

**West Mercia Police and Crime Panel**

# **Agenda**

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

**Tuesday, 27 November 2018, 1.30 pm  
County Hall, Worcester**

This document can be made available in other formats (large print, audio tape, computer disk and Braille) on request from Democratic Services on telephone number 01905 843579 or by emailing [democraticServices@worcestershire.gov.uk](mailto:democraticServices@worcestershire.gov.uk)



## West Mercia Police and Crime Panel

### Tuesday, 27 November 2018, 1.30 pm,

#### Membership:

Cllr Steve Mackay (Chairman)	Substantive Member - Worcestershire County Council
Cllr Tony Baker	Substantive Member - Malvern Hills District Council
Cllr Gwilym Butler	Co-opted Member - Shropshire Council
Cllr Sebastian Bowen	Co-opted Member Herefordshire Council
Mrs Carole Clive	Co-opted Independent Lay Member
Cllr Roger Evans	Co-opted Member - Shropshire Council
Cllr Karen May	Substantive Member - Bromsgrove District Council
Cllr Gareth Prosser	Substantive Member - Redditch Borough Council
Cllr Stephen Reynolds	Substantive Member - Telford & Wrekin Council
Cllr Kuldip Sahota	Co-opted Member - Telford and Wrekin Council
Cllr Juliet Smith	Substantive Member - Wyre Forest District Council
Cllr James Stanley	Substantive Member - Worcester City Council
Cllr Emma Stokes	Substantive Member - Wychavon District Council
Cllr Dave Tremellen	Co-opted Member - Shropshire Council
Colonel Tony Ward OBE	Co-opted Independent Lay Member
Cllr Brian Wilcox	Substantive Member - Herefordshire Council
Cllr Michael Wood (Vice Chairman)	Substantive Member - Shropshire Council

## Agenda

Item No	Subject	Page No
1	<b>Welcome and Introductions</b>	
2	<b>Named Substitutes</b>	
3	<b>Apologies and Declarations of Interest</b>	
4	<b>Public Participation</b> Members of the public wishing to take part (asking a question or making a statement) should notify the Head of Legal and Democratic Services in writing or by email indicating both the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case Monday 26 November 2018). Enquiries can be made through the telephone number/email address listed below.	

Agenda produced and published by Simon Mallinson, Head of Legal and Democratic Services, County Hall, Spetchley Road, Worcester WR5 2NP

To obtain further information or a copy of this agenda contact Samantha Morris, Scrutiny Officer on Worcester (01905) 844963 email: [sjmorris@worcestershire.gov.uk](mailto:sjmorris@worcestershire.gov.uk)

Reports and supporting information can be accessed via the Council's website at [www.worcestershire.gov.uk](http://www.worcestershire.gov.uk)

Date of Issue: Monday, 19 November 2018

<b>Item No</b>	<b>Subject</b>	<b>Page No</b>
5	<b>Confirmation of the Minutes of the previous meeting</b> To follow.	
<b>Reports from the West Mercia Police and Crime Commissioner</b>		
6	<b>Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) 'PEEL: Police Effectiveness 2017 An Inspection Of West Mercia Police' - Update Report</b>	1 - 8
7	<b>ICT Strategy and Athena</b>	9 - 14
8	<b>Police &amp; Crime Plan Activity and Performance Monitoring Report (July - September 2018)</b>	15 - 52
<b>Reports from the West Mercia Police and Crime Panel</b>		
9	<b>Work Programme</b>	53 - 56

## **NOTES**

- **Webcasting**

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

### WEST MERCIA POLICE AND CRIME PANEL 27 NOVEMBER 2018

### HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES (HMICFRS) 'PEEL: POLICE EFFECTIVENESS 2017 AN INSPECTION OF WEST MERCIA POLICE' – UPDATE REPORT

---

#### **Recommendation**

1. Members of the Panel are invited to note this Report.

#### **Background**

2. In March 2018 Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) published its inspection findings into police effectiveness as part of its annual rolling programme of inspections on the efficiency, effectiveness and legitimacy of police forces within England and Wales (PEEL).
3. The PEEL Inspection Reports provide a judgement grade of 'outstanding', 'good' 'requires improvement' or 'inadequate'. Each force is given an overall grading as well as individual grades for each of the key areas which were subject to inspection in that year. The overall grading for West Mercia in the latest report was 'requires improvement' with a rating of 'inadequate' for tackling serious and organised crime.
4. An initial report on the Effectiveness Report was submitted to the Panel in June 2018 and is attached as Appendix 1 . The Report outlined the areas for improvement and recommendations identified by the Inspectorate and set out the activity, processes, oversight and governance in place to address them. As requested by the Panel this Report provides an update on the ongoing actions being undertaken in response to the HMICFRS Report findings.

#### **Areas for Improvement (AFIs) and Recommendations**

5. For the three inspection areas covered in the 2017 Report HMICFRS gave six areas for improvement (AFIs) and made five recommendations. 'Preventing Crime and Tackling Anti-Social Behaviour' (ASB) and 'Protecting Vulnerable People and Supporting Victims' each had 3 AFIs and 'Tackling Serious and Organised Crime' had 5 recommendations. An update on each area is provided below.

## **Preventing Crime and Tackling Anti-social Behaviour**

6. There were three AFIs identified in this area:

*AFI1. The force should ensure that local policing teams routinely engage with local communities and undertake structured problem solving with partner organisations to prevent crime and anti-social behaviour.*

7. A significant amount of work has been undertaken to fully develop and embed problem solving within the force in a structured and phased way. This has included developing a dedicated problem solving hub on the intranet, which gives information on problem solving and a tool kit for staff to use. Work is underway to review and benchmark how problem solving activity is recorded so as an organisation it can understand how to problem solve holistically and a 'best practice' section on the problem solving hub will enable sharing of what works.

8. Safer Neighbourhood Team (SNT) officers, staff and community safety partners have received 1-day training on problem solving, developing the methodology in a common language.

9. A defined leadership structure is now in place which clearly sets out responsibilities from the executive to tactical. A number of problem solving co-ordinators have been appointed to provide problem solving methodology and tools, advice, support and guidance to all areas of business.

10. Continued support has been given by Durham Police and the National Police Chiefs Council (NPCC) lead, including a peer review which took place in August.

*AFI2. The force should evaluate and share effective practice routinely, both internally and with partner organisations, to improve its approach to the prevention of crime and anti-social behaviour.*

11. Intranet based Beat Profiles have been launched and are maturing and developing. The beat profiles include detailed demographic data which allow SNTs to truly understand their communities and MOSAIC data is to be incorporated soon to enable officers to understand how they can and should engage with all communities including those that are hard to reach.

*AFI3. The force should work with local people and partner organisations to improve its understanding of local communities, to understand their needs. It should supplement this with focused analysis to inform activity and prioritisation.*

12. Problem Solving Conferences have been conducted which included a number of partner agencies and guest speakers from across professional field of problem solving. This has resulted in greater partner awareness of the policing approach and the benefits of joint enterprise around problem solving.

## **Protecting Vulnerable People and Supporting Victims**

13. There were 3 AFIs identified in this area:

*AFI1. The force should improve its service to vulnerable people, particularly domestic abuse victims, when officers have been unable to attend or attendance is delayed. This should include a re-assessment of the risks that victims face so that safeguarding support can be prioritised.*

14. It was reported to the Panel in June that an action plan approach to dealing with unresourced incidents had been introduced. This approach remains in place and current activity is now to reality-test Operations and Communication Centre (OCC) staff on their knowledge and skills in applying THRIVE and identifying vulnerability. The results from this will be assessed to ensure the identification, application and consistent reassessment of vulnerability is being applied. Oversight is via a Demand Reduction and Public Contact Board.

15. The force has been accepted onto the NPCC/College of Police national pilot for the telephone resolution of very low-level domestic abuse where the deployment of an officer may not be necessary. There are strict criteria and operational guidance and all pilot forces must adhere to these. HMICFRS are fully aware of the pilot and are happy with the set criteria for participating forces only.

*AFI2. The force should ensure that frontline officers become more proficient in completing DASH risk assessments at initial response and there is sufficient supervisory oversight to ensure opportunities to safeguard vulnerable victims are not missed.*

16. The findings from the alliance wide domestic abuse (DA) audit conducted in early 2018 were shared with policing leads for consideration and action and a West Mercia focused DA action plan was produced. Improvement work around DASH has included a specific DA input for Custody Sgts and Inspectors during their mandatory refresher training, circulating a comprehensive guidance document concerning all elements of the police response (initial evidence gathering, coercive control, DASH, Arrest/Bail, protective orders etc.) for briefings and providing a DASH completion guide for officers.

17. In the OCC DA incidents are subject to ongoing quality assurance review by the OCC Audit Officer. This includes listening to the original call, and gauging call collection and handling through to deployment. Any opportunities to improve are the subject of discussion with the staff concerned. DASH completions are also monitored by supervisors as part of the daily management meetings, however it is recognised that the completion rate can still improve. SPOCs are being identified on each shift to assist colleagues in the accurate completion of DASH and act as the DA Ambassador for the team, to help improve completion rates.

18. West Mercia Police and Warwickshire Police have in principle been accepted onto the early adopter phase of the NPCC/CoP national pilot for the new Domestic Abuse Risk Assessment tool which is being developed as a replacement for the current DASH tool and the criteria has been received. Reality testing has been undertaken and learning needs analyses conducted to understand the knowledge base of officers.

*AFI3. The force should take steps to understand the reasons why a high proportion of crimes related to domestic abuse fall into the category 'Evidential difficulties; victim does*

*not support police action', and rectify this to ensure that it is pursuing justice on behalf of victims of domestic abuse.*

19. The DA audit identified four key performance factors influencing the use of this outcome 16. Further work has since been undertaken, including a more general outcome survey for investigating staff, officers and supervisors, seeking to assess their understanding of the outcome codes and to obtain better insight into how they are being applied – particularly in relation to outcome 16. An outcome report identifying issues, evidence, findings and recommendations has been prepared and is awaiting submission to the executive.

## **Tackling Serious and Organised Crime (SOC)**

20. The five recommendations identified in this area are:

**Recommendation 1: Engage routinely with partner agencies at a senior level to establish intelligence sharing arrangements and an effective, multi-agency response to serious and organised crime. This should include the creation of a local profile for serious and organised crime which provides the force and its partners with a single, comprehensive picture of the threat**

21. Four Serious and Organised Crime Joint Action Groups (SOCJAGS) are in place, using standardised terms of reference and agenda to ensure that a consistent approach is applied to each meeting. To strengthen engagement and buy in from partners, three SOC conferences have been held across the force area to highlight the importance of SOC and partnership working. These conferences were also used to promote the 'Protect' branding of the SOC work; and to promote details of a dedicated intelligence email set up to enable partners to easily submit intelligence reports directly into the Force Intelligence Bureau.

22. Local SOC profiles have been refreshed and completed in a standardised format by the Community Safety Partnership (CSP) Analysts who are now based in the force Intelligence Unit. These profiles incorporate partner data and will be further developed as the volume of partner input increases. The profiles have been shared with partners.

**Recommendation 2: Ensure that it maps all organised crime groups promptly following identification and re-assesses them at regular intervals in line with national standards. All mapped organised crime groups are to be subject to regular scrutiny and oversight, enabling it to routinely identify and pursue opportunities for disruption and investigation**

23. A central Organised Crime Group Management Unit (OCGMU) has been established and all submissions to the Regional Organised Crime Threat Assessment Unit (ROCTA) for organised crime group mapping are channel through this unit, providing a consistent centralised approach. As SOC becomes more embedded across the organisation, the OCGMU are encouraging local policing areas to come forward with OCG nominations and to help identify potential OCGs with partners through the SOCJAGs.

24. On a monthly basis the ACC for shared services chairs an Organised Crime Group Management meeting (OCGM) at which OCGs are reviewed on a rolling schedule determined by the scoring attached to each OCG. This meeting is also used to monitor a wide number of OCG activity indicators including nominations, disruptions, civil orders and SOCJAG activity. A separate tactical tasking meeting is held on the same day to determine action to be taken against each of the OCGs at an operational level.

*Recommendation 3: Assign capable lead responsible officers to all active organised crime groups as part of a long-term, multi-agency approach to dismantling them. These officers should have a clear understanding of their responsibilities, and adopt a 'four Ps' (pursue, prevent, protect, prepare) approach to tackling serious and organised crime*

25. A lead responsible officer (LRO) at Detective Chief Inspector rank has been identified for each local policing area. Each LRO is an experienced officer and is supported by the central OCGMU. The LRO's have regular training days to bring them all together, share best practise and to ensure a coordinated approach is maintained. The LROs are responsible for the management of the OCGs within their area and for maintaining the associated 4 P plans. One of their first tasks was to review and revise all their 4 P plans in line with a standardised template.

*Recommendation 4: Identify those at risk of being drawn into serious and organised crime, and ensure that preventative initiatives are put in place with partner organisations to deter offending*

26. Work is ongoing to develop and strengthen the force approach in this area and the work done with partners around developing a problem solving ethos will help. SOC is now included on the agenda of safeguarding boards to help drive a more partnership based approach. Work is ongoing with the MAPPA (multi agency public protection arrangements) coordinators and the Integrated Offender Management (IOM) coordinator to ensure a focus on SOC and a lifetime offender management approach.

27. A scoping exercise has been undertaken to identify diversionary activity taking place across the force area, this information is being developed into a database so that good practice can be shared across local policing areas.

*Recommendation 5: Begin to measure its activity on serious and organised crime across the four Ps, and ensure that it learns from experience to maximise the disruptive effect of this activity*

28. The number of disruptions is monitored by the OCGMU who submit returns to the ROCTA in line with national reporting requirements. Although the number of disruptions increased in the last quarter, the OCGMU are engaging with LROs and the LPAs to ensure all disruption activity is captured, including partner activity. Disruptions are subject to scrutiny at the OCGM which is attended by all the LROs and the LPA Superintendents

## **Peer Review**

29. At the request of the force, a SOC peer review was undertaken by national leads in early October. The findings from this review have been submitted to the force in a detailed report and have been subject to close scrutiny and consideration. Learning from the peer review will be used to further strengthen the actions put in place to address the ‘inadequate’ HMICFRS grading.

30. An important part of the concentrated work on SOC has been to reality test whether all the activity put in place has landed with the wider workforce so that individuals understand their contribution to addressing SOC. In June two officers undertook a programme of reality testing around OCGs and SOC with a range of officers and staff. The findings from this reality testing were used to inform some of the activity being implemented in response to the recommendations. It is anticipated that some further reality testing will take place in advance of the onsite PEEL inspection in January 2019.

## **Action Plan Monitoring**

31. An alliance PEEL Effectiveness Core Group was established to co-ordinate activity and monitor progress against the effectiveness action plan put in place to address the inspection findings. This Group had continued to meet monthly until this month. As the force is now moving towards the 2019 Integrated PEEL inspection all three core groups have been dissolved and replaced in West Mercia by a HMICFRS preparation meeting which will meet on a fortnightly basis until the onsite inspection in January 2019. This new meeting is chaired by West Mercia’s Assistant Chief Constable (ACC).

32. A West Mercia Delivery Group was established to provide additional challenge and checks to ensure the activities put in place to ensure AFIs and recommendations are fully embedded. The initial focus for this Group has been the serious and organised crime element of the effectiveness report, in particular, the West Mercia SOC action plan and the SOC specific improvement plan prepared for HMICFRS. Most recently the Group scrutinised the peer SOC review. This meeting is chaired by West Mercia’s (ACC).

33. Each of the PEEL core groups and the delivery group feed into the Service Improvement Board, chaired by West Mercia’s Deputy Chief Constable (DCC). This Board provides strategic oversight across all three PEEL pillars.

## **Police and Crime Commissioner’s (PCC) Oversight**

34. The PCC’s oversight and scrutiny of the force’s response to HMICFRS’ Effectiveness inspection findings is ongoing. Involvement is maintained in the action and delivery meetings as the PCC’s office attend the Effectiveness core group, delivery group and the Service Improvement Board to monitor progress and to raise any concerns to the PCC. The PCC will also be represented at the newly formed HMICFRS preparation meeting.

35. Specifically in relation to SOC, the PCC’s office attend each of the SOCJAG meetings, fulfilling a commitment made by the PCC at April’s holding to account

meeting to attend all SOCJAGs for an 18 month period, and the Organised Crime Group Management meeting. The latter meeting is chaired by the ACC with direct responsibility for shared functions across both West Mercia Police and Warwickshire Police, appointed in the summer.

36. The close scrutiny and oversight of SOC to ensure effective delivery of both the SOC action plan, and the SOC improvement plan continues to be managed via a three strand approach within the PCC's office. The PCC receives a regular briefing on these three aspects which in turn informs his quarterly meetings with the Head of Protective Service and his quarterly regional meetings.

37. The focus of the PCC's July holding to account meeting was for chief officers to provide an update on all AFIs and recommendations. Notes from this meeting are available on the PCC's website.

## **Supporting Information**

Appendix 1 – West Mercia Police and Crime Panel [19 June 2018](#) Agenda and Minutes: 'PEEL: Police Effectiveness 2017 An inspection of West Mercia Police' (HMICFRS March 2018)

## **Specific Contact Points for this report**

Sheena Jones, Democratic, Governance and Scrutiny Manager  
Tel: 01905 844871  
Email: [sjones19@worcestershire.gov.uk](mailto:sjones19@worcestershire.gov.uk)

Andy Champness, Police and Crime Commissioner Chief Executive  
[andrew.champness@westmercia.pnn.police.uk](mailto:andrew.champness@westmercia.pnn.police.uk)

## **Background Papers**

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) there are no background papers relating to the subject matter of this report:

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

This page is intentionally left blank

## AGENDA ITEM 7

# WEST MERCIA POLICE AND CRIME PANEL

## 27 NOVEMBER 2018

### ICT STRATEGY AND ATHENA

---

#### Recommendation

1. Members of the Panel are invited to note this Report.

#### Background

2. The purpose of this report is to provide Members of the Panel with an overview of the Athena programme as part of the wider ICT programme, as requested at their September meeting.
3. The Athena programme is one of six programmes of work integral to the alliance Transformational Change Programme. The six programmes are: Athena, Operations and Communications Centre (OCC), Technology Enabled Change, Policing Change Model, Services to Policing and Digital Service Transformation. All but one of the six programmes include some sort of investment or upgrade involving an ICT system or other technological enabled tool.
4. The agreed strategic intention of ICT Service is to ensure that ICT infrastructure, systems and services are consistently available, accessible and secure to drive business change and efficiency through the delivery of innovative ICT solutions.

#### Introduction

5. Northgate Public Services (NPS) are the developers and operators of the CONNECT ICT System, created for the use of the police service. Where the system is used by a single force it is marketed as CONNECT and where it is shared by a consortium of multiple forces it is ‘badged’ as Athena.
6. A total of nine police forces, including West Mercia Police are in the Athena Management Organisation (AMO) consortium. All nine Athena Forces are now live on the platform with the final force, Kent, having gone live on the 8 November 2019. The AMO arrangement allows for the sharing of both data and the costs of system development between the AMO forces. All forces activities are driven through the AMO, who are effectively “the Customer”.
7. Athena provides a combined system of four modules that creates a workflow through ‘lean thinking’ to link the process management of four of the most demanding business areas in terms of cost, complexity and harm namely: Investigation, Intelligence, Custody and Case.

8. A business case to proceed with Athena was agreed in 2015 when Athena was identified as being at the leading edge of process management, and one of the few commercial options available that would align with the wider alliance transformation programme. Initial scoping indicated that the implementation of Athena would provide significant savings in processes and efficiencies and it was proposed that a post implementation review should be carried out to ensure that all possible benefits were realised.

## **Implementation**

9. An Athena Team, including a dedicated Delivery Lead and Programme Manager, was created under the Transformation Programme with a Senior Responsible Officer (SRO) to oversee the transition to Athena.

10. It was intended that a process of back record conversion would take place prior to implementation; however, due to recurrent issues with the processing, a decision was taken to go ahead with live Investigation, Custody and Case data only.

11. In preparation for its implementation, a significant training programme providing 4000 officers and staff across the alliance with a total of three days training on an Athena training system. A small number of super users received an in depth two week training programme on all four modules of Athena.

12. On the 4 October 2017 the Alliance went live with Athena. An Athena Help Hub was established to assist in the smooth transition to the system staffed by super users, which later evolved into the additional provision of locally based floor walkers to provide personal interaction with both individuals and teams. This was complemented by Athena road-shows and an informative Athena intranet site.

## **Process issues**

13. The implementation of Athena gave rise to a number of process issues across all four of the system modules. These can be broadly summarised as:

- Timeliness – including the time taken for officers to create crime reports taking longer than anticipated and quality assurance time extending leading to backlogs.
- Data quality – including a dip in quality of data sent to Victim Support
- Management information – including a backlog of management information in the system a lack of certain management dashboards.
- Interface – between Athena and external systems such as the Police National Database
- Stability – the system has suffered from outages, in part as a result of internal ICT platforms, but also because of consortium-wide system changes, upgrades and the requirement to achieve a live status for all nine forces.
- User – the implementation of Athena presented officers and staff with a whole new system to familiarise with, and some of the Athena processes are not intuitive to use.

- Demand – despite the tremendous effort and achievement in attaining a live Athena platform within the alliance, there remain a number of system generated demand pressures that were not foreseen pre-implementation

## **Intervention**

14. The process issues arising from Athena quickly led to number of interventions being put in place to address or mitigate some of the process issues arising and an Athena Critical Incident Management Meeting (CIMM) was established. The CIMM was closed in August and an Athena Governance Group at both tactical and Strategic levels has been introduced to take forward a programme of activity to address a number of ongoing process issues.

15. Most recently Chief Officers have given approval for officers to build post-charge files outside Athena using an improved File Builder. Criminal Justice (CJ) staff will then input the files in to Athena and complete the linking and associations before sending to CPS. The file builder was initially piloted in Shropshire and will now be rolled out across the alliance.

16. It is estimated that this support will remove three quarters of the CJ-based Athena tasks that are currently undertaken by officers. This saving will also:

- Increase the timeliness of files delivered to the CPS
- Increase file quality
- Increase officer morale
- Increase availability of officers to meet public demand

17. This CJ support function will remain until the new Digital Case File builder is available within Athena (likely early 2020).

18. In addition to the improvement plans that are currently in place to reduce the backlogs in the organisation, the alliance have contracted the services of 'Process Evolution' from September 2018 to review and analyse the current investigative models and processes within the alliance. The Company are an evidence-based consulting service designed to produce practical and actionable recommendations for change that deliver real efficiency savings and performance improvements.

19. Athena Express is in the process of being developed by Northgate and will provide a new 'skin' to Athena, with the intention of providing a much improved interface for Athena users. It promises to bring a fresher look to the platform together with a more refined and intuitive approach to workflow which will include processes that auto link or suggest nominals to the user – reducing processing demand within the Investigation Management Unit. It will initially be applied to Investigation and Intelligence functionalities before progressing to Case. It is anticipated that Athena Express will realistically not be available until Q2 of 2019/20, and only once version 6 of Athena has been implemented.

## **Governance**

20. There are structured governance arrangements in place for the ongoing oversight and development of Athena. This is as follows:

21. Strategic Athena Management Board - consisting of the senior responsible officers from the Athena consortium and senior Northgate representatives, is responsible for the national strategic oversight of Athena and the AMO. At the national tactical level there are a number of AMO User Groups, reflecting the four Athena modules and associated areas of police business.
22. Alliance Athena Strategic Governance Group – this commenced in October 2018 and is chaired by the Alliance Athena SRO. It comprises of key strategic stakeholders within the alliance. The aim of this Group is to ensure delivery and improvement of the day to day running and use of Athena, oversight and decision making in respect of the Athena Development Programme, the Innovation Sub Programme, the Athena Improvement and Enhancement Plan, the Athena Roadmap and interdependencies with other change programmes that impact upon Athena including external change programmes
23. Alliance Athena Tactical Governance Group – this commenced in August 2018, replacing the tactical actions and enhancements that were previously tabled through the alliance Athena CIMM. This Group is chaired by the Athena lead for the Alliance. The Group's aims are to assist the alliance with the overview of Athena business as usual activities and continuing to embed Athena within the Alliance.
24. Athena Development Team - a small Alliance Athena development Team exists at Hindlip under the Transformation Change Programme. The Team's functions include the creation and maintenance of an Athena intranet for users and their current focus is forward looking towards Athena upgrades, the development of the existing Athena modules and the opportunity to purchase an Athena enhancement that shares information with partner agencies through the Police and Partner Sharing Service (PPSS) as well as an opportunity to purchase and utilise an Athena enhancement to process and update the public when reporting crime and incidents online. This product would work with the Home Office "Single Online Home" product being considered by all police forces.
25. As Athena is one of the six programmes within the wider transformation programme, it is subject to oversight at the Transformation Board overseeing the whole change programme.
26. The PCC is represented within the Athena Governance structure at the Strategic Athena Management Board, the alliance Athena Strategic Governance Group and at the Transformation Board. A senior officer from the PCC's office sat on the Athena CIMM while it was running.

### **Police and Crime Commissioner (PCC) Scrutiny Post Implementation**

27. In addition to ongoing engagement with the force through the governance structures the PCC has used his holding to account process to proactively challenge and scrutinise the organisation's response to the process issues arising from the implementation of Athena.

28. In November 2017, the PCC held a dedicated holding to account meeting to discuss Athena. Issues addressed included the availability of management information, resources levels in the investigation management unit (IMU) to cope with demand, case file quality and the impact on victims.
29. In January 2018, as part of a thematic holding to account on domestic abuse the availability and quality of management information and its impact on the recording of domestic abuse and referrals to support services was raised.
30. In February 2018, the introduction of direct crime recording in the crime bureau and its impact on improving data quality in relation to recording vulnerability factors was raised.
31. In March 2018, as part of a thematic holding to account on victims the PCC queried whether the quality and quantity of referrals to Victim Support had improved to comply with the Victims' Code of Practice.
32. In May 2018, the reduction in the number of vulnerability key words was raised, and assurance sought on interventions to increase data quality.

## Contact Points for the Report

Sheena Jones, Democratic, Governance and Scrutiny Manager

Tel: 01905 844871

Email: [sjones19@worcestershire.gov.uk](mailto:sjones19@worcestershire.gov.uk)

Andy Champness, Police and Crime Commissioner Chief Executive  
[andrew.champness@westmercia.pnn.police.uk](mailto:andrew.champness@westmercia.pnn.police.uk)

## Background Papers

In the opinion of the proper officer (in this case the Head of Legal & Democratic Services) there are no background papers relating to the subject matter of this report:

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

This page is intentionally left blank

# WEST MERCIA POLICE AND CRIME PANEL

## 27 NOVEMBER 2018

### POLICE & CRIME PLAN ACTIVITY AND PERFORMANCE MONITORING REPORT (JULY - SEPTEMBER 2018)

---

#### Recommendation

1. The West Mercia Police and Crime Panel (PCP) are invited to consider the Police & Crime Plan Activity and Performance Monitoring Report (July-September 2018) and determine whether it would wish to carry out any further Scrutiny or make any comments.

#### Background

2. The purpose of this report is to provide members of the Police and Crime Panel with an overview of activity undertaken by the Police and Crime Commissioner (PCC) in support of his Safer West Mercia Plan and provide an update on police performance.
3. An update on proposals to end the current strategic alliance arrangement with Warwickshire is included at paragraph 10 within the 'Reforming West Mercia' section of this report.

#### Delivery Plan and Assurance

4. The PCC's Chief Executive and staff have developed a delivery plan to support monitoring and assurance of the Safer West Plan. Progress against individual elements within the plan is updated in line with an agreed timeline for each element and the delivery plan is subject to monthly scrutiny.
5. The delivery plan is a substantial document and therefore a summary extract of it has been produced for the Panel at Appendix 1. The summary provides a concise overview of activity supporting the plan commitments. The extract contains the latest update available to the end of October 2018.
6. Some examples of activity in support of the Safer West Mercia Plan's four objectives, all of which are included in the delivery plan, are shown below.

#### Putting victims and survivors first

7. **Child sexual exploitation (CSE) service** – the PCC has agreed £445,625 of funding for West Mercia Rape and Sexual Abuse Support Centre (WMRSASC) to deliver a CSE service across Herefordshire, Worcestershire and Shropshire to those identified as at risk, or a victim of CSE. WMRSASC will deliver a complete wrap around service to assist the young people to cope and recover. The official launch of the Herefordshire and Worcestershire service is the 19 November. Recruitment is

now under way for the Shropshire part of the service, with an anticipated launch early in 2019. For the Shropshire service, WMRSASC will work closely with AXIS who deliver the Children and Young People's Independent Sexual Advisor Service in Shropshire to ensure seamless pathway between the two services and no duplication.

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

**8. Modern Slavery and Human Trafficking (MSHT)** – the PCC has been successful in securing two small pots of funding from the Police Transformation Fund to address MSHT. The first will be used for the development of targeted engagement and communication materials that can be provided to businesses within the force area. The material will highlight key signs of an individual being trafficked and how the business can prevent themselves from being involved in the MSHT supply chain. The second is to be used for a partnership conference to improve awareness and coordination between different agencies

**9. Safer Roads Partnership reserves** - the PCC has determined to utilise a proportion of the reserves built up by the Safer Roads Partnership to provide both targeted and strategic funding opportunity to address the rising number of people killed and seriously injured on West Mercia's roads. As of October 2018, the PCC is governing the fund derived from the national driver offender retraining scheme (NDORS). This was historically managed by the Safer Roads Partnership. It will target initiatives:

- preventing fatalities and casualties caused by a RTC
- raising awareness of road safety
- preventing road traffic offences and crimes
- pro-actively addressing potential road safety issues

The £500,000 the Commissioner is investing must be spent on projects that are over and above a statutory remit in addressing harm caused by collisions and are able to demonstrate outputs and outcomes before March 2020. £150,000 is being invested in the Local Policing and Community Ambassadors Fund (LPCAF) for safer roads. This is now 'live' and open to communities to resolve localised issues and concerns. £350,000 will be made available for larger West Mercia wide projects or localised projects requiring a larger sum of money to make a difference to this very important issue.

**10. Early Intervention Youth Fund bid** - This bid, jointly made with West Midlands, Warwickshire and Staffordshire, has been declined by the Home Office. This was the first round of grants for this fund and the 6 successful bids have all been targeted solely on major cities.

**11. Spice Review** – The classification of Synthetic Cannabinoids ('Spice') will be reviewed as part of a series of national initiatives around drugs. The Commissioner has pushed for 'Spice' and other synthetic cannabinoids to be reclassified as Class A drugs, due to the devastating impact they can have on users and wider communities. Synthetic Cannabinoids have been linked to 27 deaths nationally in a 12 month period, and have led to an increased demand on policing and other public or emergency services. The Government has asked for new assessments on the substances from both the National Crime Agency and the Advisory Council on the Misuse of Drugs. The Policing Minister specifically referenced contact he had from Police and Crime Commissioners on the subject as a rationale for the support for a

review. West Mercia MPs have also lobbied the Minister on behalf of the Police and Crime Commissioner. Reclassifying synthetic cannabinoids will be an important step, but if it happens, that alone would not fix the problem. Reclassification would give more powerful tools to the police and criminal justice system, but effectively tackling drugs needs a holistic approach with support from a wide range of local and national partners.

## Reforming West Mercia

**12. Strategic Alliance update –** In October, the PCC and the Chief Constable formally notified their Warwickshire counterparts of their decision to withdraw from the strategic alliance between West Mercia Police and Warwickshire Police. This carefully considered decision was made to ensure the public get better value for money, with a greater clarity and focus at a local level. This decision was discussed by the PCP at its meeting at the end of October. Within the last week the two PCCs and Chief Constables have met and agreed to negotiate an exit strategy for the alliance based around three options of shared, hosted or stand-alone service provision, assessed function by function.

**13. Reforms to the criminal justice system -** the PCC is working with partners to introduce Video Remand Hearings (VRH) across Shropshire and Herefordshire. A partnership meeting was held in October and all parties signed up to support the initiative. Approval from the Senior Presiding Judge is required to progress the initiative and has been sought. The introduction of VRH across Shropshire and Herefordshire would eliminate the need to move detainees from Herefordshire and Shropshire to the centralised remand court in Kidderminster.

## Reassuring West Mercia's Communities

**14. Confidence survey -** Quarter two results on the PCC's Confidence survey continue to suggest a high level of public confidence in West Mercia Police (85%). The survey also captures data on other perceptions, including police visibility, engagement access, integrity and communication. The survey captures data at a local policing area level, enabling the force to distinguish performance and perceptions across different geographic areas. Learning from the initial results is already being utilised within the force. However, it will be two more quarters until the desired confidence levels and intervals have been built up and therefore fully reliable.

**15. Town and Parish Council Survey -** the results from this survey have been published. The survey this summer was open for three months, and returned results from more than 100 councils. The majority of respondents (60%) felt police were doing a good or fair job, but that there are a number of areas to work on including police visibility, rural crime and road safety. Learning from the survey has been shared with West Mercia Police, for implementation as appropriate, whether that is force wide, or at an SNT level. The findings preceded and helped inform the PCC's decision to add another 100 officers to West Mercia's ranks. The survey will be repeated next year.

**16. Road safety -** The PCC is working in partnership with Worcestershire County Council to deliver a road safety campaign aimed at local residents. The campaign will highlight a range of different subjects, including public concerns, distractions,

speeding, drink-driving and how communities can work with bodies such as councils and police to take a leading role in tackling local issues. ‘Roads Focus’ will be ongoing so it can incorporate cyclical events. From a survey that was carried out in October, the PCC and Council identified areas of concern, which formed the basis for a week of action immediately following the launch of the campaign. A number of locations were visited across Worcestershire and a free driver awareness course offered to residents. The initial campaign is scheduled to last a month.

## **Performance and Accountability**

### **Holding to account**

17. The PCC holds a monthly scrutiny meeting with the Chief Constable as part of his role in holding the force to account. The holding to account programme has been designed to ensure that the PCC is able to exert appropriate influence upon the force on behalf of the public, raise matters of community concern and address force performance issues. The following areas have been addressed since the last report. Notes from each of the meeting are available to view on the PCCs website.

<b>Month</b>	<b>Type</b>	<b>Subject area</b>
September	Thematic	Workforce - recruitment, retention, progression, development and health and wellbeing
October	Thematic	Demand, Channel Shift and Visibility

### **HMICFRS Inspection Reports**

18. Since the last report HMICFRS has not published any force-specific or national thematic inspection reports.

### **Force Performance Reports**

19. A number of internal performance products are produced by the force to enable senior officers and the PCC to maintain strategic oversight of force performance. In particular the PCC scrutinises a weekly dashboard of performance along with monthly and quarterly summary reports.

20. The latest quarterly performance summary report published by West Mercia Police is attached at Appendix 3 (available online). This Report covers the period July to September 2018. As requested by the Panel the summary page from the report has been included separately and is shown at Appendix 2.

### **Supporting Information**

Appendix 1 – Delivery Plan Extract

Appendix 2 – Extract of Police Performance Summary July - September 2018

Appendix 3 - West Mercia Police Performance Summary July - September 2018

[available here](#)

## **Contact Points for the Report**

Sheena Jones, Democratic, Governance and Scrutiny Manager  
Tel: 01905 844871  
Email: [sjones19@worcestershire.gov.uk](mailto:sjones19@worcestershire.gov.uk)

Andy Champness, Police and Crime Commissioner Chief Executive  
[andrew.champness@westmercia.pnn.police.uk](mailto:andrew.champness@westmercia.pnn.police.uk)

## **Background Papers**

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) the following are the background papers relating to the subject matter of this report:

Agenda and Minutes of the West Mercia Police and Crime Panel

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

## Delivery Plan Extract

## Appendix 1

PUTTING VICTIMS AND SURVIVORS FIRST				
<b>Policing element:</b>				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism (s)
1.1	Make sure officers and staff have the skills to properly support victims and survivors and do so when necessary.	Audit and review of knowledge, skills and attitudes. Review of training and development plans. Monitor compliance with Victims' Code of Practice (VCoP) and Witness Charter. Monitor key performance indicators linked to special measures, needs assessments and signposting to services.	Victims' Code Compliance: Audit carried out in Aug 2018. Findings in line with previous audits. Agencies are still unable to provide quantifiable / validated data demonstrating compliance with key entitlements. Audit found general compliance. Victims' Strategy launched by Gov't in Sept 2018, placing the responsibility of VCoP compliance with the PCC. Gov't working on toolkit to assist PCCs ensure compliance. Toolkit expected in Q4 of 2108/19.	Victims' Board. KPI monitoring, Delivery Plan monitoring.
1.2	Ensuring all victims and survivors who report an offence in West Mercia can access 'Track my Crime' or an alternative with equivalent capability	Track my Crime (TMC) was made available to all forces in 2014 and publicly launched by the Ministry of Justice in 2015. Initially the force intended to adopt TMC subject to improving IT systems and the website interface, however the commitment to Athena put the TMC project on hold in 2015. It was decided that a TMC solution should be sourced or integrated with Athena to ensure that existing investments were optimised and that service delivery for the public was not interrupted with the migration between systems	Full business cases to be submitted Feb 19 following Norfolk & Suffolk pilots running Nov 18 to Jan 19.	Transformation Board
<b>Police and Crime Commissioner's Commitments:</b>				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
A.1	Set out my commitment in a new victims' charter, clarifying what services victims can expect, and what	(A1.1) (1) Carry out a public consultation outlining proposed priorities and actions that would enable the PCC to be VCOP and EU Directive compliant (2) Develop and publish the charter	Charter now in its second year/ Next delivery plan update due April 2019	Victims' Board, KPI Monitoring, Delivery Plan Monitoring. Audit and oversight
		(A1.2)(1). Conduct a victims' needs assessment,	Refer to A1.3 and A2.1	Victims' Board

	services must be delivered.	<p>providing qualitative and quantitative feedback to inform commissioning and to identify potential gaps (A2).</p> <p>(2) Work in partnership to ensure that victims have access to services.</p> <p>(3) Contract management</p> <p>(4) Grant provision</p>		Delivery Plan monitoring Performance Mgt. Audit and scrutiny
		(A1.3) Develop, in partnership, an assurance framework to ensure delivery against the 9 specified outcomes set out in the Victims' Charter	Audit carried out in May 2018. Overall good compliance recorded. Improvements still required in the provision of follow up information and the ability for victims to digitally track their case remotely.	OPCC, LCJB, Victims' Board. Exception reports will be highlighted to the PCC.
A.2	Complete a victims' needs assessment	(A2.1) A victim needs assessment will be carried out specifically analysing qualitative impacts of existing provision. Once complete the needs assessment will be integrated into the Commissioning intention, to target investment appropriately.	Complete	Delivery Plan monitoring
		(A2.2) (1) Quantitative victims scorecards and heat maps are being produced to profile demand levels to and existing provision capacity, in addition to highlight any identify potential gaps or duplication in provision. (2) Liaise with CSPs and wider partners to pull data into a central place	Complete	Delivery Plan monitoring
A.3	Bring together and help lead a new Victims Board to ensure better results and consistency.	(A3.1) 1. Draft and consult on terms of reference and membership of the Victims' Board. 2. Consult and develop a Vision and Mission statement for the Board. 3. Consult, agree and create a strategic delivery plan for the victims' board. 4. Consult and agree on SROs to lead on key policy areas. 5. Consult and design an assurance and performance framework 6. Agree and set future meetings.	Complete. Minutes from the Victims Board are published on the PCC's website.	1. Quarterly assurance reports 2. Minutes and actions arising 3. Programme and project highlight reports. 4. Performance improvement reports

		7. Publish meeting papers on PCC Website.  (A3.2) Improve compliance with the key entitlements set out in the Victims' Code of Practice (VCoP)	<p>Victims' Code Compliance: Audit carried out in Aug 2018. Findings in line with previous audits. Agencies are still unable to provide quantifiable / validated data demonstrating compliance with key entitlements. Audit found general compliance.</p> <p>Victims' Strategy launched by Gov't in Sept 2018, placing the responsibility of VCoP compliance with the PCC. Gov't working on toolkit to assist PCCs ensure compliance. Toolkit expected in Q4 of 2108/19.</p>	5.Oversight and scrutiny reports  OPCC, LCJB, Victims' Board. Exception reports will be highlighted to the PCC.
A.4	Make sure victims and survivors get effective services, enabling them to cope and recover and reduce their chances of revictimisation	(A4.1)(1) Develop commissioning intentions for the term of office (2) Contract monitoring linked to outcome frameworks (3) grant/commissioned activity based on need and score card intelligence  (A4.2) Gap analysis with Victim Support to identify gaps in the market place.	A new outcome framework is in place compliant to MoJ requirements, and we have been able to successfully submit our 1st half year report back to them without any additional requirements at this stage. Action Complete	Contract and grant monitoring
		(A4.3)(1) Develop a commissioning strategy for domestic abuse, working with local authorities and public health to increase IDVA, and MARAC capacity	This has now been completed and has been merged into the tender specification for the new service (internal, and that to be commissioned)	Delivery plan monitoring
		(A4.4) Develop a commissioning strategy for serious sexual offences	We have used our relationships with LAs to develop the IDVA tender, which sits as a priority under our police and crime plan, and we will support LA's in their own DA strategic plans over the coming year. Action Complete	Delivery plan monitoring
		(A4.5) Develop a commissioning strategy for CSE	We are awaiting a confirmation of funding rounds from Home Office and MoJ which partners can bid for which will complement the services we commission local. We will work with providers to submit bids in this essence, alongside our colleagues in Government to ensure West Mercia receives its fair share of funding entitlement.	Delivery plan monitoring

		commissioning intentions for CSE now complete and actioned. Action complete	
	(A4.6) Retender the Victims Support contract	We are in the process of evaluating tenders, with a contract being planned for negotiation in December 2018, mobilisation in 2019 on target.	Delivery plan monitoring
	(A4.7) Work with Warwickshire OPCC and Victim Support to develop an exit Survey	Tied up in the recommissioning of VS services and the prepared tender.	Delivery plan monitoring
	(A4.8) Develop and undertake joint commissioning of SARC provision across the West Midlands region	Complete	
	(A4.9) Improve the automatic data transfer (ADT) from the Police to Victim Support Services	Performance issues remain as a result of the introduction of Athena. The flow of MI will improve once we transition to the new Victims' Hub operating model is introduced. The new operating model will have direct access to victim data, thus bypassing the need to extract and send data to an external provider. Action to be closed once the new model is operational.	Victims' Board
	(A4.10) Improve the capture rates of mobile phone contact details in order to drive up rates of automated SMS contact	Performance monitored monthly. Rates of capture have improved. Error rate still high. Communications sent out to staff via Justice Matters and Force Orders. OPCC will continue to monitor.	Victims' Board
A.5	Work with government to further enhance services for victims, survivors and witnesses locally	(A5.1) PCC supporting the work of the APCCs Criminal Justice and Victims' reference group, which provides feedback and input to the MoJ.	Updates and actions following APCC workshops on SV devolution. Concluding in a business case being submitted.
	(A5.2) Head of Commissioning to engage regularly with the Ministry of Justice and our designated Relationship Manager. To meet and update the lead for victims within the Ministry of Justice in addition to representing West Mercia on National steering groups regarding policy and funding.	Quarterly meetings being upheld. Current endorsement for new internal victims' model; alongside agreement in tender approach and outcomes monitoring.	Delivery plan monitoring
	(A5.3) Work with the Home Office to facilitate funding provision of local refuges to support survivors of domestic abuse.	Complete	Delivery plan monitoring
	(A5.4) Work with Citizen's Advice Witness Service to improve victim and witness experience in the	Regional managers for the Witness Service attend both the LCJB and Victims' Board.	Victims' Board Delivery Plan

		Courts.	<p>Significant progress has been made in developing and delivering CAB's Witness Outreach service, which is designed to provide an enhanced service to vulnerable and intimidated witnesses.</p> <p>OPCC to monitor monthly progress.</p>	monitoring Performance Mgt. Audit and scrutiny
A.6	Support the appropriate use of restorative justice	<ul style="list-style-type: none"> <li>1. Commission an appropriate service provider to deliver RJ interventions across West Mercia.</li> <li>2. Design and implement an RJ gateway service</li> <li>3. Design and implement an appropriate triage process which effectively manages RJ referrals.</li> <li>4. Consult and implement service level agreements between the CJS and the preferred provider.</li> <li>5. Effective contract and programme management.</li> </ul>	<p>The PCC's Victims' Board provides oversight and scrutiny of RJ, which forms part of the wider Victim Service contract.</p> <p>The service has been recognised as good practice and has received a quality mark award.</p> <p>Key issues:</p> <p>Need to improve police referrals.</p> <p>Need to improve use of police trained personnel</p> <p>Need to improve recruitment and retention of volunteers</p> <p>The service undergoes regular contract management reviews, which is carried out by the Head of Commissioning.</p> <p>LCJB and Victims' board to monitor.</p>	<ul style="list-style-type: none"> <li>1. RJ programme board</li> <li>2. Performance management reports</li> <li>3. Programme highlight reports.</li> <li>4. Contract management reports</li> </ul>

Building a more secure West Mercia				
Policing element:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
2.1	Ensuring officers and staff effectively identify and support	(2.1.1) The DCC for Warwickshire is the strategic lead for the alliance and represents the forces at national level. (1) Create a Strategic Vulnerability	The requirement for a Strategic Vulnerability Board is being reviewed and no new update is available on the issues previously submitted to the Board. Oversight	1)Strategic Vulnerability Board (2) WM -

<p>people with vulnerabilities, understanding and managing associated risks</p> <p>Making sure the police provide the right response to incidents at the right time</p>	<p>Board (SVB) to provide oversight of all strands of vulnerability and governance of a new overarching Vulnerability Strategy (2) Develop and implement a Vulnerability Strategy based on vulnerability themes identified at a national level. (3)Develop and implement a programme of vulnerability training. (4)Development of a training DVD on vulnerability and a comms strategy to support the vulnerability work.</p>	<p>on the differing strands of vulnerability is provided in different forums and the PCC has access to strategic vulnerability plan. The head of Vulnerability submits vulnerability training requirements via Strategic Training Panel, who determine how and when they can be accommodated into the organisational training programme.</p>	<p>PCC holding to account session (3) WM PCC rep has attended the vulnerability training and briefed the PCC</p>
	<p>(2.1.2) Improving and sustaining the performance of the Operations Communications Centre (OCC)and making available other alternative methods for the public to easily contact the police, which reflects the changing ways the public wish to communicate with organisations. <b>(Cross reference to 3.4)</b></p>	<p>1) Confidence data published Oct 2018 (data to June 2018) 73% confident in the police. West Mercia remain 8th out of 8. We have received Q2 data for the PCC's local confidence survey. The results showed that the majority of residents (85%) agreed they had confidence in West Mercia. Data is provided for key tenets of confidence including visibility, interaction / access, effectiveness and trust / integrity. Confidence is a standing item at the PCC's quarterly performance holding to account meetings.  2) Quarterly performance report shows 999 performance remains below the 90% target. Performance is generally comparable to the baseline for previous years (2015 2018) despite an increase in demand and calls answered. The latest weekly data shows a more positive picture (WC 28/10/18) with 94% of 999 calls answered within 10 seconds. Performance for 101 remains below the 80% target. This is anticipated as the force continues to prioritise 999 call performance. OCC performance and demand are subject to an ongoing CIMM which is attended by the assistance CeX.</p>	<p>Weekly/monthly/quarterly performance reports &amp; holding to account sessions</p>
	<p>(2.1.3) Response</p>	<p>There was a 6% increase in emergency incidents over the last quarter. 86% of emergency incidents were attended within 20 mins. Following a downward trend over 5 months, performance is below that seen during</p>	<p>Monthly/quarterly Performance reports</p>

			<p>the same period in 2017.</p> <p>Current average response times remain above the monthly average.</p> <p>There is a range of activity in place that are expected to have a positive impact on response times including altered shift patterns for patrol / OPU, demand reduction activity led by the ACC and the new West Mercia Health and Wellbeing Delivery Group led by the DCC, aimed at reducing sickness. The demand reduction activity was reviewed as part of the October holding to account meeting. The West Mercia Health and Wellbeing Delivery Group is attended by a PCC policy officer.</p>	
2.2	Working closely with partner agencies to reduce harm and prevent victimisation	Working with partners to reduce victimisation Proactive representation by the police in: (1) MASH (2) MARAC (3) MAPPA (4) IOM (5) Adult and Children's Safeguarding Boards	Identification of repeat victims has been resolved. Risk assessments carried out. Daily reviews conducted by HAU staff. MARAC, MAPPA and MASH panels in place. West Mercia has also adopted the Integrated Victim Management approach which was first introduced in Warwickshire. Moving forward, the new Victim's Hub will focus on supporting repeat victims to reduce the likelihood of future victimisation.	Crime Reduction Board
2.3	<p>Proactively finding the causes of crime so threats are identified and targeted before they escalate.</p> <p>Working more effectively with partners and local communities to prevent, resolve and reduce crime and anti-social behaviour</p>	(2.3.1) Proactive representation by the force at Community Safety Partnerships and community groups as appropriate	All CSPs have force representatives at their meetings. Telford and Shropshire have Supts who chair, Hereford has a Supt who is vice chair, North and South Worcestershire have CI attendance at all meetings. Representation at CSP meetings are being shared between Commissioning Team, Policy Team and Deputy PCC. Schedule of meetings collated and shared with colleagues to show attendance.	Attendance by PCC / Officers at CSP meetings
		(2.3.2) Implementation of the National Serious and Organised Crime Strategy requirements to work in partnership with other organisations to tackle those individuals and organisations causing most harm. Known as the Joint Policing Panel (JPP) in West	SOCJAGs in place across West Mercia Oversight and scrutiny provided by CSPs feeding into the PCC's Crime Reduction Board arrangements.	Crime reduction Board

	Mercia.		
2.4	Ensuring partnership commitments are fully implemented and delivering the best possible results, including West Mercia's Reducing Reoffending Strategy and Mental Health Crisis Concordat	(2.4.1) Working with partners to implement the Reducing Reoffending Strategy	Reducing Reoffending strategy in place. Currently reviewing to ensure objectives are being met. PCC strategy forms part of local reducing reoffending plans. Ongoing risks related to the performance of the CRC to reduce reoffending. OPCC to monitor.
		(2.4.2) Mental Health - the force is signed up to the Mental Health Concordat and supports the local delivery plans,	Currently working with local commissioners to establish a revised approach to triage, using the CAS 111 service. In addition, the OPCC is working with Worcestershire commissioners in order to scope out the feasibility of introducing a mental health café.
2.5	Working with West Mercia Safer Roads Partnership and others to improve road safety, using practical, evidence led approaches to enforcement and education, reducing the number of deaths and serious injuries	1) Reinvigoration of governance and reporting mechanisms  (2) Co-ordination and re-commissioning of young driver training initiatives	Review of the use of SRP reserves completed. Responsibility for allocation of reserves transferred to PCC and two mechanisms for determining its use have been developed: one for small local initiatives and one for larger or area wide initiatives.
2.6	Work with partners to increase the proportion of hate crimes reported to	This work is ongoing. The force has refreshed its hate crime policies and procedures with its Independent Advisory Groups and others. The diversity team review all reported hate crimes and	Update due end November 2018
			Strategic Diversity Board

	the police	incidents to help identify any trends and ensure victims receive the best level of service.		
--	------------	---	--	--

<b>Police and Crime Commissioner's Commitments:</b>				
<b>Ref</b>	<b>Plan commitment</b>	<b>Supporting activity</b>	<b>Progress update</b>	<b>Oversight mechanism</b>
B.1	Ensure partners work together to provide efficient and effective support to victims and use early intervention to prevent victimisation.  <i>Cross reference to A3 (Victims Board and A4(Needs Assessment)</i>	(B1.1)Mobile App scheme: (1) Developing and building a mobile app aimed at 12-14 year olds. (2) Launch event for the app (3) Evaluation and consideration of future development	Completed	Delivery plan monitoring
		(B1.2)Perpetrator programme: Explore funding opportunities for a perpetrator programme across West Mercia	The Worcestershire Domestic Abuse Perpetrator Panels went live in October 2018, good representation from partners and a good selection of appropriate referrals.  DAPP meetings are being held monthly (1 for North Worcs and 1 for South Worcs) and they follow the IOM ODOC meetings.  Referrals mainly come from MARAC and also some force intelligence work around Recency, Frequency, Gravity which identified the highest harm and highest risk perpetrators.  During the DAPP meeting, 9 perpetrators were referred onto Drive and have been allocated a Case Manager. Work has already begun on gathering intelligence and building up a perpetrator profile and cases will be brought back to the DAPP meetings to be reviewed and track progress.	Delivery plan monitoring
B.2	Make sure public	(B2.1)	Completed	Delivery plan

<p>funding used in support of this objective is allocated responsibly, is outcome focussed and based on proven need.</p> <p>Use a commissioning framework to ensure funding for community safety partnerships represents value for money.</p> <p>Develop strong partnerships that deliver our shared outcomes.</p>	<p>(1) Use Commissioning Strategic Frameworks / scorecards in the determination of funding allocation.</p> <p>(2) Update scorecards on a quarterly basis to provide quantitative data</p> <p>(3) Carry out needs assessment.</p> <p>(B2.2) Development of KPIs associated to outcomes:</p> <p>(B2.3) Develop and implement social value criteria for grant and commissioning applications</p> <p>(B2.4) Outcome Star review: (1) Complete the pilot of the outcome star involving 10 grant recipients. (2) Work with Triange Consultancy to evaluate the pilot (3) Roll out of the project to a wider groups of grant recipients, including training and familiarisation.</p> <p>(B2.5) Extend the target age range of the existing diversionary model: Introduction of a tier 2 grant aimed at the 13-16 year old age group</p> <p>(B2.6) Analysts working group: Hold regular workshops with analysts from CSP, police, IOM and public health seeking to improve awareness and sharing of knowledge between analysts. Improve communications, reduce and embedding the use of the balanced scorecards into the analyst function</p> <p>(B2.7) Diversionary sporting activities for children and young people: (1) Review the independent evaluation from Loughborough University of a two year trial into effective sports interventions for diversionary activity (2) Subsequent activity to be determined</p> <p>(B2.8) Schools Programme initiative: (1) Scope of programme to be identified and agreed (2) Subsequent activity to be determined</p>		monitoring
	<p>(B2.2) Development of KPIs associated to outcomes:</p>	<p>New outcome framework in place and agreed with Home Office and MoJ. Action complete</p>	Delivery plan monitoring
	<p>(B2.3) Develop and implement social value criteria for grant and commissioning applications</p>	<p>Social Value is now part of our tender and grant process. Action complete</p>	Delivery plan monitoring
	<p>(B2.4) Outcome Star review: (1) Complete the pilot of the outcome star involving 10 grant recipients. (2) Work with Triange Consultancy to evaluate the pilot (3) Roll out of the project to a wider groups of grant recipients, including training and familiarisation.</p>	<p>The review has been completed and a decision made to proceed with it for all Diversionary network grants – it has become part of their grant offer i.e. in order to receive the funds it is something they have to agree to using it. It provides valuable data on meeting the softer outcomes of the grant service users.</p>	Delivery plan monitoring
	<p>(B2.5) Extend the target age range of the existing diversionary model: Introduction of a tier 2 grant aimed at the 13-16 year old age group</p>	<p>Completed</p>	Delivery plan monitoring
	<p>(B2.6) Analysts working group: Hold regular workshops with analysts from CSP, police, IOM and public health seeking to improve awareness and sharing of knowledge between analysts. Improve communications, reduce and embedding the use of the balanced scorecards into the analyst function</p>	<p>Completed</p>	Delivery plan monitoring
	<p>(B2.7) Diversionary sporting activities for children and young people: (1) Review the independent evaluation from Loughborough University of a two year trial into effective sports interventions for diversionary activity (2) Subsequent activity to be determined</p>	<p>Completed</p>	Delivery plan monitoring
	<p>(B2.8) Schools Programme initiative: (1) Scope of programme to be identified and agreed (2) Subsequent activity to be determined</p>	<p>The consultant appointed by the OPCC has sent a proposal for Phase 2 of the programme which will look into what the Force are delivering in schools. Meeting scheduled for November 2018 for the PCC's</p>	Delivery plan monitoring

			office, consultant and the force to discuss holding some focus groups within the Force. The consultant will then produce a report in January 2019 which will then inform commissioning intentions.	
		(B2.9) PCC Project Fund: Convert old red phone boxes to hold lifesaving defibrillator equipment.	Fund has been absorbed into the normal budget – action completed	Delivery plan monitoring
		(B2.10) Undertake a review of the PCC funding allocations to CSPs and the outcomes the funding achieves. Any subsequent changes to be implemented from 18/19 onwards.	Completed	Delivery plan monitoring
		(B2.11) Undertake a review of the PCC funding allocated for CCTV schemes across West Mercia: (1) Request for information on existing schemes to be sent to all CSPs (2)CSPs to be invited to submit funding requests for 17/18 only.	Completed	Delivery plan monitoring
B.3	Make sure the Safer Roads Partnership responds to community concerns as well as working to reduce deaths and serious injuries on our roads	Pathfinder Project, teaching young people how to drive safely: (1) Develop a project specification seeking to introduce the programme across the whole of West Mercia.	Pathfinder now has a bespoke monitoring tool administered by West Mercia Commissioning team but shared with Glos OPCC due to the shared funding. Output targets have been set for both PCC's and proportioned to the respective grants. Outcomes will be monitored historically to evidence the impact of the initiative i.e. reduced RTC rate for those who engage in Pathfinder compared to those who don't.	Grant monitoring
B4	Provide oversight and support to West Mercia's Reducing Reoffending Strategy	1. Consult and produce a partnership strategy designed to tackle and reduce reoffending. 2. Design, create and implement a delivery plan which supports the strategy.	PCC Strategy in place.  CSP reducing reoffending strategies in place.  IOM and ODOC framework in place.  Governance and oversight provided by the CRB.  Government currently consulting on the redesign of Probation Services. The proposed model will consolidate the 21 CRCs into 10 regions. The 7 NPS regions will change to mirror the new CRC areas. 10	1. PCC's Crime Reduction Board 2. Programme highlight reports (IOM and Reducing Reoffending boards). 3. Oversight and scrutiny reports (CSP, Reducing Reoffending

			<p>new NPS directors will be appointed. Consultation response submitted. Working group being pulled together via the APCC.</p> <p>OPCC to monitor.</p>	Boards, IOM).
B5	Work with my counterparts in the West Midlands region to ensure there are robust governance arrangements surrounding the existing regional collaboration agreements which help to deliver the Strategic Policing Requirement (SPR).	(1) Monitoring of Police Reform and Transformation Programme, including Specialist Capabilities Board in particular  (2). Reinvigoration of Regional capabilities governance  (3). Build into Assurance and Holding to Account Programme	<p>Regional roads policing - The four areas of collaboration identified in the regional ambition paper have seen significant progress against each one, and the Regional Governance Group were updated on 2nd November. Performance in West Mercia and Warwickshire continues to be developed in line with CMPG performance to provide consistency across the region.</p> <p>Regional financial investigation (FI) - The pilot of utilising FI in prisons has proved that opportunities exist within prisons for FI. However, due to the nature and make up of prisons, such as prisoners moving frequently and prisoners moving out of their local areas into custody, this tool should not sit at local force level. This work directly feeds into the action plan for the criminality in prisons work.</p> <p>Criminality in the police estate - The academic report and working group have culminated in the development of a multi-agency recommendations and actions plan which was presented and supported by criminal justice partners on 6th November. A multi-agency taskforce will be set up to drive forward the action plan over the next 12-18 months.</p> <p>Performance - continues to be developed at both regional and force level, ensuring that there is a link between the two.</p> <p>Drugs - Work continues on identifying the scale of the drugs problem in SOC, not just County Lines.</p>	PCC and Chief Executive attendance at regional PCC meeting. Scrutiny by regional PROs. Scrutiny via AGG. Regional POs providing regular updates

		<p>National Police Air Service (NPAS) - The RPO continues to support the PCC as NPAS Strategic Board member for the central region (East and West Midlands). In the last quarter the RPO has supported the Commissioner in developing consultation responses to the NPAS fleet replacement business case and funding model consultation. The also RPO wrote the NPAS performance report for the Regional Governance Group in November, and spoke jointly with the Commissioner about NPAS at this meeting.</p> <p>Counter terrorism - The RPO is now in the process of interviewing counter terrorism leads from West Mercia Police and West Mercia local authorities to understand how Counter Terrorism Local Profiles are used and if any improvements that can be made. The report will be completed by 21 December 2018 and will make a series of recommendations. The report will be shared with the West Mercia Special Branch who are responsible for developing and presenting the document to partners on yearly basis.</p> <p>The RPO is doing four reports in total across the wider region, one for each of the following force areas: Staffordshire, Warwickshire, West Mercia and West Midlands. A summary document for all four reports will be produced for the Regional Governance Group on 25 January 2019.</p>	
--	--	--	--

Reforming West Mercia				
<b>Policing element:</b>				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
3.1	• Ensuring the alliance	Development and implementation of the transformation programme	Services to policing proposals finalised, with clearly identified efficiencies deliverable from 1/4/19 if	(1) Transformation Board

	<p>transformation programme delivers a better, more efficient service to the public</p> <ul style="list-style-type: none"> <li>• Ensuring there is strategic planning for the future of policing in West Mercia</li> <li>• Invest to save, so the force can be more adaptable and make best use of its resources</li> </ul>	<p>approved. IT infrastructure outline proposals also finalised. Decisions on business case pending Warwickshire approach to collaboration. Implementation dates dependent upon decision dates.</p>	(2) AGG	
3.2	<p>Delivering new fit for purpose technology and making best use of it</p>	<p>(3.2.1) Mobile Working Programme.</p> <p>(3.2.2) In car media</p> <p>(3.2.3) Telematics</p> <p>(3.2.4) Body worn video</p> <p>(3.2.5) Data network and desk top rollout</p> <p>(3.2.6) Athena</p>	<p>Project implementation signed off as complete in June. Benefits realisation on going.</p> <p>Work continues on resolving issues with the system. The contract is nearing its end and a retendering exercise will commence in due course.</p> <p>All vehicles have telematics units installed and where appropriate these are reporting back vehicle information. Activation of the vehicle driver identification has been put on hold following further faults with fitting being found. Fitters are working to resolve these. Ongoing problems with system operation leading to likely requirement for re procurement of system. An recommended options paper has been drafted for a decision on how to progress</p> <p>Completed</p> <p>Completed</p> <p>The track my crime outline proposal and high level business case for Public Engagement were both approved. Full business cases are to be submitted Feb 19 following Norfolk &amp; Suffolk pilots running Nov to Jan. It was agreed that work on the other ISP products will</p>	(1) Transformation Board (2) AGG

		<p>be put on hold until next year. PND accreditation has been delayed again. All Athena forces will need to pass into final accreditation together. This is therefore reliant on Kent go live before remaining forces can all be accredited. Phase 2 activity is underway with key elements being progressed as scheduled. These include developing an HR interface database for internal use. The Victim Care Database has an improvement in the new version.</p>	
	(3.2.7)Gazetteer	Completed	
	(3.2.8)Digital Forensics	<p>New accommodation for central Digital Forensics at Hindlip is due for completion in the New Year. Work to move Digital Forensics teams into their new accommodation will then commence.</p> <p>There has been sustained increase in submissions to HighTech Crime Unit recorded since 2017. 2 main influencing factors are ISO accreditation and a number of major incidents in the latter part of the year. Locally based kiosks were identified as a means through which to distribute demand.</p> <p>There are currently 11 kiosks in West Mercia (9 across the LPAs, with 2 at Hindlip) and approximately 70 locally trained staff who are responsible for the examinations. This is an uplift of 6 kiosks compared to June 2017 (when initially raised at a Holding to Account meeting). The kiosks were originally implemented to examine level 1 submissions (low level volume crimes).</p> <p>Following a review by the service area the kiosk examiners are also examining the following:</p> <ul style="list-style-type: none"><li>• All RTC's whether fatal or not.</li><li>• Local organised crime offences.</li><li>• Non suspicious deaths. Where there is evidence that an individual has taken their own life and the submission is to try and ascertain a reason for committing suicide, this should be conducted on a</li></ul>	

			kiosk. A Kiosk Coordinator role has been created to act as a SPOC within the Digital Forensics Unit and work with the local SPOCs out on the local policing areas. The service is reviewing the kiosk strategy to ensure it is futureproof and ISO compliant.	
3.3  <b>(Cross reference 3.4)</b>	Ensuring the force has fit for purpose buildings and contact points which best meet the needs of local communities and the organisation.	(3.3.1) Estates Programme	The Estates Delivery Plan is progressing with over fifty co-location/partnership opportunities being actively pursued. Applications for One Public Estate (Round 7) funding to support feasibility and design works costs submitted November 2018. Hindlip Master Plan Initial Phase completed and now being refined to accommodate additional requirements.	Property Board
		(3.3.2) Replacement of Shrewsbury Police Station	OPE Funding application submitted November 2018. Work with OPE partners to identify potential sites underway	
		(3.3.3) Replacement of Hereford Police Station	Options appraisal for sites now completed and final due diligence work in progress.	
3.4	Delivering the operational control centre programme on time and on budget to improve force resilience	Building of a new OCC	Good progress is being made with VMB on 101 calls. The overall programme plan has now been baselined, resources plans complete and finances reforecast. The programme is now tracking progress against this baseline. It now covers areas like testing, cutover and dress rehearsal. The testing is progressing well and on track. The Go Live date will not be communicated until the outcome of the testing has been done.	IPCAC
3.5	Making sure the force has the right contact channels for the public and that it provides the right response every time.	Development and implementation of the channel shift programme which will support a wider range of ways to interface with the force: online payments; web chat; self-service etc	Refer to 1.2 and 2.1.2	
3.6	• Understanding, investing in and developing the	The People Strategy provides the strategic direction for the organisation with regard to organisational development, leadership	Analysis was commissioned to assist in understanding the demand profile for abstractions and training requirements. The analysis indicated that the training	

	force's officers, staff and volunteers to make sure they are reaching their full potential • Properly investing in the workforce and developing staff	development and learning. Activity in Support of the People Strategy includes: >A Talent Management Programme has been developed and is to be implemented. >A Strategic Training Panel provides oversight of the L&D training programme to ensure organisational training needs are identified. >PDR process	scheduled over Jul Aug would be 23 times over agreed abstraction levels. A decision was made to reduce training over this period to manage the exceptional volumes of demand associated with the world cup and Trump visit. The reduction in training provided L&D with the opportunity to undertake a training review which was produced in Aug 2018. The review put forward a number of recommendations including a review of course lengths, the development of a local CPD model, greater use of blended learning and training new recruits prior to PEQF. The OPCC was consulted as part of the review process.	
3.7	Ensuring a stable workforce which better reflects the demographic make up of our communities	The People Strategy provides the strategic direction for the organisation with regard to its people.	Updated demographic stats not yet available (Q2 Jul Sep). The PCC met with the force's staff networks in September to understand the opportunities and barriers faced by different staff groups. The feedback from this meeting was used to inform the PCC's holding to account meeting in September a thematic meeting on Workforce. The PCC raised issues in respect of the force's long term strategy for ensuring diversity during the recruitment process and the way in which the force engages with its staff networks.	Strategic Diversity Group
3.8	Increasing the number of special constables and police volunteers	(1) Develop a marketing and communications strategy  (2) Ensure a streamlined recruitment and training process  (3) Improve recruitment and retention	<a href="#">Refer to D5.1</a>	Citizens in Policing Steering Group
3.9	• Delivering a modern, effective and adaptable support function which		<a href="#">Refer to 3.1 - 3.8</a>	

	<p>responds to the needs of our service and community</p> <ul style="list-style-type: none"> <li>• Aspire to a market leading support service for policing.</li> </ul> <p><b>Refer to 3.1 - 3.8</b></p>			
3.10	<p>Working alongside public and third sector partners so that together they deliver a safer West Mercia.</p> <p><b>Refer to 2.2-2.6.</b></p>		<p><b>Refer to 2.2-2.6</b></p>	

<b>PART B: Police and Crime Commissioner's Commitments</b>				
<b>Ref</b>	<b>Plan commitment</b>	<b>Supporting activity</b>	<b>Progress update</b>	<b>Oversight mechanism</b>
C1	Work with Warwickshire's Police and Crime Commissioner to provide governance and oversight of all the modernisation programmes across the alliance <b>Refer to 3.1</b>		<p><b>Refer to 3.1</b></p>	
C2	Support the health and wellbeing agenda within the alliance	(C2.1) Ongoing scrutiny of staff and officer sickness levels. (2)Review of annual staff survey	<p>1) There continue to be month on month increases in officer and staff sickness. Sickness rates are higher than for the equivalent months in 2017/18.</p> <p>2) The Durham survey and Federation Pay and Morale survey indicate improvements could be made in respect of morale, emotional energy and perceptions of fairness. These issues are being addressed through the</p>	Holding to Account, AGG, Performance reports, Health & Wellbeing Board

			DCC's new Wellbeing Delivery Group. The group is West Mercia specific and tactical, and will feed into the alliance board. A PCC representative attends both health and wellbeing meetings. Sickness and survey results were raised by the PCC in the September holding to account meeting.	
	(C2.2) Develop and launch the Behind the Badge Campaign to highlight violence against officers and staff		The Assault on Emergency Workers Bill was passed, and we marked this key milestone in the campaign with media releases, social media and interview opportunities. A further media release and case study is planned for November 13th (The date when the law comes into effect). We continue to engage with Reef TV, offering potential case studies for involvement in a TV series.	
C3	<ul style="list-style-type: none"> <li>• Give leadership to the force and partners in forging new collaborations to deliver efficient and improved public services</li> <li>• Join up services and commissioning with partners where there are operational and financial benefits</li> </ul>	(C3.1) Fire and Rescue Service Business Case	<p>Go live delayed by Home Office following challenge by the two FRA. All aspects except draft contracts standing order and financial regulations are prepared ready for go live.</p> <p>Work on going with FRS staff in preparation for work after go live.</p>	Regular reports to Police and Crime Commissioner and Chairs of FRA
C4	Jointly monitor the National Specialist Capabilities Programme and respond to any changes arising from it		The RPOs are continuing to support the PCC's engagement with the Specialist Capabilities Programme by advising the PCC of the strategic issues that are emerging from the Programme. PCC scrutiny of the Programme comes through the Specialist Capability Delivery Board, which is made up of PCCs, Chief Constables and programme leads. PCC Matthew Ellis (Staffordshire) and Chief Constable Anthony Banham (West Mercia) represent the wider West Midlands	

			region on that Board. The next meeting of the Board 28 November 2018.	
<b>Reassuring West Mercia's communities</b>				
<b>Policing element:</b>				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
4.1	Ensuring the Police Code of Ethics is embedded within the force's culture, and is adhered to	Regular communications on vision and values; website pages. Head of Professional Standards emails out regular ethical dilemmas, learning and outcomes from PSD	<p>The final TIE committee meeting took place in July 2018. Both PCCs have agreed that the standards and ethics work will be picked up by the Joint Audit Committee going forward. 2 members will be recruited to lead on this portfolio. The recruitment process is in progress.</p> <p>Policy officer leads for standards and ethics (from both OPCCs) are working with the force to enhance existing dip sampling processes. The policy officer leads are due to undertake a one off dip sample in September. This will focus on 28 day updates as per the recommendations of the HMICFRS Legitimacy Inspection. Results of this work will be feedback to both PCCs and the head of PSD.</p> <p>DPCC/Head of PSD performance meetings are ongoing. The next meeting is scheduled for September. The DPCC is also due to attend and observe a gross misconduct hearing in September.</p>	>Monthly Holding to account meeting; >TIE Committee; >Dip Sampling of Police Complaints; >Civil Claims monitoring >PSD Performance meetings
4.2	Delivering new online platforms for communicating and engaging with the public and partners, alongside traditional and existing methods.		<b>Refer to 3.5, 1.2 &amp; 2.1.2</b>	
4.3	Proactively publishing	Ongoing. The force website is kept up to date with	Results from the Town and Parish Council have now	Improve Public

	information to demonstrate the force is working ethically, and enable good governance	relevant information	been fully published. Q2 data from the public confidence survey will also be published in the coming days. Monitoring continues on the website and social media to ensure regular publications, such as meeting minutes, decisions, PCC engagements are consistent and up to date.	Contact & Comms Programme Board
4.4	Engaging with the public and acting on their concerns locally Making sure people get an individual response based on their specific needs, and they understand the service they can expect to receive Work with local people and partners to give visible reassurance on frontline neighbourhood policing.	Development of a Contact Management Strategy which sets out the service standards the public can expect to receive when having contact with the alliance	New contact system is now fully operational and delivering significant benefits to the PCC's office, as well as correspondents.  FOI now integrated as well as media requests and general correspondence.  ICT have some outstanding work to do to enable fully automated logging.	
4.5	Ensuring the force is visible and accessible both in communities and online.		<b>Refer to 3.5, 1.2 &amp; 2.1.2</b>	
4.6	Making sure all communities, individuals and staff are treated equally, fairly and respectfully by the force	The equality and diversity work programme seeks to develop and deliver the force equality objectives. There are 3 objective areas: operational; organisational and people and culture. The force has active Independent Advisory Groups (IAGs) in place; geographic and thematic who offer impartial	There has not been a SDG since June 2018. The next meeting is scheduled for November 2018. As such, there are no specific updates in relation to this objective.	>Strategic Diversity Group >Strategic IAG

advice to the force				
4.7	Ensuring West Mercia Police complies with the Best Use of Stop and Search Scheme	<p>West Mercia Police was suspended from the national Best Use of Stop and Search Scheme (BUSS) in February 2016 for noncompliance. A small team was established to address the causes of noncompliance and to bring about change within the alliance to ensure future compliance. In addition Northamptonshire Police undertook a peer review.</p> <p>The following changes were identified in order to become compliant: recording and publishing outcomes, introducing Ride Along scheme and strengthening the involvement of communities with community triggers.</p> <p>HMIC undertook a re-inspection in August 2016</p>	<p>During 2017/18 4205 stop and search encounters were recorded in West Mercia and 35% of these resulted in a positive outcome.</p> <p>A stop and search disproportionality analysis was published on the force website in July.</p> <p>The stop and search database has been live since June. The dedicated stop and search Sgt and local SPOCs have carried out dip sampling of submissions and there has been an improvement in the application of reasonable grounds.</p> <p>The North Worcestershire IAG has successfully piloted the scrutiny of body worn video evidence linked to stop and searches. This approach will now be rolled out across all local policing areas.</p>	>Stop and Search Strategic Group. >Strategic Diversity Group
4.8	Working with partners to improve prevention and understanding of cybercrime, ensuring the strategy is fully implemented and emerging threats are tackled	<p>Cybercrime is a strategic priority for the force and is identified as a national risk in the Home Secretary's Strategic Policing Requirement (SPR). A revised Cyber Crime Strategy for the alliance sets out the approach to cyber. This is supported by a draft delivery plan. Work is ongoing to create a tactical partnership delivery group to support the strategy and to build and strengthen partnership opportunities.</p> <p>A programme of mandatory online cyber training packages has been developed to raise awareness and understanding amongst officers and staff.</p> <p>Work is ongoing to develop training for Victim Support Staff which is scheduled to be implemented in Spring 2017.</p> <p>The Business, Rural and Cyber Crime (BRC) coordinators provide support to the cyber strategy through awareness raising and cyber-crime prevention advice to communities, businesses etc.</p> <p>There is a rolling corporate communications plan,</p>	<p>There have been further personnel changes at a senior level at the Strategic Cyber Board and this has been postponed until November.</p> <p>Locally the tactical group met in September and continues to develop its understanding of cyber issues and how best the group can add value to any particular areas.</p> <p>A regional working group between the 4 PCC offices has been established to look specifically at online fraud.</p> <p>The force has submitted a cyber bid to central government which would include funding for Getsafe Online. The outcome of this bid is awaited. If it is unsuccessful then the PCC will seek alternative funding for it.</p>	>Briefings >Cybercrime strategic governance group

		#BeCyberSmart, which supports and promotes structured communication campaigns across the alliance.		
4.9	Making sure voices and priorities are heard and acted on from within our rural communities, via the Rural Matters plan to ensure their specific needs are addressed	The alliance tactical plan (Rural Matters) sets out 7 key strands of activity in support of the force approach to rural matters. The local policing superintendent for Herefordshire holds the alliance portfolio for rural and business and oversees delivery against the tactical plan. There a number of Rural, Business and Cyber (BRC) Coordinator and other support posts across West Mercia, supported by PCC funding, to provide local delivery in support of the tactical plan.	<p>The Rural and Business Officers (RBOs) have continued with their local programmes of engagement and crime prevention with both business and rural communities.</p> <p>The force took part in a National Rural Crime Day in November.</p> <p>The PCC has recently met with representatives from the NFU in Worcestershire to discuss local concerns.</p>	>Briefings >Quarterly tactical meetings >Update reports on PCC funded initiatives
4.10	Working with businesses and partners through the Business Matters plan to ensure business crime is addressed effectively	<p>The alliance tactical plan (Business Matters) sets out 7 key strands of activity in support of the force approach to business matters. The local policing superintendent for Herefordshire holds the alliance portfolio for rural and business and oversees delivery against the tactical plan. There a number of Rural, Business and Cyber (BRC) Coordinator and other support posts across West Mercia, supported by PCC funding, to provide local delivery in support of the tactical plan.</p> <p>The BRC teams have continued with locally tailored support across all 7 strands of the initiative.</p>	<p>The Rural and Business Officers (RBOs) have continued with their local programmes of engagement and crime prevention with both business and rural communities.</p> <p>The RBO's provide the PCC with quarterly activity forms, providing a summary of the work they have undertaken.</p>	

Police and Crime Commissioner's Commitments:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
D.1	Make sure police follow custody rules and treat detainees safely and fairly, via	(1)Recruitment and continuous training of the volunteer workforce. (2)Attendance at ICV local panel meetings. (3) Development and implementation of the	A successful round of recruitment took place for ICV volunteers over the summer, however over the same time period there were a number of resignations so the number of volunteers has remained relatively	Attendance at the strategic custody users forum (SCUF)

	an Independent Custody Visitor Scheme	electronic custody recording database across the alliance. (4) Providing data to & working closely with the Independent Custody Visitors Association (ICVA). (5)Attendance at national events concerning custody visiting (6)Publish an annual report (7) MOU for each ICV	static.  Subject to vetting a new ICV coordinator has been recruited following the incumbent post holder moving to another post.	and the Custody Users Group (CIG) by Warwickshire OPCC
D.2	Develop and publish a Communications and Engagement strategy, setting out how I will actively engage with communities and monitor performance	Develop, publish and implement a new Communications and Engagement Strategy, supported by a strategy delivery plan. Refer to the Communication and Engagement Delivery Plan for all related activity	Monitoring has been carried out with no areas of concern. The new caseworker system has led to significant improvements around contact management and media management.  New campaigns are being delivered to enable more active citizenship, around both water safety and road safety.  The PCC's Ambassadors have met with both the Commissioner and the Chief Constable recently to ensure a clear understanding of current priorities and projects for both the PCC and West Mercia Police.  The Annual Report was published in line with requirements.  Social media has seen significant growth in recent months	Monitoring of Strategy delivery plan on a quarterly basis
D.3	Launch a new Commissioner's Ambassador scheme to deliver more engagements, relationships and local links across our communities	(D3.1)Commissioner's Ambassador Scheme: (1) Design and establish a new Ambassador programme. (2)Recruit ambassadors (3) Identification of engagement appropriate for CA engagement (4) Identification of priority demographic and geographic communities (5) CAs to provide written feedback on all engagements (6) Provision of central support and materials etc to ensure CAs represent the ambassador	The Community Ambassadors continue to strengthen and develop relationships with various groups within their community. They are working closely with partners in their respective patches on projects such as training night time economy staff on what to do should they encounter a knife or acid attack. Others have been working on helping those dependent on alcohol, and causing problems for emergency services, get back on the straight and	Monitoring of CA programme

		<p>appropriately.</p> <p>(D3.2) Ambassador Grant Scheme: (1) £40k allocated for CA identified projects (2)Development of grant scheme and associated processes (3)Ongoing monitoring of grant scheme</p>	narrow  The CAs are continuing to use the grant scheme on projects that are diverse and interesting and are hopefully going towards making a difference within their respective patches. The new funding pot for innovative initiatives around road safety has just opened, so this will also bring in projects identified through the CAs and their Supts.	
D.4	Ensure that the police and partner organisations are active and effective in tackling the issues that are important to our communities	(D4.1) PCC Confidence and satisfaction survey: (1) Explore shared opportunities with other PCC offices (2)Design a contact specification (3)Procurement exercise to identify suitable service provider (4)Subject to securing a provider, introduce a confidence and satisfaction survey across West Mercia	The second tranche of results have been delivered and indicate a 85% confidence level in West Mercia Police. The survey also captures data on other perceptions, including police visibility, engagement access, integrity and communication. Learning from the initial results is already being utilised within the force.	Delivery plan monitoring
		(D4.2) Environmental Scanning via: (1) Daily media monitoring (2) Social media monitoring (2) Monitoring of Ambassador feedback (3) Monitoring of correspondence log (4)Formal consolation responses	Regular environmental scanning continues through daily news summaries looking at topics of interest locally and nationally, social media scanning and analysis of performance. These are fed to the PCC and DPCC as appropriate and used as a basis for conversations/ topical wider communications. Environment scanning also carried out via engagement with communities and partners. Recent examples include delivery of Q2 confidence survey and results of the Town and Parish Council survey.	Delivery plan monitoring
		(D4.3) Responding to key / strategic public and other consultations, seeking to influence outcomes that support the Safer West Mercia Plan	The PCC continues to respond to strategic consultations. In the last quarter this has included a DCLG consultation on unauthorised encampments, an MoJ consultation on changes to probation and the submission of written evidence on modern day slavery and human trafficking.	Consultation plan
D.5	Involve, engage and empower communities in the delivery of my plan	(D5.1) Regular, consistent and targeted communications messages highlighting the difference communities can make and the opportunities available	A media event is planned for the 30th November, alongside Home Secretary Sajid Javid to relaunch Neighbourhood Watch. The PCC has invested in new signage in support of this other more localised events	Delivering plan monitoring

	through more opportunities for active citizenship and volunteering	(D5.2)Support West Mercia's Police Cadets, Citizens' Academies and police Support Volunteer Scheme: (1) Attend, monitor and influence the alliance Citizens in Policing meetings (2) Funding for Police cadets scheme	<p>have been attended and supported.</p> <p>We continue to link in for updates on the Diversity Project and have provided some social media updates further publicity around the gardening project is planned for when this come to fruition in the Spring.</p> <p>We have an improved relationship with the new Citizens in Policing SPOC to link in on joint comms.</p> <p>We have attempted to link in with the Cadets to promote their good work but have had difficulty getting them to engage, this has been flagged with the Volunteers Coordinator.</p> <p>We have worked to build the relationship between SNTs and NHW, addressing issues at a local level.</p>	Citizens in Policing Steering Group
D.6	Be open and transparent in all the decisions and appointments I make and in the way I hold the Chief Constable to account	((D6.1) (1) Monitoring of website for compliance and timeliness. (2)Monitor compliance with statutory publication regulations. (3)Publish relevant paperwork from meetings (3) Publish an online decisions log. (4) All appointments are advertised on the PCC's website, via relevant recruitments sites and internally.(5) Ensure all correspondence is logged and responded to in a timely fashion (6)	The website is regularly audited. Discussions are still underway with the web supplier for more general improvements, to be undertaken as part of the fire transition.	Website management plan
		(D6.2) (1) Complete annual review of the Corporate Governance Framework (2) Complete annual review of the Treasury Management Framework	Completed	JAC
D.7	Work with the police to publish information arising from recommendations in HMIC or other strategic reports	The Force and PCC's office have developed an agreed process for managing and responding to HMIC inspections from the initial notification of an inspection through to the publication of the resulting inspection report and ongoing scrutiny of any subsequent improvement plan. Media and communications teams from both the	No further thematic or national inspection reports have been issued since the last update. Focused work continues to address the inadequacy rating for serious and organised crime contained within the PEEL Effectiveness report 2017. The PCC's office continue to be sighted on this work. HMICFRS have confirmed that the on site inspection	

		force and PCC's office are responsible for publishing media statements and managing any media interest following the publication of a HMIC or other statutory report.	for the Integrated PEEL inspection will take place in January 2019. In advance of this the force have provided data to the inspectorate and have been subject to a number of 'Insight' visits from Inspectors to different service areas.	
D8	Work with local people and partners to give visible reassurance on frontline neighbourhood policing (Joint PCC / CC commitment) <b>Refer to D2 and D5</b>		Refer to D2 and D5	
D9	Work with the force to explore, develop and implement new complaints processes in response to Policing and Crime Act 2017 changes.	The PCCs office has started collating information from other PCCs who have already established a triage service for complaints. This information will be used to support conversations with the force/Warwickshire OPCC and to potentially develop a business case for a similar model in West Mercia/Alliance.	Following the development of an options paper in respect of the mandatory appeals function, the PCC agreed to the creation of a regional appeals manager role (based in West Mids). However, the PCC has subsequently received notification from the HO that the third phase of the complaint reforms (i.e. appeals) was going to be delayed, and unlikely to be implemented before October 2019. Therefore, the recruitment of the appeals manager has been put on hold.	

## AGENDA ITEM 8

### GLOSSARY: OVERSIGHT MECHANISMS – SUMMARY OF MEETINGS

**Key:** \*\* - Notes of meeting are published, # – public meeting

NAME	PURPOSE (Safer West Mercia Plan - Cross cutting / other)	MEETS
Alliance Governance Group*	To provide a strategic governance and decision making body for the alliance between West Mercia Police and Warwickshire Police. Chaired by the PCCs.	Bi-monthly
Independent Joint Audit Committee*#	A combined committee across both West Mercia and Warwickshire police force areas, which considers internal and external audit reports of both of the Police and Crime Commissioners and the Chief Constables (CC)	Quarterly
Monthly Holding to Account*	Meeting to hold the Chief Constable to account on performance and strategic initiatives.	Monthly
Service Improvement Board	To provide accountability and assurance that the Alliance is delivering against required improvements and identifying themes for organisational learning	Quarterly
Alliance Performance Management Group	Brings together senior officers and heads of service from across the alliance to discuss and review the performance framework, areas of concern and organisational learning.	Quarterly
Regional Governance Board	Meeting of 4 PCCs and CCs within the West Midlands region to provide oversight of regional collaboration including the Counter Terrorism Unit, the Regional Organised Crime Unit and the Central Motorway Patrol Group.	Quarterly
Weekly PCC / Chief Constable	Informal meeting held to discuss any critical or topical issues.	Weekly
Local Policing area visits	Programme of visits for the PCC / DPCC to meet with local command teams, officers and staff.	Adhoc
NAME	PURPOSE – (Safer West Mercia Plan – Putting victims and survivors first)	MEETS
Restorative Justice Alliance Programme Board	Oversees the strategic delivery of restorative justice across the alliance. Agree and implement policy, service level agreements and information sharing.	Bi-Monthly
Victim Contract Management Board	Oversight contract performance and operational assurance.	Quarterly
Victims Board*	PCC meeting to improve outcomes and services for victims	
NAME	PURPOSE – (Safer West Mercia Plan – Building a more secure West Mercia)	MEETS
Local Criminal Justice Board*	Brings together West Mercia's criminal justice partners to improve the efficiency and effectiveness of the criminal justice system	Quarterly
Strategic Vulnerability Board	A newly formed Board whose remit is to set the strategic direction within the alliance in relation to vulnerability	Quarterly
Mental Health Concordat Strategic Group	The MHCSG is the strategic group pulls partners together ensuring that local action plans are developed and implemented.	Under review

Serious and Organised Crime (Joint Partnership Panel Pilot)	South Worcestershire only – Provides strategic overview of the initiative set up to bring partners together to tackle organised crime groups.	Adhoc
Integrated Offender Management Programme Board	Provide strategic oversight of and direction for the 5 IOM teams. Agree and implement policy, service level agreements and information sharing protocols. Address and resolve partnership issues. Provide strategic oversight of funds allocated to IOM.	Bi-Monthly
WM YJS Management Board	To provide governance of the youth justice service in West Mercia	Bi monthly
Safer Roads Partnership Board	PCC, Police and Partner meeting to provide governance of the West Mercia Safer Roads Partnership	Bi annual
Sexual Violence Co-ordinating Group	Ensure delivery of improved outcomes for victims of rape and serious sexual violence.	Quarterly
Crime Reduction Board*	To improve partnership working designed to reduce crime and reoffending	Quarterly
<b>NAME</b>	<b>PURPOSE – (Safer West Mercia Plan – Reforming west Mercia)</b>	<b>MEETS</b>
Transformation Board	Provide the governance for decisions made on all change and transformation against organisational objectives.	Bi-monthly
Strategic Athena Management Board	National meeting of all forces signed up to the Athena programme to provide oversight and assurance of the national programme.	Quarterly
Athena Programme Board	To lead, direct and coordinate the work that is required to focus on the delivery of the business changes that are necessary for the successful implementation of the Athena system.	Minimum bi monthly
Property Board	To ensure a fit for purpose estate is provided in the right location at optimal cost to support service delivery and thereby protect people from harm.	Quarterly
Strategic Health and Safety Group	Provides oversight to health and safety matters across the alliance	Quarterly
Place Partnership Board	Provides guidance and development of the Company so as to deliver the strategic ambitions of the partner organisations, as set out in the Shareholder agreement.	
<b>NAME</b>	<b>PURPOSES – (Safer West Mercia Plan – Reassuring West Mercia's communities)</b>	<b>MEETS</b>
Improving Public Contact and Communications Board	Primary function is oversight of the OCC programme but is developing to cover all aspects of contact management and public	Quarterly
Citizens in Policing Steering Group	Oversight of recruitment of special, volunteering and citizens academies	Quarterly
Strategic Diversity Group	Police and partner meeting providing strategic oversight of all equality and diversity activity within the alliance including recruitment, hate crime, stop and search and new initiatives	Quarterly
Trust, Integrity and Ethics Committee*#	The TIE Committee exists to enhance trust and confidence in the ethical governance and actions of West Mercia Police and Warwickshire Police.	Quarterly

Strategic Custody Users Forum	Brings together police, ICVs, and service providers to provide oversight into all aspects of custody	Quarterly
PSD Performance Group	Provides an oversight of Professional Standards Performance	Quarterly
Strategic Stop and Search Group	Brings together police, police federation/Unison PCCs and IAGs for oversight of stop and search activity across the alliance. Reports to the Strategic Diversity Group	Quarterly
Independent Custody visitors Co-ordinating group/ panel meetings	Local meetings for the ICV volunteers on each panel to meet with the local inspector responsible for custody to raise concerns, and review ongoing work of the panel	3 per annum
Cyber Crime Strategic Panel	Police and partner meeting to provide oversight of the alliance approach to cyber including the tactical working groups.	Quarterly

This page is intentionally left blank

## Summary

Topic	Inclusion	Data	Commentary	
<b>Putting Victims &amp; Survivors First</b>				
Confidence	Quarter report	Reduction compared to the previous period and below the national average	Local confidence survey report circulated	4
Victim Satisfaction	Month & quarter	Overall satisfaction saw small decrease compared to the previous quarter.	Feedback received from independent consultant review of service	6
Repeat Victimisation	Month & quarter	Reduction in the volume of repeat victims	Trends will continue to be monitored	8
Repeat Offending IOM offenders		<b>Not included this month due to Athena data issues.</b>	<b>We hope to have this available in the near future.</b>	
<b>Building a More Secure West Mercia</b>				
Total Recorded Crime	Month & quarter	Increase on previous quarter	In-line with the expected seasonal trends.	10
Violence with Injury	Quarter unless exceptional	Comparable with the previous quarter	Volumes in expected range	17
Violence without Injury	Exceptional	Increase on previous quarter	Exceptional volumes except for Herefordshire	19
Sexual Offences – Rape	Month & quarter	Decrease on previous quarter	Exceptional volumes in Telford – driven by non-recent offences	21
Sexual Offences – Other	Month & quarter	Decrease on previous quarter	Volumes in expected range	23
Robbery	Quarter unless exceptional	Increase on previous quarter	Volumes in expected range	25
Residential Burglary – Dwelling	Quarter unless exceptional	Increase on previous quarter	Volumes in expected range	27
Theft from person	Exceptional	Increase on previous quarter	Exceptional volumes across Herefordshire, North Worcestershire and Telford & Wrekin.	29
Public Order	Exceptional	Increase on previous quarter	In-line with the expected seasonal trends.	32
Harassment	Exceptional	Increase on previous quarter	Exceptional volumes across most policing areas	34
Missing Persons Reports	Quarter unless exceptional	Decrease on previous quarter	Seasonally expected decrease	35
Hate Crime Hate Crime Satisfaction	Month & quarter	Decrease on previous quarter Hate Satisfaction stable	Volumes in expected range	36
Domestic Abuse	Quarter unless exceptional	Decrease on previous month	Exceptional volumes	38
Child at Risk /CSE	Month & quarter	CaR – Decrease on previous month  CSE – Increase on previous month	Volumes in expected range	40
Cyber Crime	Month & quarter	Decrease on previous month	Volumes in expected range	42
Anti-Social Behaviour	Quarter unless exceptional	Increase on previous quarter	ASB volumes are following the expected seasonal trend	44
Road Traffic Casualties	Quarter unless exceptional	17 road deaths in the quarter		46
Response Times to Emergency Incidents	Quarter unless exceptional	Increase in volume of emergency incidents compared to the previous quarter	Decrease in monthly average emergency response time	48
Criminal Justice – File Quality	Quarter report		More detailed CJ performance report available	50
<b>Reassuring West Mercia</b>				
Business Crime	Quarter unless exceptional	Decrease on the previous quarter		57
Rural Crime	Quarter unless exceptional	Increase on previous quarter	Trends reflect those of total recorded crime	58
<b>Reforming West Mercia</b>				
Sickness	Month & quarter	Increase in both Officer and Staff sickness rate compared to previous quarter	New Delivery Board convened	57
Complaints	Quarter report	Recording complaints below 80% aspirational target.		58
Call Handling	Month & quarter	Increase in call volumes; Abandoned rate for 999 and non 999 calls has decreased compared to the previous quarter		60



## **WEST MERCIA POLICE AND CRIME PANEL 27 NOVEMBER 2018**

### **WORK PROGRAMME**

---

#### **Recommendation**

- 1. Members of the West Mercia Police and Crime Panel (PCP) are invited to consider and agree its work programme.**

#### **Background**

2. Under the Police Reform and Social Responsibility Act 2011 the Panel is responsible for scrutinising the Police and Crime Commissioner's (PCC) exercise of their statutory functions. This includes:

- (a) The power of veto, by a two-thirds majority of the total panel membership, over the level of the PCC's proposed precept;
- (b) The power to review the Police and Crime Plan and make recommendations to the PCC who must have regard to them;
- (c) The power to review the PCC's annual report and make recommendations at a public meeting, which the PCC must attend;
- (d) The power to require the PCC to attend the Panel to answer questions.

Some of these functions are carried out at a specific time of year – for example the precept must be considered and a view given to the PCC by 8 February each year.

3. As a Scrutiny body the Panel reviews decisions made by the PCC, performance and issues of concern or interest. It is not possible to carry out all these functions in detail and it the Panel needs to plan its workload and agree its priorities.

4. The enclosed work programme has been compiled in consultation with the Chairman of the Panel and takes into account 'routine' items, items which are required to be considered by the Panel at particular points in the year and topics for which the Panel has asked the PCC to provide a report.

5. Members are asked to consider, update if appropriate and agree the Work Programme.

#### **Supporting Information**

Appendix 1: West Mercia Police and Crime Panel Work Programme

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

Sheena Jones, Democratic, Governance and Scrutiny Manager  
Tel: 01905 844871  
Email: [sjones19@worcestershire.gov.uk](mailto:sjones19@worcestershire.gov.uk)

## **Background Papers**

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) there are no background papers relating to the subject matter of this report.

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

## Appendix 1

### West Mercia Police and Crime Panel - Work Programme 2018/19

<b>Meeting Date</b>	<b>Area of scrutiny</b>
27 November	<ul style="list-style-type: none"> <li>• Police &amp; Crime Plan Activity and Performance Monitoring Report (July 2018- September/October 2018)</li> <li>• Update on action taken to address recommendations in the PEEL Effectiveness report (from June 2018 meeting)</li> <li>• Arrangements for dealing with the PCC budget proposals - Task Group</li> <li>• IT Strategy – including effectiveness and the part that Project Athena plays in this (update on Athena requested at the September Panel)</li> <li>• Update on proposals to end the current Strategic Alliance arrangement with Warwickshire</li> </ul>
07 February 2019	<ul style="list-style-type: none"> <li>• Proposed Precept 2019/20 – Report from the Task Group to consider to give Panel views to the PCC</li> <li>• Police &amp; Crime Plan Activity &amp; Performance Monitoring Report (October/Nov 2018 – December 2018)</li> <li>• Update on proposals to end the current Strategic Alliance arrangement with Warwickshire</li> </ul>
18 June 2019	<ul style="list-style-type: none"> <li>• PCC's Annual Report</li> <li>• Annual report on complaints 2018-19</li> <li>• Briefing on changes to the model for supporting Victims</li> <li>• Update on proposals to end the current Strategic Alliance arrangement with Warwickshire</li> </ul>
10 September 2019	<ul style="list-style-type: none"> <li>• Police Crime Plan Activity and Performance Monitoring</li> <li>• Potential briefing and visit ref IT</li> <li>• Update on proposals to end the current Strategic Alliance arrangement with Warwickshire</li> </ul>
27 November 2019	<ul style="list-style-type: none"> <li>• Police &amp; Crime Plan Activity and Performance Monitoring Report</li> </ul>
Potential items	<ul style="list-style-type: none"> <li>• Arrangements for the Panel if/when the PCC takes on fire governance</li> <li>• The PCC's commissioning activity - including diversionary activities, Community Safety Partnerships, rehabilitation</li> <li>• Complaints – review of the PCC's role and new arrangements under the Policing and Crime Act 2017</li> <li>• Mental health - impact on Police workload and how the PCC influences how this is dealt with</li> </ul>

This page is intentionally left blank