

West Mercia Police and Crime Panel

Agenda

West Mercia Police and Crime Panel

**Thursday, 25 November 2021, 11.00 am
County Hall, Worcester**

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West Mercia Police and Crime Panel
Thursday, 25 November 2021, 11.00 am,

Membership:

| | |
|-----------------------------------|---|
| Cllr Aled Luckman (Chairman) | Substantive Member - Worcestershire County Council |
| Cllr Barry Durkin (Vice Chairman) | Co-opted Member - Herefordshire Council |
| Cllr Adam Kent | Substantive member - Bromsgrove District Council |
| Cllr Sebastian Bowen | Substantive Member - Herefordshire Council |
| Cllr Tom Wells | Substantive Member - Malvern Hills District Council |
| Cllr Nyear Nazir | Substantive Member - Redditch Borough Council |
| Cllr Nigel Lumby | Substantive Member - Shropshire Council |
| Cllr Jeff Anderson | Co-opted Member - Shropshire Council |
| Cllr Roger Evans | Co-opted Member - Shropshire Council |
| Cllr Vivienne Parry | Co-opted Member - Shropshire Council |
| Cllr Jim Lavery | Substantive Member - Telford and Wrekin Council |
| Cllr Richard Overton | Co-opted Member - Telford and Wrekin Council |
| Cllr Rob Adams | Substantive Member - Wychavon District Council |
| Cllr James Stanley | Substantive Member - Worcester City Council |
| Cllr Graham Ballinger | Substantive Member - Wyre Forest District Council |
| Mrs C Clive | Co-opted Independent Lay Member |

Agenda

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NOTES

- **Webcasting**

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

West Mercia Police and Crime Panel
Wednesday, 15 September 2021, Council Chamber,
Wychavon District Council, Civic Centre, Queen Elizabeth
Drive, Pershore WR10 1PT - 11.00 am

Minutes**Present:**

Cllr Aled Luckman (Chairman), Cllr Barry Durkin (Vice Chairman), Cllr Sebastian Bowen, Cllr Tom Wells, Cllr Nigel Lumby, Cllr Jeff Anderson, Cllr Roger Evans, Cllr Vivienne Parry, Cllr Jim Lavery, Cllr Richard Overton, Cllr Rob Adams and Cllr James Stanley

Also attended:

John Champion, West Mercia Police & Crime Commissioner
 Anthony Bangham, West Mercia Police
 Tracey Onslow, Deputy Police and Crime Commissioner
 Gareth Boulton, Deputy Chief Executive

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 31 August 2021 (previously circulated).

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

395 Welcome and Introductions

The Chairman welcomed everyone to the Meeting.

On behalf of the West Mercia Police and Crime Panel, the Chairman thanked the Chief Constable, Anthony Bangham for his work with the Panel over the last five years.

396 Named Substitutes

None.

397 Apologies and Declarations of Interest

Apologies were received from Cllrs Adam Kent (Bromsgrove District Council) and Graham Ballinger (Wyre Forest District Council).

398 Public

None.

Participation

399 Confirmation of the Minutes of the previous meeting

The Minutes of the Meeting held on 31 August 2021 were agreed as a correct record and signed by the Chairman

400 Draft Police and Crime Plan 2021 - 2025

Before introducing the Draft Police and Crime Plan 2021-2025, the Police and Crime Commissioner (PCC) paid tribute to the current Chief Constable, Anthony Bangham on his last day of tenure as Chief Constable and for his 30 years' service for West Mercia Police. He thanked him for keeping the communities of West Mercia safe.

The PCC introduced the Report, highlighting that the Draft Police and Crime Plan went out for consultation on 9 August and that the Consultation would close 12 weeks later on 1 November.

During the discussion, the following main points were made:

- In response to a question about how the PCC ensured that consultations reached all of the communities of West Mercia, the PCC confirmed his strategic intention to represent all communities and for Police Officers also to be representative of the community, but acknowledged that there was always more that could be done to contact the harder to reach groups. The PCC welcomed suggestions for improvement.
- When asked about how dynamic West Mercia was, in its ability to adapt quickly to changes in types of crime, the PCC advised that the Plan set out his commitments clearly. He would ensure investments were maximised to enable Police Officers to be dynamic and succeed, but there would always be unforeseen challenges.
- It was suggested that it would have been helpful to include the performance framework in the Plan for complete clarity. The PCC advised that the Plan was prescribed in law and the format followed national best practice. It was a strategic document which set out the aspirations and the metrics would fall beneath the Plan. The PCC was confident that this was the best approach and had sufficient flexibility.
- When consulting the Parish Councils, the PCC confirmed that in addition to meeting with the various Parish Council Associations, he also met

**401 Her Majesty's
Inspectorate of
Constabulary
and Fire &
Rescue
Services**

with individual Parish Councils too.

- It was confirmed that the training of Police Officers followed the national College of Policing curriculum.
- A Member expressed a concern about the lack of visible policing on the streets. The PCC referred to the reassurance section of the Community Charter which set out clearly the measures of success for this area of policing. However, the PCC also acknowledged that the public perception regarding this was inconsistent and could be higher.
- A Member queried how the make-up of the West Mercia workforce represented the communities that it served. The PCC confirmed that there was a strategic intention for the workforce to represent the communities, however this would take time to achieve and the PCC would continue to hold the Chief Constable to account for this.
- The Panel welcomed the PCC's commitment to empower community action by doubling the number of Community Speed Watch Groups in West Mercia.
- With regard to the PCC's commitment for West Mercia Police to be an organisation fit for the digital age, a Member suggested that whilst it was important to encourage Police Officers to increase their digital skills, wherever possible, this should be in the community (rather than office based) to ensure police visibility.
- In terms of the PCC's commitment to ensure effective regional and national oversight of counter-terrorism and other national collaborations, the PCC confirmed that he met with regional colleagues on a quarterly basis and the Chief Executive met with his counterparts more frequently.

In accordance with the Police Reform and Social Responsibility Act, a report of the Panel would be sent to the Police and Crime Commissioner for consideration.

The Panel considered Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Report issued on 23 June 2021 looking at how the Police had responded to the unique challenges that the Covid-19 pandemic placed on them in respect of preventing and responding to domestic abuse.

During the discussion, the following main points were

**(HMICFRS)
Review of
policing
domestic abuse
during the
pandemic**

made:

- A Member questioned the reason why the Inspectorate had found that many forces had fewer than usual reports of domestic abuse at the start of lockdown, but as time went on, reports returned to normal levels. By contrast, specialist domestic abuse services had seen very large increases in calls to their helplines and online platforms, such as webchats. Several helplines reported more requests for emotional support, worries about controlling behaviour and escalating experiences of violence and abuse. The PCC agreed that there were a number of unusual anomalies, to which he did not have answers.
- The Panel discussed how modern ways of Policing targeted the perpetrator through initiatives such as the Drive Programme.
- In order to break cyclical domestic abuse resulting from adverse childhood experience, it was important to have a whole system partnership approach to working with young people from an early age, for instance Telford and Wrekin Council had taken a partnership approach to tackle the issue from an early age.
- In response to a question about how Recommendation 3 of the Report (that all forces immediately reviewed their use of outcome 15, outcome 16 and evidence-led prosecutions) would be addressed, the PCC explained that all issues needed to be properly recorded and investigated in a timely way and it was important that victims believed that they would get justice when they had reported a crime (although court delays weren't helpful).
- A Member expressed concern about the delays and backlogs in the criminal justice system and the effect of this on victims of domestic abuse. Due to the challenges faced by the courts, it was noted that virtual remand hearing were not now taking place and hearings were now in the main taking place face to face. A Member suggested that the Chairman should write on behalf of the Panel to the Home Secretary to express the Panel's support for virtual remand hearings to help reduce the backlog of cases.
- A Member queried Table 1 (page 64 of the Agenda) - Changes in domestic abuse recording in England and Wales from March 2016 to March 2020 and whether the increases from 2017 were understood. The PCC explained that he wasn't

**402 Police & Crime
Plan Activity
and
Performance
Monitoring
Report (July -
August 2021)**

concerned that the numbers of cases were increasing as that reflected more accurate reporting, but was concerned about breaking the cycles of abuse and repeat offending.

- When asked if there were any hotspots on domestic abuse, the PCC advised that there were no hotspots, domestic abuse was a prolific offence that was everywhere.
- It was confirmed that reporting of domestic abuse was dealt with in the same as other 999 or 111 calls.

Members were asked to consider the Police and Crime Plan Performance Activity.

During the discussion, the following points were made:

- It was noted that Warwickshire had indicated that continued ICT support would be required from West Mercia in order to ensure delivery of key policing services and functions beyond the end of the current collaboration agreement on 30 September 2021. Discussions regarding the scope and delivery of any necessary residual ICT services were ongoing. Any ICT services delivered by West Mercia beyond the end of the current collaboration would be on a hosted, not shared basis, as per the recommendation of the independent report at the close of the Alliance and would include a management fee.
- There had been an increase in Domestic Abuse Crime offences in the last quarter; the PCC confirmed that he was not yet reassured and would continue to focus and challenge in this area.
- The PCC confirmed that as reported at the July Panel meeting, funding had been received regionally for substance misuse diversionary services via £3.3 million seized through the Proceeds of Crime Act.
- It was noted that there would be a new Assistant PCC role which would be instead of the previous 5 part-time Community Ambassadors, interviews for which took place early September.
- The death of a serving West Mercia police officer and his young child in August was referred to. In response to a question about the availability of mental health services for staff, the PCC reassured Members that there were support systems in place but that there was always more that could be done.

**403 Complaints
2020-21 Annual
Report**

- A Member referred to the recent system outage which had resulted in West Mercia Police being unable to accept 999 and 101 calls and relying on an external backup network. The PCC explained that it was a technical issue and that he was holding the Chief Constable to account and would continue to do so until he was reassured. He further explained that the back-up plans had worked and that there was also a contingency in place.
- A Member queried whether the demography of the respondents to the Perception Survey could be shared with the Panel. The PCC agreed to send the Panel a link to the results of the Survey when it was published.

The Democratic Governance and Scrutiny Manager introduced the report and it was noted.

The Chairman thanked the Democratic Governance and Scrutiny Manager for her work in handling the complaints.

**404 Work
Programme**

The Panel's Work Programme was discussed and it was agreed that:

- The PCC would be asked to include detail around the structure of his Team in the next Performance and Activity Monitoring Report.
- Any Members attending the 10th Annual PCP Conference would provide feedback to the Panel.
- The Implementation of the Road Strategy (including road safety) and the contribution of the Police in planning applications in respect of road safety would be combined into one report about road safety report.

The meeting ended at 1.15 pm

Chairman



WEST MERCIA POLICE AND CRIME PANEL 25 NOVEMBER 2021

DRAFT POLICE AND CRIME PLAN 2021 – 2025 CONSULTATION RESULTS

Recommendation

1. Members of the Panel are asked to make any final comments on the draft plan before it is formally published

Background

2. By virtue of Section 5 (1) of the Police Reform and Social Responsibility Act 2011 (the Act) a Police and Crime Commissioner (PCC) must issue a Police and Crime Plan (the Plan) within the financial year in which their election is held. The Plan is the PCC's key document and sets out the overall strategic direction and long term vision for policing in West Mercia.
3. Once prepared the Act requires the PCC to consult with the people of West Mercia and victims of crime on the draft plan. As part of the statutory process the Police and Crime Panel must be sent a copy of the draft plan. In accordance with this requirement a copy of the draft Plan was submitted to the Panel and reviewed at its September meeting. Following the meeting the Panel's comments were formally submitted to the PCC and were responded to as required.
4. As reported in September the consultation for the Safer West Mercia Plan opened on 9 August and closed 12 weeks later on 1 November. Details of the consultation were published on the PCC's website along with an online survey to coincide with media releases to the press and notification to contacts on the PCC's email list. Recipients of this email included MPs, partner organisations, stakeholders, victims' service providers, town and parish councils and the leaders of top tier local authorities. The survey was also promoted internally.
5. The survey link has been shared on all social media channels (Facebook, Twitter and Instagram), via a press release (which has been picked up by the local newspapers), via the newsletter, and on the PCC's website. In addition the PCC and his team attended a number of public events, engaging with the public and seeking views on the plan.
6. A copy of the survey is attached at appendix 1.

Consultation responses

7. 249 responses were received in total (not including the Panel's). 245 of these were submitted via the online survey and 4 were submitted by email. Of the four responses submitted via email, one was from a retired police officer, one from an MP, one from the Environment Agency and one from Telford and Wrekin Council. It is not possible to provide a breakdown of the online submissions as they are anonymous, however, from the comments made it appears that responses have in the main come from members of the public, West Mercia personnel, councillors and a small number of organisations.

8. 55% of all respondents to the online survey stated they lived or were located in Worcestershire, 31% were from Shropshire, 10% from Herefordshire and 5% were from Telford and Wrekin.

9. A copy of all the responses received is attached at appendix 2.

10. In addition to the formal consultation responses, comments made on social media channels were also captured. While they cannot be included as part of the formal consultation the PCC has reviewed them before finalising the Plan. A copy of social media comments is attached at appendix 3.

Changes to the draft plan following consultation

11. All the responses received during the consultation period have been carefully considered by the PCC. The responses are wide ranging from short specific comments through to more detailed responses and reflect an equally wide range of opinions on both the content of the plan and policing in general.

12. Reflecting on the comments received during the consultation, discussions with chief officers and the comments made by members of the Panel in September, the PCC has made a number of revisions to the plan. Examples of changes made as a result of the consultation include:

- The Plan's Foreword has been amended to include additional wording around prevention to emphasise the PCC's commitment. (page 4)
- The word 'ASB' has been added to the opening text in the *Putting Victims and survivors first* section.
- Wording has been added on pages 14 and 17 to capture the PCC's commitment to everyone in the community, recognising that some people have protected characteristics.
- A reference to 'waste crime' has been added into priority 1 on page 18.
- A reference to the PCC's prevention intent has been added on page 23.
- The wording 'recognising that not everyone uses new technology' has been added to page 31.

13. A copy of the final draft of the Safer West Mercia Plan is attached at appendix 4.

Performance framework

14. The PCC's performance lead has worked with the force to identify a suite of performance metrics which can be reported on to demonstrate progress against the commitments set out in the Plan. A copy of these metrics is attached as appendix 5.

15. Where possible existing performance products, such as the West Mercia Quarterly Performance report, will be used to report on agreed metrics. Where metrics are only available in management products, the PCC has received assurance that the information can be accessed when required. In addition, a small number of potential metrics have been identified that are not captured in any product or are completely new. Work is ongoing to see if and how these can be recorded and captured.

16. As reported at the September meeting and confirmed by the PCC in his written response to the Panel, the Safer West Mercia Plan will not include any specific performance metrics. This approach will enable the PCC to adjust or refocus the framework as required, without having to republish the plan. Performance data will be published on the PCC's website and will continue to form part of both reports to the Panel and the annual report.

Risk Management Implications

None.

Financial Implications

None.

Legal Implications

None

Equality Implications

None.

Supporting Information

Appendix 1 – Copy of the Consultation Survey

Appendix 2 – Copy of Consultation Responses

Appendix 3 – Copy of Social Media Comments

Appendix 4 – Copy of Final Draft Safer West Mercia Plan

Appendix 5 – Copy of proposed Safer West Mercia Plan Metrics

Contact Points for this report

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

For Panel support: Sheena Jones, Democratic Governance and Scrutiny Manager
Tel: 01905 846011 Sjones19@worcestershire.gov.uk

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Welcome from John Campion

Following the elections earlier this year, I am pleased to set out my draft plan to deliver on the promises I have made to the communities of West Mercia.

I have always promised that I will listen to communities and ensure their concerns form part of the decisions I make as Commissioner. I will also continue to ensure the community are at the heart of policing in West Mercia.

Within my plan you will see that I have carried the four main aims over from my first term, as I believe these still encapsulate the priorities and concerns: putting victims and survivors first; building a more secure West Mercia; reforming West Mercia; and reassuring West Mercia's communities.

This plan provides a clear strategic focus, therefore not all crime types have been included but this does not mean they haven't been considered or that aren't deemed important.

Building on the many comments, issues and concerns I heard since my time in office, which have already helped shape my plan, I am taking the opportunity over the next couple of months to enable as many people as possible to have their voices heard. The feedback I receive will not only help inform the development of my draft Police and Crime Plan for West Mercia, but also shape policing and crime.

1. Having read the draft version of the plan.

Do you have any comments on *'Putting Victims and Survivors first'* ?

2. Do you have any comments on *'Building a more secure West Mercia'* ?

3. Do you have any comments on *'Reforming West Mercia'* ?

4. Do you have any comments on *'Reassuring West Mercia's communities'* ?

5. Recognising that this plan is a strategic document and it was never my intention to include every crime type or incident.

Do you have any further comments to make on the draft plan?

About you

6. Please confirm which local area you live in (or located if you are responding on behalf of a business)? *

- Herefordshire
- Shropshire
- Worcestershire
- Telford and Wrekin

7. Please confirm your age? *

- Under 18
- 18-25
- 26-39
- 40-64
- 65 and over
- Prefer not to say

8. If you would like to be kept informed on the development of the Police and Crime Plan, please provide a correct email address

Thank You!

Thank you for taking the time to answer these questions on the draft Police and Crime Plan. Your views are important to me.

Appendix 2: Safer West Mercia Plan 21-25 consultation responses

THE DRAFT SAFER WEST MERCIA PLAN CONSULTATION RESPONSES

RECEIVED VIA OPCC ONLINE SURVEY OR INBOX

| PUTTING VICTIMS AND SURVIVORS FIRST | |
|--|---|
| No. | Response |
| 1. | he is ace |
| 2. | A welcome continuation of previous initiatives to improve the service provided |
| 3. | Train your officers! Teach them how to do trauma-informed interviews, teach them evidence protocol and how to never give up in the pursuit of justice for a victim/survivor. Teach them to follow every line of enquiry and not to discriminate or bully victims! |
| 4. | Biggest risk of death or serious harm in West Mercia has always been on the roads but lip service has always been paid to roads policing in preference to low level crime. |
| 5. | Don't promise it deliver it |
| 6. | Excellent to see the needs of victims put first - and especially references to road crash victims. Two points - do you have a victims working group? This would be great to set up. Second point - reference to cope and recover - many victims will not 'recover' and may find this terminology a bit uncomfortable - I'd recommend cope and rebuild instead. For example after road crash bereavement, families are never the same again - there is no recovering - there's a total starting over with a new life which is not the one planned. |
| 7. | First you must understand the mentality of the perpetrator to be able to satisfy the demands of victims and survivors |
| 8. | With respect, you do not place any KPI's against any aim. On where you are now and what is a reasonable achievable improvement target, You talk about "ensuring" and holding the Chief Constable to account, but you have set yourself no SMART targets. With respect, monitoring starts with you and your performance. |
| 9. | Modern Slavery is everywhere but where is this mentioned in the plan, what partners are there or what are you going to do around developing those links. From this and your other plans you seem to focus on County Lines - should it not be MSHT, OIC and County Lines together. To be in line with many other forces should you not have an MSHT / exploitation team |
| 10. | Yes, how about prevention rather than cure.? Getting enough police to do regular patrols, make criminals think twice. |
| 11. | the full safety and protection including expert medical, psychological counseling help, relocation and use of a dedicated FEMALE officer to liaise with to give an up to date progression on their case and help with financial needs and not having to be put through the court system of giving evidence when their statements should suffice. Perpetrators should be given meaningful sentences with no remission and deported if foreign nationals to their birth country and all offenders have at least a 50 mile radius prevention order from where the offences took place .and on release be tagged for at least 5 years |
| 12. | I will be writing to you to explain a recent incident in the village of Prees which in my opinion did not receive a fair decision from the police when they visited the victim |

Appendix 2: Safer West Mercia Plan 21-25 consultation responses

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| 13. | Exploitations is a particular concern. Whilst there has been significant work done in relation to children, I feel that we have only touched the surface with Adults. Clearly this is a complex area where I think more work to identify cases would be welcome. It is also important that the victims of such crime's are recognized as such and appropriate services are available to support them, not just deport or vilify them. |
| 14. | It's a load of pointless waffle. |
| 15. | Yes ..this is a (no brainier) why would this even be a question...what else and who else would "come first" |
| 16. | Yes ..this is a (no brainier) why would this even be a question...what else and who else would "come first" |
| 17. | Aspirational the realof implementation us always the issue |
| 18. | Great believer in this but current resources don't allow for this to happen Police officers shifts, the fact they keep their own cases does not bode well for victims who have to fight to get updates and are often ignored |
| 19. | Non |
| 20. | It is the right order of things for too long the criminal has been the focus |
| 21. | Yes |
| 22. | Good. Make sure that it happens. |
| 23. | No as long as every Officer adopts it. |
| 24. | No it looks comprehensive |
| 25. | No |
| 26. | There are no KPI's or metrics published to say where you are today and where you will improve to tomorrow for example the CC will deliver sustained improvements in victims satisfaction- from what to what, by when. It would probably be better is the CC and PCC spent more time making sure there were no victims by stopping and preventing crime in the first place. How are you going to ensure victims have access to service you don't control- more detail needed on how and what this means 'Work with West Mercia Police and partner agencies to ensure victims have meaningful opportunity to inform and shape service provision'- what partner agencies? what is a meaningful opportunity? how are they measured and improved, how do the victims shape the service provision- are they binding? Again this is a lot of words that don't actually mean much and cant be measured 3. Deliver effective, early intervention and prevention for vulnerable people- no we all want this we want crime prevented and stopped vulnerable or not Play a lead role in bringing police, partners and the community together to more effectively prevent crime and repeat victimisation- which partners? , how?, when? what are the measurable KPI driven deliverables |
| 27. | Quite right - has to be a bottom up approach to be effective |
| 28. | You speak of the Criminal Justice system. For me that has to include appropriate sentencing that sits and fits well with the expectation of the general public. When this is achieved greater confidence will be shared with police by the public who will feel empowered and encouraged to interact with them, so reducing the oft held attitude of 'what's the point of reporting anything when justice system let's them off.' |

Appendix 2: Safer West Mercia Plan 21-25 consultation responses

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| 29. | This will be a positive step if it happens. |
| 30. | I don't think there is anything that specifically says there is going to be a significant amount of increased funding for (i) PACT (ii) Neighbourhood Watch Schemes (iii) local councils to prosecute fly tippers; [one local authority (Redditch) has taken no enforcement action at all against fly tippers for at least five years] |
| 31. | This is very important because victims feel as if they're unsupported |
| 32. | Ensure you ask victims what they need to feel better/recover not presume their needs. |
| 33. | I understand that minor crimes are not investigated but just given a Crime Reference Number (CRN) to give to the victims insurance company. Many of these victims of low level crimes are often vulnerable people. Does your "putting victims and survivors first" plan include these people or is it just for the more serious crimes? The police are already overstretched, but you want them to give victims regular updates. For low level crimes there will be no update. Have you thought of getting volunteers to update victims rather than police officers? It needs to be made clear what victims are being put first. |
| 34. | 44 pages of management speak and holding the chief constable to account. |
| 35. | None. |
| 36. | No |
| 37. | I tried reading the plan but it is just 'mumbo jumbo' and full of babble to create an impression that things will change when we know they won't. From my experience, you do not put victims and survivors first. |
| 38. | Ensure that victims of crime actually receive follow up. I have heard on numerous occasions that some victims of petty crime have received no follow up at all. |
| 39. | No |
| 40. | From an insiders point- Officers actually need to be updating victims. Lots of victims are getting SNT contact details to get updates that we just don't have access to, when they should of already had an update from the OIC. |
| 41. | It's great to see this issue being adressed. It's good to have services put in place for victims and survivors but more needs to be done to educate people to stop it get this far in the first. |
| 42. | Yes |
| 43. | Ok |
| 44. | Ok |
| 45. | Ok |
| 46. | Good |
| 47. | Good |
| 48. | 300 plus on Axis counselling service waiting list Short term funding is welcomed but offers no security |
| 49. | Police response to domestic abuse is varied depending on who you get Wpcs generally more understanding |
| 50. | 300 plus on Axis counselling service waiting list Short term funding is welcomed but offers no security |

Appendix 2: Safer West Mercia Plan 21-25 consultation responses

| | |
|-----|--|
| 51. | Yes |
| 52. | Yes |
| 53. | No |
| 54. | No |
| 55. | No |
| 56. | no |
| 57. | no |
| 58. | no |
| 59. | No |
| 60. | No |
| 61. | No |
| 62. | No |
| 63. | No |
| 64. | Adult line service similar to childline |
| 65. | Good |
| 66. | Good |
| 67. | No |
| 68. | Good to do events |
| 69. | No |
| 70. | Better response to multiple reports to 101 calls especially when its shotgun related |
| 71. | Prevention is key |
| 72. | Support, but would also look to putting the victims of ASB at the forefront of 'putting victims first'. ASB affects almost 95% of the population of West Mercia and not always results in a crime being recorded. The Home Office guidance for ASB updated and issued in January 2021 focuses on putting victims first. This has not been recognized as a priority by West Mercia and therefore not promoted or shared with police officers |
| 73. | I work in the OCC and we are constantly on an hourly basis pushed to make sure we get the phones answered within a certain time frame. However, we are good at getting our 'customers through the door' however after this our service is massively left wanting but some pretty shocking customer service - there are callers waiting a couple of weeks at times to see an officer and not getting an update on when they will see an officer as the OCC is shortstaffed and we are not using our systems in the correct manner to correct a culture of better customer service. Systems we had previously in place - a service hub - have not been continued when we moved to SAAB safe meaning we are not updating our callers and we have high numbers of staff off with stress. |

Appendix 2: Safer West Mercia Plan 21-25 consultation responses

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| 74. | This is a perfect vision and I agree. However, this is no doubt the vision and priority of every police officer and PCC within the country. To ensure that this vision succeeds, you will need to ensure that the police have the right infrastructure, working IT (lets be honest, the IT we have is VERY unreliable) thus making officers work difficult and to ensure that the vision is achieved. |
| 75. | All victims should be put first. Having no officers attending burglary's or theft of victims tools and equipment is down right out of order. All I hear from the force is protecting vulnerable people. That job is for the social services and other supports agencies. As for catching criminals who steal people's property that they had to work hard for should be your priority. If these hard working people are not looked after and treated as victims they will suffer in the long run. |
| 76. | It does not happen! Victims and survivors are discriminated against, retraumatised and get no justice. Disgraceful policing showing sheer incompetency in their job |
| 77. | There should not be any victims & survivors if the Police did their job in preventing crime in the first place. Making this your top priority means that crime prevention and catching criminals is of lower priority. That is nonsense. |
| 78. | Grimley Parish Councillors fully supported this section and had no amendments to make. This focus is very welcome and commendable. |
| 79. | Severn Stoke and Croome d'Abitot Parish Cllrs feel that one example of a way to put victims first is to improve the way that crime can be reported. Photos of crime and/or information relating to a report of non urgent crime should be able to be submitted via email in the first instance, rather than 101, which is time consuming and often fruitless (residents often fail to get through). |
| 80. | This is my priority survivors |
| 81. | This is my key thing |
| 82. | This for me |
| 83. | I think the after care of victims is important, it's easy to forget that |
| 84. | I think the after care of victims is important, it's easy to forget that |
| 85. | This would be my priorit |
| 86. | I think that is important as everything seems weighted towards the offender |
| 87. | My priority |
| 88. | I think that is important as everything seems weighted towards the offender |
| 89. | Priority |
| 90. | I think that is important as everything seems weighted towards the offender |
| 91. | I think this is important as I think everything is weighted towards the offender |
| 92. | I need more of a focus on the victims not perpetrators |
| 93. | Yes this is important |
| 94. | This is the most important |
| 95. | This is definitely the priority for me, I thinks it's good that it's so high on PCCs agenda |
| 96. | I think this is important |

Appendix 2: Safer West Mercia Plan 21-25 consultation responses

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| 97. | That is definitely the top priority, having moved to the area it's nice to know |
| 98. | This is essential Criteria |
| 99. | That would be my priority Victims aren't always heard |
| 100. | Indeed |
| 101. | Victims priority |
| 102. | Victims a priority |
| 103. | Yes |
| 104. | This is my priority Its needed |
| 105. | This is my priority |
| 106. | This one |
| 107. | I believe that you need to develop front line policing in domestic situation. The officers that go to the scene do not have the follow up time, due to demand on them to follow up correctly with CPS and deliver a quality service to victims. I STRONGLY believe civilian investigators could be bought in to progress investigations and provide better service delivery to survivors than the single uniformed officer running to every incident and not having the time to deal with a full interview and CPS case file for victims who deserve it; and by undercutting this, West Mercia is NOT delivering the best service to the public. |
| 108. | No. I beleive the draft plan, covers it all. |
| 109. | Every Police Officer signs up to put victims and the public first but West Mercia seems to have lost its way in putting its staff and those associated to West Mercia Police first..... we serve our public to the best of our ability but we have to have the tools and equipment to conduct that and very often we are left wanting.... |
| 110. | It goes without saying that the first duty of any police force is the prevention and detection of crime. |
| 111. | Good Plan |
| 112. | your plan will be ignored by the police service and things will not change. the 101 operators need full and proper training as when you call them they have no knowledge of legislation and your hopes and whims will just blow away with the wind. WE WILL HAVE TO TAKE MATTERS INTO OUR OWN HANDS AND HAVE TO PROVIDE OUR OWN SECURITY AND SAFETY. YOUR STAFF PAID BY US JUST WILL NOT ACT WHEN IT IS BLAINTLY OBVIOUS AND RIGHT IN FRONT OF THEIR EYES. ALL YOU GET FROM THEM ARE ????? AND MORE QUESATIONS. WE ARE NOT SAFE. WE HAVE TO RELY ON INDEPENDENT WITNESSS. DO YOU HAVE ONE KEPT INSIDE YOUR HOME. YOU EXPECT US TO PRODUCE ONE WHEN THE PUBLIC ROAD IS 1/2 MILE AWAY. You John Campion are well aware that rural policing and knowledge of legislation is a matter that your staff need training, as its your responsibility to train your staff and you have access to £ millions to provide it. You cannot blame anybody else and you are not providing a service that is fit for purpose. |
| 113. | Well where can I start speeding cars on country lanes causing crashes killing people making victims causing unfair distress to families and friends |

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| 114. | Yes When I rang 999 last year because a Vile neighbour was continually threatening me , no one turned up, I was advised to stay up during the night incase someone became free to come to my home. No one came. When I eventually got to speak to an Officer after my neighbour had threatened to "KICK THE FUCKING SHITE OUT OF ME ONE DARK NIGHT" had told me to get my fucking dog and my fucking Wife on a lead, had shouted at me in the dark from his bedroom window to Stop my dog pissing, you degenerate now get back in your fucking hole, and when he was washing his car shouted to his partner that he was washing away the stench, the response from the Sergeant at Ludlow Police Station was this was a "dispute between neighbours" and there was no further action to my Crime Complaint. After I was forced to leave my home and move to another location, he commenced his harrassment towards another 70 years old neighbour telling her "I TOLD LIES TO GET THEM EVICTED AND I'M GOING TO DO THE SAME TO YOU " There has been no action against this person, inefectual response from Inpestor down through the ranks to PCO's, the response from the Sergeant who eventually visited my home with his Inspector was "WE JUST HAVEN'T GOT THE BODIES". Putting victims and survivors first, you Mr Campion, are having a laugh. 1 seventy year old diabetic with heart problem, 1 69 yrs old epileptic. Thanks for nothing. |
| 115. | This is such an obvious priority that I cannot imagine any other category having a higher priority. |
| 116. | Yes I do, I like many others with a number in the Press feel let down on a large number of Drivers abusing the Laws relating to the following issues seen on a daily basis: First the amount of Drivers Driving along Footpaths which is Dangerous to the Disabled and toddlers alike, I have reported some to no avail. Riding bikes at speed along Footpaths again Dangerous as above, nothing done as usual. Obstruction of Footpaths by Parking on them, again a waste reporting them until after the fact when someone gets Smacked. E-Scooters being used around Malvern and maybe in general, have reported Two with nothing done so a waste of time until one gets hit by a Vehicle, then maybe to late. Speeding a major issue everywhere, Police use the same places so locals know this and just slow down and speed up again, Speeding Kills. Boy Racers who create Noise by switching Exhausts, Malvern Police say they are not trained although an Offence to make Vehicles Louder than first produced, no one gets Prosecuted. So Many Offences not being sorted and Prosecuted, None Legal Number Plates not dealt with either, sad but true. |
| 117. | Wildlife Crime needs to be seen as a serious issue. Its often linked to other rural crime such as agricultural theft. Animal cruelty is known to be linked to child abuse. |
| 118. | Only that it needs to happen in reality. Listen to the public, challenge the status quo, remove the autonomy from those communities who have/had a foothold in Telford and demonstrate transparency of practice for all. |
| 119. | I agree with this but you cannot achieve this without an investment in Staff to provide all the functions to support the frontline police officers |
| 120. | With the help of victim support! |
| 121. | It is a good plan. The emphasis must be on communication with the victims and follow up. Rural communities have the least attention and they should have more support - visibly and actively. |
| 122. | In depth covers all areas of concern. |
| 123. | what else have the police been doing if not this for the last century? |
| 124. | Absolutely rubbish don't believe a word of it ... |

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| 125. | Reporting crime in the first place is very hard. Can't get through on phone and online system is not great. Not enough officers to investigate crime means victims are not always put first as they do not get justice. A very sound principle but needs to actually happen |
| 126. | Dealing with victims at all levels requires attention. This ranges from a simple regular contact offered by community support officers to specialist teams. West Mercia does the latter well but really need to use the Community support officers correctly. |
| 127. | Recent events around Wayne Couzens have made me wonder if his wife and family are considered as 'victims and survivors'? Although this could be considered as controversial, I think the innocent bystanders of perpetrators deserve some support, too. I do not have any experience of being a victim, but heard Baroness Newlove explain how compiling and reading a victim statement is part of the closure process. |
| 128. | Given your track record on dealing with victims which in my own instance was appalling, I have no confidence that West Mercia Police will change |
| 129. | You don't say how you will deal with anti social behaviour at a lower level or any improvements to 101 which is STILL not working for the people. . |
| 130. | Same old political speak. |
| 131. | Clearly you are not as you are proposing cutting hours at police station counters dramatically Leaving many vulnerable, elderly, and foreign speaking people at risk And those fleeing a situation can't access police at police station as no intercom and opening hours reduced |
| 132. | Victims should automatically be referred to support services at the point of reporting a crime. This way if any investigation is fruitless, although disappointing they will have received a positive outcome by receiving support from the off from victim support. Often a victim will decline the support after being told their investigation has closed or not enough evidence to continue which may seem like the police aren't interested and the victim not report in future |
| 133. | I think the plan is naive, pleasing only those who have not accessed CJS It's unrealistic to plan to recover from step one. I think there needs to be challenge around access to counselling that isn't pre-trial And also V/S should be able to opt to receive support from services they chose, not ones that they are pushed towards (axis/branch) just because they're the ones funded by PCC |
| 134. | In south Shropshire there isn't enough officer to put victims first. They are not given the time they deserve IF they are seen. South Shropshire often runs with 1 officer per shift and running with numerous vacancies on snt. |
| 135. | You need to concentrate on the real victims... burglaries need maximum 3hour response time not 3 days, we need more officers for this. Assault victims dealt with in a timely fashion, again more officers needed. Children being bullied at school, this follows them home onto social media etc, get the school pscs better educated to deal and nip it in the bud ASAP, schools are not dealing. Not enough officers. Domestic violence victims (true victims), get them the support they need... educate and get social services doing the job they are paid for.... Shoplifters, repeat offenders they make victims of us all daily, come down harsh on them, Drug dealers, ditto the above, Get the officers out of offices and back on the streets or in roles where only officers can deal, stop allowing them to do civilian jobs due to medical grounds it's a waste of money. That money could help your cause to putting victims and survivors first. Said without malice |

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| 136. | The Courts need to have the same view point. At the most critical part of the criminal justice system, a victim/survivor can be massively let down by cases being adjourned even on the day of trial. The impact this has is huge and can result in victims/survivors unable to face the trial once a new date is set- which can be in another 12 months time. It puts all the hard work to waste at the most critical Stage. |
| 137. | To do this I'm assuming you will invest in your officers. As Richard Brandon would say "look after your staff and they will look after your customers" |
| 138. | This is commendable. How will this work in reality. What support will be offered and by whom? |
| 139. | Yes. My son was assaulted. He has had no support we were offered and nothing came of it. From the victim support and his school. As he is only 15 |
| 140. | Same old speak.You have been saying this for years,but very little action. |
| 141. | Putting victims first is very important. However enabling officers to have to tools and resources to prevent people from becoming victims is the best way to help victims |
| 142. | It should be written with less words and clear targets |
| 143. | Some good points however maybe your Missing the basics |
| 144. | A visit with enquiries at the scene cannot be under estimated, both in terms of any investigation and victim reassurance. |
| 145. | This needs to be reflected throughout the criminal justice system - suspects who are arrested get free legal advice, looked after in custody, get to see a doctor if required etc. they get a better service than the victim. the courts do not look after victims either. Work loads also need to be reduced to give officers more chance of providing a better service to victims |
| 146. | No sounds like a good proposal |
| 147. | Excellent idea. |
| 148. | Agree that better support is needed but we need more people to achieve this so as per my next answer divert your salary to a better cause |
| 149. | Modern Slavery and Organised Immigration Crime is not mentioned and is not considered by officers. The VAL is not an effective tool when attempting to combat MSHT. |
| 150. | I can't find any reference to people with disabilities especially those with learning disabilities or autism who sometimes get caught up in the Criminal Justice System. See https://www.rcpsych.ac.uk/docs/default-source/improving-care/ccqi/quality-networks/prison-quality-network-prison/past-pqn-events/pqn-15-march-2018/prisons-people-with-learning-disabilities-jenny-talbot.pdf?sfvrsn=a5fba64f_2 and https://www.mentalhealth.org.uk/sites/default/files/criminal-justice-system.pdf and http://www.prisonreformtrust.org.uk/WhatWeDo/ProjectsResearch/Learningdisabilitiesanddifficulties |
| 151. | I agree with this. |
| 152. | I agree with this. |
| 153. | That should always be the case, no question. |

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| 154. | I'd like to see the resources in place to prevent crime in a proactive manner rather than dealing with the repercussions of crime. Decent resources would suggest reduced crime and in turn reduced victims and survivors. Maybe you should've not cut the resources in your first term as PCC. |
| 155. | From my recent background of being assaulted the first place to look at making improvements for victims is in the Control Room where the staff's decisions provide little such concern for a victim and will defer an Officers attendance if you are able to limp home. In my case an Officers attendance was delayed until a month later by when my assailant presented cleaned up and easily escaped justice, leaving him emboldened toward any future victim. I certainly didn't feel my needs were put first or that my Victim Rights were considered. Conversely, I found the Victim Support department working and already adequate providing the most positively helpful area of my contact with the Force manned by staff with great empathy and providing helpful guidance; had I been in need of psychological support I could see there was a route to find it. |
| 156. | Putting victims and survivors first, both in terms of listening to them and believing them when they report a crime, and in terms of providing prevention and support services, is absolutely the right priority. |
| 157. | See final comments |
| 158. | Victim Support - We welcome the increased emphasis on support for those who are victims of crime, including, in particular, increased funding for services directed at the vulnerable, work with young people and the development of the Victim Advice Line. It is especially important that victims are treated as individuals and not as subjects to be processed and we are very pleased that the plan gives explicit recognition to this need. |

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| BUILDING A MORE SECURE WEST MERCIA | |
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| No. | Response |
| 159. | Kick out the narcissistic bullies, the corruption, the officers guilty of crimes at home |
| 160. | Invest more in roads policing. The force is a national joke with regards to this. Considering the former Chief was the NPCC lead, why does it have the worst roads policing training and presence. |
| 161. | Increase the numbers of Police Officers on the beat not just csos driving around in cars |
| 162. | Please publish quarterly statistics in relation to road crime/traffic offences - it is not right that this is not done, and is a classic example of road crime not being treated as real crime. Focusing on reduction of KSI is very difficult - a better target would be increase of enforcement. Statement around looking into what causes death and serious injury on the roads is clumsy - and slightly offensive - dangerous drivers cause this, and that is clear. As a bereaved victim, this sentence is very uncomfortable for me. Please create a road crime team this has been hugely effective in London. I strongly suggest you look at the joint PCC manifesto by RoadPeace and Action Vision Zero and speak to and work with Action Vision Zero (Amy Aeron Thomas and Jeremy Leech) - they truly know what they are talking about. |
| 163. | Officers, officers, officers, more feet on the ground will solve the issues of building a more secure West Mercia almost overnight! |
| 164. | Building a more secure West Mercia is about working with the community and listening to the community. It involves supporting our Officers and you being part of the team, accepting your responsibility in improving, not stepping one pace back. |
| 165. | This is bread and butter policing and the officers of West Mercia are great at doing this - but more needs to be identified on how to combat this |
| 166. | Again more police on the street rather than in meetings or after care, or driving around in cars, engage with communities and use local knowledge. |
| 167. | Reduce the excessive harm associated with West Mercia's road - Speeding on the narrow lanes of Shropshire represents a major hazard both to people and animals, in my lane alone 2 dogs have been killed and numerous near misses to humans from certain irresponsible locals - I propose a blanket 20mph limit on all roads less than a certain (to be determined) width |
| 168. | obviously a greater need for officers on the ground, pcsos to be more active around schools and community events, which can give a more approachable appearance to officers |
| 169. | It's vague to the point of worthlessness. |
| 170. | Yes, we should always be aiming to focus on improvement both in and for our community this should go without sayingagain this in my opinion should be an on going thing we all need to be doing the best we can |
| 171. | Yes, we should always be aiming to focus on improvement both in and for our community this should go without sayingagain this in my opinion should be an on going thing we all need to be doing the best we can |
| 172. | No |
| 173. | More police officers in Rural areas |

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| 174. | More police and community support officers on their feet or on bikes creating a visible force and not cruising in cars. |
| 175. | Nope |
| 176. | The public must be able to report crime quickly, otherwise the intelligence is useless. |
| 177. | Speeding a big issue but everywhere, also Driving on Footpaths, also the Police should enforce all Laws not pick the ones they like to, those Laws are Worthless if not. |
| 178. | No it looks comprehensive |
| 179. | It will only happen if sufficient resource is allocated. |
| 180. | Again through out the section what are the deliverables which are meaningful, measurable with targets set to improve by given dates and a responsible person named to deliver it. Other wise its just words in a power point presentation |
| 181. | An important priority; effective communities are those which feel secure |
| 182. | Greater public profile policing. Boots on the ground. |
| 183. | As a retired Senior Service Police Officer I have worked with many forces around the world and remain firmly of the opinion that 'the bobby on the beat' is the first line of intelligence. That is to say that when something happens he/she will have a pretty good idea who is responsible and if they don't then they will know somebody who does! In my opinion, taking officers off the streets and putting them in what was then known as 'panda cars', was the worst decision ever; doubtless driven at the time by the number crunchers! |
| 184. | I don't think there is anything that specifically says there is going to be a significant amount of increased funding for (i) PACT (ii) Neighbourhood Watch Schemes (iii) local councils to prosecute fly tippers; [one local authority (Redditch) has taken no enforcement action at all against fly tippers for at least five years] |
| 185. | Required because we don't feel safe. Abh these days and gun crimes don't warrant a visit on a 999 call! |
| 186. | Please keep arguing for preventative support in relation to poverty and reasons for crime. |
| 187. | The police service is a crime reaction service rather than a crime prevention service. This is mainly due to the lack of front line police officers. Communities need police officers to be visible on the streets and approachable, they need to interact with the people they serve and get to know them and the area they patrol. With this type of policing, they get to know who is likely to be carrying out crimes, get information on crime, and by being visible and knowing the issues can prevent a lot of low level crime, thus perhaps stopping those carrying it out from committing more serious crimes. This is old style policing and I know we cannot get back to that, but t would be good to see a police car drive u to an area and for the officers to get out of the car and have a wander around and a chat with locals. This would help to build confidence in the police. |
| 188. | None. |
| 189. | No |
| 190. | Action speaks louder than words. You need to get your own house in order first to give the public confidence in those elected to police by consent, and you also need to tackle corruption in local politics. |

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| 191. | We need more police. Mr Campion has stated there are 400 more police in West Mercia than when he started in 2016 - are these just police who were cut before this so we're actually just at the same numbers? In the town centre in Shrewsbury there are the very bare minimum in terms of police numbers and officers therefore struggle to respond. The loss of the town centre police station in Shrewsbury is also been a huge blow. I'm told that this is due to leadership not wishing to spend additional money on local bases. I have expended a lot of effort trying to find low cost space for police to use with Team Shrewsbury partners but suggestions do not progress. We have received comments from businesses saying that known petty criminals in the town centre are making comments along the lines of 'well we know there's no one in the town centre now so we'll do what we like'. There has also been a huge increase in rough sleeping in the town centre, drug taking and dealing in the streets, anti social behaviour and left belongings. Now the town centre police station is no longer there it's much more difficult for police to remove items for temporary storage so we're seeing litter and left belongings sometimes piled high in doorways. I can't emphasise enough how key having a Shrewsbury town centre station is to the security of the town. Additionally we are very concerned about the always looming threat of losing manned CCTV for the town. The CCTV team are a vital source of information for the police in the town centre and I often hear CCTV, police and businesses working together through the town radio to identify and track offenders. |
| 192. | It does not explain what KSIs are, it assumes that we know this. |
| 193. | A lot of things that should be visited in person go to LIM the phone team and I don't feel this gives the impression we care about the issue the victim has reported. |
| 194. | I would like to see a greater police present and have the option to go and talk to my local police station if needed not have to phone or got a city or bigger area as i live in a small town. |
| 195. | yes |
| 196. | Nothing to add |
| 197. | Nothing to add |
| 198. | Nothing to add |
| 199. | Ok |
| 200. | Ok |
| 201. | No |
| 202. | no |
| 203. | No |
| 204. | yes |
| 205. | yes |
| 206. | Police visibility in Shrewsbury is good keep it up |
| 207. | police visibility in market Drayton needs to be improved |
| 208. | police visibility in market Drayton needs to be improved |

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| 209. | more officers on the beat |
| 210. | no |
| 211. | glad to see road safety on there |
| 212. | Don't agree that John should take on fire governance |
| 213. | Speeding on rural roads |
| 214. | Don't agree that John should take on fire governance |
| 215. | Judge and majestrates should be exposing stronger sentences |
| 216. | No |
| 217. | no |
| 218. | No |
| 219. | Good |
| 220. | Good |
| 221. | no |
| 222. | Excellent police service in Shrewsbury especially at night |
| 223. | No |
| 224. | Glad more police officers |
| 225. | no |
| 226. | Support. But not to the detriment of rural communities - in particular those in Herefordshire who has been the poor relation of West Mercia for a long time with most funding focused on the other policing areas. |
| 227. | Let's get our ICT in order - we are dealing with faults in our i.t infrastructure on a daily basis - its not good enough and its dangerous |
| 228. | This has been ongoing and stated for many years by chief officers. Decades in fact! You cant build a secure policing area with poor policing resources, low numbers of staff (happy to prove to you there are regardless of stating there are 400 more). |
| 229. | Well having seen the latest press releases on the systems failing at west Mercia the public clearly have no hope. From speaking to officers a number of new computer systems have been introduced that has made their job much much harder , so this building a secure west Mercia is a false statement. |
| 230. | It's all words, no actions, the force is corrupt, full of bullies and lazy officers |
| 231. | About time. This should be your top priority. |
| 232. | Grimley Parish Councillors fully supported this section and had no amendments or comments to make. |
| 233. | Severn Stoke and Croome d'Abitot Parish Cllrs had no comment to make and support this section. |
| 234. | This was their priority reducing crime |
| 235. | Reducing crime main priority |
| 236. | feel this is important |

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| 237. | feel this is important |
| 238. | Less crime less victims |
| 239. | High priority reducing crime |
| 240. | I have a real concern about exploitation |
| 241. | Yes this is a priority |
| 242. | This one please |
| 243. | This one please |
| 244. | This for sure |
| 245. | Less crime |
| 246. | Reducing crime |
| 247. | This one |
| 248. | Reducing crime Fish hill |
| 249. | Reduce asb and sort FISH hill |
| 250. | This one too |
| 251. | This for sure |
| 252. | This is key for us |
| 253. | My priority |
| 254. | My priority |
| 255. | Reducing crime |
| 256. | More officers |
| 257. | This is important to ue S |
| 258. | This one for me is key |
| 259. | Reducing crime |
| 260. | Reducing crime |
| 261. | Reducing crime |
| 262. | This is important |
| 263. | I agree |
| 264. | Road safety |
| 265. | Road safety |
| 266. | This covers a lot of the other problems, get that right and you've cracked it |
| 267. | More officers |
| 268. | This is important to me |

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| 269. | More officers |
| 270. | This is the one for me |
| 271. | This is the one that covers most things |
| 272. | I don't believe that without more front line officers and an enquiry team West Mercia will never get more secure. |
| 273. | I feel there is a lack of engagement from the Police with local communities. One rarely sees a local officer, let alone have personal contact. I'm not aware that the NHW alert system is back in place, which was an important source of information and trends from the Police. If your Officers aren't engaging with the public, it surely reduces the amount of information and intelligence received from the public. As for your strategy on roads Policing, it doesn't seem to be working for many of our roads, including the A422. As a local Councillor, I am aware of much dissatisfaction concerning that particular stretch of road. All of the engineering works that can be done, have surely been done. Throwing more money at engineering works, won't I feel, solve the problem. Police enforcement, on a regular basis, has to be the answer, but there seems a reluctance to do so. |
| 274. | Again, it goes without saying that the first duty of any police force is the prevention and detection of crime. There does need to be a recognition that the police cannot do this on their own, and in many cases do not control the causes of crime or criminality. Other agencies have withdrawn from Crime and community safety partnerships, and worse have sought to shift their responsibilities onto the police. Local authorities and the health service have been the biggest offenders in this regard. |
| 275. | More focus direct on Knife crime not just a Public Health approach |
| 276. | your plan will be ignored by the police service and things will not change. the 101 operators need full and proper training as when you call them they have no knowledge of legislation and your hopes and whims will just blow away with the wind. WE WILL HAVE TO TAKE MATTERS INTO OUR OWN HANDS AND HAVE TO PROVIDE OUR OWN SECURITY AND SAFETY. YOUR STAFF PAID BY US JUST WILL NOT ACT WHEN IT IS BLAINTLY OBVIOUS AND RIGHT IN FRONT OF THEIR EYES. ALL YOU GET FROM THEM ARE ?????? AND MORE QUESATIONS. WE ARE NOT SAFE. WE HAVE TO RELY ON INDEPENDENT WITNESSESS. DO YOU HAVE ONE KEPT INSIDE YOUR HOME. YOU EXPECT US TO PRODUCE ONE WHEN THE PUBLIC ROAD IS 1/2 MILE AWAY. You John Campion are well aware that rural policing and knowledge of legislation is a matter that your staff need training, as its your responsibility to train your staff and you have access to £ millions to provide it. You cannot blame anybody else and you are not providing a service that is fit for purpose. |
| 277. | I think in the rural and medium-sized towns as a lot of drug abuse a lot of people also driving around and insured and taxed vehicles I need to see more of the Bobby on the beat even police car parked up the guitar centre would be terribly I would say one of these speeding roads where the motorcyclist insist on doing 150 mph |
| 278. | I have many comments, but know that you just pay lip service and have a desire for good publicity, so no, I do not as I believe West Mercia Police are never to be relied upon and I would not call them if I was being stabbed to death. |
| 279. | There is much work to be done. We have been victims of crime including a personal attack (abh) and on not 1 occasion after calling 999 did an officer come to our aid! This is not acceptable. The criminals are aware that our police force is stretched and are clearly taking advantage destroying the publics confidence in the West Mercia Police Force. |
| 280. | No |

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| 281. | My issues as seen, very seldom see Officers on foot and just a few Police Vehicles, this makes people feel more secure in itself. |
| 282. | I don't feel safe. Security comes from knowing officers are at hand when we need them. Get officers in places where crime takes place. |
| 283. | Yes keep frontline policing where it should be, all West Mercia Police Officers should work out on shifts or in safer neighbourhood teams, Police Officers shouldn't be carrying jobs that can be completed by Police Staff at half the cost of a police officer |
| 284. | No |
| 285. | No confidence in West Mercia. I worked for almost 2 decades for West Mercia and have seen it deteriorate considerably |
| 286. | The Rural Crime strategy needs more focus. There may be more police officers now but there are fewer visible PC's or PCSO's patrolling and an increase in anti-social behaviour which leads to worse crimes. |
| 287. | No comments to add |
| 288. | This can not be done without proper funding of all aspects of the CJS and to pretend otherwise is demonstrably false. If the police and other agencies do not get the proper resources you are lying to say that we can build a more secure force. |
| 289. | Yes act in the intel given and don't 'file' away the incidents without investigating them. |
| 290. | No |
| 291. | More public contact, local officers in the community talking to residents and businesses is low level but key to building a safer West Mercia. Just last week I saw two community support officers in a town, double crewed in a marked police vehicle they drove round the town 3 times in 20 minutes.. that does not build confidence. Had they got out and walked through the town, spoken to residents it would help build the community spirit. Instead people made comments of they are pretending to be police and thus has a negative effect. If they need to drive around give them vehicles marked as Community Support. More people will engage with them. |
| 205 | I think partnership working is important in this aspect. I believe holiday clubs, youth clubs, etc where PCSO's could build relationships could contribute to this target. |
| 206 | You should engage with your public rather than making your only contact with respectable older people one of aggression and lying. I speak from experience! |
| 208 | Improve 101. |
| 209 | Same old political speak |
| 210 | You are not It will only be secure for those who can use internet Very Unpersonalble Policing via computers is bad |
| 213 | The only way you can build a more secure west Mercia is to have more police officers on the ground engaging with the community. As nice and cheap Police community Support Officers are they do not secure people's homes, property or offenders. The public want Police officers to be available as and when required and this cannot be achieved with civilian staff sitting in back office roles who are then unable to be "drafted in" should there be a requirement for resilience in the community. Again, they are nice and cheap but do not have warranted powers to make the difference to peoples security |

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| 215 | There needs to be an increase in response time - and officers available to respond. There also needs to be officers that are dedicated to working with victims of sexual crime/ DV/or with MH conditions - not victims faced with patronising pavement pounders who "want to catch the baddies" but forget about the victims. |
| 216 | Having sufficient officers to deal with crime would be a start. Dealing with DV offenders more robustly and in a timely manner and not leaving victims on RMPs waiting for help after being a repeat victim |
| 217 | By following suggestion 1... Also by getting a better system within your command & control room, we know it's new but it's not working |
| 218 | A more secure west Mercia is a strong work force. More officers and staff are needed, who are resilient and committed to the role longer term. The policing degree is seen as a good way to get a degree without building up debt, and once completed there is no obligation for those officers to remain in post and many will leave for alternative careers. |
| 219 | Be honest about what the police can actually deal with, they can't not be the answer to everyone's troubles. Policing has to be about preventing crime as this will reduce the impact on victims and reduce the amount of survivors. Prevention is better and cheaper than the cure. We need to see highly visible Police Officers NOT PCSO's |
| 222 | Does this simply mean more officers on the beat or other initiatives being utilised? If so what? |
| 223 | We need more police on the street. You need to give them the protection they deserve. As their hands are tied and they can't do much. |
| 224 | Yet again same old speak,very little action.Never see Police officers,CSO's out of their station.Better recruitment and less political correctness,would get the right people for the role. |
| 225 | Enable officers to have adequate numbers and vehicles to patrol crime hotshots |
| 226 | Far too much aspiration and far too little detail |
| 228 | More call handlers twice recently I have attempted to call west Mercia police to be played long periods on on hold messages. |
| 229 | More proactive foot patrols at revant times. |
| 230 | To be more secure, West Mercia needs more frontline police and specialist officers that are able to be on the streets - in West Mercia, frontline officers are expected to manage investigation, build case files, interview suspects etc. all things that in other forces are not done by responders, and West Mercia are doing it with IT systems which were not designed with frontline workers in mind. |
| 231 | Let's empower police to not be afraid of doing their job and ensure they are not unfairly criticised especially by their own superiors. |
| 232 | Greater Police accessibility and visibility. |
| 233 | How about you abolishing your office and re diverting the resources to more officers |
| 235 | SOC needs to focus on the victims - children are always arrested for drug offences when it comes to County Line - they are not willing in most cases and how can they not be exploited!! West Mercia needs to consider MSHT. Roads policing are never seen, where are the roadside stops and visible speed enforcement. |
| 236 | Disability Hate Crime doesn't appear in the draft plan? https://www.cps.gov.uk/legal-guidance/disability-hate-crime-and-other-crimes-against-disabled-people-prosecution-guidance Working with families and the appointment of specialist disability liaison officers to work with families may be useful. |

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| 239 | No |
| 240 | No |
| 241 | The PCC took away the team that covered Shrewsbury Town Centre and now there are less uniformed officers on response than ever. Recruit patrol officers so that people are not waiting hours or in some cases days for a police officer to attend their address. The front line of West Mercia Police is falling apart. |
| 242 | Give the money to people who understand how policing works and what is necessary for officers to be a presence and create a secure environment. Stop wasting money on contrived ideas and re-open stations and rebuild officer numbers. |
| 244 | Criminal intent isn't the only risk to the community, the common disregard of the Highway Code must be the most widespread danger the community faces, which makes it difficult to have confidence in society's decision makers and enforcers, people that live amongst us and must share the same everyday experience and near misses from today's appalling driving standards but without any apparent response. Where once a Traffic Officers presence would deter careless driving and non-conformance with motoring regulations, their absence now allows too much latitude. Danger presents from poor compliance with white lines; corners are cut as if drivers have insufficient strength to make a radius turn. Hardly a day passes without driving through a roundabout to find an approaching driver failing to reduce their speed. Careless drivers in country lanes make minor routes equally hazardous. The proliferation of vehicles with vehicles with blinding lights, illegal number plates and noisy back firing exhausts demonstrate motorists disregard for compliance, which only the restoration of levels of Officers dedicated to improving road safety can address. Utilising spot fines to help fund road safety policing would lead to a safer road environment. |
| 245 | Building a more secure West Mercia includes the aim of improving responses and outcomes around domestic abuse and sexual violence and we fully support this as one of the main aims. However, out of the five actions for which the PCC is undertaking responsibility, all but the first refer only to domestic abuse (pp20-21). Sexual violence is much wider than that which takes place in a domestic setting or sexual partnership, but includes public sexual harassment and sexual violence of all kinds outside the home, including within police forces as has recently come to light. The fifth aim references a 'local violence against women and girls strategy' but it is unclear what is included in this strategy. Will this explicitly include domestic abuse AND sexual violence, and will it recognise the importance of misogyny in the cultural and structural institutions of society, including in the police? In Herefordshire, the local Community Safety Partnership has a well developed domestic abuse strategy but has only recently begun to consider a sexual violence strategy. Herefordshire Women's Equality Group has developed a framework for the sexual violence strategy and is working in partnership with CSP in the production of the strategy. We would like to work as partners with the West Mercia PCC on the local violence against women and girls strategy, and will send a copy of our sexual violence framework to the PCC's office. |
| 246 | See final comments |
| 247 | Road Safety - As the plan notes, there has recently been a sadly high incidence of death on the area's roads and we welcome the proposals to address the harm caused by dangerous driving and to double the number of Community Speed Watch groups in West Mercia. |

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| 248 | There's no mention of fraud and internet crime Why? It's particularly relevant to vulnerable people. who in other respects have a welcome high profile. It is also unsettling to all residents, and getting worse. |
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| REFORMING WEST MERCIA | |
|------------------------------|---|
| No. | Response |
| 292. | This process is taking too long, staff continue to make the best of antiquated systems that are not fit for purpose. Officers are continually developing 'solutions' to overcome the numerous inadequacies of the current inadequate IT systems |
| 293. | Full investigation into police corruption |
| 294. | How many reforms do you want to make, every year it changes and the wheel gets reinvented. Invest in training and resourcing the greatest risks, i.e. on the roads!! |
| 295. | The Tory Government slashed the amount of officers on the beat causing hundreds of Police Stations to close |
| 296. | Sort out 101 - it's terribly inefficient and takes so long to report anything - I know of people put off from making reports. |
| 297. | Target budget and resources, it cannot be right West Mercia have almost the same number of civilian staff as police officers.... |
| 298. | I have met and worked with many fine officers who are a credit to themselves and the force, but please do not state that you are employing 400 more officers than when you came to office in 2016. We know that overall the total number of officers has fallen since 2010. |
| 299. | There needs to be more clear direction on what the money is to be sent on, i.e IT / Vehicles but also how this will be monitored. How will you actually keep the Chief to account - it's all words but no clear deliverables |
| 300. | I agree with it, if it's done correctly rather than pointless spin and a publicity exercise to keep overpaid bureaucrats in the luxury they're used to. |
| 301. | It's too vague to be meaningful. |
| 302. | Yes if there is a need to do so I think the powers that be should easily ascertain what the needs are and deal with them as required that is why you have been trained over the years to do just that, the public depend on your expertise to work with optimum effect to help keep us safe in this ever changing environment |
| 303. | Yes if there is a need to do so I think the powers that be should easily ascertain what the needs are and deal with them as required that is why you have been trained over the years to do just that, the public depend on your expertise to work with optimum effect to help keep us safe in this ever changing environment |
| 304. | No |
| 305. | More ambassadors in Rural areas |
| 306. | Don't know enough about that aspect of the force to comment |
| 307. | No |
| 308. | Make sure that it happens. |
| 309. | Some things at present are Not dealt with in a Robust Many which lead to others doing the same and wasting Police time on Repeated Issues. |
| 310. | No it looks comprehensive |
| 311. | No |

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| 312. | Again- how much more will be spent on front line policing by when and how is it measured? Challenge West Mercia Police to identify opportunities for improvements to effectiveness and efficiency- where is the improvement plan by item with dates and the benefits that can be monitored by all? Ensuring West Mercia Police produce, deliver and keeps under review a long term digital strategy for the force, which complements its vision and values what strategy- when will it be published and what are the measurable deliverables? |
| 313. | Not sure why reform is needed have read the report so no further comment. Doing a good job already? Priority should be more government funding!! |
| 314. | Greater use of technology to manage the massive increase in administration and paperwork. BWV has been a revolution, more support is needed. |
| 315. | No. |
| 316. | I don't think there is anything that specifically says there is going to be a significant amount of increased funding for (i) PACT (ii) Neighbourhood Watch Schemes (iii) local councils to prosecute fly tippers; [one local authority (Redditch) has taken no enforcement action at all against fly tippers for at least five years] |
| 317. | Long overdue |
| 318. | Yes-The last major reforming was with Warwickshire which we were told would bring efficiency and savings. What was the cost of the divorce to West Mercia residents? Why did it fail -there are usually 2 sides to a divorce! |
| 319. | I consider you should asking central government for more money for the police service rather than expecting them to reduce the service through ambitious savings. This spells cuts to me, but whilst we want a service that is cost effective we want them to be a service to our communities. Much time is spent on paperwork and processing the those arrested, you should be looking for ways to cut down the time spent processing prisoners by new technology and reducing the paperwork necessary for a conviction. |
| 320. | None |
| 321. | You talk about 'A value for money approach' but I rarely ever see Community Support Officers (PCSO's) on the beat out talking with the community and engaging youngsters. The only time I ever see PCSO's is doubled up in cars. A PCSO is on a lot more than a student officer yet they have next to no powers and the community know this. As a member of the public although PCSO's will be lovely nice people I want to see police officers on the beats engaging and challenging crime and ASB. I personally do not feel the PCSO role is 'A value for money approach' reform or the way forward. |
| 322. | I assume you mean 'west mercia police' because I think King Alfred did a pretty good job sorting out Mercia in the 9th Century. Less rhetoric and more action please, put some boots on the ground and stop fobbing the public off. Deal with things the right way, the first time. |
| 323. | We need more police. |
| 324. | No |
| 325. | More staff needed, that's obvious. However one comment I hear and do feel a lot myself is lots of PCSO'S would like to move up to PC but are unable to apply as they don't have the level 3 or UCAS point. Previously West Mercia have let you complete 2 years as a PCSO and that is enough experience to join as PC. But this has been removed. Changing this would give you more officers- quickly. The figures reported of how many have been employed are not a true reflection as they do not show how many have left the force or retired. |

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| 326. | No |
| 327. | yes |
| 328. | Nothing to add |
| 329. | Nothing to add |
| 330. | Nothing to add |
| 331. | Police station gone from Newport |
| 332. | Police station gone from Newport |
| 333. | No |
| 334. | no |
| 335. | No |
| 336. | yes |
| 337. | yes |
| 338. | No |
| 339. | no |
| 340. | no |
| 341. | no |
| 342. | no |
| 343. | No |
| 344. | No |
| 345. | no |
| 346. | No |
| 347. | Good officer visibility in Whitchurch |
| 348. | Good |
| 349. | no |
| 350. | No |
| 351. | no |
| 352. | Where is the new police station for Hereford - promised for over 45 years! |
| 353. | From our side of the public contact and demand we see a critical level of officers in the most important area of policing - response. The numbers on the response teams are dangerously low. Response officers have been taken to other departments and not replaced? Why is there such an appetite for officers to get off response? because they unmanageable workloads. We have previously had for example burglary teams - we no longer have these and often where as we used to have to respond to burglary dwellings within an hour - now these poor people who have had the homes violated are often waiting up to a week to see an officer? this is unacceptable |

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| 354. | You can't 'reform' a police force. Basic policing skills is what is required alongside officers out and about in the communities. Targeting hard hit areas, problem solving with officers out and engaging. No experience in a majority of the response policing and no senior officers to support. If you want to reform west mercia, sort the IT out, scrap the degree scheme and get experienced officers out there. |
| 355. | Having a PCC that is politically attached to the Conservative party is not going to help the force one bit. The PCC should not have any political attachments to any party, police officers aren't allowed so why are you? |
| 356. | Again, it's all words with no action. Reformation is needed to a greater level than you realise. |
| 357. | Reforming an organisation is something that should be done all the time. Does this mean that you have not been doing it until now. |
| 358. | Grimley Parish Councillors ask what exactly the efforts to "reduce the environmental impact of policing" will involve. Inclusion of this (inferred) acknowledgement of climate change is pleasing to see. However, this document does not go far enough in explaining what effective actions can be taken and how they will be measured. |
| 359. | Severn Stoke and Croome d'Abitot Parish Cllrs had no comment to make and support this section. |
| 360. | Priority for me |
| 361. | My priority |
| 362. | This is good for people to know about |
| 363. | More police officers |
| 364. | It's a shame you don't see the village Bobby any more |
| 365. | More police officers |
| 366. | This is important too |
| 367. | Yes |
| 368. | More police officers |
| 369. | More police officer then can do it all |
| 370. | This is my priority For swmp |
| 371. | More police officers |
| 372. | More police officers |
| 373. | No |
| 374. | No. Again I beleive the Plan covers it all. |
| 375. | I speak from a Roads Policing perspective. We probably haver the most inept road policing unit in the country. We invest in poor equipment, drive vehicles that are not fit for purpose on occasions given mileage and age. build a road policing unit fit for a force that size of West mercia |
| 376. | A primary duty of the PCC is to ensure that the police have the tools for the job. It is clear (as reported in well sourced local press reports) that West Mercia's infrastructure is crumbling to the point of collapse. West Mercia is far from 'world class'. A basic requirement for any |

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| | organisation is that it's buildings, plant, and systems are well maintained and are legally compliant. Giving the police the tools to do the job is the first duty of the PCC.and that requires adequate investment. |
| 377. | your plan will be ignored by the police service and things will not change. the 101 operators need full and proper training as when you call them they have no knowledge of legislation and your hopes and whims will just blow away with the wind. WE WILL HAVE TO TAKE MATTERS INTO OUR OWN HANDS AND HAVE TO PROVIDE OUR OWN SECURITY AND SAFETY. YOUR STAFF PAID BY US JUST WILL NOT ACT WHEN IT IS BLAINTLY OBVIOUS AND RIGHT IN FRONT OF THEIR EYES. ALL YOU GET FROM THEM ARE ????? AND MORE QUESATIONS. WE ARE NOT SAFE. WE HAVE TO RELY ON INDEPENDENT WITNESSESS. DO YOU HAVE ONE KEPT INSIDE YOUR HOME. YOU EXPECT US TO PRODUCE ONE WHEN THE PUBLIC ROAD IS 1/2 MILE AWAY. You John Campion are well aware that rural policing and knowledge of legislation is a matter that your staff need training, as its your responsibility to train your staff and you have access to £ millions to provide it. You cannot blame anybody else and you are not providing a service that is fit for purpose. |
| 378. | I think we need more police it's not safe environment anymore where you only get one police officer in the car to cover more areas bigger plan another area for that them to offices we need car parts police cars parked up all over the place I'm sure you got some old cars please cars it's a deterrent |
| 379. | Yes, get some recruits on board who are aware oif the realities of life, from your Chief Constable down. No one, repeat no one that I know has the least bit if faith in West Mercia Police. Get a National Police Force. |
| 380. | Anything is better than what is in situ |
| 381. | It would be nice to see an increase in police presence in Kington & it`s surrounding parishes. |
| 382. | Yes when anyone reports an issue it is being Polite getting a response or just being Rude not doing so, it's called getting respect. |
| 383. | No |
| 384. | None |
| 385. | No |
| 386. | It begins with leadership. I couldn't even tell you who my beat bobby is. It needs reforming. During my past employment with West Mercia I witnessed a select few who's honesty and integrity could be questioned. |
| 387. | The plan for "consistent, persistent and determined focus" from the police in rural areas in vital. Develop better partnerships with Local parish councils and communicate effectively. Install CCTV in rural crime hotspots. |
| 388. | Not all communities use social media or have access to it. Make having a voice more accessible to public in other ways. Query potential success due to funding constraints and potential effects of Covid 19. |
| 389. | Reforming West Mercia into what? maybe reforming the bits that don't work like the bureaucracy and empire building that appears to occur. |
| 390. | Work together as a community; everyone is equal. |
| 391. | No |

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| 392. | Stop the politic's. Residents are not bothered! The Police are more worried about poor press than dealing with issues. Use the special constabulary more, promote it and use their specilist training to support the police. Cut costs in hq roles, for example less chief officers will allow more officers on the front line. Open local 'store fronts' manned by specials or pscso so rwsidents can pop in, these should be 1 in every town centre, this would allow them to continue their paperwork but still be visible. |
| 393. | More front line forensic staff/police staff, too much is invested in police officers with no consideration for support staff. Also new recruits need better training as many of them are being rushed through training school and are making basic mistakes out on division compromising investigations!!! Also Get some ICT which actually works, the amount of times we fail to connect to the force desktop or struggle with our work phones is an embarrassment in this digital age. |
| 394. | I believe some bridge - building following the death and inquest of Dalian Atkinson will be required. The Sarah Everard case certainly will make me think twice before complying with a request from the police. |
| 395. | See above. Treat us with respect! |
| 396. | Another excuse for cutting jobs and police posts |
| 397. | Doesn't look like you are with the awful proposed changes |
| 398. | Neighbourhood Policing should be at the heart of Policing. Each town should have its own station of officers who work the local areas day in and out to deal with every crime as a face not a uniform. Centralising assets and resources build a barrier for engagement and confidence. Seeing is believing and if the Public don't see Police Officers they don't believe they are doing their job to keep them safe. Covid saw the implications of years of centralising and reducing police station numbers. |
| 399. | More charitable organisations need to be incorporated into the police sign posting system. |
| 400. | The force should be more available and not just digitally. Members of public want to see someone in person. Getting officer back out on the streets and not sat in back office jobs. Why do new officers need to have or be doing a degree???? Isn't life experience more important and being able to talk to people??? |
| 401. | West Mercia Police is not a business and shouldn't be looked to be ran like one. West Mercia Police is a service a police force, it serves the public, currently I don't see that happening to the potential it has. |
| 402. | Digital systems need a massive reform- systems not fit for purpose and make the role harder and lengthier. Recognition of the hard working officers day in and day out will boost moral, which is currently very low. Re assessing some ranks actual roles may allow resources to be placed elsewhere- on visible patrol/investigative roles to actually deal with crime and provide the reassurances to victims and the public . Simple things like providing safe car parking spaces for officers would go along way to support the hard working staff |
| 403. | Your staff need to feel valued as they can not out the public first if the organisation has staff way down on its priority list. There needs to be more emphasis on valuing front line patrol and look at more and better ways to police. Should you have patrol and investigative functions to reduced the impact omnicoptent policing has on the mental health and welfare of officers. If you invest more in support that keeps police officers visible with staff able to do the paper and bureaucracy that keeps officer at a desk. |
| 404. | The police need to have their rights and able to control the young people out in society not the young people in control |
| 405. | Should have been reformed years ago.Too many managers and not enough officers.Weed out the dead wood from headquarters. |

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| 406. | It really should include reducing the political role of PCC |
| 407. | No |
| 408. | Reform the IT systems |
| 409. | More physical presence on the streets especially during weekend drinking times, less investigating of alleged social media crimes and more of helping real crimes like burglaries/theft/ assaults. |
| 410. | Greater Police accessibility and visibility. |
| 411. | As per 2 |
| 412. | ICT is very poor and the focus needs to be on the human contact - its not all about electronic means. A greater need to recruit a more rounded police force, they are all too young with no life experience and only joining for the free degree. |
| 413. | Understanding and responding to disability hate crime and police liaison staff can assist with this agenda in relation to people with learning disabilities and /or Autism. Training, empathy and understanding from police officers and links to family support groups and social and health care staff can assist the police with this agenda. see https://www.gov.uk/rights-disabled-person/police and https://www.cps.gov.uk/sites/default/files/documents/publications/supporting_victims_and_witnesses_with_a_learning_disability.pdf and https://www.england.nhs.uk/wp-content/uploads/2020/01/Learning-disability-and-autism.pdf |
| 414. | No |
| 415. | No |
| 416. | Yes, please just recruit more officers, and with respect not just the low levels of officers have been brought in over the last 2 years that have not even made a dent. Real numbers to replace 40% of staff that will be retiring over the next 5 or 6 years and replenish the response squads that have run dangerously light for the last 5 years. |
| 417. | You're not reforming it, your destroying it and quite frankly I now feel unsafe due to your management. |
| 418. | I expect many Police Service staff have little experience of working outside the Force framework, which risks them adopting institutionalised views and attitudes. After been assaulted in a surprise attack I have first hand experience of how what should be a simple case became a drawn out matter. To assess my case only four individuals needed to be interviewed; my wife and I live together, that left two other parties in our same street to visit. In any other walk of life eight weeks to accomplish that task would be regarded by the majority of people as ridiculous, if not pathetic. After I complained the Sergeant overseeing my case called me, to my surprise he felt the time scale was completely acceptable, which made me realise the Officer held views with an acceptance of that compromised level of service. He was also comfortable with the concept of Response Officers having to drop an investigation interview midway to respond to a 999 call, which seems like poor staff management. A removed attitude such as that wouldn't be very successful in a business where customers have a choice. |
| 419. | No |
| 420. | You do not define "frontline". Hopefully in 2021 this includes online and cyber, otherwise it is very old fashioned objective. |
| 421. | Front-Line Services - The increase in the numbers of front-line officers in recent years has been beneficial and we welcome proposals to continue this increase and to prioritise spending on front-line services. |

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| REASSURING WEST MERCIA'S COMMUNITIES | |
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| No. | Response |
| 422. | CCTV, police on the streets and results of putting rapists away |
| 423. | More visible Police presence |
| 424. | As above please do establish victim working groups and please do ensure all victims of all crimes are surveyed on the level of satisfaction with the police response. |
| 425. | Communities must be heard. The Police do an appalling job of getting 'on side' the general public. In my Town the perception of the Police is at an all time low, to reassure you must address this fundamental problem |
| 426. | I welcome the strategy of being involved in the community. This is critical to us the public, it should be remembered that the force is there to serve the public, it is the public that the force is answerable to. |
| 427. | Visibility is key. It's great that there are more officers but where are they - they are not visible. Your communications team are very very poor at messaging - no clear messages come out in any medium. All we see is missing people reports, which is right but what about your activity |
| 428. | A great idea, we need it. Public opinion of the police is they're rarely on point when needed. |
| 429. | Ensuring all communities can access their police service quickly and conveniently when they need to. - Unless there have been recent changes - Ludlow has no Local Police station and overnight response comes from Telford many miles away and without any knowledge of the South Shropshire area |
| 430. | the appearance and approachability of officers in areas such as town centres with thier pop up shops would help...or just a dedicated team to form these actions |
| 431. | That was a load of pointless waffle |
| 432. | Yes it is important to 'reassure the West Mercia's Community' in as many ways as feasibly possible.. but even more importantly don't make promises unless you are sure you can deliveras broken promises are not helpful to anyone, make sure that experienced personnel are in charge of the appropriate projects in order to attain an optimum outcome for all |
| 433. | Yes it is important to 'reassure the West Mercia's Community' in as many ways as feasibly possible.. but even more importantly don't make promises unless you are sure you can deliveras broken promises are not helpful to anyone, make sure that experienced personnel are in charge of the appropriate projects in order to attain an optimum outcome for all |
| 434. | No |
| 435. | Police should be seen |
| 436. | Post pandemic we need to have your presence at local events |
| 437. | No |
| 438. | Make sure that is happens. Whilst another 400 officers is helpful, it is still way below what we used to have years ago when there was less crime. I would estimate that to be totally reassured we need another 2000 officers across West Mercia police area. |

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| 439. | Only they need to be seen on foot more. |
| 440. | No it looks comprehensive |
| 441. | I think there needs to be much more visible policing in rural communities, and more resource allocated accordingly. For example fifteen years ago the Golden Valley police team based at Peterchurch in Herefordshire had 1 PC, and 3 PCSOs. There is currently 1 PC and 1 PCSO, responsible for a large geographic area. The SNT boundaries also need to be revisited it seems strange to lump rural villages i.e. Kingstone in with part of Hereford city. I rarely see visible police patrols in my area, unlike 15 years ago. |
| 442. | Ensure West Mercia Police set and consistently achieve targets regarding 999 and 101 calls What are they currently, what are the improvements agreed and when will they be implemented? Setting out levels of service that people can expect from their police force, in response to certain types of crimes and incidents.- same questions- what are the current service levels, what are the improvements targeted, who is responsible for delivering and when will they be delivered? |
| 443. | As above; a key requirement for perceived safer neighbourhoods and confidence in our society |
| 444. | Previous comments cover. |
| 445. | See box 2. |
| 446. | I don't think there is anything that specifically says there is going to be a significant amount of increased funding for (i) PACT (ii) Neighbourhood Watch Schemes (iii) local councils to prosecute fly tippers; [one local authority (Redditch) has taken no enforcement action at all against fly tippers for at least five years] |
| 447. | Urgently needed |
| 448. | Communities do not only want a voice that is heard within the police service, it wants police visibility, it wants to know and interact with those that police their communities. The only police I ever see are in cars driving by, or getting out of cars to go and see a neighbour for whatever reason. I don't know them and they don't know me. I have no confidence in them because I don't know them. The ability to move swiftly is an obvious necessity, but people will not trust the police unless they have a relationship with them (excluding a "professional" one). You cannot have a relationship with police officers driving around in cars. Rural communities and villages need to see a police presence. Most policing is confined to larger towns, which is obvious, but other communities need to see police. Get them driving to an area and parking up and walking about. |
| 449. | I see no reference to specifics on anti social behaviour. What actual pro active work will you task officers with resolving? I'm sick of graffiti in Droitwich Spa. You have officers on patrol but it's still not cleaned off, even when it's next to the police station. |
| 450. | None |
| 451. | As above I rarely ever PCSO's on beats other than when they are doubled up in cars. As a recently retired officer I know first hand that criminals and those causing harm and ASB are not reassured by PCSO's. It is difficult to understand how a £27k per year PCSO role is a value approach when a student officer who can do everything, work shifts, arrest etc etc is paid a lot less. |
| 452. | You need 'bobbies' on the beat and a crack down on anti social behaviour. |

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| 453. | More visible policing. Have police officers go and introduce themselves to one business on every shift to build recognition in the community, making them more approachable and people more likely to report crime. I hear 'what's the point in reporting it, they won't do anything anyway' very often. This means that police are not seeing a clear picture of actual crime levels through reported stats. |
| 454. | Some people may have had bad experiences with the people and so would not necessarily call them to report a crime. |
| 455. | No, I think we do this very well. |
| 456. | Large police presence |
| 457. | yes |
| 458. | Fine |
| 459. | Fine |
| 460. | Fine |
| 461. | No |
| 462. | No |
| 463. | No |
| 464. | no |
| 465. | No |
| 466. | yes |
| 467. | yes |
| 468. | No |
| 469. | no |
| 470. | no |
| 471. | like empowering communities |
| 472. | no |
| 473. | No |
| 474. | Stronger sentences will ensure prevention of crime |
| 475. | No |
| 476. | no |
| 477. | No |
| 478. | No |
| 479. | Good |
| 480. | no |
| 481. | Good |
| 482. | No |

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| 483. | social media is key |
| 484. | Policing by consent is about engaging with communities but also enforcing the law without fear or favour. The public want more enforcement and less soft touch community engagement that takes local policing teams away from their communities for hours on end. |
| 485. | Let's have officers - response officers able to attend and full review of other departments on their workloads? why is there such desire to leave response? |
| 486. | Look after the officers, the officers will look after the community and you will have hit your target of 'Reassuring West Mercia Communities'. This is not happening so you wont get the results. |
| 487. | Actually having officers out and about is reassuring but having them all locked away in stations filling in and ticking forms does not catch criminals. |
| 488. | All members of the communities will not comment due to fear of bullying by officers |
| 489. | You will only re-assure me when I see more policemen/women on the beat and responding to crime reports quickly. Then solving the crimes. |
| 490. | The task of reassuring communities will require committed and consistent action from central government right down to PCSO level. Parish Cllrs agree with this section and had no amendments to make. |
| 491. | Reassurance is best achieved if police actually turn up once a crime is reported. If a police officer cannot attend, then it is best to set the resident's expectations from the start. When an officer fails to turn up to take evidence at the scene of a shed/garage break in, that incident is remembered for the rest of that victim's life time and that failure by the police cannot be repaired. Seemingly trivial crimes (such as shed break ins) are nonetheless heart breaking to the resident and should be treated as such. |
| 492. | Priority for me |
| 493. | I think this is the most important |
| 494. | This is also important to me |
| 495. | Definitely this |
| 496. | This one |
| 497. | This one for sure |
| 498. | This is important and covers everything, we are low crime but always need reassurance |
| 499. | This is very important to me and my family |
| 500. | This covers most I think, we all like to be reassured we are safe |
| 501. | Again, having moved here, although it's a low crime area, reassurance is always needed |
| 502. | Important |
| 503. | This is my priority |
| 504. | We need more officers to offer reassurance |
| 505. | No |

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| 506. | Having read this part of the Plan, which says what you are going to do, in terms of public information, feedback and engagement, I entirely agree with the terms. However, I would have to say, that at the moment, I see very little evidence of that taking place. When will we see, the results of those actions and how are you going to communicate with the public. |
| 507. | The public are reassured when they see an effective police force that delivers results. 'Eyecatching initiatives' are a distraction from the the main purpose of the police force. For example, flytipping is clearly an expensive problem, but it is not the problem of the police, it is the duty of local authorities to deal with it. West Mercia does not currently have the resources it needs to perform its core role, so wasting money on someone else's job is simply not good management. |
| 508. | More fee Training for the public on Female safety and Knife crime . Rape alarms do not work |
| 509. | your plan will be ignored by the police service and things will not change. the 101 operators need full and proper training as when you call them they have no knowledge of legislation and your hopes and whims will just blow away with the wind. WE WILL HAVE TO TAKE MATTERS INTO OUR OWN HANDS AND HAVE TO PROVIDE OUR OWN SECURITY AND SAFETY. YOUR STAFF PAID BY US JUST WILL NOT ACT WHEN IT IS BLAINTLY OBVIOUS AND RIGHT IN FRONT OF THEIR EYES. ALL YOU GET FROM THEM ARE ????? AND MORE QUESATIONS. WE ARE NOT SAFE. WE HAVE TO RELY ON INDEPENDENT WITNESSESS. DO YOU HAVE ONE KEPT INSIDE YOUR HOME. YOU EXPECT US TO PRODUCE ONE WHEN THE PUBLIC ROAD IS 1/2 MILE AWAY. You John Campion are well aware that rural policing and knowledge of legislation is a matter that your staff need training, as its your responsibility to train your staff and you have access to £ millions to provide it. You cannot blame anybody else and you are not providing a service that is fit for purpose. |
| 510. | Some information came to me about a car that was no MOT or tax and I reported it through the right channels and nothing was done about it I reported it to West Midlands police to the local police and nothing was done about it it wasn't until I got on the website and contact DVLA and then someone the soup communication with the public and the police |
| 511. | The communities are patently not reassured of the potency of West Mercia Police, they are lack lustre, scruffily dressed, never seen, therefore unapproachable, and basically a waste of taxpayers money. |
| 512. | Again refer to item 2. There is much work to be done. |
| 513. | It would be reassuring to see more of an effort in dealing with the excessive speeding in our area. |
| 514. | Be seen puts the Public at rest and safe. |
| 515. | speeding on the main road through uffington nr Shrewsbury there is a 30 mile limit through the village 40 miles on either side motorist come through at anything up to 60 to 70 miles an hour there is going to be a fatality we could do with speed cameras |
| 516. | To reassure you have to have belief and conviction. To educate old thinking of those from early Telford. To be honest in what the job of the officers truly entail. Not to pander to those with connections to the law whether through legacy, title or friendship. Young women were abused for years in Telford known widely by officials and police how do you reassure when confidence has been broken? |
| 517. | Investment in our PCSOs and keeping them carrying out the core role is key to delivering this one |
| 518. | Need for more visible pcco presence |
| 519. | Policing has deteriorated so much I no longer have any confidence in my local policing team. |

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| 520. | There is currently a lack of confidence in police response in local areas and crimes are not even reported due to the lack of response. Parish councils and local businesses are the platforms and outlets to engage with under-represented voices from the rural communities, to ensure their needs and concerns are acted upon. |
| 521. | When concerns are raised would like update of what's been done about things. |
| 522. | The only way to do this is to have a visible presence and not to pander to ever group that don't like something, but I'm not sure that the police nationally have the will power to do this. |
| 523. | Only say things that are true. |
| 524. | Visible policing and taking action on issues reported would reassure the public. If cars were routinely stopped for speeding rather than just using a speed camera other crimes would likely be detected. Following up on reported crimes would also reassure people. |
| 525. | Traffic and speeding enforcement on the A4103 though Leigh Sinton. After a recent spate of accidents - particularly hit and drivers - it appears to be necessary to install another speed camera on the Worcester side of the village/and or CCTV cameras. The A4103 runs through the village on three bends, many children have to cross the road to attend school and visit the shop. 30mph is just not adhered to by very many drivers. |
| 526. | As previois |
| 527. | This is a challenging target, but vital. It is a challenge to hear both sides of a story and support resolution with fairness. Long held institutional - isms have to be shifted. A new chief constable is an opportunity. |
| 528. | See above. |
| 529. | Not seen a police officer communicating with the public for years |
| 530. | Keep police face to face Keep front counters open daily for enquiries Invest in what works for the community And dont put all your eggs online!! |
| 531. | Whilst improving a digital access to West Mercia is important, it is also vital that you don't take away the face to face service that the public can rely on. Many people find online reporting difficult and want that personal interaction and reassurance. The term "mobile police station" doesn't offer a certainty of a safe haven for someone in need. Please do not under estimate the reassurance that a local manned police station provides to a community. |
| 532. | Easily accessible crime Figures for areas that are up to date and data that can be easily downloaded for each district. Again more visible police officers, don't recruit and stick them in an office |
| 533. | I am pleased to hear your pledge to ensure access for all people. I hope this means the continuation of local Police Stations that you can walk into when you need some help. Not everyone wants to use digital services - it's about people with different needs having a choice and getting the right support. |
| 534. | In my experience, the most hard hit communities- the most ignored and patronised are those who have mental health conditions- some of those MH difficulties come from previous crimes that have not been dealt with correctly. I've heard crimes dismissed as NFA or not crimes, because the victim is struggling and is manic following report. - totally unacceptable, but so common. |
| 535. | Ensure that there are enough officers and staff to attend meetings. Fill vacancies |

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| 536. | 1,2,3 combined and let them see bobbies on the beat, that's what's needed, civilians on the end of a phone, officers attending their houses, places of work etc, Less chiefs more Indians |
| 537. | More officers available and visible to the public is essential. The public want to see police/community support officers |
| 538. | More Visibility of police officers preventing crime out in the community rather than reacting |
| 539. | This will obviously improve with the increased visibility of police officers. Due the geographic area being quite rural it is difficult for police to be seen everywhere. However, due to the rural nature it also helps criminal gangs such as drugs dealers/county lines to undertake their "business". Whilst it's something that has not been done for years and has been done before, local community police stations are a good asset, and possibly a deterrent to some. Having a local officer that people can relate to and build a rapport with is vital. Policing today seems very detached from rural areas, with more policing numbers around urban areas, which is obviously required due to population etc. |
| 540. | You have tried to reassure us as a community. But nothing has happened. We still have antisocial etc going on in our area. We seem to get forgotten being the area we live in. Which all should be treated the same |
| 541. | A visible presence on the streets especially CSO's to deal with anti social behaviour,who are never seen. |
| 542. | More visible mobile patrols with dedicated time to patrol. An officer sat in a cafe doing admin on a laptop does not achieve this |
| 543. | Very vague |
| 544. | More street presence in Evesham recently moving to the area I don't see any active foot patrols. The one officer that had a special made bike for his was always visible he got promoted I haven't seen a officer on foot or bike since. |
| 545. | More needs to be done to counteract the negativity to the police and the safety of communities which is pedalled by an irresponsible media |
| 546. | No |
| 547. | Greater Police accessibility and visibility, particularly in Rural areas. |
| 548. | More uniform officers as a start then this aided by comments on 2 |
| 549. | Officers need to be visible - all you hear when speaking to officers is they are stuck behind a computer. True partnership is lacking - there is a need for an MSHT Partnership Group but also West Mercia need to say no - pass some work to partners |
| 550. | An emphasis on citizens with learning disabilities and / or Autism in the draft plan and some resources ringfenced to this particular cohort needed across West Mercia. |
| 551. | Please ensure greater visibility with Rural communities. We see the vehicles pass through town but it would be useful for the local PC to walk the streets and meet people on foot, also to be seen at local community events from time to time. This would build intelligence, as well as provide reassurance and knowledge that the Police care. Once every couple of months or so would be sufficient. |
| 552. | Please ensure greater visibility with Rural communities. We see the vehicles pass through town but it would be useful for the local PC to walk the streets and meet people on foot, also to be seen at local community events from time to time. This would build intelligence, as well as provide reassurance and knowledge that the Police care. Once every couple of months or so would be sufficient. |
| 553. | The only way you will genuinely be able to do this is if there are officers to send out the door when the public need them. At the moment SNT / OPU and other departments are being used as a sticking plaster to try and prop up the system, it is wrong and someone is going to end up |

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| | getting hurt because there are not enough officers. This just results in other important areas of business not being serviced correctly, whichever way you look at it the public are being let down. |
| 554. | You're not managing it. |
| 555. | At present the community can have little confidence that a 999 call will result in an Officer's attendance, to restore faith in policing the priority of crimes against the person should be elevated with a commitment to always attend. Having limped home battered and bruised I waited home in expectation an Officer would attend and apprehend my assailant, however that was not the case and the offender was not spoken to until a month later, and in the meantime continued to harass my 80yr old neighbours. Conversely the local supermarket seems to obtain a timely response when a shoplifter is caught stealing. I believe the public are dismayed by the priorities of Police Forces in general and the notable absence of their leadership to speak up against the Judiciaries lenient, even silly sentencing that degrades the hard work of Officers; how long must the continuation of bailed offenders absconding go on? |
| 556. | No |
| 557. | See final comments |
| 558. | Community Focus - This we believe is particularly important, as the plan states, in ensuring that "our communities should not only be safe, but feel safe too". We greatly value the liaison with our local police and community support officers and are pleased to see the importance to given to the further development of partnerships and links with community organisations. |

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| ANY FURTHER COMMENTS | |
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| No. | Response |
| 559. | He is the best PCC we have ever had |
| 560. | There is no mention of the 40% increase in homicides from 2019-2020. A trend that is continuing in 2021. You make capital of crimes that have benefitted from lockdown, ie burglary's, but do not address the issues of increasing murders having to be dealt with by already busy departments that quite frankly are struggling and having to manage risk related to such investigations in terms of inadequate resources that puts the outcome of such investigations in jeopardy. Force CID has consistently been overlooked in favour of other priorities, that is now coming home to roost. |
| 561. | Action not words |
| 562. | Priority should be policing the roads, this has been neglected in West Mercia for years. You have next to no specialists in this area left. |
| 563. | A LOT OF REPORTED CRIME IS BATTERED OFF BY EMAILING NPT |
| 564. | No |
| 565. | The draft plan has no set targets to show where you are performing now and where you want to be in a specific time frame in the future. It has no budgetary target or timeframe. You have set yourself no specific targets that are measurable. Please note, I am not writing this as a sign of disrespect or to have a "whinge" at you, but to reply fairly and constructively. |
| 566. | It is a strategic document but key increasing crimes, such as modern slavery / cyber crime needs to be included and shown you are dealing as a priority |
| 567. | Fight the prevalent drugs problem, in Telford especially. Drugs is a lead in for many other kinds of crime. |
| 568. | only that government has cut spending for years and that major funding is needed not just for the public's confidence, but for officers themselves |
| 569. | This isn't a plan, it's a simple restating of any election promises. Successive national Governments have slashed spending on the police since 2010, having a direct effect on, for example, the numbers of successful rape convictions. This 'plan' does nothing to address either that or any number of other real concerns that the public have about the effectiveness of West Mercia Police. |
| 570. | The money you've wasted on this pointless waffle should have been spent on policing instead. |
| 571. | Yes as a police force just do your best to police what is / isn't working, always improving the service you provide Thank you for giving me the opportunity to make comments Cllr Kate Fellows |
| 572. | Yes as a police force just do your best to police what is / isn't working, always improving the service you provide Thank you for giving me the opportunity to make comments Cllr Kate Fellows |
| 573. | No |
| 574. | No |
| 575. | No |

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| 576. | Contact via the 101 non emergency number needs to be much faster. For example, reporting an illegal motor bike tearing round the streets. By the time it has connected with someone to report it to the offender could be miles away from where first seen, thus the information is not of much use. |
| 577. | No |
| 578. | I hope that when the plan is implemented there will be a clear and objective means of measuring its level of success. |
| 579. | No |
| 580. | This is largely an aspirational strategic plan. It would be helpful for your office to create an accompanying action plan for each of your priorities e.g. first bulge point of priority one of "victims" what steps will be taken, by when, who will be accountable for the action(s), and what will the outcome(s) of those actions be. |
| 581. | The plan is lots of words and light on measurable deliverables with agreed improvements and dates, in effect it will be nearly impossible to hold anyone accountable for anything in the plan as there are no KPI's or measurable improvements in the plan. My feedback would be that the plan should go back to the drawing board and the relevant KPI put in, what it is today and what the plan will deliver with a name and a date by it- that way the community can gauge if the plan is being delivered as an example below I will 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- How much of the current budget will be saved by efficiencies- what is a minimum- why cant we expect a saving if the efficiencies are made- why the assumption that the council tax payer will pay more? None of these questions are touched on in the plan Personnel and Numbers- We can see what we have got but what should we have at the start of the plan- what was budgeted, were the increased numbers achieved, if not why not and what should the numbers be over the timescale of the plan by quarter and who is responsible for remaking sure it happens. |
| 582. | None |
| 583. | No, but keep things simple and focused. |
| 584. | Very comprehensive. Good luck. |
| 585. | How much has it cost to produce this 'fancy' plan? Money which could have been spent on increasing the number of PCSOs AND PCs. |
| 586. | N/a |
| 587. | Yes-Far to personalised to John Campion -what about other members of the team? Why no direct comments from the Chief Constable and the front line of policing on how things really are? |
| 588. | Tackle bias and subconscious bias' within your workforce. |
| 589. | It is a good plan with some ambitious targets. As it is strategic it will not tell us how these targets are to be achieved, but most of all we do not want to see it become a "box ticking" exercise. The plan needs to deliver tangible outcomes. My comments may not be strategic, but it shows outcomes that people want. We do not want low level crimes to be ignored, as people getting away with low level crimes will probably go on to bigger crimes. We need to feel safe. How? With police on the streets in villages and rural communities, to be part of the community. I think most people, including the police do not think they are part of their community because of the job they do. But they should be, and that is the challenge. |

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| 590. | It's a document of management speak, it might be strategic but you've put it out for public consultation. I'm a bit confused with its actual purpose? |
| 591. | None |
| 592. | You refer to domestic abuse but year after year I am still not seeing anything that reaches out to MALE victims. |
| 593. | To be honest, I don't think it's worth the 'paper it was printed on' if it was ever to be printed. All this does is allow you to tick a box to say that we have a policing plan. It won't make a blind bit of difference to policing, maybe a few senior officers will read, but I doubt many public will. We can only judge you on our experiences and for me personally I am astonished at how poor the standard of policing is in many cases. There are many very good officers that I have spoken with, and many more that work in serious crime etc, but when dealing with reactive local crime it just seems a matter of just recording statistics in a manner that best reflects the most suitable outcome for the West Mercia Police. |
| 594. | I believe increasing police numbers would help you meet most goals in your strategic plan. I think the town centre team in Shrewsbury has strong leadership, however they are under a huge amount of pressure with insufficient resources. |
| 595. | The plan seems to cover everything. |
| 596. | No, I do think you are doing a great job with what we have, little changes make the biggest difference. Talk to the staff on the ground about what matters to them- happy staff = happy 'customers' |
| 597. | No |
| 598. | yes |
| 599. | No |
| 600. | No |
| 601. | No |
| 602. | No |
| 603. | No |
| 604. | No |
| 605. | no |
| 606. | No |
| 607. | yes |
| 608. | yes |
| 609. | No |
| 610. | ngood plan |
| 611. | ngood plan |
| 612. | no |
| 613. | Good |
| 614. | comprehensive |

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| 615. | Good plan |
| 616. | Happy with plan and happy with policing in south shrops |
| 617. | Good plan and very visible policing in South shropshire |
| 618. | Good comprehensive plan |
| 619. | No |
| 620. | No |
| 621. | no |
| 622. | No |
| 623. | Generally good service |
| 624. | Good plan and good police service in Ironbridge |
| 625. | Great personal alarms |
| 626. | no |
| 627. | Policing has been in crisis for as long as I have worked for West Mercia - just over 48 years. Delivering what is promised is dependant on funding - funding which is being cut each year and will continue to do so due to various factors outside of the control of the PCC |
| 628. | Someone needs to review the command and control system SAAB Safe that we have bought. If you speak to any of the users in the OCC you will get the same answer that we now have a system that can't do some of the basic functions our previous 25 year system OIS could do? All of the other forces who have SAFE are reporting similar issues of finding a way to make the system work for them |
| 629. | Provide the public with reassurance that you are looking after your staff and officers. Put money it to the IT fixing. They in turn will be happier and will be able to hit your goal. |
| 630. | Go back to old school policing of 'catching criminals' not poking around Facebook and Twitter spats or childish disagreements because someone is unhappy with another person's opinion |
| 631. | All words, written years ago, which have not come into fruition, I'm sorry but you really have no idea of the incompetency of your officers and the bullying and discrimination towards the public. Sheer corruption from narcissistic officers. |
| 632. | A lot of nice words - a bit like Priti Patel. Time for some real action. |
| 633. | Residents would welcome a summarised poster version. |
| 634. | Severn Stoke and Croome d'Abitot Parish Cllrs thank you for the opportunity to comment. |
| 635. | Thank you |
| 636. | All four priorities are relevent |
| 637. | I think all four priorities are in the right order I do feel it's difficult to get hold of a local officer when we want one |
| 638. | There needs to be a visible balance not closing down stations but increasing presence |
| 639. | Only what is already mentioned |

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| 640. | Do you intend to publish/circulate, results from your plan. If so how do you intend to do that and what time frame have you put in place, for those results, to be published. Thankyou. Ron. Drake. |
| 641. | your plan will be ignored by the police service and things will not change. the 101 operators need full and proper training as when you call them they have no knowledge of legislation and your hopes and whims will just blow away with the wind. WE WILL HAVE TO TAKE MATTERS INTO OUR OWN HANDS AND HAVE TO PROVIDE OUR OWN SECURITY AND SAFETY. YOUR STAFF PAID BY US JUST WILL NOT ACT WHEN IT IS BLAINTLY OBVIOUS AND RIGHT IN FRONT OF THEIR EYES. ALL YOU GET FROM THEM ARE ????? AND MORE QUESATIONS. WE ARE NOT SAFE. WE HAVE TO RELY ON INDEPENDENT WITNESSESS. DO YOU HAVE ONE KEPT INSIDE YOUR HOME. YOU EXPECT US TO PRODUCE ONE WHEN THE PUBLIC ROAD IS 1/2 MILE AWAY. You John Campion are well aware that rural policing and knowledge of legislation is a matter that your staff need training, as its your responsibility to train your staff and you have access to £ millions to provide it. You cannot blame anybody else and you are not providing a service that is fit for purpose. |
| 642. | We need more police instruct instructor I will police on the beat not sitting in a car we need to establish a plan where are gummy cars I think that's a good way going down park a police car on a main road with a camera on the top and everyone will think there's a speed police car |
| 643. | None whatsoever, as a retired Police Officer of 30 years, I am ashamed to be associated with todays Police Service. |
| 644. | N/A The link in the email is non existent |
| 645. | I think that this is 44 pages of "waffle" to say that the police should do their job in tackling crime & prioritising the most serious whilst not forgetting local issues. |
| 646. | Lots has been said about additional officers that have been recruited, however in how many of those officers have now left, how many support staff roles have been removed adding more workload onto officers. The public constantly ask to see officers on the beat when officers are actually forced into the office more than ever due to the extra demands of paperwork etc. |
| 647. | Only as stated previously. |
| 648. | Rather surprised when trying to see what was happening in my area WR4 to be told that it could not be found? Looking at previous funding in South Worcestershire that there was no funding allocated for Domestic Abuse considering your previous statements on that issue. Also that the ability to raise the issue of repetitive ASB was not relayed to the area here after 18 incidents all reported to the Police. Plus a report to you sent by me. Let us hope that things improve because those on the ground seem to be working well & if their tools are improved & you can get Magistrates to cooperate we can have a better life here. |
| 649. | The crimes which need addressing are as follows: - sexual assaults/rapes - burglary - fraud -speeding - drugs |
| 650. | It's a good plan but I worry about the delivery of the plan without the appropriate investment in the Police Staff side of the business, Police Officers cannot do their jobs without staff support and although you can argue police officers can fill those gaps this is not a cost effective way forward for the force. |
| 651. | More warnings needed re internet scams |
| 652. | Rural Crime and KSI's are largely due to lack of police presence in the area - there needs to be more visible local, constant and reliable policing in rural areas. Most people do not know who the local PCSO's are. |
| 653. | No |

Appendix 2: Safer West Mercia Plan 21-25 consultation responses

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| 654. | Easy to write down actions but actions speak louder... |
| 655. | No |
| 656. | No |
| 657. | Actually visit departments and ask them for their option plus what they need to do their job properly rather than make judgements from HQ. We have yet to see the PCC or chief officer in our department for a number of years, it like we don't even exist!!! |
| 658. | I have not seen the Crime Safety Partnership cameras in Shropshire for some months, does this mean they are no longer used? Communication is not easy. I observe doubtful activities which do not justify an emergency call. In my experience 101 is not answered quick enough and the response makes you feel you are time wasting. Shrewsbury Police station appears difficult to contact, so I don't feel I have a role in my community policing. |
| 659. | I hope that the crime of threatening a person at their place of employment would become included in your 'type of crime'. That certainly has not been my experience. |
| 660. | I don't see the need for Commissioners. The police should be allowed to get on with the job that they have in depth experince of. The should not be directed by some expensive amateur who comes out with the usual buzz-words and waffle. |
| 661. | There will be another in a few years when this one does not work. |
| 662. | More police officers is great but you have to have the infrastructure and back office support to allow those officers to do their best. Just increasing numbers does not simply increase public safety |
| 663. | Policing in unbiased, non political. Unfortunately now being driven by one political representative and their parties ideology. The PCC office should be made up of a broad spectrum of society to represent the people it serves. Not everyone is a white conservative and the leaders should be representative of that. One person cannot have the skills not have the responsibility to hold Policing to account it should be a collective body of people |
| 664. | More focus is needed on sexual exploitation/assault/rape and trafficking/modern slavery. |
| 665. | The idea is great but there are not enough bodies to carry it out |
| 666. | Cover all bases, everything that's hurts, upsets someone to them is a crime, we need to educate the public also who is best placed to deal, as to us it may not be "a crime", certain other organisations may be better placed to deal |
| 667. | Domestic abuse and sexual offences are of great importance to those working in these areas. There is no where near sufficient staffing or resources to deal with these crime types in order to make a real difference. Specialist departments have been set up but need more staffing or more incentive to attract the right people to deal with these emotionally and mentally challenging crimes -the impact of dealing with such crimes every day is not recognised |
| 668. | There needs to be a commitment to you ensuring viability of police officers in communities not PCSO,s there needs to be regular monitor to see when the public see police officers whether on foot in cars or at events etc this can then be measured. Prevention is better that the cure. |
| 669. | Drugs, is a huge issue. County lines gangs using rural roads, housing states etc. to conduct business. I Personally live in Albrighton, Shropshire, WV7 and we see things all the time. Local drug dealers doing deliveries like it's a Tesco weekly shop. Arrested, released then off doing her |

Appendix 2: Safer West Mercia Plan 21-25 consultation responses

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| | rounds again. Also taxis dropping young children/adults off, waiting and then taking them once drops have been made. I realise that there may be operations being conducted whilst this is going on. But it appears to the general public that nothing is happening and that nothing gets done when reported. I know operational information cannot be fed back, but some information or updates that things are being looked in to may alleviate peoples frustration. It leads to people not bothering to report such crimes as it's perceived nothing happens. |
| 670. | No |
| 671. | No matter what crime has been committed - deal with it, not pick and choose the crime you can write off to make figures look good. |
| 672. | The document barely recognises any type of crime. It is just full of generalisations and buzz words |
| 673. | It demonstrates how out of touch the PCC is with the front line staff and public |
| 674. | No |
| 675. | No |
| 676. | Shocked to see such a lack of focus on Rural issues. (Covid Response applauded). |
| 677. | The plan is too bland |
| 678. | We know that people with learning disabilities and /or Autism are disproportionately impacted in the CJS see recommendations in The Bradley Report https://www.lscft.nhs.uk/media/Publications/CJLT/The Bradley Report_ Executive Summary.pdf The Bradley Report 5 years on https://www.centreformentalhealth.org.uk/sites/default/files/2018-09/bradley5years.pdf |
| 679. | Things on the front line are a mess and the officers on patrol are tired and worn out. They are trying to keep the wheel on and one day they are not going to manage it. Please help us by sorting this. |
| 680. | Waste of time and money. You do not speak for me, you speak for politics in an arena that should be non political. I am not interested in your political ambitions when you cause a safe area to be destroyed by crime by your management. |
| 681. | On behalf of the North Worcestershire CSP, we welcome the draft Plan and look forward to continuing to work with the PCC and partners to keep North Worcestershire a safe place to live, work and visit. |
| 682. | I found nothing there with which I disagree. |
| 683. | I am responding to this consultation as Chair of the End Male Violence Against Women and Girls working group of Herefordshire Women's Equality Group. This group has around 150 members who range in age from 18 - 80. Please link up Herefordshire Women's Equality Group's framework for a sexual violence strategy, which we will send to the PCC's office, with this response to the consultation. Please note that we would also like to work with you as partners on the local violence against women and girls strategy. |
| 684. | Not very ambitious when it comes to using the office of PCC to instigate true change by bringing together partners to tackle complex problems. There is nothing about using data to address these issues. Nothing about analysis or encouraging data sharing, certainly nothing as bold as a multi agency data hub, or even a VRU. It's all quite old fashioned. I'd hoped that the PCC would lay out a bold vision of how he would get everybody working together to deal with the hard issues. How he would inspire everybody! However, it seems quite reactive and negative with an emphasis on holding to account. |

Appendix 2: Safer West Mercia Plan 21-25 consultation responses

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| 685. | Much Wenlock Town Council welcomes the opportunity to submit comments on the Draft Safer West Mercia Plan 2021-2025. We are pleased to see the breadth and scope of the proposals set out to improve police services over the next few years. |
| 686. | The plan is very worthy, but it's not clear what are really the key objectives. What are you going to report on, and expect to be measured on? But otherwise it is an excellent communication - well done. |

Appendix 2: Safer West Mercia Plan 21-25 consultation responses

| COMMENTS RECEIVED VIA EMAIL / ROYAL MAIL TO PCC's OFFICE | |
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| No. | Comments received |
| 687. | <p>Thank you for inviting public comments on your latest Police and Crime Plan. I have viewed your feedback form and find the restriction to 300 words per item too restricting, so I request you include my following comments as part of the public feedback.</p> <p>I am impressed with the scope and depth of your proposals and request your comments and clarification on the following.</p> <p>As a retired Inspector with specialist Traffic (now road Policing) experience in three ranks, and a full time prosecution role before the advent of the CPS, you may not be surprised that they are mainly about safety on the roads.</p> <p>I quote from your proposals with quotes "in italicised black" with my comments in blue.</p> <p>"West Mercia now has almost 400 more police officers than when I was first elected in 2016" Please show West Mercia Police officers numbers from before the Government cuts to the present day to see if your "400 more police officers" has achieved or bettered the numbers before the Government cuts.</p> <p>"Priorities Reforming West Mercia 1. West Mercia manages its resources to maximise value, effectiveness, efficiency and meet demand." Please review the work required from the Police by the CPS to see if efficient time savings can be made. When the CPS first took over prosecutions they increased police form filling etc. by a ridiculously unnecessary amount, and I regret I failed to convince any senior officer to challenge them on this, I suspect because the senior officers themselves were not directly affected.</p> <p>"For example, a disproportionate number of people are being killed or seriously injured on our roads every week" Please include casualty figures over the years from before the Government cuts which reduced the number of specialist road patrol officers to date.</p> <p>" Priorities... 4. Reduce the excessive harm associated with West Mercia's roads." "Outcome: Harm on West Mercia's roads is reduced and safe driving is promoted." Good.</p> <p>"I will: Work with West Mercia Police to deliver educational campaigns to prevent victimisation and raise awareness for victims' services" Please show that you will include driver behaviour education and enforcement in this.</p> <p>"I will: • Ensure prevention activity will be effectively integrated into all elements of operational policing, to prevent re-victimisation and better</p> |

Appendix 2: Safer West Mercia Plan 21-25 consultation responses

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| <p>manage demand."</p> <p>Please ensure that all Police Officers are reminded of their responsibility, when out on the roads and not on an urgent call, for road safety advice and enforcement. The public perception of seeing police officers apparently ignoring driving and riding offences is bad for public confidence.</p> <p>"I will: 4: Reduce the excessive harm associated with West Mercia's roads. I will: • Work with the police and other partners to address the harm caused by dangerous driving and the adverse impact on local communities by the anti-social use of our roads. • Work with the police and partners to further develop understanding of what causes death and serious injury on our roads (KSIs), and ensure that work informs more effective action to reduce KSIs. • Support West Mercia Police with the resources to more effectively enforce the law and prevent crime on our roads, and ensure those resources deliver the best possible results for our communities. • Empower community action by doubling the number of Community Speed Watch groups in West Mercia. I will target funding towards community speed reduction schemes.</p> <p>Please include liaison from you and the Police with the important voluntary road safety education groups of the Institute of Advanced Motorists Roadsmart https://www.iamroadsmart.com/ and the Royal Society for the Prevention of Accidents ADvanced Drivers and Riders https://www.roadarbenefits.co.uk/.</p> <p>"I will: • Prioritise resources for the recruitment of more specialist road policing officers to target those motorists causing most harm and ensure a high visibility presence to positively impact on road user behaviour. • Promote education initiatives aimed at improving road safety. • Review and refresh my own road safety strategy to ensure it remains focused and effective in improving road safety. Please show the numbers of Police Road Patrol officers from before the Government cuts to the present day.</p> <p>"The Chief Constable will be responsible for: • Reducing KSIs, and preventing harm and antisocial use of our roads through enforcement, education and effective partnerships. • Denying criminals the use of the roads, by disrupting serious organised crime. • Ensuring community concerns about criminal or anti-social use of our roads are heard, understood and acted upon." Good.</p> <p>" The Chief Constable will be responsible for: • The force living within its means and delivering a balanced budget. • Aligning resources to identified priorities. • Effective use of data and information to deliver the best possible outcome to the public. Please ensure that road safety is an identified priority by comparing casualty and death numbers per population from road collisions with other assaults and homicides.</p> <p>"I will: • Continue to increase Officer numbers in West Mercia."</p> |
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Appendix 2: Safer West Mercia Plan 21-25 consultation responses

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| | <p>Please show West Mercia Police officers numbers from before the Government cuts to the present day to see if your "increased officer numbers" has achieved or bettered the numbers before the Government cuts.</p> |
| <p>688.</p> | <p>Thank you for the opportunity this afternoon to discuss the role of the Environment Agency and the impact Waste Crime has on our communities.</p> <p>For clarity, by the term Waste Crime we mean the following criminal acts</p> <ul style="list-style-type: none"> - Large scale dumping – (over 20 tonnes of waste, more than 5m³ of fibrous asbestos or 75lites of potentially hazardous waste in containers / drums) - Illegal waste sites - Misdescription of waste to evade HMRC land fill taxes - Illegal Waste Exports <p>We continue to see Organised Crime Groups operate within the waste sector across the country. Through the work of the Joint Unit for Waste Crime (JUWC) we work with our strategic partners in the Police (NPCC) , National Crime Agency & HMRC to target these criminals, to make our communities a safer place.</p> <p>Recent JUWC operations have been instrumental in reducing the theft of catalytic converters across England by 57%. Cases of Modern Slavery continue to be reported within the waste sector, close cooperation and intelligence sharing with the police will assist to combating this crime. We often see that criminals operating in the waste sector are also active in a variety of other criminal activities.</p> <p>Fly tipping is the remit of the Local Authority for incidents below the twenty tonnes threshold. The majority of fly tipping cases will be reported by the public directly to the LA’s or the police. The larger more serious criminal offences in terms of environmental harm, loss of earnings to legitimate business, tax evasion are usually reported directly to the EA. Investigations into this criminal acts will often produce good quality intelligence, that often is of benefit to parallel police investigations.</p> <p>I ask for your consideration to include the term ‘Waste Crime’ and reference to ‘working closely with the EA’ within the PCC Crime Plan, in order to highlight to the public that their environment and local community are important to both organisations and that we work closely to keep them safe.</p> |
| <p>689.</p> | <p>I’ve had a chance to read the attached. I think it’s a very good plan, and I think it is particularly positive that you have made focusing on domestic abuse, sexual violence and dangerous driving. I thought it might be worth just highting a couple of issues from my own side of things.</p> <p>I would highlight the following four areas of local concern:</p> |

Appendix 2: Safer West Mercia Plan 21-25 consultation responses

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| | <ul style="list-style-type: none"> - Rural Crime - Violence and Sexual offences - Anti-Social Behaviour/Public Order - Road Traffic Crime/Dangerous Driving <p>Indeed, looking at the crime statistics for Evesham, the largest conurbation in my constituency, it is rather alarming to me to see just how many of the crimes being committed are of a Violent and Sexual nature. I'm therefore very glad to see such focus in your plan on both violence and sexual offences and dangerous driving. However, statistics do not always tell the full story on all crimes.</p> <p>For example, on rural crime, I was pleased to read this over the summer in one of my local papers, which showed just how far rural crime had actually fallen as a result of both the pandemic, and the work that you and your officers have done in the past few years. Nevertheless, we must remain vigilant. Rural crime has to remain an area of particular focus given the type of people it impacts. Theft or damage to farm machinery can bankrupt a farmer, and many who live in the countryside are much more isolated, with less access to support, than those that live in the towns and cities. Now that the pandemic is over, we do not want to see a resurgence in rural crime, so I'm glad to see you will also be reviewing and refreshing your rural crime strategy.</p> <p>As I say, I think the attached is broadly a very good plan, and I commend you in particular on aiming to ensure that an ever greater proportion of West Mercia Police's budget is spent on front line policing. In these troubled times, I know that my constituents appreciate seeing officers out and about from time to time as a reassuring presence.</p> |
| 690. | <p>INTRODUCTION</p> <p>This document has been prepared in response to the emerging 'Safer West Mercia Plan 2021-2025' on behalf of Telford & Wrekin Council. The Council welcomes the opportunity to provide feedback on the draft Plan.</p> <p>BACKGROUND</p> <p>The Council together with West Mercia Police based in Telford & Wrekin, supported directly by the Police and Crime Commissioner, has an effective partnership that is focused on tackling all forms of crime to ensure our neighbourhoods are great places to live, work and visit and where people feel safe in their homes. This partnership has delivered over £1.5m inward investment particularly for South Telford via the Safer Streets and CCTV joint projects. In addition, Telford & Wrekin Council is investing a further £2m into our Building Safer & Stronger Communities programme to continue this work with a further £0.5m from the PCC which is welcomed. This much needed joint investment enables both organisations to deliver and provide enhanced support to our communities; it is hoped that the Safer West Mercia Plan will enable us to continue to work together to make a difference in Telford & Wrekin.</p> |

PUTTING VICTIMS FIRST

The Council welcomes this objective and as part of our joint working with West Mercia Police and partners, we work closely with the Local Policing Harm Reduction Hub particularly in supporting victims of Criminal Exploitation, Domestic Abuse and Anti-Social Behaviour. This commitment ensures services are delivered in a caring and compassionate way. The Council has been made aware of examples where support for victims of crime has been limited and often hampered by perceived process and procedure. Commitments to simplify and remove red tape would be welcomed in order to provide continuous and well-structured support. This in-turn would foster confidence for the public to report more crimes that may have previously gone unreported.

BUILDING A MORE SECURE WEST MERCIA

The commitment for an increase in officer numbers across West Mercia is critical and specifically in Telford & Wrekin where we experience some of the highest crime rates across the county. In order to give confidence further detail on timescales along and clarity on the number of additional officers working across Telford & Wrekin would be welcomed. The role of the SNT's are valued in our borough and additional resources to allow them to have sufficient numbers to attend community, parish and residents meetings would be welcomed. Officers with a remit to lead and support the deployment of modern neighbourhood watch schemes using new technologies such as WhatsApp would also add to building a more secure Telford & Wrekin as well as the improved visibility of community policing in some of our hot spot locations.

Reducing reoffending very much underpins our investment into Building Safer and Stronger Communities where the Council and our partners is working to tackle the root cause of crime rather than the crime itself. Early intervention measures to divert at risk people away from the criminal justice system compliments our multi-agency working however there is more that can be done through dedicated resources and funding to ensure collectively we make a difference in the medium and longer term.

Opportunity to deliver services to prevent at risk children and young people from being drawn into organised crime will complement our Building Safer and Stronger Communities programme. The Council is already heavily engaged with specialist organisations such as Climb to engage with those at risk. Further resources from the PCC office to invest in additional bespoke services such as the St Giles Trust will complement the services offered by Climb and will work directly with those who are already embroiled in areas of exploitation and need more intensive 1-1 support from those with lived experiences.

The Council already engages with the community pay back scheme across six priority areas to enhance environmental maintenance; opportunity and support from the Police and Crime Commissioner to expand this offer would be welcomed. This not only contributes to breaking the cycle of offending but gives something back to the community.

Appendix 2: Safer West Mercia Plan 21-25 consultation responses

Environmental crime affects our communities, businesses and natural environment. It continues to be a problem across the Borough with 7,500 reports of fly tipping being made to the Council in 2020 with 114 Fixed Penalty Notices issued during the same period. Financial Support from Police and Crime Commissioner would be welcomed and is needed in order to maximise available resources and tackle this growing problem.

Opportunity for closer working with our Road Safety Teams to deliver education, prevention and awareness sessions to children and young people is needed and can make a real difference locally. We would welcome the roll out of Community Speed Watch schemes in priority areas to complement the investment into Speed Indicator Devices (SID). This would reassure communities and enhance road safety locally.

REFORMING WEST MERCIA

Residents of Telford & Wrekin have the lowest Council Tax across the West Midlands region; this is at a time where cuts to local government funding has seen savings of over £120m being made by the Council during the last 10 years. This challenging financial pressure has required the authority to find new and innovative ways to maintain services to our residents. It is encouraging to see commitments being made to utilise resources in an efficient and effective way. Use of modern technology and digital transformation is important in order to enable the Council and partners to continue to engage with West Mercia Police at tactical and strategic levels. The use of hand held technology has enabled the Council to be more efficient in our operations when working in localities.

The Council's commitment to creating a safer borough is demonstrated through an increase in the number of Neighbourhood Enforcement Officers. The increase is as a result of partnership working with Town and Parish Council's through the jointly funded Community Action Team collaboration. This has been delivered without the need to increase Council Tax. The addition of almost 400 police officers across West Mercia since 2016 is welcomed however, it would appear that Telford and Wrekin has only seen an increase of 60 during the same period. The addition of more officers to support our communities would be welcomed but this should not be directly achieved through increasing Council Tax.

It would be good to see local teams accessing EV vehicles for their operations where appropriate due to the climate change emergency announced in T&W, appreciate speed of response may dictate in the short term.

REASSURING WEST MERCIA'S COMMUNITIES

The Council endorses the commitment that the community is at the centre of policing which very much aligns to our co-operative values as a council. This needs to be supported through regular engagement with community groups and focus sessions to coproduce priorities that will build confidence, provide reassurance and promote community cohesion. The role of SNT's is critical to local engagement. It would be ideal to trial the use of shared local community building from which the local police and our enforcement officers could co-locate as a base and contact point. A trial is underway in Redbridge Council titled the 'Enforcement Hub'.

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Comments captured on social media

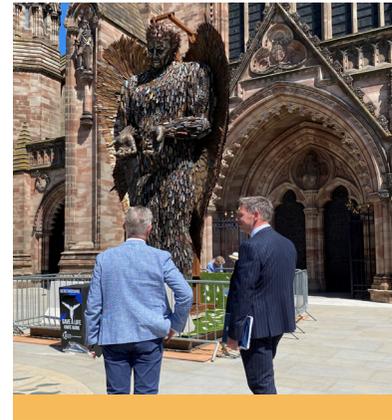
- 1) Can we keep the speed camera on our High Street please as it makes it safer for the children to cross May be an image of 1 person, outdoors and brick wall
- 2) It will be interesting to see if the PCC will respond to my comments given that during his election campaign he totally ignored my concerns
- 3) In today's complex society I understand why 'The Plan' has to be comprehensive; the document is probably too long to hold the attention of most members of the public. I think the absolute priority is to recruit, train and then retain the next generation of Officers and support staff. If that isn't achieved all else is doomed to fail, focus on the foundations.
- 4) Absolute joke, more rhetoric drivel, if only the victims working within your own force had a voice and were Listened to, if only you took robust action against the offenders, if only you didn't try and silence them, then there may be some hope for all other victims.
- 5) I have to be honest I watched two police cars chase a frightened and exhausted lad through town. He was on foot and they were driving the wrong way up a one way street. Would it not have been safer to give chase on foot? Is fitness an issue? More policing on foot is what we need, not more traffic patrolling.
- 6) Yeah get rid of the PCC and put it towards at least 2 PCs a complete waste of money. Political motivated. It was the down fall of the police. Mag to grid get rid.
- 7) Never understand why we have a PCC when that money could go to better use somewhere else the same as each town gets a mayor seems such a waste of tax payers money
- 8) quite agree. We are hopelessly over-governed.
- 9) When we get a letter through our door soon telling us we're sorry but the council tax has gone up I bet our council gets a pay rise and money will be spent on stupid thing it's criminal but we get no extra police in our area
- 10) Stick to catching speeding motorists West Mercia Police, its the one thing you are good at (and can guarantee a fast response to) no pun intended!

- 11) I'm afraid is a little too late. The police now has a bad reputation and quite frankly I'm not surprised. Let down too many victims, when intervention could have saved so many! Who guards the guards? No one it seems.
- 12) Tell that to the victims they failed to protect. I don't cross stitch
- 13) Toughen up Policing take back the streets, do away with degrees and bring back proper training tough training, riot training properly only recruit people who understand the nature of the role, it can be dangerous and you have to be able to cope with that
- 14) I would like mr champion to commit to spending money on the resources for cctv rather than providing the equipment. Capital money for equipment is easy to find, paying people to scroll through hours of footage is not.
- 15) Lots of a issues within the job which you and your senior officers are directly responsible for , start looking at putting the right people in the right jobs rather than just ticking a box . Fortunately I don't do it any more but even I can tell that ... See more
- 16) More money for policing and more police officers.As a retired police officer I first joined in the late 1970's we were always in town on foot. The shifts were larger then too. Twice the size of todays shift numbers. No wonder crime is increasing yearly.
- 17) Never see any police. No-one patrols our estate, day or night.
- 18) Get a Bat signal.....wastes about as much money as you 'position'. Ask one of you officers what's needed and the do you job.
- 19) 25 cases of arson in one location in Ledbury this year, and still your police have done nothing! So here's a radical idea...DO YOUR JOB!
- 20) My suggestion is to get rid of Police Commissioner. Spend the money where it's needed.
- 21) The PCC role just politicised the police force, not needed.
- 22) All words, especially when they get no more than a slap on the wrist, 10 minutes late they are committing another.

- 23) Your lies and misinformation are catching up with you JC, very few have got any confidence in your abilities.
- 24) Improve 101. Not currently fit for purpose!
- 25) Can't see where it mentions empire building? 😊
- 26) Get rid of yourself, the post is pointless and a waste of public money, jokers
- 27) Cut out the needless admin so that officers can be officers rather than admin clerks. Also, have systems that are fit for purpose to help with this. Oh and more funding for an already over-stretched service.
- 28) Shape Policing they want a kick up the arse. Made a complaint weeks ago still awaiting an answer. I say something to a business leader and your knocking my door. Waste of space.
- 29) West Mercia police farce and Leominster Police must be at the top slot for the most incompetent and corrupt force out! There are good police officers in the force but let down by many morons in uniform who think they can do what they want lying cheating bastards! In my case police changed the evidence due to biased to suit their needs and did not even follow their own procedures! Wasting over £100,000 in tax payers money, what for to have my case thrown out of court due to the incompetence, conspiracy and corruption of your force, now it is going to cost you very dearly in time and money! Arseholes!
- 30) Is there a plain English version of this document..? This is meaningless corporate speak...👎
- 31) This post is going well!

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Draft Safer West Mercia Plan 2021-2025



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Foreword

The weight of the community's trust placed in me drives my determination to deliver a safer West Mercia for them. This plan sets out how I will make good on the promises I have made.

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I have worked hard to deliver significant progress. Working with West Mercia's Police Chief Constable, partners and the community, we have made some tough decisions and backed the force with the resources it needs. Now is the time to make good that investment, and continue to raise our aspirations.

West Mercia now has almost 400 more police officers than when I was first elected in 2016. The journey of reform I have championed has seen a far greater proportion of police budgets focused on front-line service delivery. West Mercia Police is now a far more agile organisation, much more capable of meeting the changing needs of its communities.

We have seen significant reductions in key crime types such as burglaries. Engagement with local communities has increased, meaning the work of our police is much more informed by the needs of the public it serves. Victim services have been reformed to make them more accessible and easier to navigate for the people who need them most.

West Mercia now has almost 400 more police officers than when I was first elected in 2016.

My pledge around crime and harm in our community is simple. I will ensure resources are focused on effective prevention, response, investigation and support for those affected by it. Prevention is at the heart of my plan, whether this is preventing people being drawn into criminality, preventing re victimisation or simply preventing crime.

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I will also ensure that the force has the ability to adapt to changes in crime or challenges they may face. I, like the community I serve, expect a strong response, not just from our police force but from a host of other agencies, to crime and those that cause harm in our community. Whether it is improving outcomes for victims of sexual violence or improving responses to mental health crises there are parts to play for people and organisations right across the criminal justice system, public and third sectors, and within the community.

The communities of West Mercia are not immune from wider societal problems such as domestic abuse, serious violence, or serious organised crime. I will therefore ensure the right resources and

funding are in place to tackle these types of crimes.

However, our communities also have their own unique challenges. For example, a disproportionate number of people are being killed or seriously injured on our roads every week and specific types of crime continue to impact our largely rural communities. By effective focus on enforcement, prevention and education we can break the cycle of crime to reduce harm.

West Mercia is a safe place, where crime is relatively low. However, too many people do not feel safe and that is something I remain committed to changing. We have heard loud and clear from our communities what they want, and that is a visible and accessible police force. They also want to know that their concerns are being listened to and acted on. I will therefore continue to focus West Mercia Police on ensuring they are visible and accessible in the communities they are policing, focused on fighting crime and addressing the priorities of that community.

I will also continue to make sure that the public

West Mercia is a safe place, where crime is relatively low. However, too many people do not feel safe and that is something I have remained committed to changing.

remain at the heart of policing, and that the public voice is heard if we are to provide a police service that they can have confidence in.

I will continue to back West Mercia Police with the resources they need whilst ensuring that investment is delivering real results for the communities of Shropshire, Herefordshire, Worcestershire and Telford and Wrekin. When agencies aren't delivering their responsibilities and what the public need I will challenge and support them; unrelenting in my belief we can deliver improvements for our community. Sometimes it is only through having the difficult conversations that we can deliver the improvements our communities need and expect. I will not accept that 'good enough' is the standard we should settle for.

As Commissioner I will always strive for the very best for the communities of West Mercia.

Safe communities are an essential element of prosperous, happy, healthy communities.

I will play my part as Commissioner in making this

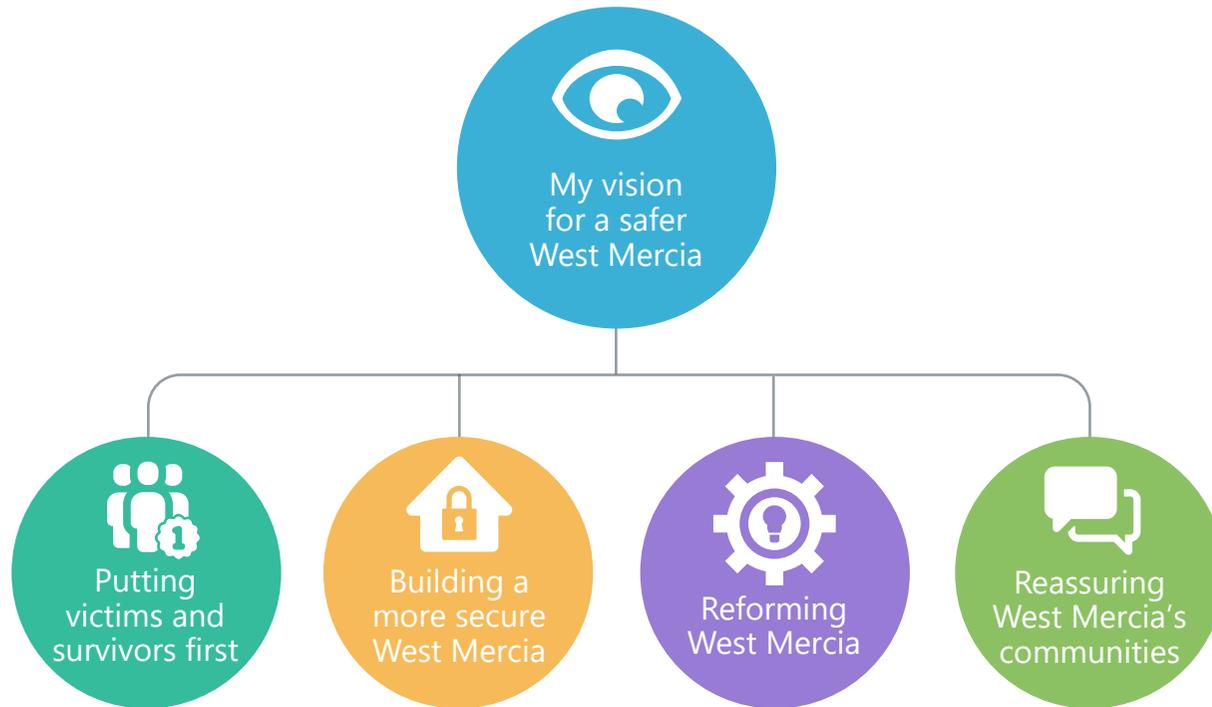
happen. Now is the time to build on the investment and tough decisions I have made and take it to the next level. Our communities rightly expect a service they can access and trust, and they expect to feel safe where they live and work. There is always more that can be done and I will continue to be relentless in my drive to see that happen.

- ✓ **We can provide a better service to victims of crime.**
- ✓ **We can deliver more effective, efficient policing and be stronger in tackling crime.**
- ✓ **We can give the public better value for their hard-earned money.**
- ✓ **We can make sure people feel safe, as well as being safe.**
- ✓ **We can build a safer West Mercia.**

As Commissioner I will always strive for the very best for the communities of West Mercia.

An introduction - The Safer West Mercia Plan

Through the life of this plan I intend to build on the clear vision I set out in my first Safer West Mercia Plan in 2016. The public have reaffirmed their support for this vision in the election and it is the vision I will continue to work hard to deliver.



The priorities and outcomes I have developed in support of my vision and strategic objectives have been influenced by a range of factors, from the local through to the national, including analysis of inspections audits and police performance in West Mercia.

This has included:

- Feedback and post bag issues raised by the public since taking office in 2016.
- Results from the West Mercia confidence and perceptions survey.
- Results from my other online surveys and consultations with the public and workforce of West Mercia Police.
- West Mercia Police's Strategic Assessment and Control Strategy.
- Community Safety Partnership strategic plans and priorities.

- The strategic objectives and priorities of other partner organisations.
- The Strategic Policing Requirement.
- National Crime and Policing Measures.
- National strategies and plans.
- Proposals set out in forthcoming bills and legislation.
- Inspection reports from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and other inspectorates.



Summary of priorities and outcomes



Priorities

1. Put victims and their voice at the heart of the criminal justice system.
2. Ensure an appropriate range of support services for every victim.
3. Deliver effective, early intervention and prevention for vulnerable people.
4. Ensure victim support services are sustainable in the medium and long term.

Outcomes

Victims and Survivors recover from the harm suffered.

Victims are kept informed and supported resulting in a positive experience of the criminal justice system.

Victims have more confidence to report crime that may previously have gone under-reported



Priorities

1. Make West Mercia a safer place by reducing crime and reoffending.
2. Ensure a robust response to serious and organised crime to reduce the harm it causes in our communities.
3. Improve responses and outcomes around domestic abuse and sexual violence.
4. Reduce the excessive harm associated with West Mercia's roads.

Outcomes

Communities experience less harm and more positive criminal justice outcomes.

Organised crime is disrupted and exploitation of vulnerable people is prevented.

Victims are protected and safeguarded to prevent them from becoming re-victimised.

Harm on West Mercia's roads is reduced and safe driving is promoted.



Priorities

1. West Mercia manages its resources to maximise value, effectiveness, efficiency and meet demand.
2. West Mercia Police will be an organisation fit for the digital age.
3. West Mercia Police will establish and maintain a clear, strong identity with its staff, public and partners.
4. Ensure West Mercia's estate delivers the facilities police and communities need, in the most effective, efficient way possible.
5. Resources will be prioritised towards front-line services to the public.
6. West Mercia Police will form partnerships in the best interests of local communities to prevent crime and disorder and reduce crime.

Outcomes

A world class police force that delivers both outstanding service and value for money.

Develop a culture within West Mercia Police that is focused on delivering service improvement, quality, innovation and value.

The public have trust and confidence in West Mercia Police to keep them safe/feeling safe.

Partners plan and deliver services in a more strategic and collaborative way.

Communities live safe from crime, disorder and danger.



Priorities

1. Ensure all communities have a voice that is heard within policing, crime, criminal justice and community safety matters.
2. Ensuring all communities can access their police service quickly and conveniently when they need to.
3. Ensure West Mercia's local policing community charter delivers on its commitment to the public.
4. Empower communities to contribute to community safety and play a leading role where appropriate.
5. Ensure all individuals and communities are dealt with fairly, equally and respectfully.

Outcomes

Communities live safe from crime, disorder and danger.

Communities take responsibility for their own actions and how they affect others.

Communities improve their understanding and participation in community safety/justice.

Partners plan and deliver services in a more strategic and collaborative way.

People have better access to the services they require, when they require it.

Improved social cohesion, public trust and confidence.

Community concerns are taken into account and acted upon which builds public trust and confidence.

The workforce better reflects the community it serves.

Putting victims and survivors first

Victims and Survivors are at the heart of all I do as Police and Crime Commissioner.

Whilst I will relentlessly focus on preventing crimes and victimisation in the first place, where offending does occur we can, and must provide a better service to the victims of crime and ASB. I will ensure victims in West Mercia have the services, support and information about their case they need to cope and recover. I will also focus resources and effort to prevent them becoming victims again, whatever their circumstance.

I will support and challenge West Mercia Police to become a high performing force in supporting victims.

The voice and needs of the victim are the core foundation of the work I have done to date and will continue to do throughout my term. I will ensure this is the guiding voice from which I commission services, hold the Chief Constable to account and engage with partners across the community and criminal justice system.



Priorities

1. Put victims and their voice at the heart of the criminal justice system.

I will:

- Play a leading role in supporting and challenging criminal justice partners to deliver swifter access to justice and improved outcomes for victims.
- Implement continuous improvement processes to review complaints from victims, identifying trends and areas for change and/or improvement.
- Ensure compliance from my office, West Mercia Police and partners with the Victims' Code, and that services are delivered in a caring, compassionate way.
- Continue to act as the voice of the victim within the force and the wider criminal justice system.

- Hold the Chief Constable and criminal justice agencies to account for ensuring policies and processes are applied consistently and fairly, delivered with care and compassion.

The Chief Constable will be responsible for:

- Delivering sustained improvements in victims' satisfaction.
- Ensuring officers and staff have the appropriate training for their role in victim care.
- Ensuring an effective first response is provided by understanding the victim's needs, adapting behaviour to meet those needs, and ensuring appropriate referrals are made to access support services.
- Ensuring a victim focused, trauma informed approach is provided by officers and staff from first point of contact.

- Ensuring all victims are kept regularly informed, regardless of outcome, and have regular access to information about their case, including the ability to self-serve where possible.
- Offering all victims of crime whose case is closed without what they view as a positive outcome an explanation why.

2. Ensure an appropriate range of support services for every victim.

I will:

- Ensure that every victim has access to services they need as individuals to help them cope and recover, regardless of geography, personal characteristics, circumstance, or whether they have reported the crime.
- Work with West Mercia Police and partner agencies to ensure victims have meaningful opportunity to inform and shape service provision.

- Ensure representation of all demographics and communities across West Mercia, in plans for victim services, acknowledging their needs and challenges.
- Ensure effective delivery and development by the Victim Advice Line, to ensure all victims can access support to cope and recover.
- Undertake victim needs assessments to inform the commissioning of future service provision.
- Continuously monitor the experience of victims and their journey through the criminal justice system, to ensure support services are coordinated and seamless.
- Ensure victims are treated with care and compassion as individuals, not simply part of a process.
- Review and refresh my own victim and witness strategy to ensure it remains focused and effective.



The Chief Constable will be responsible for:

- Ensuring officers and staff are trained to recognise vulnerabilities of victims and are proactive in identifying opportunities to access service provision.
- Actively promoting the availability of support services both within West Mercia Police and to the communities of West Mercia.
- Continually improving the provision of support provided by the Victim Advice Line, to ensure all victims can access support to cope and recover.
- Ensuring that access to specialist interview suites is seamless and fit for purpose.

3. Deliver effective, early intervention and prevention for vulnerable people.**I will:**

- Play a lead role in bringing police, partners and the community together to more effectively prevent crime and repeat victimisation.
- Work closely with partners to facilitate effective engagement with young people to ensure their voice is heard in how we keep them safe.
- Work with West Mercia Police to deliver educational campaigns to prevent victimisation and raise awareness for victims' services.
- Adopt a commissioning approach which focuses on early intervention and prevention services for victims, and those who are displaying perpetrator behaviour.
- Ensure my work around crime prevention is aligned to West Mercia Police's preventative approach, and vice versa.

- Work with the voluntary sector to pilot innovative approaches which focus on early identification of, and support for, vulnerable people.
- Work to reduce demand on police generated by mental health by working with partners and challenging them to ensure people receive the support they need.
- Work with partners to ensure the drivers of offending are more effectively understood, to commission more effective interventions to reduce or stop that offending.

The Chief Constable will be responsible for:

- Ensure that the work of exploitation and vulnerability trainers reaches the people most at risk of victimisation or re-victimisation.
- Working with partners to better understand the wider circumstances and lived experience of vulnerable people through the implementation of a whole family approach to their support.

4. Ensure victim support services are sustainable in the medium and long term.

I will:

- Continue to increase the amount of resources I make available as Commissioner to fund services that support victims to cope and recover.
- Be an effective champion on behalf of victims to government to provide sustainable, long term funding for victim services.
- Evaluate the impact of short term funding on the provision of service to victims and commission services for longer terms where there is an evidence base of effectiveness.
- Place greater emphasis on market development and promoting sustainability within PCC funded organisations.
- Challenge partners where there are known areas of concern with funding of services.
- Support voluntary and community sector victim service providers to be sustainable.

Building a more secure West Mercia

For the communities of West Mercia being safe is non-negotiable. I will ensure an effective and efficient police service is at the very centre of building a safer West Mercia.

We have seen record increases in officer numbers in West Mercia, and will continue to do so in the years ahead. Those additional resources will be deployed effectively to maximise the benefit of that investment for our communities. I will continue to ensure that our police have the resources, plans and focus they need to relentlessly fight crime and keep all our communities safe from harm.

Criminals often target and exploit the most vulnerable within our society. I will work tirelessly both with the police and other partners to make it clear this will not be tolerated in West Mercia. I will support and challenge West Mercia Police, its partners and the community so that we are more effective at preventing crime and stop people being drawn into criminality in the first place.

Where offences do take place I will ensure

communities and victims get a strong and effective response from the police reflecting an understanding of differing community needs. I will ensure West Mercia Police and I will act decisively to ensure that crime doesn't pay.

Domestic abuse and sexual violence have no place in our society and yet they continue to adversely affect the lives of many people, for some on a daily basis. Domestic abuse features in 1 in 5 crimes in West Mercia. I will ensure that domestic abuse and sexual violence in all their forms are understood and effectively responded to.

In West Mercia we are not immune from wider societal issues including those identified in the National Policing Priorities such as violent crime and drugs, but must also tackle our local issues such as the number of people killed on our roads. 130 lives lost in the last three years is not acceptable. I will take all the action possible to address these issues and ensure others also play their parts.



Priorities

1. Make West Mercia a safer place by reducing crime and re-offending.

I will:

- Challenge and support partners within the criminal justice system to deliver more positive outcomes and swifter access to justice.
- Work with the police and partners to implement early intervention strategies with the aim of diverting at risk people away from the criminal justice system.
- Work with partners to ensure appropriate intervention is in place to break the cycle of offending.
- Ensure prevention activity will be effectively integrated into all elements of operational policing, to prevent re-victimisation and better manage demand.

- Target resources to increase the number of investigators and specialist investigators to bring more offenders to justice and use the powers available to confiscate the proceeds of crime.
- Review and refresh my rural crime strategy to ensure it remains focused and effective in addressing rural crime.
- Work with partners to more effectively tackle waste crime including the issue of fly-tipping in communities.
- Work with partners to ensure we are effectively managing offenders who pose the biggest risk in our communities.
- Collaborate with police and partners to prevent and reduce serious violence in West Mercia.

The Chief Constable will be responsible for:

- Targeting the crimes and anti-social behaviour that impact most on our communities.
- Ensuring West Mercia Police is using effective problem solving approaches, working with partners and local communities to prevent, solve and reduce crime and anti-social behaviour.
- Having clear plans to tackle business crime.
- Having clear plans to tackle rural crime.
- Ensuring officers and staff have the right skills to identify and support people with vulnerabilities and reduce harm.
- Ensuring regular reporting against a performance framework to achieve genuine reductions in crime.

2. Ensure a robust response to serious and organised crime to reduce the harm it causes in our communities.**I will:**

- Support and challenge West Mercia Police to take an approach to serious and organised crime (SOC) that recognises vulnerability and exploitation as part of both victimisation and offending.
- Support and challenge West Mercia Police to work effectively with partners to intervene early and protect those in our communities who are most vulnerable to exploitation.
- Continue to deliver West Mercia-wide services to prevent at-risk children and young people from being drawn into organised criminality.
- Work with the police and partners to ensure all SOC offenders in prison and in our communities are robustly managed and have the opportunity to rehabilitate

- Review and refresh my SOC and drugs strategies to ensure they remain focused and effective in addressing SOC and drugs, whilst delivering against the aspirations and commitments in them.
- Provide strong and effective governance for regional collaborations.

The Chief Constable will be responsible for:

- Focussing on bringing those that commit serious and organised crime to justice.
- Maintaining a good understanding of the ever changing landscape of serious and organised crime, and take effective action to disrupt and dismantle organised crime groups.
- Utilising all available powers to ensure crime doesn't pay.
- Working with partners locally, regionally and nationally to ensure a borderless approach to disrupt serious and organised offending.

- Ensuring West Mercia Police plays its part in securing effective outcomes for victims of the most serious offences.
- Ensure effective and efficient regional collaborations with partners.

3. Improve responses and outcomes around domestic abuse and sexual violence.

I will:

- Support police and partners to use education and early intervention to identify and reduce the harm caused by domestic abuse and sexual violence.
- Invest in education and engagement to prevent people either becoming perpetrators, or becoming repeat perpetrators. I will ensure effective domestic abuse perpetrators programmes are available in all parts of West Mercia.

- Continue to work with local and national partners to explore implementation of multiagency models which focus on domestic abuse and the needs of the whole family, sharing best practice and evidence bases accordingly.
- Review and refresh my domestic abuse strategy to ensure it remains focused and effective in supporting my approach to domestic abuse.
- Work with partners to develop an effective, responsive and sustainably funded local violence against women and girls (VAWG) strategy.

The Chief Constable will be responsible for:

- Increased proportions of positive police outcomes.
- Using all available powers effectively to tackle domestic abuse and sexual violence.
- Reducing the number of repeat incidents of domestic abuse and sexual violence and encouraging earlier reporting by increasing confidence of victims.

4: Reduce the excessive harm associated with West Mercia's roads.

I will:

- Work with the police and other partners to address the harm caused by dangerous driving and the adverse impact on local communities by the anti-social use of our roads.
- Work with the police and partners to further develop understanding of what causes death and serious injury on our roads (KSIs), and ensure that work informs more effective action to reduce KSIs.
- Support West Mercia Police with the resources to more effectively enforce the law and prevent crime on our roads, and ensure those resources deliver the best possible results for our communities.
- Empower community action by doubling the number of Community Speed Watch groups in West Mercia. I will target funding towards community speed reduction schemes.



- Prioritise resources for the recruitment of more specialist road policing officers to target those motorists causing most harm and ensure a high visibility presence to positively impact on road user behaviour.
- Promote education initiatives aimed at improving road safety.
- Review and refresh my own road safety strategy to ensure it remains focused and effective in improving road safety.

The Chief Constable will be responsible for:

- Reducing KSIs, and preventing harm and anti-social use of our roads through enforcement, education and effective partnerships.
- Denying criminals the use of the roads, by disrupting serious organised crime.
- Ensuring community concerns about criminal or anti-social use of our roads are heard, understood and acted upon.



Reforming West Mercia

I will build on the significant steps I have taken to enable West Mercia Police to be a lithe and effective organisation, delivering high quality policing with value for money for the tax payer. I have backed the force on behalf of our community with major investments in increased officer numbers, new technology and improvements to police estates.

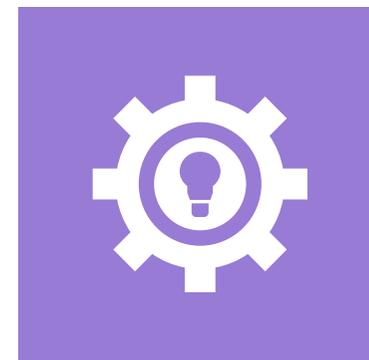
Page 91 I have supported the Chief Constable to make sure partnerships work to the benefit of our communities; ensuring our resources are deployed to maximum effect for the benefit of the public.

I will build on these foundations but now is the time to capitalise on the opportunities I have created and realise the maximum benefits for local communities.

The process of reform and transformation must continue in West Mercia at pace. I will ensure the police force can not only respond effectively to the changing demands and needs of its communities, but can also play a much greater role in shaping and reducing that demand in the first place. This is why prevention is at the heart of my plan.

As Commissioner I will challenge and support West Mercia Police to have a clear, consistent, persistent and determined focus on transformation to deliver better services for the public. It will require greater organisational agility, the right resources and careful management of them in all levels and elements of business.

I will reduce the environmental impact of policing on our environment and ensure that the wider economic, social and environmental wellbeing of our communities is considered when services are commissioned or procured.



Priorities

1. West Mercia manages its resources to maximise value, effectiveness, efficiency and meet demand.

I will:

- Ensure an ever greater proportion of West Mercia Police's budget is spent on front line policing.
- Ensure West Mercia Police spends its resources efficiently and effectively before asking residents to increase their Council Tax contribution.
- Challenge and support West Mercia Police to produce and deliver a balanced budget each year including ambitious savings targets to enable investment in new priorities.
- Ensure decisions for investment are transparent, based on robust cases, clear evidence and need.
- Ensure the benefits of those investments are tracked and delivered.

- Support and challenge West Mercia Police to reduce its corporate carbon footprint.
- Ensure commissioned or outsourced services are actively managed so that they stay within set budgets and deliver the agreed outcomes.

The Chief Constable will be responsible for:

- The force living within its means and delivering a balanced budget.
- Aligning resources to identified priorities.
- Effective use of data and information to deliver the best possible outcome to the public.
- Delivering the benefits identified where investments are made (including the annual budget).
- Having clear accountability for all budget holders and decision makers in respect of use of public money.

- Having a clear plan to deliver excellence in the procurement of goods and services, and that social value plays a relevant and appropriate part in any procurement and financial decisions.
- Delivering best value in its transport fleet, maximising the use of the fleet for the benefit of the community.

2. West Mercia Police will be an organisation fit for the digital age.

I will:

- Challenge West Mercia Police to identify opportunities for improvements to effectiveness and efficiency.
- Support West Mercia Police with resources to deliver improved effectiveness and efficiency, enabling re-investment in priority areas.

The Chief Constable will be responsible for:

- Ensuring digital solutions are fully integrated into new, improved working practices, promoting the best interests of the whole police workforce, and the communities it serves.
- Enabling greater access and convenience around self-service where appropriate, both for staff and communities.
- Ensuring West Mercia Police produce, deliver and keeps under review a long term digital strategy for the force, which complements its vision and values.
- Maintaining compliance with key legislation and security.

3. West Mercia Police will establish and maintain a clear, strong identity with its staff, public and partners.

I will hold the Chief Constable to account to:

- Ensure West Mercia Police has a clear, single vision and values that all levels of the organisation are aware of, understand, support and actively work towards, to improve the service to the public.
- Ensure West Mercia Police has the resources and infrastructure needed to support, value and develop its officers, staff and volunteers, enabling them to deliver to the best of their abilities.
- Ensure a long term plan for policing in West Mercia is delivered and regularly reviewed to ensure maximum benefit for the community.

4. Ensure West Mercia's estate delivers the facilities police and communities need, in the most effective, efficient way possible.

I will:

- Deliver an estates strategy that meets community needs and supports the police's operational needs.
- Deliver a new police station for Redditch by October 2023 as part of a wider collaboration with Hereford and Worcester Fire and Rescue Service.
- Deliver redevelopments to improve the efficiency and effectiveness of West Mercia's police headquarters by 2022.
- Reduce the carbon footprint associated with the police estate.
- Work with the police and others to explore and maximise opportunities in respect of one public estate.

5. Resources will be prioritised towards frontline services to the public.

I will:

- Continue to increase Officer numbers in West Mercia.
- Increase proportions of annual budgets prioritised towards frontline services, through continued organisational efficiency and transformation.

The Chief Constable will be responsible for:

- Ensuring the benefits of mobile working are fully utilised by all officers, PCSOs and Special Constables to support increasingly efficient and effective policing in West Mercia.
- Ensuring emergency and non-emergency incidents are promptly responded to.

6. West Mercia will form partnerships in the best interests of local communities to reduce crime and harm.

I will:

- Work with my regional counterparts and wider partners to ensure we have the capability and capacity to tackle major challenges to public safety set out in the Strategic Policing Requirement.
- Support fire governance changes to deliver closer working with our local fire and rescue services where it is in the public interest, and in line with government reform.
- Develop partnership and collaboration agreements that clearly and demonstrably are in the interests of West Mercia's communities.

The Chief Constable will be responsible for:

- Engaging with partners and stakeholders where it is in the interest of the wider community.
- Developing more localised approaches to local needs, while maintaining consistent standards of delivery and outcomes across the force area.
- Having the necessary planning and resilience in place to be able to meet the resourcing requirements arising from any national threats, inline with the strategic policing requirement.



Reassuring West Mercia's communities

It is my role to be the voice of the public in policing. I will work tirelessly to ensure that voice is heard and acted upon. I will ensure the communities of West Mercia have a police service that understands the needs of the community it serves and the public can trust and have confidence in.

I am resolute in my commitment that 'the Community' must be at the heart of policing and I will work tirelessly to make it so.

Our communities should not only be safe, but feel safe too. People in West Mercia want greater visibility and accessibility from their police. These things will ultimately help develop and enhance engagement, transparency and, crucially, positive relationships between the police and the communities they serve.

Through West Mercia's Local Policing Community Charter I will ensure that the public can easily and conveniently access their police.

I will also make sure communities have the support they need to play their part in a safer West Mercia, working alongside or even leading with the police playing a supportive role in local initiatives.



Priorities

1. Ensure all communities have a voice that is heard within policing, criminal justice and community safety matters.

I will:

- Develop and implement a new engagement strategy to ensure I represent everyone in West Mercia.
- Develop new platforms and outlets to engage with under-represented voices from our communities, and ensure their needs and concerns are acted upon, ensuring that I am able to give a voice to those that may otherwise not be heard.
- Maintain a visible presence across West Mercia's communities, playing my part in community leadership.

- Actively engage with business communities, to ensure they get the service they need from their police force.
- Continue to carry out pro-active consultations with communities and partners on key PCC business, and demonstrate how these views have been considered and acted upon.

The Chief Constable will be responsible for:

- Increasing engagement with communities and partners to improve public confidence and community safety.
- Ensuring anyone needing a non-urgent appointment to see a police officer will be offered one within two days (48 hours), or at a later time by mutual agreement.

2. Ensuring all communities can access their police service quickly and conveniently when they need to.

I will:

- Ensure West Mercia Police set and consistently achieve targets regarding 999 and 101 calls.
- Support implementation of new platforms and technology, enabling the public to report crime and ASB in more convenient ways.
- Monitor performance around public perceptions of police accessibility and ensure improvements are delivered by West Mercia Police.

The Chief Constable will be responsible for:

- Ensuring appropriate West Mercia Police buildings are accessible to the public, with easy access to information through technology such as digital front counters
- Ensuring West Mercia Police is easily accessible to the public via a range of contact channels,

recognising that not everyone uses new technology.

- Increasing the use of mobile police stations across the force area, ensuring West Mercia Police improves accessibility and visibility.

3. Ensure West Mercia's Local Policing Community Charter delivers on its commitments to the public.

I will:

- Seek regular feedback from the public in respect of the commitments made in the Community Charter.
- Hold the Chief Constable to account for delivering the commitments, including increases in public confidence.
- Hold the Chief Constable to account for keeping the Community Charter under review, to ensure it continues to deliver what West Mercia's communities need most.

The Chief Constable will be responsible for:

- Delivering all aspects of the West Mercia Police Local Policing Community Charter.

4. Empower communities to contribute to community safety and play a leading role where appropriate.

I will:

- Create opportunities for community led initiatives and volunteering which have the potential to make a real difference on local issues.
- Work with West Mercia Police to continue to support watch schemes across the West Mercia area, building new relationships with communities and partners to deliver the best possible solutions to community issues.

5. Ensure all individuals and communities are dealt with fairly, equally and respectfully.

I will:

- Publish my equality, diversity and inclusivity objectives.
- Carry out my police complaint review duties to ensure the processes and outcomes provided by the police to complainants are reasonable and proportionate.
- Continue to run an effective independent custody visitor scheme, to provide reassurance around how people are being detained in West Mercia.

The Chief Constable will be responsible for:

- Delivering equality of opportunity for all its staff and volunteers and the organisation promotes a culture that fully embraces this.

- Ensuring officers, staff and volunteers reflect the demographics of the communities they serve.
- Ensuring the Code of Ethics is fully embedded and adhered to within West Mercia Police.
- Setting out levels of service that people can expect from their police force, in response to certain types of crimes and incidents.
- Ensuring there is a fit for purpose complaints process; enabling the public to raise their concerns or dissatisfaction and have a timely response.



Partnerships and collaboration

To successfully tackle crime and build a safer West Mercia it is crucial that partners work together. My role extends beyond policing and includes working with community safety partnerships and criminal justice partnerships amongst others. I am committed to bringing relevant partners together to tackle crime, the causes of crime, and support victims and offenders.

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The Government's Beating Crime Plan and future legislative changes proposed in the Police, Crime, Sentencing and Courts Bill will provide new opportunities along with new responsibilities for partners and partnership working. I am committed to working with local partner organisations to develop strong partnerships that deliver on existing shared outcomes along with any changes arising from these new responsibilities.

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) currently identified as terrorism, civil emergencies, organised crime, threats to public order, large scale cyber incidents and child sexual abuse.

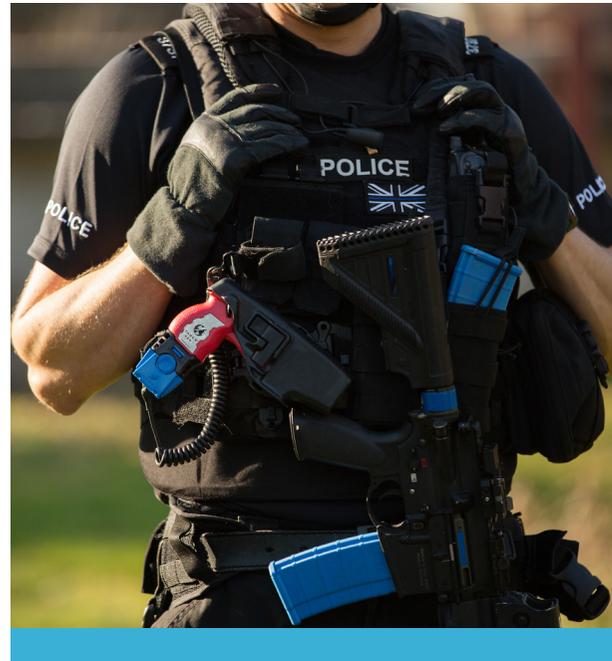
I will work with my regional counterparts and wider partners to ensure we have the capability and capacity to tackle major challenges to public safety set out in the SPR and that robust governance arrangements are in place to hold the chief constable to account for responding to these national threats.

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 in respect of organised crime and criminal use of the road network, regional criminal justice and criminality in prisons. I will continue to explore further co-commissioning opportunities across the system with a focus on early intervention and prevention.

My role extends beyond policing and includes working with community safety partnerships and criminal justice partnerships amongst others.

I will ensure that there is effective regional and national oversight of counter-terrorism policing and other national collaborations including the National Police Air Service.

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.



Performance and accountability

The public need to have confidence and trust in my work, along with that of the force. My holding to account programme provides a clear and robust way for me to closely scrutinise key areas of the force and to hold the Chief Constable to account for ensuring the force's efficiency and effectiveness. I will continue to use my holding to account powers to provide oversight and scrutiny of the force on behalf of the public, raising matters of community concern and ensuring any additional investment set out in the annual budget is delivered.

On publication of this plan I will begin publishing and regularly updating a statement which explains how West Mercia Police are contributing towards achieving the national priorities for policing. These priorities are to: reduce murder and other homicide; reduce serious violence; disrupt drugs supply and county lines; reduce neighbourhood crime; tackle cybercrime; and improve satisfaction among victims with a particular focus on victims of domestic abuse. I will work with the force to develop a performance framework which not only

shows how the force is achieving these national priorities but also the outcomes I have set out in this plan.

In addition, I have revised my holding to account programme to include a number of dedicated performance meetings where the performance framework will be subject to closer scrutiny. Findings from the holding to account programme will be published on my website and will be available to view and download at any time from my website. I am also committed to making meaningful performance information more easily available on my website.

A delivery plan will be developed to enable me to monitor progress of both the force and my own office in achieving the commitments set out in this plan. The delivery plan will be 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.

The public need to have confidence and trust in my work, along with that of the force.

Performance and accountability

The public



- Has 'direction and control over the Force's officers and staff and is responsible for maintaining the Queen's Peace.
- Must have regard to the Police and Crime Plan.



- Holds the Chief Constable to account for policing, ensuring an effective and efficient police force.
- Sets the police and crime objectives and issues a police and crime plan.
- Sets the precept and determines the budget.
- Commissions services and awards grants.
- Works with partners to secure an efficient criminal justice system.
- Engages with communities.



- Oversees the work of PCC.
- Has powers of veto on the police precept and chief constable appointments.
- Investigates complaints made against the PCC.

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.



A value for money approach

I will 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:

- Set a balanced budget with services delivering best value for all those who live in, work in or visit West Mercia.
- Undertake a comprehensive review of the allocation of resources so that they are deployed effectively to meet community needs.
- Use monies from reserves on a prudent basis, and in doing so minimise their use.
- Hold the Chief Constable to account for the provision of sound financial planning that will ensure the force operates within the set budget and can clearly demonstrate good financial control.

- Support the continued development of the force transformation and change programme.
- Ensure the force invests and uses technology innovatively, allowing more resources to be focussed on frontline policing.
- Ensure that the land and buildings are fit for purpose, and efficient, enabling services to the public to be provided effectively.
- 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.

Throughout my term I will invest in local, outcome-focused interventions and projects that demonstrate value for money.

Commissioning and grants

I have a central role in the commissioning of services related to victims, community safety and crime reduction.

Throughout my term I will invest in local, outcome-focused interventions and projects that demonstrate value for money. The investments I make will be targeted towards early intervention and prevention activities, supporting victims to cope and recover, and reducing offending and reoffending throughout West Mercia. In every case I will ensure the best possible return on investment for our communities.

- I will invest in a variety of tailored services for victims including specialist support services and the West Mercia Victims Advice Line (VAL).
- I will maximise all available opportunities to secure additional funding to support my commissioned activity, to include joint commissioning opportunities where feasible.

- I will work with a variety of partners and stakeholders, including Community Safety Partnerships to target investment according to local need and demand.

My commissioning intentions will be set out in a Commissioning Strategy which will be subject to annual review and published on my website. Details of all the services I commission along with any grants I issue, including the standard conditions of grant are available to view and download on my website.

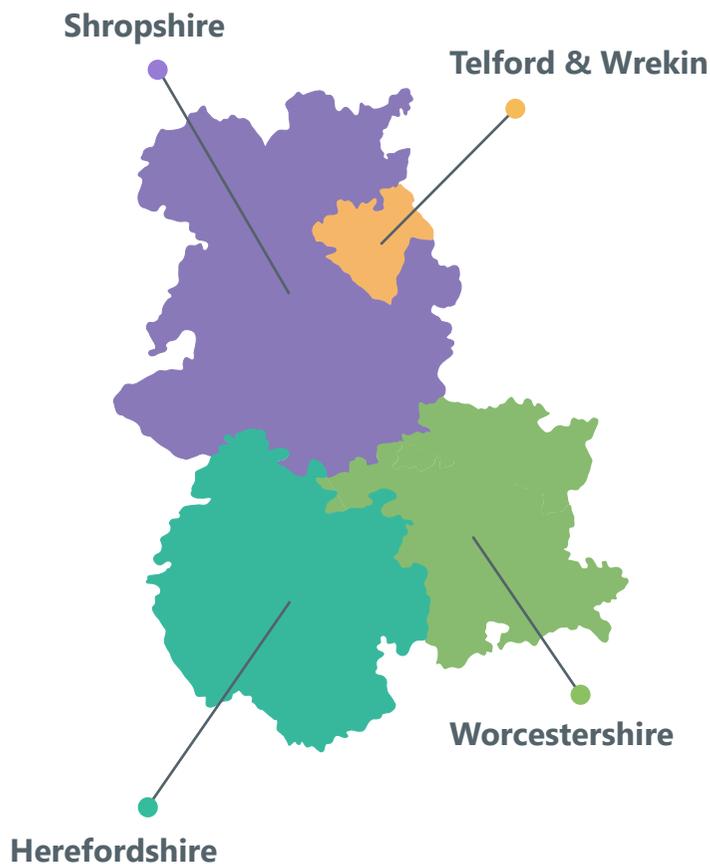
West Mercia policing area

People and communities

West Mercia is the fourth largest geographic police area in England and Wales, covering 7,428 square kilometres. 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/city councils. The West Mercia Police force is currently divided into five local policing areas aligned to local authority boundaries.

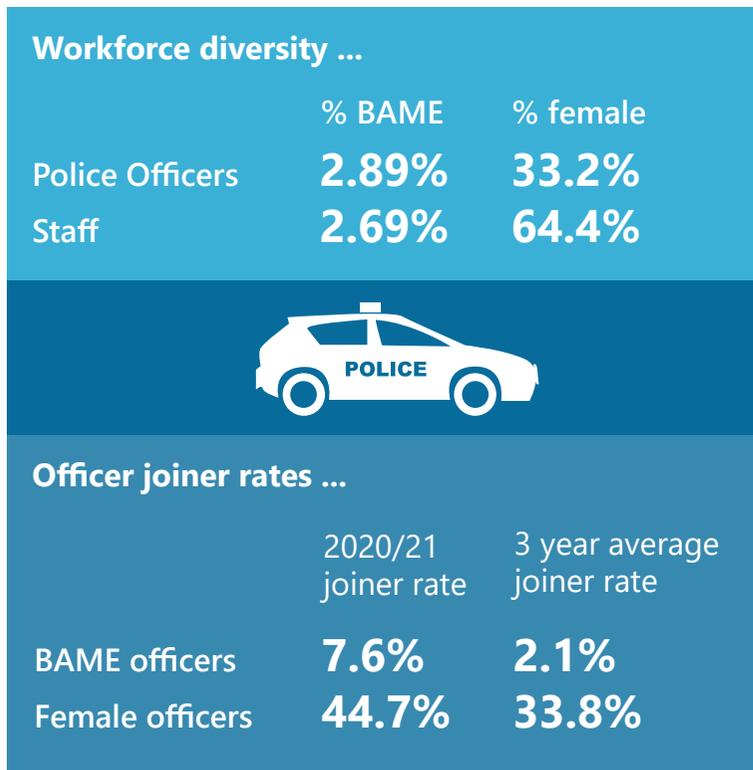
There are approximately 1.2 million people living in the area, this is projected to grow a further 1.5% by 2024. The majority (96.1%) of the population is white British.

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 and small areas of social deprivation that are among the 10 percent most deprived areas nationally.



There are approximately 1.2 million people living in the area, this is projected to grow a further 1.5% by 2024.

West Mercia personnel in numbers



Figures shown are as at 1 April 2021

Plan glossary

The Code of Ethics – issued by the College of Policing sets out the principles and standards of behaviour that all officers, staff and police volunteers are expected to adhere to.

Code of Practice for Victims of Crime in England and Wales (The Victims’ Code) – the Victims’ Code focuses on victims’ rights and sets out the minimum standard that organisations must provide to victims of crime.

Control Strategy – is an internal document outlining the policing priorities that have been identified as having the highest risk.

Community Speed Watch – the scheme enables volunteers to work within their community to raise awareness of the dangers of speeding and to help control the problem locally.

Criminal Justice System (CJS) – the collection of agencies involved in the detection and prevention of crime, the prosecution of people accused of committing crimes, the conviction and sentencing of those found guilty, and the imprisonment and rehabilitation of ex-offenders.

The Strategic Assessment – provides an overview of the current and medium-term future issues that affect, or have the potential to affect, West Mercia’s communities.

National Policing Priorities – the key national policing priorities are as follows: reduce murder and other homicides; reduce serious violence; disrupt drugs supply and county lines; reduce neighbourhood crime; tackle cybercrime and; Improve satisfaction among victims – with a particular focus on victims of domestic abuse.

Strategic Policing Requirement – is issued by the Home Secretary and sets out the key national threats that require a coordinated response in which resources are brought together from a number of police forces.

Victims Advice Line (VAL) – is a free and confidential service offering support to anyone affected by crime in West Mercia, whether they have reported it or not and regardless of how long ago it took place.

Contact your Police and Crime Commissioner John Campion:

01905 331656
opcc@westmercia.pnn.police.uk

 @WestMerciaPCC
 West Mercia PCC
 WestMerciaPCC

John Campion
Police and Crime Commissioner
OPCC, West Mercia Police
Hindlip Hall, Worcester
WR3 8SP



This document is available in other formats,
please contact 01905 331656 for further assistance.

Appendix 5 - Proposed Safer West Mercia Plan Metrics

Where possible existing performance products, such as the West Mercia Quarterly Performance report, will be used to report on agreed metrics. Where metrics are only available in management products, the PCC has received assurance that the information can be accessed when required. In addition, a small number of potential metrics have been identified that are not captured in any product and require further development; these metrics are highlighted in red.

| Objective | Ref. No. | Priority | Proposed metrics |
|-------------------------------------|---|----------|--|
| Putting victims and survivors first | 1 | 1 | Complaint volumes & breakdown by allegation category |
| | 2 | 1 | Compliance with the Victims' code (inc. timeliness of updates etc.) |
| | 3 | 1 | Victim satisfaction by crime type (inc. Domestic Abuse (DA)) |
| | 4 | 1 & 2 | Delivery of 'victim care' training for officers and staff |
| | 5 | 1 | Explanation to victims of crime whose case is closed without a perceived positive outcome (this may also be captured as part of the Victims' code metrics under development) |
| | 6 | 2 | Victim Advice Line referral rate |
| | 7 | 2 | Referrals to PCC-funded victim services |
| | 8 | 3 | Volume / rate of repeat victimisation (inc. DA repeat victims) |
| | 9 | 3 | Volume of mental health incidents |
| | 10 | 3 | Delivery of training by Exploitation & Vulnerability trainers |
| Building a more secure West Mercia | 11 | 1 | Police outcomes and timeliness |
| | 12 | 1 | First time adult & youths entrants to the CJS |
| | 13 | 1 | No. of investigators and specialist investigators |
| | 14 | 1 | Reducing reoffending data inc. IOM re-offending data (volume / rate) |
| | 15 | 1 | Volume of ASB incidents |
| | 16 | 1 | National policing measures: |
| | 17 | | • Homicides; |
| 18 | • Serious Violence (inc. knife crime /gun crime); | | |
| 19 | • Drug-related homicides / County Lines; | | |
| 20 | • Neighbourhood crimes (burglary, robbery, vehicle offences and theft from a person); | | |
| 21 | • Cyber crime. | | |

| | | | |
|-----------------------|----|-------------------|--|
| | 22 | 1 | Problem solving metrics |
| | 23 | 1 | Volume of rural crime |
| | 24 | 1 | Volume of business crime |
| | 25 | 1 | Delivery of training to support people with vulnerabilities |
| | 26 | 2 | Serious organised crime data (inc. no. of disruptions across 4P framework) |
| | 27 | 3 | Volume of DA offences / crimed incidents |
| | 28 | 3 | Volume of sexual violence offences (rape and OSO) |
| | 29 | 3 | DA police outcomes |
| | 30 | 3 | Sexual violence (rape and OSO) police outcomes |
| | 31 | | Powers to tackle DA & sexual violence: |
| 32 | 3 | • DA outcomes; | |
| 33 | | • DA arrest rate; | |
| 34 | | • DVPNs / DVPOs; | |
| | 35 | 3 | Powers to tackle sexual violence (inc. stalking prevention orders) |
| | 36 | 3 | DA repeat victims (volume / rate) |
| | 37 | 3 | Repeat DA offenders (volume / rate) |
| | 38 | 3 | Repeat sexual violence victims and offenders (volume / rate) |
| | 39 | 4 | Anti-social / dangerous use of roads incidents |
| | 40 | 4 | Road traffic collision and casualty data |
| | 41 | 4 | Data on road campaigns / educational initiatives |
| | 42 | 4 | No. of community speed watch groups |
| | 43 | 4 | Roads-related community concerns (qualitative) |
| Reforming West Mercia | 44 | 1 | Expenditure per directorate and variance to budget |
| | 45 | 1 | Assessment of knowledge management and data maturity |
| | 46 | 2 | Utilisation of ICT managed assets |
| | 47 | 2 | System availability and ICT outages |
| | 48 | 2 | Information security compliance (qualitative assessment) |
| | 49 | 2 | Data breaches including ICO referrals and ICO complaints |

| | | | |
|--------------------------------------|----|---------------------------|---|
| | 50 | 3 | Force vision and values |
| | 51 | 4 | Measuring the force's carbon footprint |
| | 52 | 5 | Officer numbers |
| | 53 | 5 | Emergency response times |
| | 54 | 5 | Average no. of unresourced incidents |
| Reassuring West Mercia's Communities | 55 | 1 | Public confidence (CSEW and PCC Perceptions Survey) |
| | 56 | 1 | Non-urgent appointments within 48 hours (or at a later time by mutual agreement). |
| | 57 | 2 | 999 and 101 call handling performance |
| | 58 | 2 | Volume of public demand via new platforms and technology |
| | 59 | 2 | Public perceptions of accessibility (PCC Perceptions Survey) |
| | 60 | 2 | Use of mobile police stations / engagement vans |
| | 61 | 3 | Local Policing Charter Metrics: |
| | 62 | | • Priorities from Parish council contact contracts; |
| | 63 | | • Neighbourhood alerts metrics (e.g. no. of messages sent, people registered etc.); |
| | 64 | | • Data from dip sampling at police stations (e.g. A boards, posters etc.) |
| | 65 | | • Events (e.g. use of engagement vans, newsletters, social media, events, surgeries etc.) |
| | 66 | • Social media engagement | |
| | 67 | 4 | No. of watch schemes |
| | 68 | 4 | Measurement of organisational culture (e.g. local and national staff surveys) |
| | 69 | 4 | Workforce composition, officer joiners and attrition rate by protected characteristics |
| 70 | 4 | Volume of complaints | |

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WEST MERCIA POLICE AND CRIME PANEL

DATE: 25 NOVEMBER 2021

WEST MERCIA POLICE OCC PERFORMANCE

Recommendation

Members of the Panel are asked to note this report.

Introduction

1. The purpose of this report is to update members of the panel on holding to account (HTA) activity undertaken by the Police and Crime Commissioner (PCC) in respect of Operations & Communications Centre (OCC) performance.

Public correspondence relating to public contact

2. This calendar year-to-date (01/01/2021 – 09/11/2021) the PCC has received 32 contacts from the public raising concerns and complaints in regards to 101 call handling.

3. This is an increase of 12 cases compared to the same period in 2020. Over a third of these contacts have been received Oct – Nov 2021. This is likely associated with the reduction in 101 performance seen over the last quarter (performance data is summarised in the sections below).

4. 3 of these contacts have been made by local Councillors on behalf of a number of constituents. 29 of these contacts have been made by individual members of the public based on their experiences.

5. The correspondence predominantly related to excessive waiting times. 1 contact related specifically to the ICT outage in September 2021 (further details of which are set out below).

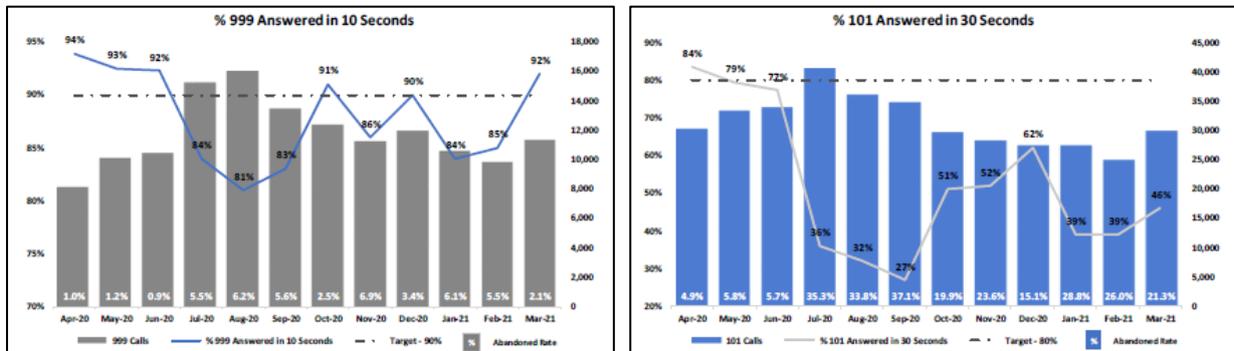
6. The concerns raised by the public have been reflected in the PCC's draft Safer West Mercia Plan 2021 – 2025 which includes a specific commitment to ensure West Mercia Police set and consistently achieve targets for 999 and 101 calls.

Call handling targets and performance 2020/21

7. There are local and national targets in place for 101 and 999 call handling performance:

- 90% of 999 calls within 10 seconds (national target);
- 80% of 101 within 30 seconds (local target).

8. 999 and 101 performance for 2020/21 is set out in the charts below:



9. Call handling performance is monitored by the PCC on a weekly, monthly and quarterly basis and is used to inform the cycle of HTA undertaken by the PCC which is summarised below.

September 2020 Holding to Account Meeting

10. Following a significant deterioration in 999 and 101 performance Jul – Sep 2020, the PCC held a thematic HTA meeting on public contact in September 2020.

11. The meeting was used to scrutinise:

- Call handling performance and management of demand;
- Future performance expectations and targets;
- Transition to the new command system; and
- OCC staffing and resources.

12. The PCC queried the impact call handling performance was having on the public and set out that communities needed an explanation and reassurance around the level of service being provided for both 999 and 101 calls.

13. The Chief Constable (CC) acknowledged that performance did not meet the expected standards and had been impacted by a number of factors including:

- Increased demand;
- Staffing issues (inc. COVID absences and existing vacancies); and
- Implementation of the new command system (including training and impact on management information (MI)).

14. The PCC reiterated the need for additional reassurance and raised an action for the CC to provide a delivery plan for improving the service to the public, including timescales for meeting local and national targets.

15. Whilst prioritising and stabilising 999 performance would remain the focus for the OCC, the force set an aspiration to meet the local 101 target by March 2021.

May 2021 Holding to Account Meeting

16. Following scrutiny at the September 2020 HTA meeting, 101 and 999 performance was on an improving trajectory Oct – Dec 2020. However performance reduced significantly Jan – Mar 2021 (see charts above).

17. This reduction in performance was most notable for 101 calls and the force was unable to meet the target of answering 80% of non-emergency calls within 30 seconds by March 2021.

18. As a result, the PCC called an extraordinary HTA meeting on calls for service in May 2021. The meeting focused on 101 call handling as well as broader performance in relation to demand management (i.e. unresourced incidents.)

19. The PCC was concerned that he had not been notified when it became clear that the target for 101 calls would not be met. In addition, the PCC queried why the force had not been more proactive in updating the delivery plan and taking action prior to intervention from the governance.

20. The Assistant Chief Constable (ACC) for Local Policing acknowledged the oversight in terms of updating the PCC and provided assurance that the delivery plan had been updated to reflect the downturn in performance as well as legislative changes.

21. The reduction in performance from January 2021 was associated with a number of factors discussed at the previous HTA in September 2020, including:

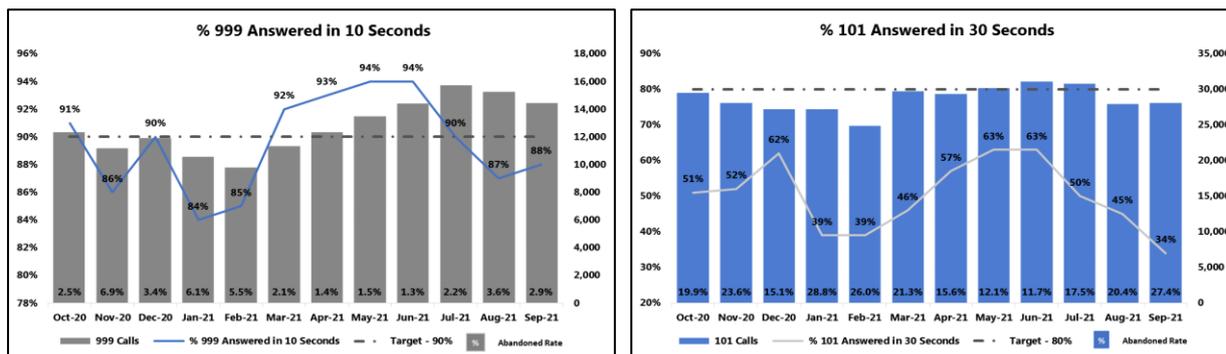
- COVID-related track and trace abstractions;
- Staff vacancies;
- ICT outages; and
- Access to limited MI.

22. The ACC confirmed it would not be possible to meet the 101 target until the vacancies in the OCC were filled. It was estimated that the department would reach establishment by December 2021. It would be at this point that the force could reach the aspiration of answering 80% of 101 calls within 30 seconds.

23. The PCC requested quarterly briefings on progress against the call handling delivery plan and performance against targets.

October 2021 Holding to Account Meeting

24. Despite an increase in demand linked to the easing of COVID restrictions and the Euro 2021 football tournament, 101 and 999 performance improved considerably Mar - Jun 2021 (see chart below for 2021/22 data):



25. The ACC provided the PCC with a Q1 briefing in July 2021 setting out the activity delivered by the force since the May 2021 HTA meeting. This included:

- A trial of more efficient call handling for grade 2 calls – this had proved successful and was rolled out across all shifts;
- Identification of additional Saab terminals which enabled additional call handling support from the Crime Bureau;
- Identification of specific failure demand in relation to calls for officers;
- Manual dip sampling to drive call taker performance; and
- The introduction of deployment principles.

26. However, performance deteriorated from Jul – Sep 21. This reduction was most notable for 101 as the OCC prioritised the response to 999 calls.

27. The reduction in call handling performance in July was associated with extraordinary 999 demand (a trend seen nationally). However, performance in August and September was further impacted by significant ICT power outages.

28. As a result, the PCC’s performance HTA meeting in October 2021 focused on:

- Understanding the impact of the ICT outages (inc. impact on the public);
- Recovery from the ICT outages;
- OCC performance (inc. trajectory to deliver agreed targets); and
- Progress against the delivery plan in Q2.

29. At the meeting, Chief Officers provided an overview of the significant outage in September; outlining the impact on services, staff, the public and finances and the steps taken to mitigate the outage both at the time and afterwards.

30. A number of key factors that impacted OCC performance were discussed including the increased summer demand, significant disruptions to systems, instability of the ICT, high staff attrition and low levels of recruitment.

31. The ACC provided reassurance that plans were in place to deal with the summer demand and innovative steps were being taken to improve the rate of recruitment.

32. Details of the remedial work in terms of the ICT were set out, including how the force provided governance and oversight of the issues. Chief Officers also committed to commissioning a 'lessons learnt' report that would be scrutinised at a new force board focused on organisational learning.

33. It was concluded that given the current context, it would not be feasible to meet the 101 target by December 2021. However, the CC did set out the force's commitment to work towards the 80% target. The PCC acknowledged the hard work of the staff in the OCC but expressed his disappointment that sustained improvements had not been made for the public. The PCC raised an action for the CC to provide a clear timeframe for meeting the 101 target.

34. The CC's response to this action was received on 3rd November and an extract is included at Appendix 1. The presentation sets out the roadmap to achieving consistent performance and meeting the aspirations set locally and nationally.

35. As set out in the presentation, the force do not expect to meet the 101 target until June 2022.

36. Whilst the PCC welcomes the clear articulation of work to be undertaken and acknowledges the hard work of the staff within the OCC, he remains concerned regarding:

- The timeframe for delivering the agreed level of service for the public (8 months after the last HTA intervention);
- The force's ability to achieve and sustain performance at this level, given trends over the last 2 years.

Risk Management Implications

None.

Financial Implications

None.

Legal Implications

None.

Equality Implications

None.

Supporting Information

Appendix 1 – Extract of OCC Deliverables Roadmap

Contact Points for this report

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

For Panel support: Sheena Jones, Democratic Governance and Scrutiny Manager
Tel: 01905 846011 Sjones19@worcestershire.gov.uk



Protecting
people
from harm



OCC Deliverables Roadmap

2nd November 2021

Version 0.5

Delivering High Performance in the OCC: Summary

- To achieve, in line with the road map:
 - Stable and effective ICT systems
 - Comprehensive Management Information
 - A full establishment of OCC staff
 - Full exploitation of the Saab Safe platform
 - Robust demand management
- Delivering consistent 101 and 999 performance
 - 80% of 101 Calls answered in 30 seconds
 - 90% of 999 Calls answered in 10 seconds
 - **By June 2022**



WEST MERCIA POLICE AND CRIME PANEL 25 NOVEMBER 2021

WEST MERCIA POLICE WORKFORCE DIVERSITY AND INCLUSION

Recommendation

Members of the Panel are asked to note this report.

Introduction

1. The purpose of this report is to provide members of the panel with an overview of diversity and inclusion related to the West Mercia Police workforce; with a focus on the extent to which the organisation reflects the demographics of the communities it serves.

Officer Uplift

2. The table below sets out the significant increase in the West Mercia police officer establishment over the last 4 years. This increase has been enabled by Police and Crime Commissioner (PCC) and government investment and provides a unique opportunity to diversify the workforce.

| West Mercia Establishment | Apr 17 | Apr 18 | Apr 19 | Apr 20 | Apr 21 |
|---------------------------|--------|--------|--------|--------|--------|
| | 2051 | 2145 | 2176 | 2238 | 2329 |

3. The Government, the PCC and West Mercia Police have clearly committed to ensuring the uplift in officers is used to improve representation across all under-represented groups. It is acknowledged that this is critical to instil public confidence and trust amongst communities. These commitments are set out in:

- The National Police Uplift Programme (PUP);
- The PCC's Safer West Mercia Plan (2017-2021; 2021-25 in draft);
- The West Mercia Police People Strategy; and
- The West Mercia Police Diversity, Equality and Inclusion Strategy.

Governance and Scrutiny

4. The PCC holds the Chief Constable (CC) to account for the exercise of duties relating to diversity, equality and inclusion (DEI), including specific commitments set out in the Safer West Mercia Plan.

5. The PCC's draft Police and Crime Plan (2021-25) includes a commitment to hold the CC to account for ensuring officers, staff and volunteers reflect the

demographics of the communities they serve. This commitment is reflected in the force's People and DEI strategies and associated delivery plans.

6. The PCC will build on the commitments in the Safer West Mercia Plan by publishing equality objectives. These objectives will demonstrate how the PCC has due regard for the Equality Act (2010) in the exercise of his functions. The force's equality objectives have already been published as part of the DEI strategy.

7. DEI within the workforce has been subject to a number of formal holding to account processes including:

- Thematic holding to account on workforce – August 2019;
- Virtual holding to account on recruitment and diversity – February 2020;
- Public holding to account on DEI - July 2020;
- Thematic holding to account on internal DEI - August 2020; and
- Thematic holding to account on the year in review 2020/21 – April 2021.

8. This holding to account activity has been informed by engagement with the workforce through existing and bespoke surveys and workshops with the staff networks. The staff networks have regular meetings with People & Organisational Development leads and the Chief Officer team to help inform the force's ambitions in relation to diversity and inclusion.

9. Alongside formal holding to account activity, the PCC routinely monitors workforce data through the national PUP and the force's internal governance boards.

10. The CC oversees the delivery of the force's People Strategy and DEI Strategy through the People Strategy Board (PSB). This is supported by 4 delivery subgroups: Health, Safety and Wellbeing; Fairness, Policy and Standards; Workforce Planning and Diversity, Equality and Inclusion.

11. Each subboard considers issues through the lens of DEI and includes analysis of quarterly data related to workforce composition. The PCC is represented at each of these meetings.

New Entry Routes and Positive Action

12. Increased recruitment activity over the last 2 years has coincided with the implementation of new routes into policing through the Police Education Qualification Framework (PEQF): the Police Constable Degree Apprenticeship (PCDA) and the Degree Holder Entry Programme (DHEP).

13. National data indicates that these new routes are attracting a more diverse range of applicants.

14. In addition, the force has invested in a dedicated positive action (PA) officer. Due to limited capacity, the PA officer has primarily focused on attraction and recruitment of female and ethnic minority officers.

15. A number of initiatives have been utilised by the PA officer through the development of the Step In Programme which includes pre-assessment centre workshops, one to one coaching, mock interviews, and targeted social media recruitment campaigns.

16. The introduction of these initiatives has resulted in an increase in joiner rates for both ethnic minority and female officers (data set out in the next section).

17. The force's aspiration is to broaden the focus of PA to include:

- All strands of protected characteristics;
- Police staff and volunteers; and
- Retention and development activity.

18. To support this, Chief Officers agreed to create an additional PA post in August 2020. Despite a number of recruitment campaigns, the force have not been able to fill this post. This has been subject to scrutiny via holding to account and a further update has been requested for the holding to account meeting in November.

19. In the interim, the PA officer and People & Organisational Development department have still delivered activity in respect of retention and promotion of underrepresented groups to ensure that the diverse workforce is nurtured and developed.

20. This includes supporting the national 'safe to say' campaign to increase disclosure of protected characteristics, and launching the Positive Action Learning Sets (PALS) development programme aimed at ethnic minority officers and staff at PC and Sgt level.

Workforce Data

21. To be representative of communities in West Mercia, 3.8% of the workforce would need to be from ethnic minorities. The force aim to meet this level of representation by 2025, with the aspiration to see this increase to 5%.

22. The British Association for Women in Policing (BAWP) have set a national target of 35% for female officers. The force aim to meet this level of representation by 2025, with the aspiration to see this increase to 50%.

23. Whilst the force is focused on attracting a diverse workforce in terms of all protected characteristics, high levels of non-disclosure of certain characteristics (e.g. disability and sexual orientation) nationally and locally mean it is not yet possible to set aspirations across all demographics. This is being addressed through initiatives such as the 'safe to say' campaign referenced in the previous section.

24. Current workforce composition by gender and ethnicity as at 01 October 2021 is set out in the infographic below:



25. West Mercia Police now has the highest levels of diversity amongst officers and staff than at any point in its history.

26. This reflects the increase in joiner rates for both female and ethnic minority student officers. Data for the latest rolling 12 months is set out below:

- Ethnic minority joiner rate: 5.6% compared to a previous 3 year average joiner rate of 2.1%. The current joiner rate exceeds the force target for recruitment of ethnic minority officers (3.8%).
- Female joiner rate: 40.6% compared to a previous 3 year average joiner rate of 33.8%. The current joiner rate exceeds the national target for recruitment of female officers (35%).

27. These increases are linked to the introduction of positive action initiatives which have been shown to improve success rates across various stage of recruitment.

28. Ethnic minority applicants rejected at assessment centre reduced from 23.5% in 2019-20 to 5.9% in 2020-21 and interview rejection rates reduced from 9.1% to 5.9%.

29. Female applicants rejected at assessment centre reduced from 14.5% in 2019-20 to 11.4% in 20-21 and interview rejection rates reduced from 8.4% to 2.2%.

30. Success rates associated with positive action initiatives for the year-to-date are set out in the table below. The table also demonstrates engagement across a range of protected characteristics:

| Positive Action initiatives and success rates: | | | | |
|---|--|---|----------------|--------|
| Characteristic Key: Ethnic minority, Female, LGBTQ+, Disability | | | | |
| Role | Type of Initiative | Total (accepted PA support) | No. successful | |
| Student Officer | Pre-Assessment Centre workshops and one to one coaching | 75 | 59 | 78.7% |
| | | 20 | 16 | 80% |
| | | 2 | 2 | 100% |
| | | 3 | 2 | 66.67% |
| Student Officer | Pre-interview support and mock interviews | 40 | 33 | 82.5% |
| | | 21 | 16 | 76.2% |
| | | 5 | 4 | 80% |
| | | 5 | 3 | 60% |
| SC | Pre-Assessment Centre one to one support | 1 | 1 | 100% |
| Staff | Pre-interview | 1 | 1 | 100% |
| Targeted social media campaign | | | | |
| Officer | Targeted Social Media Campaign - replaced targeted recruitment events which had to be cancelled due to Covid 19 restrictions | 15% increase in applications from applicants who identified as being from an ethnic minority background | | |

31. The PCC continues to monitor this data on a quarterly basis.

Risk Management Implications

None.

Financial Implications

None.

Legal Implications

None.

Equality Implications

Ensuring that the West Mercia Police workforce is representative of communities is key to delivering each organisation's equality objectives under the Public Sector Equality Duty (s.149 Equality Act 2010).

Supporting Information

None.

Contact Points for this report

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

For Panel support: Sheena Jones, Democratic Governance and Scrutiny Manager
Tel: 01905 846011 Sjones19@worcestershire.gov.uk



WEST MERCIA POLICE AND CRIME PANEL 25 NOVEMBER 2021

BUDGET MONITORING REPORT (APRIL – SEPT 2021)

Recommendation

Members of the Panel are asked to note this report.

Introduction

1. The purpose of this report is to update members of the panel on the half year position on the West Mercia budget for 2021/22.

Revenue Budget

2. The annual budget for 2021/22 is £244.838m. The forecast outturn is £240.926m, which represents an underspend of £3.973m (the variance represents 1.6% of total budget)
3. Net expenditure to the end of September 2021 was £122.555m, against the profiled year to date budget of £122.765m, which is an underspend of £0.210m. This is the first time that profiling of budgets has been applied and this coupled to the lack of an historic West Mercia cost base to build from means that the profile must be read with a caveat.

Analysis by Business Function

| Business Function | Current Budget £m | Budget YTD £m | Actual YTD £m | Variance YTD £m | Q2 Forecast £m | Forecast Variance to Budget £m |
|--------------------------|----------------------|------------------|------------------|--------------------|-------------------|-----------------------------------|
| Crime & Vulnerability | 29.686 | 14.755 | 14.123 | 0.632 | 28.595 | 1.091 |
| Operations Support | 40.627 | 20.714 | 20.607 | 0.107 | 39.523 | 1.165 |
| Local Policing | 98.417 | 49.113 | 50.611 | -1.498 | 97.000 | 1.417 |
| Business support | 48.325 | 24.194 | 24.582 | -0.388 | 48.837 | -0.512 |
| Corporate Support | 4.185 | 1.951 | 1.833 | 0.118 | 4.201 | -0.016 |
| PCC & YOS | 14.373 | 7.134 | 5.409 | 1.725 | 14.306 | 0.067 |
| Directorate Total | 235.613 | 117.861 | 117.165 | 0.696 | 232.462 | 3.212 |
| Corporate Budgets | 9.225 | 4.904 | 5.390 | -0.486 | 8.464 | 0.761 |
| Total | 244.838 | 122.765 | 122.555 | 0.210 | 240.926 | 3.973 |

Analysis by Subjective Analysis

| Subjective Analysis | Annual Budget | Budget Moves | Revised Annual Budget | Budget Year to Date (YTD) | Actual YTD | Variance YTD | Q2 Forecast | Forecast Variance to budget |
|--|------------------|----------------|-----------------------|---------------------------|------------------|---------------|------------------|-----------------------------|
| | £m | | £m | £m | £m | £m | £m | £m |
| Government Grants | (126.227) | 0.000 | (126.227) | (57.376) | (63.113) | 5.737 | (126.227) | 0.000 |
| Council Tax Precept | (118.812) | 0.000 | (118.812) | (53.552) | (59.074) | 5.522 | (118.812) | 0.000 |
| External Funding / Net Budget Requirement | (245.039) | 0.000 | (245.039) | (110.928) | (122.187) | 11.259 | (245.039) | 0.000 |
| Funding to/ from Reserves | 0.201 | (0.624) | (0.423) | 0.201 | 0.201 | 0.000 | (0.517) | 0.094 |
| Total Funding | (244.838) | (0.624) | (245.462) | (110.727) | (121.986) | 11.259 | (245.556) | 0.094 |
| Police Officer pay | 125.811 | (0.284) | 125.527 | 62.783 | 61.857 | 0.926 | 122.504 | 3.023 |
| Police Officer Overtime | 2.391 | 0.562 | 2.953 | 1.331 | 1.428 | (0.097) | 3.102 | -0.149 |
| Police Staff Pay | 62.144 | 5.390 | 67.534 | 33.876 | 35.534 | (1.658) | 69.396 | -1.862 |
| Police Staff Overtime | 0.566 | 0.123 | 0.689 | 0.316 | 0.304 | 0.012 | 0.759 | -0.070 |
| PCSO Pay | 7.430 | 0.000 | 7.430 | 3.715 | 3.461 | 0.254 | 6.970 | 0.460 |
| Injury & Ill Health Pensions | 3.776 | 0.000 | 3.776 | 1.443 | 1.405 | 0.038 | 3.624 | 0.152 |
| Other Employee Expenses | 2.025 | (0.022) | 2.003 | 0.719 | 0.626 | 0.093 | 2.218 | -0.215 |
| Premises | 8.846 | 0.148 | 8.994 | 4.883 | 4.088 | 0.795 | 9.133 | -0.139 |
| Transport | 4.136 | 0.094 | 4.230 | 1.870 | 1.799 | 0.071 | 4.251 | -0.021 |
| Suppliers & Services | 33.459 | 0.751 | 34.210 | 17.645 | 14.041 | 3.604 | 30.261 | 3.949 |
| Third Party Payments | 16.118 | (1.801) | 14.317 | 4.320 | 6.163 | (1.843) | 14.966 | -0.649 |
| Capital Financing | 5.210 | 0.000 | 5.210 | 4.428 | 3.758 | 0.670 | 4.528 | 0.682 |
| Gross Expenditure | 271.912 | 4.961 | 276.873 | 137.329 | 134.464 | 2.865 | 271.712 | 5.161 |
| Income | (27.073) | (4.338) | (31.411) | (14.563) | (11.908) | (2.655) | (30.129) | -1.282 |
| Net Operational Budget | 244.839 | 0.623 | 245.462 | 122.766 | 122.556 | 0.210 | 241.583 | 3.879 |
| Net Force & OPCC Budget | 0.001 | (0.001) | 0.000 | 12.039 | 0.570 | 11.469 | (3.973) | 3.973 |

The principal reasons for the reported underspend of £3.973m are explained below.

4. Police Officer Pay is showing a significant saving, the majority of which is related to a lower than expected cost of employers' pension contributions. It has been identified that there is an increasing number of employees in the organisation who elect not to join the pension scheme. Due to the national scheme for the uplift in Police Officers making up the majority of new employees over the past 2 years, this is where the underspend is having the most impact on the budget. The Force are treating it as an area of concern, and are ensuring that Police Officers are aware of the implications of withdrawing and for planning for their future.
5. There is a budget pressure relating to Police Staff, which is reporting a forecast overspend of £1.862m. The main reasons for this are:
 - (a) Less employee costs being capitalised due to slippage in the delivery of the Change programme
 - (b) A lower than forecast turnover of staff compared to budget,

- (c) A loss of economies of scale from the shared services provided through the Alliance.

To a lesser extent than seen on Police Officers, there are also savings being generated within Police Staff from reduced pension costs. This has offset some of the budget pressure being reported.

6. Related to cost of employees, Overtime has been a historic budget pressure for the Force. As can be seen in 2021/22 both Officer and Staff budgets are being managed to control expenditure. Whilst pressures exist from certain activities such as policing of football matches, this has been identified early in the budget cycle. The implications on how to deploy officers to avoid this overtime being required is being considered.
7. Supplies and services are contributing a significant amount to the underspend position. This is mainly due to slippage in the Change and Transformation programme. Projects identified for delivery this financial year have slipped due to vacancies in project management team and other work demands. This has meant that purchase of equipment and licences, such as in required for the implementation of Microsoft Office 365, has not occurred.
8. Third party payments variance of £0.649m overspend is due to the final notification of the recharge for access to National IT systems (including Home Office) being higher than what was put in the budget. The notification was received after the budget was approved in February 2021. There is also pressure on the Forensics budget as costs are impacted by unstable market demand.
9. The saving being reported against the cost of Capital Financing is due to the reduced cost of the capital programme as reported below. The consequence of less capital expenditure is that we have not had to borrow to pay for the investment. This has resulted in a saving on the revenue costs of servicing of debt.
10. Income predictions for the year have been impacted by the uncertainty over the level of services being provided to Warwickshire. In September we agreed a Hosted Services agreement that sets out future service level provisions. The impact has been that the recharge for services is lower than the original budget assumptions.

Savings Plan

11. The budget included savings of 4.64m to be achieved in 2021/22. All savings are monitored on a monthly basis and many have already been delivered. At this point in the year there is £0.964m of savings plans which are at risk of not being achieved. A small number of these are recognised as being undeliverable as circumstances have changed and alternatives will be required. The remaining plans continue to be closely monitored and action taken to minimise the risk that

they are not achieved. Further efficiencies are constantly being scanned for, in order to take the pressure off the overall plan.

Capital Programme

12. The capital budget for 2021/22 of £18.870m was approved in February 2021 for new capital projects to be delivered. Since then there has been an additional £7.254m added to this relating to slippage from 2020/21 programme. The revised budget for 2021/22 now stands at 26.124m.

13. The forecast outturn at Quarter 2 is £15.794m which is an underspend of £10.330m.

| Capital Expenditure | Revised 21/22 budget | 21/22 YTD Actuals (inc. Commitments | 21/22 Forecast | 21/22 Forecast Variance to revised budget |
|---------------------------------|-------------------------|---|-------------------|---|
| | £m | £m | £m | £m |
| Digital Services Transformation | 7.558 | 5.390 | 6.888 | 0.670 |
| Transformation Projects | 5.625 | 1.169 | 2.250 | 3.375 |
| ICT Replacements | 2.012 | 0.723 | 1.462 | 0.550 |
| Total ICT projects | 15.195 | 7.282 | 10.600 | 4.595 |
| Estates Projects | 8.417 | 1.368 | 3.663 | 4.754 |
| Other Capital Projects | 2.512 | 0.626 | 1.531 | 0.981 |
| Total | 26.124 | 9.276 | 15.794 | 10.330 |

14. The forecast underspend in Transformation projects is £3.375m. The delay in recruitment of project managers (resulting in a saving of £0.800m) has resulted in not having the resource to implement some of the planned programme. This includes:

- (a) £0.500m in respect of OCC Saab System testing due to being pushed back to 2022/23.
- (b) £0.200m slippage of the Home Office Biometrics project into 2022/23.
- (c) £0.700m in respect of the In Car Media project being wound down as a project.

15. An underspend of £4.754m is expected across our estates projects, the reason for this is

- (a) £1.97m due to Firearms Range project being returned back to options appraisal stage. This has meant that spend on purchase of land included in the capital programme was not pursued.
- (b) A land purchase of £1.95m in relation to the Northern Hub Estates project was not required this year as originally forecast. The project is still currently at feasibility stage.
- (c) £0.670m saving on the costs of Redditch Police Station due to costs now being shared with HWF&RS.

16. In order to address issues of slippage, ownership, and affordability, and to ensure capital expenditure is in line with force priorities a capital bidding

document has been introduced for the 2022/23 budget planning cycle. The aim is to provide a more robust challenge as to the deliverability of those projects and their inclusion in the capital budget.

Risk Management Implications

This variance represents only 1.6% of the Force budget and there are six months in which expenditure patterns could change.

Financial Implications

Should this forecast prove accurate the PCC will have flexibility as to how that underspend is utilised. The underspend would represent a non-recurring resource that can be either utilised in year or carried in the PCC reserves.

There are known risks to the budget over the MTFS. These include the continuation of Op Lincoln, revenue implications from borrowing to fund the capital programme and the level of backlog maintenance on the estate.

Legal Implications

None

Equality Implications

None.

Supporting Information

None

Contact Points for this report

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WEST MERCIA POLICE AND CRIME PANEL 25 NOVEMBER 2021

POLICE & CRIME PLAN ACTIVITY AND PERFORMANCE MONITORING REPORT (SEPTEMBER – OCTOBER 2021)

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.

Delivery plan and assurance

3. A delivery plan is used to support monitoring and assurance of progress against individual elements within the Plan and is updated on a quarterly basis. The delivery plan is subject to monthly scrutiny at the PCC's governance meeting where activity supporting the Plan is subject to closer scrutiny. An extract of the delivery plan is included at appendix 1. This covers the latest quarter, July to September 2021.

4. Examples of recent activity in support of the Safer West Mercia Plan's four key objectives, are set out in the following sections. This includes an update on the Alliance withdrawal in the 'Reform' section.

5. As part of the development work for the new Safer West Mercia Plan a review of the delivery plan's function and format has been completed. In future the delivery plan will remain an internal document providing the PCC with oversight of both completed and planned activity in support of the plan. As discussed and agreed at the Panel's September meeting an extract of the delivery plan will not be included in future reports.

Commissioned service provision

6. To date in 21/22 there have been a significant number of developments within the PCC commissioned service provision, which are illustrated below. One particular area to point out is the increased amount of external funding that the PCC has attracted from the Ministry of Justice and Home Office. The current total stands at **£4,143,676.97**. This is made up of the following;

- ISVA provision - £763,568
- IDVA provision - £241,739
- DA / SV service provision - £649,902
- DA perpetrator provision - £455,939.37

- Safer Streets 2 - £863,185
- Safer Streets 3 - £1,027,895
- Home Office perpetrator fund - £141,448.60

More detailed information on some of the initiatives this money supports have been included within the *Putting victims and survivors first* and *Building a more secure West Mercia* sections of this report. A number were included in the previous two Panel reports.

Chief Constable

7. Chief Constable Mills commenced in post on 17th September and was sworn in on that date. She has since been implementing a plan for her first 100 days, ensuring she visits as much of the force as possible and working with her chief officer colleagues and the PCC to develop West Mercia Police.

Putting victims and survivors first

Road Safety

8. The RoadPeace pilot scheme provides a new and innovative support and information service for victims of serious injury collisions and is sited within the VAL. The project is proving to be effective with 98 referrals to date, and 95% of users engaging with the service. RoadPeace have seen many more referrals especially since the new RVCC began in post. The majority of these referrals are extremely recent and therefore it may be too soon for them to be accessing support services. However, many victims have expressed they would like to take up the support services at a later stage and until they are ready they continue to be supported regularly by the RVCC. The project has been extended until March 2022 and its effectiveness will be subject to ongoing monitoring to assess the viability for further funding.

Sexual violence and abuse

9. The PCC has been working with local commissioners from Worcestershire County Council, Herefordshire Council, the Worcestershire & Herefordshire Clinical Commissioning Group and NHS England & Improvement to secure funding for the therapeutic counselling service within West Mercia Rape and Sexual Abuse Support Centre. The PCC has committed £100,000 of funding for this service, which offers sexual violence survivors across Herefordshire & Worcestershire therapeutic counselling.

10. The PCC is also working with these partners to support the production of a mental health needs assessment, which will focus on services for survivors of sexual violence and will be used to inform longer term commissioning intentions.

11. The PCC has secured an additional £50,000 of funding from NHS England/Improvement to create a Sexual Violence Officer, a strategic role which will focus on a number of areas within the sexual violence field, with overall aim of improving outcomes for victims of sexual assault and abuse. This funding will be used to fund a sexual violence portfolio lead for an initial period of 12 months, who will work with the PCC, West Mercia Police and partners to deliver the objectives set out in the national NHSE/I Sexual Assault and Abuse Strategy. The role will also look at potential development of a multi-agency strategic group and development of a local strategy.

Exploitation victims

12. As part of the PCC's ongoing commitment, the PCC has recently extended his funding scheme for the victims of modern slavery, human trafficking and forced marriage. Additional funding will continue to provide those in crisis with immediate, emergency support, when police intervention is involved.

13. Officers will use the funding to ensure vulnerable people are safe and supported. In addition to accommodation, it may be used to provide immediate access to food, drink and essential toiletries for individuals who have no means to support themselves. Victims are then referred through the National Referral System or other organisations for further long term support.

Building a more secure West Mercia

Safer Streets round 3 VAWG funding

14. The PCC was successful in securing further funding from the Home Office in October 2021. This fund was specifically designed to improve the safety of public places for all, with a particular focus on reducing violence against women and girls (VAWG) crimes. Two areas were successful in receiving funding: South Worcestershire and Herefordshire.

15. South Worcestershire have been awarded £511,960 and various interventions planned include: Education, Lighting, CCTV, Canals, Parks/underpasses and Taxi Marshalls. Herefordshire have been awarded £515,935. Interventions include: Guardianship Expansion, Education Programme to Partners, Education Programme to Schools/Colleges, Campaign, CCTV, Lighting, Landscaping.

Violence against women and girls

16. The PCC has funded 10,000 personal alarms aimed at increasing personal safety and confidence in public areas. The PCC's team, together with West Mercia Police local policing teams have been distributing the alarms across Herefordshire, Worcestershire, Shropshire, Telford and Wrekin.

Acquisitive crime

17. The 'We Don't Buy Crime' Initiative continues to be supported by the PCC. 1813 SmartWater (SW) packs were purchased in August 2021 by WDBC areas. In August 188 kits were registered, this was up from the 146 registered in the previous month, bringing the total registered since April 2019 to 38,324. There has been a total of 56,751 SW packs registered across the West Mercia Police Force since the implementation of the WDBC project in November 2015. Volumes in residential burglary dwelling increased by 32% compared to the previous quarter but remain 26% lower than the same quarter two years ago.

Fly-tipping

18. The PCC has committed to developing a partnership response, working closely with all five CSPs, to properly tackle the issue of fly-tipping and identify ideas and proposals that can be implemented which will help eradicate this damaging criminal offence. A fly-

tipping grant round was opened to address the issue, offering £100,000 for up to 2 years of funding from 1 November 2021 until 31 October 2023. A number of bids have been received and the PCC will be announcing the successful schemes in the very near future.

Criminal justice

19. To support recovery following the pandemic the Government has confirmed that there will be no limit on the number of days Crown Courts can sit for the 2021/22 financial year. This will help maximise capacity across the justice system and increase the number of hearings. The caseload in West Mercia is 7% lower than the highest point during the pandemic, but remains well above pre-pandemic levels. Tackling the backlog has been hampered by the closure of the Hereford Crown Court. The PCC has previously offered support to the Her Majesty's Court and Tribunals Service (HMCTS) discussions regarding the current closure of Hereford Crown Court, however this was declined.

20. In the Magistrates' Court, outstanding caseloads are at their lowest level since the pandemic began, with more cases disposed of than received.

21. The Ministry of Justice recently tasked all Local Criminal Justice Boards to complete a Self-Assessment of the Victims' Code of Practice (VCoP). All of the information gathered will be used to produce a minimum data set that can then be used on an ongoing basis for monitoring and reporting. It is hoped to have regular reporting in place next year. In the interim West Mercia has developed an improvement plan designed to address and improve compliance. The Deputy PCC Chairs a Board overseeing compliance across the West Midlands Region as a whole.

Reforming West Mercia

Alliance Update – Provision of IT Services to Warwickshire

22. The arrangements for providing IT support to Warwickshire have been finalised and have been in effect since 1st October 2021. West Mercia now hosts a range of IT services for Warwickshire Police on a further temporary basis. This will ensure key services in Warwickshire are maintained until transition is completed. This involves the provision of some 48 applications for 6 months until March 2022, and then 30 of these applications until March 2023. In addition West Mercia have agreed to provide broader support to Warwickshire for 4 months initially, with the capability of extending beyond that if Warwickshire require. All of these services are being paid for by Warwickshire in full.

23. Warwickshire "remain fully committed to migrating away as soon as possible, so that both forces can benefit in full from the major investments they are making in new and modern IT infrastructure, enabling more efficient and effective delivery of services to the public." The Warwickshire PCC has stated: *"I would like to put on record my personal thanks to all the staff in both forces who have worked tirelessly to navigate this highly complex separation. In particular, I don't underestimate the challenges faced by those within the shared IT services over the last weeks and months as they have kept essential services running while also recognising the extra work needed to support this new hosted arrangement. I have been impressed by the focus that has always been on putting the safety of the public first."*

24. West Mercia has well laid plans in place to improve digital services for its police officers and the communities they serve. The need to extend the work with Warwickshire does limit the ability to deliver those improvements as planned. However, there is an element of wider public service which means this agreement is the right thing to do. The West Mercia PCC's position is that there cannot be further delays in transition to standalone services and so the commitment from colleagues in Warwickshire that transition will proceed as quickly as possible is welcomed. It is now three years since notice was served to end the Alliance and West Mercia is fully ready to operate as a standalone force.

25. File Storage remains hosted by West Mercia and provided to Warwickshire. All other aspects of the old Alliance arrangements have now concluded.

Estates update

26. The new Estates Service is bedding in well with works progressing to conclusion more swiftly. Since the last report Hindlip phase 2 (refurbishment of the meeting rooms at the Old Hall) has been completed. A Hindlip Masterplan setting out a plan for optimising the use of the site has been approved by the PCC and Chief Officers. Architects have been appointed to design and secure planning permission for the new joint police / fire station at Redditch and the project is on target to deliver the new facility in 2023. Alterations to Tenbury fire station to allow relocation of the police station have been agreed and funding approved by the PCC. It is anticipated the police station will transfer location in the new year.

27. A revised Estates Strategy has been developed in conjunction with West Mercia Police and is with Chief Officers for comment. This sets out a vision for the future policing estate and a route to deliver that vision. Once approved this will set the trajectory and activity for the development of the policing estate over the next few years and will enable a deliverable programme of work that will revitalise the estate.

Financial management

28. Since the update in September the PCC's office has prepared a budget for 2022/23, based on discussions with the PCC to ensure that they are consistent with the proposed police and crime plan. A joint planning session has been held with the Force to agree the key assumptions for the budget, which sets out the overall financial envelope that both the PCC and Force are working within to set the 2022/23 budget. The Force has completed its Priority Based Planning programme and is now working on a budget proposal that meets the agreed financial envelope, fits the operational requirements of the Force and also meets the priorities of the PCC. The Treasurer and finance team will provide advice and support to the PCC to ensure that the Force budget proposals reflect the priorities in the police and crime plan and that they are providing value for money.

29. The Treasurer is working closely with central government and local authority partners to understand the potential funding scenarios over the medium term which will directly impact on the financial viability of the PCC's plans. The Budget presented by the Chancellor on the 27th October 2021 and the results of the Spending Review are being scrutinised to determine its impact on the assumptions that have been made.

30. The Treasurer is continuing to work closely with the Head of Estates in the development of the Estates Strategy and a review of the capital programme and estates rationalisation plan. The capital programme must be financially viable and there is an expectation that the rationalisation plan will need to deliver revenue savings, which will offset borrowing costs to deliver new capital projects.

Reassuring West Mercia's communities

Neighbourhood Matters

31. As previously reported, the replacement for the force Community Messaging System (CMS), Neighbourhood Matters, went live on 1 July. There are now over 11,000 individuals signed up to the system receiving information and updates from the Neighbourhood Policing Teams. Some teams have signed up groups such as Rural Watch, whilst others have focussed on particular areas that suffer from low confidence in policing.

West Mercia Local Policing Community Charter

32. The Commissioner and his team have contributed to the metrics associated with the Charter to track its success and delivery for local communities. The PCC also maintains an active oversight role in monitoring activity against the Charter's commitments. Data to mid-September indicates that across the whole of West Mercia the top three local community priorities identified through Town and Parish Councils are Safer Roads (36%), Crime (26%) and Anti-Social Behaviour (17%). Progress in implementing the Charter and the impact it is having will form part of the PCC's November Holding to Account meeting.

Autumn Roadshows

33. Over the autumn months, the PCC and his team attended a number of public events across the force area including the Shrewsbury Food Festival, the Bromyard Food Festival, The Broadway Food Festival and the Malvern Show. These events provide the PCC with the opportunity to listen first hand to people's concerns and to engage directly on the draft Safer West Mercia Plan.

Animal Welfare Scheme

34. Following joint working between the PCC's office, West Mercia Police's dogs section and the Dogs Trust, the PCC launched a new Animal Welfare Independent Visitor's Scheme (AWS) at the end of September. The scheme aims to promote and ensure the welfare of those animals working within the force. As part of the AWS, independent visitors are trained to check on the welfare of the animals. The scheme is being managed by the PCC's Independent Custody Visitor (ICV) Coordinator and 5 existing ICVs have stepped forward to support the AWS. The first visit took place in October.

PCC's team information

35. As requested by the Panel in September, an organogram for the PCC's team structure has been included at appendix 2. In accordance with statutory information

requirements the organogram is published on the PCC's website along with specified demographic and salary information.

36. Two posts shown on the chart are or will shortly be vacant. The PCC's Treasurer (Section 151 Officer) post will shortly be vacant following the recent announcement of retirement of the post holder. Recruitment for her replacement has commenced. In addition, the chart show a new post of Sexual Violence Coordinator. This is a temporary post funded by NHS England and although an appointment has been made, the post holder will not be in place until January 2022.

37. Following a successful recruitment campaign and interview process, two candidates have been appointed to the role of Assistant PCC, replacing the 5 Community Ambassador Posts. The candidates appointed were Nicola Lowery who will be working full time and Paul Middleborough, who will be working part time. Both Assistant PCC's will be in post from 22 November. The decision to appoint 1.5 fte Assistant PCC's was made following an agreed reduction in the Deputy PCC's working hours from 4 to 3 days a week and will ensure the PCC maintains the resilience lost by the change in the DPCC's hours.

PCC's media and communications

38. The consultation for the Safer West Mercia Plan has now closed (1st November). The consultation was shared via the following methods: press releases, PCC website, social media posts (organic and boosted), parish council magazine and newsletters, radio interviews, videos, and 10 public events. Leaflets were shared at other engagements/events and via stakeholders/partners.

39. The Communications and Engagement strategy will be going out for consultation in the coming weeks. This strategy supports the Safer West Mercia Plan.

40. A new communications campaign on serious organised crime (SOC) is being worked on, with a joint campaign on fraud being pulled together in partnership with the force.

41. The PCC has been carrying out joint engagements with the Chief Constable which involves meeting with under-represented communities. These engagements have, so far, taken place in Kidderminster, North Worcestershire, and Telford. There will be three further events taking place in Shropshire, South Worcestershire and Herefordshire.

42. The PCC's social media channels continue to develop. A quarterly performance document will be produced to show the impact, in terms of growth and reach. The PCC's podcast channel has also started again with the new Chief Constable featuring on one, and police volunteers on another. A future programme is being developed.

PCC's Annual Town and Parish Council Survey

43. The attached report (Appendix 3) details the findings from the 4th annual Town and Parish Council Survey, published by the Police and Crime Commissioner (PCC) for West Mercia. This year's survey ran from 26th May 2021 to the 18th August 2021. The survey is designed to give town and parish councils from Shropshire, Telford & Wrekin, Herefordshire and Worcestershire the chance to share their views and opinions on key policing areas. The survey provides the opportunity to inform policing priorities and directions. The report covers four main topic areas: Local Policing, the Charter, Contact

and Engagement and Crime and Anti-Social Behaviours. A total of 200 responses were submitted but of these only 97 were fully complete. This year's response rate equates approximately to 21% of eligible councils. To fully understand the views of councils and obtain a representative sample more responses are required and greater consistency in response rate across policing areas.

Performance and accountability

Holding to account

44. The Commissioner holds a regular scrutiny meeting with the Chief Constable (CC) as part of his role in holding the force to account. Notes from thematic meetings are available to view on the PCC's website. Since the last Panel report two formal meetings have been held on protecting vulnerable people and a performance meeting focussing on the performance of the Operational Control Centre (OCC), including the impact of a power outage in September.

45. In addition to the formal meetings, the PCC has submitted a number of virtual holding to account challenges to the force on Safer Neighbourhood Team abstractions and most recently on the use of, and service provided by the National Police Air Service (NPAS).

46. Key findings / outcomes from the thematic meetings include:

- **Protecting vulnerable people**

- The force have a good understanding of repeat victims and constantly evaluate harm.
- The positive impact of additional officers won't be seen for a while due to length of their training.
- The CC is not satisfied with number of enhanced victims that are not receiving updates in line with VCOP compliance. The force are putting processes in place to ensure risk is mitigated including communications to the workforce to put victims first.

- **Performance**

- Business continuity plans were triggered when the outage occurred. This included the rerouting of 999 calls to other forces.
- No complaints were received by the force or PCC's office as a result of the power outage.
- The 80% target for 101 calls will not be achieved by the end of the year '20
- Online discovery sessions to attract people into OCC roles were attended by over 400 members of the public.

47. The next planned meeting takes place at the end of November and will review the outcomes of the PCC's budget investment.

Police Ethics and Standards

48. The PCC's draft Safer West Mercia Plan includes a commitment to ensure all individuals and communities are dealt with fairly, equally and respectfully. As part of delivering this commitment, the PCC holds the Chief Constable to account for ensuring the Code of Ethics is fully embedded and adhered to within West Mercia Police, and that there is a fit for purpose complaints process which enables the public to raise their concerns or dissatisfaction and have a timely response. There are a number of mechanisms in place to

enable regular scrutiny and holding to account in relation to the Code of Ethics, complaints and conduct matters.

49. The PCC receives a weekly briefing document on key professional standards matters including: incidents of note, referrals to the Independent Office for Police Conduct (IOPC), gross misconduct hearings, officer / staff suspension decisions and upcoming court hearing or inquest dates. Complaints and conduct performance data is reviewed on a quarterly basis across a number of key governance meetings. This includes the Force's Fairness, Policy and Standards Board, as well as quarterly meetings with the IOPC. At this latter meeting, both oversight bodies (the PCC locally, and the IOPC nationally) review the force's quarterly performance data and highlight positive performance as well as any performance pressures or organisational learning.

50. The PCC also meets with the Head of the Professional Standards Department (PSD) on a quarterly basis where any performance concerns can be escalated for further discussion. This meeting also includes a briefing on all live gross misconduct cases, including a focus on any cases related to Abuse of Position for a Sexual Purpose (APSP). An overview of each of the relevant governance meetings is provided to the independent members of the Joint Audit and Standards Committee by way of a quarterly Standards report.

HMICFRS inspection reports

51. HMICFRS has completed its PEEL inspection work, culminating in a 3 week onsite inspection in September. The force has been given some initial informal feedback with a formal debrief scheduled for late November. The publication of the inspection report has been put back a month to February 2022 following the Inspectorate's decision to review its methodology, which will change the format of the final report

52. HMICFRS has published one inspection report since the last report to Panel. This was its final Violence against Women and Girls (VAWG) report. Work is ongoing to review the recommendations in this report. The Deputy Chief Constable retains oversight of the force's progress against any recommendations or any areas for improvement through the Service Improvement Board, attended by one of the PCC's staff.

West Mercia perception survey

53. As part of the Commissioner's commitment to ensure both he and the force are acting on community concerns locally, and that the service provided by the force leads to increased confidence in local policing, the PCC commissioned a confidence survey which has been running for over two years. The survey results are published on the PCC's website. Quarter 2 results have not yet been received and an update will be provided in the next report.

Force performance reports

54. 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.

55. The latest, quarter two performance report for the period July to September 2021, is attached at appendix 4. The report sets out a force wide picture of performance particularly in relation to force priorities and key practices. The performance framework uses a reporting hierarchy to monitor performance across the whole organisation at gold (strategic), silver (service) and (bronze) operational levels. The report focusses on gold level key performance indicators (KPI), however there are some measures at a silver level included to create a comprehensive picture across the force.

Risk Management Implications

None.

Financial Implications

None.

Legal Implications

None

Equality Implications

None.

Supporting Information

Appendix 1 – Q2 2021/22 delivery plan extract

Appendix 2 – Organogram of the PCC's team structure

Appendix 3 – West Mercia PCC's Annual Town and Parish Council Survey 2021

Appendix 4 – West Mercia Police Performance Report July to September 2021

Contact Points for this report

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Appendix 1: Safer West Mercia Plan Delivery Plan Extract

| PUTTING VICTIMS AND SURVIVORS FIRST | | | |
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| No | SWP Commitment | Supporting activity | Quarter 2 update July to Sept 2021 |
| A1 | Making sure officers and staff have the skills to properly support victims and survivors and do so wherever necessary | Refer to C7 | |
| A2 | <ul style="list-style-type: none"> 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 victims get effective services, enabling them to cope and recover and reduce their chances of re-victimisation | (A2.1) Develop and implement a Victims' and Witnesses strategy, supported by a comprehensive delivery plan | Strategy published. Delivery plan in place. Oversight and scrutiny provided by the Victims' Board. |
| | | (A2.2) Review the PCC's existing commissioning strategy to ensure it is fit for purpose for the PCC extended term and publish the revised strategy | Complete |
| | | (A2.3) Develop and implement a domestic abuse strategy, supported by a comprehensive delivery plan | This is continuing to be used to inform future commissioning of DA services including: co-commissioning with WCC for IDVA and DRIVE. Co-commissioning discussions with other local authorities |
| A3 | Bring together and help lead a new Victims Board to ensure better results and consistency | (A3.1) Work with partners to redesign the Victims board to ensure there is a clear focus on reducing revictimisation. | Victims' Board focused on delivering key outcomes linked to the Safer West Mercia Plan. DPCC now chairing. New performance framework under development and will be in place for December meeting. VCoP self-assessment completed. Improvement plan under development. DPCC leading on compliance across the region. |

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| | | <p>(A3.2)Work with partners to:</p> <ul style="list-style-type: none"> • Create an internal audit and inspection regime to evidence compliance with the Victims' Code of Practice • Create a performance framework designed to improve victim and witness services. | <p>VCoP self-assessment completed. Return submitted to MoJ. Improvement plan in place.</p> <p>Victim Services performance framework under development and to be in place for December meeting.</p> |
| A4 | <p>Complete victims' needs assessments to inform future commissioning intentions with a focus on victim, offenders and early intervention.</p> | <p>A series of thematic needs assessments have been commissioned. Once complete the findings will be used along with the refreshed commissioning strategy to review existing provision and identify gaps in service provision.</p> | <p>Complete.</p> |
| A5 | <ul style="list-style-type: none"> • 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 | <p>(A5.1)Develop and implement a local delivery plan in support of the NHS England national sexual assault and abuse strategy</p> | <p>The role of the SV portfolio lead has now gone through the internal governance and HAYE procedures and the interviews for this role are on 22nd October. A key requirement of this role will be to develop and implement this delivery plan. In addition, the PCC has been working with the Force to resurrect the multi-agency strategic RASSO group, to ensure local focus around serious sexual offences.</p> |
| | | <p>(A5.2)West Mercia Rape Review – looking into feasibility of replicating the London Rape Review where rape cases are tracked throughout the whole victim journey.</p> | <p>This is going to be picked up in the new PCC term by the new SV co-ordinator post</p> |

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| A6 | Work with partners and service providers to co-locate and provide a coherent and coordinated multi-agency response to victims | (A6.1) Work closely with Victim Support and the Victims Advice Line (VAL) service to ensure seamless service delivery, including contract and performance monitoring | Refer to A6.2 |
| | | (A6.2) Review VAL and Victim Support provision and develop long term plan in relation to development of these 2 services in line with other commissioned services | The contract for the Victim Needs Assessment has been awarded to Justice Studio, who will be commencing this work in November 2021. The outcome of this work is due in February 2022. This work will inform the future direction of victim services within West Mercia. In addition, the PCC is currently in negotiations with Victim Support, to extend their existing contract from 1st April 2022 to 31st March 2023. |
| | | (A6.3) Work with National Health England to re-commission the CYP SARC service | The contract for this service has been awarded to Mountain Healthcare, the existing providers of the service. The contract will commence in February 2022, and will run for up to 6 years. |
| | | (A6.4) Use additional MoJ funding to create new domestic abuse co-ordinator roles within the Victim Support contract, one of which will be co-located within the VAL | The VAL are currently recruiting for the DA specialist role. In the meantime, the VAL have allocated 2 x dedicate Victim Care co-ordinators who are providing specialist support to victims of domestic abuse within West Mercia. |
| | | (A6.5) Work with Head of Victim Services to develop funding proposal for NHS England additional funding to implement the provision of a specialist sexual violence co-ordinator, to be co-located/employed by VAL, working with VAL and specialist service providers | Action Complete |

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| | | (A6.6) Recommission the ISVA service | Action Complete |
| | | (A6.7) Commission a service to support victims of sexual abuse, violence and exploitation. | Action Complete |
| | | (A6.8) SAAS strategy implementation | The role of the SV portfolio lead has now gone through the internal governance and HAYE procedures and the interviews for this role are on 22nd October. A key requirement of this role will be to develop and implement this delivery plan. In addition, the PCC has been working with the Force to resurrect the multi-agency strategic RASSO group, to ensure local focus around serious sexual offences. |
| A7 | <ul style="list-style-type: none"> • Work with government to further enhance services for victims and witnesses locally • Use my role as PCC to influence the legislative agenda to secure sufficient funding for victim services | (A7.1) Engaged in national work via APCC and MoJ | No updates for this quarter - the Commissioning team regularly liaise with MOJ directly and through APCC Victims portfolio groups. |
| | | (A7.2) Lobbying activity seeking to promote amendment in the DA Bill around the rough sex defence | Action complete |
| | | (A7.3) Work with Citizen's Advice Witness Service to improve victim and witness experience in the Courts. | Additional funding secured to improve services and outcome for victims of domestic and sexual violence. Continue to work with the Courts and CJS to address / reduce Crown Court backlog. Small improvements witnessed in Q2 with the backlog reducing. Working with the MoJ to improve VCoP compliance and victim services. |
| | | (A7.4) Work with MoJ, Home Office and Drive partnership to influence decisions around the £10m of perpetrator funding proposed by government in May 2020 and to champion the introduction of a domestic abuse perpetrator strategy | Action Complete |

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| | | (A7.5) Work with partners to use Home Office and PCC funding to implement the DRIVE programme in Herefordshire | Action Complete |
| A8 | Support the appropriate use of restorative justice | <ul style="list-style-type: none"> Review existing services to ensure they are effectively delivering RJ across West Mercia Hold regular contract management meetings with service provider Work with partners to ensure referral pathways are working | The Task and Finish group has not yet been convened. In the meantime, negotiations are being undertaken with Victim Support and the Victim Advice Line, to identify improvements in the service provision for RJ - these are included within the contract negotiation discussions as referenced above. |

| BUILDING A MORE SECURE WEST MERCIA | | | |
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| No | SWP Commitment | Supporting activity: | Quarter 2 update July to September 2021 |
| B1 | <ul style="list-style-type: none"> Making sure the police provide the right response to incidents at the right time Incorporating the following Reassure commitments (D4) Delivering new online platforms for communicating and engaging with the public and partners, alongside traditional and existing methods Ensuring the force is visible and accessible both in communities and online and is engaging with the public and acting on their concerns locally | (B1.1) Improving and sustaining the performance of the Operations Communications Centre (OCC) Cross reference to D4 | <p>999 demand increased by 13% between Q1 and Q2 which remains similar to Q2 2019/2020. Within this quarter the number of calls answered within the 10 second target dropped to 88% a 6% decrease when compared to Q1. The statutory 999 target of 90% was met in July however it was not achieved in the following two months. ICT and power failures affected call performance all three months of Q2 which would affect outcomes including an increase in abandonment rate owing to the fact that presented calls simply could not be answered during these periods.</p> <p>101- In Q2 there has been a 4% reduction in call demand from the previous Q1 and a significant reduction from Q2 last year (-21.5%). Non-emergency call demand has continued to be unpredictable.</p> <p>Despite the reduction in demand, there has been an 18% reduction in the number of calls answered within the 30 second target to 43% of non-emergency calls being answered. Overall performance within Q2 is difficult to compare owing to the impact from factors outside of the OCC's control such as ICT and power failures which affected 999 performance.</p> |

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| | | (B1.2) Response time to incidents | <p>An update is required to fix some issues relating to SAAB safe, the impact assessment and quotation are going through governance processes.</p> <p>Force wide unresourced continues to fluctuate but has improved into Q3. A dedicated full time resource created by the OCC has placed full time scrutiny over volumes and efforts to ensure the deployment principles are adhered to have ensured greater volume of appropriate incidents are being given to appropriate teams at the first opportunity. Unresourced is consistently highest in Shropshire throughout Q2, suggesting some issues with being able to allocate resources or an increased number of calls.</p> |
| B2 | <p>Ensuring officers and staff effectively identify and support people with vulnerabilities, understanding and managing associated risks</p> <ul style="list-style-type: none"> • Proactively finding the causes of crime so threats are identified and targeted before they escalate • Using an effective problem solving approach, working with partners and local communities to prevent, solve and reduce crime and anti-social behaviour • Ensure local partnership Joint Action Groups address serious and organised crimes in their areas | (B2.1) Problem Solving Hubs: to include implementation of the Rural Matters and Business Matters Plans (D7) | <p>The latest available performance summary report for the hub is Quarter 1 (April – June 21). Hub outputs for the quarter include:</p> <ul style="list-style-type: none"> • Across all relevant roles, 377 police incident reports (PIRs) were submitted for Quarter 1, a 1% decrease compared to Q4 of 20/21. • 5 new Problem Solving Plans were created for the quarter whilst pre-existing plans were contributed to 121 times. • 69 new Risk Management Plans were created for the quarter, with pre-existing plans being contributed to 720 times. • Overall 8 arrests were made, 7 stop searches, and 9 warrants. |
| | | (B2.2) Ensure the NPCC Mental Health Strategy is implemented locally | <p>MH conference postponed for the foreseeable future. Currently working with the Force and MH leads to map existing service provision across West Mercia. Force lead Supt. D. Pettit leading on implementing NPCC strategy. Currently working with ICS leads for Shropshire and Worcestershire. MH Gold group continues to meet quarterly. Currently considering commissioning a strategic MH needs assessment.</p> |
| | | (B2.3) Ensure the Force implements its SOC strategy | <p>The last SOC strategy meeting took place on 26th July. The strategy is in a healthy position across the 4Ps, therefore it has been agreed to move to bimonthly meetings; will also allow time for people to make progress against updates. OCGMU will try and organise the first TAG meeting prior to the next OCGM meeting. This will contribute significantly to actions related to organisational learning. The new lead for 'Prevent' has been able to provide evidence of progress across a number of recommendations which can now be RAG rated as green (e.g. evidencing activity undertaken by other directorates)</p> <p>Comms did not attend the last SOC strategy meeting. It was noted that the PCC was disappointed by the lack of progress in respect of comms. The OPCC comms team are going to look to progress PCC-led comms, with potential to engage with partners (e.g. service providers).</p> |

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| | | (B2.4) Ensure SOCJAGS are addressing SOC in their areas | <p>The Worcestershire strategic SOCJAG meeting is currently under review as it was not seen to add value. All future meetings have been cancelled.</p> <p>Operational SOCJAGS - Telford, Shrewsbury, North Worcestershire, South Worcestershire and Herefordshire all operating well with good partnership working arrangements in place.</p> <p>Local SOCJAGs feed into their CSPs and arrangements are now considered BAU.</p> |
| | | (B2.5) Safer Street Initiative | <p>The PCC was successful in securing further funding from the Home Office in October 2021. This fund was specifically designed to improve the safety of public places for all, with a particular focus on reducing VAWG crimes. Two areas were successful in receiving funding South Worcestershire and Herefordshire. South Worcestershire have been awarded £511,960 for safer streets 3 funding. SW plan to deploy various interventions these include; Education, Lighting, CCTV, Canals, Parks/underpasses and Taxi Marshalls. Herefordshire have been awarded £515,935 for safer streets 3 funding.</p> |
| B3 | 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 | (B3.1) Develop and implement a Serious and Organised Crime Strategy, supported by a comprehensive delivery plan | <p>The majority of recommendations from the PCC's SOC strategy are either completed or considered business as usual (BAU). The PCC's Q2 SOC strategy report set out the areas that remain outstanding or should be considered for future development during the new term. The PCC has committed to reviewing the SOC strategy and delivery plan as part of the new Safer West Mercia Plan.</p> |
| | | (B3.2) Developing and implementing a Road Safety Strategy to work with partners to coordinate activity, responds to community concerns and reduce deaths and serious injuries on our roads | <p>The Road Safety Strategy and associated delivery plan are being reviewed to ensure they align to the priorities in the new Safer West Mercia Plan.</p> |
| B4 | Ensuring the West Mercia Road Safety Team works with partners and local communities to improve road safety, using practical, evidence led | (B4.1) 'PCC's Safer Roads Fund | <p>This project was completed during Q4 of 200-21 - no further updates.</p> |

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| | approaches to enforcement and education, reducing the number of deaths and serious injuries. | (B4.2) Morse project | MORSE have recently received the results of an independent evaluation exercise based upon a 3 time-point exercise carried out by 30 participants and semi-structured telephone interviews. The results are very encouraging and indicate that the project is successful at improving the participant's wellbeing, drink driving attitudes and attitudes to violation. The recommendations that came from the report were around improving communication around public knowledge of MORSE and its identity, consideration on how to maximise the impact the scheme has over the longer-term and potentially carrying out a longitudinal evaluation using control groups to review re-offending rates. |
| B5 | Ensure partners work together to provide efficient and effective support to victims and use early intervention to prevent victimisation. | (B5.1) DRIVE programme development | Refer to A7.4 and A7.5 |
| | | (B5.2) We Don't Buy Crime (WDBC) | There has been 1813 SmartWater (SW) packs purchased in August 2021 by WDBC areas. The total currently stands at 32,653 since April 2019. There have been 223 burglaries (Residential only) reported in August 2021. This is 62 more compared to July 2021 and is 58 more than July 2020. There has been 0 second-hand dealers visited, and 6 second-hand dealers emailed in August 2021, utilising the We Don't Buy Crime Portal. A total of 295 visits and 87 emails have been conducted/sent since April 2019. |
| | | (B5.3) West Mercia Diversionary Network (WMDN) – now known as CLIMB | Financial meeting held 25.08.21 with TCS agreeing underspend can be re-profiled towards diversionary activity, as a key factor in performance has been the inability to divert the CYP on due to the restrictive landscape caused by pandemic. This certainly reflected in the Qtr 1, Yr 2 data where a combination of recruitment issues combined with school closures / lockdown resulted in a waiting list and CYP's being 'held' in service. It is pertinent to say that the launch of CLIMB was significantly hampered by Covid19. With restrictions easing, integration has recommenced in line with the original mobilisation plan and this reflects in Qtr 2 data with no current waiting list. At the latest contract meeting it was highlighted that CLIMB is still under expected targets, but TCS felt they were confident they could still deliver on the contract citing the summer holidays as a naturally low time for referrals in. It was anticipated that CLIMB would target 87 referrals per quarter, and Qtr 2 saw them hit 62, working towards what we'd expect to see as BAU. Reassuringly following the waiting list absorption they are over target for people currently being supported in service, so as these CYP's naturally progress through support we would expect their outcomes figures stabilise, and referrals /demand rising. |

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| | | | TCS held activities over the summer months including boxing and art workshops and have seen a reduction in the amount of inappropriate referrals suggesting their integrative work with agencies is improving. We don't feel a remedial action plan is required at this stage but would like to see figures improving over the next 2 quarters. New Commissioning Officer is to go and visit CLIMB workers out in the field following portfolio handover to build relations. |
| | | (B5.4) Drug intervention provider (DIP) custody review | Action Complete |
| B6 | <ul style="list-style-type: none"> • 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 | (B6.1) Review of performance monitoring arrangements for the Force funded projects | An update of the monitoring report has been drafted and was presented at a recent meeting which took place between the PCC and the RABOS. Following this meeting several suggestions/modifications were raised around the report and these have since been implemented and the draft is waiting for sign off by the WDBC team. A qualitative report has now been finalised and is in use for all Force funded projects. |
| | | (B6.2) Review of CSP funding provision | Since Q1, South Worcestershire have applied for funding for a further 2 projects bringing the total to 6 and Telford have submitted 9 new applications and Herefordshire have advised us that they will be submitting their applications imminently. |
| B7 | Work with partners to increase the proportion of hate crimes reported to the police | | The latest force data available is Q2 (July to September 2021). Volumes of Hate Crime and Crimed Incidents are in line with the previous quarter and 28% higher than the same quarter in 19/20. July saw the highest reported monthly figure for 2 years, this is likely as a result of restrictions lifting and a return of night time economy. It is expected that as the impact of these factors subside, a reduction in volumes will be observed as numbers have fallen since July. The year to date figure is that hate crime offences are up 40% when compared to same period the previous year. |

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| REFORMING WEST MERCIA | | | |
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| No | SWP Commitment: | Supporting activity: | Quarter 2 update July to September 2021 |
| C1 | <ul style="list-style-type: none"> Ensuring the force transformation programmes delivers an effective and adaptable service which responds to the needs of our communities and the organisation Deliver service improvements and in doing so maximise the benefit to our communities in reducing crime and the causes of crime | Development and implementation of the transformation programme | Final scope of IT services provided to Warwickshire finalised; provision significantly larger than originally expected for next 6 months at Warwickshire's request. Although Warwickshire are paying for those additional services, it is having an adverse impact on the resources available to deliver West Mercia IT transformation. Technical testing of MS365 is almost complete, but business testing delayed until January 2022. Roll-out estimated from April 2022. |
| C2 | Delivering new fit for purpose technology and making best use of it | (C2.1)Athena | 9-force Athena s22 collaboration agreement being updated to reflect best practice and shift to run and development from implementation. |
| | | (C2.2)ANPR | n/a |
| C3 | Invest to save, so the force can be more adaptable and make best use of its resource | Ensure the force reviews its financial planning and internal control mechanisms | The force has completed its PBP programme and is working through the priorities to match the budget envelope that is available. Outcomes are to be presented for consideration by the PCC on the 11th November 2021 |
| C4 | 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. | Ensure the Force revises its fleet strategy to take into account changes in technology | Revised fleet strategy expected November 2021. ToR approved for business case development for EV charging infrastructure for whole force area. |
| C5 | Aspire to a market leading support service for policing. | Reform of Services to Policing | n/a |

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| C6 | Delivering the operational control centre programme on time and on budget to improve force resilience | Building of a new OCC | n/a |
| C7 | <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 | Ensure the Force develops and implements a Leadership strategy | The force has launched the LEAD leadership development programme. Internal website and products launched across 5 leadership work streams: Aspire, develop, and accelerate. Inclusion and rank. A delivery plan has been developed for reporting and tracking activity. A procurement process for external providers for delivery of leadership development activity to be commenced next quarter. |
| C8 | <ul style="list-style-type: none"> • Achieving the uplift in additional officers and ensuring the workforce better reflects the demographic make-up of our communities • Increasing the number of special constables and police volunteers, focusing on the contribution they make towards keeping communities safe (Refer to) | Ensure the Force develops and implements a People Strategy | The PCC's 2021/22 budget includes an uplift of 91 officers. It is anticipated that by the end of Q2, 71 posts will have been filled (78%) of uplift. Progress will be monitored at the November HTA meeting on budget investment. In regards to the officer uplift allocations, the PCC also receives monthly performance updates from the National Police Uplift Programme (PUP). The force remains on track to meet the National Uplift Targets for Yr2. The PUP data also provides data on joiner rates by gender and ethnicity. Latest data shows that recruitment in the last rolling 12 months is considerably more representative than the previous 3 year average for female and BAME joiners. |

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| <p>C9</p> | <p>Support the health and wellbeing agenda within the force</p> | <p>Scrutiny of wellbeing initiatives, staff and officer sickness levels, accident and injury reports etc.</p> <ul style="list-style-type: none"> • Review the findings of staff survey / engagement activity including the Durham survey, staff network surveys, Federation / Supt. Association surveys as published | <p>The force have commissioned the National Police Wellbeing Service (NPWS) to undertake a peer review of the occupational health unit. New meeting established to focus on assaults against workforce. The group continue to focus on the 7 point plan and improving recording on ATHENA.</p> <p>There was a small reduction in officer and staff sickness in Q1 (Q2 data not available at the time of update). There was a marked decrease in Covid absences in Q1 reflecting strict restrictions and work from home guidance people have been operating under. Overall Sickness stands at 4.4% and reflects the national picture. West Mercia recorded a lower rate of sickness for both officers and staff than most of our similar Forces for the previous 12 month period.</p> |
| <p>C10</p> | <ul style="list-style-type: none"> • Give leadership to the force and partners in forging new collaborations to deliver efficient and improved public services • Join up services and commissioning with | <p>(C10.1) Fire and Rescue Service Business Case</p> | <p>n/a</p> |

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| | <p>partners where there are operational and financial benefits</p> | <p>(C10.2)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> | <p>Roads Policing OPCC roads policy leads across the region are meeting quarterly as a group to share best practice and identify opportunities for joint working. The group is looking at road crash victim support provision, uninsured drivers, road safety partnership arrangements and a strategic assessment of criminality on the roads. The RPO continues to represent the PCC at quarterly regional operational meetings. Force leads and the RPO are attending meetings to look at the issue of drug-driving and potential diversionary/educational opportunities.</p> <p>Criminality in the Prisons The Criminality in Prisons work is progressing with academics- an evaluation of the impact the recommendations have had on SOC in prisons is being undertaken and the future focus of the work is being considered. A follow up confidential inquiry has been arranged for early December. The inquiry will assess the current landscape and propose a narrower set of recommendations to work towards. Initial academic opinion is that the criminality in prisons work would benefit from being rejuvenated. Covid and staff turnover are issues which have impacted on the progression of some of the recommendations from the initial report.</p> <p>ROCU The impact of Operation Venetic continues to be assessed. The cash recovered as part of Venetic will be returned to the West Midlands force area as this was where the money recovered, but a plan has been developed which will see some of this resource invested back into the ROCU and also into preventative interventions across the wider region. A review of the ROCU S22a collaboration agreement is underway with some progress made. At the last Regional Governance Group – PCCs agreed to have a discussion within the next 3 months on the outstanding issue related to POCA/ARIS distribution of funding.</p> <p>The RPO has continued to work alongside Supt Neil Harrison to develop a regional Serious and Organised Crime Prevent Strategy. The working group recognises the need to feed into and link up existing mechanisms where prevent activity already takes place. An action plan is in place for the strategy development and the work needed within the ROCU to embed a preventative approach.</p> |
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| | | | <p>The RPO has developed a template which has been sent to partners to capture local SOC prevent mechanisms and programmes, to try and better understand what already exists in this space. We have had limited responses up until this point, however once we have all responses in we can begin to map and identify any gaps.</p> <p>Police Aviation</p> <p>The RPO continues to support the PCC in his role on the National Police Air Service Strategic Board. In June, the PCC took on the position of chair of the Board and in September the Board agreed to broaden representation from 6 to 9 regions to further strengthen governance and accountability. The PCC now represents the West Midlands region instead of both the East and West Midlands regions. The West Yorkshire Mayor gave 12 months’ notice in June 2021 that they intend to cease being the lead local policing. Since then, the Board has commissioned immediate work to find a new host for the service and the PCC has been engaging in regular progress meetings on this and has briefed PCCs at the APCC AGM. Two forces are engaging in a due diligence process to assess the feasibility of hosting. The PCC and RPO are also involved in a high level discussions around Plan B, should a new host not be determined.</p> <p>The PCC has recently reviewed NPAS performance and issued a series of holding to account questions for the Chief Constable to respond to.</p> <p>Counter Terrorism</p> <p>The RPO continues to support the PCC in his scrutiny of CT related matters at local CT briefings and at RGG. Regional Policy Officers held a successful CT deep dive session for PCCs and Chief Executives on 8 October. The session was held at WMCTHQ with the main agenda item being nominal management. The primary aim was to understand how individuals of CT concern are now being managed since the Fishmonger’s Hall attack and seek assurance that the lessons learned from the inquiry have been implemented. PCCs also looked at next steps in relation to the regionalisation of Special Branch and the Strategic Efficiency and Effectiveness Review.</p> <p>Regional PCCs have agreed to have a briefing session in March 2022 on their role in Major Incidents such as a terrorist attack. This will include an exercise so that they can test their local and regional arrangements in terms of communications and victim support.</p> |
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| | | | <p>Criminal Justice The RPO has continued to support the regional criminal justice recovery over the last quarter, including the monthly Regional Criminal Justice Collaboration Forum. With the election period over and a new chair elected, new priority areas have been identified. Now that priority areas have been identified, the RPO has been working with partners to coordinate working groups and/or strategic leads to address them. The working groups Regional Co-commissioning - following on from the restructure of the Probation service and the implementation of the dynamic framework, this group has begun to understand the commissioning landscape by criminal justice partners across the region. The group will be looking to identify co-commissioning opportunities across the region. Regional Disproportionality Committee - focused on tackling disproportionality across the Criminal Justice System through multi-agency partnership working. The committee will report to the Regional Criminal Justice Board. Regional Rape and Serious Sexual Offences (RASSO) Working Group - The purpose of the Delivery Group is to ensure multi-agency collaboration to achieve the commitments of the cross-government rape review in the West Midlands. The Group will also have responsibility for delivery of the aims of the National Framework for Working with Independent Sexual Violence Advisers and Support Services (2021) (Hereafter referred to as "The ISVA framework"). Victims Code Compliance - The SRO for this work stream, has begun working on an assurance framework to ensure gaps are addressed and good practice is captured and shared across the region. Domestic Abuse & Violence against Women and Girls – the purpose of this delivery group is to ensure criminal partner agencies are taking action to improve the delays in court backlog around DA. Also to address the epidemic of offending against women and girls and that a whole-system approach is needed to tackle offences against women and girls, involving not only the police.</p> |
| <p>C11</p> | <ul style="list-style-type: none"> Ensuring the force has fit for purpose buildings and contact points which best meet the needs of local communities and | <p>(C11.1)Strategic Estate Remodelling Plan</p> | <p>Draft Estates Strategy with PCC and Chief Officers for comment. New Estates Service embedded and delivering business as usual. Major contracts being re-tendered.</p> |

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

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| <p>the organisation</p> <ul style="list-style-type: none"> • Ensure my Strategic Estates Plan is used to drive effective activity, focus and investment in the police estate both now and into the future | <p>(C11.2)Replacement of Shrewsbury Police Station & Provision of Northern Hub</p> | <p>Timing of proposals being reconsidered as part of a holistic strategy (see C11.1)</p> |
| | <p>(C11.3)Replacement of Hereford Police Station</p> | <p>Timing of proposals being reconsidered as part of a holistic strategy (see C11.1)</p> |
| | <p>(C11.4)Replacement of Redditch Police Station`</p> | <p>Architects instructed, planning application under preparation for submission in December; project due for completion 2023 as planned..</p> |
| | <p>(C11.5)Review of Planned Programme of Works (Revenue & Minor Capital) 2020/21</p> | <p>Complete – in process of implementation. Planned programme on target.</p> |

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

| REASSURING WEST MERCIA'S COMMUNITIES | | | |
|---|---|--|---|
| No | SWP Commitment: | Supporting Activity: | Quarter 2 update July to September 2021 |
| D1 | <ul style="list-style-type: none"> • Ensuring the Police Code of Ethics is embedded within the force's culture, and is adhered to • Making sure all communities, individuals and staff are treated equally, fairly and respectfully by the force • Making sure people get an individual response based on their specific needs, and they understand the service they can expect to receive | <p>(D1.1)• Monitoring PSD activity and performance via the Fairness, Policy and Standards Board and quarterly meetings between the PCC - Head of PSD.</p> <ul style="list-style-type: none"> • Scrutiny of PSD activity through West Mercia Joint Audit and Standards Committee. • Considering learning nationally, regionally (e.g. IOPC lessons learned) and locally through the internal ethics committee. | <p>The Q1 PSD performance meeting took place in July 2021. The increasing trend in complaint and conduct cases noted in Q4 has been sustained and will continue to be scrutinised through the quarterly PSD meetings (next meeting November 2021). The IOPC are due to publish the Q4 and 2020/21 annual stats next quarter (November). A review of the draft IOPC data shows that West Mercia performance is in a positive place, particularly in regards to the proportion of complaints successfully resolved via triage. Next meeting with the IOPC will take place in October.</p> |
| | | <p>(D1.2)Ongoing management of the PCC's complaint review service in line with national guidance and standards</p> | <p>Procurement in respect of the external and independent element of the review process has been completed with a contract awarded to a suitable party following a transparent process in accordance with all relevant guidelines and usual practices. The final outstanding elements of the review of complaint reviews have now been implemented following support from digital services to enable better information sharing between the OPCC and PSD in respect of which reviews are open and closed. This should improve reporting to the IOPC. Demand around complaint reviews remains consistent.</p> |
| D2 | Ensuring West Mercia Police complies with the Best Use of Stop and Search Scheme | Monitoring of the Force approach to Stop and Search | <p>The next Strategic Stop & Search meeting takes place at the end of November, where Q2 data and activity will be reviewed. In Q4 20/21, drugs accounted for 64% of all stop searches. WMP Positivity rate was higher than MSG aggregate for all ethnicity categories except for "Asian". WMP perform more stops per 1000 individuals than the MSG aggregate for all ethnicity categories except for "Mixed". Compliance for body worn video footage stood at 87% in Q4 this is comparable to the previous quarters and similar to that seen in Q4 19/20 (85%). During Q3 HMICFRS published a report on disproportionality in the use of stop and search and use of force. An update on each of the recommendations are given at the meeting with all added to the delivery plan for stop and search and activity underway to meet each.</p> |

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

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| | | | Work is in progress in all policing areas to set up a stop and search external scrutiny panel. This will be in addition to the oversight provided by the various IAG Panels. |
| D3 | Make sure police follow custody rules and treat detainees safely and fairly, via an Independent Custody Visitor Scheme | Ongoing management and coordination of the West Mercia ICV scheme in line with national guidance and standards | Face to face visits resumed on 1st July and have been successfully running in all panel areas. New tablets have been issued to each custody suite and a new recording system is in place which is working well. This is also making a saving of £350 a month. The ICV scheme has seen a 24% increase in members this quarter and the diversity of the scheme continues to improve with 2 members who are students. Along with retirements and new recruits, the average age of volunteers has decreased in the last 12 months from 84 to 60. Panel meetings have also resumed and each panel have successfully held one this quarter. The Animal Welfare Scheme began on 30/09/2021 and we have had 1 successful visit so far. |
| D4 | <ul style="list-style-type: none"> Delivering new online platforms for communicating and engaging with the public and partners, alongside traditional and existing methods Ensuring the force is visible and accessible both in communities and online and is engaging with the public and acting on their concerns locally | Refer to B1.1 | Refer to 3.5, 1.2 & 2.1.2 |
| D5 | Working with partners to improve prevention and understanding of cyber crime, ensuring the strategy is fully implemented and emerging threats are tackled | (D5.1) Ensure the force implements its cyber strategy and supporting delivery plan | The force Cyber Crime Strategy has published and is supported by a delivery plan. Work continues to progress in all areas within the plan. The cyber team have recently held a series of meetings with representatives from the PCC's office to identify and discuss enhancements to the force's communications approach towards cyber protect, including a more joined up cross partner working. A Partnership Cyber Protect workshop is being planned for early in the New Year, facilitated through the West Mercia Cyber Crime Partnership. |
| | | (D5.2) Develop and implement a work programme for the West Mercia Cyber Crime Partnership group in support of the West Mercia Cyber Strategy | The Cyber Crime Partnership Group last met in July 2021 when representatives from the Regional Cyber Security Centre provided an overview of its work. The group also reviewed the work of the regional and local cyber teams. The Partnership's focus remains to support the West Mercia Cyber Strategy with a focus on protect and prevent. The Partnership will be supporting the Cyber Protect Workshop planned for January. |

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

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| <p>D6</p> | <p>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</p> | <p>Develop and implement a Rural Crime Strategy, supported by a comprehensive delivery plan</p> | <p>The 5 PCC funded Rural and Business Officers (RABOs), along with additional warranted PCs responsible for rural, business and We Don't Buy Crime are collocated within the Problem Solving Hubs.</p> <p>The latest available (Q1) performance report for the Problem Solving hub (refer to B2.1) provides a summary of activity across the whole hub. Activity specifically undertaken by those responsible for rural and business in Q1 (April – June 2021) includes:</p> <p>Warranted officers:</p> <ul style="list-style-type: none"> • 355 visits to individuals and premises in rural communities • 366 visits to businesses • 85 partnership engagements • Over £70k of recovered items in conjunction with the use of WDBC covert assets • 31 wildlife crime offences dealt with <p>RABOS (the Herefordshire RABO post was vacant for Q1, but has now been filled):</p> <ul style="list-style-type: none"> • 36 referrals / signposts to other agencies • 54 crime reduction surveys completed • 31 Watch schemes created or promoted • 72 crime reduction initiatives implemented or promoted • 276 visits to businesses and farms including victims of crime |
| <p>D7</p> | <ul style="list-style-type: none"> • 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 | <p>Refer to B2.1 & D6</p> | <p>Refer to B2.1 & D6</p> |
| <p>D8</p> | <p>I will continue to review, refine and invest in my Communications and Engagement strategy, to ensure I am acting on the views of our</p> | <p>(D8.1)Develop and implement a revised Communications and Engagement Strategy, supported by a comprehensive delivery plan</p> | <p>The C&E strategy has been drafted and will be reviewed by the PCC before being consulted on. The strategy supports the SWMP and its aims. A delivery plan will be created to support both communications and engagement.</p> |

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

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| | community including those of hard to reach and minority communities | (D8.2) Community Meet Your PCC Events | The PCC & DPCC attended a series of autumn events across West Mercia. This allowed them to engage with different communities and gather views on the Safer West Mercia Plan. A further series of community events will be held over the winter. |
| | | (D8.3) Community newsletter | The main newsletter is still being issued monthly. Parish newsletters/articles have been sent out addressing certain subjects, such as encouraging areas to sign up to Smartwater or having their say on the SWMP consultation. |
| D9 | Use my Commissioner's Ambassador scheme to deliver more engagements, relationships and local links across our communities | (D9.1) Commissioner's Ambassador Scheme: (1)Identification of engagement appropriate for CA engagement (2) Identification of priority demographic and geographic communities (3) CAs to provide written feedback on all engagements (4) Provision of central support and materials etc. to ensure CAs represent the ambassador appropriately. | The Ambassador scheme has ceased. Assistant PCCs will be taking their posts soon |
| | | (D9.2) Ambassador Grant Scheme: (1) £40k allocated for CA identified projects (2)Development of grant scheme and associated processes (3)Ongoing monitoring of grant scheme | As per previous quarter, the Superintendents continue to use their community pots for local projects |
| D10 | Ensure that the police and partner organisations are active and effective in tackling the issues that are important to our communities | (D10.1)Safer West Mercia Perceptions Survey: analysis of quarterly results to inform scrutiny and challenge of local policing. | For Q1 of 21/22, confidence stood at 83%, North Worcestershire (86%) saw the highest levels of confidence whilst Herefordshire saw the least (80%). Overall, confidence has declined over the last 12 month period from 87% in Q2 in 20/21 to 83% in Q1 21/22. The factors most affecting confidence levels includes reliability, being there when needed and responding to incidents quickly. |

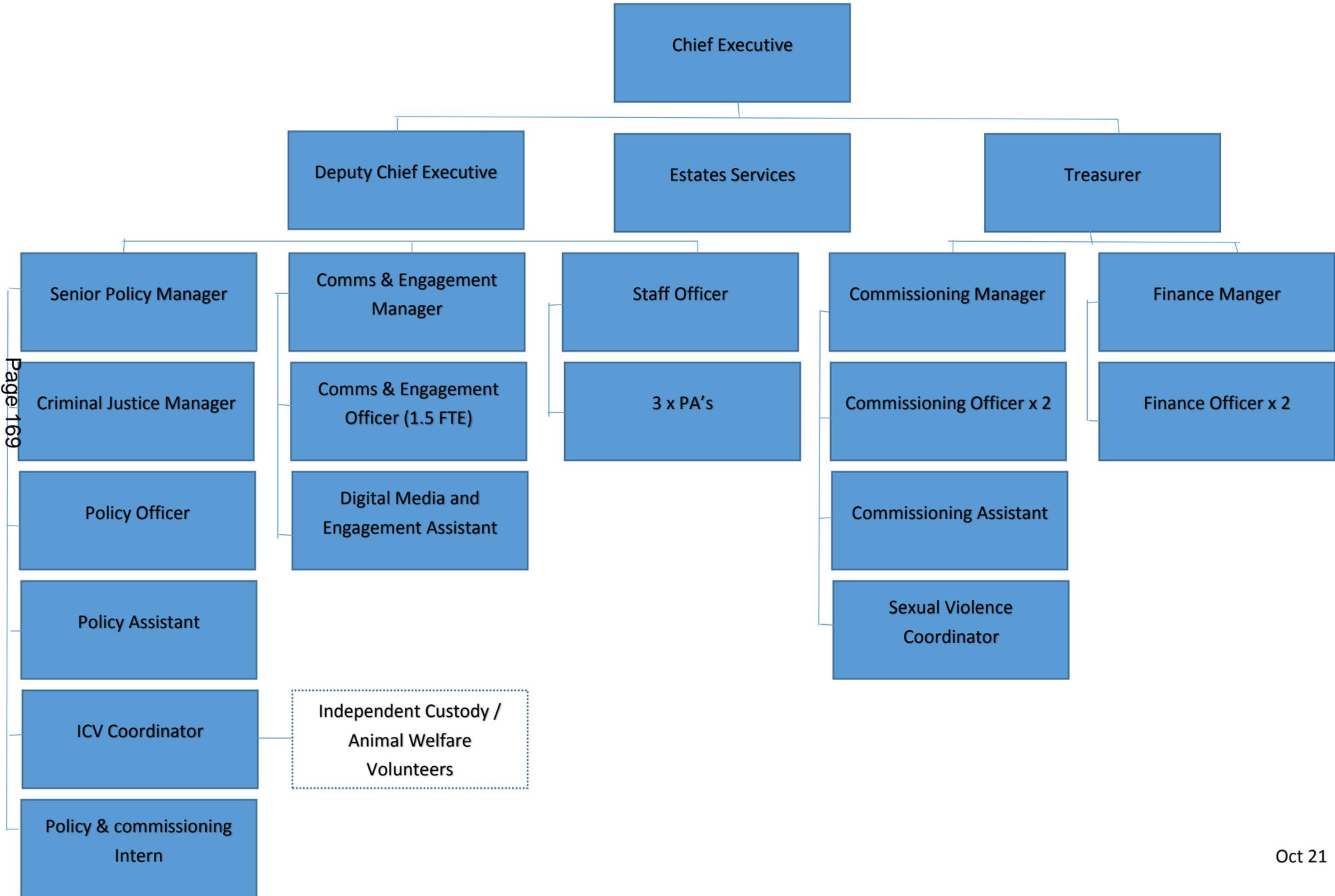
Appendix 1: Safer West Mercia Plan Delivery Plan Extract

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| | | <p>(D10.2) Environmental Scanning via: (1) Daily media monitoring (2) Social media monitoring (2) Monitoring of Ambassador feedback (3) Monitoring of correspondence log (4) Formal consultation responses</p> | <p>The team continues to carry out daily scanning of news and social media posts/comments. A monthly correspondence meeting also takes place. An advert has gone live for a Casework Officer.</p> |
| | | <p>(D10.3) Responding to key / strategic public and other consultations, seeking to influence outcomes that support the Safer West Mercia Plan</p> | <p>The PCC has responded to a number of consultations, including domestic abuse statutory guidance, implementation of recommendations from HMICFRS's Hestia report on Modern Slavery and a national survey on General Powers of Competence for PCC's.</p> |
| | | <p>(D10.4) Home and Dry water Safety Network and Campaign</p> | <p>Update to follow</p> |
| | | <p>(D10.5) Roads focus campaign</p> | <p>No update on this campaign. Although there will be a focus on roads as part of the next series of community engagements.</p> |
| <p>D11</p> | <p>Involve, engage and empower communities in the delivery of my plan through more opportunities for active citizenship and volunteering</p> | <p>Regular, consistent and targeted communications messages highlighting the difference communities can make and the opportunities available including West Mercia's Police Cadets, Citizens' Academies and the police Support Volunteer Scheme</p> | <p>A podcast episode will be recorded focusing on this subject.</p> |

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

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| D12 | <ul style="list-style-type: none"> • Proactively publishing information to demonstrate the force is working ethically, and enable good governance • Be open and transparent in all the decisions and appointments I make and in the way I hold the Chief Constable to account | <p>(D12.1) (1) Monitoring of website for compliance and timeliness. (2) Monitor compliance with statutory publication regulations. (3) Publish relevant paperwork from meetings (3) Publish an online decisions log. (4) All appointments are advertised on the PCC's website, via relevant recruitments sites and internally. (5) Ensure all correspondence is logged and responded to in a timely fashion (6</p> | <p>The website continues to be reviewed to ensure the content is up to date. A monthly review is carried out, however activity also takes place ad-hoc to make sure content is accurate.</p> |
| | | <p>(D12.2) PCC's Holding to Account Programme</p> | <p>Since the last delivery plan update 2 formal holding to account (HTA) meetings have taken place. At the beginning of October the meeting centred on vulnerability with a focus on rape and sexual offences. At the end of October the performance meeting focused on Operational Control Centre (OCC) including the impact of an ICT outage in September. In addition to the programmed two virtual holding to account requests have been submitted on safer Neighbourhood Team abstractions and the national police helicopter service (NPAS). The HTA programme for the remainder of the year is subject to change following the delayed publication of the HMICFRS PEEL inspection report</p> |
| D13 | <p>Work with the police to publish information arising from recommendations in HMICFRS or other strategic reports</p> | <p>Ensure the PCC is able to meet statutory reporting timescales through the development of a new process to ensure the PCC's office is provided with timely updates on the force response to any inspection from pre-publication stage through to the 'sign' off of remedial action by HMICFRS</p> | <p>HMICFRS has concluded its inspection of West Mercia Police for its PEEL programme. A formal debrief will be given to the force at the end of November. Since conclusion of the inspection work, both the PCC and force have been notified of changes to the inspection methodology, which will change the scope of the final published report. In addition, the publication date for the West Mercia PEEL inspection report has been deferred by one month to February 2022. HMICFRS has published a number of inspection reports since the last report to Panel. These have addressed Fraud and Violence against Women & Girls. Work is ongoing to review the recommendations with in these reports.</p> |

WEST MERCIA PCC'S OFFICE STAFF STRUCTURE CHART



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**West Mercia Police and Crime Commissioners
Annual Town and Parish Council Survey 2021**

Summary report

November 2021

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1. About the town and parish council survey.

1.1 Introduction

The following report details the findings from the 4th annual town and parish council survey, published by the Police and Crime Commissioner (PCC) for West Mercia. The survey is designed to give town and parish councils from Shropshire, Telford & Wrekin, Herefordshire, North Worcestershire and South Worcestershire the chance to share their views and opinions on key policing areas. The survey provides the opportunity to inform policing priorities and directions. The key issues which local town and parish councils can express their views on include police visibility, contact and engagement and crime and antisocial behavioural issues. The findings from the survey help to inform the priorities of both the PCC and wider West Mercia police force, as well as highlighting what's working well, and where changes need to be made in order to consistently deliver an efficient and effective police service.

This year's survey ran from 26th May 2021 to the 18th August 2021. The questions in this year's survey were the same as in the previous three surveys with the only exception being the inclusion of two new questions, surrounding the launch of the new Local Policing Community Charter (the Charter) in March 2021. The Charter sets out six key areas for improved service delivery local communities can expect.

1.2 Methodology

The survey consisted of 23 questions covering four main topic areas: Local Policing, the Charter, Contact and Engagement and Crime and Anti-Social Behaviours (ASB). The survey is predominantly multiple choice but also includes questions on geographic area and town/parish Size.

A blank copy of the 2021 survey is included in this report and is located in appendix A.

Councils were given the option of completing the survey online or completing an electronic version and returning it via post or email to the PCC's office. Distribution of the survey was

via direct emails to town and parish councils, and via the Shropshire Association of Local Councils (SALC), the Worcestershire County Association of Local Councils (CALC) and the Herefordshire Association of Local Councils (HALC) who were all contacted and given details of the survey for onward distribution.

1.3 Demographics

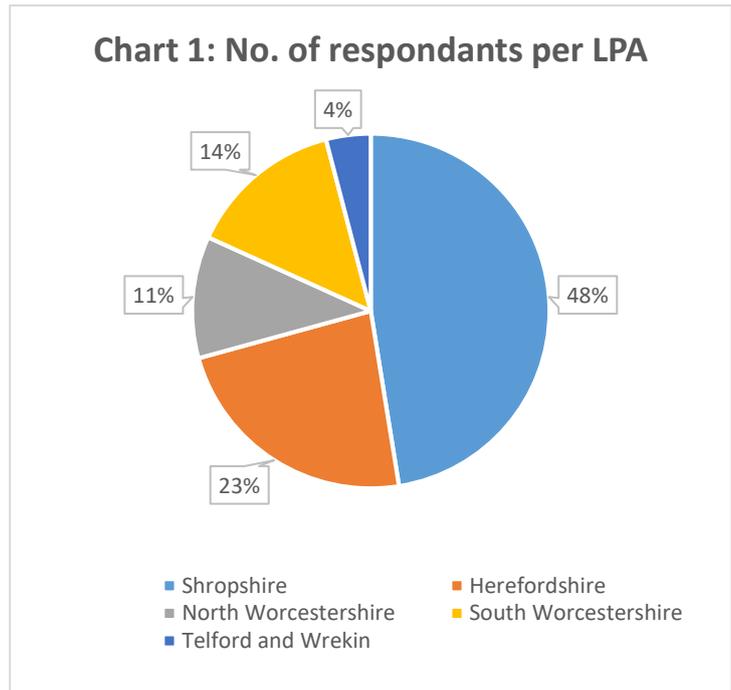
The survey was distributed to the town and parish councils across the West Mercia policing area, which covers the three unitary councils of Herefordshire, Shropshire, Telford & Wrekin and the two tier county of Worcestershire. The 458 town and parish councils within West Mercia are divided into 135 in Herefordshire, 173 in Shropshire and Telford & Wrekin and 150 in Worcestershire.

2. Executive Summary

A total of 200 responses were submitted but only 97 of these were fully complete. This year's response rate equates approximately to 21% of eligible councils, 7% lower than the 2020 survey. Key Findings include:

- Town and parish councils still believe police visibility to be an issue.
- 67% of town and parish councils were aware of the new Local Policing Community Charter.
- 34% of councils stated they consider ASB to be a big or fairly big problem in their local area, a 50% reduction when compared to 2019 and 2020.
- Speeding remained the area causing greatest concern amongst town and parish council members.

Chart 1 shows the responses to the 2021 town and parish council survey split between local policing areas. This report only includes the submissions which have been fully completed. Responses which have been partially completed are not included in this report, as it is not possible to determine if they are from the West Mercia policing region or if they have completed the survey at a later date.



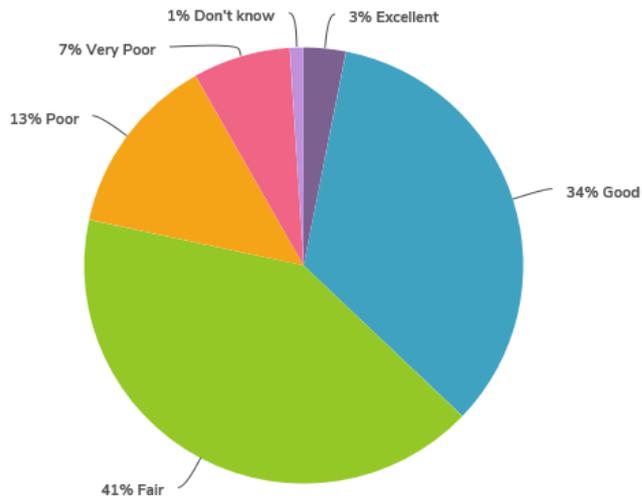
The number of returns is such that it is not possible to conclude that the findings represent the views of all town and parish councils within the West Mercia policing area. This report reflects only the opinions of those councils who submitted a completed return.

3. Local Policing

The first section of the survey was centred on local policing teams and the councils overall perception of the local police.

Chart 2 (below) show cases the town and parish council's response to the question regarding *'In the Council's opinion, how good a job do you think the police are doing in your town / parish'*

Chart 2: In the Council's opinion, how good a job do you think the police are doing in your town / parish'



The 2021 responses highlight that approximately 37% of town and parish councils surveyed believed the police to be doing an excellent or good job. This is a slight decrease on the previous year where the response was at 40% but the figure was higher than in 2018 and 2019. There has been an increase in the town and parish councils who believe the police are doing a poor or very poor job. The 2021 figure stood at 20% an increase from the previous year which was only 11%.

Chart 3 'In the Councils opinion, how would you rate the visibility of police in your town or parish?'

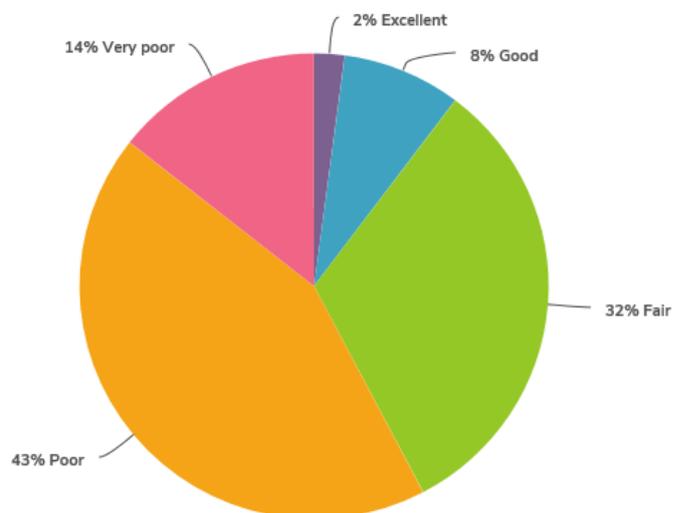


Chart 3 (Above): Is a breakdown of the responses to the 2021 survey when asked the question **‘In the Councils opinion, how would you rate the visibility of police in your town or parish?’**

| Table 1: Comparative data from the previous surveys when asked ‘In the Councils opinion, how would you rate the visibility of police in your town or parish?’ | Percentage rated as Good or Excellent | Percentage rated as Poor or Very Poor |
|---|---------------------------------------|---------------------------------------|
| 2018 | 11% | 63% |
| 2019 | 12% | 56% |
| 2020 | 13% | 55% |
| 2021 | 10% | 57% |

This year survey saw 10% of councils believe the visibility of the police to be Excellent or Good. The new Local Policing Community Charter aims to improve this and to improve council’s perceptions on the visibility of the police. A more accurate comparison will be possible from next year when the Charter has become more established. However, the number of town and parish councils believing the visibility of the police is Poor or Very Poor remained in line with previous years, with 57% responding in this way only a slight percentage increase on the year before. Table 1 (above) highlights the previous year’s responses rate to this question

The next two questions on the survey focussed on the partnerships between the Councils and local policing teams. Councils were asked how far they agreed with the following statements:

- ‘The police work well with the Council to identify and address local crime and disorder issues’
- ‘The Council has confidence in the police to resolve crime and disorder issues raised within the local community’.

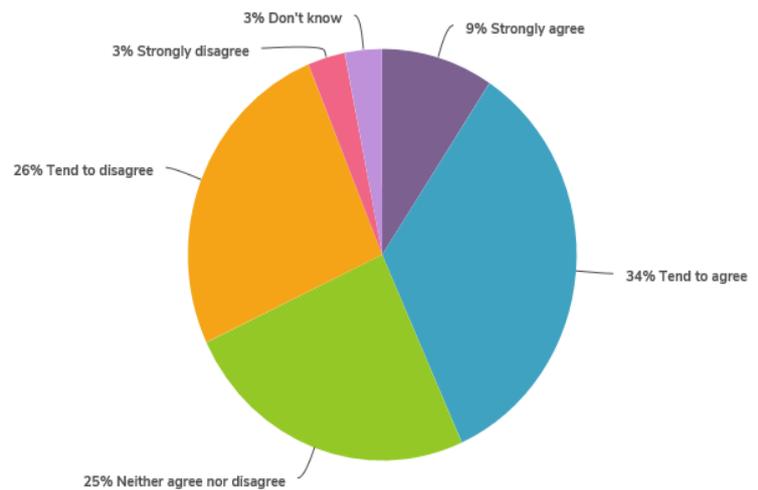
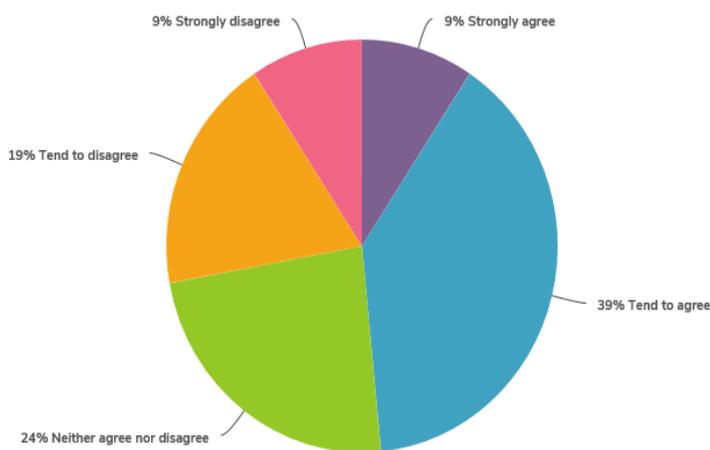
49% of local town and parish councils tended to agree or strongly agree that the police work well with the council to identify and address local crime and disorder issues. This is a slight

reduction on the previous year where the figure stood at 53%. The number of Councils responding to this statement disagreeing or strongly disagreeing has increased from 23% in the previous year survey to 28%. (Chart 4 below).

In regards to the second statement there was a reduction in the number of Councils strongly agreeing or agreeing that the police work well with the council to identify and address local crime and disorder issue. 43%, compared to just over 50% in the previous year however, the 2021 is still significantly higher than in both 2018 and 2019 (chart 5 below).

Chart 4: Is a breakdown of the council responses to the question 'The police work well with the Council to identify and address local crime and disorder issues'

Chart 5: Is a breakdown of the council responses to the question 'The Council has confidence in the police to resolve crime and disorder issues raised within the local community'.



The next question the survey asked was in relation to how often the council contact the police to raise concerns about crimes or other issues. In line with previous years the typical response to this question was 2-6 months with 41% of councils responding this way. This was the same response rate as on the previous year and above the levels seen in 2018 and 2019.

The final section in the 'Local Policing' section asked local town and parish councils how they would rate the police's response to crime and disorder issues or incidents raised by the council. In the 2020 survey the majority of respondents said fair at 32% - followed by good

at 28%. This year's survey saw the same top two responses but with a lower percentage. Fair was selected by 30% of respondents and 23% answered good.

4. Local Policing Community Charter

New to the 2021 survey was a section on the new Local Policing Community Charter, which was launched in March 2021 by West Mercia Police.

A copy of the Charter can be found on the West Mercia Police website Link:

<https://www.westmercia.police.uk/SysSiteAssets/media/downloads/west-mercia/public-charter.pdf>

Of the Councils responding to the survey 67% were aware of the Charter. Whilst this cannot be considered representative of all town and parish councils in the West Mercia force area it does provide an indication that councils are becoming aware of the Charter.

The second question on the Charter asked: *'have the police been in touch to identify your priorities as a Town/Parish Council'*. 55% of town/parish councils responding to the survey had been contacted by the police to identify their priorities.

5. Contact and Engagement.

The third section of the survey focused on how the town and parish councils perceived the contact and engagement of the police to be.

The number of town / parish councils who replied 'Very Easy and Fairly Easy' to the question *'How easy and convenient is it to access your local policing team'* was 74% this was in line with the previous year. The number who replied 'Fairly Difficult or Very Difficult' is comparable to the previous year's figure of 19%.

| Table 2: Highlights the responses to the question ' <i>How easy and convenient is it to access your local policing team</i> '.' | Percentage of respondents replying 'Fairly easy or Very easy' | Percentage of respondents replying 'Fairly difficult or Very difficult' |
|--|---|---|
| 2018 | 66% | 24% |
| 2019 | 65% | 24% |
| 2020 | 75% | 19% |
| 2021 | 74% | 19% |

The results indicate a positive trend in the level of contact and engagement when we compare the results to 2018 and 2019 figures.

Following this councils were asked '**how easy and convenient it is to access the relevant information for the local community from the police**'.

Chart 6: How easy and convenient it is to access the relevant information for the local community from the police?

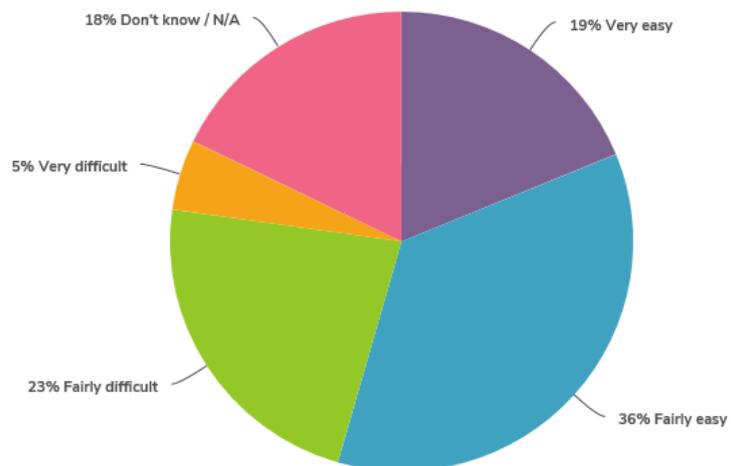
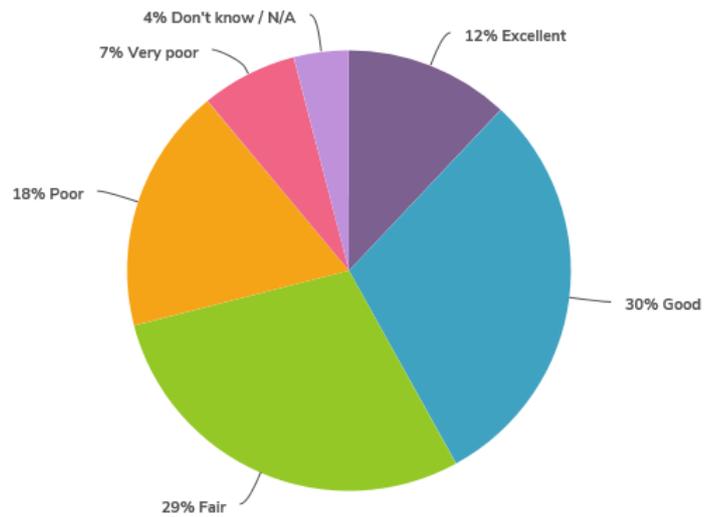


Chart 6 (above) shows the town and parish council responses to this question. 57% responded they found it fairly easy or very easy in accessing relevant information from the police, in line with the previous year. However, the number responding saying they find it fairly difficult or very difficult has risen to 28% up from 23% the previous year.

The next question on the survey asked town and parish councils to rate the level of contact they have with the police. 42% of councils believed they had Good or Excellent contact with the police with only 25% believing the contact to be Poor or Very Poor. *Chart 7* below shows a detailed breakdown of the responses (*Chart 7* below).

Chart 7: In the Council's opinion how would you rate the level of contact you have with the police?



The survey then asked councils to select what method of communication is used to contact the police (multiple methods could be selected). Similarly with last year, phone and email remained the most used form of communication. The number of councils choosing not to contact the police has reduced significantly when compared to the previous survey (Graph 1 Below).

Graph 1: Detailing the form of communication used by councils to contact the police.

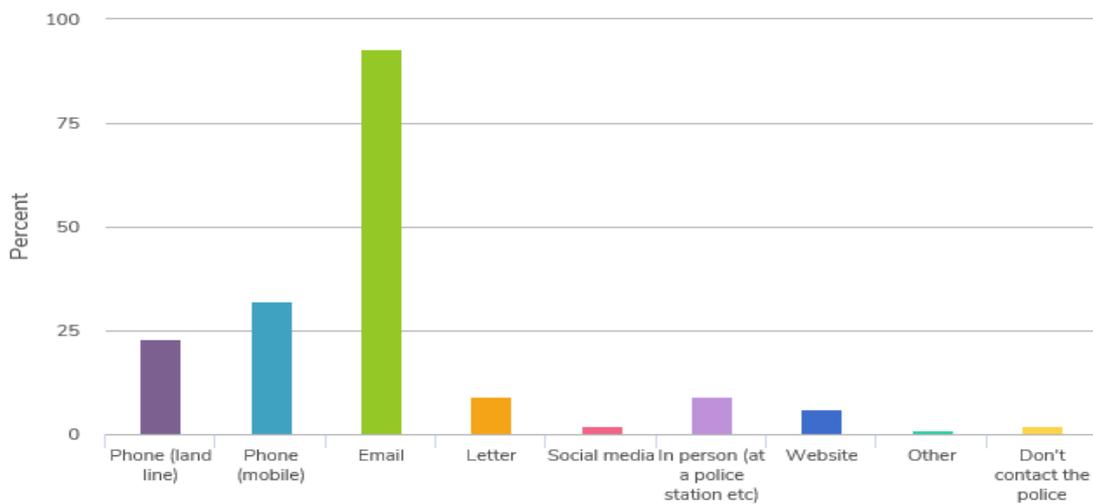
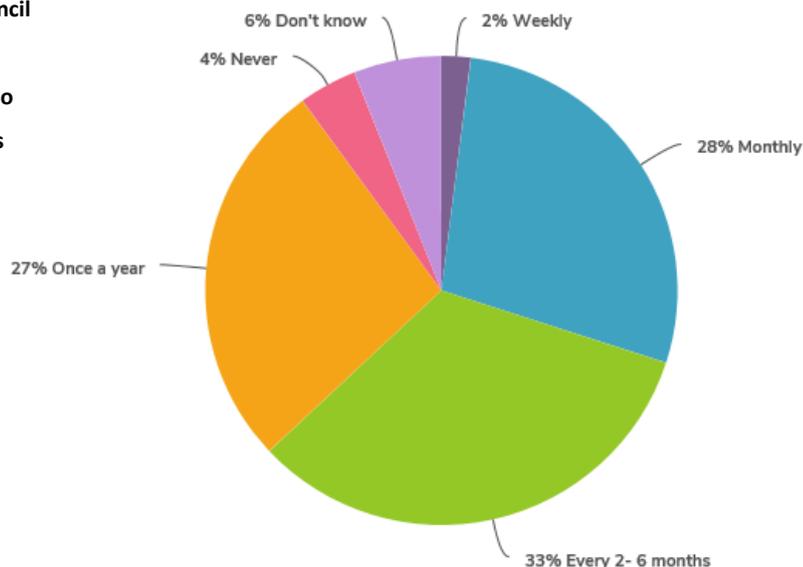


CHART 8: 'how often does the council contact the police to discuss local issues, seek information or invite to meetings / community events (this excludes the reporting of crimes)'.



When asked 'how often does the council contact the police to discuss local issues, seek information or invite to meetings / community events (this excludes the reporting of crimes)' (Chart 8 above)

A small majority, 33%, responded by saying they contact the police every 2-6 months with, 28% replying monthly and 27% once a year. Chart 8 shows the full breakdown of how often the local Town or Parish council contact the police.

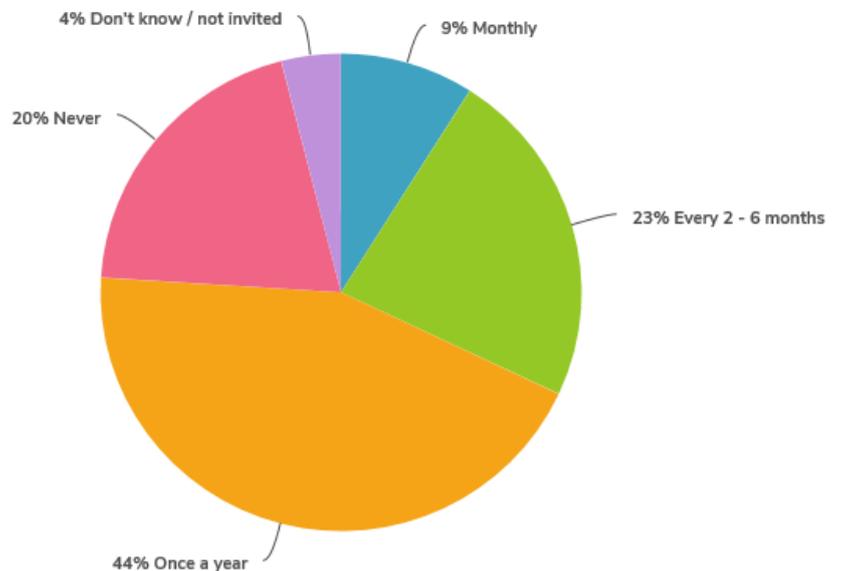
Councils were asked to rate the police response to requests for information or meetings. The overall response to this was indicating the forces willingness to engage with local town and parish councils. Only 16% thought the police response was Poor or Very Poor where as 35% thought it was Excellent or Good.

The Councils were then asked to rate the police response to requests for information and meetings. 35% of councils rated the response as 'Excellent' or 'Good' this was the joint highest response rate level alongside 'Fair', only 16% of councils rated the police response as 'Poor' or 'Very Poor'. Whilst this cannot be used as an accurate tool to judge the performance of the force it does indicate that the majority of councils are satisfied.

When asked how often do the police attend Council meetings or other community events in your town or parish area? The majority of Councils, 44%, responded 'once a year' up from 33% the year before. The number of Councils responding that the police never attend meetings or community events at 20% was in line with the previous year's survey. The

number of Councils saying the police attend every 2-6 months has also reduced when compared to last year's survey 23% compared to 29% (Chart 9 below).

Chart 9: Asking how often do the police attend Council meetings or other community events in your town or parish area



When the Councils were asked *'how often do the police proactively contact the Council to raise awareness of local issues, share information etc'* 45% of Councils indicated that the police proactively contact them 'monthly or every 2-6 months'. This suggests that the police in the West Mercia policing area are proactively approaching Councils regularly to discuss local issues. This is in line with the response rate to the similar question regarding the new community Charter. Moving forward, if effective the impact of the Charter should result in further increases.

The 2021 survey has seen the lowest number of Councils reply 'Very Familiar or Somewhat Familiar' to the question of *'does the Council know the members of the police's local Safer Neighbourhood Team'*. 56% of Councils replied to this question in this way.

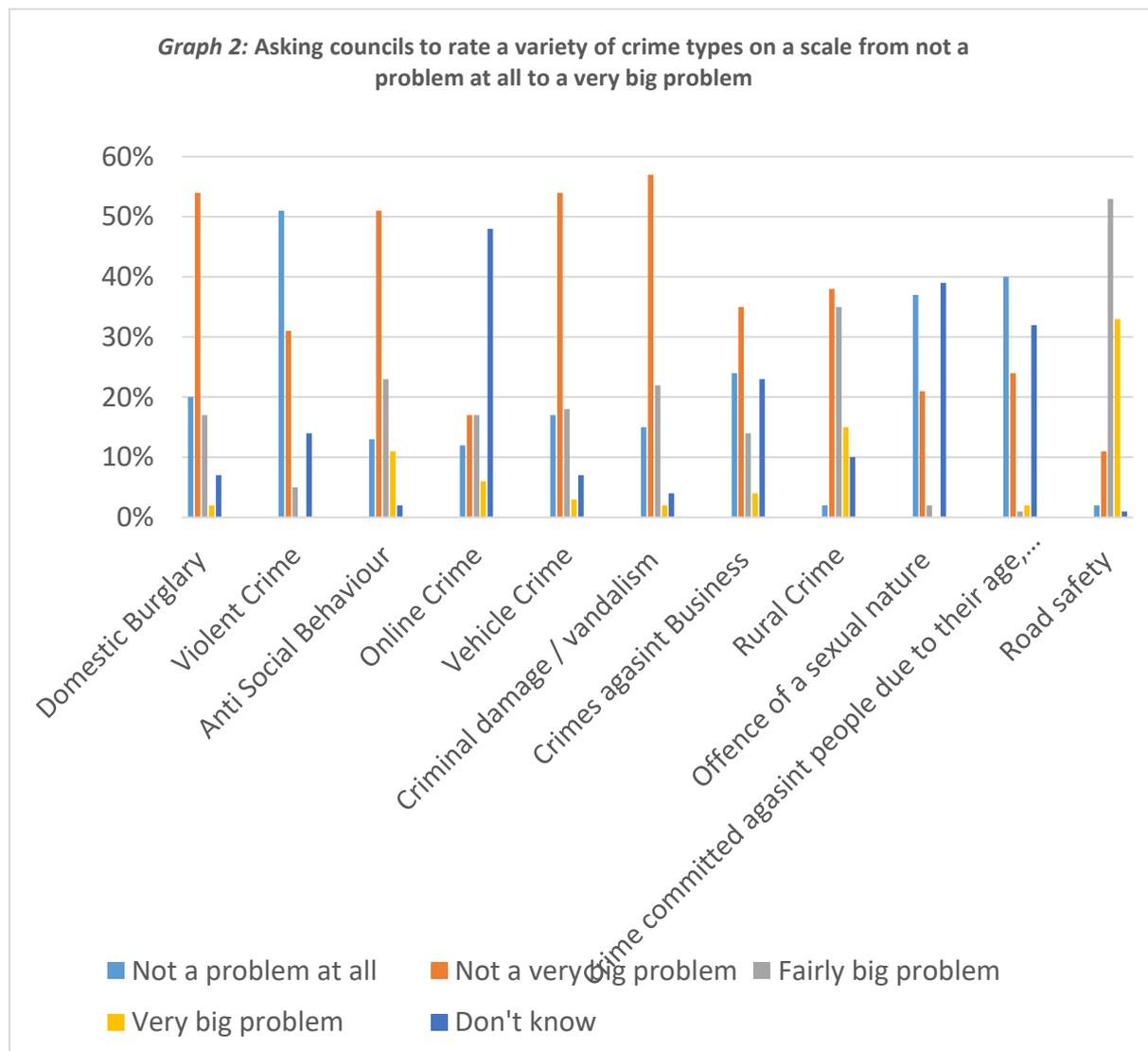
5. Crime and Antisocial Behaviour

The survey's final section related to crime and antisocial behaviour in the local town and parish council areas.

Councils were asked to rate a variety of crime types on a scale from not a problem at all to a very big problem this is shown in Graph 2 (below). Councils were also able to add any other crime types they considered to be a problem.

As with previous years road safety was the crime type with the largest number of councils selecting this as a very big problem at 33%. The 2nd highest at 15% and this was for rural crime. Domestic burglary, violent crime, vehicle crime, criminal damage and crime against businesses, offences of a sexual nature and crimes against people due to their age, race, ethnicity, disability or sexuality (protected characteristics), were, for the fourth year in a row not highlighted as a crime of concern.

A positive this survey has highlighted is that many Councils believe ASB to be on the decline. In both the 2019 and 2020 survey 64% and 65% of local town and parish councils believed ASB to be a very big problem or fairly big problem. In the 2021 survey this figure was only 34%, a near 50% decrease.



Graph 2 (above) breakdowns the Councils response rate to the various crimes they were asked to comment on. Councils were offered the chance to voice any crimes they felt that were missed in the list provided. Crimes of particular concern were notably speeding, fly tipping (Which the PCC has recently announced funding of £100,000 to deal with this issue) and animal crime.

6. Conclusion

It is unclear what caused the drop in responses for the 2021 survey compared to the high seen in the 2020 survey. The drop in responses can be partially to blame for the poorer performance seen in the survey responses. There is no metric to determine if the same councils are completing the survey each time to allow for like for like comparisons thus we cannot say if councils are seeing an improvement in the services from the police. It is clear there is a high degree of disparity in the number of responses per Local Policing Area.

On local policing issues there are clear results showing that council's opinions were evenly split when asked about the police performance. Police Visibility was a performance where a large proportion of councils were disappointed with the police and something that should be looked into this was an issue of concern raised in last year's survey as well.

New to the 2021 survey was a question regarding the Charter the force released earlier this year. 67% of councils had heard of the Charter which is encouraging as it had only just been released and by 2022 survey it is hoped this Charter will become more widespread and mainstream.

As seen in previous years speeding was still a consistent issue raised by the councils however, crime and ASB was still perceived as not being a problem. Many Councils believe ASB to be on the decline. In both the 2019 and 2020 survey 64% and 65% of local town and parish councils believed ASB to be a very big problem or fairly big problem. In the 2021 survey this figure was only 34%, a near 50% decrease.

Last year saw fly tipping emerge as a problem for many councils across West Mercia, which could have been in part, be linked to the closure of refuse disposal sites following the first Covid-19 lockdown. The PCC has recently £100,000 into solving the issue.

To fully understand the views of councils and obtain a representative sample more responses are required and greater consistency in response rate across policing areas.

7. Local Policing Area Findings

7.1 Herefordshire

- 22 Councils across Herefordshire completed the survey this was down 9 from the year before.
- 50% of respondents came from areas with a population between 501-1000.

Local Policing

- 86% of Councils believed the police to be doing an 'Excellent, Good or Fair' job this was a 12% increase on the year before and an encouraging sign.
- There was an increase in the number of Councils who thought the visibility of the police was 'Poor'. The 2021 survey saw 50% answer in this way. Up from 42% the previous year.
- 41% of Councils tended to agree that the police work well with the Council to identify and address local crime and disorder issues, this was an increase on the previous year where only 32% of Councils responded this way.
- The majority of Councils had confidence in the police to resolve crime and disorder issues.
- Overall 63% of Herefordshire Councils rated the police response to crime and disorder issues raised by the council as 'Excellent, Good or Fair' in line with the 2020 survey but notably higher than the level seen in the 2019 survey.

Local Policing Charter

- 57% of Herefordshire Councils were aware of the Charter.
- The same number of respondent (57%) noted that the police had been in touch to identify the priorities of the Town/Parish Council.

Contact and Engagement

- 73% of respondents said it was 'very easy or fairly easy' to contact the local policing team this was in line with the previous year. 23% of respondents indicated it was fairly difficult, this was a 3% rise from the previous year. None of the Herefordshire Councils that completed the survey believed it to be very difficult to contact the local policing teams.
- 59% of Councils believed it was 'very easy or fairly easy' to access the relevant information for the local community from the police.
- The level of contact with the police was rated 'excellent, good or fair' by 64% of respondents.
- Email remained the primary contact source used by Herefordshire Councils to contact the police with 95% using this form of communication.
- 41% of respondents indicated that the police contact them once a year. The same number of respondents indicated that the police contact them every 2-6 months this was up 5% from the previous year. There is a marked decrease in the number of respondents responding that the police never contact them. The 2020 survey saw 26% of Herefordshire Councils note that the police never contact them. The 2021 survey saw 0 Councils respond in this way.
- A majority of Herefordshire Councils rated the police's response to request for information's and meetings as 'excellent, good or fair' at 64%.
- The majority of Councils (59%) see a police presence at a meeting once a year. 23% of Councils noted that the police have never attended a meeting.
- In terms of how well known the members of the police's Safer Neighbourhood Team are to the council 64% replied somewhat familiar or very familiar this was up from 49% the previous year.

Crime and Anti-Social Behaviour Issues

- When asked how big of an issue crime and ASB is in the local area 82% responded it was not a problem at all or a not a very big problem. Furthermore, 18% said it was a fairly big problem this is up 5% on the previous year.
- Road safety was deemed the crime type which has the largest proportion of respondents noting it is a very big problem. However, most other crime types

including; domestic burglary, violent crime, offences of a sexual nature, vehicle crime, vandalism were deemed not a problem.

- Issues relating to littering, speeding and county lines were also raised as problems for Herefordshire Councils.

7.2 Shropshire

- 46 town and parish councils completed the 2021 survey this was only 1 less than the previous year.
- 30% of Councils indicated their population was less than 500.

Local policing

- Just under three quarters (72%) of Councils believed the police are doing a 'Good or Fair' job this is in line with the previous year. 60% of Shropshire Councils thought the visibility of the police to be 'Poor or Very Poor' this was a slight decrease on the 2019 and 2020 survey, where the number stood at 62%. 39% said the visibility of police to be 'Good or Fair' in line with the 2020 survey.
- Most councils tended to agree that the police worked well with them to address local crime and disorder. In addition most also agreed they had confidence in the police to resolve such issues.
- Most councils said they contacted the local police every 2-6 months to raise concerns about crime or incidents.
- Overall 56% of Shropshire Councils rated the police's response to crime and disorder issues as 'Excellent, Good or Fair'.

Local Policing Charter

- 76% of the Shropshire Councils who responded to this survey were aware of the new Charter.
- Only 59% of Councils said the police have been in touch to identify the priorities of the town and parish council.

Contact and Engagement

- 76% of Councils believed it to be easy and convenient to contact the highest positive response rate in the four years of the surveys existence.
- Improvements were also seen in the number of Councils saying it is easy and convenient to access relevant information with 59% of councils acknowledging it was easy and convenient.
- Three quarters of Councils (75%) rated the level of contact they have with the police as 'excellent, good or fair'.
- Email was again the preferred method of contact to be used by the town and parish councils when contacting the police.
- Majority of respondents rated the police response to requests for information as fair good or excellent.
- 17% of Councils noted that the police never attend meetings or community events. The majority of councils responded that the police attend once a year.
- 37% of Shropshire Councils responded that they are aware of the members of the local safer neighbourhood team.

Crime and Anti-Social Behaviour

- 63% of Shropshire Councils believed crime and ASB was not a problem this was a 10% drop on the year before.
- 36 Councils indicated that road safety was a problem in their own council areas this was a rise of 2 Councils on the previous year.
- Rural crime was also seen as an issue within the area.
- Crimes such as violent crime, offences of a sexual nature and crimes committed against people due to their age, race, ethnicity, disability or sexuality etc were all deemed not a problem at all.

7.3 Telford and Wrekin

- Only 4 Councils within the Telford area completed the town and parish councils survey this was done from 7 the previous year.

Local Policing

- Only 1 out the 4 Councils believed the police to be doing a 'Good' job in their area with the other 3 councils thinking the police are doing a 'Fair' job.
- The Councils perception of the visibility of the police has improved when compared to the previous year. 70% of Councils thought the visibility to be poor or very poor in the 2020 survey however, this year it is only 25% with 75% thinking it was 'Fair'.
- 75% tended to agree that the police worked well with the Council to identify and address local crime and disorder however, this figure dropped to 50% when asked if the Council had confidence in the police to resolve crime and disorder.
- 3 of the Councils responded that the police contact them monthly with the other noting the police contact them every 2-6 months.
- 2 Councils thought the police's response to crime was 'Fair' with the other two Councils. One thought the response was 'Excellent' and the other indicated the response was 'Poor'.

Local Policing Charter

- It was a 50/50 split between the town and parish councils who had heard of the Charter. It was the same response rate for the town and parish councils who noted that the police have been in contact to identify the priorities of the local area.

Contact and Engagement

- Three out of four respondents said it was easy and convenient to access both local policing teams and relevant information.
- 50% rated the contact with the police as 'Fair' and the other 50% thought it was 'Good'.
- Phone (Land Line) and Email was used by all the Councils to contact the police (Not including reporting crimes).

- 3 of the Councils responded that they contact the police monthly to discuss local issues with the other noting the police contact them every 2-6 months.
- There was positive responses to the town and parish councils who rated the police response to request for information's with all of them rating it 'Good, Fair or Excellent'.
- 3 Councils said they attended Council meetings every 2-6 months with the other Council noting the police attend monthly.
- 50% of Councils did not know how often the police proactively contact the Council to raise awareness of local issues.
- 75% of Councils were familiar with the police's local safer neighbourhood team.

Crime and Anti-Social Behaviour

- There was even split between the number of Councils who thought crime and ASB was a problem versus it was not a problem.
- Road safety was deemed the crime type which was the biggest problem.
- Crimes such as violent crime, offences of a sexual nature and crimes committed against people due to their age, race, ethnicity, disability or sexuality etc were all deemed not a problem at all. Coinciding with the thoughts of the previous year's survey.

7.4 North Worcestershire

- 11 Councils responded from the North Worcestershire area these came from places such as Redditch, Wyre Forrest and Bromsgrove.
- The number of responses was down on the 2020 survey where 13 town and parish councils completed the survey.

Local Policing

- 81% of respondents rated the Polices job as 'Fair, Good or Excellent'.
- There was a drop in the number of Councils thinking the visibility of the police was 'Fair, Good or Excellent' at 54% this was a decline on the 2020 survey where 69% responded in this way. This coincides with the increase thinking the visibility is 'Poor or Very Poor' as this was up 30% from 15% to 45% in this year's survey results.

- 36% of town and parish councils in the North Worcestershire area thought the police worked well with the Councils to address local issues this was down from 70% the year before with a large majority now neither agreeing nor disagreeing. 36% agreed they had confidence in the police to resolve instances of crime and disorder down from 62% last year. 36% neither agreed nor disagreed and 37% disagreed a slight rise from the 2020 result of 23%.
- The majority of Councils contact the police every 2-6 months to raise concerns about crime and incidents.
- 36% thought the police's response to crime and disorder was poor. With 64% saying either excellent or fair. Whilst this is a drop on the previous year it is the first time in two years that Councils have replied the police responses to be 'Excellent'.

Local Policing Charter

- 73% said they had heard of the Charter.
- 82% of local town and parish councils have been contacted by the police to discuss the priorities of their local area.

Contact and Engagement

- The majority of councils said it was easy to access local policing teams and relevant Information.
- Roughly 75% of Councils rated the level of contact they had with the police as 'Good, Fair or Excellent'.
- Every Council used email as a form of communication method to contact the police.
- The majority of Councils contact the police every 2-6 months to discuss local issues. With 36% of Councils noting that the Police attend meetings once a year and 27% note the police never attend.
- Only 18% of Councils would rate the police response to requests for information as 'Poor'. This was a drop from 23% on the previous year.
- 27% of Councils responded that the police never proactively contact the Council. 27% also noted police contact the Council proactively every 2-6 months. 36% noted the police are in contact monthly.

- Local Safer Neighbourhood Teams were rated as familiar by 63% however the other 37% said they were not well known or totally unknown.

Crime and Antisocial Behaviour Issues

- The majority of Councils said crime and ASB was not a very big problem.
- Road safety was highlighted as a crime of particular concern – Road safety was the crime type of greatest concern out of all crimes listed.
- Wildlife crime was highlighted as a potential issue.

7.5 South Worcestershire

- 14 South Worcestershire councils responded to this year’s town and parish councils survey a drop of over 50% on the year before.

Local Policing

- 21% rated the police’s performance as poor or very poor. 36% rated it as good and 43% rated as fair.
- The council’s response in regards to rating the police presence was not exceptional. 64% said the visibility was poor or very poor this is higher than the 2020 and 2019 survey. The remaining 36% rated it only as fair.
- 43% of councils agreed and 43% disagreed that the police worked well with the council to identify issues.
- 43% of councils tended to agree that they have confidence in the police to resolve crime and disorder issues with 29% disagreeing and 29% neither agreeing nor disagreeing.
- The majority of councils contact the police every 2-6 months to raise concerns about local issues.
- 72% of town and parish councils rated the police response to crime and disorder issues as ‘Good or Fair’ with 21% saying it was poor. The remaining 7% responding ‘Unsure’.

Local Policing Charter

- There was an even split of 50% of the town and parish councils that were aware of the Charter.

- A large proportion of councils (79%) indicated that the police had not been in touch to identify the priorities of the Town/Parish council.

Contact and Engagement

- 71% of Councils noted it was easy and convenient to access local policing teams with only 21% saying it was difficult. However, in contrast when asked how easy and convenient it is to access relevant information for the local community from the police 57% said it was difficult with only 21% saying it was easy.
- When asked to rate the level of contact the Town/Parish councils had with the police 43% said it was either poor or very poor, with 58% noting it was either good or fair.
- Once again and continuing with previous trends email was used by 100% of councils as a primary means of contact with the police to discuss local issues.
- A majority of councils said they contacted the police every 2-6 months to discuss local issues and seek information.
- 64% of councils rated the police response for requests of information as fair, good or excellent and only 21% indicated it was poor with the remaining 14% indicating that they don't know.
- 64% replied that the police attend meetings or other community events once a year, 14% noted it was every 2-6 months and 21% said the police have never attended.
- There was a mix of responses to the survey question regarding how often the police proactively contact the council to raise awareness of local issues. 7% said it was monthly – 36% noted it was every 2-6 months – 14% once a year – 21% never and 21% also replied they were unsure.
- A majority of councils (57%) were unaware of the members of the police's local safer neighbourhood team.

Crime and Antisocial Behaviour Issues

- 57% said crime and ASB was not an issue this was down 10% from the previous year's survey.
- All the councils responded that road safety was an area of concern and 65% thought rural crime was also a problem area.

- Crimes such as violent crime, offences of a sexual nature and crimes committed against people due to their age, race, ethnicity, disability or sexuality etc were all deemed not a problem at all. Coinciding with the thoughts of the previous year's survey.
- Fly tipping and trespassing were crimes which were highlighted as potential problems.

8. Appendix A



TOWN AND PARISH COUNCIL SURVEY 2021

**Please select one answer for each question, unless asked to do otherwise.
Please ensure only one questionnaire is completed and returned for your individual town/ parish council**

LOCAL POLICING

1 In the Council's opinion, how good a job do you think the police are doing in your town / parish?

Excellent Good Fair Poor Very poor Don't know

2 In the Council's opinion, how would you rate the visibility of police in your town / parish?

Excellent Good Fair Poor Very poor Don't know

How much does the Council agree or disagree with the following statements:

3 The police work well with the Council to identify and address local crime and disorder issues

Strongly agree Tend to agree Neither agree nor disagree
Tend to disagree Strongly disagree Don't know

- 4 The Council has confidence in the police to resolve crime and disorder issues raised within the local community
- | | | |
|------------------|-------------------|----------------------------|
| Strongly agree | Tend to agree | Neither agree nor disagree |
| Tend to disagree | Strongly disagree | Don't know |
- 5 On average, how often does the Council contact the police to raise concerns about crime or incidents?
- | | | |
|-------------|---------|--------------------|
| Weekly | Monthly | Every 2 – 6 months |
| Once a year | Never | Don't know |
- 6 Overall, how would you rate the police response to crime and disorder issues or incidents Raised by the Council?
- | | | | | | |
|-----------|------|------|------|-----------|-----------------|
| Excellent | Good | Fair | Poor | Very poor | Don't know / NA |
|-----------|------|------|------|-----------|-----------------|

LOCAL POLICING CHARTER

In March 2021 the Local Policing Charter was launched by West Mercia Police outlining their ongoing commitment to improving the local policing delivery and providing a service that communities both expect and deserve. It sets out the commitment for a truly community based and holistic policing approach. To deliver a consistent, high-quality service to be proud of and that not only keeps people safe, but makes them feel safe. The charter been put together in consultation with local communities, and covers six key areas for improved service delivery: visibility & accessibility, responding to communities, prevention, vulnerability, relationships and partnerships.

The Local Policing Charter can be found at <https://www.westmercia.police.uk/SysSiteAssets/media/downloads/west-mercia/public-charter.pdf>

- 7 Are you aware of the Local Policing Charter?
- | | |
|-----|----|
| Yes | No |
|-----|----|
- 8 Have the police been in touch to identify your priorities as a Town/Parish Council?
- | | |
|-----|----|
| Yes | No |
|-----|----|

CONTACT AND ENGAGEMENT

- 9 In the Council's opinion, how easy and convenient is it to access your local policing teams? (This may be in any form – face to face, email, telephone etc)
- | | | |
|----------------|------------------|------------------|
| Very easy | Fairly easy | Fairly difficult |
| Very difficult | Don't know / N/A | |

10 In the Council's opinion, how easy and convenient is it to access relevant information for the local community from the police?

| | | |
|----------------|------------------|------------------|
| Very easy | Fairly easy | Fairly difficult |
| Very difficult | Don't know / N/A | |

11 In the Council's opinion how would you rate the level of contact you have with the police?

| | | | | | |
|-----------|------|------|------|-----------|-----------------|
| Excellent | Good | Fair | Poor | Very poor | Don't know / NA |
|-----------|------|------|------|-----------|-----------------|

12 How does the Council contact the police to discuss local issues, seek information or invite to meetings / community events? (Not including reporting crimes)

Please tick all that apply

| | | |
|-------------------|----------------|-------------------------------------|
| Phone (land line) | Phone (mobile) | Email |
| Letter | Social media | In person (at a police station etc) |
| Website | Other | Don't contact the police |

13 How often does the Council contact the police to discuss local issues, seek information or invite to meetings / community events etc? (not including reporting crimes)

| | | |
|-------------|---------|--------------------|
| Weekly | Monthly | Every 2 – 6 months |
| Once a year | Never | Don't know |

14 How would the Council rate the police response to requests for information / meetings etc?

| | | | | | |
|-----------|------|------|------|-----------|------------------|
| Excellent | Good | Fair | Poor | Very Poor | Don't know / N/A |
|-----------|------|------|------|-----------|------------------|

15 How often do the police attend Council meetings or other community events in your town or parish area

| | | |
|-------------|---------|--------------------------|
| Weekly | Monthly | Every 2 – 6 months |
| Once a year | Never | Don't know / not invited |

16 How often do the police proactively contact the Council to raise awareness of local issues, share information etc?

| | | |
|-------------|---------|--------------------|
| Weekly | Monthly | Every 2 – 6 months |
| Once a year | Never | Don't know |

17 Does the Council know the members of the police's local Safer Neighbourhood Team? These teams include Inspectors, Sergeants, PCs and PCSOs.

Very familiar

Somewhat familiar

Not well known

Totally unknown

N/A

CRIME AND ANTI SOCIAL BEHAVIOUR ISSUES

18 In the Councils opinion how much of a problem, if at all, would you say that crime and anti-social behaviour is in your town / parish council area?

Not a problem at all

Not a very big problem

Fairly big problem

Very big problem

Don't know

19 Which if any of the following issues would the Council say are currently a problem to people in the town / parish area?

Please tick one box in each row

| | Not a problem at all | Not a very big problem | Fairly big problem | Very big problem | Don't know |
|---|----------------------|------------------------|--------------------|------------------|------------|
| Domestic burglary | | | | | |
| Violent crime | | | | | |
| Anti-social behaviour | | | | | |
| Online crime | | | | | |
| Vehicle crime | | | | | |
| Criminal damage / vandalism | | | | | |
| Crimes against businesses | | | | | |
| Rural crime | | | | | |
| Offences of a sexual nature | | | | | |
| Crimes committed against people due to their gender, age, race, ethnicity religion, disability or sexuality | | | | | |
| Road safety | | | | | |
| Other (please specify in the box below) | | | | | |
| Other: | | | | | |

ABOUT YOUR COUNCIL

20 What is the name of your council (or councils if it is a combined parish council group)?

21 Please confirm which Borough / District / City / Unitary area your council is in

| | | |
|---------------|-------------|------------------|
| Herefordshire | Shropshire | Telford & Wrekin |
| Redditch | Wyre Forest | Worcester City |
| Malvern Hills | Wychavon | Bromsgrove |

22 Approximately how many people live in your town / parish area?

| | | |
|---------------|-------------|-------------|
| Less than 500 | 501 - 1000 | 1001 - 5000 |
| 5001 – 10,000 | Over 10,000 | |

23 Please provide an appropriate, current email address the Commissioner or his staff may use to contact the Council when necessary. Your email will be stored in secure web-based systems. It would not be shared more widely with other third parties.

Yes No | Would you like to receive the PCC's monthly newsletter to this email address?

Thank you for taking the time to complete our survey. The survey results will be available to view online at www.westmercia-pcc.gov.uk

EMAIL RETURNS: If you have chosen to complete a word version of the survey, email your completed survey to: opcc@westmercia.pnn.police.uk

POSTAL RETURNS: If you have chosen to print a copy of this survey to complete and return via Royal Mail (instead of completing online / emailing), post your completed survey to: John Campion, Police and Crime Commissioner, OPCC, West Mercia Police HQ, Worcester, WR3 8SP

OFFICIAL

West Mercia Police

Quarterly Report

Q2 Jul – Sept 2021



Purpose

The purpose of this product is to provide a quarterly overview of current and emerging performance issues relating to West Mercia Police.

| | |
|---------------------|--|
| GSC Level | Official |
| Date of publication | October 2021 |
| Product Reference | SPI/2021/225 |
| Version | Final V2 |
| Purpose | Overview of Force Performance for Jul – Sept 2021 |
| Author | Strategy, Planning and Insight |
| Owner | DCC J. Moss |

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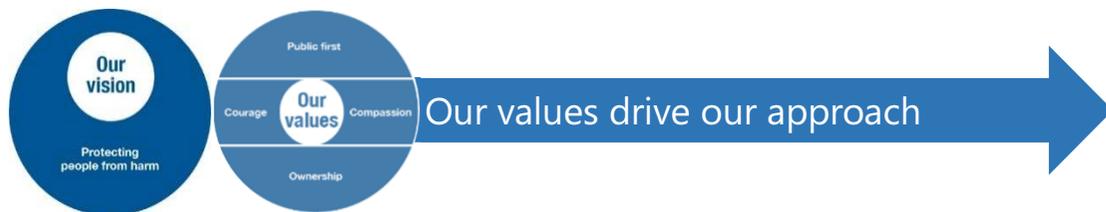
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Protecting
people
from harm

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 West Mercia
POLICE



Introduction

This is the Q2 Performance Report reviewing activity between July to Sept 2021. The purpose of this report is to inform the Force Delivery Group meeting on 3rd November with a force wide picture of performance, however this report is looking to draw particularly on the keys issues faced by the force, particularly in relation to force priorities and key practices.

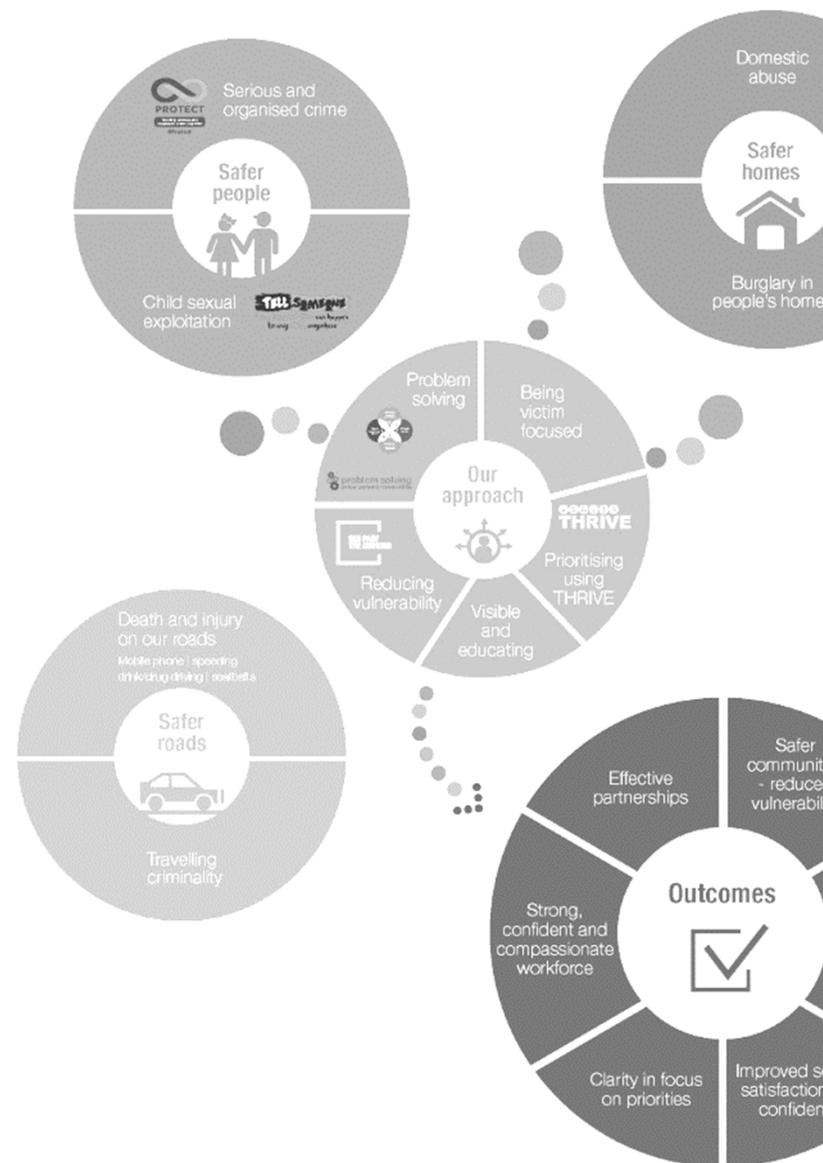
This report focusses on Gold level Key Performance Indicators (KPI), however, there are also some measures included at a Silver level to create a comprehensive picture across the force. The number of measures in this report will continue to be refined to ensure that they are *key* performance indicators.

Overall crime offences have stabilised in the previous 3 months although there has still be a 5% (1091) increase on the previous quarter and a 7% decrease on the same quarter in 2019/20.

The OCC performance has decreased in the previous quarter partly driven by ICT and power failures rendering core OCC systems inoperable.

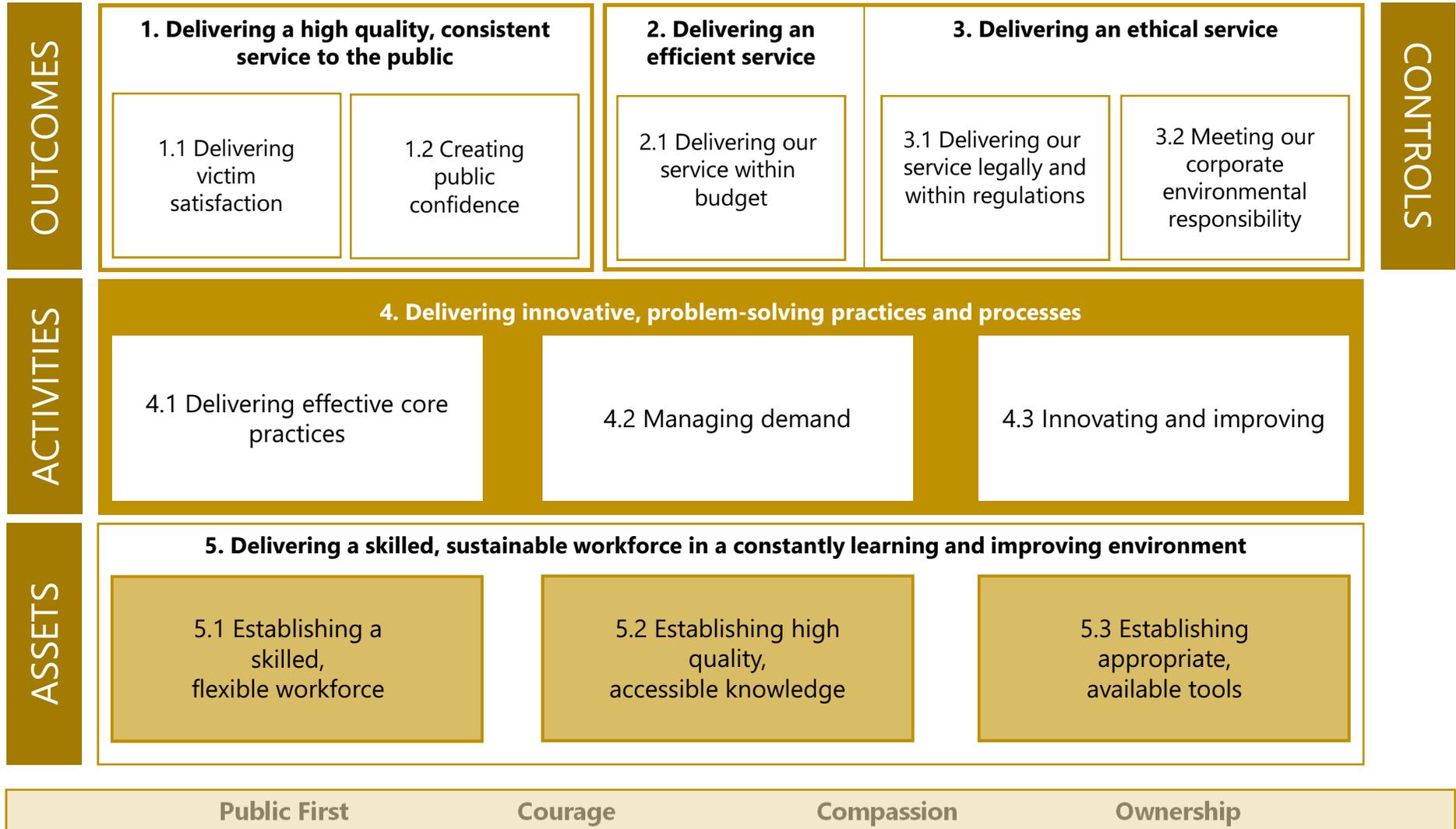
Due to the impact of COVID-19 on crime in 2020/21, the upper and lower control limits for 21/22 are set against 19/20 figures. It is intended that this will provide more realistic limits than if the normal practise of the previous financial year was used.

Projections have been included in this report, however, it should be noted that due to their basis on volumes in previous years the impact of COVID-19 is likely to distort the projections. Factoring the impact of COVID-19 within projections continues to be reviewed.





1. Gold Balanced Scorecard 2021-2022



1. Delivering a high quality, consistent service to the public

1.1 Delivering victim satisfaction: Burglary, Violent, Hate

Number of victims spoken to:

Survey targets were not met during Quarter 2 due to staff absences. This adversely affects the statistical validity of the results.

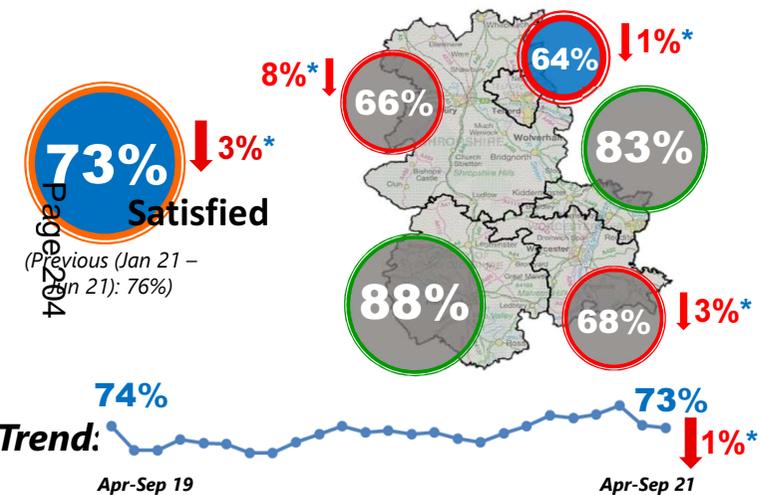
Burglary

Rolling 6-months
(Apr – Sep 21)

Good looks like:
 Victim Satisfaction – Burglary: **80%**
 Victims Completely / Very Satisfied (rolling 6-month)

73%
 Satisfied
 (Previous (Jan 21 – Jun 21): 76%)

(Completely or very satisfied)



- With a latest figure of 64%, **Telford continues to be an area of focus**, with a further slight decrease since last Quarter.

- Research is currently being undertaken in SP&I to explore the continuing lower satisfaction seen in Telford with initial findings pointing to the following being **contributory factors**: **victims not being informed regarding the outcome of their investigation**; low and falling satisfaction of victims of **attempted burglary**; **increased demand**; lower and falling satisfaction of victims having a **disability**.

- Conversely, as part of the research, above, **best practice** from **Herefordshire** and **North Worcestershire** is also being identified.

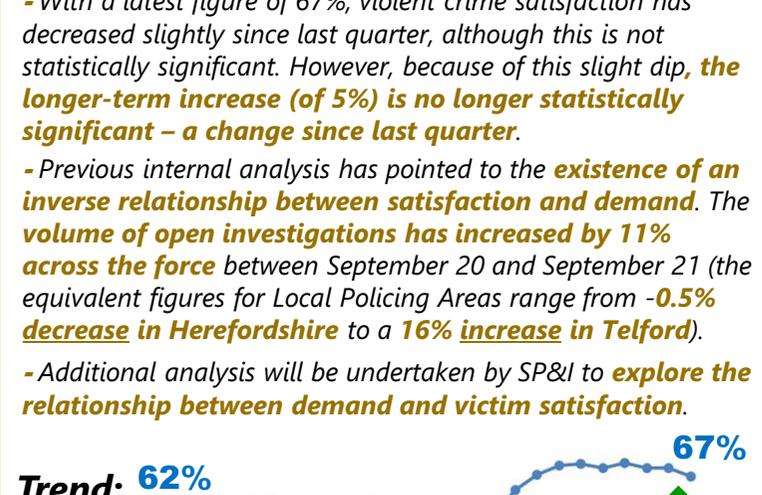
Violent

Rolling 6-months
(Apr – Sep 21)

Good looks like:
 Victim Satisfaction – Violent Crime: **70%**
 Victims Completely / Very Satisfied (rolling 6-month)

67%
 Satisfied
 (Previous (Jan 21 – Jun 21): 69%)

(Completely or very satisfied)



- With a latest figure of 67%, violent crime satisfaction has decreased slightly since last quarter, although this is not statistically significant. However, because of this slight dip, **the longer-term increase (of 5%) is no longer statistically significant – a change since last quarter.**

- Previous internal analysis has pointed to the **existence of an inverse relationship between satisfaction and demand**. The **volume of open investigations has increased by 11% across the force** between September 20 and September 21 (the equivalent figures for Local Policing Areas range from **-0.5% decrease in Herefordshire** to a **16% increase in Telford**).

- Additional analysis will be undertaken by SP&I to **explore the relationship between demand and victim satisfaction.**

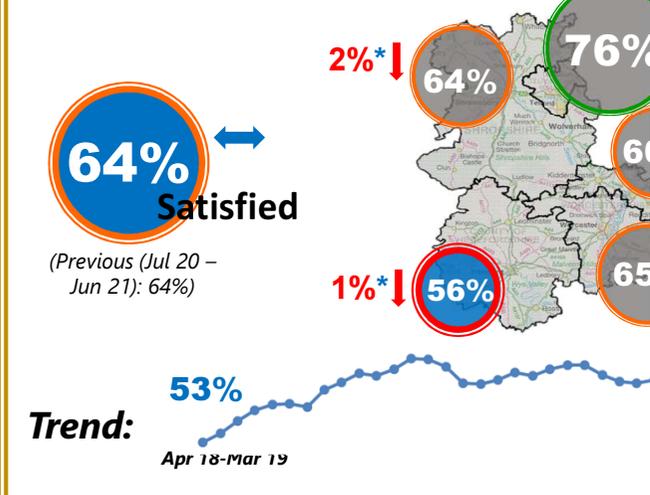
Hate

Rolling 12-months
(Oct 20 – Sep 21)

76%
 Satisfied
 (Previous (Jul 20 – Jun 21): 64%)

64%
 Satisfied
 (Previous (Jul 20 – Jun 21): 64%)

(Completely or very satisfied)



- **Herefordshire Local Policing Area (LPA) has been an area of focus** due to its lower levels of hate crime satisfaction remaining Local Policing Areas (56%).

- SP&I carried out analysis to explore the reasons for finding which identified that lower levels of satisfaction were due to **gaps in specific elements of the service provision** (police not taking case seriously / take action to resolve issue, victim not being informed of outcome, poor expectation management regarding police response, attendance or speed of attendance, lack of empathy / understanding shown by officer). **Significantly lower levels of satisfaction were identified with victims having a disability** suggesting a gap in service provision with this group. **SP&I are continuing to work with Herefordshire LPA to support service improvement with actions being logged in the Victim Satisfaction Improvement Action Plan**, overseen by the Strategic Victim Satisfaction

1. Delivering a high quality, consistent service to the public

1.1 Delivering victim satisfaction: Domestic Abuse (DA)

OFFICIAL

*Change in satisfaction is not statistically significant

**Change is statistically significant

The low data volumes in Quarter 2 limit the statistical validity of the results presented.

DA surveys were suspended from April 20 due to Covid and did not resume until April 21. Due to the break in data, results are presented as a new dataset from April 21. Survey targets were not met during Quarter 2 due to staff abstract



Number of victims spoken to:

Previous Quarter: 115
Target: 168

Quarter 2's Performance (completely or very satisfied)

Rolling 6-months
(April-September 21)



Satisfaction by Service Stage (Apr-Sep 21)

(Completely or very satisfied)

Initial Report



Satisfied

Police Actions



Satisfied

Treatment



Satisfied

Follow-up



Satisfied

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DA Service Measures (April – September 2021)

Victim felt **SAFER** as a result of contacting the police? (Yes, fully) **68%**

Victim felt that the police **CARED** about them? (Yes, fully) **75%**

Victim would feel **CONFIDENT** about contacting police again? (Yes, fully) **82%**

If something similar happened to someone you know, would you **RECOMMEND** for them to contact the police? (Yes, fully) **88%**

What went well...

"The Officer who came out **listened to me** and took time to explain things and **manage expectations** going forward. He also **arranged for a Gazateer warning** to be put on my address."

"They (police) were **all lovely**, and showed me **a lot of understanding**. I was assured they had done the right thing but they (police) all **listened to my feelings** about the case."

"To be honest this is a very bizarre case but they (police) have dealt with it **with respect** and stayed **professional**. I was grateful that I was **taken so seriously** and that they have **kept me informed throughout**."

What could be better...

"Last year I had a good service from the Police. The female officers were supportive and a good team. **This time there has been delayed response and poor communication**. I have had to be supported by **different officers** some good some bad."

"The officers specifically said they would contact me when the suspect was being released but **they did not** and I am **really angry about that**. I did not know what the suspect was being charged with. **No-one has got back to me**, I have had to chase it up through my solicitor. **The communication has been awful**. it was my landlord that has told me the suspect was released."



Good looks like:



Victim Satisfaction – Domestic Abuse: **80% Victims Completely / Very Satisfied** (rolling 6-month)

1. Delivering a high quality, consistent service to the public
 1.1 Delivering victim satisfaction: Road Traffic Collision (RTC)

OFFICIAL

*Change in satisfaction is not statistically significant
 **Change is statistically significant



Victims spoken to:

Previous Quarter: 91

Target: 99



-  Potential 'eligible' slight injury RTC incidents where police attended
-  Incidents excluded as missing contact details for 1 or more listed 'involved parties'
-  Number of RTC incidents identified as suitable for surveying

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**Quarter 2's Performance
 (Completely or very satisfied)**

Discrete Quarter



(Previous Quarter: 86%)

Rolling 6-months (Apr 21-Sept 21)



(End of previous Quarter: (Jan - Jun 21) 85%)

**Quarter 2's Performance by Service Stage
 (completely or very satisfied: rolling 6-months)**

Initial Report



Initial Actions



Follow-up



Investigation



Treatment



Whole Experience



What went well...

"The police officer **arrived very quickly, assessed the situation and got it under control.** She spoke to the ambulance crew and instigated a top to toe assessment on me....The officer kept coming back to me to **check I was OK.** The officer **was very reassuring** and said it **would all be sorted out.**"

"They treated me like a **human** and **made me feel so much better.** They could see I was upset and were **very kind to me.**

They **explained everything to me so I knew what could happen** and **made sure that I was safe to get home.**"

"PC *** was **great, empathetic, competent** and **reassuring;** she was also **great with my 3 year old boy.** I sent a letter of thanks to West Mercia Police and PC *** was **just amazing** in how she dealt with the RTC, she **called me a few weeks after the RTC to see how I was doing.**"

"The **process has been explained to me, I understand it will take several months....**She let me know that the cyclist was out of hospital having sustained bruising so I **appreciated having that information.**"

What could be better...

"One of the officers was **quite rude to me,** I felt he was **rushing me,** and he **wasn't very understanding of the circumstances.** I was a bit concussed, and I almost felt he was **pushy trying to get answers from me...**"

"I was shocked at the **lack of follow up.** We have been **left not knowing what is happening.** The accident wasn't our fault, we would **like peace of mind to know what the next steps are.** My partner and I **sustained life changing injuries...**Considering the **severity of the accident,** I would have **really liked a 'how are you?' welfare call or visit from the police...**"

"I have never been in an RTC before and **did not know what to expect.** I have **not been contacted recently** and would like to **know what is happening.**"

"It was **about a month later** that I received a letter saying the matter would be **investigated.** I was **really surprised because the officers at the scene had given me the impression it was all OK and would just be recorded.**"

1. Delivering a high quality, consistent service to the public
 1.1 Delivering victim satisfaction

Good look like:
 Referrals: 25%
 WDGLL has been reviewed agreed by the subject lead

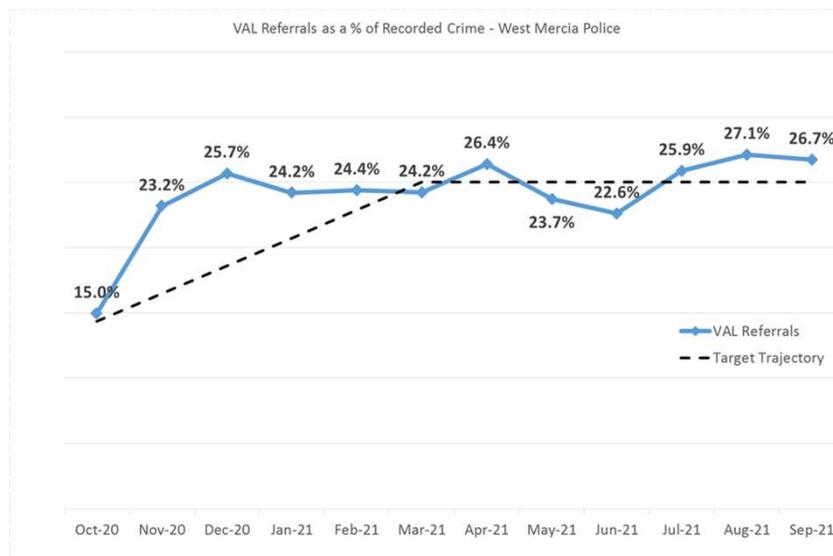
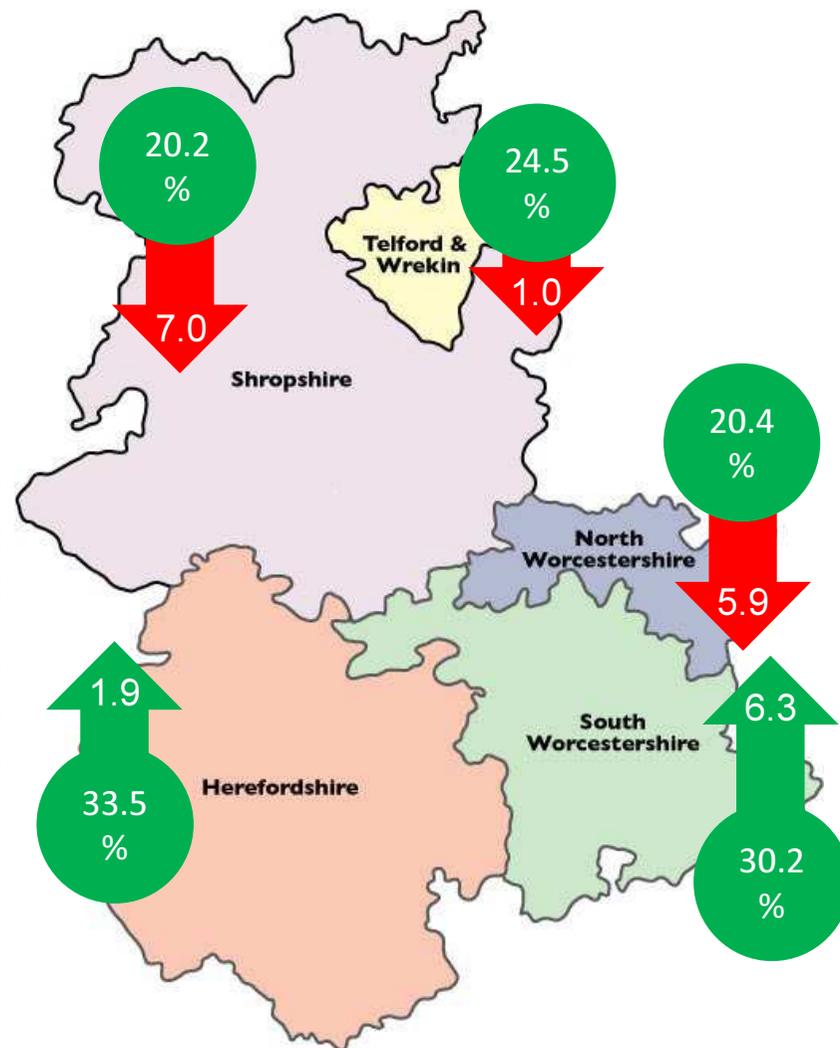
Victims' Code Compliance

- **VAL referrals** are an identified priority for Local Policing. The Delivery Plan sets out to increase referrals to **25% of victim-based crime by April 2021**.

| LPA | July | August | September | Year to Date '21/22 |
|--------------|--------------|--------------|--------------|---------------------|
| S. Worcs | 16.3% | 23.9% | 30.2% | 21.5% |
| N. Worcs | 19.3% | 26.3% | 20.4% | 25.2% |
| Herefs | 26.1% | 31.6% | 33.5% | 31.5% |
| Shrops | 19.9% | 27.2% | 20.2% | 24.6% |
| Telford | 19.4% | 25.5% | 24.5% | 25.2% |
| Force | 19.6% | 27.1% | 26.7% | 25.4% |

20-30%
 15-20%
 Under 15%

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Key Points

- Minimal change in performance this month,
- Just above WGLL at Force level (25.4%) despite dropping below this in July.
- South Worcestershire and Herefordshire are performing above WDGLL.

1. Delivering a high quality, consistent service to the public
 1.2 Creating public confidence

OFFICIAL

Good looks like: 88%

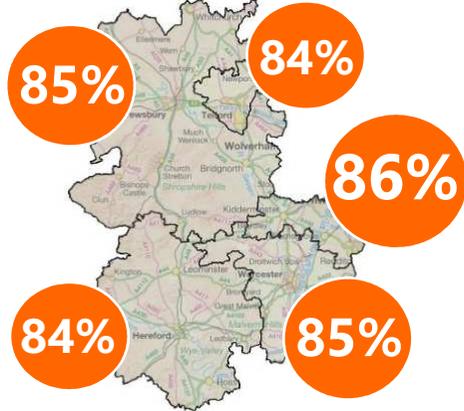
Legitimacy – Requires In

Confidence (Strongly Agree or Tend to Agree)

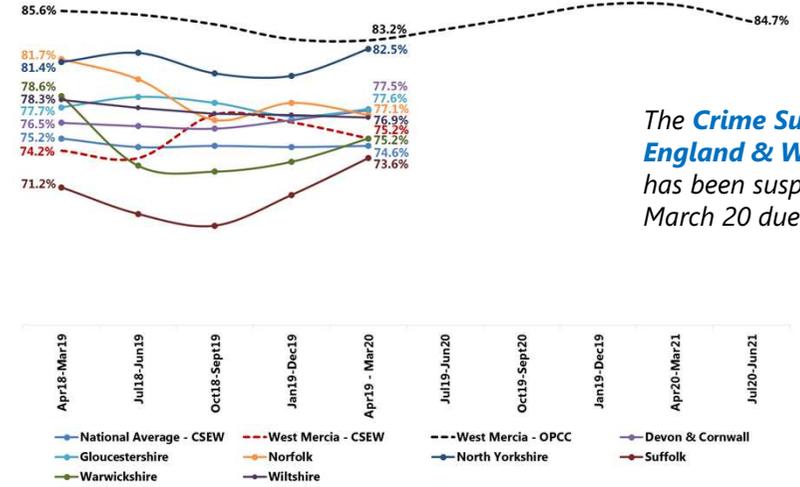
West Mercia data presented uses WMOPCC Perception Survey (rolling 12-months unless otherwise stated)

Discrete Quarter (Q1)

Rolling 12 months (Jun 21)



Trend Data



The *Crime Survey England & Wales* survey has been suspended since March 20 due to Covid.

Public Confidence and the Local Policing Charter

SP&I have identified 12 Safer Neighbourhood Areas (SNAs) with consistently high public confidence and 12 with consistently low public confidence. *Learning will be identified from the high performing SNAs and applied – alongside other targeted activity – to the low confidence SNAs with changes in confidence evaluated from Quarter 3 onwards.*

Demographics

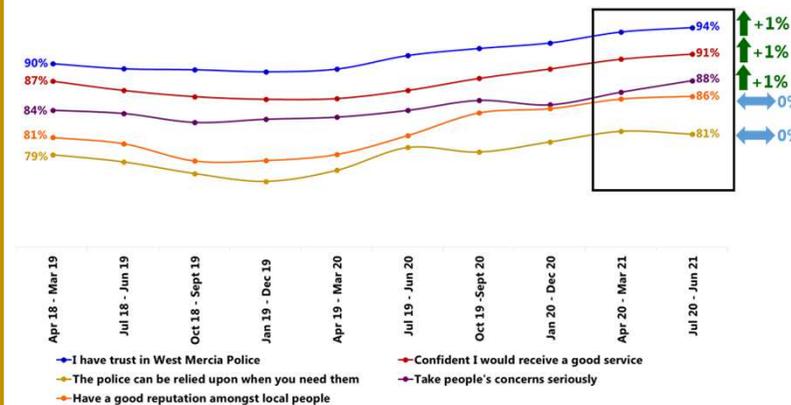


In **Quarter 2**, SP&I carried out analysis to explore possible **causes of the lower than average levels of public confidence seen with people in the mid-age categories** and **B-ME individuals**; this is due for circulation imminently.

The **driver analysis** will be used to **inform the targeted activities** recommended for the low confidence SNAs (see box above).

Note – It is possible for events reported in the media to influence confidence. These could include the death of George Floyd May 2020, the Dalian Atkinson trial which commenced 4th May 2021 and the death of Sarah Everard in March 2021.

West Mercia Police – Confidence Key Drivers



3. Delivering an ethical service
3.1 Delivering our service legally and within regulations

Audit, Risk & Compliance – Overview of the recent audits completed by the force and risks presented.

Rape and Other Sexual Offences Audit– July 2021

183 records assessed

100% 183 safe incidents required a crime report

97% 178 crimes recorded.

94% 167 crimes were recorded within 24 hours.

54% 96 crimes captured the victims' ethnicity.

2.7% 5 missing crimes included – Rape, Stalking, Causing Child to watch a sexual act and Actual Bodily Harm.

5%
8.5%
4%
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Key Points

- No victims of rape were missed. The two missing rape crimes were where both victims had reported 2 rapes, where only 1 rape had been recorded for each victim.
- The appropriate scrutiny by OCC supervision and DDM's is in place to ensure timely and accurate crime recording is evident in the audit results.
- Contact logs will continue to be monitored for compliance.

Violence Against the Person Audit– May to July 2021

110 records assessed

100% 110 safe incidents required a crime report

88.5% 86 crimes recorded.

58% 50 crimes were recorded within 24 hours.

22% 24 missing crimes included – Common Assault, Stalking, S.4a Intimidation, Harassment, Alarm, Distress, Actual Bodily Harm, Malicious Communications, Harassment, Racially Aggravated Common Assault, Controlling and Coercive Behaviour, Criminal Damage and S.5 Public Order.

8.5%
4%



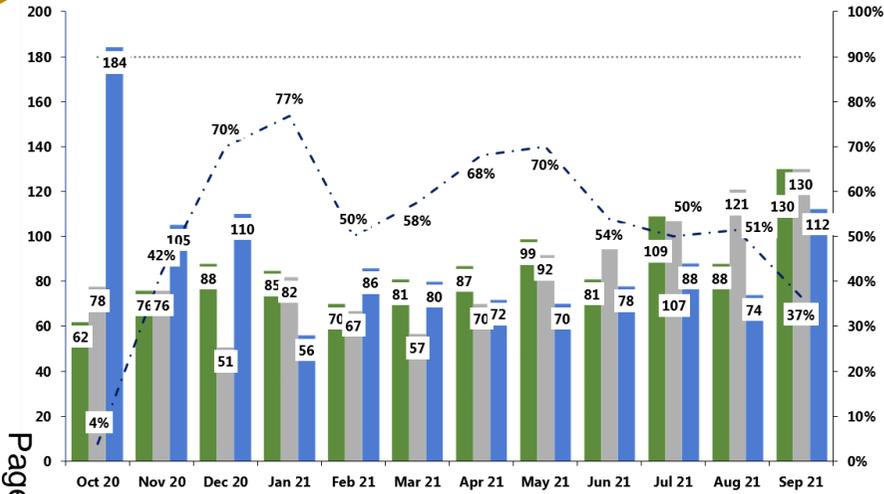
Key Points

- The main 'themes' why crimes were missed were;
 1. where officers had failed to make the right crime recording decision based on the initial report on the Safe log and not providing evidence to negate the crimes
 2. Lack of understanding the law, particularly for Assaults, Stalking, Harassment and Public Order.
- There is an improving picture with the compliance rate for CDI but recording needs to be consistently around 90% for VAP to be considered as "good".
- Audits will continue to focus on ASB and VAP weekly to monitor compliance.

3. Delivering an ethical service

3.1 Delivering our service legally and within regulations

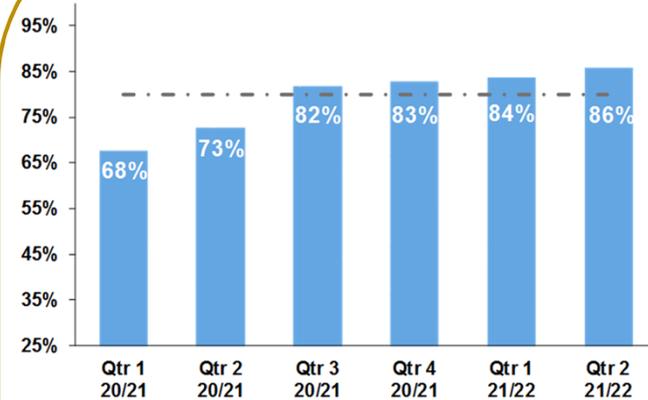
Timely response to Freedom of Information Requests



- Timeliness has decreased since May 2021.
- Volumes of received FOIS has increased steadily since February.

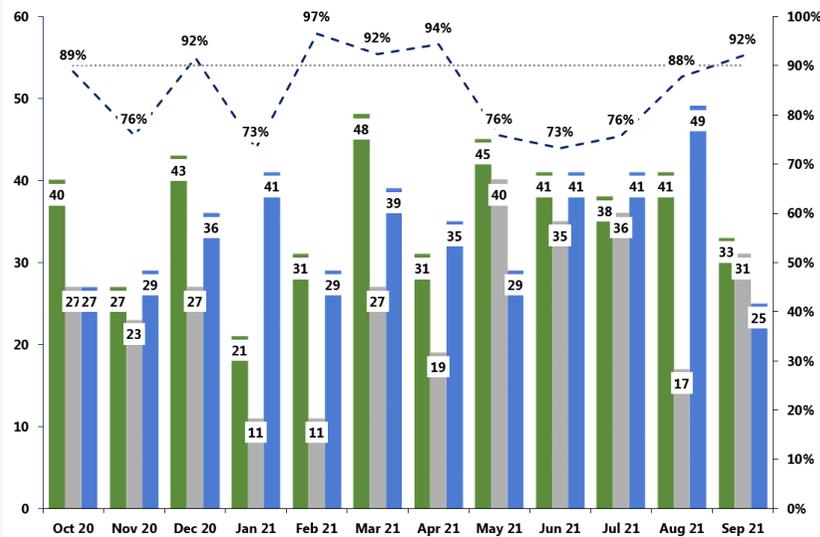
Completion of Mandatory Training

Managing Information



- Levels of compliance stable and consistently above WGLL

Timely response to Subject Access Requests



- Timeliness has improved since May 2021 and is now above WDGLL.

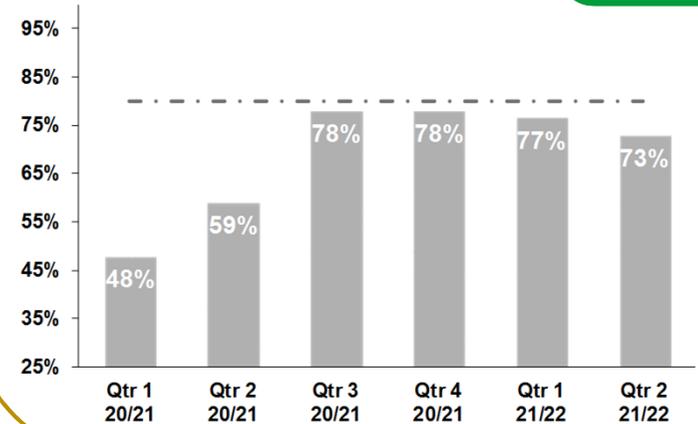


Good looks like:

Requests: 90%
complete within time limit

WDGLL has been reviewed and agreed by the subject lead.

Data Protection - Foundation



- Compliance below WGLL and decreasing



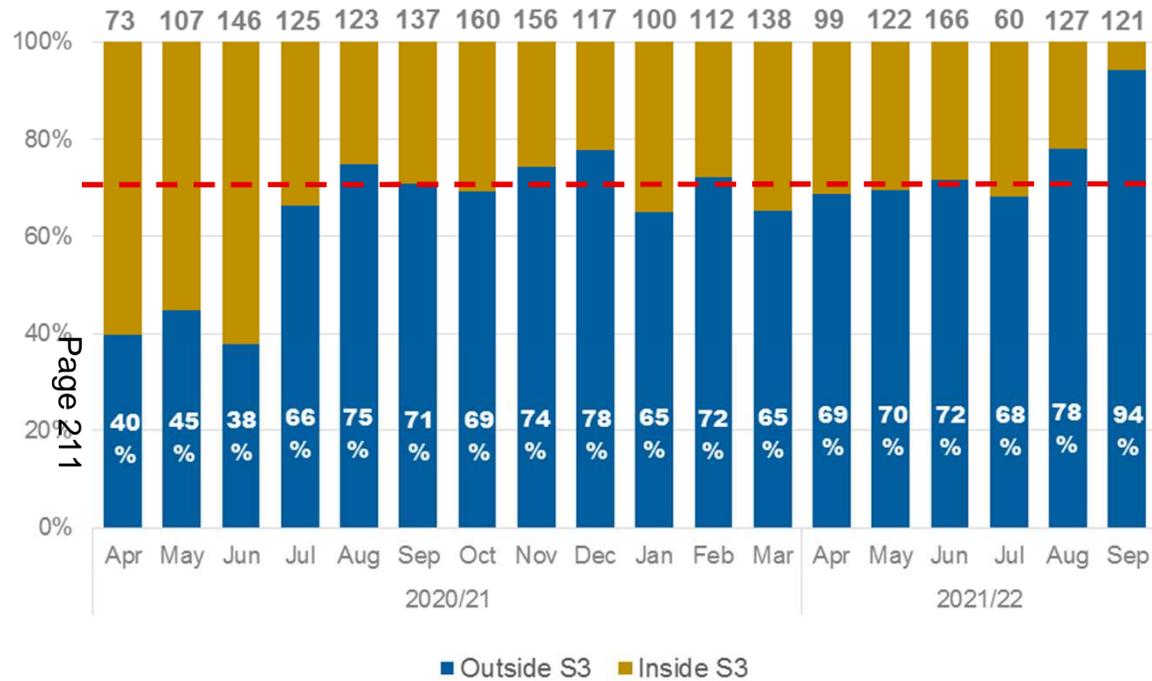
Training: 80%
complete within limit

WDGLL has been reviewed and agreed by the subject lead.

3. Delivering an ethical service
3.1 Delivering our service legally and within regulations

Complaints

Complaints Recorded Inside and Outside of Schedule 3



Recorded complaints per month are varied at present and the decrease experienced in July can not be explained. The rolling 12 month average is just over 120 complaints per month.

The latest adjusted data for the percentage of complaints dealt with outside of schedule 3 shows that so far in 2021/22, the average for dealing with complaints outside of schedule 3 is 75%, which meets the aspirational target.

Each month the percentage for dealing with complaints inside schedule 3 is adjusted depending on the complainants wishes or the Force decision. The recent "decrease" in adjusted figures is not a "drop" in performance, just that more complaints had to be dealt with inside schedule 3 because the complainant wished or the Force/LPB determined they had to be.



Good looks like

Consistent Progress made towards 75% Aspirational Target

WDGLL has been reviewed and agreed by the subject lead.

Vetting

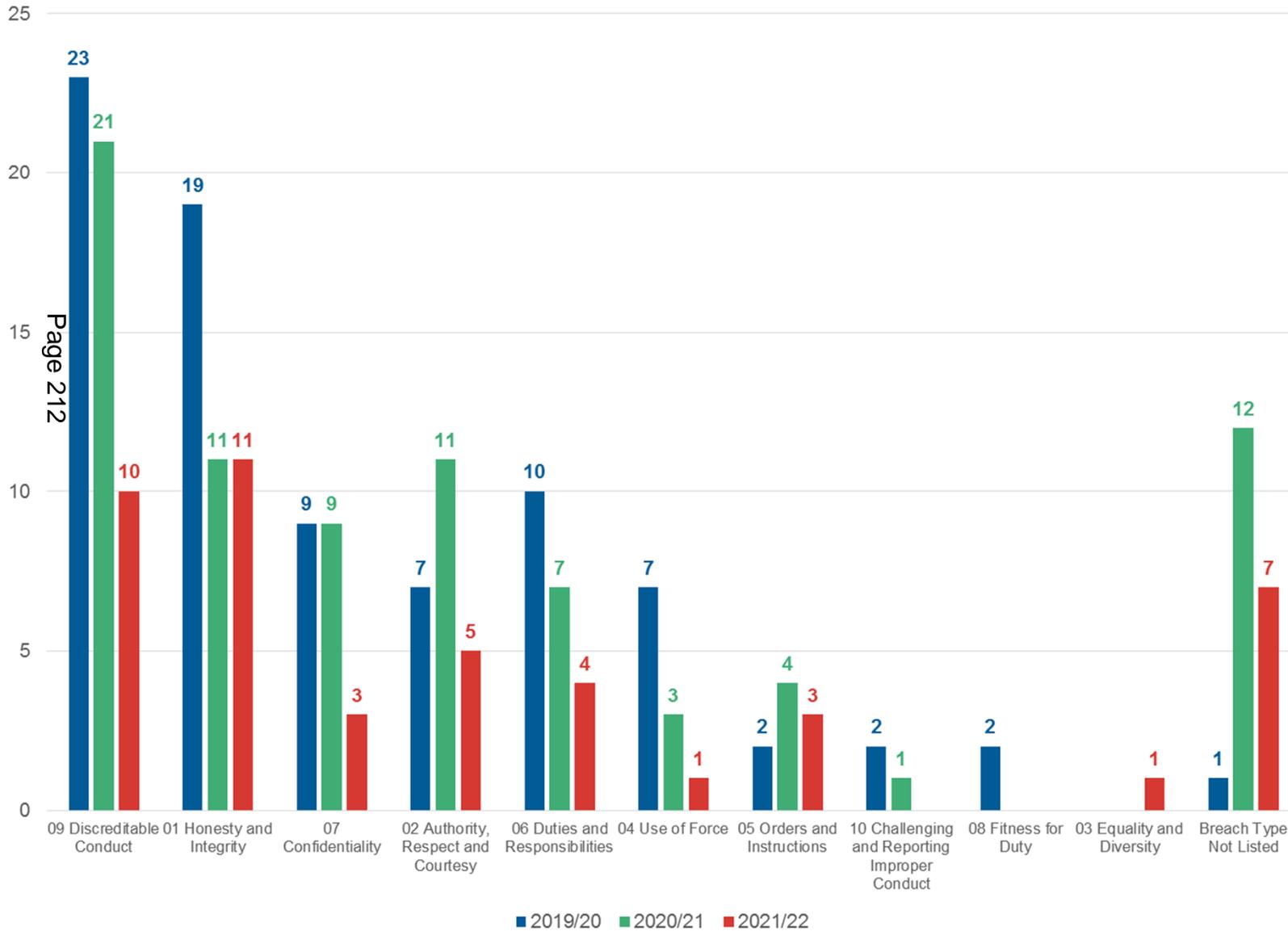
Despite the increasing pending cases month on month the team continue to meet demand in terms of the Uplift programme and internal recruitment.

The pending cases have all been reviewed and are in hand with a large number generated as a result of the vetting review being conducted by the vetting supervisor.

UKSV are currently experiencing higher levels of demand, but appear to be managing this at present.

3. Delivering an ethical service
3.1 Delivering our service legally and within regulations

Recorded Conducts



Conduct Cases recorded per Policing Year up to 11 Oct 2022

| Policing Area | 2019/20 | 2020/21 | 2021/22 |
|------------------------------|-----------|-----------|-----------|
| South Worcestershire | 11 | 8 | 14 |
| Telford & Wrekin | 9 | 12 | 10 |
| Hindlip | 9 | 8 | 8 |
| North Worcestershire | 5 | 14 | 4 |
| Herefordshire | 11 | 4 | 7 |
| Shropshire | 8 | 9 | 4 |
| Out Of Force | 2 | 2 | 1 |
| Telford & Wrekin / Shopshire | 0 | 0 | 1 |
| Total per year | 55 | 57 | 49 |

Should the current rate of recorded conduct cases continue, it is likely by the end of 2021/22 that the total number of recorded conduct cases will exceed 80, which is a sharp increase on the 49 recorded in the previous year.

Themes are domestic abuse, abuse of position for sexual purpose, other inappropriate behaviour (both on and off duty) and use of force.

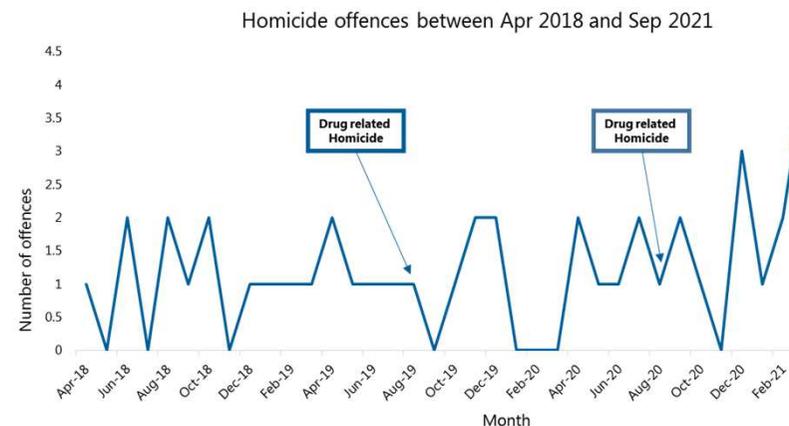
4. Delivering innovative, problem-solving practices and processes

4.1 Delivering effective core practices

National Crime and Policing Measures

Delivering strategic requirements

Key priorities: murder, serious violence, domestic abuse, neighbourhood crime and drug supply/county lines
 Not numerical targets but key indicators to show improvement against; expectation of significant improvements within 3 years



| Measure | Source | Change | Comment | Lead |
|---|---------------------------------|--------|--|-------|
| Reduce murder and homicide | Police Recorded Crime | ↑ | Same number as this quarter last year, however, the annual total has increased from 14 to 20 (to end September 2021) | ACC C |
| Reduce serious violence | National Health Service and PRC | ↔ | <ul style="list-style-type: none"> 6 offences involving discharge of a firearm in the year to Sep 2021 Numbers of hospital admissions for assault with a sharp object are unavailable for August and September. There are always fewer than 8 each month (data available for last 3 years) | ACC C |
| Disrupt drug supply and county lines | PRC and Public Health England | | There have been no drug-related homicides in last year (previous years - 1 death last year, 2 deaths previous year) | ACC C |
| Reduce neighbourhood crime | Crime Survey England and Wales | ↓ | <ul style="list-style-type: none"> All acquisitive crimes are reducing. There is less consistent reduction in the robbery numbers, but many fewer offences. Data is currently from PRC as the CSEW data does not offer enough detail | ACC L |
| Improve satisfaction among victims, with a particular focus on victims of domestic abuse | CSEW | | <ul style="list-style-type: none"> Whole experience satisfaction is improving for hate crime, but not for burglary and no longer for violent crime. For victims of domestic abuse, numbers are insufficient to be able to come to any confident conclusion in relation to trends. | ACC L |
| Tackle cyber crime | DDCMS | | <ul style="list-style-type: none"> The data from the Dept. for Digital, Culture, Media and Sport is not available. Further police held proxy measures are being developed | ACC C |

4. Delivering innovative, problem-solving practices and processes

4.1 Delivering effective core practices

Strategic Policing Requirement

The Strategic Policing Requirement sets out the threats that require a co-ordinated national policing response. The delivery of our response to this requirement to collaboratively, and with other partners, to ensure such threats are tackled effectively, is collated and summarised below.

| | | Capacity and Contribution | Capability | Connectivity |
|------------------------------|---|---|--|---|
| National Threats Page 214 | Terrorism | Staffing gaps are minor as possible losses are projected and planned for. Small issues with security of supply due to time taken for vetting and training, however projection of vacancies and supply of assets from region help reduce impact. | Optimum training levels with surge capability if required. | Collaboration with partners is vital to enable West Mercia to deliver under the four detailed in the CONTEST Strategy and Action Plan. Relationships are maintained through regular contact, meetings and sharing of information. |
| | Serious and Organised Crime | Some concerns surrounding the levels of staffing and time taken to train individuals, particularly within SOCU however, this impact is often limited due to the provision of the ROCU and the forces ability to prioritise resource. | Issues exist with limited surveillance capability. | With offenders active across borders it is vital West Mercia continue communication with partners/agencies not just across the UK but overseas as well. The force works closely with a number of agencies such as Gain, HMRC, airlines and Border Force to ensure intelligence and information is shared accordingly. The Force has an embedded Serious and Organised Crime Joint Action Group (SOCJAG) structure which brings together a host of partners on a regular basis to work to tackle Serious and Organised Crime collectively. The CPS is also a crucial partner who the force work closely with on a regular basis. |
| | National Cyber Security Incident | The Cyber Crime Unit (CCU) has optimum staffing levels to enable response to cyber security incidents. | The CCU is fit for purpose and capability is constantly improving within the team to maintain good standards. Additional vehicles however are required. | The force work closely with the West Midlands regional Cyber Crime Unit along with the regional Cyber Crime Units. Also linked into the National Cyber Security Centre and the National Cyber Crime Unit to enable partnership working across the UK. Regular contact is established with National Fraud Intelligence Bureau (NFIB), Action Fraud and Get Safe Online. |
| | Threat to Public Order and Public Safety | Optimum levels of staff with well above the nationally-specified number of trained officers. | Some issues may exist in the accreditation of roles in 2020, however officers are currently trained in line with national requirements. | For events, the force works with a variety of partners depending on the event taking place. For example, frequently events planners and coordinators will be in contact with safety advisory groups, local councils, sporting clubs and other event organisers. |
| | Civil Emergencies | Number of resources are sufficient to maintain business as usual and respond to major emergencies, however in the event of a significant incident some BAU demand is disrupted due to low staffing levels. | Issues with equipment exist which limits capability when connecting and sharing information with partners. | Local Resilience Forums (LRFs) ensure collaborative working and are an integral part of the process in ensuring the production of contingency plans and individual agency plans for mitigation and response. The LRFs are a significant and vital element of working in partnership and taking a multi-agency approach to action. |
| | Child Sexual Abuse (CSA) | Due to a recent uplift in resources there are optimum staffing levels available for contribution. | Issues exist with some interview locations and medical facilities not being fit for purpose. There are a limited number of fully trained and accredited investigators. | Problem Solving Hubs and Harm Assessment Units aim to support colleagues and external partners in reducing harm and risk through problem solving. The officers engage in partnership working using innovative and child-centred policing to proactively provide early intervention. |

4. Delivering innovative, problem-solving practices and processes
4.1 Delivering effective core practices

Response to calls for service

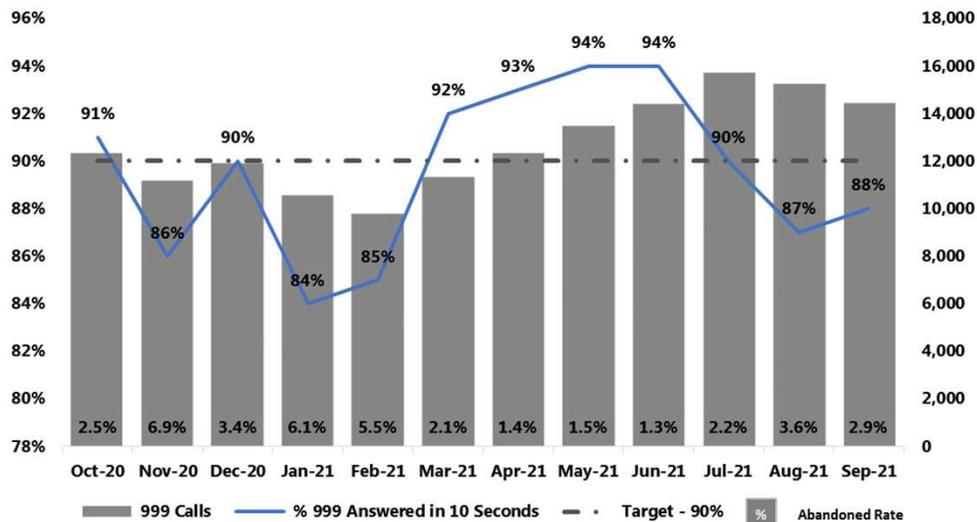
999 Performance

999 demand increased by 13% between Q1 and Q2 which remains similar to Q2 2019/2020.

Affected by the increase, the OCC presented a 6% decrease in performance to 88% for the quarter compared with Q1.

The statutory 999 target of 90% was met in July however it was not achieved in the following two months. ICT and power failures rendered core OCC systems inoperable in all three months of Q2 which would affect performance outcomes including an increase in abandonment rate owing to the fact that presented calls simply could not be answered during these periods.

% 999 Answered in 10 Seconds



Good looks like:

999 performance: 90% answered within 10 seconds
999 volumes: Maintain current levels in light of increasing national levels

101 wait times: 80% answered within 30 seconds
101 volumes: Continued sustained increase of online reporting on Single Online and an increase in website traffic to advice and information

WDGLL has been reviewed and agreed by the subject lead.

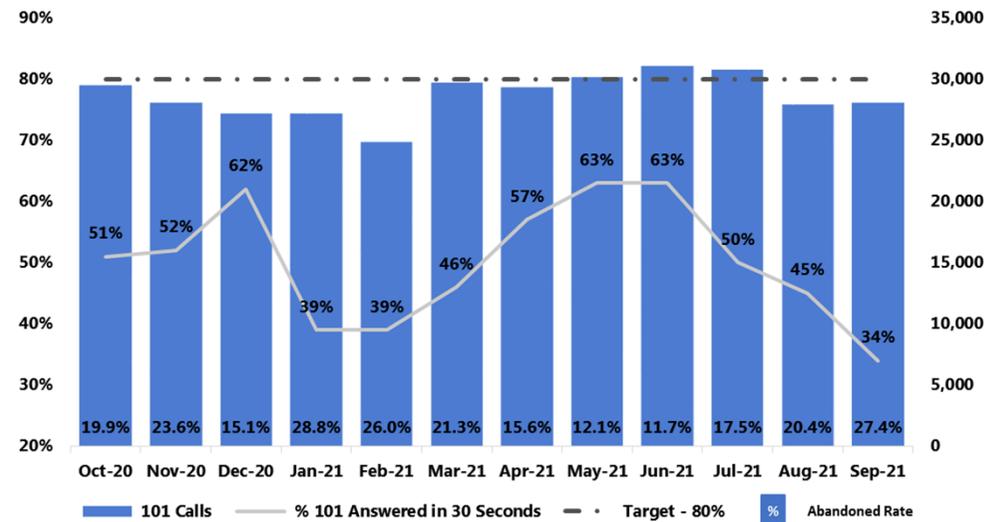
101 Performance

In Q2 there has been a 4% reduction in call demand from the previous Q1 and a significant reduction from Q2 last year (-21.5%). Non-emergency call demand has continued to be unpredictable.

Despite the reduction in demand, the OCC presented a 18% decrease in performance to 43% of non-emergency calls being answered within 30 seconds for Q2.

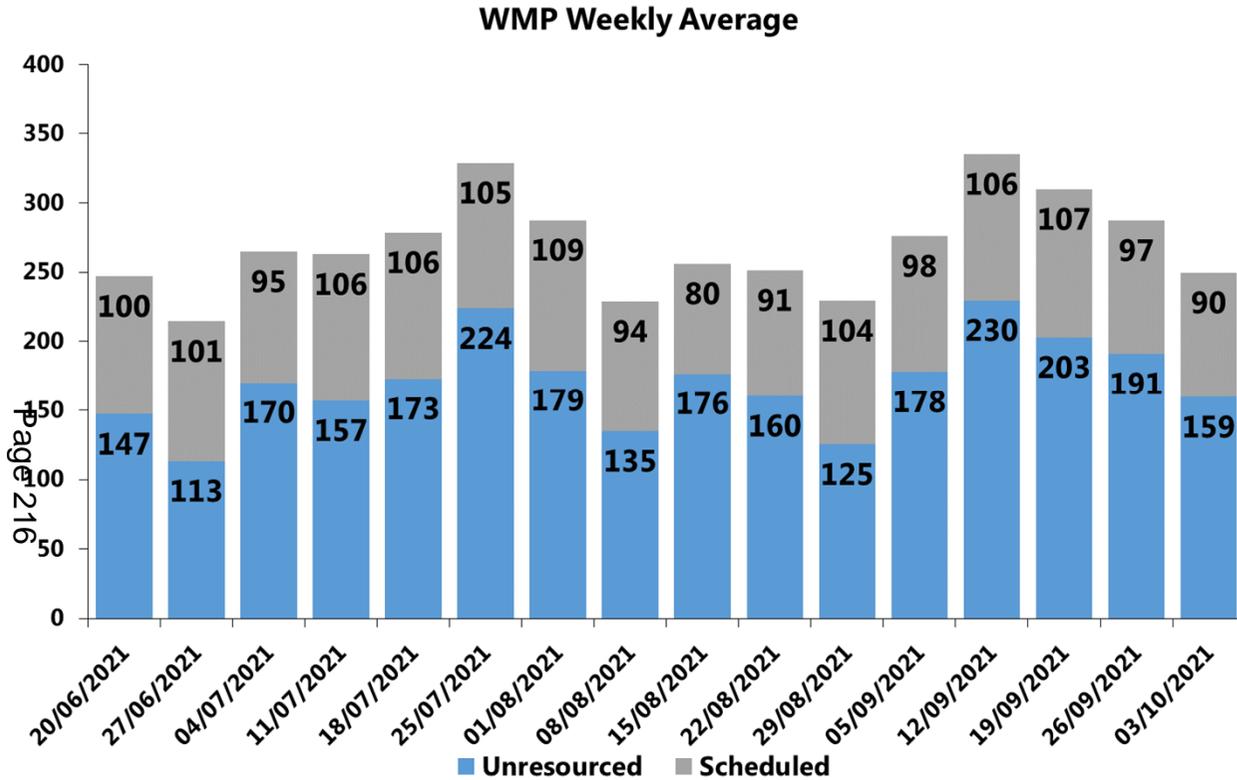
Overall performance within Q2 is difficult to compare owing to the impact from factors outside of the OCC's control such as ICT and power failures which affected 999 performance.

% 101 Answered in 30 Seconds



4. Delivering innovative, problem-solving practices and processes
4.1 Delivering effective core practices

Response to calls for service



Good looks like:
Unresourced: *between 150-200*
unresourced calls
WDGLL has been reviewed and
agreed by the subject lead.

Unresourced

Force wide unresourced **continues to fluctuate** but has improved and moved into Q3. A dedicated full time resource created by the OCC has placed full time scrutiny over volumes and efforts to ensure the departmental principles are adhered to has ensured greater volume of appropriate incidents are being given to appropriate teams at the first opportunity.

Unresourced is **consistently highest** in **Shropshire** throughout Q2, suggesting some issues with being able to allocate resources or an increased number of calls.

Diary Appointments fluctuate throughout the quarter.

Digital Demand

The **ORLO** social media platform **went live** within Q2. The staffing to monitor these channels taken from existing strength.

Online digital demand continues to grow with **Single Online Home** achieving its **highest engagement since launch** with 2103 engaged users, a 20% increase from September 2020 and a 5% increase from last month. This growth in demand is expected to continue.

Emergency Response Times

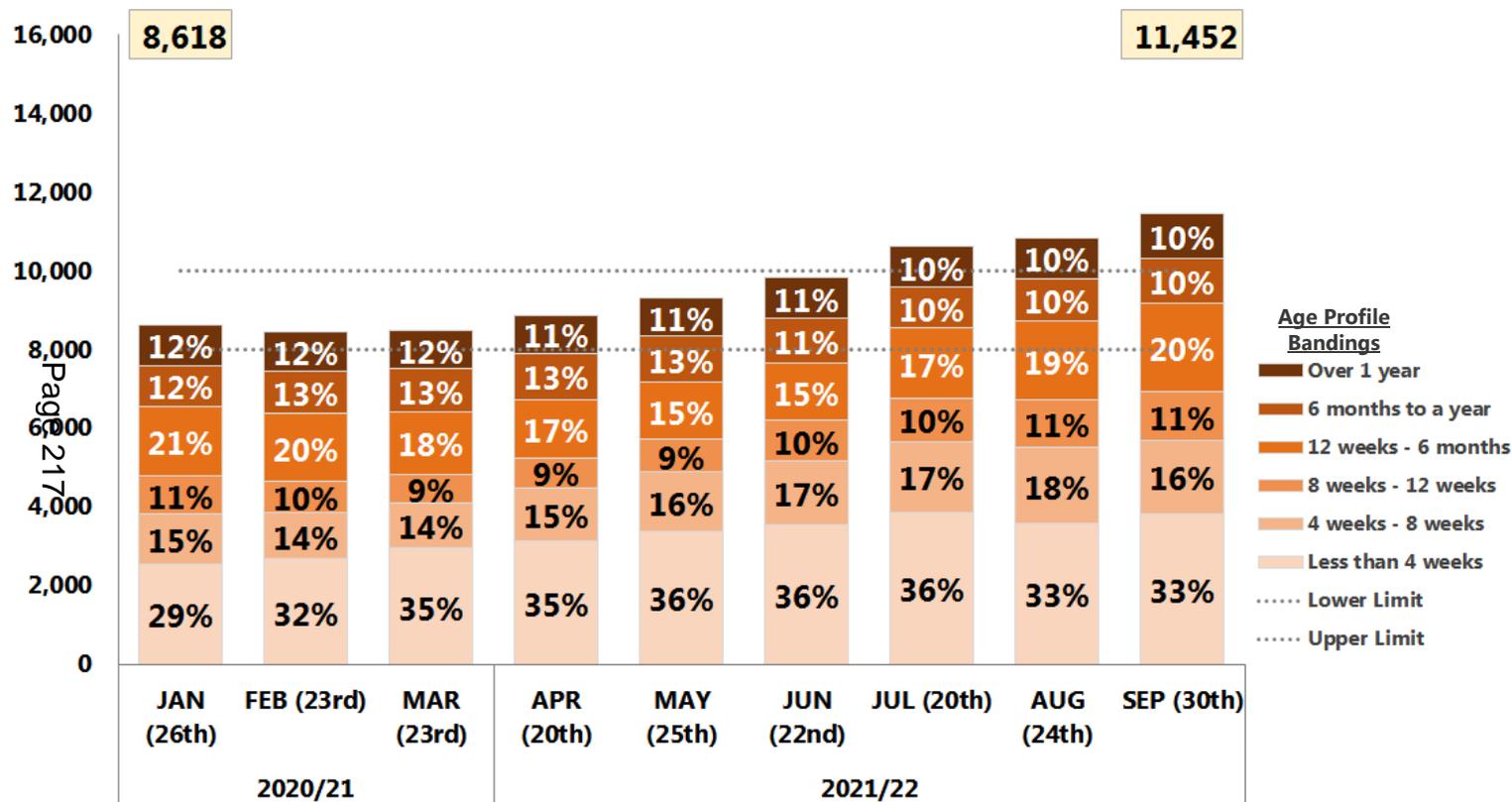
The proposal and quotation has now been received by the OCC Programme from Saab.

Details of the full proposal and quotation were sent into the Business Change Team we are currently awaiting an impact assessment to be completed.

4. Delivering innovative, problem-solving practices and processes
4.1 Delivering effective core practices

Crime Management

Open Investigations – Age Profile (point-in-time view)



Key Points

- Open investigations (O.I.s) **increased** by **33%** compared to the previous point in time in **January 2021**.
- For comparison there was a **4% uplift** in both total **and crimed investigations** recorded for the 12 month period up to Sept 21 compared to the equivalent period up to Jan 21.
- In **last two months**, the Open Investigation age profile has been **getting older** in the mid-range age bracket (4 weeks – 6 months).
- Reinforced** recording practises, **staff turnover in roles, high unresourced** incident levels and **staff attrition** (training, annual leave and sickness) will reduce the progression of investigations.
- The Athena team suspect that there are **1,790 open investigations** that look like they need to be closed down on the system.
 - 890** with the Designated Decision Maker (DDM)
 - 900** that are waiting to have an outcome applied
 - Due to long term sickness, there is one DDM sitting within the team, which creating a delay in investigations being closed down.
 - This group of open investigations will be reviewed further.
- It is **probable** that the increased caseloads of OICs will have a **continual negative impact** on **outcomes** over the coming months, especially for complex crime types.

Good looks like: An 'optimum' band is thought to be around **8,000-10,000 open investigations** at current recording volumes. **However**, to avoid an incentive simply to close crime this marker would need to be hidden until further work is done to filter out:

- 'Normal' volume of open investigations awaiting closure with the Designated Decision Makers (DDMs)** (currently 5-600)
- Complex crime types with long average timeliness**
- A better "temperature gauge" of force crime is anticipated to come from combining some metrics: Open crime/ Volume in "baskets"/ Suspects outstanding/ "attrition" rates to some outcomes. This is to avoid over-focus on timeliness at the expense of quality investigations.**

WDGLL has been reviewed and agreed by the subject lead.

4. Delivering innovative, problem-solving practices and processes

4.1 Delivering effective core practices

Crime Management - Open Investigations and OIC Crime Baskets



Open Investigation Crime Baskets by Command

(Point-in-time view: 30th September 2021)

Activity underway since July 2021

- Working with **North Worcestershire** and the **bureau** to guide officers through the **weekly IMU direct**.
- Feedback is being sent out in relation to **Newly promoted / Acting Sergeants' Pre-read** – a document is moving towards the final stages of completion.
- Work producing **Newly promoted / Acting Inspectors' guidance package** has begun.
- Work began on providing a new and effective approach for officers, sergeants, inspectors and chief inspectors relating to **Victim right to review requests** and associated guidance to be delivered force wide.
- Inspectors' review guidance** complete for all inspectors, work beginning on **Detective Inspectors' review guidance**.
- Reviewing the options for alternatives to **STPs packages** for managing Part IV Bails and Court checks .
- Open investigations featured in the recent **Q&A Performance Review meetings** across all local policing areas.

North Team*: MIU North, Online CSE North, Shrops and T&W
South Team**: MIU South, Online CSE South, Worcs Dogs Team, Prisons, Worcs MASH staff and Worcs RPO & AFOs.
Other***: Pre Athena, Ops and Other.

| Officer in Charge (OIC) Command | A: 1 - 4 Open Investigations | | B: 5 - 9 Open Investigations | | C: 10 - 19 Open Investigations | | D: 20+ Open Investigations | | Total No. of OICs | Total No. of Open Investigations in West Mercia | %Share |
|---------------------------------|------------------------------|----------------------------|------------------------------|----------------------------|--------------------------------|----------------------------|----------------------------|----------------------------|-------------------|---|-------------|
| | No. of OICs | No. of Open Investigations | No. of OICs | No. of Open Investigations | No. of OICs | No. of Open Investigations | No. of OICs | No. of Open Investigations | | | |
| South Worcestershire - C LPA | 133 | 288 | 107 | 706 | 98 | 1,309 | 11 | 240 | 349 | 2,543 | 22% |
| North Worcestershire - D LPA | 154 | 368 | 111 | 755 | 67 | 835 | 2 | 43 | 334 | 2,001 | 17% |
| Herefordshire - E LPA | 131 | 274 | 78 | 540 | 40 | 496 | 4 | 88 | 253 | 1,398 | 12% |
| Shropshire - F LPA | 122 | 250 | 76 | 548 | 100 | 1,336 | 19 | 440 | 317 | 2,574 | 22% |
| Telford & Wrekin - G LPA | 135 | 294 | 97 | 640 | 72 | 911 | 4 | 90 | 308 | 1,935 | 17% |
| North Team* | 36 | 52 | 1 | 7 | 4 | 59 | 2 | 41 | 43 | 159 | 1% |
| South Team** | 58 | 93 | 4 | 29 | 7 | 91 | 1 | 23 | 70 | 236 | 2% |
| Public Contact | 12 | 22 | 22 | 157 | 16 | 225 | 1 | 22 | 51 | 426 | 4% |
| Protective Services - PS | 44 | 71 | 5 | 34 | 3 | 39 | | | 52 | 144 | 1% |
| OPCC | | | 1 | 7 | 1 | 10 | | | 2 | 17 | 0% |
| Other*** | 13 | 19 | | | | | | | 13 | 19 | 0% |
| Grand Total | 838 | 1,731 | 502 | 3,423 | 408 | 5,311 | 44 | 987 | 1,792 | 11,452 | 100% |

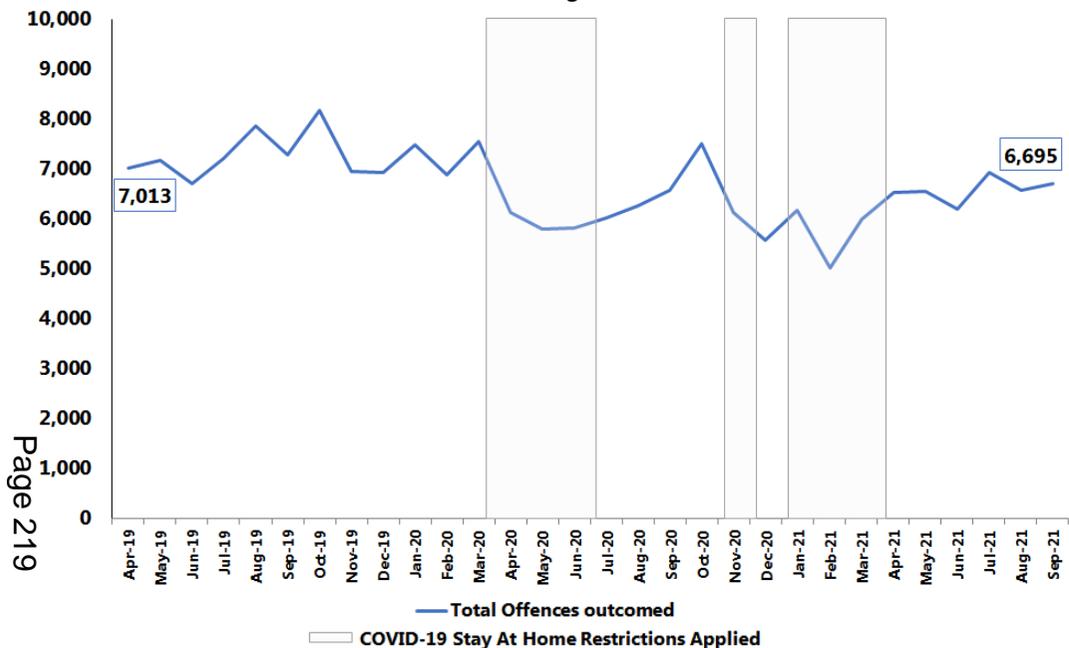
Key Points

- There are clear discrepancies in approach between local policing areas.
- 100% increase** in the number of **OICs with 20+ O.Is.** between January 21 (**22**) to September 21 (**44**) with **987 (9%)** of all O.I.s in their crime baskets.
 - Shropshire - highest proportion** of OICs (**43%**) with **19 OICs** having **440 O.I.s** in their crime baskets.
- 63% increase** in the number of **OICs with 10 – 19 O.Is.** between January 21 (**250**) to September 21 (**408**) with **5,311 (46%)** of all O.I.s in their crime baskets.
 - Shropshire - highest proportion** of OICs (**25%**) with **100 OICs** having **1,336 O.I.s** in their crime baskets.
- It is **highly probable** that Open Investigations volumes will increase in the coming months due to an **increase** in crime recording and the **growth in the size of officer crime baskets**, as **more officers** have **10+** open investigations in their baskets.

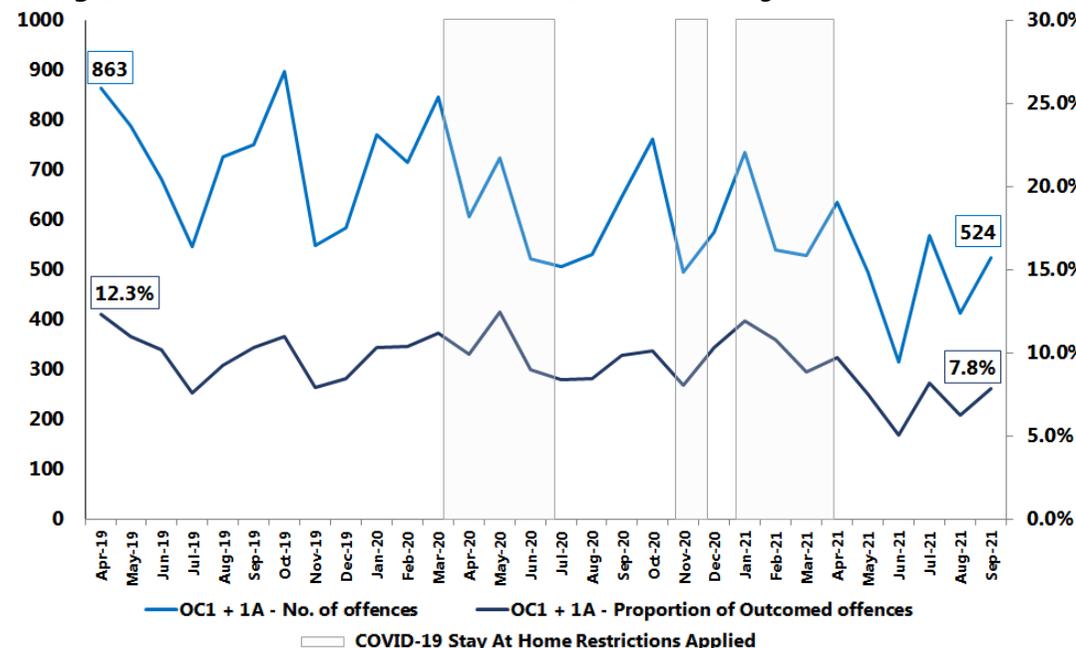
4. Delivering innovative, problem-solving practices and processes
4.1 Delivering effective core practices

Outcomes

TRC Outcomed Offences (regardless of when recorded)



'Charge/ Summons' Outcomed Offences (OC1 & 1A) (regardless of when recorded)



Key Points

- **Total Offences outcomed:** Upward monthly growth trend since February 21.
- Ongoing **variable downward monthly trend** for **Outcome 1 - Charge/ Summoned**
- **Outcome 1A - Charge/ Summoned other offence** is showing a **gradual decline**. The affect of the new CPS disclosure guidelines is still having a negative impact due to increased scrutiny, leading to significant amount of additional work for most files to achieve a positive outcome. A reduction in 'Action Taken' outcomes was anticipated.
- **Other 'Action Taken' outcomes** have remained lower in Q2 2021/22 when compared to the same quarter two years ago (Appendix One).
- During the **monthly SPI/ Crime Bureau meeting**, no reports of emerging themes from the DDM's. Two issues were raised:
 - **Continual lack of understanding** regarding **application of some Outcome results** and work is still ongoing to try to improve this.
 - Additional work is required in relation to **Sgt/Supervisor reviews** to ensure investigation are being **managed** and **completed** in a **timely way**.



Good looks like:

Total Outcomes and Charge/ Summons measures:

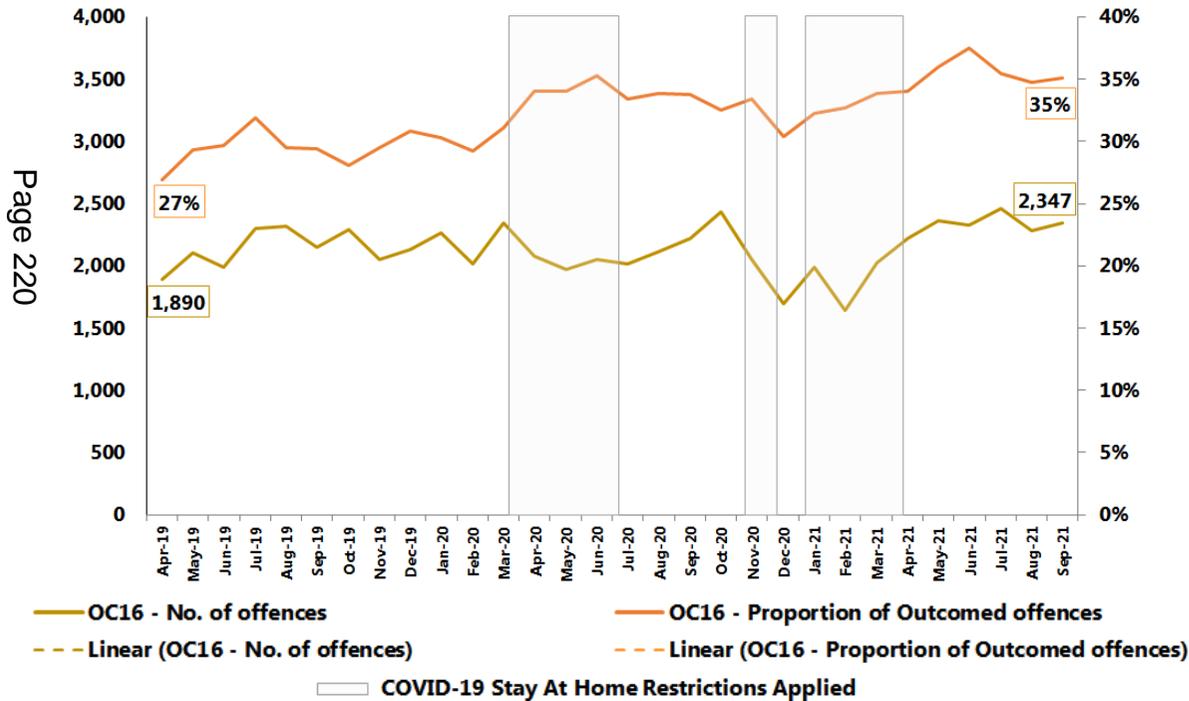
They have been reviewed but to upcoming system changes, will be reviewed again for Q3 2021/22.

WDGLL has been reviewed and agreed by the subject lead.

4. Delivering innovative, problem-solving practices and processes
 4.1 Delivering effective core practices

Outcomes

'Evidential difficulties prevent further action; victim does not support police action' Outcomed Offences (OC16)
(regardless of when recorded)



Quarterly results for all Outcomes types are featured in Appendix One.

Key Points

- Since the growth peak in June 2021, there has been a **reduction in the monthly proportion of Outcome 16 offences**, although the **volume of Outcome 16 offences has remained relatively stable**.
- Based on current levels, it is **probable** that the **monthly proportion rate** for Outcome 16 offences will **remain between 34 – 36%** over the coming months.
- **Outcome 17 - Prosecution time limit expired: Suspect identified** remains a cause for concern due to a **39% increase (+31)** in offences in Q2 2021/22 when compared to the same quarter two years ago (refer to Appendix One).
 - An Outcome audit has been commissioned which will include a review of Outcome 17 offences.
- **Outcome 12 - Prosecution prevented – Named suspect identified but is too ill (physical or mental health) to prosecute** - remains a cause for concern due to a **57% increase (+48)** in offences in Q2 2021/22 when compared to the same period two years ago (refer to Appendix One).



Evidential difficulties prevent further action; victim does not support police action
 A reduction in the volume and proportion of offences assigned an Outcome 16 result.

Prosecution time limit expired offences
 A reduction in the volume and proportion of offences assigned an Outcome 17 result.

WDGLL has been reviewed and agreed by the subject lead.

4. Delivering innovative, problem-solving practices and processes
 4.1 Delivering effective core practices

OFFICIAL

Good looks like: *100% of Outcome 14 and 16 offences should have a victim linked to the offence.* **WDGLL has been reviewed and agree the subject lead**

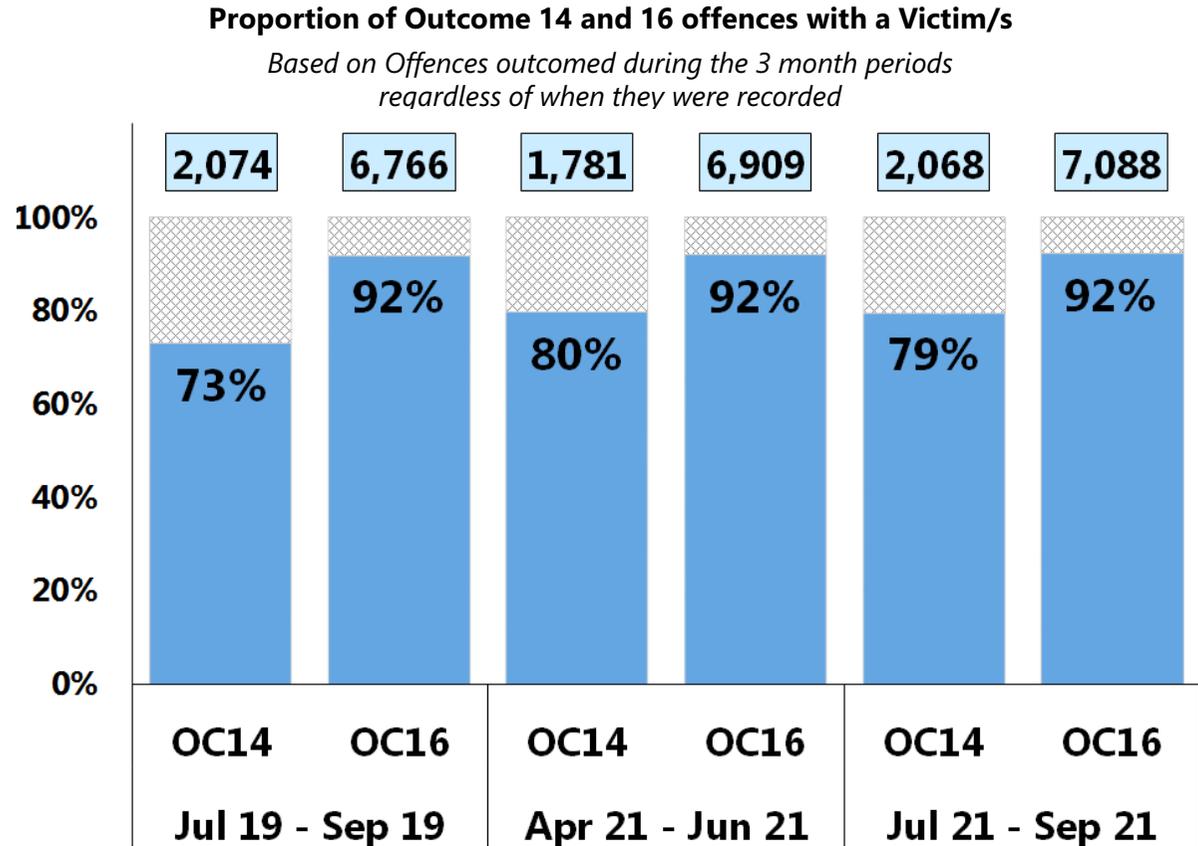
Outcomes

Outcome 14 – Evidential Difficulties Victim Based – Named suspect not identified: Victim either declines/ or is unable to support further police investigation

Outcome 16 – Victim does not support action

Key Points

- Whilst there is an improvement, **neither Outcome 14 or 16** offences have a victim assigned **100%** of the time.
- **Small proportion** of 'victimless' offences could relate to **Involved Party roles** – this being reviewed moving forward.



Higher % is better

Crime types whose volumes are shown in a grey box have exceeded the upper control limit. If they are considered to require further investigation they feature later in the report.

All crime types featured in the table below are also monitored weekly and monthly.

4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand – policing priorities

All Crime

| | Qtr 2 21/22 | Qtr 2 19/20 | Trend Previous 12 Months | Year To Date | YTD % Change | Does not directly relate to crime recorded in the quarter. | | | |
|----------------------------------|----------------|-------------|--------------------------|--------------|--------------|---|-------------------------------------|-----------------------------------|-----|
| | | | | | | Total Outcomed Qtr 2 21/22 | Action Taken Prop. Rate Qtr 2 21/22 | Outcome 16 Prop. Rate Qtr 2 21/22 | |
| Total Recorded Crime | 24421 19158 | 21933 | 23312 | | 42775 | -5% | 20197 | 9% | 35% |
| Violence With Injury | 3295 2279 | 2909 | 3048 | | 5536 | -5% | 2609 | 11% | 48% |
| Violence Without Injury | 6666 5003 | 6873 | 6332 | | 13406 | 15% | 6312 | 6% | 57% |
| Rape | 352 261 | 343 | 328 | | 730 | 13% | 315 | 4% | 40% |
| Other Sexual Offences | 564 520 | 646 | 534 | | 1289 | 19% | 548 | 11% | 33% |
| Personal Robbery* | 157 140 | 114 | 148 | | 226 | -23% | 83 | 11% | 25% |
| Business Robbery* | 19 11 | 14 | 13 | | 23 | -12% | 11 | 0% | 9% |
| Residential Burglary* Dwelling | 759 600 | 601 | 718 | | 1057 | -23% | 494 | 3% | 10% |
| Burglary - Business & Community* | 1004 926 | 585 | 984 | | 1105 | -43% | 563 | 3% | 3% |
| Vehicle Offences* | 1300 1262 | 971 | 1339 | | 1815 | -32% | 946 | 2% | 5% |
| Theft from Person* | 255 110 | 121 | 217 | | 218 | -44% | 111 | 5% | 17% |
| Bicycle Theft | 274 130 | 167 | 241 | | 327 | -30% | 157 | 5% | 5% |

| | Qtr 2 21/22 | Qtr 2 19/20 | Trend Previous 12 Months | Year To Date | YTD % Change | Does not directly relate to crime recorded in the quarter. | | |
|------------------------------|--------------|-------------|--------------------------|--------------|--------------|---|-------------------------------------|-----|
| | | | | | | Total Outcomed Qtr 2 21/22 | Action Taken Prop. Rate Qtr 2 21/22 | |
| Shoplifting | 2173 1633 | 1414 | 1989 | | 2815 | -30% | 1345 | 21% |
| All Other Theft Offences | 2484 1503 | 1739 | 2224 | | 3384 | -22% | 1726 | 2% |
| Criminal Damage & Arson | 2590 2201 | 2186 | 2458 | | 4399 | -9% | 2093 | 8% |
| Drug Offences | 603 464 | 540 | 554 | | 1171 | 8% | 503 | 51% |
| Possession of Weapons | 268 207 | 208 | 233 | | 429 | -13% | 182 | 40% |
| Public Order | 1735 971 | 2140 | 1609 | | 4066 | 37% | 1876 | 11% |
| Misc. Crimes Against Society | 365 323 | 362 | 343 | | 779 | 16% | 323 | 22% |
| Alcohol Related | 2184 1070 | 1627 | 1912 | | 3111 | -14% | | |

| | | | | | | | | |
|-----------------------|----------------|-------|-------|--|--------|------|--|--|
| Incidents | 84006 66504 | 66292 | 81350 | | 136849 | -13% | | |
| Anti Social Behaviour | 12433 6997 | 10344 | 11337 | | 22447 | 4% | | |

* National Crime and Policing Measures

The upper and lower control limits are derived by calculating 2 points of Standard Deviation from the mean. The mean is fixed for the year and is based on volumes recorded in 2019/2020 to counter act the impact of Covid on volumes in 2020/2021.

denotes above the upper control limit.

denotes below the lower control limit

NB. It is possible for the previous Qtr. to be coloured differently from the Qtr. previous year even if volumes are similar. This is due to the upper and lower control limits changing annually based on the previous years volumes.

Overall crime offences have stabilised in the last quarter although there has still been a 5% (1091) increase on the previous quarter and a 7% (1379) decrease on the same quarter in 2019/20.

The Policing Priorities are reported on as standard each month and quarterly. They are reported on in further detail on following slides.

4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand – policing priorities

| |  Good Looks Like | Control Limits | Qtr 2 21/22 | Qtr 2 19/20 | Trend Previous 12 Months | YTD % Change |
|--|---|--|--------------|-------------|--------------------------|---|
|  | Hate Crime | Increased reporting | 607 308 | 715 | 557 |  40% |
| | Vulnerable Adult | Increased reporting | 3904 3163 | 4152 | 3793 |  17% |
| | Child At Risk | Increased reporting | 5741 5009 | 5678 | 5612 |  10% |
|  | Child Sexual Exploitation | Increased reporting | 212 74 | 154 | 165 |  -14% |
| | KSI | A sustained 20% reduction | | 153 | 151 |  -1% |
|  | Domestic Abuse | Increased reporting; A reduction in DA repeat victims | 7960 6059 | 7501 | 7598 |  1% |
| | Residential Burglary | 25% reduction in a post-COVID operating environment | 759 600 | 601 | 718 |  -23% |

Due to systems it is possible for volumes to change up to 30 days after the end of the month.

The upper and lower control limits are derived by calculating 2 points of Standard Deviation from the mean. The mean is fixed for the year and is based on volumes recorded in the previous financial year.

 denotes above the upper control limit.  denotes below the lower control limit.

4. Delivering innovative, problem-solving practices and processes

4.2 Managing demand – policing priorities

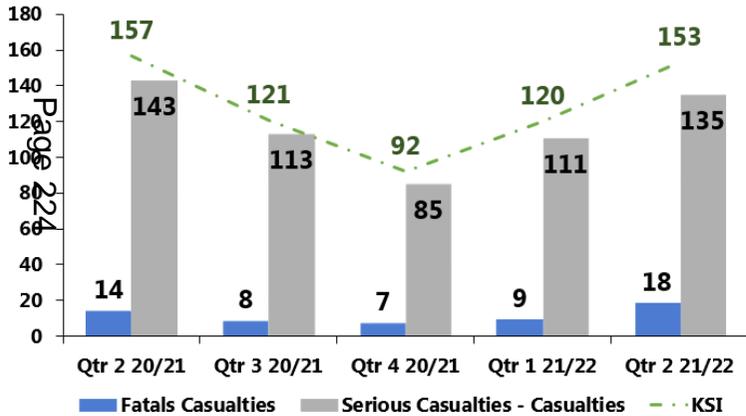
Safer Roads

| | Qtr 2 21/22 | Qtr 2 19/20 | Trend Previous 12 Months | YTD % Change |
|---------------------------------|-------------|-------------|--------------------------|--------------|
| KSI | 153 | 151 | | -1% |
| Fatals Casualties | 18 | 14 | | 8% |
| Serious Casualties - Casualties | 135 | 137 | | -2% |

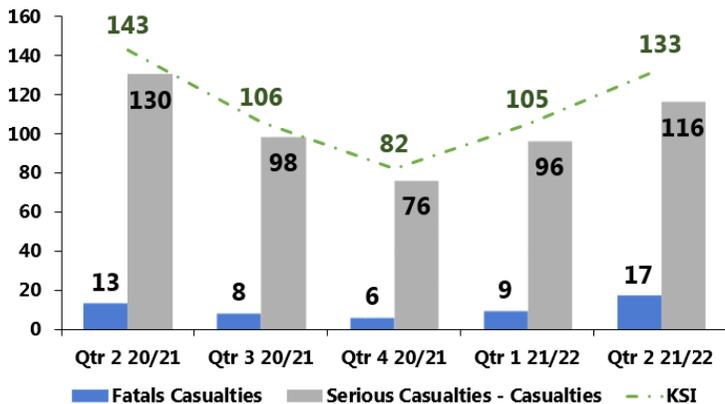
Due to systems it is possible for volumes to change up to 30 days after the end of the month.



KSI Casualties



KSI Collisions



OFFICIAL



Good looks like: KSI: A sustained **5% reduction on 19/20** WDGLL has been reviewed and agreed by the subject lead.

Key Points

- In the last quarter, Killed or Seriously Injured (KSI) casualties saw a **30% (36) increase** compared to the **previous quarter**. However figures remain **similar to same quarter 19/20** and YTD figures. This suggests some return to pre-lockdown figures but the sharp increase needs to be considered. It is probable that that this is driven by drivers who are out of practice and much larger numbers due to lockdown easing.
- However, it is **highly probable** that KSI and collision volumes will **increase over the coming months** due to lockdown restrictions easing, increased alcohol consumption comes with Christmas and the darker mornings/nights.
- Pedal cyclist casualties** continue to remain an area of concern due to an increase in new/inexperienced cyclists. In the last quarter cyclists accounted for **16% (25)** of KSI casualties. Op Close Pass engaged 42 cyclists to press home safety messages with the police. This will continue with 'Be Safe, Be Seen' campaigns in the coming months. Considering the potential issues with drivers could they be engaged with too?
- Collisions on National speed limit roads for Q2 are at the highest level since 2017.

Upcoming Campaigns: October – December 2021

National NPCC campaigns

Time period covering communications and enforcement

October

Tyre Safety Week TBC

November

Brake Road Safety Week – 16th Nov – 21st Nov

December

National Alcohol and Drugs Operation 1st Dec – 1st Jan



West Mercia Initiatives

October

NPCC Commercial Vehicle Week
Tyre Safety Month
A449 Average Speed Cameras Go Live

November

NPCC Operation Drive Insured
Road Safety Week
Be Safe Be Seen vulnerable road users

December

NPCC Alcohol & Drugs
Be Safe Be Seen vulnerable road users

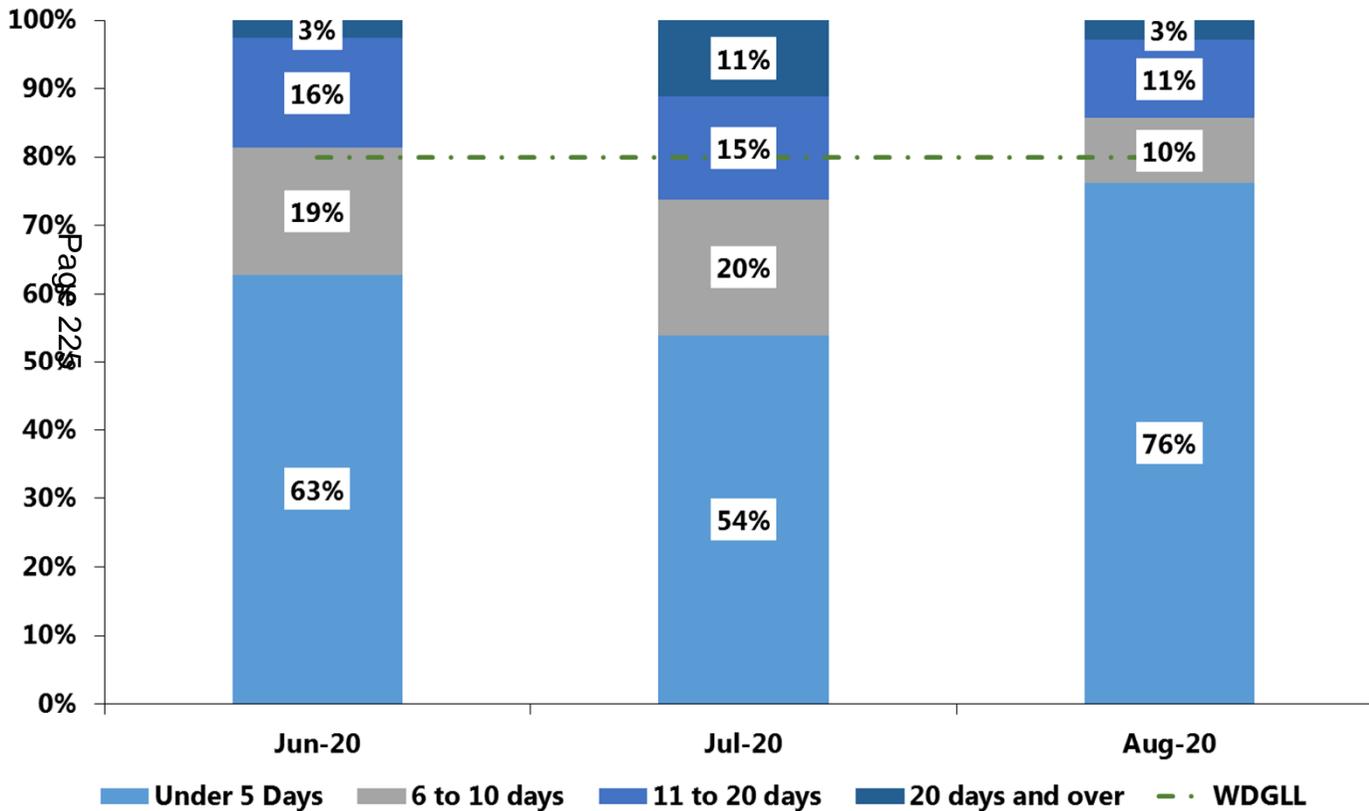


4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand – policing priorities

Killed & Seriously Injured – Submission Times

Injury RTC's - Officer Attended Scene Report Submission Times

*Data available one month behind.



Good looks like:

Collision Submission Times: 80% of Submissions within 0 – 5 days

Force policy and procedure requires collisions to be submitted to Criminal justice (TPU) for recording within 24 hours of attending the incident however;

Many officers will attend a collision prior to them starting their 4 rest days. Allowing 5 days makes the 80% target achievable.

Criminal justice staff do not work weekends. This makes it impossible for collisions occurring between Friday afternoon and Monday morning to be recorded within 24 hours unless entered onto CRASH.

WDGLL has been reviewed and agreed by the subject lead.

Key Points

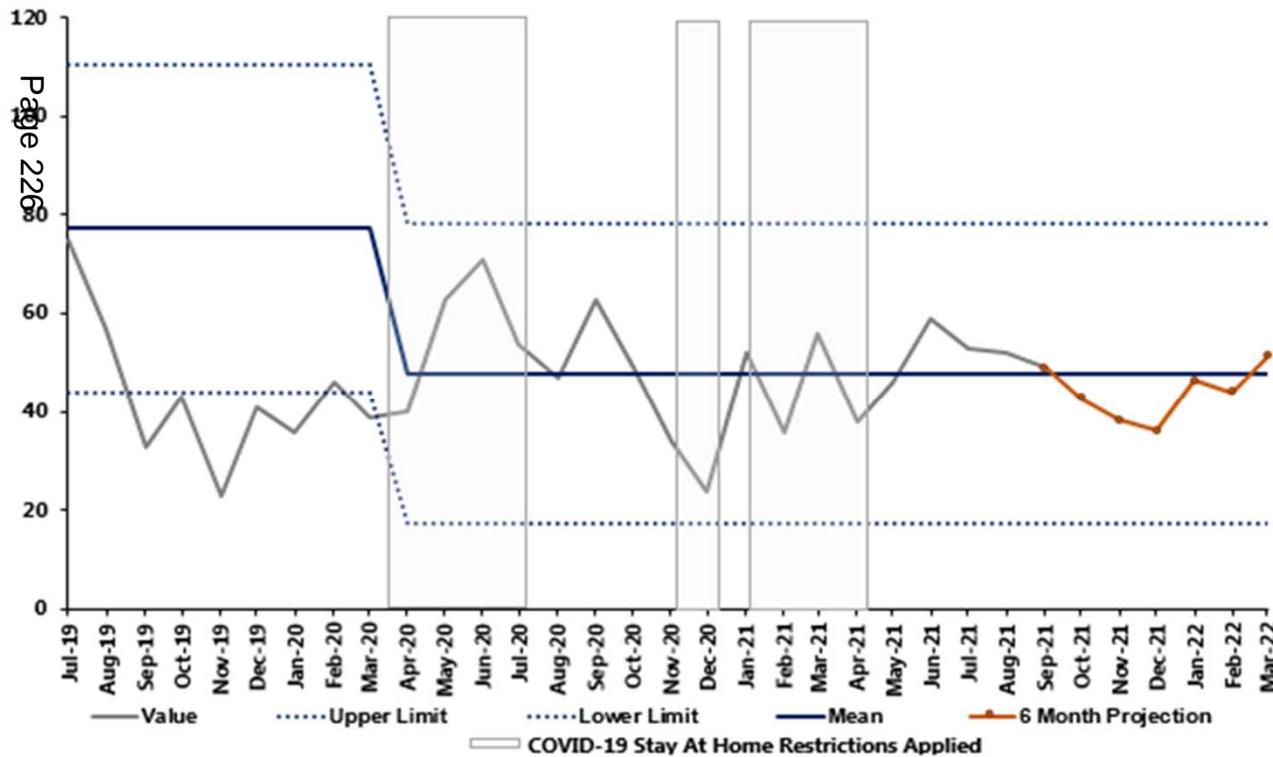
- In August **76%** of submissions were **within 5 days**.
- **Highest rate: 100% (2)** of Telford & Wrekin's reports were submitted **within 5 days**.
- **Lowest rate: 66% (21)** of South Worcestershire reports (32) were submitted **within 5 days**.

4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand – policing priorities

Child Sexual Exploitation – Policing Priority

This data is generated from Athena where a 'CSE' crime keyword has been applied.

Following the **relaxation of lockdown** restrictions, the start of the school term and the **introduction of the government NSPCC helpline** on 1st April, volumes were expected to increase – after an initial increase in Q1 this has now **decreased month on month** but with a higher overall figure over the whole quarter; there being no significant increase with the start of the school term. An audit of keyword use may be required to check it is being correctly applied.



Note: Projections are unable to factor in current impact of Covid . Mean and limits are based on 19/20 data

The upper and lower control limits are derived by calculating 2 points of Standard Deviation from the mean.

| | | Qtr 2 21/22 | Qtr 2 19/20 | Previous 12 Months | YTD % Change |
|------------------------------|--|----------------|----------------|-----------------------|-----------------|
| Child Sexual Exploitation | | 212 | 154 | | -14% |
| | | 74 | 165 | | |



Key Points

Overall there was a **12% (17) increase** in CSE related offences and crimes incidents compared to the **previous quarter** and a **7% (11) decrease** over the **same quarter 2019/20**.



Good looks like:

CSE: Increased reporting*

We also need to use the **correct markers** to ensure the right people are directed to these incidents and so deal with appropriately

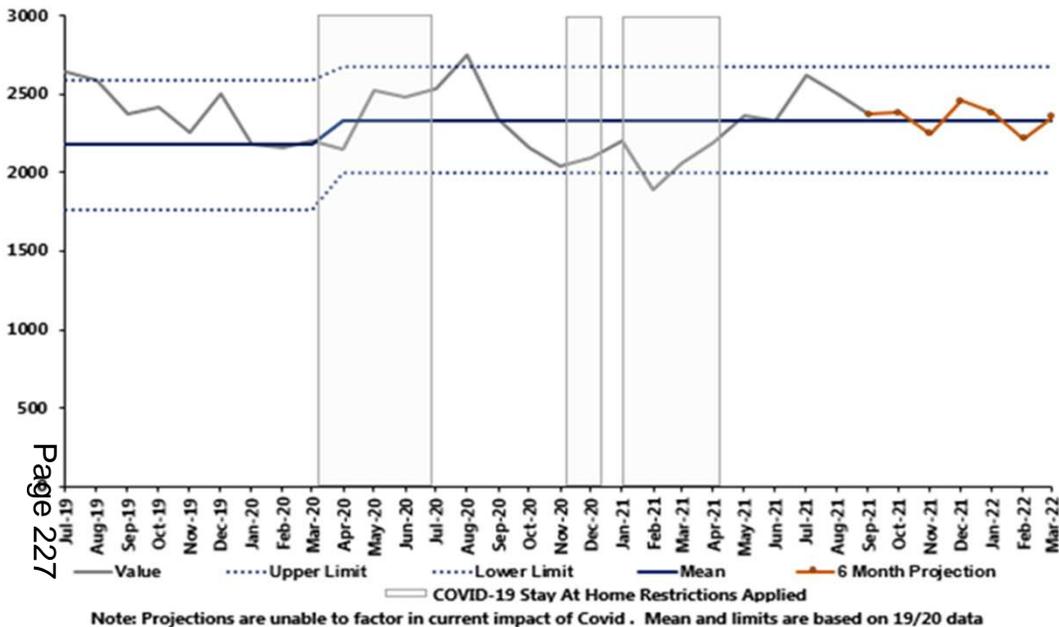
The ongoing **exploitation training** should continue to see an increased **recognition and reporting of CSE by all partners and agencies** who have undertaken this training.

*Note: with the change in use of CSE marker (end of 2019), it is not possible to make valid comparisons between the previous 12 months.

WDGLL is being reviewed

4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand – policing priorities

Domestic Abuse – Policing Priority



It is **highly probable** that volumes have continued to **increase** as a result of further easing of Covid restrictions specifically, with outdoor hospitality re-opening on 12th April.

Increased alcohol consumption due to lockdown ending and the warm summer months are likely to have contributed to an increase in incidents. The main increase being June to July with figures falling back to June levels. It is probable that this is driven by the Euros continuing into July and England losing the final.

Domestic Abuse crimes and crimed incidents are similar to 19/20 levels. Key aspects to monitor are the end of furlough and the Universal Credit reduction.

DVDS Applications have seen an increase of **11% (19)** in Q2 driven by Right to Ask with a **18% (22)** increase. This suggests that this service is becoming more widely known or that due to events of the last year there are higher concerns regarding Domestic Abuse.

This data is generated from Athena where a 'Domestic Abuse' crime keyword has been applied.



Good looks like:

Domestic Abuse:
Increased reporting; A reduction in DA repeat victims
Provide a timely response to all reports of DA.

"Good" is better protection from harm, coupled with the service we are able to achieve for victims of DA. Therefore, a DA report must be encouraged.

We will monitor repeat DA and, through intervening quickly, more proactive arrests as often as possible, using stringent bail and conditions rather than DVPNs, should see a reduction in this metric.

WDGLL has been reviewed and agreed by the subject lead

| | Qtr 2 21/22 | Qtr 2 19/20 | Previous 12 Months | YTD % Change |
|----------------|----------------|----------------|-----------------------|-----------------|
| Domestic Abuse | 7501 | 7598 | | 1% |

Key Points

Domestic abuse crimes and crimed incidents saw a **9% (618) increase** on the same quarter 2021/22 compared to the previous quarter and a **1% (97) decrease** on the same quarter 2019/20.

Domestic Abuse Delivery Group (DADG) continues to drive the response to the DA Delivery Plan which is linked to the **National Vulnerability Action Plan (NVAP)** perennial issues. The overarching approach to NVAP will sit and report to Crime and Vulnerability and escalate to SIB to drive whole system approaches.

Strategic Vulnerability and Safeguarding maintain oversight of DA performance following **Domestic Abuse Reality Testing (DART)**, via the **DADG**.

Performance will be assessed through **policy compliance, practice** and developing the **culture of positive action** through the **local policing delivery**.

4. Delivering innovative, problem-solving practices and processes
 4.2 Managing demand – policing priorities

Domestic Abuse Crime offences - Arrest Rates

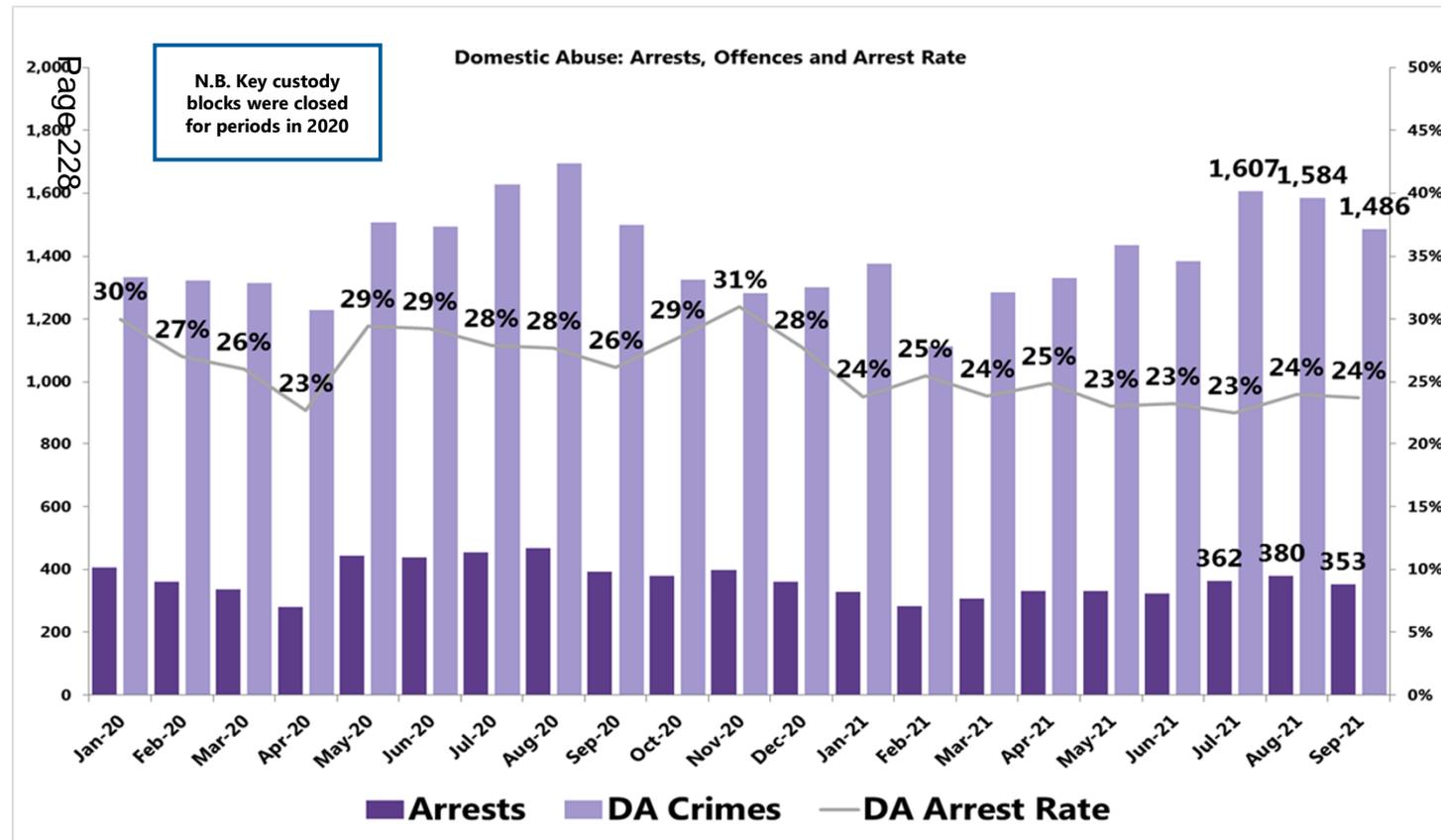
Following an **increased volume** of DA offences in **July**; volumes **decreased gradually throughout the rest of the quarter**. Although this is still at an **increase from Q1 of 11% (526)**. This increase in July was mirrored by a **slight increase** in the **number of arrests**. The overall **DA arrest rate** has **risen with the offence rate by 11% (111)**, remaining at the consistent percentage with the rises and falls of DA offences.

This is an area of concern and was raised at the recent **Quarterly Performance Reviews**.

The increased number of offences is highly probably due to the warm summer months, opening of night-time economy and the Euros; with arrests rising to match the same. It is possible that in the next quarter there may be a drop in DA offences and arrests as the weather changes and based on the same period last year. However, the end of furlough and the universal credit reduction may possibly have an effect. Therefore it may be prudent to liaise with partner organisations to provide for families were this is a

Key Points

- Increase in DA offences in the last quarter however a stable proportion when looking at arrest rates.
- How DA arrest rates are **calculated** will be **reviewed** in the coming months when additional data sources are available.



Offences in the last quarter were driven by:

- Assault without Injury – 26% (1237)
- Assault with Injury – 20% (920)
- Stalking – 13% (625)
- Malicious Communications – 10% (470)

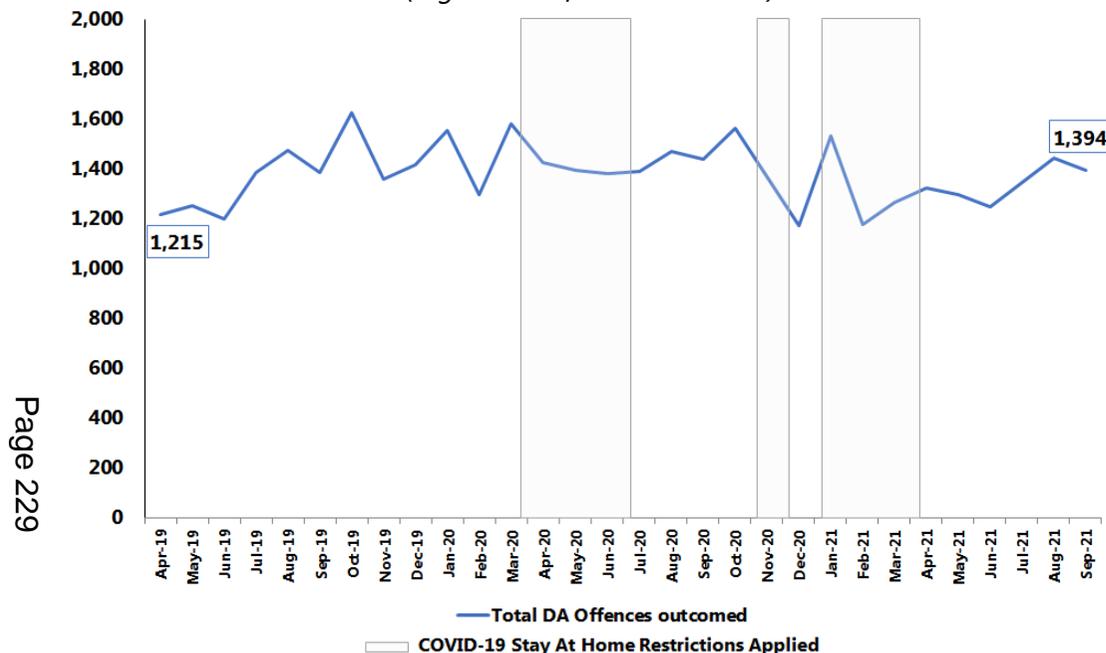
Arrest Rate is calculated by dividing DA arrests by the number of DA offences. We are currently unable to calculate DA offences and arrests using Athena. This can present an issue at the local level which uses the detention location as suspects can be taken to a detention location outside their LPA due to the proximity.

This data is generated from Athena where a 'Domestic Abuse' crime keyword has been applied.

4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand – policing priorities

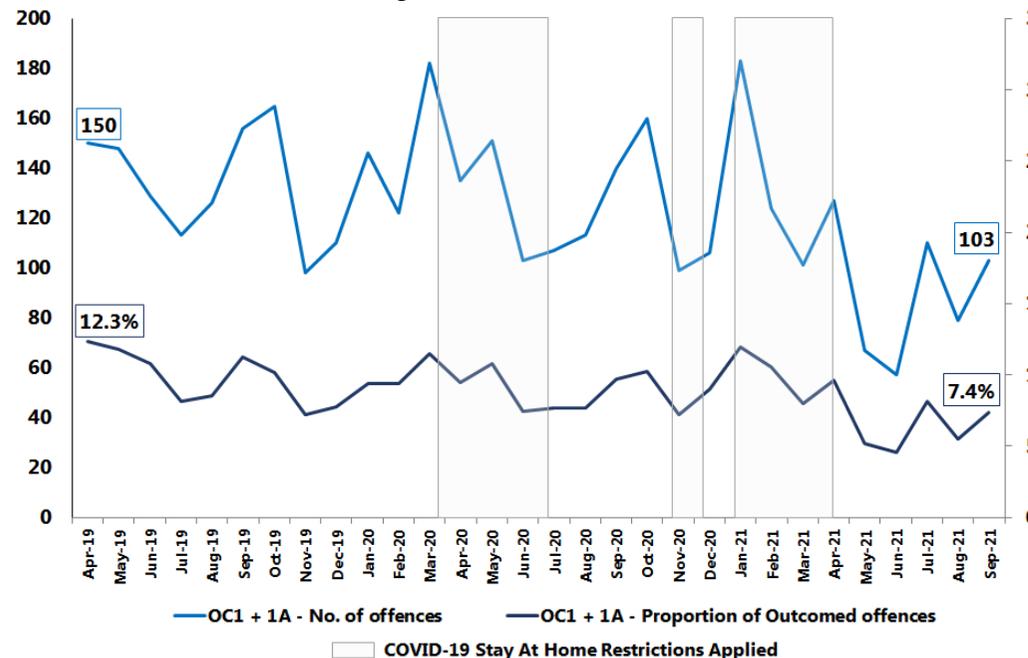
Domestic Abuse
Outcomes

DA Outcomed Offences
(regardless of when recorded)



Page 229

'Charge/ Summons' Outcomed DA Offences (OC1 & 1A)
(regardless of when recorded)



Key Points

- **Total DA Offences outcomed:** Upward monthly growth trend since February 21, despite the decrease in September 21.
- **'Charge/ Summoned' offences:** Ongoing variable downward monthly trend for **Outcome 1**. It is believed that the affect of the new CPS disclosure guidelines is still having a negative impact due to increased scrutiny, leading to significant amount of additional work for most files to achieve a positive outcome. A reduction in 'Action Taken' outcomes was anticipated.
- **Other 'Action Taken' outcomes** have remained lower in Q2 2021/22 when compared to the same quarter two years ago (Appendix Two).
- During the **monthly SPI/ Crime Bureau meeting**, no reports of emerging themes from the DDM's. Two issues were raised:
 - **Continual lack of understanding** regarding **application of some Outcome results** and work is still ongoing to try to improve this.
 - Additional work is required in relation to **Sgt/Supervisor reviews** to ensure investigation are being **managed** and **completed** in a **timely way**.



Good looks like:

Total DA Outcomes and Charge/ Summons measures:

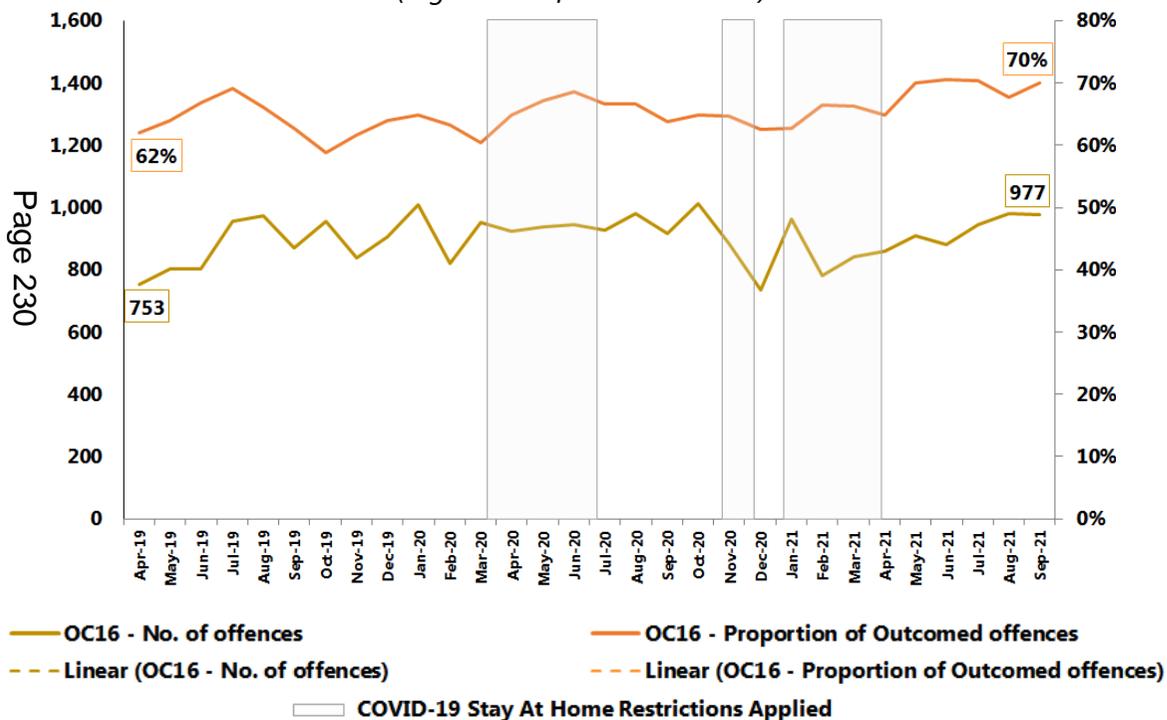
This has been reviewed but due to upcoming system changes, this will continue to be reviewed

WDGLL has been reviewed and agreed by the subject lead.

4. Delivering innovative, problem-solving practices and processes
 4.1 Delivering effective core practices

Domestic Abuse Outcomes

'Evidential difficulties prevent further action; victim does not support police action' Outcomed Offences (OC16)
 (regardless of when recorded)



Quarterly results for all Outcomes types are featured in Appendix Two

Key Points

- **70%** of all DA offences are assigned an **Outcome 16** in September 2021.
- **Since May 21**, Outcome 16 **monthly proportion rate levels** have been **exceeding 70%**, despite the decrease in August 21. This is the **highest levels ever seen** for Outcome 16.
- Based on current levels, it is **highly probable** that the **monthly proportion rate** for Outcome 16 offences will **remain high** over the coming months.
- **Outcome 17 - Prosecution time limit expired: Suspect identified** remains a cause for concern due to a **73% increase (+27)** in offences in Q2 2021/22 when compared to the same quarter two years ago (refer to Appendix Two).
 - An Outcome audit has been commissioned which will include a review of Outcome 17 offences.



Evidential difficulties prevent further action; victim does not support police action
 A reduction in the volume and proportion of offences assigned an Outcome 16 result.

Prosecution time limit expired offences
 A reduction in the volume and proportion of offences assigned an Outcome 17 result.

WDGLL has been reviewed and agreed by the subject lead.

4. Delivering innovative, problem-solving practices and processes
 4.2 Managing demand – policing priorities

A repeat victim is defined as an individual recorded as a victim in the **current reporting month** that has had at least one other offence in the **preceding 12 months**.

Repeat Victimization

Key Points

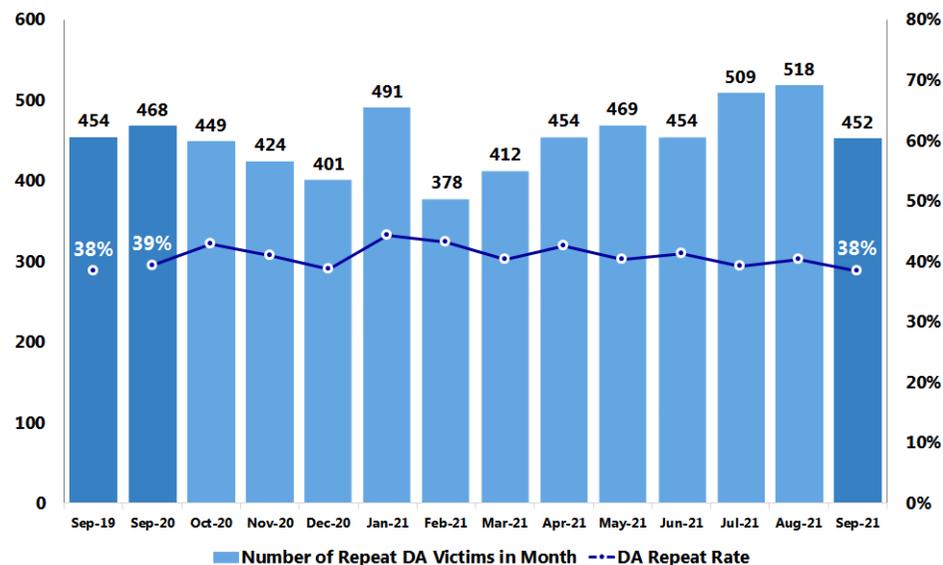
- September 21 has seen a decrease in both the **volume** and **repeat rate** of Repeat victims for both **total recorded crime** and **domestic abuse** compared to the previous two months of July 21 and August 21.
- Monthly repeat rates:**
 - Domestic Abuse repeat rate - **38% to 41%**.
 - Total Recorded Crime repeat rate – **32% to 34%**
- In September 21, a new **Repeat Victim Segmentation model** was launched to provide LPA Commanders, Early Intervention/Prevention teams, Problem Solving Hubs and SNT teams with a monthly tactical overview of **high/low harm repeat 'Victim' nominals** based on all crime types in their area, to inform policing and safeguarding activities.
- This new activity has replaced the previous High Harm repeat nominal report during the Covid-19 pandemic to cover **all crime types** again based on the concept of **recency, frequency** and **severity** of offences for repeat victims.
- Increased financial pressures on households** could lead to a **rise in domestic abuse** and **total recorded crime recording** over the coming months, so it is **highly probable** that repeat volumes will **increase** too. These financial pressures are linked to the end of the Furlough scheme, the decrease of Universal credit and the increased costs of food, fuel and energy set against the backdrop of the upcoming Christmas period.

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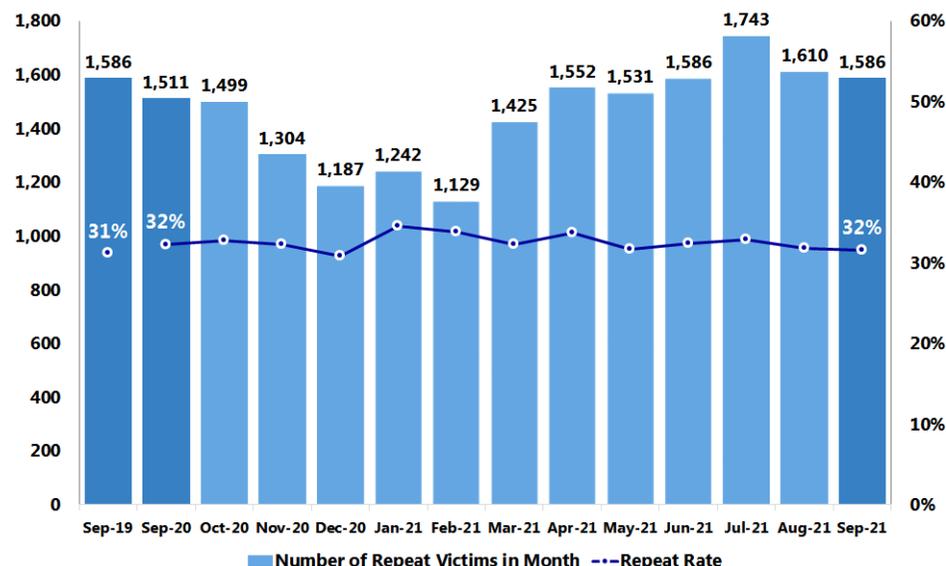


Repeat TRC & DA Victims:
 A reduction in 'high frequency/ high severity' repeat victims and a decrease in repeat rates
 WDGLL has been reviewed and agreed by the subject lead.

Repeat Domestic Abuse Victims per Month



Repeat Victims per Month



This a gener...
 Athen...
 'Dome...
 crime...
 been...

4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand – policing priorities

A repeat suspect is defined as an individual recorded as a suspect in the **current reporting month** that has had at least one other offence in the **preceding 12 months**.

Recidivism

Key Points

- Over the last 3 months, there has been an **increase** in the **rate** of Repeat suspects from **50% to 52%** despite the **lower numbers** of Repeat Suspects in September 21 compared to July 21.
- **2% decrease** in the number of Repeat Suspects in September compared to the same month two years ago.
- This information is circulated across **Problem solving teams, SMT/ Tasking** and **Local Policing commanders** covering **all crime types** on a monthly basis to replace the previous high harm offence activity. A similar Repeat segmentation approach will be adopted moving forward, once user feedback from the victim model has been reviewed.
- **Increased financial pressures on households** could lead to a **rise in domestic abuse** and **total recorded crime recording** over the coming months, so it is **highly probable** that repeat volumes will **increase** too. These financial pressures are linked to the end of the Furlough scheme, the decrease of Universal credit and the increased costs of food, fuel and energy set against the backdrop of the upcoming Christmas period.

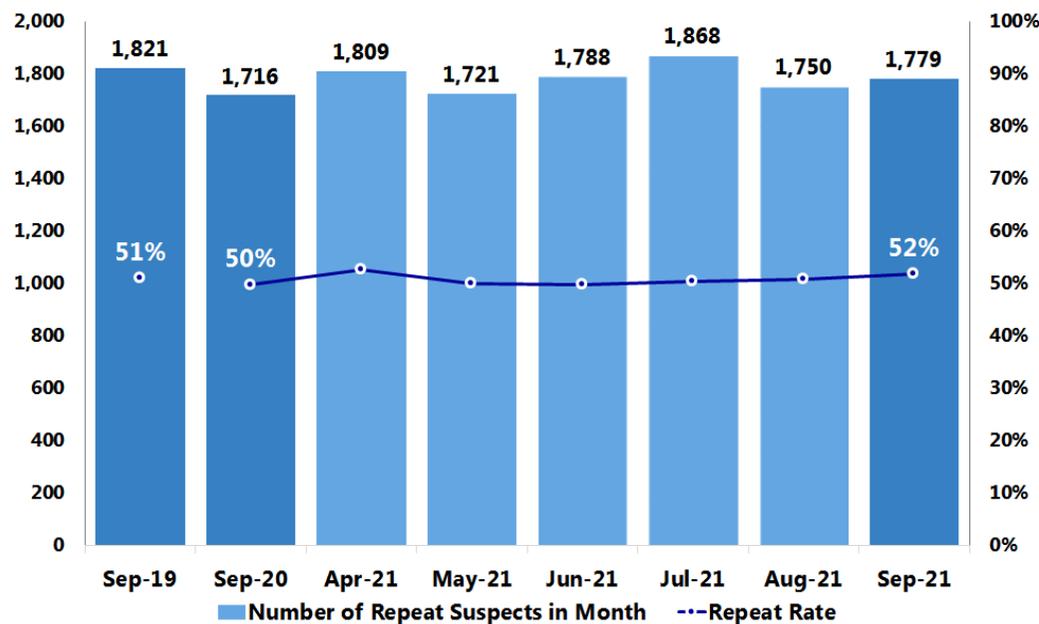


Good looks like:

- Repeat TRC & DA Suspects:
Less serial/ repeat DA offenders.
Decrease in 'recurring' repeat TRC suspects.
Decrease in repeat rates

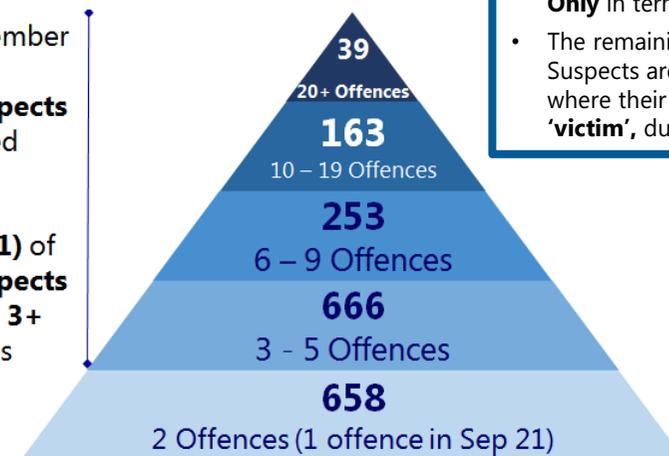
WDGLL has been reviewed and agreed by the subject lead

Repeat Suspects per Month



1,779 September 2021 Repeat Suspects identified

63% (1,121) of Repeat Suspects only have 3+ offences



- **55% (970)** of the **1,779 Repeat Suspects** are **'Repeat Suspects Only'** in terms of their role type
- The remaining **45% (809)** of Repeat Suspects are also **linked** to other offences where their role type is classified as **'victim'**, during the last 12 months

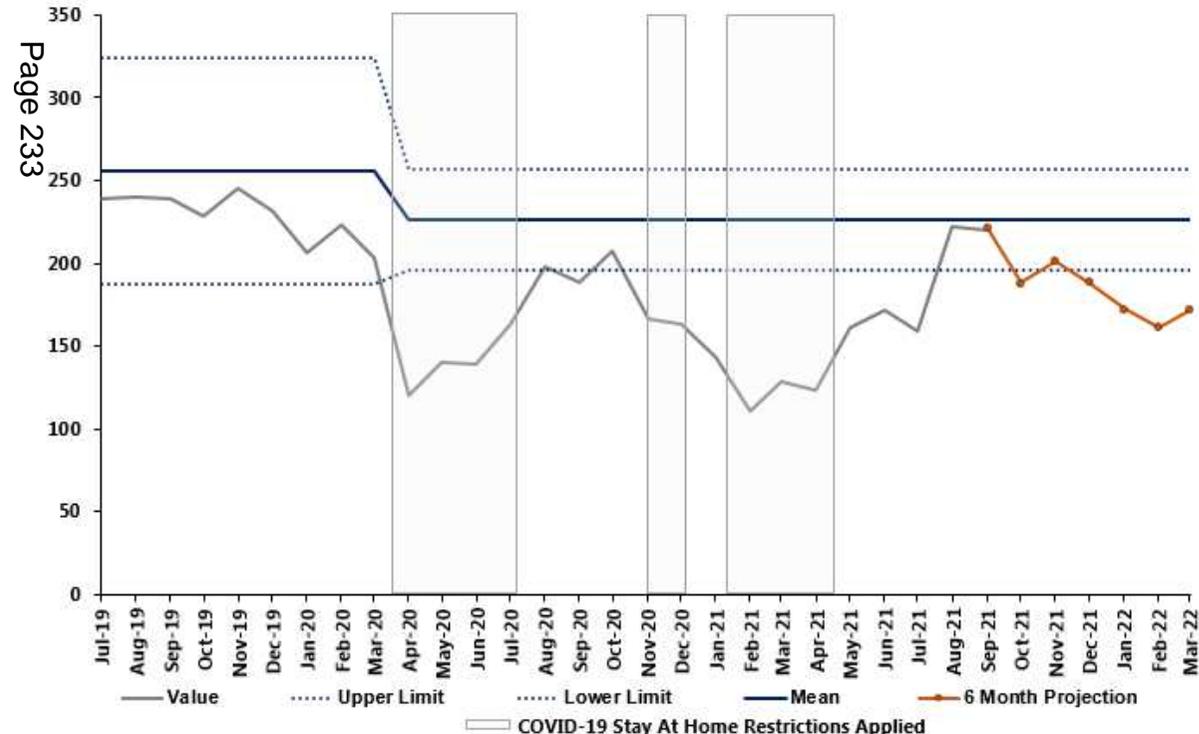
4. Delivering innovative, problem-solving practices and processes
 4.2 Managing demand – policing priorities

| | Qtr 2 21/22 | Qtr 2 19/20 | Previous 12 Months | YTD % Change |
|-------------------------------|----------------|----------------|-----------------------|-----------------|
| Residential Burglary Dwelling | 601 | 718 | | -23% |

Residential Burglary Dwelling – Policing Priority

Key Points

- Residential Burglary Dwelling features despite being below the lower control limit due to being a Policing Priority.
- Volumes in Residential Burglary Dwelling **increased by 32%** (154) compared to the previous quarter but remains **26%** (117) **lower** than the same quarter **two years ago**.
- It is **probable** that an volumes will raise in Q3 2021/2022 due to many returning to the office, alongside continued working from home.



Note: Projections are unable to factor in current impact of Covid . Mean and limits are based on 19/20 data

The upper and lower control limits are derived by calculating 2 points of Standard Deviation from the mean.

Good looks like:

Residential Burglary Dwelling:
25% reduction in a post-Covid operating environment.

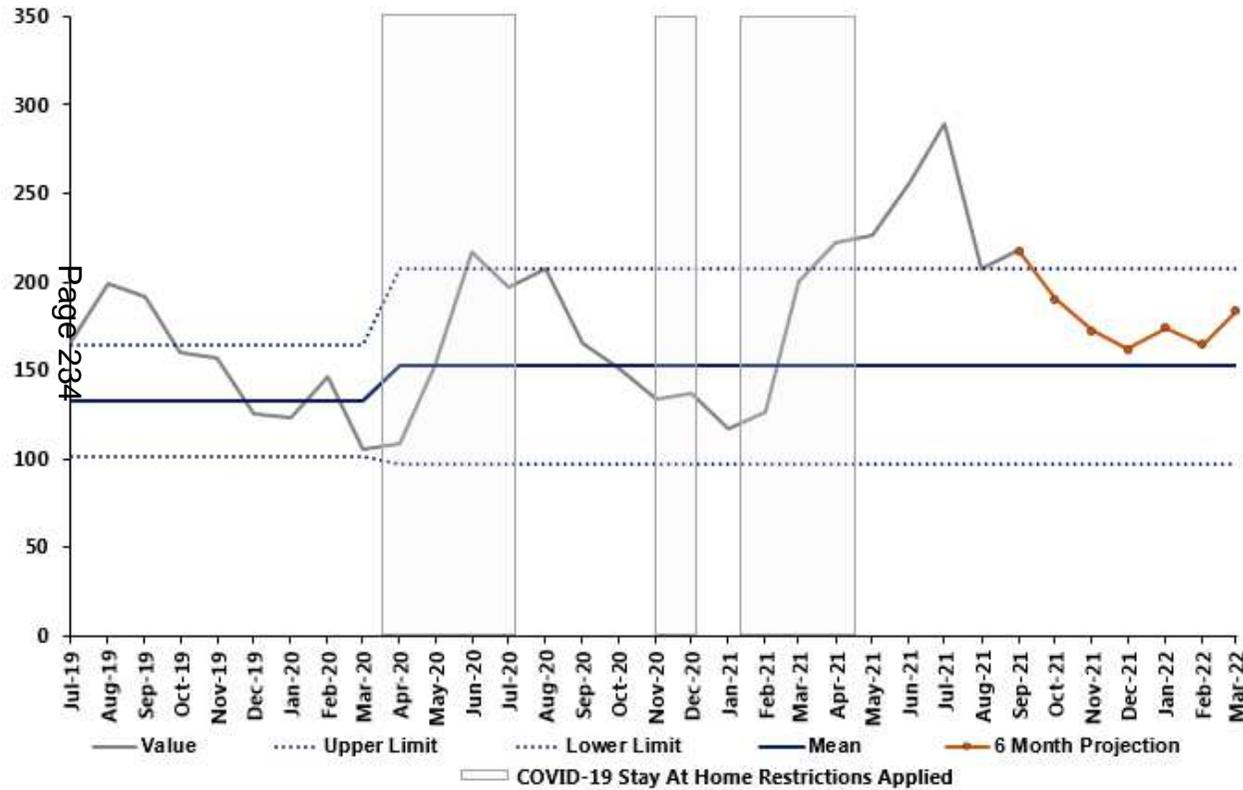
WDGLL is being reviewed with the subject lead.

4. Delivering innovative, problem-solving practices and processes
 4.2 Managing demand – policing priorities

Hate Crime & Crimed Incidents – Policing Priority

| | Qtr 2 21/22 | Qtr 2 19/20 | Trend Previous 12 Months | YTD % Change |
|------------|-------------|-------------|--------------------------|--------------|
| Hate Crime | 715 | 557 | | 40% |

This data is generated from Athena where a hate crime keyword has been applied.



Note: Projections are unable to factor in current impact of Covid. Mean and limits are based on 19/20 data

The upper and lower control limits are derived by calculating 2 points of Standard Deviation from the mean.

Key Points

- Volumes of Hate Crime and Crimed Incidents has very similar volumes (+7) compared to the previous quarter and a **28% (158) increase** on the same quarter two years prior, **exceeding the upper control limit**.
- **July** represented a **high volume month**, likely as a result of restrictions lifting and a return of night time economy.
- It is **highly probable** that as the impact of these factors subside, a **reduction in volumes** will be observed as numbers have fallen since July.

Good looks like:
 WDGLL is being reviewed with the subject lead.

Hate Crimes & Crimed Incidents: *Increased reporting*

We also need to use the *correct markers* to ensure the *right people* are directed to these incidents and so *with appropriately*.

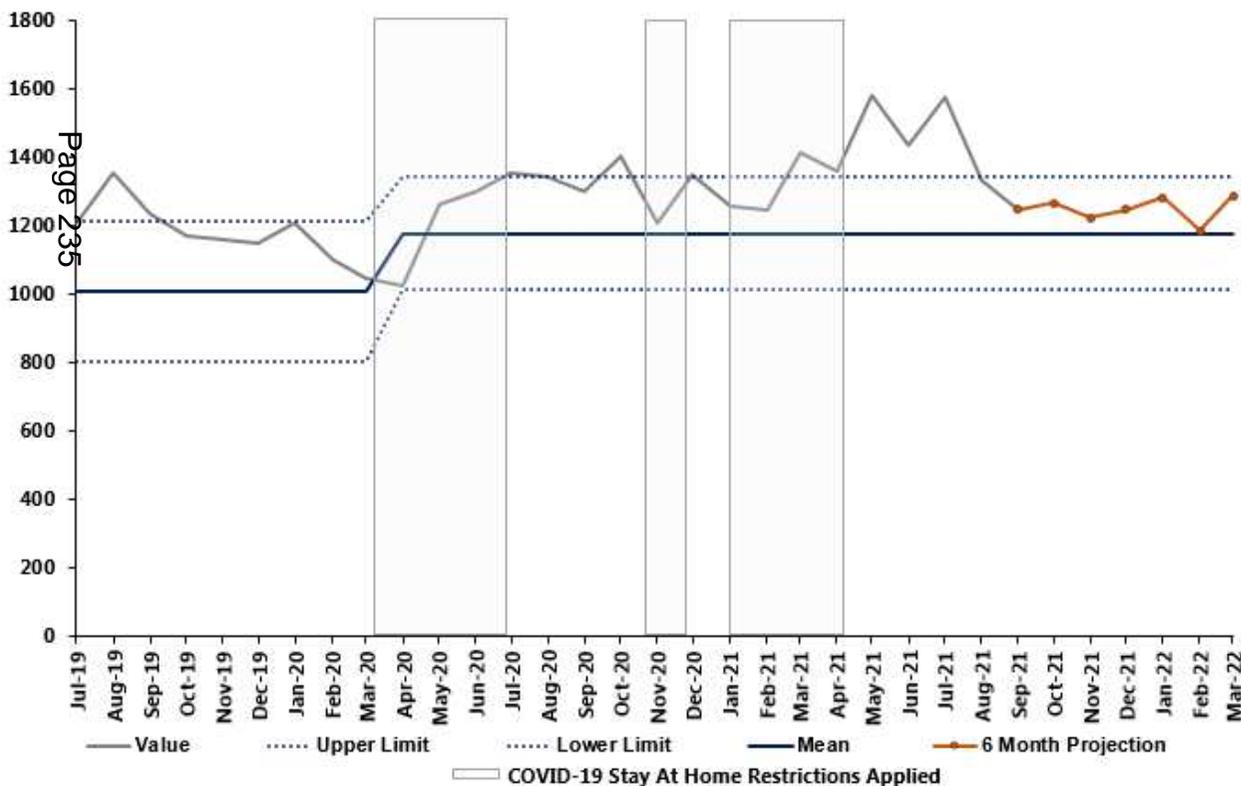
4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand – policing priorities

| | Qtr 2 21/22 | Qtr 2 19/20 | Trend Previous 12 Months | YTD % Change |
|------------------|-------------|-------------|--------------------------|--------------|
| Vulnerable Adult | 4152 | 3793 | | 17% |

Vulnerable Adult Crimes & Crimed Incidents

Key Points

- Vulnerable Adult crimes and crimed incidents saw an **5% (226) decrease** on the previous quarter and a **10% (359) increase** on the same quarter 2 years prior and exceed the upper control limit.
- Projections indicate a **decrease** in coming months, however it is probable that volumes will remain above the mean.



Note: Projections are unable to factor in current impact of Covid. Mean and limits are based on 19/20 data

The upper and lower control limits are derived by calculating 2 points of Standard Deviation from the mean.



Good looks like:

Vulnerable Adult Crimes & Crimed Incidents: *Increased reporting*

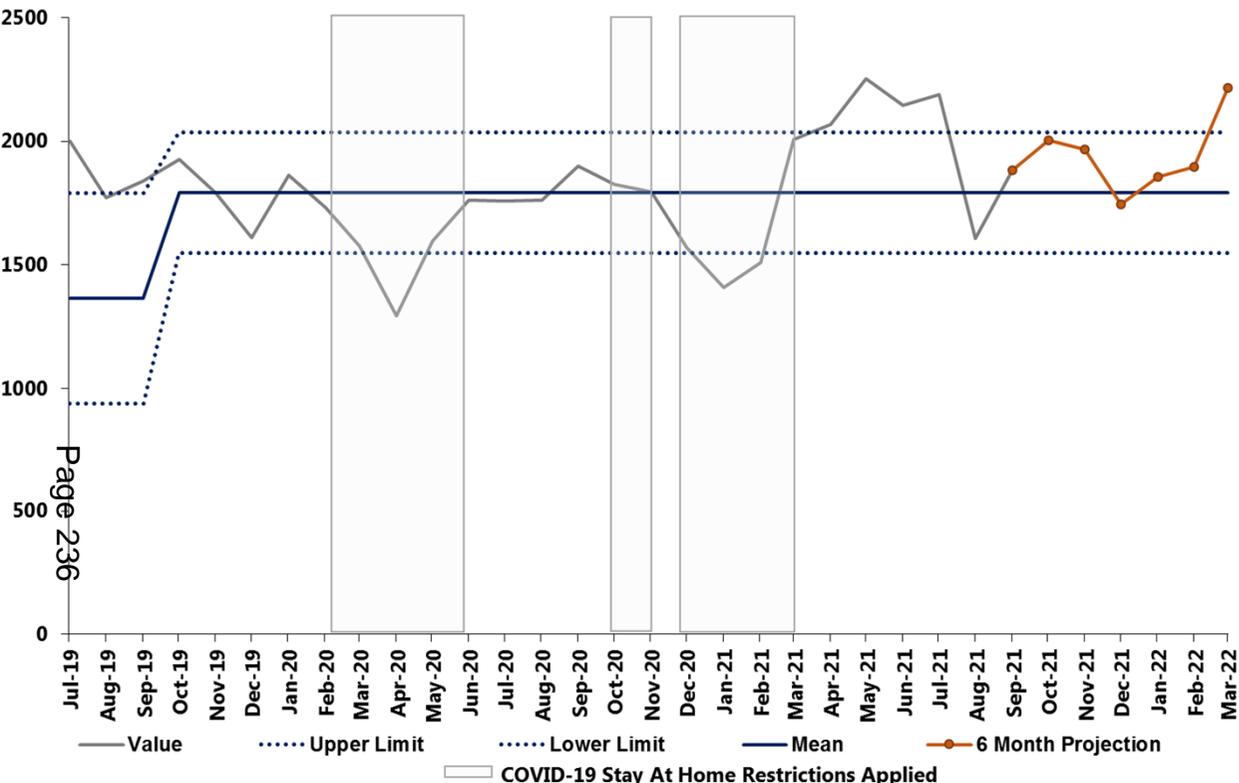
We also need to use the *correct markers* to ensure the right people are directed to these incidents and so dealt with appropriately. Demand work and significant efforts to manage partners and other professional bodies who create demand, alongside *problem solving hubs*, a *centre of excellence* and *greater emphasis and resources* put into tackling mispers and mental health issues will all contribute towards a *reduction in incidents and demand*. However, a move towards *dynamic and immediate accessible social media platforms by June 2021*, which contact can be made, will likely see a *rise in demand*.

WDGLL is being reviewed with the subject lead.

This data is generated from Athena where a "vulnerable" keyword has been applied.

4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand – policing priorities

Child At Risk Crimes & Crimed Incidents – Policing Priorities



Note: Projections are unable to factor in current impact of Covid. Mean and limits are based on 19/20 data

| | Qtr 2 21/22 | Qtr 2 19/20 | Previous 12 Months | YTD % Change |
|---------------|-------------|-------------|--------------------|--------------|
| Child At Risk | 5741 | 5678 | | 10% |
| | 5009 | | | |

This data is generated from Athena where a keyword marker has been applied. This can relate to any crime type where a child is present

Key Points

Child at Risk crimes and crimed incidents saw a **12% (769) decrease** previous quarter and a **1% (66) increase** on the same quarter two year



Child At Risk Crimes & Crimed Incidents: **Increased reporting**

Good looks like:

We also need to use the **correct markers** to ensure the right people are directed to these incidents and so dealt with appropriately

WDGLL has been reviewed and agreed by the subject lead.

Volumes are currently within the control limit region. As anticipated, volumes decreased substantially over the school summer holidays.

Shropshire makes up **21% (1229)** of total crimes and crimed incidents, and South Worcestershire account for **23% (1341)**, while North Worcestershire and Telford & Wrekin account for **21% (1229)** and **19% (1109)** respectively. Herefordshire makes up **14% (803)**.

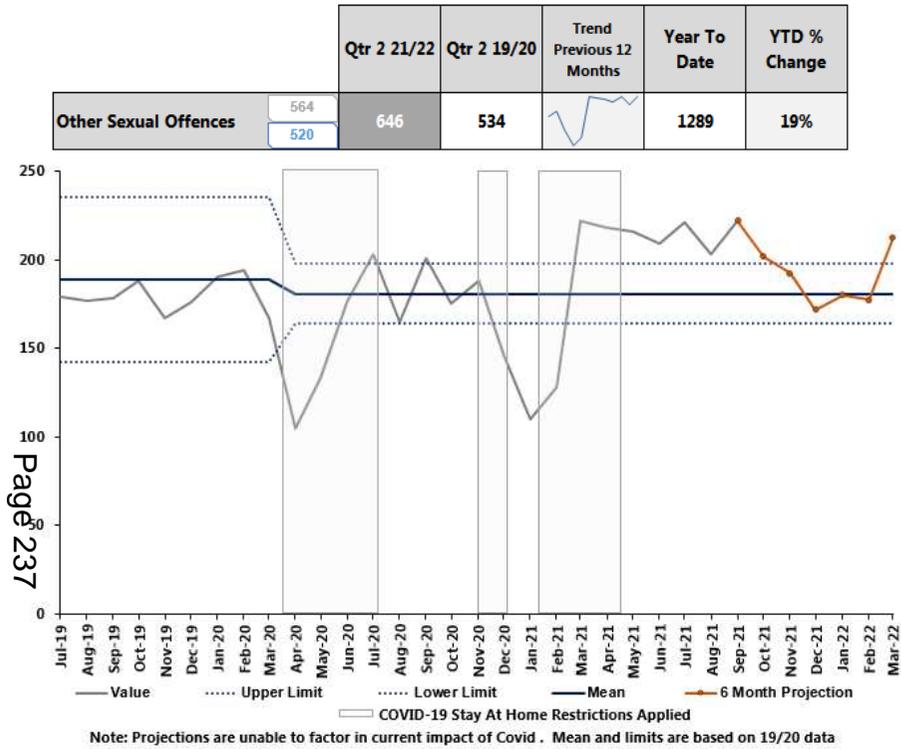
Leading offence category descriptions are **Assault without Injury, Assault With Injury and Malicious Communications**.

It is **probable** that volumes will **increase** in the coming months as children return to school.

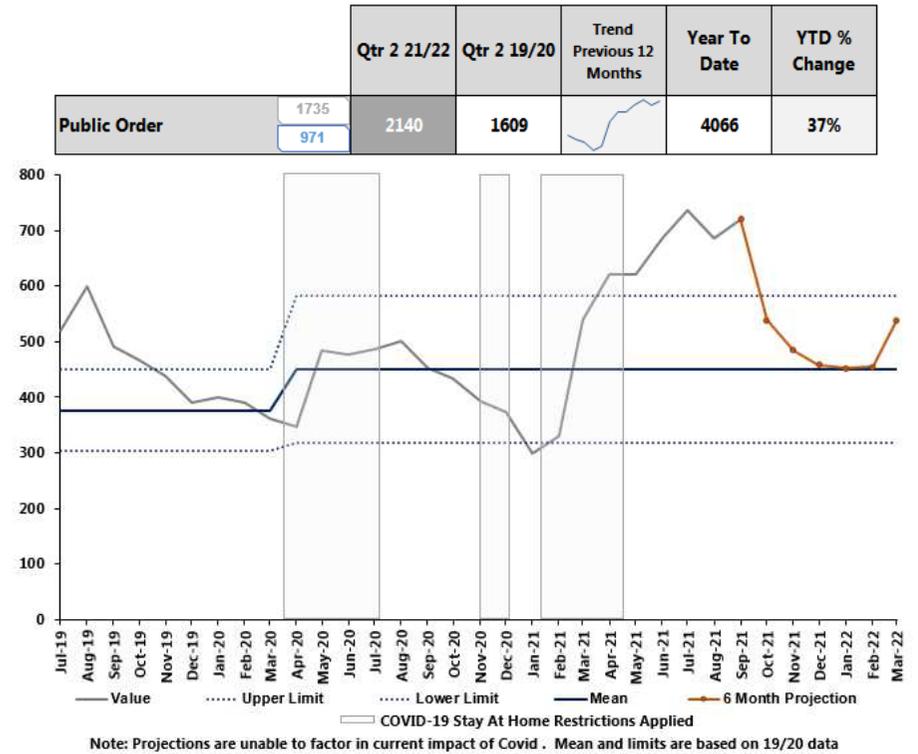
The upper and lower control limits are derived by calculating 2 points of Standard Deviation from the mean.

4. Delivering innovative, problem-solving practices and processes
 4.2 Managing demand – crime types that exceeded the upper control limit

Other Sexual Offences



Public Order Offences



36% (232) of all offences relate to **Sexual Assault on a Female Aged 13 and Over**, with a further **19%** (120) related to **Sexual Activity Involving a Child Under 16**.

A significant proportion of offences at **38%** (242) of all OSO are **non-recent**. The increase has been anticipated and is likely to be a result of **historic offences over the lockdown periods** being reported. However since Q1 there has been a **6% decrease** in the **proportion of non-recent** offences.

In September **22% (13)** of offences that took place between 22:00 and 06:00 appear to be linked to the **night time economy**. This is a decrease from **36% (19)** in August.

* Offences with a start time of 00:00 and 00:01 have been removed due to likely incorrect recording.

The upper and lower control limits are derived by calculating 2 points of Standard Deviation from the mean.

70% (1493) of all Public Order Offences are **Public Fear, Alarm or Distress**. Followed by **18%** (385) **Other Offences (Against the State and Public Order)**

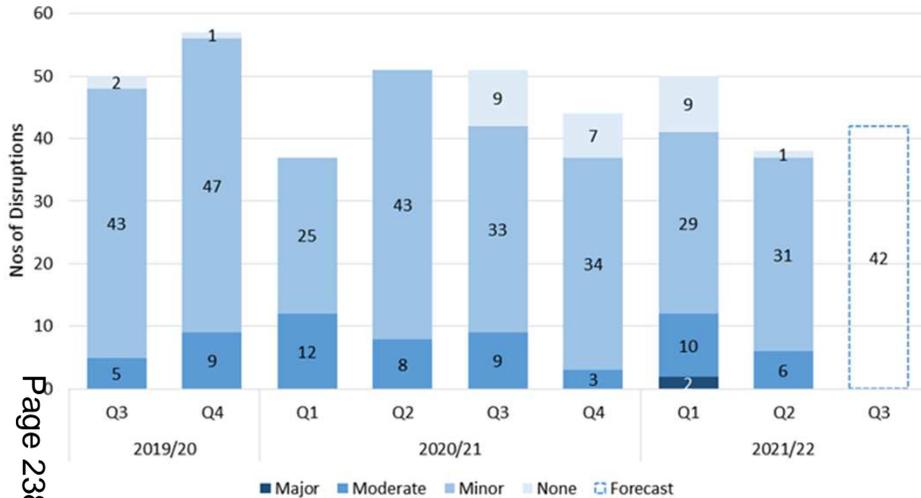
As anticipated when considering the **reopening of the night time economy** and **good seasonal weather**, public order offences have been **sustained at high volumes**. However it is **projected** that levels will **decrease** over the coming months back down towards the mean.

4. Delivering innovative, problem-solving practices and processes

4.2 Managing demand – policing priorities

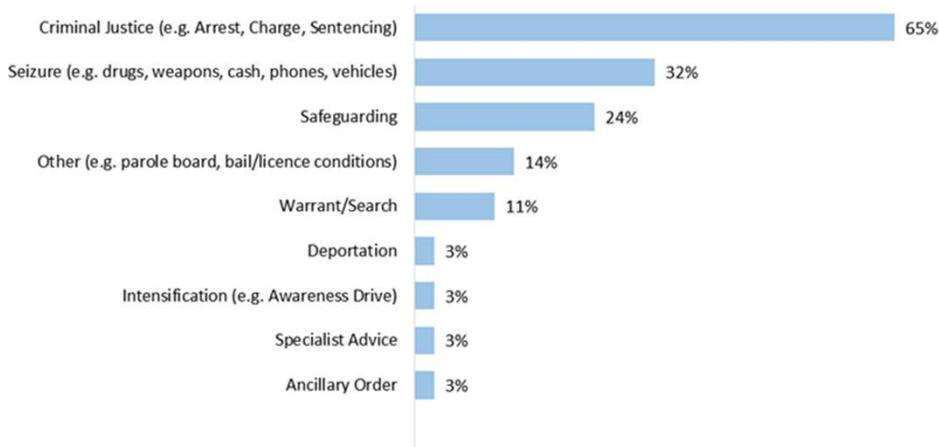
Serious Organised Crime

OCG Disruptions by Impact (Inc Forecast for Q3 2021/22)



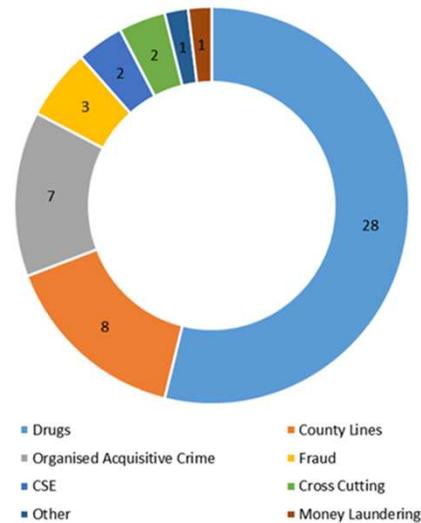
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Breakdown of disruption activity by events involved (For Positive Disruptions Only) Q2 2021/22



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OCGs by Primary Crime Type



| | Qtr 2 21/22 | Qtr 1 21/22 | Trend Previous 4 Qtrs | YTD % Change |
|---------------------|-------------|-------------|-----------------------|--------------|
| OCG SOC Disruptions | 38 | 50 | | 0% |

Safeguarding – Q2 2021/22



8 Adults Safeguarded
4 Children Safeguarded

Seizures – Q2 2021/22



2 Guns
0 Other firearms

Criminal Justice / Offender Management – Q2 2021/22



21 Arrests
4 Charges
1 Conviction (Totalling 12 mths)
0 SCPOs obtained
1 Other ancillary order obtained

Key Points

- **38 Disruptions** – the lowest number recorded since Q1 2020/21 and a 24% reduction on the previous quarter.
- **97%** of all disruptions this quarter were **positive**.
- Disruptions for Q2 2021/22 have driven in the main by activity occurring in **Telford & Wrekin** and **South Worcestershire**.
- 6 additional disruptions added to Q1 2021/22 bringing a total of 50 disruptions - these were not included in reporting last quarter due to a change in ROCTA cut off dates.
- Currently **28 active OCGs** – down from 31 in March 2020.
- **69% of OCGs** (including active and archived OCGs) have a primary crime type of **drug supply**.

4. Delivering innovative, problem-solving practices and processes
4.3 Innovating and improving

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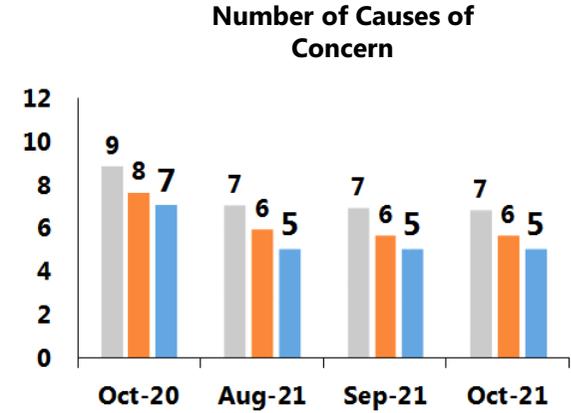
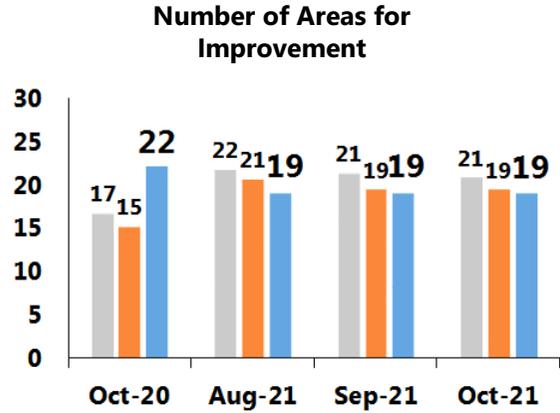
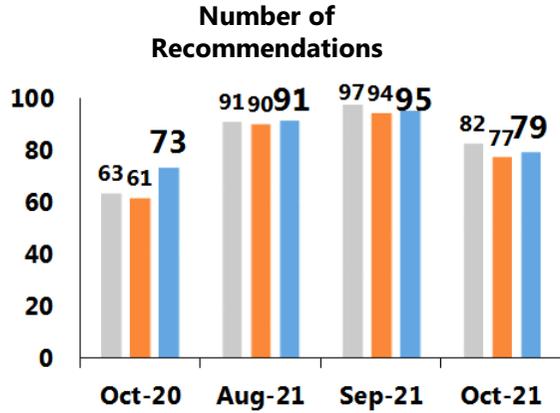


Good looks like:

Aspiration:

West Mercia to establish a position in the top National quartile of 43 forces, in regards to having the fewest recommendations, AFIs and Causes of concern

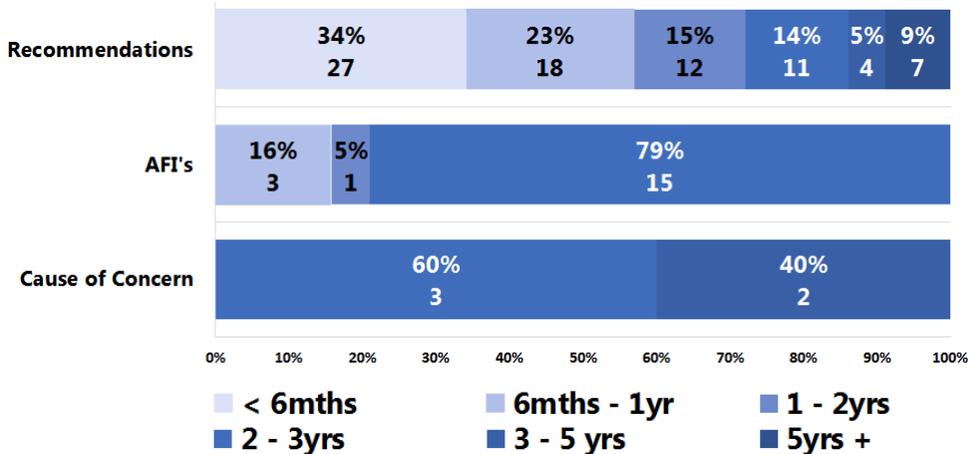
Current Status of HMICFRS Inspections



Monthly Point-in-Time Readings
 ■ National Average ■ MSG Average ■ WMP

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Age of West Mercia's Recommendations, AFIs and Causes of Concern (Oct 21)



Key Points

There has been a **significant reduction** in numbers of recommendations across the b... HMICFRS have decided to close the 17 recommendations from the **2014 undercover policing report** pending the investigation reaching its conclusions, at which point HM... will reconsider how to address the findings.

5. Delivering a skilled, sustainable workforce in a constantly learning and improving environment

5.1 Establishing a skilled, flexible workforce

Attrition – No. of Leavers

- West Mercia has a **higher 12 month attrition rate** than the national average for both **Police Officers** (6.6%) and **Police Staff** (10.9%)
- PCSO** 12 month attrition rates stands at 10.4%, **substantially lower** than the 16.9% national average.
- Overall leaving numbers up 23% on Q1.
- Police Officer leavers up 4.8% on Q1, Police Staff Leavers up 29% on Q1.
- Exit Interviews** completed for **44%** of leavers in Q2. It is essential that is increased in order to gain more intelligence on reasons for departing. Staff (63%) have a much higher completion rate than officers (20%).
- 67%** (6) of all those completed for Police **Officers** leaving reason was attributed to **Personal/family reasons**.
- 48% (21)** of Police **Staff** leavers that completed the exit interview left the organisation to pursue **career development opportunities**.
- Specials** are the only employee group with a general **downward trend in turnover**.

Good looks like:
Under national average
Under 10% for PCSOs

Figures based on national average

| | | |
|-----------------------|---------------|------------------------|
| Police Staff 10.5% | PCSO 16.9% | Police Officer 5.8% |
|-----------------------|---------------|------------------------|

WDGLL has been reviewed and agreed by the subject le

| | 20/21 Q2 | 20/21 Q3 | 20/21 Q4 | 21/22 Q1 | 21/22 Q2 |
|-----------------|----------|----------|----------|----------|----------|
| Police Officers | 40 | 31 ↓ | 36 ↑ | 42 ↑ | 44 |
| Police Staff | 57 | 39 ↓ | 45 ↑ | 44 ↓ | 70 |
| PCSO | 4 | 0 ↓ | 7 ↑ | 9 ↑ | 5 |
| Specials | 7 | 4 ↓ | 8 ↑ | 3 ↑ | 2 |

*The above represents new starters and does not reflect overall change in the month

5. Delivering a skilled, sustainable workforce in a constantly learning and improving environment
 5.1 Establishing a skilled, flexible workforce

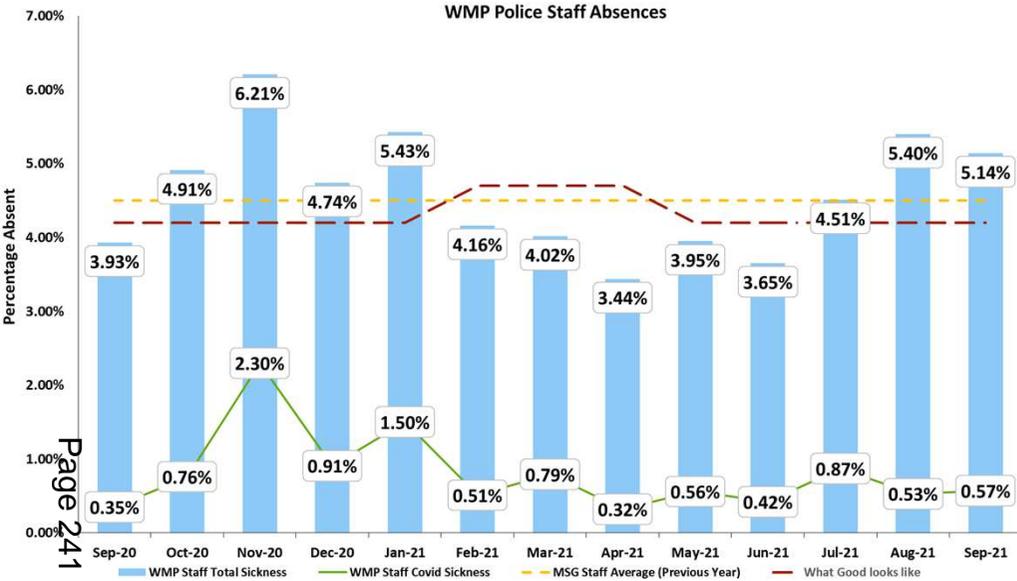


Good looks like:

Police Staff and Officer sickness levels below the Most Similar Group average (previous year). This derived from I Quanta data which was updated in September 2021.

WDGLL has been reviewed and agreed by the subject lead

Police Staff Wellbeing

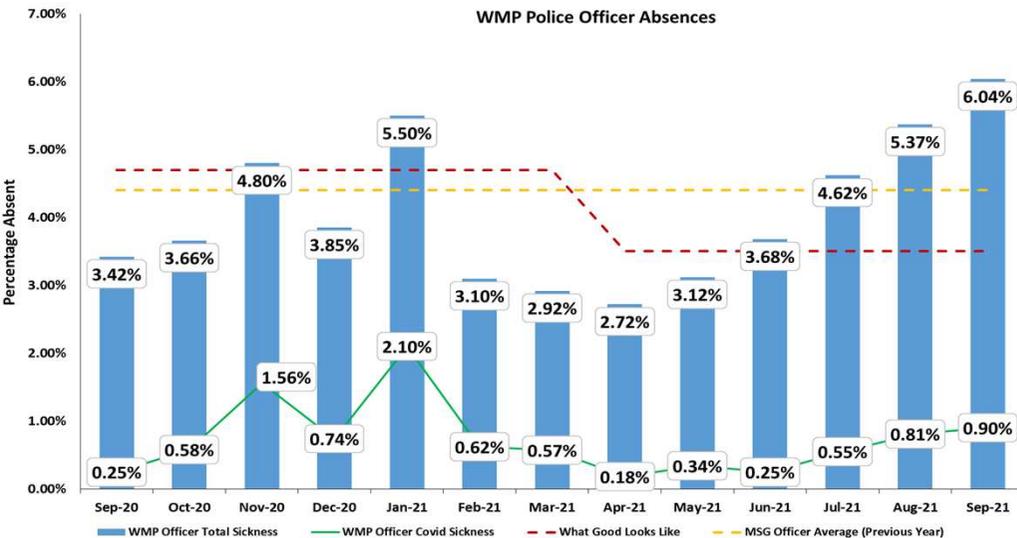


Staff sickness Q2 2021/2022 saw on average a 1.35% increase on Q1 2021/2022. August and September scoring above 'what good looks like'.

The reduction of covid absences has been offset by an increase in absences relating to respiratory conditions partially related to the unlocking of various measures on July 19 and the spreading of colds.

It is probable that with the continuing ease of national restrictions, these volumes will fluctuate, covid sickness and self isolation will therefore continue to have to be monitored going forward.

Police Officer Wellbeing



Officer sickness in Q2 2021/2022 saw on average a 2.1% increase on Q1 2021/2022. August, July and September scoring above 'what good looks like'.

Covid absence has seen a month on month increase for Police officers in Q2. This together with an increase in absences relating to respiratory conditions partially related to the unlocking of various measures on July 19 and the spreading of colds has resulted in a month on month increase in overall sickness.

However it is likely that the ease of national lockdown restrictions may increase the infection rate within WMP communities.

5. Delivering a skilled, sustainable workforce in a constantly learning and improving environment

5.3 Establishing appropriate available tools



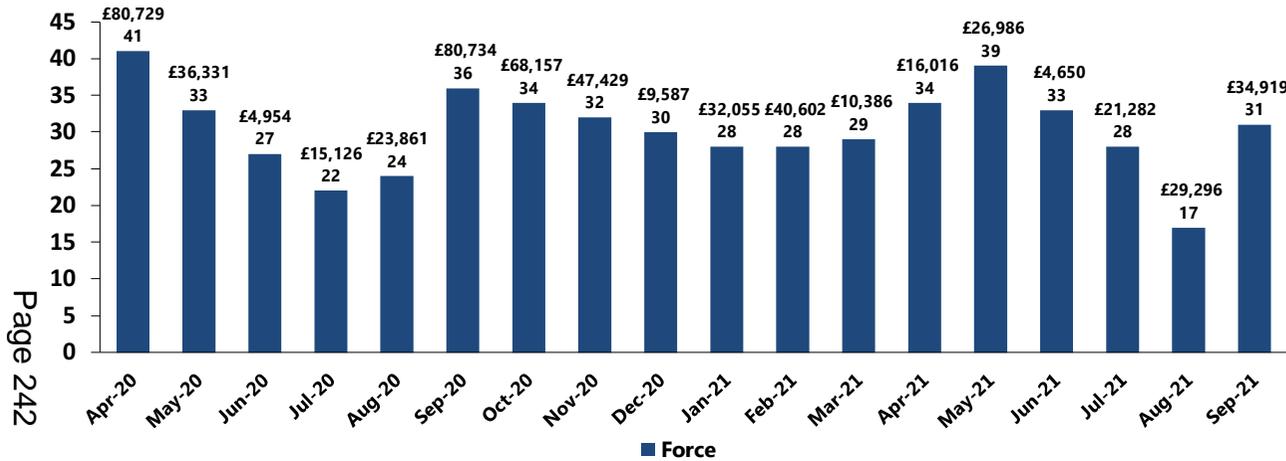
Good looks like:

Reduction: Avoidable accidents

WDGLL has been reviewed and agreed by the subject lead

Accidents in force vehicles

Accidents Per Month



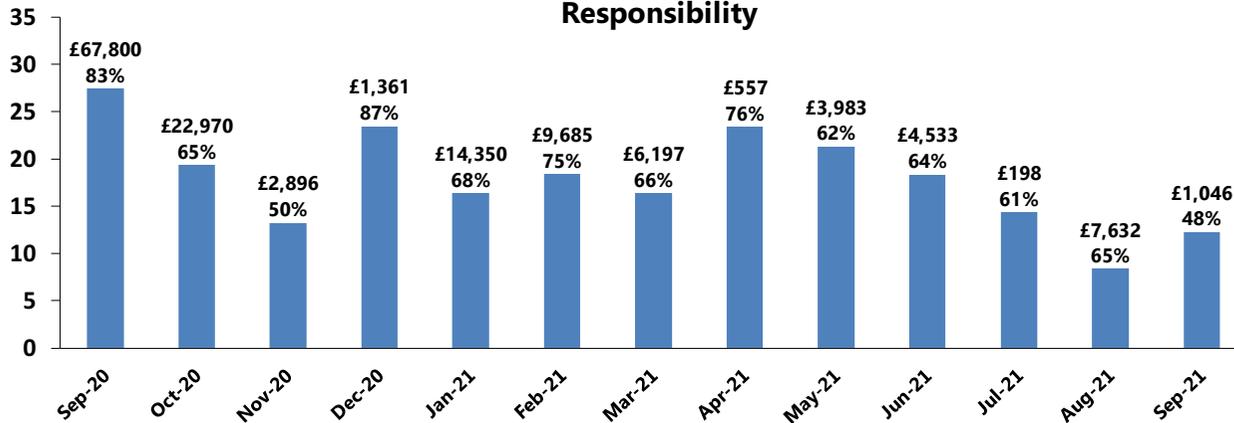
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Key Points

- Whilst 'Own Fault' accounts for 48% of all accidents in the previous month this accounts for just over £1,000 of damage.
- 'Own Fault' accidents have been on a downward trend since April 2021.

Only those accidents that have received an estimate cost or repair cost have been shown on the chart. Those accidents that have not been inspected for damage or received an estimate have automatically been given a £0.00 cost.

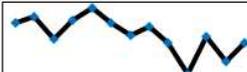
Responsibility



Proportion of all accidents that were classed as "Own Fault" and the total cost of all "Own Fault" accidents.

Action Taken Outcomes – Quarterly Trends Outcome Focus

Volume and Proportion of total outcomed offences by Outcome result *(regardless of when they were recorded)*

| | | | Jul 19 - Sep 19 | | Jul 21 - Sep 21 | | Comparison between Time periods | | Proportion Rate - Monthly View - 13mths | |
|--|------|-------------------------------------|-------------------|------------|-------------------|------------|---------------------------------|------------------------------|---|------|
| | | | Outcomed Offences | % Outcomed | Outcomed Offences | % Outcomed | % Point Difference | Difference (No. of offences) | Sep-21 | |
| Total Offences Outcomed | | | 22,380 | 100% | 20,197 | 100% | | -2,183 | | |
| Action Taken - (Charge/Summons, Out of Court Disposals & TICs) | OC1 | Charge/summons | 1,671 | 7.5% | 1,230 | 6.1% | -1.4 | -441 |  | 6.4% |
| | OC1A | Charge/Summons - alternate offence | 354 | 1.6% | 275 | 1.4% | -0.2 | -79 |  | 1.5% |
| | OC2 | Caution - youths | 52 | 0.2% | 27 | 0.1% | -0.1 | -25 |  | 0.1% |
| | OC2A | Caution - Youth - alternate offence | 9 | 0.0% | 9 | 0.0% | 0.00 | 0 |  | 0.0% |
| | OC3 | Caution - adults | 243 | 1.1% | 172 | 0.9% | -0.2 | -71 |  | 0.8% |
| | OC3A | Caution - Adult - alternate offence | 50 | 0.2% | 20 | 0.1% | -0.1 | -30 |  | 0.1% |
| | OC4 | Taken into consideration | 9 | 0.0% | 2 | 0.0% | -0.03 | -7 |  | 0.0% |
| | OC6 | Penalty Notice for Disorder | 21 | 0.1% | 11 | 0.1% | -0.04 | -10 |  | 0.0% |
| | OC7 | Cannabis/Khat warning | 102 | 0.5% | 53 | 0.3% | -0.2 | -49 |  | 0.1% |
| | OC8 | Community Resolution | 218 | 1.0% | 94 | 0.5% | -0.5 | -124 |  | 0.4% |

Prosecution prevented or not in the public interest
Outcomes – Quarterly Trends
Outcome Focus

| Volume and Proportion of total outcomed offences by Outcome result <i>(regardless of when they were recorded)</i> | | Jul 19 - Sep 19 | | Jul 21 - Sep 21 | | Comparison between Time periods | | Proportion Rate - Monthly View - 13mths Sep-21 | |
|---|--|-------------------|------------|-------------------|------------|---------------------------------|------------------------------|---|------|
| | | Outcomed Offences | % Outcomed | Outcomed Offences | % Outcomed | % Point Difference | Difference (No. of offences) | | |
| Total Offences Outcomed | | 22,380 | 100% | 20,197 | 100% | | -2,183 | | |
| OC5 | The Offender has Died (all offences) | 3 | 0.0% | 1 | 0.0% | -0.01 | -2 | | 0.0% |
| OC9 | Prosecution not in the public interest (CPS) (all offences) | 21 | 0.1% | 9 | 0.0% | -0.05 | -12 | | 0.0% |
| OC10 | Formal action against the offender is not in the public interest (Police) | 13 | 0.1% | 9 | 0.0% | -0.01 | -4 | | 0.0% |
| OC11 | Named suspect identified but is below the age of criminal responsibility | 67 | 0.3% | 68 | 0.3% | 0.04 | 1 | | 0.4% |
| OC12 | Named suspect identified but is too ill (physical or mental health) to prosecute | 84 | 0.4% | 132 | 0.7% | 0.28 | 48 | | 0.6% |
| OC13 | Named suspect identified but victim or key witness is dead or too ill to give evidence | 18 | 0.1% | 22 | 0.1% | 0.03 | 4 | | 0.1% |
| OC17 | Prosecution time limit expired: Suspect identified but prosecution time limit has expired. | 80 | 0.4% | 111 | 0.5% | 0.19 | 31 | | 0.4% |

Evidential Difficulties & Other Outcomes – Quarterly Trends Outcome Focus

Volume and Proportion of total outcomed offences by Outcome result *(regardless of when they were recorded)*

| | | Jul 19 - Sep 19 | | Jul 21 - Sep 21 | | Comparison between Time periods | | | |
|--|---|-------------------|-------------|-------------------|-------------|---------------------------------|------------------------------|---|--------|
| | | Outcomed Offences | % Outcomed | Outcomed Offences | % Outcomed | % Point Difference | Difference (No. of offences) | | |
| Total Offences Outcomed | | 22,380 | 100% | 20,197 | 100% | | -2,183 | Proportion Rate - Monthly View - 13mths | Sep-21 |
| Evidential Difficulties (suspect identified; victim supports action): | OC15 Named Suspect identified: victim supports but evidential difficulties prevent further action | 2,790 | 12.5% | 2,899 | 14.4% | ↑ 1.9 | 109 | | 14.5% |
| | OC14 Suspect not identified – victim declines to identify the offender | 2,074 | 9.3% | 2,068 | 10.2% | ↑ 1.0 | -6 | | 10% |
| Evidential Difficulties (victim does not support action): | OC16 Named Suspect identified: evidential difficulties prevent further action; victim does not support police action | 6,766 | 30.2% | 7,088 | 35.1% | ↑ 4.9 | 322 | | 35% |
| | OC18 Investigation Complete: No suspect identified. | 7,135 | 31.9% | 5,511 | 27.3% | ↓ -4.6 | -1,624 | | 27.3% |
| 'Other' Outcome results: | OC20 Transferred to external agency | 469 | 2.1% | 204 | 1.0% | ↓ -1.1 | -265 | | 0.8% |
| | OC21 Further investigation to prosecute - not in public interest | 63 | 0.3% | 39 | 0.2% | ↓ -0.1 | -24 | | 0.2% |
| | OC22 Not in public interest to prosecute - diversionary, educational or intervention activity undertaken | 68 | 0.3% | 143 | 0.7% | ↑ 0.4 | 75 | | 1.0% |

Action Taken DA Outcomes – Quarterly Trends Outcome Focus

Volume and Proportion of total outcomed DA offences by Outcome result
(regardless of when they were recorded)

| | | | Jul 19 - Sep 19 | | Jul 21 - Sep 21 | | Comparison between Time periods | | Proportion Rate - Monthly View - 13mths | |
|--|-------------|-------------------------------------|-------------------|-------------|-------------------|-------------|---------------------------------|------------------------------|---|--|
| | | | Outcomed Offences | % Outcomed | Outcomed Offences | % Outcomed | % Point Difference | Difference (No. of offences) | Sep-21 | |
| Total DA Offences Outcomed | | | 4,248 | 100% | 4,184 | 100% | | -64 | | |
| Action Taken - (Charge/Summons, Out of Court Disposals & TTCs) | OC1 | Charge/summons | 262 | 6.2% | 194 | 4.6% | -1.5 | -68 | | |
| | OC1A | Charge/Summons - alternate offence | 133 | 3.1% | 98 | 2.3% | -0.8 | -35 | | |
| | OC2 | Caution - youths | 3 | 0.1% | 0 | 0.0% | -0.1 | -3 | | |
| | OC2A | Caution - Youth - alternate offence | 1 | 0.0% | 0 | 0.0% | 0.0 | -1 | | |
| | OC3 | Caution - adults | 39 | 0.9% | 22 | 0.5% | -0.4 | -17 | | |
| | OC3A | Caution - Adult - alternate offence | 15 | 0.4% | 4 | 0.1% | -0.3 | -11 | | |
| | OC8 | Community Resolution | 4 | 0.1% | 1 | 0.0% | -0.1 | -3 | | |

This data is generated from Athena where a 'Domestic Abuse' crime keyword has been applied.

**Prosecution prevented or not in the public interest
DA Outcomes – Quarterly Trends
Outcome Focus**

| Volume and Proportion of total outcomed DA offences by Outcome result <i>(regardless of when they were recorded)</i> | | Jul 19 - Sep 19 | | Jul 21 - Sep 21 | | Comparison between Time periods | | Proportion Rate - Monthly View - 13mths | Sep-21 |
|--|--|-------------------|-------------|-------------------|-------------|---------------------------------|------------------------------|---|-------------|
| | | Outcomed Offences | % Outcomed | Outcomed Offences | % Outcomed | % Point Difference | Difference (No. of offences) | | |
| Total DA Offences Outcomed | | 4,248 | 100% | 4,184 | 100% | | -64 | | |
| OC9 | Prosecution not in the public interest (CPS) (all offences) | 4 | 0.1% | 1 | 0.0% | -0.1 | -3 | | 0.0% |
| OC10 | Formal action against the offender is not in the public interest (Police) | 1 | 0.0% | 1 | 0.0% | 0.00 | 0 | | 0.0% |
| OC11 | Prosecution prevented – Named suspect identified but is below the age of criminal responsibility | 0 | 0.0% | 0 | 0.0% | | 0 | | 0.0% |
| OC12 | Prosecution prevented – Named suspect identified but is too ill (physical or mental health) to prosecute | 12 | 0.3% | 16 | 0.4% | 0.1 | 4 | | 0.3% |
| OC13 | Prosecution prevented – Named suspect identified but victim or key witness is dead or too ill to give evidence | 9 | 0.2% | 5 | 0.1% | -0.1 | -4 | | 0.3% |
| OC17 | Prosecution time limit expired: Suspect identified but prosecution time limit has expired. | 37 | 0.9% | 64 | 1.5% | 0.7 | 27 | | 1.3% |

Evidential Difficulties & Other DA Outcomes – Quarterly Trends Outcome Focus

| | | Jul 19 - Sep 19 | | Jul 21 - Sep 21 | | Comparison between Time periods | | Proportion Rate - Monthly View - 13mths Sep-21 | |
|--|---|-------------------|-------------|-------------------|-------------|---------------------------------|------------------------------|--|-------|
| | | Outcomed Offences | % Outcomed | Outcomed Offences | % Outcomed | % Point Difference | Difference (No. of offences) | | |
| Volume and Proportion of total outcomed DA offences by Outcome result <i>(regardless of when they were recorded)</i> | | 4,248 | 100% | 4,184 | 100% | | -64 | | |
| Evidential Difficulties (suspect identified; victim supports action): | | | | | | | | | |
| OC15 | Named Suspect identified: victim supports but evidential difficulties prevent further action | 641 | 15.1% | 705 | 16.8% | ↑ 1.8 | 64 | | 16.6% |
| Evidential Difficulties (victim does not support action): | | | | | | | | | |
| OC14 | Suspect not identified – victim declines to identify the offender | 107 | 2.5% | 100 | 2.4% | ↓ -0.1 | -7 | | 2% |
| OC16 | Named Suspect identified: evidential difficulties prevent further action; victim does not support police action | 2,803 | 66.0% | 2,902 | 69.4% | ↑ 3.4 | 99 | | 70% |
| 'Investigation Complete – No Suspect': | | | | | | | | | |
| OC18 | Investigation Complete: No suspect identified. | 50 | 1.2% | 37 | 0.9% | ↓ -0.3 | -13 | | 0.9% |
| 'Other' Outcome results: | | | | | | | | | |
| OC20 | Transferred to external agency | 102 | 2.4% | 21 | 0.5% | ↓ -1.9 | -81 | | 0.4% |
| OC21 | Further investigation to prosecute - not in public interest | 1 | 0.0% | 1 | 0.0% | 0.00 | 0 | | 0.0% |
| OC22 | Not in public interest to prosecute - diversionary, educational or intervention activity undertaken | 23 | 0.5% | 12 | 0.3% | ↓ -0.3 | -11 | | 0.2% |

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This data is generated from Athena where a 'Domestic Abuse' crime keyword has been applied.

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SPIPerformance@westmercia.pnn.police

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WEST MERCIA POLICE AND CRIME PANEL

25 NOVEMBER 2021

NATIONAL ASSOCIATION OF POLICE FIRE AND CRIME PANELS

Recommendation

- 1. That the Panel notes details of the National Association of Police, Fire and Crime Panels, and**
- 2. Appoints a voting representative to the Association.**

Background

3. In June 2018 the Panel considered options for establishing national representation for Police and Crime Panels. The Panel considered that a Special Interest Group within the LGA would be the most appropriate and agreed to join the new National Association.

4. The first meeting of the new Association was held during the Annual Conference of Panels at Warwick on 12 November 2018. The constitution of the Association was also agreed at this meeting.

5. The terms of reference of the Association include:

- To provide a forum for collaborative discussion of issues relating to and impacting on Police and Crime Panels and Police, Fire and Crime Panels (PCPs/PFCPs)
- To share ideas and experience in response to the expanding role of PCCs and PFCCs and thereby PCPs/PFCPs
- To create a mechanism for direct liaison between PCPs/PFCPs and the Home Office
- To provide an opportunity for dialogue with relevant bodies such as the Association of Police and Crime Commissioners, Association of Police and Crime Chief Executives and others
- To support the development of joint PCP/PFCP responses to relevant consultations
- To promote professional standards
- To share good practice and create guidance and other supporting materials for PCPs/PFCPs
- To ensure stability and collective memory in a landscape where PCPs / PFCPs can have significant changes in membership
- To provide capacity for horizon scanning across all PCPs/PFCPs.
- To promote better public understanding of the role of PCPs/PFCPs.

6. All Members of the Panel are able to attend the annual meeting of the Association, but there is only one vote per Panel. For this reason the Panel is asked to nominate its voting member.

7. The AGM of the Association is being held on 17 November this year; its main item of business is to elect members to its Executive Committee. The Chairman of the Panel has indicated that he will attend the meeting on the Panel's behalf.

Specific Contact Points for this Report

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

Background Papers

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

Agenda and Minutes of the West Mercia Police and Crime Panel – [19 June 2018](#)

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

WEST MERCIA POLICE AND CRIME PANEL 25 NOVEMBER 2021

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 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

6. Dates and details of future meetings are available on the County Council website. The next planned Panel meeting is on 4 February 2022

[Browse meetings - West Mercia Police and Crime Panel - Worcestershire County Council \(moderngov.co.uk\)](#)

Purpose of the Meeting

7. The Panel is asked to consider the 2021/22 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

Sheena Jones, Democratic, Governance and Scrutiny Manager
Tel: 01905 846011 Email: sjones19@worcestershire.gov.uk

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](#)

West Mercia Police and Crime Panel - Work Programme 2021-22

| Meeting Date | Area of scrutiny | Date of Last Report | Notes/Follow-up Action |
|------------------|---|--------------------------------|---|
| 25 November 2021 | Diversity and Inclusion | | |
| | Half year budget monitoring | | |
| | Police & Crime Plan Activity and Performance Monitoring Report | | |
| | Work Programme | Every meeting | |
| | | | |
| 4 February 2022 | PCC's Proposed Precept (and Medium Term Financial Plan) | | |
| | Appointment of Independent Member | | Recruitment process commenced November 2021 Sub Group appointed to carry out the recruitment and selection, to report to this meeting. |
| | | | |
| Statutory items | <ul style="list-style-type: none"> • PCC's Proposed Precept (and Medium Term Financial Plan) • Police and Crime Plan (or variation to it) • Annual Report of the PCC • Review the PCC's proposed appointment of a Chief Constable, Chief Executive, Chief Finance Officer and/or the Deputy PCC | February June | |
| Regular items | <ul style="list-style-type: none"> • Police & Crime Plan Activity and Performance Monitoring Report • Work Programme | Every meeting Every meeting | |

| | | | |
|-----------------|---|-----------|--|
| | <ul style="list-style-type: none"> • Annual Report on Complaints • Budget Task Group to look at precept proposals (and Medium Term Financial Plan) | | |
| Potential items | <ul style="list-style-type: none"> • Road Safety (to include Implementation of the Road Strategy and the contribution of the Police in planning applications in respect of road safety) • Visit to the West Mercia Operational Control Centre | June 2020 | |