



Alliance Strategic Assessment

March 2018

Protective Marking	OFFICIAL
Version	FINAL
Purpose	To provide Chief Officers with an annual assessment of the medium term threats facing Warwickshire Police and West Mercia Police.
Author	Analysis and Service Improvement
Date	29/03/2018

Reference: ASI/2018/02

Table of Contents

1. INTRODUCTION	3
AIM AND PURPOSE	3
LOOKING TO 2020	3
NATIONAL POLICE CHIEFS' COUNCIL (NPCC) POLICING VISION 2025	4
OFFICES OF THE POLICE AND CRIME COMMISSIONER (OPCC)	5
COMMUNITY SAFETY PARTNERSHIP PLANS 2017-18	6
2. ASSESSMENT SUMMARY	8
3. DEMAND	11
RECORDED CRIME	11
THE STRATEGIC POLICING REQUIREMENT	14
NATIONAL STRATEGIC ASSESSMENT OF SERIOUS AND ORGANISED CRIME 2017	14
4. ALLIANCE PRIORITIES.....	15
CYBER CRIME	15
CHILD SEXUAL EXPLOITATION AND ABUSE	16
SERIOUS AND ORGANISED CRIME	17
ORGANISED ACQUISITIVE CRIME	19
RAPE AND SEXUAL ASSAULT	21
DOMESTIC ABUSE	22
MODERN SLAVERY AND HUMAN TRAFFICKING	24
KILLED AND SERIOUSLY INJURED ROAD TRAFFIC COLLISIONS	26
5. CAPACITY AND CAPABILITY	28
PEOPLE	28
HEALTH AND WELLBEING.....	29
COMMUNICATION AND ENGAGEMENT	29
LEADERSHIP AND TALENT MANAGEMENT.....	30
PERFORMANCE	31
EQUALITY, DIVERSITY AND INCLUSION	32
PROFESSIONAL STANDARDS.....	34
HMICFRS.....	35
ENVIRONMENTAL SCANNING	40
INTENTIONALLY BLANK.....	44

1. Introduction

Aim and Purpose

This Strategic Assessment aims to provide an overview of the current and medium-term future issues that affect, or have the potential to affect, the alliance. This assessment will be used to inform recommendations for future activity in areas of prevention, intelligence gathering, enforcement and future policing strategy.

This assessment will assist in the review and development of the alliance Control Strategy and will define what we think our Intelligence Requirement will be for the coming year.

This assessment identifies and describes expectations of the alliance from national demands to the demands of crime and disorder that exist in the alliance. This assessment, further, describes the capacity and capability of the alliance to meet these demands now and our preparedness to face future challenges.

The data used to inform this assessment is for the year to April 2017 unless otherwise specified. Where data has come from sources outside the alliance then the dates covered are given and, often, do not match those of our own data.

Looking to 2020

The 'Looking to 2020' document sets out how 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. In addition, 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.

National Police Chiefs' Council (NPCC) Policing Vision 2025

The mission of policing remains constant, 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.'

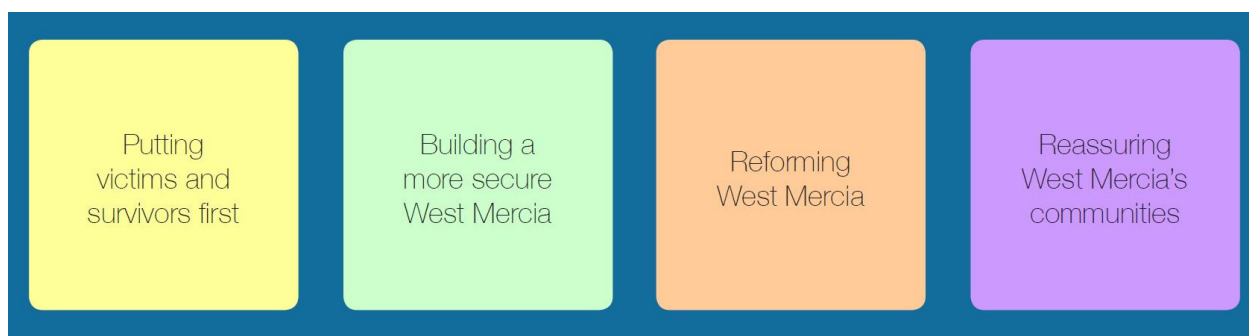
The NPCC annual delivery plan directly supports the realisation of the Policing Vision 2025 and is structured around five reform strands:

- Local Policing
By 2025 local policing will be aligned, and where appropriate integrated, with other local public services to improve outcomes for citizens and protect the vulnerable.
- Specialist Capabilities
By 2025, to better protect the public, we will enhance our response to new and complex threats, we will develop our network and the way we deliver specialist capabilities by reinforcing and connecting policing locally, nationally and beyond.
- Workforce
By 2025 policing will be a profession with a more representative workforce that will align the right skills, powers and experience to meet challenging requirements.
- Digital Policing
By 2025 digital policing will make it easier and more consistent for the public to make digital contact, improve our use of digital intelligence and evidence and ensure we can transfer all material in a digital format to the criminal justice system.
- Enabling Business Delivery
By 2025 police business support functions will be delivered in a more consistent manner to deliver efficiency and enhance interoperability across the police service.
- Governance and Accountability
By 2025 there will be clear accountability arrangements to support policing at the local, cross force and national levels.

Offices of the Police and Crime Commissioner (OPCC)

The OPCCs set the overall strategic direction for the Chief Constables and the forces through the objectives contained in the Police and Crime Plans, setting the force budget and determining the precept, commissioning services, and holding the Chief Constables to account on behalf of the public.

In West Mercia, PCC John Campion's key aims are working towards a reformed, more secure and more reassured West Mercia. He also aims to ensure the force has the necessary resources, procedures and expertise to do its vital work as effectively and efficiently as possible.



Warwickshire PCC Philip Secombe's key priorities are to ensure that police officers 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 also plans 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 and the Warwickshire Police and Crime Plan cover 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

Community Safety Partnership Plans 2017-18

The Community Safety Partnerships (CSP) in the alliance area have set their strategic priorities for the coming year. These can be seen on the next page.

Community Safety Partnership plans for 2017-18

South Warwickshire	North Warwickshire	Nuneaton and Bedworth	Rugby	Warwickshire County	Chart Key
Reducing Re-offending	Reducing Re-offending	Reducing Re-offending	Reducing Re-offending	Reducing Re-offending	Cross Cutting Themes
ASB	ASB	ASB	ASB	ASB	
Violent Crime	Violent Crime	Violent Crime	Violent Crime		
Drugs / Alcohol		Emerging Drug Trends	Drugs / Alcohol	Drugs / Alcohol	
CSE		CSE	CSE	Serious Sexual Offences (focus on CSE / rape)	
Hate crime	Hate crime	Hate crime		Hate crime	
Rural Crime	Rural Crime		Rural Crime		
		Radicalisation/ Extremism	Radicalisation/ Extremism	Radicalisation/ Extremism	
	Road Safety		Road Safety	Road Safety	
	Domestic Burglary		Domestic Burglary		
Organised Crime Groups			Organised Crime Groups	Organised Crime Groups	
		Acquisitive Crime		Acquisitive Crime	
	Business Crime				
				Domestic Violence / Abuse	
				Cyber Crime	

Shropshire	Herefordshire	South Worcestershire	North Worcestershire	Worcestershire County	Telford & Wrekin	Chart Key
Reducing Re-offending	Reducing Re-offending			Reducing Re-offending		Cross Cutting Themes
ASB (focusing on repeat)	ASB (focus on vulnerable victims)		ASB (focus on youth-related / environmental crime / vulnerable victims)	ASB	ASB (focus on fly-tipping)	
Domestic Violence / Abuse / Violence Against Person	Domestic Violence / Abuse		Domestic Violence / Abuse	Domestic Violence / Abuse	Domestic Violence / Abuse	
Hate crime	Hate crime		Hate crime	Hate crime		
CSE	Sexual crimes involving children		CSE	CSE	CSE	
Stronger Communities	Community Cohesion		Reducing fear of crime in communities		Reducing fear of crime in communities	
Vulnerable Victims	Vulnerable Victims (focusing on human trafficking / modern slavery / FGM / FM / HBV)		Vulnerable Victims (focusing on human trafficking / modern slavery)	Vulnerable Victims		
Drugs / Alcohol	Drugs / Alcohol		Radicalisation/ Extremism	Drugs / Alcohol		
	Radicalisation/ Extremism		Business Crime (focusing on shoplifting)	Radicalisation/ Extremism		
Business Crime			Cyber Crime	Cyber Crime		
			Acquisitive Crime (focusing on theft, robbery, vehicle)	Acquisitive Crime		
			Violent Crime (focusing on NTE / sexual violence)			
			Domestic Burglary (focusing on older people / isolated rural communities)			
			Organised Crime Groups			
			Deliberate fires / Derelict Buildings			
Rural Crime						

Community Safety Partnership have not yet begun their Strategic Assessment cycle

2. Assessment Summary

This assessment aims to provide a much more alliance focused evaluation of the impact of crime and disorder and the themes have been prioritised using the Management of Risk in Law Enforcement (MoRiLE) assessment matrix and the knowledge and expertise of strategic and business area leads and teams to compare a complex crime picture and the impact that criminal activity has on individuals and communities across the alliance.

MoRiLE was originally developed in collaboration with a variety of law enforcement agencies and West Mercia Police and Warwickshire Police were early adopters. MoRiLE is a risk prioritisation process that uses a structured methodology and matrix that aids assessment of capacity and capability, allows a consistent approach to the identification of policing priorities across all law enforcement and, enables a local, regional and ultimately national picture of risk to be developed. Thematic MoRiLE is used to determine control strategy priorities for West Mercia Police and Warwickshire Police in conjunction with the professional judgement of key stakeholders.

Notable impacts on the crime demands that we face are:

- the current economic situation;
- the geography of the force and the impact of criminals from the West Midlands metropolitan areas;
- the ingenious and increasingly adept criminals across the area that exploit technology to facilitate their criminal activity; as well as
- our increasing awareness of some of the most hidden victims of crime such as those victimised through domestic abuse, and the sexual abuse and exploitation of children.

HMIC has recognised the efficiencies we have made as an alliance and the benefits to be seized from our new control rooms that will exploit the latest information and communications technology. Our change programme is ambitious and innovative. The alliance is also good in the ways it identifies and responds to the most vulnerable members of our communities.

The areas prioritised in the current alliance Control Strategy represent the highest risk to the alliance in terms of the impact on our communities and the capability and capacity of the alliance to counter them. During this reporting year changes in criminal activity, its impact on the alliance and changes in our staffing skills and capacity have been considered in support of recommendations for the alliance Control Strategy 2018/19.

Due to its nature as both a crime area in its own right as well as an enabler for a variety of different criminal activity, cyber crime was an alliance priority. The creation of a new cyber-dependent crime unit offers the opportunity to develop our knowledge in this area as well as develop the capability to deal with this sophisticated and ever changing area. The offences that the online world facilitates exploit some of the most vulnerable members of our communities.

Child sexual exploitation and abuse, serious organised crime, rape and sexual assault, domestic abuse, and modern slavery and human trafficking were all alliance priorities and all exploit vulnerable members of our communities. The improved understanding of routes into crime and the improved reporting and confidence ratings in areas such as domestic abuse are notable. Intelligence products for Domestic Abuse, Stalking and Harassment, and Modern Slavery and Human Trafficking have greatly enhanced our knowledge in these areas. The Serious Organised Crime profiles underpin, inform and support partnerships and collaborative working.

Recommendations for the alliance Control Strategy 2018/19 priorities are:

- Child sexual exploitation and abuse - knowing the signs of CSEA and safeguarding victims remain a priority as well as targeting perpetrators;
- Serious and organised crime - understanding the pathways into serious and organised crime and the exploitation of vulnerable people and using local multi-agency plans to tackle the threat from OCGs and ‘county lines’;
- Domestic Abuse – promoting partnership working and increasing confidence in reporting;
- Modern slavery and human trafficking – addressing significant intelligence gaps and raising awareness and understanding to improve response and identification of victims.
- Organised acquisitive crime – identifying the enablers and defining the scale of the threat posed by OAC.
- Killed and seriously injured RTCs- reducing the number of people killed and seriously injured on our roads.

Nationally, injuries to motorcyclists are disproportionate to their presence on our roads; motorcyclists are just 1% of total road traffic, but account for 19% of all road user deaths¹. The intelligence

¹ THINK! Motorcycling, <http://think.direct.gov.uk/motorcycles.html>, June 2017

requirement for the alliance, therefore, is to understand the profile of motorcyclists and their motorcycles involved in motorcycling accidents and fatalities.

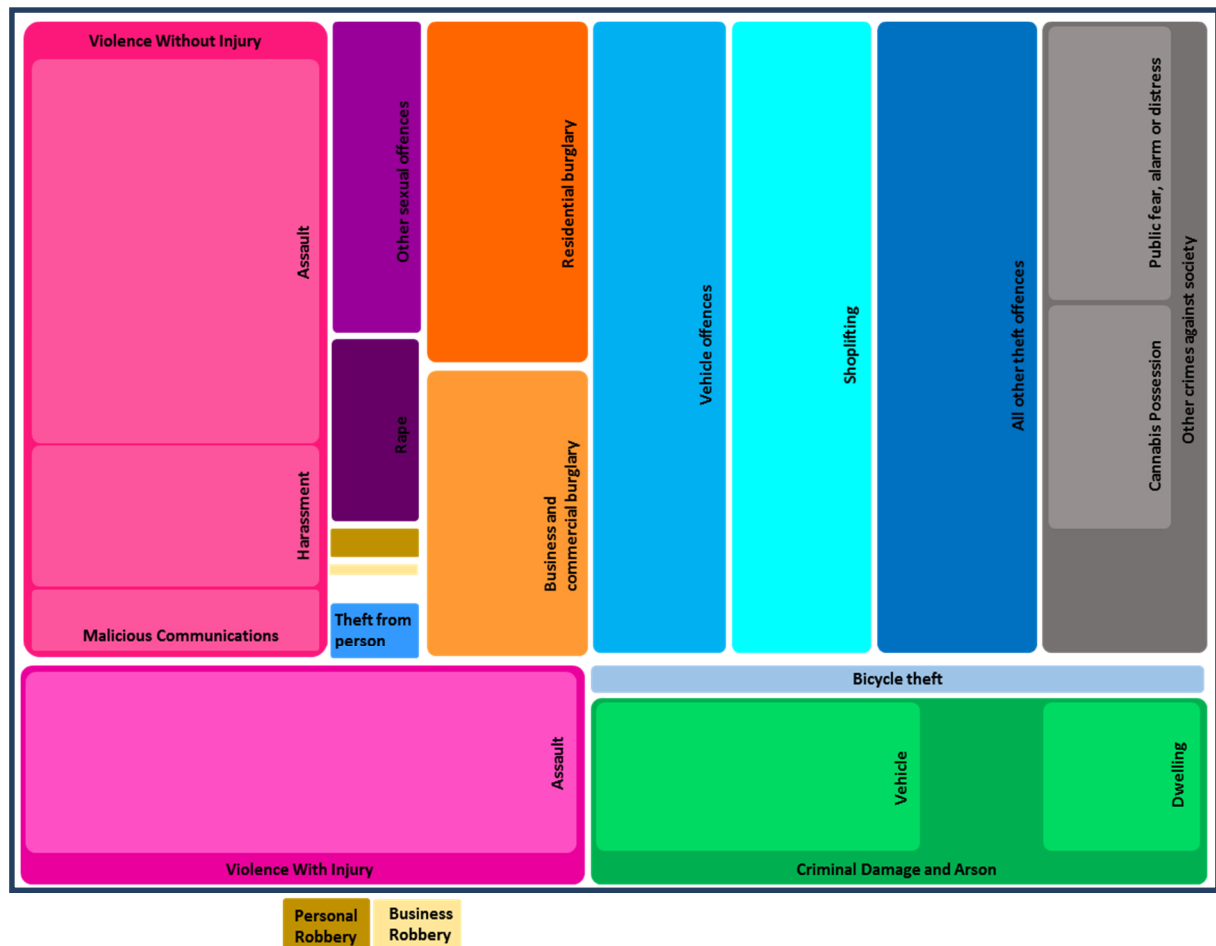
As part of the strategic tasking and coordination process, the Strategic Tasking and Coordination Group should review the alliance Control Strategy bi-annually and amend as necessary.

The first alliance Intelligence Requirement document was published in 2017, describing the intelligence requirements for each threat in the alliance control strategy, as well as other national or regional threats. Each threat is broken down into individual requirements, with current level of knowledge and collection priority listed. From these, a red/amber/green (RAG) status is derived to reflect overall priority for that particular intelligence requirement.

For 2018/19, it is proposed that the alliance intelligence requirements are more dynamic, reflecting changes in the policing landscape and underpinning intelligence-led policing. Intelligence requirements will be reviewed and updated as part of the tactical tasking and coordination process.

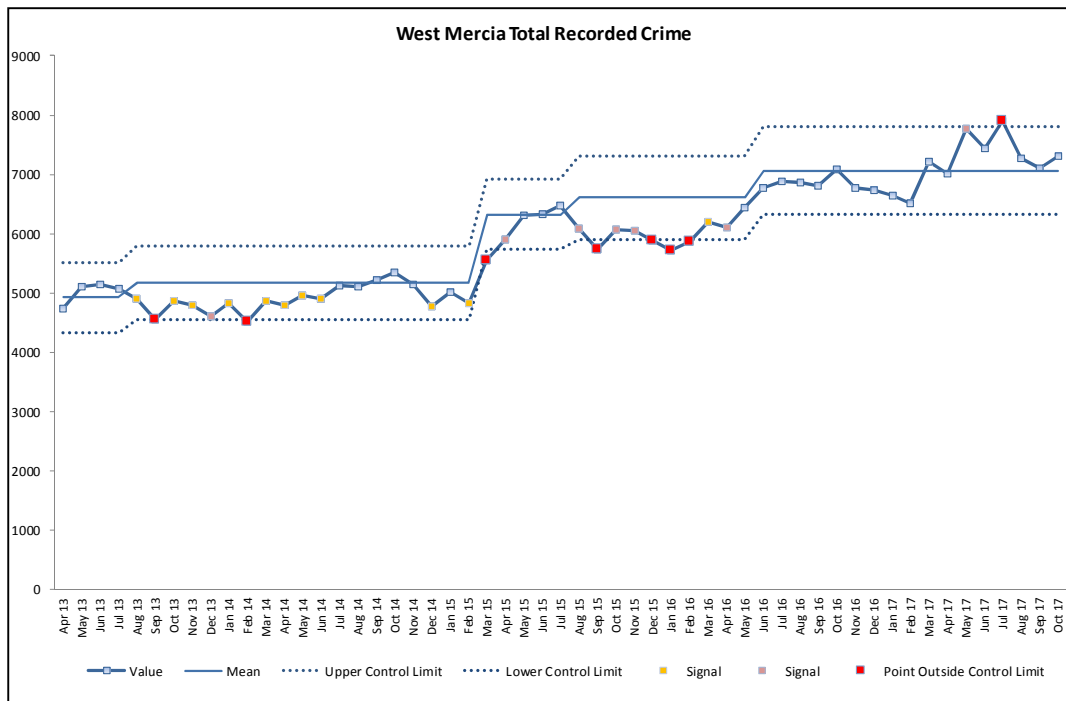
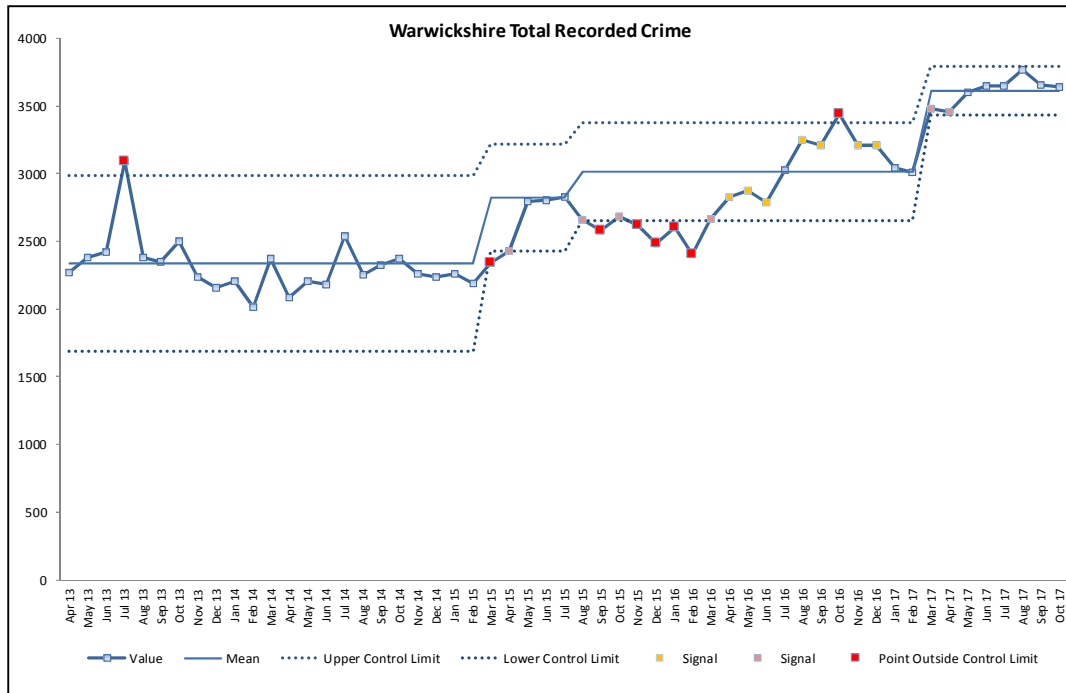
3. Demand Recorded Crime

Crimeogram of recorded crime, October 2016 to September 2017



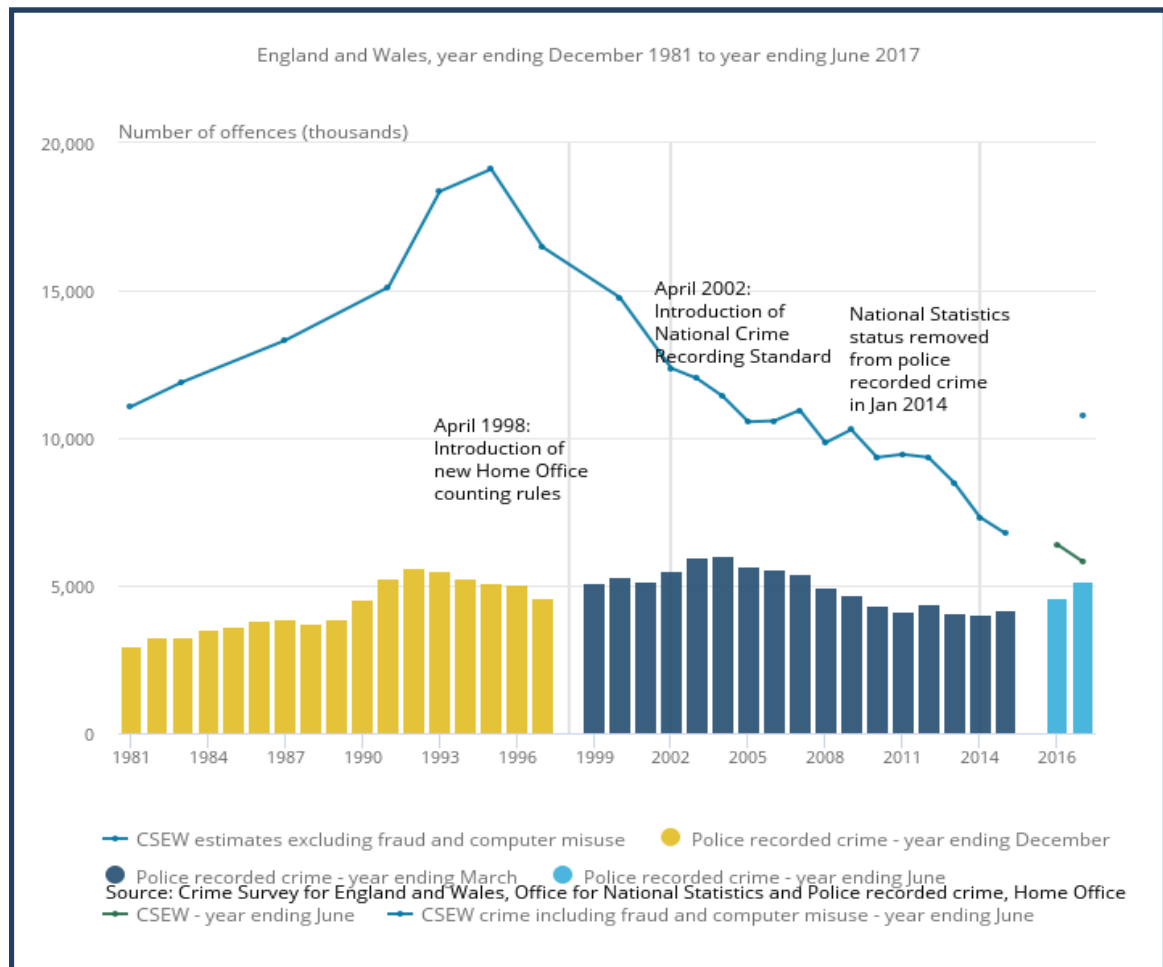
Recorded crime has gone up across the alliance by 16% in the year to September 2017, mirroring the national increase in recorded crime. Violence without injury accounts for more crime (20%) than any other category.

Improved compliance with the National Crime Recording Standards (NCRS) continues to contribute to the increasing levels of total recorded crime, and this is consistent with the overall national picture.



Despite the national increase in recorded crime, the National Crime Survey of England and Wales continues to show reductions in crime.

Table comparing Police recorded crime and crime reported in the Crime Survey of England and Wales



The Strategic Policing Requirement

The Strategic Policing Requirement remains unchanged from 2015 and is reflected in both the alliance Control Strategy for 2017/18 and Performance Framework.



National Strategic Assessment of Serious and Organised Crime 2017

The National Crime Agency (NCA) responds to crime under three broad headings:

Vulnerability including child sexual exploitation and abuse, modern slavery and human trafficking, and organised immigration crime;

Prosperity including cyber crime, high-end money laundering and other economic crime;

Commodity including the illicit trade in firearms and drugs.

This reflects the increasingly complex activity of organised crime groups and the broader range of the nature of their criminality and the activities which facilitate them.

The alliance reflects this structure within our own intelligence function.

4. Alliance Priorities

Cyber Crime

Focusing on cyber dependent crime and the impact on our communities. Maximising evidential opportunities to benefit investigations and address knowledge gaps.

The NPCC implemented an integrated national response to tackle cyber and cyber-enabled crime as part of the national Cyber Crime Strategy in October 2017. This response places Regional Organised Crime Units (ROCUs) as co-ordinators of responses to cyber-dependent crime in their area. They will lead complex investigations leaving forces responsible for all other cyber-crime and digital footprint.

The alliance response to cyber-dependent crime will be co-ordinated through a Cyber Crime Unit that will deliver the Alliance Cyber Crime Strategy's vision to 'promote in partnership a social and economic online environment where individuals and communities understand the risks and are better protected from harm'.

The key threats to the alliance that are enabled by or dependent on information technology are:

- Child Sexual Exploitation and Abuse
- The proliferation of indecent images of children (IIOC) and online child sexual exploitation (OCSE)
- Harvesting of personal and business data to commit fraud against individuals and organisations
- Phishing via social networking sites

The City of London Police profiles (March, 2017) of forces identified 616 reports indicating cyber-crime divided relatively equally between cyber-dependent crime and cyber-enabled (hacking) crime with just over £1 million annual total financial loss. Approximately 85% of losses are from individuals rather than businesses, in line with the national picture, with businesses more likely to be affected by cyber-dependent crime.

The impact on victims, again in line with the national picture, shows a greater impact from cyber-dependent crime than cyber-enabled crime with 70% of victims stating that they were 'concerned' or that the crime had had a 'significant impact' on them.

Child Sexual Exploitation and Abuse

Knowing the signs of CSEA and safeguarding victims remains a priority. Targeting the perpetrator.

CSE Definition

A definition of Child Sexual Exploitation (CSE) was published by the Department of Education in February 2017:

Child sexual exploitation is a form of child sexual abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person, under the age of 18, into sexual activity (a) in exchange for something the victim needs or wants and/or (b) for the financial advantage or increased status of the perpetrator or facilitator. The victim may have been sexually exploited even if the sexual activity appears consensual. Child sexual exploitation does not always involve physical contact; it can also occur through the use of technology.

There is no typical offence and we have seen a broad range of features and offending types in the investigations that we have undertaken. We have seen exploitation and abuse involving inappropriate relationships, those involving the 'Boyfriend' model and investigations with an element of Trafficking. Child prostitution has also featured in CSEA offences as well as the 'Party' model. Further, there are offences that involve organised networks, some are peer on peer and others involve a lone offender.

Nationally, there is growing evidence of trafficking for exploitation by organised networks, where victims are transported across different areas, and it is, therefore, key to ensure that the local CSE threat is understood at all geographic levels. With strategic governance, each policing area within the alliance reports regularly and this data is shared across the region.

The increasing use of technology to facilitate the exploitation of children, including the sharing of indecent images places notable demand on high-tech crime investigators and the need for these specialist skills creates challenges for both capability and capacity in this high priority area.

Serious and Organised Crime

Understanding the pathways into serious and organised crime and the exploitation of vulnerable people. Using local multi-agency plans to tackle the threat from OCGs and 'county lines'.

There is no 'one size fits all' pathway into serious organised crime, with vulnerable individuals of any social or economic standing being drawn in. Financial gain is not always the principal motivation for criminality - people can be forced, coerced, debt-bound or groomed into committing offences. Some individuals are poorly educated and have been raised in an environment where criminality may be seen as the only viable option. Others may be entirely unwitting in their exposure to the risks, having been seduced, groomed and then exploited they can often not see themselves as victims.

The exploitation of vulnerable members of our community is not restricted to drugs-related organised crime but their exploitation in drugs supply chains increases their exposure to drug-taking and violent crime. The aim of the alliance's serious organised crime strategy, SOC Strategy and Framework 2018-19, is to reduce the level of this criminality affecting our communities. To achieve this, the strategy sets out four outcomes as the 4Ps, Pursue, Prevent, Protect and Prepare. The alliance has developed local profiles of organised crime in order to inform partnership responses. The need for a partnership approach cannot be overestimated and shared understanding underpins our ability to tackle the crime, support and safeguard those most vulnerable to being exploited.

Some individuals are attracted to serious and organised crime as it gives them a sense of belonging and identity. Within the alliance there is increasing evidence of gang culture, befitting the Government's definition of a street gang set out in the Centre for Social Justice's 2009 report, *"Dying to Belong"*. This report describes how belonging to a gang appeals to young people who may feel marginalised and disenfranchised in their communities. Many of these young people are featuring locally in 'county lines', where consistent and well established telephone numbers are used to facilitate criminal business. These young people can be involved in the drug supply and distribution, more often having an increasingly chaotic lifestyle and sometimes drug dependent themselves.

Organised crime groups, OCGs, operate across the alliance in a number of different crime areas but mainly focused on drug-related activity. In the last twelve months, 'county lines' activity and has become a significant threat across the alliance. Those controlling the drug supply need to establish a local base for the storing and movement of drugs and cash and take over premises to do so. This 'cuckooing' of accommodation can exploit those in social housing, financial difficulties or debt. When

present, certain individual/business attributes and vulnerabilities will catalyse or motivate criminality. These include factors such as addiction, greed or financial hardship. When encountered in particular familial, social and employment opportunity networks, the likelihood of their exploitation by OCGs can increase significantly. There is a need to identify adults and children who are vulnerable to being exploited, be that criminal exploitation, modern slavery, trafficking or sexual exploitation.

There are OCGs active on the alliance that are not based here. These groups are extremely capable and there is potential that they may resort to violent events on the alliance to protect or further their activities. The significant threat from organised crime is highlighted in the number of identified groups that are being investigated to identify opportunities for action. Their activities are by nature often hidden and therefore regularly require multi-level and multi-organisational responses to have any tangible impact on them.

Organised Acquisitive Crime

Identifying the enablers and defining the scale of the threat, risk and harm posed.

Our communities are vulnerable to organised acquisitive crime including thefts from ATM machines, car key burglaries and the theft of family gold.

November 2017 saw a rise in thefts from ATM machines, reflecting the national picture and seasonal trends. ATM attacks on the alliance mainly involve demolishing part of the building in which the ATM is housed. Other methods involve the use of cutting equipment or gas attack, and there appears to be a geographic split in relation to the modus operandi of the attacks. The criminals' success rates are determined by style of attack, least successful being the use of vehicles to drag out ATMs. Engagement with other forces has enabled the identification of series of attacks and the involvement of organised crime groups, also defined by their tactics.

High value or prestige vehicles are stolen across the alliance involving the theft of car keys by domestic burglary. The numbers have been reasonably stable across the months of 2017, with a reduction through October and November. Organised crime has the resources to facilitate this crime, with some vehicles being shipped abroad in container freight. Vehicles may go on to be used to facilitate other criminal activity. Other stolen vehicles are broken for their parts in 'chop shops', these vehicles being worth more as parts than as a whole. Perpetrators are operating across forces and data is being collated across the region to inform responses. Liaison with the motor industry provides opportunities to evaluate technology that can track and trace vehicles.

The theft of family gold has seen an increase compared to last year (data is to December 2017). Offences reduced in December after a peak in November 2017, with festivals and events having the potential to trigger offending. Nationally, organised crime is shown to be engaged in the theft of family gold, which affects those from Asian, Jewish and Maltese communities.

Within the alliance, there is a threat from the potential interaction between victims and offenders during burglaries, as the presence of the occupiers is not always a deterrent. Drivers for this crime are likely to include the Sharia Gold Standard, launched at the end of 2016, which pushed the value of precious metal to new highs, resulting in increased investment into valuable items of jewellery. Family gold would often be kept secure with banks who offered this service but financial institutions are

seeing the insurance cost as outweighing the cost of the service, causing valuable jewellery to be kept within domestic properties.

Burglary and theft is linked to the lawful to unlawful supply of firearms and the alliance features nationally in terms of number of firearms stolen. In the UK, there is concern regarding the number of licensed firearms that have been reported lost or stolen, with a proportion likely diverted for criminal use.

Rape and Sexual Assault

Safeguarding and recognising victims remains a priority.

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

There are a number of explanations that may account for this continuing increase including:

- The impact of the Crime Data Integrity (CDI) inspection results which demonstrated a 26% shortfall of crimes that should have been recorded on force systems;
- Increases in the number of non-recent sexual offences reported as a result of high profile media;
- Comprehensive training and process implementation around CSE awareness, recording and investigation. There has been a drive across the alliance to proactively identify and protect vulnerable people and deal effectively with those who offend.

All local policing areas have seen similar rates of increase across all sexual offence types, though the largest increase has been in Sexual Activity with a Child offences. The largest proportion of substantiated CSE offences fall in the Sexual Activity with a Child category and here the increases have been even greater. Again, these increases are largely due to improved practice in identifying risk and in increasing diligence within the investigative process.

The increase has also been observed within recent and non-recent reports. Offences reported within one day of being committed have increased most, but offences reported within time ranges between one to seven days and over one year have all increased.

The reporting of serious sexual offences continues to increase. Appropriate resources and specially trained officers as well as support from partner agencies including the Crown Prosecution Service (CPS), the National Health Service (NHS), Sexual Assault Referral Centres (SARC), Axis counselling services and Independent Sexual Violence Advisors (ISVA), are required to effectively investigate and manage these offences from first reporting through to conclusion. Serious sexual offence investigations are complex and require a significant investment of skilled resources.

Among the strategies used by the alliance has been media campaigns to raise attention and improve reporting of assaults.

Domestic Abuse

Promoting partnership working and increasing confidence in reporting.

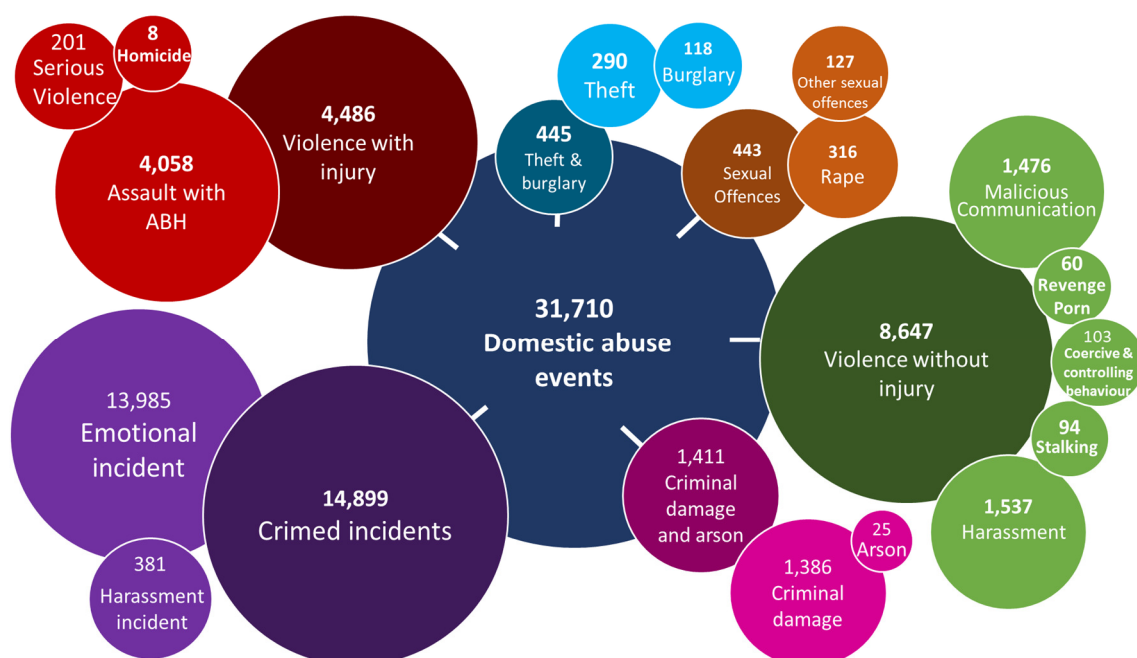
Domestic abuse (DA) represents one of the most significant threats to life within the alliance both in terms of volume and completeness of response, placing significant demand on police resources. There were 33,450 reported DA marked incidents during April 2016-17, including 16,374 crimes. This figure accounts for 14% of all reported crimes in the alliance. The following chart from the profile highlights the significant variety of offences that have been recorded on the alliance that are identified as Domestic Abuse, highlighting the complexity of the responses that are required and the demand on policing output.

Accepting unknown levels of under reporting, reports of domestic abuse have increased significantly during the past five years. These increases are roughly in line with increases seen in the reporting of sexual violence. Some of this growth may be due to changes to recording practices and improved public confidence. It is unclear however, and unproven, whether the increases in reporting can truly be attributed to increasing public openness or whether domestic abuse is simply taking place more frequently.

The Office of National Statistics reported that 4,246 offences of the use of Controlling or Coercive Behaviour were recorded in the UK up to March, 2017. The offence, which was introduced through the Serious Crime Act (2015), has seen varied use across the country and HMICFRS reported that the relationship dynamic between the victim and perpetrator such as the use of coercive and controlling behaviour was often poorly understood by officers. HMICFRS reported an improvement nationally in the service's response to Domestic Abuse which is reflected in our individual force's PEEL (Effectiveness) reports.

Breakdown of recorded domestic abuse by key offences and crime tree groups

For readability this chart is a representation of key offences/ offence groups and is not an exhaustive list of offences committed. (April 2016-2017)



The recently published alliance Domestic Abuse Threat Assessment, December 2017, contains recommendations to enhance the response, process and management of domestic abuse. Progressing these recommendations through to implementation will contribute to the management of the threat posed.

Modern Slavery and Human Trafficking

Increasing threat with significant intelligence gaps. Raising awareness and understanding to improve response and identification of victims.

Modern Slavery and Human Trafficking (MSHT) is an enduring, complex and often hidden crime. It presents a threat to our communities due to the potential severity of the psychological and physical harm that victims can suffer. Nationally, there is a sustained and constant increase in the recording of MSHT and, since December 2016, the alliance have been engaged with and providing data to the Modern Slavery Police Transformation Unit (MSPTU) Insight Team. MSHT is a high priority nationally with regional Analysts now tasked with aggregating data and creating profiles.

The extent of OCG involvement within the alliance is challenging to quantify and significant gaps in our knowledge remain. The logistics and organisation required, the opportunities that exist and the potential profits to be made, make it highly likely that OCGs are involved.

There is no typical victim of slavery as victims can be men, women and children of any age, ethnicity or nationality. Modern slavery is more prevalent amongst the most vulnerable and safeguarding the victims is a priority. The NCA states that, within the UK, one of the top nationalities victimised by modern slavery and human trafficking is British. This is mirrored within the alliance and conflicts with a common held belief that only foreign nationals are affected by this type of offending. Types of exploitation include labour, sexual, domestic servitude and criminal.

Several significant internal and external 'push and pull' factors that include economic disparity, societal instability, a demand for labour and well established diasporas within the main urban centres, act as catalysts for MSHT crimes to occur within the alliance. Offenders use a combination of recruitment methods to maximise the number of victims/chance of success, usually promising a better standard of life and well paid employment. The use of online dating and recruitment agency websites to entice and facilitate recruitment of potential victims has been identified within the alliance. Various social media sites coupled with face to face engagement have also been used to target victims, specifically females, for the purpose of sexual exploitation. Victims will then be exploited in a number of ways for the financial gain of offenders. This can include debt bondage, claiming benefits or opening bank accounts for the use of offenders as well as forced labour or sexual exploitation. Victims are

subject to methods of control that include repeated violence, threats of death or harm, withholding of finances and social isolation.

Vulnerability is one of the main risk factors for being a victim of slavery and human trafficking and over 60% of offences within the alliance occur within a residential area or dwelling, reinforcing the clandestine nature of this criminality. High risk locations for labour exploitation and recruitment such as nail bars, take-aways and restaurants, are all firmly in the public domain so victims are often 'hidden in plain sight'.

The link between children, human trafficking and those that arrive as clandestine entrants in lorries in Warwickshire and West Mercia, has been made. Geographically four hours from the port makes the alliance a frequent stopping point for commercial vehicles. The current intelligence picture for MSHT and clandestine entrants is currently limited.

Alliance investigations feature young females as victims of sexual exploitation and trafficking within the UK. Young males are more likely to feature in 'county lines' investigations as those forced or coerced into drug dealing. Children as young as 13 years of age have now been linked to 'county lines'.

National estimates of victim levels would suggest the alliance is vastly under recording, in part due to the level of reporting, but this is an emerging picture with strategic governance and Ministerial interest.

Killed and Seriously Injured Road Traffic Collisions

To reduce the number of people killed and seriously injured on our roads.

The objective for KSIs is to reduce the number of people killed and seriously injured on our roads.

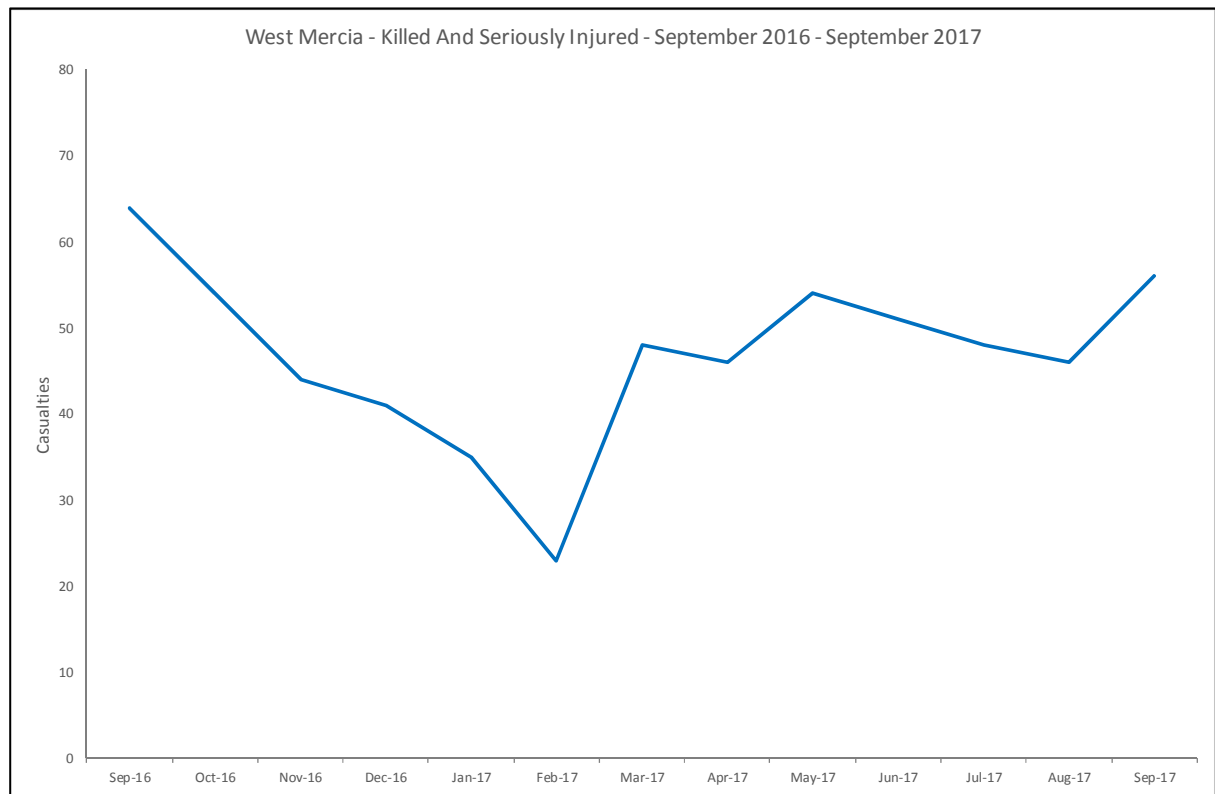
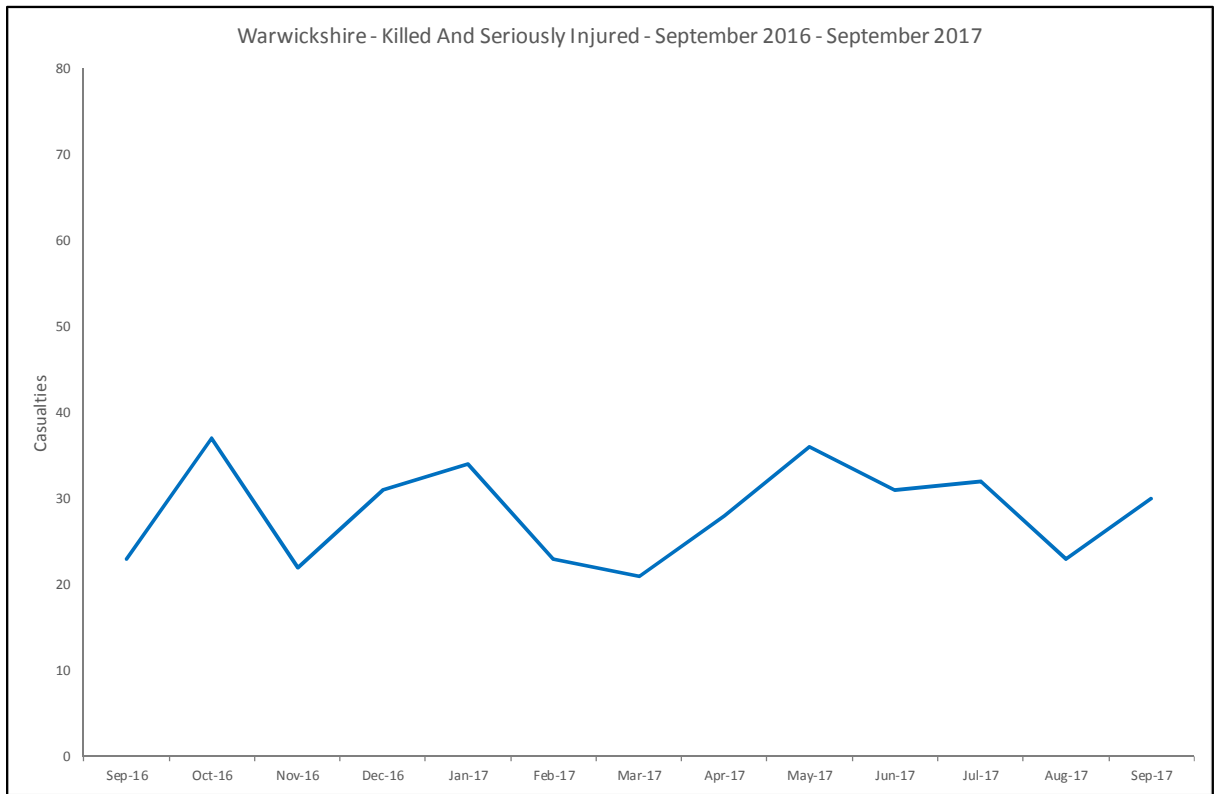
The Safer Roads Partnership (SRP) is focussed on complementing the alliance's approach to road safety and, in particular, to reducing KSIs by working with local policing areas to help enforce, educate and engineer road safety.

In 2018, West Mercia Police will withdraw from the Central Motorway Policing Group (CMPG), focusing on strengthening the alliance with Warwickshire Police in terms of providing flexible and resilient specialist services. The alliance will continue to invest in new technology, facilities and services to further strengthen its position to ensure it is in the position to protect people from harm. A developed approach, within the alliance and across the wider strategic roads network, will improve service for road users, increase road safety within our counties and tackle travelling criminality. The alliance will continue to work closely with regional colleagues to achieve this.

Nationally, injuries to motorcyclists are disproportionate to their presence on our roads; motorcyclists are just 1% of total road traffic, but account for 19% of all road user deaths². The intelligence requirement for the alliance, therefore, is to understand the profile of motorcyclists and their motorcycles involved in accidents and fatalities.

Enforcement, education and awareness campaigns, including the targeting of 'high harm' routes, are key measures that the alliance is taking to reduce death and injury across its roads network.

² THINK! Motorcycling, <http://think.direct.gov.uk/motorcycles.html>, June 2017



5. Capacity and Capability

People

Warwickshire Police and West Mercia Police recognise that our workforce is our most valuable asset, and as such our people are crucial to our ability to sustain performance and prepare us for the challenges ahead. Promoting a positive environment where Integrity & Fairness, Equality & Diversity, and Continuous Improvement underpin everything that we do.

The strategic priorities of Warwickshire Police and West Mercia Police will be achieved by focusing on six areas:

1. Our People
2. Organisational Development
3. Health & Wellbeing
4. Leadership Development
5. Learning Organisation
6. Employee Engagement



Health and Wellbeing

Both forces have gone through considerable change and this will continue. More than ever having a detailed understanding and appreciation of the drivers of organisational health are fundamental to the quality of service that is delivered, and having a healthy and motivated workforce contributes to effectiveness and efficiency.

	July 2016 (Actual Strength)	July 2017 (Actual Strength)
Police Officer	2936	2865
Police Staff	2717	2829
Special Constables	498	633
PCSO	356	342

In West Mercia Police, the average percentage of hours lost to sickness in October 2017 is 4.60% for Officers, which is a decrease from 5.13% in September 2017. For staff, the average percentage of hours lost in October 2017 is 5.01% which is an increase from 4.31% in September 2017.

Within Warwickshire Police, the average percentage of hours lost to sickness in October 2017 is 6.32% for Officers, which is an increase from 5.91% in September 2017. For staff, the average percentage of hours lost in October 2017 is 5.17% which is an increase from 4.32% in September 2017.

Communication and Engagement

The alliance communications strategy was launched in 2017. It outlines Warwickshire Police's and West Mercia Police's approach to delivering communications that will support the alliance vision to 'Protect People from Harm', and to help realise our Looking to 2020 ambition of being great at protecting the most vulnerable.

The way in which society communicates evolves on a daily basis; new technology and digital infrastructure provides ever faster, more concise real time methods and channels for sharing information. The strategy seeks to focus on how the alliance will be dynamic, innovative and creative in its approach to communications to underpin the forces' vision and values during the next four years.

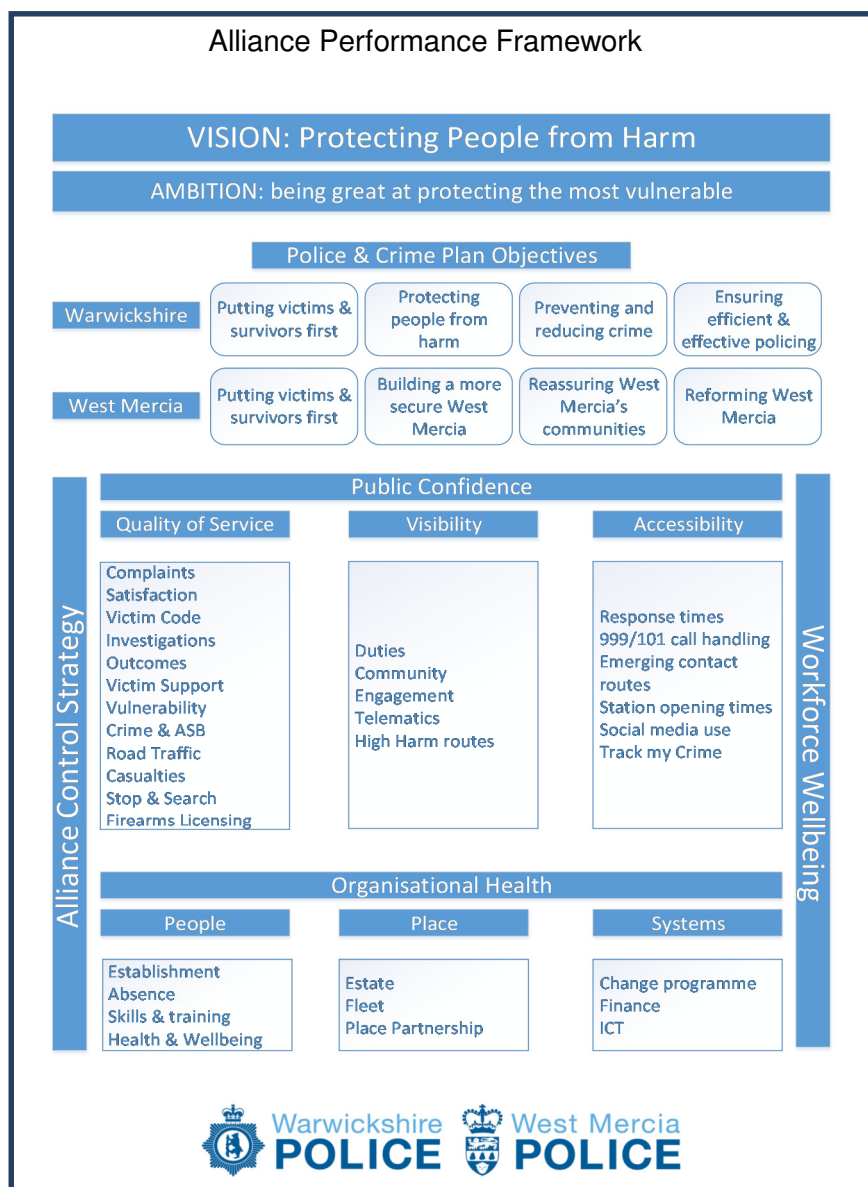
Leadership and Talent Management

The alliance approach to leadership, development and talent management is an important element of delivering an effective and efficient policing service. The goal is that alliance leaders and managers will consistently demonstrate inclusive leadership behaviours as they lead our people through organisational change, transformational change, continuous improvement and day to day activity.

Managers will be confident creating the conditions in which every member of their team can fulfil and reach their potential. This will be achieved by:

- all leaders and managers completing mandatory diversity and inclusion training and learning;
- diversity and inclusion being a golden thread within all training and learning delivery;
- implementation of a Talent Management programme to maximise and support individual performance aligned to the right role and to spot and nurture future talent;
- modelling and promoting authentic and inclusive leadership behaviours at all levels;
- embedding the workplace adjustment process across the organisation for implementing reasonable adjustments to improve the overall individual experience.

Performance



The alliance experiences levels of public confidence above the national average with eight in every ten people having confidence in the police in their local area reflecting the national trend of improved confidence compared to the previous quarter, although the longer term trend (Mar-16 to Jun-17) has remained static. Most forces have seen an improvement in performance for the latest quarter.

Warwickshire and West Mercia rank 3rd and 5th for public confidence of the eight forces in our Most Similar Groups (MSG) of peer forces (Devon and Cornwall, Cambridgeshire, Gloucestershire, North Wales and Suffolk).

Equality, Diversity and Inclusion

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 split into three areas. In these areas we will:

- *Organisational*

- demonstrate leadership, commitment and continuous improvement;
- create a workforce that understands and responds to the different needs of society;
- undertake robust equality analysis to inform our decision making;

- *Operational*

- increase levels of trust, confidence and understanding within our diverse communities
- support the most vulnerable and most likely to be at harm;
- undertake meaningful and targeted engagement, leading to positive outcomes;

- *People & Culture*

- ensure staff feel valued and respected;
- create an organisation that reflects the diverse communities we serve;
- ensure staff are informed and empowered to innovate.

Challenges

Under-representation

The alliance does not reflect the communities it serves and the last police officer recruitment campaign was in 2016. We only have robust staff data on Ethnicity and Gender and need to improve our diversity data on Faith, Disability, and Sexual Orientation. This area of work needs to be prioritised in order to enhance the alliance, improve reputation and also build trust and confidence.

We have established a new Diversity and Inclusion Board which focuses on workforce issues and will work to meet the Policing Vision 2025 aspirations and staff are members of the national Positive Action Practitioners Alliance.

Cohesive and Resilient Communities

There is a requirement to revisit our work and understanding of cohesive and resilient communities. The Home Office recent Race Disparity Report highlights vulnerability and fear as increasing within some communities. Building strong community relationships and understanding tensions must be a key focus. Further, the recent terror-related incidents, nationally and internationally, place a responsibility on the Police to ensure that they have a richer picture of local communities via the neighbourhood policing teams and that communities feel supported and involved in the dialogue around counter terrorism-related work locally.

Under reported crime – Hate Crime

There has been a concerted effort to raise awareness of hate crime with the launch of a new policy and procedure which outlines a clear timeline for action and follow up. The alliance did not experience a spike in reporting during the recent terror related incidents, however, there was a noticeable increase in fear of victimisation and also hate crime such as name calling and verbal abuse, which was not reported by communities. Through our Independent Advisory Groups and other Community Forums, it was very clear that people and communities feel more vulnerable to hate crime, yet are reluctant to report it to the police.

In addition, a report by The Bureau Investigates has identified that the chances of police or prosecutors taking action against hate crime offenders have reduced. Data showed that victims of hate crime nationally, had 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 year³. This might further reduce the likelihood of victims reporting crime and incidents.

Recording

The Home Office has required forces to disaggregate the recording of hate crimes and hate incidents. This has been introduced across the alliance, however, there remain some awareness issues with front line staff as some incidents are not being correctly recoded. Moreover, the recent implementation of the new crime and data information system has raised concerns around data quality and integrity.

³ <https://www.thebureauinvestigates.com/2016/07/26/hate-crime-rise-police-taking-less-action-suspects/>

Professional Standards

The Professional Standards Department (PSD) assessment is reviewed in a three year cycle so remains constant from the previous alliance strategic assessment.

The sections of the strategic assessment follow the PSD Strategy Plan for 2016/17, in that it is based on the four Ps:

- 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.

HMICFRS

State of Policing: The Annual Assessment of Policing in England and Wales 2016

HMIC Sir Thomas Winsor highlights that police forces are having to 'pick up the slack as cuts in other public services increase pressure on them.' Principal pressures highlighted are as a result of:

- failures of other public services, especially in children's and adolescent mental health, too often making police the service of first resort, long after chances of effective prevention have been lost;
- the increase in online fraud;
- increased police awareness of crimes against vulnerable people, including the elderly and sexual exploitation and abuse of children, requiring devotion of higher specialist police resources; and
- the fragmented state of police information and communications technology.

The assessment recommends that police leaders focus more on what matters most, by planning properly for the future, by ensuring their workforce is properly trained, supported and equipped, and by significantly improving the pace of improvement. The police service generally is far behind many other organisations in the way they use technology, yet could have an unprecedented ability to exchange, retrieve and analyse intelligence.

Across the 43 police forces of England and Wales, 4 forces were judged to be 'outstanding' and 18 forces required improvement in at least one of HMIC's principal inspection themes of effectiveness, efficiency and legitimacy.

Emerging themes highlighted by HMIC in the Statement were:

- Mental health
- Force performance
- Interoperability
- Pace of change
- Digital Policing
- Vulnerability
- Neighbourhood Policing

PEEL Effectiveness (published March 2017)

Both forces improved on the 2015 inspection's judgement of 'requires improvement'

Warwickshire	West Mercia
Good	Good

Warwickshire has made good progress in how it identifies and responds to vulnerability and has made improvements in how it tackles serious and organised crime.

West Mercia has improved standard of investigations and vulnerable victims receive a better service. Although its approach to crime prevention requires improvement, it has made improvements in the way it tackles serious and organised crime.

PEEL Efficiency (published November 2017)

Both forces maintained last year's grade.

Warwickshire	West Mercia
Good	Good

The strategic alliance between both forces is a strength that has enabled it to make considerable savings. Forthcoming developments include the introduction of new control rooms supported by advances in technology that include new command and control, intelligence and mobile data systems. These developments are timely, because of operational pressures within control rooms leading to inefficient processes for call-handling and crime management.

The alliance change programme is subject to firm governance, increasing the likelihood of benefits being realised and avoiding unintended consequences. Exposure to external scrutiny provides further validation and engagement with our workforce works well, allowing officers and staff to influence future changes. There is a strong commitment to leadership development and the new approach to talent management offers a good opportunity to identify and develop the most talented members of workforce. Across the alliance, there are mature arrangements in place to support partnership work and the change programme is ambitious and innovative.

PEEL Legitimacy (published 12 December 2017)

Both forces were previously judged as “good” in the 2016 PEEL inspections.

Warwickshire	West Mercia
Requires Improvement	Requires Improvement

HMICFRS assess that Warwickshire Police and West Mercia Police needs to:

- provide their workforces with training in procedural justice so that both forces act fairly, treat people with respect and communicate effectively;
- improve its understanding of how officers and staff use force. External scrutiny from different groups is encouraged and acted upon, but more involvement from young people is required;
- ensure their workforces make decisions that are ethical. Development of internal ethics committees provides officers and staff with opportunities to raise ethical questions and share the learning;
- improve their handling of complaints and misconduct cases, including how they support and communicate with complainants, witnesses and those subject to investigation;
- understand the importance of addressing potential disproportionality in recruitment, retention and progression of officers and staff with protected characteristics. The alliance does not monitor disproportionality in its treatment if they are subjected to complaint or misconduct investigations. Positively, leaders demonstrate a growing commitment to health and wellbeing which is recognised by their workforces.

Warwickshire Police and West Mercia Police are also working to improve how they manage and develop individual performance, but many of their initiatives are recent and their benefits cannot yet be determined. Introduction of continuing professional development provides both forces with the ability to identify leadership potential throughout their workforces; their leadership selection processes are fair and open, and their workforces perceive these to be fair.

Public Perception (published July 2017)

Ipsos MORI was commissioned by HMICFRS to undertake a large-scale online survey of the public to assess current perceptions of policing. The findings have informed HMIC's PEEL Assessments. Findings include that:

- Around one in four respondents feel crime/ASB is a big problem locally and feel unsafe to walk alone at night.

- Most people have not perceived any variation in levels of local crime and anti-social behaviour in the previous year (70%).
- Just over half are satisfied overall with local policing, three times more than are dissatisfied (unchanged from 2015).
- Two thirds perceive no change overall in local policing over the past year.
- Whilst 83% of respondents feel it is important to have a regular uniformed police presence in the local area, only 18% feel they have such a presence locally. Fewer people report having seen a uniformed police presence on foot or in a vehicle than did in the previous 2015 survey.

Modern Slavery and Human Trafficking (published October 2017)

This was first HMICFRS thematic inspection to look at Modern Slavery and Human Trafficking (MSHT) since implementation of Modern Slavery Act in 2015. It will act as a benchmark for future inspections.

The report concluded that there were signs of progress in the policing response to modern slavery. In too many cases, however, police work was reactive and showed little understanding of the nature and scale of MSHT. The report also states that the recommendations contained echo those in the Haughey review, the first annual report of Independent Anti-Slavery Commissioner and National Policing Portfolio 2016 summer audit.

The environment in which policing operates nationally is changing rapidly, with new measures and structures being put in place to strengthen response at national, regional and local levels. The police need to adapt to and make best possible use of opportunities provided by this evolving landscape in order to secure effective outcomes for victims, deliver justice and prevent further abuse and exploitation.

Stalking and Harassment (published July 2017)

HMICFRS conducted a joint inspection of how the police and Crown Prosecution Service tackle crimes of stalking and harassment. It concluded that the police and CPS frequently struggled to separate the two offences. Stalking, in particular, was consistently misunderstood. The crime survey for England and Wales indicates a discrepancy between the number of victims reporting that they have experienced stalking and harassment behaviour and those crimes recorded by the police.

Both police and prosecutors continue to treat incidents as a single event and, therefore, patterns of behaviour are not properly understood. There is a lack of structured risk assessment of victims. When

a plan was completed, it was haphazard and frequently did not follow a recognised model and/or did not explain adequately how the risks to the victim would be managed.

It is also of concern that the number of prosecutions for stalking remained static between 2014–15 and 2015–16, despite an increase in recorded stalking crimes over the same time period.

Forthcoming inspections in 2018

National thematic inspections

Inspections will include:

- Hate crime;
- Counter-terrorism;
- Rolling programmes concerning child protection, crime data integrity, fraud (including cyber-enabled fraud).

Super-complaints

Policing and Crime Act 2017 contains provisions for establishment of a system of super-complaints.

A super-complaint is a complaint made to HM Chief Inspector of Constabulary that a feature, or combination of features, of policing in England and Wales by one or more police forces is, or appears to be, significantly harming the interests of the public. This new regime will also apply to the National Crime Agency.

Force Management Statements (in lieu of spring 2018 PEEL inspection)

A force management statement will be prepared by the alliance assessing the following:

- Financial resources which the force expects to have in each of the coming three to five years;
- Demand – latent and patent, crime and non-crime – which the force expects to face in each of those years; and
- Assets (predominantly people) which the force has to meet that demand, including the capacity of workforce, their skills and extent to which those skills are likely to meet demands in the future, the serviceability and well-being of workforce and other assets, performance and productivity, and the resilience of the force to meet surges or significant changes in demand.

Environmental Scanning

The operational environment appears to be changing in unprecedented ways at an unprecedented rate. Some of this may be due to our improved awareness of potential future scenarios and knowledge development, however, the political and economic situation are creating a state where we know change is coming, but its actual nature remains unclear.

Looking forward there are a variety of issues that pose a threat to the current delivery of alliance policing output. Some of them are on-going such as developing information and communications technology which facilitates cyber-dependent activity such as denial-of-service attacks and ransomware and their increased availability, and cyber-enabled crime such as the abuse and exploitation of children.

Other areas with an unknown outcome at this time include the impact of leaving the European Union including demographic changes and potential unrest, the impact on the economy of trade agreements and the organisational changes required regarding the European arrest warrant and access to data.

Further areas, such as climate change are having an impact now through responses to extreme weather events, but are focused on a more distant future and the long-term impact of climate change.

Of immediate concern to the alliance are the effects of austerity on the services that we are able to deliver, the impact on the ability of our communities to protect themselves and their exploitation by criminals such as through loan schemes and bad debt management and the increased need to offend to provide a certain lifestyle. A fall in staff numbers or capability would place extra burden on remaining staff and the welfare of our own resources has a potential to impact on the service provided.

The alliance, moreover, is under-going a significant period of change from the implementation of new data systems such as a new information management system and body-worn technology through to changes in working patterns through agile working and shift changes.

PESTELOM Horizon Scan (Source: Futures Scanning Group)

<p>POLITICAL</p> <p>Brexit - the prospect of intensifying human trafficking and modern slavery practices as timelines are set.</p> <p>Brexit - reforms needed to enhance efficiency/ effectiveness/ legitimacy of local authority and force level collaboration with partners.</p> <p>Police Finances - More flexibility for PCCs and forces in managing local finances.</p>	<p>ECONOMIC</p> <p>Sharp shock in unemployment level of between 500-800,000 as national income is reduced.</p> <p>Personal debt levels rose 10% in 2017 and are projected to rise further (currently 145% of income).</p> <p>Economic crime to include Knowledge as a commodity as tech developments vulnerable to insider attacks, intellectual property theft.</p>	<p>SOCIAL</p> <p>Technological developments produce new social sources of personal data, digitally exploitable.</p> <p>Pressures on NHS funding and social care place demand strain on general population and mental health.</p> <p>New Communities – Housing, demography and migration changes not the only drivers: Communities increasingly located 'online'.</p>	<p>TECHNOLOGICAL</p> <p>Mobile Malware / ransomware - increasingly exploited by criminals to commit cyber and cyber enabled crime.</p> <p>IoT - vulnerabilities of IoT for denial of service attacks.</p> <p>Dark Web vs Lack of Digital Knowledge - Growth in illicit trade in commodities including drugs and weapons.</p>
<p>ENVIRONMENTAL</p> <p>Climate Change - Extreme events draw Police resources to public safety instead of law enforcement.</p> <p>Resource Scarcity – UK/ global food security is affected by inter-linked factors linked to finite resources.</p> <p>Urban, semi-urban and rural - Cities investment increases population density. Isolated rural communities use more digital to stay connected.</p>	<p>LEGAL</p> <p>Policing and Crime Act 2017 - to open up police-private sector partnerships, collaborations and PCC staff to scrutiny and assessment.</p> <p>Law Enforcement Directive - allows investigation of crime and threats to community safety - home or abroad.</p> <p>European Union (Withdrawal Bill) - a position statement to strengthen law enforcement with EU partners.</p>	<p>ORGANISATIONAL</p> <p>New, broad skillsets - Innovation with partners to speed up. Knowledge exchange is a core part of partner working.</p> <p>Risk of late agreements / lack of transitional guidance on Europol, European Arrest Warrant, access to Schengen, etc.</p> <p>Data limit highlighted by new forms and sources of digital evidence.</p>	<p>MEDIA</p> <p>Changing media landscape - Stories break on social media, mixing both original content and 'fake' news.</p> <p>Fake news' as a strategic weapon - valuable to groups seeking to further social/ economic/ political interests and undermine those of their rivals.</p> <p>Social media addiction - may have harmful psychological and social outcomes; limiting ability to focus.</p>

MoRiLE Scored: Most Likely Sources of Emerging Impact to Resources and Demand for this Strategic Assessment





Summary of potential demand on policing output

HS2 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 mid-2018 on two high speed rail lines which will run through Warwickshire.

The first will run through Central and South Warwickshire as part of London to Birmingham Phase 1 works. The second will run through North Warwickshire as part of Phase 2b. Phase 1 construction is anticipated between 2018 and 2026.

Traffic disruption and operational continuity

Construction will increase the volume of traffic using our road network. The extra traffic and deterioration of the road condition may lead to increases in road traffic. Further, there may be delays in officer response times. Additional infrastructure will require operational plans and resilience measures to manage potential risks and ensure an appropriate policing response.

To address road capacity concerns, Highways England are upgrading key sections of Strategic Road Network of the 'Birmingham Box' (M42/M40/M5/M6). Higher volumes of general traffic linked to HS2 usage is expected on completion of rail line. Disruption may involve consideration of 'all-lane' motorway sections with potential impact on road policing operations.

Public Disorder

HS2 supports West Midlands Combined Authority and regional LEP's economic and transport strategies. These seek to attract more businesses, more workers and more housing developments across the West Midlands region. This may cause tension among communities resistant to development in their local area or present additional demand on policing resources in order to protect new businesses and populations. For both Warwickshire tracks, it is likely that 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.

Socio-economic Crime: Other issues include the possibility that employers will bring in foreign labour to address the skills shortage in construction and logistics (specifically HGV drivers) and potential linked increases in hate crime, labour exploitation or human trafficking / modern slavery. There is also a potential for increases in (organised) acquisitive crime of insecure high-value equipment and materials, fraud, bribery or corruption.

Intentionally blank