

West Mercia Police and Crime Panel

Agenda

West Mercia Police and Crime Panel

**Wednesday, 7 September 2022, 11.00 am
Parkside Hall, Bromsgrove District
Council, Parkside, Stourbridge Road,
Bromsgrove B61 0AD**

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West Mercia Police and Crime Panel
Wednesday, 7 September 2022, 11.00 am, Parkside Hall,
Bromsgrove District Council, Parkside, Stourbridge Road,
Bromsgrove B61 0AD

Membership:

Cllr Aled Luckman (Chairman)	Substantive Member - Worcestershire County Council
Cllr Barry Durkin (Vice Chairman)	Co-opted Member - Herefordshire Council
Cllr Sebastian Bowen	Substantive Member - Herefordshire Council
Cllr Helen Jones	Substantive Member - Bromsgrove District 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 Paul Watling	Co-opted Member - Telford and Wrekin Council
Cllr Graham Ballinger	Substantive Member - Wyre Forest District Council
Cllr Rob Adams	Substantive Member - Wychavon District Council
Cllr James Stanley	Substantive Member - Worcester City Council
Mrs C Clive	Co-opted Independent Lay Member
Ms B McDowall	Co-opted Independent Lay Member

Agenda

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4	Public Participation Members of the public wishing to take part should notify the Assistant Director for Legal and Governance in writing or by e-mail indicating both the nature and content of their proposed participation no later than	

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Date of Issue: Tuesday, 30 August 2022

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	9.00am on the working day before the meeting (in this case 6 September 2022). Further details are available on the Council's website. Enquiries can also be made through the telephone number/e-mail address listed in this agenda and on the website.	
5	Confirmation of the Minutes of the previous meeting To confirm the Minutes of the Panel meeting held on 15 June and 11 July 2022.	1 - 12
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Minutes of the West Mercia Police and Crime Panel

West Mercia Police HQ, Hindlip Hall, Worcester WR3 8SP

Wednesday, 15 June 2022, 1.00 pm

Present:

Cllr Aled Luckman (Chairman), Cllr Barry Durkin (Vice Chairman),
Cllr Nigel Lumby, Cllr Jeff Anderson, Cllr Roger Evans, Cllr Jim Lavery,
Cllr Helen Jones, Cllr Nyear Nazir, Cllr Graham Ballinger, Cllr James Stanley,
Mrs C Clive and Ms B McDowall

Also attended:

John Champion, West Mercia Police & Crime Commissioner
Chief Constable Pippa Mills, West Mercia Police
Gareth Boulton, Deputy Chief Executive
Tracey Onslow, Deputy Police and Crime Commissioner

Paul Kinsella, Public Health Practitioner
Sheena Jones, Democratic Governance and Scrutiny Manager
Samantha Morris, Overview and Scrutiny Manager

Available Papers

The members had before them:

- A. The Agenda papers (previously circulated);
- B. The Minutes of the Meeting held on 4 February 2022 (previously circulated).

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

427 Welcome and Introductions

The Chairman welcomed everyone to the meeting.

It was noted that Cllr Helen Jones was replacing Cllr Adam Kent as the substantive member for Bromsgrove District Council and Cllr Paul Watling was replacing Cllr Richard Overton as the co-opted member for Telford and Wrekin Council.

428 Named Substitutes

West Mercia Police and Crime Panel Wednesday, 15 June 2022
Date of Issue: 17 August 2022

Councillor Steve Reynolds (Telford and Wrekin Council) was substituting for Councillor Paul Watling.

429 Apologies and Declarations of Interest

Apologies were received from Cllrs Paul Watling (Telford and Wrekin Council), Sebastian Bowen (Herefordshire Council), Vivienne Parry (Shropshire Council) and Rob Adams (Wychavon District Council).

Councillor Helen Jones declared an interest in Item 8 – the Joint HMICFRS & Her Majesty's Inspectorate of Prisons (HMIP) Inspection Report: An unannounced inspection visit to police custody suites in West Mercia Police as she was Independent Custody Visitor for West Mercia Police. Cllr Jones withdrew from the meeting for the duration of the discussion.

430 Public Participation

None.

431 Confirmation of the Minutes of the previous meeting

The Minutes of the meeting of 4 February 2022 were agreed as a correct record and signed by the Chairman.

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

The Police and Crime Commissioner (PCC) introduced his Draft Annual Report which members of the Panel were required to review and to make recommendations on to the PCC for consideration. Following which, the PCC must then respond to any report or recommendations that the Panel has made prior to publishing the final version on the report.

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

- The Panel Chairman suggested that some more context was necessary against the performance details included in the draft report, in particular about visibility and accessibility. The PCC would take this on board, including drawing out the focus he had placed on this in the holding to account meetings with the Chief Constable
- In the section about 'Putting Victims and Survivors First', a member queried whether continuity of the Sexual Abuse and Violence Navigator post could have been secured through direct funding. The PCC explained that, whilst important, there were other potential avenues for funding and a suite of services were available to provide the range of interventions that victims might need to access. He would provide more detail to the Member outside of the meeting

- A member queried whether there were any issues preventing domestic abuse cases going to court. The Deputy PCC reported that all partners involved were committed that cases were prosecuted successfully, but an evidence threshold had to be met.
- With reference to the statistics on page 19 of the report about an increase in homicide cases and the impact on demand and resources in the Force, a member asked the PCC what plans were in place to address this type of event. The PCC responded that investigative capacity had been a central aspect of his budget and he had been reassured in holding to account work that there was flexibility to stand up parts of the major investigations team and stand down other resource. Improvements in areas such as the forensics capability also demonstrated the improvements being made in productivity. However, a high-profile case in Shropshire was having a major impact on the Force currently
- In response to a query about whether it was appropriate for the PCC to fund CCTV, as set out on page 27 of the report, the PCC outlined examples of where he considered certain initiatives would not happen without his involvement. He viewed his role as being part of a coalition to fund initiatives and address community concerns, where other sources of funding were limited.

At the conclusion of the discussion, it was agreed that the Panel would prepare a report to the PCC with comments on the draft Annual Report.

433 Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Inspection Report: PEEL 2021/22 - An Inspection of West Mercia Police

The PCC introduced the Report and circulated a copy of the Monthly Assurance Meeting notes from May 2022. These highlighted the action and rigour being taken in response to the Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspection findings of the effectiveness, efficiency and legitimacy (PEEL) of West Mercia Police as part of its PEEL inspection programme of all police forces within England and Wales (published April 2022).

HMICFRS assessed the Force on nine different areas of policing, of which 8 were graded in the report, as follows:

- Preventing crime - good
- Treatment of the public, protecting vulnerable people, managing offenders and developing a positive workplace - adequate
- Investigating crime, responding to the public, good use of resources - requires improvement.

During the discussion, the following main points were made:

- In response to a Members suggestion that the report was not good, the PCC explained that there had been some changes in the

inspection methodology which meant that it was not possible to make direct comparisons between the grades awarded in this inspection with those from the 2018/19 report. The PCC explained that West Mercia's performance was middle of the road, neither good nor damning. Regular updates would be provided to the Panel.

- A Member referred to the onsite fact-finding visit which had culminated in hot debrief session (paragraph 10 of the report) and questioned how the actions identified were being dealt with. The PCC explained that the HMICFRS Liaison Officer in the Force was a conduit to ensure that the actions were being fed into West Mercia Police and the governance processes.
- AFI9 and 10 relating to protecting vulnerable people (currently rated as adequate) were discussed. AFI9 was about data mapping and improving data flow which the PCC explained would take a while to achieve and AF10 was concerned with the appropriate use of Domestic Violence Protection Notices and Orders, which the Force had been promoting the use of.
- The PCC explained how the HMICFRS Inspection process worked, including the pre-inspection process, strategic briefing, inspection activity, hot debrief and the reporting and publication process.
- The PCC confirmed that it was expected that investigating crime (an area which required improvement) would have been flagged as an area of weakness.
- A Member sought assurance that by the time of the next inspection, improvements would have been made. The PCC reassured the Panel that he was confident that the Force could do better and that there would be improvements by the time of the next Inspection but if not, the Panel could hold the PCC accountable.
- With regard to AFI2 (stop and search), in order to ensure parity across all areas of West Mercia, the Force had reviewed and rewritten the data pack used for stop and search to ensure that elements were overlaid to better understand disproportionality. In addition, a database had been developed and was being tested.
- In response to a Member's request for the detailed improvement plan (action tracker) on the progress made against the recommendations from this Report, the PCC agreed to work with Officers to see how this could be shared.
- A Member questioned how the PCC ensured quality assurance in terms of the delivery of improvement and was advised that the Chief Constable invited staff from the Office of the PCC to observe meetings and this was overseen by the Senior Policy Manager.
- The PCC confirmed that he was assured that the Service Improvement Board (SIB) was effective. The tracker was subject to ongoing scrutiny through the SIB, chaired by the Deputy Chief Constable, attended by key stakeholders from each of the service areas and the PCC's Senior Policy Manager.

Joint HMICFRS & Her Majesty's Inspectorate of Prisons (HMIP) Inspection Report: An unannounced inspection visit to police custody suites in West Mercia Police

The PCC introduced the Joint HMICFRS & Her Majesty's Inspectorate of Prisons (HMIP) Inspection Report: An unannounced inspection visit to police custody suites in West Mercia Police. Some of the findings of the Inspection were disappointing, however the PCC was assured that the Force had the necessary practices and processes needed to make the changes to improve services. The Panel was referred to the notes of the Monthly Assurance Meeting for May 2022 which detailed the action being taken to address the concerns from the Inspection and the PCC advised that there would be appropriate investment in Estates. It was noted that a temporary Superintendent had been appointed to the Custody function.

The PCC reported that the Home Secretary would be advised of the action being taken to address the areas for concern identified in the Report.

During the discussion the following main points were made:

- A Member referred to the 2014 Inspection and questioned why of the 29 recommendations made during the 2014 inspection 10 were outstanding. The PCC reminded the Panel that the last inspection was a joint inspection, due to the West Mercia/Warwickshire Alliance and referred to the detailed action plan to in place to address the current areas of concern.
- With regard to providing support to people in a mental health crisis (pre-custody), the PCC explained that there was a very clear process for handling calls when they come into the Operational Control Centre, where there were Vulnerability Officers employed to signpost to the appropriate services as needed.
- The PCC agreed with the suggestion that the cost of living crisis could result in an increase in crime.
- A Member queried the cause of concern related to use of force in custody. The PCC explained that this was a very controlled environment with CCTV/video recording and that the concern could be about the recording rather than the actual use of force. The PCC further explained that West Mercia had an Independent Custody Visitor Scheme which he had requested be refreshed.
- It was noted that the report suggested that more support was required from local authorities to improve the provision of alternative accommodation for children who were charged and refused bail. The DPCC advised that where children were with the Police for a period of time, contact would be made with the relevant local authorities to ensure that appropriate support was provided by Social Workers. On occasions this could take time to arrange due to shift patterns and working practices.

435 Police & Crime Plan Activity and Performance Monitoring Report

The Panel received an update on the activity undertaken by PCC in support of his Safer West Mercia Plan.

It was noted that after six years of working alongside the PCC, the Deputy PCC had announced her decision to step down from the role and would leave the PCC's office in June. The Chairman thanked the Deputy PCC for the support provided to the Panel during her tenure and wished her well for the future.

In addition, since the last Panel meeting, the Chief Executive had also left the organisation. Both roles had been externally advertised and would be subject to open and transparent recruitment processes. In accordance with legislation, the preferred candidate for each post would be subject to a confirmation hearing by the Panel. The Deputy Chief Executive was fulfilling the statutory duties of the Chief Executive until the successful applicant took up their post.

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

- In response to a Member question about whether any government funding was available to West Mercia Police for Operation Lincoln (the Ockenden Review into maternity services at the Shrewsbury and Telford Hospital NHS Trust), the PCC advised that the support already provided by the Home Office was welcomed and further discussions were taking place which the Panel would be updated on in due course.
- The Panel was pleased to note that the termination of all remaining ICT services hosted by West Mercia in support of Warwickshire Police had been mutually agreed. West Mercia would no longer be providing ICT support to Warwickshire as of the end of June this year. This would enable West Mercia to have a much greater focus on its own digital transformation.
- With regard to Police Officer uplift, it was noted that national data had assessed the force as 'on track' to deliver the final year of officer uplift. However, due to a reduction in applications and an increase in attrition rates; the student officer pipeline needed to be carefully monitored to ensure this was not at risk. The PCC confirmed that this was on his radar.
- A draft Estates Strategy had been developed in conjunction with West Mercia Police and would go out for public consultation in the very near future. The Panel would be updated at its meeting in September.
- A Member suggested that the firearms range was not fit for purpose, in response the PCC advised that a business case was being developed to address this.

436 Work Programme

It was noted that an additional meeting would need to be arranged for the confirmation hearing of the Chief Executive and Deputy Police and Crime Commissioner.

The meeting ended at 2.45 pm

Chairman

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Minutes of the West Mercia Police and Crime Panel

County Hall, Worcester

Monday, 11 July 2022, 10.00 am

Present:

Cllr Roger Evans, Cllr Rob Adams, Cllr Graham Ballinger, Cllr Marc Bayliss, Mrs C Clive and Cllr Jim Lavery

Also attended:

John Champion, West Mercia Police & Crime Commissioner
Paul Benfield, Office of the West Mercia Police and Crime Commissioner
Gareth Boulton, Deputy Chief Executive

Tim Rice, Senior Public Health Practitioner
Sheena Jones, Democratic Governance and Scrutiny Manager
Samantha Morris, Overview and Scrutiny Manager

Available Papers

The members had before them:

- A. The Agenda papers (previously circulated).

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

437 Welcome and Introductions

The Democratic Governance and Scrutiny Manager welcomed everyone to the meeting.

438 Named Substitutes

Cllr Marc Bayliss (Worcestershire County Council) for Cllr Aled Luckman.

439 Election of Chairman

Cllr Roger Evans was elected as Chairman.

440 Apologies and Declarations of Interest

Apologies were received from Cllrs Aled Luckman, Barry Durkin, Tom Wells, Nigel Lumby, Vivienne Parry, James Stanley and Beth McDowall (Independent Lay Member).

There were no declaration of interests.

441 Public Participation

None.

442 Confirmation Hearing - Chief Executive of the Police and Crime Commissioner's Office

The Panel was asked to consider the Police and Crime Commissioner's (PCC's) preferred candidate, Gareth Boulton, for the role of Chief Executive and Monitoring Officer to the Police and Crime Commissioner.

In doing so, the Panel was required to satisfy itself that the preferred candidate selected by the PCC had the professional competence to undertake the role and had significant personal independence to be able to act operationally independently of the PCC.

The PCC introduced the report which provided an overview of the appointment process that was undertaken between May and June 2022 by the PCC to select the preferred candidate.

The PCC must under the Police Reform and Social Responsibility Act 2011 (Act) notify the Panel of the preferred candidate for appointment as Chief Executive Officer. As per Schedule 1 of the Act the PCC provided the following information to the Panel:

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

Also provided for the Panel's consideration were the details relating to:

- i) The recruitment, application and interview process;
- ii) The candidate recruitment pack including the role profile and person specification;
- iii) The criteria used for assessment;
- iv) CV/covering letter of the preferred candidate.

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

- There were 8 applicants for the role, of which 3 were interviewed.
- It was confirmed that the post was politically restricted.
- A Member noted that the PCC's preferred candidate (Gareth Boulton) was the current Deputy Chief Executive and questioned whether

consideration had been given to appointing from outside the organisation. The PCC confirmed that this was an area that he had given careful consideration to but believed that having the appropriate skills and competencies was most important and the preferred candidate had a very clear pitch to focus on resources to make them more efficient.

- Gareth Boulton (current Deputy Chief Executive and the PCC's preferred candidate) was welcomed to the meeting.
- A Member questioned how Gareth would develop his relationship with the Panel. He believed that understanding, trust, respect, openness and honesty were the starting blocks to build upon. He believed in the value of good Scrutiny and planned to continue to engage with the Chairman, Vice-Chairman and support officers to the Panel to best effect.
- In terms of the Deputy Chief Executive role, it was confirmed that this vital role which fulfilled a key function and provided resilience would be backfilled. Moving forward there would be more focus on strengthening governance. It was hoped that a Deputy would be in post by the end of the calendar year.
- Gareth provided the Panel with examples of what had gone well and not so well whilst in post as Deputy Chief Executive.
- A Member highlighted the importance of the independence of the Chief Executive and questioned how this would be achieved. Gareth advised the Panel that he had the rigour and confidence to be independent from the PCC, some of the skills for which had been gained from his previous experience of working for BBC Wales. He believed that the role of critical friend was very important and planned to take a colligative approach.
- In response to the request for an example of giving truth to power, Gareth explained a situation in respect of the dissolution of the West Mercia/Warwickshire alliance where it was necessary to take a different approach to the preferred approach suggested by the Home Office.
- In terms of the recruitment to the post of the Deputy Chief Executive, it was important to ensure stability where possible given the recent organisational changes eg appointment of a new Treasurer, departure of the Deputy PCC but also to ensure that unit was high performing and understanding of what good looked like.
- It was confirmed that the Chief Executive and Monitoring Officer role were combined.
- A Member requested that future reports were more concise, an area that the Gareth agreed to focus on.

The Panel were supportive of Gareth Boulton's appointment as Chief Executive and Monitoring Officer for the PCC. The Panel was satisfied that Gareth Boulton had the professional competence to undertake the role and had significant personal independence to be able to act operationally independently of the PCC.

A report from the Panel would be provided to the PCC.

The meeting ended at 11.00 am

Chairman



WEST MERCIA POLICE AND CRIME PANEL 7 SEPTEMBER 2022

CONFIRMATION OF DEPUTY POLICE AND CRIME COMMISSIONER

Recommendation

- 1. That the Panel considers the Police and Crime and Commissioners (PCC's) preferred candidate Marc Bayliss for the Deputy Police and Crime Commissioner role in West Mercia.**

Executive Summary

2. The purpose of this report is to enable members of the Police and Crime Panel (PCP) to consider the PCC's proposed appointment of a new Deputy PCC.
3. In doing so, the Panel must satisfy itself that the preferred candidate selected by the PCC has the competence to undertake the role.
4. Following a rigorous selection process, Marc Bayliss has been identified by the PCC as his preferred candidate for the Deputy PCC role, subject to confirmation by the Panel.

Introduction and background

5. By virtue of s18 of the Police Reform and Social Responsibility Act 2011 (the Act) the PCC may appoint a person to be the Deputy PCC. Under the Act the Commissioner must notify the Panel of the preferred candidate for appointment. 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.
6. The Deputy PCC role was vacated by Tracey Onslow, who retired in July 2022.

Advertisement and Application Process

7. The post was openly advertised for a number of weeks, via PCC communications platforms, including social media, website and newsletter. The vacancy was also shared with a range of local partners for their own circulation within networks.

8. Prospective candidates were required to submit a tailored CV setting out their work history, responsibilities and achievements as they relate to the role, along with a covering letter setting out their experience against the person specification.

9. Copies of the role profile and an information pack were also provided, as set out in Appendix A.

Criteria used for selection

9. A total of nine applications were received across two rounds of recruitment. These applications were reviewed for shortlisting by the PCC and his Chief Executive and Monitoring Officer (CEO) against key criteria from the role profile and person specification. These included:

Knowledge	Skills	Experience
<ul style="list-style-type: none"> • Crime and policing strategy and policy and PCC vision • Local and community issues, covering large geographical areas, often with different issues and complexities in rural and urban issues • Governance and finance matters. 	<ul style="list-style-type: none"> • Leadership • Chairing meetings • Networking with community interests • Problem solving • Holding to account • Strategic budget management • Communication with citizens and local groups 	<ul style="list-style-type: none"> • Senior experience in governance of a public body • Experience of community engagement and representing communities' views • Proven experience of building effective strategic relationships • Proven experience of persuading and influencing at the highest level • Successful delivery of major organisational change

Stakeholder Interviews

10. Interviews were conducted in a two stage process.

11. Shortlisted applicants were first invited to be interviewed by a stakeholder panel. This panel consisted of:

- Sue Coleman, Chief Executive, West Mercia Women's Aid
- Roger Phillips, Vice-Chair of Hereford & Worcester Fire and Rescue Authority and former leader of Herefordshire Council
- Tracey Onslow, Cabinet Member at Worcestershire County Council, Wyre Forest District Councillor, and former DPCC.

12. Copies of questions are provided in Appendix B.

13. A previous recruitment round saw stakeholder involvement from West Mercia Police, Shropshire Council and Wychavon District Council. The offer was also made to the PCP as to whether it wished to form part of the stakeholder panel.

14. All interviews were observed and supported by the PCC's CEO.

15. The Panel was asked to consider whether individual candidates met the criteria to be considered appointable to the role. The Panel was asked for observations and recommendations to the PCC. The Panel was able to recommend up to three candidates to proceed in the process, but could equally recommend zero, one, or two candidates if it deemed appropriate.

16. Observations and recommendations from the Panel were captured by the CEO and provided as summary reports to the PCC for his consideration. The PCC supported the recommendations of both stakeholder Panels in full.

17. For candidates recommended by the Panel, a further interview was then offered with the PCC and CEO. A copy of interview questions is included at Appendix C.

18. In each case, scoring was done against the standard five point scale used in the OPCC. A copy of the scoring criteria is attached at Appendix D.

Preferred Candidate – Marc Bayliss

19. At the end of the process, Marc Bayliss was identified as the PCC's preferred candidate.

20. Please refer to Appendix E for their CV/covering letter. Please note that Appendix E is an exempt item and not for publication.

Terms and Conditions of appointment

21. The appointment will commence on 26 September 2022 subject to confirmation by the PCP. Marc will be required to sign the Official Secrets Act, agree to the Police and Crime Commissioner's Code of Conduct and achieve and maintain management vetting.

22. The full-time equivalent (FTE) salary for the post is £51,000. It has been agreed that Marc will provide 0.7 FTE, giving a pro rata salary of £35,700 per annum.

Supporting Information

23. The following supplementary information is included as part of this report:

Appendix A – Candidate Pack including the Job description and Person specification

Appendix B – Stakeholder Panel Questions

Appendix C – PCC interview Questions

Appendix D – Scoring Criteria

Appendix E – Marc Bayliss CV/covering letter **EXEMPT**

Contact Points for the Report

For the Police and Crime Panel: Sheena Jones, Democratic, Governance and Scrutiny Manager, Worcestershire County Council

Tel: 01905 844871

Email: sjones19@worcestershire.gov.uk

For the Police and Crime Commissioner: Gareth Boulton, Police and Crime Commissioner Chief Executive

gareth.boulton@westmercia.pnn.police.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](#)



Deputy Police & Crime Commissioner Information Pack

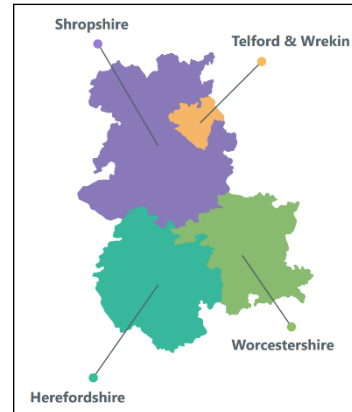
July 2022

General information

West Mercia is the fourth largest geographic police area in England and Wales, covering 7,428 square kilometres. Our communities cover three counties: Herefordshire, Shropshire (which includes Telford & Wrekin) and Worcestershire with more than 1.2 million people living in the areas served by the PCC and West Mercia Police.

Whilst many of its communities are rural there are significant urban areas and small areas of social deprivation that are among the 10 percent most deprived areas nationally.

The force area is bordered by a mix of predominantly rural areas in parts of Wales, Gloucestershire, Staffordshire and Warwickshire, along with the large, more urban metropolitan area of the West Midlands.



The Police and Crime Commissioner

John Champion was elected for a second term as Police and Crime Commissioner (PCC) for West Mercia in May 2021. He was first elected to the role in 2016.

John has a background as the leader of Wyre Forest District Council in Worcestershire, as well as a cabinet member for Worcestershire County Council. He has also worked in the private sector, including in a high security prison.

As PCC he is the national lead for Equality, Diversity and Inclusion within the Association of PCCs.

John is supported by a public office, along with two Assistant PCCs.

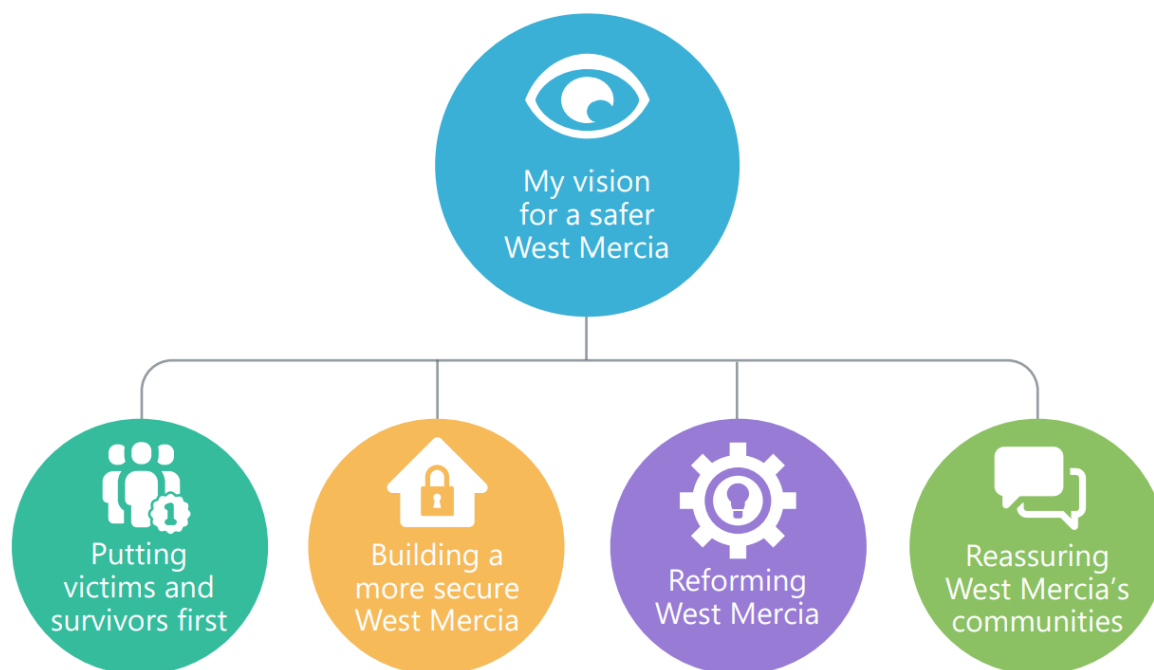
The Safer West Mercia Plan

The Safer West Mercia Plan sets out the PCC's key strategic aims & commitments.

The central pillars of the plan have been and continue to be:

1. Putting victims and survivors first
2. Building a more secure West Mercia
3. Reforming West Mercia Police
4. Reassuring West Mercia's communities

A new Safer West Mercia Plan was developed and published following the PCC elections in 2021. It is available to read in full on [the PCC's website](#). A summary overview is provided below:



Outcomes

Victims and Survivors recover from the harm suffered.

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

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

Outcomes

Communities experience less harm and more positive criminal justice outcomes.

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

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

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

Outcomes

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

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

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

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

Communities live safe from crime, disorder and danger.

Outcomes

Communities live safe from crime, disorder and danger.

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

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

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

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

Improved social cohesion, public trust and confidence.

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

The workforce better reflects the community it serves.

The Office of the Police and Crime Commissioner

The Office of the PCC (OPCC) in West Mercia combines and is primarily structured around conventional statutory functions including governance, commissioning, finances and engagement. It also incorporates ownership and management of estate services across West Mercia, which was incorporated into the OPCC function in April 2021.

In 2022/23, the OPCC has a total operating budget of £20m. This includes all estates budgets, commissioning and grants, and costs of approximately 70 members of staff.

The OPCC also hosts the Youth Offending Service in West Mercia on behalf of the four constituent top tier authorities.

The PCC set a total budget in 2022/23 of £260.5m. Full details of the PCC's budget can be found [here](#).

Further information about the PCC and OPCC activity is available on the [Commissioner's website](#). The role and function of PCCs is [set out here](#).

West Mercia Police

West Mercia Police is led by Chief Constable Pippa Mills, who joined the force from Essex Police in September 2021, where she had previously served as Deputy Chief Constable.

The remainder of the Chief Officer team is comprised of Julian Moss (Deputy Chief Constable), Rachel Jones (Assistant Chief Constable), Richard Cooper (Assistant Chief Constable) Rachel Hartland-Lane (Director of Business Services), and Richard Muirhead (Director of Commercial Services).

The Chief Constable is operationally independent from the governance and all other bodies.

Policing West Mercia

Information relating to the policing of West Mercia Police can be found on the force's website <http://www.westmercia.police.uk/>

West Mercia Police has a Local Policing Community Charter, [which can be found here](#):

West Mercia is split into five local policing areas:

- Shropshire
- Telford & Wrekin
- Herefordshire
- North Worcestershire
- South Worcestershire

A superintendent is appointed as commander within each policing area, overseeing both response and Safer Neighbourhood Team policing.

Specialist police services are centralised and deployed as appropriate across the force area.

Significant investments in growing police numbers have been made in recent years, taking the total establishment to 2,447 officers in 2022/23, almost the highest number on record.

Information on police performance and recent inspections is available via a range of sources including [HMICFRS](#) and the [ONS](#).

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July 2022

Dear candidate,

My commitment to the people of West Mercia is a simple one: I will work tirelessly to make our communities even safer places to live in, work in and visit. I need a new Deputy PCC to work alongside me who shares that commitment; somebody who shares my vision for building a safer West Mercia, and then the drive, determination and skills to make that vision a reality.

Communities have always been, and must continue to be, at the heart of policing. Communities must also be able to have confidence and trust in the service they receive from their police. As one of the largest geographic policing areas in the country the communities making up West Mercia are diverse, as are their needs. I must engage effectively and consistently to ensure that voices of all these communities are heard and that their needs are understood. Crucially those things must then be reflected and addressed in my activity as Commissioner as well as the police force and other partners.

These principles of engaging with and understanding our communities are particularly vital when it comes to victims of crime. As Commissioner I am committed to putting victims and survivors first, and ensuring they get the services and support they need. Whether it is challenging the police force to ensure consistently high standards of service, or ensuring best use of resources in commissioning the services that help victims cope and recover from their ordeal.

Significant steps have been taken in recent years to set West Mercia Police up to succeed as an efficient and effective force. I have supported major investments in increased officer numbers, new technology and improvements to police estates. I have worked with the Chief Constable to make sure partnerships work to the benefit of our communities and re-established the control we need of our resources to ensure they are best placed to deliver for the public. We need to make sure we capitalise on the opportunities created and realise the

maximum return on investment on behalf of the communities we serve. Particularly as we seek to prevent more crime from happening in the first place. This will require strong governance, strong engagement and the right resources from myself as Commissioner and those around me.

There is great potential in West Mercia, and with just a three year term as PCC there is no time to waste in continuing to make good on the promises I have made to our communities. We have a well-resourced police force that is continuing to grow in officer numbers. Reform across the police force at the end of the policing alliance with Warwickshire has created a real opportunity to re-establish West Mercia Police as a high performing service. Our communities are supportive of their police force and want to support it in keeping people safe. Clearly though there is more work to be done to reduce and prevent crime, deliver better services to victims, build more effective relationships with partners, and rebuild connections with communities. I need an effective, enthusiastic and astute Deputy to share this vision and help make it a reality.

Thank you for your interest in the role. I hope you share my view that it represents a real opportunity to achieve the best for the public and our communities. If you have any questions or require any further information please do not hesitate to get in touch.

Yours sincerely,

A handwritten signature in black ink that reads "John Campion". The signature is written in a cursive style with a long horizontal stroke at the end.

John Campion
Police and Crime Commissioner
West Mercia

Candidate Information

Further information on the PCC and the police force is set out in the separate West Mercia information pack.

Information is also available via their respective websites, which are www.westmercia-pcc.gov.uk and www.westmercia.police.uk

Selection process

Applicants should submit a CV together with a covering letter of no more than three pages addressing the person specification by email to: OPCC@westmercia.police.uk by midday on Friday 29th July 2022. Please mark them for the attention of Gareth Boulton.

Candidates' applications will be acknowledged by email.

If you are interested in a preliminary informal conversation with the PCC and / or the Chief Executive, this can be arranged by contacting the OPCC via the email above or by calling Maria Willmott on 01905 331 656.

Shortlisted applicants will be informed by no later than Tuesday 2nd August and will be invited to attend initial interviews with a stakeholder panel. These are scheduled to take place on Wednesday 10th August 2022 at West Mercia Police headquarters, Hindlip. A second round of interviews will follow for successful candidates on Tuesday 16th 2022, with the PCC.

An interview schedule will be provided. Candidates should expect this to include the need to develop and deliver a presentation. The selection process will be designed to explore the behaviours and core competencies set out in the job profile and person specification in this pack.

Terms of Appointment

The Deputy PCC role is advertised as a single full time equivalent post (37 hours per week). Consideration would be given for candidates wishing to undertake the role on a part-time basis, either at 0.6 or 0.8 FTE, subject to negotiation and agreement with the PCC. There are no opportunities for job sharing as part of this role.

The successful candidate will formally be based within the Office of the PCC at Hindlip, Worcester. A flexible approach would be considered for candidates based more remotely. However, an appropriate degree of physical office presence at Hindlip would still be required in any scenario.

The Deputy PCC will be appointed on a fixed term contract, co-terminus with the PCC's term of office. The Deputy PCC will be a member of employed staff, but will not be politically restricted, as afforded by legislation.

The post holder will be subject to standard West Mercia / OPCC terms and conditions, and will be required to achieve and maintain appropriate vetting. The preferred candidate will also be required to complete a medical questionnaire.

The Deputy PCC would be responsible to the Chief Executive in respect of all formal contract

and employment matters. However it is acknowledged that by its nature, the Deputy PCC role will be closely aligned with and accountable to the PCC in respect of day-to-day activity.

Role Profile



Role Profile

POST TITLE:	Deputy Police and Crime Commissioner
SALARY:	£51,000 pro rata (FTE)
DIRECTORATE:	OPCC
RESPONSIBLE TO:	Police and Crime Commissioner
LOCATION:	Hindlip
TIME COMMITMENT:	24 to 37 hours per week, subject to negotiation
JOB PURPOSE:	To support and share the responsibilities and vision of the PCC. To help the PCC implement and deliver effective policing and crime reduction initiatives across West Mercia.

MAIN RESPONSIBILITIES:

<ol style="list-style-type: none"> 1. To support the Commissioner, as required, including summarising and briefing the PCC on key issues 2. Seeking and representing the views and concerns of the people of West Mercia through a range of means including attending relevant meetings on behalf of the Commissioner 3. Representing these views to the Commissioner and staff so that they may be reflected in the work of the Commissioner 4. Reporting back to the people of West Mercia on behalf of the Commissioner 5. To develop an enhanced understanding of the political landscape in West Mercia and to lobby and influence political stakeholders to support PCC policy. 6. To represent the views of the Commissioner to all relevant stakeholders, including media and politicians 7. Hold portfolios of work as required by the Commissioner 8. Develop, promote and maintain effective working relationships with key internal and external stakeholders, staff associations, unions and external collaborative partners and organisations as required, in order to further the aims and objectives of the PCC 9. Support the PCC with the development and shape of the future strategy 10. To support the PCC in the development and delivery of a community engagement and partnership strategy. 11. To undertake other duties commensurate with the nature, level of responsibility and grading of this post, as required.

Special Conditions:	This is not a politically restricted post.
Security level:	The post holder is required to sign the Official Secrets Act The post holder is required to achieve and maintain Management Vetting throughout their appointment.

PERSON SPECIFICATION

Knowledge:

- Crime and policing strategy and policy and PCC vision
- Local and community issues, covering large geographical areas, often with different issues and complexities in rural and urban issues
- Governance and finance matters.

Experience:

- Senior experience in governance of a public body and governing board membership (essential)
- Experience of community engagement and representing communities' views
- Proven experience of building effective strategic relationships with multiple stakeholders
- Proven experience of persuading and influencing at the highest level
- Committed to quality outcomes for all stakeholders in community safety, including victims, witnesses and offenders.
- Participation in successful delivery of major organisational change
- Willing to embrace change and maximise positive outcomes for stakeholders and the community
- Involvement in case work and complaints

Skills:

- Leadership
- Chairing meetings
- Networking with community interests
- Problem solving
- Holding to account
- Strategic budget management
- Communication with citizens and local groups
- Working with Chief Constable and other senior officers
- Proficient use of IT and of Office software
- Full driving licence

Personal Attributes:

- Selflessness
- Honesty and integrity
- Objectivity
- Accountability
- Openness
- Personal judgement
- Respect for others
- Leadership

Appendix B – Stakeholder Panel Questions

Presentation	Rating	
<p>“How you would support the PCC to prevent crime in West Mercia through effective partnership work”</p>		

Question 1	Rating	
<p>Considering the full context of the PCC role, what do you think are the key challenges and opportunities for the Commissioner in his term of office?</p> <p>How would you look to support the Commissioner in addressing these issues?</p>		

Question 2	Rating	
<p>What are the fundamentals of building good relationships with partners and stakeholders? How have you done this as a senior leader in an organisation?</p> <p>How have you dealt with senior figures in partner organisations when things have gone wrong?</p>		

Question 3	Rating	
<p>Can you tell us about a time when you have held a senior governance role and successfully driven major organisational change?</p>		

Question 4	Rating	
<p>Good commissioning of effective services is a fundamental and growing part of the PCC’s role.</p> <p>What do you believe constitutes good commissioning? And how would you ensure effective scrutiny and governance of this key area of business?</p>		

Question 5	Rating	
<p>How do you use public engagement to effectively inform, influence and enrich work within a public body?</p> <p>How would you strengthen the public voice within the PCC’s work to improve outcomes for communities?</p>		

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Appendix C – PCC Interview Questions

Question 1	Rating	
<p>What's your understanding of the purpose of the PCC role?</p> <p>How would you add value to that purpose as Deputy PCC? What does that look like at a practical level?</p>		

Question 2	Rating	
<p>Highlight a couple of elements of the Safer West Mercia Plan that you feel are particularly important, and take me through how you would support me to deliver them within the next two years?</p>		

Question 3	Rating	
<p>What does good governance look like to you in an organisation?</p> <p>How would you work with me to improve its impact in West Mercia?</p>		

Question 4	Rating	
<p>What's your understanding of the politics within and affecting West Mercia?</p> <p>How do you successfully operate within that environment to deliver PCC priorities?</p>		

Question 5	Rating	
<p>A key part of the role is representing the views of the PCC to stakeholders, including the public, partners and media.</p> <p>How do you ensure you are doing that appropriately and accurately?</p> <p>Somebody at a meeting asks you a question about funding support for a low level local project. As Deputy, do you have faith that the PCC will support any answer you provide and give a clear answer, or do you defer to seek guidance from the PCC?</p>		

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Appendix D – Scoring Criteria

RATING	CRITERIA
5	Provides evidence in breadth and depth to exceed the standard required for the role.
4	Provides quality evidence supplementary to that required for the role.
3	Provides sound evidence, indicating an acceptable level of competence for the role.
2	Provides evidence which is generally acceptable. Some shortcomings.
1	Serious shortcomings in quality of evidence provided. Provides evidence that falls below that required for the role.

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of the Local Government Act 1972.

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of the Local Government Act 1972.

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WEST MERCIA POLICE AND CRIME PANEL 7 SEPTEMBER 2022

ESTATES STRATEGY CONSULTATION

Recommendation

1. Members are invited to note this report.

Background

2. The Police and Crime Commissioner (PCC) published his Draft Estates Strategy on the 27 April 2022. The Strategy was informed by engagement with senior officers in West Mercia Police and sets out plans for the police estate over the coming years to support and enable the best possible policing services for communities.
3. An online survey consultation was launched alongside the draft Strategy and closed on the 11 August. The purpose of this survey was to provide local communities and the wider police force within West Mercia the opportunity to have a say on the proposals set out in the Strategy.
4. A range of communication tools were used to promote the consultation to communities across West Mercia. A number of press releases were issued for the consultation, these were shared on social media via the West Mercia PCC Facebook and Twitter pages. Regularly issued PCC Newsletters also highlighted that the survey was open. The survey was also promoted internally within West Mercia Police, with all staff encouraged to submit their views via the survey.
5. Press releases were covered by a number of media outlets and generated some correspondence from concerned members of the public about the proposals to close some police buildings. For example, the proposed closure of Dines Green, Worcester led to correspondence to the PCC and received local media coverage.
6. In total, 197 responses were received from the online survey.
7. West Mercia Police submitted a separate response offline providing a comment on every current operational police building. The force response was generally supportive to most of proposals but made further comments on Dines Green, South Wye, the Northern Hub and Wellington.

Summary of findings

8. The first question asked if the proposals in the Strategy would make it easier to access police services. The majority of respondents disagreed (56%) with this whilst 41% agreed.
9. When asked whether it was important that savings made on police buildings would be reinvested back into operational policing, over half of respondents (53%)

agreed. Around 30% disagreed.

10. The majority (78%) agreed that police and partners should work together where possible to achieve good value for money.

11. 51% of respondents did not feel reassured that police stations would not be closed until an alternative had been provided and agreed with the community, whilst 33% did.

12. More than half (56%) of respondents agreed that it was helpful to know about the core principles underpinning decisions made about the estate, with only 11% of respondents disagreeing.

13. The last two questions provided respondents the opportunity to give further comments in a free text box.

14. The first free text question asked if there was anything further relating to the PCC Estate Strategy that respondents wanted to highlight. It should be noted that a number of the comments referred to more than one theme and that there is a degree of subjectivity in the interpretation of each comment.

15. Key points identified from responses are listed below;

- a. A lack of clarity around the new Northern Hub including where it would be located and how it would service and impact policing for residents.
- b. Buildings not being fit for purpose due to being run down or at capacity.
- c. Closure of Dines Green, South Wye and Wellington police sites. Concerns relate to the impact removing police stations could have on local crime and anti social behaviour (ASB) levels, and perceptions of safety for communities.
- d. General comments were made around the need for police to be visible and accessible in local areas.

16. The second free text question asked '*How do you think I should be prioritising the resources I have available*'? Common themes are listed below;

- a. **Police visibility and accessibility** - most comments relating to the need for greater police presence and more police stations/ front counters.
- b. **Estates** - comments relate to buildings no longer being fit for purpose or being in a state of disrepair and keeping police stations open.
- c. **Resources** - these comments cover a number of different topics but relate to using budget efficiently, location of officers/staff and IT systems.
- d. **Crime** - a number of comments reference specific crime types, namely CSE, Drugs, ASB and community crime.

Next Steps

17. The PCC is currently reviewing the feedback from the consultation and will engage further with West Mercia Police around operational requirements.

18. Feedback from the consultation will be used by the PCC to inform any amendments to the draft Estates Strategy prior to its publication.

Contact Points for the Report

For the Police and Crime Panel: Sheena Jones, Democratic, Governance and Scrutiny Manager, Worcestershire County Council
Tel: 01905 844871
Email: sjones19@worcestershire.gov.uk

For the Police and Crime Commissioner: Gareth Boulton, Police and Crime Commissioner, Chief Executive
gareth.boulton@westmercia.pnn.police.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](#)

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WEST MERCIA POLICE AND CRIME PANEL 7 SEPTEMBER 2022

POLICE & CRIME PLAN ACTIVITY AND PERFORMANCE MONITORING REPORT

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.

Delivery Plan and Assurance

3. A delivery plan is used to support monitoring and assurance of progress against individual elements within the plan and is scrutinised at the PCC's monthly governance meetings.
4. Examples of recent activity in support of the Safer West Mercia Plan's four key objectives, are set out in the following sections. This includes a final update on the Alliance withdrawal in the 'Reform' section.

PCC's Team Update

5. Following a positive confirmation hearing by the Panel in July, Gareth Boulton has been appointed by the PCC as the Chief Executive and Monitoring Officer in the Office of the PCC (OPCC). Gareth started in role on 25 July 2022.
6. A separate recruitment process for the Deputy PCC role has recently concluded with the PCC identifying Marc Bayliss as his preferred candidate. Further information on this appointment is contained in the Confirmation Hearing Report in the Agenda for this meeting.

Putting victims and survivors first

Ministry of Justice Funding

7. £486,205 of additional Ministry of Justice (MoJ) funding has been secured by the PCC to support victims of sexual and domestic violence to March 2025. Securing this investment supports the PCC's priority in his Safer West Mercia Plan to ensure an appropriate range of support services for every victim.

8. The successful bid to the MoJ will fund four additional ISVAs (Independent Sexual Violence Advocates) and IDVAs (Independent Domestic Violence Advisors) working with West Mercia Rape & Sexual Abuse Support Centre (WMRSASC) and West Mercia Women's Aid. The advocates and advisors will specialise in working with;

- Children and young people identified as having additional needs, who are affected by sexual violence.
- Children and young people whose abuse has been facilitated through technology.
- Men and boys who are affected by domestic abuse.
- Vulnerable children and young people who are affected by domestic abuse.

9. The additional service improvements and benefits to victims arising from the extra funding include an increased number of victims being supported to cope and recover from the harm they have suffered, ensure more vulnerable victims have better access to specialised support services and a reduction in waiting lists for support.

Prevention Strategy

10. The joint Force and PCC Prevention Strategy has now been finalised and published. As discussed in the previous report, key objectives of the strategy are fewer victims, less crime, increased public confidence in policing, and greater public involvement in preventing harm.

11. The PCC established a £1m prevention fund in the 2022/23 budget and he is considering a number of bids against this funding.

Needs assessments

12. The PCC has recently commissioned the Force's Strategic Planning and Insight Team to undertake two needs assessments. One is for a domestic abuse perpetrator and the second a children and young people's consultation aimed at informing service provision around domestic abuse and healthy relationships.

Listening to the voice of victims and survivors of serious sexual abuse and assault conference

13. In June, the PCC organised a partnership conference attended by over 60 delegates to hear experiences of victims and survivors in support of the Safer West Mercia Plan priority to 'improve responses and outcomes around domestic abuse and sexual violence'. Agencies committed to working as part of a partnership approach that gives direction for sexual assault and abuse services, including developing a whole system sexual assault and abuse services strategy (SAAS) and action plan. As a result a Sexual Assault and Abuse Partnership Board has been established which will hold its first meeting in September.

Building a more secure West Mercia

Safer Streets 4 Funding

14. In March the Home Office launched the fourth round of its Safer Streets funding. This committed an additional £50m to support areas persistently and disproportionately affected by high levels of neighbourhood crime, violence against

women and girls, fear of crime, and anti-social behaviour. These nationally recognised issues align to a number of priorities under the *Secure* objective of the Safer West Mercia Plan. In particular: 'make West Mercia a safer place by reducing crime and re-offending and 'improve responses and outcomes around domestic abuse and sexual violence'.

15. The PCC, in partnership with West Mercia Police and partners including local authorities, submitted four bids. All were supported resulting in an additional £1.7M of funding. The grants that have been awarded have also been match funded, which means the total funding going into the various projects totals £3.76 million. Examples of projects include:

- In Herefordshire an investment of almost £350,000 into a range of projects, including a local education programme for partners working in the night time economy, schools and colleges, to understand sexually harmful behaviours and new and improved CCTV and street lighting.
- In Telford and Wrekin almost £500,000 will be invested in projects including Neighbourhood Co-ordinators and Neighbourhood Enforcement Officers, an active bystander programme to challenge hidden stereotypes and toxic behaviours and improvements to CCTV and street lighting.
- In Shropshire almost £550,000 will be invested in projects including a pro-active and visible Shrewsbury Ranger Programme, security and taxi marshals and improved lighting, signage and throwlines along the River Severn.

16. In addition, nearly £400,000 will be invested in a West Mercia wide project to improve safety for women and girls.

From Harm to Hope: A 10 Year Drugs Plan to Cut Crime and Save Lives

17. In December 2021 the government published 'From harm to hope. A 10 year Drugs plan to cut crime and save lives.' The Strategy aims to reduce drug-related crime, death, harm and overall illegal drug use. The PCC has been in discussion with partners across the force area on steps needed implement the strategy at a local level.

18. Following these discussions, partners have agreed to the PCC acting as Senior Responsible Officer for two new Combatting Drugs Partnerships in West Mercia, aligned to Integrated Care Board boundaries. The PCC has allocated £100,000 of additional funding to support the work, and to ensure the harm drugs cause in West Mercia's communities is combated.

19. A more detailed report on the Drugs Strategy is on the agenda of this Panel meeting.

Independent Inquiry into Child Sexual Exploitation in Telford (IITCSE)

20. The final IITCSE report was published in July. The Inquiry, which was commissioned by Telford and Wrekin Council in April 2018, found that there were significant failings by public services, including West Mercia Police, in the handling of child sexual exploitation in the borough dating back to the mid-1980s. The report includes 47 recommendations from the inquiry Chair, Tom Crowther QC.

21. Two of the report recommendations are specifically for the PCC and relate to continued funding of CSE initiatives and changes to the PCC's holding to account

processes. The PCC has reflected on all 47 recommendations and reviewed where his office can / should influence or impact against each, both Telford and Wrekin and the whole of West Mercia. This has been developed into a draft delivery plan.

22. The recommendations arising from the Inquiry were submitted to the West Mercia Governance Board where the Chief Constable confirmed that the force are working through the report and developing a response to the recommendations.

Road Safety

23. The Safer West Mercia Plan priority to '*reduce the excessive harm associated with West Mercia's roads*' sets out the PCC's commitments to address road safety. Speeding, as well as inappropriate speed, can have a devastating impact on the safety of road users and is a concern raised by many communities across West Mercia. The number of people killed or seriously injured on West Mercia's roads remains disproportionately high.

24. 31 October 2021 saw a new average speed system go live on the A449 in Worcestershire, made possible by a significant investment from the PCC's 2020/21 Road Safety funding round. The project is a partnership between West Mercia Police, Worcestershire County Council and speed technology firm Jenoptik. The average speed system aims to influence and change driver behaviour by ensuring the speed limit is adhered to throughout the whole section of the route, 24 hours of the day.

25. The first six months of the scheme shows that 4027 viable speeding offences have been detected and, encouragingly, no injury collisions have been recorded. In addition the fixed camera scheme has allowed mobile resources that were used on this stretch of road to be redeployed to other mobile sites.

Water Safety Training

26. In partnership with the Royal Life Saving Society UK (RLSS UK) and the Home and Dry network, the PCC has provided funding for teaching resources to educate children about water safety and prevent drowning. Eight schools across Worcestershire, Shropshire and Herefordshire are piloting the resources, with the view to expand and ultimately help bring water safety education on to the curriculum nationally. Over 200 professionals have downloaded the resources online so far.

Regional Collaboration

27. The PCC works collaboratively with regional colleagues to ensure that the Strategic Policing Requirement is met and oversight of the Regional Organised Crime Unit (ROCU), National Air Police Service (NPAS), Roads Policing, Counter Terrorism (CT) and other national programmes is maintained. The PCC's commitments to regional collaboration form part of the Safer West Mercia plan commitment, 'West Mercia will form partnerships in the best interests of local communities to reduce crime and harm'. Three regional policy officers support the PCCs. Examples of regional activities include:

- Consultation around the future operating model of the ROCU. The discussion with the Head of ROCU explored the capabilities that the ROCU deploys to tackle serious and organised crime and how these wide ranging capabilities may need to change in future.

- The four PCCs held a joint confidential inquiry session on crime in prisons which reviewed progress against work previously commissioned by the PCCs. The session discussed what could be done more effectively in future to reduce crime in prisons and crime being perpetrated from inside prisons.
- A review of the regional governance arrangements across criminal justice is progressing. The work will ensure the right priorities and workstreams are being picked up at the regional level
- Work is being undertaken to look at opportunities for the 4 PCCs to work together on strategic road safety issues which are challenging all 4 force areas at present. The issue features in the PCC's Safer West Mercia Plan and is a shared priority by the other PCCs in the region. Collaboration in respect of Forensics is also being considered.

Criminal Justice

28. The PCC has become the Chair of the Local Criminal Justice Board (LCJB) following the departure of the previous Deputy PCC. The LCJB's strategic objectives are to: improve overall efficiency and effectiveness of the CJS, improve outcomes for victims and witnesses and to reduce reoffending. The PCC chaired his first meeting in August, where the LCJB focused on investigation and file quality, performance in the Magistrates' and Crown Courts.

29. A significant backlog remains in the number of Crown Court cases and the PCC continues to work with partners to seek to address this. There are now just over 1,130 Crown Court cases in the backlog which has increased slightly since the last update. One of the key issues is the lack of judges in the Midlands.

30. Another significant issue contributing to the backlog is the continued closure of the Crown Court in Hereford. No plans have been announced as yet from Herefordshire Council to reopen it, and no alternative arrangements are currently operational. The PCC is clear that it is not in the best interests of justice, or victims and witnesses for Herefordshire not to have a functioning Crown Court.

31. Overall performance in the CJS in West Mercia remains stable since the last panel report:

- The overall conviction rate in West Mercia is 86% compared to the National average of 83%
- West Mercia's Hate Crime conviction rate stands at 87% compared to the National average of 77%
- Witness Attendance rates remain the highest in the region at 85%
- West Mercia's Witness Care Units are supporting 21,000 victims and witnesses, 11,000 more than pre-pandemic levels.

Reforming West Mercia

Alliance Update

32. The termination of all remaining ICT services hosted by West Mercia in support of Warwickshire Police came into effect at the end of June. File storage is the only remaining area where West Mercia will continue to provide service to Warwickshire Police. There will be no further updates on the dissolution of the policing alliance as a result.

Police Officer Uplift

33. Included in the 2022/23 budget was a further 125 officers for West Mercia, supporting all four core strands of the PCC's strategic objectives within the Safer West Mercia Plan. 15 of these officers were allocated to Safer Neighbourhood Teams. Having due regard to the Safer West Mercia Plan, the Chief Constable has made the decision that 5 of these posts will be additional sergeants to address areas with the lowest supervisory ratios. Sergeants will be posted to Malvern, Redditch, Telford North, Shrewsbury Central and Worcester.

34. The Chief Constable has also decided that the remaining 10 additional PCs into Safer Neighbourhood Teams will be deployed in line with the top 10 Local Super Output Areas (LSOAs) on the Vulnerability Location Index (VLI) equalling 2 officers per LPA.

35. The PCC continues to monitor and scrutinise the force's delivery of the local and national uplift through monthly workforce planning boards.

Firearms Range

36. As part of the PCC's commitment to ensure West Mercia Police has the facilities to keep communities safe he has approved £16.74m for a new firearms training centre. The new facility will, subject to planning permission, be built at West Mercia Police's headquarters and will feature a 50 metre indoor range, a building search facility training area and a training school with classrooms.

37. West Mercia Police requires access to a facility of this standard in order to maintain compliance with national standards around officer training and to meet the strategic policing requirement. This is vital to ensure that the force can call upon the full range of high quality policing services when they are needed in local communities.

Estates Update

38. The consultation on the PCC's draft Estates Strategy closed at the end of July. 197 responses were gathered, including additional comments from West Mercia Police. This consultation was shared across the same platforms as the 'Your Views' survey. Further information on the estates consultation results is contained in a separate report on this Panel meeting agenda.

39. The Estates Service continues to progress major projects in respect of the proposed firearms training unit and the new combined police and fire hub at Redditch.

40. Significant resource has been committed to understanding and resolving issues around the estate and IT infrastructure, which have demonstrated capacity to cause significant problems for the Force. A historic lack of planning, maintenance and investment has been found, which will now require collaborative work with the police to address.

41. The Estates Service has also recently facilitated the move of Herefordshire's Multi-Agency Safeguarding Hub into new police premises in Hereford city centre.

Financial management

42. The process to prepare the 2023/24 budget has commenced. The PCC has set out his priorities for the following financial year and has undertaken a consultation with the public on the policing issues that affect them. This has been done at this early stage in the process to ensure that these will be reflected in the budget build process.

43. The PCC is meeting monthly with the Chief Constable to make sure there is clear understanding of how the force are building their budget to reflect the issues raised above and the Police and Crime Plan. This process will continue through the end of summer and into autumn with more detail being added to the budgets as each departments requirements are developed. Alongside the annual revenue budget the Treasurer (OPCC) will be working alongside the Director of Commercial Services (Force) on the medium term financial scenarios and capital programme. There has also been engagement with the Police and Crime Panel around enabling earlier briefing and scrutiny for the Panel during the budget build process for 2023/24. This would incorporate a briefing to the Panel in December 2022, followed by facilitating a Panel working group in December 2022 / January 2023.

44. The Finance Team are continuing to work closely with the Estates Service around large capital projects such as the recent approval of a new Firearms Training Unit and the development of the Redditch Joint Police & Fire station. They are also supporting the Estates Team to invest in the maintenance of the current estate and maximising effectiveness and efficiency.

45. Finance is also supporting the Commissioning Manager to provide an appropriate range of support services for victims and to deliver effective, early intervention and prevention for vulnerable people. Finance have supported bids and investments highlighted previously in this report.

Reassuring West Mercia's communities

West Mercia Local Policing Community Charter

46. The PCC supported West Mercia Police in launching their *Local Policing Community Charter* in March 2021, following consultation with local communities. The charter covers six key areas for improved service delivery: visibility & accessibility, responding to communities, prevention, vulnerability, relationships and partnerships. A recent review commissioned by the Chief Constable of the charter in each of the six areas, has produced a number of recommendations to ensure the charter continues to be effective and efficient as it continues to develop.

47. Monitoring of the delivery plan to support these recommendations will be via the Community Charter Delivery Group attended by a PCC representative. A copy of the Charter Delivery Plan is included at appendix 1.

PCC's media and communications

48. The PCC's public survey, 'Your Views', closed on 11th July. The survey was shared via all social media platforms, community groups on Facebook, Neighbourhood Matters, public engagement events, meetings that the PCC and Asst PCCs attended, PCC newsletter and partners. 1,407 responses were gathered. The survey is intended to inform budget priorities for both the PCC and West Mercia

Police contributing to the Safer West Mercia Plan priority 'West Mercia manages its resources to maximise value, effectiveness, efficiency and meet demand'

49. The OPCC team has attended a series of large scale planned public events. More events will take place from September onwards. These will include going along to a mix of large events, such as Fresher's Weeks, and smaller more local sessions that take place in community groups. A new survey will be built to gain further views and understanding of issues facing communities.

50. Following the PCC supporting West Mercia Police in the successful rollout of Neighbourhood Matters, the public are now able to sign up to send messages, news and updates to the PCC on the same platform. The PCC continues to promote Neighbourhood Matters to the communities of West Mercia.

51. The PCC continues to monitor data on his engagement and reach with communities. Across all social media platforms, the numbers of people 'following' the PCC's account has increased. During the period, April to June, 71 press releases and statements have been issued ensuring that the PCC maintains a visible presence across West Mercia's communities, playing his part in community leadership and providing reassurance where necessary. This supports the Safer West Mercia Plan priority to 'ensure all communities have a voice that is heard within policing, criminal justice and community safety matters'.

Performance and accountability

Holding to account

52. The PCC has a programme of regular scrutiny meetings with the Chief Constable as part of his role in holding her to account. Notes from thematic meetings are available to view on the PCC's website. Since the last Panel report one thematic meeting has been held on 'Connecting with Communities' addressing a range of communication, accessibility and engagement areas.

53. Key findings / outcomes from the thematic meeting include:

- The Chief Constable is confident that activity is in place to fill critical PCSO roles.
- West Mercia Police has one of the highest sign up rates for Neighbourhood Matters of any force in the country using the platform
- The increased uptake of reporting incidents online has not reduced demand in 101 calls.
- Following evaluation, the force will look to roll out a Street Watch initiative launched in Wythall, Worcestershire, across the force.
- Priority for the force this year has to be recruitment of student officers, however the recruitment of Specials remains a challenge, with low levels of interest in the role.

54. In response to his concerns in relation to West Mercia Police call handling and increased demand, the PCC has held a further meeting with the Chief Constable. The meeting focused on West Mercia Police's plan to improve call handling performance and their efforts to reduce demand on the OCC.

55. In addition to the formal meeting, a Facebook Live meeting was held on safer roads at the end of June. A media campaign was run in advance of the meeting to

encourage as many people as possible to participate by submitting questions and watching the meeting. Over 500 people watched or got involved in the live stream session. Topics raised by the public included speeding, E-Scooters, and work with partners.

56. To supplement the formal meetings, the PCC also runs a virtual holding to account process, whereby performance and service issues that do not require a focused thematic meeting but are areas for which he wishes to retain closer oversight, are scrutinised on an ad hoc basis. The virtual process is run via email and requires the Chief Constable to provide a written response to the concerns raised. Recent virtual holding to account activity has focused on specific issues relating to workforce diversity, performance, and serious sexual violence. In the case of serious sexual violence and performance, requests have been made to the Chief Constable with responses awaited in due course.

West Mercia Perception Survey

57. As part of the PCC's commitment to ensure both he and the force are acting on community concerns locally, and that the service provided by the force leads to increased confidence in local policing, the PCC commissioned a confidence survey which has been running for over two years. The survey results are published on the PCC's website.

58. The quarter 1 results for 2022/23 have yet to be received and will be included in the next Panel report.

Force Performance Reports

59. A number of internal performance products are produced by the Force to enable senior officers and the PCC to maintain strategic oversight of Force performance. In particular the PCC scrutinises a weekly dashboard of performance along with monthly and quarterly summary reports. The latest, quarter one performance report for the period April to June 2022, is attached at appendix 2. The report sets out a force wide picture of performance particularly in relation to force priorities and key practices.

60. The Force performance framework uses a reporting hierarchy to monitor performance across the whole organisation at gold (strategic), silver (service) and (bronze) operational levels. The quarterly 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.

HMICFRS Inspection Reports

61. HMICFRS has published two thematic inspection reports since the last report to Panel on the police response to burglary, robbery and other acquisitive Crime and a joint inspection report on Multi-Agency Public Protection Arrangements (MAPPA). Work is ongoing to review the recommendations in these reports.

62. The Deputy Chief Constable retains oversight of the Force's progress against any recommendations or any areas for improvement through the Service Improvement Board, attended by one of the PCC's staff.

Risk Management Implications

None.

Financial Implications

None.

Legal Implications

None

Equality Implications

None.

Supporting Information

Appendix 1 – Local Policing Charter Delivery Plan

Appendix 2 – West Mercia Police Performance Report April to June 2022

Contact Points for the Report

For the Police and Crime Panel: Sheena Jones, Democratic, Governance and Scrutiny Manager, Worcestershire County Council

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For the Police and Crime Commissioner: Gareth Boulton, Police and Crime Commissioner, Chief Executive

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Background Papers

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

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

Local Policing Community Charter Delivery Plan (July 2022)

Responding to communities					
#	Charter Recommendation	Owner/s	Date	RAG	Update
1	<p>Engagement van deployments will be advertised earlier on social media to maximise impact</p> <p>Neighbourhood Matters (NM) will be used to update on issues raised during deployments.</p> <p>Promotion of all SNT calendar events to be undertaken with maximum notice.</p>	SNT Ch Insps	Start immediately BAU by Oct 22	A	290622 – SP&I reformatting calendar to provide additional data fields to allow better recording.
2	<p>Ongoing aggressive marketing and awareness campaigns to drive more NM sign up. Target 30k by Dec 22.</p> <p>Seek to identify areas that are failing to its full capacity.</p>	Corporate Comms Supt Paley / CI Preece	Dec 22	A	
3	<p>In compliance with Force approach to surveying, coordinate with SP&I to promote the proportionate use</p>	SP&I PSST Supt	Start using NM surveying tool by Oct 22	R	

	of the Neighbourhood Matters survey function with SNTs and Problem Solving Hubs.				
4	Reinvigorate role of PSST and PSHs across LPAs to maximise how they can better support SNTs	PSST Supt & Inspector	Oct 22	A	
5	Utilise Acorn, Origin and NM data to deliver a product which enables SNTs to better understand the makeup of their local communities to target engagement	SP&I	Product available by Jan 23	A	Requires funding for Origin data. Acorn data already available.
6	Develop bespoke training for officers and staff to maximise use of Origin and NM products produced by SP&I	L&D SP&I	Training package available by Jan 23	R	
7	SNT quarterly attendance at all Parish Council meetings. Develop a means of recording attendance and issues raised.	Supt Paley SP&I	Oct 22	A	

Prevention					
8	Reinforce message that SNTs own safer roads within their LPAs. Reinforce Force resources available to help solve the problems	SNT Ch Insp Safer Roads team OPU	Ongoing	A	
9	Refocus problem solving resources to the Prevention Strategy with a core focus on primary & secondary prevention using a public health approach	PSST Supt SNT Ch Insp	Achieved by Nov 22	A	
10	Review Youth Engagement & Safer School roles and deployment principles to drive real consistency across the force. Maximise opportunities for YEOs to collaborate with the two FRS's	PSST Supt & Insp	Achieve by Dec 22	A	290622 – Focus is currently to identify where the roles sit, review the SLA / what the working practices will be. Identify needs i.e. secondary schools having greater focus than primary. What training packages are currently delivered and by who. Introduce a standard approach of delivery.
11	Professionalise further the role of our Safer Neighbourhood Teams and Problem Solving Hubs with a new package of CPD, reflecting the specialism of the teams and empowering them to undertake structured meaningful engagement.	L&D PSST Insp	CPD to commence Nov 22	R	290622 - L&D to identify appropriate training package(s) to fit the role specification and responsibilities.

12	Problem solving training to be rolled out to all departments within the Force	PSST Insp	Ongoing	A	290622 – Problem Solving training already underway. 500 SNT / PSH officers trained. Now commenced on C&V.
Vulnerability					
13	Police cadets to be professionalised further, building on the improvements already made to ensure new cadet numbers remain sustainable and all National safeguarding requirements are in place.	CiP Manager Sophie Paley	By Oct 22	A	290622 - The cadet programme is being developed with recruitment and training both under review.
14	Review Early Intervention & Prevention and Early Help roles to ensure consistency across the force, effective partnership working and best use of data to identify and tackle problems.	PSST and PSH Insp	By Jan 23	A	290622 – Ongoing work to identify where the roles sit, review the SLA, what the working practices will be, identify business needs and manage competing issues (e.g secondary schools having greater focus than primary). Review of training provision also underway. Seeking to align YET work with EI&P work so the two roles are more closely aligned and complimentary of one another.

15	Trauma-informed training to be rolled out force-wide as part of the new Prevention delivery plan.	Supt Hancox	Start Feb 23	R	Successful completion of action subject to provision of necessary funding
16	Identify and focus engagement on seldom heard communities exploiting technology to record such engagement	Ch Supt Moxley Supt Paley Digital Services (APP)	Start Oct 23	A	
Relationships					
17	Comprehensive Single Online Home (SOH) update to ' <i>Your Area</i> ' to be facilitated in order to compliment Neighbourhood Matters and reflect other forces	Digital Services OCC Ch Insp PSST Insp	Complete by Jan 23	R	Review where enquiries are received, and who completes triage prior to allocation. PSST to meet and discuss process with OCC SPOC prior to any role out to LPA.
18	Grow the number of Watch Schemes across the force area by 20%, particularly focussing on Neighbourhood Watch	CiP manager Sophie Paley Gary Shepherd	Achieve by June 23	A	290622 - ongoing work to review current process and ensure teams have requisite knowledge / tools to support growth
19	Increase Special Constabulary numbers to 80 by April 23	CiP manager Sophie Paley	Achieve by April 23	A	
20	Recruit 25 patrol support PSVs and 15 Charter support volunteers	CiP manager Sophie Paley	Achieve by Dec 22	R	
21	Review, rationalise and professionalise Special Constabulary command structure	CiP manager Sophie Paley	Complete by Dec 22	A	

Partnerships					
22	Street Watch to be rolled out across force, replicating best practice in West Midlands Police and following successful trial in Wythall	CiP manager Sophie Paley PSH Insp	Commence Nov 22	A	Linked to Safer Streets 4 bid. Results of bid awaited
23	Consideration of contact contracts with schools, as per Parish Councils to be rolled out through PSH, YET and safer schools.	PSST Insp	Commence Nov 22	R	
24	Work with duties to minimise SNT abstractions going forward to enable teams to focus on Charter delivery and enhanced engagement activity	Duties LPA Supts	Ongoing	A	
25	Problem Solving platform to be reviewed and replaced to assist with multi-agency approach and be accessible to practitioners.	PSST Inspector Digital services	Commence Dec 22	R	290622 - Review of the platform required to ensure business requirements fully understood. Potential procurement / cost implications if requirement for new hardware / software and training
26	Review of data sharing agreements, making use of analytical resources and how this can drive patrol and preventative activity, building a multi-agency data sharing network.	Supt Hancox PSST Inspector	Commence Nov 22	A	290622 - Data sharing agreements and protocols to be reviewed. Partner data will be able to further enhance our ability to provide hot spot data for meaningful preventative patrol activity.

27	Partnership working to be reviewed across West Mercia, feeding into the Prevention Strategy Strategic Needs Assessment.	Supt Hancox LPA Supts	Commence Sept 22	R	290622 - Departments currently work in partnership with a variety of agencies based on business needs. Following roll-out of the Prevention Strategy an organisational-wide understanding of Strategic Needs Assessment will be required to enable teams to develop more effective partnership arrangements
Visibility and accessibility					
28	Improve supervision of SNTs by reducing supervisor ratios, focussing on teams policing our largest rural areas.	Supt Williams	Commence Jul 22	A	290622 – ID teams with highest Supv: PC ratios and balance out through uplift.
29	Review, amend and improve use of social media platforms by simplifying current landscape to improve public user experience and encourage much greater sign up.	Corporate Comms	Commence Sept 22	A	
30	Ride-along scheme to be revitalised by Citizens in Policing team	CiP manager Sophie Paley	Start Sept 22	R	
31	Continue to develop and implement plans to further	OCC Ch Insp	Ongoing	A	

	promote and embed public use of digital channels				
32	Complete the roll out of doorbells at police stations, ensuring that communication is clear internally and externally.	Estates Dept OCC LPA Supts	Ongoing	A	296023 – 13 stations have doorbells installed
33	Quality social media training to be delivered to Safer Neighbourhood Teams and Problem Solving Hubs.	L&D / CPD Team	Start Oct 22	A	290622 - PC 22180 Leighton to deliver following sign off of the LNA. Planned delivery during Q3 completing in Q4 2022/23.
34	Investment in digital solution or APP based product required to enable all charter based activity and engagement to be efficiently captured, removing the need to use spreadsheets	Digital Services Supt Paley	Solution rolled out by June 23	R	290622 – MS Teams capability to be explored alongside easy to utilise APPs
35	Problem Solving to be recognised and celebrated within the force awards ceremony.	PSST Insp Force Awards officer	Commencing Sept 22	A	290622 - Identify good work through SNT and PSH Insp. Nominations to be assessed against the six strands of the Charter. Nominations to be assessed by PSST Supt for consistency and then submission to relevant C/Supt for award
36	PSVs coordinated to dip-sample front counter information	CiP manager Sophie Paley	Ongoing		

	accuracy to report regularly into charter governance board.				

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West Mercia Police Quarterly Performance Monitoring Report

April - June 2022



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	July 2022
Product Reference	SPI/2022/219
Version	Final
Purpose	Overview of Force Performance
Author	Performance Team, Strategy, Planning and Insight
Owner	DCC J. Moss

Providing a quality
policing service,
protecting
people from harm.

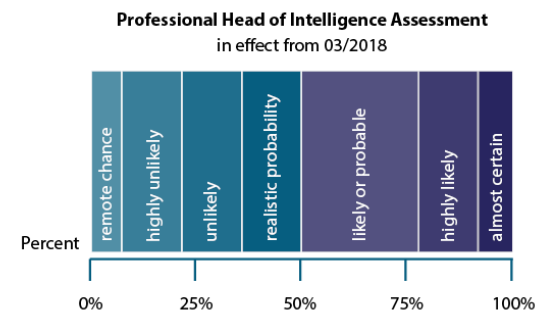
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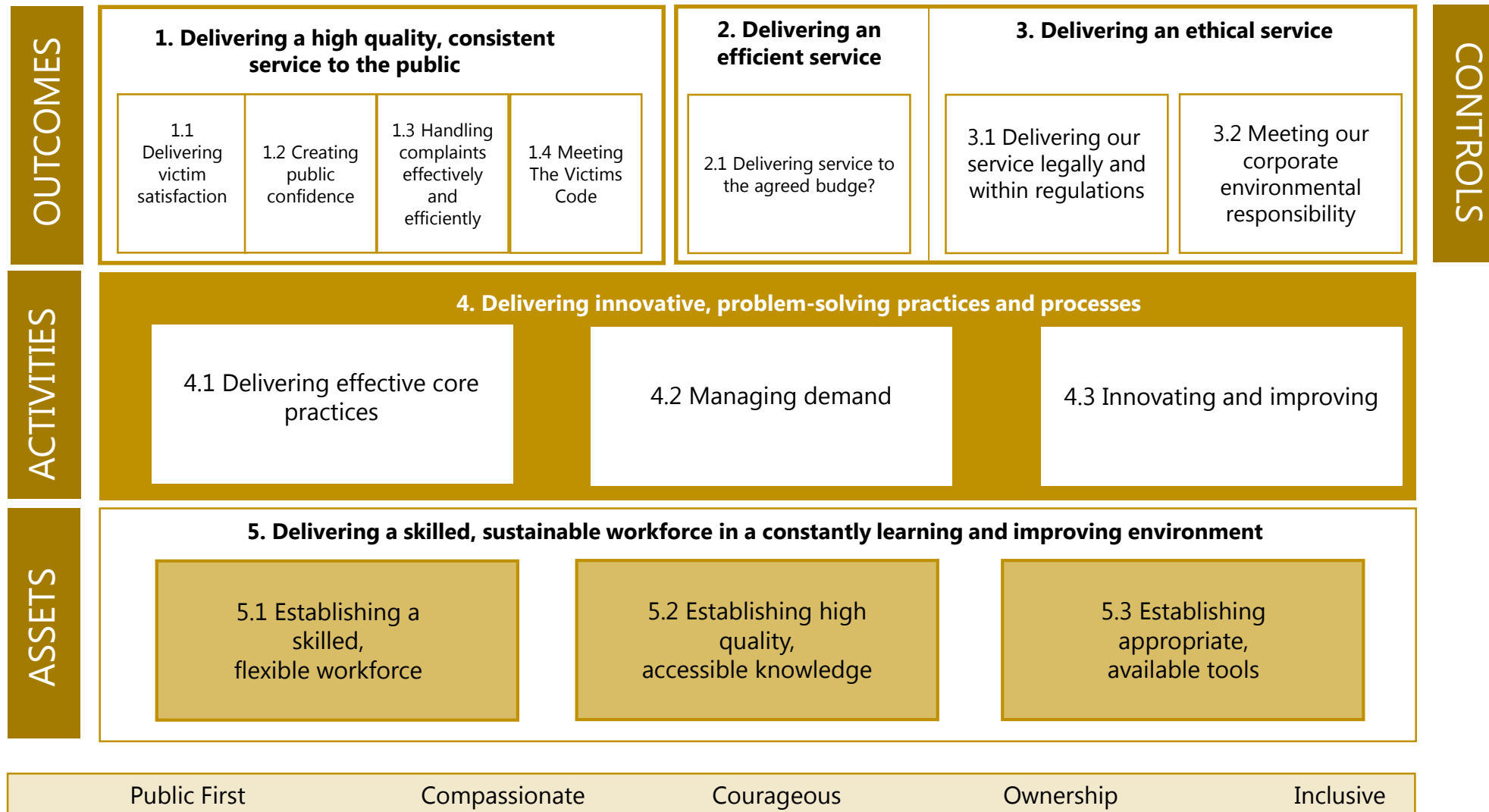
Introduction

- The purpose of this report is to reflect a force wide picture of performance, specifically the key issues faced by the force, particularly in relation to force priorities and key practices.
- This report focusses on Gold level key performance indicators (KPI). The number of measures in this report will continue to be refined to ensure that they are *key* performance indicators.
- Some indicators are under development and so do not feature as of yet.
- Projections have been included in this report, however, it should be noted that due to their basis on volumes in previous years the impact of COVID-19 is likely to distort the projections. Factoring the impact of COVID-19 within projections continues to be reviewed.
- Each metric is measured against 'What Does Good Look Like'. They are set at the start of each financial year in consultation with the subject lead and only reviewed during the year following a change in reporting or process.
- The Probability Yardstick is a scale used within the report to demonstrate broad ranges of certainty or uncertainty to create consistent language and as a measure of the likelihood of achieving 'What Good Looks Like' within the desired timescale.



Gold Balanced Scorecard

West Mercia Police provides a **quality policing service, protecting people from harm**. We are visible and open to all, inspiring everyone to take pride in and feel ownership of their service.



Summary

Strategic Objective	Key	Key Performance Question	KPI Ref	Key Performance Indicator	Police and Crime Plan	WDGLL for that section (made up of subsections)	Update	Likelihood of achieving What Good Looks Like by intended date	Page No	
Delivering a high quality, consistent service to the public	1.1	To what extent are we delivering victim satisfaction?	1.1.1	% of victims satisfied with service	Putting victims and survivors first	2	Victims Completely / Very Satisfied DA - 80% Burglary - 80% Violent Crime - 70% Hate Crime - 70%	Rolling 12 months DA - 71% - 2% increase on previous Burglary - 73% - consistent with previous Violent Crime - 60% - 1% decrease on previous Hate Crime - 63% - 1% decrease on previous	25% - 35% Unlikely	11
	1.2	To what extent are we creating public confidence?	1.2.1	% of respondents that agree or strongly agree they have confidence in local policing	Reassuring West Mercia's Communities	38	Public Confidence at 88% or over	Rolling 12 months 82% - 2% decrease on previous.	25% - 35% Unlikely	15
	1.3	How well are we handling complaints effectively and efficiently?	1.3.1	Volume of complaints from the public			Consistent progress towards aspirational target of 75% Outside Schedule 3	24 conducts recorded so far in this policing year, recent months have seen a decrease in the number of cases recorded per month. Consistently exceeded 'What Good Looks Like' in the quarter.	55% - 75% Likely or probable	18
			1.3.2	% of complaints upheld						
1.4	How well do we meet The Victims Code?	1.4.1	Compliance with the Victims' code (Inc. timeliness of updates etc.)	Putting victims and survivors first	1	Under review	Quarter one saw a referral rate of 25.1% with all LPAs achieving over 20% in June 2022.	To be assigned	19	

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Strategic Objective	Key	Key Performance Question	KPI Ref	Key Performance Indicator	Police and Crime Plan		WDGLL for that section (made up of subsections)	Update	Likelihood of achieving What Good Looks Like by intended date	Page No
Delivering an efficient service	2.1	To what extent is the service being delivered for the agreed budget?	2.1.1	% variance from budgeted expenditure			Remain within budget for financial year.	Figures not yet published.	To be assigned	N/A
			2.1.2	Assessment of financial position						
Delivering an ethical service	3.1	To what extent are we delivering our service within legal and regulatory frameworks? • How robust is our management intervention?	3.1.2	Freedom of Information and Subject Access Requests compliance			90% complete within time limit.	FOI rate - increased from 18% to 23% SAR rate - increased from 53% to 81%.	10% - 20% Highly unlikely	21
			3.1.3	Crime data integrity inspections			N/A	Annual Audit - Compliance rate increased from 80% to 89%.	Not applicable	22
			3.1.4	Internal CDI audits			N/A	Violence Against the Person Audit - 72% (278) recorded within 24 hours.	Not applicable	23

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Strategic Objective	Key	Key Performance Question	KPI Ref	Key Performance Indicator	Police and Crime Plan		WDGLL for that section (made up of subsections)	Update	Likelihood of achieving What Good Looks Like by intended date	Page No
Delivering innovative, problem-solving practices and processes	4.1	How well does WMP bring offenders to justice?	4.1.1	% of positive action	Building a more secure West Mercia	7	An increase in the volume and proportion of offences assigned an Outcome 1 or 1A result.	6.0% - decrease compared to previous month.	55% - 75% Likely or probable	24
			4.1.2	Reduction in use of Outcome 16 'Evidential difficulties prevent further action; victim does not support police action'			A reduction in the volume and proportion of offences assigned an Outcome 16 result.	32.2% - Total Recorded Crime 61.2% - Domestic Abuse Both an increase on previous month.	40% - 50% Realistic possibility	28
	4.1	How well do we prevent crime?	4.1.3	Problem Solving Hub	Building a more secure West Mercia	16	Further 200 Staff to receive Problem Solving Training by end Sept 2022.		40% - 50% Realistic possibility	30
			4.1.4	Suspected IOM re-offending data	Building a more secure West Mercia	9	To be determined	Decrease in IOM suspect reoffending on previous month at 23%.	To be assigned	31
			4.1.5	Volume / rate of repeat victimisation (including DA-specific victims)	Putting victims and survivors first	5	A reduction in 'high frequency/ high severity' repeat victims and a decrease in repeat rates.	Small fluctuations in Total Recorded Crime and Domestic Abuse repeat victim rates.	40% - 50% Realistic possibility	32
			4.1.6	Repeat DA offenders	Building a more secure West Mercia	28	A reduction in 'high frequency/ high severity' repeat suspects and a decrease in repeat rates.	Small fluctuations in Domestic Abuse repeat suspects rates.	40% - 50% Realistic possibility	34
		How well do we investigate crime?	4.1.8	Caseload and OIC workflows.			An 'optimum' band is thought to be around 8,000-10,000 open investigations at current recording volumes	11,856 Open investigations. A 2% increase on previous month.	40% - 50% Realistic possibility	35

Summary

Strategic Objective	Key	Key Performance Question	KPI Ref	Key Performance Indicator	Police and Crime Plan	WDGLL for that section (made up of subsections)	Update	Likelihood of achieving What Good Looks Like by intended date	Page No	
Delivering innovative, problem-solving practices and processes	4.2	How does West Mercia ensure that public contact is managed effectively?	4.2.1	Volume of 999 calls	Reassuring West Mercia's Communities	40	N/A	Highest volumes recorded since July 2021 and 3rd highest recorded since April 2017.	Not applicable	39
			4.2.2	Average call answer time for 999 calls	Reassuring West Mercia's Communities	40	90% answered within 10 seconds	90% - Consistently above 90% over the previous nine months.	95%-100% Almost certain	
			4.2.3	999 Abandonment rate	Reassuring West Mercia's Communities	40	N/A	2.4% - a slight increase on previous month.	Not applicable	
			4.2.4	Volume of 101 calls	Reassuring West Mercia's Communities	40	N/A	Slight decrease in demand.	Not applicable	
			4.2.5	Average call answer time for 101 calls	Reassuring West Mercia's Communities	40	80% answered within 30 seconds by June 2022	45% - continues to fluctuate. Lowest since October 2021.	55% - 75% Likely or probable	
			4.2.6	101 Abandonment rate	Reassuring West Mercia's Communities	40	N/A	24.5% - increase on previous month.	Not applicable	
			4.2.7	Public demand via new platforms and technology	Reassuring West Mercia's Communities	41	To be determined	2162 - Consistent use represents a regular contact channel of choice.	To be assigned	41
			4.2.8	Response times by grade	Reforming West Mercia	36	Grade 1 - 90% attendance within 12 mins.	Median response time - Grade 1 - 12:37 - within target	95%-100% Almost certain	42
			4.2.9	Unresourced	Reforming West Mercia	37	To be determined	Revised methodology used. Overall volumes are very high.	To be assigned	44

Summary

Strategic Objective	Key	Key Performance Question	KPI Ref	Key Performance Indicator	Police and Crime Plan	WDGLL for that section (made up of subsections)	Update	Likelihood of achieving What Good Looks Like by intended date	Page No	
Delivering innovative, problem-solving practices and processes	4.2	How well does WMP manage crime?	4.2.10	Volume of ASB incidents	Building a more secure West Mercia	10	N/A	Relatively low volumes recorded, within control limits.	Not applicable	45
			4.2.11	Volume of mental health incidents	Putting victims and survivors first	6	N/A	Volumes fluctuating, within control limits.	Not applicable	
			4.2.12	Volume of Total recorded crime	Building a more secure West Mercia	21	N/A	Slight decrease in volumes however, exceeded upper control limits.	Not applicable	
			4.2.13	Volume of rural crime	Building a more secure West Mercia	17	To be determined	1% (14) increase compared to last month and a 15% (238) increase from the same month last year.	To be assigned	56
			4.2.15	National policing measures: - Homicides;	Building a more secure West Mercia	11	N/A	Slight reduction in homicide figures: 4 offences in Q1 2022 – 2023.	Not applicable	57
			4.2.16	National policing measures: - Serious Violence (Inc. knife crime /gun crime);	Building a more secure West Mercia	12	N/A	Hospital admissions for assault with a sharp object are fewer than 8 each month.	Not applicable	
			4.2.17	National policing measures: - Drug-related homicides / CLs;	Building a more secure West Mercia	13	N/A	1 drug related homicide recorded in Q1 2022 – 2023. There is no change here compared with the previous quarter. Currently there have been fewer drug-related homicides than the same period last year.	Not applicable	

Summary

Strategic Objective	Key	Key Performance Question	KPI Ref	Key Performance Indicator	Police and Crime Plan	WDGLL for that section (made up of subsections)	Update	Likelihood of achieving What Good Looks Like by intended date	Page No		
Delivering innovative, problem-solving practices and processes	4.2	How well does WMP manage crime?	4.2.18	National policing measures: - Neighbourhood crimes (burglary, robbery, vehicle offences and theft from a person);	Building a more secure West Mercia	14	N/A	Thefts from a person, and residential and business burglaries, have increased in Q1 2022 – 2023 compared with the previous quarter.	Not applicable		
			4.2.19	National policing measures: - Cyber crime.	Building a more secure West Mercia	15	N/A	The Force works closely with the West Midlands' regional Cyber Crime Unit along with all of the regional Cyber Crime Units.	Not applicable		
			4.2.20	Volumes of Domestic Abuse	Building a more secure West Mercia	20	Increased reporting	Decrease in volumes. Small reduction in DA Arrest rate at 31%.	40% - 50% Realistic possibility		59
			4.2.21	Volumes of Residential Burglary			25% reduction in a post-COVID operating environment	Continued increase in volumes. 22% increase YTM compared to last year.	0% - 5% Remote chance		45
		To what extent is WMP disrupting SOC?	4.2.23	Volume of SOC disruptions	Building a more secure West Mercia	19	To be determined	42 Disruptions – 7 with Major or Moderate impact.	To be assigned	62	
		How effective is WMP's activity to make the roads safer?	4.2.24	Volume of people killed	Building a more secure West Mercia	32	KSI: A sustained 5% reduction on 19/20	Majority of KSI casualties are powered 2 wheelers 51% (18).	To be assigned	63	
4.2.25	Volume of people seriously injured		Building a more secure West Mercia	32	Thefts from a person, and residential and business burglaries, have increased in Q1 2022 – 2023 compared with the previous quarter.						

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Strategic Objective	Key	Key Performance Question	KPI Ref	Key Performance Indicator	Police and Crime Plan		WDGLL for that section (made up of subsections)	Update	Likelihood of achieving What Good Looks Like by intended date	Page No
	4.3	To what extent are we improving the practices and processes that we undertake?	4.3.2	Volume and Average age of outstanding HMICFRS recommendations			We establish a position in the top National quartile of 43 forces, re having the fewest Open recommendations, AFIs and Causes of concern.	There have been no changes in the number of open AFIs and Causes of Concern for West Mercia in the last month.	10% - 20% Highly unlikely	64
Delivering a skilled, sustainable workforce in a constantly learning, improving environment	5.1	Are we effectively managing our staff development?	5.1.3	% of staff with complete PDR			To be determined	Overall completion rate of objectives set across the force at 77%.	To be assigned	65
		How well does WMP manage staff and officer absence rates?	5.1.4	% police officer absence			Absence Levels below previous year Most Similar Group average.	Volumes declining but still above WDGLL.	25% - 35% Unlikely	67
			5.1.5	% police staff absence			Absence Levels below previous year Most Similar Group average.	Volumes starting to increase following a decline. Above WDGLL.	25% - 35% Unlikely	
			5.1.7	Attrition rates			Better than national average attrition rates.	Attrition rates continue to be above national average for Officers and Staff	10% - 20% Highly unlikely	
	Is a WMP a representative workforce?	5.1.8	Representative workforce			Women's Representation at 50%, and 3.8% Ethnic Minority Representation in line with local community representation from Census.	Black, Asian and Other Ethnic Minority representation - Lower than national Female - Higher than national.	40% - 50% Realistic possibility	69	
5.3	To what extent do we have the most effective tools?	5.3.2	ICT managed assets	Reforming West Mercia	33	Develop Reporting Capabilities	This is a new area of reporting that is being developed. There are currently 3156 tickets and 144 work packages in the pipeline.	To be assigned	70	
		5.3.3	System availability and ICT outages	Reforming West Mercia	34	Develop Reporting Capabilities	In Q1 22/23 a total of 3106 events resolved.	To be assigned		
		5.3.4	Fleet - Expenditure on collisions			Reduction in 'Own Fault' accidents.	Volume of 'Own Fault' accidents continues to fluctuate.	0% - 5% Remote chance	71	

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

1.1 To what extent are we delivering victim satisfaction? - Burglary, Violent, Hate, Domestic Abuse (DA), Road Traffic Collision (RTC)

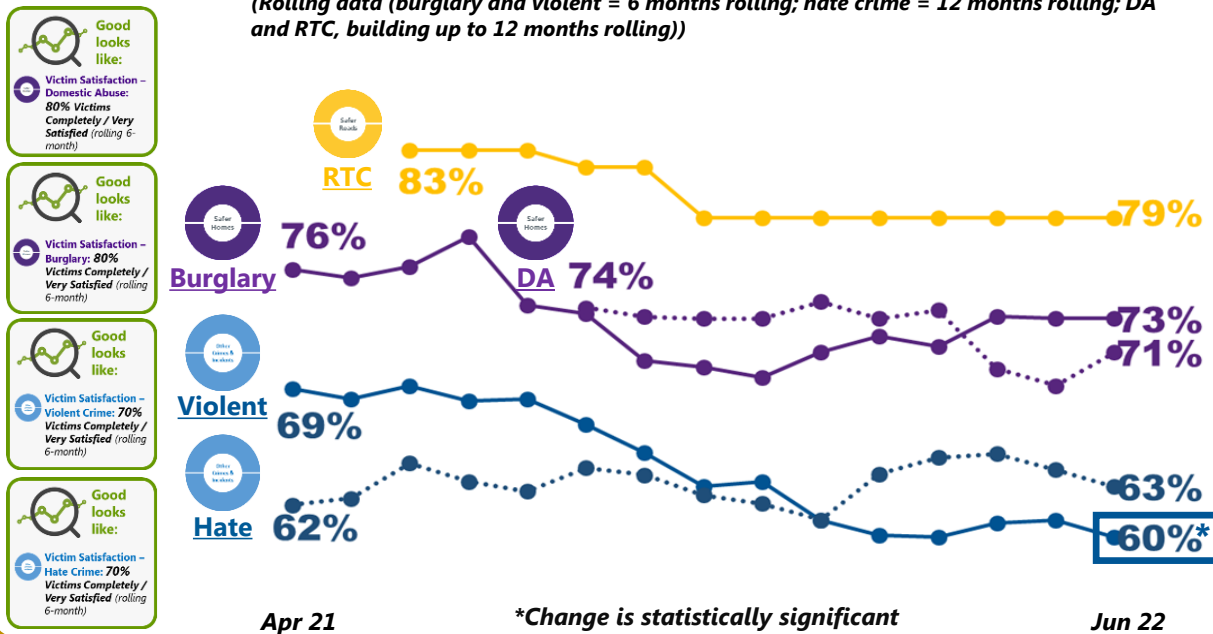
Number of victims spoken to: Survey targets were not met during Quarter 1 due to staff absences and ICT issues. However, targets were largely met during the months of May and June.

Satisfaction Headlines

- At force level, none of the aspirational satisfaction levels have been achieved at the end of this quarter.
- Violent crime satisfaction levels have decreased at a statistically significant level over the reporting period shown, with a latest figure of 60% against the aim of 70%.
 - Burglary satisfaction has decreased over the reporting period shown, although this decrease is not statistically significant.
 - Hate crime satisfaction has remained fairly consistent over the reporting period. Satisfaction levels continue to vary markedly by Local Policing Area.
- Domestic Abuse satisfaction has seen a decrease over the reporting period, although this is not statistically significant. Large variation in satisfaction levels exist between the Local Policing Areas.
 - Road Traffic Collision satisfaction has seen a decrease over the reporting period, although this is not statistically significant. Over recent months satisfaction has remained stable.

Completely or Very Satisfied

(Rolling data (burglary and violent = 6 months rolling; hate crime = 12 months rolling; DA and RTC, building up to 12 months rolling))



Victim Satisfaction: Strategic Focus

From March 22, new Victim Satisfaction governance arrangements were put into place, with this being provided by a monthly Tactical Satisfaction Review Panel, chaired by C/Supt Local Policing and attended by all LPA Supts., and a quarterly Strategic Satisfaction Board, chaired by ACC Jones.

Some of the actions being progressed include:

- **Victims' voice:** Victims' first-hand accounts of the service received are being captured through **victim videos**. These can be used to supplement training / to structure training around, and ensure that learning is informed by the victim's voice and to bring what the data tells us 'to life'. The planned launch date for these is end Quarter 2 / start Quarter 3 22/23. In addition, all victim interviews are now being audio-recorded as a matter of course using call recording software; this will allow powerful **soundbites** to be used, again, to ensure that victims' accounts inform service improvement activities.
- **OCC process mapping:** SP&I has undertaken process mapping with managers from within OCC following the observation of **a trend of statistically significantly falling levels of satisfaction with the initial contact** in the case of burglary and violent crime (see, over) in order to identify possible points in the process which may be contributing to this downturn. Further work is to be undertaken in July.
- **Victim Care award:** A victim care staff award is being introduced to **recognise and reward staff who demonstrate excellence in respect of victim care**.
- **Disproportionality work:** Significantly **lower satisfaction has been identified involving victims self identifying as having a disability**. Further analysis is being undertaken to understand this finding better with a view to some **targeted engagement** being carried out with this group.

What drives satisfaction and how can we improve it?

- **Reassurance** is the **strongest single driver of satisfaction** – first and foremost, this encompasses the 'how' (officer/ staff **behaviour** (empathy, compassion, understanding)) with process (e.g. keeping victims informed) being secondary. Analysis shows **changes in reassurance over the time period shown above, generally correlate with changes in satisfaction levels**.
- **Dissatisfaction with being kept informed** causes **dissatisfaction** with the overall experience. However, **satisfaction with being kept informed**, on its own, is **not** strongly correlated with **overall satisfaction** with the service received.

Next Steps / Recommendations

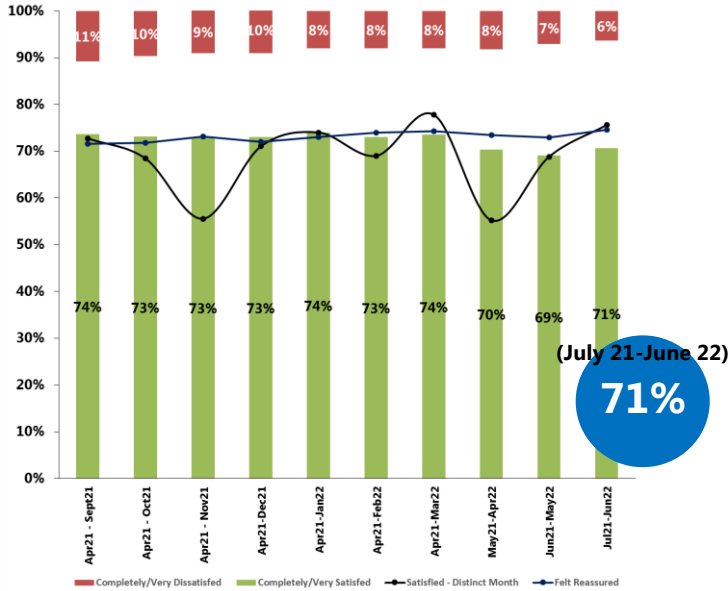
A progression of the actions set out in the Victim Satisfaction action plans.

Action Required?
No

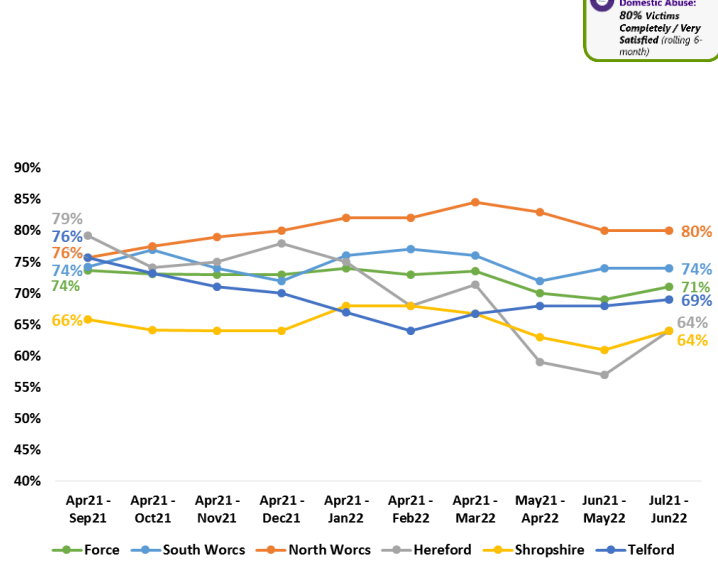
1. Delivering a high quality, consistent service to the public

1.1 To what extent are we delivering victim satisfaction? Domestic Abuse (DA)

Force Performance (Completely or Very Satisfied)



LPA Performance (Completely or Very Satisfied)



Domestic Abuse Satisfaction: Headlines

- Domestic Abuse satisfaction levels have **decreased over the period shown; this decrease is not statistically significant.** Over the time period shown, **satisfaction has decreased with all LPAs** with exception of **North** and **South Worcestershire**, where satisfaction has increased / remained unchanged, respectively.
- **Herefordshire and Shropshire continue to have the lowest satisfaction levels.** However, there has been a marginal increase in these LPAs for June 2022. These changes are not statistically significant.
- On 22nd **November 2021, South Worcestershire and Herefordshire LPAs began to pilot an initiative of removing the DA diary car** and adopting an 'arrest as default' position. These victims will have started to have been included in the victim satisfaction data from February 2022. **This model was rolled out to all remaining LPAs on 28th February 22;** these victims will have started to appear in the satisfaction data in May 22.

Violence Against Women and Girls (VAWG): Analysis of Domestic Abuse Satisfaction Data

Analysis of DA satisfaction data has been undertaken for inclusion within the force's VAWG Problem Profile (the development of a Problem Profile is a national requirement). This covered the period April 19 to May 22. A summary of key findings has been outlined, below:

- When considering **only female victims, the decrease in satisfaction seen over the time period studied is statistically significant**, while **satisfaction has reduced most significantly with female victims falling into the youngest age categories** (under 24 and 25-34 years).
- **Driver analysis**, when considering female victims only, has identified that there have been **statistically significant reductions in the percentage of victims agreeing that the officer took their case seriously**, that the **officer cared about them** and that they were **satisfied with the action taken**.
- Considering the longer-term trend going back to April 2019, there have been **statistically significant increases in the proportion of female victims who indicated in the survey that they had not wanted the police to take further action** to progress the investigation.
- **Analysis by outcome** has identified that **satisfaction is highest for female victims where the offence has resulted in an Outcome 16 (76% (May 22))** while **satisfaction is lowest with victims of an ongoing investigation (58% (May 22))**. Further, Satisfaction has **decreased statistically significantly for surveyed victims of ongoing investigations** over the time period studied.

Mandated Stalking Survey

From April 22, under a Home Office mandate, **all forces were required to implement a Stalking Survey** (offence 8Q), in addition to the mandated Domestic Abuse survey. The new survey sample will comprise victims of **DA-related and non DA-related stalking offences**. Currently, victims of DA-stalking offences are included in the Domestic Abuse survey; however, this will change following implementation of the new stalking survey (expected to be end Quarter 2 / start Quarter 3 22/23) and so **results of this survey will not be comparable with DA satisfaction data collected to date and the data will need to be 're-set'**. Further, recognising the fact that several of the **recent homicides in the force have been within the context of familial DA**, the **proposal is also to include these offences within the DA surveys** looking forward (currently, the sample includes only partner on partner offences), again, **affecting the comparability of data being collected**.

Next Steps / Recommendations

Given the current trends alongside the recently implemented DA Deployment Model, **DA satisfaction will be closely monitored and high level analysis undertaken** to further explore causes of falling satisfaction.

Action Required?
Yes

1. Delivering a high quality, consistent service to the public
 1.1 To what extent are we delivering victim satisfaction? Violent

OFFICIAL

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

Violent Crime Satisfaction Headlines

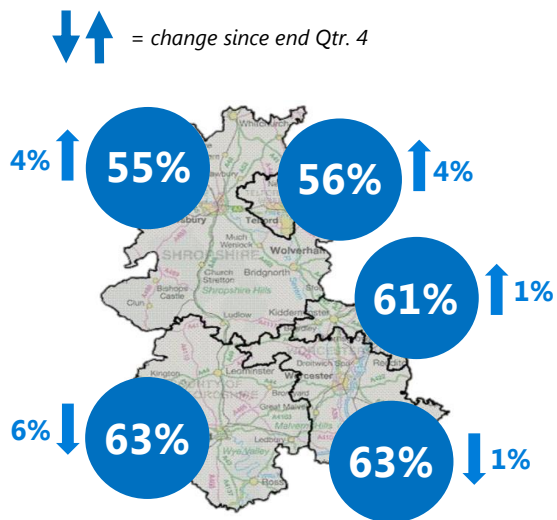
- The variation in violent crime satisfaction existing between the five Local Policing Areas (LPAs) has decreased since last quarter, this is likely due to a combination of an **increase** in satisfaction in **Shropshire** and **Telford LPA**, and a **decrease** in **Herefordshire LPA** which will have contributed to this **gap being closed**.
 - At the financial year-end, **none of the LPAs have achieved the aspiration of 70% satisfaction**.
 - Despite some **changes in satisfaction between Quarters 4 21/22 and Quarters 1 22/23**, **none of these changes are statistically significant** (it should be noted that statistical significance testing is affected by sample size which is low when analysing by LPA). **However, the overall decreases in satisfaction seen across the force, and also in Shropshire, for this reporting period, are statistically significant.**

Next Steps / Recommendations

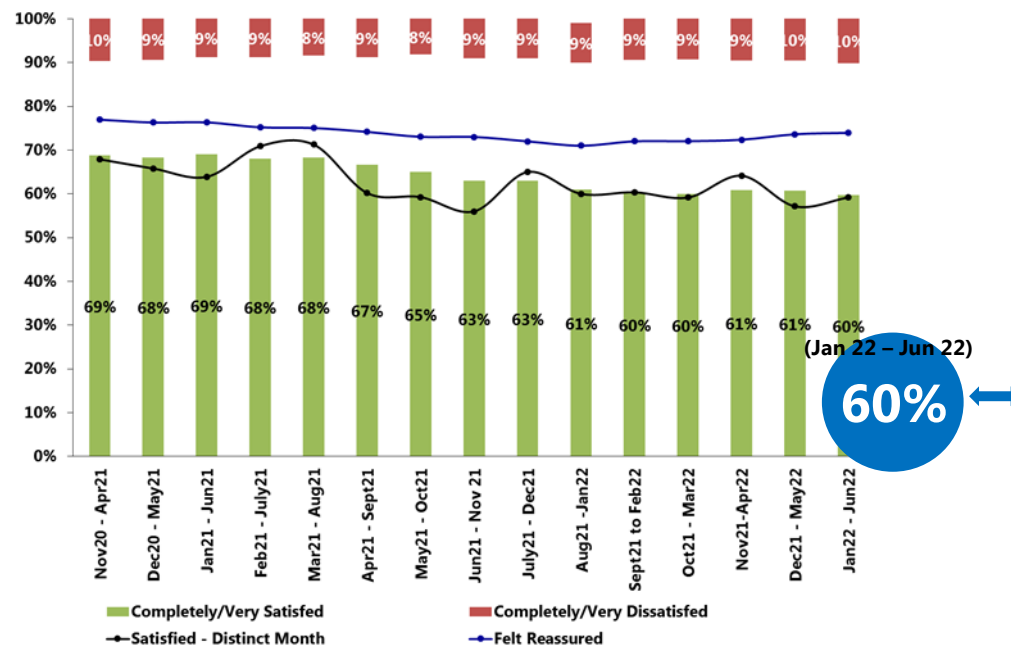
Progress against the action arising out of previous Force Delivery Group: Consider commissioning further work to understand the differences experienced between a victim of burglary and a victim of violent crime, and review if appropriate the approach taken by West Mercia.
 The volume of violent offences precludes the delivery of an enhanced service offer to all violent crime victims as a matter of course (as is the case with burglary victims). However, analysis will be undertaken to identify possible **cohorts or strands within the larger violent victim population with a view to considering the feasibility of an enhanced service to this group(s).**

Action Required?
Yes

LPA Performance
 (Completely or Very Satisfied)
 (Jan 22 – Jun 22)



Force Performance
 (Completely or Very Satisfied)



Violent crime satisfaction: how we can improve it

What causes satisfaction...

+ "The (officer) took me seriously, he listened and assured me I was not going bonkers and that I had done the right thing to report it as it was not acceptable. He (officer) was calm and lovely and he explained it all properly and clearly to me. I felt reassured by him telling me what was going to happen and that he is keeping in touch."
+ "The officers cared about my wellbeing. I was reassured because they explained everything in detail and also told me that if there was anything else I could ring them."

+ "I cannot fault them in any way, they have all been so kind... I wasn't sure if my attacker lived near me which was worrying me, but the OIC reassured me they didn't, and the police sent me alarms for my windows.... I felt silly being anxious but they reassured me that how I was feeling was understandable and normal...."
+ "A few officers arrived at the scene very quickly, they arrested the suspect... the officer who stayed with me was brilliant, this was my first involvement ever with the police.... he took me through the process and explained what would happen at the station..."

What causes dissatisfaction...

- "I was attacked and had photographic evidence of the incident. There has been no follow up from the officers dealing with the case, and they haven't spoken to potential witnesses to the incident. The suspect... has not been spoken to by the officers."
- "The officers told me they were going to ring me up and let me when they had spoken to her (perpetrator). As yet, I have heard nothing at all and to me it feels like it doesn't matter and I do feel unfairly treated.."

- "When the officers arrived at the scene their body language indicated that they were not interested and this would just be a tick box exercise. The officers said they were not prepared to chase the vehicle, but if the suspects were caught for something else then this crime would be included. We had phone footage of the incident."
- "I did not hear anything for 2 weeks, so I called the police again. I have not heard anything since and do not know what is happening. It does not give you much confidence in the Police."

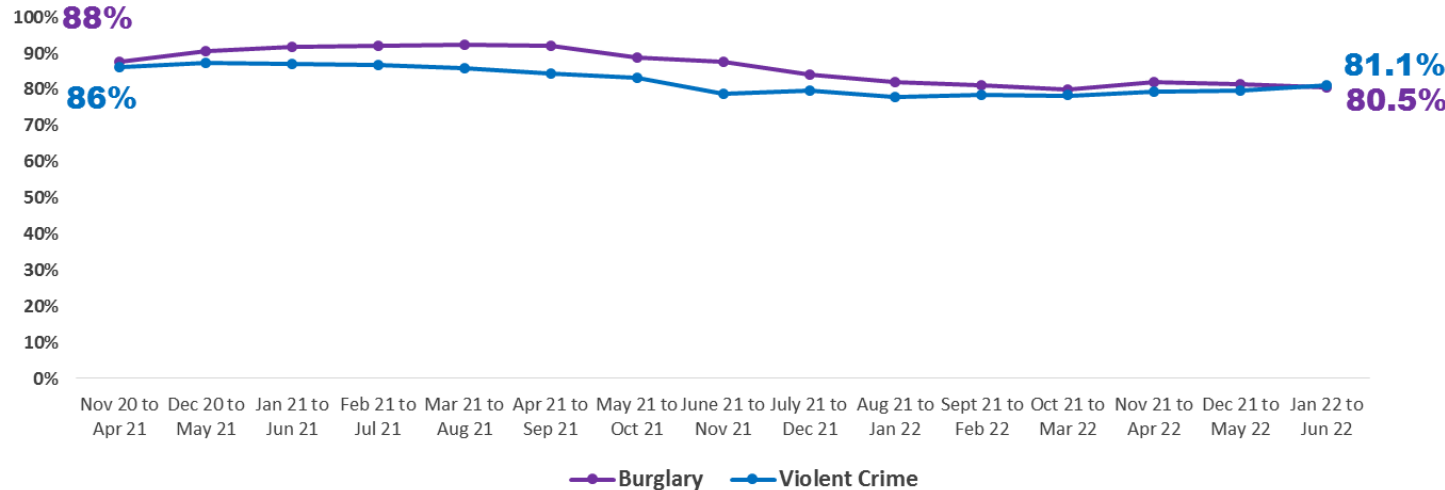
1. Delivering a high quality, consistent service to the public
 1.1 To what extent are we delivering victim satisfaction? (Initial Contact)

OFFICIAL

Satisfaction with Initial Contact: Headlines

- Satisfaction with the initial contact has **decreased** over the reporting period in the case of both **burglary** and **violent crime**. These changes are **statistically significant**.
- Satisfaction is marginally higher for those victims who made contact via 999 compared to those using 101. This difference is not statistically significant.

Force Performance: Initial Contact
 (Completely or Very Satisfied)



Initial Contact: Next Steps / Recommendations

Free text comments from the **burglary and violent crime surveys**, highlight that victims are **not** always informed regarding **speed of police attendance / delayed police attendance**, which is consistent with the PEEL Victim Service Assessment (June 21). Some responses would suggest that **victim expectations** regarding attendance is not always managed as well as they could be.

In May 22, **SP&I met with OCC managers** to understand the process of when an initial call comes into the OCC to the arrival of the officer(s) at the incident. As a result of this meeting, a draft process map has been produced and it has been shared with OCC managers.

A **further visit to OCC has been scheduled for July 22**, where SP&I will have the opportunity to engage with the call handlers and listen to incoming calls. This will allow SP&I to explore some of the potential issues highlighted.

Recommendation: for SP&I to continue to work with the OCC to identify gaps in the initial contact stage where the process may be falling down from the victim perspective.

Action Required?
 Yes

Victim's Voice: Initial Contact Free text Comments

"I was **told that officers would come out** and I told the call handler that I would **stay out of the house until someone came, but no-one did**. CID and Forensics **came out the next day**." (burglary)

"The Police **took four days to arrive** and I was surprised because **I was promised to be seen the next day**. I wasn't necessarily disappointed with how long it took for the Police to arrive, but **just that they didn't arrive when they said they would**." (violent crime)

"When the incident was reported by my wife, **we were advised that the police would come out and no-one did**. We had adolescents in the garden who were supposedly going to be interviewed when the police arrived, **so we were all waiting for them to come out**. It was **getting really late we called the police back** and they said to let the witnesses leave. The next day my wife rang the police again, but it was **several days until we had a call back from an officer**." (violent crime)

"The **call handler said that the police were coming out on blue lights but didn't arrive**. I rang back on 999 three more times, the first time I was told that 'they (police) were on their way', the second time I was told 'they would get to me as soon as they can' and the final time, they arrived within 10 - 15 mins. **Overall it took about 4 hours for them to turn up**." (violent crime)

"I was told that the police would come out on the same day, and not to touch anything, but it was in fact **eight days before anyone came**. I was called three times during that week to say that police were coming and I **waited in each time and no one came**." (burglary)

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

OFFICIAL

Good looks like: **88%**

Legitimacy – Requires Improvement 15
 HMICFRS 27 Sept 2019

Confidence (Strongly Agree or Tend to Agree)

↕ = change since end Qtr. 3

Discrete Quarter (Q4)

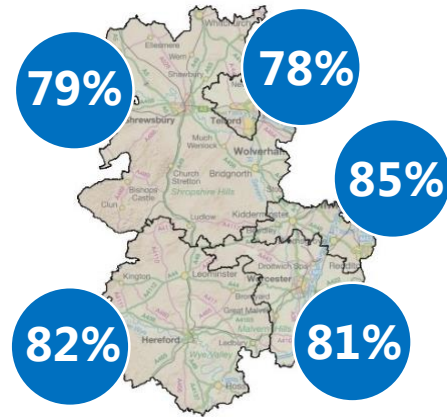


Rolling 12 months (Mar 22)

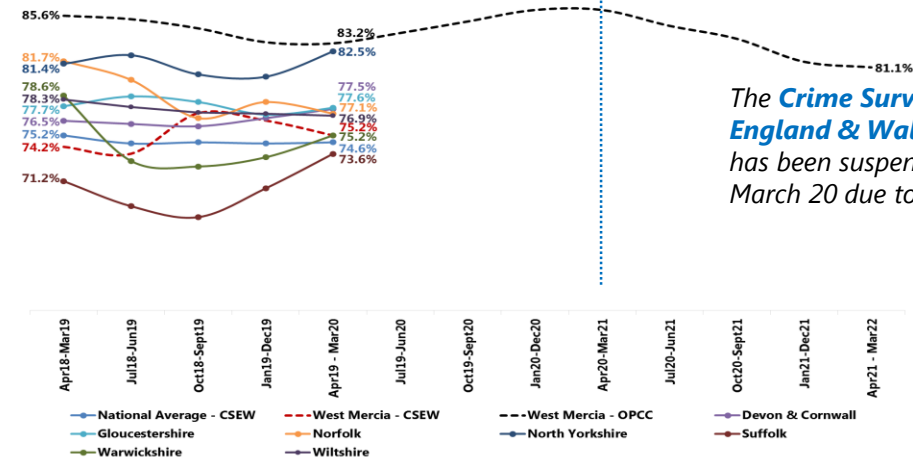


*Change is statistically significant

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



Trend Data



Public Confidence Headlines

- As at end March 22, with a figure of **81%**, the force is **significantly below the aspirational figure of 88%**.
- There has been a **statistically significant reduction in public confidence this financial year** – decreasing from 86% at end 20/21 – while **levels have also decreased further slightly this quarter (although not significantly so)**. However, the latest discrete quarterly figure (83%) is statistically significantly higher than the previous discrete figure. There is a **remote chance** that the **force will achieve the 88% aim by the end of Quarter 4 21/22**.
- **Analysis is being undertaken by SP&I in order to better understand the reasons for the decrease in public confidence** seen in West Mercia.

Measuring Public Confidence: Proposed Changes to the Crime Survey of England & Wales (CSEW)

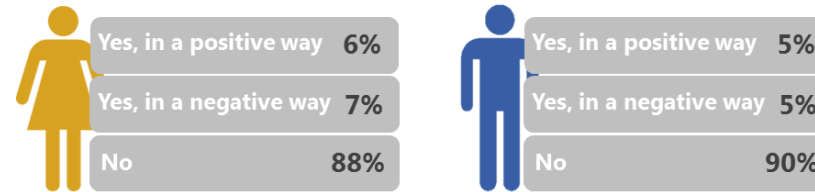
- A **consultation process is taking place regarding methodological and design changes the Office for National Statistics (ONS) are proposing to make to the CSEW**.
- The **two proposed major changes involve** the move to use of a **Panel** (with members being surveyed annually for three years rather than, as is the case now, 'fresh' respondents being selected each time) and the use of a **'multi-modal' survey** (i.e. using a blend of telephone, online and face-to-face methods rather than the current approach of a solely face-to-face methodology).
- **Key drivers for these changes include:**
 - Stabilisation of the CSEW post Covid
 - Improve key statistical outputs by doubling the number of interviews on which key estimates of crime are based
 - A transformed CSEW in line with overall ONS survey strategy and aligned to new digital standard
- This approach will offer **improved cost effectiveness**.
- A trial of the proposed changes has taken place and results awaited. It is envisaged that the **full set of changes will be implemented with those surveys undertaken from April 2024 onwards**.

Public Confidence: The Effect of the Media and National Context

Analysis of confidence data has been undertaken for inclusion within the force’s VAWG Problem Profile (the development of a Problem Profile is a national requirement). This covered the period April 19 to May 22. This explored the **possible causes of the reduction in public confidence seen in the force area** including a review of respondents’ free text comments.

As the results summary shows, below, a slightly higher percentage of female respondents relative to males reported that a particular event had affected their levels of confidence in a negative way (7% compared to 5%). Reasons given point to **negative perceptions following the death of Sarah Everard** as well as concerns around **corruption** in the police, a **lack of trust** in the police and a general **poor attitude towards women**.

Has any particular event affected your confidence in the police in the last 12 months?
April 2021 – March 2022



Please tell us why your confidence has been affected negatively: Females only

“The events that have happened to women around the country.”

“The issues against women like Sarah Everard.”

“The Sarah Everard story makes me less confident in the police.”

“Sarah Everard story, I don’t think all police are bad but it just brings things to the forefront.”

“Poor attitude towards women.”

“The murder of the woman by a police officer and smaller incidents which haven’t been dealt with appropriately.”

“They have recently have had negative press in the papers that has affected my view.”

“Corruption in the police nationwide.”

“General feeling the police are not trustworthy. There are more attacks on women.”

“Police crime and corruption.”

“They let a man who spiked a girl’s drink last week go without any consequences, which makes me worry that the police do not take certain things seriously.”

“The constant reports of the police over using their powers but that does reduce your confidence in them.”

“The Everard case worries me as a woman.”

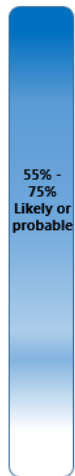
“The police in general have provided very little confidence in the public with all the publicity that has been in the news.”

1. Delivering a high quality, consistent service to the public
 1.3 How well are we handling complaints effectively and efficiently?

Good looks like:

Consistent progress towards aspirational target of **75% Outside Schedule 3**

Last reviewed by subject lead Oct 2021



Key Points

- Month on month, the number of recorded complaints **continues to fluctuate** however the 12 month rolling average **is starting to show a slight reduction** in the number of recorded complaints
- During Q1 the **proportion of complaints** dealt with outside of schedule 3 **exceeded** 'What Good Looks Like' target.
- 24 conducts** recorded so far in this policing year, **recent months have seen a decrease** in the number of cases recorded per month.

What does this mean?

- There are **15 employees currently suspended** from duty.
- The **key themes** for the investigations recorded this policing year are: **Misuse of computer systems, Inappropriate Behaviour, Social Media Breach, Data Protection** and **Honesty and Integrity**

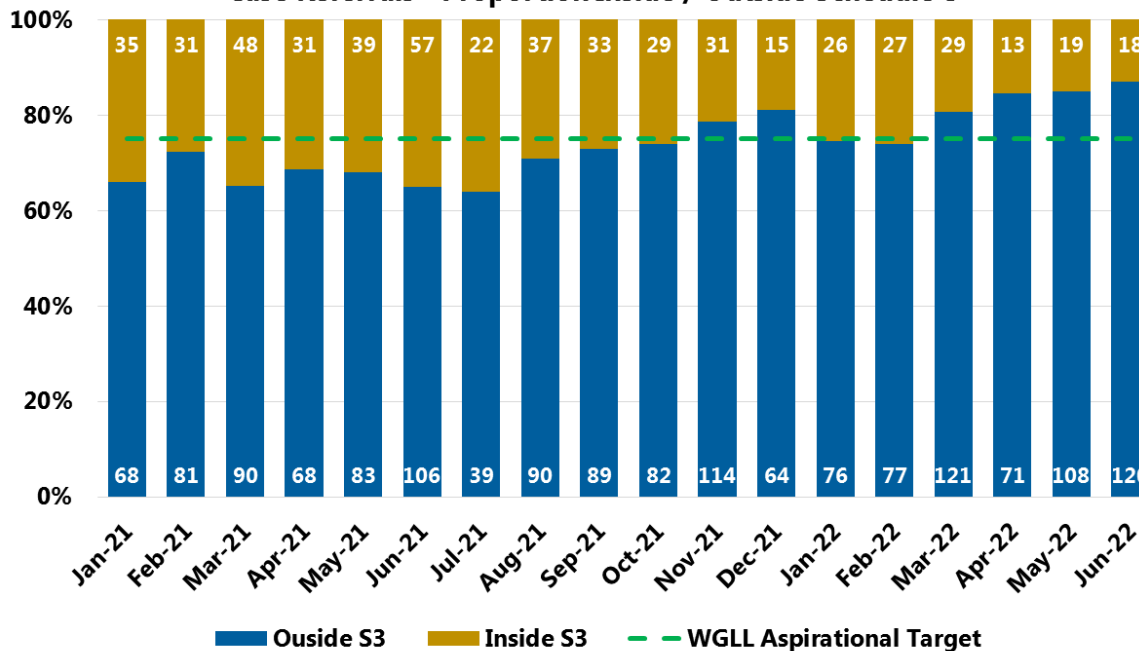
Next Steps / Recommendations

- Continued to be **monitored**.

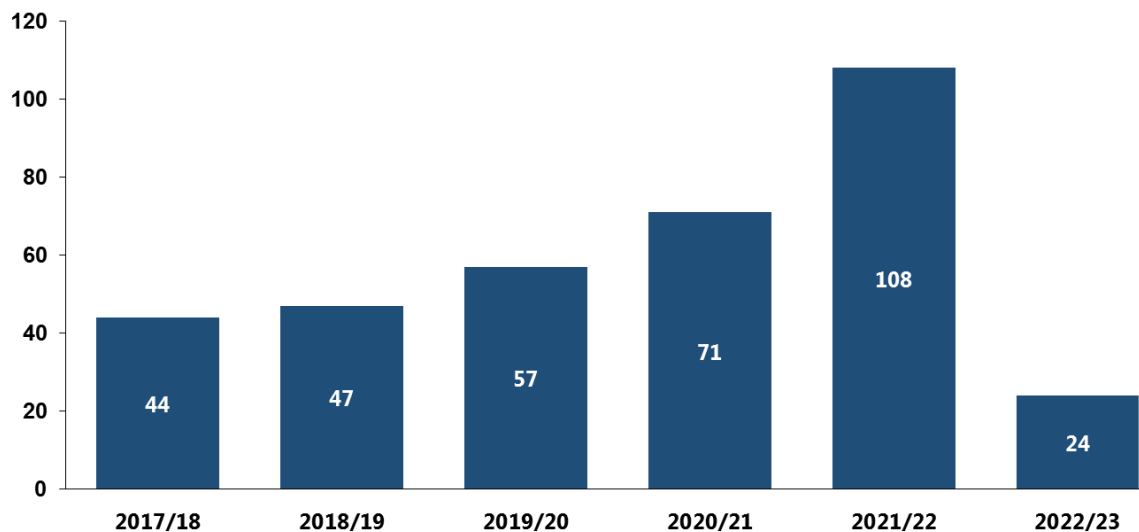
Action Required?
No

OFFICIAL

Case Referrals - Proportion Inside / Outside Schedule 3



West Mercia - Total Conducts Recorded Per Year



1. Delivering a high quality, consistent service to the public
 1.4 How well do we meet The Victims Code?

 **Good looks like:**
Under Review

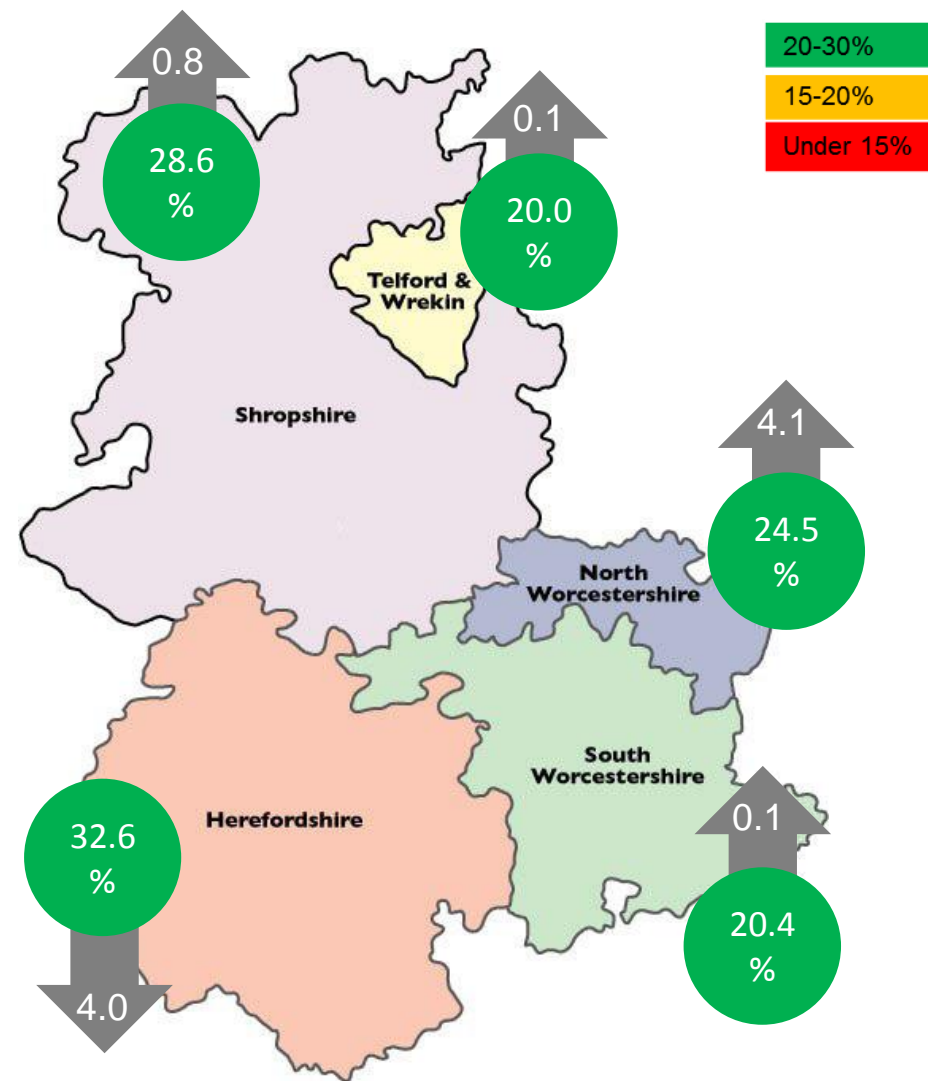
- Key Points**
- **VAL referrals** as a percentage of Victim-Based Crime are at **25.7%** for last month, above What Good Looks Like Target.
 - Cumulative Referral Rates for **Year to Date 2022/23** are marginally **above What Good Looks Like** at **25.1%**.

LPA	April	May	June	Cumulative Year to date 2022-23
CLPA	21.6%	20.3%	20.4%	20.8%
DLPA	18.6%	20.4%	24.5%	19.5%
ELPA	34.4%	36.6%	32.6%	35.5%
FLPA	28.6%	28.6%	29.4%	28.6%
GLPA	22.2%	19.9%	20.0%	21.0%
Force	25.3%	25.0%	25.7%	25.1%

Next Steps / Recommendations

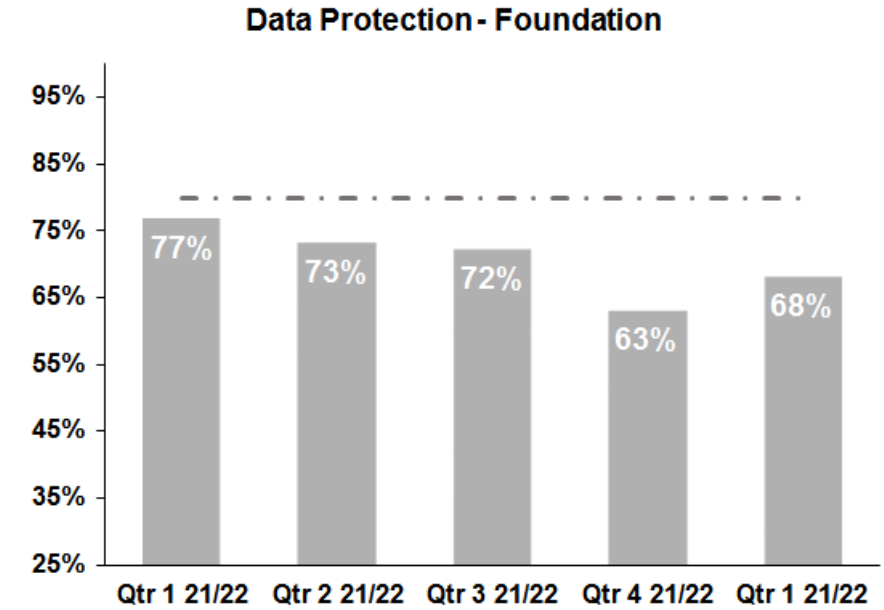
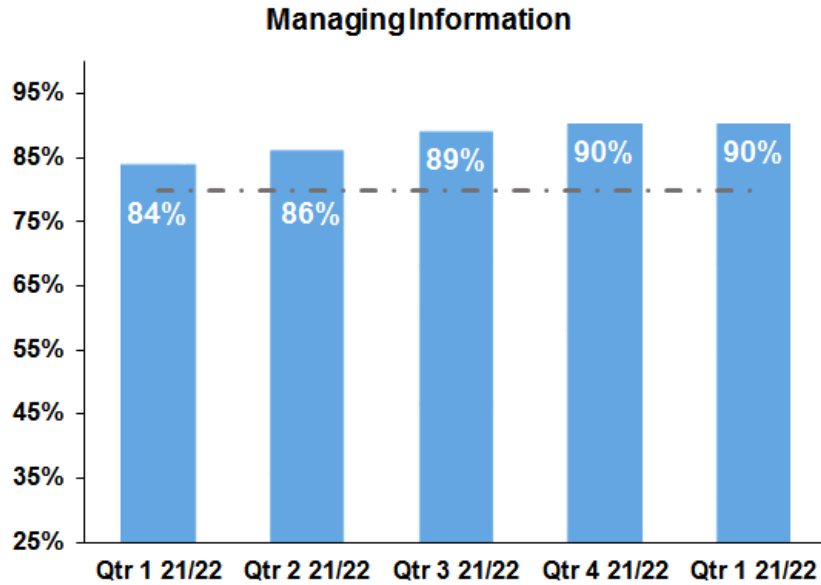
- Develop focus to not just look at volume of referrals but also quality.

Action Required?
Yes



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

3.1.1 Completion of Mandatory Training



What does this mean?

- Levels of staff and officers training in **Managing Information** has **remained the same** as the **previous quarter**.
- Managing information** training has been **above 'good looks like'** for a full year.

Good looks like: 95%-100% Almost Certain

Training: 80% complete within time limit

WDGLL has been reviewed and agreed by the subject lead Jul 2022

Next Steps / Recommendations

- Continued to be **monitored**.

Action Required?

No

What does this mean?

- Data Protection – Foundation** trained staff and officers has **increased by 5 percentage points** from the previous quarter.
- Completion** has been **below what "Good Looks Like"** for **over a year**.
- Business Leads** have been **asked to promote** this amongst their areas.

Good looks like: 40% - 50% Realistic Possibility

Training: 80% complete within time limit

WDGLL has been reviewed and agreed by the subject lead Jul 2022

Next Steps / Recommendations

- Continued to be **monitored**.

Action Required?

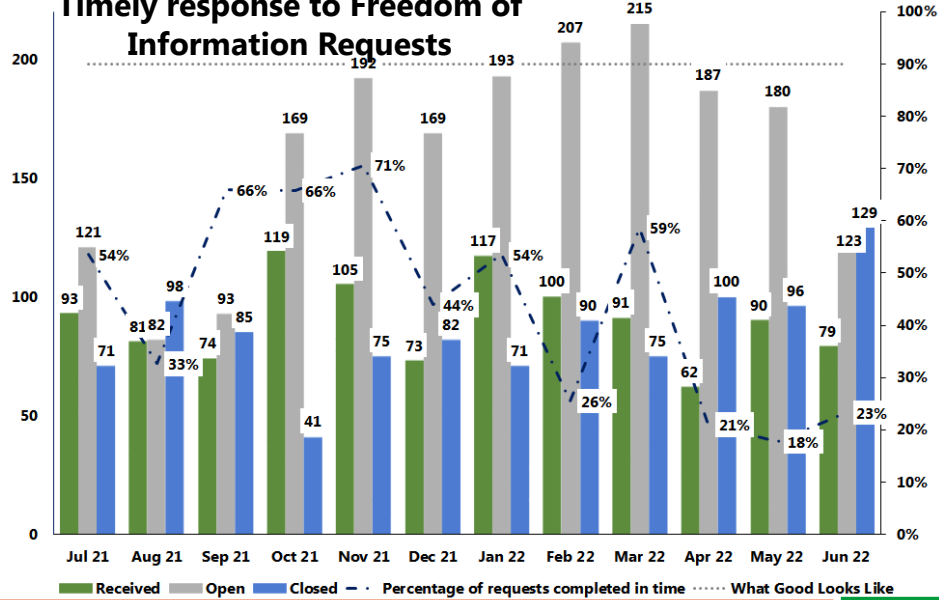
No

3. Delivering an ethical service

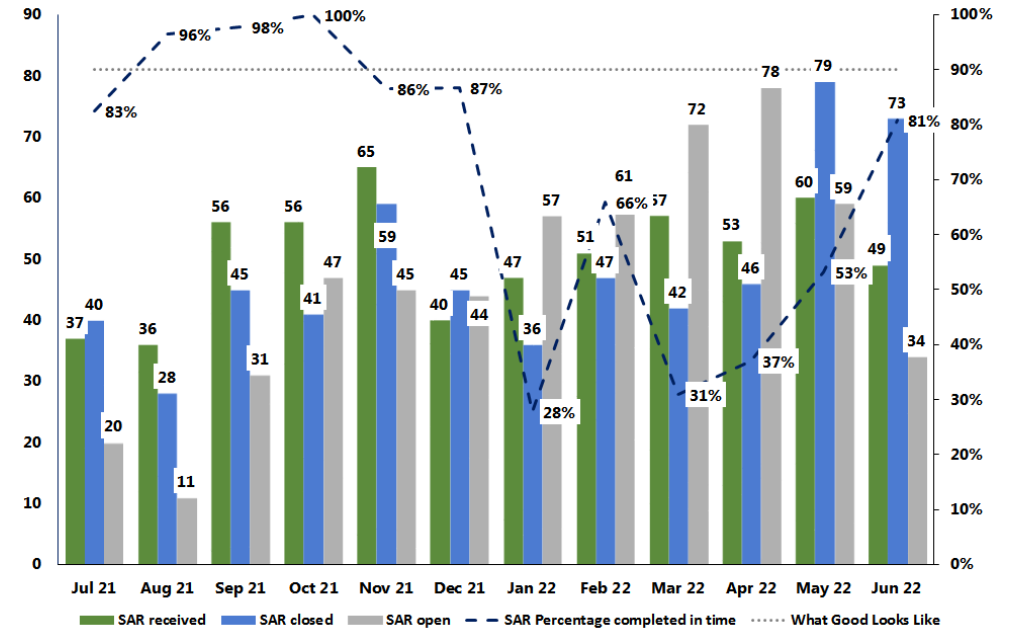
3.1 Delivering our service legally and within regulations

3.1.2 Freedom Of Information and Subject Access Request compliance

Timely response to Freedom of Information Requests



Timely response to Subject Access Requests



What does this mean?

- There has been an **increase** in FOIs completed on time by **5 percentage points**
- There has been an **increase** of **34% (33)** in FOIs closed and an **increase of 76% (13)** in FOIs closed within 20 days.
- **Open FOIs decreased by 32% (57)**; the third consecutive month of a reduction in volumes.

Good looks like:

Requests: 90% complete within time limit

WDGLL has been reviewed and agreed by the subject lead. Jul 2022

0% - 5% Remote Chance

Next Steps / Recommendations

- Action plan is in place to address backlog.
- Continued to be **monitored**.

Action Required?

No

What does this mean?

- There has been an **increase** in SARs completed on time by **28 percentage points** from the previous month.
- Number of **SARs received** have **decreased by 18% (11)**.
- The number of **closed SARs** has **decreased by 6% (8)** whilst those **closed within the deadline** has **increased by 40% (17)**.
- Demand management is being implemented where justified.

Good looks like:

Requests: 90% complete within time limit

WDGLL has been reviewed and agreed by the subject lead. Jul 2022

40% - 50% Realistic Possibility

Next Steps / Recommendations

- Continued to be **monitored**.

Action Required?

No

3. Delivering an ethical service

3.1 Delivering our service legally and within regulations

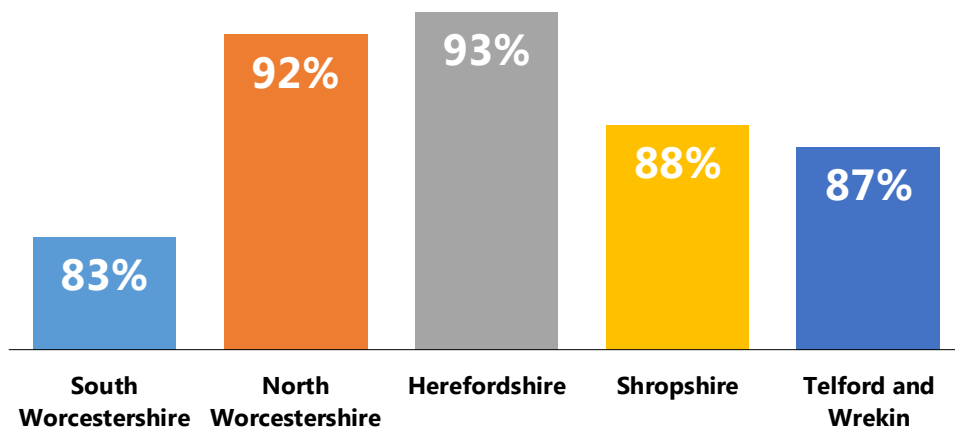
3.1.4 Internal CDI audits

Annual Audit Report – 2021/22

Rag Rating	
Green	Successful delivery of the recommendation/AFI with no significant outstanding issues.
Yellow	Significant progress has been made. Oversight is being provided from the relevant governance group and planning is in place to deliver and reality test any outstanding elements.

	2020/21	2021/22
Overall Compliance Rate	80%	89%
Rape and Other Sexual Offences	92%	97%
Hate	84%	93%
Stalking and Harassment	86%	93%
Violence Against The Person	88%	92%
Recorded Within 24 Hours	66%	67%
Protected Characteristics	60%	83%

Local Policing Area Overall Compliance - 2021/22 Audit Results



*ASB has been excluded from the above analysis due to a lack of comparable data sets from the two financial years

Key Points

- **Improvements** have been made in **all areas** included in the annual audit report.
- In **60% (4)** of the areas audited the force achieved a **RAG rating of 'Green'**.
- There has been a **drastic improvement** in the **recording of protected characteristics** from **60% to 83%** despite remaining 'Amber' rated.
- **Both North Worcestershire and Herefordshire** achieved a **RAG rating of 'Green'** with a **92% and 93% compliance rate** respectively.
- **Violence without Injury** accounted for the **largest volume of missed classifications (38%)** followed by **Stalking and Harassment (34%)**.

What does this mean?

- The audit concluded that the force **has strong leadership and governance around CDI** and that West Mercia **record serious high harm offences well**.
- **A high level of accurate information** from victims is being **obtained** and recorded by OCC **Call handlers**.
- The **quality assurance** completed within the Investigation Management Unit is to a **high standard** and is in **compliance with HOCR**.

Good looks like:

CDI Audits: 90% compliance or above on crime recording for CDI audits in general (HMICFRS).

Last reviewed by subject lead Jul 2022

Next Steps / Recommendations


- The force must **improve** the collection of **protected characteristics** data.
- **Improvements** to be made in **recording crimes within 24 hours**.
- To improve the way **officers recognise and record course of conduct** crimes.
- **Officers** need to apply the **record to investigate approach** to crime recording and be more **victim focused**.
- **Officers** need to get better at **recognising and recording crimes** reported in the **DASH**.

Action Required?
Yes

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

3.1.4 Internal CDI audits

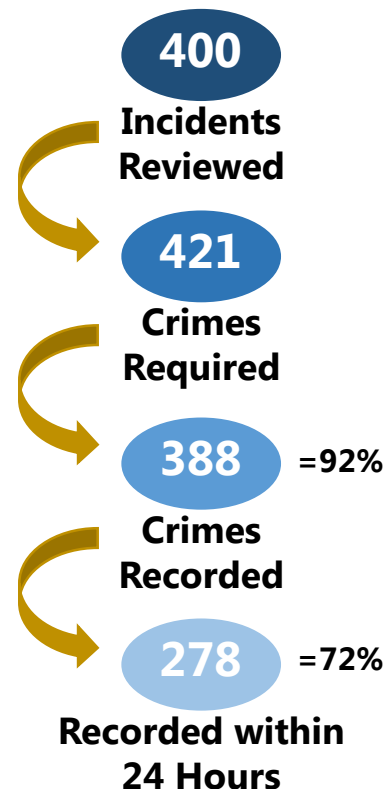
Violence Against the Person
Audit Report

Good looks like:  **CDI Audits: 90% compliance** or above on crime recording for CDI audits in general (HMICFRS).
Last reviewed by subject lead Jul 2022

Violence Against the Person HMIC Audit – Jun 2019



Violence Against the Person Internal Audit – Mar 2022



Key Points

- The **internal audit** completed in March 2022 used a **statistically significant sample size** and a methodology chosen to **replicate the HMICFRS audit** in 2019 in order to compare results.
- There has been a **4 percentage point increase in compliance** between the two audits from **88% to 92%**, with the force **performing above 'Good Looks Like'**.
- There has been a **significant improvement** in crimes **recorded within 24 hours**, from **64% to 72%**.
- **39 course of conduct** crimes were **recognised** by officers and IMU and were **recorded accurately**.
- **34 Crime flags** (key words on Athena) **had been missed**. These included **26 Alcohol**, **7 repeat domestic abuse** and **1 use of knife or other sharp instrument**.
- **Violence against the Person** accounted for the **largest volume of missed classifications (55%)**, followed by **course of conduct (24%)**.

What does this mean?

- **IMU** are **consistently good** at **recognising additional crimes** within the quality assurance (QA) process.
- The **delay in recording** was often **as a result of a delay in resourcing or as a result of a diary appointment** being made and the crime not being recorded until the victim was seen.
- There **are still occurrences** where **officers are not recording crime based on the content of the incident logs** and first disclosures from the victim.

Next Steps / Recommendations

- The force should ensure that the **Crime Data Integrity training is absorbed into officers working practices and decision making** when receiving reports of crime.
- **Improvements** to be made in **recording crimes within 24 hours**.
- **Officers** to **improve crime recording** decision making **at the point of call**.
- **Officers** to **improve** recognition of **course of conduct crimes**.

Action Required?

Yes

4. Delivering effective prevention and intervention

4.1 How well does West Mercia Police bring offenders to justice?

4.1.1 % of positive action

Good looks like:

An increase in the volume and proportion of offences assigned an **Outcome 1** or **1A** result.

55% - 75%
Likely or probable

Key Points

- Usage of **Charge/Summons** has slightly **decreased both in volume and proportion rate** for the **fourth month running**.
- The volume **decrease** is driven by a **14% reduction** in **Outcome 1** from **445** offences in **May 22** to **381** offences in **June 22**.
- In contrast, the number of **Outcome 1A** offences has **stayed consistent** between **May 22** and **June 22**.
- Year to month 2022/23 view (1,257):** The use of **Charge/Summons** has **increased**:
 - 8% (117) increase** compared to **year to month 2021/22 (1,448)**
- Total offences outcomed: Very small volume decrease (7)** compared to the previous month.

Under review

What does this mean?

- The **Designated Decision Makers' backlog** is **high in volume** with a **RAG rating 'Red'** due to high levels of **staff abstraction**, with **380 crimes awaiting an outcome**. **Unresourced levels** have been substantially higher across all policing areas so there is a **risk of evidential opportunities, securing support and engagement from victims being lost**.
- It is **probable** that **outcoming levels** will continue to **remain low** as:
 - Sickness** is beginning to **increase** again likely due to a **new wave of Covid**. Summer is a **high annual leave period** and it is probable this will **add further to staff abstraction**.
 - The **Extended Public Contact Service Centre (PCSC)** will be expanded **from 20 to 40 officers (currently at 31)** as of the 6th June to **complete telephone investigations for Grade 3's and 4's on the unresourced** and to relieve pressure on **frontline officers**. The **impact** of this initiative will **take effect in due course**.

Next Steps / Recommendations

- Continued focus on **action plan delivery** and continued monitoring via Crime Management Board.

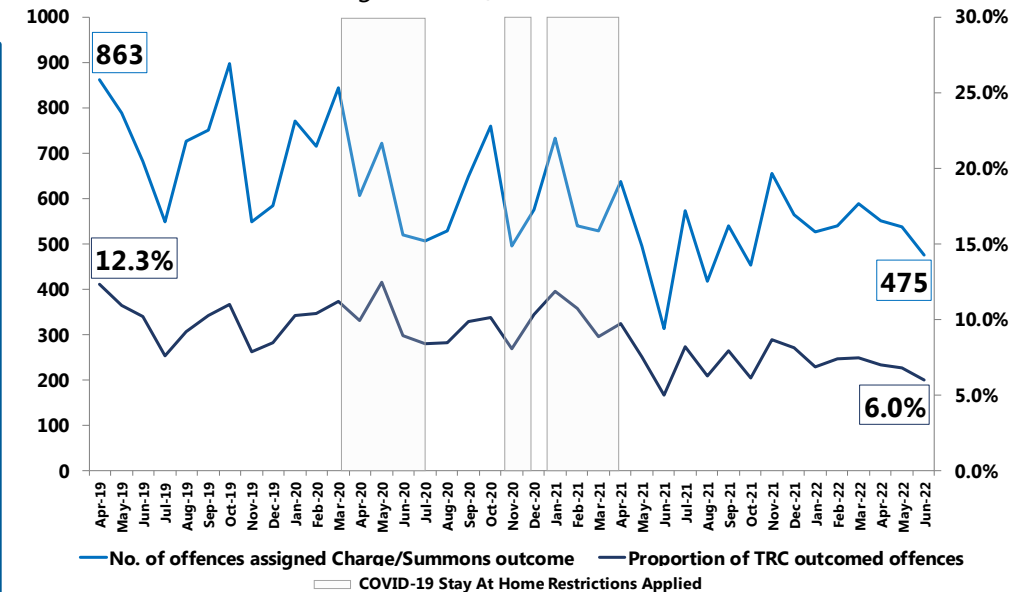
Action Required?

No

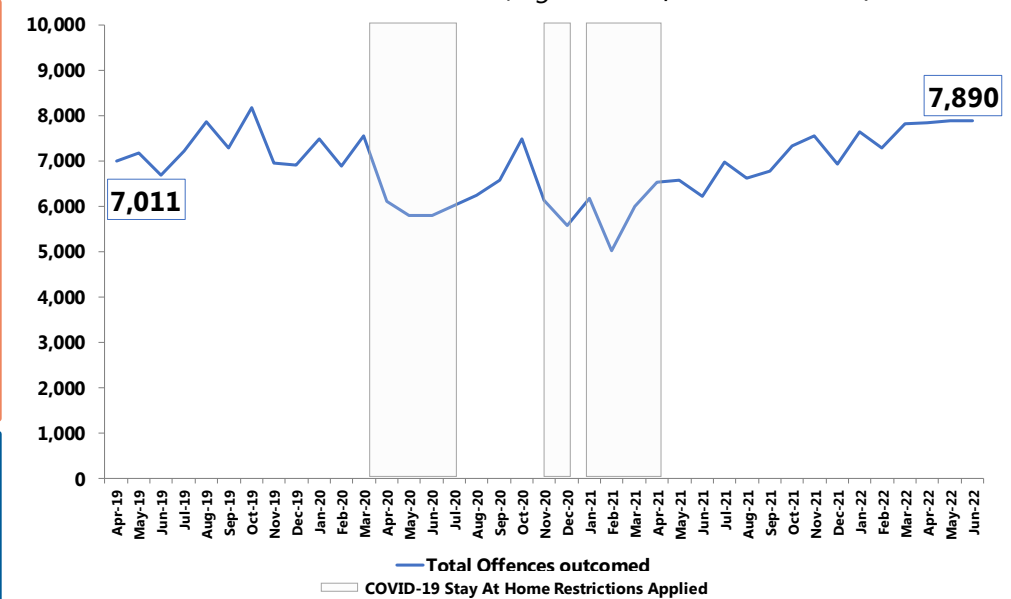
Work is **ongoing** to determine a **standardised approach** internally to **reflect the figures reported nationally**.

Within **Most Similar Group (MSG)**, the force has moved to **6th place out of 8**, with **1st place** reporting the **highest Charge/Summons rate** due to **another force** submitting new figures. Remains **below the MSG average**. The most recent data release relates to **April 2022 data**.

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



TRC Outcomed Offences (regardless of when recorded)



4. Delivering effective prevention and intervention
4.1 How well does West Mercia Police bring offenders to justice?

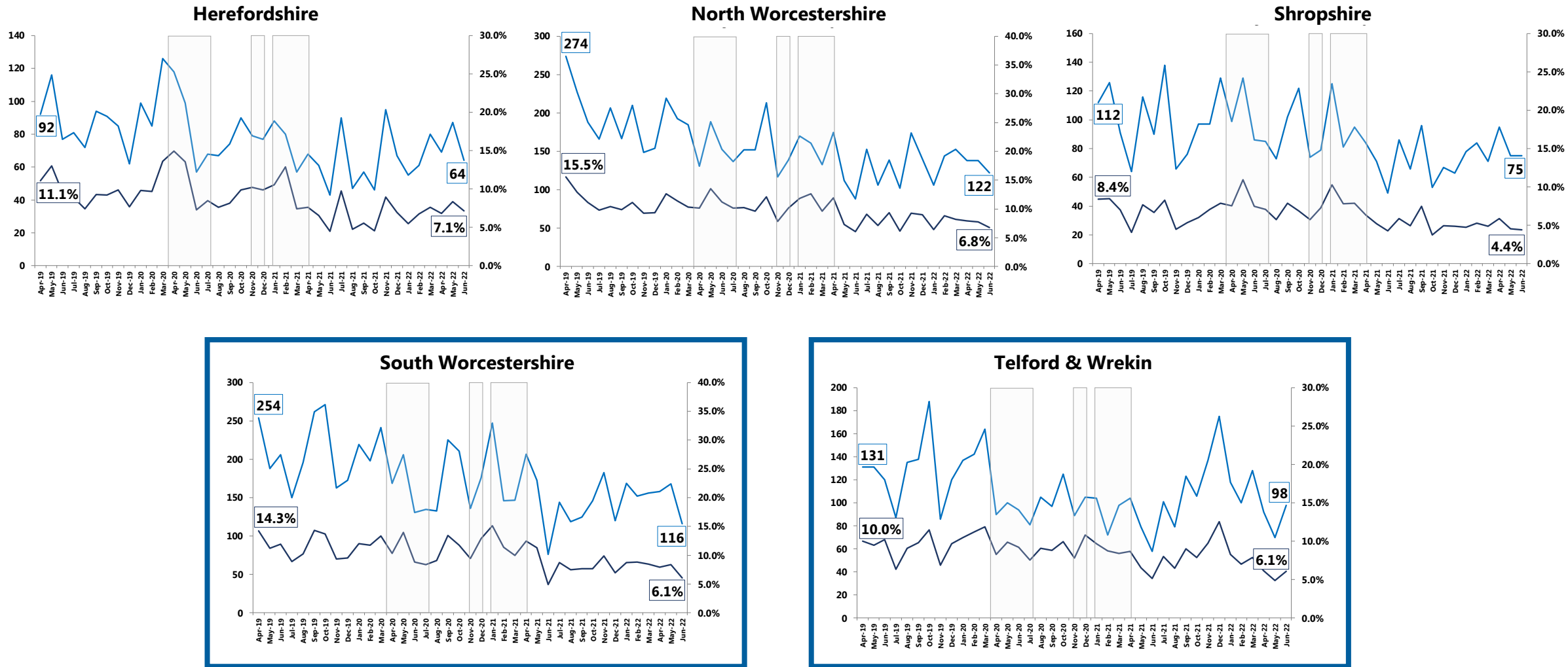
4.1.1 % of positive action by LPA

OFFICIAL

Telford & Wrekin are the only LPA to see volume and proportion rate increases.

Most substantial volume and proportion rate decreases seen in South Worcestershire.


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



— No. of offences assigned Charge/Summons outcome — Proportion of TRC outcomed offences
 □ COVID-19 Stay At Home Restrictions Applied

4. Delivering effective prevention and intervention
 4.1 How well does West Mercia Police bring offenders to justice?

4.1.1 % of positive action – DA outcomes



Good looks like:

An **increase** in the volume and proportion of offences assigned an **Outcome 1** or **1A** result.

Under review

Key Points

- Usage of **Charge/Summons** has **seen a 21% (24) decrease** compared to **previous month** but a **54% (31) increase** when compared to **June 2021**.
- The monthly outcomed proportion rate is **5.9% (88)** for **June 22**; a decrease of **2.1 percentage points** compared to the **previous month**.
- Year to month 2022/23 view (301): 20% increase** in the use of **Charge/Summons** compared to the previous year to month (251).
- Total DA offences outcomed: Volume increase** of **83** from **1,405** to **1,488** when compared to the **previous month**.

What does this mean?

- The **Designated Decision Makers' backlog** is **high in volume** with a **RAG rating 'Red'** with **380 crimes awaiting an outcome**. **Unresourced levels** have been substantially higher across all policing areas so there is a **risk of evidential opportunities, securing support and engagement from victims being lost**.
- It is **probable** that **DA outcoming levels** will continue to **fluctuate** as:
 - **DA Deployment operating model** has been **rolled out** across **all policing areas** and **regularly reported upon**, with the aim of improvements in **'positive outcome' levels** (Charge/Summons). However if DA unresourced becomes too high the **DA Trigger Plan** is used to re-prioritise the use of the **diary car for those DA incidents** sat on **unresourced**. This was **triggered for most of June** so it is possible the impact of the new model has been dampened.
 - **Sickness** is beginning to **increase** again likely due to a **new wave of Covid**. We are also moving into a **high annual leave period** and this will **add further** to **staff abstraction**.

Next Steps / Recommendations

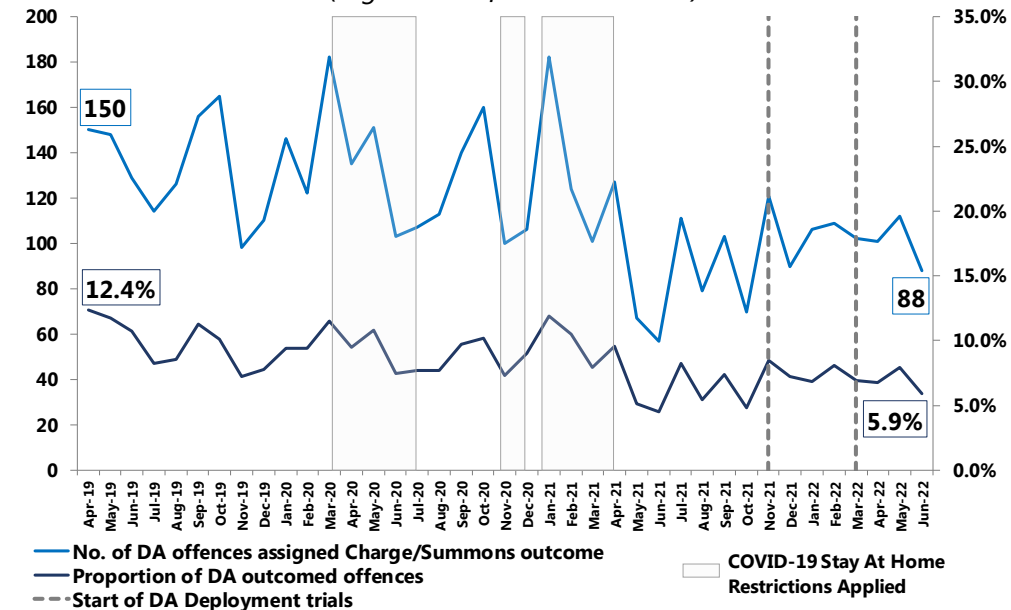
- Continued focus on **action plan delivery** and continued monitoring via Crime Management Board.

Action Required?

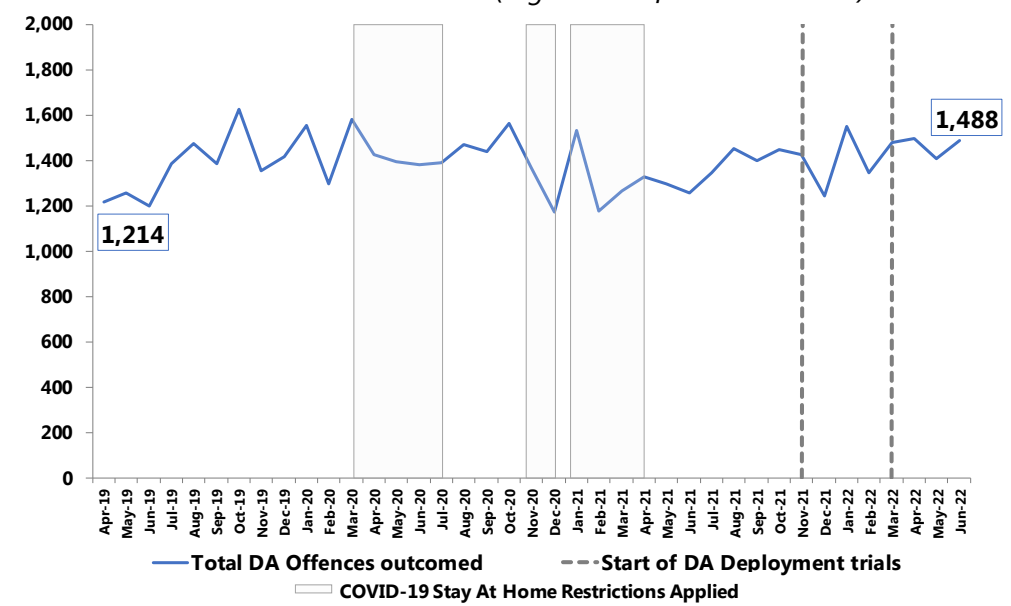
No

No comparison to MSG, National view or other Athena forces as **DA outcome data is not monitored**.

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



DA Outcomed Offences (regardless of when recorded)



4. Delivering effective prevention and intervention
 4.1 How well does West Mercia Police bring offenders to justice?

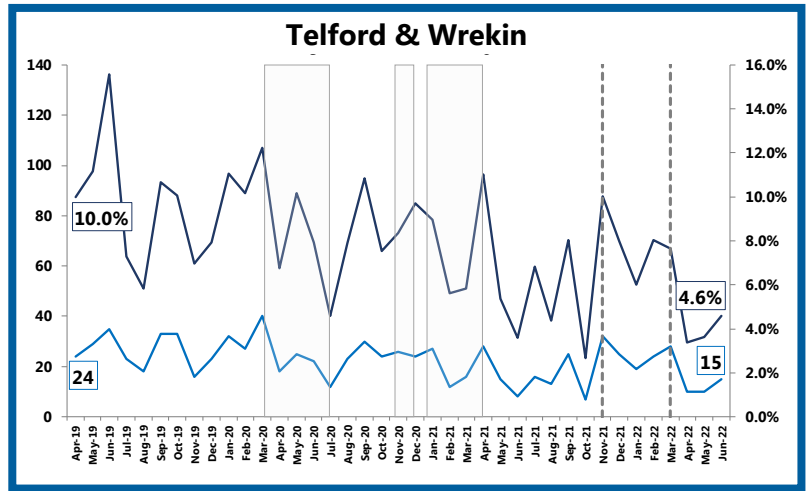
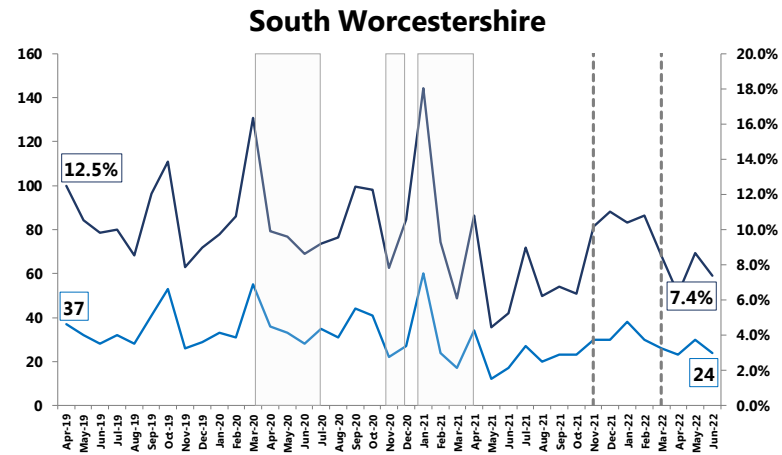
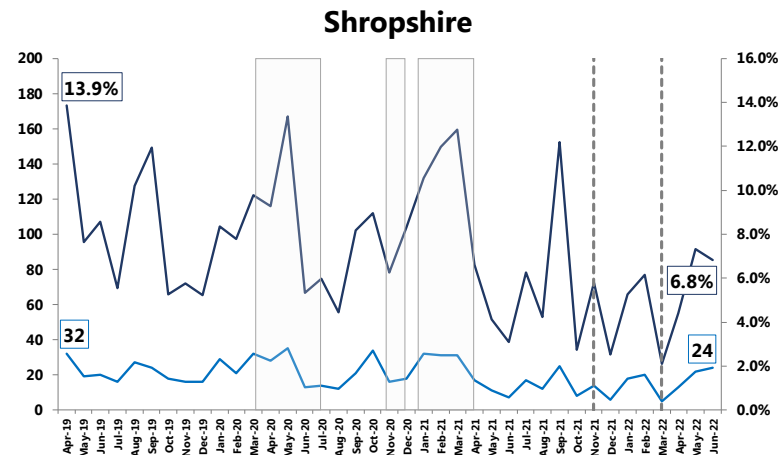
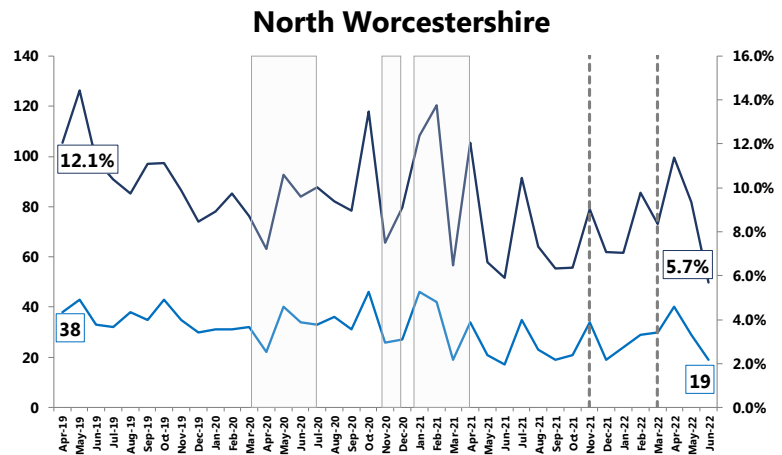
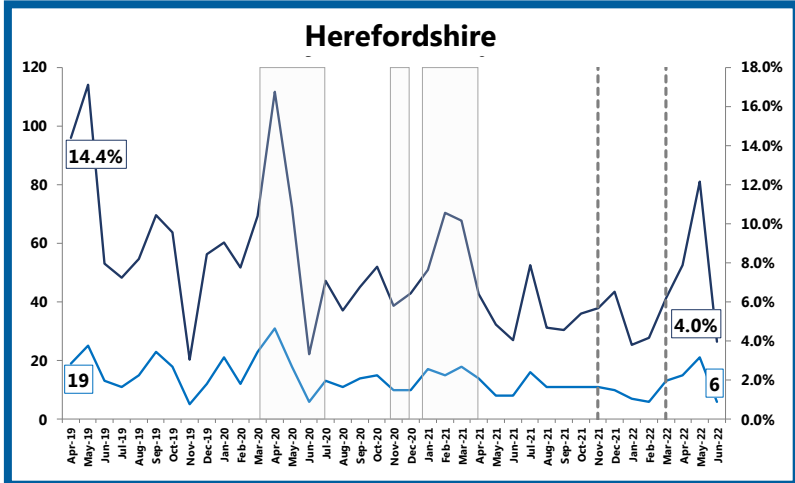
4.1.1 % of positive action – DA outcomes by LPA

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

OFFICIAL

Herefordshire has seen the largest decreases in volume and monthly proportion rate from the previous month

Telford & Wrekin is the only LPA to see volume and proportion rate increases.



— No. of DA offences assigned Charge/Summons outcome
— Proportion of DA outcomed offences
 COVID-19 Stay At Home Restrictions Applied
- - - Start of DA Deployment trials

4. Delivering effective prevention and intervention

4.1 How well does West Mercia Police bring offenders to justice?

4.1.2 Reduction in use of Outcome 16

Good looks like:

A reduction in the volume and proportion of offences assigned an Outcome 16 result.

40% - 50% Realistic Possibility

Under review

Key Points

- There have been **slight increases** in both the monthly volumes and proportion rates for **both** total recorded crime offences and DA offences
- Total recorded crime**
 - 6% increase** in the volume of **offences (2,543)** assigned **Outcome 16** last month compared to the previous month (2,395).
 - The **proportion** of offences assigned Outcome 16 has **increased by 1.9 percentage points** in the last month compared to the previous month.
- DA offences**
 - 6% increase** in 'Outcome 16' **DA offences (910)** last month compared to the previous month (857).
 - The **proportion** of offences assigned Outcome 16 has **increased by 0.16 percentage points** in the last month compared to the previous month.
- Year to month 2022/23 view:**
 - Volumes have seen an **8% increase** from **6,844** to **7,391**. However there has been a **4 percentage point decrease** in outcome 16 from **35.4%** in **YTM 2021/22** to **31.3%** in **YTM 2022/23**. It is **highly probable** the **volume increase is due to the growth in overall outcoming levels** and the **appropriate application** of outcome 16.

What does this mean?

- The **Designated Decision Makers' backlog** is **high in volume** with a **RAG rating 'Red'** with **380 crimes awaiting an outcome**. It is **possible** outcome 16 levels are **increasing** due to a **lack of correct rationale** for **OC20 and OC22**.
- It is **probable** that **outcome 16 levels will continue to fluctuate due to two reasons:**
 - The **LPA Outcome Action Plans** and **DA Deployment trial** continue to take effect, leading to the **more appropriate application** of Outcome 16.
 - The **Extended PCSC policing initiative** to **complete telephone investigations for Grade 3's and 4's** to relieve pressure on **frontline officers**, may lead to an **increase in Outcome 16 volumes**.

Next Steps / Recommendations

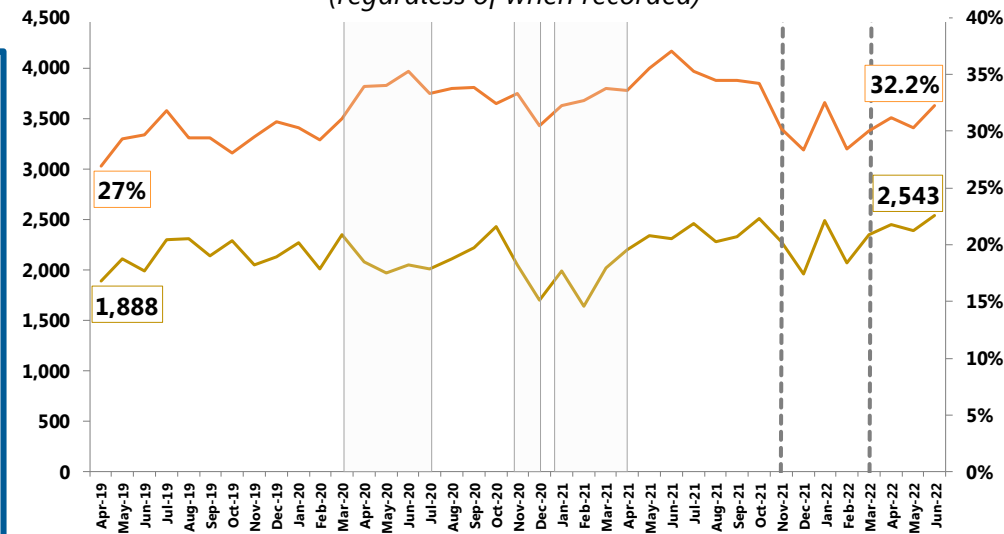
- Continued focus on **action plan delivery** and continued monitoring via Crime Management Board.

Action Required?

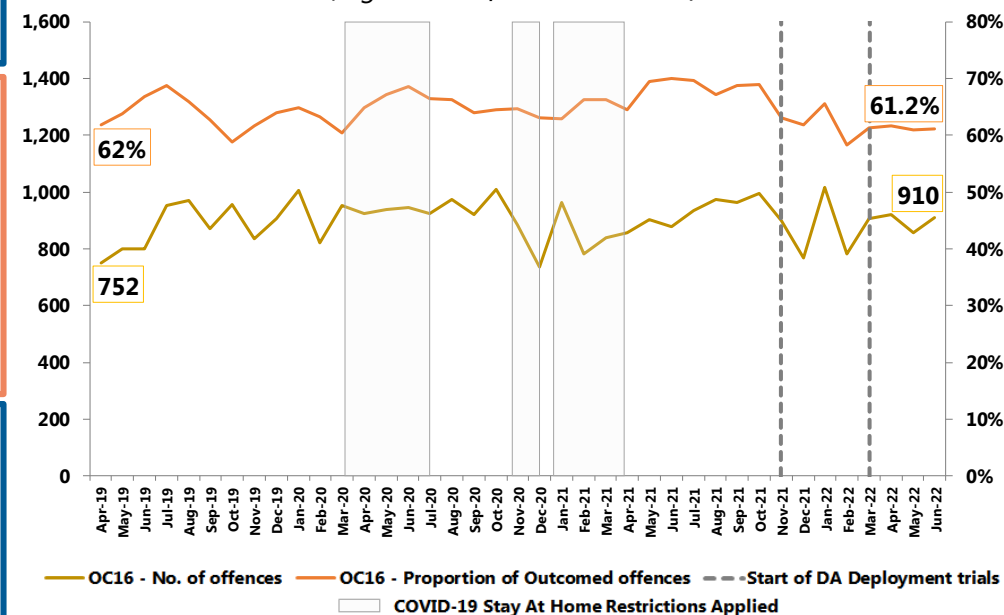
No

Work is **ongoing** to determine a **standardised approach** internally to **reflect the figures reported nationally**. Within **Most Similar Group (MSG)**, the force **ranked 2nd out of 8**, with **1st place** reporting the **highest Outcome 16 rate**, and **slightly above the MSG average**. The most recent data release relates to **April 2022 data**.

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




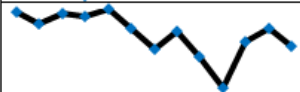

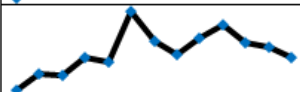
Outcomed DA Offences (OC16)
(regardless of when recorded)



— OC16 - No. of offences — OC16 - Proportion of Outcomed offences - - - Start of DA Deployment trials
 □ COVID-19 Stay At Home Restrictions Applied

4. Delivering effective prevention and intervention
4.1 How well does West Mercia Police bring offenders to justice?

Headline Outcome Spotlight

		Jan 22 - Mar 22		Apr 22 - Jun 22		Comparison between Time periods			Proportion Rate - Monthly View - 13mths	Jun-22
		Outcomed Offences	% Outcomed	Outcomed Offences	% Outcomed	% Change (in offences)	% Point Difference	Difference (No. of offences)		
OC17	Prosecution time limit expired: Suspect identified but prosecution time limit has expired.	168	0.7%	115	0.5%	-32%	-0.3	-53		0.5%
OC14	Suspect not identified – victim declines to identify the offender	1,962	8.6%	2,214	9.4%	12.8%	0.7	252		9%
OC20	Transferred to external agency	215	0.9%	180	0.8%	-16%	-0.2	-35		0.7%
OC22	Not in public interest to prosecute - diversionary, educational or intervention activity undertaken	309	1.4%	267	1.1%	-14%	-0.2	-42		1.0%

Key Points

- **Outcome 17**
 - 32% decrease in Outcome 17 offences for Q1 2022/23 (115) compared to the previous quarter (168).
 - It is possible that the introduction of an earlier review date from Op Riverport has ensured less offences are timing out.
 - It is likely that figures will continue to decrease and then stabilise in light of a new performance dashboard to monitor OIC crime baskets.
- **Outcome 14**
 - 12.8% increase in Outcome 14 offences for Q1 2022/23 (2,214) compared to the previous quarter (1,962).
 - Since February 2022, there has been an increase in public order offences due to a change in recording for ASB. The rise in OC14 is in part driven by an increase in victim based public order offences. These have seen a 69% (126) increase in those assigned OC14 since Q1 2021/22.
- **Outcome 20**
 - 16% decrease in Outcome 20 offences for Q1 2022/23 (180) compared to the previous quarter (215).
- **Outcome 22**
 - 14% decrease in Outcome 22 offences for Q1 2022/23 (267) compared to the previous quarter (309).
 - Both Outcome 20 and 22 are being pushed as a positive action outcome for those offences in which prevention methods are seen to be more effective. However it has been reported that the rationale from the OIC is not strong enough to justify an OC20/22 and therefore it is likely they are being assigned to an OC16, leading to an increase.

Next Steps / Recommendations

- Findings to be reported to the Crime Management Board and sent to Op Reset team.
- Reinforce educational practices regarding rationale for OC20 and OC22.

Action Required?
Yes

4. Delivering effective prevention and intervention
 4.1 How well does West Mercia Police bring offenders to justice?

Restorative Justice – West Mercia Youth Justice Service

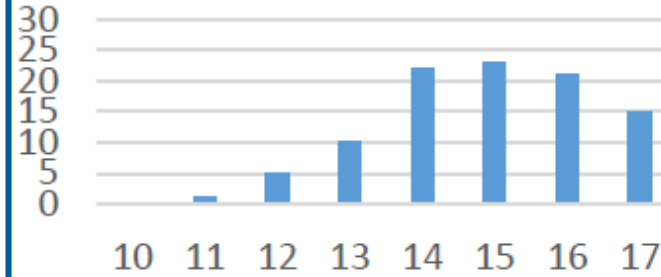
Key Points

- Reporting on restorative justice is one quarter behind therefore **Q4 21/22** is included in this report.
- **97** cases were subject to joint decision making in West Mercia in the last quarter.
- The most frequently occurring offence types were:
 - **violence against a person offences** - 59%
 - **criminal damage** - 9%
 - **drug offences** - 7% of referrals.
- These **three offence types** therefore accounting for **75%** of all referrals.
- Of the 97 cases, **67** were **diverted** from formal justice system disposals through the use of **NFA, Community Resolutions and Outcome 22**.
- A further **22** young people were diverted from formal justice system disposals via Police led **Community Resolutions**.
- **14** known **Looked After Children** were subject to joint decision making of which:
 - **11 (79%)** were **diverted** from formal justice system sanctions
 - **2 (14%)** received one of the **youth caution** outcomes and
 - **1 (7%)** of the known Looked After Children cases were referred back to CPS or for charge decisions as the panel felt the case was unsuitable for an out of court disposal.

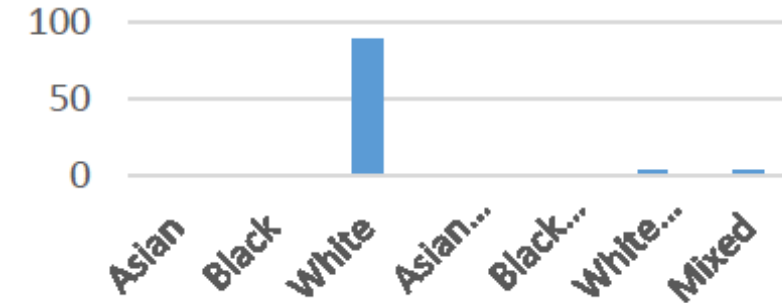
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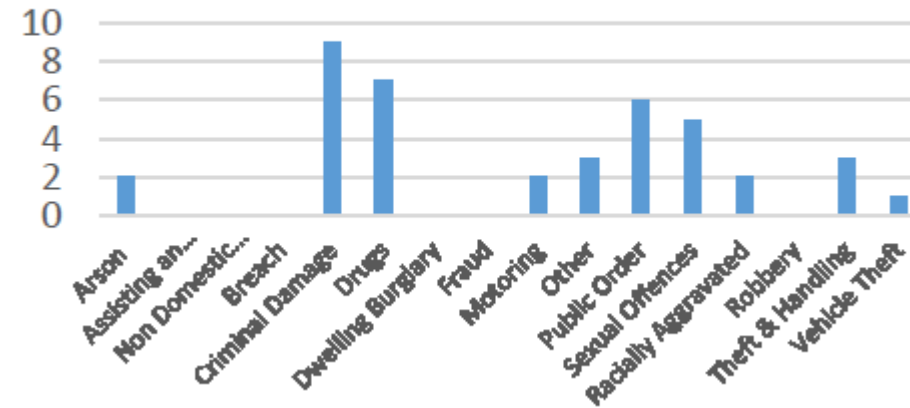
Referrals to Joint Decision Making Panels
By Age



Referrals to Joint Decision Making Panels
By Ethnicity



Referrals to Joint Decision Making Panels
By Offence type



4. Delivering effective prevention and intervention
 4.1 How well do we Prevent Crime? – Problem Solving

4.1.3 Problem Solving Hub

Good looks like:

Further 200 Staff to receive Problem Solving Training by end Sept 2022

Last reviewed by subject lead Apr 2022

Key Points

- **Problem Solving training continues** – currently being rolled out to CID and Crime Scene Investigators. ‘Advanced’ problem solving workshops are also taking place.
- Developing an in-force problem solving award event, to celebrate and encourage good projects.
- Plans are being utilised particularly as a platform for the new intervention and prevention work. As a result there are currently a **greater number of open plans** than there have been previously.

Problem Solving Plans by Local Policing Area (Snapshot – 08 July 2022)

Policing Area	Red	Amber	Green	Unscored	Grand Total
South Worcestershire	0	1	19	31	51
North Worcestershire	0	0	1	18	19
Herefordshire	0	1	6	8	15
Shropshire	0	3	6	28	37
Telford & Wrekin	1	2	2	19	24
Total	1	7	34	104	146

What does this mean?

- Problem Solving are encouraging **team ownership of plans**, driven by a supervisor and actions allocated out to the team and partners. This **appears to be generating successful activity**. The number of **Unscored Plans** are higher than typical levels due to the commencement of intervention and prevention officers using Problem Solving Plans to record their work. These plans are not scored.
- The need to **improve the ‘Assessment’ element of SARA** within Problem Solving Plans has been identified, in order to be able to **share good practice** and **build corporate memory**. In order to achieve this, “assessment” will be introduced in phase 2 training, supervisor checks will be encouraged, reminders will be provided at meetings and best practice will be circulated. Greater assessment of problem solving activity is being marketed as the final part of the SARA process. The aim is to develop a push to improve this across the force, through plan owners and independent assessment / evaluation.
- West Mercia problem solving activity, **in general, produces positive results in terms of reduction of incidents and community satisfaction**. In order to evidence this, the aim is to develop a university academic evaluation of some projects, with PCC to fund academic assessment of a project by Worcester University.

Next Steps / Recommendations

- Contribute to the new Prevention Strategy.
- Work with the OPCC and Worcester University in relation to developing the academic evaluation.
- Develop Award Event

Action Required?
No

4. Delivering effective prevention and intervention
4.1 How well does West Mercia Police bring offenders to justice?

4.1.4 Reduction in reoffending – Integrated Offender Management (IOM)

Key Points

- The **total number of IOM offenders** has continued to decrease as previously reported, with **176 IOM offenders** in **March 2022** reducing to **156** in **June 2022**.
- **Monthly suspected re-offending rates** have **decreased** in the **last quarter** compared to the previous quarter.
- **Q1 2022/23** is showing a **higher average re-offending rate** (24%) than in **the same quarter in the last year** (19%).

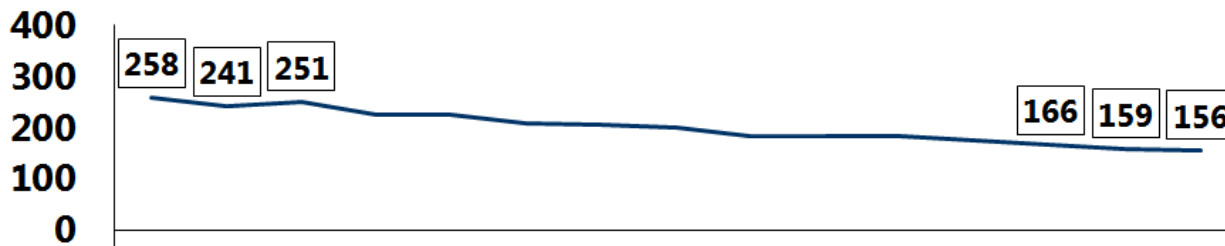
What does this mean?

- Over the last year, a parameter was brought in whereby individuals who are given a sentence of **longer than 2 years custody** are **automatically removed from the cohort**, and after this time are re-referred by Probation if they are to be placed back on the IOM scheme.
- Additionally, since the introduction of the **Fixed, Flex and Free Categories** in October 2021, the **threshold** to be brought onto IOM is **more stringent**, so we have seen a **decrease in the number of nominals** without them being placed back on at the same speed.

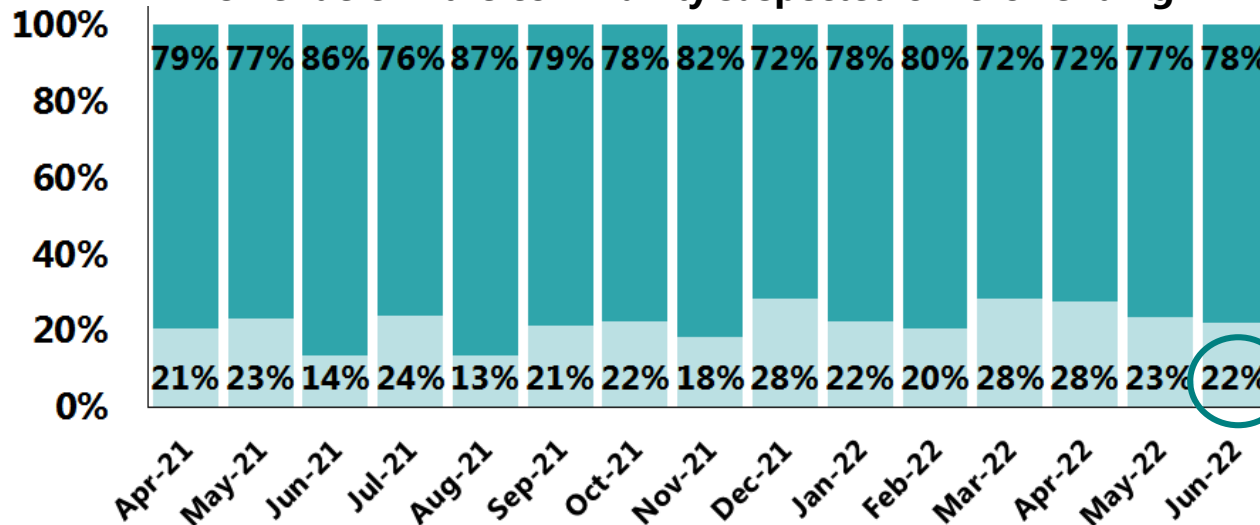
Methodology

- The data is based on **IOM nominals** who are **linked to investigations recorded** each month by way of a suspect role (irrespective of whether or not an arrest was made).
- The numbers provided are based on nominals who show as in the **community** and **custody** at the **end of each month**, as those who are **proved to re-offend** at the **beginning of the month**, may be in **custody** at the **time of reporting**.

Offenders in the community that are within the IOM cohort



Offenders in the community suspected of re-offending



■ % Suspected Reoffending IOMs ■ % Not Reoffending IOMs — Total Number of IOM offenders

Next Steps / Recommendations

- The development of **holistic performance measures** to **correctly quantify the success of IOM** across West Mercia is **in progress**.
- Determining **'What does 'good' look like?'** is still a focus.

Action Required?

Yes

4. Delivering effective prevention and intervention
 4.1 How well does West Mercia Police bring offenders to justice?

4.1.5 Volume / rate of repeat victimisation (All victims)

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**.

Good looks like:

A reduction in 'high frequency/high severity' repeat victims and a decrease in repeat rates

25% - 35% Unlikely

Last reviewed by subject lead Oct 2021

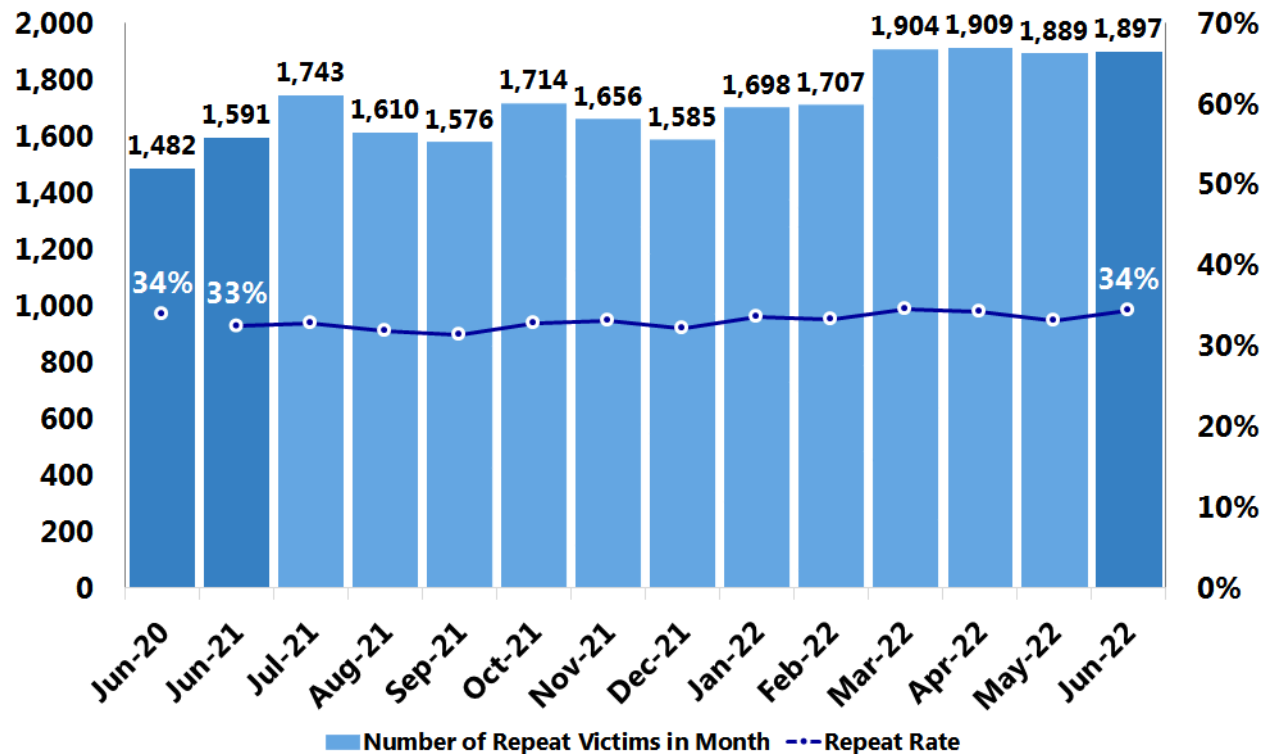
Key Points

- **Total Recorded Crime repeat victim rate** has remained **relatively stable** over the last three months.
- The **continued uplift** in **Total Recorded Crime repeat victim** volumes is linked to the **growth in overall crime recording**.
- **June 2022 (1,897)** remains **higher than volumes** seen in previous years:
 - **19% increase (306)** on **June 2021**
 - **28% increase (415)** on **June 2020**

What does this mean?

- The **growth in overall crime recording** is driven by an increase in **victim-based Public Order** offences and **Violence without injury** offences, specifically **Assault without injury, Malicious Communications** and **Harassment** offences.
- A **change in recording practices** around **Public Order offences** and **Malicious Communications offences** following improvements to **SAAB ASB incident recording**, has led to **substantial growth** in victim-based **Public Order** offences and **Malicious communications/ Harassment offences** as opposed to an organic growth happening within our communities.
- It is probable that over the coming months, **increased financial pressures on households** will lead to a **rise in crime recording**, so it is **highly probable** that **repeat volumes** will **increase** too. These pressures are linked to the **cost of living crisis** with increased costs of food, energy and fuel.

Repeat Total Recorded Crime Victims per Month



Next Steps / Recommendations

- The new **Prevention Strategy** for **2022-25** has been launched with the overarching strategic aims focused on **fewer victims**, less crime, increased public confidence in policing and greater public involvement in preventing harm.
- **VAWG problem profile** – All police forces to submit by **September 2022**. West Mercia currently working towards delivery of this requirement.

Action Required?
 Yes

4. Delivering effective prevention and intervention

4.1 How well does West Mercia Police bring offenders to justice?

4.1.5 Volume / rate of repeat victimisation (DA-specific victims)



Good looks like:

A reduction in 'high frequency/high severity' repeat DA victims and a decrease in repeat rates

Last reviewed by subject lead Oct 2021

40% - 50%
Realistic Possibility

Key Points

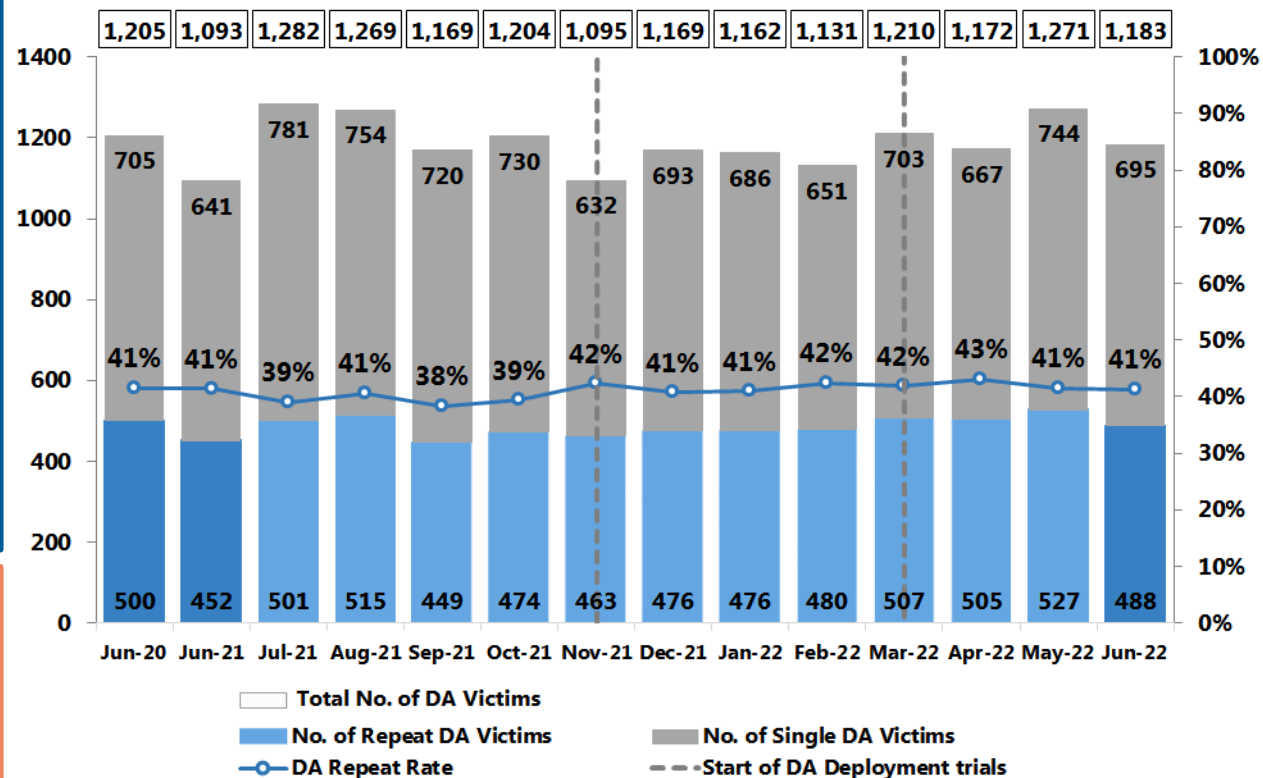
- There has been a **decrease** in the number of **Domestic abuse (DA) single offence** victims and **repeat DA** victims in **June 2022**, although the **DA repeat rate** has remained **relatively stable** compared to May 2022.
- **June 2022's decrease** in **repeat DA** victims follows **three months** of increased numbers.
- **June 2022's DA repeat rate (41%)** has remained stable when compared to June 2020 and June 2021.
- **Average monthly repeat rate range** for the **last 8 months** during **DA Deployment trial**:
 - DA repeat rate - **41% to 43%**.

What does this mean?

- The **growth** in **overall crime recording** has been driven by an increase in **victim-based Public Order** offences and **Violence without injury** offences, specifically **Assault without injury, Malicious Communications** and **Harassment** offences.
- However, this has not been reflected in the numbers of **DA victims** and **repeat DA victims**.
- It is a **realistic probability** that the **DA deployment operating model** has had an **influence** on **DA crime recording**.
- It is probable that over the coming months, **increased financial pressures on households** will lead to a **rise in crime recording**, so it is **highly probable** that **repeat volumes** will **increase** too. These pressures are linked to the **cost of living crisis** with increased costs of food, energy and fuel.

A repeat DA victim is defined as an individual recorded as a DA victim in the **current reporting month** that has had at least one other DA offence in the **preceding 12 months**.

Repeat Domestic Abuse Victims per Month



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

Next Steps / Recommendations

- The new **Prevention Strategy** for **2022-25** has been launched with the overarching strategic aims focused on **fewer victims**, less crime, increased public confidence in policing and greater public involvement in preventing harm.
- **VAWG problem profile** – All police forces to submit by **September 2022**. West Mercia is currently working towards delivery of this requirement.

Action Required?

Yes

4. Delivering effective prevention and intervention
4.1 How well does West Mercia Police bring offenders to justice?

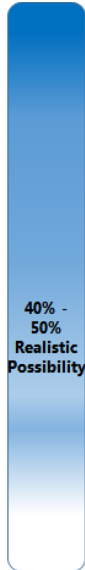
4.1.6 Volume / rate of repeat perpetrators (DA-specific suspects)

A repeat DA suspect is defined as an individual recorded as a DA suspect in the **current reporting month** that has had at least one other DA offence in the **preceding 12 months**.

Good looks like:

A reduction in 'high frequency/ high severity' repeat DA suspects and a decrease in repeat rates

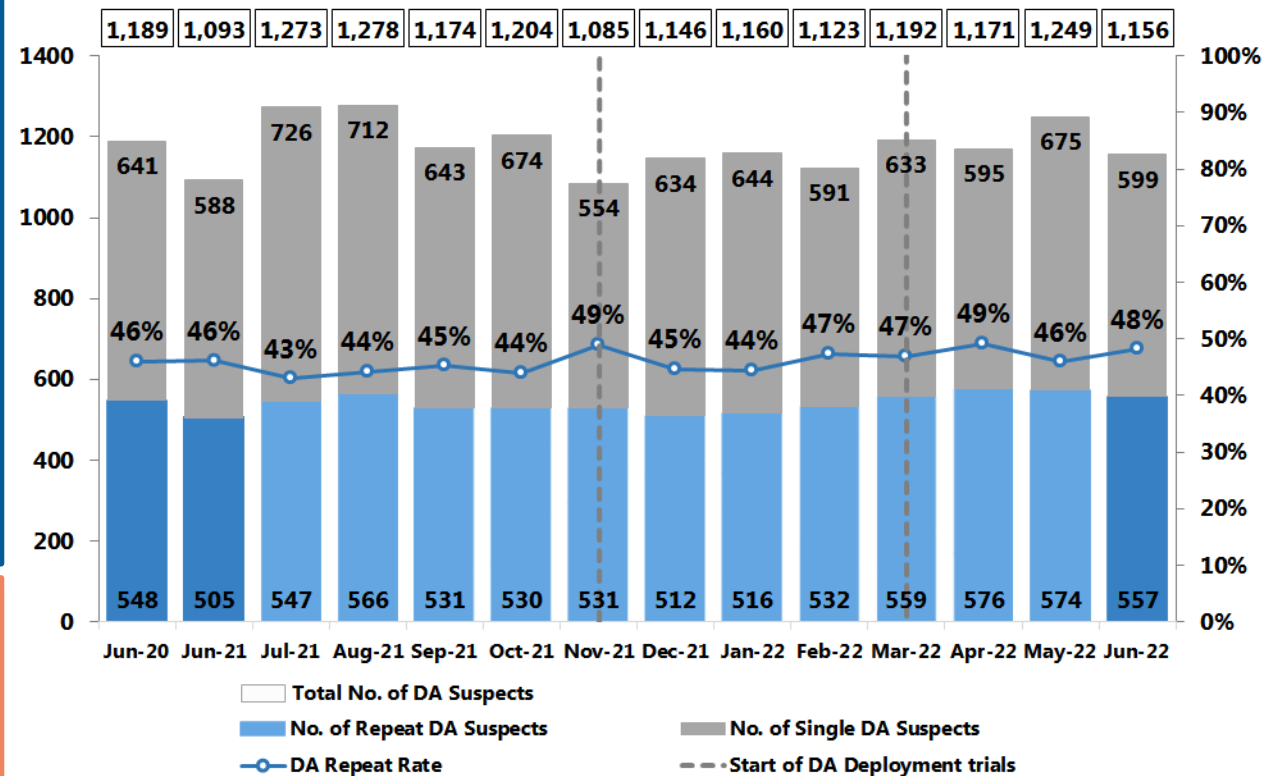
Last reviewed by subject lead Oct 2021



Key Points

- There has been a **decrease** in the number of **Domestic abuse (DA) single offence** suspects and **repeat DA** suspects in June 22, although the **DA repeat rate** has **increased** by **two percentage points** compared to May 2022.
- **June 22's decrease** in **repeat DA** suspects follows **three months** of increased numbers.
- **Higher number of DA repeat victims (557)** and **greater DA repeat rate (48%)** in **June 22** compared to volumes and rates seen in June 2020 and June 2021.
- **Average monthly repeat rate range** for the **last 8 months** during **DA Deployment trial**:
 - DA repeat rate - **44% to 49%**.

Repeat Domestic Abuse Suspects per Month



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

What does this mean?

- The **growth** in **overall crime recording** has been driven by an increase in **victim-based Public Order** offences and **Violence without injury** offences, specifically **Assault without injury, Malicious Communications** and **Harassment** offences.
- However, this has not been reflected in the numbers of **DA suspects** and **repeat DA suspects**.
- It is a **realistic probability** that the **DA deployment operating model** has had an **influence** on **DA crime recording**.
- It is probable that over the coming months, **increased financial pressures on households** will lead to a **rise in crime recording**, so it is **highly probable** that **repeat volumes** will **increase** too. These pressures are linked to the **cost of living crisis** with increased costs of food, energy and fuel.

Next Steps / Recommendations

- The new **Prevention Strategy** for **2022-25** has been launched with the overarching strategic aims focused on **fewer victims, less crime**, increased public confidence in policing and greater public involvement in preventing harm.
- **VAWG problem profile** – All police forces to submit by **September 2022**. West Mercia currently working towards delivery of this requirement.

Action Required?
Yes

4. Delivering effective prevention and intervention
4.1 How well does West Mercia Police bring offenders to justice?

4.1.8 Open Investigations – Caseload and OIC Workflows

Good looks like:

40% - 50%
Realistic Possibility

New **upper** and **lower** control limits have been generated based on average monthly open investigations during 2021/22.

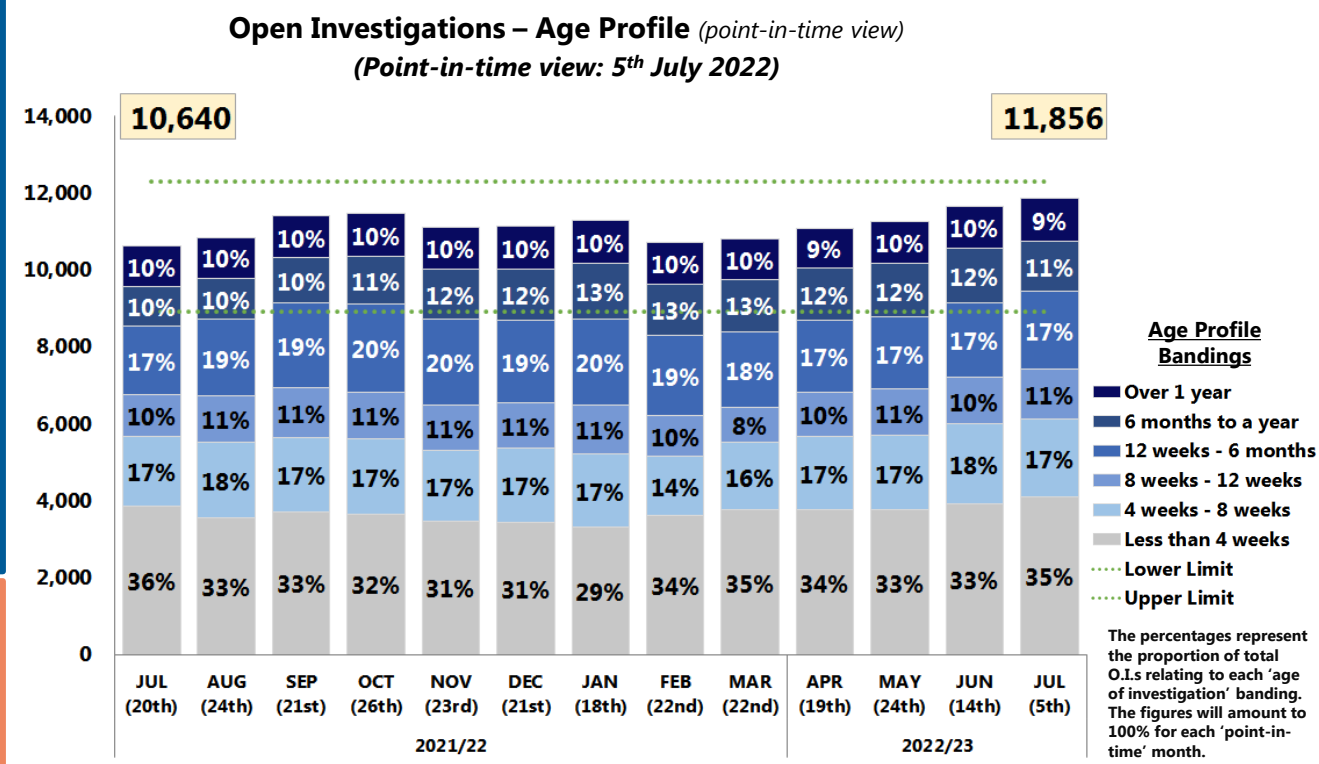
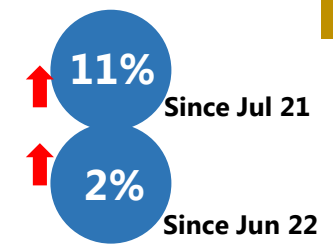
Reviewed by subject lead Jun 2022

Key Points

- Overall O.I. volumes have **increased** for the **fifth** consecutive month.
- The **uplift in Feb 2022** of O.Is that are '**Less than 4 weeks**' old has **further increased** in **July 2022 (35%)** driven by:
 - A **decrease** in offences **older than 6 months**. It is **probable** that policing area initiatives to **reduce O.I. volumes** has been the cause.
- There has been **no variation** in the **proportion of O.I.s with a 'Domestic abuse' marker** in the **last 12 months**.
- The **continued effect** of the **change in crime recording** of **Public Order** offences and **Malicious Communication** offences is **almost certain** to be the cause.

What does this mean?

- The **Designated Decision Makers' backlog** is **high in volume** with a **RAG rating 'Red'** due to high levels of **staff abstraction**, with **380 crimes awaiting an outcome**. **Unresourced levels** have been substantially higher across all policing areas for **both TRC and DA**, so there is a **risk of evidential opportunities, securing support and engagement from victims being lost**.
- Probable factors** behind **O.I.s continuing** on this **growth trajectory** in the **short term**:
 - Sickness** is beginning to **increase** again likely due to a **new wave of Covid**. Summer is a **high annual leave period** and it is probable this will **add further to staff abstraction**.
 - The **continued effect** of the **change in crime recording** of **Public Order** offences and **Malicious Communication** offences.
 - The **Extended Public Contact Service Centre (PCSC)** will be expanded **from 20 to 40 officers (currently at 31)** as of the **6th June** to **complete telephone investigations for Grade 3's and 4's on the unresourced** and to relieve pressure on **frontline officers**. The **impact** of this initiative will **take effect in due course**.



Next Steps / Recommendations

- Continued to be **monitored** via Crime Management Board.

Action Required?

No

4. Delivering effective prevention and intervention
4.1 How well does West Mercia Police bring offenders to justice?

4.1.8 Open Investigations – Caseload and OIC Workflows

(Point-in-time view: 5th July 2022)

Open Investigation Workflows within Crime Baskets by Command

Officer in Charge (OIC) Command	A: 1 - 4 Open Investigations		B: 5 - 9 Open Investigations		C: 10 - 19 Open Investigations		D: 20+ Open Investigations		Total No. of OIC Workflows	Total No. of Open Investigations	%Share	% Change from last month (7th June)	Open Investigations -to- Officer in Charge Workflow Ratio (Last 11 mths)	'O.I-to-OIC Workflow' Ratio (5th Jul)
	No. of OIC Workflows	No. of Open Investigations	No. of OIC Workflows	No. of Open Investigations	No. of OIC Workflows	No. of Open Investigations	No. of OIC Workflows	No. of Open Investigations						
South Worcestershire - C LPA	129	268	106	761	122	1,583	5	119	362	2,731	23%	1%		7.5
North Worcestershire - D LPA	141	329	122	855	63	776	1	20	327	1,980	17%	-1%		6.1
Herefordshire - E LPA	121	259	71	456	56	753	7	163	255	1,631	14%	12%		6.4
Shropshire - F LPA	115	264	95	663	92	1,279	18	402	320	2,608	22%	-1%		8.2
Telford & Wrekin - G LPA	115	273	110	748	53	642	3	65	281	1,728	15%	-6%		6.1
North Team*	39	63	1	8			5	127	45	198	2%	1%		4.4
South Team**	57	94	3	21	4	73	2	43	66	231	2%	5%		3.5
Public Contact	22	45	20	146	19	253	4	92	65	536	5%	31%		8.2
Protective Services - PS	39	73	8	59	6	73			53	205	2%	-1%		3.9
Other***	8	8							8	8	0%	0%		1.0
Grand Total	786	1,676	536	3,717	415	5,432	45	1,031	1,782	11,856	100%	2%		6.7

15%
increase in
OICs with
20+ O.I.s
(7th June 22 to
5th July 22)

One PC
South
Worcestershire
PC (PCSC + Patrol
Progression)
43 O.I.s

6%
increase in
OICs with multi
workflows from
104 to 110

Public Contact and Herefordshire have seen a **substantial growth** in **O.I.s** compared to previous month.

Growth in **OICs with 20+ O.I.s** has been **driven** by an **increase** in **South Worcestershire** and **Herefordshire**.

The **PCSC** team (4) within **Public Contact** continue to feature in the **OICs with 20+ O.I.s** cohort.

Next Steps / Recommendations

- Data report has been **circulated** to Crime Management team and Superintendents across Local Policing, Investigations and Public Contact.
- Continued to be **monitored** via Crime Management Board.
- Continued support** to be given to **LPA Commands** and in order to **focus attention** on the **increase** in **officers with 20+ O.I.s**

Action Required?

Yes

The number of **OICs with 10-19 O.I.s**. Jul 22 (415) has **remained relatively stable** on the last previous month (416).

OICs with 20+ O.I.s
Violence without injury offences (25%), Violence with injury (14%) and Obscene Publication offences under **Miscellaneous crimes against society (13%)** represent the **majority** of their offences.

46% (51) of the **110 OICs with multiple workflows** are **Student Officers/Probationers** (within 2 years).

Shropshire (8.2) and Public Contact (8.2) have the **highest 'O.I. to OIC Workflow' ratios**.

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

4. Delivering effective prevention and intervention
 4.1 How well does West Mercia Police bring offenders to justice?

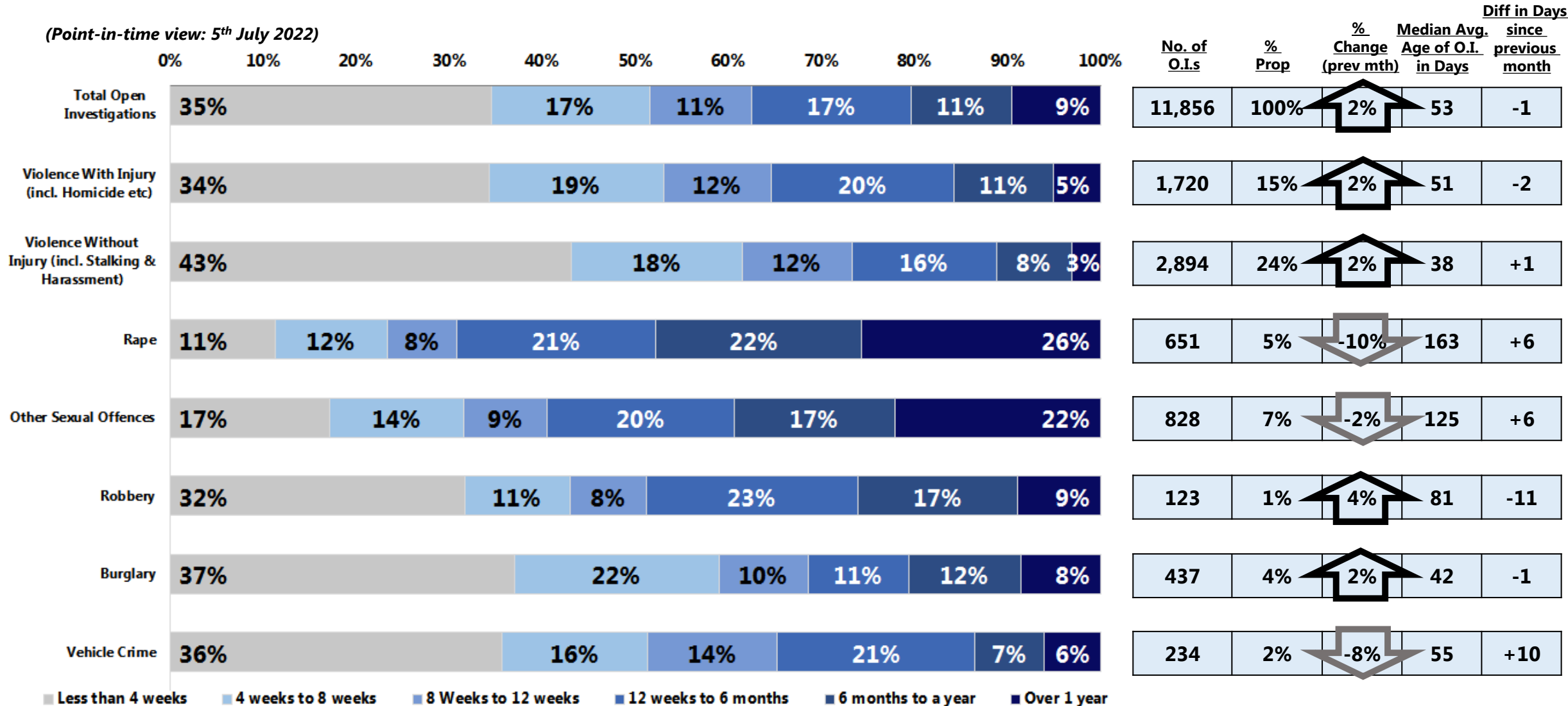
4.1.8 Open Investigations – ‘Age of Investigation’ Vs Crime Categories

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Key Points

- Despite an overall **10% decrease** in **Rape** offences, the **median average age** for an open rape investigation has **increased** from **157 days** to **163 days**.
- There has been a **4% increase** in **Robbery** offences, of which **32% of Robbery** offences are **‘less than 4 weeks’** old, an **increase of 7 percentage points** from the previous month (25%).

(Point-in-time view: 5th July 2022)



4. Delivering effective prevention and intervention
 4.1 How well does West Mercia Police bring offenders to justice?

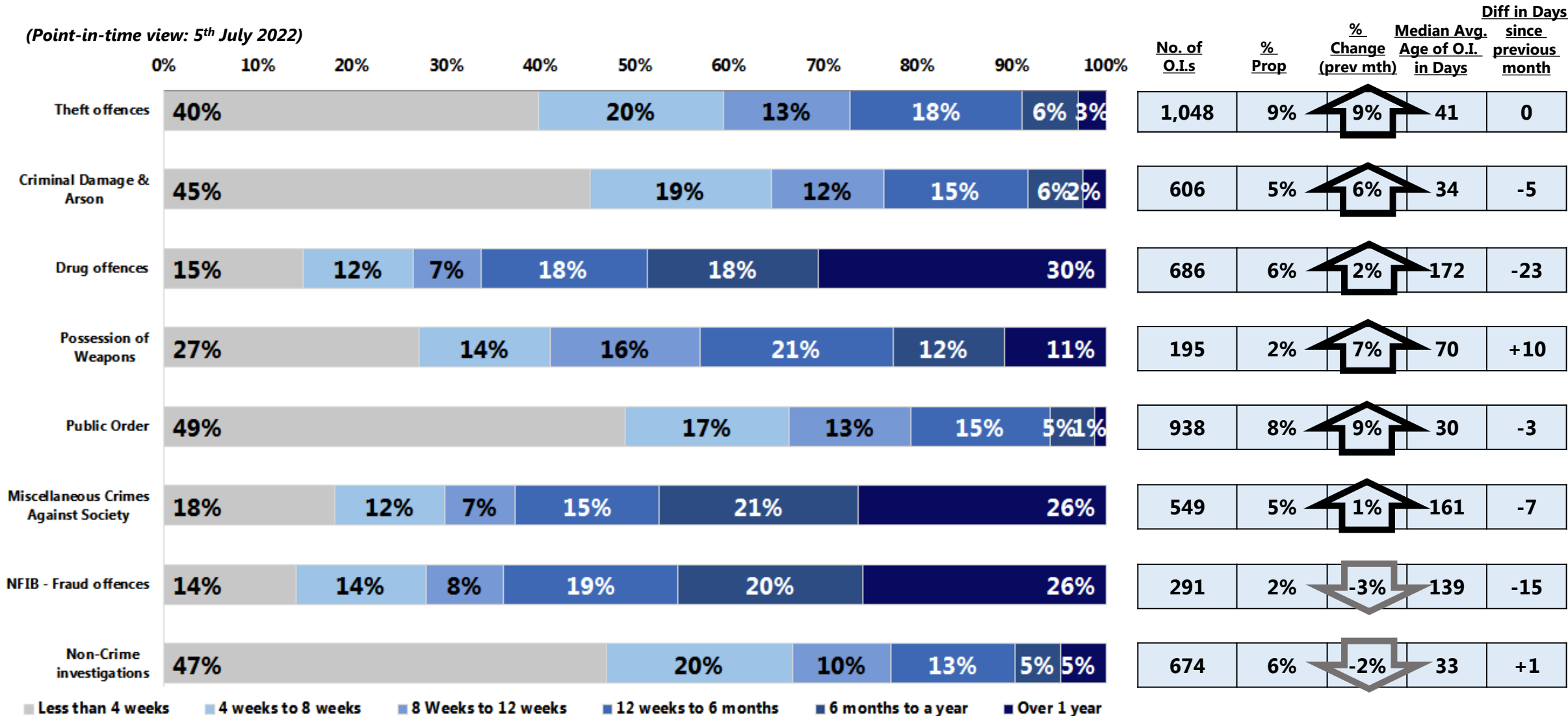
4.1.8 Open Investigations – ‘Age of Investigation’ Vs Crime Categories

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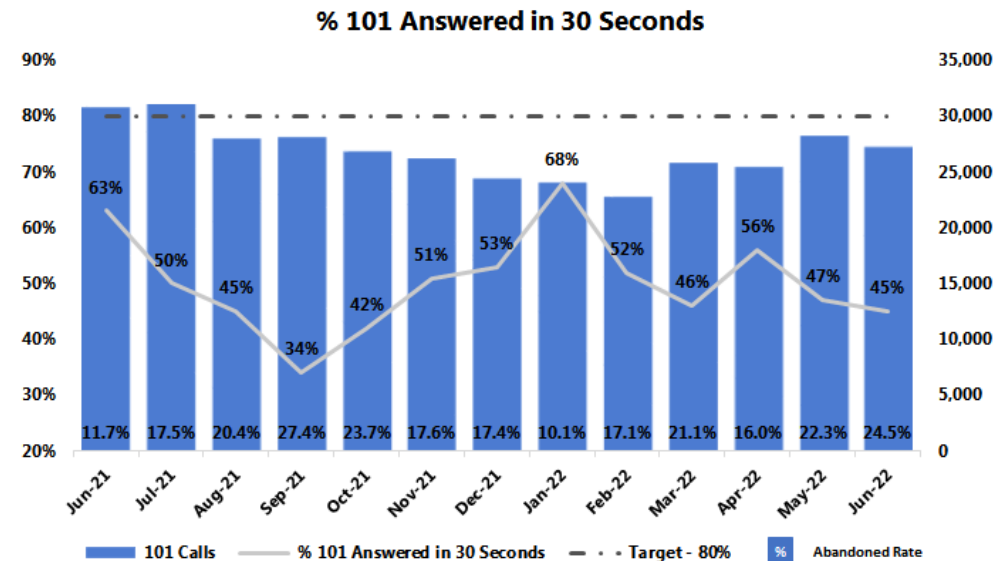
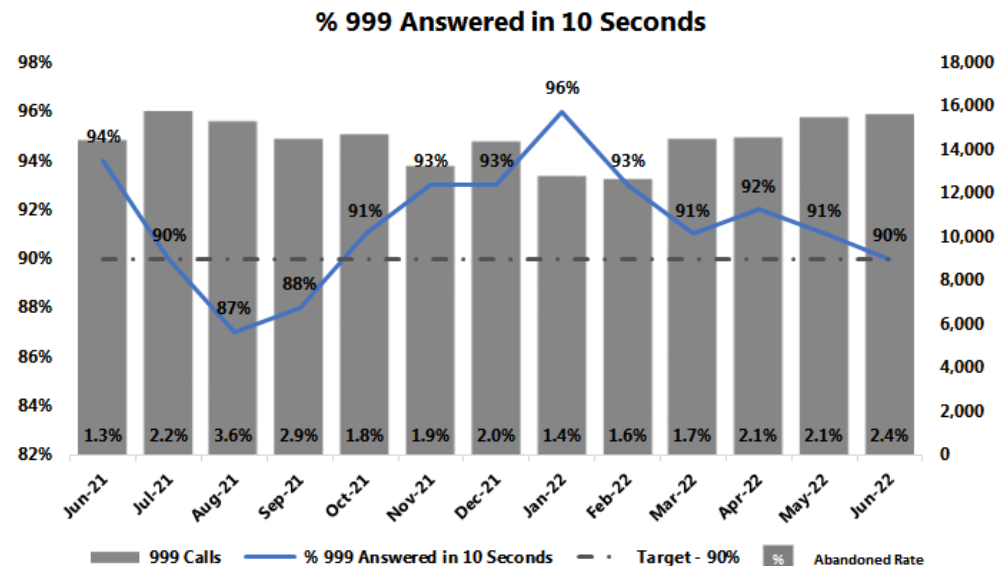
Key Points

- For the second half of the crime tree there has been a **9% increase** in both **Public Order** and **Theft offences**.
- There has been a **7% increase** in **Possession of Weapon offences (195)** since the previous month (183) and the median average age for an investigation has **risen by 10 days** from **60 to 70**.

(Point-in-time view: 5th July 2022)



4. Delivering innovative, problem-solving practices and processes
 4.2 How does West Mercia ensure that public contact is managed effectively?



What does this mean?

- **999 demand increased** slightly compared to the previous month and was the **highest since July 2021**, when the Euro's took place. Volumes are the **third highest** recorded since **April 2017**.
- **Performance fell** by **one percentage point**.
- The **statutory 999 target** was **met in all three months of Q1** despite systems challenges, persistent callers, abstractions and surge calls from neighbouring forces.
- **999 abandonment increased slightly**, rising to **2.4%** as demand steadily grew coupled with the systems outages and abstractions.

Good looks like: 95%-100% Almost Certain

999 calls: 90% answered within 10 seconds

Last reviewed by subject lead Jan 2022

Action Required?

No

What does this mean?

- **101 demand decreased** slightly compared to the previous month whilst **performance fell** by **two percentage points**.
- It is highly probable that this was **driven by** the in 999 calls and issues involving **systems outages, surge demand calls** from other forces and **abstractions**.
- The previous what **"Good Looks Like"** target has **not been achieved**.
- **101 abandonment increased** by **2.2 percentage points**.

Good looks like: 55% - 75% Likely or probable

101 calls: 80% answered within 30 seconds

Last reviewed by subject lead July 2022

Action Required?

No

4. Delivering innovative, problem-solving practices and processes
 4.2 How does West Mercia ensure that public contact is managed effectively?

Good looks like:

999 calls: **90%** answered within 10 seconds

55% - 75% Likely or probable

Last reviewed by subject lead Jan 2022

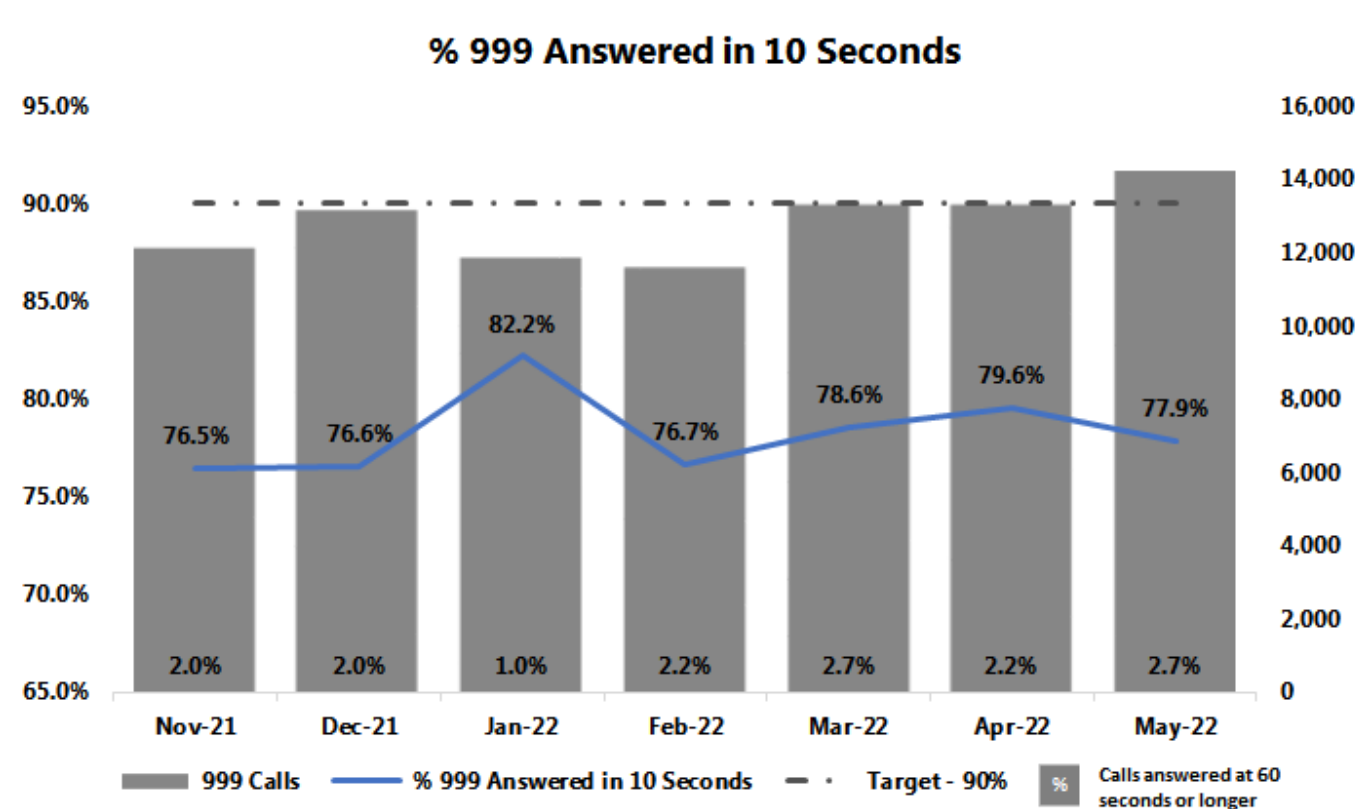
Action Required?
No

Key Points

- Recent **Home Office measurements** of 999 performance taken from BT include a **2 second delay** from BT.
- 999 performance** is **around 15% lower** than the 90% target achieved by OCC metrics when accounting for this two seconds.
- Performance** has been **consistent** for the **last 3 months**.
- Despite the **second highest demand**, in **May 2022; West Mercia** achieved the **second best performance** in its Most Similar Group.

What does this mean?

- Home Office **data is one month behind**, therefore the latest figures are for May 2022.
- Home Office call volumes differ from OCC volumes.** This can be due to an answer delay counting as a new call for BT or due to calls being counted as for the original force contacted and not if it was transferred. Therefore it is **probable** that **neighbouring force surge calls** have contributed to the **increasing demand**.
- Within West Mercia's **Most Similar Group (MSG)**, the force ranks **2nd out of 8**, with 1st recording the highest performance rate. It also recorded the second highest call volume and ranked 3rd in relation to call taking longer than 60 seconds or longer to answer.



Within West Mercia's **Most Similar Group (MSG)**, the force ranks **2nd out of 8**, with 1st recording the highest performance rate.

West Mercia's ranks **2nd out of 8** for call volume with 1st recording the highest volume.

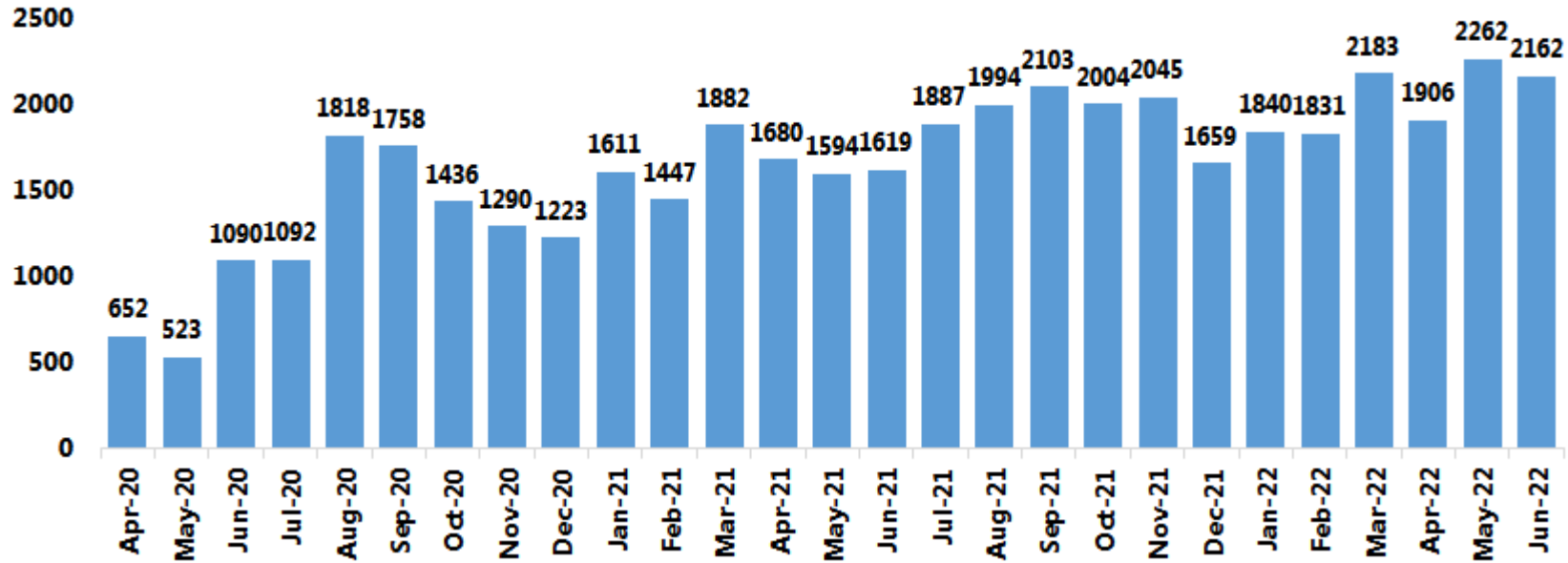
West Mercia's ranks **3rd out of 8** in relation to calls taking longer than 60 seconds or longer to answer with 1st recording the least.

4. Managing Demand

4.2 How does West Mercia ensure that public contact is managed effectively?

4.2.7 Public demand via new platforms and technology

Digital Requests for Service - Single Online Home



Key Points

- Digital contact via **Single Online Home** saw a **4% decrease from the previous month**.

What does this mean?

- **Consistent use** represents a **regular contact channel** of choice.
- The **growth** in digital demand is **expected to continue** as Public Contact explores greater accessibility and social media reporting channels.

Next Steps / Recommendations

- What Good Looks Like needs to be determined.

Action Required?

Yes

Good looks like:
To be reviewed by subject lead

4. Managing Demand

4.2 How does West Mercia ensure that public contact is managed effectively?

4.2.8 Response times by grade

Grade 1		Grade 2	
Attended %		Attended %	
Jun-22	74.8%	Jun-22	60.3%

Key Points

- Within West Mercia the median response time for **grade 1** is **12:37** and the median response time for **grade 2** is **1:07:19**.
- Both are **within target**.
- In June 2022 West Mercia **attended 74.8% within the target** for **grade 1** incidents, however this is a **1.4% decrease** on the **previous month**.

What does this mean?

- Data has been signed off and is now available although it should be noted that the frequency of failure to acknowledge when dispatched and when at scene is being monitored.
- Due to SAAB being unable to back record convert data, **analysis and insight** is only available from **March 2022 onwards**.
- It is **highly probable** that Grade 2 incidents dispatch time is due to a large volume of **unresourced incidents** and a tendency to **'over-grade' incidents**.

Next Steps / Recommendations

- Processes for ensuring 'Acknowledge', 'Dispatch' and 'Arrival at Scene' buttons are pressed need to be improved.

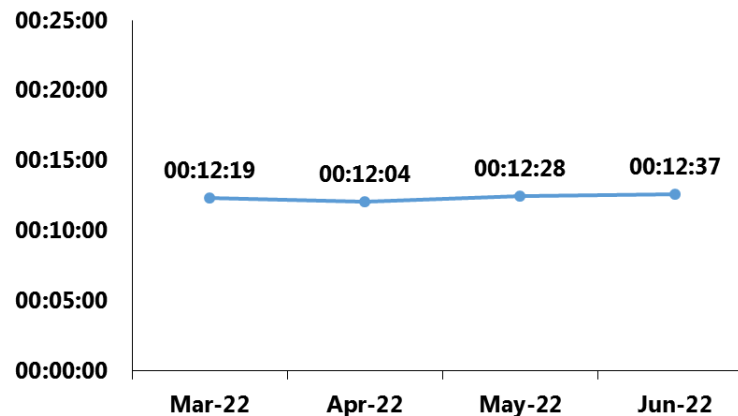
Action Required?
Yes

Good looks like:

- Grade 1 - 90% attendance within target.
- Grade 2 - Reduction in dispatch time.

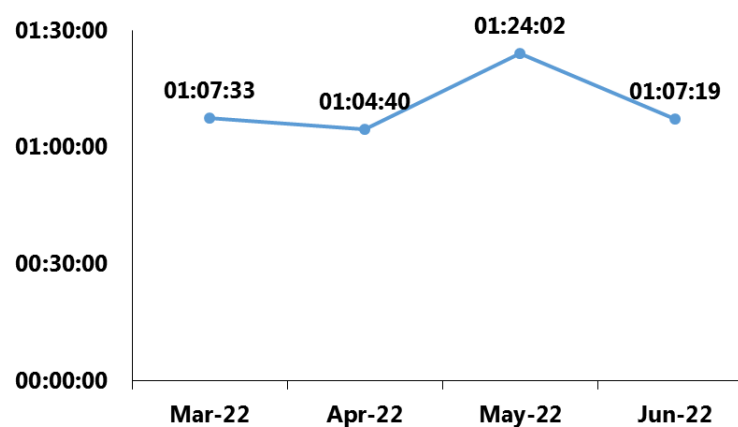
WDGLL has been reviewed and agreed by the subject lead in June 2022.

West Mercia Response time Grade 1 - Target 20 minutes



Officer time is defined as time the unit is dispatched to time the unit has arrived on scene. The **majority** of West Mercia's **grade 1** response time is **Officer time** which correlates with the force being classified as 'Rural'.

West Mercia Response time Grade 2 - Target 2 hours



Dispatch time is defined as time the OCC Controller acknowledges an incident to time they dispatch a unit. The **majority** of West Mercia's **grade 2** response time is **Dispatch time**.

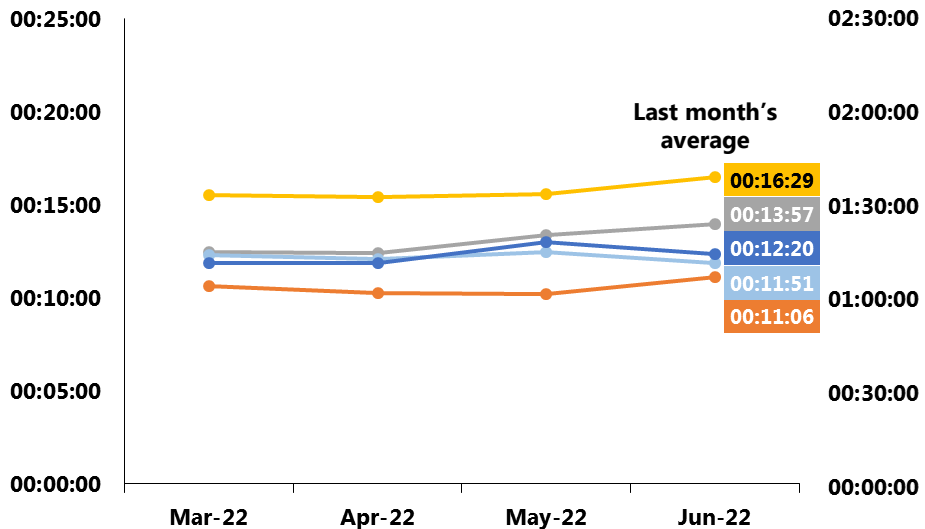
4. Managing Demand

4.2 How does West Mercia ensure that public contact is managed effectively?

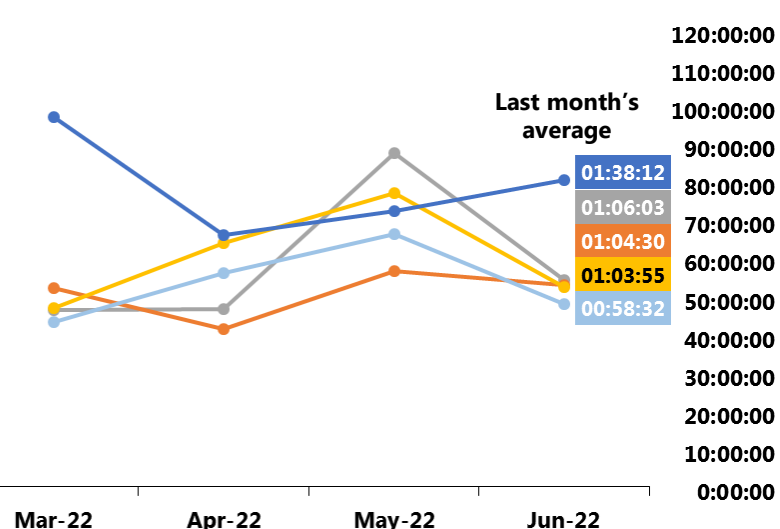
4.2.8 Response times by LPA



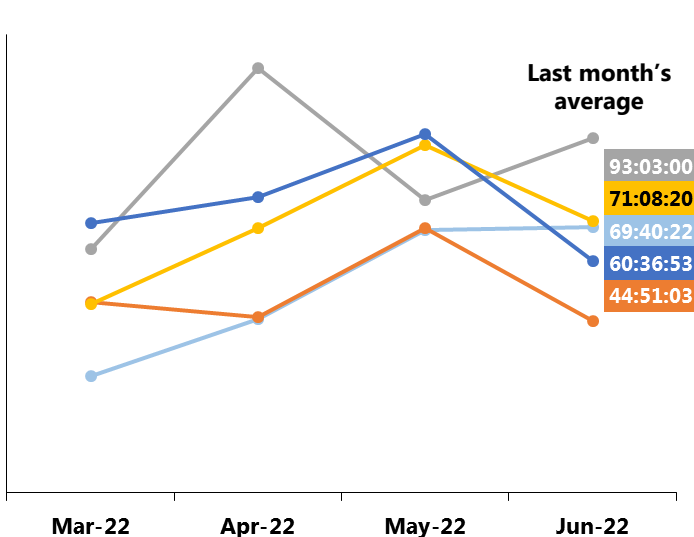
West Mercia Response time Grade 1 - Target 20 minutes



West Mercia Response time Grade 2 - Target 2 hours



West Mercia Response time Grade 3 - Target 48 hours



Key Points

- **North Worcestershire** consistently has the **lowest median response time** for **grade 1 incidents** however it is **highly probable** that this is due to the other LPA's being more rural.
- **North Worcestershire** attended the largest percentage of grade 1's **within the target (82.6%)** followed by **South Worcestershire (79.8%)** in **June 2022**.
- **Median response times** for grade 1's has remained **consistent** across the LPA's.
- **Median response times** for grade 2 and 3 are **less consistent**.

What does this mean?

- Grade 1 **median response times** are consistent with the **geographical size** of each **LPA**.
- Grade 2 incidents are the **highest demand** evidenced by the large **unresourced** list and **likely** due to the tendency to **'over-grade' incidents**.
- Currently **limited insight and analysis** as data has only been available from **March 2022**. Further data is needed to provide **insight and analysis** on long term trends.

4. Managing Demand

4.2 How does West Mercia ensure that public contact is managed effectively?

4.2.9 Unresourced

Good looks like:

To be reviewed by the subject lead

Key Points

- The force has reverted back to a previous **method of measuring unresourced** based on a daily average unresourced taken from daily reads each hour between 08:00 and 22:00.
- Unresourced** at 30 June 2022 = **701**
 - 12% (84) increase on previous month
 - 42% (291) increase on same point last year

What does this mean?

- Due to **anticipated increases in crime reporting** and **officer abstractions** for training, sickness and mutual aid, it is highly probable that in the coming months **demand will increase**.
- 43% (298)** of unresourced relate to **grade 2 incidents** of which **35% (106)** were recorded on **South Worcestershire**.
- 39% (273)** of unresourced are **grades 4 and 5** which are allocated to the PCSC.

Next Steps / Recommendations

What Good Looks Like to be reviewed in line with data changes.

Action Required?

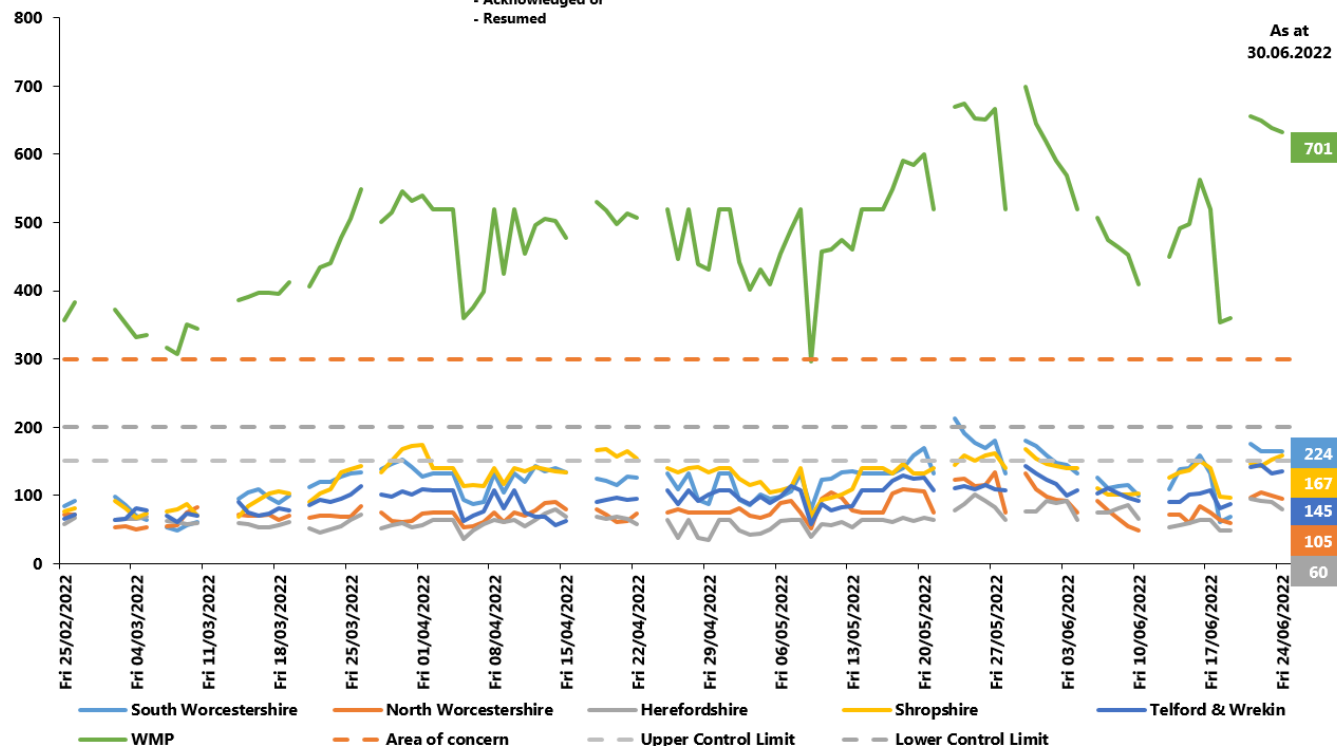
No

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Daily Average of Unresourced By LPA (All Grades)

Gap in the data denotes a systems error

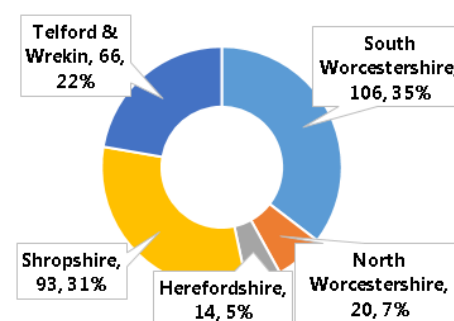
Unresourced calls are made up of calls that are classed as;
 - New
 - Acknowledged or
 - Resumed



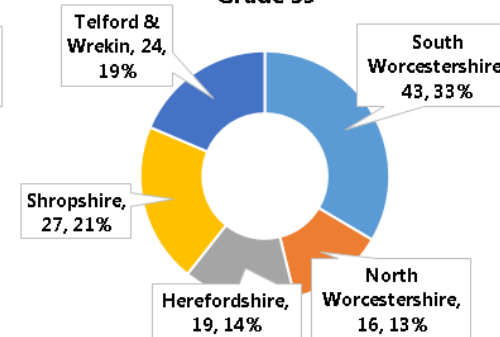
Grade 1s

0 Grade 1s Unresourced

Grade 2s



Grade 3s



Point in time

Thu 30/06/2022

4. Managing Demand

4.2 How well does West Mercia manage crime?

		Jun 2022	Jun 2021	Prev 12 Months	YTM % Change 22/23 Vs 21/22	Does not directly relate to crime recorded in the YTM time period		
						Total Outcomed YTM 22/23	Positive Action Prop. Rate YTM 22/23	Outcome 16 Prop. Rate YTM 22/23
Total Recorded Crime	7996 6556	8338	7094		20%	23640	7%	31%
Violence With Injury	1023 836	1048	918		14%	2732	9%	45%
Violence Without Injury	2510 2014	2467	2235		15%	7196	4%	52%
Rape	160 84	109	137		-6%	355	5%	49%
Other Sexual Offences	251 181	221	207		10%	624	11%	32%
Personal Robbery	54 28	52	41		33%	143	7%	20%
Business Robbery	8 1	4	3		20%	20	30%	5%
Residential Burg Dwelling	237 115	204	172		22%	718	3%	2%
Burg - Business & Community	269 137	209	166		42%	534	5%	11%
Vehicle Offences	522 214	382	238		50%	1229	4%	4%
Theft from Person	46 26	41	34		43%	117	3%	20%
Bicycle Theft	74 29	53	47		2%	1693	18%	8%

		Jun 2022	Jun 2021	Prev 12 Months	YTM % Change 22/23 Vs 21/22	Does not directly relate to crime recorded in the YTM time period		
						Total Outcomed YTM 22/23	Positive Action Prop. Rate YTM 22/23	Outcome 16 Prop. Rate YTM 22/23
Shoplifting	624 390	636	455		29%	157	3%	6%
All Other Theft Offences	661 493	734	598		32%	2086	2%	14%
Criminal Damage & Arson	816 643	742	747		7%	2289	4%	19%
Drug Offences	231 128	152	192		-17%	500	25%	4%
Possession of Weapons	88 56	87	79		24%	227	22%	13%
Public Order	853 487	1032	685		46%	2598	7%	35%
Misc. Crimes Against Society	158 102	165	140		16%	422	14%	15%
Serious Violence	1073 415	1048	919		14%	2732	9%	45%
Alcohol Related	613 415	528	520		14%			
Incidents	24987 17959	20590	24143		-11%			
Anti Social Behaviour	4826 1076	1865	4224		-51%			
Mental Health	24 2	13	13		-31%			

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 21/22. It is possible for the previous month to be coloured differently from the month in 2021/22 even if volumes are similar. This is due to the upper and lower control limits changing annually based on volumes in the previous year. It should be noted that pandemic restrictions were still in place during May 2021, which will have affected volumes of certain crime types.

Next Steps / Recommendations

- Continued strategic **monitoring** by performance.

Action Required?

No

Key Points

- Volumes of **Violence With Injury, Shoplifting, All Other Theft Offences, Public Order** and **Misc. Crimes Against Society** are exceptional. **Further analysis** is included on **pages 51 to 55**.

4. Managing Demand

4.2 How well does South Worcestershire manage crime?

		Jun 2022	Jun 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Total Recorded Crime	2036 1569	2056	1799	6177	5120	21%		
Violence With Injury	273 167	261	228	738	631	17%		
Violence Without Injury	555 383	554	567	1667	1578	6%		
Rape	40 10	25	28	85	84	1%		
Other Sexual Offences	60 27	62	62	184	169	9%		
Personal Robbery	16 5	12	12	33	32	3%		
Business Robbery	3 0	1	0	4	1	300%		
Residential Burglary (Dwelling)	80 38	55	43	137	108	27%		
Business & Community Burglary	113 59	73	35	215	137	57%		
Vehicle Offences	150 77	94	54	342	199	72%		
Theft from Person	29 4	16	10	50	23	117%		
Bicycle Theft	34 11	16	13	50	37	35%		
Shoplifting	200 113	169	126	490	341	44%		
All Other Theft Offences	205 106	175	161	558	408	37%		
Criminal Damage & Arson	253 170	207	164	631	535	18%		

		Jun 2022	Jun 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Drug Offences	65 32	37	52	134	164	-18%		
Possession of Weapons	23 9	15	25	61	65	-6%		
Public Order Offences	162 85	245	184	691	515	34%		
Misc. Crimes Against Society	39 13	39	35	107	93	15%		

Domestic Abuse (Crimes & Crimed Incs.)	644 442	542	542	1574	1572	0%		
Hate Crime (Crimes & Crimed Incs.)	61 23	73	75	182	181	1%		
Vulnerable Adults (Crimes & Crimed Incs.)	296 206	258	307	790	917	-14%		
Child At Risk (Crimes & Crimed Incs.)	463 344	425	518	1371	1390	-1%		
Child Sexual Exploitation (Crimes & Crimed Incs.)	26 2	14	13	40	21	90%		

Incidents	7322 5423	5378	6123	16127	17783	-9%		
Anti Social Behaviour	1130 537	508	1091	1569	3134	-50%		

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 21/22. It is possible for the previous month to be coloured differently from the month in 2021/22 even if volumes are similar. This is due to the upper and lower control limits changing annually based on volumes in the previous year. It should be noted that pandemic restrictions were still in place during May 2021, which will have affected volumes of certain crime types.

Next Steps / Recommendations

- Continued strategic **monitoring** by performance.

Action Required?

No

Key Points

- Volumes of **Other Sexual Offences, Hate Crime, Misc. Crimes against Society** and **Public Order Offences** are exceptional.

4. Managing Demand

4.2 How well does North Worcestershire manage crime?

		Jun 2022	Jun 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Total Recorded Crime	1839 1448	1926	1618	5749	4841	19%		
Violence With Injury	239 172	229	198	672	612	10%		
Violence Without Injury	560 426	544	483	1663	1443	15%		
Rape	39 12	17	32	72	87	-17%		
Other Sexual Offences	65 30	56	41	145	127	14%		
Personal Robbery	15 6	15	9	43	27	59%		
Business Robbery	3 0	3	3	4	7	-43%		
Residential Burglary (Dwelling)	71 22	65	41	143	128	12%		
Business & Community Burglary	56 16	28	30	141	85	66%		
Vehicle Offences	134 58	94	65	341	236	44%		
Theft from Person	15 3	11	5	26	29	-10%		
Bicycle Theft	15 4	11	6	27	25	8%		
Shoplifting	141 98	160	125	420	385	9%		
All Other Theft Offences	161 102	179	149	498	402	24%		
Criminal Damage & Arson	197 125	181	180	511	439	16%		

		Jun 2022	Jun 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Drug Offences	61 23	29	45	114	155	-26%		
Possession of Weapons	25 8	22	18	79	46	72%		
Public Order Offences	210 108	252	152	680	433	57%		
Misc. Crimes Against Society	42 23	32	36	117	103	14%		

Domestic Abuse (Crimes & Crimed Incs.)	591 475	549	558	1435	2663	-46%	
Hate Crime (Crimes & Crimed Incs.)	73 28	46	63	132	153	-14%	
Vulnerable Adults (Crimes & Crimed Incs.)	376 191	266	319	794	999	-21%	
Child At Risk (Crimes & Crimed Incs.)	526 321	508	458	1566	1378	14%	
Child Sexual Exploitation (Crimes & Crimed Incs.)	11 3	9	6	39	21	86%	

Incidents	5626 3871	4639	5352	14271	15689	-9%	
Anti Social Behaviour	1065 256	431	865	1435	2663	-46%	

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 21/22. It is possible for the previous month to be coloured differently from the month in 2021/22 even if volumes are similar. This is due to the upper and lower control limits changing annually based on volumes in the previous year. It should be noted that pandemic restrictions were still in place during May 2021, which will have affected volumes of certain crime types.

Next Steps / Recommendations

- Continued strategic **monitoring** by performance.

Action Required?

No

Key Points

- Volumes of **Personal Robbery, All Other Theft Offences, Shoplifting** and **Public Order** are exceptional.

4. Managing Demand

4.2 How well does Herefordshire manage crime?

		Jun 2022	Jun 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Total Recorded Crime	1094 915	1091	992	3268	2921	12%		
Violence With Injury	164 117	147	134	403	373	8%		
Violence Without Injury	377 288	341	315	1040	956	9%		
Rape	30 10	21	22	59	71	-17%		
Other Sexual Offences	48 21	29	29	127	116	9%		
Personal Robbery	6 0	2	1	7	6	17%		
Business Robbery	1 1	0	0	0	0	0%		
Residential Burglary (Dwelling)	38 5	19	26	75	62	21%		
Business & Community Burglary	37 14	23	30	121	77	57%		
Vehicle Offences	48 13	33	21	85	66	29%		
Theft from Person	7 1	5	6	19	11	73%		
Bicycle Theft	23 0	14	5	39	28	39%		
Shoplifting	72 14	53	27	178	103	73%		
All Other Theft Offences	103 54	106	103	300	254	18%		
Criminal Damage & Arson	122 84	87	104	268	308	-13%		

		Jun 2022	Jun 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Drug Offences	39 19	25	30	79	95	-17%		
Possession of Weapons	15 3	13	4	23	20	15%		
Public Order Offences	128 76	135	110	366	319	15%		
Misc. Crimes Against Society	32 5	38	25	79	56	41%		

		Jun 2022	Jun 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Domestic Abuse (Crimes & Crimed Inc.)	375 264	320	319	918	949	-3%		
Hate Crime (Crimes & Crimed Inc.)	40 15	33	26	104	96	8%		
Vulnerable Adults (Crimes & Crimed Inc.)	329 171	261	303	684	849	-19%		
Child At Risk (Crimes & Crimed Inc.)	362 236	311	332	985	962	2%		
Child Sexual Exploitation (Crimes & Crimed Inc.)	11 0	8	6	20	23	-13%		

		Jun 2022	Jun 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Incidents	3498 2392	2679	3307	8104	9695	-16%		
Anti Social Behaviour	697 170	235	597	741	1720	-57%		

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 21/22. It is possible for the previous month to be coloured differently from the month in 2021/22 even if volumes are similar. This is due to the upper and lower control limits changing annually based on volumes in the previous year. It should be noted that pandemic restrictions were still in place during May 2021, which will have affected volumes of certain crime types.

Next Steps / Recommendations

- Continued strategic **monitoring** by performance.

Action Required?

No

Key Points

- Volumes of **Misc. Crimes against Society**, **All Other Theft Offences**, and **Public Order Offences** are exceptional.

4. Managing Demand

4.2 How well does Shropshire manage crime?

		Jun 2022	Jun 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Total Recorded Crime	1658 1243	1618	1404	5079	4147	22%		
Violence With Injury	217 162	197	213	589	562	5%		
Violence Without Injury	537 376	504	445	1557	1291	21%		
Rape	33 13	20	20	75	64	17%		
Other Sexual Offences	64 32	32	37	132	129	2%		
Personal Robbery	12 3	8	8	18	29	-38%		
Business Robbery	3 0	0	0	2	1	100%		
Residential Burglary (Dwelling)	53 15	41	35	126	79	59%		
Business & Community Burglary	71 33	62	53	183	158	16%		
Vehicle Offences	97 28	86	40	269	157	71%		
Theft from Person	11 1	4	9	22	16	38%		
Bicycle Theft	19 0	7	14	27	35	-23%		
Shoplifting	134 49	105	88	336	295	14%		
All Other Theft Offences	163 91	148	107	450	322	40%		
Criminal Damage & Arson	202 114	120	164	487	480	1%		

		Jun 2022	Jun 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Drug Offences	56 15	27	34	93	118	-21%		
Possession of Weapons	16 8	18	13	55	37	49%		
Public Order Offences	156 70	214	103	569	298	91%		
Misc. Crimes Against Society	40 10	25	21	89	76	17%		

Domestic Abuse (Crimes & Crimed Incs.)	545 382	424	460	1370	1317	4%		
Hate Crime (Crimes & Crimed Incs.)	58 24	45	33	132	126	5%		
Vulnerable Adults (Crimes & Crimed Incs.)	318 197	216	266	696	809	-14%		
Child At Risk (Crimes & Crimed Incs.)	528 323	431	431	1286	1415	-9%		
Child Sexual Exploitation (Crimes & Crimed Incs.)	16 6	9	10	40	35	14%		

Incidents	5263 3935	4266	5152	13268	14958	-11%		
Anti Social Behaviour	977 231	384	912	1219	2550	-52%		

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 21/22. It is possible for the previous month to be coloured differently from the month in 2021/22 even if volumes are similar. This is due to the upper and lower control limits changing annually based on volumes in the previous year. It should be noted that pandemic restrictions were still in place during May 2021, which will have affected volumes of certain crime types.

Next Steps / Recommendations

- Continued strategic **monitoring** by performance.

Action Required?

No

Key Points

- Volumes of **Possession of Weapons** and **Public Order Offences** are exceptional.

4. Managing Demand

4.2 How well does Telford & Wrekin manage crime?

		Jun 2022	Jun 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Total Recorded Crime	1528 1209	1647	1281	4785	3804	26%		
Violence With Injury	216 136	214	145	596	454	31%		
Violence Without Injury	496 396	524	425	1599	1256	27%		
Rape	37 12	26	35	73	83	-12%		
Other Sexual Offences	46 24	42	38	115	98	17%		
Personal Robbery	16 2	15	11	49	19	158%		
Business Robbery	3 0	2	0	2	1	100%		
Residential Burglary (Dwelling)	36 17	24	27	77	79	-3%		
Business & Community Burglary	47 8	23	18	79	62	27%		
Vehicle Offences	110 39	75	58	228	185	23%		
Theft from Person	11 1	5	4	25	18	39%		
Bicycle Theft	19 0	5	9	20	35	-43%		
Shoplifting	172 69	149	89	373	274	36%		
All Other Theft Offences	106 74	126	78	363	258	41%		
Criminal Damage & Arson	148 107	147	135	425	381	12%		

		Jun 2022	Jun 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Drug Offences	46 11	34	31	104	97	7%		
Possession of Weapons	21 11	19	19	56	53	6%		
Public Order Offences	174 77	186	136	509	361	41%		
Misc. Crimes Against Society	38 13	31	23	92	90	2%		

		Jun 2022	Jun 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Domestic Abuse (Crimes & Crimed Inc.)	534 450	450	446	1412	1437	-2%		
Hate Crime (Crimes & Crimed Inc.)	62 25	48	60	136	149	-9%		
Vulnerable Adults (Crimes & Crimed Inc.)	303 187	237	245	672	806	-17%		
Child At Risk (Crimes & Crimed Inc.)	529 304	539	406	1547	1316	18%		
Child Sexual Exploitation (Crimes & Crimed Inc.)	21 0	11	25	39	46	-15%		

		Jun 2022	Jun 2021	Year To Date	YTD 2021/22	YTD % Change	Trend Previous 12 Months	Projected 6 Months
Incidents	4434 3041	3628	4209	10959	12432	-12%		
Anti Social Behaviour	853 155	307	759	1018	2035	-50%		

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 21/22. It is possible for the previous month to be coloured differently from the month in 2021/22 even if volumes are similar. This is due to the upper and lower control limits changing annually based on volumes in the previous year. It should be noted that pandemic restrictions were still in place during May 2021, which will have affected volumes of certain crime types.

Next Steps / Recommendations

- Continued strategic **monitoring** by performance.

Action Required?

No

Key Points

- Volumes of **Total Recorded Crime, All Other Theft Offences, Child at Risk Crime and Crimed Incidents** and **Public Order Offences** are exceptional.

4. Managing Demand

4.2 How well does West Mercia manage crime? – Exceptional Volumes

Key Points

- Volumes of **Violence with Injury** exceeded the upper control limit last month with a marginal **increase of 2% (22)** from the **previous month**, and an **increase of 14% (130)** from the **same month last year**.
- **12 month rolling average** has **gradually increased** since February, with a **Year to month increase of 14% (366)** compared to 2021/22.

What does this mean?

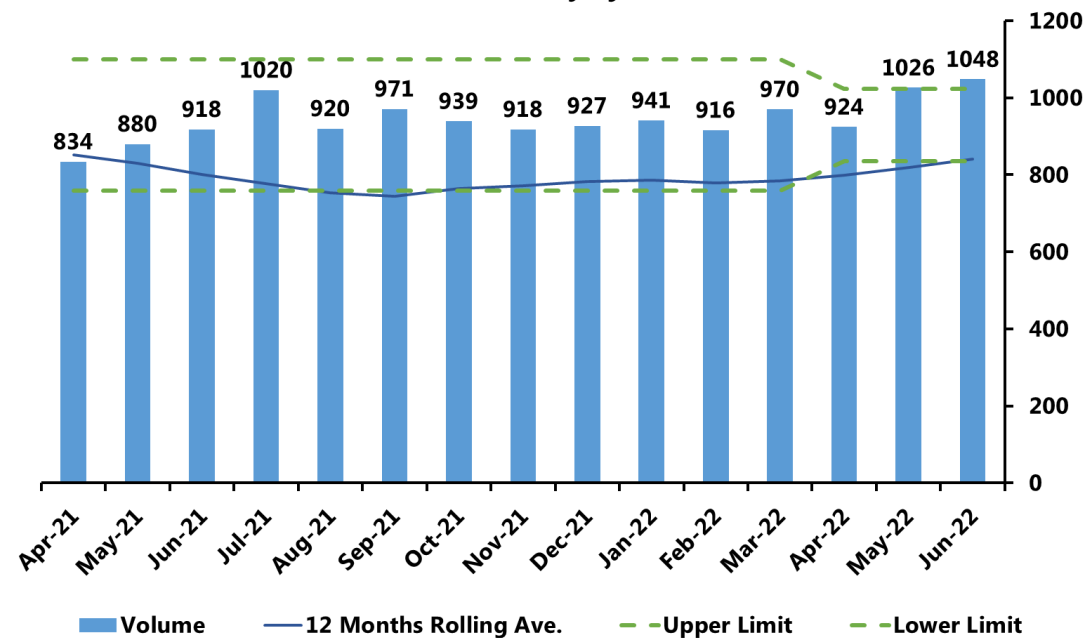
- The most frequent offence description at **92% (960)** is **“Assault with Injury”**, followed by **“Assault with Intent to cause Serious Harm”** at **5% (57)**.
- **Seasonality** should be considered – as we move into summer months, **sunnier, drier weather is correlated with a greater number of Violence with Injury offences**, observing the trend in previous years. Month on month increases are anticipated.
- Some **COVID-19 restrictions** were still in place during June 2021 and therefore it is highly probable reduced volumes.
- Within West Mercia’s **Most Similar Group (MSG)**, the force ranks **4th out of 8**, with 1st recording the smallest number of crimes per 1000 pop, and **in line with the MSG average**. This is **consistent** with the **previous month**. The most recent data release relates to May 2022 data.

Next Steps / Recommendations

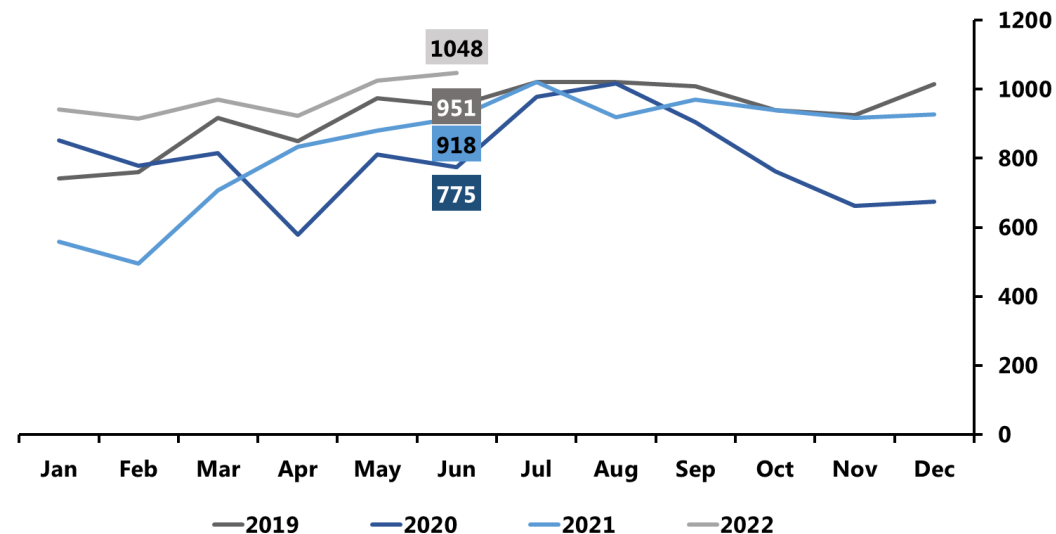
- Continued strategic **monitoring** by performance.

Action Required?
No

Violence With Injury Offences



Violence With Injury Offences



4. Managing Demand
4.2 How well does West Mercia manage crime? – Exceptional Volumes

Key Points

- Volumes of **Misc. Crimes Against Society** exceeded the upper control limit last month with a **decrease of 2% (4)** from the previous month but an **increase of 15% (25)** from the same month last year.
- **12 month rolling average** has been **steadily decreasing** since January.
- Year to month **increase of 16% (26)** compared to 2021/22.

What does this mean?

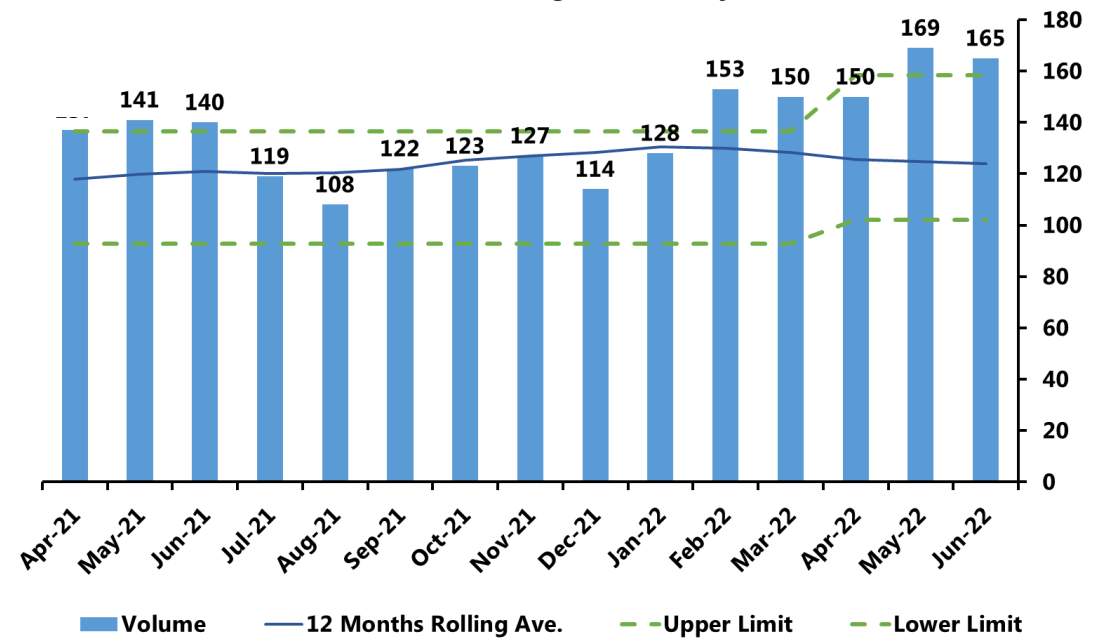
- Misc. Crimes Against Society is made up of a **combination of varied crime types**, including: Obscene Publications, Threat or Possession with Intent to commit Criminal Damage, Other Forgery, and Attempting to Pervert the Course of Public Justice.
- The majority of offences remain **Obscene Publications, Etc. And Protected Sexual Material**, accounting for **53% (87)**, consistent with previous months.
- Within West Mercia’s **Most Similar Group (MSG)**, the force ranks **3rd out of 8**, with 1st recording the smallest number of crimes per 1000 pop, and **in line with the MSG average**. This is **consistent** with the **previous month**. The most recent data release relates to May 2022 data.

Next Steps / Recommendations

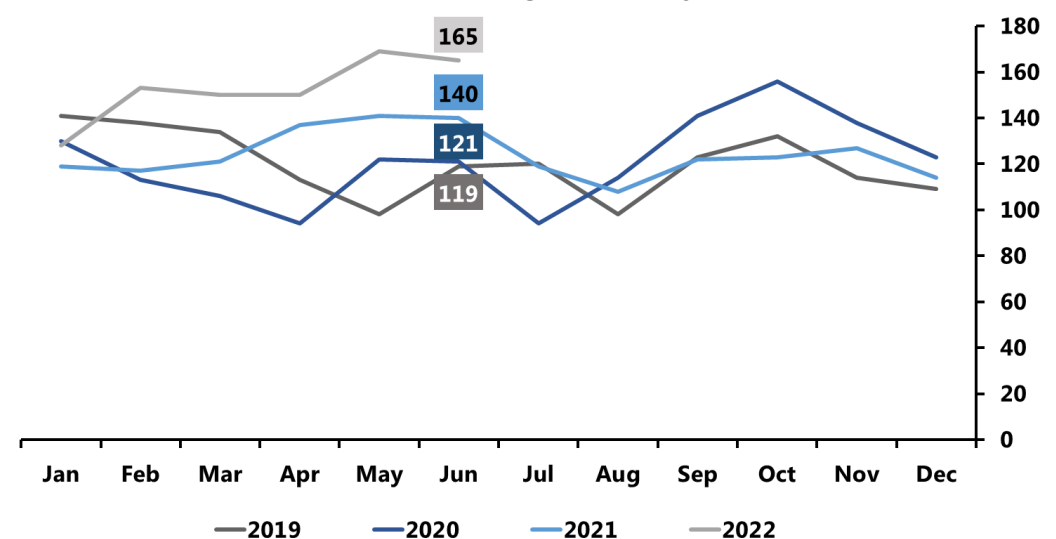
- Continued strategic **monitoring** by performance.

Action Required?
No

Misc Crimes Against Society



Misc Crimes Against Society



4. Managing Demand

4.2 How well does West Mercia manage crime? – Exceptional Volumes

Key Points

- Despite re-evaluating the control limits as a result of changes in recoding practices relating to **Public Order** offences, volumes **exceeded** the **upper control limit**.
- This represents an **increase of 13% (132)** from **the previous month** and, an **anticipated, substantial increase of 34% (347)** from **the same month last year**.

What does this mean?

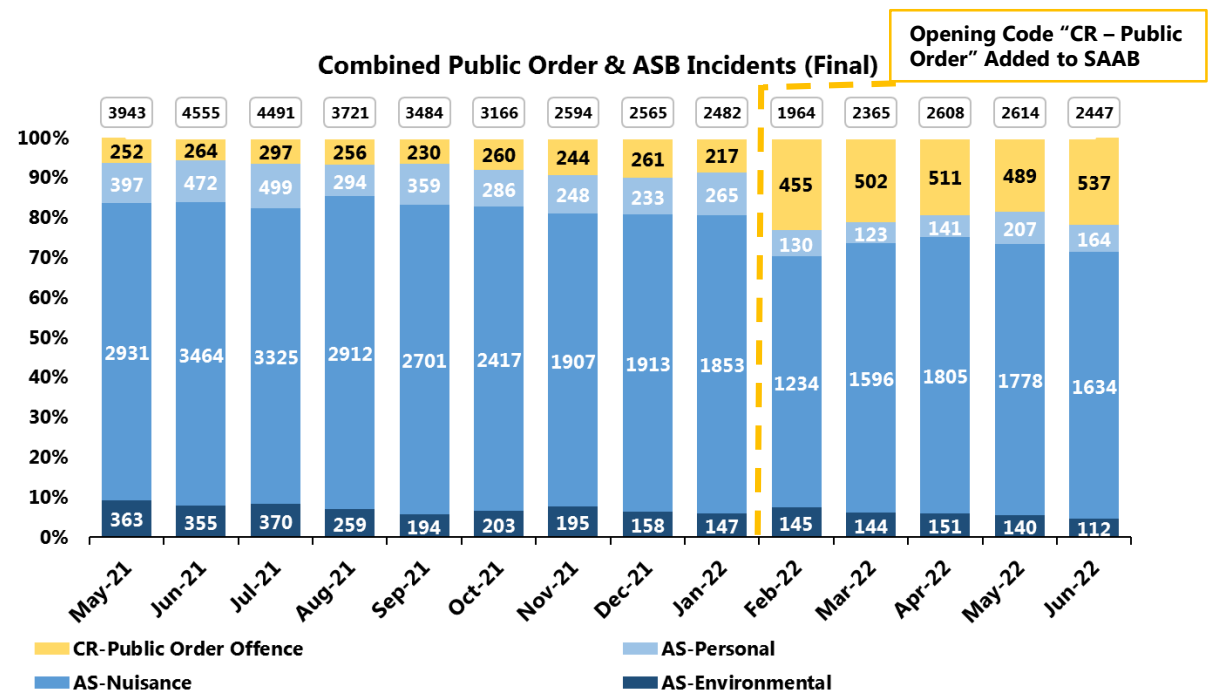
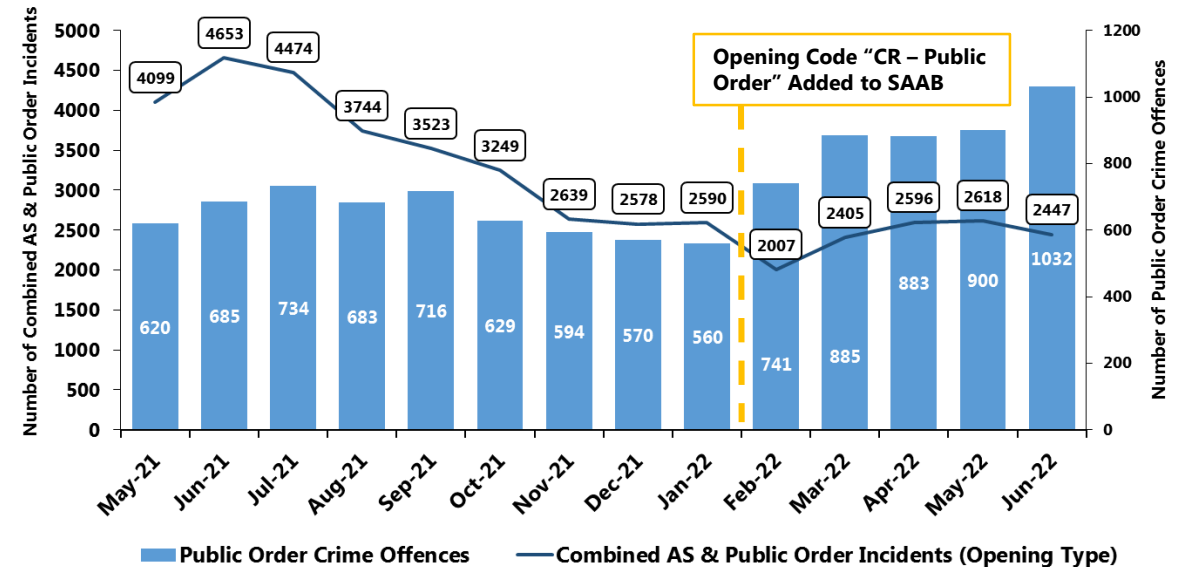
- Incidents with an **opening classification code of "CR – Public Order"** make up a **substantial proportion of the combined total of ASB & Public Order incidents** since February, when the **opening code "CR – Public Order Offence"** was added to SAAB.
- Following the introduction of this opening code, **volumes of Public Order crime offences have also increased substantially**, while the combined total of **ASB & Public Order incidents** has **remained relatively stable**.
- Within West Mercia's **Most Similar Group (MSG)**, the force ranks **5th out of 8**, with 1st recording the smallest number of crimes per 1000 pop, and **in line with the MSG average**. This is **consistent** with the **previous month**. The most recent data release relates to May 2022 data.

Next Steps / Recommendations

- Continued strategic **monitoring** of incident classification by performance.

Action Required?
No

"Public Order Crime Offences" vs "Public Order & ASB Incidents"



4. Managing Demand
4.2 How well does West Mercia manage crime? – Exceptional Volumes

Key Points

- Volumes of **All Other Theft Offences** exceeded the upper control limit last month with an **increase of 3% (22)** from the previous month and, an **increase of 19% (136)** from the same month last year.
- Year to month **increase of 32% (525)** compared to 2021/22.

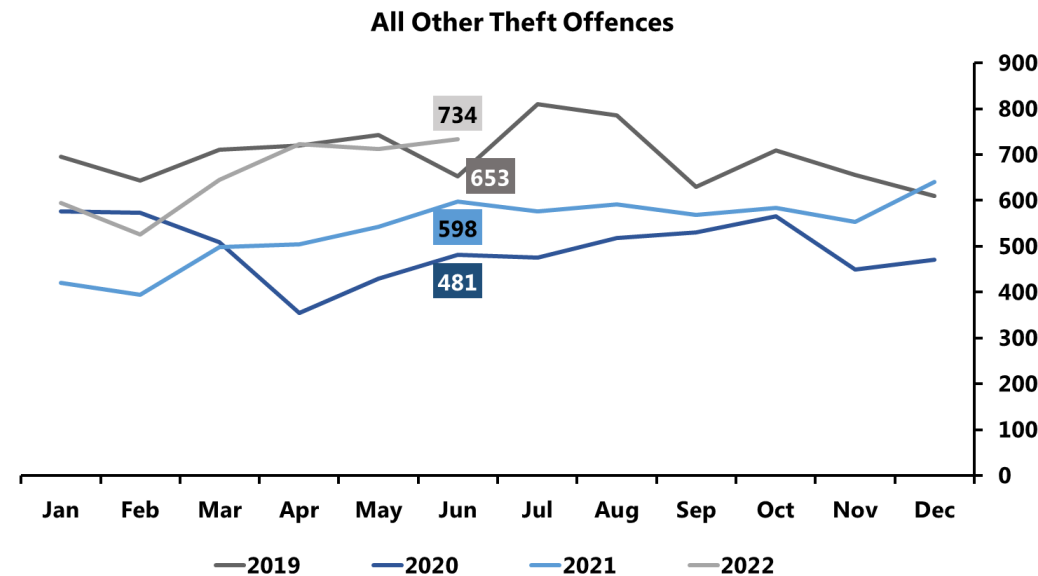
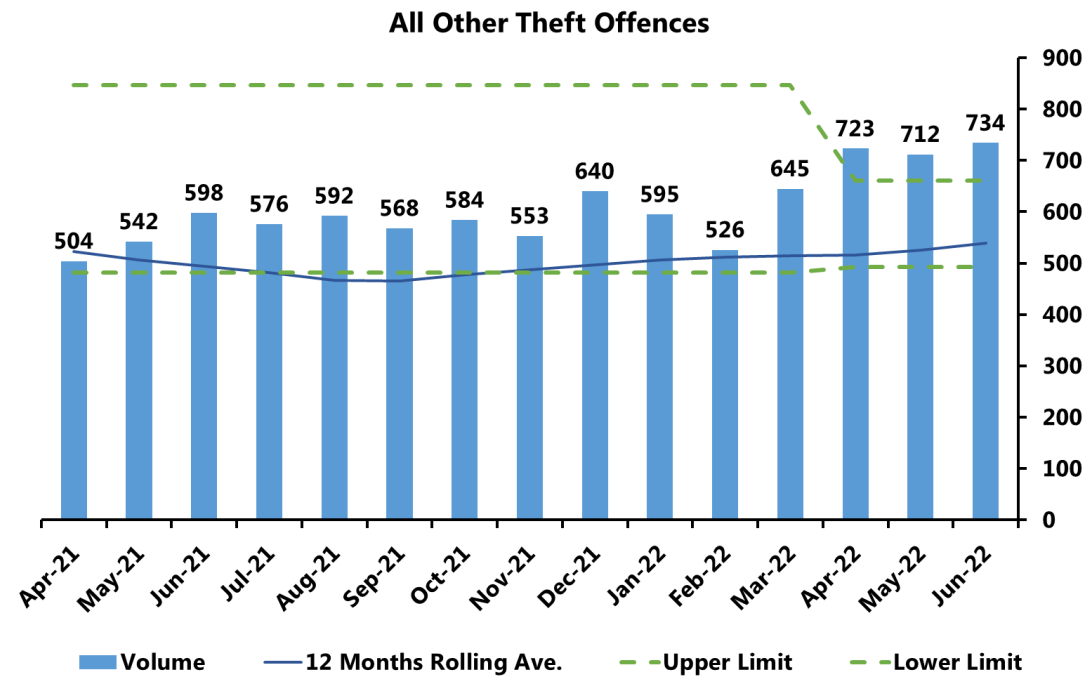
What does this mean?

- **“All Other Theft Offences”** is made up of a **combination of crime types**, including: Other Theft, Making Off without Payment, Theft In A Dwelling Other Than From An Automatic Machine Or Meter, and Blackmail.
- The most frequent offence description at **67% (493)** is **“Other Theft”**, followed by **“Making Off without Payment”** at **16% (116)**. As identified with weekly performance monitoring it is **highly probable** that the force is significantly **under recording** by using ‘Other Theft’ incorrectly.
- Within West Mercia’s **Most Similar Group (MSG)**, the force ranks **6th out of 8**, with 1st recording the smallest number of crimes per 1000 pop, and **above the MSG average**. This is **consistent** with the **previous month**. The most recent data release relates to May 2022 data.

Next Steps / Recommendations

- Continued strategic **monitoring** by performance.

Action Required?
No



4. Managing Demand

4.2 How well does West Mercia manage crime? – Exceptional Volumes

Key Points

- Volumes of **Shoplifting Offences** exceeded the upper control limit last month with an **increase of 12% (68)** from the previous month and, an **increase of 40% (181)** from the same month last year.
- **12 month rolling average** has **gradually increased** since January.
- Year to month **increase of 29% (399)** compared to 2021/22.

What does this mean?

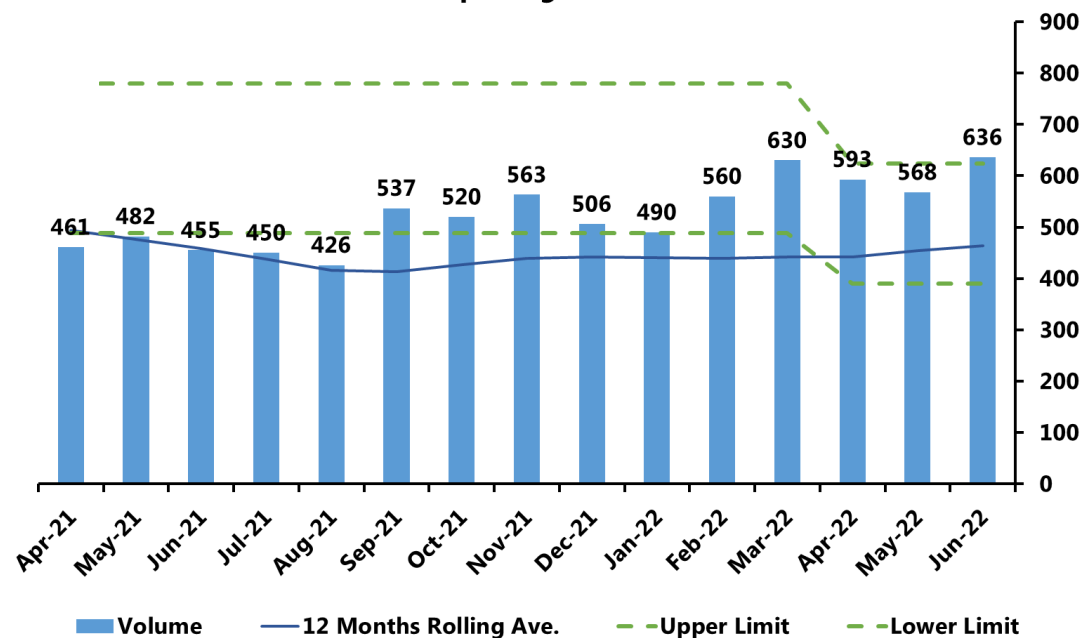
- It is highly probable that there has been an **increase in acquisitive crime** as a result of the **cost of living crisis** putting West Mercia communities under **financial pressure**.
- **South Worcestershire** makes up the largest proportion of shoplifting offences with **27% (169)**, followed closely by North Worcestershire at **25% (160)**.
- Within West Mercia's **Most Similar Group (MSG)**, the force ranks **8th out of 8**, with 1st recording the smallest number of crimes per 1000 pop, and **above the MSG average**. This is **consistent** with the **previous month**. The most recent data release relates to May 2022 data.

Next Steps / Recommendations

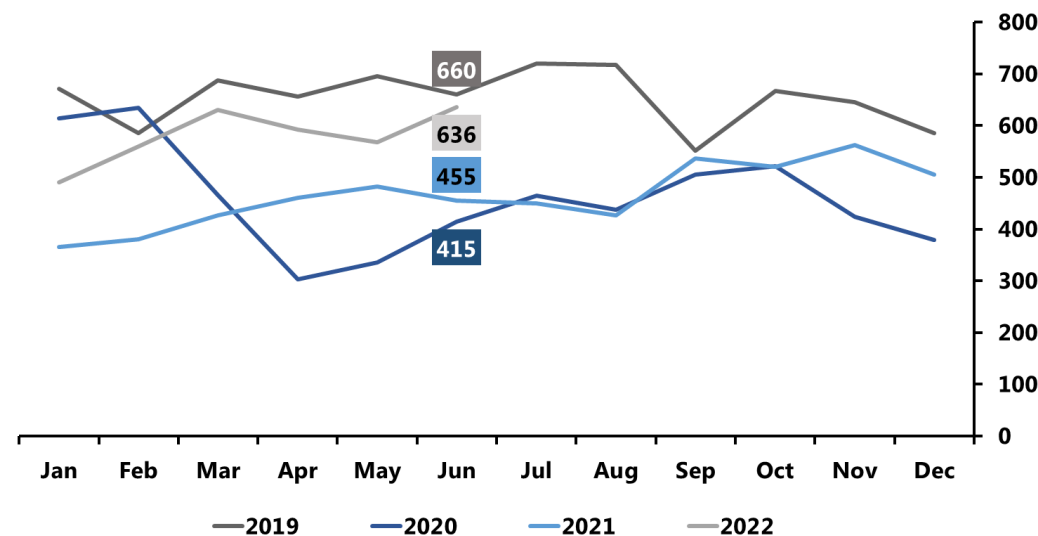
- Continued strategic **monitoring** by performance.

Action Required?
No

Shoplifting Offences



Shoplifting Offences



4. Managing Demand

4.2 How well does West Mercia manage crime?

4.2.13 Rural Crime

Key Points

- For the purpose of this report, **rural crime** has been **defined as any crime which takes place in a "rural" Output Area (OA)**. OAs have been classified as rural/urban **on the basis of the 2011 ONS Rural-Urban Classification for Small Area Geographies**.
- Volumes of 'Rural Crime' have seen a **1% (14) increase** compared to last month and a **15% (238) increase** from the **same month last year**.
- The largest **volume increase** was **Stalking and Harassment**, which has seen a **49% (60)** rise since the **same month last year**. This increase was expected due to changes in recording practices.
- **All Other Theft** has seen as **33% (50) increase** since the **same month last year**.
- **The largest increases** have been seen in **Shropshire** with a **25% (138) increase** when compared to the **same month last year**.
 - This was followed by **South Worcestershire** with a **17% (77) increase** on the **same month last year** and **4% increase** on the **previous month**.
 - **Herefordshire** is the only LPA to have seen a marginal **decrease** when compared to the **previous month (2%, 7)** and the **same month last year (2%, 6)**.

What does this mean?

- It is **probable** that **increases in rural crime** will continue during the **good weather over the summer months** as this trend has been seen consistently in the past 3 years with the exception of summer 2020, highly likely due to Covid restrictions.
- Due to the **increase in fuel prices and living costs**, it is **highly likely** that **related crime** such as **petrol theft, food theft** and **theft of renewable energy sources** has and will continue to **increase Other Theft** offences.

Next Steps / Recommendations

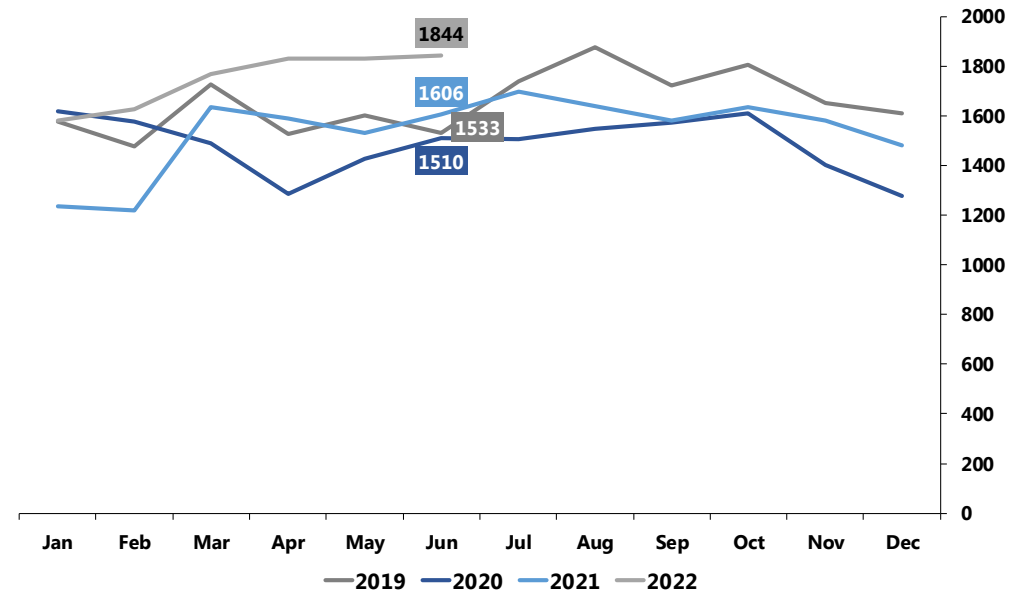
- Continued strategic **monitoring** by performance.

Action Required?

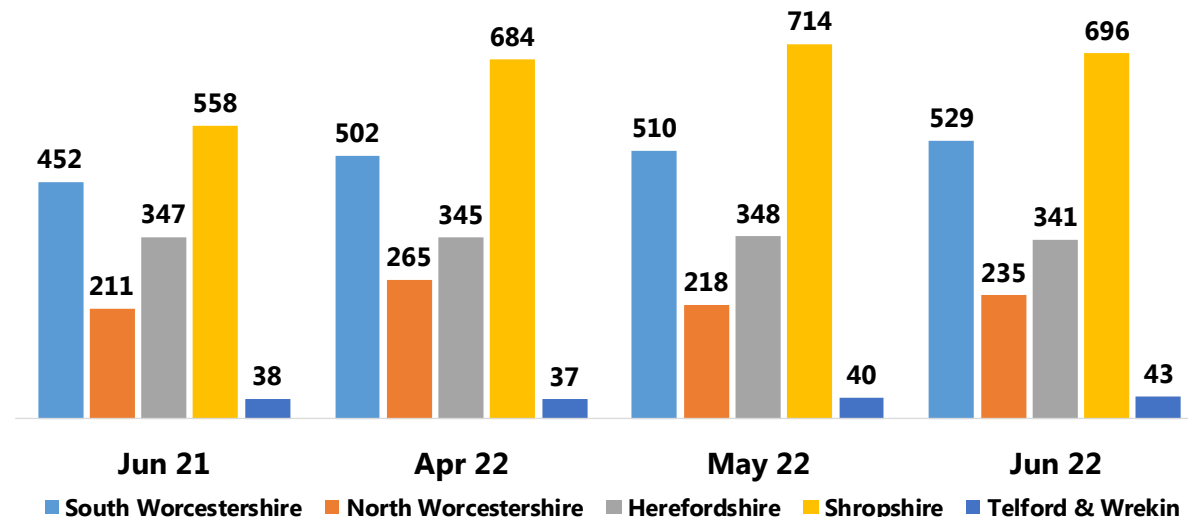
No

Good looks like:
In Development

West Mercia Rural Crime Comparison to Previous Years



West Mercia Rural Crime Comparison to Previous Months



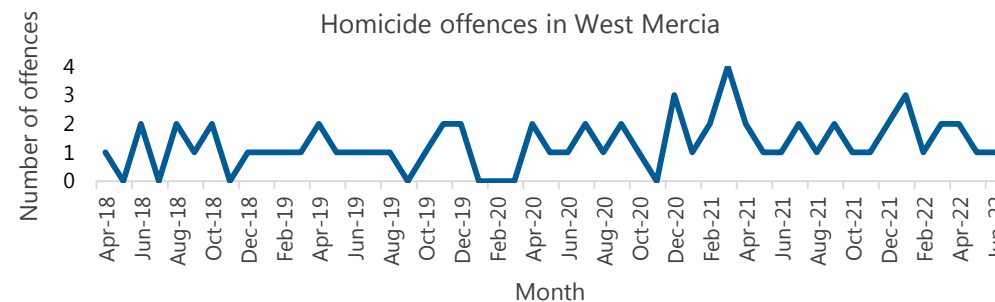
4. Managing Demand

4.2 How well does West Mercia manage crime?

Key priorities: murder, serious violence, domestic abuse, neighbourhood crime and drug supply/county lines.

Not numerical targets but key indicators to show improvement against; expectation of significant improvements within 3 years.

OFFICIAL



Measure	Source	Change	Comment
Reduce murder and homicide	Police Recorded Crime		Slight reduction in homicide figures: 4 offences in Q1 2022 – 2023, compared with 6 in Q4 of 2021 – 2022. The number of homicides in Q1 2022 – 2023 is the same as figures in Q3 2021 – 2022.
Reduce serious violence	NHS (National Health Service) Digital and Police Recorded Crime		Hospital admissions for assault with a sharp object are fewer than 8 each month predominantly, with the exception of March 2022, where 10 offences occurred. Since the beginning of the financial year in 2020, 5 months have consisted of 0 hospital admissions. Data has not been released for May 2022 onwards, as of July 2022. 3 offences in Q1 2022 – 2023 involved the discharge of a firearm, compared with 0 offences the previous quarter. One of these offences includes a suicide.
Disrupt drug supply and county lines	Police Recorded Crime and Public Health England		1 drug related homicide recorded in Q1 2022 – 2023. There is no change here compared with the previous quarter. Currently there have been fewer drug-related homicides than the same period last year.
Reduce neighbourhood crime	Crime Survey England and Wales and Police Recorded Crime		Thefts from a person, and residential and business burglaries, have increased in Q1 2022 – 2023 compared with the previous quarter. Thefts from a vehicle and robberies have decreased, albeit by small numbers. All neighbourhood crime offences (robberies, burglaries, thefts) remain approximately 30% below the national baseline period (Jul 2018 to Jun 2019). Data is currently from Police Records as the CSEW data can not be used at force level.
Improve satisfaction among victims, with a particular focus on victims of domestic abuse	Crime Survey England and Wales		Domestic Abuse satisfaction data has not yet been released for May to June 2022. The number of respondents has increased since January 2022, but the percentage of satisfied victims has not changed significantly. The last recorded month of data, April 2022, showed 70% of DA victims were satisfied with the whole experience. Q4 of 2021 – 2022 showed an average of 72% satisfaction. Whole experience satisfaction has reduced following its reintroduction, however the number of victims participating is much fewer than pre COVID-19. Satisfaction for victims of all crime types has decreased since last year. Data has not yet been released for Q1 2022 – 2023. First contact respondents for DA reported the highest levels of satisfaction consistently, meanwhile follow up DA respondents reported the lowest levels of satisfaction; in April 2022, 89% were satisfied at first contact, and 58% were satisfied at follow up.
Tackle cyber crime	Department for Digital, Cultural, Media and Sports		The data from the Dept. for Digital, Culture, Media and Sport is not available. Further police held proxy measures are being developed.

4. Managing Demand

4.2 How well does West Mercia manage crime?

OFFICIAL

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

		Capacity and Contribution	Capability	Connectivity
National Threats	Terrorism	Staffing gaps are minor as possible losses are projected and planned for. Substantial issues with security of supply due to time taken for vetting and training, however projection of vacancies and supply of assets from region help reduce impact.	Optimum training levels with surge capability if required.	Collaboration with partners is vital to enable West Mercia to deliver under the four Ps detailed in the CONTEST Strategy and Action Plan. Relationships are maintained through regular contact, meetings and sharing of information.
	Serious and Organised Crime	Some concerns surrounding the levels of staffing and time taken to train individuals, particularly within SOCU however, this impact is often limited due to the provision of the ROCU and the force's ability to prioritise resource. Teams within SOCU are often small.	Issues exist with limited surveillance capability. Limited funding available for enhanced equipment.	With offenders active across borders it is vital that West Mercia continue communications with partners/agencies, not just across the UK, but overseas as well. The force works closely with a number of agencies such as Gain, HMRC, airlines and Border Force to ensure intelligence and information is shared accordingly. The Force has an embedded the Serious and Organised Crime Joint Action Group (SOCJAG) structure which brings together a host of partners on a regular basis to work to tackle Serious and Organised Crime collectively. The Crown Prosecution Service is also a crucial partner who the Force works closely with on a regular basis.
	National Cyber Security Incident	The Cyber Crime Unit (CCU) has minor staffing gaps to enable response to cyber security incidents, but a significant upward trend in demand.	The CCU is mostly fit for purpose, but moderate skills and equipment gaps exist. Standards are met currently, but concerns exist regarding future demand and minimal resource. Additional vehicles however are required.	The Force works closely with the West Midlands' regional Cyber Crime Unit along with all of the regional Cyber Crime Units. Also linked into the National Cyber Security Centre and the National Cyber Crime Unit to enable partnership working across the UK. Regular contact is established with National Fraud Intelligence Bureau (NFIB), Action Fraud and Get Safe Online.
	Threat to Public Order and Public Safety	Optimum levels of staff within Gold, Silver, and Bronze. Staffing gaps exist in terms of Commanders, but these are minor, and easily rectifiable.	There are optimum skills to meet the Force's requirements, and officers are currently trained in line with national requirements. The Force does not have a protest removal contingent, but support from surrounding forces mitigates this risk, albeit with financial constraints.	For events, West Mercia works with a variety of partners depending on the event taking place. For example, frequently, events planners and coordinators will be in contact with safety advisory groups, local councils, sporting clubs and other event organisers.
	Civil Emergencies	Number of resources are sufficient to maintain business as usual and respond to major emergencies, however in the event of a significant incident some BAU demand is disrupted due to low staffing levels. Such a small team creates issues when staff have time off work. Discussions of bringing a new team member to mitigate this, funded with multi-agency partners.	Severe issues with equipment exist which limits capability when connecting and sharing information with partners. Optimum skills to manage demand due to highly experienced, yet small, team.	Local Resilience Forums (LRFs) ensure collaborative working and are an integral part of the process in ensuring the production of contingency plans and individual agency plans for mitigation and response. The LRFs are a significant and vital element of working in partnership and taking a multi-agency approach to action.
	Child Sexual Abuse (CSA)	Moderate staffing issues exist due to recruitment issues, particularly for specialists, attributed to the severity of offences. Despite this, the supply of officers as a whole is not an issue.	Issues exist with some interview locations and medical facilities not being fit for purpose. There are a limited number of fully trained and accredited investigators.	Problem Solving Hubs and Harm Assessment Units aim to support colleagues and external partners in reducing harm and risk through problem solving. The officers engage in partnership working using innovative and child-centred policing to proactively provide early intervention.

4. Managing Demand

4.2 How well does West Mercia manage crime? 4.2.20 – Domestic Abuse

Good looks like:

Increased Reporting

40% - 50% Realistic Possibility

Last reviewed by subject lead Jan 2022

Key Points

- Volumes of Domestic Abuse **Crimes and Crimed Incidents decreased by 5% (114) last month** with similar reductions occurring in June in the previous three years.
- This is **driven by a decrease in Assault without Injury 12% (50) and Stalking 18% (42) offences** in all Policing Areas except Stalking in Herefordshire.
- Year to Date **increase of 1% (55)** compared to 2021/22, and **decrease of 3% (194)** compared to 2020/21.

What does this mean?

- Volumes remained **consistently within the control limits** for the **previous 12 months**. This is reflected in the **rolling 12 month figure**, demonstrating **continued stability** in volumes.
- **21% (474)** of crimes related to **Stalking and Harassment**, a **decrease of 9% (45) from the previous month** and an **increase of 10% (40) from the same month last year**.
- **50% (2)** of all **homicides in 2022/23** relate to **Domestic Abuse**.
- **ONS** reports that **West Mercia is the highest in its MSG** for both DA crimes and incidents alongside the highest rate per 1000 people in the **year ending March 2021**. However, forces record DA differently making it difficult for comparison.

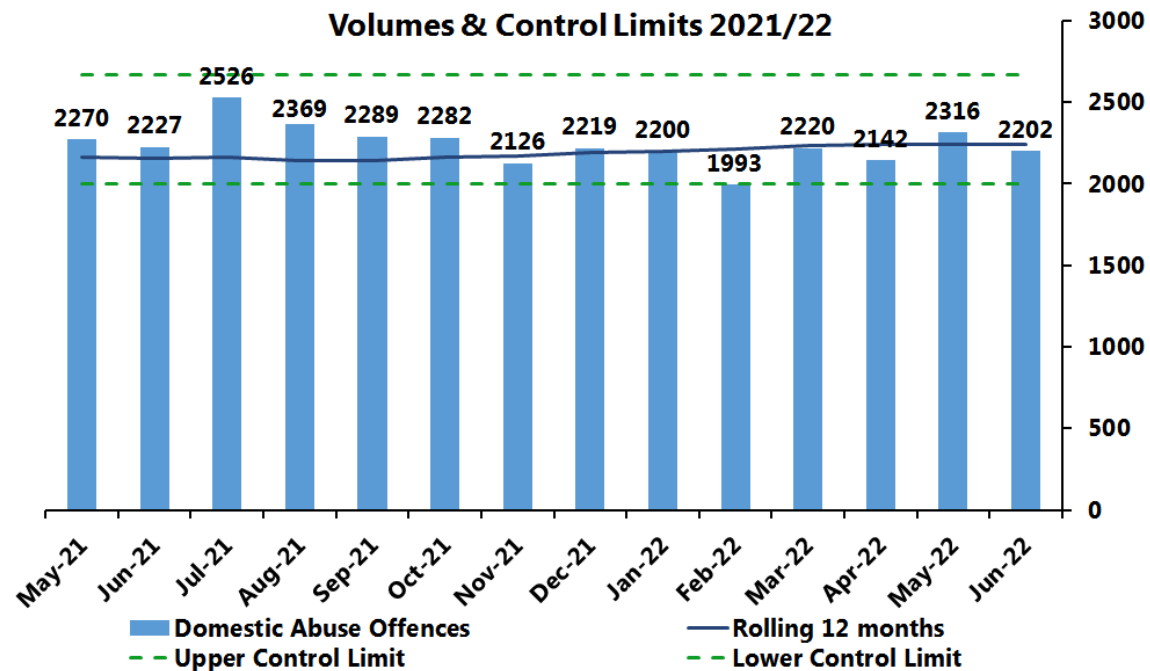
Next Steps / Recommendations

Continued strategic **monitoring** by performance

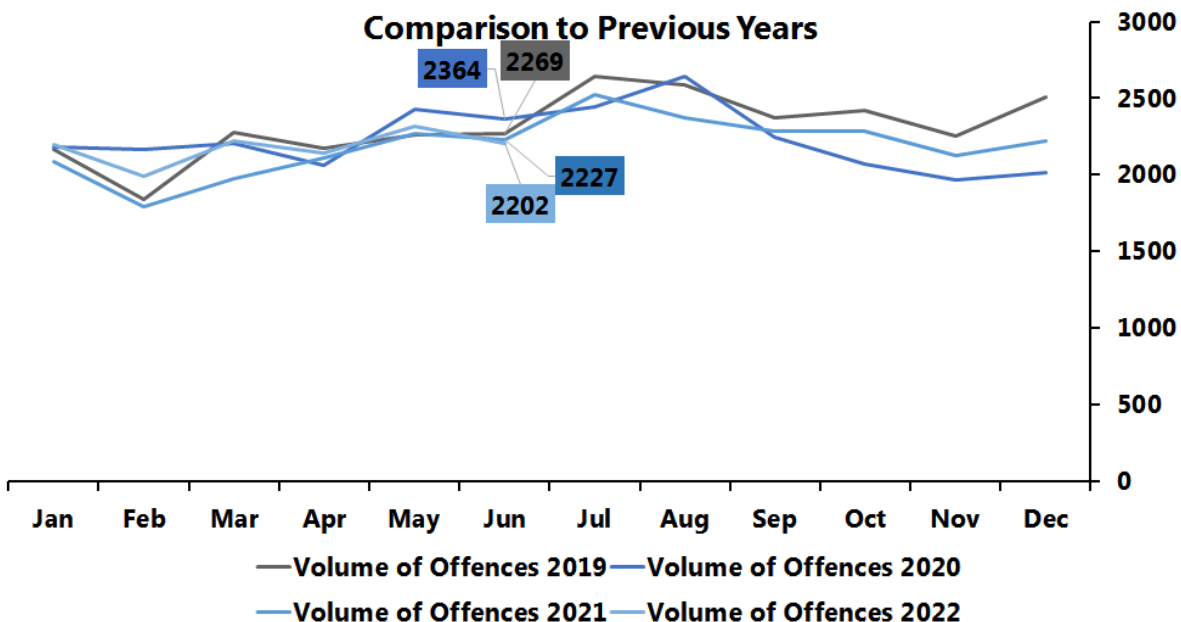
Action Required?

No

Domestic Abuse Crimes & Crimed Incidents - Volumes & Control Limits 2021/22



Domestic Abuse Crimes and Crimed Incidents - Comparison to Previous Years



4. Managing Demand
4.2 How well does West Mercia manage crime? 4.2.20 – Domestic Abuse

Key Points

- The Domestic Abuse **arrest rate decreased by 2 percentage points from the previous month**. The number of **offences decreased by 7% (110)** with a **larger decrease in arrests by 12% (62)**.
- However, the **arrest rate has increased by 7 percentage points from the same month last year** with increases in both offences and arrests.
- **All LPAs have decreased arrest rates** except North Worcestershire which, at 27%, remained the same as the previous month.
- The **arrest rate has remained consistent** for the previous 5 months.

What does this mean?

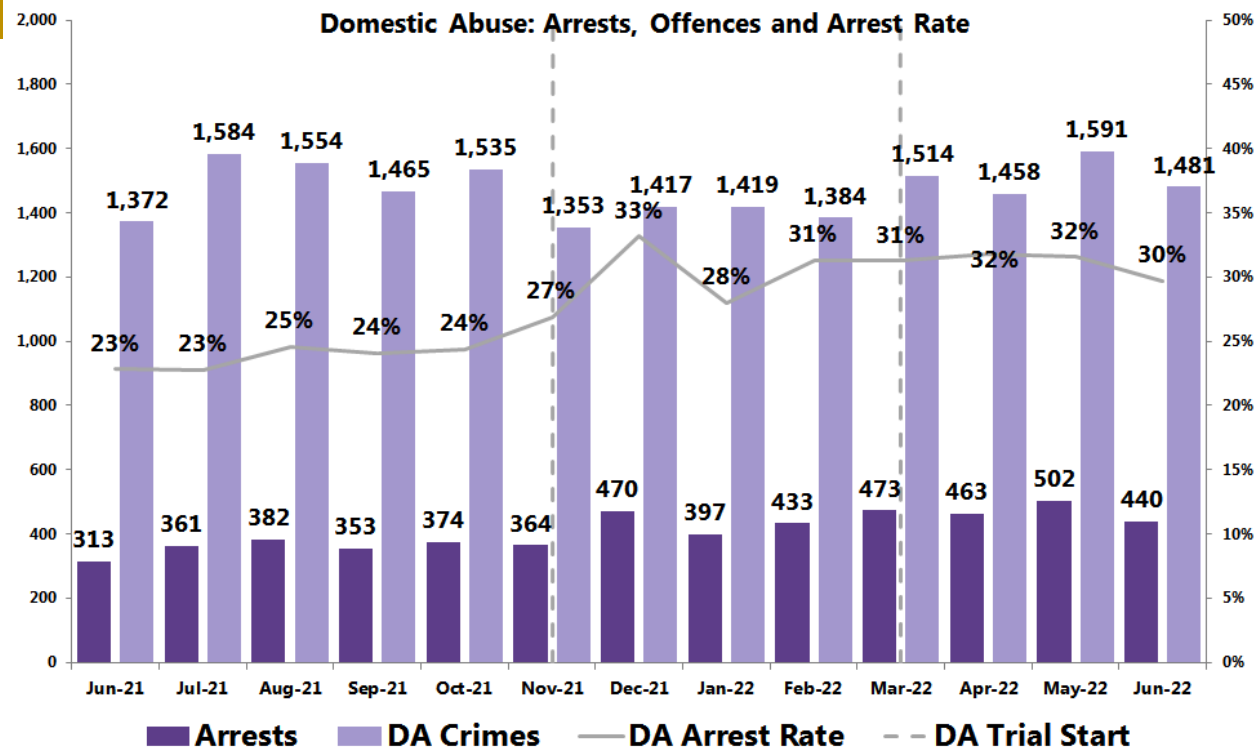
- **Herefordshire** have achieved a **38% arrest rate**, but with a **7 percentage point decrease from last month**, the third month of consistent decrease. The number of offences remains the same with a **decrease in arrests 17% (15)**.
- The **second highest arrest rate** is **Telford & Wrekin 31%**.
- Overall **arrest volumes** appear to **fluctuate inline** with the **number of offences**, so if offences increases, so do arrests.
- It is **highly probable** that this has **contributed to fewer arrests** in June.

Next Steps / Recommendations

- Weekly reporting continues
- Change in methodology delayed due to systems instability.

Action Required?

No



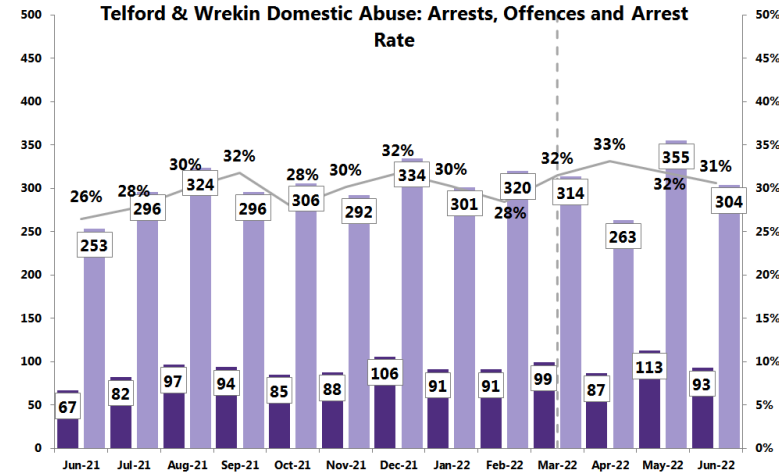
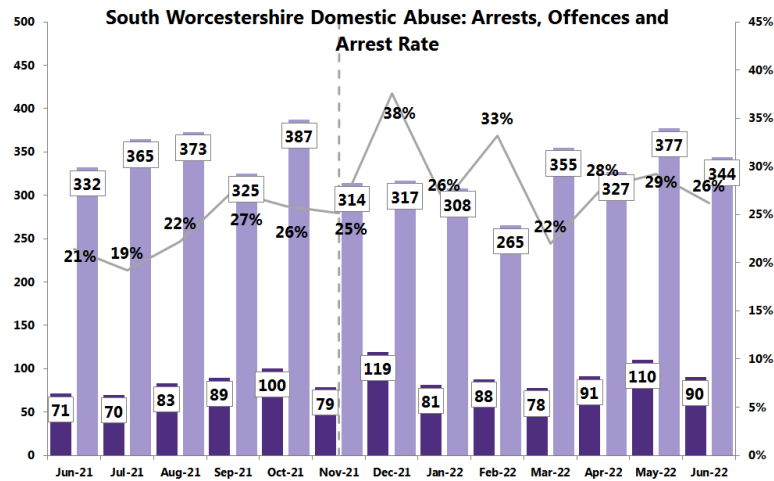
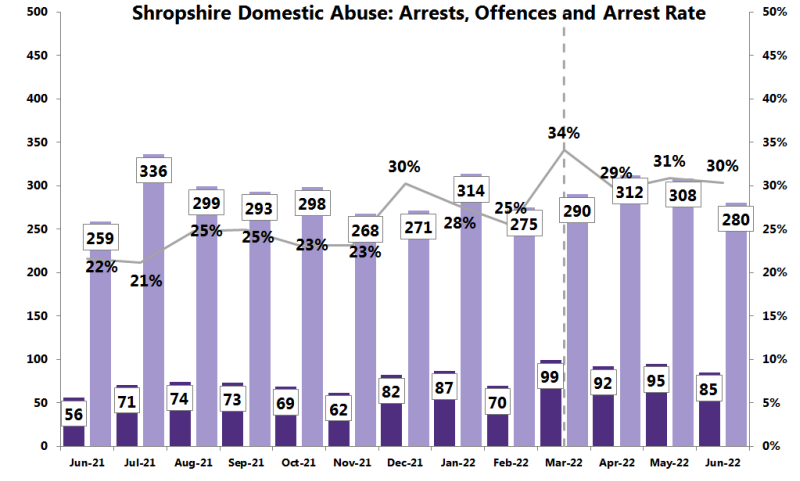
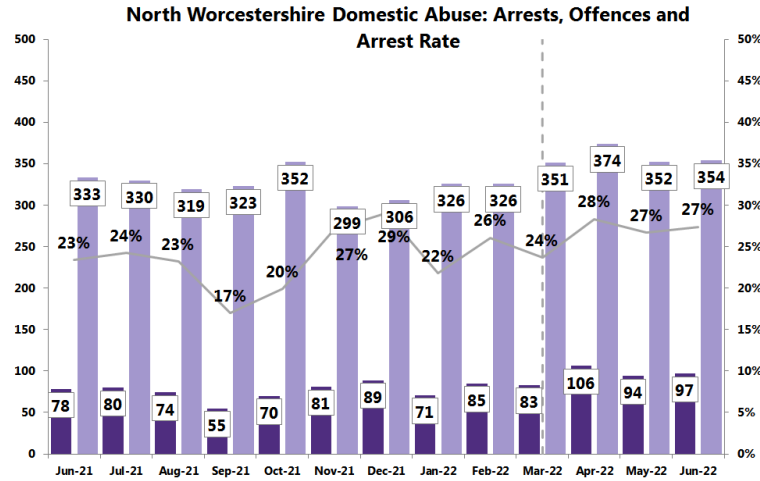
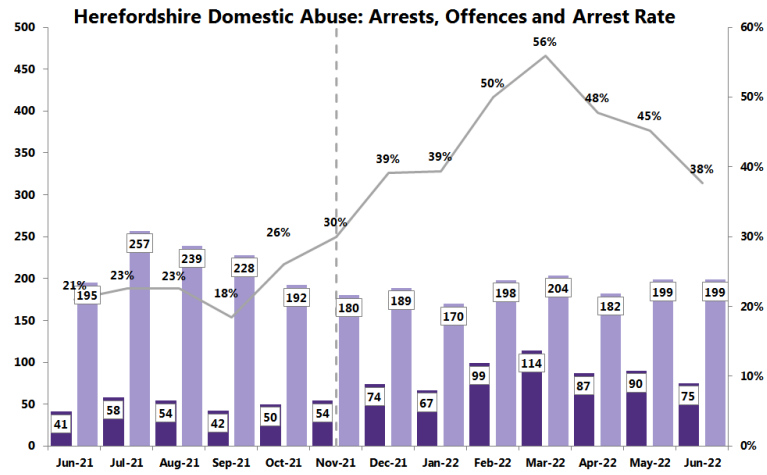
Methodology

1. Data is generated from offences and arrests in Athena where a 'Domestic Abuse' keyword has been applied.
2. Arrest Rate is calculated by dividing DA arrests by the number of DA offences.
3. We are currently **unable to link offences and arrests** using Athena.
4. This can present an **issue with the calculation** of the arrest rate as multiple reasons for arrest will count as one and an arrest in one LPA and custody in another will not be linked.
5. This methodology **will be reviewed** as soon as data from other sources becomes available.

ONS reports that nationally police forces had an **arrest rate of 33% of domestic abuse-related crimes** in the **2020/21**; the same as in the 2019/20 (in the 38 police forces that supplied complete data in both years). Monthly West Mercia figures remain below this average force figure. However it is unknown what methodology other forces use.

4. Managing Demand

4.2 How well does West Mercia manage crime? 4.2.20 – Domestic Abuse



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

4.2.23 Volume of SOC disruptions

Key Points

- **32 active OCGs** – active OCGs remains above the **monthly average** for the past 12 months and is the **highest number** recorded in West Mercia **since March 2020**.
- **42 Disruptions were recorded in Q1**, an **increase of 13** from the previous quarter; and is the quarter with most disruptions in the previous 12 months.

What does this mean?

- **Disruptions data is provisional for Q1 2022/23** due to the cut off date for disruption moderation being earlier than usual this quarter – any disruptions recorded after this date will be claimed next quarter and included retrospectively.
- **Q1 figures exceeded the forecasted no of disruptions** and are in line with the quarterly average for West Mercia for the past 2 years. This should be considered in the context of a downward trend in the number of disruptions and positive disruptions more generally.
- **Disruptions** for Q1 2022/23 are **spread across 18 OCGs** – driven in the **main activity** occurring in **Telford & Wrekin** and **South Worcestershire**.

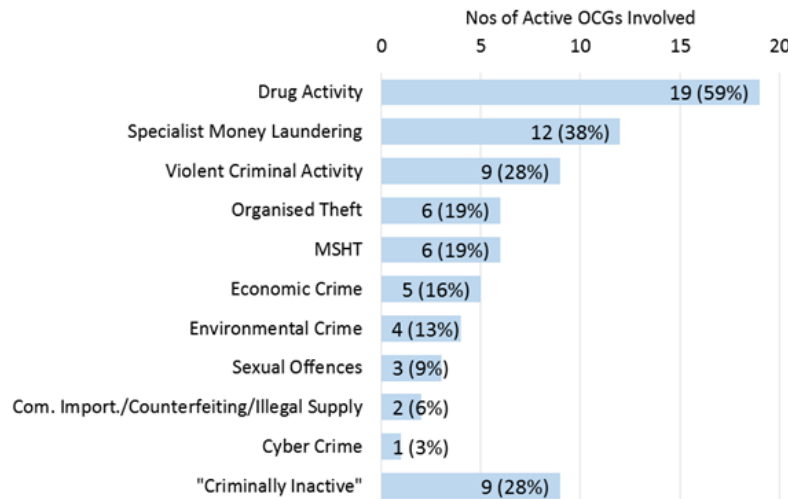
Next Steps / Recommendations

- Continue to be monitored.

Action Required?
No

	Qtr 1 22/23	Qtr 4 21/22	Trend Previous 4 Qtrs	YTD % Change
OCG SOC Disruptions	42	29		-16%

Current Criminality Exhibited by Active West Mercia OCGs



"Criminally Inactive" - An active OCG for which, at the latest rescore, there has been no intelligence to suggest that the OCG has been involved in any of the listed criminality types during the review period. Consequently a zero criminality score on PND

Criminal Justice / Offender Management – Q1 2022/23

- 25 Arrests
- 5 Charges
- 8 Conviction (sentencing totalling 20 yrs)
- 0 SCPOs obtained
- 0 Other ancillary order obtained

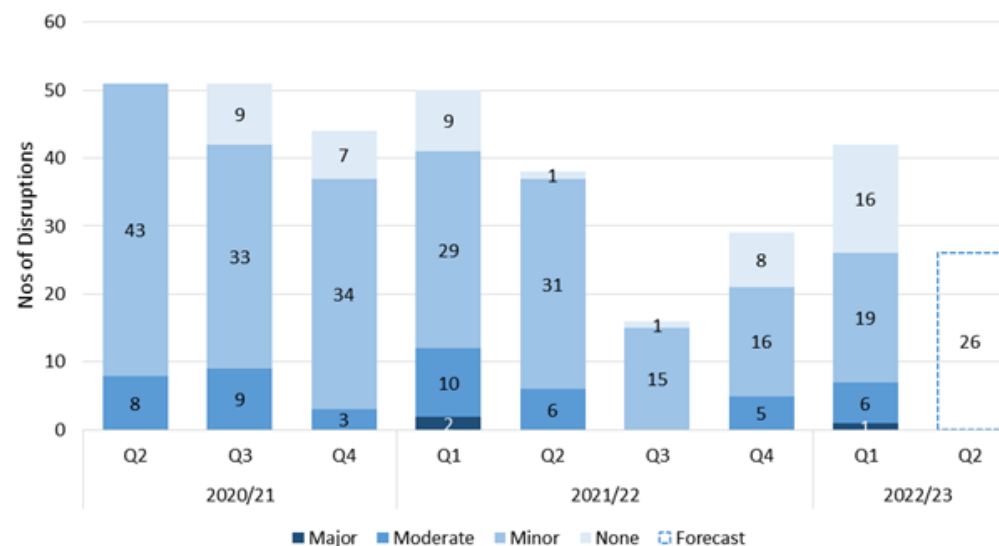
Seizures – Q1 2022/23

- 1 Guns
- 1 Other firearms

Safeguarding – Q1 2022/23

- 2 Adults Safeguarded
- 0 Child Safeguarded

OCG Disruptions by Impact (Inc Forecast for Q2 2022/23)



4. Managing Demand

4.2 How effective is WMP's activity to make the roads safer?

4.2.24 Volume of killed and 4.2.25 Volume of seriously injured

Good looks like:

To be reviewed.

- Key Points**
- **KSI casualties** have **decreased 26% (12)** from the previous month.
 - **KSI collisions** have **decreased 21% (9)** from the previous month.
 - **35% (12) of collisions** occurred in **South Worcestershire**. The majority of these occurring across **Wychavon 58% (7)**.
 - **Fatalities** were recorded as **two motorcyclists** and a **pedestrian**.
 - The **majority of KSI casualties** are **powered 2 wheelers 51% (18)**.

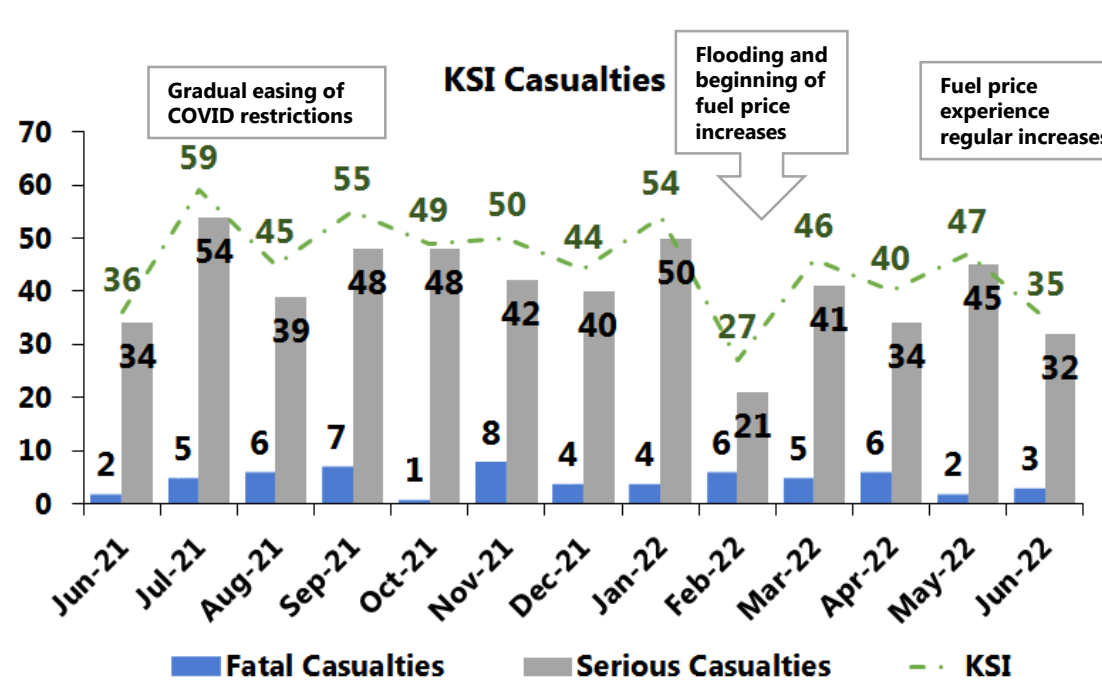
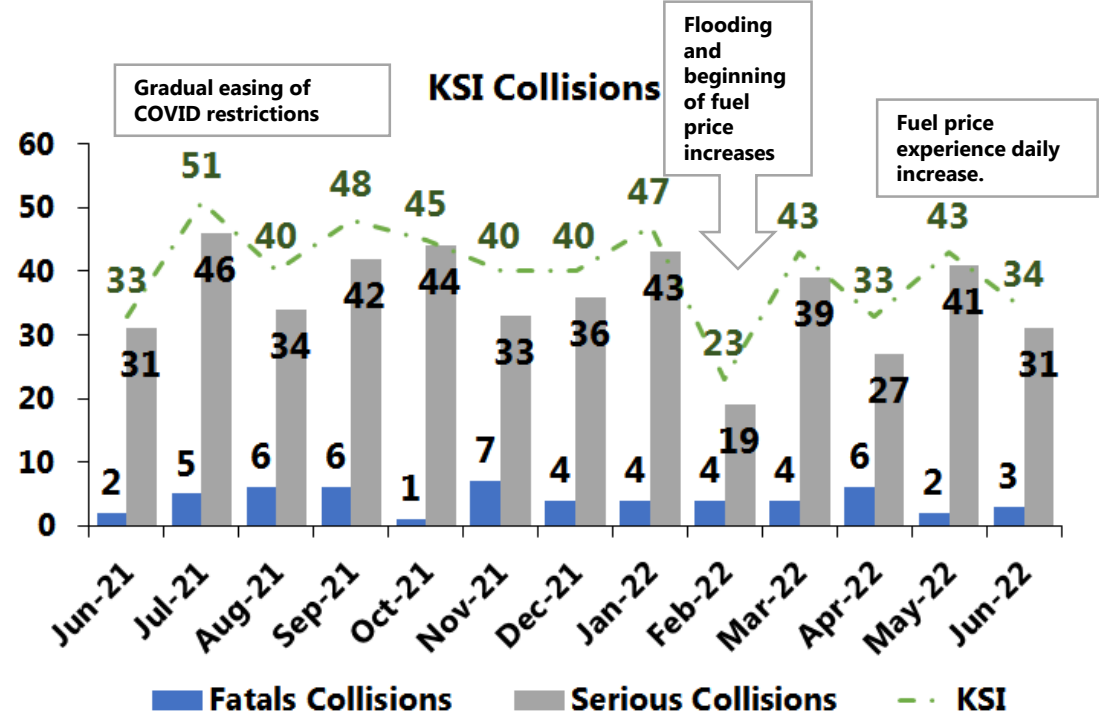
What does this mean?

- Following a refresh of data, **May saw an uplift of 12 collisions and 13 casualties** showing that there is a likely lag between the event occurring and the submission of the report. Therefore, it is **highly probable** that when refreshed the **June figures will also see an increase in volumes**.
- The Department for Transport's latest report on road usage shows that **between January and June national road usage** is, with a few daily exceptions, **similar to that pre-Covid**; with **KSI increasing to pre-COVID levels**.
- As collisions are only slightly reduced from 2021 this suggests that **fuel costs are not effecting the number of drivers as of yet**.

Next Steps / Recommendations

- Continue to be monitored

Action Required? **No**



4. Innovating and improving

4.3 To what extent is West Mercia Police improving its practices and processes?

4.3.2 Volume and average age of outstanding HMICFRS recommendations

Good looks like:

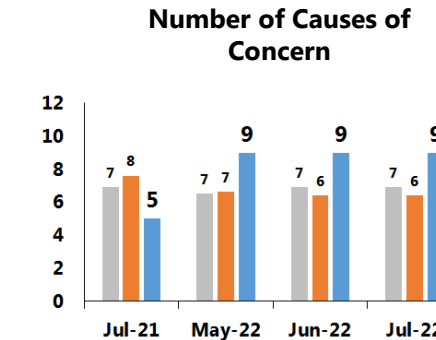
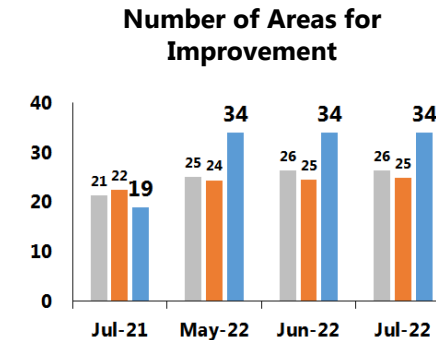
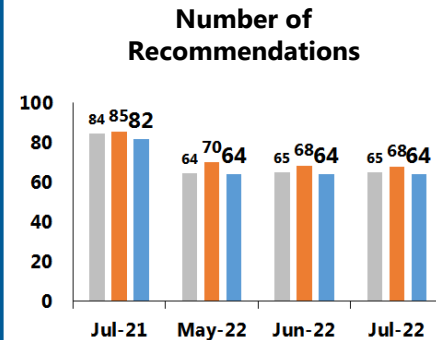
The force establishes a position in the top National quartile of 43 forces, re having the fewest Open recommendations, AFIs and Causes of concern.

Last reviewed by subject lead Jul 2022

10% - 20% Highly unlikely

Key Points

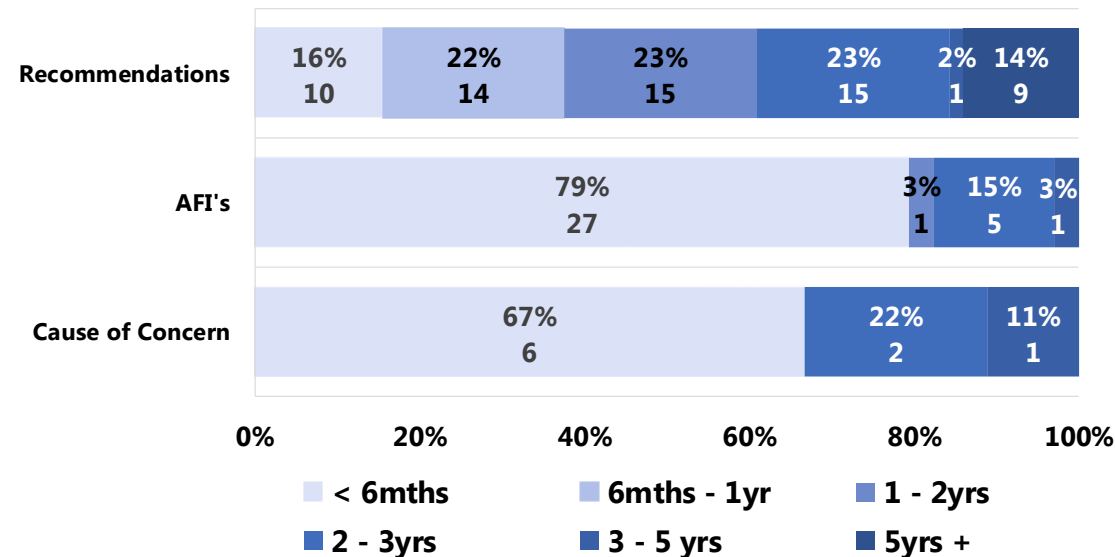
- There have been **no changes** in the number of **open AFIs and Causes of Concern** for **West Mercia** in the **last month**. This is **similar to all forces within the MSG groups** apart from one.
- The **national average/MSG** has **stayed fairly consistent** with **65 and 68** respectively.



What does this mean?

- The **final PEEL report** for West Mercia was published April 2022 which saw an increase in all areas (AFI's, recs. and CoCs) – however the force **remains below average in MSG forces** who have yet to be inspected.
- **Custody** recommendations also **increased** but some of these are expected to be closed shortly.
- It is probable that there will be a **slight reduction for all forces in Autumn** as **HMICFRS** are giving consideration as to whether some of the **older recommendations/ AFIs** remain relevant or **should be closed down**, subject to Chief Constable signoff per force.

Age of West Mercia's Recommendations, AFIs and Causes of Concern (Jul 22)



Next Steps / Recommendations

- Continued strategic **monitoring** by performance.

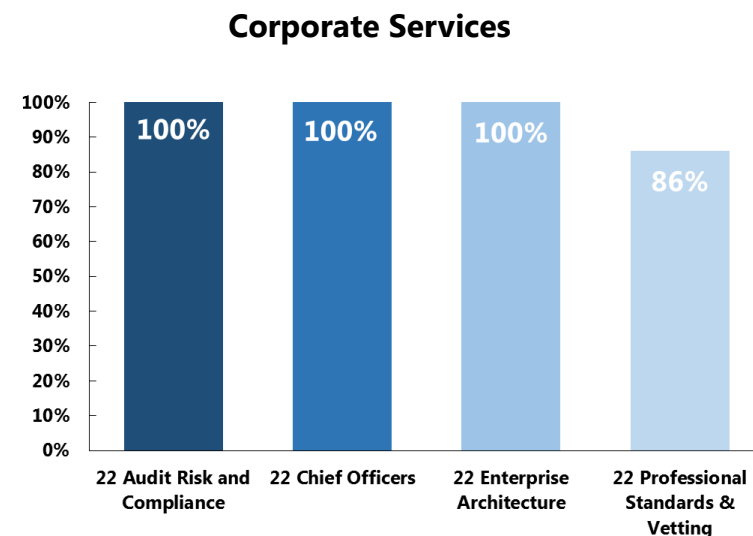
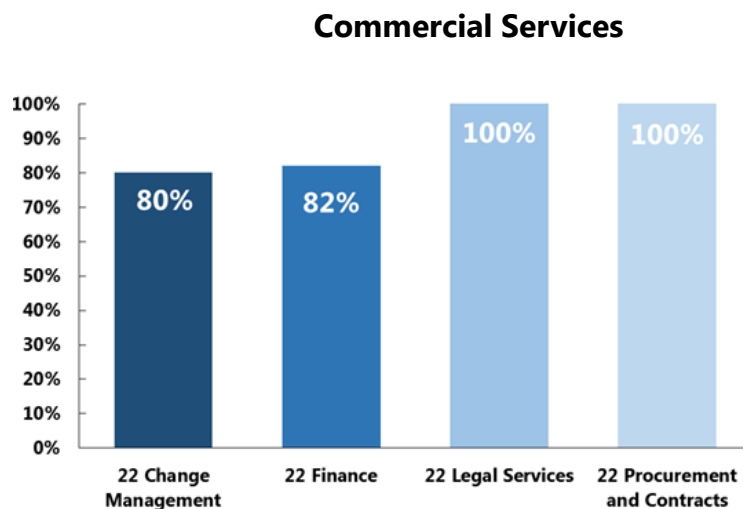
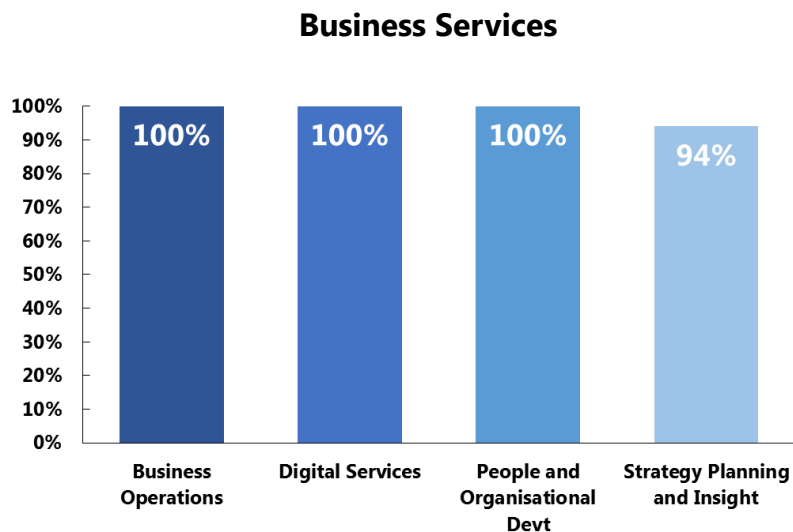
Action Required?

No

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

5.1.3 – Are we effectively managing our staff development?

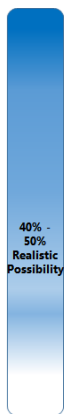
PDR Objective Set Completion Rates



Good looks like:

100% objective set completion rate across the force

Last reviewed by subject lead Jul 2022.



Key Points

- **Overall completion rate** of objectives set across the force at **77%**.
- **Police Officer** Completion rate of **66%**.
- **Police Staff** Completion rate of **89%**.

What does this mean?

- **7 of the 28** Business Functions (**25%**) **below the force completion** rate.
- **8** functions at **100% completion** rate.

Next Steps / Recommendations

- **Increased Objective setting & recording** across Departments.
- **Evidence** of completing and working towards Objectives to be recorded.
- **Six month review** to be completed.

Action Required?

No

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

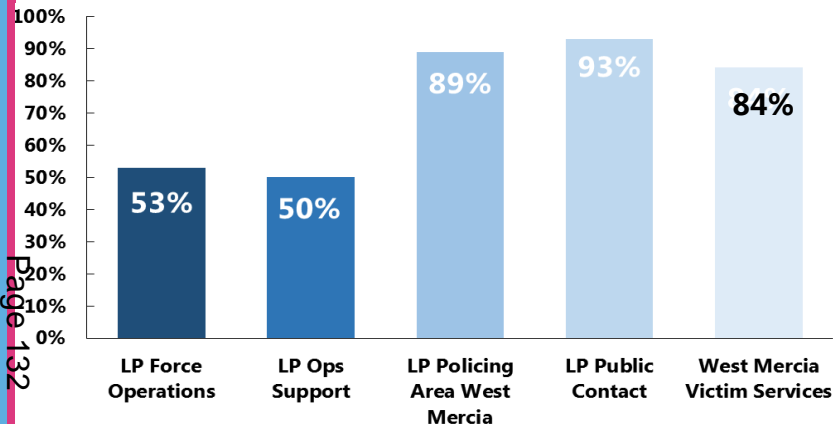
5.1.3 – Are we effectively managing our staff development?

PDR Objective Set Completion Rates

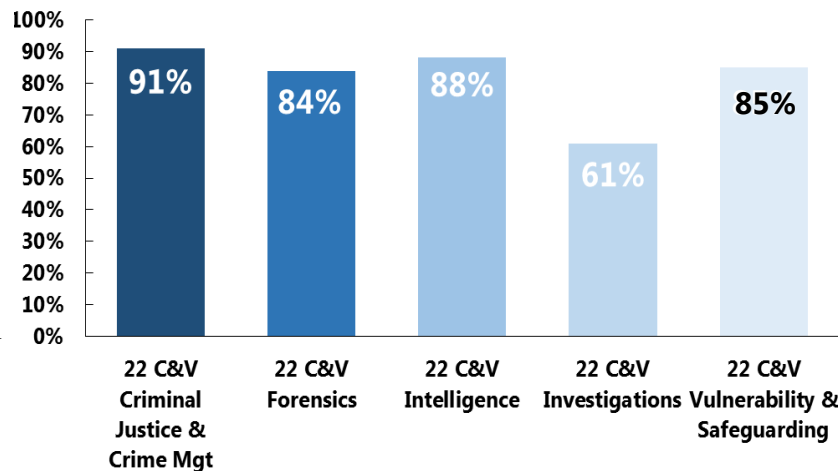
Police Officer Tutor Numbers

- Total Number of Students: **321**
- Total Number of Tutors: **210**
- Student: Tutor Ratio: **1:1.5**

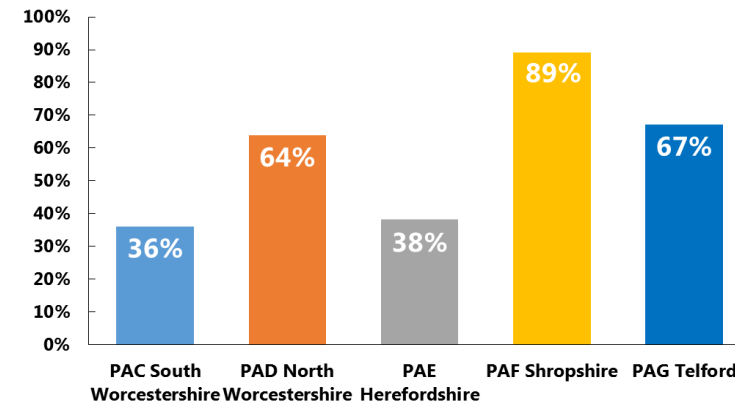
Local Policing – Operations Support



Crime & Vulnerability



Local Policing – Local Policing Areas



Good looks like:

100% objective set completion rate across the force.

Last reviewed by subject lead Jul 2022



Key Points

- **4 of the 5 LPA's are below** the intended force completion rate.
- **South Worcestershire** has the **lowest completion rate** at **38%**.
- **Maximum of 192 tutors are required** at any one time to deliver current 2022/23 Resourcing Plan. **This demand can be met** from our existing tutor numbers subject to allocation of student officers across LPAs.

What does this mean?

- If an additional student PEQF course is approved (Jan 23), the **tutor requirement will increase** to a maximum of 240.
- **Recruitment of further tutors** is therefore required to meet this demand from June 2023.

Next Steps / Recommendations

- **Recruitment of 50 additional tutors** to allow for increased student cohorts & resilience.

Action Required?

Yes

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

5.1.4 – 5.1.6 How well does WMP manage staff and officer absence rates?

Good looks like:

Force Target of 4% Sickness. Both Officer and Staff currently above Force Target.

25% - 35% Unlikely

Last reviewed by subject lead Jul 2022.

Key Points

- Officer sickness in June** is continuing to decline month on month, with a **0.02 percentage point decrease** on the **previous month**.
- Biggest Contribution** to Police officer sickness days lost :
 - South Worcestershire – 19.7%**
 - Telford - 17.8%**
 - Force Ops – 10.6%**
- Staff sickness** in contrast is **increasing** month on month, with June up **0.5 percentage points** on the **previous month**.
- Biggest Contribution** to Police staff sickness days lost:
 - OCC– 22%**
 - C&V Forensics – 8.5%**
 - Business Operations – 8.4%**

What does this mean?

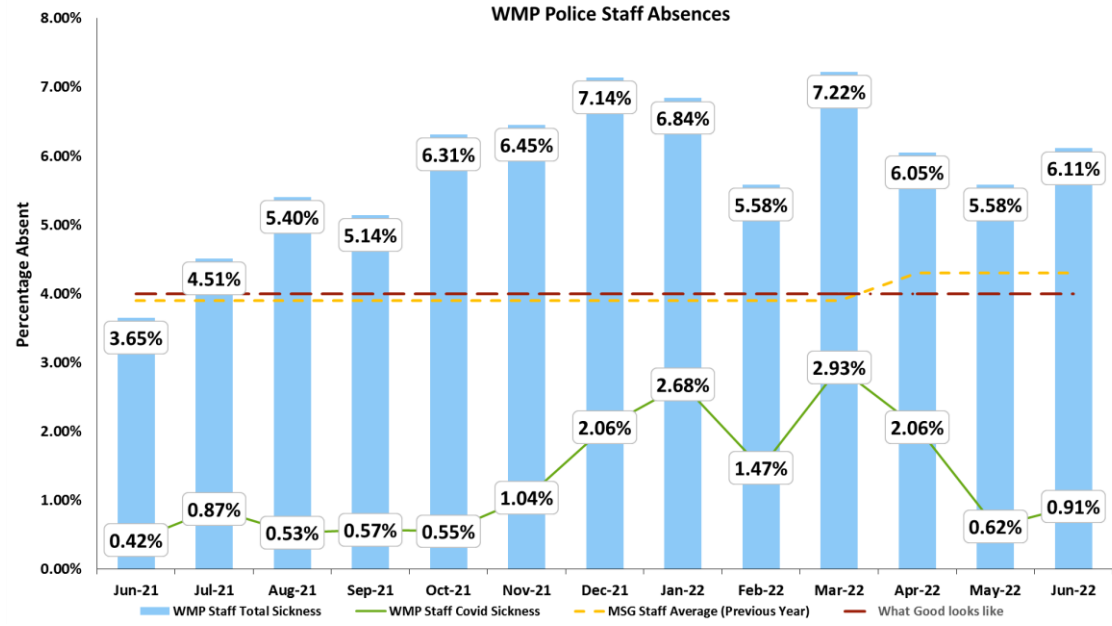
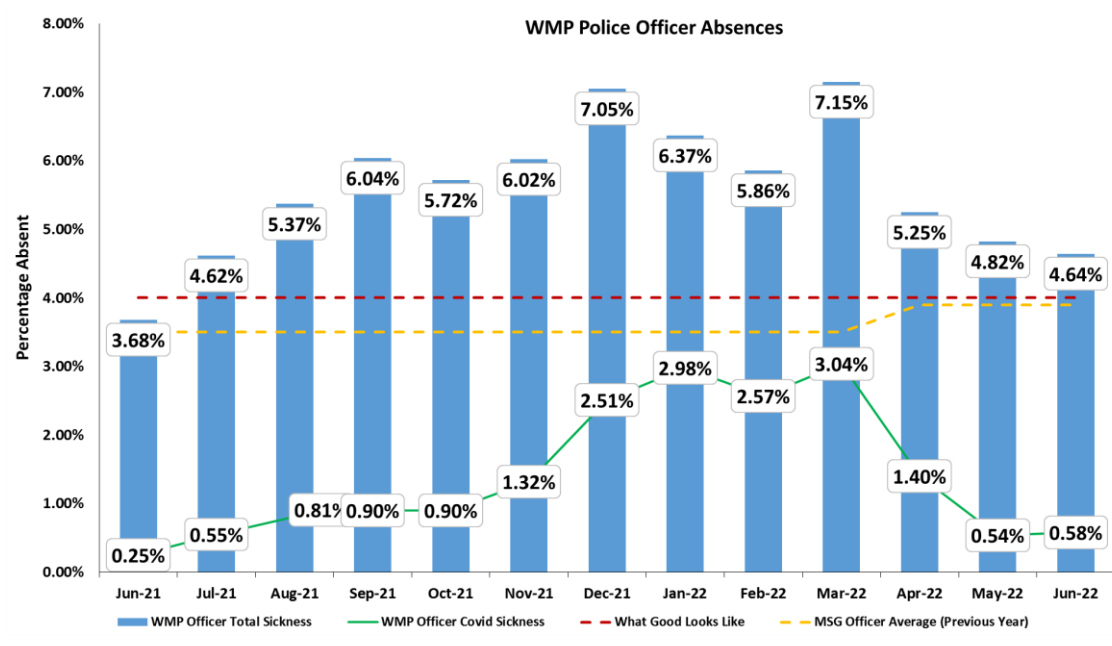
- Psychological Disorders** is this the **biggest contributor to force sickness** accounting for **26.4% of all sickness days lost in June**, followed by Respiratory (19.3%) and Musculo Skeletal (16.2%)
- COVID sickness** is showing an **increase** month on month **for both officers and staff**. The 30th June saw **60 recorded as COVID Positive and/or ill with symptoms** across the force (**22 Police Officers, 38 Police Staff**) – up from 21 at the same point in May.

Next Steps / Recommendations:

- Due to the current national and local uplift in Covid cases it is recommended that the force's **policies** relating to **Covid** to be **reviewed**.

Action Required?

No



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

5.1.7 Attrition rates

Good looks like:

Better than national average attrition rates

Police Officer	4.7%
Police Staff	7.8%
PCSO	10.6%

10% - 20% Highly unlikely

Last reviewed by subject lead Jul 2022.

Key Points

West Mercia has a **higher attrition rate** than the national average for:

- Police **Officers (8.6%)**.
- Police **Staff (14.2%)**.

West Mercia compares favourably to the national average for:

- PCSO (10.5%)**.

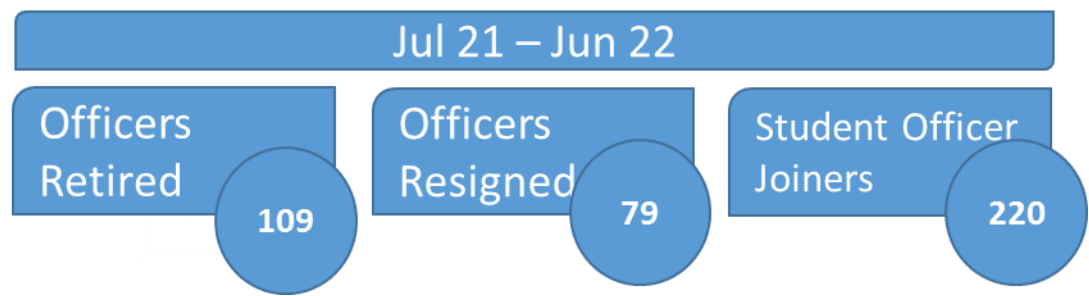
What does this mean?

- 8.7%** of **officer leavers** in LTM had **less than 12 months** service.
- Taking out retirements trends, **officers** are **more likely to leave** when they have **between 2 and 3 years service**.

Next Steps / Recommendations

- Continued strategic **monitoring** by HR and performance.

Action Required?
No



22/23 Q1 Intakes:
25/4/22 - 29 PCDA

Upcoming Intakes
22/23 Q2:
25/7/22 – 29 PCDA
05/9/22- 50 DHEP

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

5.1.8 Is a WMP a representative workforce?

Good looks like:

Women's officer Representation at 35% and overall representation of 50%, and 3.8% Ethnic Minority Representation in line with local community representation from Census.

Last reviewed by subject lead Jul 2022.

40% - 50% Realistic Possibility

Key Points

- **Black, Asian and Other Ethnic Minority representation** in West Mercia **compares favourably** to Most Similar Group Average, but is **substantially lower** than National Average.
- **Female representation** in West Mercia **compares favourably** to Most Similar Group Average, and is **above** National Average.

What does this mean?

- **Black, Asian and Other Ethnic Minority representation** exceeds the **Most Similar Group Average (2.8%)** with **3%**, but is **below National Average (7.3%)**.
- **Female officer** representation **exceeds the national average (31%)** with **35%** and has achieved our target.
- The ranks of Constable, Superintendent, Chief Superintendent and Chief Officer all **exceed** the **national average** of female representation.

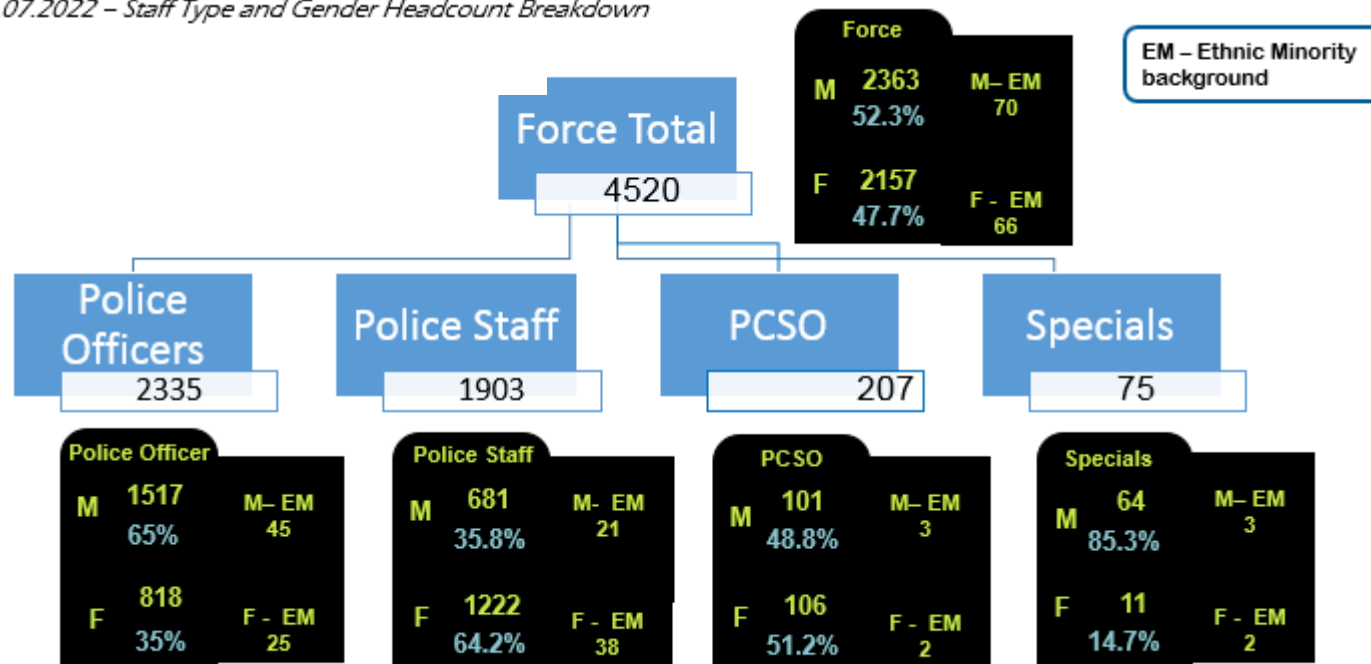
Next Steps / Recommendations

- Continued strategic **monitoring** by HR and performance

Action Required?

No

As at 01.07.2022 – Staff Type and Gender Headcount Breakdown



* New Census Data is expected in " Late 2022"

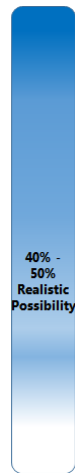
5. Delivering a skilled, sustainable workforce in a constantly learning, improving environment.

5.3.1 To what extent do we have the most effective tools? – Digital Services

Good looks like:

Develop Reporting Capabilities

Last reviewed by subject lead Apr 2022



Key Points

- **Notable Incidents** negatively impacting a substantial number of officers and staff within Q1 2022/23 **included:**
 - Email Faults
 - Athena Issues
 - Issues with Applications
- A substantial number of events occurred within category of "Unidentified Incidents"
- Total number of resolved events was **3106**

What does this mean?

- In order to improve understanding of this area, the **following metrics are being developed:**
 - **Theme of tickets** – Top 5 incidents. This metric will show the items which are attracting the highest volume of tickets, which may be different from any notable incidents listed under the Customer focused metrics
 - **Number of items** (e.g. laptops, Body Worn Video, Mobiles etc.) with a ticket against them against the number of these items required in force.

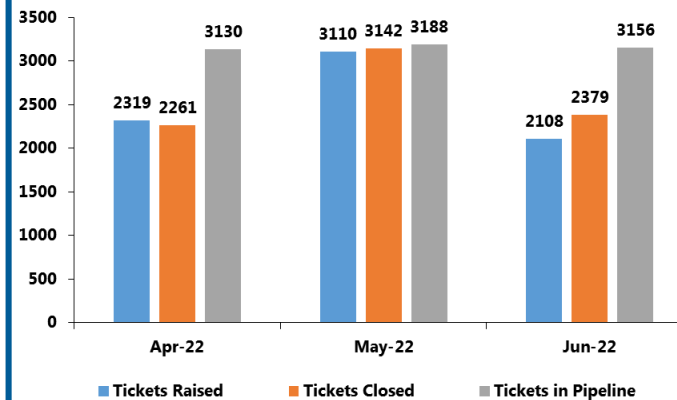
Next Steps / Recommendations

- Continue to develop reporting capability in this area.

Action Required?

No

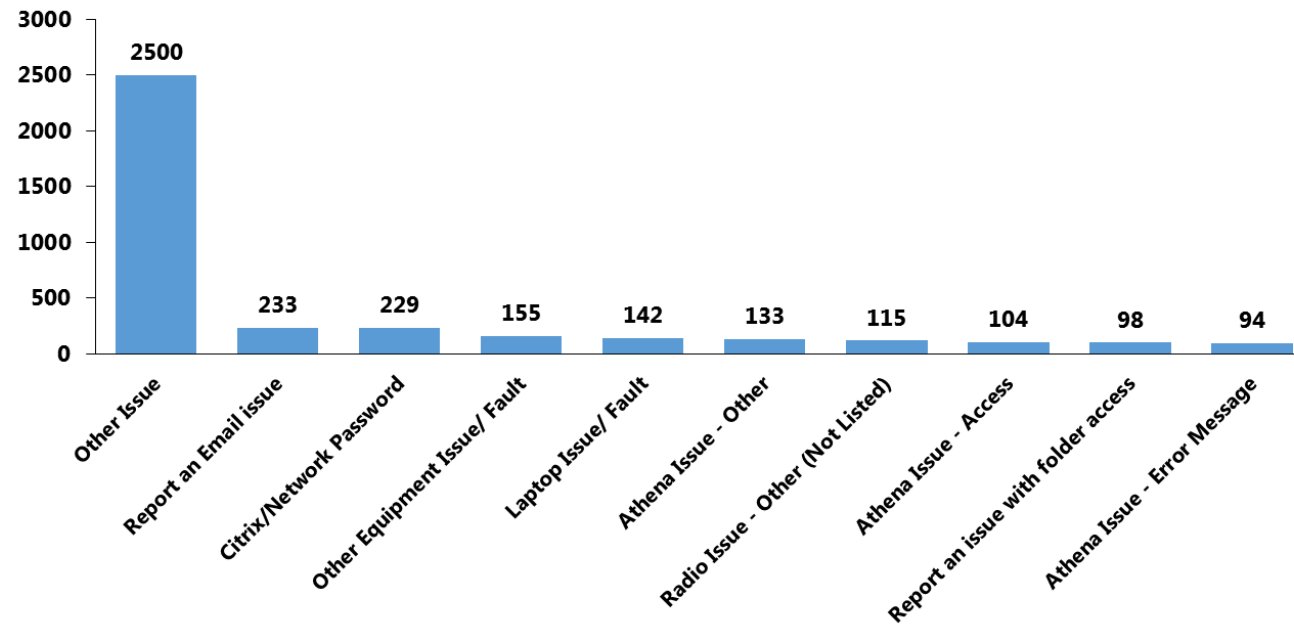
Number of Tickets Raised, Closed and in Pipeline



Number of Work Packages Raised, Closed and in Pipeline



Frequency of Events by Issue Type in Q1 2021/22 (Top Ten)



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

5.3 To what extent do we have the most effective tools?

5.3.4 Fleet - Expenditure on collisions

Good looks like:

Reduction in 'Own Fault' collisions.

Last reviewed by subject lead Oct 2021

0% - 5% Remote Chance

Key Points

- Overall volume of **collisions** per month continues to **fluctuate**.
- Volume of '**Own Fault**' accidents also continues to **fluctuate**.
- '**Own Fault**' collisions regularly remain **above 50%** of all collisions.

What does this mean?

- **Two** of the '**Own Fault**' collisions relate to hitting an animal equating to **£10,755**.
- At present there is a **remote chance** that 'Own Fault' collisions will reduce in a controlled way to **meet What Good Looks Like**.
- A greater understanding around the collisions may assist.

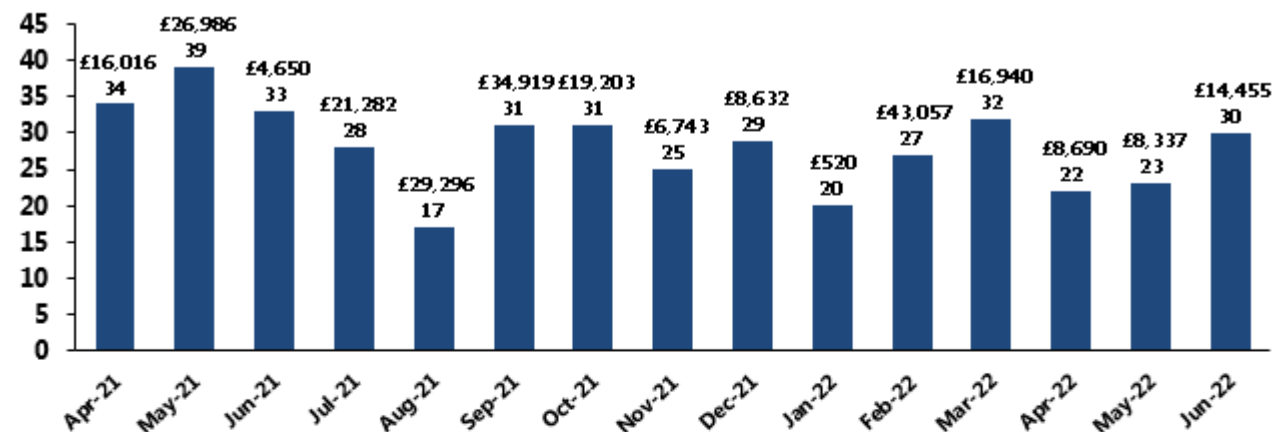
Next Steps / Recommendations

- New Telematics PIA to look into drivers of 'Own Fault' collisions once in post.

Action Required?

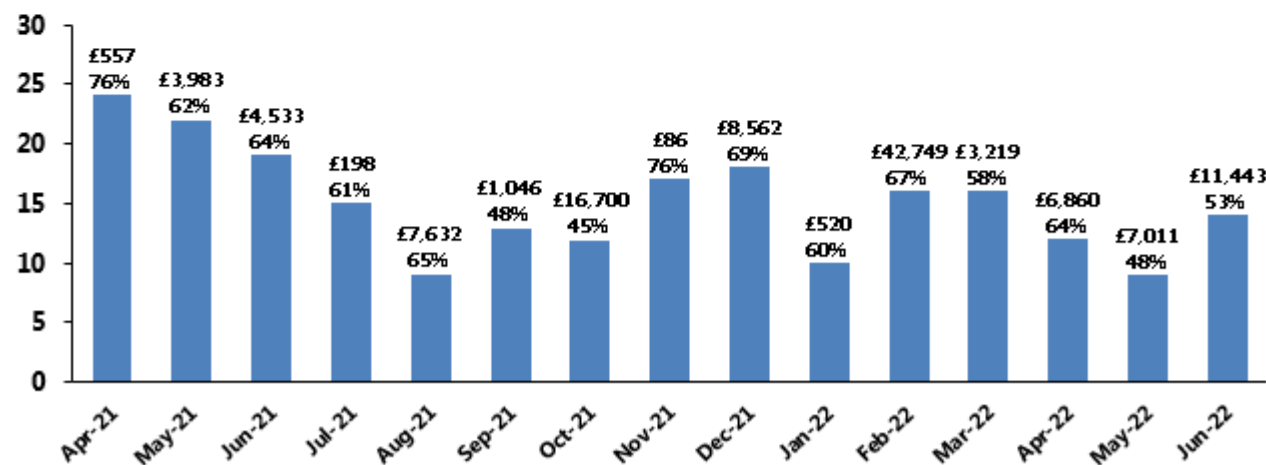
Yes

Collisions Per Month - Force Level



Only those collisions that have received an estimate cost or repair cost have been shown on the chart. Those collisions that have not been inspected for damage or received an estimate have automatically been given a £0.00 cost.

Responsibility - Force Level



Proportion of all collisions that were classed as "Own Fault" and the total cost of all "Own Fault" collisions.

OFFICIAL



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



WEST MERCIA POLICE AND CRIME PANEL 7 SEPTEMBER 2022

‘FROM HARM TO HOPE. A 10 YEAR DRUGS PLAN TO CUT CRIME AND SAVE LIVES.’

Recommendation

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

Background

2. In December 2021 the government published ‘*From Harm to Hope. A 10 Year Drugs Plan to Cut Crime and Save Lives.*’ The Strategy aims to reduce drug-related crime, death, harm and overall drug use.

3. Drug use costs the UK around £10.5 billion a year, whilst alcohol related harm costs around £21.5 billion. Illicit drug or alcohol use is a key driver in crime, with around 45% of acquisitive crime committed by regular heroin/crack users and 48% of convicted domestic abuse perpetrators having alcohol dependence. Around 20% of ‘children in need’ are also affected by drug misuse.

4. In West Mercia, the primary crime type in over 50% of serious and organised crimes is drugs. There are around 41 active county lines gangs operating locally bringing drugs into the area with links to other crimes such as child sexual exploitation, trafficking, serious violence and possession of weapons offences.

5. The need to tackle drugs more effectively is clear. It is an established priority for local communities, contributes to numerous elements of the PCC’s Safer West Mercia Plan, and drives a large amount of demand within policing and other agencies. It is also clear that no single agency can tackle such a large societal issue by itself. A more holistic, public health approach is required.

6. In June 2022, the government published guidance for local delivery partners on how local areas should deliver the ambitions set out in its national drugs strategy, including a requirement to establish local Combating Drugs Partnerships. These partnerships will be required to develop local plans to deliver the three strategic priorities set out in the national strategy:

(i) Break drug supply chains

- targeting the ‘middle market’ – breaking the ability of gangs to supply drugs wholesale to neighbourhood dealers
- going after the money – disrupting drug gang operations and seizing their cash

- rolling up county lines – bringing perpetrators to justice, safeguarding and supporting victims, and reducing violence and homicide
- tackling the retail market – improving targeting of local drug gangs and street dealing
- restricting the supply of drugs into prisons – applying technology and skills to improve security and detection

(ii) Deliver a world-class treatment and recovery system

- delivering world-class treatment and recovery services – strengthening local authority commissioned substance misuse services for both adults and young people, and improving quality, capacity and outcomes
- strengthening the professional workforce – developing and delivering a comprehensive substance misuse workforce strategy
- ensuring better integration of services – making sure that people’s physical and mental health needs are addressed to reduce harm and support recovery, and joining up activity to maximise impact across criminal justice, treatment, broader health and social care, and recovery
- improving access to accommodation alongside treatment – access to quality treatment for everyone sleeping rough, and better support for accessing and maintaining secure and safe housing
- improving employment opportunities – linking employment support and peer support to Jobcentre Plus services
- increasing referrals into treatment in the criminal justice system – specialist drug workers delivering improved outreach and support treatment requirements as part of community sentences so offenders engage in drug treatment
- keeping people engaged in treatment after release from prison – improving engagement of people before they leave prison and ensuring better continuity of care in the community

(iii) Achieve a generational shift in the demand for drugs

- applying tougher and more meaningful consequences – ensuring there are local pathways to identify and change the behaviour of people involved in activities that cause drug-related harm
- delivering school-based prevention and early intervention – ensuring that all pupils receive a co-ordinated and coherent programme of evidence-based interventions to reduce the chances of them using drugs
- supporting young people and families most at risk of substance misuse or criminal exploitation – co-ordinating early, targeted support to reduce harm within families that is sensitive to all the needs of the person or family and seeks to address the root causes of risk

7. The guidance asks local areas to:

- form a clearly defined partnership structure based on a geographical extent that is logical to local residents and consistent with existing relevant arrangements

- select a Senior Responsible Officer who can represent the partnership nationally, reporting to central government regarding its performance, and who can offer challenge and support to local partners to drive improvement and unblock issues when necessary
- involve all those people and organisations affected by drugs in developing joint solutions to these issues.

8. The footprint of these partnerships must be (as a minimum) co-terminus with a local upper-tier authority but may span larger geographic areas within local regions.

9. In West Mercia, it has been agreed with partners that there will be two partnerships across the policing area, aligned to Integrated Care Board (ICB) boundaries (Herefordshire & Worcestershire, and Shropshire & Telford and Wrekin). It has also been agreed that the PCC will act as Senior Responsible Officer (SRO) for both partnerships, which will include a wide range of local agencies such as police, the NHS, local authorities and probation services.

10. Specific elements of the partnerships, such as structures, staffing, governance and terms of reference are yet to be determined. However, in order to enable this work to progress (and progress at pace), the PCC has agreed to allocate an initial £100,000 of resource to the initiative.

11. The offer to act as SRO and early allocation of resources sets out the PCC's commitment to tackling such an important issue and driving better outcomes across the board for local communities.

12. Now partners have agreed to the PCC being the SRO, meetings with partners in the two ICB areas have been arranged in September to begin progressing the work required to progress the work of the Combatting Drugs Partnerships in both areas to ensure delivery of the best possible outcomes for local communities and constituent partners.

13. Attached at appendix 1 is the timeline of delivery for the implementation of local partnerships, as set out in the partnership guidance document.

Risk Management Implications

None.

Financial Implications

None.

Legal Implications

None.

Equality Implications

None.

Supporting Information

Appendix 1 – Implementation timeline

Contact Points for the Report

For the Police and Crime Panel: Sheena Jones, Democratic, Governance and Scrutiny Manager, Worcestershire County Council

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For the Police and Crime Commissioner: Gareth Boulton, Police and Crime Commissioner, Chief Executive












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Background Papers

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

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

Appendix 1

 Action	 Timeframe	 Further guidance
 <p>Nominate your local senior responsible owner (SRO)</p>	By 1 August 2022	See Leadership roles section
 <p>Form your Combating Drugs Partnership: bring together the different individuals and organisations who represent and deliver the drugs strategy goals, and co-ordinate activity to reduce drug harm in a local area</p>	By 1 August 2022	See Representation on the partnership section
 <p>Confirm the footprint for your partnership: every upper-tier local authority should be covered, and where local areas can work together to create a shared arrangement across a wider footprint, such as a combined authority, they should do so</p>	By 1 August 2022	See Geography section
 <p>Agree the terms of reference for your local partnership and your governance structure</p>	By end September 2022	See Governance section
 <p>Conduct a joint needs assessment, reviewing local drug data and evidence</p>	By end November 2022	See Analyse section
 <p>Agree a local drugs strategy delivery plan, including developing data recording and sharing</p>	By end December 2022	See Plan section
 <p>Ensure that partners agree a local performance framework to monitor the implementation and impact of local plans</p>	By end December 2022	See Local data sources and data sharing section
 <p>Regularly review progress, reflecting on local delivery of the strategy and current issues and priorities</p>	First progress report by end of April 2023 and every 12 months thereafter	See Review and update section

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WEST MERCIA POLICE AND CRIME PANEL 7 SEPTEMBER 2022

PREVENTION STRATEGY

Recommendation

Members of the Panel are asked to note this report.

Background and Introduction

1. The area of prevention has been a consistent focus of the PCC and underpins activity within the Safer West Mercia Plan.
2. Whilst recognising the permanent need to respond to policing emergencies, in order to deliver better outcomes for the communities of West Mercia, a key focus of the PCC is to prevent crime from happening in the first place. This commitment is shared by the Chief Constable. The PCC plays a central role in driving systemic change across the police and partnership agencies. In recent months this has incorporated new engagement with partners across Local Authorities, Public Health, Integrated Care Boards and Criminal Justice to discuss prevention and partnership working.
3. The 2022/23 budget commitments see a sharpened focus from the force and PCC on prevention. This year, 45% of the PCC commissioning budget has been allocated towards prevention activity, aimed at tackling the root causes of crime. The remaining 55% is allocated to providing services to support victims of crime to cope and recover from the harm they have experienced.
4. To further support the increased focus on prevention, and delivery of the strategy, the PCC has allocated a further £1 million into prevention in the 2022/23 budget.

Prevention Strategy

5. In recent months a joint Prevention Strategy has been developed and agreed between the PCC and West Mercia Police. At the centre of the Prevention Strategy, is a clear and joint commitment by the PCC and Chief Constable that prevention must play an ever greater role in ensuring that the communities of West Mercia not only feel safe, but are safe.
6. The overarching aims of the Strategy are; fewer victims, less crime, increased public confidence in policing, and greater public involvement in preventing harm.
7. The objective for the Strategy is to deliver a whole system, public-health approach, working with partners and communities to drive systematic change and improve outcomes for the public.

8. The principles of a public health approach to policing which will be adopted to deliver the strategy commitments are;

- a) Seeking to prevent an issue for a population as a whole, or a sub-population;
- b) Developing a detailed understanding of the nature, extent and impact of an issue using shared data and intelligence;
- c) Considering evidence of what is likely to cause or prevent an issue in the short, medium and long term;
- d) Understanding that police, partners, and communities can work together to address the causes and impact of an issue by taking a multi-agency whole system approach;
- e) Working with partners to coordinate tailored and targeted preventative action that aims to provide;
 - **Primary prevention**
 - Preventing an issue emerging in the first place, or re-emerging by focusing on social determinants/the causes at a population (or sub-population) level.
 - For example, early years or schools based interventions, training in social or emotional skills, problem solving and anger management for at risk children.
 - **Secondary prevention**
 - Preventing an emerging issue from becoming an established problem.
 - For example, drug diversion schemes that divert people away from criminal justice sanctions, diversion from crime and mentoring programmes.
 - **Tertiary prevention**
 - An established problem getting worse and becoming a crisis, and mitigating the immediate impact of the problem.
 - For example, harm reduction (drug & alcohol treatment), mental health support, victim/offender mediation, restorative justice.
- f) Assessing how well interventions are implanted, and how effective they are at preventing the issue;
- g) Learning from the implementation and effectiveness of actions and making any necessary changes;
- h) Building leadership across public services and communities to work together to address an issue.

9. The importance of effective engagement with communities around prevention is key. Not just to encourage active community participation, but also to ensure public understanding around the importance of prevention and the need / value in a different approach to societal issues.

Strategy Priorities

10. The priorities within the joint Prevention Strategy are;

- a) **Engage, Inspire and Empower Communities** – Ensure communities understand the need for prevention and work with us to lead and deliver positive change.
- b) **Embed Prevention** – Using a public-health approach, we will embed prevention as a core policing and PCC function to maximise opportunities in preventing public harm and reducing demand through primary, secondary and tertiary prevention. A public-health approach focusses on the needs of the community as a whole, intelligent use of data analysis & sharing, and partnership working to identify and tackle the root-causes of harm, recognising that prevention is always better than cure.
- c) **Work in partnership** – Identify shared priorities, work collectively with a wide range of statutory and third sector partners to address issues, causes and harms by aligning strategy, leadership, resources and commissioning. Utilise the PCC convening powers to bring together these partners, and facilitate a whole system approach, which is key to delivering systemic change.
- d) **Develop our evidence base** – Utilise shared data, intelligence and analysis capabilities to ensure prevention provides the most beneficial outcomes to our communities. Record and share best practice, utilising this as the core base of our decision making model. Embed evaluation into all activity, to assess impact and ensure we are trialling new approaches.
- e) **Be Trauma Informed** - Embed a trauma informed approach to the communities we serve and across the Police and PCC commissioned services, recognising the widespread impact of trauma, considering subsequent behaviour and pathways to recovery. This will be embedded from frontline officers, right through to the service providers commissioned by the PCC.
- f) **Utilise legislation** – Existing legislation, alongside guidance and strategy such as the NPCC National Prevention Strategy will be supplemented by the Serious Violence Duty under the Police, Crime, Sentencing and Courts Act 2021. This strategy will utilise the PCC and Policing powers within this legislation to maximise the impact and benefits for our communities.

2022/23 Deliverables

- 11. The Strategy commits to delivering the following in 2022/23;
 - a) **Strategic Needs Assessment** – use an evidence-based approach to gather, analyse and develop wide ranging police, partnership and community data to inform prevention activity across West Mercia force area.
 - b) **Budget** – utilise the strategic needs assessment as an evidence base to allocate the PCC's £1m prevention budget for 22/23, alongside consideration within future Policing and PCC budgets to ensure that prevention activity is prioritised, and sustained, to achieve the systemic change needed.
 - c) **Establish governance and oversight** – identify and implement governance and accountability measures for delivery of the objectives within this strategy.
 - d) **Prevention Network** – build on best practice from other forces, partners and alliances, develop and implement a multi-disciplinary West Mercia Violence Prevention Network to co-ordinate, instigate and deliver primary and secondary prevention.

- e) **Problem Solving Hub** - review and realign Problem Solving Hub resources to the prevention strategy, providing a hub and spoke model to service each local policing area.
- f) **Remodel commissioned services** – Review all existing commissioned service provision, to ensure alignment to the aims and objectives within this strategy, undertaking new or de-commissioning activity where appropriate.
- g) **Review local policing teams** - review and realign response teams, to identify opportunities where increased prevention activity can be delivered, achieving better value from the policing budget.
- h) **We Don't Buy Crime** – review, refresh and reinvigorate WDBC to ensure continued effectiveness, sustainability and impact on preventing serious acquisitive crime. Ensure seamless integration with neighbourhood policing to strengthen and support Local Policing Community Charter.
- i) **Citizens in Policing** – scale up the involvement and scale of citizens in policing across the force, actively involving communities in preventative policing such as Watch Schemes, Street Watch and Special Constabulary.
- j) **Training** - create a training schedule and products to embed a trauma-informed and problem solving approach across all departments and within partnership settings.
- k) **Communications and Engagement campaign (community & internal)** – essential engagement with the public to increase understanding and start setting conditions for societal success.
- l) **Partnership Engagement** – commencing engagement with key, identified partners and to build and reinforce relationships, set out the policing prevention agenda, identify shared strategic goals, and establish conditions for success.
- m) **Provider Engagement** – engage with service providers as part of the commissioning cycle, to identify the status of the market in relation to delivery of commissioned prevention services.
- n) **Community Charter** – review the Community Charter, to ensure alignment to the aims and objectives of this Prevention Strategy.

12. A copy of the Prevention Strategy is attached at Appendix A which provides further detail.

Risk Management Implications

None.

Financial Implications

None.

Legal Implications

None.

Equality Implications

None.

Supporting Information

Appendix A – Prevention Strategy

Contact Points for the Report

For the Police and Crime Panel: Sheena Jones, Democratic, Governance and Scrutiny Manager, Worcestershire County Council

Tel: 01905 844871

Email: sjones19@worcestershire.gov.uk

For the Police and Crime Commissioner: Gareth Boulton, Police and Crime Commissioner, Chief Executive

gareth.boulton@westmercia.pnn.police.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.

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Prevention strategy

V4 : August 2022

2022-2025



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Joint foreword

Crime, and the harmful behaviours which can lead to crime, cause huge amounts of individual and collective suffering in every community. In order to deliver better outcomes for the communities of West Mercia, the preference will always be on preventing crime in the first place.

Prevention is not simple and does not happen overnight. A crime being committed is often the result of a long chain of events, causes and factors in society, which can have a long lasting and traumatic impact upon individuals, not all of which are within our direct control. We are committed to driving change within policing, and with our partners and communities, towards a healthier, more prosperous, and more cohesive society.

We want West Mercia's communities to **be** safe and **feel** safe. As Chief Constable and Police and Crime Commissioner, we share a clear commitment that prevention must play an ever greater role in achieving this.



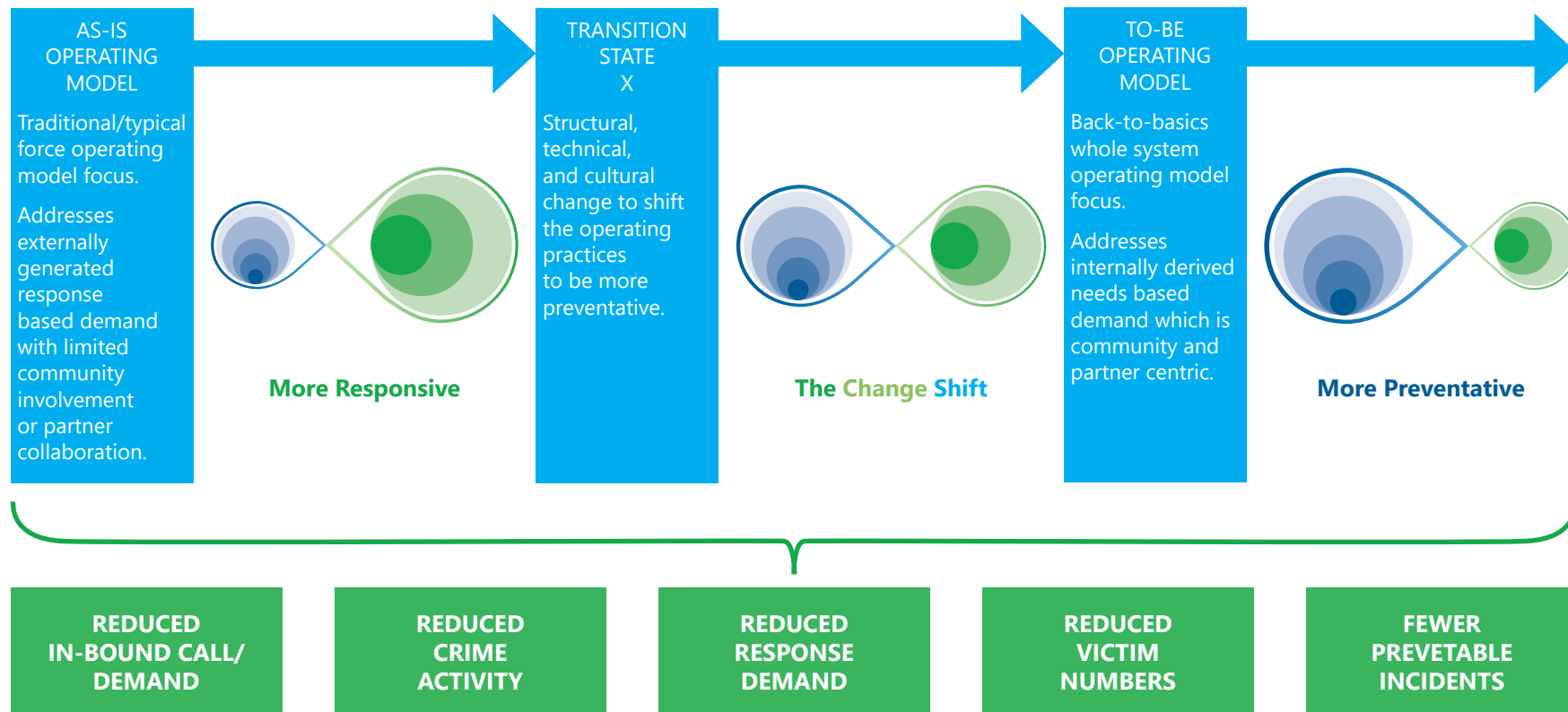
Pippa Mills
Chief Constable



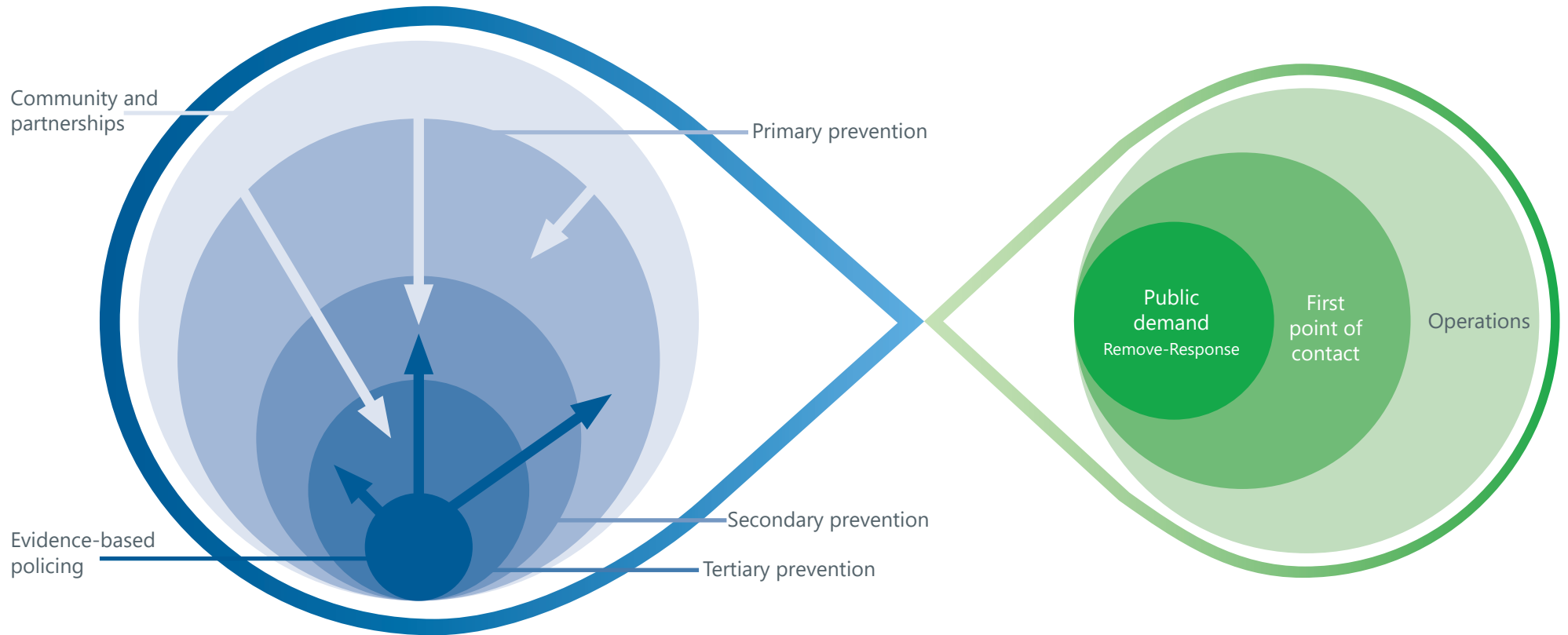
John Campion
Police and Crime Commissioner

Moving towards prevention

Recognising that a significant amount of policing activity is currently focused on a response-based demand model, a whole-system change is required, collectively with the Police and Crime Commissioner, who represents the voice of the communities that we serve. This will require evolving of the force, OPCC and partner agencies, to prioritise prevention and achieve the best outcomes for communities and individuals.



Moving towards prevention – operating model



Preventative Policing

To **prevent** crime and reduce harm through proactive prevention, early intervention, and problem solving to aim to reduce future problems.

Protective Policing

Protect, **respond**, support, and investigate incidents, disorder, and need that threaten public safety, health, or welfare.

Our aim

The overarching aims of this prevention strategy are **fewer victims, less crime, increased public confidence in policing, and greater public involvement in preventing harm**. By effective focus on prevention we **CAN** break the cycle of crime to reduce harm, ultimately reducing demand and providing a **Safer West Mercia**.

Our strategy **WILL** be ambitious, it **WILL** be a challenge and it **WILL** need public and partner commitment. Recognising that our current approach to policing isn't as effective as it could be, we need to take a different route. Our communities **WILL** be at the heart of this journey.

We want to deliver a whole system, public-health approach to implement and deliver a range of primary, secondary and tertiary prevention measures, working with partners and communities to drive systematic change.

We **WILL** achieve this by using our collective assets, skills and powers to deliver innovative and effective approaches, intelligent use of data and evidence based practice, and using partnership oriented problem solving to deliver change. **The public voice and community engagement will be at the centre of this.**

We **WILL** address the underlying causes of offending by incorporating a trauma-informed approach, truly recognising that addressing the widespread impact of trauma within the community and within our own organisation should be at the heart of prevention.

Priorities

We will:

- **Engage, inspire and empower communities** – ensure communities understand the need for prevention and work with us to lead and deliver positive change.
- **Embed Prevention** – using a public-health approach, we will **embed** prevention as a core policing and PCC function to maximise opportunities in **preventing** public harm and reducing demand through primary, secondary and tertiary prevention. A public-health approach focusses on the needs of the community as a whole, intelligent use of data analysis and sharing, and partnership working to identify and tackle the root-causes of harm, recognising that prevention is always better than cure.
- **Work in partnership** – **identify** shared priorities, informed by data & evidence, and work collectively with a wide range of statutory and third sector partners to address issues, causes and harms by aligning strategy, leadership, resources and commissioning. **Understand** partner direction and focus, building a coalition of the willing, and **facilitate** a whole system approach, which is key to delivering systemic change.
- **Develop our evidence base** – utilise shared data, intelligence and analysis capabilities to **ensure** prevention provides the most beneficial outcomes to our communities. **Record** and share best practice, utilising this as the core base of our decision making model. Embed evaluation into all activity, to **assess** impact and ensure we are trialling new approaches.
- **Be trauma informed** - **embed** a trauma informed approach to the communities we serve and across the police and PCC commissioned services, recognising the widespread impact of trauma, considering subsequent behaviour and pathways to recovery. This will be **embedded** from frontline officers right through to the service providers commissioned by the PCC.
- **Utilise legislation** – existing legislation, alongside guidance and strategy such as the NPCC National Prevention Strategy will be supplemented by the Serious Violence Duty under the Police, Crime, Sentencing and Courts Act 2021. This strategy will maximise the PCC and policing powers within this legislation to **increase** the impact and benefits for our communities.

Engage, inspire and empower communities

Community involvement is critical to the delivery of preventative services in order to make our communities safer and reduce harm.

We will:

- Develop a consultation and engagement programme. This will identify a range of methods in which we will seek out public feedback for the development of this strategy.
- Work closely with the voluntary and community sector and utilise their important community links to inform the commissioning of services which are tailored to meet the needs of communities. Collaborate on broad themes and resolve local issues causing the most harm to our communities, utilising local knowledge and resources to support activity.
- Build confidence, trust and understanding of policing and the prevention agenda, enabling and empowering communities to support and lead on effective preventative action to enable them to be and feel safe. Support communities to be safe and feel safe.
- Harness and realise the power of communities and citizenship by increasing public participation in local schemes, both inside policing and outside. Seek to recruit, retain and celebrate the volunteer base to actively aid in prevention within policing, as well as commissioned services.
- Ensure we effectively seek out, listen to, and respond to community voices in our responses to criminality, harm and victimisation - recognising that some crime types disproportionately impact some communities more than others.



- Continuously review feedback from communities to ensure that their priorities are taken into account when identifying where to focus prevention effort and resources.
- Commission holistic needs assessments and tailor approaches and service provision in accordance to local need, and in line with our public-health 3 tiered prevention approach.
- Work with the community to develop and grow understanding of contextual safeguarding, building on a trauma-informed approach to preventing harm to children and young people including Adverse Childhood Experiences (ACEs).
- Build and deliver a clear, effective joint engagement plan to promote prevention advice and support within the community. Deliver joint education and awareness campaigns, empowering and inspiring individuals and communities to take action in preventing crime, ensuring support for those suffering harm.
- Provide high quality training for all frontline officers and staff to provide relevant, timely and useful prevention advice to the community. We will celebrate success of a preventative approach widely, building and communicating progress.

Work in partnership

At a national, regional and local level, we will achieve effective partnership working through the model of collaboration, co-production, co-operation in data, analysis and intelligence sharing, using effective communications, and with community consensus. Working in partnership is critical to the delivery of prevention, emphasising that prevention is everyone's responsibility.

We will:

- Drive a cohesive approach, working to understand and align our partners and partnerships better, including their strategic aims and objectives. Jointly identify areas of overlap and common ground, as well as areas where more development and understanding are required. Build coalitions to improve community outcomes, by building new relationships and reinforce existing ones.
- Utilise and enhance existing partnership frameworks to drive cultural change and seek a whole system, collaborative approach. Identify and facilitate opportunities to intervene earlier, by collectively identifying vulnerable people in our communities.
- Incorporate a public services reform approach, recognising partnerships need to be agile in the early identification of issues which are affecting our communities. Seek partner commitment to align priorities, taking a coalition approach and taking advantage of opportunities to pool resources and budgets to deliver services.
- Build on existing data and information sharing partnerships to improve and enrich intelligence and prevention work across partnerships. Develop shared problem solving platforms and more streamlined means of sharing information between agencies.
- Utilise existing and new legislative powers to bring the police, partners and the community together to more effectively prevent crime and repeat victimisation, magnifying the public voice and holding parties accountable.

*5 Cs model from Public Health England – a multi-agency approach to serious violence prevention



- Embed informed, evidence led prevention activity as a core commissioning function to maximise opportunities to prevent public harm and reduce demand on service provision.
- Find opportunities to work thematically and address the root causes of issues causing the most harm to our communities, recognising that although such issues will never have a singular cause, it can be productive for partners to identify areas of commonality in strategic aims within a thematic approach.
- Work with our partners to identify opportunities for rapid impact activities and actions, whilst focusing on the longer term outcomes in parallel.
- Recognise the economic cost to late or inefficient prevention and ensure this is shared with partners with a view to offering a further catalyst for co-production around funding and commissioning commitments, including the combining of resources to break away from a chronic responsive model, and moving to the efficiencies of prevention.

‘A young person who starts showing behavioural problems at age five and is dealt with through the criminal justice will cost the taxpayer around £207,000 by the age of 16 (Audit Commission Report, 2009). Alternative interventions to support changes in behaviour would cost about £47,000. Over £113 million a year would be saved if just one in ten young offenders was diverted towards effective support’, which subject to developing evidence could include trauma informed care.

Develop our evidence base

Evidence, data and intelligence are key to enabling preventative, predictive, and proactive actions and activities, resulting in positive outcomes for our communities. Evaluation and assessment are essential to ensuring sustained success.

We will:

- Issue a call for evidence – to scope the existing landscape for innovative and effective practice, from policing, partners, academia and the community themselves. Share knowledge on what works, what doesn't and utilise our needs assessments to inform commissioning of prevention services, to implement effective practice and a facilitate a system that employs scale-able prototypes rather than lengthy pilots that can hamper change.
- Develop evidence based approaches, standards and evaluation internally and with partners for policing and commissioning activity. Implement tangible delivery plans at strategic, tactical and operational levels, using stringent performance management processes to drive and embed prevention. Reality test delivery, carrying out assessment and evaluation of preventative activity, working with academic partners to provide rigorous analysis and testing, to make sure that interventions are effective in reducing crime and harm in our communities.
- Establish a repository to ensure products are accessible from one place, e.g. prevention guidance and toolkits, both internally for our officers and staff to use as best practice, and externally for individuals, partners and the community to use as a resource.
- Use evidence and intelligence data from a wide range of sources to inform and drive delivery of preventative policing and preventative commissioning, ensuring that that sharing agreements with partners agencies are bold and active, and that PCC/police powers are utilised where needed.
- Align our effort and assets to ensure the budgets for policing and commissioning of services are targeted to the priorities of the community, are the most effective, and can be delivered within budget. An evidence base will allow these informed decisions to be made.

Be trauma informed

To be successful in preventing crime, harm, and demand, we must seek cultural change, both in terms of how we approach individuals and community and how we interact with each other within our organisation. Key to this is adopting a trauma informed approach.

Trauma can be defined as: 'Trauma results from an event, series of events, or set of circumstances that is experienced by an individual as physically or emotionally harmful or life threatening and that has lasting adverse effects on the individual's functioning and mental, physical, social, emotional, or spiritual wellbeing.' (SAMSHA 2019 definition).

We will:

- Recognise that an individual may have suffered trauma during their lifetime, the signs and symptoms of this, be cognisant of the impact that this may have had, and treat them accordingly, including with a view to recovery and avoiding re-traumatisation, inclusive of those who have been a victim, and who may have perpetrated.
- Hold partners to account for ensuring a trauma informed, victim focused approach to harm prevention within our communities. This also includes trauma that has been caused during childhood, called Adverse Childhood Experiences (ACEs). When considering the 'causes of the causes', ACEs become a significant factor. Identifying and responding to ACEs will form an essential component of primary prevention, reaching beyond the statutory duties of agencies, recognising these formative experiences can be causal for victimisation and offending behaviour in later life.
- Adopt a commissioning approach which focuses on early intervention and prevention services for victims, and those who are displaying perpetrator behaviour.
- Ensure that our internal approach, and that of our partners, is trauma-informed, recognising that the work carried out by officers, staff, partners and service providers is by its very nature traumatic, and often repeatedly so.
- Support our staff and commissioned service providers, to access adequate training and professional support, to effectively deliver trauma informed interventions.
- Provide continuous professional development to ensure that our workforce, and that of our partners, operate in a trauma-informed manner.

Methodology

To be successful in preventing crime, harm, and reducing demand, we will use the following methods with our resources and through our work with our partners and communities.

- **A public health approach (Appendix 1)** – by focussing on the needs of populations, or groups of people, making intelligent use of data and evidence, working closely with partnership agencies particularly in achieving common aims and objectives, and by seeking out the ‘causes of the causes’ we can truly start to recognise and prevent harm and keep people safe.
- **Problem solving and SARA (Appendix 2)** – a problem is defined as a recurring pattern of incidents that are causing harm to the community and for which routine policing is unlikely to control or prevent. Problem-solving, and use of the SARA model, is embedded in our approach, but needs consistent application through all of our teams and with greater emphasis on partnership working.
- **Trauma-informed practice (Appendix 3)** – by recognising that an individual may have suffered trauma during their lifetime, the signs and symptoms of this trauma, and being cognisant of the impact that this may have on their behaviour and life choices, we seek to prevent harm and promote recovery.
- **The Commissioning Cycle (Appendix 4)** - commissioning is the way we plan, buy, deliver and evaluate services for the communities of West Mercia. There are four key interlinking stages to our commissioning cycle; Understand, Plan, Do and Review.
- **NPCC National Crime Prevention Strategy (Appendix 5)** – our strategy seeks to support and compliment the national strategy towards prevention.

Challenges

- **Buy-in from partners** – operating across the partnership landscape can be difficult, exacerbated by factors such as limited budgets and competing priorities through to the impacts of the Covid-19 pandemic. Seeking collaborative support and commonality to tackle shared goals, and developing coalitions, is likely to achieve greater success than using duties and legislative processes, ultimately delivering better outcomes for communities.
- **Buy-in from communities** – prevention is reliant on the public supporting the model and seeks to fundamentally shift culture across all of society. Communities must understand the reasons behind prevention, the focus going into it, the harm caused by crime, and (where necessary) modify their behaviours. They can also help to exert pressure and influence on other partners.
- **Whole system change** - the whole-system Operating Model, encompassing both preventative and protective working practices, needs to shift and evolve to enable the force and PCC's office to operate in a more proactive preventative way. This whole system change can be slow and unwieldy, with few 'quick wins'. Effective leadership, increased communication and commitment to new ways of working will be key to delivering change.
- **Digital** – digital solutions for prevention and problem solving need to be innovative, swift and cross-sector; ensuring technology is able to support partnership working and complex problem solving is essential.



- **Police organisational culture** – police (and other emergency services) are trained and conditioned to respond to emergency situations. Preventative policing requires an entirely different approach, which will not come naturally or fit as comfortably for many people. Policing has also been through significant change over a prolonged period. To deliver further change effectively, the rationale needs to be understood, sustainable and delivered through consent and co-operation.
- **Trauma-informed cultural change** – this will require considerable training, development and leadership to become fully embedded, not only with the police and PCC's office, but across the partnership landscape.
- **Funding** – preventative policing and commissioning are likely to need an initial outlay of funding before any long term savings are realised. Further funding streams from central government will continue to be considered as well any additionality delivered by the voluntary sector and collaborative commissioning arrangements with partners. Utilising evaluation and best practice models will assist with making best use of public funds and budget setting. The PCC will champion central government, whilst building the economic case, to propose longer term funding commitments for both victim and preventative services.

Key deliverables 2022/23

- **Strategic needs assessment** – use an evidence-based approach to gather, analyse and develop wide ranging police, partnership and community data to inform prevention activity across West Mercia force area.
- **Budget** – utilise the strategic needs assessment as an evidence base to allocate the PCC’s £1m prevention budget for 22/23, alongside consideration within future policing and PCC budgets to ensure that prevention activity is prioritised, and sustained, to achieve the systemic change needed.
- **Establish governance and oversight** – identify and implement governance and accountability measures for delivery of the objectives within this strategy.
- **Prevention network** – build on best practice from other forces, partners and alliances, develop and implement a multi-disciplinary West Mercia Prevention Network to co-ordinate, instigate and deliver primary and secondary prevention.
- **Problem Solving Hub** - review and realign Problem Solving Hub resources to the prevention strategy, providing a hub and spoke model to service each local policing area.
- **Remodel commissioned services** – review all existing commissioned service provision, to ensure alignment to the aims and objectives within this strategy, undertaking new or de-commissioning activity where appropriate.
- **Review local policing teams** – review and realign response teams, to identify opportunities where increased prevention activity can be delivered, achieving better value from the policing budget.
- **We Don’t Buy Crime** – review, refresh and reinvigorate WDBC to ensure continued effectiveness, sustainability and impact on preventing serious acquisitive crime. Ensure seamless integration with neighbourhood policing to strengthen and support Local Policing Community Charter.
- **Citizens in Policing** – scale up the involvement and scale of citizens in policing across the force, actively involving communities in preventative policing such as Watch Schemes, Street Watch and Special Constabulary.



- **Training** - create a training schedule and products to embed a trauma-informed and problem solving approach across all departments and within partnership settings.
- **Communications and engagement campaign (community and internal)** – essential engagement with the public, and internally, to increase understanding of the prevention agenda and start setting conditions for societal success.
- **Partnership engagement** – commence engagement with key, identified partners and to build and reinforce relationships, set out the policing prevention agenda, identify shared strategic goals, and establish conditions for success.
- **Provider engagement** – engage with service providers as part of the commissioning cycle, to identify the status of the market in relation to delivery of commissioned prevention services.
- **Community Charter** – review the Community Charter, to ensure alignment to the aims and objectives of this Prevention Strategy.

Outcomes

We will:

- **Reduce harm** – reduce the number of victims of crime and harm caused across West Mercia. Tackle the drivers and vulnerabilities associated with victimisation in both the physical and virtual environment.
- **Reduce offending** – reduce the number of offenders across West Mercia, by tackling the root causes – including the ‘causes of the causes’ - and opportunities that facilitate offending.
- **Reduce demand through Problem Solving Approaches** – reduce public harm and internal demand on police and partner agencies through a systematic, cost effective, problem solving approach.
- **Improve trust and confidence in West Mercia Police** – drive improvements in these levels, identified through existing methods of engagement and community involvement.
- **Deliver cultural change** – drive cultural change across our communities and organisation, to embed prevention as the core policing and PCC/community response, maximising opportunities to prevent and reduce harm.
- **Enable safer communities** – magnify the voice of the public across policing and partners, ensuring that they are placed at the centre of all decision making and activities.
- **Deliver best value** – deliver the best possible value for public money in respect of personal and community safety, ultimately providing an efficient and effective service to the public.

Appendices

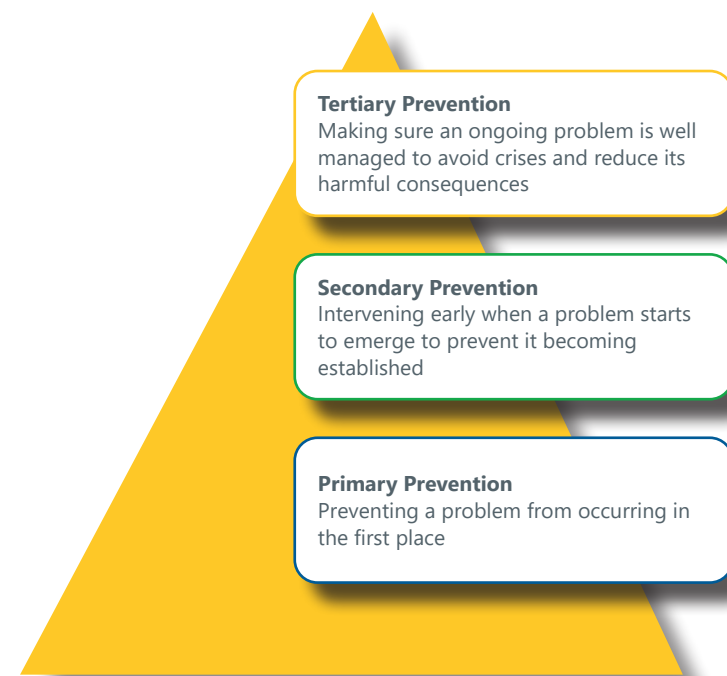
Appendix 1 – A public health approach

The public health approach will be a core part of our delivery model within this strategy.

We will adopt the following principles:

- Seek to prevent an issue for our **communities as a whole**, and intervene early with at-risk groups to reduce the harm caused by the issue, including by promoting recovery and increasing resilience.
- Develop a detailed understanding of the **nature, extent, and impact** of an issue – including the evidence of what is likely to cause or prevent it in the short, medium and long term – using shared data and intelligence.
- Understand that the police, PCC and their partners and communities can work together to address the causes and impact of an issue by taking a **whole system approach**.
- Assess how well interventions are implemented, and how effective they are at preventing the issue for our communities and/or reducing the harm to relevant groups.
- Learn from the implementation and effectiveness of actions, and making any changes that are necessary at an individual, organisation or system wide level.
- **Building leadership** across public services and communities to work together to address an issue, its causes and harms, by aligning strategy, leadership and resources.

(College of Policing; DCC Julian Moss)



We will work collaboratively, to deliver a range of prevention activities, utilising the PCC's budget setting and commissioning powers to enhance delivery of policing activity. Below are some examples of these activities:

	PRIMARY PREVENTION	SECONDARY PREVENTION	TERTIARY PREVENTION
	<i>Preventing a problem from occurring in the first place</i>	<i>Intervening early when a problem starts to emerge to prevent it becoming established</i>	<i>Making sure an ongoing problem is well managed to avoid crises and reduce its harmful consequences</i>
Preventative Services	Early years family-based intervention	Hot-spots policing	'Pulling levers' focused deterrence strategies
	Early years school-based interventions	Commissioning of targeted education & awareness	Victim/offender mediation
	Training in social and emotional skills, problem solving and anger management for at-risk children	Problem-oriented policing	Restorative justice
	Alcohol pricing	Commissioning of Custody referral services e.g. DIPs	Motivational interviewing
	Firearms laws	Mentoring	Cognitive behavioural therapy
	Neighbourhood watch	Training in social and emotional skills, problem solving and anger management for children with early signs of struggling	Trauma informed workforce & service providers
	Exploitation and Vulnerability training packages	Police-led diversion of low risk young offenders	Commissioning of Repeat Offender Programmes – e.g. DRIVE, LINC
	Commissioning virtual reality prevention packages	Commissioning of diversionary programmes e.g. DIVERT, CLIMB, Steer Clear, MORSE	Procedural Justice Policing
	Communications campaigns	Designing out crime	Broken Windows Policing
	Support into employment	Commissioning of We Don't Buy Crime	M.A.S.H.
	Commissioning awareness raising services/activities	Street Watch	Integrated Offender Management
	After-school recreational activities	Discourage imitation	Commissioning of Prison IOM officer
	Access to community resources (e.g. youth clubs, libraries)	Early Intervention	Utilising OOCd disposals, Commissioning OOCd programmes
	Awareness raising and anti-violence education	CCTV investment from PCC	A&E Navigators
	Mental resilience support in school	Community Orientated Policing (Neighbourhood Policing)	Nudge psychology
	Crime prevention through environmental design	Disruptive Policing	Commissioning of Youth Justice diversionary programmes
	Urban renewal	Commissioning focussed deterrent programmes	Physical security, e.g. alarms
		Stop and Search	Custody
			Probation

Appendix 2 – Problem solving

To be successful in preventing crime, harm, and demand, we must use a sustainable problem-orientated methodology with our partners.

We will continue to embed the use of SARA problem solving model (Scan, Analyse, Respond, Assess), the PAT (Problem Analysis Triangle), and the Commissioning Cycle (Analyse, Plan, Do, Review) as tools and ways of working to deliver effective and evidenced-based problem solving interventions and commissioning of services. This will be internally, across all policing and PCC functions and with our partners and commissioned service providers.

We will also develop and improve recording methods to capture problem solving plans to enable the effective evaluation and sharing of learning, including using academic partners to ensure rigour and impartiality in evaluation as well as enabling effective performance management and governance of activity.

The problem solving approach will incorporate evidence-based situational crime prevention techniques, whilst encouraging innovation and creativity in seeking solutions, which are aligned to outcomes for the public.



Appendix 3 – Trauma informed practice

A useful model for ensuring that our organisations and partner agencies take a trauma informed approach.

- **Realisation:** In a trauma-informed approach, all people at all levels of the organisation or system have a basic realisation about trauma and understand how trauma can affect families, groups, organisations, and communities as well as individuals. People’s experience and behaviour are understood in the context of coping strategies designed to survive adversity and overwhelming circumstances, whether these occurred in the past, whether they are currently manifesting, or whether they are related to the emotional distress that results in hearing about the first-hand experiences of another.
- **Respond:** The programme, organisation, or system responds by applying the principles of a trauma-informed approach to all areas of functioning. The programme, organisation, or system integrates an understanding that the experience of traumatic events impacts all people involved, whether directly or indirectly. Staff in every part of the organisation, from the person who greets clients at the door to the executives and the governance board, have changed their language, behaviours and policies to take into consideration the experiences of trauma among children and adult users of the services and among staff providing the services. This is accomplished through staff training, a budget that supports this ongoing training, and leadership that realises the role of trauma in the lives of their staff and the people they serve.
- **Recognition:** People in the organisation or system are also able to recognise the signs of trauma. These signs may be gender, age, or setting-specific and may be manifest by individuals seeking or providing services in these settings. Trauma screening and assessment assist in the recognition of trauma, as do workforce development, employee assistance, and supervision practices.
- **Resist re-traumatisation:** A trauma-informed approach seeks to resist re-traumatisation of clients as well as staff. Organisations often inadvertently create stressful or toxic environments that interfere with the recovery of clients, the well-being of staff and the fulfilment of the organisational mission. Staff who work within a trauma-informed environment are taught to recognise how organisational practices may trigger painful memories and re-traumatise individuals with trauma histories.

Source: SAMHSA (2020)

Appendix 4 – Commissioning cycle





THE AIM OF PREVENTATIVE POLICING: Fewer victims, fewer offences, and less demand on policing achieved by addressing underlying causes and using partnership oriented problem solving.

What We Will Achieve - Outcomes

<p>01 – Cultural Change Embed preventive policing as the core police function to maximise opportunities in preventing public harm and reducing demand through problem solving approaches.</p>	<p>02 – Reduced Harm Tackle the drivers and vulnerabilities associated with victimisation in both the physical and virtual environment.</p>	<p>03 – Reduced Offending Tackle the causes and opportunities that facilitate offending.</p>	<p>04 – Reducing Demand Through Evidence Based Problem Solving Approaches Reducing public harm and internal demand through a systematic, cost effective, problem solving approach.</p>
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What We Need To Be Good At – Core Deliverables

<p>CD1 – Effective, Sustainable, and Cost Effective Problem Solving</p> <ol style="list-style-type: none"> 1. Identify and allocate ownership and accountability. 2. Understand the underlying patterns why problems occur. 3. At the earliest opportunity, tailor the most cost effective intervention to the analysis, to provide a sustainable solution. 4. Evaluate the impact of the intervention and better understand 'what works' 5. Work with relevant partners and the community. 	<p>CD2 – Primary Prevention Preventing or minimising the risk of harm to individuals through a focus on large populations e.g. a public health approach.</p>	<p>CD3 – Secondary Prevention Target those individuals at high risk of offending, to divert them from involvement e.g. an early intervention approach.</p>	<p>CD4 – Tertiary Prevention Reduce or prevent existing reoccurring problems by tackling the vulnerability of the victim or location, or reducing the motivation of the offender to readdress the situation e.g. problem solving and community engagement.</p>
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What Will Help Us To Do It – Enabling Factors

<p>EF1 – Strong and Imaginative Leadership</p> <ol style="list-style-type: none"> 1. National police leaders to embed prevention, and act in a supportive and collaborative way to assist a team based and partnership approach, to generate positive outcomes. 2. Develop and implement strategies, plans and performance management processes to accentuate prevention, rather than response. 3. Promote a learning environment where lessons are learnt and innovation is valued in generating cost effective evidence based solutions. 4. Introduce a NPCC Prevention Co-ordinating Committee. 	<p>EF2 – Manage Knowledge and Disseminate What Works</p> <ol style="list-style-type: none"> 1. Develop evidence based standards, guidance and Authorised Professional Practice. 2. Establish a repository to ensure products are accessible from one place, e.g. prevention guidance and toolkits (by crime type as developed by national leads) 3. Develop training and continuous professional development to drive preventive policing. 4. Provide and promote appropriate access to prevention advice for the public and partners (e.g. hard copy, web, apps). 5. Make the best use of intelligence and IT to support problem solving. 6. Conduct peer reviews and promulgate learning. 	<p>EF3 – Working Together – With a Wide Range of Partners</p> <ol style="list-style-type: none"> 1. Work with Central Government to tackle the drivers of crime and share good practice. 2. Involve key stakeholders and partners at all levels: National Regional Local 3. Collaborate on broad themes and issues which impact on demand (e.g. Early Interventions, Health, Wellbeing and Mental Health). 4. Emphasise that prevention is everyone's responsibility.
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How Will We Align Our Resources National – Regional – Local – Personal Responsibility

<p>R1 – Strategic Governance</p> <ol style="list-style-type: none"> 1. A National Prevention Co-ordinating group to drive a preventive policing agenda. Understand capacity and capability. 2. Actively engage with partners to be involved as owners, leaders and contributors to preventive policing activities and plans at all levels. 3. Continuously develop local and regional structures to coordinate and drive preventive policing activity. 4. Support a network of regional forums that force SPOCs and national structures can feed into, including peer reviews. 5. Forces to continually assess their local problem solving practices to ensure effective and coordinated problem solving structures (e.g. SPOC in each force for preventive policing). 6. Preventive policing and problem solving to be integrated into the NIM at ALL levels. 	<p>R2 – People</p> <ol style="list-style-type: none"> 1. All staff to provide prevention advice as a core function. To be developed and trained in preventive policing to a nationally agreed standard. 2. Demand reduction to be maximised through the effective use of specialist prevention staff, implementation of the strategy, and the adoption of the operating model.
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Use of Resources

<p>VFM 1 Use of Resources – Value for Money and Reducing Demand</p> <ol style="list-style-type: none"> 1. Existing budgets and resource deployments to be assessed against the strategy – seize opportunities for more effective demand reduction based on reducing threat, risk, harm and vulnerability. 2. Use data and intelligence capabilities to ensure tasking provides the most beneficial outcomes from national to local levels. 3. Exploit the opportunities to increase resources through increased monetary investment or people (partnerships and volunteers). 	<p>VFM 2 Managing Performance</p> <ol style="list-style-type: none"> 1. Set national standards (College of Policing), together with a nationally agreed matrix to allow forces to set baseline compliance and progress against the strategy (National Lead). 2. Share knowledge on what exists and provide Quality Assurance (HMICFRS) 3. Develop good practice in performance management in partnership initiatives at a local and national level. 4. Develop processes to value problem solving (e.g. recruitment, PDR, promotion).
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WEST MERCIA POLICE AND CRIME PANEL 7 SEPTEMBER 2022

COMPLAINTS 2021-22 ANNUAL REPORT

Recommendation

1. Members of the West Mercia Police and Crime Panel (PCP) are asked to note the contents of this update report.

Background

2. One of the Panel's functions under the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 is to deal with non-criminal complaints about the conduct of the West Mercia Police and Crime Commissioner (PCC) and his Deputy.
3. Complaints that allege criminality must be referred to the Independent Office for Police Conduct (IOPC). It is open to the IOPC to refer the matter back to the Panel to deal with.
4. The Panel approved a procedure for handling complaints at its meeting in December 2013 (attached at Appendix 1). In this, the Chairman of the Panel considers all complaints initially, supported by the Monitoring Officer for the Panel (the Monitoring Officer for Worcestershire County Council, which is the host authority).
5. The process is for complaints about *conduct*, not about policies which the PCC pursues. A separate procedure exists for complaints about police operational matters.
6. The Chairman of the Panel may refer a complaint for consideration by a Sub-Committee of three members of the PCP appointed by him/her. The Sub-Committee considers whether to take any action in respect of the complaint or to deal with it by informal resolution. The Chairman or Sub-Committee may refer a complaint to the full Police and Crime Panel to deal with.
7. During 2021-22 no complaints were recorded concerning the conduct of the PCC. Similarly, no purported complaints were received but were not recorded as the content did not meet the requirements of the Regulations.

Supporting Information

Appendix 1: Complaints process for the West Mercia Police and Crime Panel agreed December 2013

Specific Contact Points for this Report

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

Email: sjones19@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the 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](#)

Details of the complaints process are provided for the public on the webpage http://www.worcestershire.gov.uk/info/20078/community_safety/861/police_and_crime_commissioners

COMPLAINTS ABOUT THE CONDUCT OF THE WEST MERCIA POLICE AND CRIME COMMISSIONER AND HIS DEPUTY

1. Introduction

This procedure sets out how the West Mercia Police and Crime Panel (WMPCP) will deal with complaints about the conduct of the Police and Crime Commissioner (PCC) and his Deputy (DPCC).

2. Please note that this procedure is for complaints about conduct, not about the Policies the PCC pursues. Complaints about the Chief Constable or police operational matters are not dealt with under this procedure – follow this link www.westmercia.police.uk/contact-us/making-a-complaint.html.

3. Criminal offences

If there is an indication that the PCC/DPCC may have committed a criminal offence, or the conduct complained of appears to involve a criminal offence, the complaint must be passed to the Independent Office for Police Conduct (IOPC). It is open to the IOPC to subsequently refer the matter back for the Panel to deal with.

4. Making a complaint

All complaints about the conduct of PCC/DPCC must be made to Abraham Ezekiel, Assistant Director, Legal and Governance, Worcestershire County Council (WCC) acting for the West Mercia Police and Crime Panel by email AEzekiel@worcestershire.gov.uk or by letter to the Monitoring Officer, County Hall, Spetchley Road, Worcester, WR5 2NP.

5. Complaints about the conduct of the PCC and/or the DPCC will be recorded and classified as necessary for the purposes of the relevant Regulations and outcomes reported to the WMPCP.

6. Filtering Process

A copy of the record of the complaint will be supplied to the PCC or DPCC complained about as well as the complainant. The identity of the complainant may be anonymised before such supply but only for good reason, or a copy of the record may not be provided if it might prejudice any criminal investigation or pending proceedings or otherwise contrary to the public interest.

7. The complaint will be initially considered by the Chairman of the WMPCP, in consultation with the Monitoring Officer from WCC as appropriate. Where it is considered that a complaint requires further information or detail to be properly considered, the complainant will be asked to provide additional detail before the complaint is progressed.
8. The complaint will not be recorded or dealt with if the matter has been or is currently been dealt with through criminal proceedings or if the complaint is withdrawn.

9. If the Chairman considers that a recorded complaint is one in respect of which no action should be taken, or falls within the circumstances below, then the complaint may be handled in whatever way the Chairman considers appropriate.
10. The circumstances are that the complaint is:
- By a member of the office holder staff arising from his/her work;
 - More than 12 months have elapsed since the incident and there is no reason for the delay, or injustice will be caused by it;
 - The matter is already the subject of a complaint;
 - Is anonymous;
 - Is vexatious, oppressive or otherwise an abuse of procedures or a repetitious complaint.
11. **Resolution**
- The Chairman of the WMPCP may refer the complaint for consideration by a Sub-Panel of three members of the WMPCP appointed by the Chairman. This referral to the sub-panel may be either to consider whether to take any action in respect of the complaint or to deal with the complaint by way of informal resolution.
12. The regulations do not allow a formal investigation of the complaint but the PCC/DPCC may be asked to provide documents in relation to the complaints and/or to attend a meeting to answer questions or give evidence. The sub-panel will seek to resolve the complaint through the procedure it considers most appropriate for the circumstances. This may include a face to face meeting between the complainant and the PCC/DPCC mediated as appropriate or further explanatory communication between the complaints and the PCC/DPCC, and may culminate with an apology from the PCC/DPCC if they wish to provide one.
13. Please note that the WMPCP (and those acting on its behalf) have no powers to make formal findings or apply formal sanctions. It may, however, provide its opinion on the conduct of the relevant officeholder having looked into the issue and heard the account of the officeholder.
14. Where a recorded complaint has been resolved informally, a record of the outcome shall be made and a copy that record sent to the complainant and the PCC/DPCC in question. The record will not be published unless the complainant and the PCC/DPCC has been given the opportunity to make any representations, the Chairman has considered any such representations and is of the opinion that publication is in the public interest.
15. A complaint can be withdrawn or discontinued by the complainant.
16. It is open to the Chairman or sub-panel to refer the complaint to the full WMPCP for consideration.
17. This procedure is subject to review and any requirement in legislation or regulations.

SJ

WEST MERCIA POLICE AND CRIME PANEL 7 SEPTEMBER 2022

WORK PROGRAMME

Summary

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

Background

2. Under the Police Reform and Social Responsibility Act 2011 the Panel is responsible for scrutinising the Police and Crime Commissioner's (PCC) exercise of their statutory functions. This includes:
 - (a) The power of veto, by a two-thirds majority of the total panel membership, over the level of the PCC's proposed precept;
 - (b) The power to review the Police and Crime Plan and make recommendations to the PCC who must have regard to them;
 - (c) The power to review the PCC's annual report and make recommendations at a public meeting, which the PCC must attend;
 - (d) The power to require the PCC to attend the Panel to answer questions.
3. Some of these functions are carried out at a specific time of year – for example the precept must be considered and a view given to the PCC by 8 February each year.
4. As a Scrutiny body the Panel reviews decisions made by the PCC, performance and issues of concern or interest. It is not possible to carry out all these functions in detail and it the Panel needs to plan its workload and agree its priorities.
5. The enclosed work programme takes into account 'routine' items, items which are required to be considered by the Panel at particular points in the year and topics for which the Panel has asked the PCC to provide a report.

Dates of Future Meetings

6. Dates and details of future meetings are available on the County Council website. The next planned Panel meeting is on 23 November 2022

[Browse meetings - West Mercia Police and Crime Panel - Worcestershire County Council \(moderngov.co.uk\)](https://www.moderngov.co.uk/worcestershire-council/scrutiny/panels-and-committees/west-mercia-police-and-crime-panel)

Purpose of the Meeting

7. The Panel is asked to consider the 2022/23 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 2022

Meeting Date	Area of scrutiny	Date of Last Report	Notes/Follow-up Action
7 September 2022	Update on the Consultation of the draft Estates Strategy		
	Police & Crime Plan Activity and Performance Monitoring Report		
	Annual Report on Complaints		
	Work Programme		
23 November 2022	Police & Crime Plan Activity and Performance Monitoring Report		
	Work Programme		
Statutory items	<ul style="list-style-type: none"> • PCC's Proposed Precept (and Medium Term Financial Plan) including budget briefing/Task Group arrangements • Police and Crime Plan (or variation to it) • Annual Report of the PCC • Review the PCC's proposed appointment of a Chief Constable, Chief Executive, Chief Finance Officer and/or the Deputy PCC 	<p>February/July/December</p> <p>June</p>	

Regular items	<ul style="list-style-type: none"> • Police & Crime Plan Activity and Performance Monitoring Report • Work Programme • Annual Report on Complaints 	<p>Every meeting</p> <p>Every meeting</p> <p>Every meeting</p> <p>Annually</p>	
Potential items	<ul style="list-style-type: none"> • ICT improvement programme • Estates Strategy • Update on the progress Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) PEEL 2021/22 – An inspection of West Mercia Police • Update on the progress of Joint HMICFRS & Her Majesty's Inspectorate of Prisons (HMIP) Inspection Report: An unannounced inspection visit to police custody suites in West Mercia Police. 		