



John Campion
Police and Crime Commissioner
West Mercia



Safer West Mercia Plan

2016-2021

(updated July 2020)

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Foreword

The extraordinary time we have all experienced as a result of Coronavirus has led to a postponement of the Police and Crime Commissioner elections until May 2021. In response to this I have reviewed my Safer West Mercia Plan to ensure it remains fit for purpose for an additional period of time. Overall I am confident that the priorities I set out in this plan four years ago are still relevant today, however it's timely to make some minor revisions to the plan for my extended term of office.

Taking a good service and making it great represents a big challenge. It requires attention to detail, understanding, the right resources and a determination to succeed. This was the challenge I set myself when I was elected in 2016: **To take our strong foundation of a good police force and create an even safer West Mercia.**

This plan will outline how, together, we can all help to achieve that goal.

This challenge means giving our officers the tools, skills and processes to do their work more effectively and more efficiently. It also means establishing West Mercia as a modern, dynamic, innovative police force whilst retaining the traditional fundamentals of good policing. The force must sustain and extend its connections and relationships with local communities by improving engagement, visibility and accessibility. Put together, the aim is to create a police force that is known and respected both nationally and locally for its outstanding performance.

For our communities, it will mean empowering people to play a more active role in identifying and tackling local issues. Active citizenship can and

should have a major part in creating communities that are safer, stronger and more united. I want to ensure people have the opportunities and tools to make more positive contributions to their own communities, with appropriate backing from the police or other partners as required. I also want to provide a better service for victims of crime. Where people do fall victim, I will ensure they consistently get the support they need to cope, recover and prevent re-victimisation.

For partner agencies, it will mean working closer together to achieve the best possible value and results for the public. We will need to be reactive and adaptive together as society, culture and technology evolve over time to ensure we continue to deliver the priorities and issues that the public needs.

None of this will be easy but I will work tirelessly to make it a reality.

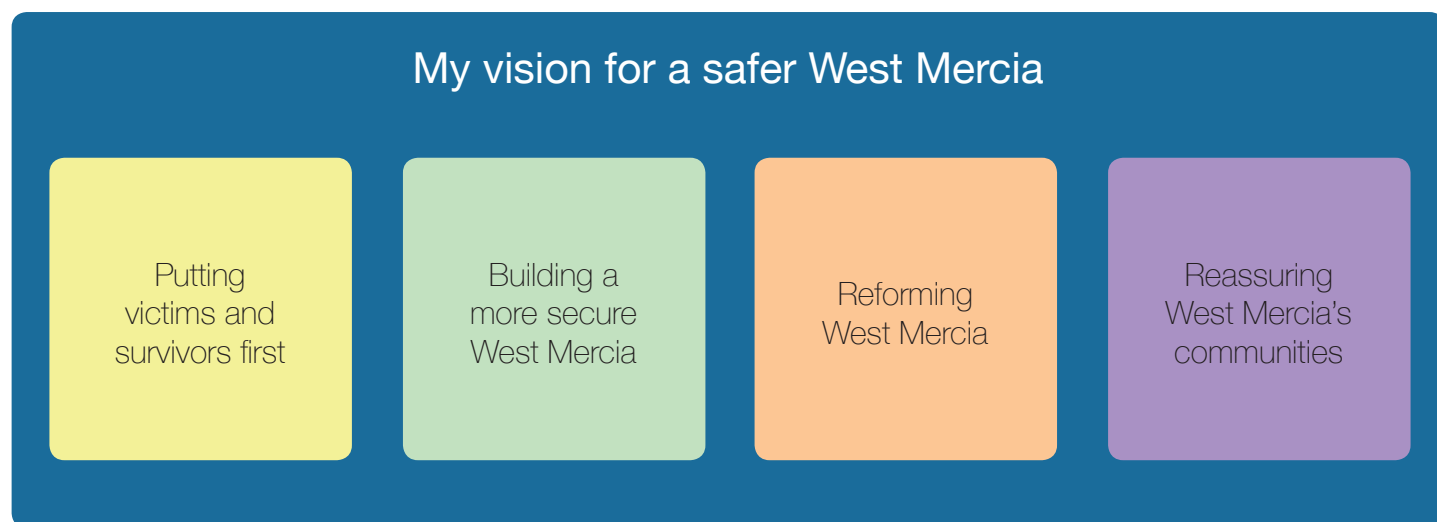
Together we can build a safer West Mercia.



John Campion
West Mercia Police and Crime Commissioner

An introduction - The Safer West Mercia Plan

I delivered a clear vision for a safer West Mercia during my election campaign. This is the vision the public voted for, it is the vision contained within this plan, and it is the vision I will work hard to deliver.



This vision has been further shaped by the consultation I have carried out since my election (detailed below), along with analysis of inspections, audits and police performance in West Mercia.

- Results from my online surveys with the public and workforce of West Mercia
- West Mercia Police's Strategic Assessment and Control Strategy
- Community Safety Partnership strategic assessments and plans
- The strategic objectives and priorities of other partner organisations
- The strategic Policing Requirement
- National strategies
- Inspection reports from Her Majesty's Inspectorate of Constabulary.

Putting victims and survivors first

I will ensure improved and more consistent services for the victims, survivors and witnesses who suffer most from crime. I will ensure they get the right help to cope and recover at every point of their journey.

I will hold the Chief Constable to account for:

- Making sure officers and staff have the skills to properly support victims and survivors and do so whenever necessary
- Ensuring all victims and survivors who report an offence in West Mercia can access 'Track my Crime' or an alternative with equivalent capability.

As your Commissioner I will:

- Work hard to put victims and survivors first
- Set out my commitment in a new Victims Charter, clarifying what services victims can expect, and what services must be delivered
- Set out my ongoing commitment in a new Victim and Witness Strategy, supported by a comprehensive delivery plan overseen by my Victims Board.
- Complete a victims' needs assessments to inform future commissioning intentions with a focus on victim, offenders and early intervention.
- Bring together and help lead a new Victims Board to ensure better results and consistency

- Make sure victims get effective services, enabling them to cope and recover and reduce their chances of re-victimisation
- Work with government to further enhance services for victims and witnesses locally
- Work with partners and service providers to co-locate and provide a coherent and coordinated multi-agency response to victims
- Use my role as PCC to influence the legislative agenda to secure sufficient funding for victim services
- Ensure the victim voice is at the heart of all activity in relation to my role
- Actively seek to engage with victims in the development of service provision
- Support the appropriate use of restorative justice
- Develop strategies based on evidence to support the delivery of my key aims and objectives, and ensure the commitments I set out in these strategies are followed through with activity

What I will deliver for West Mercia:

An enhanced and seamless approach to victim, survivor and witness care which will include:

- An inclusive approach to commissioned services where all victims, survivors and witness are kept informed and receive tailored support
- A seamless pathway of commissioned activity from my office, dovetailing where possible into existing provision from partner agencies increasing victim confidence
- Achieving the right outcome for the victim and supporting more cases through the criminal justice system.



The Victims Board will:

- Co-ordinate victim services and pathways which help victims cope and recover
- Ensure victims are at the heart of the criminal justice system
- Champion enhanced support for the most vulnerable
- Ensure victims and witnesses get the right information at the right time
- Act on recurring concerns about victims in the criminal justice system
- Identify and resolve issues regarding policies and processes relating to victims and survivors
- Make sure services and approaches are aligned to strategic priorities
- Ensure compliance with the Victims Code of Practice
- Provide a forum for strategic evidence and data sharing, review and problem solving
- Promote best practice across West Mercia
- Hold criminal justice agencies to account for compliance to the Code Of Practice for Victims

Building a more secure West Mercia

I will reduce harm and protect people in communities right across West Mercia, particularly our most vulnerable people. From my perspective this is a non-negotiable part of policing and a key commitment from my partners. Together we can build a more secure West Mercia by understanding and tackling the causes of crime, improving community resilience and cohesion and being more responsive to emerging threats.

My particular focus areas will be:

- The most serious crimes committed against individuals and the most vulnerable in our society
- Bringing those responsible for carrying out the most serious crimes in our society to justice
- Protect young people who are at risk of committing crime or being exploited
- Crimes and incidents that impact our communities on a daily basis
- Crimes hidden from public view whether online or in our local communities which are often responsible for causing the greatest harm
- New or emerging crimes.

I will hold the Chief Constable to account for:

- Making sure the police provide the right response to incidents at the right time
- Working closely with partner agencies to reduce harm and prevent victimisation
- Ensuring officers and staff effectively identify and support people with vulnerabilities, understanding and managing associated risks
- Proactively finding the causes of crime so threats are identified and targeted before they escalate
- Using an effective problem solving approach, working with partners and local communities to prevent, solve and reduce crime and anti social behaviour
- Ensuring the West Mercia Road Safety Team works with partners and local communities to improve road safety, using practical, evidence led approaches to enforcement and education, reducing the number of deaths and serious injuries.

Together the Chief Constable and I will:

- Work with partners to increase the proportion of hate crimes reported to the police.
- Ensure local partnership Joint Action Groups address serious and organised crimes in their areas.

As your Commissioner I will:

- Ensure partners work together to provide efficient and effective support to victims and use early intervention to prevent victimisation
- Develop strategies based on evidence to support the delivery of my key aims and objectives, and ensure the commitments I set out in these strategies are followed through with activity
- Make sure public funding used in support of this objective is allocated responsibly, is outcome focussed and based on proven need
- Use a commissioning framework to ensure funding for community safety partnerships represents value for money
- Develop and implement a Road Safety Strategy to work with partners to coordinate activity, respond to community concerns and reduce deaths and serious injuries on our roads
- Provide oversight and support to West Mercia's Reducing Reoffending Strategy.

What I will deliver for West Mercia:

- A reduction in harm and an increased feeling of safety as a result of fewer repeat victims and offenders and an increase reporting of offences
- An effective prevention and early intervention network to reduce the number of young people involved in, or falling victim to low level, serious and organised crime
- West Mercia Police will improve its current 'requires improvement' and then sustain its rating in HMICFRS's PEEL (police effectiveness, efficiency and legitimacy programme) effectiveness (vulnerability) inspection
- An increase in confidence to report an offence to the police from both victims and witnesses
- Increase the proportion of hate crimes reported to the police.



Reforming West Mercia

West Mercia Police is a professional, hard-working force that delivers a good service to its communities. I will build on those foundations by transforming the organisation into a modern, innovative force, leading the way nationally and delivering even more locally.

It is imperative we give officers and staff the space, tools and skills to do an excellent job, whilst ensuring the best possible value for the taxpayer and service for our communities. I will ensure the money given for policing is spent as efficiently as possible before I ask our communities to pay more through council tax.

I will back the force with the investment and resources it needs to become more responsive to changing demands. In return for this freedom and support I will hold them robustly to account to ensure the police deliver the service our communities need to be safe and feel safe.

I will hold the Chief Constable to account for:

- Ensuring the force transformation programmes deliver an effective and adaptable service which responds to the needs of our communities and the organisation
- Ensuring the force makes a smooth transition from the alliance with Warwickshire
- Delivering new fit for purpose technology and making best use of it
- Ensuring the force has fit for purpose buildings and contact points which best meet the needs of local communities and the organisation

- Delivering the operational control centre programme on time and on budget to improve force resilience
- Making sure the force has the right contact channels for the public and that it provides the right response every time
- Understanding, investing in and developing the force's officers, staff and volunteers to make sure they are reaching their full potential
- Properly investing in the workforce and developing staff
- Achieving the uplift in additional officers and ensuring the workforce better reflects the demographic make up of our communities
- Increasing the number of special constables and police volunteers, focusing on the contribution they make towards keeping communities safe
- Working alongside public and third sector partners so that together they deliver a safer West Mercia
- Ensuring there is strategic planning for the future of policing in West Mercia including the development of coherent Force IT, fleet, people and estates strategies.

As your Commissioner I will:

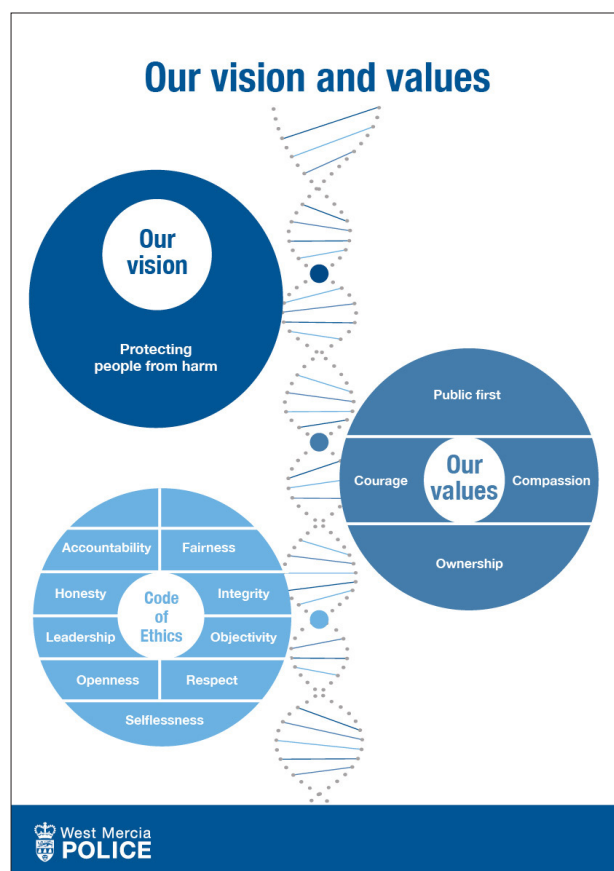
- Develop strategies based on evidence to support the delivery of my key aims and objectives, and ensure the commitments I set out in these strategies are followed through with activity
- Ensure my Strategic Estates Plan is used to drive effective activity, focus and investment in the police estate both now and into the future
- Support the health and wellbeing agenda within the force
- Give leadership to the force and partners in forging new collaborations, at local, regional and national levels to deliver efficient and improved public services

Together the Chief Constable and I will:

- Deliver service improvements and in doing so maximise the benefit to our communities in reducing crime and the causes of crime
- Invest to save, so the force can be more adaptable and make best use of its resources
- Monitor national programmes and respond to any changes arising from them
- Join up services and commissioning with partners where there are operational and financial benefits
- Aspire to a market leading support service for policing

What I will deliver for West Mercia:

- A modern, agile, more responsive police force which continues to deliver more locally
- An efficient, commercially viable, fit for purpose police estate
- Better infrastructure and development for West Mercia's officers and staff to reach their potential whilst providing value for money for the public
- A network of partner, public and third sector agencies working alongside the police to deliver a safer West Mercia.



Reassuring West Mercia's communities

It is vital our communities are not only safe, but feel safe too. I want to make that principle a reality for more people across West Mercia.

I want to ensure our communities can have trust in me as their Commissioner and the police force I hold to account on their behalf. Policing of our communities is by consent and it is important that people trust in our police to do so. People need to be able to engage with both myself and their police to be confident that, respectively, we are visible, accessible, transparent, understanding of local priorities and capable of tackling them effectively.

I will create more opportunities for communities to not only raise local issues, but also play a leading role in resolving them. I want to enable more active citizenship and will ensure people get the tools, training or expertise they need in order to help themselves and their communities. This will include updated and improved use of technology, delivering services and engagement more conveniently via new internet and social media platforms.

I will hold the Chief Constable to account for:

- Ensuring the Police Code of Ethics is embedded within the force's culture, and is adhered to
 - Delivering new online platforms for communicating and engaging with the public and partners, alongside traditional and existing methods
 - Proactively publishing information to demonstrate the force is working ethically, and enable good governance
 - Ensuring the force is visible and accessible both in communities and online and is engaging with the public and acting on their concerns locally
 - Making sure people get an individual response based on their specific needs, and they understand the service they can expect to receive
 - Making sure all communities, individuals and staff are treated equally, fairly and respectfully by the force
 - Ensuring West Mercia Police complies with the Best Use of Stop and Search Scheme
 - Working with partners to improve prevention and understanding of cyber crime, ensuring the strategy is fully implemented and emerging threats are tackled
 - Making sure voices and priorities are heard and acted on from within our rural communities, via the Rural Matters plan to ensure their specific needs are addressed
 - Working with businesses and partners through the Business Matters plan to ensure business crime is addressed effectively.
-

As your Commissioner I will:

- Make sure police follow custody rules and treat detainees safely and fairly, via an Independent Custody Visitor Scheme
- Develop strategies based on evidence to support the delivery of my key aims and objectives, and ensure the commitments I set out in these strategies are followed through with activity
- I will continue to review, refine and invest in my Communications and Engagement strategy, to ensure I am acting on the views of our community including those of hard to reach and minority communities
- Use my Commissioner's Ambassador scheme to deliver more engagements, relationships and local links across our communities
- Ensure that the police and partner organisations are active and effective in tackling the issues that are important to our communities
- Involve, engage and empower communities in the delivery of my plan through more opportunities for active citizenship and volunteering
- Be open and transparent in all the decisions and appointments I make and in the way I hold the Chief Constable to account
- Work with the police to publish information arising from recommendations in HMIC or other strategic reports

Together the Chief Constable and I will:

- Work with local people and partners to give visible reassurance on frontline neighbourhood policing.

What I will deliver for West Mercia:

- Increased awareness of and confidence in local policing and PCC activity
- Communities feel valued, informed and involved
- The force achieves and maintains a minimum rating of 'good' in HMIC's PEEL inspections
- Published communication and engagement which makes both myself as your Commissioner and the force more accessible to all communities.



Appendix 1 - Collaboration and partnership working

Building a safer West Mercia is not and cannot be the sole responsibility of any one person or organisation. I am committed to effective partnership working and this principle will be essential in achieving many of the objectives in this plan.

We have some good existing partnership arrangements already in West Mercia. I will look to sustain these and build new ones in order to achieve more effective and efficient results for our communities.

I will work with local partner organisations to:

- Develop strong partnerships that deliver our shared outcomes, particularly with community safety partnerships, local authorities, fire and rescue services, health and wellbeing boards, the youth offending service, safeguarding children boards, safeguarding adults boards, criminal justice agencies and the community and voluntary sector
- Support collaboration to improve services, increase capability and achieve efficiencies
- Aim to better serve local communities by encouraging innovative partnerships with the local and community sector
- Consider opportunities for aligning, co-locating, sharing or integrating services where it is in the best interest and operationally and financially viable to do so
- Ensure effective partnership work to tackle adult and youth reoffending and its causes

- Manage the change to the Transforming Justice agenda, with criminal justice partners.

National and regional collaboration

I will work with regional and national partners on threats and areas of policing which go beyond a single force's boundaries, interests and capabilities. These include national threats set out in the Home Secretary's Strategic Policing Requirement (SPR) of terrorism, civil emergencies, organised crime, threats to public order, large scale cyber incidents and child sexual abuse.

I will work with my regional counterparts of Staffordshire, Warwickshire and the West Midlands and wider regional and national partners to ensure we have the capability and capacity to tackle major challenges to public safety set out in the SPR and that robust governance arrangements are in place to hold the chief constable to account for responding to these national threats.



I will explore further operational collaboration with other police forces, particularly our neighbouring regional forces. I will also work with other Police and Crime Commissioners to improve and increase our collaborative working, building on the existing response to organised crime and criminal use of the road network, as well as ensuring that there is effective regional and national oversight of counter-terrorism policing.

Beyond this, I will look to work with my regional partners to develop collaborative approaches to other policing activity, such as uniformed operations (including armed policing) and other specialist functions. While ensuring continued responsiveness and preserving local accountability, these steps can deliver cost effectiveness, increased capability and greater resilience.

These commitments further support the building of a secure West Mercia.



Appendix 2 - Performance and accountability

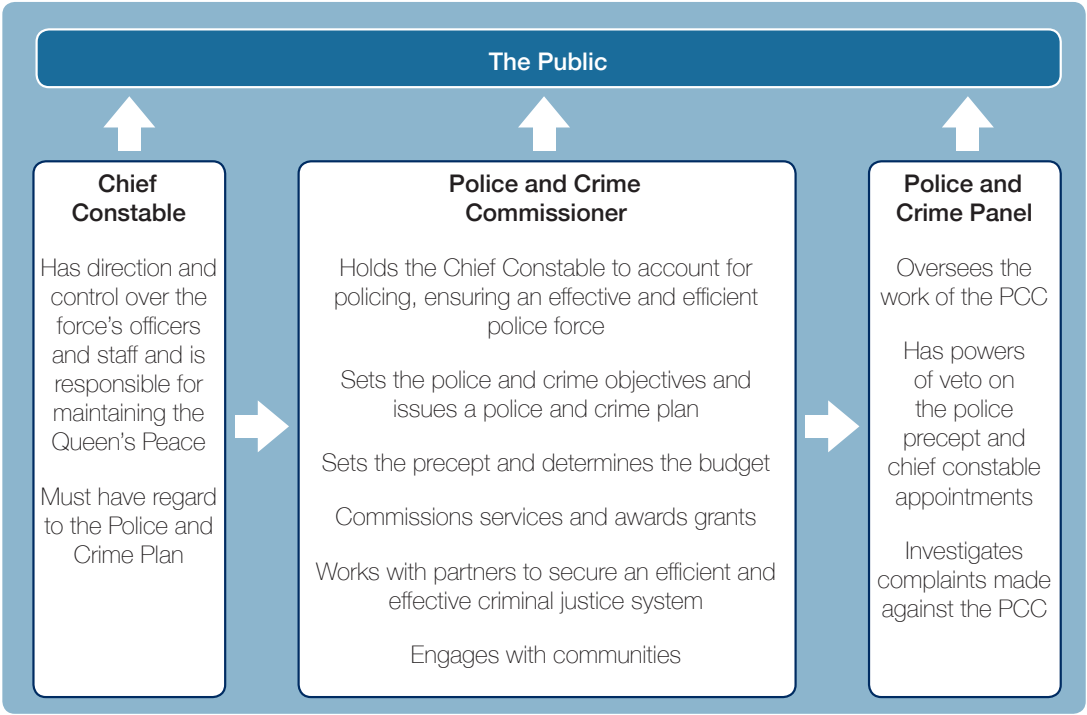
I want the public to have confidence and trust in my work, along with that of the force. To achieve this, I have developed a robust holding to account programme which ensures that I have oversight and scrutiny of the force on behalf of the public, raising matters of community concern and challenging force performance issues. In addition I will use my holding to account programme to ensure that any service improvements enabled by additional investment set out in the annual budget are delivered, and that West Mercia's communities get the best return on their investment.

Findings from the holding to account programme are published on my website and are available to view and download at any time on my website.

My Safer West Mercia delivery plan gives an assurance to communities of how I monitor progress of both the force and my own office in achieving the commitments set out in this plan. It also clarifies how I carry out my responsibilities around governance and oversight, including the mechanisms in place to assist me. The Safer West Mercia delivery plan is a dynamic document that will be reviewed and updated on a regular basis and will be subject to external scrutiny by the West Mercia Police and Crime Panel.

In addition, I use a range of force performance products to provide me with an at-a-glance summary of West Mercia Police performance.

Roles and responsibilities



Appendix 3 - Our resources

Financial resources

Setting the police and crime budget for the each financial year is one of the most important decisions I have to make. The budget is funded by a combination of central government grants and council tax contributions:

- The net revenue budget after savings for 2019/20 is £235.8 million.
- £2.8 million of reserves is to be used within the year.
- The net budget is £233 million
- £100.9 million of income is raised through council tax

A value for money approach

It is my intention to keep council tax increases to a minimum through a value for money approach which will be achieved by improving efficiencies in all aspects of this plan. In support of this approach I will:

- Use monies from reserves on a prudent basis, and in doing so minimise their use
- Hold the Chief Constable to account for the provision of sound financial planning that will ensure the force operates within the set budget and can clearly demonstrate good financial control
- Where any under-spends are encountered, I will seek to further minimise the need to use borrowing to fund capital expenditure

- Support the continued development of the force transformation programme
- Ensure the force invests and uses technology innovatively, allowing more resources to be focussed on frontline policing
- Seek opportunities for collaborative working with other partners and police forces to deliver further operational and financial efficiencies
- Develop an outcomes based approach to service delivery that focuses resources towards the right priorities for communities in West Mercia.

Commissioning and grants

I have a central role in the commissioning of services related to victims, community safety and crime reduction.

As your Commissioner I will:

- Continue to develop and strengthen existing commissioning arrangements to ensure that services are clearly aligned to need and can evidence outcomes
- Actively seek new opportunities for the co-commissioning of services with partner organisations where we have shared outcomes and issues of joint priority
- Implement an outcome based approach to commissioning and grants so that there is a clear rationale for the commissioning of services and activity with resources allocated to need

- Implement an outcomes based commissioning framework with Community Safety Partnerships
- Invest in innovative projects where there is a likelihood of developing an evidence base of effectiveness
- Work with Community Safety Partnerships to target local investment according to local need and demand
- Maximise all available opportunities to secure additional funding to support my commissioned activity
- Operate a grant scheme which is available to view and download on my website



Appendix 4 - West Mercia policing area

People and communities

West Mercia is one of the largest police force areas in England and Wales, covering the counties of Herefordshire, Shropshire and Worcestershire. It has a population of just over 1.2 million people, which is projected to grow 4.6% by 2024. The majority (92.9%) of the population is white British.

Much of the force area is rural, especially in Herefordshire and Shropshire, but there are also urban areas of Hereford, Redditch, Shrewsbury, Telford and Worcester.

West Mercia comprises of three unitary local authority areas; Herefordshire, Shropshire and Telford and Wrekin along with Worcestershire, a county council area with six district/borough councils. The West Mercia Police Force is currently divided into four local policing areas aligned to local authority boundaries.



West Mercia personnel in numbers

	Actual	FTE
Number of police officers	2,224	2,203.31
Number of students officers (less than 2 years service)	438	438
Number of Specials	111	111
Number of PCSOs	229	221.26
Number of police staff (excluding PCSOs)	1,824	1,613.13

Figures shown are as at 31 March 2020

Glossary

The **Best Use of Stop and Search Scheme** (BUSS) is a national scheme aiming to improve stop and search outcomes for police and communities as well as promoting public understanding.

The **Code of Ethics** issued by the College of Policing sets out the principles and standards of behaviour that all officers, staff and police volunteers are expected to adhere to.

The **Code of Practice for Victims of Crime** (the Victims' Code) is the statutory code that sets out minimum levels of service that victims should receive from the criminal justice system.

The **Control Strategy** is an internal document which sets out current priorities for policing based on issues which have the potential to cause the most harm.

Cyber crime (including online and digital crime) is the use of any computer network for crime

Hate crime is any criminal offence which is perceived by the victim or any other person to be motivated by a hostility or prejudice. They can be based on a person's: race, religion, sexual orientation, disability, transgender or any other characteristic making someone appear different.

HMICFRS PEEL is an annual inspection programme introduced by Her Majesty's Inspectorate of Constabulary that assesses police effectiveness, efficiency and legitimacy.

The **Mental Health Care Crisis Concordat** is a joint commitment by organisations to work together locally to improve care and processes for people with mental health issues.

Restorative justice is an approach which focuses on the restoration of victims and rehabilitation of offenders through reconciliation between offenders, victims and the community at large.

The **Strategic assessment** provides an overview of the current and medium term issues affecting, or likely to affect, the policing alliance.

Track my crime is an online service for victims of crime that allows them to track the progress of the investigation of their crime.

Transformation programme is the overall name given to the programme of modernisation taking place across the alliance.

West Mercia Road Safety Team works with partner agencies to reduce the number of people killed and injured on the roads through targeted communication, education, training and enforcement.



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