

## **WEST MERCIA POLICE AND CRIME PANEL 26 SEPTEMBER 2017**

### **POLICE & CRIME PLAN ACTIVITY AND PERFORMANCE MONITORING REPORT (APRIL 2017 - JUNE 2017)**

---

#### **Recommendation**

- 1. The West Mercia Police and Crime Panel (PCP) are invited to consider the Police & Crime Plan Activity and Performance Monitoring Report (April 2017-June 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 PCC's Chief Executive and staff have developed a delivery plan to support monitoring and assurance of the Safer West Plan. Progress against individual elements within the plan is updated in line with an agreed timeline for each element and the delivery plan is subject to monthly scrutiny.
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 August. 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. Retender of Victim Support Contract – the existing contract for the provision of victim support services commenced in 2015. Provisional agreement has now been reached to extend the existing contract for a further year to March 2019 on the same terms and conditions. A commissioning options review for the service post March 2019 will now be undertaken.

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

7. Vulnerability training – West Mercia has been accepted as a volunteer force for the College of Policing's (COP) new vulnerability training programme. This will be delivered over a 16 week period between December 17 and March 18. Learning and Development trainers will become accredited in the training and will training those staff unable to attend CoP sessions. All West Mercia personnel will be trained.

8. Roads policing – an Alliance motorway/ roads policing feasibility group has been set up seeking to operate a roads policing model across the alliance. Although West Mercia will formally withdraw from the Central Motorway Patrol Group, the two roads policing units (The West Mercia/Warwickshire one and the West Midlands/Staffordshire one) will remain interoperable.

9. Mobile App scheme – a mobile app designed by young people to teach young people about staying safe online and offline was launched in July following a competition run by the PCC. The winning idea features a number of video scenarios where the user has to make a choice about what they would do if they found themselves in that situation – which influences how the story ends. The app covers five key themes: bullying; healthy relationships; anti-social behaviour; hate crime; and theft. The University of Worcester Business School developed the app which is now free to download.

## **Reforming West Mercia**

10. Promoting a diverse workforce - People Services have launched a Diversity and Inclusion Strategy 2017-2010 - a key aim of the strategy is to recruit and retain a workforce that is representative of the communities in West Mercia. A number of actions have been identified to improve the transparency of internal/external recruitment processes, improve representation of female & BME officers at all ranks and improve representation within the recruitment process

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

11. Rural and Business officers – the PCC has provided funding to the force to establish a dedicated rural and business officer (staff) post within each local policing. All five officers will be in post by mid-September and will be working closely with rural and business communities to address issues in their local area in support of the PCC's priorities.

12. Neighbourhood watch – the PCC has entered into a memorandum of understanding with West Mercia Police and West Mercia Neighbourhood Watch to support achievement of common goals.

## **Performance and accountability**

13. 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.

14. The latest quarterly performance summary report published by West Mercia Police is attached at appendix 3. This report covers the period April to June 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 April – June 2017

## **Contact Points**

### **County Council Contact Points**

Worcestershire County Council 01905 763763

Worcestershire Hub: 01905 765765

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

Andy Champness, Police and Crime Commissioner Chief Executive



## Appendix 1

### Summary of monthly holding to account question areas

MONTH	AGENDA ITEM (P = Performance, SI = Strategic initiative)	SAFER WEST MERCIA PLAN OBJECTIVE*
<b>June</b>	Public order (P)	Secure
	Possession of weapons (P)	Secure
	Malicious communications (P)	Secure
	Business crime (P)	Reassure
	999 call handling (P)	Reform
	Transformation programme – mobile working (SI)	Reform
	Fleet management - hire cars (SI)	Reform
	Digital forensics**	Reform
<b>July</b>	Satisfaction (P)	Victims
	Professional standards (P)	Reassuring
	Sexual offences re victimisation (P)	Victims
	Looked after children (P)	Secure
	Firearms licensing (P)	Reassure
<b>August</b>	Telford	Secure

\*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

\*\* Digital forensics – this was an additional meeting held in June and was a structured conversation rather than a formal holding to account session.



## APPENDIX 2

### 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.	No change since last report. Delivery plan update due October 17.	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	Proposals for this should be made once Athena is up and running, now due to go live in autumn 17.	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 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	Published August. Oversight via the PCC's Victims' Board	Victims' Board, KPI Monitoring, Delivery Plan Monitoring. Audit and oversight
		(A1.2)(1). Conduct a victims' needs assessment, providing qualitative and quantitative feedback to	Self-Assessment Framework in place. Regular meetings with agency SROs take place to ensure	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	compliance. Waiting on Tonic's victims' needs assessment. Regular contract management meetings taking place. Outcomes and key deliverables managed by the HoC. Overall good progress 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	Self-Assessment Framework in Place. Regular reviews of key metrics take place with exception reports fed into the PCC's Victims' Board. On-going work with Witness Care Units and the Witness Service to improve support for vulnerable victims. To improve overall compliance a regional board has been set up to ensure delivery of key obligations in place. Next meeting scheduled for the 25th of September.	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.	The needs assessment is now being finalised, and we are waiting for a final version of the report. We are expecting to have sight of the final report by the end of August.	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	Scorecards still being edited, some changes/corrections to be done by Pleydell Smithyman. Revised versions will then be used for next year's funding process.	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	As per previous update, the PCC's Victims' Board is in place and acts as the strategic body to ensure compliance and delivery of the Victims' Charter and the Victims' Code of Practice.	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)	As per previous updates, agencies are able to provide evidence of compliance. Work is underway to look at using digital and video solutions to improve overall victim engagement and satisfaction. For example, the CJS is looking to introduce remote video sites where witnesses can give evidence. This service offers significant benefits to vulnerable victims. In addition, the CJS is introducing pre-recorded evidence for vulnerable victims under Sec. 28. This initiative will improve overall confidence and satisfaction in the CJS.	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	Delivery plan update due October 17	Contract and grant monitoring
		(A4.2) Gap analysis with Victim Support to identify gaps in the market place.	Project visits are underway which will then feed into gap analysis in preparation for prioritising projects and funding for 2018-19.	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	Commissioning intentions for 2018/19 are being drawn up, ready for PCC consideration in the Autumn	Delivery plan monitoring
		(A4.4) Develop a commissioning strategy for serious sexual offences	Initial conversation have been held with Telford CCG, regarding joint commissioning in the future but this has only been primarily discussed in principle. Work continues to support the CCG where possible on the retendering of provision ensuring a seamless pathway of support for the victim.	Delivery plan monitoring
		(A4.5) Develop a commissioning strategy for CSE	Delivery plan update due October 17	Delivery plan monitoring

		(A4.6) Retender the Victims Support contract	A benefits and risk paper has been drafted for PCC and SMT for further discussion. The paper looks at future victim service models for West Mercia, and provides recommendations post 2019	Delivery plan monitoring
		(A4.7) Work with Warwickshire OPCC and Victim Support to develop an exit Survey	Ongoing support and dialogue regarding the victim pathway and mirrored services. Meeting being held end Sept to go through Paper on new model and current risks.	Delivery plan monitoring
		(A4.8) Develop and undertake joint commissioning of SARC provision across the West Midlands region	Delivery plan update due December 17	
		(A4.9) Improve the automatic data transfer (ADT) from the Police to Victim Support Services	Work on-going with Athena project team. Data is currently transferred daily to VS from the Force after being extracted off of CRIMES. Interim work arounds identified when CRIMES is turned off and Athena turned on. The project team is currently working with Northgate to look for an automated solution. Until a solution is identified, the Force will manually extract the data and send it to VS via secure email.	Victims' Board
		(A4.10) Improve the capture rates of mobile phone contact details in order to drive up rates of automated SMS contact	Improvement work underway with OCC and Call Crime Direct. In addition, there is work on-going with witness care units to ensure that details captured on the MG-11 are accurate and correct. Dip Sample in June indicates improvement in quality / accuracy captured on the MG-11	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.	No further update since last quarter.	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.	Continued contact with MoJ over VS contract and RJ development. Support provided to the MoJ with regard to a new outcome framework for victims; waiting to see the first draft of this for comment.	Delivery plan monitoring
		(A5.3) Work with the Home Office to facilitate funding provision of local refuges to support	Funding has been allocated to Local authorities. This action is completed.	Delivery plan monitoring

		survivors of domestic abuse. (A5.4) Work with Citizen's Advice Witness Service to improve victim and witness experience in the Courts.	The area is working with the MoJ and partners re: commissioning of witness services. In addition the area is working with NHSE on the commissioning of Adult SARC services. The area has successfully worked in partnership to deliver a regional paediatric SARC services.	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"> <li>1. Commission an appropriate service provider to deliver RJ interventions across West Mercia.</li> <li>2. Design and implement an RJ gateway service</li> <li>3. Design and implement an appropriate triage process which effectively manages RJ referrals.</li> <li>4. Consult and implement service level agreements between the CJS and the preferred provider.</li> <li>5. Effective contract and programme management.</li> </ol>	<ol style="list-style-type: none"> <li>1. RJ Service commissioned. Delivery Manager appointed.</li> <li>2. RJ Delivery Manager working with agencies and partners to develop referral pathways and gateway.</li> <li>3. RJ Delivery Manager has introduced triage system.</li> <li>4. RJ Delivery Manager has drafted service level agreement. SLA to be signed off by partners and presented at July's Victims' Board</li> <li>5. RJ programme board set up and appropriate contract management in place.</li> </ol> <p>Overall, RJ programme is going well. Currently working with partners to develop an appropriate outcome and performance framework.</p>	<ol style="list-style-type: none"> <li>1. RJ programme board</li> <li>2. Performance management reports</li> <li>3. Programme highlight reports.</li> <li>4. Contract management reports</li> </ol>

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	(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	A decision was taken not to have a large public launch of the strategy - a targeted roll out to local stakeholders to be implemented. A delivery plan for the strategy has been developed, combining the relevant actions from all existing delivery plans into one in line with the strategy; the OPCC has commented on the actions. West Mercia has been	1) Strategic Vulnerability Board (2) WM - PCC holding to account session (3) WM PCC rep has attended the

	risks  Making sure the police provide the right response to incidents at the right time	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.	accepted as a volunteer for the College of Policing Vulnerability training. This will be delivered over a 16 week period between December and March 2018. The classroom size means that approximately 888 personnel out of 2888 won't receive the training. L&D will be licensed to carry out the training and estimate a further 12 weeks to cover all staff.	vulnerability training and briefed the PCC
		(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) WMP remain 8th out of 8 for public confidence with a further reduction in confidence reported for year ending Mar 17 (published July 17). (2) Performance in the quarter continued to fall below aspirations for both emergency and non-emergency and was linked to increased demand. WMP not expected to meet targets until Nov 17. Call Handling performance formed part of the HTA process in June 17. PCC has started to receive regular briefings on OCC from force lead	Weekly/monthly/quarterly performance reports & holding to account sessions
		(2.1.3) Response	(1) see above. (2) Despite a significant increase in emergency incidents this quarter, response time performance has remained above target with over 90% of incidents being attended within 20 mins	Monthly /quarterly Performance reports
2.2	Working closely with partner agencies to reduce harm and prevent victimisation	Proactive representation by the police in: (1) MASH (2) MARAC (3) MAPPA (4) IOM (5) Adult and Children's Safeguarding Boards	Ongoing scrutiny by the Crime Reduction Board. Next meeting September 2017	Crime Reduction Board
2.3	Proactively finding the causes of crime so threats are identified and targeted before they escalate.	(2.3.1)Operation of a proactive and responsive intelligence function.	A review of the intelligence and performance departments within the force is complete. The two departments have been brought together to provide a more efficient and enhanced service.	
	Working more effectively with partners and local	(2.3.2)Proactive representation by the force at Community Safety Partnerships and community groups as appropriate	The force are represented at all five CSPs within West Mercia. The local policing Superintendent for Shropshire is seeking chairmanship of that	Attendance by PCC / Officers at CSP meetings

	communities to prevent, resolve and reduce crime and anti social behaviour	(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.	partnership Joint workshop held with force leads and CSP partners end of June to develop partnership links and an understanding of the current force approach to tackling OCGs. Proposal put forward to use the Crime Reduction Board as the oversight mechanism for the 5 local SOCJAG (JPP) meetings. This has been agreed and will commence from September 17 onwards.	Crime reduction 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	Refer to B4	>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,	There is currently a discussion underway between the force, PCCs and the CCGs to integrate more local responses within existing provider specifications for addressing this (as opposed to having a single approach to fit all, as per the triage post in the OCC). An action plan and timeframe is being proposed by CCGs currently	>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	1) Reinvigoration of governance and reporting mechanisms  (2) Co-ordination and re-commissioning of young driver training initiatives	(1) - SRP have completed their move to Droitwich Police Station, saving accommodation costs overall. There are now 19 Community Speed Watches, 14 of which are active and 5 pending. (2) Pathfinder Driving experience for under 17s expanded for October half term to Cosford as well as Throckmorton.	Safer Roads Partnership Governance Board

	enforcement and education, reducing the number of deaths 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 force launched a new hate crime strategy in Jun 2017. 438 offences/ crimed incidents recorded in this quarter (Apr – June), a 19% increase compared to the previous quarter and above average. Driven by a significant volume of reports across majority of LPAs in June. Majority of offences are racial in nature, however there has been a small uplift in offences with a sexual orientation marker this quarter	Strategic Diversity Board
<b>Police and Crime Commissioner's Commitments:</b>				
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. <b>Cross reference to A3 (Victims Board and A4(Needs Assessment))</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	Launch event successfully completed, good level of publicity following event. Long term comms plan has been developed and app is now in the promotion stage. Further development will include evaluation to inform future of app.	Delivery plan monitoring
		(B1.2)Perpetrator programme: Explore funding opportunities for a perpetrator programme across West Mercia	Letter received by PCC Dame Vera Beard regarding confirmation she has gained from the Home Office regarding application. Meeting being arranged to consider whether the PCCs who have submitted perpetrator applications could jointly apply as a consortium. Meeting pending.	Delivery plan monitoring
B.2	Make sure public funding used in	(B2.1) (1) Use Commissioning Strategic Frameworks /	Score cards now finalised and awaiting final sign off by Commissioning team.	Delivery plan monitoring

<p>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.</p>	<p>scorecards in the determination of funding allocation. (2) Update scorecards on a quarterly basis to provide quantitative data (3) Carry out needs assessment.</p>		
	<p>(B2.2) Development of KPIs associated to outcomes:</p>	<p>Work now taking place to develop outcomes framework linked to SWP, ensuring golden thread down to the projects/services being funded. Inphase to be used to assist this.</p>	<p>Delivery plan monitoring</p>
	<p>(B2.3) Develop and implement social value criteria for grant and commissioning applications</p>	<p>Working on a revised application form at present (to include above outcomes framework), it is intended that a social value section will be included.</p>	<p>Delivery plan monitoring</p>
	<p>(B2.4) Outcome Star review: (1) Complete the pilot of the outcome star involving 10 grant recipients.(2)Work with Triange Consultancy to evaluate the pilot (3)Roll out of the project to a wider groups of grant recipients, including training and familiarisation.</p>	<p>Next delivery plan update due January 2018</p>	<p>Delivery plan monitoring</p>
	<p>(B2.5) Extend the target age range of the existing diversionary model: Introduction of a tier 2 grant aimed at the 13-16 year old age group</p>	<p>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.</p>	<p>Delivery plan monitoring</p>
	<p>(B2.6) Analysts working group: Hold regular workshops with analysts from CSP, police, IOM and public health seeking to improve awareness and sharing of knowledge between analysts. Improve communications, reduce and embedding the use of the balanced scorecards into the analyst function</p>	<p>Further workshop not yet scheduled, ongoing discussions with Force representatives with regards to the value and outcomes from the sessions. Alongside this, a review is being conducted around the analyst provision for CSP's, result are expected Sep 17.</p>	<p>Delivery plan monitoring</p>
	<p>(B2.7) Diversionary sporting activities for children and young people:(1) Review the independent evaluation from Loughborough University of a two year trial into effective sports interventions for diversionary activity (2) Subsequent activity to be determined</p>	<p>Review now received, is being looked into in terms of lessons learned and how to implement findings into services being funded by PCC. Working group still in operation, next meeting scheduled for September 2017.</p>	<p>Delivery plan monitoring</p>
	<p>(B2.8) Schools Programme initiative: (1) Scope of programme to be identified and agreed (2)</p>	<p>Review has been delayed to ensure that the relevant LCSB's are consulted and can assist with the work to</p>	<p>Delivery plan monitoring</p>

		Subsequent activity to be determined	obtain larger response rate to consultation taking place. Work now expected to be completed by Dec 17.	
		(B2.9) PCC Project Fund: To be developed	Project fund has been allocated to be spent on ROCK telephone box project. Additional requests for funding to be used from CA fund.	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.	Review work has commenced around analyst provision, CCTV and reoffending for CSP's. Ongoing discussions taking place.	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 work has commenced around analyst provision, CCTV and reoffending for CSP's. Ongoing discussions taking place.	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.	Next delivery plan update due October 2017	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.	Strategy in place. SWOT analysis of IOM undertaken. Report on what's working well and areas for improvement due to be reviewed at the PCC's crime reduction board on the 22nd of Sept	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).	<p>(1) Monitoring of Police Reform and Transformation Programme, including Specialist Capabilities Board in particular</p> <p>(2). Reinvigoration of Regional capabilities governance</p> <p>(3). Build into Assurance and Holding to Account Programme</p>	<p>(1) Regional response submitted for Transforming Forensics and Specialist Capabilities Programmes. Continued engagement with the development of governance for Specialist Capabilities Programme. (2) ROCU Performance report submitted for the July Regional Governance Group, presenting new performance measures such as geographic impact and threat levels. (3) Alliance motorway/ roads policing feasibility group set up to operate a roads policing model across the alliance, separately to CMPG but still interoperable. (4) Firearms uplift report completed and shared with PCCs to understand the impacts on all forces in the region. (5) Continued engagement with the Emergency Services Mobile Communications Programme, communicating concerns to the Home Office and PCC Katy Bourne, national lead for the Programme. (6) NPAS engagement established with Board representative, who now briefs PCCs pre and post Strategic Board meetings. (7) Continued engagement with senior counter terrorism colleagues through the National Counter Terrorism Strategic Board, feeding back the views of PCCs in the region.</p>	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 strategic planning for the future of policing in West Mercia</li> <li>• Invest to save, so the force can be more adaptable and make best use of its resources</li> </ul>	Development and implementation of the transformation programme	Transformation Director in place. Development of revised policing model underway, aiming to be in place by April 2018, releasing capacity and improving efficiency and effectiveness through exploitation of new technologies, with resources more aligned to demand. Provisional savings plan completed and agreed.	(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. (3.2.2)In car media (3.2.3)Telematics (3.2.4)Body worn video (3.2.5) Data network and desk top rollout	Mobile Working has delivered all of the Smartphone element of the project and delivery of the laptops is progressing well. Vehicle fits for In-Car media have been affected by operational needs and a change in fleet model to introduce Volvo vehicles has introduced technical challenges. 950+ vehicles (of 1070 total) now have Telematics solution installed. Remaining vehicles now planned in with workshops and installation team for conversion BWV now live in Shropshire, Telford and Worcestershire. Herefordshire due to go live by end Sept. Data Network deployment has been completed to all but one site (Shire Hall, Shrewsbury due to way leave issues) and decommissioning at 18 sites completed where telephony is not reliant on the legacy network infrastructure. Follow-me printing will be released to the market September for a fully outsources printing and	(1) Transformation Board (2) AGG

			copying service. Desktop deployment and migration is still on course for completion by the end of September in preparation for further decommissioning of the KCOM network once OCC goes live.	
		(3.2.6) Athena	Remains on track for go live, including 'live' back record conversion and connecting into current data records warehouse. Work is progressing well for go live support.	
		(3.2.7) Gazetteer	Corporate Gazetteer is now delivered. (Action completed)	
		(3.2.8) Digital Forensics	Planning underway, to be released for consideration by January 18	
3.3	Ensuring the force has fit for purpose buildings and contact points which best meet the needs of local communities and the organisation. (Cross reference 3.4)	(3.3.1) Estates Programme	Estates management proposal finalisation delayed due to leave commitments. Proposals approved 30/8/17 and in process of implementation	Property Board
		(3.3.2) Replacement of Shrewsbury Police Station	Not yet started	
		(3.2.3) Replacement of Hereford Police Station	Not yet started	
3.4	Delivering the operational control centre programme on time and on budget to improve force resilience	Building of a new OCC	1st 2 Origin upgrade phases implemented as planned. Sequencing of go lives into new buildings has been signed off. Technical transition groups meet every two weeks and are establishing a detailed cutover and migration plan. A mirrored process will be created for the people transition plan, which will cross refer activities and will merge into an implementation plan for go live.	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>	<p>Athena training is ongoing, stop and search is rolling out. West Mercia is a volunteer force for the College of Policing vulnerability training (see 2.1)</p> <p>Talent management: The alliance is participating in a number of schemes including 'Police Now' for graduates (7), 'Fast track' from PC to Inspector (3), 'Direct Entry' for inspectors (3) and a 'Princes Trust' scheme for officers &amp; staff (3).</p> <p>The leadership Development strategy was signed off in June and covers 8 main areas.</p> <p>The strategic training panel has identified a need to profile training requirements with policing model capacity and some work is to be developed on this.</p>	
3.7	Ensuring a stable workforce which better reflects the demographic make up of our communities	The People Strategy provides the strategic direction for the organisation with regard to its people.	<p>People Services have launched their Diversity and Inclusion Strategy 2017-2010 - a key aim of the strategy is to recruit and retain a workforce that is representative of the communities in West Mercia. Draft Diversity and Inclusion Action Plan which links to above strategy was discussed at SDG. Plan outlines a number of issues, resulting actions and success criterias. A no. of actions have been identified to improve the transparency of internal/external recruitment processes, improve representation of female &amp; BME officers at all ranks and improve representation within the recruitment process. BME projection for 2017 is 2.51% compared to a target of 3.8%. Female projection for 2017 29.01% compared to a target of 35%.</p>	Strategic Diversity Group
3.8	<p>Increasing the number of special constables and police volunteers</p> <p>Refer to D5.2</p>	<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>	Refer to D5.2	Citizens in Policing Steering Group
3.9	• Delivering a		Refer to 3.1 - 3.8	

	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. <b>Refer to 3.1 - 3.8</b>			
3.10	Working alongside public and third sector partners so that together they deliver a safer West Mercia. <b>Refer to 2.2-2.6.</b>		<b>Refer to 2.2-2.6</b>	
<b>PART B: Police and Crime Commissioner's Commitments</b>				
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 <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) National sickness data shows a general improvement in rates and national rankings for WMP. Whilst sickness rates for officers/staff increased in the 12 months to Mar 17, rates are in line with the national average. Force figures for Apr – May 17 show an	Holding to Account, AGG, Performance reports, Health & Alliance

			increase in % of days lost to sickness compared to the previous year. However rates are reduced compared to previous quarter (2) 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 the Health and Safety Manager to help management team's structure their plans. The framework has been circulated to board members for comment. Work across the various Health & Wellbeing strands continues to be informed by survey results and progressed by area leads. Next Board meeting to take place Sept 17	Health & Wellbeing Board
		(C2.2) Develop and launch the Behind the Badge Campaign to highlight violence against officers and staff	The Behind the Badge Campaign continues, with ongoing work to share messages at a local level, and consistent social media updates. A new case study video has been produced. Following a series of incidents in Worcester, a further media release and social media messaging was produced.	
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 for membership made to both H&WFRA and SFRA. JUNE Consultation launched as planned, due to complete 11/9/17	Regular reports to Police and Crime Commissioner and Chairs of FRA
C4	Jointly monitor the National Specialist Capabilities Programme and respond to any		Continued engagement with the development of governance for Specialist Capabilities Programme.	

	changes arising from it			
--	-------------------------	--	--	--

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	First meeting of the Internal Ethics Committee took place on 04/06/17. This meeting is attended by a TIE representative and regular updates will be provided to the TIE committee via DCC Manners. Ongoing dip sampling of complaints to identify opportunities for organisational learning. PSD briefed TIE members on emerging issues around officers being recorded by members of the public. ST measure - to be flagged in June issue of 'The Standard', LT measure - to be taken to Organisational Learning Board. PSD are encouraging local policing command teams to include a standing PSD item on the agenda at their monthly management meetings. PSD are also looking to improve the stats they provide to command teams to make sure this information is meaningful. PSD continue to use ethical dilemmas to engage with the wider work force.	>Monthly Holding to account meeting; >TIE Committee; >Dip Sampling of Police Complaints; >Civil Claims monitoring >PSD Performance meetings
4.2	Delivering new online platforms for communicating and engaging with the public and partners, alongside traditional and existing methods.		<b>Refer to 3.5, 1.2 &amp; 2.1.2</b>	
4.3	Proactively publishing information to demonstrate the	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	Improve Public Contact & Comms

	force is working ethically, and enable good governance		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.	Programme Board
4.4	Engaging with the public and acting on their concerns locally Making sure people get an individual response based on their specific needs, and they understand the service they can expect to receive Work with local people and partners to give visible reassurance on frontline neighbourhood policing. <b>Cross reference 3.5</b>	Development of a Contact Management Strategy which sets out the service standards the public can expect to receive when having contact with the alliance	<b>Refer to 3.5</b>	
4.5	Ensuring the force is visible and accessible both in communities and online.		<b>Refer to 3.5, 1.2 &amp; 2.1.2</b>	
4.6	Making sure all communities, individuals and staff	The equality and diversity work programme seeks to develop and deliver the force equality objectives. There are 3 objective areas: operational;	Launch of Diversity and Inclusion Strategy (equality and diversity in the work force) and a Diversity and Inclusion Action Plan. Staff network updates provided	>Strategic Diversity Group >Strategic IAG



	are treated equally, fairly and respectfully by the force	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	at SDG. Staff Survey results suggested that minority groups scored lower for certain drivers of health and wellbeing. This is being further investigated through the staff networks and focus groups. IAG attendance at SDG to provide updates on any critical incidents.	
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 compliance. In addition Northamptonshire Police undertook a peer review. 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. HMIC undertook a re-inspection in August 2016	As part of the PEEL Legitimacy Inspection 2017 HMIC have carried out a dip sample of stop and search files, resulting in a 94% compliance rating. There has also been positive feedback from the onsite inspection team around stop and search. Work is underway to prepare for the enhanced BUSS scheme, which is due to be released imminently. A permanent stop and search sergeants post has been created within the alliance - internal advertising has resulted in a great deal of interest and the post will be filled once the HMIC inspection is finished. Further work is needed on the ride along scheme to improve the timescales from applicants' initial enquiry to taking part. Training will be rolled out in July which will concentrate on issues such as reasonable grounds and unconscious bias. This is in its planning phase and will be rolled out to PCs, Sergeants and Inspectors but will also have to work around the Athena training to minimise abstractions. IAGs will be invited to this training.  Training is also being rolled out via team coaches in policing areas who will continue to have informal 1to1 meetings with officers who require further support with stop and search.	>Stop and Search Strategic Group. >Strategic Diversity Group
4.8	Working with partners to improve prevention and understanding of cybercrime, ensuring the strategy is fully implemented and	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	A first West Mercia tactical meeting was held at the end of April attended by a wide range of partners and interested stakeholders. The Deputy PCC has offered to chair this group in future as the Police lead has changed roles. Concerns regarding the lack of momentum around the group have been flagged with	>Briefings >Cybercrime strategic governance group

	emerging threats are tackled	<p>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 and the DPCC is meeting with the Supt lead to discuss early August. Internally work has been ongoing to develop a cyber function with the resources available, including the development and piloting of a cyber triage process in the Economic Crime Unit. The Supt lead is seeking to create a "cyber unit" enforcement arm largely from within existing ECU. SOCU and Online CSE resources. This is intended to also allow coordination of the DMIs more effectively from an operational perspective as well as providing advice and guidance to prevention focussed staff deployed under the rural and business crime strategy led by Supt force lead. There are 18 part time digital media investigators (DMIs) across the alliance, and a DI has been tasked with coordinating their activity.</p>	
4.9	Making sure voices and priorities are heard and acted on from within our rural communities, via the Rural Matters plan to ensure their specific needs are addressed	<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 by PCC funding, to provide local delivery in support of the tactical plan.</p>	<p>Interviews have been held for the 5 Rural and Business officer posts following internal recruitment. Any posts not filled will be advertised externally. The rural matters tactical plan has been revised and reissued along with a new communications plan. Work is ongoing in all areas.</p>	<p>&gt;Briefings</p> <p>&gt;Quarterly tactical meetings</p> <p>&gt;Update reports on PCC funded initiatives</p>
4.10	Working with businesses and partners through the Business Matters plan to ensure business crime is addressed effectively	<p>The alliance tactical plan (Business Matters) sets out 7 key strands of activity in support of the force approach to business matters. The local policing superintendent for Herefordshire holds the alliance portfolio for rural and business and oversees delivery against the tactical plan. There a number of Rural, Business and Cyber (BRC) Coordinator and</p>	<p>Recruitment - see above 4.9 above. The Business Matters plan is being revised and work is ongoing in support of the tactical plan.</p>	

		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.		
<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>
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	Electronic system work ongoing, meetings with divisional Custody Inspectors with visits to custody suites to ascertain accommodation for ICVs to input data onto database. Ongoing contact with IT company re amendments to system. Meeting planned for June 2017 with ICVA regional administrators to discuss agenda at the Midlands seminar to be held in B'ham Sept 2017. Ongoing dissemination of ICVA updates to co-ordinators for panel cascading. MOUs now signed by all ICVs. Short version of Annual Report prepared, data being finalised for FY to April 2017 and full report being prepared.	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 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	The strategy is now in use, but its internal 'launch' has had to be delayed due to time pressures as a result of the fire consultation and a number of other issues. Team holidays have also been a factor. This can be completed shortly though with the first associated monitoring still on track	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	(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)	The Ambassadors have been continuing with their engagements. Over the summer there have been a number of events/festivals/fetes, etc taking place on their respective patches which have been well attended. The Ambassadors have also helped support John's summer events. They have continued to get involved in a number of projects and initiatives and	Monitoring of CA programme

	communities	Provision of central support and materials etc to ensure CAs represent the ambassador appropriately.	have highlighted organisations that would benefit from funding. Further to the most recent quarterly get-together, the Ambassadors have been exploring other group types they hadn't yet reached. Over the coming months, they will be supporting the Commissioning teams by visiting grant recipients to monitor how the money is being spent and whether the outcomes are being achieved.	
		(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 Ambassadors grant fund has seen an uplift in use recently, although not all of it originating from the Ambassadors themselves, some have come direct from the PCC. A number of initiatives have been granted funding from this pot in support of community initiatives. The Ambassadors are to be issued details of all grant recipients in the coming weeks to enable them to begin monitoring work. This has been deliberately held back slightly to enable recipients to actually begin using their grants. Monitoring before there were any prospects of tangible outcomes to look at would have been pointless.	
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	Progress on this project has slipped due to time pressures stemming from the fire governance consultation. It has been picked back up in early August, but a number of issues remain unresolved with the project. Engagement has recommenced with force procurement and SSI. Clarification is being sought about use of victims' data in particular, which is a difficult hurdle to overcome. Project implementation has had to be pushed back accordingly.	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 monitoring continues both of media and social media activity. Social media is growing steadily, aided by paid advertising for the fire consultation and continued use of produced video content. An increasing number of vexatious comments are being	Delivery plan monitoring

			left on social media platforms, which require frequent attention and effort to manage. Media coverage has been heavy due to the fire consultation and AB1 car registration sale. For correspondence monitoring see D6.1. For Ambassador feedback see D3.1.	
		(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 number of consultations including on the use of public surveillance camera systems by forces and role profiles for chief officers	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).	Work on this has been slightly curtailed, primarily due to the fire consultation. However, messages have still been issued relating to crime prevention, the Choices App launch, hate crime, terrorism (in the wake of recent attacks nationally), and further Behind the Badge campaign messages.	Delivering plan monitoring
		(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	The memorandum of understanding between the PCC, West Mercia Police and Neighbourhood Watch has been finalised and approved, and will be presented at the Citizens in Policing Meeting at the end of August.	Citizens in Policing Steering Group
D.6	Be open and transparent in all the decisions and appointments I make and in the way I hold the Chief Constable to account	((D6.1) (1) Monitoring of website for compliance and timeliness. (2) Monitor compliance with statutory publication regulations. (3) Publish relevant paperwork from meetings (3) Publish an online decisions log. (4) All appointments are advertised on the PCC's website, via relevant recruitments sites and internally. (5) Ensure all correspondence is logged and responded to in a timely fashion (6	The website continues to be monitored on a monthly basis and all relevant pages updated. Of note recently, the completed statements of accounts have been published alongside the audit notice. Other key updates include PCC team salaries, expenses, FOI log and decisions. The fire consultation has also been launched with its own full page on the website. Correspondence monitoring has been completed on a regular basis. Correspondence is currently in a good position with items generally receiving a quicker response and resolution. The PAs have been through the first in a series of letter-writing workshops aimed at improving our written correspondence even further.	Website management plan
		(D6.2) (1) Complete annual review of the Corporate Governance Framework (2) Complete annual review of the Treasury Management Framework	(1) and (2) Completed August 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.	There have been no specific West Mercia inspection reports published since the last update. Provisions within the Policing and Crime Act 2017 relating to timescales and details of what the PCC has to publish in responding to an HMIC inspection report have come into effect and will apply to all future reports.	
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>		<b>Refer to D2 and D5</b>	
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