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

'Forward Together'

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FOREWORD

This plan sets out my proposals for my objectives for the period 1 April 2013 to 31 March 2017. The Plan is a formal legal document which serves to steer the Chief Constable in the priorities the Force should deliver. It also sets out my approach to working with other Partnership bodies such as Community Safety Partnerships and my aspirations for working with the Criminal Justice Bodies.

I must begin with an important caveat. The resources available to me are largely affected by Government grants and the Government's long term spending plans. This Plan has been prepared in the light of the best available financial information but the plan and the objectives it contains will always remain open for revision in the light of future financial changes.

This document is a 'draft' Plan. It is now available for consultation, both with the statutory Police and Crime Panel and with the wider public. I will be pleased to have your views on my proposals and on the level of precept which I have to determine for 2013/14.

Your views are important to me. You can either write to me at OPCC West Mercia, PO Box 487, Shrewsbury, SY2 6WB or email at opcc@westmercia.pnn.police.uk.

Please let me have your views on the precept by 28 January 2013. Comments on the draft plan by that date would also be appreciated. However, I will try to take account of comments on the draft plan received up to 15 February 2013 before publishing my response to the report on the plan from the Police and Crime Panel.

A final plan will be published by the end of March 2013. For up to date information please visit my website at www.westmercia-pcc.gov.uk.

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INTRODUCTION

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

My Role

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

This will be achieved by:

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

As Police and Crime Commissioner I am not responsible for the operational running of the force, this is the job of the Chief Constable, who retains the direction and control of his officers and staff. I and the Chief Constable will work together to protect the principle of '*operational independence*'.

I am responsible for scrutinising and holding the Chief Constable to account and in turn I will be held to account by a Police and Crime Panel. I will also be supported by a Joint Audit Committee, which will be established with the force to provide advice and assurance. I am required by law to establish this committee.

I am supported in my role, by a Deputy Police and Crime Commissioner and the Office of the Police and Crime Commissioner West Mercia, who will assist me in discharging my functions as Commissioner. The '**Governance**' section of this plan

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explains these arrangements more fully and further information is available on my website: www.westmercia-pcc.gov.uk

My Vision for West Mercia – ‘Forward Together’

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

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

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

It is my intention to keep this plan under review and vary it as required, particularly in light of views obtained from the community, any changes made to the Strategic Policing Requirement issued by the Home Secretary and having regard to any recommendations made by the Police and Crime Panel.

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THE WEST MERCIA AREA

About the area



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

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

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

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

West Mercia is predominantly rural, with parts of Herefordshire and Shropshire amongst the least densely populated counties in the country. Herefordshire's population density per hectare being 0.8, compared to an England and Wales average of 3.7. It also has five large urban areas, namely Hereford, Redditch, Shrewsbury, Telford and Worcester. Worcester is the most densely populated area with 29.7 people per hectare.

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

Data from the Inter Department Business Register shows that at March 2012 there were 49,755 business enterprises registered for VAT and PAYE purposes across West Mercia. In Herefordshire and Shropshire 'agriculture, forestry and fishing' are the largest business sector, whereas 'professional, scientific and technical' is the largest business sector in Worcestershire.

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Policing West Mercia

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

West Mercia Police and Warwickshire Police Alliance

Why an Alliance?

Together, Warwickshire and West Mercia Police are required to save approximately £31 million over a period of four financial years (2012/13 – 2015/16).

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

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

How is the Alliance delivered?

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

The new policing areas within the alliance are:

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

Both Warwickshire and West Mercia will continue to be led by a Chief Constable and Deputy Chief Constable and retain its own identity. A total of four Assistant Chief Constables and Directors are now responsible for the delivery of policing services across both force areas.

The Alliance plan will enable both forces to maximise the protection delivered by building resilience within local policing and protective services directorates and streamlining support services that enable policing to take place, as well as reducing the total number of management and supervisory posts.

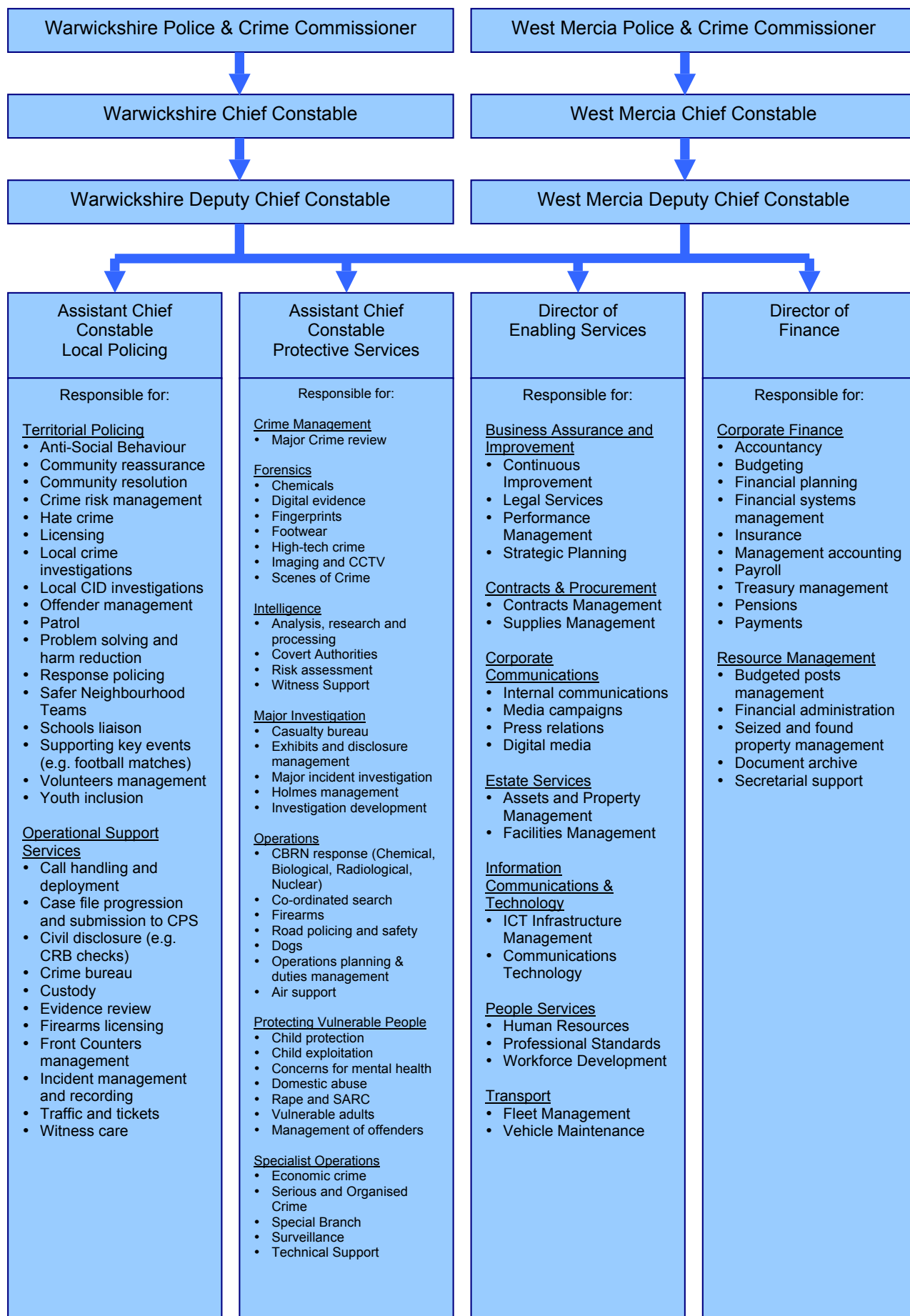
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By 2015/16 the Alliance will have a combined workforce of around 4,750 officers and staff, to deliver protection across Warwickshire and West Mercia, further supported by Special Constables and other volunteers.

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

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Alliance Structure Chart



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Personnel

The table below shows the number of budgeted posts (not the number of staff employed) as at the 1st December 2012 (this is not the number of staff employed) and a breakdown of staff numbers based on the number of actual employees).

This table will be updated in the final version of the plan

	Total no of budgeted posts	Percentage of Females (based on the actual number of employees)	Percentage of Minority Ethnic (based on the actual number of employees)
Police Officers	2,251	29%	1.8%
Police Staff	1,620	62%	1.2%
Community Support Officers	283	48%	2.1%
Special Constables	316	35%	2.3%

The implementation of the Alliance involves changing our policing model in that new shared service provision structures are being established. This also has a significant impact on people within the police services of both West Mercia and Warwickshire.

I am anxious to preserve so far as resources allow, the visibility and availability of front line Police services. To this end I am proposing to adopt a policy of reassurance to Police Officers that so far as possible during my period of office police constables will not be subject to enforced retirement, that Police Community Support Officers (PCSOs) will not be made redundant and the numbers of specials will be increased. It is my aim to set a minimum level of PCSO posts of 200 to be maintained throughout my period of office and to ensure that local policing services continue to provide a high level of satisfaction.

It would be wrong for me to attempt to disguise that our budget position means we will see an overall decline in police officer numbers by 2016 but I want this to be so far as possible by natural retirement or by promotion to new ranks. New structures, planned to be introduced fully in 2013, which the co-operative Alliance with Warwickshire allows, will help us achieve this while introducing new processes to reduce duplication and maintain service levels with fewer personnel. This is particularly true in relation to support services which, while not front line in the ordinary sense, are absolutely vital to allow the front line to operate effectively.

It is difficult to be precise as to the exact numbers of officers and PCSOs which we can maintain in post to 2016, especially as the budget picture is subject to annual change. Our current blueprint changes plan to move towards some 2850 police officers and 2250 civilian staff, shared between us and Warwickshire, often in combined teams. The current figures for 2012/13 being some 3050 police officers and 2700 civilian staff. This level of personnel is higher than would be the case were West Mercia not in the alliance with Warwickshire.

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DEVELOPING THE POLICE AND CRIME PLAN

Development

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

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

A summary of the findings is shown in appendix A.

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AIMS AND OBJECTIVES FOR WEST MERCIA

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

The range of policing this involves from local policing through to dealing with major and serious crime, through to the support services needed is very broad, however there are a number of issues that have been identified in the development of this plan such as alcohol related crime, which are of particular concern and have been specifically identified within the objectives.

It is also important to reflect the important role partner agencies play in providing services and working with, or supporting the police and in doing so I have endeavoured to develop objectives that are not solely the responsibility of the Chief Constable and his officers and staff to achieve, but also involve partners. By partners I do not just mean the community safety partners and other such groups, but also communities and individuals within those communities. This supports my vision for a new community spirit with people working together to improve society and prevent crime and disorder in partnership

The next section outlines thirteen police and crime objectives for West Mercia, grouped under the four strategic aims. Each objective outlines a number of success measures you should expect to see as a result of effective delivery of the objective. **The objectives are not set out in order of importance** and will be subject to review over the life of this plan.

My four strategic aims are:

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

A summary of the success measures with targets is shown at the end of this section of the plan.

Please note that the proposed success measures are subject to further development and refinement as part of the planning and consultation process, including the development of any associated targets

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AIM: TO ENSURE AN EFFICIENT AND EFFECTIVE POLICE SERVICE

OBJECTIVE 1 To ensure value for money and continuous service improvement through the implementation of the alliance with Warwickshire police

Why is this important?

In June 2011, Warwickshire and West Mercia Police forces supported by their Police Authorities recognised the need to deliver policing services to local communities through new arrangements – an Alliance.

This decision was reached for a number of good reasons, including a requirement on both forces to reduce costs by approximately £31M over a four year period as a result of reductions in public sector expenditure.

The new arrangements have not been driven solely by the need to reduce cost – the Alliance design recommends innovative ways of working to ensure both forces maximise the number of people protected from harm, ensuring that resources are used in the most effective and efficient way.

What is the situation across Warwickshire & West Mercia

The Alliance is now reaching its implementation stage. Changes have already been made to the senior command team and policing services are being reorganised to provide delivery across seven geographical areas.

Success measure(s)

As part of the development of the Alliance eleven critical success factors have been identified to ensure that Warwickshire and West Mercia police forces continue to retain focus on what they set out to achieve through this partnership, whilst shaping joint services to protect communities from harm. These are:

- A single consistent model of policing, with identifiable Neighbourhood Policing Teams in all communities, exists across both forces
- Both forces operate under a regime of aligned 'Strategic Objective and Priorities';
- Both forces meet their operational greatest harms performance targets;
- Both forces operate within their respective budgeted timelines;
- Communities feel protected and satisfied with policing service,
- A single process to tackle Threat, Risk and Harms in both forces;
- Both forces support the Strategic Policing Requirement (SPR) as an amalgam.
- The proportion of the workforce in operational functions is increased;
- The proportion of the workforce in managerial roles is reduced;
- A single workforce operates under common policies and Procedures,

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employment 'Terms & Conditions' (police staff), and common application of Police Regulations (officers);

- The allocation of available resource is improved to be more effective and efficient for the benefit of the public;

How I plan to achieve this (My role)

Both I, and my counterpart in Warwickshire, Ron Ball, fully support the Alliance between our two police forces. I will work closely with Ron Ball to monitor and oversee the implementation of the Alliance. We will both be attending the Alliance Programme Board which provides strategic oversight of direction to the Alliance implementation team.

Where appropriate we will review and challenge the proposals within the Alliance '*blue print*' implementation programme and if necessary seek to ensure changes are made whilst protecting the overall aims and objectives of the Alliance.

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OBJECTIVE 2 To provide an effective neighbourhood policing model, with a focus on areas of greatest need

Why is this important?

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

What is the situation in West Mercia?

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

There is no doubt that a twenty percent reduction in police funding will involve making some difficult choices in terms of how police services are provided in future and local policing will not be immune. Work is underway as part of the Alliance programme to review the structure of local policing across the two forces.

One change already under way is the increased use of mobile data, which when fully implemented will enable officers to spend more time with communities and less time in offices.

You told me during my election campaign that local policing is an important way of maintaining or increasing public reassurance and the majority of respondents to the Crime and Safety Survey said that in their local area the police are doing an excellent or good job. Both I, and the Warwickshire Police and Crime Commissioner will carefully consider proposals for local policing before any significant changes are implemented.

Police numbers will be less but our resources will be used more effectively to ensure that we maximise police presence in our communities.

Success measure(s)

- Increase in public confidence as measured by survey
- Increase in the number of special constables and volunteers
- Monitoring of response times
- Feedback received by the Police and Crime Commissioner through engagement mechanisms

How I plan to achieve this (My role)

With reduced financial resources it is more important than ever to consider alternative ways of supporting and strengthening local policing, in particular by enhancing the role of special constables and other volunteers. This will include:

- Increasing the number of special constables and introducing dedicated special

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community constables for specific geographic areas

- Supporting the expansion of the police cadet scheme across the whole of the force area
- Supporting the police to implement a patrol strategy which optimizes visibility and maximises the use of officers across the force area
- Supporting the police to carry out a review of the Police Community Support Officer role to explore the extension of both powers and hours worked

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AIM: TO REDUCE CRIME AND DISORDER

OBJECTIVE 3 To reduce the volume of violent crime with an emphasis on addressing the harm caused by alcohol through partnership working

Why is this important?

The Crime Survey for England and Wales estimated that just over two million violent incidents were committed against adults in 2011/12. Over half a million more were estimated to have been committed against children aged 10-15 years. Over the same period, police recorded around 762,500 '*Violence against the person*' offences. Violence is estimated to cost the National Health Service (NHS) £2.9 billion every year and the total costs of violence to society are estimated at £29.9 billion per year.

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

The Government's Alcohol Strategy 2012 identified that in 2010/11 across the country there were almost one million alcohol related violent crimes reported to the police and it is estimated that each year in a community of 100,000 people, 1,000 people will be the victim of an alcohol related violent crime.

What is the situation in West Mercia?

Communities from across West Mercia have frequently raised alcohol issues as one of their highest crime related concerns. Problems associated with alcohol have also been recognised in the strategic assessments of the Community Safety Partnerships and the West Mercia Criminal Justice Board. The wider issues associated with alcohol abuse are also being recognised by Health and Well Being Boards in their strategies.

In 2010/11 around 9000 (13%) of all crimes logged by West Mercia Police were marked as involving alcohol, Of these, nearly 40% were violent crimes. Targeting alcohol related violence was identified in the police strategic assessment.

Alcohol misuse and its links to the night time economy have been identified across the area. For example, in Worcestershire during 2010/11, 22.6% of alcohol related crime occurred in 10 key town centres across the county between 8:00 pm and 5:00 am. In Shropshire information from Accident & Emergency admissions shows that the majority of alcohol related assaults take place on a Saturday / Sunday between 11:00 pm – 3:00 am.

Success measure(s)

- Reduction in the volume of violent crime with injury
- Monitoring of the number of alcohol markers attached to crimes and incidents
- Increase in the proportion of solved violent crimes with injury rate

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- Reduction in the number of people identifying alcohol as an issue as measured through survey
- Increase in feelings of safety as measured through survey
- Feedback received by the Police and Crime Commissioner through engagement mechanisms

How I plan to achieve this (my role)

A co-ordinated approach is required with a range of services working together including, education health, social care, youth offending, probation and police. Individuals and the wider community also have a role to play.

The police will continue to disrupt the harm caused by alcohol misuse and intervene accordingly.

I will explore ways of working with Health and Wellbeing Boards, clinical commissioning groups, community safety partnerships, criminal justice partners, the police and other organisations to ensure effective local strategies and action plans are developed, supported and implemented.

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

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OBJECTIVE 4 To reduce the harm caused by drugs with a focus on treatment, and targeting those that cause the most harm

Why is this important?

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

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

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

What is the situation in West Mercia?

In 2010/11 around 4200 of all crimes logged by West Mercia Police were marked as involving drugs, which was approximately 6% of all crime. The main problems are around new psychoactive substances know as '*legal highs*', cannabis, mephedrone and in certain parts of the force a substance known as 'GBL'.

West Mercia suffers from suppliers from big conurbations such as Birmingham and Liverpool travelling into the force area to deal in heroin and other class A drugs. Targeted drugs operations are used to suppress this type of crime.

Drug Testing on Arrest is part of the Drug Intervention Programme known as DIP and is being introduced across West Mercia to help organisations within the criminal justice system to identify and tackle drug-related offending. It also provides partner agencies the opportunity to provide intervention and treatment to individuals who provide a positive test.

Success measure(s)

A suite of measures will be developed to provide a meaningful picture in relation to this objective. Measures to be explored include:

- number of, size, and value of drugs seizures
- number of, and value of proceeds of crime and forfeiture orders
- number of convictions and lengths of sentences for drugs trafficking and possession of drugs with intent to supply

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- Numbers tested on arrest and percentage agreeing to treatment
- Numbers referred for treatment (by courts or police) and percentage completing treatment.
- Numbers re offending during or after treatment
- Qualitative information

How I plan to achieve this (my role)

Through the use of organised crime group mapping and profiling West Mercia Police will disrupt, deter and dismantle drugs criminality with a focus on drugs traffickers and suppliers. There will also be an emphasis on removing the assets that provide crime groups with credibility, capacity and capability to commit crime. West Mercia Police will engage its resources in those areas, having appropriate investment to achieve long term outcomes.

I will explore ways of working with Health and Wellbeing Boards, community safety partnerships, the police and other organisations to encourage effective and appropriate drugs education programmes are in place across West Mercia.

My office will work in partnership with the other criminal justice agencies, community safety panels, and Health to deliver drugs testing and intervention programmes.

I work with agencies and partnerships to ensure that we are delivering the objective set out above by monitoring work streams and assessing the effectiveness of the outcomes achieved.

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OBJECTIVE 5 To reduce the volume of anti social behaviour incidents

Why is this important?

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

During 2010/11 across England and Wales, 3.3 million incidents of ASB were reported to the police; however the Home Office recognises that many other incidents of ASB are reported to agencies such as local councils and housing associations, or not reported at all.

The government’s 2012 white paper, *‘Putting victims first - more effective responses to antisocial behaviour’*, sets out its plans to deliver on a commitment to introduce more effective measures to tackle ASB. This includes: focusing the response of ASB on the needs of victims; empowering communities to get involved in tackling ASB; ensuring professionals are able to protect the public quickly and; focusing on long term solutions.

In December 2012 the Government issued its draft ASB bill for pre legislative scrutiny, including a new power, called a *‘Community Remedy’*. This will enable victims of ASB to choose from a list of punishment options, agreed with their local Police and Crime Commissioner.

What is the situation in West Mercia?

Communities across West Mercia have frequently raised ASB issues as one of their highest crime related concerns. ASB has also been recognised in the strategic assessments of Community Safety Partnerships, who from 2012/13 are now responsible for delivering the Government’s ASB initiative. Vulnerable and repeat victims of ASB are recognised in the police strategic assessment.

During 2011/12 there were just under, 60,000 incidents of ASB reported to West Mercia police a reduction of 15,000 on the previous year. National comparison data shows that in the 12 months to March 2012 there were 50.52 incidents of ASB per 1000 population compared to an England and Wales average of 48.78 per 1000 population.

22.2% of people responding to the Crime and Safety Survey in 2011/12 said that crime and ASB was a *‘fairly big’* or *‘very big’* problem in their local area.

In June 2012 Her Majesty’s Inspectorate of Constabulary (HMIC) published an ASB inspection report for West Mercia Police. The report identified that the force worked well with local partners, but that there were inconsistencies in how these partnerships work on action plans to tackle medium to long-term social concerns such as ASB.

Success measure(s)

- Reduction in the volume of ASB incidents as measured by the police.

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- Reduction in the percentage of respondents surveyed stating that crime and ASB was a '*fairly big*' or '*very big*' problem in their local area.
- Improvement in the satisfaction level of victims of ASB with the level of service provided
- Monitor levels of ASB incidents with emphasis upon levels of repeat incident, repeat victimisation and ASB directed towards individuals

How I plan to achieve this (my role)

My office will work with the police, community safety partners, other organisations, and communities to ensure effective local strategies and action plans are developed, supported and implemented.

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

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

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OBJECTIVE 6 To bring offenders to account and reduce re-offending

Why is this important?

This objective is about protecting the public, bringing offenders to justice and working in partnership to reduce crime. In sum it is about making West Mercia a safer place to live.

Integrated Offender Management (IOM) is an overarching framework that allows local and partner agencies to come together to ensure that the offenders, whose crimes cause most damage and harm locally, are managed in a coordinated way.

IOM operates 3 strands:

- Prevention and deter
- Promote compliance and reduce re-offending
- Enforcement

What is the situation in West Mercia?

West Mercia has Local Criminal Justice Board (LCJB), which is focused on improving the efficiency and effectiveness of the Criminal Justice System (CJS), reducing reoffending and, improving public confidence and satisfaction in the CJS.

During 2011/12 the Police, in partnership with the LCJB agreed to introduce IOM teams across West Mercia. These teams primarily consist of Police and Probation Officers working side by side, sharing information and collaborating on how best to work in partnership to reduce crime and manage offenders in our communities.

In 2011/12 the Police, LCJB and partners introduced drug testing on arrest. This approach sees qualifying offenders tested for Class 'A' drug use on arrest. If an offender tests positive they are referred on to appropriate service providers who will help them address their drug usage.

Success measure(s)

- Reducing overall crime rates in West Mercia
- Reduction in the number of domestic burglary's recorded
- Increase in the proportion of solved domestic burglary rate
- Reduction in the number of robberies Robbery
- Increase in the proportion of solved robbery rate
- Reducing the reoffending rates as established by the National Offender Management Service.
- Improve the feelings of safety the public have in their neighbourhood.

How I plan to achieve this (my role)

I will work closely with West Mercia Police, the Local Criminal Justice Board and the Strategic Community Safety Partnerships in West Mercia to ensure that there is

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good governance and performance management frameworks in place to ensure the best possible outcomes are being delivered for the people and communities of West Mercia. When gaps in governance or performance are found, I will explore ways of closing the gaps in service provision with partners.

I will continue to support the approach to IOM across West Mercia and where possible I will assist both the Police and their partners by strengthening their ability to analyse the factors contributing to crime and re offending.

I will explore ways with partners of supporting and strengthening the approach to drug testing on arrest, recognising the overall reduction in police funding.

I am keen to explore ways with the probation and prison services of enhancing services for the rehabilitation of offenders that will contribute significantly to the prevention of crime and disorder and improve local communities.

I will work with agencies and partnerships to ensure that we are delivering the objective set out above by monitoring work streams and assessing the effectiveness of the outcomes achieved.

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OBJECTIVE 7 To develop and implement a business crime strategy

Why is this important?

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

A figure taken from one of Britain's largest business insurers, indicates that the most common crime committed against business is theft, accounting for around 74% of the total volume.

The British Retail Consortium's 2011 Retail Crime Survey results indicate that customer theft and fraud made up the largest share of offences by both cost and number of incidents. Other research data estimates that in 2011 the overall cost to UK retailers of customer theft was £2146 M, employee theft was £1765 M and supplier fraud was £191 M.

The National Farmers Union (NFU) rural crime survey 2012 estimates that the cost of agricultural theft in 2011 was £52.7 million.

What is the situation in West Mercia?

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

Across West Mercia during 2011/12 there were 5,682 charges of shoplifting, and businesses also suffered from a range of other crimes including burglary and criminal damage.

Rural crime, particularly that impacting on the farming community is a feature in West Mercia, owing to its geographical nature. In response to this, police in Herefordshire implemented '*Operation Ignite*' which is a co-ordinated response to reducing crime in rural areas, in particular by travelling criminals. The main offences of concern are thefts of plant and machinery, livestock, metal and fuel.

Success measure(s)

- Wide range of business groups identified, met, and consulted with
- Business crime strategy developed and published
- Specific crime reduction objectives and performance measurement agreed
- Strategy implementation plan developed by April 2014

How I plan to achieve this (my role)

It is my intention to firstly identify and engage with business groups across West Mercia to gauge the true extent and impact of business crime locally.

For example I will engage with the Safer Telford and Wrekin Partnership who have

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established the *'Telford Safer and Stronger Business Forum'* that meets quarterly with representatives from across the local business community. I will also engage with the National Farmers Union who are the largest farming organisation within the UK and another key partner representing farmers and growers throughout West Mercia.

Once these links have been established I will work in partnership with a wide range of business groups to develop a business crime strategy which best reflects the needs of urban and rural business communities within West Mercia. As part of this work it will be important for me to explore with businesses how they can assist and support themselves in addressing crime issues, particularly in areas such as employee theft.

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OBJECTIVE 8 To develop a strategy to empower local communities to actively engage in preventing crime and disorder

Why is this important?

In promoting the role of Police and Crime Commissioners the Home Office said that anyone considering taking on the role should have what it takes to *'Bring the voice of the people into policing and bring the community together to tackle crime'*

In my election manifesto I highlighted the Olympic Games (London 2012) as an example of what can be achieved by organisation, dedication and motivation of individuals to inspire others to achieve greater things. I want to use my new role to inspire others to be leaders in their communities to prevent crime and disorder, and build a better and safer society.

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

Bringing communities together to tackle crime is always important, but with wide scale reductions in public sector funding and the current economic climate, it is never more so. Local communities are able to help in the fight against crime and disorder with initiatives such as watch schemes, which encourage communities to work together to protect themselves and their property, which in turn can help reduce the fear of crime.

The provision of diversionary activities within communities particularly for young people, such as sport and other recreational opportunities can also assist in reducing issues such as anti-social behaviour.

What is the situation in West Mercia?

Within West Mercia there are a number of watch schemes, each tailored to meet the needs and interests of particular groups within our community. These include addressing wildlife crime through rural watch and protecting licensees and their customers through pub watch. Other watch schemes include: neighbourhood watch; business watch and shop watch. West Mercia Police currently supports these schemes by providing two scheme co-ordinators and further support is provided by members of safer neighbourhood teams who engage with the various watch schemes.

There are many examples of local communities who have raised funds to provide sporting and recreational facilities for their young people. There are also a number of organisations who have access to both public and private funding which is used to develop sporting and recreational facilities within communities for young people,

Success measure(s)

- Development and implementation of a community empowerment strategy
- Number of watch schemes
- Number of new watch schemes

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- Amount of new funding secured for watch schemes
- Number of new crime and disorder diversionary schemes
- Number of grants provided for crime and disorder diversionary schemes
- Amount of new funding secured for crime and disorder diversionary schemes

How I plan to achieve this (my role)

I intend to put together a community empowerment strategy to be developed in consultation with interested groups across West Mercia. This will enable the strengthening of current watch schemes and the introduction of new schemes. It will also provide mechanisms to enable the introduction of new crime and disorder diversionary schemes.

I will also be introducing a grant scheme using some of the monies available to me (community safety funding). The details of the scheme are set out in the **Resources** section of this plan.

I intend to give recognition to those communities and volunteers who, in my opinion, have made a significant contribution towards reducing crime and disorder in their area.

I also pledged to give £20,000 of my first year's salary to set up a charitable trust to raise new money for the prevention of crime and to assist the victims of crime. I will stand by this pledge and once the fund is set up I will use some of the new money to support crime and disorder diversionary schemes.

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AIM: TO PROTECT COMMUNITIES FROM HARM

OBJECTIVE 9 To work in partnership to protect the most vulnerable people in our society

Why is this important?

Protecting vulnerable people is a challenging area, where a failure to take appropriate action could ultimately lead to loss of life, as exemplified in the cases of Fiona Pilkington, who killed herself and her severely disabled daughter after years of torment by local youths and Victoria Climbié, a young child tortured and murdered by her guardians.

There are currently a number of Government action plans and strategies in place to tackle many of these issues such as the *'Call to end violence against women and girls'* action plan, the *'Challenge it, Report it, Stop it'* action plan to tackle hate crime and the *'Troubled Families programme'* which has links to families suffering domestic violence problems.

There is also a range of specific legislation that places a legal obligation on the police to take specific actions to protect vulnerable people such as the Children's Act 2004, and Domestic Violence, Crime and Victims Act 2004.

What is the situation in West Mercia?

It is important to recognise that the police provide a service to all communities within West Mercia; however it is also important to ensure that the most vulnerable members of our society are protected. The following provides details of the key areas that provide a focus for this objective:

Hate crime – this involves any criminal offence which is perceived, by the victim or any other person, to be motivated by hostility or prejudice based on a personal characteristic currently defined as disability, race, religion or belief, sexual orientation, transgender identity. During 2011/12, 709 hate crimes or incidents were reported to West Mercia police; however it is believed that many such crimes and incidents go unreported and an increase of reporting of this type of crime would evidence more confidence of victims coming forward to report the crime.

Domestic abuse – it is estimated that 1 in 4 women experience abuse or violence from a partner at some time in their adult lives. During 2011/12 there were 5,070 crimes with a domestic abuse marker recorded by the police. Across West Mercia there are a range of agencies and organisations working together to provide support services for victims.

Sexual violence and abuse – During 2011/12 there were 1,257 sexual offences recorded across West Mercia, 970 of which were classed as serious sexual offences, including 225 rapes committed against females aged over sixteen. This type of crime remains under reported and this is another area where an increase in reported crime would be a positive outcome evidencing confidence in the Criminal Justice System. There is a range of agencies and organisations working together to provide support services for victims and in 2012 a Sexual Assault Referral Centre (SARC) partly funded by West Mercia Police and the Primary Care Trusts within West Mercia was opened in Worcester with a supporting annexe in Telford.

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Vulnerable children – there are four Safeguarding Children Boards across West Mercia which focus on the safety and welfare of children. Both the Chief Constable and I have statutory responsibilities in this area. In recent years West Mercia Police have carried out a series of investigations and in October 2012 two men from Telford were sentenced to a combined total of 32 years for committing a number of serious sexual offences against vulnerable young girls.

Vulnerable adults – A vulnerable adult can be described as someone over 18 years of age who might be unable to protect themselves from significant harm or serious exploitation because of a physical or mental disability, age or illness

West Mercia Police has a Protecting Vulnerable People team, which deals with child protection, domestic abuse, honour based violence, forced marriage, safeguarding vulnerable adults and the management of sexual and violent offenders*. This team works extensively with partner organisations such as health services, local councils and a range of charity and voluntary groups.

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

Success measure(s)

- Increase in the number of reported hate crimes
- Solved detection rate for hate crimes
- Volume of serious sexual offences (with an aspiration to see an increase in reporting)
- Solved detection rates for serious sexual offences
- Monitoring of domestic violence incidents and repeat incidents
- Development of a process measure to assess the efficiency and effectiveness of the multi agency schemes in place.

How I plan to achieve this (my role)

Both during my election campaign and since taking office I have had the opportunity to meet with representatives from a wide range of organisations, both statutory and voluntary who work alongside and in partnership with the police, to provide support services that protect the vulnerable. Throughout I have been extremely impressed by the dedication and professionalism of the people I have met.

One of the biggest challenges to be faced is ensuring a sufficient provision of service across West Mercia with a reducing level of funding. There may be some difficult choices to make and I intend to explore with community safety partnerships, West Mercia Criminal Justice Board, safeguarding boards and other agencies and groups, how best services can be provided and sustained in future.

I will work with agencies and partnerships to ensure that we are delivering the objective set out above by monitoring work streams and assessing the effectiveness

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of the outcomes achieved.

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OBJECTIVE 10 To deliver a supportive and effective response to victims and witnesses

Why is this important?

Victims should be at the heart of our criminal justice and our approach should be twofold. Firstly we need to prevent people becoming victims of crime in the first place, and secondly for those on the receiving of criminal actions, providing the support they need.

In many cases successful convictions depend upon the support victims and witnesses give to a criminal prosecution and a failure to support them can mean a prosecution case collapsing at any point as it journeys through the criminal justice system.

The criminal justice system has a set of obligations it needs to meet as set out in the Victims' *'Code of Practice'*, *'No Witness No Justice'* programme, and a forthcoming EU directive (scheduled for 2015), which is intended to ensure minimum standards for all victims of crime and their families.

Current provision of services for victims of crime is complex; there are a wide range of statutory and voluntary organisations responsible for providing different types of support to victims and witnesses of crime. Recent decades have seen significant growth in third sector provision of support for victims of crime, with current government funding estimated to be £151 million per year. Victim Support, one of the largest providers of support to victims of crime, received £38 million of government funding in 2011/12.

From April 2014 Police and Crime Commissioners will become responsible for commissioning locally most of the emotional and practical support services for victims of crime that are provided by the third sector.

What is the situation in West Mercia?

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

In 2012 a Sexual Assault Referral Centre (SARC) opened in Worcestershire, with an accompanying annexe in Telford. The centre is a one stop shop providing support and guidance for victims of sexual assaults.

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

In 2012 the Victims' services advocates' project issued a report *'Listening and Learning'* for each police force area on local service provision. The West Mercia report indicated a geographical disparity in service provision.

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

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

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

Success measure(s)

A suite of measures will be developed to provide a meaningful picture in relation to this objective. Examples of measures to be explored include:

- Victim satisfaction levels as measured through survey
- Improvement in the percentage of people satisfied with the service they received by the Criminal Justice System – as measured by the Victim Support Survey.

How I plan to achieve this (my role)

I will consider closely the report prepared by the Victims' Services Advocates and will explore ways of working with West Mercia Police, Local Criminal Justice Board and third sector service providers to improve the service provided to victims and witnesses across West Mercia.

I will work with West Mercia Police, the Local Criminal Justice Board and the community safety partnerships in West Mercia to ensure that good governance and performance management frameworks are in place to ensure that the best possible outcomes are being delivered for victims and witnesses within West Mercia.

From April 2014 police and crime commissioners will be responsible for administering and commissioning local victims services and I will seek to do this efficiently and effectively.

I will work with agencies and partnerships to ensure that we are delivering the objective set out above by monitoring work streams and assessing the effectiveness of the outcome achieved.

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OBJECTIVE 11 To work with the Safer Roads Partnership to reduce the number of casualties on our roads.

Why is this important?

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

Nationally in 2011 there were 1,901 people killed on roads. Road collisions are the leading cause of death for young adults aged 21-24 years and they account for over a quarter of deaths in the 15-19 age group. Motorcyclists and cyclists have the highest rate of fatalities and serious injuries based on miles travelled compared with other road users.

In 2011 the economic welfare cost of reported road accidents was estimated to be around £15.6 billion.

What is the situation in West Mercia?

The Safer Roads Partnership (SRP) in West Mercia is part of West Mercia Police and works in partnership with nine partner agencies to reduce casualties and make the roads safer for all users in West Mercia.

The Safer Roads Partnership three main functions are:

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

Speeding is a concern in many communities. The Safer Roads Partnership also runs a ‘*Community Concern Programme*’, whereby local communities via their parish or town council can request enforcement activity to be carried out. This is a six month scheme and sites are only accepted if data analysis providing evidence of a speeding problem supports the application. There are currently twenty three sites in operation, with a demand for more. There is enforcement activity at lower level sites utilising local policing officers and special constables.

The Safer Roads Partnership is also used to assist the police in other targeted operations as required.

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

Publicity – the Safer Roads Partnership has the responsibility for the co-ordination of national campaigns, such as the Christmas drink driving promotion and also carries out more localised awareness raising such as mud on roads, developed in

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partnership with the National Farmers Union.

The issue of speeding traffic in local areas is one of the top three local community concerns raised through Police and Communities Together (PACT) meetings and the Crime and Safety Survey. I have also heard many concerns both during my election campaign and since taking office on the issue of speeding and particularly mud on roads in Herefordshire.

Success measure(s)

- Reduction in the number of people killed or seriously injured
- Feedback received by the Police and Crime Commissioner through engagement mechanisms

How I plan to achieve this (my role)

I will continue to ensure that road safety remains a priority and support the role of West Mercia Police and the Safer Roads Partnership in reducing the number of casualties on our roads.

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

I will work with West Mercia Police and the Safer Roads Partnership to ensure we are delivering the objective set out above by monitoring activity and assessing the effectiveness of the outcome achieved.

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OBJECTIVE 12 To meet the requirements of the Strategic Policing Requirement

Why is this important?

In July 2012 the Home Secretary issued the '*Strategic Policing Requirement*' (SPR) which sets out national threats that the police must address and the national policing capabilities required to counter those threats. Threats are assessed and selected from the '*National Security Risk Assessment*' and other assessments of threat and risk.

Terrorism; civil emergencies; organised crime; public order and public safety threats that cannot be managed by a single force alone; and large scale cyber incident are all currently identified as national threats.

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

What is the situation in West Mercia?

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

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

Success measure(s)

- Number of counter terrorism interventions
- Number of Prevent referrals

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- Number of officers who have completed PSU / firearms training
- Number of officers who have completed specialist PSU training as medic or Evidence gathering teams (EGT)
- Number of contingency plans and compliance with the review dates of such plans
- Number and frequency of tests against planning assumptions
- Monitoring of ongoing operations which are tackling organised crime groups

How I plan to achieve this (my role)

It is my role to hold the Chief Constable to account for the force's contribution to the SPR, to ensure that resources are maintained efficiently and effectively to fulfil West Mercia's contribution to the national capacity.

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

OBJECTIVE 13 To develop and implement a public engagement strategy

Why is this important?

The Police and Reform and Social Responsibility Act 2011 heralded the introduction of Police and Crime Commissioners and the abolition of Police Authorities. Throughout the development of the legislation and in the time leading up to the first elections in November 2012 the government consistently said that Police and Crime Commissioner's will be '*A voice of the people*'.

It is important to engage with communities and speak with people to find out their true views about policing and how we can effectively prevent crime and disorder together. In view of the new governance arrangements for policing there is a need to review current consultative arrangements to assess their effectiveness and ensure that they are able to accurately reflect the needs of the public.

What is the situation in West Mercia?

I set out in my election manifesto my intention to provide a strong and powerful voice for the people of West Mercia and represent their views about how crime and disorder is prevented and its consequences are tackled.

In my manifesto I also recognised that West Mercia is a large geographical area, with widespread and diverse communities. It is right and proper that all areas of West Mercia are given a voice and that the views of all sections of the community are heard, properly considered and actioned accordingly.

Success measure(s)

- Public engagement strategy developed and implemented by October 2013

How I plan to achieve this (my role)

I intend to develop and implement a public engagement strategy which will enable me to carry out my role as effectively as possible and ensure that police priorities truly reflect the needs of the people.

As part of the development of this strategy I intend to actively engage with a range of partner and community organisations so that I can develop a clear understanding of engagement mechanisms already in place across West Mercia. Following this I will look to enhance current arrangements to accurately capture the views of all sections of the community.

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Summary of Aims Objectives, Measures and Targets

<p style="text-align: center;">My Vision</p> <p style="text-align: center;"><i>'A new community spirit with people working together to improve society and prevent crime and disorder in partnership'</i></p>
<p style="text-align: center;">Strategic Aims</p>
<p>To Ensure an Efficient and Effective Police Service</p> <p>Objective 1: To ensure value for money and continuous service improvement through the implementation of the alliance with Warwickshire Police</p> <p>Objective 2: To provide an effective neighbourhood policing model, with a focus on areas of greatest need</p>
<p>To Reduce Crime and Disorder</p> <p>Objective 3: To reduce the volume of violent crime with an emphasis on addressing the harm caused by alcohol through partnership working</p> <p>Objective 4: To reduce the harm caused by drugs with a focus on treatment, and targeting those that cause the most harm</p> <p>Objective 5: To reduce the volume of anti social behaviour incidents</p> <p>Objective 6: To bring offenders to account and reduce re-offending</p> <p>Objective 7: To develop and implement a business crime strategy</p> <p>Objective 8: To develop a strategy to empower local communities to actively engage in preventing crime and disorder</p>
<p>To Protect Communities from Harm</p> <p>Objective 9: To work in partnership to protect the most vulnerable people in our society</p> <p>Objective 10: To deliver a supportive and effective response to victims and witnesses</p> <p>Objective 11: To work with the Safer Roads Partnership to reduce the number of casualties on our roads</p> <p>Objective 12: To meet the requirements of the Strategic Policing Requirement</p>
<p>To Provide a Strong and Powerful Voice for the People and Victims of Crime</p> <p>Objective 13: To develop and implement a public engagement strategy</p>

The summary on this page will be finalised following consultation on the plan

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DELIVERING THE PLAN

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

Local Partnership Working

Community Safety Partnerships

There are currently seven community safety partnerships within the West Mercia area; one for each of the Unitary areas of Herefordshire, Shropshire and Telford & Wrekin and four in the two tier county of Worcestershire, covering Bromsgrove, Redditch, Wyre Forest and South Worcestershire. The three district community safety partnerships of Bromsgrove, Redditch and Wyre Forest are in the process of merging with a view to being constituted as the North Worcester Community Safety Partnership. In addition, Worcestershire also has a county level strategy group, the '*Safer Communities Board*', whose role is to provide strategic co-ordination and support to community safety and criminal justice activity.

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

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

West Mercia Criminal Justice Board

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

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

Established in 2003, the WMCJB brings together the chief officers and chief executives of those bodies who have a major role in improving justice, preventing

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harm and protecting the public of West Mercia. It provides a strategic framework for bringing senior partners together with the aim of agreeing and delivering shared outcomes.

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

Local Safeguarding Children Boards

Local Safeguarding Children Boards (LSCBs) were established by the Children Act 2004 and provide a mechanism for organisations to come together to agree on how they will cooperate with one another to safeguard and promote the welfare of children. West Mercia has four LSCBs (Herefordshire, Shropshire, Telford & Wrekin, and Worcestershire) and membership includes representatives from the local authorities, health organisations and the police.

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

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

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

Safeguarding Vulnerable Adults

Under child protection legislation a '*child*' is defined as a person up to the age of 18 years, and above this age a person is defined as an adult. Across West Mercia there are also four Safeguarding Adults Boards whose role is to safeguard vulnerable adults. A vulnerable adult can be described as someone over 18 years of age who might be unable to protect themselves from significant harm or serious exploitation because of a physical or mental disability, age or illness. I have identified the protection of vulnerable people as one of my objectives, which will in part link into the work of these Boards.

Victim Support

The voluntary sector provides the majority of support services to victims of crime within West Mercia. Victim Support is a national charity, which in 2010/11 supported 13,673 victims of crime. Victim referrals are sent direct from the Police and self-referrals are also received. Cases include: burglary, criminal damage, assault, rape,

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sexual assault, domestic violence, homicide and people bereaved by road death. Delivering an effective and supportive response to victims and witnesses is one of my objectives.

Health and Wellbeing Boards

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

PACT

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

Other Partnerships

In addition to the partnerships listed above there are also many other voluntary, charitable, community and private sector organisations working in the field of community safety, either independently or in partnership with public bodies across West Mercia. Where appropriate I will liaise with and engage with these organisations to assist me in my role as police and crime commissioner.

Regional Collaboration

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

The region tackles organised crime through a Regional Organised Crime Unit, focussing on serious crime through monitored threats and the co-ordination of intelligence activity. The VIPER tasking model delivers a proactive response to regional high harm causers, focussing the resources of the four regional forces to create an effective response with borderless policing.

The Regional Intelligence Unit coordinates the activity of partners such as the Prison Service, the UK Border Agency and the Serious and Organised Crime Agency. This cost effective structure delivers the needs of the national Organised Crime Group Mapping process. The regional forces are actively engaged on interoperable processes to optimise intelligence whilst minimising the regional and forces' cost base.

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

National Collaboration

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

In addition, West Mercia Police is engaged in ongoing negotiations with the National Police Air Service (NPAS) to ensure the delivery of a national service continues to be efficient and effective whilst protecting of the public.

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ACCOUNTABILITY & PERFORMANCE

Accountability

I am developing a range of performance measures which will be kept under review and will provide a means to monitor delivery of my stated objectives. In some cases the information will be provided by external or partner bodies but in others it will be direct performance data available from the Force. The frequency of reporting and monitoring will vary.

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

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

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

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

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

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

How Performance will be monitored

I am committed to being accountable to local communities by being transparent about how I am performing. Policing performance information will be published on my website (www.westmercia-pcc.gov.uk).

Current Performance

In the final version of the plan I will include here a summary of the latest West Mercia police performance for 2012/13. A more detailed summary for the complete year will be included in my annual report. The annual report will be published in the summer.

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Reviewing the Police and Crime Plan

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

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

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GOVERNANCE

Information I must publish

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

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

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

Maintaining Standards

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

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

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

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

West Mercia Police and Crime Panel

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

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

The powers of the Panel include:

- Requesting information from the PCC and their attendance at PCP meetings

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- Vetoing the PCC's appointment of the Chief Constable and the level of local tax (the precept)
- Making recommendations on the police and crime plan and annual reports

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

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

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

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

Audit

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

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

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

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Equality, Diversity and Human Rights

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

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

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

A revised version of the Equality, Diversity and Human Rights Strategy for the Police is due to be published in 2013 and I will work with the force to ensure that the Strategy provides a framework for accountability and fair treatment.

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

www.westmercia.police.uk/about-us/equality-and-diversity/equality-schemes.html .

Independent Advisory Groups

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

Independent Custody Visitors

Every Police and Crime Commissioner has to provide an independent custody visiting (ICV) scheme to ensure that the force is doing what it should be doing with regards to human rights obligations and custody services.

The scheme is administered by the staff of the Office of the Police and Crime Commissioner and I will continue to hold regular meetings with visitors to ensure that custody standards are maintained.

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RESOURCES

Each year there are two main sources of police general funds. These are Government Grants (Police Grant from the Home Office and Revenue Support Grant from Communities and Local Government), and the Precept (council tax), which is determined locally. In addition there is a specific grant in 2013/14 to compensate for the changes brought about by the localisation of council tax benefit. From 2014/15 onwards, this specific grant will be consolidated into the Police Grant.

As part of the grant settlement for 2013/14, announced in December 2012, the Home Office have stated that there will be no additional reduction in police funding during 2013/14 over and above that previously announced in the 2010 Comprehensive Spending Review. This is despite an additional reduction in funding (1% in 2013/14 and 2% in 2014/15) for the Home Office announced in the Chancellor's 2012 Autumn Statement.. No decisions have yet been taken by the Home Office about whether the 2014/15 expenditure reduction will be passed on to PCCs.

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

Over the next few years, significant savings are required to balance our budget, and these will be delivered primarily through the Strategic Alliance with Warwickshire. The levels of savings required are shown in the Medium Term Financial Plan below. As these savings will take several years to be fully realised, reserves will be used prudently, and on a temporary basis, to balance the budget.

Future changes to funding

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

The Government has also set out number of funding streams which during the life of this plan will become my responsibility as Police and Crime Commissioner to manage, outlined below:

- Community Safety Partnership funding (grant funding) – In April 2013 the money previously given directly by the Home Office to local authorities for Community Safety Partnerships will instead pass to me. The level of funding for 2013/14 is £990,000 and I intend to discuss how best to allocate these funds with the Community Safety Partnerships. From 2014/15 this community safety money will be subsumed into the police grant. At that time the statutory restriction on spending the police grant purely on policing (which currently exists) will be removed.

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- Youth Offending Service – early in 2012 a proportion of youth offending money was passed to the Police Authority by the Home Office for the provision Youth Offending Services across West Mercia in 2012/13. This money was ‘passported’ back to the youth offending service.
- Victim services – the government has announced that from April 2014 Police and Crime Commissioners will be responsible for the commissioning of local victim services. Further details on the level of funding and which elements of services are included have yet to be announced.

The Budget

The budget for the forthcoming year will be finalised once I have set the precept level. I have to set the precept by the 1 March each year. The final version of this plan will contain a summary of both the revenue budget and the capital programme.

Medium term financial plan

The Medium Term Financial Plan (MTFP) for the forthcoming year will be finalised once I have set the precept level. The final version of this plan will contain a summary of the MTFP, and a statement showing the level of reserves I expect to be holding at the end of each financial year

Securing Services and Grants

There are many mechanisms by which I may secure services or contribute to securing delivery against the police and crime objectives in this plan. These include for example entering into contracts, aligning budgets with partners, pooling budgets, agreeing collaborations (made under section 22A of the Police Act 1996) and providing grants.

Under Section 9 of the Police Reform and Social responsibility Act 2011 I am able to award grants that, in my opinion, will secure or contribute to securing crime and disorder reduction in the West Mercia area. I can do this by supporting existing organisations or individuals or I may commission services directly.

In the financial year 2013/14 I have a limited community safety fund provided by central government. This replaces the community safety grant formerly provided to local authorities. For 2013/14 I will supplement this fund from monies taken from the main police fund, which includes a contribution from the local council tax, in order to bring the total fund up to £1m.

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It is my intention to sustain the fund at that level for each year throughout my office, even if the available central government grant is reduced. I also intend to explore additional external funding which may be used to supplement the fund or be applied for specific similar activities, such as supporting victims of crime.

Any grants awarded by me from this fund will normally be made on a one off basis. Grants will be awarded only for specific activities or services subject to a specified financial limit with no commitment to renew, increase or continue funding beyond the period supported by the limited award. Applicants should therefore have contingencies for dealing with the cessation of any funding steam offered by this scheme. Any grants awarded by me will be made subject to conditions.

Details of the fund, including how to apply for a grant and any grants awarded will be published on my website www.westmercia-pcc.gov.uk

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APPENDIX A

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

National influences

In July 2012 the Home Secretary issued the ‘*Strategic Policing Requirement*’ (SPR) which sets out the national threats and the national policing capabilities required to counter those threats. The five threat areas are identified in the SPR are: Terrorism; Civil Emergencies; Organised Crime; Public Order / Public Safety and Cyber Crime.

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

Local Influences

West Mercia & Warwickshire Police Strategic Assessment

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

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

Shared Priorities across Community Safety Partnerships

Each of the seven community safety partnerships within West Mercia has refreshed their strategic assessment, identifying local priorities within their area. A summary of the priority themes identified across West Mercia is set out below. The partnerships within Worcestershire have been combined together for this purpose.

Priority Themes	Herefordshire	Shropshire	Telford	Worcestershir
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Addressing harm caused by drugs and alcohol	√ (alcohol)	√	√	√
Supporting victims of domestic abuse and sexual violence	√ (domestic violence)	√ (domestic violence)	√	√
Reducing offending and reoffending	√	√	√	√
Addressing harm caused by anti social behaviour and crime	√	√	√	√
Increasing public confidence and reducing fear of crime	√	√	√	√

West Mercia Criminal Justice Board – 2012/13 Priorities

These are the 2012/13 priorities as identified by the West Mercia Criminal Justice Board.

- The public have confidence that the criminal justice system is effective and serves communities fairly.
- Victims and witnesses receive a consistent, high standard of service from criminal justice agencies.
- Continuous improvement is delivered by using more efficient and effective processes and by maximising the use of information technology.
- To contribute to the reduction of re-offending by coordinating our approaches to integrated offender management and prolific offenders.
- To reduce the harm caused by alcohol in our communities through improved partnership working.
- To coordinate partnership work which seeks to understand the key factors contributing to offending behaviour and to work in a coordinated way to address those factors thereby reducing overall demand placed on public services.

Consultation results

A summary of the issues most commonly raised by members of our communities at Police and Communities Together (PACT) meetings and via the Crime and Safety Survey are shown below. The PACT meetings are an opportunity for communities to discuss and identify their problems to police and partners at a local level.

The Crime and Safety Survey is based on an annual sample size of 8,000 and is carried out by telephone interviews.

	PACT	Crime & Safety Survey
Anti-social behaviour	✓	✓
Speeding traffic	✓	✓
Drug/alcohol issues	✓	✓

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Supporting vulnerable people		
Environmental Issues	✓	
Reducing Re-offending		
Theft / shoplifting / Burglary		✓
Vandalism / graffiti		✓
Victims and Witnesses		

Police and Crime Commissioner Engagement

In the four months leading up to my election in November 2012 I was fortunate to meet with a wide range of individuals, groups and organisations that were able to outline their policing and crime concerns to me. In the run up to the election I also received about 250 emails from individuals, many of which expressed concern over specific crime issues. Not only did I use these interactions to inform my election manifesto, but I have reflected on these views when developing my objectives.

Appendix B

In the final version of the plan an index of documents and source data referred to throughout the document will be included here