

**West Mercia Police and Crime Panel**

# **Agenda**

## **West Mercia Police and Crime Panel**

**Wednesday, 23 November 2022, 11.00 am**

**Wyre Forest District Council, Wyre Forest  
House, Finepoint Way, Kidderminster  
DY11 7WF.**

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**West Mercia Police and Crime Panel  
Wednesday, 23 November 2022, 11.00 am, Wyre Forest District  
Council, Wyre Forest House, Finepoint Way, Kidderminster  
DY11 7WF.**

**Membership:**

Cllr Aled Luckman (Chairman)	Substantive Member - Worcestershire County Council
Cllr Barry Durkin (Vice Chairman)	Co-opted Member - Herefordshire Council
Cllr Sebastian Bowen	Substantive Member - Herefordshire Council
Cllr Helen Jones	Substantive Member - Bromsgrove District Council
Cllr Tom Wells	Substantive Member - Malvern Hills District Council
Cllr Nyear Nazir	Substantive Member - Redditch Borough Council
Cllr Nigel Lumby	Substantive Member - Shropshire Council
Cllr Jeff Anderson	Co-opted Member - Shropshire Council
Cllr Roger Evans	Co-opted Member - Shropshire Council
Cllr Vivienne Parry	Co-opted Member - Shropshire Council
Cllr Jim Lavery	Substantive Member - Telford and Wrekin Council
Cllr Paul Watling	Co-opted Member - Telford and Wrekin Council
Cllr Rob Adams	Substantive Member - Wychavon District Council
Cllr James Stanley	Substantive Member - Worcester City Council
Cllr Graham Ballinger	Substantive Member - Wyre Forest District Council
Mrs C Clive	Co-opted Independent Lay Member
Ms B McDowall	Co-opted Independent Lay Member

**Agenda**

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2	<b>Named Substitutes</b>	
3	<b>Apologies and Declarations of Interest</b>	
4	<b>Public Participation</b> Members of the public wishing to take part should notify the Assistant Director for Legal and Governance in writing or by e-mail indicating both the nature and content of their proposed participation no later than	

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Date of Issue: Tuesday, 15 November 2022

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	9.00am on the working day before the meeting (in this case 22 November 2022). Further details are available on the Council's website. Enquiries can also be made through the telephone number/e-mail address listed in this agenda and on the website.	
5	<b>Confirmation of the Minutes of the previous meeting</b> To confirm the Minutes of the Panel meeting held on 7 September 2022.	1 - 8
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7	<b>Satisfaction and Outcomes</b>	21 - 24
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## NOTES

- **Webcasting**

Members of the Panel are reminded that meetings of the West Mercia Police and Crime Panel are Webcast on the Internet and will be stored electronically and accessible through the Council's Website. Members of the public are informed that if they attend this meeting their images and speech may be captured by the recording equipment used for the Webcast and may also be stored electronically and accessible through the Council's Website.



## **Minutes of the West Mercia Police and Crime Panel**

**Parkside Hall, Bromsgrove District Council, Parkside,**

**Stourbridge Road, Bromsgrove B61 0AD**

**Wednesday, 7 September 2022, 11.00 am**

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### **Present:**

Cllr James Stanley (Chairman), Cllr Graham Ballinger, Cllr Sebastian Bowen, Mrs C Clive, Cllr Roger Evans, Cllr Helen Jones, Cllr Jim Lavery, Cllr Nigel Lumby, Ms B McDowall, Cllr Nyear Nazir, Cllr Vivienne Parry, Cllr Mike Rouse and Cllr Paul Watling

### **Also attended:**

John Champion, West Mercia Police & Crime Commissioner  
Cllr Marc Bayliss  
Gareth Boulton, Chief Executive

Tim Rice, Senior Public Health Practitioner  
Sheena Jones, Democratic Governance and Scrutiny Manager  
Samantha Morris, Overview and Scrutiny Manager

### **Available Papers**

The members had before them:

- A. The Agenda papers (previously circulated);
- B. The Minutes of the Meeting held on 15 June and 11 July 2022 (previously circulated).

(A copy of document A will be attached to the signed Minutes).

### **443 Welcome and Introductions**

The Democratic Governance and Scrutiny Manager welcomed everyone to the meeting.

### **444 Named Substitutes**

Cllr Mike Rouse (Worcestershire County Council) for Cllr Aled Luckman.

#### **445 Election of a Chairman**

Cllr James Stanley was elected as Chairman for the meeting.

#### **446 Apologies and Declarations of Interest**

Apologies were received from Cllrs Aled Luckman, Barry Durkin, Jeff Anderson, and Rob Adams.

There were no declaration of interests.

#### **447 Public Participation**

None.

#### **448 Confirmation of the Minutes of the previous meeting**

The Minutes of the meetings of 15 June and 11 July 2022 were agreed as a correct record and signed by the Chairman.

#### **449 Confirmation of Deputy Police and Crime Commissioner**

The Panel was asked to consider the Police and Crime Commissioner's (PCC's) preferred candidate, Councillor Marc Bayliss, for the role of Deputy Police and Crime Commissioner (DPCC) for West Mercia.

In doing so, the Panel was required to satisfy itself that the preferred candidate selected by the PCC had the competence to undertake the role.

The PCC introduced the report which provided an overview of the appointment process that was undertaken to select the preferred candidate.

The PCC must under the Police Reform and Social Responsibility Act 2011 (Act) notify the Panel of the preferred candidate for appointment as DPCC. As per Schedule 1 of the Act the PCC provided the following information to the Panel:

1. The name of the person whom the PCC was proposing to appoint;
2. The criteria used to assess the suitability of the candidate and how the candidate satisfied the criteria; and
3. The terms and conditions on which the candidate was to be appointed.

Also provided for the Panel's consideration were the details relating to:

1. The recruitment, application and interview process;

2. The candidate recruitment pack including the job and person specification;
3. stakeholder Panel questions
4. PCC Interview Questions
5. Scoring criteria
6. CV/covering letter of the preferred candidate.

During the discussion and opportunity for questions, the following main points were discussed:

- Given that Cllr Bayliss had other political responsibilities and business commitments, a Member questioned whether he would have sufficient time to devote to the role of DPCC. Cllr Bayliss confirmed that if he was to be confirmed in the role of DPCC he would be standing down as Leader of Worcester City Council to free up capacity.
- Cllr Bayliss' experience of policing stemmed from his role as local councillor for the last 21 years, the skills for which he believed were transferrable to that of DPCC.
- The PCC explained that a total of 9 applications had been received across two rounds of the recruitment process.
- The PCC and Cllr Bayliss had known each other in a professional capacity for approximately 18 years.
- Cllr Bayliss intended to build relationships by following on from his predecessor and meeting with the residents across the West Mercia area as soon as possible.
- Although Cllr Bayliss had not held a community safety portfolio, he had as Leader of Worcester City Council had frequent involvement with community safety matters and regularly engaged with the local Police Force.
- Cllr Baylis explained that the interview process had been taxing, pressing and robust. As part of the process he had familiarised himself with the PCC's Police and Crime Plan, looked at recent PEEL Reports and was aware of some of the pressing issues for West Mercia for example domestic abuse, Child Sexual Exploitation and anti-social behaviour.
- In terms of the portfolio that the DPCC would hold, the administration of grants would be part of the portfolio but the other areas were yet to be decided.
- The PCC confirmed that the full-time equivalent (FTE) salary for the post was £51,000 and that Cllr Baylis would provide 0.7 FTE, giving a pro rata salary of £35,700 per annum.
- The PCC was keen to support Cllr Bayliss to develop his knowledge of geographical issues and differences of the West Mercia area.

Following a vote, a majority of Panel Members supported Cllr Marc Bayliss being appointed as the Deputy Police and Crime Commissioner for West Mercia.

A report from the Panel would be provided to the PCC.

## 450 Estates Strategy Consultation

The PCC referred to the draft Estates Strategy which set out plans for the police estate over the coming years to support and enable the best possible policing services for communities. The Consultation on the draft Strategy had closed on 11 August 2022. Analysis of the consultation responses was being carried out and the Strategy would then be amended accordingly.

During the discussion, the following main points were made:

- It was clarified that the Northern Hub was the north part of the Police Force ie Shropshire and Telford.
- An update was provided on the progress of Redditch Police Station, noting that there had been delays due to environmental issues.
- Members were interested in knowing what the plans were for Police Stations in their communities and a summary of the situation for Police Stations across West Mercia was requested.
- The PCC reassured the Panel that that there were no plans for withdrawing Police buildings, however, if a building wasn't fit for purpose an alternative building would be sought. The PCC suggested that detailed work in this area may be better if carried out in a Task Group format.
- A Member suggested that Leominster and Ludlow Police Stations didn't have Police Officers on duty which didn't give confidence to the Public. The PCC explained that there should be a doorbell at both stations and that both stations were located in operational buildings. The PCC further explained that the number of front counters were being reduced and digital kiosks being developed.
- The PCC confirmed that although there were no proposals to close Wellington Police Station, the current site needed investment as it was not fit for purpose.

## 451 Police & Crime Plan Activity and Performance Monitoring Report

The PCC introduced the report. During the discussion, the following main points were made:

- A Member referred to Paragraph 40 of the Report about understanding and resolving issues around the Estate and IT infrastructure which had caused significant problems for the Force and asked how the PCC would provide assurance that resilience and governance of the Force's IT equipment and its infrastructure would be achieved in future. The PCC was further asked how he would ensure that the provision and installation of adequate approved infrastructure, preventive and protection measures would be achieved and appropriately tested, serviced and maintained to appropriate recognised standards. The PCC explained that he was responsible for the Estates function, for providing a fit for purpose Estate and for supporting the Police with the necessary



resources. Following the dissolution of Place Partnership Ltd, it had been discovered that there was a backlog in planned and routine maintenance. The PCC was assured that there was rigour and urgency in understanding the issues. He reminded the Panel that funding had been provided this year and it was likely that further funding would be provided next year.

- A Member advised that feedback from communities suggested that calls took a long time to respond to. In response, the PCC referred to the performance data provided and explained that the response time to 999 calls was stable, although the response for 101 calls was an issue. The PCC suggested that online reporting or contacting the Safer Neighbourhood Teams was key in helping the performance improve.
- It was further suggested that communities felt that the Police response to burglaries was disappointing as they were unlikely to attend a burglary but give a crime number instead. The PCC explained that the Community Charter said that Police would attend and offer preventative measures.
- In terms of the funding to support domestic violence, the PCC confirmed that there had been some success in grant funding but there needed to be a system approach in providing support in this area. It was pleasing to note that the number of arrests in this area were increasing.
- Reference was made to the Independent Inquiry into Child Sexual Exploitation in Telford, the PCC explained that the recommendations arising from the inquiry had been submitted to the West Mercia Governance Board and that the Chief Constable was working through the report and developing a response to the recommendations.
- The 10 Year Drugs Plan to Cut Crime and Save lives was welcomed.
- The PCC confirmed that with regard to the 20mph is Plenty Campaign, he was supportive of 20mph zones but not in a blanket approach. The PCC was willing to discuss individual West Mercia areas.
- It was noted that a significant backlog remained in the number of crown court cases. Another significant issue contributing to the backlog was the closure of the Crown Court in Hereford.
- It was confirmed that growing the number of Watch Schemes by 20% would be measured by the PCC's Police and Crime Plan.
- The PCC confirmed that PACT meetings should be well advertised in advance of them taking place.
- In terms of the impact of the cost of living increase on crime, the PCC explained that there was a Joint Prevention Strategy that all upper tier authorities were signed up to and was business as usual.
- The PCC confirmed that although there were contingencies for the increased energy costs, there would also be consequences, particularly over the long term.
- To ensure that staff wellbeing was being taken into account and to have a greater understanding, the Chief Constable was running some pulse surveys.
- Given the closure of Hereford Crown Court, a Member asked if this would impact on the Telford Crown court. The PCC confirmed that there was no threat to Telford Crown court, which was expanding.

- The PCC was asked for his views on the victim satisfaction data. In response, the PCC confirmed that the data was accurate but that he was unhappy with what it was saying in terms of timescales and quality and that there would be further investment in this area this year.
- The PCC was not concerned about the 999 abandonment rate as West Mercia was generally above target and there were reciprocal arrangements in place with other Forces to pick up any calls which couldn't be answered.
- A Member raised a previously reported issue about Parish Councils not receiving the relevant Safer Neighbourhood Team Reports split down by area. Whilst the PCC acknowledged that this was a frustration, he confirmed that it was not a priority.
- A Member queried the data relating to 'Digital Requests for Service – Single Online Home' which hadn't increased since August 2020 – the PCC explained that although the data was old, the performance could be better and there was a desire to do better.
- It was suggested that satisfaction with initial contact in respect of burglary and violent crime, was showing a worrying downward trend.
- The PCC suggested that the Panel could consider adding to its work programme an in depth report on outcomes and satisfaction.
- In terms of violent crime, a Member questioned whether any system wide learning took place. The PCC explained that learning from other best practice was standard and that the new Deputy Chief Constable had previously been the lead for violence in the Metropolitan Police.

## **452 'From Harm to Hope. A 10 Year Drugs Plan to Cut Crime and Save Lives.'**

The PCC introduced the 10 Year Drugs Plan to Cut Crime and Save Lives – 'From Harm To Hope'. In West Mercia, it had been agreed with partners that there would be two partnerships across the policing area, aligned to Integrated Care Board (ICB) boundaries (Herefordshire & Worcestershire, and Shropshire & Telford and Wrekin). It had also been agreed that the PCC would act as Senior Responsible Officer (SRO) for both partnerships, which would include a wide range of local agencies such as police, the NHS, local authorities and probation services. Specific elements of the partnerships, such as structures, staffing, governance and terms of reference were yet to be determined.

During the discussion, a Member questioned how it was envisaged that drug supply chain could be broken. The PCC explained that the powers were there through the judiciary but capacity was an issue that needed further consideration.

The Report was noted.

## **453 Prevention Strategy**

The PCC introduced the joint Prevention Strategy which had been developed and agreed between the PCC and West Mercia Police. At the centre of the Prevention Strategy, was a clear and joint commitment by the PCC and Chief

Constable that prevention must play an ever greater role in ensuring that the communities of West Mercia not only felt safe but were safe. The overarching aims of the Strategy were; fewer victims, less crime, increased public confidence in policing, and greater public involvement in preventing harm.

During the discussion, the following main points were made:

- It was suggested that school exclusion levels were high in Worcestershire and that the Police and Worcestershire County Council should be working together collaboratively to drive down exclusions and limit the opportunity for young people to be groomed. The PCC agreed that the cycle needed to be broken.
- A Member questioned how the PCC would get continuous feedback from all communities, in response the PCC explained that there were a number of initiatives and that he was conscious that the communities needed him to listen and for them to be heard.
- A Member suggested that work with young people should start early at primary school level, so that children and young people were familiar with the police from an early age and vice versa.
- A Member suggested that although not a police issue, education health and care plans needed to be better in Worcestershire which in turn would help to reduce the number of exclusions.
- It was suggested that it may be helpful for ex-offenders to share their stories with young people – the PCC confirmed that some of the prevention work did include ex-offenders.

#### **454 Complaints 2021-22 Annual Report**

The Report was noted.

#### **455 Work Programme**

The Panel considered the Work Programme and it was agreed that:

- Membership of the Budget Scrutiny Task Group would be sought (Cllr Bowen expressed an interest at the meeting)
- It would be considered how best to monitor the data provided in the Police & Crime Plan Activity and Performance Monitoring Report.

The meeting ended at 1.30 pm

Chairman .....

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## **WEST MERCIA POLICE AND CRIME PANEL 23 NOVEMBER 2022**

### **POLICE & CRIME PLAN ACTIVITY AND PERFORMANCE MONITORING REPORT**

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#### **Recommendation**

1. Members of the Panel are invited to consider this report.

#### **Background**

2. The purpose of this report is to provide members of the West Mercia Police and Crime Panel with an overview of activity undertaken by the Police and Crime Commissioner (PCC) in support of his Safer West Mercia Plan and provide an update on police performance.

#### **Delivery Plan and Assurance**

3. A Delivery Plan is used to support monitoring and assurance of progress against individual elements within the Plan and is scrutinised at the PCC's monthly governance meetings.
4. Examples of recent activity in support of the Safer West Mercia Plan's four key objectives, are set out in the following sections.

#### **PCC's Team Update**

5. Following a confirmation hearing with the West Mercia Police and Crime Panel in July, Marc Bayliss has commenced in role as the Deputy PCC. Marc started in post on 26 September and has taken up a range of portfolios on behalf of the Commissioner.
6. The Governance Team within the PCC's office has undergone a staffing restructure during September and October, with a focus on enabling greater cohesion, resilience and strategic capacity. All of which is ultimately aimed at enabling and supporting better services to the communities of West Mercia. This has resulted in some changes within the office structure. Details of the new structure can be found in Appendix 1.
7. In September, following the recent Chief Executive recruitment process, a thorough and competitive process was carried out and the preferred candidate was identified for the vacant Deputy Chief Executive post. The individual will commence in post in the coming weeks.

#### **Putting victims and survivors first**

#### **£1m Prevention Fund**

8. £60,000 has been awarded from the £1m Prevention Fund by the PCC. The money will enable Barnardo's to deliver training around a trauma informed approach within the whole of West Mercia Police. This will include training for frontline Police Officers, as well as professional consultancy for the wider organisation. The project is designed to increase the understanding of the impact of trauma and how to respond, providing an increased quality of service to victims of crime alongside increased satisfaction and confidence, particularly amongst victims.
9. The PCC is looking to contribute £100,000 from the Prevention Fund to support the expansion of the Steer Clear programme across West Mercia. Further information about this project can be found below in paragraph 49.
10. Feedback from service providers and partners has indicated a growing trend in the increase of harmful sexual behaviour. The PCC is considering allocating some funding from the £1m Prevention Fund to support further work in this area to understand the demand and inform future commissioning activity.

### **Modern Slavery & Human Trafficking**

11. The PCC has extended the Victim Support contract, to include an additional £71,000 for enhanced provision for victims of Modern Slavery & Human Trafficking (MSHT). The MSHT service will enable greater partnership working between Victim Support and West Mercia Police, to identify victims who may otherwise not come forward to seek support. This enhanced service went live in September.

### **Needs Assessments**

12. The PCC recently commissioned a victim needs assessment via West Mercia Police's Strategic Planning and Insight team. Work on this needs assessment commenced in October, with the final product being produced early 2023. This will provide the evidence base to inform future commissioning of key services such as Victim Advice Line and Victim Support.
13. The Domestic Abuse Perpetrator Needs Assessment highlighted in the September report has now been completed. This will be used to support an evidence-based bid for further funding from the Home Office to continue to commission perpetrator programmes, as well as preventative services for 2023/24.

### **Operation Lincoln**

14. The PCC has engaged with local, regional and national partners to understand the demand for support services for victims as part of the major Operation Lincoln Police Investigation (investigation into maternity services at the Shrewsbury and Telford NHS Trust). As a result of these discussions, the PCC submitted a bid to the Home Office for further funding of £100,000 to provide support to these victims. The outcome of this bid is still awaited.

### **Sexual Violence**

15. Following a successful sexual violence survivor conference in June 2022, the PCC held the first Joint Sexual Assault and Abuse Strategic Board in September. To accompany the quarterly meetings, a partnership action plan has been developed, and the Strategic Board will have oversight of delivery. The intended outcomes of the action plan are ultimately, to increase confidence in reporting, increased positive experiences of the criminal justice system, and improvement of police recorded outcomes.

16. For 2022/23, the PCC has provided £339,782 to West Mercia Rape and Sexual Abuse Support Centre, to support therapeutic counselling for survivors of sexual violence. This funding has allowed the service to recruit permanent counsellors, who were previously on zero hours contracts to provide sustainable support for survivors, and to reduce waiting lists.

## **Victim Services**

17. For the period April – September 2022, the PCC's commissioned victim services have received 17,630 referrals for support from victims of crime. These services include the Victim Advice Line, Victim Support, and specialist domestic abuse and sexual violence services, amongst others. 16,145 victims in total were provided with support during the same period, with 6,976 supported to cope and recover. 545 of these victims were either referred, or supported to self-refer, into mental health support services.
18. Specialist domestic abuse and sexual violence service providers have been using PCC funding to embed some of their newly recruited specialist LGBTQ+ and culturally responsive/inclusive roles within their organisations. Some of this activity includes partnering with Age UK for drop-in sessions, attending PRIDE events, and supporting victims to overcome barriers to access local support. The impact of these new roles is being monitored through demographic reporting information.
19. The PCC has submitted a funding bid to the Ministry of Justice, for £276,500 up to 31 March 2025, to provide an out of court diversionary service, for females at risk of entering the criminal justice system. This is linked to the Commissioner's commitment to deliver effective, early intervention for vulnerable people, with the outcome of reducing the likelihood of reoffending.

## **Building a more secure West Mercia**

### **From Harm to Hope: A 10 Year Drugs Plan to Cut Crime and Save Lives**

20. As part of the commitment to reducing crime and harm linked to drugs, two Combating Drug Partnerships (CDPs) have been formed across West Mercia, in line with government guidance. Each of the CDPs are based on the Integrated Care Board footprint. There is one CDP for Herefordshire and Worcestershire and one for Shropshire and Telford. The PCC met with partners during August and September, to formalise his role as the Senior Responsible Officer (SRO) for both partnerships.
21. Each CDP met in September 2022 with draft terms of reference agreed subject to minor amendments. Both CDPs identified leads and relevant stakeholders to produce needs assessments by the end of November as set out in national guidance.
22. The next round of meetings is due to take place in November 2022. The agendas focus on progress in producing the partnership needs assessments, and the next steps to facilitate production of the local drug partnership delivery plans.
23. To support the implementation and focus of this vital work, the PCC has provided funding for two roles, which are currently out for recruitment.

## **Independent Inquiry into Child Sexual Exploitation in Telford (IITCSE)**

24. At the September West Mercia Governance Board, the Chief Constable presented the West Mercia Police response to the recommendations arising from the IITCSE report and confirmed that West Mercia Police have developed an accompanying action plan. The PCC has committed to ensuring improvements are delivered both within his office and the police force and will continue to monitor the impact and progression of these actions through established governance processes.
25. Following a funding application from Telford & Wrekin Community Safety Partnership, the PCC has already met one of the recommendations in the report, which was to commit funding for Taxi Marshalls and Street Pastors. The PCC has funded £23,190 for these projects in 22/23.
26. The PCC will be represented on the newly created Telford & Wrekin IITCSE Strategic Implementation Group, where progress against the recommendations within the IITCSE report will be monitored.

## **Road Safety**

27. The biggest single issue around death and serious injury in West Mercia's communities continues to be our road network. As a predominantly rural area we continue to see a disproportionately large amount of harm caused on our roads. It is clear that communities share the PCC's concerns about this, as well as his appetite to improve the situation and keep people safe.
28. The PCC's budget for 2022/23 demonstrated an ongoing commitment to directly tackle speeding in communities. Additional money was provisionally allocated in the budget, with final confirmation approved by the PCC following a comprehensive business case from West Mercia Police. The value of this investment for 22/23 is £515,800, with a further £400,000 ringfenced pending a business case.
29. The proposals from West Mercia Police included an uplift of 11.5 staff within the Road Safety Team and expanding the use of technology to deliver innovative and effective approaches to the prevention of excessive speed and enhancement of road safety. With the extra resource the Force are investigating the feasibility for further average speed cameras to target areas with significant road safety issues, building on the success of the A449 average speed system.
30. The primary objective of the investment is to provide safer roads and reassurance to West Mercia's communities through increased visibility and accessibility in local communities, with additional mobile enforcement capability reducing speed and changing driver behaviour.
31. The PCC is also developing a specification for a refresh of the road safety needs assessment, which will be used to inform future commissioning in this priority area.

## **Regional Collaboration**

32. The PCC continues to work with both West Mercia Police and regional colleagues to ensure that the Strategic Policing Requirement is met, either locally within the Force or collaboratively with regional partners, and that oversight of the Regional Organised Crime Unit (ROCU), National Air Police Service (NPAS), Roads Policing, Counter Terrorism (CT) and other national programmes is maintained.
33. The four PCCs held a "deep dive" scrutiny session into the work of the ROCU in September. The session allowed PCCs to understand the specialist policing



capabilities delivered by the ROCU, such as covert investigation and sensitive intelligence, and how these help tackle organised crime in West Mercia. The deep dive also provided an update on progress to review the ROCU operating model and the budget position heading into 2023/24.

34. A review of the regional governance arrangements across criminal justice is continuing. The aim is to ensure Local Criminal Justice Boards and the regional forum are better connected, with the regional forum focused on problem solving the issues that all Force areas are facing. The review will conclude towards the end of year ready for a new refreshed programme of quarterly meetings in 2023.
35. The PCC received quarterly briefings in October on Serious and Organised Crime and Counter Terrorism. The briefings provided an opportunity to understand threat and risk specifically in West Mercia from these issues. The PCC was reassured that the Force, ROCU and other partners were working effectively together on these important areas of policing. There was a positive progress in the ROCU approach to safeguarding and the PCC gave his support to Prevent delivery across West Mercia.
36. Following the success of West Mercia's Divert scheme the Regional Drug Strategy & Commissioning lead is coordinating a piece of work across the four regional PCCs to see if the programme can be expanded across the West Midlands region and jointly commissioned, to create economies of scale and efficiencies.

## **Criminal Justice**

37. There are currently 60,000 cases in the criminal justice backlog across England and Wales. In West Mercia, the number of cases in the backlog has risen by more than 70% since before the pandemic. In Shrewsbury, there has been a rise of more than 120% in backlog cases and more than 40% in Worcester since before the pandemic. This continues to put a strain on resources.
38. The PCC has actively and consistently called for improvements within the criminal justice system, to ensure access to justice for victims and to make sure offenders are brought to justice. This continues to be the case, with the PCC conducting a range of activities to drive improvements in this area. These include meetings with resident judges, reviewing the scope of the Local Criminal Justice Board, and meetings with representatives from Her Majesty's Courts & Tribunal Service (HMCTS). He is also working with the Ministry of Justice to see what changes could be introduced to increase the number of judges for the West Midlands area.
39. A further area of ongoing work is centred around the continued closure of Hereford Crown Court. The PCC is progressing with a meeting, to include the Chief Executive Officer of Herefordshire Council, as well as HMCTS. The aim of the meeting will be to challenge partners to identify interim solutions, pending the repair work required at the current site.
40. Prior to the COVID-19 pandemic, West Mercia Police were supporting just over 10,000 victims and witnesses. The force is now supporting just over 21,000 victims and witnesses, an increase of 110%. This increase continues to place a significant strain on resources. To address the strain placed on staff, the PCC has funded £26,000 for the continuation of two additional posts for 2022/23 to ensure victims and witnesses continue to be supported throughout the criminal justice system.
41. Overall, performance in the CJS in West Mercia remains stable since the last panel report:

- a. The overall conviction rate in West Mercia is 87% compared to the National average of 82%.
- b. West Mercia's Sexual Offences conviction rate stands at 92% compared to the National Average of 84.5%.
- c. West Mercia's Domestic Violence conviction rate stands at 83% compared to the National average of 75%.
- d. West Mercia's Hate Crime conviction rate stands at 89% compared to the national average of 83%.
- e. Witness Attendance rates remain the highest in the region at 87%.

## **Serious Violence**

- 42. The Police, Crime, Sentencing and Courts Act includes a new Serious Violence Duty ('the Duty') that requires specified authorities (i.e. police, local authorities, fire and rescue, health bodies, probation services and youth offending teams) to collaborate regarding serious violence.
- 43. Whilst PCCs are not subject to the Duty, there are a range of options available to the PCC, should they wish to collaborate.
- 44. The PCC reviewed the Force's preparedness for the Duty as part of a recent thematic Holding to Account meeting on Serious Violence. As part of this meeting, the PCC offered to support the force in engaging with partners to ensure arrangements were in place to meet the requirements of the Duty by the timescales set.
- 45. The PCC wrote to all Community Safety Partnership (CSP) Chairs on 28 July and asked them to consider a number of questions regarding preparedness and views on potential partnership models being considered by the specified authorities. The findings of this consultation were shared with CSP Chairs at the PCC's CSP Summit on 13 September.
- 46. The PCC was keen to understand what support CSPs would be looking for in implementing the Duty. Discussions across CSPs were still at their very early stages, and further engagement with CSPs is planned for December when specified authorities must identify SROs and confirm the partnership footprint they will be working too.
- 47. To prepare for the introduction of the duty, and to inform the commissioning of service provision in this area, the PCC has commissioned a Serious Violence needs assessment, which is due to be completed in early 2023.
- 48. In September, the PCC was notified by the Minister of State, that West Mercia have an indicative allocation of £804,003 up to 31 March 2025, to support the implementation of the Serious Violence Duty. A bidding process for this funding will open in November.
- 49. During October, the PCC committed funding to continue and expand the existing Steer Clear project. Up to now, the project has only operated in Telford & Wrekin. For 2023/24 it will operate across West Mercia. This project will provide 1:1 mentoring, as well as a series of workshops, for children and young people involved in carrying or using knives. This service will work closely with the PCC commissioned CLIMB service, to reduce crime and harm, and prevent exploitation of vulnerable people.

## **Reforming West Mercia**

### **Police Officer Uplift**

50. Included in the 2022/23 budget was a further uplift of 125 officers for West Mercia, supporting all four core strands of the PCC's strategic objectives within the Safer West Mercia Plan. This will bring the total number of officers in West Mercia to 2,456 – the highest it has been since 2009 and close to the highest number of officers on record.
51. The Chief Constable has provided reassurance that the force will be able to deliver the uplift by March 2023 as planned, despite a challenging employment market.
52. The PCC continues to monitor and support the force's delivery of the local and national uplift through holding to account mechanisms and fortnightly uplift meetings with the force and National Uplift leads. Efforts have been made to make use of the uplift programme to improve diversity and representation within West Mercia. Progress has been made in respect of increased recruitment of female officers and those from ethnic minorities, however it is recognised further progress is still required.

## **Estates Update**

53. Significant work is underway across the West Mercia Estate as part of measures to drive energy efficiency. This work is intended to both reduce West Mercia's carbon footprint, and also offset increased pressures that the Force faces around energy costs. Prices are increasing for the police in much the same way that they have for households across the country. Projections for 2023/24 show West Mercia Police's energy costs will increase by 90% compared to 2022/23.
54. The PCC has commissioned a series of works to improve energy efficiency across the Police Estate. Reductions in energy consumption will repay the cost of this work in quick order, enabling further savings for the Force in the future and supporting an ever-greater proportion of resources to be prioritised towards frontline policing services.
55. The PCC is actively engaged in the current public consultation around the South Worcestershire Development Plan (SWDP) Review, specifically around the status of Police Headquarters at Hindlip. The review proposes to remove Major Developed Site status for Hindlip Park. If confirmed, this would threaten the long-term viability of the site as an operational headquarters for both the police force and Hereford and Worcester Fire and Rescue Service.
56. Work on major projects continues, in respect of a planned new firearms training unit for the police force, a new Sexual Assault Referral Centre in Telford and the new police and fire station in Redditch. Progress also continues in respect of work supporting a pathfinder project of electric police vehicles at Worcester police station, refurbishment at Bridgnorth police station, and estate improvements in support of Force ICT resilience.

## **Financial Management**

57. The process to prepare the 2023/24 budget has continued with the PCC meeting regularly with the Chief Constable to make sure there is clear understanding of how the Force are building their budget to effectively reflect the priorities in the Police and Crime Plan, and those set out by the public in the PCC's recent consultation. There has been a focus on agreeing assumptions within the budget setting process and also working towards the presentation of the Medium-Term Financial Strategy (MTFS) position in October.

58. The MTFs will ensure suitable awareness of the financial implications of decisions that are being taken now. Following on from the MTFs the revenue and capital budget proposals for the next financial year are being brought to meetings in November. The proposals will be reviewed and scrutinised to ensure that they are delivering the priorities in the Safer West Mercia plan for the maximum benefit of the public in West Mercia, whilst ensuring effective use of the resources available. This will inform engagement with the Police and Crime Panel in December followed by facilitated Panel budget working group in January 2023.
59. At the midpoint of the financial year, the financial position of West Mercia is a reported revenue overspend of £1.346m (0.5%) against the total budget of £261m. The Force are continuing to monitor spend closely and are putting arrangements in place to manage this position with the aim of bringing the in year spend in on budget. The PCC is scrutinising the impact and return on investment on behalf of the public for the 2022/23 budget at a Holding to Account session in November.

### **Reassuring West Mercia's Communities**

60. The PCC, Deputy PCC and Assistant PCC continue to carry out engagements with communities, such as attending parish council meetings, visiting local community groups, and those that receive funding from the PCC. A total of 50 engagements took place between July and September.
61. In October, the PCC launched his 'Pin Your Poppy' campaign. After commissioning six Unknown Tommy statues from the British Ironworks Centre in Shropshire, communities were given the opportunity to mark their respect for servicemen and women by pinning their poppy on them. The campaign has seen a number of community groups come together and has brought about a large amount of engagement.
62. The PCC is now issuing newsletters to MPs based within the West Mercia area to ensure they are aware of updates, investments and other activity in their constituencies. The PCC's standard community newsletter currently has 2,198 subscribers.
63. The PCC continues to monitor data on his engagement and reach with communities. Across all social media platforms, the numbers of people 'following' the PCC's account has increased by almost 200. There are now 6,621 people signed up for PCC updates via Neighbourhood Matters.
64. During the period, August to September, 53 press releases and statements have been issued ensuring that the PCC maintains a visible presence across West Mercia's communities, playing his part in community leadership and providing reassurance where necessary. This supports the Safer West Mercia Plan priority to 'ensure all communities have a voice that is heard within policing, criminal justice and community safety matters'.
65. PCC engagement in all forms was paused for an extended period during September as the Commissioner and his office observed the national period of mourning following the death of Her Majesty Queen Elizabeth II.
66. Over the duration of September 2022 and October 2022, the PCC's office was in receipt of 232 pieces of correspondence. The correspondence was on a range of subjects, such as road safety, ASB and general concerns around crime. The majority of the correspondence was from Worcestershire and Shropshire residents.

## **Performance and Accountability**

### **Holding to Account**

67. Since the last Panel report 2 thematic holding to account meetings have been held with the Chief Constable. The focus of these meetings was on Serious Violence (August 2022) and Diversity, Equality and Inclusion (DEI; October 2022).

68. Key findings/outcomes from the thematic meeting on Serious Violence include:

- a. The force had developed a Homicide Action Plan informed by a comprehensive local problem profile and national best practice. There was assurance that the plan had ensured appropriate focus and a number of key actions had already been completed.
- b. The force was actively contributing to the development of a national NPCC (National Police Chiefs Council) homicide prevention framework which would inform future activity.
- c. Key to reducing Serious Violence was prevention activity focused on domestic abuse (DA), violence against women and girls (VAWG) and the illegal drug trade. This is aligned to the PCC and Force Joint Prevention Strategy.

69. Key findings/outcomes from the thematic meeting on DEI include:

- a. The Chief Constable has implemented new governance arrangements to ensure appropriate focus on internal/external DEI issues. The PCC is represented within these forums.
- b. Improvements in data capture are required to better understand internal and external disproportionality and identify activity to explain or reduce this.
- c. The Force's new Stop and Search strategy will include enhanced scrutiny of searches. In developing more robust scrutiny, the force has consulted with Independent Advisory Groups (IAGs) and relevant staff networks.
- d. Going forward, the delivery of the Local Policing Charter will include renewed focus on engaging with more seldom heard communities.

70. Upcoming formal meetings include: Impact of 2022/23 Budget Investment (November), Quarterly Performance (November), and VAWG (December).

71. To supplement the formal meetings, the PCC also runs a virtual holding to account process, whereby performance and service issues that do not require a focused thematic meeting but are areas for which he wishes to retain closer oversight, are scrutinised on an ad hoc basis. The virtual process is run via email with the Chief Constable providing a written response to the issues raised. Recent virtual holding to account activity has focused on specific issues relating to performance (outcomes, satisfaction and open investigations) and the Victim Advice Line. The results of these holding to account sessions are currently being reviewed.

### **West Mercia Perception Survey**

72. Headline findings from the latest results of the West Mercia commissioned perception survey, quarter one 2022/23, are set out below:

- a. The majority of residents (81%) agreed that they had confidence in West Mercia Police with a similar proportion confident that they would receive a good service from the force (83%), this is comparable to findings in the previous period.
- b. Around 68% of residents agreed that West Mercia Police understood the issues that affect their community.
- c. 87% said they were confident they could access the police in an emergency and 65% in a non-emergency – stable compared to the previous quarter.
- d. 21% said they see an officer or PCSO at least once per week – a reduction from 24% in the previous quarter.

73. A holding to account meeting focusing on Public Confidence is scheduled in January 2023, following an overall reduction in confidence and key measures since Q1 20/21.

### **Force Performance Reports**

74. The PCC scrutinises a weekly dashboard of performance along with monthly and quarterly summary reports. The latest, Q2 internal performance report for the period April to September 2022, can be found here - [Police Quarterly Performance Reports - West Mercia Police Crime Commissioner \(westmercia-pcc.gov.uk\)](https://www.westmercia-pcc.gov.uk)

75. The PCC is concerned around some of the performance areas within the Q2 report continuously being significantly below target, specifically around the following;

- a. Victim satisfaction continues to be an area of concern, which is specifically linked to victims being kept informed. Although some areas have seen improvements, such as domestic abuse, across the policing area, the overall satisfaction is still not good enough.
- b. Public confidence also remains below the internal targets, with statistically significant reductions since March 2021.
- c. Both 999 and 101 have seen improvements when compared to the previous month, however 101 still falls significantly below target.
- d. Recording around outcomes, bringing offenders to justice, continues on a downward trend, with West Mercia featuring 7<sup>th</sup> out of 8 for the highest proportion of cases where evidential difficulties prevent further action, or where the victim does not support the prosecution.
- e. Incidents of people being killed or seriously injured on West Mercia's roads (KSIs) are increasing, with motorcyclists in particular featuring in casualty statistics.

76. A virtual holding to account focused on satisfaction, open investigation and outcomes performance was submitted following the Quarter 1 report. The PCC is clear that despite this action, the performance is still not good enough, and will be conducting further scrutiny activity via a further thematic holding to account meeting on 29 November.

### **HMICFRS Inspection Reports**

77. HMICFRS have published one inspection report since the last report to the panel, a national report on 2 November following an inspection of vetting, misconduct and misogyny in policing. The inspection identified 5 areas of improvement and 43 recommendations for policing nationally. Work is ongoing to review the recommendations in this report and engage with the force to understand how relevant areas will be addressed.

78. Since the last panel meeting, the PCC has written to the Home Secretary in response to the two national thematic reports published last quarter (the police response to burglary, robbery and other acquisitive Crime and a joint inspection report on Multi-Agency Public Protection Arrangements (MAPPA)).

### **Risk Management Implications**

None.

### **Financial Implications**

None.

### **Legal Implications**

None

### **Equality Implications**

None.

### **Supporting Information**

Appendix 1 – OPCC Governance Structure Chart: [Team Information - West Mercia Police Crime Commissioner \(westmercia-pcc.gov.uk\)](#)

### **Contact Points for the Report**

For the Police and Crime Panel: Sheena Jones, Democratic, Governance and Scrutiny Manager, Worcestershire County Council  
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For the Police and Crime Commissioner: Gareth Boulton, Police and Crime Commissioner, Chief Executive  
[gareth.boulton@westmercia.pnn.police.uk](mailto:gareth.boulton@westmercia.pnn.police.uk)

### **Background Papers**

In the opinion of the proper officer (in this case the Assistant Director for Legal and Governance) there are no background papers relating to the subject matter of this report.

[All agendas and minutes are available on the Council's website](#)

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## WEST MERCIA POLICE AND CRIME PANEL 23 NOVEMBER 2022

### SATISFACTION AND OUTCOMES

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#### Summary

1. The Panel is asked to consider the update provided on satisfaction and outcomes.

#### Background

2. Part of the West Mercia Police and Crime Commissioners (PCCs) role is to be the voice of the public in policing and hold the Chief Constable to account for delivery of an efficient and effective police force, as well as reducing crime.
3. People also need to be able to engage with the PCC and their police service to be confident that they are visible, accessible, understanding of local priorities and able to tackle them effectively.
4. The communities of West Mercia expect and deserve the very best from their Police Service. They want officers that are visible and accessible, protecting them and preventing harm and they want to be confident.
5. The PCC is clear that communities not only are safe, but feel safe too, and this is echoed in the priorities within the Safer West Mercia Plan. These include:
  - Make West Mercia a safer place by reducing crime and reoffending.
  - Improving responses and outcomes around domestic abuse and sexual violence.
  - Ensure all communities have a voice that is heard within policing, crime, criminal justice and community safety matters.
  - Ensuring all communities can access their police service quickly and conveniently when they need to.
6. The PCC continuously scrutinises force performance in these areas via a range of metrics, a summary of which can be seen below.

#### Performance

#### Victim Satisfaction

7. At Force level, none of the aspirational satisfaction levels have been achieved at the end of Q2 22/23. Violent crime satisfaction has seen a statistically significant reduction since April 2021 with levels currently at 59%. Satisfaction with the

Force among victims of Road Traffic Collisions sees the highest levels at 79% and has remained stable for several months.

8. The Force has recently established new governance forums which are intended to oversee and grip levels of victim satisfaction. The PCC is disappointed with the current position and will continue to monitor progress and hold the Chief Constable to account for the delivery of improvements.

## Outcomes

9. Despite the aspiration to increase the volume and proportion of charge/summons outcome offences, levels have been declining. When compared to April 2019, current levels show a 7.9% reduction in positive outcomes taken. Current levels are below both the national average and that seen for the Most Similar Group (MSG)<sup>1</sup>.
10. Since April 21, there has been a 24% increase in the use of Outcome 16 (Victim does not support police action; prevents further action). The proportion of cases with evidential difficulties due to a lack of victim support is significantly higher in West Mercia than across England and Wales.

## Scrutiny Activity

11. The PCC has a programme of regular scrutiny meetings with the Chief Constable as part of his role in holding her to account. Victim Satisfaction and police outcomes have featured at these meetings throughout the PCC's term.
12. To supplement the formal meetings, the PCC also runs a virtual holding to account process, whereby performance and service issues that do not require a focused thematic meeting but are areas for which he wishes to retain closer oversight, are scrutinised on an ad hoc basis. The virtual process is run via email with the Chief Constable providing a written response to the issues raised.
13. Most recently, in August 2022, the PCC carried out a virtual holding to account around some key performance concerns including satisfaction and outcomes. He sought from reassurance the Chief Constable that;
  - a. New governance arrangements will provide sufficient oversight and grip of satisfaction performance issues.
  - b. Asked the Force to set out short, medium and long term deliverables that need to be implemented to improve levels of satisfaction.
  - c. The drivers behind declining outcome performance are fully understood.
14. The minutes from this meeting can be found here - [Police Performance & Holding to Account - West Mercia Police Crime Commissioner \(westmercia-pcc.gov.uk\)](https://www.westmercia-pcc.gov.uk)

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<sup>1</sup> Most Similar Group are police force areas found to be the most similar to each other based on factors relating to crime. For West Mercia this is North Yorkshire, Wiltshire, Suffolk, Warwickshire, Gloucestershire, Cambridgeshire and Devon and Cornwall Police.

15. The PCC wanted to ensure that drivers behind declining outcome performance were fully understood to improve outcomes for victims regardless of where they live across the force area. The PCC also sought reassurance that new governance arrangements will provide sufficient oversight of the issues impacting victims. The Force set out that initial activity for victim satisfaction will look at improving data and processes within the Force to better understand victim feedback, governance and improve officer training. The Chief Constable responded to questions asked and activity set out will be monitored and followed up through the formal meeting process.
16. A formal meeting scheduled for the 29 November focussed on the quarterly performance report will look at a number of issues including satisfaction and outcomes as performance has not improved as expected.

### **Budget Investment**

17. In November, the PCC held a formal holding to account meeting with the Chief Constable, to scrutinise the impact of the 2022/23 budget investment in several key areas.
18. The 2022/23 budget includes the provision to increase West Mercia's establishment by an additional 125 officers, which will take the establishment up to 2,456 police officers. This represents the highest number of officers the force has seen since 2009 and is very close to the highest level seen on record in West Mercia, ensuring greater visibility, accessibility and confidence to the public.
19. Initial internal adverts for uplift posts resulted in 64% of the uplift posts now either being filled or having an officer identified for the post. Of these, 31 (44%) already have the officer in post. The PCC sought reassurance that all uplift posts will be recruited to by the end of the financial year. The Chief set an aspiration that these posts will be filled by December.
20. The largest single additional investment within 2022/23's budget is an additional 55 officers into Investigations, an area highlighted for improvement by HMICFRS as well as public feedback. The investment in specific resource for the investigation of crime will mean more people who fall victim to crimes like domestic or sexual violence receive a high quality of service, with greater emphasis on putting victims and survivors first, and a robust response to bringing offenders to justice.
21. The investment of an additional 11.5 staff within the Road Safety Team remains ongoing and is expected to be fully in place before the end of the financial year. The primary objective of this investment will enable greater reassurance to West Mercia's communities through increased visibility and accessibility in local communities, with additional mobile enforcement capability reducing speed and changing driver behaviour.

## **Contact Points for the Report**

For the Police and Crime Panel: Sheena Jones, Democratic, Governance and Scrutiny Manager, Worcestershire County Council

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For the Police and Crime Commissioner: Gareth Boulton, Police and Crime Commissioner, Chief Executive

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## **Background Papers**

In the opinion of the proper officer (in this case the Assistant Director for Legal and Governance) there are no background papers relating to the subject matter of this report.

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## **WEST MERCIA POLICE AND CRIME PANEL**

### **23 NOVEMBER 2022**

## **WORK PROGRAMME**

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### **Summary**

1. From time to time the West Mercia Police and Crime Panel (PCP) will review its work programme and consider which issues should be investigated as a priority.

### **Background**

2. Under the Police Reform and Social Responsibility Act 2011 the Panel is responsible for scrutinising the Police and Crime Commissioner's (PCC) exercise of their statutory functions. This includes:
  - (a) The power of veto, by a two-thirds majority of the total panel membership, over the level of the PCC's proposed precept;
  - (b) The power to review the Police and Crime Plan and make recommendations to the PCC who must have regard to them;
  - (c) The power to review the PCC's annual report and make recommendations at a public meeting, which the PCC must attend;
  - (d) The power to require the PCC to attend the Panel to answer questions.
3. Some of these functions are carried out at a specific time of year – for example the precept must be considered and a view given to the PCC by 8 February each year.
4. As a Scrutiny body the Panel reviews decisions made by the PCC, performance and issues of concern or interest. It is not possible to carry out all these functions in detail and it the Panel needs to plan its workload and agree its priorities.
5. The enclosed work programme takes into account 'routine' items, items which are required to be considered by the Panel at particular points in the year and topics for which the Panel has asked the PCC to provide a report.

### **Dates of Future Meetings**

6. Dates and details of future meetings are available on the County Council website. The next planned Panel meeting is on 3 February 2023.

[Browse meetings - West Mercia Police and Crime Panel - Worcestershire County Council \(moderngov.co.uk\)](https://www.moderngov.co.uk/worcestershire-council/agenda/2022/23-november-2022/west-mercias-police-and-crime-panel-work-programme)

## **Purpose of the Meeting**

7. The Panel is asked to consider the 2022/23 Work Programme and agree whether it would wish to make any amendments. The Panel will wish to retain the flexibility to take into account any urgent issues which may arise.

## **Supporting Information**

Appendix 1: West Mercia Police and Crime Panel Work Programme

## **Specific Contact Points for this Report**

Sheena Jones, Democratic, Governance and Scrutiny Manager

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## **Background Papers**

In the opinion of the proper officer (in this case the Assistant Director for Legal and Governance) there are no background papers relating to the subject matter of this report.

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**West Mercia Police and Crime Panel - Work Programme 2022/23**

<b>Meeting Date</b>	<b>Area of scrutiny</b>	<b>Date of Last Report</b>	<b>Notes/Follow-up Action</b>
23 November 2022	Police & Crime Plan Activity and Performance Monitoring Report	7 September 2022	
	Work Programme	7 September 2022	
3 February 2023	West Mercia Police and Crime Commissioner's Proposed Precept and Budget 2023/24	4 February 2022 25 November 2021 (half-year monitoring)	
	Police & Crime Plan Activity and Performance Monitoring Report	23 November 2022	
	Work Programme	23 November 2022	
12 June 2023	Draft Annual Report of the Police and Crime Commissioner for West Mercia	15 June 2022 31 August 2021	
	Update on the Implementation of the Estates Strategy	7 September 2022	
	Police & Crime Plan Activity and Performance Monitoring Report	3 February 2023	
	Work Programme	3 February 2023	

19 September 2023	Police & Crime Plan Activity and Performance Monitoring Report	12 June 2023	
	Annual Report on Complaints	7 September 2022 15 September 2021	
	Work Programme	12 June 2023	
2 November 2023	Police & Crime Plan Activity and Performance Monitoring Report	19 September 2023	
	Work Programme	19 September 2023	
<b>Potential items</b>			
TBC	ICT improvement programme		
TBC	Update on the Criminal Justice system		
TBC	Update on the Prevention Strategy	7 September 2022	
TBC	Update on the progress Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) PEEL 2021/22 – An inspection of West Mercia Police	15 June 2022	
TBC	Update on the progress of Joint HMICFRS & Her Majesty's Inspectorate of Prisons (HMIP) Inspection Report: An unannounced inspection visit to	15 June 2022	



	police custody suites in West Mercia Police.		
<b>Statutory items</b>			
	PCC's Proposed Precept (and Medium Term Financial Plan) including budget briefing/Task Group arrangements	February/July/December	
	Draft Police and Crime Plan (or variation to it)	15 September 2021 - Draft Police and Crime Plan 2021 – 2025 25 November 2021 Draft Police and Crime Plan 2021 – 2025 (Consultation Results)	
	Annual Report of the PCC	Annually	
	Review the PCC's proposed appointment of a Chief Constable, Chief Executive, Chief Finance Officer and/or the Deputy PCC	As needed	
<b>Regular items</b>	Police & Crime Plan Activity and Performance Monitoring Report	Every meeting	
	Work Programme	Every meeting	
	Annual Report on Complaints	Annually	

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