



West Mercia  
**POLICE**

# **Chief Constable**

## **Force Information Pack**

**September 2023**

## General information

West Mercia is the fourth largest geographic police area in England and Wales, covering 7,428 square kilometres. Our communities cover three counties: Herefordshire, Shropshire (which includes Telford & Wrekin) and Worcestershire with more than 1.3 million people living in the areas we serve.

Whilst many of its communities are rural there are significant urban areas and small areas of social deprivation that are among the 10 percent most deprived areas nationally.



The force has been actively recruiting additional officers to meet its new, increased establishment of 2496 in 2023/24, the highest level on record in the force. It also has over 200 PCSOs, more than 1700 members of police staff and dozens of volunteers (including the Special Constabulary).

Numbers of officers have increased significantly year-on-year through both national uplifts and local initiatives. This ambitious level of recruitment is already positively impacting our communities.

### Policing Plan and Budget Information

A copy of the current Police and Crime Plan, Budget Report, Community Engagement Strategy and other key documents are available on the following websites:

<http://www.westmercia-pcc.gov.uk>

<http://www.westmercia.police.uk/>

The latest published performance data can be found here: [Police Quarterly Performance Reports - West Mercia Police Crime Commissioner \(westmercia-pcc.gov.uk\)](https://www.westmercia-pcc.gov.uk/performance-reports)

## Force vision and values

The core elements of West Mercia Police's current strategic approach are its:

- Vision
- Organisational Priorities
- Values

All force officers, staff and volunteers are expected to live by these values day in and day out and underpinned by the Code of Ethics. All of the above are at the forefront of the force's priorities, plans and daily work. These are set out in the force Plan on a Page:



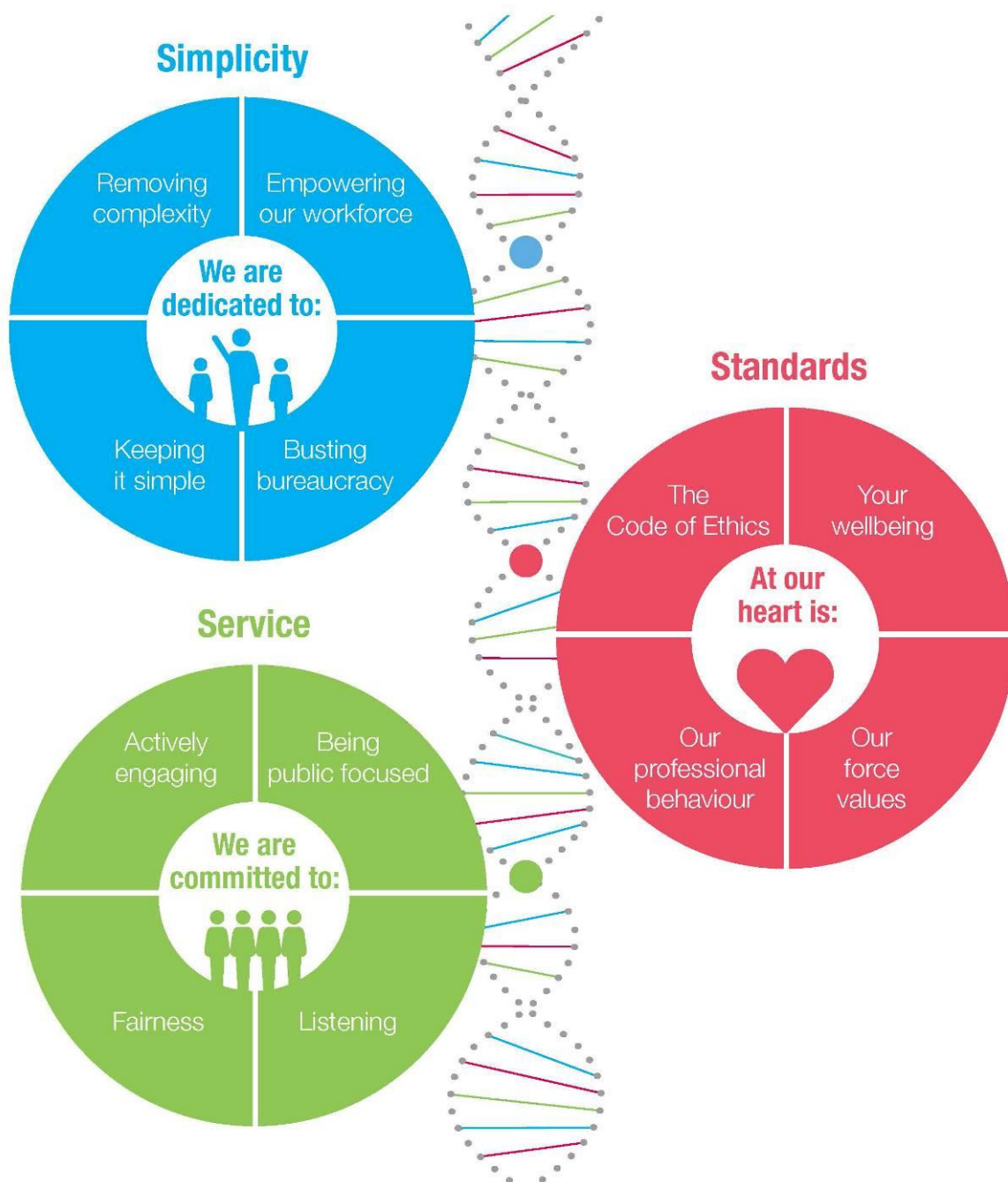
In a recent survey of more than 3000 local people, 94% stated that West Mercia Police has their support, with 80% confident that they would receive a good service from the police. Overall public confidence in West Mercia Police currently stands at 82%.

60% of residents think their police force are doing a good or excellent job, and 74% believe that West Mercia Police understand the issues in their community.

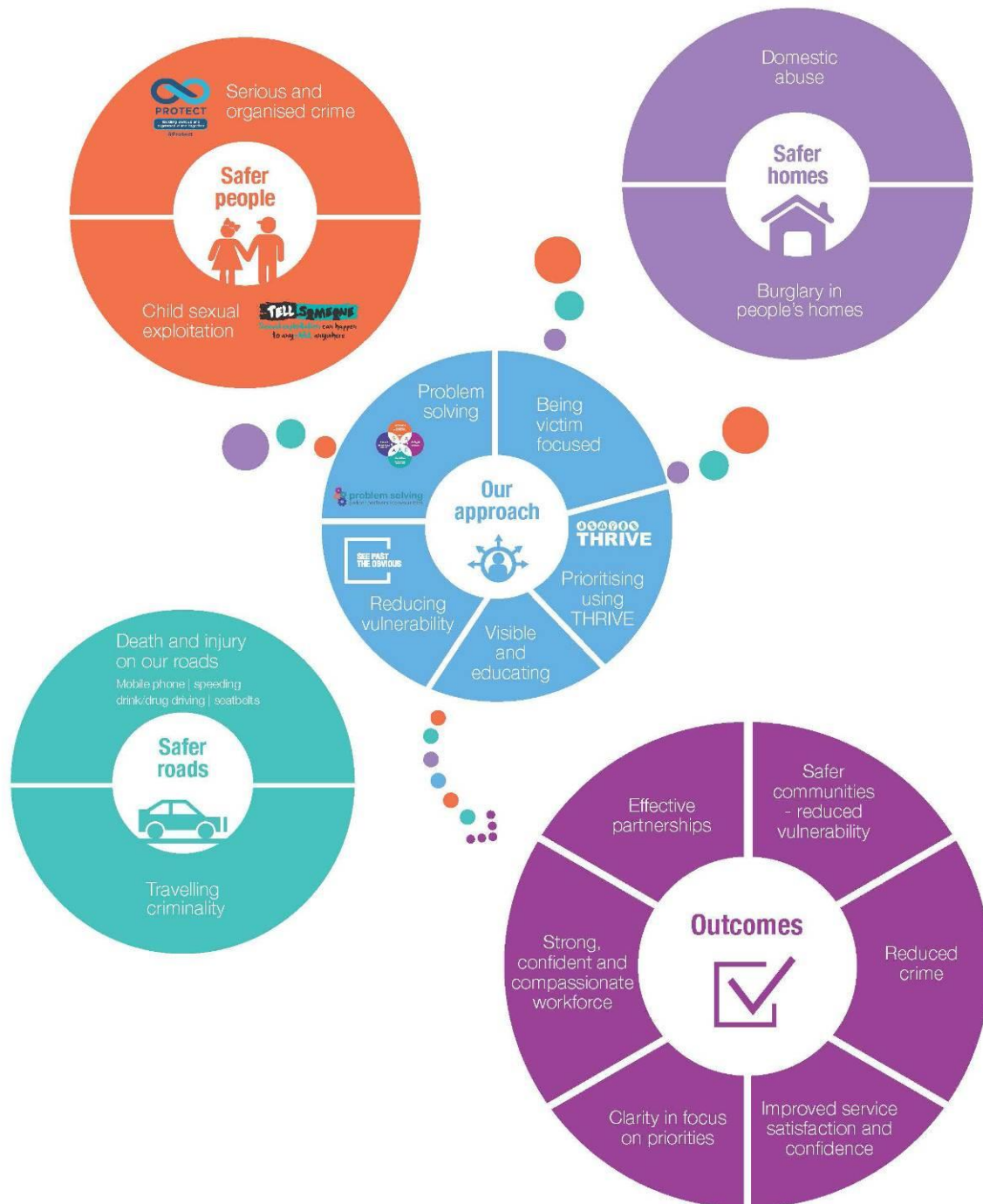
The force has plans in place, aimed at further improving these figures.

# Our service and leadership ethos

“Strong, confident and compassionate”



# Our policing priorities





## Policing West Mercia

Information relating to the policing of West Mercia can be found on the force's website <http://www.westmercia.police.uk/>

West Mercia Police has a Local Policing Community Charter, which makes commitments of service to local communities. This can be found here: [public-charter.pdf \(westmercia.police.uk\)](http://public-charter.pdf(westmercia.police.uk))

## People strategy

In order to meet the challenges of the next few years, organisational change within the police force will need to look to maximise the quality and effectiveness of policing output in order to protect people from harm. The force proposes that this will be delivered by ensuring the right people are in the right place at the right time, with the right skills and attitude to deliver.

The force's policing model and the shape and size of the organisation continues to change whilst demands continue to evolve. It is therefore vital that the police workforce and environment are shaped to meet such challenges.

Recruiting and retaining the right people and maximising the contribution each and every person makes is more critical than it has ever been to achieve the vision and support the delivery of policing services.

West Mercia launched its new People Strategy in 2020 with the focus of enabling its people to be the best they can be. The strategy has six core objectives:

- Building Strong, Confident and Compassionate Leadership

- Ensuring Personal Resilience
- Focused Development
- Attracting and Managing Talent
- Effective Workforce Planning
- Building a Professional Workforce



West Mercia Police seeks to develop and enable its leaders to achieve the best for themselves and their people, by recognising and nurturing talent for the future.

The force is committed to creating an inclusive environment where people feel empowered to exercise professional judgement, utilise their emotional intelligence and feel comfortable and confident to challenge. Ensuring people have the confidence and capability to deliver its vision and values by developing effective leadership qualities is pivotal. The force wants people to feel part of an organisational culture where they can be themselves, a culture that values diversity for the greater benefit of our communities.

The force also supports the National College of Policing leadership expectations which it endeavours to instil and develop at every level.

The police force invest in its people in a variety of ways which add value in order to develop a skilled, efficient and effective workforce that reflects the changing needs and demands of the police service.

Force vision and values are underpinned by a learning culture which embeds personal responsibility and continuous improvement in its people and the service it delivers.

## Health and wellbeing

The Health & Wellbeing of police staff is extremely important. The force works to ensure that the workforce understands their role in maintaining a healthy and safe working environment to protect themselves, their colleagues and the public we all serve.

The force recognises that it is its people who will deliver the vision of protecting people from harm. It is well known that when officers and staff are feeling well and satisfied with their work it will have a positive benefit for the communities we all serve.

There is a need to build on the good work to ensure that the wellbeing of the workforce is fully embedded within everything the force does.

## Diversity and inclusion

West Mercia Police serves approximately 1.3 million people. Promoting equality of opportunity and celebrating diversity is a fundamental enabler of the force's

overarching vision 'to protect people from harm'. It is intrinsic to organisational culture, underpins objectives and helps shape the way in which services are designed and delivered.

The force is committed to serving its communities and people, taking into consideration and listening carefully to stakeholders.

## Statutory duty

The force must remain mindful of its duties under the Equality Act 2010 which is the UK's discrimination law that protects individuals from unfair treatment and promotes a fairer and more equal society. The Act protects people from discrimination, harassment and victimisation in work, education and when accessing services.

In addition the Public Sector Equality Duty (PSED) came into force across Great Britain on 5 April 2011. It means that public bodies have to consider all individuals when carrying out their day-to-day work - in shaping policy, in delivering services and in relation to their own employees.

The force's aim is to increase trust and confidence and its approach is to empower communities to actively participate in delivering a fair and accessible police service for all.

## Force equality objectives 2021 - 2025

### Our Communities:

- *Understanding our communities: We will continue to enhance this through engagement and equality data analysis. This will help us to better understand the composition of our communities and help us to see any patterns of inequality or*

disparity.

- *Engagement and good relations: We will develop our engagement work with diverse communities and continue to work with our Independent Advisory Groups.*
- *Increasing confidence: We will be open and transparent as we build relationships with diverse groups, inviting scrutiny of information about important issues such as the use of force; stop and search; custody; hate crime and victim satisfaction.*

### **Our Partners:**

- *Understanding the Partnership Landscape: Through partnership working with for e.g. other Criminal Justice System agencies, Local Authorities, NHS or voluntary sector partners, where relevant, we will analyse information that highlights disparity in the services we offer and work collectively to place the needs of victims and service users at the heart of our work.*
- *Tackling Disparity: With our partners we will seek to reduce or eliminate disparity and improve services.*
- *Joint Services Delivery: We will work with partners to develop strategies that provide effective public services in our communities, particularly for those who are vulnerable to crime and have involvement with the criminal justice system.*

### **Our Organisation:**

- *Transparency & Scrutiny: We will make our organisation as transparent as possible and encourage scrutiny of our activities by Staff Networks, Independent Advisory Groups and other stakeholders.*

*We will ensure that through this greater involvement, we will respond to feedback to improve our service. We will publish our equality data.*

- *Developing our workforce: We will develop all our officers and staff so that they have a strong awareness of how equality, diversity and inclusion supports us to achieve a positive, dynamic working culture and a truly effective police service.*
- *Understanding our workforce: We will improve our understanding of the makeup of our workforce by putting systems in place to better analyse equality, addressing any under-representation or disproportionality through innovative recruitment, retention and progression strategies. We will engage and involve the workforce in embedding inclusive practices.*

