



# Appendix

  
**John Campion**  
Police and Crime Commissioner  
West Mercia



# Role of the PCC

My role as PCC is to be the voice of the public and hold the Chief Constable to account, which includes the responsibility for the totality of policing.

I ensure community needs are met as effectively as possible and that local relationships are improved through building confidence and restoring trust. I work in partnership across a range of agencies at a local and national level to ensure there is a unified approach to preventing and reducing crime.

Under the terms of the Police Reform and Social Responsibility Act 2011, PCCs must:

- Secure efficient and effective police for their area.
- Appoint the Chief Constable, hold them to account for running the force, and if necessary, dismiss them.
- Set the police and crime objectives for their area through a police and crime plan.
- Set the force budget and determine the precept.



- Contribute to the national and international policing capabilities set out by the Home Secretary.
- Bring together community safety and criminal justice partners, to make sure local priorities are joined up.

I also have a legal obligation to allow for a custody visiting scheme to operate in the local area. Within West Mercia, there is both an Independent Custody Visitor scheme, as well as a Police Dog Welfare Scheme. Building on the success of the achievement of a Silver accreditation, in 2024, from the Independent Custody Visiting Association (ICVA) Quality Assessment Framework, I will be looking to further develop this to achieve Gold standard.



Over recent years my role and remit has been developed and strengthened through both changes in legislation and in recognition of the success of the role. One of these remits includes:

## Complaint functions

Following extensive consultation, a package of reforms to the police complaints and misconduct system was developed by the Home Office and the Independent Office for Police Conduct (IOPC). These reforms form part of a process of overhaul of the complaints and discipline system that were outlined in the 2017 Policing and Crime Act and came into effect on 1 February 2020. As part of this work, I provided a stronger role in the complaints system, with an option of taking on one of three different levels of complaints against the police. Model one (which must be adopted as a minimum standard) involves oversight of the complaints system. This is the model I operate within West Mercia. Model two is an informal and resolution role and model three is where a PCC deals with all statutory duties and responsibilities for complaints.

## Equality Act 2010

The Equality Duty requires the Police and Crime Commissioner to prepare and publish Equality Objectives that should be achieved.

This act sets out the general and specific duty of Public Sector bodies in ensuring that discrimination, harassment and victimisation amongst those individuals with “protected characteristics” is eliminated and that equality amongst those individuals is promoted. The term “protected characteristics” refers to the personal characteristics of individuals such as age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

The Act sets out that having due regard for advancing equality involves removing or minimising disadvantages suffered by people due to their protected characteristics, taking steps to meet the needs of protected groups where those are different from the needs of other people and encouraging people from protected groups to participate in public life or other activities where their participation is disproportionately low.

The Equality Duty has three aims. It requires public bodies to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act.
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
- Foster good relations between people who share a relevant protected characteristic and those who do not share it.



# About West Mercia

## Public

Through correspondence, public engagement and consultation activity, the public often tell me about the issues they are concerned about. I have ensured that these concerns have either informed, or are reflected within, the priorities I have set out in my police and crime plan.

- Police complaints
- Police contact
- Road safety
- Firearms licensing
- Violence against women and girls
- Visibility and accessibility
- Supporting victims
- Knife crime
- Anti-social behaviour
- Rural crime
- Confidence survey





## Equality objectives

The PCC has a key role in advancing diversity, equality and inclusion (DE&I) across West Mercia. Alongside a number of statutory obligations, the PCC's unique position in respect of the public and his convening powers, lend themselves to champion and drive cultural change across the system. As a result, the PCC has developed a set of Equality Objectives which can be found below.

### Our communities

- Ensure that every victim has access to services they need to help them cope and recover, regardless of geography, personal characteristics, or circumstance.
- Ensure representation of all demographics and communities across West Mercia in plans for victim services, acknowledging their needs and challenges.
- Support the PCC to be visible and accessible to all communities in West Mercia.
- Ensure all individuals and communities who contact us are dealt with fairly, equally and respectfully.





- Develop and implement a new engagement strategy to foster good relationships across diverse communities, and ensure the PCC represents everyone in West Mercia.
- Deliver an Estates Strategy to meet the needs of our communities; ensuring the police Estate is accessible to everyone.

## Our organisation

- Attract and retain staff and volunteers that reflect our diverse communities.
- Ensure equality of opportunity for all staff and volunteers throughout every stage of employment; from recruitment, retention and promotion, to exit from service.
- Recognise the needs of diverse groups within our workforce and ensure appropriate support is available for all staff and volunteers.
- Provide training to increase the knowledge and confidence of all staff on issues relating to equality, diversity and inclusion.
- Cultivate an inclusive culture where all individuals are treated with fairness, dignity and respect.
- Maximise the transparency of our organisation to ensure our activities and decisions can be scrutinised and feedback used to improve the service provided to the public.





## Our partners

- Work with local, regional and national partners to champion diversity, equality and inclusion in policing and community safety.
- Engage with partners and stakeholders to understand, and where possible, address disproportionality in the Criminal Justice System and improve the service to the public.
- Support the PCC to hold the Chief Constable of West Mercia Police to account for the exercise of all duties relating to equality, diversity and inclusion.
- Require all service providers, organisations or individuals who enter into a contract, or receive funding from the PCC to comply with the Equality Act and any further terms and conditions related to equality and diversity as set by the PCC.





## Demographics

West Mercia covers the areas of Herefordshire, Shropshire, Telford & Wrekin and Worcestershire. **The area covers 2,868 square miles** and covers a diverse range of environments such as densely populated urban areas including north Worcestershire, to sparsely populated rural areas including Herefordshire. There are areas of both deprivation and affluence. The 2021 Census showed that the population of West Mercia was estimated to be **1,299,900 people, an increase of 6.3%** from the 2011 Census. This is projected to further increase over the next few years which will need to be managed.

## Age

Compared to England and Wales, **West Mercia has more of an ageing population, with 28.4% of West Mercia's population over the age of 60** compared with 23.1% for England and Wales. However, some areas within West Mercia have a younger population. For example, Telford & Wrekin has a larger percentage of its population under the age of 30 (38.2%), which is similar to the national average (37.1%). Other areas in West Mercia have a much lower percentage of people under 30, in particular, Herefordshire (30.5%) and Shropshire (31.1%). Future predictions indicate that the proportion of those aged 65 and over in West Mercia will continue to grow over the coming years.

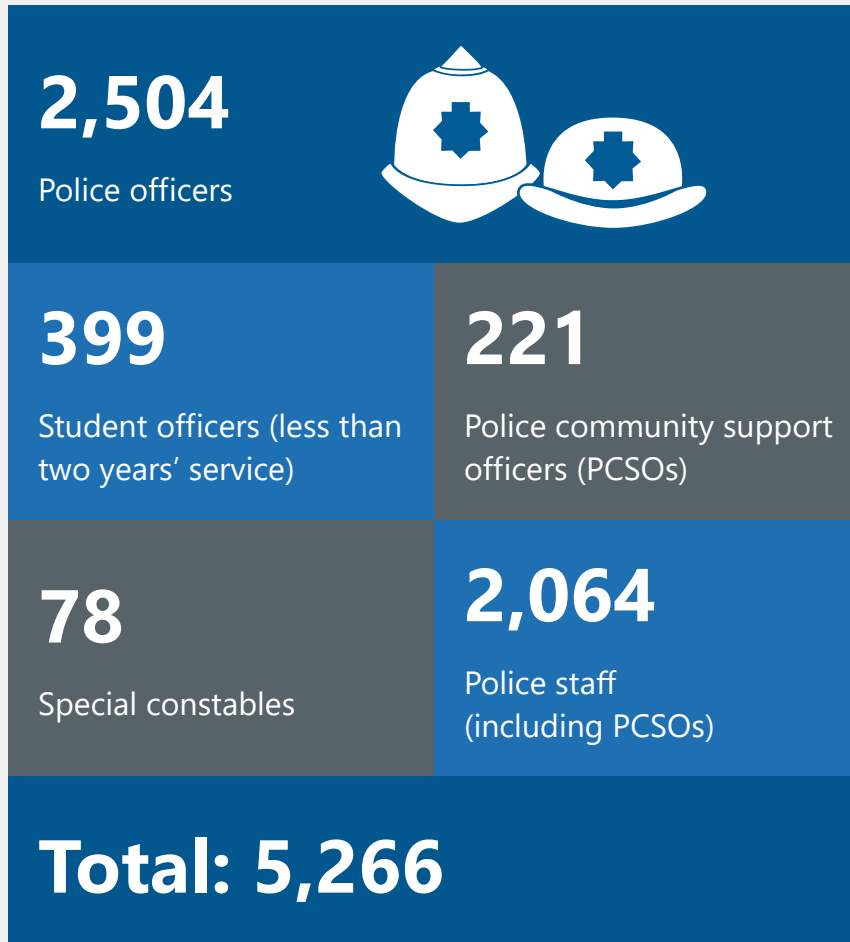
## Ethnicity

The ethnic profile of our communities appears to differ across the five local areas. For example, in Telford & Wrekin, there is a higher percentage of Asian, Black and Mixed ethnic groups in comparison to the other areas which see fewer numbers for each of these groups. However, although Telford & Wrekin records the highest numbers for these groups, the figures sit below the national averages for England and Wales which are **Asian, Asian British or Asian Welsh (9.3%), Black, Black British, Black Welsh, Caribbean or African (4%) and Mixed or Multiple ethnic groups (2.9%)**.

## Crime

**West Mercia has seen a reduction in recorded crime of 8.8%**, which equates to an average of 65 crimes per 1,000 residents for the year ending 2023/24 which remains comparable to the force areas which are most similar to West Mercia. When comparing this to the national figures (91.2 crimes per 1,000 residents), and other force areas nationally, **this makes West Mercia one of the safest places to live.**

## West Mercia personnel in numbers



Workforce diversity		
	%BAME	%female
Police officers	3.12%	36.62%
Staff	3.5%	62.4%

Officer joiner rates		
	2022-23	Three year average
BAME officers	4.4%	5.4%
Female officers	37%	41%



## Budget

The net budget requirement for 2024/25 is £284.2m, which is funded from council tax and the Home Office financial settlement. Whilst this annual budget has been set within the resources provided, it has been dependent on a combination of factors. This includes my decision to maximise the precept, utilising a limited use of reserves and a reduction in service expenditure of £1.7m on top of the £5.5m of efficiency savings that were already identified during the budget setting process.

The resources made available to the Chief Constable and partner agencies will be determined by:

- Council Tax revenue raised through the local precept.
- The Police Funding formula Grant and financial settlement.
- Additional revenue grants or income streams.
- MoJ core funding for victims.
- Capital budget and assets available – including current or planned developments in the area of estates, IT, fleet or specific major projects.

It is recognised that there was an additional £13m available to fund services. However, given demand pressures around inflation, maintenance of police officer numbers, requirements to invest in digital infrastructure and the estate, as well as the increasing cost of borrowing, it meant that efficiency savings were required.

The Medium-Term Financial Scenario predicts that by the end of 2026/27 funding would have increased by a further £24.3m (approximately £8m extra each year) equivalent to an annual increase of 2.8%. This is based on an assumed increase of 2.5% in the Government grant over the next spending review period and 1.99% increase in council tax over the same period.

With a new Government elected in July 2024, it is recognised that there is uncertainty as to what, if any, three-year spending settlement is agreed. The medium-term planning will be updated when I have confirmation of funding.

Based on assumptions around pay and inflation, which continues to be a risk, the expectation is that the cost of providing the current policing services model to the public would increase costs by £29.6m, which is £5.3m more than the expected resources that will be available.

I recognise these funding pressures and have tasked the Chief Constable and the Chief Executive of my office to use the strategic planning cycle to determine how to effectively deliver the services that I have prioritised. I support the Chief Constable in continuing to advocate for investment in digital services and I recognise that more needs to be done to invest in our estate.

I am clear that these must be used to maximise productivity, efficiency and effectiveness, to take further savings out of the policing model to be able to deliver services within the financial framework. I expect both transformational and efficiency plans to be delivered which improves the productivity of police officers so that they can deliver actual front line policing work with reduced bureaucracy and that we can take efficiencies from our support functions to ensure the priorities can be delivered.

I have consistently delivered on my promise to keep the amount residents pay for policing low, ensuring policing spends the resources it has efficiently and effectively before asking you to pay anymore. I will keep the police element of the council tax below the prevailing rate of inflation.

Up to date information around current budgets can be found on my website.



# Specific requirements

A range of factors have been considered when developing this plan and determining future priorities for West Mercia. There are also a number of areas of national strategy and legislation that I must have due regard to when developing the Police and Crime Plan, these are outlined below:

- Caseworker correspondence
- Town & Parish Council Survey
- Confidence survey
- Public engagement events
- Big Conversation (online public engagement event)
- Strategic Policing Requirement
- Beating Crime Plan
- National strategies
- West Mercia Police Strategic Assessment
- West Mercia Police Control Strategy
- PCC commissioning needs assessments
- PCC partnership board priorities
- Regional priorities
- Community Safety Partnership priorities
- Youth Justice Service priorities
- Local authority strategies
- Probation Service strategy
- HMICFRS inspections
- West Mercia Police performance reports
- National legislation

I have also worked with the Chief Constable and the Chief Officer team to seek their feedback throughout the development of the plan. This has been via a number of methods including face to face and virtual.

It is important to recognise that, following the change in Government, national strategies and plans such as the Beating Crime Plan and the Strategic Policing Requirement are likely to change. In this event, this plan will be refreshed to ensure any changes are reflected.



# Strategic Policing Requirement (SPR)

The SPR is a document which sets out the Home Secretary's view of what the current national threats are, and the national policing capabilities needed to counter those threats. As PCC, I am required to have regard to this SPR when issuing or varying my police and crime plan and I must keep the police and crime plan under review in light of any changes made to the SPR by the Home Secretary.

The themes of the SPR will be subject to regular scrutiny through my Assurance & Accountability process and are featured on the agenda for the quarterly performance sessions. In addition to this, I am assured that West Mercia Police have due regard to these threats and have incorporated them into their Control Strategy for 2024/25.

The themes of the SPR are:



## Violence against women and girls

The College of Policing and NPCC's framework for delivery outlines policing's ambition to bring about demonstrable and sustained difference in police attitudes and practice in responding to VAWG, through three overarching objectives:

- Improving trust and confidence in policing.
- Relentlessly pursuing perpetrators.
- Creating safer spaces.

### I will ensure that:

- The Chief Constable collaborates with all relevant partners to safeguard the well-being of victims and by having appropriately trained officers and staff to guarantee a comprehensive and efficient response to all forms of VAWG. This includes having regard to relevant multi-agency guidance as appropriate, and joint working.

## Terrorism

Police forces have a substantial and critical role to play in the national counter terrorism response. I will ensure that the following is delivered in West Mercia:

- The Chief Constable is able to demonstrate their capability to respond to terrorist threats in accordance with Counter Terrorism Strategy CONTEST, to deliver a response adhering to the four Ps (Pursue, Prevent, Protect and Prepare) and will collaborate with partners and work in support of Counter-Terrorism Policing.
- The Chief Constable, in collaboration with the relevant NPCC threat lead, will assess their local capability and capacity to mitigate threats and risks at the national, regional, and local levels.
- The Chief Constable will consider how West Mercia, when required, will contribute capabilities in support of a national policing response.

## Serious and organised crime (SOC)

Tackling SOC is crucial to delivering on the three key areas of the Beating Crime Plan, with the following objectives identified:

- Cutting homicide, serious violence and neighbourhood crime.
- Exposing and ending hidden harms and prosecuting perpetrators.
- Building capability and capacity to deal with fraud and online crime.

As Senior Responsible Officer for the Combatting Drugs Partnership, I recognise my responsibility, and that of the Chief Constable, to assist local delivery against the Combating Drugs Outcomes Framework and collaborating in accordance with the Drugs Strategy Guidance for Local Delivery Partners. I will ensure that I continue to have oversight and governance of delivery via the West Mercia delivery plan and fulfil my reporting requirements to the Home Office in relation to the outcomes framework.

I will also ensure that West Mercia considers the implementation of the objectives of the 2021 (revised January 2023) Crime and Courts Act issued by Director General of the NCA.



## Cyber crime

### I will ensure that:

- While the National Cyber Security Centre (NCSC) directs the response to major cyber incidents, West Mercia Police, and the West Midlands Regional Organised Crime Unit (ROCU) will play a key role in the investigation, victim care, and mitigation of the incident's impact should it occur.
- West Mercia maintains a fully operational Force Cyber-Crime Unit (FCCU).
- West Mercia maintains the necessary public order capabilities, contingency arrangements, and state of preparedness to recover from cyber incidents.
- West Mercia possesses the requisite contingency plans, public order capabilities, and be prepared to recover from cyber incidents.



## Child sexual abuse

The Tackling Child Sexual Abuse Strategy outlines the Government's ambition to strengthen the response to all forms of child sexual abuse through three key objectives:

- Tackling all forms of child sexual abuse and bringing offenders to justice.
- Preventing offending and reoffending.
- Protecting and safeguarding children and young people.
- Supporting all victims and survivors.

### I will ensure that:

- West Mercia delivers against the above objectives.
- Child abuse investigation units and safeguarding teams are maintained and are prepared to collaborate with ROCUs to access specialist capabilities in severe or complex cases.

## Public disorder

I will ensure West Mercia Police can demonstrate that they can appropriately mobilise in response to a variety of public order policing operations at a force, regional and national level in accordance with the National Mobilisation Plan. These include the ability to respond to public disorder, protest and other significant events with a potential impact on public order by:

- Environment scanning, intelligence assessment and planning for spontaneous or pre-planned events through assessing capacity, planning, using the Strategic Risk Assessment (SRA) process, and then mobilising resources and capabilities.
- Assuming responsibility for responding to, and managing incidents or events that are within its capacity.
- Activating regional or national mutual aid arrangements if there is not enough capacity or capability to respond locally.

Compliance with the standards established by the College of Policing, that public order resources should be consistent throughout England and Wales.

## Civil emergencies

The Civil Contingencies Act sets out the legislative framework for preparing to respond to civil emergencies and divides local responders into two categories, imposing a different set of duties on each.

Those in category one, including the police, are at the core of the response to most emergencies.

**I will ensure West Mercia Police works with multi-agency partners to:**

- Assess the risk of emergencies occurring and use this to inform contingency planning.
- Put in place emergency plans and business continuity management arrangements.
- Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency.
- Share information with other local partners to enhance coordination and efficiency.
- Cooperate with other local responders to enhance coordination and efficiency.





## I will ensure:

- West Mercia has an operations unit that supports the contingency planning function and maintains appropriately qualified and trained commanders to effectively respond to civil emergencies.
- A sustained operation in the face of disruptive challenges to include a regional casualty bureau, business continuity plans, and Disaster Victim Identification (DVI) is accessible to West Mercia.

## Beating crime plan

As set out in the section on mandated elements, PCCs must publish and review statements on their force's contribution to achieving improvements against the below priorities:

- Reduce murder and other homicide.
- Reduce serious violence.
- Disrupt drugs supply and county lines.
- Reduce neighbourhood crime (burglary, robbery, theft of and from a vehicle, theft from person).
- Improve satisfaction among victims with a focus on victims of domestic abuse.
- Tackle cyber-crime.

In West Mercia, the above priorities are incorporated into the quarterly performance Assurance & Accountability sessions and this will continue for the duration of this plan. The Chief Constable provides updates on past quarter activity as well as planned future activity and this is then published online to meet the statutory requirements.



# POLICING VISION 2030

Strategic Policing Partnership Board



## Policing Vision 2030

The policing vision has been developed by policing, for policing, and outlines the key priority themes for focus and delivery to get policing to where it is intended to be by 2030. The vision has been developed by the National Police Chief's Council and the Association of Police and Crime Commissioners in consultation with The College of Policing and the National Crime Agency, staff associations and other policing and community partners. All Police and Crime Commissioners and Chief Constables in England and Wales have signed up to the Vision.

Further details can be found here:

- <https://www.npcc.police.uk/SysSiteAssets/media/downloads/publications/policing-vision/policing-vision-2030.pdf>



# Performance framework (draft)

Priority area	Metric/deliverable
Cutting crime	<b>Volume of total recorded crime:</b>
	• Domestic abuse
	• Vehicle offences
	• Residential burglary
	• Rape
	• Shoplifting
	• Drug offences
	<b>Police 'action taken' outcomes:</b>
	• Domestic abuse
	• Vehicle offences
	• Residential burglary
	• Rape
	• Shoplifting
	• Drug offences
	Number of disruptions for SOC 4P framework
	ROI – benefits/cash realisation per investment (eg DRIVE)
	Volume of KSIs
Number of CYP entering the CJS for the first time	
Reported ASB	

Priority area	Metric/deliverable
Policing within the community	Confidence in West Mercia (SMSR)
	Satisfaction with levels of visibility – public perception (SMSR)
	Overall visibility – public perception (SMSR)
	Overall visibility – GPS/hours of community policing
	% of 999 calls answered within 10 seconds
	% of 101 calls answered within 30 seconds
	% of Grade 1 attendance within target
	Volume of unresourced incidents
	Estates metrics – front counters, accessing police stations, etc
Supporting victims and witnesses	Number or % of victims receiving support via commissioned services
	Compliance with VCOP
	% of victims satisfied with police service for the following crime types:
	• Domestic abuse
	• Violent crime
	• Burglary
	• Hate Crime
	% of victims satisfied with PCC commissioned service provision
	Number of outstanding trials at Crown Court
Number of victims/survivors presenting at the SARCs	
Police investigation timeliness	



Priority area	Metric/deliverable
Resources and value for money	Financial outturn is within the agreed budget
	Savings plan is delivered
	Unqualified annual VFM conclusion received from external auditors
	Transitioning the Estate to LED lighting to deliver reduced carbon footprint and revenue operating costs targets
	Investment in Estate electrical infrastructure to deliver electric/hybrid vehicle numbers
	Investment in critical Estate infrastructure to ensure optimum levels of operational resilience and business continuity
	Achieve optimum Estate occupancy and utilisation targets
	Asset capital receipt income targets are delivered
	Adapt and deploy commercial benchmarking methodologies and criteria to achieve value for money
	Internal Contractor Framework (to support and deliver the above)
	Reduction in waste costs via maximisation of recycling
	Police complaint cases
	Number of electric or hybrid vehicles in police fleet
	Police complaint cases/volumes

# Glossary of terms

**Annual reports:** Documents giving an overview of the PCC's activities, achievements, challenges, and financial information over the course of a fiscal year which PCCs are required to produce under s.28 of the Police reform and Social Responsibility Act 2011.

**Beating Crime Plan:** A document that sets out the Government's plan to have less crime, fewer victims and a safer country.

**Code of Ethics:** Issued by the College of Policing, the code 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:** An internal document outlining the policing priorities that have been identified as having the highest risk.

**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.

**National policing priorities:** 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.

**National threats:** Defined by s.37A of the Police Act 1996 and is a threat: a) to national security, public safety, public order, or public confidence that is of such gravity as to be of national importance; or b) a threat which can be countered effectively or efficiently only by national policing capabilities to counter the threat. These are defined by the Home Secretary in the SPR.

**Police and crime plans:** Strategic documents which PCCs are required to produce and publish under s.5 of the Police Reform and Social Responsibility Act 2011. The plan outlines the PCC's priorities and objectives for policing and crime reduction within their respective force.

**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.

**Strategic policing requirement:** 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.

### **Public health approach to prevention:**

- **Primary prevention** – preventing problems before they have occurred.
- **Secondary prevention** – focusing on tackling problems once they have occurred and preventing them from happening again.
- **Tertiary prevention** – focusing on managing problems once they have become entrenched.

**ROCs:** Regional Organised Crime Units are the operational and intelligence link between the National Crime Agency and police forces in England and Wales and lead the law enforcement response to serious and organised crime in their regions.