

Safer West Mercia Plan

2021-2025



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Foreword

The weight of the community's trust placed in me drives my determination to deliver a safer West Mercia for them. This plan sets out how I will make good on the promises I have made.



I have worked hard to deliver significant progress. Working with West Mercia's Police Chief Constable, partners and the community, we have made some tough decisions and backed the force with the resources it needs. Now is the time to make good that investment, and continue to raise our aspirations.

West Mercia now has almost 400 more police officers than when I was first elected in 2016. The journey of reform I have championed has seen a far greater proportion of police budgets focused on front-line service delivery. West Mercia Police is now a far more agile organisation, much more capable of meeting the changing needs of its communities.

We have seen significant reductions in key crime types such as burglaries. Engagement with local communities has increased, meaning the work of our police is much more informed by the needs of the public it serves. Victim services have been reformed to make them more accessible and easier to navigate for the people who need them most.

West Mercia now has almost 400 more police officers than when I was first elected in 2016.

My pledge around crime and harm in our community is simple. I will ensure resources are focused on effective prevention, response, investigation and support for those affected by it. Prevention is at the heart of my plan, whether this is preventing people being drawn into criminality, preventing re victimisation or simply preventing crime.

I will also ensure that the force has the ability to adapt to changes in crime or challenges they may face. I, like the community I serve, expect a strong response, not just from our police force but from a host of other agencies, to crime and those that cause harm in our community. Whether it is improving outcomes for victims of sexual violence or improving responses to mental health crises there are parts to play for people and organisations right across the criminal justice system, public and third sectors, and within the community.

The communities of West Mercia are not immune from wider societal problems such as domestic abuse, serious violence, or serious organised crime. I will therefore ensure the right resources and

funding are in place to tackle these types of crimes.

However, our communities also have their own unique challenges. For example, a disproportionate number of people are being killed or seriously injured on our roads every week and specific types of crime continue to impact our largely rural communities. By effective focus on enforcement, prevention and education we can break the cycle of crime to reduce harm.

West Mercia is a safe place, where crime is relatively low. However, too many people do not feel safe and that is something I remain committed to changing. We have heard loud and clear from our communities what they want, and that is a visible and accessible police force. They also want to know that their concerns are being listened to and acted on. I will therefore continue to focus West Mercia Police on ensuring they are visible and accessible in the communities they are policing, focused on fighting crime and addressing the priorities of that community.

I will also continue to make sure that the public

West Mercia is a safe place, where crime is relatively low. However, too many people do not feel safe and that is something I have remained committed to changing.

remain at the heart of policing, and that the public voice is heard if we are to provide a police service that they can have confidence in.

I will continue to back West Mercia Police with the resources they need whilst ensuring that investment is delivering real results for the communities of Shropshire, Herefordshire, Worcestershire and Telford and Wrekin. When agencies aren't delivering their responsibilities and what the public need I will challenge and support them; unrelenting in my belief we can deliver improvements for our community. Sometimes it is only through having the difficult conversations that we can deliver the improvements our communities need and expect. I will not accept that 'good enough' is the standard we should settle for.

As Commissioner I will always strive for the very best for the communities of West Mercia.

Safe communities are an essential element of prosperous, happy, healthy communities.

I will play my part as Commissioner in making this

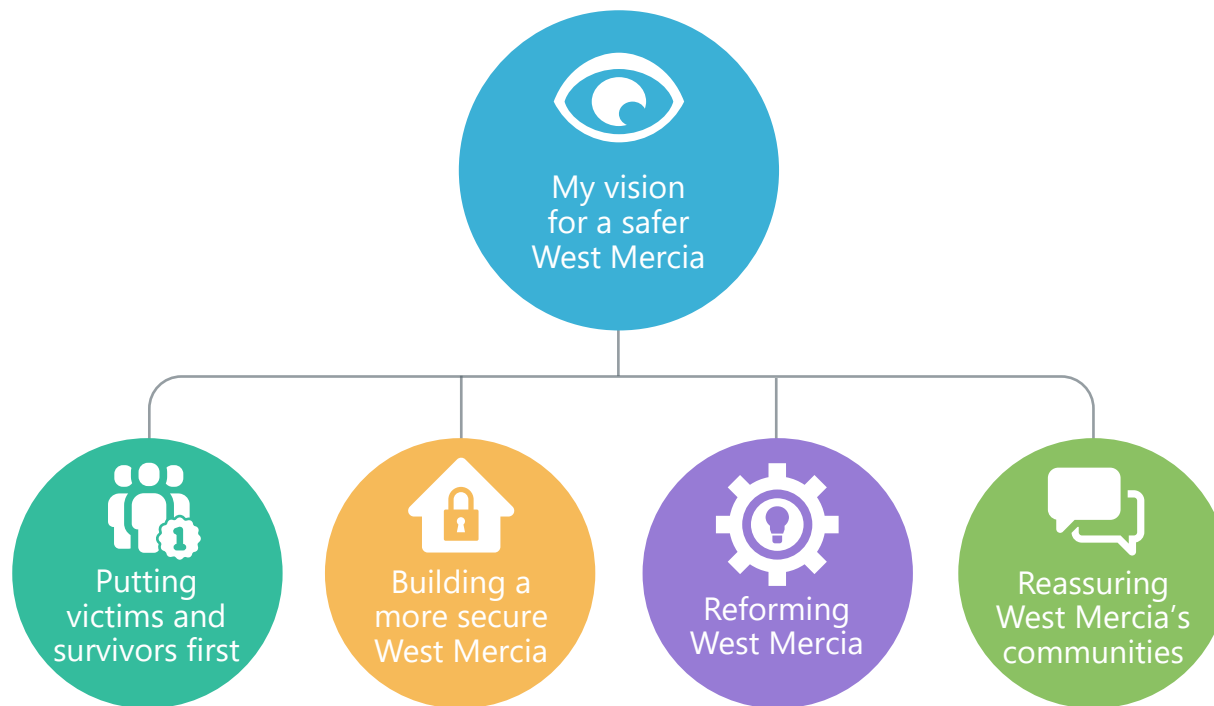
happen. Now is the time to build on the investment and tough decisions I have made and take it to the next level. Our communities rightly expect a service they can access and trust, and they expect to feel safe where they live and work. There is always more that can be done and I will continue to be relentless in my drive to see that happen.

- ✓ **We can provide a better service to victims of crime.**
- ✓ **We can deliver more effective, efficient policing and be stronger in tackling crime.**
- ✓ **We can give the public better value for their hard-earned money.**
- ✓ **We can make sure people feel safe, as well as being safe.**
- ✓ **We can build a safer West Mercia.**

As Commissioner I will always strive for the very best for the communities of West Mercia.

An introduction - The Safer West Mercia Plan

Through the life of this plan I intend to build on the clear vision I set out in my first Safer West Mercia Plan in 2016. The public have reaffirmed their support for this vision in the election and it is the vision I will continue to work hard to deliver.



The priorities and outcomes I have developed in support of my vision and strategic objectives have been influenced by a range of factors, from the local through to the national, including analysis of inspections audits and police performance in West Mercia.

This has included:

- Feedback and post bag issues raised by the public since taking office in 2016.
- Results from the West Mercia confidence and perceptions survey.
- Results from my other online surveys and consultations with the public and workforce of West Mercia Police.
- West Mercia Police's Strategic Assessment and Control Strategy.
- Community Safety Partnership strategic plans and priorities.

- The strategic objectives and priorities of other partner organisations.
- The Strategic Policing Requirement.
- National Crime and Policing Measures.
- National strategies and plans.
- Proposals set out in forthcoming bills and legislation.
- Inspection reports from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and other inspectorates.



Summary of priorities and outcomes



Priorities

1. Put victims and their voice at the heart of the criminal justice system.
2. Ensure an appropriate range of support services for every victim.
3. Deliver effective, early intervention and prevention for vulnerable people.
4. Ensure victim support services are sustainable in the medium and long term.

Outcomes

Victims and Survivors recover from the harm suffered.

Victims are kept informed and supported resulting in a positive experience of the criminal justice system.

Victims have more confidence to report crime that may previously have gone under-reported



Building a
more secure
West Mercia

Priorities

1. Make West Mercia a safer place by reducing crime and reoffending.
2. Ensure a robust response to serious and organised crime to reduce the harm it causes in our communities.
3. Improve responses and outcomes around domestic abuse and sexual violence.
4. Reduce the excessive harm associated with West Mercia's roads.

Outcomes

Communities experience less harm and more positive criminal justice outcomes.

Organised crime is disrupted and exploitation of vulnerable people is prevented.

Victims are protected and safeguarded to prevent them from becoming re-victimised.

Harm on West Mercia's roads is reduced and safe driving is promoted.



Priorities

1. West Mercia manages its resources to maximise value, effectiveness, efficiency and meet demand.
2. West Mercia Police will be an organisation fit for the digital age.
3. West Mercia Police will establish and maintain a clear, strong identity with its staff, public and partners.
4. Ensure West Mercia's estate delivers the facilities police and communities need, in the most effective, efficient way possible.
5. Resources will be prioritised towards front-line services to the public.
6. West Mercia Police will form partnerships in the best interests of local communities to prevent crime and disorder and reduce crime.

Outcomes

A world class police force that delivers both outstanding service and value for money.

Develop a culture within West Mercia Police that is focused on delivering service improvement, quality, innovation and value.

The public have trust and confidence in West Mercia Police to keep them safe/feeling safe.

Partners plan and deliver services in a more strategic and collaborative way.

Communities live safe from crime, disorder and danger.



Reassuring
West Mercia's
communities

Priorities

1. Ensure all communities have a voice that is heard within policing, crime, criminal justice and community safety matters.
2. Ensuring all communities can access their police service quickly and conveniently when they need to.
3. Ensure West Mercia's local policing community charter delivers on its commitment to the public.
4. Empower communities to contribute to community safety and play a leading role where appropriate.
5. Ensure all individuals and communities are dealt with fairly, equally and respectfully.

Outcomes

Communities live safe from crime, disorder and danger.

Communities take responsibility for their own actions and how they affect others.

Communities improve their understanding and participation in community safety/justice.

Partners plan and deliver services in a more strategic and collaborative way.

People have better access to the services they require, when they require it.

Improved social cohesion, public trust and confidence.

Community concerns are taken into account and acted upon which builds public trust and confidence.

The workforce better reflects the community it serves.

Putting victims and survivors first

Victims and Survivors are at the heart of all I do as Police and Crime Commissioner.

Whilst I will relentlessly focus on preventing crimes and victimisation in the first place, where offending does occur we can, and must provide a better service to the victims of crime and ASB. I will ensure victims in West Mercia have the services, support and information about their case they need to cope and recover. I will also focus resources and effort to prevent them becoming victims again, whatever their circumstance.

I will support and challenge West Mercia Police to become a high performing force in supporting victims.

The voice and needs of the victim are the core foundation of the work I have done to date and will continue to do throughout my term. I will ensure this is the guiding voice from which I commission services, hold the Chief Constable to account and engage with partners across the community and criminal justice system.



Priorities

1. Put victims and their voice at the heart of the criminal justice system.

I will:

- Play a leading role in supporting and challenging criminal justice partners to deliver swifter access to justice and improved outcomes for victims.
- Implement continuous improvement processes to review complaints from victims, identifying trends and areas for change and/or improvement.
- Ensure compliance from my office, West Mercia Police and partners with the Victims' Code, and that services are delivered in a caring, compassionate way.
- Continue to act as the voice of the victim within the force and the wider criminal justice system.

- Hold the Chief Constable and criminal justice agencies to account for ensuring policies and processes are applied consistently and fairly, delivered with care and compassion.

The Chief Constable will be responsible for:

- Delivering sustained improvements in victims' satisfaction.
- Ensuring officers and staff have the appropriate training for their role in victim care.
- Ensuring an effective first response is provided by understanding the victim's needs, adapting behaviour to meet those needs, and ensuring appropriate referrals are made to access support services.
- Ensuring a victim focused, trauma informed approach is provided by officers and staff from first point of contact.

- Ensuring all victims are kept regularly informed, regardless of outcome, and have regular access to information about their case, including the ability to self-serve where possible.
- Offering all victims of crime whose case is closed without what they view as a positive outcome an explanation why.

2. Ensure an appropriate range of support services for every victim.

I will:

- Ensure that every victim has access to services they need as individuals to help them cope and recover, regardless of geography, personal characteristics, circumstance, or whether they have reported the crime.
- Work with West Mercia Police and partner agencies to ensure victims have meaningful opportunity to inform and shape service provision.

- Ensure representation of all demographics and communities across West Mercia, in plans for victim services, acknowledging their needs and challenges.
- Ensure effective delivery and development by the Victim Advice Line, to ensure all victims can access support to cope and recover.
- Undertake victim needs assessments to inform the commissioning of future service provision.
- Continuously monitor the experience of victims and their journey through the criminal justice system, to ensure support services are coordinated and seamless.
- Ensure victims are treated with care and compassion as individuals, not simply part of a process.
- Review and refresh my own victim and witness strategy to ensure it remains focused and effective.



The Chief Constable will be responsible for:

- Ensuring officers and staff are trained to recognise vulnerabilities of victims and are proactive in identifying opportunities to access service provision.
- Actively promoting the availability of support services both within West Mercia Police and to the communities of West Mercia.
- Continually improving the provision of support provided by the Victim Advice Line, to ensure all victims can access support to cope and recover.
- Ensuring that access to specialist interview suites is seamless and fit for purpose.

3. Deliver effective, early intervention and prevention for vulnerable people.

I will:

- Play a lead role in bringing police, partners and the community together to more effectively prevent crime and repeat victimisation.
- Work closely with partners to facilitate effective engagement with young people to ensure their voice is heard in how we keep them safe.
- Work with West Mercia Police to deliver educational campaigns to prevent victimisation and raise awareness for victims' services.
- Adopt a commissioning approach which focuses on early intervention and prevention services for victims, and those who are displaying perpetrator behaviour.
- Ensure my work around crime prevention is aligned to West Mercia Police's preventative approach, and vice versa.

- Work with the voluntary sector to pilot innovative approaches which focus on early identification of, and support for, vulnerable people.
- Work to reduce demand on police generated by mental health by working with partners and challenging them to ensure people receive the support they need.
- Work with partners to ensure the drivers of offending are more effectively understood, to commission more effective interventions to reduce or stop that offending.

The Chief Constable will be responsible for:

- Ensure that the work of exploitation and vulnerability trainers reaches the people most at risk of victimisation or re-victimisation.
- Working with partners to better understand the wider circumstances and lived experience of vulnerable people through the implementation of a whole family approach to their support.

4. Ensure victim support services are sustainable in the medium and long term.

I will:

- Continue to increase the amount of resources I make available as Commissioner to fund services that support victims to cope and recover.
- Be an effective champion on behalf of victims to government to provide sustainable, long term funding for victim services.
- Evaluate the impact of short term funding on the provision of service to victims and commission services for longer terms where there is an evidence base of effectiveness.
- Place greater emphasis on market development and promoting sustainability within PCC funded organisations.
- Challenge partners where there are known areas of concern with funding of services.
- Support voluntary and community sector victim service providers to be sustainable.

Building a more secure West Mercia

For the communities of West Mercia being safe is non-negotiable. I will ensure an effective and efficient police service is at the very centre of building a safer West Mercia.

We have seen record increases in officer numbers in West Mercia, and will continue to do so in the years ahead. Those additional resources will be deployed effectively to maximise the benefit of that investment for our communities. I will continue to ensure that our police have the resources, plans and focus they need to relentlessly fight crime and keep all our communities safe from harm.

Criminals often target and exploit the most vulnerable within our society. I will work tirelessly both with the police and other partners to make it clear this will not be tolerated in West Mercia. I will support and challenge West Mercia Police, its partners and the community so that we are more effective at preventing crime and stop people being drawn into criminality in the first place.

Where offences do take place I will ensure

communities and victims get a strong and effective response from the police reflecting an understanding of differing community needs. I will ensure West Mercia Police and I will act decisively to ensure that crime doesn't pay.

Domestic abuse and sexual violence have no place in our society and yet they continue to adversely affect the lives of many people, for some on a daily basis. Domestic abuse features in 1 in 5 crimes in West Mercia. I will ensure that domestic abuse and sexual violence in all their forms are understood and effectively responded to.

In West Mercia we are not immune from wider societal issues including those identified in the National Policing Priorities such as violent crime and drugs, but must also tackle our local issues such as the number of people killed on our roads. 130 lives lost in the last three years is not acceptable. I will take all the action possible to address these issues and ensure others also play their parts.



Priorities

1. Make West Mercia a safer place by reducing crime and re-offending.

I will:

- Challenge and support partners within the criminal justice system to deliver more positive outcomes and swifter access to justice.
 - Work with the police and partners to implement early intervention strategies with the aim of diverting at risk people away from the criminal justice system.
 - Work with partners to ensure appropriate intervention is in place to break the cycle of offending.
 - Ensure prevention activity will be effectively integrated into all elements of operational policing, to prevent re-victimisation and better manage demand.
- Target resources to increase the number of investigators and specialist investigators to bring more offenders to justice and use the powers available to confiscate the proceeds of crime.
 - Review and refresh my rural crime strategy to ensure it remains focused and effective in addressing rural crime.
 - Work with partners to more effectively tackle waste crime including the issue of fly-tipping in communities.
 - Work with partners to ensure we are effectively managing offenders who pose the biggest risk in our communities.
 - Collaborate with police and partners to prevent and reduce serious violence in West Mercia.

The Chief Constable will be responsible for:

- Targeting the crimes and anti-social behaviour that impact most on our communities.
- Ensuring West Mercia Police is using effective problem solving approaches, working with partners and local communities to prevent, solve and reduce crime and anti-social behaviour.
- Having clear plans to tackle business crime.
- Having clear plans to tackle rural crime.
- Ensuring officers and staff have the right skills to identify and support people with vulnerabilities and reduce harm.
- Ensuring regular reporting against a performance framework to achieve genuine reductions in crime.

2. Ensure a robust response to serious and organised crime to reduce the harm it causes in our communities.

I will:

- Support and challenge West Mercia Police to take an approach to serious and organised crime (SOC) that recognises vulnerability and exploitation as part of both victimisation and offending.
- Support and challenge West Mercia Police to work effectively with partners to intervene early and protect those in our communities who are most vulnerable to exploitation.
- Continue to deliver West Mercia-wide services to prevent at-risk children and young people from being drawn into organised criminality.
- Work with the police and partners to ensure all SOC offenders in prison and in our communities are robustly managed and have the opportunity to rehabilitate

- Review and refresh my SOC and drugs strategies to ensure they remain focused and effective in addressing SOC and drugs, whilst delivering against the aspirations and commitments in them.
- Provide strong and effective governance for regional collaborations.

The Chief Constable will be responsible for:

- Focussing on bringing those that commit serious and organised crime to justice.
- Maintaining a good understanding of the ever changing landscape of serious and organised crime, and take effective action to disrupt and dismantle organised crime groups.
- Utilising all available powers to ensure crime doesn't pay.
- Working with partners locally, regionally and nationally to ensure a borderless approach to disrupt serious and organised offending.

- Ensuring West Mercia Police plays its part in securing effective outcomes for victims of the most serious offences.
- Ensure effective and efficient regional collaborations with partners.

3. Improve responses and outcomes around domestic abuse and sexual violence.

I will:

- Support police and partners to use education and early intervention to identify and reduce the harm caused by domestic abuse and sexual violence.
- Invest in education and engagement to prevent people either becoming perpetrators, or becoming repeat perpetrators. I will ensure effective domestic abuse perpetrators programmes are available in all parts of West Mercia.

- Continue to work with local and national partners to explore implementation of multiagency models which focus on domestic abuse and the needs of the whole family, sharing best practice and evidence bases accordingly.
- Review and refresh my domestic abuse strategy to ensure it remains focused and effective in supporting my approach to domestic abuse.
- Work with partners to develop an effective, responsive and sustainably funded local violence against women and girls (VAWG) strategy.

The Chief Constable will be responsible for:

- Increased proportions of positive police outcomes.
- Using all available powers effectively to tackle domestic abuse and sexual violence.
- Reducing the number of repeat incidents of domestic abuse and sexual violence and encouraging earlier reporting by increasing confidence of victims.

4: Reduce the excessive harm associated with West Mercia's roads.

I will:

- Work with the police and other partners to address the harm caused by dangerous driving and the adverse impact on local communities by the anti-social use of our roads.
- Work with the police and partners to further develop understanding of what causes death and serious injury on our roads (KSIs), and ensure that work informs more effective action to reduce KSIs.
- Support West Mercia Police with the resources to more effectively enforce the law and prevent crime on our roads, and ensure those resources deliver the best possible results for our communities.
- Empower community action by doubling the number of Community Speed Watch groups in West Mercia. I will target funding towards community speed reduction schemes.



- Prioritise resources for the recruitment of more specialist road policing officers to target those motorists causing most harm and ensure a high visibility presence to positively impact on road user behaviour.
- Promote education initiatives aimed at improving road safety.
- Review and refresh my own road safety strategy to ensure it remains focused and effective in improving road safety.

The Chief Constable will be responsible for:

- Reducing KSIs, and preventing harm and anti-social use of our roads through enforcement, education and effective partnerships.
- Denying criminals the use of the roads, by disrupting serious organised crime.
- Ensuring community concerns about criminal or anti-social use of our roads are heard, understood and acted upon.



Reforming West Mercia

I will build on the significant steps I have taken to enable West Mercia Police to be a lithe and effective organisation, delivering high quality policing with value for money for the tax payer. I have backed the force on behalf of our community with major investments in increased officer numbers, new technology and improvements to police estates.

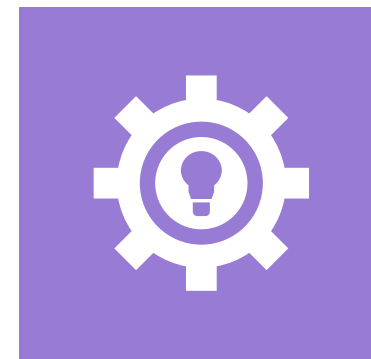
I have supported the Chief Constable to make sure partnerships work to the benefit of our communities; ensuring our resources are deployed to maximum effect for the benefit of the public.

I will build on these foundations but now is the time to capitalise on the opportunities I have created and realise the maximum benefits for local communities.

The process of reform and transformation must continue in West Mercia at pace. I will ensure the police force can not only respond effectively to the changing demands and needs of its communities, but can also play a much greater role in shaping and reducing that demand in the first place. This is why prevention is at the heart of my plan.

As Commissioner I will challenge and support West Mercia Police to have a clear, consistent, persistent and determined focus on transformation to deliver better services for the public. It will require greater organisational agility, the right resources and careful management of them in all levels and elements of business.

I will reduce the environmental impact of policing on our environment and ensure that the wider economic, social and environmental wellbeing of our communities is considered when services are commissioned or procured.



Priorities

1. West Mercia manages its resources to maximise value, effectiveness, efficiency and meet demand.

I will:

- Ensure an ever greater proportion of West Mercia Police's budget is spent on front line policing.
- Ensure West Mercia Police spends its resources efficiently and effectively before asking residents to increase their Council Tax contribution.
- Challenge and support West Mercia Police to produce and deliver a balanced budget each year including ambitious savings targets to enable investment in new priorities.
- Ensure decisions for investment are transparent, based on robust cases, clear evidence and need.
- Ensure the benefits of those investments are tracked and delivered.

- Support and challenge West Mercia Police to reduce its corporate carbon footprint.
- Ensure commissioned or outsourced services are actively managed so that they stay within set budgets and deliver the agreed outcomes.

The Chief Constable will be responsible for:

- The force living within its means and delivering a balanced budget.
- Aligning resources to identified priorities.
- Effective use of data and information to deliver the best possible outcome to the public.
- Delivering the benefits identified where investments are made (including the annual budget).
- Having clear accountability for all budget holders and decision makers in respect of use of public money.

- Having a clear plan to deliver excellence in the procurement of goods and services, and that social value plays a relevant and appropriate part in any procurement and financial decisions.
- Delivering best value in its transport fleet, maximising the use of the fleet for the benefit of the community.

2. West Mercia Police will be an organisation fit for the digital age.

I will:

- Challenge West Mercia Police to identify opportunities for improvements to effectiveness and efficiency.
- Support West Mercia Police with resources to deliver improved effectiveness and efficiency, enabling re-investment in priority areas.

The Chief Constable will be responsible for:

- Ensuring digital solutions are fully integrated into new, improved working practices, promoting the best interests of the whole police workforce, and the communities it serves.
- Enabling greater access and convenience around self-service where appropriate, both for staff and communities.
- Ensuring West Mercia Police produce, deliver and keeps under review a long term digital strategy for the force, which complements its vision and values.
- Maintaining compliance with key legislation and security.

3. West Mercia Police will establish and maintain a clear, strong identity with its staff, public and partners.

I will hold the Chief Constable to account to:

- Ensure West Mercia Police has a clear, single vision and values that all levels of the organisation are aware of, understand, support and actively work towards, to improve the service to the public.
- Ensure West Mercia Police has the resources and infrastructure needed to support, value and develop its officers, staff and volunteers, enabling them to deliver to the best of their abilities.
- Ensure a long term plan for policing in West Mercia is delivered and regularly reviewed to ensure maximum benefit for the community.

4. Ensure West Mercia's estate delivers the facilities police and communities need, in the most effective, efficient way possible.

I will:

- Deliver an estates strategy that meets community needs and supports the police's operational needs.
- Deliver a new police station for Redditch by October 2023 as part of a wider collaboration with Hereford and Worcester Fire and Rescue Service.
- Deliver redevelopments to improve the efficiency and effectiveness of West Mercia's police headquarters by 2022.
- Reduce the carbon footprint associated with the police estate.
- Work with the police and others to explore and maximise opportunities in respect of one public estate.

5. Resources will be prioritised towards frontline services to the public.

I will:

- Continue to increase Officer numbers in West Mercia.
- Increase proportions of annual budgets prioritised towards frontline services, through continued organisational efficiency and transformation.

The Chief Constable will be responsible for:

- Ensuring the benefits of mobile working are fully utilised by all officers, PCSOs and Special Constables to support increasingly efficient and effective policing in West Mercia.
- Ensuring emergency and non-emergency incidents are promptly responded to.

6. West Mercia will form partnerships in the best interests of local communities to reduce crime and harm.

I will:

- Work with my regional counterparts and wider partners to ensure we have the capability and capacity to tackle major challenges to public safety set out in the Strategic Policing Requirement.
- Support fire governance changes to deliver closer working with our local fire and rescue services where it is in the public interest, and in line with government reform.
- Develop partnership and collaboration agreements that clearly and demonstrably are in the interests of West Mercia's communities.

The Chief Constable will be responsible for:

- Engaging with partners and stakeholders where it is in the interest of the wider community.
- Developing more localised approaches to local needs, while maintaining consistent standards of delivery and outcomes across the force area.
- Having the necessary planning and resilience in place to be able to meet the resourcing requirements arising from any national threats, inline with the strategic policing requirement.



Reassuring West Mercia's communities

It is my role to be the voice of the public in policing. I will work tirelessly to ensure that voice is heard and acted upon. I will ensure the communities of West Mercia have a police service that understands the needs of the community it serves and the public can trust and have confidence in.

I am resolute in my commitment that 'the Community' must be at the heart of policing and I will work tirelessly to make it so.

Our communities should not only be safe, but feel safe too. People in West Mercia want greater visibility and accessibility from their police. These things will ultimately help develop and enhance engagement, transparency and, crucially, positive relationships between the police and the communities they serve.

Through West Mercia's Local Policing Community Charter I will ensure that the public can easily and conveniently access their police.

I will also make sure communities have the support they need to play their part in a safer West Mercia, working alongside or even leading with the police playing a supportive role in local initiatives.



Priorities

1. Ensure all communities have a voice that is heard within policing, criminal justice and community safety matters.

I will:

- Develop and implement a new engagement strategy to ensure I represent everyone in West Mercia.
- Develop new platforms and outlets to engage with under-represented voices from our communities, and ensure their needs and concerns are acted upon, ensuring that I am able to give a voice to those that may otherwise not be heard.
- Maintain a visible presence across West Mercia's communities, playing my part in community leadership.

- Actively engage with business communities, to ensure they get the service they need from their police force.
- Continue to carry out pro-active consultations with communities and partners on key PCC business, and demonstrate how these views have been considered and acted upon.

The Chief Constable will be responsible for:

- Increasing engagement with communities and partners to improve public confidence and community safety.
- Ensuring anyone needing a non-urgent appointment to see a police officer will be offered one within two days (48 hours), or at a later time by mutual agreement.

2. Ensuring all communities can access their police service quickly and conveniently when they need to.

I will:

- Ensure West Mercia Police set and consistently achieve targets regarding 999 and 101 calls.
- Support implementation of new platforms and technology, enabling the public to report crime and ASB in more convenient ways.
- Monitor performance around public perceptions of police accessibility and ensure improvements are delivered by West Mercia Police.

The Chief Constable will be responsible for:

- Ensuring appropriate West Mercia Police buildings are accessible to the public, with easy access to information through technology such as digital front counters
- Ensuring West Mercia Police is easily accessible to the public via a range of contact channels,

recognising that not everyone uses new technology.

- Increasing the use of mobile police stations across the force area, ensuring West Mercia Police improves accessibility and visibility.

3. Ensure West Mercia's Local Policing Community Charter delivers on its commitments to the public.

I will:

- Seek regular feedback from the public in respect of the commitments made in the Community Charter.
- Hold the Chief Constable to account for delivering the commitments, including increases in public confidence.
- Hold the Chief Constable to account for keeping the Community Charter under review, to ensure it continues to deliver what West Mercia's communities need most.

The Chief Constable will be responsible for:

- Delivering all aspects of the West Mercia Police Local Policing Community Charter.

4. Empower communities to contribute to community safety and play a leading role where appropriate.

I will:

- Create opportunities for community led initiatives and volunteering which have the potential to make a real difference on local issues.
- Work with West Mercia Police to continue to support watch schemes across the West Mercia area, building new relationships with communities and partners to deliver the best possible solutions to community issues.

5. Ensure all individuals and communities are dealt with fairly, equally and respectfully.

I will:

- Publish my equality, diversity and inclusivity objectives.
- Carry out my police complaint review duties to ensure the processes and outcomes provided by the police to complainants are reasonable and proportionate.
- Continue to run an effective independent custody visitor scheme, to provide reassurance around how people are being detained in West Mercia.

The Chief Constable will be responsible for:

- Delivering equality of opportunity for all its staff and volunteers and the organisation promotes a culture that fully embraces this.

- Ensuring officers, staff and volunteers reflect the demographics of the communities they serve.
- Ensuring the Code of Ethics is fully embedded and adhered to within West Mercia Police.
- Setting out levels of service that people can expect from their police force, in response to certain types of crimes and incidents.
- Ensuring there is a fit for purpose complaints process; enabling the public to raise their concerns or dissatisfaction and have a timely response.



Partnerships and collaboration

To successfully tackle crime and build a safer West Mercia it is crucial that partners work together. My role extends beyond policing and includes working with community safety partnerships and criminal justice partnerships amongst others. I am committed to bringing relevant partners together to tackle crime, the causes of crime, and support victims and offenders.

The Government's Beating Crime Plan and future legislative changes proposed in the Police, Crime, Sentencing and Courts Bill will provide new opportunities along with new responsibilities for partners and partnership working. I am committed to working with local partner organisations to develop strong partnerships that deliver on existing shared outcomes along with any changes arising from these new responsibilities.

I will work with regional and national partners on threats and areas of policing which go beyond a single force's boundaries, interests and capabilities.

These include national threats set out in the Home Secretary's Strategic Policing Requirement (SPR) currently identified as terrorism, civil emergencies, organised crime, threats to public order, large scale cyber incidents and child sexual abuse.

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

I will explore further operational collaboration with other police forces, particularly our neighbouring regional forces. I will also work with other Police and Crime Commissioners to improve and increase our collaborative working in respect of organised crime and criminal use of the road network, regional criminal justice and criminality in prisons. I will continue to explore further co-commissioning opportunities across the system with a focus on early intervention and prevention.

My role extends beyond policing and includes working with community safety partnerships and criminal justice partnerships amongst others.

I will ensure that there is effective regional and national oversight of counter-terrorism policing and other national collaborations including the National Police Air Service.

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



Performance and accountability

The public need to have confidence and trust in my work, along with that of the force. My holding to account programme provides a clear and robust way for me to closely scrutinise key areas of the force and to hold the Chief Constable to account for ensuring the force's efficiency and effectiveness. I will continue to use my holding to account powers to provide oversight and scrutiny of the force on behalf of the public, raising matters of community concern and ensuring any additional investment set out in the annual budget is delivered.

On publication of this plan I will begin publishing and regularly updating a statement which explains how West Mercia Police are contributing towards achieving the national priorities for policing. These priorities are to: reduce murder and other homicide; reduce serious violence; disrupt drugs supply and county lines; reduce neighbourhood crime; tackle cybercrime; and improve satisfaction among victims with a particular focus on victims of domestic abuse. I will work with the force to develop a performance framework which not only

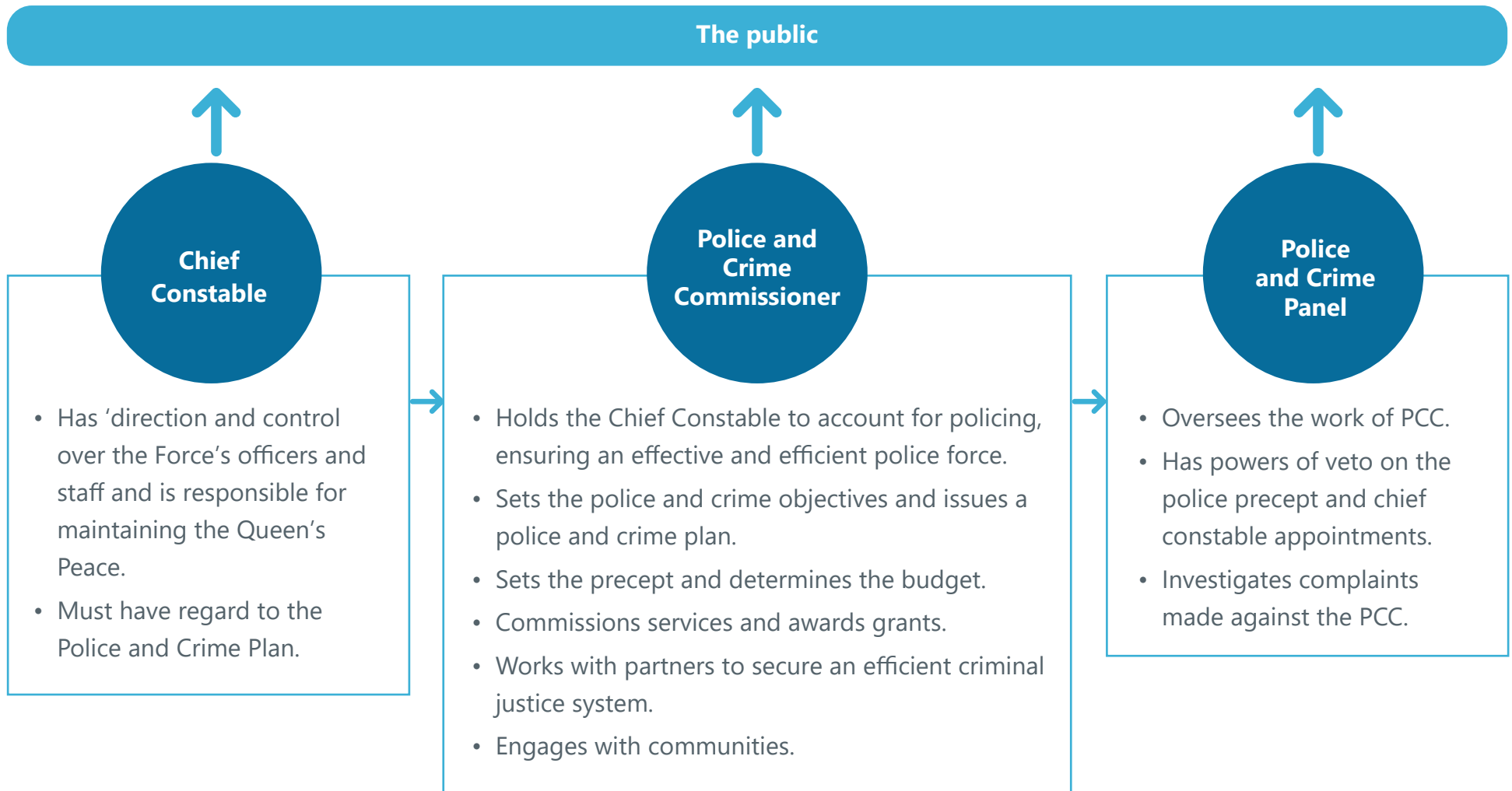
shows how the force is achieving these national priorities but also the outcomes I have set out in this plan.

In addition, I have revised my holding to account programme to include a number of dedicated performance meetings where the performance framework will be subject to closer scrutiny. Findings from the holding to account programme will be published on my website and will be available to view and download at any time from my website. I am also committed to making meaningful performance information more easily available on my website.

A delivery plan will be developed to enable me to monitor progress of both the force and my own office in achieving the commitments set out in this plan. The delivery plan will be a dynamic document that will be reviewed and updated on a regular basis and will be subject to external scrutiny by the West Mercia Police and Crime Panel.

The public need to have confidence and trust in my work, along with that of the force.

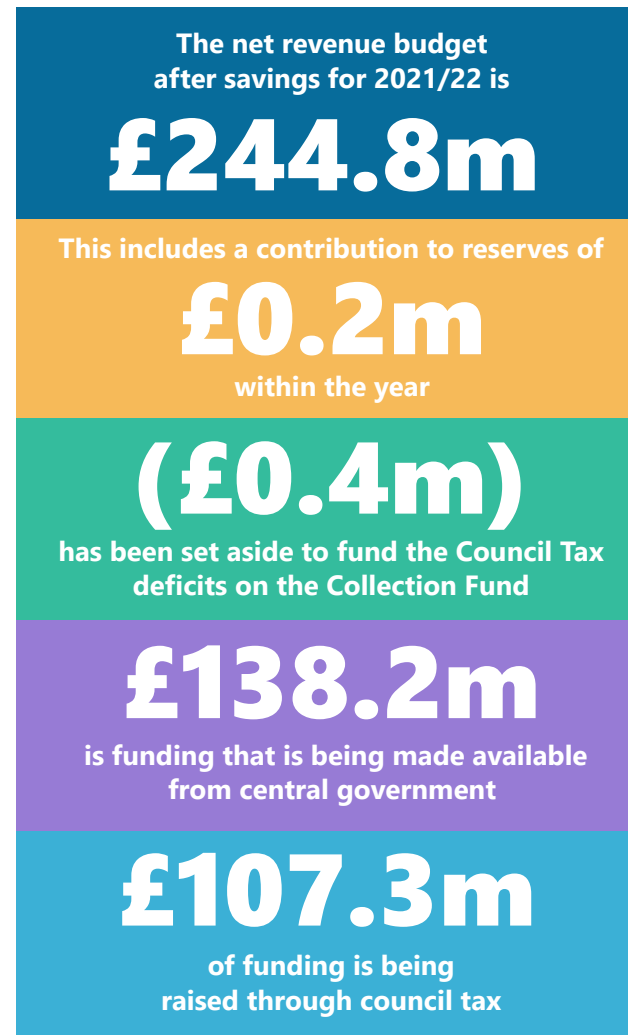
Performance and accountability



Resources

Financial resources

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



A value for money approach

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

- Set a balanced budget with services delivering best value for all those who live in, work in or visit West Mercia.
- Undertake a comprehensive review of the allocation of resources so that they are deployed effectively to meet community needs.
- Use monies from reserves on a prudent basis, and in doing so minimise their use.
- Hold the Chief Constable to account for the provision of sound financial planning that will ensure the force operates within the set budget and can clearly demonstrate good financial control.

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

Throughout my term I will invest in local, outcome-focused interventions and projects that demonstrate value for money.

Commissioning and grants

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

Throughout my term I will invest in local, outcome-focused interventions and projects that demonstrate value for money. The investments I make will be targeted towards early intervention and prevention activities, supporting victims to cope and recover, and reducing offending and reoffending throughout West Mercia. In every case I will ensure the best possible return on investment for our communities.

- I will invest in a variety of tailored services for victims including specialist support services and the West Mercia Victims Advice Line (VAL).
- I will maximise all available opportunities to secure additional funding to support my commissioned activity, to include joint commissioning opportunities where feasible.

- I will work with a variety of partners and stakeholders, including Community Safety Partnerships to target investment according to local need and demand.

My commissioning intentions will be set out in a Commissioning Strategy which will be subject to annual review and published on my website. Details of all the services I commission along with any grants I issue, including the standard conditions of grant are available to view and download on my website.

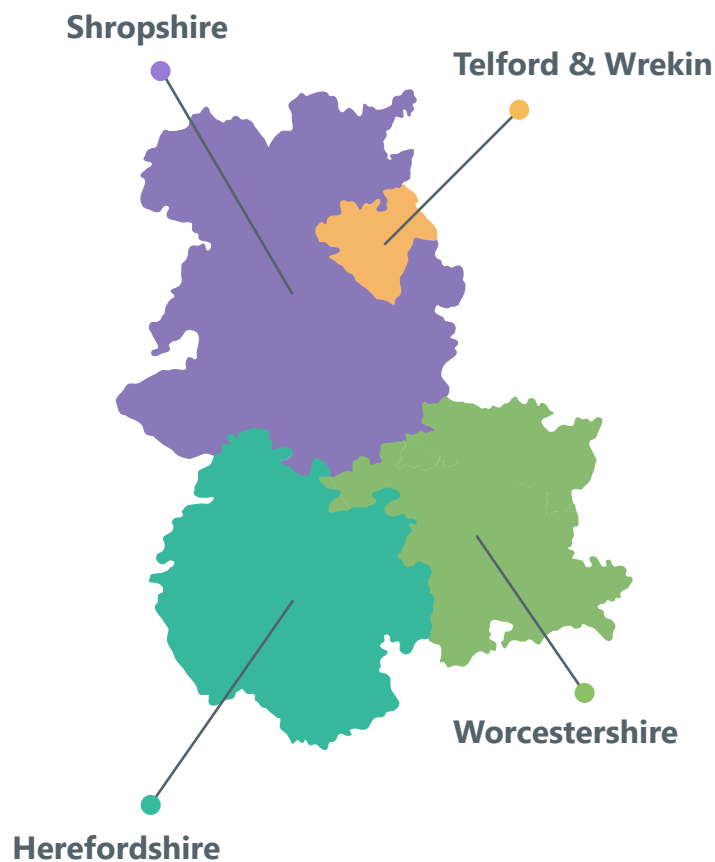
West Mercia policing area

People and communities

West Mercia is the fourth largest geographic police area in England and Wales, covering 7,428 square kilometres. West Mercia comprises of three unitary local authority areas; Herefordshire, Shropshire and Telford and Wrekin along with Worcestershire, a county council area with six district/borough/city councils. The West Mercia Police force is currently divided into five local policing areas aligned to local authority boundaries.

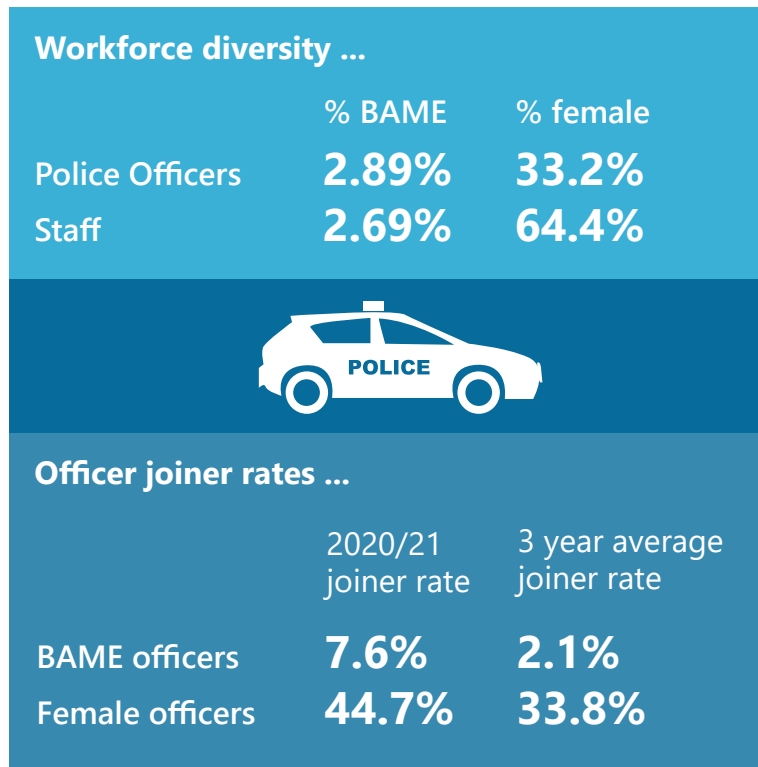
There are approximately 1.2 million people living in the area, this is projected to grow a further 1.5% by 2024. The majority (96.1%) of the population is white British.

Much of the force area is rural, especially in Herefordshire and Shropshire, but there are also urban areas of Hereford, Redditch, Shrewsbury, Telford and Worcester and small areas of social deprivation that are among the 10 percent most deprived areas nationally.



There are approximately 1.2 million people living in the area, this is projected to grow a further 1.5% by 2024.

West Mercia personnel in numbers



Figures shown are as at 1 April 2021

Plan glossary

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

Code of Practice for Victims of Crime in England and Wales (The Victims’ Code) – the Victims’ Code focuses on victims’ rights and sets out the minimum standard that organisations must provide to victims of crime.

Control Strategy – is an internal document outlining the policing priorities that have been identified as having the highest risk.

Community Speed Watch – the scheme enables volunteers to work within their community to raise awareness of the dangers of speeding and to help control the problem locally.

Criminal Justice System (CJS) – the collection of agencies involved in the detection and prevention of crime, the prosecution of people accused of committing crimes, the conviction and sentencing of those found guilty, and the imprisonment and rehabilitation of ex-offenders.

The Strategic Assessment – provides an overview of the current and medium-term future issues that affect, or have the potential to affect, West Mercia’s communities.

National Policing Priorities – the key national policing priorities are as follows: reduce murder and other homicides; reduce serious violence; disrupt drugs supply and county lines; reduce neighbourhood crime; tackle cybercrime and; Improve satisfaction among victims – with a particular focus on victims of domestic abuse.

Strategic Policing Requirement – is issued by the Home Secretary and sets out the key national threats that require a coordinated response in which resources are brought together from a number of police forces.

Victims Advice Line (VAL) – is a free and confidential service offering support to anyone affected by crime in West Mercia, whether they have reported it or not and regardless of how long ago it took place.

Contact your Police and Crime Commissioner John Campion:

01905 331656
opcc@westmercia.pnn.police.uk

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This document is available in other formats,
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