

West Mercia Police and Crime Panel

Agenda

West Mercia Police and Crime Panel

**Tuesday, 31 August 2021, 10.00 am
County Hall, Worcester**

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West Mercia Police and Crime Panel

Tuesday, 31 August 2021, 10.00 am, County Hall, Worcester

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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4	<p>Public Participation</p> <p>Members of the public wishing to take part (asking a question or making a statement) should notify the by Assistant Director for Legal and Governance in writing or by email indicating both the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case 27 August 2021). Enquiries can be made through the telephone number/email address listed below.</p>	

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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.

Minutes of the West Mercia Police and Crime Panel

County Hall, Worcester

Tuesday, 13 July 2021, 11.00 am

Present:

Cllr Barry Durkin (Chairman), Cllr Rob Adams, Cllr Jeff Anderson, Cllr Sebastian Bowen, Mrs C Clive, Cllr Roger Evans, Cllr Adam Kent, Cllr Nigel Lumby, Cllr Stephen Reynolds, Cllr James Stanley and Cllr Graham Ballinger

Also attended:

John Champion, West Mercia Police & Crime Commissioner
Andy Champness, Chief Executive, Office of the West Mercia Police and Crime Commissioner
Deputy Chief Constable Pippa Mills, Essex Police
Tracey Onslow
Lizzi Platts, Office of the West Mercia Police and Crime Commissioner
Amy Miles, Office of the West Mercia Police and Crime Commissioner

Paul Kinsella, Public Health Practitioner
Sheena Jones, Democratic Governance and Scrutiny Manager
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 4 February 2021 (previously circulated).

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

374 Apologies and Declarations of Interest

Apologies were received from Councillors Aled Luckman (Worcestershire County Council), Nyear Nazir (Redditch Borough Council), Richard Overton (Shropshire Council) Vivienne Parry (Shropshire Council) and Tom Wells (Malvern District Council).

No declarations of interest were made.

West Mercia Police and Crime Panel Tuesday, 13 July 2021
Date of Issue: 19 August 2021

375 Named Substitutes

Councillor Stephen Reynolds for Richard Overton (Telford and Wrekin Council).

376 Election of Chairman

It was noted that following the local elections in May, Cllr Steve Mackay had stood down as Chairman of the Panel.

Nominations for Chairman were received for Cllrs Aled Luckman and Barry Durkin. On being put to the vote, Cllr Aled Luckman was duly elected as Chairman of the Panel for 3 years until July 2024.

377 Election of Vice-Chairman

There was also a vacancy for Vice-Chairman. Nominations for Vice-Chairman were received for Cllrs Sebastian Bowen and Barry Durkin, on being put to the vote, Cllr Durkin was duly elected as Vice-Chairman for 3 years until July 2024.

Given that apologies had been received from Cllr Luckman, Cllr Durkin took the Chair.

378 Appointment of Co-opted Members

The following elected members were unanimously co-opted on to the Panel: Cllrs Jeff Anderson, Vivienne Parry, Roger Evans (Shropshire), Cllr Richard Overton (Telford and Wrekin) and Cllr Barry Durkin (Herefordshire).

Additionally, one of the two Independent Lay Members on the Panel, Aled Luckman had become an elected member of Worcestershire County Council and therefore couldn't hold the position of lay independent co-opted member.

The Agreement for Panel Arrangements required the Panel to ensure that there were two serving Lay Members and accordingly, the Panel agreed the process for recruitment as detailed in the agenda report that the recruitment and selection of a new Lay Member would be carried out by a small Appointments Panel of 3 panel members, supported by the support officers to the Panel.

Members were asked to email the Democratic Governance and Scrutiny Manager if they were interested in being a Member of the Appointments Panel.

Cllrs Durkin, Bowen and Adams expressed an interest in being a Member of the Appointment Panel at the meeting. The membership would be confirmed in due course.

379 Chairman's Welcome to Panel Members and Police and Crime Commissioner

The Chairman welcomed everyone to the meeting and congratulated John Campion on his appointment as the West Mercia Police and Crime Commissioner (PCC).

Thanks were noted for the previous Panel Chairman, Councillor Steve Mackay for his long and good service to the Panel. It was agreed that a letter of thanks would be sent to Cllr Mackay on behalf of the Panel.

The PCC was invited to address the Panel and in doing so explained that he would continue to focus on victims and survivors, building a more secure West Mercia, continuing to reform the service and providing reassurance to the communities he served.

380 Public Participation

None.

381 Confirmation of the Minutes of the previous meeting

The Minutes of the meeting held on 4 February 2021 were agreed as a correct record and signed by the Chairman.

382 Confirmation Hearing Chief Constable

It was noted that the current Chief Constable, Anthony Bangham had notified the PCC of his decision to retire from his current position in March 2021 and a recruitment exercise had been undertaken in response. On 30 June, the Panel was advised that following a thorough, open and competitive two-day process involving four candidates, current Essex Deputy Chief Constable Pippa Mills had been chosen as the preferred candidate to be the next West Mercia Chief Constable.

Schedule 8 of the Police Reform and Social Responsibility Act stated that within three weeks of receipt of notification of the proposed appointment by the PCC of a Chief Constable, the Panel:

- a) must undertake a review of the proposed appointment in accordance with the requirements set out in Schedule 8 of the Act
- b) must hold a public confirmation meeting
- c) must make a report to and make recommendations to the PCC in relation to the appointment of a Chief Constable by the PCC.
- d) may exercise its right of veto in respect of the appointment in accordance with the Act and Regulations made under it.

The Act also stated that the PCC must notify the Panel of the preferred candidate for appointment as Chief Constable and provide it with the following information:

- The name of the person whom the PCC is proposing to appoint;
- The criteria used to assess the suitability of the candidate and how the candidate satisfied these criteria and
- The terms and conditions under which the candidate was to be appointed.

The Agenda report provided the Panel with the Independent Report on the recruitment, application and interview process (Appendix A), the job profile and specification which set out the criteria used for assessment proposed terms and conditions (Appendix B).

The Chairman invited John Campion, PCC to address the Panel.

The PCC drew the Panels attention to the report which detailed the recruitment process and pointed out that pages 21 and 22 of the agenda papers should be disregarded. He reiterated that the role of the Panel was to consider the PCC's proposed appointment of a Chief Constable and that the process had been overseen by an Independent Person.

Four applicants were shortlisted and all were assessed and following the process, the PCC offered DCC Pippa Mills (currently serving with Essex) the position of preferred candidate for the post of Chief Constable of West Mercia Police.

Pippa had been appointed as DCC of Essex Police in March 2019 and had overseen the growth of the force through the national Police Uplift Programme. Prior to this Pippa was the Essex Police Assistant Chief Constable overseeing Criminal Justice, Operational Policing and Contact Management. She transferred to Essex in May 2017 having begun her career in the Metropolitan Police Service which she joined in 1996.

The PCC commended Pippa Mills as the preferred candidate to the Panel and advised if successful she would hopefully be able to take up the role at the end September/early October.

The Chairman invited DCC Pippa Mills to address the Panel and in doing so she highlighted that she believed that West Mercia was a good force but aspired to make it a great force. She had been in policing for 20 years and had worked in some very challenging boroughs. She believed that there were synergies between West Mercia and Essex for example Essex was 70% rural but bordered Metropolitan areas.

The Chairman invited questions from the Panel, during which the following points were discussed:

- In response to a question about the diversity of the county areas within West Mercia and the other adjoining Police Force areas eg West Midlands Police. Pippa explained that in terms of cross border criminals, there were regional arrangements and it was very important to share intelligence and work together, she believed that increasing the use of

technology was the way forward. A blended approach in terms of the use of technology and partnership working was key

- In terms of tackling drugs in local areas, the use of the newly introduced Police Charter would be key
- In response to a Members request for an example of a success/ challenge, Pippa advised that she was proud to say that in Essex, public confidence was a four-year high. She then went on to give an example of the presidential visit in 2018, which although an element of this had not met the standards she thought appropriate, had reinforced her view that it was important to learn from mistakes. The lessons learned had been shared and applied to a subsequent high-profile event
- The values of the Safer West Mercia Plan resonated with Pippa and she was keen to apply a clear vision to the Plan and build on the work of the previous CC, Anthony Bangham
- A Member highlighted that West Mercia was a very varied area in terms of political leadership and questioned how Pippa would manage the political diversity. Pippa explained that Essex had complexities, but she believed that the Police Charter set things out clearly and would ensure that local arrangements worked
- A Member highlighted the importance of the communities of West Mercia being able to see a visible police presence. Pippa explained that it was very important for communities to know who their local officer was but more importantly for the neighbourhood policing teams to tell communities what they were doing
- In terms of working within the financial envelope, Pippa was very keen on effectiveness and efficiency
- With regard to managing her relationship with the PCC, Pippa believed that the Policing Protocol 2011 was very clear in defining the priorities, as well as both having the same motivations ie public safety and public service
- A Member suggested that it was important moving forward that there was consistency in approach to neighbourhood policing and community involvement was key in helping the Police build up intelligence, an approach that Pippa was very supportive of
- The point was also made that working with local elected members was also important in building information about communities
- Pippa advised the Panel that work would also be undertaken to listen to the hard-to-reach groups who were often reluctant to come forward, as well as the more structured community groups.

The Chairman thanked Pippa for answering the Panel's questions and advised that the Panel would provide report to the PCC with its recommendation which would be published on the website and shared with the other West Mercia Authorities.

The Panel made its decision at the end of the meeting.

RESOLVED: That in accordance with Section 100 A (4) of the Local Government Act 1972 to exclude the public from the meeting in relation to the business specified as it was likely that if members of the public

were present, there would be disclosure to them of exempt information as defined in paragraph 1 of Part 1 of Schedule 12A to the Act, and the public interest in withholding the information outweighed the public interest in disclosing the information to the public.

The Panel agreed that while there may have been a public interest in disclosing this information, namely openness in the deliberations of the Panel in determining its recommendation regarding the proposed appointment, it was felt that, on balance, this was outweighed by other factors in favour of maintaining the exemption, namely enabling a full discussion regarding the merits of the proposed appointment.

RESOLVED: THAT Pippa Mills was confirmed as the Chief Constable of West Mercia Police Service without qualification.

The Panel was impressed by DCC Pippa Mills' understanding of the complexity of policing West Mercia, her strong professional knowledge and understanding of the independence of the Chief Constable role.

383 Confirmation Hearing Deputy Police and Crime Commissioner

The Panel was asked to consider the PCC's proposed appointment of a Deputy Police and Crime Commissioner (DPCC). In doing so, the Panel needed to satisfy itself that the preferred candidate selected by the PCC had the competence to undertake the role.

The Panel was provided with a report detailing the overview of the process that was undertaken to select the preferred candidate, and of the reasons for Tracey Onslow's nomination as the proposed DPCC.

By virtue of s18 of the Police Reform and Social Responsibility Act 2011 (the Act) the PCC for West Mercia may appoint a person to be the Deputy Police and Crime Commissioner for the West Mercia area. Under the Act the PCC must notify the PCP of the preferred candidate for appointment as DPCC. Schedule 1 of the Act states that the PCC must provide the following information:

- a) The name of the person whom the PCC is proposing to appoint;
- b) The criteria used to assess the suitability of the candidate and how the candidate satisfies these criteria; and
- c) The terms and conditions under which the candidate is to be appointed.

The Panel was provided with the:

- i) Relevant background and context
- ii) application and interview process;
- iii) Job profile and person specification, which set out the criteria used for assessment;
- iv) interview questions used in those assessments; and
- v) Proposed terms and conditions

The Chairman invited the PCC to address the Panel.

The PCC referred the Panel to the statutory information provided in the Agenda and reminded the Panel that Tracey Onslow had supported him as Deputy PCC for just under 5 years, sharing direct work and also had a portfolio of responsibility on his behalf.

The PCC was confident that Tracey's work had contributed to maximising the benefit to the community for services which were commissioned and in holding the force to account to account.

The PCC reminded the Panel that in 2016 a full recruitment process was undertaken in respect of the Deputy PCC role, in which the Panel was engaged throughout. The PCC confirmed to the Panel that Tracey as his Deputy had followed best practice and that he was confident that she still met the requirements. He reassured that Panel that he had followed the good practice from across England and Wales via both the Association of Police and Crime Chief Executives and the Association of PCCs, the PCC undertook a process to assess whether Tracey remained suitable for the role and was confident that this was the case. It was also important to have the continuity especially in light of the pandemic.

The Chairman invited Tracey Onslow to address the Panel.

Tracey explained that 5 years ago when she first became DPCC, she had welcomed the opportunity and it was an honour, Tracey had always lived in West Mercia and had enjoyed getting out and about in the West Mercia area. She was given the opportunity to get involved in commissioning of services for Victims and had visited every service to reassure herself that funding allocations were spent in the most appropriate way. Tracey had also added some scrutiny to the allocation of the grant funding, whereby local groups were required to apply for funding through the Community Safety Partnerships as well as introducing Key Performance Indicators (KPI's) to ensure value for money and assurance.

In the last 5 years a lot of work had centred around reforming services, including bringing IT up to date, introducing online holding to account sessions with the CC, enabling increased public involvement and community engagement. Tracey was very proud that the Community Charter was being introduced providing visibility for the public. She also highlighted that bringing the Estates Service back in-house from Place Partnership Limited would provide a saving of around £300k.

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

- If confirmed as DPCC, Tracey suggested that the top areas for focus for the next few years would be drugs, early intervention and community issues eg speeding and anti-social behaviour, criminal justice and backlogs in courts, although there were many more

- Following a question about what support was available for domestic abuse resulting from Covid-19, Tracey explained that £1m had been allocated to for services for victims of domestic abuse. It was also important to provide early help (to help prevent the crime in the first place, the Drive Programme (perpetrator programme) had been very successful (although expensive) and also victims services
- Acknowledging that Public confidence was really important to build, Tracey believed that the additional 400 police officers would contribute to this but, it was important to understand what was happening in areas as well such as education via schools. Cyber-crime and Child Sexual Exploitation was another area requiring greater understanding
- In response to a question about whether all areas of West Mercia had similar problems, Tracey advised that this was not necessarily the case but, it was important to get early intervention to alter behaviours before becoming a crime. It was important to ensure that the services provided were right for the community, but there was always more work to do
- It was suggested that online reporting was very useful tool for raising awareness of the lower levels of crime and councillors had a role in encouraging and reassuring communities that people would stay safe if they reported crime.

On putting it to the vote, Tracey Onslow was unanimously confirmed as Deputy Police and Crime Commissioner for West Mercia for a period of 3 years.

The meeting was adjourned from 12.50-1.00pm.

384 Draft Annual Report of the Police and Crime Commissioner for West Mercia- 2021/22

Deferred to the next meeting.

385 Police & Crime Plan Activity and Performance Monitoring Report

Deferred to the next meeting.

386 Work Programme

Deferred to the next meeting.

The meeting ended at 1.15 pm

Chairman

**WEST MERCIA POLICE AND CRIME PANEL
31 AUGUST 2021**

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

Recommendation

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

Background

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

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

3. The draft Annual Report for 2020/21 is attached at Appendix 1 for the Panel's consideration. The report provides a high-level overview of the PCC's work over the last financial year.

4. In accordance with the Act, members of the Panel are required to review the report and to make any recommendations to the Police and Crime Commissioner for consideration. The Police and Crime Commissioner must then respond to any report or recommendations that the Panel make prior to publishing the final version on the report.

Risk Management Implications

5. None.

Financial Implications

6. None.

Legal Implications

7. In presenting this draft annual report to the Panel for consideration, the PCC and the Panel are fulfilling their respective statutory obligations as set out in the Police

Reform and Social Responsibility Act 2011. Failure to do so would mean a breach of statutory duty.

Equality Implications

8. None.

Supporting Information

Appendix 1 – Draft Annual Report 2019 – 2020

Contact Points for the Report

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

andrew.champness@westmercia.pnn.police.uk

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

Tel: 01905 846011

sjones19@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case Worcestershire County Council's Assistant Director of Legal and Governance) there are no background papers relating to the subject matter of this report.

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



Annual Report 2020-2021

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Foreword

As a result of the Covid19 pandemic, all Police and Crime Commissioners saw an extension to their term.

While the pandemic has undoubtedly impacted my work as Commissioner, my team and I have sought to minimise this impact as much as possible. I commend my office for adapting and adjusting, and being relentless in doing the best for communities. We have seen this additional year as the opportunity to further build on the progress that has been made in a number of areas.

This report captures the significant amount of work and progress that has been achieved during my additional year in office. In response to an extra year in office I have also reviewed my Safer West Mercia Plan to ensure it remains fit for purpose for my extended period in office.

There is no doubt that the last year has been one of the most challenging in recent history, and it brought with it exceptional challenges for policing, with the force needing to change and adapt to meet the changing demands of the national health emergency. West Mercia Police officers and staff have risen to the challenge, adapted and ensure they have continued to look out for the public they serve. Communities should be proud of their police service's contribution to tackling Covid19. Communities should also be proud with how they have handled these unprecedented times. In this past year I have seen people really come together to support one another and find ways of adapting to life as we know it.

During this past year I have continued to stand up for what our communities need to be kept safe, and that includes the policing response to the pandemic and how we have started to transition out of it.

I have ensured that people still have access to the help and support they need. This has included securing £1.87m in funding for victims of domestic abuse and sexual violence. With services needing to adapt the way they work, and with an increased demand on them, this funding ensured that the much needed help was still there.



In this past year, I have been proud to work with partners to shine the spotlight on domestic abuse and raise awareness about it during a time when it was even more prevalent. This also included supporting the Domestic Abuse Bill, and the key amendments, which has since become law.

To ensure there is a defined focus on other key crimes types, I produced and published strategies on road safety, serious organised crime and domestic abuse.

I also recognised the importance of making sure the public still had access to myself and their local policing teams, despite not being able to in person. Several online meetings were held in order to allow the public to put questions to a panel and seek reassurance around the pandemic and other key issues.

Despite this additional year, there is always more to be done – particularly as we come out of lockdown and see a transition to a new normal. With this easing, it is inevitable we will see crime increasing and potentially new issues that the force will need to tackle. However, this is why it's vital the force is ready and has the resources it needs. I have aimed to ensure the communities of West Mercia still receive a level of service they deserve and, despite the pandemic, this should always be the case.



John Campion
West Mercia Police and Crime Commissioner

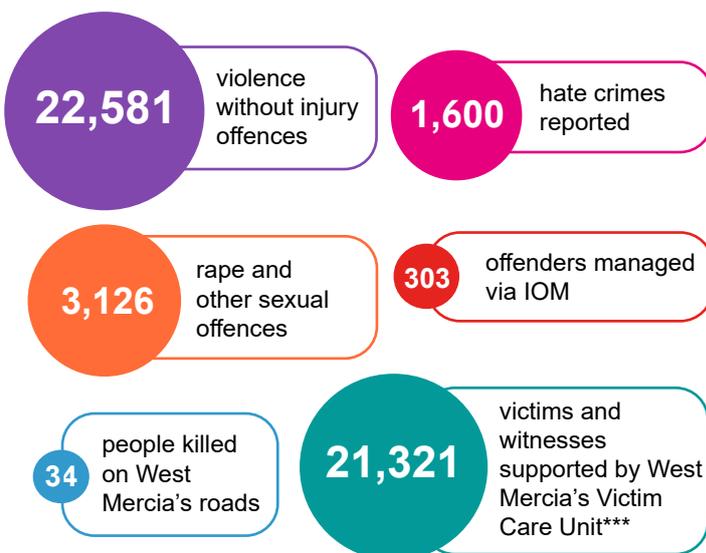
The year in numbers

Putting victims and survivors first

-  51,470 victims contacted by the VAL and offered support.
-  1,289 new referrals to Women's Aid IDVA service in the first 9 months.
-  86% of victims were satisfied with the overall service provided by West Mercia Police.
-  79% 79% conviction rate for domestic abuse cases at court.
-  88% of witnesses attended court.

Building a more secure West Mercia

72,807 offences were recorded:



Reforming West Mercia

-  £234.890m.
-  140,395 999 calls received.
-  87% of 999 calls answered within 10 seconds
-  90% of residents are confident they could access the police in an emergency*
-  52% 52% of 101 calls answered within 30 seconds
-  15,822 reports made online to the public contact centre

Reassuring West Mercia's communities

-  86% of residents have confidence in West Mercia Police*
-  61% satisfied with levels of local policing*
-  74% 74% feel crime and ASB are either not much of a problem, or not a problem at all in their local area*
-  35.2% of stop and searches resulted in a police action being taken
-  100 independent custody visits
-  14%** increase in recorded police complaints

*West Mercia Public Confidence and Perceptions Survey 2020/21

**In February 2020 new Complaints and Misconduct changed the definition of a complaint to include any expression of dissatisfaction with a police force

***No. receiving support as at 31 March 2021

Putting victims and survivors first

The ongoing pandemic that has affected us all has brought multiple challenges to victim service providers. They have had to be resilient and flexible to adapt to these challenges, whilst ensuring that they continue to provide services to support victims. All providers have reported increases in the complexity of the support required for victims as a direct result of the pandemic, and victims themselves have had to adapt to receiving remote services. I commend the determination and dedication these services have shown during these times.

During the pandemic, I have taken full advantage of the funding opportunities that have been made available to West Mercia from the government and details of the funding awarded is outlined in this part of my report. I am pleased to report that the Ministry of Justice (MoJ) has recently confirmed we have been successful in securing a further £241,711 for 2021/22 as part of a national uplift for domestic abuse and sexual violence services. A public announcement of successful providers will be made post the PCC elections.

As part of my ongoing commitment to support victims, within my budget for 2021/22 I have outlined the need to improve the effectiveness of West Mercia Police's approach to domestic abuse. This not only includes ensuring officers are referring victims and those affected to appropriate support, but also making sure that frontline officers receive training in domestic abuse. During the year I have pushed the force to improve the referral rates of officers to West Mercia Victim Advice Line (VAL) and this rate is now just over 24%.



The Victim Advice Line (VAL) is designed to get victims faster access to the right help, by ensuring they only have to tell their story once and receive the level and type of support they need tailored to their individual needs.

During 2020/21 the VAL has contacted 51,470 victims and offered support to 8,546 who requested it. 97.5% of victims leaving the VAL service in the same period left with a positive outcome.



“I think the support from the VAL has been very good, they issued us with window and door alarms and provided us with emotional support. I think they know how it feels to be a victim, they are understanding. We were very scared and anxious that our home had been burgled when we were inside”.

West Mercia Police Victim Satisfaction respondent

Assisted by additional funding from NHS England and the MoJ Covid fund, the VAL has grown in size. The £50,000 successfully secured from NHS England has funded a specialist sexual abuse and violence co-ordinator (SVN), whose role is to work with victims of sexual abuse and violence to navigate the complex pathways into support, ensuring the access is seamless. The role is also to work with the force and partners to increase knowledge and awareness of support options available to these victims. Since the start of the role in November, the SVN has triaged and needs-assessed 212 individuals. This has included one person disclosing child sexual abuse from over 40 years ago, for who the SVN was able to support a referral to WMRSASC.

Victim Support were one of the organisations I commissioned and who received additional MoJ funding to provide specialist domestic abuse workers, one of whom was co-located within the Victim Advice Line. While the pilot was successful in improving the quality of services

to victims, the funding ended. However, the value of the role was recognised and the VAL has incorporated it into its service model to ensure sustainability and continuity of service provision.

I have also continued to commission services from Victim Support around an effective restorative justice (RJ) service for West Mercia. Throughout the pandemic Victim Support have worked hard to adapt their service to provide online training sessions for partners. These training sessions have resulted in the creation of 13 RJ ‘champions’ across a range of organisations such as the Magistracy, Youth Justice and Housing. These champions will be responsible for raising awareness of RJ approaches within their respective organisations and contributing towards increases in referrals.

“RJ made me feel very ashamed of what I did and I hope the victim is able to move on with her life. It helped me to move on with my life. I am also going to a counsellor as a result of this process.”

Feedback from participant in an RJ conference

Specialist support services

Domestic abuse should never be tolerated. The effect it has, not only on victims and survivors but also the wider community, is devastating and tackling it remains a key priority for me. In November I launched my domestic abuse strategy which reaffirms my commitment to tackling this crime and to ensure I, along with the police service and the services I have invested in, do all we can to tackle it in all its forms.

In early 2020, I was successful in securing just over £341,000 from the MoJ to support those organisations working with victims of domestic abuse and sexual abuse and violence who had been adversely impacted by the Covid pandemic. Much of this funding went towards increases of staff/resource to cope with additional demand, along with provision of equipment, software to support remote working and improvements to the digital services to support victims.

This funding went to a total of 14 organisations, including a number I have not worked with previously.

In the later part of 2020, a further £180,000 was secured from the same fund to extend the previous support provided. This additional funding went to all of the 10 organisations who requested it. This funding contributed towards extending staffing contracts and resource, providing online domestic abuse sessions and additional counselling support amongst other areas.

During the first six months of 20/21 the victim service providers I commission, and Covid-funded organisations, supported 10,865 victims of crime to cope and recover.

Across West Mercia, I commission Women's Aid to provide an Independent Domestic Violence Advisor (IDVA) Service. In addition, they also provide a hospital based IDVA service in all five main hospitals in our area. Serving as a victim's primary point of contact, IDVAs normally work with their clients from the point of crisis to assess the level of risk and to develop tailored options and safety plans. This support has been maintained throughout the current pandemic, with all IDVAs providing a support service while homeworking. In the first nine months of 2020/21 there have been 1,289 referrals to the IDVA service, 174 to the hospital IDVA and 70 through the Drive programme. 91% of service users are satisfied with the support they have received.

“Women’s aid is the best team/people I have ever come across! There is no limit to any kind of support they can give you. The emotional support and how they treat you is over whelming and outstanding”.

Feedback from a DA survivor on securing a non-molestation order

We all have our part to play in preventing domestic abuse and I will continue to work with partners to ensure resources are in place to support victims, survivors and their families. I am also committed to addressing the behaviour of those carrying out domestic abuse and my approach to tackling perpetrator behaviour is outlined in the Secure section of this report.

Over the last year I have continued to provide significant financial support to AXIS and the West Mercia Rape and Sexual Abuse Support Centre (WMRSASC) to provide Independent Sexual Violence Advisor (ISVA) services across West Mercia.

In April 2020 I was successful in securing an additional £176,065 of Government funding to further enhance these services. The funding has provided for a specific focus on supporting male victims, and those who have additional needs, along with ensuring victims have the right support to cope and recover.

In 2020/21, AXIS has received 419 new referrals for victims seeking its specialist support and is now able to offer a choice of gender of ISVA to all clients aged 11+, who are referred in to the service. Its Family ISVA post has enabled them to offer support, not only to parents of survivors, but also siblings, grandparent, partners and other loved ones.

The WMRSASC grant maintains the current key frontline ISVA, Male ISVA (MISVA), Family ISVA (FISVA) and Children & Young Peoples (CHISVA) service provision and supports continued delivery of the SELFIE training and awareness raising programme.

During the last year 648 victims have been referred into its support services, including 181 referrals into the CHISVA and FISVA services.

“Thank you so much for all your help and support, it really is appreciated. Keep doing the amazing work you do! It really does make a difference to people lives! I shall be forever grateful”

ISVA MISVA client

Thank you for all the confidence you gave me going forward from everything that was happening, it was honestly the worst time of my life, and I have said to everyone you were my favourite part about it!”

ChISVA client

These existing ISVA services are currently delivered via an annual grant. My commissioning team has recently concluded the recommissioning of both the child sexual exploitation (CSE) and ISVA services, providing a three year contract, which was awarded to WMRSASC. The new service model will provide increased flexibility and resilience as well as streamlining processes to remove any variations in service in-line with my commitment to ensure all victims have access to the same level of service irrespective of where they live. The new contract goes live on the 1 April 2021.

In addition, I have provided funding to the West Midlands Paediatric Sexual Assault Service (SARC) which is a region-wide service providing expert care for children and young people who have disclosed sexual assault, or who may have been subject to sexual abuse. Clients are seen by an experienced paediatrician with specialist training in forensic examination and are supported by a crisis worker. As a result of the pandemic I have worked closely with regional partners including NHS England and Improvement, to extend the contract for the provision of this valuable service for an additional two years. This has been done to ensure continuity of service provision for some of the most vulnerable victims in our communities.

Victims and witnesses of crimes are some of the most vulnerable people within our society, so it is imperative they are supported and given the help they need to cope and recover. Integral to this is understanding their needs. My commissioning team has worked with all providers, throughout the year, to ensure that they have robust mechanisms in place for capturing the victim's voice. They are also ensuring that the victim's voice is at the heart of service delivery in-line with my commitments. This has resulted in the development of service user focus groups, along with online meetings and changes to surveys. Improvements have also been made to the ways in which services are delivered, particularly the development of online group support sessions.

I have long been fighting for victims, and early in 2021 I launched my victims' strategy for consultation, which puts their voice at the very heart of the process to deliver and review services and drive improvement. It also involves holding to account partners and organisations on the service delivered.

My Victims' Board provides me with the oversight and focus to identify and drive forward improvements in services to victims. Most recently it has reviewed the planned implementation of the revised Victims' Code coming into effect from the 1 April 2021, and throughout the year has worked to ensure support is in place for victims and witnesses attending court.

Even with the impact of Covid, West Mercia still has the best witness attendance rates in the region, standing at 88%. This is testament to the hard work and dedication of our Witness Care Units, who have been placed under extreme pressure during the pandemic.

Building a more secure West Mercia

I am committed to building communities where people are safe and feel safe. To achieve that commitment, it is important that the police provide the right response at the time when it is needed most, so that with support from communities and partners, together we can deliver the best possible results in building a more secure West Mercia.

Policing demand

This year has been one of the most challenging years in recent history, and it has brought with it exceptional challenges for policing, with the force needing to change and adapt to meet the changing demands of the national health emergency. West Mercia Police officers, staff and volunteers have risen to the challenge, and the community should be proud of their police service's contribution to tackling Covid.

Police demand transformed during the pandemic, driven by complex changes in the behaviour of society and the necessity to police in new and unforeseen ways. With fewer people wishing to engage face-to-face or invite officers into their homes to undertake enquiries, working practices had to be adapted to cope.

Covid enforcement has also been complex and subject to rapid changes throughout the year. Officers have had to adopt different policing styles dependent upon changes in legislation and focus. Initially, in-line with NPCC guidance, West Mercia Police adopted a four E's approach around enforcement. The four E's being Engage, Explain, Encourage and Enforce, with enforcement being the last option.

In September legislative changes led to a new phase of the 4Es approach, with a changed emphasis towards enforcement. This change in emphasis resulted in an uplift in the number of fixed penalty notices (FPNs) issued and I have sought reassurance from the force on the volume and appropriateness of the FPNs through my holding to account processes to ensure that they are being issued in a consistent and proportionate way across our communities.

A new form of demand created by the Covid legislation was the reporting of Covid lockdown breaches. This resulted in an unprecedented number of reports of Covid breaches during the warm summer months of the first lockdown. From March 2020 the force's online reporting system was adapted to support the reporting of Covid 19 breaches, with a 71% increase in online reporting during July and August. From the start of the first lockdown to the end of August the force received approximately 8,500 reports of Covid breaches relating to business, licensed premises and gatherings.

In the last year the overall volume of 999 calls has remained almost static however, during July and August, the force saw a 60% surge in emergency 999 calls, increasing from an average of 10,000 calls a month to 16,000. This increase in demand was reflected nationally, following the relaxation of lockdown restrictions and led to longer call waiting times for the 101. As part of my public contact holding to account I discussed the waiting times for calls with the Chief Constable as it was a point of concern. This is no reflection on the efforts

of West Mercia's call centre staff who have worked tremendously hard to deliver a huge organisational change during a global pandemic and it is reassuring that 90% of residents taking part in the West Mercia confidence and perceptions survey are confident that they could access the police in an emergency, compared to 79% in 2019/20.

I want to assure our communities that despite the ongoing health crisis, West Mercia remains focused on other priorities. In the last year my budget has supported the recruitment of an additional 93 police officers, promised by Government, and more recently my latest budget includes provision for the recruitment of an additional 91 officers through the same national uplift programme. I have secured commitments from the Chief Constable around performance improvements to be delivered in conjunction with the uplift in police officers. With the officer uplift delivered at a record pace these improvements can and should now be delivered for our communities.

The uplift in officer numbers has enabled the force to redesign how it investigates crimes, which was one area for improvement identified in the last HMICFRS PEEL inspection report. The new model has seen an additional 88 investigative posts phased in across the organisation and will support the provision of consistent high quality investigations, ensuring better outcomes for the most vulnerable in our communities.

The pandemic has had a considerable impact on crime trends since the end of March 2020 when the first lockdown period began. Significant reductions in crime have been seen across the majority of crime types and there has been a 16% reduction on total recorded crime when comparing 2020/21 to the 2019/20. Crime reporting and recording volumes reduced most significantly during periods of national lockdown (1st lockdown March 2020; 2nd lockdown November 2020; 3rd lockdown January 2021). Patterns and volumes of offending subsequently increase each time national restrictions have been eased.

During the year the increase in officer numbers and the reduction in volume crime has enabled the force to reduce the number of open cases. In addition, closer working with partners has led to stronger working relationships forming. It is important that these benefits are not lost and as part of my drive for the force to plan for covid recovery I have used my holding to account powers to challenge the force to learn from the opportunities that have arisen to ensure that levels of crime and harm do not return to pre covid levels.

Of all crime types, high volume low harm acquisitive offences have seen the steepest decline in recording during the year. Theft from person offences declined by 57%, shoplifting offences declined by 35%; vehicle offences declined by 35%, and 'other' theft offences declined by 30%.

Notable reductions in recording have also been seen for high harm offences which impact on communities including a 49% reduction in business robbery, a 31% reduction in residential burglaries and a 20% reduction in violence with injury.

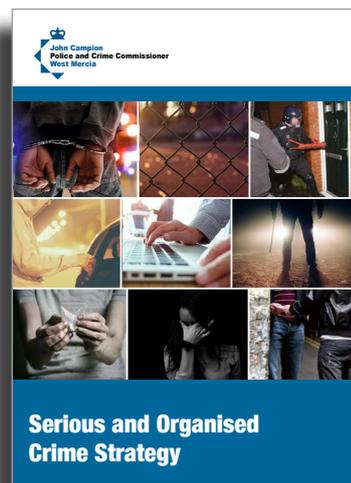
The exceptions to falling crime volumes in 2020/21 include vulnerable adult offences, drug offences, cyber-crime and anti-social behaviour (ASB). Analysis also suggests an increase in stalking and harassment offences during this period; much of which was committed online. Cyber enabled stalking offences have increased by almost 600% this year (an additional 412 offences) compared to the previous year.

Whilst volumes remain relatively low, there has been an increase in homicide offences (21 offences in 2020/21 compared to an average of 13 homicides for the last three years). These major and complex crimes have a significant impact on the organisation in terms of capacity, demand and resources.

Initially the volume of domestic abuse crimes reduced followed by a steady increase back to more typical and there has been a 4% increase comparing the first seven months of 2020/21 to the same period in the previous year. Overall there has been a 3% reduction. Many victims of domestic abuse will have undoubtedly faced a deeply traumatic experience during lockdown. The additional funding I have secured during the pandemic is making sure that we're doing the very best we can for victims and survivors during these times.

Tackling crime and reducing harm

Serious and organised crime (SOC) is crime that is planned, coordinated and committed by groups of people working together to acquire profit, power and influence. The force has developed a clear understanding of its SOC threats and has in place a SOC strategy and delivery plan to strengthen its response to SOC. My own SOC strategy outlines how I will play my part and work with others to ensure our communities are safer and feel safer.



As part of the operational response to serious and organised crime, the force is making increased use of additional new powers under the Proceeds of Crime Act which enable the force to pursue convicted criminals through the courts to seize cash and assets acquired through criminal activity. In February this year members of an organised crime gang who stole over 1 million pounds from ATMs across the UK were stripped of their assets. Following their conviction, West Mercia's Economic Crime Unit

pursued the gang using the Proceeds of Crime Act to secure forfeiture of assets deemed to be the proceeds of their criminality. Along with over £140,000 of cash, officers were able to seize assets including designer clothes and watches. A further £126,010 of cash seized by police (linked to their last ATM offence) was ordered to be paid back to the victim.

Drug trafficking and supply is the primary crime type for over two thirds of Organised Crime Groups (OCGs) in West Mercia. Drug misuse is an inherently complex issue and there is no single solution. A key focus of both the force and PCC SOC strategies is to ensure a relentless and coordinated approach to tackling County Lines, a term used to describe a model of drug supply whereby criminal gangs target the sale of drugs, often in smaller towns, exploiting vulnerable adults and young people through coercion, intimidation and violence. A two week regional intensification on county lines activity in February resulted in: 27 arrests; the seizing of heroin, crack cocaine, cocaine and cannabis; the seizing of over £35,000 in cash; the seizing of 20 mobile phones; and weapons including knives and an imitation hand gun.

Everything possible should be done to understand how people are drawn into criminality and prevent it from happening in the first place. I am committed to improving the lives of young people and preventing them from going down the wrong path in life. The trauma that these individuals can experience in their lives leaves them vulnerable, which greatly increases the risk of them being exploited or entering the criminal justice system

Despite the pandemic, Climb, the new name for my West Mercia Diversionary Network service, went live in May. Climb, run by the Children's Society, deliver an Early Intervention and Prevention service for 13 to 17-year-olds, incorporating sports, dance, arts and music. The service works with individuals who are: missing education; starting to be reported as missing; or at risk of entering the criminal justice system. My commissioning team have worked closely with partners and the force to promote referral pathways into the project. The service has received 263 appropriate referrals along with positive feedback from those involved.

“I feel your involvement with S is really helping and I’m so pleased he engages in your sessions and you have that time to talk things through with him.”

Mother of a service user



“Thank you for all your hard work with TR last term. I was really pleased that he engaged so well with you. He really benefitted from the sessions and able to reflect on them.”

The Forge School.

One organisation Climb has worked with is Worcestershire Arts Partnership who provide the Inspiring Futures through the Arts programme, which receives financial support from me. Over a five month period they have run a Hope and Dreams Pilot in conjunction with the Children’s Society who have referred 16 young people into the project. Many of the young people involved had experienced trauma or were living in challenging circumstances.

“F came in with a very negative mood where she was feeling down and needed to leave the room at the start of the project. She took some time to engage but as she progressed in each session her mood dramatically changed where she feeling much happier”

Teacher, Aconbury Centre

Acquisitive crimes such as burglary, vehicle crime and theft are the crimes that the public are most likely to encounter, and they are estimated to cost society billions of pounds every year. There is strong evidence that these crimes can be prevented by tactics that either remove opportunities to commit crime or act as a deterrent by increasing the chances of an offender being caught. In the last year I have secured £550,000 in additional funding from the Home Office to implement a Safer Streets project in Brookside, Telford. The funding is being utilised for a range of equipment and target hardening measures, designed to reduce criminal activity in some of the most deprived areas of Telford & Wrekin, enabling people to feel safe, and not fear where they live or that they will become a victim of crime.

A total of 14 sites within Brookside have been identified so far for alley-gating and fencing works. Public Space Protection Orders are also being carried out for the site. A lighting survey has been completed and the local street lighting team are in the process of procuring the relevant equipment to be installed.

I have since submitted an additional funding bid to the Home Office in the second round of the Safer Streets fund. If successful, this will see a further two areas in West Mercia benefitting from the initiative and help deliver my commitment to build safer and more secure communities.

Off the back of the Safer Streets project, I am pleased to once again be working in partnership with Telford & Wrekin Council on a new Safer Communities Project which will be launching this year. The £1.5m funding, of which I have contributed £500,000, will go towards other areas within Telford & Wrekin to prevent crime and anti-social behaviour and improve the quality of life for communities.

West Mercia Police are also committed to protecting people from this type of acquisitive crime. 'We Don't Buy Crime' (WDBC) demonstrates this commitment, by taking an innovative approach to reducing and disrupting the market for stolen goods and protecting homes and possessions by making them less attractive to the 'would-be' criminal. The scheme has proved incredibly popular with individuals, communities and businesses alike.



Latest take up figures show the following are protected:

- More than 37,000 homes.
- 121 parishes.
- 520 rural farms.
- 28 allotments.
- 7 business areas and 10 industrial estates.

In addition, 260 retailers are registered with the WDBC second hand scheme and 173 petrol stations are promoting the scheme. The team also benefits from a covert asset resource utilising the latest in covert techniques to catch criminals when they do commit crime. During 2020/21 the recovered assets secured across all teams is valued at £1,131,621.

To help address the associated harm that often comes with serious acquisitive crime, an exploitation and vulnerability strand to WDBC is in place. This work is led by two dedicated exploitation and vulnerability trainers, whose posts were created using additional funding I provided following evidence of a need for this support both with the force and within communities. Up to the end of March 2021 a total of 26,898 people had received the training, which has been adapted to run virtually. 97% of training recipients said that as a result of the training they had an increased awareness of vulnerability factors and felt confident that they could recognise and report concerns of exploitation. These trainers work extremely hard with partners to ensure that crimes which are often hidden from public view are recognised and reported.

The work of the dedicated vulnerability and exploitation trainers, especially during a time when vulnerabilities are being further targeted, is vital in reducing harm and creating communities that are safer and more secure.

Protecting communities, particularly our most vulnerable, is an integral part of creating a safer West Mercia. While fraud is a wide ranging crime that can have a devastating effect on individuals and businesses alike, fraudsters will often target vulnerable people. Working in partnership with banks, building societies and Post Offices, the Banking Protocol is one way of tackling fraud. Under this scheme, branch staff are trained to detect the warning signs that someone is being scammed and to make an emergency call to the police. Police officers will then visit the branch to investigate the suspected fraud and arrest any suspects still on the scene. In 2020 across West Mercia 155 emergency calls were made and 89 crimes were recorded, stopping £888,829 of fraud, bring the total to over £2m since the scheme started.

Romance fraud is another type of fraud targeting often lonely vulnerable individuals and occurs when criminals feign romantic intentions towards their intended victim and use the nature of their relationship to fraudulently obtain money or sensitive information. In 2019 the average loss to victims was nearly £18,000. In support of a force operation to promote and target this type of scam, last year one of my Safer West Mercia podcasts was dedicated to romance fraud, focusing on how people can protect themselves.

Child sexual exploitation (CSE) continues to be a key priority both at a force, regional and national level. In 20/21 West Mercia Rape and Sexual Abuse Support Centre (WMRSASC) received £152,867 for the second year of a two year grant to run the Branch Project, which provides educational interventions and support to young people who are at risk of or have been a victim of CSE in Worcestershire, Herefordshire and Shropshire. In the last year the service has had 122 new referrals and worked with 218 young people. It is incredibly pleasing to see that 99% of the young people who have received support from the project have left it with a positive outcome. In October the service launched a young people's survivor group, which continued to provide virtual support as the lockdown continued.

“I just wanted to say thank you so much for organising this group for X. X has absolutely loved it and it's been amazingly helpful for her. She really gelled with the group and it's been really good for her. Thank you so much for all you do.”

Feedback from parent/carer of a young person engaged with the support group

One of the specialist teams within the force is the Online Child Sexual Abuse and Exploitation team, who focus on the identification and arrest of offenders who access images of child abuse online. Since 2016 they have secured the safeguarding of 583 children in West Mercia which demonstrates the importance of recognising and addressing the issues CSE brings.

Roads

The periods of national lockdown over the last year have meant road networks have at times been much quieter than usual, but sadly 34 people have lost their lives on West Mercia's roads.



Roads is one of the key policing priorities for West Mercia Police and I welcome this clear strategic focus.

My investment in additional officers has enabled the force to provide an additional 19 dedicated roads policing PC posts. A two month snapshot of the work undertaken by the first nine officers into these posts shows that they submitted 139 Traffic Offence Reports and made 69 arrests, including 54 for drink or drug driving, one of a male on suspicion of murder following his vehicle triggering an ANPR camera, and one for human trafficking. This highlights the valuable contribution being made to keeping our communities safe on the roads.

As part of my own commitment, I hope to raise more awareness of road safety and reduce the amount of those being killed or injured, as well as the number of those committed road traffic offences, through further projects and initiatives.

My Roads Safety Strategy sets out my overall approach to how I intend to achieve this. I have directed resources towards initiatives that address the rising number of people killed and seriously injured on West Mercia's roads. In September I launched the Safer Roads Fund (SRF), a new £280,000 fund for initiatives which aim to improve road safety. A range of applications were received and a number of projects were approved for funding including the national charity, Road Peace, which has received £38,244 of support.

The Road Peace project is a joint project with the Victim Advice Line (VAL). The funding awarded will provide a Road Peace victim advocate, located within the VAL, to provide support and advice to victims of serious injury collisions. This initially piloted in Shropshire. A West Mercia support group for families affected

will also be set up, along with the provision of some information guides and online resilience programmes.

Other smaller local projects securing funding include: Great Ness & Little Ness Parish Council (£18,500), Stretton Grandison (£10,235), Almeley Parish Council (£5,000) and a number of other projects including a bike checking service, high visibility kit for cyclists and supporting schools to educate young people through participation in Learn to Ride and Bike-Ability sessions.

I have invested £291,281 of funding for the MORSE project, which is an innovative safer roads partnership between YSS, West Mercia Police, Hereford & Worcester Fire and Rescue Service and Shropshire Fire and Rescue Service. MORSE aims to make our roads safer by reducing the number of risks taken by drivers throughout West Mercia. They do not concentrate on the offence in isolation but look holistically at the individual and focus on providing personalised support around their needs. 198 referrals were made into the project during the last year.



“I should never have done what I did, it has turned my life upside down. I lost everything (my home, family, job and my emotional health)...I know the changes I am making are working as I am getting my life back together...I know how to reduce my triggers and I am confident I will not re-offend.”

Feedback from a servicer user referred by the Probation Service following multiple drink driving offences

Previously my Roads Focus campaign, run in conjunction with Worcestershire and Shropshire Council, has enabled members of the public to take part in interactive training sessions. To overcome social distancing restrictions it has been possible to adapt the training which has enabled two online driver sessions to take place. The training, held in partnership with national driver-education providers TTC, test drivers on their Highway Code knowledge – including speeds, signs and hazard perception. Participants also gain an insight from a Roads Policing officer on collision statistics, the affects poor driving can have on lives and how technology, such as dash cameras, can help.

Reducing reoffending

To begin to break the cycle of crime and reoffending of individuals, as well as lessen the impact this behaviour has on our wider community, it is important that partners work together to provide the right interventions at the right time. I have continued to work in partnership with Worcestershire Public Health on the Drive Perpetrator programme.

Since its commencement in 2018 up to the end of March 21, the programme has worked with 254 high harm perpetrators, and has achieved reductions in high levels of physical abuse (72%), sexual abuse (75%), stalking and harassment (53%) and jealous, controlling and coercive behaviour (62%). The Drive case managers work closely with the IDVAs mentioned earlier in this report and 83.2% of victims/survivors associated with Drive who have engaged with IDVA services have reported outcomes of increased safety / reduction in risk at case closure

Originally funded with Police Transformation funding, this is now an equally split arrangement with Worcestershire County Council Public Health and I have extended my funding commitment to March 2022. Independent cost vs benefit analysis has been conducted, which demonstrates significant savings for criminal justice, public health and local authority agencies.

In October my commissioning team were successful in securing a further £178,863 from the Home Office to extend the Drive project into Herefordshire. Since then we have worked with colleagues in Worcestershire and Herefordshire Councils on further joint commissioning and working arrangements which has enabled Herefordshire Drive to go live in March 2021. The project is aiming to target 125 high harm perpetrators per year and in the first month of operation three multi-agency Domestic Abuse Perpetrator Panel (DAPP) meetings have been conducted.

As well as additional money enabling the extension of Drive, a further £207,163 was awarded by the Home Office to roll out the Respect Young People's programme. This programme includes a variety of training packages designed to support those professionals working with young people who are displaying domestic abuse perpetrator behaviour. It will see over 400 staff trained from a variety of agencies including Police, Local Authority and Youth Justice Service across West Mercia. This will ensure that those working within these organisations are better equipped to provide vital support to young people that are abusive or violent towards those close to them. Part of this funding will also provide an evaluation of the success of the project and is due later in 2021, however Covid has impacted on the programme which has had to be adapted for remote delivery.

As well as providing leadership and governance through my Crime Reduction Board, I have also committed funds to ensure vulnerable offenders in our communities receive the support they need. The support provided often enables offenders the opportunity to address key areas affecting them, such as drug and alcohol misuse, or providing education and learning support.

Jointly with other regional Commissioners, and the National Probation Service, I have provided £21,400 of match funding to the Community Rehabilitation Company to run sessions which help offenders move away from aggression. The 12 month pilot project will form part of an out of court disposal order, helping

around 40 offenders to explore and identify triggers of anger and anxiety, and develop skills to manage their behaviour. Through the investment in this joint initiative I am committed to breaking this cycle of behaviour. It provides yet another avenue for police and courts to help offenders to rehabilitate, ultimately reducing crime and preventing long term impacts.

I have also supported Willowdene Farm for the LINC project (Local Initiatives Nurturing Change) which is for women at risk of entering the criminal justice system, or are in it to reduce their risk of offending. During the last year there have been 74 new referrals into the project, 60% of women leaving the service have achieved a positive outcome and 51 have gained a new qualification. Some examples of the support offered and outcomes achieved include:

- A Worcestershire woman completed a seven week diversionary placement, working on a range of issues in relation to past trauma, debts, family relationships and planning for future constructive activity. She continues to be supported by Willowdene staff in the community.
- A Telford woman completed three weeks of residential placement in March after a period of alcohol detoxification as a diversionary intervention; her network of community support was established in this time and she was discharged to continue recovery with ongoing support from Willowdene staff.

Financial support has also gone to the West Mercia Youth Justice Service to develop, support and deliver the range of interventions to support youth caution and conditional cautions, as well as support the joint decision model for young people committing offences. This includes contacting known victims, where appropriate, to provide them with information and invite them to become involved in restorative processes. 155 young people were referred into this service between April and September 2020.

Criminal justice

The Criminal Justice System (CJS) is a complex web of partners, roles, budgets and priorities. An integral part of the CJS is the courts and this has been adversely affected by the pandemic. Initially very few trials were heard, resulting in victims facing a longer wait for justice, and their associated anxiety and trauma being prolonged. Given the capacity constraint of the Courts and the number of cases backing up, West Mercia Police Witness Care Units are now supporting over 21,000 victims and witnesses, an increase of 36% since March 2020, which has placed additional demands against police resources.

During the last year I have pressed ministers to take action to address the courts back log and I have also increased capacity in victim services, made offers to work with partners and supported innovation. I am committed to doing what I can but others need to step forward as well. While all of West Mercia's magistrates courts are now open, and is one of the only areas which in the last few months

has been able to clear its pre-Covid backlog in these courts, the picture in the Crown Courts is less positive and I shall continue to press for improvements. Victims want to move forward and recover. Part of that requires a justice system that works for them.

Collaboration and partnership working

Building a safer West Mercia is not, and cannot be, the sole responsibility of any one person or organisation. The Drive programmes in Worcestershire and Herefordshire, along with the new safer streets initiative in Telford demonstrate my commitment to developing strong collaboration and partnership arrangements to deliver shared outcomes, improve services for our communities and achieve efficiencies.

A key element of the police response to dealing with the pandemic has been working with partners to provide an effective joined up response on a local level. While this has brought immediate benefits to communities on the ground, it has also helped strengthen relationships with partners, which need to be sustained for the future and this is something I have discussed with the Chief Constable in my holding to account meetings. One benefit of the strengthened relationships is the formation of a Vulnerability Performance Executive Group which see senior leaders come together to identify issues and seek improvements in services. Significant issues relating to mental health prosecutions and also NHS long term planning has already been agreed and actioned as a result so far.

I continue to work with and provide financial support to the five CSPs in West Mercia. Each CSP is provided with a ring-fenced budget to be spent on proactive community safety initiatives, addressing local needs and creating a safer and more secure West Mercia. In addition, on top of the £1.25m I've already committed on CCTV during my term, in 20/21, a further £325,000 was made available to local Community Safety Partnerships to secure further improvements to new and existing CCTV schemes. In providing this additional funding I have made clear that the investment is for improvements in new technology and infrastructure and not to fund scheme monitoring costs.



Part of the £1.25m funding has seen state of the art improvements and upgrades to CCTV in North Worcestershire and Telford & Wrekin, the latter having moved to a volunteer-led monitoring model, bringing community cohesion to the local area as well as improving community safety.

I have worked collaboratively with regional colleagues to ensure that the Strategic Policing Requirement is met and I maintain oversight of the Regional Organised Crime Unit (ROCU), National Air Police Service (NPAS), Roads Policing, Counter Terrorism (CT) and other national programmes. Two regional policy officers shared between the four Police and Crime Commissioners in the West Midlands Region have been invaluable in strengthening our scrutiny and oversight of key national programmes which impact on our region.

One example of how regionally collaborative opportunities are being identified and developed relates to the proceeds of crime recovered as part a major policing operation in the West Midlands force area. While the proceeds will be returned to the West Midlands force area, as this was where the money was recovered, all four force areas are collaborating on a plan which will see some of this resource invested back into the ROCU. It will also go into preventative interventions across the wider region, bringing benefits to all our communities.



Reforming West Mercia

Enhancing and improving West Mercia Police

Transforming West Mercia Police into a modern innovative force is one of the central aims of my Safer West Mercia Plan. Part of the necessary reform to achieve this has been the ending of the policing alliance with Warwickshire Police. At the conclusion of the alliance with Warwickshire two new collaboration agreements were entered into to enable Warwickshire to transition out of the alliance by the end of September 2021 at the latest. One was for a shared IT service, the other was for West Mercia to host transactional, forensics and file storage services for Warwickshire. The shared IT service is on a fairer funding arrangement than that of the alliance and any residual IT services needed by Warwickshire after the end of September will be on a hosted basis with them paying in full for their share of any service required. These new arrangements are not only robust and effective but are ensuring each force's financial contributions are fair, in stark contrast to the previous alliance agreement.

My budget proposals for 21/22 will ensure vital transformation work will continue as planned within the police force to improve services and efficiency even further, despite the ongoing impact of Covid. It includes significant additional resource for things such as digital forensics, further investment in the new state-of-the-art police call centre and police ICT. I pledged that our police would have the resources they need to do their work to the best of their ability, and that I would ensure West Mercia Police

catch up and keep up with technology. These investments demonstrate how I am continuing to meet those promises and ensure that progress is not delayed or deferred.

Investing in our people

My decision to provide additional officers has been at the heart of my commitment to deliver a more secure West Mercia. Officer numbers have grown even further with the Government's commitment to add 20,000 officers nationwide. This uplift has resulted in an extra 93 officers this year, with a further 91 next year. This investment will see an additional 399 officers compared to May 2016.

West Mercia Police have recently launched a new People Strategy which further demonstrates the force's commitment to effectively supporting and empowering its workforce. A key objective within the strategy is to build the personal resilience of the workforce. This involves developing a trauma informed approach to promote recovery and support individuals through their career journey. I will continue to hold the Chief Constable to account for delivery of this strategy.

The Occupational Health Team, welfare officers and the force's employee assistance programme are well embedded and have been utilised to provide officers and staff with physical and psychological support during the pandemic. A Covid Welfare and Testing team was also established and took on responsibility for assessing requirements for shielding, overseeing workforce testing and results, and providing expert advice and guidance to the

workforce. Officer sickness for 2020/21 is at a five year low of 4.1%. Staff sickness up 0.1% from 2019/20 but remains at a relatively low level compared to previous years. Whilst this performance is positive, West Mercia is still recording a much higher rate of sickness than the average of both the public and private sectors and is an area I will continue to monitor.

Other successful initiatives include an alliance wide apprentice scheme, providing opportunities for young people to take part in a 12 month apprentice scheme, taking part in 'Police Now' a national talent programme for graduates and implemented a new Police Constable Degree Apprenticeship (PCDA) programme. The first intake of PCDA student officers started in January 2020 and the Degree-holder Entry Programme (DHEP) for recruits with a degree commenced in July 2020. March 2021 saw the first cohort of 17 student police officers on the regional Detective Constable Degree Holder Entry Programme (DCDHEP) starts with the force. It is clear that there is a real appetite for investigative careers with West Mercia Police and these new student detectives will help bolster its capacity and in doing so provide the best service to victims.

These new routes into policing have attracted a more diverse pool of candidates and the new intakes have been more representative of our communities in terms of gender and ethnicity. In the first nine months of 20/21 this has resulted in a joiner rate of 7.9% for ethnic minorities in comparison to an average of 2.1% in the previous three years. The female joiner rate has also increased to 42.6% in comparison to an

average of 33.8%. This means that 2.84% of West Mercia's officers are now from an ethnic minority and 32.97% are female, the most diverse the force has been in its history.

The improvements in female equality within West Mercia Police has been highlighted as a national example of best practice in the second annual HeForShe report on Gender Equality in UK Policing. In particular the force's Authorised Firearms Team was praised for the work it has done to attract more female applicants into these specialist roles.

I am committed to ensuring that the workforce of West Mercia better reflects the makeup of our communities and the uplift in additional police recruit numbers I have provided should be providing a real opportunity for the force to become more diverse and I will continue to hold the Chief Constable to account to ensure everything is done to achieve this.



To further support the positive action initiatives, the force has recently launched the 'Step' programme in partnership with its staff networks to focus on improving workforce representation at the point of recruitment, across ranks and within specialist roles, ensuring attraction, retention and development of a diverse and inclusive workforce. The programme provides a range of support and services for new recruits and existing members of the workforce who identify with protected characteristics and builds on my commitments to ensure the workforce better reflects the demographic make-up of our communities.

I have continued my own commitment to investing in people, recruiting a graduate policy and commissioning intern and a graduate communications and engagement intern to work in my office for 12 months. As part of their placement they have gained an invaluable insight both into the work of my office and a wide range of force functions, as well as developing valuable workplace skills. Many of the interns working in my office have successfully secured permanent employment following their internships.

Investing in technology

SAAB Safe, the new police command and control system, was successfully installed in the summer. The system, which call handlers use to record details of crimes, emergencies and other incidents, and to deploy police officers accordingly, replaced an ageing 30-year-old system, which was no longer fit for purpose. The new software helps the call handlers to

gather more information at the first point of contact, allowing the force to respond more effectively and gather more detail about a caller's circumstances. In the last month a roll out of a mobile Safe app has begun which will allow officers to directly input into the system using their mobile phones, improving access to intelligence and information for officers on route to and at an incident and provide for efficiencies within OCC with officers ability to 'self serve'. My investment in SAAB Safe gives staff and officers the tools they need to deliver the best possible service to our communities for years to come and should lead to sustained improvements as the benefits of the new SAAB system start to be fully realised.

Ensuring the force has the right contact channels for the public is one of the commitments in my Safer West Mercia Plan. The force is in the process of replacing its Community Messaging System (CMS) with a new service, Neighbourhood Matters.



This is a much more intelligent system which will enable people to get updates, how and when they want, tailored to their interests and concerns, rather than a one size fits all system. When registering for the first time the user is asked to provide some background information about themselves including how they want to be contacted, frequency of contact, what they are

interested in and any concerns. This will enable the force to provide targeted and tailored advice to each individual. Other improvements will enable police supervisors to have an overview of the messages coming in for their teams so can ensure that if an officer is off sick or on leave it will be seen and dealt with. I welcome the introduction of Neighbourhood Matters which will make the force more accessible to people and help provide reassurance.

My aspiration to modernise West Mercia's technology is not limited to the force as I am supportive of wider reforms to the criminal justice system. This has included working with partners to introduce Video Remand Hearings (VRH) across Shropshire and Herefordshire. Regrettably this technology has shown to have had a detrimental impact organisationally for West Mercia Police as the force has had to assign operational resources in order to manage the new process, undermining its ability to protect and safeguard local communities. The impact on policing has been replicated across the country and, as a result, the National Police Chief's Council (NPCC) announced they wouldn't be supporting the current approach from 1st December. It is my duty, as Commissioner, to ensure that the communities of West Mercia receive the best possible policing service and unfortunately the current approach to video remand hearings is undermining that ability. I have called on the Government to consider how this situation moves forward, and to ensure that the communities of West Mercia don't suffer from how it is currently running

Investing in our estate

Our communities have legitimate expectations around police estates. They expect them to be fit for purpose, located where they are most effective and efficient, and where they can help provide visibility, accessibility and reassurance. My work around estates has focused on delivering against those needs.

With the withdrawal of Worcestershire County Council from Place Partnership to take effect in March 2021, I and the remaining partners consider the most effective and efficient option for the future of Place Partnership Limited (PPL) is to proceed with a Members Voluntary Liquidation, plus re-establishment of in-house services at each authority.

This decision has not been taken lightly but I believe the establishment of the in-house teams represents an ideal opportunity to provide both a better value for money and enhanced property management service model. An insourced model will enable West Mercia Police and Hereford & Worcester Fire and Rescue Service (HWFRS) to realise their mid and long term visions as well as delivering their estates and financial strategies. The transition to an in-house team has gone smoothly and is effective from 1 April 2021.

While the establishment of an in-house estates function has been a significant piece of work, it has not detracted from the day to day management of the policing estate.

Most recently an innovative project with Redditch Borough Council, Worcestershire County Council and Hereford & Worcester Fire and Rescue Service will see a three-way land swap and purchase between the borough council, county council and the fire service, enabling the new police and fire station to be built. This partnership solution enables improvements for vital emergency services, maintains the visible police presence local people want, supports the local economy, and achieves best value for local taxpayers. It is an innovative, forward-thinking approach and I am pleased to be delivering these improvements for the communities in Redditch.

As part of my commitment to reduce the environmental impact of policing, five new electric vehicles have joined the police vehicle fleet. The new zero emission vehicles will be used for community policing. They are part of a pilot scheme that signifies the start of the plan to move West Mercia Police's entire fleet to ultra-low emission vehicles over the next decade.

This is a significant moment for the force with these five cars representing a positive step forward in reducing our carbon footprint. Whilst we are still some way away from replacing the entire fleet, these vehicles which will be used by community policing teams are another example of my reform of West Mercia Police. I am very much looking forward to seeing these cars out in the communities, supporting visible policing and tackling crime.



Reassuring West Mercia's communities

It is vital our communities are not only safe, but feel safe too. People need to be able to engage with both myself and their police to be confident that we are visible, accessible, understanding of local priorities and able to tackle them effectively.

Throughout the pandemic the force has sought to provide a higher level of visible police presence within communities to provide public reassurance and maintain public confidence. In support of this the force has received an additional £466,243 of Government funding to support more visible policing in West Mercia around Covid-19. This funding has provided additional Covid patrols across all the policing areas. These patrols are not only bringing visible reassurance to our communities but also carrying out valuable enforcement work to target those individuals and business who choose to flout the regulations.



The new force website enables much more convenient access to online crime reporting and services such as firearms licence renewal. In response to the pandemic this facility was extended to give concerned members of the public the ability to report Covid breaches in a dedicated area of the site. Last year the online contact facility received 15,822 reports with a 189% increase in volume when comparing April 2020 to March 2021.

As Commissioner it is my duty to provide oversight and scrutiny to make sure that West Mercia Police is acting in the best interests of the communities it serves. Feedback I have received from our communities and my holding to account of the Chief Constable has reassured me that the force's response to enforcement throughout the pandemic has remained proportionate and effective.

It is clear however, from both operational demand and community feedback, that the force needs to maintain and enhance wherever possible a strong, visible presence. My 2021/22 budget set out how I intend to work with the force to deliver a community policing charter, which will give reassurance to the public that they will receive what they need and reasonably expect from their police force. This approach will ensure the force makes best possible use of all available resources to understand communities and the issues affecting them and make sure local communities are informed about and understand the work the force are doing on their behalf.

It's been a year that has challenged communities across West Mercia due to the restrictions on our movements. We have all had to adopt the way we work and communicate and make significant changes to how we live.

I am pleased to see more people engaging with my office and I. In 2016 around 350 items of correspondence or casework were logged by my office. That figure has now risen to more than 1,300 items in the last year. A contact management system is in place to ensure that anyone contacting me as Commissioner receives a prompt, personal service.

In the last year I have issued more than 200 public comments or articles in order to ensure local communities are aware of my views, decisions, or strategies.

In the last year my official Facebook page has seen an increase of 15% for page 'likes', with content reaching around 36,000 people each month. On Twitter, the average 'impression' is 100,000 and the page averages 3,000 new visitors each month with approximately 60 new followers each month. My website is continually audited to ensure transparency and to engage our communities. I continue to work to increase transparency in my role through the publication of all appropriate decision notices, financial information, office information, strategy documents and FOI disclosures.

In the last year, just over 22,500 different users have visited my website, a slight decrease on the previous year. There were 31,697 individual sessions (up 1.75%), and 74,041 page views (up 2.65%).

In early 2021 a new version of the website was launched, to ensure the site is fully compliant with changes in accessibility legislation. At the start of the pre-election period for the PCC elections an adapted version of the website temporarily went live in line with election requirements.

Where possible I continue to support initiatives to enable our communities to play an active role in supporting the work of our police force. Volunteers within policing, including Special Constables, police service volunteers and police cadets usually clock up a considerable amount of hours of service. However, due to Covid many volunteers couldn't carry out their normal work within communities. It is hoped that as restrictions ease, their incredibly valuable work can continue.

Rural and Business Crime

I know that sometimes rural communities feel isolated and have the perception of being forgotten. The impact of rural crime on farmers, businesses and the local communities shouldn't be underestimated.



My investment in tackling rural crime has enabled the force to appoint five dedicated Rural and Business Officers (RABOs) to work with local communities to provide support, advice and reassurance. This resource has been further strengthened through my precept to provide warranted officers in each local policing areas whose role is focused on rural and business crime. These officers work alongside the RABOs as part of a Wider Problem Solving team. In the last year the RABOs have completed 280 farm crime visits and undertaken a further 200 farm engagements, providing reassurance, advice and resources to help support rural communities. The PCs have undertaken over 900 visits to people and premises in rural areas and dealt with over 270 wildlife crimes.



Both the RABOs and the PCs are proactive in doing all they can to help our rural communities and supporting the policing teams that they work with. I will continue to prioritise rural communities and provide West Mercia Police

with the resources it needs to tackle rural crime and help to ensure our communities are safe and protected

Cyber-crime

Cyber-crime remains an ever present and growing threat in our communities and is recognised as one of the key national security threats by the Home Secretary. The Covid pandemic has undoubtedly seen many more individuals and businesses affected and in the first three months of 2021 cyber enabled crime has increased by 26% increase compared to the same period last year. I have used my Safer West Mercia Podcast series to help highlight two issues which have seen an increase in the last year, on romance fraud and scams.

The force has recently reviewed and relaunched its cyber-crime strategy to focus on the four P's approach of pursue, protect, prevent and prepare. In support of this the force wide officer uplift has enabled two PC Cyber Protect Officer posts to be created in the Cyber Crime Unit. These roles will focus on delivering consistent nationally approved cyber security advice to businesses and members of the public as well as providing cyber security advice to victims of cyber dependent crime to reduce the risk of repeat victimisation.

In the last month West Mercia Police has announced that every business and organisation in the area can now get access to a free tool called Police CyberAlarm, designed to help them understand and monitor the threats they face from malicious cyber activity. Government funded, Police CyberAlarm acts as

like 'CCTV camera' monitoring the traffic seen by a businesses' connection to the internet. It will detect and provide regular reports of suspected malicious activity, enabling a business to take steps to improve their cyber resilience. Once a business or organisation becomes a Police CyberAlarm member, they will need to install the 'CyberAlarm Virtual Server' which will then collect and process traffic logs identifying suspicious activity from the firewall. I welcome this new initiative which will enable all businesses irrespective of size to take steps to protect themselves from cyber-crime.

Police ethics

Ensuring that West Mercia Police upholds an ethical policing culture is an important part of my role. I have continued to liaise closely with the Force's Professional Standards Department (PSD) and have held quarterly briefings with the head of PSD to ensure complaints are dealt with fairly and complainants receive the service they need.

“88% of residents said they trust WMP, believe they treat everyone fairly regardless of who they are and act with integrity”

West Mercia Public Perception Survey 2020/21

In early 2020, legislative changes brought significant changes to the police complaints and discipline system. As a consequence my office has taken on responsibility for carrying out complaint appeals that were previously referred

to the force and in the last year I completed 89 complaint reviews. An independent and qualified external body has been appointed to assess reviews on my behalf, although the final decision on the outcome remains with me.

I welcome these national reforms and see this as a real opportunity to increase independence and improve public confidence in the police complaints system. The changes reinforce and further develop my role in holding the local police force to account on behalf of our local communities

Independent Custody Visitors

My Independent Custody Visitor (ICV) Scheme sees trained volunteers make unannounced visits to all West Mercia's custody suites to check on the welfare and treatment of detainees.



The work of the volunteers is highly valued and I am always grateful for their contribution to West Mercia. Their visits are crucial to the safety of those held in custody and for providing transparency and confidence in policing.

There are currently 37 ICVs in the West Mercia scheme, with ages between 18 and 88 years old, including two ICVs who each have over 25 years' experience of custody visiting.

Due to the extra stress and risk associated with Covid we have seen 12 ICV members retire or leave the role during 2020. However, we have also received several applications from members of the public who are currently going through the recruitment process and following training will be ready to do visits.

In March 2020, ICV visits were suspended as a result of Government guidance surrounding the COVID-19 pandemic. This was for the safety of our ICVs, staff and others coming into custody. During this time, the ICV Scheme Coordinator was able to maintain oversight through dip sampling of custody records with a weekly phone call to custody inspectors for an overview of detainee care, safeguarding and access to appropriate support.

In June 2020, volunteers moved to virtual checks using digital technology and mobile phones. This enabled social distancing, whilst maintaining the vital contact ICVs have with those in custody. By October 2020, physical visits were able to resume however these were suspended again in November with ICVs returning to virtual visits. This has meant an overall reduction in visits being undertaken, with around 100 checks in total.

In 2021, with the advent of the Covid-19 vaccination programme, there looks to be some light at the end of the tunnel. The scheme will continue to evolve as and when restrictions are lifted, making sure that we get the delicate

balance of maintaining the scheme, and the safety of our volunteers and detainees right.

Community engagement

Despite lockdown restrictions I have sought to maintain as much community engagement as possible. Work with community groups has continued where possible, with the level of communication increasing to reflect the ever-changing landscape. For example, my monthly newsletter changed to fortnightly to ensure timely information continued to be available.

I have worked with partners and used my Community Ambassadors to ensure that the most vulnerable in communities are being supported. Messages have been issued across social media channels, as well as through local media. I have also been working with partners through the Local Resilience Forum (LRF) to ensure key messages are captured and shared from all partners.

In April 2020 as a result of the Covid lockdown, and communities feeling unsure about the changes to police officer powers, I held a Q&A session with the Chief Constable via a video call. We took questions before the session, and it was then streamed on social media channels to allow communities to watch.

I have successfully used modern technology to connect with the communities of West Mercia. My 'Safer West Mercia Podcast' series which aims to shine a spotlight on areas of policing and services that provide support to victims of crime, by speaking with those at the heart of it. It is the intention that listeners will not only gain an insight into these areas, but they will also

benefit from practical advice. There are now 31 podcasts available to view, including a special edition four part series called White Ribbon which focusses on domestic abuse.

With Covid forcing the cancellation of many summer events, I was able to give West Mercia residents the chance to engage virtually with myself, and local policing Superintendents, in a series of live question and answer sessions. The sessions were advertised ahead of the date in order to give members of the public the opportunity to submit questions. A number of questions were received on topics such as cycle safety, drug dealing and anti-social behaviour. These were then streamed on social media channels to allow communities to watch.



Over the Christmas period the 'Now that's what I call a safer West Mercia, the official Christmas crime prevention playlist' was launched. This was a series of crime prevention messages aimed at keeping communities safe, based around popular Christmas songs. Themes included keeping safe on the roads, checking on the isolated and vulnerable, looking out

for friends and family who may be at risk of domestic abuse and behaving responsibly within the Covid restrictions. A video highlighting these important subjects was released on my social media channels each week over the Christmas period.

In the New Year I used an online media platform to hold four public engagement events across the local policing areas. Joining me on these events were the West Mercia Police We Don't Buy Crime team, the Rural and Business Officer for each areas and a representative from the Road Safety team. Speeding was by far the most common issue raised at all the events; other issues of note were ASB, drugs and officer visibility. I showed my commitment to listening to and acting on people's concerns by funding a new Speed Indicator Device in Lyonshall and meeting with local councillors to further discuss speeding in and around Hollywood, Worcestershire.

Whilst virtual sessions are no substitute for face to face events, they are a great and safe alternative that allow communities to get involved and ask the questions that matter to them most and are a key part of my commitment to ensure community voices are heard.

Public consultation

Despite the pandemic the West Mercia confidence and perceptions survey has continued to gauge local views on policing and crime across the force area. To remain Covid secure the survey has moved to a telephone only basis but has still interviewed approximately 3,000 people at random, delivering statistically significant samples for each local policing area (LPA) – Herefordshire, South Worcestershire, North Worcestershire, Shropshire and Telford & Wrekin. Detailed quarterly survey results are published on my website, but headline figures for 2020/21 show that 86% of residents have confidence in West Mercia Police and 61% are satisfied with the level of policing in the local area.

Last summer I chose to extend the contract for survey meaning local views on a range of subjects, including levels of confidence and trust, as well as officer accessibility and visibility will continue to be captured for a further two years and will help to provide invaluable feedback on the success of the Community Policing Charter.

I believe strongly in the value of town and parish councils and the understanding they have of the communities they serve. As such I have been keen to engage with them and get their feedback on local policing and crime. Later than usual because of Covid, I launched my annual survey with them in October. In total, 128 councils responded to the survey with 83% saying they felt the police were doing an excellent, good or fair job but 55% felt police

visibility in their local area was poor or very poor. The results from the survey are helping the force to shape the new Community Policing Charter along with the public perceptions and confidence survey.

I have also conducted five formal consultations with communities and partners, around my proposed strategies on domestic abuse, road safety and victims, the 2021/22 precept and in October I launched my 'your voice - what matters to you?' survey. As Commissioner, I'm committed to ensuring that the views of the communities that make up West Mercia are at the heart of my decision making.

This survey has given me a valuable insight into what matters to people, and where their areas of concern are from a policing perspective and helped shaped my decision making in preparing the 2021/22 police budget. Of the 998 respondents, the majority (72%) said that they feel safe in their local area. However, the majority (67%) also said that they are worried about the level of crime in their area. Anti-social behaviour, drugs and road safety featured highly for local concerns.

Performance and accountability

Oversight

I want the public to have confidence and trust in my work, along with that of the force. To achieve this I have continued to monitor force performance, using weekly, monthly and quarterly performance reports to inform my regular meetings with the Chief Constable and other senior leads. These processes ensure I can effectively scrutinise force performance on behalf of our communities and push for change and improvements where needed.

My office have been actively engaged with the force as its new performance framework has been implemented. My office has been both supporting and challenging of the force in the development of measures to ensure the commitments set out in my budget, and those in the new Community Policing Charter, can be effectively monitored and deliver on improvements for West Mercia's communities.

Throughout the pandemic I have maintained a programme of local policing area visits, either by holding virtual meetings with the local commander or in person when restrictions allowed. This has enabled me to discuss performance and community issues with the local command teams and to engage with officers and staff on an informal basis.

I also hold regular meetings with a number of other service leads including the head of the Professional Standards Department and the Superintendent lead for serious and organised crime. I have ensured that where appropriate, a senior member of my office attends any Critical Incident Management Meetings (CIMMs)

concerning issues which could impact on the trust and confidence of the public in the force. This has included all the meetings in relation to the policing response to the police. This oversight, along with my scrutiny of other performance data and attendance at a range of internal organisational meetings, has provided me with effective oversight of wider force activity.

Holding to account

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.

In the last year I have held the Chief Constable to account around performance, diversity, equality and inclusion, mental health, Covid, public contact, domestic abuse and serious and organised crime. In each case, actions have been followed up and performance reviewed in future meetings with outcomes published on my website.

In addition to formal meetings, I also have a virtual holding to account process, where performance and service issues that do not require a focused thematic meeting, but are areas for which I wish to retain closer oversight, are scrutinised on an ad hoc basis. I submit a written email request to the Chief Constable asking for him to provide a response to the concerns I have raised. If I consider further scrutiny is required the issue can be brought into the holding to account meetings. Issues addressed this way have included confidence and the impact of the EU exit.

I have also held three Facebook live meetings, in April on policing during the pandemic, in July on diversity, equality and inclusion and in January on the policing budget. It's my role to give communities a voice at the highest level. This is something I've been doing throughout my time in office, and by hosting the meetings online through social media, I am building on this to ensure everyone can be more involved in the most open and transparent way.

**Live on Facebook @WestMerciaPCC
Monday July 13th 6pm**

What is West Mercia Police's approach to engaging with communities to gain confidence and trust?



Ensuring our communities have confidence in the police is one of the key commitments in my Safer West Mercia Plan and the budget. I have sought assurance from the Chief Constable on the levels of public confidence across West Mercia and how the force is working to positively influence it. While more recent scrutiny has highlighted there is still work to be done the results from the latest West Mercia confidence and perceptions survey are showing improvements in public confidence.

86% of residents have confidence in West Mercia Police, compared to 83% in 2019/20 and 90% of residents are confident they could access the police in an emergency compared to 79% in 2019/20. I am pleased to see these improvements.

I have promised to make sure that officers and staff have a fair and equal opportunity to join and progress a career within the force. There needs to be a drive to create a diverse leadership for the future, which better represents the communities of West Mercia. Over the summer I held both a formal meeting and a Facebook live event seeking assurance on these issues. The results from a joint PCC / force survey with under-represented groups formed part of the meeting. The survey has led to the establishment of a Speak Up working Group, focused on creating an environment where individuals can speak up if they are uncomfortable and ensuring that the force has sufficiently robust processes in place to support individuals that Speak Up.

Protecting the most vulnerable is integral to my mission as Commissioner, and I want to make sure those that need support receive it. In October I challenged the Chief Constable for the force to step up its organisational response to those in mental health crisis across the three counties. I am pleased to see that some of the work, whilst still in its early stages or in development, has since been progressed. This has included developing a new mental health strategy, establishing a Vulnerability Partnership Executive Group and embedding local triage arrangements.

Independent scrutiny

To support me in my oversight role, the Joint Independent Audit and Standards Committee provides independent scrutiny of activities, processes and policies.

In response to the Covid pandemic, HMICFRS, which is the lead body for the independent assessment of police forces and fire services, suspended its inspection programme in March 2020. The programme was restarted later in the year but moved to a mostly virtual approach at the beginning of 2021.

As a consequence, the next PEEL assessment report on the effectiveness, efficiency and legitimacy of policing in West Mercia will not be published until January 2022. However as the Inspectorate has moved to a programme of continuous assessment different elements of the PEEL assessment will be subject to insight visits through the year.

A revisit on the PEEL 2018/19 investigations cause of concern / recommendations did take place in November. In general the feedback received was positive as the force was able to demonstrate improvements in many areas. I shall support the force in continuing to make the necessary improvements to ensure it can provide an efficient and effective service.

At the beginning of November the force contributed to the HMICFRS inspection into the policing response to Covid. The force were inspected on one specific element of the inspection covering preparedness, partnerships and strategic leadership and West Mercia was one of 11 forces for inspection as part of a follow up the 2019 thematic report 'Fraud: Time to Choose'. While the findings from these inspections form part of national reports, the feedback given directly to force on the elements they are inspected does enable the force to review its approach and performance.

The West Mercia Police and Crime Panel is responsible for scrutinising my activities and responsibilities and receives regular updates from me on how the commitments I have made in my Safer West Mercia Plan are being achieved.

Our resources

Revenue Outturn

The 2020/21 total revised net revenue budget for West Mercia was £234.890m which is funded through a combination of central government grants and council tax income. There was also use of reserves to fund transformation and improvement projects. At the end of the year, this budget was underspent by £0.881m.

The position on PCC spend and force spend in 2020/21 are shown below:

Area of spend – under/(over) spending	£m
Policing	(0.386)
Office of the PCC	1.267
Total net underspend in 2019/20	0.881
Additional grant recognised in 2020/21 to cover future years Council Tax lost income (held in reserves).	0.741

The most significant event effecting 2020/21 has been the impact of the COVID-19 Pandemic. It has affected all areas of public life which has had a significantly impact on policing. With national lockdowns reducing crimes such as burglary, night time economy and vehicle related crime, it saw increased issues around domestic abuse. It also meant that forces had to respond to policing the national restrictions. All of this was in the context of ensuring officer were able to do this safely and moving to a remote working model.

During the year the force was able to deliver on the £4.786m of savings plans identified in the budget, ensuring that services were value for money. However pressures on budgets remain around management of officer pay and overtime, managing the contract with Warwickshire Police for third party services and the cost of providing IT services.

I believe that the force has recognised the pressures on the budget given the challenging operating environment and put control mechanisms in place to manage its finances to ensure that the overspend was kept to a minimum. I will continue to work with the Force to ensure that they have the resources and control mechanisms in place to operate within the budget allocated to them.

During 2020/21 I continued to work closely with many partners across West Mercia, providing financial support and assistance to a number of local projects and initiatives to protect people from harm. With the impact of COVID19, the Ministry of Justice and Home Office have allocated additional funding of £1.000m to West Mercia to support these providers through the pandemic.

I have focused on ensuring that this additional allocation has been spent on those who need it most, particularly on those suffering domestic abuse and sexual violence. As officer time have been focused on allocating this additional funding, it has meant that there was limited ability to implement plans to extend the commissioning of services, resulting in an underspend of £1.267m against the budget allocated.

For 2021/22 I have ensured that the resources are available to focus on investing directly into our communities to tackle offending, support victims of crime and to invest in early intervention projects.

Use of reserves

At the start of the financial year West Mercia had a balance of £14.991m of reserves. During the year £1.952m of reserves were utilised to fund one off projects. The most significant proportion was allocated to cover the costs of Operation Lincoln, which is a major investigation into allegations of manslaughter at an NHS Trust.

The PCC has applied to the Home Office for a grant to help cover the majority of the cost, but this is not expected to cover the total cost of the investigation. As at the 31st March 2021 the balance on reserves have been replenished by the underspend reported and the specific grant received to cover future Council Tax income losses. The balance is expected to be £14.661m. Of which £7.351m has been allocated as General Reserves and the rest has been earmarked and allocated to cover expected future expenditure.

The balance on the general reserves is £0.376m above the minimum level of reserves that West Mercia has identified as being required in the Reserves Strategy. This will ensure that West Mercia has the resources available to support me in achieving my objectives, whilst ensuring resilience to cope with unexpected financial burdens which may occur.

Capital position

To ensure the force remains both effective and efficient, it is undergoing significant transformation, much of which is reliant on capital investment. During 2020/21 there was a total of £12.995m of capital expenditure Mercia, this includes

- £1.3m which has been spent on our estates strategy.
- There was expenditure of £9.419m in ICT of which £5.440m has been invested in our IT systems to transform them to be fit for purpose for the future.
- The remaining £2.235m has been invested in vehicles, road safety and other equipment.

More capital expenditure has been identified as being required to ensure that the force continues to remain fit for purpose. The 2021/22 budget includes £18.9m of planned expenditure with a total of £93.8m identified as being required over the next 4 years

Looking forward

The setting of the 2021/22 budget provided the opportunity to challenge the force to ensure that it can operate within the finances available whilst ensuring it can meet the needs of its residents more effectively, putting them first. I have set a balanced budget which included £4.640m of savings to ensure that policing in West Mercia is delivering value for money. As highlighted above I have approved capital and also revenue expenditure of £4.063m to enable the force to continue to transform and reform the services it provides.

I am pleased that the Government has recognised the challenges policing faces and provided increased funding in the 2021/22 budget to employ additional officers. An additional 91 officers are being recruited during the 2021/22 taking the total increase in police officers to nearly 400 in the past 4 years. I am currently working closely with the Chief Constable to improve our police service to create a locally responsive and effective service which meets the needs of the communities in West Mercia. I am confident that the work the force is doing to reform will help to create a Safer West Mercia that is able to meet the challenges ahead.



Commissioning and grants

My Safer West Mercia Plan sets the overarching framework for local commissioning. This has been complemented by my Commissioning and Grants Strategy, which ensures that the commissioning of services or awarding of grants have followed consistent, transparent processes so that all parties, including our communities, can have faith in how decisions involving public money are being taken.

Understanding and responding to local need is a key part of my commissioning and in the last year a series of needs assessments were undertaken by an external consultant across a range of crime types. Through the enhanced understanding provided by the assessments, commissioning intentions will be developed to enable services to be commissioned which better support victims to cope and recover from their experiences and reduce reoffending in perpetrator groups.

I have continued to seek out new opportunities to increase collaboration and jointly commission services with partners across the West Mercia force area and beyond, such as the pilot anger management course mentioned earlier. I have also had discussions with all of the local authorities in West Mercia regarding their own local domestic abuse provision and will be working in partnership with Worcestershire County Council to look at jointly commissioning all future DA provision, including IDVA and DRIVE.

In 2020/21 I invested more than £6m across over 48 different projects, targeted towards supporting victims to cope and recover, as well as reducing offending and reoffending throughout West Mercia. In 20/21, the total amount of funding allocated to victim services exceeds £3.7m, with £2.2 of that being provided through a MoJ grant.

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

Covid community fund

In response to the Covid crisis, I established a Coronavirus response fund. In total £47,279.94 of the £50,000 earmarked was given out to community groups, charities and organisations allowing groups at the heart of the pandemic to purchase essential items such as face masks, gloves and hand sanitiser, as well as printing supplies and envelopes, enabling the most vulnerable and at risk to be supported throughout. Examples include:

- £1,064 to Weobley Parish Council to enable the Weobley Support Group to deliver prescriptions and food to vulnerable groups and to distribute the parish magazines to all households.
- £1,680 to Wellington Town Council to enable the Polish Support Group to provide items for NHS workers and packs for children in hospital in Telford and Shrewsbury.
- £810 to Wythall Parish Council to help support vulnerable people in the local community.

Local Policing and Community Ambassador's Fund (LPCAF)

Through my LPCAF fund I have continued to provide safer neighbourhood teams (SNTs) and my ambassadors with the autonomy to support local initiatives. Part of this fund is for 'safer roads', whereby SNTs can apply for funding to prevent the harm caused by road collisions in their local area. Examples of LPCAF funding include:

- Herefordshire - £2,750 towards a countywide project to eliminate rough sleeping and sofa surfing.
- North Worcestershire - £1,920 for the purchase of WDBC packs to enhance allotment security.
- Shropshire - £3,990 to purchase a knife arch to provide a capability to detect knives and weapons.
- South Worcestershire - £1,064 to purchase a drugs box and (alcohol) visual impairment kit for use by the Safer Schools team in schools.
- Telford and Wrekin - £3,200 towards equipment for the Next Generation Youth Club in Woodside.



Appendix

The year in numbers 2019/20

Putting victims and survivors first



2,300 new referrals to Women's Aid IDVA service



42 restorative justice cases were completed with positive outcomes for the victims



2,665 children and young people received the SELFIE programme



80% of victims were satisfied with the overall service provided by West Mercia Police

82%

82% conviction rate for domestic abuse cases at court



89% of witnesses attended court

Reforming West Mercia



£226.7M budget



141,476 999 calls received



91% of 999 calls answered within 10 seconds



79% of residents are confident they could access the police in an emergency*

66%

66% of 101 calls answered within 30 seconds

Building a more secure West Mercia

87,176 offences were recorded:

44 people killed on West Mercia's roads

1,561 hate crimes reported

320 offenders managed via IOM

3,383 rape and other sexual offences

23,315 violence without injury offences

Reassuring West Mercia's communities



83% of residents have confidence in West Mercia Police*



54% satisfied with levels of local policing*

67%

67% feel crime and ASB are either not much of a problem, or not a problem at all in their local area*



36.4% of stop and searches resulted in a police action being taken



44,000 hours of police volunteer time



217 independent custody visits



14% reduction in recorded police complaints

* West Mercia Public Confidence and Perceptions Survey 2019/20



To contact your Police and Crime Commissioner:

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

Tel: **01905 331656**
Email: **opcc@westmercia.pnn.police.uk**
Twitter: **@WestMerciaPCC**
Facebook: **West Mercia PCC**
Instagram: **WestMerciaPCC**

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please contact 01905 331656 for further assistance.

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WEST MERCIA POLICE AND CRIME PANEL 31 AUGUST 2021

POLICE & CRIME PLAN ACTIVITY AND PERFORMANCE MONITORING REPORT (JANUARY – JUNE 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 (PCP) with an overview of activity undertaken by the Police and Crime Commissioner (PCC) in support of his Safer West Mercia Plan and provide an update on police performance.
3. Although the pandemic continues to impact on the delivery of the PCC function, the Commissioner and his staff have sought to minimise this impact as much as possible, ensuring the PCC is able to carry out his key functions and for the PCC and his staff to establish a business as usual approach where possible. The PCC's office is open with a reduced capacity to ensure social distancing is maintained. The PCC and his staff continue to utilise online meeting platforms to engage with the public, stakeholders and partners, although wherever possible engagements are held in person.

Delivery Plan and Assurance

4. A Delivery Plan is used to support monitoring and assurance of progress against individual elements within the Plan 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, March to June 2021.
5. The delivery plan update is in line with the activity set out in the current Safer West Mercia Plan. A new delivery plan will be introduced in tandem with the new Police and Crime Plan.
6. 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.

Putting victims and survivors first

Domestic abuse

7. The West Mercia wide Independent Domestic Violence Advisor (IDVA) contract is coming to an end on the 31st March 2022. The PCC's commissioning team is in the

processes of jointly commissioning the IDVA contract for 3 years + 1, +1 after review with Worcestershire County Council. As part of the same tender exercise the PCC will be looking to commission the Drive project for Worcestershire and Herefordshire for the same timescales.

8. The evidence of the DRIVE interventions success in Worcestershire has been significant and signs of a positive impact in Herefordshire are emerging. Recognising that neither Telford nor Shropshire have the DRIVE programme yet, the commissioning team will be working with partners within each local authority to explore the provision of perpetrator programmes as well as DRIVE within Shropshire and Telford.

9. The PCC has been successful in securing additional funding from the Ministry of Justice (MoJ) for two years (2021-23) for an additional 7 IDVA's and an additional 15 Independent Sexual Violence Advisers (ISVA's). These roles include Young Person's IDVA/ISVA's (YPIDVA, new to West Mercia), Ethnic Minorities ISVA/IDVA, Lesbian, Gay Transgender Union (LGBTQ) ISVA/IDVA.

10. The PCC is also funding West Mercia Women's Aid (WMWA) to deliver a children and young person's service for 5-12 year olds who are affected by domestic abuse. With the new YPIDVA roles this allows for more targeted support for children aged 5 – 18. These roles are currently being recruited to and will hopefully be in post by the summer.

Perpetrator fund

11. The Home Office have announced a Domestic Abuse Perpetrator Fund for 2021/22 and the PCC will be submitting a bid for the following:

- Male and Masculinities Perpetrator Programme for low/medium risk across Worcestershire and Herefordshire for 18 months.
- Richmond Fellowship Group Work Perpetrator Programme for Shropshire for 18 months
- Extension to Richmond Fellowship Group Work Perpetrator Programme in Telford for a further 12 months in line with the current contract with Telford Council
- Independent Domestic Abuse Perpetrator Needs Assessment including looking at the provision for children and young people perpetrator violence towards their parents/carers and within peer relationships

Child sexual exploitation (CSE)

12. The PCC has commissioned West Mercia Rape and Sexual Abuse Centre (WMRSASC) to deliver the new CSE service contract across Herefordshire, Worcestershire and Shropshire. Telford was consulted about inclusion in the contract however due to the provision of the Child Abuse Trafficking and Exploitation Team (CATE) Team they felt they had sufficient provision covering Telford. The contract started on 1st April 2021 and is for an initial period of 3 years. The service works with those aged 8-18 (up to aged 24 for those with additional needs) and provides an early intervention and prevention programme across Herefordshire, Worcestershire and Shropshire. This includes tailored and needs-led responses and support to children and young people who have been a victim of, or who are at risk of, CSE.

Sexual violence and abuse

13. The PCC has taken part in the re-commissioning of the joint regional provision of Sexual Assault Referral Centre for CYP across West Mercia. The commissioning exercise

was hosted by NHS England/Improvement, with match funding being provided from the 4 regional PCC areas. The announcement of the preferred provider for the service will be sometime in July 2021, with the contract starting in February 2022.

14. The PCC is in the process of securing £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.

Critical support fund

15. The MoJ recently announced a further £2.8m funding round for services which support victims of sexual violence and abuse. The PCC has been working with local service providers to submit a final bid to the fund on 25th June. If successful this could secure up to a further £1.4m.

Building a more secure West Mercia

Substance misuse

16. Funding has been received regionally for substance misuse diversionary services via £3.3 million seized through the Proceeds of Crime Act. Work is now underway to implement the project across the whole of West Mercia. Offenders of any age above 13 found in simple possession of any controlled drug will be eligible for a Community Resolution provided they agree to attend a substance misuse intervention (DIVERT). This replaces the use of the following outcomes used by the police:

- Cannabis Warnings,
- Penalty Notices for Disorder (PNDs)
- Community Resolutions with Cannabis leaflet,
- Caution / Conditional Caution
- Charge.

Safer Communities project

17. The PCC has committed £500,000 across the next 2 years as match funding for the Safer Communities Project. The Safer Communities Project is a partnership initiative between Telford & Wrekin Borough Council and the PCC. It will seek to address the root causes of crime and/ or issues that inadvertently enable crime within targeted areas, improving life for communities within Telford & Wrekin. The project will see a total of £1.5m invested in communities within the Borough across a two year period starting from 1 April 2021. However, it is envisaged that engagement and monitoring will extend beyond the delivery programme with social regeneration and community improvements lasting well into future years.

Safer Streets funding

18. The PCC was successful in securing an additional £863,185 of funding from the second round of the Home Office Safer Streets fund, designed to reduce crime and improve community safety in areas of Telford & Wrekin and North Worcestershire. The areas of Woodrow in Redditch, and Sutton & Madeley in Telford & Wrekin will benefit from the funding of £431,185 and £432,000 respectively.

19. The Home Office have recently launched a third round of Safer Streets funding for PCC's, specifically designed to improve the safety of public places for all, with a particular

focus on reducing violent crimes against women. The PCC is currently working with West Mercia Police to submit up to 3 bids, each of which can be a maximum of £550,000. Closing date for these bids is 15th July.

Mental health

20. The PCC is currently in discussions with partners including NHS England/Improvement, West Mercia Police and Her Majesty's Courts and Tribunal Service (HMCTS) to look at the potential development of a 'Mental Health Treatment Requirement' pilot site across Telford & Wrekin as part of a wider Community Sentence Treatment Requirement offer. The PCC and partners are exploring the national Community Sentence Treatment Requirement Framework and how this could support the development of a local offer for Mental Health Treatment Requirements.

Community Safety Partnership (CSP) Funding

21. All 5 CSPs have been notified of their funding for 2021-22. They will all be top-sliced £20K to fund the Partnership Analysts and £5K to go towards Integrated Offender Management (IOM). So far 3 applications have been submitted for North Worcestershire, 4 for South Worcestershire, 1 for Shropshire and 1 for Telford.

22. The PCC has agreed to continue with funding for CCTV to all 5 CSPs until the end of October 2021 pending the outcome of an internal review of CCTV provision within West Mercia. A decision about funding beyond this date will be made later in the year.

Policing demand

23. Following the easing of national restrictions there has been a steady increase in crime recording. However, for the majority of crime types performance remains below volumes recorded during the same period in 2019 (comparison to a pre-COVID operating environment, Apr-May 2019). This is particularly true of traditional acquisitive crimes such as personal robbery, burglary, vehicle offences and shoplifting which have seen a significant reduction in recording since March 2020 which has been sustained. In contrast, the impact of COVID and subsequent easing of restrictions has led to increases across a number of key offences categories (including sexual violence, public order offences, cyber crime offences).

24. Operation (Op) Navigator sets out the force's approach to policing in the context of easing lockdown regulations and anticipated increases in demand. Each Local Police Area (LPA) and the Operation Patrol Unit (OPU) were tasked with providing a bespoke easing of lock down plan taking into account the demographics and footprint of their LPA and to address key dates in respect of the roadmap and the impending Euro 2021 football tournament. Each area was also required to consider a number of key priorities including the re-opening of the night-time economy, violence against women and girls and high visibility patrols in public spaces. The implementation of Op Navigator and the increase in demand across key crime types (including sexual offences and public order offences) were subject to further scrutiny at the PCC's holding to account meeting on performance in June.

Court backlog

25. While the Coronavirus pandemic continues to pose significant challenges for the wider criminal justice system caseloads in the Crown Court have stabilised, and over the past month there has been a slight reduction in the backlog. While this news is to be welcomed, there is still considerable concern over the fact that the backlog of cases is 54%

higher than it was pre-pandemic, which has an impact on victims, witnesses, defendants and users of the CJS. The PCC continues to the work with the Courts and partners to complete the remedial repairs to the ceiling and roof at Hereford which has closed the Hereford Crown Court and added extra pressure on the system. Plans are being drawn up to see how we can further reduce trial backlogs once social distancing measures are removed.

26. The PCC and his office continue to work actively with National, Regional and Local partners to address the challenges facing the CJS. At a National level the PCC is engaged in meetings chaired by the Secretary of State and at a regional level he is part of a strategic CJ forum. Locally, the Deputy PCC now Chairs the West Mercia Criminal Justice Board, the Victims' Board and Crime Reduction Board.

Reforming West Mercia

Alliance Update

27. Discussions are ongoing regarding the scope of any residual IT services that Warwickshire requires from West Mercia beyond the end of the current collaboration on 30th September 2021. Those IT services which are required beyond that date will be on a hosted, not shared basis, as per the recommendation of the independent report at the close of the Alliance. Warwickshire are on target to cease using the Forensics and Transactional Services hosted by West Mercia by end of September 2021 as planned. This will enable those functions to focus entirely on serving the public of West Mercia.

National Police Uplift Programme

28. The PCC's commitment to increase officer numbers along with the national uplift programme resulted in an additional 93 officers across West Mercia in 2020/21. This means that the force has successfully achieved the national target for year one and based on projections, the force remains on track to either meet or exceed year two targets. Latest data also shows that the widening of routes into policing is continuing to have a positive impact on the diversity of the force. Recruitment in the last rolling 12 months (to May 2021) shows a female joiner rate 43.3% vs 33.8% 3 yr average and a Black, Asian and Minority Ethnic (BAME) joiner rate 7.3% vs. 2.1% 3 yr average.

Estates Services

29. The establishment of an in-sourced Property Management Service to the PCC was successfully completed on 1st April 2021. This is a streamlined function that provides an efficient, commercially viable, fit for purpose and flexible police estate in line with the Safer West Mercia Plan. Core functions of the service include the delivery of Estate Management, Facilities Management and Project Management services, utilising service providers, contractors as well as providers from relevant outsourced property related frameworks.

30. The Estates Team aim to provide the right accommodation and facilities in the right places and locations that responds to the increase and changing demands of modern policing, whilst providing accessible services which continue to connect police to our communities.

Financial management

31. The PCC approved the 2021/22 budget on the 15th February 2021. The Treasurer and her staff are working with the Force CFO on ensuring that regular monitoring of the budget is taking place, and to implement a process for scrutiny of budgets at Governance Board. The Force has implemented a process to review all budgets and prioritising spend for the

2022/23 budget. The PCC is also running a budget review process to ensure that expenditure is aligned to the new Police and Crime Plan and the priorities of the PCC.

32. The Estates Service was brought in house from the 1st April 2021. Work has been focused on embedding the processes required to ensure that the service is fully supported from the finance team and that the service can control expenditure. A review of the capital programme and rationalisation of the West Mercia Estate will be ongoing through the year to ensure that the estate held is fit for purpose.

33. The draft 2020/21 Statement of Accounts have been completed and signed by the treasurer. They have been sent to the external auditors with accompanying working papers so that the audit work can be started. The expectation is that the auditors will not be able to complete the work by the deadline for issuing the opinion by the 30th September 2021. Further information will be published on the website in relation to the timescale for the audit if it fails to be completed by this deadline.

Reassuring West Mercia's communities

West Mercia Local Policing Community Charter

34. The force has launched its Local Policing Community Charter covering six key areas for improved service delivery: visibility & accessibility, responding to communities, prevention, vulnerability, relationships and partnerships. The Charter outlines how the force will ensure it provides a visible policing presence and how, using local engagement, social media and new digital channels, it will create further opportunities for dialogue so the public can raise concerns, provide feedback, be involved and help shape policing in their area. The charter also sets out how the force will work with its partners and the public, to listen, understand and respond to community issues. It will focus on persistent problems and concerns to find long-term and sustainable solutions; prioritising the most vulnerable victims, problem locations and repeat offenders with the aim of preventing crime.

Neighbourhood Matters

35. The replacement for the force Community Messaging System (CMS), Neighbourhood Matters, has gone live. This uses the Neighbourhood Alerts platform and enables residents, businesses and community groups to keep in touch with local policing teams and to receive tailored updates on crimes, latest information on on-going incidents policing activity.

Town and Parish Council survey

36. The PCC's fourth annual Town and Parish Council Survey was launched in May, seeking local views around police visibility and accessibility, and crime and disorder. This year's survey will focus particularly on West Mercia Police's Local Policing Community Charter ensuring the force are achieving their commitment to keeping people safe and making them feel safe.

PCC's media and communications

37. As lockdown restrictions continue the PCC's communications and engagement function has maintained as much community engagement as possible. With restrictions allowing for socially distanced engagements, the PCC and DPCC have been able to visit local policing teams and community groups with the hope this will continue and increase further into the year.

38. A start of a new PCC term has allowed the team to re-focus on the type of campaigns and engagement the PCC is involved in. A revised Communications and Engagement Strategy will support this.

39. The new Safer West Mercia Plan will be supported by a consultation period that will include an online survey as well as face-to-face engagement where possible.

40. The PCC addressed the public following West Mercia Police Constable Monk being found guilty of the manslaughter of Dalian Atkinson. The PCC has since carried out other media interviews highlighting the lessons that need to be learnt, as well as the important role of strengthening relationships with communities and regaining the trust and confidence the public should have in their police force.

41. Further to the election commitment the PCC made around increasing accessibility and visibility of police officers, the PCC has supported the force launch the Local Policing Community Charter and the new community messaging service, Neighbourhood Matters. This will encourage greater communication between the force and communities.

42. Following the pre-election period, where the website was simplified, it has now reverted back to the full version and continues to be updated regularly to ensure it is compliant with the accessibility legislation.

43. The PCC continues to speak up for victims by commenting publicly on reports or findings, as well as allocating considerable amounts of funding towards prevention and support.

Independent Custody Visitor (ICV) Scheme

44. The ICV scheme resumed physical visits on the 1 June in line with government guidelines, prior to this visits were conducted virtually. There has been a number of new recruits this quarter with some now trained and conducting visits and some sat in the recruitment process awaiting vetting and interviews. This should bring the number of ICVs in the scheme back up to 50 which represents 10 per scheme.

Performance and accountability

Holding to account

45. The Commissioner holds a regular scrutiny meeting with the Chief Constable (CC) as part of his role in holding the force to account. The following areas have been addressed since the last report. Notes from thematic meetings are available to view on the PCC's website. Since the last Panel report the following formal meetings have taken place. The Meeting in April on the Dorstone illegal gathering was an additional meeting called by the PCC to better understand the policing response to this event.

Month	Type	Subject area
February	Thematic	Domestic Abuse
March	Thematic	Serious and Organised Crime (SOC)
April	Thematic	Review of the Year
April	Extraordinary	Dorstone illegal gathering
June	Performance	Performance

46. In addition to the formal meetings, the PCC has submitted a number of *virtual* holding to account challenges to the force on ABE provision, response to calls for service and most recently on stalking.

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

- **Domestic abuse (DA):**
 - DA is complex and difficult to deal with but is the source of the biggest threat to harm in the organisation.
 - West Mercia takes DA seriously, training is better, understanding is better and the investigative approach is improving.
 - To respond to societal changes the force will need to evolve its training and response, for example to better understand DA in same sex relationships or what makes a DA perpetrator
- **SOC:**
 - SOC is now business as usual with outcomes in place, things raised by HMICFRS 2 years ago are now no longer relevant.
 - SOCJAGS are now in a better place, at their origin partners needed to be persuaded to engage. They are seeking independent chairs but the force need to ensure they support them.
- **Review of the Year:**
 - The challenges faced by policing over the last 12 months (e.g. flooding, response to COVID) have provided the force with opportunities to affect public confidence outside of its confidence strategy work.
 - It was agreed that greater clarity was required regarding the products and timescales for finalising the work to develop the new performance management framework
 - Efforts had been made to encourage underrepresented groups to apply for specialist roles such as Authorised Firearms Officers. Such opportunities needed to be recognised and acted on consistently, and evaluation was required to understand whether interventions resulted in positive outcomes for the workforce.
 - The PCC highlighted the discrepancy in victim satisfaction seen across the LPAs. The DCC is sighted on the variation in satisfaction levels and it will be subject to scrutiny via Force Delivery Group.
- **Dorstone unlicensed music event (UME)**
 - The CC believes that due to a lack of experience, local officers on the ground did not spot the signs or understand the nature of the event until the site had been established; putting the force on the back foot.
 - The CC was clear that the learning from Dorstone needed to be understood to ensure the force was prepared for the future. The force will be undertaking a 2-part debrief of the incident. The first part will be a survey, and the second part will be a more focused zoom debrief to understand what happened, what went well and what could have been done better.
- **Performance**
 - The CC felt that the force's aspiration for 80% of burglary victims to be satisfied was achievable. It is clear that in the majority of cases the force is providing a good service, but now incremental gains needed to be made. Part of the challenge is around consistency of service provision, particularly in the context of new student officers. This would be addressed in part by the CPD training days.

- The CC was satisfied that the reasons for the increase in Child at Risk offences were understood and that the range of child markers were being applied correctly to identify vulnerability and safeguard children and young people (C&YP).. The chief officers were clear that despite confidence in the data, there was no room for complacency, as far too many children in communities remain at risk.
- Op Navigator set out how local policing will be implemented during the easing of lockdown regulations and how demand will be managed and mitigated wherever possible while providing community reassurance to the public. The CC believes the message and ethos of Navigator had been received and understood across the LPAs; particularly in terms of the importance of visibility.
- The CC stated it was critical to clearly set out expectations of professional behaviour and standards to new student officers by way of the Code of Ethics and the force's vision and values.

48. A Facebook Live event is being planned for the end of July which will be centred on the policing priorities in the draft Police and Crime Plan. The PCC is also close to finalising his holding to account programme for the remainder of 2021/22 which will better reflect his commitment to bring more of a focus on tackling crime and disorder and performance in the new Police and Crime Plan.

HMICFRS Inspection Reports

49. HMICFRS have continued their insight work as part of their continuous assessment process for the new PEEL inspection regime. This work focuses on specialist areas of business and to date serious & organised crime (SOC), armed policing, Management of Sexual or Violent Offenders(MOSOVO) and the Online Child Exploitation Team (OSCET) team have been subject to closer scrutiny.

50. A core element of the PEEL inspection is the Victim Service Assessment (VSA), and the inspectorate have recently completed their inspection work for this. The VSA examined 70 case files across 7 crime types (rape, other sexual offences, serious injury assaults, non-serious injury assault, burglary, DA, stalking and harassment) plus 70 random incidents to assess opening codes and a review of 60 out of court disposals. A debrief on the findings from this work has been shared with the force and the PCC.

51. HMICFRS has published a number of inspection reports since the last report to Panel. These have addressed Regional Organised Crime Units, Disproportionality in Stop and Search and Use of Force, and Public Protests. Work is ongoing to review the recommendations within these reports.

52. The force has completed and submitted a Force Management Statement (FMS) to HMICFRS for 2021. The FMS is a self-assessment document which follows a prescribed format and provides an overview of the demand the force expects to face in the foreseeable future and the assets and resources available to meet demand. The FMS is used by HMICFRS to inform their PEEL assessment programme and for ongoing performance monitoring purposes. The FMS is not a public document.

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. Headline findings from the latest results, quarter four 2020/21, are set out below:

- 85% of consultees tended to agree or strongly agreed they have confidence with West Mercia Police – up 1% on last quarter
- 79% tended to agree or strongly agreed that West Mercia Police understands issues in their community – up 8% on last quarter
- 95% said they were confident they could access the police in an emergency – up 4% on last quarter
- 28% said they see an officer or PCSO at least once per week – up 2% on last quarter
- 60% say they are satisfied with the level of policing in their local area – up 6% on last quarter

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 summary reports.

55. The fourth quarter performance report for the period January to March 2021, is attached at appendix 2. The report sets out a force wide picture of performance particularly in relation to force priorities and key practises. 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. The new performance framework uses a reporting hierarchy to monitor performance across the whole organisation at gold (strategic), silver (service) and (bronze) operational levels.

Supporting Information

Appendix 1 – Extract taken from the Safer West Mercia Plan Delivery Plan

Appendix 2 – West Mercia Police Performance Report January to March 2021

Contact Points for the Report

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

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

Tel: 01905 844871

sjones19@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case Worcestershire County Council's Assistant Director of Legal and Governance) there are no background papers relating to the subject matter of this report.

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

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

PUTTING VICTIMS AND SURVIVORS FIRST			
No	SWP Commitment	Supporting activity	Quarter 1 2021 update April to June 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	Victim Strategy published. Delivery plan to be considered by the Victims' Board on the 30th of June. Task and finish groups are being set up to ensure the commitments set out in the Strategy are delivered and a performance framework is being designed to support the plan. In addition to the PCC's plan, there is ongoing work with partners to ensure victims receive the support required, when required.
		(A2.2) Review the PCC's existing commissioning strategy to ensure it is fit for purpose for the PCC extended term and publish the revise strategy	Action complete

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

		(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.	PCC Victims' Board Terms of Reference updated in May 2021. ToR aligned to new Victim and Witness Strategy. Effective governance arrangements in place to deliver key commitments. Performance monitored by the OPCC with exception reports going to the PCC and Victims' Board.
		(A3.2) Work with partners to: <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. 	The PCC has recently received a self-assessment from MoJ for Victims Code Compliance which has been shared with representatives from the Victims' Board. It is also an item for discussion on the upcoming Victims Board meeting.
A4	Complete victims' needs assessments to inform future commissioning intentions with a focus on victim, offenders and early intervention.	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.	Action complete

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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 	(A5.1) Develop and implement a local delivery plan in support of the NHS England national sexual assault and abuse strategy	The Commissioning Manager has developed a role profile for an SV officer. This has been sent to the internal job evaluation panel for grading purposes and a further update is expected by end of June. Once the update has been received, recruitment will be commenced for the post, and a delivery plan will be developed.
		(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.	This is going to be picked up in the new PCC term by the new SV co-ordinator post
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 needs assessment specification is currently out to market. Bidding will close on 8th July. Once the bids have been evaluated, the contract for the service will be awarded and the work will commence. This is expected to be around August 2021. In addition, the Commissioning Manager has met with internal WMP teams to understand the data required for the work, and is in the process of agreeing a data set which the successful consultant can use as part of the work. The CM has also liaised with the WMP Consultation & Engagement Team to procure some specific interviews with victims as part of the work.

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		<p>(A6.3) Work with National Health England to re-commission the CYP SARC service</p>	<p>The tender for this service has now closed, and the tenders have been evaluated. The preferred provider was discussed in a procurement meeting in June 2021 and each regional PCC office is now going through their internal governance process before confirming the preferred provider. The provider is expected to be announced in July 2021 and the contract is due to commence in Feb 2022.</p>
		<p>(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</p>	<p>In addition to the roles procured last year, the VAL team were successful in this quarter in their bid for an additional 1 x FTE post, who will seek to identify and prioritise male, BAME, LGBT+ and other underrepresented victims, and work with partners to improve accessibility and development of pathways for 'hard-to-reach' DA victims.</p>
		<p>(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</p>	<p>Action Complete</p>
		<p>(A6.6) Recommission the ISVA service</p>	<p>Action Complete</p>

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		(A6.7) Commission a service to support victims of sexual abuse, violence and exploitation.	Action Complete
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	No update for this quarter as the Pre Election Period for the PCC elections was in force.
		(A7.3) Work with Citizen's Advice Witness Service to improve victim and witness experience in the Courts.	<p>Across West Mercia in the last 2 months CAWS have seen a huge increase of volunteers returning to the courts, thus providing more and more face to face support either as a Pre-trial visit or /and supporting on the day.</p> <p>CAWS have been recruiting heavily including looking at our diversity range of volunteers and have now increased the numbers on top of our existing volunteer base as we have had a large amount of interest across all the courts n West Mercia</p> <p>All existing volunteers that have returned have or are completing refresher training and covering any additional areas where CAWS have changed and adapted to new ways of working .</p> <p>All staff have returned to their courts full time. CAWS are still offering PTVs (pre-trial visit) either by telephone, face to face or google meets. Face to face PTV are increasing with Covid measures being eased.</p>

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		(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
		(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 Commissioning Manager has met with the Head of Victim Services as well as the Criminal Justice Policy Manager and through the Victim's Board, are going to create a task and finish group which is aimed at improving the number of referrals and the outcomes associated. This group is likely to be set up around July/August.

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BUILDING A MORE SECURE WEST MERCIA			
No	SWP Commitment	Supporting activity:	Quarter 1 2021 update April to June 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>A number of measures designed to reduce demand and improve performance for both 999 and 101 have been implemented.</p> <p>999- At the end of May 21, 94% of 999 calls were answered within 10 seconds, this is a small improvement on the previous month. In May the OCC observed a 9% increase in emergency 999 call demand compared to the previous month and a 34% increase compared to May 2020. This is likely impacted as a result of lockdown restrictions easing.</p> <p>101- In May the OCC observed an increase in non-emergency 101 call demand by 3% compared to the previous month and a decrease of 9% compared to May 2020. Call volumes have remained fairly stable over the last 7 months. Following the trend of emergency contact, despite the significant volume increase, non-emergency 101 performance increased 6% from last month resulting in 63% of non-emergency calls being answered within 30 seconds, this is on an upward trend since low levels seen Jan/Feb 21.</p> <p>A number of measures to reduce erroneous internal demand are continuing to be effective at creating additional capacity to grow non-emergency performance.</p>
		(B1.2) Response time to incidents	<p>Efforts to address the ongoing SAAB Management Information (MI) issues are now being led by ACC Jones. OCC, ITSS, SP&I and Change are all working together to clarify the current situation and move it forward. A full, costed options paper with timescales will be delivered by Change on the 18th June. This will deliver a clear plan for resolving the current MI issues, incorporating any learning from other SAAB forces who are experiencing similar issues. If delivery of a technical solution will result in further significant delays manual methods such as dip sampling will be implemented for indicative figures.</p> <p>Levels of unresourced have started to increase as we move out of lockdown. May also saw two bank holiday weekends and a continued increase in 999 and 101 demand. The force say it is highly probable that volumes will continue to rise in the coming months due to progression through the 'Road Map', an increased night time economy and improved weather as well as Euro 2021 starting in early June.</p>

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<p>B2</p>	<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 	<p>(B2.1)Problem Solving Hubs: to include implementation of the Rural Matters and Business Matters Plans (D7)</p>	<p>New strategic and tactical leads have been appointed to take forward the work of the Problem Solving Hubs and the Centre of Excellence, renamed the Problem Solving Support Team. The Policy Manager has met with the new leads with a view to improving the performance summary documents produced to ensure they have a focus on outcomes, and the PCC’s commissioning team are working with the Hub on this. The PS Hubs metrics are also being linked to the relevant Community Policing Charter metrics.</p> <p>Outputs from the latest report (Q4: Jan - March 2021) show: Across all relevant roles, 382 police incident reports (PIRs) were submitted for Quarter 4, 7 new Problem Solving Plans were created for the quarter whilst pre-existing plans were contributed to 120 times. 60 new Risk Management Plans were created for the quarter, with pre-existing plans being contributed to 729 times. 5 arrests were made between January and March, 10 stop searches and 10 warrants executed.</p>
		<p>(B2.2) Ensure the NPCC Mental Health Strategy is implemented locally</p>	<p>Gold Group met in May to progress work stream. Review of triage and demand management underway. Key issues with places of safety and staff having to provide support at Hospitals due to lack of capacity in suitable suites.</p> <p>MH Conference planned for Oct 2021 (TBC), which will bring together senior leaders and relevant practitioners to improve overall outcomes. PCC to convene the conference.</p>

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		<p>(B2.3)Ensure the Force implements its SOC strategy</p>	<p>Ongoing oversight of the force's SOC strategy / delivery plan via the monthly SOC strategy delivery board. HMICFRS inspection activity in respect of SOC took place remotely w/c 10/06/21. The PEEL assessment framework which defines characteristics of good in respect of SOC were used to structure the HTA session which took place in March. The HTA process therefore provided an early position statement on the force's performance across key areas. The last SOC strategy meeting took place on 5th June and an overview of progress across all 4P strands was provided. Of note, the force are introducing a new Tactical Advisory Group (TAG) process is being established to support the force in developing holistic 4P plans for newly mapped OCGs, and to capture organisational learning. The Problem Solving Support Team Inspector has been asked to lead on the Prevent strand of the SOC strategy, to bring together all of the work being undertaken in respect of prevention; much of which is linked to the PS hubs.</p>
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		<p>(B2.4)Ensure SOCJAGS are addressing SOC in their areas</p>	<p>Pursue: New Tactical Advisory Group (TAG) process being adopted. Will evolve to include partners. The TAGs will also contribute to organisational learning through the debrief process that has been incorporated.</p> <p>Prepare: OCGM responsible for ToR for the majority of SOC governance / partnership meetings. Creating process to ensure scheduled reviews of ToR to ensure all are fit for purpose and aligned to best practice. SOC analyst post will be incorporated into BAU structure / budgets</p> <p>Protect: Refreshed the database of diversionary / intervention schemes (Inc. PCC funded schemes). This will be relaunched on the intranet shortly.</p> <p>The force have recruited Early Help Officers (in the HAU) who will focus on children & young people; and Early Intervention and Prevention Officers (in the PS hubs) that will look at diversionary / intervention activity.</p> <p>Prevent: Work is ongoing to improve the ability to capture and evidence activity linked to Prevent. Confidence that work is on-going, the issue is lies in capturing the activity in a meaningful way. Improvements in data capture to be made over the next quarter.</p>
		<p>(B2.5) Safer Street Initiative</p>	<p>The PCC’s Commissioning team submitted 2 bids into the second round of the Home Office Safer Streets initiative designed to reduce crime and improve community safety. Both bids were successful and projects will be implemented in Telford and North Worcestershire.</p> <p>A third round of funding has opened round for PCC’s, specifically designed to improve the safety of public places for all, with a particular focus on reducing VAWG crimes. The PCC is currently working with West Mercia Police to submit up to 3 bids</p>

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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	The PCC SOC delivery plan is now embedded within the wider office and updates are provided each quarter. These updates are used to produce a quarterly SOC summary document that informs the PCC's local SOC update and Regional Governance Group. The last summary document was produced in April 2021. The document sets out the key activities that have been completed or are embedded as BAU following implementation of the PCC strategy. The document also highlights areas that would benefit from further development during the new PCC term such as: SOC comms, funding opportunities (MSHT / SOC offenders) etc. It is recommended that the SOC strategy and delivery plan are reviewed and refreshed to ensure they are fit for purpose, and reflect the PCC's priorities. This is being considered as part of the drafting of the new Safer West Mercia plan.
		(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	The Road Safety Strategy was made public in January and is on the PCC website, the initial draft of the delivery plan has been updated to include updates thus far. It will be reviewed to ensure if fits with the priorities identified in the new Police and Crime Plan.
4	Ensuring the West Mercia Road Safety Team works with partners and local communities to improve road safety, using practical, evidence led approaches to enforcement and education, reducing the number of deaths and serious injuries	(B4.1) PCC's Safer Roads Fund	This project was completed during Q4 of 200-21 - no further updates.
		(B4.2) Morse project	MORSE funding has been extended until 31 March 2022 as the service is embedded within local delivery and continues to deliver outcomes aligned to the PCC's Safer West Mercia Plan. Both YSS and FRS anticipate delivering the service to 100 users with 70% sustained engagement. The outcomes are to contribute towards the Reduction in road traffic collisions/ fatalities and casualties/traffic offences and road crimes and address the harm caused by alcohol and drug misuse.
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

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		(B5.2) We Don't Buy Crime (WDBC)	There has been a total of 500 SmartWater (SW) packs purchased in April 2021 by WDBC areas. This brings the total to 30,738 since April 2019. There have been 122 burglaries (Residential only) reported in April 2021. This is 7 less compared to March 2021 and is 11 more than April 2020. There has been 9 second-hand dealers visited, and 2 second-hand dealers emailed in April 2021, utilising the We Don't Buy Crime Portal. A total of 263 visits and 78 emails have been conducted/sent since April 2019.
		(B5.3) West Mercia Diversionary Network (WMDN)	Q4 meeting held in April. Staffing, referral numbers and finances were all discussed. A further meeting was held in June 2021 regarding the finances of the project. Underspend from 20/21 budgets will be directed to provide further additional staff over the next 2 years on the contract. The Children's Society (TCS) have appointed to these posts and are awaiting start dates. We have also agreed to re-profile some further underspend to out-source some diversionary activity which TCS are confident they will spend. Previous issues during COVID have meant that cases have been held in service for longer than they would have been normally. However, TCS are confident that with easing of lockdown restrictions and the changes in their service delivery model, we will see an increase in outcomes being achieved as well as a reduction in waiting list volumes and timings.
		(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	A meeting was held between the RABOS and the PCC office in June to address some of the issues faced with the inadequate monitoring reports which appear on the PSH Dashboard. A list of actions have been raised and further meetings arranged with the RABOS to ensure the monitoring report is fit for purpose. An update will be provided in Q2. In addition to this a qualitative template form is being developed for all the other Force Funded projects for them to provide regular narrative updates of their developments.

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		(B6.2)Review of CSP funding provision	All 5 CSPs have been notified of their funding for 2021-22. They will all be top-sliced £20K to fund the Partnership Analysts and £5K to go towards IOM. So far 3 applications have been submitted for North Worcestershire, 4 for South Worcestershire, 1 for Shropshire and 1 for Telford.
B7	Work with partners to increase the proportion of hate crimes reported to the police		There has been a significant increase in the recording of hate offences and crimed incident from March 2021. Monthly volumes in April – May 2021 were comparable to the high volumes recorded May – July 2020, but account for a 57% increase compared to the same period in 2019 (i.e. comparison to pre-COVID operating environment). Racially-related crimes and crimed incidents continue to account for the majority of volumes recorded. It is probable that volumes will increase as a result of Euro 2021 starting in early June. The impact of the Delta Variant may also drive an increase as the continuation of the roadmap is delayed. The increase in hate crime offences was subject to scrutiny at the PCC’s holding to account meeting on performance in June 2021. Chief Officers provided reassurance that the increases and broader environmental / societal factors impacting hate crime were well understood. The drivers of hate crime are closely monitored locally and nationally. Analysis shared by the CC prior to the meeting sets out the correlation between events that take place in the public eye, and incidents of hate crime. In terms of the response to hate crime, the force have implemented a new hate crime model (originally piloted in Telford & Wrekin) across each of the LPAs. It is anticipated that this will address the current variation in hate crime satisfaction across the force areas, and lead to significant improvements by the end of Q2 2021/22.

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Reforming West Mercia			
No	SWP Commitment:	Supporting activity:	Quarter 1 2021 update April to June 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	Future of IT services with Warks confirmed as being hosted by West Mercia, providing a much-reduced scope or residual services to Warks. Network migration due for completion by 30/9/21 when shared service arrangement with Warks ends. Exact scope close to finalisation. Implementation of National Enabling Programme on target, with technical testing of MS365 commencing shortly.
C2	Delivering new fit for purpose technology and making best use of it	(C2.1)Athena	The Athena contract has been extended so that the 9 Athena consortium forces' different contracts now align. Impact Assessment for implementation of next stage of Athena awaited from provider.
		(C2.2)ANPR	ANPR project delivered and closed.
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	Priority based planning underway; due for completion autumn 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	Further revisions to Fleet strategy required to ensure it plans sufficiently far into the future and includes electrification.

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C5	Aspire to a market leading support service for policing.	Reform of Services to Policing	n/a
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	<p>A Leadership Development delivery plan has been developed and socialised at key forums (e.g. People Portfolio Board, Strategic L&D Panel and CO planning Day.) L&D are now building leadership products around 3 priority areas: Inclusion (those from underrepresented groups), Aspire (those looking towards promotion), Rank (designed to specifically meet requirements of promotion, linked to the National Police Promotions Framework). Rank specific training is inclusive of police staff leadership not just officers and will ensure police staff equivalents will have the same level of training that officers get through NPPF Sgts / Insp training. Comms around first 2 leadership training offers was launched in May. The force are looking at both in-house and external delivery. A business case for procurement of external products developed (to commence delivery after October 2021) and proposals will be shared to engage suppliers and enable the force to appoint a provider and immediately draw down funds when available.</p> <p>Update/ deep dive of the promotions process review provided at the fairness, policy and standards meeting in April 2021. Survey work and data analysis undertaken to understand views of those who have recently taken part in a promotions process, and to identify any under representation in recent boards. Current processes have also been benchmarked against CoP guidance and some areas for improvement identified.</p>

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<p>C8</p>	<ul style="list-style-type: none"> • Achieving the uplift in additional officers and ensuring the workforce better reflects the demographic makeup of our communities • Increasing the number of special constables and police volunteers, focusing on the contribution they make towards keeping communities safe (Refer to) 	<p>Ensure the Force develops and implements a People Strategy</p>	<p>Delivery of the People Strategy overseen via 4 sub-boards and People Strategy Board chaired by the CC. Force progress in achieving the additional officer uplift is monitored internally via the Workforce Delivery Group which report data on workforce composition, officer establishment, demographic data, joiners, attrition rates and officer uplift allocations. In regards to the officer uplift allocations, the PCC also receives monthly performance updates from the National Police Uplift Programme. The update in April 2021 confirmed that the force met the National Uplift Targets for Yr1. Data from May 2021 (latest data sent in June), confirms that based on projections, the force remains on track to either meet or exceed Yr2 targets.</p> <p>The PUP data also provides data on joiner rates by gender and ethnicity. Latest data shows that recruitment in the last rolling 12 months (to May 2021) is considerably more representative than the previous 3 year average: Female joiner rate 43.3% vs 33.8% 3 yr average. BAME joiner rate 7.3% vs. 2.1% 3 yr average.</p> <p>The force have been unable to find a suitable candidate for the 2nd positive action role. This was raised by the DPCC at People Strategy Board. The force are considering a number of options to progress this.</p>
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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 last Health Safety and Wellbeing board met April 2021. Ch. Supt Bridges (BB) has established a group to look at assaults against officers, with a focus on the force's 7 point plan and how it's used. Analysis is ongoing to determine if the increase in assaults seen last FY was linked to the influx in new student officers</p> <p>Decline in sickness rates over the last 5 years. Officer Sickness for 2020/21 is at a 5 Year low of 4.1%. Staff Sickness up 0.1% from 2019/20 but remains at a relatively low level compared to previous years. Whilst this performance is positive, West Mercia is still recording a much higher rate of sickness than the average of both the Public (2.7%) and Private sector (1.6%).The COVID-19 pandemic has affected the sickness data in a number of ways; while the virus may have led to additional sickness absence during specific months (Mar 2020, Nov 2020, Jan 2021), measures such as social distancing, shielding and increased homeworking appear to have helped reduce other causes of absence, allowing the general downward trend to continue and lowest levels of sickness for officers over the last 5 years.</p> <p>SPI submitted a paper to the diversity, equality and inclusion board setting out the current position in terms of measuring organisational culture and recommendations re. the future approach to surveying and measuring, to improve consistency, cost effectiveness and alignment with force priorities. It was recommended that the force develop an internal biennial staff survey alongside the biennial National Policing wellbeing & Inclusion Survey (i.e. 1 annual survey, alternating between internal survey and external Durham survey). The recommendations were supported and will be taken to People Strategy Board for a decision</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 partners where there are operational and financial benefits 	<p>(C10.1) Fire and Rescue Service Business Case.</p>	<p>N/A</p>

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		<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 any 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 start looking at the issue of drug-driving and potential diversionary/educational opportunities.</p> <p>Regional financial investigation (FI) and Fraud This area of work continues to need focus from a regional perspective. This may be considered as part of any amendments to the ROCU S22a, as a result of the issues around POCA money returned from NCA tasked operations. The RPO will pick this up as an area of work in future work plans to consider how we take this forward.</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 will be arranged in Q2 of 2021/22, which 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 and OPCCs have provided a steer for this piece of work which includes the development of options for how future ROCU cash seizures are managed.</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</p>
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			<p>needed within the ROCU to embed a preventative approach. 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 as the central region (East and West Midlands) representative on the National Police Air Service Strategic Board. In June, the PCC also took on the position of chair of the Board. The West Yorkshire Mayor has given 12 months’ notice that they intend to cease being the lead local policing and therefore the Board has commissioned immediate work to find a new host for the service. The PCC and RPO have also played a central role in a review of the governance of NPAS. Proposals were developed to establish a more strategic policing aviation board, encompassing drones and other aviation topics, and to have an independent chair for this body. The S22a is also proposed for transition to the new national template. The Board will consider these proposals in July.</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. In Q1, forces signed an extension to the S22a agreement covering the regional Special Branch collaboration. At the national level, the reform of Special Branch is also progressing with a consultation in progress at present on options for how funding for this activity should be transferred into CT policing. A Protect Duty consultation was launched earlier this year and the RPO continues to liaise with Force Protect leads to ensure this is being carefully considered. A CT deep dive session has been arranged for October which will allow PCCs to seek assurance around the implementation of learning from the Fishmonger’s Hall terrorist attack.</p> <p>Criminal Justice</p> <p>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, the RPO has been working with partners to review the work plan and priorities for the next 12 months. The restructure of the National Probation Service came into effect on the 25th June and the implementation of the dynamic framework has begun. ‘once the</p>
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			<p>dust has settled the regional co-commissioning group will begin again to understand the commissioning landscape across the criminal justice partners and across the region.</p> <p>A follow up Confidential Inquiry Session (CIS) for the Criminality and Prisons work was planned for February 2021 but given the current pressures on the criminal justice system, and in particular the prison service in relation to managing Covid-19 across their estates, this was postponed until after the elections. The RPOs have been working to put together a programme of work and inductions for the PCCs post-elections and the follow up CIS is looking to be scheduled for the end of 2021.</p>
C11	<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 the organisation • Ensure my Strategic Estates Plan is used to drive effective activity, focus and investment in the police estate both now and into the future 	(C11.1) Strategic Estate Remodelling Plan	Work is ongoing to develop a new Estate Strategy. A final draft of the strategy will be submitted to the August Change & Transformation and Estates Governance Boards.
		(C11.2) Replacement of Shrewsbury Police Station & Provision of Northern Hub	Review of User Requirements and Site locations to be commenced.

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

		<p>(C11.3)Replacement of Hereford Police Station</p>	<p>The Estates Team are currently assessing the planning implications of the feasibility report which has been produced</p>
		<p>(C11.4)Replacement of Redditch Police Station</p>	<p>Tenders to appoint architects were issued mid-June and will be determined later in July.</p> <p>A monthly update report is to be produced for the Estates Governance Group at the request of the PCC.</p>

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

		<p>(C11.5)Review of Planned Programme of Works (Revenue & Minor Capital) 2020/21</p>	<p>Work is ongoing.</p>
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Appendix 1: Safer West Mercia Plan Delivery Plan Extract

REASSURING WEST MERCIA'S COMMUNITIES			
No	SWP Commitment:	Supporting Activity:	Quarter 1 2021 update April to June 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 Q4 PSD performance meeting took place in April 2021. The increase in conduct matters in 2020/21 identified and raised as part of the June 2021 Performance HTA meeting with the CC. Reassurance was provided by the CC that the increase in conduct cases is understood and action is being taken to address the drivers.</p> <p>New JASC lead for standards identified. Introductory meeting held between JASC lead and policy lead to discuss the future approach to standards and ethics. A number of areas were suggested for the work plan however this remains in very early stages. A meeting between the new lead for standards and the Chair, Vice-Chair and Secretary of the Internal Ethics Committee has been arranged for the end of June to understand how/ if the forums work together. In the interim, the PCC's policy officer has continued to attend and contribute to the Internal Ethics Committee which continues to evolve.</p> <p>Meeting held with IOPC. The agenda included oversight of complaints / reviews matters, IOPC performance products and new requirements for LPBs to publish information, and the relatively new 12 month notification process. The PCC's policy lead raised concerns regarding the accuracy of the IOPC performance products and queried whether LPBs were being consulted as part of the Q/A process prior to publication. The IOPC liaison officer will raise this matter with IOPC colleagues.</p>
		<p>(D1.2) Ongoing management of the PCC's complaint review service in line with national guidance and standards</p>	<p>A review of performance in this area was undertaken. In general, it was agreed that performance remained good, with positive feedback also in respect of overall service from PSD and the PCC's external provider in this business area. A range of suggestions were put forward to enable improvements where potential was identified. These are being actioned now between the OPCC, PSD and the external provider. Demand remains consistent. Initial performance statistics have been published by the IOPC, although it appears that there are issues nationwide in respect of the accuracy of these figures as they do not bear resemblance with OPCC activity. This point has been acknowledged by the IOPC and is under review in a number of PCC offices.</p>

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<p>D2</p>	<p>Ensuring West Mercia Police complies with the Best Use of Stop and Search Scheme</p>	<p>Monitoring of the Force approach to Stop and Search</p>	<p>The next Strategic Stop & Search meeting takes place in July, where Q4 data and activity will be reviewed. In Q 3 of 20/21 1360 stop and search encounters were recorded by West Mercia Police, a 16% increase compared to the same period in 2019/20. Drugs accounted for 59% of all stop searches, with 38% resulting in positive action. Overall in Q3 37% of all stop and searches resulted in positive action.</p> <p>During Q3 HMICFRS published a report on disproportionality in the use of stop and search and use of force. The findings from this report are being incorporated in the Force's stop and search action plan and were discussed in full at the last Strategic Stop and Search Board. At that meeting IAG members questioned the consistency in use of body worn video by all officers. Assurance was given that processes are in place, however it was agreed that all relevant inspectors would be tasked with undertaking 5 dip sample reviews of BWV in the next quarter and that the finding would be scrutinised as the next meeting</p> <p>To further strengthen the external scrutiny of stop and search, in line with the HMICFRS report the force will be begin working on setting up a stop and search panel. This will be in addition to the oversight provided by the various IAG Panels.</p>
<p>D3</p>	<p>Make sure police follow custody rules and treat detainees safely and fairly, via an Independent Custody Visitor Scheme</p>	<p>Ongoing management and coordination of the West Mercia ICV scheme in line with national guidance and standards</p>	<p>Virtual visits continued to be in place and were effective at enabling observations and monitoring of custody, staff and detainees. The physical suspension was lifted alongside government guidelines on the 1st June. ICVs have since conducted successful physical visits to custody suites and PPE is in place. The scheme custody App that is currently used to record the custody visits will be changing on 1st July. This is a more cost effective and manageable transition which will enable the scheme manager to view data more effectively. There has been a number of new recruits this quarter with some now trained and conducting visits and some sat in the recruitment process awaiting vetting and interviews. This should bring the number of ICVs in the scheme back up to 50 which represents 10 per scheme.</p>

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

<p>D4</p>	<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 	<p>Refer to B1.1</p>	<p>Refer to 3.5, 1.2 & 2.1.2</p>
<p>D5</p>	<p>Working with partners to improve prevention and understanding of cyber crime, ensuring the strategy is fully implemented and emerging threats are tackled</p>	<p>(D5.1) Ensure the force implements its cyber strategy and supporting delivery plan</p>	<p>The force Cyber Crime Strategy has published and is supported by a delivery plan. Work continues to progress in all areas within the plan. Two police officers have successfully been recruited into new roles as Cyber Protect Officers. The key purpose of these roles is to deliver the National Protect Strategy at Force level, delivering consistent nationally approved cyber security advice to businesses and members of the public, as an active part of Team Cyber UK and to provide cyber security advice to victims of cyber dependent crime (including businesses) to reduce the risk of repeat victimisation.</p>
		<p>(D5.2) Develop and implement a work programme for the West Mercia Cyber Crime Partnership group in support of the West Mercia Cyber Strategy</p>	<p>The Cyber Crime Partnership Group has not met since September however the PCC's office continues to connect all members of the partnership, regularly circulating updates and information relating to cybercrime. The next meeting of the group takes place in July when representatives from the Regional Cyber Security Centre will be providing an overview of its work.</p>
<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. The Q4 Hub report (refer to B5.1) provides a summary of activity across the whole hub. Activity specifically undertaken by those responsible for rural and business in Q4 (Jan – March 2021) includes: Warranted officers:</p> <ul style="list-style-type: none"> • 266 visits to individuals and premises in rural communities • 220 visits to businesses • 51 partnership engagements

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

			<ul style="list-style-type: none"> • Over £25k in assets recovered in conjunction with the use of WDBC covert assets • 28 wildlife crime offences dealt with <p>RABOS (the Herefordshire RABO post was vacant for Q4, but has now been filled):</p> <ul style="list-style-type: none"> • 20 referrals / signposts to other agencies • 62 crime reduction surveys completed • 31 Watch schemes created or promoted • 52 crime reduction initiatives implemented or promoted • 198 visits to businesses and farms including victims of crime
D7	<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 	Refer to B2.1 & D6	Refer to B2.1 & D6
D8	I will continue to review, refine and invest in my Communications and Engagement strategy, to ensure I am acting on the views of our community including those of hard to reach and minority communities	(D8.1) Develop and implement a revised Communications and Engagement Strategy, supported by a comprehensive delivery plan	The C&E strategy will be updated based on the final version of the Safer West Mercia Plan. Until that happens, the team is working from a delivery plan for both comms and engagement activity.
		(D8.2) Community Meet Your PCC Events	Whilst Covid restrictions remain in place, this is naturally leading to a delay in engaging and resuming any kind of events. However we are in the process of identifying other ways of engaging with people and some activity has resumed. We are also hoping to attend smaller scale summer events as part of the police and crime plan consultation
		(D8.3) Community newsletter	The main newsletter is still on hold while we review our communication activity. However it is due to be brought back in the coming months. Regarding parish council newsletters, these too have been affected.

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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 now finished and a replacement is being reviewed.
		(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	With the Ambassador scheme ending, the community pot they once were responsible for has changed to the 'Commissioner's Community Fund'. Communities and smaller projects will still be able to access this by applying directly to the office, with support from the local Supt also required.
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.	No further update data is available following the Q4 findings
		(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	This continues with daily scanning of news and social media. Monitoring of Ambassador feedback is no longer required. A 'dip sample' meeting is still held to review the correspondence being sent in and out of the office.

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		(D10.3) Responding to key / strategic public and other consultations, seeking to influence outcomes that support the Safer West Mercia Plan	The PCC has responded to a number of consultations, including on domestic abuse services in courts, the Home Office and Department for Transport Roads Policing Review and feedback to inform the Independent Advisory Panel on Deaths in Custody.
		(D10.4) Home and Dry water Safety Network and Campaign	With the return of Sarah-Jane, who was responsible for this campaign, the content is resuming. During this period we had Drowning Prevention Week and the Euros. This allowed for education work to take place and be shared across channels. Messages were shared to all ages to highlight the dangers. Two schools assemblies took place in Worcestershire with the help of Vicki Jones, mother of Tom Jones.
		(D10.5) Roads focus campaign	This campaign is still on hold, but it is hoped it will resume soon once a thorough review of campaigns takes place. Roads continue to be a priority for the PCC, so they will form a key part of comms.
D11	Involve, engage and empower communities in the delivery of my plan through more opportunities for active citizenship and volunteering	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 thr police Support Volunteer Scheme	As mentioned in Q4 update, these have been impacted due to Covid.

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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, having been updated, and switched back to the original version (post elections) 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>While no formal holding to account meeting (HTA) was held in December the PCC submitted a virtual HTA to the Chief Constable seeking assurance on the Force's preparedness for the changes resulting from the UK leaving the EU. In January the PCC held a public Facebook Live event on the budget. The focus of February's meeting was domestic abuse and in March, two years after the force was graded 'inadequate' in its approach to addressing serious and organised crime (SOC), the HTA focused on the activity since that time seeking to ensure the subsequent improvements have been sustained. April's meeting provided a review of the year, seeking assurance that commitments around improvements made through the year had been addressed and in June the focus of the meeting was on performance. In addition to the programmed meetings an extraordinary meeting was held on the police response to an illegal rave in Herefordshire and a number of virtual holding to account requests have been submitted on the response to calls for service, ABE provision and most recently stalking.</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>The fraud follow up inspection took place in February (West Mercia was one of 11 forces for inspection as part of a follow up the 2019 thematic report "Fraud: Time to Choose). The initial inspection findings were shared with the force and PCC. West Mercia Police has been selected as one of a small number of forces for limited fieldwork in relation to the Centre for Women's Justice super complaint in regards to domestic abuse reports where the perpetrator is a police officer or member of police staff. The College of Policing is leading the investigation into this super complaint. HMICFRS have continued their insight work as part of their continuous assessment process for the new PEEL inspection regime. This work focuses on specialist areas of business and to date serious & organised crime, armed policing, MOSOVO and the OSCET team have been subject to closer</p>

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			<p>scrutiny. A core element of the PEEL inspection is the Victim Service Assessment (VSA), and the inspectorate have recently completed their inspection work for this. A debrief on initial findings has been shared. The Force has completed and submitted its Force Management Statement for 2021. HMICFRS has published a number of inspection reports since the last report to Panel. These have addressed Regional Organised Crime Units, Disproportionality in Stop and Search and Use of Force, and Public Protests. Work is ongoing to review the recommendations with in these reports.</p>
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West Mercia Police

Quarterly Report

Q4 Jan - Mar 2021



Purpose

The purpose of this product is to provide a monthly update to current and emerging performance issues relating to West Mercia.

GSC Level	Official
Date of publication	April 2021
Product Reference	SPI/2021/082
Version	Final
Purpose	Overview of Force Performance for Jan to Mar 2021
Author	Strategy, Planning and Insight
Owner	DCC J. Moss

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Our values drive our approach

Introduction

This is the Q4 Performance Report reviewing activity between January to March 2021. This purpose of this report is to inform the Force Delivery Group meeting on April 28th with a force wide picture of performance, particularly in relation to force priorities and key practices.

The framework has now embedded very well with resource aligned to budgets. Therefore now is the time to deliver on behalf of the public.

This report focusses on Gold level Key Performance Indicators (KPI), however, there are also some measures 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.

Crime and disorder in the last quarter remains similar to previous quarters with lockdown measures in place in seeing reductions in physical acquisitive crime, vehicle crime, burglary and shop-lifting, with continuingly higher than projected cyber crime.

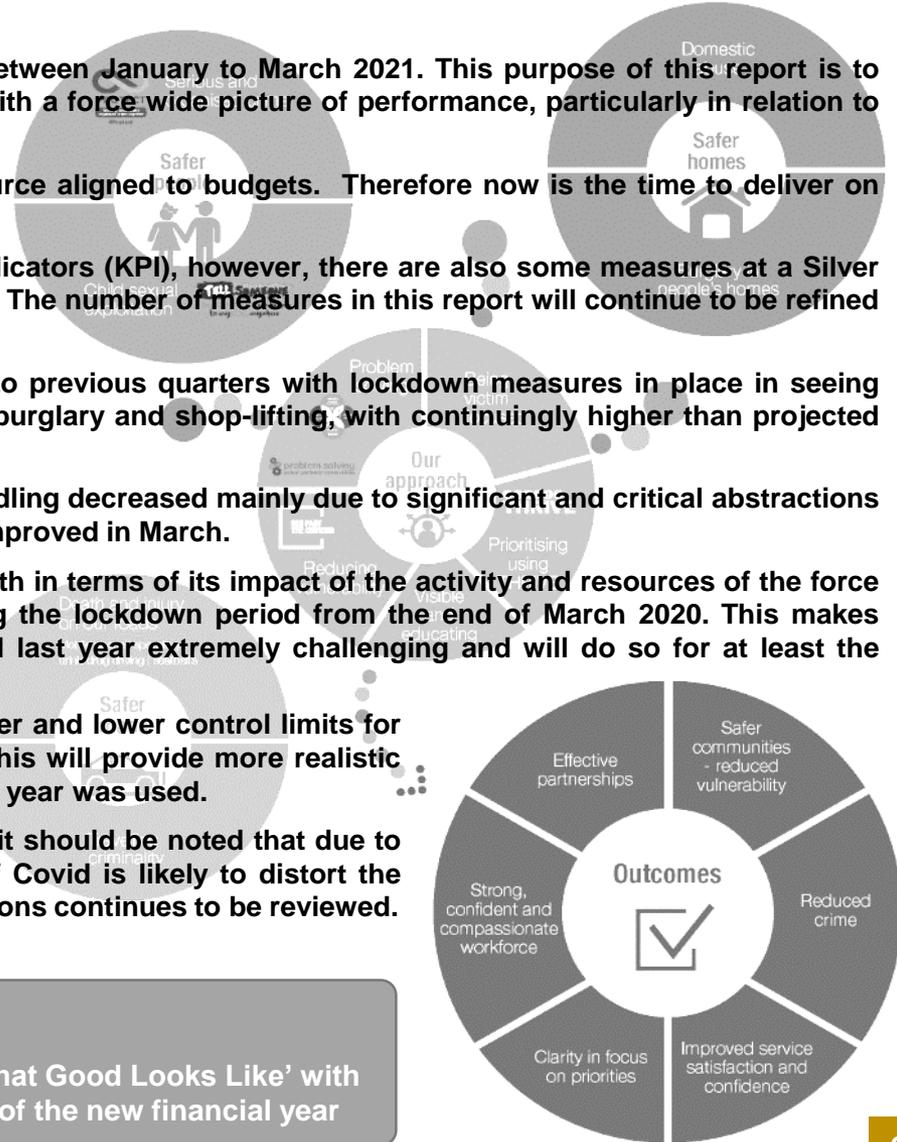
The OCC performance in relation to 999 and 101 call handling decreased mainly due to significant and critical abstractions as a result of Covid and track and trace. Performance improved in March.

Q4 continues to be dominated by the impact of Covid both in terms of its impact of the activity and resources of the force and the changes in crime and disorder numbers during the lockdown period from the end of March 2020. This makes comparisons to previous quarters and the same period last year extremely challenging and will do so for at least the coming 12 months.

Due to the impact of Covid 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 is likely to distort the projections. Factoring the impact of Covid within projections continues to be reviewed.

 **Recommendation:**
It is recommended that a review of all 'What Good Looks Like' with business area leads in line with the start of the new financial year





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Gold Balanced Scorecard 2020-2021

3. Delivering an ethical service

3.1 Delivering our service legally and within regulations

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

1.1 Delivering victim satisfaction

1.2 Creating public confidence

2. Delivering an efficient service

2.1 Delivering our service within budget

4. Delivering innovative, problem-solving practices and processes

4.1 Delivering effective core practices

4.2 Managing demand – policing priorities

4.3 Innovating and improving

5. Delivering a skilled, sustainable workforce in a constantly learning and improving environment

5.1 Establishing a skilled, flexible workforce

5.2 Establishing high quality, accessible knowledge

5.3 Establishing appropriate, available tools

Public First Courage Compassion Ownership



Performance Management Framework

Balanced Scorecard progress



Scorecards are created → Reporting governance and mechanisms in place → The process is automated

- There are still some Bronze scorecards to be created
- Silver reporting and the QPR require alignment
- There is still considerable progress to be made to automate performance reporting

GOLD

April
Business plans populated with information including contractual commitments, budgets and demand profiles as well as scanning to inform business area leads

SPI use the outcomes of the Strategic Assessment and the Force Management Statement to fill sections of the Business Plans for all of the business areas. Further sections are pre-filled with information and data from across Business Services, such as the staffing levels and ICT that is solely used within the business area.
To be completed by the end of April

May
Business area leads develop plans for the coming year

Business Area leads use the pre-populated business plan to inform the development of the content of their business plan. Business Area leads might seek the support of SPI to undertake a SWOT analysis of their business area and to ensure improvement activity is fully documented. Senior officers and, then, Chief officers will sign-off the business plans for their areas.
To be completed by the end of May

June
Business plans reviewed and signed off by Chief Officers and improvement and development activity costs and benefits defined

All business plans to be discussed by ACCs/ACO and then shared across all Business Area leads to ensure no gaps and cross-overs. This should ensure that all improvement activity that requires the input of another area are fully identified. Third week of June is set aside to share and challenge plans.
All plans to be submitted to the CC by end June

Business Plans

- Requests sent to business services teams to pre-populate business plans
- Business Plans sent to Business Area leads to develop plans for the following year
- First drafts of Business Plans are completed
- ACCs/ACO to have all Business Plans
- ACCs/ACO meet to review plans
- Week to share and challenge all plans
- All plans with the DCC
- All plans submitted to Chief Constable

The Balanced Scorecards will be integrated into the annual business planning cycle and all reviewed as we deliver the Business Plans 2022-2023

The Business Planning Cycle



Safer West Mercia Plan 2016-2021



The aim of the Performance Management Framework is to reform the way that we manage performance across the force, reinforcing our focus on priorities and delivering our vision.

Core to the balanced scorecard approach is achieving a balanced delivery to all of our communities. Key elements of the scorecard are delivering confidence and creating victim satisfaction and, ultimately, reassuring those communities and making them feel safe.

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

Legitimacy – Requires Improvement



Sample Numbers

Samples for surveying are reduced due to the overall decrease in volumes of recorded crime as a result of Covid and the national lockdown.

This is particularly apparent in the case of **burglary** and, most recently, **Hate Crime**. Lower sample numbers result in **reduced numbers of completed surveys** despite measures being put in place in SP&I to increase the number of survey attempts – for example from five to ten in the case of burglary surveys, where a victim does not answer the call.

Due to the time lag between a crime record being created and a survey being attempted, the effect of lockdown on achieved survey samples is expected to continue to be seen until late summer / early autumn 2021.

Burglary

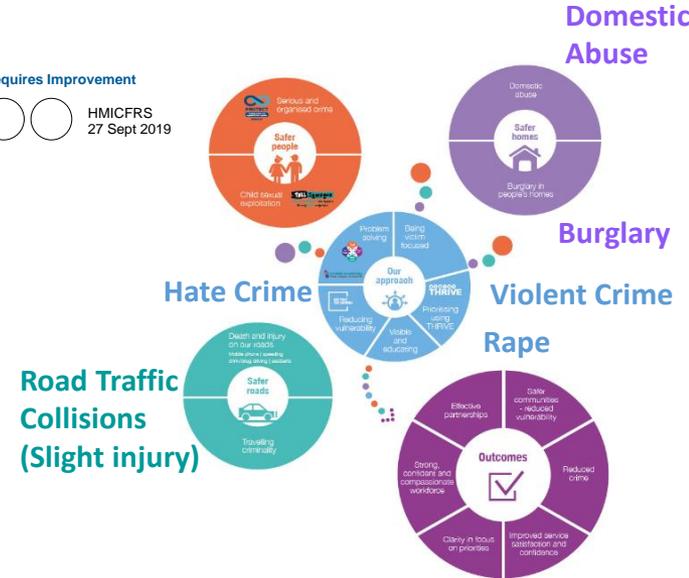
Levels of burglary satisfaction have increased since last quarter – both when considering the discrete and rolling data; however these increases are not statistically significant. Over the entire period studied, going back to April 2019, levels of satisfaction have remained unchanged. With a latest rolling figure of **74%**, the force remains **off target**.

Shropshire and Telford Local Policing Areas are most significantly below target, with satisfaction levels of 69% and 64%, respectively. Since last quarter, Shropshire has seen a marked increase in satisfaction, while Telford has seen a further reduction.

Analysis has been undertaken to explore the lower than average satisfaction levels in Shropshire which points to this being as a result of the following factors:

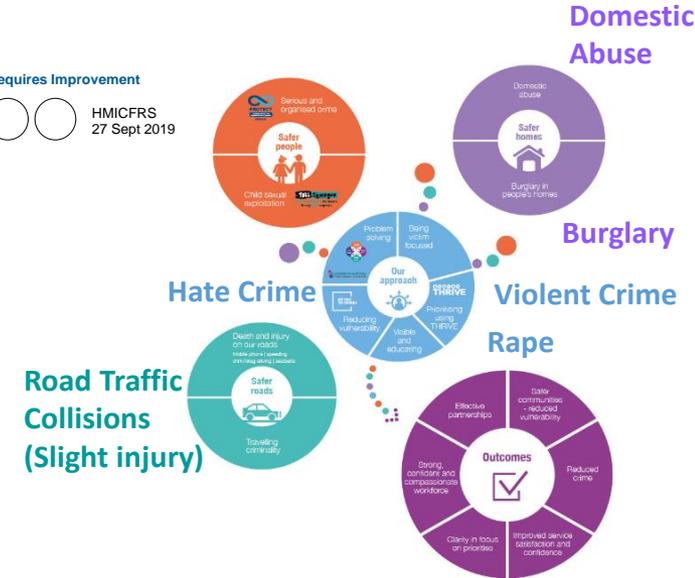
- Reductions in satisfaction with the **speed of arrival** of the police to residential burglaries
- A reduction in satisfaction of **victims being dealt with entirely over the phone**
- The need to deliver **improvements around:**
 - How victims were **treated** by officers (whether they were **reassured**, whether the officer showed they **cares** and displayed **empathy**)
 - How victims were **kept informed of the progress** of the investigation
 - The **action taken** by the police to fully investigate the crime

An initial exploration into **Telford’s** figures shows a **reduction in all of the key drivers** with exception of officers keeping the victim updated as agreed which increased markedly over the period. Further analysis will be undertaken.



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

Legitimacy – Requires Improvement
 HMICFRS 27 Sept 2019



Violent Crime

After a long-term trend of stable violent crime satisfaction levels, there has been an uplift since December 20 with a latest rolling figure of 69% - slightly off the target of 70%. The increase in the rolling figure since last quarter - of 9% - is statistically significant.

In particular, Herefordshire Policing Area has seen a marked increase since last quarter, increasing from 55% to 71%, while South Worcestershire has seen a 10% rise to 70%.

In-depth analysis of violent crime satisfaction will be undertaken to explore the possible causes of the increases seen in Herefordshire and South Worcestershire and to explore the reasons for the lower levels seen in Telford.

Hate Crime

Since last Quarter there has been a decrease in levels of hate crime satisfaction, although these are not statistically significant, and with a latest figure of 62%, the force remains off target. The discrete quarter 4 figure is markedly lower than that for Quarter 3; however, the reduced survey samples should be borne in mind (see 'Sample Numbers', over) and it is recommended that the rolling figure is focused on for this reason.

With the exception of North Worcestershire – where levels of satisfaction have remained unchanged – all Policing Areas have seen a reduction in the rolling figure since last quarter at end Quarter 4. With a rolling figure of 52% – which marks a reduction of 4% since end Quarter 3 – Herefordshire is a cause for concern. With the force-wide rollout of the Dedicated Hate Crime Officer Model looking forwards (which is currently operating in Telford), this is expected to positively impact on all Policing Areas' hate crime satisfaction levels in due course, although this will be reviewed.

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

Legitimacy – Requires Improvement
 HMICFRS 27 Sept 2019

Road Traffic Collision (RTC)

Quarter 4 marks the first quarterly data release since the RTC survey began in December 20. Sample volumes for surveying are still lower than expected due to high proportions being screened out due to missing data fields.

ICT developments to the Crash app are expected to result in this situation improving. SP&I are engaging with Force Operations to review this looking forward.

Due to small sample sizes, results should be treated with caution until a statistically valid volume of surveys has been achieved (12 months' rolling).

Domestic Abuse

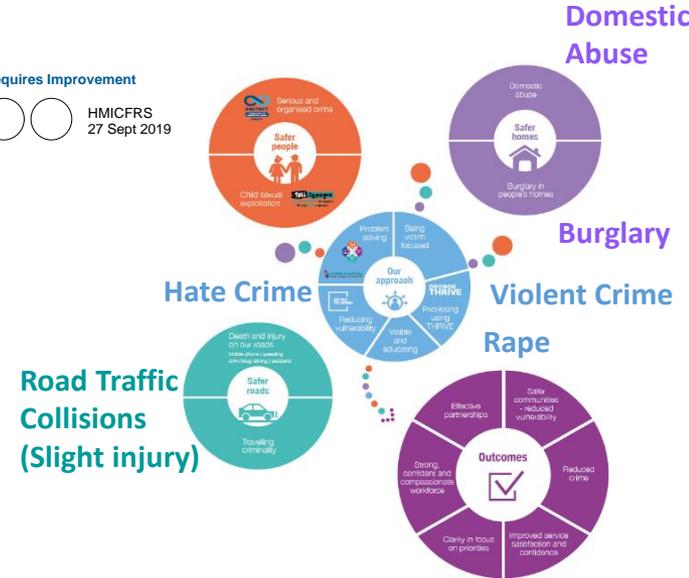
Due to significant staffing absences in the Victim Satisfaction Surveying Team since Covid, and heightened risk to victims during lockdown, **Domestic Abuse (DA) surveys ceased at end March 20.**

These resumed at start April 21, with the first set of data expected to be available from end Quarter 1 21/22.

Rape

Again, due to significant staffing absences in the Victim Satisfaction Surveying Team since Covid, and heightened potential risk to some of these victims during lockdown, **Rape surveys ceased at end March 20.**

Work has been undertaken by SP&I to review the Rape Survey and the process by which victims are screened to ensure suitability for surveying. Surveying is expected to recommence during Quarter 1 21/22.



Victim Satisfaction - Burglary

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Number of victims spoken to:

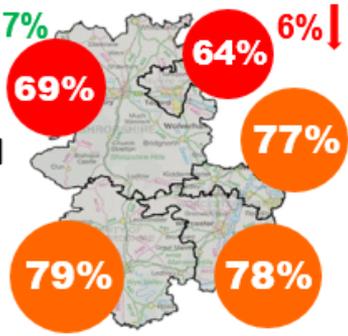
Previous Quarter: 260
Target: 291

Targets have not been met due to a reduction in the number of recorded residential burglary offences as a result of COVID-19.

Quarter 4's Performance (completely or very satisfied)

Discrete Data (Q4)

Rolling 6-months (Oct 20 - Mar 21)



*Increases in satisfaction are not statistically significant

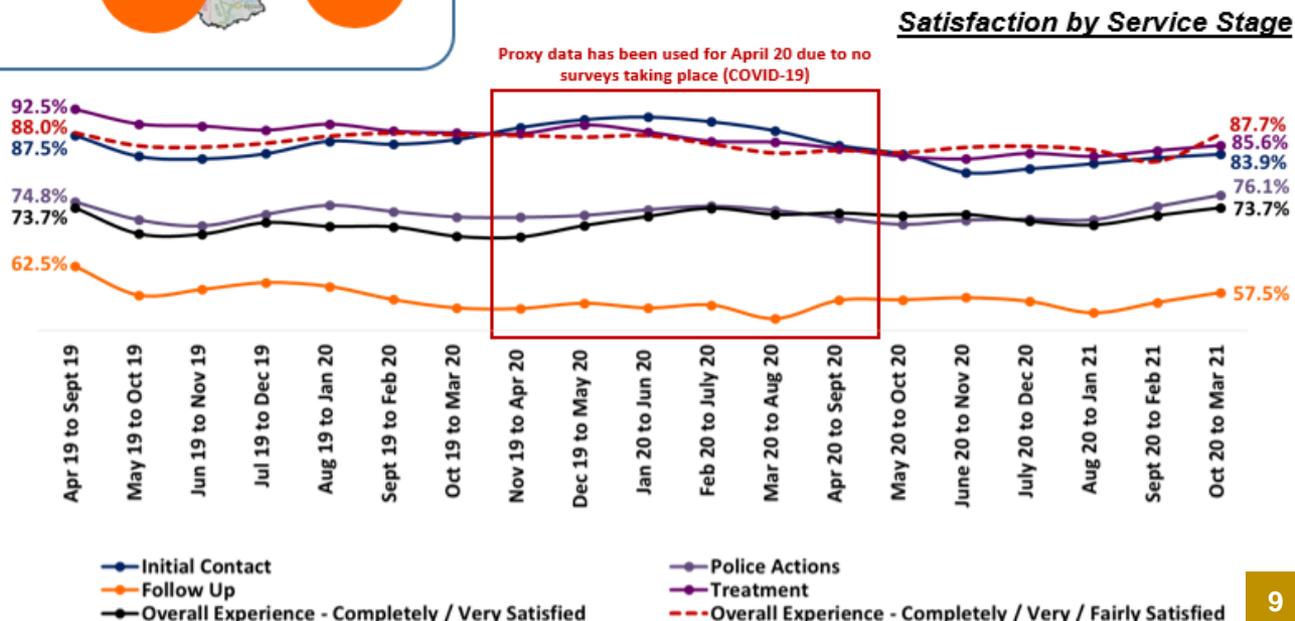
Key Drivers (Rolling 6-months)

(in order of decreasing significance)

	Latest (Oct 20-Mar 21)	Change	Previous (Jul-Dec 20)
Victim felt REASSURED (% Yes, fully)	80%	↑ 1%	79%
Officer treated you SYMPATHETICALLY (% Yes, fully)	89%	↑ 1%	88%
Officer took crime report SERIOUSLY (% Yes, fully)	89%	↓ 1%	90%
Officer LISTENED CAREFULLY (% Yes, fully)	93%	↑ 3%	90%
Officer UPDATED VICTIM AS AGREED (% Yes)	81%	↑ 9%	72%
Officer explained WHAT THEY WERE GOING TO DO (% Yes, fully)	81%	↑ 3%	78%

Good looks like:

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



Victim Satisfaction – Violent Crime

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Number of victims spoken to:

Previous Quarter: 318

Target: **516**

Qtr 4 504

Quarter 4's Performance (completely or very satisfied)

Discrete Data (Q4)

71% ↑ 6%*

Satisfied

(Previous (Q3): 65%)

**Increase in satisfaction is not statistically significant*

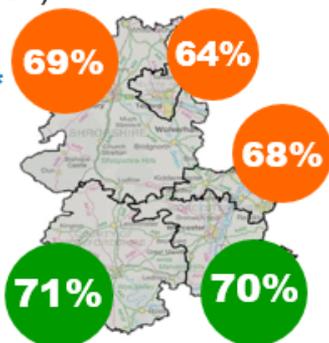
Rolling 6-months (Oct 20 - Mar 21)

69% ↑ 9%**

Satisfied

(Previous (Jul-Dec 20): 60%)

***Increase in satisfaction is statistically significant*



Key Drivers (Rolling 6-months)
(in order of decreasing significance)

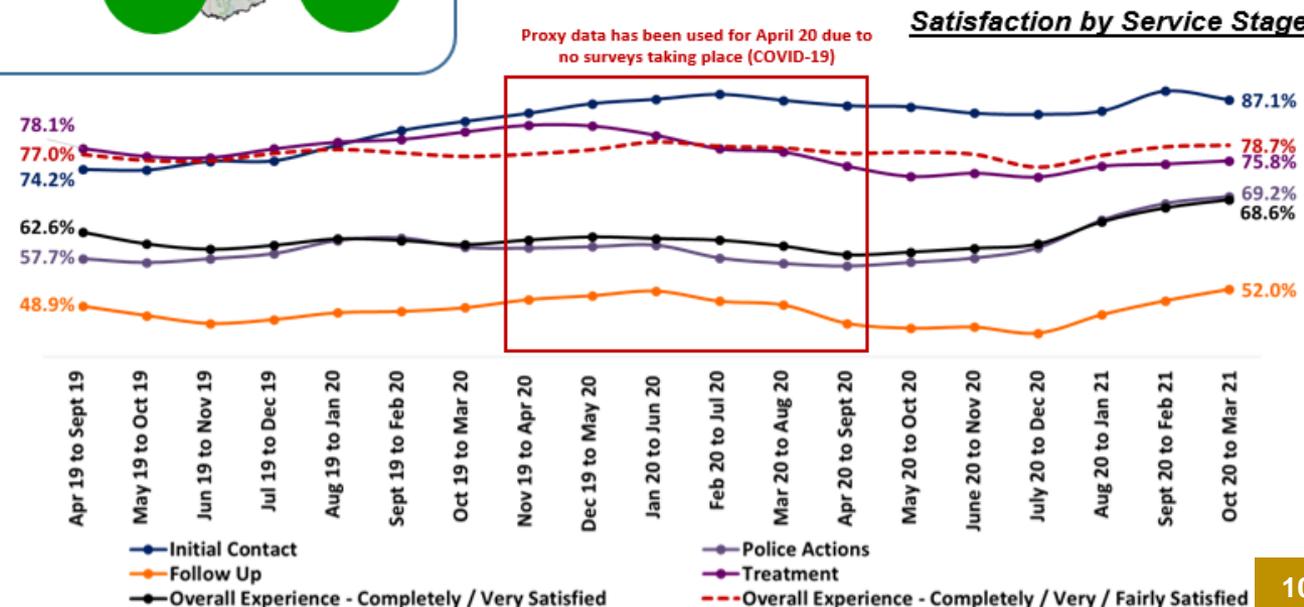
	Latest (Oct 20-Mar 21)	Change	Previous (Jul-Dec 20)
Victim felt REASSURED (% Yes, fully)	77%	↑ 5%	72%
Officer treated you SYMPATHETICALLY (% Yes, fully)	82%	↑ 1%	81%
Officer took crime report SERIOUSLY (% Yes, fully)	84%	↑ 1%	83%
Officer LISTENED CAREFULLY (% Yes, fully)	86%	↑ 1%	85%
Officer UPDATED VICTIM AS AGREED (% Yes)	82%	↑ 25%	57%
Officer explained WHAT THEY WERE GOING TO DO (% Yes, fully)	74%	↑ 2%	72%



Good looks like:

Victim Satisfaction – Violent Crime: 70%

Victims Completely / Very Satisfied (rolling 6-month)



Victim Satisfaction - Hate

OFFICIAL

** Key drivers use 11 months' rolling data (April 20 data missing due to COVID-19)



Number of victims spoken to

Qtr 4
114

Previous Quarter: 103
Target: NA*

Due to significant staffing absences during April – November 20 (COVID-19), reduced survey numbers were achieved.
*Due to low numbers and variation in volume per quarter.

Quarter 4's Performance (completely or very satisfied)

Discrete Data (Q4)

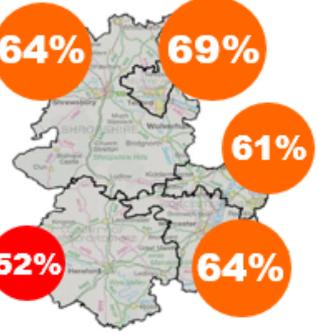
60% Satisfied ↓9%

(Previous (Q3): 69%)

Rolling 12-months (Apr 20-Mar 21)

62% Satisfied ↓3%

(Previous: (Jan 20-Dec 20) 65%)



**Decreases in satisfaction are not statistically significant*

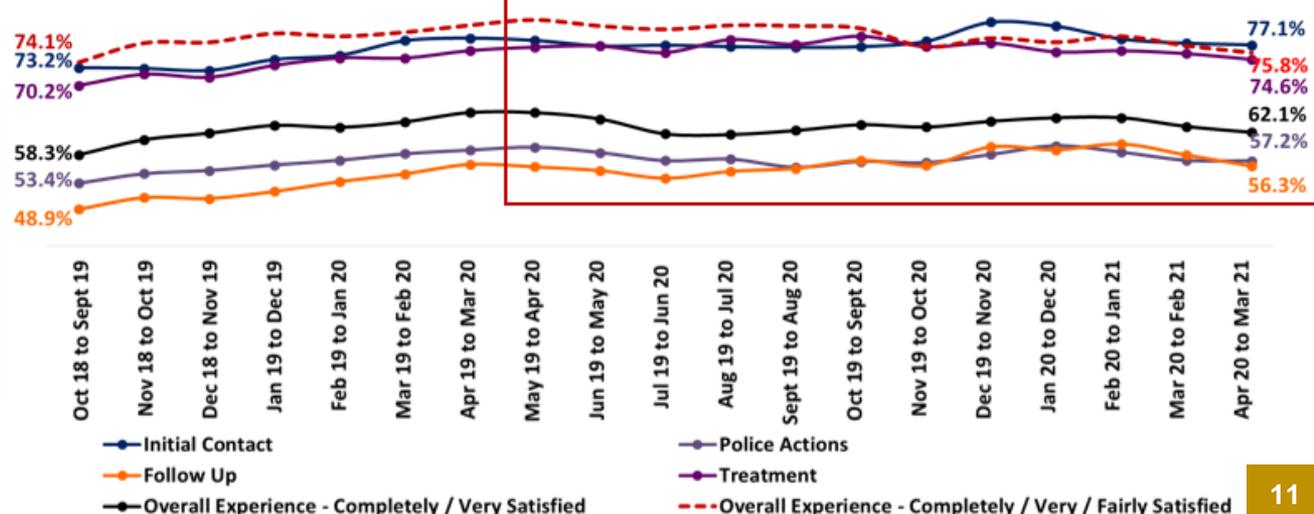
Key Drivers**
(in order of decreasing significance)

	Latest (Apr20-Mar 21)	Change	Previous (Jan-Dec 20)
Treated SYMPATHETICALLY (% Yes, fully)	78%	↓2%	80%
LISTENED carefully (% Yes, fully)	83%	↓1%	84%
Victim felt REASSURED (% Yes)	77%	↓3%	80%
Case taken SERIOUSLY (% Yes, fully)	79%	↓4%	83%
Dealt with FAIRLY (% Yes, fully)	84%	↓2%	86%
Updated as often as EXPECTED (% Yes)	60%	↓4%	64%



Good looks like:

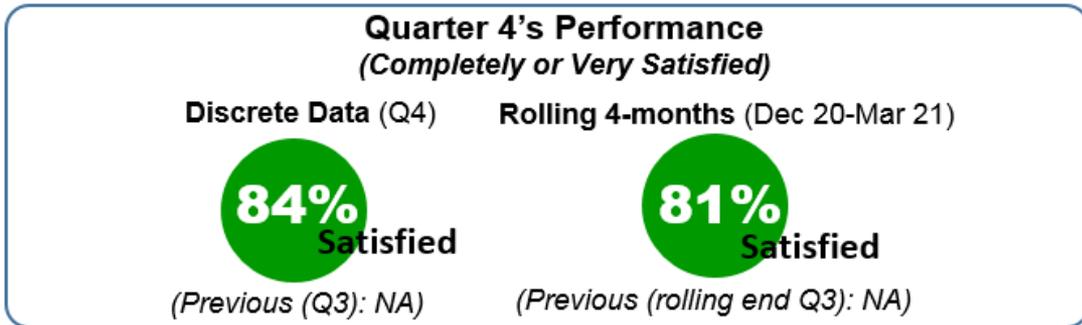
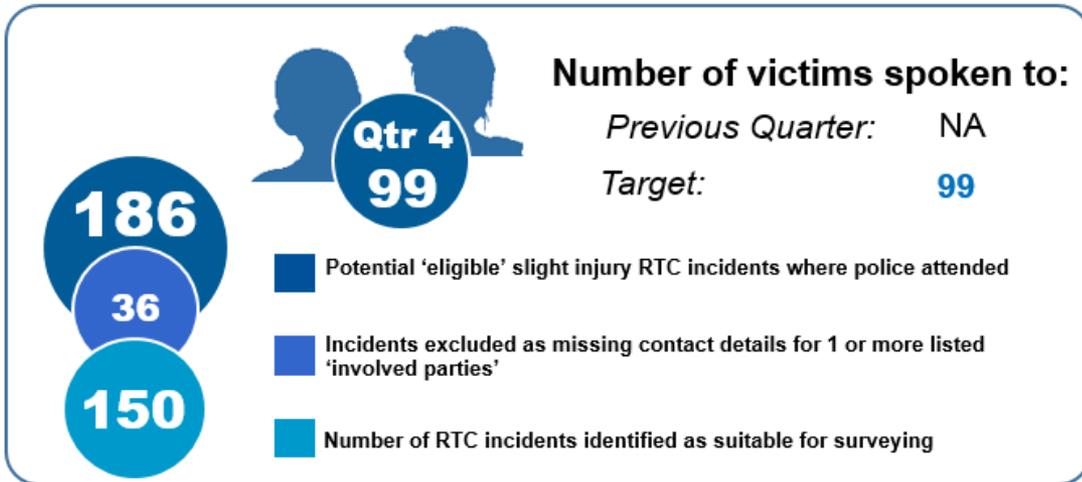
Victim Satisfaction – Hate Crime: 70%
Victims Completely / Very Satisfied (rolling 12-month)



*Completely/Very/Fairly Satisfied

Victim Satisfaction - RTC

OFFICIAL



What went well...

"The police arrived really quickly, within about 10 minutes. They said "we'll take it from here" and they completely took control, which was really reassuring...They helped me to empty the contents from my car. They sorted everything out for me."

"The officers were helpful, patient, considerate and reassuring. The officers came to the hospital and waited patiently for me to be treated before they questioned me."

"It was a very scary situation for me as this was my first car incident. The PC who came was really good, she made me feel calm and at ease and got on with her job, which she was very good at. She told me exactly what she was doing, so I could understand what was going to happen."

"...I was shook-up and had never given a breath test before the officers put me at ease and did their job."

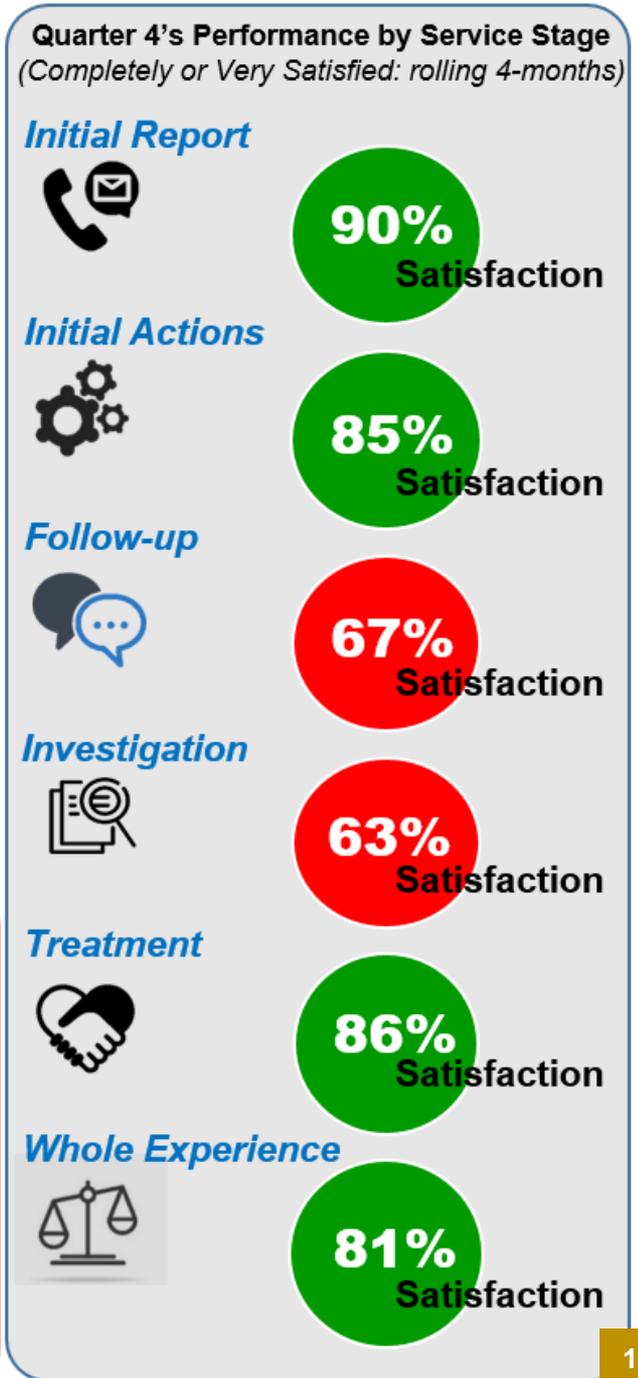
What could be better...

"...police didn't seem to care about my mum, I wanted to get into the ambulance with her as soon as it arrived. But the police were far more interested in doing my breath test and getting my statement....She is 91 and didn't understand what was happening..."

"I heard nothing at all until 3 weeks later when traffic police turned up at my home and said I wasn't insured....I don't know why it took 3 weeks, didn't the police know at the time of the incident about insurance."

"I'd like it to be dealt with more quickly. I'm still off work because of my injuries and may need another operation on my arm. Who else is this bloke going to hit in the meantime?"

"...I am not sure what is going on...told at the scene it would not be investigated but had a call...to say they would be looking into it. As far as I was concerned it had been dealt with..."



Good looks like:
Referrals: 25% by April 2021
Previous month's referral rate: 13.1%

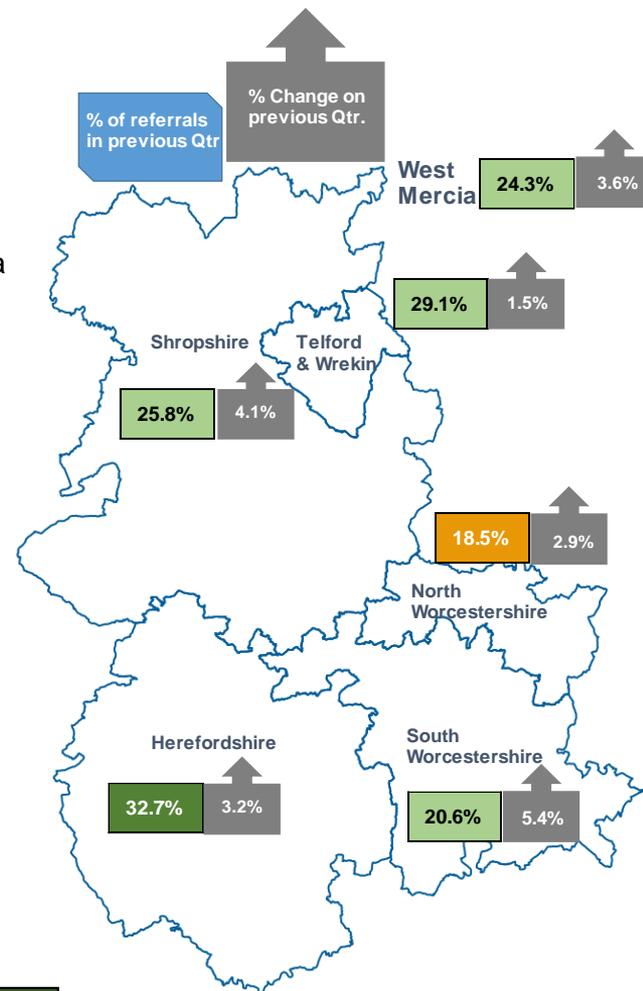
1. Delivering a high quality, consistent service to the public
1.1 Delivering victim satisfaction

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**.

Activity this Quarter:

- **Officer/staff briefing toolkit** circulated to LP and Public Contact Supts, CIs and victims SPOCs.
- **NCALT MLE Module**, approved as mandatory by Strategic Training Panel.
- **Development of WMP Performance Framework** in first draft phase- KPIs, MI, data sources and frequency of reporting - further development required to source data.
- **Implementation of Victim Letter as standard** – In line with comms from Ch/Supt Moxley to LPA and Public Contact Supts.
- **Victim Reassurance train-the-trainers** - Train-the-trainers 3 x 2 days.



Key:

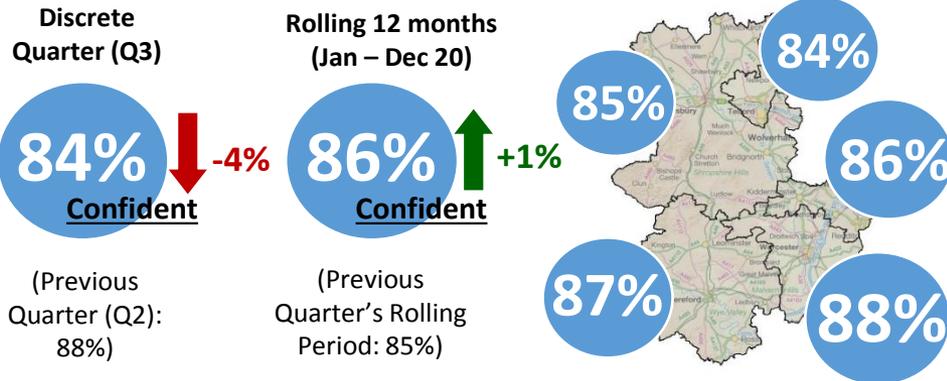
- 31% to 35%
- 20% to 30%
- 15% to 19%
- Below 15%

Qtr 4 20/22	Jan 2021	Feb 2021	Mar 2021	Trend Previous 12 Months	Year To Date
South Worcestershire	15.8%	24.9%	21.0%		16.1%
North Worcestershire	19.5%	17.4%	18.7%		14.7%
Herefordshire	30.5%	30.4%	35.5%		22.2%
Shropshire	29.6%	26.2%	23.1%		18.5%
Telford & Wrekin	32.5%	27.3%	28.4%		19.9%
West Mercia	24.2%	24.4%	24.2%		17.8%

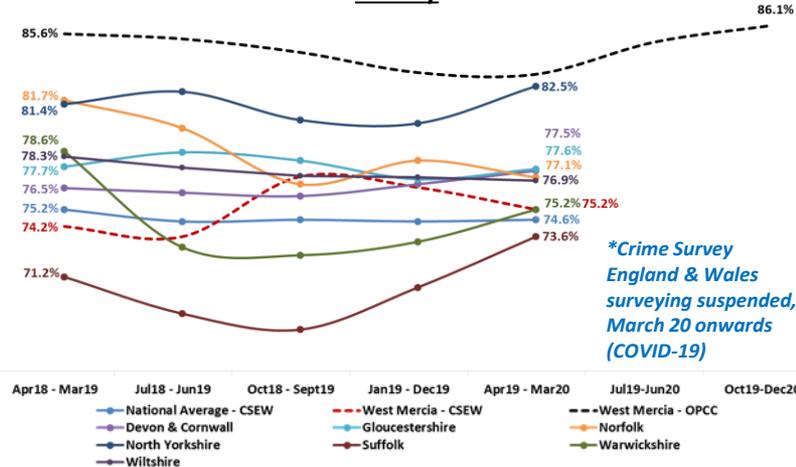
1. Delivering a high quality, consistent service to the public
1.2 Creating public confidence

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

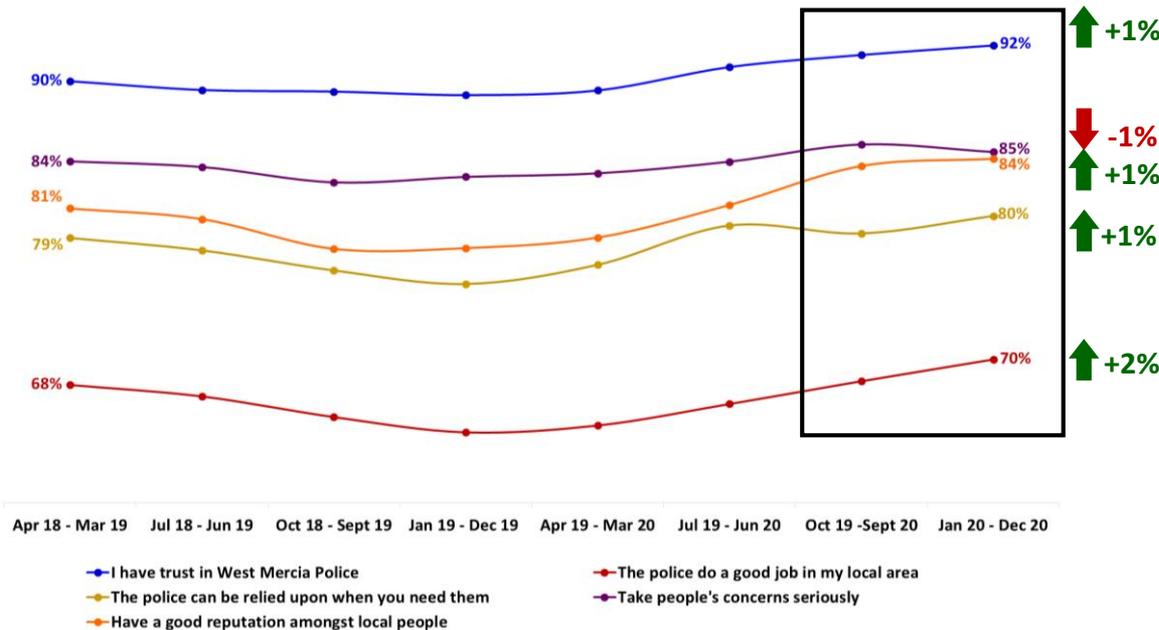
Confidence (Strongly Agree or Tend to Agree)



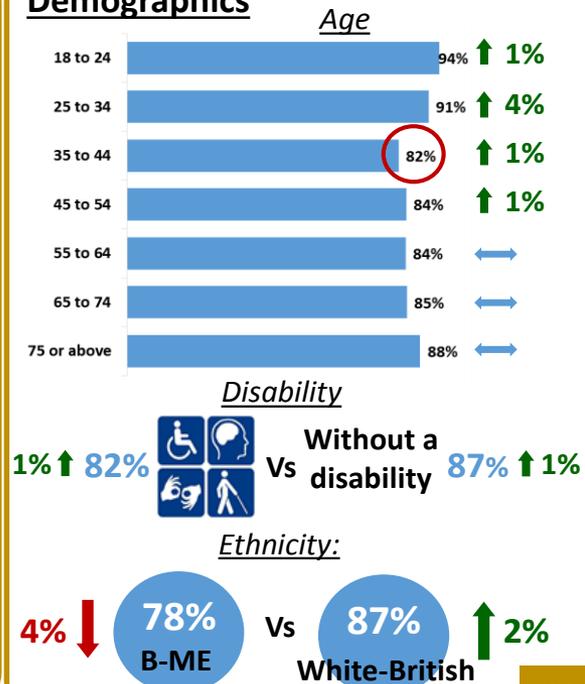
Crime Survey England & Wales* incl. WMOPCC Perception Survey



West Mercia Police – Confidence Key Drivers



Demographics



2. Delivering an efficient service

2.1 Delivering our service within budget

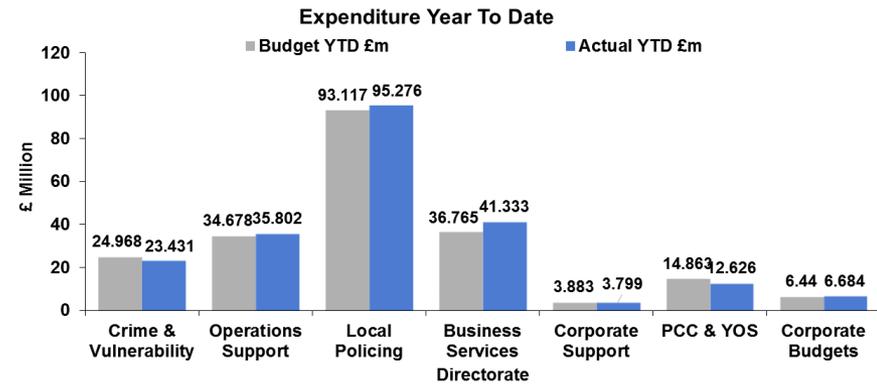
Financial Management

Data for March is not yet available due to year end adjustment needing to be applied. This will be available from the 5th May.



Good looks like: Budget: Remaining with budget for the *Financial Year*

Directorate	Current Budget £m	Budget YTD £m	Actual YTD £m	Variance YTD £m	Actual Forecast for Year £m	Forecast Variance to Budget £m
Crime & Vulnerability	27.249	24.968	23.431	1.537	26.420	0.829
Operations Support	37.864	34.678	35.802	-1.124	37.738	0.126
Local Policing	101.67	93.117	95.276	-2.159	102.478	-0.808
Business Services	40.109	36.765	41.333	-4.568	41.357	-1.248
Corporate Support	4.236	3.883	3.799	0.084	4.201	0.035
PCC & YOS	16.124	14.863	12.626	2.237	15.611	0.513
Directorate Total	227.252	208.274	212.267	-3.993	227.805	-0.553
Corporate Budgets	6.973	6.44	6.684	-0.244	7.011	-0.038
Total	234.225	214.714	218.951	-4.237	234.816	-0.591
Funding	-234.225	-214.754	-210.377	-4.377	-234.225	0.000
Total	0	-0.04	8.574	-8.614	0.591	-0.591



Net expenditure to the end of February 2021 totalled £218.952m, indicating net spend and operating income of £18.264m during the last month. This is £1.324m less than the previous month.

The overall budget is £234.225m. In December Money Matters an expected overspend for the year of £3.227m (1.4%) was reported, by the January report this expected overspend had been pulled back £2.052m as a consequence of numerous interventions. These are still in place and working successfully.

Spend analysis indicates the estimate can now be pulled back further to £234.816m, leading to a reduced £0.591m overspend. The major areas of saving and increased income are detailed in the body of this report.

A significant positive outcome is the receipt of a further £0.901m unconditional Covid grant, all forces have received this grant following submissions detailing spend and losses incurred during the pandemic period.

A budget of £244.364m has been set for 2021/22 as set out at section 3.h. Due to the timing of further S22 agreements with Warwickshire Police the figures for Digital Services, Forensics and Business Operations are subject to change. There will be no amendment to the overall budget total, however the profile of income and spend budgets will alter to account for establishment and supplies recouped by income from Warwickshire Police. Income from overheads will be shown as a forecast benefit.

3. Delivering an ethical service

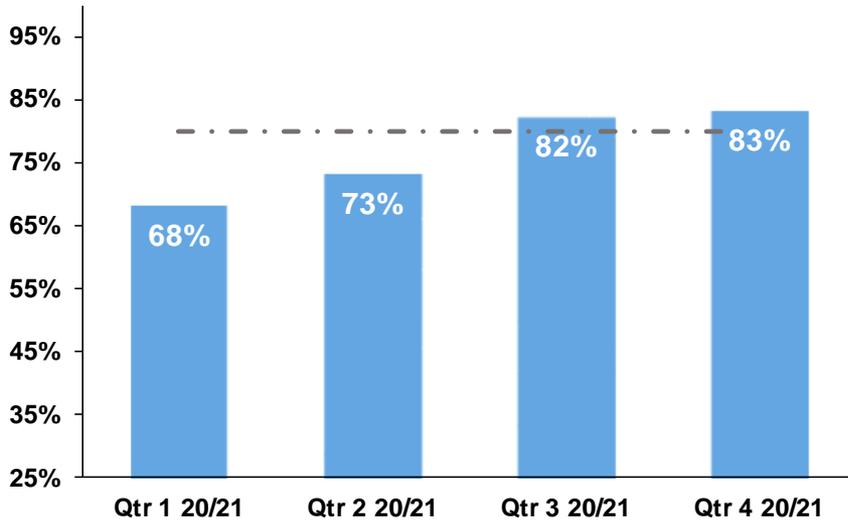
3.1 Delivering our service legally and within regulations

Completion of Mandatory Training

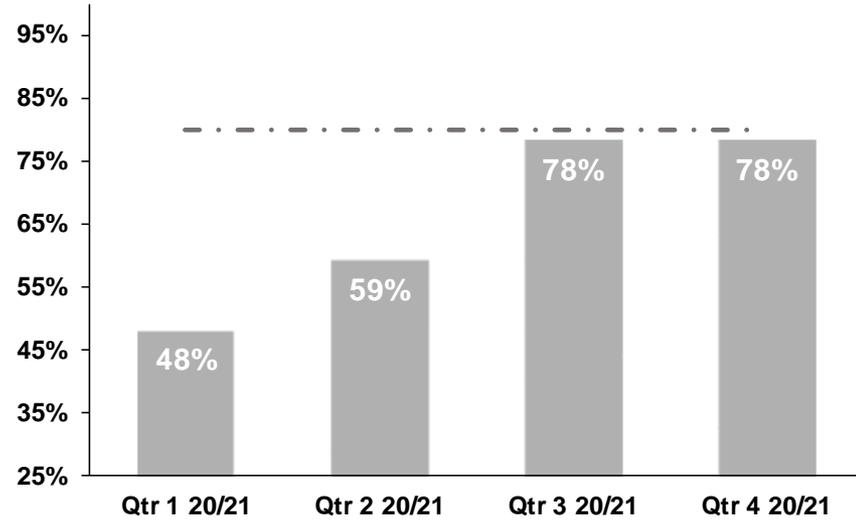


Good looks like: Training: 80% complete by April 2021

Managing information



Data Protection - Foundation



Managing Information has seen small progress from last quarter, it is likely that this is due to other competing priorities within the business areas who still need to complete the training.

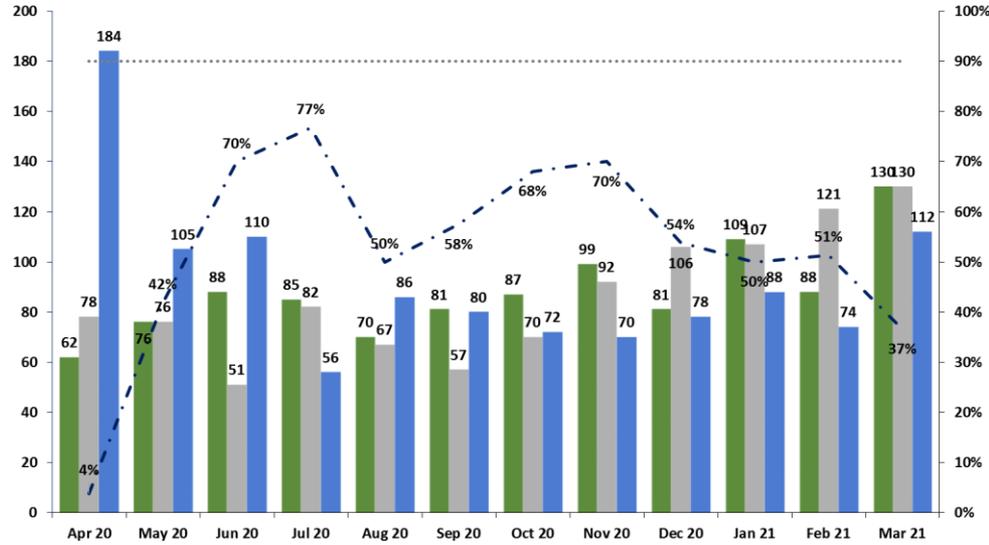
Data Protection – Foundation has also seen small progress from last quarter, the above will apply but also as individuals have to complete this every 2 years, those who were not on the list in previous months now appear and therefore the volume has changed.

3. Delivering an ethical service

3.1 Delivering our service legally and within regulations

Good looks like:
 Requests: **90%** complete within time limit

Freedom of Information Requests



Key:

Received

Open

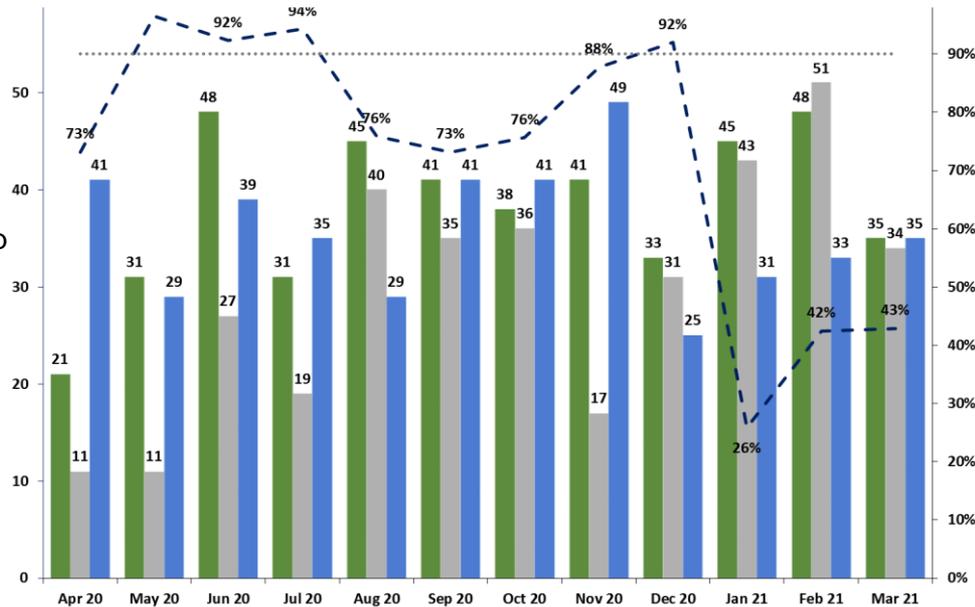
Closed

Percentage of requests completed in time

What Good Looks Like

Subject Access Requests

SAR performance drop due to **time taken** to deal with individual requests



278 records assessed

100%
278

logs required a crime report

238

crimes recorded. **56%** (135) were recorded **within 24 hours**

40

missing crimes included – Stalking, Controlling, Coercive Behaviour, Harassment, Malicious Communications, Assault without Injury, Attempt Sexual Assault, Public Order & Criminal Damage

27

missing crimes were disclosed during the DASH

Clear **indicators** of behavioural traits that **do not align** with **professional and ethical practice**

Next steps

- All officers up to rank of Chief Inspector to take and apply CDI '10 Top Things' mandatory training
- All officers up to rank of Chief Inspector to take and apply 'ASB or Crime' training
- Training discussed and monitored at LPA DDM (details provided by SLDP)
- March Stalking & Harassment audit & recommendations to be discussed at LPA DDM
- Public Contact SMT to discuss Stalking & Harassment audit & recommendations
- FCR to re-visit Stalking & Harassment audit end of 2021

3. Delivering an ethical service

3.1 Delivering our service legally and within regulations

Audit, Risk & Compliance

Stalking & Harassment Audit – March 2021

Case Study

"Female victim reporting ex-partner banging on front door of her ground floor flat threatening to smash the door down. He is shouting that he believes she has someone else in the flat. She describes him as being very agitated and has mental health issues. Victim lives alone with 2 children, 4yrs & 1yr (though not present on this occasion). Victim states, "I am really, really scared."

Parties have been together 10 weeks where female ended relationship 2 weeks ago. Since the split, male texts and phones numerous times every day.

Male is prolific offender, warnings for drugs, violence & firearms, Restraining Order 2016 & Non-Molestation Order 2020 from previous relationship."

Issues

- Officers attend at time of call, area search no trace. Incident dealt with as a **non-crime Domestic Emotional incident**. Later this was changed to **Malicious Communications**.
- Officer failed to recognise / record / investigate any **Stalking element** of the incident. Officer didn't feel this was **Harassment** as the victim had made contact with the suspect.
- One week later, victim was contacted and asked if she wished to make a statement, to which she declined.
- **Outcome 16** assigned to the investigation
- Stalking not recorded until **2 months later** when picked up in audit.
- **Positive answers** were recorded on the **DASH**.



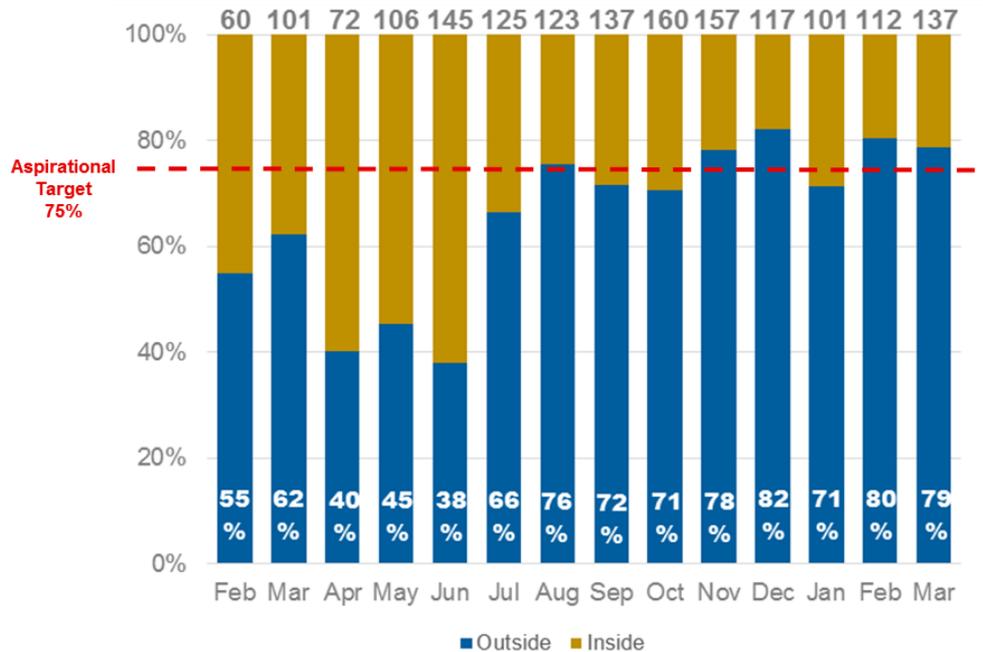
Good looks like:
Outside Schedule 3: >=75%

There is no official target for the number of complaints to be dealt with outside of schedule 3, however the PSD have set an aspirational target of 75%.

This will allow PSD the capacity to conduct the more "formal" investigations, retaining them "in-house", reducing demand on local policing areas.

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

Complaints



During lockdown, the number of recorded **complaints has decreased**, however due to the easing of Covid restrictions, the **number of complaints**, as expected, are beginning to **rise to the levels recorded during the summer of 2020**.

The latest adjusted data for the percentage of complaints dealt with outside of schedule 3 shows that in the last quarter, the **aspirational target** for dealing with complaints outside of schedule 3 **has been exceeded in February and March**.

The aspirational target was not met in January. This was due to more complaints having to be dealt with inside schedule 3 because the complainant wished or the Force/LPB determined they had to be.

Vetting

The **biometric vetting process** is also brought **in line with Home Office guidance** meaning that new applicants will **no longer be given conditional clearance** pending their biometrics.

With the lockdown **Special Branch** are working on **vetting checks at a reduced rate** due to staffing levels; urgent requests have been prioritised. This means that in the last quarter, the **number of pending applications have increased**.

Prior to HMIC inspection, the team are aiming to ensure that all vetting reviews including that of local contractors are **complete**.

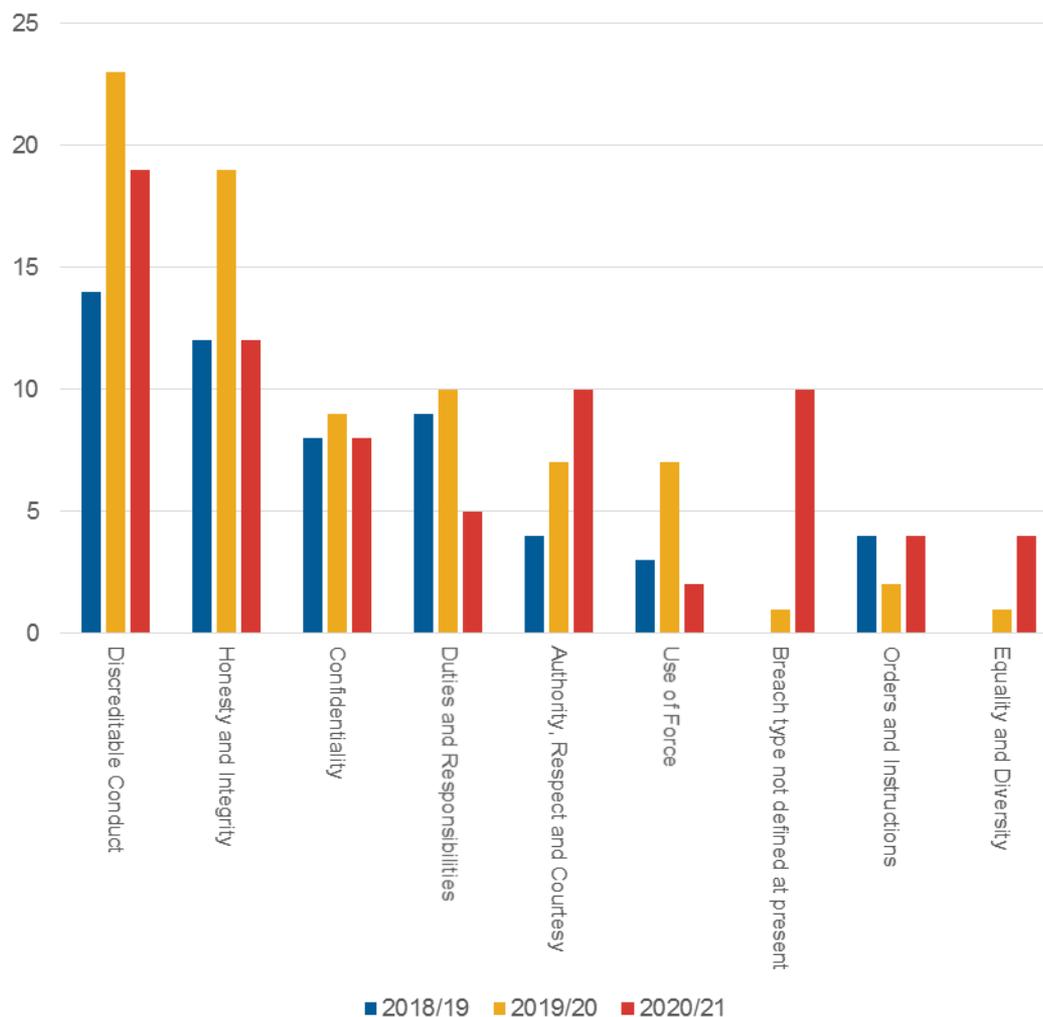
3. Delivering an ethical service

3.1 Delivering our service legally and within regulations

2018/19	2019/20	2020/21	Grand Total
47	55	68	170

Conducts

Yearly Comparison of Conduct Cases by Breaches of Standards of Professional Behaviour 1 April 2018 to 31 March 2021



Year on year from 2018/19, there has been an **increase in the number of conduct cases** recorded in West Mercia.

Consistently the **two main breaches** are for **Discreditable Conduct** and **Honesty and Integrity**, however in **2020/21**, there has been an **increase in** the number of breaches of **Authority, Respect and Courtesy** and **Equality and Diversity**.

Breaches for Duties and Responsibilities and **Use of Force** have both **decreased** in the last year.

Analysis conducted in January 2021 for the themes of breaches shows that from January 2019, the **breaches in the main relate to**;

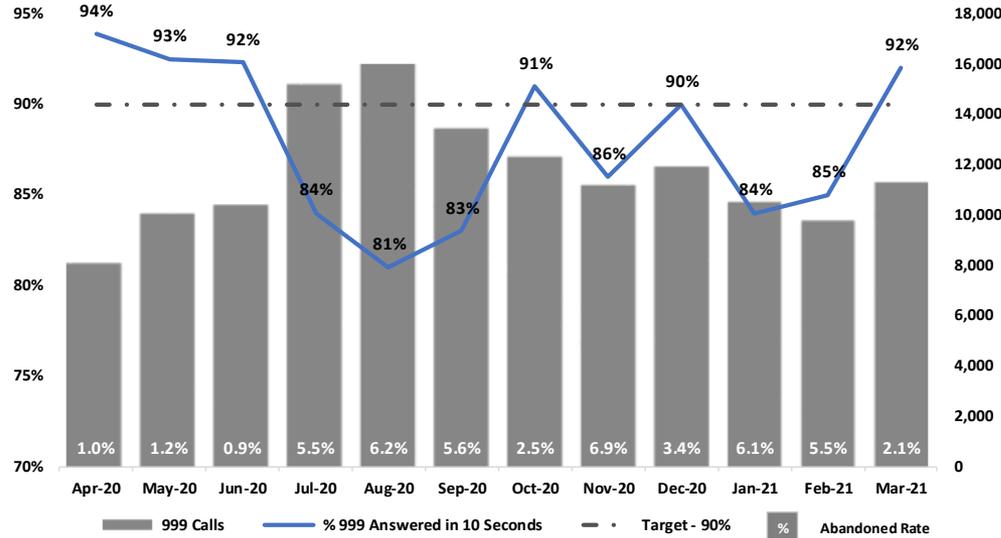
- Honesty/integrity
- Use of force
- Misuse of force systems
- Racial comments
- Abuse of overtime
- Leave or expenses,
- Abuse of position for sexual purpose and
- Off duty sexual assaults

4. Delivering innovative, problem-solving practices and processes

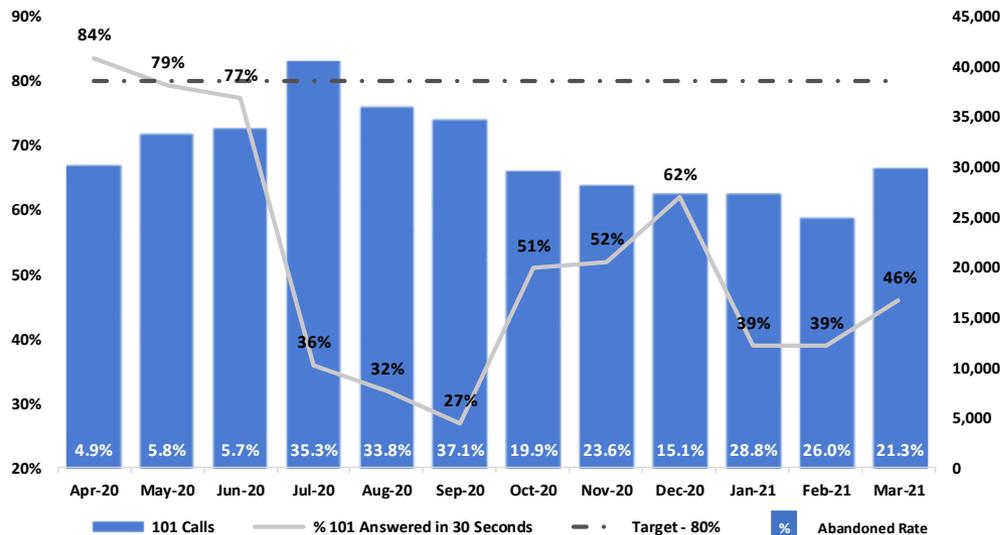
4.1 Delivering effective core practices

Response to calls for service

% 999 Answered in 10 Seconds



% 101 Answered in 30 Seconds



Good looks like:

999 performance: 90% answered within 10 seconds

999 volumes: To maintain current levels in light of increasing national levels

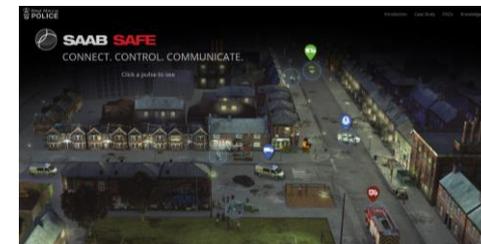
101 wait times: 80% answered within 30 seconds

101 volumes: Continued sustained increase of online reporting on Single Online Home and an increase in website traffic to advice and information

4. Delivering innovative, problem-solving practices and processes

4.1 Delivering effective core practices

Response to calls for service



999 Performance

999 demand **fell 10.6%** when compared to the previous quarter however remained similar to the same quarter last year.

Despite the reduction, the OCC presented a **2% decrease in performance to 87% for the quarter.**

The **statutory 999 target was met in March (92%)** but did not meet the target in January and February. This was due to the OCC experiencing track and trace disruption and the additional loss of staff through isolation.

999 performance has now **consistently stabilised** as a result of improved staffing levels.

This has resulted in a **decline in 999 abandonment** volumes during the last quarter – ending at 2.11% in March 2021.

101 Performance

In the last quarter there has been a **3.5% reduction** in call **demand** compared to the previous quarter and a **23.6% reduction** on the same quarter last year. Call demand has continued to be unpredictable.

Despite the reduction, the OCC presented a **13% decrease in performance to 44% for the quarter.**

As 101 abandoned rates have decreased, the likely impact is that less people are dropping the 101 call and switching to 999 due to waiting too long.

Non-emergency **performance** has delivered month on month improvements in the last quarter and **continues to improve.**

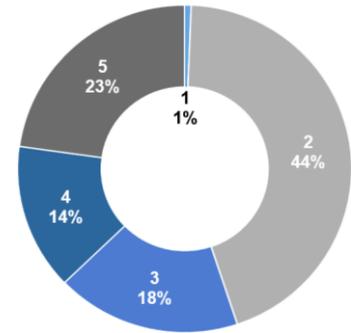


4. Delivering innovative, problem-solving practices and processes

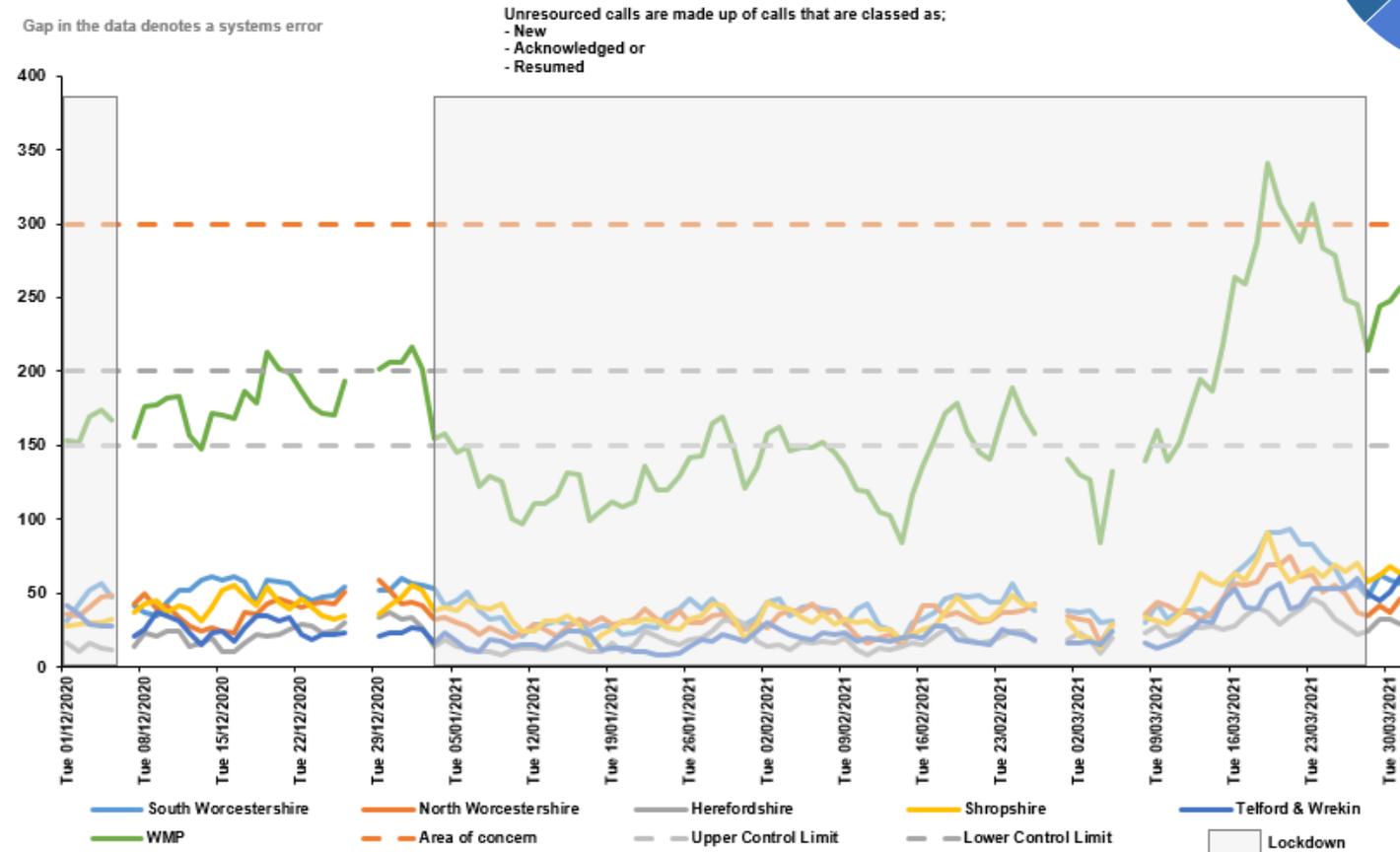
4.1 Delivering effective core practices

Response to calls for service

Grade Breakdown of Unresourced Since 20/7/2020



Daily Average of Unresourced By LPA (All Grades)



Good looks like:
 Unresourced: between 150-200 unresourced calls

As expected levels, of **unresourced levels** continue to **remain low** as a result of lockdown measures. Following discussions between SP&I and the OCC is has been identified that an alternative approach to reporting unresourced levels is required in order to provide better insight. This is currently being developed.

It **highly probable** that volumes will **rise** in the coming months across all **policing areas** in the coming months due to progression through the 'Road Map' laid out by the Government and improved weather.

4. Delivering innovative, problem-solving practices and processes

4.1 Delivering effective core practices

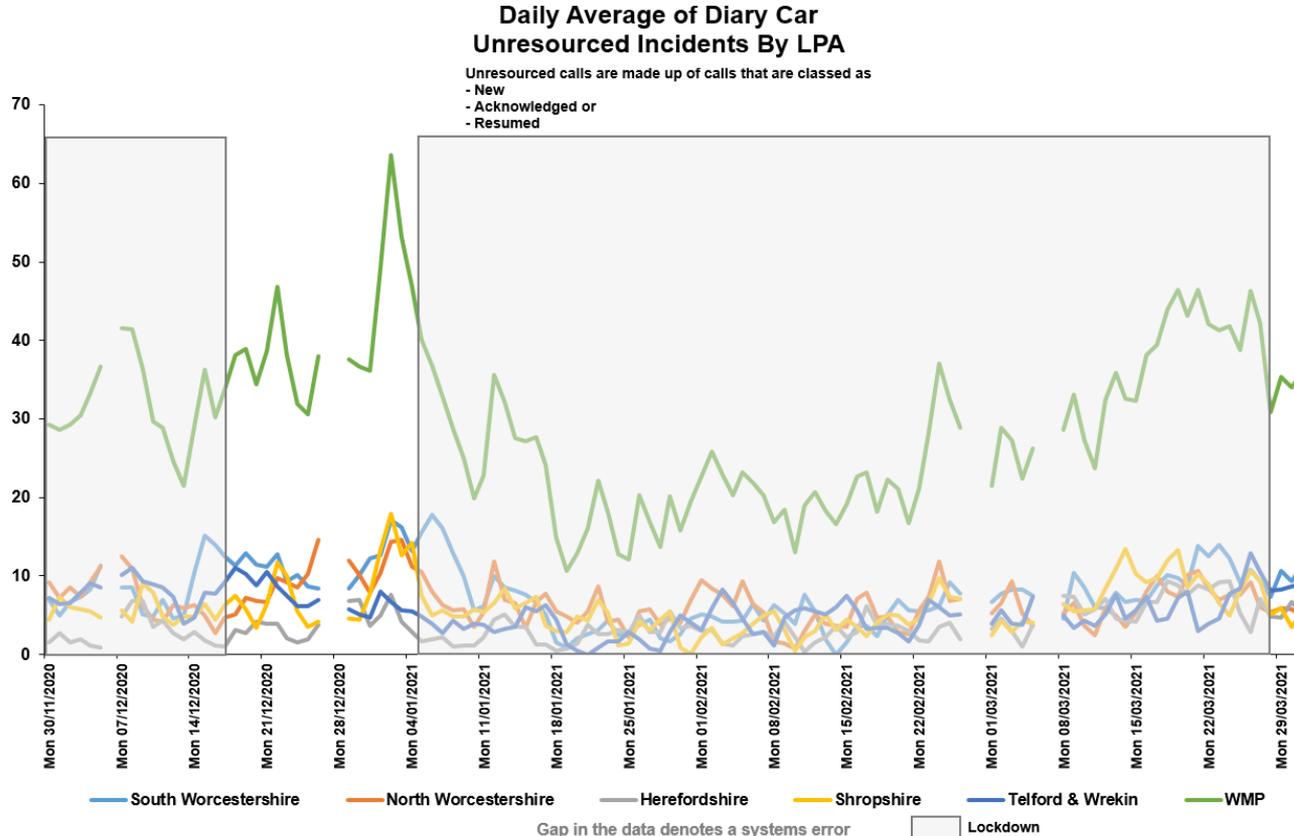
Good looks like:



Diary Car Unresourced:

TBC

Response to calls for service



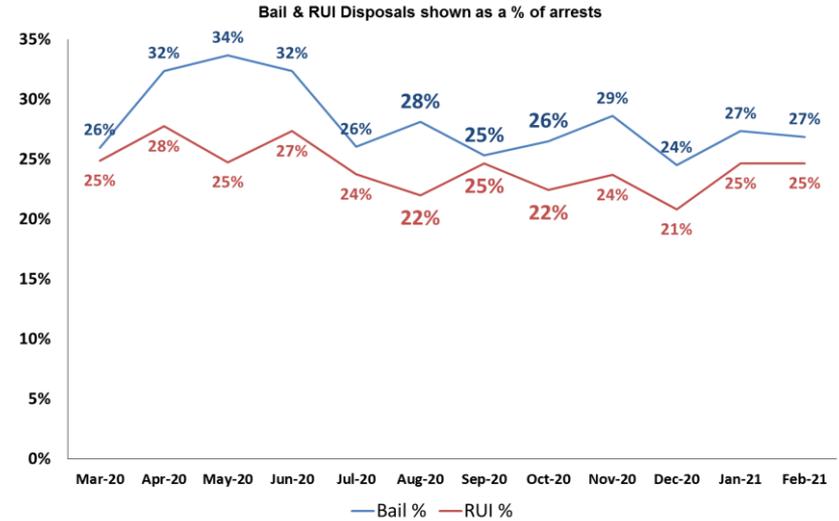
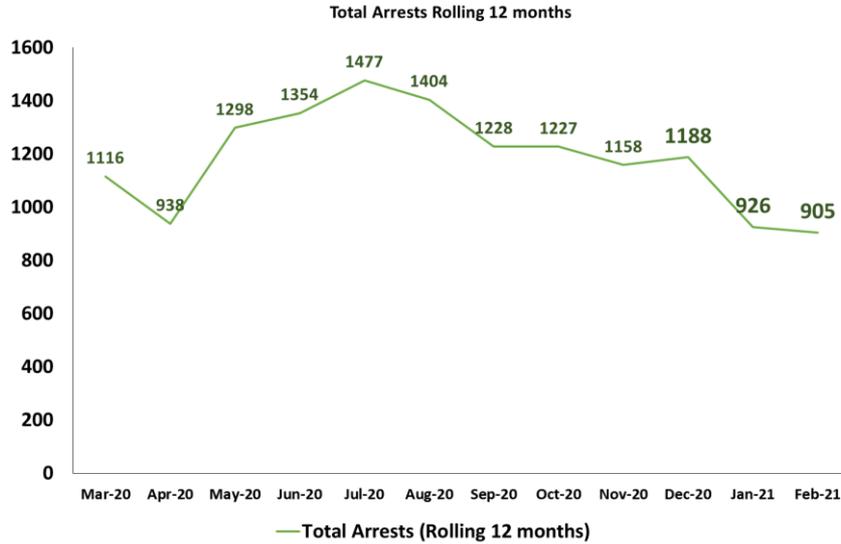
Emergency Response Times

Following the move to SAAB Safe all data is being rigorously tested. **Data relating to emergency response times** was scheduled to be **tested late 2020** however, **reduced access to critical resources** impacted on progress significantly. Testing will **recommence in April** however the ability to report on emergency response time can not be guaranteed.

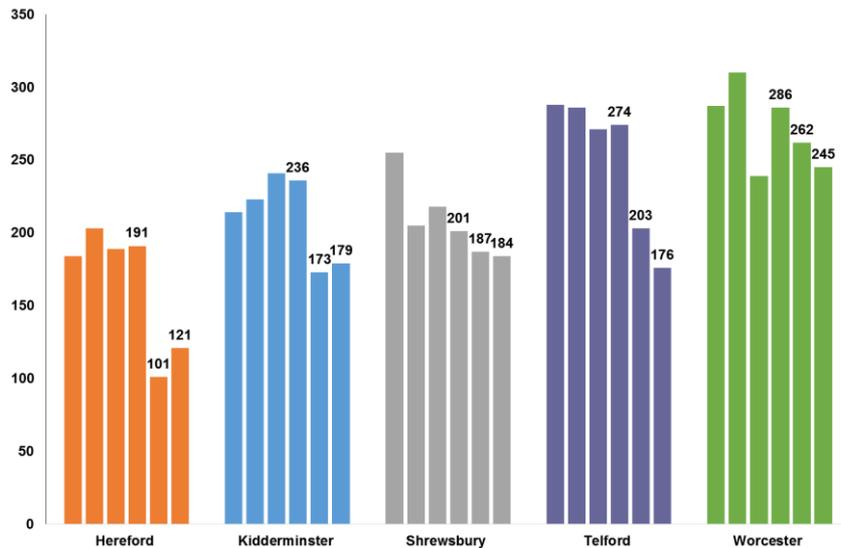
4. Delivering innovative, problem-solving practices and processes

4.1 Delivering effective core practices

Custody

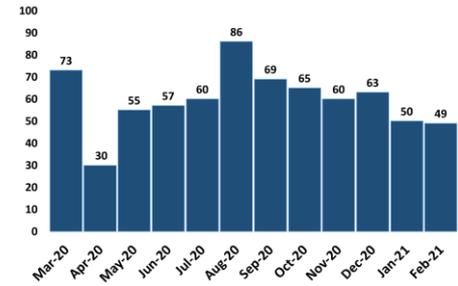


Arrests per month by custody station – Previous 6 months

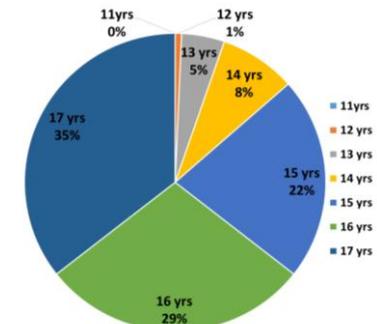


C&YP Arrests

Number of C&YP Arrests

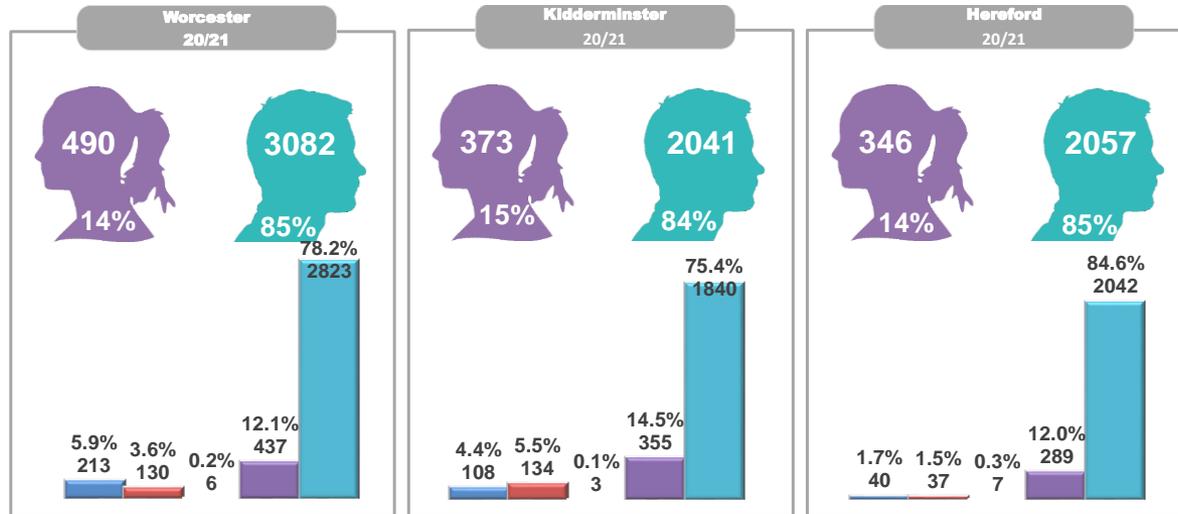


Proportion of C&YP Arrests by Age

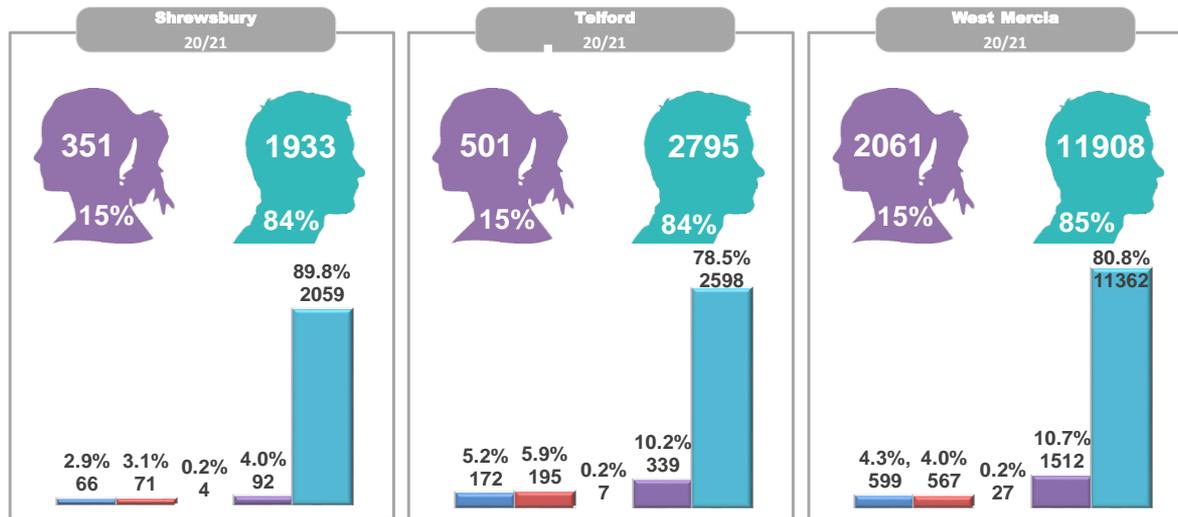


4. Delivering innovative, problem-solving practices and processes
4.1 Delivering effective core practices

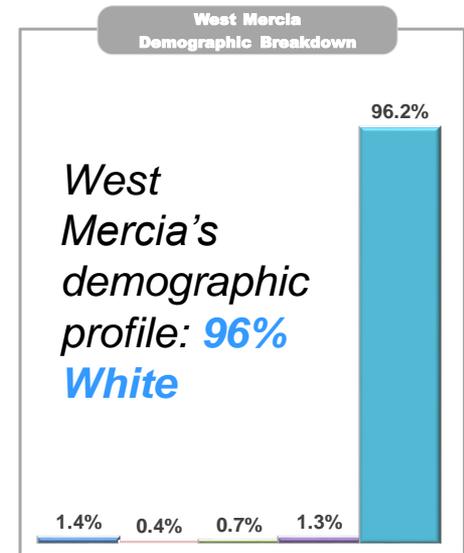
Custody – Gender and Ethnicity Breakdown



■ Asian ■ Black ■ Chinese, Japanese or South East Asian ■ Unknown /Other ■ White



A disproportionate percentage of individuals in custody are of a Black or Asian ethnic origin or their ethnicity is Unknown/ Other

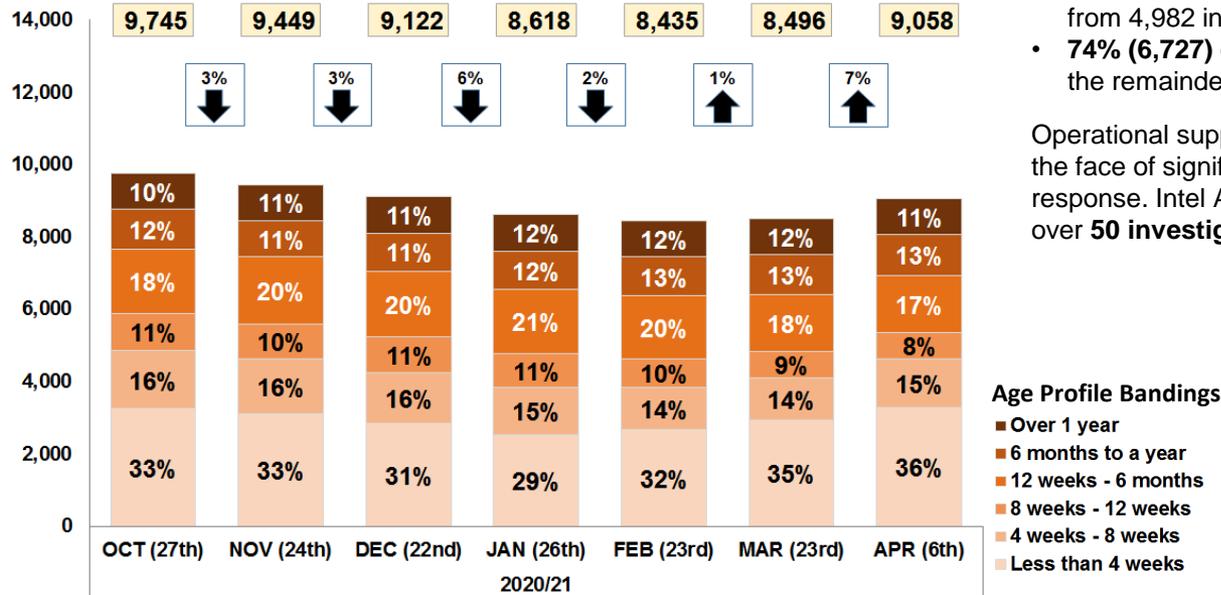


4. Delivering innovative, problem-solving practices and processes

4.1 Delivering effective core practices

Crime Management

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



9,058 Open Investigations (O.I.s) consisting of notifiable offences, fraud offences and crimed incident investigations sit within 1,757 OIC crime baskets.

- **7% increase** compared to the previous point-in-time in March (8,496).
- This attributed to the **31% increase** in crime recording from 4,982 in February to 6,505 offences in March.
- **74% (6,727)** of O.I.s have 1 or more suspects attached, the remainder do not have a suspect

Operational support to investigations has been maintained in the face of significant demand to support the Covid response. Intel Analysts are currently providing support to over **50 investigations** including **11 murders**.

It is highly **probable** that O.I. volumes will **increase** in April due to an increase in crime recording, set against the backdrop of further easing of Covid restrictions specifically with outdoor hospitality re-opening on 12th April, along with increased vaccination numbers and the warmer Spring weather encouraging outdoor socialising.

Good looks like:



In development.

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:

1. 'Normal' volume of open investigations awaiting closure with the Designated Decision Makers (DDMs) (currently 5-600)
2. Complex crime types with long average timelines

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.

4. Delivering innovative, problem-solving practices and processes

4.1 Delivering effective core practices

Crime Management

Activity underway since January 2021

- **February 21** - **South Worcestershire, North Worcestershire** and **Herefordshire** went live with suspect risk management process so now in line with Shropshire and Telford & Wrekin who went live last year and were noted by HMICFRS.
- **Early March** - Resolution teams centrally and Crime bureau have been trained so there is now a consistent approach to suspect risk identification from the outset.
- Crime Management team perform a **weekly audit** to ensure LPA compliance with named suspects and those with risk completed. Those that aren't are fed into local SPOCs for activity.
- Data was compiled for all crimes **open** and **undetected with a named suspect** present for each LPA to capture those not yet following the process and was added to QPR data for upcoming QPR's for LPA's.
- **Local audits** are now solely completed on overall investigation management by local SPOCS and command team and HMICFRS updated to this effect by Supt Tozer.

4. Delivering innovative, problem-solving practices and processes

4.1 Delivering effective core practices

Outcomes



Good looks like:

In development.

However, thought needs to be given around the balance of which outcomes are being applied and if applied appropriately in the circumstance

Outcome rates

(offences recorded and outcomed in same period in which the offence was recorded)

	Jan 20 - Mar 20	Oct 20 - Dec 20	Jan 21 - Mar 21	% Change between Q4 vs Q3(20/21)
No. of Offences Recorded	20,172	18,243	16,681	-9%
No. of Offences Recorded <u>and</u> Outcomed	15,137	12,890	11,592	-10%
Outcome Rate	75%	71%	69%	

Volume & Rate of Outcomes for Recorded Offences:

- **69% (11,5929)** of all offences **recorded** between Apr 20 – Feb 21 (13,643) were **assigned an outcome** within the last 3 months. This rate has **decreased by 2 percentage points** on the previous quarter period and **reduced by 6 percentage points** on the same period last year.

Outcome rates Method

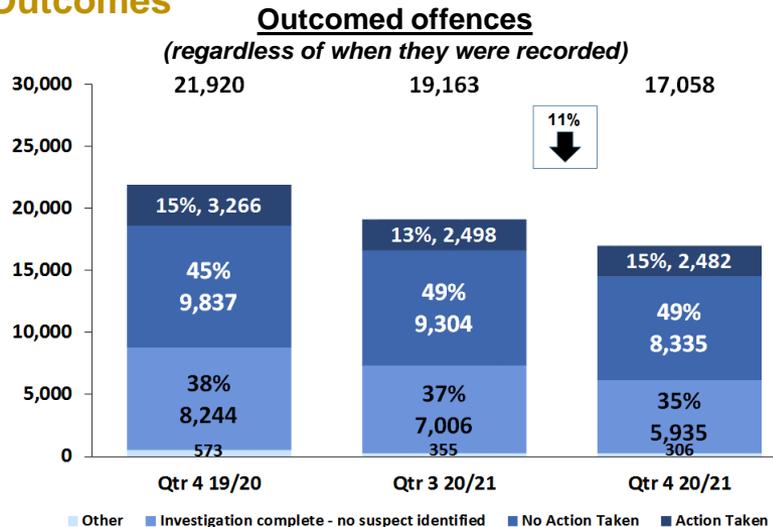
- This method of reviewing outcomes allows for **individual crimes** to be **traced from when they were recorded** to when they were **given the outcome**. However, as **specific crime types** (e.g. rape offences) typically **take longer to investigate** than others, the final outcome may not be available at the time of reporting. As a result and in conjunction with demonstrating monthly productivity, the next few slides concentrate on **offences outcomed** in the time period, **regardless of when they were recorded**.

Data analysis undertaken by SPI to identify the driving causes behind why the force has outcomed less offences. Results to be presented at **Force Delivery Group**.

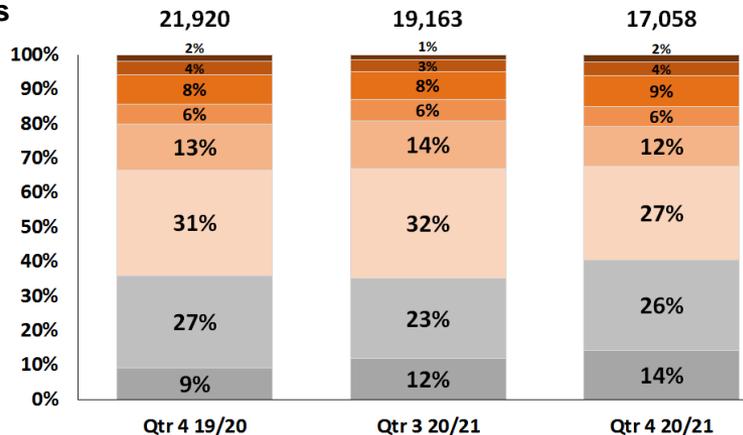
4. Delivering innovative, problem-solving practices and processes

4.1 Delivering effective core practices

Outcomes



Timeliness

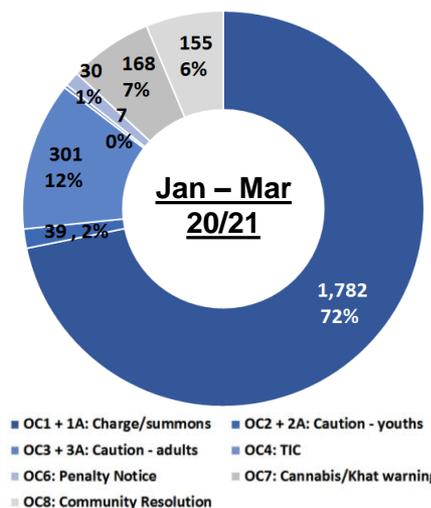


Short term trends

- Following the re-introduction of Covid national lockdown in January 2021, we can now see that the number of offences outcomed (regardless of when they were recorded) have **decreased by 11% in Q4 2020/21 and is 22% lower** than the same quarter last year.
- Relatively stable volumes of outcomed offences assigned an 'Action Taken' outcome** from 2,498 offences in Q3 20/21 to 2,482 offences in Q4 20/21.
 - Charge/ Summons (Outcome 1 & 1A) account for 72%** (1,782) of 'Action Taken' outcomed offences. Although **Charge/ Summons – alternative offences (Outcome 1A) have grown by 26%** whilst **Outcome 1 has seen a 9% decrease**.

Volume and Proportion of outcomed offences by 'Action Taken'

(regardless of when they were recorded)



Good looks like:

In development.

However, thought needs to be given around the balance of **which outcomes are being applied and if applied appropriately in the circumstance**

Investigative Timeliness trends

- For the time taken to assign an outcome after an offence is recorded, an **increased proportion** of offences were recorded and outcomed quicker - **within 7 days (40%) - in Q4 20/21** compared to 35% in Q3 20/21 and 36% in Q4 19/20.
- It is **probable** that outcome volumes will start to increase in April due to an increase in crime recording, set against the backdrop of further easing of Covid restrictions, increased vaccination numbers and the warmer Spring weather encouraging outdoor socialising,

4. Delivering innovative, problem-solving practices and processes

4.1 Delivering effective core practices

Outcomes

Outcome 16 – Victim does not support action

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



Good looks like: 100% of Outcome 14 and 16 offences should have a victim linked to the offence.

Outcome 14

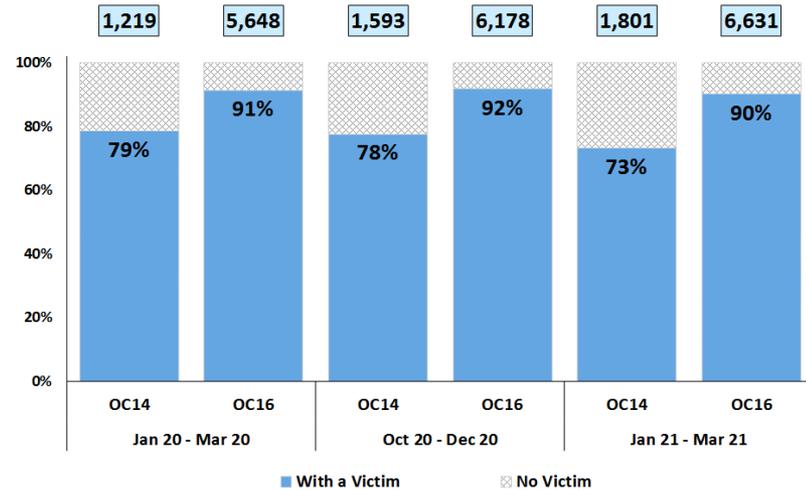
Between Jan 21– Mar 21, the proportion of Outcome 14 offences (**73%**) that have a Victim linked to the offence has **decreased by 5 %points** compared to the previous 3 month period (78%).

This is a **6% point reduction** compared to the same 3 month period last year (79%).

Outcome 16

The proportion of Outcome 16 offences that have a Victim linked to the offence has **reduced by 2 %points from 92% in Oct 20-Dec20 to 90% in Jan 21 – Mar 21.**

This is proportion has **remained relatively stable** for the same 3 month period last year (91%).



Higher % is better

Based on Offences outcomed during the 3 month periods regardless of when they were recorded

Recommendation:

Educational messages to be disseminated to officers on the application of Outcome 14 and Outcome 16 result codes.

Recommendation:

To ensure the **correct** application of **Outcome** results, direct and encourage OICS and Sergeants to use Outcome resource material featured on Intranet site:

<https://intranet.westmerpolice01.local/smiupload/n/17271/11446.pdf>

4. Delivering innovative, problem-solving practices and processes

4.1 Delivering effective core practices

Intelligence Management

A **5% (459) increase in the volume of Police Intelligence Report (PIR) Submission** is observed when comparing Q4 2020/2021 to Q3 2020/2022.

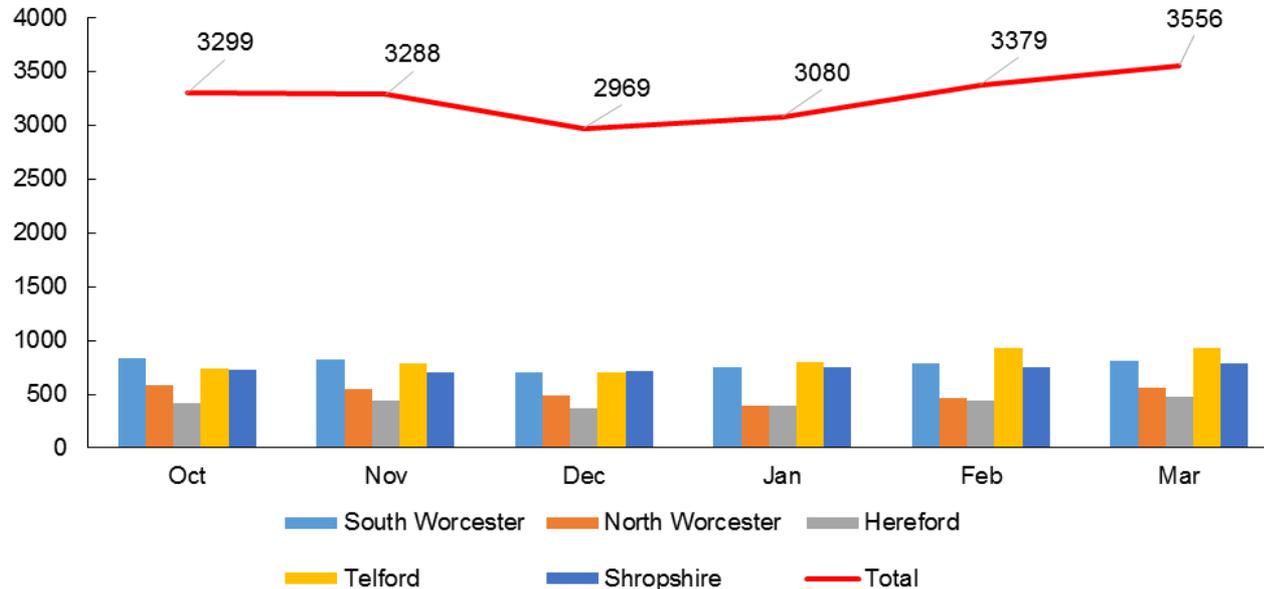
Submission levels have generally seen a **decrease** as a result of **lockdown** measures but did **not** reach the same levels as April/May 2020. Levels of submissions saw a steady decline from October to December, but then gradually increased to a peak in March.



Good looks like:

- **Improvement** in general **quality of PIR submission**
- **Improvements** in **officer training and understanding of intelligence submission**

PIR Submissions
October 2020 to March 2021



Raw numbers of PIR submissions are useful to review demand, but the value or **quality** is vastly more **important** than quantity.

To that end, **training materials** on submitting PIRs have been made **available** on the intranet on various platforms.

This **work** will **continue** into Q1 2021/2022, with face to face inputs becoming possible again post June.



4. Delivering innovative, problem-solving practices and processes

4.1 Delivering effective core practices

Current Risk Management Plans (1st April 2021)

South Worcestershire		North Worcestershire		Herefordshire		Shropshire		Telford and Wrekin	
Type	No	Type	No	Type	No	Type	No	Type	No
MAPPA	124	MAPPA	117	MAPPA	64	Child	251	Child	181
IOM	59	IOM	40	IOM	55	MAPPA	118	MAPPA	122
Child	53	DA Medium Risk	31	DA High Risk	24	DA Medium Risk	112	DA Medium Risk	86
DA Medium Risk	53	DA High Risk	26	Vulnerable Adult	23	IOM	53	IOM	57
ASB High Risk	17	ASB Medium Risk	20	DA Medium Risk	12	ASB CPW/CPN	24	DA High Risk	25
Vulnerable Adult	13	Child	18	ASB Medium Risk	6	Vulnerable Adult	19	STO	16
DA High Risk	11	Vulnerable Adult	14	Stalking and Harrassment	6	DA High Risk	18	Vulnerable Adult	14
IVM	9	IVM	11	Child	3	ASB Medium Risk	18	ASB Medium Risk	9
ASB Medium Risk	8	ASB High Risk	11	ASB High Risk	1	Cuckooing	15	Cuckooing	8
Cuckooing	7	Stalking and Harrassment	3	Vulnerable Adult Referral	1	ASB MH/High Demand	7	ASB High Risk	6
Stalking and Harrassment	4	Cuckooing	3	Cuckooing	1	Stalking and Harrassment	5	Stalking and Harrassment	3
ASB MH/High Demand	3	ASB CPW/CPN	3			DVPO	4	ASB MH/High Demand	3
ASB CPW/CPN	2	DRUGS	3			Child Referral	2	DRUGS	1
STO	2	Child Referral	1			ASB High Risk	1	Burglary	1
DRUGS	1	DA Referral	1			Neighbour Dispute	1	Child Referral	1
Child Referral	1	Vulnerable Adult Referral	1			DRUGS	1	DA Referral	1
		RSO	1						
		IOM - MAPPA	1						
Total	367	Total	305	Total	196	Total	649	Total	534



problem
solving

4. Delivering innovative, problem-solving practices and processes

4.1 Delivering effective core practices

Current RAG Status

LPA	Red	Amber	Green	Unscored	Total
South Worcs	0	0	9	2	11
North Worcs	0	2	11	4	17
Herefordshire	0	0	7	0	7
Shropshire	0	2	5	0	7
Telford & Wrekin	0	4	2	0	6

RAG Scoring

Marks for Problem Solving Plans are assigned by Tactical Advisors, utilising the SARA model. The total number of marks available for an open plan is **13**, scored against a pre-agreed criteria.

Red plans – 0 – 4 points (Poorly presented plan requiring a lot of further work)

Amber plans – 5 – 9 points (Reasonable plan requiring a little more work)

Green plans – 10 to 13 points (Good Standard of plan)

Current Aims/Objectives:

- Working with partners to roll out Smartwater spray deterrent for night time economy and off road riders.
- Working with University Academia to provide professional evaluation of problem solving projects
- Working with partners to attract funding for youth violent crime projects.

Good News:

- Good quality problem solving to reduce demand – Reducing calls to service from Hospitals and children's care homes
- Activity into tackling rural crime, particularly quad bike theft
- Wide spread activity to reduce theft of catalytic converters

Impact Assessment of Plans:

- Each plan has an element of assessment where actions taken are measured against the initial objective. Due to the complexity of certain plans it is often difficult to measure impact, therefore academic evaluation from a local university in order to “dig deep” is being looked into currently.

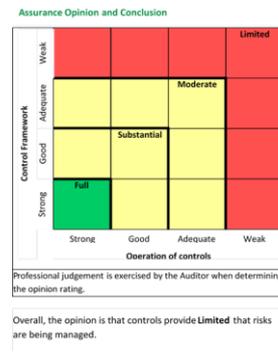
4. Delivering innovative, problem-solving practices and processes

4.1 Delivering effective core practices

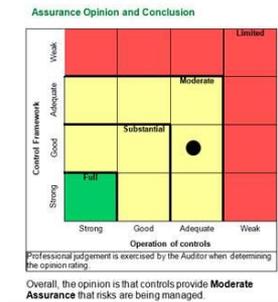
Continuity Planning

- Great effort has been put into ensuring that all departments have a **Business Continuity Plan (BCP)** in place; as a result as at end of Quarter 4,
 - 94% of departments now have a current BCP** with
 - 52% of those with plans maintained and reviewed up to date.** This is due to a lot of plans presently being reviewed and submissions have slowed.
- Work has been undertaken to ensure business continuity through the Covid response, including:
 - Sending out **reminders** that **review dates** are upcoming for many departments..
 - OPCC have brought Estates** back into house creating a new department. This is recognised as a positive step moving forward from PPL with work already progressing reviewing service level and maintenance contracts for building resilience
 - An **exercise programme continues** across the force with **Severe Weather** and **Cyber security/Blackstart** scenarios being rehearsed
 - A **structured debrief** was facilitated by PHE into the outbreak in the Control Room in Southwell House to capture lessons learned
 - Procurement under new management** has seen new plans submitted and a large number of suppliers have been requested for evidence of their business continuity arrangements for servicing WMP contracts

Audit 2019 ('Weak')



Audit 2020 ('Adequate')



Good looks like:

100% compliance against **Business Continuity Plans** being in place

4. Delivering innovative, problem-solving practices and processes

4.2 Managing demand – policing priorities

All Crime

		Qtr 4 20/21	Qtr 4 19/20	Trend Previous 12 Months	YTD % Change
Total Recorded Crime	24420 19173	16771	20182		-16%
Violence With Injury	3294 2278	1755	2445		-20%
Violence Without Injury	6670 5006	5448	5656		-3%
Rape	351 263	278	278		-4%
Other Sexual Offences	564 518	471	549		-8%
Personal Robbery	157 140	89	147		-24%
Business Robbery	19 11	12	16		-49%
Residential Burglary Dwelling	757 603	381	635		-31%
Burglary - Business & Community	1004 926	707	946		-28%
Vehicle Offences	1388 1252	892	1271		-35%
Theft from Person	255 110	59	137		-57%
Bicycle Theft	274 138	107	171		2%

		Qtr 4 20/21	Qtr 4 19/20	Trend Previous 12 Months	YTD % Change
Shoplifting	2173 1633	1177	1714		-35%
All Other Theft Offences	2482 1505	1328	1661		-30%
Criminal Damage & Arson	2598 2199	1724	2263		-18%
Drug Offences	685 464	642	563		20%
Possession of Weapons	268 207	156	227		-15%
Public Order	1736 970	1168	1151		-5%
Misc. Crimes Against Society	369 324	377	352		9%
Cyber	1070 324	1292	995		35%
Alcohol Related	2183 1072	986	1246		-14%

Incidents	84806 66504	59961	70344		-8%
Anti Social Behaviour	12433 6997	12708	8902		44%

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

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.



Good looks like:



Residential Burglary Dwelling: 25% reduction in a post-Covid operating environment



Total Crime: 10% reduction in a post-Covid operating environment

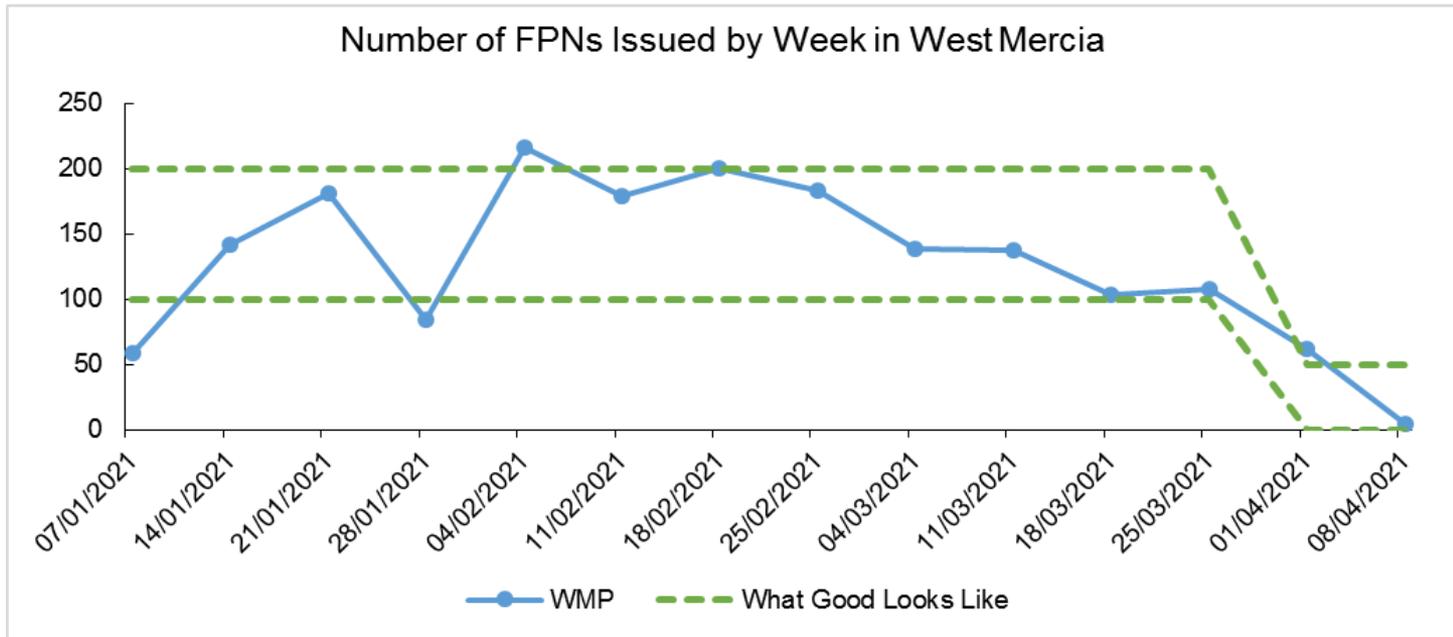
4. Delivering innovative, problem-solving practices and processes
 4.2 Managing demand

Good looks like:
 FPNs Issued per week:
 Between 0 to 50

Covid Related Fixed Penalty Notices (FPNs)

Have Enforcement Levels Stepped Up in Accordance with National Guidelines?

“Number of FPNs Issued by Week Across West Mercia” demonstrates that the force overall has issued FPNs **within the desired “What Good Looks Like”** range per week for the majority of the time period considered, with activity decreasing significantly in the previous 4 weeks. As a result this range has been reviewed and reduced.



It is probable that this **decreased activity is due to national lockdown restrictions being lifted**. With improved seasonal weather as well as falling hospitalisation numbers, it is probable that number of FPNs issued will remain low provided that the national roadmap continues to be followed.

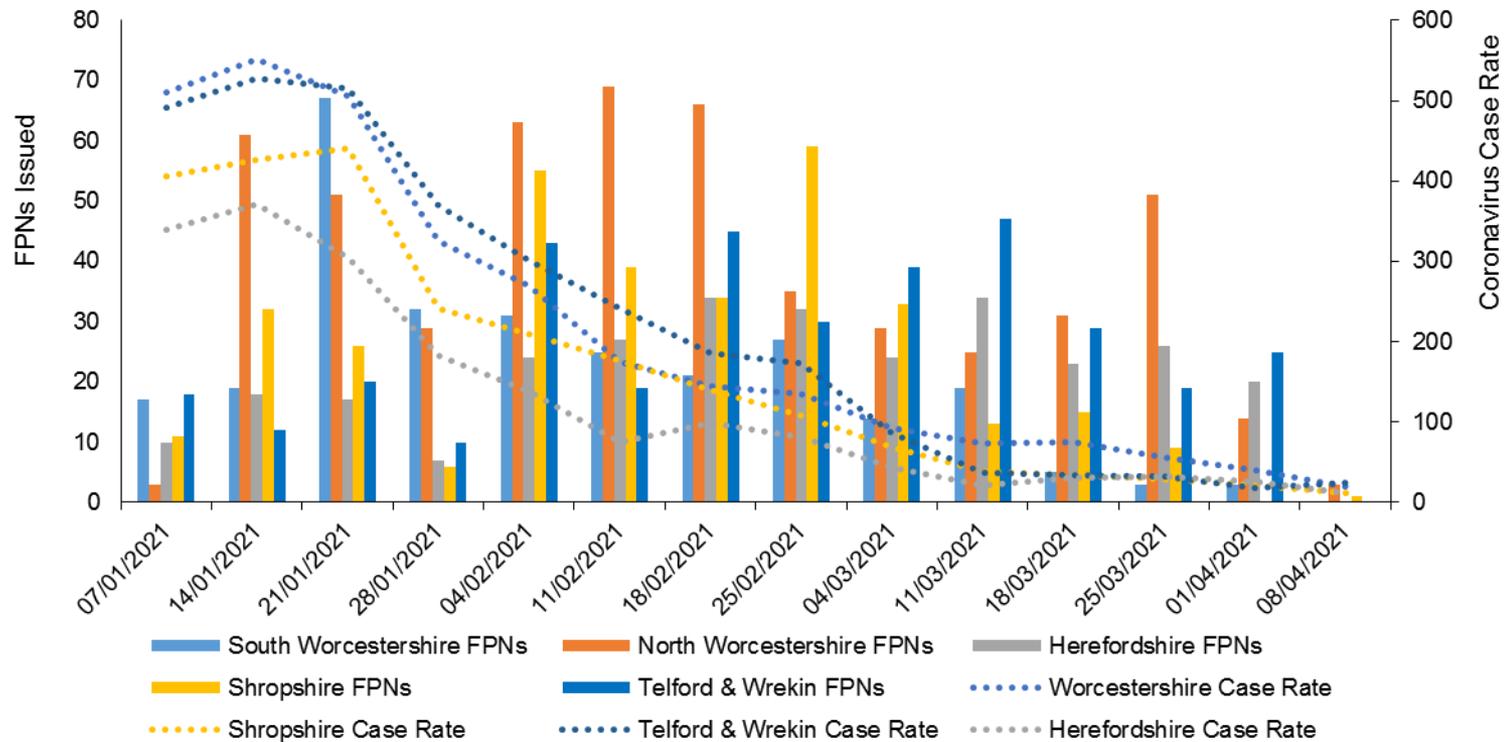
4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand

Covid Related Fixed Penalty Notices (FPNs)

In addition, “FPNs issued vs Coronavirus Case Rate by LPA” gives an indication of the activity of each policing area while considering the prevalence of coronavirus. As a result of lockdown and the vaccination programme, **case rates have decreased significantly in every LPA, and FPNs issued have similarly decreased.**

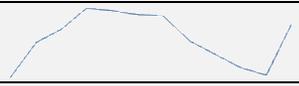
This suggests that policing of Covid restrictions across the force is **responding appropriately with regards to risk to public health.**

FPNs Issued vs Coronavirus Case Rate by LPA



4. Delivering innovative, problem-solving practices and processes

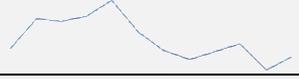
4.2 Managing demand – policing priorities

	 Good Looks Like	Control Limits	Qtr 4 20/21	Qtr 4 19/20	Trend Previous 12 Months	YTD % Change
	Total Crime	10% reduction in a post-COVID operating environment	24420 19173	16771	20182	 -16%
	Incidents	Under development	84806 66504	59961	70344	 -8%
	Hate Crime	Increased reporting	607 307	451	375	 5%
	Vulnerable Adult	Increased reporting	3904 3163	3928	3356	 9%
	Child At Risk	Increased reporting	5744 5008	4902	5169	 -6%

	Child Sexual Exploitation	Increased reporting	214 75	128	121	 6%
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	KSI	A sustained 20% reduction		91	76	 -11%
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Due to systems it is possible for volumes to change up to 30 days after the end of the month.

	Domestic Abuse	Increased reporting; A reduction in DA repeat victims	7957 6066	6183	6561	 -3%
	Residential Burglary	25% reduction in a post-COVID operating environment	757 603	381	635	 -31%

Overall most **crime volumes decreased** as anticipated with the lockdown period covering the majority of the quarter however there is a **notable uplift** in volumes in **March**.

It is **probable** that **volumes** in the next month and quarter will **increase** further due to the **national lockdown** easing and improved seasonal weather.

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

NB. It is possible for the previous month to be coloured differently from the month in the 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.

4. Delivering innovative, problem-solving practices and processes

4.2 Managing demand – policing priorities

Serious Organised Crime

The disruptions figures account for disruptions recorded against OCGs with a **tiered response level of 1 to 3**. Disruptions data for Q4 2020/21 awaits moderation by the ROCTA and **may therefore alter**.

	Qtr 4 20/21	Qtr 4 19/20	Trend Previous 4 Qtrs	YTD % Change
SOC Disruptions	47	57		13%



Active OCGs Primary Crime

- 63% drugs supply or **County Lines**
- 19% organised **acquisitive crime**.

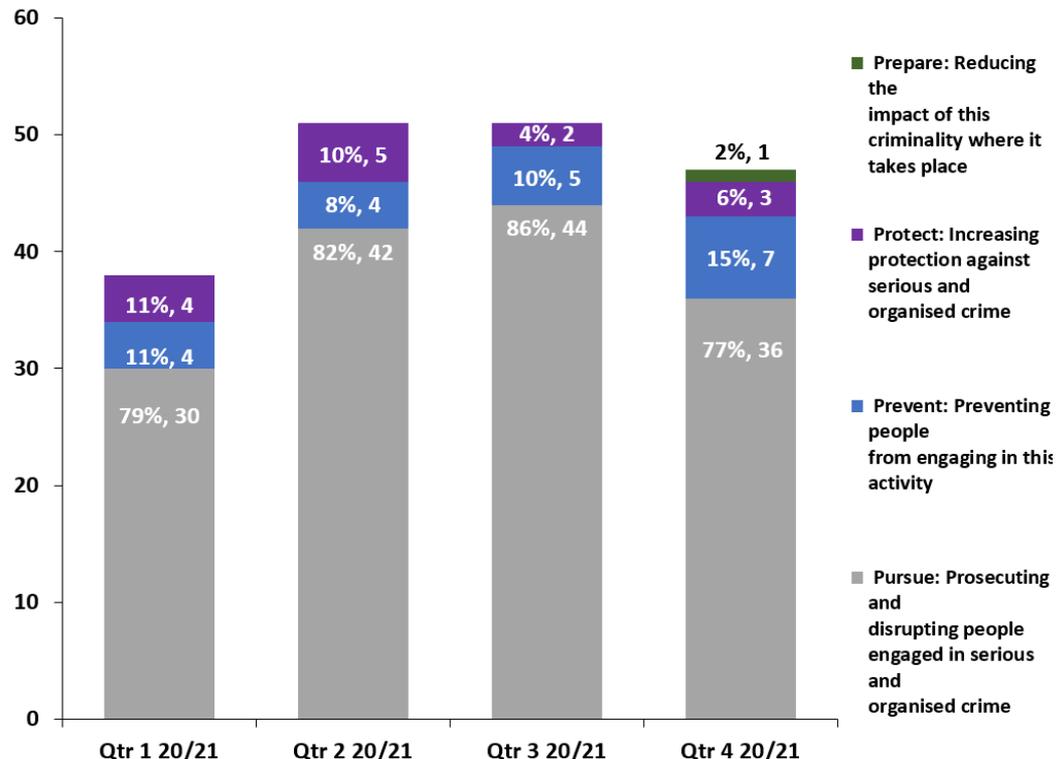
In Q4 2020/21 there were **47 OCG disruptions** recorded – a **decrease on the previous quarter** - the lower number of disruptions is likely to be **attributed to the Covid lockdown** (commencing 5th Jan 2021 and only recently beginning to be relaxed) - this **mirrors** the impact of lockdown in **Q1 2020/21**.

18 arrests were made in the timeframe. **1 charge and 2 convictions** were also recorded during the quarter. 1 Serious Crime Prevention Order was obtained and **7 nominals** were **safeguarded**.

Pursue disruptions account for **77%** of all OCG **disruptions**. West Mercia recorded disruptions are more Pursue driven than the average for West Midlands forces which, in the 9 months to December 2020, were typically 71% Pursue

91% of OCG disruptions had a **positive impact**. There were no major disruptions recorded.

OCG Disruptions



4. Delivering innovative, problem-solving practices and processes

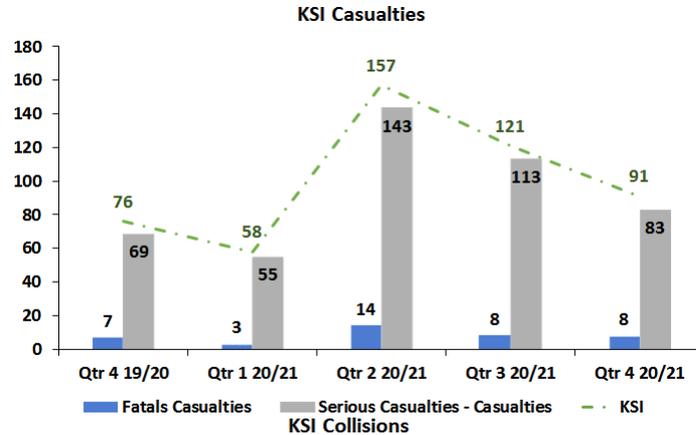
4.2 Managing demand – policing priorities

Safer Roads

Following the re-introduction of Covid national lockdown in January 2021 monthly volumes initially declined and are now starting to increase.



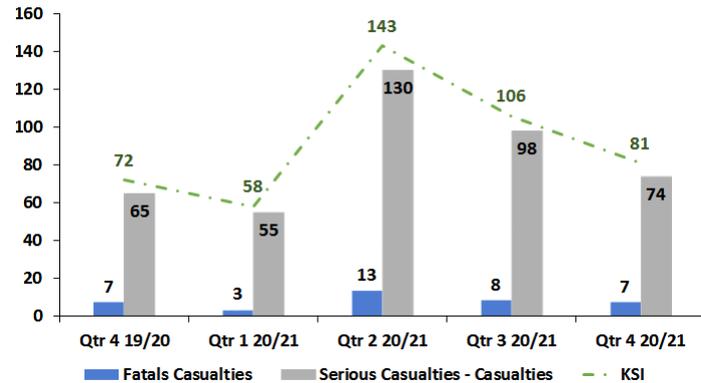
	Qtr 4 20/21	Qtr 4 19/20	Trend Previous 12 Months	YTD % Change
KSI	91	76		-11%
Fatals Casualties	8	7		-25%
Serious Casualties - Casualties	83	69		-9%



Overall, Year To Date volumes are showing a **11% reduction** on the previous year which is to be expected with 'Stay At Home' measures.

In the last quarter, Killed or Seriously Injured (KSI) **casualties** saw a **25% (30) decrease** compared to the **previous quarter** however, it is a **20% (15) increase** compared to the same quarter last year. Fatalities have **remained static (8)**.

It is **probable** that volumes will **increase** in the coming months due to further easing of Covid restrictions moving from 'Stay In' to 'Stay Local' directives, increasing vaccination numbers and the warmer Spring weather encouraging outdoor travelling/socialising.



There is still an issue with the **timeliness** and **standard** of initial submissions. **Collisions** are still **not** being **submitted** to TPU within 24 hours as per force policy. This problem was raised in the Q3 Gold scorecard.

Recommendation:
Educational messages to be disseminated to officers on the importance of **timeliness** and **standard** of initial submissions.



Good looks like:



KSI: A sustained 20% reduction

If Covid restrictions relax, the roads will be busier, albeit pre-Covid traffic levels are unlikely to be seen again due to working from home initiatives.

Government initiatives resulting in increased incentives for cyclists but without a change in cycle-lane infrastructure will mean increased numbers of cyclists sharing road space with vehicles.



4. Delivering innovative, problem-solving practices and processes

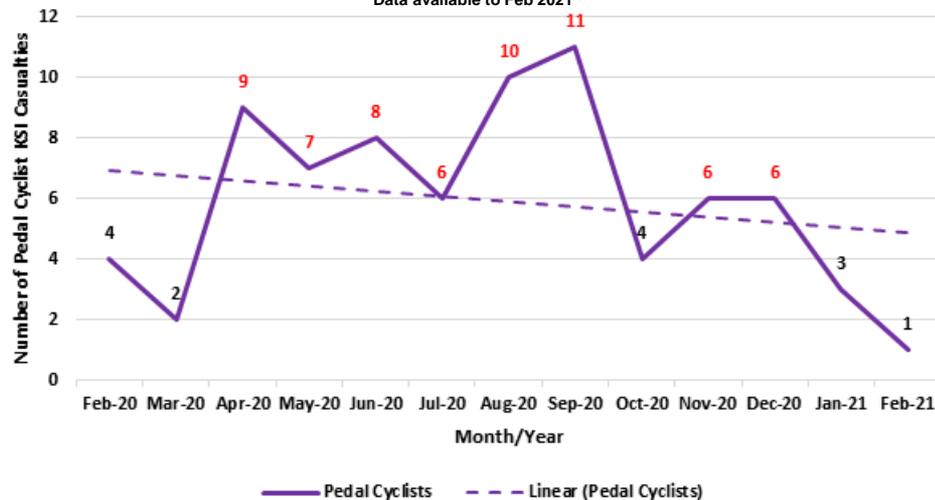
4.2 Managing demand – policing priorities

Safer Roads – Pedal cyclists Killed or Seriously Injured (KSI) Casualties

Pedal cycle KSI casualties

February 2020 to February 2021

Data available to Feb 2021



Pedal cyclist casualties remain an area of concern despite low figures in January and February 21.

The number recorded over the last 12 months (77 casualties) is a **54% increase** on the same 12 month period the previous year (50 casualties were recorded between February 2019 and February 2020).

It is **possible** there will be a **decline** in **volumes** as those new to leisure cycling gain **more experience** and as projects such as **Op Close Pass** educate vehicle drivers.

However, it is **highly probable** that the further easing of Covid restrictions for commuting and warmer spring weather encouraging solo or group cycling pursuits will restrict the decline in volumes.

Pedal cycle KSI casualties by LPA

2019/20 Vs 2020/21

LPA	February 2019 - February 2020	February 2020 - February 2021	Percentage Change	Direction
Herefordshire	9	17	88.90%	↑
North Worcestershire	9	22	144.40%	↑
South Worcestershire	18	12	-33.30%	↓
Shropshire	10	20	100%	↑
Telford	4	6	50%	↑
WEST MERCIA	50	77	54%	↑

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



Safer Roads – Fatal 4 Offences

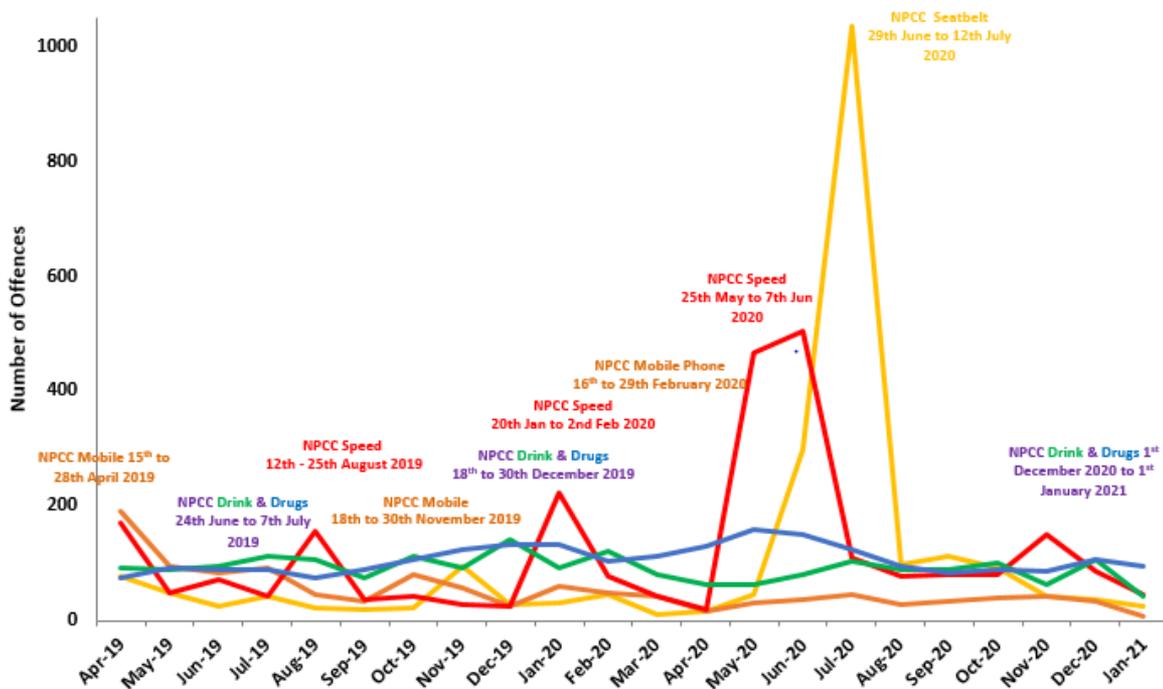
During the review period from November 2020 to January 2021, the **NPCC campaign calendar** focused on the **seasonal drink and drugs enforcement** period.

Now moving into the period that covers the commercial vehicle week, the **2 wheels operation** and the **Global Road Safety** week.

The Roads Policing team continue to progress their work in protecting the most vulnerable road users via **Operation Close Pass** and will engage fully in April's national Close Pass day.

Number of Offences Detected by LPA/OPU

Data available to January 2021





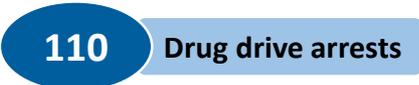
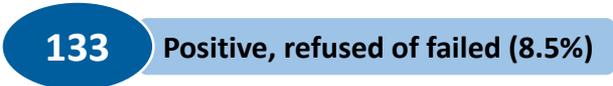
4. Delivering innovative, problem-solving practices and processes
4.2 Managing demand – policing priorities

Safer roads - Educational Activities & Campaigns

NPCC Drink and Drug Drive Campaign (Dec 2020):

- External press release and internal comms issued
- 22 individual social media messages via @WMerciaRoads
- 97 shares and 183 likes
- 41,241 impressions and 528 engagements

Results submitted:

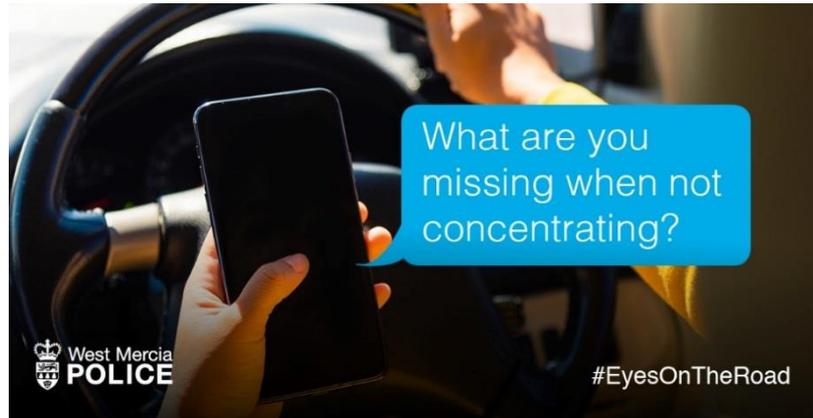
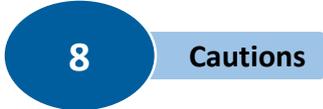


Note: Due to late downloaded results, 2,064 breath tests should have been submitted which would have resulted in a 6% positive test rate, which a lot lower than the national result.

Mobile phone enforcement campaign (Feb 2021):

- External press release and internal comms issued
- 12 individual social media messages via @WMerciaRoads
- 68 shares and 133 likes
- 25,803 impressions and 424 engagements

Results submitted:





4. Delivering innovative, problem-solving practices and processes

4.2 Managing demand – policing priorities

Safer roads - Educational Activities & Campaigns

Campaigns April – May 2021

National NPCC campaigns



April

- Two wheel operations (14th April National Close Pass Op)

May

- Global Road Safety Week - 17th May – 23rd May

Bikesafe:

Bikesafe has been **suspended nationally** due to Covid restrictions; however, West Mercia will be participating in the project once it recommences.

As a result of **West Mercia's on-line workshops**, Bikesafe are putting together a professionally produced **online workshop** which can be accessed online; this is being created to **complement** current, more traditional workshop methods. West Mercia is contributing to this with an **officer delivering a module** later this month. The project is expected to go live during May this year.

Recommendation:

Corporate Comms messages around road safety inline with:

- More people travelling on the roads
- Some vehicles have not been used for sometime, so may have mechanical issues
- MOT tax/insurance may have expired

West Mercia Initiatives



Education & Training

- **Green Light** – Continue with virtual delivery with a view to returning to physical delivery in summer term.
- **Year 6** - development of virtual package for Year 6 input and Young Citizens Challenge event not taking place in May.
- **Bike Safety** - Biker Down, Bike Safe & Take Control training to recommence into May onwards.

Events

- Support for local events as lockdown restrictions lift (e.g. Shelsley Hill Climb)

Operations

Op Close Pass

- Roll out of initiative across whole force area. Equipment in place to ensure each local policing team is involved in the campaign.

Op Snap

- Ongoing comms support for the initiative and new monthly social media updates

Red X

- Motorway enforcement. Social comms support for the initiative with Highways England

4. Delivering innovative, problem-solving practices and processes

4.2 Managing demand – policing priorities

Child Sexual Exploitation

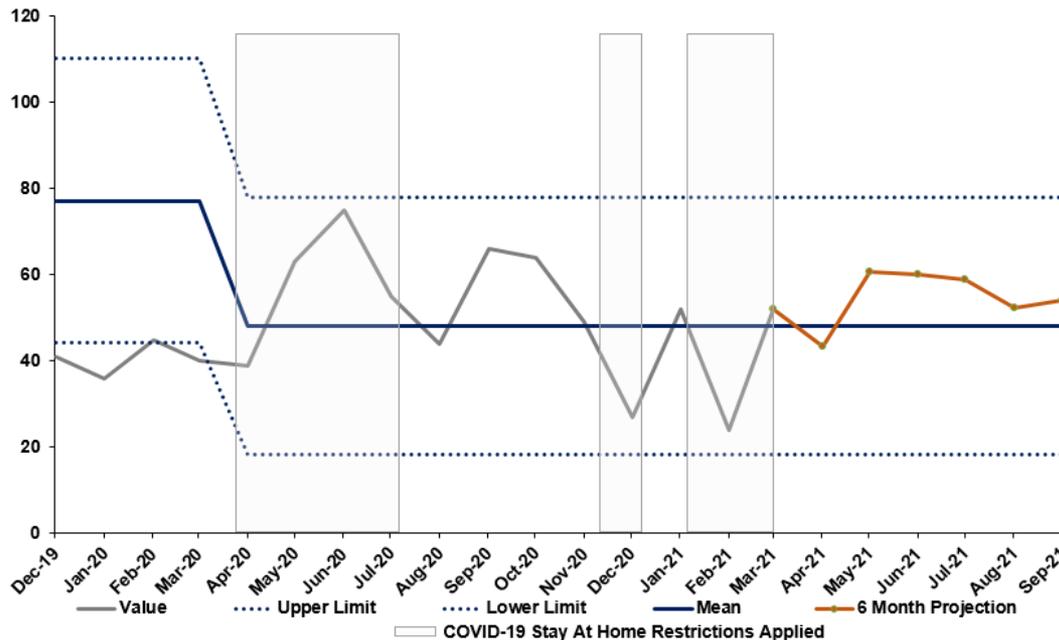
This data is generated from Athena where a 'CSE' crime keyword has been applied.

	Qtr 4 20/21	Qtr 4 19/20	Trend Previous 12 Months	YTD % Change
Child Sexual Exploitation	214	128		
	75	121		



Overall there was a **42% (76) reduction** in CSE related offences and crimed incidents compared to the **previous quarter** and an **11% (19) decrease** on the **same quarter last year**.

Having seen a decrease in volumes last quarter it is **probable that volumes will increase in the coming months**. This may be driven by the launch of the new helpline launch by the Government in on 1st April. It is to be run by the NSPCC and will provide both children and adults who are victims of sexual abuse in schools with support and advice including how to report a crime.



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



Good looks like:

CSE: Increased reporting*

We also need to use the **correct markers** to ensure the right people are directed to these jobs and so dealt 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.

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

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



Good looks like:

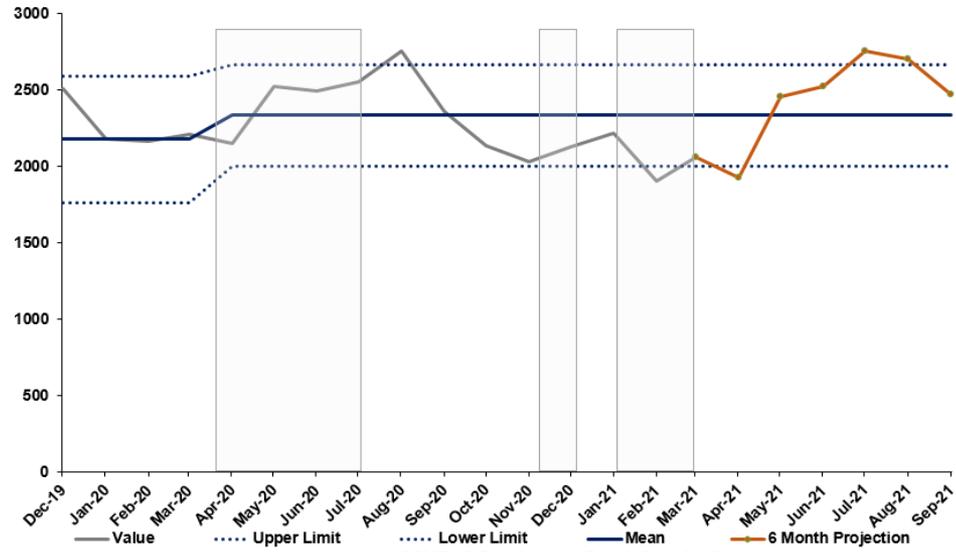
Domestic Abuse:
Increased reporting;
A reduction in DA repeat victims

“Good” is better protection from harm, coupled with the best service we are able to achieve for victims of DA. Therefore, every DA report must be encouraged.

We will monitor repeat DA and, through intervening quickly, making proactive arrests as often as possible, using stringent bail and charge rather than DVPNs, should see a reduction in this metric.

Domestic abuse crimes and crimed incidents saw a **2% (121) decrease** on the previous quarter and a **6% (378) decrease** on the same quarter last year.

	Qtr 4 20/21	Qtr 4 19/20	Trend Previous 12 Months	YTD % Change
Domestic Abuse	6183	6561		-3%



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

It is **highly probable** that volumes will **increase** over the coming months due further easing of Covid restrictions specifically with outdoor hospitality re-opening on 12th April with increased alcohol consumption and improved seasonal weather encouraging outdoor socialising.

Domestic Abuse Delivery Group (DADG) is monitoring the performance and collating it with 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.

Crime and Vulnerability hope to be able to assess the impact of **Early Help** and **Early Intervention** measures going live imminently in order to **capture the intervention offered to children and adults** by police, problem solving plans, and **Problem Orientated Policing** to prevent and protect. This is not an easy or readily available metric but one which will drive the Early Help agenda, engender an ethos of prevent rather than response.

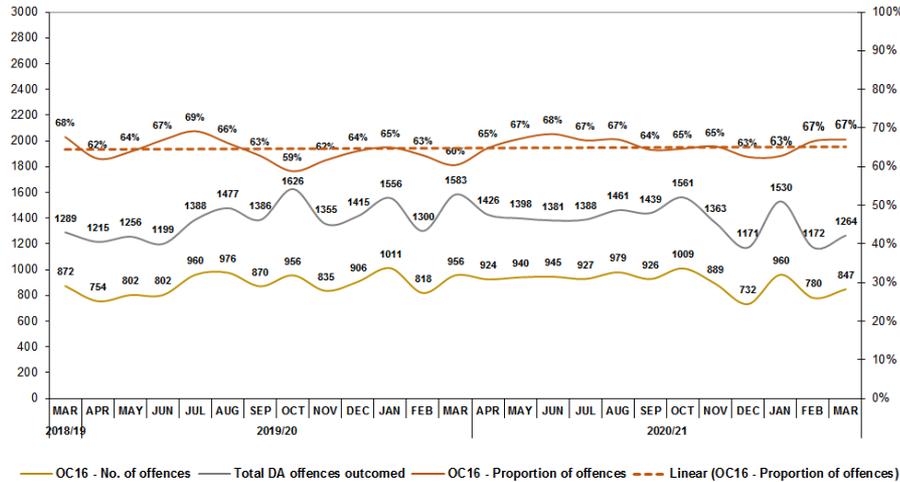
This data is generated from Athena where a 'Domestic Abuse' crime keyword has been applied.

4. Delivering innovative, problem-solving practices and processes

4.2 Managing demand – policing priorities

Domestic Abuse Outcomes

Volume & Proportion of Total Outcomed DA offences by Outcome 16



Volume and Proportion of total outcomed offences by 'Action Taken' and Outcome 16 (regardless of when they were recorded)

		Oct - Dec 20		Jan - Mar 21		Comparison between Time periods	
		Outcomed Offences	% Outcomed	Outcomed Offences	% Outcomed	% Change	Difference (No. of offences)
Total DA Offences Outcomed		4,095	100.0%	3,966	100.0%	-3%	-129
'Action' Taken Outcome Results	OC1 Charge/summons	229	5.6%	251	6.3%	10%	22
	OC1A Charge/Summons - alternate offence	134	3.3%	156	3.9%	16%	22
	OC2 Caution - youths	0	0.0%	1	0.0%		1
	OC2A Caution - Youth - alternate offence	0	0.0%	1	0.0%		1
	OC3 Caution - adults	44	1.1%	47	1.2%	7%	3
	OC3A Caution - Adult - alternate offence	12	0.3%	14	0.4%	16.7%	2
	OC8 Community Resolution	1	0.0%	4	0.1%	300%	3
No Action Taken	OC16 Named Suspect identified: evidential difficulties prevent further action; victim does not support police action	2,630	64.2%	2,587	65.2%	-2%	-43

Over the last 3 months, a **pattern of variability** has been displayed with the volumes of DA offences outcomed by **Outcome 16** per month (regardless of when they were recorded).

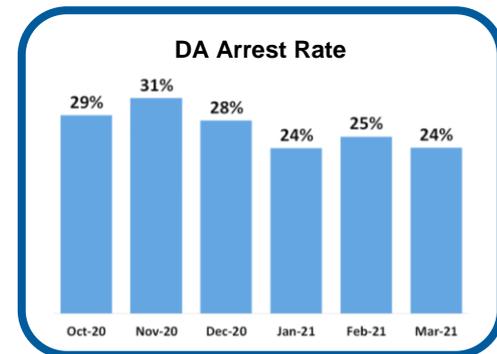
The proportion rate has **increased** during the last quarter from **63%** in December 2020 to **67%** in March 2021. This proportion increase is linked to an **overall lower volume of total outcoming** during February and March.

During the last quarter, activity has taken place around the **use of bail** and the **point at which Outcomes are applied** has become of keen interest.

- **Too soon** and it will not reflect the actual mature view of the victim.
- **Too long** will possibly indicate a lack of progress and the ability to maintain the victims needs and wishes towards a prosecution.

By working with partners and gain a better understanding how the 'system' and processes assign outcomes is how this is matter will be addressed.

The Outcome process is currently work in progress to ensure data integrity, coupled with the gradual rise in positive outcomes ('Action Taken'), this is a positive sign of workforce focus and development towards tackling DA.



No MSG information available on DA Arrest Rates

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**.

Domestic Abuse – Repeat Victimisation

Following the re-introduction of Covid national lockdown in January 2021 **volumes in repeat victims** for total recorded crime and domestic abuse have exhibited a **pattern of variability** during Q4 2020/21.

Since December 2020, there was a peak of repeat victimisation in January 2021, followed by a sharp decline in February. The number of repeat DA victims in March has returned to levels last seen in November/ December 2020.

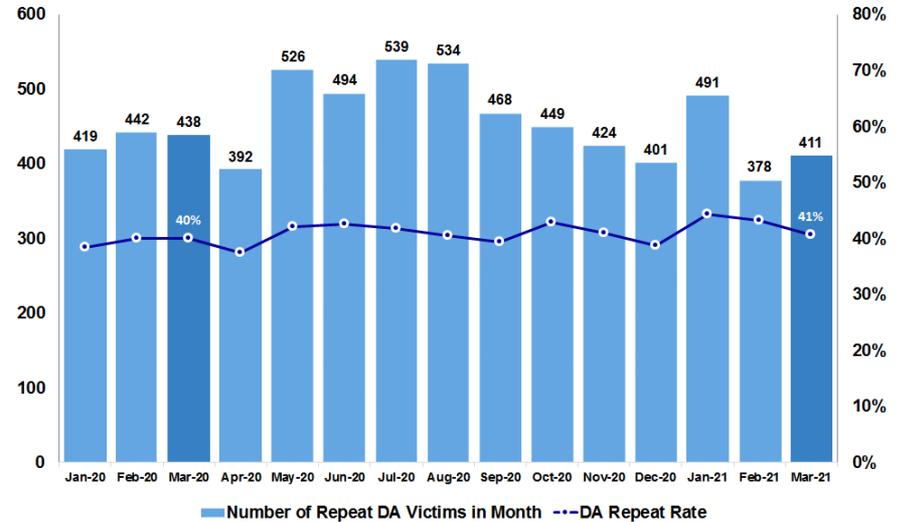
The DA repeat rate has **decreased** over the last 3 months from **44%** to **41%**– returning to a rate last seen in November 2020.

The number of repeat victims for total recorded crime offences in **March 2021 (1,421)** has increased sharply to levels last seen in October 2020 (1,499). These repeat victims have generally been linked Assault with or without Injury, Stalking & Harassment, Criminal Damage & Arson and Public order offences.

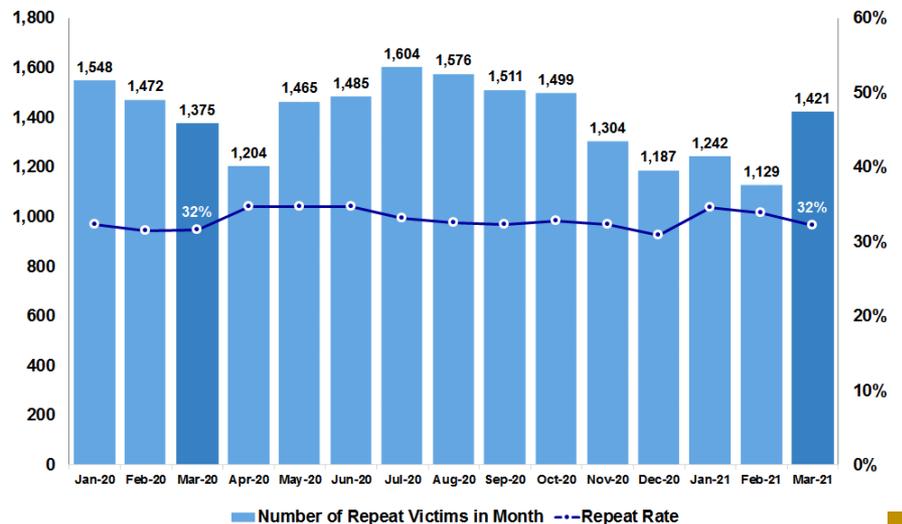
The repeat rate has **decreased** over the last 3 months from **35%** to **32%**– returning to a rate last seen in November 2020.

It is **highly probable** that repeat volumes will **increase** in the coming months due to the easing of Covid restrictions with outdoor hospitality set to reopen coupled with improved seasonal weather.

Repeat Domestic Abuse Victims per Month



Repeat Victims per Month



Good looks like:

Repeat TRC & DA Victims:

A reduction in 'high frequency/ high severity' repeat victims

Decrease in repeat rates

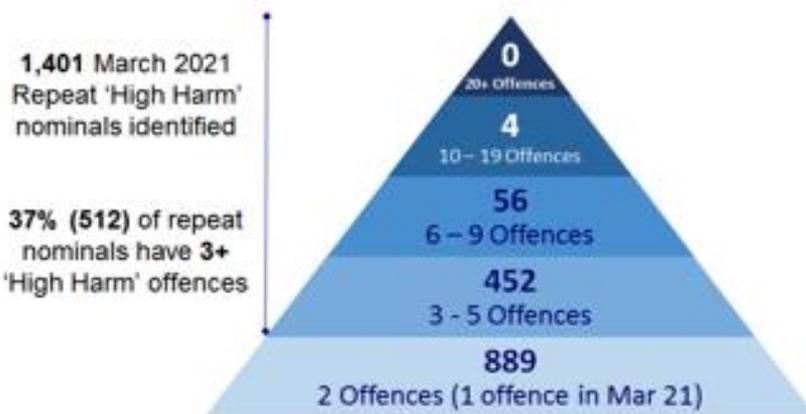


4. Delivering innovative, problem-solving practices and processes

4.2 Managing demand – policing priorities

Domestic Abuse – Recidivism

- A monthly breakdown of repeat nominals of high harm offences, with/ without a domestic abuse indicator, across a **three month** rolling time period.
- This information is circulated across Problem solving teams and Local Policing commanders
- High harm offences including: violence against the person, with or without injury, rape and other sexual offences, homicide, malicious communication and stalking and harassment.



512 repeat nominals (3+ high harm offences) identified in the March 21 cohort, **19% increase** on last month's figure, n= 430

These repeat nominals represent **2,314** 'total recorded crime' offences in the last three months consisting of **1,981** high harm offences (**86% proportion**).

Force View

	Feb-21		Mar-21		Direction of Travel
Repeat Victims only	88	20%	94	18%	↑
Repeat Suspects only	128	30%	167	33%	↑
Repeat 'Victim/ Suspects' Nominals	214	50%	251	49%	↑
	430	100%	512	100%	↑

63% of March 2021's 3+ high harm offence repeat nominals have been linked to **DA offences** over the last three months, n= 322.



Good looks like:

Repeat TRC & DA Suspects:

Less serial/ repeat DA offenders

Decrease in 'recurring' repeat TRC suspects

Decrease in repeat rates

It is **highly probable** that 'high harm' repeat volumes will **start to increase** in over the coming months due to an increase in crime recording, set against the backdrop of:

- Continued easing of Covid restrictions specifically with outdoor hospitality re-opening on 12th April with increased alcohol consumption.
- Increased vaccination numbers encouraging outdoor socialising.
- Improved seasonal weather.

4. Delivering innovative, problem-solving practices and processes

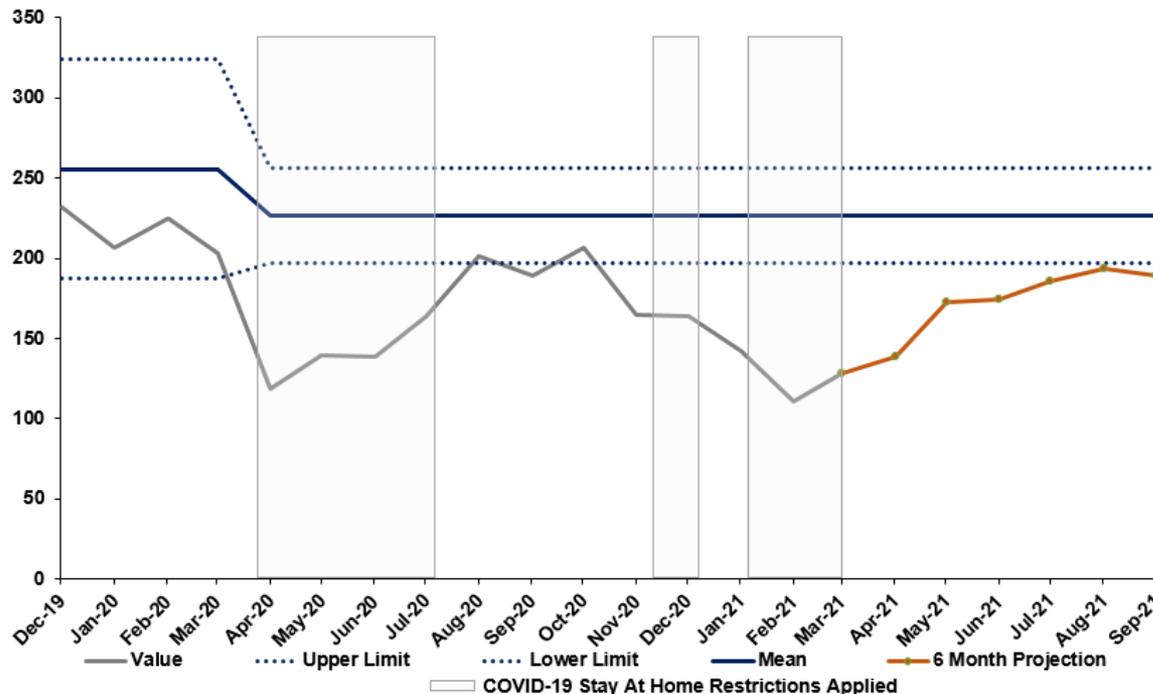
4.2 Managing demand – policing priorities

Residential Burglary (Dwelling)

Volumes in Residential Burglary – (Dwelling) **decreased by 29% (155)** compared to the previous quarter but remains **47% (254) lower** than the **same quarter last year**.

It is **probable** that during winter and spring volumes will **remain stable due** to continued furlough and working from home.

Extended **furlough to September** may see a positive impact on **unemployment** figures making a significant **increase in volumes unlikely**.



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

Good looks like:

Residential Burglary Dwelling:
25% reduction in a post-Covid operating environment

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

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

4. Delivering innovative, problem-solving practices and processes

4.2 Managing demand – policing priorities

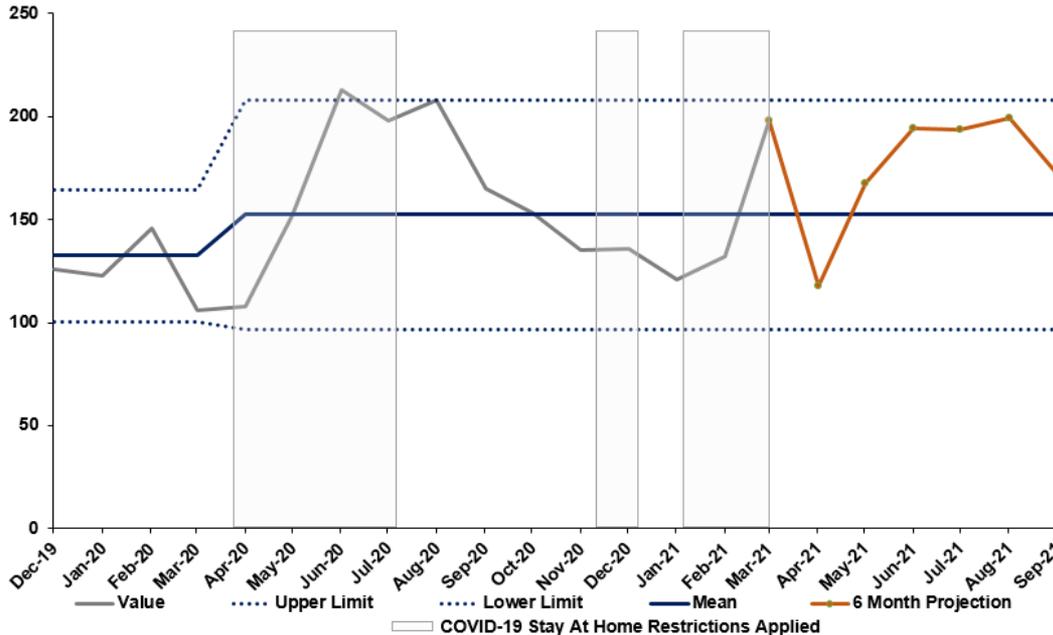
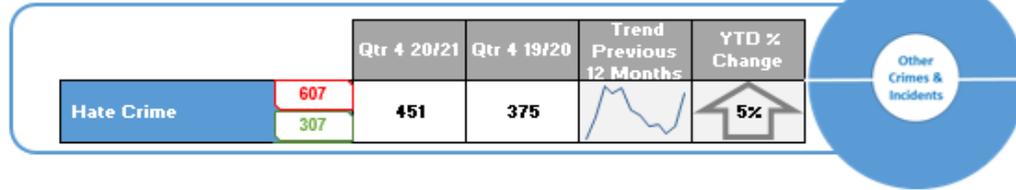
Hate Crime & Crimed Incidents

As anticipated hate crimes and crimed incidents saw a **6% (27) increase** on the previous quarter and a **18% (76) decrease** on the same quarter last year.

The **increase** was driven by an uplift in **South Worcestershire, 37% (33)** on the last quarter and **Herefordshire, 23% (11)** on the last quarter.

Racially-related crimes and crimed incidents continue to account for the **majority of volumes recorded** 67%, (293).

It is **probable** that in the **coming months** volumes will start to **decrease** again as they did coming out of previous lockdowns.



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

Good looks like:

Hate Crimes & Crimed Incidents:

Increased reporting

We also need to use the **correct markers** to ensure the right people are directed to these jobs and so dealt with appropriately

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

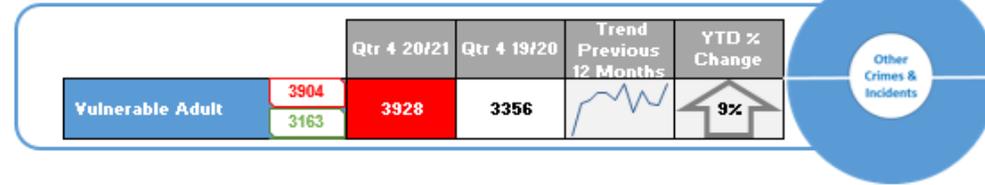
This data is generated from Athena where a vulnerable keyword has been applied.

4. Delivering innovative, problem-solving practices and processes

4.2 Managing demand – policing priorities

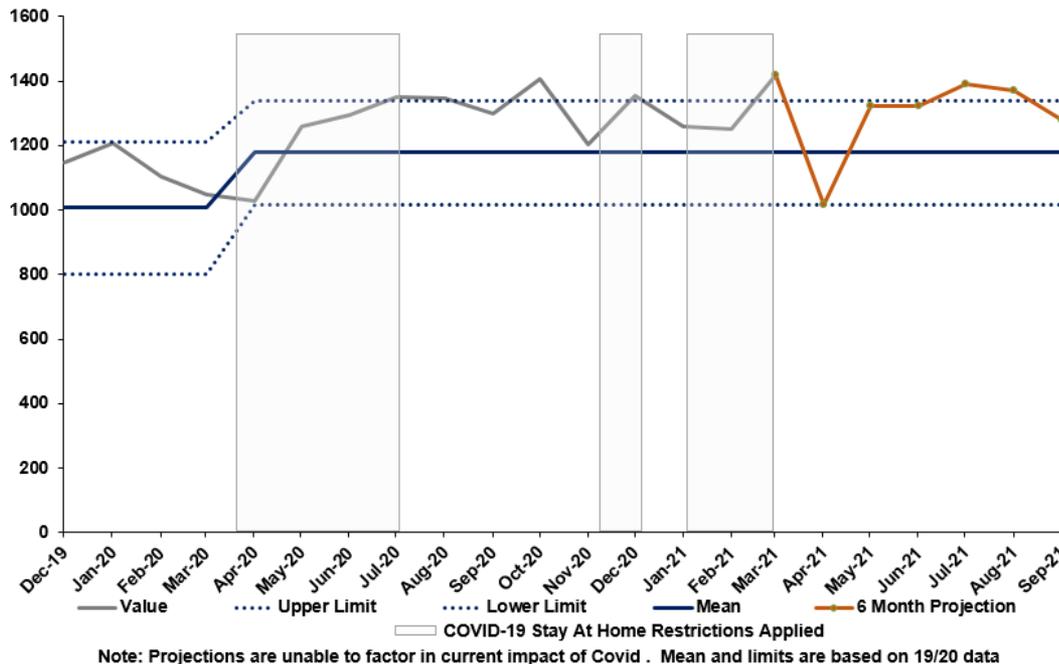
Vulnerable Adult Crimes & Crimed Incidents

Vulnerable Adult crimes and crimed incidents saw a **1% (38) decrease** on the previous quarter but a **14% (572) increase** on the same quarter last year.



Violence Without Injury accounts for 45% of all offences, in line with previous quarters.

Despite projections indicating a decrease in coming months, whilst some lockdown measure are still in place it is **probable** that **volumes will remain above 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 jobs 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 immediately accessible social media platforms by June 2021**, on which contact can be made, will likely see a **rise in demand**.*

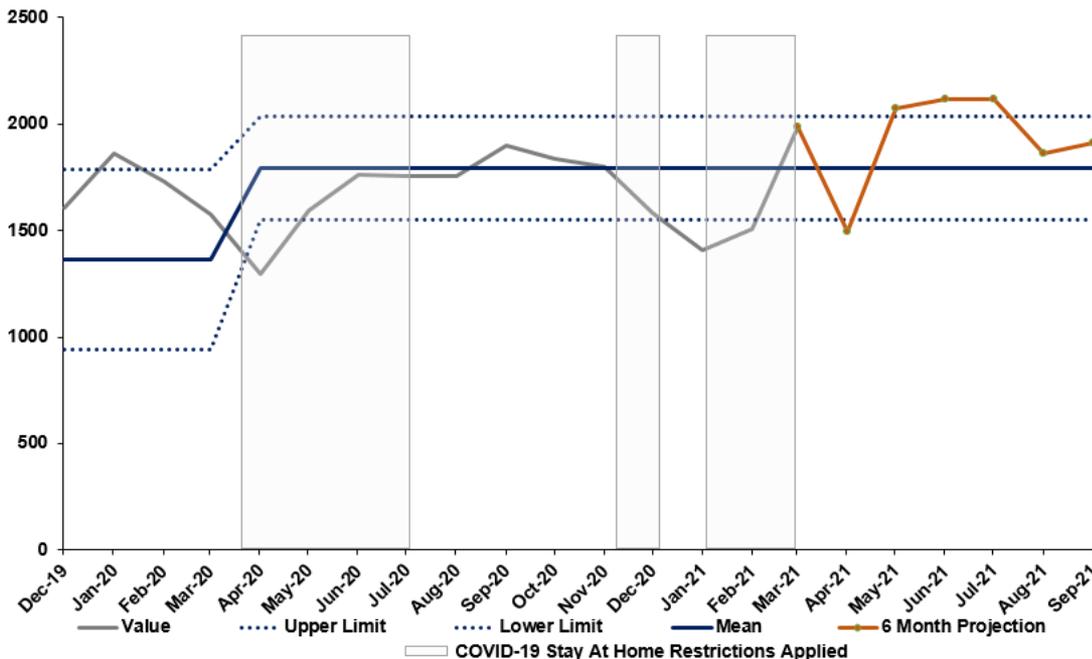
The upper and lower control limits are derived by calculating 2 points of Standard Deviation from the mean.

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

Child At Risk Crimes & Crimed Incidents

Whilst volumes have **decreased 6% (315)** compared to the previous quarter and **5% (267)** compared to the same period last year, it is notable that volumes **increased 32% (480)** in March on the **previous month**. It is probable that this is due to children returning to schools.

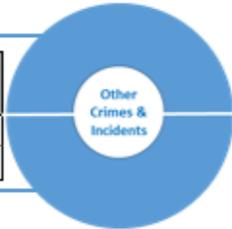
It is **probable** that **volumes will increase** in the coming months as we move further along the roadmap.



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 4 20/21	Qtr 4 19/20	Trend Previous 12 Months	YTD % Change
Child At Risk	5744	4902		-6%
	5008	5169		



Good looks like:

Child At Risk Crimes & Crimed Incidents: Increased reporting

We also need to use the correct markers to ensure the right people are directed to these jobs and so dealt with appropriately

17 Child Criminal Exploitation (CCE) markers were applied in the last quarter, **8** in **March**.

As two county lines initiatives were held in March it is possible that these markers are being **under applied**.

Recommendation: A review is carried out to determine if CCE markers are being appropriately applied

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

Missing Persons

		Qtr 4 20/21	Qtr 4 19/20	Trend Previous 12 Months	Year To Date	Year To Date Last Year	YTD % Change
No. of Missing Person Incidents	1325 1062	680	1,220		3,037	4,774	-36%
No. of Missing Person Reports	1228 761	634	1,042		2,741	3,978	-31%
No. of MP Reports from Repeat Mispers	468 201	183	370		700	1,339	-48%
No. of U18 Missing Person Reports	821 434	359	704		1,529	2,510	-39%



Good looks like:

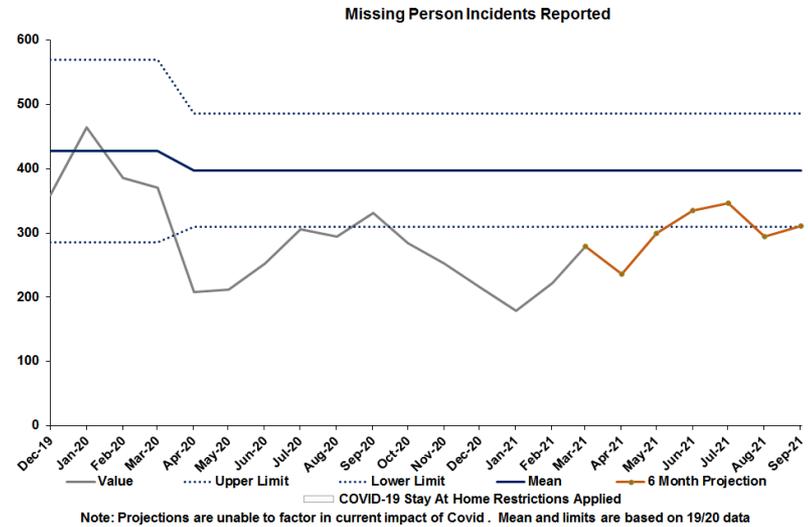
Missing Person incidents and reports:
Reduce proportion of missing person incidents relating to repeat MISPERs

Future Activity to be developed:
New Conversion rate based on Saab SAFE incidents:
Calls for Service to Compact Records

In Q4 20/21, the volume of Missing Person incidents has **remained below the lower control limit**. A **10% (73) reduction** has been seen compared to the previous quarter and remains 44% (540) lower than the same quarter last year. Monthly volumes have increased in February and March.

The proportion of Missing Person reports relating to repeat MISPERs has **increased (29%, 183) by 7% points** compared to the previous quarter (22%, 157) and it is **7% points lower than** the same quarter last year (36%, 370).

It is **probable** that monthly volumes will **continue to increase** in the coming months due to further easing of Covid restrictions and improved seasonal weather.



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.

4. Delivering innovative, problem-solving practices and processes

4.2 Managing demand

Misc. Crimes Against Society

	Qtr 4 20/21	Qtr 4 19/20	Trend Previous 12 Months	YTD % Change
Misc. Crimes Against Society	369	377		9%
	324			

Misc. Crimes Against Society saw a **14% (61) decrease** on the previous quarter but a **6% (25) increase** on the same period last year.

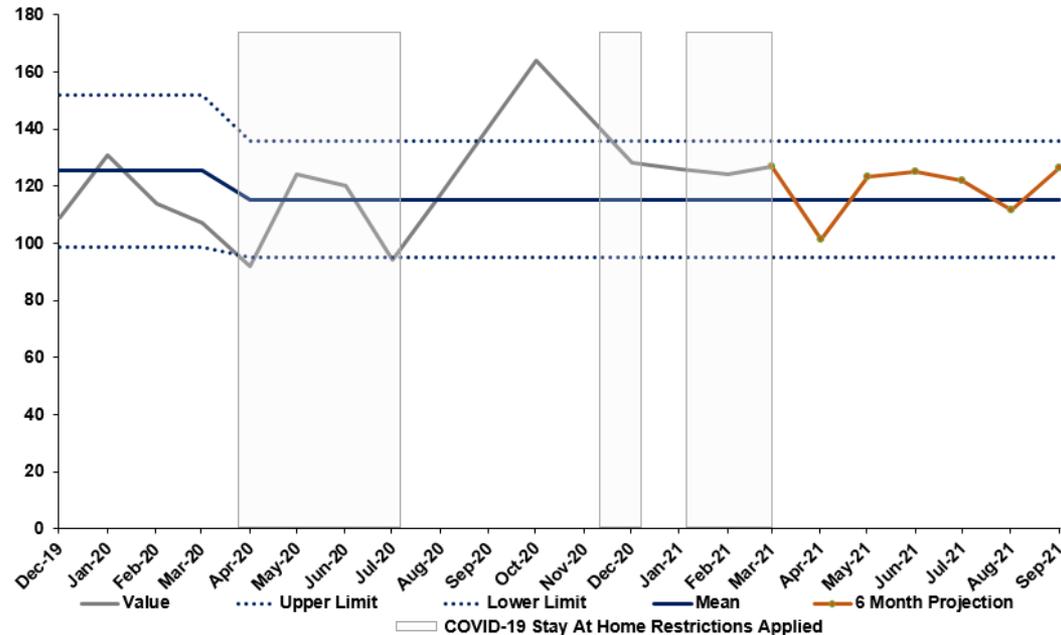
Misc. Crimes Against Society is made up of 21 sub categories

Absconding From Law ful Custody	Going Equipped For Stealing Etc.
Aiding And Abetting Suicide	Handling Stolen Goods
Attempting To Pervert The Course Of Public Justice	Making, Supplying or Possessing Articles For Use In Fraud
Bail Offences	Obscene Publications, Etc. And Protected Sexual Material
Bigamy	Offender Management Act
Dangerous Driving	Other Forgery Etc.
Disclosure, Obstruction, False Or Misleading Statements Etc	Other Indictable Or Triable Either Way Offences
Exploitation Of Prostitution	Possession Of False Documents
Forgery Etc. Of Drug Prescription	Profiting From or Concealing Knowledge of the Proceeds of Crime
Fraud, Forgery Etc. Associated With Vehicle Or Driver Records	Threat Or Possession With Intent To Commit Criminal Damage
	Wildlife Crime

Obscene Publications, Etc. And Protected Sexual Material offences remain the main driver in this crime category and account for **49% (183)** of the offences. This was driven by Herefordshire who saw a **100% (20)** increase on the previous quarter.

Threat Or Possession With Intent To Commit Criminal Damage offences account for the second largest category accounting for **15% (54)** of the offences.

As we move forward out of lock down 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.

4. Delivering innovative, problem-solving practices and processes

4.2 Managing demand

Cyber Crimes and Crimed Incidents Offences

This data is generated from Athena where the keyword “cyber-enabled” has been applied to a crime. We saw a significant increase in 2019/20 compared to 2018/19, and this trend continues.

		Qtr 4 20/21	Qtr 4 19/20	Trend Previous 12 Months	YTD % Change
Cyber	1070	1292	995		35%
	324				

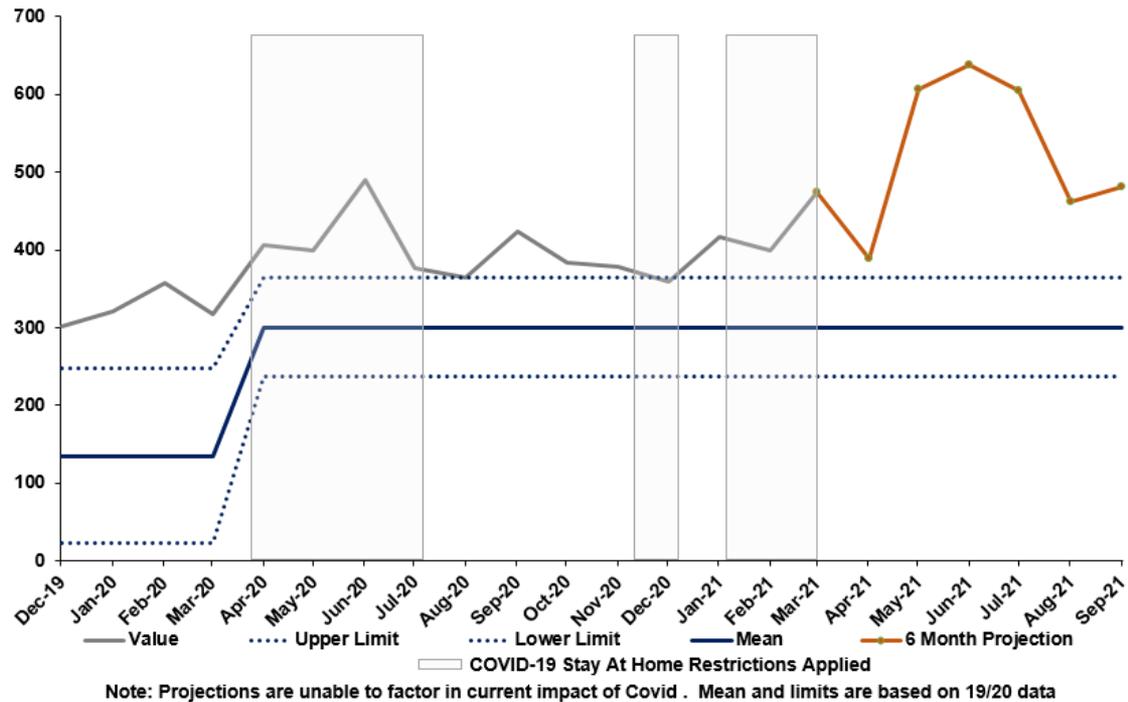
Volumes saw a **15% (170) increase** last quarter and a **26% (297) increase** compared to the same period last year.

70% (904) of all offences relate to **violence without injury**, in line with the previous quarter.

This is driven by **malicious communication** which account for **45% (581)** of all Cyber Crimes and Crimed Incidents offences, a **2% decrease** on the previous quarter.

Obscene Publications, Etc. And Protected Sexual Material offences account for **11% (147)** of offences, an increase of **48% (48)** on the previous quarter.

As we move forward out of lock down, with continued changes in online crime it is **highly probable** that **volumes will increase** in the coming months. The National Crime Agency advises that “Cyber Criminal are likely to look to exploit the lifting of lockdown restrictions...”



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 – policing priorities

Cyber Crimes

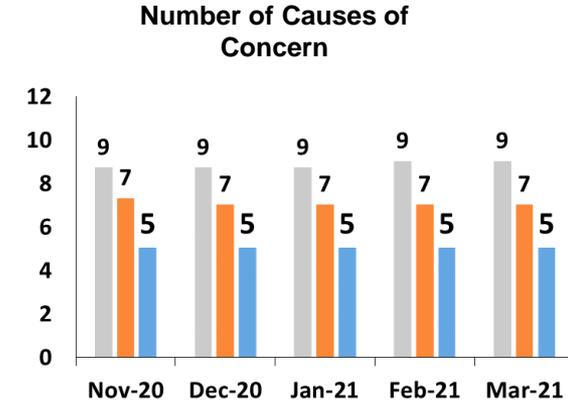
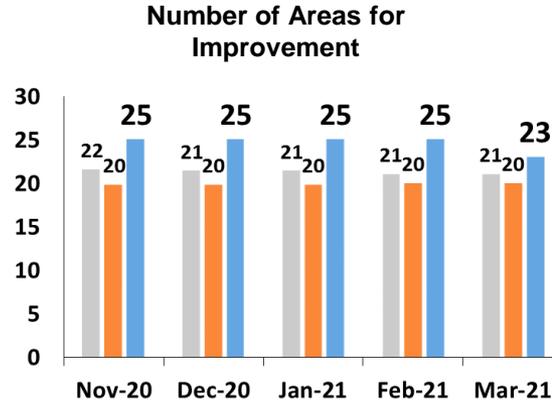
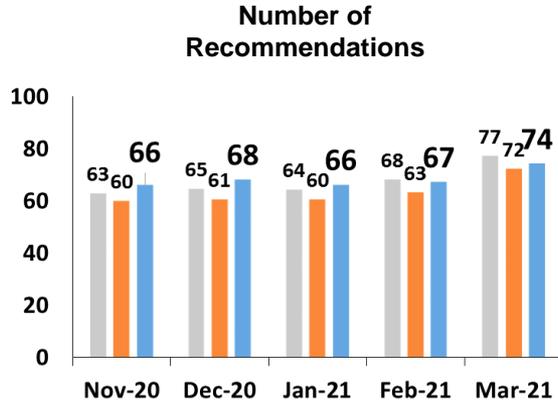
			2019/20	2020/21	2020/21	Change to	Change to
			Q4	Q3	Q4	Q4 19/20	Q3 20/21
Violence Without Injury	3B	Threats to Kill	3	6	8	167%	33%
	8L	Harassment	183	171	176	-4%	3%
	8Q	Stalking	20	92	116	480%	26%
	8R	Malicious Communications	449	526	580	29%	10%
	8U	Controlling or Coercive Behaviour	1	0	3	200%	300%
	Total			656	795	883	35%
Rape	19C	Rape Of A Female Aged 16 And Over	1	0	1	0%	100%
Other Sexual Offences	71	Abuse Of Children Through Sexual Exploitation	3	0	4	33%	400%
	20A	Sexual Assault On A Female Aged 13 And Over	0	2	1	100%	-50%
	20B	Sexual Assault On A Female Child Under 13	0	0	1	100%	100%
	21	Sexual Activity Involving A Child Under 13	37	23	27	-27%	17%
	22A	Causing Sexual Activity Without Consent	0	1	1	100%	0%
	22B	Sexual Activity Involving A Child Under 16	65	56	49	-25%	-13%
	88A	Sexual Grooming	10	13	13	30%	0%
	88E	Exposure and Voyeurism	0	1	0	0%	-100%
Total			115	96	96	-17%	0%
Other Crimes Against Society	79	Attempting To Pervert The Course Of Public Justice	3	3	5	67%	67%
	86	Obscene Publications, Etc. And Protected Sexual Material	96	99	147	53%	48%
	Total			99	102	152	54%
Overall cyber related offences			943	1095	1283	36%	17%

Low harm crime types have been removed from the table but are included in the 'Overall total Cyber related offences' row

4. Delivering innovative, problem-solving practices and processes

4.3 Innovating and improving

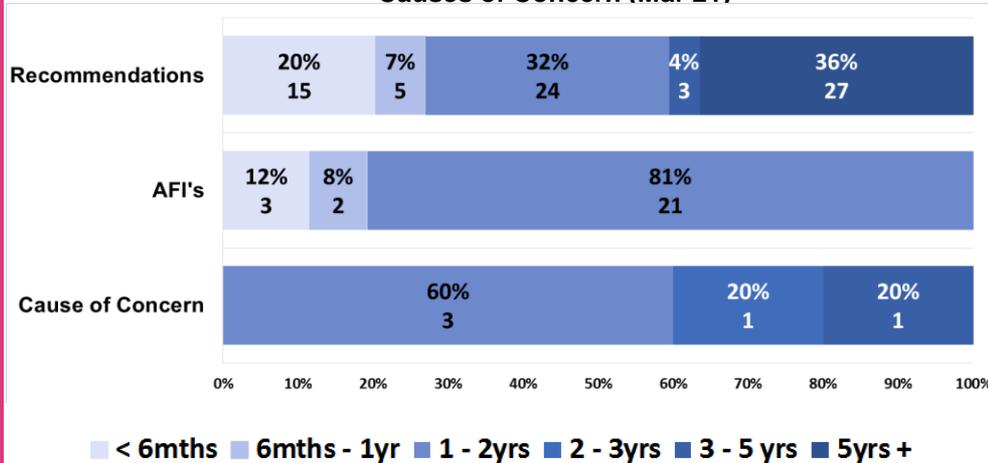
HMICFRS Inspections



Monthly Point-in-Time Readings

■ National Average ■ MSG Average ■ WMP

Age of West Mercia's Recommendations, AFIs and Causes of Concern (Mar 21)



The force has seen a increase in **recommendations**, **36% (27)** of which are 5+yrs old.

Areas for Improvement – Majority of AFI's were raised in 2019, with 2 AFI's recorded in 2020 and 3 in 2021

Causes of Concern have remained at 5.

5. Delivering a skilled, sustainable workforce in a constantly learning and improving environment

5.1 Establishing a skilled, flexible workforce

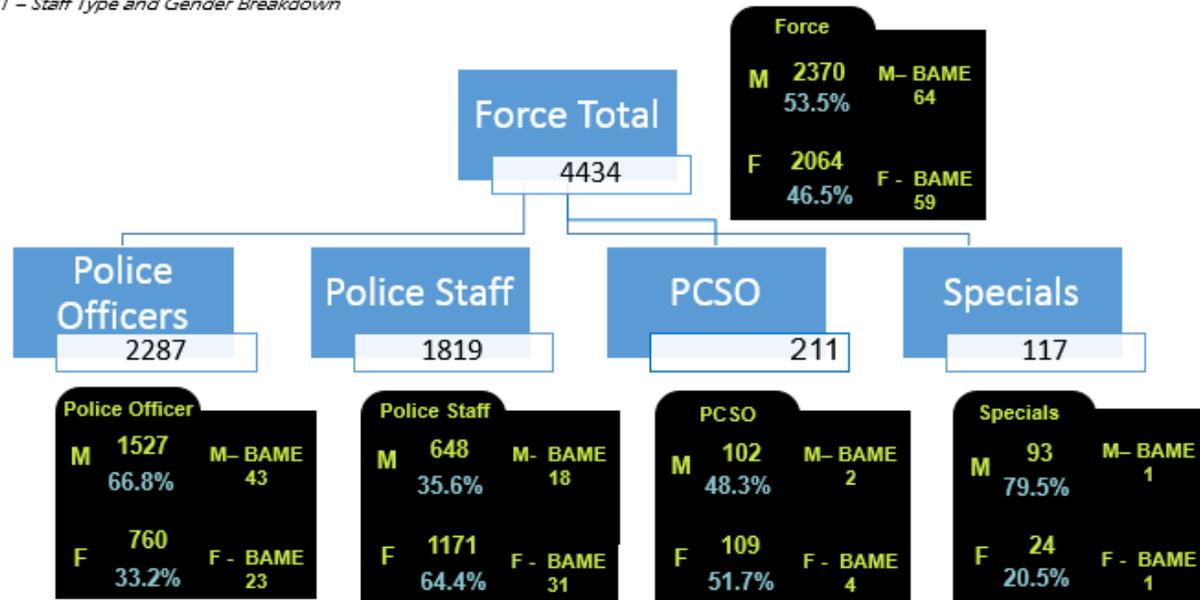
Officer and Staff Demographic

West Mercia female representation **exceeds the national average** (31%) with **33.2%** Female police Officers. The Ranks of Constable, Superintendent and Chief superintendent all exceed the national average of female representation at these ranks.

19.2% (439) of all Police Officers have **less than 2 Years Service**

Whilst West Mercia proportion of Black and Ethnic Minority Police Officers stands at **2.7%**. Its local communities stands at **3.8%**. The national Police Officer average is 7.3% whilst the population 13% nationally.

As at 01.04.2021 – Staff Type and Gender Breakdown



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 attrition rate** than the national average for both

- **Police Officers** (6.3%) and
- **Police Staff** (11.1%)

PCSO 12 month attrition rates stands at 6.55%, **substantially lower** than the 16.9% national average.



* These Officers will never have policed a full night time economy or without any Covid restrictions



Good looks like:
Under national average
Under 10% for PCSOs



Police Officer
5.8%



Police Staff
10.5%



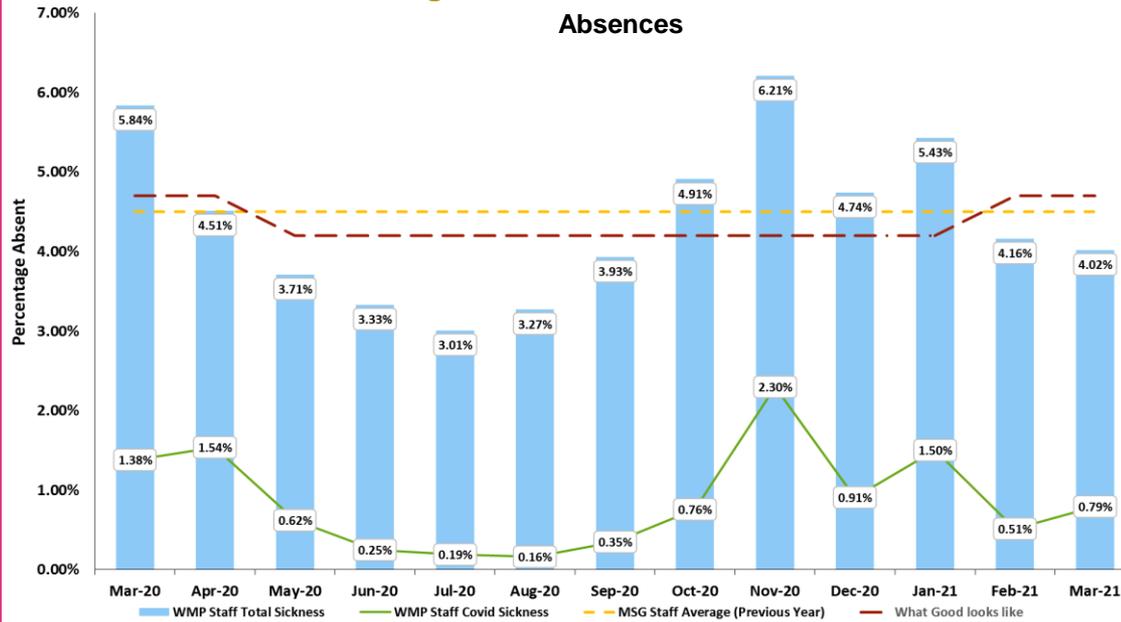
PCSO
16.9%

All figures based on national average

5. Delivering a skilled, sustainable workforce in a constantly learning and improving environment

5.1 Establishing a skilled, flexible workforce

Police Staff Wellbeing



Police Staff sickness Q4 2020/2021 saw on average a **0.8% decrease on Q3 2020/2021**. February and March achieving below 'what good looks like' targets.

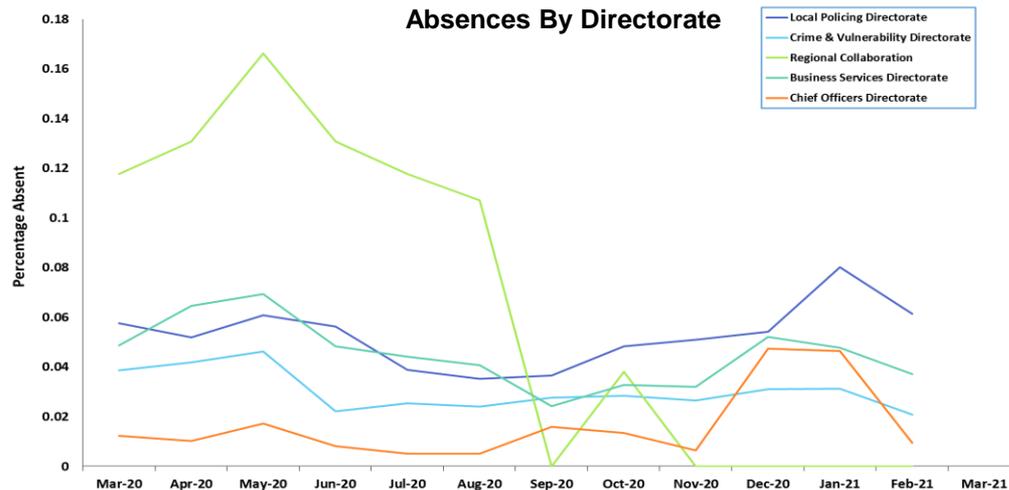
January saw an increase in seasonal absences before returning to relative normal levels in February and March.

It is highly probable that the **reduction of Covid absences** contributed to the improved absence rate.

Police Staff Covid absences saw a **marked decrease in Q4** reflecting strict restriction and work from home guidance people have been operating under.

It is **probable** that with the ease of national restrictions volumes will **increase**, Covid sickness and self isolation will therefore continue to have to be monitored going forward.

Absences By Directorate



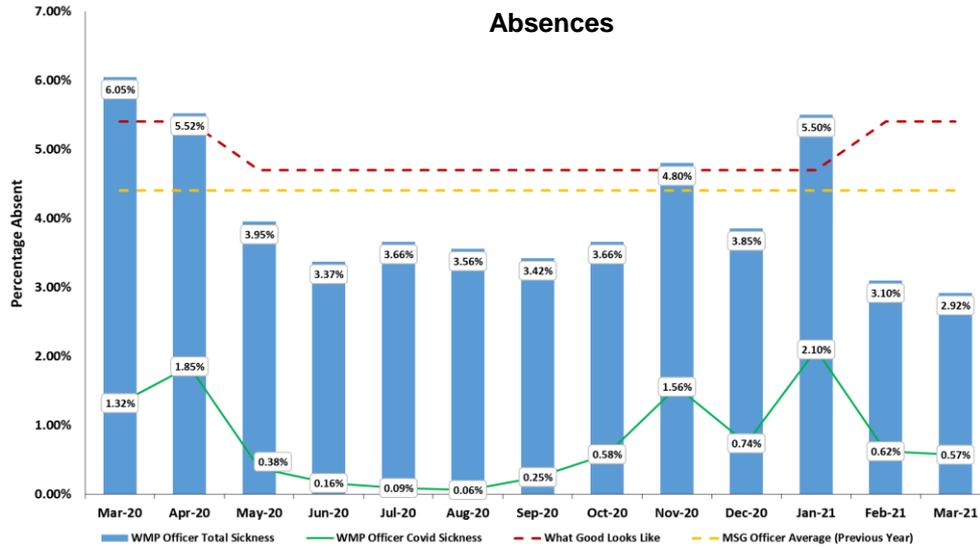


Good looks like!
Police Staff sickness levels below the MSG average (previous year)

5. Delivering a skilled, sustainable workforce in a constantly learning and improving environment

5.1 Establishing a skilled, flexible workforce

Police Officer Wellbeing

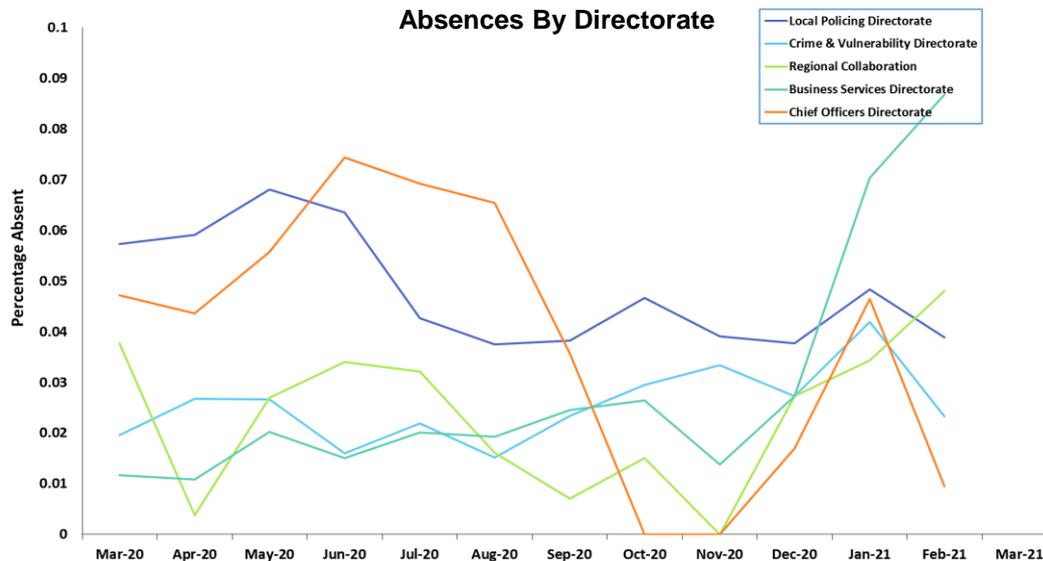


Police Officer sickness in Q4 2020/2021 saw on average a 0.3% decrease on Q3 2020/2021. February and March achieving below 'what good looks like' targets.

A significant decrease in Covid related absences in February and March was a contributing factor to a lower overall level of absence.

39.5% of all Police Officers within West Mercia have now received the first dose of the vaccine further reducing the impact that Covid and self isolations.

However it is likely that the ease of national lockdown restrictions may increase the infection rate and drive up numbers required to isolate whilst being tested.



Good looks like!
Police Officer sickness levels below the MSG average (previous year)

5. Delivering a skilled, sustainable workforce in a constantly learning and improving environment

5.2 Establishing high-quality, accessible knowledge

Knowledge Management – Planned Improvement Activity

	Area of scope	Detailed Activity	Project Phase	Description
1.	Data Management Governance	Data Council Integration	2021	Council of WMP professionals to ensure any system or process change does not affect smooth flow of data around the organisation and agree resolution to major data issues
		Centralised Data Management Organisational Structure	2021 to 2024	The design and recommendation of a centralised data management function, with appropriate resource and skills to take West Mercia Police Data Management capability to the next level.
		Data Flow Process Mapping	2021 to 2022	The Documenting of the end to end flow and processes surrounding data in major systems across West Mercia Police
		Review of Physical records management governance and management	2021 to 2022	A review of the physical records management system in relation to data management governance
2.	Data Quality Improvement	Master Data Management (Other Core Systems)	2022 to 2024	The design and implementation of a master data management approach to West Mercia Police Data to reduce duplicates and increase accuracy of data
		Genie/Crimes/PNC Issue resolution	2021 to 2022	The resolution of the problems caused with Genie/Crimes/Athena and the PND not fully linked up together
		Data Quality Reporting and KPI Implemented	2021 to 2022	The tracking of data quality across the force using agreed metrics
3.	Data Management Culture and Leadership	Will come with time and dependant on other activities being completed	2021 to 2024	The culture changes required to move West Mercia Police to being a more mature organisation will come naturally with time as long as all other activities are implemented successfully.

5. Delivering a skilled, sustainable workforce in a constantly learning and improving environment

5.2 Establishing high-quality, accessible knowledge

Knowledge Management - Planned Improvement Activity

	Area of scope	Detailed Activity	Project Phase	Description
4.	Data Management Tools	Data Quality Tool (s) Tendered and implementation	2021 to 2022	The purchasing of software and tools to be able to automate and manage the new ways of managing data in West Mercia Police
		Service Management Software	2021 to 2022	Software to ensure that the data management team can handle all their requests
		Process/ Data Flow Mapping Library & Software	2021 to 2022	The installation of appropriate software to create and maintain a library of all data management process flows and maps
5.	Data Skills and People Capability	Data Management Skills Assessment & requirements	2021	An activity to ensure West Mercia Police has the right skills to be able to manage Data more effectively
		Data Management Training	2021 to 2022	Working with HR development team, the project will ensure, that the Force has the right training in place for everyone to be able to work within the new processes and systems.
		Data Management Tools Training	2021 to 2022	

Activity in the previous quarter :

- CDG universe testing and development work in order to replace Athena MI
- High level roadmap has been established



Good looks like:

This is currently being defined however, the interim goal is to achieve;

Start of level 3 (40%) :

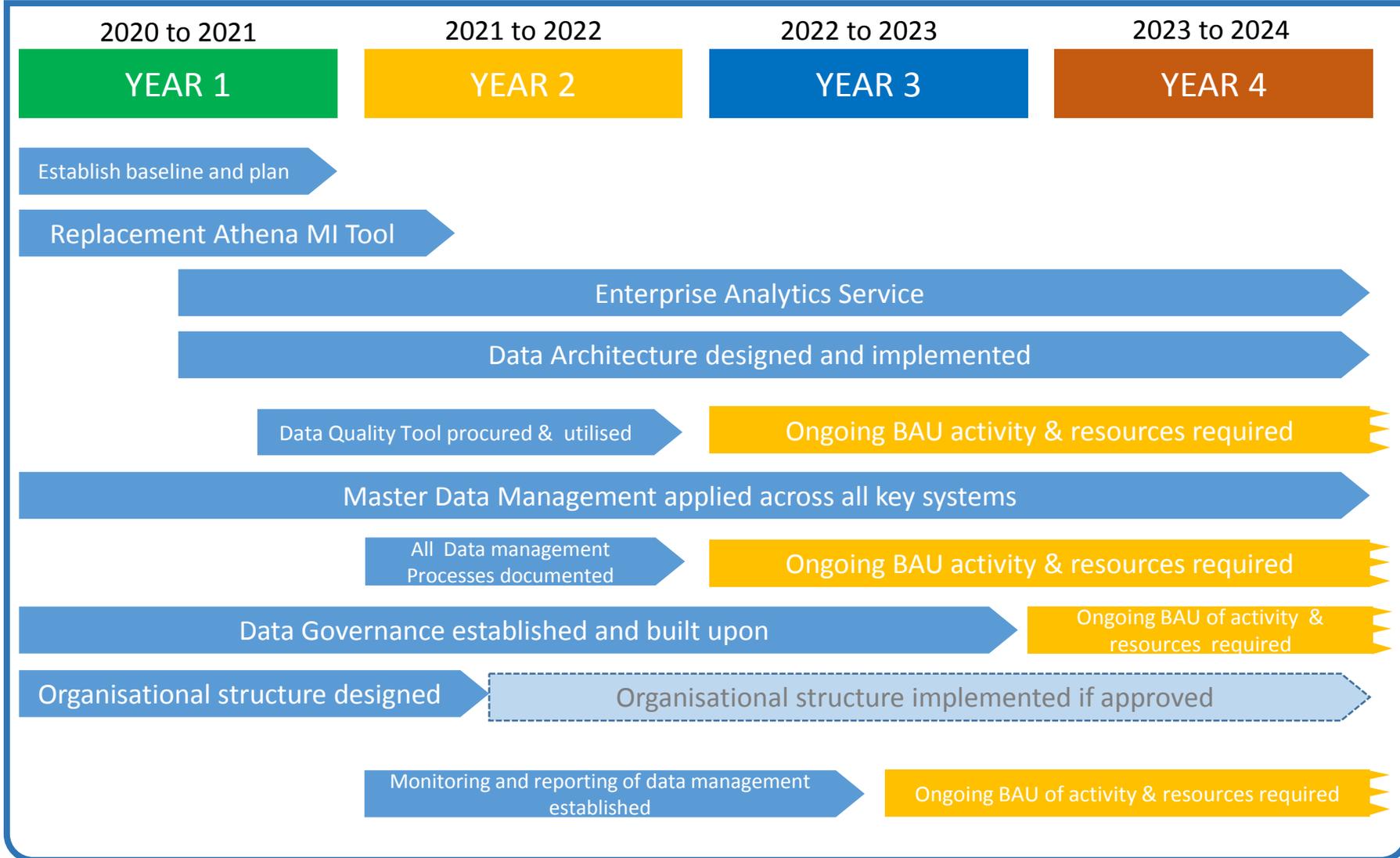
December 2021

Top of level 3 (60%) :

December 2022

5. Delivering a skilled, sustainable workforce in a constantly learning and improving environment
5.2 Establishing high-quality, accessible knowledge

Knowledge Management – Data and Integration Project



5. Delivering a skilled, sustainable workforce in a constantly learning and improving environment
5.3 Establishing appropriate, available tools

Asset Management

Digital Services

Performance	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Network availability	99.98%	100.00%	100.00%	100.00%	100.00%	100.00%
Core application availability	99.48%	100.00%	100.00%	99.00%	95.00%	96.37%
Radio availability	99.96%	100.00%	100.00%	99.00%	100.00%	100.00%

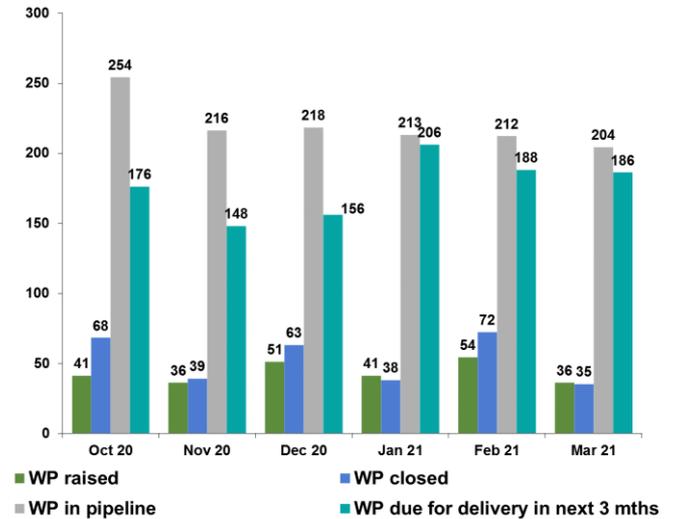
Total ICT managed assets (Mar 2021)	
Desktops	2579
Laptops	4906
Body-worn cameras	3705
Mobile telephones	5122
Radios	4192

Key Digital Services performance indicators Network Availability and Radio Availability **have stabilised at high levels**, however Core Application Availability has experienced a decrease in the previous 2 months.

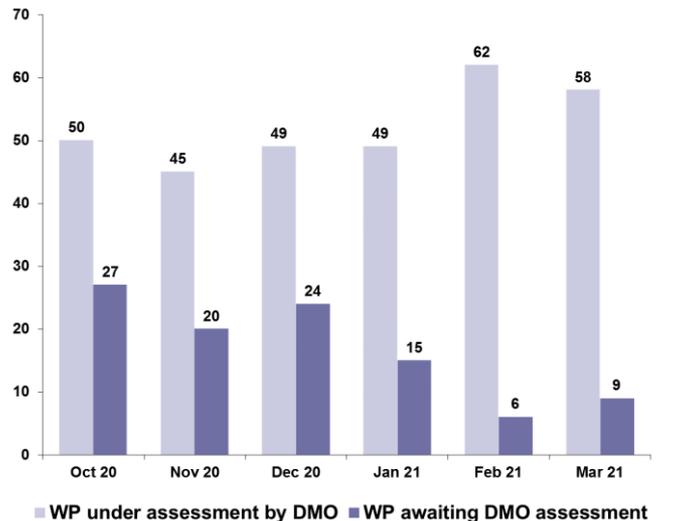
Pipeline Work Packages peaked in October, followed by a period of relative stability previously while work packages **raised and closed** remain **relatively low and stable** through Q4.

Work Packages under assessment demonstrate a **general pattern of growth** through Q4, with volume of packages awaiting DMO assessment decreasing significantly

Work Packages: Monthly Activity

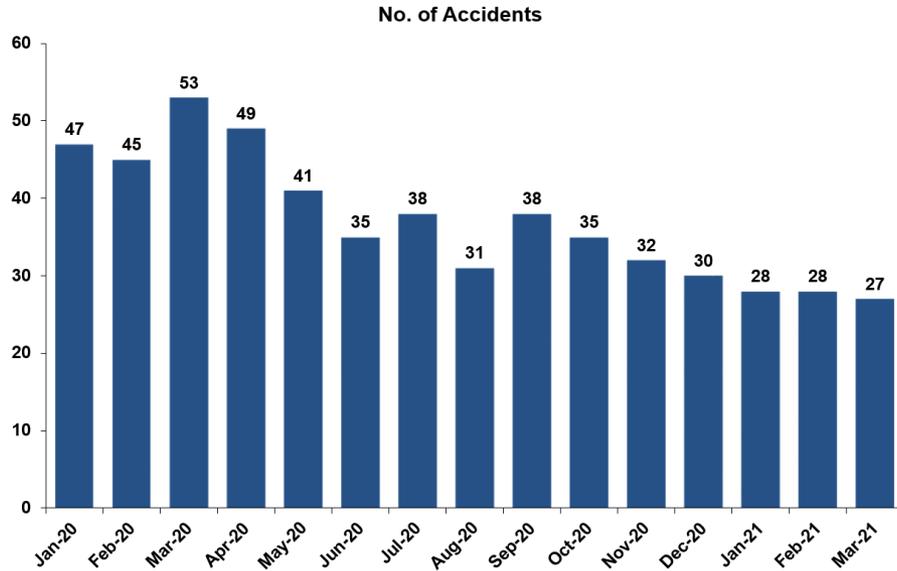


Work Packages: DMO Assessments



5. Delivering a skilled, sustainable workforce in a constantly learning and improving environment
5.3 Establishing appropriate, available tools

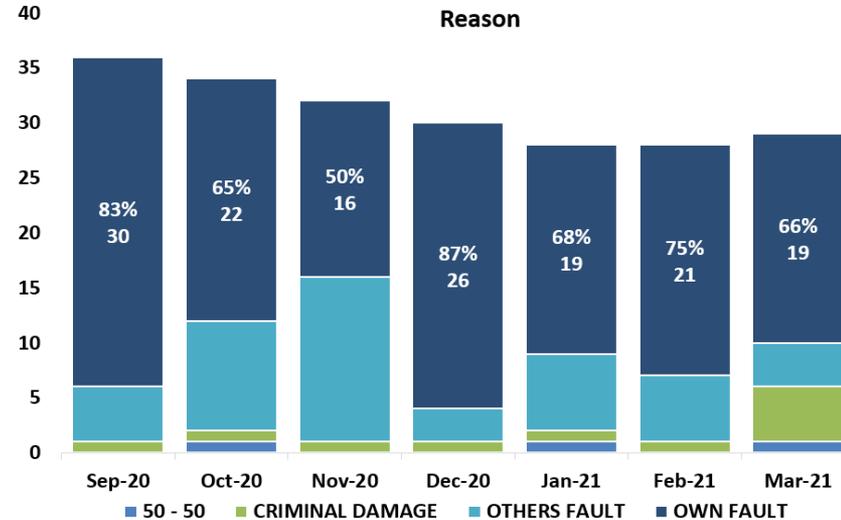
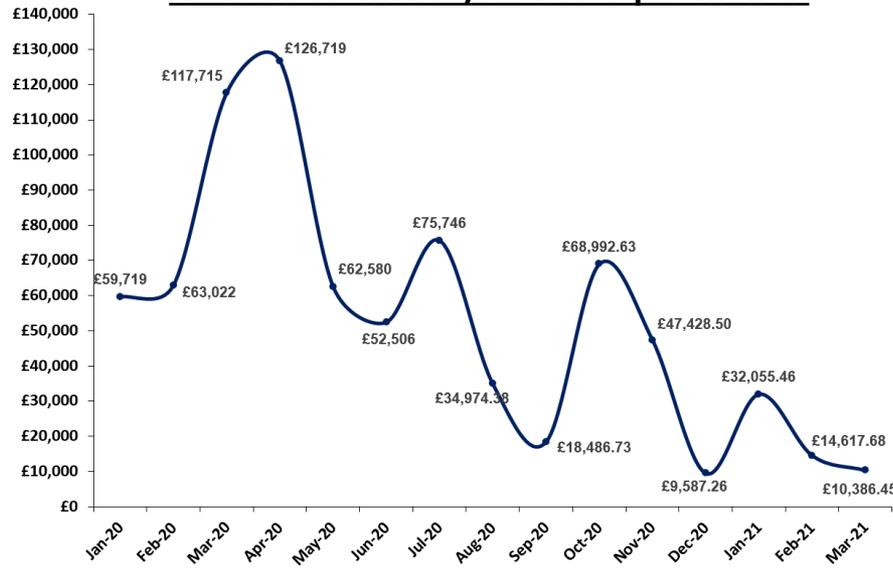
Number of accidents per month and cost



Overall the volume of accidents continues on a downward trend with **83** accidents recorded in the **last quarter** a **reduction of 14%** (14) on the **previous quarter**.

Avoidable accidents (Own Fault) saw a **decrease of 8%** (5).

Accident estimates/total cost per month:

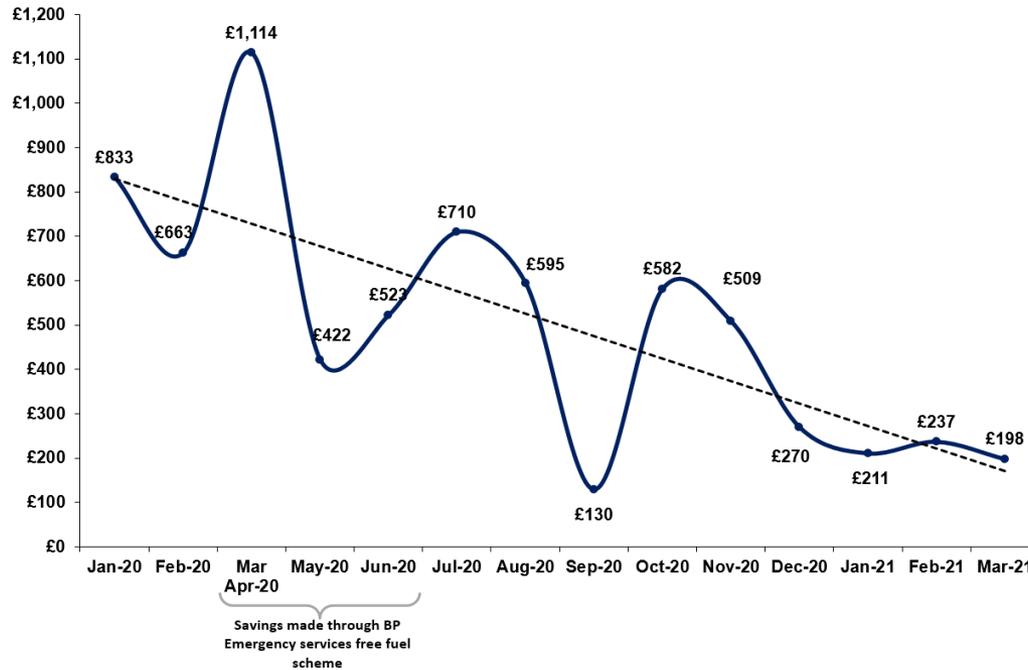


Good looks like: **Reduction: Avoidable accidents**
This is currently being defined

5. Delivering a skilled, sustainable workforce in a constantly learning and improving environment
 5.3 Establishing appropriate, available tools

Vehicle Associated Costs

Use of Premium/Super Fuel per month



Continued reduction: Premium/ Super Fuel costs & vehicle hire

Good looks like:

Vehicle Hire

	Number of vehicles on hire to end of previous month	Total cost of ongoing hire	Proportion %
South Worcestershire	4	£36,231.87	8%
North Worcestershire	0	0	0%
Herefordshire	6	£100,556.38	21%
Shropshire	6	£99,623.50	21%
Telford & Wrekin	9	£98,304.05	20%
Other	20	£147,791.84	31%
Force	45	£482,507.64	

Despite the overall decrease a number of areas are **continually using premium** fuel products for the 4th consecutive month.

It has been requested that it be **reiterated to staff** that this should not happen.

Reductions in the long term hire fleet have **been made** however, there are still a large number of vehicles within the force.

Additional scrutiny will be placed on these during the coming weeks to make **further reductions** where possible.

Recommendations Summary

Business Area	Recommendation	Owner
All	A review of all 'What Good Looks Like' with business area leads in line with the start of the new financial year	Business Area Lead
4.1 - Delivering effective core practices	Educational messages to be disseminated to officers on the application of Outcome 14 and Outcome 16 result codes.	LPA Supts.
4.1 - Delivering effective core practices	To ensure the correct application of Outcome results, direct and encourage OICS and Sergeants to use Outcome resource material featured on Intranet site: https://intranet.westmerpolice01.local/smiupload/n/17271/11446.pdf	LPA Supts.
4.2 Managing demand – policing priorities	Educational messages to be disseminated to officers on the importance of timeliness and standard of initial road collision submissions.	LPA Supts.
4.2 Managing demand – policing priorities	Corporate Comms messages around road safety inline with: <ul style="list-style-type: none"> • More people travelling on the roads • Some vehicles have not been used for sometime, so may have mechanical issues • MOT tax/insurance may have expired 	Corporate Comms
4.2 Managing demand – policing priorities	A review is carried out to determine if Child Criminal Exploitation markers are being appropriately applied	Audit Risk & Compliance

Feedback

Please forward any feedback in relation to this report to sharon.jones@westmercia.pnn.police.uk

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WEST MERCIA POLICE AND CRIME PANEL 31 AUGUST 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

- 15 September 2021 (11am)
- 25 November 2021 (11am)

Purpose of the Meeting

6. 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
31 August 2021	Draft Annual Report of the Police and Crime Commissioner for West Mercia – 2021/22		
	Police & Crime Plan Activity and Performance Monitoring Report	Every meeting	
	Work Programme	Every meeting	
15 September 2021	Draft Safer West Mercia Police and Crime Plan 2021/22		
	Police & Crime Plan Activity and Performance Monitoring Report		
	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Review of policing domestic abuse during the pandemic – 2021		
	Annual Report on Complaints		
	Work Programme		
25 November 2021	Police & Crime Plan Activity and Performance Monitoring Report		
	Work Programme	Every 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 	February	
		June	

	<ul style="list-style-type: none"> Review the PCC's proposed appointment of a Chief Constable, Chief Executive, Chief Finance Officer and/or the Deputy PCC 		
Regular items	<ul style="list-style-type: none"> Police & Crime Plan Activity and Performance Monitoring Report Work Programme Annual Report on Complaints Budget Task Group to look at precept proposals (and Medium Term Financial Plan) 	Every meeting Every meeting	
Potential items	<ul style="list-style-type: none"> Implementation of the Road Strategy (including road safety) - possible Task Group considering the Shropshire Task Group work in this area The contribution of the Police in planning applications in respect of road safety 	June 2020	