

**WEST MERCIA POLICE AND CRIME PANEL  
19 JUNE 2017****POLICE & CRIME PLAN ACTIVITY AND PERFORMANCE  
MONITORING REPORT (JAN 2017-MAR 2017)**

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**Recommendation**

1. **The West Mercia Police and Crime Panel (PCP) are invited to consider the Police & Crime Plan Activity and Performance Monitoring Report (Jan 2017-Mar 2017), 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 PCP with an overview of activity undertaken in support of the Safer West Mercia Plan and provide an update on police performance.

**Delivery plan and assurance**

3. The Police and Crime Commissioners (PCCs) Chief Executive and staff have continued to develop a delivery plan to strengthen monitoring and assurance of the Safer West Mercia Plan. Earlier in the year a decision was taken to move away from a shared delivery plan with the Warwickshire PCC's office and to redraft a delivery plan solely focused on the objectives and commitments contained within the Safer West Mercia 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.

4. The delivery plan is a substantial document and therefore a summary extract of it has been produced for the Panel at Appendix 2. The summary provides a concise overview of activity supporting the plan commitments, an accompanying commentary and details of the oversight mechanisms in place. The extract at appendix 2 contains updates to the end of May. Any progress updates previously reported to the Panel have not been included.

5. 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**

6. Victim's needs assessment – the PCC has commissioned Tonic to carry out a victim's needs assessment specifically to analyse the qualitative impact of existing service provision.

7. Restorative justice – Victim Support have been commissioned to deliver restorative justice services across West Mercia from 1 April 2017 and a Service Level Agreement is in place.

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

8. Mental health - A six month triage pilot scheme in OCC concludes in June 2017. During the pilot NHS Trusts employed mental health nurses to work from the force control room, assisting with mental health related calls. The pilot will be evaluated by the force and NHS partners to assess future viability.

9. Commissioners Grant Scheme - The PCC launched a new Community Grant Scheme in February with an initial focus on services for children and young people. The grants awarded aim to divert young people at-risk aged between 13 and 16 away from crime, by involving them in preventative activities. A separate grant for £90,000 over three years was also awarded for a young drivers safety awareness programme. In total £600,000 was made available. Details of the awards are published on the PCC's website.

## **Reforming West Mercia**

10. Body worn video – the PCC has signed off a £1 million investment in the technology following a successful pilot in Malvern Worcestershire. A further 240 officers and members of frontline staff in Telford and Wrekin are currently being equipped with the technology. Firearms officers across West Mercia will be next to receive body worn cameras, with plans to roll out to all frontline West Mercia officers and staff by the end of 2017.

11. Mobile technology – in March the PCC has approved a £4.2 million investment to enable mobile technology to be rolled out across the force following a successful trail in Evesham. The use of smart phones and lap tops will enable officers to work on the move and spend more time out in communities.

12. Behind the badge – In January the PCC launched his *#BehindtheBadge* campaign aimed at reducing violence against police and improving how the issue is tackled nationally. The campaign is ongoing with a dedicated campaign page and regular social media and video content.

## **Reassuring West Mercia's communities**

13. Commissioner's ambassador's scheme – the PCC has now recruited all his ambassador's with one in place for each local policing area. Each of the community ambassadors is developing a programme of engagements. All ambassador engagements are logged and monitored on a continual basis.

14. Summer events – the PCC, his Deputy and the Community Ambassadors (CAs) will be attending eight popular events this summer to engage with local communities and get feedback on local priorities around policing and crime. There will be a West Mercia PCC stand at every event which will allow the PCC, DPCC and CAs to meet with as many people as possible. It will also give those people the chance to ask any questions or raise any concerns they may have.

## **Performance and accountability**

15. 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. These reports are used to develop the agenda for a monthly meeting chaired by the PCC at which the Chief Constable is held to account for force performance. These monthly holding to account meetings also cover strategic initiatives and findings from HMIC and other reports. Notes from these meetings are published on the PCC's website. A summary of items covered since last reported to the Panel are included in appendix 1.

16. The latest quarterly performance summary report published by West Mercia Police is attached at appendix 3. This reports covers the period January to March 2017.

## **Supporting Information**

Appendix 1 - Summary of monthly holding to account question areas

Appendix 2 - Delivery Plan Extract

Appendix 3 - West Mercia Police Performance Summary Jan – March 2017

## **Contact Points for the Report**

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## **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.](#)

## Appendix 1

### Summary of monthly holding to account question areas

MONTH	AGENDA ITEM (P = Performance, SI = Strategic initiative)	SAFER WEST MERCIA PLAN OBJECTIVE*
<b>Dec</b>	Joint Policing Panel (SI)	Secure
	Crime Data Integrity (SI)	Reform
	PEEL	All
<b>Jan</b>	Domestic burglary (P)	Secure
	Vehicle crime (P)	Secure
	Call Handling (P)	Reform
	Corporate Comms (SI)	All
	Attendance figures (SI)	Reassure
<b>Feb</b>	Public Confidence (P)	Reassure
	Hate Crime Satisfaction (P)	Secure
<b>March</b>	Rape and Sexual Offences (P)	Secure
	Child at risk / CSE (P)	Secure
	Sickness (P)	Reform
	Health and Wellbeing (SI)	Reform
	Reforms to pre charge Bail	Secure
<b>April</b>	2016/17 Crime Trends (P)	Secure
	Repeat victims and offenders (P)	Victims
	Hate Crime (P)	Secure
	Call Handling (P)	Reform
	The use of drones (SI)	Reform
<b>May</b>	Victim satisfaction (P)	Victims
	Domestic Burglary (P)	Secure
	Cyber crime (P)	Secure
	Traffic Management Processing Unit (P)	Reform
	Athena (SI)	Reform

\*Objective titles have been shortened to:

Victims – Putting victims and survivors first.

Secure - Building a more secure West Mercia

Reform – Reforming West Mercia

Reassure – Reassuring West Mercia’s communities

## Delivery Plan Extract

PUTTING VICTIMS AND SURVIVORS FIRST				
Policing element:				
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 Board agreed the development of an independent assessment framework linked to the VCoP. KPI dashboard developed and agreed.	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	Update pending implementation of Athena September 2017	
Police and Crime Commissioner's Commitments:				
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 services must be	(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	The consultation led to a Victims Charter being signed off by the PCC. The charter sets out a number of standards that the newly established Victim's Board will work towards. The PCC will hold the board to account for these standards throughout his term.	Victims' Board, KPI Monitoring, Delivery Plan Monitoring. Audit and oversight
		(A1.2)(1). Conduct a victims' needs assessment, providing qualitative and quantitative feedback to	Tonic commissioned to conduct and carry out a victims' needs assessment. Report and	Victims' Board Delivery Plan

	delivered.	inform commissioning and to identify potential gaps (A2). (2)Work in partnership to ensure that victims have access to services. (3)Contract management (4)Grant provision	recommendations to be published Jun 17. Assessment framework in place re: Victims' Charter. Work on-going to improve compliance. Governance and oversight provided by the PCC's Victims' Board. Effective contract management meetings taking place. Outcomes and key deliverables managed by the HoC. Overall good progress being made against this objective.	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	Victim's Charter self-assessment carried out. Work underway to improve communication and information provision with victims. Improvement plan in place to improve the identification and referral of vulnerable victims to appropriate services.	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.	Work started 21st April. 3 month piece of work developing qualitative feedback from victims on what they would need to cope and recover.	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	Pleydell Smithyman completing the last updates of scorecards. These will be updated annually now, but used in the commissioning and review of contracts moving forward.	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	Victim's Board established. Performance framework in place. Partnership work underway to improve outcomes for victims. Board has overseen improvements in identification of and support for vulnerable victims. Board is focused on reducing repeat victimisation and the harm caused by domestic abuse. .	1.Quarterly assurance reports 2.Minutes and actions arising 3. Programme and project highlight reports. 4.Performance improvement

		6. Agree and set future meetings. 7. Publish meeting papers on PCC Website.		reports 5.Oversight and scrutiny reports
		(A3.2) Improve compliance with the key entitlements set out in the Victims' Code of Practice (VCoP)	Peer review and self assessments conducted. Work underway to address gaps. Service improvement plan in place (Police).	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	Contract reviews are in place, outcomes measurements against frameworks are being developed in addition to KPI's to assist in the management of contracted services (realigned to Safer West Mercia Plan). Follow up being planned regarding victim surveys and qualitative measures	Contract and grant monitoring
		(A4.2) Gap analysis with Victim Support to identify gaps in the market place.	Gap analysis complete, this is being used to develop the commissioning intentions for the new service. The process will be reviewed as part of the needs analysis review being carried by Tonic.	Delivery plan monitoring
		(A4.3)(1) Develop a commissioning strategy for domestic abuse, working with local authorities and public health to increase IDVA, and MARAC capacity	Meeting held between HoC and service provider to work on a needs analysis requirement for victims of abuse. Planning further development meeting to provide the scope and approach for this qualitative piece of work and determine the outcomes to be achieved.	Delivery plan monitoring
		(A4.4) Develop a commissioning strategy for serious sexual offences	Commissioning Intention document now complete, and being used in our commissioning strategy for 2017/18.	Delivery plan monitoring
		(A4.5) Develop a commissioning strategy for CSE	Commissioning intention document drafted, awaiting confirmation of budget to confirm final spend allocation and outcomes.	Delivery plan monitoring
		(A4.6) Retender the Victims Support contract	Needs assessment underway. Meeting consultant on the 5th May to assist in developing a paper on outsourcing or internalising the victims model for the PCC to consider.	Delivery plan monitoring

		(A4.7) Work with Warwickshire OPCC and Victim Support to develop an exit Survey	First update due September 17	
		(A4.8) Develop and undertake joint commissioning of SARC provision across the West Midlands region	NHS England leading on the commissioning process, with the force from West Mids, Staffs and Alliance involved too. Procurement process is underway, new contract being prepared for Autumn. We have a seat on the evaluation panel.	
		(A4.9) Improve the automatic data transfer (ADT) from the Police to Victim Support Services	Set out as recommendation 12 in Tonic's review. Work linked to Athena programme. Interim solutions identified and quality improvements held.	Victims' Board
		(A4.10) Improve the capture rates of mobile phone contact details in order to drive up rates of automated SMS contact	Set out as recommendation 11 in Tonic's review. Forms part of improved data capture/contact improvement plan.	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.	Commissioning Intentions being developed which will support the funding and recommendations. Notification for MoJ that further devolution will now not happen for a further 12 months which will mean 2019 in reality.	Delivery plan monitoring
		(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.	Meeting planned for 24th April. Regular contact however, and meeting on this date to go through draft annual return.	Delivery plan monitoring
		(A5.3) Work with the Home Office to facilitate funding provision of local refuges to support survivors of domestic abuse.	Funding now allocated to Local Authorities, this action can now be closed.	Delivery plan monitoring
		(A5.4) Work with Citizen's Advice Witness Service to improve victim and witness experience in the Courts.	Initial scoping meetings have taken place. Work underway to improve services for vulnerable victims. WS have introduced outreach service which provides enhanced services to identified vulnerable victims. WS have introduced data capture system.	Victims' Board Delivery Plan monitoring Performance Mgt. Audit and scrutiny
A.6	Support the	1. Commission an appropriate service provider to	VS have been commissioned to deliver RJ services	1. RJ



appropriate use of restorative justice	<p>deliver RJ interventions across West Mercia.</p> <p>2. Design and implement an RJ gateway service</p> <p>3. Design and implement an appropriate triage process which effectively manages RJ referrals.</p> <p>4. Consult and implement service level agreements between the CJS and the preferred provider.</p> <p>5. Effective contract and programme management.</p>	<p>across the Alliance from 01 Apr 2017. Key staff in place. Service Level Agreements drawn up. Partnership Governance Board met on the 7th of May 2017. Contract management meetings in place. Good progress made against key deliverables.</p>	<p>programme board</p> <p>2. Performance management reports</p> <p>3. Programme highlight reports.</p> <p>4. Contract management reports</p>
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### 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 people with vulnerabilities, understanding and managing associated risks	<p>(2.1.1) The DCC for Warwickshire has a strategic lead for the alliance and represents the forces at a national level. (1) Create a Strategic Vulnerability 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>The vulnerability strategy has been published and is to publicly launched. The alliance has lodged an expression of interest to be included in a national College of Policing pilot for vulnerability training. Separately L&amp;D have been looking to develop vulnerability training for West Mercia. This would be dovetailed with the CoP training. Rollout of West Mercia vulnerability training will begin in September. The rollout of the Vulnerability DVD is ongoing and over 1000 front facing officers / staff have seen it.</p>	<p>1) Strategic Vulnerability Board (2) WM - PCC holding to account session (3) WM PCC rep has attended the vulnerability training and briefed the PCC</p>
	Making sure the police provide the right response to incidents at the right time	<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><b>Cross reference to 3.4</b></p>	
2.2	Working closely with	Proactive representation by the police in: (1) MASH	Confirmation of correct involvement received via	

	partner agencies to reduce harm and prevent victimisation	(2) MARAC (3) MAPPA (4) IOM (5) Adult and Children's Safeguarding Boards	Crime Reduction Board	
2.3	Proactively finding the causes of crime so threats are identified and targeted before they escalate. Working more effectively with partners and local communities to prevent, resolve and reduce crime and anti social behaviour	(2.3.1) Operation of a proactive and responsive intelligence function.	Intelligence function under review as part of SSI Departmental review.	
		(2.3.2) Proactive representation by the force at Community Safety Partnerships and community groups as appropriate	Update pending	Attendance by PCC / Officers at CSP meetings
		(2.3.3) 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 Mercia.	Not yet working effectively - workshop to determine way forward to be held end of June.	Attendance by PCC / Officers at JPP meetings
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	See B4. Co-location of IOM teams of police, probation, third sector, YJS etc agreed for Worcester, Hereford, Telford. Plans still under development for Shrewsbury, Kidderminster and Redditch. Success dependent upon MoJ estates team.	>Community Safety Partnerships meetings, >Crime Reduction Board, >RJ Programme Board, >Local Reducing Reoffending Boards. >IOM Board
		(2.4.2) Mental Health - the force is signed up to the Mental Health Concordat and supports the local delivery plans,	A six month triage pilot scheme in OCC concludes in June 2017. During the pilot NHS Trusts employed mental health nurses to work from the force control room, assisting with mental health diversion. A period	>Crime Reduction Board. >MH Concordat Strategic Board.

			of evaluation is being undertaken and consideration will be given by the alliance and NHS partners as to if this service will continue in the future and expand across all policing areas.	>Strategic Custody Users group
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	(1) Regular reporting and governance arrangements now established, with details published on Police and Crime Commissioner website. Last meeting on 7/6/17  (2) A grant for £90,000 over three years was awarded for a young drivers safety awareness programme covering all West Mercia.	Safer Roads Partnership Governance Board
2.6	Work with partners to increase the proportion of hate crimes reported to the police	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 incidents to help identify any trends and ensure victims receive the best level of service.	Update pending	Strategic Diversity Board
<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. <b>Cross reference to A3 (Victims Board and A4(Needs</b>	(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	App production has progressed significantly, is now in the final stages of production. Launch event scheduled for 6th July. Effective partnership arrangements in place across the 3 Counties / 4 Local Authority Areas. Work ongoing to improve outcomes for victims of DA and SV. Victims' Board in place and assessment frameworks drawn up. Victims' needs assessment commissioned.	Delivery plan monitoring

	Assessment)			
		(B1.2)Perpetrator programme: Explore funding opportunities for a perpetrator programme across West Mercia	Not yet commenced	Delivery plan monitoring
B.2	Make sure public funding used in support of this objective is allocated responsibly, is outcome focussed and based on proven need. Use a commissioning framework to ensure funding for community safety partnerships represents value for money. Develop strong partnerships that deliver our shared outcomes.	(B2.1) (1) Use Commissioning Strategic Frameworks / scorecards in the determination of funding allocation. (2) Update scorecards on a quarterly basis to provide quantitative data (3) Carry out needs assessment.	Scorecards are now being updated for the complete 2016/17 year. A decision has been made to update these annually and use as a strategic document for future planning and commissioning. Needs assessment has commenced with the projected completion date being around June/July 2017.	Delivery plan monitoring
		(B2.2) Development of KPIs associated to outcomes:	KPI's have been developed with Women's Aid so far and are in the process of being finalised. KPI's to be developed with other providers in the coming months	Delivery plan monitoring
		(B2.3)Develop and implement social value criteria for grant and commissioning applications	Discussions have taken place with procurement team around Social Value - discussions to continue around how OPCC measures this through the grants/commissioning process.	Delivery plan monitoring
		(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.	Pilot of Outcomes Star has been successful so far, managers review meeting took place in March. Further support identified for some providers and actions have been identified to support this. Trial to continue until at least August 2017 which is when the current license runs out. Roll out to be put on hold until providers have completed a full year's worth of stars	Delivery plan monitoring
		(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	Mobilisation plan needs to be developed in this quarter and signed off, and the ToR of the Network group needs to be updated to reflect 13-16.	Delivery plan monitoring
		(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	Update pending	Delivery plan monitoring

		(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	New community grant scheme in February with an initial focus on services for children and young people. The grants awarded aim to divert young people at-risk aged between 13 and 16 away from crime, by involving them in preventative activities.	Delivery plan monitoring
		(B2.8) Schools Programme initiative: (1) Scope of programme to be identified and agreed (2) Subsequent activity to be determined	DPCC has commissioned a consultant to conduct a review of the work already going on within schools. Review to commence in April 2017 and expected completion is around June/July 2017.	Delivery plan monitoring
		(B2.9) PCC Project Fund: To be developed	Still under discussion - budget conversation to be scheduled with DPCC.	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.	Not yet commenced	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.	Review has not yet started - is planned to commence shortly with completion around September 2017. DPCC and CO are liaising with CSP's regarding this.	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	Die to Drive 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.	A 3 year grant has been awarded to The Pathfinder Project in April 2017 to conduct a series of workshops around teaching young people the dangers of driving and to prepare them on how to drive safely.	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.	Effective IOM arrangements in place. Partners have introduced improved catch and control measures to support domestic abuse perpetrators. Arrangements in place to manage the risk associated with the pending release of IPP offenders from prison.	1. PCC's Crime Reduction Board 2. Programme highlight reports (IOM and Reducing

				Reoffending boards). 3. Oversight and scrutiny reports (CSP, Reducing Reoffending 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	(1) Proposals issued for Transforming Forensics and Specialist Capabilities programmes under consideration, with responses due by end May 17. (2) Regional Governance Board ToR reviewed, reporting streamlined, CMPG Baseline report completed, performance regimes under development. MAY 2017 (1) Outline proposals for Transforming Forensics and Specialist Capabilities programmes agreed to. (2) Review of regional roads policing authorised	PCC and Chief Executive attendance at regional PCC meeting. Scrutiny by regional PROs. Scrutiny via AGG. Regional POs providing regular updates

Reforming West Mercia				
Policing element:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
3.1	<ul style="list-style-type: none"> <li>Ensuring the alliance transformation programme delivers a better, more efficient service to the public</li> <li>Ensuring there is</li> </ul>	Development and implementation of the transformation programme	Transformation Director recruitment has been delayed. Savings Plan and context for Transformation Programme due for completion May 2017	(1) Transformation Board (2) AGG

	strategic planning for the future of policing in West Mercia • Invest to save, so the force can be more adaptable and make best use of its resources			
3.2	Delivering new fit for purpose technology and making best use of it	(3.2.1) Mobile Working Programme.	The business case has been approved and the project has been initiated. Pilot evaluation is being undertaken. Full roll out to field officers/staff due by end July 2017	(1) Transformation Board (2) AGG
		(3.2.2) In car media	Update pending	
		(3.2.3) Telematics	Benefits realisation needs to be kept under review as the delay to sign off the pilot will impact on savings until August	
		(3.2.4) Body worn video	The business case has been approved and the project has been initiated. Rollout has commenced, but the timeline for full rollout and evaluation has yet to be finalised	
		(3.2.5) Data network and desk top rollout	Update pending	
		(3.2.6) Athena	The BRC project is the key dependency that constrains go-live. Pre-Audit 3 was successful in that a test pass rate of 96% was achieved, but a number of new issues presented in relation to Case only. Additional testing will need to be completed. The approach to BRC has been reviewed to ensure that the systems can go-live in Sept 2017	
		(3.2.7) Gazetteer	The business case has been approved and the project has been initiated.	
		(3.2.8) Digital Forensics	Update pending	
3.3	Ensuring the force has fit for purpose buildings and contact points which best	(3.3.1) Estates Programme	Estates strategy drafted and under consideration	Property Board
		(3.3.2) Replacement of Shrewsbury Police Station	Not yet started	
		(3.3.3) Replacement of Hereford Police Station	Not yet started	

	meet the needs of local communities and the organisation. (Cross reference 3.4)			
3.4	Delivering the operational control centre programme on time and on budget to improve force resilience	Building of a new OCC	The Origin upgrade is an essential element for the new Operational Command and Control (OCC) information systems. 1st release - new 'self-service' screen, leave and sickness processes - end May 2017; 2nd release - automated time management - June/July 2017; 3rd release - Origin mobile - August/September 2017.	IPCAC
3.5	Making sure the force has the right contact channels for the public and that it provides the right response every time. (Cross reference: 1.2 2.1.2)	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	Cross reference: 1.2 & 2.1.2	
3.6	<ul style="list-style-type: none"> <li>• Understanding, investing in and developing the force's officers, staff and volunteers to make sure they are reaching their full potential</li> <li>• Properly investing in the workforce and developing staff</li> </ul>	<p>The People Strategy provides the strategic direction for the organisation with regard to organisational development, leadership development and learning.</p> <p>Activity in Support of the People Strategy includes:</p> <ul style="list-style-type: none"> <li>&gt;A Talent Management Programme has been developed and is to be implemented.</li> <li>&gt;A Strategic Training Panel provides oversight of the L&amp;D training programme to ensure organisational training needs are identified.</li> <li>&gt;PDR process</li> </ul>	<ul style="list-style-type: none"> <li>&gt;Athena upskill training is the main priority for the organisation in advance of the September go live date.</li> <li>&gt;Training on changes to the Bail Act was completed in time for the law changes in April.</li> <li>&gt;A one day training programme on stop and search has been developed and roll out should commence in the summer, the initial focus will be for response officers.</li> <li>&gt;A draft leadership development plan has been designed and is to be submitted to chief officers.</li> </ul>	
3.7	Ensuring a stable workforce which better reflects the demographic make up of our	The People Strategy provides the strategic direction for the organisation with regard to its people.	The force has recently published a Diversity and Inclusion Strategy for the organisation in support of the People Strategy.. A key aim of this strategy is to recruit and retain a workforce which is representative of the communities it serves.	Strategic Diversity Group



	communities		The alliance Recruitment manager has recently won a national recruitment award – the first time this has been awarded to the police service.	
3.8	Increasing the number of special constables and police volunteers	<p>(1) Develop a marketing and communications strategy</p> <p>(2) Ensure a streamlined recruitment and training process</p> <p>(3) Improve recruitment and retention</p>	<p>An updated plan has been produced, detailing engagement up to and including August next year. It is shared with PCCs for information.</p> <p>The force is engaged with a number of publications – such as Special Beat and Police Professional and updated information has gone onto the force website.</p> <p>(2) There have been around 1,600 applications since the new programme launched. People failing part of the criteria have been supported and brought back into the process. There were 52 new recruits in the first month of the new Specials project. West Mercia is currently seeing around 60 applications a month.</p> <p>(3) Contact is being made with large employers to see how they can support workers to become Special Constables. Attrition rates are currently low and existing Specials are contributing more hours now – 1,000 extra hours were worked in the most recent monitoring period compared to the previous one.</p>	Citizens in Policing Steering Group
3.9	<ul style="list-style-type: none"> <li>• Delivering a modern, effective and adaptable support function which responds to the needs of our service and community</li> <li>• Aspire to a market leading support service for policing.</li> </ul> <p><b>Refer to 3.1 - 3.8</b></p>		<b>Refer to 3.1 - 3.8</b>	
3.10	Working alongside		<b>Refer to 2.2-2.6</b>	

	public and third sector partners so that together they deliver a safer West Mercia. <b>Refer to 2.2-2.6.</b>			
<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>		<b>Refer to 3.1</b>	
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	(1) April statistics show a decrease in officer and staff sickness compared to the previous month. May data to be published second week of June. National comparison data due to be published on iQuanta 07/06/17. Virgin Pulse challenge is now with live with 110 teams registered to take part (770 officers/staff). Figures provided for use of EAP - 1st Feb - 30th Apr; 160 contacts and 734 visits to website. (2) Headline staff sickness figures were discussed at April's PMG with a particular focus on 'Fairness at Work'. This will continue to be picked up within the Health & Wellbeing Board. Every dept has been asked to produce an action plan in response to the staff survey results. A draft health & wellbeing framework has been developed by Clive Griffiths to help management team's structure their plans. The framework has been circulated to board	Holding to Account, AGG, Performance reports, Health & Alliance Health & Wellbeing Board

			members for comment. Work across the various Health & Wellbeing strands continues to be informed by survey results and progressed by area leads.	
		(C2.2) Develop and launch the Behind the Badge Campaign to highlight violence against officers and staff	The campaign has continued on social media, and the web page has been updated with a series of short videos. The key messaging has been used throughout communications on other matters including, UK the police memorial campaign and the anniversary of the death of Ricky Gray.	
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	Draft business case completed and pre-public consultation with partners underway. Public staff and formal partner consultation to commence w/c 12/6/17 post-purdah. Power to enter into emergency services collaborations and to apply to become a member of an FRA brought into force 3/4/17. Applications made to both H&WFRA and SFRA.	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		Outline proposals for Transforming Forensics and Specialist Capabilities programmes agreed to.	

**Reassuring West Mercia's communities**

<b>Policing element:</b>				
<b>Ref</b>	<b>Plan commitment</b>	<b>Supporting activity</b>	<b>Progress update</b>	<b>Oversight mechanism</b>
4.1	Ensuring the Police Code of Ethics is	Regular communications on vision and values; website pages. Head of Professional Standards	There is ongoing work in this area	>Monthly Holding to account

	embedded within the force's culture, and is adhered to	emails out regular ethical dilemmas, learning and outcomes from PSD		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 information to demonstrate the force is working ethically, and enable good governance	Ongoing. The force website is kept up to date with relevant information	This commitment was discussed at April's TIE Committee as monitoring of information from an ethical viewpoint may fall within the remit of the independent members. Members stated that they would need guidance from the OPCC as to what they would be checking for. It was acknowledged that the HMIC Legitimacy inspection in Spring 2017 would include a review of information published by the force and that the criteria used by HMIC could be used as a starting point for the TIE committee. Members have asked to wait until the Legitimacy inspection is published Nov 17 to determine whether this is something that would be relevant for them.	Improve Public Contact & Comms Programme Board
4.4	Engaging with the public and acting on their concerns locally Making sure people	Development of a Contact Management Strategy which sets out the service standards the public can expect to receive when having contact with the alliance	Draft strategy to AGG for approval on 30 November 2016. PCC input was provided and queries were raised in relation to the Strategy and its delivery plan. Elements	

	<p>get an individual response based on their specific needs, and they understand the service they can expect to receive</p> <p>Work with local people and partners to give visible reassurance on frontline neighbourhood policing.</p> <p><b>Cross reference 3.5</b></p>		<p>of these remain outstanding, particularly around the costs to be associated with digital shift and how shared ownership of the strategy will be practically achieved.</p>	
4.5	<p>Ensuring the force is visible and accessible both in communities and online.</p>		<p><b>Refer to 3.5, 1.2 &amp; 2.1.2</b></p>	
4.6	<p>Making sure all communities, individuals and staff are treated equally, fairly and respectfully by the force</p>	<p>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 advice to the force</p>	<p>An annual equality plan is published and the force is compliant with the General Public Sector Equality Duty</p>	<p>&gt;Strategic Diversity Group &gt;Strategic IAG</p>
4.7	<p>Ensuring West Mercia Police complies with the Best Use of Stop and Search Scheme</p>	<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. The following changes were identified in order to become compliant: recording and publishing</p>	<p>&gt;An enhanced Best Use of Stop and Search Programme is to be released by the Home Office and an action plan is to be developed to identify and address any gaps. &gt;A permanent Sergeant post for stop and search has formalised and advertised. The post will be filled following the HMIC inspection. &gt;The ride along scheme continues to attract interest, some work will be done to improve the time taken to take part.</p>	<p>&gt;Stop and Search Strategic Group. &gt;Strategic Diversity Group</p>

		<p>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>&gt;A mobile app scheme is being developed for stop and search to aid officers.</p> <p>&gt;A one day training programme has been developed and is due to be rolled out in the summer.</p>	
4.8	<p>Working with partners to improve prevention and understanding of cybercrime, ensuring the strategy is fully implemented and emerging threats are tackled</p>	<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 in 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. 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. There is a rolling corporate communications plan, #BeCyberSmart, which supports and promotes structured communication campaigns across the alliance.</p>	<p>A West Mercia tactical group has been set up in support of the Cyber Crime Strategy. The group has met once to date, with a wide ranging representation.</p>	<p>&gt;Briefings</p> <p>&gt;Cybercrime strategic governance group</p>
4.9	<p>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</p>	<p>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</p>	<p>Supt lead has reviewed and agreed staffing requirements / funding with the PCC office for 5 business and rural officers. The new role profiles are being HAY evaluated in April and advertised in June - posts commence 1 September 2017. In the interim the existing coordinators will carry on in current roles, which does mean there is a gap in Shropshire and only limited staffing in South Worcestershire via the</p>	<p>&gt;Briefings</p> <p>&gt;Quarterly tactical meetings</p> <p>&gt;Update reports on PCC funded initiatives</p>

		by PCC funding, to provide local delivery in support of the tactical plan.	CSP. The latest quarterly tactical meeting took place in April, where an update for each policing area on rural and business was given.	
4.10	Working with businesses and partners through the Business Matters plan to ensure business crime is addressed effectively	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. The BRC teams have continued with locally tailored support across all 7 strands of the initiative.	Supt lead has reviewed and agreed staffing requirements / funding with the PCC office for 5 business and rural officers. The new role profiles are being HAY evaluated in April and advertised in June - posts commence 1 September 2017. In the interim the existing coordinators will carry on in current roles, which does mean there is a gap in Shropshire and only limited staffing in South Worcestershire via the CSP. The latest quarterly tactical meeting took place in April, where an update for each policing area on rural and business was given.	
<b>Police and Crime Commissioner's Commitments:</b>				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
D.1	Make sure police follow custody rules and treat detainees safely and fairly, via an Independent Custody Visitor Scheme	(1)Recruitment and continuous training of the volunteer workforce. (2)Attendance at ICV local panel meetings. (3) Development and implementation of the 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	Move to electronic system ongoing, with many ICVs using the access to training database. Number of visits to custody suites remains at optimum, 1 per week per suite. Actions as a result of issues raised - small scale less expensive disability aids e.g. cutlery purchased following discussion with CPN at Kidder. Also, universal mobile chargers purchased throughout force to guarantee contact details available esp. in case of vulnerable detainees, if batteries are flat, as result of ICV suggestion. Relevant ICVs kept informed of these and other issues resolved.	Attendance at the strategic custody users forum (SCUF) 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	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	The new strategy has been confirmed and is in use, as well as the Delivery Plan associated with it. The strategy document is currently being produced by the print room for final publication on the PCC website. Formal publication has been delayed slightly due to a backlog in the print room. They have had to prioritise	Monitoring of Strategy delivery plan on a quarterly basis

	communities and monitor performance		other OPCC projects for summer events etc. This has not impacted on the strategy being implemented internally. Monitoring is due to begin in June.	
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 appropriately.	Outstanding Ambassador appointments have been made and are now in post for north and south Worcestershire. The Ambassadors have been asked to ensure a balanced demographic spread and been briefed about upcoming grant monitoring visits that will be required. Monitoring of the engagement log has not produced any immediate or major concerns though and outcomes are being achieved. Purdah restrictions in place during April have impacted on Ambassador engagements to a degree, particularly around communications opportunities resulting from them. Engagement with local councils is increasing. Direct engagement with the police needs to be reduced to a slightly lower frequency. All Ambassador engagements are logged and monitored on a continual basis. Informal monitoring is carried out weekly and formal monitoring will be carried out quarterly. Monitoring includes break down of Ambassador engagements by geography, demographics, outcomes and actions arising.	Monitoring of CA programme
		(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	Plans are starting for Ambassadors to engage with grant recipients	
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	We are awaiting the draft tender document from the procurement team in the next week all being well. All outstanding information was provided to them as required by the end of April.	Delivery plan monitoring
		(D4.2) Environmental Scanning via: (1) Daily media	Correspondence monitoring has taken place with no	Delivery plan



		monitoring (2) Social media monitoring (2) Monitoring of Ambassador feedback (3) Monitoring of correspondence log (4) Formal consolation responses	immediate cause for concern. Media monitoring continues on a daily basis. Environmental scanning has led to additional social media content around issues such as Deaf Awareness Week (working with sign language trained police), Mental Health Awareness Week and the International Day Against Homophobia and Transphobia. An updated presentation for community meetings has been provided to Ambassadors following their feedback.	monitoring
		(D4.3) Responding to key / strategic public and other consultations, seeking to influence outcomes that support the Safer West Mercia Plan	The PCC has responded to a range of consultations including a Shropshire Council consultation on a Proposed Public Space Protection Order and a Police Federation Consultation on Miscoduct Hearings and Legally Qualified Chairs.	Consultation plan
D.5	Involve, engage and empower communities in the delivery of my plan through more opportunities for active citizenship and volunteering	(D5.1) Regular, consistent and targeted communications messages highlighting the difference communities can make and the opportunities available (Cross reference D2). (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	Active citizenship messages have featured in the 1 year anniversary coverage, as well as around individual grant recipients.  To support National Volunteers Week, a series of videos have been shared on social media, profiling various volunteers associated with police. This has been supported by a press release and content for the website.	Delivering plan monitoring  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	Website monitoring has been conducted again this month. Minor areas for outstanding updates were picked up and have been acted upon, meaning the website is again up to date with all necessary publications. Minutes and subsequent correspondence from Holding to Account meetings with the Chief Constable are also now published and are up to date.  (2) This is up to date on the PCC website.  (3) The appointment of the Deputy PCC and	Website management plan

			Treasurer were subject to scrutiny and confirmation by the Police and Crime Panel.	
		(D6.2) (1) Complete annual review of the Corporate Governance Framework (2) Complete annual review of the Treasury Management Framework	(1) Completed December 2016 (2) Completed March 2017	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 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.	Information has been published in response to two HMIC inspections - the Effectiveness report in March and summary PEEL report in early April, both highlighting good performance and progress by the force, along with areas for improvement.	
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>		This was referenced strongly in a one year anniversary piece with Policing Insight. Also referenced in 1 year anniversary local coverage.	
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.	Next update 2018	

### GLOSSARY: OVERSIGHT MECHANISMS – SUMMARY OF MEETINGS

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

<b>NAME</b>	<b>PURPOSE (Safer West Mercia Plan - Cross cutting / other)</b>	<b>MEETS</b>
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
<b>NAME</b>	<b>PURPOSE – (Safer West Mercia Plan – Putting victims and survivors first)</b>	<b>MEETS</b>
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	
<b>NAME</b>	<b>PURPOSE – (Safer West Mercia Plan – Building a more secure West Mercia)</b>	<b>MEETS</b>
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	Quarterly

	custody	
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