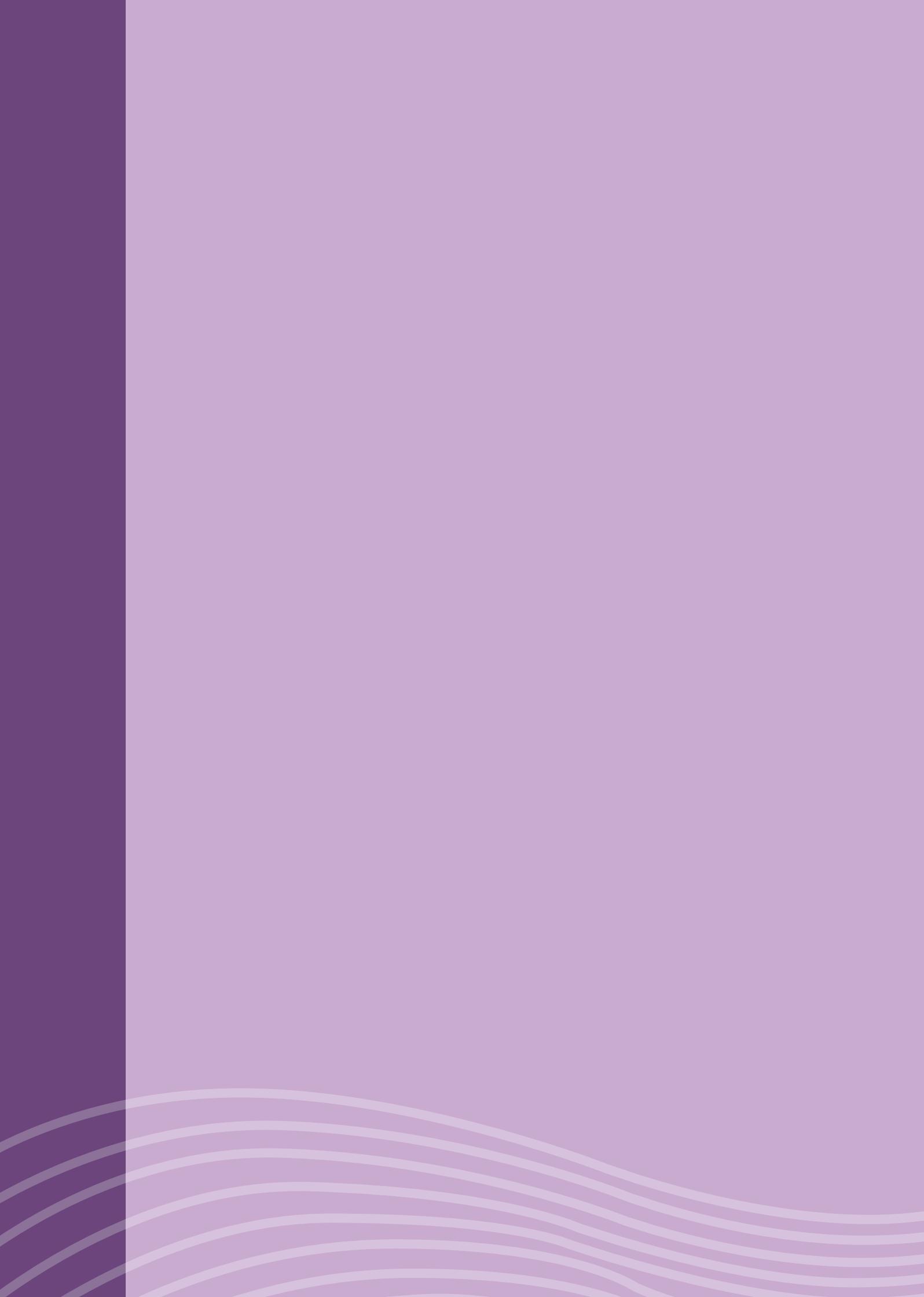




THE POLICE AND CRIME PLAN FOR WEST MERCIA

1 APRIL 2013 - 31 MARCH 2017



CONTENTS

PAGE

Foreword	4
Introduction	5-6
My role	
My vision	
The West Mercia Area	7-10
About the area	
Policing West Mercia	
Developing the Police and Crime Plan	11-38
Development	
The aims and objectives	
Delivering the Police and Crime Plan	39-43
Local Partnership Working	
Regional Collaboration	
National Collaboration	
Accountability and Performance	44
Governance	45-47
Information I must publish	
Maintaining Standards	
West Mercia Police and Crime Panel	
Audit	
Equality, diversity and human rights	
Resources	48-50
Financial resources	
Securing services and grants	
Appendices	
Appendix A	51-53
– Table of success measures, targets and outcomes	
Appendix B	54
– Community Safety Partnership Priorities	
Appendix C	55-56
– Summary of analysis and consultation results	
Appendix D	57-58
– West Mercia Commissioner's grant scheme framework	
Appendix E	59
– Document references	





qube

qube

3878

EASTON

FOREWORD

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

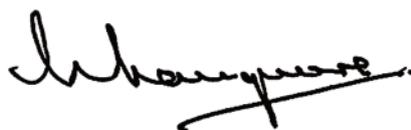
I have been in office for four months since being elected in November 2012. In that time, I have met a huge number of police officers and staff and colleagues from across the criminal justice family. I have been immensely impressed by their dedication and commitment to the task of helping to build a safer West Mercia. This is complemented by a real appetite from the voluntary sector to support community safety and work in new and innovative ways with criminal justice colleagues.

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

I have committed extra money to be used to help all sections of the community. We must be positive and build a good future for our young people. In the last four months my deputy and I have visited many places in West Mercia, addressed many meetings and met a lot of people. Councils and organisations are rising to the challenge they face, good ideas are being put forward and discussed. Police Officers know that they have an important part to play and I am continually seeing and hearing of Officers and Community Support Officers who do far above their normal duties to improve the lives of others in the community.

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.

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



Bill Longmore
Police and Crime Commissioner
West Mercia



I look forward to the challenge ahead representing people's views of policing in West Mercia.

INTRODUCTION

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

It 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.

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 partner's priorities.
- Engaging with communities.
- Engaging with victims of crime.
- Ensuring that West Mercia Police has the capability to meet its regional, national and international policing responsibilities as set out in the Strategic Policing Requirement.
- Representing the people of West Mercia and ensuring that their voice is clearly heard, taking appropriate and necessary action to ensure that things happen in accordance with their representations.

*My vision is a new
community spirit with
people working together in
partnership to improve
society and prevent crime
and disorder.*

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. The Chief Constable and me 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 is explained more fully in the 'Governance' section of this plan.

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

My Vision for West Mercia – 'Forward Together'

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

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

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



West Mercia Area

About the Area



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

According to the 2011 census West Mercia has a population of just over 1.2 million people¹, an increase of approximately 5.5% from the 2001 census. Telford & Wrekin has the largest percentage of people aged under 18 years. Here 0-17 year olds make up 23.4% of the population. Herefordshire has the smallest proportion of under 18s, but at 21.3%, the highest proportion of those aged 65+ when compared with the other three 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 & Wrekin and 2.6% in Worcestershire².

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 is 0.8, compared to an England and Wales average of 3.7³. West Mercia also has five large urban areas, namely Hereford, Redditch, Shrewsbury, Telford and Worcester. Worcester is the most densely populated area with 29.7 people per 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 Mercia⁴. In Herefordshire and Shropshire 'agriculture, forestry and fishing' are the largest business sector, whereas 'professional, scientific and technical' is the largest business sector in Worcestershire⁴.

Council Area	Total Population	% BME Population <i>(Black and Minority Ethnic)</i>
Herefordshire	183,477	6.3%
Shropshire	306,129	4.6%
Telford & Wrekin	166,641	10.5%
Worcestershire	566,169	7.6%

Policing West Mercia

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

West Mercia Police and Warwickshire Police Alliance

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

Why an Alliance?

Together, Warwickshire and West Mercia Police are required to save approximately £31 million over a period of four financial years (2012/13 – 2015/16). West Mercia's element of this is £20.1 million.

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

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

How is the Alliance delivered?

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

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

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

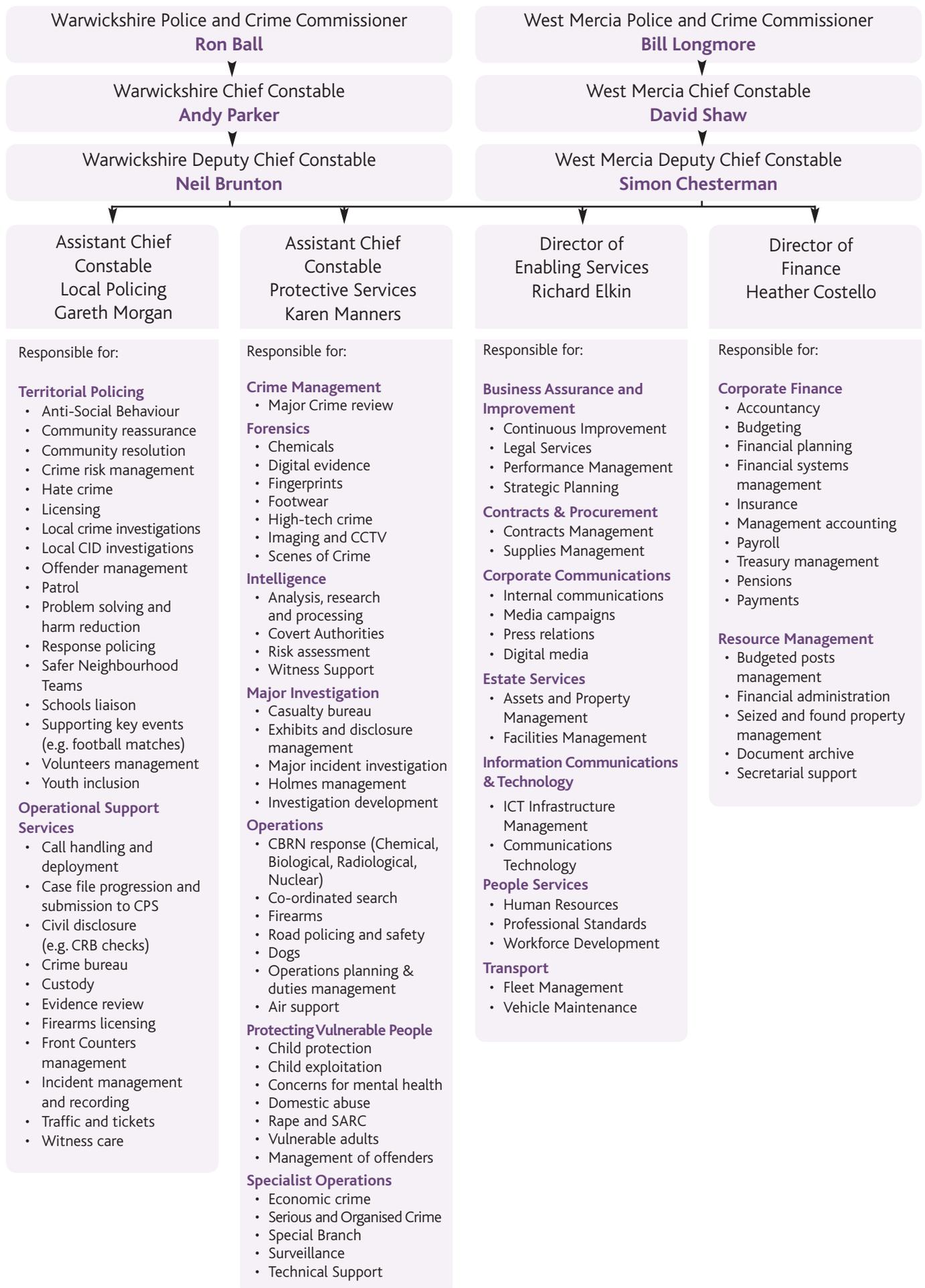
Both Warwickshire and West Mercia will continue to be led by a Chief Constable and a Deputy Chief Constable and retain its own identity. Two Assistant Chief Constables (Local Policing and Protective Services) and two Directors (Finance and Enabling Services) are responsible for the delivery of policing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

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

By 2015/16 the Alliance will have a combined workforce of around 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.

Alliance Structure Chart



Personnel

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

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

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

I am anxious to preserve, so far as resources allow, the visibility and availability of frontline police services. During my period of office it is my hope and intention that police constables will not be subject to enforced

retirement, that Police Community Support Officers (PCSOs) will not be made redundant, and the numbers of special constables will be increased. It is my aim to set a minimum level of PCSO posts of 235 throughout the period of my office. These commitments must necessarily be subject to any changes in the financial resources available.

It would be wrong for me to attempt to disguise that our existing budget position requires an overall decline in police staff numbers by 2016, but I very much hope this will as far as possible be achieved by natural retirement or by promotion to new ranks. New structures planned to be introduced in 2013 and thereafter 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 frontline in the ordinary sense, are absolutely vital to allow the frontline to operate effectively.

	April 2013	April 2016
Police officers	2025	2025
Temporary police officers	20	0
Police staff	1610	1415
PCSOs	250	235

Note: all figures are rounded

DEVELOPING THE POLICE AND CRIME PLAN

Development

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

- A strategic intelligence analysis carried out jointly by West Mercia and Warwickshire police.
- Analysis of performance data and progress against the measures and targets set out in the current joint policing plan.
- Victim and community consultation, including survey results and Police and Communities Together (PACT) priorities.
- Analysis of the priorities identified in the strategic assessments undertaken by the community safety partnerships across West Mercia.
- The priorities identified by the West Mercia Criminal Justice Board (LCJB).
- Cross cutting priorities identified by other strategic partners, for example, Children Safeguarding Boards and Health and Well-being 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 C.

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



AIMS AND OBJECTIVES FOR WEST MERCIA

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

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

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

Strategic Aims – my four strategic aims are:

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

Objectives

This plan outlines 11 police and crime objectives for West Mercia, which underpin the strategic aims. These are not set out in order of importance, and will be subject to review over the life of the plan.

Measure of Success

I have developed a range of performance measures with the Chief Constable that will enable me to monitor the performance of West Mercia Police and the implementation of my objectives. The emphasis will be on continuous improvement. All the measures with associated targets or outcomes are listed in Appendix A, including additional measures relating specifically to my work or that of criminal justice partners.

During the first year of this plan I intend to work with relevant partners to define and agree joint data and common outcomes that reflect the contribution made by them to this police and crime plan. Appendix B outlines the current strategic priorities / objectives of the West Mercia Community Safety Partnerships and the Local Criminal Justice Board that complement the objectives set out in this plan.

West Mercia is not immune to having pockets of deprivation, most notably around the main towns.

AIM: TO ENSURE AN EFFICIENT AND EFFECTIVE POLICE SERVICE

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

- The resources available to us are subject to the Government's austerity programme, and, accordingly, are declining year on year. The Government have already announced that the programme is likely to run through to 2017/18.
- Many Council Taxpayers are facing considerable hardship in the current economic climate and our keeping tax increases to a minimum is, therefore, extremely important to them.

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

In short, we have to do more with less.

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

We are taking advantage of the opportunity provided by the creation of the Alliance to review and revamp the way in which we deploy assets in delivering services to the public. The rationalisation of our approach to local policing brings real opportunities to make better use of our assets, particularly our property estate, by looking at how we can share property with other agencies, wherever that is feasible.

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

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

The delivery of an efficient and effective Police Service lies at the heart of my objectives.

OBJECTIVE 1

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

Why is this important?

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

What is the situation in West Mercia?

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

To support improvement of services mobile data technology will be provided to police officers that will enable them 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. The majority of respondents to the latest Crime and Safety Survey said that in their local area the police are doing an excellent or good job. However, with the planned reorganisation of frontline policing it is important that public confidence is maintained and that police officers are visible within communities and safer neighbourhood team staff are known and easily accessible.

Police staff numbers will be less but our resources will be used more effectively to ensure that we maximise police presence in our communities, and I will work with the Chief Constable to ensure that in all areas (rural and urban) that the appropriate level of resources are in place.

Success Measures (Those measures marked* are a headline measure) Refer to Appendix A for data	Target or Outcome	Lead
Maintain public confidence in the police as measured by the West Mercia Police and Crime Survey	Outcome	Police
Response times to attend to emergency incidents maintained ^{##}	Target	Police
Response times to attend priority incidents maintained ^{###}	Target	Police
To increase the number of Special Constables	Target	Police
To increase the number of Police cadets	Target	Police

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 community constables for specific geographic areas through targeted recruiting.
- Supporting the expansion of the police cadet scheme across the whole of the force area. This scheme is aimed at young people and offers them an opportunity to gain a practical understanding of policing, promotes good citizenship and provides opportunities for volunteering. 25% of the cadets recruited will come from challenging backgrounds and/or BME communities. Further details are available on the West Mercia Police website: www.westmercia.police.uk/policecadets/
- Supporting the police to implement a patrol strategy, which optimises visibility and maximises the use of police officers throughout West Mercia.
- 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.
- I intend to introduce an annual survey to Parish Councils on the effectiveness of Safer Neighbourhood Teams. I will use the feedback received to develop a 2013/14 baseline which future survey results will be measured against.

#The 20 Priority Local Policing Areas 2013/14 are:

Herefordshire – Hereford City Southside and Rural.

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

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

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

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

##**Emergency Incidents** - the type of incident or crime requiring this response would include those where there is a risk of danger to life, there is use, or immediate threat of use, of violence, or a crime is or is likely to be serious and in progress.

###**Priority Incidents** – a priority incident is when a degree of importance or urgency is required, but an emergency response is not required. Examples include where there is a genuine concern for somebody's safety or a person involved is particularly vulnerable or upset.

AIM: TO REDUCE CRIME AND DISORDER

OBJECTIVE 2

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

Why is this important?

The Crime Survey for England and Wales estimated that just over 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 year⁵.

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 violence⁶.

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

What is the situation in West Mercia?

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 and in countywide alcohol strategies.

In 2011/12 around 9,000 (13 per cent) of all crimes logged by West Mercia Police were marked as involving alcohol; of these, nearly 40 per cent 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 per cent of alcohol-related crime occurred in 10 key town centres across the county between 8pm and 5am⁸. In Shropshire information from Accident & Emergency admissions shows that the majority of alcohol-related assaults take place on a Saturday night / Sunday morning between 11pm and 3am⁹.

Success Measures

(Those measures marked* are a headline measure)

Refer to Appendix A for data

Target or Outcome

Lead

A reduction in the volume of violent crime with injury*	Target	Police
Increase in the proportion of solved violent crimes with injury rate*	Target	Police
Develop and implement a joint strategy with key partners to reduce violent crime linked to the misuse of alcohol	Outcome	PCC

How I plan to achieve this (my role)

A co-ordinated approach is required with a range of services working together including, licensing authorities, 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, and I will regularly monitor the level of crime and incident data as part of my governance role.

I will explore ways of working with health and well-being boards, clinical commissioning groups, community safety partnerships, criminal justice partners, the police, councils and other organisations to ensure effective local strategies and action plans are developed, supported and implemented.

In support of this objective I will be looking to enhance performance measurement by working with partners to develop common data sets. The initial focus will be the five community safety partnerships who all tackle the problem of alcohol misuse but record success in different ways.

OBJECTIVE 3

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

Why is this important?

In December 2010 the Government published its drugs strategy 'Reducing demand, restricting supply, building recovery: supporting people to live a drug free life¹⁰'. It has three stands with a focus to target the illicit supply of drugs, and to promote recovery of drugs users in their communities by:

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

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

What is the situation in West Mercia?

In 2010/11 around 4,200 of all crimes logged by West Mercia Police were marked as involving drugs, which was approximately six per cent 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 Measures (Those measures marked* are a headline measure) Refer to Appendix A for data	Target or Outcome	Lead
Number of Integrated Offender Management (IOM) / Prolific Priority Offenders (PPO) tested for drugs on arrest	Outcome	Police
Percentage of IOM / PPOs testing positive following arrest	Outcome	Police
Develop a performance management framework to increase the rate of drug testing on arrest taken in order to increase the referral rate to substance misuse service providers	Outcome	LCJB (Local Criminal Justice Board)
Develop a performance management framework designed to assess the number of people referred to substance misuse programmes and how successful those programmes are	Outcome	LCJB
Development of a Force strategy for misuse of drugs	Target	Police

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, with appropriate investment to achieve long term outcomes.

A West Mercia Police drugs strategy is currently a work in progress and when completed will provide a number of success measures to evidence the effectiveness of police interventions in targeting those people involved in the supply of drugs at both level 1 and level 2 criminality (local and cross border). I will give consideration to including measures from the strategy in any future variation of this plan.

I will explore ways of working with health and well-being boards, community safety partnerships, the police, councils and other organisations to encourage the delivery of effective and appropriate drugs education programmes throughout West Mercia.

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

OBJECTIVE 4

To reduce the volume of anti-social behaviour incidents

Why is this important?

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

During 2010/11 across England and Wales, 3.3 million incidents of ASB were reported to the police¹¹; 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 Paper¹², '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 1,000 population compared to an England and Wales average of 48.78 per 1,000 population¹³. 22.2 per cent of people responding to the West Mercia Police 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 Police¹⁴. 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 Measures (Those measures marked* are a headline measure) Refer to Appendix A for data	Target or Outcome	Lead
There is a reduction in the volume of ASB incidents as measured by the police*	Target	Police
Percentage of people stating that crime and ASB was a 'fairly big' or 'very big' problem in their local area, measured by the West Mercia Police and Crime Survey	Outcome	Police
Improvement in the satisfaction levels of victims of ASB with the service provided by the police	Outcome	Police
Develop and implement a joint strategy to reduce ASB with partners	Outcome	PCC

How I plan to achieve this (my role)

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

My office will 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 comprehensive understanding of the true level of ASB across West Mercia.

OBJECTIVE 5

To reduce reoffending and bring offenders to account

Why is this important?

By working in partnership to reduce reoffending, we reduce the number of crimes in our communities; this in turn reduces the number of victims of crime and it reduces the overall costs associated with crime and the Criminal Justice System (CJS) in West Mercia.

It is also important to ensure that our public safety and criminal justice partners are working collaboratively to reduce the harm caused in our community by prolific and high risk offenders. Therefore we need to ensure that our partners are sharing information and working collaboratively with offenders to address their needs while protecting the public. In addition to collaborative working, our partners need to be focused on understanding what programmes and interventions work so we can become more effective at diverting offenders away from crime while helping them to become better citizens.

When a crime is committed it is important that the CJS responds efficiently and effectively.

Having an efficient and effective CJS operating in West Mercia is important to improving the confidence and satisfaction people have in it.

What is the situation in West Mercia?

The West Mercia Criminal Justice Board (WMCJB) has been operating since 2003 and is currently chaired by the Chief Constable of West Mercia Police. The WMCJB is focused on improving the efficiency and effectiveness of the CJS, reducing reoffending and, improving public confidence and satisfaction in the CJS.

During 2011/12 the WMCJB established a strategic goal to introduce Integrated Offender Management Teams across West Mercia. 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 way¹⁵.

IOM operates three strands:

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

Through the 'prevent and deter' strand of IOM, the WMCJB is focused on ensuring that crime prevention and criminal justice partners profile and understand the factors, which contribute to offending behaviour.

The factors are often classified into seven pathways:

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

In 2012/13 the two youth offending services across West Mercia merged to become a single service delivering a core service supported by commissioned activities which support key outcomes for young people in or at risk of entering the youth justice system. The commissioning process is ongoing and will be completed in 2013/14. This process will ensure an approach that is better integrated with other services for children, young people and their families and improve outcomes for young people in the youth justice system.

Success Measures (Those measures marked* are a headline measure) Refer to Appendix A for data	Target or Outcome	Lead
Reduction in the overall crime rate*	Target	Police
Reduction in the number of domestic burglaries recorded*	Target	Police
Increase in the proportion of solved domestic burglary rate*	Target	Police
A reduction in the rate of Adult of reoffending (measured using NOMS and West Mercia Probation Trust data)	TBC	LCJB <i>(Local Criminal Justice Board)</i>
Increase in the percentage of effective trials across West Mercia	Target	LCJB
Implement a performance framework designed to improve the efficiency and effectiveness of cases going through the CJS	Outcome	LCJB
A reduction in youth offending rates	Outcome	YOS <i>(Youth Offending Service)</i>
A reduction in the number of first time entrants to the youth justice system	Outcome	YOS

How I plan to achieve this (my role)

I will work closely with partners, such as the WMCJB and the five strategic community safety partnerships operating in West Mercia to assist them in delivering their agreed strategic outcomes.

During 2013/14 I will work closely with the WMCJB to ensure that our partnership approach to reducing reoffending continues to deliver better outcomes. At the same time I will work with the WMCJB to see how we can improve our approach to diverting young people away from the CJS and how we can reduce the number of young people in custodial situations. In addition, I will also work closely with the WMCJB to ensure that cases entering the CJS are dealt with efficiently and effectively.

I will work with partners in the CJS to ensure that the police, crown prosecution service, Her Majesty's courts and tribunals service, West Mercia Probation Trust and West Mercia's youth offending services are working together to ensure that criminal cases are dealt with swiftly and efficiently and that we are meeting the needs of the victim.

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 reoffending.

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, youth offending 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.

OBJECTIVE 6

To develop and implement a business crime strategy

Why is this important?

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

A figure taken from AXA, one of Britain’s largest business insurer, indicates that the most common crime committed against business is theft, accounting for around 74 per cent of the total volume¹⁶.

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 incidents¹⁷. Other research data estimates that in 2011 the overall cost to UK retailers of customer theft was £2,146 million staff theft was £1,765 million and supplier fraud was £191 million¹⁸.

Research by the Federation of Small Businesses has shown that around two thirds of small firms are experiencing crime and fraud at a cost up to £3,000 per business year each year¹⁹.

The National Farmers Union (NFU) rural crime survey 2012 estimates that the cost of agricultural theft in 2011 was £52.7 million²⁰.

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 recorded offences of shoplifting, and businesses also suffered from a range of other crimes including burglary and criminal damage.

AXA’s Business Crime Index shows levels of crime committed against businesses in the UK has grown by three per cent per annum for the past two years and by as much as 16 per cent in the worst hit areas (it rates Telford as number two in the list of 'top ten areas for business crime'¹⁹).

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 Measures (Those measures highlighted and marked* are a headline measure) Refer to Appendix A for data	Target or Outcome	Lead
Business crime strategy developed and published	Outcome	PCC
Strategy Implementation plan developed	Outcome	PCC

How I plan to achieve this (my role)

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

For example, I will engage with the Safer Telford and Wrekin Partnership who have established the 'Telford Safer and Stronger Business Forum' that meets quarterly with representatives from across the local business community.

I will also engage with national organisations such as the British Retail Corporation, Federation of Small Businesses and the National Farmers Union (NFU). The NFU is the largest farming organisation within the UK and a 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. There will be a focus on crime prevention, and whilst developing the strategy 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 staff theft.

In respect of rural crime I will be working with Harper Adams University, Shropshire, who have considerable links with the rural community and the necessary expertise to assist with developing an effective and sustainable strategy for West Mercia.

Appropriate crime reduction objectives and performance measures will be identified as part of the strategy development process.

AIM: TO PROTECT COMMUNITIES FROM HARM

OBJECTIVE 7

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

Why is this important?

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

There are currently a number of Government action plans, strategies and guidance documents in place to tackle many of these issues such as the 'Call to end violence against women and girls' action plan²¹, the 'Challenge it, Report it, Stop it²²' action plan to tackle hate crime and the 'Troubled Families programme²³' which has links to families suffering domestic violence problems. Guidance includes the Department of Health's 'No Secrets' guidance²⁴ on developing and implementing multi agency policy and procedures to protect vulnerable adults from abuse.

There is also a range of specific legislation that places a legal obligation on the police to take action to protect vulnerable people such as the Children's Act 2004, and Domestic Violence, Crime and Victims Act 2004. The Draft Care and Support Bill will provide a statutory framework for adult safeguarding, including the police.

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

What is the situation in West Mercia?

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

Hate crime: is any criminal offence perceived, by the victim or any other person, to be motivated by hostility or prejudice based on a personal characteristic currently defined as disability, race, religion or belief, sexual orientation, transgender identity. 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: one in four women experience abuse or violence from a partner at some time in their adult lives. Men and individuals in same sex marriages can also suffer from domestic abuse. During 2011/12 there were 5,070 crimes recorded with a link to domestic abuse across West Mercia. There are a range of agencies and organisations working together to provide support services for victims of domestic abuse but there is currently no single West Mercia strategy in place to tackle the problem.

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 16. 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 are 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. Similar to domestic abuse there is currently no single West Mercia strategy in place to tackle the problem.

What is the situation in West Mercia?(cont)

Vulnerable children – there are four Safeguarding Children Boards across West Mercia that focus on the safety and welfare of children, and both the Chief Constable and I have statutory responsibilities in this area. West Mercia Police have recently carried out a series of criminal 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 (operation Chalice). Child sexual exploitation is a problem both nationally and locally and remains a priority for West Mercia police.

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

The safeguarding of vulnerable children and adults is currently achieved by working with key partners such as children and adult services, and safeguarding boards. There are currently two multi-agency hubs situated in the north and south of the police area. The police interface with partner agencies is good, but I recognise the benefits of providing a single point of access and a full integration with safeguarding partners. To provide a more effective service there is a need to work closer with key partners and plans are currently in place to develop a number of multi-agency safeguarding hubs (MASH).

*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 Measures (Those measures marked* are a headline measure) Refer to Appendix A for data	Target or Outcome	Lead
Increase in the number of reported hate crimes	Outcome	Police
Solved detection rate for hate-related crimes	Outcome	Police
There is an increase in the solved detection rate for serious sexual offences*	Target	Police
Volume of domestic abuse incidents	Outcome	Police
There is a reduction in the number of repeat domestic abuse incidents	Outcome	Police
Number of victims of child exploitation identified	Outcome	Police
Number of successful outcomes achieved following identification of victim of child exploitation	Outcome	Police
Development and implementation of a West Mercia domestic abuse and sexual violence strategy	Outcome	Police / PCC

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 number of organisations, both statutory and voluntary that 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, local councils, other agencies and groups, how best services can be provided and sustained in future.

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

I am committed to identifying and protecting those at risk of the harm caused by child sexual exploitation and pursuing those that offend. By working with partners I will increase the understanding of the scope and nature of the problem and effectively protect victims, thereby increasing confidence. By effective investigation, identification and targeting of offenders I will be able to protect those at risk of harm and prosecute those who commit such crimes.

I will work with partner agencies to develop four multi-agency safeguarding hubs in four council locations that will enable the safeguarding of vulnerable children and adults in a single location. This provides full integration with key partners, allowing information to be shared at the earliest opportunity to identify harm, creating better outcomes, and reducing risk.

OBJECTIVE 8

To deliver a supportive and effective response to victims and witnesses

Why is this important?

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

Victims and witnesses should be able to expect a minimum standard of service from the CJS when they report a crime. A statutory code of practice was introduced in 2006²⁵ that sets out the minimum standards of services which criminal justice agencies are obliged to provide for victims of crime in England and Wales. The 'Witness Charter', a non-statutory document introduced in 2007²⁶, sets out the services that criminal justice agencies aim to deliver for witnesses of crime. Both the Victims' Code and the Witness Charter include requirements for keeping victims and witnesses informed of the progress of their case and information about the CJS process.

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

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

Current provision of services for victims of crime is complex; there are a wide range of statutory and voluntary organisations responsible for providing different types of support to victims and witnesses of crime. Recent decades have seen significant growth in third sector provision of support for victims of crime, with current Government funding estimated to be £151 million per year. Victim Support, one of the largest providers of support to victims of crime, received £38 million of Government funding in 2011/12²⁷.

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. The Government will continue to retain responsibility for commissioning services where there are proven economies of scale or they are genuinely specialist in nature. This includes support for those bereaved through homicide, rape support centres and the witness service.

In 2013 the Government will be producing an outcomes based commissioning framework to assist Police and Crime Commissioners with commissioning victims' services that will determine the funding mechanism. A new Victims' Code will be introduced, specifying the minimum specification of victims' services, which will comply with the EU Victims' Directive. The Government expects that local victims' strategies, based on the EU Victims' Directive, will determine the service victims can expect. Member states have until the 4 October 2015, when the Directive is adopted, to implement the EU Victims' Directive.

What is the situation in West Mercia?

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

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

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

There are currently two organisations, AXIS Counselling in Shropshire and Telford & Wrekin and West Mercia Rape and Sexual Abuse Support Centre in Herefordshire and Worcestershire, who provide independent sexual violence advisers (ISVAs) to support victims of rape and sexual abuse. Women's Aid provides an Independent Domestic Violence Advisory Service (IDVA) across the whole of West Mercia, except in Telford & Wrekin. Both ISVAs and IDVA services are heavily reliant on funding allocated through councils and partnerships, and will be part funded by my office in 2013/14 to ensure that these essential victim services are sustained in the short term.

In 2012 the Victims' services advocates' project issued a report 'Listening and Learning' for each police force area on local service provision²⁸. The West Mercia report indicated a geographical disparity in service provision. For example, Axis Counselling services are open to men and women aged 11 and over, whereas West Mercia Rape and Sexual Abuse Support Centre's funding is only able to support women aged 16 and over.

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

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

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

I also signed up to West Mercia Women's Aid and West Mercia Rape and Sexual Abuse Support Centre's nine point plan to tackle domestic abuse, rape and sexual abuse.

Success Measures (Those measures marked* are a headline measure) Refer to Appendix A for data	Target or Outcome	Lead
Victim satisfaction levels with the police as measured by West Mercia Police survey*	Target	Police
Increase the percentage of victims who receive updates within 28 days (as measured through the victims database)	Outcome	LCJB (Local Criminal Justice Board)
Baseline the number of victim personal impact statements taken and referred to in court	Outcome	LCJB
Reduce the percentage of victims and witnesses who attend court unnecessarily	Outcome	LCJB
Develop and implement an out of court disposal and restorative justice strategy.	Outcome	Police

How I plan to achieve this (my role)

Through the Police and Crime Plan I will hold the police to account for improving services to victims and witnesses. I will work with partners, like the West Mercia Criminal Justice Board to improve the delivery of services and outcomes across the criminal justice system.

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.

During 2013/14, I will work with partners to develop a strategy for Restorative Justice and out of court disposals. The strategy will focus on delivering better outcomes for victims and witnesses through restorative justice processes, while improving the transparency for how these processes are delivered. Restorative justice processes give victims the chance to tell offender the real impact of their crime, to get answers to their questions and receive an apology. Out of court disposals seek to divert low level offenders away from the criminal justice system, while getting them to take responsibility for the harm they have caused and to make amends.

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.

The development and implementation of a West Mercia strategy for domestic abuse and sexual abuse highlighted in the previous objective relating to vulnerable people will also contribute to the achievement of this objective.

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.

OBJECTIVE 9

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

Why is this important?

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

Nationally in 2011 there were 1,901 people killed on roads²⁹. Road collisions account for over a quarter of deaths in the 15-19 age group³⁰. Motorcyclists and pedestrians have the highest rate of fatalities and serious injuries based on miles travelled compared with other road users³¹.

In 2011 the economic welfare cost of reported road accidents was estimated to be around £15.6 billion²⁹.

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 other agencies to reduce casualties and make the roads safer for all users in West Mercia.

The Safer Roads Partnerships three main functions are:

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

Speeding remains a concern in many communities and the SRP operates a 'Community Concern Programme', whereby local communities via their parish or town council can request enforcement activity to be carried out. This is a six month scheme and sites are only accepted if data analysis providing evidence of a speeding problem supports the application. There are currently 23 sites in operation, with an increasing demand for more and this is supplemented by enforcement activity at lower level sites utilising local policing officers and special constables.

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

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

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

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

Success Measures (Those measures marked* are a headline measure) Refer to Appendix A for data	Target or Outcome	Lead
---	-------------------	------

There is a reduction in the number of people killed or seriously injured*	Target	Police
---	--------	--------

Develop and implement a community speeding reduction strategy with partners	Outcome	PCC
---	---------	-----

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 SRP in reducing the number of casualties on our roads.

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

I will work with West Mercia Police and the SRP to ensure we are delivering the objective set out above by monitoring activity and assessing the effectiveness of the outcome achieved. As part of my engagement with parish councils on neighbourhood policing I shall also seek to gain an understanding of speeding traffic and related concerns in local communities.

Whilst developing the community speeding reduction strategy, community speed watch and other innovative reduction measures will be considered.

OBJECTIVE 10

To meet the requirements of the Strategic Policing Requirement

Why is this important?

In July 2012 the Home Secretary issued the 'Strategic Policing Requirement' (SPR), which sets out national threats that the police must address and the national policing capabilities required to counter those threats. 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 incidents, are all currently identified as national threats.

These national threats require a co-ordinated 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 eg 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 Measures (Those measures marked* are a headline measure) Refer to Appendix A for data	Target or Outcome	Lead
Number of counter terrorism interventions	Outcome	Police
Number of Prevent referrals	Outcome	Police
Number of operations and impact / effectiveness on organised crime groups (OCGs)	Outcome	Police
Monitor the impact of national tasking (as a result of the transition from SOCA (<i>Serious Organised Crime Agency</i>) to NCA (<i>National Crime Agency</i>))	Outcome	Police
Maintain and deploy officers trained in Police Support Unit Roles (to meet the national mobilisation plan)	Outcome	Police

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.

I will support the Force in the future development of qualitative assessments for its contribution and commitment to civil emergencies, recognising that it is not a business areas which can be easily measured in terms of simple quantitative data.



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

OBJECTIVE 11

To develop and implement a community engagement strategy

Why is this important?

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

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

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

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

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

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

What is the situation in West Mercia?

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

One of the main ways that West Mercia Police have engaged with communities is through the use of PACT (Partners and Communities Together). Regular meetings are held which gives members of the community a chance to tell members of the local policing team, council and other partner agencies about issues causing concern within communities such as anti-social behaviour, drinking alcohol in the street, speeding, etc. Priorities are agreed and plans put in place to tackle the issues highlighted, using a partnership approach. Other engagement mechanisms are also utilised such as police surgeries, street briefings, and surveys.

What is the situation in West Mercia?(cont)

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

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

Volunteer roles have been created to assist or supplement normal day to day work undertaken by police officers and police staff and include things such as community surveys, delivering newsletters, assisting with local events, dealing with telephone enquiries, administrative duties etc. A good example of this is in Cleobury Mortimer, Shropshire where volunteers provide a police 'front counter' service at weekends for the public.

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

Success Measures (Those measures marked* are a headline measure) Refer to Appendix A for data	Target or Outcome	Lead
Develop and implement a community engagement strategy for the Police and Crime Commissioner	Outcome	PCC
Number of grants provided for community crime and disorder diversionary schemes	Outcome	PCC

How I plan to achieve this (my role)

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

As part of the development of this strategy I intend to actively engage with a wide range of partner and community organisations, including councils, voluntary groups and faith groups, so that I can develop a clear understanding of engagement mechanisms already in place across West Mercia. Following this I will look to develop further measures pertinent to my office to accurately capture the views of all sections of the community.

It is evident that PACT works very well in some areas of West Mercia but there is also evidence to suggest that it is ineffective in other areas. In conjunction with the Chief Constable the scheme will be reviewed and consideration given to a re-branding or reorganisation of the scheme.

I intend to explore opportunities with partners to develop a community model which empowers people to lead and take responsibility for a range of issues that contribute to safer communities in conjunction with police Safer Neighbourhood Teams.

I further intend to extend the use of volunteers in West Mercia and strengthen both the neighbourhood watch and rural watch schemes. 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 and to this end will arrange an annual conference where best practice can be shared and awards presented.

I will provide mechanisms to enable the continued support of crime and disorder diversionary schemes and the introduction of new schemes.

I will introduce a grant scheme using some of the monies available to me (the West Mercia Commissioner's Grant Scheme). The details of the scheme are set out in the Resources section of this plan.

I also pledged to give £20,000 of my first year's salary for the prevention of crime and to assist victims of crime. I will stand by this pledge and a small grant scheme (maximum bid of £500) was introduced in March 2013.



DELIVERING THE PLAN

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

Local Partnership Working

Local Government

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

Community Safety Partnerships

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

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

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.

West Mercia Criminal Justice Board

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

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

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

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

Local Safeguarding Children Boards

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

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

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

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

Safeguarding Adults at Risk

At present there is no statutory requirement to establish Local Safeguarding Adults Boards (LSABs); however West Mercia Police are currently active members of the four LSABs in Herefordshire, Shropshire, Telford & Wrekin and Worcestershire. Each LASB has developed its own policies and procedures and all are signed up to the 'Pan West Midlands Safeguarding Adults Policy and Procedure' which enables greater consistency across the region.

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

The bill is likely to be enacted during 2014 and will put LSABs on a statutory basis, similar to that of Local Safeguarding Children Boards. The Chief Constable will have responsibilities to participate in LSABs and their activity to safeguard adults at risk across West Mercia, and I will engage with the four chairs of the LSABs to develop the most effective way of fulfilling my role in ensuring that the Chief Constable exercises his duties in this regard appropriately.

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 2011/12 supported 19,750 victims of crime³². Victim referrals are sent direct from the Police and self-referrals are also received. Cases include: burglary, criminal damage, assault, rape, 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 Well-being Boards

The Health and Social Care Act 2012 established Health and Well-being Boards as a forum where key leaders from the health and care system work together to improve the health and well-being of their local populations and reduce health inequalities. The Clinical Commissioning Group (a statutory member of the Health and Well-being Board) replaces the Primary Care Trust as a responsible authority on each community safety partnership. There are four health and well-being 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. As part of my community engagement strategy (Objective 11) I will review PACT and continue to promote and support the use of appropriate engagement mechanisms.

Other Partnerships

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

Regional Collaboration

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

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

The Regional Intelligence Unit (RIU) coordinates the activity of partners such as the Prison Service, the UK Border Agency and the Serious and Organised Crime Agency (to be replaced by the National Crime Agency in 2013). This structure supports the needs of the national Organised Crime Group and enables regional forces to maximise intelligence and minimise cost.

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

National Collaboration

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

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

ACCOUNTABILITY AND PERFORMANCE

The performance measures in this plan 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. Performance information will be provided on my website, www.westmercia-pcc.gov.uk. I will also provide performance reports to the West Mercia Police and Crime Panel as required.

I intend to continue the use of surveys and other consultation mechanisms to continue to monitor public opinion on police and crime issues and to obtain views of appropriate special interest groups such as victims of crime or the business community. In specific areas of activity such as Custody Visiting, Police Complaints, Estate Management and Procurement I shall receive periodic (eg quarterly) reports and will review these with the relevant staff.

I have ensured that within the Scheme of Delegation I must be consulted on all sensitive spending decisions proposed by the Chief Constable and have reserved the right to make certain specific matters my personal decision. I have published a Governance Statement on my website and will keep this under review.

The Police and Crime Plan, the Annual Report, my precept proposals and certain senior appointments are subject to consideration by the Police and Crime Panel. The Panel may also scrutinise my decisions and actions and may make publicly available comments to which I must have regard to by law. I will continue to make available a range of information about my policies, my actions and performance through my website, press releases and social media.

Annual Report

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

Reviewing the Police and Crime Plan

It 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 will also provide performance reports to the West Mercia Police and Crime Panel as required.

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.

I am also able to direct the Chief Constable to comply with his obligations with regards to complaints.

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

Worcestershire County Council is the lead authority for the PCP and provides all administrative support for the panel. The relationship between the Chief Constable, Police and Crime Panel, and the Police and Crime Commissioner is governed by the Police Protocol Order 2011 (copy available on my website, www.westmercia-pcc.gov.uk).

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

Public accountability for the delivery and performance of the police service is placed into the hands of the PCC on behalf of their electorate. The PCC draws on their mandate to set and shape the strategic objectives of their force area in consultation with the Chief Constable. The PCC is accountable to the electorate and the Chief Constable 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.

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. Further information about the scheme including details on how to become involved is available on my website, www.westmercia-pcc.gov.uk.

RESOURCES

Financial Resources

Each year there are two main sources of police general funds. These are Government Grants (Police Grant from the Home Office and Revenue Support Grant from Communities and Local Government), and the Precept (council tax), which is determined locally. 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 (one per cent in 2013/14 and two per cent 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 Police and Crime Commissioners.

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.

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 councils for Community Safety Partnerships will instead pass to me. The level of funding from the Government for 2013/14 is £990,000 and I intend to discuss how best to allocate these funds, and others which I am setting aside within the budget, with the Community Safety Partnerships. From 2014/15 this Government grant for community safety 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.
- 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 of 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, including the Victim's Surcharge.

The Budget

The key features of the budget which I have agreed for 2013/14 are as follows.

- I have set a net revenue budget, after savings, of £207.299 million. A breakdown of this budget, analysed by type of expenditure and across the Office of the Police and Crime Commissioner and Force management structure, is provided on my website, and the analysis will be kept up to date throughout the year.
- The budget incorporates challenging savings targets, requiring £20.951 million to be delivered over my term of office, and a further £10.354 million over the succeeding two years, based on our current resource and spending projections. We have already made significant progress in delivering these savings, and the Strategic Alliance with Warwickshire is central to our future savings delivery plans. 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.
- Notwithstanding the challenge that delivery of the budget presents, I have made provision for the West Mercia Commissioner's Grant Scheme of £2 million to be provided to support community safety initiatives in local communities, over twice the level of funding provided by the Government.
- I have agreed a capital programme in 2013/14 of £19.569 million and over the next five years of £49.644 million. Further analysis of this programme is provided on my website, and this will be periodically reviewed and revised where necessary.
- There will be no increase in Council Tax in 2013/14. The Council Tax is being held at the same level as in 2012/13, at £178.72 for a Band D property.

Medium term financial plan

As part of the budget setting process, I have agreed a medium term financial plan for the period through until 2017/18. This plan is published, with the budget and capital programme, on my website. Unsurprisingly, as the Home Office has only provided details of the grants we can expect for 2013/14 and no information for the succeeding years at this stage, our plan has to be heavily caveated with a warning that future resource projections are tentative at this stage, and become more so further into the future.

Securing Services and Grants

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

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

I intend to establish and maintain a West Mercia Commissioner's Grant Scheme throughout my term of office. The scheme will follow the framework set out in Appendix D.

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

APPENDIX A

Table of Objectives, Measures and Targets / Outcomes (Headline Measures are marked*)

AIM: To Ensure an efficient and Effective Police Service		
Objective	Success Measure	Target / Outcome
1. To provide an effective neighbourhood policing model, with a focus on areas of greatest need	Maintain public confidence in the police as measured by the West Mercia Police and Crime Survey	To be maintained at 2012/13 year end level
	Response times to attend to emergency incidents to be maintained at 2012/13 levels	95% to be responded to within 20 minutes
	Response times to attend priority incidents to be maintained at 2012/13 levels	75% to be responded to within one hour
	To increase the number of special constables	385 by March 2015 (currently 297)
	To increase the number of Police cadets within each policing division	140 in total (28 for each policing division) by 2015
AIM: To Reduce Crime and Disorder		
2. To reduce the volume of violent crime with an emphasis on addressing the harm caused by alcohol through partnership working	Development and implementation of a joint strategy with key partners to reduce violent crime linked to the misuse of alcohol	Outcome
	A reduction in the volume of violent crime with injury*	2013/14 target – a 2% reduction on 2012/13 year end level
	Increase in the proportion of solved violent crimes with injury rate*	2013/14 target – 53%
3. To reduce the harm caused by drugs with a focus on treatment, and targeting those that cause the most harm	Number of Integrated Offender Management (IOM) / Prolific Priority Offenders (PPO) tested for drugs on arrest	Monitor Outcome
	Percentage of IOM / PPO nominals testing positive following arrest	Monitor Outcome
	A performance management framework to increase the rate of drug testing on arrest taken in order to increase the referral rate to substance misuse service providers is developed	Framework in place by September 2013
	A performance management framework designed to assess the number of people referred to substance misuse programmes and the success of the programmes is developed	Framework in place by September 2013
	Development of a force strategy for misuse of drugs	Strategy in place July 2013

AIM: To Reduce Crime and Disorder

Objective	Success Measure	Target / Outcome
4. To reduce the volume of anti-social behaviour incidents	There is a reduction in the volume of ASB incidents as measured by the police*	2013/14 target – 4% reduction on 2012/13 year end
	Percentage of people stating that crime and ASB were a 'fairly big' or 'very big' problem in their local area, measured by the West Mercia Police & Crime Survey	Monitor outcome
	Improvement in the satisfaction levels of victims of ASB with the service provided by the police	Baseline to be established in 2013/14
	Development and implementation of a joint strategy to reduce ASB with partners	Outcome
5. To bring offenders to account and reduce re-offending	Reduction in the overall crime rate*	2013/14 target – 4% reduction on the 2012/13 year end total
	Reduction in the number of domestic burglaries recorded*	2013/14 target – 2% reduction on the 2012/13 year end total
	Increase in the proportion of solved domestic burglary rate*	2013/14 target – 23%
	A reduction in the rate of Adult reoffending (measured using NOMS and West Mercia Probation Trust Data)	To be confirmed post publication of plan
	Increase in the percentage of effective trials across West Mercia	2013/14 – 5% increase from current level (35%)
	A performance framework designed to improve the efficiency and effectiveness of cases going through the CJS is implemented	Baseline to be established in 2013/14
	A reduction in youth offending rates	To be confirmed post publication of plan
	A reduction in the number of first time entrants to the youth justice system	Monitor outcome
6. To develop and implement a business crime strategy	Development and implementation of a business crime strategy	By December 2013

AIM: To Protect Communities from Harm

Objective	Success Measure	Target / Outcome
7. To work in partnership to protect the most vulnerable people in our society	Increase in the number of reported hate crime	Baseline to be established in 2013/14
	Solved detection rate for hate related crimes	Baseline to be established in 2013/14
	Solved detection rate for serious sexual offences*	32%
	Volume of domestic abuse incidents	Monitor outcome
	There is a reduction in the number of repeat domestic abuse incidents	Monitor outcome
	Number of victims of child exploitation identified	Baseline established in 2013/14
	Number of successful outcomes achieved following identification of victim of child exploitation	Baseline established in 2013/14
	Development and implementation of a West Mercia domestic abuse and sexual violence strategy	By April 2014
8. To deliver a supportive and effective response to victims and witnesses	Victim satisfaction levels with the police as measured by West Mercia Police survey*	85%
	Increase the percentage of victims who receive updates within 28 days (as measured through the victims database)	Monitor outcome
	Baseline the number of victim personal impact statements taken and referred to	Monitor outcome
	Reduce the percentage of victims and witnesses who attend court unnecessarily.	Monitor outcome
	Development and implementation of an out of court disposal and restorative justice strategy.	By April 2014
9. To work with the Safer Roads Partnership to reduce the number of casualties on our roads	There is a reduction in the number of people killed or seriously injured*	2013/14 target – 2% reduction on the 2012/13
	Development and implementation of a community speeding reduction strategy with partners	By December 2013
10. To meet the requirements of the Strategic Policing Requirement	Number of counter terrorism interventions	Monitor outcome
	Number of Prevent referrals	Monitor outcome
	Number of operations and impact / effectiveness on organised crime groups (OCGs)	Monitor outcome
	Monitor the impact of national tasking (as a result of the transition from SOCA to NCA)	Monitor outcome
	Maintain and deploy officers trained in Police Support Unit Roles (to meet the national mobilisation plan)	Monitor outcome
AIM: To Provide a Strong and Powerful Voice for the People and Victims of Crime		
11. To develop and implement a public engagement strategy	Development and implementation of a community engagement strategy for the Police and Crime Commissioner	By October 2013
	Number of grants provided for community crime and disorder diversionary schemes.	Baseline to be established in 2013/14

APPENDIX B

West Mercia Community Safety Partnerships and Criminal Justice Board Priorities / Objectives
– Link to Police & Crime Plan Objective by number

PRIORITIES	No.:
Herefordshire Community Safety Partnership (Draft 2013/14)	
Integrated Offender Management	5
Alcohol Harm Reduction	2
Empowered Localities	11
Domestic Violence & Abuse	7
Shropshire Community Safety Partnership (2012/13)	
Reducing Offending and Re-offending	5
Supporting Vulnerable People	4,7,8
Increasing Public confidence	5
Substance Misuse	3,4
Telford & Wrekin Community Safety Partnership (2012/13)	
Overall Crime is Reduced	2,3,5,6,7
ASB is reduced – includes environmental crime	4
Cohesion is increased in the borough	11
The safety of residents is increased (includes reducing the fear of crime)	9
Worcestershire Community Safety Partnerships (2012/13)	
Reducing re offending	5
Harm reduction – ASB, safeguarding and hate crime	4,7
Domestic and sexual abuse and violence	2,7
Drugs and alcohol	2,3
Preventing violent extremism	10
West Mercia Criminal Justice Board (2012/13)	
The public have confidence that the criminal justice system is effective and serves communities fairly.	5,8
Victims and witnesses receive a consistent, high standard of service from criminal justice agencies.	8
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.	5
To reduce the harm caused by alcohol in our communities through improved partnership working	2
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.	

APPENDIX C

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 and 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 and prepare

- Violent extremism
- Civil emergencies
- High profile major crime

Target and reduce

- Vulnerable/repeat victims of anti- social behaviour
- Alcohol-related violence
- Drug-related crime
- Acquisitive crime
- Resident/rooted criminality
- High harm causers

Monitor and intervene

- Major/serious crime
- Protecting the vulnerable
- Serious/organised/cross-border crime
- Other emerging high risk/harm causing crime

Strategic intelligence gaps

- Criminal use of firearms
- Exploitation/abuse of children
- Vulnerability and significant/ chronic anti-social behaviour
- Cyber crime

Community Safety Partnership Priorities – outlined in Appendix B

West Mercia Criminal Justice Board – 2012/13 Priorities – outlined in Appendix B

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.

Issue	PACT Priority	Crime & Safety Survey Priority
Anti-social behaviour	•	•
Speeding traffic	•	•
Drug/alcohol issues	•	•
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 D

West Mercia Commissioner's Grant Scheme Framework

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

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

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

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

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

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

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

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

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

In the event of the recipient (being the person or organisation receiving the grant) failing to comply with any condition contained in the grant agreement or on the happening of any of the following specified events, then the Police and Crime Commissioner may reduce, suspend, withhold or cease grant payments or, in the case of dishonesty, also require the repayment of any payment of grant already made.

The specified events shall be:-

- a. The grant application is found to have contained inaccurate or misleading information, which materially affected the assessment of the application.

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

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

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

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

Appendix E

- ¹ **OFFICE for NATIONAL STATISTICS**, 2011 Census: KS102EW Age structure, local authorities in England and Wales, Dec 12
- ² **OFFICE for NATIONAL STATISTICS**, 2011 Census: Ethnic Group, local authorities in England and Wales, Dec 12
- ³ **OFFICE for NATIONAL STATISTICS**, 2011 Census: Usual Resident Population, local authorities in England and Wales, Dec 12
- ⁴ **OFFICE for NATIONAL STATISTICS**, UK Business Activity, Size and Location – 2012, Oct 2012
- ⁵ **DEPARTMENT of HEALTH**, Protecting people Promoting health A public health approach to violence prevention for England, Oct 2012
- ⁶ **DEPARTMENT OF HEALTH**, Alcohol Misuse Interventions: guidance on developing a local programme of improvement, National Treatment Agency for Substance Misuse, 2005
- ⁷ **HM GOVERNMENT**, The Government's Alcohol Strategy, March 2012
- ⁸ **WORCESTERSHIRE DAAT**, Worcestershire Drug & Alcohol Thematic Profile, Crime, n.d
- ⁹ **SHROPSHIRE COUNCIL**, The Shropshire Alcohol Strategy 2013-2016 Consultation Document, n.d
- ¹⁰ **HM GOVERNMENT**, Drug Strategy 2010, Reducing Demand, restricting supply, building recovery: supporting people to live a drug free life, 2010
- ¹¹ **HOME OFFICE** n.d., Antisocial behaviour, accessed Dec 2012, www.homeoffice.gov.uk/crime/anti-social-behaviour
- ¹² **HOME OFFICE**, Putting Victims First, More Effective Responses to Anti Social Behaviour, May 2012
- ¹³ **HMIC**, n.d, Crime and policing Comparator, accessed 12 Dec 2012, www.hmic.gov.uk/crime-and-policing-comparator
- ¹⁴ **HMIC**, Anti-social behaviour inspection report, West Mercia Police, June 2012
- ¹⁵ **HOME OFFICE**, Integrated Offender Management, accessed Dec 2012, www.homeoffice.gov.uk/crime/reducing-reoffending/iom
- ¹⁶ **AXA**, Media Release, Business crime figures creep upwards as British economy remains squeezed, Aug 2012
- ¹⁷ **BRITISH RETAIL CONSORTIUM**, Retail Crime Survey 2011, January 2012
- ¹⁸ **CENTRE FOR RETAIL RESEARCH**, n.d, Retail crime in the UK, accessed Dec 2012, www.retailresearch.org/retailcrime
- ¹⁹ **KEN WIGFIELD**, Regional Chairman, FSB Shropshire, Herefordshire and Worcestershire – letter to PCC dated 1 March 2013.
- ²⁰ **NFU MUTUAL**, n.d, NFU Mutual Rural Crime Survey 2012, accessed Dec 2012, www.nfumutual.co.uk/farming/rural-crime/index.htm
- ²¹ **HM GOVERNMENT**, A Call to End Violence against Women and Girls, Action Plan 2013, March 2013
- ²² **HM GOVERNMENT**, Challenge it, Report it, Stop it: The Government's Plan to tackle Hate Crime, March 2012
- ²³ **DCLG**, Feb 13, Helping troubled families turn their lives around, accessed Mar 2013, www.gov.uk/government/policies/helping-troubled-families-turn-their-life-around
- ²⁴ **DEPARTMENT OF HEALTH**, No secrets: Guidance on developing and implementing multi-agency policies and procedures to protect vulnerable adults from abuse, Mar 2000
- ²⁵ **HOME OFFICE**, The Code of Practice for Victims of Crime, Office for Criminal Justice Reform, 2005
- ²⁶ **CRIMINAL JUSTICE SYSTEM**, The Witness Charter, Standards of care for witnesses in the Criminal Justice System, 2008
- ²⁷ **MEG CALLANAN** et al, Evidence and Practice Review of support for victims and outcome measurement, Ministry of Justice Research Series 19/12, Nov 12
- ²⁸ **VICTIMS' SUPPORT**: Listening and learning: Improving support for victims in West Mercia, Victims Support, 2012
- ²⁹ **DEPARTMENT for TRANSPORT**, Statistical Release – Reported Road Casualties in Great Britain: 2011 Annual Report, DfT, Sept 2012
- ³⁰ **RAC FOUNDATION**, n.d., Mortality statistics and road traffic accidents in the UK
- ³¹ **DEPARTMENT for TRANSPORT**, Reported Road casualties in Great Britain 2011 Annual Report: Overview and Trends in Reported Road Casualties, 2012
- ³² **SOURCE**: Victim Support March 2013



Office of the Police and Crime Commissioner West Mercia,
PO Box 487,
Shrewsbury,
SY2 6WB

Telephone: 01743 264690
Fax: 01743 264699
Email: opcc@westmercia.pnn.police.uk
Web: www.westmercia-pcc.gov.uk
Twitter: @WestMerciaPCC