He had never met Mr Brookes during the process. He further made the point that there could have been other higher bids and the situation could have still been subject to Scrutiny.

The PCC pointed out that his integrity had been impugned, there had been suggestion that he had broken the law and that there had been a misconduct of public office. The issue had been referred to the IOPC and the West Mercia Police Internal Audit process and he had not

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Budget 2018/19
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Financial Plan
2018/19 to
2021/22 and
Proposed
Precept for
2018/19**

broken the law, but had sold AB1 within agreed principles.

The PCC stated that advice from the Panel was welcomed.

The Chairman suggested that he was picking up that the Panel had some concerns about the process for the sale of AB1 and that he proposed to send a letter on behalf of the Panel summarising its views. The majority of members supported this suggestion but two members were not in favour of such action. The letter would therefore represent a majority, not a unanimous Panel view.

In summary, as well as the main discussion points from the meeting, the Panel highlighted that:

- The PCC's integrity was not being called into question, the Panel was confident that he had acted as the responsible person and decision maker acting on professional advice and in good faith. The Panel did however consider he needed to be very careful about public perception and putting himself in a position where he could be criticised when dealing with such matters
- given the process chosen for sale, it would have been more open and transparent if the auction had run for the full time period
- with the benefit of hindsight, it may have been better to run an open public auction which would have been more open and transparent
- Policies and procedures relating to the sale of assets should be reviewed and revised regularly.

The Panel adjourned from 12.55pm until 1.30pm

The Police and Crime Commissioner (PCC) gave a presentation regarding the 2018/19 budget proposals, Capital Programme and Medium Term Financial Plan. (2021-2022).

The Budget headlines were:

- £211m revenue budget
- Sustaining Police Constable (PC) and Police Community Support Officer (PCSO) numbers where possible
- Continued investment in transforming West Mercia Police
- 3.94% Council Tax increase (2p a day for typical

- household)
- £4.7m drawn down from budget reserve in 2018/19

In the context of:

- Recorded Crime being up 10%
- RPI being 4.1% (at December 2017)
- Pay increase double the previously anticipated level for officers and staff
- Emerging threats to our communities
- Further reform of policing

The proposals would be funded by:

- Proposed 3.94% (£7.47) Council Tax increase +£1.6m revenue over existing strategy
- Council tax base increase 17/18 to 18/19 1.66%, (future years 1.5% growth estimate)
- Stable Government grants of £120m +£1.562m over existing strategy
- £4.7m contribution from budget reserve in 2018/19 (compared with £9.7m in 17/18)
- Balanced budget delivered in 2019/20

Councillor Sebastian Bowen, Chairman of the Budget Task Group, which looked at the proposed budget, MTFP and the Policing Plan, introduced his Report on the proposals. He thanked the Commissioner and his staff for the clarity of their written and oral presentation, the other members of the group as well as Mark Sanders, Worcestershire County Council's Senior Finance Officer, for assisting them. Reference was made to the Task Group's Report that had been circulated as part of the Agenda papers.

Subject to the results of the PCC's 2018/19 Budget Consultation which closed on 19 January, the Task Group was supportive of the PCC's financial strategy for the Budget proposals for 2018/ 2019 and the Medium Term Financial Plan through to 2021/2022 in context of the Policing Plan but would wish to be advised of substantial variations to the ambitious Savings Plans.

The Task Group felt the Government's settlement was encouraging and the PCC's reasons given for the proposed Council Tax increase of 4% in 2018/19 were fair. They also welcomed the advance notice that in 2019/2020, a 3% increase would be suggested.

The Task Group looked forward to the delivery of the

improvements to the West Mercia estate particularly the modern police stations at Hereford and Shrewsbury, as well as the continued modernisation of police force and the maintenance of the numbers of PC's and PCSO's. It was felt that adequate reserves should be set aside for new IT Systems.

The Task Group in its Report recommended that the Panel considered:

- (i) whether the Policing Plan supported by an ambitious transformation programme would be deliverable with the resources for the coming year and the expectation of the Medium Term Financial Plan: and
- (ii) in light of the Report provided by the Budget Task Group and taking into account PCC's Budget Consultation results, it would wish to approve the precept recommendation for 2018/19.

In addition, Cllr Bowen suggested that the Panel may also wish to consider:

- (iii) whether the level of reserves going forward were adequate for potential risks; and
- (iv) the need to set aside a reasonable contingency for the budget for delays and uncertainty in respect of the purchase, installation commissioning and operation of SAAB, Athena and other IT services.

During the discussion the following main points were made:

- The PCC confirmed that he was confident of an increasing investment in vulnerable people
- The Budgets for the Community Safety Partnerships (CSP's) were determined by how much they had spent during the first year that John Campion was appointed as PCC and had been maintained at the same level ever since. The Deputy PCC advised that there were some functions that the CSP's had been expected to perform but were unable to do so; the money had therefore been moved with the agreement of the CSP's to a more appropriate area. There was also work underway in respect of a standardised analyst function across the CSP's. The way in which the funding was allocated had also changed and CSP's requested the funding at the time they actually needed it and then it was allocated
- A concern was expressed that direct grant funding

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Plan Activity
and
Performance
Monitoring
Report (October
2017- December
2017)**

for domestic abuse was being reduced. The Deputy PCC confirmed that this wasn't the case for West Mercia Police, although some other public sector organisations may be reducing funding. Moving forward, some of the smaller groups applying for funding had been asked to do so through the CSP's who in turn would request the funding from West Mercia Police, this would help ensure that the application for funding fitted with the strategic needs assessment and ensured that it was allocated to relevant projects

- In response to the suggestion that there were insufficient police in the Ludlow area, the PCC advised that in the first instance if the Police were not providing a good service, then contact should be made with the local inspector. He further pointed out, that when over 10,000 calls for service were received each week, it was likely that not everyone would be satisfied with the service received. Allocation of police staff was made according to the needs of the area from various teams
- It was confirmed that to sustain the numbers of PC's and PCO's and fund a 2% pay rise was going to be possible by removing some layers of supervision. Visible policing was a priority.

Following consideration of the PCC's presentation and the recommendations of the Budget Task Group, the Panel unanimously supported the PCC's proposals to increase the precept for 2018/19 as set out in his report by 3.94% for 2018/19, adding £7.47 to the annual Council Tax bill for a typical band D home as set out in the Report.

It was agreed that that this would be confirmed to the PCC in writing.

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

In presenting the report, the PCC and the Deputy PCC highlighted:

- Perpetrator Programme, where preparatory work was underway to enable the Drive perpetrator programme to be implemented in Worcestershire. Worcestershire had been chosen as the project

location as it had the highest number of cases referred into Multi-Agency Risk Assessment Conference (MARAC)

- Missing Persons – The number of missing persons had seen a 9% reduction across West Mercia. Whilst there was usually a seasonal reduction in the autumn there had been a marked decrease of 21% in Telford and Wrekin in the last quarter due to a refreshed focus on missing people as part of Operation Vesta
- The PCC had reviewed his monthly Holding To Account (HTA) sessions with the Chief Constable and had revised them align with the Safer West Mercia Plan for 2018 and would hold:
 - Four performance sessions
 - Five thematic sessions
 - Two public sessions
 - One consolidation session.

During the discussion, the following points were made:

- Colour copies of the Performance Summary Report which was normally attached as an appendix (in colour) would in future only be made available on request, but would be referenced by a web link in the covering report. It was confirmed however that the covering report would include the summary page of performance and commentary
- Some feedback was provided by a Panel Member about the Rural and Business Crime Officers, which it was thought was inspirational and positive and would greatly benefit the rural communities
- In the last two months of 2017 HMICFRS published two force-specific inspection reports as part of its rolling PEEL inspection programme:
 - PEEL Efficiency (including leadership) where West Mercia was graded 'good' in the three areas of focus for this year's inspection and received an overall grading of 'good'; the same as last year. There were no recommendations made but there were two areas for improvement.
 - The force should ensure that it had effective systems and processes in place that enable it to understand how efficiently its investigative model supports the transfer of investigations.
 - The force should conduct a leadership skills audit that would allow it to understand leadership capacity and

capability

➤ PEEL Legitimacy (including leadership) where West Mercia was graded 'requires improvement' in the three areas of focus for this year's inspection and received an overall grading of 'requires improvement'; the force was graded 'good' last year. There were no recommendations made but there were eight areas for improvement which were:

- The force should ensure that all relevant officers had received sufficient, suitable training to enable them to use powers of arrest only when necessary.
- The force should improve its process for regularly and frequently scrutinising a broad range of data and information, including from body-worn video, to understand its use of force and improve how its workforce treats people with fairness and respect. It should also evaluate how stop and search activity reflected its priorities, to provide further reassurance to communities that its use of stop and search is fair and effective.
- The force should review the accuracy and timeliness of the information it included on its website about chief officers' pay, rewards and business interests.
- The force should review how it promoted access to the complaints system, including the support it is able to offer people who may need additional assistance and those in communities that have less trust and confidence in the police. It should also improve how it keeps complainants, witnesses and those subject to allegations updated about the progress of investigations.
- The force should ensure that it had effective systems and processes in place that enable it to understand the underlying causes of threats to its workforce's wellbeing, and take action to mitigate them.
- The force should ensure that its supervisors could recognise warning

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Inspectorate of
Constabulary
and Fire &
Rescue
Services
(HMICFRS)
Inspection
Report - A
Progress
Report On the
Police
Response to
Domestic
Abuse**

signs, intervene early and provide support to officers and staff who may be experiencing problems affecting their wellbeing.

- The force should ensure that it has effective systems, processes and guidance in place to manage individual performance and identify the most talented individuals within its workforce.

The Report was noted.

In November 2017 Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) published a national progress report on the police response to domestic abuse. The report was a follow up to two previous reports on domestic abuse the first of which was published in 2014 and the second, an initial progress report, was published in 2015.

In 2014 individual force reports were published alongside the national one, however, since that time inspectorate oversight of domestic abuse has been subsumed into the PEEL inspection programme.

The PCC was not required to respond directly to the Home Secretary on the findings from HMICFRS' thematic reports, only on force specific inspection reports. The PCC did however issue a media release in response to the report following its release and had detailed in the Agenda Report his objectives and the services which were currently being commissioned.

- The PCC was commended on this Report
- There was a concern that in certain areas of domestic abuse in England and Wales (page 42 of the Agenda) numbers were increasing. The PCC explained that in some instances there was a rise in the crime but also there was increased reporting and a greater confidence in reporting crime
- Reference was made to the graph (Figure 13) on page 186 of the Agenda which suggested that over 50% of West Mercia victims wouldn't support police action in the case of domestic abuse crimes. The PCC explained that there were a number of factors that would influence this but that it was on his radar, been subject to his HTA in January and that there was an action plan in place to address the issues, which would hopefully see

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the situation show a gradual improvement.

- The point was made that the statistics in Figure 13 were 2016 and therefore dated. The PCC suggested that unfortunately, the HMICFRS Reports usually contained dated statistics
- It was questioned how the national shortage of detectives affected the situation when a domestic abuse crime had been reported in West Mercia. The PCC was confident that there were sufficient detectives in West Mercia but suggested that for a victim reporting a crime it was how the crime was dealt with that was important to them not who was actually investigating it. It wasn't necessarily appropriate for a detective to deal with all of these crimes and in fact many of the crimes could be dealt with by front line operational officers
- It was noted that on average, there were 52 instances of domestic violence before the first report by the victim was made. The PCC not only wanted to improve the police response but also the confidence of victims to report these cases earlier.

The Report was noted.

At the request of the Chairman, the PCC was asked to explain to the Panel about the work that he engaged in outside of Policing including those activities which were no longer carried out and any new activities which had been introduced.

Among other requirements under the terms of the Police Reform and Social Responsibility Act 2011, PCCs must bring together community safety and criminal justice partners, to make sure local priorities are joined up.

This fitted with the responsibility of the PCC to work with partners to arrange for the "efficient transaction of criminal justice policy in the area" and co-operating with local community safety partners and funding crime and disorder reduction strategies.

The Panel received a presentation from the DPCC which covered:

- Victim Services
- Offenders
- Criminal Justice
- Prevention and Diversion

Following the presentation, the following main points

were made:

- In terms of working with prisons, the DPCC had been working with HMP Hewell to arrange family intervention days. There was a well-known statistic that if prisoners could be kept in touch with their families they were 40% less likely to reoffend
- The previous PCC had supported the Inside Products Initiative to develop the skill of prisoners. Although a worthy concept, it proved to be a difficult initiative but skills for prisoners were important. The PCC believed that more needed to be done at regional given the geographical mix of prisoners
- Working with perpetrators could only be done on voluntary basis as it had to be consensual
- The pattern of offending, multi-disciplinary network of mentoring and activity for 13-24 year olds was a massive challenge and the Panel would like further statistics for trends in this area.

The meeting ended at 2.50 pm

Chairman

**WEST MERCIA POLICE AND CRIME PANEL
19 JUNE 2018****DRAFT ANNUAL REPORT OF THE POLICE AND CRIME
COMMISSIONER FOR WEST MERCIA**

Recommendation

- 1. Members of the Panel are asked to review the draft Annual Report and to make any recommendations to the Police and Crime Commissioner (PCC) for consideration.**

Background

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

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

3. The draft Annual Report for 2017/18 is attached at Appendix 1 for the Panel's consideration. The Report provides a high-level overview of the PCC's work over the last financial year.

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

Legal Implications

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

Supporting Information

Appendix 1 – Draft Annual Report 2017 – 2018.

Contact Points for the Report

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Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) 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](#)



John Champion
Police and Crime Commissioner
West Mercia



Annual Report

2017-2018

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Foreword

At the midpoint in my term, my work over the last year has built on the foundations set out in my first year in office. My guiding principles have remained consistent: Putting victims first, and delivering a secure, reformed, reassured and ultimately safer West Mercia.

Ensuring victims get the help they need to cope and recover is central to all of my work. This year an extra 3,000 victims have been supported by Victim Support and there have also been increases in people accessing specialist support for sexual violence. I have worked to ensure my Victim's Charter is being delivered as it should be.



The Princess Royal was the guest of honour at an event showcasing the work of the PCC's Remember Veterans project, which was aimed at diverting military veterans away from the criminal justice system.



Deputy PCC Tracey Onslow joins the Youth Intervention Team, funded by the PCC to help vulnerable young people.

Levels of recorded crime have continued to increase in the last year. This has been in line with the national picture and follows a continued decrease in actual crime, according to the Crime Survey for England & Wales. It is pleasing to see a higher proportion of crimes being reported to our police and work has continued to protect the most vulnerable people in our communities.

The increased demand that comes with more recording of crime only adds to the need to reform the police force to ensure it is working as effectively and efficiently as possible. This year has seen the successful full roll-out of both body worn video and mobile technology with more technological changes well underway. The organisation's structures are also undergoing continuing reform. This year that has resulted in a new shift pattern to better meet demand and a greater proportion of police resources being directed towards frontline services.

Work to ensure our communities are reassured continues. I have established a major new project to effectively measure public confidence in our police and have continued to proactively engage with our communities as much as possible in the last year. I have been pleased with continued work to enable our communities to play an active role in local crime and safety issues, resulting in some significant successes, for example, around Neighbourhood Watch programmes and almost 100,000 hours being clocked up by West Mercia Police's volunteers.

I am pleased to be able to share details of all this progress in my second annual report. I am proud that this progress is being made whilst, for a second consecutive year, delivering the lowest precept change in England & Wales, and ensuring our reserves are reduced to an appropriate level. I will continue to work to deliver on my election promises and deliver a safer West Mercia.



A cohort from a course funded by the PCC, training local taxi drivers, licensees and hoteliers to spot signs of child sexual exploitation.



John Campion

West Mercia Police and Crime Commissioner

The year in numbers

Putting victims and survivors first

 9.6% increase in referrals to Women's Aid

RJ 61 restorative justice cases completed with positive outcomes for the victims

 53,000 victims of crime supported by Victim Support

 82.6% of victims satisfied with the overall service provided by West Mercia Police

+ 95% of service users left West Mercia Women's Aid with a positive outcome

Reforming West Mercia

£ £211M budget

 90% of 999 calls answered within 10 seconds

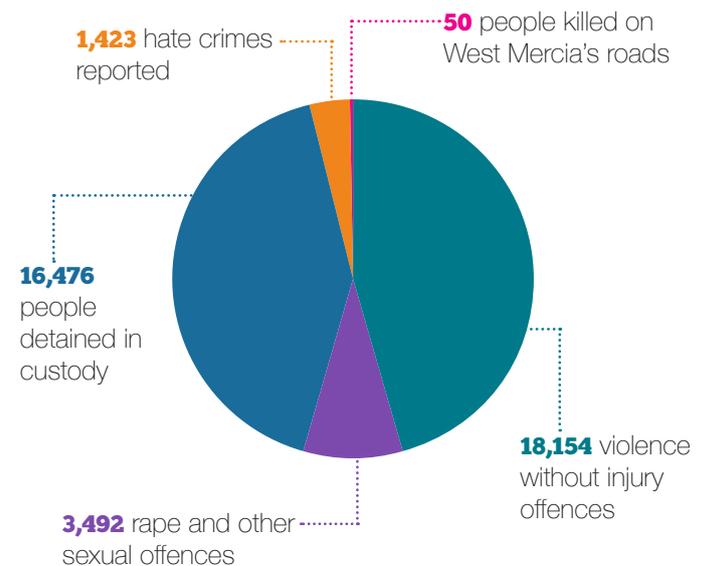
 74% of 101 calls answered within 30 seconds

 474 voluntary health checks

 3 fast track inspectors recruited

Building a more secure West Mercia

84,576 offences were recorded, which included:



Reassuring West Mercia's communities

 76.8% of people are confident in police in their local area

 360 special constables

+ 35.4% stop and searches resulted in a positive outcome

 594 community engagements

 232 independent custody visits

 8 Summer festivals and events attended by the PCC and his Deputy

Putting victims and survivors first

Supporting victims of crime to cope and recover from their experiences remains a top priority for me.

My focus in commissioning services has centred on victim driven outcomes. To further understanding of the service provision for victims, and determine whether victims feel their needs are being met by current provisions in West Mercia, I commissioned an independent needs assessment. Once delivered, the findings from this review will help shape future service provision.

“I actually need very little support, just a safe, trained, trusted person to gradually disclose my trauma in a safe environment”

(Survey respondent, victims’ needs assessment)

My commissioning team have worked hard to seize national funding opportunities when they have been available. We have secured over £250,000 of funding from the Police Transformation Fund to deliver the Drive project in Worcestershire. Drive is a new response to tackling the behaviour of high risk domestic abuse perpetrators, using a one-to-one case management approach. This project helps plug a significant gap in domestic abuse services. Other mechanisms undoubtedly provide excellent support to victims, but this targets the source of abuse with a view to reducing incidences of abuse in the future.



PCC John Campion joined by Herefordshire Ambassador Dan Guerche on a visit to West Mercia Women’s Aid.

Victim Support are the main service providers for victims of crime within West Mercia. In the last year they have managed 53,000 referrals from victims seeking emotional and practical help. This is a 6% increase from the previous year. However, I have worked with them to ensure service standards have remained high. 100% of service users were satisfied with the support they received, 80% of which said they were ‘very satisfied’.

“I had never felt unsafe in my life before this happened. Thank you for being there for me and helping me to feel safe again”

(72 year old male victim in receipt of Victim Support services)

The increase in service users provides me with reassurance that victims of crime are becoming more confident to come forward and get support, whether or not they have reported a crime to the police.

I have commissioned Victim Support to provide a restorative justice service for West Mercia. Restorative justice gives victims the chance to have their say, to get answers to their questions, and to move on with their lives. In its first year of operation the service has received 117 referrals, worked with 362 individual and completed 61 cases with a positive victim outcome, supporting my commitment to achieving the right outcome for victims.

Specialist support

Over the last year there has been a further increase in the volume of referrals to the specialist services I commissioned to support victims of domestic abuse and sexual abuse. We work hard to prevent these awful crimes from happening in the first place but, where it does occur, it's important we have the right structures and resources to help people cope and recover and provide them with the best possible service. I have committed to ring fence the funding I provide for these services for my time in office to provide a stable and gender equal service.

The Independent Domestic Abuse Advisors and helpline support I have commissioned from Women's Aid received 5476 referrals in to its services in 2017/18 compared to 4951 in 2016/17. This is an increase of 9.6%.

I have also granted funded an additional project to enable Women's Aid to employ a Children and Young People's Worker to engage with those between the ages of 5–19 who are identified as at risk of suffering significant negative outcomes as a result of domestic abuse within their family or home environment. In its first year the project has exceeded its projected target and from 158 referrals have been able to engage with 101 children and young people.



Community Ambassador Phil Grove visiting the Dawn project, supporting victims of domestic violence.

A grant of £25,000 to the DAWN project provided support and mentoring to victims and survivors of domestic abuse. The project has received 114 referrals, engaged with 103 women and empowered 98 women to safely leave their abusive relationship.

The two service providers for West Mercia's Independent Sexual Violence Advisors (ISVA) have reported to me that they have seen significant increases in demand. Axis who provide a service across Shropshire and Telford & Wrekin have seen a 14.5% increase in new referrals compared to the previous year and West Mercia Rape & Sexual Abuse Support Centre (WRASAC), serving Herefordshire and Worcestershire has seen a 22% increase in referrals compared to the previous year. In particular their CHISVA service has seen a 48% increase in referrals

I am reassured that these increases in referrals have been influenced by improved awareness raising and closer partnership working with external agencies such the Police and Social Care as well as continued coverage of high profile cases of sexual violence in the media, prompting victims to come forward.

“I just want to say an incredible thank you for everything you have done for me. You really have restored my faith in professionals and in people. I wouldn't be here today in the position I'm in if it wasn't for you. You've made one of the most difficult things in my life more manageable and more bearable. I will try by continuing to live my life. You do amazing work I'm so glad you were there with me every step”

(15 year old male receiving support from WRASAC CHISVA)

Outcomes



100% customer satisfaction with victim support services



Additional 3,000 victims supported following crimes this year



£250,000 national funding won for project aimed at domestic violence perpetrators



117 referrals to new restorative justice programme



More victims receiving specialist support for sexual or domestic violence

Building a more secure West Mercia

Responding to demand

I am committed to building communities where people are safe and feel safe. To achieve that, it is important that the police provide the right response at the time when it is needed most, so the matching of resources to demand is crucial.

Following extensive research into crime statistics and how officers respond to incidents a new local policing model was introduced at the beginning of April 2018. These changes will not only maintain, but should in fact increase the visibility of police officers within our communities, particularly at times of peak demand.



Visiting companies in Worcester to discuss business crime.

This year, West Mercia has withdrawn from the Central Motorway Patrol Group (CMPG) in the interest of delivering an improved service to our local communities. 25 officers have now become part of the new West Mercia roads policing service. They are working to improve roads policing, prevent offending and keep the public safe across our roads networks.

I am confident that these reforms within the force, coupled with new technologies and the significant improvements we have already made, will help ensure a more effective and efficient police service that delivers on community needs.

Recorded crime has risen by 5% when compared to the previous year. I will continue to ensure that the force is working efficiently and effectively to tackle existing and emerging demand.

Tackling child sexual exploitation (CSE) remains a top priority for me, and the force. I am committed to ensuring the full weight of the law is brought down on the offenders who perpetrate this horrific crime. I continue to hold the Chief Constable to account on this issue, and have invested in additional resources to take a proactive approach to prevention and detection and provided grant funding towards initiatives set up to address CSE.

Our commissioned service with Young Solutions to deliver CSE awareness training to taxi drivers and hoteliers across West Mercia has seen almost 400 taxi drivers trained along with hoteliers, who may (in their professional roles) be more likely to come into contact with potential cases of CSE. In the coming year the intention is to work with local area licensing teams to make the training mandatory for all taxi drivers.

For 2018/19 I have launched a specific CSE grant round for the provision of specialised support to those at risk of, or identified as being a victim of, Child Sexual Exploitation (CSE) across Herefordshire, Shropshire and Worcestershire.

I am aware that acquisitive crime, including burglary, robbery and theft harms our communities. Last year saw a 6% increase in residential burglaries in West Mercia. A person's home and possessions often carry an emotional attachment and when crime interferes with this it can have a long lasting impact on its victims, which is why I have asked my commissioning team to develop a new grant scheme to provide funding for a 'We Don't Buy Crime' SmartWater initiative. Details of this new initiative will be made available soon.

Tackling hate crime continues to be a priority, both in terms of encouraging a greater reporting of incidents and preventing incidents in the first place. I was pleased to support the force with the launch of its new Hate Crime Strategy last June, which sets out the role police officers and staff will play in responding to and investigating hate crimes and the service victims can expect. I gave each Community Safety Partnership (CSP) £10,000 specifically to address hate crime in their area. In Telford this funding has been directed towards a schools project which will provide pupils with an hour of structured learning for two terms.

Reducing reoffending

I believe a holistic approach can break the cycle of crime and reoffending. By working together and providing the right intervention at the right time we can make a difference to improve reoffending rates. My Crime Reduction Board brings together representatives from key organisations to ensure this approach is working in West Mercia. My funding of related initiatives has included:

£20,000 to the Inspiring futures through the Arts programme to provide a co-ordinated programme of arts activity for Worcestershire offenders and those at risk of offending. 107 art workshops have been provided, which have been attended by 51 service users, 41 of whom were judged by Probation to have achieved a positive outcome.



Visiting HMP Hewell to discuss the 'Behind the Badge' campaign, to reduce attacks against police officers.

I am of the opinion that taking part in the creative writing intervention has helped improve A's mood and mental well-being and reduce his stress levels. It has also helped his communication skills and improved his critical thinking to deal with problem areas in his life'

(Offender manager Community Rehabilitation Company on offender on the Inspiring Futures Programme)

£24,780 to an employment support programme, providing practical and emotional support to people in or at risk of being in the criminal justice system with mental health issues. This project received 99 referrals of which 57 engaged with elements of the programme. Of the 57 individuals referred, 5 gained sustained employment and 4 voluntary work

'All the staff have helped in making me aware of different options in rebuilding my life, they have been supportive and given me a different perspective on my current position'

(Service user on the ESP programme)

Collaboration and partnership working

Building a safer West Mercia is not and cannot be the sole responsibility of any one person or organisation. I remain committed to developing strong collaboration and partnership arrangements to deliver shared outcomes, improve services for our communities and achieve efficiencies. The new Operations Communication Centre which will be shared with Hereford and Worcester Fire and Rescue Service is one example of where sharing resources provides a more efficient way of providing emergency services to our communities.

By ensuring our police and fire services are collaborating and integrated as much as possible we can deliver better emergency responses, improve prevention measures, and increase information sharing between the services. This is why last year I undertook a process to consider whether single governance of police and two fire and rescue authorities within West Mercia would benefit local communities. Following an extensive three month consultation I submitted my business case for consideration to the Home Office and learned earlier this year that my proposal had been accepted.

If Fire and Police services in Herefordshire and Worcestershire are to continue to keep our community safe to the best of their capabilities they have to work towards more seamless collaboration. The Police and Fire services have worked together on a number of initiatives, but I believe there is considerable as yet untapped potential which we must explore.

Our partnership working with CSPs has continued to evolve and I have undertaken two key reviews impacting directly on CSPs. My office has worked with the CSPs to produce, for the first time, an evidence based review of CCTV provision across West Mercia. As a result of the review, we have developed a CCTV funding policy for CSPs which secures my commitment to provide a million pounds to be used on new and improved equipment during my term of office.

Secondly we have been working very closely with our CSPs and force intelligence team to improve the partnership working and availability of data between the six different analyst teams. As result of the review, three CSP analyst posts will shortly be based within the police force. This change will not only improve the sharing of data but improve awareness across partners.

In 2017/18 I have provided CSPs with £468,000 in funding. Each CSP is held accountable to ensure the funding they receive is addressing local priorities and securing better outcomes for West Mercia's communities.

I have continued to work collaboratively with regional colleagues to ensure the Strategic Policing Requirement is met. Our two Regional Policy Officers have ensured that I have oversight of the Regional Organised Crime Unit (ROCU), National Police Air Service (NPAS), Roads Policing, Counter Terrorism (CT) and national programmes such as the Specialist Capabilities Programme.

The ROCU has continued to develop over the past 12 months. I have overseen the “lift and shift” of resources from local force level to the ROCU, alongside the development of regional resources. This has enabled more efficient use of more specialist skills and tactics across the region, allowing West Mercia Police to access a highly skilled unit as and when required. This has been particularly beneficial in business areas such as ‘County Lines’, where our more rural towns have been utilised as a market for drug dealers from bigger cities, they have been met with a robust, regional response.

Last year a ‘county lines’ investigation led by West Mercia's Serious and Organised Crime Unit, supported by the ROCU saw six members of a drugs gang arrested in Malvern and Birmingham. They were sentenced to over 18 years in prison for drugs and fire arms related offences.

Outcomes



New policing model to better meet demand



£1m for CCTV in West Mercia



Increased resources to tackle CSE



Funding to create new SmartWater towns and villages in West Mercia

Reforming West Mercia

Embracing technology

One of the key promises I set out in my Safer West Mercia plan was to deliver new fit for purpose technology for West Mercia Police and during the year this promise has been turned into a reality.

My £1M investment in body worn video has seen a full roll out of this technology to all frontline officers and staff. I am delighted that this project was delivered ahead of time and on budget.

We are already seeing the benefits of body worn video, as it provides additional clarity and evidence when incidents occur, increasing the chance of conviction and therefore the quality of service for victims.

In Wellington PCSOs came across a male who had stolen a bottle of wine from a nearby shop. They followed and challenged the male. He became very aggressive and threatening towards the two PCSOs, with his behaviour captured on BWV. Following his arrest he was charged with theft and threatening behaviour. He pleaded guilty at the first opportunity and received a 14 week prison sentence.

(Recent encounter)



The PCC meeting Home Secretary and Bromsgrove MP Sajid Javid.

The £4.2M investment I approved to equip officers with mobile technology has seen Officers issued with smartphones and laptops, enabling them to work on the move and spend more time in the community. As officers no longer have to frequently return to police stations to do admin work, on average, an extra hour per officer, per shift, is being spent out and about in the community, where our officers are needed most.

A new telematics system has been installed across all vehicles in the force's fleet. This gives the ability to track vehicles, making it easier and quicker to deploy officers to an incident as supervisors can see where any vehicle is located across the force area in 'real time'. Not only does this mean resources are deployed more effectively and efficiently, it improves officer safety, especially when working alone, as in the future supervisors will be able to see at a glance where all vehicles are at any time, and ensure assistance is despatched to an accurate location if required.

At the beginning of October, Athena, a 'one-stop-shop' ICT business process solution went live. It manages over 70% of intelligence, investigation, operational processes, case preparation and custody management. Early feedback from officers raised some concerns around the system. In response I focused my November holding to account meeting with the Chief Constable on the impact Athena was having on effectiveness and efficiency in the force, seeking assurance that Athena was fit for purpose. As the use of Athena has progressed many of the early service issues have been addressed, however I will retain a close oversight on its impact until I am confident that it is delivering what was intended and what it is capable of.

Financial reform

In the last year I have delivered significant financial reforms within the police force.

Efficiency savings of over £2m have been made in the back-office function that supports policing. £60,000 has also been saved on hire vehicle costs by changing contract supplier. These efficiencies both enable more money to be spent on the frontline services our communities value most.

A significant investment has also been approved in transforming West Mercia Police. A total of £8.2m has been approved this year to enable new technology to be embedded within the force.

Ensuring a fit for purpose police estate

My work around estates has focused on ensuring that police buildings are fit for purpose and located where they are needed most – in the heart of our communities. I have worked to deliver on these principles while also reducing the costs associated with buildings in order to free up money to go into policing.

A major milestone in the estates programme was achieved in November when contractors completed the construction phase of Southwell House, the new Operations Communications Centre (OCC), at West Mercia Police HQ.



Deputy PCC Tracey Onslow joined local school children in planting trees outside the newly built joint police and fire Operations Communications Centre.

A number of police teams, together with Worcestershire County Council's Emergency Planning team, the Safer Roads Partnership's Casualty Reduction team and Hereford and Worcester Fire and Rescue Service staff were the first teams to move into the building early in the New Year.

Once fully occupied, with the latest technology, the co-location of police and fire incident control teams, operational support teams and partner emergency planning teams, will equip officers and staff with the information and flexibility they need to enable them to work more efficiently and respond more quickly to members of the public.



Roll-out of body worn video in Telford. The roll-out of the technology is now complete across the force area to all frontline officers.

As Police and Crime Commissioner I act on behalf of our communities as the owner and provider of the estates, from which the police operate. That estates needs to be fit for purpose to enable a modern, lithe, agile police force to deliver good quality services to the people they serve. To support this ambition I have jointly appointed a Strategic Estates Manager to work across the alliance police areas of West Mercia and Warwickshire to ensure effective planning and management of the estate used for the delivery of policing services across our four counties. The role also provides the strategic estates support to the two Chief Constables.

A published estates management strategy has now been developed that sets out my objectives, encompassing transformational aspirations for the police force as well as sustainability, efficiency and carbon management ambitions.

Investing in our people

Providing people with the right equipment and resources to do their job is only part of developing West Mercia from a good professional force into a modern and innovative one. Investing in people by identifying and developing their potential and supporting their health and wellbeing is important to building a happy, healthy workforce who feel valued and maximise both effectiveness and efficiency.

I am encouraged that the force has continued to seek opportunities to develop its workforce. For example:

- ▶ Taking part in 'Police Now', a national talent programme for graduates
- ▶ Taking part in Fast Track, a three year talent management programme from Police Constable to Inspector
- ▶ Joined the Direct Entry programme set up to attract external leaders from a strategic background who are recruited directly into the rank of Inspector. There are currently three officers from this programme within the alliance.
- ▶ Developed a leadership development strategy and continued the roll out of the talent management programme.

I have recently agreed to support a policy intern position within my office. It will provide either an undergraduate with a 12 month placement opportunity or a post graduate work experience placement. This is a new approach for my office and provides a real development opportunity for the successful candidate and shows my commitment to investing in people.

Health and wellbeing

Health and wellbeing remains a high priority for the force and is recognised as a key part of investing and valuing people and I fully support this agenda. Initiatives taking place under this agenda include:

- ▶ Offering free health checks for the workforce in Sept / Oct 2017
- ▶ New gym equipment purchased for 7 gyms across the alliance
- ▶ Health and wellbeing leads have been holding regular webchats with the workforce to answer questions and concerns raised.

Outcomes



Successful full roll-out of body worn video and mobile technology



£8m investment in further police transformation



£2m back-office efficiency savings



New strategy to deliver fit-for-purpose and sustainable police estate



New telematics system across police fleet of vehicles

Reassuring West Mercia's communities

My work over the last year has continued to focus on ensuring that not only are our communities safe, but they feel safe as well.

I have monitored the progress and delivery of my Communications and Engagement Strategy at regular intervals, to ensure I continue to be accessible, visible and responsive to community needs as Commissioner.

Improvements I introduced around transparency have been sustained and built upon over the last year. I have monitored performance to ensure that all necessary information from my office continues to be published and updated as appropriate. This includes details of official decisions, financial information, freedom of information logs, expense claims and registers of interests among many other details. Changes I made to introduce the publication of minutes from formal 'holding to account' meetings with the Chief Constable will be built on this year. Plans are in development to stage a public 'holding to account' meeting, which our communities will be able to contribute to and observe.

I have also welcomed the publication of West Mercia's 'use of force' data. This is part of a new national publication scheme, releasing data on a quarterly basis. In West Mercia, the data have shown the vast majority of times where our officers use other skills and resources at their disposal to manage to deal with incidents without resorting to use of force. This data has featured as part of my ongoing 'Behind the Badge' campaign, in support of our police officers and the challenges they face in the line of duty.

In Stourport a PCSO was assaulted by a lady with drug and alcohol issues. The incident was captured on BWV. She pleaded guilty at the earliest opportunity, was made subject of a criminal behaviour order to help her substance addiction and ordered to pay £75 compensation to the PCSO.

(Recent encounter)

The force has retained its status on the national Best Use of Stop and Search scheme, which in itself helps deliver confidence and reassurance to communities. Over the last year officers have undertaken over 4000 stop and searches, 35% of which resulted in a positive outcome.



The PCC has funded SmartWater packs in a number of communities. Here the project was launched with officers, councillors and residents in Wythall.

I fully recognise the importance of neighbourhood policing to our communities and have taken steps to protect the police's Safer Neighbourhood Teams. The force is now building on this by taking a more active approach to publishing personal contact details for frontline PCs and PCSOs which I believe is a positive step forward. This helps ensure communities know how they can access neighbourhood police officers and staff directly at any time. Public confidence in West Mercia Police has remained stable in the last year at 76.8%. In January the force launched a confidence strategy for its officers and staff seeking to improve how confident the public are in the force as a service and also how confident the staff, are in the organisation. I welcome this drive to improve public confidence and want to see it built upon in the years ahead.

A major new engagement project has been developed over the last year as additional means of measuring public confidence in West Mercia Police. Working with a third party provider, I have developed a new confidence survey which is now live across each local policing area. The project will capture public perceptions of police performance including local police visibility, accessibility and integrity. It will involve engaging with thousands of residents across West Mercia's geographic areas and demographic breakdowns. This project is now live and will report its first findings shortly. The results will enable confidence breakdowns within each constituent area of West Mercia, a capability that has been lacking for some time now. It will also allow me to hold the Chief Constable to account more effectively on behalf of our communities, whilst enabling the police to address issues identified and learn from their own best practice.

In the last year I have issued over 200 separate articles, media releases or public comments on a wide range of issues to ensure local communities are informed about my work and local matters. This represents an increase on the previous year. Levels of engagement have also increased significantly across all of my digital platforms, with more people getting in touch via social media, reading my monthly newsletter, or using my website.

I promised to empower our communities to take an active role in helping to resolve local issues. I have continued work to keep that promise over the last year. The number of Special Constables working alongside regular officers in West Mercia Police remains broadly the same as this time last year at just under 400. Between them, these volunteer officers clocked up more than 80,000 hours of service in the last year. Their work is supplemented by a further 11,000 hours of work by other volunteers within our police force. I remain incredibly grateful for their contributions.



Special Constables on patrol in Shropshire - volunteers have given almost 100,000 hours of time supporting West Mercia Police this year.

I have also continued to enable active citizenship outside of the police, via expanded Community Speedwatch programmes and grants to numerous voluntary organisations including Street Pastors and a grant of £51,000 to West Mercia Search and Rescue.

I have also worked with partners towards a significant online growth of local Neighbourhood Watch platforms. The number of official Facebook pages has grown considerably in the last year, with a combined reach of over 6.2 million people over the last year. These social media sites are now helping ensure a new and convenient way for people to stay informed of local crime and safety issues. I have worked to highlight these and other examples throughout the year, producing a series of videos and other promotional messages during Volunteer Week in particular.

In July I successfully launched a Mobile Phone App which was designed by a group of school children from Bromsgrove. Following a competition with all schools in West Mercia to invite them to submit designs for the app and the winning one was “Choices”. The app is aimed at those aged 11-14 and features a series of videos where the user has to make choices. There are 5 key areas which are covered in the app; Healthy Relationships, Hate Crime, Theft, ASB and Bullying. The 5 themes were determined following a consultation exercise with young people where there were over 1800 responses.

(Mobile App scheme)

At the beginning of September 5 new rural and business crime officer posts commenced in force, funded by me until 2020. Their work to enables communities to take an active part in crime prevention and safety. Since September they have hosted or been involved in a wide range of events, including safety demonstrations, crime prevention talks with local groups or providing advice in partnership with local businesses.



Deputy PCC Tracey Onslow meeting residents at the Oswestry Show.



Deputy PCC Tracey Onslow with John Hodges from Hereford & Worcester Fire and Rescue Service, at a joint police and fire training event.

Cyber crime is regarded as a national policing priority and in response to the increasing threat an alliance cyber crime unit has been formed across West Mercia and Warwickshire police forces. This team provides support and active guidance to specific threats and enables the force to look more closely at vulnerable or higher threat cases and is ideally placed for a strong link with the Regional Organised Crime Unit and National agencies. My Deputy Commissioner has taken an active role in instigating a wider partnership involvement in the fight against cyber crime. A tactical partnership group has been established with a wide range of representatives including police, banks, chamber of commerce, trading standards and academics. In the coming year the group will be seeking to develop and strengthen a partnership approach to raising awareness and preventing cyber crime in all its forms.

Police ethics

I continue to represent our communities to ensure ethical policing in West Mercia.

My office liaises closely with the force's Professional Standards Department (PSD) to ensure complaints are handled appropriately and people receive the service they need. Through engagement with complainants, monitoring of PSD performance data and regular meetings with the service lead I am able to hold the Chief Constable to account for PSD matters. PSD will remain a focal point in my holding to account process in the coming year.

Cases continue to be dip sampled by the Trust, Integrity and Ethics Committee (TIE), whose work across other parts of police business has also continued in the last 12 months. One of the TIE members represents me on the force's new Internal Ethics Committee, which supports the TIE committee, and is seeking to strengthen ethics within the workforce.

The Independent Custody Visitor programme run within my office continues to operate, in order to provide reassurance about standards and practices within police custody suites and highlight any issues they find. Details of the visits carried out over the last year are highlighted in the box opposite. These volunteers carry out their visits at any time of the day or night, seven days a week. I continue to be grateful for their dedication in delivering an extremely valuable service to our communities.

16,476 detainees in Custody during 2017/18



47 Independent Custody Visitors



232 visits undertaken by Independent Custody Visitors



81% of detainees consented to meeting with the Independent Custody Visitors

Outcomes



6.2 million annual reach on new Neighbourhood Watch platforms



232 Independent Custody Visitor inspections



200 published articles and comments



Almost 100,000 hours of volunteer time within West Mercia Police



New Rural and Business Crime Officer posts established

Community engagement

I have continued to actively seek engagement in a wide range of ways across all sectors of our communities. Over the last year this has included the establishment of a number of significant projects specifically focused on community engagement. I have been responsive to community feedback and used that information to help shape my work and policies as Commissioner.

Face-to-face engagement has continued to be a priority for myself, my Deputy, my Community Ambassadors and my wider office. Around 600 face-to-face community engagements have taken place across the year. I have made it a priority to engage with local councils, including town and parish councils, as much as possible and have attended numerous meetings across the West Mercia area. Along with this many face-to-face engagements have also involved visiting local schools, speaking to community groups or meeting individual victims of crime.



Visit to a Worcestershire school to meet pupils involved in a PCC funded mentoring project.



The PCC and members of his team meet local residents in Herefordshire as part of the summer events programme.

These face-to-face engagements have been expanded upon in the last year with the development of a whole programme of summer events. I attended and had stalls at some of West Mercia's biggest events last summer – including the Three Counties Show, Shropshire County Show, Newport Show, the Pershore Plum Festival and Bromyard Gala. This gave us the chance to engage with thousands of people from right across the area, answering questions on a whole range of subjects and where necessary taking cases to follow up afterwards. The events programme was a big success which I will be repeating in 2018.



The PCC is joined by Ambassador Sherrel Fikeis at the Newport Show.

My Community Ambassadors have continued their work over the last year, building on the relationships they established during my first year in office and establishing new ones. They have been involved in hundreds more face-to-face engagements over the last year, with their feedback and outcomes factored into my work as Commissioner.

In the last year, key pieces of Ambassador work include:

- Working with a community group and the local council to introduce new road safety measures in Herefordshire
- Engaging with parish councils across South Worcestershire to find out about and feedback on local issues

- Being an integral part of Team Shrewsbury, which has achieved Purple Flag status for the town, including work with the new Pubwatch group.
- Working with both victims and Muslim communities in Telford in the wake of national media coverage on child sexual exploitation
- Helping a community in North Worcestershire alleviate local parking and road safety problems

I have held two formal consultations over the last year, relating to the precept and the possibility of joint governance of our police and fire services. In both cases I took account of the feedback received from our communities in deciding my eventual course of action, and published details of how I had done that.

In addition to the new confidence survey already outlined, I have also developed and published a new survey specifically for town and parish councils across West Mercia. I believe strongly in the value of these councils and the understanding they have of the communities they serve. As such I have been keen to engage with them and get their feedback on local policing and crime. The survey has been sent to the hundreds of smaller councils in our area for a three month period and I await the results this summer.

Within my office, levels of written correspondence continue to increase from the levels seen in my first year in office. In the last year almost 500 items of individual casework have been logged for further research and response. This is approximately double the level from the previous year. I am continuing to work hard to ensure a tailored, individual response in a timely fashion to each person who contacts my office and have introduced new systems for contact management in light of this increased demand. I have also seen significant growth in engagement via online platforms – particularly social media. Engagement in my office Facebook page has more than doubled since my election and I have focused on delivering quality content and seeking community views through those channels. In the near future I will also stage a first public ‘Holding to Account’ meeting with the Chief Constable, which will be broadcast live via Facebook. Circulation of my monthly newsletter has grown by more than 50% in the last year, primarily due to people signing up during our summer events and there have been more than 15,000 unique users of my website, which is also a significant increase on previous years.



Shropshire Ambassador Graham Oliver with the Shrewsbury BID team that helped the town achieve Purple Flag status.

Performance and accountability

My scrutiny

I continue to scrutinise force performance on behalf of our communities and push for improvements.

I use detailed monthly and quarterly force performance reports to inform my regular meetings with the Chief Constable. The quarterly reports are publicly available on my website and form part of my performance report submitted to the West Mercia Police and Crime Panel. On a more frequent basis an internal performance dashboard enables me to closely monitor weekly performance.



The PCC and Deputy meet with Rural and Business Crime Officers, whose posts are funded by the PCC.

One of the primary ways by which I hold the Chief Constable to account for ensuring the force's efficiency and effectiveness is through my monthly holding to account meetings. These meetings have mainly focussed on performance reports and strategic issues, plus additional meetings on more specific topics such as digital forensics. However, following a review I have adapted and changed to a more effective scrutiny programme, aligned to my Safer West Mercia Plan. The 2018 programme includes thematic meetings on topics such as domestic abuse and victims along with two live stream public meetings. I also continue to use the monthly meetings to discuss new or emerging performance issues as they arise most recently holding a meeting solely focussed on HMICFRS's PEEL Effectiveness inspection.

I am confident that the robust process I have implemented provides an effective way for me to scrutinise the force and to instigate change.

My continued scrutiny and oversight of 101 and 999 call handling has led to an improved and more stable performance.

My scrutiny of the use of hire cars by the force has resulted in a review of their use and brought about a cost saving of £60,000 in fleet management.

In August the focus of the holding to account meeting was on Telford, where crime rates per 1,000 population were consistently higher than the other policing areas across a range of crime types. This has led to an in depth analysis to better understand the profile of Telford's communities and ongoing plan of activity to address the root cause of issues.

As well as the holding to account meetings, I meet regularly with the Chief Constable and other police officers and staff to discuss all aspects of the force. I or my team also attend a range of internal organisational meetings to provide effective oversight of wider force activity.

The main governance meeting for the alliance between West Mercia Police and Warwickshire Police is the Alliance Governance Group. In keeping with my commitment to be open and transparent I ensure that notes of this meeting and my holding to account meetings are published on my website.

Independent scrutiny

The Joint Audit Committee and the Trust Integrity and Ethics Committee continue to support me in my oversight role through their independent scrutiny of activities, processes and policies.

HMICFRS which is the lead body for the independent assessment of police forces and fire services has issued reports on the Efficiency, Legitimacy and Effectiveness of police forces as part of its PEEL inspection programme. While the force has retained a 'good' judgement for Efficiency, it has been assessed as 'requires improvement' for both Legitimacy and Effectiveness as it has failed to make sufficient progress in some areas.

I have been clear that the issues raised by the Effectiveness report in particular are unacceptable, and not what our communities expect. It is clear that more must be done, in order to understand the threats to our communities and provide a consistent, effective service to those that need it.

I am committed to working with the Chief Constable to deliver my pledge of building safer, more secure communities. I will support the force in making the necessary improvements through an effective and transparent holding to account process.

Our resources

Financial position and future financial prospects

The 2017/18 total revised net revenue budget for West Mercia was £213.417m, funded through a combination of central government grants, council tax and a small amount from the budget reserve to manage reductions. At the end of the year, this budget was underspent by £2.490m. This means that the actual amount required from our reserve was less than originally budgeted.

The main variances in 2017/18 are shown below:

Area of spend – under/(over) spending	£m
Policing	2.202
Office of the PCC	0.288
Total net underspend in 2017/18 (% of total policing budget)	2.490 (1.16%)

West Mercia's reserve balances, which stand at £36.4m at the end of the year, are healthy and are an important part of the strategy to deliver my objectives. They are helping to continue to minimise the effect of future budget reductions, by phasing their use over the life of the current Medium Term Financial Plan (MTFP), in addition to part-financing the transformation programme and the significant levels of capital investment.

The budget and MTFP agreed with the Police and Crime Panel in February 2017, outlined the planned use of reserves, reducing balances to £13.1m by 21/22. The use of reserves and reserve balances are reviewed rigorously each year to ensure that they remain adequate against the risks we face.

Full details of this year's budget are published on my website to ensure transparency, along with draft versions of the 2017/18 statements of accounts.

To ensure the force remains both effective and efficient, it is undergoing significant transformation, much of which is reliant on capital investment. During 2017/18 £26.5m of capital expenditure was incurred across the Alliance. This included £11.5m which was spent on our estates strategy, with the majority of spend relating to the new Operational Control and Command Centres (OCCs). 2017/18 saw the completion of the construction and refurbishment phase of the new unified OCCs at Stuart Ross House, Warwick and at Southwell House, Hindlip. Work to connect the required ICT systems to them is now underway and it is hoped that they will become fully operational later in 2018/19, along with an ongoing review of our wide estates.

Over £11.9m was invested in our ICT systems in 2017/18, to streamline and update systems to ensure they are capable of meeting the needs for 21st century policing. This includes the systems for improved incident management, more effective contact with the public, mobile working equipment, the upgrades of data networks, improved telephony systems and the full roll-out of body worn video equipment to front line officers. This also includes £1.6m of spend on the automatic number plate recognition system in 2017/18 to facilitate more effective policing. Significant levels of investment are planned to continue, with £26.3m anticipated over the period up to 2021/22 principally over estates and ICT.

During 2017/18 I continued to work closely with many partners across West Mercia, providing financial support and assistance to a number of local projects and initiatives to protect people from harm. In 2017/18, I committed to funding £1m for local CCTV projects up to 2020 and have invested over £3m in prevention schemes and local grants which have helped over 12,000 people. We have also invested heavily in the support services we provide for those who are the victims of crime.

I am continuing to drive value for money across all areas of the service, and believe that aside from the transformational changes being undertaken, this can also be achieved through greater collaboration across emergency services. During 2017/18, I submitted a business case to the Home Office which outlined how improved working, more effective services and greater efficiencies could be achieved across policing and fire, if there was closer collaborative working between Hereford and Worcester, Shropshire and Telford fire and rescue services and West Mercia Police. The Home Office have accepted the business case and as such in 2018/19 the governance of these fire and rescue services will be transferred.

However, there remains a number of financial challenges in the medium term, with West Mercia facing a savings target of £24.2m between the period 2018/19 to 2021/22. I am confident however, that the work the force is doing to reform, and our Alliance with Warwickshire will help to create a Safer West Mercia able to meet the challenges ahead.



Students finding out about economic crime as part of the PCC's #DoesItAddUp campaign at Hereford College of Art.

Commissioning and grants

I launched two new community grant schemes with a combined post of around £600k early in 2017 with an initial focus on services for children.

Improving road safety and reducing the number of serious incidents on our roads is a key issue for communities and a key priority for me as commissioner and so one of the grant schemes I have funded is a young driver safety awareness programme (Pathfinder). The £90,000 funding over 3 years will allow for the programme to be extended across West Mercia.

I was amazed by the progress M had made just on the first day alone but was stunned by just how much he had learned and progressed on all levels in his overall practical, competency and awareness skills by the end of the course on Friday close of day.

(Parent – Pathfinder programme)

Along with all the other grants awarded I gave approximately £1.7m in grant support during 2017/18.

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



With retired police dog Murphy following the PCC's commitment to supporting Finn's Law, offering greater protection for service animals.

In July I asked my Commissioning team to audit of all grants under my Commissioners Grant Scheme and the Community Safety Partnership core funding. This detailed piece of work took 7 months and involved half day visits to 84 different grant recipients. The audit has provided me with valuable additional assurance on value for money and on the outcomes being achieved. The audit has helped develop my strategic planning for funding 2018/19 initiatives and to introduce a new grant extension process for those grants reaching targets and continuing to perform. The audit has been welcomed by grant recipients who have welcomed my outcomes focused approach.

“It was great to be able to update the PCC on how the project was going and to talk in more detail about measuring impact and how we might improve on the tools we use for this next year”

(Debbie Birch, Project Manager Inspiring futures Through the Arts)

“Support from the PCC is encouraging and challenging us to develop new ways of working in meeting the changing needs of young people, and helping to develop existing and new partnership arrangements and ways of working. This would not have been possible without the innovation and forward looking approach of the PCC and the Commissioning Team”

(Will Lindesay, Chief Executive, HVOSS Herefordshire)

To support the work of my Community Ambassadors I allocated £40,000 to enable local third party organisations to apply for one off grants of up to £1,000 through their local ambassador. Successful applicants had to demonstrate that their project would support local initiatives that secure or contribute to securing crime and disorder reduction within West Mercia or that contribute to delivery of the Safer West Mercia Plan. As a result my Community Ambassadors have been able to provide funding to a range of organisations including:

- £1,000 towards the Worcestershire Pride Event.
- £1,000 towards the Rocksprings Garden Project for young people in Ludlow.
- £500 to Wellington Pub Watch for their DISC programme.



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**WEST MERCIA POLICE AND CRIME PANEL
19 JUNE 2018****HER MAJESTY'S INSPECTORATE OF CONSTABULARY
AND FIRE & RESCUE SERVICES INSPECTION REPORT -
'PEEL: POLICE EFFECTIVENESS 2017 AN INSPECTION OF
WEST MERCIA POLICE'**

Recommendation

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

Background

2. In March 2018 Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) published its inspection findings into police effectiveness as part of its annual rolling programme of inspections on the efficiency, effectiveness and legitimacy of police forces within England and Wales (PEEL). A Report was published for each force alongside a National one. A copy of the West Mercia Inspection Report is attached at Appendix 1.

3. The PEEL Inspection Reports provide a judgement grade of 'outstanding', 'good', 'requires improvement' or 'inadequate'. Each force is given an overall grading as well as individual grades for each of the key areas which were subject to inspection in that year. The overall grading for West Mercia in the latest report was 'requires improvement'. The table below provides a summary of the grading for each area within the inspection.

Inspection area	Grade
Preventing crime and ASB / keeping people safe	Requires improvement
Investigating crime / managing offenders	Good*
Protecting vulnerable people / supporting victims	Requires Improvement
Tackling serious and organised crime	Inadequate
Specialist capabilities	Ungraded
Overall	Requires improvement

*This area was inspected as part of the 2016 inspection

4. For the three inspection areas covered in the 2017 report HMICFRS gave six areas for improvement (AFIs) and made five recommendations. 'Preventing crime and tackling ASB' and 'Protecting vulnerable people and supporting victims' each had 3 AFIs and 'Tackling serious and organised crime' had 5 recommendations. Further detail on each AFI and recommendation are provided in the 'AFIs and recommendations' section of this report

5. In 2019 the Inspectorate are moving to an integrated regime which will combine all three 'pillars' into one inspection based on a risk based assessment of each force. Details of the new inspection programme are being finalised, but it is understood that

all forces will be inspected on 4 core areas, with any further areas varying by force depending on the assessment of risk.

Action Plan Development and Monitoring

6. The PEEL inspection programme in its current form has been in existence for three years and prior to the onsite inspection in September 2017 a PEEL Effectiveness Action Plan containing the first two years AFIs and recommendations along with any police specific actions from National and related reports had been developed. The Action Plan set out details of the actions put in place to address report findings and was subject to ongoing monitoring and oversight. The Action Plan is alliance wide, pulling together the findings from both West Mercia Police and Warwickshire Police into the one Plan

7. At the end of the onsite inspection in September 2017, HMICFRS give a 'hot debrief' to chief officers providing some very initial feedback on their inspection findings. The PCC or his representative were invited to attend the debrief. These initial findings were incorporated into the existing Action Plan so that work could begin developing an appropriate response in advance of a seeing the first draft of the Inspection Report in February.

8. In the autumn of 2017, the internal process for monitoring and coordinating activity relating to HMICFRS Inspections was restructured and a core group established under each of the three pillars. Each core group meets monthly, is chaired by a Chief Officer and attended by service leads responsible for different elements of the Action Plan who are required to report on progress for their area. The effectiveness core group is chaired by Warwickshire's Assistant Chief Constable (ACC). Each of the three core groups feed into the Service Improvement Board, chaired by West Mercia's Deputy Chief Constable (DCC). This Group provides strategic oversight across all three groups.

9. Very recently the Force has established a Delivery Group to provide additional challenge and checks to ensure the activities put in place to address AFIs and recommendations are fully embedded. The initial focus for this Group is the serious and organised crime element of the effectiveness report.

AFIs and Recommendations

10. To assist West Mercia Police in implementing an effective response it has undertaken peer reviews and sought support from other forces who have been graded 'outstanding' or 'good' and from the Chief Constable for Merseyside Police who is the National Police Chiefs' Council Lead for serious and organised crime. Set out below are each of the AFIs and recommendations contained within the inspection report along with a brief summary of the work being done to address the report findings.

Preventing crime and tackling anti-social behaviour

11. There were three AFIs identified in this area:

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

12. Problem Solving is a significant part of West Mercia's new interim policing model introduced in April 2018. The force has worked with the College of Policing and Durham Police, to develop a new problem solving approach which is being embedded across the policing alliance. This will put in place a process, and culture that delivers effective problem solving and community profiling.

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

13. The next stage of the problem solving approach will be ensuring partners are contributing to the problem solving framework effectively. New beat profiles have also been developed on the force intranet to improve community awareness within the force.

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

14. Building on the new problem solving approach and new beat profiles above, the force has also implemented a Consultation and Engagement Strategy, as part of its Confidence Strategy work.

Protecting vulnerable people and supporting victims

15. There were 3 AFIs identified in this area:

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

16. West Mercia has introduced an Action Plan approach to deal with unresourced incidents. Part of that process is daily reassessment of all unresourced incidents by Control Room Supervisors, and daily assessment by local policing management teams of any incidents that have become higher risk. Any that remain unresourced have continued daily re-assessment until they are resourced. At the same time introduction of Incident Progression Teams working closely with the control room have meant that incidents where there is no requirement for deployment are resolved and taken off the list quickly, allowing greater scrutiny around those incidents that are still waiting for deployment where there may be some risk for victims.

AFI2. The force should ensure that frontline officers become more proficient in completing DASH risk assessments at initial response and there is sufficient

supervisory oversight to ensure opportunities to safeguard vulnerable victims are not missed

17. A full alliance-wide audit of Domestic Abuse has been conducted in early 2018 which included a review of related DASH submissions. The results are being compiled and will include commentary regarding findings related to use of DASH. A domestic abuse service review has also now commenced and includes additional interrogation of the use of DASH. All of this has been conducted whilst the results of a College of Policing pilot regarding a new DASH assessment are awaited.

AFI3. The force should take steps to understand the reasons why a high proportion of crimes related to domestic abuse fall into the category 'Evidential difficulties; victim does not support police action', and rectify this to ensure that it is pursuing justice on behalf of victims of domestic abuse.

18. As per AFI2 above, a full audit of domestic abuse is now complete. The results are being compiled and will include commentary regarding any findings related to use of Outcome Code 16 (evidential difficulties, victim does not support police action). In addition a Domestic Abuse Service Review has now commenced and includes additional interrogation of the use of Outcome 16.

Tackling Serious and Organised Crime (SOC)

19. The five recommendations identified in this area are:

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

20. West Mercia is developing more effective partnership working arrangements to tackle SOC. Joint action groups to address SOC with partners are in place across the Force and work is ongoing to bring consistency to practices. SOC Local Profiles for each policing area have been completed but further engagement with partners is needed to obtain further partner agency information.

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

21. All West Mercia local intelligence teams are briefed on the new Regional and Organised Crime Unit's (ROCU) mapping processes and trigger mechanism, and there are clear examples of newly identified organised crime groups (OCGs) being mapped. Organised crime threats need to be business as usual and the new OCG meeting chaired by an ACC Chief Officer will assist in keeping this focus in place across all departments.

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

22. Training of Lead Responsible Officers is being built into West Mercia's training plan, with additional support and guidance being provided via the Force Intelligence Bureau. This support can also ensure that any OCG activity is resourced appropriately and support development for force or regional tasking bids.

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

23. The work being conducted with partners is assisting in developing a problem solving ethos around SOC that this is a community based issue. A Prevent Strategy is required and the force is looking to engage more fully with the PCC's office regarding opportunities for support with partnership working and access to funding streams. Work is also ongoing to increase the use of civil orders, and has been successful in obtaining two Serious Crime Prevention Orders in recent weeks. Further applications are in place for a number of other serious and organised, and economic crime investigations.

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

24. Disruption activity is now being submitted and work is ongoing to ensure this is sustainable and embedded, using a clear, auditable system. An OCG Management Unit is now established to assist lead responsible officers and others in maximising disruption potential and quality assuring/reporting to ROCU/ROCTA as per national reporting requirements.

SOC Focus

25. West Mercia's Chief Officers have taken a decision to separate the Inspection findings and associated actions relating solely to West Mercia from the Alliance Action Plan so that they could assure themselves that the actions identified within the Plan would be sufficient to address the report findings. As a result of this exercise the Chief Constable commissioned a dedicated serious and organised crime action plan for West Mercia. This supports the wider Alliance Action Plan, but allows for additional focus and oversight on this area for West Mercia which was graded inadequate, whereas Warwickshire was graded requires improvement.

26. HMICFRS is engaging with the Force, which has developed a SOC-specific Improvement Plan, focusing on a number of key themes highlighted in the Inspection Report to further assist the Force in responding to the issues outlined in the Inspection Report.

27. At the time of the effectiveness inspection West Mercia Police and Warwickshire Police as an Alliance were undergoing a leadership review. One of the outcomes of this review is that there will be investment in this area including in senior leadership in the form of a new shared Assistant Chief Constable. The new shared Chief Officer will have direct responsibility for shared functions across both West Mercia Police and Warwickshire Police; this will include as a priority the delivery of policing of serious and organised crime.

Police and Crime Commissioner's oversight

28. The PCC's oversight and scrutiny of the Force's response to HMICFRS' Effectiveness Inspection findings is ongoing. As mentioned earlier in the Report the PCC's office were invited to attend the hot debrief provided by the Inspectors at the end of their fieldwork and representatives from the PCC's office attend both the Effectiveness Core Group and the Service Improvement Board to monitor progress and to raise any concerns to the PCC. The PCC is also represented at the newly formed Delivery Group.

29. One area of concern which the PCC determined to seek additional oversight and assurance through his holding to account process was SOC. This commenced in June 2016 when the PCC questioned what steps had been put in place to address the force response to tackling OCGs. A briefing note was provided on each of the AFIs relating to serious and organised crime. This note was discussed at the subsequent holding to account meeting.

30. Later, in December 2016 and January 2017 the PCC asked about outcomes of the South Worcestershire serious and organised crime joint action group (SOCJAG) pilot and challenged the progress made to develop a West Mercia wide approach. The force advised that the pilot in South Worcestershire had not progressed as well as intended and the PCC requested a further update be made in July.

31. At the July 2017 update, the PCC was advised that the force approach had started to improve and a structure of local partner meetings was in place. It was also agreed that the PCC's Crime Reduction Board (CRB) could provide the governance for the 5 local SOCJAGs. The governance arrangement was agreed by the CRB at its meeting and its terms of reference amended to take effect from December 2017.

32. Following publication of the latest report in March, the focus of the PCC's April holding to account meeting was changed to closely scrutinise the AFIs and recommendations and to seek assurance on the force response. As a result of this meeting the PCC agreed that his office would attend each of the local SOCJAG meetings for the next 12 to 18 months and for an update on all AFIs and recommendations to be brought back to the July 18 meeting.

33. The close scrutiny and oversight of SOC to ensure effective delivery of both the SOC action plan and the SOC improvement plan is now being managed via a three strand approach within the PCC's office. One officer is responsible for the HMICFRS work, one for the SOCJAG implementation and one for oversight of a SOC performance framework which is being developed by business leads. The PCC receives a regular briefing on these three aspects which in turn informs his

quarterly meetings with the Head of Protective Service and his quarterly regional meetings.

34. The PCC has a statutory responsibility to write to the Home Secretary in response to any force inspection report published by HMICFRS. A copy of the PCC's written response to the Home Secretary on the effectiveness report is attached at appendix 2. The letter has also been published on the PCC's website.

Supporting Information

Appendix 1 – 'PEEL: Police Effectiveness 2017 An inspection of West Mercia Police' (HMICFRS March 2018)

Appendix 2 – Copy of the PCC's letter to the Home Secretary

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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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PEEL: Police effectiveness 2017

An inspection of West Mercia Police



March 2018

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Force in numbers



Calls for assistance

Incidents per 1,000 population 12 months to 30 June 2017

West Mercia Police

England and Wales

249

282



Anti-social behaviour

Anti-social behaviour (ASB) incidents per 1,000 population 12 months to 31 March 2017

West Mercia Police

England and Wales

36

31

Change in ASB incidents 12 months to 31 March 2016 against 12 months to 31 March 2017

West Mercia Police

England and Wales

+4%

-0.05%



Crime (excluding fraud)

Crimes recorded per 1,000 population 12 months to 30 June 2017

West Mercia Police

England and Wales

67

77

Change in recorded crime 12 months to 30 June 2016 against 12 months to 30 June 2017

West Mercia Police

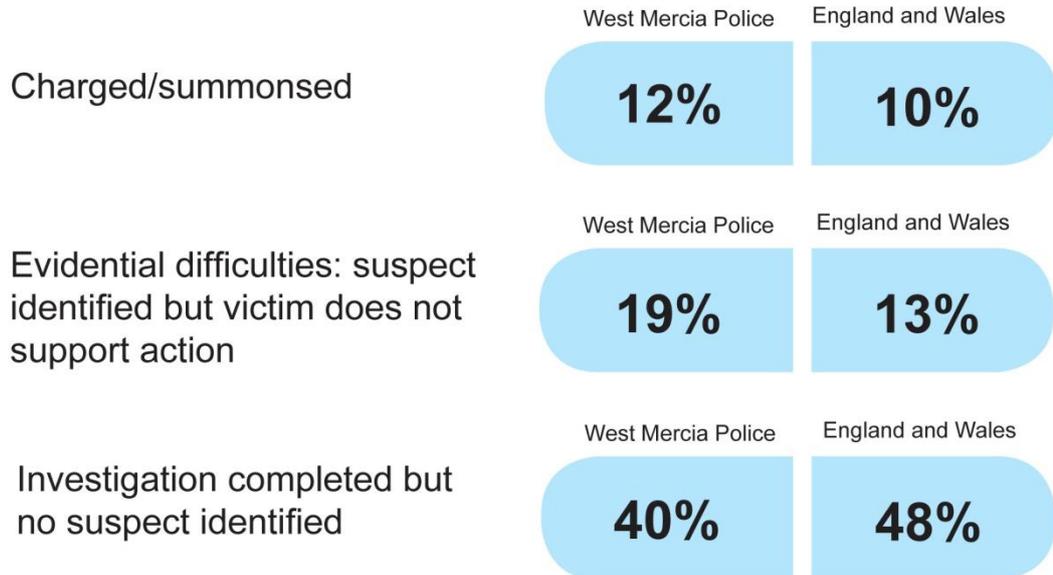
England and Wales

+14%

+14%



Crime outcomes*



Domestic abuse



Organised crime groups



*Figures are shown as proportions of outcomes assigned to offences recorded in the 12 months to 30 June 2017. For further information about the data in this graphic please see annex A.

Risk-based inspection

HMICFRS adopted an interim risk-based approach to inspection in 2017 in order to focus more closely on areas of policing where risk to the public is most acute.¹ Under this approach, not all forces are assessed against every part of the PEEL effectiveness programme every year. West Mercia Police was assessed against the following areas in 2017:

- Preventing crime and tackling anti-social behaviour;
- Protecting vulnerable people;
- Tackling serious and organised crime; and
- Specialist capabilities.

Judgments from 2016² remain in place for areas which were not re-inspected in 2017. HMICFRS will continue to monitor areas for improvement identified in previous inspections and will assess how well each force has responded in future reports.

¹ Full details of the interim risk-based approach are available from the HMICFRS website: www.justiceinspectorates.gov.uk/hmicfrs/peel-assessments/how-we-inspect/2017-peel-assessment/#risk-based

² The 2016 effectiveness report for West Mercia Police can be found on the HMICFRS website: www.justiceinspectorates.gov.uk/hmicfrs/publications/peel-police-effectiveness-2016-west-mercia

Effectiveness overview

Judgments

Overall effectiveness 2017  Requires improvement

Question	Grade	Last inspected
Preventing crime and tackling anti-social behaviour	 Requires improvement	2017
Investigating crime and reducing re-offending	 Good	2016
Protecting vulnerable people	 Requires improvement	2017
Tackling serious and organised crime	 Inadequate	2017
Specialist capabilities	Ungraded	2017

Summary

West Mercia Police has been assessed as requiring improvement in respect of how effective it is at keeping people safe and reducing crime. This contrasts with last year's assessment, when we judged the force to be good.

The workforce understands the force's vision to protect the most vulnerable and there are well-established channels of communication in place with different communities. However, the use of structured problem-solving techniques to prevent crime and anti-social behaviour is not widespread within neighbourhood teams and the force's understanding of its communities is insufficiently developed. This means its response to problems is not always based on local feedback and it does not

evaluate its use of tactics and interventions to improve its service to the public. In addition, response officers do not currently contribute to the community policing model and neighbourhood officers are sometimes reassigned to other duties; collectively this is likely to undermine the force's commitment to local people.

The workforce displays a strong understanding of the signs of vulnerability. However, the force needs to improve its initial response to incidents involving vulnerable people, particularly victims of domestic abuse. Although the force generally investigates crimes involving vulnerable people to a good standard, it needs to ensure that investigators' workloads are manageable and effectively supervised. The scheduled replacement of outdated ICT systems in the control room is anticipated to improve how the force recognises and responds to the needs of vulnerable people.

The force's approach to serious and organised crime is a cause of concern. There are weaknesses in the way it assesses the risks posed by organised crime groups (OCGs), and its processes for scrutinising the use of tactics and interventions are under development. It is failing to assess the impact of its efforts to disrupt OCG activities in accordance with national guidelines. The force needs to ensure that the prevention of serious and organised crime is based on a comprehensive understanding of the threats posed. It also needs to work more closely with its partner organisations (such as local authorities, or health and education services) to understand and prevent this type of criminality.

West Mercia Police has the necessary arrangements in place to ensure that it can fulfil its national policing responsibilities, and to respond to an attack requiring an armed response.

Preventing crime and tackling anti-social behaviour



Requires improvement

Prioritising prevention

West Mercia Police has entered into a strategic alliance with Warwickshire Police (in this report, we will refer to this strategic alliance simply as the alliance). Both forces share a single vision and set of values, and work to a harmonised set of policies. In this inspection, all references to the alliance can be read as applying equally to either force.

West Mercia Police's vision is to protect the public from death, injury, loss and distress, and it aspires to be great at protecting the most vulnerable. Our reality testing showed that the workforce understands this well; however, the use of structured problem-solving techniques to prevent crime and anti-social behaviour varies considerably and neighbourhood policing teams are not trained in their use. This area for improvement was highlighted in our last two effectiveness inspections and it is apparent that the force is yet to respond adequately. We did find examples of good practice: for example, we identified how the neighbourhood policing team in Shrewsbury works with local partner organisations to tackle problems; and the harm reduction unit in Telford takes action to prevent anti-social behaviour with the 'safeguarding families' team (a multi-disciplinary, joint service team that works with disadvantaged families). However, these approaches are not embedded across the wider force. This means that the public cannot yet be assured that West Mercia Police is effective at preventing crime and anti-social behaviour.

The force continues its commitment to local policing. Each area has a designated safer neighbourhood team (SNT), with police officers and police community support officers (PCSOs) assigned to defined geographical areas; this reflects the importance the alliance places on engagement, visibility and collaboration with the public and partner organisations in accordance with its service priorities.

HMICFRS examined whether officers assigned to duties responding to 999 and 101 calls contribute to the SNT community model. The officers reported that their commitment to responding to calls from the public precluded them from this activity. We also found that neighbourhood officers are sometimes reassigned to other duties; this represents a similar position to our findings in 2016. Taking local officers away from their communities is likely to undermine a force's commitment to local people. It would be useful for the alliance to determine how often neighbourhood officers are abstracted from their core roles, what the underlying causes are, and what effect it has on communities.

Understanding communities

West Mercia Police demonstrates an understanding of its communities, but this is largely based on the in-depth knowledge that individual officers have accumulated about the areas they police. While this knowledge is important, the force would benefit from a greater insight into local demographics; this is particularly important in respect of newly settled residents, communities that have less trust and confidence in the police and local people who are vulnerable. Many forces systematically research local populations to ensure that the service they are providing to people or communities who are less likely to complain or take part in traditional forms of engagement, so-called 'hidden communities', is adapted to their needs. The approach in the West Mercia force area lacks both consistency and the assurance that a professional service can be provided to all communities.

While more could be done to understand local communities, we nevertheless recognise that there are effective channels of communication in place with different communities. The alliance has a well-established independent advisory group (IAG) network which provides a dependable means of seeking feedback from communities. This network has influenced how the force manages significant incidents and events. IAG representation includes community leaders who provide a reference point to ensure that the service provided by the force reflects community interests and needs.

In an effort to improve services, the force seeks to understand what matters to local people and it provides opportunities for them to influence policing priorities: for example, the use of online voting and community forums. We found that officers and PCSOs were able to describe the different ways they engage with the public, including: Twitter and Facebook; pop-up stands at leisure centres; and attendance at community events and residents' meetings. Although this is encouraging, HMICFRS considers that a deeper understanding of communities would enable better interaction with local people. The alliance has an opportunity to put this right through the development of its community engagement strategy. This should be founded on detailed knowledge of established and more recently settled communities; it should set out clear expectations on the involvement of local commanders and it should make provision for digital and other facilities to be available to frontline staff to enable them to communicate effectively in their communities.

Tackling crime and anti-social behaviour

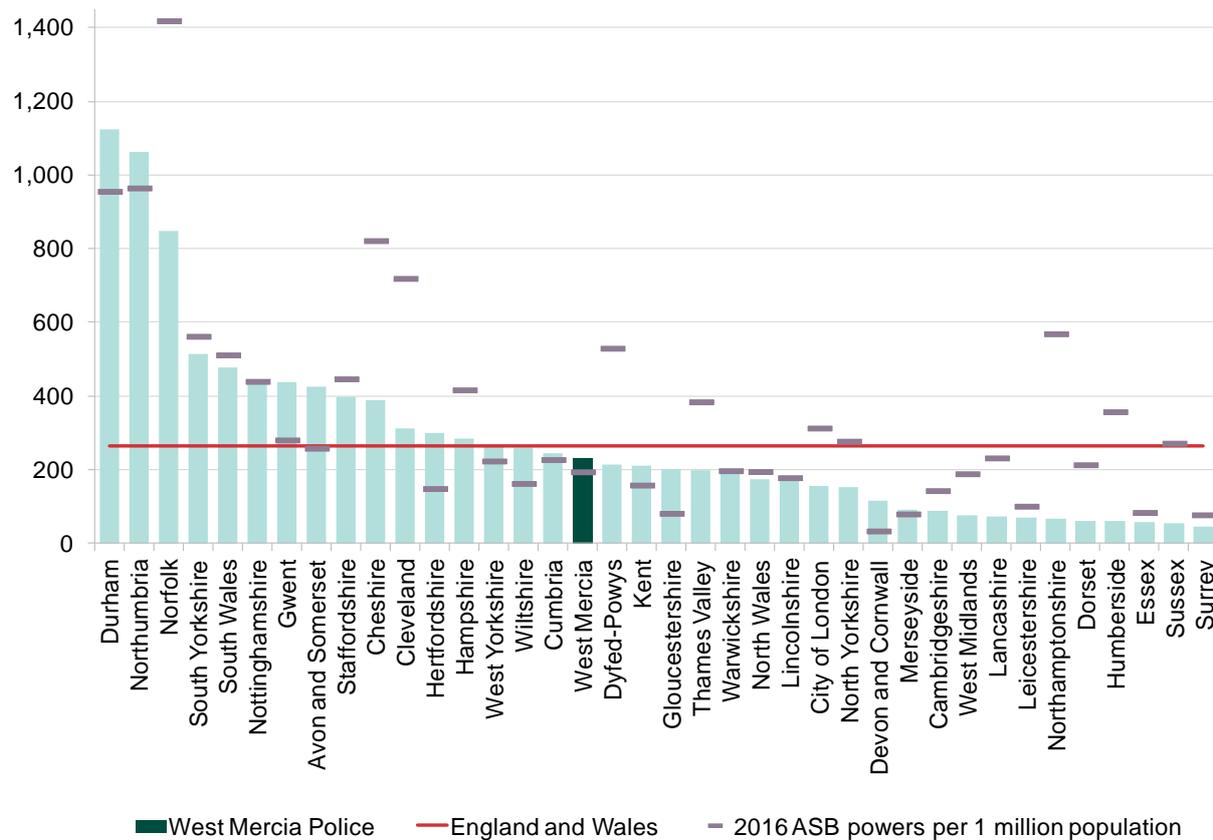
West Mercia Police requires improvement in how it tackles crime and anti-social behaviour. We found that the response to day-to-day policing demands is prioritised above longer-term problem solving. HMICFRS did find some good examples of joint working. For example, a number of organisations work closely with the force to support victims of anti-social behaviour and West Mercia Police is a valued member of the 'Team Shrewsbury' partnership which addresses the consequences of homelessness. However, we would expect a commitment to address the underlying causes of crime and disorder to be a more prominent characteristic of how West Mercia Police operates. This should include support, training and other facilities to promote joint working being made available to frontline workers to bring about lasting solutions to community problems.

We found that where joint programmes are in place they are working well; however, the extent to which they have been adopted is reliant on the active participation of well-motivated and talented local staff, rather than the expectations set by senior leaders. HMICFRS expects problem solving to be a priority among all frontline staff; they should be given the time and skills they need in order to work with other organisations to address issues that matter to local people.

HMICFRS also looked at whether the force made use of legislative powers and effective tactics in the fight against crime and anti-social behaviour. The use of legal powers has increased in the past 12 months and the frequency with which they are used is in line with other forces in England and Wales. Of particular note is the force's extensive use of criminal behaviour orders to curb the offending behaviour of persistent criminals. These orders are granted on application to a court when an offender is sentenced; they are designed to restrict the movement of individuals or place other conditions on their day-to-day living to reduce the likelihood of them being able to offend.

We also noted that the alliance has introduced three community problem-solving co-ordinators. The co-ordinators have expert knowledge of the legal powers available to prevent or reduce the likelihood of individuals breaking the law. They offer significant support to local neighbourhood teams and make sure that officers and PCSOs use the full range of tactics and interventions available to them. This is an important step in deepening the understanding of how best to resolve persistent problems in communities.

Figure 1: Rate of anti-social behaviour (ASB) powers per 1 million population, by force, in the 12 months to 30 June 2017³



Source: 2016 and 2017 HMICFRS data return
For further information about this data, please see annex A

Although the force makes good use of police powers and tactics to reduce offending, it does not have a good understanding of the true value of their effect. This is because the powers are not currently properly evaluated. West Mercia Police has an opportunity to put this right as its main information and communications technology (ICT) operating platform is due for replacement. The force views this as a way to enhance the capability of its neighbourhood teams to use preventative methods and improve the service they provide to the public. Currently, several different systems hold information about offenders, locations and vulnerable people, meaning that information might be missed when community problems are prioritised and action is taken to address them. The full integration of information systems will provide greater assurance that the force will be able to evaluate the effect of problem-solving activity.

³ Bedfordshire, Derbyshire, Greater Manchester, the Metropolitan Police and Suffolk forces were unable to provide any 2017 ASB use of powers data. Gloucestershire, Hertfordshire, Humberside and Merseyside forces were only able to provide partial 2017 ASB use of powers data. Greater Manchester Police was unable to provide any 2016 ASB use of powers data.

Areas for improvement

- The force should ensure that local policing teams routinely engage with local communities and undertake structured problem solving with partner organisations to prevent crime and anti-social behaviour.
- The force should evaluate and share effective practice routinely, both internally and with partner organisations, to improve its approach to the prevention of crime and anti-social behaviour.
- The force should work with local people and partner organisations to improve its understanding of local communities, to understand their needs. It should supplement this with focused analysis to inform activity and prioritisation.

Protecting vulnerable people and supporting victims



Requires improvement

Identifying vulnerability

West Mercia Police's workforce displays a strong understanding of vulnerability, reflecting the force's ambition to be "great at protecting the most vulnerable". The force defines vulnerability as "a person is vulnerable if, as a result of their situation or circumstances, they are unable to take care of, or protect themselves or others from, harm or exploitation". The alliance urges its workforce to "see past the obvious" when considering whether an individual is vulnerable or exposed to harm. This guidance encourages frontline staff to be inquisitive about the circumstances that victims are facing. The majority of officers and members of staff we spoke to could relate to this guidance; furthermore they use it actively to identify whether individuals are vulnerable and to determine whether they need to be referred to other organisations for additional support.

We noted that, across the force, more vulnerable victims are being identified; this includes an increasing number of reported crimes being linked to domestic abuse and more incidents being identified as being concerned with mental health. This suggests that officers and staff are more vigilant about the signs of vulnerability, endorsing the force's investment in training in this important aspect of policing.

HMICFRS examined how personnel working in the alliance's control rooms identify vulnerable people when they first contact the police, in particular the victims of domestic abuse. The force uses a model known as THRIVE⁴ to evaluate the needs of callers and the harm to which they may be exposed. There are clear procedures in place for staff to follow and we observed the application of quality assurance processes that help to ensure call handlers and dispatchers (who deploy personnel to incidents) are competent in their roles. Control room staff described the way that training influences their decisions and we were provided with useful examples that demonstrate their appreciation of the needs of vulnerable people and how the force deploys its resources to help them. However, when reviewing a selection of incidents that were awaiting assignment we found some shortcomings. While vulnerable people are identified well when a caller first contacts the control room, calls awaiting allocation are not routinely re-assessed by supervisors, particularly at times of

⁴ The threat, harm, risk, investigation, vulnerability and engagement (THRIVE) model is used to assess the appropriate initial police response to a call for service. It allows a judgment to be made of the relative risk posed by the call and places the individual needs of the victim at the centre of that decision.

high demand. This means that vulnerable people, including victims of domestic abuse, may not always receive the right service for their needs. Should their circumstances change while awaiting a response from the police, then the urgency of that response should be re-assessed and re-prioritised if necessary. This is an area the alliance needs to review and one that we will re-examine in future inspections.

Initial response

West Mercia Police needs to improve its initial response to incidents involving vulnerable people, particularly victims of domestic abuse. In HMICFRS' 2016 effectiveness report, we identified several areas for improvement that related to the force's understanding of why a high proportion of crimes (including those related to domestic abuse) fell into the outcome category 'Evidential difficulties; victim does not support police action'. An outcome of this nature indicates that a victim, having reported a crime, no longer wishes to support the investigating officer in prosecuting the offender or successfully concluding the matter in some other way. Forces must take all reasonable steps to ensure that they are working constructively with victims to bring offenders to justice. In 2017, we re-visited this area to assess how the force was pursuing justice on behalf of victims.

In particular, we examined areas that might affect the willingness of victims to support investigations and the likelihood of investigations being successfully concluded. We found that domestic abuse risk assessment forms are available to officers, but they are not always completed properly, meaning that time is wasted correcting them after they are submitted rather than in safeguarding vulnerable people. The force indicated that the assessments are scrutinised by supervisors before submission. To check this, we visited one of the multi-agency safeguarding hubs (MASHs)⁵ that are in place across the force area. MASHs are staffed by a number of professionals who provide expert care to victims; they include social care and charity representatives as well as representation from the police. Our visit revealed that a large proportion of domestic abuse risk assessment forms are not submitted accurately or promptly, which could affect how quickly vulnerable victims receive the support they need.

The force has recently begun introducing body-worn video cameras. It is now in a position to exploit the opportunities video-recording equipment provides, particularly by gathering pertinent evidence and supporting victims. We were encouraged to find recent examples of footage obtained from body-worn video cameras being used to

⁵ A multi-agency safeguarding hub (MASH) is a location in which staff from the police, local authority and other safeguarding agencies share data, research and decision making about local children and adults who are vulnerable; the purpose is to ensure a timely and joined-up response for children and vulnerable adults who require protection.

support prosecutions in domestic abuse cases. Promoting examples of the successful use of body-worn video by referring to previous cases will help increase officers' understanding of good practice and encourage its use by frontline officers.

The rate of arrest for domestic abuse offences can provide an indication of a force's approach to handling domestic abuse offenders. Although for the purpose of this calculation arrests are not linked directly to offences, a high arrest rate may suggest that a force prioritises arrests for domestic abuse offenders over other potential forms of action (for further information, please see annex A). West Mercia Police was unable to provide us with the number of offenders arrested linked to a domestic abuse offence.

Overall, the alliance's response to our concerns about its support to victims who might be reluctant to support a prosecution still requires further progress. Its domestic abuse action plan is based on limited evidence or understanding of data that would enable the force to determine if performance is improving in this area. Neither West Mercia Police nor Warwickshire Police was able to provide HMICFRS with data to show that victims were being attended to promptly, that an increasing number of perpetrators were being brought to justice or that better evidence was being gathered to support prosecutions. As a consequence of this, we do not consider that the force is doing all that it should be to reduce the proportion of crime falling into the category of 'Evidential difficulties; victim does not support police action'. It is unclear how the alliance defines and monitors success in relation to domestic abuse. Furthermore, following discussions with managers, we have similar misgivings about the force's performance in other areas of activity that include vulnerable victims. The alliance told us that it is about to start an audit programme that will scrutinise how it supports vulnerable people; this is important, and we therefore look forward to reviewing this during 2018.

Mental health

West Mercia Police's workforce has a good understanding of the importance of taking immediate, appropriate action to protect people with mental health conditions. Officers and staff are able to describe what vulnerability is and the emphasis the force places on its response to vulnerable people, including those who have mental health conditions.

The force shares control room functions with Warwickshire Police. New ICT systems are being introduced and the force anticipates they will improve its response to incidents involving vulnerability, as they will enable it to identify individuals in need of support more accurately. Control room staff receive mentoring and support, and their competency levels are assessed regularly against national standards; this means they are more likely to make effective decisions about how to respond to and support vulnerable people.

The alliance has completed a trial with the NHS to evaluate the effects of joint working to help identify the nature of additional or specialist support needed by vulnerable callers who suffer from mental health problems. A psychiatric nurse has been working with the alliance forces in the control room. During our fieldwork, officers told us that they valued the ability to access the advice of mental health practitioners. Other benefits include the ability to secure immediate access to placement in psychiatric facilities should sufferers need residential care. Analysis of the trial means the alliance is in a strong position to take forward negotiations with the NHS to establish what the next steps will be. We were encouraged to find examples of the force working with organisations that assist people suffering from mental health problems. Facilities are provided for emergency places of safety in Shrewsbury and Telford if individuals need immediate care. These facilities represent an assured care pathway for sufferers; they also present officers with an alternative to using legal powers to detain individuals in police cells which are not appropriate for their condition.

Investigating crimes involving vulnerable people

People who are vulnerable often have complex and multiple needs that a police response alone cannot always meet. They may need support with housing for example, or access to mental health services. The police still have an important responsibility to keep victims safe and investigate crimes. These crimes can be serious and complex (such as rape or violent offences). Their victims may appear to be reluctant to support the work of the police, often because they are being controlled by their perpetrator.

West Mercia Police generally investigates crimes involving vulnerable victims to a good standard. When we scrutinised 18 cases that involved vulnerable victims, there was evidence of an effective investigation in 17 of them. Domestic abuse risk officers (DAROs) review cases, provide advice and support to repeat victims and suggest how persistent offenders are best managed. The force has effective procedures in place to ensure that victims receive a good service; these include regular updates to victims about the progress of their cases.

Despite these high standards, we spoke to some officers who were uncertain of their ability to investigate crime effectively. One such example included detectives working in Herefordshire and Worcestershire, where new working arrangements have been introduced. In these areas, the force has reduced its reliance on specialist teams and there is an expectation that staff will be assigned a wider range of crimes to investigate. The reasons for the new arrangements being implemented are twofold: firstly, it ensures that there is greater overall capacity to investigate the workload, particularly at times of peak demand; secondly, it means that all vulnerable victims will receive a priority service irrespective of the circumstances. Allegations of crime are reviewed at daily management meetings to ensure they are allocated to an

investigator with the skills and experience to manage the case effectively. However, some officers we spoke to believe they are not yet competent to investigate complex cases to a good standard. We also spoke to the supervisors of officers who are assigned to response duties. The main remit of these officers is to answer 999 and 101 calls but they are also allocated routine crimes to investigate. The supervisors mentioned to us that the active management of these crimes presents operational challenges because of the pressure of their workload.

More positively, the force has increased its use of legal powers to protect victims of domestic abuse. These include domestic violence protection notices (DVPNs).⁶ These powers are important to police forces because they provide an alternative means of curbing offending behaviour, particularly if a victim feels intimidated or is uncertain whether they want to support a prosecution or not. We were disappointed to note that the force was unable to provide data on arrests for domestic abuse prior to our inspection. We were unable to clarify how the force monitors the action officers and staff take when responding to domestic abuse incidents, and how the force assesses the effectiveness of its response. The alliance has indicated that the imminent introduction of new ICT systems will help improve its ability to interpret data relating to the action taken. We will return to this in future inspections.

Partnership working

West Mercia Police works well with partner organisations, enabling it to support vulnerable people and respond to the needs of victims. A number of partner organisations collaborate with the force in multi-agency safeguarding hubs (MASHs), which means that information sharing is more efficient and plans to safeguard victims and offenders who need support can be developed jointly.

There is also an established multi-agency risk assessment conference (MARAC)⁷ process in place. We reviewed the MARAC process and confirmed that high-risk cases were being referred to it. We also noted that the alliance has started to expand the use of its integrated victim management scheme, so that it extends across both forces. Its intention is to provide vulnerable victims with a higher level of safeguarding, including the allocation of a nominated officer and access to local support services; this is a positive development and we look forward to learning of its progress as it continues to develop.

⁶ Domestic violence protection notices (DVPNs) may be issued by an authorised police officer to prevent a suspected perpetrator from returning to a victim's home and/or contacting the victim. Following the issue of the DVPN, the police must apply to magistrates for a domestic violence protection order (DVPO). The DVPO will be granted for a period of up to 28 days.

⁷ A 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, probation and other specialists from the statutory and voluntary sectors.

Areas for improvement

- The force should improve its service to vulnerable people, particularly domestic abuse victims, when officers have been unable to attend or attendance is delayed. This should include a re-assessment of the risks that victims face so that safeguarding support can be prioritised.
- The force should ensure that frontline officers become more proficient in completing DASH risk assessments at initial response and there is sufficient supervisory oversight to ensure opportunities to safeguard vulnerable victims are not missed.
- The force should take steps to understand the reasons why a high proportion of crimes related to domestic abuse fall into the category 'Evidential difficulties; victim does not support police action', and rectify this to ensure that it is pursuing justice on behalf of victims of domestic abuse.

Tackling serious and organised crime



Inadequate

Understanding threats

West Mercia Police's appreciation of the harm caused by serious and organised crime is based on a limited understanding of the threat posed by this type of criminality. Although the force has completed a local profile⁸ of serious and organised crime, it is not as comprehensive as it should be. For these profiles to be effective, a wide range of information and intelligence from other organisations should be considered. It is only at this point that a force can assess the true scale and pattern of offending and take effective action against it. For example, information from hospital accident and emergency departments can help a force's understanding of gang violence if individual assaults are not reported to the police; similarly, an exchange of information with drug treatment providers may give more insight into local drugs markets.

Serious and organised crime is considered jointly by the two alliance forces, which brings advantages in terms of a consistent approach. However, the force's understanding is inhibited because insufficient intelligence information relating to new and emerging threats is being submitted by local officers. This means that much of the alliance's activity is focused on nationally recognised threats as opposed to lesser-known offending that affects local communities, such as modern-day slavery. We found that the alliance is experiencing difficulties in processing the current volume of intelligence submissions. The alliance has made recent changes within its force intelligence bureau to improve its ability to assess significant threats to public safety and provide more support for local intelligence units.

The alliance forces have recently set out their expectations of the intelligence they need to fight organised crime. Each should ensure that the organisations it works with, and local officers and staff, contribute to information sharing and intelligence gathering. We recognise that the alliance has made recent changes to its intelligence unit; these changes are designed to build capacity to examine intelligence reports

⁸ A Local Profile is a report that outlines the threat from serious and organised crime within a specific local area. As a minimum, Local Profiles should be produced at force level but it may be decided that it would be most effective for them to cover even more localised areas (for example, in larger forces these might be at local authority, Borough Operational Command Unit, Basic Command Unit (BCU) or Community Safety Partnership (CSP) level).

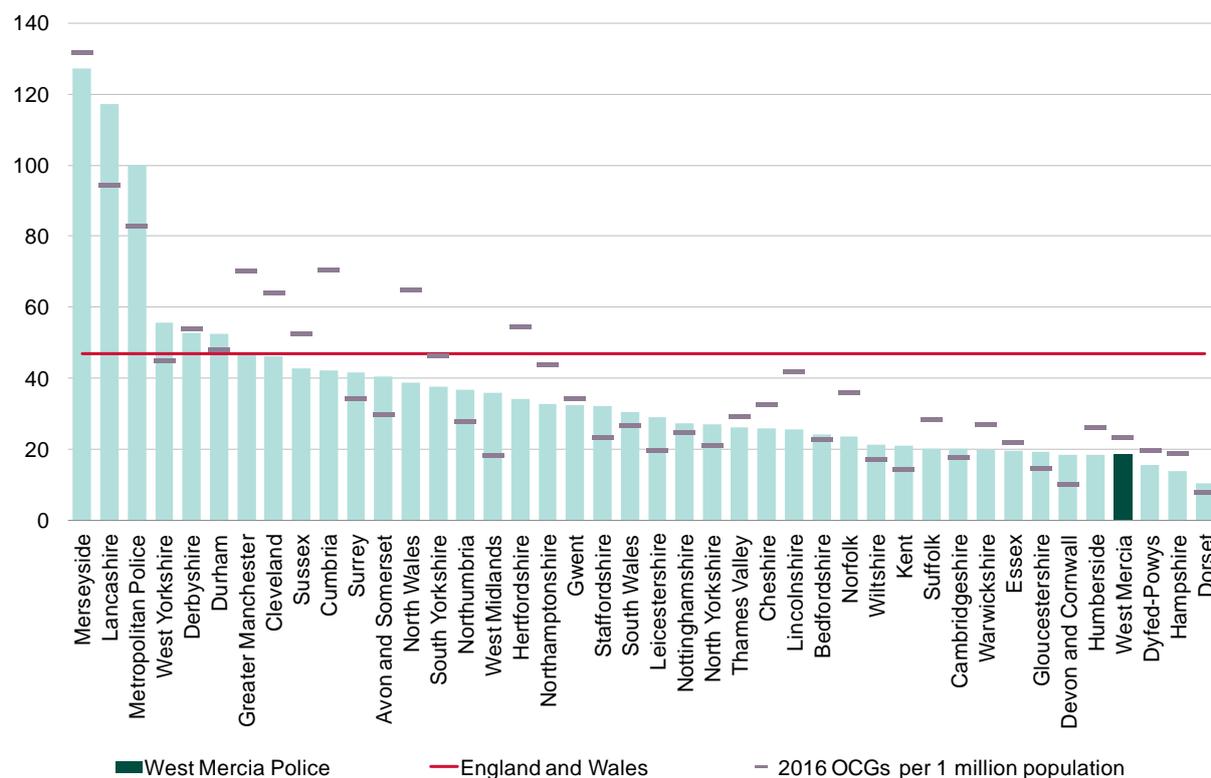
and provide better support to local policing. It is also intended that these changes will improve the understanding of significant threats to local people and encourage action to protect them.

Each force in England in Wales contributes officers and staff to regional organised crime units (ROCU)⁹ which have specialist capabilities, such as surveillance teams, and a wider operational jurisdiction to target organised crime groups (OCGs). The force has recently transferred resources into the local ROCU; this is both to improve the identification of criminals involved in organised crime and to boost the impact of law enforcement on those who exploit victims in their communities.

At present, once an OCG is identified, the force does not assess the harm it can cause (a process known as 'mapping'). Although we found that the number of OCGs which are mapped by the force is in line with other forces in England and Wales, there are shortcomings in this area. We found instances of long-term investigations involving OCGs that had not been mapped, and the force does not recognise the signs of organised criminal activity in a structured way.

⁹ Regional organised crime units (ROCU) provide police forces with access to a standardised range of 'capabilities' to help them tackle serious and organised crime. These capabilities encompass specialist areas such as undercover policing, surveillance and cyber-crime investigation. The regional provision of these capabilities can reduce or remove the need for forces to maintain specialist capabilities of their own, many of which are expensive to maintain and only required on relatively rare occasions.

Figure 2: Rate of organised crime groups (OCGs) per 1 million population, by force, as at 1 July 2017¹⁰



Source: 2016 and 2017 HMICFRS data return

For further information about this data, please see annex A

Disrupting and investigating serious and organised crime

As West Mercia Police’s understanding of the threat posed by serious and organised crime is limited, it is unable to demonstrate how effectively it investigates and disrupts serious and organised crime. In HMICFRS’ 2016 effectiveness report, we indicated that the force should engage routinely with partner agencies at a senior level to enhance intelligence sharing and promote an effective, multi-agency response. This year, we found that the force has started to adopt good practice from its alliance partner by introducing serious and organised crime joint action groups (SOCJAGs) in different counties. However, these developments are recent and have not yet proven successful in bringing the police and partner organisations together to identify those at risk of being drawn into this type of criminality or by introducing programmes to deter offending.

¹⁰ The City of London Police has been removed from the graph as its organised crime group data are not comparable with other forces due to its size and its wider national remit. For further information, please see annex A.

In line with national guidance, lead responsible officers (LROs) are in place to oversee local plans to tackle serious and organised crime. However, no assessment of their proficiency to undertake this role is made when they are appointed. Too many assumptions are made on the basis of the rank and position individuals hold, as opposed to their competency to discharge their responsibilities. Recognising this, the alliance has sought to develop the competencies of its LROs by providing mentoring and training; this includes expert support from the local SOCU (Serious Organised Crime Unit) and similar support from the ROCU. The alliance has identified that it must scrutinise the action it takes to tackle serious and organised crime more effectively, particularly those cases that involve the regular supply of drugs from other force areas. The director of intelligence has established a forum that meets each month to assess progress. The forum provides strategic direction and guidance to local commanders, co-ordinates operational activity in local communities and ensures it follows national guidance on tackling OCGs.

Although we view these recent developments positively, we were disappointed to find that the force still does not record and evaluate its disruption activity, despite our observations in HMICFRS' 2016 effectiveness report. The force also needs to make more use of the Government Agency Intelligence Network (GAIN)¹¹; sharing information and drawing on support from other organisations involved in law enforcement, for example HMRC, can have a significant impact on the disruption of organised crime.

The force does involve its local policing teams in organised crime group disruption, and support and advice is available from specialist teams. Local officers we spoke to possess a good level of knowledge of intelligence requirements that relate to organised crime groups involved in drugs activity; however, the force's understanding of its longer-term impact on serious and organised crime is limited, and needs to improve.

Preventing serious and organised crime

We found that West Mercia Police takes action to prevent serious and organised crime, reflecting the force's vision of protecting the most vulnerable. However, it is still developing its overall approach, and its partnership arrangements for serious and organised crime are immature.

The alliance takes steps to prevent offending among established organised criminals, but this remains an area of weakness. We recognise that those who have been imprisoned are subject to monitoring to prevent them from continuing to commit crime while in prison. We also saw how the force anticipates the release of harmful criminals and puts plans in place to monitor their activity in communities.

¹¹ The Government Agency Intelligence Network (GAIN) is a large network of partners, including all police forces in England and Wales, which shares information about organised criminals.

However, we noted that in the 12 months to 30 June 2017, the force has not made use of serious crime prevention orders¹² to place restrictions on the lifestyles of offenders; their use did not appear to have been considered as a means of curbing offending behaviour.

Cause of concern

The force's approach to tackling serious and organised crime lacks the essential features expected of an effective force and is putting the public at risk of harm.

Recommendations

The force should immediately take steps to:

- engage routinely with partner agencies at a senior level to establish intelligence sharing arrangements and an effective, multi-agency response to serious and organised crime. This should include the creation of a local profile for serious and organised crime which provides the force and its partners with a single, comprehensive picture of the threat;
- ensure that it maps all organised crime groups promptly following identification and re-assesses them at regular intervals in line with national standards. All mapped organised crime groups should be subject to regular scrutiny and oversight, enabling the force to routinely identify and pursue opportunities for disruption and investigation;
- assign capable lead responsible officers to all active organised crime groups as part of a long-term, multi-agency approach to dismantling them. These officers should have a clear understanding of their responsibilities, and adopt a 4Ps (pursue, prevent, protect, prepare) approach to tackling serious and organised crime;
- identify those at risk of being drawn into serious and organised crime, and ensure that preventative initiatives are put in place with partner organisations to deter offending; and
- begin to measure its activity on serious and organised crime across the 4Ps, and ensure that it learns from experience to maximise the disruptive effect of this activity.

¹² A court order that is used to protect the public by preventing, restricting or disrupting a person's involvement in serious crime. An SCPO can prevent involvement in serious crime by imposing various conditions on a person; for example, restricting who he or she can associate with, restricting his or her travel, or placing an obligation to report his or her financial affairs to the police.

Specialist capabilities

Ungraded

National policing responsibilities

*The Strategic Policing Requirement (SPR)*¹³ specifies six national threats: terrorism, cyber-crime, public order, civil emergencies, child sexual abuse and serious and organised crime.

West Mercia Police has the necessary arrangements in place to ensure that it can fulfil its national policing responsibilities. The alliance has assessed its capability to respond to the six national threats included in the SPR.

The force uses the management of risk in law enforcement (MoRiLE) methodology to prioritise national threats and ensure and build its capabilities to manage them. An assistant chief constable now leads a SPR programme board on behalf of both alliance forces. This ensures strong governance and scrutiny to assess the alliance's preparedness constantly. A regular programme of exercises and training programmes has been established – this is run in conjunction with the Local Resilience Forum (LRF), a statutory body which brings together emergency services and other organisations, such as local councils, that are responsible for crisis management and disaster recovery. Further joint exercises are planned to test new control room facilities later in 2018.

Firearms capability

HMICFRS inspected how well forces were prepared to manage firearms attacks in our 2016 effectiveness inspections. Subsequent terrorist attacks in the UK and Europe have meant that the police service maintains a firm focus on armed capability in England and Wales.

It is not just terrorist attacks that place operational demands on armed officers. The threat can include the activity of organised crime groups or armed street gangs and all other crime involving guns. *The Code of Practice on Police Use of Firearms and Less Lethal Weapons*¹⁴ makes forces responsible for implementing national

¹³ The SPR is issued annually by the Home Secretary. It sets out the latest national threats and appropriate national policing capabilities required to counter them. National threats require a co-ordinated or aggregated response from police forces, national agencies or other partners. *The Strategic Policing Requirement*, Home Office, March 2015. Available at: www.gov.uk/government/uploads/system/uploads/attachment_data/file/417116/The_Strategic_Policing_Requirement.pdf

¹⁴ *Code of Practice on Police Use of Firearms and Less Lethal Weapons*, Home Office, 2003.

standards of armed policing. The code stipulates that a chief officer be designated to oversee these standards. This requires the chief officer to set out the firearms threat in an armed policing strategic threat and risk assessment (APSTRA). The chief officer must also set out clear rationales for the number of armed officers (armed capacity) and the level to which they are trained (armed capability).

West Mercia Police operates joint arrangements with Warwickshire Police to provide armed policing. The force has an adequate understanding of the potential harm facing the public; its APSTRA conforms to the requirements of the code and College of Policing guidance.¹⁵ The force last reviewed its APSTRA on 17 November 2017.

There are two areas where the APSTRA could be improved. It could improve procedures to identify the locations such as crowded places that are attractive targets for terrorists. It would also benefit from an analysis of how quickly armed response vehicles (ARVs) respond to armed incidents.

HMICFRS expects APSTRAs routinely to consider sites and venues that are most likely to be the scene of a terrorist attack. This helps to identify ARV patrol areas. Additionally, collecting data on the time taken for ARVs to attend armed incidents is important; it helps a force to know whether it has sufficient armed officers to meet operational demands.

In West Mercia Police, we found that the designated chief officer scrutinised the APSTRA closely. She formally approved its content, which includes the levels of armed capability and capacity that the threats require. Her decisions and the rationale on which they are based are clearly auditable.

¹⁵ College of Policing Authorised Professional Practice on armed policing. Available at: www.app.college.police.uk/app-content/armed-policing/?s

Annex A – About the data

The information presented in this report comes from a range of sources, including data published by the Home Office, the Office for National Statistics, inspection fieldwork and data collected directly from all 43 geographic police forces in England and Wales.

Where HMICFRS collected data directly from police forces, we took reasonable steps to agree the design of the data collection with forces and with other interested parties such as the Home Office. We gave forces several opportunities to quality assure and validate the data they provided us, to ensure the accuracy of the evidence presented. For instance:

- Data that forces submitted were checked and queried with those forces where data were notably different from other forces or were internally inconsistent.
- All forces were asked to check the final data used in the report and correct any errors identified.

The source of the data is presented with each figure in the report, and is set out in more detail within this annex. The source of Force in numbers data is also set out below.

Methodology

Data in the report

British Transport Police was outside the scope of inspection. Any aggregated totals for England and Wales exclude British Transport Police data, so will differ from those published by the Home Office.

Where other forces have been unable to supply data, this is mentioned under the relevant sections below.

Population

For all uses of population as a denominator in our calculations, unless otherwise noted, we use Office for National Statistics (ONS) mid-2016 population estimates. These were the most recent data available at the time of the inspection.

For the specific case of City of London Police, we include both resident and transient population within our calculations. This is to account for the unique nature and demographics of this force's responsibility.

Survey of police staff

HMICFRS surveyed the police workforce across forces in England and Wales, to understand their views on workloads, redeployment and the suitability of assigned tasks. This survey was a non-statistical, voluntary sample which means that results may not be representative of the workforce population. The number of responses varied between 16 and 1,678 across forces. Therefore, we treated results with caution and used them for identifying themes that could be explored further during fieldwork rather than to assess individual force performance.

Ipsos MORI survey of public attitudes towards policing

HMICFRS commissioned Ipsos MORI to survey attitudes towards policing between 21 July and 15 August 2017. Respondents were drawn from an online panel and results were weighted by age, gender and work status to match the population profile of the force area. The sampling method used is not a statistical random sample and the sample size was small, varying between 300 and 321 individuals in each force area. Therefore, any results provided are only an indication of satisfaction rather than an absolute.

The findings of this survey are available on our website:

www.justiceinspectorates.gov.uk/hmicfrs/data/peel-assessments

Review of crime files

HMICFRS reviewed 2,700¹⁶ police case files across crime types for:

- theft from person;
- rape (including attempts);
- stalking;
- harassment;
- common assault;
- grievous bodily harm (wounding);
- actual bodily harm.

Our file review was designed to provide a broad overview of the identification of vulnerability, the effectiveness of investigations and to understand how victims are treated through police processes. We randomly selected files from crimes recorded between 1 January 2017 and 31 March 2017 and assessed them against several

¹⁶ 60 case files were reviewed in each force, with the exception of the Metropolitan Police Service, West Midlands Police and West Yorkshire Police where 90 case files were reviewed.

criteria. Due to the small sample size of cases selected per force, we did not use results from the file review as the sole basis for assessing individual force performance, but alongside other evidence gathered.

Force in numbers

A dash in this graphic indicates that a force was not able to supply HMICFRS with data or the data supplied by the forces were not comparable.

Calls for assistance (including those for domestic abuse)

These data were collected directly from all 43 geographic police forces in England and Wales. In 2017, the data requested from forces contained a different breakdown of occurrences where the police were called to an incident.

Recorded crime and crime outcomes

These data are obtained from Home Office police recorded crime and outcomes data tables for the 12 months to 30 June 2017 and are taken from the October 2017 Home Office data release, which is available from:

www.gov.uk/government/statistics/police-recorded-crime-open-data-tables

Total police-recorded crime includes all crime, except fraud offences, recorded by all police forces in England and Wales. Home Office publications on the overall volumes and rates of recorded crime and outcomes include British Transport Police, which is outside the scope of this HMICFRS inspection. Therefore, England and Wales rates in this report will differ from those published by the Home Office.

Data referring to police-recorded crime should be treated with care, as recent increases may be attributed to the renewed focus on the quality and compliance of crime recording since HMICFRS' national inspection of crime data in 2014.

Suffolk Constabulary was unable to submit 2017 outcomes data to the Home Office due to data quality issues, relating to the changing of its crime recording system to Athena. Therefore Suffolk Constabulary has been excluded from the England and Wales figure.

Other notable points to consider when interpreting outcomes data are listed below.

- Crime outcome proportions show the percentage of crimes recorded in the 12 months to 30 June 2017 that have been assigned each outcome. This means that each crime is tracked or linked to its outcome. Therefore these data are subject to change, as more crimes are assigned outcomes over time.

- Under the new framework, 37 police forces in England and Wales provide outcomes data through the Home Office data hub (HODH) on a monthly basis. All other forces provide these data via a manual return also occurring on a monthly basis.
- Leicestershire, Staffordshire and West Yorkshire forces participated in the Ministry of Justice's out of court disposals pilot. This means they no longer issued simple cautions or cannabis/khat warnings and they restrict their use of penalty notices for disorder as disposal options for adult offenders, as part of the pilot. These three pilot forces continued to operate in accordance with the pilot conditions since the pilot ended in November 2015. Other forces subsequently also limited their use of some out of court disposals. Therefore, the outcomes data should be viewed with this in mind.
- Direct comparisons should not be made between general crime outcomes and domestic abuse-related outcomes. Domestic abuse-related outcomes are based on the number of outcomes for domestic-abuse related offences recorded in the 12 months to 30 June 2017, irrespective of when the crime was recorded. Therefore, the domestic abuse-related crimes and outcomes recorded in the reporting year are not tracked, whereas the general outcomes are tracked.
- For a full commentary and explanation of outcome types please see Crime Outcomes in England and Wales: year ending March 2017, Home Office, July 2017. Available from:
www.gov.uk/government/uploads/system/uploads/attachment_data/file/633048/crime-outcomes-hosb0917.pdf

Anti-social behaviour

These data are obtained from Office for National Statistics data tables (year ending 31 March 2017), available from:

www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/datasets/policeforceareadatatables

All police forces record incidents of anti-social behaviour (ASB) reported to them in accordance with the provisions of the National Standard for Incident Recording (NSIR). Forces record incidents under NSIR in accordance with the same victim-focused approach that applies for recorded crime, although these data are not subject to the same quality assurance as the main recorded crime collection.

Incident counts should be interpreted as incidents recorded by the police, rather than reflecting the true level of victimisation. Other agencies also deal with ASB incidents (for example, local authorities and social landlords), but incidents reported to these agencies will not generally be included in police data.

When viewing this data the reader should be aware that Warwickshire Police had a problem with its incident recording. For a small percentage of all incidents reported during 2015-16 the force could not identify whether these were ASB or other types of incident. These incidents have been distributed pro rata for Warwickshire, so that two percent of ASB incidents in the reporting year for 2015-16 is estimated.

Domestic abuse

Data relating to domestic abuse-flagged offences is obtained through the Home Office for the 12 months to 30 June 2017. These are more recent data than those previously published by Office for National Statistics. The Home Office collects these data regularly and requires all forces to record accurately and flag domestic abuse crimes. Domestic abuse flags should be applied in accordance with the Home Office Counting Rules¹⁷ to ensure consistency across forces, and within published data sets.

Data relating to domestic abuse arrests and outcomes were collected directly from all 43 geographic police forces in England and Wales.

Further information about the domestic abuse statistics and recent releases is available from:

www.ons.gov.uk/releases/domesticabuseinenglandandwalesyearendingmarch2017

When viewing this data the reader should be aware that North Yorkshire Police was unable to give the Home Office comparable data on domestic abuse-flagged crimes. The force extracted data for HMICFRS on the powers and outcomes used to deal with these offences by using an enhanced search. This search examined additional factors (such as the victim / suspect relationship) and included a keyword search to identify additional domestic abuse crimes which may not have been flagged. The force used a simpler search, which identified domestic abuse crimes by flagging alone, to extract data it supplied to the Home Office. As North Yorkshire Police's data on domestic abuse are not comparable with other forces, we have excluded the data.

¹⁷ Home Office Counting Rules are rules in accordance with which crime data – required to be submitted to the Home Secretary under sections 44 and 45 of the Police Act 1996 – must be collected. They set down how the police service in England and Wales must record crime, how crimes must be classified according to crime type and categories, whether and when to record crime, how many crimes to record in respect of a single incident and the regime for the re-classification of crimes as no-crimes.

Organised crime groups (OCGs)

These data were collected directly from all 43 geographic police forces in England and Wales. City of London Police is excluded from the England and Wales rate as its OCG data are not comparable with other forces due to size and its wider national remit.

As at 1 July 2017 City of London Police had recorded 46 OCGs. However during the inspection we found that only six OCGs were within the force's geographical area and the remaining 40 were part of the National Fraud Intelligence Bureau's remit.

Figures in the report

Not all forces' reports will contain all the figures we mention in the sections below. This is because some forces' data was incomplete or not comparable with England and Wales data, and in 2017 HMICFRS undertook risk-based inspections. More details about our risk-based approach can be found here:

www.justiceinspectorates.gov.uk/hmicfrs/peel-assessments/how-we-inspect/2017-peel-assessment/#risk-based

Rate of anti-social behaviour (ASB) powers per 1 million population, by force, in the 12 months to 30 June 2017

These data were collected directly from all 43 geographic police forces in England and Wales. HMICFRS collected data on anti-social behaviour powers, including:

- criminal behaviour orders;
- community protection notices;
- civil injunctions;
- dispersal orders.

Together these powers form the anti-social behaviour (ASB) powers considered in this report.

The Crime and Policing Act 2014 introduced ASB powers which can be applied by both local authorities and the police. The ASB powers data provided in this report covers police data. Therefore, results should be treated with caution as they may not include instances where local authorities exercised these powers.

When viewing this data the reader should be aware of the following:

- Bedfordshire Police, Greater Manchester Police and the Metropolitan Police Service were unable to provide data on anti-social behaviour powers as the data are not held centrally within each force.

- Greater Manchester Police was unable to provide any 2016 ASB use of powers data. Greater Manchester Police intends for its new integrated operational policing system to incorporate recording of ASB powers.
- Suffolk Constabulary was only able to provide data for the southern area of the force in 2017. Therefore its data are excluded.
- The forces highlighted above are not included in the figure or in the calculation of the England and Wales rate.
- Gloucestershire, Hertfordshire, Humberside and Merseyside forces were only able to provide partial 2017 ASB use of powers data.
- Gloucestershire Constabulary and Hertfordshire Constabulary were unable to obtain data regarding the number of civil injunctions as their local authorities lead the application of these.
- Humberside Police was unable to provide data on community protection notices and civil injunction notices as its local authorities lead the application of these. The force does not collect data on criminal behaviour orders and dispersal orders.
- Merseyside Police was unable to provide data on dispersal orders as these orders are attached to individual crime files.

Proportion of investigations where action was taken, by force, for offences recorded in the 12 months to 30 June 2017

Please see 'Recorded Crime and Crime Outcomes' above.

Suffolk Constabulary was unable to provide 2017 crime outcomes data. Dorset Police was unable to provide 2016 crime outcomes data. Therefore, these forces' data are not included in the figure.

Dorset Police was unable to provide 2016 crimes outcome data, because it had difficulty with the recording of crime outcomes for the 12 months to 30 June 2016. This was due to the force introducing the Niche records management system in spring 2015. Problems with the implementation of Niche meant that crime outcomes were not reliably recorded.

Domestic abuse arrest rate (per 100 domestic abuse-related offences), by force, in the 12 months to 30 June 2017

Please see 'Domestic abuse' above.

- The arrest rate is calculated using a common time period for arrests and offences. It is important to note that each arrest is not necessarily directly linked to its specific domestic abuse offence recorded in the 12 months to 30 June 2017 in this calculation. It is also possible to have more than one arrest

per offence. In addition, the reader should note the increase in police-recorded crime which affected the majority of forces over the last year. This may mean arrest rates are higher than the figures suggest. Despite this, the calculation still indicates whether the force prioritises arrests for domestic abuse offenders over other potential forms of action. HMICFRS evaluated the arrest rate alongside other measures (such as use of voluntary attendance or body-worn video cameras) during our inspection process to understand how each force deals with domestic abuse overall.

When viewing this data the reader should be aware of the following:

- Durham, Lancashire, Warwickshire and West Mercia forces were unable to provide domestic abuse arrest data. North Yorkshire Police was unable to provide comparable domestic abuse crime and arrest data, so a rate could not be calculated. Therefore, these forces are not included in the figure.
- Cambridgeshire, Derbyshire, Durham and Gloucestershire forces were unable to provide 2016 domestic abuse arrest data. Therefore, these forces do not have 2016 data included in the figure.

When viewing domestic abuse arrest data for 2016, the reader should be aware of the following:

- Cambridgeshire Constabulary was unable to provide 2016 domestic abuse arrest data due to a recording problem that meant it could only obtain accurate data from a manual audit of its custody records.
- Lancashire Constabulary had difficulty in identifying all domestic abuse-flagged arrests. This affected 23 days in the 12 months to 30 June 2016. The force investigated this and confirmed that the impact on the 2016 data provided to HMICFRS would be marginal and that these are the most reliable data it can provide.

Rate of organised crime groups (OCGs) per 1 million population, by force, as at 1 July 2017

Please see 'Organised crime groups' above.

Organised crime group data from City of London Police are not comparable with other forces. Therefore, its data are not included in the figure.

For data relating to 2016 the number of OCGs in Warwickshire Police and West Mercia Police force areas is a combined total of OCGs for the two force areas. The OCGs per 1 million population rate is based upon their areas' combined population. For the 2017 data Warwickshire Police and West Mercia Police force split their OCGs into two separate force areas.

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Rt Hon Sajid Javid MP
Home Secretary
Home Office
2 Marsham Street
London SW1P 4DF

Our Ref: JC/TLO

4th June 2018

Dear Sajid,

HMICFRS PEEL Inspection Reports: *PEEL: Police effectiveness 2017*

I am writing to you in response to the HMICFRS PEEL Effectiveness inspection report for West Mercia published in March 2018. The overall judgement of HMICFRS is that the force requires improvement in how effective it keeps people safe and reduces crime.

I am disappointed with the overall grading, particularly as West Mercia Police were graded as 'good' in 2016. This is clearly not acceptable. I will continue to hold the Chief Constable to account for the activity the force is taking in response to the areas identified for further improvement, and which were subject to specific recommendations.

West Mercia Police is in a unique alliance with Warwickshire Police and therefore inspected as an alliance that delivers the single specialist capability on the delivery of policing priorities in relation to serious organised crime. It is disappointing and surprising that as forces we then received different gradings. The issue of being inspected jointly is of concern and has been raised with HMI Williams who has agreed we will be inspected separately in the future.

I was particularly disappointed with the grading of 'inadequate' in relation to Serious and Organised Crime and I am writing to reassure you of the urgent and targeted work West Mercia Police are undertaking to address this. The Chief Constable and I fully appreciate that there were shortcomings at the time of the inspection, however, it is hard to accept the HMICFRS conclusion that as a force we were 'putting the public at risk' as I do not believe that statement is evidenced in the inspection report. Tackling Serious and Organised crime is rightly a priority for Government, and I confirm that it is also a priority for me, as Commissioner.

I set out below each of the areas raised by HMICFRS for improvement and the recommendations, along with commentary as to progress on addressing them.

In the area of Preventing Crime and ASB, HMICFRS advised three areas for improvement:

a) Local Policing and better Engagement around Problem Solving

Problem Solving is a significant part of West Mercia's new interim policing model introduced in April 2018. The number of Safer Neighbourhood Team Officers and PCSOs have been protected in this model. West Mercia have worked with the College of Policing and Durham Police, to develop a new problem solving approach which is being embedded across our policing alliance. This will put in place a process, and culture that delivers effective problem solving and community profiling.

b) Evaluate and Share Best Practice Internally and with Partners

As stated above, the development of a problem solving approach is in West Mercia's new policing model. This takes best practice from other forces. The next stage will be ensuring partners are contributing to the problem solving framework effectively. New beat profiles have also been developed on our force intranet to improve awareness of issues based on analysis.

c) Work better with Local People and Partners to Understand the Needs of Communities and Evidence with Analysis

Building on the new problem solving approach and new beat profiles above, the force has also implemented a Consultation and Engagement Strategy, as part of our Confidence Strategy work.

In the area of Protecting Vulnerable People & Supporting Victims, there were three areas of improvement:

a) Improve Service to Vulnerable People around Delayed Attendance and Reassessment of Risk

West Mercia has introduced an action plan approach to deal with un-resourced incidents. Part of that process is daily reassessment of all un-resourced incidents by Control Room Supervisors, and daily assessment by local policing management teams of any incidents that have become higher risk. Any that remain un-resourced have continued daily re-assessment until they are resourced. At the same time introduction of Incident Progression Teams working closely with the control room have meant that incidents where there is no requirement for deployment are resolved and taken off the list quickly, allowing greater scrutiny around those incidents that are still waiting for deployment where there may be some risk for the victim.

b) Improve the Quality of DASH Forms

A full audit of domestic abuse has been conducted in early 2018 which included a review of related DASH submissions. The results are being compiled and will include commentary regarding findings related to use of DASH. A domestic abuse service review has also now commenced and includes additional interrogation of the use of DASH. All of this has been conducted whilst we await a College of Policing pilot regarding a new DASH assessment in a small number of forces which focuses more on longer-term risk elements.

c) Use of Evidential Difficulties

As per above, a full audit of domestic abuse is now complete. The results are being compiled and will include commentary regarding any findings related to use of Outcome Code 16. In addition a domestic abuse service review has now commenced and includes additional interrogation of the use of Outcome 16.

Finally, in the area of Serious & Organised Crime (SOC), there were 5 recommendations:

a) Improve Engagement with Partner Agencies and Data Sharing

West Mercia is developing more effective partnership working arrangements to tackle SOC. Joint action groups to address SOC with partners are in place across the force and work is ongoing to bring consistency to practices. SOC Local Profiles for each policing area have been completed but further engagement with partners is needed to obtain richer partner agency information. This engagement is subject to clear delivery plan actions.

b) Mapping and Profiling Organised Crime Groups (OCGs), including Reassessment

All West Mercia local intelligence teams are briefed on the new Regional and Organised Crime Unit (ROCU) mapping processes and trigger mechanism, and there are clear examples of newly identified OCGs being mapped. Organised crime threats need to be business as usual and our new OCG meeting chaired by a Chief Officer will assist in keeping this focus in place across all departments.

c) Assignment of Lead Officers to active OCGs

Training of Lead Responsible Officers is being built into West Mercia's training plan, with additional support and guidance being provided via our Force Intelligence Bureau. This will ensure that any OCG activity is resourced appropriately and support development for force or regional tasking bids.

d) Better Prevention with Partners around Those at Risk of being Drawn into SOC

The work being conducted with partners is assisting in developing a problem solving ethos around SOC that this is a community based issue. A Prevent Strategy is being developed and the force and I are committed to work together to support

partnership working as well as access to funding streams. Work is also ongoing to increase the use of civil orders, and has been successful in obtaining two Serious Crime Prevention Orders in recent weeks. Further applications are in place for a number of other serious and organised, and economic crime investigations.

e) Measure Activity and Learning on SOC

Disruption activity is now being recorded. Work is ongoing to ensure this is sustainable and embedded, using a clear, auditable system. An OCG Management Unit is now established to assist LROs and others in maximising disruption potential and quality assuring/reporting to ROCU / ROCTA as per national reporting requirements.

West Mercia Police has undertaken peer reviews, sought support from other forces, and is working with HMICFRS through the “engage” process to assist in analysing its response to SOC as a whole. A SOC improvement plan has been developed to improve leadership & governance; systems and process issues; infrastructure and support; partnerships and collaboration.

In addition to the above activity, West Mercia Police has sought assistance and support from forces that have been graded as ‘good’ and from the Chief Constable for Merseyside Police who holds the NPCC Lead for serious and organised crime. This work is well underway to learn from relevant best practice in order to drive the necessary improvements in West Mercia.

Nationally total recorded crime has risen by an average of 12%, however in West Mercia total recorded crime has only risen by 5%. Levels of residential burglary and vehicle crime have risen, but the increase is far less than in previous years and there has also been a reduction in robberies. These specific crime types are intrinsically linked to serious organised crime and it is the robust prevention strategies that West Mercia Police has put in place to reduce violent crime that have led to this improvement.

As I alluded to earlier, I have consistently used my holding the Chief Constable to account role in respect of the HMIC Inspection reports. My holding to account minutes are published on my website. I would highlight the following holding to account activity over the last 18 months:

- Following publication of the PEEL Effectiveness 2015 in which the subcategory of tackling serious and organised crime was judged as requiring improvement in June 2016, I held the Chief Constable to account concerning what steps had been put in place to address the force response to tackling OCGs. A briefing note was provided on each of the AFIs relating to serious and organised crime. This note was discussed at the subsequent holding to account meeting.

- In December 2016 and January 2017, I asked about outcomes of the South Worcestershire SOCJAG Pilot and what progression had been made in developing a West Mercia wide approach. The Chief Constable advised that the JPP pilot had not progressed as well as intended.
- In July 2017, I was advised by the Chief Constable that the force approach had started to improve and a structure of local partner meetings was in place. Meetings were planned or had started in all local policing areas but overall progress was not as advanced as it could be. The ACC for protective services was now leading on ensuring the right organised crime groups were identified and looked at through this partnership approach. I advised that my Crime Reduction Board (CRB) could be used to feed in the local work and provide the strategic oversight required. It was agreed that the CRB would request a presentation at its September meeting on how the local partnership arrangements were progressing in each of the local policing areas, to include an overview of planned activity and outcomes and a further update be brought back to the October Holding to Account meeting. SOCJAG did indeed go to the CRB in September and it was agreed that it would become a standing item on the agenda from December 2017 onwards; with CRB taking on strategic ownership.
- The PEEL Effectiveness 2016 report was the sole focus of my holding to account meeting in April 2018. The Chief Constable was asked to outline his response to each of the AFIs and the five specific recommendations on SOC. I was advised that the local SOC meetings still weren't being run consistently and a target date of June 18 had been set to ensure consistency. I was advised that the mapping of OCGs was complete, that each OCG was now 'owned' by a local inspector and was being reviewed through tasking. In addition, Merseyside police had offered support and that the leadership structure was now in place. It was noted that more needed to be done to get partners input into assessments and that measuring activity and learning from it was an ongoing piece of work. For further oversight, I agreed that my office would attend each of the local SOC meetings for the next 12 to 18 months and for an update on all AFI recommendations to be brought back to the July 18 meeting.

As you will see from the activity above I have been consistently holding the Chief Constable to account on the inspection report findings, but I accept that this hasn't resulted in the required improvements at the required pace. I have reviewed the holding to account process that I use to ensure appropriate confidence can be gained on the activity that is being reported. I am confident my changes will be more effective in holding the Chief Constable to account.

The Chief Constable and I have considered at length the HMICFRS Peel Effectiveness report. At the time of the inspection West Mercia Police and Warwickshire Police as an

Alliance were undergoing a leadership review including this area of business. One of the outcomes of this review is that there will be investment in this area including in senior leadership in the form of a new shared Assistant Chief Constable. The new shared Chief Officer will have direct responsibility for shared functions across both West Mercia Police and Warwickshire Police; this will include, as a priority, the delivery of policing of serious and organised crime.

I can reassure you that I take my responsibility as Commissioner exceptionally seriously and I am disappointed by the HMICFRS judgement. Whilst the immediate response to the inspection report from the Chief Constable was not effective in making the improvements required at the required pace, I am now reassured that the Chief Constable has the necessary grip to deliver the required improvements and that I have the necessary processes in place to support and hold him to account effectively.

Best Wishes



John Campion
Police & Crime Commissioner
West Mercia

cc Rt Hon Nick Hurd MP, Minister of State for Policing and the Fire Service
HMI Wendy Williams, HMICFRS

**WEST MERCIA POLICE AND CRIME PANEL
19 JUNE 2018****POLICE & CRIME PLAN ACTIVITY AND PERFORMANCE
MONITORING REPORT (JANUARY 2018- MARCH 2018)**

Recommendation

- 1. The West Mercia Police and Crime Panel (PCP) are invited to consider the Police & Crime Plan Activity and Performance Monitoring Report (January 2018 – May 2018) and 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 Police and Crime Panel 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 1. The summary provides a concise overview of activity supporting the plan commitments. The extract contains the latest update available to the end of May 2018.
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. **Funding audit** – the PCC's commissioning team have completed an audit of all grant funded and community safety partnership core funded initiatives, which involved visiting 84 different grant recipients. The audit findings provide the PCC with valuable additional assurance on value for money and on the outcomes being achieved and have helped inform funding for 2018/19.
7. **Increase in criminal charges** – Recent data published by the Home Office shows that victims of crime are getting an improved service from West Mercia Police, with a 12% increase in criminal charges brought over the last three years. This is in contrast to the national trend which has seen an 11% reduction over the same time period.

Building a more secure West Mercia

8. **Analyst support for community safety partnerships (CSPs)** – the PCC’s office has been working very closely with the five CSPs and force intelligence team to improve the partnership working and availability of data between the 6 different analyst teams. As result of the review 3 CSP analyst posts will shortly be based in force. This change will not only improve the sharing of data but improve awareness across partners.

9. **We don’t buy crime initiative** – the PCC has developed a new grant initiative which is being launched in early June to target potential acquisitive crime in West Mercia’s communities. Targeted at upper tier councillors the PCC will provide 25% match funding towards the purchase of Smart Water kits to enable residential households in towns and villages to secure mark their valuables.

Reforming West Mercia

10. **New policing model** – at the beginning of April the force implemented a new policing model across West Mercia. Following extensive research into three years of crime, incident and deployment data, the force have made practical changes such as adapting shift patterns to ensure an increased number of officers are on duty late at night, and at other times when demand is highest, to provide increased visibility, reassurance and protection for the public. A further 25 officers are being integrated alongside the existing patrol teams, to improve roads policing, prevent offending and keep the public safe across West Mercia’s roads network. These changes will protect front line officer numbers and will allow for a 34% increase in officer numbers at peak times of demand.

11. **Rationalising the police estate** - following a review of all police buildings, it has been found that a number of them aren’t currently being fully utilised. By working with partners, as part of the One Public Estate Programme (OPE), the PCC has been able to identify where savings can be made by co-locating buildings without reducing the level of service the public receives. Initially four sites in Shropshire have been identified for co-location with different partners in Bridgnorth, Wem, Whitchurch and Shrewsbury town centre.

Reassuring West Mercia’s communities

12. **Public perception surveys** – in March the PCC launched a new joint public perception survey with the force. The survey asks members of the community for their thoughts on police visibility, accessibility and integrity. Quarterly results will be published for each local policing area. Those results will give the force a reliable evidence base to understand where communities feel well connected to the force and have high levels of confidence, and where improvements are needed. They will also give the PCC a more evidential basis for holding the Chief Constable to account to ensure any necessary improvements are made and that best practice lessons are learned.

13. Separate to the public perception survey the PCC has begun a consultation exercise with town and parish councils asking them for their views on local policing,

contact and engagement and crime and anti-social behaviour. The consultation closes in July and findings will be published later in the year.

14. **Police volunteers** - In 2017/18, West Mercia's 360 Special Constables logged over 83,000 hours of service, equivalent to around 50 full time officers. Other police volunteers also logged more than 11,000, giving a grand total of 94,422 hours.

Performance and accountability

Holding to account

15. The PCC holds a monthly scrutiny meeting with the Chief Constable as part of his role in holding the force to account. The holding to account programme has been designed to ensure that the PCC is able to exert appropriate influence upon the force on behalf of the public, raise matters of community concern and address force performance issues. The following areas have been addressed since January; notes from each of the meeting are available to view on the PCCs website.

Month	Type	Subject area
January	Thematic	Domestic abuse
February	Performance	Performance including satisfaction and confidence
March	Thematic	The victims' journey
April	Thematic	PEEL Effectiveness
		Offenders – addressed via written Q & A's, which will be published on the website
May	Performance	Performance including satisfaction and confidence

HMICFRS inspection reports

16. Since the last report HMICFRS has published one force-specific inspection report on effectiveness as part of its rolling PEEL inspection programme. This is subject to a separate report to the Panel.

17. The PCC has a statutory requirement to respond to the Home Secretary on the findings of any HMICFRS force inspection reports. A copy of the letter submitted to the Home Secretary is published on the PCC's website.

Force Performance Reports

18. 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.

19. The latest quarterly performance summary report published by West Mercia Police is attached at Appendix 3. This reports covers the period January to March 2018. As requested by the Panel the summary page from the report has been included separately and is shown at Appendix 2.

Supporting Information

Appendix 1 – Delivery Plan Extract

Appendix 2 – Extract of Police Performance Summary January – March 2018

Appendix 3 - West Mercia Police Performance Summary January – March 2018
[available here](#)

Contact Points for the Report

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Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) 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](#)

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.	Police, CPS, HMCTS, YOS, NPS report general compliance, which was supported in the most recent audit. MOJ currently consulting on how to improve compliance as agencies have failed to adopt performance systems designed to capture and report on key entitlements, resulting in the need for continued audit and inspection. The next compliance audit for the VCoP is planned for May2018.	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	Following the completion of Phase 1, the Track my crime capability within Athena is potentially part of Phase 2. The Athena Phase 2 business case will be reviewed by the Transformation Board once complete later in the year.	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	(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	Charter is now in its 2nd year. We will be looking to establish victim's focus groups in the summer of 2018. Part of the remit of the focus group will be to validate the charter principles and update if/where needed.	Victims' Board, KPI Monitoring, Delivery Plan Monitoring. Audit and oversight

	expect, and what services must be delivered.	(A1.2)(1). Conduct a victims' needs assessment, providing qualitative and quantitative feedback to inform commissioning and to identify potential gaps (A2). (2)Work in partnership to ensure that victims have access to services. (3)Contract management (4)Grant provision	Refer to A1.2 and A2.1	Victims' Board Delivery Plan monitoring Performance Mgt. Audit and scrutiny
		(A1.3) Develop, in partnership, an assurance framework to ensure delivery against the 9 specified outcomes set out in the Victims' Charter	PCC Victims' Charter in place. Regular audit and review conducted by LCJB / Victims' Board. Key issues to address over next quarter: -Data quality and referral to Victim Support -Victim Impact Statements improve quantity / quality -Finalise Victims' Needs Assessment action plan.	OPCC, LCJB, Victims' Board. Exception reports will be highlighted to the PCC.
A.2	Complete a victims' needs assessment	(A2.1)A victim needs assessment will be carried out specifically analysing qualitative impacts of existing provision. Once complete the needs assessment will be integrated into the Commissioning intention, to target investment appropriately.	Complete	Delivery Plan monitoring
		(A2.2) (1)Quantitative victims scorecards and heat maps are being produced to profile demand levels to and existing provision capacity, in addition to highlight any identify potential gaps or duplication in provision. (2) Liaise with CSPs and wider partners to pull data into a central place	Complete	Delivery Plan monitoring
A.3	Bring together and help lead a new Victims Board to ensure better results and consistency.	(A3.1)1. Draft and consult on terms of reference and membership of the Victims' Board. 2. Consult and develop a Vision and Mission statement for the Board. 3. Consult, agree and create a strategic delivery plan for the victims' board. 4. Consult and agree on SROs to lead on key policy areas. 5. Consult and design an assurance and	The PCC's Victims' Board met on the 23rd of March. The Board discussed the need to improve outcomes linked to domestic violence. In addition, the Board drilled into the user satisfaction data and the need to improve the flow of information from the CJS to victims and witnesses.	1.Quarterly assurance reports 2.Minutes and actions arising 3. Programme and project highlight reports. 4.Performance

		<p>performance framework</p> <p>6. Agree and set future meetings.</p> <p>7. Publish meeting papers on PCC Website.</p>		<p>improvement reports</p> <p>5.Oversight and scrutiny reports</p>
		(A3.2) Improve compliance with the key entitlements set out in the Victims' Code of Practice (VCoP)	<p>LCJB and Victims' Board report general compliance with the key entitlements set out in the VCoP. MoJ currently consulting on improving oversight and scrutiny of the VCoP, which could see local PCC's responsible for compliance.</p> <p>LCJB / Victims' Board to audit compliance in May 2018.</p> <p>Key issues:</p> <ul style="list-style-type: none"> • Timely updates • Victim personal statements • information sharing 	<p>OPCC, LCJB, Victims' Board. Exception reports will be highlighted to the PCC.</p>
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	Commissioning intentions have been updated, alongside a new specification which is evolving for victim of crime support (emotional and practical support).	Contract and grant monitoring
		(A4.2) Gap analysis with Victim Support to identify gaps in the market place.	Following consultation with VS and having in place a qualitative needs assessment we have designed the new victim model around addressing the gaps identified (many of which were identified by victims) with the intent of improving the victim journey.	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	Focus groups are being established in the summer, along with a needs assessment being planned for August to support our commissioning approach for IDVA provision for 2019/20. Current commissioning intention for 201819 is up to date.	Delivery plan monitoring
		(A4.4) Develop a commissioning strategy for serious sexual offences	Commissioning intentions are complete, focus groups are being established in 201819 to develop and sense check future commissioning intentions. We are	Delivery plan monitoring

			also working with the 2 SV providers we have to develop an application to become an early adopter for MoJ potential devolved funding for rape centres and support.	
		(A4.5) Develop a commissioning strategy for CSE	Commissioning intentions are up to date, focus groups are being established to sense check strategy and intentions for 2019/20.	Delivery plan monitoring
		(A4.6) Retender the Victims Support contract	Specification and new model for victim provision is currently in development. Benefit realisation and feasibility study has been completed and the recommended model is being costed and planned by both the OPCC and force. New model to be in place by 2019, with tendering due for October 2018.	Delivery plan monitoring
		(A4.7) Work with Warwickshire OPCC and Victim Support to develop an exit Survey	Approach known and being weaved into commissioning approach.	Delivery plan monitoring
		(A4.8) Develop and undertake joint commissioning of SARC provision across the West Midlands region	Complete	
		(A4.9) Improve the automatic data transfer (ADT) from the Police to Victim Support Services	The introduction of Athena has had a significant impact on referrals to Victim Support. Manual data transfer work around introduced. Further work required as referrals are still 30% below pre Athena levels and is being investigated. The fall in referrals has also been raised at the Strategic Athena Improvement Board. The Regional Director for Victim Support has been invited to the next Athena Board. LCJB and Victims' Board monitoring.	Victims' Board
		(A4.10) Improve the capture rates of mobile phone contact details in order to drive up rates of automated SMS contact	Key issue: <ul style="list-style-type: none"> Quality of the data captured (often the number is input incorrectly). Missing data (mobile phone data often not captured). Lead officer to address both issues and report back to LCJB / Victims' Board in June 2018..	Victims' Board
A.5	Work with	(A5.1) PCC supporting the work of the APCCs	Ongoing support provided with national policy and	Delivery plan

	government to further enhance services for victims, survivors and witnesses locally	Criminal Justice and Victims' reference group, which provides feedback and input to the MoJ.	local devolution potential specifically around support for victims of crime. Ensuring West Mercia receive the most from policy change and funding opportunities.	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.	MoJ remain fully engaged in current victims modelling, and our new outcome framework. Quarterly meetings are upheld between lead commissioner/Relationship Manager and the Head of Commissioning.	Delivery plan monitoring
		(A5.3) Work with the Home Office to facilitate funding provision of local refuges to support survivors of domestic abuse.	Complete	Delivery plan monitoring
		(A5.4) Work with Citizen's Advice Witness Service to improve victim and witness experience in the Courts.	<p>Regional managers for the Witness Service attend both the LCJB and Victims' Board.</p> <p>Significant progress has been made in developing and delivering CAB's Witness Outreach service, which is designed to provide an enhanced service to vulnerable and intimidated witnesses.</p> <p>West Mercia's witness attendance rates are the highest in the region and the area has seen a slight reduction in witness attrition at court.</p> <p>In addition, improvements in identifying and referring child, vulnerable and intimidated witnesses have resulted in a 30% uplift in referrals to the CAB Witness Service.</p> <p>LCJB and Victim Board to monitor.</p>	<p>Victims' Board</p> <p>Delivery Plan monitoring</p> <p>Performance Mgt.</p> <p>Audit and scrutiny</p>
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 	<p>The PCC's Victims' Board provides oversight and scrutiny of RJ, which forms part of the wider Victim Service contract.</p> <p>To date, the new service has completed 26 cases. The service has been recognised as good practice and has received a quality mark award.</p>	<ol style="list-style-type: none"> 1. RJ programme board 2. Performance management reports

	between the CJS and the preferred provider. 5. Effective contract and programme management.	<p>Key issues:</p> <ul style="list-style-type: none"> • Need to improve police referrals. • Need to improve use of police trained personnel • Need to improve recruitment and retention of volunteers <p>The service undergoes regular contract management reviews, which is carried out by the Head of Commissioning. LCJB and Victims' board to monitor.</p>	<p>3. Programme highlight reports. 4. Contract management reports</p>
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Building a more secure West Mercia				
Policing element:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
2.1	<p>Ensuring officers and staff effectively identify and support people with vulnerabilities, understanding and managing associated risks</p> <p>Making sure the police provide the right response to incidents at the right</p>	<p>(2.1.1) The DCC for Warwickshire is the strategic lead for the alliance and represents the forces at national level. (1) Create a Strategic Vulnerability Board (SVB) to provide oversight of all strands of vulnerability and governance of a new overarching Vulnerability Strategy (2) Develop and implement a Vulnerability Strategy based on vulnerability themes identified at a national level. (3) Develop and implement a programme of vulnerability training. (4) Development of a training DVD on vulnerability and a comms strategy to support the vulnerability work.</p>	<p>Work has been undertaken to combine a number of action plans into one overarching vulnerability plan and to include more domestic abuse information. Having all activity recorded in one easily accessible place will improve oversight.</p> <p>2888 West Mercia staff are to have vulnerability training, the first stage has been run by the College of Policing (CoP). Phase 2 started in April with 85 courses booked up to the end of August. There has been good attendance but the new policing model has led to some slippage. Pre and post analysis of the effective of the training has demonstrated a considerable difference in awareness after the training.</p> <p>Mental health – there has been positive take up of a CoP e learning package on mental health however it is recognised that more is needed and a one day</p>	<p>1) Strategic Vulnerability Board (2) WM - PCC holding to account session (3) WM PCC rep has attended the vulnerability training and briefed the PCC</p>

	time		mental health event is being developed which will be mixed with adult safeguarding as there are some significant crossovers.	
		(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) Latest data (12 months to Dec 2017) shows a continued deterioration in public confidence (76.8%). West Mercia remains 8th in the MSG group and below both the MSG and national average. Confidence is a standing item as part of the quarterly performance HTA meetings. It was raised in February and will be raised again in May. The PCC will request an update on the action plans underlying the confidence strategy. 2) OCC performance fell below both the projected position and minimum standards for both 999/101 calls in the last quarter (Jan Mar18). The abandoned rate for both call types has also increased. OCC performance will be raised at the May HTA.	Weekly/monthly/quarterly performance reports & holding to account sessions
		(2.1.3) Response	Average response time in March 2018 was 12mins 25 secs; an increase compared to the previous month and above the monthly average. 89% of emergency incidents were attended within 20 mins. Response times were raised as an agenda item in the Feb HTA meeting. CC gave reassurance that improvements would be seen as a result of changes to shift patterns and OPU. Response times will continue to be monitored closely going forward.	Monthly /quarterly Performance reports
2.2	Working closely with partner agencies to reduce harm and prevent victimisation	Working with partners to reduce victimisation Proactive representation by the police in: (1) MASH (2) MARAC (3) MAPPA (4) IOM (5) Adult and Children's Safeguarding Boards	The identification of repeat victims has been impacted by the introduction of Athena. While improvements have been made, the linking of victims to crimes is taking longer than anticipated. The latest data sets indicate that a small cohort of victims have been victimised 10+ over the last 12 months. The Force has introduced new processes linked to HAU's designed to increase support for repeat victims.	Crime Reduction Board

2.3	Proactively finding the causes of crime so threats are identified and targeted before they escalate. Working more effectively with partners and local communities to prevent, resolve and reduce crime and anti-social behaviour	(2.3.1) Proactive representation by the force at Community Safety Partnerships and community groups as appropriate	All CSPs have force representatives at their meetings. Telford and Shropshire have Supts who chair, Hereford has a Supt who is vice chair, North and South Worcestershire have CI attendance at all meetings.	Attendance by PCC / Officers at CSP meetings
		(2.3.2) Implementation of the National Serious and Organised Crime Strategy requirements to work in partnership with other organisations to tackle those individuals and organisations causing most harm. Known as the Joint Policing Panel (JPP) in West Mercia.	Crime Reduction Board overseeing local governance. SOCJAGs established in all policing areas. Focused on SOC, CSE, MSHT. HO Locality Review of SOCG across Worcestershire planned for 13 Apr 2018. Review of SOCJAG local profiles planned for May 2018. Bid to HO for Prevent funding submitted Request submitted for £100k.	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	PCC Strategy in place. Working with CRC and NPS to produce an Offender Needs Assessment. IOM embedded across all local policing areas. IOM teams now managing medium risk DA offenders. Continued investment made to support desistance programmes. Additional funding provided for 10 GPS tags. No critical issues to report.	>Community Safety Partnerships meetings, >Crime Reduction Board, >RJ Programme Board, >Local Reducing Reoffending Boards. >IOM Board
		(2.4.2) Mental Health - the force is signed up to the Mental Health Concordat and supports the local delivery plans,	Currently working with NHSE to establish an out of hours triage service. Currently working with partners to analyse need. Triage service likely to be based in North Worcestershire. Service aimed at reducing demand placed against A&E and CJS services. In addition, supporting the development of Liaison and	>Crime Reduction Board. >MH Concordat Strategic Board. >Strategic Custody Users

			<p>Diversion services, which should be operation across Worcestershire by the end of Q1 2018.</p> <p>Section 136 detentions remain low, although the impact of dealing with MH Calls for Service remains high.</p>	group
2.5	<p>Working with West Mercia Safer Roads Partnership and others to improve road safety, using practical, evidence led approaches to enforcement and education, reducing the number of deaths and serious injuries</p>	<p>1) Reinvigoration of governance and reporting mechanisms</p> <p>(2) Co-ordination and re-commissioning of young driver training initiatives</p>	<p>New Road Safety Strategy 2020 launched. Communication and dissemination under way. Review of use of SRP reserves commenced, noting the legislative restrictions on its use. Next Governance Board due June 2018</p>	Safer Roads Partnership Governance Board
2.6	<p>Work with partners to increase the proportion of hate crimes reported to the police</p>	<p>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.</p>	<p>In February 2018 South Worcestershire and North Worcestershire CSP's were visited to investigate the allocated 10K for hate crime. 5.5K (SW) and 10K(NW) was spent on a street theatre group called 'Busking for Advice'. They performed in each of the 3 districts of each area on 3 different days during hate crime awareness week. Each performance was accompanied by a 'hate crime stand' and various staff from the CSP available to reinforce the key messages and answer any queries. the events were aimed at both visitors and residents of Worcestershire. The outcomes for each area were provided in an evaluation report.</p> <p>The approach to raising awareness was innovative and provided some reoccurring expecting to see these addressed in the next round of funding (2018/19). As a stand alone initiative it is small as it is only delivered to a minority of the population limiting widespread cultural change. The real value will be the localised</p>	Strategic Diversity Board

			<p>activity empowered by this approach. The SWCSP returned 4.5K back to the PCC at the end of 2017/18. Also in February 2018 T&W CSP were visited to investigate their allocated 10K for hate crime. This has been directed towards 'The Heartstone Odyssey Project'. Schools are provided with a resource pack of books and related exhibition material to raise discussion/debate on prejudice, intolerance and hate crime and the professionals go through a training course to deliver the project. When the Commissioning officer visited the project had just finished the training stage and they were starting to deliver the curriculum 1 hour per week over 2 terms. The school need to prepare for a big exhibition in Telford and are encouraged to educate cohorts through assemblies on the work they have completed. An evaluation of this initiative will take place in August 2018</p>	
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Police and Crime Commissioner's Commitments:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
B.1	<p>Ensure partners work together to provide efficient and effective support to victims and use early intervention to prevent victimisation.</p> <p>Cross reference to A3 (Victims Board and A4(Needs Assessment))</p>	<p>(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</p>	Completed	Delivery plan monitoring
		<p>(B1.2)Perpetrator programme: Explore funding opportunities for a perpetrator programme across</p>	A tender exercise has been completed to appoint a provider to run the programme; details of the	Delivery plan monitoring

		West Mercia	successful service provider will be announced shortly. In the meantime a series of training days have been organised for support organisations and specialist support staff to ensure an effective implementation of the project.	
B.2	<p>Make sure public funding used in support of this objective is allocated responsibly, is outcome focussed and based on proven need.</p> <p>Use a commissioning framework to ensure funding for community safety partnerships represents value for money.</p> <p>Develop strong partnerships that deliver our shared outcomes.</p>	(B2.1) (1) Use Commissioning Strategic Frameworks / scorecards in the determination of funding allocation. (2) Update scorecards on a quarterly basis to provide quantitative data (3) Carry out needs assessment.	Completed	Delivery plan monitoring
		(B2.2) Development of KPIs associated to outcomes:	KPIs have been developed for key provision, these are being piloted and tested now for sense check.	Delivery plan monitoring
		(B2.3) Develop and implement social value criteria for grant and commissioning applications	Social Value is being weaved into our grants and commissioning work this year.	Delivery plan monitoring
		(B2.4) Outcome Star review: (1) Complete the pilot of the outcome star involving 10 grant recipients.(2)Work with Triange Consultancy to evaluate the pilot (3)Roll out of the project to a wider groups of grant recipients, including training and familiarisation.	Outcome star is continuing for a second year (2018/19). It is a mandatory tool for measuring outcomes with all diversionary network grants (following the pilot) and AXIS have now been trained and are using it (the children's ISVA service for Shropshire, Telford and Wrekin). The Commissioning Officer has been trained to analyse the data triangle provide (at a deeper level than the front facing reports) and is setting up an online train session for all providers in June and July in order to ensure the quality of their data input for this process.	Delivery plan monitoring
		(B2.5) Extend the target age range of the existing diversionary model: Introduction of a tier 2 grant aimed at the 13-16 year old age group	Completed	Delivery plan monitoring
		(B2.6) Analysts working group: Hold regular workshops with analysts from CSP, police, IOM and public health seeking to improve awareness and sharing of knowledge between analysts. Improve communications, reduce and embedding the use of	Agreement has been reached with all five CSPs to bring the CSP analyst function into the force. One existing analyst is being transferred over under TUPE and two further posts were recruited in the last few weeks (subject to vetting). Once fully staffed there will	Delivery plan monitoring

		the balanced scorecards into the analyst function	be three dedicated CSP analysts working in the force intelligence team.	
		(B2.7) Diversionary sporting activities for children and young people:(1) Review the independent evaluation from Loughborough University of a two year trial into effective sports interventions for diversionary activity (2) Subsequent activity to be determined	Completed	Delivery plan monitoring
		(B2.8) Schools Programme initiative: (1) Scope of programme to be identified and agreed (2) Subsequent activity to be determined	The consultant has completed the questionnaires with schools and produced a final report. Response rate from all schools in West Mercia was a 35% and the findings will be used to inform the future development of the project. Areas of focus where schools suggested there are the biggest gaps are around CSE/Grooming/Sexting so focus areas are likely to be these.	Delivery plan monitoring
		(B2.9) PCC Project Fund: Convert old red phone boxes to hold lifesaving defibrillator equipment.	A procurement exercise for the refurbishment of the telephone boxes did not result in the award of a contract on cost grounds. The scheme will now be progressed via amore grass root exercise with interested local communities.	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.	The review of spend has been completed and funding allocations agreed with each CSP.	Delivery plan monitoring
		(B2.11) Undertake a review of the PCC funding allocated for CCTV schemes across West Mercia: (1)Request for information on existing schemes to be sent to all CSPs (2)CSPs to be invited to submit funding requests for 17/18 only.	Completed	Delivery plan monitoring
B.3	Make sure the Safer Roads Partnership responds to community concerns as well as working to	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.	A meeting was held this month between the grant recipient, DPCC and a Commissioning Officer. It was stated that the 6 events applied for across West Mercia would not be delivered in the year as it was proving difficult to source locations/venues. We were	Grant monitoring

	reduce deaths and serious injuries on our roads		assured that 4 events would be delivered equating to 20K. A 10K return to the PCC needs to be processed	
B4	Provide oversight and support to West Mercia's Reducing Reoffending Strategy	<ol style="list-style-type: none"> 1. Consult and produce a partnership strategy designed to tackle and reduce reoffending. 2. Design, create and implement a delivery plan which supports the strategy. 	<p>PCC Strategy in place. Review of partnership approach planned for April / May 2018. Report due into the PCC's Crime Reduction Board in June. Continued investment made in IOM. Improved partnership working across the YJS, NPS, CRC and Prisons. Diversion and desistance programmes in place. Key issues:</p> <ul style="list-style-type: none"> • Need to improve the number of accredited programme sentences. (Issue highlighted at LCJB in March). • Need to improve links with troubled family teams. • Need to complete Offender Needs Assessment 	<ol style="list-style-type: none"> 1. PCC's Crime Reduction Board 2. Programme highlight reports (IOM and Reducing Reoffending boards). 3. Oversight and scrutiny reports (CSP, Reducing Reoffending Boards, IOM).
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).	<ol style="list-style-type: none"> (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 	<ol style="list-style-type: none"> (1) RPO will be supporting the Commissioner in his new role as the central regional representative on the NPAS strategic Board. This will require engagement with other PCCs across the East and West Midlands so that their views can be represented at the Board. (2)RPO is continuing to engage with the Regional Firearms Board. The Board is currently considering a range of operational recommendations made by the Specialist Capabilities Programme. The RPO ensures the PCC has oversight of the decisions made in the region. (3)Continued engagement between CMPG and Warwickshire and West Mercia on border issues and assess options to collaborate on areas such as collision investigation. (4)The RPO has coordinated a regional task and finish group for financial investigation, aiming to create efficiency and effectiveness in this area of work with 	<p>PCC and Chief Executive attendance at regional PCC meeting. Scrutiny by regional PROs. Scrutiny via AGG. Regional POs providing regular updates</p>

			<p>potential to share resource and expertise to meet demand across the region and further maximise the use of Proceeds of Crime Act and cash seizures to disrupt criminality and deliver benefits for the public.</p> <p>(5) RPO undertook a project into criminality in our prison estate, the scale was demonstrated through a scene setting report and a confidential inquiry session set up. The aim of the meeting was to bring principal partners together to discuss and understand criminality in our prison estate, impacts on the wider system and what prevention activity can be undertaken. The result was a really positive meeting, with good engagement from all agencies represented. There was a real enthusiasm to tackle the problem of criminality through some smaller scale projects through to larger scale, more tactical changes. There was also agreement to develop a plan that deals with the short, medium and long term outcomes, and engage with the research work being undertaken by Staffordshire University. To underpin the work going forward, a working group will be set up with representatives from agencies to develop some of the short term outcomes discussed at the confidential inquiry session such as a local protocol with Crown Prosecution Service and intelligence sharing.</p> <p>(6) Develop performance measures for serious and organised crime at local level to demonstrate improved value for money through a highly effective performance framework and governance arrangements</p>	
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Reforming West Mercia

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

3.1	<ul style="list-style-type: none"> • Ensuring the alliance transformation programme delivers a better, more efficient service to the public • Ensuring there is strategic planning for the future of policing in West Mercia • Invest to save, so the force can be more adaptable and make best use of its resources 	Development and implementation of the transformation programme	<p>New Shift Pattern: Transition to the new model has been smooth, with only minor operational issues which were resolved quickly. The focus has moved to the post go live review of the new model to identify any performance issues, concerns over resilience and lessons learned.</p> <ol style="list-style-type: none"> 1. Establishment and structure build: The new establishment structure is built on force systems. Finance are translating the changes and savings in the new model into the 18/19 budget. The Athena structure is built and aligned to the new model. This was a significant external risk to the go live of the new model and was managed successfully. 2. Patrol/OPU Shift Pattern: The new Patrol/OPU shift pattern is live and being managed through business as usual process. 3. OPU alignment to Local Policing Command: The alignment of OPU under Local Policing Command is formally operational and the new supporting deployment principles are in place. The OPU team reports that the transition has been effective thus far. 4. SNT and Problem Solving: The new resource and beat profile model is now operational. The problem beat profile model is now operational. The problem solving model will be live in June. 5. Investigations: The structural changes to Investigations in the new model are live. The focus is progressing the whole of systems investigations review, supported by Process Evolution support, starting in early May. <p>Demand Reduction: Demand reduction is a key enabler of the new policing model to ensure that benefits are realised. The Incident Progression Teams are now in place for both Warwickshire and West Mercia, and the post go live operational review will analyse how effective the teams are at demand</p>	<p>(1)Transformation Board (2) AGG</p>
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			reduction using the Crime Assessment Principles.	
3.2	Delivering new fit for purpose technology and making best use of it	(3.2.1) Mobile Working Programme.	Project closure report is due for consideration at the end of May	(1) Transformation Board (2) AGG
		(3.2.2) In car media	Roads Policing Technology (ANPR, In-Car Media and User Infrastructure) work is ongoing. Vehicles were incorporated into the patrol fleet at the start of Apr.	
		(3.2.3) Telematics	The project reported in March that 984 of a total fleet of 1048 vehicles had been fitted with the telematics system, and that the activation of the system and driver identification was progressing. Since then it has become clear that the accuracy and reliability of data reporting from the fitted telematics system is not meeting the contract specification. Supplier engagement to resolve quality and compliance issues has taken place, and the project has agreed a deadline of 8 Jun to have 7 vehicles working exactly to specification, including access to all the reports on the vehicle, and for the data to be accurate. Ensuring a resilient fix for this test group will allow a roll out of any necessary adjustment to the full fleet. Until the system is functioning across the fleet, the benefits assumed in the original business case will remain at risk.	
		(3.2.4) Body worn video	Completed	
		(3.2.5) Data network and desk top rollout	The Data Networks project is progressing KCOM circuit decommissioning, with the total number of sites under the decommissioning phase being 27 out of 82	
		(3.2.6) Athena	Athena is now live. From now on this report will focus on the next stage of Athena development, including dependencies in other parts of the Transformation Programme. The Athena Phase 2 business case is currently under development. Athena/SAAB interface: Work is progressing to define the business requirements and the interface options offered from the Athena system.	

			HR Systems development and interface: Scoping for the requirements of the HR interface has commenced. The business requirements have been agreed and an assessment is underway in ICT for technical requirements.	
		(3.2.7)Gazetteer	Completed	
		(3.2.8)Digital Forensics	Digital Evidence Transfer Service (DETS). It has been proposed that West Mercia becomes one of the early adopters of the DETS system, to enable sharing of wider digital evidence with criminal justice partners. We are engaged with the national project and will identify costs and benefits to begin the project process in late summer	
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 Strategy adopted by AGG 11th April 2018 and Estates Delivery Plan presented. 2018/19 and 2019/20 Disposal Programmes in place. Masterplan for Hindlip being developed.	Property Board
		(3.3.2) Replacement of Shrewsbury Police Station	Operational Requirement Group (ORG) developing requirement specification for replacement facility. Partnership Organisations engaged regarding potential relocation sites. OPE funding being investigated.	
		(3.2.3) Replacement of Hereford Police Station	User requirements captured and factored into business case. Outline cost plan produced. Flood Risk Assessment being undertaken. Negotiations with County Council to commence imminently.	
3.4	Delivering the operational control centre programme on time and on budget to improve force resilience	Building of a new OCC	OCC Buildings & Technical Infrastructure: H&WFRS control are live in the new OCC. A resilient technical solution for 101 calls into the OCC, and connectivity between the network and the command and control system (SAFE), is not yet in place. The programme's estimate is that a resilient architecture solution could be available by mid May, allowing resilience testing to occur, leading to an assured go live date. Core Telephony: The rollout involves the replacement of 4500 of the Alliances' 6000 desktop phones, with the	IPCAC

			<p>details of where c1500 phones will not be replaced yet to be decided. The OCC Programme will retain the training aspect of the roll out, and will work with the new project manager to ensure the benefits of the new functionality are understood and exploited. Training courses are under way with identified SPOCS, and learning cascaded across departments and policing areas. Training will be supported by user guides that can be accessed on the intranet.</p> <p>SAAB SAFE: The team continue to work to ensure common operating procedures across both OCC buildings, and to produce a comprehensive training package for all OCC Officers and Staff.</p> <p>Preparation for Go Live: A series of workshops have been set up to look at the practicalities of go live, and assess the most appropriate sequencing.</p>	
3.5	Making sure the force has the right contact channels for the public and that it provides the right response every time.	Development and implementation of the channel shift programme which will support a wider range of ways to interface with the force: online payments; web chat; self-service etc	Refer to 1.2 and 2.1.2	
3.6	<ul style="list-style-type: none"> • Understanding, investing in and developing the force's officers, staff and volunteers to make sure they are reaching their full potential • Properly investing in the workforce and developing staff 	<p>The People Strategy provides the strategic direction for the organisation with regard to organisational development, leadership development and learning.</p> <p>Activity in Support of the People Strategy includes:</p> <ul style="list-style-type: none"> >A Talent Management Programme has been developed and is to be implemented. >A Strategic Training Panel provides oversight of the L&D training programme to ensure organisational training needs are identified. >PDR process 	Analysis has been commissioned to assist in understanding the demand profile for abstractions and training requirements. This will used to develop an evidence base as to whether there is a gap between policing demand and training demand.	
3.7	Ensuring a stable	The People Strategy provides the strategic	Strategic Diversity Group that was scheduled to take	Strategic

	workforce which better reflects the demographic make up of our communities	direction for the organisation with regard to its people.	place on 21.03.18 was cancelled therefore no papers or updates received. The next SDG meeting is scheduled for 27th June.	Diversity Group
3.8	Increasing the number of special constables and police volunteers	(1) Develop a marketing and communications strategy (2) Ensure a streamlined recruitment and training process (3) Improve recruitment and retention	Refer to D5.1	Citizens in Policing Steering Group
3.9	<ul style="list-style-type: none"> Delivering a modern, effective and adaptable support function which responds to the needs of our service and community Aspire to a market leading support service for policing. Refer to 3.1 - 3.8		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		Refer to 3.1	

	Warwickshire's Police and Crime Commissioner to provide governance and oversight of all the modernisation programmes across the alliance 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	<p>1) Quarterly increase in sickness was driven by a spike in January (driven by considerable increase in sickness related to flu). Volumes have since reduced (although staff sickness remains above rates seen in the previous financial year). Update given at April Health and Wellbeing board in respect of analytical product being produced. In West Mercia this will focus on staff sickness (sig. increases). This work has just begun and will look at ST/LT, geography and business functions. ASI / People Services are also exploring qualitative data gathering exercises following this. West Mercia were not picked as a test site for the National Police Wellbeing Service however continue to feed into the work being undertaken.</p> <p>2) Staff survey results due to be shared with Chief Officers and PCC/CEO at COM on 15th May 2018.</p>	Holding to Account, AGG, Performance reports, Health & Wellbeing Board
		(C2.2) Develop and launch the Behind the Badge Campaign to highlight violence against officers and staff	A press release was issued tying in with the national Protect the Protectors campaign and the Emergency Services Workers Bill. This got some local interest and the campaign was mentioned in parliament tying in with this work. This led to some follow up social media posts. In the coming weeks we will look at recent stats for more publicity, re explore options for internal publicity within the force and look to extend the campaign to include fire fighters and staff.	

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	<p>Formal confirmation of approval of business case announced by Home Secretary 26th March. Draft Statutory Instrument and Transfer Schemes are agreed, and a new Corporate Governance Framework is nearing completion.</p> <p>Awaiting confirmation of transfer date from Home Office and laying of Statutory Instrument. Date for this now unknown due to a judicial review.</p>	Regular reports to Police and Crime Commissioner and Chairs of FRA
C4	Jointly monitor the National Specialist Capabilities Programme and respond to any changes arising from it		The Specialist Capabilities programme continues to evolve slowly. Proposals for funding arrangements for specialist capabilities were incomplete and the Programme team is being challenged on their thinking.	
Reassuring West Mercia's communities				
Policing element:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
4.1	Ensuring the Police Code of Ethics is embedded within the force's culture, and is adhered to	Regular communications on vision and values; website pages. Head of Professional Standards emails out regular ethical dilemmas, learning and outcomes from PSD	<p>Dip sampling visits with TIE committee members (including briefings from PSD) are ongoing.</p> <p>DPCC and NN attended a meeting with PSD to be briefed on the new internal structure and to enhance the DPCCs understanding of the different teams.</p> <p>Ongoing performance monitoring of key performance indicators which are reviewed at quarterly meetings. DPCC / NN to attend performance meeting on 12th June to discuss end of year performance stats published by the IOPC. The meeting also provides the</p>	<p>>Monthly Holding to account meeting;</p> <p>>TIE Committee;</p> <p>>Dip Sampling of Police Complaints;</p> <p>>Civil Claims monitoring</p> <p>>PSD Performance meetings</p>

			<p>opportunity to discuss progress around HMICFRS recommendations and any emerging issues.</p> <p>The IOPC stats show improved performance in the latter 2 quarters compared to Q1/2. Force performance is generally in line / better than MSG / national averages.</p>	
4.2	Delivering new online platforms for communicating and engaging with the public and partners, alongside traditional and existing methods.		Refer to 3.5, 1.2 & 2.1.2	
4.3	Proactively publishing information to demonstrate the force is working ethically, and enable good governance	Ongoing. The force website is kept up to date with relevant information	<p>Around 20 public comments were issued in the last month, on issues including ICV recruitment, commissioning projects and the new policing model.</p> <p>New engagement projects were also launched and publicised - the Town and Parish Council survey and the new confidence survey.</p> <p>The PCC's 2 year anniversary was also publicised on social media with a series of videos outlining key achievements since he took office.</p>	Improve Public Contact & Comms 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	Development of a Contact Management Strategy which sets out the service standards the public can expect to receive when having contact with the alliance	<p>Implementation has been delayed, primarily due to hold ups within the force.</p> <p>It has taken far longer than predicted to achieve sign off from ICT and information security. Assurances were given in mid March that only a few minor points were outstanding, but despite multiple chases there has been no update forthcoming.</p>	

	expect to receive Work with local people and partners to give visible reassurance on frontline neighbourhood policing.		The company involved is ready to begin implementation, as is the OPCC. The matter is now with the OPCC CEO as well. There is no credible reason that the system should not be with the OPCC before the end of April.	
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 are treated equally, fairly and respectfully by the force	The equality and diversity work programme seeks to develop and deliver the force equality objectives. There are 3 objective areas: operational; organisational and people and culture. The force has active Independent Advisory Groups (IAGs) in place; geographic and thematic who offer impartial advice to the force	Strategic Diversity Group that was scheduled to take place on 21.03.18 was cancelled therefore no papers or updates received. The next SDG meeting is scheduled for 27th June.	>Strategic Diversity Group >Strategic IAG
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	The latest data shows that from 1 April 2017 to 28 Feb 2018 there have been 4184 stop searches. Of these 35.5% have resulted in a positive outcome. This compares favourably to the latest national data for 16/17 when the positive outcome rate was 28.8%. Drugs related searches account for 61.1% of searches. The Stop and Search Sgt is now working with IT to develop a system to enable officers to link the grounds for a stop search to a force priorities and control strategy on the records. This was an area for improvement highlighted in the most recent HMICFRS PEEL Legitimacy inspection report. Another area highlighted by HMICFRS was ensuring	>Stop and Search Strategic Group. >Strategic Diversity Group

			<p>that sufficient grounds are recorded for stop searches. The Sgt and SPOC on LPA's are now dip sampling on a monthly basis to identify records where grounds are insufficient, so that they can provide advice and support to officers and supervisors.</p> <p>Other HMICFRS related actions are ongoing and an update is required for the next Legitimacy Core group meeting in April.</p> <p>Moving forward consideration is being given to expand the remit of the Stop and Search Strategic Group to include oversight of use of force data.</p>	
4.8	<p>Working with partners to improve prevention and understanding of cybercrime, ensuring the strategy is fully implemented and emerging threats are tackled</p>	<p>Cybercrime is a strategic priority for the force and is identified as a national risk in the Home Secretary's Strategic Policing Requirement (SPR). A revised Cyber Crime Strategy for the alliance sets out the approach to cyber. This is supported by a draft delivery plan. Work is ongoing to create a tactical partnership delivery group to support the strategy and to build and strengthen partnership opportunities.</p> <p>A programme of mandatory online cyber training packages has been developed to raise awareness and understanding amongst officers and staff. Work is ongoing to develop training for Victim Support Staff which is scheduled to be implemented in Spring 2017.</p> <p>The Business, Rural and Cyber Crime (BRC) coordinators provide support to the cyber strategy through awareness raising and cyber-crime prevention advice to communities, businesses etc. There is a rolling corporate communications plan, #BeCyberSmart, which supports and promotes structured communication campaigns across the</p>	<p>The next strategic cyber governance group meeting has been postponed until the end of April and will now take place a week before the next West Mercia Tactical Group. The latter met for the first time since May 2017 in January. The Deputy PCC is the Chair of the Group which will now be administered by the PCC's office.</p> <p>Members of the tactical group have been asked to provide details of their current activities around cyber security so that an action plan for West Mercia can be developed based on the 4 P's principle.</p>	<p>>Briefings >Cybercrime strategic governance group</p>

		alliance.		
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	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.	The Rural and Business officers are developing their work programmes and building links with farming communities etc.	>Briefings >Quarterly tactical meetings >Update reports on PCC funded initiatives
4.10	Working with businesses and partners through the Business Matters plan to ensure business crime is addressed effectively	The alliance tactical plan (Business Matters) sets out 7 key strands of activity in support of the force approach to business matters. The local policing superintendent for Herefordshire holds the alliance portfolio for rural and business and oversees delivery against the tactical plan. There a number of Rural, Business and Cyber (BRC) Coordinator and other support posts across West Mercia, supported by PCC funding, to provide local delivery in support of the tactical plan. The BRC teams have continued with locally tailored support across all 7 strands of the initiative.	The Rural and Business Officers have continued to develop their work programmes and are meeting and working with a range of community groups, farming communities etc. Unfortunately the Telford officer is off on long term sick and steps have been put in place by the local policing team to continue the work, concentrating on the business communities in Telford.	

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	(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.	A recruitment process is underway to increase the number of volunteers on each of the panels. The coordinator has trained the Shropshire volunteers on the use of the electronic database and will shortly begin rolling this out in Worcester.	Attendance at the strategic custody users forum (SCUF) and the Custody Users Group

	Scheme	(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	Planning has begun for the next regional ICV conference which is being held at Hindlip in September	(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	Monitoring has been carried out against the strategy with no areas of significant concern. Engagement officers will be tasked with prioritising engagement with under-represented groups in the coming months. The situation will be monitored regarding fire governance around any potential updates needed to the strategy document, as well as necessary and appropriate engagement activity.	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 communities	(D3.1) Commissioner's Ambassador Scheme: (1) Design and establish a new Ambassador programme. (2) Recruit ambassadors (3) Identification of engagement appropriate for CA engagement (4) Identification of priority demographic and geographic communities (5) CAs to provide written feedback on all engagements (6) Provision of central support and materials etc to ensure CAs represent the ambassador appropriately.	The CAs have still be engaging with various different community groups. They have now started using the new CA/Supt funding which allows them to fund community initiatives and groups that they both support. Now we are in the summer months, they have been attending more community events and engaging with partners such as fire.	Monitoring of CA programme
		(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 CAs are making full use of the grant scheme. All of them have embraced the opportunity to work with their respective Supts and have identified a number of projects and initiatives they can fund. After only a short time of being open, the majority of the CAs have made a considerable dent in their pots through providing financial support to their chosen recipients.	
D.4	Ensure that the police and partner organisations are active and effective in tackling the issues	(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	Following a pilot exercise by the service provider the survey went live in April. Results for the first quarter will be available in July.	Delivery plan monitoring

	that are important to our communities	confidence and satisfaction survey across West Mercia		
		(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	Regular environmental scanning takes place and is fed back to the PCC/DPCC as appropriate, this includes updates from DMMs, daily media summaries, social media scanning, weekly analysis of performance figures. Work is ongoing to build on this, building relationships within policing and analysis of tactical briefings	Delivery plan monitoring
		(D4.3) Responding to key / strategic public and other consultations, seeking to influence outcomes that support the Safer West Mercia Plan	The PCC continues to respond to relevant public consultations. In the last quarter this has included responding to HMICFRS on their proposed inspection programmes for both the police and fire service.	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	A press release, video and social media piece was produced to promote the work of the specials. There was also further communications and engagement following an incident in which a special was injured. Some grant funding has been provided to increase diversity within volunteers, and this is being progressed with the force	Delivering plan monitoring
		(D5.2) Support West Mercia's Police Cadets, Citizens' Academies and police Support Volunteer Scheme: (1) Attend, monitor and influence the alliance Citizens in Policing meetings (2) Funding for Police cadets scheme		Citizens in Policing Steering Group
D.6	Be open and transparent in all the decisions and appointments I make and in the way I hold the Chief Constable to account	((D6.1) (1) Monitoring of website for compliance and timeliness. (2) Monitor compliance with statutory publication regulations. (3) Publish relevant paperwork from meetings (3) Publish an online decisions log. (4) All appointments are advertised on the PCC's website, via relevant recruitments sites and internally. (5) Ensure all correspondence is logged and responded to in a timely fashion (6	The website is audited on a regular basis to ensure compliance. Changes were made to the website in advance of GDPR coming into effect in May	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	The Force and PCC's office have developed an agreed process for managing and responding to	The HMICFRS Effectiveness report was issued in March 2018. Work is ongoing to progress the areas	

	arising from recommendations in HMIC or other strategic reports	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.	for improvement and recommendations set out in this report. The force have developed an action plan, a specific serious and organised crime action plan and an improvement plan to support this. The PCC has responded to the Home Secretary and published this response.	
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.	Business case for triage has been signed off at Exec board. However discussions regarding location/management of the team is still being discussed by Chief Officers. NN to request an update from PSD Supt.	

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 custody	Quarterly

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

Appendix 2

Topic	Inclusion	Data	Commentary	Pg
<i>Putting Victims & Survivors First</i>				
Confidence	Quarter report	Reduction compared to the previous period and below the national average.	Confidence strategy launched to drive improvements.	4
Victim Satisfaction	Month & quarter	Overall satisfaction saw no significant change compared to the previous quarter.	Positive results from domestic abuse victim survey	5
Repeat Victimization	Month & quarter	Decrease in number of repeat victims	Trends will continue to be monitored	7
Repeat Offending IOM offenders		Not included this month due to Athena data issues.	We hope to have this available in the near future.	
<i>Building a More Secure West Mercia</i>				
Total Recorded Crime	Month & quarter	Decrease on previous quarter	Year-end volumes 5% above 2016/17	9
Violence with Injury	Quarter unless exceptional	Decrease on previous quarter	Exceptionally low volumes in Jan & Feb	18
Sexual Offences – Rape	Month & quarter	Increase on previous quarter	Exceptional volumes in Telford	21
Sexual Offences – Other	Month & quarter	Decrease on previous quarter	Volumes in expected range	23
Residential Burglary - Dwelling	Quarter unless exceptional	Decrease on previous quarter	Volumes in expected range	25
Robbery	Quarter unless exceptional	Decrease on previous quarter	Volumes in expected range	27
Missing Persons Reports	Quarter unless exceptional	Decrease on previous quarter	Seasonally expected decrease	29
Hate Crime Hate Crime Satisfaction	Month & quarter	Decrease on previous quarter Hate Satisfaction remains static	Subject to discussion at PMG	31
Domestic Abuse	Quarter unless exceptional	Decrease on previous month	Outcomes to be discussed at PMG.	33
Child at Risk /CSE	Month & quarter	CaR – Reduction on previous month CSE – Reduction on previous month	Application of keywords in ATHENA has affected volumes	36
Cyber Crime	Month & quarter	Decrease on previous month	Application of keywords in ATHENA has affected volumes	38
Anti-Social Behaviour	Quarter unless exceptional	Decrease on previous quarter	Exceptional low volumes in January & February however following the expected seasonal trend	40
Road Traffic Casualties	Quarter unless exceptional	9 road deaths in the quarter		42
Response Times to Emergency Incidents	Quarter unless exceptional	Decrease in volume of emergency incidents compared to the previous quarter	Increase in monthly average emergency response time	44
Criminal Justice – File Quality	Quarter report	Errors with non-compliance with national file standards		46
<i>Reassuring West Mercia</i>				
Business Crime	Quarter unless exceptional	Not included this month due to Athena data issues.	We hope to have this available in the near future.	
Rural Crime	Quarter unless exceptional	Decrease on previous quarter	Trends reflect those of total recorded crime	49
<i>Reforming West Mercia</i>				
Sickness	Month & quarter	Increase in Officer sickness rate; increase in Staff sickness rate compared to previous quarter	Health & Wellbeing activity ongoing	51
Complaints	Quarter report	Recording complaints below target	Command team addressing issues	52
Call Handling	Month & quarter	Reduction in call volumes; Abandoned rate for 999 and non 999 calls has increased compared to the previous quarter	Performance subject to weekly monitoring.	54
Vetting	Month & quarter	Vetting backlog cleared		58
Firearms Licensing	Quarter Report	Pending applications maintained at manageable levels		59

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WEST MERCIA POLICE AND CRIME PANEL 19 JUNE 2018

NATIONAL ASSOCIATION OF POLICE FIRE AND CRIME PANELS

Recommendation

- 1. Members of the West Mercia Police and Crime Panel (PCP) are asked to consider whether to join the National Association of Police, Fire and Crime Panels and if so, to agree the membership fee for the first year of £500.**

Background

2. In September 2017, the Panel considered options for establishing national representation for Police and Crime Panels. The Panel considered that a Special Interest Group within the LGA would be the most appropriate.
3. An inaugural meeting of interested Panels was held in April at which it was agreed to form a National Association and a Chairman, John Gili-Ross from Essex Police, Fire and Crime Panel, was elected. He has written to all Panel Chairmen setting out further details including its terms of reference. His letter is attached to this Report (Appendix 1). The Chairman of the Association has completed an application to be a Special Interest Group of the LGA, and, it is hoped, this will be considered at the June LGA Board meeting.
4. The terms of reference of the Association include:
 - providing a forum for collaborative discussion of issues relating to and impacting on Police and Crime Panels and Police, Fire and Crime Panels (PCPs/PFCPs);
 - sharing ideas and experience
 - creating a mechanism for direct liaison between PCPs/PFCPs and the Home Office
 - supporting the development of joint PCP/PFCP responses to relevant consultations
 - sharing good practice, creating guidance and other supporting materials
 - promoting better public understanding of the role of PCPs/PFCPs.
5. The fee of £500 can be met from the Annual Grant provided by the Home Office to support the running costs of the Panel.
6. If the Panel agrees to join, the first meeting of the new Association will be held during the Annual Conference of Panels at Warwick on 12 November 2018.

Supporting Information

Appendix 1 – letter from National Association of Police Fire and Crime Panels to all Police and Crime Panel Chairmen

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.](#)

NATIONAL ASSOCIATION OF POLICE FIRE AND CRIME PANELS

Essex Police Fire and Crime Panel
Essex County Council
Chelmsford
Essex

Dear Chairman,

National Association of Police Fire and Crime Panels - NAPFCP

Please allow me to introduce myself as the Chairman of the newly formed National Association of Police, Fire and Crime Panels for England and Wales. An inaugural meeting took place on 19th April 2018 at the LGA offices in London to review the formation of the Association, agree its outline terms of reference and initial work programmes and to elect a Chair and Vice Chair(s).

Invitations to the inaugural meeting were sent to all Panels asking each to send a representative to help ensure decisions made at the meeting were truly representative of all PCP's / PFCP's. A list of those panels that were represented at the meeting appears at the end of this letter. Whilst not all representatives had delegated powers for their panels, out of the 21 panels that were represented, 16 (40%) of the total number of panels in England and Wales confirmed they would become association members at the inaugural meeting. Whilst an additional 5 panel representatives were also in favour of the formation of a national association, they were not in a position to confirm their panel membership.

It is hoped that membership will increase as the NAPFCP becomes established and include all PCP/PFCP's to provide a common voice when interfacing with the Home Office, the National Association of Police, Fire and Crime Commissioners, the Association of Policing & Crime Chief Executives (APACE) and the LGA as appropriate.

The NAPFCP membership subscription for the first year was agreed at £500. The Essex PFCP, as the lead authority for the NAPFCP Chairman will handle the associations operating accounts and be responsible for the generation of subscription invoices as appropriate. The Association has a Treasurer, Paul Cain who was appointed at the inaugural meeting.

The NAPFCP Terms of Reference were agreed as:

- ❖ To provide a forum for collaborative discussion of issues relating to and impacting on Police and Crime Panels and Police, Fire and Crime Panels (PCPs / PFCPs)
- ❖ To share ideas and experience in response to the expanding role of PCCs and PFCCs and thereby PCPs / PFCPs
- ❖ To create a mechanism for direct liaison between PCPs / PFCPs and the Home Office
- ❖ To provide an opportunity for dialogue with relevant bodies such as the Association of Police and Crime Commissioners, Association of Police and Crime Chief Executives and others

- ❖ To support the development of joint PCP /PFCP responses to relevant consultations
- ❖ To promote professional standards
- ❖ To share good practice and create guidance and other supporting materials for PCPs /PFCPs
- ❖ To ensure stability and collective memory in a landscape where PCPs / PFCPs can have significant changes in membership
- ❖ To provide capacity for horizon scanning across all PCPs / PFCPs.
- ❖ To promote better public understanding of the role of PCPs / PFCPs.

Production of a NAPFCP constitution document will be undertaken by Dr Christopher Kemp, Norfolk PCP and supported by Carla Thomas, Merseyside PCP ready for the Frontline Consulting Annual Meeting of PCP / PFCP's in November 2018.

A subscription invoice will be sent to you shortly in the hope that your panel will agree to become a member. Should you have any questions relating to the formation of the Association or specific areas of interest that you believe should be addressed by the Association then feel free to contact Robert Fox or I, using the contact details given within this letter.

Thank you and I look forward to meeting with many of you as time permits during the year.

Yours sincerely,



John Gili-Ross

Chairman - National Association of Police Fire and Crime Panels

National Association of Police Fire and Crime Panel - Membership

The following PCP's / PFCP's confirmed their commitment to become NAPFCP members at the inaugural meeting held on 19th April 2018:

Bedfordshire - NAPFCP Treasurer Paul Cain

Cleveland

Derbyshire

Dorset - NAPFCP Vice Chair John Adams

Essex - NAPFCP Chairman John Gili-Ross

Hertfordshire

Kent and Medway

Merseyside

Norfolk

Northamptonshire

Northumbria

Nottinghamshire

South Yorkshire

Sussex

West Midlands

West Yorkshire - NAPFCP Vice Chair Alison Lowe

The following panels also sent representatives to the meeting but at that time they did not have the delegated powers to commit their panel to membership of the Association.

Lancashire

Leicestershire

North Wales

Staffordshire

Warwickshire

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