

WEST MERCIA POLICE AND CRIME PANEL 7 FEBRUARY 2019

POLICE & CRIME PLAN ACTIVITY AND PERFORMANCE MONITORING REPORT (OCTOBER - DECEMBER 2018)

Recommendation

1. The West Mercia Police and Crime Panel (PCP) are invited to consider the Police & Crime Plan Activity and Performance Monitoring Report (October - December 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 11 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 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.

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 December 2018. A large number of the activity updates are unchanged from the last report, this is because the report has had to be produced before the next scheduled update and only a short time since the last panel report.

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. **West Mercia's Victim Advice Line (VAL)** is the new victim support service for West Mercia which will go live on the 1st April 2019. The new service which has

been shaped through feedback from victims has received endorsement from the Ministry of Justice. The service will assist the force in becoming increasingly victim focused as it will provide a quicker response, reduce the need for them to repeat their story, giving the victim greater information on their journey, and a greater say in what their support looks like.

8. The service will be co-located in Southwell House with the force Operations and Communications Centre. Its technology and ICT capability is currently being designed. This will provide a state of the art call centre, where a multi-disciplinary team of experts will support victims on the phone and online before engaging them in onward support if needed from a range of commissioned specialist providers.

9. A Head of Victims Services has been successfully recruited alongside a specialist Restorative Justice lead and a team who are trained and knowledgeable experts of the victim journey.

10. The PCC's office is leading a significant branding and communications project around the new service, including a new website, branding, stakeholder communications and internal training. Responsibility for this will transfer to the police force closer to the service going live.

Building a more secure West Mercia

11. **The Drive Project** – In early December the PCC opened the official launch event for the DRIVE project, a new response to domestic abuse that aims to reduce the number of child and adult victims of domestic abuse by deterring perpetrator behaviour. Drive provides a case manager who acts as a single point of contact for perpetrators on a 1-2-1 basis. The Drive project is being jointly funded by the PCC, Worcestershire County Council Public Health and the Police Transformation Fund and is being piloted in Worcestershire. The very latest project report shows that 37 high risk perpetrators have been referred onto the Drive project. All cases are allocated a Case Manager who meets regularly with the IDVA team to ensure victim/survivor safety is being managed throughout their involvement with the perpetrator.

Reforming West Mercia

12. **Strategic alliance update** – a dedicated programme team has been set up to develop service delivery options for every shared area of policing within the alliance. Workshops are being held with personnel in the affected service areas to assist in the development of the options; Warwickshire's programme team are attending these workshops. The options development stage is due to be completed at the end of February with decisions on future arrangements to be made in March.

13. **Services to Policing** - In 2017 West Mercia and Warwickshire committed to preparing a business case for the redesign of the support services (Services to Policing). The aim was to improve both effectiveness and efficiency of supporting services' practices that had not been reviewed holistically since the creation of the alliance in 2012. The business case was presented in September 2018 setting out

how £26.9m could be saved by West Mercia over 5 years (with a commensurate proportion for Warwickshire), whilst creating “a leading professional, responsive and business-focused supporting service, making it easier for our officers and staff to do their jobs”. Warwickshire declined to support the business case then, and again when it was formally offered as a new collaboration under revised governance arrangements in October. It is not clear why Warwickshire do not support it. The decision has been taken to prepare for stand-alone Services to Policing to deliver the improvements in efficiency and effectiveness, following Warwickshire’s decision not to pursue this at this time. Preparations will be undertaken in such a way that Warwickshire will be able to join in these arrangements should they subsequently decide to do so. It is recognised that the cost of standalone implementation may be higher, and by extension prevent the realisation of maximum efficiencies. However, efficiencies can still be realised, improvements to Services to Policing can still be delivered, and it is imperative for West Mercia to prepare new arrangements for the end of current strategic alliance.

14. Network redesign and upgrade (OCC, DCD and KCOM) – in a similar way, funds have been committed to redesign and then upgrade the force’s aging IT network. Although Warwickshire’s IT network is connected to West Mercia’s and is in a similar condition, Warwickshire have declined to commit further funds to these critical projects at this stage.

15. West Mercia Police values and priorities - The Chief Officer team has taken the decision to simplify the organisation’s values and to provide clear and concise policing priorities. These changes were launched across the workforce at the beginning of the New Year. Whilst the vision remains unchanged the values have been simplified to ensure they clearly support the culture chief officers wish to engender within the force. The new force values are:

- Public first
- Ownership
- Courage
- Compassion

These are supported by a new service and leadership ethos to demonstrate commitment to being a strong, confident and compassionate organisation. This ethos is based on the themes of Simplicity, Standards and Service and includes elements such as removing unnecessary complexity and putting wellbeing at the heart of what the force does.

Policing priorities for 2019 are based around the strategic themes of Safer People, Safer Homes and Safer Roads.

16. Behind the Badge – A 54 year old man from Worcester has become the first person in West Mercia and one of the first people in the country to be charged under the Assaults on Emergency Workers (Offences) Act 2018 which came into to effect in November 2018. The change in law, was actively campaigned for by the PCC, as part of his Behind the Badge work.

Reassuring West Mercia's communities

17. **Pathfinder** – a recent survey undertaken with young people taking part in the Pathfinder initiative, supported through grant funding from the PCC has shown to have had a positive impact . The project is designed to reduce the number of road traffic incidents and collisions, and convictions, among the most vulnerable driving group (aged between 17 and 24); the survey results show that participants are safer than their peers with a 1 in 17 first-year accident rate compared to 1 in 5 amongst those who have not done the course. In addition, of the survey participants, only one driver (2%) had been convicted of a traffic offence compared with nearly 24% of all young drivers nationally.

18. **Mini officers** – As part of the PCC's joint Road Focus campaign with Worcestershire County Council last year, metre-high cartoon police officers were placed outside schools warning passing drivers to slow down and not park on the zig-zag markings. As a result of positive feedback from schools in South Worcestershire the PCC has funded a further 40 more, to be given to North Worcestershire, Herefordshire, Shropshire and Telford & Wrekin. Officers will be placing the new signs outside schools that have long suffered with speeding or parking problems.

Performance and accountability

Holding to account

19. The PCC holds a monthly scrutiny meeting with the Chief Constable as part of his role in holding the force to account. The following areas have been addressed since the last report. Notes from each of the meeting are available to view on the PCCs website.

Month	Type	Subject area
November	Performance	Performance including confidence and satisfaction
December	Public	Questions raised by the public on the budget

20. The December meeting was the second public facing meeting the PCC has held and was streamed using Facebook Live from the Shirehall in Hereford. The focus for the meeting was the policing budget and 13 questions submitted in advance or during the meeting by the public were addressed. The PCC is one of very few Commissioners who provide the opportunity for the public to ask questions live during a holding to account session. The streaming reached 2921, a 5% reduction on June's figures, but was viewed by 1797, a 25% increase on the previous event. The full meeting is available to view on the PCC's website.

21. During December 2018 the PCC reviewed the holding to account (HTA) programme to ensure that it was continuing to be effective in exerting the appropriate influence upon the force on behalf of the public, raising matters of community concern and addressing force performance issues.

22. The review has led to a revised process and a new programme for 2019. A copy of the revised programme is attached at appendix 2.

23. The notable changes to the format from 2018 are:

- there will only be one specific performance meeting which will be held in May
- there will be no HTA meetings in February or August to allow for more in depth preparation and scrutiny of the areas subject to a thematic meeting.
- the PCC will introduce a 'virtual' holding to account process.

24. The purpose of virtual holding to account is for the PCC to scrutinise performance and service issues that do not require a focused thematic meeting, but are areas for which the PCC wishes to retain closer oversight during 2019. The three areas identified for this process are:

- Demand reduction
- Performance
- Cyber crime

25. The PCC's intention is to submit written questions on each of the 3 areas during the year and for the Chief Constable (CC) to provide a written response within an agreed timescale. Following this a public version of the questions and answers will be prepared and published on the PCC's website.

26. The PCC has begun the virtual holding to account process by seeking reassurance from the Chief Constable on the force's response to Serious Acquisitive Crime taking place in the form of high profile commercial burglaries and ATM thefts. The virtual holding to account process will not only assist the PCC in his statutory duty but also but will also assist in informing his conversations/reassurance with local businesses and community representatives.

HMICFRS inspection reports

27. Since the last report HMICFRS has published *Policing and Mental Health Picking up the Pieces*. This is a national thematic inspection report containing five recommendations, three of which are for all police forces. The recommendations are being considered and will be addressed by the force.

Force performance reports

28. 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.

29. The latest quarterly performance summary report published by West Mercia Police is attached at appendix 4. This reports covers the period October to December 2018. As requested by the Panel the summary page from the report has been included separately and is shown at appendix 3.

Criminal Justice Performance

30. A number of external performance products are produced by agencies and partners to enable senior officers and the PCC to maintain strategic oversight of criminal justice performance. In particular, the Local Criminal Justice Board and PCC scrutinise monthly file quality, charging, listing and court outcome reports.

31. The latest monthly and quarterly summary reports evidence a marked improvement in performance over time. Over the past 12 months West Mercia has seen a 54% reduction in the time it takes for a criminal case to be completed in the Magistrates' court. Conviction rates in the Magistrates' court stand at 90.54%, the highest in the region and 5% higher than the National Average. A relentless focus on improving file quality and timeliness has resulted in West Mercia moving 23 places up the National Transforming Summary Justice league table. West Mercia has the highest conviction rates for Rape, Domestic Violence and Hate Crime across the West Midlands region.

Supporting Information

Appendix 1 – Delivery Plan Extract

Appendix 2 – 2019 Holding to Account Programme

Appendix 3 – Extract of Police Performance Summary Oct – Dec 2018

Appendix 4 - West Mercia Police Performance Summary Oct – Dec 2018
[available here](#)

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](#)

Delivery Plan Extract

Appendix 1

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' Code Compliance: Audit carried out in Dec 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. Live monitoring of VPS use in courts carried out by CPS and Police. Overall good compliance reported. Agencies are reviewing and embedding the new Victims' Strategy which was launched by Gov't in Sept 2018. OPCC to conduct semi annual audits. Next audit planned for June 2019	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
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	(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

	services victims can expect, and what services must be delivered.	(A1.2)(1). Conduct a victims' needs assessment, providing qualitative and quantitative feedback to 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	Refer to A1.3 and A2.1	and oversight Victims' Board 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 December 2018. Overall good compliance recorded. Updated victim satisfaction plan in place. Revised victim satisfaction survey in place. Next audit to be carried out in June 2018. OPCC to monitor monthly satisfaction performance.	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	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

		<p>performance framework</p> <p>6. Agree and set future meetings.</p> <p>7. Publish meeting papers on PCC Website.</p>		<p>improvement reports</p> <p>5.Oversight and scrutiny reports</p>
		(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 Dec 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. Live monitoring of VPS use in courts carried out by CPS and Police. Overall good compliance reported. Agencies are reviewing and embedding the new Victims' Strategy which was launched by Gov't in Sept 2018. OPCC to conduct semi annual audits. Next audit planned for June 2019.</p>	<p>OPCC, LCJB, Victims' Board. Exception reports will be highlighted to the PCC.</p>
A.4	<p>Make sure victims and survivors get effective services, enabling them to cope and recover and reduce their chances of revictimisation</p>	<p>(A4.1)(1) Develop commissioning intentions for the term of office</p> <p>(2) Contract monitoring linked to outcome frameworks</p> <p>(3) grant/commissioned activity based on need and score card intelligence</p>	<p>A new outcome framework is in place compliant to MoJ requirements, and we have been able to successfully submit out 1st half year report back to them without any additional requirements at this stage. Action Complete</p>	<p>Contract and grant monitoring</p>
		(A4.2) Gap analysis with Victim Support to identify gaps in the market place.	<p>This has now been completed and has been merged into the tender specification for the new service (internal, and that to be commissioned)</p>	<p>Delivery plan monitoring</p>
		(A4.3)(1) Develop a commissioning strategy for domestic abuse, working with local authorities and public health to increase IDVA, and MARAC capacity	<p>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</p>	<p>Delivery plan monitoring</p>
		(A4.4) Develop a commissioning strategy for serious sexual offences	<p>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.</p>	<p>Delivery plan monitoring</p>

		(A4.5) Develop a commissioning strategy for CSE	Formal commissioning intentions for CSE now complete and actioned. Action complete	Delivery plan monitoring
		(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	Quality of information steadily improving. OPCC to continue to monitor performance. Performance management to transition to the new Victims' Hub in April 2019. OPCC to monitor quality and performance monthly.	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.	The PCC's Head of Commissioning has submitted a supporting statement to accompany the 2 applications which were submitted by two local partners with their business cases and applications to draw down SV funding from Central Government; we are awaiting confirmation of success.	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.	Regular updates have been well received by MoJ on our innovative approach to victim care – specifically the planning behind the new integrated Victim Advice Line, and associated approach to commissioned support services. We have been working closely with them to pull together a response and commissioned provision to support a major incident or terrorist attack	Delivery plan monitoring

			within West Mercia. This is now part of a recommissioned support service for victims, as well as the new integrated Victim Advice Line.	
		(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 Courts.	Regional managers for the Witness Service attend both the LCJB and Victims' Board. 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. OPCC to monitor monthly progress.	Victims' Board Delivery Plan monitoring Performance Mgt. Audit and scrutiny
A.6	Support the appropriate use of restorative justice	<ol style="list-style-type: none"> 1. Commission an appropriate service provider to deliver RJ interventions across West Mercia. 2. Design and implement an RJ gateway service 3. Design and implement an appropriate triage process which effectively manages RJ referrals. 4. Consult and implement service level agreements between the CJS and the preferred provider. 5. Effective contract and programme management. 	<p>This service has now evolved into the New Victim Advice Line where a strategic function will be coordinating RJ into every Victim needs assessment where appropriate, and coordinating the force response to RJ (including training, opportunity and engagement with the VCS to assist in facilitation).</p> <p>We have also included RJ into a new commissioned service with Victim Support, a response to RJ in the community – mobilising and coordinating conferences. The contract provides further sustainability for RJ within West Mercia; building on the positive outcomes we have achieved over the last 12 months.</p>	<ol style="list-style-type: none"> 1. RJ programme board 2. Performance management reports 3. Programme highlight reports. 4. Contract management reports

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	(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 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.	New Vulnerability Steering group in place. Chaired by the Det. Supt. The steering group manages current performance, risks and issues across the spectrum of vulnerability. Group assesses: MSHT, SOC, CSAE, DA, MH, SH, IOM, MAPPA, MARAC, MISPER, and issues arising from SCRs	1) Strategic Vulnerability Board (2) WM - PCC holding to account session (3) WM PCC rep has attended the vulnerability training and briefed the PCC
	Making sure the police provide the right response to incidents at the right time	(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. (Cross reference to 3.4)	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 (Q2) 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	Weekly/monthly/quarterly performance reports & holding to account sessions

		(2.1.3) Response	<p>the Assistant CeX.</p> <p>There was a 6% increase in emergency incidents over the last quarter (Q2). 86% of emergency incidents were attended within 20 mins. Following a downward trend over 5 months, performance is below that seen during the same period in 2017. 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>	Monthly /quarterly Performance reports
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	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	Proactively finding the causes of crime so threats are identified and targeted before they escalate. Working more effectively with partners and local communities to	(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	SOCJAGS operating across West Mercia. Review of	Crime reduction

	prevent, resolve and reduce crime and anti social behaviour	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.	governance arrangements took place in Dec 2018. Review found good attendance rates amongst partners with information sharing arrangements in place. Minutes and actions of meetings on file. Update of governance presented to the PCC's crime reduction board in Dec 2018.	Board
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. West Mercia PCC is represented on national working groups supporting the MoJ's review and reissue of CRC contracts	>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,	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.	>Crime Reduction Board. >MH Concordat Strategic Board. >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	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.	Safer Roads Partnership Governance Board

	and serious injuries			
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.	The PCC continues to support any positive hate crime activity identified.	Strategic Diversity Board

Police and Crime Commissioner's Commitments:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
B.1	Ensure partners work together to provide efficient and effective support to victims and use early intervention to prevent victimisation. Cross reference to A3 (Victims Board and A4(Needs Assessment))	(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	Delivery plan monitoring

			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.	
B.2	<p>Make sure public 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>	(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.	Completed	Delivery plan monitoring
		(B2.2) Development of KPIs associated to outcomes:	New outcome framework in place and agreed with Home Office and MoJ. Action complete	Delivery plan monitoring
		(B2.3) Develop and implement social value criteria for grant and commissioning applications	Social Value is now part of our tender and grant process. Action complete	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.	Completed	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	Completed	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	Completed	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	Completed	Delivery plan monitoring

		determined		
		(B2.8) Schools Programme initiative: (1) Scope of programme to be identified and agreed (2) Subsequent activity to be determined	Following completion of Phase 1 which looked at surveying schools in West Mercia, work has begun to understand what is being delivered by Force officers in schools (Phase 2). A questionnaire has been created for Safer Schools and Youth Engagement Teams to complete and return by 25 th January 2019. The PCC consultant will then collate the results and produce a report. Following this, next steps will be identified around commissioning activity within schools.	Delivery plan monitoring
		(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.	2 events have been delivered this month: 1. 29/10 - 02/ 11 3 counties 15 participants applied and 13 engaged & completed 2. 29/10 02/ 11 Seighford, Staffordshire 8 participants applied and 7 engaged and 6 completed 50% of the events have been delivered and 23/384 (target) have been referred and 19/380 have completed. A draft evaluation has been disseminated and the findings for those involved is looking positive.	Grant monitoring
B4	Provide oversight and support to West Mercia's Reducing	1. Consult and produce a partnership strategy designed to tackle and reduce reoffending. 2. Design, create and implement a delivery plan	PCC Strategy in place. CSP reducing reoffending strategies in place. IOM and ODOC framework in place.	1. PCC's Crime Reduction Board 2. Programme

	Reoffending Strategy	which supports the strategy.	Governance and oversight provided by the CRB.	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	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. 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. Further work is being developed which will provide an action plan for FI lobbying at national level. Criminality in the prison estate – The crime in prisons report is due to be launched publicly in January 2019. A multi-agency taskforce will be put in place to drive forward the action plan over the next 12-18 months.	PCC and Chief Executive attendance at regional PCC meeting. Scrutiny by regional PROs. Scrutiny via AGG. Regional POs providing regular updates

			<p>Performance - continues to be developed at both regional and force level, ensuring that there is a link between the two. Over the next 12-18 months, we will also develop local answerability to the National Crime Agency.</p> <p>Drugs - Work continues on identifying the scale of the drugs problem in SOC, not just County Lines.</p> <p>National Police Air Service (NPAS) - The RPO continues to support the PCC in his role as the central region (East and West Midlands) representative on the NPAS Strategic Board. In this quarter the RPO will brief and advise the PCC on matters related NPAS finances in preparation for the NPAS budget setting meeting where the revenue budget for 2019/20 will be agreed. The RPO is also engaging with NPAS to understand how forces and OPCCs can access more localised data in order to better assess the performance of the service.</p> <p>Counter Terrorism - The RPO will complete the review of the West Mercia Counter Terrorism Local Profiles (CTLTPs) in this quarter. The PCC commissioned this work in order to be assured that CTLTPs are fulfilling the purposes of providing stakeholders with a threat and vulnerability assessment and to subsequently assist Prevent and CONTEST Boards to develop Protect, Prepare and Prevent activities to combat these threats and vulnerabilities. The paper will make recommendations (where necessary) for the change and present these to the West Mercia Special Branch which leads on CTLTP development</p>	
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Reforming West Mercia

Policing element:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
3.1	<ul style="list-style-type: none"> • Ensuring the alliance transformation programme delivers a better, more efficient service to the public • Ensuring there is 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 	Development and implementation of the transformation programme	Services to policing proposals finalised, with clearly identified efficiencies deliverable from 1/4/19 if approved. IT infrastructure outline proposals also finalised. Decisions on business case pending Warwickshire approach to collaboration. Implementation dates dependent upon decision dates.	(1)Transformation Board (2) AGG
3.2	Delivering new fit for purpose technology and making best use of it	(3.2.1) Mobile Working Programme.	Project implementation signed off as complete in June. Benefits realisation on going.	(1) Transformation Board (2) AGG
		(3.2.2)In car media	Work continues on resolving issues with the system. The contract is nearing its end and a retendering exercise will commence in due course.	
		(3.2.3)Telematics	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	
		(3.2.4)Body worn video	Completed	

	(3.2.5) Data network and desk top rollout	Completed	
	(3.2.6) Athena	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 & Suffolk pilots running Nov to Jan. It was agreed that work on the other ISP products will 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.	
	(3.2.7)Gazetteer	Completed	
	(3.2.8)Digital Forensics	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. There has been sustained increase in submissions to High Tech 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. 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). Following a review by the service area the kiosk examiners are also examining the following:	

			<ul style="list-style-type: none"> All RTC's whether fatal or not. Local organised crime offences. 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 kiosk. <p>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.</p>	
3.3	Ensuring the force has fit for purpose buildings and contact points which best meet the needs of local communities and the organisation. <i>(Cross reference 3.4)</i>	<p>(3.3.1) Estates Programme</p> <p>(3.3.2) Replacement of Shrewsbury Police Station</p> <p>(3.2.3) Replacement of Hereford Police Station</p>	<p>The Estates Delivery Plan is being reviewed in light of potential Alliance changes.</p> <p>OPE Funding application announcement due early February. Work with OPE partners to identify potential sites continues.</p> <p>Site in Holmer Road now acquired and additional site acquisition being negotiated. Project Board commenced.</p>	Strategic Estate Manager
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	<i>Refer to 1.2 and 2.1.2</i>	
3.6	• Understanding,	The People Strategy provides the strategic	Update from Strategic Training Panel in Oct 2018.	

	<p>investing in and developing the force's officers, staff and volunteers to make sure they are reaching their full potential</p> <ul style="list-style-type: none"> • Properly investing in the workforce and developing staff 	<p>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"> >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 	<p>The force have developed a CPD delivery plan. 2 key products have been identified for delivery. 1 is an internally designed / delivered CPD event to meet local needs (covering adult safeguarding, mental health and stalking / harassment). The second is an externally designed / delivered one day DA Matter CPD event (College of Policing).</p> <p>The aim is to train at least 75% of patrol officers (to Insp. rank). Training will be delivered on a hub basis (local delivery in local areas).</p> <p>Apprenticeships: The force are piloting a customer services qualification and leadership development qualification for police staff (15 18 month duration).</p> <p>Leadership Development: A business case is under developed to use the approach piloted in Services to Policing to evaluate existing senior leadership capability.</p>	
3.7	<p>Ensuring a stable workforce which better reflects the demographic make up of our communities</p>	<p>The People Strategy provides the strategic direction for the organisation with regard to its people.</p>	<p>The proportion of officers / police staff from a BME background in Q2 (Jul Sep 18) has been compared with the proportion of the local BME population (3.8%). Q3 data is in the process of being produced.</p> <p>Officers: 2.54%. This figure has not changed considerably over the last 12 months but it is hoped it will improve following an increase in recruitment activity.</p> <p>Staff: 2.75%. The proportion of BME staff has increased slightly each quarter over the last 12 months (from 2.57%).</p> <p>Recent officer recruitment activity has focused on</p>	<p>Strategic Diversity Group</p>

			attracting a diverse range of candidates. The subsequent communications campaign included adverts on buses, billboards (in areas of diversity), radio campaigns and print campaigns using photographs and case studies provided by the BME staff network. Preliminary findings suggest that there has been an increase in the diversity of applicants during this recruitment drive.	
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	Refer to D5.1	Citizens in Policing Steering Group
3.9	<ul style="list-style-type: none"> • Delivering a modern, effective and adaptable support function which responds to the needs of our service and community • Aspire to a market leading support service for policing. Refer to 3.1 - 3.8		Refer to 3.1 - 3.8	
3.10	Working alongside public and third sector partners so that together they deliver a safer West Mercia. Refer to 2.2-2.6.		Refer to 2.2-2.6	

PART B: Police and Crime Commissioner's Commitments

Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
C1	Work with Warwickshire's Police and Crime Commissioner to provide governance and oversight of all the modernisation programmes across the alliance Refer to 3.1		Refer to 3.1	
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) 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. 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 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.	Holding to Account, AGG, Performance reports, Health & Wellbeing Board
		(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	• Give leadership to the force and	(C3.1) Fire and Rescue Service Business Case	Go live delayed by Home Office following challenge by the two FRA. All aspects except draft contracts standing	Regular reports to Police and

	partners in forging new collaborations to deliver efficient and improved public services • Join up services and commissioning with partners where there are operational and financial benefits		order and financial regulations are prepared ready for go live. Work on going with FRS staff in preparation for work after go live.	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.	

Reassuring West Mercia's communities

Policing element:

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	In the absence of JASC members, dip sampling of 28 day updates was undertaken by PCC representative in September. The findings from this dip sampling were shared with the management team in PSD to inform further activity. Work has been undertaken with the PCC's office in Warwickshire and PSD to further refine the template used for dip sampling ahead of the induction of new JASC members in the New Year.	>Monthly Holding to account meeting; >JASC; >Dip Sampling of Police Complaints; >Civil Claims monitoring >PSD

			PSD held a partnership conference in November aimed at tackling police corruption; particularly abuse of position for a sexual purpose. The event was well attended by partners including representatives from the PCC's office. The PCC's office also circulated the invite to our network of partners.	Performance meetings
4.2	Delivering new online platforms for communicating and engaging with the public and partners, alongside traditional and existing methods.		Refer to 3.5, 1.2 & 2.1.2	
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	Results from the Town and Parish Council have now 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.	Improve Public 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	Development of a Contact Management Strategy which sets out the service standards the public can expect to receive when having contact with the alliance	The new OPCC contact management system continues to evolve and is performing well. ICT have struggled to fully automate some functions, but these are minor considerations. Work to scrutinise community contact within the police force is scrutinised via the Public Contact Improvement Board. This is showing good progress around OCC staffing levels and resolution centres. More work is progressing around understanding demand.	

	reassurance on frontline neighbourhood policing.		Single online home is progressing as a means of achieving channel shift, however more work is needed in the interim to make the force website fit for purpose.	
4.5	Ensuring the force is visible and accessible both in communities and online.		Refer to 3.5, 1.2 & 2.1.2	
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 advice to the force	<p>A PCC representative attends the newly refreshed Diversity & Inclusion Communities & Partners meeting (first meeting held in December 2018).</p> <p>The main aim of this meeting is to work in partnership with key stakeholders to increase confidence and satisfaction and ensure communities feel that they are being treated fairly and legitimately.</p> <p>At the meeting in December, attendees finalised the refreshed terms of reference and delivery plan for the group.</p> <p>The group reviewed hate crime data (including hate crime satisfaction). It was confirmed that a West Mercia Ch Supt is the strategic lead for hate crime. The current alliance hate crime policy is being reviewed and revised by leads / key stakeholders and will be shared with attendees, IAGs and partners at the next meeting.</p>	>Strategic Diversity Group >Strategic IAG
4.7	Ensuring West Mercia Police complies with the Best Use of Stop and Search Scheme	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	<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</p>	>Stop and Search Strategic Group. >Strategic Diversity Group

		<p>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>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>	
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 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. 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>The force has been successful in securing some funding to increase its cyber capability, both for 'pursue' and 'protect' activity. A pursue team has been established comprising digital investigators providing support. The protect team includes the digital PCSO whose activities include, working with Worcester University to develop a digital volunteers scheme with students and providing training for Age UK staff.</p> <p>The force were unable to secure any funding for getsafeonline, however the PCC has stepped in to provide the necessary funding from April 2019.</p>	<p>>Briefings >Cybercrime strategic governance group</p>
4.9	<p>Making sure voices and priorities are heard and acted on from within our rural</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</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>>Briefings >Quarterly tactical meetings >Update reports</p>

	communities, via the Rural Matters plan to ensure their specific needs are addressed	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 force took part in a National Rural Crime Day in November. The PCC has recently met with representatives from the NFU in Worcestershire to discuss local concerns.	on PCC funded initiatives
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.	The Rural and Business Officers (RBOs) have continued with their local programmes of engagement and crime prevention with both business and rural communities. The RBO's provide the PCC with quarterly activity forms, providing a summary of the work they have undertaken.	

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 an Independent Custody Visitor	(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.	The new ICV coordinator started on 21 January and will be progressing all related activity. The next round of Panel meetings is scheduled for March.	Attendance at the strategic custody users forum (SCUF) and the Custody Users Group

	Scheme	(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		
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	<p>Performance has been positive in recent months.</p> <p>Social media growth has sustained and continued. Engagement has also been positive from communities on these platforms. The second public holding to account meeting was a success, seeing increased reach and interactive engagement on the Facebook platform.</p> <p>The road safety campaign delivered jointly with Worcestershire County Council saw a successful launch and a host of targeted community engagements. This will now be fully evaluated with a view to similar action in other parts of West Mercia with other local partners.</p> <p>Water safety messages are being delivered as part of that campaign around the festive season to support police and other emergency service partners.</p> <p>Preparations are commencing for the budget consultation.</p>	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	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	Monitoring of CA programme

		ensure CAs represent the ambassador appropriately.	services, get back on the straight and narrow by giving them a new focus. We are planning on setting up a monthly conference call with the PCC and CAs to ensure everyone is across what each other is doing.	
		(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	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	Daily media monitoring, social media and wider environmental scanning continues, and is used to shape communications. This includes engagement, and consultation with the public, on topics such as the budget.	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 local regional and national consultations as appropriate. Recently this has included responses on changes to the probation service, the strategic policing requirement and the draft complaint regulations.	Consultation plan
D.5	Involve, engage and empower communities in the delivery of my plan through more	(D5.1) Regular, consistent and targeted communications messages highlighting the difference communities can make and the opportunities available	A media event to promote the relaunch of NHW was a success, attracting local and social media interest A video package was produced alongside this.	Delivering plan monitoring
		(D5.2)Support West Mercia's Police Cadets,	We continue to link in for updates on the Diversity	Citizens in

	opportunities for active citizenship and volunteering	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>Project.</p> <p>We promoted a positive news story around cadets donating to a local hospice.</p> <p>We've engaged with Cadet Leaders to promote the pathfinder scheme, and as part of the Water Safety Project.</p> <p>We continue to promote good news stories around the Special Constabulary.</p> <p>We were unable to attend the most recent Citizens in Policing Meeting as it clashed with the Alliance Withdrawal announcement, however will be attending the next meeting on 10th January.</p>	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	<p>A full audit of the website is around 3/4 complete. Ongoing updates and improvements are being made, and in the few areas where updates are needed, these are being progressed as a priority</p> <p>Whilst individuals continue to update their areas of responsibility, other priorities have meant that no audit has been completed since August. This will be completed as a priority in early January.</p>	Website management plan
		(D6.2) (1) Complete annual review of the Corporate Governance Framework (2) Complete annual review of the Treasury Management Framework	Completed	JASC
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	<p>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</p>	

		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) Refer to D2 and D5		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.	

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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 and Standards 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 along with matters of ethical governance and actions of West Mercia Police and Warwickshire Police (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
Vulnerability Steering Group	A newly formed Group whose remit is to provide oversight of the management of risk and performance across the strands of 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 Action Groups (SOCJAGs)	Provides overview of the initiative set up to bring partners together to tackle organised crime groups in each Local Policing Area.	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	Bi-Monthly

	issues. Provide strategic oversight of funds allocated to IOM.	
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
NAME	PURPOSE – (Safer West Mercia Plan – Reforming west Mercia)	MEETS
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.	
NAME	PURPOSES – (Safer West Mercia Plan – Reassuring West Mercia’s communities)	MEETS
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
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

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Appendix 2

Month	Type	Subject area*	Meeting date
January	Consolidation	Review of 2018 issues	Wednesday 30 January
February	No meeting		
March	Thematic	Victims / Secure Child Vulnerability	Tuesday 26 March
April	Thematic	Reassure Roads Policing	Tuesday 30 April
May	Performance	Performance To include confidence and satisfaction	Tuesday 28 May
June	Public	Reassure Rural and business crime	To be confirmed
July	Thematic	Secure Serious and organised crime	Tuesday 30 July
August	No meeting		
September	Thematic	Victims / Secure Adult vulnerability	Tuesday 24 September
October	Thematic	Reform Workforce	Tuesday 29 October
November	Thematic	Secure Sexual violence	Tuesday 26 November
December	Public	Budget	To be confirmed

HOLDING TO ACCOUNT TIMETABLE 2019

Notes :

*Subject area

The PCC reserves the right to alter, add or change any agenda item up until the date of the meeting.

Agenda Item 7 Appendix 3

Performance Summary

Topic	Inclusion	Data	Commentary	
Putting Victims & Survivors First				
Confidence	Quarter report unless updated	Reduction compared to previous period and below national average.	Local confidence survey shows stable results	2
Victim Satisfaction	Month & quarter	Overall satisfaction – consistent with previous quarter	Independent assessment of force processes undertaken.	4
Repeat Victimization	Month & quarter	Number and repeat rate of repeat victims have decreased from last month	Work is ongoing to develop IVM product	6
Building a More Secure West Mercia				
Total Recorded Crime	Month & quarter	Decreased volumes on previous quarter but above quarter average	No exceptional volumes	8
Violence with Injury	Quarter unless exceptional	Decreased volumes on previous quarter and below quarter average	No exceptional volumes	16
Violence without Injury	Quarter unless exceptional	Decreased volumes on previous quarter but above quarter average	Exceptional volumes in Telford & Wrekin	18
Harassment	Monthly Increase	Increased volumes on previous quarter and above quarter average	Exceptional volumes in North and South Worcestershire	21
Sexual Offences – Rape	Month & quarter	Increased volumes on previous quarter and above quarter average.	No exceptional volumes	24
Sexual Offences – Other	Month & quarter	Increased volumes on previous quarter and above quarter average.	Exceptional volumes in Shropshire and Telford & Wrekin	26
Residential Burglary-Dwelling	Quarter unless exceptional	Increased volumes on previous quarter and above quarter average.	Exceptional volumes in South Worcestershire	28
Robbery	Quarter unless exceptional	Volumes in line with previous quarter and above quarter average	Volumes not exceptional	30
Theft from person	Exceptional	Increased volumes on previous quarter and above quarter average	Exceptional volumes in Shropshire	33
Vehicle crime	Exceptional	Increased volumes on previous quarter and above the quarter average	Exceptional volumes in Herefordshire and Shropshire	36
Shoplifting	Exceptional	Increased volumes on previous quarter and above the quarter average	Exceptional volumes in North Worcestershire	38
Hate Crime	Month & quarter	Decreased volumes on previous month and below monthly average.	No exceptional volumes	40
Hate Crime Satisfaction		Decrease compared with previous quarter		
Domestic Abuse	Month & quarter	Decreased volumes on previous month and below monthly average	No exceptional volumes	42
Child at Risk	Month & quarter	Decreased volumes on previous month but above monthly average	No exceptional volumes	47
CSE		Decreased volumes on previous month and in line with monthly average	Exceptional volumes in South Worcestershire	48
Cyber Crime	Month & quarter	Decreased volumes on previous month but above monthly average	Increased due to a Crime Bureau drive on all keywords	49
Serious Organised Crime	Quarter	OCG and disruption data		51
Road Traffic Casualties	Quarter unless exceptional	15 road deaths in last quarter		52
Response Times to Emergency Incidents	Quarter unless exceptional	Decrease in the volume of emergency incidents compared to previous quarter	Decrease in average emergency response time last month	55
Unresourced Incidents	Month & quarter	Volumes consistently high	Activity to understand volumes underway	57
Intelligence Reports	Month & quarter	Increase in outstanding submissions		58
Criminal Justice – File Quality	Quarter		More detailed CJ report available	59
Reassuring West Mercia				
Business Crime	Monthly Increase	Increased volumes on previous quarter and above quarter average		63
Rural Crime	Quarter unless exceptional	Decreased volumes on previous quarter but above quarter average.	Exceptional volumes in South Worcestershire	65
Reforming West Mercia				
Sickness	Month & quarter	Increase in both Officer and Staff sickness rate compared to previous quarter		68
Complaints	Quarter report	92% complaints recorded in target time		69

Call Handling	Month & quarter	999 & 101 abandoned rate has decreased. Answering of 999 calls above standard but below for 101 calls.		71
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