

Agenda

West Mercia Police and Crime Panel

Tuesday, 21 July 2015, 2.00 pm
County Hall, Worcester

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West Mercia Police and Crime Panel
Tuesday, 21 July 2015, 2.00 pm,

Membership:

Cllr Sebastian Bowen	Herefordshire Council
Cllr Brian Wilcox	Herefordshire Council (Vice Chairman)
Cllr Charlotte Barnes	Shropshire Council
Cllr Pauline Dee	Shropshire Council
Cllr Keith Roberts	Shropshire Council
Michael Wood	Shropshire Council
Cllr Stephen Reynolds	Telford & Wrekin Council
Hilda Rhodes	Telford & Wrekin Council
Mr A P Miller	Worcestershire County Council
Cllr Margaret Sherrey	Bromsgrove District Council
Mr P Grove	Malvern Hills District Council
Cllr Yvonne Smith	Redditch Borough Council
Mr A C Roberts	Worcester City Council
Cllr Paul Middlebrough	Wychavon District Council (Chairman)
Cllr Sally Chambers	Wyre Forest District Council
Helen Barker	Independent Co-opted Member
Colonel Tony Ward OBE	Independent Co-opted Member

Agenda

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Agenda produced and published by Simon Mallinson, Head of Legal and Democratic Services, County Hall, Spetchley Road, Worcester WR5 2NP

To obtain further information or a copy of this agenda contact Suzanne O'Leary, Democratic Governance and Scrutiny Manager on Worcester (01905) 728673
email: so'leary@worcestershire.gov.uk

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Date of Issue: Monday, 13 July 2015

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7	<p>Public Participation</p> <p>Members of the public wishing to take part (asking a question or making a statement) should notify the Head of Legal and Democratic Services in writing or by email indicating both the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case Monday, 20 July 2015). Enquiries can be made through the telephone number / email address listed below.</p>	
8	<p>Confirmation of the Minutes of the previous meeting</p> <p>To confirm the Minutes of the Panel meeting held on 2 February 2015.</p>	3 - 12
9	<p>Draft Annual Report Of The Police And Crime Commissioner For West Mercia</p> <p>To review the report and to make any recommendations to the Police and Crime Commissioner for consideration.</p>	13 - 54
10	<p>West Mercia Police and Crime Plan</p> <p>To consider a proposed variation to the Police and Crime Plan.</p>	55 - 110
11	<p>Police & Crime Plan Activity And Performance Monitoring Report</p> <p>To receive an update on progress in delivering the Police and Crime Plan for West Mercia 1 April 2013 – 31 March 2017.</p>	111 - 122
12	<p>Community Engagement Strategy</p> <p>The Commissioner's Head of Communications will provide an oral report on the Engagement Strategy</p>	
13	<p>Dates of future meetings</p> <ul style="list-style-type: none"> • 20 October 2015 • 8 December 2015 • 2 February 2016 • (16 February 2016 – to be used only if necessary) 	

NOTES

- **Webcasting**

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

West Mercia Police and Crime Panel

21 July 2015

APPOINTMENT OF CO-OPTED MEMBERS

Recommendation	1. It is recommended that the Panel unanimously agrees to the co-option of 5 elected members to achieve the balanced appointment objective.
Purpose	2. The purpose of the report is to outline the requirements on the Panel in relation to the selection and notification of co-opted members.
Legal Context and Background	3. The Police Reform and Social Responsibility Act 2011 ('the Act') requires a West Mercia Police and Crime Panel of 10 elected members, additional co-optees up to a maximum total of 20 members on the Panel. The Panel must co-opt at least 2 members who are 'independent' of the local authorities, PCC and police, etc. All members of the Panel may vote, whether appointed or co-opted. 4. The Act requires the 'balanced appointment objective' to be met as far as reasonably practicable so that the Panel, when taken together is balanced geographically and politically, as well as having the skills, knowledge and experience necessary for the Panel to discharge its functions effectively.
A. Appointment of co-opted elected members	5. The Panel has previously agreed to achieve a better geographical and political balance and thereby meet the balanced appointment through the co-option of 5 additional elected members. 6. The 10 local authorities have already, through their approval of the Panel Arrangements, agreed to the principle of appointing 5 additional co-opted elected members to ensure geographical balance, as follows: Herefordshire (1 member), Telford and Wrekin (1 member) and Shropshire (3 members). 7. Given the nominations from each of the authorities, to secure political balance the additional co-opted members would be 1 Labour councillor, 2 Independent councillors, 1 Conservative councillor and 1 Liberal Democrat councillor. 8. In accordance with Regulations, a decision of the Panel to co-opt a person who is a member of a local authority in the

Contact Points

West Mercia Police force area must be a unanimous decision of the Panel.

9. If approved, the names and authorities of the 5 co-opted elected members to the Panel will be notified to the Secretary of State for agreement, together with reasons. The receipt of that agreement would allow for the appointments to be formally confirmed at a future meeting of the Panel.

Suzanne O'Leary, Democratic Governance and Scrutiny
Manager, Worcestershire County Council
Telephone: 01905 728673
E.mail: so'leary@worcestershire.gov.uk

Simon Mallinson, Head of Legal and Democratic Services,
Worcestershire County Council
Telephone: 01905 766670
E.mail: smallinson@worcestershire.gov.uk

West Mercia Police and Crime Panel

Wednesday, 4 February 2015, County Hall, Worcester - 2.00 pm

Present:

Minutes

Cllr Brian Wilcox (Herefordshire) - (Vice Chairman)
Mrs Helen Barker (Independent Lay Co-opted Member)
Mrs Charlotte Barnes (Shropshire)
Cllr Sebastian Bowen (Herefordshire)
Mrs Anne Hingley (Wyre Forest)
Cllr Miles Kenny (Shropshire)
Cllr Tony Miller (Worcestershire)
Colonel Tony Ward OBE (Independent Lay Co-opted Member)
Cllr David Wilkinson (Worcester City)
Cllr Michael Wood (Shropshire)
Cllr Ron Davis (Wychavon)
Cllr Adam Rea (Malvern Hills)

Also attended:

Bill Longmuir (West Mercia Police and Crime Commissioner [PCC])
Barrie Sheldon (Deputy Police and Crime Commissioner)
Andy Champness (Office of the PCC)
David Shaw (West Mercia Police)
Rob Phillips (Office of the PCC)
David Clarke (Office of the PCC)
Tim Rice (Worcestershire County Council)
Sian Clark (Worcestershire County Council)

Available papers

The Members had before them:

- A. The agenda papers (previously circulated)
- B. The Minutes of the previous meeting of the Panel.

103 Welcome and Introductions (Agenda item 1)

The Vice-Chairman, Mr B Wilcox, was in the Chair. He warmly welcomed all in attendance to the meeting.

104 Named Substitutes (Agenda item 2)

Cllr Adam Rae (Malvern Hills) for Cllr David Hughes and Cllr Ron Davis (Wychavon) for Cllr Paul Middleborough.

105 Apologies and Declarations of Interest

Apologies were received from Cllr Keith Roberts (Shropshire), Cllr Rae Evans (Telford and Wrekin), Cllr Keith Austin (Telford and Wrekin), Cllr Margaret Sherrey (Bromsgrove), Cllr David Hughes (Malvern Hills) and Cllr

	(Agenda item 3)	Paul Middlebrough (Wychavon).
106	Public Participation (Agenda item 4)	None.
107	Confirmation of minutes of the West Mercia Police and Crime Panel held on 9 December 2014 (Agenda item 5)	The minutes of the Panel meeting held on 9 December 2014 were agreed as a true record.
108	Consideration of the Proposed Precept (Agenda item 6)	<p>The Commissioner, in presenting his proposed precept increase of 1.99% highlighted the following points to the Panel:</p> <ul style="list-style-type: none"> • Effective partnership working across organisations and sectoral interests was essential not least due to the financial pressures of the public sector • In considering the proposed level of the precept, the Commissioner recognised that whilst reserves were good he was taking a long term view, taking into account of future budget pressures. There was a need to ensure a good policing service whilst looking to the future delivery of service and taking account of changes in policing (e.g cyber-crime). Whilst crime and harm had reduced in the West Mercia area it was important not to complacent, especially as demand for policing evolved. • A particular focus was the prevention of crime. There was much concern about the numbers of prisoners and the re-offending rate of 63%. By reducing re-offending and preventing crime the wider community would benefit. An initiative to establish a non-profit making company within West Mercia prisons, which would produce goods for purchase by the public had been agreed, and it was hoped that such an initiative would be a flagship for West Mercia's approach to strengthen the prevention agenda. <p>The Deputy Commissioner highlighted within a presentation Commissioner's vision for crime reduction</p>

including: the key players in crime reduction, what works to reduce crime, the growing and changing demands of policing (including child sexual exploitation, cyber-crime, mental health and modern slavery). By focussing on crime prevention through education, early intervention and rehabilitation, the outcomes expected included reducing harm and crime within communities, reducing demand on policing and reducing the number of victims. The Commissioner was to be an enabler of the partnership working needed to work closely with prison leavers, troubled families and excluded pupils by sharing resources and information (such as assessments) and ensuring compatibility of IT. A scoping exercise would be carried out across the region's schools and colleges to assess what education was being provided about various aspects relating to crime and policing.

The Commissioner sought the Panel's support to the increase in the precept of 1.99% which would be focussed on prevention and reducing offending. The Commissioner's finance officers provided the Panel with an overview of the detail contained in the reports.

In discussion the following principal points were raised:

- The comments of the task and finish group were shared, which included; it was noted that the West Mercia Commissioner focus on prevention and rehabilitation was not replicated Warwickshire; it was hoped that the creation of businesses within West Mercia's prisons would be supported financially by the Home Office; what would be the impact on the Government's desire to establish overarching IT networks for the police forces?; there was a need to ensure a stronger focus on capital funding and mitigate against slippage of projects; the level of reserves were strong, therefore how scientific was the rationale to propose a 1.99% increase in the precept?; whilst the recruitment and training of 250 police officers was to be welcomed, it was disappointing that the recruitment had previously been put on hold; it was recognised that the budget was complex; there was a need to ensure that resources were properly used (sweating the assets); clarification was sought on the contributions made to the police federation; and it was clearly understood that the prevention agenda was a clear priority for the Commissioner.
- Responding to the points raise, the Commissioner

and his officers stated that Warwickshire and West Mercia Commissioners had different priorities, which were reflected in their individual budgets; reserves were being considered strategically across the term of the MTFP; capital funds had changed with now an increased focus on deliverability and an increased accountability mechanism about the delivery of projects; 1.99% would add £1.5m into the budget, without this increase a further £1.5m savings (or £7m across the MTFP) would need to be delivered, additionally the £1.5m would secure the base budget. It was hoped that the creation of businesses with the local prisons would not prove to have a negative impact on established local businesses and it was expected that the profit from the businesses would be used to fund other schemes. The Police Federation had been established in statute and was an important vehicle by which e.g terms and conditions could be negotiated and by which effective policing could be delivered. The West Mercia Police Federation was in the vanguard of delivering pace and change in the organisation and locally 2 posts were supported financially. The Chief Constable underlined the importance of the Police Federation locally.

- Responding to a question the Commissioner confirmed that the 49 Community Support Officer posts (as discussed in previous meetings) were now included within the establishment base budget and that the 250 police officer posts would see the Force up to strength by November 2015
- It was commented that the Home Office had recently announced its intention to seek to assimilate police ICT provision nationally. In response it was stated that the Home Office owned 27 national ICT systems, all but 5 would be retained, with the remainder being overseen by a separate ICT organisation. Work was progressing to encourage Forces to be interoperable and deliver significant savings.
- The creation of businesses in prisons would provide an opportunity for wider business and office skills e.g numeracy, computer, marketing skills which would assist individuals on release with employment opportunities. Confirmation was provided that the creation of the businesses within the prisons were not dependent on the precept

rise and should, in time, be self-funding

- Shropshire Council had agreed a 0% change to the council tax for 2015/2016 and its members on the Panel would not be supporting the 1.99% proposed rise in the precept. The Commissioner was asked to reconsider the asset base available to him, and the need to either sell or use the assets in a better way, and to use further reserves to balance the budget as opposed to raising the precept. In response the Commissioner acknowledged the comments about the assets and confirmed to the Panel that he had an 'Estate Policy' and that he would be looking at the estate intensely to ensure that it was delivering value. The proposal to increase the precept by 1.99% was not a decision lightly made by the Commissioner, but he stated that it was important to consider the future and to also off-set some of the issues that may arise from the reductions in local authority budgets.

RESOLVED that the Panel supports the Commissioner's proposal to set a proposed precept of 1.99% for 2015/2016.

[This was not a unanimous decision of the Panel as members from Shropshire Council present did not support the Commissioner's proposal].

(The formal report of the Panel to the Commissioner on his proposed precept is attached to these minutes).

**109 West Mercia
Police and
Crime Plan
Activity and
Performance
(Agenda item 7)**

The Panel considered a report which provided an update on progress in delivering the Police and Crime Plan for West Mercia 1 April 2013 – 31 March 2017 which covered the time period 1 October - 31 January 2015.

In discussion the following principal points were raised:

- It was noticeable that, within the comparator group, West Mercia was second to bottom on several indices including assault with/without injury, rape, and domestic burglary. In response it was stated that the current situation, as portrayed, was for a host of reasons, not least due to the integrity of the data as recorded by the police, and the confidence in victims reporting crimes to the police. It was important not to be complacent and the public were encouraged to report all crimes,

including business and rural crimes. The Chief Constable stated that he was not satisfied with the West Mercia Force's position within the most similar group category, and whilst he was not prepared to chase a numerical target, he was confident in the integrity and accuracy of the recorded data. It was suggested that the Panel received an update of the situation in a future meeting.

- Responding to a question about response times, the Chief Constable stated that this was a meaningful target which had a direct correlation with recruitment. Control Room call pick up time was now improving, and in times of high call levels, calls could be tripped into neighbouring forces as all had a common platform
- It was noticeable that the number of special constables within the Force had dropped. In response the Chief Constable stated that special constables were an intrinsic part of the force and were valued for their wealth of experience. A report on the special constabulary had been completed and an update would be provided at a future meeting
- In responding to a query about the increase rates of re-offending in Herefordshire (specifically), it was stated that whilst the rate of re-offending was increasing, the Force was getting better at catching the perpetrators. The success of the new Community Rehabilitation Companies was key to delivering reductions in re-offending rates.

RESOLVED that the Panel noted the content of the update report and that the following items be considered at a future Panel meeting: (a) Report on the Special Constabulary; (b) Update report on Crime Recording / Most Similar Group.

110 Dates of Future Meetings (Agenda item 8)

The Chairman acknowledged the work of the Panel members and noted that several would be candidates in local elections. On behalf of the Panel the Chairman specifically thanked Cllr Paul Middlebrough (Chairman of the Panel) and it was agreed that a letter of thanks be sent to him from the Panel for his Chairmanship since the start of the shadow Panel arrangements. It was also noted that Sian Clark, who had provided the Panel with support since its inception, would be leaving Worcestershire County Council. Support for the Panel would be provided by Suzanne O'Leary from mid March

2015.

The meeting ended at 4.20pm

Chairman

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West Mercia Police and Crime Panel

Mr Bill Longmore
West Mercia Police and Crime Commissioner
PO Box 487
Shrewsbury
SY2 6WB

11 February 2015

Dear Mr Longmore

PROPOSED PRECEPT

In accordance with Schedule 5 to the Police Reform and Social Responsibility Act 2011, I write to inform you that the West Mercia Police and Crime Panel reviewed your proposed precept on 4 February 2014 in a public meeting.

As is required by the Act the Panel must formally make a report to you as Commissioner on your proposed precept; please accept this correspondence as the formal report of the Panel.

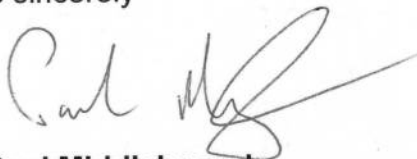
The proposal you recommended to the Panel was to; '*set a proposed precept of 1.99% for 2015/2016*'.

Following consideration and fulsome discussion by the Panel, and having taken account of the responses provided by you and your officers to questions from the Panel, the Panel was supportive of your proposal to set a precept for 2015/2016 which was 1.99% higher than the current 2014/15 year. The Panel noted that it is your intention to use the additional resources raised by the increased precept, in its entirety, to fund initiatives to reduce and prevent crime; the Panel will expect to receive regular updates from you on the success of these initiatives and the outcomes being achieved.

It must be noted that this was not a unanimous decision of the Panel as those members present from Shropshire Council did not support your proposal.

I note that you will be required to have regard to the Panel's report and provide a response which will be published; I look forward to receiving this response in due course.

Yours sincerely



Cllr Paul Middlebrough
Chairman of the West Mercia Police and Crime Panel

**Cllr Paul
Middlebrough**
Chairman, West
Mercia Police and
Crime Panel

c/o Legal and
Democratic Services
Worcestershire
County Council
County Hall
Spetchley Road
Worcester
WR9 2NP

Tel 01905 728753 • Fax 01905 728747 • Minicom (01905) 766399 • DX 29941 Worcester 2
sclark@worcestershire.gov.uk • www.worcestershire.gov.uk

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

1. PURPOSE

- 1.1 To formally present the Draft Police and Crime Commissioner's Annual Report 2014/15 for consideration in accordance with the Police Reform and Social Responsibility Act 2011.

2. BACKGROUND

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

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

- 2.2 The draft Annual Report for 2014/15 is attached at Appendix A for the Panel's consideration. The report provides a high-level overview of the PCC's work over the last financial year and has been produced to be accessible and meaningful to a number of different audiences.

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

3. RECOMMENDATION

Members of the Panel are asked to review the report and to make any recommendations to the Police and Crime Commissioner for consideration.

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Annual Report 2014-2015



**Police and Crime
Commissioner
West Mercia**

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Foreword by Bill Longmore, Police and Crime Commissioner for West Mercia

Welcome to my annual report for 2014/15, which sets out the progress that has been made in achieving the objectives set out in my Police and Crime Plan for West Mercia.

The year has seen significant progress in many areas and I must thank the Chief Constable and all the officers, staff and many volunteers, dedicated to protecting people from harm who have contributed to these achievements.

Like all public bodies, West Mercia Police face a challenging financial climate. We have healthy levels of reserves and the force has delivered on its savings targets up to now. There is still more we can do to be more efficient, like strengthening the alliance with Warwickshire Police and making better use of technology.

Looking ahead I want an even greater focus on crime prevention, building on the work of the past year to reduce demand on our resources. One idea that will be really important is the concept of “spend to save”. This follows the idea that ‘prevention is better than a cure’. We know that stopping crimes from happening in the first place is far more cost-effective than dealing with offences when they do occur. It is also important that areas of high demand are identified so that resources can be directed more efficiently.

In my opinion the reduction in funding to local authorities is placing an extra burden on the police resources. The reduction in housing provision for ex offenders and reduced youth service provision are examples of this and I shall be exploring ways of remedying this alongside our partners. Our work with local authorities and the West Mercia Youth Offending Service is a good illustration of this.

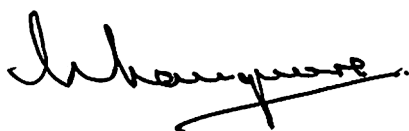
Partnership working has made great strides over the last two years but there is still some way to go. A lot of the work being undertaken is very impressive, but it needs to be better co-ordinated to ensure best value and best practise exists throughout.

The projects I have funded through the grant scheme are providing a real contribution towards making West Mercia a safer place and I highlight some of the projects receiving support in this report. In the last year I took over responsibility for victims’ services and I am determined to see victims’ needs taking priority in future.

I am confident that the work of the last two years and the coming year will lay the foundations to enable the next Police and Crime Commissioner to continue to build and improve policing and community safety in West Mercia.

Finally I must thank Barrie Sheldon, my Deputy, my community ambassadors and the staff of my office for their continued support and help throughout the year.

Bill Longmore
Police and Crime Commissioner West Mercia

A handwritten signature in black ink, appearing to read 'Bill Longmore', with a long horizontal stroke underneath.

The Annual Report

Welcome to my annual report for 2014/15. This report covers my second full year in office and is an opportunity for me to share with you the progress that has been made in achieving the objectives set out in my Police and Crime Plan for West Mercia. It also provides an overview of how I, along with my Deputy Barrie Sheldon, the staff of my office and my Community Ambassadors have worked to ensure that we are carrying out all the duties expected of a Commissioner and their office.

My role

The role of a Police and Crime Commissioner has continued to grow since I came into office in November 2012. For example, following an intense period of preparation, I became responsible for the commissioning of local victims' services in October 2014. You can read more about this important work later in this report.

Also in this report you will read more about an exciting new venture to establish a social enterprise, which will market and sell products made by inmates of our local prisons. My unique role has enabled me to bring different parties together and secure funding to get the project off the ground.

My role involves working with the police, the public and a wide range of partners to ensure that there is an effective and efficient police service within West Mercia. My responsibilities include:

- Setting the strategic direction and accountability for local policing. This includes holding the force to account through the Chief Constable, and consulting and involving the public.
- Working with partners to prevent and reduce crime.
- Acting as the voice of the people and ensuring that the most vulnerable in our communities and victims of crime are not overlooked.
- Ensuring that West Mercia Police has the capability to meet its regional and national responsibilities.

Progress on the Police and Crime Plan

To ensure an efficient and effective police service

Objective 1: To provide an effective neighbourhood policing model, with a focus on areas of greatest need

Achievements

- ✓ The Alliance between West Mercia Police and Warwickshire Police enters new phase
- ✓ Asset management company established
- ✓ Policing model changes

Alliance with Warwickshire

Since my election in November 2012 I have given the alliance between West Mercia Police and Warwickshire Police my full support and I believe it has progressed strongly. However, to gain an independent and objective view of the Alliance, I along with the Warwickshire PCC commissioned the Police Foundation last year to review the progress made by the Alliance since it was instigated in 2012, and make recommendations for its future direction. The Police Foundation is an independent think tank focused on developing knowledge and understanding of policing and challenging the police service and the government to improve policing for the benefit of the public.

The Police Foundation report praised the 'significant' achievements of the Strategic Alliance between West Mercia Police and Warwickshire Police, and stated that it should be 'trumpeted as a model that others could follow'. Some of the key achievements highlighted by the report include how the Alliance has provided local people with 'greater protection from harm and more visible policing, alongside evidence that value for money is being secured'.

The recommendations in the Police Foundation report have helped to inform the thinking behind the next phase of organisational change which is aimed at strengthening and deepening the strategic alliance between both forces and I am fully committed to support this going forward. This work is being led by the StraDA team, (Strengthening and Deepening the Alliance,) and the team has already completed a detailed analysis of the current and future demands which face the Alliance. This will then inform the next phase of work which will design a new policing model to address demand for policing services whilst delivering the savings that will be required over the next three years and the life of the medium term financial plan.

In the last 12 months we have made significant decisions as an Alliance which have included signing up to Athena, a police collaboration IT system, and securing funding from the Police Innovation Fund to develop a new joint Operations and Communications Centre (OCC) based across two sites, one being in West Mercia. Looking forward into 2015/16 I will be working to strengthen and deepen the alliance with Warwickshire and this work will be driven by the StraDA team.

Place Partnership

In January 2015 I published my formal decision to approve a full business case for a Joint Property Vehicle which has since been incorporated as Place Partnership Ltd. This ground breaking public sector initiative brings together six founding partner organisations to form a public sector asset management company. The partners are - West Mercia Police, Warwickshire Police, Hereford and Worcester Fire and Rescue, Redditch Borough Council, Worcester City Council and Worcestershire County Council.

The company will work to deliver significant economic and regeneration benefits by maximising the value of its estates portfolio, which includes 1,323 assets across for counties. The company aims to deliver gross cost saving of approximately £58 million (excluding school savings) between 2015 and 2018.


Policing model resources:

People

Throughout the year I have closely monitored and scrutinised the overall number of police officers, special constables, police community support officer (PCSOs) police staff and volunteers working for West Mercia. During 2014 Ron Ball, the Warwickshire PCC and I raised concerns with our Chief Constables that the level and pace of police officer recruitment was too slow.



Sajid Younis, Community Ambassador for Telford & Wrekin, at a Telford job fair sharing a stall with West Mercia Police aimed at recruiting more Specials.



The original recruitment plan for 2014/15 was for 140 student officers across the Alliance; however with our intervention this was increased to 240. The actual number recruited is 183, of which 131 are in West Mercia. In addition there have been 72 transferees into the alliance, 42 into West Mercia.

The recruitment of Special Constables also continued during 2014/15, with 110 joining in West Mercia. I am pleased that the force is doing more to match skill sets to operational needs and to recruit people wanting to serve in the community where they live. I do however remain concerned about the large turnover of Special Constables and the cost to the organisation. Some of the turnover is due to Specials being recruited in to force as student officers, which is very positive, however I have asked the force to do more to understand the reasons why people leave to see if there are any organisational lessons to be learnt. In addition a training review has commenced.

Buildings

It has always been important to me that the views and concerns of communities were listened to with the introduction of the new local policing model in September 2013. My approach has not changed and I have continued to press for alternative or shared use of police buildings to ensure that local policing presence can be maintained. We are in advanced negotiations with a number of organisations to utilise space in premises including Bridgnorth, Market Drayton, Oswestry, and Wellington police stations.

Where buildings have been deemed surplus to requirements I have pushed for a pro-active management strategy. This has resulted in speedier decision-making and the sale or approval to sell 12 former police buildings during 2014/15 which has generated a significant capital income and revenue savings.

Demand

In February 2015 police patrol bases were reinstated in Malvern and Ross on Wye. I wasn't happy with the policing model in these towns as I had received feedback from both local communities and police officers that they were isolated from the patrol base in Ledbury. As a result I asked the Chief Constable to look again at the policing arrangements and a review took place. The resulting changes have not altered how many local officers there are but means they operate out of local bases again, ensuring more of a local presence and a better service for local residents and businesses. I know these changes have been well received in local communities and given added confidence to people living in these areas.

Progress on the Police and Crime Plan

To reduce crime and disorder

Objective 2: To reduce the volume of violent crime with an emphasis on addressing the harm caused by alcohol through partnership working

Achievements

- ✓ Grant funding to support local projects

Performance

The level of violent crime has increased in West Mercia when compared to the previous year. During 2014/15 7466 offences of violence with injury were reported to the police compared to 5,828 in 2013/14, a 28% increase. Although I am disappointed with these figures, I am aware that other forces across England and Wales have also seen increases.

In part the increase is a direct result of the HMIC Crime Data Integrity Inspection which recommended changes to crime recording practices. Here in West Mercia this has led to a detailed review of incidents that were opened as a crime but closed without a crime actually being recorded and dissemination of the recording practises to all officers. I am satisfied that although this has resulted in increased figures it is the right thing to do. However, it is not possible to provide a definitive assessment of how much the change in recording practices has contributed to the overall increase and going forward I shall be closely monitoring the level of violent crime recorded by the force.

Partnership working

I am particularly concerned about the role that alcohol plays both in offending and in making individuals more vulnerable to becoming a victim of crime across a wide range of offences including; violence, hate crime, sexual assault and domestic abuse. Police data shows that alcohol was a contributing factor in over 3000 violence with injury offences recorded in 2014/15. These issues cannot be tackled by the police alone and require an ongoing commitment by partners to work together to address the problems. With the West Mercia Criminal Justice Board I have recently established a Crime Reduction Board which will bring partners together to develop an evidenced based approach to addressing the harm caused by alcohol.



Sajid Younis, Community Ambassador for Telford & Wrekin, joins the Street Pastors in Telford to see the work they carry out.

Grant support

During 2014/15 I have been able to use monies from my grant scheme to support activities and initiatives which seek to reduce the harm caused by alcohol. Some examples are provided below.

Lean-on-Me Pilot Hereford

I contributed £25,000 to Herefordshire Vennture for the 'Lean-on-Me' pilot project which aims to create a better care pathway than custody and/or Accident and Emergency, as a means to transforming the care of people in the night time economy. People who become unwell or suffer minor injuries are assessed and recover safely under supervision until they are collected by family or friends. It also provides a place of safety for young people who become isolated from their friends. These services are provided at Emilia's Place, run by trained volunteers from 10pm until 4am (or later if required). Feedback from the project indicates that over the three month period from December 2014 to March 2015, 48% of referrals were from street pastors, 31% from door staff and 14% from the ambulance service. Being inebriated was the most common cause for referral, followed by assault.

Street Pastors

I have continued to provide funding and resources for street pastor schemes as I believe they can save a considerable amount of police time. Seven schemes now operate within West Mercia including Bewdley which recently received £4,500 from the rural and business crime fund. I have also donated a former police van to Telford street pastors. In Evesham, I donated £3000 towards the first year running costs of the scheme. In the first 9 months of operating, this scheme has assisted in reducing problems associated with alcohol, substance abuse and anti social behaviour and has been well received in the town.

“The street pastor teams have become an integral part of the evening community in town. They have been an asset to us and our customers often in the early hours of the morning, offering support and assistance when needed and I can’t praise their commitment and efforts highly enough” (Manager of Marilyns).

CCTV

CCTV is a tool that can provide a deterrent to anti social behaviour linked to the night time economy and can also provide evidence when problems do occur. I have provided grant funding towards a number of CCTV systems across West Mercia, often to upgrade old equipment which was expensive to run with more modern hardware to reduce the cost of maintenance contracts. One of the grants I provided to Shropshire Community Safety Partnership in support of CCTV schemes across the county is in Oswestry. Here since a new system was installed officers have carried out 845 reviews of evidence and 49 evidential recordings have been produced for prosecution purposes. In particular, significant evidence was obtained from the new cameras in respect of the ‘stranger rape’ which occurred in Oswestry in the early hours of 1st January 2015.



Hereford CCTV control centre is supported by grants from the PCC.

Objective 3: To reduce the harm caused by drugs with a focus on treatment, and targeting those that cause the most harm

Achievements

- ✓ Target police operations
- ✓ Continued funding for drug intervention programme

Policing focus

The Warwickshire Police and West Mercia Police drugs strategy was launched in September 2013 with three key themes of reducing supply, reducing demand and reducing harm. Throughout the year the police have continued to use intelligence led policing to reduce the supply of drugs. For example, two men from Telford were convicted and sentenced following an investigation into the supply of cocaine. The pair were arrested in November 2014, when officers recovered a quantity of cocaine and adulterants which had a street value of up to £50,000. They were given a total prison sentence of more than nine years. During Operation Protect in March 2015, 47 simultaneous drugs warrants were executed across the alliance area to publicly demonstrate the forces' commitment to protecting people from harm.

Another way in which the police can hinder criminal activity in relation to drugs and other crimes is to use powers under the Proceeds of Crime Act 2002 (POCA) to seize cash and identify assets, such as cars and houses that have been bought by criminals through the proceeds of their crimes. During 2014/15 investigations conducted by the alliance's Economic Crime Unit (ECU) resulted in more than £2.4 million in confiscations orders being granted by the courts and more than £750,000 was awarded to compensate victims from some of these crimes. I fully support the use of POCA by the police and hope to see its use strengthened in the forthcoming Police and Criminal Justice Bill.

Drug intervention programmes

Much of the work to reduce demand and reduce harm requires the police and other partners to work together. During 2014/15 I provided £263,869 of grant money to community safety partnerships in support of their Drug Intervention Programmes (DiP). Offenders testing positive for drugs on arrest are referred into the DiP programme and onto local substance misuse providers. Over 200 offenders across West Mercia were referred onto and supported by local substance misuse providers.

Young people

In the course of my work I have had the opportunity to speak to a number of senior people working in the drugs field and one concern many have expressed to me is the impact substance misuse can have on an individual's long term mental health, particularly when a person starts using drugs at a young age. The impact on life opportunities as well as their mental health can be great, which is one of the reasons it is important to provide targeted help for young people.

The West Mercia Youth Offending Service provides a specialist service to undertake assessments and interventions to young people in the youth justice system whose drug or alcohol use is a significant risk factor associated with their offending behaviour. During 2014/15 I contributed over £103,000 towards this valuable work.

Objective 4: To reduce the volume of anti social behaviour incidents

Achievements

- ✓ Community Remedy introduced
- ✓ Grant funding provided to projects across West Mercia

Performance

Last year's saw a reduction in the number of anti social behaviour (ASB) incidents reported to the police with 47,192 incidents reported compared to 49,174 in 2013/14.

Although for a number of years there has been a downward trend in reported ASB I have ensured it remains a priority in West Mercia. The force recently consulted on its ASB policy which aims to ensure a consistent and effective approach to tackling all aspects of ASB. The overriding aim is to identify those who are vulnerable, including repeat victims through effective assessment, and ensure that every possible action is taken to protect them from harm. In November 2014 Her Majesty's Inspectorate of Constabulary assessed the force as 'good' in its approach to tackling ASB.

Community Remedy

Between August and September 2014, in conjunction with Warwickshire's PCC I consulted with partners and the wider public on what actions they would consider appropriate for inclusion in a joint Community Remedy Document for the two force areas. The results of the consultation were used to inform the final document which came into effect in October 2015

The Community Remedy document is used as part of the existing process for delivering community resolutions. It gives victims of low-level crime and anti-social behaviour a say in the punishment of perpetrators out of court. The community Remedy document is a list of actions that the victim will be invited to choose from when a community resolution is to be used. The lists of possible actions have been agreed between myself and the Chief Constable. Find out more by reading the briefing document in the 'Publications' section of my website.

Grant Funding

As I stated in last years annual report I have agreed with the police and partners not to produce an ASB strategy, but instead have continued to work closely with Community Safety Partnerships (CSP) and others to use my grant fund to develop local solutions to address local ASB problems. Examples of my support include:

Herefordshire - £20, 000 to the Brightstripe Cultural Health Community Interest Company (CIC) for the y.Art+ y.Sport Be all you can be project which has run 88 creative sessions, and 48 sports based sessions involving 162 young people. During the period of the project there were fewer police call-outs and fewer incidents of anti-social behaviour in the areas where the project was running. This has been confirmed by feedback received from Herefordshire Voluntary Organisations Support Scheme (HVOSS) and also statistics compiled by Herefordshire Council.

South Worcestershire - £8,600 to the CSP to purchase two deployable cameras to enable the partnership to continue a targeted approach in proactively dealing with an increase in ASB or crime. In Evesham a camera has been situated in Waterside monitoring the reported ASB in Workman Gardens. As a result of this, and public consultation, a Public Space Protection Order is being introduced in the area. The camera will continue to monitor the situation there in the early stages of proceedings.



Brightstripe Cultural Health Community Interest Company has received funding from the PCC

Objective 5: To reduce reoffending and bring offenders to account

Achievements

- ✓ Inside Products established
- ✓ Grant funding to support rehabilitation and reoffending schemes awarded

Performance

I am disappointed that reported crime has risen in West Mercia by 4.8% during 2014/15, compared to 2013/14 as it does not reflect the hard work undertaken by the police and partners to prevent crime, protect people from harm and improve community safety. Undoubtedly part of the increase is linked to changes in police recording and an increase in reporting in certain crime types, particularly sexual offences. However, these two changes do not explain all the increase and I shall be challenging the force to identify and address issues contributing to increasing crime profiles in the coming months.

To assist the force earlier this year I made the decision to increase the policing precept for 2015/16 by 1.99%, which will generate an additional £1.5 million. This additional money will be used entirely on programmes to reduce and prevent crime and the rehabilitation of offenders.

You can find more crime figures in appendix A of this report.

Criminal justice

The last year has seen a significant change in the way probation services operate in England and Wales. A National Probation Service has been created to manage high risk offenders and the Government has created 21 Community Rehabilitation Companies (CRC) to manage medium and low risk offenders. The contract for Warwickshire and West Mercia CRC was awarded to EOS. While this change programme was underway, I worked with local practitioners to ensure that our communities remained safe and that affected practitioners received the required level of support needed to tackle crime and reoffending.

During 2014-15 I invested over £116,000 in supporting our local Integrated Offender Management (IOM) teams. Most of that investment was targeted at providing early intervention with offenders. For example, in several areas IOM teams adopted an innovative approach with local care farms which saw those farms work with and alongside criminal justice partners to break the cycle of offending. Recognising the fact that short term prisoners were more likely to commit further offences in the first 12 months after being released from prison, I invested a further £100,000 in supporting non-statutory offenders in the community. An independent assessment of the Youth Support Services (YSS) intervention scheme demonstrated that for every £1 invested there was a £16 return. Moving forward, it will be the responsibility of EOS and the CRC to support and work with non-statutory offenders.

Voluntary sector support

In addition to the IOM scheme I have used monies from my grant scheme to support a number of voluntary sector initiatives aimed at reducing reoffending. This included:

- A grant of £24,040 to Herefordshire Voluntary Organisations Support Scheme (HVOSS) to establish an ex-offenders volunteering scheme for Herefordshire. After contacting over 200 organisations, 30 responded and 20 identified roles that would potentially be suitable for the volunteers. Of the ex-offenders referred to the scheme just over 20% have gone on to volunteer.
- The Shropshire Criminal Justice Forum were granted £6,800 to develop the 'Employ with conviction' project which held three events aiming to demonstrate the benefits of employing people with a criminal conviction.
- RITE Social Enterprise Ltd received a grant for £35,000 for a project to reduce and prevent reoffending for women offenders through a residential Alternative to Custody (AtC) programme.
- In South Worcestershire the CSP were given £6,400 in support of their offender management intervention scheme. 13 individual offenders received funding to deal with issues including emergency clothing and counselling sessions.

Social Enterprise Initiative

In last year's report I mentioned that I had begun talks with the prisons in West Mercia to explore opportunities around enhancing existing community pay back schemes and to look at new ways of enhancing services for the rehabilitation of offenders. A year later, I am delighted to report that an innovative new company has been set up, with the aim of reducing re-offending, rehabilitating prisoners and helping victims of crime in West Mercia.

I have provided an interest-free loan to establish Inside Products Ltd, which will sell services and goods made within prisons, to the public. The company will run as a social enterprise, re-training and rehabilitating offenders and increasing their chances of employment upon leaving prison.



Inside Products

"Offenders Making Good"



The company will provide high quality manufacturing services across West Mercia, and the wider Midlands area. Production will be entirely based within HM Prisons, and carried out by prisoners who will use resources and facilities that are already in place in prisons.

Separate to the 'Inside Products' initiative I have been able to encourage other organisations and business to consider developing links with prisons. For example a manufacturing business based in Shropshire now has a contract with Stoke Heath Prison and Whitchurch Town Council recently agreed to involve offenders from Stoke Heath in the refurbishment of the town's bandstand. The council were so impressed with the work undertaken that they intend to involve the prison in future projects.



One of the jewellery boxes made by Inside Products

Objective 6: To develop and implement a business crime strategy

Achievements

- ✓ Rural and business crime governance board established
- ✓ Community Safety Partnership led action plans
- ✓ Funding directed to local projects

Partnership approach

Rural and business crime are issues which cause concern to many of West Mercia's communities, but historically have not been a focus of attention. Choosing to have them as a key objective within my Police and Crime Plan has finally made them a focus and last year the Alliance published a business crime strategy and a rural crime strategy in support of my objective. To implement the strategies at a local level, the five Community Safety Partnerships (CSPs) within West Mercia have agreed to reflect rural and business crime in their own priorities and lead on working with the local policing superintendent in their area to develop a rural and business crime action plan.

To help in delivering this objective, with my counterpart in Warwickshire I have committed £1.5 million per year from police reserves over 5 years in support of tackling rural, business and cyber crime. This equates to approximately £1 million per annum for West Mercia.

Rural and business crime governance board

A Rural and Business Crime Governance Board has been established to provide governance for and oversee delivery of the rural and business crime strategies, including oversight of funding. The Board covers the alliance area and comprises both PCCs, Deputy PCCs, police personnel, CSP representatives and representatives from the business and rural communities including the Federation of Small Businesses, Chambers of Commerce and the National Farmers Union. The first Board meeting took place at the end of October 2014.

Supporting initiatives

The two strategies have provided a real impetus to address rural and business crime. For example, as part of the police commitment:

- One of the local policing superintendents now leads on rural and business crime on behalf of the alliance;
- A review of the provision of specialist wildlife crime officers has been undertaken to improve resilience.
- Some of the money from the budget is being used to enhance the use of police mobile contact centres. At least one new vehicle is being purchased and a small number of vehicles already in the police fleet are to be converted to contact centres. I very much believe that these vehicles will provide a flexible and accessible form of policing. Once in place they will enable the police and partners to go out and more proactively engage with rural and business communities.
- Working with 7 other forces, West Mercia has very recently launched Operation Leviathan in conjunction with the Angling Trust and the Environment Agency. This initiative focuses on poaching, increasing confidence and intelligence and addressing issues around migrant anglers.

Our CSPs have identified local projects requiring support and have received funding. These include: the 'purple flag' scheme in Shrewsbury town; an enforcement tasking team in South Worcestershire; additional taxi marshals in Telford; street pastors in North Worcestershire and rural and business crime forums in Herefordshire.



Promoting activity

An initial launch of the rural crime strategy took place in Herefordshire in May 2014 at a rural crime conference hosted by the county's High Sheriff. Local events have since been held in Shropshire and Telford to promote the strategies and to emphasise the commitment both I and the police have around tackling rural and business crime. I am pleased that these events have been well attended by local rural and business representatives.



At the launch of the rural crime strategy

I am keen that the Board also provides assistance and support in promoting and developing activity around the two strategies to raise awareness in the wider business and rural communities and see future initiatives supported. To assist in this a communications plan is being developed jointly between my office and force communications.

At a national level, I have joined forces with a number of other Police and Crime Commissioners, police forces and other organisations, all of whom have a common interest in rural crime to establish the National Rural Crime Network, to share best practise, develop areas and influence policy at a national level. The Network has secured police innovation funding to carry out what is hoped will be the biggest ever rural crime survey in England and Wales. I am pleased to be associated with this project and look forward to the results which will come out later in 2015.



A rural crime conference was held at Harper Adams University

Progress on the Police and Crime Plan

To protect communities from harm

Objective 7: To work in partnership to protect the most vulnerable people in our society

Achievements

- ✓ Commitment to mental health
- ✓ Additional resources to tackle Child Sexual Exploitation
- ✓ Increase in the reporting of hate crimes
- ✓ Services sustained through funding

Performance

2014/15 has seen a significant increase in the number of sexual offences reported to the police. The force recorded 697 rapes, compared to 395 in 2013/14 and 1295 other sexual offences compared to 897 in 2013/14. In part this increase is because of an increased confidence in reporting such crimes to the police as a result of recent high profile cases. An indication of this is the number of people coming forward to report 'old' crimes; 27% of other sexual offences reported during 2014/15 had been committed over a year before. The internet and other social media are also providing new opportunities for individuals to carry out crime.

Although these increases reflect a national pattern, I need to be assured that the force fully understands the scale of the problem and that resources are aligned to demand.

Mental Health

In 2014 along with the police and a range of other partner agencies including the NHS, councils and charities, I became a signatory to the West Mercia mental health concordat declaration, which seeks to improve outcomes for people experiencing mental health crises. Action plans have since been developed and are in place at a local policing area level as part of the concordat work.

Ensuring that people at crisis point who are in need of immediate care are taken to a health based place of safety rather than detained in police custody under section 136 of the Mental Health Act is a shared objective across all the action plans and one that I fully support. First and foremost it means people in crisis get the immediate care they need, but it will also help a great deal in freeing up police time.

Child protection

Earlier this year I agreed with Warwickshire's PCC the release of an extra £2.6M of funding to the alliance in order to increase resources and capability in this challenging area. This will include an additional 27 officers working to protect vulnerable people across Warwickshire and West Mercia. In the coming months I intend to carry out some focused scrutiny around CSE as part of my wider responsibility to hold the chief constable to account and to further raise awareness of this problem, which is now recognised as a national threat.

Last year I reported that the multi agency support hub (MASH) was operational in Herefordshire. Phase 1 of Worcestershire's MASH is now operational and Telford's should be operating by the end of September 2015. A number of organisational policing issues have slowed the roll out of MASH, however I am confident that these issues identified are being addressed.

Domestic Abuse

Domestic violence is, unfortunately, something that has become all too common in our society, and it exists in every city, town and village in the country. Helping victims and reducing the problem isn't just about 'throwing money' at the situation and hoping it improves. It is completely about partnerships working together – local councils, charities, myself, the police, even down to families, friends and neighbours.

Last year I asked the force to add to their existing work and partnerships, by forging closer ties with the National Centre for Domestic Violence (NCDV) – which helps women and men who suffer abuse at home, regardless of their financial situation, by getting fast and free (to the victim) injunctions against their partners

That work is now well underway, and is showing notable success. Statistics show a significant increase in the number of victims locally, who are now being referred to the NCDV. In the first ten months of 2014 a total of 115 people from the West Mercia area were referred by the Police, compared with a total of 39 in all of 2013.

I have also used my grant scheme to provide funding for projects to raise awareness of domestic abuse. This included £6,000 through Herefordshire CSP for the 'Great Project'. It works to educate and raise awareness of healthy and unhealthy relationships in order to prevent domestic violence and abuse. In total 289 pupils took part in the project and 89 teachers attended 'twilight' sessions.

Service provision

I explain more fully in the next section of this report how I am developing a commissioning model for the provision of support services for victims' services including specialist services for the victims of domestic abuse and sexual abuse. In 2014/15 I sustained these services through grants. One example is Women's Aid who received £153,500 of funding to provide Independent Domestic Violence Advisors (IDVA) in Worcestershire, Herefordshire and Telford. Over 1000 domestic abuse victims were referred to them during the last year.

Hate crime

On the 1 April 2104 Warwickshire Police and West Mercia Police launched a new Hate Crime Strategy that aims to reduce the harm caused by hatred, focusing on the victim and targeting those who cause harm. Each local policing area has developed its own action plan reflecting local needs in support of the strategy. The number of hate crimes reported to the police is monitored and 2014/15 saw 630 such reports, which is an increase on the previous year. I very much support the focus on increasing reporting and would encourage any hate crime victims to come forward to the police.

I have given a number of grants towards projects in support of the Hate Crime strategy. These have included: £8,000 towards the safe place scheme in Herefordshire and £20,000 towards wider expansion of the scheme across Worcestershire; £5,000. Towards the South Worcestershire Hate Crime Awareness Campaign and a £9,500 contribution to the Worcestershire's Speakeasy N.O.W. project. This project offers support and training in school to those who may have experienced hate crimes, providing diversionary activities and resources to influence young people to think and act positively with those affected by learning disabilities.

Ruth Jones OBE, Founding Director of the University of Worcester's National Centre for the Study and Prevention of Violence and Abuse (NCSPVA), with Deputy PCC Barrie Sheldon.



Objective 8: To deliver a supportive and effective response to victims and witnesses

Achievements

- ✓ Victims' services contract agreed
- ✓ Additional funding for victims of sexual assault and domestic abuse
- ✓ Joint Commissioning of Independent Domestic Violence Advisory Services
- ✓ Grants awarded to service providers to support and enhance services to victims

Victim Support

The last year was a critically important year for me as I, along with all other Police and Crime Commissioners, prepared to take over responsibility for commissioning locally most of the emotional and practical support services for victims of crime that are provided by the third sector.

The Ministry of Justice allocated £1.3m a year for the new services to be provided in West Mercia. In order to secure the best possible value for money I entered into negotiations as part of a national framework and in January 2015 I agreed a 3 year deal with Victim Support to provide the services. The result is a programme that has been tailor-made to meet local needs, and will be both delivered and managed locally with Victim Support.

The type of help on offer from Victim Support will range from a detailed needs assessment over the phone, through to emotional and practical support. They will also provide a link into specialist agencies for victims who need specific help for certain types of crime – such as domestic violence.

With an annual cost of just over £800,000, the outstanding money will be prioritised towards victims of domestic violence and other vulnerable victims.

Specialist Services

There are currently two organisations, AXIS Counselling in Shropshire & Telford, and West Mercia Rape and Sexual Abuse Support Centre in Herefordshire and Worcestershire, who provide independent sexual violence advisers (ISVAs) to support victims of rape and sexual abuse.

In the last 12 months I have been successful in joint commissioning with all four Local Authorities, the IDVA provision across West Mercia and from 2015 Women's Aid provides an Independent Domestic Violence Advisory Service (IDVA) across the whole area. This is a significant step forward in partnership work and joint commissioning approaches, and is currently being discussed and used as a model of best practice nationally.

Funding

Both ISVA and IDVA services are heavily reliant on funding allocated through local authorities and partnerships and will be part funded by my office in 2015/16 to ensure that these essential victim services are sustained in the short term. An example of the service provision I part funded in 2014/15 was AXIS Counselling who received £118,000. This enabled AXIS to support 460 clients during the year, including 272 new referrals. This included supporting 35 clients through a trial process, 21 of which were young people with 13 resulting in successful prosecutions. 14 adult service users secured seven successful prosecutions.

During 2014 I made a successful bid into the Ministry of Justice Competed Fund securing an additional £395,000 to enhance the support for the most vulnerable victims of crime, including £210,000 to support victims of sexual assault and £185,000 to support victims of domestic violence. The funds were used to boost the provision of independent advocacy designed to help victims access services and support to help them cope and recover from the trauma they have experienced. In addition, advocates supported victims through the criminal justice system processes.

Objective 9: To work with the Safer Roads Partnership to reduce the number of casualties on our roads

Achievements

- ✓ Meetings with community groups
- ✓ Speed Watch programme expanded

Performance

Sadly during 2014/15, 50 people were killed on West Mercia roads and a further 386 received serious life changing injuries. In particular there was a noticeable increase in the number of pedal cyclists killed or seriously injured. In this category of road users the number of deaths rose from three to six, whilst serious injury casualties rose from 34 to 48. I am pleased that the Safer Roads Partnership in conjunction with local policing teams has carried out a number of initiatives across West Mercia to raise awareness of this problem, but I would urge all road users to be responsible in their actions on our roads.

Listening to community concerns

Speeding traffic, road safety and safe parking are issues which remain a concern to many communities across West Mercia. Feedback from my annual Town and Parish Council survey shows that speeding traffic is the issue considered to be the biggest problem by town and parish councils across the whole of West Mercia, with 86% of respondents considering it to be either a 'very big problem' or a 'fairly big' problem.

I have met with representatives from a number of communities over the last year, for example, Market Drayton in Shropshire and Wythall in Worcestershire to discuss their concerns and sought to address issues with the force.

In last years annual report I mentioned a pilot project in Telford and Wrekin which would utilise two PCSOs to tackle parking issues in the towns of Newport and Wellington. The project, which runs until the end of June 2015 has yet to be formally evaluated but has received positive feedback about its impact both in terms of reducing anti social parking and improving public perceptions.

Community Speed Watch

I am pleased to report that the pilot Community Speed Watch Scheme that was launched during June 2014 in Crowle, Worcestershire has been a success. The scheme has since been expanded to include other sites in Worcestershire and Herefordshire and when fully implemented will provide for 12 groups across West Mercia to operate at any one time

Community Speed Watch schemes involve trained volunteers from the community monitoring the speeds of vehicles with approved, hand-held speed measurement devices. Where vehicle speeds are found to be inappropriate, a letter is sent to the registered keeper by the police with the aim of encouraging them to reduce their speed when driving in the future.

Objective 10: To meet the requirements of the Strategic Policing Requirement

Achievements

- ✓ Cyber crime funding
- ✓ Contribution to cross border operations
- ✓ Regional collaboration
- ✓ Joint Policing Panel pilot for serious and organised crime underway

The Strategic Policing Requirement (SPR) recognises that police forces need to work cooperatively across force boundaries to plan for, and deliver, effective capabilities to tackle national threats at a local, regional and national level. In March 2015 the Home Secretary published a revised SPR and for the first time made Child Sexual Abuse an additional threat.

Joint Policing Panel

Work has begun in South Worcestershire to pilot a partnership approach to develop a local threat profile of serious and organised crime, with the aim of targeting those that cause most harm in our communities. This work supports the government's Serious and Organised Crime Strategy and it is my responsibility to ensure there is a suitable partnership arrangement in place to agree, own and monitor delivery of the profile and the actions.

Regional collaboration

On a quarterly basis I meet with the three other regional PCCs, Chief Constables and Deputy Chief Constables to discuss, monitor and oversee the regional collaboration programme which includes the Regional Organised Crime Unit (ROCU), the West Midlands Counter Terrorism Unit, Central Motorway Patrol Group (CMPG) and the National Police Air Service (NPAS). During the last year the collaboration agreements for these different activities have been redrafted and are due to be agreed and signed in 2015. These agreements set out what the PCCs expect the Chief Constables to undertake to fulfil the SPR requirements.

Operation Pompeii is an example of how effective cross border working can be. As a result of a West Mercia led regional operation involving seven police forces, in December 2014 nine men received collective sentences of just under 29 years for car thefts carried out across the Midlands over a 13 month period.

Cyber crime

During 2014 a Cyber Crime Governance Board was established to set the strategic direction for the Alliance response to cyber crime, in support of the National Cyber Strategic Assessment.



My Deputy, Barrie Sheldon represents me on this Board. Action supporting the four pillars of Prevent, Pursue, Protect and Prepare is coordinated by this Board specifically to enhance intelligence, enforcement and prevention activity in relation to Cyber Crime. Activities have included promoting 'Cyber Essentials' amongst businesses, running a series of awareness campaigns and holding a major cyber crime conference at the University of Worcester in September 2014.

One issue cutting across both cyber crime and business crime is the increase in fraudulent activity such as credit/debit card cloning. Local police forces no longer manage the recording and assessment of fraud incidents; instead this process is managed on a national basis by Action Fraud. Over the last year I have become increasingly frustrated by the unwillingness of Action Fraud to provide accurate data on West Mercia and concerned by some of the feedback I have received by residents who have reported incidents to Action Fraud. I intend to address these issues with Action Fraud in the coming year.

Engaging with communities

My Community Engagement Strategy sets out my commitment to listening, consulting and engaging with communities in support of my aim to be a strong and powerful voice for the people of West Mercia. As part of this commitment my Deputy, Barrie Sheldon and I have continued to meet with hundreds of people at events throughout the year. For example over the summer of 2014 we attended a series of police open days held at locations across West Mercia. These events, funded by me were attended by thousands of people and provided an opportunity to showcase the valuable work, which goes on behind the scenes to protect people from harm.



Progress on the Police and Crime Plan

To provide a strong and powerful voice for the people and victims of crime

Objective 11: To develop and implement a community engagement strategy

Achievements

- ✓ Programme of engagements throughout the year
- ✓ Supporting volunteers
- ✓ Community Ambassador scheme expanded
- ✓ Weekly e-bulletin launched
- ✓ Showcase event planned

Meetings Barrie and I have attended through the year include town and parish council meetings, meetings with the three local parish council associations, senior citizen forums, Quaker meetings and one to one meetings with individuals with specific concerns or issues which have merited my intervention. In addition with the staff of my office I have responded to hundreds of letters and emails to the many and varied concerns raised by individuals and communities from across West Mercia. All the insight and knowledge these engagement opportunities provide is invaluable. Not only does it provide me with real insight into the issues affecting people it steers and informs my scrutiny and oversight of the force.



Volunteers

One of the activity areas within my engagement plan is my commitment to actively promote and support volunteering with a view to extending the use of volunteers in supporting policing and reducing crime and disorder, including with partner agencies and the business community. One example of this is the Citizen's Academy scheme that was piloted in Shrewsbury and saw 25 people attend a 10-12 week course. The aim being to build a more focused and detailed understanding of the work of the police. It is hoped that those attending pass on their experience and increased knowledge to others in their community and or take up opportunities to become Special Constables or volunteers with the police or other agencies.

Community ambassador scheme

My Community Ambassador scheme has gone from strength to strength in the last year. In particular the six ambassadors have supported me at open days, policing areas visits, community events and have taken a keen and active role in visiting many of the projects and initiatives I have provided funding for with my grant scheme. The purpose of the ambassadors' visit is to ensure the projects are doing what they set out to achieve and to provide 'hands on' feedback on projects. In particular I asked the ambassadors to focus on rehabilitation of offenders, keeping young people out of the justice system and diversity issues.

Examples of visits the five area based Community Ambassadors have undertaken include:

Gwyneth Gill (Herefordshire) – visited a training and mentoring programme among the gypsy and traveller community in Herefordshire, which received a £10,000 grant Gwyneth learnt that more than 80 accredited certificate had been awarded with 14 teenagers of the 61 taking courses run by the Prince's Trust, the Cart Shed, Hope Family Centre or Gloucester College.

Graham Oliver (Shropshire) – met with Kate Beech who set up Chance 2013 to help ex-offenders get a new start. Graham learnt that the £39,000 grant I gave has helped support this specialised recruitment agency to provide training with advice on CVs and supplements prison-based educational and vocational training schemes. This has resulted in work and training with railway companies and an association linked to motorway construction and maintenance is being developed.



Sajid Younis (Telford and Wrekin) – met with Paul Fenn from Telford and Wrekin Council to learn how a £7,000 grant has helped Paul establish the nationally recognised ‘Freedom’ programme which provides support for women victims of domestic abuse. Sajid heard that the crèche facilities were a key factor in enabling the 30-40 women to be able to attend on a weekly basis to complete the 12 week programme underpinned by a team of trained facilitators.



Michael Layton (North Worcestershire) – visited Gloverspiece Minifarm near Droitwich. Launched some five years ago the 11 acre farm received a £5,000 grant last year as a contribution to support children and teenagers in danger of being excluded from school and has part funded a purpose-built area for people with a disability, a cooking area, classroom for training, tack room, feed store and offices. Michael learnt that Lynne Duffy, the farm manager is currently working with a Droitwich middle school and nine and ten year old children providing, a 12 week programme on animal care for ‘challenging’ students.



Richard Morris (South Worcestershire) – met with Phil Street, manager for Worcestershire Council for Voluntary Youth Services to learn how £16,000 of grant money will be used to support their Youth PACT (Police and Communities Together). Their ‘youth action’ programmes are aimed at reducing anti-social behaviour through diverting young people into positive community involvement. Richard will pay a further visit later in the year to find out how the project has progressed.



Chris Mair – In addition to the five policing area based ambassadors, Chris is my sixth ambassador working specifically on ambassador communications. He actively liaises with all the ambassadors to provide reports on their work.

Weekly newsletter

During the last year I have supplemented my quarterly e-newsletter which is published on my website with a less formal weekly newsletter. This is emailed to over 1000 contacts each week, with a much greater potential reach on social media. The weekly newsletter provides a round up of the week's activities, current issues and key messages. In particular the weekly newsletter records the work of my ambassadors using the reports provided by Chris Mair as a basis for many of the news items. To sign up to my weekly newsletter please visit my website or email my office. My website www.westmercia-pcc.gov.uk is updated regularly with news articles, details of upcoming meetings, social media and all more engagement activity.

Policing heritage

West Mercia police, formerly known as West Mercia Constabulary, was formed in 1967 by the merger of a number of local constabularies. Over many decades a great deal of policing memorabilia and items of historical interest relating to the force and its history have been collected and are kept in storage. Two volunteers have approached the Chief Constable and I offering to sort and catalogue all the artefacts. I have agreed with the Chief Constable that once catalogued, we will try and find a suitable place for the items to be exhibited to give people across West Mercia the opportunity to share our policing heritage.

Forward Together Showcase event

Over the last few months with assistance from my staff I have been planning the Forward Together showcase event to be held on the 5th July 2015 in Shrewsbury. The event aims to illustrate the huge amount of work that goes on around policing and crime locally, promote a sense of community and healthy living, and ultimately inspire people to do something positive for themselves and where they live.

This event is very important to me as there is so much inspirational work being done by so many people in West Mercia, and it's important that the public get to see it, and the good it is doing. The police open days were a big success last year, and I wanted to build on that and put together something really special for this summer.

Dozens of partner agencies and organisations will be involved showcasing the work going on with prisons to rehabilitate offenders, victim support services, public health, and projects to divert young people away from crime, amongst many other things.

The Street Games charity will also host its annual West Midlands tournament at the event, with hundreds of young people involved in different sports. Their event has previously been held in the Birmingham area, but the chance to work in partnership with me means the event will be coming to Shropshire for the first time.

Holding the force to account

I have systems in place to hold the chief constable to account for the effective and efficient delivery of police services across West Mercia. On a weekly basis I meet with the Chief Constable to hold challenging discussions on a wide range of issues including, performance, human resources, operational issues and finance.

I hold regular meetings with senior officers and heads of service. For example I have a bi monthly meeting with the Director of Enabling Services where I look in more detail at issues such as recruitment. I also receive regular oral and written updates and briefings on different areas of force business.

In conjunction with the local policing areas I now have a programme of quarterly visits to each policing area. These visits provide me with a real 'on the ground' insight into the different challenges each policing area faces, both in terms of operational activity and management issues such as staffing levels, fleet and estates. The knowledge I take from these visits informs my scrutiny and challenge at a more strategic level.

On a monthly basis I jointly chair with the Warwickshire PCC the Alliance Governance Group. This is an internal meeting which provides governance and oversight of the alliance between West Mercia Police and Warwickshire Police. The membership of this group comprises senior representatives from each force and the respective commissioners' offices.

My staff or I also attend other internal meetings on issues such as diversity, professional standards and the Athena programme board.

Trust Integrity and Ethics Committee

In the last 12 months, with my counterpart in Warwickshire, I have established an Independent Trust, Integrity and Ethics committee which met for the first time in September 2014. This is an independent committee set up to examine the ethical governance and actions of both Warwickshire and West Mercia Police. It follows the recent introduction of the Code of Ethics, developed by the College of Policing. This Code sets out what the standards of behaviour within policing should be and includes practical examples for officers and staff to use in their everyday jobs.

Some of the Committee's key work completed to date has included conducting spot checks on the way complaints have been dealt with by both forces to ensure the Code of Ethics is being applied consistently.

Due to the findings of the HMIC Crime Data Integrity report the first important job that the committee were tasked with was to scrutinise the force's crime recording practices particularly the recording of serious sexual offences. Their findings will be reported back in September 2015 and I look forward to receiving that report.

Independent Joint Audit Committee

This committee covers both West Mercia and Warwickshire Police and provides independent scrutiny of the forces' and the commissioners' financial performance; treasury management, financial reporting processes and risk management. During 2014/15 the committee has scrutinised a number of specific functions including firearms licensing and external inspection reports from Her Majesty's Inspectorate of Constabulary.

Both the Trust Integrity and Ethics Committee and the Independent Joint Audit Committee are public meetings. Details of forthcoming meetings including the agenda and papers are available to view in the 'Transparency' section of my website.

Independent Custody Visitors Scheme

Police and Crime Commissioners have a statutory duty to operate an Independent Custody Visitor (ICV) Scheme. The ICVs are members of the public who live or work in West Mercia. Their role is to make unannounced visits in pairs to police station custody suites to evaluate the welfare of detainees and the conditions in which they are detained. Any concerns identified are formally recorded and resolved via Custody Officers or through the Panel meeting.

I receive regular briefings on the work of the four West Mercia ICV Panels. This enables me to consider any strategic issues and recurring themes emerging and ensure that these are addressed by the police. My office is currently working with the Warwickshire PCC's office to review and streamline processes and identify opportunities to share resources. For example in the Autumn we will be holding a joint training day for ICVs from across both schemes.


For the 2014/15 period a total of 278 visits were undertaken across West Mercia. There were 983 in detention at the time of the visits. Of the 550 detainees that were available to be seen at the time of the visit 82% were willing to meet with the ICVs.

My Independent Custody Visitor Scheme would not function without the dedication and enthusiasm of the panel members and I am proud of all the work that they do.

Policing Performance

Last year I took the decision to remove all targets and measures from my police and crime plan and issued an updated plan reflecting those changes at the end of March 2014. Since that time I have continued to monitor force performance, receiving regular reports and updates as well as attending the alliance Performance Management Group.

My office is currently working with the force on the development of a new performance framework. As part of this work a regular public facing performance report is being developed that will be available to view on my website.



I have provided a summary of key crime and incident types for 2014/15 and a comparison with 2013/14 at appendix A. In addition you will find a more detailed performance commentary from me where I have reported progress against the objectives in the earlier part of this report.

HMIC

Her Majesty's Inspectorate of Constabulary (HMIC) independently assesses and reports on the efficiency and effectiveness of police forces and policing activity in the public interest. During the last year I have worked with the Chief Constable to develop better management processes around this inspection regime. This has greatly improved my oversight of the whole process and enables me to be better informed at every stage of each inspection. In addition, with my Warwickshire counterpart, we have successfully pressed HMIC to rationalise their inspection requirements around the alliance, to reduce resource requirements for all.

During 2014/15 HMIC published a number of joint, national and force inspections, 14 of which had police or West Mercia specific recommendations. The following force reports were published in relation to West Mercia police.

Policing in austerity: Meeting the challenge (published July 2014)

The force received an overall judgement of 'Good'. The report is split into 3 sections examining the steps the force is taking to ensure a secure financial position for the short and long term (HMIC judgement was 'Outstanding'); the extent to which the force is delivering an affordable way of policing (HMIC verdict was 'Good') and; the extent to which the force is efficient (HMIC verdict was 'Good').

Core business: An inspection of crime prevention, police attendance and use of police time (published September 2014)

This was a national thematic inspection, however in addition to the published report HMIC wrote to each chief constable detailing findings for their force.

Crime data integrity (published November 2014)

This report made 8 recommendations.

Police integrity and corruption (published November 2014)

This report made 5 recommendations.

Crime inspection 2014 (published November 2014)

This was the first annual PEEL assessment which compares all forces in the areas of Effectiveness, Efficiency and Legitimacy. The report is split into 3 sections examining how effective the force is at reducing crime and preventing reoffending (HMIC judgement was 'Good'); how effective the force is at investigating reoffending (HMIC verdict was 'Good') and; how effective the force is at tackling anti social behaviour (HMIC verdict was 'Good').

National child protection inspection (published February 2015)

This report made 9 recommendations

For each inspection report containing recommendations the force has developed action plans to implement those recommendations and I monitor progress in relation to those actions.

Financial Position and Future Financial Prospects

At the end of 2014/15 the financial reserves I hold will be £63.9m, compared to £53.1m at the start of the financial year. The change in the level of reserves of £10.8m is a result of under spending the net revenue budget; this is expenditure on the provision of day to day services.

The under spending occurred in the following areas.

	Under (over) spending £m
Policing	13.245
Office of the PCC	0.126
Grants to other organisations	0.148
Budgeted Contribution from reserves	(2.762)
Total	10.757

Capital expenditure on the creation and acquisition of buildings, IT systems and vehicles across the Alliance was £8.5m. This was significantly below the budgeted level of £20.3m.

The under spending resulted primarily from significant delays to getting projects underway within the police force. Much of this delay occurred because of the comprehensive restructuring of the force that has been taking place throughout 2014/15. To address this issue, a new capital planning and management process has been introduced in 2015/16, which I am assured will reduce slippage in future years significantly.

The reserves I hold are currently very healthy. This will afford me the opportunity to minimise the impact of future budget reductions by phasing their use over the life of the current five year medium term financial plan. This plan, which I agreed in February, following consultation with the Police and Crime Panel, provides for significant use of reserves over its life.

It is necessary for me to hold reserves for a variety of purposes:-

- To protect against the financial and operational risks which exist for the Police and the OPCC, for example major incidents. This reserve is known as the general reserve.
- To support the budget over the life of the medium term financial plan and allow the sensible phasing in of reductions in government grants. This reserve is known as the budget reserve.
- To provide for specific known future expenditure commitments, for example, equipment renewal and organisational changes. These reserves are called earmarked reserves.

Measure	General Reserve £m	Budget Reserves £m	Earmarked Reserves £m
Balance at 1/4/2015	13.500	41.498	8.900
Use in 2015/16	0.000	10.440	3.000
Use in 2016/17	0.000	10.278	3.000
Use in 2017/18	0.000	7.442	3.000
Use in 2018/19	0.000	4.332	1.000
Use in 2019/20	0.000	0.001	0.000
Balance at 31/3/2020	13.500	9.005	1.900

The expected reserve use in the current medium term financial plan is shown in the following table.

Over the course of the next five years our current plan anticipates annual reductions in government grant of 3.2%, offset in part by council tax increases of 2%. 60% of our budgeted expenditure of £204.079m in 2015/16 will be met from government grants, with the balance being met from council tax income and the use of reserves. Over the five year period we are also expecting to deliver permanent savings of £29.634m to assure the continued financial health of the services funded by the PCC.

Openness and transparency

Governance

Good governance is the means by which the Chief Constable and I take decisions in a timely, open, honest and accountable way for the good of all our communities. To achieve this I have a robust Scheme of Governance in place which is kept under review. I am required to publish details of all the key decisions I make. Both the scheme of governance and decisions I have made are available to view on my website.

Other transparency information available on my website includes details on my office including my expenses, senior staff salaries and staffing structures as well as information of all freedom of information requests made to me.

To learn more please visit my website: www.westmercia-pcc.gov.uk

West Mercia Police and Crime Panel

The West Mercia Police and Crime Panel (PCP) scrutinises my work as a Police and Crime Commissioner including all aspects of my activities and responsibilities. I have a legal duty to consult the PCP over important decisions and must take their views into account when doing so. Since my election I have developed a fair but challenging working relationship with the PCP and look forward to working with them in the coming year.

The PCP is administered by Worcestershire County Council. To find out more about your PCP including, membership, meeting papers and their work programme please visit: www.worcestershire.gov.uk

West Mercia Commissioners Grant Scheme

I introduced my grant scheme in 2013 and I firmly believe that the money we've given out in grants has done some incredible work in the last couple of years, and the good it does in terms of preventing crime and reducing reoffending saves the public a huge amount of money in the long term. For example, an independent audit of one of the initiatives we funded to reduce reoffending found that for every £1 invested from my office, it had saved the public £16. That's a sound investment, and a fantastic result, which voluntary & community groups are helping us achieve.

During 2014/15 I issued 122 grants totalling £2,930,518. This includes 18 grants made, totalling £726,050, for services supporting victims of crime.

Earlier this year I asked my Head of Commissioning to review the grant scheme so that moving forward my funding targets key outcomes to reduce crime levels further and enhance support to vulnerable communities to reduce their risk of becoming victims in the future. The revised scheme was launched in March 2015.

Bill's Private Fund

In addition to the main grant fund I pledged £20,000 of my own money for charities and other groups to bid for up to a maximum of £500. Since starting this funding I have given 89 grants in total, 44 of which were made during 2014/15. I have now given over £19,000 in donations.

Further details on both schemes including all the grants I have made can be found in the 'Transparency' section of my website.

Conclusion

Last year in my conclusion I highlighted four areas of focus for the coming year all of which I have addressed in this report. Overall I feel confident that despite an increase in crime, the focus for the alliance to protect people from harm, along with the support from partners and communities will continue to ensure West Mercia remains a safe place to live.



Appendix A

Crime and incident data

Category	2014/15 Volume	Percentage change compared to 2013/14
Overall recorded crime	60,762	+4.8%
Violence with injury	7,466	+28%
Rape	697	+75.6%
Other sexual offences	1295	+44.4%
Domestic burglary	2705	+6.1%
Robbery	403	+16.8%
Anti social behaviour	47,192	-4.2%
Killed or seriously injured	436	+6%

Outcomes

A new outcomes framework was introduced by the Home Office in April 2014 to replace detection rates. There are now 19 categories of outcome which provide a greater picture of police activity. Of the 60,762 crimes recorded during 2014/15, 55,604 had an outcome within the year. In 5% of crimes the outcome was a community resolution.

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**PROPOSED VARIATION TO THE POLICE AND CRIME PLAN FOR WEST
MERCIA 1st APRIL 2013 TO 31 MARCH 2017**

1. PURPOSE

- 1.1 To formally present a proposed variation to the Police and Crime Plan for West Mercia in accordance with the Police Reform and Social Responsibility Act 2011.

2. BACKGROUND

- 2.1 Under Section 5 (5) of the Police Reform and Social Responsibility Act 2011, the Police and Crime Commissioner (the PCC) is required to send a proposed variation of the police and crime plan to the Police and Crime Panel for consideration.
- 2.2 The PCC must then have regard to any report or recommendation made by the panel in relation to the variation; give the panel a response to any such report or recommendations and publish this response prior to publishing the plan with the variation.
- 2.3 Initial work with the Warwickshire PCC to more closely align the wording of both Police and Crime plans to reflect shared outcomes across the alliance has not progressed, following the Warwickshire PCC's decision not to progress this work.

3 VARIATION DETAILS

- 3.1 The PCC has chosen to vary the plan to:

- reflect changes to the Strategic Policing Requirement. This was reissued in March 2015 by the Home Secretary and now includes child sexual abuse as an additional national threat; and
- provide a more up to date picture of activity and actions required against each objective, in part to reflect changing policing demands.
-

It should be noted that the aims and objectives of the plan are unchanged.

- 3.2 As required under the Act, the Chief Constable has been consulted on the proposed variation.

4. RECOMMENDATION

Members of the Panel are asked to review the Plan and to make any recommendations to the Police and Crime Commissioner for consideration.

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THE POLICE & CRIME PLAN FOR WEST MERCIA
1 April 2013 – 31 March 2017

(VARIED JULY 2015)

'Forward Together'

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FOREWORD

With less than a year to go before the next Police and Crime Commissioner elections in May 2016 I have chosen to carry out one final revision to my Police and Crime Plan. It remains essentially the plan I first published in 2013, updated to reflect recent changes to the Home Secretary's Strategic Policing Requirement, as well as a more up to date profile of activity for each objective.

This revised plan sets my objectives for the period 1 April 2013 to 31 March 2017 and is a formal legal document that sets out a number of priorities the Chief Constable is required to deliver and for which I will hold him to account. It also sets out my approach to working with key partners such as Community Safety Partnerships and for working with Criminal Justice Agencies.

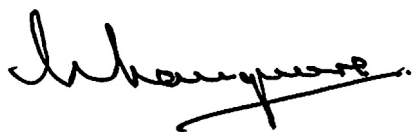
I have been in office since being elected in November 2012. Together with my Deputy, Barrie Sheldon, I have travelled extensively around the force area, meeting many interesting people and organisations. I have been immensely impressed by their dedication and commitment to the task of helping to build a safer West Mercia.

The difficult financial times we are all still experiencing have highlighted the need for working together to achieve maximum results that give best value for money. Although I believe that we should use modern technology to improve efficiency I think there is a need to keep some old fashioned values in our everyday contact with members of the public.

I have continued my commitment to supporting all sections of the community through my grant schemes and in addition, I am now responsible for the commissioning of local victim's services within West Mercia.

The resources available to me are largely affected by Government grants and the Government's long term spending plans. This plan has been prepared and kept under review in the light of the best available financial information.

As your first Police and Crime Commissioner I remain totally committed to ensure that the plan I have put forward is successful and improves the lives of people of all ages in West Mercia.



Bill Longmore
Police and Crime Commissioner West Mercia

INTRODUCTION

This is the first Police and Crime Plan to be issued by a Police and Crime Commissioner for West Mercia. It covers the period April 2013 to March 2017 and outlines my aims and objectives for policing and community safety across the West Mercia police area.

It has always been my intention to keep this plan under review which is why I have chosen to publish a further variation now. I must emphasize that the aims and objectives of this plan remain the same. This variation reflects changes to the Strategic Policing Requirement issued by the Home Secretary and provides a more up to date picture of activity and actions required against each objective, in part to reflect changing policing demands.

My Role

My role as the Police and Crime Commissioner is to ensure that West Mercia is policed by an efficient and effective police service, which supports the needs of the many communities across Herefordshire, Shropshire, Telford & Wrekin and Worcestershire. I also intend to support and strengthen the important work being undertaken by the many partners across the force area in addressing crime and safety issues, and also provide the public with a voice in policing matters.

This will be achieved by:

- Setting local policing and crime objectives and issuing a police and crime plan.
- Setting the police force budget and precept, and distributing community safety funding.
- Working in partnership to provide an efficient and effective criminal justice system.
- Having regard to community safety partners priorities.
- Engaging with communities.
- Engaging with victims of crime.
- Ensuring that West Mercia Police has the capability to meet its regional, national and international policing responsibilities as set out in the Strategic Policing Requirement.
- Representing the people of West Mercia and ensuring that their voice is clearly heard, taking appropriate and necessary action to ensure that things happen in accordance with their representations.

As Police and Crime Commissioner I am not responsible for the operational running of the force, this is the job of the Chief Constable, who retains the direction and

control of his officers and staff. I, and the Chief Constable will work together to protect the principle of '*Operational independence*'.

I am responsible for scrutinising and holding the Chief Constable to account and in turn I will be held to account by a Police and Crime Panel. I am supported by a Joint Audit Committee, and a Trust Integrity and Ethics Committee which are explained more fully in the '**Governance**' section of this plan.

I am supported in my role, by a Deputy Police and Crime Commissioner and the Office of the Police and Crime Commissioner West Mercia, who assist me in discharging my functions as Commissioner. The '**Governance**' section of this plan explains these arrangements more fully. Further information about my office including staffing is available on my website: www.westmercia-pcc.gov.uk .

My Vision for West Mercia – 'Forward Together'

As the first Police and Crime Commissioner for West Mercia I want to use my position to inspire others to be leaders in the community to prevent crime and disorder, and build a safer society for the people of West Mercia.

My vision is a new community spirit with people working together in partnership to improve society and prevent crime and disorder. To achieve this I intend to focus on the following strategic aims:

- to ensure an efficient and effective police service is delivered
- to reduce crime and disorder
- to protect communities from harm
- to provide a strong and powerful voice for the people and victims of crime

THE WEST MERCIA AREA

About the area



The Police and Crime Plan for West Mercia covers the three unitary local authorities of Herefordshire, Shropshire and Telford & Wrekin as well as the two tier county of Worcestershire with its six district/borough councils. In total this is an area of some 2,868 square miles.

According to the 2011 census West Mercia has a population of just over 1.2 million people¹, an increase of approximately 5.5% from the 2001 census. Telford and Wrekin has the largest percentage of people aged under 18 years. Here 0-17 year olds make up 23.4% of the population. Herefordshire has the smallest proportion of under 18's, but at 21.3%, the highest proportion of those aged 65+ when compared with the other 3 county / unitary

areas.

The ethnicity of West Mercia's population is predominantly 'White British'. The 2011 census shows that the largest ethnic group is 'Other White', comprising 3.9% of the population in Herefordshire, 2% in Shropshire, 2.7% in Telford and Wrekin and 2.6% in Worcestershire.²

Local Authority Area	Total Population	% BME Population
Herefordshire	183,477	6.3%
Shropshire	306,129	4.6%
Telford & Wrekin	166,641	10.5%
Worcestershire	566,169	7.6%

West Mercia is predominantly rural, with parts of Herefordshire and Shropshire amongst the least densely populated counties in the country. Herefordshire's population density per hectare being 0.8, compared to an England and Wales average of 3.7³. West Mercia also has five large urban areas, namely Hereford, Redditch, Shrewsbury, Telford and Worcester. Worcester is the most densely populated area with 29.7 people per hectare³.

West Mercia is not immune to having pockets of deprivation most notably around the main towns. Large parts of the area, particularly the sparsely populated areas in Shropshire, Herefordshire and South Worcestershire experience rural deprivation with limited physical access to services such as shops and GP surgeries.

Data from the Inter Department Business Register shows that at March 2012 there were 49,755 business enterprises registered for VAT and PAYE purposes across West Mercia⁴. In Herefordshire and Shropshire 'agriculture, forestry and fishing' are

the largest business sector, whereas '*professional, scientific and technical*' is the largest business sector in Worcestershire.⁴

Policing West Mercia

West Mercia police cover the 4th largest policing area in England and Wales. The Force area has been split into 5 policing areas which are aligned with the local authority boundaries of Herefordshire, Shropshire, Telford & Wrekin and Worcestershire (north and south) to aid partnership working and ensure priorities are dealt with locally.

West Mercia Police and Warwickshire Police Alliance

Prior to being elected the previous Police Authority took a decision to form an alliance with Warwickshire Police. Upon taking office in November 2012 the Warwickshire Police and Crime Commissioner, Ron Ball and I formally ratified this decision and work is currently under way to implement the plans that were made.

Why an Alliance?

Together, Warwickshire and West Mercia Police are required to save approximately £34 million over a period of four financial years (2012/13 – 2015/16). West Mercia's element of this is £23.5 million.

By working together, streamlining processes and reducing duplication in service provision, both forces will be able to deliver high quality, value for money policing within available resources. We will be better able to minimise the reductions in officer and staff numbers and thereby maximise the protection that the public receive with a focus on maintaining frontline policing services. For example, significant savings are possible in terms of the provision of Information Communications and Technology (ICT), buildings and vehicles by the economies of scale possible across the two organisations.

The communities of both forces will benefit from greater resilience as well as the combined skills, experience and culture that the people of the two forces can bring.

How is the Alliance delivered?

Policing is being reorganised and delivered across seven geographical areas, each led by a local superintendent responsible for local policing - including Safer Neighbourhood Teams, response teams, local investigation and harm reduction.

The new policing areas within the alliance (West Mercia's policing areas remain unchanged) are:

- Herefordshire
- North Warwickshire
- North Worcestershire
- Shropshire
- South Warwickshire
- South Worcestershire

- Telford & Wrekin

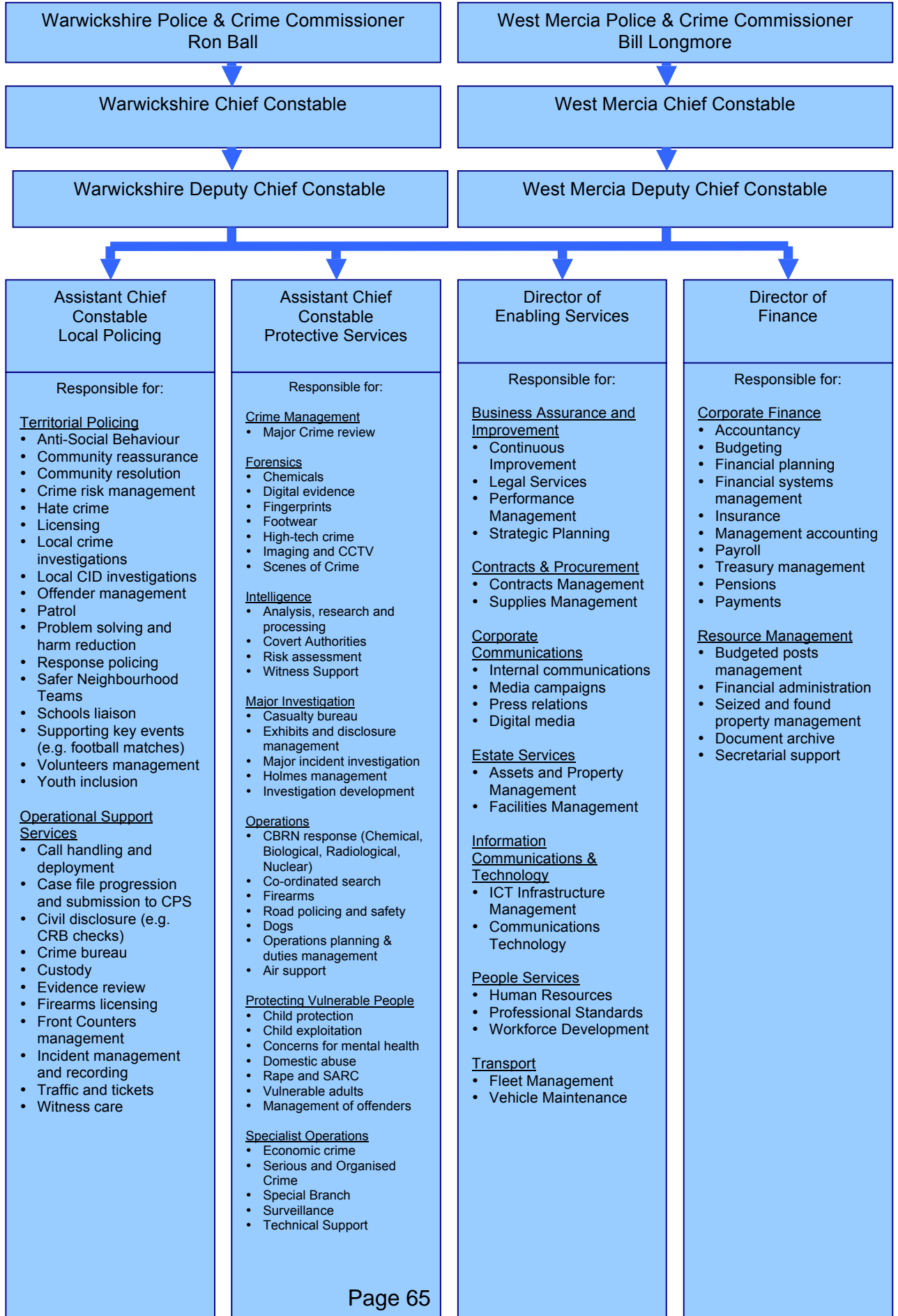
Both Warwickshire and West Mercia will continue to be led by a Chief Constable and a Deputy Chief Constable and retain its own identity. Two Assistant Chief Constables (Local Policing and Protective Services) and two Directors (Finance and Enabling Services) are responsible for the delivery of policing services across both force areas.

The Alliance plan enables both forces to maximise protection delivered to communities by building resilience within local policing and protective services directorates. Support services are to be streamlined to enable the effective policing of communities and the number of management and supervisory posts will be reduced to further enhance the effectiveness and resilience of frontline policing services.

By 2015/16 the Alliance will have a combined workforce of around 5,266 officers and staff, to deliver protection across Warwickshire and West Mercia, further supported by Special Constables and other volunteers.

The Alliance structure chart on the following page provides further detail on the work of the four directorates.

Alliance Structure Chart



Personnel

The Table below shows the number of budgeted posts for the West Mercia Police as at April 2013 and the planned figures for April 2016. Please note the actual deployment of officers throughout the Alliance area will follow demand and at any specific moment some Warwickshire officers may provide services in West Mercia and vice versa. Actual numbers will also be affected by absence, reallocation of roles, retirements and recruitment.

The 2016 numbers also rely on current financial projections and may be subject to adjustment in future budget planning periods as Government grants and public spending policies evolve.

	April 2013	April 2016
Police officers	2251	1948
Temporary police officers	20	0
Police staff	1620	1456
PCSOs	283	233

Note: all figures are rounded

The implementation of the Alliance involves changing our policing model to a new shared service provision. This will have a significant impact on some staff employed by both West Mercia and Warwickshire Police.

I am anxious to preserve so far as resources allow, the visibility and availability of frontline police services. During my period of office it is my hope and intention that police constables will not be subject to enforced retirement, and that Police Community Support Officers (PCSOs) will not be made redundant and the numbers of special constables will be increased. It is my aim to set a minimum level of PCSO posts of 235 throughout the period of my office. These commitments must necessarily be subject to any changes in the financial resources available.

It would be wrong for me to attempt to disguise that our existing budget position requires an overall decline in police officer numbers by 2016 but this will be achieved by natural retirement or by promotion to new ranks. New structures were introduced in 2013 that helped us achieve this while introducing new processes to reduce duplication and maintain service levels with fewer personnel. This is particularly true in relation to support services which, while not frontline in the ordinary sense, are absolutely vital to allow the frontline to operate effectively.

DEVELOPING THE POLICE AND CRIME PLAN

Development

The development of the aims and objectives for this police and crime plan has been informed by a wide range of external and internal research including:

- A strategic intelligence analysis carried out jointly by West Mercia and Warwickshire police.
- Analysis of performance data and progress against the measures and targets set out in the current joint policing plan.
- Victim and community consultation, including survey results and Police and Communities Together (PACT) priorities.
- Analysis of the priorities identified in the strategic assessments undertaken by the community safety partnerships across West Mercia.
- The priorities identified by the West Mercia Criminal Justice Board (LCJB).
- Cross cutting priorities identified by other strategic partners, for example, Children Safeguarding Boards and Health and Wellbeing Boards.
- The comments and issues raised by the many individuals, groups and organisations I met or contacted me during or since my election campaign.
- My election manifesto.
- Victim Support's '*Five Promises to Victims and Witnesses*' and West Mercia Women's Aid and West Mercia Rape and Sexual Abuse Support Centre's nine point plan to tackle Domestic Abuse, Rape and Sexual Abuse, which I signed up to during the election and which I will support subject to available financial resources.
- The Victim Support report '*Listening and Learning: improving support for victims in West Mercia*'.
- The Home Secretary's national Strategic Policing Requirement.
- Her Majesty's Inspectorate of Constabulary (HMIC) assessments and inspection reports.

A summary of the findings is shown in appendix A.

I have also taken the opportunity to consider carefully the many comments I received on the draft version of this plan and have where appropriate revised the plan to reflect those comments.

AIMS AND OBJECTIVES FOR WEST MERCIA

The Police Reform and Social Responsibility Act 2011 requires me to set out in this plan my police and crime objectives for the West Mercia area. It is of the utmost importance that the focus of West Mercia Police is to prevent crime and disorder and protect people from harm whilst delivering an efficient and effective policing service that provides value for money and a high quality service.

This involves a range of policing services including local policing, dealing with major and serious crime and addressing emerging problems such as cybercrime. There are a number of important community issues that have also been identified in the development of this plan such as alcohol and drugs abuse, and anti-social behaviour, which are of particular concern and have been specifically identified within the objectives.

Partner agencies play an important role in providing services and working with, or supporting the police in preventing crime, reducing harm, and supporting victims of crime, and this is reflected in the objectives. The objectives are not solely the responsibility of the Chief Constable and his officers, and will be supported by significant contributions to be made by a number of key partners. These partners include community safety partnerships and criminal justice agencies and other groups, organisations and individuals within communities. This supports my vision for a new community spirit with people working together in partnership to improve society and prevent crime and disorder. This has the potential of realising additional benefits such as improving the overall health and wellbeing of local communities and reducing demands placed on both the police other public services.

Strategic Aims – my four strategic aims are:

- to ensure an efficient and effective police service is delivered
- to reduce crime and disorder
- to protect communities from harm
- to provide a strong and powerful voice for the people and victims of crime

Objectives

This plan outlines eleven police and crime objectives for West Mercia, which underpin the strategic aims. These are not set out in order of importance and will be subject to review over the life of the plan.

Measure of Success

It is not my intention to set formal targets in this revised plan. I will continue to monitor performance in relation to the objectives set out in this plan as well as the performance of any delivery plans developed to support the objectives. This will include reviewing progress, achievement and outcomes and initiating action where performance or other information shows this is required.

I will provide headline performance information on my website which will provide transparency on the progress of each objective and any related delivery plans.

I intend to publish on my website the strategic priorities / objectives of the West Mercia Community Safety Partnerships and the Local Criminal Justice Board that complement the objectives set out in this plan. These will be updated from time to time to reflect changing priorities.

AIM: TO ENSURE AN EFFICIENT AND EFFECTIVE POLICE SERVICE

The delivery of an efficient and effective Police Service lies at the heart of my objectives. The need for efficiency is clear for two simple reasons.

- The resources available to us are subject to the Government's austerity programme, and, accordingly, are declining year on year. The Government have already announced that the programme is likely to run through to 2018/19.
- Many Council Taxpayers are facing considerable hardship in the current economic climate and our keeping tax increases to a minimum is, therefore, extremely important to them.

But while we both want, and need, to save money, no-one will thank us if it is at the expense of an effective Police Service. Indeed, most people want to see an improving service, one which does the job that everyone wants to see done in our local communities.

In short, we have to do more with less.

Our Strategic Alliance with Warwickshire is key to helping us to achieve this. The overheads involved in running a stand-alone Police Service are substantial. The Alliance with Warwickshire provides us with the opportunity to share these and capitalise on economies of scale in areas like our IT systems, all of our support functions, our communications infrastructure, our command teams, and so on. But the Alliance goes further than this; by integrating our frontline policing teams, we improve the resilience of our crime fighting capabilities across both of our areas. And by working together, we are learning from Warwickshire in areas where they are better than us, and vice versa, so that we both improve the way we do things.

Consequently, the Alliance allows us to deliver improved effectiveness in tandem with improved efficiency, more for less.

We have taken advantage of the opportunity provided by the creation of the Alliance to review and revamp the way in which we deploy assets in delivering services to the public. Moving forward, it is important that the assets we have continue to be used in the most effective and efficient way and a second change management programme, called StraDA (**S**trengthening and **D**eepening the **A**lliance) is now underway to enable this. Part of the StraDA work includes a comprehensive audit of policing demand which will help shape the alliance by ensuring the design of a resilient policing model which will be fit for purpose for the future.

We continue to look for every "good housekeeping" opportunity to save costs outside the Alliance, whether that be looking to maximise income from the use of the excellent facilities available at Police HQ, Hindlip, through to making sure we buy the right things at the right price.

It is within this context of a clear and consistent focus on value for money that we will be seeking to deliver the aims and objectives set out in this plan.

OBJECTIVE 1 To provide an effective neighbourhood policing model, with a focus on areas of greatest need

Why is this important?

Neighbourhood Policing or Local Policing as it is referred to in West Mercia was introduced to the police service across England and Wales between 2005 and 2008. Neighbourhood policing emphasises a local approach to policing that is accessible to the public and responsive to the needs and priorities of neighbourhoods.

What is the situation in West Mercia?

In West Mercia, local policing teams, known as '*safer neighbourhood teams*', made up of local policing officers, community support officers (CSOs) and special constables work with the community to reduce harm, tackle local crime and disorder problems, improve the environment, and provide reassurance to all residents. In addition, working alongside these teams are response teams who are located across the force area, providing a reactive 24/7, 365 day of the year police service.

In September 2013 a people movement plan was implemented to support a migration to 11 new police response hubs, and 42 safer neighbourhood team bases covering all parts of West Mercia. There are 82 safer neighbourhood teams with extra resources being provided to those teams based in the 20 areas of greatest need. These 20 priority local policing areas* were identified by assessing crime and incident levels, deprivation, partnership feedback and professional judgement. This policing model will be further reviewed as part of the StraDA programme.

To support improvement of services, mobile data technology has been introduced to police officers that enable them to spend more time with communities and less time in offices. Additional investment is taking place in technology to further strengthen and enhance its effectiveness.

You told me during my election campaign that local policing is an important way of maintaining or increasing public reassurance. The majority of respondents to the latest Crime and Safety Survey said that in their local area the police are doing an excellent or good job. However with the reorganisation of frontline policing it is important that public confidence is maintained and that police officers are visible within communities and safer neighbourhood team staff are known and easily accessible.

Since this plan was first published I have been able to maintain funding for police officers and provided funding for advanced recruiting and training to maintain resilience when officers retire or move on.

With reducing financial resources it is more important than ever that we continue to consider alternative ways of supporting and strengthening local policing, in particular by enhancing the role of special constables and other volunteers. In doing so I have sought to strengthen these areas since taking office, for example through funding the police cadets scheme and setting out the number of Specials I expect the police to maintain.

How I plan to achieve this (My role)

- The Chief Constable has been asked to identify the number of special constables that are required to meet the operational needs of the force. The requisite number will be recruited with an emphasis on introducing dedicated special community constables for

specific geographic areas through targeted recruiting.

- The police have completed a review of the Police Community Support Officer (PCSO) role, increasing both the hours and powers available to officers and I have asked the Chief Constable to continue to explore new and innovative approaches for the use of PCSOs, and seek out opportunities for joint funding.
- I will support the police in the further development and expansion of volunteering opportunities such as the Citizens Academy scheme which was piloted in Shropshire and South Warwickshire in 2014.
- I will continue to both support and challenge the police to implement a patrol strategy, which optimises visibility and maximises the use of police officers throughout West Mercia and where necessary adjust the policing model to best suit local needs. For example, early in 2015 the police patrol bases in Malvern and Ross on Wye were reinstated.

I have completed an annual Town and Parish Council survey on the effectiveness of Safer Neighbourhood Teams in the first two years of this plan and will undertake a third years survey in 2015 to provide me with an understanding of community feedback.

Performance monitoring information for this objective is available to view on my website:
www.westmercia-pcc.gov.uk

*The 20 Priority Local Policing Areas are:

Herefordshire – Hereford City Southside and Rural

Shropshire – Shrewsbury Central, Harlescott & Sundorne District and Castlefields & Bagley

Telford & Wrekin – Arleston & College, Hadley & Leegomery, Dawley & Malinslee, Brookside, Cuckoo Oak & Ironbridge and Woodside & Madeley

Worcestershire (North) – Winyates & Matchborough, Greenlands & Lodge Park, Batchley & Central, Broadwaters and Oldington, Foley Park & Sutton Park

Worcestershire (South) - Warndon, Gorse Hill & Rainbow Hill, Cathedral, Evesham Rural North and Pickersleigh

AIM: TO REDUCE CRIME AND DISORDER

OBJECTIVE 2 To reduce the volume of violent crime with an emphasis on addressing the harm caused by alcohol through partnership working

Why is this important?

The Crime Survey for England and Wales estimated that just over 1.3 million violent incidents were committed against adults in 2013/14. Just under half a million more were estimated to have been committed against children aged 10-15 years. Over the same period, police recorded around 635,000 '*Violence against the person*' offences. Violence is estimated to cost the National Health Service (NHS) £2.9 billion every year and the total costs of violence to society are estimated at £29.9 billion per year⁵.

Alcohol misuse is a serious issue causing harm not only to the health and wellbeing of the individual that is affected by it, but that of their families and the wider community. The relationship between alcohol misuse and crime and disorder is well documented. Alcohol misuse is linked to 30% of sexual offences and a third of all incidents of domestic violence⁶.

The Government's Alcohol Strategy 2012⁷ identified that in 2010/11 across the country there were almost one million alcohol related violent crimes reported to the police and it is estimated that each year in a community of 100,000 people, 1,000 people will be the victim of an alcohol related violent crime.

What is the situation in West Mercia?

Between 2010 and 2011 West Mercia recorded 9,702 criminal offences where alcohol was a significant factor. Almost 60% of the recorded crime where alcohol was a factor was linked to violence.

Alcohol related crime and harm is a significant problem in West Mercia. Whilst responsible drinking is not a problem, excessive drinking poses a number of threats to the safety of our communities which needs to be addressed.

For instance, alcohol plays a significant part in violent crime, public order crime, criminal damage, rape, serious sexual offences, domestic violence and hate crimes.

Given the scale of the problem I have been working tirelessly with partners to tackle alcohol related crime.

Over the past several years I have supported the introduction of Street Pastors, Taxi Marshals and Pub Watch schemes to help reduce the volume of crime linked to the night time economy and alcohol.

At the same time I have supported the work of Women's Aid, AXIS and West Mercia Rape and Sexual Assault Centre (WMRASAC) to help support victims of domestic and sexual violence.

In 2014-15 West Mercia recorded 8037 criminal offences where alcohol featured as a significant factor. This is a reduction of 17% from the figures recorded in 2011.

How I plan to achieve this (my role)

During 2015-16 I will promote and increase my investment in the Street Pastor and Taxi Marshal scheme.

I will continue to work tirelessly with partners in Public Health and Community Safety to reduce the harm caused by Alcohol.

I will invest over £900,000 to support the work of Community Safety Partnerships and Substance Misuse providers to ensure that the right services are in place to help address the underlying factors contributing to someone's alcohol misuse.

I will continue to prioritise the harm caused by alcohol and I will work with the Chief Constable to ensure that our approach to tackling night time economy crime is effective.

I will work with the Criminal Justice System (CJS) to ensure that offenders are managed effectively in our communities and when an offender has a substance misuse problem they can access the right treatment and services to address their needs.

I will work with partners to develop an evidenced based approach to assess what works.

I will continue to support the work of Women's Aid, AXIS and WMRASAC in reducing the harm caused by domestic and sexual violence.

Through the newly established Crime Reduction Board, I will ensure that partners have robust and evidenced based strategies and policies in place to tackle the harm caused by alcohol.

Moving forward I will work with Public Health, Local Government, Clinical Commissioning Groups and the CJS to assess how we can adopt a common framework which sees us pooling resources and budgets to tackle the harm caused by alcohol.

Performance monitoring information for this objective is available to view on my website: www.westmercia-pcc.gov.uk

OBJECTIVE 3 To reduce the harm caused by drugs with a focus on treatment, and targeting those that cause the most harm

Why is this important?

In December 2010 the Government published its drugs strategy *'Reducing demand, restricting supply, building recovery: supporting people to live a drug free life'*⁸. It has three stands with a focus to target the illicit supply of drugs, and to promote recovery of drugs users in their communities by:

- 1. Reducing demand** – creating an environment where the vast majority of people who have never taken drugs continue to resist any pressures to do so, and making it easier for those that do to stop.
- 2. Restricting supply** - drugs cost the UK £15.4 billion each year and it should be an unattractive destination for drug traffickers achieved through attacking their profits and driving up their risks.
- 3. Building recovery in communities** - working with people who want to take the necessary steps to tackle their dependency on drugs by building on the huge investment that has been made in treatment to ensure more people are tackling their dependency and recovering fully.

Through education, disruption, law enforcement, and treatment significant results can be achieved to reduce the impact of drugs abuse.

What is the situation in West Mercia?

On average, West Mercia records 4100 drug related offences per year, that is approximately 6% of all crime.

Approximately 70% of drug offences are related to possession and supply of a controlled substance, with 20% of offences linked to violence and theft.

Across West Mercia we have seen a reduction in overall drug use, which is in line with National trends. In particular we are seeing a reduction in young people using drugs, which means there are fewer young people receiving treatment for heroin and crack cocaine. While we are seeing a reduction in young people in treatment the same cannot be said for people over 40. Across West Mercia we've consistently seen the age of people in treatment increasing. Again this trend is in line with the National trend.

How I plan to achieve this (my role)

I will continue to work closely with the Police and partners to ensure we have an effective and robust approach to mapping and disrupting organised criminal groups who are engaged in the supply of controlled substances and will work with the Criminal Justice System to ensure we prioritise and focus on seizing criminal assets.

I will continue to champion and support a public health approach to tackling substance misuse. During 2015-16 I will invest over £375,000 to tackle substance misuse.

I will work with partners to ensure we have the right services and pathways in place to address and support people with a substance misuse problem who need help to tackle their addiction. If an offender with an addiction problem comes into contact with the CJS I will ensure we have a robust drug test on arrest and referral pathway in place.

I will continue to promote and support our integrated offender management (IOM) approach to dealing with high and medium risk offenders in our communities. Through the IOM process we will assess an offenders needs and if an offender has a substance misuse problem which is contributing to, or driving their offending behaviour, I will work with partners to ensure that the offender receives the necessary treatment to break the cycle of offending. If the offender fails to address their substance misuse problems and continues to offend, I will ensure we have a robust, no nonsense approach to catching, convicting and bring the offender to justice in order to safeguard our communities.

In addition to the above, I will continue to work with the four Health and Wellbeing Boards in West Mercia to ensure that we have the right services in place to address and tackle substance misuse. I will also continue to work with the five Community Safety Partnerships to ensure that they maintain a relentless focus on reducing the harm of drugs in our communities. In order to help deliver this outcome I plan on investing at least £900,000 with CSPs to tackle crime, ASB, substance misuse and reoffending.

Performance monitoring information for this objective is available to view on my website:
www.westmercia-pcc.gov.uk

OBJECTIVE 4 To reduce the volume of anti social behaviour incidents

Why is this important?

Anti social behaviour (ASB) is an umbrella description of a variety of disruptive and unacceptable behaviours that can have a detrimental impact on the quality of life within communities. The Crime and Disorder Act 1998 defines ASB as: *“acting in a manner that causes or is likely to cause harassment, alarm or distress to one or more person not of the same household as himself”*

During 2010/11 across England and Wales, 3.3 million incidents of ASB were reported to the police⁹; which had reduced to 2.1 million in 2013/14¹⁰. It is also recognised that many other incidents of ASB are reported to agencies such as local councils and housing associations, or not reported at all.

The government’s 2012 white paper¹¹, *‘Putting victims first - more effective responses to antisocial behaviour’*, sets out its plans to deliver on a commitment to introduce more effective measures to tackle ASB. This included: focusing the response of ASB on the needs of victims; empowering communities to get involved in tackling ASB; ensuring professionals are able to protect the public quickly and; focusing on long term solutions. The resulting Anti-Social Behaviour Crime and Policing Act 2014, has enabled these new powers.

What is the situation in West Mercia?

During 2011/12 there were just under, 60,000 incidents of ASB reported to West Mercia police and the national downward trend has been reflected in West Mercia where in 2014/15 there were just over 47,000 incidents reported to the police. In addition, the percentage of respondents to the West Mercia Police Crime and Safety survey stating that crime and ASB was a *‘fairly big’* or *‘very big’* problem in their local area has continued to reduce, from 22.2% in 2011/12 to 13.9% as at the end of December 2014.

In June 2012 Her Majesty’s Inspectorate of Constabulary (HMIC) published an ASB inspection report for West Mercia Police¹². The report identified that the force worked well with local partners and in a 2014 Inspection report¹³ HMIC graded the force as ‘good’ in its effectiveness at tackling anti-social behaviour

I originally set out in the Police and Crime Plan my intention to develop and implement a joint partnership strategy to reduce ASB, however I have since agreed with police and partners not to take this approach. Instead I have worked closely with community safety partnerships, using my grant funding to support them in developing local solutions to ASB.

How I plan to achieve this (my role)

Following consultation, in October 2014 I published my Community Remedy document which sets out a list of options agreed with the Chief Constable that a victim of anti social behaviour can choose from when an offender’s punishment is being decided. I shall continue to support the use of community remedy as I strongly believe this new approach helps to deliver justice more quickly to victims, by providing a speedier alternative to court proceedings for ASB.

As well as using community remedy the police will continue to address anti social behaviour, using a managed assessment of harm and vulnerability to ensure the most appropriate level of intervention. As part of my governance role I will regularly monitor the level of ASB incident data with a particular emphasis on levels of repeat incidents.

My office will continue to work with the police, community safety partners, other organisations, and communities to ensure effective local strategies and action plans are developed, supported and implemented, including by way of grant support.

Once implemented I will monitor progress to ensure that outcomes are being achieved in line with the objectives set out above.

I will explore ways of working with partner agencies to improve the sharing of incident data to develop a comprehensive understanding of the true level of ASB across West Mercia.

Performance monitoring information for this objective is available to view on my website:
www.westmercia-pcc.gov.uk

OBJECTIVE 5 To Reduce Reoffending and Bring Offenders to Account

Why is this important?

For far too long reoffending rates have remained very high, especially amongst short term sentenced prisoners, which is why I am committed to tackling this issue through an integrated offender management approach.

Ministry of Justice statistics demonstrate that over 58% of offenders sentenced to 12 months or less go onto to commit a further offences in the first year after they have been released from prison. 35% of prisoners sentenced to 12 months or more go onto reoffend and 34% breach a court order.

The above figures highlight the significant harm caused by offenders who have already gone through the Criminal Justice. The figures also demonstrate that we need a new approach to dealing with offenders in our communities, which is why the Government introduced new legislation and set up new Community Rehabilitation Companies (CRC).

What is the situation in West Mercia?

While I am concerned with the issues surrounding reoffending and bringing offenders to account, I would like to reassure you that West Mercia remains one of the safest places to live in the UK. I would also like to reassure you that we have a very good partnership approach across West Mercia and I am certain that with the right investment and focus we will be able to continue to reduce crime and make West Mercia an even safer place to live.

West Mercia has adopted an Integrated Offender Management (IOM) model for managing the most prolific and high risk offenders in our communities.

The IOM approach can be broken down into three strands:

- Prevent and Deter
- Catch and Convict
- Resettle and Rehabilitate

The partnership approach to IOM focuses on the 7 pathways:

- Accommodation and support
- Education, training and employment
- Offender health – both mental and physical
- Substance misuse – drugs and alcohol
- Finance, benefits and debt
- Children and families
- Attitudes, thinking and behaviour

Across West Mercia, our IOM teams manage approximately 200 offenders a month. The IOM approach has brought together: Police; the National Probation Service; The Warwickshire and West Mercia Community Rehabilitation Company; the West Mercia Youth Offending Service, substance misuse teams, public health officials, mental health officials, Housing Trusts and providers, and partners from the voluntary sector.

How I plan to achieve this (my role)

Through the Office of the PCC I will continue to work with partners to improve local governance and accountability. Through the Office of the PCC, I have used my grant

scheme to re-energise our focus on statutory responsibilities. In particular, I have worked with partners to ensure that they have robust and joined up arrangements in place to both reduce crime and reoffending.

During 2015/16 I have committed to using the increase in the policing element of the council tax to improve local approaches to preventing crime and addressing reoffending. I will work with both the West Mercia Criminal Justice Board and the Community Safety Partnerships to ensure that any funds allocated to reducing crime and reoffending deliver both the right outcomes for our communities and value for money.

It is my ambition to invest over £2 million in partnership work to prevent and reduce crime across West Mercia.

Funding will be linked to community based programmes and projects as well as initiatives designed to support the 7 pathways of reducing reoffending and IOM projects.

My deputy, Barrie Sheldon chairs the Reducing Reoffending Sub-Group for the West Mercia Criminal Justice Board. The Sub-Group will bring together senior officers from the Criminal Justice System (CJS) and Community Safety partnerships to ensure critical outcomes are delivered. Reduction in crime will be achieved by targeting funds provided by the OPCC into effective prevention, diversion and intervention schemes.

I will monitor ongoing performance through executive reports prepared by the OPCC Criminal Justice Manager.

OBJECTIVE 6 To develop and implement a business crime strategy

Why is this important?

Businesses are at the heart of our communities, providing jobs and boosting the economy. But crime can have a major effect – reducing profitability, increasing the fear of crime and, in extreme cases, threatening the livelihood of the business and its employees.

A figure taken from AXA, one of Britain's largest business insurers indicates that the most common crime committed against business is theft, accounting for around 74% of the total volume¹⁴. Their most recent figures indicate that theft remains the most common type of business crime reported by their customers.¹⁵

The British Retail Consortium's (BRC) 2011 Retail Crime Survey results indicated that customer theft made up the largest share of offences by both cost and number of incidents¹⁶. In the BRC's 2014 survey customer theft remains the largest type of crime by volume, but there is also a 12 per cent increase in the number of businesses falling victim to fraud and in particular crimes committed online.¹⁷

Research by the Federation of Small Businesses has shown that around two thirds of small firms are experiencing online crime and fraud at a cost of just under £4,000 per business year each year.¹⁸

The National Farmers Union (NFU) rural crime survey 2014 estimates that in 2013 rural theft cost was £44.5 million. The most commonly targeted items reported by their members being fuel, tools and quad bikes.¹⁹

What is the situation in West Mercia?

West Mercia has a diverse mix of communities from small isolated hamlets and villages through to bustling towns and villages with an equally wide range of businesses.

Following my commitment to have business and rural crime as an objective within this police and crime plan in 2014 Warwickshire Police and West Mercia Police published both a business crime strategy and a rural crime strategy,

In the business crime strategy 'business crime' is defined as any criminal offence committed against a business organisation and accounts for almost a quarter of total recorded crime* in the alliance each year. The most common types of business crime reported to the police are 'shoplifting', 'all other theft', 'criminal damage and arson' and 'burglary other'. Shoplifting offences account for the largest proportion of business crime offences in every local policing area and are an increasing trend in every area.

In the rural crime strategy 'rural crime' is defined as any criminal offence that takes place in a 'rural' output areas as defined by the Office for National Statistics. It accounts for approximately 24% of total recorded crime* in the alliance each year. The most common crime types reported to the police are 'all other theft', 'vehicle offences', 'burglary other' and 'criminal damage'

(*some of these crimes will be the same).

How I plan to achieve this (my role)

Together with Warwickshire's Police and Crime Commissioner we have jointly set aside £1.5 million each year for five years specifically to address business, rural and cyber

crime. In West Mercia the five Community Safety Partnerships (CSPs) have agreed to take a lead on rural and business crime in partnership with their local policing commander and have reflected the emphasis on rural and business crime within their own plans. I will continue to work with the CSPs and the police in the coming months to further develop initiatives in support of this objective and the related police strategies. This will include promoting funding opportunities more widely within communities across West Mercia and raising the profile of the activity being undertaken.

A governance board for business and rural crime has been established with board members from a range of organisations with strong links to rural and business communities including the National Farmers Union (NFU), Federation of Small Businesses, Chambers of Commerce and the Countryside and Landowner Association. The Board has been established to provide the PCCs with a more community focused perspective. In particular the knowledge of Board members will be invaluable in providing governance and overseeing deliver of the rural and business crime strategies.

I intend to closely monitor activity in relation to the initiatives supported through the funding and will publicise outcomes of those activities.

Performance monitoring information for this objective is available to view on my website:
www.westmercia-pcc.gov.uk

AIM: TO PROTECT COMMUNITIES FROM HARM

OBJECTIVE 7 To work in partnership to protect the most vulnerable people in our society

Why is this important?

Protecting vulnerable people is a challenging area, where a failure to take appropriate action could ultimately lead to loss of life, as exemplified in the cases of Fiona Pilkington, who killed herself and her severely disabled daughter after years of torment by local youths and Victoria Climbié, a young child tortured and murdered by her guardians. More recently, issues such as the sexual exploitation of children (CSE), forced marriage, modern slavery and female genital mutilation (FGM) have received much more prominence. In particular as society's awareness and understanding of CSE has increased the scale of the problem to be tackled by the police and others has also grown.

There are currently a number of Government action plans, strategies and guidance documents in place to tackle many of these issues. There is also a range of specific legislation that places a legal obligation on the police to take action to protect vulnerable people such as the Children's Act 2004, the Domestic Violence, Crime and Victims Act 2004, and the Care Act 2014.

The Mental Health Crisis Care Concordat, published in 2014 is a national agreement between services and agencies involved in the care and support of people having a mental health crisis

It is only right that the most vulnerable within our society are protected, harm reduced and offenders brought to justice.

What is the situation in West Mercia?

Below is a summary of the key areas that provide a focus for this objective. Both hate crime and domestic abuse have been included within this objective, although it is recognised that the victims of such crime may not be 'vulnerable'.

Hate crime: is any criminal offence perceived, by the victim or any other person, to be motivated by hostility or prejudice based on a personal characteristic currently defined as disability, race, religion or belief, sexual orientation, transgender identity. The Warwickshire Police and West Mercia Police Hate Crime Strategy 2014-2016 has been published and recognises *alternative lifestyles* within it.

Domestic abuse: 1 in 4 women experience abuse or violence from a partner at some time in their adult lives. Men and individuals in same sex marriages can also suffer from domestic abuse. There are a range of agencies and organisations working together to provide support services for victims of domestic abuse. I am now working with these organisations as part of my commissioning role. The Warwickshire Police and West Mercia Police Domestic Abuse Strategy 2014-2017 has been published to direct and support strategic activity in this area.

Sexual violence and abuse: The number of reported sexual offences has increased since the original publication of this plan. In part this is due to increased reporting, particularly of historic abuse following a number of high profile cases in the media. I have used money from my grant scheme to provide funding for specialist support services.

Mental Health

A Warwickshire and West Mercia declaration to improve outcomes for people experiencing mental health crisis through implementation of the national mental health concordat was signed by a range of partner agencies in 2014. Across West Mercia action plans have been developed and signed off at a local level to put the declaration into action. I and West Mercia Police are a signatory to both the declaration and the local action plans.

Vulnerable children – there are four Safeguarding Children Boards across West Mercia that focus on the safety and welfare of children, and both the Chief Constable and I have statutory responsibilities in this area.

Vulnerable adults – A vulnerable adult can be described as someone over 18 years of age who might be unable to protect themselves from significant harm or serious exploitation because of a physical or mental disability, age or illness. West Mercia Police has a Protecting Vulnerable People (PVP) team, which deals with child protection, domestic abuse, honour based violence, forced marriage, safeguarding vulnerable adults and the management of sexual and violent offenders*. This team works extensively with partner organisations such as health services, local councils and a range of charity and voluntary groups.

The safeguarding of vulnerable children and adults is currently achieved by working with key partners such as children and adult services, and safeguarding boards. . The police interface with partner agencies is good but I recognise the benefits of providing a single point of access and a full integration with safeguarding partners. A multi-agency safeguarding hub (MASH) is now operational in Herefordshire, and other areas are coming 'on stream' during 2015.

*The management of sexual and violent offenders is implemented through MAPPA (Multi Agency Public Protection Arrangements), which brings together the police, probation and prison services and other agencies to manage the risk posed by the most serious sexual and violent offenders.

How I plan to achieve this (my role)

There are a number of organisations, both statutory and voluntary, that work alongside and in partnership with the police, to provide support services that protect the vulnerable.

One of the biggest challenges we all face is ensuring a sufficient provision of service across West Mercia with a reducing level of funding. With partners I will continue to explore new ways of working and opportunities to develop and sustain services into the future. Where appropriate I will seek to commission services or make grants in support of this area of work.

I will work with the police and support organisations working in this area to establish monitoring arrangements which capture 'positive outcomes' where there is no criminal outcome for a crime, but the victim has received the support and help they required.

I am committed to identifying and protecting those at risk of the harm caused by child sexual exploitation, including online exploitation, and pursuing those that offend. By working with partners I will increase the understanding of the scope and nature of the problem and effectively protect victims' thereby increasing confidence. By effective

investigation, identification and targeting of offenders I will be able to protect those at risk of harm and prosecute those who commit such crimes.

Over the coming year I intend to work with the police and other partners in supporting the implementation of the planned multi-agency safeguarding hubs in local authority locations.

I will work with the police and other partners to monitor implementation of the local mental health action plans.

Performance monitoring information for this objective is available to view on my website:
www.westmercia-pcc.gov.uk

OBJECTIVE 8 To deliver a supportive and effective response to victims and witnesses

Why is this important?

The Criminal Justice System (CJS) relies on victims and witnesses to report crimes to the police, to make witness statements and, in some cases, give evidence in court. Participating in the criminal justice process in this way involves time and effort on the part of victims and witnesses, and can be stressful, especially if they are still dealing with the effects of the crime. Ensuring that victims and witnesses receive the information and support they need to be able to participate in the CJS, and are satisfied with the services they receive and their contact with the CJS is important for the delivery of justice.

Victims and witnesses should be able to expect a minimum standard of service from the CJS when they report a crime. A statutory code of practice was introduced in 2006²⁰ that sets out the minimum standards of services which criminal justice agencies are obliged to provide for victims of crime in England and Wales. This code was updated in December 2013. The 'Witness Charter', a non-statutory document introduced in 2007²¹, sets out the services that criminal justice agencies aim to deliver for witnesses of crime. Both the Victims' Code and the Witness Charter include requirements for keeping victims and witnesses informed of the progress of their case and information about the CJS process.

A significant body of research suggests that being kept informed of the progress of the case and what to expect during the case, being treated fairly and with respect by staff and feeling appreciated help to improve victim and witness satisfaction in the CJS. Whereas, feeling intimidated (by both the CJS process and by individuals), inconvenient court dates and long waiting times were associated with dissatisfaction.

In addition, another key driver of improving satisfaction in the CJS is to ensure that victims and witnesses receive the right levels of support at the right time to help them through their experience.

Current provision of services for victims of crime is complex; there are a wide range of statutory and voluntary organisations responsible for providing different types of support to victims and witnesses of crime. Recent decades have seen significant growth in third sector provision of support for victims of crime, with current government funding estimated to be £151 million per year²².

From October 2014 Police and Crime Commissioners became responsible for commissioning locally most of the emotional and practical support services for victims of crime that are provided by the third sector. The Government have retained responsibility for commissioning services where there are proven economies of scale or they are genuinely specialist in nature. This includes support for those bereaved through homicide, rape support centres and the witness service.

What is the situation in West Mercia?

West Mercia police have designed and implemented a successful approach to supporting victims and witnesses through dedicated witness care officers. These officers provide information and support throughout the life of a criminal case once a decision to prosecute an offender has been made. In addition, the force has specialist family liaison officers who provide support and information for victims and families of serious crime, major disasters, and fatal road accidents.

In 2012 a Sexual Assault Referral Centre (SARC) opened in Worcestershire, with an

accompanying annexe in Telford. The centre is a one stop shop providing support and guidance for victims of sexual assaults.

West Mercia Police also works in close collaboration with charities linked to providing specialist support and advice to victims and witnesses of domestic abuse and sexual assaults.

There are currently two organisations, AXIS Counselling in Shropshire & Telford, and West Mercia Rape and Sexual Abuse Support Centre in Herefordshire and Worcestershire, who provide independent sexual violence advisers (ISVAs) to support victims of rape and sexual abuse. Women's Aid provides an Independent Domestic Violence Advisory Service (IDVA) across the whole of West Mercia as from 2015. We have been successful in jointly commissioning with all 4 Local Authorities to IDVA provision across West Mercia in the last 12 months. This is a significant step forward in partnership work and joint commissioning approaches, and is currently being discussed and used as a model of best practice nationally. Both ISVA and IDVA services are heavily reliant on funding allocated through local authorities and partnerships and will be part funded by my office in 2015/16 to ensure that these essential victim services are sustained in the short term.

Over the coming 12 months we will commence a strategic review of ISVAs across West Mercia which will specifically look into the demand and current supply, and bring together a strategic understanding of pathways available. This will inform both our spending commitment and the design of services for 2016/17.

The West Mercia Local Criminal Justice Board (LCJB) provides strategic oversight for improving services to victims and witnesses, and it has a strategic sub-group dedicated to improving services for victims and witnesses. The sub-group has representation from all of the criminal justice agencies, victim support and third sector charities that support victims of domestic abuse and sexual assault.

During my election campaign I signed up to the Victim Support's *'Five Promises to Victims and Witnesses'* which are set out below and which I will support (subject to available funding):

1. Be open and accountable to victims and witnesses, seeking out and acting on their views.
2. Ensure that victims and witnesses get the high quality help and support they need, when they need it.
3. Make the police more victim-focused and more effective at meeting their needs.
4. Give victims and witnesses an effective voice in the wider criminal justice system.
5. Constantly work to develop new ways of delivering justice for victims.

I also signed up to West Mercia Women's Aid and West Mercia Rape and Sexual Abuse Support Centre's 9 point plan to tackle domestic abuse, rape and sexual abuse. These remain at the top of my list of priorities and I will continue to support them to the end of my term as Police and Crime Commissioner.

How I plan to achieve this (my role)

Through the Police and Crime Plan I will hold the police to account for improving services

to victims and witnesses, and we will also ensure effective provision through our Victim Support contract across West Mercia. I will work with partners, like the West Mercia Criminal Justice Board to improve the delivery of services and outcomes across the criminal justice system.

My Commissioning department are currently strategically assessing the wider victims' services market place, understanding in more depth who commissions services that in some way support victims of crime and gathering intelligence which will highlight gaps in provision in addition to matching supply to actual areas of need. Over the coming months we will begin to develop a commissioning framework informed by this piece of work with Community Safety Partnerships which will assist in allocating resources across our agencies. Developing this partnership is key for us as we move forward in greater times of austerity, as too is commissioning our resources and developing a market place which responds to the needs of our victims enabling them to cope and recover.

I will continue to work with partners to develop and keep under review a strategy for Restorative Justice and out of court disposals. The strategy will focus on delivering better outcomes for victims and witnesses through restorative justice processes, while improving the transparency for how these processes are delivered. Restorative justice processes give victims the chance to tell offender the real impact of their crime, to get answers to their questions and receive an apology. Out of court disposals seek to divert low level offenders away from the criminal justice system, while getting them to take responsibility for the harm they have caused and to make amends. In 2015/16 we have allocated a budget for the force to commission its restorative justice training packages designed to increase capacity and mobilise greater levels of successful RJ cases.

OBJECTIVE 9 To work with the Safer Roads Partnership to reduce the number of casualties on our roads.

Why is this important?

Whilst there has been a downward trend in the number of people killed or seriously injured on our roads for a number of years, road deaths remain a tragedy for all affected while injuries can cause suffering, economic loss and life changing misfortune.

Nationally in 2011 there were 1,901 people killed on roads²³, which had reduced to 1713 in 2013²⁴. Road collisions account for over a quarter of deaths in the 15-19 age group²⁵. Motorcyclists and pedestrians have the highest rate of fatalities and serious injuries based on miles travelled compared with other road users²⁶.

Death is disproportionately likely to occur on rural roads. In 2013, these roads carried 53 percent of traffic, but accounted for around two thirds of all road deaths.²⁷

What is the situation in West Mercia?

The Safer Roads Partnership is a joint force team for both Warwickshire Police and West Mercia Police and its remit is to control and co-ordinate the delivery of the police's Casualty Reduction and Road Safety Strategy. The Partnership works with thirteen other public sector organisations with the combined aim of reducing the number of casualties and deaths caused by road collisions.

The Safer Roads Partnerships three main functions are:

Speed limit enforcement on the roads network – the SRP uses a mixture of fixed and mobile cameras to carry out enforcement activity. Across West Mercia there are a number of 'Core sites' where enforcement activity is located due to the level of fatal and serious incidents occurring in the proximity.

Speeding remains a concern in many communities and the SRP operates a 'Community Concern Programme', whereby local communities via their parish or town council can request enforcement activity to be carried out. This is a six month scheme and sites are only accepted if data analysis providing evidence of a speeding problem supports the application. There are currently twenty three sites in operation, with an increasing demand for more and this is supplemented by enforcement activity at lower level sites utilising local policing officers and special constables.

The SRP is also used to assist the police in other targeted operations as required.

Education through training and partnership work – the SRP focuses its education activity on 16 – 17 year olds supported by local authority funding. Most of this education programme takes place in schools and sixth form colleges and the SRP is looking to expand delivery to private schools and to young adults not in education. They also support a motorbike education scheme.

Publicity – the SRP has the responsibility for the co-ordination of national campaigns, such as the Christmas drink driving promotion and also carries out more localised raising of awareness such as mud on roads, developed in partnership with the National Farmers Union.

The issue of speeding traffic in local areas is one of the top three local community concerns

raised through Police and Communities Together (PACT) meetings and the Crime and Safety Survey. I have also heard many concerns both during my election campaign and since taking office about speeding and particularly mud on roads in Herefordshire.

How I plan to achieve this (my role)

In my remaining time in office I will continue to ensure that road safety remains a priority and support the role of West Mercia Police and the SRP in reducing the number of casualties on our roads.

The SRP is currently funded by receipts for speed awareness courses and I fully support this way of self-financing the partnership. Speeding enforcement should never be focused on income generation and I will ensure that enforcement activity continues to be targeted and intelligence led.

I will work with West Mercia Police and the SRP to ensure we are delivering the objective set out above by monitoring activity and assessing the effectiveness of the outcome achieved. I have agreed with the Chief Constable that a review of the governance arrangements for the Safer Roads Partnership will take place during 2015/16 to strengthen this approach.

As part of my engagement with parish councils on neighbourhood policing I shall also seek to gain an understanding of speeding traffic and related concerns in local communities. As part of this it is my intention to start a public debate on the use 20 mph zones

In 2014 a Community Speed Watch Scheme was launched in Worcestershire and following a successful pilot is being rolled out across West Mercia which demonstrates that local concerns are being listened to and addressed.

Performance monitoring information for this objective is available to view on my website:
www.westmercia-pcc.gov.uk

OBJECTIVE 10 To meet the requirements of the Strategic Policing Requirement

Why is this important?

In July 2012 the Home Secretary issued the *'Strategic Policing Requirement'* (SPR), which sets out national threats that the police must address and the national policing capabilities required to counter those threats. A revised SPR was published in March 2015 and for the first time, makes Child Sexual Abuse an additional national threat.

Threats are assessed and selected from the *'National Security Risk Assessment'* and other assessments of threat and risk. The identified national threats in the revised SPR are:

Terrorism; child sexual abuse; civil emergencies; serious and organised crime; public order and public safety threats that cannot be managed by a single force alone; and a national cyber security incident.

These national threats require a coordinated and aggregated response in which resources are brought together from a number of police forces working collaboratively, and with other partners, national agencies, or through national arrangements to ensure that threats are tackled effectively.

What is the situation in West Mercia?

West Mercia has developed its capacity and capability to combat SPR threats as part of the alliance with Warwickshire Police, and continues to work in regional and national collaboration. It contributes towards the national priorities set out with the SPR by:

- Supporting the national and regional Counter Terrorism Strategy (CONTEST) with each of the four strands being actively managed (Prevent, Pursue, Protect, and Prepare).
- Maintaining a Force Operations structure which enhances the capability to respond to incidents requiring firearms and providing enhanced firearms training.
- Having sufficient capability to respond to a spontaneous or planned event that requires a mobilised response e.g. public order incidents.
- Having sufficient capability to respond to civil emergencies for events causing mass fatalities and/or mass fatalities requiring a national response, including from chemical, biological, radiological, and nuclear (CBRN) incidents.
- Enhancing officer and staff resources to deal with the increasing focus and demands around child sexual exploitation.
- Delivering outcomes set out in the Government's Serious and Organised Crime Strategy, working alongside national partner agencies such as the National Crime Agency, to ensure that all individuals and groups involved in organised criminality are monitored and an appropriate level of response is put in place to, manage, disrupt or dismantle their organisations.

How I plan to achieve this (my role)

It is my role to hold the Chief Constable to account for the force's contribution to the SPR,

to ensure that resources are maintained efficiently and effectively to fulfil West Mercia's contribution to the national capacity.

In 2015 the South Worcestershire Local Policing Area (LPA) has been selected to pilot an approach known as the Joint Policing Panel (JPP) to introduce the style of working advocated within the Government Strategy to tackle serious and organised crime in local areas. I fully support this pilot and the requirement to develop local problem profiles for serious and organised crime and am committed to ensuring that there are suitable partnership arrangements in place.

As part of my wider responsibility to hold the chief constable to account I intend to carry out some focused scrutiny around child sexual exploitation following its inclusion in the Strategic Policing Requirement.

I am committed to reviewing and strengthening the regional approach to governance and oversight in relation to regional collaboration activity that directly supports the Strategic Policing Requirement. This includes the Regional Organised Crime Unit (ROCU) and the West Midlands Counter Terrorism Unit.

Performance monitoring information for this objective is available to view on my website:
www.westmercia-pcc.gov.uk

AIM: TO PROVIDE A STRONG AND POWERFUL VOICE FOR THE PEOPLE AND VICTIMS OF CRIME

OBJECTIVE 11 To develop and implement a community engagement strategy

Why is this important?

The Police Reform and Social Responsibility Act 2011 heralded the introduction of Police and Crime Commissioners and the abolition of Police Authorities. In promoting the role of Police and Crime Commissioners the Home Office said that anyone considering taking on the role should have what it takes to:

‘Bring the voice of the people into policing and bring the community together to tackle crime’

It is important to engage with communities and speak with people to find out their true views about policing and how we can together effectively prevent crime and disorder. In my election manifesto I highlighted the Olympic Games (London 2012) as an example of what can be achieved by organisation, dedication and motivation of individuals to inspire others to achieve greater things. I want to use my new role to inspire others to be leaders in their communities to prevent crime and disorder, and build a better and safer society.

My vision is for a new community spirit with people working together in partnership to improve society and to reduce crime and disorder with safer neighbourhood teams, statutory community safety partnerships, and other agencies/groups within the public and private sector.

Bringing communities together to tackle crime is always important, but with wide scale reductions in public sector funding and the current economic climate, it is never more so. Local communities can help in the fight against crime and disorder and work together to protect themselves and their property, which in turn helps reduce the fear of crime. Engagement with communities, and interest groups such as victims, watch schemes, parish councils, voluntary, and community sector people within specific geographical areas can contribute significantly to creating safer neighbourhoods.

Further it is well recognised that the provision of diversionary activities within communities particularly for young people, such as sport and other recreational opportunities can assist in reducing issues such as anti-social behaviour and should be considered in any community engagement strategy.

What is the situation in West Mercia?

I set out in my election manifesto my intention to provide a strong and powerful voice for the people of West Mercia to represent their views about policing, how crime and disorder is prevented and its consequences are tackled. I also recognised that West Mercia is a large geographical area, with widespread and diverse communities. It is right and proper that all areas of West Mercia are given a voice and that the views of all sections of the community are heard, properly considered and actioned accordingly.

One of the main ways that West Mercia Police have engaged with communities is through the use of PACT (Partners and Communities Together). Regular meetings, which can be virtual, are held which gives members of the community a chance to tell members of the local policing team, local authority and other partner agencies about issues causing concern within communities such as anti social behaviour, drinking alcohol in the street,

speeding, etc. Priorities are agreed and plans put in place to tackle the issues highlighted, using a partnership approach. Other engagement mechanisms are also utilised such as police surgeries, street briefings, and surveys.

Community 'Watch' schemes play an important role throughout West Mercia tailored to meet the needs and interests of particular groups within communities. This includes addressing wildlife crime through rural watch and protecting licensees and their customers through pub watch. Other watch schemes include: neighbourhood watch; business watch and shop watch.

West Mercia has had strong links with the voluntary sector for many years and continues to expand its volunteering programme. Special Constables and those connected with the watch schemes provide examples of volunteers and these are supplemented by Police Support Volunteers (PSV). The PSV scheme offers a wide range of volunteering opportunities to people who want to make their community a safer and better place.

Volunteer roles have been created to assist or supplement normal day to day work undertaken by police officers and police staff and include things such as community surveys, delivering newsletters, assisting with local events, dealing with telephone enquiries, administrative duties etc.

Diversionsary schemes within communities play an important role in constructively engaging people (particularly young people) in activities to reduce incidents of crime and disorder. There are many examples of local communities within West Mercia who have raised funds to provide sporting and recreational facilities for their young people. Local authorities, community safety partnerships and other organisations which have access to both public and private funding continue to support and develop diversionsary sporting and recreational facilities within communities.

How I plan to achieve this (my role)

I have published a community engagement strategy which enables me to carry out my role as effectively as possible. I will continue to monitor and evaluate the strategy to ensure the commitments I have made within it are met.

I have introduced a Community Ambassador Scheme which provides for each local policing area to have a designated ambassador who assists me with community and police engagement at a local level. More recently I have enhanced the role of the ambassadors, enabling them to undertake monitoring visits to recipients of my grant scheme in their area. I will keep the ambassador scheme under review in the coming year.

I fully support the use of volunteers and 'watch' schemes. Since my time in office I have challenged the force to review and strengthen its approach to both and will continue to monitor and assess the improvements put in place.

I have supported the development of Citizen Academies which were piloted in Shrewsbury and Warwickshire and look forward to seeing their development and growth in other areas in the coming months.

I introduced a grant scheme using some of the monies available to me (the West Mercia Commissioner's Grant Scheme). I have recently reviewed the scheme to complement the commissioning duties I now have and will keep the scheme under review for my remaining

term of office. The details of the revised scheme are set out in the **Resources** section of this plan.

Coming into office I pledged to give £20,000 of my first year's salary for the prevention of crime and to assist victims of crime. Since that time I have received many requests for support from community groups across West Mercia and I have been able to make 89 donations to date. Further details are available on my website.

In July 2015 I shall be holding a showcase event. My *Forward Together* Showcase aims to illustrate the huge amount of work that goes on around policing & crime locally, promote a sense of community & healthy living, and ultimately - inspire people to do something positive for themselves & where they live.

Performance monitoring information for this objective is published on my website:
www.westmercia-pcc.gov.uk

DELIVERING THE PLAN

Tackling crime and disorder and making communities feel safe is not just a policing responsibility and the objectives set out in this plan reflect the importance of partnership working. I intend to work with the Chief Constable and other partners to build on work already in place to further enhance the partnership approach to crime prevention and community safety across West Mercia.

Local Partnership Working

Local Government

Across the West Mercia Policing Area there are three single-tier Unitary Authorities: Herefordshire, Shropshire and Telford & Wrekin. The remainder of the area is covered by Worcestershire County Council and six district and borough councils. At a local level there are 464 town and parish councils. I shall be engaging and working with all levels of local government in seeking to achieve the objectives set out in this plan, recognising the important role councils play in providing services and support for our communities.

Community Safety Partnerships

There are five community safety partnerships within the West Mercia area; one for each of the Unitary areas of Herefordshire, Shropshire and Telford & Wrekin and two in the two tier county of Worcestershire, covering North Worcestershire and South Worcestershire. In addition, Worcestershire also has a county level strategy group, the '*Safer Communities Board*', whose role is to provide strategic co-ordination and support to community safety and criminal justice activity.

As a Police and Crime Commissioner I am not a statutory member of any of the community safety partnerships within West Mercia, however section 10 of the Police Reform and Social Responsibility Act 2011 does place certain responsibilities on me, including having regard to the relevant priorities of each responsible authority (which includes all local authorities) and a duty for me and each responsible authority to act in cooperation.

The most significant change is that from April 2013 the grant funding previously provided by the Home Office to local authorities will be passed to me, to determine allocation of the funding. I will continue to support and work closely with the current community safety partnerships to ensure that these financial resources are used effectively. Further details on funding and grants are shown in the **Resources** section of this plan.

West Mercia Criminal Justice Board

Section 10, Police Reform and Social Responsibility Act 2011 further sets out the requirement for the Police and Crime Commissioner and Criminal Justice Bodies to make arrangements for the exercise of functions so as to provide for an efficient and effective criminal justice system for the police area.

In West Mercia the Criminal Justice Board (WMCJB) is the mechanism by which criminal justice bodies and their partners work together in a meaningful way. Activities are coordinated not only to deliver an effective and *'joined up'* criminal justice system but a system that compliments and co-ordinates the wider aspects of community safety within local communities.

Established in 2003, the WMCJB brings together the chief officers and chief executives of those bodies who have a major role in improving justice, preventing harm and protecting the public of West Mercia. It provides a strategic framework for bringing senior partners together with the aim of agreeing and delivering shared outcomes.

I intend to support the WMCJB in its work and in particular I will ensure that criminal justice partners across West Mercia work together to implement an effective approach to integrated offender management.

Local Safeguarding Children Boards

Under child protection legislation a *'child'* is defined as a person up to the age of 18 years and above this age a person is defined as an adult. Local Safeguarding Children Boards (LSCBs) were established by the Children Act 2004 and provide a mechanism for organisations to come together to agree on how they will cooperate with one another to safeguard and promote the welfare of children. West Mercia has four LSCBs (Herefordshire, Shropshire, Telford & Wrekin, and Worcestershire) and membership includes representatives from the local authorities, health organisations and the police.

Each Board has its own priorities, but there are a number of common themes:

- Domestic abuse
- Parental mental ill health and substance misuse
- Missing children
- Child exploitation
- Information sharing and professional challenge
- Continuous performance improvement
- Listening to the voice of the child

I have a statutory duty to ensure that the Chief Constable exercises his duties in relation to the safeguarding of children and the promotion of child welfare. I also have responsibilities under the Children Act 2004 to cooperate with the relevant authorities and to exercise my functions having regard to the need to safeguard children in the police area. I intend to engage with the LSCB to develop the most effective way of fulfilling my role.

Safeguarding Adults at Risk

West Mercia Police are currently active members of the 4 LSAB in Herefordshire, Shropshire, Telford & Wrekin and Worcestershire. Each LASB has developed its own policies and procedures and all are signed up to the *'Pan West Midlands Safeguarding Adults Policy and Procedure'* which enables greater consistency across the region.

The role of the LSABs is to coordinate multi agency activity to safeguard adults at risk from abuse and/or neglect in a way that enables the adult to exercise choice and control over their own lives. An adult at risk is defined in the Care Act 2014 as someone over the age of 18-years who has need for care and support, is experiencing, or is at risk of abuse or neglect and, as a result of those needs, is unable to protect himself or herself against the abuse or neglect or, risk of it.

Victim Support

The voluntary sector provides the majority of support services to victims of crime within West Mercia. From the 1 October 2014 I became responsible for the commissioning of local victims' services and I have worked with service providers and others to ensure a smooth transition to the new arrangements put in place from the 1 April 2015. Victim Support, a national victims' charity will remain as the main service provider during the first financial year of my commissioning role.

Health and Wellbeing Boards

The Health and Social Care Act 2012 established Health and Wellbeing Boards as a forum where key leaders from the health and care system work together to improve the health and wellbeing of their local populations and reduce health inequalities. The Clinical Commissioning Group (a statutory member of the Health and Wellbeing Board) replaces the Primary Care Trust as a responsible authority on each community safety partnership. There are 4 health and wellbeing boards across West Mercia. I will seek to engage with these boards on issues such as reducing the harm caused by drugs, alcohol and violence.

PACT

Partners and Communities Together (PACT) is the local policing team level partnership initiative to identify and manage those issues that impact directly on the quality of life of those communities within local policing area. As part of my community engagement strategy (Objective 11) I will keep PACT under review and continue to promote and support the use of appropriate engagement mechanisms.

Other Partnerships

In addition to the partnerships listed above there are also many other voluntary, charitable, community, faith and private sector organisations working in the field of community safety, either independently or in partnership with public bodies across West Mercia. Where appropriate I will liaise with and engage with these organisations to assist me in my role as police and crime commissioner. For example in 2013 I signed up to an information sharing agreement with Energize, Shropshire, Telford and Wrekin County Sports Partnership. By sharing information we are able to use our finding and resources more effectively.

Regional Collaboration

West Mercia Police sits within the West Midlands Region, which covers the four police force areas of West Mercia, Warwickshire, Staffordshire and West Midlands. These four forces work together to tackle crime on a regional basis.

The region tackles organised crime through a Regional Organised Crime Unit (ROCU), focussing on serious crime through monitored threats and the co-ordination of intelligence activity. A tasking model delivers a proactive response to those persons with the potential of causing the highest harm within the region. This borderless policing approach uses the resources of the four regional forces to create an effective response.

The West Midlands Counter Terrorism unit is one of five regional units within England and Wales which together form the counter terrorism policing network. The unit works under the guidance of the Government's national counter terrorism strategy, CONTEST, with the aims of pursuing terrorists, protecting the public, preparing for a possible attack and preventing terrorism.

The Central Motorway Police Group (CMPG) is a three force collaboration, incorporating Staffordshire, West Mercia and West Midlands, designed to provide security and safety to road users. This is achieved by disrupting criminality (tackling cross border criminality) and targeted enforcement of the main contributors to deaths on our roads

During the last year the collaboration agreements for these different activities have been redrafted and are due to be agreed and signed in 2015. These agreements set out what the PCCs expect the Chief Constables to undertake to fulfil the SPR requirements.

In my role as Police and Crime Commissioner I will continue to support the Chief Constable and his officers in the approach taken to the force's regional responsibilities.

National Collaboration

Work is continuing to ensure the national commitments under the Strategic Policing Requirement are met and the development of the Joint Emergency Services Interoperability Programme (JESIP) will be further progressed in this area. A number of performance measures are monitored to guarantee that the organisation remains in a state of preparedness.

In addition, West Mercia Police is served by the National Police Air Service (NPAS) that continues to be efficient and effective whilst protecting of the public.

ACCOUNTABILITY & PERFORMANCE

Performance monitoring information will be published on my website: www.westmercia-pcc.gov.uk to provide transparency on the progress of each objective and any related delivery plans. I will also provide performance reports to the West Mercia Police and Crime Panel as required.

I intend to continue the use of surveys and other consultation mechanisms to continue to monitor public opinion on police and crime issues and to obtain views of appropriate special interest groups such as victims of crime or the business community.

In specific areas of activity such as Custody Visiting, Police Complaints, Estate Management and Procurement I shall receive periodic (e.g. quarterly) reports and will review these with the relevant staff.

I have ensured that within the Scheme of Delegation I must be consulted on all sensitive spending decisions proposed by the Chief Constable and have reserved the right to make certain specific matters my personal decision.

I have published a Governance Statement on my website and will keep this under review.

The Police and Crime Plan, the Annual Report, my precept proposals and certain senior appointments are subject to consideration by the Police and Crime Panel. The Panel may also scrutinise my decisions and actions and may make publicly available comments to which I must have regard to by law.

I will continue to make available a range of information about my policies, my actions and performance through my website, press releases and social media.

Annual Report

I am required to publish an Annual Report each year that will provide an opportunity to review and report on progress in delivering the Police and Crime Plan. The annual report is considered by the Police and Crime Panel at a public meeting, who then make a report and recommendations if appropriate. The report and any reply made to it by the Police and Crime Commissioner will be published and made available for public scrutiny. The annual report will contain a detailed performance summary.

Reviewing the Police and Crime Plan

It has been my intention to keep this plan under review and to issue any variations to the plan as required. Varying the plan may be necessary in future because of changes in the Strategic Policing Requirement; recommendations made by the Police and Crime Panel; changes deemed necessary as a result of local risk assessments; changing community or partnership priorities; and completion of current objectives.

GOVERNANCE

Information I must publish

To promote the integrity of the decision making process, I will publish all decisions or those of significant public interest where there is a legal requirement. This will provide you with an opportunity to scrutinise how I discharge my responsibilities and ensure that I am acting in the best interests of the people of West Mercia.

One of the first decisions I made on taking office was to agree an interim scheme of governance that sets out some overarching principles for the Chief Constable and I to follow in the delivery of our respective statutory roles. This scheme will be subject to periodic review.

The government has also prescribed to all Police and Crime Commissioners specific information that must be made available for public scrutiny, including organisation, financial, decision making and procedural information. This information is available to view on the Office of the Police and Crime Commissioner West Mercia website, www.westmercia-pcc.gov.uk in the 'Transparency' section, where full details including timescales for publication can be found.

Maintaining Standards

As a requirement of the Police and Social Responsibility Act 2011 I am responsible for complaints and conduct matters, including non-criminal complaints concerning the Chief Constable. I am also able to direct the Chief Constable to comply with his obligations with regards to complaints.

As a commitment to upholding public standards both I and my Deputy Commissioner have agreed to abide by a code of conduct based on the seven '*Nolan Principles*' of acceptable behaviour in a public office. A copy of this code is available to view in the '*Publications*' section of my website.

The Police and Crime Panel is the body responsible for complaints concerning my conduct as your Police and Crime Commissioner. The number of such complaints dealt with by the Panel will be made available on my website.

All serious complaints will be referred to and dealt with by the Independent Police Complaints Commission (IPCC).

In conjunction with the police and crime commissioner for Warwickshire and the Chief Constables of both forces I have formed a Trust Integrity and Ethics Committee to examine the ethical governance and actions of both Warwickshire and West Mercia Police Forces. The committee was set up following the introduction of a Code of Ethics²⁸ by the College of Policing and will ensure that the two forces are achieving the highest level of integrity and standards of service delivery for local people.

West Mercia Police and Crime Panel

As the Police and Crime Commissioner (PCC) I will not only be held to account by you but I will also be scrutinised by a Police and Crime Panel (PCP) comprising of 15 representatives from the unitary, county and district / borough councils in West Mercia and two independent co-opted members.

The PCP is not a replacement for the Police Authority, they only have the powers to scrutinise my activities, not the Chief Constable (CC).

The powers of the Panel include:

- Requesting information from the PCC and their attendance at PCP meetings.
- Vetoing the PCC's appointment of the Chief Constable and the level of local tax (the precept).
- Making recommendations on the police and crime plan and annual reports.

Worcestershire County Council is the lead authority for the PCP and provides all administrative support for the panel.

The relationship between the Chief Constable, Police and Crime Panel, and the Police and Crime Commissioner is governed by the Police Protocol Order 2011 (copy available on my website, www.westmercia-pcc.gov.uk).

The establishment and maintenance of effective working relationships is fundamental. It is expected that the principles of goodwill, professionalism, openness and trust will underpin the relationship between all parties (CC, PCP, and PCC) and that they will do their utmost to make the relationship work (section 8) for the benefit of local communities. The CC, PCP and PCC are all committed to working constructively together.

Public accountability for the delivery and performance of the police service is placed into the hands of the PCC on behalf of their electorate. The PCC draws on their mandate to set and shape the strategic objectives of their force area in consultation with the CC. The PCC is accountable to the electorate and the CC is accountable to the PCC. The PCP within each force area is empowered to maintain a regular check and balance on the performance of the PCC in that context.

Audit

The Home Office Financial Management Code of Practice (the Code) provides clarity around the financial governance arrangements within the Police Service in England and Wales. The code is issued under the Police Reform and Social Responsibility Act 2011 and Police and Crime Commissioners and Chief Constables must have regard to the code when carrying out their functions.

The Code states that the Police and Crime Commissioner and Chief Constable should establish an independent Audit Committee. For Warwickshire and West Mercia this is a combined body across both areas, which considers the internal and external audit reports of both the Police and Crime Commissioners and the Chief Constables. The Committee comprises six independent members and advises the Police and Crime Commissioners and Chief Constables according to good governance principles and, advise them to adopt appropriate risk management arrangements in accordance with proper practices. In setting up the Audit Committee, the Police and Crime Commissioners and the Chief Constables have regard to the Chartered Institute of Public Finance and Accountancy (CIPFA) guidance on the establishment of Audit Committees.

Her Majesty's Inspectorate of Constabulary (HMIC) and the IPCC can also provide external assistance and guidance to me in discharging my functions as your Police and Crime Commissioner.

Equality, Diversity and Human Rights

Part of the role of the Police and Crime Commissioner is to ensure that the Chief Constable is exercising his duty in relation to equality and diversity. In addition, as a public body the Police and Crime Commissioner's office is also subject to the '*Public sector equality duty*' of the Equality Act 2010.

The Equality Act 2010 is a significant piece of legislation and looks to simplify the law concerning equality and diversity. In particular it sets out the '*Public sector equality duty*' which states that all public bodies in the execution of their functions should have due regard to:

- Eliminating unlawful discrimination, harassment and victimisation;
- Promoting equality of opportunity; and
- Fostering good relations between diverse groups.

A revised version of the Equality, Diversity and Human Rights Strategy for the Police is due to be published and I will work with the force to ensure that the Strategy provides a framework for accountability and fair treatment.

The force has published equality objectives in line with the Equality Act. I shall be working with the force to ensure that these objectives are monitored, reviewed and updated as necessary. Further details on these objectives are shown on the equality page of the West Mercia police website.

Independent Advisory Groups

West Mercia Police has established three Independent Advisory Groups (IAGs) which provide specialist advice to the force. The three groups are: Lesbian, Gay, Bisexual and Trans (LGBT); Disability; and Black and Minority Ethnic (BME). The IAG members are volunteers who commit to attending a number of formal meetings a year, but may be contacted at any other time should a particular need arise.

Independent Custody Visitors

Every Police and Crime Commissioner has to provide an independent custody visiting (ICV) scheme to ensure that the force is doing what it should be doing with regards to human rights obligations and custody services. The Independent Custody Visitors undertake regular training to assist them in their role, including mental health awareness.

The scheme is administered by the staff of the Office of the Police and Crime Commissioner and I will continue to hold regular meetings with visitors to ensure that custody standards are maintained. Further information about the scheme including details on how to become involved is available on my website, www.westmercia-pcc.gov.uk.

RESOURCES

Financial Resources

Each year there are two main sources of police general funds. These are Government Grants (Police Grant from the Home Office and Revenue Support Grant from Communities and Local Government), and the Precept (council tax), which is determined locally.

The precept is determined locally on an annual basis. Every year I will consult on my precept proposals and listen to what you say. I will also consider carefully the recommendations of the Police and Crime Panel, who have an opportunity to veto my initial proposals, before I decide the final precept level.

In addition to these two sources of police general funds, from October 2014 the Government passed responsibility for the commissioning of local victims services to Police and Crime Commissioners for which they have provided a Victims Commissioning grant. I have allocated this funding to partners to provide support services to victims of crime.

Future changes to funding

At present the Government is carrying out informal consultation to initiate work to determine how it should calculate and allocate policing grants in future years. Any change in the grant system is a potential threat to the level of resourcing which West Mercia currently receives and I shall campaign actively to maintain and improve current funding levels.

The Budget and Medium term Financial Plan

Details of my budget and medium term financial plan are available to view on my website: www.westmercia-pcc.gov.uk . Here you will find information on the revenue budget, the capital programme, the precept and budget proposals.

Securing Services and Grants

By the powers given under section 9 of the Police Reform and Social Responsibility Act 2011 I am able to award grants that, in my opinion, will secure or contribute to securing crime and disorder reduction in the West Mercia area. I can do this by supporting existing organisations, providing match funding or I may commission services directly. I may make a crime and disorder reduction grant subject to any conditions (including conditions as to repayment) that I think are appropriate.

In addition, under Schedule 1, paragraph 14, of the Police Reform and Social Responsibility Act 2011 I may do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of my functions as police and crime commissioner. That can include entering into contracts and other agreements (whether legal binding or not), acquiring and disposing of property (including land).

I operate a West Mercia Commissioner's Grant Scheme throughout my term of office. The scheme which was revised in 2014 follows the framework set out in **Appendix B**.

For 2013/14 I supplemented government section 9 grant funding from monies taken from the main police fund, which included a contribution from the local council tax, and reserves in order to bring the total fund for the West Mercia Commissioner's Grant Scheme up to £2 million. I will annually review and publish the level of funding to be made available for this grant scheme which will be maintained at a level of at least £2 million per year throughout my tenure in office. In addition I intend to explore additional external funding which may be used to supplement the scheme or be applied for specific similar activities.

In addition from 1 October 2014 I have responsibility for the provision of victims' services and rehabilitation services and will administer funds provided by Government for this purpose.

APPENDIX A

Summary of strategic information and analysis used to inform the development of objectives

National influences

In July 2012 the Home Secretary issued the ‘*Strategic Policing Requirement*’ (SPR) which sets out the national threats and the national policing capabilities required to counter those threats. The five threat areas identified in the original SPR were: Terrorism; Civil Emergencies; Organised Crime; Public Order / Public Safety and Cyber Crime. The SPR was revised in 2015 and now includes ‘child sexual abuse’ as an additional threat area.

It is my role to hold the Chief Constable to account for the force’s contribution to the SPR, to ensure that resources are maintained in the most effective and cost effective to fulfil West Mercia’s contribution to the national capacity.

Local Influences

West Mercia & Warwickshire Police Strategic Assessment 2012

The following is a summary of findings from a strategic assessment undertaken jointly by West Mercia and Warwickshire police forces, highlighting the biggest policing risks facing the force area. These were identified as:

Plan & prepare <ul style="list-style-type: none">• Violent extremism• Civil emergencies• High profile major crime	Target & reduce <ul style="list-style-type: none">• Vulnerable/repeat victims of anti-social behaviour• Alcohol-related violence• Drug-related crime• Acquisitive crime• Resident/rooted criminality• High harm causers
Monitor & intervene <ul style="list-style-type: none">• Major/serious crime• Protecting the vulnerable• Serious/organised/cross-border crime• Other emerging high risk/harm causing crime	Strategic intelligence gaps <ul style="list-style-type: none">• Criminal use of firearms• Exploitation/abuse of children• Vulnerability and significant/chronic anti-social behaviour• Cyber crime

Community Safety Partnership Priorities

West Mercia Criminal Justice Board

Appendix B

West Mercia Commissioner's Grant Scheme Framework

Purpose - To commission services or award grants, including matched-funding, that secure or contribute to the securing of crime and disorder reduction or support delivery of the West Mercia Police and Crime Plan objectives.

Funding – The West Mercia Commissioner's Grant Scheme shall distribute funding as may be agreed by the Police and Crime Commissioner or person acting for him in exercise of delegated powers.

Who Can Apply – Anyone can apply for funding but non profit making bodies are preferred.

The Decision Makers – Decisions regarding whether or not to award a grant of below £50,000 will be made by the Commissioning Manager or the Police and Crime Commissioner's Chief Executive Officer in consultation with the Police and Crime Commissioner and/or Deputy Police and Crime Commissioner. Decisions regarding whether or not to approve a grant of £50,000 or above will be made by the Police and Crime Commissioner and/or Deputy Police and Crime Commissioner.

The Offer – Grants will be awarded only for a specified purpose and subject to a specified financial limit with no commitment to renew, increase or continue funding beyond the limited time period of the award. Applicants should there have contingencies for dealing with the cessation of any funding stream offered by this scheme.

Conditions - Any grants awarded will be made subject to conditions so as to give effect to the scheme and to ensure the proper monitoring and evaluation of the initiative being supported by the grant so as to secure the best use of public monies

Specific conditions will be imposed with respect to: lawful conduct including compliance with equal opportunity legislation; the maintenance of adequate insurance; the giving of indemnities; requirements as to record keeping, audit and inspection; and the right of the Commission to publicise the initiative and any grant awarded.

In addition grants may attract specific conditions relevant to the delivery of particular services or activities. Where an initiative allows the Commissioner to recover all or any part of the grant from central government funds the grant conditions may be varied so as to meet any central government conditions or requirements necessary to allow such recovery.

Every award of grant above £5,000 shall be subject to the following condition:

In the event of the recipient (being the person or organisation receiving the grant) failing to comply with any condition contained in the grant agreement or on the happening of any of the following specified events then the Police and Crime Commissioner may reduce, suspend, withhold or cease grant

payments or, in the case of dishonesty, also require the repayment of any payment of grant already made.

The specified events shall be:-

- a. The grant application is found to have contained inaccurate or misleading information, which materially affected the assessment of the application.
- b. The recipient of the grant or the operation of the initiative supported by the grant has, in the opinion of the Police and Crime Commissioner, been conducted dishonestly or in a manner which brings the recipient, the initiative or the Police and Crime Commissioner into disrepute.
- c. The purpose of the initiative has materially changed.
- d. The recipient ceases to operate or has become insolvent, or is likely to be put into administration or receivership or liquidation, or is about to make an arrangement with, or guarantee a Trust Deed to the recipient's creditors.
- e. Grant monies are used for any purpose not specified in the application or as approved in the grant offer letter save only as may be subsequently approved by the Police and Crime Commissioner in writing.

Grants under £5000 -- Grants of less than £5,000 in total for the entirety of the funding period shall be subject to a more limited set of conditions. This is to ensure that would be applicants are not unnecessarily deterred from applying for grant funding due to a disproportionate level of bureaucracy and takes into consideration the reduced risk to the misapplication of public monies

The Offer Letter – If an application is approved a grant offer letter will be sent. The offer letter if accepted by the grantee shall constitute a formal agreement between the Police and Crime Commissioner and the grantee. The offer letter will include the acceptance form, terms and conditions and any monitoring requirements. The acceptance form will need to be completed and returned within the specified period before any funds will be released. If the acceptance form is not returned within the specified period the grant offer shall lapse.

Transparency – Details of the scheme, including terms and conditions, and how to apply are available on the Commissioner's website www.westmercia-pcc.gov.uk. Details of grants awarded will be published on the Commissioner's website in accordance with The Elected Local Policing Bodies (Specified Information) Order 2011.

Appendix C

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POLICE & CRIME PLAN ACTIVITY AND PERFORMANCE MONITORING REPORT

1. PURPOSE

The purpose of this report is to provide members of the Police and Crime Panel with an update on progress in delivering the Police and Crime Plan for West Mercia 1 April 2013 – 31 March 2017. This report covers the time period 1 February - 30 June 2015 (unless otherwise stated).

2. BACKGROUND

The Police and Crime Plan (the Plan) for West Mercia came into effect on the 1 April 2013 and sets out the aim and objectives of the Police and Crime Commissioner (PCC) for policing and community safety across West Mercia. The Plan also contains details of governance and accountability arrangements. A variation to the plan was published in March 2014. A further variation to the Police and Crime Plan has been submitted to the Police and Crime Panel for comment at the July 2015 meeting.

3. FORMAT OF THE REPORT

This report is presented in three sections as follows:

- Part 1:** Progress on each of the objectives listed in the plan and an update on the grant scheme.
- Part 2:** An update on performance by exception
- Part 3:** A brief outline of the PCC's key activity related to his performance role and function which is not captured in parts 1 or 2 of this report

4. PART 1 – UPDATE ON THE POLICE AND CRIME PLAN OBJECTIVES

The police and crime plan came into effect on 1 April 2013 and the activity reported here covers the period 1 February 2015 – 30 June 2015. For each objective a short narrative on activity is provided.

Objective 1 – To provide an effective neighbourhood policing model, with a focus on areas of greatest need

The StraDA (Strengthening and Deepening the Alliance) team have completed the second stage of their organisational demand work. Activity during stage two was

focused across three areas: analysis, engagement and development of a demand management model. The results of this work have been presented to the PCCs and chief officers and provide a comprehensive evidence base of current and anticipated future demands. The PCC has since been involved in discussion on the strategic design principles for the future operating model. A detailed update on StraDA will be presented as part of the next Police and Crime Panel meeting.

In April 2015 the PCC approved an ICT modernisation project in excess of £8million over the life of the medium term financial plan. Part of this will include the implementation of the ATHENA system. This is a cloud based system which will link process management in four of the most demanding business areas in terms of cost, complexity and harm. The result is a reduction in bureaucracy and an increase in officer "available capacity". The main aim of ATHENA is to reduce data entry, reduce failure demand and to broaden the availability and accessibility of intelligence.

Objective 2 – To reduce the volume of violent crime with an emphasis on addressing the harm caused by alcohol through partnership working

The level of violent crime increased in 2014/15 when compared to 2013/14. During 2014/15 7466 offences of violence with injury were reported to the police compared to 5,828 in 2013/14. For the first three months of 2015/16 a further 2,453 incidents have been recorded.

Alcohol remains a contributing factor on over a third of all violence with injury offences and the PCC has continued to work closely with the police and partners to tackle the harm caused by alcohol. In particular, efforts have been focused on reducing crime and anti-social behaviour attributed with the night time economy.

Objective 3 – To reduce the harm caused by drugs with a focus on treatment, and targeting those that cause the most harm

The PCC has committed over £265,000 in drug intervention programmes for 2015/16. The PCC has also worked with Public Health England in order to review and assess drug test on arrest processes. This review has led to several changes in policy and procedures and has resulted in an uplift in offenders being referred to community based service providers. The PCC continues to support various substance misuse working groups across West Mercia and is looking to improve access to services for offenders in our communities as a priority.

Public Health England has recently re-issued its "Why Invest" paper which sets out a clear and compelling business case for appropriate substance misuse services. The PCC intends to carry out a review of proposed cuts linked to substance misuse so he better understand the risk and impact if certain services were withdrawn, or reduced within West Mercia.

The PCC is represented a quarterly alliance based governance group which reviews the key outcomes set out in the alliance drug strategy. The governance group is chaired by the Force Crime Manager and is attended by substance misuse commissioners from across the Alliance.

Objective 4 – To reduce the volume of anti-social behaviour incidents

During 2014/15 the number of anti social behaviour incidents reported to the police continued to fall with 47,192 incidents recorded, compared to 49,174 in 2013/14. For the first three months of the 2015/16 financial year there have been 11,686 incidents reported to the police.

As previously reported to the Panel it has been agreed with partners not to pursue a West Mercia anti-social behaviour strategy, instead it will be continued through local partnership working. All five Community Safety Partnerships have confirmed that delivery of this objective is being addressed locally and reflected in revised delivery plans. The PCC supports partners using the West Mercia Grant scheme to provide targeted funding for related initiatives.

An assessment of the grant funding committed to date by the PCC for 2015/16 identifies £466,486 in support of projects which are designed to tackle localised crime projects and anti social behaviour hotspots.

Objective 5 – To bring offenders to account and reduce re-offending

During 2014/15 total recorded crime rose by 4.8% on the previous year, increasing from 57,978 to 60,762 recorded crimes. The rise in total recorded crime has been particularly due to increased recording of violence with injury, violence without injury offences and sexual offences. For the first three months of 2015/16 the number of recorded crimes has been 18,592 which maintains the upward trend.

The PCC continues to work closely with criminal justice and community safety partners to strengthen the partnership approach to reducing crime and reoffending. A new sub group of the West Mercia Criminal Justice Board called the Crime Reduction Board (CRB) has been established to assist this approach.

The CRB is chaired by the Deputy PCC and brings together representatives of all five of West Mercia's Community Safety Partnerships (CSP) along with representatives from criminal justice agencies. The CRB is working to develop a community safety commissioning framework to assist partners moving forward as it will provide the evidence for focusing on and investing in key priorities.

In addition, the PCC is working with each of the CSPs to align strategic assessments, plans and performance management to enhance the understanding critical issues and gaps in service. This will greatly assist partners in developing plans and strategies for 2016-17 and beyond.

Objective 6 – To develop and implement a business crime strategy

During 2014/15 there were 14,137 business crimes reported to West Mercia Police and in the first three months of the 2015/16 financial year there have been 3,558 reported. Shoplifting remains the largest volume business crime across the whole alliance.

During 2014/15 there were 13,787 rural crime reported to West Mercia Police and 4,208 in the first three months of the 2015/16 financial year (some of these crimes will also be included in the business crime figure in the previous paragraph).

A rural and business crime governance board has been established to oversee the strategic delivery of the alliance rural and business crime strategies including providing advice to enable the PCCs to make funding decisions. The Board meets on a quarterly basis and is chaired by a representative from the Warwickshire Chamber of Commerce.

In West Mercia the funding agreed to date is £983,728 across the five policing areas, not including cyber crime initiatives. Projects are being managed locally through the community safety partnerships in conjunction with the local policing Superintendents.

The two chief constables have identified one of the local policing superintendents to lead on rural and business crime on behalf of the alliance.

Objective 7 – To work in partnership to protect the most vulnerable people in our society

2014/15 saw a significant increase in the number of sexual offences reported to the police. The force recorded 697 rapes, compared to 395 in 2013/14 and 1295 other sexual offences compared to 897 in 2013/14.

Action plans are now in place at a local policing level in support of the West Mercia mental health concordat declaration and a Mental Health Crisis Concordat Governance Group has been established to provide oversight across the Alliance. The PCC is represented on the governance group and is a signatory to the local action plans and the concordat agreement. The number of adults detained in custody under S136 of the Mental Health Act reduced to 58 people across the Alliance in 2014/15 compared to 278. This is a reflection on the good partnership work taking place which has been further enhanced by the Concordat.

Since the last report, phase 1 (children) of the multi agency support hub (MASH) in Worcestershire began operating and phase 2 (adults) should be operational at the end of September 2015. Telford's MASH should also be operating by the end of September 2015. The PCC is aware that a number of organisational policing issues have slowed the roll out of MASH, however is now assured by the Police that these issues have been identified and are being addressed.

The next section of this report provides further detail on the provision of support for specialist services for the victims of sexual and domestic abuse.

Objective 8 – To deliver a supportive and effective response to victims and witnesses

Police and Crime Commissioners became responsible for local victims' service in October 2014; within West Mercia a newly commissioned Victim Support framework contract became live from 1 April 2015. This framework was developed in close

collaboration with Warwickshire partners, and Thames Valley, Surrey and Sussex PCC's. This has enabled West Mercia to achieve greater value for money.

The PCC has also successfully launched a West Mercia wide Independent Domestic Violence Advisors (IDVA) framework which has brought together Local Authority budgets for Independent Domestic Violence Advisors into one agreement with PCC investment. This has achieved increased capacity of IDVAs throughout the region (some of which we are placing in courts and NHS settings) as a result of achieving greater economies of scale through bringing five different funding sources into a single agreement. We have also successfully invested additional capacity into Independent Sexual Violence Advisors (ISVA) across the region.

The PCC is working closely with community safety partnership (CSP) leads and have set up a Programme Management Office to support the development of a commissioning framework between the PCC and each respective CSP. This framework will take a step closer to better understanding the very local needs and gaps in provision, with a supporting framework of actions and remedies to address this. The commissioning framework will lead to an agreement between all partners to potentially pool budget, align outcomes or simply work in a targeted and collaborative way to address the need. It is felt that this will further strengthen the PCC's relationship with the CSPs.

The CSP work, along with the IDVA framework is generating national interest.

Objective 9 – To work with the Safer Roads Partnership to reduce the number of casualties on our roads

The formal agreement and constitutional framework for the West Mercia Safer Roads Partnership was set up in 2011. This agreement established principles of joint working to reduce casualties and make roads safer by taking a broad approach to road safety and enforcement. Work is now underway to develop and publish a new agreement with a proposed aim to support casualty reduction on the road network in West Mercia and to support communities where speeding traffic is having an adverse impact upon quality of life or the safety of road users and residents.

Objective 10 – To meet the requirements of the Strategic Policing Requirement

Strategic Policing must be provided at a standard to satisfy the Home Office Strategic Policing Requirement (SPR). In March 2015 the Home Secretary published a revised SPR and for the first time made Child Sexual Abuse an additional national threat. Prior to this the PCC had already agreed with the Warwickshire PCC to release an extra £2.6 million of funding to the alliance in order to increase resources and capabilities in this challenging area.

Work has begun in South Worcestershire to pilot a partnership approach to develop a threat profile of serious and organised crime, with the aim of targeting those that cause most harm in communities. This work is in support of the national Serious and Organised Crime Strategy. It is the responsibility of the PCC to ensure there is a suitable partnership in place to agree, own and monitor delivery of the profile and the actions.

At a regional level the PCC attends a quarterly PCCs' meeting where regional collaboration is scrutinised. This includes the work of the Central Motorway Patrol Group (CMPG), the Counter Terrorism Unit (CTU), the Regional Organised Crime Unit (ROCU) and air support (NPAS). Work is ongoing to ensure appropriate collaboration agreements are in place for all regional work.

Objective 11 – To develop and implement a public engagement strategy

The PCC's Community Engagement Strategy and delivery plan was published in February 2014 and outlines five key areas of focus for the PCC. The PCC continues to monitor the strategy delivery plan.

The PCC's Community Ambassadors have been actively monitoring grant recipient activity and provide regular reports to the PCC. The PCC's weekly newsletter is used to report the ambassador's work more widely.

The PCC's showcase event took place on 5 July 2015 and brought together agencies, charities, community groups and people who work in the detection and prevention of crime in West Mercia. The aim was to inspire people living in local communities to participate in activity, leading to positive change.

Grants

The West Mercia Commissioner's Grant Scheme was launched in April 2013. The intention is to maintain the scheme fund at £2 million each year throughout the Commissioner's term of office (subject to changes in the overall financial position).

During 2014 -15, 122 grants were awarded or offers made totalling £2,930,518. This includes 18 grants made, totalling £726,050 for services supporting victims of crime.

The grant process was redesigned earlier this year. The new scheme is split into tier 1 grants which are grants under £20,000 with outcomes achieving Police and Crime Plan objectives and tier 2 grants which are those exceeding £20,000 focused on specific outcomes and delivery often within specific areas where it is known that demand is such that additional investment is required. This is currently being mapped in terms of priorities and gaps in existing provision. The tier 1 scheme was opened during March and closed in mid April. The tier 2 scheme will open later in the year.

Thirty two grants under the tier 1 scheme have been awarded or offers made totalling £466,357. This includes a number of grants to enhance the service offered to victims. A further £552,336 has been awarded to the five CSPs within West Mercia and discussions are ongoing as part of the CSP commissioning framework to provide additional funding to CSPs.

The West Mercia PCC receives a £1.372 million allocation during 2015/16 from the Ministry of Justice for victims commissioning and restorative justice.

The Commissioner has also set up a private fund of £20,000 to support organisations that help fight crime and disorder and support victims of crime. Since the fund was launched in March 2013, the Commissioner has made 89 donations totalling £19,040.

5. PART 2 – PERFORMANCE MONITORING REPORT

From the 1st April 2014 the police and crime plan contains no specific measures or targets to which the force is being held to account for performance. The removal of all targets represents a fundamental cultural shift for the force and from the outset of the new regime the Chief Constable has been clear that protecting people from harm is the key driver for the force. This approach is supported by the PCC.

Since the 1st April 2014 the office of the PCC have received daily reports on levels of high harm crimes and the PCC discusses performance with the Chief Constable at their weekly briefings. The Deputy PCC and staff continue attended the Force Performance Management Group and other key meetings.

The force performance team have been working with both PCC offices to develop a new performance framework and reporting processes for the alliance. Changes to the agreed approach mean that there is a delay in providing the Panel with the quarterly report referred to in the last report.

A summary of key crimes is attached at appendix A for the complete 2014/15 year and the first three months of 15/16. Also included here is data on satisfaction, confidence and professional standards data which was requested by the panel at the last meeting.

Comment on performance

The data shows that total recorded crime increased during 2014/15 and across a range of crime types. The data for the first three months of 2015/16 also indicates an upward trend when compared to the first three months of 2014/15. The rise in total recorded crime has been particularly due to increased recording of violence with injury, violence without injury offences and sexual offences.

Part of the increase can be attributed to changes in police recording practises following HMIC's Crime Data Integrity inspection. The force is undertaking a review of all incidents that were opened as a crime but closed without a crime being recorded.

2014/15 also saw a significant increase in the number of recorded sexual offences. In part this increase is because of an increase in confidence in reporting such crimes to the police as a result of recent high profile cases. An indication of this is the number of people coming forward to report 'historic' crimes; 27% of other sexual offences reported during 2014/15 had been committed over a year before. This is a national trend.

Finally there has been an increase in recorded crime across many police forces across England and Wales, and West Mercia is following this trend.

It is not possible to determine how much of each of the factors referred to has contributed to the uplift in crime in West Mercia, and more work needs to be done to more clearly understand the contributory factors and their impact on total recorded crime.

6. PART 3 – PCC ACTIVITY

In relation to performance the following provides a brief outline of PCC activity not captured in parts 1 or 2 of this report, but which will be of interest to the panel. This update relates to the period 1 February to date.

Staffing update – The Alliance Treasurer, Dave Clark retired with effect from 23 July 2015. Both Police and Crime Commissioners have put on record their appreciation for his expertise, experience and commitment over the years. His successor is being recruited and is in the process of being selected. The independent chair of the Joint Audit Committee and a representative from CIPFA are involved in the selection process to provide advice, objectivity and independence. It is hoped that a preferred candidate will be presented to the October Panel meeting.

Joint Audit Committee - the Independent Joint Audit committee met in March 2015 and July 2015. Items considered included external and internal audit, risk management, the proposed shared audit service between Worcestershire County Council and Warwickshire County Council, firearms licensing, audit plans, the annual governance statement and treasury management..

Trust, Integrity and Ethics Committee - this committee is responsible for enhancing trust and confidence in the ethical governance and actions of Warwickshire Police and West Mercia Police. The committee met in February and April 2015. The committee determined at its February meeting to undertake a review of the force's crime recording practises particularly the recording of sexual offences. Their finding will be reported back in September 2015. In April the Committee received an overview of the Professional Standards Department performance.

Her Majesty's Inspectorate of Constabulary (HMIC) – from the 1 February to date HMIC has published two West Mercia specific reports as part of their national inspection programme. These are:

- *National child protection inspection*
- *Warwickshire and West Mercia – joint inspection of police custody*

The PCC monitors the force response to any recommendations arising from HMIC reports and holds the chief constable to account for implementation of these recommendations.

As part of the HMIC inspection process the PCC or his staff have attended briefings and 'hot debriefs' on a number of inspections that will be published during 2015. In addition the force in conjunction with the PCC has put in place a structured process

for managing the response to each HMIC report and the PCC and his staff are actively involved in this work.

7. Recommendation

Members of the Panel are invited to consider the report

Appendix A

Key crime types

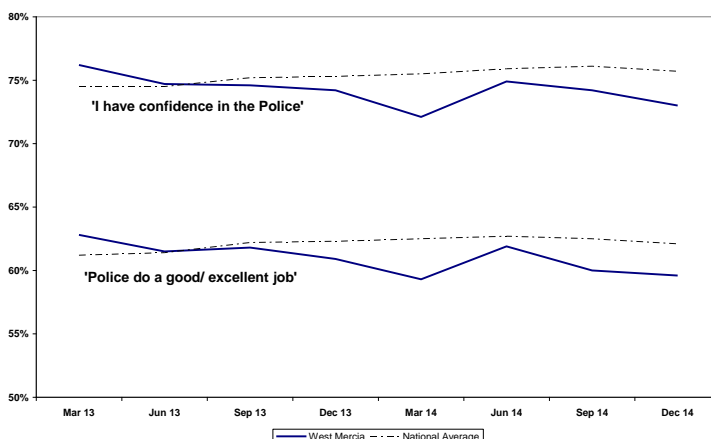
Category	2015/16 Volume 1 April – 30 June	2014/15 Volume	2014/15 percentage change compared to 2013/14
Total recorded crime	18,598	60,762	+4.8%
Violence with injury	422	7,466	+28%
Rape	238	697	+75.6%
Other sexual offences	491	1295	+44.4%
Domestic burglary	757	2705	+6.1%
Robbery	118	403	+16.8%
Anti social behaviour	11,689	47,192	-4.2%
Killed or seriously injured	57	436	+6%

Outcomes

A new outcomes framework was introduced by the Home Office in April 2014 to replace detection rates. There are now 19 categories of outcome which provide a greater picture of police activity (listed at appendix B). Of the 60,762 crimes recorded during 2014/15, 55,604 had an outcome within the year. In 5% of crimes the outcome was a community resolution.

Public confidence

Public confidence in the police is measured through the national Crime Survey for England and Wales (CSEW). The data is updated quarterly with the latest data covering the 12 months to end Dec 2014. The next update, with data to March 2015, will be published in July.



60% of respondents to the CSEW agree that the Police do a 'good' or 'excellent' job and almost three quarters (73%) have 'confidence in the police in their local area'.

For both measures West Mercia is below the national average.

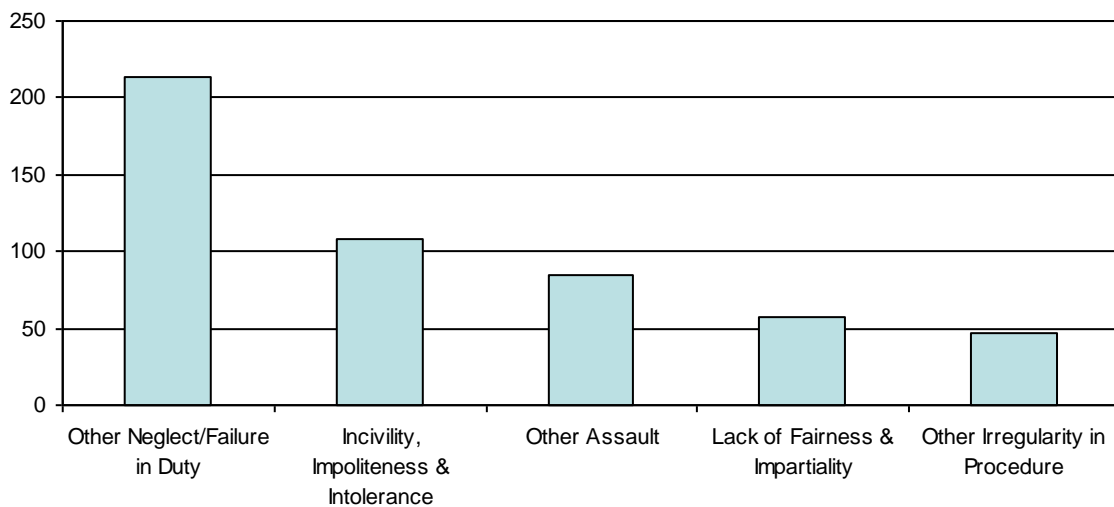
Victim satisfaction

Victim satisfaction currently stands at 85.5% satisfied with their experience. The area where the opportunity to improve satisfaction further is the follow up contact from

officers. Currently 75.6% of people surveyed are satisfied with this aspect of the service. The force through recent performance conferences has placed an emphasis on improving service in this area. There are signs that focused activity across the policing areas are beginning to be reflected in the results.

Police integrity

The following data is supplied by the Professional Standards Department. The six most common complaints against West Mercia officers in 2014/15 are shown below. The most common is 'Neglect or Failure in Duty'. For the first two months of the 2015/16 financial year this was also the most common complaint type.



Timeliness

The average number of days to finalise cases, not including sub judiciary during 2014/15 was 132 compared to a national average of 102.

The average number of days to finalise cases, including sub judiciary during 2014/15 was 154 compared to a national average of 110.

Appendix B

Home Office Outcomes

The Home Office outcomes framework gives all outcomes an equal weighting.

Code	Description
OC1	Charge / summons
OC2	Caution - youths
OC3	Caution – adults
OC4	Taken into consideration
OC5	The offender has died (all offences)
OC6	Penalty notice for disorder
OC7	Cannabis warning
OC8	Community resolution
OC9	Prosecution not in the public interest (CPS)
OC10	Formal action against the offender not in the public interest (police)
OC11	Prosecution prevented – name suspect identified but below the age of criminal responsibility
OC12	Prosecution prevented – named suspect identified but is too ill (physical/mental health) to prosecute
OC13	Prosecution prevented – named suspect identified but victim/key witness is dead/too ill to give evidence
OC14	Evidential difficulties victim-based – named suspect not identified
OC15	Named suspect identified: victim supports police action but evidential difficulties prevent further action
OC16	Named suspect identified: victim supports police action but evidential difficulties victim does not support action
OC17	Prosecution time limit expired: suspect identified but prosecution time limit has expired
OC18	Investigation complete: No suspect identified – crime investigated as far as reasonably possible – case closed
No crime	No crime
Pending – under investigation	Pending – under investigation