



End of term report



John Campion
Police and Crime Commissioner
West Mercia



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Foreword from PCC John Campion

I write an end of term report to demonstrate the progress that I have made, and by working in partnership with West Mercia Police and other key partners, in delivering my Safer West Mercia Plan.

With this being a three-year term, due to the Covid pandemic, it reinforced the need to act quickly. Despite the shortened term of office, my aspirations for our communities were and continue to be in no way shortened. I am focused on doing everything in my power to improve the service the public receives from their police force, ensuring people are protected from harm and that they feel safe, and are safe.

Over the last three years, I have been proud to allocate more than £3 million in funding for victim services, recognising how important it is that victims and survivors of crime have access to the right support in order for them to cope and recover. I continue to focus not just on the victim service provision, but also the prevention element to ensure that harm isn't caused, and crimes are prevented from happening in the first place.



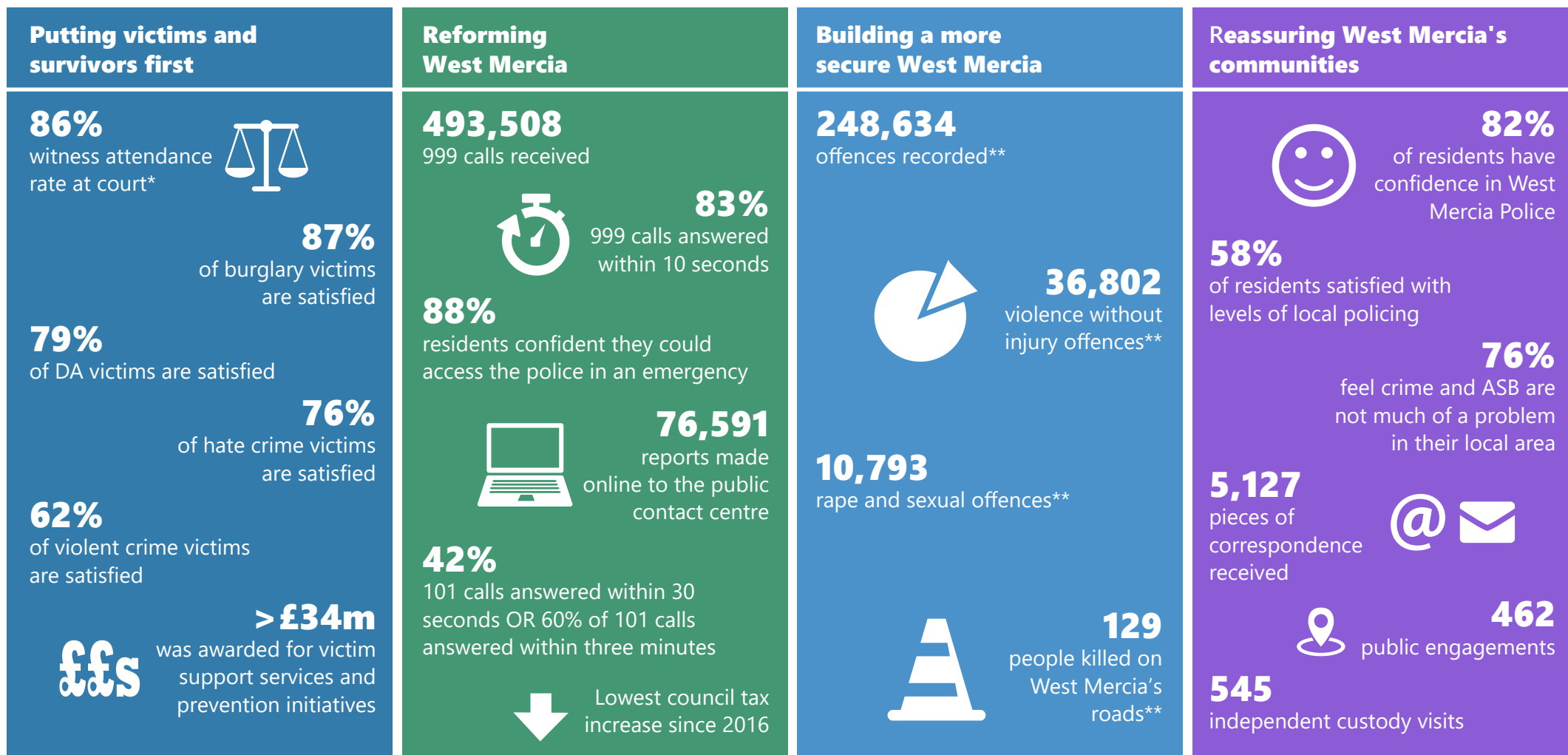
I continue to balance my role of challenging and supporting West Mercia Police, steadfast in refusing to accept that our communities should receive anything less than a high-quality service from their police service. I am also committed to ensuring the force is focused on transformation, which is central to delivering ever more efficient and effective policing. This is reflected in my ongoing investment in ICT and the police estate, in order to deliver innovative projects that improve joint working between emergency services.

A central tenant of my Safer West Mercia Plan recognises the importance that the public places on the accessibility and visibility of police officers. Which is why, as part of my budget setting each year, I have continued to ensure investment and resources are focused on boosting police officer numbers. Building on the support that was given by the Government as part of the national Police Uplift Programme, I have boosted police officer numbers by 256 since 2021 – this has resulted in the force reaching its highest establishment figure on record.

I am committed to building a safer West Mercia, with this report explaining the work that has been undertaken to deliver on my priorities on behalf of our communities.



Overview of term in numbers



* Q3 23/24

** April 21- December 23



2021-22

2021-22 highlights

May

- John Campion is re-elected as the PCC for West Mercia and is officially sworn into office.
- The PCC secures £2 million for victims of violence and abuse.

£2M

July

- Majority of Covid restrictions are lifted.
- A new Chief Constable is confirmed for West Mercia.
- Community messaging platform, Neighbourhood Matters, launches.



September

- Sentencing takes place, following the murder of Sarah Everard, prompting a greater focus on violence against women and girls.

June

- PCC secures more than £800k to deliver the Safer Streets the initiative in Redditch and Sutton Hill, Telford.

£800k



August

- PCC launches consultation on his Safer West Mercia Plan and the focus for policing.
- PCC secures £455k to support the delivery of domestic abuse perpetrator programmes across West Mercia.

October

- PCC secures £1m, as part of the Safer Streets fund, to tackle violence against women and girls.

£1M

November

- PCC announces two Assistant PCCs to focus on engaging with communities and ensuring their voices are heard.



January

- PCC commits to a further 125 police officers as part of budget proposals.
- Planning is submitted for a new joint police and fire hub in Redditch.

March

- Online Safety Bill is introduced by the Government.



December

- PCC invests a further £50k for e-bikes to support West Mercia Police be more visible in communities.



February

- PCC invests £100k to tackle fly-tipping.



Summary of activity 2021-22

Putting victims and survivors first

I'm committed to ensuring that people are at the heart of my Safer West Mercia Plan, and this includes putting victims and survivors right at the centre of the criminal justice system. I want every victim to get support that is tailored and appropriate and helps them to cope and recover with whatever harm has come to them.

Within this section, I will be highlighting the services I have been proud to support which are focused on providing support to victims of a number of serious crimes.

- In May, I secured **£2 million** from the Ministry of Justice (MoJ). This funding was allocated to AXIS and the West Mercia Rape and Sexual Abuse Support Centre (WMRSASC) to fund 20 new Independent Domestic Violence Advisor (IDVA) and Independent Sexual Violence Advisor (ISVA) roles. This allowed specialist support to be given to young people and children, as well as people with physical learning difficulties and within minority groups.
- In June, I secured further MoJ funding of **£250k** to enable specialist support services to help abuse victims. One of which being Parental Education Growth Support (PEGS) to support parents who are abused by their children, be it physical, financial, emotional, or sexual behaviour displayed by children of any age. This was backed with a further £10k in February.
- Following the impact of the Covid pandemic, in July I provided further funding, on top of the **£1.7 million** allocated, to **WMRSASC** to ensure the service could continue providing vital support for victims of rape.
- In July, I called for the Government to provide financial support regarding **Op Lincoln** investigation, into the care of mothers and babies at the Shrewsbury and Telford NHS Trust, in order to ensure those affected were supported appropriately as the investigation is carried out.

- In August, I was pleased to allocate more than **£455k** to support domestic abuse perpetrator programmes, **Male and Masculinities and My Time**, as well as a consultant to assess what is needed in order to deliver a West Mercia wide programme.
- Following a successful bid to the MoJ's Critical Support Fund, I was able to provide **£350k** to a variety of services, such as the **Shropshire Domestic Abuse Service**, that support victims of domestic abuse and sexual violence.
- After **violence against women and girls** (VAWG) became more prevalent in the media, in December I provided more than £9k to provide drink spiking training as well as funding for **90,000 bottle spikeys** and **50,000 drink covers** for people to use when out in the nighttime economy.
- I have been proud to fund the **DRIVE** project, which is focused on working with perpetrators of domestic abuse and challenging them to change their behaviour. In January the funding was extended for a further three years totalling **£2 million**.



Putting victims and survivors first



£9.752m

was spent in total on commissioned services, which includes prevention projects which are outlined in 'Building a More Secure West Mercia'



57,097

victims were contacted by the Victim Advice Line, with **97%** reporting a positive outcome in the same period

1,600

victims were referred to Victim Support for support with identified needs and longer-term support. **89%** of those leaving the service felt better able to cope



70%

of victims were satisfied with the overall service provided by West Mercia Police



100%

69

cases were referred to the Victim Support Restorative Justice service with **100%** of victims leaving the process reporting feeling better able to cope and recover, 94% reporting improved wellbeing



1,678

victims were referred to the ISVA service for advocacy and support



940

high risk victims of domestic abuse were supported by the West Mercia Women's Aid IDVA service with **90%** seeing positive outcomes and a reduction or end in physical abuse

Building a more secure West Mercia

As PCC, reducing crime, re-offending and ensuring people are safe remains a key commitment of mine for the communities of West Mercia. Being safe is non-negotiable and I will continue to ensure the police have the resources, plans and focus they need to relentlessly fight crime and keep all of our communities safe from harm.

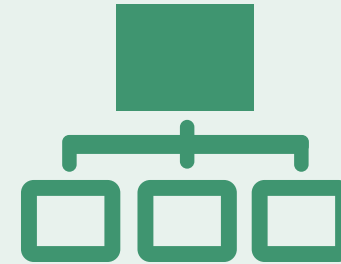
The following will highlight how I delivered on that commitment:

- As a result of the Government's Police Uplift Programme, and further investment from my 2021 budget, police officer numbers were to reach the highest level with **165** extra police officers since the national programme began two years ago, with an additional 56 joining in October 2021.
- In June, I was pleased to start working with local authorities to deliver community focused projects in **Greenlands**, Redditch, and **Sutton Hill**, Telford, after securing **£800k** from the Government's **Safer Streets** fund.
- Understanding the impact water safety can have on people and their families and friends, through working with **RLSS UK**, I funded a dedicated Water Safety Education Manager to produce resources for young people and prevent water deaths. In February, supporting the theme of water safety and wider rescue work, I provided **£78k** to **West Mercia Search & Rescue** (WMSAR) and the **Severn Area Rescue Association** (SARA) to continue their work in search and rescue.
- As a result of money seized from proceeds of crime I, along with regional PCCs, gave money to the **DIVERT** project to offer early intervention to those who were found in possession of small amounts of drugs.
- In July, the Government produced a VAWG strategy which outlined their commitment to tackle the crimes that were causing concerns amongst females. I was therefore pleased to secure **£1 million**, as part of the **Safer Streets** fund, to tackle **VAWG**. The funding allowed for local projects to focus on education and improved lighting and landscaping in public spaces such as parks.

- Through working with West Mercia Police and **Fearless**, I supported the delivery of a series of workshops, aimed at young people aged between 10 and 18 years old, at risk of becoming involved in **knife crime**. The workshops in North Worcestershire had Pride of Britain winner Hezron Brown involved to speak to the young people about his experiences.
- Supporting my focus on VAWG, I provided more than **£4k** for **self-defence classes** to be delivered across West Mercia.
- After an increase in the volume of homicides was seen across West Mercia, I held a **holding to account** meeting seek assurance from the Chief Constable about what was being done to tackle this.
- With concerns of fly-tipping regularly raised in correspondence to my office, I provided **£100k** to tackle **fly-tipping** by opening a grant round for local authorities to apply for a portion. I also provided **£10k** for a **tyre tagging** scheme, which is an extension of the Smartwater property marking initiative.

87,059

offences were recorded



5

Rural and Business Officers funded to work with communities on crime prevention and awareness raising initiatives

£50K

given to each of the local policing areas (a total of £250K) to support small, localised initiatives focused on issues such as road safety and diversionary activity in the form of sports



2

Exploitation and Vulnerability Trainers whose aim is to make people aware of the signs and symptoms of exploitation, particularly amongst vulnerable and young people



Reforming West Mercia

I want the organisation to be one that uses its resources efficiently and effectively so that it maximises its service delivery to the public. Reforming West Mercia Police is a key part of what I want to deliver as PCC and is vital to respond to the current economic challenges, particularly the rising inflation that we have seen since the pandemic which ultimately impacts on costs. My focus for reform is very much on the police estate, technology, and people.

- In April an in-house estates service, that supports both West Mercia Police and Hereford & Worcester Fire and Rescue Service, went live following a smooth transition from Place Partnership. This decision was made with the intention that this solution would provide a more dynamic and responsive approach to the force's needs. Both the force and I recognise that police officers, staff and volunteers need a **fit-for-purpose estate** and that progress in this business area had been too slow.
- As part of my commitment to reduce the **carbon footprint** of policing, whilst also boosting visibility of police officers in communities, I funded an **e-bike** for the Malvern policing team. Due to the success of this, I invested a further **£50k** for more e-bikes to be distributed across the force area.
- By working in partnership with Redditch Borough Council, Worcestershire County Council and Hereford & Worcester Fire and Rescue Service, a site was identified to build a new, fit-for-purpose, **joint police and fire station** at the heart of the community in **Redditch**. The overall approved budget was £20 million, in order to deliver a project that will enable improved joint working.
- After committing to a four-year investment in **improving the ICT** across West Mercia Police, 2021 saw an increased focus on building the infrastructure to support the development of the technology. There was also a significant investment in digital forensics to ensure that the police have up-to-date technology to investigate crime and provide faster outcomes.

- Recognising the importance of ensuring crimes are investigated properly, I committed to fund increased capacity within **investigations**. A total of 17 posts were funded to investigate the crimes that cause the most harm in society such as homicide, sexual violence, and domestic abuse.
- Following a rigorous selection process, Pippa Mills was confirmed as the **Chief Constable** for West Mercia. This represented a milestone for the force as her appointment saw the first female Chief Constable in the force's history.
- Joint working between my office, West Mercia Police Dogs Section, and the Dogs Trust, saw the launch of a new **Animal Welfare Independent Visitor's Scheme**. The scheme, which is managed by the Independent Custody Visitor Coordinator, aims to ensure the welfare of those animals working within the force is protected.

£245.5m
budget



167,674
999 calls
received



253
new starters into West Mercia Police,
36% were female and 3.6% came
from an ethnic minority background

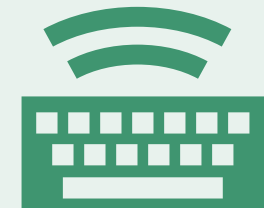
91

additional police
officers - 40 of which are
allocated into patrol to
further boost visibility
and public confidence



22,432

reports made
online to the
public contact
centre



20%
reduction in the
digital backlog as a
result of investment
into digital forensics

Reassuring West Mercia's Communities

I am clear that our communities not only are safe but feel safe too. People also need to be able to engage with both myself and their police to be confident that we are visible, accessible, understanding of local priorities and able to tackle them effectively.

I am committed to ensuring the public voice is reflected in policing and the decisions I make on their behalf. As I started this new term, I was pleased to see progress in a number of areas focused on boosting confidence, engaging with communities and priorities are focused on community concerns.

- A key milestone, in improving engagement with communities, was the introduction of **Neighbourhood Matters**. This alert system enables residents, businesses, and community groups across West Mercia to find out more about what is happening in their local community. An upgrade, a few months after its launch, made it easier for people to contact their local policing teams directly so they can raise any concerns and provide feedback.

- Addressing the public concerns around **road safety**, work began in July on an **average speed camera** scheme on the A449 in Worcestershire.



- As part of the VAWG agenda, I funded **10,000 personal safety alarms** which were distributed across West Mercia to help people feel safe when out alone.
- A few months into this term, I launched a public consultation to give communities the opportunity to shape the final version of my **Safer West Mercia Plan** and the focus for policing in the coming years.
- I re-launched my **Town & Parish Council survey**, after running it annually in my previous term, to seek to understand views and priorities of councils across West Mercia. The top three concerns were road safety, rural crime and anti-social behaviour.



Local Policing Community Charter

As part of my budget development for 2021/22, I worked with West Mercia Police to agree a new **Local Policing Community Charter**. This Charter was designed to set out clear commitments from the force as to how it will improve delivery against key community priorities, ensuring all the additional resources secured in the budget are fully utilised, and is felt and evidenced in all our communities across West Mercia.

The charter is based upon six principles:

1. Visibility and accessibility
2. Responding to communities
3. Prevention
4. Vulnerability
5. Relationships
6. Partnerships

Public engagement

- I was pleased to recruit two part-time **Assistant PCCs** to focus on working with communities by covering the north and south of the force area.
- In 2021 I, along with my Deputy and Assistant PCCs, carried out more than **130 engagements** across communities. This includes meeting with commissioning services as well as community groups.
- With the majority of Covid restrictions lifted on 19th July, I was keen to continue my series of public engagements. I announced I would be carrying out a series of **autumn events** in September covering Shropshire, Herefordshire, and Worcestershire.
- In September, as part of a **roadshow**, the Chief Constable and I visited businesses, local projects, community groups and residents across West Mercia to understand concerns and whether they feel engaged with.
- Engaging with the public, when setting my budget, is very important. I do this in order to ensure I am incorporating the public's views into my decisions from the very beginning of the process. As well as taking feedback from public engagements, I carried out my formal **budget consultation** for 2022/23 in December.
- To ensure the communities of West Mercia are aware of the work I am doing, I issued more than **120 press releases and statements** in 2021.
- I received more than **1,600** pieces of **correspondence** into my office.



2022-23

2022-23 highlights

April

- PCC launches public consultation regarding priorities in advance of planning the budget.



June

- PCC launches summer events programme to engage with communities.



August

- PCC takes up the role of Senior Responsible Officer for the two Combatting Drugs Partnerships in West Mercia, following the launch of the Government's 10-year drugs plan.
- PCC gives go ahead for new police firearms training centre.

10-YR PLAN

May

- Tracey Onslow steps down from the role of Deputy PCC, opening up the opportunity for someone new.
- PCC welcomes improved call handling times for 999.



July

- Independent Inquiry into Telford Child Sexual Exploitation (IITCSE) is published.

IITCSE

September

- PCC commits £900k to reduce the number of people killed or seriously injured on West Mercia's roads.





October

- PCC allocates £54k to Victim Support to deliver work to tackle hate crime.
- PCC launches Pin Your Poppy community project to remember service men and women, past and present.

December

- The PCC funds £13k towards a pilot scheme trialling CCTV in taxis in Telford & Wrekin.



February

- PCC's budget proposals receive backing from Police and Crime Panel, seeing £14.3m more funding going into policing.
- Plans approved, and contractor identified, for new joint police and fire hub in Redditch.

£14.3M

November

- West Mercia's Steer Clear programme, focused on tackling knife crime, receives a national recognition.



January

- Government announces commitment to check all current police officers against National Police Database.

DATA

March

- The Casey Report, into behaviour in the Met, is published.
- Police officer numbers reach a historic high in West Mercia.



Summary of activity 2022-23

Putting victims and survivors first

- To support ex-service personnel integrate into civilian life, and prevent them from coming into contact with the criminal justice system, I invested **£25k** in the **Remember Veterans** scheme.
- In July, the **Independent Inquiry into Child Sexual Exploitation in Telford (IITCSE)** was published and outlined 47 recommendations, 13 of which include West Mercia Police and two for my office. In a public statement, I acknowledged the fact that victims and survivors, along with their loved ones, had been let down and I was sorry that this had happened. I outlined my commitment, which remains the case today, that I would ensure that lessons are learned to ensure no further harm is caused.
- I secured a further **£1.9 million** from the MoJ to support victims of domestic abuse and sexual violence.
- Further funding secured from the MoJ enabled a specialist **Sexual Abuse and Violence Navigator** post to continue in the Victim Advice Line up to 31st March 2025.



- With a rise in hate crime recording, and recognition that many incidents go unreported, I was pleased to grant **£82,000** towards Victim Support's hate crime engagement and awareness project '**I am ME!**'. More than 500 people were engaged with at the training and outreach events.
- The **Kulpa app** was piloted in West Mercia aimed at supporting victims of domestic abuse and sexual violence. The app was developed to capture best evidence in the form of forensic quality photographs of injuries.
- 2022 saw delivery of the second of a three-year contract with West Mercia Rape & Sexual Abuse Support Centre (WMRSASC) for the provision of **ISVAs**. The annual budget for this invaluable provision was **£1,898,936**.
- I raised concerns about the **backlog of cases** waiting to go to court, with these delays having a significant impact on victims and survivors waiting within the system.
- The court backlogs also raised the need for a review to be carried out of the **West Mercia Local Criminal Justice Board (LCJB)**. I carried out this review in January 2022 to determine new priorities for the Board, with a supporting delivery plan and the development of performance metrics to measure activity. Some of the new priorities included prevention, improving timeliness and quality, and improving the victim experience.
- Over three years, I committed **£492,175** for **AXIS Counselling** to deliver a range of therapeutic counselling services to victims and survivors of sexual abuse in Shropshire and Telford. This funding included specialist provision to support victims and survivors that have learning disabilities or difficulties, alongside specialist support for children aged 5-10 years-old.
- In June 2022, I hosted a '**Listening to the Voice of the Victim and Survivors**' conference where we were fortunate to be joined by some survivors who shared their experiences of the criminal justice system in order to make improvements.
- Following this conference, I established a **West Mercia Joint Strategic Sexual Assault and Abuse Board**. The overall aim being to improve outcomes for victims of sexual abuse and assault.
- I was pleased to jointly commission **DRIVE** with Herefordshire and Worcestershire local authorities to roll the perpetrator programme out across more areas in West Mercia for three years.

- Through a partnership, led by the Herefordshire and Worcestershire Integrated Care Board (ICB) and Shropshire, Telford and Wrekin ICB, **£1.3 million** was secured from NHS/ EI funding for the development of a **Complex Care Pathfinder** for victims of sexual violence.
- In order to help investigations move more quickly and ensure victims can have their devices returned to them quickly, I committed an investment to **digital forensics**.
- In January 2023, I began a review of the **West Mercia Victims' Board**. This included setting clear priorities, a delivery plan and the development of performance metrics. A case studio is also presented at each meeting to ensure the **victims' voice** remains central to the work of the board.
- **£11.291 million** was spent in total on commissioned services, which includes prevention projects which are outlined in '**Building a more secure West Mercia**'.

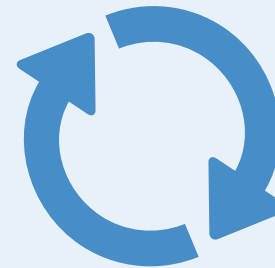
2,421
new referrals to Women's Aid IDVA service



67
restorative justice cases were referred to Victim Support - 100% of those that engaged reported an increase and improvement in their ability to cope after the crime



£3.5m
allocated spend for victims' services



1,622
referrals were made into the ISVA service, with 2,650 going onto receive longer term support and advocacy

15,000+
victims with identified needs contacted by Victim Advice Line - support offered to 6,215 victims who requested it



1,480
victims were referred into Victim Support to receive support from multi-crime Victim Care Co-ordinators



Building a more secure West Mercia

- **125** additional police officers were recruited.
- I commissioned **DIVERT**, with my regional counterparts, using monies seized regionally from proceeds of crime. DIVERT is focused on improving treatment pathways, diverts drug users from long-term drug use and reduces drug-related crime.
- In order to deliver the outcomes within the Government's "From Harm to Hope" 10-year drugs plan, I took up the role of Senior Responsible Officer for the local **Combatting Drugs Partnerships**. I am committed to work tirelessly with partners to deliver the outcomes, including: less drug-related crime, stronger families and communities and fewer drug-related deaths.
- In May, I announced that the **Steer Clear** project, focused on tackling knife crime, would be extended to cover Herefordshire. This supports my commitment to ensure that West Mercia remains a low knife crime rate. This project went onto receive national recognition by winning a **Howard League Community Award**.
- To support the delivery of the Government's new **Serious Violence Duty**, which commenced in January 2023, I was successful following a bid to the Home Office for **£789,003** (up to 2025). This funding allows me to support partners in exercising their requirements under the Duty.
- I increased the funding to WMRSASC by a further **£205,000** for the provision of **Branch** as well as the **Purple Leaf** prevention service. The services are focused on working with children and young people with an increased risk to child sexual exploitation.
- I worked with partners to secure an additional **£1,774,964** in funding for 2023/24 and 2023/24 from the fourth Home Office **Safer Streets** fund. The four bids covered West Mercia and focused on improving the night-time economy, reducing anti-social behaviour and improving lighting and CCTV.

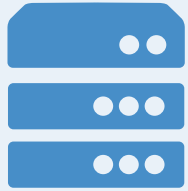


- Through working in partnership with Telford & Wrekin Council to deliver the **Safer & Stronger Communities** project, targeted activity saw a reduction in anti-social behaviour, crime levels and fly-tipping.
- I invested more than **£900,000** into three measures to curb harm on the **roads** across West Mercia. **£365,800** of which was allocated to increase West Mercia Police's Road Safety team by 11.5 full-time officers.
- I have invested circa **£74k** in **RoadPeace** to ensure injured and bereaved victims of serious injury collisions receive the support they need.



- I continued to invest in the **MORSE project**, a total of **£229k**, to focus on making roads safer by understanding the root causes of dangerous driver behaviour. In 2022/23, 190 referrals were made into the project.

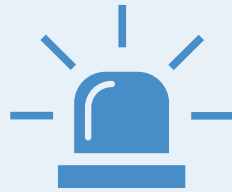
- I allocated **£20k** into each local policing area for my **Road Safety Commissioner's Fund (CCF)**. This funding was accessible for local communities to fund projects designed to improve safety on the road.
- Following a successful application to the Home Office, I secured **£487,405.40** to deliver a further 12 months of low to medium risk perpetrator programmes designed to tackle **domestic abuse**.
- I committed to a three-year fixed funding arrangement with the **Community Safety Partnerships (CSPs)** (2022-2025). Each CSP was allocated **£636,541** per year to fund community projects.
- I also provided **£20k** to each of the five CSPs for invest in **CCTV** projects, which included control suite upgrades and installation of new cameras.
- As part of my **Commissioner's Community Fund**, I made available **£30k** to each of the local policing areas (at a total of £150k) to support small, localised initiatives.
- In addition to the '**mini police officer**' signs I have made available for schools, I funded a further **60** to remind road users to be considerate when driving and parking near schools.



94,832
offences were recorded

21

county lines closed down
by West Mercia Police



27,991

requests were made via West
Mercia Police's online reporting
methods – a 25% increase on
the previous year

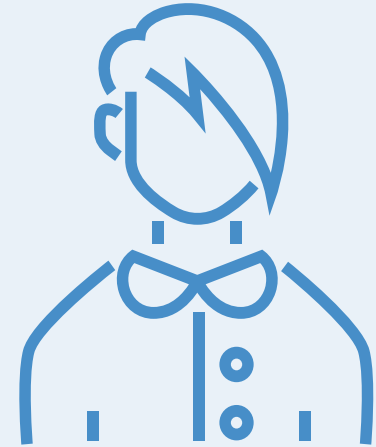
£53,388

in funding is given to deliver DIVERT
programme, focused on drug-related
crime (the programme has supported
237 people out of 741 referrals, whose
typical drug of choice is cannabis)



631

children and young people,
aged 10-17 years-old,
received support from the
CLIMB project which is
delivered by the Children's
Society (the project works
with children and young
people who are displaying
early indicators of being
at risk of, or involved in,
criminal exploitation)



2,431

children and young people across
Herefordshire, Worcestershire and
Shropshire received either a group or
1:1 session through the Purple Leaf
prevention service



95

people were referred to the RoadPeace
service, of which more than half were
bereaved victims and 22 were witnesses
to fatal collisions





Reforming West Mercia

- The **budget** for the year was set at **£260.5m**, an increase of £15.6m on the previous year.
- As part of my budget proposals for 2022/23, I committed to a further **125** police officers to build on the need to improve the response from, as well as visibility and accessibility of, police officers across West Mercia. This investment took the establishment figure up to **2,456**, which represented a historic high.
- In addition to the boost in police officers, the budget proposals saw **55** police officers go into new **Neighbourhood Crime Fighting Teams** and **10** police officers into **Community Safety Engagement** Officer teams.
- In May, Tracey Onslow made the decision to step down from the role of **Deputy PCC**, which opened the opportunity for someone new. Marc Bayliss went on to be confirmed as my new Deputy PCC a few months later.
- In February, plans were approved for a new **joint police and fire station in Redditch**, with construction company 'Speller Metcalfe' appointed to construct the building. This innovative project, in partnership with Hereford & Worcester Fire and Rescue Service, enables improvements for vital emergency services.
- Building on my commitment to invest in the police estate, I have been pleased to work with partners to deliver **co-location** projects across West Mercia. This has included local policing teams moving into town council buildings or with fire services. This ensure efficiencies are made, but presence is maintained in communities.
- To ensure the West Mercia Police maintains compliance with national standards around officer training, I was pleased to give the go ahead for a new fit-for-purpose **firearms training facility** at the force's headquarters in Worcestershire.

- Continuing my commitment to reducing the carbon footprint of policing, I funded a further **10 e-bikes**, bringing the fleet to 20.
- 2022/23 saw a significant upgrade in the **support infrastructure** for running IT applications, which enabled the rollout of Microsoft 365 to start.
- At a regional level, I continue to work with regional colleagues to ensure the four forces meet their obligations under the **Strategic Policing Requirement (SPR)**. A revised version of the SPR was published in February 2023. The revised SPR provided strengthened detail around the action required from policing at the local and regional level to the critical national threats.
- In March 2023, myself and the regional PCCs held a third 'deep dive' session with the **West Midlands Counter Terrorism Unit (WMCTU)** focusing on the regional threat and risk picture.
- Addressing concerns that had been raised by residents, about the delays in receiving a new or updated firearms licence, I announced an investment of £200k to address the backlogs. The funding will enable West Mercia Police's **Firearms Licensing Unit** to deliver a faster and more convenient service without compromising public protection and safety.

- Following the murder of Sarah Everard, **Baroness Casey** carried out a review into the standards of behaviour and internal culture of the Metropolitan Police Service. This report shone a light on some shocking failings of the Met, which included the standards of **vetting**. I therefore welcomed the Government's commitment to check all current officers against the Police National Database, in order to provide additional scrutiny and build confidence in policing.





Reassuring West Mercia's communities

- Understanding the concerns from the public around contacting West Mercia Police in a non-emergency and emergency, I was pleased to see improved call handling times for **999** in May. More than **90%** of **999** calls transferred to West Mercia Police were answered within **ten seconds**.
- In May, I ran my annual **Town & Parish Council Survey**. I received **144** responses and the top three community concerns identified were: road safety (32%), crime (22%) and ASB (11%).
- **"I expect change, I expect better"**. In the past 12 months, three officers from West Mercia Police have been dismissed, or would have been dismissed had they had not resigned, for abusing their position for sexual purposes. Added to the challenge of building people's confidence and trust in their police force.

Public engagement

- In 2022 I, along with my Deputy and Assistant PCCs, carried out more than **100 engagements** across communities. This includes meeting with commissioning services as well as community groups.
- Ahead of setting my budget at the end of the year, I decided to carry out public engagement and consultation earlier in order to understand community priorities. When the consultation closed, I was pleased to have more than **1,400** responses from residents and business in West Mercia. The top three priorities were: anti-social behaviour, road safety and visibility and accessibility of police officers.
- I launched my annual **summer events** programme, with the following events visited: Worcester Carnival, Ledbury Celebration, Bridgnorth Water Safety Day, Pershore Plum Festival, Ludlow Food Festival and Broadway Food Festival.
- I was pleased to launch '**Pin Your Poppy**', a community project focused on remembering service men and women, past and present. The project encouraged people to make poppies and pin to Unknown Tommy statues, that were placed across the force area, ahead of Remembrance Sunday.
- To ensure the communities of West Mercia are aware of the work I am doing, I issued more than **130 press releases and statements** in 2022.
- I received more than **1,700** pieces of **correspondence** into my office.





2023-24

2023-24 highlights



April

- PCC backs Government plans to tackle grooming gangs by supporting police forces with specialist officers.

June

- PCC launches a bespoke consultation to better understand concerns of Pershore residents.



August

- PCC delivers next step of reform with an electric vehicle charging station at Worcester Police Station.



May

- PCC secures £1.2m to support the rollout of domestic abuse perpetrator programme, DRIVE, across West Mercia.
- King Charles III is crowned.

£1.2M

July

- PCC secures £1.4m from the Safer Streets 4 fund to focus on tackling VAWG.



September

- Topping out ceremony takes place at new joint police and fire hub in Redditch.



November

- Nitrous Oxide is categorised as a Class C drug.
- PCC's office is awarded a White Ribbon accreditation.
- PCC's ICV scheme is awarded a silver level accreditation.



October

- First digital kiosk is installed outside Kidderminster Police Station.



December

- PCC announces Kyle Gordon as preferred candidate for Chief Constable of West Mercia.

Summary of activity 2023-24

Putting victims and survivors first

- I secured **£1.2 million** of Home Office funding to support the expansion of the domestic abuse perpetrator programme, **DRIVE**, into Shropshire and Telford & Wrekin.
- My office was awarded a White Ribbon accreditation. Ambassadors and champions will advocate positive attitudes and behaviour, raising awareness of the impact of VAWG on victims and survivors and encouraging colleagues to make the White Ribbon promise.
- I was pleased to recommission the **Adult Sexual Assault and Referral Centre (SARC)** service for a further five years in West Mercia. This 365 day, 24hr access enables people that have been sexually assaulted to get the medical examination and care they need.
- In 2023, I committed a total of **£1.386 million** funding for the **Victim Advice Line** and **Victim Support** to continue providing support to victims of crime. This also included the continuation of two specialist roles focused on modern slavery & human trafficking and sexual violence.
- Through the MoJ, I was able to secure **£322,674** for counselling services provided by **AXIS** and **WMRSASC**.
- The **West Mercia Survivors' Online Pathway** went live, providing people with information on the sexual violence support that is available across West Mercia.



Building a more secure West Mercia

- In April 2023, West Mercia Police moved to a new approach in the use of **out of court disposals**. A few months later, I was successful for a funding bid of **£247,115** that enabled **Willowdene Rehabilitation Services** to create a diversionary pathway for female offenders.
- I made **£100k** available to work in partnership with the **Worcestershire Community Foundation** to deliver community projects. In August, 15 community groups received funding to deliver projects focused on building community cohesion.
- In June 2023, West Mercia Police, partners and I established a new partnership approach to reduce homicides in West Mercia – known as **Op Freya**. The governance of which sits under my **Crime Reduction Board (CRB)** with support of four local operational groups. The CRB identifies data that could be used to reduce the potential risk to people becoming victims of offenders of homicide.
- Reinforcing my commitment to breaking cycle of crime, I re-commissioned the **DIVERT** programme with the regional PCCs. A further **£22k** was given to support drug offenders.

- With reports of **hate crime** more than doubling in West Mercia overall in the last five years, I committed to continue funding Victim Support's Hate Crime Engagement and Awareness Project '**I am ME!**' until March 2024.
- Determined to support initiatives that promote healthy relationships amongst young people, I provided an additional **£200k** to **Purple Leaf**.
- I allocated a further **£200k** to the **CLIMB** project, delivered by The Children's Society, to prevent young people from being exploited by criminals.
- I made **£250k** available to tackle road safety in West Mercia. The money was made available to support communities to introduce new innovative campaigns, initiatives and interventions which can reduce collisions, traffic offences and increase driver awareness to help improve behaviour.



- Measures to support young people steer clear of **knife crime** was boosted by **£600k**. This investment will help group workshops and 1:1 sessions continue across West Mercia to give young people between the ages of 10 and 17 years-old a safe space to talk about their involvement in knife crime and make a change.
- Building on the success of securing funding from the Government's **Safer Streets** initiative, as part of the fifth round I secured **£1 million** and boosted the pot to £1.5 million, through match-funding, to make West Mercia's communities safer.
- In November, following awareness raising and lobbying in partnership with Mark Garnier MP, I welcomed the ban on **nitrous oxide**.





Reforming West Mercia

- Following a review, I implemented a new holding to account process which was renamed **Assurance & Accountability** meetings.
- As part of my commitment to reform West Mercia, I was pleased to introduce **electric charging stations** at Worcester Police Station.
- To mark a project milestone for the new joint police and fire station in **Redditch**, a **topping out ceremony** was held in September which brought all partners involved together.
- As part of a cost-effective solution to put more money towards front-line policing, and improve partnership working, **Wem**-based police officers relocated to the local NHS medical centre.
- To maintain presence in the heart of the community, Redditch based police officers temporarily relocated to the **Redditch shopping centre** whilst the new joint police and fire station is built.
- To make best use of technology, **digital kiosks** were installed outside Kidderminster and the temporary Redditch station. These kiosks will allow people to access their local policing teams and the wider force.
- To ensure the force has fit-for-purpose resources, and police officers can maintain visibility, I committed to invest **£1 million** to improve and update the force's **fleet**.
- In order to address community concerns regarding backlogs in the **Firearms Licensing Unit**, I committed to invest **£260k** to tackle delays. The investment will also fund additional vehicles to allow the unit to carry out visits as part of the application process.

- I was proud that my **Independent Custody Visitors scheme** was awarded a **silver-level accreditation** in November 2023. This accreditation means that the scheme has been recognised for providing a good standard of custody visiting and volunteer management.
- Recognising the financial challenges the country continues to face, I consulted on my **budget proposals** which are focused on ensuring the service the public receives from West Mercia Police is improved.
- With a requirement for **SARCs** to be accredited to ISO 15189, work is underway to ensure the facilities in West Mercia meet that requirement. Whilst work is underway to progress the building of a new facility in Telford & Wrekin.



Reassuring West Mercia's Communities

- As part of my **Community Conversation** engagements, I visited **Pershore** which saw more than 60 people attend to raise concerns. I also launched a bespoke consultation to greater understand concerns of the wider Pershore community. 400 people took part in the consultation, which found that 52% of residents think police visibility is poor and under half (44%) of respondents felt West Mercia Police was working well with the local community. This prompted a greater focus on improving the feelings of unsafe, including working with partners, seeking assurance from the Chief Constable and updating the communities accordingly.
- In October, I commissioned a **second survey** for **Pershore** residents to understand if there had been any improvements to the concerns that were initially raised. A second public meeting was then held to feedback the results. The Chief Constable and Area Commander also joined the meeting.
- In May, **King Charles III** was crowned. I took the opportunity to join community celebrations across West Mercia and plant a tree and place a commemorative 'coin' in the police headquarters grounds.
- To further engage with communities, I announced my **summer events programme** which included the Handbury Show, Oswestry Food and Drink Festival, Bromsgrove Carnival and Herefordshire Food Festival.
- As part of my work to reduce the backlogs in the **Firearms Licensing Unit**, I hosted a **Community Conversation** event. More than 55 members of the shooting community attended the event in Hereford to understand more about the unit, the backlogs and ask questions to the force and myself. For those who live outside Herefordshire, an **online public meeting** took place on Facebook to understand community concerns around the backlogs.
- In August, I held a **public A&A** meeting with the Chief Constable on **visibility and accessibility**. This session, which was filmed and shared on my Facebook and YouTube channels, saw more than 140 questions come in from the public.
- Similar to the concerns that were raised in Pershore, I commissioned a bespoke consultation with **Shrewsbury** residents following concerns raised about a feeling of increases in **anti-social behaviour** in Shrewsbury town centre. This formed part of wider work including the implementation of an ASB taskforce with partners to address the issues.



- In November, I re-launched my **Roads Focus** campaign to drive change across West Mercia. The first drop-in sessions took place in Herefordshire, working in partnership with West Mercia Police, which includes local policing teams and the Road Safety Team, local councils and council highways teams. Driver awareness sessions also took place online to improve driver's theory knowledge. Worcestershire sessions took place in January, with the other areas to follow.
- To further support my commitment to tackle road safety, I launched a **poster competition** for primary schools to win a 'mini police officer' sign to place outside their school.

Public engagement

- In 2023 I, along with my Deputy and Assistant PCCs, carried out more than **230 engagements** across communities. This includes meeting with commissioning services as well as community groups.
- In 2023, a record number of **Town & Parish Councils** had their say on policing in my annual survey. **182** councils, an increase of 30% from last year, submitted their views. This year's top concerns were rural crime (52%) and road safety (78%).
- Ahead of setting my budget at the end of the year, I decided to carry out public engagement in order to understand community priorities. Over the course of the engagements, I heard from circa 1,000 people. The top three priorities were: road safety, visibility and accessibility of police officers and VAWG.
- I was pleased to carry out my '**Pin Your Poppy**' project again, focused on remembering service men and women, past and present. The project once again encouraged people to make poppies and pin to Unknown Tommy statues, that were placed across the force area. Ahead of Remembrance Sunday, a commemoration event was held in Shrewsbury.
- To ensure the communities of West Mercia are aware of the work I am doing, I issued more than **150 press releases and statements** in 2023.
- I received more than **1,800** pieces of **correspondence** into my office.



Performance and monitoring

Independent Custody Visitor Scheme

My Independent Custody Visitor (ICV) Scheme sees trained volunteers make unannounced visits to all West Mercia's custody suites to check on the welfare and treatment of detainees. I greatly value the work of the volunteers and I am always grateful for their contribution.

- The Scheme was code compliant since taking part in the Quality Assurance Framework (QAF) with ICVA back in 2021. In November 2023 the Scheme achieved Silver, a level up from code compliant.
- Data recording of the ICV scheme started in July 2021. Since then, there has been a total of 430 visits.
- The membership for the Scheme currently stands at 38 volunteers.
- To further strengthen the oversight, I have set up quarterly meetings with the force Custody Lead.
- The regional scheme managers meetings have been re-established to share best practice.
- A new and improved ICV Handbook was published in January 2024.

Animal Welfare Scheme

- The Animal Welfare scheme was launched in September 2021 and volunteers have carried out 27 visits.
- Four of the ICV Scheme volunteers also volunteer for the Animal Welfare Scheme.
- To date, 38 operational police dogs have been visited, and six retired police dogs visited.



Holding to account

In January 2023, I commissioned a wholesale review of my holding to account function. As part of this review, a number of recommendations were identified to improve the effectiveness and efficiency of the process with a focus on tangible outcomes and service improvement for communities.

The recommendations also facilitated more robust scrutiny of key performance issues on a quarterly basis, including performance in relation to local and national policing priorities and HMICFRS recommendations.

The review also prompted a revision to the name, with the meetings now called Assurance & Accountability meetings.

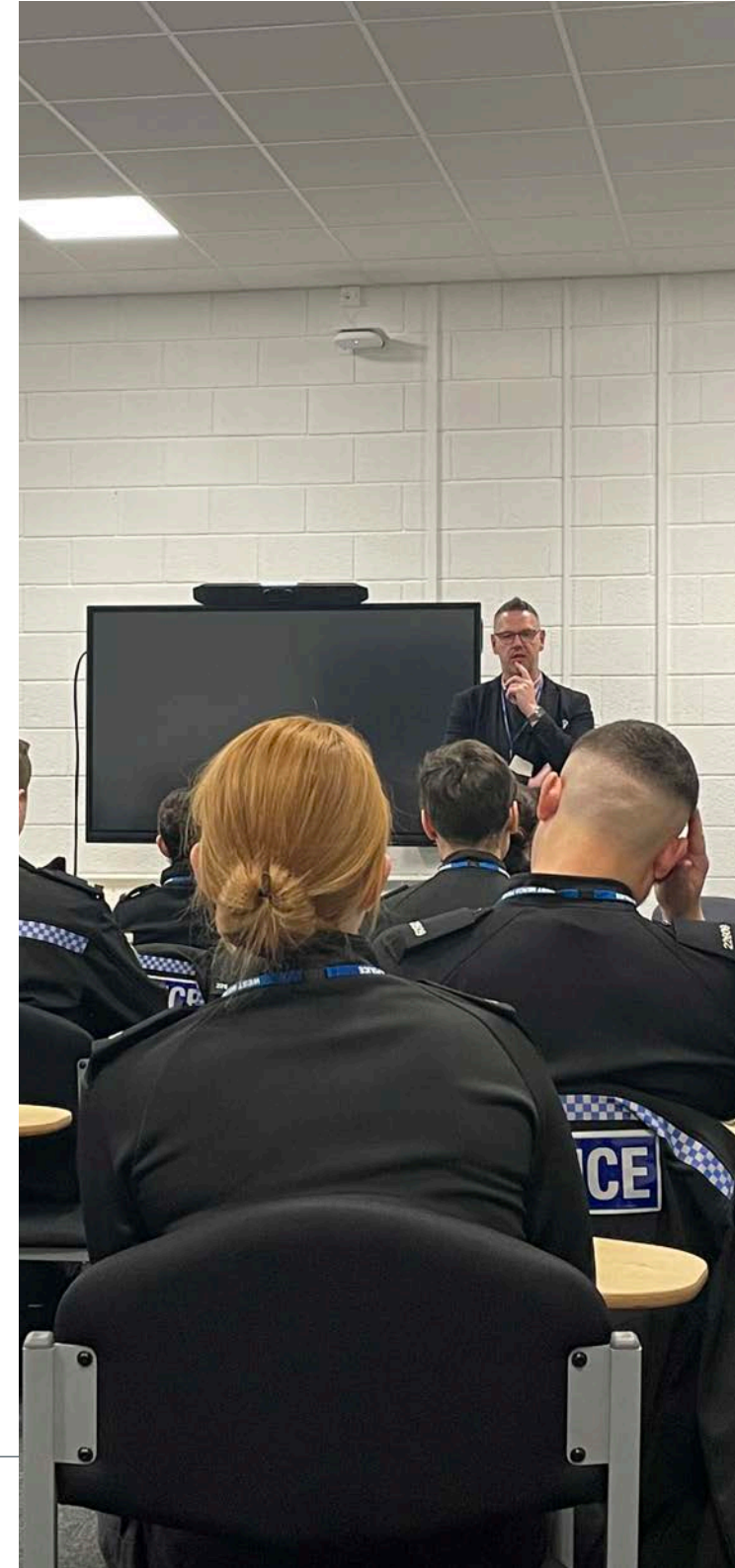
Since 2021, the following meetings and requests were carried out:

Year	Thematic	Performance	Public	Total meetings	Adhoc requests*
2021/22	7	3	1	11	7
2022/23	10	1	2	13	9
2023/24	4	4	2	10	5
Term total	21	8	5	34	21

Caveat 1. Total meetings for 2023/24 is planned meetings. Seven meetings will have taken place before Jan 2024 when EOTR needs to be finalised.

Caveat 2. Adhoc requests for 2023/24 is as at 29/11 and not a full financial year.

* Adhoc requests enable the PCC to respond dynamically to emerging local/national issues that may not require a thematic deep dive session, or where a matter is time critical. Adhoc requests are issued over email and the Chief Constable provides a written response.



Below are some of the themes that have been covered as part of the A&A process:

- Review of budget investments.
- Serious violence/homicide.
- VAWG /sexual violence.
- Independent Inquiry into CSE in Telford (IITCSE).
- Victim Advice Line – including victim satisfaction.
- Most Appropriate Agency (MAA) policy and impact.
- Diversity, equality and inclusion – including stop and search.
- Community engagement, public confidence, and accessibility and visibility.
- Ongoing performance monitoring of non-emergency (101) and emergency (999) lines.
- Anti-social behaviour.
- HMICFRS inspections including:
 - PEEL 2021/22.
 - Custody inspection.
 - PEEL 2021/22 revisit.
 - Misconduct, misogyny and vetting.
 - Victim service assessment.

As part of my holding to account role I have also introduced a performance dashboard, that will be available on my website, for people to easily monitor the force's response to crime.

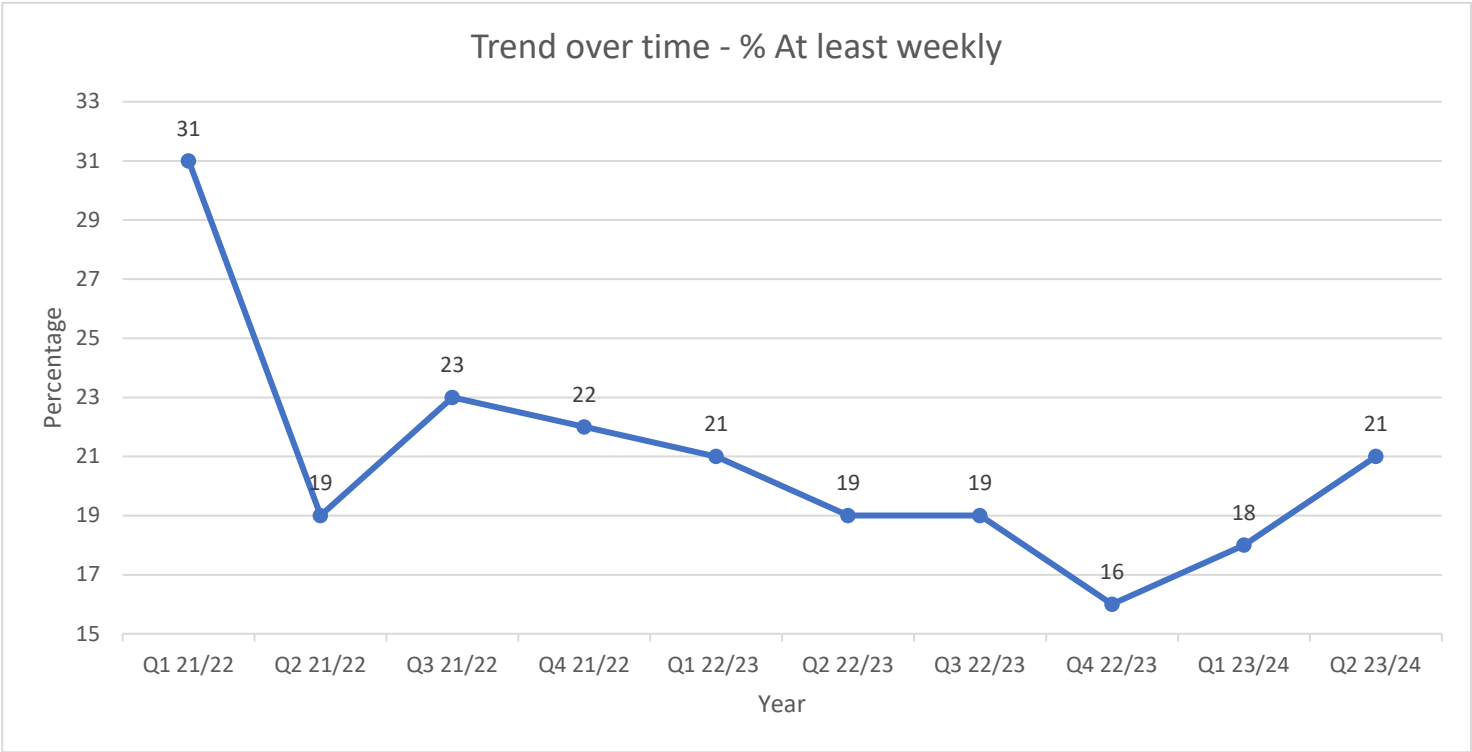


Confidence data

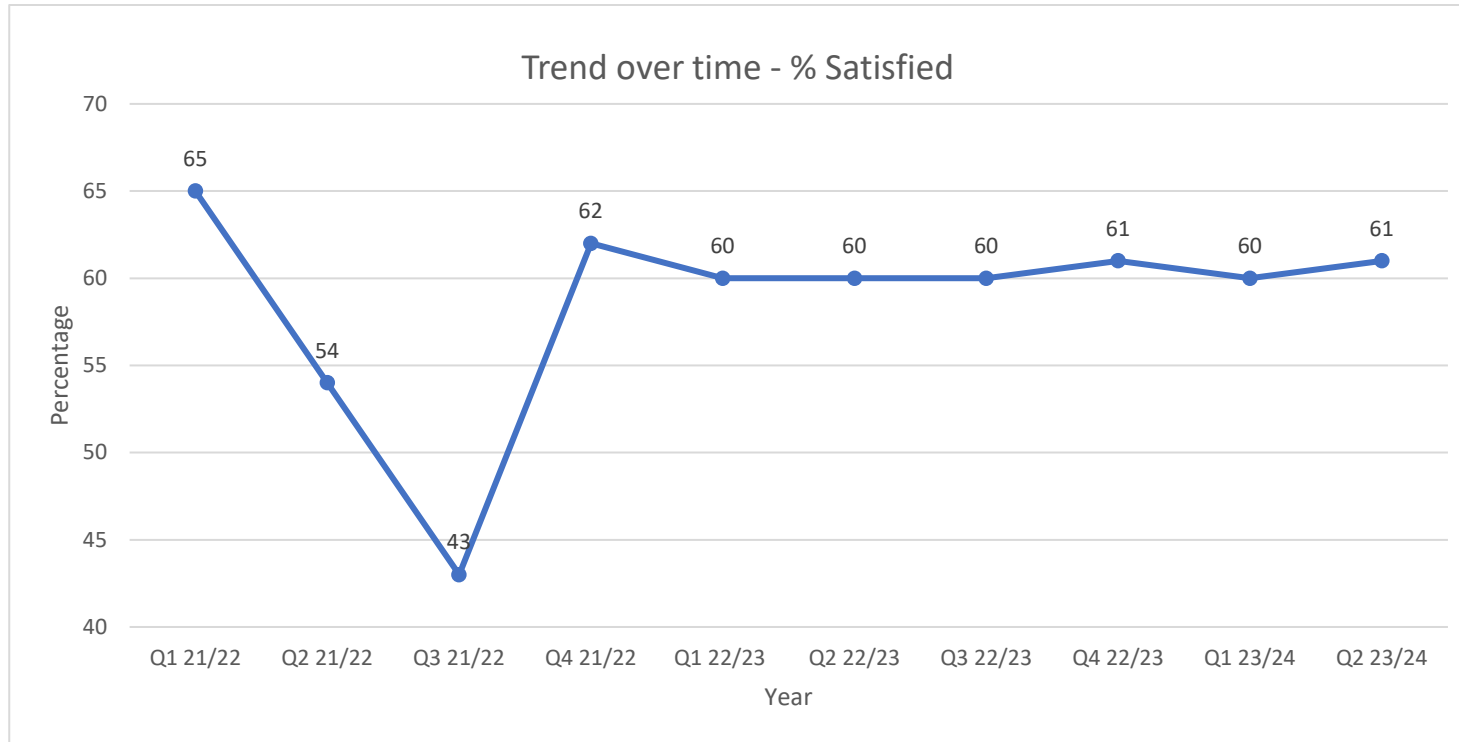
I have continued to run my Perceptions Survey, which is an ongoing survey focused on speaking to West Mercia communities to understand how they feel about the service they receive from West Mercia Police.

Since 2021, the following trends have been seen around key questions.

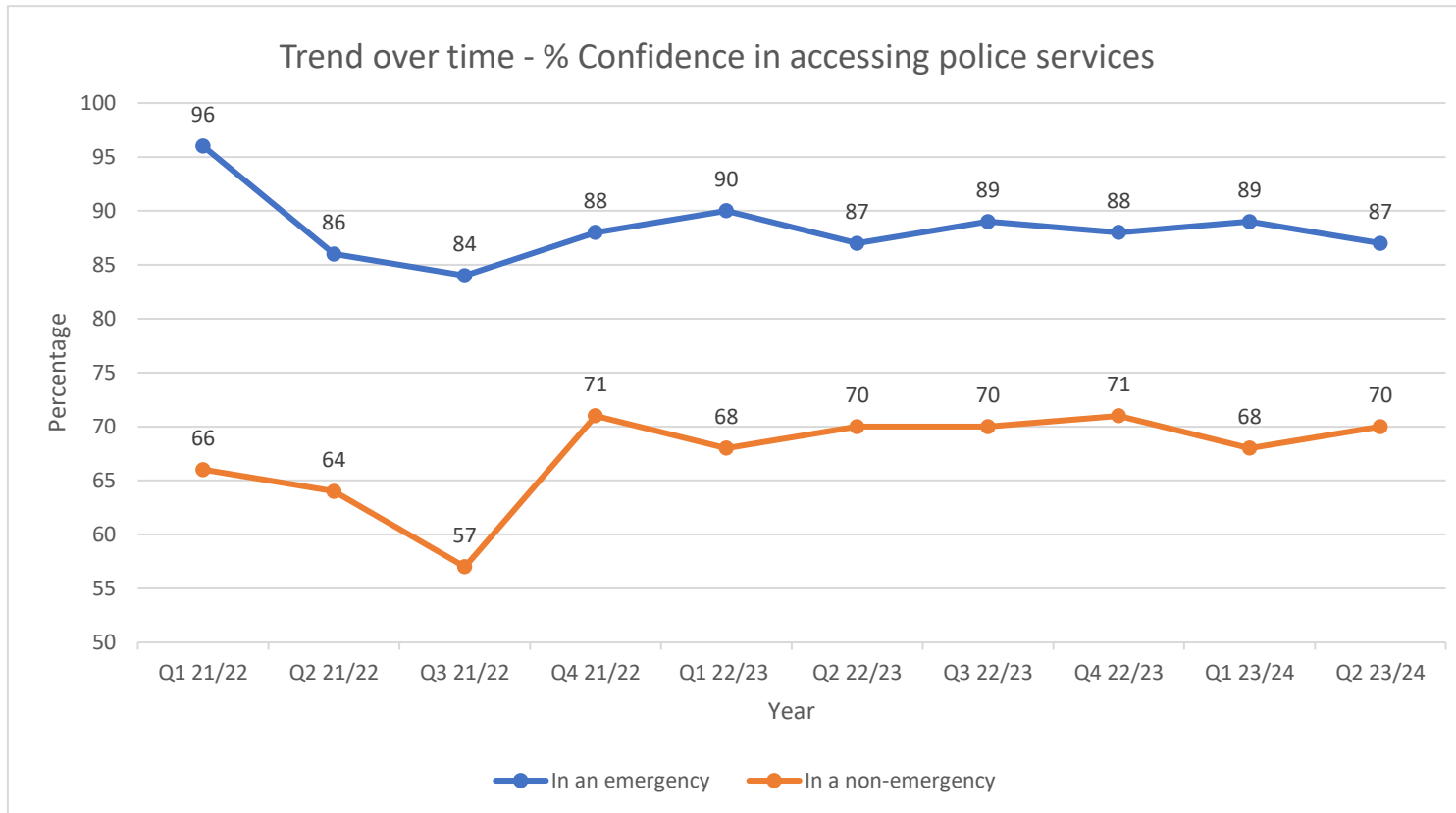
1. Thinking about your local area, how often would you say you see a police officer or PSCO?



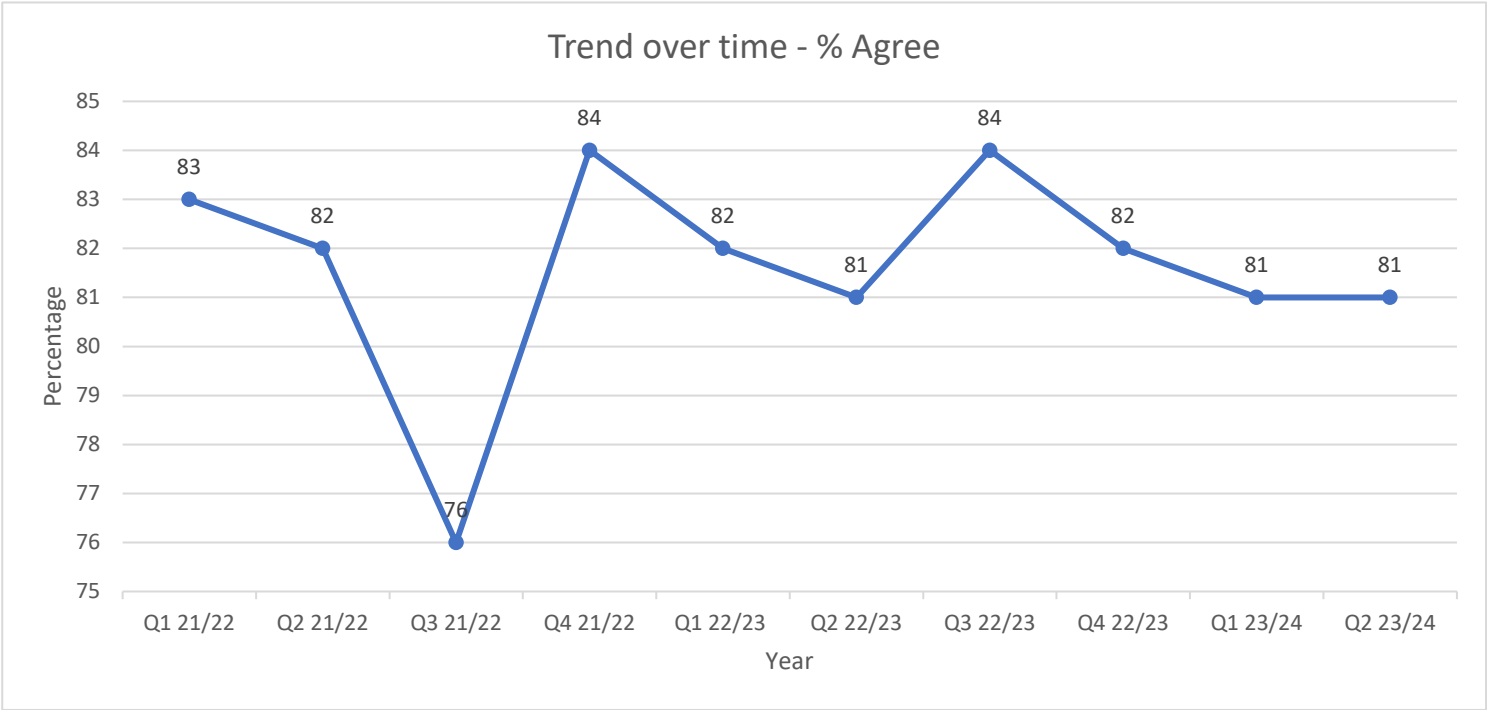
2. How satisfied are you with the levels of policing in your local area?



3. How confident are you, if at all, that you could speak to or access police services in your local area if you (or someone else) needed help in an emergency/non-emergency?



4. How confident are you, if at all, that you could speak to or access police services in your local area if you (or someone else) needed help in an emergency/non-



Strategic policing requirement: Assurance statement

VAWG, Terrorism, SOC, national cyber event, CSA, public disorder and civil emergencies

The Strategic Policing Requirement (SPR) sets out those threats which, in the Home Secretary's view, are the biggest threat to public safety and must be given due regard by PCCs when issuing or varying Police and Crime Plans. It supports PCCs as well as Chief Constables to plan, prepare and respond to these threats by clearly linking the local response to the national, highlighting the capabilities and partnerships that policing needs to ensure it can fulfil its national responsibilities.

A revised version of the SPR was published in February 2023 which provided strengthened detail around the action required from policing at the local and regional level to the critical national threats. The 2023 SPR sets out seven identified national threats. These are as follows:

- Violence against women and girls (VAWG).
- Serious and organised crime (SOC).
- Terrorism.
- Cyber.
- Child sexual abuse.
- Public disorder.
- Civil emergencies.

These remain from the 2015 version with the addition in 2023 of Violence Against Women and Girls (VAWG), reflecting the threat it presents to public safety and confidence.

Given this end of term report is for April 2021 to March 2024, it will not respond in detail to the revised SPR due to the timing of its publication. However, the PCC has confidence that due regard has been given to the threat areas in both versions of the SPR in his Police and Crime Plan and in his role holding the Chief Constable to account. Whilst VAWG has only been included since February 2023, a clear commitment to tackling VAWG has featured in the 'Secure' pillar since the publication of the PCP in 2021.