

## **WEST MERCIA POLICE AND CRIME PANEL 18 SEPTEMBER 2018**

### **POLICE & CRIME PLAN ACTIVITY AND PERFORMANCE MONITORING REPORT (JUNE - AUGUST 2018)**

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#### **Recommendation**

1. The West Mercia Police and Crime Panel (PCP) are invited to consider the Police & Crime Plan Activity and Performance Monitoring Report (June 2018 – August 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.

#### **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 Mercia Plan. Progress against individual elements within the plan is updated in line with an agreed timeline for each element and the delivery plan is subject to monthly scrutiny.
4. The delivery plan is a substantial document and therefore a summary extract of it has been produced for the Panel at Appendix 1. The summary provides a concise overview of activity supporting the plan commitments. The extract contains the latest update available to the end of August 2018.
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. **Provision of victims' services** – the PCC has a statutory responsibility for the provision of victim services across West Mercia. The current service provider is Victim Support, who are contracted to the PCC until the end of March 2019. Work has been completed to redesign a preferred service model for the provision of victim services from April 2019 onwards and the tender exercise for the procurement of the new service will commence this September.

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

7. **Drugs Strategy** – concerned by the high harm and negative impact drugs can have on both individuals and communities the PCC has undertaken an evidence

based review from national policy through to local drugs services; the latter in consultation with local authorities. From this work the PCC is developing a draft drugs strategy which will be issued for consultation in the very near future.

**8. Water safety initiative-** At the end of August the PCC arranged a meeting of stakeholders in water safety. The meeting was attended by representatives from West Mercia Police, West Mercia Search and Rescue, Hereford & Worcester Fire and Rescue Service, the RNLI and the RLSS UK and water safety ambassador Kirsty Walsh, who was widowed when her husband drowned. The purpose of the meeting was to identify and build on best practice, and look at ways to educate and inform communities, in order to keep them safe. A mapping exercise will now to undertaken to identify gaps in service provision to help develop a more coordinated approach.

**9. HITZ Project** – the PCC has funded the Worcester Warriors Community Foundation’s alternative education programme to give young people, who have come from challenging backgrounds, the opportunity to learn valuable life skills and gain qualifications. The funding will enable the existing project to be expanded to Redditch with the aim of helping 16 to 18 year olds who are disillusioned with mainstream education. HITZ will run for three days a week for a minimum of 20 weeks, or as long as the individual feels they need the support for.

## **Reforming West Mercia**

**10. Police officer numbers** – the PCC has announced his commitment to recruit an additional 100 officers which will take officer numbers to over 2,000. Recruitment to fill the extra posts will begin as soon as possible, and comes on top of existing recruitment plans in West Mercia. Demand is increasing in all police forces and these additional officers will help ensure West Mercia’s communities get the service they need, and that the force has the resilience to cope with changing demands. West Mercia Police still has efficiencies to find in the coming years, but the PCC is able to make this investment in frontline services now through a combination of continued reform, effective use of reserves and council tax flexibility.

**11. Staff survey** – West Mercia Police is one of 36 forces who have taken part in a staff survey undertaken by Durham University Business School, providing the basis for national research and the sharing of best practice that can benefit policing as a whole. The survey was run in two parts, the first November 2017 and the second in January 2018. There was a 36% response rate for the first part and 24% for the second. One of the key measures coming from the survey is that respondents scored a good level of commitment to the public. A summary of the results has been shared with the whole workforce and more detailed results of the survey will be cascaded and shared with different departments and groups, for example the Health and Well-being Board and existing programmes such as the Confidence Strategy to act on and support ongoing work.

## **Reassuring West Mercia’s communities**

**12. Summer engagement programme** – the PCC has undertaken a successful second year of summer road shows, attending six large scale events across West Mercia including the Three Counties Show, Shropshire County Show and the Herefordshire Food Festival. These events provide an opportunity for members of

the public to meet and discuss their local policing concerns with the PCC or his Deputy and the local Community Ambassador in an informal setting. The events are also used to promote the work of the PCC and to encourage members of the public to sign up to the PCC's newsletter.

**13. Public holding to account meeting** – as part of the PCC's holding to account programme, a public facing meeting was held for the first time at the end of June. The primary aim was to achieve a more open and transparent way for the public to put forward their views as part of the formal holding to account process. The event was promoted via the PCC's website, local media and social media. Over 25 questions were submitted with a number of key themes including anti-social behaviour and burglary. Nineteen questions were used within the public forum, and 6 were followed up separately. The PCC put the public questions, along with some performance questions to the Chief Constable in a meeting which was streamed via Facebook Live. Learning from this meeting will be used to inform the next public facing meeting which is in December 2018.

## **Performance and accountability**

### **Holding to account**

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

<b>Month</b>	<b>Type</b>	<b>Subject area</b>
June	Public	Question areas raised by the public and performance
July	Thematic	HMICFRS PEEL Inspections
August	Performance	Performance including satisfaction and confidence

### **HMICFRS Inspection Reports**

15. Since the last report HMICFRS has not published any force-specific inspection reports. A national thematic report on Hate Crime has been issued and the recommendations arising from it are being addressed.

### **Force Performance Reports**

16. 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.

17. The latest quarterly performance summary report published by West Mercia Police is attached at appendix 3. This reports covers the period April to June 2018.

As requested by the Panel the summary page from the report has been included separately and is shown at appendix 2.

### **Supporting Information**

Appendix 1 – Delivery Plan Extract

Appendix 2 – Extract of Police Performance Summary April – June 2018

Appendix 3 - West Mercia Police Performance Summary April – June 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 May 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. Need to improve the ability of agencies to report back on the taking and use of VPS. HMCTS to explore if VPS can be added to Libra and recorded. Working with Warwickshire to agree a common assessment framework across the Alliance.	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	Work has started exploring the use of Athena Public Engagement and the new national Single Online Home website solution for a track my crime equivalent.	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	(A1.1) (1) Carry out a public consultation outlining proposed priorities and actions that would enable the PCC to be VCoP and EU Directive compliant (2) Develop and publish the charter	Charter now in its second year/  Next delivery plan update due April 2019	Victims' Board, KPI Monitoring, Delivery Plan Monitoring. Audit and oversight

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

		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)	Refer to update at 1.1	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	Needs assessments are being updated, as to service user forum to cross reference victims' voice.	Contract and grant monitoring
		(A4.2) Gap analysis with Victim Support to identify gaps in the market place.	This has now been completed and has been merged into the tender specification for the new service (internal, and that to be commissioned)	Delivery plan monitoring
		(A4.3)(1) Develop a commissioning strategy for domestic abuse, working with local authorities and public health to increase IDVA, and MARAC capacity	Next delivery plan update due September 2018	Delivery plan monitoring
		(A4.4) Develop a commissioning strategy for serious sexual offences	Business case with MoJ to determine future funding envelope. Following this the strategy will be drawn up.	Delivery plan monitoring
		(A4.5) Develop a commissioning strategy for CSE	Business case with MoJ to determine future funding envelope. Following this the strategy will be drawn up.	Delivery plan monitoring
		(A4.6) Retender the Victims Support contract	Tender all ready to be published. Being launched 7 <sup>th</sup> September, contract to be up and running by April 2019.	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	The introduction of Athena has had a significant impact on referrals to Victim Support. Manual data transfer work around introduced. Further work required as referrals are still 30% below pre Athena levels and is being investigated.	Victims' Board
		(A4.10) Improve the capture rates of mobile phone contact details in order to drive up rates of automated SMS contact	Performance monitored monthly. Rates of capture have improved. Error rate still high. Communications sent out to staff via Justice Matters and Force Orders. OPCC will continue to monitor.	Victims' Board
A.5	Work with government to further enhance services for victims, survivors and witnesses locally	(A5.1) PCC supporting the work of the APCCs Criminal Justice and Victims' reference group, which provides feedback and input to the MoJ.	Updates and actions following APCC workshops on SV devolution. Concluding in a business case being submitted.	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.	Quarterly meetings being upheld. Current endorsement for new internal victims' model; alongside agreement in tender approach and outcomes monitoring.	Delivery plan monitoring
		(A5.3) Work with the Home Office to facilitate funding provision of local refuges to support survivors of domestic abuse.	Complete	Delivery plan monitoring
		(A5.4) Work with Citizen's Advice Witness Service to improve victim and witness experience in the 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	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	The PCC's Victims' Board provides oversight and scrutiny of RJ, which forms part of the wider Victim Service contract. The service undergoes regular contract management	1. RJ programme board 2. Performance



		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.	reviews, which is carried out by the Head of Commissioning. LCJB and Victims' board to monitor.	management reports 3. Programme highlight reports. 4. Contract management reports
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Building a more secure West Mercia				
Policing element:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
2.1	Ensuring officers and staff effectively identify and support people with vulnerabilities, understanding and managing associated risks	(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.	The requirement for a Strategic Vulnerability Board is being reviewed and no new update is available on the issues previously submitted to the Board. Oversight on the differing strands of vulnerability is provided in different forums and the PCC has access to strategic vulnerability plan. The head of Vulnerability submits vulnerability training requirements via Strategic Training Panel, who determine how and when they can be accommodated into the organisational training programme.	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) No new data for the period. Confidence was raised at Holding to Account in May 2018. Reassurance was provided that activity across the 4 confidence action plans is monitored on a quarterly basis via a quarterly confidence meeting. Each action has an identified lead and agreed timescales. 2) Performance for 999 calls remained below the 90%	Weekly/monthly/quarterly performance reports & holding to account sessions

			<p>minimum standard and below levels seen in the last quarter of 2017/18. This is against a context of increased 999 demand, particularly over May and June. The proportion of 101 calls answered in 30 seconds also remained below the expected standard (80%). Performance is monitored and scrutinised via a CIMM chaired by the ACC and a comprehensive call handling demand resource plan is in place within the OCC.</p>	
		(2.1.3) Response	<p>Average response time in July 2018 was 13mins 38 secs; an increase compared to the previous month, above the monthly average and the average during the same period in 2016/17. 87% of emergency incidents were attended within 20 mins (a decrease compared to the previous month 89%). However, there has been an increase in demand during this time as a result of the good weather, expected seasonal increases and the world cup. Therefore, a slight increase in response times was expected.</p> <p>However response times, are being considered within the wider context of demand management (alongside unresourced calls) and is now being monitored through the OCC 999/ 101 Performance CIMM. This will look at how the new operating model is functioning, the forces understanding of demand, how demand can be reduced and how to make best use of wider resources.</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	Next update due September 2018	Crime Reduction Board
2.3	Proactively finding the causes of crime	(2.3.1) Proactive representation by the force at Community Safety Partnerships and community	All CSPs have force representatives at their meetings. Telford and Shropshire have Supts who chair,	Attendance by PCC / Officers at

	so threats are identified and targeted before they escalate. Working more effectively with partners and local communities to prevent, resolve and reduce crime and anti social behaviour	groups as appropriate	Hereford has a Supt who is vice chair, North and South Worcestershire have CI attendance at all meetings.	CSP meetings
		(2.3.2) Implementation of the National Serious and Organised Crime Strategy requirements to work in partnership with other organisations to tackle those individuals and organisations causing most harm. Known as the Joint Policing Panel (JPP) in West Mercia.	Review of SOCJAGS highlighted discrepancies in delivery. Revised meetings and terms of reference established. New SOCJAG meetings have been held in: Worcestershire, Shropshire, Telford and Herefordshire. Meetings initially to be held monthly then moving to bimonthly. Supts to chair the meetings for the first 12 months. SOCJAGS linked into CSP governance arrangements. CSPs reporting into the CRB. OPCC invited to sit on each of the SOCJAGs during the implementation phase.	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	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.	>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 and serious injuries	<p>1) Reinvigoration of governance and reporting mechanisms</p> <p>(2) Co-ordination and re-commissioning of young driver training initiatives</p>	<p>A review of the SRP governance is underway. Meetings with Worcestershire County and Herefordshire Councils have been held to try and reinvigorate involvement at the strategic level. Shropshire have always maintained their involvement, and engagement at a local level has been maintained in all areas.</p> <p>A review of the use of SRP reserves was completed in August and parameters for their ethical use were approved by the PCC.</p>	Safer Roads Partnership Governance Board
2.6	Work with partners to increase the proportion of hate crimes reported to the police	This work is ongoing. The force has refreshed its hate crime policies and procedures with its Independent Advisory Groups and others. The diversity team review all reported hate crimes and incidents to help identify any trends and ensure victims receive the best level of service.	<p>2018/19 funding has been distributed and finalised for the Commissioner's Grant Scheme. There are no projects specifically focused on reducing hate crime/raising awareness from the CGS. The CSP's have applied for hate crime initiatives for 2018/19 as follows:</p> <p>£10,000 for Herefordshire to work with under 25 year olds in raising awareness, deliver a social media campaign, expand the reach of the safe places initiative, support for RJ and support victims.</p> <p>£2000 to Shropshire to deliver hate crime awareness week, the kick it out initiative, hate crime reporting training and campaigns.</p> <p>This financial year there has been a 38K decrease in hatecrime funding due to CSP's not making it a priority of their local agenda.</p> <p>A HMIC inspection report has been issued on hate crime and the strategic equality and diversity advisor is developing an action plan in response. Each local policing area have their own localised plans around hate crime and these will now reflect the national thematic report.</p> <p>Low hate crime satisfaction has been an area of concern for over 12 months. The force report that significant activity is being undertaken to address</p>	Strategic Diversity Board

			performance in this area but it remains static. ASI undertook some research at the key drivers of hate crime satisfaction and this was circulated to local policing areas for their plans.	
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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. <i>Cross reference to A3 (Victims Board and A4(Needs Assessment))</i>	(B1.1)Mobile App scheme: (1) Developing and building a mobile app aimed at 12-14 year olds. (2) Launch event for the app (3) Evaluation and consideration of future development	Completed	Delivery plan monitoring
		(B1.2)Perpetrator programme: Explore funding opportunities for a perpetrator programme across West Mercia	Drive service provider has been procured (Cranstoun) and their contract with WCC who are the lead contractor started on 1st July 2018. Cranstoun have recruited almost all of the staff required to deliver the programme. A multiagency Domestic Abuse Perpetrator Panel (DAPP) has been set up to facilitate referrals from MARAC and will also include high harm non Drive cases. The DAPP will be the panel who determine which cases are allocated to Drive and then will form part of the multiagency discussions around the disruption and support activities. First DAPP meetings to be from October and will be monthly from therein.	Delivery plan monitoring
B.2	Make sure public funding used in	(B2.1) (1) Use Commissioning Strategic Frameworks /	Completed	Delivery plan monitoring

	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.	scorecards in the determination of funding allocation. (2) Update scorecards on a quarterly basis to provide quantitative data (3) Carry out needs assessment.		
		(B2.2) Development of KPIs associated to outcomes:	Work now completed in draft with providers re KPIs	Delivery plan monitoring
		(B2.3) Develop and implement social value criteria for grant and commissioning applications	Social Value incorporated into the Victims' tender.	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.	The review has been completed and a decision made to proceed with it for all Diversionary network grants – it has become part of their grant offer i.e. in order to receive the funds it is something they have to agree to using it. It provides valuable data on meeting the softer outcomes of the grant service users.	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 determined	Completed	Delivery plan monitoring
		(B2.8) Schools Programme initiative: (1) Scope of programme to be identified and agreed (2) Subsequent activity to be determined	The consultant appointed by the OPCC has produced a Phase 1 report. The DPCC and commissioning officers met with the Supt head of Vulnerability in July to discuss next steps with a view to aligning any work that the PCC commissions from the report with that	Delivery plan monitoring

			the Force are doing. It was decided in that meeting that the consultant would undertake a Phase 2 proposal which included reviewing the work that Police are doing with schools to make a more accurate picture of service provision to provide a better direction in terms of commissioning services. The consultant has recently sent a summary proposal for the Phase 2 work which is currently being reviewed by the OPCC.	
		(B2.9) PCC Project Fund: Convert old red phone boxes to hold lifesaving defibrillator equipment.	Fund has been absorbed into the normal budget – action completed	Delivery plan monitoring
		(B2.10) Undertake a review of the PCC funding allocations to CSPs and the outcomes the funding achieves. Any subsequent changes to be implemented from 18/19 onwards.	Completed	Delivery plan monitoring
		(B2.11) Undertake a review of the PCC funding allocated for CCTV schemes across West Mercia: (1) Request for information on existing schemes to be sent to all CSPs (2) CSPs to be invited to submit funding requests for 17/18 only.	Completed	Delivery plan monitoring
B.3	Make sure the Safer Roads Partnership responds to community concerns as well as working to reduce deaths and serious injuries on our roads	Pathfinder Project, teaching young people how to drive safely: (1) Develop a project specification seeking to introduce the programme across the whole of West Mercia.	Pathfinder now has a bespoke monitoring tool administered by West Mercia Commissioning team but shared with Glos OPCC due to the shared funding. Output targets have been set for both PCC's and proportioned to the respective grants. Outcomes will be monitored historically to evidence the impact of the initiative i.e. reduced RTC rate for those who engage in Pathfinder compared to those who don't.	Grant monitoring
B4	Provide oversight and support to West Mercia's Reducing Reoffending Strategy	1. Consult and produce a partnership strategy designed to tackle and reduce reoffending. 2. Design, create and implement a delivery plan which supports the strategy.	Next delivery plan update due September 2018	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>A regional roads policing meeting has been set up to develop regional working on our motorways. A strategic ambition paper was presented and agreed at the Regional Governance Group (RGG) by the four PCCs and four Chief Constables. Areas of future working included the development of a common pursuit policy, coordination on campaigns and developing best practice. Future areas of collaboration will also be explored and an update to be provided at the next RGG.</p> <p>Regional online fraud – the group is currently exploring functions where a better sharing of resources at regional level could lead to efficiencies at local level. For example, coordinated at a regional level. The group is also exploring consistent performance recording and enabled the pilot of the use of financial investigation in one of our region's prisons.</p> <p>Criminality in the police estate – the academic piece of work is currently ongoing and due to be complete at the end of August. The working group have also met once and made considerable progress on a number of actions including the development of intelligence sharing, use of financial investigation in prisons to tackle criminality, better partnership working through embedding the CPS local protocol and an agreement to look at a pilot which will help identify people seeking to return to prison with drugs secreted upon their person, many of whom are vulnerable and coerced into this through drug debt or other reasons.</p>	<p>PCC and Chief Executive attendance at regional PCC meeting. Scrutiny by regional PROs. Scrutiny via AGG. Regional POs providing regular updates</p>



			<p>The work will be pulled together and a follow up confidential inquiry session will take place, bringing together partners from across the criminal justice system. The work will then be pulled together into one report and will be launched in December 2018.</p> <p>The RPO is working with the performance lead in the West Mercia OPCC to develop performance measures at a local level which will complement and demonstrate links between regional and local level. A new performance matrix which now sits at regional level will be utilised as a starting point for local performance.</p> <p>The RPO will be undertaking a 'deep dive' into County Lines and working to develop a better insight into the relationships between crime types, for example a higher level of violence through firearms and knife crime could be attributed to county lines or drugs.</p> <p>The RPO is supporting the Commissioner in his new role as the central region representative on the NPAS strategic Board. Part of this work requires the development of strategy which sets out how the West Midlands region should approach engaging with the Home Office and NPAS on the specific matter of a capability which the Service is being asked to consider by senior officers nationally. This strategy will require the PCC to carry out another of actions in Q2 and 3 2018/19.</p> <p>The RPO is developing a research proposal, that if implemented could influence how CT information is presented to the PCCs across the region. Further details will be provided in the next update.</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"> <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	Next delivery plan update due September 2018	(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	In car media is now installed and working on 42 vehicles;6 are outstanding as they are off the road and will be fitted (except 1 which is likely to remain off road) by end of first week of August. Motorcycles cannot be fitted with an equivalent, although cameras can be. These will therefore be removed from the programme..	
		(3.2.3)Telematics	An options document has been developed and will be presented to the SROs for discussion and decision following the failure of the supplier to satisfactorily resolve issues with the system. Problems will continue to be resolved in the meantime with provisional meeting with supplier scheduled for early September pending decision.	

		(3.2.4)Body worn video	Completed	
		(3.2.5) Data network and desk top rollout	Next delivery plan update due September 2018	
		(3.2.6) Athena	The Athena Express upgrade now has a suggested target date of mid 19 for implementation, as it is subject to the V6 upgrade. Work continues around several key areas including the Athena Public Engagement upgrade and the new national Single Online Home police website as a track my crime equivalent.	
		(3.2.7)Gazetteer	Completed	
		(3.2.8)Digital Forensics	Next delivery plan update due September 2018	
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	Next delivery plan update due September 2018	Property Board
		(3.3.2) Replacement of Shrewsbury Police Station	Next delivery plan update due September 2018	
		(3.2.3) Replacement of Hereford Police Station	Next delivery plan update due September 2018	
3.4	Delivering the operational control centre programme on time and on budget to improve force resilience	Building of a new OCC	MASH and other partners use a variety of mobile phone networks all of which need to work within the buildings. Because of the build, many do not and a solution needs to be developed. 999 testing went well. A technical solution to 101 issues is being tested, enabling firm timelines for completion to be set by the end of September	IPCAC
3.5	Making sure the force has the right contact channels for the public and that it provides the right response every time.	Development and implementation of the channel shift programme which will support a wider range of ways to interface with the force: online payments; web chat; self-service etc	Refer to 1.2 and 2.1.2	
3.6	• Understanding, investing in and developing the	The People Strategy provides the strategic direction for the organisation with regard to organisational development, leadership	Analysis was commissioned to assist in understanding the demand profile for abstractions and training requirements. The analysis indicated that the training	

	<p>force's officers, staff and volunteers to make sure they are reaching their full potential</p> <ul style="list-style-type: none"> <li>• Properly investing in the workforce and developing staff</li> </ul>	<p>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>scheduled over Jul/Aug would be 23 times over agreed abstraction levels. A decision was made to reduce training over this period to manage the exceptional volumes of demand associated with the world cup and Trump visit.</p> <p>The reduction in training provided L&amp;D with the opportunity to undertake a training review which was produced in Aug 2018. The review put forward a number of recommendations including a review of course lengths, the development of a local CPD model, greater use of blended learning and training new recruits prior to PEQF. The OPCC was consulted as part of the review process.</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>Latest Demographic figures from Workforce Management Group covering the period Jan Mar2018:</p> <p>BME officers: 2.6% (pop. figure 3.8%; national average 6.9%)  BME staff: 2.6% (pop. figure 3.8%; national average 6.3%)</p> <p>Proportionality in terms of BME has remained relatively stable across the FY.</p> <p>Female officers: 31.7% (national target set by BWAP 35%, national average 29.1%)  Female staff: 62.6% (pop. figure 50%)</p> <p>Whilst the no. of female officers has reduced, the % has increased due to an overall decrease in overall officer numbers.</p> <p>West Mercia exceeds the national average for officers, and the population figure for female staff.</p> <p>An in depth analysis of the data is due to be undertaken</p>	Strategic Diversity Group

			in July to inform the MSN staff association work plan which will feed into the diversity and inclusion board.	
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"> <li>Delivering a modern, effective and adaptable support function which responds to the needs of our service and community</li> <li>Aspire to a market leading support service for policing.</li> </ul> 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		Refer to 3.1	

	provide governance and oversight of all the modernisation programmes across the alliance <b>Refer to 3.1</b>			
C2	Support the health and wellbeing agenda within the alliance	<p>(C2.1) Ongoing scrutiny of staff and officer sickness levels. (2) Review of annual staff survey</p> <p>(C2.2) Develop and launch the Behind the Badge Campaign to highlight violence against officers and staff</p>	<p>1) Officer and staff sickness decreased in the quarter compared to the previous quarter. However sickness rates were above sickness rates recorded during the same period 2017/18 (continuing an ongoing upward trajectory).</p> <p>National data released for 2017/18: staff sickness and national rankings were comparable to 2016/17 (currently 26th). Officer sickness has deteriorated slightly from 4.7% to 5.1%. The ranking has therefore fallen from 20th to 30th.</p> <p>High level analysis undertaken by ASI and presented at the July 2018 Health &amp; Wellbeing board. Further detailed analysis commissioned to look at causes of absence due to psychological issues.</p> <p>2) High level results of staff survey have been shared with the Health &amp; Wellbeing board and wider workforce. Similar trends across the alliance with four areas identified for further focus: emotional energy, perceived organisational support, procedural justice and hindrance stressors.</p> <p>We continue to promote Behind the Badge through social media, tying in with specific cases. We are in early talks with two TV production companies, on providing case studies, which will focus on assaults on police officers. The internal comms still needs some further exploration and the extension to include fire</p>	<p>Holding to Account, AGG, Performance reports, Health &amp; Wellbeing Board</p>

			fighters and staff is on hold, awaiting fire governance changes.	
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	Go live delayed by Home Office following challenge by the two FRA. All aspects except draft contracts standing order and financial regulations are prepared ready for go live. Work on going with FRS staff in preparation for work after go live.	Regular reports to Police and Crime Commissioner and Chairs of FRA
C4	Jointly monitor the National Specialist Capabilities Programme and respond to any changes arising from it		Next delivery plan update due September 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	<p>The final TIE committee meeting took place in July 2018. Both PCCs have agreed that the standards and ethics work will be picked up by the Joint Audit Committee going forward. 2 members will be recruited to lead on this portfolio. The recruitment process is in progress.</p> <p>Policy officer leads for standards and ethics (from both OPCCs) are working with the force to enhance existing dip sampling processes. The policy officer</p>	<p>&gt;Monthly Holding to account meeting;</p> <p>&gt;TIE Committee;</p> <p>&gt;Dip Sampling of Police Complaints;</p> <p>&gt;Civil Claims monitoring</p> <p>&gt;PSD</p>

			<p>leads are due to undertake a one off dip sample in September. This will focus on 28 day updates as per the recommendations of the HMICFRS Legitimacy Inspection. Results of this work will be feedback to both PCCs and the head of PSD.</p> <p>DPCC/Head of PSD performance meetings are ongoing. The next meeting is scheduled for September. The DPCC is also due to attend and observe a gross misconduct hearing in September.</p>	Performance meetings
4.2	Delivering new online platforms for communicating and engaging with the public and partners, alongside traditional and existing methods.		<b>Refer to 3.5, 1.2 &amp; 2.1.2</b>	
4.3	Proactively publishing information to demonstrate the force is working ethically, and enable good governance	Ongoing. The force website is kept up to date with relevant information	<p>In the last quarter the Annual Report has been produced and published in line with requirements following scrutiny by the PCP.</p> <p>Results from the Town and Parish Council survey are currently being analysed ahead of publication.</p> <p>The first quarterly results from the Confidence Survey have been delivered, although the final report is due this week, ahead of internal dissemination and online publication.</p> <p>Numerous public comments, social media posts and newsletter articles have also been published, particularly focused on police performance including World Cup demand, the Hereford murder conviction, Telford CSE, knife crime and other violent crime, rural</p>	Improve Public Contact & Comms Programme Board



			crime, and police visibility.	
4.4	Engaging with the public and acting on their concerns locally Making sure people get an individual response based on their specific needs, and they understand the service they can expect to receive Work with local people and partners to give visible reassurance on frontline neighbourhood policing.	Development of a Contact Management Strategy which sets out the service standards the public can expect to receive when having contact with the alliance	Delivery plan update due September 2018	
4.5	Ensuring the force is visible and accessible both in communities and online.		<b>Refer to 3.5, 1.2 &amp; 2.1.2</b>	
4.6	Making sure all communities, individuals and staff are treated equally, fairly and respectfully by the force	The equality and diversity work programme seeks to develop and deliver the force equality objectives. There are 3 objective areas: operational; organisational and people and culture. The force has active Independent Advisory Groups (IAGs) in place; geographic and thematic who offer impartial advice to the force	<p>The force has published the annual equality and diversity report for 2017 which sets out strategic intentions, statutory duties, objectives and achievements.</p> <p>The NPCC have published the 2018-2025 NPCC Diversity, Equality and Inclusion Strategy. The strategy is broken down into 3 key elements (organisation, communities and partners), with chief officer leadership as the central driver. The SDG are amending the alliances' SD objectives to make sure they are aligned with the national objectives.</p>	<p>&gt;Strategic Diversity Group</p> <p>&gt;Strategic IAG</p>

4.7	Ensuring West Mercia Police complies with the Best Use of Stop and Search Scheme	<p>West Mercia Police was suspended from the national Best Use of Stop and Search Scheme (BUSS) in February 2016 for noncompliance. A small team was established to address the causes of noncompliance and to bring about change within the alliance to ensure future compliance. In addition Northamptonshire Police undertook a peer review.</p> <p>The following changes were identified in order to become compliant: recording and publishing outcomes, introducing Ride Along scheme and strengthening the involvement of communities with community triggers.</p> <p>HMIC undertook a re-inspection in August 2016</p>	<p>A new database was implemented in June 2018. The database enables officers to record and link the grounds for a stop and search to force priorities, record details of drugs/weapons and detail any associated police operations. The database collates disproportionality data and it is being further developed to enable greater analysis of this data. The database will improve governance and oversight of stop and search and provide auditable evidence.</p> <p>Briefings have been cascaded down to officers on the use of reasonable grounds and an audit of the first week of its use on the database. The lead for Stop and Search has been able to share the findings with LPA Superintendents so that SPOCs can assist in improving performance where required.</p> <p>A detailed analysis of stop and search disproportionality has been undertaken and the resulting report is to be made publicly available on the force website</p>	<p>&gt;Stop and Search Strategic Group.</p> <p>&gt;Strategic Diversity Group</p>
4.8	Working with partners to improve prevention and understanding of cybercrime, ensuring the strategy is fully implemented and emerging threats are tackled	<p>Cybercrime is a strategic priority for the force and is identified as a national risk in the Home Secretary's Strategic Policing Requirement (SPR). A revised Cyber Crime Strategy for the alliance sets out the approach to cyber. This is supported by a draft delivery plan. Work in ongoing to create a tactical partnership delivery group to support the strategy and to build and strengthen partnership opportunities.</p> <p>A programme of mandatory online cyber training packages has been developed to raise awareness and understanding amongst officers and staff. Work is ongoing to develop training for Victim Support Staff which is scheduled to be implemented in Spring 2017.</p>	<p>Get Safe Online presented on their cyber package for the police at the West Mercia Cyber Crime Partnership meeting in April. This resulted in positive feedback from police leads and partners on the potential benefits it could bring to West Mercia and funding is now being sought for it.</p> <p>GetSafe Online provides a website which is updated daily, communications support and 3 community business events during the year.</p>	<p>&gt;Briefings</p> <p>&gt;Cybercrime strategic governance group</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.		
4.9	Making sure voices and priorities are heard and acted on from within our rural communities, via the Rural Matters plan to ensure their specific needs are addressed	The alliance tactical plan (Rural Matters) sets out 7 key strands of activity in support of the force approach to rural matters. The local policing superintendent for Herefordshire holds the alliance portfolio for rural and business and oversees delivery against the tactical plan. There a number of Rural, Business and Cyber (BRC) Coordinator and other support posts across West Mercia, supported by PCC funding, to provide local delivery in support of the tactical plan.	The Rural and Business Officers (RBOs) have continued with their local programmes of engagement and crime prevention with both business and rural communities. A temporary RBO working in Telford and Wrekin covering the permanent post holder (on long term sick) has left and this gap needs to be resolved. The RBO's provide the PCC with quarterly activity forms, providing a summary of the work they have undertaken	>Briefings >Quarterly tactical meetings >Update reports on PCC funded initiatives
4.10	Working with businesses and partners through the Business Matters plan to ensure business crime is addressed effectively	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. A temporary RBO working in Telford and Wrekin covering the permanent post holder (on long term sick) has left and this gap needs to be resolved.  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

				<b>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	Next delivery plan update due September 2018	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	Next delivery plan update due September 2018	Monitoring of Strategy delivery plan on a quarterly basis
D.3	Launch a new Commissioner's Ambassador scheme to deliver more engagements, relationships and local links across our communities	(D3.1)Commissioner's Ambassador Scheme: (1) Design and establish a new Ambassador programme. (2)Recruit ambassadors (3) Identification of engagement appropriate for CA engagement (4) Identification of priority demographic and geographic communities (5) CAs to provide written feedback on all engagements (6) Provision of central support and materials etc to ensure CAs represent the ambassador appropriately.	The CAs are still making good use of the funding that is available to them. They continue to work closely with their respective Superintendents to make decisions on which groups are deserving of funding. As the money is given, and the projects get more underway, comms will be done around them and how they are benefiting the communities they have reached.	Monitoring of CA programme
		(D3.2) Ambassador Grant Scheme: (1) £40k allocated for CA identified projects (2)Development of grant scheme and associated processes (3)Ongoing monitoring of grant scheme	The CAs are making full use of the grant scheme. All of them have embraced the opportunity to work with their respective Supts and have identified a number of projects and initiatives they can fund. After only a short time of being open, the majority of the CAs have	

			made a considerable dent in their pots through providing financial support to their chosen recipients.	
D.4	Ensure that the police and partner organisations are active and effective in tackling the issues that are important to our communities	(D4.1) PCC Confidence and satisfaction survey: (1) Explore shared opportunities with other PCC offices (2) Design a contact specification (3) Procurement exercise to identify suitable service provider (4) Subject to securing a provider, introduce a confidence and satisfaction survey across West Mercia	The field work and analysis for the first quarter of the public confidence survey has been completed and a first draft of the results presented to the PCC. A final report version of the results is being prepared.	Delivery plan monitoring
		(D4.2) Environmental Scanning via: (1) Daily media monitoring (2) Social media monitoring (2) Monitoring of Ambassador feedback (3) Monitoring of correspondence log (4) Formal consolation responses	Regular environmental scanning continues through daily news summaries looking at topics of interest locally and nationally, social media scanning and analysis of performance. This are fed to the PCC and DPCC as appropriate and used as a basis for conversations/ topical wider communications.	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 relevant public consultations. Recently this has included a Department of Transport consultation on road safety and a government consultation on unauthorised encampments.	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	A further press release was issued celebrating the work of volunteers as national volunteers week, this was supported by a series of social media posts. The PCC visited injured SC Ben Perry and a further update on his progress was shared on social media. We continue to link in with the force to progress the diversity project.	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		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	((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	The website is regularly audited. Discussions are still underway with the web supplier for more general improvements, to be undertaken as part of the fire transition.	Website management plan

	to account	sites and internally.(5) Ensure all correspondence is logged and responded to in a timely fashion (6		
		(D6.2) (1) Complete annual review of the Corporate Governance Framework (2) Complete annual review of the Treasury Management Framework	Completed	JAC
D.7	Work with the police to publish information arising from recommendations in HMIC or other strategic reports	The Force and PCC's office have developed an agreed process for managing and responding to HMIC inspections from the initial notification of an inspection through to the publication of the resulting inspection report and ongoing scrutiny of any subsequent improvement plan. Media and communications teams from both the 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.	Next delivery plan update due October 2018	
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.	An update on the triage business case is pending.  Initial conversations are underway with Warwickshire OPCC in regards to the mandatory local appeals process that is due to be implemented in April 2019. A joint options paper will be produced for both PCC CeXs in October / November 2018. Feedback from the APACE Complaints network will be used to inform the options paper.	

### 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 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