

# Agenda

## West Mercia Police and Crime Panel

**Tuesday, 2 February 2016, 1.30 pm**  
**County Hall, Worcester**

### PLEASE NOTE START TIME

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**West Mercia Police and Crime Panel**  
**Tuesday, 2 February 2016, 1.30 pm, County Hall, Worcester**

**Membership:**

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

**Agenda**

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1	<b>Apologies and Substitutions</b>	
2	<b>Declarations of Interest</b>	
3	<b>Public Participation</b> 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, 1 February 2016). Enquiries can be made through the telephone number / email address listed below.	
4	<b>Confirmation of the Minutes of the previous meeting</b> To confirm the Minutes of the Panel meeting held on 8 December 2015.	1 - 6

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Date of Issue: Friday, 22 January 2016

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9	<b>PCC End of Term Report</b>	65 - 92
10	<b>Towards 2020 - Building an Alliance for the Future</b> To receive a presentation on building an Alliance for the Future.	
11	<b>Dates of Future meetings</b> 6 July 2016 5 October 2016 7 December 2016	

## **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**

### **Tuesday, 8 December 2015, County Hall, Worcester. 2pm.**

#### **Minutes**

#### **Present:**

Cllr Brian Wilcox (Chairman), Mrs Helen Barker, Cllr Charlotte Barnes, Cllr Sebastian Bowen, Cllr Pauline Dee, Cllr P Grove, Cllr I Hardiman, Cllr Paul Middlebrough, Cllr A P Miller (Vice Chairman), Cllr Stephen Reynolds, Cllr Hilda Rhodes, Cllr A C Roberts, Cllr Margaret Sherrey, Cllr Yvonne Smith, Colonel Tony Ward OBE and Cllr Michael Wood

#### **Also attended:**

DCC Bangham, Glyn Edwards, Elizabeth Hall, Barrie Sheldon, Rod Reynolds, Helen Roberts Suzanne O'Leary, Timothy Rice and Kate Griffiths.

#### **137 Welcome and Introductions**

The Chairman welcomed everyone to the meeting and thanked representatives from the Police and the Office of the Police and Crime Commissioner for attending for the Chief Constable and the PCC as they were at a meeting with the Home Secretary.

#### **138 Named Substitutes**

Cllr. Ian Hardiman attended for Cllr. Sally Chambers.

#### **139 Apologies and Declarations of Interest**

Apologies had been received from Cllr. Sally Chambers, Andy Champness, Bill Longmore, Keith Roberts and David Shaw.

Declarations of Interest were made by: Cllr. Phil Grove who was in receipt of a police pension; Col. Tony Ward who was member of the Trust, Integrity and Ethics Committee and Helen Barker who was a Trustee of the Youth Support Service.

#### **140 Public Participation**

None.

#### **141 Confirmation of the Minutes of the previous meeting**

The minutes were declared to be a correct record of the previous meeting and were signed by the Chairman.

#### **142 West Mercia**

The Deputy Police and Crime Commissioner (PCC) explained that the Chancellor's announcement that the

## Police and Crime Plan

policing budget would not be reduced was welcomed but that exact amounts would not be known until the end of next week. Some cuts would still be necessary but would be achieved through the current plan.

Details of the 4 objectives the Panel wished to examine were given in the agenda report.

During the discussion the following main points were made:

### Objective 2 - Alcohol and Violent Crime

It was confirmed that there was a spike in the Violence against the person with injury figures which was partly due to changes in recording practices following the HMIC crime data integrity inspection. There would need to be a new benchmark established at the new higher level. The Deputy Chief Constable (DCC) explained that they were taking advice on how to record earlier crimes which were reported along with a current crime.

The Multi Agency Safeguarding Hub (MASH) was working well in Hereford; Worcestershire's MASH was in place but only recently established and Telford and Shropshire's were imminent. The new Police IT system would help make improvements and ensure value for money and would further improve joint working with social services.

### Objective 3 – Reduce the harm caused by drugs

The Drugs Strategy had three main aims: To reduce supply, reduce demand and reduce harm. The Deputy PCC felt that early intervention, education and prevention were the key to reducing demand. Outreach and Youth Workers had a key role in going into schools and there was also a role for parents. One panel member felt that education about drugs needed to start at an earlier age.

Panel members also felt that the public needed to play their part in reporting suspicious events. The Deputy Chief Constable agreed that the police could be more effective with help from the community and organisations such as the fire service and it was important for the police to believe they could make a difference in the fight against drugs and be ready to adapt to changing circumstances such as dealing with legal highs.

It was felt that the 200 who were drug tested on arrest was not a very high number as it was known that a high percentage of crimes involved drugs in some way. It was

agreed that collaborative working was the way forward and then, once people had got into treatment programmes, the issues of how to make the treatments more effective and how to keep people in treatment were being looked at.

Panel Members were impressed with the Cadets who went into schools in Herefordshire, which was important as youth services had been severely reduced or scrapped in Shropshire. The Deputy PCC agreed they were excellent role models and explained that interim funding was being supplied to Shropshire to help with some of the gaps in youth support.

It was clarified that any information gained about suppliers during drug driving arrests was passed onto the relevant officers, but they were dealt with separately. The highlighting of drug driving was due to new legislation which brought it into line with drink driving procedures. It may appear as if drug problems were increasing but it was clarified that this was because they were being more closely investigated and the more you investigate the more you find.

#### Objective 6 – Business and Rural Crime

The Office for National Statistics now included cyber-crime in its national crime figures and both cyber and rural crime needed to be targeted with education and prevention. People needed to be more aware of how they could become the victim of crime and guard against it. The police had conducted farm walkabouts to make farmers aware of risk and Cleobury Mortimer had become the first smart water town. There were also Stop that thief schemes and safer neighbourhood schemes.

The DCC felt that it was important to have the correct definition for rural crime to ensure they are not a crime that just happens to take place in a rural area. They take crimes such as theft of fish or poaching seriously because they understood that such crimes affected people's livelihoods. The correct term for cyber-crime was cyber enabled crime and could be part of lots of other crimes.

The figures which matched all available resources and personnel and every crime had been mapped as part of the StraDA programme and this had enabled the police to see if staff were working in the correct areas.

#### Objective 9 - Safer Roads Partnership

Rod Reynolds gave a presentation and explained that the Partnership, which included County Councils, Fire and Rescue Services, the Courts and the NHS, worked to reduce the number of people killed and seriously injured on the roads. The County Council had withdrawn its funding but the partnership was still operating and was still effective. Over the past five years the number of collisions had been generally reducing but that would flatten out as there were more cars on the roads.

The causes of collisions causing casualties were recorded and in over 50% of cases speed was a contributing factor, and they were now recording the involvement of drugs, whether legal medication or not; there were also a high number of motorcycle accidents on bikes over 500cc in older men in Shropshire.

Road Safety was being tackled in three areas – engineering, education and enforcement.

- Engineering was largely down to Local Authorities and their contractors, along with Traffic Management Advisors,
- Education was very important and various programmes were being used such as Green Light which was the flagship programme for 16-24 year olds which provided hard hitting input and focused on providing information via apps and social media. Some events concentrated on motorbike safety such as Biker Down, Bike4Life and Take Control. Road Safety Officers had also set up Cycle Safety Stations to advise cyclists on being seen in the dark and gave away reflectors.
- Enforcement involved programmes to help address speeding. Sites or routes could be assessed and speed enforcement brought in if appropriate. The Community Concern Programme involved local volunteers being trained to monitor speeds in their areas.

Any money made from speed awareness courses had to be used by the Safer Roads Partnership which helped to make the Partnership self-sufficient – apart from Green Light which received funding from Local Authorities.

In the ensuing discussion the following main points were made:

- Councillors were concerned about the issue of very large tractors causing problems on local roads,
- Shropshire Council had provided some funding to enable the Safer Roads Partnership to work with



**143 Community Safety Partnerships Commissioning Framework**

driving instructors and such initiatives were spreading,

- It was suggested that Partner Organisations could get together to do a Scrutiny on Road Safety which could perhaps involve looking at any accidents which occurred as a result to changes to roundabouts,
- In response to a query about whether the Safer Roads Partnership could make recommendations at planning meetings for new housing developments, it was clarified that the Highways department were responsible for speed limits and the Chief Constable was a statutory consultee,
- The Safer Roads Partnership were happy to attend Parish Council Meetings if Parish Councillors had particular concerns in their area.

Glyn Edwards, Head of Commissioning for the Office of the Police and Crime Commissioner gave a presentation to update the panel about the Community Safety Partnership Commissioning Framework.

The framework was an agreement between all partners that would allow for a longer term approach to delivering against need rather than having 12 month grants to the CSP. This would provide a collaborative approach and value for money.

The Partnership was analysing levels and patterns of crimes and looking at existing projects. This information was then being mapped and plotted against population and crime trends to ensure that funding was being targeted to areas of greatest need.

Scorecards were used to collect information on a range of topics and showed outcomes and indicators, baselines, the current situation and what could be done better. The domestic violence scorecard was shown as an example.

The next steps were for CSP clinics to be held to assess the scorecards and recommendations would be produced by the end of December 2015. Data sets (for example from the NHS) and training in the use of the heat maps would be made available to the CSPs and then programmes linked to crime trends and priorities would be developed from February 2016 onwards.

In response to questions Mr Edwards clarified that:

- There was now one CSP in the north of Worcestershire and one in the south.
- The heat maps would be available to the public

and it was felt that this would be helpful as it would allow parish councillors to be more knowledgeable and any discussions with public safety officers would be more informed.

The Chairman mentioned that Suzanne was leaving her role as Governance and Scrutiny Manager at Worcestershire County Council for a new position with the Government Ombudsman. He thanked her for her work with the Police and Crime Panel and wished her well in her new job.

The Chairman noted that the next meeting of the Panel would be on:

**2 February at County Hall, Worcester. Starting at 1.30pm.**

There would be meetings of the Task and Finish Groups looking at the Precept and the Police and Crime Plan before the next main meeting of the Panel.

The meeting ended at 4.10pm.

Chairman .....

**2 FEBRUARY 2016**

**PROPOSED PRECEPT 2016/17 – REPORT OF THE POLICE  
AND CRIME PANEL TASK GROUP**

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**Recommendation**

1. It is recommended that the Panel:
  - a) notes the conclusions made and the evidence considered by the Task Group and detailed in this report; in order to assist its Scrutiny of the Police and Crime Commissioners Precept Proposals.
  - b) notes the guidance and information on Timings and Options attached at Appendix 7.

**Purpose**

2. To present the findings and details of the considerations undertaken by the Precept Task and Finish Group of the West Mercia Police and Crime Panel.

**Background**

3. Membership  
Councillor Paul Middlesborough (Chair)  
Mrs Helen Barker  
Councillor Sebastian Bowen
4. Role of the Task Group  
To consider the draft policing budget and draft policing precept. The precept is the amount of money that the PCC proposes to levy on council taxpayers for the local force. The budget will set out how both the money raised from the precept will be spent, and also how other funds will be spent for which the PCC has overall responsibility

**Evidence Presented to the Task Group**

5. The Police and Crime Commissioner (PCC) presented his budget and precept proposal to the Police and Crime Panel Precept Task Group on the 13<sup>th</sup> January 2016. The proposal presented was a 'draft' with some data relating to Council tax bases and surpluses/deficits on collection from Councils outstanding.
6. In presenting his proposal to the Task Group the PCC provided the following information:
  - Paper 1: Key Points from the Provisional Police Finance Settlement
  - Paper 2: Draft Report – Budget 2016/17 and Medium Term Financial Plan 2016/17 to 2019/20
  - Paper 3: Draft Medium Term Financial Plan

- Paper 4: Budget Summary and Analysis of Movement in the Base Budget
- Paper 5: Reserves Sensitivity

7. The Task Group met on the 13<sup>th</sup> January 2016 to consider the budget and precept proposal of the PCC, and to question the PCC, his Deputy, the Chief Executive, Treasurer and Deputy Treasurer of the PCCs office on the content of that proposal

8. Details of the information presented to the Task Group are attached in the appendices to this report.

9. The Key Points presented to the Precept Task Group are attached in Appendix 1.

### **Considerations of the Task Group**

10. The Treasurer presented an over view of the Provisional Police Financial Settlement. The key points were:

- Unlike in Local government the grant settlement is for 2016/17 only with the expectation that there will be a further review of the police funding formula in 2017/18 and beyond.
- The Police Minister (Mike Penning MP) had stated *“For 2016/17, direct resource funding for each PCC, including precept will be protected at flat cash levels, assuming that precept income is increased to the maximum amount available. This means that no PCC will face a reduction in cash funding next year compared to this year and the majority will see marginal increases in funding”*.
- There are national initiatives regarding IT which will require commitment of local resources.
- The Commissioner has undertaken a consultation on Council Tax increases and whilst the figures were predicated on a 1.99% increase in Council Tax he was not yet committed to that level of change.
- The Alliance with Warwickshire Partnership and partnerships with Local Government, and Criminal Justice Services remains vital to reduce crime, support victims and continue cost reductions to reflect the national economic position.

11. Against this background the panel examined the pressures on the budget proposals and noted the £6.1m gap in the budget between spending and funding which will be met from reserves. In arriving at the figure, attention was drawn to the new National Insurance Levy and inflation which increase expenditure by £6.6 million. Growth bids of £3.0m were offset by continued new savings of £6.5m. After allowing for the 1.99 % increase in Council Tax the shortfall would be taken from balances of £57.3m.

12. The report highlighted the significant capital investment for the Alliance with payments of £31.8m in 2016/17. This is to be funded from a combination of borrowing, grants and receipts. The group discussed the merits of borrowing and felt more consideration should be given to using revenue resources to fund capital.

13. The Medium Term financial plan demonstrated that balances would fall to £26.2m by March 2020. This was considered in the context of a risk analysis presented by

the Treasurer. This concluded that £12.5 million is the minimum level for balances. The Panel heard that this was a minimum and should be viewed in the context of a change in the Police Funding Formula next year the consequences of which are unknown.

14. In looking at the detail of the budget special attention was given to the costs of the Commissioner's office. The budget remained effectively static at £1.4m. The Chief Executive stated that the reason for this was to give the new Commissioner full flexibility once they had taken office, and not to pre-empt decisions.

15. In relation to the precept it was noted that the County Council and Unitary Authorities had the opportunity to increase Council Tax by up to 4%, the districts by up to 2% or £5 for a 'band d' property.

16. The Commissioner's Treasurer presented a draft report and took the panel through the key issues. The Commissioners team responded to points put to them by the panel. It was noted that some of the figures may change as more information becomes available.

## **Conclusions of the Task Group**

17. After considering the evidence presented to them and after questioning the PCC and others on the proposed budget and precept, the Task Group agreed the following conclusions that it wished to present to the Police and Crime Panel:

### Conclusion 1

18. There is recognition that the current reserves are very healthy but that these need to be utilised in the way that was being proposed in the medium term financial plan, and that the PCP have previously called for. Although there are currently favourable conditions for borrowing, the reserves should be utilised to ensure a balanced portfolio. This time next year the PCC will need to carefully consider the balance between the use of reserves and the use of prudent borrowing and how treasury management decisions are taken.

### Conclusion 2

19. The announcement in the Autumn statement about no cuts to police funding was welcomed although this is based upon an assumption that the PCC precept of 1.99% would have to be implemented in full to secure this position and retain a strong base budget position. This is a fundamental issue and has to be considered against the backdrop of other precept decisions for Local Authorities such as the possible 2% precept increase for adult social care, also set out in the Autumn statement. It was noted that the PCC was, prior to the Autumn statement, preparing for a possible cut in police budgets of 20%.

### Conclusion 3

20. The Task Group recognised the risks of not increasing the precept under these circumstances, that the funding base would be lower in future years if it were not increased and there are potentially other funding pressures and potential downward

pressures to come through the system. There are around £6m of external pressure outside the PCCs control.

#### Conclusion 4

21. Members felt that the current response levels to the PCC consultation on the setting of the precept were very low and that Local Authorities who have sound experience in consultation may be able to advise in future. It was not clear if these numbers enabled the response to be statistically relevant.

#### Conclusion 5

22. The rapidly changing nature of crime with the focus on cyber- crime as well as challenges in relation to domestic abuse, sexual violence and CSE requires a significant change in the skill set required by the Force. Investment in training, highly qualified personal and IT solutions would be vital.

#### Conclusion 6

23. The Task Group felt that there was more that could be done on efficiencies if the two PCCs (West Mercia and Warwickshire) co-operated more effectively and there was potentially room for a focus on the back office support, albeit the new PCC may have views on this.

#### Conclusion 7

24. The question about the contribution to the Police Federation was raised by the PCP last year and the figures need to be presented this year as well.

#### Conclusion 8

25. The Task Group highlighted that going forward there are many changes including the election of a new PCC, and potential changes being considered by the Home Office to expand the PCC remit to include Fire Services.

#### Conclusion 9

26. Challenge should be made to the PCC as to what he would do if the consensus including public opinion was that the precept should be less than 1.99%.

#### Conclusion 10

27. The Task Group were unhappy at the idea of PCSOs being trained and operated as retained firemen in addition to their normal duties.

### **Relevant Legislation**

28. There are a number of statutory instruments, laid in Parliament further to the Police Reform and Social Responsibility Act, which directly refer to Panels and their powers. They are:

- Police and Crime Panels (Precepts and Chief Constable Appointments)
- Regulations 2012, SI No. 2271 (laid before Parliament 6 September 2012)

- Police and Crime Panels (Application of Local Authority Enactments) Regulations 2012, SI No. 2734 (laid before Parliament 1 November 2012)
- Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012, SI No. 62 (made 10 January 2012)
- Police and Crime Panels (Nominations, Appointments and Notifications) Regulations 2012, SI No. 1433 (laid before Parliament 7 June 2012)
- Police and Crime Panels (Modification of Functions) Regulations 2012 SI No. 2504 (made 2 October 2012).

## **Contact Point**

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## **Supporting Information**

- APPENDIX 1: Key Points from the provisional Police Finance Settlement.
- APPENDIX 2: WEST MERCIA BUDGET 2016/17 & MEDIUM TERM FINANCIAL PLAN 2016/17 TO 2019/20
- APPENDIX 3: Draft Medium Term Financial Plan
- APPENDIX 4: Summary of Budget Movements 2015/16 to 2016/17
- APPENDIX 5: Budget Movements 2015/16 to 2016/17
- APPENDIX 6: Reserves Sensitivity Analysis 2016/17
- APPENDIX 7: Police and Crime Panels – Guidance on Scrutiny of Precepts

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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 October – 31 December 2016 (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. The Plan was subject to variation in March 2014 and July 2015.

### **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 October 2015 – to date (unless otherwise stated). 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 Panel received a presentation on StraDA, the alliance change programme at its December meeting. Demand analysis has shown that the way the police currently protect people needs to change. In order to undertake a truly transformational change of the organisation to meet the shifting policing demands the PCC has endorsed a 'twin

track' proposal to instigate the changes needed. Part of this will require the procurement of a transformation partner. Work is now progressing to begin this twin track approach to transformation.

The alliance now has the full number of police officers as planned, which means that every officer is an operational, deployable officer. (Student officers are not included in this number). This is a substantial achievement for both forces.

Sixteen new PCSOs started with the alliance between 1 July and 30 September 2015 and there are a further 41 successful candidates on a waiting-list for the next vacancies

In October 2015 a project team was fully formed and launched to target special constable recruitment. Since that time 365 applications have been received. This is in comparison with 73 applications in a 3 month period prior to commencement of the project. The force's new special constable recruiters, as well as members of the volunteer programme team, have actively been involved in recruitment at local citizen's academy events, local universities and colleges. The website has also been dramatically improved.

A volunteer programme supervisor has been recruited to support the volunteer programme manager and drive forward recruitment both internally and externally. They started in post at the end of September and have been actively promoting awareness of volunteering with the police at local universities, colleges and citizen's academy events. Currently there are 102 volunteers within West Mercia. In addition, there are currently 107 speed watch volunteers which brings the total number to 209.

The volunteer programme manager has been supporting the PCC's office with the recruitment of Independent Custody Visitors particularly around policies etc in connection with their recruitment campaign. This work has successfully identified more than a dozen new potential recruits.

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

The Panel received a detailed update on this objective at its December 2015 meeting.

Over the Christmas and New Year period the street pastor and taxi marshal schemes were very successful in supporting vulnerable people who had consumed too much alcohol. In particular, the PCC has been advised that Hereford's A&E saw a reduction in people being admitted over the festive period due to excess alcohol consumption compared to same period last year. The street pastor scheme in Herefordshire, which includes Ameilia's place, has contributed towards this reduction.

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

The Panel received a detailed update on this objective at its December 2015 meeting and there is nothing significant to add to that update.

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

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. Anti social behaviour forms part of the new community safety partnership framework which was presented to Panel in December 2015.

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

During the last financial quarter the PCC commissioned a review into Integrated Offender Management (IOM). The review findings identified 3 key recommendations along with a revised model for delivering better outcomes. The PCC has agreed to support the new way of working identified in the review and has released £500,000 to enable this to happen.

Moving forward the police should be in a position to take the recommendations forward. The PCC's office will support the deliver and implementation of those recommendations.

#### **Objective 6 – To develop and implement a business crime strategy**

The Panel received a detailed update on this objective at its December 2015 meeting.

In December the PCC made a formal decision agreeing to use reserves of up to £452,000 in support of rural, business and cyber crime initiatives. This represents the 2014/15 allocation for rural, business and cyber crime which was not spent in that financial year.

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

Each Community Safety Partnership (CSP) now has a draft commissioning framework, which has been well received by all associated stakeholders. Meetings are now taking place to plan the decommissioning or reinvestment in projects that meet the identified need and priority within the framework. One of the opportunities the PCC will seek to evolve within this framework is the opportunity to joint commission with the upper authority in each area, and use the CSP as the gateway for this where feasible. The projects to be (re)invested in will be aligned to PCC and Alliance priorities and will be shaped around a body of local evidence that enables outcomes to be achieved at the point of greatest need.

In support of the substantial work being undertaken to develop and implement the commissioning framework a support post for a Contracts and Grants Analyst will shortly be advertised, with the view of having this post in place by April 2016. The job description for the post is linked to the framework of each CSP, as well as creating the potential link with the force too. The role will ensure there is a golden thread between evidence and need and delivery and also make the assessment of whether there is appropriate provision, providing the right support at the right time regardless of whether a crime has been reported.

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

The PCC's Commissioning Manager presented an overview to the Panels December meeting on the Community Safety Partnership (CSP) framework. The CSP framework is currently in negotiation with each CSP.

It is intended to undertake a strategic review for both Domestic Abuse and Victim provision in 2016. The remit for the reviews is currently been designed and it anticipated that these will be rolled out from March 2016.

Recent data indicates increases in reported levels of both Sexual and Domestic Violence. Given the increases in reporting the PCC has released an additional £80,000 per annum to Women's Aid to help them meet the increase in demand against their services. The funds will provide two additional independent domestic advisors and increase their capacity / capability to process referrals.

In addition the PCC's office has supported the West Mercia Rape and Sexual Assault Centre who have submitted a bid to the National Lottery for additional funds, and is also working closely with NHS England as they develop a new service specification for SARCs and Sexual Assault Services.

A new approach to develop and deliver restorative justice (RJ) across the alliance has been introduced. The project is designed to deliver both RJ interventions and training to staff. Over 150 staff will be receiving training from an external provider in the coming months. In addition the PCC's office for West Mercia has drafted a new Alliance strategy for RJ which has been signed off and a new Alliance Strategic board is in place and is due to meet on the 3rd of Feb 2016.

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

The Panel received a detailed update on this objective at its December 2015 meeting, including a presentation from the Safer Roads Partnership.

The Safer Roads Partnership Governance Board will meet for the first time in February 2016. Draft Terms of Reference have been discussed and provisionally agreed with partners, although they will not be formally approved until the first meeting.

## **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). The PCC continues to meet and discuss related issues on a regular basis with force personnel and as part of his weekly meeting with the Chief Constable. At a regional level the PCC attends a quarterly PCCs' meeting where regional collaboration is scrutinised.

In December 2015 HMIC published an inspection report on the capabilities and effectiveness of Regional Organised Crime Units (ROCU). As the ROCU forms part of

the regional approach to collaboration, the report and its recommendations will be addressed by agreement of all four forces within the West Midlands region.

In 2015 the South Worcestershire Local Policing Area was selected to pilot an approach known as the Joint Policing Panel (JPP) to introduce the style of working advocated within the Government's strategy to tackle serious and organised crime in local areas. The PCC has been following progress of this pilot which has brought together a wide range of partners to develop and share a problem profile for serious and organised crime within South Worcestershire and to work together to tackle the areas organised crime groups. This work is ongoing.

### **Objective 11 – To develop and implement a public engagement strategy**

Formal monitoring and evaluation against the PCC's engagement strategy was carried out in December 2015. The results of that monitoring have subsequently been posted on the PCC's website. 47 out of 48 indicators were scored as 'green' (achieved or likely to achieve milestones and timescales). The other indicator was scored as amber, but a piece of work due to be rolled out shortly should address this issue.

Since the last update to the panel, part of a major engagement project involving young people has concluded; whilst the second part is due to conclude in mid-February. The PCC held a safety competition in conjunction with local schools, the aim of which was to engage young people, and get across key messages around crime, anti-social behaviour and crime prevention. Thousands of children were involved in the first strand of the programme from schools across West Mercia, which involved asking primary age children to design safety posters.

The second half of the campaign has seen secondary school pupils design safety apps. The winner will be selected shortly, and the University of Worcester will then work with the students to develop their idea. Again uptake on this has been encouraging.

In December 2015, the Commissioner published his response to his consultation on 20mph zones. This is available to read in the news section of the PCC website.

The Community Ambassadors continue to provide weekly updates for the Commissioner from police and a range of partners. The Ambassadors will continue in their work until the PCC elections in May, after which it will be up to the new Commissioner to determine how they wish to move forward. The Ambassadors will be asked to produce their own end of term reports for each policing area, for the information of both the current PCC, and the new PCC who will hopefully find the briefings useful when they take office.

## **5. PART 2 – PERFORMANCE MONITORING REPORT**

From the 1<sup>st</sup> 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.

Monthly and quarterly performance reports are now produced to provide a strategic overview of force performance in line with the police and crime plan aims and the force control strategy. The reports are used by the PCC to inform his discussions with the Chief Constable and are subject to further scrutiny by senior managers at the alliance performance management group.

Attached at appendix A is the quarterly performance report for October –December 2015. Members of the Panel are invited to comment on the report.

## **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 October 2015 to date.

**Joint Audit Committee** - the Independent Joint Audit committee met in December 2015. Items considered included, external and internal audit, HMIC reports, value for money profiles, the corporate governance framework and risk registers

**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 last met in October 2015. Two restricted items were considered in the non public session. Items considered in the public session included .the panels terms of reference and annual report, dip sampling of complaint files and a review of ‘no crimed’ rape reports.

**Her Majesty’s Inspectorate of Constabulary (HMIC)** – from the 1 October to date HMIC has published three inspection reports relating to West Mercia:

- *‘PEEL: police efficiency 2015’*. This report was graded and the overall judgement as to *‘how efficient is the force at keeping people safe and reducing crime?’* was ‘Good’. Although the report did not contain any specific recommendation or areas for improvement, the commentary within the report has been reviewed to assess any specific areas of concern.
- *‘Witness for the prosecution: Identifying victim and witness vulnerability in criminal case files’*. This inspection was not graded and the report did not contain any recommendations or areas for improvement.
- *‘PEEL: Police effectiveness 2015 (Vulnerability)’*. This report was graded and the overall judgement as to *‘how effective is the force at protecting from harm those who are vulnerable and supporting victims?’* was *‘Requires improvement’*. The report contains 3 recommendations which have been developed into an action plan to address the issues identified.

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. This includes national thematic reports and any relevant joint inspectorate reports.

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 2016. 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.

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# **Performance Summary (West Mercia)**

## **October - December 2015**

Author:	Performance Review
Date:	January 2016
Version:	1
GPMS marking:	

## Summary

Topic	Data	Activity
<b><i>To Protect Communities from Harm</i></b>		
Hate Crime	No significant change	Working group established
Victim Satisfaction	No significant change	Second workshop planned
Outcomes	Year on year reduction in positive outcomes	Ongoing monitoring
Repeat Victimization / Offending		IOM review recommendations being implemented
Repeat Missing Persons		Pro-active work ongoing
<b><i>To Reduce Crime &amp; Disorder</i></b>		
Violence with Injury	Volumes stabilising	Characteristics report produced for thematic lead
Sexual Offences – Rape	No significant change	
Sexual Offences – Other	No significant change	
Domestic Burglary	No significant change at Force level	We Don't Buy Crime initiative launched
Robbery	Increased volumes	Summary report produced for thematic lead
Business Crime	No significant change	Tactical initiatives continue
Rural Crime	No significant change	'Rural Matters' activity
Domestic Abuse	No significant change	
Child at Risk / CSE	No significant change	Internal training re CSE application of markers
Cyber Crime		Strategy to be launched imminently
Anti-Social Behaviour	Continued decline in volumes	Further monitoring will be undertaken
Road Traffic Casualties		Adoption of national CRASH recording system
Response Times to Emergency Incidents	Increased trend in average time to respond	Changes to some response areas in Shrops/ S Worcs
TOIL/RDIL	Further improvements in numbers exceeding limits	Department level data disseminated
<b><i>To Ensure an Efficient and Effective Police Service</i></b>		
Sickness	Improving picture year on year	
Complaints	No significant change	
Conducts	No significant change	

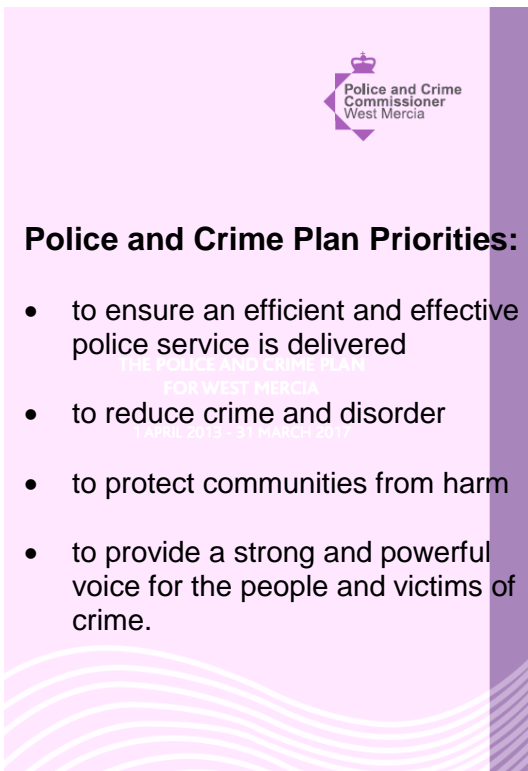
# Performance Summary

## 1. Introduction

This report covers the third quarter of the performance year and shows a developing picture of force performance across a broad range of data. The document is used as the basis of accountability both by the force and PCC. It feeds into the Performance Management Group where senior leaders explore performance and improvement activity in more detail.

The end of year projections have been updated to take account of the last quarter performance and therefore provide a more certain picture of the levels of crime we expect to record at the end of the performance year.

This performance year has seen the force adjust to a number of changes in recording practices that has seen some predicted crime increases. These changes have also been experienced by most other forces and have been subject to national reviews. It is our view that recorded crime now appears to be stabilising following these changes.



**Police and Crime Commissioner West Mercia**

**Police and Crime Plan Priorities:**

- 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 POLICE AND CRIME PLAN FOR WEST MERCIA  
1 APRIL 2015 - 31 MARCH 2017



**Alliance Control Strategy 2015**

Alliance priorities have been identified using the Management of Risk in Law Enforcement (MoRLE). MoRLE is a structured methodology and matrix which aims to provide a consistent approach across law enforcement agencies.

**Strategic Policing Requirement**

- Terrorism
- Serious and organised crime
- Cyber crime
- Threats to public order
- Child emergencies
- Child sexual exploitation

**The Control Strategy identifies priorities based on assessment of areas of highest risk and harm.**

<b>Cyber crime</b>	Includes both cyber enabled and cyber dependent crime. Maximising evidential opportunities will benefit investigations and address knowledge gaps.
<b>Child sexual exploitation</b>	Issues of CSE and safeguarding children remain a priority.
<b>Child sexual exploitation of organised motorcyclists</b>	Child sexual exploitation, child sexual abuse, child sexual exploitation of organised motorcyclists.
<b>Rape and sexual assault</b>	Safeguarding and recognising victims remains a priority.
<b>Domestic abuse</b>	Promoting partnership working and increasing confidence in reporting.
<b>Killed and seriously injured RTCs</b>	Support the work of the Alliance Safer Roads Partnership to reduce the number of people killed and seriously injured on our roads.
<b>Modern slavery and human trafficking</b>	An emerging threat with significant intelligence gaps. Increasing awareness and understanding will improve response and identification of victims.
<b>Female genital mutilation</b>	Monitored threat with likely increase from statutory reporting by health professionals.
<b>Foreign national offenders</b>	Targeted operations developed to tackle this criminality.
<b>Serious acquisitive crime</b>	Increasing intelligence gathering, focusing on handlers, enablers and facilitators.
<b>Violent crime</b>	Partnership strategies designed to tackle drugs and alcohol related violence.
<b>Pipeline incursions</b>	Supporting national response to minimise risk.

**Intelligence requirement** represents what we need to know more about

**Police and Crime Commissioner West Mercia**

## 2. Summary of Performance

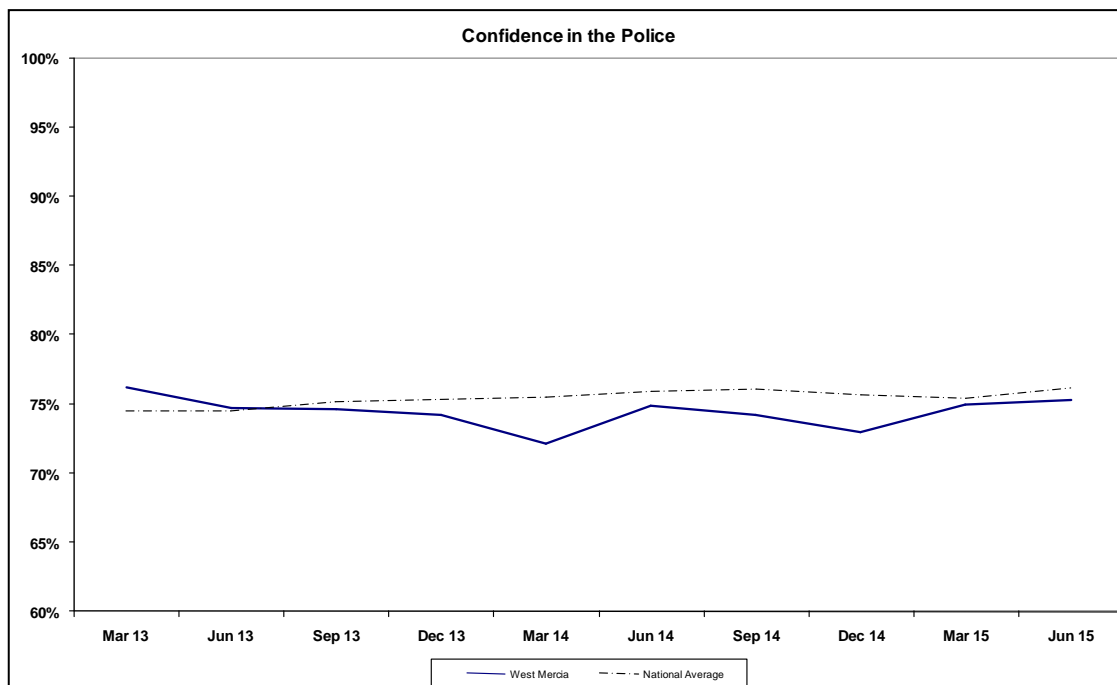
*Aim: To Protect Communities from Harm*

### 2.1 COMMUNITY

#### 2.1.1 Confidence in Police

Public confidence in the police is measured through the national Crime Survey for England and Wales (CSEW). The data is published quarterly, with the next update, covering the period to September 2015, due to be released on 21<sup>st</sup> January 2016. This will therefore be reported in the next monthly report in February 2016.

The chart below shows the comparative position of the force against a national average for the latest available data - to June 2015. This was presented in the previous quarterly report, but remains the most current data available. From December 2014 there has been an improvement in performance, with confidence moving towards the national average.



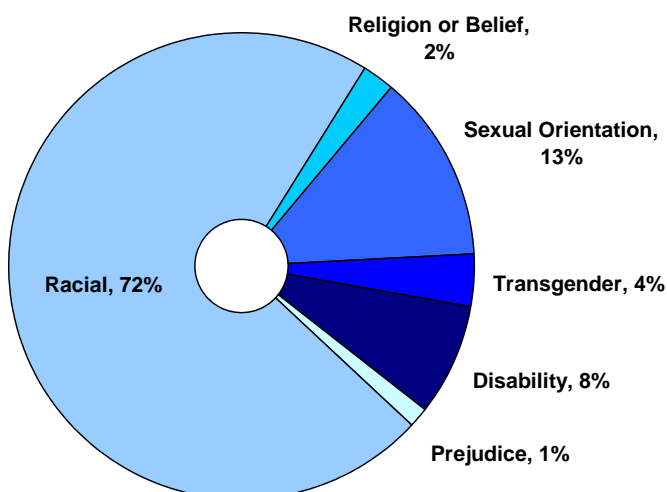
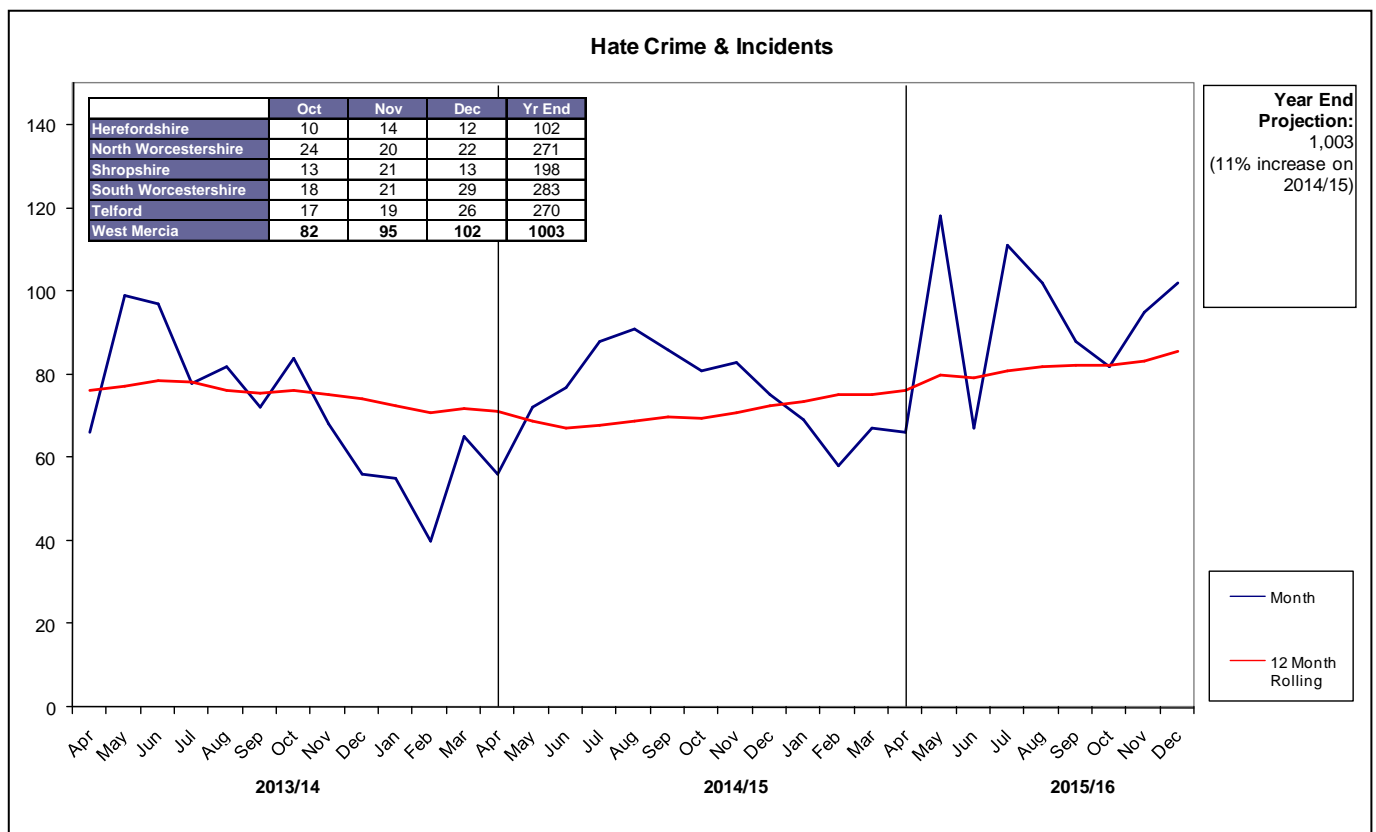
## 2.1.2 Hate Crime

**Signs of Improvement would be:**

Increased reporting  
Sustained/ improved victim satisfaction

Following the launch of the Force Hate Crime Strategy and the associated increased activity, the Force is projecting a rise of 11% compared to last year. A working group is being established, including representation from our IAGs, to review and refresh the strategy and our policies and procedures.

In the last quarter 279 offences/ incidents were recorded. This is above the quarterly average, and is welcomed by the force as it reflects the increased activity and pro-active work by the corporate communications team.

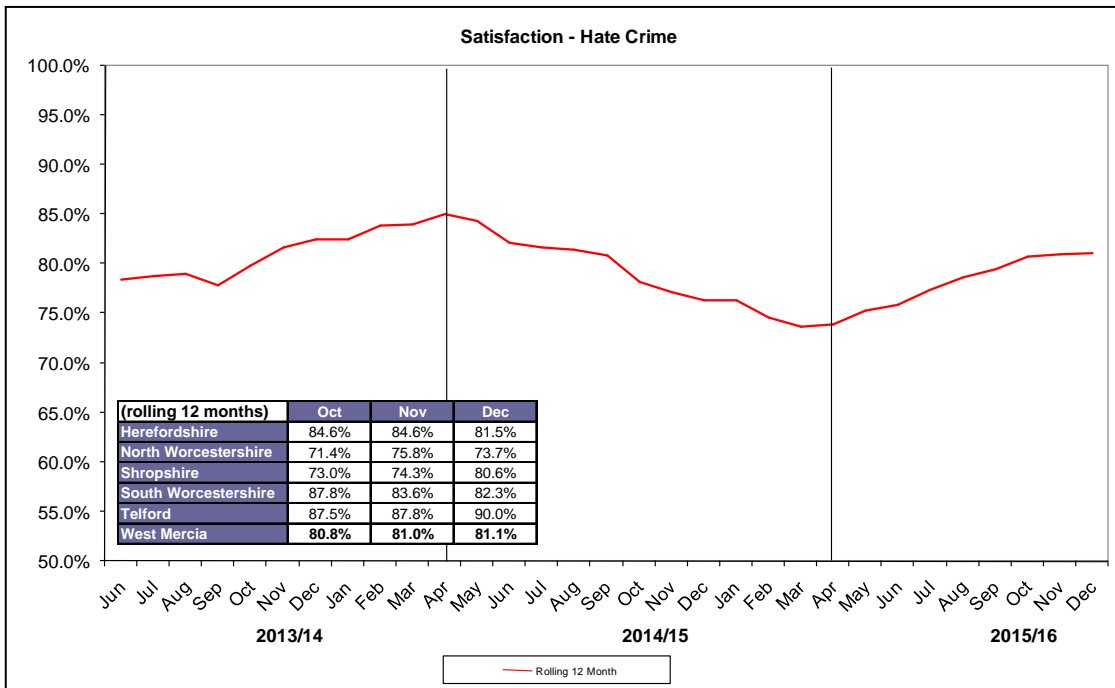


Almost three quarters (72%) of all hate offences are of a racial nature. This is a stable pattern.

NB: the term 'prejudice' refers to any individual characteristic that makes someone appear different, e.g. alternative lifestyle, culture, physical appearance and style of dress.

**Hate Crime Victim Satisfaction**

Satisfaction of hate crime victims is currently 81.1%<sup>1</sup>. The rolling 12 month average, shown by the red line on the chart, is showing a continued improvement this financial year.



<sup>1</sup> This is based on interviews undertaken over the last 12 months to give an adequate sample size for analysis

## 2.2 VICTIMS

### 2.2.1 Victim Satisfaction

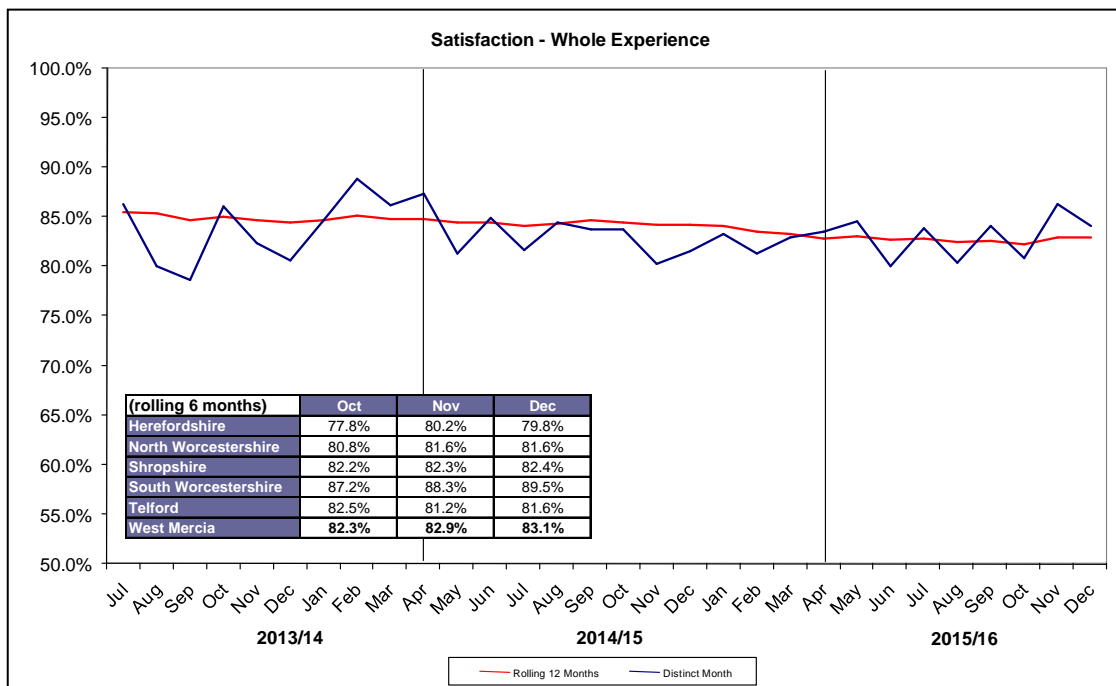
**Signs of Improvement would be:**

Improved satisfaction: overall & with follow up  
Change against comparative Forces

Overall victim satisfaction within West Mercia remains stable across the different stages (Ease of Contact, Actions, Follow-up, Treatment and Whole Experience) with 83% satisfied with their experience. Due to small sample sizes this is monitored over a rolling 6 month period and continues to identify that the area of 'Follow up' remains where there is opportunity to further improve. In the latest quarter 69% of people surveyed are satisfied with this aspect of the service opposed to 70% last quarter.

National comparison data is only available up to September 2015 with more recent data not being available until February 2016. As of September, West Mercia performs relatively well within its peer group of most similar forces<sup>2</sup> for 'Ease of Contact' (ranking 3<sup>rd</sup>) though less favourably in respect of 'Actions' (8<sup>th</sup>), 'Treatment' (6<sup>th</sup>) and 'Follow up' (8<sup>th</sup>). 'Follow up' and 'Actions' are areas of where there is the largest variance from the top performing force (-14% and - 8%).

Research with victims has identified that 'Actions' and 'Follow-up' are closely linked and work continues to improve performance in these areas across the Policing Areas. In order to embed a more coordinated and consistent approach across the Force, a strategic lead/champion has been appointed. A preliminary Victim Satisfaction Improvement Workshop was held in November 2015 and a further workshop is scheduled for January 2016. The primary aim of this will be to review current practice and devise a Victim Satisfaction Improvement Action Plan – with particular emphasis on the 'Actions' and 'Follow-up' stage. It will aim to embed a change in practice so that victims receive early contact from the officer in the case who will agree a contact plan and provide an overview of the planned investigative actions.



<sup>2</sup> Most Similar Forces are: Devon & Cornwall, Gloucestershire, Norfolk, North Yorks, Suffolk, Warwickshire, Wilts

### **2.2.2 Crime Outcomes**

Since April 2014 forces provide a more detailed picture of how a crime has been investigated and finalised through the recording of Outcomes.

The chart on the next page shows the journey that crimes follow. In July 2015 the Home Office published a national document detailing the Outcomes recorded nationally, which has provided a benchmark to judge force performance. The force aims to maintain or improve the Positive Action Outcomes that are assigned to crimes as these represent formal and informal sanctions taken against offenders. The other Outcomes are monitored as they provide a picture of attrition in the investigation process.

The chart overleaf starts by reporting the number of crimes reported during the reporting period. The next element indicates how many of the crimes recorded have been finalised with one of the outcomes. The force will always have a proportion of crimes not assigned an outcome as the investigations are continuing. Some offences, such as sexual crime, take time to investigate and often require forensic analysis of computers, phones and other electronically stored devices.

There will also be a proportion of offences where there are no identified offenders and no other productive lines of enquiry.

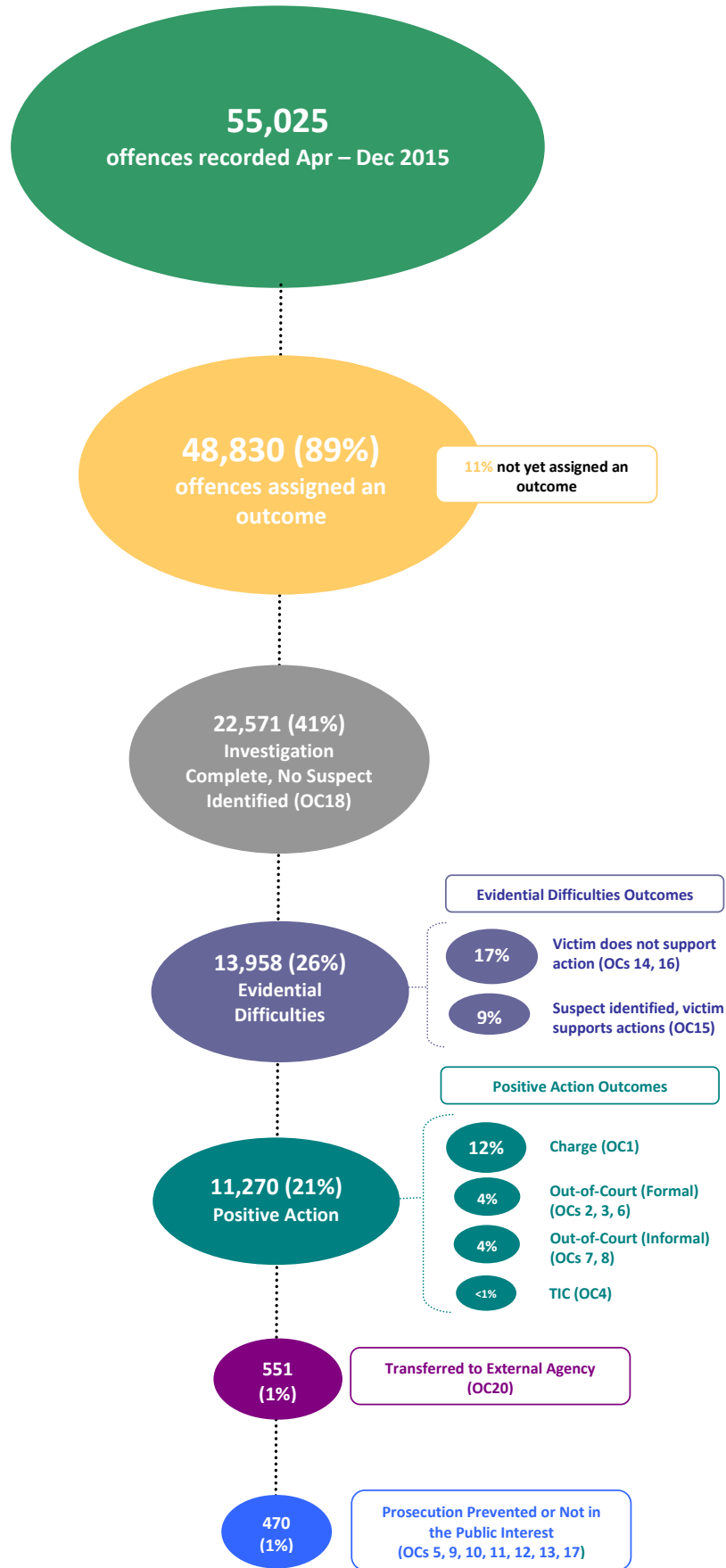
The next category covers those offences where a suspect has been identified but there are evidential difficulties that prevent a prosecution.

The Positive Action section covers a range of formal and informal sanctions that have been taken against the offender. This includes charges and summonses, cautions, penalty notices, cannabis warnings and community resolutions.

The remaining 2 categories represent a small proportion of offences where crimes are dealt with by another agency or it has been deemed not in the public interest to prosecute the offender.



# Total Recorded Crime



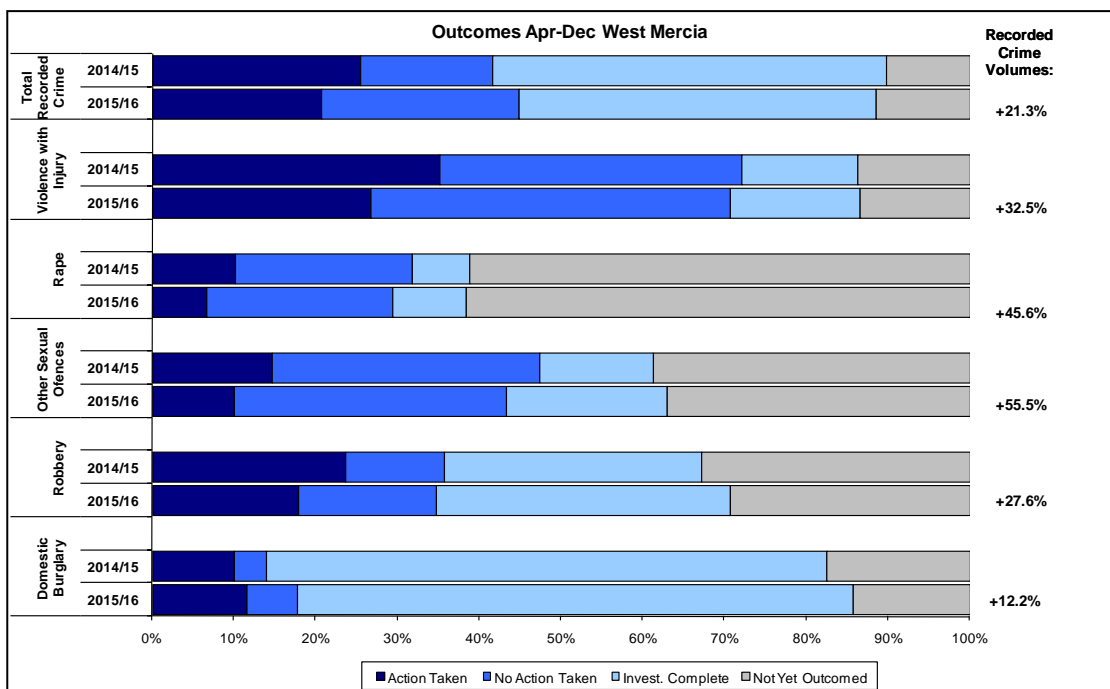
The chart below provides a summary of outcomes from April to December in 2014/15 and 2015/16. In order to provide a directly comparable data set the chart shows offences that were recorded in this period and the outcome assigned to those offences within the period.

Overall, there has been a reduction in the proportion of offences outcomed as 'Action taken' (i.e. charges and summonses, cautions, penalty notices, cannabis warnings and community resolutions), most notably in VAP with Injury, Other Sexual Offences and Robbery. Conversely, the proportion of Domestic Burglary offences outcomed as 'Action Taken' has seen a small increase.

There is an increase in 'No Action Taken' outcomes across all high harm offence groups, most notably for Robbery and Domestic Burglary offences. These outcome options (i.e. indicating where there have been evidential difficulties in the investigation) are likely to have been used more in 2015/16 as they are embedded more as business as usual.

We would expect to see some variation between crime types given the different investigative response employed. Also, the increase in recorded crime between the two years is likely to limit the investigative capacity for some offences.

We will continue to monitor trends against national and peer Force data and report by exception.



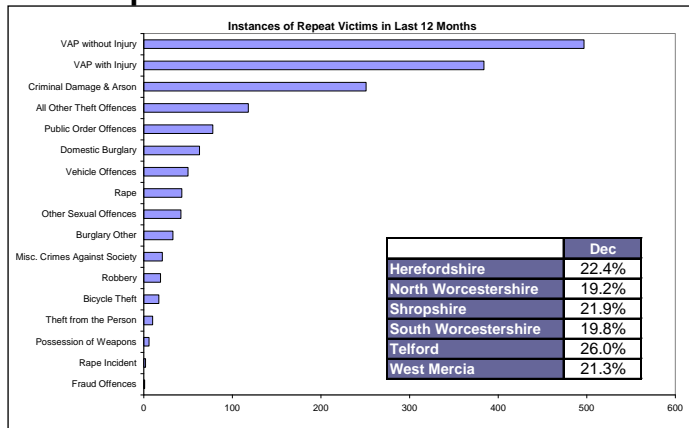
## 2.3 VULNERABILITY

Signs of Improvement would be:

Reduction in repeat victims and offenders  
Improved IOM processes

A repeat victim (or offender) is defined as an individual recorded as a victim (or offender) in one particular month and also at least once in the preceeding 12 months. This data does not lend itself to analysis on a quarterly basis, therefore the data below considers individuals identified as victims or offenders in December 2015 and their activity in the previous 12 months.

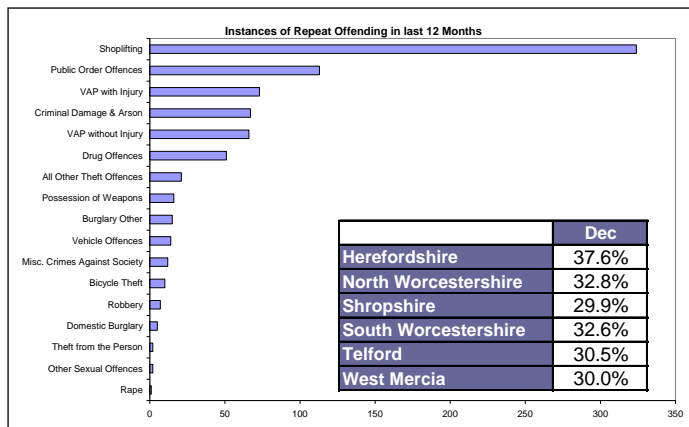
### 2.3.1 Repeat Victimization



In December 5% (203) of all identified victims were repeat victims within the same month and 21% had been a further victim of crime at least once in the previous 12 months. Of these, 51 individuals were victims more than 5 times and 5 more than 10 times in the last 12 months.

Repeat victims, given their experience of offending, are likely to be vulnerable.

### 2.3.2 Repeat Offending



In December approaching a third (30% - 228) of all identified defendants were also defendants in at least one other offence in the previous 12 months. Of these, 15 individuals were defendants more than 10 times, the most prolific being a defendant 21 times.

From January 2016, through the Tactical Tasking and Coordination meeting, the force has begun to report on and monitor the response to repeat domestic violence perpetrators.

The individual record level data, which identifies repeat victims and defendants, with particular focus on domestic abuse offences, is shared across the Alliance with local policing commanders and appropriate department heads.

The force Integrated Offender Management (IOM) lead is now implementing the recommendations from the recent service review. These focus on agreeing a single approach to IOM, including strategic partnerships, co-located hubs, data sharing and raising the profile of IOM at daily management meetings. Recruitment of alliance IOM teams is due to be completed by March 2016, including local co-ordinators and a dedicated analyst.

The Worcestershire PVP/CID pathfinder project, introduced in January 2016, will see the alignment of IOM teams with other colleagues to strengthen the response to high harm causers, provide an end to end offender management service and reduce re-offending.

### 2.3.3 Repeat Missing Persons

**Signs of Improvement would be:**

Reduction in repeat missing persons

Repeat missing persons are monitored due to associated vulnerability, particularly with young persons and those in care.

This data is a summary of what is recorded on the force missing persons system. The number of missing persons reports is not a count of unique individuals – a report is generated for each instance a person is reported missing. Please note, for the purpose of this report, a “repeat misper” is defined as an individual who has been recorded missing more than once within the quarter.

The recording of missing person reports has seen a small decrease between quarters. 883 missing person reports were recorded in the last quarter, compared to 920 in the previous quarter. The decrease is due to below average recording across Policing Areas in November, although volumes in December have returned to above average levels seen in previous months. 497 missing reports were recorded for under 18s in the last quarter, comparable to the previous quarter. Repeat rates for all persons and those under 18 have also remained stable.

30% of missing person reports recorded last quarter related to persons living in care homes. There is little variation in the ‘In Care’ Rate quarter-to-quarter.

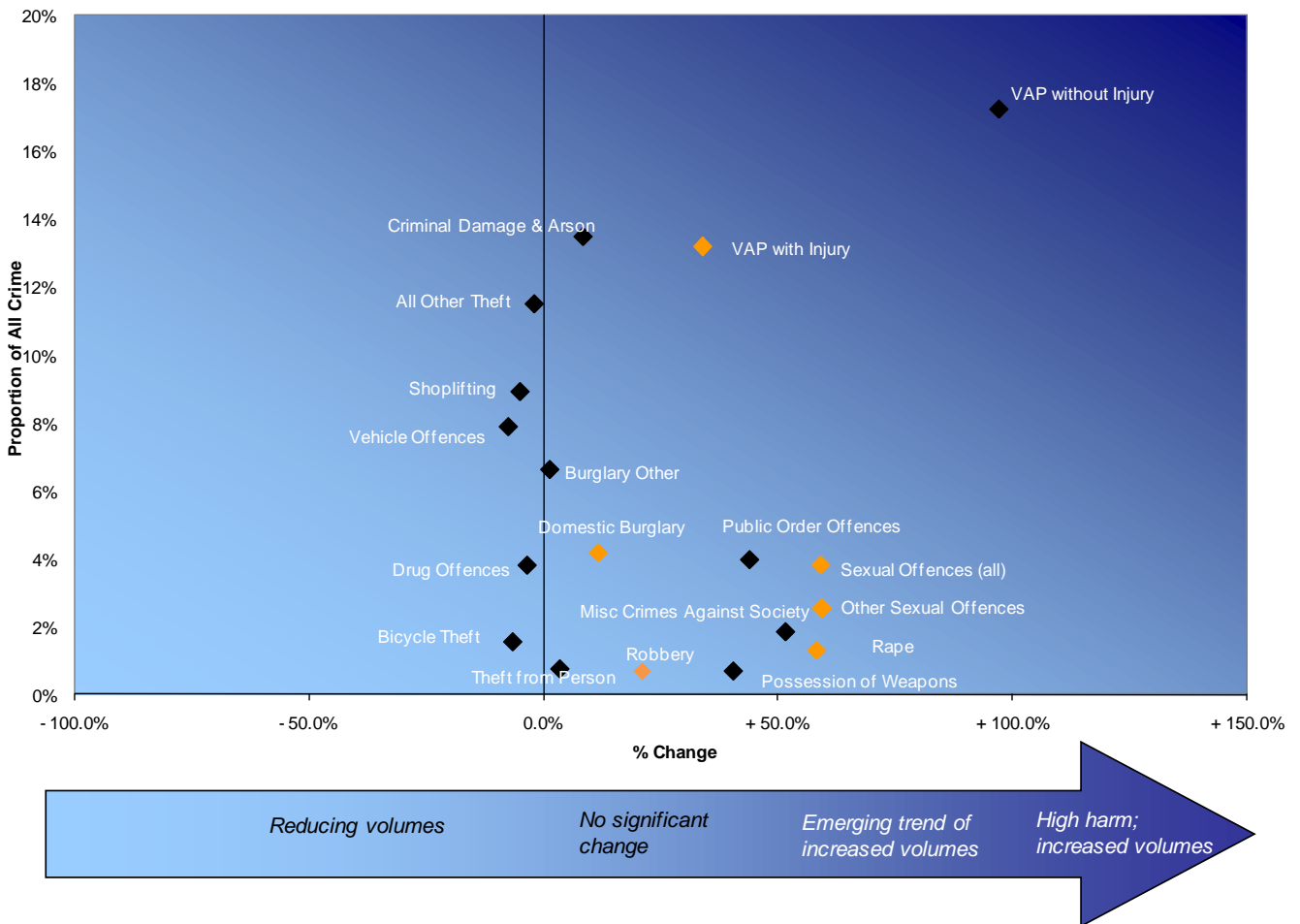
	All Persons			Persons Under 18			Persons In Care	
	No. of Missing Reports	No. of Reports from Repeat Mispers	Repeat Rate (%)	No. of Missing Reports	No. of Reports from Repeat Mispers	Repeat Rate (%)	No. of Missing Reports	In Care Rate (%)
Herefordshire	109	21	19%	50	15	30%	24	22%
North Worcestershire	160	56	35%	89	52	58%	57	36%
Shropshire	211	81	38%	114	62	54%	60	28%
South Worcestershire	239	104	44%	143	84	59%	77	32%
Telford & Wrekin	164	57	35%	101	54	53%	46	28%
<b>West Mercia Total</b>	<b>883</b>	<b>327</b>	<b>37%</b>	<b>497</b>	<b>273</b>	<b>55%</b>	<b>264</b>	<b>30%</b>

Work related to missing persons across the force is ongoing. Of particular note is the work being undertaken in Shropshire to target care homes that generate high volumes of demand. Since the care home project launched in July 2015, there has been a 26% reduction in total calls for service within the Policing Area. This project will continue to be monitored. Herefordshire local policing area has started to adopt the approach developed in Shropshire to manage the response to young people reported missing from care homes.

Work is also being undertaken in Worcestershire to tackle the increased volumes recorded during the current financial year. This includes working with a no. of high demand Children’s care homes as well as working closely with Foster Agencies and Children’s Services to improve processes for reporting missing children.

**2.4 HARM REDUCTION**

The chart below provides a snapshot of a wide variety of crimes that are monitored by the force. It shows whether they are increasing or decreasing and their relative proportion of all crime. The crimes that have an orange marker will be reported on.



Where possible, performance comparisons are made to the Force's 'similar group' (a group of 8 peer Forces designated by the Home Office)<sup>3</sup>. Two issues are highlighted:

1. How the current pattern of offending compares to the group average

Below Group Avg     
  Similar to Group Avg     
  Above Group Avg

2. Any recent change in the relative position of the Force within the group

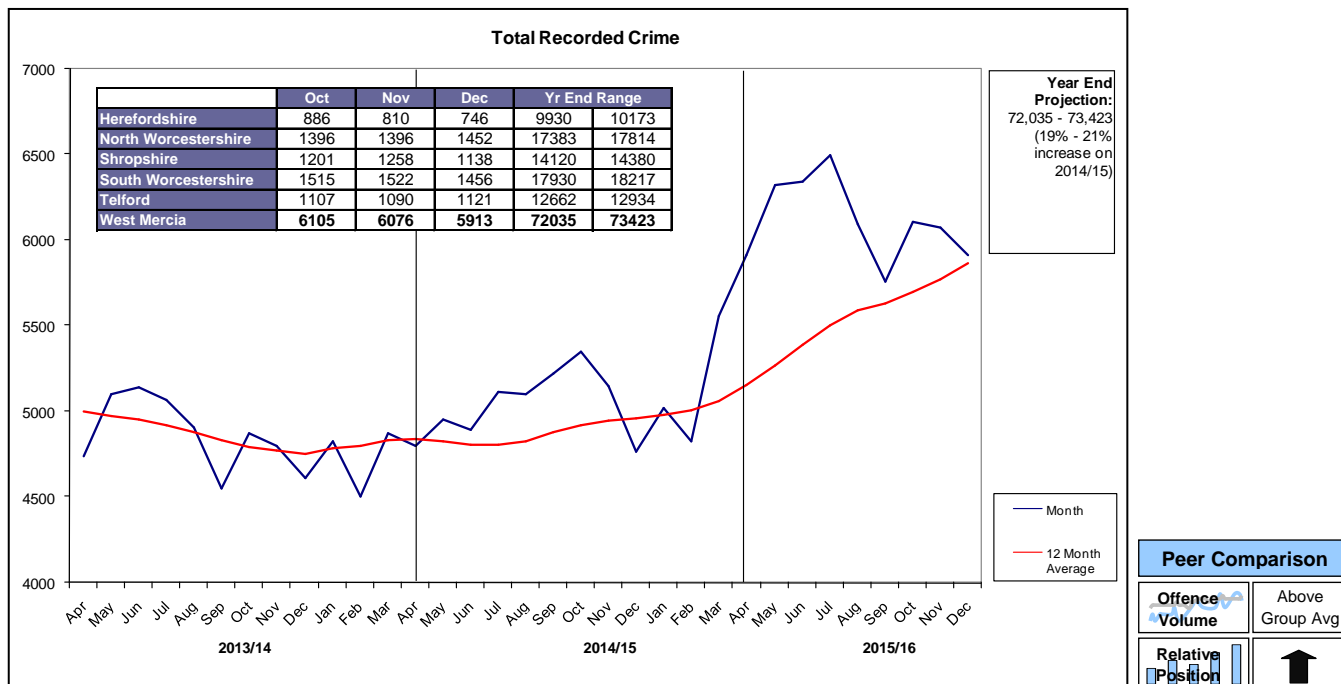
Improving     
 No Change     
 Deteriorating

<sup>3</sup> Most Similar Forces are: Devon & Cornwall, Gloucestershire, Norfolk, North Yorks, Suffolk, Warwickshire, Wilts

## 2.4.1 Crime Recorded

Signs of Improvement would be:

Stable volumes of recorded crime  
Trends in line with other Forces



The rise in crime volumes from March 2015 is a trend repeated nationally and is predominantly due to changes and improvements in the recording of crime as well as the introduction of new offence types. Where this is relevant to specific offence types, it is commented on in the report.

The last 2 quarters have seen a more stable recording pattern and following this we have reassessed year end projections. These are included in the report where relevant. In terms of total recorded crime, we currently expect year end volumes to be 19% - 21% above those of 2014/15.

The last quarter has shown only a marginal change in overall crime reported compared to the previous quarter (18,094 reduction of 1%), reflecting the more stable levels of recording.

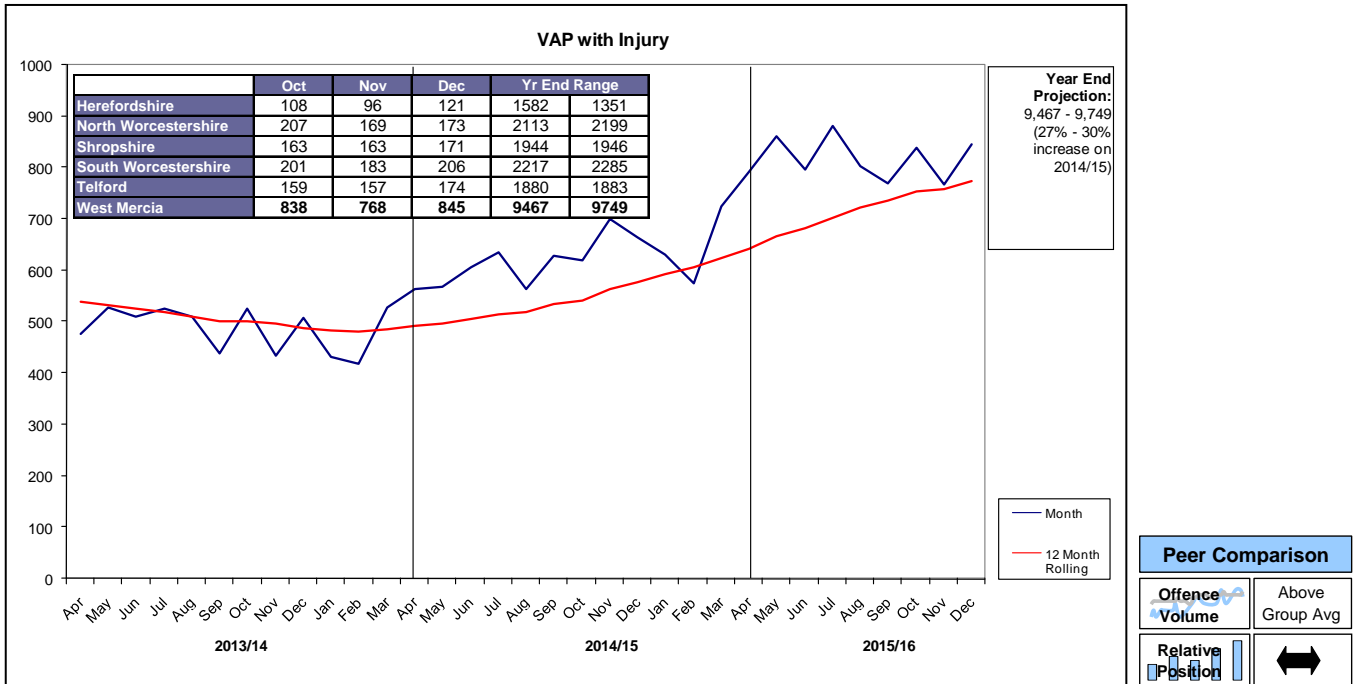
The following offence types are either those identified as causing most harm to individuals or those with an emerging upward trend in volume:

	West Mercia		Herefordshire		North Worcs		Shropshire		South Worcs		Telford	
	Last Quarter	Quarter Avg	Last Quarter	Quarter Avg	Last Quarter	Quarter Avg	Last Quarter	Quarter Avg	Last Quarter	Quarter Avg	Last Quarter	Quarter Avg
<b>Total Recorded Crime</b>	18094	17605	2442	2393	4244	4260	3597	3428	4493	4410	3318	3115
Violence With Injury	2451	2321	325	321	549	513	497	476	590	547	490	464
Violence Without Injury	3318	3032	459	420	732	696	660	606	818	729	649	582
Rape	248	229	41	35	57	50	44	48	55	50	51	46
Other Sexual Offences	443	444	61	70	91	86	89	86	95	109	107	94
Business Robbery	11	10	1	1	8	5	0	2	0	2	2	2
Personal Robbery	128	110	12	8	26	26	15	14	42	33	33	29
Domestic Burglary	757	734	80	80	181	178	162	140	185	169	149	167
Burglary Other	1149	1164	159	170	203	266	306	259	284	310	197	159
Vehicle Offences	1412	1387	138	123	507	545	218	214	367	339	182	166
Theft from Person	156	131	31	21	33	33	35	28	38	36	19	14
Bicycle Theft	276	271	51	48	39	43	50	57	71	84	65	41
Shoplifting	1540	1568	158	175	421	385	305	304	382	410	274	295
All Other Theft Offences	1935	2024	294	317	427	462	429	440	451	483	334	322
Criminal Damage & Arson	2335	2372	312	318	516	549	461	451	589	612	457	443
Other Crimes Against Society	1935	1810	320	287	454	427	326	307	526	498	309	292

## Violence with Injury<sup>4</sup>

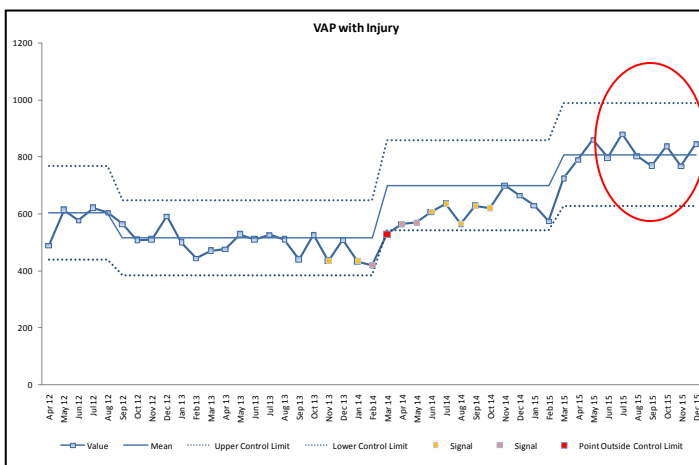
Signs of Improvement would be:

Stable volumes of recorded crime  
Trends in line with other Forces



Revised projections for the end of 2015/16 are between 9,467 and 9,749 (27%-30% higher than 2014/15). Contributory factors for this year on year increase are the increased focus and activity in respect of accurate and timely recording of reported offences as identified within the National Crime Recording Standards (NCRS) and Home Office Counting Rules (HOCR) following the HMIC Crime Data Integrity Inspection activity and the inclusion of DASH (Domestic Abuse and Stalking and Harassment risk indicator) assessments onto the force's electronic crime recording system (CRIMES).

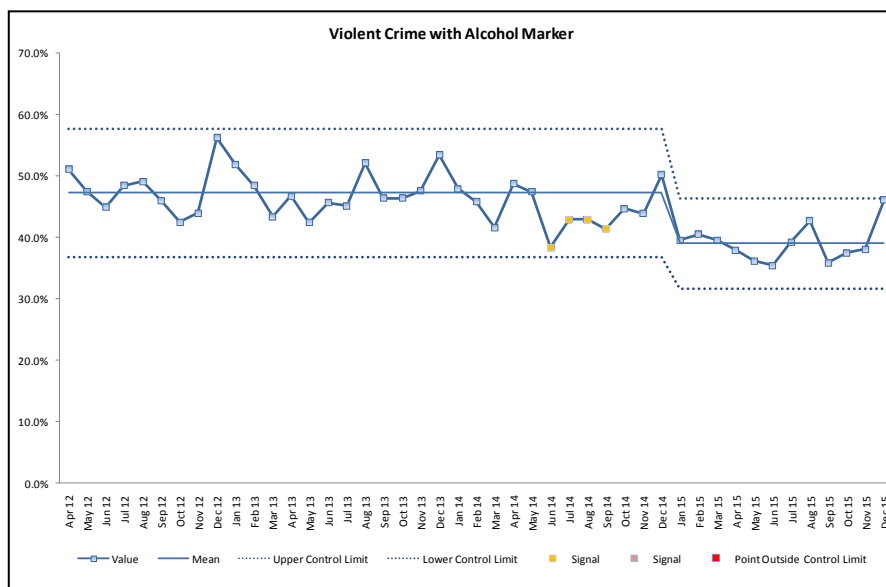
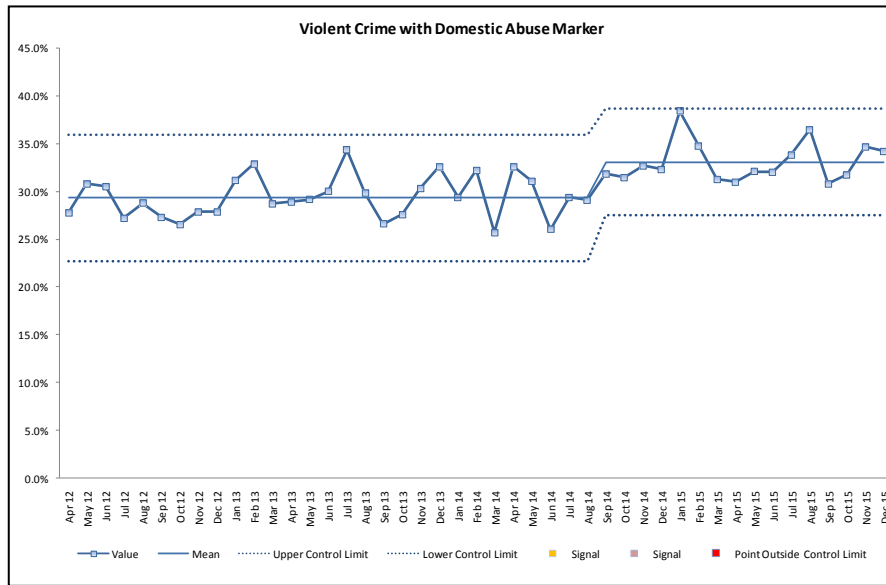
2,451 violence with injury offences were recorded in the last quarter, in line with the previous quarter and accounting for 14% of total recorded crime.



The sustained higher levels of recording over the last 6 months have resulted in an increase in the monthly average from 700 to 808. There has been no significant change in the characteristics of violent crime offences, with much of the additional volume from 2014/15 attributable to changes to internal recording processes. Volumes now appear to be more consistent, albeit at a higher monthly average.

<sup>4</sup> **Violence with Injury** includes murder & attempt murder, assault where there is injury or an attempt to inflict injury and death by driving

This quarter has seen a small increase in the proportion of violent offences that are either domestic abuse or alcohol related. Both markers show an increase in recent months but remain in control around a stable monthly average.



Alcohol related violence increases in December each year. Volumes in 2015 were lower than in previous years.

The Alliance runs Operation Christmas Presence each year, when resources are increased over key weekends in December to cope with increased demand. Analysis of the 2015 Operation is underway to assess its success and help to shape future operations.

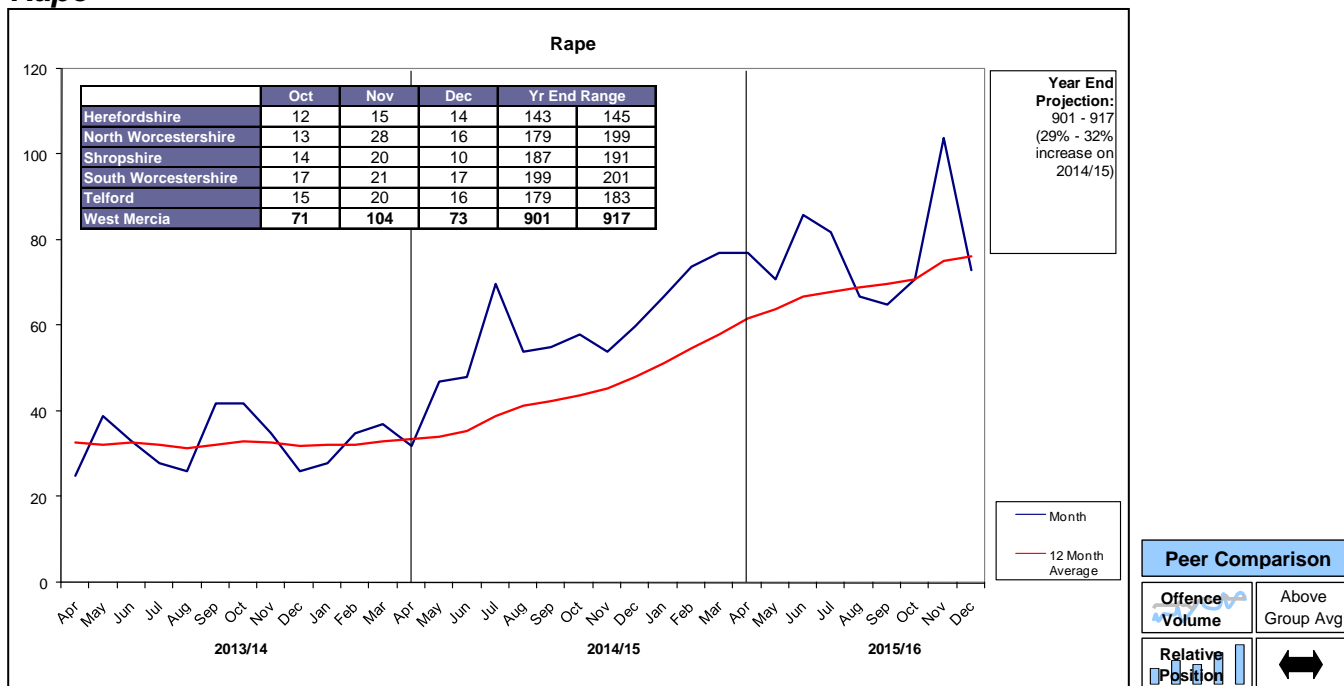


## Sexual Offences

Signs of Improvement would be:

Wider opportunities for victims to report offences  
Investigation of offences meeting victim expectations

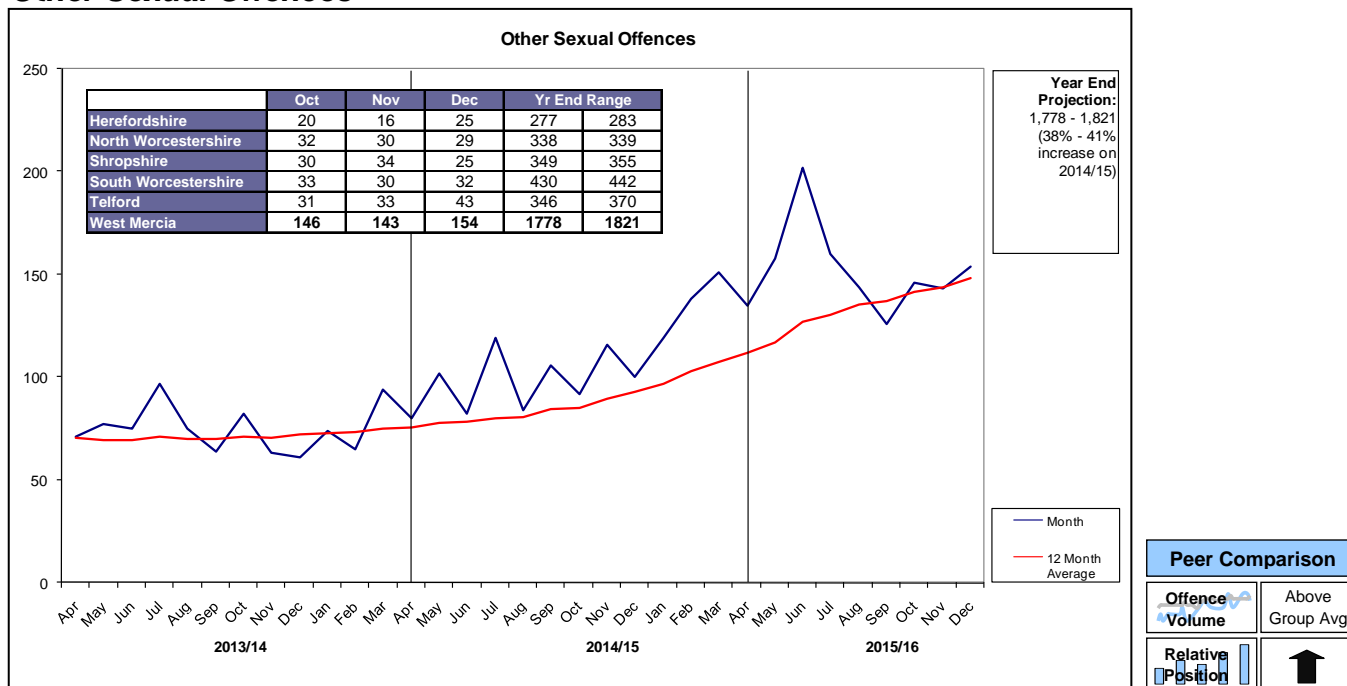
### Rape



Revised projections for the end of 2015/16 are between 901 and 917 (29%-32% increase on 2014/15). 248 rape offences were reported to the police in the quarter, a 16% increase on the previous quarter. The increase has been driven by abnormal levels of recording in North Worcestershire in November (27 offences recorded in the month, compared to an average of 14). As referenced in the November report, most of these offences involved females aged over 16 where the suspect was known to the victim. The offences are not known to be linked and no offending patterns have been identified

On average there is a 40%:60% split between rape offences that are 'current' (recorded within 28 days of being committed) and those classified as 'non-recent'. These proportions remain relatively stable across quarters. Fluctuations in total rape volumes are predominantly driven by fluctuations in 'current' offences.

## Other Sexual Offences



Revised projections for the end of 2015/16 are between 1,778 and 1,821 (38% - 41% increase on 2014/15). A number of most similar forces have experienced similar increases in volumes.

443 other sexual offences were reported to the police in the quarter, an increase of 13 offences (3%) on the previous quarter.

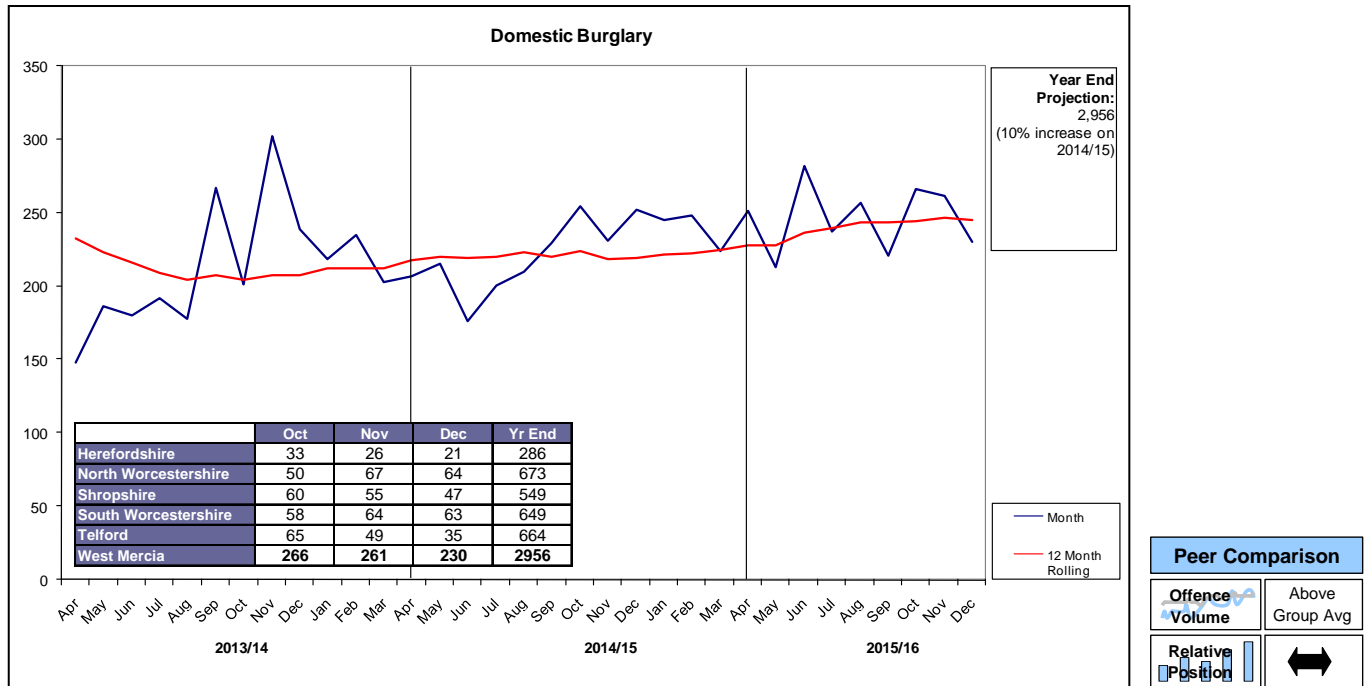
On average, there is a 50%:50% split between other sexual offences that are 'current' (recorded < 28 days after the committed date) and those classified as 'non-recent'. These proportions remain relatively stable across quarters.

## Domestic Burglary

Signs of Improvement would be:

Stable volumes of recorded crime

757 offences were recorded in the quarter. This is a small 6% increase on the previous quarter, although over the longer term offence volumes remain relatively stable, with about 8 offences recorded per day.



The Alliance burglary steering group meets bi-monthly to discuss relevant issues, including cross border offences, emerging series, operations and investigations and IOM nominals.

The Alliance has launched an initiative 'We Don't Buy Crime'. Following successful trials elsewhere in the country, all burglary dwelling victims will be provided with a free Smartwater pack funded by the PCCs along with additional crime prevention advice. Neighboring properties will also receive advice and property marking tools. This unique approach is being evaluated by Warwick University to ensure there is independent evidence to its effectiveness and a detailed assessment of the value for money it provides.

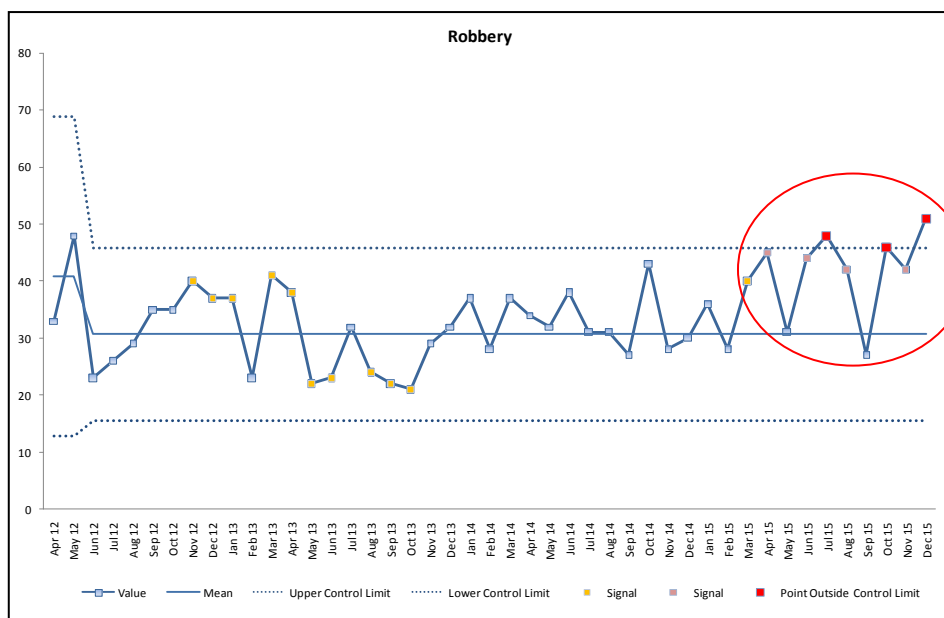
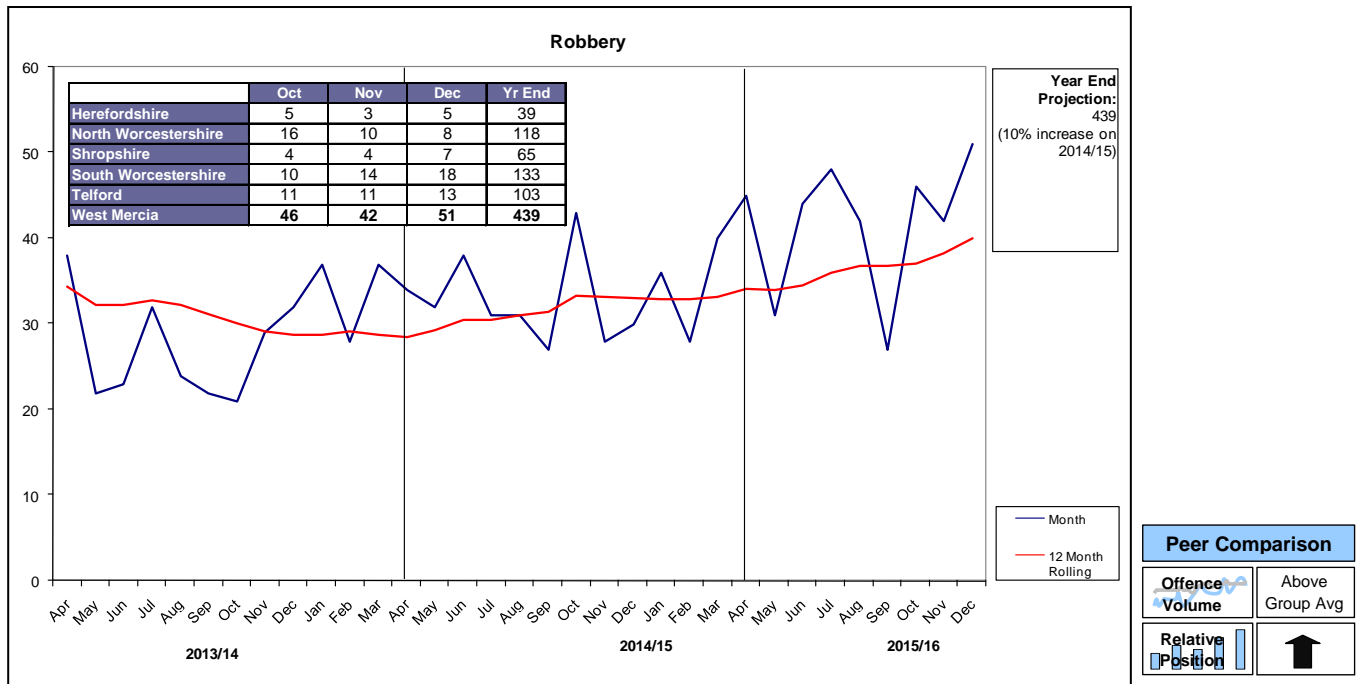
The initiative also includes working with partners and particularly businesses who sell second hand property.

## Robbery

Signs of Improvement would be:

Stable volumes of recorded crime

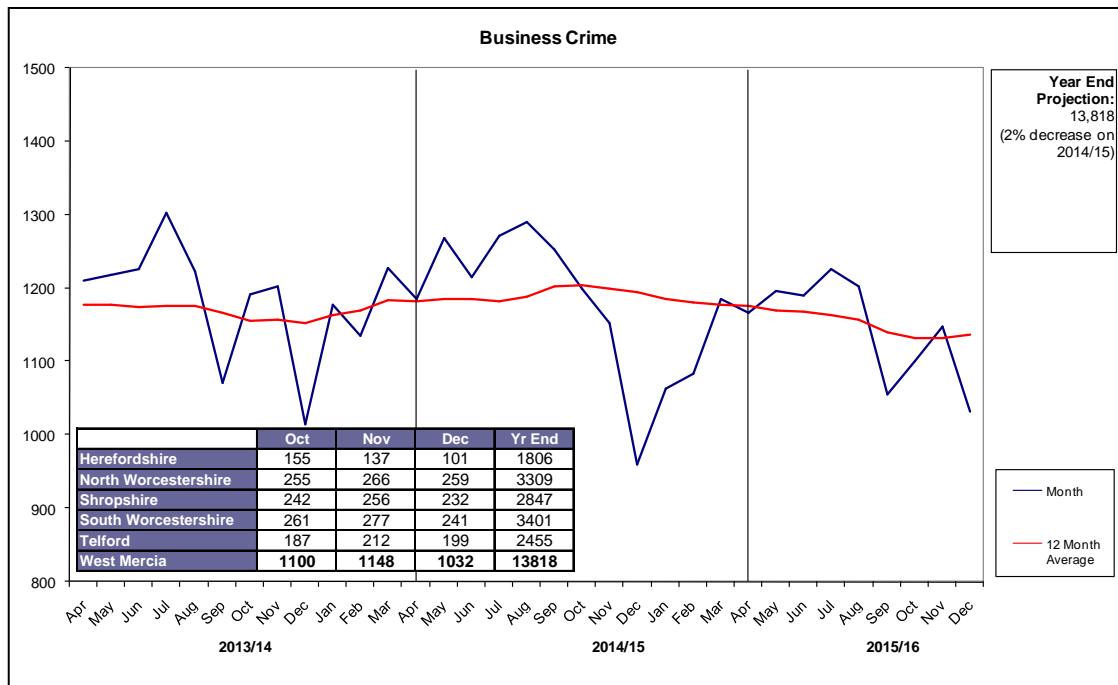
Robbery volumes are generally low and fluctuate around an average of 30 per month. However, volumes in the last quarter (139) are about a fifth higher than the previous quarter (117) and continue the trend of higher monthly reporting compared to previous years. The year end projection suggests a 10% increase on 2014/15.



Analysis indicates that the increases are most apparent in South Worcestershire and Telford. Local feedback suggests that the majority of offences involve little or no violence and there are no particular series or offence patterns. All offences are reviewed to ensure any patterns and trends are identified. An analysis package has been provided to the relevant policing areas.

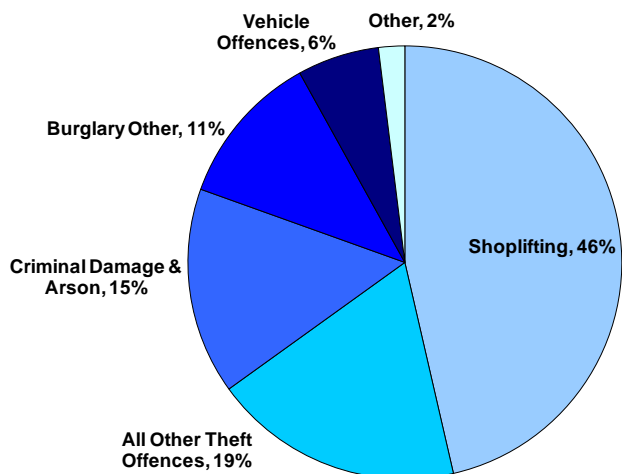
## Business Crime

Business crime offences are a sub-set of total recorded crime and are identified as any criminal offence (against person or property) which is associated to a business. 3,280 offences were recorded in the quarter, following the seasonal pattern of generally reduced offending in November & December. The trend for business crime is currently stable with a projected small end of year reduction that is being driven by a 3% year to date reduction in shoplifting.



Underpinning business crime is an Alliance Portfolio Lead who coordinates Force activity and feeds into the Business and Rural Crime Board. Each Policing Area has a tactical lead and plan detailing local activity in order to coordinate partnership working, reduce offending and target those that cause the most harm.

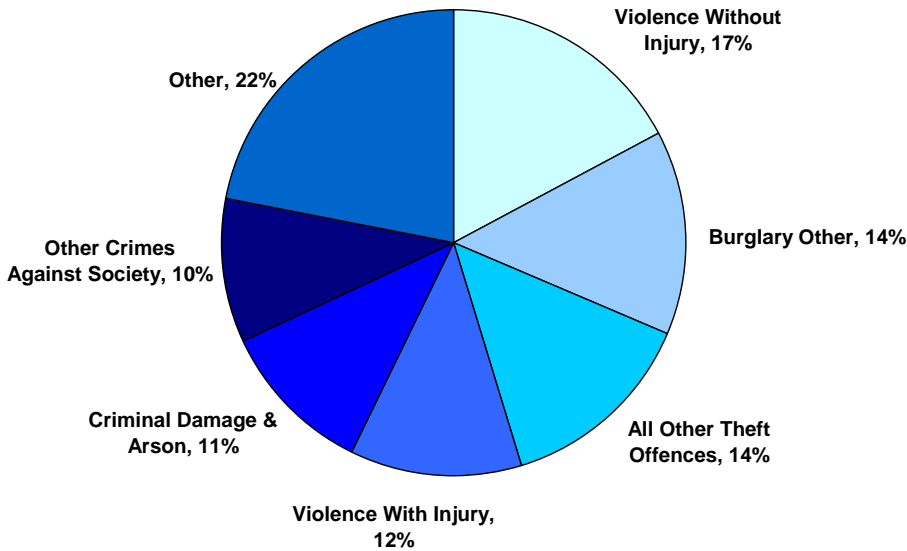
Examples of business crime initiatives currently operating across the Force include “We Don’t Buy Crime”, an initiative launched to reduce the market for stolen goods and “Facewatch”, a community-led initiative launched in Hereford and Malvern. The “Facewatch” scheme allows businesses to share information within the Facewatch group and with the police in quick time. The first success of the “Facewatch” scheme was a shoplifter in Malvern who recently pleaded guilty to twenty offences.



Three crime types represent 80% of all business crime, namely Shoplifting (46%), Other Theft (19%) and Criminal Damage & Arson (15%). There has been no significant change in the make up of business crime over recent years.

### Rural Crime

Rural crime offences are also a subset of total recorded crime and are identified by their geographical location<sup>5</sup>. 3,893 offences were recorded in the quarter, following the seasonal pattern of generally reduced offending in November & December.



This chart shows the make up of rural crime, with proportions stable over the last few years.

A rural crime strategy has been developed and the Alliance approach to supporting this strategy has been branded 'Rural Matters'. An Alliance Portfolio Lead has been appointed to coordinate Force activity, ensure the rural crime strategy is effectively implemented and feed into the Business and Rural Crime Board.

The first initiative of the 'Rural Matters' campaign was '50 Days of Focus' which launched on the 1<sup>st</sup> October 2015. The aim of this was to reinforce the force's commitment to rural communities and raise awareness of the policing activities happening every day to help reduce rural crime.

Further examples of rural crime initiatives currently operating across the force include a fisheries enforcement campaign, a cross border initiative in Herefordshire to target rural crime and poaching as well as targeted rural and wildlife training for officers.

<sup>5</sup> Rural crime is defined as any crime occurring in a rural area as defined by the 2011 ONS Rural Urban Classification

## 2.4.2 Risk Markers

**Signs of Success would be:**

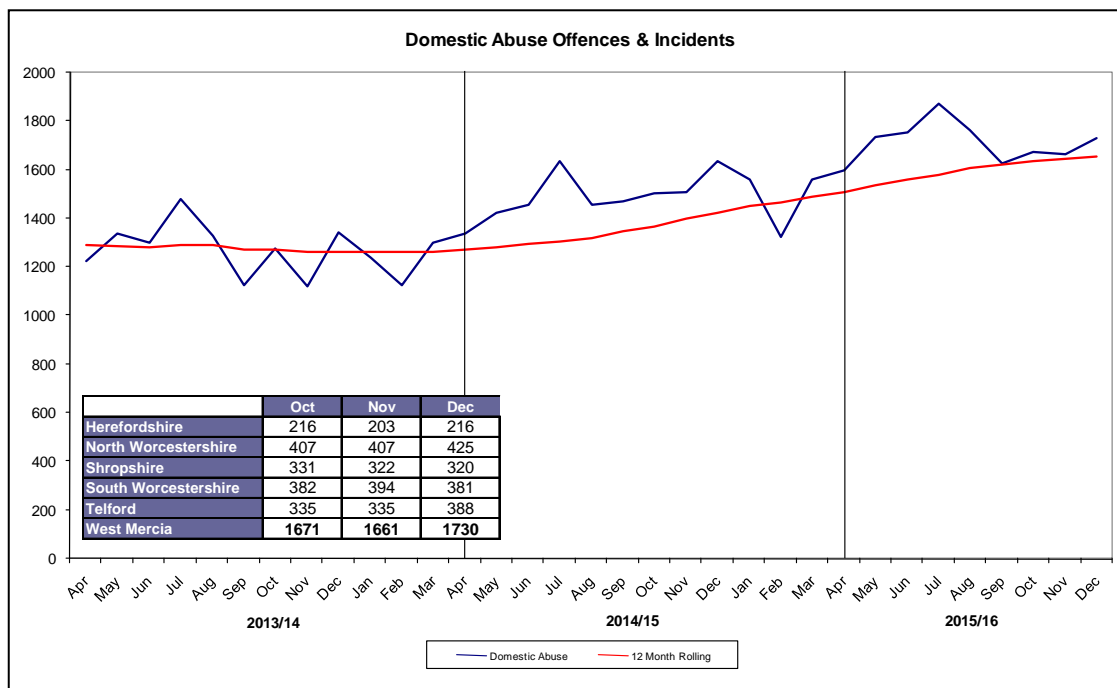
Increased reporting, reflecting greater victim confidence

*Risk markers can be applied to any incident or offence to identify potential harm risks.*

### Domestic Abuse

The force priority for domestic abuse is to promote partnership working and increase confidence in reporting.

14% of all recorded crime in the last quarter was domestic abuse related. 5,059 domestic abuse offences & crimed incidents were recorded in the quarter, 4% below the previous quarter. 82% of all domestic abuse offences are violent crimes.

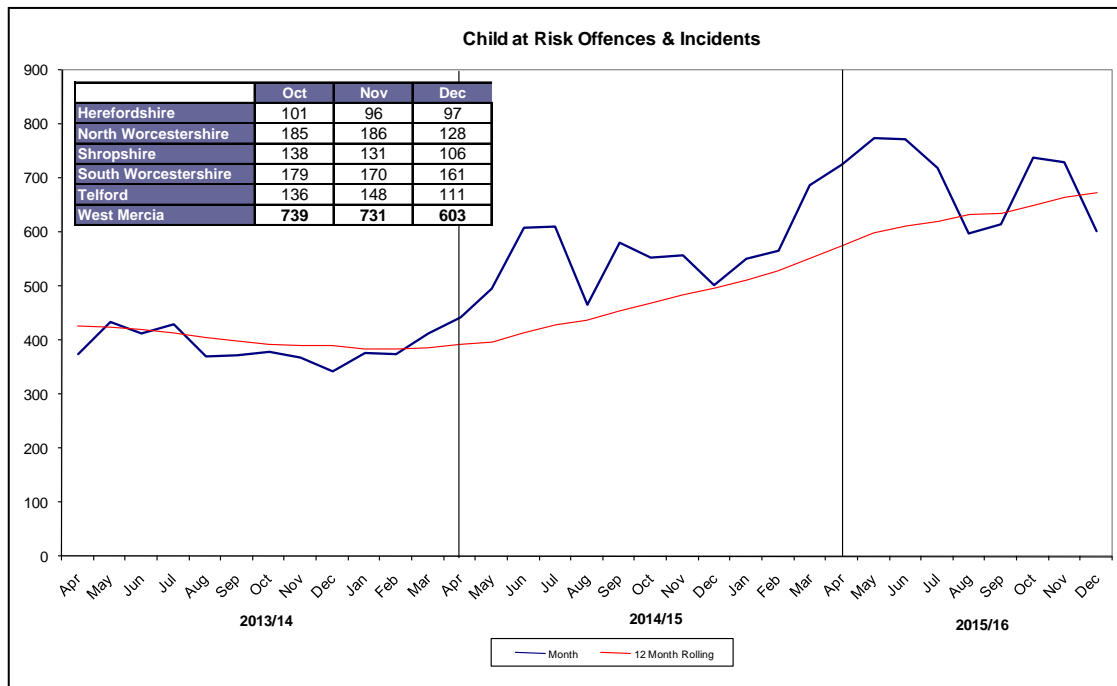


As noted in previous reports, the upward trend in domestic abuse offences has been driven by the inclusion of DASH reports on the CRIMES system.

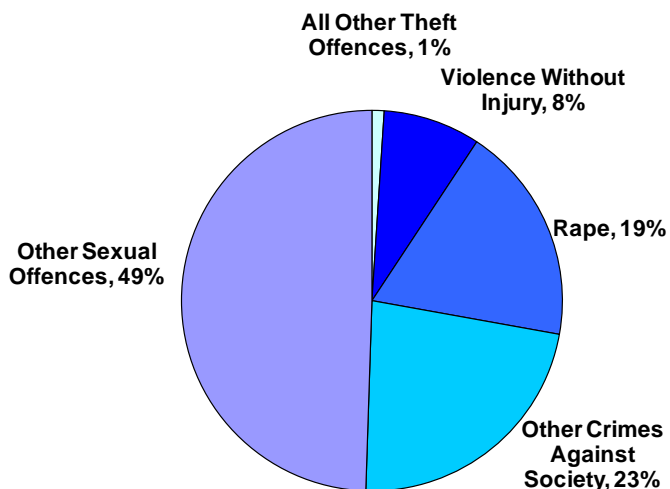
Domestic abuse offences and their outcomes, as well as volumes of Domestic Violence Protection Notices (DVPNs) issued, are now summarised in monthly force tasking documents and discussed at the alliance Tactical Tasking and Coordination meeting.

### Child at Risk / Child Sexual Exploitation

Child at Risk markers have been applied to 2,064 offences & incidents in the quarter. This is higher than the previous quarter where volumes were notably lower as referrals are known to decrease in summer months.



Child sexual exploitation (CSE) is one specific Child at Risk marker. It identifies offences where children and young people under 18 are involved in exploitative situations where they receive something as a result of performing sexual activities, or having such performed on them.



97 offences were marked as CSE. The profile of offences with a CSE marker is shown here.

An assessment of Child Sexual Exploitation has been produced to provide a strategic overview across the Alliance. Further activity undertaken recently includes additional training for officers and staff to improve understanding and awareness of CSE, quality assurance of CSE recording practices and work with partner agencies to improve early intervention and education. Herefordshire and Worcestershire are shortly to roll out the ‘Something’s Not Right’ communications campaign (initially rolled out in Warwickshire) aimed at professionals, children and young people, parents/carers and the public.



### **Cyber Crime**

A marker for cyber crime offences was introduced in April 2014, following direction from the Home Office. We are aware that application of the marker is likely to be a significant under-reporting of offences and work is ongoing to gauge a more accurate picture of cyber crime. Much of the fraud related cyber crime is recorded by Action Fraud and does not appear in force performance data.

191 offences were flagged as cyber crime in the last quarter.

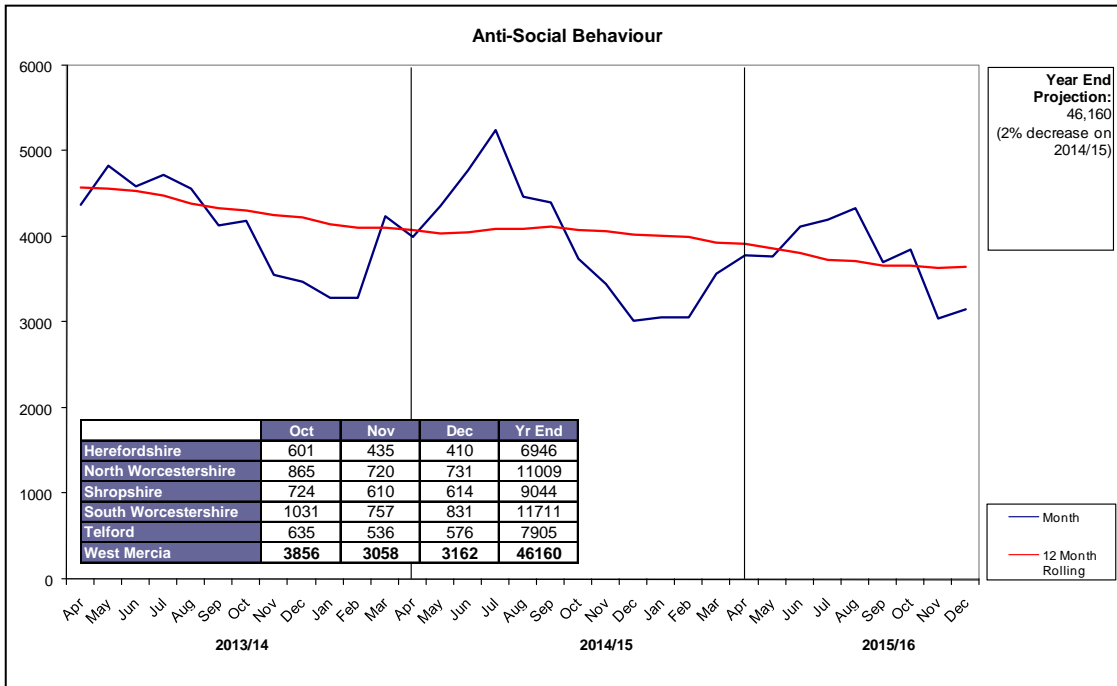
A cyber crime strategy for the Alliance will be launch imminently. Key objectives of the strategy include developing activity to manage the threat of online crime; identifying potential most vulnerable victims; delivering initiatives to reduce cyber crime and supporting media awareness to promote associated risks.

### 2.4.3 Anti-Social Behaviour

**Signs of Success would be:**

Accurate reporting and risk assessing of ASB incidents

10,076 ASB incidents were recorded in the last quarter, 18% below the previous quarter. The reporting of ASB tends to be seasonal with volumes at their highest during the late spring and summer months. The long term trend shows a reduction in volumes.



The Alliance wide project looking at harmonising the reporting and grading of ASB is ongoing. The project team is currently in consultation with IT and other relevant colleagues regarding suitable reporting methodologies and tools when force systems are updated in 2016.

## 2.4.4 Road Traffic Casualties

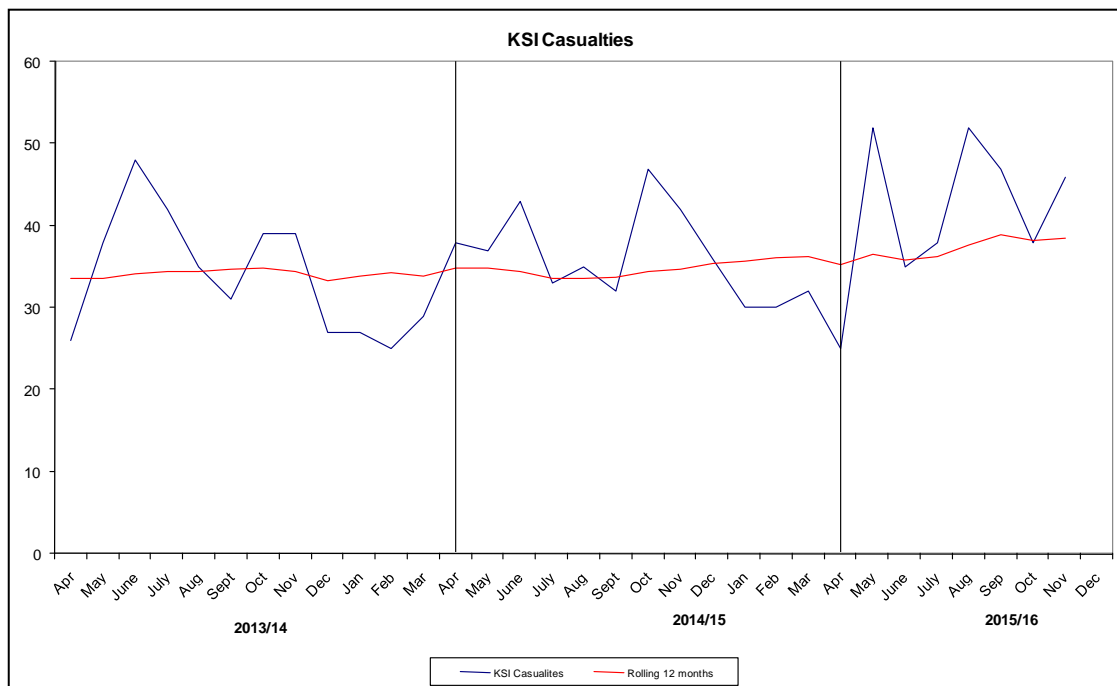
**Signs of Success would be:**

Reduction in fatal and serious injury casualties

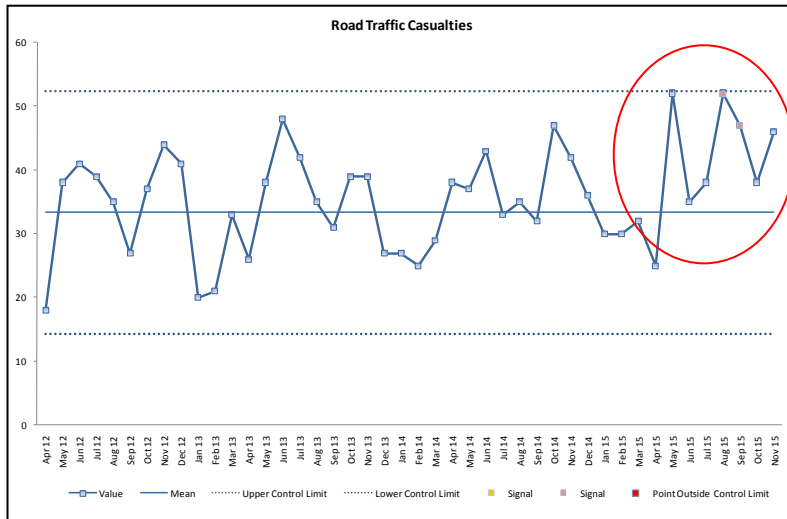
In December the force adopted the national CRASH collision recording system. This will streamline collision recording and improve analysis of key routes that cross force boundaries. However, due to this change, we are not able to report on serious injury collisions and casualties for December until the end of January.

There were 10 road deaths in the quarter and 64 serious injury collisions resulting in 76 serious injury casualties (October & November only)

3 of the deaths were pedestrians (1 intoxicated, 1 distracted by mobile phone & 1 foreign national looked the wrong way crossing a road). 2 further fatalities were foreign nationals who were car passengers and not wearing seatbelts. 8 of the 10 fatalities were in Herefordshire and North Worcestershire.



NB: the chart shows data to November



Casualties fluctuate around an average of 33 per month. However, if the recent pattern of higher than average volumes continues, this average is expected to increase.

Safer roads and casualty reduction was the focus of the alliance Performance Management Group meeting in October. Following the meeting a number of activities have taken place to improve tasking and community engagement. A Strategic Roads Policing Inspector is now in post, focusing on delivering the alliance Road Policing Strategy and a Community Watch volunteer has been tasked with improving engagement with partners.

## 2.5 DEMAND REDUCTION

### 2.5.1 Response Times to Emergency Incidents

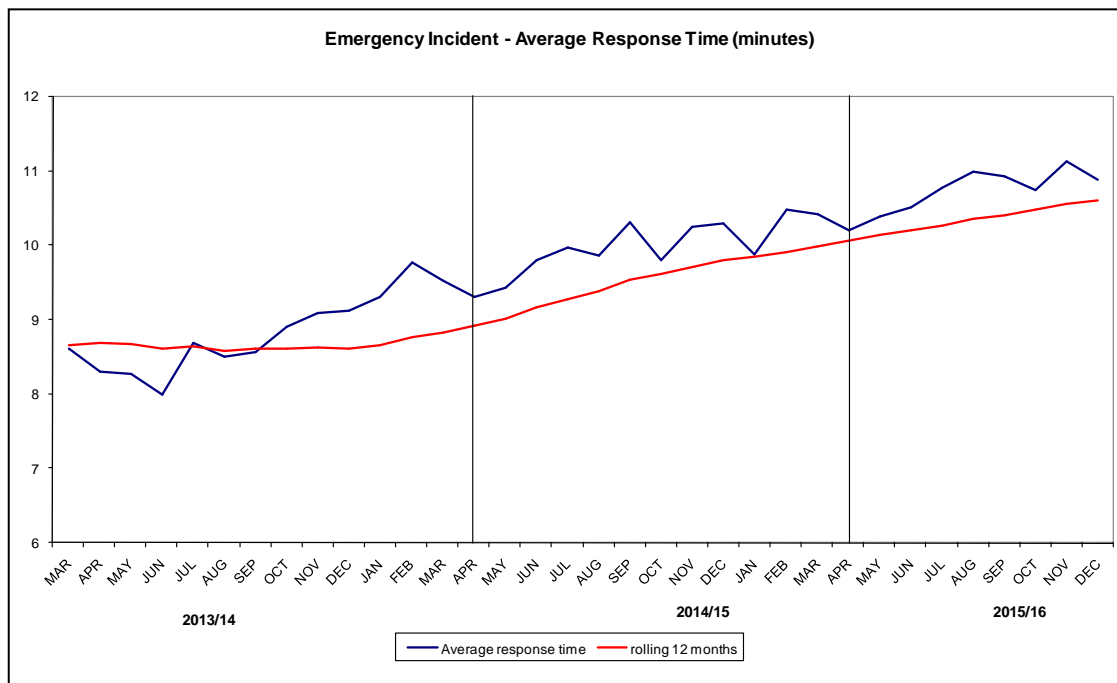
**Signs of Success would be:**

Respond to all incidents in a timely manner and provide a high quality of service

The Alliance monitors performance against the suggested response times outlined in the National Contact Management Programme, which is to respond to emergency calls in 20 minutes. This is regarded as a minimum standard and we seek to improve our response times whilst maintaining safety and providing a high quality of service. This information should be read in conjunction with user satisfaction performance.

10,547 Emergency incidents were recorded in the last quarter. The average time to attend an Emergency incident was 10.7 minutes. More than 9 out of 10 (91%) were attended within 20 minutes.

The 12 month rolling average continues to indicate an increasing trend in the average time to attend emergency incidents. Work has been ongoing to address issues of response performance in the rural area of Shropshire and South Worcestershire around Ludlow and Tenbury. From January, response areas have been altered in an attempt to improve response times. This will be monitored over the coming months.



**Aim: To Ensure an Efficient and Effective Police Service**

**2.6 WORKFORCE**

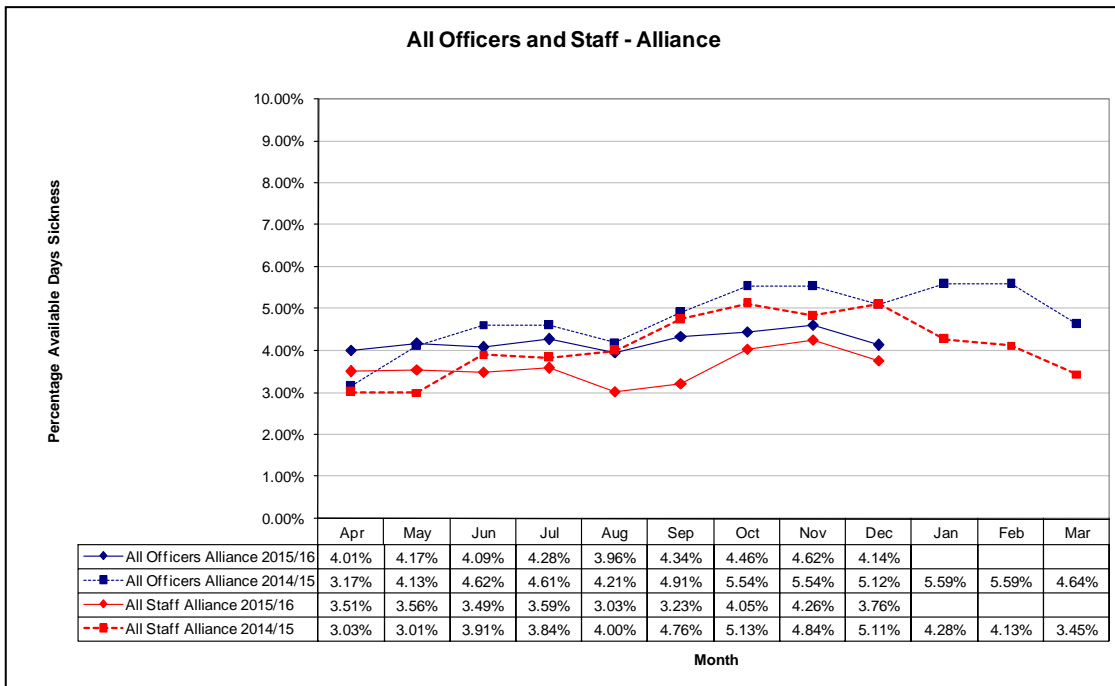
**2.6.1 Sickness**

**Signs of Success would be:**

Improved staff wellbeing – improving levels of attendance

Workforce sickness forms part of the overall Health and Wellbeing Agenda around staff welfare being led by both Chief Constables. The last quarter shows an improving picture. A total of 13,522 days were lost to sickness across the Alliance. This is an anticipated seasonal increase compared to the previous quarter, however volumes remain lower than last year.

Across the Alliance, the average percentage of days lost to sickness in the quarter is 4.41% for Officers and 4.02% for Staff.



National comparative data is only released on a 6 month basis. The latest data covers the period to September 2015. As at September 2015, West Mercia showed a small improvement in the proportion of hours lost to sickness for both officers (from 5.7% to 5.2%) and police staff (from 5.2% to 4.7%). Both categories have seen some improvement in force rankings.

		Sep-15		Mar-15		Sep-14	
		%	Rank	%	Rank	%	Rank
West Mercia	Officer	5.2%	37th	5.7%	39th	6.1%	42nd
	Staff	4.7%	33rd	5.2%	38th	4.7%	35th
National	Officer	4.4%		4.1%		4.3%	
	Staff	4.2%		3.9%		4.1%	

Through the Well Being Board, both chief constables are leading a range of initiatives to support a healthy workplace. This includes the creation of a micro site on the force intranet with relevant information. Other activity includes the extension of workplace health checks; the appointment of SPOCs for each policing area and department to provide a gateway to information and support; improvements to the force Occupational Health service and proposals for an improved PDR process.

## 2.6.2 TOIL / RDIL

**Signs of Success would be:**

Reduced balances in line with Force policy

In April 2015 there was an agreement to reduce the number of officers and staff that had time off in lieu (TOIL) and rest day in lieu (RDIL) balances above policy limits of 40 hrs owed TOIL and 5 days owed RDIL. There is an expectation that the overall numbers of officers and staff exceeding these limits is reduced by end of March 2016 and individual levels reduced which will be subject to further focus at Performance Management Group in January and April 2016.

Due to the Christmas period and additional Bank Holidays, at the time of reporting we do not have a complete picture for December. It is therefore more accurate to report RDIL balances between May and November.

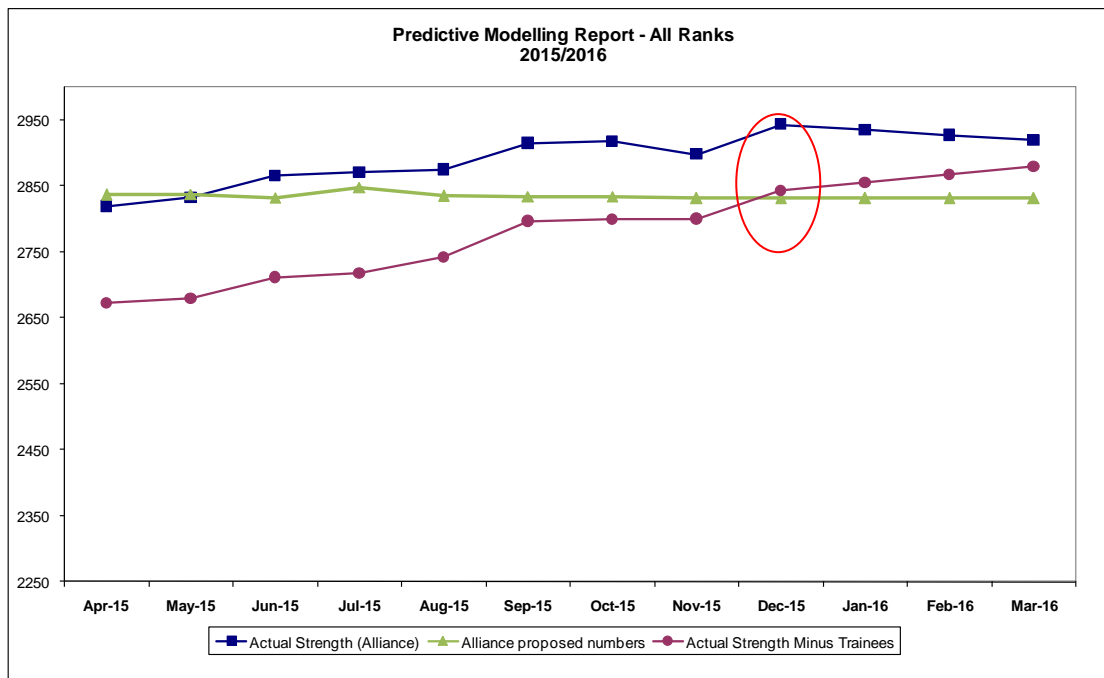
In November there were one third (34%) fewer individuals breaching the 5 day RDIL limit compared to May 2015. This reduction has been observed for both officers and staff, and across the majority of departments within the force. There is also an improvement in the number of days individuals have unallocated.

	May 2015	Nov 2015
5 to 10 days	757	543
11 to 19 days	266	145
20+ days	79	36
<b>TOTAL</b>	1,102	724

Despite the improvements made, there are still 36 individuals who are breaching the limit with more than 20 days unallocated RDIL. Though still holding an excessive number of unallocated RDIL, over half of these individuals have reduced their RDIL balances compared to May.

This issue will be discussed at the Performance Management Group meeting in January and details of those with more than 20 days unallocated RDIL will be shared with relevant heads of department.

### 2.6.3 Recruitment Officers



The chart shows that the Alliance is meeting its agreed establishment for police officers.

The purple line represents the actual deployable strength, it treats officers in their first 6 months of training as not fully deployable.

#### Staff

The Alliance has an ongoing process for capturing and reconciling staff vacancies. At the end of November 2015 there were 127 vacancies; 33 of these were occupied by temporary posts, the remaining 94 were being actively recruited for.



## 2.6.4 On Duty Police Personnel Victims of Assault

**Signs of Success would be:**

Reduced number of recorded assaults

In the last quarter, there were 153 offences where police personnel were victims whilst on duty in West Mercia, a 28% increase compared to the previous quarter. These offences relate to 145 'distinct' individuals, of which 134 (92%) were a victim just once and 11 individuals were a victim more than once in the same quarter.

The following table shows a breakdown of the offences by Offence type and Quarter.

	Jul - Sep 2015	Oct - Dec 2015	% Change
VAP with Injury	48	51	6%
VAP without Injury	63	83	32%
Public Order Offences	9	19	111%
<b>West Mercia Total</b>	<b>120</b>	<b>153</b>	<b>28%</b>

The following table shows a breakdown of the 153 offences by Offence type and Policing Area for the quarter.

	VAP with Injury	VAP without Injury	Public Order Offences	Total Offences	% Share
Herefordshire	8	17	2	27	18%
North Worcestershire	12	20	3	35	23%
Shropshire	9	10	1	20	13%
South Worcestershire	17	24	12	53	35%
Telford & Wrekin	5	12	1	18	12%
West Mercia	51	83	19	153	100%
<b>% Share</b>	<b>33%</b>	<b>54%</b>	<b>12%</b>	<b>100%</b>	

(NB: this relates to the location of the crime not necessarily which force the officer works for).

The following table shows the total number of victims associated with an offence by Offence type and Personnel type for the quarter.

	VAP with Injury	VAP without Injury	Public Order Offences	Total Number of Victims	No. of 'distinct' Victims	% Share
Police Officer	44	65	16	125	114	79%
Police Officer - Student	4	10	2	16	16	11%
Police Staff	3		2	5	4	3%
Police Staff - Custody Suite		2	1	3	3	2%
PCSO	1	5	1	7	6	4%
Special Constable		2		2	2	1%
<b>West Mercia</b>	<b>52</b>	<b>84</b>	<b>22</b>	<b>158</b>	<b>145</b>	<b>100%</b>

(NB: 'Total Number of Victims' relates to the number of victims associated with an offence, distinct victim relates to a unique count of victims as the individual may have been a victim more than once during the time period).

Work is currently focused around seeking opportunities to prevent violence against police officers and staff and identify causes and trends in order to inform further work. Additionally national research suggests that staff themselves often don't see themselves as a victim of crime resulting in investigations and victim support not being offered in line with national victims code and criminal justice procedures. Ultimately this work will feed into the Health and Wellbeing agenda.

## 2.7 INTEGRITY

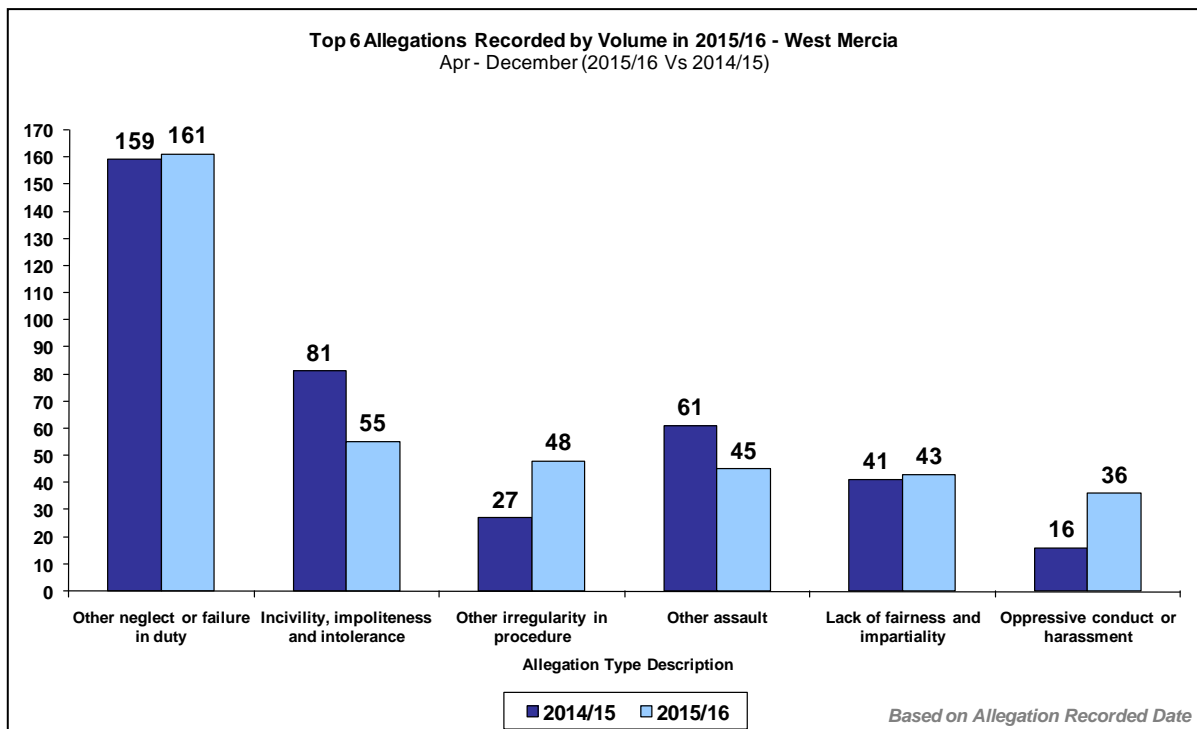
The following data is supplied by Professional Standards Department and is collated on a cumulative basis. Hence the data below is for April to December 2015.

### 2.7.1 Complaints

**Signs of Success would be:**

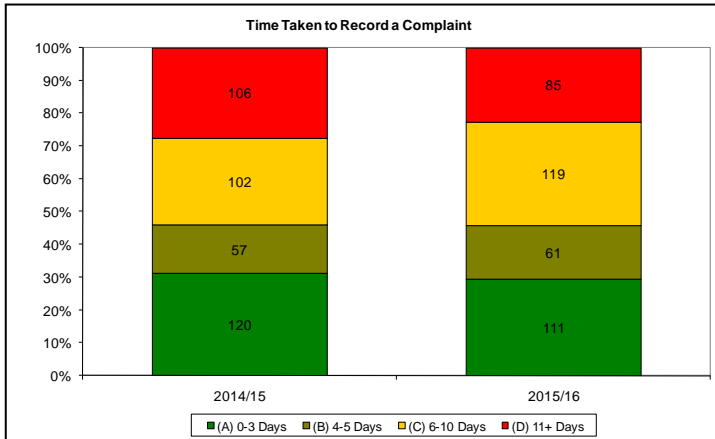
Overall reduction in complaints  
Timeliness within national guidelines

The 6 most common complaints against West Mercia officers and staff for April to December 2015 are shown below. The most common is 'Neglect or Failure in Duty'.

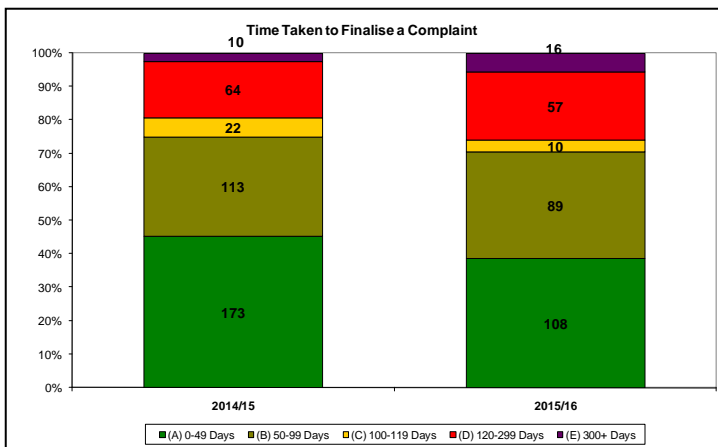


Overall volume and types of complaints is relatively stable and consistent with the national picture. Variance can be seen within the different categories of complaints made but the assessment of the Professional Standards Department (PSD) is that these are not significant as the relevant category definitions are relatively broad and in some instances overlap.

Improvements have been seen in both the time taken to record and finalise complaint cases when compared to last year. The national target is to record cases within 10 days and to finalise within 120 days. The alliance seeks to improve on this and record and action cases as soon as possible. 77% of cases are recorded within 10 days which is a small improvement on 2014/15 (71%). Due to IT system changes, national comparative data is not available beyond September 2015.



Reducing the time to record complaints is seen as a key part of PSDs plans around early engagement with complainants with a view to increasing opportunities to undertake service recovery and local resolution. The motivation behind this is to increase satisfaction and confidence.

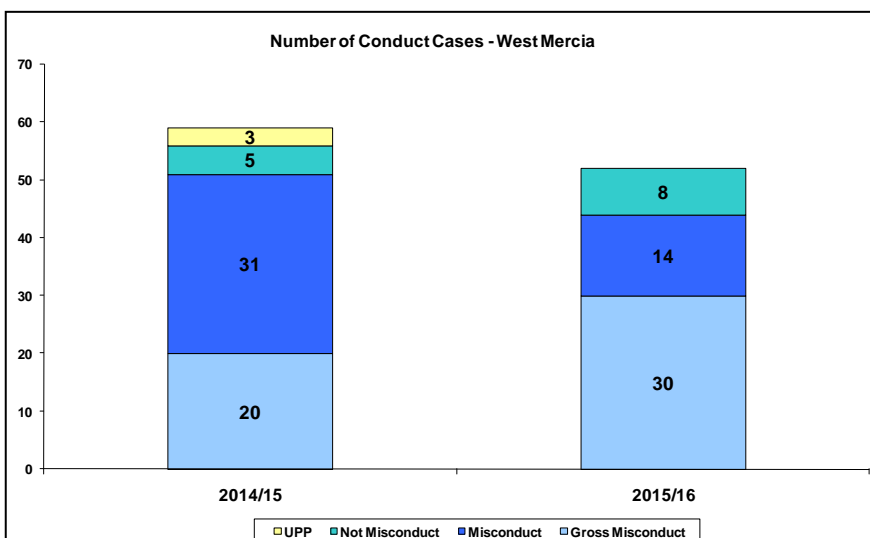


The time taken to finalise complaints data is similar to last year – but fewer cases have been closed in the time period. PSD are working to reduce the number of open cases and are working with Policing Areas to reduce timescales. This may result in some short term increase in this, but at the same time create a healthier position going forward.

### 2.7.2 Conducts

This chart indicates the number of conduct cases recorded April to December 2015/16 compared to the same period 2014/15.

There is a small reduction in the number of conduct cases recorded, although an increase in the number of gross misconduct cases. The number of recorded misconducts is small per year, accordingly, small variation can appear dramatic.



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**2 FEBRUARY 2016**

## **THE POLICE AND CRIME PLAN**

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### **Recommendation**

- 1. It is recommended that the Panel:**
  - a) That the Police and Crime Panel considers its role and responsibility in relation to the Police and Crime Plan, taking into account that the Plan Task Group has not been able to be convened.**
  - b) That the Police and Crime Panel agrees how it wishes to fulfil its role and responsibilities in relation to the Police and Crime Plan for the remainder of the 2015/16 year and future years.**

### **Purpose**

2. The purpose of this report is to provide members of the Police and Crime Panel with details of relevant information and guidance on the Panel's role in relation to the Police and Crime Plan.
3. This information is being provided in order to assist the Police and Crime Panel in moving forward in fulfilling their role in relation to the current Police and Crime Plan and future Police and Crime Plans.

### **Background**

4. At its meeting on the 20<sup>th</sup> October 2015 the Police and Crime Panel received a report that proposed a work plan for the Panel to cover the period October 2015 - March 2016. The purpose of this report was to agree a way forward that would allow Members of the Panel to prepare in advance and allow officers from each of the West Mercia Local Authorities time to brief their respective Panel Members prior to each meeting. It also assists the Office of the Police and Crime Commissioner in preparing their reports.
5. In regards to the Police and Crime Plan the report reminded Panel Members of their duty to review the Police and Crime Plan and Annual Report and review and scrutinise decisions made by the Police and Crime Commissioner. To enable the Panel to conduct the required scrutiny of progress made against the Plan on a cyclical basis, it was suggested that "Progress made against the Police and Crime Plan objectives" remain as a standing agenda item, and that the Panel focus its discussions on a few of the objectives each time.
6. The report also brought the Panel's attention to the Police and Crime Commissioner moving towards the end of his four year term, and suggested that in

February 2016 – alongside consideration of the 2015/16 Annual Report – the Panel also receive an overview report from the PCC focusing upon his full term in office.

7. Looking ahead, it was also proposed that a Task and Finish Group be established to examine the current Police and Crime Plan. The Task and Finish Group would look at the Plan's priorities, actual outcomes of its objectives, the value for money achieved and the challenges that are likely to be faced in the future. It is hoped the findings could inform the development of the next Plan.

## Report

8. Due to issues with availability of the Membership of the proposed Task Group, the Task Group has not been able to meet.

9. In order to assist the Police and Crime Panel in deciding how it wishes to fulfil its role in relation to the current Police and Crime Plan and future Plans details of the roles and responsibilities of the Police and Crime Panel in relation to the Police and Crime Plan are set out below. This information has been sourced from the Local Government Associations Police and Crime Panel – Guidance on role and composition document.

10. The PCP is a scrutiny body. It exists to scrutinise the police and crime commissioner, to promote openness in the transaction of police business and also to support the PCC in the effective exercise of their functions. Some of its functions will include:

- contributing to the development of the PCC's police and crime plan (on which it is a statutory consultee – the PCC must have regard to the PCP's views on the draft plan)
- scrutinising the PCC, and receiving evidence from the chief constable (by invitation), at 'set piece' events at certain points in the year
- reviewing the PCC's proposed precept
- receiving evidence in person from officers of the PCC's secretariat although Powers to require information do not extend to receiving 'advice' given by the PCC's secretariat to the PCC.
- reviewing the PCC's proposed appointments of chief constable, chief executive, chief finance officer and deputy police and crime commissioner and holding public confirmation hearings for these posts
- making reports and recommendations on matters relating to the PCC, on which the PCC is obliged to provide a response
- carrying out investigations into decisions made by the PCC and into topics of particular interest, or public concern. This is not a statutory function (the Act does not require it), but may be necessary in order to effectively carry out the rest of the PCP's business
- an informal role in investigating complaints about non-criminal behaviour of the PCC, without any explicit powers to investigate
- making comments on the PCC's annual report at a public meeting to be held as soon as possible after the publication of that report (the public meeting will also provide the PCP with an opportunity to directly question the PCC on the annual report)

11. In addition the Police and Crime Panel is reminded of its right to information. The Local Government Associations Police and Crime Panel – Guidance on role and composition document provides details on this which are detailed below.

12. The PCP will be a formally-constituted joint committee of all the authorities in the force area, where there is more than one authority in the force area. The committee will be bound by Schedule 12A of the Local Government Act 1972, as amended by the Freedom of Information Act 2000 regarding the publication of agendas, minutes and reports. This will include information provided by the PCC and other community safety partners.

13. The PCP has the right to any information which it may reasonably require to carry out its functions, with some minor exceptions relating, for example, to safety and operational policing. 'Reasonably require' is not defined, and it may be that PCPs themselves will need to come to an agreement with the PCC (possibly through the use of a protocol, discussed below) about what this will mean in practice.

14. There may, however, be instances where the PCC provides the PCP with information but requests that the information is not published by the PCP. There are long-standing rules covering councillors' consideration of exempt information. Any issues arising from the PCC's request that information is not published, set against councils' duty to operate in an open and transparent manner, will need to be resolved; either on a case-by case basis, or through a protocol between the PCC and PCP (see below) that deals with the issue of data sharing in more detail.

15. In all instances the presumption should be in favour of openness and transparency.

## **Contact Point**

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**2 FEBRUARY 2016**

**Consultation on Proposal for 'Complaints about Police and  
Crime Commissioners'**

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**Recommendation**

1. **It is recommended that the Panel:**
  - a) **consider the content of the consultation document and note that a response is requested by the LGA by the end of January 2016; and**
  - b) **make suggestions about what they wish to include in the response.**

**Purpose**

2. To consider the consultation ' Complaints about Police and Crime Commissioners' and feedback any comments for inclusion in a response.

**Background**

3. The Chairman received a letter from Minister Mike Penning regarding the consultation. The letter included a link to the consultation which had been launched by the Government on 17 December 2015.
4. The consultation seeks views on the complaints process for police and crime panels when seeking to resolve non-serious (ie non-criminal) complaints made against a police and crime commissioner.
5. The consultation proposes to:
  - Clarify what constitutes a complaint
  - Give PCPs powers to appoint an independent investigator to investigate complaints
  - Clarify the powers that PCPs have to make recommendations following a complaint.
6. The consultation document can be found at:  
<https://www.gov.uk/government/consultations/complaints-about-pccs>

**Response**

7. The final deadline for responding to the consultation is 10 March, however The LGA will submit a response to the consultation and would therefore welcome any comments on the proposals by the end of January 2016.

## **Contact Point**

Jodie Townsend, Democratic, Governance and Scrutiny Manager  
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## **Supporting Documents**

- Letter from Mike Penning



**Letter to PCP Chairs:**

**17 DEC 2015**

**PUBLIC CONSULTATION ON PROPOSALS FOR POLICE AND CRIME COMMISSIONERS COMPLAINTS**

As you will be aware the Government has identified the need to expand PCCs' role within the police complaints system and intends to bring forward legislation to enable PCCs to take on responsibility for key parts of that system. I am writing today to let you know that, in tandem with these changes, the Government has today published a public consultation setting out proposals for changes to the system for complaints made against a PCC, which will achieve a more transparent and easily understood complaints system.

The Government is proposing changes to the system for non-serious complaints (i.e. non-criminal), which are handled by your Panels (PCPs) through the process for "informal resolution", as set out in the Police Reform and Social Responsibility (PRSR) Act 2011 and the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012.

The PCC role continues to develop within the criminal justice system, which has included taking on responsibility for key functions such as the commissioning of local victim's services. Further, the Government has set out proposals to enable PCCs to take on the governance of fire and rescue services and, as mentioned above, key parts of the police complaints system. With PCC responsibilities increasing, we need to ensure that the system governing PCC complaints is effective and transparent, and your Panels play a fundamental role in that process. The proposed changes to the complaints system ensure the fundamental principle of the PCC policy, that of accountability to the electorate is not undermined.

The Government proposes changes in three broad areas:

1. Clarifying, through non-statutory guidance, what constitutes a complaint, ensuring PCPs take forward complaints about a PCC's conduct rather than their policy decisions.

2. Providing PCPs with greater investigatory powers to seek evidence pertinent to a complaint.
3. Clarifying, through non-statutory guidance, the parameters of “informal resolution” and setting out that, where agreement cannot be reached, it is open to PCPs to make recommendations on the expected level of behaviour of a PCC, and that they have powers to require the PCC to respond.

The PRSR Act 2011 makes provision for the Home Secretary to appoint members of Police and Crime Panels in Wales directly. If panels in Wales decide to use powers to investigate a complaint, the Home Secretary is likely to be responsible for appointing the independent investigator. Further details of how this will work will be confirmed in light of responses to the consultation.

I welcome your views on the proposed changes through your experiences as a Chair of a Police and Crime Panel. I am aware that, in particular, there has been dissatisfaction regarding limitations placed on your Panels regarding investigation of complaints, and how to resolve complaints where agreement cannot be reached between the complainant and the PCC. I would, therefore, be particularly interested in your views on the proposed changes to the investigation of complaints, and the clarification regarding your powers to make recommendations.

Further details on the consultation can be found in the consultation document and I look forward to your responses. If you require further details about the consultation proposals please do not hesitate to contact David Livesey or Palvi Makwana at [PCCComplaintsConsultation@homeoffice.gsi.gov.uk](mailto:PCCComplaintsConsultation@homeoffice.gsi.gov.uk).

I have written in similar terms to all PCCs and Chief Executives of PCC offices.

*Kind regards*

*MP*

**The Rt Hon Mike Penning MP**





# End of Term Report

Bill Longmore, West Mercia Police and Crime Commissioner  
January 2016





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# Foreword

It's incredible to think how quickly time has passed, since I was at that election count in Shrewsbury, anxious to find out how the public had voted in the first ever Police and Crime Commissioner elections. I felt so proud to win, and it has been an honour to serve and represent the people of West Mercia.

Time really has marched on at an incredible pace since that day in November 2012. For me, that's probably the best illustration of just how busy and challenging my role has been, and how much has been packed into a comparatively short period. As I prepare to leave office, there are still of course things I wish I could have achieved, or projects I wanted to finish, but I've learned that this isn't a world where things conveniently stand still. Time inevitably catches up with all of us, and we have to entrust our legacy to those following on behind us. My best wishes to whoever emerges victorious from the next PCC elections, I hope I am leaving you a solid foundation to build on.

In the days after the PCC elections, someone said something to me, which really struck a chord, so much so that I put their quote on the wall in my office, and they have stayed there ever since. It reads:

“You are a manifestation of localism. A species rarely heard or seen in your new found environment. Guard your colours, as the slightest hint of allegiance will label you leaning one way or the other”.

Those words have stuck with me throughout my time in office. I have always maintained that I don't think policing and politics should mix, and I have worked to protect my independence throughout my term. Independence has not meant 'isolation' though. Instead, I have tried to use it as an open invitation, to bring people together from all corners of politics and society, embracing input from all political viewpoints, rather than excluding those that might otherwise be 'inconvenient'. I think that kind of positivity and openness has been key in building such an extensive network of partners and working contacts over the last few years. It has been wonderful and refreshing to see almost every person and organisation engaging with myself and my team, keen to work together and work to make things better, with no agenda other than helping the public.

I'm aware that the introduction of PCCs was in itself a source of uncertainty for some people. I would be the first to admit that some Commissioners have been more successful than others, and that there are still some wrinkles to iron out with the PCC system. Despite that though, it seems clear to me that Police and Crime Commissioners have, in general, been a success.



In crude terms, the system costs less and does more. That is an overly simplistic view though, and I think the role it plays in bringing the police closer to the communities they serve has been incredibly important and benefits everyone. I am very pleased that the Commissioner role will continue for the foreseeable future, although I'm sure it will continue to evolve over time.

It has undoubtedly been an unprecedented period of change and transformation for policing in England and Wales – particularly within West Mercia. Continued funding cuts from government coupled with the emerging strategic alliance with Warwickshire have made it an incredibly complex few years. Clearly when there is less money, things have had to be done differently, and I am proud of the innovative, efficient ways we have gone about making changes locally. They aren't all changes I would have chosen to make in an ideal world, but they have all been necessary. The focus throughout has always been on sustaining the level of service people get, and even improving it where possible, along with ensuring the best possible value for public money, and leaving the most sustainable model of policing possible. Everyone will have their opinions and priorities, but I am proud of the work that has gone on in West Mercia. In many respects we have set the standards that others are now trying to follow.

I must take this opportunity to say thank you to a few specific people. Firstly, to Chief Constable David Shaw, and the rest of the officers and staff of the West Mercia police force. I feel fortunate to have enjoyed such a good and constructive relationship with the Chief, built on a mutual respect and commitment to serving the public. David's professionalism and positive attitude has been exemplary, and I feel West Mercia is lucky to have such an excellent Chief Constable, leading a fine police force.

I am very grateful to the West Mercia Police and Crime Panel for their scrutiny and constructive feedback throughout my time in office. The panel has been considered, insightful and fair, and I am very thankful for their approach.



Thank you as well to my Deputy, Barrie Sheldon, who has worked so hard and shared my vision for trying to make our communities even better places. Barrie has been part of my work as PCC from the very start, and put in countless late nights, travelled thousands of miles, and attended many hundreds of meetings and public events. I must also thank the staff in my office, who have worked so hard to try and make my vision a reality.



Partnership working was a major priority for me when I came to office, and trying to achieve more by

working together. I have been very fortunate to build up a huge range of partnerships– including councils, emergency services, charities, sports clubs, community groups, health organisations, community interest companies, prisons, universities and many more. These were all people and organisations who shared common goals – wanting to help people, and make West Mercia a safer, happier place. I am very grateful to all of them for their commitment, and hope their fantastic work will continue for many years to come.

Given the nature of our local forces and their strategic alliance, there have been no bigger partners in my work than Warwickshire PCC Ron Ball, his Deputy Eric Wood, Warwickshire's current Chief Constable Martin Jelley, and his predecessor Andy Parker. Their commitment to the alliance model has been crucial. Naturally, we have not always agreed on everything, but I am grateful for their dedication to the arrangement which has helped make the alliance such a success to date.

Finally, a heartfelt thank you to the people of West Mercia. My first priority has always been to be an honest and strong voice for the public. I have only been able to do that though because the people have given me that opportunity to represent them. Whether that's been casting votes, telling me their problems, giving me their views, sharing their successes, coming to events or filling in surveys, the people of West Mercia have told me time and time again what they have wanted. I have always listened, and done everything possible to try and help. You can never please everyone, but trying to help people has been the driving force behind everything I have done.

Over the last few years in this role, there have been so many miles on the clock, late nights, early mornings, events and people to meet. I have honestly enjoyed every minute of it though, whether that was looking at local policing initiatives, or meeting neighbourhood



watch groups, or visiting sports clubs or talking to charities. Every day I've had the chance to work with inspirational, selfless, devoted people who have all just wanted the same thing – to help people, and build stronger, safer, happier communities.

The role has taught me so much about people and society, and has been more demanding than I could ever have imagined, but I feel I have learned so much. Whether that was around people skills, financial management, bringing people together, diplomacy, setting strategic plans, building relationships and partnerships, politics, communications, understanding changing patterns around crime, the modernisation of policing, commissioning services

for victims, holding the Chief to account, different demographics of people and faiths, public engagement, or ensuring value for money. These are all skills and subjects I have had to know about as Police and Crime Commissioner, and purely from a personal level, it has been wonderful to learn so much from such a wide range of people and circumstances.

It has been a pleasure to serve as your Police and Crime Commissioner in West Mercia. I only wish I was 10 years younger to run for election again.

### **Bill Longmore**

West Mercia Police and Crime Commissioner

# Policing

## Overview

The delivery of an efficient and effective Police Service has sat at the very heart of my police and crime plan. The need for efficiency has been clear, and would have been an issue to address regardless of the Government's austerity programme. As it is, the resources available have declined year on year. Secondly I know that many council tax payers continue to face considerable hardship in the current economic climate and for them it is important not to see a large increase in the precept. The challenge for me along with the chief constable, throughout my term, has been trying to sustain the level of service the public gets and meet the needs of local communities, whilst making necessary efficiencies and savings, and making necessary changes to modernise policing. It has been a real challenge, but I am proud of the work that has been done, and will leave office very confident in the foundations that have been laid.

## Strategy and investment

One of the most crucial considerations during my time in office took place in the first week when I sat down to fully review and understand the proposals put forward to develop an alliance between West Mercia Police and Warwickshire Police. It soon became clear to me that the proposals set out in the alliance blueprint could help both forces achieve the (then) £30.3m cost savings required across both forces, while continuing to deliver the best possible police service to communities across West Mercia and Warwickshire and I put my support fully behind it.



Since that time the alliance with Warwickshire Police has continued to strengthen and develop. It has been very pleasing to see the breadth of work undertaken recognised nationally by government and other police forces, and at my request has been subject to independent scrutiny by the Police Foundation in 2014 who proclaimed the alliance should be “trumpeted as a model for others to follow”. This level of collaboration between two forces is unprecedented, and continues to provide the example that other forces look to. Inevitably governance of the alliance hasn't been straight forward at times, and there have been elements of 'give and take', but delivering the best possible service for the public has always been the overwhelming priority.

In 2013 a new operational police estate strategy was implemented, as part of the force's new approach to delivering services. It involved the force being less reliant on buildings and having fewer deployment bases, but better equipping officers to be out and about within the community and focusing resources on areas of highest demand. I reviewed the force's estates when I came to office, and it seemed clear that although the force had evolved over time, its estates had not kept pace. It was not possible to justify the costs involved in running and maintaining some of the sites, which were simply either not fit for purpose anymore or were surplus to requirements. The new strategy included the disposal of a number of police stations and other sites, with the intention that it would save around £1.5m each year. I closely scrutinised these plans, and ensured plans were in place to retain a visible policing presence in every area where police stations were to close. Often this has been in the form of a new community policing post, which have been based in the heart of local towns and villages, within the likes of shops, libraries or council offices. This approach has allowed the force to achieve significant savings, whilst maintaining a visible police presence within communities. Other innovative approaches have been used in order to make the estates



portfolio more efficient. For example, we have explored options to co-locate with our local fire services. This has been seen as a big success in Bromsgrove in particular, and options for similar arrangements elsewhere are being investigated. Recently we have also confirmed sharing the site at Droitwich with a suitable partner, which will save the force tens of thousands of pounds each year, and justifies retaining the police station site there. Overall this strategy has generated almost £4.5m in capital savings and over £1m reduction in running costs, during my term of office, whilst maintaining police presence in our local communities.

Aside from police stations, a lot of work has been undertaken to ensure the force's estates are up to date and fit for purpose. I have approved changes and invested in changes to the firearms training facility, and backed a new operational command and control centre as part of wider modernisation and IT changes.

As well as bricks and mortar though, it has been important to look at the force's IT infrastructure, which is a substantial part of the modernisation programme. I have approved spend totalling tens of millions of pounds to make necessary upgrades to police equipment, as the current systems in place are simply no longer efficient or effective enough compared to the alternatives. A whole new IT infrastructure has been approved for the force, including a new network, desktops and better mobility.

A significant part of this new IT infrastructure will be the Athena programme. It is a multi-million pound investment, which will enable much improved management of the information police use. It covers everything from case management to custody records within a single system, and has the capability to save huge amounts of police time. It also connects to other similar systems within other forces, and so will allow information to be shared much more efficiently. This system should be operational later in 2016.



As previously mentioned, myself and my Warwickshire counterpart Ron Ball have also approved plans for a new operational command and control centre, based on two, sites, one in each force area. The new centres will replace aging systems with brand new state of the art technology. This will ensure better co-ordination for resources, as well as making it easier for people to contact the police, and get better results when they do so.

As well as providing additional resources in some more specialist areas I have remained committed to maintaining the number of frontline officers throughout the recent changes. I was delighted when in 2014 the force was able to open up recruitment again, making West Mercia one of only a handful of forces which have been actively recruiting in the last 18 months. I set out a target to get the force back up to what I considered to be full strength, and asked the force to ensure that was carried out. There was a period when I was concerned that recruitment was happening too slowly, and satisfactory progress was not being made, but that situation was addressed. During 2014/15 over 130 student officers were recruited in West Mercia, and during my term of office we have actually increased the number of officers by 74 (not including student officers), which again is almost unique nationwide.

In particular I give credit to the officers and staff who have recently been recognised at a national level for their work to attract more black and minority ethnic members of our community into policing. Our force needs to be a reflection of the communities we serve, and some good progress has been made in improving that.

I have championed greater use of Special Constables and more opportunities for other volunteers within the force throughout my term of office, and set the force the challenge of increasing those numbers. Issues were identified during my term around how long it took to train Special Constables and retention. We have recently seen a new and much more streamlined model introduced for the recruitment and training of Special Constables, which I hope will prove of real benefit to the force in the future. Where previously it had taken up to a year to fully train a new Special, as of November 2015 that process has now been reduced to three months. Two designated Special Constable recruitment officers have been recruited specifically for West Mercia, and I have been very keen to see more Specials recruited who are not looking to become full police officers in the future, therefore improving retention rates. Although the number of Special Constables has remained fairly consistent throughout my term of office, I am confident that the actions that have been taken to address the issues identified will lead to significant improvements all round.

Aside from Special Constables, a host of new role profiles have also been produced for new volunteering positions within the police force. These include roles involving CCTV and work with Safer Neighbourhood Teams. I have also supported more community speedwatch volunteer groups across West Mercia.

It has been clear to me that policing was, and continues to be, in need of significant modernisation nationwide. Forces are tasked with tackling new and different challenges, and have to adapt to new ways of working – particularly when resources have been undoubtedly stretched. West Mercia is no different, and I have supported efforts to transform elements of the force, whilst maintaining the fundamentals of good policing. I have overseen the delivery of a new document, which formally sets out the vision of necessary progress and goals for the force to achieve by 2020.

Naturally the world will continue to change between now and 2020, but I believe this vision will help the force retain its focus throughout what will inevitably be a challenging period in the coming years.

To help the force to make the necessary fundamental changes to how it operates, I have also approved the idea of involving a transformation partner. I strongly believe that police officers and staff should still be central to how the force evolves, but the chance to supplement that knowledge with external expertise represents a potentially very good opportunity. These plans will all develop long beyond my term of office, and I look forward to seeing how they evolve in the coming years.

## Local policing

In September 2013 a new policing model was introduced across the alliance. In West Mercia this saw the introduction of 82 safer neighbourhood teams, supported by teams of response and specialist police officers, police staff and special constables and I was immensely proud of the level of commitment and professionalism shown by officers, staff and volunteers during this period of immense change. Rightfully, the model has been reviewed and tweaked where appropriate, but overall I feel the new structure is serving the public well.

Two areas in West Mercia have led the way in a groundbreaking partnership project between police, PCCs and other local agencies. The concept of Integrated Community Management was trialled in Worcester and Shrewsbury, bringing together emergency services, local businesses, voluntary and community groups and education providers amongst others.

Although the organisations enjoyed good relationships already, the arrangement built on that, shifting their collaboration from an issue-by-issue basis, to a vehicle for mutually agreed priorities. The idea has led to better uses of information, time and resources, and new work to tackle anti-social behaviour. The scheme in Shrewsbury has been a particular success, attracting attention from the Home Office at a national level.

I have no doubt that there will be further necessary changes to the policing model as the nature of policing in the 21st century evolves. Just during my term in office the increase in crimes related to child sexual exploitation and cyber crime both locally and nationally has been astonishing.





Fortunately I have been able to direct additional resources to address some of these increasing demand areas. In conjunction with Warwickshire's PCC, we released an extra £2.6m of funding to the alliance in order to increase resources and capability around child sexual exploitation. This includes provision for an additional 27 officers working to protect vulnerable people across Warwickshire and West Mercia. I have also agreed multi-million pound IT infrastructure changes across the force, which will undoubtedly help increase efficiency significantly and make the job much simpler for officers in the future. These are only single steps on a journey, however, that must and undoubtedly will continue in the future, to modernise policing and ensure it can meet changing demands. However, I strongly believe that the basics of good policing always remain the same. For example, neighbourhood policing is something I have defended and worked hard to maintain as much as possible. It is another area where things have to evolve, and can be improved, but for me it is a fundamental requirement that police officers and forces should have strong connections to the communities they serve.

It is a clear part of the PCC's role to hold the Chief Constable to account, and I have on occasion had to challenge the chief constable on some of the changes made. I feel very fortunate to have worked with an excellent Chief Constable in David Shaw, who clearly understood the nature of this specific element of my role, and has been accessible, honest and helpful throughout my term in office. For my part, I have always tried to be fair, respectful and constructive in the issues I've raised, and I think that approach has served both of us, as well as the people of West Mercia, very well. I made it clear from the outset that I would closely monitor the impact of the estate programme which resulted in the closure of a number of police stations, as well as changing the use of other police buildings. I have continued to press for alternatives or shared use of police buildings to ensure that local policing presence can be maintained, and the results of that are clear to see with new community policing posts and shared buildings dotted across West Mercia. It is also pleasing to see that community concerns have been listened to and as a result of me asking the chief constable to review patrol areas, in February 2015 police patrol bases were reinstated in Malvern and Ross on Wye, and in January 2016 a patrol base also returned to Ludlow.



## Partnerships

Throughout my term of office I have strongly stressed the benefits of partnership working, and sought out opportunities wherever possible. Being efficient and ensuring best value for money is a responsibility at any time, but with the financial constraints we have seen in recent years right across the whole of the public sector, the opportunity for collaboration has never been better. Early in 2015 I approved a full business case for Place Partnership Ltd. This is an example of a ground breaking public sector initiative which brings together six founding partner organisations (West Mercia Police, Warwickshire Police, Worcestershire County Council, Hereford and Worcester Fire and Rescue Service, Worcester City Council and Redditch Borough Council) to form a public sector asset management company – something never seen before in the UK. The company is now working to deliver significant economic and regeneration benefits by maximising the value of our combined estates portfolio, which includes 1,323 assets across four counties.

## Conclusion

We have had 11 force-specific reports from Her Majesty's Inspectorate of Constabulary since November 2012, examining the performance of West Mercia Police. Overall, I have been pleased with the findings and conclusions from the inspections, which have been generally in line with, or slightly better than national averages. Crucially, they have helped reaffirm that, broadly speaking, the force has in recent years maintained levels of performance and service to the public, whilst finding tens of millions of pounds in efficiency savings, and undergoing the biggest organisational changes it has ever seen. Those achievements should not be under-estimated, and I am very grateful to the officers, staff and volunteers whose hard work has made that the case.

# Crime

## Overview

The make up of crime is changing and even within the time I have been in office, cyber related crime and child sexual exploitation are two issues which have seen increased reporting and become much more of a focus within policing and the wider society. Issues around child protection have very much been brought into focus following Operation Yewtree and as previously mentioned, I agreed to increase resources in order to meet this demand.

## Crime prevention

I believe that a focus on crime prevention is essential. We know that stopping crimes from happening in the first place is far more cost-effective than dealing with offences when they do occur. This has been a priority for me, particularly at a time when resources have been diminished. It is also important that areas of high demand are identified so that resources can be directed more efficiently. During my time in office this approach has included investing in new IT solutions to free up officer time to enable them to spend more time out in their communities and increase the visibility of policing; 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) with Warwickshire Police and Hereford and Worcester Fire and Rescue Service, based across two sites - one being in West Mercia. During 2015/16 I have allocated £30k per local policing area within West Mercia specifically to promote innovation in reducing crime and preventing harm. Numerous grants have also been made to third sector organisations for projects designed to prevent crime, which will be discussed later in this document.

## Cyber crime

Cyber crime is a fast growing area and by its very nature, is a challenge for policing, locally, nationally and internationally. In 2013, 36 million adults (73 percent) in Great Britain accessed the internet every day, 20 million more than in 2006 when directly comparable records began. The percentage of people who use a mobile phone to access the internet has more than doubled between 2010 and 2013, from 24 percent to 53 percent. Mobile internet traffic is projected by Intel to increase 13 times by 2017.







My Deputy, Barrie Sheldon has taken a lead on cyber crime and has been part of a governance group looking to develop an approach across the alliance. The force has recently published a draft cyber crime strategy which moving forward will provide the foundation for the alliance approach to tackling cyber crime. Over the last couple of years we have already seen specific innovations relating to cyber crime, including targeted campaigns designed to prevent people becoming victims, and a new cyber crime van, which has taken safety messages and helpful information directly into communities around West Mercia.

## Supporting rural and business communities

In September 2013 I hosted two workshops which brought together a range of key organisations, groups and individuals with an interest in rural or business affairs to help inform the development of rural and business crime strategies for the police.

Since that time I have pledged to commit £1m per annum towards initiatives which target rural, business and cyber crime, and have agreement from the five Community Safety Partnerships within West Mercia for them to lead on rural and business crime initiatives with their local policing Superintendent.

To ensure a coordinated approach to rural and business crime within the forces, one Superintendent has been given an overall alliance-wide lead on rural and business crime. The Alliance approach to rural crime has been branded 'Rural Matters' with six key work areas in support of the rural crime strategy. A 'rural matters' brand approach to business crime is in development. Seven key work areas have been identified in support of the business crime strategy

Both PCCs have in conjunction set up a single alliance-wide rural and business crime governance board to oversee the strategic delivery of the alliance rural and business crime strategies, including providing advice to enable me to make funding decisions. Examples of projects / initiatives:

- **Operation Leviathan** – this is a fisheries enforcement campaign involving 15 police forces, and West Mercia are the lead force. The operation tackles illegal fishing and conducts anti poaching patrols. Other partners include the Environment Agency and the Angling Trust. Local action has included briefing the control room staff, working with the Crown Prosecution Service on rod licence evasion, and rolling out smart water through angling clubs. Feedback from the angling community has been very positive.

- **Operation Nightingale** – this is a cross border initiative in Herefordshire to target rural crime and poaching. Approximately 20 officers made up from cross border police forces are involved. Officers in Herefordshire have been working with local gamekeepers, landowners and farmers to ensure that any suspicious activity is dealt with. There has been positive feedback from local communities.
- **Wildlife Crime** - the Alliance does not have a dedicated wildlife crime unit, but has recently supported targeted training to a number of officers to increase resilience, and there are now 7 trained officers in West Mercia. In addition the National Wildlife Crime Unit has undertaken a pilot in Herefordshire to provide 100 officers with awareness training.
- **Operation Vulture** – is an example of a cross border targeted operation to combat rural crime and burglaries through the disruption of criminal activity. It involved Safer Neighbourhood Teams in North Shropshire and Oswestry along with North Wales, Cheshire and Dyfed Powys Police. Over two nights 108 vehicles were checked.
- **Facewatch** – the force has supported the launch of Facewatch in Hereford and Malvern. Facewatch is a community led initiative that allows business to share information on possible troublemakers and low level criminals in quick time with other users in their Facewatch group and the police. The web based system allows businesses to upload still photos and videos onto the database, to record crime reports and write statements. The first success in Malvern was a shoplifter who recently admitted to 20 offences in court.
- **We Don't Buy Crime** – an initiative has been launched to reduce the market for stolen goods by working with local businesses to tackle the illicit trade of stolen property, and make the legitimate trading of second hand property safer. As part of this, working with SmartWater the force has created the UK's first second hand goods trader database, where every trader in second hand goods is encouraged to sign up to adopt best practice in the retail of such goods and commits to work with local police to tackle crime. This initiative also involves working with towns and villages. For example, with funding from Cleobury Mortimer Parish Council, South Shropshire Housing Association and the PCC, a joint initiative between the Police, Council and SmartWater has meant that over 1,150 houses (85%) have been given SmartWater kits to mark their valuables.

## Partnership working

As has already been mentioned, I set out in my Police and Crime Plan the importance I place on partnership working as I firmly believe that tackling crime and disorder and making communities feel safe is not just a policing responsibility. Throughout my term I have worked hard to develop and strengthen relationships with those partnerships that operate within West Mercia and beyond, Working together wherever possible to maximise resources has become increasingly important as the impact of government spending cuts has meant that public sector organisations have had to review and rationalise the services they provide.

In April 2013 the grant funding previously provided by the Home Office to the five Community Safety Partnerships within West Mercia passed to me and was no longer ring fenced for that purpose. However, valuing the work of the partnerships, I have always maintained an equivalent level of support and they now form an integral part of the approach I have developed.





In 2014 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.

I have recently sought a review of the governance arrangements of the West Mercia Safer Roads Partnership. I am keen to ensure that the partnership is operating in an open and transparent way, and is not only reflecting the concerns of communities but is responding to them as well.

I believe that there are still opportunities to strengthen my engagement with the Health and Wellbeing Boards that operate within West Mercia particularly as some of their strategic priorities are strongly aligned to the force's vision of protecting people from harm. I have always maintained that prevention is better than a cure – not only for crime and anti-social behaviour, but for health as well, and the two are often related.

## Reducing Reoffending

As Commissioner, one of my key focuses has been on reducing reoffending, which I feel is an area where clear improvements can be made nationwide. Statistics show that prison sentences alone aren't effective enough at rehabilitation and preventing reoffending. With the average annual cost per prison place at £36,237, and knowing that 45% of all adult offenders are reconvicted within 12 months (rising to 58% for offenders sentenced to less than 12 months) we currently have a situation where reoffending across England and Wales is estimated to cost up to £13 billion. For me, that situation is unacceptable, and I have worked hard to find new, innovative and more effective ways of reducing that burden on society from every perspective.

Reducing reoffending effectively reduces crime. That means fewer victims of crime, and reduces the strain on policing. It is a scenario that clearly benefits everyone.

I have done a lot of work to build up relationships with local prisons during my term. I have always felt that as a society, we have not done enough with or got enough out of prisons, and this is something I was keen to change. Working with the prisons, I worked to create a new company – Inside Products Ltd – designed to make better use of the excellent workshop facilities within prisons, and sell the products made to the public. The intention is to create more and better rehabilitation and retraining



opportunities for offenders. Any profits will go back into rehabilitation. The project has attracted national attention, and could represent a massive step forward. I have to admit that it has proven frustrating trying to realise the full potential of the company for various reasons, not least because of the complexities of dealing so closely with the prisons. They have their own unique cultures, rules and working practices which are (out of necessity) quite far removed from conventional business practices.

Aside from the Inside Products company, there have been numerous other projects with the prisons, again, all of which have been aimed at improving rehabilitation and retraining opportunities for offenders, and giving them tangible ways to stay away from crime upon their release from prison.

During my tenure I have worked closely with the West Mercia Probation Trust, the police, the Community Rehabilitation Company, the West Mercia Youth Offending Service, the Prison Service and third sector companies to understand and support the needs of offenders.. I have provided both financial and political support to partners to ensure a clear focus on reducing crime by tackling reoffending.

One of the most successful programmes of work I commissioned was related to supporting offenders who were sentenced to a prison sentence of 12 months or less. Working closely with the Probation Trust, YSS and Willowdene care farm, we supported offenders on short term residential courses designed to address their offending behaviour. An independent audit of that scheme demonstrated that for every £1 I had invested in the scheme, it saved the tax payer £16 in associated costs.

I arranged a partnership project between HMP Stoke Heath and Hawk Group Ltd, to train offenders to operate plant machinery. It is an industry where there are many jobs and opportunities, and the arrangement is now being supported by many other PCCs nationwide. So far, 100% of those involved have had an offer of employment, thus helping keep them away from reoffending in the future.

In addition to the above successes I would like to highlight my work to support the development of Integrated Offender Management (IOM). Over the past four years I've made a significant contribution to IOM, both financially and politically. IOM is a partnership approach designed to work with and support the most prolific and difficult offenders in our communities.



The scheme is designed to identify the needs of offenders and bring partners together to deliver specified intervention programmes designed to address offending behaviour with the aim of breaking the cycle of offending for good. Given the significant advancements made in IOM during my tenure, it is my hope that IOM will form part of my legacy of improved partnership across West Mercia.

While we've had some great successes in reducing reoffending, I feel the need to highlight some things that may not have gone to plan. During my tenure the Government introduced its Transforming Rehabilitation programme which saw the Ministry of Justice decommission Probation Trusts, introducing the National Probation Service along with 21 new Community Rehabilitation Companies in its place. The Government had hoped that the programme would inject innovation and new ways of working into the rehabilitation of offenders. While I can appreciate what the Government was seeking to achieve, it did cause the loss of a very innovative and high performing Probation Trust in West Mercia. The programme is still in its early days, so it is too early to tell just how successful the Government's programme will be. Warwickshire and West Mercia formed one of the new contract package areas, and the contract was awarded to EOS+ which is part of the StaffLine Group, plc. Through a lot of hard work and goodwill from the staff, previous levels of excellent performance (judged against Ministry of Justice statistics, and community performance reports), have been maintained thus far.

Given the changes in staff, processes and systems, I was pleased to see that the proven reoffending statistics have remained relatively static with a very small increase being reported between Dec 2012 to Dec 2014. Locally the processes have stabilised and both the Community Rehabilitation Company and National Probation Service are recruiting staff to fill current vacancies. It is my hope that when the next set of data is published by the MoJ we will see reoffending at or below 2012 levels.

I would urge the next PCC to continue to challenge partners to do more when it comes to reducing reoffending as every crime prevented means there is one less victim of crime.



## Criminal Justice System

The 2011 Police and Social Responsibility Act requires me to make arrangements for an efficient and effective Criminal Justice System (CJS). The arrangements that I put into place involve working with the West Mercia Criminal Justice Board, and bring together chief officers of the Criminal Justice System with the aim of improving the efficiency and effectiveness of the CJS. As PCC, I was invited to sit on the Board and my Deputy Barrie Sheldon is now the Vice Chair.

West Mercia's Criminal Justice Board is focused on three principle aims:

- Improve the overall efficiency and effectiveness of the CJS
- Work in partnership to reduce crime and bring offenders to justice
- Ensure that victims are at the heart of the CJS

In addition to the above, the board is responsible for ensuring that key Government programmes are delivered.

During my tenure, the Criminal Justice Board successfully oversaw the delivery of:

- Transforming Summary Justice, which was a 10 point improvement programme designed to improve the efficiency and effectiveness of Magistrates' Courts.
- Improvements to video technology, which saw 5 new video suites commissioned across West Mercia.
- Improvements to digital working and processing of criminal files across the CJS.
- "Make a Plea" which is an online service where people can enter pleas to traffic offences online.
- Dedicated traffic courts

- Police led prosecutions
- Independent Scrutiny Panels for Out of Court Disposals
- The revised Victim's Code of Practice, and Witness Charter
- A Warwickshire and West Mercia Restorative Justice Strategy
- GPS tagging of offenders
- IOM
- Special Domestic Violence Courts

In addition to the work of the West Mercia Criminal Justice Board, I commissioned my office to set up a new Crime Reduction Board, which is chaired by the Deputy PCC. The Crime Reduction Board brings together all five Community Safety Partnerships and strategic leads for reducing reoffending and Integrated Offender Management with the aim of streamlining and improving governance and accountability. Moving forward, the Board will provide oversight of the Community Safety Commissioning Framework and Reducing Reoffending agendas.

In my time as PCC I have also been part of the introduction of West Mercia's Mental Health Crisis Concordat. This has been a substantial piece of work, bringing together a whole host of partners including local councils, medical experts, charities and police. The aim is to improve provision of care for people suffering with mental health crises, and ensure that all relevant partners are working together. The work has resulted in fewer patients being transferred to police cells as places of safety, and better awareness and response training for officers. I look forward to seeing the progress the Concordat continues to make in the future.





I have also recently been working with NHS England to introduce a Liaison and Diversion (L&D) scheme within West Mercia. The L&D scheme will see mental health practitioners and commissioners working alongside the Criminal Justice System, intervening and supporting people with mental health issues with the aim of effectively meeting their needs so they do not formally end up within the justice system, having been arrested or charged with an offence.

To support a more effective Criminal Justice System, I have made a commitment to invest £10 million in upgrading West Mercia Police's ICT systems. This is a multi-year, multi-million pound investment which will transform the way the Police are able to work in the future. It is envisaged that the investment will improve the Police's efficiency, effectiveness and productivity.

In addition to investing in the Police's ICT, I have made a commitment to streamline and invest in our forensic services, as there is a widespread acknowledgement that an update is required. The investment will see an increase in capability and capacity to process evidence, leading to an improved service for victims and witnesses, and should also help bring offenders to justice quicker.

## Outcomes

In 2013 the Home Office began to move away from measuring solved crimes or 'sanction detections' and instead introduced a much broader framework for crime outcomes. The framework was fully introduced in 2014 and gives a more rounded picture of the results of investigations into reported crimes, which is especially important for example in a domestic violence incident where the victim may not want to press charges, but the crime has still been investigated to a conclusion. The first full year of national data was 2014/15 and this shows that:

- Nationally 93% of offences were assigned an outcome compared to 91% in West Mercia.
- Nationally 49% of offences saw the investigation complete with no suspect identified, compared to 47% in West Mercia
- West Mercia was in line with the national average of 25% regarding the number of 'traditional' disposals.

Looking at outcomes in this way is a significant change and now forms part of the regular performance monitoring and reporting.

## Measuring performance

The Police and Crime Plan for West Mercia, as originally published, contained a range of performance measures developed with the Chief Constable that enabled me to monitor the performance of West Mercia Police and how my objectives were being implemented. From April 2014 I chose to remove all targets and measures from the plan. This was in response to national concerns on both the validity of crime data and the potential for target driven policing to skew performance. I have however, continued to carefully monitor police performance in other ways since then. As well as regular meetings with service heads I have a regular focus on performance at my weekly meeting with the Chief Constable and my office has been working to develop a public facing performance report which I now publish on my website. I also value the feedback I receive from communities on different local concerns or policing issues. This helps me ensure that the force is providing an effective and efficient service to the public.

# Grants and commissioning

Both grant giving and strategic commissioning have proven critical in promoting crime prevention and providing support to victims of crime over the last four years across West Mercia.

Since being elected, my specific role and responsibilities have evolved, along with other PCCs around England and Wales. The remit of my investments has equally evolved to meet the demands of policing, supporting victims and enhancing the Criminal Justice System where I can.

As a result to changes in the way police forces nationwide now record offences, there has been a significant increase in the amount of recorded crime. More people are also feeling empowered and able to report crime as well though now. This is a huge success and something I am very proud of. To take victims who previously suffered in silence, and now give them the outlets and confidence to come forward marks real positive progress.

Coupled with this, I have taken very seriously the statutory duty I have had to ensure the Victims Code is fully upheld across West Mercia.

This in turn has led to an increase in the support requirements for victims of crime. The amount of money spent on supporting victims and programmes to reduce crime have increased significantly to meet this demand as well.

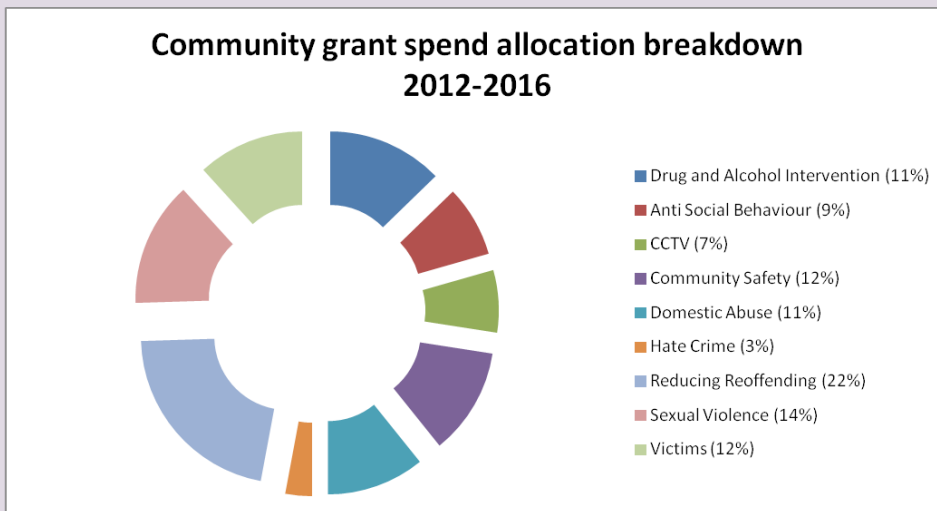




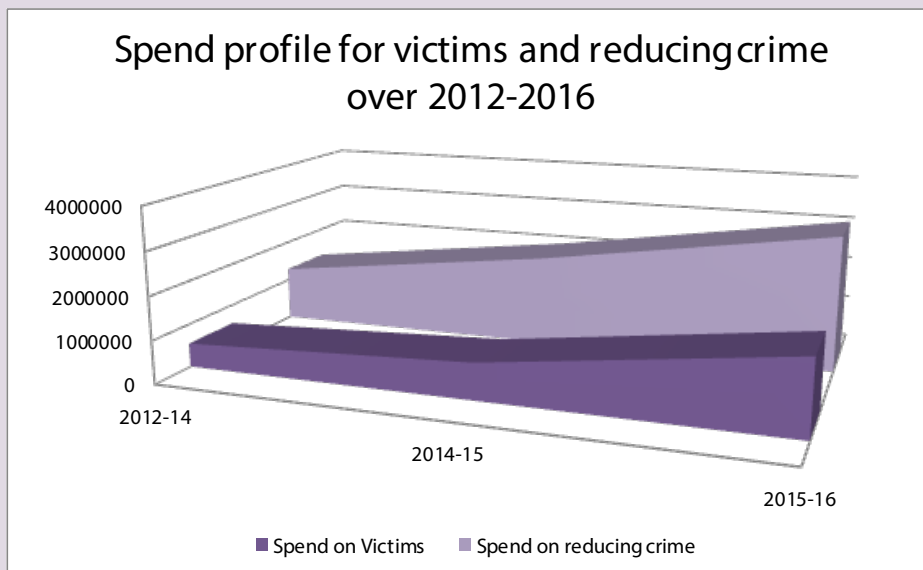
During my term as Police and Crime Commissioner, I have approved in excess of £7m of grants, paid directly to frontline and grass roots voluntary and community sector organisations, for them to deliver projects and initiatives which help deliver my Police and Crime Plan objectives.

Each investment has been approved following the scrutiny of robust business cases which clearly set out the success criteria (intended outcomes, milestones, risks etc). Again, I am very proud of the impact our investment has made in our communities over my tenure. I have seen many of these projects first hand, along with my Deputy over my term and have seen many successes – for the victim, in rehabilitating offenders, and preventing crime.

The allocation of this £7m can be shown below:



(\* The additional support for victims does not include initiatives which have been commissioned from April 2015.)



In 2015 I launched and prioritised an additional £1m into Business, Rural and Cyber-crime; alongside £1.3m of Ministry of Justice money specifically ring fenced for enabling victims of crime to cope and recover.

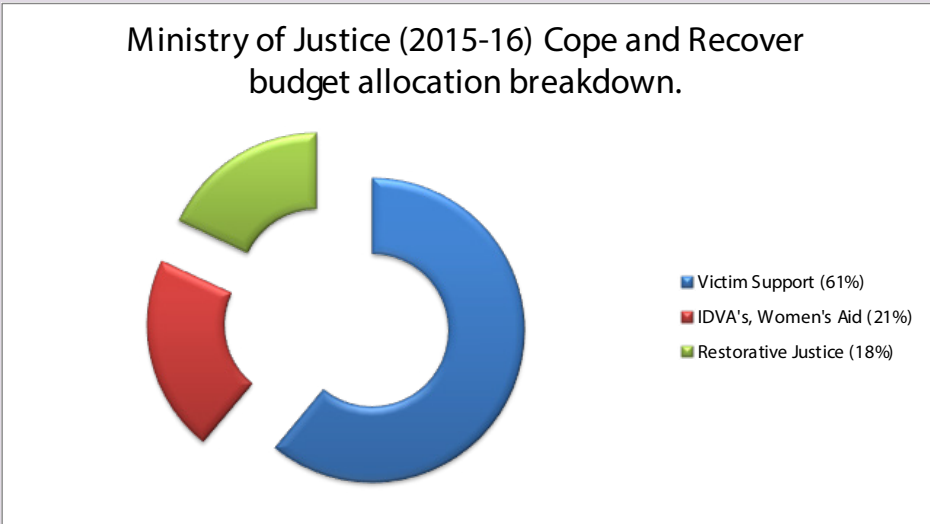
Over the course of 2015 we also allocated our precept funding for the year, all £1.5m of which has been dedicated to reducing demand on policing. This has been done collaboratively with the force, designing and implementing transformational change. Programmes are currently underway, and further strategic developments around Integrated Offender Management and increased funding for GPS tagging will evolve even during the final stages of my term of office.

The Ministry of Justice ring fenced funding for victims has been allocated as below. The Victim Support contract is entirely within this funding stream, and provides specialist support for up to 33,000 victims of crime each year – a considerable increase on the capacity we had previously. People have access to information, guidance and advice to help them to cope and recover. We collaborated with Warwickshire OPCC with this contract arrangement to ensure we gained maximum economy of scale; and as a consequence have ensured that there is no post code lottery of provision across the alliance policing area, something which was important to myself, and my Warwickshire counterpart Ron Ball.

I have continued to increase investment in Independent Domestic Violence Advisors (IDVAs) across my area. We initiated the country's first collaborative arrangement with our four Local Authorities and managed to achieve a groundbreaking framework agreement. This saw our five individual funding pots brought together to ensure economies of scale, but also a consistency of service and provision across West Mercia. Women's Aid deliver up to 13.5 IDVAs across West Mercia now, including in NHS and court settings. This level of IDVA coverage is a direct result of co-commissioning with each Local Authority.

Restorative Justice is an emerging picture within West Mercia Police now. We have arranged secondments into the police to develop the strategy for both the force and community remedies. The results of this will be available at the end of March 2016.

In addition to the breakdown of spending below, we have also subsidised the requirement for Independent Sexual Violence Advisors across the region. Our investment has increased by 35% in the last 12 months, which has looked to increase capacity, reduce caseloads and improve mobile working possibilities.





I have spent significant time, along with my Deputy Barrie Sheldon, meeting and speaking to our communities, stakeholders and policy makers to find out their opinions and thoughts. It has been vital to understand the needs of service users, either a victim or a perpetrator, and from this determine whether there are gaps in services and how well existing provision is working for them. We have used this feedback to help redesign our services and grants process in conjunction with our partners.

Grants and commissioning play a significant role in achieving my Police and Crime Plan objectives, and enable me to meet statutory requirements. However, much of what we need to do to deliver our priorities can only be achieved through working as part of multi agency partnerships, with organisations who share our commitment to improve community safety outcomes for victims, support interventions that prevent and reduce offending and deliver effective policing.

One of the areas where we have flourished as an office I believe is effective partnership working. Some of this I have already discussed, but specifically of late has involved each of the Local Authority strategic Community Safety Partnerships (CSP). 2015 has seen our partnership work take a step forward in the development of bespoke Commissioning Frameworks between agencies signed up to the CSP priorities. The frameworks provide the link between what we need to fund, what we fund, and whether our funding has made the required difference. This assessment used local and

regional crime data that will undoubtedly help the next PCC to provide more targeted support where the demand and harm is greater, making the alignment of funding to need as efficient as it can be. These Commissioning Frameworks will be in place for roll out in 2016. Again this is a first across the country, and my office has been asked to speak at a national conference to discuss this framework, where both senior policy leads from the Ministry of Justice and Department for Communities and Local Government were in attendance. I am proud to have led the way in our approach, and trust that it sets a solid foundation for the future, in what is a relatively new and developing area of work.

Commissioning and grant funding in today's climate of public sector austerity is challenging; especially across West Mercia as the partners and different commissioners who fund similar activity are spread widely. However we have been successful in delivering programmes of support across boundaries, and have worked closely with associated partners in doing this. However, we have also been able to do this whilst meeting the needs of each city, town or rural village. Partnership working has been essential in doing this, as well as planning as much as possible for provision that is needed and the market shaping that is required moving forward. I feel certain that as I prepare to leave office, the PCC's work with NHS England, Local Authorities and Public Health, in addition to the array of providers, will continue to develop and evolve provision as communities change.



# Public engagement



As a pre-cursor to the introduction of Police and Crime Commissioners, In 2010, Home Secretary Theresa May's stance was that "for too long the police have become disconnected from the communities they serve". The legislation that followed, introducing Police and Crime Commissioners, made it clear that better and increased public engagement would be a major part of the role.

It is an element of my role that I have taken very seriously. I strongly believe that you cannot represent the public and present an authoritative 'voice for the people', if you don't know what they think, or what they want.

For me, the value of public engagement became clear before I had even been elected. During my campaign, countless people sent letters, wrote emails, made calls or came to hustings, telling me what their priorities were. It was those engagements that really brought the issues of rural, business and cyber crime to the fore, as subjects that needed additional focus. Public engagement around those three areas

has continued during my term in office, with a series of local conferences, community forums, input into new strategy documents, and the introduction of a new Rural and Business Crime Board. The new group has helped set strategic directions and initiatives for West Mercia, with direct input from organisations such as the Federation of Small Businesses and the National Farmers' Union. On top of this, there have been countless times we have had face-to-face meetings and feedback from the public, whether that was at a rural security event in Shifnal, or a community forum in Eywas Harold.

When I came into office, I set out my plans for community engagement in a strategy document, which was formed with public input, and has guided me throughout my term. It includes a vision "for a new community spirit with people working together in partnership to improve society and to reduce crime and disorder". That sort of change doesn't necessarily happen overnight, but I have seen first-hand the differences we have been able to make, because of better public engagement. My engagement



has been continually monitored on a quarterly basis to make sure that not only was I meeting my statutory responsibilities, but we were reaching as many people as possible, across every demographic.

The amount of public correspondence received in my office has increased twenty-fold compared to the old Police Authority. Around 500 items a year from the public now arrive into the office, and I can say with confidence that every letter and email was logged, and received a proper response. Often that came from myself or my Deputy, or alternatively from another appropriate person. Where written correspondence wasn't appropriate, we made personal phone calls, and where necessary, we also arranged one-to-one meetings with people.

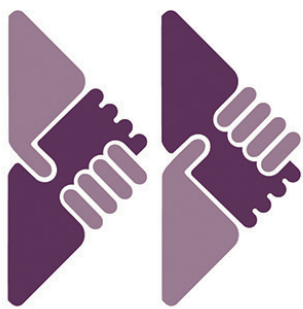
For numerous reasons, it hasn't always been possible to resolve issues for people as they wanted, but I wanted to make sure that each person got a full, fair and individual response, and of course I tried to provide answers and resolutions to their comments as often as I possibly could. Social media has also been a growth area where we have engaged with the public as much as possible. Whether that has been answering questions on the future of policing, or telling people how to report a crime, we have tried to have a real conversation with people.

Effectively engaging with people across the 4th biggest policing area in England and Wales has been something of a logistical challenge. It was with that in mind that I brought in the Community Ambassador scheme. One ambassador was appointed for each local policing area, allowing me to further extend my 'eyes and ears' within our communities. The ambassadors have provided invaluable feedback on a weekly from a range of different visits across the West Mercia area. They have met with grant recipients, councillors, charities, sports clubs, voluntary groups, religious leaders, school groups and business owners to name just a few. The notes from their meetings were fed back into the office for my information, and have been incredibly useful in flagging up local issues or highlighting where projects are working particularly well. I am very grateful for their contributions over the last few years.

Throughout my time in office, I have also administered an Independent Custody Visitor scheme across West Mercia. These volunteers help fulfil a crucial role in ensuring public confidence in the police, by inspecting custody suites and the treatment of people who have been detained. I am incredibly grateful for the dedication and hard work of all the people who have served in this role – some of whom have been doing the job for over 30 years.



We have been part of or organised a wide range of events or public meetings over the last few years. On a weekly basis we have met people right across West Mercia in town centres, sports events, schools, local shops, flower shows, charity events, community groups, older peoples' forums, youth clubs and places of worship among many others. I was keen to bring people closer to the police service and vice versa, and a number of events have had that as a real focus. For example, hundreds of people attended rural and business crime conferences we held in conjunction with the force across each policing area. Those were followed by launch events for relevant strategies, which were equally well attended by key stakeholders and the public. We also saw a number of police open days across the force area in 2014 which were a big success. Huge numbers of people turned out to meet officers and learn more about every aspect of policing.



# **FORWARD TOGETHER SHOWCASE**

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Finally, we staged a major public event in summer 2015 in Shrewsbury, aimed at bringing partners together from across different sectors and inspiring people to make positive changes for themselves and their communities. The Forward Together Showcase eventually brought together more than 60 partner organisations, all of which are involved in making West Mercia a better, safer, healthier place. We have recently seen the end of one of my biggest engagement projects – working with schools across West Mercia to deliver key information about crime and safety to thousands of pupils. The buy-in we had from schools was tremendous, getting students of all ages to design either posters or mobile apps to help keep young people safe.

A lot of this work has naturally involved the police force as well, and I have been very pleased to see PCC-driven changes and improvements

being made within specific areas of police business, involving the public. For example, the much-improved recruitment process the force has now implemented for Special Constables, and the expanded range of volunteering opportunities. For me, perhaps the best example of progress here has been the Police Cadets scheme. When I came to office I saw the success the programme had been in Telford and Wrekin and provided funding to extend that across the rest of the West Mercia area. The results have been truly superb.

The young people involved have learnt leadership, team work, discipline, and other important life lessons – all in a fun environment that I know they have really enjoyed. We now have over 100 cadets in total enrolled in the two year programme, and to see the results of it is heart-warming. These are young people who are

going on to university studies, careers in public service, and indeed quite a few have become full police officers. It is clearly a scheme that is helping give teenagers a fantastic start in adult life.

I have run 15 official 'consultations' in my time as Commissioner, including an annual one on the budget and police precept, along with others including business crime, rural crime, hate crime and domestic abuse.



## Office of the PCC

My office has evolved significantly throughout my time in office, to meet the specific needs and demands we have faced. As I prepare to finish my term, it is quite different to the set-up inherited from the previous Police Authority, and I have no doubt it will continue to adapt as time goes on.

In total, my office now has 17 full-time members of staff (two of which are shared with the Warwickshire OPCC). Commissioning has probably been the area within the office with the biggest visible change. The PCC role has brought new responsibilities for providing services for victims of crime, and specific services around domestic abuse and sexual violence, and so I have ensured we have a small team capable of delivering the best possible services and value for money for West Mercia.

When Police and Crime Commissioners were introduced, they came with a goal of costing less than the outgoing Police Authorities. I am very pleased to say that we have achieved that every year. In its final operating year, the Police Authority cost in West Mercia was £1.5m. In spite of inflation and the extra responsibilities given to PCCs, my final year operating costs will total £1.3m.

