

West Mercia Police and Crime Panel

Agenda

West Mercia Police and Crime Panel

**Monday, 30 October 2023, 10.00 am
County Hall, Worcester**

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West Mercia Police and Crime Panel
Monday, 30 October 2023, 10.00 am, County Hall, Worcester

Membership:

Cllr Barry Durkin (Chairman)	Substantive Member - Herefordshire Council
Cllr Rob Adams (Vice Chair)	Substantive Member - Wychavon District Council
Cllr Martin Allen	Substantive Member - Malvern Hills District Council
Cllr Joanne Beecham	Substantive Member - Redditch Borough Council
Cllr Roger Evans	Co-opted Member - Shropshire Council
Cllr Liz Harvey	Co-opted Member - Herefordshire Council
Cllr Helen Jones	Substantive Member - Bromsgrove District Council
Cllr Nigel Lumby	Substantive Member - Shropshire Council
Cllr Kelly Middleton	Substantive Member - Telford and Wrekin Council
Cllr Tracey Onslow	Substantive Member - Wyre Forest District Council
Cllr Richard Overton	Co-opted Member - Telford and Wrekin Council
Cllr Vivienne Parry	Co-opted Member - Shropshire Council
Cllr Tony Parsons	Co-opted Member - Shropshire Council
Cllr Tom Piotrowski	Substantive Member - Worcester City Council
Cllr James Stanley	Substantive Member - Worcestershire County Council
Mrs C Clive	Co-opted Independent Lay Member
Ms B McDowall	Co-opted Independent Lay Member

Agenda

Item No	Subject	Page No
1	Welcome and Introductions	
2	Named Substitutes	
3	Apologies and Declarations of Interest	
4	Public Participation 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 9.00am on the working day before the meeting (in this case 27 October 2023). 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.	

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Date of Issue: Friday, 20 October 2023

Item No	Subject	Page No
5	Confirmation of the Minutes of the previous meeting To confirm the Minutes of the Panel meeting held on 27 July 2023.	1 - 10
6	Estates Strategy Progress report	11 - 18
7	Diversity, Equality and Inclusion	19 - 28
8	Work Programme	29 - 34

Minutes of the West Mercia Police and Crime Panel

County Hall, Worcester

Thursday, 27 July 2023, 11.00 am

Present:

Cllr Barry Durkin (Chairman), Cllr Rob Adams (Vice Chairman),
 Cllr Martin Allen, Cllr Caroline Bagnall, Cllr Roger Evans, Cllr Paul Harrison,
 Cllr Liz Harvey, Cllr Nigel Lumby, Cllr Kelly Middleton, Cllr Richard Overton,
 Cllr Vivienne Parry, Cllr Tom Piotrowski, Cllr James Stanley, Mrs C Clive and
 Ms B McDowall

Also attended:

John Champion, West Mercia Police & Crime Commissioner
 Gareth Boulton, Chief Executive, Office of the West Mercia Police & Crime
 Commissioner
 Andrew Boote, Head of Service for Safer Communities (Public Health)
 Samantha Morris, Interim Democratic Governance and Scrutiny Manager
 Alison Spall, Overview and Scrutiny Officer

Available Papers

The members had before them:

- A. The Agenda papers (previously circulated);
- B. The Minutes of the Meeting held on 3 February 2023 (previously circulated).

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

472 Election of Chairman

The Interim Democratic Governance and Scrutiny Manager welcomed everyone to the meeting and advised that there was a change to the order of business with agenda items 5 and 6 (Elections of Chairman and Vice-Chairman) being moved to the start of the meeting.

It was noted that Councillor Aled Luckman had stood down as Chairman of the Panel.

Nominations for Chairman were received for Councillors Barry Durkin and Liz Harvey. On being put to the vote, Councillor Barry Durkin was duly elected as

Chairman, for the remainder of the three-year term until July 2024, and took the Chair.

473 Election of Vice-Chairman

As Councillor Barry Durkin had been elected as Chairman of the Panel, there was now a vacancy for Vice-Chairman.

Nominations for Vice-Chairman were received for Councillors Roger Evans and Rob Adams. On being put to the vote, Councillor Rob Adams was duly elected as Vice Chairman for the remainder of the term until July 2024.

474 Welcome and Introductions

The Chairman welcomed everyone to the meeting and placed on record his thanks to the retiring panel members, Councillors Aled Luckman, Graham Ballinger, Sebastian Bowen, Nyear Nazir, Tom Wells and David Wright for their contribution to the Panel. He particularly wished to highlight the long service of Councillor Sebastian Bowen who had been a member of the Panel since 2012 and had brought a wealth of experience and knowledge to the Panel. It was agreed that a letter of thanks would be sent to all retiring members on behalf of the Panel.

The new substantive members were: Councillors Barry Durkin (Herefordshire), Martin Allen (Malvern), Joanne Beecham (Redditch), Kelly Middleton (Telford and Wrekin), Tracey Onslow (Wyre Forest), Tom Piotrowski (Worcester City) and James Stanley (Worcestershire County).

The PCC advised the new members that if they had any particular areas of interest they wished to explore, this could be arranged via his office.

475 Apologies and Declarations of Interest

Apologies were received from Councillors Joanne Beecham, Helen Jones, Tracey Onslow and Tony Parsons.

There were no declarations of interest.

476 Named Substitutes

Councillor Caroline Bagnall for Tony Parsons (Shropshire Council) and Councillor Paul Harrison for Tracey Onslow (Wyre Forest District Council).

477 Public Participation

None.

478 Appointment of Co-opted Members

The following elected members were unanimously co-opted on to the Panel: Roger Evans, Vivienne Parry, Tony Parsons (Shropshire), Liz Harvey (Herefordshire) and Richard Overton (Telford and Wrekin).

479 Confirmation of the Minutes of the previous meeting

The Minutes of the meeting held on the 3 February 2023 were agreed as a correct record and signed by the Chairman.

480 Annual Report of the PCC

The Police and Crime Commissioner (PCC) introduced his Draft Annual Report. Members of the Panel were required to review the Report and make recommendations to the PCC for consideration, following which, the PCC must then respond to any report or recommendations that the Panel has made prior to publishing the final version of the report.

In presenting his Annual Report, the PCC highlighted that in the last year there had been an increase in funding of £15m for policing and a significant rise in numbers of police officers for West Mercia. Whilst there had been an increased level of confidence in the West Mercia Police (the Force) in the last year, the PCC remained frustrated at the pace of the delivery of improvements. There were changing demands from communities and the PCC expected to see a greater pace of change in the year ahead.

The PCC drew attention to a few specific areas including:

- The lack of progress in respect of improving the visibility and access to police officers, an area that the Chief Constable was committed to seeing change.
- The reporting of poor behaviour of police officers nationally had impacted the reputation of the Police Force in general and public confidence. This behaviour was unacceptable, and the PCC was supportive of the work being done to drive improvement.
- The importance of continuing to fund services to support victims and securing additional funds for this purpose. This year more than £2m had been secured to tackle sexual and domestic violence and create safer spaces within communities. The PCC's mission was to continue to support those who needed it at a level that was expected and deserved by communities.

In the discussion that ensued, the following points were raised:

- With reference to the 500 new police officers highlighted in the report, a Member asked for details as to how many of them were front line officers. The PCC was not able to give an exact percentage but confirmed that it was not 100% as not all police officers were visible in the community and had other roles for example pursuing criminals on the dark web and therefore were out of sight of the public. The Panel would be provided with details following the meeting.

- Members were keen to see police officers being more visible within their communities, which would also benefit residents who had a fear of crime. The PCC explained that the number of police officers in an area varied according to activity levels, and that the Police response was relative and proportionate. The PCC acknowledged however, that public perception needed to improve and advised that some public perception work had recently been carried out in Pershore, and that he was keen to work with Councillors to improve public perception.
- A Member suggested that there was a lack of police officer presence at some Parish Council meetings, although it was highlighted that this was not the case at all Parish Council meetings. The Chief Executive explained that the Local Policing Charter including an agreement to provide timely updates to Parish Councils. If this was not happening, Councillors were asked to advise the PCC.
- A Member highlighted that the PCC's visit to a farm in Shropshire and interest in rural crime issues had been well received within the local farming community.
- Although there were some issues with policing in Telford, particularly with a lack of police attendance, a Member wished to highlight that the partnership working with the Police on the Safer and Stronger Communities programme was a very welcome initiative. The PCC agreed that the programme was proving successful, and that it was central to the aims of the Community Safety Partnership legislation.
- A Member advised that many of the issues highlighted in the report had been seen first-hand and referred to some positive diversionary and street work that was taking place and the mutual benefit of ward walks with the Police.
- In response to a Member question about the outcomes of the investment in technology, the PCC advised that by October the benefits would be realised, and a report would be brought to the February Panel detailing the outcomes of the investment.
- Referring to the year in numbers set out in the report, a Member requested that future reports included comparative figures from previous years with some context as to whether progress was 'on track' for these indicators. The PCC explained that he had adapted the reporting over time to suit the Panel's needs and was happy to try and meet new requests.
- The Chairman reminded the Panel that its role was one of critical friend and of holding the PCC to account. The PCC added that he saw the Panel's role as being one of support and challenge of his commissionership.
- A Member set out their observations on the figures used in the report, for instance the reliance on the use of estimates, despite the numbers of crimes reported having increased. It was suggested that public satisfaction with visibility was an outdated way of judging performance with the increasing importance of cybercrime. The low proportion of offences where action had been taken was also highlighted, and it was questioned what blockages were in the system and what was being done to influence this situation. The PCC agreed that the outcomes in the UK for lower-level crime were poor, although the Police did well with outcomes relating to serious crimes. Following some significant

investment in investigative work, the updated performance figures which would be presented to the September Panel were showing some improvement in the quality of outcomes. The PCC concurred that cybercrime and online fraud were important areas and that a weekly fraud update was provided via 'neighbourhood matters.'

- A Member highlighted that PCC's reflective summary of the previous year was appreciated, as was the use of case studies and the breakdown for each area. It was however disappointing to note the PCC's frustrations and the PCC was asked what actions were being taken to overcome these. The PCC set out his frustration that the organisation did not adapt quickly to emerging threats and he would prefer it to be 'live' to challenges that came along. The biggest frustration was with the lack of consistency and priority given to the commitments of the Chief Constable as set out in the Local Policing Charter, which meant that residents were not always getting what they should expect.
- Referring to the support for women who had suffered sexual and domestic violence, a Member asked for further details of the practicalities of victims accessing the support.
- In response to a question about the availability of 'Crucial Crew' in Shropshire, the PCC advised that he thought it was available in all areas of Shropshire and advised the Member to approach the local policing team, or his Office if her local team were not able to help.
- With reference to ensuring the accuracy of recording of outcome data, this was an area the PCC reported was being worked on. If ethical recording were an area of interest to the Panel, the PCC could provide a report at a later date.
- A Member expressed concern about the lower crime detection rate in Shropshire. The PCC advised that work was being carried out on this and the disparity was reducing.
- A Member requested detailed information on the average waiting time for 101 calls to be answered, as the figures quoted in the report did not reflect the local residents' experience. The PCC advised that further details could be found in the public call handling section of the performance monitoring report hyperlink in the report.

The Chairman confirmed that a formal letter would be sent to the PCC setting out the Panel's comments on his draft annual report.

481 2023/24 Annual Budget Metrics Report

The Panel received a report which provided an overview of the key performance indicators agreed by the PCC and the Chief Constable as part of the budget setting process for 2023/24. The PCC highlighted that these indicators had not been available when the Panel considered the precept.

A Member commented that for new Members, a longer-term view would be helpful so that trend analysis over time could be seen. Another point was raised that a comparison with indicators from other areas of the UK would be useful.

In response to a request from a Member, the PCC agreed to supply further details of the most similar group comparisons for robbery and burglary.

482 Combatting Drugs Partnership

The Panel received an update on the work of the two Combatting Drugs Partnerships in West Mercia, for which the PCC was the Senior Responsible Officer (SRO).

A Member questioned the PCC about the priority balance between tackling hard drugs which were fuelling serious crime versus the high usage of soft drugs amongst young people and the impact of those on their mental health and wellbeing. The PCC advised that the Government's 10-year plan 'From Harm to Hope' set out the approach to combatting illegal drug use at all levels. As the SRO, the PCC had a co-ordination role to ensure that there was a balanced approach but was not yet assured of the consistency of neighbourhood enforcement on drugs use. The PCC also referred to the recent launch of the Neighbourhood Crime fighting team which would boost resources to combat local drug issues. The Panel was informed that the PCC was unsure how the drugs partnerships were feeding back to Councils.

In response to a Member's question, the PCC stressed that the pathways had to be supported by partnerships, rather than a single organisation, and there was currently inconsistency as to how this was happening. The PCC referred to good consistency of delivery from the rehab work in prisons which was then being continued when the prisoners were released.

483 Most Appropriate Agency (MAA)

The Panel considered a report which set out details of a new policy and procedure referred to as, 'Most Appropriate Agency' which the Force had introduced on 3 April 2023. The Panel was informed that the policy was based on Humberside's Right Care Right Person (RCRP) policy and was intended to ensure that everyone, including the most vulnerable members of the community received the correct service, by the most appropriate agency, first time and every time. The PCC advised that there was a national launch event the previous day and whilst supportive of the principles behind the policy, he did have concerns regarding its implementation and how the system would work. The PCC had taken time to understand the way in which Humberside had implemented their policy and was clear that a partnership approach with all the local authorities in their area, was key to a successful approach. The PCC was keen to know if the Panel had any suggestions about the implementation of a partnership approach and 'bringing the partnership to life', perhaps involving local authority scrutiny bodies in the process.

Members raised a few issues and questions, to which the PCC responded as follows:

- The speed with which the policy was being implemented was raised as a cause for concern. A Member also highlighted the views of the Local

Government Association, which whilst welcoming the plans, had expressed concerns as to who would be left to foot the bill.

- Members were very concerned about the impact of this policy on vulnerable people in the community, especially those with mental health issues. It was felt that the conditions set out for a duty of care to arise for the Police to intervene, did not come across as a partnership approach.
- A Member asked whether the Equalities Impact Assessment referred to under the Equality Implications had been completed yet. The PCC advised that this had been completed by the Force and he would check whether it had been published.
- Whilst acknowledging that mental health was not a Police role, a Member suggested that the Police had powers to hold a person which were useful in certain situations, and examples were provided of a recent incident where Police intervention had been required. It was suggested that Telford & Wrekin Improving Access to Psychological Therapies (IAPT) programme could have a role in a partnership and that drop off points with the IAPT team might be part of a solution. Also, greater involvement of place-based community groups as a source of engagement and for feedback purposes could be useful.
- A concern was raised about how the process for determining the best provider of a service would be managed and also the need to be able to respond to emergency situations, especially given that all partners could not necessarily act as an emergency service.
- A Member questioned, given the limited response to the consultation carried out by the Force, how partners had been engaged and challenged to roll out this policy. The PCC commented that the low engagement rate with the survey suggested to him that it did not reach the right people for completion.
- A Member suggested that the conditions required to be met before the Police had a duty to act was a major concern (paragraph 40 of report) and was unreasonable. The PCC advised that whilst he felt the Chief Constable was right to implement the policy, he had consistently expressed concerns in his holding to account work. He also agreed that there were some contradictions in the Force's policy, and he would ensure the concerns were taken on board.
- The PCC confirmed that the RCRP Toolkit (College of Policing) had been launched the previous day and that all the major partners had signed the agreement. It was intended that this policy would be cascaded through organisations, but the alignment of funding and services was not yet being seen.
- Another Member shared concerns that the process of implementing the policy was being rushed and whilst partnership working was the key, some sectors had little awareness of what was expected. It was suggested that local authority scrutiny committees could play a key role in helping this to move forward. The PCC welcomed this suggestion and advised that his Office could provide information or support to help partners to engage. It was agreed that the Chairman would write on behalf of the Panel to all Councils to encourage their engagement in this process.

- Further concerns were expressed about vulnerabilities in the community, for instance for the ambulance crews having to deal with difficult situations.
- A Member referred to a press release which the Force had issued about reducing police involvement in mental health care and commented that the Chief Constable was not present at this meeting to hear the Panel's concerns. The PCC advised that he would liaise with the Chief Constable to ensure that the Panels concerns were shared.
- A Member referred to the 'Mend the Gap' programme with different authorities and suggested that it may be of interest in this context too.

484 Police & Crime Plan Activity and Performance Monitoring Report

The Panel received an update on the activity undertaken by the PCC in support of his Safer West Mercia Plan and an update on Police performance.

In response to a Member's question about the approach to having 'holding to account' public meetings, the PCC advised that he had concluded that hybrid meetings were the way forward to ensure that the public could have the opportunity to participate. Consideration was also being given to holding a Force wide face to face 'holding to account' meeting.

Members raised a number of questions as follows, which were responded to by the PCC:

- In respect to a Member's question about the impact of the culture and values of the organisation, the PCC reported that the Chief Constable was currently in the process of carrying out a cultural audit throughout the Force, the results of which would be reported to the Panel.
- A Member raised the worrying statistics regarding children and young people affected by domestic abuse. The PCC highlighted that there was significant underreporting in this area making it hard to judge whether the increase was due to a true increase in crime numbers or a better understanding of the reality.
- In terms of the holding to account meetings, a Member highlighted that it would be helpful to receive some reassurance or communication regarding the contributions made by the public at these meetings.
- The diversity of the Police Force was questioned. The PCC advised that the Force was not yet representative of the communities that it served, but recent figures were showing some improvements. He commented that any insight from Members into engaging underrepresented communities would be welcomed. The PCC highlighted that figures on diversity were included in the performance report. A Member requested that a progress update be provided on police force diversity over the past 5 years and that the Equality implications section at the end of the report marked as 'none' could be usefully expanded.
- In response to a Member's question, the PCC agreed to ensure the financial management section of the report was expanded and the Chief

Executive confirmed that the most up to date quarterly financial information was always included.

- The importance of combatting rural crime was highlighted and a Member spoke positively about the use of smart water to prevent farm thefts. The PCC agreed that smart water was really helpful, and his mission was to ensure that it could be used much more extensively both within the farming community and innovatively for a wide range of community and parish uses, for which he was providing some funding.
- A Member was pleased to read about the work of the West Mercia Rape Sexual Abuse Support Centre (WMRSASC) in supporting victims of sexual violence and asked whether enough was being done considering the growing number of referrals. The PCC reported that there was currently far more demand than capacity, however, in the last few days, the Ministry of Justice had announced additional funding which would help. The Panel was informed that there was work ongoing with perpetrators to break the cycle of crime in this area and the PCC explained that his role included co-ordinating activities to help prevent these crimes.
- In response to a comment about low prosecution rates inhibiting people from coming forward to report crimes, the PCC advised that sexual violence crimes were very hard to prosecute, and that getting the right support for victims was important, especially as the delays in the criminal justice process could be very lengthy. The social stigma attached to reporting sexual violence was raised, and it was also recognised that there were many unreported male victims too.
- A Member highlighted that there were different perceptions of what domestic abuse looked like and suggested that it would be helpful for consideration to be given as to how the 'lived experience' of domestic abuse could be conveyed to the public, to increase their understanding of the issue. The PCC agreed to take this away for consideration and report back to the Panel.

485 Work Programme

The Panel received details of its current work programme and the following main points were made:

- In response to a question about whether the Panel could carry out Task Groups, the Interim Democratic Governance and Scrutiny Manager advised that the Panel was able to commission deep dives into particular issues. Initial suggestions made were:
 - smart water/rural crime
 - partnership working around sexual violence
 - Estates
 - Key Performance Indicators or PFI's
- A report on Police Force diversity was added to the work programme for the September meeting.
- A Member queried whether there were any shared services between West Mercia and Warwickshire following the separation of the Alliance.
- The Panel discussed the process for scrutinising the proposed precept and a Member suggested that it would be helpful if the final notification

of the proposed precept was advised at an earlier stage in the budget setting process. The Interim Democratic Governance and Scrutiny Manager explained that the PCC had agreed earlier in the meeting to liaise with Officers about the process for scrutiny of the draft precept and details would be provided in due course.

- The Interim Democratic Governance and Scrutiny Manager suggested that Members may wish to consider 'Champion' roles for Panel Members in order to develop their depth of knowledge in certain key areas.

The meeting ended at 1.50 pm

Chairman



WEST MERCIA POLICE AND CRIME PANEL 30 OCTOBER 2023

ESTATES STRATEGY PROGRESS REPORT

Recommendation

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

Background

2. The Police and Crime Commissioner's Estates Strategy was developed in 2022 in consultation with West Mercia Police, the public and other partners. The document sets out aspirations for the police estate across the medium term and principles as to how these will be achieved.
3. The Estates Strategy is designed to support delivery of the Commissioner's Safer West Mercia Plan in every context. This includes:
 - Community reassurance and confidence in respect of police visibility and accessibility
 - Ensuring police buildings are fit for purpose in respect of their required functions. For example, they are safe and welcoming for victims and witnesses, whilst (where appropriate) being safe and secure in respect of people detained in police custody.
 - Support and enable reform within policing and drive greater effectiveness and efficiency for the public
 - Support health and wellbeing for police officers, staff and volunteers
4. West Mercia's police estate consists of approximately 100 buildings and sites. The estate has suffered from a lack of strategic management and sufficient investment for many years. As a result, there has been (and continues to be) a significant amount of work to do in making the estate operate effectively and efficiently in support of the police service while delivering best value for the public purse. Significant additional investment has been made in recent years to look to address these issues, as well as much more active management of the estate. This has led to notable recent improvements in estates performance, whilst acknowledging more work is required.

Governance

5. West Mercia's Estates service is now fully embedded as part of the Office of the Police and Crime Commissioner (OPCC). It serves West Mercia Police as well as Hereford & Worcester Fire and Rescue Service (HWFRS).
6. The service is under the day-to-day control of the OPCC Chief Executive and is formally governed by a new Estates Governance Board to ensure appropriate

rigour, transparency and co-ordination. This meeting is chaired by the Deputy PCC, and typically attended by West Mercia Police Chief Officers, OPCC statutory officers and HWFRS senior leaders.

7. Within West Mercia Police the Estates Forum meeting is the primary vehicle for escalation and discussion of Force specific estates matters, feeding into the OPCC and the main Estates Governance Board as appropriate. This ensures the operational requirements of the police force can be established and agreed and that work on the estate is fit for purpose.

Major Capital Projects

8. Major capital projects remain ongoing within West Mercia's estate in 2023/24, representing significant investment in the estate and key public services. These are work towards a new firearms training facility and the new police and fire station in Redditch.
9. The PCC has supported a £16.74m investment in a new, fit-for-purpose firearms training unit (FTU) for West Mercia Police to ensure local communities can continue to receive the right response to incidents when highly specialised police firearms units are required. Current facilities are no longer compliant with national standards and all options were considered prior to PCC sign-off.
10. The project is continuing at pace in 2023/24. More than £1m has been invested in progressing the project thus far, with contractors appointed for the latest stage in the process. It is currently planned that the FTU can be submitted for planning approval before the end of the calendar year.
11. Work on the new police and fire station at Redditch continues at pace.
12. Having overcome a number of challenges with the new site the build is now well underway and on track to be completed on time and on budget.
13. The completed project will represent a total investment of circa £20m and will ensure a fit-for-purpose operational base for emergency services at the heart of the local community for many decades, whilst also offering improved sustainability through environmental and economic efficiency.
14. West Mercia Police remains on track to vacate the existing Redditch police station on time. It will be necessary to temporarily relocate local officers and staff until such time that the new police station is ready to occupy. A temporary location in the town centre has been identified that is fit for purpose. It is currently being redeveloped to accommodate the Force in the coming weeks.

Planned Projects 2023/24

15. Almost 100 projects are budgeted and scheduled within the planned programme across the police estate in 2023/24. This is a significant uplift on activity in previous years, reflecting the additional investment being made to ensure the estate is fit for purpose and supports key services.

16. These projects range from minor window replacements to major internal refurbishments and have a relatively even and proportionate spread across the whole force area. All projects support elements of the Estates Strategy, including:
- Ensuring compliance with laws and regulations
 - Ensuring security
 - Maintaining an estate that is fit for purpose
 - Delivering best value for money
 - Improving sustainability
 - Ensuring the estate is more flexible and connected
 - Maximising the potential of the police estate
17. There is a significant element of work within the planned programme at the Hindlip police headquarters. Much of this work is necessary modernisation to support the Force in having more flexible workspaces, embracing new ways of working and enabling functions to work in close proximity where it is beneficial.
18. The content of the draft South Worcestershire Development Plan represents a significant risk in respect of the Hindlip Masterplan, delivery of the Estates Strategy, and long-term viability of Hindlip as a police headquarters. The draft plan contains a proposal to remove Hindlip Park’s status as a “major developed site”, within the greenbelt. If approved, this measure would call into question not just the viability of the site, but also the nationally significant emergency services which operate from it. The PCC remains actively engaged in the process and attempts to retain this status are ongoing.
19. In the financial year 2022/23 the estates team commissioned a full building fabric condition survey of the estate to determine the current condition and compliance of the sites and buildings. This data means that a more informed approach can be taken to planning and decision making. It has helped determine the specific work categories and priorities for the 2023/24 planned infrastructure and improvement programmes. This will be further developed to prepare a 5-year, long term planned programme. Further similar surveys will be commissioned shortly in respect of heating, ventilation and air conditioning systems.

Finance

20. The PCC has continued to prioritise significant resource towards the estate and the estates service, particularly since the Estates service returned to the OPCC, recognising the need for investment and improvement in this area. This investment is set out in the table below:

	22/23 (£)	23/24 (£)
Total Estates Budget	9,800,880	12,958,859
Planned Programme Budget - Revenue	829,585	1,062,921
Capital Budget		
- Masterplan	7,496,000	8,940,000

- Planned Programme Capital	800,000	1,596,000
- Local Policing Estates Transformation	418,000	1,491,000

21. Wider economic factors continue to have a significant impact on the Estates function, including inflation in the construction sector, utility costs and interest rates. These environmental factors create a challenging position whereby the need for effective and efficient use of public resource in line with the Estates Strategy is even greater. This scenario continues to drive both the OPCC and West Mercia Police to come up with alternative solutions, maximise efficiency and deliver even better outcomes.

Efficiency and Commercial Advantage

22. Commercial advantage is a central premise of the Estates Strategy, focused on delivering the best possible value for money and enabling as much investment as possible into key services and infrastructure. Work in this regard over the last year has focused on maximising additional income and minimising costs wherever possible.

23. Numerous “invest to save”, initiatives have been supported in the last year, with the aim of realising significant longer term revenue savings via short term investments. These include the rollout of low energy LED lights at divisional headquarters. It is anticipated the cost of the investment will be repaid in full within two years (particularly given high energy costs) and will then support ongoing savings on an annual basis and support a reduction in West Mercia’s energy footprint.

24. In conjunction with the electrification of West Mercia’s vehicle fleet, investments have also been made in charging infrastructure. Again, with the intention of recouping costs through reduced reliance on conventional petrol / diesel vehicles and reducing carbon emissions. A pilot is now underway in Worcester with a further review of the full charging infrastructure taking place.

25. A review and closer management of contracts is supporting significant efficiencies within the service. For example, more than £100,000 has been removed from West Mercia’s waste management contract through an improved contract and procurement process this year. In total, efficiencies totalling more than £330,000 are projected for delivery through improved management of estate contracts per year.

26. West Mercia’s Estates team is engaged at high levels of central government and the House of Lords on behalf of emergency service partners seeking changes to legislation around section 106 contributions from housing developers. The Estates service is working with partners to seek to improve access to income streams for policing and other blue light partners, with government receptive to the approach thus far.

27. A programme of rationalisation has also been developed and is being implemented to drive efficiency through revenue generation and reduced annual costs. This rationalisation is focused primarily on non-operational buildings and pieces of land which sit within West Mercia's estate portfolio, but which either carry inherent significant costs and risk, or have little to no strategic value. It is believed these disused or unnecessary parts of the police estate can achieve significant capital receipts in the coming years.
28. This rationalisation programme is supported by (and operates in conjunction with) work to modernise the police estate, recognising the shift to new ways of working and creating more flexible workspaces with the police estate.

Co-Location

29. Co-location with local partners is intended to meet key elements of the Estates Strategy. These include ensuring that the police service remains visible and accessible to communities and enabling the best possible service, whilst also seeking to be efficient and deliver best value to the public.
30. The PCC has been clear that any proposal to sell operational police stations must have fit-for-purpose alternatives within the same communities and that principle remains. For example, the recent sale of Tenbury Wells has seen West Mercia Police co-locate with Hereford and Worcester Fire and Rescue Service (HWFRS) nearby.
31. Collaboration with HWFRS is extensive, with shared facilities also in Bromsgrove, Redditch, Leominster, Peterchurch, Wyre Forest Hub and a shared headquarters at Hindlip Park, all in the interests of improved public services and efficiency.
32. Collaboration around co-location with Shropshire Fire and Rescue Service (SFRS) is less developed. Discussions between the OPCC and SFRS have commenced in recent months with teams now engaged positively to look at possibilities and opportunities.
33. The PCC is also engaged with other partners around co-location. For example, at Pontesbury, where the local Safer Neighbourhood Team now operates out of the Pavilion community hub. Other similar arrangements with community partners exist in a number of places such as Bridgnorth, Wem, and Whitchurch. The PCC is also at an early stage of exploring the viability of co-location in Newport.

Compliance and Regulations

34. A full review of West Mercia's health and safety policies related to the police estate has recently been undertaken and finalised.
35. New pro-active inspection and testing regimes have been designed and implemented to ensure health and safety standards as well as compliance with statutory requirements.
36. Compliance is reported at every Estates Governance Board, alongside other performance metrics. Currently the Estates Service achieves a "first time fix", in

85% of reactive work.

37. This again represents real progress for an estate where compliance and testing regimes had been inconsistent in years gone by.

Fit for Purpose

38. A central tenet of the Estates Strategy is that West Mercia's estate will be fit for purpose.
39. As previously documented, it is apparent that the estate suffered from a lack of investment and strategic management for a significant number of years. The extent of this issue continues to develop and be understood as the estate continues to be managed in a much more pro-active manner.
40. Significant additional investment has been made in the estates function and infrastructure in recent years. For example, a large amount of work and investment has been channelled into making West Mercia's infrastructure more resilient following power outages in recent years. This has involved investment in more cooling infrastructure, better alert mechanisms, better testing, and more developed co-operation between relevant functions. It does not however wholly mitigate against the fact that West Mercia has elements of its estates infrastructure which have not been fit for purpose for some time now, which will continue to present challenges and levels of risk, albeit much reduced.
41. Some significant progress has been made and that should be noted. It remains the case however that there is currently more work to do with the estate than there is resource allocated. It is clear that the modernisation of West Mercia's estate and making it fully fit for purpose will be a long-term endeavour, as was known at the time the Estates Strategy was developed.
42. For example, it is apparent that a multi-million-pound investment would be required in the divisional headquarters at Shrewsbury to make the building fit for purpose. Major investment would also be required at Telford's Malinsgate divisional headquarters in the medium term. Options around the northern estate are currently being appraised between the OPCC and West Mercia Police, taking into consideration operational requirements, balanced with affordability and best value for the public.
43. These and other similar considerations will need to be reviewed in the continued delivery of the Estates Strategy, to ensure the strategy and its objectives can be delivered in a timely, effective and efficient manner whilst balancing the delivery of other priorities within the Safer West Mercia Plan.

Risk Management Implications

None.

Financial Implications

None.

Legal Implications

None.

Equality Implications

None.

Supporting Information

None

Contact Points for the Report

For the Police and Crime Panel: Samantha Morris, Interim Democratic, Governance and Scrutiny Manager, Worcestershire County Council

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Background Papers

In the opinion of the proper officer (in this case the Assistant Director for Legal and Governance (Monitoring Officer) 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 30 OCTOBER 2023

DIVERSITY, EQUALITY AND INCLUSION REPORT (DEI)

Introduction

1. Diversity, Equality and Inclusion (DEI) is a central focus of the PCC's Safer West Mercia Plan, with a number of commitments included under the following priorities: 'Putting victims and survivors first' and 'Reassuring West Mercia's Communities'.
2. The Police & Crime Commissioner (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 organisation.
3. The PCC has set out his commitment to promoting DEI in his Safer West Mercia Plan 2021-2025. This includes a specific commitment to publish equality objectives in line with the requirements of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

Equality Act Requirements

4. The PCC has a number of statutory duties in respect of DEI. One such duty is the requirement to prepare and publish equality objectives that should be achieved to:
 - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act.
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
5. Figure 1 sets out the PCC's equality objectives for 2021-2025. The objectives consider national and local DEI strategies, as well as feedback from those working within the Office of the Police & Crime Commissioner (OPCC).
6. Mechanisms are in place to measure progress against the equality objectives, and this is monitored by the PCC on a regular basis. This document will be reviewed and refreshed at least every 4 years in line with legislation.

7. The PCC continuously scrutinises force performance aligned to his equality objectives, as well as the force's own equality objectives as set out in their local DEI strategy.

Figure 1 - OPCC Equality Objectives

Our Communities

We will:

- 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 new platforms and outlets to engage with under-represented voices from our communities and ensure their needs and concerns are understood and acted upon
- Develop and implement a new engagement strategy to foster good relationships across diverse communities, and ensure the PCC represents everyone in West Mercia.

Our Organisation

We Will:

- 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 the 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
- Recognise, challenge and effectively address any inappropriate behaviour, language or dignity at work issues that may arise.
- 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

We Will:

- 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.

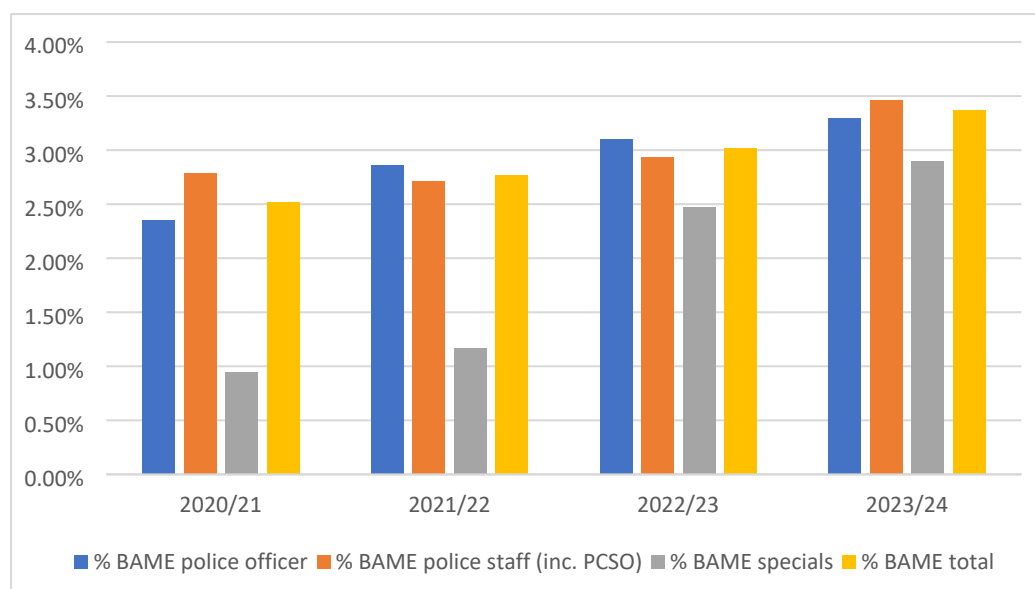
Force Governance

8. The PCC's Safer West Mercia Plan sets out policing priorities and provides strategic direction to inform West Mercia Police's local Diversity, Equality and Inclusion Strategy 2021 - 2025. The four-year strategy outlines three key elements for the force (communities, organisation and partner), aligned to the national strategy. This provides the force with a broad framework for DEI which is driven through governance arrangements set out below.
9. The PCC has a responsibility to hold the Chief Constable to account for delivery of the DEI commitments within the Safer West Mercia Plan, as well as delivery of local and national DEI strategies.
10. The Chief Constable shares the PCC's commitment to advancing DEI in West Mercia. Following the Chief's appointment in September 2021, the Chief Constable established 'Inclusive' as the fifth organisational value reflecting early observations of the organisation and her personal commitment to this core value.
11. Following this revision to the organisational values, the Chief Constable commissioned a review of the force's DEI governance arrangements to ensure there was clear direction and scrutiny. This review resulted in the establishment of a six-monthly Inclusion Strategy Board (ISB), chaired by the Chief Constable and attended by Chief Officers and senior managers. The ISB sets the strategic priorities in relation to internal/organisational DEI issues and external/ operational DEI issues. The PCC is represented at the ISB by the DEI lead within his policy team.
12. Two Inclusion Delivery Boards sit below the ISB and are tasked with developing and overseeing the tactical plans necessary to deliver against the identified DEI priorities. The external, operationally focused group is chaired by the ACC for Local Policing and the internal, organisational group is chaired by the Director of Business Services. These quarterly tactical delivery boards capture progress and report to the ISB.

Black and minority ethnic (BAME) representation data

13. A key commitment in the Safer West Mercia Plan is to ensure that the force continues to drive progress in workforce representation; ensuring that officers, staff and volunteers reflect the demographics of the communities they serve, and that measurable progress is being made to deliver the force's Equality Objectives 2021-2025.
14. An update on workforce data for West Mercia Police (illustrated below) was requested by the Panel, with a focus on black and minority ethnic (BAME) representation within the force.
15. The force aims to have a workforce that represents the communities served, as set out in the Census. The Census data for 2011 recorded the local population in West Mercia from a minority ethnic background was 3.8%. The Census data was refreshed in 2021 (published 28 June 2022). The latest Census data shows the proportion of the general population from a minority ethnic background in the West Mercia Policing area is now 5.8%. West Mercia Police are reviewing their aspirations / targets in relation to representation in light of this newly released data as previously the force was working towards a target of at least 3.8% BAME officers / staff.
16. West Mercia Police's workforce from 2020 – 2023 is as follows, which shows a distinct increase year on year in the number of officers and staff from BAME backgrounds.

Percentage of officers and staff from a BAME background



The table below shows what is visually represented in the chart above.

	2020/21	2021/22	2022/23	2023/24
% BAME police officer	2.35%	2.86%	3.10%	3.30%
% BAME police staff (inc. PCSO)	2.79%	2.71%	2.94%	3.46%
% BAME specials	0.95%	1.17%	2.47%	2.90%
% BAME total	2.52%	2.77%	3.02%	3.37%

N.B Data as of April each financial year. Please see Appendix 1 for raw data volumes.

17. Whilst this progress is encouraging, the proportion of officers from a black or ethnic minority background is below the force's aspirations to reflect the communities in West Mercia as set out in the Census data (2011 and 2021). The 2021 Census data confirms an even more diverse West Mercia community, highlighting that there is still work to be done to establish a more representative police force.
18. Organisationally, significant work is taking place within the force's Positive Action team to improve attraction and recruitment across all strands of diversity. The 'Step' programme aims to provide support to potential new recruits and existing officers and staff who identify with a protected characteristic, e.g., female, BAME, dyslexic, LGBTQ+ etc. The programme has 3 phases: Step In, Step Up, and Step Across. Each of these phases are underpinned by the principles of positive action, and examples of activity under each element of the programme is set out below.

Step In

19. Significant work has been undertaken to identify diverse communities across the force area, to inform targeted attraction and recruitment activity. Candidates in the recruitment pipeline who identify as having a protected characteristic have access to a closed Facebook group which includes a vast amount of information regarding the assessment centre process, online and in person recruitment events/ discovery sessions.
20. The positive action team maintains contact with candidates in the pipeline, by way of frequent phone calls to ensure candidates remained engaged in what can be a lengthy recruitment process.
21. The positive action team also run discovery sessions to provide in depth information on various aspects of the application process. A number of these discovery sessions have been supported by leads from various staff networks, which has proved incredibly successful.

Step Up

22. The positive action team have delivered an internal promotion conference 'You can't be what you can't see'. The event was aimed at positive action candidates (officers and staff) who are most underrepresented in the force rank structure. The conference has led to a considerable increase in applicants for the upcoming Sergeants' process. The conference is supplemented by more frequent information sessions to provide information to prospective candidates regarding the promotion process.

Step Across

23. A series of blogs using real officer / staff experiences are being developed to encourage applicants from underrepresented groups to apply for specialist roles.
24. This work is supported local and nationally by the Police Race Action Plan, which includes a range of actions that focus on developing officers' and staff members' understanding of black history and they produced a bespoke black history product which provides a mandatory role/rank specific programme for all staff to challenge assumptions and bias. There is also the opportunity for every Black officer and member of staff to be offered access to the BME network and for black officers, to complete a survey to capture their experiences within policing to assist in developing internal culture and inclusivity.
25. The #HeForShe initiative has also seen multiple learning events focused on addressing misogyny and health inequalities. More than 100 allies are now in place within the Force, a staff toolkit is being released and an impactful video has been delivered, which has been highlighted and shared as an example of good practice.

PCC Scrutiny

26. The PCC has regular Assurance and Accountability meetings (A&A) with the Chief Constable. DEI has featured at these meetings throughout the PCC's 2 terms, including multiple formal and public sessions in 2020 and 2022. The PCC is in the process of preparation for a further A&A meeting focused on DEI in October 2023 which will be a valuable opportunity to review progress made.
27. To supplement the formal meetings set out above, the PCC's A&A programme includes an ad-hoc, virtual element. The virtual process is run via email with the Chief Constable providing a written response to the issues raised. This channel has also been utilised to raise issues in regard to DEI, with a particular focus on utilising local and national uplifts to improve representation between 2020 - 2022.
28. The last formal DEI A&A session was in October 2022. The meeting focused on key DEI related performance areas including representation. The PCC sought reassurance from the Chief Constable on the following areas;
 - Transparency and scrutiny of the force's resources and governance arrangement to deliver against local and national DEI strategy, including use of independent scrutiny.
 - Development of the workforce, to ensure that there was improved representation across all protected characteristics.
 - Utilisation of local and national officer uplifts to support DEI and consultation with underrepresented groups.
29. This work concluded that progress and plans had been implemented, understanding had improved and that a governance framework had been established with plans for further activity scheduled.

30. The next Thematic A&A will focus on public-facing, operational DEI activity with a focus on a number of areas including police use of powers such as Stop & Search, use of force including arrest rates to understand any disproportionality or inequalities.

31. The A&A will also explore the force's approach to engaging with seldom heard communities, with a particular focus on black heritage communities. The PCC has requested further information on the force's activity with communities and groups who may be vulnerable to particular types of targeted crime or that have a negative view of policing.

Supporting Information

Appendix 1 – Black and minority ethnic representation data

Risk Management Implications

None.

Financial Implications

None.

Legal Implications

None

Equality Implications

The above report supports the PCC in complying with the objectives of the Equality Act.

Contact Points for the Report

For the Police and Crime Panel: Samantha Morris, Interim Democratic, Governance and Scrutiny Manager, Worcestershire County Council

Tel: 01905 844963

Email: sjmorris@worcestershire.gov.uk

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

gareth.boulton@westmercia.pnn.police.uk

Background Papers

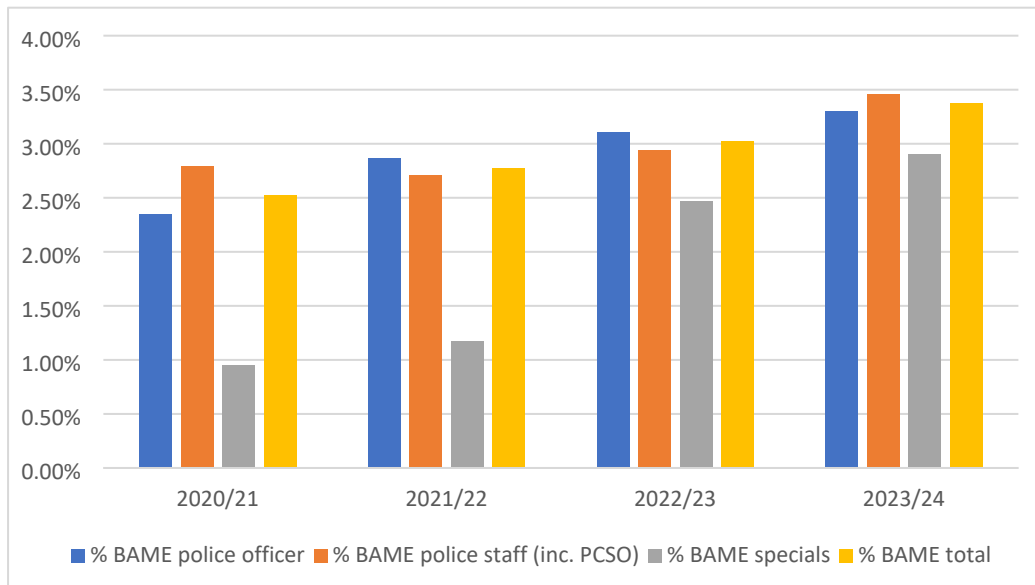
In the opinion of the proper officer (in this case the Assistant Director for Legal and Governance (Monitoring Officer) there are no background papers relating to the subject matter of this report.

[All Agendas and Minutes are available on the Council's website](#)

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Appendix - Black and Ethnic Minority representation data

Black and ethnic minority data



	2020/21	2021/22	2022/23	2023/24
% BAME police officer	2.35%	2.86%	3.10%	3.30%
% BAME police staff (inc. PCSO)	2.79%	2.71%	2.94%	3.46%
% BAME specials	0.95%	1.17%	2.47%	2.90%
% BAME total	2.52%	2.77%	3.02%	3.37%

N.B Data as at April each financial year

April 2023

	Police Officer	Police Officer Total	Police Staff		Police Staff Total	Special	Special Total	Grand Total
Ethnic Group	Police Officer		PCSO	Police Staff		Special		
BAME	82	82	6	66	72	2	2	156
Not Stated	30	30	3	79	82	1	1	113
White	2372	2372	185	1742	1927	66	66	4365
Grand Total	2484	2484	194	1887	2081	69	69	4634

April 2022

	Police Officer	Police Officer Total	Police Staff		Police Staff Total	Special	Special Total	Grand Total
Ethnic Group	Police Officer		PCSO	Police Staff		Special		
BAME	73	73	4	58	62	2	2	137
Not Stated	24	24	4	90	94	2	2	120
White	2257	2257	201	1751	1952	77	77	4286
Grand Total	2354	2354	209	1899	2108	81	81	4543

April 2021

	Police Officer	Police Officer Total	Police Staff		Police Staff Total	Special	Special Total	Grand Total
Ethnic Group	Police Officer		PCSO	Police Staff		Special		
BAME	66	66	6	49	55	2	2	123
Not Stated	21	21	3	89	92	5	5	118
White	2200	2200	202	1681	1883	110	110	4193
Grand Total	2287	2287	211	1819	2030	117	117	4434

April 2020

	Police Officer	Police Officer Total	Police Staff		Police Staff Total	Special	Special Total	Grand Total
Ethnic Group	Police Officer		PCSO	Police Staff		Special		
BAME	52	52	6	51	57	1	1	110
Not Stated	15	15	3	85	88	5	5	108
White	2147	2147	219	1679	1898	99	99	4144
Grand Total	2214	2214	228	1815	2043	105	105	4362

WEST MERCIA POLICE AND CRIME PANEL

30 OCTOBER 2023

WORK PROGRAMME

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 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 17 November 2023.

[Browse meetings - West Mercia Police and Crime Panel - Worcestershire County Council \(moderngov.co.uk\)](https://www.moderngov.co.uk/west-mercia-police-and-crime-panel)

Purpose of the Meeting

7. The Panel is asked to consider the 2023/24 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

Samantha Morris, Interim 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 2023/24

Meeting Date	Area of Scrutiny	Date of Last Report	Notes/Follow-up Action
30 October 2023	Update on the Implementation of the Estates Strategy	7 September 2022	
	Diversity, Equality and Inclusion		Requested at 27 July 2023 meeting
	Work Programme	27 July 2023	
17 November 2023	Confirmation Hearing for the Chief Constable		
	Police & Crime Plan Activity and Performance Monitoring Report	27 July 2023	
	Quarterly budget monitoring (and key performance indicators)	27 July 2023	
	Work Programme		
7 February 2024	PCC's Proposed Precept (and Medium Term Financial Plan) including budget briefing/Task Group arrangements	3 February 2023	
	Update on Information Technology - outcome of investment		Agreed at 27 July 2023 meeting
	Annual Report on Complaints	7 September 2022 15 September 2021	
	Police & Crime Plan Activity and Performance Monitoring Report		
	Work Programme		

25 July 2024	Draft Annual Report of the Police and Crime Commissioner for West Mercia		
	Police & Crime Plan Activity and Performance Monitoring Report		
	Quarterly budget monitoring (and key performance indicators)		Quarterly
	Work Programme		
11 September 2024	Police & Crime Plan Activity and Performance Monitoring Report		
	Quarterly budget monitoring (and key performance indicators)		
	Work Programme		
6 November 2024	Police & Crime Plan Activity and Performance Monitoring Report		
	Quarterly budget monitoring (and key performance indicators)		
	Work Programme		
Potential items			
TBC	Update on the progress of Combating Drug Partnerships (CDPs)	27 July 2023 23 November 2022	Update twice yearly
TBC	ICT Improvement Programme		
TBC	Update on the Criminal Justice System		
TBC	Update on the Prevention Strategy	7 September 2022	

TBC	Cultural Audit of the organisation		Referred to at 27/7/23 meeting, results of audit would be presented to Panel when completed.
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 police custody suites in West Mercia Police.	15 June 2022	
TBC	Update on the progress made against His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) - A report into the effectiveness of vetting and counter-corruption arrangements in West Mercia Police (published 17 November)		

Statutory items			
	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)		
	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	

Regular items	Police & Crime Plan Activity and Performance Monitoring Report	Every meeting	
	Quarterly budget monitoring (including key performance indicators)	Every meeting	
	Work Programme	Every meeting	
	Annual Report on Complaints	Annually	