

Agenda

West Mercia Police and Crime Panel

Monday, 15 June 2020, 11.00 am

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West Mercia Police and Crime Panel
Monday, 15 June 2020, 11.00 am,

Membership:

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

Agenda

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5	Confirmation of the Minutes of the previous meeting	1 - 8

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Reports and supporting information can be accessed via the Council's website at www.worcestershire.gov.uk

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West Mercia Police and Crime Panel

Wednesday, 5 February 2020, - 11.00 am

Minutes

Present:

Mr S J Mackay (Chairman), Mr M Wood (Vice Chairman), Mr R Evans, Mr D Tremellen, Mr S Bowen, Mr B Durkin, Mr Kuldip Sahota, Mr J Lavery, Mr R C Adams, Mr A D Kent, Mr P Whatley, Mr J Grubb and Mrs C Clive

Also attended:

Anthony Bangham, Chief Constable, West Mercia Police
John Campion, West Mercia Police & Crime Commissioner

Andy Champness, Chief Executive, Office of the West Mercia Police and Crime Commissioner

Elizabeth Hall, 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. The Minutes of the Meeting held on 27 November 2019 (previously circulated).

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

326 Welcome and Introductions

The Chairman welcomed everyone to the Meeting.

327 Named Substitutes

Councillor Peter Dyke was substitute for Councillor Helen Dyke.

328 Apologies and Declarations of Interest

Apologies were received from Cllrs Helen Dyke and William Parr.

Declarations of interest were made as follows:

- 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)
- Kuldip Sahota declared that he was standing for

		Police and Crime Commissioner in the May 2020 election.
329	Public Participation	None.
330	Confirmation of the Minutes of the previous meeting	The Minutes of the meeting held on 27 November 2019 were agreed as a correct record and signed by the Chairman.
331	West Mercia Police and Crime Commissioner (PCC) Proposed Precept and Budget 2020/21	<p>The Police and Crime Commissioner (PCC) apologised for the delay in confirming the proposals in respect of the Budget for 2020/21, Medium Term Financial Plan 2020/21 – 2022/23 and the precept for 2020/21. The delay was due to the general election and late grant notification from Government. The PCC thanked the Panel Members for their understanding and further apologised that detailed Scrutiny via a budget task group had not been possible this year due to the delay.</p> <p>The headlines from the proposals were:</p> <ul style="list-style-type: none"> • A Net Revenue Budget for 20/21 of £235.8m including an extra £11m • 93 additional police officers • £225.20 per year average Band D Council Tax (£8.54) • £0 reserves used on reoccurring expenditure • £130.7m Govt Grant (an increase of £8.269m from 19/20 Grant) <p>The funding supported:</p> <ul style="list-style-type: none"> • Financial stability without reliance on reserves • An increase in police visibility • Investment in tools for police officers to carry out roles more effectively • Extra resources being placed in areas of public concern – investigations into tackling drugs and most serious crimes • Greater investment in crime prevention and victim services • Putting West Mercia at the forefront <p>The Budget had been set in the context of:</p> <ul style="list-style-type: none"> • Increased demand and complexity • A 2.5% Police Pay Award

- Increased Employers Contribution for Police Pensions
- ICT infrastructure investment/reform
- Delay in delivering reform and savings due to delay in end of Policing Alliance
- Every penny of taxpayer's money spent in West Mercia

The total funding of the proposals for 20/21 was £235.805m:

- £102.303m (43%) from Council Tax (inc. Collection Fund Surplus)
- Proposed 3.94% (£8.54 Band D average) Council Tax increase – Additional £5.48m revenue
- £130.718m (55%) Government Grant
- £2.784m (1%) use of Reserves for one off expenditure

The PCC pointed out that the key risk for which there was no specific provision in Earmarked Reserves was, the obligation for reasonable costs in implementing the exit strategy for the Strategic Alliance with Warwickshire and in negotiating and implementing a revised collaborative arrangement.

Recruitment of police officers was continuing and by the end of July 2020, there would be 2238 police officers, including the additional 93 officers being recruited this year. The extra funding should ensure further development of clear metrics to measure impact of additional officers/resources and the dedicated Problem Solving Hub, which included increased resources for tackling rural crime.

The Chief Constable highlighted that:

- The Force priorities had been reset in January 2019 and were safer people, safer roads and safer homes.
- Last year, 115 additional Police Officers were recruited, and all were in post and on response shifts, with some areas in West Mercia having new teams providing improved Police Officer visibility.
- The total uplift of Police Officers was 308 (including the additional 93 to be recruited this year). This year, it was intended to move the more qualified and experienced officers into the investigative, problem solving and safer roads

teams. 88 officers would move to support the investigative model, 20 officers to support local problem solving teams to tackle the issues that matter most to local people and 20 officers to support safer roads.

The PCC reassured the Panel of his ongoing commitment to the Safer West Mercia Plan priorities ie putting victims and survivors first, building a more secure West Mercia, reforming West Mercia and reassuring West Mercia's communities.

The PCC placed on record his thanks to the Treasurer for the work that had gone into preparing the proposals, especially given the tight timescales this year.

During the opportunity for questions the following main points were discussed:

- A Member asked the PCC why he had given a commitment last year for a 2.99% increase for the policing portion of council tax, had decided to consult on 2.94% and had then recommended a 3.94% increase, especially as the government settlement had provided more funding than was expected. In response, the PCC advised that the increase to the individual was small and if the precept was lower, a bigger savings target would have been needed. It would have also been necessary for an ongoing reliance on reserves, whereas the proposals put forward would reduce the reliance on reserves.
- The importance of joint working with partners to tackle problems in the community was emphasised. The PCC pointed out that not all problems had a solution but could be mitigated. It was acknowledged that good communication between all partners and the community was key and that there was always room for improvement.
- A Member made the point that, whilst acknowledging the service improvements for West Mercia's communities to date, this was the second year where the proposed precept was higher than that indicated in the previous year's Medium Term Financial Plan and it was important that the Panel was provided with assurance that the previous objectives had been met. The PCC reminded the Panel of the rationale for setting the precept and agreed that performance management was not always as effective as it should be, but the aim was always to achieve

continuous improvement.

- In response to a question about the cost of the splitting of the Strategic Alliance, the PCC advised that there would be an obligation for West Mercia to pay reasonable costs in implementing the exit strategy for the Strategic Alliance with Warwickshire and in negotiating and implementing a revised collaborative arrangement. The PCC confirmed that there was no agreed exit strategy to date.
- It was noted that the Home Secretary's mandate letter confirmed that independent experts from the policing sector would be provided to assist the Forces in assessing and agreeing the costs of termination and charging mechanisms for any ongoing collaborations. The report from this independent assessment was expected in due course.
- In terms of road safety issues, it was confirmed that West Mercia Police worked closely with Highways England.
- The PCC advised that investment was being provided for education, prevention and diversionary activities in respect of drug abuse.
- A Member suggested that the response rate to the Budget Consultation Survey was poor. The PCC whilst acknowledging that the Survey response wasn't high, advised that the Survey was part of a range of options used for consultation including face to face meetings, social media, press release/media and that he was content that he understood public opinion.
- Given the level of capital costs and risk associated with IT and its role in supporting improvements in efficiency, the PCC was asked how it would be measured that the money was well spent. The PCC advised that he would wish to see improvements time wise and an increase in public confidence.
- The Panel would like to be kept updated about progress with the transformation of IT systems and would like to see original project plan for IT and progress against the Plan. It was therefore agreed that the original plan would be shared with the Budget Task Group at its mid-year review.
- The location of Bridgnorth Police Station was discussed and the PCC confirmed that where possible he would want to share premises but the fire station at Bridgnorth wasn't big enough for the co-location following an increase in the number of Police officers in the town.

Following the discussion:

- The precept proposal outlined to increase the precept by 3.94% for 2020/21, adding £8.54 average to the annual Council Tax bill for a typical band D home was agreed by a majority of the Panel.
- The Panel would work with the PCC to develop better measures for monitoring performance and implementation of the Police and Crime Plan, in particular for the priorities that the Budget was aimed to support.
- Given the level of capital costs and risk associated with IT and its role in supporting improvements in efficiency, the Panel would like to be kept updated about progress with the transformation of IT systems. It welcomed the PCC's offer to share the original project plan for IT during the year. The Budget Task Group would include IT in the items it would follow up at its mid-year review.
- The Panel remained concerned at the potential impact on the Budget of the costs of separating from the Alliance with Warwickshire, both in terms of costs to services in West Mercia whilst negotiations continued, and the level of costs associated with the implementation of the exit strategy.
- The Panel through the Task Group would wish to be informed about issues impacting on the budget during the financial year. Specific issues such as the Alliance separation may be considered by the full Panel or private briefings where necessary.

A letter informing the PCC of the Panel's decision would be sent. It was noted that the PCC was required to have regard to the Panel's report and provide a response which would be published.

The Report was noted.

**333 Police & Crime
Plan Activity
and
Performance
Monitoring
Report (Oct -
Dec 2019)**

The Panel was invited to consider the Police and Crime Plan Activity and Performance Monitoring Report for October-December 2019.

During the discussion, the following main points were made:

- A Member expressed concern about the increase in drug related offences and possession of weapons over the last few months and enquired whether this was a general trend or whether there were other reasons for the increase. The PCC explained that some of the increase was due to increased police activity around county lines in addition to exposing the problem and it being more of a focus. Going forward as more resources were put into the investigative teams, there would also be more investigative outcomes.
- A question was asked about what the impact of the increased numbers of policing had been and it was suggested that better communication and feedback to communities would raise the confidence of the public in the Police. The PCC acknowledged that the Force needed to be better at communication and he was holding the Chief Constable to account for this.
- It was confirmed that the Home Secretary had engaged the independent experts from the policing sector to assist the Forces in assessing and agreeing the costs of termination of the Strategic Alliance with Warwickshire and charging mechanisms for any ongoing collaborations.
- There were multiple entry routes for the recruitment of police officers including degree and degree level apprenticeships.
- In response to a question about what a positive outcome would be for measuring the performance of West Mercia Police in complying with the best use of the Stop and Search Scheme, the Chief Constable advised that it would be finding something and detaining a perpetrator.
- It was noted that theft of/from vehicles was reducing, but the PCC was concerned about the levels of reporting.
- The long term trend for burglary was still up but was reducing year on year.
- There were increased volumes of Child Sexual Exploitation (CSE), but numbers were low overall, the increases may be due to the various operations in progress.
- It was noted that the Police Officer recruitment

334 Work Programme

was going well but that 180 experienced officers were retiring. The PCC was able reassure the Panel that he was confident in the skills mix of the Force to cope with the loss of the experienced officers.

- Action Fraud - November 2019 was the 7th consecutive month that volumes had remained above the average and if this trend continued, the monthly average would increase. The PCC suggested that this required a national response as Action Fraud was no longer fit for purpose. He was lobbying government and working with the Association of Police and Crime Commissioners (APCC) on this.
- Concern was expressed about the abandoned rate for 999 calls, which had increased for the quarter and the PCC was asked what measures were being taken to improve this. The PCC advised that the performance had improved with 90% of call being answered in 10 seconds and was subject to weekly monitoring.
- Shropshire were taking part in a NHSE Pilot in respect of mental health and if successful would be rolled out across West Mercia.

The Report was noted.

The following additions to the Work Programme were noted:

- Confirmation of the Deputy Police and Crime Commissioner - June
- Child Safeguarding – June
- Visit to West Mercia Police Control Room
- Progress on GET SAFE
- Budget Task Group
- Performance Framework for the Budget

The meeting ended at 1.00 pm

Chairman

WEST MERCIA POLICE AND CRIME PANEL 15 JUNE 2020

APPOINTMENT OF TWO LAY INDEPENDENT CO-OPTED MEMBERS OF WEST MERCIA POLICE AND CRIME PANEL

Summary

1. Members of the West Mercia Police and Crime Panel (the Panel) will be provided with an update on the process for the appointment of two Lay Independent Co-opted Members of the Panel.

Background

2. The Panel is required to appoint two independent (non-councillor) co-opted members. At its meeting on 27 November 2019, it was noted that one of the two Independent Lay Members on the Panel had resigned.

3. The Agreement for Panel Arrangements requires the Panel to ensure there are two serving Lay Members and accordingly, it was agreed that Councillors Bowen, Wood and Tremellen would be appointed to an Appointments Panel to conduct the recruitment process and appoint to the vacancy.

4. In addition, the term of office of Mrs Carole Clive, the other co-opted Independent Lay Member of the Panel was due to expire in October 2020. It was therefore timely to for the Appointments Panel to consider re-appointing Mrs Clive for a further four years. Mrs Clive had indicated that she will be happy to continue in the role if the Panel considered it was appropriate for her to do so.

5. In making these co-options, The Police Reform and Social Responsibility Act 2011 requires that the Panel must ensure the overall Panel membership meets the balanced objective in skills, knowledge and experience necessary to discharge its functions effectively.

Recruitment

6. The Appointments Panel carried out the shortlisting process on 26 May 2020 and the interview process on 10 June 2020.

Specific Contact Points for this Report

Sheena Jones, Democratic Governance and Scrutiny Manager (Interim Monitoring Officer)

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Background Papers

In the opinion of the proper officer (in this case the Democratic Governance and Scrutiny Manager (Interim Monitoring Officer) there are no background papers relating to the subject matter of this report.

Agenda and Minutes West Mercia Police and Crime Panel – 27 November 2020
West Mercia Police and Crime Panel - Independent Member Appointment Panel – [26 May 2020 and 10 June 2020](#)

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



WEST MERCIA POLICE AND CRIME PANEL 15 JUNE 2020

END OF THE STRATEGIC POLICING ALLIANCE - UPDATE REPORT

Recommendation

1. Members of the Panel are asked to consider the report.

Executive Summary

2. The strategic policing alliance ('The Alliance') between West Mercia Police and Warwickshire Police was terminated due to it inhibiting the delivery of effective and efficient policing in some areas for West Mercia's communities. The Alliance governance and charging mechanisms were costing West Mercia's residents millions of pounds each year, both as a result of unrealisable identified savings and through subsidising Warwickshire.
3. The ending of the Alliance is already realising significant operational and organisational benefits for West Mercia Police and the communities it serves. These include financial efficiencies and greater control and direction of police resources. Further benefits enabled by ending the Alliance are expected to be realised in the months and years ahead.
4. Sustained attempts to reform the arrangement were made, but these were rejected by Warwickshire, leaving the Chief Constable and Police and Crime Commissioner no viable alternative but to terminate. In serving notice of termination in October 2018, West Mercia made clear that whilst the existing inequitable arrangements must come to an end, West Mercia were willing to renegotiate collaboration arrangements to ensure they were governed and funded transparently and fairly.
5. The terms of the Alliance collaboration agreement set out that West Mercia was liable (as the terminating partner) for reasonable costs incurred by Warwickshire in the implementation of an agreed exit strategy. These costs were settled in April 2020 through negotiation, with agreement between all parties of a final settlement figure of £10.5m, a figure West Mercia considers reasonable and representing good value for West Mercia's taxpayers.
6. This settlement figure was the result of tough negotiation by West Mercia's Chief Constable and Police and Crime Commissioner over a sustained period of time, supported by the independent Home Office appointed team, as well as financial and legal experts. It is lower than the figure recommended by independent analysis, and is significantly less than the figure that had been demanded by Warwickshire. The settlement figure is a negotiated full and final settlement discharging all liability West

Mercia has as a result of terminating the Alliance.

7. The terms of the alliance agreement state that the reasonable costs of implementing the agreed exit strategy be paid within 3 months of agreeing the settlement figure. The negotiated agreement means the settlement figure will actually be paid in instalments over a total period of 16 months further minimising the financial impact on West Mercia.

8. The settlement figure is expected to be recouped within 18 months through efficiencies enabled by ending the Alliance. It also enables significant improvements to policing within West Mercia over the short, medium and long term, which will be worth many times the settlement sum.

Background

9. West Mercia Police, West Mercia Police and Crime Commissioner (PCC), Warwickshire Police and Warwickshire PCC entered into the Alliance in 2012 with the clear intent to enhance the efficiency and effectiveness of policing for the benefit of both force areas.

10. The agreement committed West Mercia to resourcing 69% of the Alliance's staff, and Warwickshire 31%. However, in spite of the resourcing commitments, each force had a 50/50 say over governance. The agreement took no account of issues impacting the full and total cost of service delivery, such as estates or the amount of service consumed by each force.

11. The Alliance is acknowledged as having delivered financial savings in its early days. As both forces faced saving pressures it enabled savings to be found in back-office bureaucracy, offering a degree of protection to frontline policing. While the original vision was that the cost of realising these benefits would be borne proportionately over time, the way changes were made resulted in West Mercia bearing the majority of redundancy costs, with potential savings within Warwickshire, such as a shared Operational Control Centre (OCC), being unrealised.

12. However, over time these savings were eroded as opportunities and requirements for re-investment were realised without transforming the way services were delivered to West Mercia's communities. This was evident from a range of performance, financial and governance issues, set out later in this report.

13. In addition, according to an independent Police Foundation Review commissioned by both PCCs in 2014, for the Alliance to progress the leadership structure needed to revert to one Chief Constable. Warwickshire refused to consider this recommendation.

14. Sustained efforts were made by West Mercia to reform the Alliance, rather than terminate altogether. All efforts to reform were rejected or blocked by Warwickshire which left West Mercia with no choice but to terminate and seek to renegotiate. For example, the Alliance agreement had provision for annual review of the funding of the alliance, but Warwickshire consistently declined to do so, despite recommendations made by external auditors.

15. Notice of termination was served by the West Mercia Chief Constable and Police and Crime Commissioner in October 2018, with a 12 month notice period (in line with the Alliance agreement). Several offers of future collaboration were offered by West Mercia throughout this notice period on fair terms and in the business areas identified by Warwickshire as critical to their service delivery. No agreement was reached as Warwickshire did not identify their reasonable costs of implementing an agreed exit

strategy and would not agree any collaboration that included the actual cost of the services they consume. Warwickshire, instead sought to simply extend the existing terms of the Alliance as long as possible.

16. The terms of the Alliance agreement dictated that as the terminating party, West Mercia was liable for reasonable costs incurred by Warwickshire in the implementation of an agreed exit strategy. Negotiations around this exit strategy and financial liability went on for some time, including thorough analysis by an independent expert team, appointed by the Home Office.

17. It was not possible to agree the final terms of termination during the notice period, despite numerous offers from West Mercia based on the information provided by Warwickshire. The Home Secretary therefore mandated continued collaboration for a further six months to protect public safety in Warwickshire and an independent team was appointed.

Problems Caused by the Alliance

18. The Alliance had initially delivered financial benefits for both forces. Initial reports of the partnership delivering in excess of £35m in savings gradually became less and less relevant as these savings were either reversed over time, or were delivered disproportionately by West Mercia. For example, changes to Safer Neighbourhood Teams contributed more than £7m of savings to that figure, but were delivered solely in West Mercia.

19. From West Mercia's perspective, the 50/50 governance arrangement for the Alliance actively prohibited West Mercia from pursuing its optimal strategic options, damaging local policing services and costing taxpayers significant amounts of money. For example, recommended reforms to back-office support functions would have realised £13m efficiency savings per year for the alliance (£8m efficiency per year for West Mercia Police). Warwickshire declined to support the proposals, on the basis that the model required 1% of support service posts to move to operate from West Mercia, in order to maximise the benefits of rationalisation and economies of scale.

20. Similarly, a business case recommended the Alliance having a single OCC, based at Hindlip, instead of the (then) 3 OCCs across the Alliance. Warwickshire refused to approve this, and instead insisted on retaining an OCC in Warwickshire. The terms of the Alliance dictated that West Mercia had no choice but to fund 69% of this OCC, despite it being unnecessary. Again, in this case the costs to West Mercia's residents have been significant and simply served to divert resources away from frontline policing.

21. The Alliance had ceased to realise the further improvements in effectiveness and efficiency that had been identified. In many aspects the collaboration was no longer providing value for money. These issues manifested in a number of areas within West Mercia Police, including:

- OCC performance
- Public contact
- Criminal Justice performance
- Serious and Organised Crime performance
- HR
- IT
- Corporate Communications

Analysis and Service Improvement

22. These issues were not down to officers or staff, who were always committed to serving the public to the best of their abilities. The issues were primarily caused by the simple fact that there was no longer a shared vision, mission or objectives and the 50/50 governance could not overcome that. It was always a case of having to compromise services needed in order to suit the Alliance.

23. There were then a variety of contributing issues with the governance arrangements. The Alliance agreement related only to staffing, and took no account of the full and total cost of service delivery. West Mercia hosted more than 80% of all Alliance functions, but received no contribution from Warwickshire towards the significant estates costs associated with this. Refurbishing the forensics unit at Hindlip cost West Mercia Police (and its taxpayers) more than £1m in capital. Warwickshire's communities and police also benefitted from this refurbishment as an Alliance function, but contributed nothing towards these capital costs.

24. The Alliance arrangement was rigid in its 69:31 resourcing commitment and Warwickshire refused to authorise any review. It became apparent that West Mercia was resourcing a greater proportion of the Alliance than it was consuming, and was subsidising Warwickshire. This was evidenced and supported in a report by the Alliance's finance lead and has since been verified in the report from the independent team appointed by the Home Office. At the height of the Alliance, when nearly all services were shared, this unreformed, rigid resourcing commitment was costing West Mercia millions of pounds each year in subsidising its partner.

25. Levels of subsidy and uneven resourcing were also occurring in operational policing. Valuable, specialist and expensive resources from West Mercia Police were being deployed in Warwickshire every day, without any redress or compensation, because Warwickshire could not resource its own demands.

Future Collaboration between West Mercia and Warwickshire

26. West Mercia have consistently offered ongoing collaboration to Warwickshire but based on a fair, whole-cost funding arrangement with governance that did not enable one party to inhibit the development of the other.

27. The new arrangements for ongoing collaborations with Warwickshire enable both forces to retain control of their own resources, with equitable funding and charging regimes. There is considerably more detail and rigour in the agreements between the two forces, and in the governance over the collaborations. West Mercia will no longer be subsidising Warwickshire, and regains sovereignty over its services whilst allowing Warwickshire the support it needs to develop in the direction of their own plans.

28. Ongoing collaborations are in three groups:

- ICT is being provided through an 18 month long shared service collaboration, reflecting the current, highly integrated but poor condition of the ICT estate. This will enable both services to stabilise and then transition to new end states. Any ongoing, longer term ICT services such as data storage will be provided by West Mercia to Warwickshire through a hosted arrangement when the current collaboration comes to an end.
- Transactional support services and Forensics services are being hosted by West Mercia and provided to Warwickshire for up to 18 months. These are being

provided at a fair cost and to detailed service level agreements. This allows West Mercia to transform these services whilst maintaining service provision to Warwickshire. Warwickshire have indicated they wish to move to West Midlands Police for the provision of these services in due course.

- File Storage is being provided by West Mercia to Warwickshire through a hosted arrangement with fair charging arrangements and detailed service level agreements. This collaboration is open ended.

Settlement Agreement

29. It is important to note that any settlement agreement would need to not only represent value for money for West Mercia's taxpayers. It also needed to be justifiable as a lawful use of public money. Operating within these parameters made it impossible to simply agree on an arbitrary figure suggested by Warwickshire without the necessary evidence to support that figure. A settlement required a solid, evidential basis in order to be lawful. This principle underpinned West Mercia's thinking and negotiating position from the beginning.

30. Another fundamental principle of West Mercia's negotiating position related to not being liable for funding Warwickshire's 'betterment'. In that financial liabilities arising from the end of the Alliance could not be used to strengthen Warwickshire, putting them in a stronger position than they had been within the Alliance.

31. West Mercia's clear preference throughout was that the settlement of financial liabilities should be agreed at the same time as agreement to an exit strategy. This would have enabled both forces to plan more effectively across the short and medium term. It would also have been preferable to agree these matters earlier in the initial 12 month notice period. However, this proved impossible as Warwickshire continually made excessive, unjustified financial demands (significantly in excess of the final settlement figure) and refused to provide the necessary data and information to enable scrutiny of their claims.

32. Detailed information and data were only released by Warwickshire following the involvement of the independent team appointed by the Home Office. The analysis conducted by the independent team confirmed that not only had West Mercia been subsidising Warwickshire under the terms of the Alliance agreement, but also that Warwickshire's settlement demands were several times what the independent team considered appropriate.

33. The report set out recommendations around what was and was not justifiable regarding settlement, based on clear evidence and appropriate interpretation of the contractual terms of exiting the Alliance.

34. The final settlement cost of £10.5m as a full and final negotiated settlement is lower than the level recommended in the report and recognises the costs incurred by having to further support and therefore subsidise Warwickshire during the six month extension of the Alliance terms mandated by the Home Secretary. It does not compensate West Mercia for its significant financial cost of being within the Alliance over an extended period.

Value for Money

35. During the lifespan of the Alliance more than £1.3 billion of public money was given and used in policing West Mercia. However, the terms of the Alliance meant that at no

point in its eight year lifespan could West Mercia ever ensure that its own resources were fully focused on its communities, its staff, its vision, or its priorities. Compromise was a constant feature of the Alliance, where a partner less than half the size of West Mercia had a veto on the strategic and operational direction of a much larger force. One Chief Constable was effectively able to countermand another. In financial terms as well, it has cost local communities millions of pounds in lost efficiencies and effective policing across its lifespan.

36. In this context, the settlement represents a necessary investment to enable significant service improvements and efficiencies for policing in West Mercia. The settlement figure of £10.5m is set against policing in West Mercia having an annual budget of more than £235m this year, almost all of which is now fully disaggregated from the Alliance agreement and fully focused on West Mercia's communities and priorities. Specialist police resources are no longer leaving the force on a daily basis, meaning West Mercia's communities are better protected. Services that remain in either a hosted or collaborated arrangement with Warwickshire are now fairly funded. There are clearer lines of accountability for both the PCC and senior police officers. Leaving the Alliance is expected to return that £10.5m investment many times over in terms of added value to the public across the medium term.

37. Payment of the settlement will span two financial years, enabling West Mercia to budget accordingly and adjust its medium term financial plan and reserves strategy. Plans to continue recruiting additional police officers will not be affected. Budgets for back-office support functions are not expected to alter in the medium term as a result of terminating the Alliance, but may be reformed as the opportunity for organisational transformation (and the realisation of efficiencies) is now within West Mercia's gift.

38. West Mercia Police has already produced detailed plans as to how efficiencies will be delivered in the coming months. Ending the Alliance enables West Mercia to press ahead with recommended reforms to police support services, which are expected to realise annual efficiencies for West Mercia of £8m. West Mercia will also no longer have to contribute towards the running costs of the second OCC in Warwickshire. By no longer subsidising an Alliance partner it will ensure a greater proportion of West Mercia's resources are prioritised towards frontline delivery for West Mercia's communities.

Contact Points for the Report

For the PCC's office: Andy Champness, Police and Crime Commissioner Chief Executive
andrew.champness@westmercia.pnn.police.uk

For Panel support: Sheena Jones, Democratic, Governance and Scrutiny Manager
Tel: 01905 844871
sjones19@worcestershireshire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Interim Monitoring Officer) 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 15 JUNE 2020

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

Recommendation

1. Members of the Panel are asked to review the annual report and to make any recommendations to the Police and Crime Commissioner (PCC) for consideration.

Background

2. Under Section 12 of the Police Reform and Social Responsibility Act 2011, the PCC is required to report to the Police and Crime Panel (the Panel) on the exercise of his functions in each financial year. Specifically, the Annual Report should report on:
 - (a) the exercise of the PCC's functions in each financial year, and
 - (b) the progress which has been made in the financial year in meeting the police and crime objectives in the PCC's Police and Crime Plan.
3. The draft Annual Report for 2019/20 is attached at Appendix 1 for the Panel's consideration. The report provides a high-level overview of the PCC's work over the last financial year.
4. In accordance with the Act, members of the Panel are required to review the report and to make any recommendations to the Police and Crime Commissioner for consideration. The PCC must then respond to any report or recommendations that the Panel make prior to publishing the final version on the report.

Legal Implications

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

Supporting Information

- Appendix 1 – Draft Annual Report 2019 – 2020 (to follow)

Contact Points for the Report

For the PCC's office: Andy Champness, Police and Crime Commissioner Chief Executive

andrew.champness@westmercia.pnn.police.uk

For Panel support: Sheena Jones, Democratic, Governance and Scrutiny Manager
Tel: 01905 844871

sjones19@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Interim Monitoring Officer) there are no background papers relating to the subject matter of this report.

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WEST MERCIA POLICE AND CRIME PANEL 15 JUNE 2020

PROPOSED VARIATION TO THE SAFER WEST MERCIA PLAN

Recommendation

1. Members of the Panel are asked to review the proposed plan variations and to make any recommendations to the Police and Crime Commissioner (PCC) for consideration.

Background

2. In March 2020 the Government announced local government and police and crime commissioner elections were to be postponed for one year due to the coronavirus pandemic. In response to this the PCC has reviewed the Safer West Mercia Plan to ensure it remains fit for purpose for an additional period of time.
3. Under Section 5 (5) of the Police Reform and Social Responsibility Act 2011, the PCC is required to send a proposed variation of the police and crime plan to the West Mercia Police and Crime Panel for consideration.
4. The PCC must then have regard to any report or recommendation made by the Panel in relation to the variation; give the Panel a response to any such report or recommendations and publish this response prior to publishing the Plan with the variation

Variation details

5. After reviewing the Plan, the PCC is proposing to make some amendments to a number of commitments to ensure they remain fit for purpose for the remaining life of the Plan. It is important to note that the PCC's vision and four overarching objectives remain unchanged.
6. The proposed changes have been set out in a Word document so that Panel members can easily see where revisions have been made. The revised document would be published in the same format and design as the current Plan.
7. As required under the Act, the Chief Constable has been consulted on the proposed variation.

Legal Implications

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

Supporting Information

Appendix 1 – Safer West Mercia Plan with proposed revisions.

Contact Points for the Report

For Panel support: Sheena Jones, Democratic, Governance and Scrutiny Manager
Tel: 01905 844871
Email: sjones19@worcestershire.gov.uk

For the PCC's office: Andy Champness, Police and Crime Commissioner Chief Executive
andrew.champness@westmercia.pnn.police.uk

Background Papers

In the opinion of the proper officer (in this case the Interim Monitoring Officer) there are no background papers relating to the subject matter of this report.

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A SAFER WEST MERCIA PLAN

DRAFT REVISIONS

Version	V5. Revised Draft
Date	22 May 2020
Author	J Irvin

Contents

- 1. Foreword**
- 2. An Introduction - The Safer West Mercia Plan**
- 3. Putting victims and survivors first**
- 4. Building a more secure West Mercia**
- 5. Reforming West Mercia**
- 6. Reassuring West Mercia's Communities**
- 7. Appendices**

Foreword

The extraordinary time we have all experienced as a result of Coronavirus has led to a postponement of the Police and Crime Commissioner elections until May 2021. In response to this I have reviewed my Safer West Mercia Plan to ensure it remains fit for purpose for an additional period of time. Overall I am confident that the priorities I set out in this plan four years ago are still relevant today, however it's timely to make some minor revisions to the plan for my extended term of office.

John Campion May 2020.

Taking a good service and making it great represents a big challenge. It requires attention to detail, understanding, the right resources, and a determination to succeed. This ~~is~~ **was** the challenge I ~~have~~ set myself **when I was elected in 2016**: To take our strong foundation of a good police force and create an even safer West Mercia.

This plan will outline how, together, we can all help to achieve that goal.

This challenge means giving our officers the tools, skills and processes to do their work more effectively and more efficiently. It also means establishing West Mercia as a modern, dynamic, innovative police force whilst retaining the traditional fundamentals of good policing. The force must sustain and extend its connections and relationships with local communities by improving engagement, visibility and accessibility. Put together, the aim is to create a police force that is known and respected both nationally and locally for its outstanding performance.

For our communities, it will mean empowering people to play a more active role in identifying and tackling local issues. Active citizenship can and should have a major part in creating communities that are safer, stronger and more united. I want to ensure people have the opportunities and tools to make more positive contributions to their own communities, with appropriate backing from the police or other partners as required. I also want to provide a better service for victims of crime. Where people do fall victim, I will ensure they consistently get the support they need to cope, recover and prevent re-victimisation.

For partner agencies, it will mean working closer together to achieve the best possible value and results for the public. We will need to be reactive and adaptive together as society, culture and technology evolve over time to ensure we continue to deliver the priorities and issues that the public needs.

None of this will be easy but I will work tirelessly to make it a reality.

Together we can build a safer West Mercia.

An Introduction - The Safer West Mercia Plan

I delivered a clear vision for a safer West Mercia during my election campaign. This is the vision the public voted for, it is the vision contained within this plan, and it is the vision I will work hard to deliver.

My vision for a safer West Mercia			
Putting victims and survivors first	Building a more secure West Mercia	Reforming West Mercia	Reassuring West Mercia's communities

This vision has been further shaped by the consultation I have carried out since my election (detailed below), along with analysis of inspections, audits and police performance in West Mercia.

- Results from my online surveys with the public and workforce of West Mercia
- West Mercia Police's Strategic Assessment and Control Strategy
- Community Safety Partnership strategic assessments and plans
- The strategic objectives and priorities of other partner organisations
- The strategic Policing Requirement
- National strategies
- Inspection reports from Her Majesty's Inspectorate of Constabulary

Putting victims and survivors first

I will ensure improved and more consistent services for the victims and witnesses who suffer most from crime. I will ensure they get the right help to cope and recover at every point of their journey.

I will hold the Chief Constable to account for:

- Making sure officers and staff have the skills to properly support victims and do so whenever necessary
- Ensuring all victims who report an offence in West Mercia can access 'Track my Crime' or an alternative with equivalent capability.

As your Commissioner I will:

- Work hard to put victims and survivors first
- Set out my commitment in a new Victims Charter, clarifying what services victims can expect, and what services must be delivered
- Set out my ongoing commitment in a new Victim and Witness Strategy, supported by a comprehensive delivery plan overseen by my Victims Board.
- Complete a victims' needs assessments to inform future commissioning intentions with a focus on victim, offenders and early intervention.
- Bring together and help lead a new Victims Board to ensure better results and consistency
- Make sure victims get effective services, enabling them to cope and recover and reduce their chances of re-victimisation
- Work with government to further enhance services for victims and witnesses locally
- Work with partners and service providers to co-locate and provide a coherent and coordinated multi-agency response to victims
- Use my role as PCC to influence the legislative agenda to secure sufficient funding for victim services
- Ensure the victim voice is at the heart of all activity in relation to my role
- Actively seek to engage with victims in the development of service provision
- Support the appropriate use of restorative justice
- Develop strategies based on evidence to support the delivery of my key aims and objectives, and ensure the commitments I set out in these strategies are followed through with activity

What I will deliver for West Mercia:

An enhanced and seamless approach to victim and witness care which will include:

- An inclusive approach to commissioned services where all victims, survivors and witnesses are kept informed and receive tailored support
- A seamless pathway of commissioned activity from my office, dovetailing where possible into existing provision from partner agencies increasing victims confidence
- Achieving the right outcome for the victims and supporting more cases through the criminal justice system

The Victims Board will:

- Co-ordinate victim services and pathways which help victims cope and recover
- Ensure victims are at the heart of the criminal justice system
- Champion enhance support for the most vulnerable
- Ensure victims and witnesses get the right information at the right time
- Act on recurring concerns about victims in the criminal justice system
- Identify and resolve issues regarding policies and processes relating to victims and survivors
- Make sure services and approaches are aligned to strategic priorities
- Ensure compliance with the Victims Code of Practice
- Provide a forum for strategic evidence and data sharing, review and problem solving
- Promote best practice across West Mercia and Warwickshire
- **Hold criminal justice agencies to account for compliance to the Code Of Practice for Victims**

Building a more secure West Mercia

I will reduce harm and protect people in communities right across West Mercia, particularly our most vulnerable people. From my perspective this is a non-negotiable part of policing and a key commitment from my partners. Together we can build a more secure West Mercia by understanding and tackling the causes of crime, improving community resilience and cohesion and being more responsive to emerging threats.

My particular focus areas will be:

- The most serious crimes committed against individuals and the most vulnerable in our society
- **Bringing those responsible for carrying out the most serious crimes in our society to justice**
- **Protect young people who are at risk of committing crime or being exploited**
- Crimes and incidents that impact our communities on a daily basis
- Crimes hidden from public view whether online or in our local communities which are often responsible for causing the greatest harm
- New or emerging crimes

I will hold the Chief Constable to account for:

- Making sure the police provide the right response to incidents at the right time
- Working closely with partner agencies to reduce harm and prevent victimisation
- Ensuring officers and staff effectively identify and support people with vulnerabilities, understanding and managing associated risks
- Proactively finding the causes of crime so threats are identified and targeted before they escalate
- ~~Working more effectively~~ **Using an effective problem solving approach, working with partners and local communities to prevent, solve and reduce crime and anti social behaviour**
- ~~Ensuring partnership commitments are fully implemented and delivering the best possible results, including West Mercia's Reducing Reoffending Strategy and Mental Health Crisis Concordat~~
- ~~Working with~~ **Ensuring the West Mercia Safer Roads Partnership Road Safety Team works with partners and local communities** ~~and others~~ to improve road safety, using practical, evidence led approaches to enforcement and education, reducing the number of deaths and serious injuries

Together the Chief Constable and I will:

- Work with partners to increase the proportion of hate crimes reported to the police.
- **Ensure local partnership Joint Action Groups address serious and organised crimes in their areas**

As your Commissioner I will:

- Ensure partners work together to provide efficient and effective support to victims and use early intervention to prevent victimisation

- Develop strategies based on evidence to support the delivery of my key aims and objectives, and ensure the commitments I set out in these strategies are followed through with activity
- Make sure public funding used in support of this objective is allocated responsibly, is outcome focussed and based on proven need
- Use a commissioning framework to ensure funding for community safety partnerships represents value for money
- ~~Make sure the Safer Roads Partnership~~ **Developing and implementing a Road Safety Strategy to work with partners to coordinate activity**, responds to community concerns as well as working to ~~and~~ reduce deaths and serious injuries on our roads
- Provide oversight and support to West Mercia's Reducing Reoffending Strategy

What I will deliver for West Mercia:

- A reduction in harm and an increased feel of safety as a result of fewer repeat victims and offenders and an increase reporting of offences
- **An effective prevention and early intervention network to reduce the number of young people involved in, or falling victim to low level, serious and organised crime**
- West Mercia Police will improve its current 'requires improvement' and then sustain its rating in HMIC's PEEL (police effectiveness, efficiency and legitimacy programme) effectiveness (vulnerability) inspection
- An increase in confidence to report an offence to the police from both victims and witnesses

Reforming West Mercia

West Mercia Police is a professional, hard-working force that delivers a good service to its communities. I will build on those foundations by transforming the organisation into a modern, innovative force, leading the way nationally and delivering even more locally.

It is imperative we give officers and staff the space, tools and skills to do an excellent job, whilst ensuring the best possible value for the taxpayer and service for our communities. I will ensure the money given for policing is spent as efficiently as possible before I ask our communities to pay more through council tax.

I will back the force with the investment and resources it needs to become more responsive to changing demands. In return for this freedom and support I will hold them robustly to account to ensure the police deliver the service our communities need to be safe and feel safe.

I will hold the Chief Constable to account for:

- Ensuring ~~the alliance~~ **force** transformation programmes delivers an ~~better, more efficient service to the public~~ **effective and adaptable service which responds to the needs of our communities and the organisation**
- Delivering new fit for purpose technology and making best use of it
- Ensuring the force has fit for purpose buildings and contact points which best meet the needs of local communities and the organisation
- Delivering the operational control centre programme on time and on budget to improve force resilience
- Making sure the force has the right contact channels for the public and that it provides the right response every time
- 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
- **Achieving the uplift in additional officers and ensuring the** a stable workforce which better reflects the demographic make up of our communities
- ~~Delivering a modern, effective and adaptable support function which responds to the needs of our service and community~~
- Increasing the number of special constables and police volunteers, **focusing on the contribution they make towards keeping communities safe**
- Working alongside public and third sector partners so that together they deliver a safer West Mercia
- Ensuring there is strategic planning for the future of policing in West Mercia **including the development of coherent Force IT, fleet, people and estates strategies.**

As your Commissioner I will:

- ~~Work with Warwickshire's Police and Crime Commissioner to provide governance and oversight of all the modernisation programmes across the alliance~~
- **Develop strategies based on evidence to support the delivery of my key aims and objectives, and ensure the commitments I set out in these strategies are followed through with activity**
- **Ensure my Strategic Estates Plan is used to drive effective activity, focus and investment in the police estate both now and into the future**

- Support the health and wellbeing agenda within the ~~alliance~~ **force**
- Give leadership to the force and partners in forging new collaborations, **at local, regional and national levels** to deliver efficient and improved public services

Together the Chief Constable and I will:

- **Deliver service improvements and in doing so maximise the benefit to our communities in reducing crime and the causes of crime**
- Invest to save, so the force can be more adaptable and make best use of its resources
- Monitor the ~~National Specialist Capabilities P~~ **rogrammes** and respond to any changes arising from it
- Join up services and commissioning with partners where there are operational and financial benefits
- Aspire to a market leading support service for policing

What I will deliver for West Mercia:

- A modern, agile, more responsive police force which continues to deliver more locally
- **An efficient, commercially viable, fit for purpose police estate**
- Better infrastructure and development for West Mercia's officers and staff to reach their potential whilst providing value for money for the public.
- A network of partner, public and third sector agencies working alongside the police to deliver a safer West Mercia

Reassuring West Mercia's Communities

It is vital our communities are not only safe, but feel safe too. I want to make that principle a reality for more people across West Mercia.

I want to ensure our communities can have trust in me as their Commissioner and the police force I hold to account on their behalf. Policing of our communities is by consent and it is important that people trust in our police to do so. People need to be able to engage with both myself and their police to be confident that, respectively, we are visible, accessible, transparent, understanding of local priorities and capable of tackling them effectively.

I will create more opportunities for communities to not only raise local issues, but also play a leading role in resolving them. I want to enable more active citizenship and will ensure people get the tools, training or expertise they need in order to help themselves and their communities. This will include updated and improved use of technology, delivering services and engagement more conveniently via new internet and social media platforms.

I will hold the chief constable to account for:

- Ensuring the Police Code of Ethics is embedded within the force's culture, and is adhered to
- Delivering new online platforms for communicating and engaging with the public and partners, alongside traditional and existing methods
- Proactively publishing information to demonstrate the force is working ethically, and enable good governance
- ~~Engaging with the public and acting on their concerns locally~~
- Ensuring the force is visible and accessible both in communities and online **and is 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
- Making sure all communities, individuals and staff are treated equally, fairly and respectfully by the force
- Ensuring West Mercia Police complies with the Best Use of Stop and Search Scheme
- Working with partners to improve prevention and understanding of cyber crime, ensuring the strategy is fully implemented and emerging threats are tackled
- 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
- Working with businesses and partners through the Business Matters plan to ensure business crime is addressed effectively

As your Commissioner I will:

- Make sure police follow custody rules and treat detainees safely and fairly, via an Independent Custody Visitor Scheme
- **Develop strategies based on evidence to support the delivery of my key aims and objectives, and ensure the commitments I set out in these strategies are followed through with activity**
- **I will continue to review, refine and invest in my Communications and Engagement strategy, ~~setting out how I will actively engage with communities and monitor~~**

~~performance~~ to ensure I am acting on the views of our community including those of hard to reach and minority communities

- Launch a new **Use my** Commissioner's Ambassador scheme to deliver more engagements, relationships and local links across our communities
- Ensure that the police and partner organisations are active and effective in tackling the issues that are important to our communities
- Involve, engage and empower communities in the delivery of my plan through more opportunities for active citizenship and volunteering
- Be open and transparent in all the decisions and appointments I make and in the way I hold the Chief Constable to account
- Work with the police to publish information arising from recommendations in HMIC or other strategic reports

Together the Chief Constable and I will:

- Work with local people and partners to give visible reassurance on frontline neighbourhood policing

What I will deliver for West Mercia:

- Increased **awareness of and** confidence in local policing **and PCC activity**
- Communities feel valued, informed and involved
- The force achieves and maintains a minimum rating of 'good' in HMIC's PEEL inspections
- Published communication and engagement which makes both myself as your Commissioner and the force more accessible to all communities
- Increase the proportion of hate crimes reported to the police

Appendix 1: Collaboration and partnership working

Building a safer West Mercia is not and cannot be the sole responsibility of any one person or organisation. I am committed to effective partnership working and this principle will be essential in achieving many of the objectives in this plan.

We have some good existing partnership arrangements already in West Mercia. I will look to sustain these and build new ones in order to achieve more effective and efficient results for our communities.

I will work with local partner organisations to:-

- Develop strong partnerships that deliver our shared outcomes, particularly with community safety partnerships, local authorities, fire and rescue services, health and wellbeing boards, the youth offending service, safeguarding children boards, safeguarding adults boards, criminal justice agencies and the community and voluntary sector
- Support collaboration to improve services, increase capability and achieve efficiencies
- Aim to better serve local communities by encouraging innovative partnerships with the local and community sector
- Consider opportunities for aligning, co-locating, sharing or integrating services where it is in the best interest and operationally and financially viable to do so.
- Ensure effective partnership work to tackle adult and youth reoffending and its causes
- Manage the change to the Transforming Justice agenda, with criminal justice partners

National and regional collaboration

I will work with regional and national partners on threats and areas of policing which go beyond a single force's boundaries, interests and capabilities. These include national threats set out in the Home Secretary's Strategic Policing Requirement (SPR) of terrorism, civil emergencies, organised crime, threats to public order, large scale cyber incidents and child sexual abuse.

I will work with my regional counterparts of Staffordshire, Warwickshire and the West Midlands and wider regional and national partners to ensure we have the capability and capacity to tackle major challenges to public safety set out in the SPR and that robust governance arrangements are in place to hold the chief constable to account for responding to these national threats.

I will explore further operational collaboration with other police forces, particularly our neighbouring regional forces. I will also work with other Police and Crime Commissioners to improve and increase our collaborative working, building on the existing response to organised crime and criminal use of the road network, as well as ensuring that there is effective regional and national oversight of counter-terrorism policing.

Beyond this, I will look to work with my regional partners to develop collaborative approaches to other policing activity, such as uniformed operations (including armed policing) and other specialist functions. While ensuring continued responsiveness and

preserving local accountability, these steps can deliver cost effectiveness, increased capability and greater resilience.

These commitments further support the building of a secure West Mercia.

Appendix 2: Performance and accountability

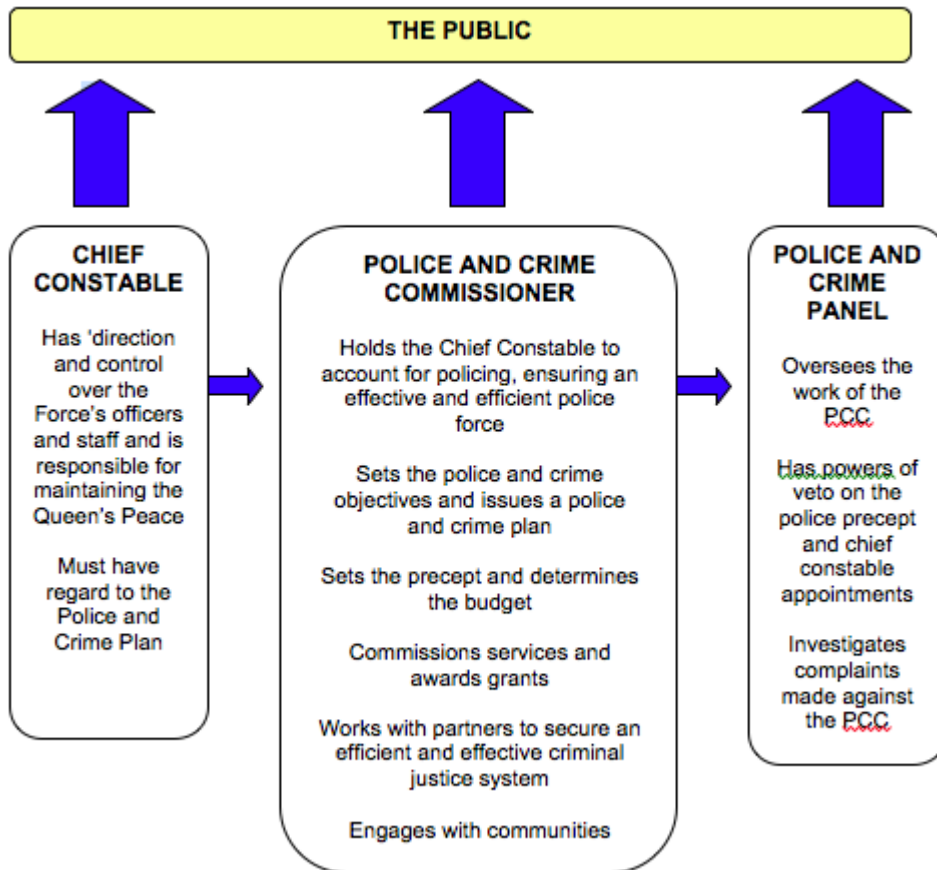
I want the public to have confidence and trust in my work, along with that of the force. To achieve this, I have developed a clear, robust assurance **holding to account** programme which ~~will~~ **ensures that I have oversight and scrutiny of the force on behalf of the public, raising matters of community concern and challenging force performance issues.** In addition I will use my holding to account programme to ensure that any service improvements enabled by additional investment set out in the annual budget are delivered, and that West Mercia's communities get the best return on their investment.

Findings from the holding to account programme are published on my website ~~The programme will enable scrutiny of key areas within this plan, and is~~ and **are** available to view and download at any time on my website.

~~My~~ ~~The~~ **Safer West Mercia delivery plan** programme gives an assurance to communities of how I ~~intend to hold the chief constable to account~~ **monitor progress of both the force and my own office in achieving the commitments set out in this plan.** It also clarifies how I carry out my responsibilities around governance and oversight, including the mechanisms in place to assist me. ~~The assurance programme~~ **Safer West Mercia delivery plan is a dynamic document that** will be reviewed and updated on a regular basis and will be subject to external scrutiny by the West Mercia Police and Crime Panel.

In addition, ~~I use a range of force performance products to,~~ ~~I have also developed a performance dashboard, which will provide me with an at-a-glance summary of West Mercia Police performance.~~

Roles and responsibilities



Appendix 3: Our resources

Financial resources

Setting the police and crime budget for the each financial year is one of the most important decisions I have to make. The budget is funded by a combination of central government grants and council tax contributions.

- The net revenue budget after savings for 2016/17 ~~2019/20~~ is ~~£207.6~~ **£235.8** million.
- ~~£4.7~~ **£2.8** million of reserves is to be used within the year.
- The net budget is ~~£202.9~~ **£233** million
- ~~£79.5~~ **£100.9** million of income is raised through council tax

A value for money approach

It is my intention to keep council tax increases to a minimum through a value for money approach which will be achieved by improving efficiencies in all aspects of this plan. In support of this approach I will:

- Use ~~monies~~ **£29.9m** from reserves ~~over a four year period, and on a prudent basis, to support each year's budget,~~ **and in doing so minimise their use**
- **Hold the Chief Constable to account for the provision of sound financial planning that will ensures the force operates within the set budget and can clearly demonstrate good financial control**
- Where any under-spends are encountered, I will seek to further minimise the need to use borrowing to fund capital expenditure
- Support the **continued** development of the **Alliance force** transformation programme
- Ensure the force invests and uses technology innovatively, allowing more resources to be focussed on frontline policing
- Seek opportunities for collaborative working with other partners and police forces to deliver further operational and financial efficiencies
- Develop an outcomes based approach to service delivery **that focuses resources towards the right priorities for communities in West Mercia.**

Commissioning and grants

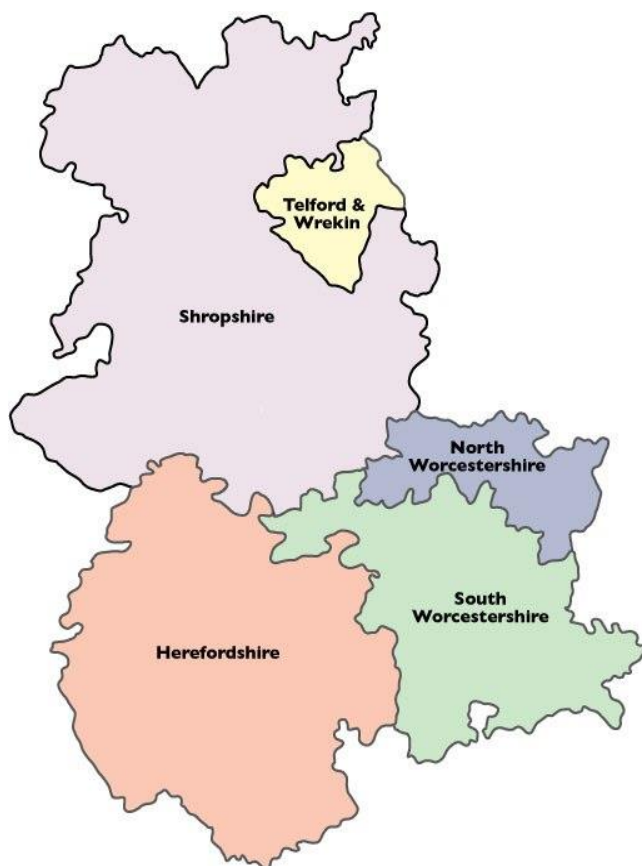
I have a central role in the commissioning of services related to victims, community safety and crime reduction. ~~which may expand in the near future if police and crime commissioners take on responsibility for court based victims and witness services.~~

As your Commissioner I will:

- Continue to develop and strengthen existing commissioning arrangements **to ensure that services are clearly aligned to need and can evidence outcomes**

- Actively seek new opportunities for the co-commissioning of services with partner organisations where we have shared outcomes and issues of joint priority
- Implement an outcome based approach to commissioning and grants so that there is a clear rationale for the commissioning of services and activity with resources allocated to need
- Implement an outcomes based commissioning framework with Community Safety Partnerships
- ~~Pilot the use of the Outcome Star framework with ten of the 2016/17 third sector grant recipients. This is an evidence based tool for supporting and measuring change when working with people~~
- Invest in innovative projects where there is a likelihood of developing an evidence base of effectiveness
- Work with Community Safety Partnerships to target local investment according to local need and demand
- Maximise all available opportunities to secure additional funding to support my commissioned activity
- Operate a grant scheme which is available to view and download on my website

Appendix 4: West Mercia policing area



People and Communities

West Mercia is one of the largest police force areas in England and Wales, covering the counties of Herefordshire, Shropshire and Worcestershire. It has a population of just over 1.2 million people, which is projected to grow 4.6% by 2024. The majority (92.9%) of the population is white British.

Much of the force area is rural, especially in Herefordshire and Shropshire, but there are also urban areas of Hereford, Redditch, Shrewsbury, Telford and Worcester.

West Mercia comprises of three unitary local authority areas; Herefordshire, Shropshire and Telford and Wrekin along with Worcestershire, a county council area with six district/borough councils. The West Mercia Police Force is currently divided into four local policing areas aligned to local authority

boundaries.

The policing alliance

~~West Mercia Police is in a formal strategic alliance with Warwickshire Police. This means that below the rank of Deputy Chief Constable all the functions of both police forces are combined. By working in an Alliance both forces have been able to realise significant financial savings as part of the government's comprehensive spending review. However the benefits of the alliance have proved to be more than just financial bringing greater operational and organisational resilience to both forces and ensuring the maximum number of people are protected from harm.~~

West Mercia personnel in numbers

	Actual	FTE
No. of police officers	2,094 2224	2,066.47 2,203.31
No. of students officers (less than 2 years service)	246 438	246 438
No. of Specials	334 111	334 111
No. of PCSOs	249 229	241.73 221.26
No. of police staff (excluding PCSOs)	1,605 1824	1,452.39

		1,613.13
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Figures shown are as at 31 March ~~2016~~2020

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WEST MERCIA POLICE AND CRIME PANEL 15 JUNE 2020

WORK PROGRAMME

Summary

1. From time to time the West Mercia Police and Crime Panel (PCP) will review its work programme and consider which issues should be investigated as a priority.

Background

2. 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.

3. 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.

Dates of Future Meetings

- 21 September 2020 at 11am
- 27 November 2020 at 11am

Purpose of the Meeting

6. The Panel is asked to consider the 2019/20 Work Programme and agree whether it would wish to make any amendments. The Panel will wish to retain the flexibility to take into account any urgent issues which may arise.

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 Assistant Director for Legal and Governance) 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 2019/20

Meeting Date	Area of scrutiny	Date of Last Report	Notes/Follow-up Action
15 June 2020	PCC's Annual Report	18 June 2019	Annually
	Police & Crime Plan Activity and Performance Monitoring Report	5 February 2019	Every Meeting
	Revised Police and Crime Plan		
	Update on the Strategic Alliance with Warwickshire		
September 2020	Police & Crime Plan Activity and Performance Monitoring Report	June 2020	Every Meeting
	Police and Crime Plan		
	Annual report on complaints 2019-2020		
	Rural Crime Strategy - Delivery Plan to monitor progress against the recommendations	27 November 2019 10 September 2019	
November 2020	Police & Crime Plan Activity and Performance Monitoring Report	September 2020	Every Meeting
Annual Items	West Mercia Police and Crime Commissioner (PCC) Proposed		

	<p>Precept and Budget and Medium Term Financial Plan</p> <p>PCC's Annual Report</p> <p>Annual Report On Complaints 2019-20</p>		
Potential items	<p>Mental health - impact on Police workload and how the PCC influences how this is dealt with</p> <p>Performance framework for Serious and Organised Crime Strategy – update on performance (agreed 10.09.2019)</p> <p>Visit to West Mercia Police Control Room</p> <p>Progress on GET SAFE</p> <p>Child Safeguarding</p>		