Alliance Strategic Assessment 2017/18

| Protective Marking	No protected marking
Version	V16 - Final
Purpose	To provide Chief Officers and the OPCCs with an annual appraisal of the medium term threats, risks and harms facing Warwickshire Police and West Mercia Police.
Author	Business Planning and Policy Team
Date	09/04/17

Contents

Section 1: Introduction

The Strategic Assessment gives an overview of the current and medium term issues affecting, or likely to affect, Warwickshire Police and West Mercia Police. It is used to make recommendations for prevention, intelligence, enforcement and reassurance priorities and future policing strategy. Information collation and analysis is ongoing. The content of this document is based on research and analysis of a wide range of internal and external information sources. These sources are referenced as necessary.

In order to keep the Strategic Assessment focused on threat, harm and risk, it focuses on those areas that are considered a risk from an intelligence, performance or reputational perspective (either public or national via HMIC). This does not suggest that areas not included in the assessment are not important, merely that the alliance has made progress in addressing them and they remain 'business as usual'.

Alliance Vision, Values and Code of Ethics
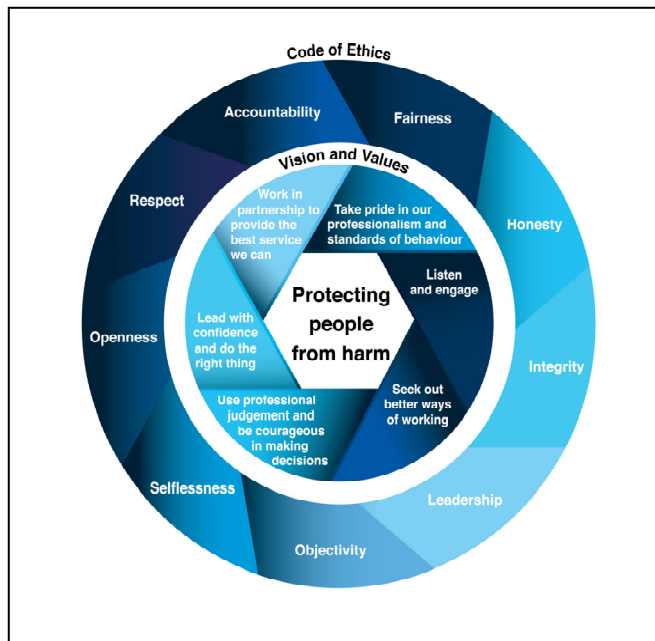
To facilitate joint working the forces developed a shared vision and set of values. These provide a unified purpose for the two organisations and a clear direction to our workforce and our stakeholders on how the forces operate.

'Our vision and values form the basis of the alliance's organisational culture - a set of shared attitudes, goals, practices and aspirations'

Code of Ethics

The Code of Ethics is the written guide to the principles that every member of the policing profession of England and Wales is expected to uphold and the standards of behaviour they are expected to meet. It spells out what the profession expects of all officers, staff and others working in policing.

It reminds people that unprofessional behaviour damages the reputation of the police. The Code of Ethics makes it clear that unprofessional behaviour must not be condoned, tolerated or ignored and that officers and staff have a duty to challenge those whose behaviour falls short of the Code of Ethics.

Looking to 2020[1]

The 'Looking to 2020' document sets out how alliance Chief Officers see the future of policing in the areas served by our forces.

Our overarching ambition over the next five years is to become great at protecting the most vulnerable. This is at the forefront of our priorities and plans. We will look to:

- Strengthen existing relationships and forge new ones with partners and providers
- Develop our staff further with new skills
- Leverage the benefits of being part of a national policing framework

The financial climate remains an important part of the context within which we operate. The pressure to deliver policing as efficiently and effectively as possible remains, alongside the need to adapt and evolve to meet the changing needs of our communities.

We aim to deliver the best policing services we can with the resources that we have, working with our partners to help keep people safe.

NPCC Policing Vision 2020[2]

'The mission of policing remains consistent, and is enshrined in the statement of common purpose and values, although how this will be interpreted in terms of priorities will change over time in response to external developments. The mission is:

> *'to make communities safer by upholding the law fairly and firmly; preventing crime and antisocial behaviour; keeping the peace; protecting and reassuring communities; investigating crime and bringing offenders to justice.'*

The NPCC annual delivery plan directly supports the realisation of the draft Police Vision 2020 and is structured around five "reform strands":

- Local Policing
  - *By 2020 local policing will be aligned, and where appropriate integrated, with other local public services to improve outcomes for citizens*
- Specialist Capabilities
  - *By 2020 specialist capabilities will be standardised and aggregated to maintain capability and resilience across policing. This will ensure greater agility when managing risk*
- Digital Policing
  - *By 2020 policing will have efficient, effective, consistent, accessible and secure capabilities for digital public contact and the capture, exploitation, storage and sharing of digital intelligence and evidence*

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[1] https://www.warwickshire.police.uk/media/9173/Looking-to-2020/pdf/Looking_to_2020_new_cover.pdf
[2] http://www.npcc.police.uk/documents/FoI%20publication/Policies/NPCC%20Delivery%20plan%202016.pdf

- Workforce
  - *By 2020 policing will be a profession with a more representative workforce that will align the right skills, powers and experience to meet changing police demand*
- Business Enablers
  - *By 2020 police business support functions will be delivered in a more consistent manner. This will enable efficiency and enhance interoperability across the police service'*

Strategic Policing Requirement[3]

The Strategic Policing Requirement remains unchanged from 2015 and is available via access from the URL shown in the footnotes.

National Strategic Assessment of Serious and Organised Crime[4]

The period of the assessment covers the year from the beginning of March 2015 to end of February 2016. The UK's recent decision to leave the European Union in June 2016 has not been taken into consideration during the drafting and review process of this document.

The national-level impact of serious and organised crime has been reinforced over the last year by the evolution of a number of threats which have attracted significant and understandable political, public and media attention.

The unprecedented scale of irregular migration, with domestic and European ramifications, has highlighted the damaging impact of organised crime involvement. The serious and organised crime threat from firearms, which potentially links to terrorism, was highlighted again by the November 2015 Paris attacks. Child sexual exploitation and abuse (CSEA) continues to pose exceptional challenges to law enforcement.

Cyber crime has risen in the public consciousness owing to high-profile attacks which threaten UK business and public confidence in the security of their information online. The daily impact of high-end money laundering persists, threatening the UK's financial system and international reputation.

Our understanding of the threat from serious and organised crime has continued to improve. Based on that understanding, and the effectiveness of the response, the top five threats to the UK (not in any order of priority) for the year ahead are:

- Child sexual exploitation and abuse
- Organised immigration crime
- Cyber crime
- Firearms
- High-end money laundering

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[3] https://www.gov.uk/government/publications/strategic-policing-requirement
[4] National Crime Agency

Office of the Police and Crime Commissioner (OPCC)

The OPCC sets the overall strategic direction for the Chief Constable and the force through the objectives contained in the Police and Crime Plan, setting the force budget and determining the precept, commissioning services, and holding the Chief Constable to account on behalf of the public.

In West Mercia, the PCC is John Campion, who stood as the Conservative party candidate in the PCC elections in May 2016. His key election pledges included working towards a reformed, more secure and more reassured West Mercia. He also wanted to ensure the force has the necessary resources, procedures and expertise to do its vital work as effectively and efficiently as possible.

In Warwickshire the PCC is Philip Seccombe, who was elected as the Conservative Party candidate in May 2016. His key priorities are to ensure that police are properly equipped, trained and motivated to protect the public and bring offenders to justice, while maintaining high visibility among local communities and strong support for victims of crime. He had also pledged to cut red tape and find new efficiencies to enable frontline policing to be boosted with increased numbers of police officers, PCSOs and Specials across Warwickshire.

The West Mercia Police and Crime Plan[5] and the Warwickshire Police and Crime Plan[6] covered the period 2016-2021.

Warwickshire	West Mercia
Putting victims and survivors first	Putting victims first
Protecting people from harm	Building a more secure West Mercia
Ensuring efficient and effective policing	Reforming West Mercia
Preventing and reducing crime	Reassuring West Mercia's communities

(See Appendix 1 for individual breakdown)

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[5] http://www.westmercia-pcc.gov.uk/wp-content/uploads/2016/10/Safer-West-Mercia-Plan.pdf
[6] http://www.warwickshire-pcc.gov.uk/commissioner-unveils-police-and-crime-plan-for-consultation/

Community Safety Partnerships (CSP)

The alliance, Strategic Service Improvement and the Warwickshire Observatory have progressed well over the last 12 months working closely with Warwickshire CSP managers to encourage the use of MoRiLE[7] for their Strategic Assessments. Most CSPs have agreed to run the existing NPCC matrix and the MoRiLE model in tandem to assess the identified priorities. We have no central point of contact with West Mercia CSPs for information; however we are contacting individual CSP boards via the PCCs office.

When MoRiLE has been 'officially' adopted by NPCC it is the vision that Police/CSPs/Partners might achieve a shared strategic assessment and the use of MoRiLE will become business as usual.

Warwickshire CSP Priorities (& County level interests)

2016-17 CSP Strategic Priorities

South Warwickshire	North Warwickshire	Nuneaton and Bedworth	Rugby	Warwickshire County
Reduce Reoffending		Reduce Re-offending	Reduce Re-offending	Reduce Re-offending
ASB (focusing on street begging)	ASB	ASB	ASB (focusing on personal)	ASB (focusing on personal)
Violent Crime	Violent Crime	Violent Crime (focusing on with / without injury, NTE)	Violent Crime	Violent Crime (focusing on sexual violence)
Domestic Violence / Abuse	Domestic Violence / Abuse		Domestic Violence / Abuse	Domestic Violence
Drugs / Alcohol	Drugs and Alcohol	Alcohol Related Harm	Drugs / Alcohol	Drugs / Alcohol
		Emerging drug trends		
	Domestic Burglary (focusing on rural)	Domestic Burglary	Domestic Burglary	
		Burglary Other		
	Road Safety		Road Safety	Road Safety
	Rural Crime			Rural Crime
				Business Crime
				Cyber Crime
				Hate Crime
				Preventing Radicalisation
				Operating with a Family Focus
				Community Cohesion

Serious Acquisitive Crime
Deliberate Small Fires

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[7] **M**anagement **o**f **R**isk in **L**aw **E**nforcement

West Mercia CSP Priorities

2016-17 CSP Strategic Priorities

Shropshire	Herefordshire	South Worcestershire	North Worcestershire	Worcestershire County	Telford & Wrekin
Reduce Re-offending	Reduce Re-offending	Reduce Re-offending	Reduce Re-offending		Reduce Re-offending
ASB	ASB (including cold calling)	ASB (including youth / environmental crime)	ASB		ASB (including environmental crime)
Violent Crime (focusing on sexual violence / rape)	Violent Crime (focusing on NTE)	Violent Crime (focusing on with / without injury / sexual offences)	Violent Crime		
Domestic Abuse	Domestic Violence / Abuse	Domestic Abuse	Domestic Abuse		
			Burglary and Home Security		
Alcohol Related Harm	Drugs / Alcohol	Alcohol Related Harm			Drugs and Alcohol
Novel Psychoactive Substances					
Rural Crime	Rural Crime		Rural Crime		
Cyber Crime	Cyber Crime				
	Business Crime	Business Crime (focusing on shoplifting)	Business Crime		
Hate Crime	Hate Crime	Hate Crime	Hate Crime		
Mitigating the perception / fear of crime	Community Cohesion				Community confidence / engagement
Child Sexual Exploitation	Child Sexual Exploitation				
		Domestic Burglary			
		Criminal Damage (focusing on vehicle / dwelling)			
		Fly Tipping			
		Vulnerable People			

(Worcestershire County column: Community Safety Agreement Police and Crime Plan PCC published not produced until after)

Section 2: Assessment summary –

Based on the information contained within this document the following is a professional judgement of the probability of impact on the alliances' capacity and capability by the current and medium term issues affecting, or likely to affect, Warwickshire Police and West Mercia Police. This is an update on the 2015/16 assessment summary (greyed out circles). It indicates the direction of travel for a number of issues (turquoise circles). Where there is no arrow linking two circles, this is an indication that the issue has remained static compared to 2015/16.

Legend:

1. CSP
2. Cyber
3. CSE
4. OCG
5. Rape/sexual assault
6. Domestic Abuse
7. Killed/seriously injured
8. Modern slavery and human trafficking
9. FGM
10. FNO
11. Pipeline incursion
12. Performance/demand management
13. Risk
14. StraDA/Change programme
15. Environmental scanning/combined authorities
16. Health and Wellbeing
17. Mental health demand
18. HMIC
19. OPCC elections
20. Community engagement E&D
21. Under reported Hate Crime
22. Special Constabulary
23. PSD
24. Radicalisation
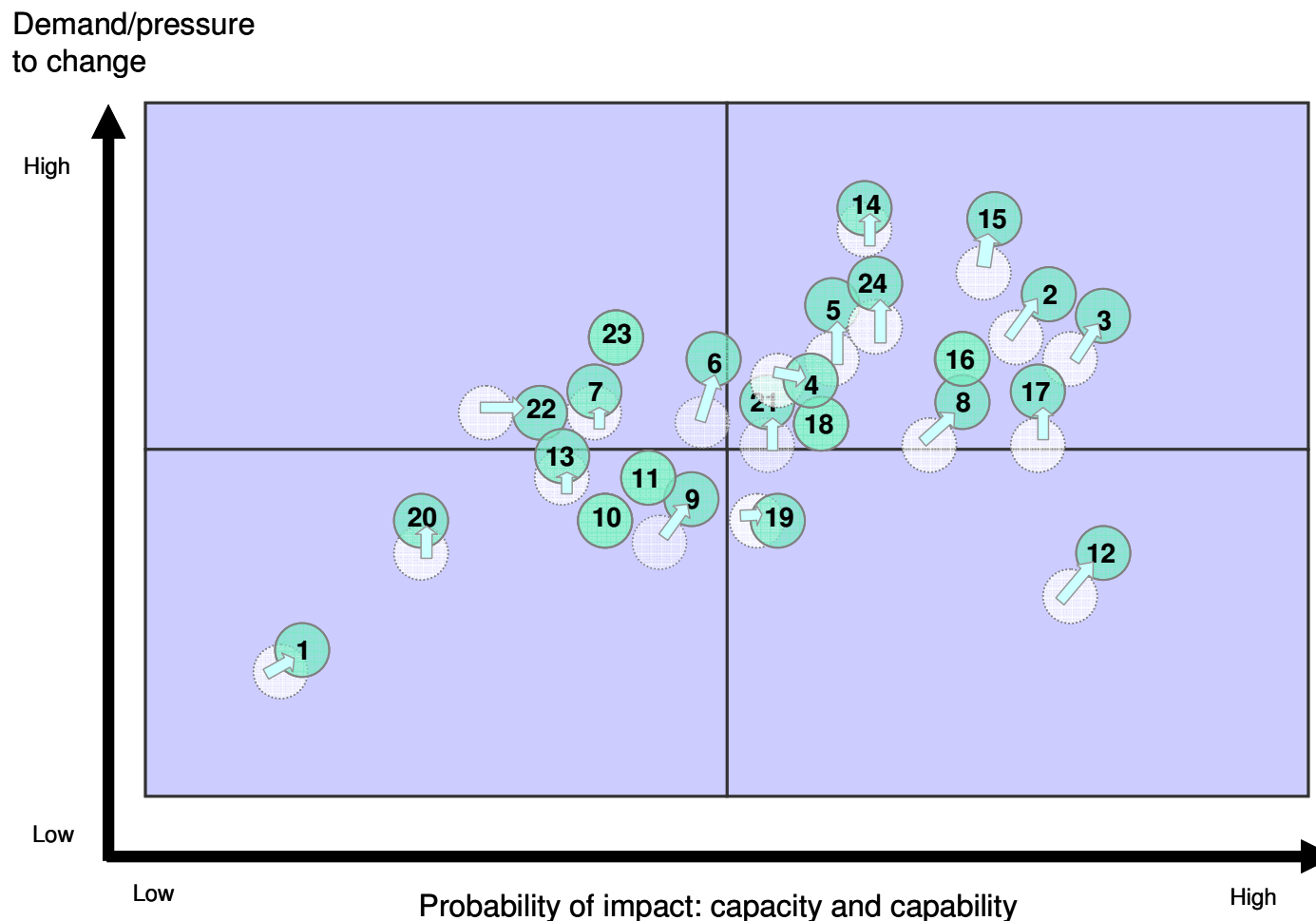
Section 3: Recommendations made in the last STRA; progress

Recommendations from Alliance Strategic Assessment 2016/17 Version 19.0 final		Update
Community Safety Partnership (CSP)		
1	Continue to develop closer working with the alliance CSPs, develop a common methodology for describing priorities (MoRiLE) and ensure they are, as far as possible, congruent with the alliance priorities.	The Warwickshire Observatory and SSI have progressed well with Warwickshire CSP managers to encourage the use of MoRiLE for their Strategic Assessments. Most CSPs have agreed to run the existing ACPO matrix and the MoRiLE model in tandem to see what priorities are highlighted by each and compare. We are in a different position with West Mercia CSPs as their Observatory is yet to be established so we are contacting individual CSP boards via the OPCC's office. Once MoRiLE has been 'officially' adopted by NPCC it is hoped that in the future Police and CSPs might achieve a shared strategic assessment and the use of the MoRiLE model will become business as usual.
2	Aim to create an alliance CSP strategic assessment and OPCCs to consider how best to use commissioning framework to guide the CSPs to the desired outcomes and through greater sharing of data.	Progressing and supported by West Mercia PCC's office. Chris Jensen, Criminal Justice Manager meeting with Crime Reduction Board (CRB) September 2016 to promote a common framework. Will need buy in from Ch Supts and Supts locally, and currently no representation from Warwickshire at CRB.
CONTROL STRATEGY		
Cyber Crime		
3	Identify those most vulnerable to cyber harm in order to coordinate operational response. Design a capability and create Force level capabilities.	New intelligence products created by Action Fraud - 'Cyber Force Profile UK Abuse' and 'Victimology & Reported Crime' have provided opportunity for a more targeted operational response through local tasking & coordination processes. Good practice is being shared across the alliance by multilateral partnership work driven by Task & Finish group meetings providing protection and support to the most vulnerable. Ongoing work to formalise the DMI organisational management structure incorporates new work relating to designing alliance capability to cater for changes in cybercrime referral procedures as well as the potential future application of a cyber volunteer programme.

4	Create local partnerships with academia and industry to develop real synergies around prevention of and response to incidents.	Stakeholder liaison with QinetiQ has brought forward the potential application of a bilateral internship programme. Academic partnerships involving the Universities of Derby and Birmingham have initiated discussions concerning the sharing of information to promote cyber incident response as well as future postgraduate placements. Another University and police consortium group is seeking to develop two centres of undergraduate and postgraduate cyber prevention expertise in the alliance area. Furthermore, private industry engagement with National Cyber Skills Training is addressing a gap in digital awareness within mainstream policing through the development of bespoke learning and awareness sessions.
5	Contribute to the Cyber Information Sharing Partnership (CISP).	The promotion of CISP is a standing item at public cyber presentations. Notably, two recent Blast Cyber Fast public conferences hosted by a local business consortium placed heavy emphasis on CISP membership as part of a suite of recommendations towards cybercrime prevention against businesses. CISP was formally launched in the West Midlands region in February 2016.
6	Lead and support regional engagement strategies with public and private sector to prevent people from engaging in cyber crime.	Cybercrime divergence presentations have been delivered to Citizens Academy Groups in various areas across the alliance. Acknowledgement of the need for wider multi-agency involvement in preventing cyber criminality has been recognised and incorporated into a private / public sector operational action plan driven by Warwickshire Task & Finish. It is anticipated that good practice arising from this initiative will be shared with other areas of the alliance by enabling stakeholders from other areas to observe the development of activities.
7	Communications strategy aimed towards vulnerable people.	The alliance follows a rolling communication strategy which provides a bespoke response to specific vulnerability presented by the type of cybercrime. Currently, these groups are online shoppers, teenagers, romance, fraud and identity crime. Businesses are targeted through the Your Business Matters communications strategy which has a strand dedicated to cyber crime that is currently being developed. The strategy is supported by a growing number of Cyber Crime Advisors who enable the reinforcement of public cybercrime prevention advice by regular public interaction.

Child Sexual Exploitation & Abuse (CSE&A)	
8	Address anomalies between Warwickshire and West Mercia to develop a consistent approach across the alliance. Examples: The co-location of the missing person and CSE coordinators in Warwickshire has created well established links and enhanced data sharing. The work of the CSE Analyst and Researcher posts in Warwickshire (Devonport funding) will be limited to just Warwickshire investigations.	Consistency across the alliance is being addressed through the CSE Delivery Plan and is ongoing. Differences in local authorities and PCC funding still contribute significantly towards variances and inconsistent approaches.
9	Conduct further analysis in conjunction with relevant partner agencies to identify more specifically, a cohort of children who are most likely to become involved in CSE and for whom, preventative intervention at an early age could be justified.	This recommendation has been fed into CSE sub groups across the alliance. To identify a cohort of children and work on preventative measures, staff will need to be identified to undertake this on a project basis similar to the approach taken by the Insight Bristol team. Currently each local authority area works with partners to identify victims/potential victims through the embedded pathways.
10	Continue to identify and record the types of drugs being used during exploitation.	Ongoing.
11	Converge seized mobile telephone numbers to understand the networks between CSE investigations and potentially identify repeat offenders, victims and locations. The storage of all mobile telephone examination reports into a single searchable system, accessible outside of HTCU to reduce demand on their time, would greatly assist with this.	Discussed and agreed as a desired product at Regional CSE SGG. Regional CSE Analyst leading.

Organised Crime Groups (OCG)		
	No recommendations.	Serious organised crime remains a Strategic Policing Requirement (SPR) and Organised Crime Groups forms part of the alliance response.
Rape and sexual assault		
	No recommendations.	To remain as a priority
Killed and seriously injured RTCs		
14	Without any compromise to the ongoing support for the work of the alliance Safer Roads Partnership, consider Killed and Seriously Injured RTCs to become daily business.	Business as usual
Modern Slavery and Human Trafficking		
15	Consider making Modern Slavery and Human Trafficking an alliance priority.	The alliance has experienced an increasing level of threat from both Modern Slavery and Human Trafficking, both featuring in incidents and investigations. The level of threat, risk and harm supports MS and HT becoming an alliance priority.
16	Support the Warwickshire Police and West Mercia Police Modern Slavery Operational Guidance and Delivery Plan 2015/16, (currently in draft and written by the Modern Slavery and Human Trafficking lead).	Adopted

Female Genital Mutilation (FGM)		
17	Consider expanding this intelligence requirement to included Honour Based Violence and Forced Marriage. This would align the alliance with the portfolio for the National Policing Lead for FGM, Forced Marriage (FM) and Honour Based Violence (HBV).	The intelligence requirement has supported the raising of awareness of FGM across the alliance and provided a detailed picture of the threat, risk and harm. Perhaps due to increased confidence in reporting and better partner engagement, Honour Based Abuse and Forced Marriage have recently become more evident in the alliance. Expanding the intelligence requirement to include both HBA and FM would enable the alliance to more dynamically measure these as potentially emerging issues and ensure appropriate responses.
Foreign National Offenders		
18	Continue support.	To remain in line with national and regional priorities.
Pipeline incursions		
19	Continue support.	Alliance picture captured and now well understood during this reporting period. The threat, risk and harm from pipeline incursions is now reduced and there is therefore no intelligence requirement. Any intelligence or incidents will continue to be shared with NCA Op Methane.
Serious acquisitive crime		
20	Continue to Increase intelligence gathering, focussing on handlers, enablers and facilitators.	To remain as intelligence requirement - intelligence picture regards handlers, enablers and facilitators are still patchy.
Violent crime		
	No recommendations.	To remain as an intelligence requirement. Partnership strategies to tackle drugs and alcohol related violence are key to current threats, not least 'county lines' drugs activity.
Radicalisation		
21	A new intelligence requirement for the Control Strategy 2016. Intelligence required to understand the scope and scale, threat, harm and risk for the alliance and in the context of the national picture.	Supported by Special Branch.

Performance		

	Invest in IT infrastructure in order to provide regular and easy access to accurate and timely information for evidence based decision making. Develop an effective and efficient business intelligence information system that will enable management of demand, connect up the customer journey and provide HR information for resource allocation that will support
	    Utilisation
	    Deployment
	    Measurement of impact
	Use the business intelligence system as a springboard to develop predictive analytic expertise
		We have recruited a specialist IT consultant to help configure our management information systems and provide easy access to accurate information.
		
		Through this investment, work is continuing on the development of a business intelligence system that will enable efficient management of demand and allow access to HR and other data sets and therefore support analysis of resource allocation, deployment and demand management.

Risk		
	Develop an alliance Learning & Risk Strategy so that Risk is mitigated by effective and verified improvement. This will form a large part of the work that will determine where the alliance wants to be in terms of the benefits of being a learning organisation as well as one that understands how it uses risk management to make decisions	A risk report that brings further governance and provides verification and evidence of activity has been developed. Each alliance risk is now accompanied by a report that is updated monthly via stakeholder engagement with first line senior managers working for Exec Board. Each submission of the alliance risk map to Exec Board has a frontage which summarises the points of note and considerations for discussion. The benefit of being a learning organisation is captured on the alliance risk map.
Change Programme (StraDA)		
	Recognise the need to 'Invest to protect' current and future needs of the communities we serve and pursue the appointment of a commercial Transformation partner to support the	The existing business plans for change are under review. When this work is completed a decision will be made to determine the design and approach to change management. This will in turn determine the size of the team, the external costs associated with transformational change and the revenue implications.

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development and implementation of our future design and way of working over the next 3-5 years.	

Health and Wellbeing	
Undertake an annual staff survey to track progress to initiatives taken as a result of the 2015 survey. Continue to manage TOIL/RDIL according to the internal policy. Understand the causes of feelings of discrimination and develop appropriate action plans to improve the position.	The next annual staff survey commences on 10th October 2016. Levels of RDIL and TOIL have been significantly reduced, with continued focus by management teams and oversight provided through reporting to Workforce Management Group and reviews at Attendance Management Scrutiny Meetings. A key area of concern within the discrimination findings related to people with disabilities. ACC Blakeman has been leading activity in this area through the Disability Working Group, and the process by which people access reasonable adjustments has been overhauled to improved timeliness and ease of access.

Environmental Scanning	
Combined authorities – continue monitoring and develop appropriate scenario work to understand the implications	A regular review has been undertaken of our local authorities' intentions to join West Midlands Combined Authority. The present position is included in the Public Service Transformation Landscape to 2020, alongside a timetable for Devolution and national policing plans. More in depth scenario modelling is sought for the coming year, to uncover deeper insights into partnership strategy and operational implications for all public sector agencies, and to increasingly align planning, practice and decisions, based on evidence.

Equality and Diversity	
Develop a Equality and Diversity performance management framework so that alliance successes can be evidenced Continue work around the staff themes of discrimination, disability,	Continued work with SSI on key areas - Hate Crime, Stop & Search, Victim Satisfaction and Consultation & Engagement which is then evidence within the Annual Equality & Diversity Report as required under the Public Sector Equality Duty and Equality Act 2010 Strategic Diversity Group reviews and monitors progress on this at quarterly meetings and also feeds into the Health & Wellbeing Board action plan

BME and gender progression.	
Develop a fuller understanding of under reporting of Hate Crime and devise tactics to significantly improve reporting.	Review of current alliance Hate Crime Policy and Procedure underway - working with IAG's and third Sector to develop a more robust policy which is victim centred and incorporates national initiatives such as 'Tell MAMA' (Measuring Anti Muslim Attacks). Also, considerable work underway to improve victim satisfaction levels.

Section 4: Demand

- The diagram below illustrates the daily demand on the officer workforce[8].
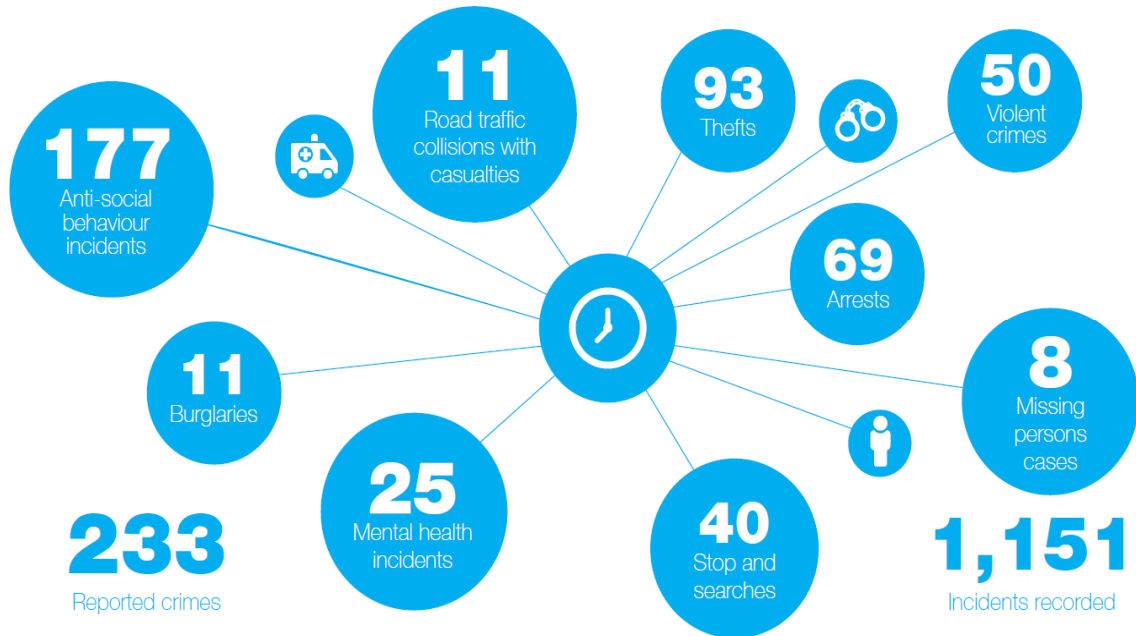
Non police related calls are not an exclusive problem for the alliance (see footnote).[9] Additionally the demand of missing persons is recognised as a national problem.

'Police forces do not have the resources to cope with the number of missing young people', a senior officer has said. Chief Constable Mike Veale, the national lead on missing people, told the BBC's Panorama that forces were overwhelmed by the number of reports and could not properly investigate disappearances.
"We simply do not have the resources, or the capability or capacity, to deal with so many…it's almost sucking the resilience of the police service at this moment in time. It is shocking the amount of time that we spend looking for missing people," he said.

The police received more than 200,000 reports of missing people last year, more than half of which related to children. A report by Her Majesty's Inspectorate of Constabulary said that the figures were unreliable and that the true number of missing children could be far higher. Wendy Williams, the inspector of constabulary, told Panorama: *"We identified unacceptable inconsistencies in the way that the police service deals with missing children and as a result children are being left at risk of harm."*[10]
Karen Shalev Greene, from the University of Portsmouth, said that missing persons investigations cost about £800 million a year. *"It's three times more than robberies; it's four times more than burglaries. It's at an incredible cost to the police,"* she said.

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[8] Source: 'Looking to 2020' August 2016
[9] http://www.huntspost.co.uk/news/police_chief_reveals_burden_of_non_crime_calls_to_force_1_4605859
[10] The Times 25th July 2016

Chief Constable Jeff Farrar, who leads the crime recording division of the National Police Chiefs' Council, said: *"The estimated 3.8 million fraud and 2 million computer misuse offences, the significant increase in harassment offences, including revenge porn, and continuing rises in recorded sexual offences and domestic abuse recorded exemplify the changing and increasing demands on policing."[11]*

Total recorded crime

National picture
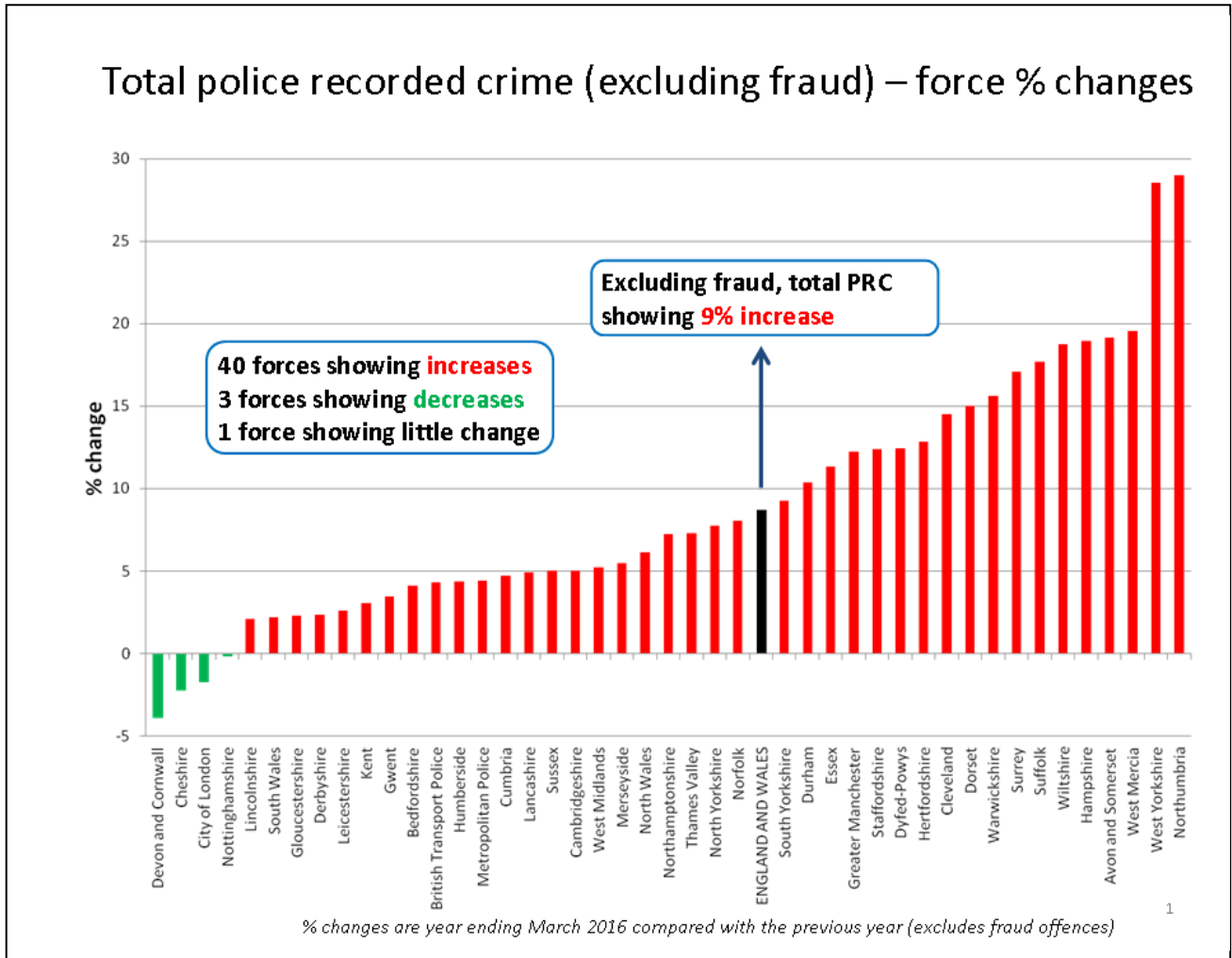
Crime Survey[12]

According to the crime survey, which interviewed 36,000 people, there were an estimated 6.3 million other crimes in the year to March, a fall of 6 per cent on the previous year. Separate figures on crimes recorded by 43 police forces in England and Wales show an 8 per cent increase to 4.3 million.

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[11] The Times, 22/07/16
[12] www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/ crimeinenglandandwales/yearendingmar2016

Police figures show that there was a rise in the number of murders — from 537 to 571, the highest in five years. Knife crime offences rose by 10 per cent to 28,600 and firearms offences rose by 4 per cent to 5,100.

Incidents of harassment — including newer categories of offence, such as malicious communications online, social media abuse and revenge porn — have risen by 90 per cent, from 82,000 to 156,000 over the past year.

Police figures showed a 27 per cent rise in offences against the person and a 21 per cent increase in sexual offences, including rapes. There were 35,700 sexual offences, a rise of 22 per cent.

Andy Burnham, the shadow home secretary, said: "*At long last, we have the true picture of crime in England and Wales and it puts the former home secretary's record in a new light. Our new prime minister, Theresa May, was fond of saying that crime is falling but as people can see crime has moved online and until now the official statistics haven't shown that*".

Cambridge Crime Harm Index

Based on the sentencing guidelines in England and Wales the Cambridge Crime Harm Index (developed by Cambridge University) is built with the following rules:

For each offence, the Index identifies the lowest starting point for an offence for a previously un-convicted offender. The number of years or days imprisonment has been converted in to a total number of days. Where the minimum tariff is a period of days or hours Community service, the days/hours have been converted into number of days.

This will allow us to have a different conversation with Police & Crime Commissioners, partners and the public about how we can be great at protecting people from harm.

We can take a different approach to Performance Management, Tasking & Co-ordination, and Investigation of certain crimes. We can reallocate resources and investment to reduce harm around places, key vulnerabilities and offenders in ways that focus our people on harm rather than just volume.

Initial work has been done in partnership with other forces to establish sample mapping for our forces. More work will be done to develop this in the coming year. In this way, we can better manage risk, action and accountability to keep our public safer.

Cyber crime[13]
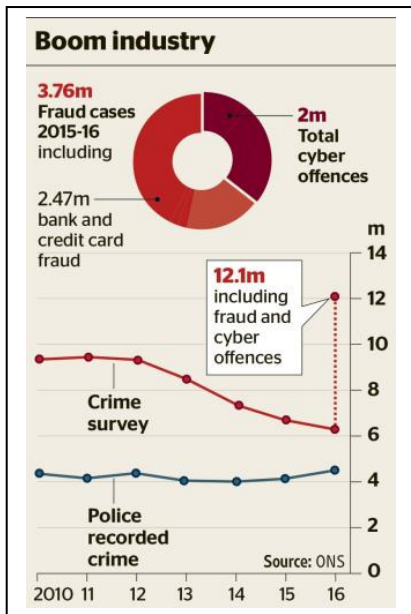
Online fraud or cybercrime has been responsible for a near doubling of the overall crime rate in England and Wales, according to figures that reveal the scale of such attacks for the first time.

One in ten adults was the victim of fraud or cybercrime last year, the Office for National Statistics found, with fraud now the most common crime experienced by individuals. The data shows that Britons are 20 times more likely to be a victim of fraud than robbery and ten times more likely to suffer fraud than theft from the person. Examples of offences include online shopping scams, ticket frauds, hacking and theft of bank details or credit card fraud.

An estimated 5.8 million fraud cases and cybercrimes were committed last year, pushing the overall crime figures in England and Wales to more than 12 million. The chance of being a victim of fraud and computer misuse is the same regardless of class, region and whether a person lives in a rural or urban area, according to the Crime Survey of England and Wales.

Mark Bangs, Deputy Head of crime statistics at the ONS, said: *"To put the scale of the threat from these offences in context, estimates of the number of fraud and computer incidents are similar in magnitude to the combined total of all other offences measured by the survey*

Police Officer[14]

Figures published by the Home Office showed that the number of police officers fell by 3,126 last year to 124,000 — the lowest level since 2003. Chief Constable Jeff Farrar, who leads the crime recording division of the National Police Chiefs' Council, said: *"The estimated 3.8 million fraud and 2 million computer misuse offences, the significant increase in harassment offences, including revenge porn, and continuing rises in recorded sexual offences and domestic abuse recorded exemplify the changing and increasing demands on policing."*

Crime Data Integrity

Crime Data Integrity is of concern and the Crime and Incident Registrar Team are working across the alliance to identify areas of weakness.

Alliance Control Strategy

The Alliance Control Strategy 2015 identified the alliance wide priorities using the nationally recognised process, MoRiLE (Management of Risk in Law Enforcement). MoRiLE is a structured methodology which aims to provide a consistent approach across law enforcement agencies. It considers the severity and impact of potential harm caused by

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[13] www.thetimes.co.uk – 22nd July 2016
[14] The Times – 22nd July 2016

crime/incident types and their likelihood. MoRiLE enables the prioritisation of resources through a transparent and informed decision making process that fits with the tasking and coordination framework.

The adoption of the Control Strategy enables the alliance to align resources and demand against the identified priorities and understand where we have intelligence requirements to support the identification of new and emerging threats, as well as managing daily business.

The Control Strategy does not capture every issue but identifies those that should be given priority when resources are allocated.

Following on from the recommendations made as a result of last year's Control Strategy, and prior to more detailed MoRiLE scoring, the following alliance priorities and intelligence requirement are put forward to the Strategic Tasking and Coordination Group for consideration. Subject to any further development and STCG approval, the alliance Control Strategy 2017 will be formalised.

Alliance Priorities

Cyber Crime (Includes cyber enabled and cyber dependent crimes[15]).

There were 2.11 million victims of cyber crime within the UK in 2015, yet only 16,349 were cyber dependent. Most, if not all, crime nowadays could be considered as cyber enabled on the basis that a mobile device features.

The alliance has made strides in determining how we can prevent harm and protect our communities from cyber crime. A knowledge gap in our understanding of the life cycle of cyber crimes, and at which points in the cyber attack, or kill chain, we would be best able to protect and prevent.

In 2014, 81% companies within the UK reported a breach of their cyber security systems. Each of these breaches costs between £600,000 and £1.15 million.[16] Business cyber crime is vastly unreported but this can be addressed by improving the public's confidence in our ability and response. Business cyber crime has been the recent focus for the alliance, understanding and tackling advanced persistent threats (APTs), with profiles from National Fraud Intelligence Bureau (NFIB). More frequent and current data sharing is in progress, with the potential to identify, both proactively and reactively, those individuals and businesses in our communities who are being targeted.

Cyber enabled fraud accounted for 36% of all UK crime in 2015, during which time, Action Fraud had 700,000 cyber enabled crimes reported to them.

- *Maximising evidential opportunities will benefit investigations and address knowledge gaps.*

- *Understanding the impact on our communities places an increasing expectation to appropriately resource a capability across the alliance to address key areas of threat, harm and risk.*

Child Sexual Exploitation and Abuse (CSE&A)

Earlier this year, changes to the statutory definition of CSE were made as agencies were using different definitions and interchanging child sexual exploitation and child sexual abuse. Inconsistencies in these definitions creates challenges to risk assessments and data collection, heightened when partners are pivotal to addressing the threat, harm and

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[15] Cyber enabled crimes are traditional crimes, which can be increased in their scale or reach by the use of computers, computer networks or other forms of information communication technology (ICT). Unlike cyber dependent crimes, they can be committed without the use of ICT, for example, offences of Fraud and Theft.

Cyber dependent crime also known as pure cyber crime, are offences that can only be committed using a computer, computer networks or other forms of ICT. These acts include the spread of viruses or other malware, hacking and distributed denial of services (DDoS). They are activities primarily directed against computers or network resources, although there may be a variety of secondary outcomes from the attacks. For example, data gathered by hacking into an email account may subsequently be used to commit an offence of Fraud.

[16] Figures quoted by the newly established National Cyber Security Centre.

risk posed by CSE&A. Some partners include victims of inter familial abuse as victims of CSE whereas the police do not.

Government funding has enabled a network of regional analysts and coordinators to be created, supporting the delivery of the national policing CSE action plan. In June 2016, the West Midlands Regional CSE problem profile made 67 recommendations and highlighted hotspots within the force areas and locations of concern that relate to all forces within the region.

The Regional problem profile describes CSE as being "inextricably linked to going missing" and this is consistent with the findings of the alliance Missing Persons Profile published in July 2016.

Online CSE

Operation Safenet
In January 2016, the alliance created the Online Child Sexual Exploitation Team (OCSET). The primary focus of that team is to target those engaged in the distribution of indecent images of children (IIOC) using peer to peer software or other cyber enabled means. The team proactively target such offenders within the alliance and also act as a gateway for all external referrals from Child Exploitation & Online Protection Centre (CEOP) and other law enforcement agencies with regards to CSE&A which is cyber enabled. Wherever possible OCSET will retain ownership of these investigations.

The creation of the team came as a consequence of a number of HMIC Inspections and in response to the formal tasking of the National Police Chiefs Council (NPCC), under Section 5(1) of the Crime and Courts Act 2013, by the National Crime Agency Director General to develop a national PURSUE response to mitigate the threat posed by online CSE.

Knowing the signs of CSE and safeguarding victims remains a priority.

Serious organised crime

The increasing severity of violence seen both in the alliance and other forces can in part be attributed to serious organised crime and drugs. The   NCA describe criminal groups as being attracted to a geographic area as there is the perception that it is 'an easy market space'[17] in which they can operate. The alliance has seen an increasing number of incidents that fit the 'county lines' model, highlighting significant concerns in relation to safeguarding. The phrase 'county lines' is a reference to consistent and well established phone numbers, or lines, that facilitate and underpin the criminal business.

Using the homes of people with vulnerabilities, exploiting and enforcing   with extreme violence, those linked to gangs are now exerting their control over local drug markets. The alliance are supporting and contributing to Operation Engaged, the national response to tackling travelling drugs supply across 'county lines' and the vulnerability of those involved in and association to the supply chain.

SOC local profiles[18]

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[17] NCA Intelligence Assessment County Lines, Gangs and Safeguarding, 31/07/2015
[18] HM Government Serious and Organised Crime Local Profiles: A Guide, November 2014

In May 2016, SOC local profiles were created to develop a common understanding among local partners of the threats, vulnerabilities and risks relating to serious and organised crime. The profiles are the foundations of local multi-agency action plans which are aligned to the 4Ps, pursue, prevent, protect and prepare of the Serious and Organised Crime Strategy.

They provide local policing with information on which to base local programmes and action plans; support the mainstreaming of serious and organised crime activity into day-to-day policing, local government and partnership work. The profiles include a narrative that describes the interrelationships between these threats, the criminal markets', and focuses on local community impact.

Now owned locally, the SOC profiles will develop the identification of priority locations, vulnerabilities and the factors that contribute to those vulnerabilities; consider the drivers and pathways of serious and organised crime, including links between families and associates, and wider social factors. These include community tension, and links to other forms of criminality including those perpetrated by urban street gangs, and any links to terrorism.

Robust links and clear lines of communication with other forces are paramount to the alliance's capability and capacity to tackling travelling drugs supply across 'county lines' and the vulnerability of those involved in and association to the supply chain.

Organised crime groups (OCGs)

OCGs are 'owned' locally with Lead Responsible Officers (LROs), strategic governance and oversight.

Modern slavery and human trafficking

The upward pressure from being an emerging threat raises modern slavery and human trafficking to an alliance priority.

The UK Prime Minister, Theresa May, has pledged £33 million and setting up a new taskforce to coordinate the government's response to tacking modern slavery. The impact of this will be felt across UK Policing, who will need to identify and articulate the scale and type of modern slavery threat to inform the national picture.

The Haughley Review into the operation of the Modern Slavery Act made a number of recommendations to policing, to CPS and the judiciary, and about legislation and powers. The recommendations to policing focus on training for investigators, debriefing and sharing lessons learnt across the judicial system and reinvigorating the Force and Regional SPOC network. These are more specific recommendations based on common themes within over 80 recommendations/commitments now facing policing. Whilst not yet accepted, these recommendations are likely to cascade for forces to implement.

Since April 2015, and supported by NPCC, forces have been asked periodically to complete the National Policing Modern Slavery Data Tool the alliance to better understand and manage the risk and inform the national picture.

The alliance currently has limited resources dedicated to modern slavery and human trafficking but has developed partnerships with operational focus, including UK Border Agency, the Gangmasters and Labour Abuse Authority (GLAA) and Hope for Justice.

Modern slavery and human trafficking is a threat with significant intelligence gaps. There will be an increasing demand on the alliance as the national, regional and local picture unfolds.

Rape and Sexual Offences

Due to changes to Home Office Counting Rules (HOCR) from 1 April 2015, every report of rape, suspected or possible rape and, however spurious the report may seem, has resulted in a rape record being created on the CRIMES system, at the earliest opportunity. The 72-hour rule has been abolished with the expectation that the person receiving the initial report will now record the rape.

Higher volumes of recording of rape have been seen in both West Mercia and Warwickshire since December 2015.

Analysis of the profile of rape and other sexual offences in 2014/15 compared to 2015/16 confirms that the increase in volume is the result of uplift in reporting of both current, recorded less than 28 days after the committed date, and non-recent offences.

Work commissioned to look at emerging offences of sexting, revenge porn and how to increase officer, partner and public awareness.

Safeguarding and recognising victims remains a priority.

Domestic Abuse Offences

The promotion of partnership working and increasing confidence in reporting continues.

The new offence of controlling or coercive behaviour in an intimate of family relationship was introduced at the end of December 2015. The new offence tackles the difficulty in proving a pattern of behaviour amounting to harassment.

CPS data for 2014-15 showed that there were approximately 70% of stalking cases took place within a domestic abuse context[19]. Identify links between domestic abuse, stalking and harassment will enable the alliance to consider a range of measures to protect victims that now exist, irrespective of whether a prosecution can be commenced.

Safeguarding and recognising victims and the creation of action plans for serial perpetrators is a priority*.*

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[19] Home Office Introducing a Stalking Protection Order – a consultation, December 2015. This consultation cites a survey of victims of stalking conducted by University of Leicester, which suggests that the split between stalking within a relationship and 'stranger stalking' is nearer to 50/50. This survey is dated September 2005 so should not be considered current.

Intelligence requirement – what we need to know more about

This part of the Control Strategy needs to remain dynamic, subject to continual review and updates, via the WWMTCG. Collection plans and strategies need to be aligned to the intelligence requirement.

Female genital mutilation, honour based abuse and forced marriage (FGM, HBA and FM)

The intelligence requirement has expanded from last year to include HBA and FM as the alliance has seen these incidents feature in recent months.

The reporting of FGM is now part of new legislation and applies in all cases of known FGM in females under 18, whether it is disclosed by the victim or seen by the professional, for example in a health setting.

There has been significant rising of awareness regards FGM, resulting in improvement in reporting that illustrates appropriate safeguarding.

Engaging with partners and local communities will improve confidence in reporting of HBA and FM.

Foreign national offenders (FNOs)

Maximising opportunities to share criminal conviction information improves the effectiveness of disruption tactics.

The impact of Brexit on information sharing is little known as yet but the alliance is proactively utilising strong links with overseas agencies. Referrals for exclusion from the UK, removal for those not exercising treaty rights and referrals for deportation are just some of the tools used successfully.

Developing targeted operations with partner agencies will assist in tackling this criminality.

Terrorism and Violent Extremism

Significant national and international events continue to have an impact on communities and have also been experienced locally. These events can act as a catalyst for those vulnerable to extremist rhetoric to explore more violent methods than previously considered. It is important to recognise and understand the impact such events can have locally, and through active community engagement, seek to provide reassurance and advice to those who may feel or be vulnerable.

An understanding of our communities can assist in the early identification of significant changes in behaviour / attitude or lifestyle of individuals who may be self-radicalised.

Stalking and harassment

Legislative confusion is not particular to the alliance. Section 6.4 of the 2014 ACPO/CPS protocol on the appropriate handling of stalking offences states that:

 "*In some cases, the distinction between a stalked person and a harassed person will not be clear cut as the definitions overlap*".

Changes at a national level increase our need to understand the threat, risk and harm picture for stalking and harassment in the alliance.

Other threats and trends

Clandestine entrants

A clandestine entrant is a person who hides in or on a vehicle to avoid going through UK border control. Clandestine entry into the UK includes any person who enters concealed in a vehicle, aboard a ship or within an aircraft who then evades the control point or who enters at an uncontrolled point within the UK. A clandestine entrant may have entered the country without any help from any other party. However, an offence of smuggling or trafficking may also have occurred prior to their arrival in the UK.

The alliance is not necessarily a destination of choice for clandestine entrants; many do not know their destination. Clandestine entrants are here as a result of distance from the ports of the southern coast, the alliance being approximately four hours travel time, lorry drivers will take a break and make their first stop since crossing from the continent.

Performance

The Performance Framework from last year is undergoing development. The Strategic Assessment will be refreshed once that work is complete.

Warwickshire

The chart below provides a snapshot of a wide variety of crimes that are monitored by the force. It shows whether they are increasing or decreasing and their relative proportion of all crime. The crimes that have an orange marker will be reported on.
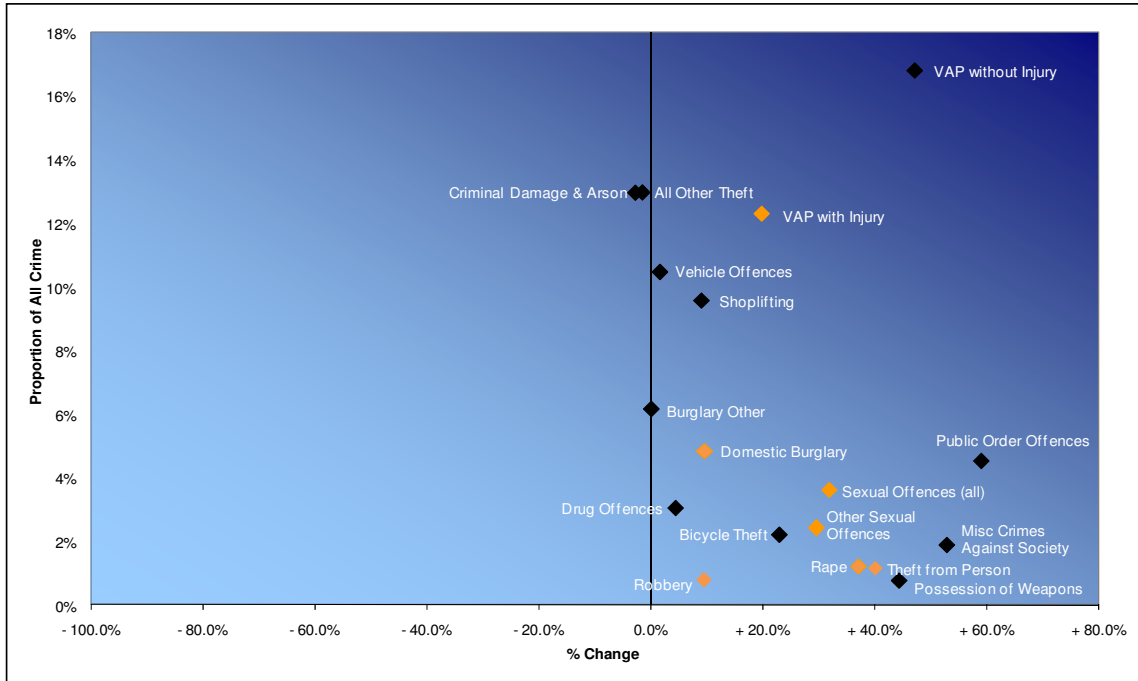
Volumes are above average in North Warwickshire and significantly above average in South Warwickshire. Significant factors include the continued impact of the Crime Data Integrity inspection, the impact of greater collaboration with partner agencies and the changing nature of crime, all of which have led to a greater number of offences being identified and recorded.

The main crime types that are contributing to increase are harassment, ABH, common assault and shoplifting. Crime is monitored and reported on for both forces monthly and quarterly.
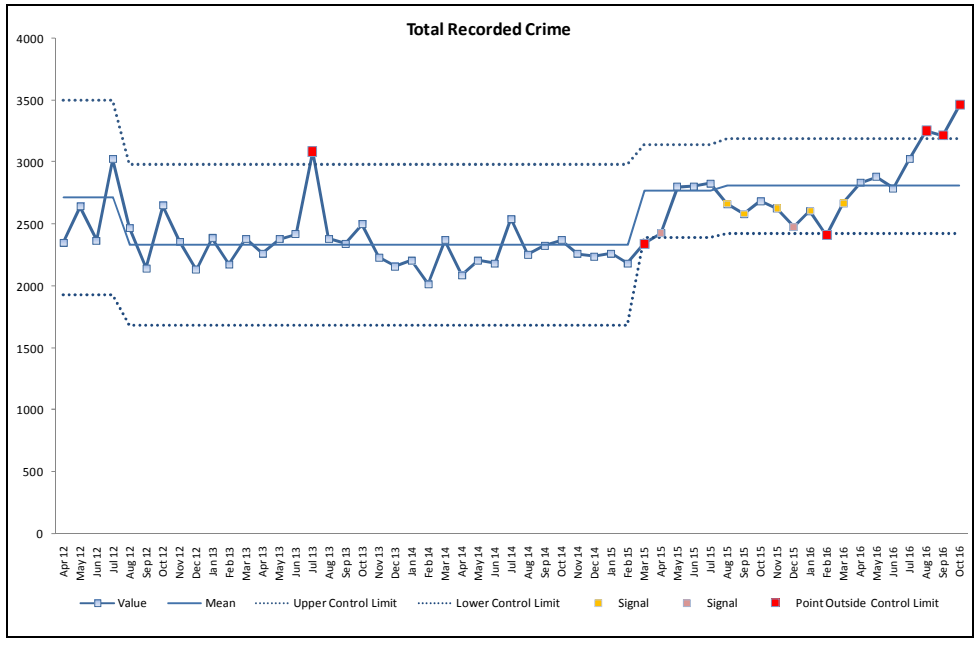
West Mercia

The chart below provides a snapshot of a wide variety of crimes that are monitored by the force. It shows whether they are increasing or decreasing and their relative proportion of all crime. The crimes that have an orange marker will be reported on.

Total Recorded Crime

	Aug	Sep	Oct
Herefordshire	880	862	970
North Worcestershire	1644	1627	1684
Shropshire	1236	1252	1281
South Worcestershire	1834	1877	1897
Telford	1302	1227	1248
West Mercia	6896	6845	7080
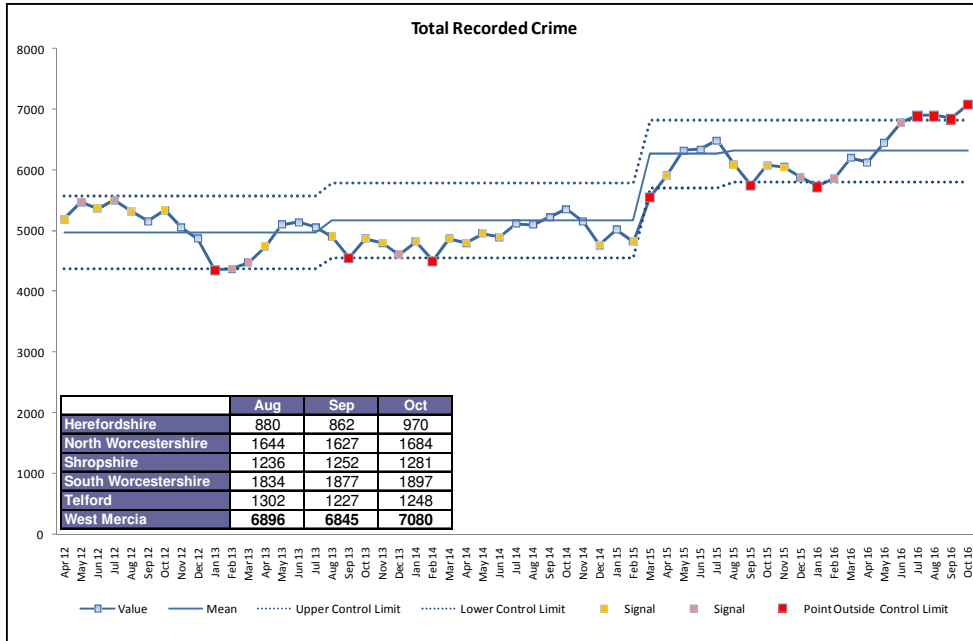
Volumes are above average across all policing area and significantly above average in North Worcestershire and South Worcestershire. Significant factors include the continued impact of the Crime Data Integrity inspection, the impact of greater collaboration with partner agencies and the changing nature of crime, all of which have led to a greater number of offences being identified and recorded.

Crime is monitored and reported on for both forces monthly and quarterly.

Environmental Scanning PESTELO: impact of future change

The Prioritised Drivers Matrix shown below is derived from scenario planning work and external analysis by the Environmental Scanning team in SSI. It has been developed to model emerging challenges. This, for the purpose of the Strategic Assessment, replaces the traditional PESTELO type of reporting.

Eighteen change drivers have been identified, prioritised and listed on the matrix. Each is expected to play significant roles in public services over the next five years. Combining these drivers in different settings reveals insights that will require planning, research and management in order to reduce threat, risk and harm to our communities. They have been shared with alliance local authorities and other forces for inclusion in their Strategic Assessment work. The Matrix and the drivers represent a professional view of Impact and Level of Uncertainty.

How we use the drivers
The drivers are used in two broad ways:
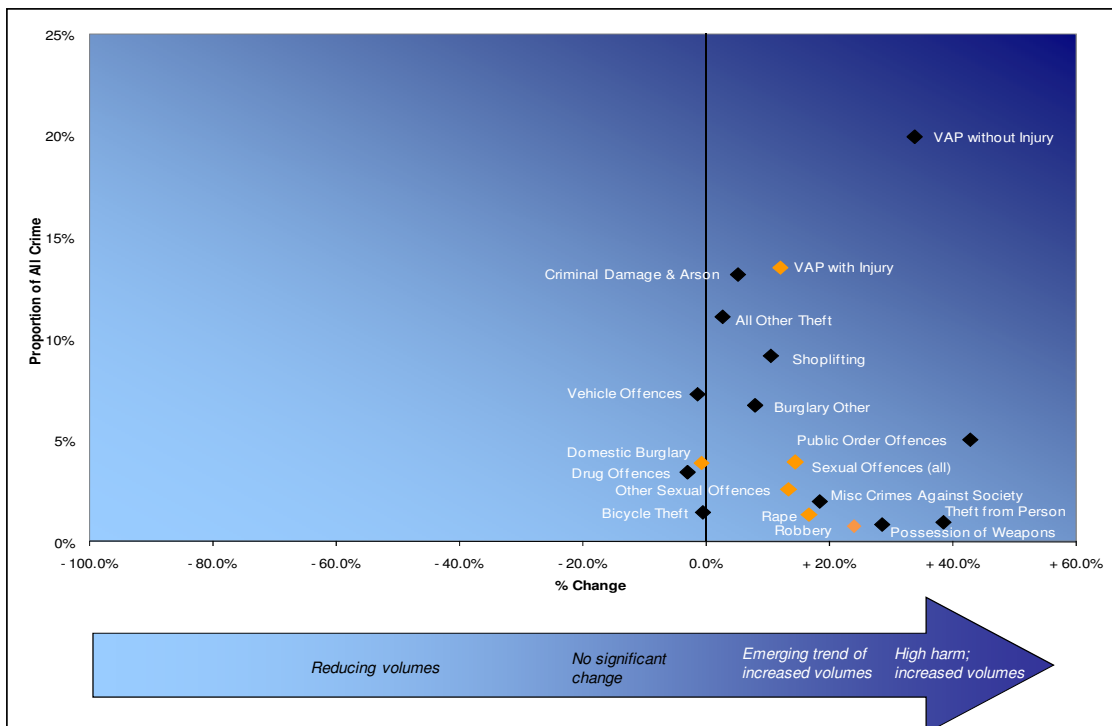
1. Meta: We consider available knowledge and evidence for each driver together with all others, to draw out cross cutting themes that have impact on as many partners as possible.
2. Configured: Taking a specific topic or proposal then applying the most relevant (primary) drivers, followed by the next most relevant secondary set, to focus understanding of change on specific issues.

Prioritised Drivers to 2020+
Environmental Scanning
Strategic Service Improvement, Warwickshire Police & West Mercia Police
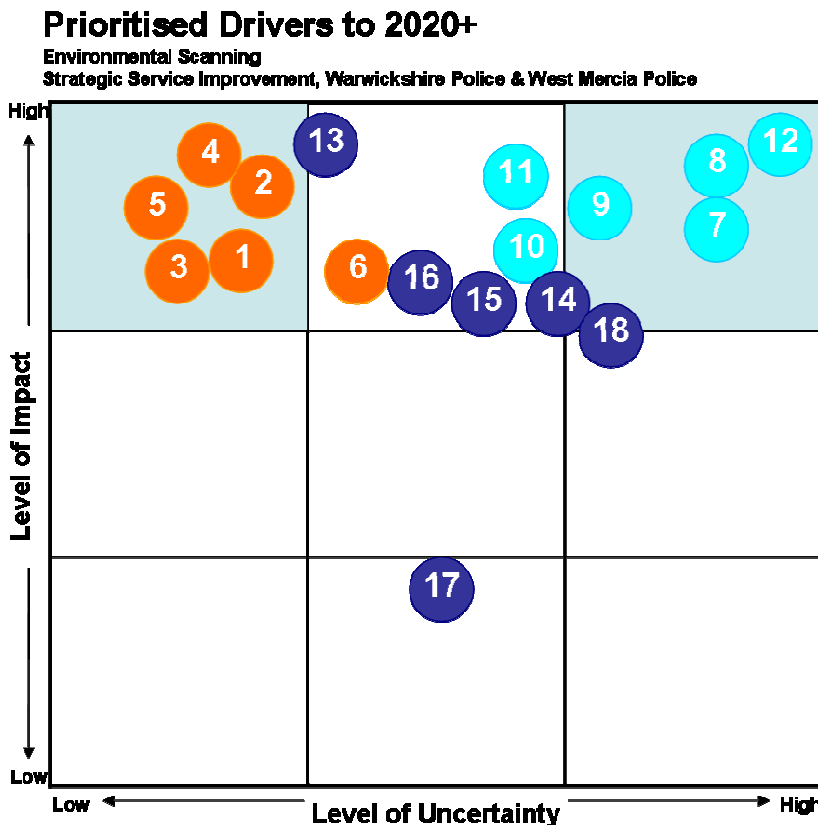
Social Challenges

1 - Connected society faces diverse cyber threats
2 - More than Troubled: modern vulnerabilities
3 - Debt and corruption in carers and elderly abuse
4 - Social recession: abuse, isolation, neglect and worklife balance
5 - My house is my pension. Spending, property values and future vulnerabilities
6 - Funding cuts and outreach groups

Partner Challenges

7 - Understanding and responding to demand as part of a collective system
8 - Combined Authorities – Future impact
9 - Finding and working with New Partners
10 - Delivery of "Statutory Services" in Austerity
11 - Commissioning – What this means for short term contracts, expectation management and evidence based PBR
12 - Information sharing and standards

Policing Challenges

13 - Skills transformation & professionalisation for efficiencies
14 - Automated knowledge to providers
15 - Need for shared strategies/ systems/ technologies
16 - Police and partners must evidence "what works"
17 - New agencies with police-type powers
18 - New operating costs and Operational Demands to emerge, as society and culture changes

Public Service transformation landscape to 2020

The assessment[20] below is a view of Public Service transformation landscape to 2020 and gives a temporal view of the potential changes liable to affect the alliance. There will be planning and structural implications for the alliance

Public Service Transformation: Landscape to 2020

- The Growth of Combined Authorities
- Devolution Deals: Phases 1 and 2
- Convergence & Emergence: New Partners & Partnerships
- Death of the old Regions: Birth of new Authority Boundaries/ Definitions

| Pre 2016	2016	2017	2018	2019	2020
Combined Authorities present strategic challenges for authorities wishing to access Local Enterprise Partnership (LEP) monies and short term democratic benefits. Historic and tactical formations present.	1st Round Devolution Deals given to Telford & Wrekin, and East Midlands County Authorities. Emerging pressure to get Public Service Transformation Boards in regional areas. Telford & Wrekin, and Herefordshire now aligned to West Midlands Combined Authority (WMCA). Shropshire also applying. 4/5 districts in Warwickshire and 2/6 districts in Worcestershire become (non voting) members of WMCA.	2nd Round deals expected in other Midlands authorities. Insight into potential future formats emerging with joint commissioning. Past partnerships targeted for reform. Shropshire and Herefordshire may adopt limited devolution deal alongside WMCA. Warwickshire want to be a full member of WMCA this year.	Significant financial and development effectiveness is impeded by historic structures. Agencies take on new formats, new structures and new partnerships. New Third Sector/ Commercial Sector groups emerge to operate in the gaps. Expect pressure for more unitary authorities and/ or more WMCA membership, along with remaining LLPs. Worcestershire expected to have to make WMCA decision this year.	Technology growth and LEP funding matures in new formats, so growth is realised. Learning and Information Sharing overtakes technology as the main tool to leverage value. Recognition that existing regional structures no longer accurately represent emerging Public Service formats.	Legislation to reform Regional Government placed for UK, post Election. New agencies need to operate in multiple areas - not limited to regional boundaries – to achieve wider efficiencies. New Skills and Information agenda developed to drive future growth strategies.
Close working between heads of public sector organisations in local/ regional public service operations	Heads of public sector organisations set common themes and collaboration areas, along nationally / regionally agreed priorities.	Article 50 initiated this year, setting a 2 year deadline for UK to leave the EU. The Combined Authority Metropolitan Mayors future and powers is resolved. Impact Assessment on PCCs begins.	General Data Protection Regulations come into force this year, making it harder for disjointed data sharing between public sector agencies. Programmes of National and Regional Provision initiated. Single Design Authority for Police Service expected, meaning no forces operate outside the NPCC Brief. Report expected on future of PCCs. Collaboration/ Local Visible Service Migration pathways enabled. Some Specialist Capabilities begins to move to Regional Provision.	UK exits EU. Local Authorities, having undergone internal transformation, begin to take on Local Collaborated services with policing, under a Mayor or PCC. Some pilot projects in place by this time, on information sharing. Operational dynamics are reviewed/ modelled. National and regional agencies are strengthened and restructured to use these resources more efficiently.	General Election. PCC Elections, with a potential reduction in, or change in powers of PCCs likely under the new services landscape. National review of public sector services expected after General Election to set tone for all regions.
Strategy for counter fraud established – through CIPFA.		Collaboration / Service migration pathways are formed in 4 basic areas: National Provision; Regional Provision; Local Collaborated; Local Visible.			

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[20] Source Environmental Scanning SSI 2016

Section 5: Capacity and Capability

Strategic Organisational Learning and Risk

Good governance is delivered through an agreed framework while encouraging an evolving learning and risk culture within the alliance by:

- Providing a framework where Organisational Learning is identified, tracked, evidenced and preserved.
- Establishing levels of learning and risk communication between the Joint Audit Committee, Exec Board, Directorates and key programmes and projects.
- Creating effective working relationships between Strategic Service Improvement and stakeholders so that learning and risk is increasingly part of any consideration, agendas and decision making.

Strategic Risk is mapped using a 'heat map' based on two axis; Likelihood and Harm/Impact. The Risks are owned by Chief Officers and a supporting narrative describes mitigation. Risks are mapped as shown (examples only).
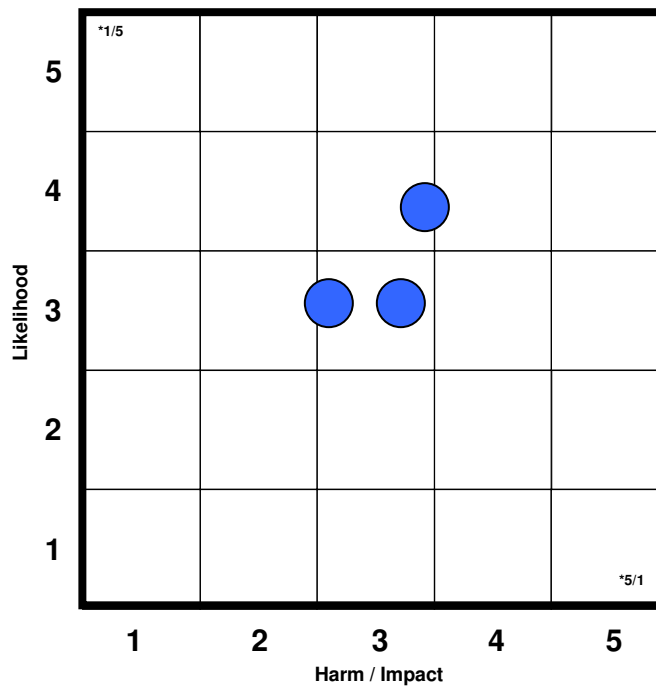
HMIC

PEEL (Efficiency, Legitimacy & Leadership)
This inspection was conducted in May 2016 following on from the 2015 inspection of the same areas. The aspects covered by the inspection were:

- **Efficiency** how each force understands the demand placed upon it and how is the force currently meeting that demand, also how it is planning for the future.

- **Legitimacy** the focus is on both public perceptions of treatment by the police and workforce perceptions of the fairness of the organisation.

- **Leadership** how well each force understands its leadership strengths and weaknesses. How does the force understand what leadership capabilities it needs and the range of ways that the force is trying to develop this capability?

Warwickshire and West Mercia were graded 'good' for both Efficiency and Legitimacy, Leadership will not be graded, on the whole a positive report was received.

For legitimacy the areas for improvement are as follows;

- The force should ensure that it has the capability and capacity to monitor all its computer systems to identify risks to the force's integrity.

- Annually, the force should produce a local counter-corruption strategic assessment and control strategy, to identify risks to the force's integrity.

- The force should improve how it manages individual performance.

For the Leadership there was one area for improvement

- The force should develop a comprehensive leadership skills analysis, clearly linked to its training needs analysis and leadership development programme.

1. How effective is the force at tackling serious and organised crime, including its arrangements for meeting its national policing responsibilities? (Serious and organised).

Forces will receive overall individual reports which are due to be published spring 2017.

Change Programme

The existing business plans for change are under review. The activities in progress include,

- Design Principles
- Hierarchy of Delivery
- Service Delivery Model
- Strategic Challenges
- Organisational Gap analysis (Capability and Capacity)
- Options evaluation
- Options SWOT assessment
- Options PESTLE assessment
- External Assurance Review (Price Waterhouse Cooper)
- Business review Summary
- Business case
- Route to market (options not defined at this time)

When this work is completed a decision will be made to determine the design and approach to change management. This will in turn determine the size of the team, the external costs associated with transformational change and the revenue implications. It is clear that the scope of options is huge and the variance of timelines, costs and cost savings will very to some extent.

People

Ensuring members of our workforce are confident, capable, compassionate and have the capacity to deal with the complexities of policing is a priority to ensure performance is sustained.

In order to help achieve this, the physical and mental health and well-being of our people remains a focus as does understanding and responding to both the skill set and behaviours required.

The goal remains to develop a learning organisation where professional development is encouraged; workplace learning is both supported and continuous with individuals and organisational responsibilities being met.

We continue to work towards the aspiration of being an employer of choice, learning from external organisations and professionals, encouraging creativity and engaging with our people to ensure support is provided in the right areas.

Rise in Officers signed off with mental health illnesses[21]

New figures show there has been a 14% increase over the last financial year in the number of UK police officers signed off work for mental health-related illnesses, including stress, anxiety, depression and post-traumatic stress disorder.

8,632 were signed off work in the past year for these illnesses in 39 forces in England, Wales, Police Scotland, the PSNI and British Transport Police according to a Freedom of Information request. That's around one in 17 police officers in the UK.

The Police Federation of England and Wales said the service must "*put more effort*" into ensuring police officers' welfare. Steve White, chairman, said the findings *"support our own recent welfare survey in highlighting just how much of a problem stress and mental health-related illness is within the police service, something the Federation is seriously concerned about".*

NPCC Lead for Organisational Development and Wellbeing, DCC Andy Rhodes, said *"Over 80% of money spent on policing is on its people. Police Officers and some police staff are regularly exposed to trauma and highly stressful events, which is why I work with Chief Constables and the College of Policing to build wellbeing and resilience".*

"All of the 43 police forces in England and Wales have formally signed up to their respective Public Health Charters to prioritise workplace wellbeing. This is the biggest workforce commitment in the country and rightly so."

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[21] Police Oracle – 16/06/16

Equality and Diversity

The Equality Duty Act requires the alliance to show that in its decision-making processes, service delivery and employment practices there has been due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and any other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and people who do not share it
- Foster good relations between people who share a protected characteristic and people who do not share it

The Equality Objectives for the alliance are broken down into the three themes:

Operational

- Increase in levels of trust, confidence & understanding within our diverse communities

- Support the most vulnerable and most likely to be at harm

- Meaningful and targeted engagement, leading to positive outcomes

Organisational

- Demonstrate leadership and commitment and continuous improvement

- A workforce that understand and responds to the different needs of society

- Robust equality analysis to inform our decision making

People & Culture

- Ensure Staff feel valued and respected

- Organisation reflects the diverse communities we serve

- Staff are informed and empowered to innovate

Challenges

Under reported crime
There has been an increase in the reporting of hate crimes related to race, especially following the recent EU Referendum vote. Whilst the alliance did not experience a spike in reporting, there certainly was a noticeable increase. Through our Independent Advisory Groups and other Community Forums, it was made very clear that people and communities are feeling more vulnerable to hate crime. Feedback during engagement events is that people are still very reluctant to report hate crime. The Performance data (Table 1) is an indicator and not the complete picture.

Alliance Level Hate Crime (Any offences or crimed incidents with at least one hate crime marker)

RECORDED CRIMES	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
2012	86	79	80	88	92	76	84	70	69	65	60	50	899
2013	75	80	87	67	73	59	76	50	43	44	39	55	748
2014	42	59	73	72	88	91	82	70	67	67	58	77	846
2015	82	126	92	130	115	97	103	109	116	101	102	128	1301
2016	128	132	136	195	155	171							917

Victim Satisfaction levels
For Hate Crime there has been a downward trend recently within Warwickshire and this is related to 'Follow up' action rather than the initial contact. We need to ensure there is on-going training for staff and that we see an increase in satisfaction levels of at least 90%.

Cohesive and Resilient Communities
There is a requirement to revisit our work and understanding of cohesive and resilient communities. Vulnerability and fear is increasing within some communities and recent gatherings and targeted publicity campaigns by some of the 'Far Right' Groups along with the Government's mandate in relation to the EU exit is having a very negative affect on community resilience and cohesion. Building strong community relationships and understanding tensions must be a key focus.

Engagement with Independent Advisory Groups
Following the recent review of our IAGs, we have now implemented a more robust and effective framework. Whilst we are improving our involvement and consultation with IAGs, we need to ensure all areas of the alliance are better engaged with our IAGs and understand their role and how they add value.

Under-representation
The alliance does not reflect the communities it serves and while efforts were made during 2014-15 via Positive Action during the recruitment of Police Officers and the BME 2018 Programme, this stalled completely in 2016. We need to ensure this area of work is prioritised in order to enhance the alliance, improve reputation and also build trust and confidence.

Staff
The initial findings of the staff survey highlighted issues around discrimination, disability, gender progression and work/life balance and we wait to see outcome of the next survey.

We need better communication throughout the alliance on our Talent Management programme, Leadership Development and opportunities for staff enhance their careers via mentoring and coaching.

Hate crime is on the rise, but police are taking less action against suspects
The chances of police or prosecutors taking action against hate crime offenders have plummeted over the last year, new figures show victims of hate crime now have only a one

in four chance of seeing a perpetrator charged, cautioned or dealt with in some other way by the police – down from one in three in the previous year[22]

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[22] https://www.thebureauinvestigates.com/2016/07/26/hate-crime-rise-police-taking-less-action-suspects/

Special Constabulary

Current Specials' establishment, including those in training (as of Sept 2016) is shown below[23].

Warwickshire ytd 2016	Warwickshire ytd 2015	West Mercia: ytd 2016	West Mercia ytd 2015
207	187	338	294

Since the Project Launch in October 2015 the Recruitment team have recruited, into training, 184 new Special Constables (72 in Warwickshire & 112 West Mercia). Note that a substantial number of previously non-performing Special Constables have left during that time. On average three Specials resign from Warwickshire Police each month and five from West Mercia Police.

Duty hours logged ytd Sept

ESIBS hours logged	West Mercia duty hours ytd Sept	% Change	Warwickshire duty hours ytd Sept	% Change
Jan – Sept 2013	N/A	N/A	52327	N/A
Jan – Sept 2014	53776	N/A	33383	- 36.2%
Jan – Sept 2015	49597	-7.3%	30677	- 8%
Jan – Sept 2016	50188	+ 1.2%	29728	- 3.1%

West Mercia Special Constabulary seems to have halted the decline in duty hours being logged and show a modest increase.
Warwickshire Special Constabulary appears to have slowed the decline but is still recording fewer hours.

Duty hours logged full year

ESIBS hours logged	West Mercia duty hours	% Change	Warwickshire duty hours ytd	% Change
Full year 2013	70629	N/A	65602	
Full year 2014	63971	- 9.4%	43763	- 33.3%
Full year 2015	65495	+ 2.4%	39449	- 9.1%

The same picture holds for the full year data to 2015. West Mercia Special Constabulary seems to have halted the decline in duty hours being logged and show a modest increase. Warwickshire Special Constabulary appears still in decline at year end.

[23] Source: Insp A Davis 29/09/16 and includes all Specials in training.

PSD

The sections of the new strategic assessment will follow suit of the PSD Strategy Plan for 2016/17, in that it will be based on the principle of the four P's:

- **Prevent:** Work to prevent threat created by wrong doing, poor judgement and potential corruptors to reduce harm and outstanding risk.

- **Pursue:** Relentlessly pursue those who set out to do wrong and create harm.

- **Protect:** Protect our communities, the forces, and our staff by creating an environment in which our processes and systems are resilient enough to resist harm.

- **Prepare:** Prepare the forces and our communities to withstand any outstanding risks which we have not successfully mitigated.

Complaints and Misconducts have been at a similar level for the last 3 years, as evidenced by the table.

Complaints & Conducts: Recorded Cases
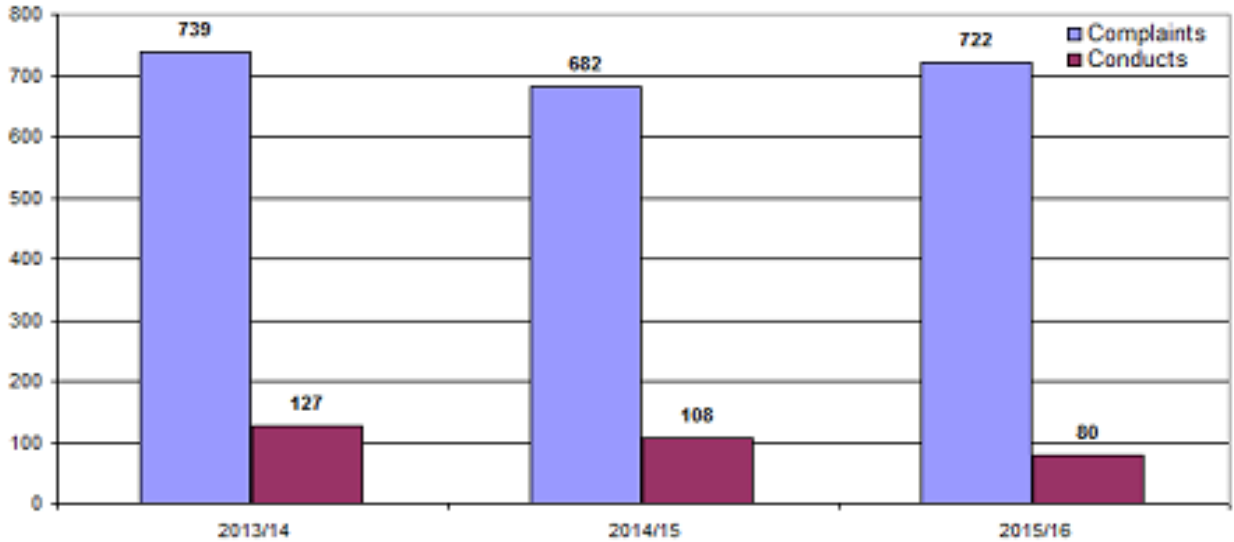
Vetting demand for both internal vetting and the external contractor scheme has been increasing steadily over the last few years, as can be seen by the table below.

The Vetting Unit measures demand in terms of both internal and national applications.
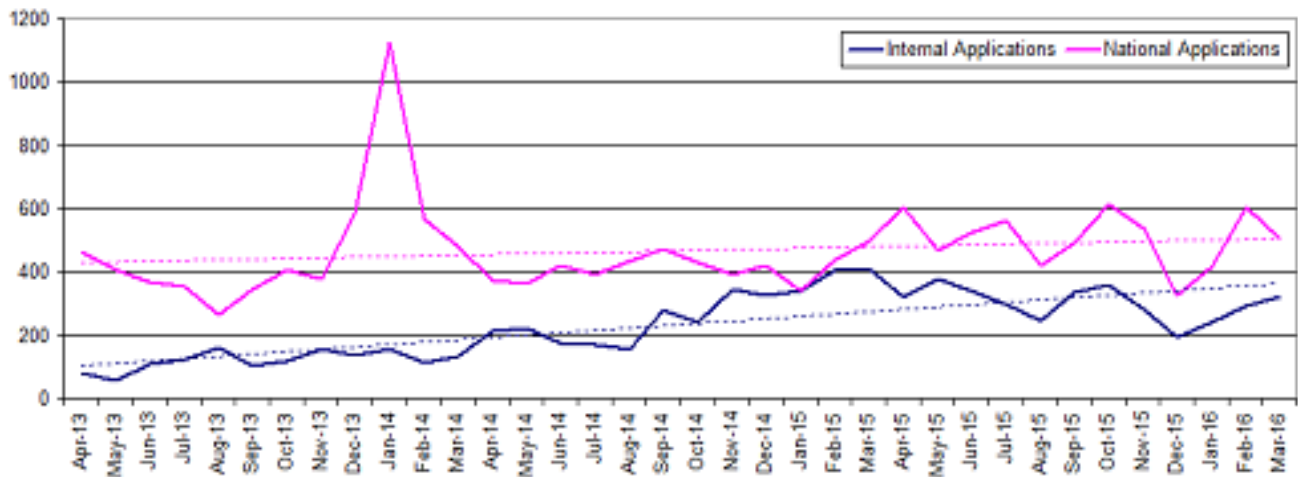
Section 6: Other Considerations

The following topics are emergent at this stage; however there is limited information available with which to make a fully informed assessment.

Rural crime

Organised crime groups have taken to "cloning" tractors as a new wave of high-tech crime sweeps through the countryside. Cloning has become such a problem that in July of this year, West Mercia police announced a new training scheme for its officers in Shropshire to help them spot the signs. Farmers have to regularly update security measures at considerable cost to keep high-tech criminals at bay. They are using tracker devices on tractors, video and infra-red surveillance in their farm yards and even DNA markers to protect sheep from rustlers.[24]
A spate of tractor thefts in the east and northeast of England accounted for almost half of the total cost of £5.4 million across the UK, the NFU Mutual report said. The rural crime report found that the cost to the UK economy of crime in the countryside has reached £42.5 million a year, with the northeast and east of England worst affected, costing £7.9 and £6.9 million. The Midlands and Northern Ireland recorded the biggest rises on the previous year, with costs increasing by 10 and 13 per cent.[25]

Missing people

Police forces do not have the resources to cope with the number of missing young people, a senior officer has said. Chief Constable Mike Veale, the national lead on missing people, told the BBC's *Panorama* that forces were overwhelmed by the number of reports and could not properly investigate disappearances. *"We simply do not have the resources, or the capability or capacity, to deal with so many… It's almost sucking the resilience of the police service at this moment in time. It is shocking the amount of time that we spend looking for missing people,"* he said.

The police received more than 200,000 reports of missing people last year, more than half of which related to children. A report by Her Majesty's Inspectorate of Constabulary (HMIC) said that figures were unreliable and that the true number of missing children could be far higher[26].

Key issues for the alliance – HMIC recommendations with their detailed findings around missing children:

The response to persistent and repeat missing children is improved through the effective use of information from previous missing episodes to develop a coordinated and prioritised response.

- The Strategic alliance has taken a detailed analysis of the scale and nature of both domestic abuse and CSE across both forces. There has been no research carried out in to the problem of missing children and young people, although the alliance has carried out an analysis with partners to identify care homes with LAC who frequently go missing.

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[24] Tim Price, rural affairs specialist for NFU Mutual
[25] The Times, 01/08/16
[26] The Times, 25/07/16

- Local Authority return home interviews and the lack of information / intelligence shared with Police to facilitate future safeguarding. There is a statutory requirement for local authorities to conduct interviews with all missing children when they return home.

- Information from previous missing episodes is not consistently used to develop safeguarding and investigation plans.

Frontline staff understands and appropriately use the categories missing and absent and identify the factors that escalate the risk of harm to children

- Looked after children being inappropriately categorised as 'unauthorised absence' rather than missing' and may therefore not get the protection and support they need from the police and other organisations. This may also be limiting the forces' understanding of the true nature of CSE.

- Examples of LAC; assessment of risk lower than HMIC would expect.

- Student officers receive initial training on the investigation of missing persons; however there is no additional training or refresher training provision beyond online learning packages. The force intranet contains guidance.

- Staff have a varied understanding of vulnerability or vulnerabilities of missing persons particularly repeat cases involving children are not fully recognised and therefore risks are not being accurately assessed.

- Some staff are exhibiting unsupportive attitudes towards some vulnerable people, particularly in the case of repeat missing children cases. We found that in these cases some officers may be providing a less proactive response, as a result of a lack of appreciation of the increased vulnerability and risks faced by such children.

Supervisors provide the correct oversight of missing person investigations and make appropriate decisions in accordance with the risk assessment.

- There is a lack of effective supervision and in some cases supervisors reinforce inappropriate risk assessments.

High Speed Rail 2 Project

HS2 Project is part of a wider £46.2bn investment in the UK rail network outlined in the National Infrastructure Delivery Plan 2016–2021. Work is anticipated to start in early 2017 shortly after the required legislation is passed through Parliament on 5th December 2016. High speed rail line will run through Warwickshire twice. First instance will run through Central and South Warwickshire as part of the London to Birmingham Phase 1 works. Second instance will run through North Warwickshire as part of Phase 2b works.

Construction for Phase 1 is expected to cover the period 2017-2026. During this period it is likely that some level of policing resource will be abstracted to deal with individuals or groups seeking to protest and/or disrupt construction sites or supply chains. It is anticipated that these protests will be uncoordinated, small scale but high frequency.

Section 7: Appendices

Appendix 1 – Comparison of key objectives set by the Police and Crime Commissioners of West Mercia and Warwickshire.

West Mercia Police and Crime Commissioner	Warwickshire Police and Crime Commissioner
Key objectives of the Police and Crime Plans	
Putting victims first	**Putting victims and survivors first**
Officers and staff have right skills	Tailored high quality joined-up support
Complete a victims needs assessment	Improve LCJB compliance with Victims Code
Launch a Victims Board	Ensure LCJB compliance with MoJ Witness Charter
More cases successfully supported through criminal justice system	Survey victims and survivors of crime
Publish Victims Charter	Publish Victims Charter
Victims can use 'Track my Crime'	Victims to track progress of their crime online
Improve victims satisfaction	Improve victims satisfaction
Support appropriate use of restorative justice	Embed restorative justice across the county
	Monitor restorative justice through multi-agency performance framework and OPCC annual survey
Ensure victims get effective services	Ensure commissioned services work effectively
Building a more secure West Mercia	**Protecting people from harm**
Violent Crime	Sexual Violence
Serious and organised crime	Support Violence against Women and Girls strategy
Drugs and Alcohol	Female Genital Mutilation
Anti Social Behaviour	Increased victim reporting of high harm 'hidden' crimes
Reducing Reoffending	Support Hate Crime Strategy
Right police response at right time	Improved satisfaction of victims of hate crimes
Identify and target threats before they escalate	Awareness and understanding of mental health and its impact on policing and criminal justice
Use early intervention to prevent victimisation	Better first contact for people with mental health issues
Fewer repeat victims and offenders	Make police great at protecting most vulnerable people from harm
Increased crime reporting	Partners to evidence how they reduce crime and disorder
Reduced or stable levels of recorded crime	
Child Sexual Exploitation	Child Sexual Exploitation
Domestic and sexual abuse	Domestic abuse
Rape and sexual offences	Rape and serious sexual offences
Safeguarding of vulnerable adults and children	Multi-agency Safeguarding Hubs
Road safety	Support Safer Roads Partnership
Use evidence led approaches to road enforcement and education	Use evidence-led approaches to road enforcement, education and engineering
	Fewer killed or serious injured road deaths
Staff identify and support people with vulnerabilities	More vulnerability awareness training and enhanced 'professional curiosity'
Improve current 'requires improvement' HMIC PEEL (vulnerability) rating and sustain	Minimum HMIC PEEL (vulnerability) 'good' rating and sustain or improve further
Outcome focussed funding based on proven need	Local partnerships with shared outcomes
Value for money commissioning framework for CSPs	

West Mercia Police and Crime Commissioner	Warwickshire Police and Crime Commissioner
Key objectives of the Police and Crime Plans	
Reforming West Mercia	**Ensuring efficient and effective policing**
Modern, effective and adaptable support function	Increase data quality to comply with national incident and crime recording standards
Aspire to market leading support service	Force is more reflective of communities
New collaborations to deliver efficient and improved public services	Review and improve Firearms and Explosives Licensing Unit
Network of partner, public and third sector agencies	Review Operation Devonport and mainstream its funding
Monitor National Specialist Capabilities Programme	Maintain and improve the public confidence above national average
Deliver OCC on time and on budget	Improve performance of 101 service
	Ensure compliance with Home Office Best Use of Stop and Search scheme
	Embed Code of Ethics
	Minimum HMIC PEEL (legitimacy) 'good' rating and sustain or improve further
Support alliance transformation programme	Support alliance transformation programme
Fit for purpose and best use of technology	Fit for purpose and best use of technology
Fit for purpose buildings and contact points	Fit for purpose buildings
Right contact channels for the public	Right contact channels for the public
Invest and develop officers, staff and volunteers	Invest and develop workforce skills
Increase number of special constables and volunteers	Increase number of police officers, special constables, PCSOs and volunteers
	Increase the impact and effectiveness of special constables
	Support Police Cadet, Citizens' Academy and Police Support Volunteers schemes
	Develop performance framework to identify outcomes and benefits of Special Constabulary
	Support Independent Custody Visiting scheme
Support health and wellbeing agenda	Support health and wellbeing agenda
Invest to save initiatives	Invest to save initiatives
Reassuring West Mercia's communities	**Preventing and reducing crime**
Embed Code of Ethics	Key strategic partnerships to prevent, solve and reduce crime including CSPs
Publish information to demonstrate ethical working	Address drug and alcohol misuse with focus on early intervention and sustaining recovery
Public get individual response based on need and understand service they expect to receive	Delivery of the Drug and Alcohol Implementation Plan
Ensure compliance with Home Office Best Use of Stop and Search scheme	Coherent and whole system approach to offender management with focus on intensive support / supervision
Support Independent Custody Visiting scheme	Contribute and oversight of Out Of Court disposals
Open and transparent in decisions, appointments and holding Chief Constable to account	Support Prevent action plan
Publish information arising from HMIC recommendations and other strategic reports	Improved satisfaction of victims of rural crimes
Increased victim reporting of hate crimes	

West Mercia Police and Crime Commissioner	Warwickshire Police and Crime Commissioner
Key objectives of the Police and Crime Plans	
Embed 'Rural Matters' and 'Business Matters' in police response to these crime types	Embed 'Rural Matters' and 'Business Matters' in police response to these crime types
	Understand, identify and respond to rural crime
	Fairer funding deal for rural police forces
Involve, engage and empower communities through more opportunities for active citizenship and volunteering	Empower communities to be safe in digital age
Develop Communications and Engagement strategy	
Communities feel valued, informed and involved	
Launch new Commissioner's Ambassador scheme	
Improve prevention and understanding of cyber crime	Ensure digital investigation capability and capacity
	Train frontline officers in cyber crime prevention
	Increase public awareness of cyber crime
Maintain and improve the public confidence above national average	Increase public confidence in reporting rural crime