

West Mercia Police and Crime Panel

Agenda

West Mercia Police and Crime Panel

**Tuesday, 10 September 2019, 11.00 am
County Hall, Worcester**

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West Mercia Police and Crime Panel

Tuesday, 10 September 2019, 11.00 am,

Membership:

Mr S J Mackay (Chairman)	Substantive Member - Worcestershire County Council
Mr R C Adams	Substantive Member - Wychavon District Council
Cllr Sebastian Bowen	Substantive Member - Herefordshire Council
Mr G Butler	Co-opted Member - Shropshire Council
Mrs C Clive	Co-opted Independent Lay Member
Mr Barry Durkin	Co-opted Member - Herefordshire Council
Ms H Dyke	Substantive Member - Wyre Forest District Council
Mr R Evans	Co-opted Member - Shropshire Council
Mr A D Kent	Substantive member - Bromsgrove District Council
Mr J Grubb	Substantive Member - Redditch Borough Council
Mr J Lavery	Co-opted Member - Telford and Wrekin Council
Mr W Parr	Co-opted Member - Shropshire County Council
Mr Kuldip Sahota	Substantive Member - Telford and Wrekin Council
Mr J Riaz	Substantive Member - Worcester City Council
Colonel A Ward OBE	Co-opted Independent Lay Member
Mr Peter Whatley	Substantive Member - Malvern Hills District Council
Mr M Wood (Vice Chairman)	Substantive Member - Shropshire Council

Agenda

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3	Apologies and Declarations of Interest	
4	Public Participation Members of the public wishing to take part (asking a question or making a statement) should notify the Head of Legal and Democratic Services in writing or by email indicating both the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case 9 September 2019). Enquiries can be made through the telephone number / email address listed below.	

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NOTES

- **Webcasting**

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

West Mercia Police and Crime Panel

Tuesday, 18 June 2019, - 11.00 am

Minutes

Present:

Mr S J Mackay (Chairman), Mr R C Adams, Mrs C Clive, Mr Barry Durkin, Ms H Dyke, Mr R Evans, Mr J Grubb, Mr A D Kent, Mr J Lavery, Mr J Riaz, Mr Kuldip Sahota, Colonel A Ward OBE, Mr Peter Whatley and Mr M Wood (Vice Chairman)

Also attended:

John Champion, West Mercia Police & Crime Commissioner
Tracey Onslow, Deputy Police and Crime Commissioner
Andy Champness, Chief Executive, Office of the West Mercia Police and Crime Commissioner

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

Available Papers

The members had before them:

- A. The Agenda papers (previously circulated);
- B. Presentation handout for Commissioning Activity of the Police and Crime Commissioner Including the Changes to Victim Support Services (circulated at the Meeting)
- C. The Minutes of the Meeting held on 7 February 2019 (previously circulated).

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

294 Welcome and Introductions

The Chairman welcomed everyone to the meeting. The changes to the Substantive membership were:

- Adam Kent was replacing Karen May (Bromsgrove)
- Sarah Rouse was replacing Tony Baker (Malvern)
- Julian Grubb was replacing Gareth Prosser (Redditch)
- Jabba Riaz was replacing James Stanley (Worcester City)
- Rob Adams was replacing Emma Stokes (Wychavon)
- Helen Dyke was replacing Juliet Smith (Wyre Forest)

		<ul style="list-style-type: none"> • Kuldip Sahota was replacing Stephen Reynolds (Telford and Wrekin) <p>Thanks, were also recorded to all those members who had just left the Panel.</p>
295	Named Substitutes	Cllr Peter Whatley was a substitute for Cllr Sarah Rouse (Malvern).
296	Apologies and Declarations of Interest	<p>Apologies were received from Councillors Gwilym Butler, William Parr and Sarah Rouse.</p> <p>Declarations of interest were made as follows:</p> <ul style="list-style-type: none"> • Julian Grubb was a retired Police Officer in receipt of a Police Pension (not West Mercia Police) • Steve Mackay was a retired Police Officer in receipt of a Police Pension (not West Mercia Police).
297	Appointment of Co-opted Members	<p>It was recommended that the Panel agreed to the co-option of 5 elected members as set out in the Report and notified to the Panel, or such members as may be nominated from time to time by their respective authorities to achieve the balanced appointment objective.</p> <p>Given the nominations from each of the authorities, to secure political balance the additional co-opted members would be 1 Labour councillor, 3 Conservative councillors and 1 Liberal Democrat councillor. Nominations to these places were received as follows:</p> <p>Shropshire (3 co-optees): Councillors Butler, Parr (Conservative) and Evans (Liberal Democrat) Telford and Wrekin (1 Labour Co-optee): Councillor Lavery Herefordshire (1 Conservative Co-optee): Councillor Durkin</p> <p>Accordingly, the Panel agreed that Councillors Butler, Parr, Evans, Lavery and Durkin or such members as may be nominated from time to time by their respective authorities to achieve the balanced appointment objective be co-opted to the Panel.</p>
298	Public Participation	None.
299	Confirmation of	The Minutes of the Meeting held on 7 February 2019

**the Minutes of
the previous
meeting**

**300 Draft Annual
Report of the
Police and
Crime
Commissioner
for West Mercia**

were agreed as a correct record and signed by the Chairman.

The Panel was invited to consider the draft Annual Report of the West Mercia Police and Crime Commissioner (PCC) and determine whether it would wish to make any recommendations to the PCC for consideration. The 2018/19 Report provided a high-level overview of the PCC's work over the last financial year.

Under Section 12 of the Police Reform and Social Responsibility Act 2011, the PCC was required to report to the West Mercia Police and Crime Panel (PCP) 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 had been made in the financial year in meeting the police and crime objectives in the PCC's Police and Crime Plan

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

The PCC introduced the Report and explained that the last year had built on the progress made in previous years, continuing with the principles of: *Putting Victims and Survivors First, Building a more Secure, Reformed, Reassured and ultimately Safer West Mercia.*

The PCC highlighted some of the areas of focus for the year:

Putting Victims and Survivors First

- The launch of the Victim Advice Line, a dedicated victim support service in April 2019
- The work taking place through the Drive Project to deter perpetrator behaviour

Building a more Secure West Mercia

- The PCC's Drug Strategy published in May 2019
- Keeping the communities safe by managing the demand of the 999 service and working to

improve the 101 service (acknowledging that there was still further work to be done)

- The development of the Serious and Organised Crime (SOC) Strategy, which was being consulted on shortly

Reforming West Mercia

- Continuing with the organisational reform and although the Strategic Alliance was coming to an end, negotiations would continue with Warwickshire to identify future alternative collaboration arrangements which would be mutually beneficial
- Continuing with the new Policing Priorities by investing in the workforce, with a focus on well-being and sickness
- Continued work around estates focusing on ensuring police buildings were fit for purpose and located where they were most effective

Reassuring West Mercia's Communities

- The PCC had continued his activity engaging with the community, working together with partners to be part of solutions to local issues, with ongoing support for SmartWater and focusing on rural and business crime.

During the opportunity for questions, the following main points were made:

- A Member questioned the information provided as part of the 'The Year in Numbers' and asked if 62% of 101 calls were answered within 30 seconds, what was happening with the other 38% of calls. The PCC explained that he received a weekly performance update and on average the wait time was 40 seconds with 10% of calls being abandoned. It was important to reduce the number of 101 calls by encouraging residents to use their local officer contacts. The PCC was less worried about the 101 performance and more concerned about the 999 response times
- It was suggested that the response time to 999 calls was better last year, with 90% of 999 calls being answered in 10 seconds compared to 80% in 10 seconds this year. The PCC advised that there had been an improvement overall
- It was suggested that it would be helpful if the 101 number gave an estimated wait time, the PCC

acknowledged that was helpful but unfortunately, the current system was old and out of date and the Police didn't have the more advanced technologies available to them yet

- The PCC reiterated the importance of sharing the contact details of the local Police officers as the first point of contact for communities
- A question was asked about whether knife crime was an increasing problem in West Mercia and whether there was a link with County Lines. The PCC explained that it was a complex problem and that County Lines was an issue in West Mercia, with violent tactics being on the increase. The focus for the Police was dealing with the criminality, but the change in Government focus to deal with it as a Public Health issue was good. There was, however still more to do around safeguarding those vulnerable people being exploited
- The Deputy PCC (DPCC) explained funding was available for the Community Safety Partnerships (CSP's) to use in the most appropriate way in their areas for youth knife crime eg Fearless Workers/Steer Clear. In addition, The ACE's agenda was about identifying those young people most likely to be exploited
- A member queried whether West Mercia used 'Stop and Search' and whether its use of was increasing. The PCC confirmed that it was a tactic used by West Mercia Police and considered useful. The Panel would be provided with some comparative data in respect of its usage
- It was suggested that it would be helpful if the 'Year in Numbers' page included the statistics from the previous year, to show performance trends. The PCC agreed to do this
- A question was asked about the feasibility of future Strategic Alliance/s. The PCC was clear that any future collaboration needed to be in the interests of both parties involved
- The PCC was asked for his views on Community Resolution Orders and in response advised that they were useful but not for serious issues. Data in respect of these would be provided in the next meeting's performance summary report
- A Member asked about how the PCC was tackling racial crime, hate crime, extremism and ensuring that the diversity of the workforce appropriately represented the make-up of society. The PCC confirmed that although the volume of hate and racial crime were low, there was more work to do

around perception and satisfaction levels. In respect of diversity of the workforce, gender diversity wasn't too bad, but ethnicity needed to be improved, but would take a while due to low staff turnover in the Police. The Chief Constable was leading on a piece of work looking at how to improve the situation. Terrorism prevention was part of the Prevent Agenda and was primarily the responsibility of local councils, although the Police supported it. The PCC urged councillors to encourage representatives from their local council to attend meetings of Serious and Organised Crime Joint Action Group (SOCJAG), which was a multi-agency group working at a local level to reduce the harm caused by serious and organised crime

- The PCC was asked whether he was content with a 51% satisfaction rate for levels of local policing (as per the West Mercia Public Confidence and Perceptions Survey 2018/19) and how this compared nationally. The PCC confirmed that he was not satisfied with this statistic and wanted people to have confidence that the Police would be there when they needed them. The Chief Constable was confident that this would improve but the main problem was in the rural areas. Investment had been made in additional Police Officers, which should help to improve the situation and more work was being done around the visibility of Police Officers. In addition, this was being measured by the PCC, Town and Parish Councils carrying out surveys.
- It was noted that overall confidence in West Mercia Police had remained stable in quarter 4 at 85%). The PCC agreed to check whether there was an update on the public confidence in the police statistics which were measured through the national Crime Survey for England and were as at September 2018
- The PCC confirmed that the Chief Constable decided where additional Police Officer were placed. The PCC would continue to provide the Chief Constable adequate resources to do his job
- Against the Most Similar Group (MSG) of peer forces, West Mercia was currently ranked 8th out of the 8 forces, in line with the previous reporting period. The force's ranking against all forces had decreased to 37th out of 42 forces. The PCC acknowledged that overall satisfaction levels were on a downward trend and advised that investment was being made to improve the situation

**301 Her Majesty's
Inspectorate of
Constabulary
and Fire and
Rescue
Services
(HMICFRS)
'Peel: Police
Effectiveness
2017 An
Inspection of
West Mercia
Police' - Update
Report**

- It was suggested that the Panel should have the opportunity to look at the Serious Organised Crime Strategy. The PCC agreed to circulate the Strategy and update the Panel on the Consultation when the results were available.

In accordance with the Police Reform and Social Responsibility Act, the PCC would be sent a report of the Panel following its consideration of the Annual Report.

The Panel received an update report outlining how the Force and the PCC were responding to findings outlined in the 2017 PEEL Police Effectiveness Inspection Report.

The PCC was pleased to advise that the Force had been disengaged and he was keen to ensure that a similar situation didn't occur in the future.

During the ensuing discussion, the following main points were made:

- A Member suggested the number of offences carried out whilst on bail or awaiting sentencing was increasing. The PCC explained that the process of gathering 'good' evidence could take a while, but it was important that the justice process was fair. The PCC was unsure whether the changes to the pre-charge bail limit as part of the Policing and Crime Act was connected to this or not
- A Member referred to Area for Improvement (AFI) 3 which was about the force taking steps to understand the reasons why a high proportion of crimes related to domestic abuse fell into the category 'Evidential difficulties; victim does not support police action' and asked whether as part of the measures being taken, dip sampling was being used. The PCC explained that there had been significant work around this AFI as the levels were too high and there were issues around timeliness and quality, which was a focus for the newly formed Strategic Priorities Board jointly chaired by both Assistant Chief Constables (ACC)
- The force had arranged for a number of peer reviews to feed into their approach to SOC, with input from both Merseyside and Derbyshire. The PCC agreed to check when the findings from the peer reviews would be available
- More recently, the force had been subject to a Home Office supported strategic framework review of serious violence and vulnerability,

**302 Police & Crime
Plan Activity
and
Performance
Monitoring
Report (January
- March 2019)**

focusing on issues such as county lines and gang violence. The review focused on partnership approaches and it was anticipated that the findings from the review would help inform the partnership work around preventing people from being drawn into SOC.

- It was confirmed that the HMICFRS Inspection regime was not being carried out jointly with Warwickshire, both forces were inspected separately.

The Report was noted.

The Panel was invited to consider the Police & Crime Plan Activity and Performance Monitoring Report for January to March 2019 and determine whether it would wish to carry out any further scrutiny or make any comments.

The main points made during the discussion were:

- It was noted that in respect of oversight of complaints made against the police, the Police and Crime Act 2017 included significant changes to the police complaints and discipline system. Notably, the Act gave PCCs a greater role in the police complaints system. A question was asked about the staff resource implications of these changes. In response the Chief Executive, OPCC explained that these changes had yet to take place, but the Home Office had agreed a 6-month implementation phase and consideration was being given to approaching the changes from a regional perspective and a draft joint Business Case with West Midlands, Staffordshire and Warwickshire was being prepared
- The Home Office had announced that it would be closing the online crime reporting tool (Track my Crime) with effect from 1 August 2019. Police Transformation funding had been used to develop the Single Online Home website (SOH), the new national digital public contact platform for police forces, being delivered by the NPCC's Digital Policing Portfolio, which over 40 forces in England and Wales had committed to joining, including West Mercia. In future SOH would provide the platform for online reporting. It wouldn't necessarily have a tracking facility
- With regard to Regional financial investigation (FI). The PCC explained that the money was shared out between partners, (including the

303 Commissioning Activity of the Police and Crime Commissioner Including the Changes to Victim Support Services

courts), government and the Police.

The Report was noted.

The Panel received a presentation on the commissioning process used by the Police and Crime Commissioner's office on the coverage of activity and recent changes to victim support services, which had received endorsement from the Ministry of Justice.

During the discussion, the following main points were made:

- A Member asked about what support was available for speeding in rural areas. The PCC explained that he was willing with local authorities to assist with engineering for safe enforcement sites and acknowledged that there was still more to do, but ultimately there was a balance between community priority and keeping people safe. The PCC also advised that there would be an average speed camera pilot shortly
- The PCC was commended on the SmartWater Scheme in Claines. It was suggested that a similar scheme would be welcomed in Worcester in respect of Asian gold burglary which was an increasing crime. The PCC advised that that the SmartWater Scheme was open to all and the detail would be provided to the Panel. Essentially, the PCC offered 25% towards the cost, kits at a reduced price, signage and help with the distribution. The PCC didn't lead on the Scheme, it was community led (although he was part of the solution)
- The PCC was asked about his views in respect of re-habilitation of offenders, particularly young people just entering the workforce. The PCC, whilst understanding the importance of punishing crime was also keen not criminalise young people so as to reduce their life chances. The PCC was also mindful of the views of communities
- The Panel would be provided with referral waiting times for specialist victim support
- It was confirmed that West Mercia were members of the Association of Police and Crime Commissioners, which facilitated the sharing of best practice
- The PCC's commissioning schemes were audited by the Worcestershire and Warwickshire Internal Audit Team.

**304 Complaints
2018-19 Annual
Report**

The Report was noted.

The Panel was reminded that one of its functions under the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 was to deal with non-criminal complaints about the conduct of the West Mercia Police and Crime Commissioner (PCC) and his Deputy via its approved procedure as detailed in the Agenda report.

The Democratic, Governance and Scrutiny Manager reported that during 2018-19, four complaints were recorded concerning the conduct of the PCC. Two of these were referred to the Independent Office for Police Conduct (IOPC) and both were returned to the PCP as they did not merit investigation by the IOPC. No further action was taken on either of these complaints by the PCP. One of the remaining 2 complaints was withdrawn and the regulations for complaints were disapplied for the fourth complaint as it was repetitious.

The Report was noted.

The meeting ended at 1.05 pm

Chairman

WEST MERCIA POLICE AND CRIME PANEL 10 SEPTEMBER 2019

SERIOUS AND ORGANISED CRIME STRATEGY – CONSULTATION REPORT

Recommendation

1. Members of the Panel are invited to consider the draft Serious and Organised Crime (SOC) strategy, the outcome of the consultation and provide comments for consideration prior to the finalisation of the strategy.

Consultation Overview

2. The Police and Crime Commissioner's (PCC) draft SOC strategy went out for consultation on 9th July 2019 and was open until 15th August 2019 (just over 5 weeks).
3. The SOC strategy consultation was publicised through a number of channels including:
 - The PCC's website;
 - The West Mercia Police website;
 - A press release circulated to all media outlets across West Mercia;
 - Social media (Facebook and Twitter);
 - An email to key stakeholders and partners including: West Mercia Police, Community Safety Partnerships (CSPs), Serious and Organised Crime Joint Action Groups (SOCJAGs), Local Authorities, NHS, Public Health and Prisons & Probation.
4. A copy of the strategy and consultation details were also circulated to the Police and Crime Panel.

Consultation Responses

5. One formal response was received during the consultation period. The response was submitted on behalf of Telford and Wrekin Clinical Commissioning Group (CCG).
6. The response from Telford & Wrekin CCG is set out below:

"Sensible proactive approach.

I would like to see closer working with the NHS- you mention education and Ofsted but NHS have Children's mental health services which included autism and learning disabilities.

Working more closely with these service could also work on the prevention element of services. With the increasing numbers of people being diagnosed with autism it is key that police understand the impact of this on people behaviours - these individuals are at risk of being targeted but also can be at risk of targeting others.

Close working with local NHS will pay dividends in this strategy but will also upskill NHS staff in dealing with some complex risky individuals.”

Response from the PCC

7. The PCC welcomes the feedback from Telford & Wrekin CCG. The Commissioner’s Policy Team have formally written to the respondent thanking them for their comments and outlining the points below.
8. A key objective of the PCC’s strategy is to establish a single whole-system approach to tackling serious and organised crime.
9. Several recommendations have been made in relation to partnership working. None of the recommendations include an exhaustive list of agencies or organisations. This is to ensure an inclusive and flexible approach is taken to stakeholder and partnership mapping once the recommendations are implemented.
10. The feedback highlights specific opportunities for closer working with the NHS in relation to prevention. As such, the CCG feedback has been shared with the PCC’s Commissioning Team to consider as part of the design of the new PCC-funded West Mercia Diversionary Network.
11. Given the above, no amendments have currently been made to the draft strategy.

Next Steps

12. The strategy is due to be finalised and published following the meeting of the Police and Crime Panel in September 2019.
13. Once the strategy has been finalised, the Commissioner’s Policy Team will develop a SOC delivery plan to monitor progress against the recommendations.

Supporting Information

Appendix 1 – Serious and Organised Crime Strategy – version for consultation

Contact Points for the Report

Andy Champness, Police and Crime Commissioner Chief Executive

Andrew.champness@westmercia.pnn.police.uk

Sheena Jones, Democratic Governance and Scrutiny Manager, Police and Crime Panel

Sjones19@worcestershireshire.gov.uk

Background Papers

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



John Campion
Police and Crime Commissioner
West Mercia



Serious and Organised Crime Strategy

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1. Foreword

Serious and organised crime is crime that is planned, coordinated and committed by groups of people working together to acquire profit, power and influence. This term covers a wide range of activities including trade in drugs, child sexual abuse, cyber crime, modern slavery and human trafficking.

Organised crime groups operating across West Mercia routinely target and exploit the most vulnerable children and adults within our society. The impact of this is devastating and is felt not only by the individuals victimised, but also entire communities who live in fear of the extreme violence and intimidation that goes hand in hand with this kind of offending.

Serious and organised crime now affects more of our citizens, more often, than any other national security threat. The threat from serious and organised crime continues to grow in volume and complexity, impacting our communities on a daily basis.

There is no single solution to tackling serious and organised crime. I firmly believe that a holistic approach is needed. Police and partner agencies must utilise all available powers to relentlessly disrupt and dismantle organised crime groups. However enforcement activity is just one aspect of how we tackle organised crime.

We need to understand the pathways into serious and organised crime, and wherever possible, prevent young and vulnerable people from being drawn into criminality. We also need to work with vulnerable communities to build resilience against the threat from serious and organised crime;

empowering these communities to be part of the solution and reducing future victimisation.

This strategy outlines how I will deliver on my responsibilities as Commissioner in a policing and crime context, and how I will continue to actively work with local and national partners to embed a single whole-system approach within West Mercia.

This strategy clearly demonstrates my commitment to tackling serious and organised crime, and I set out my vision for delivering a more effective and coherent response across a range of objectives.

We are comparatively fortunate that the scale of damage caused by serious and organised crime is much smaller in our communities than in some other areas across the country. However, when and where it does occur here, there is no doubting the harm it causes. I am committed to doing everything that I can to effectively reduce harm within our communities and deliver a safer West Mercia.



John Campion
West Mercia Police and Crime Commissioner

NB: This strategy needs to be read in conjunction with other Police and Crime Commissioner strategies.

2. Introduction

The Police and Crime Commissioner's (PCC) Serious and Organised Crime (SOC) strategy sets out the impact and scale of SOC locally and nationally; the latest government response and associated evidence base; and the PCC's vision for tackling SOC in West Mercia.

SOC is the biggest threat to national security in the UK, and it is estimated to cost society at least £37 billion annually. As a result, SOC has been identified as a priority locally, regionally and nationally.

A large amount of SOC remains hidden and unreported, making it difficult to estimate the true scale of the challenge facing law enforcement agencies and partners.

The impact of SOC can be seen through the increasing threat and harm associated with serious violence, the illicit drug trade, child exploitation, cyber crime and economic crime.

The national Serious and Organised Crime Strategy (2018) is the government's latest response to the full range of SOC threats impacting on the UK. The national strategy sets out four main objectives:

- relentless disruption and targeted action;
- building the highest levels of defence and resilience;
- stopping the problem at source; and
- establishing a single whole-system approach.

West Mercia Police have developed a local SOC strategy to ensure delivery of the national objectives, and to reduce the level of SOC affecting communities. The objectives within the local and national strategies are closely aligned to the PCC's Safer West Mercia Plan.

The local and national objectives have been used by the PCC to develop an overarching Commissioner's SOC strategy. The alignment across strategies should encourage greater buy in from partners, and help to establish a single whole-system approach.

The PCC has set out a number of clearly defined aspirations in relation to each objective. These include establishing a multi-agency enforcement response to SOC, improving pathways for victims, and commissioning an effective prevention and early intervention network.

The aspirations for each objective have been informed by extensive policy and research which is summarised in the final chapters of the strategy.

Recommendations to support the delivery of the PCC's aspirations are made throughout the chapters, and are highlighted in bold. A summary of all recommendations can be found in Chapter 11.

3. Purpose of the strategy

SOC is the biggest threat to national security in the UK, and it is estimated to cost society at least £37 billion annually^[1]. The National Crime Agency (NCA) assesses that the threats from SOC are increasing in both volume and complexity. As a result, SOC has been identified as a priority locally, regionally and nationally.

This strategy has been produced to set out the PCC's response to tackling SOC in West Mercia. The strategy aims to:

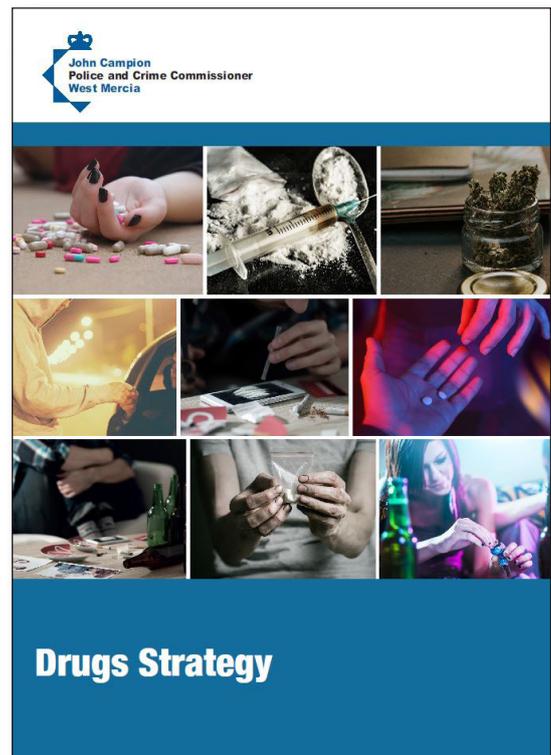
- detail the scale and impact of SOC locally and nationally;
- provide an overview of the objectives and delivery framework set out in the national Serious and Organised Crime Strategy (2018);
- demonstrate how the objectives in the national strategy will be delivered locally;
- provide recommendations to the PCC to enhance the response to SOC in West Mercia.

For completeness, this strategy should be considered alongside other relevant PCC policy documents and strategies, (e.g. the Drug Strategy, the Rural Crime Strategy).

Definition

The Home Office (HO) define SOC as:

“Individuals planning, coordinating and committing serious offences, whether individually, in groups and / or as part of transnational networks. The main categories of serious offences covered by the term are: child sexual exploitation and abuse; illegal drugs; illegal firearms; fraud; money laundering and other economic crime; bribery and corruption; organised immigration crime; modern slavery and human trafficking; and cyber crime^[2].”



4. Impact of serious and organised crime

A large amount of SOC remains hidden and unreported, making it difficult to estimate the true scale of the challenge facing law enforcement agencies and partners. However, the indicators outlined in this chapter begin to demonstrate the nature and impact of SOC locally and nationally.

Given the breadth and complexity of criminal activity falling under the banner of SOC, it has not been possible to provide an overview of all serious offences set out in the HO definition. This chapter focuses primarily on data related to organised crime groups (OCGs), violent crime, the illicit drug trade, child exploitation, cyber crime and economic crime, (reflective of the national strategy).

Organised Crime Groups (OCGs)

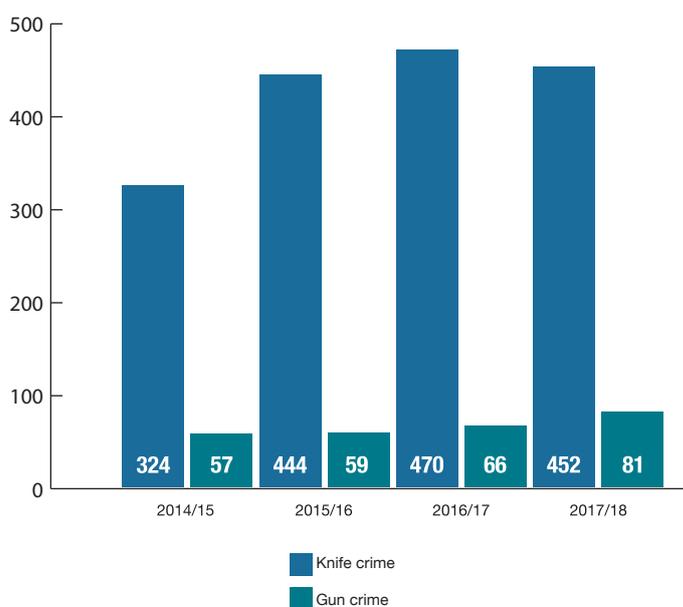
As set out in the 2018 National Strategic Assessment of SOC, the NCA is aware of over 4,600 mappedⁱ OCGs operating in the UK^[3]. Around a third of these OCGs are involved in drug trafficking. A significant number of these groups will also be involved in the commission of other serious offences, including violence, modern slavery and human trafficking (MSHT), child exploitation and economic crime^[4].

As of January 2019, there were 42 mapped OCGs within West Mercia. The majority of OCGs in West Mercia are primarily involved in drug supply; reflective of the wider West Midlands region. The OCGs active within West Mercia have also been linked to child sexual exploitation (CSE), violence, acquisitive crime and economic crime^[5].

Serious violence

Since 2014, national police recorded crime and NHS data shows an increasing trend in low volume, high harm offences including knife crime, gun crime and homicide. Whilst these offences are primarily concentrated in London and other metropolitan cities, the increase in violent crime has also been seen locally in West Mercia:

- ▶▶ 452 knife crime offences were recorded in 2017/18; an increase of 40% compared to 2014/15ⁱⁱ;
- ▶▶ 81 gun crime offences were recorded in 2017/18; an increase of 42% compared to 2014/15 (an increase of only 24 offences)ⁱⁱⁱ;
- ▶▶ 18 homicide offences were recorded in 2017/18; a small volume increase compared to previous years (average of 12 homicides 2014/15 – 2016/17).



ⁱ Organised Crime Group Mapping is a law enforcement tool which maps characteristics of individuals and groups involved in SOC. Whilst the number of OCGs can be a useful indicator of the scale of SOC in the UK, it does not capture individual offending and therefore the full scale of the threat.

ⁱⁱ HO define knife crime as violent and sexual offences involving the use of a knife or sharp instrument (including needles, broken glass and scissors).

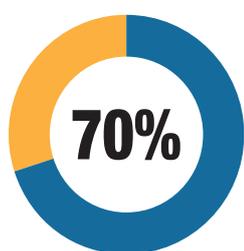
ⁱⁱⁱ HO define gun crime as an offence where a gun is fired, used as a blunt instrument or used as a threat.

It should be noted that the increase in serious violence is not exclusively linked to SOC. It is acknowledged that a significant proportion of serious violence (most notably knife crime) occurs in domestic settings^[7].

Despite these increases, rates of knife crime, gun crime and homicide in West Mercia remain below the national average. The evidence set out in a number of recent HO strategies suggests that the increase in serious violence is in part associated with the illicit drug trade.

Drug trade

International production and trade in drugs is a global business controlled by organised criminals.



Almost 70% of all OCGs operating in West Mercia are involved in the illicit drug trade^[8].

The drug trade is a key driver for violent offending. Evidence suggests that the emergence of new psychoactive substances, the increased purity and availability of crack cocaine, and the county lines^{iv} model of drug supply have contributed to the recent rise in serious violence^[9].

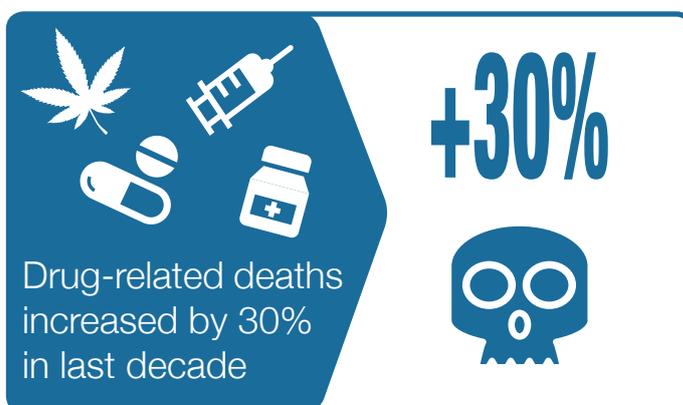
Groups involved in county lines are now reported to affect all 43 police forces in England and Wales; exploiting young and vulnerable people and resulting in an increase in drug-related violence^[10].

There are an estimated 82 county lines currently impacting West Mercia^[11]. These lines are linked to OCGs in the West Midlands, Merseyside and London^[12].

The harm caused by drugs, both to individuals and communities is significant. Often the organised criminals involved in drug supply are involved in other high harm offences; many of which involve the exploitation and criminalisation of vulnerable children and adults.

Those who become dependent on drugs sold by OCGs can themselves become drawn into a life of criminality to service their addiction. Drug users report engaging in more criminal activity than non-drug users^[13], and it is estimated that 45% of all acquisitive crime in England and Wales is committed by regular opiate and crack cocaine users^[14].

Drug-related deaths^v in England continue to increase and are amongst the highest in Europe. The number of drug-related deaths in West Mercia has increased by 30% compared to a decade ago, exceeding the number of fatalities from road traffic collisions^[15].



^{iv} County lines is a term used to describe gangs and organised criminal networks involved in exporting illegal drugs into one or more importing areas, using dedicated mobile phone lines or other form of 'deal line'.

^v As registered on the death certificate. This includes deaths related to drug misuse, intentional and accidental drug poisoning.

Child exploitation

Children and young people are victims of SOC, and often through exploitation, can take part in organised criminal activity.

County lines drug networks typically involve the exploitation of vulnerable children. Criminals involved in county lines use children and young people as runners to move drugs and money to and from the urban area. This often involves grooming, exploitation, debt bondage, intimidation and violence^[16].

The children exploited through county lines are vulnerable not only because of their age, but many have mental health issues, have experienced previous traumas and come from chaotic homes^[17]. Once involved in county lines, these vulnerable children are then at further risk of extreme physical and sexual exploitation, violence and human trafficking^[18].

Since 2012, there has been a significant increase in the recording of CSE both locally and nationally. Some of this increase has been attributed to high profile CSE cases, and increased public confidence to report offences to the police^[19]. In 2017/18, 888 offences in West Mercia were flagged as CSE-related; an increase of over 350% compared to 2014/15^{vi}.

Whilst not all of these offences are linked to SOC, it is acknowledged that criminal networks involved in the sexual exploitation of children do exist within the force area^[20].

The threats against children and young people are further heightened by the prevalence of cyber-enabled exploitation. Serious organised criminals are becoming more sophisticated in their use of technology. The huge growth in the number of children with access to the internet has made the sexual exploitation of children online easier and more extreme^[21]. The number of referrals to the NCA relating to online CSE has increased by 700% in the last four years^[22]. This increase has also been observed in West Mercia where the number of referrals has increased by 112% compared to 2014/15^{vii}.

Referrals relating to online CSE increased by 112% compared to 2014/15



Nationally, there is a growing need to focus attention and resources on the technological elements of child exploitation and other serious offences.

CSE related offences increased by over 350% compared to 2014/15



^{vi} Based on offences recorded on West Mercia Police systems. CSE offences are identified by way of a marker, and therefore caution should be taken when interpreting this data.

^{vii} Based on referrals recorded on West Mercia Police systems 2014/15 compared to 2017/18. The figures provided are based on initial referrals to demonstrate demand. Not all of these referrals will result in investigations where enforcement action is taken.

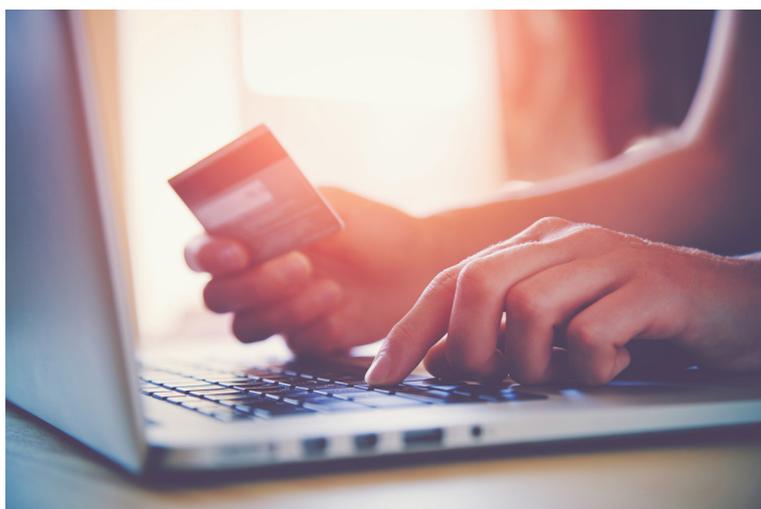
Cyber crime and economic crime

Serious organised criminals are utilising cyber technology to target and exploit vulnerable individuals and organisations. Cyber-attacks from criminals damage our economy and are a significant threat for organisations of all sizes. The majority of organisations are now reliant on online services, making them vulnerable to cyber security risks^[23].

43% of all businesses in the UK identified at least one cyber security breach or attack in 2017. This figure increased significantly for larger businesses (72%). Such breaches are disruptive and impact businesses in a variety of ways. Where breaches have resulted in lost assets or data, the financial implications are significant^[24].

Technology is also utilised by criminals to commit economic offences such as fraud. It is estimated that fraud offences now account for almost a third of all crimes^[25]. The National Fraud Intelligence Bureau (NFIB) estimate that in the six months to September 2018, fraud offences led to victim losses of over £900 million. The estimate for West Mercia is £9.9 million. At least a quarter of these fraud offences were cyber enabled through online sales and email^[26].

In addition to targeting individuals and businesses, serious organised criminals are involved in a range of other economic offences including the holding, movement, concealment or use of monetary proceeds of crime^[27]. Many organised criminals launder the proceeds of crime to fund their lavish lifestyles and reinvest in criminality. Professional enablers such as lawyers and accountants are key facilitators in this offending behaviour^[28].



£9.9 million lost in fraud offences in West Mercia

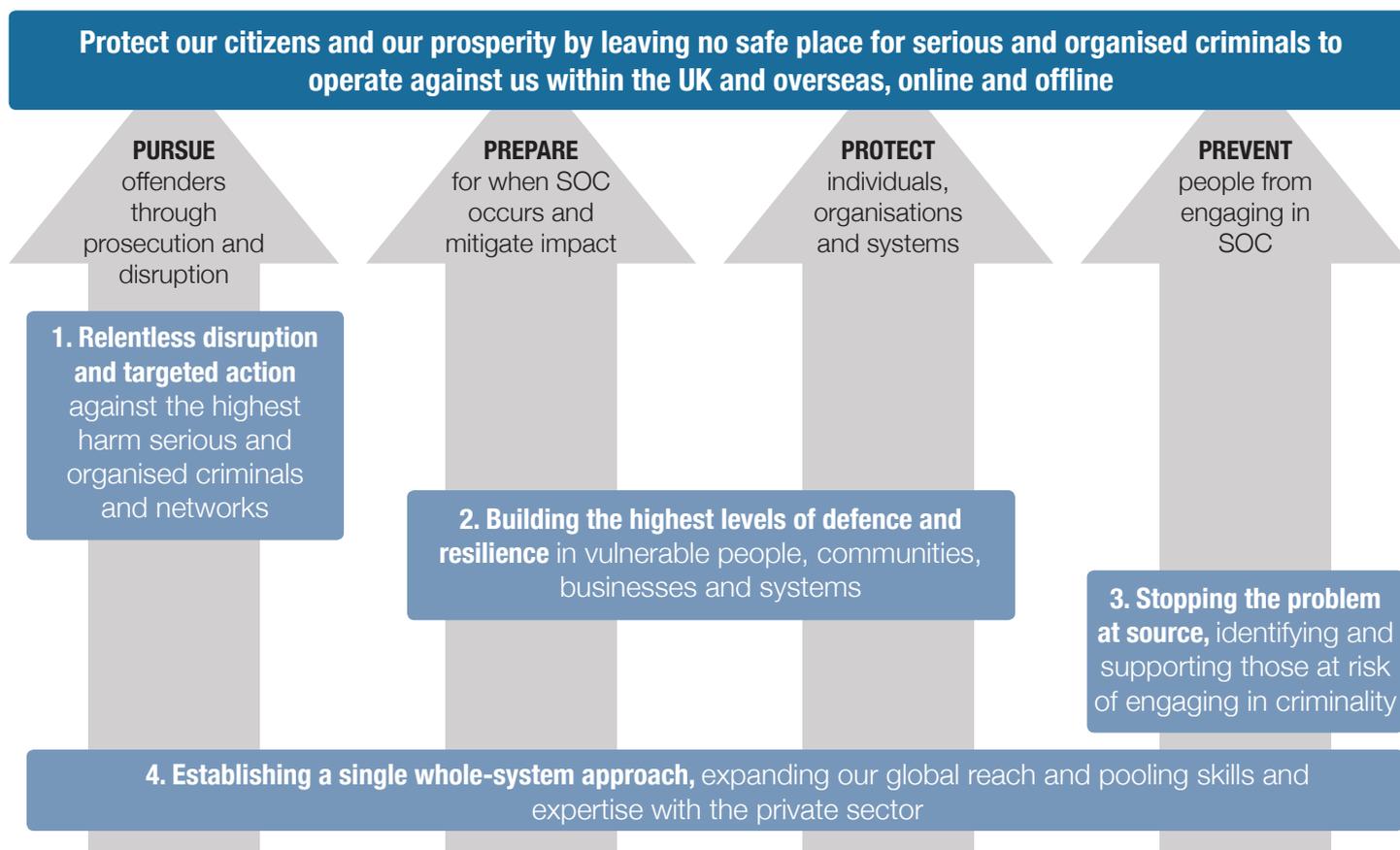
5. Prioritisation of SOC

Tackling SOC has been identified as a priority locally, regionally and nationally as set out in the following strategic documents:

Strategic Policing Requirement (2015)	National
NCA Annual Plan (2018-19)	
Regional Organised Crime Unit Control Strategy (2018-19)	Regional
West Mercia PCC's Safer West Mercia Plan (2016-2021)	Local
West Mercia Police Strategic Assessment (2018-19 & 2019-20)	
West Mercia Community Safety Partnership Strategic Assessments (2018-2019)	

The HO's revised Serious and Organised Crime Strategy (2018) is the government's latest response to the full range of SOC threats impacting on the UK. The national strategy is intended to provide a coherent approach for all partners involved in countering SOC ^[29].

The infographic below sets out the aims and objectives of the national strategy, which are to be delivered across the Pursue, Prepare, Protect and Prevent framework, often referred to as the four Ps.



HM Government, 'Serious and Organised Crime Strategy', (2018).

The national objectives and the four Ps framework have been used by West Mercia Police to develop a local response to SOC. In January 2019, West Mercia Police produced a SOC strategy and action plan to ensure local delivery of the national strategy, and to reduce the level of SOC affecting communities.

The table on page 12 illustrates the overlap between the objectives and delivery framework set out in the national and local strategies, and the priorities within the PCC's Safer West Mercia Plan^[30].

Strategy	Home Office SOC Strategy (2018)	West Mercia Police SOC Strategy (2018-19)	Safer West Mercia Plan (2016-2021)
Objectives:	Relentless disruption and targeted action <ul style="list-style-type: none"> Proactively target, pursue and dismantle groups. Use new and improved powers to deny criminals access to their finances, assets and infrastructures. Better understand serious and organised criminals and their vulnerabilities. 	Pursue offenders through prosecution and disruption <ul style="list-style-type: none"> Investigate, prosecute and disrupt organised criminals. Utilise available legislation (civil and criminal) to actively target those involved in SOC. Improve the intelligence picture and develop understanding of threats and vulnerabilities. 	Putting victims and survivors first <ul style="list-style-type: none"> Support more cases through the criminal justice system. Building a more secure West Mercia <ul style="list-style-type: none"> Focus on the most serious crimes, including those hidden from public view whether online or in communities. Understand and tackle the causes of these crimes so threats are identified and targeted before they escalate.
	Building the highest levels of defence and resilience <ul style="list-style-type: none"> Build strong communities that are better prepared for and more resilient to threat, and less tolerant of illegal activity. Identify those who are harmed faster and support them to a high standard. Remove vulnerabilities in systems/ organisations, giving criminals fewer chances to target and exploit. 	Prepare for when SOC occurs and mitigate impact <ul style="list-style-type: none"> Empower communities affected by SOC to be part of the solution. Reduce the attraction and acceptability of SOC as a lifestyle by highlighting realities. Increase resilience in individuals, businesses, law enforcement and private sector organisations. Continue to support victims and witnesses. Protect individuals, organisations and systems <ul style="list-style-type: none"> Reduce vulnerabilities within products, systems, processes and infrastructure. 	Reassuring West Mercia's communities <ul style="list-style-type: none"> Create more opportunities for communities to play a leading role in resolving local issues. Work with businesses and partners to improve prevention and ensure business and cyber crime is addressed effectively. Building a more secure West Mercia <ul style="list-style-type: none"> Build a more secure West Mercia by improving community resilience and cohesion. Putting victims and survivors first <ul style="list-style-type: none"> Ensure improved and more consistent services for victims, survivors and witnesses who suffer most from crime.
	Stopping the problem at source <ul style="list-style-type: none"> Develop and use preventative methods and education to divert more young people from a life of SOC and re-offending. Use government's reach overseas to tackle the drivers of SOC. 	Prevent people from engaging in SOC <ul style="list-style-type: none"> Widen understanding of pathways into SOC and identify opportunities for diversion. Develop targeted interventions aimed at those most at risk of being drawn into SOC. Establish an effective offender management framework and rehabilitate known SOC offenders. 	Building a more secure West Mercia <ul style="list-style-type: none"> Ensure partners work together and use early intervention to prevent victimisation. Ensure officers/staff effectively identify and support people with vulnerabilities, understanding and managing the associated risk. Reduce harm as a result of fewer repeat victims and offenders. Putting victims and survivors first <ul style="list-style-type: none"> Create a seamless pathway of commissioned activity from the PCC's office, dovetailing into existing provision from other partners.
	Establishing a single, whole-system approach <ul style="list-style-type: none"> Align local, regional, national and international efforts to respond as a single system. Improve governance, tasking and coordination to ensure an effective response against SOC. Integrate with the private sector, co-designing new capabilities and designing out vulnerabilities. 	A whole-system approach runs throughout all four Ps <ul style="list-style-type: none"> Promote a whole-system approach by mapping capabilities across the system. Ensure cross-agency tasking and coordination is as efficient as possible. Ensure local agencies and organisations understand the value of their contribution to partnership working. Leverage the private sector to design out vulnerabilities. 	A whole-system approach runs throughout all PCC objectives <ul style="list-style-type: none"> Work with regional and national partners on threats and areas of policing that go beyond a single force's boundaries and capabilities. Work more effectively with partners and local communities to prevent, resolve and reduce crime. Ensure partnership commitments are fully implemented and delivering results. Give leadership to the force and partners in forging new collaborations.

6. The PCC's vision for tackling SOC

The local and national objectives outlined in Chapter 5 have been used by the PCC to develop an overarching Commissioner's SOC strategy. The alignment across strategies should encourage greater buy in from partners, and help to establish a single whole-system approach to SOC.

This chapter sets out the PCC's vision for tackling SOC and aspirations in relation to:

- relentless disruption and targeted action;
- building the highest levels of defence and resilience;
- stopping the problem at source; and
- establishing a single whole-system approach.

Relentless disruption and targeted action

The PCC will:

- collaborate with local, regional and national partners to ensure a borderless approach to effectively tackle SOC;
- ensure West Mercia Police deliver their SOC strategy and reduce the damage done by SOC in our communities;
- ensure West Mercia Police strip criminals of illegal assets and money and reinvest it back into communities;

- improve information sharing between partners to fully understand the picture of SOC and provide a more effective response;
- prioritise and reduce SOC offending that causes the most harm in our communities, including serious violence, drugs, MSHT and child exploitation;
- ensure effective action to tackle county lines operations within West Mercia^{viii}.

Building the highest levels of defence and resilience

The PCC will:

- ensure West Mercia Police and partners protect the people in our communities who are most vulnerable to SOC;
- increase awareness of SOC and empower communities to be part of the solution;
- ensure victims of SOC are identified faster and receive the support they need to cope and recover;
- jointly commission specialist services for victims of SOC wherever it is appropriate and in the best interests of local communities.

^{viii} This aspiration also forms part of the Commissioner's Drug Strategy.

Stopping the problem at source

The PCC will:

- ensure West Mercia Police and partners protect the children and young people most at risk of SOC;
- commission an effective prevention and early intervention network to reduce the number of young people involved in or falling victim to SOC;
- collaborate with local and regional partners to tackle SOC within prisons;
- ensure West Mercia Police and partners have a joined up, effective approach to reduce re-offending in our communities;
- ensure effective rehabilitation pathways and services are available to offenders wishing to break the cycle of SOC;
- jointly commission services for SOC offenders wherever it is appropriate and in the best interests of local communities.

Establishing a single whole-system approach

The PCC will:

- ensure SOC is maintained as a key focus and priority area for the PCC as well as police and other partners;
- collaborate with public and private sector partners to deliver a holistic approach to tackling SOC in West Mercia;
- invest in and utilise interventions, training and tools available from central government where appropriate and available.

The aspirations for each objective have been informed by extensive policy and research which is set out in the remainder of this strategy. Recommendations to support the delivery of the PCC's aspirations are made throughout the chapters and are highlighted in bold. A summary of all recommendations can be found in Chapter 11.

7. Relentless disruption and targeted action

Relentless disruption using all available powers and legislation is central to the government's response to SOC. Data and intelligence must inform and drive this disruption activity, ensuring action is targeted and effective. Local, regional and national efforts to pursue, prosecute and disrupt must be understood and aligned, to ensure the relevant law enforcement agencies are responding as a single system^[31].

The NCA is the lead law enforcement agency for SOC in England and Wales, leading, supporting and coordinating activity across all levels. The NCA is able to use tasking powers to direct other law enforcement agencies in regards to strategic priorities. Regional Organised Crime Units (ROCU) are the principal link between the NCA and local police forces. ROCU are regional policing units with specialist capabilities to investigate and disrupt SOC. Whilst national and regional capabilities exist, the response to SOC often remains with local police forces. This is particularly the case in respect of local policing across the four Ps, identification and management of local threat, and safeguarding of vulnerable people^[32].

The PCC has a clear and established governance role in overseeing and scrutinising the local and regional response to SOC. These PCC functions are exercised through a number of different mechanisms including holding to account meetings with the Chief Constable, regional governance meetings, and investment in regional policy officers to enhance oversight and scrutiny of regional and national threats.

PCCs are not only responsible for their force area and region, but must exercise their statutory functions, notably setting strategic direction and holding to account, across the entirety of UK policing. **As such, the PCC should consider how best to utilise these functions in relation to the NCA and other national bodies.** This is critical to ensure the PCC is able to:

- ▶ influence the response to SOC nationally;
- ▶ articulate local and regional needs to inform future funding;
- ▶ review and scrutinise activity being led or tasked by the NCA which impacts on West Mercia Police and the ROCU.

The regional policy officers should use existing mechanisms to facilitate the liaison between the PCC and the NCA. Engagement with the national PCC leads for SOC through the Association of Police and Crime Commissioners (APCC) is also recommended.



There are a wide range of criminal and civil powers available to law enforcement agencies. Relatively new legislation such as the Serious Crime Act 2015, Modern Slavery Act 2015 and Criminal Finances Act 2017 have been introduced to empower agencies to relentlessly disrupt and dismantle OCGs. The HO is particularly keen for law enforcement agencies to increase the use of powers to locate and seize money made by organised criminals^[33].

Within their SOC strategy, West Mercia Police have made a commitment to utilise all available legislation to actively target those involved in SOC. The force is in the process of developing a performance framework to evidence their use of powers and disruption activity. **The PCC should routinely monitor and scrutinise this performance information to effectively hold the force to account for delivery of this objective.**

It is recognised that a wide range of other agencies play a key role in pursuing and disrupting SOC threats. Partners have access to a wealth of powers that can disrupt and prevent activity of local OCGs, (e.g. fire and safety orders, licensing powers etc.) It is therefore critical that the police routinely engage with partners to establish an effective multi-agency response to SOC.

The local partnership response to SOC is currently co-ordinated through four Serious Organised Crime Joint Agency Groups (SOCJAGs) in Herefordshire, Worcestershire, Shropshire and Telford & Wrekin. The purpose of the SOCJAGs is to focus multi-agency activity on the prevention, disruption and dismantling of SOC across local authority areas. Monitoring, scrutiny and review of SOCJAGs is

provided through the PCC's Crime Reduction Board (CRB)^[34]. **The PCC should retain strategic oversight and governance through the CRB, to ensure the partnerships are working effectively to respond to local SOC threats.**

The national strategy reiterates the importance of putting data and intelligence at the heart of any response to SOC. As such, a key objective for the SOCJAGs is the development of local profiles containing information from all agencies^[35]. The local profiles should provide police and partners with a single, comprehensive picture of SOC threats within a local policing area. **The profiles should be used to drive localised activity across all agencies, including activity funded by the PCC. This will ensure that activity effectively targets the specific SOC threats within each local policing area.**

The local SOC profiles are produced for each area, and are refreshed biannually by Community Safety Partnership (CSP) analysts who are funded by the PCC. Due to constraints related to data protection, the current profiles predominantly focus on police data. Where partners have provided data, they have significantly enriched the intelligence picture^[36].

All of the local profiles produced in 2018 included a recommendation to ensure information sharing agreements were developed between police and partners. Such arrangements would facilitate the sharing of critical data and enhance future SOC profiles. **The PCC should use his influence through the CRB to ensure these multi-agency information sharing agreements are established. The CRB should also be used to engage and challenge agencies and organisations who remain reluctant to share information.**

8. Building the highest levels of defence and resilience

Vulnerable individuals, communities and organisations who are most likely to be exploited by organised criminals need protection and support.

The concept of building resilience to SOC within communities is still developing. However, it is understood that local policing teams play a key role. Local policing teams should use the intelligence contained within local SOC profiles to ensure community policing is focused on areas of greatest risk^[37]. Meaningful engagement with at risk communities will in turn result in a richer intelligence picture to better target interventions and support.

SOC can often be hidden in plain sight, with criminal enterprises disguised as legitimate local businesses. It is not always apparent to members of the public that paying for illicit goods or services puts money in the pockets of OCGs. Any successful approach to tackling SOC is reliant on citizens becoming less tolerant and less willing to use illicit goods and services. The HO suggest that targeted marketing and communication campaigns should be created to help citizens spot the signs and understand the harm associated with SOC^[38].

As part of their SOC strategy, West Mercia Police have launched Op Protect. This marketing and communication strategy will be used to educate communities about the threats from SOC.



The aim is to ultimately reduce the attraction and acceptability of SOC within communities. Op Protect will also provide the force with an outlet to reassure communities and improve confidence in the police response to SOC. **The PCC should engage with the force to ensure that Op Protect is supported and endorsed through various PCC platforms including online, with the media and via partners.**

A key to building defences against SOC is to 'design out' vulnerabilities within products, systems and organisations. In some circumstances, this will require leveraging the private sector^[39]. **The PCC should work with partners to encourage local organisations to build resilience against physical and cyber SOC threats. The PCC should use his influence to engage with businesses at all levels, particularly those targeted by OCGs, to promote crime reduction, prevent re-victimisation and reduce demand on the police.**

The PCC has more than doubled funding for rural and business crime, strengthening and enhancing resources to tackle harm in these areas. A dedicated team of police officers and Rural and Business Officers (RABOs) will be tasked to increase public confidence; promote crime prevention; provide advice and guidance, and work with the public and partners to reduce crimes that most impact rural and business communities. **The PCC should ensure that the work of this team has an explicit focus on building resilience against SOC in vulnerable rural and business locations. Where relevant this should include advice and guidance in relation to cyber security.**

The final tenet of building defences and resilience relates to supporting victims. Identifying and supporting victims of SOC to a high standard is an objective in the local and national SOC strategies. The local and national objectives clearly align to the PCC's priority of putting victims and survivors first.

The Victims' Code of Practice sets out the information, services and support that must be provided to victims of crime by organisations in England and Wales^[40]. The code also sets out enhanced entitlements for victims of the most serious crimes; those who are persistently targeted, intimidated or vulnerable; and victims aged under 18. These enhanced entitlements are particularly relevant for victims of SOC.

The PCC's Victims Board brings together partners from across the Criminal Justice System to improve results for victims of crime. As part of this work, the Board ensures compliance with the Victims' Code of Practice. **The PCC should commission analysis through the Victims Board to determine compliance against the enhanced entitlements set out for vulnerable victims of SOC.**

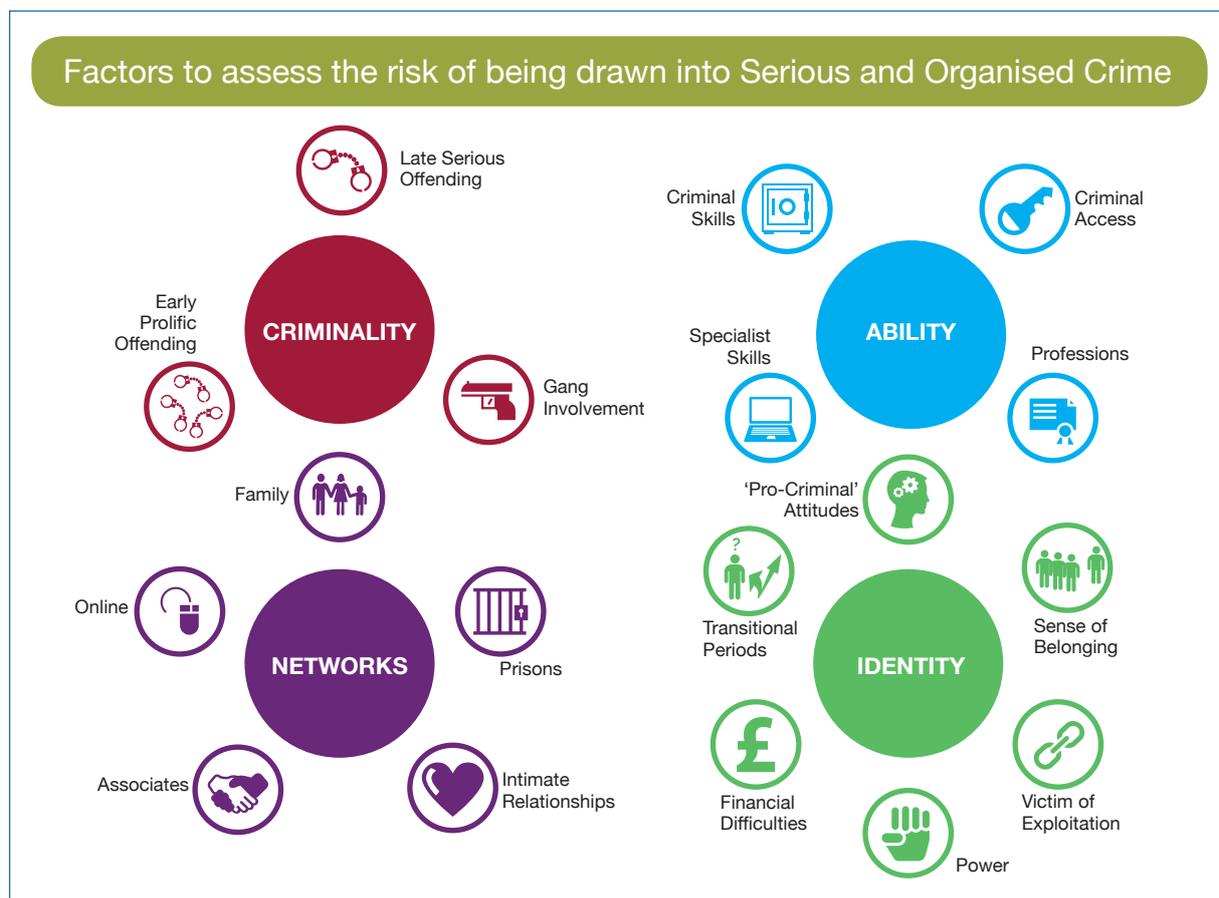
Alongside the minimum standards set out in the Victims' Code, the national strategy focuses on the provision of victim support within three key areas of highest harm: CSE, MSHT and fraud. The PCC currently commissions a range of services for victims. This includes the Victim Advice Line (VAL) and specialist support services for child and adult victims of sexual abuse, exploitation and violence. The PCC is in the process of procuring a number of updated needs assessments for West Mercia. **The needs assessments will cover key crime types including CSE, MSHT and SOC, and should be used**

to inform future commissioning of services for these victim cohorts.

Nationally, reforms are underway to improve the identification and provision of support to victims of MSHT through the National Referral Mechanism (NRM)^[41]. Understanding of MSHT in West Mercia continues to develop, and there is a requirement to ensure that local support services are in place for victims. This is particularly important where victims are not referred into, or recognised as victims within the NRM, and for victims exiting centrally funded support. **The PCC should ensure that suitable referral pathways exist for victims of MSHT, enabling access to specialist services and advice.**

The government is committed to improving the response to victims of fraud and cyber crime. Whilst the majority of fraud offences are dealt with centrally by Action Fraud, there is a need for victim services at all levels. The HO is working in partnership with the private sector, law enforcement agencies and victim care providers to establish national to local support for fraud and cyber victims. The national pilots are in their early stages, and if successful, could be rolled out across policing^[42]. **In the interim, the PCC should ensure that local victims of fraud and cyber crime are able to access support, advice and guidance through VAL.**

9. Stopping the problem at source



HM Government, 'Individuals at Risk of Being Drawn into Serious and Organised Crime', (2015).

The national SOC strategy sets out the importance of prevention and early intervention to reduce the number of young and vulnerable people engaging in SOC. This is part of a wider government focus on early intervention to prevent crime and improve outcomes for young people^[43].

Local partners should understand the pathways into SOC, to target those most at risk of engaging in serious criminal activity. Academic research has highlighted a number of factors that may make an individual more susceptible to being drawn into SOC. Some of these factors are outlined in the infographic above. It should be noted that this is not an exhaustive list of factors as there is no single pathway into SOC. Furthermore, it must not be assumed that these characteristics and experiences will necessarily lead an individual to become involved in SOC^[44].

Trauma in childhood is increasingly recognised as a risk factor for victimisation and perpetration of serious offences. Academic research shows a correlation between an individual's exposure to adverse childhood experiences (ACEs)^{ix} and chronic offending as a juvenile and adult^[45]. This is supported by evidence in the HO Serious Violence Strategy, which identifies ACEs and school exclusions as key risk factors for gang-related violence^[46].

The Serious Violence Strategy states that the recent increase in violent offences is related to an increase in vulnerable child and adult cohorts. This includes children excluded from schools. The strategy outlines evidence to suggest that exclusion from school is a marker for increased risk of victimisation and perpetration of serious violence. Exclusion from school is also associated with increased risk of substance abuse^[47].

The number of children excluded from schools has increased dramatically since 2011/12. Across England there has been a 49% increase in children permanently excluded from state-funded primary, secondary and special schools. In West Mercia, this figure has increased by 55%^[48]. Despite the increase, the number of permanently excluded children in West Mercia remains low (171 in 2016/17). **The PCC should work with partners, (particularly education and Ofsted) to engage with and support as many of these children as possible.**

The above risk factors should be used to identify those most vulnerable to being drawn into SOC. Targeted diversionary activity with these at risk individuals can prevent involvement in SOC and deter re-offending. Partners will have a key role

to play in identifying and intervening with these individuals; many of whom will present to other organisations such as schools, local authorities and health, before they come to the attention of the police.

The PCC currently funds a number of diversionary initiatives across West Mercia, designed to prevent offending. **It is recommended that these initiatives are reviewed to ensure that:**

- **they are focused on identifying and supporting young people most at risk of SOC;**
- **there are appropriate referral pathways in place for police and partners;**
- **they reflect the wide range of SOC pathways and offences, and that interventions can be tailored accordingly^[49];**
- **diversionary activity is expanded to include children and young people who have been, or are at risk of being excluded from school.**

The PCC should involve the West Mercia Police leads for SOC in this review, to support the force in meeting the Prevent objectives set out in their local SOC strategy.

It is acknowledged that for those deeply entrenched in the SOC lifestyle, preventative interventions alone are unlikely to deter offending. In these cases, it may be more appropriate to use Pursue tactics and offender management techniques^[50]. This is relevant not only to perpetrators in our communities, but also those who are in prison.

^{ix} There are 10 ACEs: physical abuse; emotional abuse; sexual abuse; physical neglect; emotional neglect; household substance abuse; household domestic abuse; parental separation/ divorce; household mental illness and having a household member incarcerated.

In line with the national strategy, the PCCs in the West Midlands have made a clear commitment to tackling organised crime in prisons. In 2018, the four PCCs in the region funded a six month research project to consider the issue of ongoing criminality in prison custody^[51]. The findings from this research were published in January 2019 and have led to the development of a five point plan and a series of recommendations.

The regional PCCs should lead on a number of these recommendations, as well as providing an oversight function to ensure other partners are progressing key actions. In West Mercia, the PCC should utilise existing criminal justice partnerships, (such as the Local Criminal Justice Board), to disseminate the work undertaken by the region, and to understand and address local issues in respect of SOC in prisons.

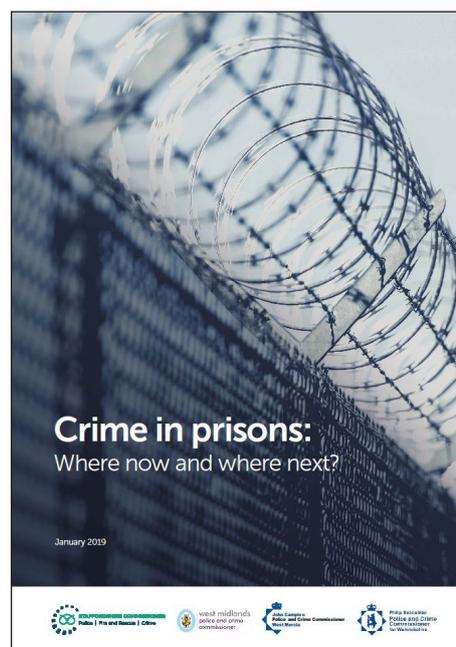
The rate of re-offending for the SOC cohort is significant, with almost half of all serious and organised criminals re-offending within a year of release from custody^[52]. Where criminals released from prison are unwilling to cease their involvement in SOC, the police must establish an effective offender management framework.

This is a key objective within the West Mercia Police SOC strategy. The force have committed to working with partners such as HM Prisons and Probation to ensure lifetime management of priority offenders. The force also aim to utilise existing offender management protocols such as Integrated Offender Management (IOM) and Multi-Agency Public Protection Arrangements (MAPPA) to monitor and manage high risk SOC offenders. **The PCC should use existing governance arrangements such as the CRB to scrutinise and hold**

the force to account for their approach to offender management. This will ensure that the force are effectively delivering the actions set out in the local SOC strategy and reducing the harm caused by SOC offenders.

Offender management is not just about 'catch and convict'. Any approach to offender management should also identify opportunities for rehabilitation. The rehabilitation of SOC offenders is a key objective within the Prevent strand of the West Mercia Police SOC strategy. **To support the force in meeting this objective, the PCC should work with partners to ensure that appropriate services are in place to assist individuals who wish to leave SOC.**

It is recommended that the SOC needs assessment referred to in Chapter 8 includes an assessment of SOC nominals as well as victims. This should then inform future PCC commissioning decisions around rehabilitation.



10. Establishing a single whole-system approach

A single whole-system approach is required to tackle SOC. Law enforcement and partner agencies must work together, informed by a single comprehensive picture of threat, to tackle SOC through shared capabilities and powers. This collaborative approach will ensure that there is a clear end-to-end response to SOC. This should include preventative activity to mitigate risk factors for offending, through to enforcement activity to bring offenders to justice^[53].

The local partnership response in West Mercia is currently coordinated through SOCJAGs. SOCJAGs are predominantly comprised of public sector partners. The national and local SOC strategy outlines the importance of leveraging the private sector in the response to SOC. Greater engagement with businesses through the SOCJAGs could give the partnerships a more comprehensive understanding of threat; reduce vulnerabilities within products, systems and organisations; and increase resilience across all sectors as set out in Chapter 8^[54]. **The PCC should engage with SOCJAG chairs through the CRB, to determine the most suitable approach to involving private sector partners in the SOCJAG process.**

The HO's Violence and Vulnerability Unit (VU) have produced three interventions to support local partnerships to respond to SOC^[55]. These interventions focus predominantly on exploitation, youth and gang-related violence and county lines. West Mercia is one of few force areas that has taken up all three interventions available from the VU. This includes the commission of locality reviews in Worcestershire and Shropshire (including Telford), and the purchase of 500 licenses for partners to complete the VU Gangs

and Drug Networks online training course. The funding for the training licenses was provided by the PCC.

The PCC has also provided funding for the Strategic Framework Review commenced in spring 2019. This is the most comprehensive intervention offered by the VU, and includes extensive consultation with senior leaders and practitioners from partner agencies. The consultation will be used to produce a West Mercia specific Strategic Framework for tackling county lines, gangs and violence; providing partners with a common approach to responding to these issues.

Once published, the PCC should use the Strategic Framework to steer the partnership response to SOC locally, to inform any future PCC commissioning intentions in relation to SOC, and where relevant, to hold the force to account.

The national strategy outlines a number of 'strategic levers' (agencies and processes) that will drive the whole-system approach to SOC. This includes the use of NCA tasking arrangements referenced in Chapter 7. Much of the focus is directed at local forces who are key to the operational response to SOC. The strategy highlights the role of PCCs and HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) as key levers in setting the strategic direction, facilitating partnership working and driving improvements in the local response to SOC.

In the 2017 HMICFRS PEEL Effectiveness Report, West Mercia Police received a grading of inadequate for their approach to tackling SOC^[56]. Since the inspection, significant progress has

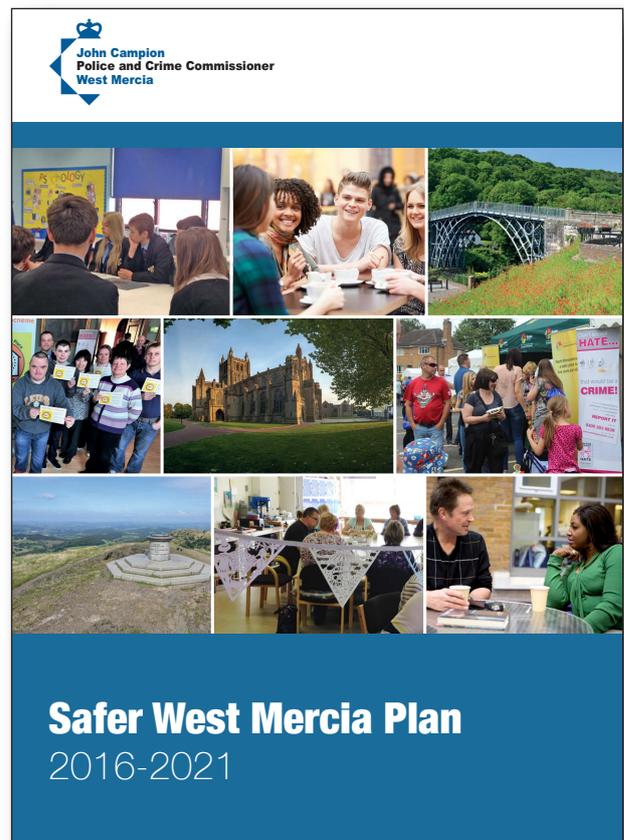
been made in relation to a number of areas for improvement. The force has also set out its commitment to tackling SOC through the publication of its policing priorities, with SOC falling under the banner of 'safer people' (see page 24). The force's progress has been closely monitored by the PCC, and has been subject to a number of formal holding to account meetings with the Chief Constable. **It is recommended that the PCC continues to raise SOC through formal holding to account processes to ensure that the force's focus on SOC is sustained.**

The PCC's Police and Crime Plan sets the strategic direction and priorities for West Mercia Police. The plan must be informed by national threats such as SOC, which are outlined within the Strategic Policing Requirement (SPR). Chief Constables must have regards to both the PCC's Police and Crime Plan and the SPR when exercising their functions. It is the PCC's role to hold the Chief Constable to account for doing so.

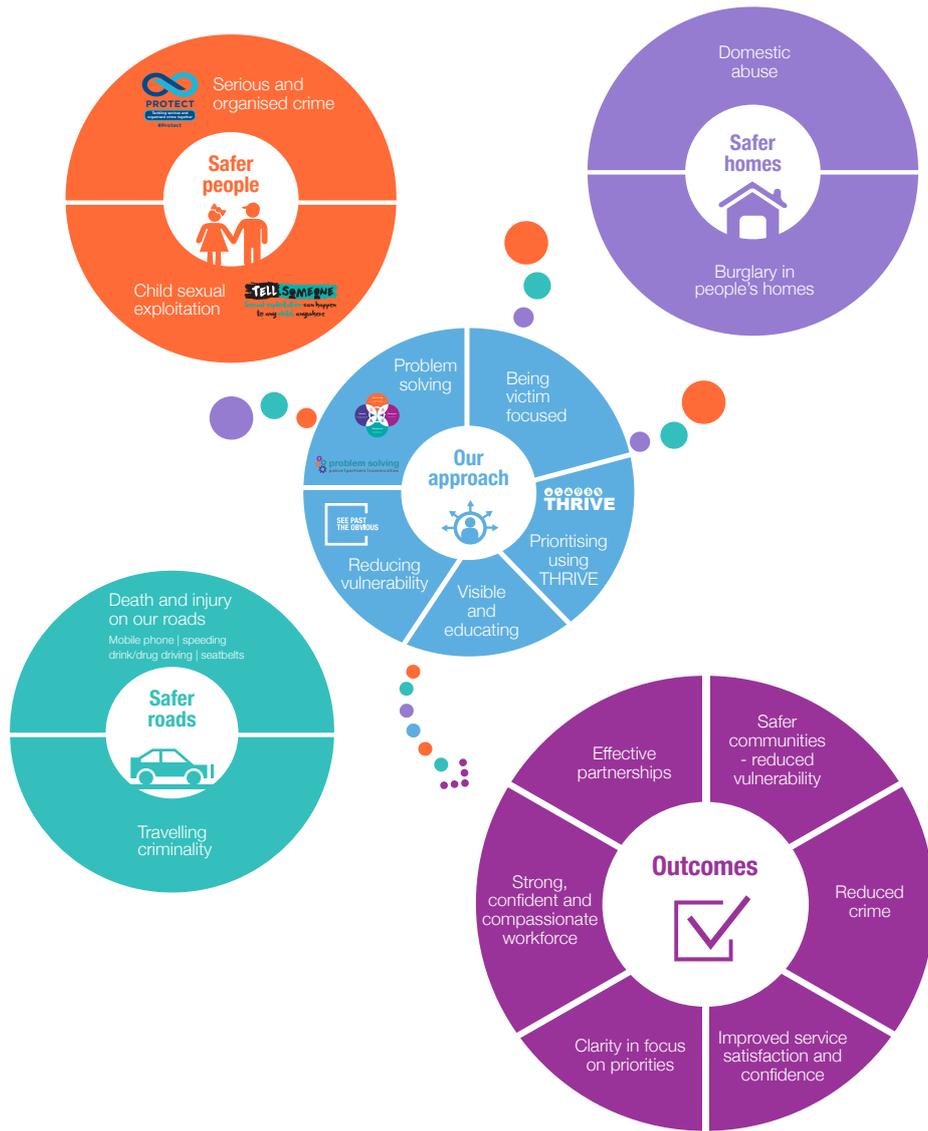
Whilst the current Safer West Mercia Plan makes a commitment to tackling the most serious crime affecting communities, the PCC should consider including SOC as a distinct priority.

This would ensure:

- alignment between local, regional and national priorities;
- clarity around the PCC's commitment to tackling SOC within West Mercia;
- West Mercia Police's approach to tackling SOC remains a key area for holding to account as set out above.



Our policing priorities



11. Summary of recommendations for the PCC

Relentless disruption and targeted action

1. The PCC should consider how best to utilise statutory functions in relation to the NCA and other national bodies. The regional policy officers should use existing mechanisms to facilitate the liaison between the PCC and the NCA. Engagement with the national PCC leads for SOC through the Association of Police and Crime Commissioners (APCC) is also recommended.
2. The PCC should routinely monitor and scrutinise the performance of West Mercia Police in regards to disruption activity and use of powers, to ensure the force is effectively delivering against the objectives in the local SOC strategy.
3. The PCC should retain strategic oversight and governance of local SOCJAGs. Through the CRB, the PCC should ensure that the partnerships are working effectively to respond to local SOC threats.
4. The local profiles should be used to drive localised activity across all agencies, including activity funded by the PCC. This will ensure that activity effectively targets the specific SOC threats within each local policing area.
5. The PCC should use his influence through the CRB to ensure multi-agency intelligence sharing arrangements are established. The CRB should also be used to engage and challenge agencies and organisations who remain reluctant to share information.

Building the highest levels of defence and resilience

6. The PCC should engage with the force to ensure that Op Protect is supported and endorsed through various PCC platforms including online, with the media and via partners.
7. The PCC should work with partners to encourage local organisations to build resilience against physical and cyber SOC threats.
8. The PCC should use his influence to engage with businesses at all levels, particularly those targeted by OCGs, to promote crime reduction, prevent re-victimisation and reduce demand on the police.
9. The PCC should ensure that the work of the dedicated team of police officers and RABOs has an explicit focus on building resilience against SOC in vulnerable rural and business locations. Where relevant this should include advice and guidance in relation to cyber security.
10. The PCC should commission analysis through the Victims Board to determine compliance against the enhanced entitlements set out for vulnerable victims of SOC.
11. The needs assessments being procured for West Mercia should be used to inform future commissioning of services for key victim cohorts.

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12. The PCC should ensure that suitable referral pathways exist for victims of MSHT, enabling access to specialist services and advice.
 13. The PCC should ensure that local victims of fraud and cyber crime are able to access support, advice and guidance through VAL.

Stopping the problem at source

14. The PCC should work with partners (particularly education and Ofsted) to engage with and support as many excluded children as possible.
15. The PCC should review diversionary initiatives across West Mercia to ensure that:
 - they are focused on identifying and supporting young people most at risk of SOC;
 - there are appropriate referral pathways in place for police and partners;
 - they reflect the wide range of SOC pathways and offences, and that interventions can be tailored accordingly;
 - diversionary activity is expanded to include children and young people who have been, or are at risk of being excluded from school.
16. The PCC should involve the West Mercia Police leads for SOC in the review of diversionary initiatives, to support the force in meeting the Prevent objectives set out in their local SOC strategy.
17. The regional PCCs should lead on a number of the recommendations set out in the Crime in Prisons report, as well as providing an oversight function to ensure other partners are progressing key actions.
18. The PCC should utilise existing criminal justice partnerships, (such as the Local Criminal Justice Board), to disseminate the work undertaken by the region, and to understand and address local issues in respect of crime in prisons.
19. The PCC should use existing governance arrangements such as the CRB to scrutinise and hold the force to account for their approach to offender management. This will ensure that the force are effectively reducing the harm caused by SOC offenders.
20. The PCC should work with partners to ensure that appropriate services are in place to assist individuals who wish to leave SOC.
21. The PCC should ensure that the SOC needs assessment includes an assessment of SOC nominals as well as victims. This should then inform future PCC commissioning decisions around rehabilitation.

Establishing a single whole-system approach

22. The PCC should engage with SOCJAG chairs through the CRB to determine the most suitable approach to involving private sector partners in the SOCJAG process.

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23. The PCC should use the Strategic Framework to steer the partnership response to SOC locally, to inform any future PCC commissioning intentions in relation to SOC, and where relevant, to hold the force to account.
 24. The PCC should continue to raise SOC through formal holding to account processes, to ensure that West Mercia Police's focus on SOC is sustained.
 25. The PCC should consider including SOC as a distinct priority within the Safer West Mercia Plan.

12. End notes

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WEST MERCIA POLICE AND CRIME PANEL 10 SEPTEMBER 2019

RURAL CRIME

Recommendation

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

Purpose

2. The purpose of this report is to provide the members of the Panel with a summary of the PCC's work in relation to rural crime including the development of his rural crime strategy and the outcome of the recent Facebook Live holding to account meeting on rural crime. The report also includes an overview of rural crime data and examples of how rural crime issues are being addressed.

Introduction

3. The PCC set out his strategic commitment to addressing rural crime in the Safer West Mercia Plan. Contained within the objective, *Reassuring West Mercia's Communities* the PCC states that he will hold the Chief Constable to account for:

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.

4. In support of this commitment in 2017 the PCC confirmed funding to the force for the provision of five Rural and Business Officer (RABO) posts, one for each of the local policing areas. Prior to this there had been a mixed provision of RABO posts across the force area. The RABOs role is to raise confidence within rural and business communities through proactive engagement and problem solving initiatives and to provide a visible presence in these communities.
5. More recently the PCC has committed to using some of the monies raised through the 2019/20 precept increase for resources dedicated to tackling rural crime, including the appointment of an additional five dedicated officers. As part of this uplift the five existing RABO posts have also been extended until 31 March 2021.
6. Dedicated rural and business crime vehicles have been purchased with PCC funding. The five new vehicles, with the distinctive 'Rural Matters' and 'We Don't Buy Crime' branding, will be based across the force area and will be used by officers to support rural communities and work to reduce crime.
7. The PCC has also provided funding to enable an additional seventeen officers to undergo wildlife crime training. (Wildlife crime refers to crimes against wild animals

and plants). These individuals are regular officers that have completed specialist training that allows them to provide guidance and support around investigating wildlife offences. The number of wildlife officers, based around West Mercia, has now been brought up to 30.

8. More widely the uplift in police officer numbers which will see an additional 215 officers across West Mercia's communities has already seen an increase in officer numbers in some of the most rural parts of the force area and PCC funded initiatives such as 'We Don't Buy Crime' are providing rural communities with a real opportunity to increase their resilience to crime.

Rural crime strategy

9. The PCC has agreed an approach to the development of a number of key strategy documents in support of his Safer West Mercia Plan objectives, including rural crime.
10. The rural crime strategy has been informed by policy research, an analysis of available crime data, national surveys and through feedback to the PCC and his Deputy from rural communities through a range of engagement channels including meetings, events, social media and correspondence.
11. The background research has identified that there is no national government strategy or approach to rural crime nor an agreed definition of a rural crime. As a consequence national strategies and reports from stakeholders including the National Police Chiefs' Council and NFU Mutual, along with findings from the National Rural Crime Network's rural crime survey and police crime data have been reviewed to provide the policy context.
12. The resulting draft strategy developed around the PIER principles of *prevention, intervention, enforcement and reassurance* clearly articulates the PCC's aspirations and his expectations of the force, stakeholders and of his own commitments to addressing rural crime. Following public consultation the strategy will be finalised and published and an action plan developed to support its implementation.
13. The draft strategy will be released for consultation in September. A copy of the draft strategy will be sent to the Panel as part of the consultation process and the responses from the consultation will be shared with the Panel at its next available meeting.

Facebook Live holding to account

14. The PCC has established a yearly holding to account programme as part of his statutory duty to hold the Chief Constable to account and in doing so to provide reassurance to the community on policing in West Mercia. In 2018 the PCC introduced public facing meetings. These give the public an opportunity to submit questions on a chosen theme, and to watch a livestream of the resulting holding to account meeting. The public can also submit questions while the meeting is being live streamed. The most recent Facebook Live meeting was in June 2019 and was focused on rural crime

Promotion and Engagement:

15. An initial evaluation of the promotion and engagement surrounding June's meeting has taken place. Findings from the evaluation show:
16. **Number of questions:** 39 questions were submitted in advance (more than double that of the last event where 18 advance questions were received). The majority were received face to face at public events including at the Shropshire County Show and Hereford Food Festival. The event was also promoted at the Oswestry Rural Parish Council Rural Meeting and at a Bromsgrove Residents Meeting.
17. In addition 30 comments were made during the live stream, constituting 16 questions, bringing the total number of questions to 55.
18. **Social media engagement-in advance** – a number of Facebook posts were made in advance of the meeting reaching over 11,000 people. Six posts were shared on Twitter.
19. **Other promotion** – two press releases were issued and a printed leaflet was produced for use at meetings and for distribution by, amongst others, RABOs, Wildlife Crime Officers, Community Ambassadors, Cadets and SNTs. Details were also sent to all Community, Rural and Horse Watch groups in the West Mercia areas via the Community Messaging Service. The event was also promoted in the PCC's own newsletter.
20. **Social Media Engagement** - The event went live at 7pm on Monday 24th June 2019 and ran for approximately 52 minutes. It reached 7,204 people, a 147% increase on the previous event and has been viewed 3101 times, a 73% increase on the previous event. The majority of viewers were in the first three minutes of the broadcast, and the average video watch time was just 28 seconds.
21. The meeting remains available to view on the PCC's website.

Issues raised

22. It was made clear to anyone submitting a question that there was no guarantee their individual question would be raised during the meeting. All people submitting questions were informed that if their issue was not covered during the meeting that they would receive a response after the event.
23. Of the 39 questions received in advance a number raised similar concerns or covered the same theme. Where this occurred the questions were grouped together to form one question for the PCC to address. This approach avoided duplication, enabled as many different topic areas to be covered in the meeting as possible, and allowed for a meaningful discussion on each question area.
24. During the live streaming itself the audience could submit questions via a Twitter feed, which were then passed onto the PCC during the meeting. A number of these were also used during the meeting.
25. The following rural crime related issues / themes were addressed during the Facebook Live meeting:

- How the investment in additional officers would be used to improve services in rural areas;
- Cross border criminality
- Wildlife crime
- Fly tipping
- County lines drugs in rural towns
- Engaging and diverting young people away from anti-social behaviour in rural areas
- Promotion of good news stories
- Theft of livestock
- Engagement with academia
- Burglary
- Road safety

26. The issues addressed in the meeting did not give rise to any specific actions for the force to address other than a commitment to work more closely with academia, however the issues were used to inform the PCC rural crime strategy.

27. In addition to a recording of the Facebook Live event being available to view on the PCC's website, meeting notes were also taken and are published on the website. A copy of these notes is attached at appendix 1.

Crime data and rural areas

27. As mentioned in paragraph 11 there is no agreed national definition of rural crime. West Mercia Police is one of a number of forces that has defined rural crime as being: any crime or anti-social behaviour that takes place in a rural location or is identified as such by the victim. (The Office for National Statistics (ONS) 2011 Rural-Urban Classification is used by the force to distinguish rural and urban areas).

28. During 2018/19, 23% of total recorded crime in West Mercia occurred in rural areas, a slight increase from 2017/18 when it accounted for 22%. This proportion has remained very stable for a number of years, for example in 2012/13 the proportion was also 23%. In general crime in rural areas mirrors crime trends across the whole force area

29. Data in the latest police performance report submitted to the Panel states that 1,539 rural offences were recorded in June 2019, a decrease compared to May (1,601) and below the monthly average (1,584). Rural crime levels are within expected levels.

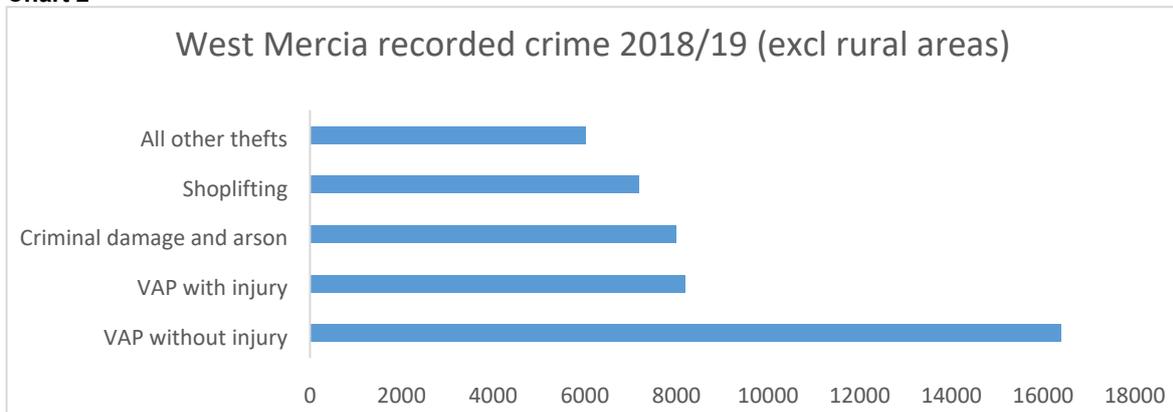
29. Looking more closely at the types of crime occurring in rural areas shows that in 2018/19 the most prevalent crime was violence against the person without injury, the same as in 2017/18. Chart 1 below shows the highest volume police recorded rural crimes in West Mercia during 2018/19.

Chart 1



30. When comparing police recorded rural crime to the remainder of West Mercia, the types of crime occurring are very similar. Chart 2 shows the breakdown of recorded crime in West Mercia as a whole for 2018/19 excluding the rural areas. Shoplifting is more prevalent in these areas and a high volume crime, whereas over the same time period there were only 635 shoplifting offences recorded in rural West Mercia. A similar pattern of crime occurred in 2017/18.

Chart 2



31. Data in the latest police performance report shows that violence against the person (VAP) without injury remains the highest volume crime in both rural and urban areas, with an increasing trend in both. In rural areas VAP without injury represents 26% of all rural crime, whereas in non rural areas it represents 20% of all crime. It is important to note that crime types are not necessarily *pure* rural crimes; VAP with and without injury offences are experienced everywhere, and they are not therefore solely a rural crime. Any supporting intelligence products such as a domestic abuse threat assessment wouldn't therefore define the threat in terms of rural or non rural areas.

32. Accepting that rural crime can be applied to mean any type of crime that occurs in a rural area, there are certain crimes which could be regarded as being more specific to rural areas such as crimes involving farm equipment, livestock and wildlife crime. The policy research for the PCC's rural crime strategy has identified that intelligence around rural crime is limited at both a national level and at force level and the PCC's rural crime strategy is seeking to address this by making better use of data and intelligence to understand issues relevant to rural communities.

33. When there is an increasing trend or pattern in a particular crime type outside of expected levels in any geographic area then analysis of intelligence is undertaken to identify the causes and address the issue. Outlined below are three case studies

which provide an indication of how resources are used to address some of the crimes impacting in rural areas.

34. **Theft of sheep, and sheep slaughter** (Shropshire / Telford borders). The incident was initially handled by the SNT, with other officers being brought in. The Designing out Crime officer became involved, and the We Don't Buy Crime Team did a lot of work with the farmer involved. This included undercover activity work on the farm. The RABO met with the NFU, at a regional meeting and discussed the issues, and emphasised the levels of activity taking place and the importance of sharing intelligence with the police. As a lot of the police activity was covert the RABO also met with local parish councils to provide reassurance that the issue was being addressed, particularly as the sheep slaughter attracted a lot of local media attention.
35. **Op Vulture to disrupt / target cross travelling criminality with a focus on rural crime** (South Shropshire). Op Vulture was conducted over two evenings/nights on the 19th and 20th of June. Resources were provided by local SNTs, OPU and the Dog Section. Over the two nights a total 105 checks were conducted by SNT staff with another 50 by OPU officers. This resulted in a number of arrests. Five arrests were for driving under the influence of drugs. One of the detainees was also found in possession of an offensive weapon. The most notable incident was when a vehicle failed to stop for police. This resulted in five arrests and a firearm was recovered by officers. A number of traffic related offences were also dealt with.
36. **Theft from outbuildings of a manor house** (Herefordshire). On the same day the theft was reported a Police & Community Support Officer (PCSO) attended and established that lead from the roof has also been stolen and reports that it would appear the offenders were disturbed around 5am by another resident who had discovered their trailer had been unhitched from their car and wheeled a cross a lawn. The trailer had been left outside the shed with a ride on mower inside and the tail gate lowered in readiness to steal it. The PCSO discovered an implement used by the offenders had been left at the scene together with an empty cider can. Those items were seized for forensic examination and the victim provided with a SmartWater kit.
37. The PCSO advised the occupants that they would benefit from some Crime Reduction advice and left. The RABO has since attended and given a presentation to the victim and surrounding neighbours on some crime reduction opportunities. As a direct result of that, several neighbouring properties have requested and received bespoke crime reduction advice for their own properties delivered by the RABO. This community would also like to be a We Don't Buy Crime Smartwater Village, and are going through the process to become one.
38. As a result of the work by the SNT and RABO one victim of crime has stated they received a good standard of service and is now reassured and more confident in the Police. There are also many more people who have, as a direct result of that one incident, been provided with appropriate, realistic and cost effective crime prevention advice who are now themselves more reassured and confident than before.

Supporting Information

Appendix 1 – Monthly Assurance Meeting June 2019 – Meeting Notes

Contact Points

Specific Contact Points for this report

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

Sheena Jones, Democratic Governance and Scrutiny Manager, Police and Crime Panel
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Background Papers

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

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Monthly Assurance Meeting June 2019 – Meeting Notes

Date: Tuesday 24th June 2019 @ 19:00
 Chair: John Campion
 Minutes: Jackie Irvin, Policy Officer, OPCC
 Venue West Mercia Police HQ

	Name:	Capacity:
Attendance:	John Campion	Police and Crime Commissioner (PCC)
	Tracey Onslow	Deputy Police and Crime Commissioner (DPCC)
	Anthony Bangham	Chief Constable (CC)
	Martin Evans	Assistant Chief Constable (ACC)

Apologies:

1.	Introduction	ACTION
2.	Questions	
2.1	<p>The PCC said there had been some good announcements about increasing police numbers and how specials are used. One of the questions submitted asks how this investment in police officers would be used to improve the service to rural communities.</p> <p>The CC began by explaining that the ACC was attending the meeting as</p>	

	<p>he leads on all matters related to local policing and in particular rural and business crime and that they would both be answering the questions. In response to the question he commented:</p> <ul style="list-style-type: none"> • It is a good news story. After many years in a tough policing environment when there have been less police officers and special than he would have liked, along with the challenge faced by the vast geography of West Mercia, funding now means there will be extra officers. • Nearly all of the extra officers in operational roles will be going out to the most rural areas, specifically targeting those areas where the gaps had been most felt, including Bridgnorth, Evesham and Ludlow. • They are focused on ensuring the rural communities who often feel vulnerable from less visible policing will get that return first, many are already in place and by the end of the year the force will be back up to a strength of 2145 police officers which is about 250 more that there were only 1 or 2 years ago. • The ACC added that they had looked very closely at areas where the response to incidents is not as good and areas where visibility is lacking. Extra officers will be introduced right across the local policing areas. • The Special Constabulary provide a fantastic service for West Mercia. Some targeted problem solving work has been done with them so the work they do on the ground is more impactive. Last year special constables performed 53,000 hours of high visibility patrols in communities. • A recruitment campaign for Specials is about to begin to try and double the number of special constables. <p>The PCC asked the ACC to explain how he will measure that the investment has made a difference and results in improved trust and confidence. The ACC responded:</p> <ul style="list-style-type: none"> • He has a clear expectation that additional officers will lead to an improved performance in each of the areas, including: • Additional visibility of staff. Feedback from surveys will measure this, • Engagement with communities and key partners such as town and parish councils will improve, • Improvements in response to incidents. There are challenges in some very rural areas but he expects response times to improve and this will be measured. <p>The DPCC added that the PCC’s funding would be doubling the number</p>	
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	<p>of rural and business officers (RABOs), from 5 to 10.</p> <p>The PCC said he feels there is a more cohesive offer to rural communities. He had that week approved a request for funding from the two local policing Chief Superintendents for two additional mobile vans for local police officers to use in their communities.</p> <p>The PCC said that he felt parish councils are often the centre of local communities and asked the ACC to explain what his expectations are for engagement between those parish councils and local police officers. The ACC replied that there are many parish councils. He has a clear expectation that councils and officers, know who each other are and how to exchange information and that officer details are on the website, including their mobile numbers. When there is a clear need for an officer to attend a parish council meeting then the ACC has an expectation that they will go, but they will not attend every meeting. He'd prefer they were out addressing the issues than attend meetings.</p>	
	<p>The PCC made reference to the Welsh borders and the low crime rate. The Welsh border communities are particularly sparse and he asked the CC to explain how criminality in dealt with in these areas and how communities are kept safe. The CC explained that West Mercia borders three welsh force areas and the difference between the Welsh border and that with the West Midlands could not be more extreme. West Mercia has to be policed in a way that allows for these differences to be met. There is routine cross border policing going on every day and many farms for example straddle both England and Wales. The network of small roads is also challenging and can be exploited. The police use overt and covert tactics to prioritise and address the vulnerability along these borders and work together between forces to address crime.</p>	
	<p>The PCC said some of the cross border criminality targets wildlife crime. One of the questions received is around the law around badger set interference asks for reassurance for what the force approach is to wild life crime and that it is dealt with in a proportionate way. The CC and ACC responded:</p> <ul style="list-style-type: none"> • Generally there is any crime that occurs in a rural areas which can be criminal damage, burglary etcetera and, more specifically, there is wildlife crime which is often driven by organised criminality and is hard to tackle. • There are 20 wildlife crime officers across the force and a Superintendent in Herefordshire who is experienced and interested in wildlife crime, sits on national groups and leads the work for the force. • The 20 wildlife crime officers carry out this role in addition to their day job and all have a passion and interest. They are upskilled in the specialist law, work closely with key stakeholders such as the NFU and Angling Trust. 	

	<ul style="list-style-type: none"> • Badger digging is an issue but so also is the destruction of wildlife habitats, for which the force has had some successful prosecutions, illegal trapping and poaching. Hare coursing is not such a problem in West Mercia, its game and deer poaching is more significant. • The DPCC asked what the public could do to help the police fight these issues. The ACC said engagement was important and the RABOs did a lot of this. Sharing knowledge was also important and the force is working with colleges such as Harper Adams University. 	
	<p>The PCC said that one issue raised had been fly tipping and Liz from Frankley had asked if the police can do more to address constant fly tipping, which can be on an industrial scale and can the public do more to help, for example by setting up CCTV? The PCC added that the cost and inconvenience is a big strain for many rural communities. The CC replied that it is a disgusting crime, often organised, and often exploiting someone who thinks they are paying for a good service only for their rubbish to be dumped on someone else’s land. There are more issues on the borders, but it is a problem on a smaller scale across the force. He added that people should come forward and report it and check carefully the credentials of any company employed to remove waste.</p> <p>The ACC added that the police work closely with local authorities who have a role to play. If criminality can be identified as having taken place then appropriate action can be taken and there is a role for local authorities and the police to work together, with support from communities.</p>	
	<p>The PCC commented that although a low crime area, more serious criminality had been alluded to. Some of the issues raised by the public included drug dealing and other criminality in rural areas and county towns linked back to serious and organised crime. Many people will have read about things like county lines and on TV. What are the force dealing to address to address organised county lines drug dealing in rural areas? Hereford had been raised as a particular example.</p> <p>The CC responded that county lines was an issue across all three counties areas not just Hereford. County lines is about taking drugs from the more urban areas and setting up markets in rural areas. The force are addressing this every day, some of this is covert around the movement and can’t be discussed. It is quite complicated and as soon as one line is taken down it is often immediately replaced by another and drug crime continues to come into vulnerable rural areas. There has been a noticeable change and it is now quite a feature in police activity and the force will do everything they can to stop it.</p> <p>The DPCC commented that West Mercia was one of the only areas to adopt the three offers of help from the Home Office which were training for partners, locality reviews and a strategic framework review. Work with partners will continue and the force works closely with neighbouring</p>	

	<p>forces, National Crime Agency etc.</p> <p>The ACC added that in response to the specific concern about Hereford there has been a significant operation arresting many people, with in excess of 300 years prison sentences so far against people coming from far afield to commit these offences in rural Hereford. This passes on a strong message to dealers and a lot of work with partners and initiatives is still ongoing.</p> <p>The CC said that parents and teachers and people who work with young people can help as there is an increasing move towards the exploitation of young vulnerable people, often on the periphery of trouble at school or not attending school. If a change in the pattern of behaviour is spotted then people should come forward as organised gangs are looking forward for a particular type of person to exploit.</p>	
	<p>The PCC said a question raised at the Hereford Food Festival, linked with the previous but more widely was what is the role of the police in engaging and diverting young people away from ASB, bullying and crime, particularly in rural areas?</p> <p>The ACC said that in the last two years there had been a significant focus of working with partners at a local level to look at diversionary activity. Across the force in all the counties diversionary activities are in place targeted at young people at risk of becoming involved in criminal activity, from low level ASB upwards. Some in place, are as a result of PCC funding. Examples of schemes include, launched that week, the Get Safe initiative in Worcestershire targeting individuals at risk of criminal or sexual exploitation which puts a support plan in place to give the individuals all the help they need. One of the challenges is the evidence to show the schemes are working and whether it worth looking to moving to other areas.</p> <p>The DPCC added that there has been a shift in emphasis to identify and work with individuals at a much earlier stage in their behaviour. A new West Mercia Diversionary Network lead has just started to look into the adverse childhood experiences (ACEs) agenda to set up a diversionary network.</p> <p>The PCC said his commissioning activity has been on a journey with diversionary activity and working with partners. Part of the PCCs concern and one that is raised with him by the public is that activity is taking place with engaged individuals, rather than using the limited resources to target those on the edge of criminality or poor behaviour. He asked the ACC to explain the role of local policing in identifying those young people that most need support. The ACC replied that there are dedicated neighbourhood teams, whose role in problem solving out in the community and with partners. As an example with ASB they look to problem solve to stop the incidents happening again by identifying the individuals involved and looking to see what can be done to move them</p>	

	<p>away from the activity, identify other family members at risk of the same behaviour and work with schools.</p> <p>There is a police cadet scheme and a young police cadet scheme. The PCC asked what the force was expecting to get from this. The ACC responded that the young cadet scheme was targeted at year 6 pupils and seeks to build their confidence and their confidence in the police. There is a cadet scheme in each area, doing a lot of work in communities, many of whom aspire to be police officers of the future. The DPCC said its also important to work with young people with special needs.</p> <p>The CC that the uplift in officer numbers will provide an opportunity to do more in this area.</p>	
	<p>John from North Worcestershire has asked how can the police do more to publicise the good news stories and show their good work? The CC said one of the challenges is the range of media channels available, and it is important that the force accesses them all to promote good news stories. Volunteers can help to promote good news stories.</p>	
	<p>The PCC referred to Les at the Shropshire County Show who was concerned about the theft of working dogs domestic dogs and livestock. There were national statistics earlier in the year which showed that there were few prosecutions around sheep theft. The PCC asked what the force is doing to address this crime and was told:</p> <ul style="list-style-type: none"> • it is still a relatively rare type of crime as it needs to be organised and well set up. • It does have a big impact on a farmer’s livelihood, and if it involves the theft of a working dog there is often an emotional attachment. • This type of theft maybe under reported. Both the incidents and any precursor events. <p>The PCC raised that people in the rural community often say they don’t report crime because they feel nothing will happen, and asked the CC what his message would be to rural communities who may feel disengaged. The CC responded that people should come forward, while acknowledging if people have had a bad experience it may put them off, but if the police don’t know about it then they can’t deal with it. West Mercia is a complex policing environment and the police won’t always respond instantly, but it will be recorded and at some point a local officer will look at it.</p> <p>The PCC added that he had the confidence that incidents were being recorded and that reports provided vital intelligence. The CC did asked for people not to call at a busy time. Pick a quiet time, go on line or contact a local officer. The mobile numbers of officers, along with their emails and supervisor details are all available on the West Mercia website.</p>	
	<p>The PCC referred to Harper Adams University, a rural centre of excellence. Kresida from the university had said it would be great to see the police more engaged with rural communities and asked if this would</p>	

	<p>happen. The CC responded that the force was keen to work with all of West Mercia’s universities and colleges, not only because of their academic research but because they are part of the community. The force has worked with Worcester University and Harper Adams and would follow up on future opportunities to get more engaged. The DPCC added that they could provide a useful research resource and the We Don’t Buy Crime initiative was an example of where an academic evaluation had taken place.</p>	
	<p>The PCC commented that rural crime can also happen in urban areas, including burglaries. In a rural area properties can be isolated and left alone. The impact of a burglary can reduce the feeling of safety in a rural isolated property. One person had asked what is being done to address burglaries and for rural communities what reassurance can be given to rural communities that the issue is been identified, dealt with and that prevention is a priority. The CC responded:</p> <ul style="list-style-type: none"> • There is a focus on burglaries in people’s homes and keeping people safe. Burglaries can also in be in business premises which can have devastating effects and from other types of properties such as allotments. Damage is also an issue. • The ‘we don’t buy crime’ initiative is designed to cut off the ability of stolen property to be sold. The force work with a local company called Smartwater to mark property. The force also works with second hand traders and is the first force in the country to have a database record to ensure legitimate property is being bought and sold. • The initiative uses signage to show the area is covered and this helps to act as a deterrent and encourages thieves to go elsewhere. <p>The PCC he was impressed by Smartwater and the police’s use of it to the extent that he had offered 25% funding to local councillors and had seen big roll outs as a result in places such Wythall and Cleobury Mortimer. It does need the community to be involved as well.</p>	
	<p>The PCC said that probably the biggest issue raised to him by rural communities is road safety. The issues raised include the impact motor cars have on quality of life as well as the number of people who die on West Mercia’s roads. The PCC said the most serious aspect was people being killed and he asked the CC to explain what his commitment was to improving road safety, and targeting the numbers killed and seriously injured. The CC responded:</p> <ul style="list-style-type: none"> • A week doesn’t pass by in West Mercia without someone dying on its roads and many more people are seriously injured or receive life changing injuries, however for many people it isn’t an issue for them until they are directly affected. • Road safety has to be a top priority and the force has re prioritised for this. Challenges include the fact that there are many unclassified roads and a range of road users, including horse riders, pedestrians, cyclists, agricultural vehicles and HGVs as well as cars. Factors such as speed, driving while distracted or drunk add to the challenges. • The police have enforcement powers and must use them effectively. It is a key priority and they need to get the message across to the public. 	

	<p>The PCC referred to evidence that shows that there is usually a pattern of poor driving behaviour which leads an incident, and asked if there was anything citizens could do to assist. The PCC responded, drive slower, take it seriously and concentrate.</p> <p>The PCC said that people often witnessed poor behaviour of other drivers and asked what role motorists could play in using technology. The CC responded there a range of dash cams and head cams. Many force including West Mercia run Operation Snap which enables the public to upload their footage. It is about changing driver behaviour but the force will also prosecute if appropriate.</p> <p>The PCC raised the quality of life issue around speeding traffic in villages and asked the CC to explain what the force did to address such community concerns. The ACC responded.</p> <ul style="list-style-type: none"> • From a local policing perspective neighbourhood officers are expected to know the priorities and concerns of their local communities. • Where speeding traffic is an issue, the officers are expected to work with their communities. The Community Speed Watch scheme, run with volunteers, operates in a number of communities and there are opportunities for other communities to come forward for this scheme. • The Community Concern Programme, with the Safer Roads Partnership, works with local councils to address road issues. • The force does have enforcement powers and these should be used when needed. <p>There are 29 community speed watch schemes in West Mercia, with the PCC providing funding to purchase the equipment. The PCC asked how communities should raise their concerns with and was told to initially contact their Safer Neighbourhood team.</p>	
	<p>The PCC ended by saying any questions not answered on the night would be afterwards. He then briefly explained his wider holding to account programme worked and that notes were published on the website.</p>	
<p>3</p>	<p>CONFIRMATION OF NEXT MEETING TYPE / DATE / TIME / VENUE: Thematic on Workforce Tuesday 27th August 2019, Room 1.38, Hindlip Hall</p>	

WEST MERCIA POLICE AND CRIME PANEL 10 SEPTEMBER 2019

THE VICTIM ADVICE LINE (VAL)

Recommendation

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

Purpose

2. The purpose of this report is to provide the members of the Panel with an update on the Victim Advice Line (VAL).

Background

3. The Police and Crime Commissioner's (PCC) commitment to putting victims and survivors first is a key pillar within his Safer West Mercia Plan. It is a clear priority for him to ensure the best possible services are in place to enable people are able to cope and recover having fallen victim to a crime.
4. The opportunity to improve victim services was identified by the PCC as part of a comprehensive review. While services delivered previously had received positive feedback from clients, consistent feedback showed that the process involved to actually access those services was often onerous for victims. Victims felt they had to tell their stories too many times, to too many different agencies. The establishment of a new partially integrated service in VAL presented the opportunity to design out this problem and create a system that got people to the right help, but via a much faster process. VAL was therefore commissioned by the PCC and is supported by funding from the Commissioner, while operating within West Mercia Police. It replaces the service previously provided by Victim Support.
5. The Victims Advice Line (VAL) went live on the 1 April 2019. This new service, whilst independent from the police, is based in the police control room alongside call takers. It is there to provide free and confidential advice to anyone affected by crime, be it a victim, witness or family member.
6. The VAL is made up of a team of expert and fully trained Victim Care Coordinators who will help the victim when they come through to the service, be it through police, third party or self-referral. The victim may then be referred onto other specialist services, dependent on the level of support they may need.
7. When it was introduced in April 2019 VAL saw a different approach introduced around supporting victims of crime, both for West Mercia Police and the PCC.

8. The previous approach to victim care, in the shape of a direct referral to Victim Support (an inherited approach from a national contract arrangement between Victim Support and the Ministry of Justice for the previous 40 years) enabled us to support 60,000 victims per year. The main drivers for changing this from a wholly outsourced function to introducing the partly integrated VAL model were the following:
- Exploring the benefits of improved access to information and data on victims, further enhancing the support provided, tailoring support options better to individuals and providing a quicker response in a more informed way. The VAL team have access to West Mercia force systems, which provides instant access to the story and context behind the case. It also details when people have repeatedly fallen victim to offences and provides updates on a case or trial which wouldn't have been available to Victim Support directly under the previous system
 - Reducing the number of times a victim has to tell their story, to more effectively and efficiently triage their needs and support options. The support people receive is more clearly directed, and dealt with both quicker and by the most appropriate resource (not just relying on one organisation to meet all of their needs)
 - Exploring the benefits of the force working hand in hand with the initial victim support function, aiding the force to better support and focus care around the needs of victims.
9. The model is different to its predecessor and therefore the snapshot attached is not comparable in terms of numbers and outcomes to the previous service. It does however provide an insight into the direction of travel. It shows the potential to meet the needs of victims faster, increase the number of victims being supported, and provide better support for repeat victims to hopefully reduce the likelihood of them being revictimised.
10. We have seen significant benefits of the new model. Nationally, a good service would be expected to deliver a 'hit rate' of 30%. This is the percentage of victims who actually need support from those contacted, or rather those that need support and then take up the offer. The Victim Support contract which now takes referrals after they have been triaged by the VAL had a hit rate of 85%, which is the highest in the country. The benefits of the VAL are therefore potentially creating the room for providers to focus on needs and delivery, as opposed to the administration of seeking those who need support.
11. There is a long way to go for VAL to meet its potential, and it is still in mobilisation. Referrals from the force need to improve along with the referral numbers going on to wider support providers.

Service update (1 April 2019 to 16 August 2019)

12. Referrals into VAL

There are a number of pathways through which victims are brought into the service. During the reporting period, this is as follows:

- Athena data transfer = 25561
- Internal referrals (e.g. officers / harm assessment unit) = 959
- Self-referrals = 159
- Other referrals (Witness service) = 16

13. Contact methods

Once a victim is in the VAL the service uses a number of methods to make contact with them, These are:

- **Automated email** - the VISION system is able to auto generate emails to victims of crime where the email address is recorded on ATHENA.
- **Automated Letter** - The VISION system is able to generate a list of victims who have 'no needs'. All victims who fit this criteria will receive a letter acknowledging that a crime has been committed and offer a support service. The offer makes it clear that the victim can access support at any point and include information on victims' rights and links to the VAL Web-page.
- **Telephone** - Calls are made to all victims referred and to victims of high-harm/high impact crimes
- **Text** - Victim Care Coordinators are able to send information on the VAL via the Outlook text service

14. VAL Activities

The VAL has contacted 2091 victims by phone since 1st April 2019, of these 1134 came directly from referrals. The remaining 957 contacted came from the ATHENA data transfer with the Victim Care coordinators (VCC'S) prioritising cohorts of high-harm/impact and/or vulnerable victims.

Currently the VAL is proactively contacting victims of:

- Burglary – including un-resourced burglary's
- Hate Crime – All victims of hate crimes are contacted by telephone
- Sexual Violence – there is a twice weekly cross check of cases with WMRASAC and AXIS (the two specialist service providers for victims of sexual crimes) to ensure there are no gaps in service offers.
- Vulnerable and repeat victims – domestic abuse referrals are cross checked with West Mercia Women's Aid to ensure there are no gaps in service
- Children and Young People (CYP) – Triage all CYP victims to ensure appropriate support is put into place.

15. Of the 2091 victims directly contacted by phone, the Victim Care Coordinators (VCC) have been able to directly support 1838 (88%) of victims. The VAL has completed 1208 detailed needs assessments with victims of crime. The process for this is as follows:

- Referral to the VAL.
- VCC makes an initial call to victim (up to 3 phone call attempts)
- VCC undertakes detailed needs assessment and agree tasks to address the victims needs including ongoing support and reassurance calls
- Complete an outcomes assessment
- Close case as needs met/resolved

16. When additional needs are identified VAL has created 630 specialised support plans for those victims of crime and made 634 referrals (some victims have been referred to

more than 1 specialist agency). The process for a specialist support plan includes the same as for a detailed needs assessment, plus the VCC will also :

- Undertake an additional assessment
- Develop a support plan including referral to other agencies if required
- Oversee the agreed support package
- Provide regular check-ins and reassurance calls
- Complete an outcomes assessment and plan an exit strategy
- Close the case as needs met/ resolved

17. There are currently a further 173 victims receiving on-going support.

18. The VAL has been successful in referring victims onto other agencies for additional support, help and advice. The table below provides an indication of the wide range of agencies contacted since 1 April

Examples of agencies referred to:	
WMRASAC	CAB Witness Service
AXIS	Criminal Injuries Compensation Authority
Women’s Aid West Mercia	Community Health Services
Victim Support	Community Trigger (Community Safety)
NCDV	Home Start
We don’t buy crime – SMARTWATER	West Mercia Community Fund
SDAS	Police Deployment
The Truth Project (Independent Inquiry into Child Sexual Abuse (IICSA)	Ambulance deployment
Design Out Crime	Social Housing – Various
Relate	GP Service
Daughters of Eve	Restorative Justice
Samaritans	The Sleep Council

19. Outcomes

Using the Ministry of Justice outcomes assessment criteria, the following outcomes have been reported by the victims receiving support through the VAL.

- 154 - Victims reported they had improved health and wellbeing
- 254 - Victims reported they are better able to cope with aspects of everyday life
- 242 – Victims reported they had increased feelings of safety
- 1530 – Victims felt better informed and empowered to act

20. To provide members of the Panel with an insight into the outcomes achieved two case studies have been included as examples. These are set out below along with some examples of feedback received from victims.

21. Case Study 1.

VAL received an incoming call from Mr H. His daughter died a few years ago and was found at the bottom of a cliff face. Mr H’s daughter went to the top of the cliff, wrote a note and tragically she killed herself when she impacted with the ground below her.

Mr H would like to know where she was found so he can take his wife. He explained that PC Ziola was dealing with the case and that he was very good, but is now on leave until the 23rd August. The VCC contacted PC Ziola's Sgt to see if he could assist the family.

Email from the Sgt of PC Ziola - I've made contact and arrangements are in hand for the family to visit the scene on Sunday 18th August.

22. Case Study 2.

Upon first glance, this looked like a 'simple' case where a woman has had her bag stolen. When the VCC called her, she didn't really focus on the impact of the recent offence, instead talked about suffering CSA and sexual abuse as an adult. She had been victimised throughout her life. Although she has engaged with lots of services previously (she knows about Axis, as she has had counselling and ISVA support from them, plus mental health support), she hasn't really had any 'justice' or recognition of the CSA that she suffered. The VCC did offer VS support in relation to the recent robbery, but she declined this at this time, stating she has had similar support previously. However, the VCC did tell her about the Truth Project, which she was not aware of, she was really interested in this and is going to contact them, (participants self-refer). This will enable her to let the Independent Inquiry into Child Sexual Abuse (IICSA) know about the abuse that she suffered, helping to make changes for those affected by CSA in the future. The VCC has agreed to call her back next week, at her request.

23. Feedback from victims supported

24. *"I am aware of the help and support offered by the victim support team and the role you play in our justice system, it is a fantastic service, often overlooked, but nonetheless of great importance to vulnerable people".*

25. *"I've just been on live chat with your selves someone's phoning me today at 4 thank you"*

26. *"I had lost faith but it has been restored now with the support that is available"*

Supporting Information

None

Contact Points

Specific Contact Points for this report

Andy Champness, Police and Crime Commissioner Chief Executive
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AGENDA ITEM 9

WEST MERCIA POLICE AND CRIME PANEL 10 SEPTEMBER 2019

POLICE & CRIME PLAN ACTIVITY AND PERFORMANCE MONITORING REPORT (APRIL - JUNE 2019)

Recommendation

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

Background

2. The purpose of this report is to provide members of the Police and Crime Panel with an overview of activity undertaken by the Police and Crime Commissioner (PCC) in support of his Safer West Mercia Plan and provide an update on police performance.
3. An update on proposals to end the current strategic alliance arrangement with Warwickshire is included at paragraph 12 within the 'Reforming West Mercia' section of this report.

Delivery plan and assurance

4. The PCC's Chief Executive and staff have developed a delivery plan to support monitoring and assurance of the Safer West Mercia Plan. Progress against individual elements within the plan is updated in line with an agreed timeline for each element and the delivery plan is subject to monthly scrutiny.
5. 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 July 2019.
6. 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

7. **Supporting victims of domestic abuse (DA)** - With funding from the PCC, dedicated Independent Domestic Violence Advisors (IDVAs) have been placed in hospitals across West Mercia to provide victims of domestic abuse with early support. On top of the existing IDVA service in the community, the new contract which began in July with Women's Aid, will place advisors in the following locations: Hereford County Hospital, Worcester Royal Hospital, Alexandra

Hospital (Redditch), Royal Shrewsbury Hospital and Princess Royal Hospital (Telford).

8. The DAPP (Domestic Abuse Perpetrator Multi-agency panels) and Drive project have now been live in Worcestershire since October 2018. Between Oct 2018 and June 2019, there have been 168 referrals of high risk DA perpetrators into the DAPP. Of these, 103 have been referred onto Drive. For those not referred to Drive, disruption plans have been put in place to disrupt perpetrator behaviour. The Drive IDVAs have recorded engagement rates as 70.18%. For the 2018/19 year for the generic IDVA service, engagement rates were around 56% showing that where Drive is involved, engagement rates tend to be higher. Importantly the programme is capturing victims who haven't previously engaged in service or been identified through the programme too.
9. **Modern day slavery** – The PCC has allocated funding to provide victims of modern slavery, human trafficking and forced marriage that are in crisis with immediate support. The funding, which sits within a central pot, allows West Mercia Police to provide individuals with immediate access to food, drink and secure accommodation for up to seven nights. Victims of modern slavery and human trafficking are then referred onto the National Referral System, which is a framework for identifying victims and ensuring they receive the appropriate support – typically provided by the Salvation Army. Victims of forced marriage are referred to other charities.

Building a more secure West Mercia

10. **Home and Dry Campaign** – The PCC's home and dry campaign is beginning to gain wider support and recognition. The Commissioner is working with the families of two victims who drowned in West Mercia's rivers to raise awareness and prevent unnecessary water deaths. Other organisations involved in the multi-agency drive include West Mercia Police, West Mercia Search and Rescue, RNLI, RLSS UK, Hereford and Worcester Fire and Rescue Service, Shropshire Fire Service, the Canal and River Trust, the Samaritans, the Street Pastors and Worcester University. One example of the initiative is Telford where specially designed display boards containing life-saving throw lines and instructions on their use are being installed next to three lakes.
11. **Rural crime vehicles** – To support the staff working to tackle rural and business crime, the PCC has provided five new vehicles, with the distinctive 'Rural Matters' and 'We Don't Buy Crime' branding.. In the short time the rural and business officer in Herefordshire has had a vehicle he has covered over 800 miles. As well as ensuring the officers have the right tools needed to carry out their roles effectively and efficiently it is hoped that when communities see these new vehicles they will be reassured, and know there is preventative work taking place within the area they live

Reforming West Mercia

12. **Strategic alliance update** – Negotiations with Warwickshire regarding future arrangements continue. A variety of offers of collaboration have been made to Warwickshire, responding to their concerns and requests. Warwickshire have

decided that long term they wish to stand alone, but have stated that they need West Mercia's assistance to move to that state. Negotiations are therefore centring on fixed-term collaborations on functions that require longer for Warwickshire to transition to a stand-alone position, thereby reducing West Mercia's cost contribution. All other functions will be separated out from the 9th October. West Mercia is in a position to stand alone from the 9th October in every area. There are benefits to West Mercia to collaborate in relation to some functions for longer, for example IT. However there are also potential disadvantages, particularly the potential for confused governance, inability to reform and disproportionate financial contributions that caused West Mercia to serve notice in relation to the current arrangements. These risks are being addressed through the negotiations.

- 13. Digital roll out for Special Constables** – smart phones and body worn video were successfully introduced for regular officers in 2017 and have proven their benefits for both police and local communities. Smartphones help officers spend less time in the police station, and more time in the community. Body worn video captures vital evidence from incidents, providing reassurance for both officers and the public. In a typical month more than 13,000 clips are recorded, with more than 2,000 retained as evidence. The PCC has now invested a further £250,000 in the same equipment to enable same technology to be rolled out to the 300 or so Special Constables in West Mercia who volunteered a combined total of almost 53,000 hours of service last year.

Reassuring West Mercia's communities

- 14. Supporting volunteers** – The Commissioner is committed to making volunteering more inclusive and has invested £2000 in various projects, aimed at breaking down barriers for adults with disabilities. This includes the Where Next charity in Redditch. Volunteers with learning disabilities were given the opportunity to gain some valuable skills in working with the police, assisting with the packing of We Don't Buy Crime packs and showing their green-fingered skills by improving the frontage of Redditch Police Station. The Commissioner is also keen to celebrate other volunteers who work closely with policing, including Independent Custody Visitors, Neighbourhood Watch Volunteers, Search and Rescue Volunteers, Community Speed Watch Volunteers and Street Pastors who also play a huge part in making West Mercia safer.
- 15. Summer road shows** – Since the last report the PCC or his Deputy have attended a further three summer events: the Hereford Food Festival, Bromyard Steam Rally and the Newport Show. This year the focus of the roadshows is on road safety concerns and the 'We Don't Buy Crime' initiative. The rural crime Facebook live event was also promoted at the Hereford show. A further two public events will be attended over the summer within West Mercia.

Performance and accountability

Panel members are reminded that detailed performance information is available on the Police and Crime Commissioner's website [here](#)

Holding to account

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

Month	Type	Subject area
May	Performance	Performance
June	Facebook Live	Rural Crime
August*	Thematic	Workforce

*NB: The August meeting takes place after submission of this report.

17. Key findings / outcomes from May's meeting include:

- Public confidence is an important indicator for both the force and the PCC and the data from the local confidence survey is helping to enhance the understanding and approach taken to improve it. .
- Victim satisfaction levels had only seen a small improvement since last being reviewed at the November 2018 holding to account meeting. The force has set an improvement target to address this.

18. Details of the Facebook live public holding to account meeting held in June have been included as part of the rural crime report.

HMICFRS inspection reports

19. Since the last panel report HMICFRS has jointly published with the CPS Inspectorate, *The Poor Relation the Police and CPS response to crimes against older people*. This is a national thematic inspection report containing thirteen recommendations. Four recommendations are for all police forces along with one area for improvement. The recommendations and areas for improvement are being considered and will be addressed by the force.

20. The force has been subject to a crime data inspection (CDI) report in the last month. This forms part of HMICFRS's programme of CDI revisits following its initial inspection in 2014. The inspection findings will be published later in the year.

Force performance reports

21. 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.

22. Following a review of the summary reports the format of the document has been updated to include West Mercia's latest policing priorities and it is also clearly aligned to both the policing priorities and the Safer West Mercia Plan objectives. The new format contains all of the same performance metrics as in previous reports.
23. The June performance report is attached at appendix 3. As requested by the Panel the summary page from the report has been included separately and is shown at appendix 2.

Criminal Justice Performance

24. A number of external performance products are produced by agencies and partners to enable senior officers and the PCC to maintain strategic oversight of criminal justice performance. In particular, the Local Criminal Justice Board and PCC scrutinise monthly file quality, charging, listing and court outcome reports.
25. During the first quarter of 2019 a sustained focus on quality has resulted in more offenders pleading guilty at the first hearing (72%), rising six places to be ranked 11th in the country, which is the best within the region. The continued focus on quality and getting things right the first time has resulted in West Mercia moving a further ten places up the Transforming Summary Justice league table – the area is now ranked 6th best in the country.
26. For June 2019 the number of cases discontinued by the CPS stands at 9.6%, the 29th best performance in the country. Although the biggest factor accounting for discontinuance is victim failing to attend/refuse to give evidence, West Mercia still has one of the highest success rates (89%) of victim and witnesses attending court.

Supporting Information

Appendix 1 – Delivery Plan Extract

Appendix 2 – Extract of Police Performance Summary June 2019

Appendix 3 - West Mercia Police Performance Summary June 2019 available on the PCC's website [here](#)

Specific Contact Points for this report

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Background Papers

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

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.	MoJ compliance and data capture tool issued. Audit conducted June/July 2019. The findings indicate a number of issues re: front end compliance, VPS use and notification, timeliness of updates and data quality within NPS. The force is working to address these. Compliance continues to be monitored by PCC Victims' Board and OPCC. An action plan is to be developed and managed by the OPCC.	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	The Home Office has announced that it will be closing the online crime reporting tool (Track my Crime) with effect from 1 August 2019. Police Transformation funding has been used to develop the Single Online Home website (SOH), the new national digital public contact platform for police forces, being delivered by the NPCC's Digital Policing Portfolio, which over 40 forces in England and Wales have committed to joining including West Mercia. In future SOH will provide the platform for online reporting.	Transformation Board
Police and Crime Commissioner's Commitments:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
A.1	Set out my commitment in a new victims' charter, clarifying what services victims can expect, and what services must be	(A1.1) (1) Carry out a public consultation outlining proposed priorities and actions that would enable the PCC to be VCOP and EU Directive compliant (2) Develop and publish the charter	Complete Charter now in its second year	Victims' Board, KPI Monitoring, Delivery Plan Monitoring. Audit and oversight
		(A1.2)(1). Conduct a victims' needs assessment, providing qualitative and quantitative feedback to	Complete	Victims' Board

	delivered.	inform commissioning and to identify potential gaps (A2). (2)Work in partnership to ensure that victims have access to services. (3)Contract management (4)Grant provision		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	Refer to 1.1	OPCC, LCJB, Victims' Board. Exception reports will be highlighted to the PCC.
A.2	Complete a victims' needs assessment	(A2.1)A victim needs assessment will be carried out specifically analysing qualitative impacts of existing provision. Once complete the needs assessment will be integrated into the Commissioning intention, to target investment appropriately.	Complete	Delivery Plan monitoring
		(A2.2) (1)Quantitative victims scorecards and heat maps are being produced to profile demand levels to and existing provision capacity, in addition to highlight any identify potential gaps or duplication in provision. (2) Liaise with CSPs and wider partners to pull data into a central place	Complete	Delivery Plan monitoring
A.3	Bring together and help lead a new Victims Board to ensure better results and consistency.	(A3.1)1. Draft and consult on terms of reference and membership of the Victims' Board. 2. Consult and develop a Vision and Mission statement for the Board. 3. Consult, agree and create a strategic delivery plan for the victims' board. 4. Consult and agree on SROs to lead on key policy areas. 5. Consult and design an assurance and performance framework 6. Agree and set future meetings.	Complete. Minutes from the Victims Board are published on the PCC's website.	1.Quarterly assurance reports 2.Minutes and actions arising 3. Programme and project highlight reports. 4.Performance improvement reports

		7. Publish meeting papers on PCC Website.		5.Oversight and scrutiny reports
		(A3.2) Improve compliance with the key entitlements set out in the Victims' Code of Practice (VCoP)	Refer to 1.1	OPCC, LCJB, Victims' Board. Exception reports will be highlighted to the PCC.
A.4	Make sure victims and survivors get effective services, enabling them to cope and recover and reduce their chances of revictimisation	(A4.1)(1) Develop commissioning intentions for the term of office (2) Contract monitoring linked to outcome frameworks (3) grant/commissioned activity based on need and score card intelligence	A new outcome framework is in place compliant to MoJ requirements Action Complete	Contract and grant monitoring
		(A4.2) Gap analysis with Victim Support to identify gaps in the market place.	This has now been completed and has been merged into the tender specification for the new service (both internal, and that to be commissioned)	Delivery plan monitoring
		(A4.3)(1) Develop a commissioning strategy for domestic abuse, working with local authorities and public health to increase IDVA, and MARAC capacity	We have used our relationships with LAs to develop the IDVA tender, which sits as a priority under our police and crime plan, and we will support LA's in their own DA strategic plans over the coming year. Action Complete	Delivery plan monitoring
		(A4.4) Develop a commissioning strategy for serious sexual offences	Completed related to external funding.	Delivery plan monitoring
		(A4.5) Develop a commissioning strategy for CSE	Formal commissioning intentions for CSE now finalised and actioned. Action complete	Delivery plan monitoring
		(A4.6) Retender the Victims Support contract	Contract now operational as from April 1st 2019. New operating model being mobilised aligning into the new Victim Advice Line. This action is now complete	Delivery plan monitoring
		(A4.7) Work with Warwickshire OPCC and Victim Support to develop an exit Survey	Contracts have now been recommissioned with new contracted provision. Action complete.	Delivery plan monitoring
		(A4.8) Develop and undertake joint commissioning of SARC provision across the West Midlands region	Complete	

		(A4.9) Improve the automatic data transfer (ADT) from the Police to Victim Support Services	Improvement work undertaken with the introduction of VAL. The new Victim Advice Line has integrated victim services into WMP's operating model, thereby eliminating the need to transfer data to an external service provider. Any future improvement work will be owned and managed by VAL. Action complete.	Victims' Board
		(A4.10) Improve the capture rates of mobile phone contact details in order to drive up rates of automated SMS contact	Improvement project completed with the introduction of VAL, which removed the necessity of transferring victim data from the Police to Victim Support. VAL has access to police data and systems. While there is still a need to improve data quality, this will sit with VAL which is integrated into WMP. Action complete.	Victims' Board
A.5	Work with government to further enhance services for victims, survivors and witnesses locally	(A5.1) PCC supporting the work of the APCCs Criminal Justice and Victims' reference group, which provides feedback and input to the MoJ.	Successful applications and projects now being mobilised. Action complete	Delivery plan monitoring
		(A5.2) Head of Commissioning to engage regularly with the Ministry of Justice and our designated Relationship Manager. To meet and update the lead for victims within the Ministry of Justice in addition to representing West Mercia on National steering groups regarding policy and funding.	Regular updates have been well received by MoJ on our innovative approach to victim care – specifically the planning behind the new integrated Victim Advice Line, and associated approach to commissioned support services. We have been working closely with them to pull together a response and commissioned provision to support a major incident or terrorist attack within West Mercia. This is now part of a recommissioned support service for victims, as well as the new integrated Victim Advice Line.	Delivery plan monitoring
		(A5.3) Work with the Home Office to facilitate funding provision of local refuges to support survivors of domestic abuse.	Complete	Delivery plan monitoring
		(A5.4) Work with Citizen's Advice Witness Service to improve victim and witness experience in the Courts.	Considered business as usual. Systems and processes in place to monitor and address performance issues. West Mercia has the highest witness attendance rates in the region.	Victims' Board Delivery Plan monitoring Performance Mgt.

			<p>Significant reduction in cases dropped linked to victim and witness attendance issues.</p> <p>Performance monitored by the OPCC and Victims' Board.</p>	Audit and scrutiny
A.6	Support the appropriate use of restorative justice	<p>1. Commission an appropriate service provider to deliver RJ interventions across West Mercia.</p> <p>2. Design and implement an RJ gateway service</p> <p>3. Design and implement an appropriate triage process which effectively manages RJ referrals.</p> <p>4. Consult and implement service level agreements between the CJS and the preferred provider.</p> <p>5. Effective contract and programme management.</p>	<p>This service has now evolved into the New Victim Advice Line where a strategic function will be coordinating RJ into every Victim needs assessment where appropriate, and coordinating the force response to RJ (including training, opportunity and engagement with the VCS to assist in facilitation).</p> <p>We have also included RJ into a new commissioned service with Victim Support, a response to RJ in the community – mobilising and coordinating conferences. The contract provides further sustainability for RJ within West Mercia; building on the positive outcomes we have achieved over the last 12 months.</p>	<p>1. RJ programme board</p> <p>2. Performance management reports</p> <p>3. Programme highlight reports.</p> <p>4. Contract management reports</p>

Building a more secure West Mercia				
Policing element:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
2.1	Ensuring officers and staff effectively identify and support people with vulnerabilities, understanding and managing associated risks	(2.1.1) The DCC for Warwickshire is the strategic lead for the alliance and represents the forces at national level. (1) Create a Strategic Vulnerability Board (SVB) to provide oversight of all strands of vulnerability and governance of a new overarching Vulnerability Strategy (2) Develop and implement a Vulnerability Strategy based on vulnerability themes identified at a national level. (3)Develop and implement a programme of vulnerability training. (4)Development of a training DVD on	The force is reviewing its meeting and governance structure linked to Vulnerability.	1)Strategic Vulnerability Board (2) WM - PCC holding to account session (3) WM PCC rep has attended the vulnerability training and briefed the PCC

Making sure the police provide the right response to incidents at the right time	vulnerability and a comms strategy to support the vulnerability work.		
	(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)	<p>1) The latest data from the Crime Survey England and Wales (12 months to December 2018) shows a small improvement in confidence compared to the previous period, with 71.9% of people having confidence in the police in their area. West Mercia remained 8th out of 8 in their most similar group (MSG) but has improved in the national rankings (32nd out of 42 forces). A downward trend has been seen nationally and across MSGs.</p> <p>Annual data from the PCC's Confidence survey has now been circulated internally. Confidence with West Mercia police has remained consistently around 85% since April 2018. It is suggested that the difference in confidence levels compared to CSEW is due to the nuancing of the question.</p> <p>Confidence performance (both CSEW and the PCC survey) was reviewed at Performance Management Group in July 2019; with a presentation on the PCC survey given to all the Force's senior leaders.</p> <p>2) There has been a notable improvement in 999 performance since November 2019. Performance has been remained above the 90% expected standard over Q1 of 2019/20.</p>	Weekly/monthly/quarterly performance reports & holding to account sessions
	(2.1.3) Response	86% of emergency incidents were attended within 20 minutes in June 2019. This is comparable to the previous quarter, and the same period last year. The average response time (13 mins) has remained relatively stable since the statistically significant increase in response times in June 2018.	Monthly/quarterly Performance reports

			A Local Policing Ch Supt is leading on demand work to ensure West Mercia Police have effective processes in place to appropriately respond to demand coming into the organisation. This work should have an impact on response times as well as volumes of unresourced incidents.	
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	Systems and process in place to reduce harm attributed to vulnerability, repeat victimisation and harm. Frameworks in place: •Harm assessment units •Multi-agency risk assessment conferences •Multi-agency Public Protection assessments •Multi-agency safeguarding hubs •Integrated Offender Management •Integrated Victim Hubs •SOCJAGs •Liaison and Diversion Reviewing PCC Victim Board governance to ensure delivery of outcomes.	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 (2.3.2) Implementation of the National Serious and Organised Crime Strategy requirements to work in partnership with other organisations to tackle those individuals and organisations causing most harm. (SOCJAGs)	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. The 2 Commissioning Officers (CO), the Criminal Justice Policy Officer and the Deputy PCC are now operating to a rota system for attendance at CSP meetings. SOCJAGS are now established and operating in Herefordshire, Shropshire, Telford and Worcestershire. The Worcestershire SOCJAG has been split into two tactical groups, north and south, which report into a countywide SOCJAG.	Attendance by PCC / Officers at CSP meetings Crime reduction Board

			A non police chair has been appointed in Herefordshire.	
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	Reducing Reoffending strategy in place. Currently reviewing to ensure objectives are being met. PCC strategy forms part of local reducing reoffending plans. Ongoing risks related to the performance of the CRC to reduce reoffending. OPCC to monitor. West Mercia PCC is represented on national working groups supporting the MoJ's review and reissue of CRC contracts. Action complete.	Community Safety Partnerships meetings, Crime Reduction Board, RJ Programme Board, Local Reducing Reoffending Boards. IOM Board
		(2.4.2) Mental Health - the force is signed up to the Mental Health Concordat and supports the local delivery plans,	Currently working with local commissioners to establish a revised approach to triage, using the CAS 111 service. In addition, the OPCC is working with Worcestershire commissioners in order to scope out the feasibility of introducing a mental health café.	Crime Reduction Board. MH Concordat Strategic Board. Strategic Custody Users group
2.5	Working with West Mercia Safer Roads Partnership and others to improve road safety, using practical, evidence led approaches to enforcement and education, reducing the number of deaths and serious injuries	1) Reinvigoration of governance and reporting mechanisms	The Local Safer Roads Funds are active and being utilised by local policing to meet the PCC and force's safer roads priority. Over £50,000 has been invested thus far. Examples of successful bids include vehicle activated signs, speed indicator devices, traffic calming gates, CSW equipment (hand held lasers), bikes for bikeability and resources for education initiatives. A Safer Roads Grant Scheme was successful and circa £322,500 of investment was approved comprising of 4 projects. The projects are in their initiation stages and are working towards beginning actual delivery on the 1st of October 2019.	Safer Roads Partnership Governance Board Grant monitoring
		(2) Co-ordination and re-commissioning of young driver training initiatives		

2.6	Work with partners to increase the proportion of hate crimes reported to the police	This work is ongoing. The force has refreshed its hate crime policies and procedures with its Independent Advisory Groups and others. The diversity team review all reported hate crimes and incidents to help identify any trends and ensure victims receive the best level of service.	The PCC continues to support any positive hate crime activity identified.	Strategic Diversity Board
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Police and Crime Commissioner's Commitments:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
B.1	Ensure partners work together to provide efficient and effective support to victims and use early intervention to prevent victimisation. <i>Cross reference to A3 (Victims Board and A4(Needs Assessment))</i>	(B1.1)Mobile App scheme: (1) Developing and building a mobile app aimed at 12-14 year olds. (2) Launch event for the app (3) Evaluation and consideration of future development	Completed	Delivery plan monitoring
		(B1.2)Perpetrator programme: Explore funding opportunities for a perpetrator programme across West Mercia	The DAPP (Domestic Abuse Perpetrator Multi-agency panels) and Drive project have now been live in Worcestershire since October 2018. Between Oct 2018 and June 2019, there have been 168 referrals of high risk DA perpetrators into the DAPP. Of these, 103 have been referred onto Drive. For those not referred to Drive, disruption plans have been put in place to disrupt perpetrator behaviour. We are working with University of Worcester to evaluate Drive and we have had the first interim report following interviews with the multi-agency partners who sit on the DAPP - this report provided very positive feedback from partners around the set up and	Delivery plan monitoring

			<p>implementation of the DAPP as well as Drive. Some specific comments from agencies were "I think it's the missing link" and "for me, it's time well spent and that is very much the way the local authorities will look at it. We're being proactive rather than reactive." (nothing new to update here) The final report from the University will evaluate the impact of the DAPP panels upon the Police response by analysing police data pre and post DAPP referral.</p> <p>We are working with Drive partnership and WCC to understand cost benefit analysis of Drive to inform future service provision and to engage partners to encourage commitment to future funding.</p>	
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>	<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.</p>	Completed	Delivery plan monitoring
		(B2.2) Development of KPIs associated to outcomes:	New outcome framework in place and agreed with Home Office and MoJ. Action complete	Delivery plan monitoring
		(B2.3) Develop and implement social value criteria for grant and commissioning applications	Social Value is now part of our tender and grant process. Action complete	Delivery plan monitoring
		(B2.4) Outcome Star review: (1) Complete the pilot of the outcome star involving 10 grant recipients.(2)Work with Triange Consultancy to evaluate the pilot (3)Roll out of the project to a wider groups of grant recipients, including training and familiarisation.	Completed	Delivery plan monitoring
		(B2.5) Extend the target age range of the existing diversionary model: Introduction of a tier 2 grant aimed at the 13-16 year old age group	Completed	Delivery plan monitoring

	(B2.6) Analysts working group: Hold regular workshops with analysts from CSP, police, IOM and public health seeking to improve awareness and sharing of knowledge between analysts. Improve communications, reduce and embedding the use of the balanced scorecards into the analyst function	Completed	Delivery plan monitoring
	(B2.7) Diversionary sporting activities for children and young people:(1) Review the independent evaluation from Loughborough University of a two year trial into effective sports interventions for diversionary activity (2) Subsequent activity to be determined	Completed	Delivery plan monitoring
	(B2.8) Schools Programme initiative: (1) Scope of programme to be identified and agreed (2) Subsequent activity to be determined.	Work on this has been progressing at slow pace. Phase 2 of the project comprised further research with the force to understand what they currently deliver to complement the original survey results from schools. A report has been produced for Phase 2 and was reviewed by the Commissioning Officer and Deputy PCC on 7th May. Some of the findings from the report concluded that there didn't seem to be an organised structure for training of police officers who are delivering sessions in schools. The consultant went away with actions to investigate what is recommended nationally from the College of Policing.	Delivery plan monitoring
	(B2.9) PCC Project Fund: Convert old red phone boxes to hold lifesaving defibrillator equipment.	Fund has been absorbed into the normal budget – action completed	Delivery plan monitoring
	(B2.10) Undertake a review of the PCC funding allocations to CSPs and the outcomes the funding achieves. Any subsequent changes to be implemented from 18/19 onwards.	Completed	Delivery plan monitoring
	(B2.11) Undertake a review of the PCC funding allocated for CCTV schemes across West Mercia:	Completed	Delivery plan monitoring

	(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.		
	(B2.12) We Don't Buy Crime (WDBC)	The PCC agreed to fund 2 WDBC co-ordinators and a full-time admin post for the project who are now in post. The project is exceeding all expectations and is delivering efficiently at a high standard. Outputs, outcomes and financial targets are being met or exceeded.	Grant monitoring
	(B2.13) PCC's Safer Roads Fund	Refer to 2.5	Grant monitoring
	(B2.14) West Mercia Diversionary Network (WMDN)	<p>The force's procurement team are preparing for the legal conditions of the WMDN tender and a timeline has been agreed with the Commissioner.</p> <p>A market engagement event took place for providers' and stakeholders on the 29th of July 2019, the outcomes of which will shape the final specification.</p> <p>A grant has been provided to YSS to provide a mentor/diversionary caseworker for children identified as being criminally exploited by the Worcestershire GET SAFE panel. This will support a gap in the interim and will act as a pilot for the WMDN project.</p>	Grant monitoring
	(B2.15) Drug intervention provider (DIP) custody review	<p>The Policy team have conducted a brief DIP review of with some extensive recommendations that have been presented to the Deputy PCC.</p> <p>Policy are now in the process of refining the recommendations and in the interim are meeting with Worcestershire County Council to seek public health support and feedback. This is the early stages of a much bigger project that will not launch until the new financial year.</p>	
	(B2.16) The Commissioner's fund performance reporting	This is a standardised and regulated process and the commissioning team are in the process of analysing	Grant monitoring

			<p>Q1 reports. This will be supported by visits from the policy intern.</p> <p>All of this information assists in decision making for future funding and is utilised as evidence when decisions are made at grant review meetings</p>	
		(B2.17) PCC Strategy development	<p>The PCC has agreed an approach to the development of a number of policy / strategy documents in support of the Safer West Mercia Plan objectives. Work is on going to develop draft strategic documents on rural crime, Road safety and domestic abuse. These will be issued for consultation in a phased approach in the coming months.</p> <p>The PCC's draft Serious and Organised Crime strategy was circulated for consultation in August, with low levels of response. The final strategy will be issued shortly</p>	
B.3	Make sure the Safer Roads Partnership responds to community concerns as well as working to reduce deaths and serious injuries on our roads	Pathfinder Project, teaching young people how to drive safely: (1) Develop a project specification seeking to introduce the programme across the whole of West Mercia.	Refer to 2.5	Grant monitoring
B.4	Provide oversight and support to West Mercia's Reducing Reoffending Strategy	<ol style="list-style-type: none"> 1. Consult and produce a partnership strategy designed to tackle and reduce reoffending. 2. Design, create and implement a delivery plan which supports the strategy. 	<p>Action complete</p> <p>PCC Strategy in place.</p> <p>CSP reducing reoffending strategies in place.</p> <p>IOM and ODOC framework in place.</p> <p>Governance and oversight provided by the CRB.</p>	PCC's Crime Reduction Board Programme highlight reports (IOM and Reducing Reoffending boards).

				Oversight and scrutiny reports (CSP, Reducing Reoffending Boards, IOM).
B.5	Work with my counterparts in the West Midlands region to ensure there are robust governance arrangements surrounding the existing regional collaboration agreements which help to deliver the Strategic Policing Requirement (SPR).	<p>(1) Monitoring of Police Reform and Transformation Programme, including Specialist Capabilities Board in particular</p> <p>(2). Reinvigoration of Regional capabilities governance</p> <p>(3). Build into Assurance and Holding to Account Programme</p>	<p>Regional roads policing - The four areas of collaboration identified in the regional ambition paper have seen significant progress against each one, and the Regional Governance Group were updated. Performance reporting in West Mercia and Warwickshire continues to be developed in line with CMPG performance to provide consistency across the region.</p> <p>Regional financial investigation (FI) - A paper has now been developed to support the increase of POCA funds returned to policing. A business case will also now be developed for regional FI capability with a focus on the prison estate.</p> <p>Criminality in the prison estate –The taskforce have now achieved a number of the actions within the plan, including developments in intelligence sharing between police and prisons and to increase awareness individuals who deliberately return to custody.</p> <p>Performance - This work continues at local, regional and national level.</p> <p>Drugs - Work continues on identifying the scale of the drugs problem in SOC, not just County Lines</p> <p>Police Aviation - The RPO continues to support the PCC in his role as the central region (East and West Midlands) representative on the National Police Air Service Strategic Board. The PCC will next attend the Board meeting on 27 June 2019. In this quarter the RPO is producing a report which details the use of drone technology by police forces in the West Midlands region (Staffordshire, Warwickshire, West Mercia and West Midlands). Once completed the</p>	PCC and Chief Executive attendance at regional PCC meeting. Scrutiny by regional POs. Scrutiny via AGG. Regional POs providing regular updates

			<p>report will be considered by the PCC and any agreed recommendations will be actioned.</p> <p>Counter Terrorism - The RPO completed a review of the West Mercia Counter Terrorism Local Profiles in the last quarter. The PCC then met with the head of the Special Branch to discuss report and recommendations. The RPO will now share lessons learned from the West Mercia review with other OPCCs in the West Midlands region and policy leads in the Home Office.</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>Services to Policing implementation commenced (see below).</p> <p>Warwickshire have indicated they are now moving to separate IT networks and systems. This will free West Mercia up to move at its own pace, not that of its partnership, will simplify design and reduce complexity of implementation as fewer systems are involved. This is likely to reduce costs.</p>	<p>(1) Transformation Board</p> <p>(2) AGG</p>
3.2	Delivering new fit for purpose technology and making best use	<p>(3.2.1) Mobile Working Programme.</p> <p>(3.2.2) In car media</p>	<p>Completed</p> <p>Following the closure of the original project, the commencement of the next iteration has been put on</p>	Transformation Board AGG

	of it		hold to focus resources on transforming the whole IT system.	
		(3.2.3) Telematics	Following the closure of the original project, the commencement of the next iteration has been put on hold to focus resources on transforming the whole IT system.	
		(3.2.4) Body worn video	Completed	
		(3.2.5) Data network and desk top rollout	Completed	
		(3.2.6) Athena	Phase 2 activity is ongoing, with key elements progressing as scheduled. These include developing an HR interface database for internal use and removing a SPOF. The Victim Care Database has an improvement in the new version V6.3 which is planned to be delivered in Q3.	
		(3.2.7) Gazetteer	Completed	
		(3.2.8) Digital Forensics	New accommodation for central Digital Forensics at Hindlip has been completed.	
3.3	Ensuring the force has fit for purpose buildings and contact points which best meet the needs of local communities and the organisation. (Cross reference 3.4)	(3.3.1) Estates Programme	The Estates Delivery Plan has been reviewed and now focuses purely on West Mercia (it formerly included Warwickshire). This is a “living document” and is updated monthly. The Asset Management Strategy will be fully reviewed once the Alliance changes are known.	Strategic Estate Manager
		(3.3.2) Replacement of Shrewsbury Police Station	Operational Requirement Group set up to identify Force needs and build up user specification. OPE 8 Funding application specifically for Northern Hub being prepared. Work with OPE partners to identify potential sites continues.	
		(3.2.3) Replacement of Hereford Police Station	Site in Holmer Road now acquired and acquisition of additional “Paddocks” site agreed in principle. This is subject to due diligence work and negotiation of more detailed terms being concluded.	
3.4	Delivering the operational control	Building of a new OCC	Final movement of staff into the new build was completed week commencing 15th July. The	IPCAC

	centre programme on time and on budget to improve force resilience		programme is awaiting re-baselined plans from the IT provider and once assessed will publish the date for go-live, with the plans incorporating the dependency of full integrated 999 & 101 telephony	
3.5	Making sure the force has the right contact channels for the public and that it provides the right response every time.	Development and implementation of the channel shift programme which will support a wider range of ways to interface with the force: online payments; web chat; self-service etc	Refer to 1.2 and 2.1.2	
3.6	<ul style="list-style-type: none"> • Understanding, investing in and developing the force's officers, staff and volunteers to make sure they are reaching their full potential • Properly investing in the workforce and developing staff 	<p>The People Strategy provides the strategic direction for the organisation with regard to organisational development, leadership development and learning.</p> <p>Activity in Support of the People Strategy includes:</p> <ul style="list-style-type: none"> >A Talent Management Programme has been developed and is to be implemented. >A Strategic Training Panel provides oversight of the L&D training programme to ensure organisational training needs are identified. >PDR process 	<p>The last strategic training panel meeting was cancelled in April 2019. However a copy of the latest performance statistics were shared with the OPCC electronically. Performance remains stable and there are no areas of concern.</p> <p>The 4 current CPD priorities for the force are:</p> <ul style="list-style-type: none"> - DA matters - Fairness in policing - Safeguarding - Unconscious bias <p>Progression and development is an agenda item for the August holding to account meeting on workforce. Areas to be explored include:</p> <ul style="list-style-type: none"> - Effectiveness of professional development tools including MAX, PDR and talent management; - Progression and development opportunities for police staff - Update on the leadership and development pilot referenced in the previous delivery plan update. 	

3.7	Ensuring a stable workforce which better reflects the demographic make up of our communities	The People Strategy provides the strategic direction for the organisation with regard to its people.	<p>The proportion of officers / police staff from a BME background in Q4 (Jan - Mar 19 - latest available data) has been compared with the proportion of the local BME population (3.8%).</p> <p>Officers: 2.49%. This figure has not changed considerably over the last 12 months.</p> <p>Staff: 2.55%. This is a very small reduction compared to the previous 2 quarters (2.75 - 2.85%).</p> <p>Recent officer recruitment activity has focused on attracting a diverse range of candidates. The subsequent communications campaign included adverts on buses, billboards (in areas of diversity), radio campaigns and print campaigns using photographs and case studies provided by the B-ME staff network.</p> <p>Preliminary findings suggest that there has been an increase in the diversity of applicants during this recruitment drive. However, more needs to be done to ensure underrepresented groups are supported throughout recruitment to ensure an increase of new starters at the end of the process.</p> <p>Recruitment and diversity was raised by the PCC at the holding to account meeting with the Chief Constable in January 2019. The PCC sought assurance that the force would utilise the recruitment of the additional 215 officers to improve diversity. Current projections for BME new starters are lower than anticipated. Attraction and recruitment, including of underrepresented groups will be raised further at holding to account in August 2019. Preliminary findings suggest that there has been an increase in the</p>	Strategic Diversity Group
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			<p>diversity of applicants during this recruitment drive. There were 331 new police recruit applications Oct - Dec 18. 4.8% of applicants were BME.</p> <p>During the same time period there were 46 new student officers (0 BME) and 19 transferees from other forces (16% BME).</p> <p>Recruitment and diversity was raised by the PCC at the holding to account meeting with the Chief Constable in January 2019. The PCC sought assurance that the force would utilise the recruitment of the additional 215 officers to improve diversity</p>	
3.8	Increasing the number of special constables and police volunteers	<p>(1) Develop a marketing and communications strategy</p> <p>(2) Ensure a streamlined recruitment and training process</p> <p>(3) Improve recruitment and retention</p>	Refer to D5.1	Citizens in Policing Steering Group
3.9	<ul style="list-style-type: none"> • Delivering a modern, effective and adaptable support function which responds to the needs of our service and community • Aspire to a market leading support service for policing. <p>Refer to 3.1 - 3.8</p>		Refer to 3.1 - 3.8	
3.10	Working alongside public and third sector partners so that together they		Refer to 2.2-2.6	

	deliver a safer West Mercia. Refer to 2.2-2.6.			
3.11	Reform of Protective Services		Protective Services reviewed as part of separation with Warwickshire. Only a few areas are being considered for delivery collaboratively with Warwickshire, others better delivered regionally (see Specialist Capabilities Programme C4.1) and the balance just within West Mercia. Negotiations ongoing.	
3.12	Reform of Services to Policing		Approval for Assyst (service centre call IT system) and eFins (Financial IT system) has been given. Heads of functions are being identified/recruited.	

PART B: Police and Crime Commissioner's Commitments				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
C1	Work with Warwickshire's Police and Crime Commissioner to provide governance and oversight of all the modernisation programmes across the alliance Refer to 3.1		Refer to 3.1	
C2	Support the health and wellbeing agenda within the alliance	(C2.1) Ongoing scrutiny of staff and officer sickness levels. (2)Review of annual staff survey	Workforce sickness forms part of the force's overall health and wellbeing agenda. June average % of hours lost to sickness: Officers: 5.32%, a slight increase on the previous month, but an improvement compared to the same period in 2018 (5,67%).	Holding to Account, AGG, Performance reports, Health & Wellbeing Board

			<p>Staff: 3.84%, a decrease compared to the previous month, and below levels of sickness seen during the same period in 2018 (4.58%).</p> <p>Current health and wellbeing activity delivered by the force includes the launch of the backup buddy initiative (an app for 24 hour support and advice), and the development of a new peer support scheme in collaboration with the National Police Wellbeing Service.</p> <p>Sickness rates continue to be monitored on a monthly basis and form part of the PCC's quarterly meetings with local policing Superintendents. Performance around the health and wellbeing agenda will be further scrutinised as part of the thematic holding to account on Workforce, taking place in August 2019.</p>	
		(C2.2) Develop and launch the Behind the Badge Campaign to highlight violence against officers and staff	<p>Critical Incident aired in June 2019 and feature PC Lloyd Stone but not DPCC Onslow- we raised this with them, and this was a change in the format of the programme made by the BBC.</p> <p>We have continued to maximise opportunities to promote the campaign whenever relevant and topical, and will be looking at opportunities to highlight this again in September to mark the first anniversary of the change in legislation.</p>	
C3	• Give leadership to the force and partners in forging new collaborations to deliver efficient and improved public services	(C3.1) Fire and Rescue Service Business Case	<p>Judicial Review heard in June, with the Home Secretary successfully defending all claims raised by the FRAs. Leave to appeal refused by the High Court. It is understood the FRAs are now mounting an appeal to the Court of Appeal. Consequently the earliest start date now assessed as being 2020. Monitoring of slow progress of current Fire-Fire collaboration ongoing.</p>	Regular reports to Police and Crime Commissioner and Chairs of FRA

	• Join up services and commissioning with partners where there are operational and financial benefits			
C4	Jointly monitor the National Specialist Capabilities Programme and respond to any changes arising from it		<p>The RPOs are continuing to support the PCC's engagement with the Specialist Capabilities Programme by advising on capability issues and decisions being sought by the programme. The PCC, via the regional PCC representative PCC Matthew Ellis scrutinised the development of the roads policing capability strand, in addition to analysing and the presumed financial benefits of this transformational work at the last Delivery Board meeting in June 2019. These issues were also debated with Chief Officers in the Regional Governance Group in July 2019.</p> <p>The next Specialist Capabilities Programme Delivery Board will take place in September and the PCC will continue to ensure that capabilities are developed in a manner which supports the safety and prosperity of West Mercia.</p>	
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>The next PSD meeting to cover performance across the full financial year 2018/19 will take place on 1st July 2019.</p> <p>The 2 JASC members holding the portfolio for Standards and Ethics received Centurion training and an input from PSD in Feb 19. A timetable for future dip sampling visits has been confirmed. The first dip</p>	Monthly Holding to account meeting; JASC; Dip Sampling of Police Complaints; Civil Claims monitoring

			sampling visit will take place in June to inform the July JASC meeting.	PSD Performance meetings
4.2	Delivering new online platforms for communicating and engaging with the public and partners, alongside traditional and existing methods.		Refer to 3.5, 1.2 & 2.1.2	
4.3	Proactively publishing information to demonstrate the force is working ethically, and enable good governance		Ongoing. The force website is kept up to date with relevant information	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 expect to receive Work with local people and partners to give visible reassurance on frontline neighbourhood policing.	Development of a Contact Management Strategy which sets out the service standards the public can expect to receive when having contact with the alliance	Limited crime reporting function has returned to online platforms to enable better contact options for the public and allow the force to more effectively manage demand. The PCC's contact management system has been renewed for a further year after an internal review of the system and its performance. It continues to ensure a good, efficient service.	

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	Following the alliance announcement, a decision was made to cancel the Alliance Diversity & Inclusion - Communities & Partners meeting (previously chaired by Warwickshire Chief Officers). A West Mercia group has been established and the first meeting will commence on 27th July.	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 Alliance Strategic Stop and Search Board has been suspended. Moving forward, the governance and oversight of stop and search will be through the West Mercia Communities and Partnership Meeting, which meets for the first time on 22 July.	Stop and Search Strategic Group. Strategic Diversity Group
4.8	Working with partners to improve prevention and understanding of cybercrime, ensuring the strategy is fully implemented and emerging threats are tackled	Cybercrime is a strategic priority for the force and is identified as a national risk in the Home Secretary's Strategic Policing Requirement (SPR). A revised Cyber Crime Strategy for the alliance sets out the approach to cyber. This is supported by a draft delivery plan. Work in ongoing to create a tactical partnership delivery group to support the strategy and to build and strengthen partnership opportunities.	The six monthly update received from the City of London Police shows that 442 cyber crimes were reported to Action Fraud between April 2018 and March 2019. 11% of all reports were from businesses and 89% from individuals. 'Hacking, social media and email' was the most prevalent crime type for both businesses and individuals. 20% of all victims requested victim care. This function is now carried out by VAL.	Briefings Cybercrime strategic governance group

		<p>A programme of mandatory online cyber training packages has been developed to raise awareness and understanding amongst officers and staff. Work is ongoing to develop training for Victim Support Staff which is scheduled to be implemented in Spring 2017.</p> <p>The Business, Rural and Cyber Crime (BRC) coordinators provide support to the cyber strategy through awareness raising and cyber-crime prevention advice to communities, businesses etc. There is a rolling corporate communications plan, #BeCyberSmart, which supports and promotes structured communication campaigns across the alliance.</p>	<p>The West Mercia Cyber Crime Partnership Group met on 15 July. The group will be working on developing and piloting a training package for businesses based on the NCSC Exercise in a Box, along with promotion of 'Cyber Savvy'.</p>	
4.9	<p>Making sure voices and priorities are heard and acted on from within our rural communities, via the Rural Matters plan to ensure their specific needs are addressed</p>	<p>The alliance tactical plan (Rural Matters) sets out 7 key strands of activity in support of the force approach to rural matters. The local policing superintendent for Herefordshire holds the alliance portfolio for rural and business and oversees delivery against the tactical plan. There a number of Rural, Business and Cyber (BRC) Coordinator and other support posts across West Mercia, supported by PCC funding, to provide local delivery in support of the tactical plan.</p>	<p>A proportion of the precept increase raised by the PCC from 2019/20 has been committed to increasing the level of dedicated staff resources dealing with rural crime. The additional staff will form part of problem solving hubs being introduced in each local policing area. Along with additional staff, a dedicated rural and business crime vehicle has been funded, one for each policing area.</p> <p>The PCC held a facebook live holding to account on rural crime in June.</p>	<p>Briefings Quarterly tactical meetings Update reports on PCC funded initiatives</p>
4.10	<p>Working with businesses and partners through the Business Matters plan to ensure business crime is addressed effectively</p>	<p>The alliance tactical plan (Business Matters) sets out 7 key strands of activity in support of the force approach to business matters. The local policing superintendent for Herefordshire holds the alliance portfolio for rural and business and oversees delivery against the tactical plan. There a number of Rural, Business and Cyber (BRC) Coordinator and other support posts across West Mercia, supported by PCC funding, to provide local delivery in support of the tactical plan.</p>	<p>A proportion of the precept increase raised by the PCC from 2019/20 has been committed to increasing the level of dedicated staff resources dealing with rural crime. The additional staff will form part of problem solving hubs being introduced in each local policing area. Along with additional staff, a dedicated rural and business crime vehicle has been funded, one for each policing area.</p>	

		The BRC teams have continued with locally tailored support across all 7 strands of the initiative.	Stafford Park in Telford has become the first industrial estate in West Mercia to become a We Don't Buy Crime Area, with a roll out of smartwater and associated signage across the estate.	
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Police and Crime Commissioner's Commitments:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
D.1	Make sure police follow custody rules and treat detainees safely and fairly, via an Independent Custody Visitor Scheme	(1)Recruitment and continuous training of the volunteer workforce. (2)Attendance at ICV local panel meetings. (3) Development and implementation of the electronic custody recording database across the alliance. (4) Providing data to & working closely with the Independent Custody Visitors Association (ICVA). (5)Attendance at national events concerning custody visiting (6)Publish an annual report (7) MOU for each ICV	<ul style="list-style-type: none"> •11 ICVs have been recruited and have gone through vetting. Two induction days are being run for new recruits on 14th and 21st September. This intake will bring the North Worcestershire, Herefordshire and Shropshire ICV panels up to strength. A further recruitment campaign will be launched to address a number of vacancies that have since opened up in South Worcestershire. •The ICV co-ordinator will be attending Worcester University Volunteering / Careers day with the aim of raising the profile of the scheme amongst younger members of the community. •ICVs still receive regular updates from the scheme co-ordinator on regional and national issues. •The next round of panel meetings will take place in September. The possibility of moving to quarterly meetings will be discussed with each panel individually. •Digital recording is now being completed across the whole force area. Refresher training has been provided and the ICV co-ordinator has also supported individual ICVs where necessary. There have been some issues with ICT access. Actions to resolve this are on-going. •Data has been provided to ICVA for the latest quarter, and also force-wide issue identified about 	Attendance at the strategic custody users forum (SCUF) and the Custody Users Group

			<p>ICVs access to interpreting services for non-English speaking detainees. This is also a national theme. The force is looking to resolve this and there is a trial period involving use of either cordless phones / translation sheets.</p> <ul style="list-style-type: none"> •ICV scheme holding to account policy has been completed and submitted to ICVA •Regional ICVA conference takes place in Staffordshire on 5th October. All West Mercia ICVs have been invited to attend. •Various custody throughput data has now been published on the PCC's website as recommended by HMICFRS. This will be updated every 3 months 	
D.2	Develop and publish a Communications and Engagement strategy, setting out how I will actively engage with communities and monitor performance	Develop, publish and implement a new Communications and Engagement Strategy, supported by a strategy delivery plan. Refer to the Communication and Engagement Delivery Plan for all related activity	<p>Progress continues to be positive on a number of fronts.</p> <p>Growth in digital platforms has been significant, with a reach of more than 50,000 per month now via the PCC's Facebook page. Almost 20,000 unique users visiting the PCC's website in the last year, representing a yearly increase of 37%.</p> <p>A significant number of events are planned through the summer for the PCC and his team. The programme of summer events is now complete and will be delivered across the force area.</p> <p>Roads Focus will also be launched in Shropshire, and a major event around the Home and Dry campaign is also planned with partners working to prevent water deaths.</p> <p>End of year monitoring shows a significant uplift in community engagement in the last 12 months, via correspondence coming in to the PCC's office. More</p>	Monitoring of Strategy delivery plan on a quarterly basis

			<p>than 1,000 cases were logged, compared to approximately 500 per year prior to when the current PCC was elected.</p> <p>Unfortunately two of the PCC's Community Ambassadors have had to leave their posts for personal reasons. Plans are being developed to cover their engagement work with the communities they served to ensure ongoing engagement between all parties.</p> <p>Planning continues for the next public Holding to Account meeting to be broadcast in the coming weeks.</p>	
D.3	Launch a new Commissioner's Ambassador scheme to deliver more engagements, relationships and local links across our communities	<p>(D3.1) Commissioner's Ambassador Scheme: (1) Design and establish a new Ambassador programme. (2) Recruit ambassadors (3) Identification of engagement appropriate for CA engagement (4) Identification of priority demographic and geographic communities (5) CAs to provide written feedback on all engagements (6) Provision of central support and materials etc to ensure CAs represent the ambassador appropriately.</p> <p>(D3.2) Ambassador Grant Scheme: (1) £40k allocated for CA identified projects (2) Development of grant scheme and associated processes (3) Ongoing monitoring of grant scheme</p>	<p>The Community Ambassadors have been busy across the summer months attending various community events both with police and other partners.</p> <p>They continue to engage with smaller communities and are now working alongside the new We Don't Buy Crime Coordinators and revised Rural and Business Officers in order to reach these more remote areas</p> <p>The funding pots continue to be used. The generic community pot has covered events, initiatives and other community based projects.</p> <p>The road safety fund is being used, although not as often due to the process for items, such as signs, taking a lot longer to go through. The delay can also be because of match funding, or because of the installation of said signs.</p>	Monitoring of CA programme

			During a recent meeting, the CAs were encouraged to think about other ways they could spend the money such as through education	
D.4	Ensure that the police and partner organisations are active and effective in tackling the issues that are important to our communities	(D4.1) PCC Confidence and satisfaction survey: (1) Explore shared opportunities with other PCC offices (2) Design a contact specification (3) Procurement exercise to identify suitable service provider (4) Subject to securing a provider, introduce a confidence and satisfaction survey across West Mercia	<p>The first quarter results from the second year of the confidence survey have been received. Headline figures from this show:</p> <p>Overall, confidence has remained stable at 85%. However, the perception that crime and ASB was a problem has increased from the same quarter last year (27% up to 33%). Three times as many also thought that there had been a decrease in the level of policing than those who thought it had increased.</p> <p>Around 91% of people say that WMP have their support with younger people being more confident and positive about the job that police are doing.</p> <p>Those confident that they would receive a good service has continued on a downward trend from 87% during Q1 last year to 82% during Q1 this year.</p> <p>15% of respondents now say that they are aware of the PCC which is an increase from 10% last year.</p> <p>The results from the survey are being analysed by the force and will inform service delivery</p>	Delivery plan monitoring
		(D4.2) Environmental Scanning via: (1) Daily media monitoring (2) Social media monitoring (2) Monitoring of Ambassador feedback (3) Monitoring of correspondence log (4) Formal consolation responses	We continue to horizon scan through daily media monitoring, social media monitoring and wider environmental scanning, this has been very useful in shaping our messages on a day to day basis, and allowed us to provide comment wherever appropriate on current, topical and relevant issues.	Delivery plan monitoring

			The weekly meeting with the force communications team has been reinstated most weeks, and is a useful tool in planning and shaping our communications for the week ahead. There is also a structured approach in place for long and short term diary planning, ensuring we continue to communicate in a relevant and timely manner.	
		(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 consultations where appropriate.	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	We will be celebrating national volunteers week in the first week of June with a media opportunity, visiting the Where Next project, to present a plaque to volunteers with learning disabilities to thank them for their hard work- this forms part of the wider inclusivity work. Also during volunteers week, we have issued a media release under embargo celebrating all volunteers within and alongside the police, will issue five social media videos celebrating specials, ICVs, NHW volunteers, Community Speed Watch and Search and Rescue, will issue graphics around the number of hours worked and support corporate communication to promote further good news stories. Visits are also being arranged to other inclusivity projects including the gardening project in Shrewsbury and the Car Wash project in Redditch, where we will look to promote other media opportunities	Delivering plan monitoring
		(D5.2) Support West Mercia's Police Cadets, Citizens' Academies and police Support Volunteer Scheme: (1) Attend, monitor and influence the alliance Citizens in Policing meetings (2) Funding for Police cadets scheme		Citizens in Policing Steering Group
D.6	Be open and transparent in all the decisions and appointments I make and in the way I hold the Chief Constable	((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	We continue to update the website and regular audits are carried out as per the document attached (last audited in April)- there remains some areas where updates are needed.	Website management plan

	to account	recruitments sites and internally.(5) Ensure all correspondence is logged and responded to in a timely fashion (6)		
		(D6.2) (1) Complete annual review of the Corporate Governance Framework (2) Complete annual review of the Treasury Management Framework	Completed	JASC
D.7	Work with the police to publish information arising from recommendations in HMIC or other strategic reports	The Force and PCC's office have developed an agreed process for managing and responding to HMIC inspections from the initial notification of an inspection through to the publication of the resulting inspection report and ongoing scrutiny of any subsequent improvement plan. Media and communications teams from both the force and PCC's office are responsible for publishing media statements and managing any media interest following the publication of a HMIC or other statutory report.	No specific West Mercia inspection reports have been published since the last update. One national thematic report, The Poor Relation the police and CPS response crimes against older people was published in July and the PCC will be submitting a response to the Home Secretary in due course. The force has been subject to a crime data integrity inspection report - the findings will be published later in the year. The publication date for the Integrated Peel Inspection report has yet to be confirmed.	
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.	The PCC's office is continuing to work with regional and national colleagues to develop the PCC's response to legislative changes in respect of appeals / reviews. The PCCs in the West Midlands region would like to collaborate and deliver this function regionally. An ICT	

			<p>business case is being developed to determine the feasibility and costs associated with a regional collaboration. This will be delivered by West Midlands Police ICT department in September 2019 and will inform the future direction for managing complaint reviews.</p> <p>The DPCC has regular meetings with the Head of PSD. 2018/19 data was reviewed in June 2019. It was noted that a number of considerable improvements had been made by PSD across a number of performance metrics including:</p> <ul style="list-style-type: none"> •% of complaints recorded within 10 days; •Average days for local resolution; •Average days for local investigation. <p>Indicative feedback from PSD suggests that this positive performance has been maintained in the first quarter of 2019, however the IOPC data has yet to be published.</p>	
D10	Engaging with the public and acting on their concerns locally	Home and Dry water Safety Network and Campaign	<p>The Home and Dry network continues to go from Strength to Strength. A successful event at Worcester University brought together all the key partners, involved impactful inputs from the family's of Tom Jones and Shane Walsh, and attracted significant media interest, including features on BBC Midlands Today and ITV Central. The network has expanded significantly as a result of this and several new partner agencies are involved. A large number of materials have been produced including a video with Kirsty, a campaign page, social media graphics, posters and leaflets, and merchandise (pens, key rings, stickers and beer mates)</p>	

			<p>The next steps will involve looking at Education and Physical Prevention. The delivery plan below outlines some of the steps that have been taken.</p>	
		Roads focus campaign	<p>The most recent Roads Focus campaign took place in Shropshire, in association with council. The campaign, which took place across a week, went well and had good engagement. Some drop-in sessions received very little engagement (Market Drayton), however others received a large number (Oswestry). The driver awareness session at the end of the week was also well attended.</p> <p>Phase two of Roads Focus Worcestershire has been arranged to coincide with Roads Safety Awareness Week (w/c 18th November) and will take place across two weeks. New locations for community drop-in sessions will take place, as well as a driver awareness session (theory) and the addition of a driver training session - which will cover the theme of winter driving.</p> <p>It is hoped that a campaign will take place in partnership with Herefordshire in the new year.</p>	

GLOSSARY: OVERSIGHT MECHANISMS – SUMMARY OF MEETINGS

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

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

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

Appendix 3

Performance Summary

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

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Summary

Topic	Inclusion	Data	Commentary	
Putting Victims & Survivors First				
Confidence	Quarter report unless updated	Increase compared to the previous period but below MSG and national average.		4
Victim Satisfaction	Month & quarter	Overall satisfaction - no significant change compared to previous month	Work begun against victim satisfaction plan	6
Repeat Victimisation	Month & quarter	Decrease in the volume of repeat victims and repeat rate from last month		7
Building a More Secure West Mercia				
Total Recorded Crime	Month & quarter	Increased volumes on previous month and above monthly average	No exceptional volumes	10
Violence with Injury	Quarter	Decreased volumes on previous month but above monthly average	No exceptional volumes	17
Violence without Injury	Quarter	Increased volumes on previous month and above monthly average	No exceptional volumes	19
Sexual Offences – Rape	Month & quarter	Increased volumes on previous month and above monthly average	No exceptional volumes	21
Sexual Offences – Other	Month & quarter	Increased volumes on previous month but below monthly average	No exceptional volumes	23
Residential Burglary-Dwelling	Quarter	Increased volumes on previous month but below monthly average	No exceptional volumes	25
Robbery	Quarter	Increased volumes on previous month and above monthly average	No exceptional volumes	27
Public Order	Exceptional	Increased volumes on previous month and above monthly average	Exceptional volumes in South Worcestershire and increase monthly average for Telford & Wrekin	29
Missing Persons Reports	Quarter	Increased volumes on previous month and above monthly average	No exceptional volumes	
Hate Crime	Month & quarter	Increased volumes on previous month and above monthly average	No exceptional volumes	32
Hate Crime Satisfaction		Overall satisfaction - no significant change compared to previous month		
Domestic Abuse	Month & quarter	Decreased volumes on previous month but above monthly average	No exceptional volumes	34
Child at Risk	Month & quarter	Increased volumes on previous month and significantly above monthly average	Exceptional volumes in South Worcestershire, Shropshire and Telford & Wrekin. An increase in the monthly average in Herefordshire. Reduction in the monthly average in Herefordshire and Shropshire	39
CSE		Decreased volumes on previous month and below monthly average		41
Cyber Crime	Month & quarter	Increased volumes on previous month and above monthly average	Exceptional volumes in Herefordshire, Shropshire and Telford & Wrekin.	43
Serious Organised Crime	Quarter	OCG and disruption data		46
Anti-Social Behaviour	Quarter	Increased volumes on previous month and above monthly average	No exceptional volumes	47
Road Traffic Casualties	Quarter	2 road deaths occurred in the previous month.		49
Response Times to Emergency Incidents	Quarter	Decrease in the volume of emergency incidents compared to the previous month	Increase in average emergency response time last month	51
Unresourced Incidents	Month & quarter	Volumes remain high.		53
Intelligence Reports	Month & quarter	Increase in outstanding submissions	Funding in place for additional staff	54
Criminal Justice – File Quality	Quarter			55
Reassuring West Mercia				
Business Crime	Quarter	Decreased volumes on previous month and below monthly average	No exceptional volumes	57
Rural Crime	Quarter unless exceptional	Decreased volumes on previous month and below monthly average	Volumes not exceptional	59
Reforming West Mercia				
Sickness	Month & quarter	Increase in Officer sickness rate compared to the previous month. Staff sickness rate has decreased.		62
Complaints	Quarter report	96% complaints recorded in 10 days and 93% finalised in 120 days.		63
Call Handling	Month & quarter	999 and 101 abandoned rate has increased. Answering of 999 calls above the standard but below for 101 calls.		65

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WEST MERCIA POLICE AND CRIME PANEL 10 SEPTEMBER 2019

WORK PROGRAMME

Recommendations

- 1. Members of the West Mercia Police and Crime Panel (PCP) are invited to consider and agree its work programme**
- 2. That membership of the Budget Scrutiny Group for 2019-20 is agreed.**

Background

3. Under the Police Reform and Social Responsibility Act 2011 the Panel is responsible for scrutinising the Police and Crime Commissioner's (PCC) exercise of their statutory functions. This includes:

- (a) The power of veto, by a two-thirds majority of the total panel membership, over the level of the PCC's proposed precept;
- (b) The power to review the Police and Crime Plan and make recommendations to the PCC who must have regard to them;
- (c) The power to review the PCC's annual report and make recommendations at a public meeting, which the PCC must attend;
- (d) The power to require the PCC to attend the Panel to answer questions.

Some of these functions are carried out at a specific time of year – for example the precept must be considered and a view given to the PCC by 8 February each year.

4. As a Scrutiny body the Panel reviews decisions made by the PCC, performance and issues of concern or interest. It is not possible to carry out all these functions in detail and it the Panel needs to plan its workload and agree its priorities.

5. The enclosed work programme has been compiled in consultation with the Chairman of the Panel and takes into account 'routine' items, items which are required to be considered by the Panel at particular points in the year and topics for which the Panel has asked the PCC to provide a report.

6. In previous years in support of its role to consider the proposed precept, the Panel has established a Budget Scrutiny Task Group which has met with the PCC to examine the budget and strategic issues impacting on the precept prior to consideration by the Panel. The Panel agreed with the PCC in February that this year the Task Group would meet during the year – likely to be in October – to review progress with the issues highlighted in the precept discussion. It is envisaged that this Group will also review the 2020-21 budget and precept preparation prior to discussion at the February Panel meeting.

7. Members have been approached to seek interest in joining this group and the Panel is asked to support its establishment and membership.

8. Members are also asked to consider, update if appropriate and agree the Work Programme.

Supporting Information

Appendix 1: West Mercia Police and Crime Panel Work Programme

Specific Contact Points for this Report

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Background Papers

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

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

West Mercia Police and Crime Panel - Work Programme 2018/19

Meeting Date	Area of scrutiny
10 September 2019	<ul style="list-style-type: none"> • Police Crime Plan Activity and Performance Monitoring • Potential briefing and visit ref IT • Victim Advice Line. Update on the numbers that are using in comparison to the same period last year (as Victim Support). The timeliness of pick-ups on calls and any reviews of the service provided by users. • An update of the number of officers recently recruited, where we are in their training, how near we are to full complement and if the PCC can advise how many are going to which location • Membership of the Budget Task Group (both for the mid-year position and precept) • Rural Crime • Update on proposals to end the current Strategic Alliance arrangement with Warwickshire
27 November 2019	<ul style="list-style-type: none"> • Police & Crime Plan Activity and Performance Monitoring Report
February 2020	<ul style="list-style-type: none"> • Proposed Precept 2019/20 – Report from the Task Group to consider to give Panel views to the PCC • Police & Crime Plan Activity & Performance Monitoring Report (October/Nov 2018 – December 2018) •
June 2020	<ul style="list-style-type: none"> • PCC's Annual Report • Annual report on complaints 2018-19 • Police & Crime Plan Activity and Performance Monitoring Report •
September 2020	<ul style="list-style-type: none"> • Update on the SOC Strategy Consultation • Police & Crime Plan Activity and Performance Monitoring Report •
November 2020	<ul style="list-style-type: none"> • Police & Crime Plan Activity and Performance Monitoring Report •
Potential items	<ul style="list-style-type: none"> • Mental health - impact on Police workload and how the PCC influences how this is dealt with • Victim Advice Line (VAL) how it is working?

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